



**BUTTERFLY
& CO.**

Supporting the Vision

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What is the need for a vision?

The organisation

- Processes
- Protocols
- Functions



The people

- Internal culture of the company
- Management style
- Communication channels

The vision: what is our higher purpose?

Vision and visioning?



A company doesn't succeed because it has a nice representation of itself, a "vision" but because it functions in a successful way. Working successfully is not a state, it is a process, hence the term **VISIONING**



2. The term visioning is an action verb: **it is the art of developing and bringing to life a vision**
3. It is a living dynamic that allows a company to become aware of its vision:
 - Of its purpose
 - Its desires
 - Its thirst for performance
 - Its strengths and weaknesses
 - But also, the paths to take to achieve the excellence it aims for

Vision as a dynamic process



- **The symbolic part** : is all the objective texts, documents, and communications of the vision (brochures, videos, posters, etc). This represents only **20% of the work** that needs to be done for the vision to be shared.
- **The imaginary part** : represents what is constructed in terms of meaning in the consciousness of the actors. This is the most important work to be done and represents **80% of the energy** to be spent.
- **The action part** consists, **through concrete implementation** in the field, in enabling the actors to bring out all the implicit elements in the definition of a common project. The concrete realisation of projects allows us to **move on to the deliverables**.
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Definition of the vision



1. It is a dynamic that moves from the inside out
2. The vision reveals the ideal future for the company and all its partners (staff, customers, suppliers, shareholders, etc.)
3. The vision must represent, in a form that is manifested and easily understood by others, what a **working community deeply aspires to**.

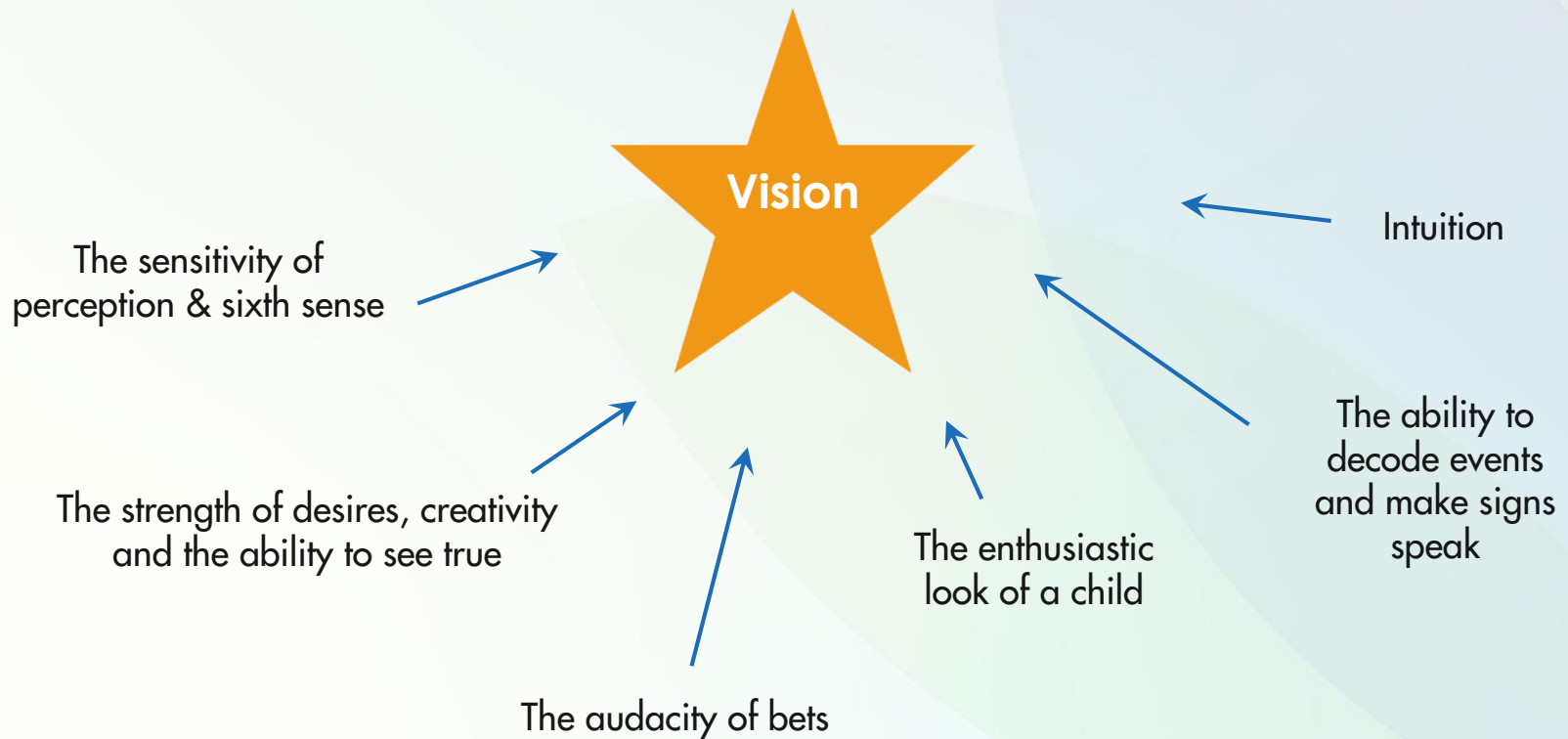
"An ideal and unique image of the future" (Jim Kouzes)

...the fruit of collective intelligence



The vision
The dream of a
community

A mixed concept of reading the future



A vision can't be created by the intellect alone

Characteristics of the vision and the visioning (M. Doyle)

1. A good vision cannot be small: **it must inspire.**
2. The process is as important as the result. **The impact of the process is as important as the vision itself** because it deeply changes the way a company sees itself, works and builds its future.
3. **The vision is the expression of a community's dream.** Visioning when created as a collective dream generates a deep attachment of all to both the realisation of the vision and to the company. This double motivation creates performance.
4. **Visioning takes time:** it requires a safe space, a climate of trust between employees and their leaders and the desire to rethink and "reimagine" the company together.
5. Visioning is a **spiral process** in which vision and daily action are simultaneous.

What is the purpose of vision?

1. Visioning is an **effective management process**: it empowers the people involved in the process and strengthens their ability to act properly. It allows each person to get closer to the highest levels of Maslow's pyramid
2. Vision: compass and catalyst
 - a. It is the **guide and the link** between the various elements of the system
 - b. It is the **witness** to the shared design
 - c. It is the **guarantor** against deviations in the action and therefore of the coherence between "Being" and "Doing".

Everyone in the company must know the destination, must want to get there, and must have an excellent compass. In this sense the vision is a link between the soul and the action.

3. Vision is a counterpart to the chaotic aspect of the short term, whose motto is "let's be reactive". The management of daily life generates a movement from the outside in (adapting to the unexpected, finding a way out...) whereas vision is a movement from the inside out (dreaming of one's future in order to better create it). The company needs both.

The logical levels of vision

CHALLENGES



In collective imagination

The purpose

Challenge over time

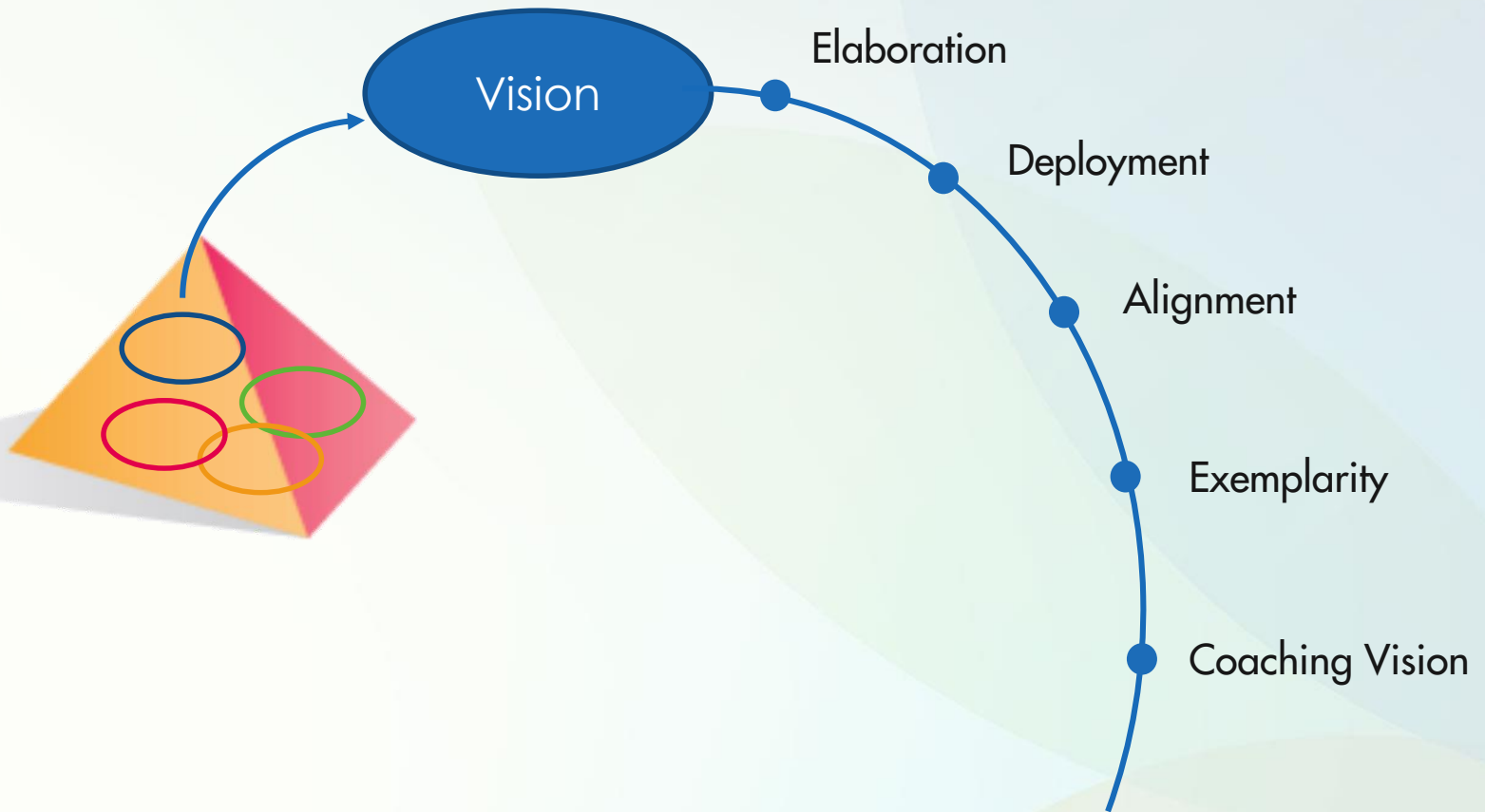
Organisational, cultural, ethical

The translation of values into a management system

The choice of resource allocation over time

Tactics: actions and plannings

Vision: 5 elements to integrate



Doyle's visioning method

Where do we start from?

1. **Is there a vision?**
 - a. Global?
 - b. Local?
2. **What are the issues?**
 - a. Of my institution (of which I am the responsible and/or the social mandate holder)?
 - b. Of my team (management/collaborators)?
 - c. Of the interfaces/stakeholders?
3. **Regarding the special context of the institution**
 - a. Who are the different actors?
 - b. What are the issues related to each interface I have to manage?
4. **In relation to deployment over time**
 - a. What are the issues for the past, present and future?