

Vision-Workshop How To

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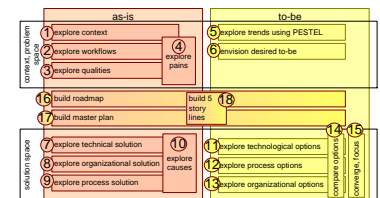
Abstract

A workshop to determine the vision of an organization requires a shared understanding of the current context and solution, the desired future situation, and a way from current to future situation. This presentation offers a multi-step approach to run such a workshop.

Distribution

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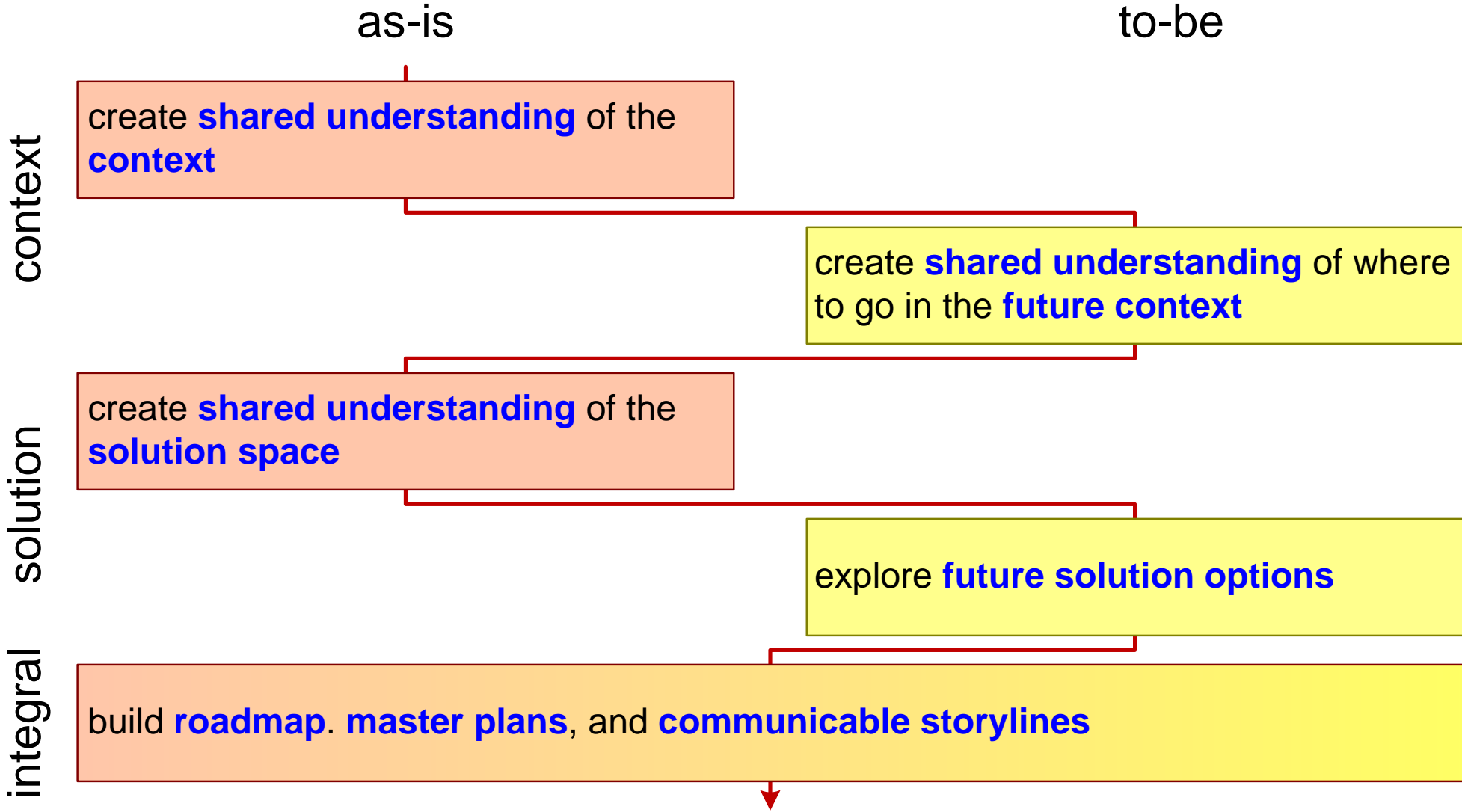
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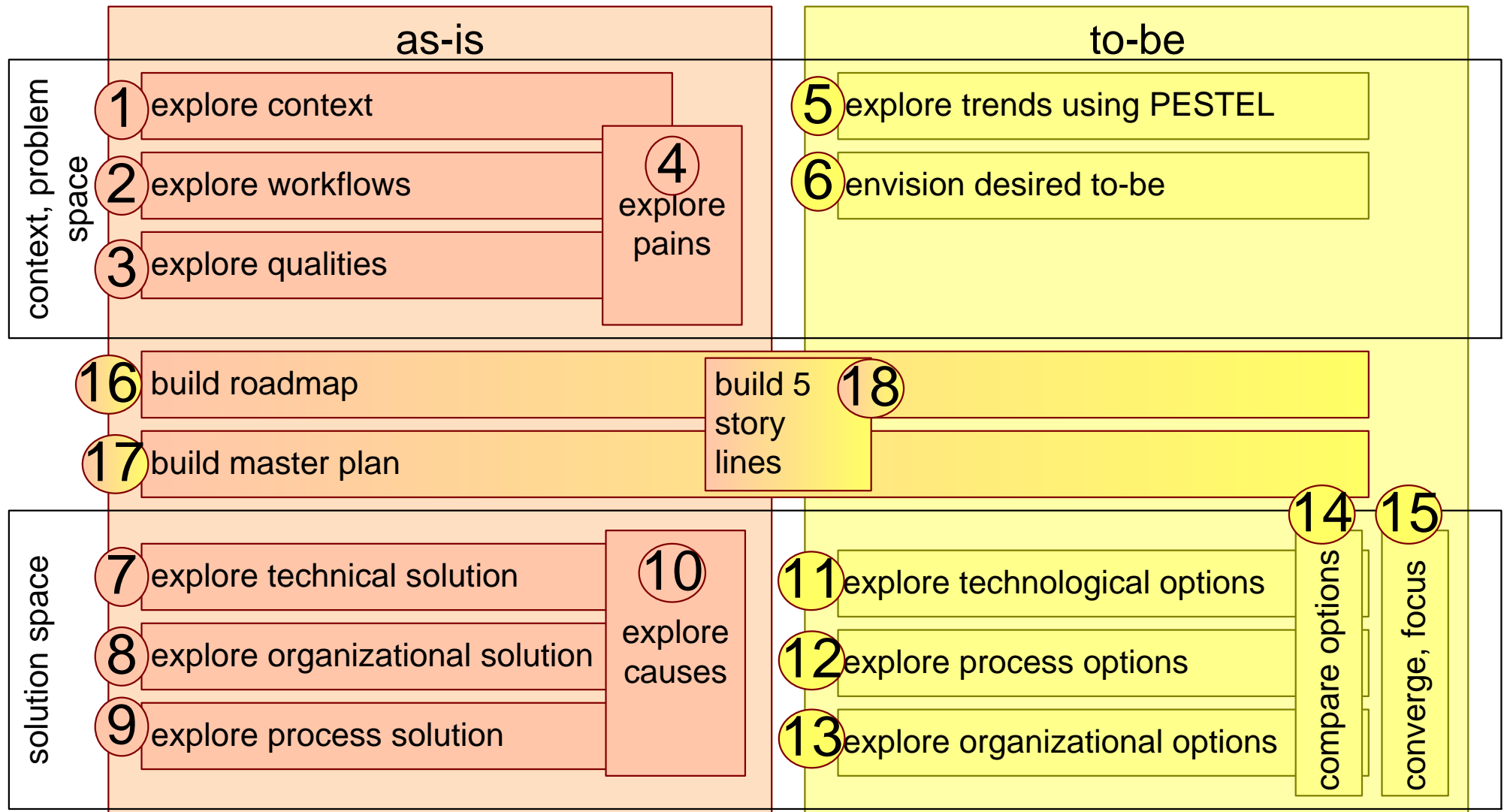
This presentation is the result of reflecting on facilitating workshops to develop a vision in multiple domains, such as (health) care, defense, and research. These organizations are at various levels in the ecosystems of ecosystems, see <https://www.gaudisite.nl/FromSystemToEcosystemSlides.pdf>.

Capturing the de facto methodology that I as facilitator applied, results in this rather structured diagrams. Reality is more chaotic and the application other facilitators should use is more “organic”.

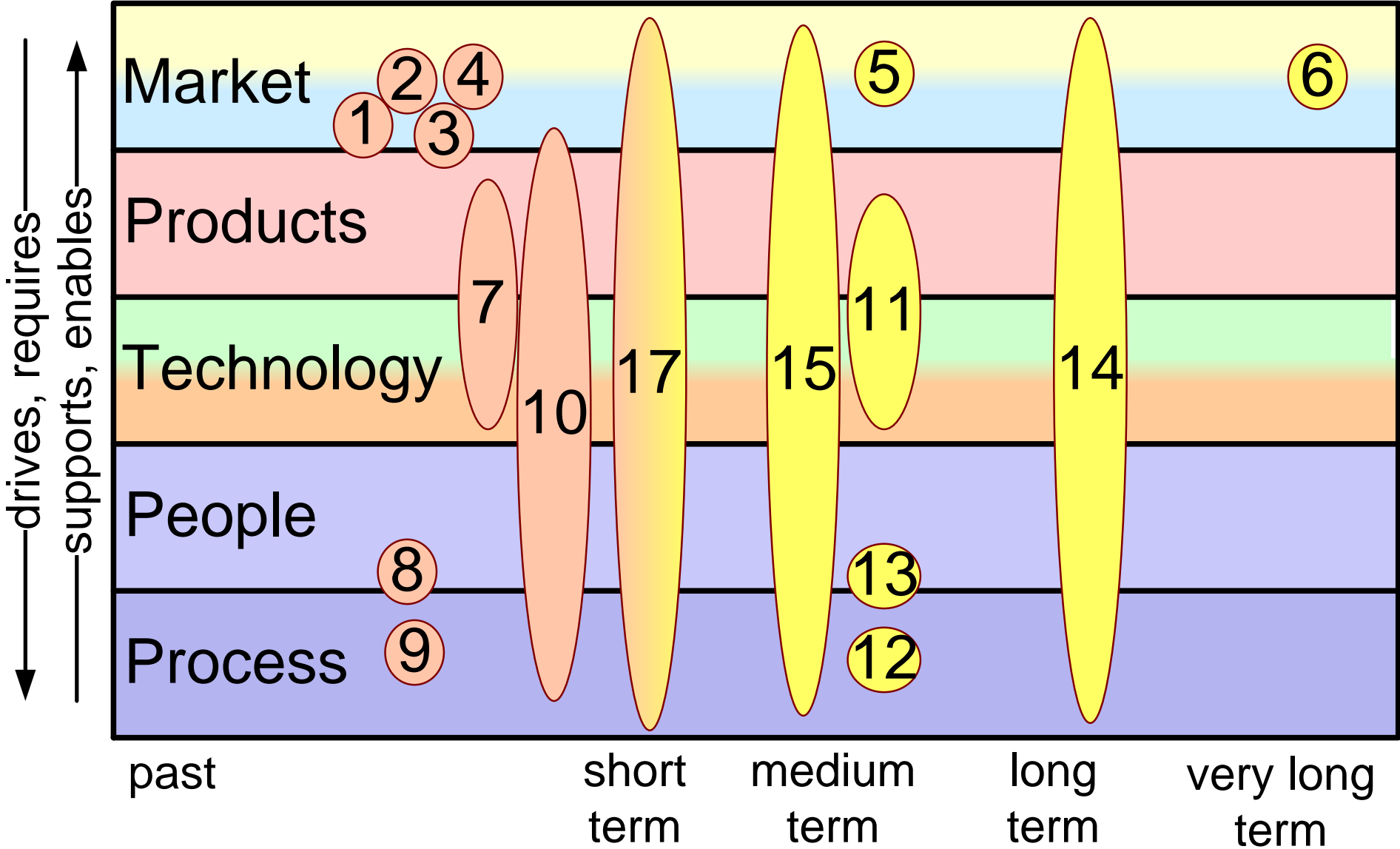
Main Method Flow



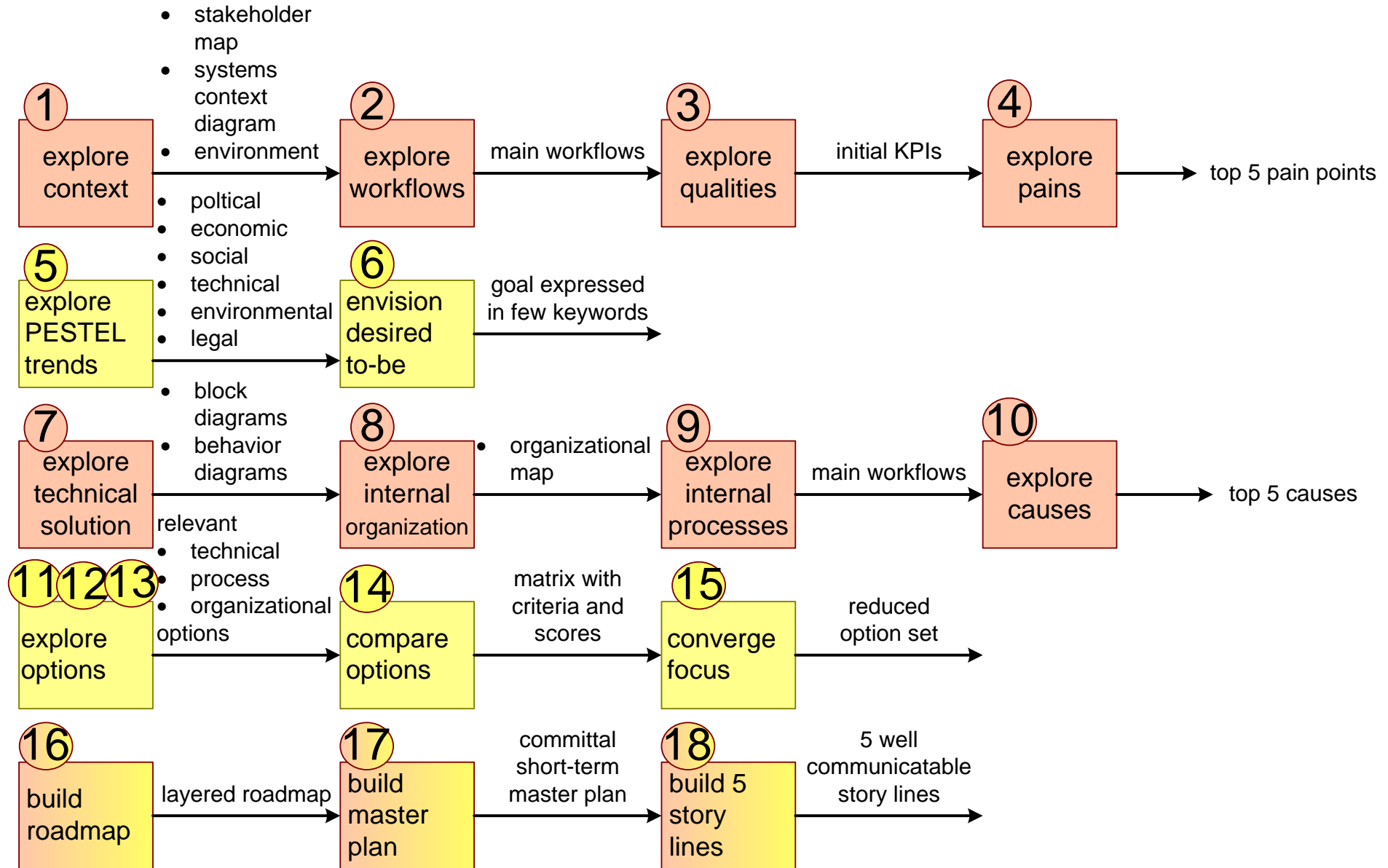
More Detailed Method for a Vision Workshop



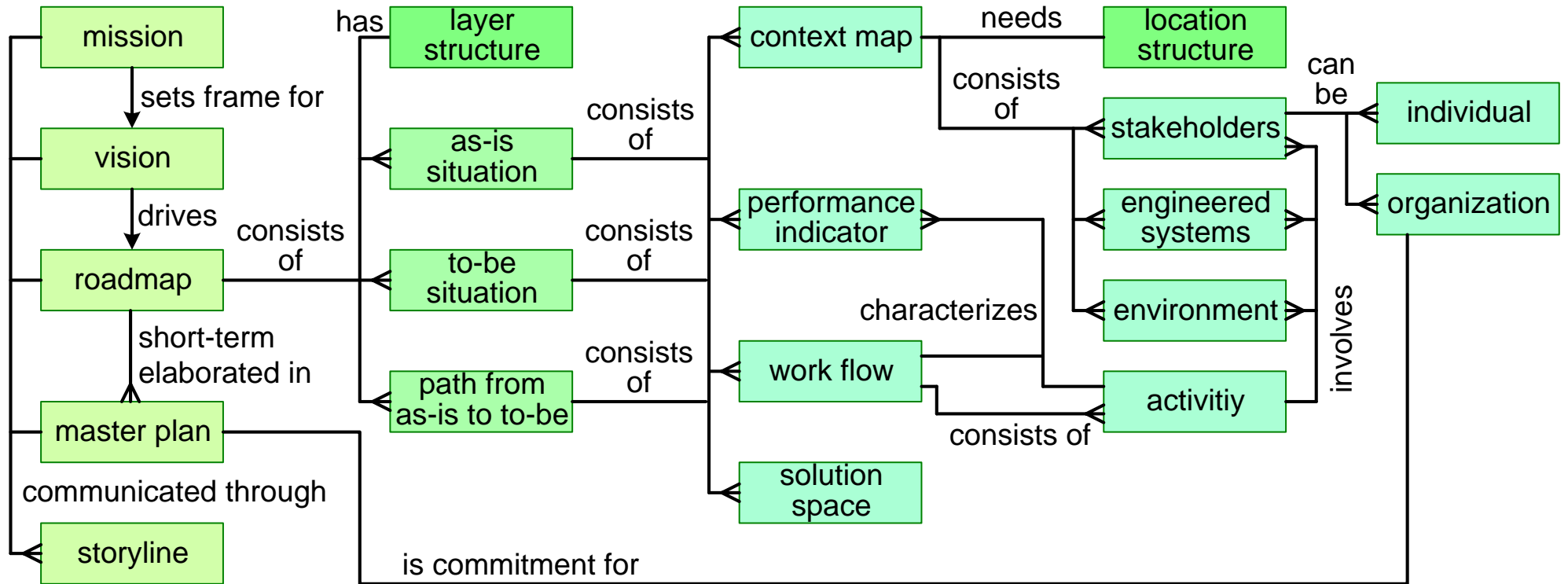
Steps Mapped on the Roadmap Structure



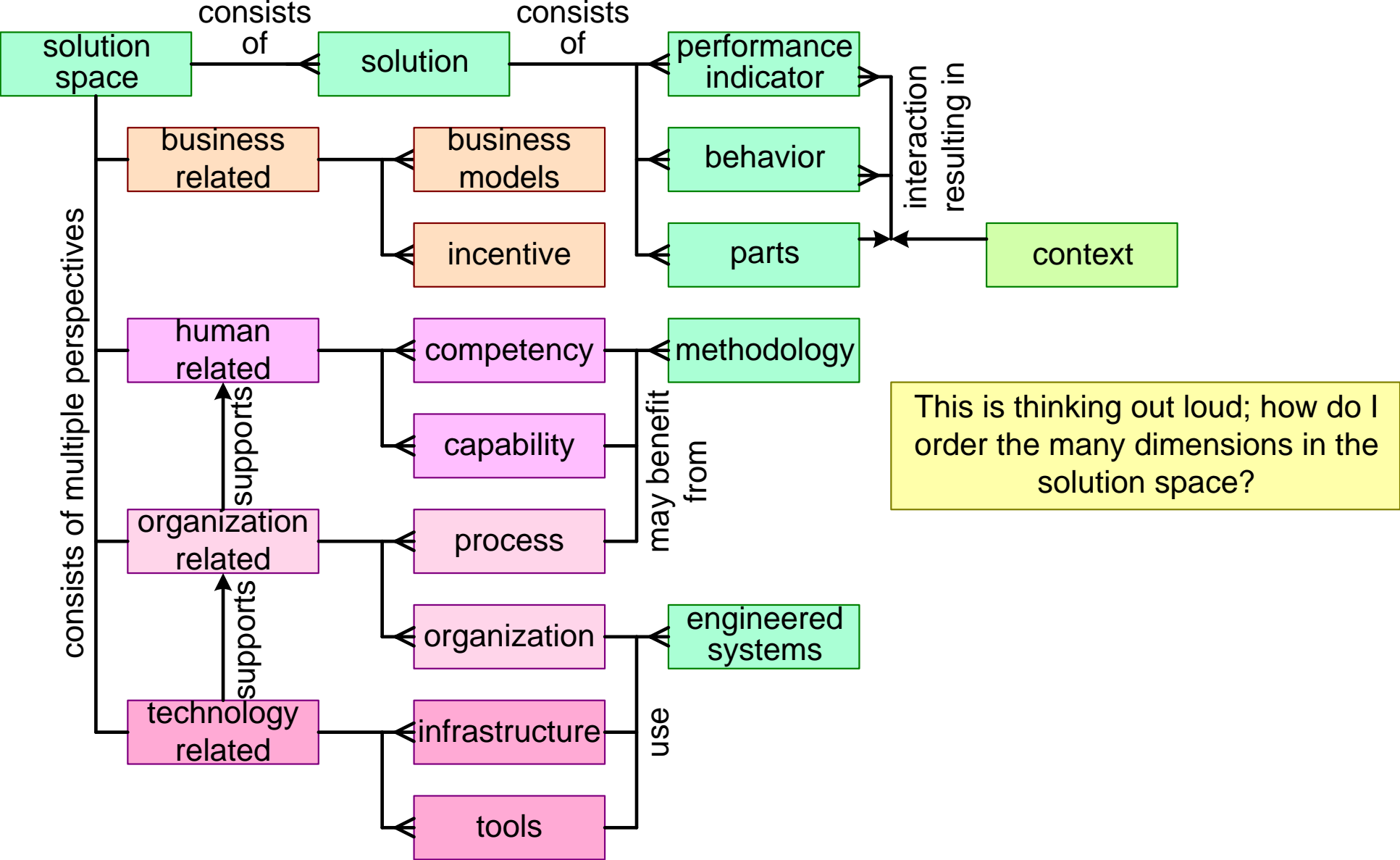
Workflow for a Vision Workshop



Entity Relationship Diagram



Solution Space Entity Relationship Diagram



Recommendations

- Time box from short, 15 minutes, to longer, max 1 week; increment with a factor 2 to 3
- Iterate over many viewpoints, keep iterating
- Keep engaging stakeholders especially the “difficult” stakeholders
- Zoom-in and Zoom-out over many orders of magnitude, macro to nano. zoom step between 10 and 100
- Explore ideas concrete and specific use examples
- Conceptualize and Generalize with care ensure that insights are meaningful
- Connect the dots insights come from understanding relations
- Fill big gaps not connected dots and big jumps are suspect
- Visualize in many variations, be creative, use feedback
- Separate Goals, Means, and Rationale many stakeholders confuse goals and means, help them to disentangle
- Bring focus through judging, while staying open-minded this is a balancing act
- avoid meta discussions postpone until you understand the problem sufficiently