



Task 2

Envision

Formulate a motivating change vision

Envision

What is a change vision?

Congratulations, your consultancy has won the pitch and you have started with your team to work on the project. Today is your first client workshop with the leadership team. The goal of the workshop is to generate a joint change vision to guide the transformation process.

Task 2a

Before starting the workshop, you need to get everybody on board and ensure that everybody has the same understanding about what a change vision is. You will start the meeting by giving a short presentation:

Your task is to prepare a short presentation (max. 10 min) about "Change Vision Statements". The presentation should contain the following points:

- What is a vision in general? What is a change vision?
- Why is it important to have a change vision?
- How should a compelling change vision look like?

Task 2b

Facilitate the Vision Workshop

In the next step, everybody of the leadership team should get involved to generate the change vision. Therefore, you conduct a workshop with them. Your goal is to guide the group towards one vision statement. On the following pages, you will find more information about the elements of the workshop.

Your task is to guide everyone through the process. This means that you have to take care of the following aspects:

- Form groups (depending on the attendance, groups should be around 3-4 people)
- Know and be able to explain the different steps of the process to guide the group through it
- Time keeping so that we manage the workshop in time
- Find a way to come up one final change vision after the workshop (e.g., via voting or consolidating different visions)

Change Vision Workshop

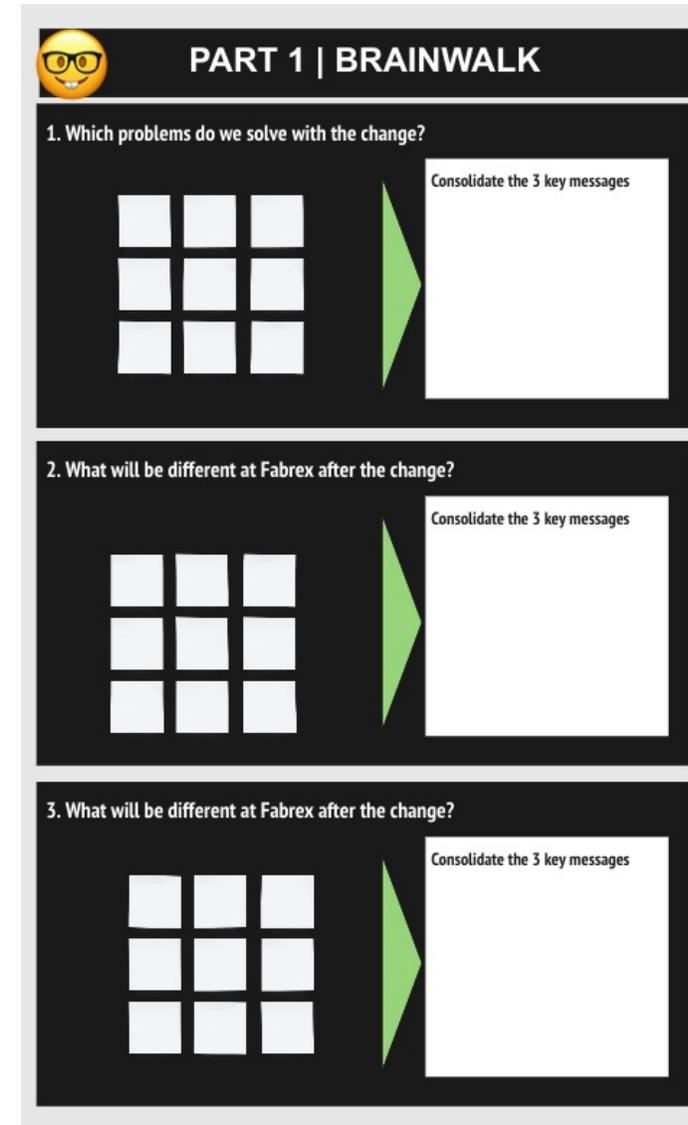
Contents and Time Planning

Part 1: Brainwalk as Warm-Up (about 25 minutes)

We start the workshop by individual brainstorming to not lose any ideas. Therefore, we will use the method of a brainwalk. Brainwalking is a very beautiful and efficient creativity technique, which gets the brain on its toes and creates a lot of dynamics. Normally, it is done on flipcharts by walking around the room. In our case, we will do it digitally to not lose any information.

Every group sits together but everybody starts working individually at first. On the Miro, you find three questions. The Brainwalk should work as follows:

1. 3 Rounds of individual brainstorming on each question (3min per question)
2. 5 Minutes of consolidation (1-2 people consolidate the answers of one question into the most important messages)
3. 5 Minutes of results sharing within each group



PART 1 | BRAINWALK

1. Which problems do we solve with the change?

Consolidate the 3 key messages

2. What will be different at Fabrex after the change?

Consolidate the 3 key messages

3. What will be different at Fabrex after the change?

Consolidate the 3 key messages

Change Vision Workshop

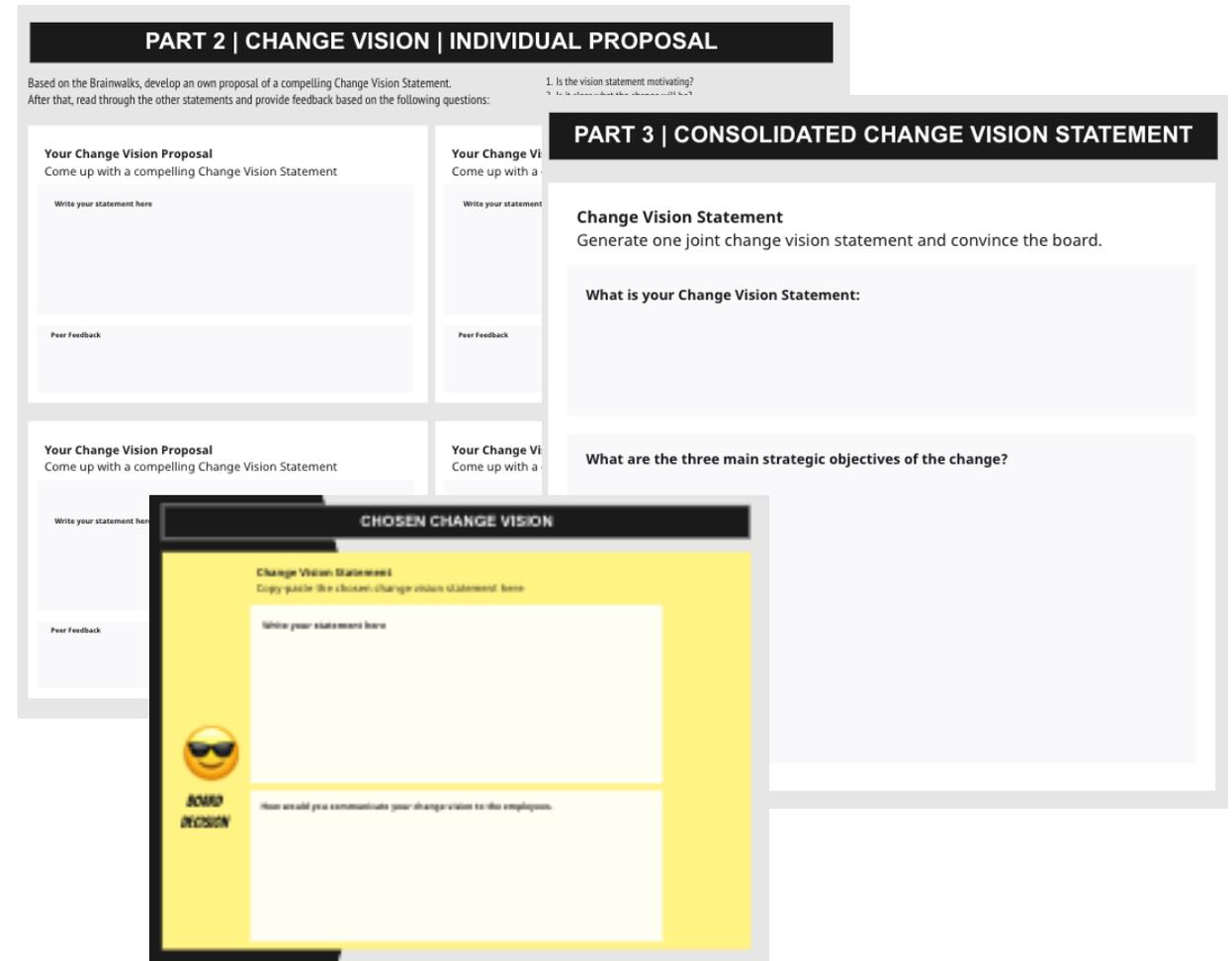
Contents and Time Planning

Part 2: Vision Development (25 minutes)

After the brainwalk, it is time to start formulating the change vision. It is your job to guide the process. The process works as follows:

Every group sits together but everybody starts working individually at first. On the Miro, you find templates for that. The procedure should be as follows:

1. *Individual proposal:* Everbody gets 10 minutes to formulate a first proposal for a change vision individually (by integrating the insights from the brainwalk).
2. *Peer Feedback:* Within the groups, everybody reads through the other's visions and provides feedback (*Is the vision statement motivating? // Is it clear what the change will be? // Is it easy to understand?*). This should take around 5 minutes.
3. *Group Vision:* Now each group has to consolidate their individual proposals into a joint change vision and pitch it to the plenum. (15 minutes)
4. *Final Change Vision:* After the vision and based on the different group proposals, we need to decide for one vision statement that will be communicated to the employees. It is on you to decide, how this will be generated (e.g., via a democratic voting, via consolidation etc.).



PART 2 | CHANGE VISION | INDIVIDUAL PROPOSAL

Based on the Brainwalks, develop an own proposal of a compelling Change Vision Statement.
After that, read through the other statements and provide feedback based on the following questions:

1. Is the vision statement motivating?
2. Is it clear what the change will be?
3. Is it easy to understand?

Your Change Vision Proposal
Come up with a compelling Change Vision Statement

Write your statement here

Peer Feedback

Your Change Vi
Come up with a

Write your statement

Peer Feedback

PART 3 | CONSOLIDATED CHANGE VISION STATEMENT

Change Vision Statement
Generate one joint change vision statement and convince the board.

What is your Change Vision Statement:

What are the three main strategic objectives of the change?

CHOSEN CHANGE VISION

Change Vision Statement
Copy-paste the chosen change vision statement here

Write your statement here

BOARD DECISION
How would you communicate your change vision to the employees.

Envision the outcome

Imagine how the future looks like after the change is implemented

What is a Change Vision?

The change vision and strategy give the organization a picture of what the future looks like after the change is implemented. It tells organizational stakeholders why they should let go of the past, sacrifice and work hard in the present, and follow senior leadership into the future.

If done correctly, a change vision and strategy creates a sensible and appealing picture of the future that provides guidance for organizational decision-making.

Senior leadership and the guiding coalition must develop a compelling message that will tell managers and employees that the future is a desirable place to go. When they do this, they have a much better chance of gaining the cooperation of others. Complexity is not good here! No one wants calculus formulas when you are asking them to change what they are doing and how they are doing it. If employees and managers do not understand the desired future, the resulting organizational change initiatives will be unsuccessful.

A compelling change vision should cover:

- **Purpose** – why we need to do this and a compelling reason for change
- **Picture** – what the future will look like
- **Plan** – how we are going to get there
- **Part** – the role you and your team will play to make the change a success.

Once completed, a compelling change vision and strategy should be easy to communicate. In five minutes or less is ideal!

Envision the outcome

Imagine how the future looks like after the change is implemented



Both are important during change processes but should not be confused!

Foresight (in a change context)

Foresight in the change context is the ability to predict what is coming based on what is occurring in the present and what has happened in the past. Leaders need to be able to predict the reactions of their followers (employees, stakeholders, etc.) and try to head off any issues they might see coming.

Leaders need to be able to foresee answers to questions like these:

- How have my followers reacted to changes in the past?
- What opinions have my followers expressed on changes like these previously?
- How will my followers react to the change that is coming?
- How can I prepare my followers to avoid any problems when this change occurs?
- What types of reactions are common when changes of this magnitude take place?

Change Vision

A change vision is not the same thing as a corporate vision. It is a powerful and appealing statement that helps to overcome the group or team's natural inertia and resistance to change. A great change vision is something that is easy for people to understand. It can be written usually in a half page, communicated in 60 seconds, is both intellectually solid but has emotional appeal, and it's something that can be understood by the broad range of people that are ultimately going to have to change

People are, for the most part, resistant to change. Most would rather stay in an uncomfortable situation that is familiar rather than try something new and unfamiliar.

Envision the outcome

Imagine how the future looks like after the change is implemented

Example of a Change Vision Statement

Below you find an example of a change vision regarding the introduction of a new digital process regarding identity and access management.

Vision

Identity and Access Management (IAM) Vision

Provide users, application owners, and IT administrative staff with secure, easy access to applications; solutions that require fewer login credentials; the ability to collaborate across and beyond Harvard; and improved security and auditing.

Strategic Objectives

- Simplify User Experience
Simplify and improve access to applications and information inside and outside of the University
- Enable Research & Collaboration
Make it easier for faculty, staff, and students to research and collaborate within the University and with other institutions
- Protect University Resources
Improve the security stature of the University with a standard approach.
- Facilitate Technology Innovation
Establish a strong foundation for IAM to enable user access regardless of new and/or disruptive technologies