SESSION 4: DEVELOPING A SHARED VISION FOR FOS
OBJECTIVES:

BY THE END OF THE SESSION PARTICIPANTS SHALL:

• UNDERSTAND THE IMPORTANCE OF BUILDING A SHARED VISION
• IDENTIFY DIFFERENT STRATEGIES FOR BUILDING A VISION
Exercise 1

- Form 4 groups and nominate a rapporteur
- Discuss within the group and respond to the following sentence:
  “What do you think the General context and the Farmer Organizations will look like if nothing will change in 10 years time?”
- Summarize in one sentence and share in plenary
Exercise 2

- In the same groups, now discuss the following question:

  "What kind of changes would you like to see happening in the general context and for the farmer organizations by 2028?"
  "In 10 years time .........."

- Identify a rapporteur and report to the plenary
THREE KEY QUESTIONS LEADING AN ORGANIZATION

WHAT = VISION
IMAGE OF THE FUTURE WE WANT TO CREATE

WHY = MISSION
REASON OF BEING FOR AN ORGANIZATION

HOW = VALUES AND PRINCIPLES
THE WAY WE ACT AS AN ORGANIZATION TO ACHIEVE OUR VISION
THE POWER OF A SHARED VISION
A shared vision is one of the greatest strengths that an organization can have because it:

- Arouses enthusiasm,
- Connects individuals,
- Motivates people in bridging the gap between the current reality and the vision
- Reinforce the sense of belonging to the organization
HOW TO BUILD A SHARED VISION

Shared vision

Individual vision

Individual vision

Individual vision

Individual vision
HOW TO BUILD A SHARED VISION

- Vision derives from dialogue and concerted action
- Vision arouses enthusiasm
- Clarity of a shared vision
FIVE STRATEGIES FOR DEVELOPING A SHARED VISION

Least participatory

More participatory

- Declaration
- Sell
- Poll
- Consultation
- Co-creation
DECLARATION

THE LEADER KNOWS THE VISION AND THE ORGANIZATION MUST FOLLOW IT
SELL

THE LEADER KNOWS THE VISION BUT NEEDS BUY-IN FROM THE ORGANIZATION
THE LEADER HAS IDEAS ON THE VISION BUT WANTS TO KNOW THE REACTIONS OF THE ORGANIZATION
CONSULTATION

THE VISION IS CREATED AT THE TOP OF THE ORGANIZATION BUT WITH A CONSULTATION PROCESS
LEADERS, MEMBERS AND STAFF WORK TOGETHER TO CREATE A COMMON VISION THROUGH SEVERAL OCCASIONS OF DIALOGUE AND EXCHANGE
SEVEN POSSIBLE REACTIONS

Commitment
Support
Sincere collaboration
Formal collaboration
Resistant compliance
Rebellion
Apathy