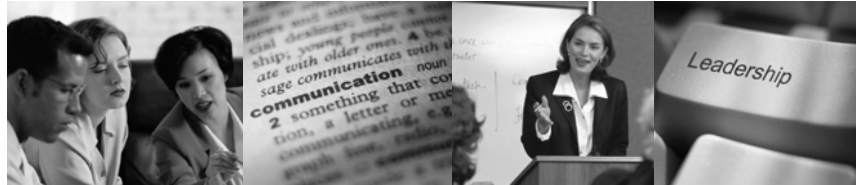


Maternal and Child Health Leadership Skills Development Series



Women's and Children's Health Policy Center
Department of Population, Family and Reproductive Health

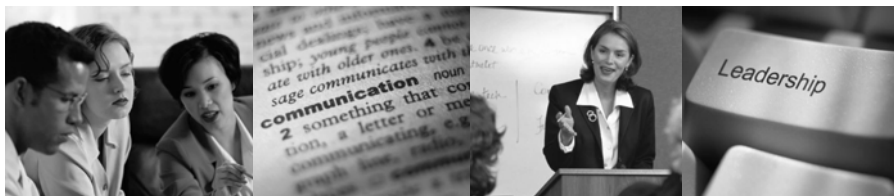


The MCH Leadership Skills Development Series was produced by Holly Grason and Marjory Ruderman for the Women's and Children's Health Policy Center. The series pulls together information from a wide variety of leadership training resources and draws on the knowledge and experiences of many MCH leaders. Please refer to the User Guide for more information on our sources and inspirations.

This work was funded by the Maternal and Child Health Bureau, Health Resources and Services Administration, through an MCH Public Health Leadership Training Grant (#T76MC00003) to the Department of Population, Family and Reproductive Health at the Johns Hopkins Bloomberg School of Public Health.

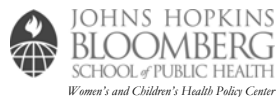
The Module 2 video features Ben Lozare, PhD, Associate Director and Chief of the Training Division in the Center for Communication Programs (CCP) at the Johns Hopkins Bloomberg School of Public Health. Dr. Lozare has decades of experience in leadership skills training and is the course director for the CCP's Leadership in Strategic Health Communication workshop.

Module 2: Creating Clarity and Shared Vision



Benjamin Lozare

Associate Director, Center for Communication Programs
Johns Hopkins Bloomberg School of Public Health



How can we...

-achieve more with what we have?
-use existing resources more efficiently?
-inspire everyone to work together?
-find more meaning in our work and lives?

Session Objectives

- Appreciate how “self-limiting models” weaken creativity and thinking processes
- Understand the concept of shared vision and its importance
- Discriminate between a good shared vision and a poor one
- Know the steps in nurturing a good shared vision

Key Questions

- What do we want to happen or create?
- What is happening now?
- Why is there a difference?
- What do we need to change?
- How do we nurture change and accountability?

Effective leaders inspire a shared vision, which is.....



....a picture of a desired future that all stakeholders want to create.

What is a shared vision?

- A clear description or picture of the future that all stakeholders want to create.
- It is a future that people are willing to pay the price for.

Martin Luther King, Jr. said,
“I have a dream!”



MLK did not say.....
“I have a strategic plan!”

Key purpose of a shared vision



Generate new levels of inspiration and energy to change the current situation and create a new future.

Personal and Shared Vision

- Shared visions emerge from personal visions.
- Personal visions come from an individual's deep caring.
- Shared visions come from a common caring.

What are self-limiting mental models?

Assumptions or beliefs that define what is possible, realistic or achievable and restrict what people aspire for.

What are *your* self-limiting mental models?

- Do you know what they are?
- Do you want to keep them or change them?
- How do you change self-limiting mental models?

Where do we normally operate?

- Beyond imagination
- That's impossible
- Looks difficult
- Easy to do

What happens when we don't have shared vision?



- Confusion
- Low effectiveness
- Inefficiencies
- Loss of time and opportunities
- Pettiness prevails

Which best describes your work environment?

Situation

- No vision
- False vision
- Personal vision
- Shared vision

Result

- Confusion
- Cynicism
- Compliance
- Commitment

Process for creating a shared vision

Creating safe places – building trust

- Develop personal vision of project.
- Share visions in groups, refine and list common themes.
- Record common values/themes among visions and post.
- Group common themes, name groupings, check for alignment.
- Write vision statement.

Source: Chrislip, 2002; Cited in *Creating Clarity: Participant's Guide*, Turning Point Collaborative Leadership Learning Modules.

Key points

- Trust and safety are critical elements of the process.
- Shared vision springs from personal vision, and personal vision requires seeing past self-limiting mental models.
- A shared vision should inspire commitment to common goals.
- Commitment to a vision entails costs.
- A good shared vision *generates energy* and is the basis for successful collaborative change.

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