

# Strategic Visioning Model

## Overview

As you gain experience using the *Model*, you will discover that each stage cycles through the figure eight as it progresses, and has many variations.

### Strategic Visioning Process

The *Model* provides a language and framework for using other tools in the The Grove's *Strategic Visioning Process*. This flagship application of The Grove's *Visual Planning Systems™* (VPS) brings the power of visual thinking to strategy development and large-scale change. While preserving the best practices of traditional planning, it adds the engagement, creativity and big-picture thinking that is possible with visual language.

The visual tools that support the process assist groups and organizations in the development of traditional strategic analysis, creative visioning work, focused action planning, and organization-communications design. Components of the *Strategic Visioning VPS* include, in addition to the *Model*:

#### Orientation Tools & Services

- Strategic Visioning Agenda Planning Cards
- Strategic Visioning Presentation (Microsoft® PowerPoint® format)
- Strategic Visioning Workshop

#### Meeting Tools & Services

- Graphic Guides® templates and Leader's Guides
- Digital Graphic Guides (Microsoft PowerPoint format)
- Graphic Facilitation

#### Follow-Up Tools & Services

- Digital Graphic Guides (Microsoft PowerPoint format)
- Grove Storymaps™
- Meeting Follow-Up Production

Complete information about these *Strategic Visioning Process* offerings can be found at The Grove's website: [www.thegrove.com](http://www.thegrove.com).

### Models as Maps

People in today's diversified organizations need process maps to guide their work together.

The Grove's *Strategic Visioning™ Model* is a "map" for effective strategic planning in groups and organizations. Like a real map it is comprehensive, but doesn't contain all of the details. The actual journeys that groups take through this map follow many routes.

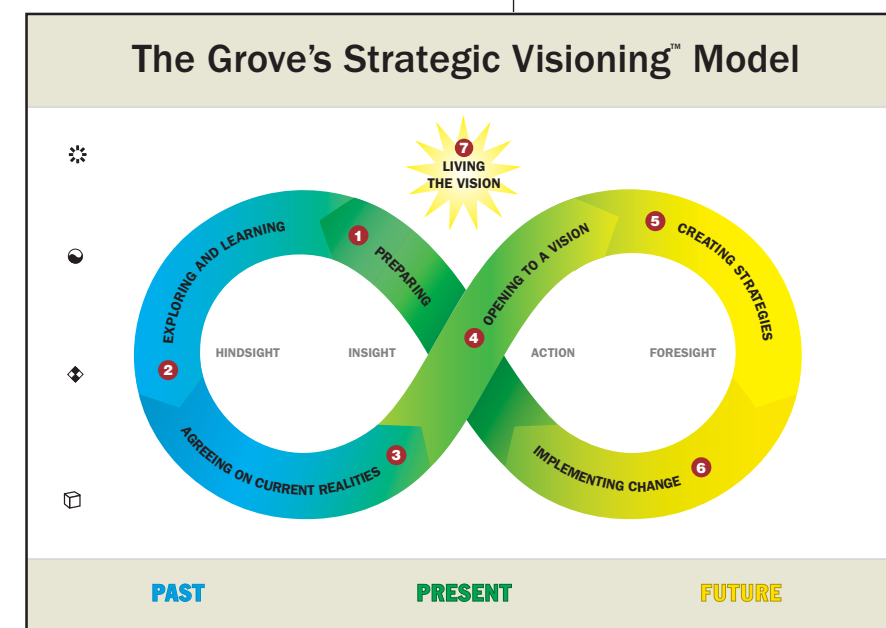
### Features of the Model

The *Model* illustrates an optimal path through strategic-planning activities. How deep you go and how many turns around the process you take will depend on the needs of your organization.

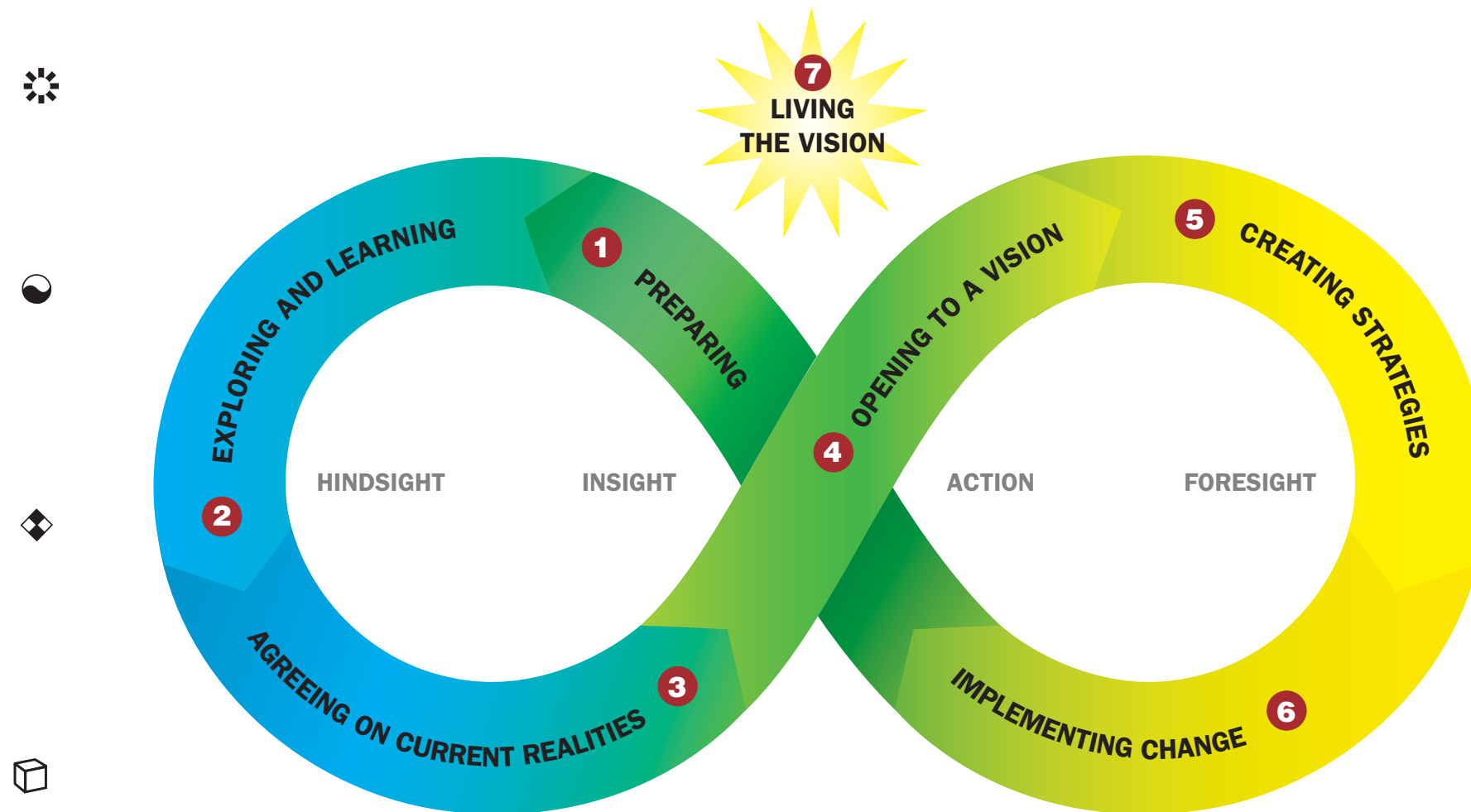
The *Model* has several assumptions built into it that are reflected in its graphic depiction. Most leaders would agree that a desired result from planning would be to integrate the best hindsight from past experience (blue) with inspired foresight about where the organization could go in the future (yellow), and bring both these

insights into aligned action in the present (green). The figure-eight pattern points toward the need to integrate different ways of understanding the organization. Some people are big-picture thinkers with strong intuitions; others are more focused on relationships and morale. Some are technical and conceptual, while others are operational and hands-on. These four modes are symbolized by the small icons depicted to the left of the figure eight.

A variety of activities and visual tools support each of the seven stages depicted in the *Model*.



# The Grove's Strategic Visioning™ Model



## 1. Preparing

Sponsors, process-design teams and consultants determine the outcomes, agenda, roles and rules for the process, and plan for the involvement of critical stakeholders.

## 2. Exploring and Learning

Participants review the history of the organization for insights into values and core competencies, scan the relevant environment, and study industry structures and competitive trends.

## 3. Agreeing on Current Realities

The process gets more “grounded” by completing a traditional SWOT analysis, where you review Strengths, Weaknesses, Opportunities and Threats.

## 4. Opening to a Vision

Problems in the SWOT are often opportunities for change. Leaders who have visions share them. The group creates a story of the future, and agrees on the most compelling themes.

## 5. Creating Strategies

Strategies link hindsight with foresight by articulating a path forward. Visions now need to be tested and anchored in clear priorities, strategies and bold steps.

## 7. Living the Vision

This stage involves finding ways to put the vision into practice every day and keep vital strategic conversations alive in the organization.

## 6. Implementing Change

Strategies and initiatives require action planning. Resources must be reallocated and processes changed. This step can move the process around the cycle again at a greater level of detail.

10.1 SVMModel ©1996–2009 The Grove Consultants International