

# Organization development for Estonian schools

Training for school board trainers

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Future Processes

Visioning

2.00

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# 7 basic processes of change

Processes of Diagnosis

Future Design Processes

Psycho-social Processes

Information Processes

Learning Processes

Implementation Processes

Leading and Managing the Change Process

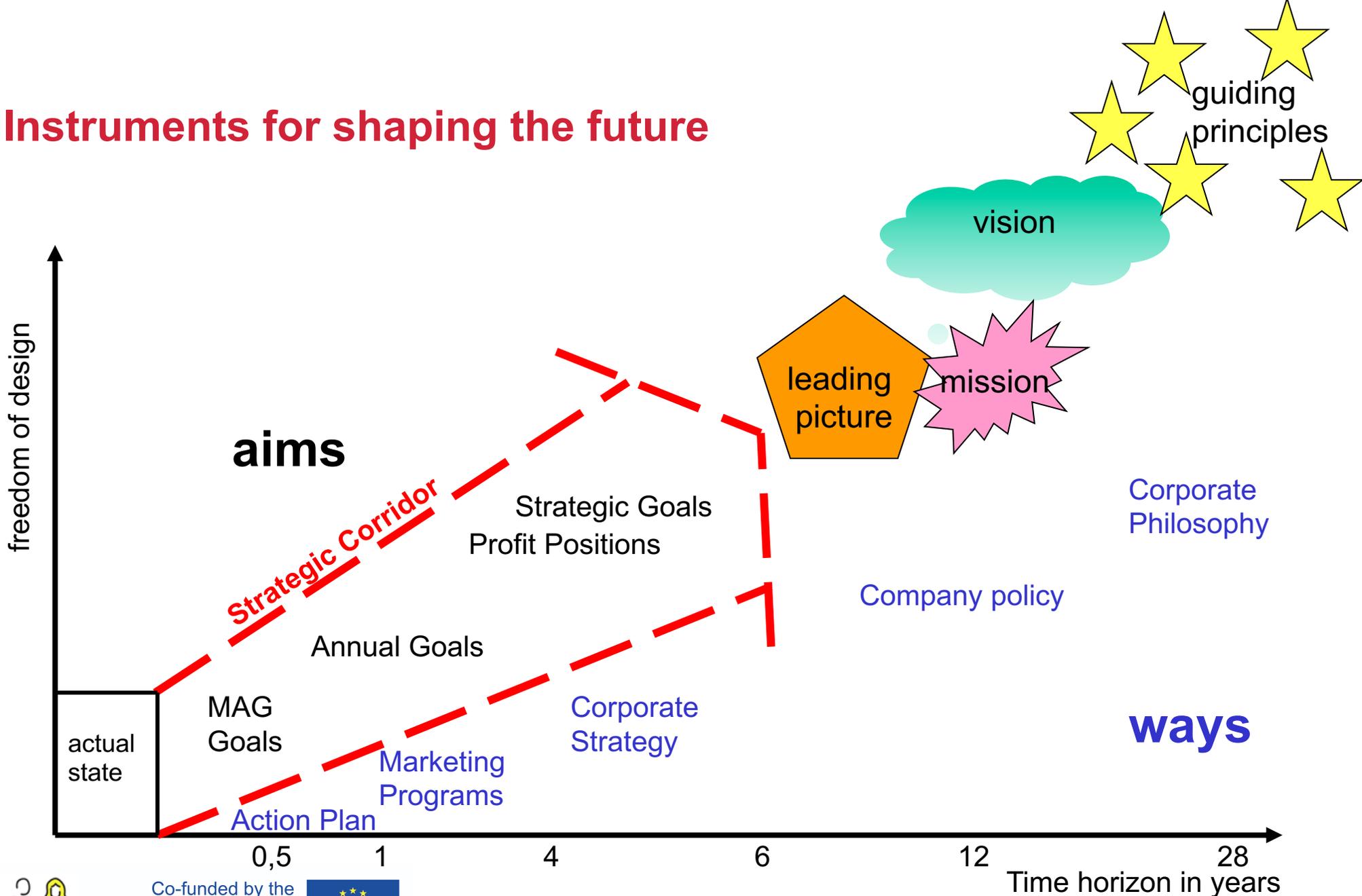


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# Instruments for shaping the future



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# Future design processes

- As far as possible, active participation of those concerned
- Observe the focus of the participants: Micro, Meso, Macro
- Work with the need of changing the past and the pulling force of future
- Apply macroscopic and microscopic view, as well as rational and intuitive methods
- Distinguish goals and paths



## Developing the future means:

- to be open to a paradigm shift
- to detach oneself from the stream of reactive consciousness
- to search for the really new and to grasp it in your mind
- to emotionally associate with it
- to get a vivid picture of the new situation
- to be able to describe this picture
- to recognize individual meaning,  
i.e. for me or my own organisation



# From "Vision to Action"

## Without a vision of the future -

i.e. without a clear, internalized picture of a desired future - there is a danger that action will be exhausted in disoriented actionism.

## Without appropriate action

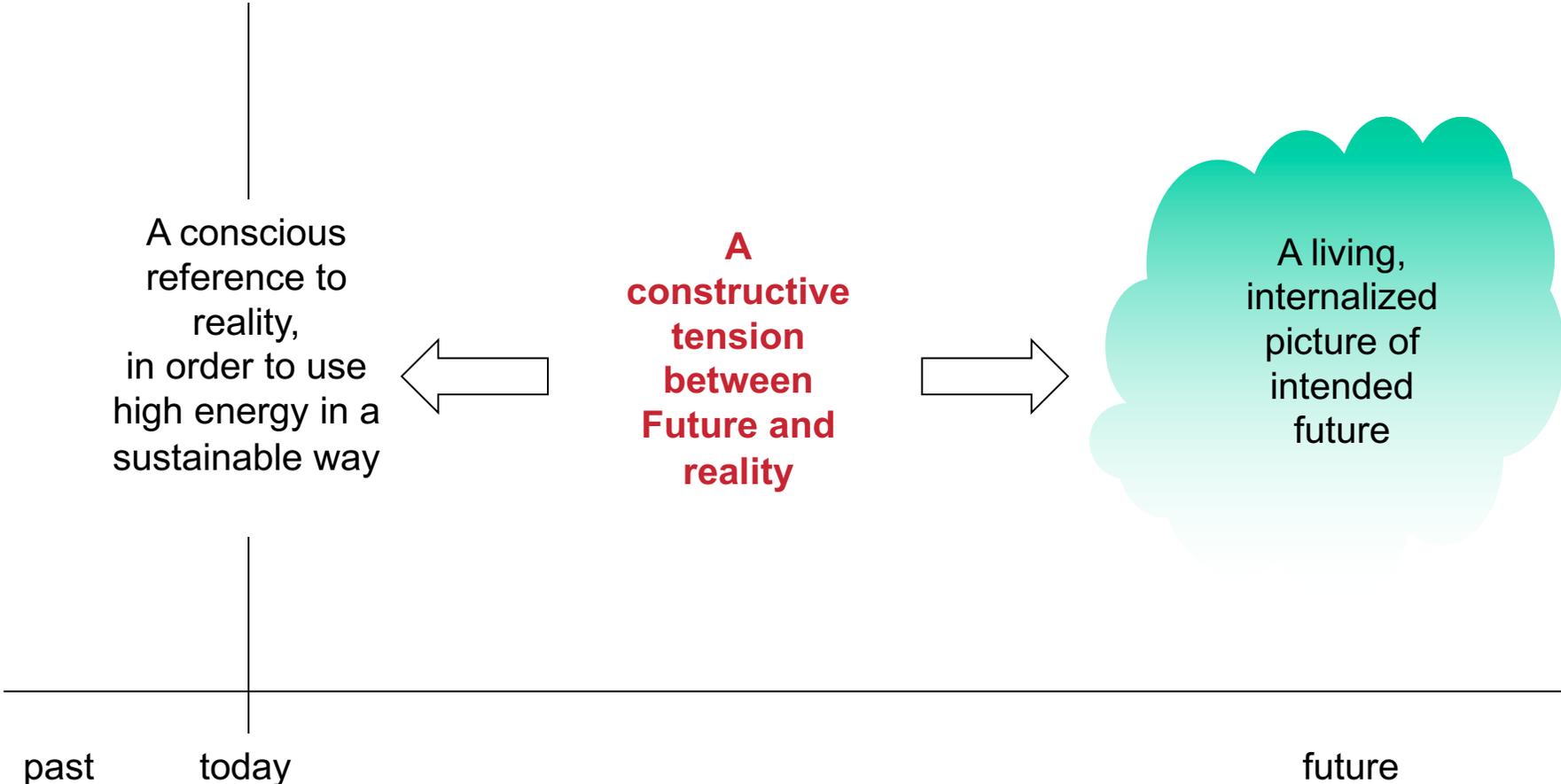
a vision can easily take off and become an illusion or utopia.

Vision needs action.

Action needs vision.



# Fruitful Tension



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## Future trend

1. What vision of the future of unit in 3 years do I carry within me?  
What could have been achieved? Where could be the unit then?
2. Which germinating beginnings of this future exist already today?  
Where are they recognizable?
3. How could these seedy beginnings evolve to the next level?  
What would have to happen?
4. If we really want to development this, what will we have to let go?
5. What would then be the practical next steps?  
What should we start already from tomorrow?



# Direction of change: With a change we want to get...

away from ...



and towards ...



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# Core questions to identify the DNA of an organization

What's the spirit of work in this organization?

What is the motivation to join this organization?

What is important on a deeper level?

What is the inner motivation for the people who work here?

What motivates them every day to work again?

What needs to be met here, so that people can feel good?

Which qualities help to come forward ... or to solve conflicts?



# Brainwriting Method "6-3-5 – Form"

6 persons - 3 suggestions each - 5 minutes time each

- **Problem definition:** .....
- **Notes:** Identify yourself with the suggestion of your predecessor.  
Further develop the suggestions of your predecessor  
Please write clearly

	Proposal 1	Proposal 2	Proposal 3
1			
2			
3			
4			
5			
6			



# Creative path

1 Your question

2 How would you know,  
that you have reached your future goal?

3 How can you make sure, that your goal is  
guaranteed not to be achieved?

4 ... and what would be the positive reverse

5 How did others reach their goals?

6 Who else should hear about these ideas  
and help to develop them further?



# Visioning



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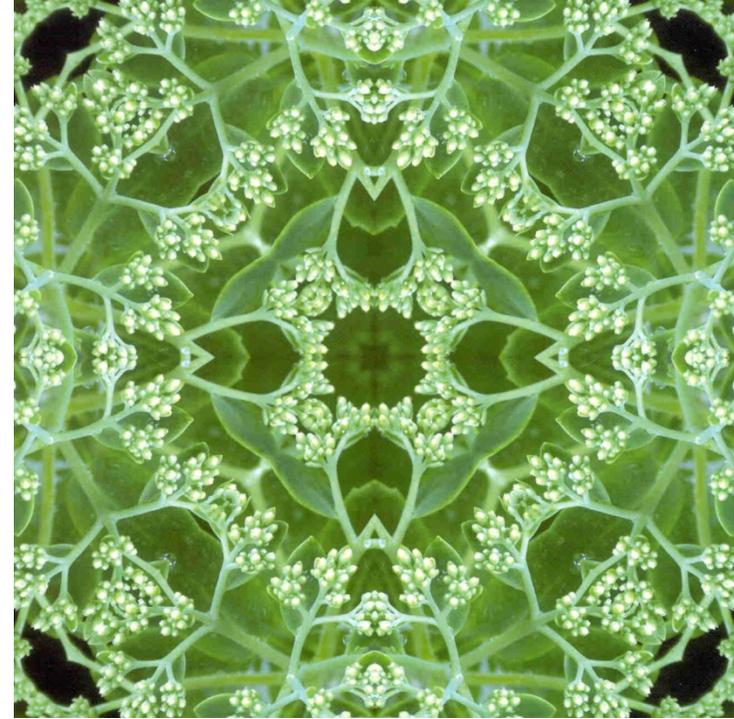
# Vision quest is an old rite of passage

## Objective:

- to live in the stream of time
- to be able to look over the threshold
- to learn to feel the new
- to find orientation
- to recharge one's batteries
- to learn to detach oneself from the old

## Literature:

Forster, Steven; Little Meredith. Vision Quest.  
Search for meaning and self-healing in the wilderness. Brunswick 1991.



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## A common vision ...

- is an invisible spiritual force,
- that strongly connects people.
- Energies are aligned immediately.
- People are pulling in the same direction.



*"If you want to build a ship, don't round up the men, to procure wood, provide tools and distribute work, but teach them the longing for the endless sea."*

*(Antoine de Saint Exupéry)*



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## A vision is:



- the dramatization of our ideals, values, goals, desires
- condensed to a picture
- imagined
- "unreasonable," because it arises in the realm of feelings and wills
- something very personal
- radical with regard to the resulting consequences
- obligatory



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# The Small Vision (Realimagination)



- A for me clearly recognizable "apparent" development
- Next steps, results and consequences are obvious to me
- Emotional concern



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# Difference between vision and illusion:

## Illusion is:

- Arbitrary statement
- "Castle in the air", obvious impossibility
- Bypassing the important questions
- No emotionally binding reference to my person
- Seems ridiculous
- Undermines serious search for shaping the future



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## Develop a vision exemplary for ...

- New forms of living and housing in old age
- A consulting institute with specific core competencies
- A new business idea, e.g. in e-commerce
- A possibility of cooperation of a virtual international team



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# Friedrich Glasl

## Recommendations for visionaries

- Look at a time span from 3 to 5 years ahead
- Consider larger contexts, get away from details.
- Get on a helicopter and look at your organization from a distance (bird's eye view)
- Detach yourself from all "ifs and buts."
- Describe as lifely as possible in vivid pictures
- Address as many senses as possible: describe what can be heard, grasped, smelled, tasted, seen, ...
- Use a simple language and name symbols
- Describe your sensations, address the emotional one
- Do not slip into regions of unreality
- Look also at your own role



# Steps of concrete vision work

1. My focused question to the future? Time horizon?
2. Prepare vision search
3. Dream vision
4. Work out, condense, supplement vision
5. Advocatus Diaboli
6. Breaking down to objectives, instruments
7. Communicating Vision
8. Realize your vision



# Preparation of my vision journey

- What exactly is my question?  
What is the aim of this question?  
Is the answer to this formulation what I am really asking?
- How is my feeling about that ...  
How does the question sound in me?  
How does it touch me?
- How high is my identification ...  
What does this question mean to me?  
What could an answer give to me?
- Developing my own vision for ??? years in advance  
I carry the following pictures already today in me ...



# Communicating visions

- as a speech to a jungle expedition before leaving home
- as a speech to a sailing crew on the ship in port before the start of the voyage
- as a speech to a rope team before leaving base camp
- as a speech to your own football team before the quarter finals in the away game
- as a speech to the Formula-I-pit-crew before the decisive race
- as a speech to a theater ensemble in front of the next premiere



# To Create My Own Vision

