

# Creating Shared Vision

## *Attracting & Keeping Your Strongest Leaders*

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If you didn't already know, you will soon discover that:

- *Visions are easy to criticize.*
- *Vision attract criticism.*
- *Visions are difficult to defend against criticism.*
- *Visions often die at the hands of critics.*

Andy Stanley, *Visioneering*

**In the presence of greatness,  
pettiness disappears.  
In the absence of a great dream,  
pettiness prevails.<sup>1</sup>**

## *Why You Need Shared Vision*

1. A shared vision focuses the \_\_\_\_\_ of your team.
2. A shared vision heightens the \_\_\_\_\_ of your team. It creates its own contagion and excitement. A shared vision adds a 'spark' to each day, lifting the participants above the everyday and mundane.
3. A shared vision creates \_\_\_\_\_ amongst team members. What was once 'your vision' or 'the vision,' becomes 'our vision' and 'my vision.'
4. A shared vision breeds courageous \_\_\_\_\_. Members who care about the vision are compelled to take risks, often without realizing the extent of their courage. Courage is simply doing whatever is needed in pursuit of the vision.
5. A shared vision challenges old \_\_\_\_\_ of thinking. With a shared vision we are more likely to expose our old ways of thinking, give up deeply held views, and recognize personal and organizational shortcomings.
6. A shared vision encourages \_\_\_\_\_. Innovation becomes an acceptable approach to achieving the vision.
7. A shared vision fosters \_\_\_\_\_ thinking and planning. Excitement and momentum may wane, but a shared vision continues to prompt members to look ahead toward the future.<sup>2</sup>
8. A shared vision keeps your \_\_\_\_\_ leaders.

Herman Ostry's barn was under 29 inches of water from a rising creek. And he needed to move it to a new foundation 143 feet away. The barn was 17,000 lbs, but his son had an idea.

Using a lattice work of steel tubing nailed, bolted and welded to the barn's inside and outside, they made preparations. Hundreds of little handles were attached.

A few friends were invited. . . and after one practice lift, the 344 volunteers slowly walked the barn up a slight incline, each supporting less than 50 lbs. In just three minutes, the barn was on its new foundation.

<https://www.onlyinyourstate.com/nebraska/bruno-barn-ne/>

<sup>1</sup> Robert Fritz. Quoted in Peter Senge, *The Fifth Discipline*. (New York: Doubleday, 1990), 209.

<sup>2</sup> Ibid. 207ff.

**Question:**

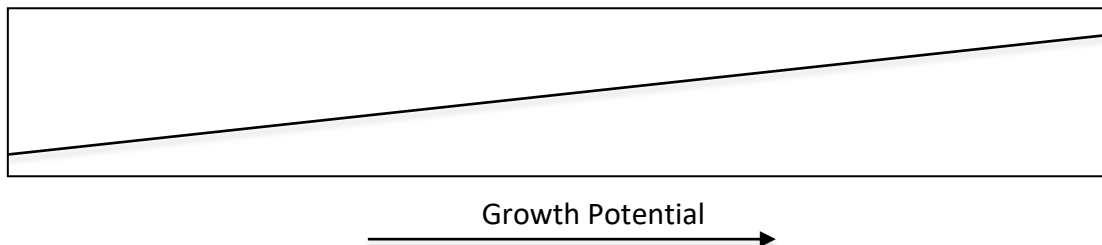
*Why Would Anyone Want to Proceed Without Shared Vision?*

*Creating Shared Vision with Strong Leaders Requires...*

**1. Understand the Basic \_\_\_\_\_ of Your Audience<sup>3</sup>**

Modality Groups	Sodality Groups
<u>Examples...</u>	<u>Examples...</u>
<u>Characteristics...</u>	<u>Characteristics...</u>

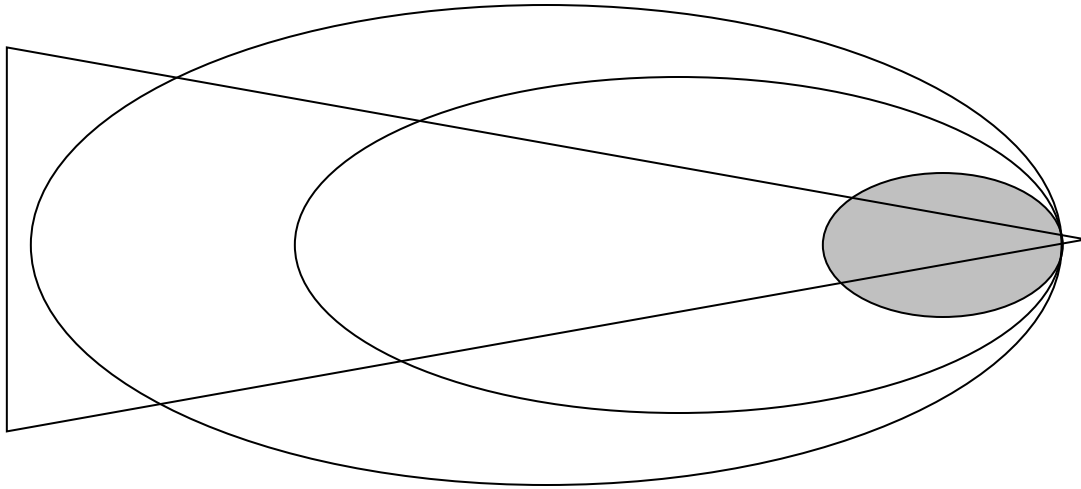
**Question:** *Which has the Greatest Growth Potential... Modality or Sodality?*



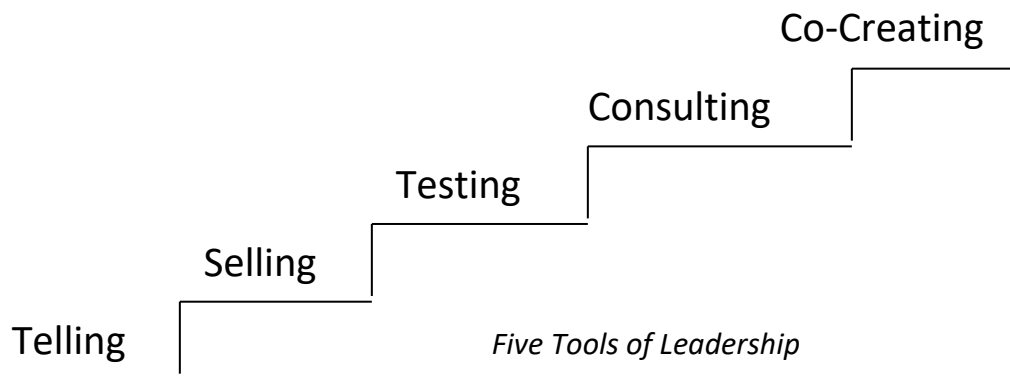
<sup>3</sup> Peter Wagner, *Leading Your Church To Growth*. (Ventura: Regal Books, 1984), 146.

## 2. Understand where Everyone Fits inside Your Fluid \_\_\_\_\_:

Think of your missional community as a Flying Wedge... always in motion and heading somewhere! <sup>4</sup>



## 3. Understand the Vision-Shaping \_\_\_\_\_ at Your Disposal.<sup>5</sup>



<sup>4</sup> Darrell Guder, ed. *Missional Church*. (Grand Rapids: Eerdmans, 1998). 183ff.

<sup>5</sup> Peter Senge. *The Fifth Discipline Fieldbook, Strategies and Tools for Building a Learning Organization*. (New York: Doubleday, 1995), 314ff. This paradigm is also presented in "How to Choose a Leadership Pattern," by Tannenbaum, in *Harvard Business Review*, No. 73311.

### **“Telling”**

“We’ve got to do this. It’s our vision! Be excited about it, or reconsider whether you belong here.” *The leader makes a decision and announces it.*

### **“Selling”**

“We have the best answers. Let’s see if we can get you to buy in. . .” *The leader makes a decision and ‘sells’ it.*

### **“Testing”**

“What excites you about the vision? What doesn’t?” *The leader presents ideas and the decision, inviting feedback.*

### **“Consulting”**

“What vision do you members recommend that we adopt?” *The leader presents the problem, gets suggestions, and then makes the decision.*

### **“Co-Creating”**

“Let’s create the future that we individually and collectively want.” *The leader permits the team to function freely within limits that are clearly defined.*

## **4. Learn the \_\_\_\_\_ of Using the Right Tools at the Right Time For the Right Jobs.**

Pay Attention to the Variables

- 1) Telling and Selling rely on the skills of just \_\_\_\_\_ leader while Testing, Consulting and Co-Creating utilize the skills of \_\_\_\_\_ leaders.
- 2) The stronger a team-member’s \_\_\_\_\_ - \_\_\_\_\_ and \_\_\_\_\_ - \_\_\_\_\_ the more he/she will chafe at being continually Told and Sold a vision... and the more he/she will want to participate in Testing, Consulting, and Co-Creating toward shared vision.

## **5. Embrace the Potential of \_\_\_\_\_ Vision Casting.**

## ***Is this a True or False Statement?***

My vision is not what's important to you,  
the only vision that truly motivates you is your vision.

### **How People Respond to Vision...**

- Some people never see Vision... *Wanderers*
- Some people see it but won't pursue it on their own... *Followers*
- Some people see it and pursue it... *Achievers*
- Some people see it and pursue it and help others see it... *Leaders*

### **How Pastors Formulate Vision...**

- Some pastors do it alone.
- Some pastors take congregation through an inductive process to unpack "their" vision.
- Some pastors work principally with key leadership teams.
- However it is done, vision only assumes power as the congregation owns it!<sup>6</sup>

## **Pursue the Power of *GroupThink***

$$a \times b = c$$

a = The number of people who "own" a decision

b = The relative "value" of the decision

c = The value of Shared Vision (*GroupThink*)

A shared vision is not an idea. It is not even an important idea such as freedom. It is, rather, a force in people's hearts, a force of impressive power. It may be inspired by an idea, but once it goes further – if it is compelling enough to acquire the support of more than one person – then it is no longer an abstraction. It is palpable. People begin to see it as if it exists. Few, if any, forces in human affairs are as powerful as shared vision.<sup>7</sup>

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<sup>6</sup> George Cladis. *Leading the Team-Based Church*. (San Francisco: Jossey-Bass, 1999), 57ff.

<sup>7</sup> Senge. *Fifth Discipline*. 206.