

Collective Visioning

Exercise 7

The goal of this exercise is to produce a very strategic, time-specific, concrete plan that covers a period of up to one year.

Strategic Short-Term Planning

Make a list of goals or vision priorities. Then use the planning form (Figure 5) to create a plan to reach each goal on that list. You can work on the plan with the whole group or break into small groups.

However you do it, use these three very important guidelines:

- If you lay out a plan and don't have enough people or leaders to carry it out, then you have to go back and either downsize the plan to make it doable or create a plan to first build up to the number of people you need.
- Make sure you compare all the goals and lay them out on a calendar. You don't want to be planning a fundraiser during another campaign or action, so make sure the plans fit together.
- Ask all participants to take an inventory of their time. If their time is already stretched to the limit, what are they going to give up or shift in order to achieve their vision? You can use creative brainstorming to help people answer this question. For example, at the Piedmont Peace Project, many people had children or elders they needed to care for. We figured out a way to include them. It wasn't unusual for us to have four generations working together on a project.

Leave plenty of time for this exercise in order for groups to come up with a well-thought-out, thorough plan. A minimum would be one and a half hours, but two hours would be preferable.

Figure 5 shows a form I use for planning each goal. You can change the words to fit your group's needs, but having a format for people to work from is very important. Some of my forms are very simple, and some are more complex, depending on the group I'm working with. All have the same basic planning questions.

Figure 5

Goal:		
What are the tasks to accomplish for your goal? (List each one separately)		
How will you accomplish each task? What specific steps will you take?		
Who will take the lead on each task? Who else will help? If you do not have enough people, how will you recruit others?		
When will these steps happen by?		
What do you need to make this happen (resources, money, people with expertise, etc.)		
How will you get these resources, and what will you do if you don't have all of them?		