

Alain Gauthier
Core Leadership Development

FROM SHARED VISION TO STRATEGIC PRIORITIES
A Two-Day Team-Learning Seminar

Purpose

- To build alignment among members of a leadership team around a shared vision and its translation into strategic priorities and team ground rules.
- To enhance the team's capacity to learn and act effectively and in synergy.

Outcomes

- Understanding of the characteristics of a learning team and of the conditions for practicing the five learning disciplines in a team.
- Alignment of the team members around shared values, a shared vision for the team and the desired contribution of each team member in realizing it.
- Shared and systemic understanding of current reality and of major gaps between vision and reality.
- Agreement on a few strategic priorities to address major gaps and on accountabilities for implementing them within the team.
- Ground rules for working effectively as a team
- Agreement on next steps to expand, enrich and refine the shared vision and the selected priorities, and to involve others in their successful implementation.

Participants

- Team of senior executives, partners or leaders that need each other to act in the pursuit of a common vision.

Design

Day One

- Welcome and brief review of the purpose and outcomes of the retreat.
- Individual introductions and expectations.
- Assessment of the team's current position (see Preparation)

- Brief review of the characteristics of learning teams and organizations.
- Clarifying and sharing personal values and visions.
- Conditions for surfacing and challenging mental models and practicing dialogue.
- First exploration of the team's vision for the organization in 3 to 5 years from the viewpoint of major stakeholders (e.g. customers, suppliers, staff), including agreement on a compelling audacious goal.
- Evaluation by the team of the corresponding aspects of current reality from the viewpoint of each stakeholder.
- Identification of the major gaps or areas of creative tension between vision and reality for the team, and focus on some key leverage points.

Day Two

- Dialogue and consensus on key strategic priorities for the team over the next 12-18 months to address major gaps between current reality and vision and take advantage of key leverage points
- Accountability charting for each priority within the team.
- Choosing ground rules for the team.
- Agreeing on next steps to enrich and implement the vision and strategic priorities within the team and organization, and to monitor progress as a learning team.
- Evaluation of the retreat vs. intended outcomes and individual expectations.

Format

- Brief presentations of concepts and tools followed by individual reflection periods and interactive application in pairs, small groups and large group
- Optimal number of participants: between 6 and 24.

Preparation

- Advance reading on organizational and team learning
- Individual assessment of the team's current position on the Team Performance Curve and on the Team Performance Quadrants (see attached Preparation file).
- Individual reflection on expectations and potential contribution to team
- Communication of current strategic plan and surveys of key stakeholders.