



## Become A Change Master Step 3: Discover Vision and Develop Strategy



The third step in the change process is to clarify the vision and develop a strategy to achieve it. You know you need to move, to start the change journey. You have enrolled people to help you scout new locations, pack, carry and so on to make the move. Now you have get clear about exactly where you going and how you're going to get there.

There is a temptation to rush into action at this point. The need for change is urgent, after all. But without a clear vision and strategy, you'll waste time being lost. As Yogi Berra said, "If you don't know where you're going, you might wind up someplace else."

How would you know you wound up someplace else? Because you already have a vision. It may not be clear yet, but a vision is implied in the decision to make the change. You don't have to create the vision, you only have to clarify what the vision already is. Clarifying your vision is like any other creative moment when you let creativity flow through you. The vision comes, not from you, but through you. Your job is not to make something happen at this stage, but to simply open yourself and let it unfold.

### Through the Forest of Resistance

Like every other stage in the change process, there will be resistance to clarifying the vision. The feeling that you don't want to waste time or don't know how to clarify your vision is often resistance in disguise. Sometimes the resistance is more obvious. Either way, fear is at the root of most resistance.

Many people are afraid they'll make a mistake, choose the wrong vision, and end up looking like an idiot. Some of us are afraid we'll be disappointed. We're afraid other people will judge us and tell us to stop being grandiose and impractical.

And then there's the fear the vision is too big. Oprah Winfrey once said "When I look at the future, it's so bright, it burns my eyes." This often quoted section of Mariann Williamson's *Return to Love*

reminds us that "our deepest fear is that we are powerful beyond measure."

Maybe you're worried that you can't handle the change. The clearer your vision gets, the more overwhelming it all seems. There's the subtle, uncomfortable knowledge that you'll have to leave the comfort zone, start doing things that you're unfamiliar with, become someone you're not – which is the whole point

after all, but frightening nonetheless.

Perhaps the biggest fear of all comes from the often less than fully conscious realization that before you get to the promised land, you have to wander in the wilderness for awhile. To make the change, you have to let your old ways of thinking and behaving fall away and be willing to flounder before the new beliefs and behaviors take hold. Moving through this liminal space is often daunting (see *Imagination InkLinks* Volume 7, Issue 1 for more information about liminal space).

If you feel overwhelmed by resistance, it's time to circle back to Step 1 and read your Urgency Statement

*Our deepest fear is not that we are inadequate.*

*Our deepest fear is that we are powerful beyond measure.*

*It is our light, not our darkness, that most frightens us. We ask ourselves, who am I to be brilliant, gorgeous, talented and fabulous?*

*Actually, who are you not to be?*

*You are a child of God.*

*Your playing small doesn't serve the world.*

*There is nothing enlightening about shrinking so that other people won't feel insecure around you.*

*Nelson Mandela, 1994 Inaugural Speech  
Quoting Mariann Williamson, Return to Love*

daily. Remembering why this change is so important is like picking up a machete that allows you to keep moving through the forest of resistance.

### Into the Clearing

This is the time to be absolutely clear about what it is *you* want. There is little point pursuing a goal you're "supposed" to want, but truly don't. You'll only end up sabotaging the effort anyway.

For example, I always thought I "should" lose weight. Everyone and everything told me that should be my goal. My family, my friends, my co-workers, my doctors, TV, movies, magazines all make it clear that thin women are beautiful women. But despite everyone else being so sure I wanted to lose weight, be thin and therefore beautiful, I've been pretty conflicted about it. Why should I have to change myself to have other people recognize my worth? Do I really want to be 'beautiful' when beautiful women aren't taken seriously, are treated as objects instead of people, and get all awful lot of unwanted sexual attention along with the desired attention?

I no longer care if I lose weight. If I do fine, if I don't also fine. What I do want is to be strong and flexible enough to be healthy and comfortable in my body. I want to be able to do the things I want to do, like hike and still carry on a conversation, scuba dive, run an agility course with my dog. I want to be free of chronic aches and pains that come from weak and atrophying muscles. That clarity of purpose is what brings me to the Y three times a week to swim and work out on the weight machines.

Give yourself permission to abandon what you're supposed to want. Get clear about what you do want.

### First You Believe It, Then You See It

You have to believe in your vision. There will always be people who won't; don't waste time trying to convince them. Focus instead on your own belief and the belief your allies have in you. You have to believe you can attain the vision, that you are both capable and worthy of it. When you make your vision a reality, the doubters will come around.

Belief is what separates vision from fantasy. Fantasy is using your imagination to conjure images

of 'Wouldn't it be great if...' without the willingness to work to attain the image. We don't really believe in our fantasies. We know there is nothing we can do to make them come true. But when you have a vision, you find small action steps you can take to 'act as if' until the 'as if' become the 'what is.'

The old saying "I'll believe it when I see it" is backwards. First you believe it, then you see it. People who content themselves with fantasy never get a working understanding of this concept; they keep waiting to see it before they risk believing it.

To see your vision, you have to rely on your imagination. You need pictures and images because they engage parts of your brain that words alone can't. When you combine words and images into your vision, you draw on the capacity of your whole brain.

One way to clarify your vision is to play relaxing music and imagine what it will look and feel like when the change is complete. Then draw your vision, make a collage of it, or make a model of it. Keep asking, "What would I do if I knew I was guaranteed success? What would I do if I dared to my best?"

In addition to being **feasible** and **imaginable**, your vision must be **communicable**. You have to be able to successfully explain your vision in a few minutes. I like the health care implications of the word 'communicable.' You need to be able to infect others with enthusiasm for your vision. Infect your allies first. Invite them to help you clarify your vision. Often our trusted allies can see the best in us better than we can see it ourselves.

Once you have a rough idea of what your vision is, start answering the questions on the Vision Worksheet. These questions are designed to help you refine your vision. Ask your allies for input and insight. Then write and illustrate (with your own drawings or with pictures cut from magazines, etc.) a vision statement that condenses what you've drawn, modeled and written so far.

Your vision statement will provide clear, consistent direction to unify what might otherwise be unconnected activity over the course of the months, maybe even years, it will take to complete the change you've committed yourself to. A clear vision statement coordinates your and your allies' actions.

*When you or your organization needs motivation and information to move through a change, check out Rosanne's coaching and speaking services at [www.RosanneBane.com](http://www.RosanneBane.com). or call 612-722-4139!*

## Mapping the Strategy

A strategy is the overall approach you select to make your vision reality. For example, if your vision is to be comfortable in your body, one strategy might be to increase your flexibility. From that strategy, you decide that an action step is to take a yoga class.

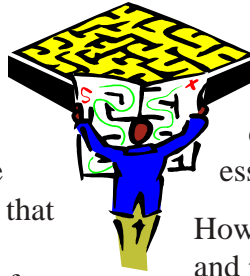
The art of strategy is to give yourself enough focus to stay on track and enough flexibility to take advantage of unexpected opportunities along the way. Without a strategy, you shift from activity to activity, uncertain how, or if, all that busy-ness ties together, hoping that action alone will fulfill your vision. It rarely does.

Strategy keeps you from being distracted. It provides criteria for deciding which activities to invest in and which activities to eliminate or delegate. Strategy unifies the actions you do take.

As Alvin Taffer said, “You’ve got to think about ‘big things’ while you are doing ‘small things,’ so that all the ‘small things’ go in the right direction.”

The Strategy Worksheet will help you identify strategies for your fulfilling your vision. Again, your allies can be of great help in identifying and selecting strategies. The more perspectives, information and ideas you bring to the mix by inviting a diverse group of allies to brainstorm with you, the more effective your strategic choices are likely to be. At a strategic planning session with my own Advisory Board lately, my allies challenged me to stretch into a grander, larger vision that I originally planned and suggested several innovative strategies for implementing it.

Remember vision illustrates where you’re going and strategy describes how you’ll get there. A well prepared vision statement will sustain your action and inspire you to keep making the small sacrifices that will be necessary to implement your strategy to arrive at your final destination.



## Vision Worksheet

Describe the ideal future when the change is complete. What aspects of this ideal future are essential?

How does the change fit your values, life purpose and personal mission statement?

Who do you need approval or cooperation from to make the change complete? Do you or will you have an audience, customers, collaborators, suppliers, creditors? How will your change give them what they want and need? How will your change project fit your passion and purpose to serve the needs of others?

What is the scope of this change? What does this change not include?

Write and illustrate a vision statement that summarizes your answers.

## Strategy Worksheet

What will it take to get where you want to go? Don't focus on specific tasks (yet), but rather on the categories of things you need to pay attention to.

What are the overarching themes that could bring the vision to fruition?

What are the overall approaches you could take to make the change happen?

Who has done something similar? What overall approach did he or she take to accomplish it? What other ways could he or she have accomplished it?

Of all the possible strategies, which will be most effective for you?

## Want Help with Your Vision and Strategy? Become a Change Master!

We will apply the 7 Step Process of Personal Change to give you the tools, skills and support you need to:

- ⊙ Stop procrastinating and start living the life you want
- ⊙ Remove obstacles and take action to make your dreams reality
- ⊙ Develop habits that support your creativity and your personal and professional development
- ⊙ Honor your promises to yourself and live with integrity, authenticity and power!

**Mondays, Sept 23 thru Nov 11, 6:45 to 8:45 pm**

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