



## Developing a Shared Vision

The success of a strategically important project depended on five separate organisations working together to deliver the complete programme of work to a tight time-scale. Previously, these companies had worked in direct competition, so the contracted company brought in Inspired Partners to help the disparate groups jointly develop a shared Vision and create an environment that enabled effective collaboration.

If these companies were to work together in an effective partnership, they had to have a shared Vision. Inspired Partners designed and facilitated a series of workshops for all the key players focused around:

- Understanding the different company perspectives
- Building and agreeing the Vision
- Sharing the Vision with staff across the five companies

The delegates were encouraged to work together and agree each company's roles and responsibilities. Everyone was given an equal voice and asked to be open and honest, so that even the 'untouchables' could be discussed.

**Untouchables:** For each business this is an area that they are not prepared to negotiate, either because it will deliver individual objectives for that business, because it is a contractual matter or where ownership is of strategic importance.

"The use of an independent facilitator in establishing joint objectives and 'untouchable' areas within the partnership was invaluable in setting a firm foundation for this complex programme. From that point onwards, all parties knew what each other was trying to achieve – both as individual organisations as well as for the combined programme team"

Programme Director

"There was a real sense of 'team' and views were shared openly, showing many common aspirations."

Financial Controller

"The business now has a longer term focus."

Zone Leader

"Open dialogue led to a good level of agreement between all the different sides."

Commercial Officer

## Step 1 Scoping Session

### Objectives

- To create a Vision for the programme
- To understand and agree the 'untouchables'
- To create a plan to include communications

## Step 2 Vision Creation

- Identify individual objectives for each company
- Capture the 'untouchables'
- Identify and rank objectives for the partnership
- Determine the critical success factors
- Craft a shared Vision – first draft

## Step 3 Consolidation and Actions

- Consolidate the perspectives and articulate the shared Vision
- Confirm buy-in from all the organisations to the one Vision
- Identify any desired outcomes requiring action

## Step 4 Active Planning

- Interactive planning session involving key players
- Use of Post-it Planning approach to create the plan focussed on outcomes
- Agree how best to communicate the Vision across the companies involved

This series of workshops marked the transition from five separate organisations tentatively working alongside each other to one integrated team, driving for a common Vision. Even though they were in direct competition on other projects, as a result of this intervention, one of the companies set up a project office. This was used by everyone in the programme as a shared working environment.

*"We've made a start at forming our team - we're no longer working separately!"*

*Programme Manager*

*"It is always a rewarding experience when you start off with five individual groups and finish with one integrated team who have a much better understanding of each other's goals and constraints."*

*Consulting Partner - Inspired Partners*

