

## **Comparing Peter Senge's Shared Vision with Peter Block's Concept of Vision**

<u><b>Senge's Shared Vision</b></u>	<u><b>Block's Vision</b></u>	<u><b>Similar?</b></u>
<ul style="list-style-type: none"> <li>• Vision Builds Picture of what we want to create.</li> <li>• Vital for learning Organization</li> <li>• It provides focus and energy for learning</li> <li>• Expands ability to create</li> <li>• A shared Vision is a vision that many people are truly committed to, it is personal</li> <li>• Many are extrinsic and focus on achievement</li> <li>• Empowers to pursue larger purposes.</li> <li>• Exhilarating</li> <li>• Creates common identity</li> <li>• Compels courage</li> <li>• Keeps learning process on course</li> <li>• Shared Visions emerge from personal visions.</li> <li>• Shared visions emerge from personal visions</li> <li>• The only vision that motivates are own</li> <li>• Give up notion that shared vision are always from "on high"</li> <li>• Must connect with personal visions throughout the organization</li> <li>• Asks, "Will you follow me?"</li> </ul>	<ul style="list-style-type: none"> <li>• A vision is the preferred future</li> <li>• A vision has a positive impact on others, must treat people well</li> <li>• Claim autonomy-Act on own choice</li> <li>• Describe preferred future and commit to it.</li> <li>• Take a stand for preferred future.</li> <li>• Stay focused on customers/users of organization is preferred</li> <li>• Vision needs to be lofty in order to capture imagination and engage spirit</li> <li>• Choose the frontier rather than a cut path</li> <li>• Articulating a vision of greatness forces us to hold ourselves accountable for acting in a way that is congruent to our vision</li> <li>• Created by Choosing autonomy, 2) expressing optimism, 3) forgetting about being number one, 4) Not being practical, 5) Beginning with customers, 6) Knowing that you can't treat customers any better than you treat others.</li> <li>• Vision statements should be ideal and sound like apple pie.</li> <li>• Must come from the</li> </ul>	

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- Requires enrollment
  - Requires commitment- must want it and willing to make it happen
  - Guidelines for Enrollment and Commitment: 1) Must be enrolled yourself. 2) Must be on the level, 3) Let other person choose
  - Set governing ideas by answering: what, why and how
  - Visions spread because of reinforcing process of increasing clarity, enthusiasm, communication and commitment.
  - As people talk: 1) Vision gets clearer, 2) Enthusiasm builds and spreads.
  - A vision can die if people forget their connection to one another
  - People must connect.
- heart
  - Use colorful and excited language, especially metaphors
  - Comes from coaching others
  - People should feel support: Give positive feedback, face blame, reduce threats as a strategy
  - Build support for vision by: 1) Supporting own personal authority 2) Expressing self by letting others know how you feels, 3) Commit to acting how we want the whole operation to operate 4) Affirm agreement on vision, 5) Acknowledge doubts and vulnerabilities with respect, 6) Ask advice and support
  - Look at choices to build support so as to increase trust and agreement
  - Spend most time with allies
  - Seek new allies
  - A well articulated vision statement should be a have authentic behavior and build support
  - Supports Allies
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