

# the power of visions

[dan.grosu.08@gmail.com](mailto:dan.grosu.08@gmail.com)



# I AM A FUTUROLOGIST



What My Friends  
Think I Do



What My Family Thinks  
I Do



What Society  
Thinks I Do



What The  
Government Thinks I Do



What I Think I Do



What I Actually Do

why do I need to know about  
visions?



**no  
projects**

**no  
vision**



what do I want/can?



the community

what do they want  
/need from me?

what already  
exists?

# every project must be based on

- trust
- a real need
- measurable objectives
- uniqueness



# the organizational kit

1. one page on your **vision** and the problem to be solved
2. one page about the organization
3. one page per project:
  - 1/4 page about the specific problem/ subject
  - 1/4 page about what has been done so far and the uniqueness of the project
  - 1/4 page about the program
  - 1/4 page about the budget (main lines)

# additions

- full budgets and “shopping lists”
- articles about the projects/ the problems
- pictures about the projects/ the problems
- official documents
- appreciation letters





# the case statement

- represents your "signature"
- short presentation (150 words)
- identifies the need
- expresses a vision
- what are you all about
- justification of uniqueness



# example

More than 10 percent of the population in our country suffers from hearing loss. Every third person above the age of 65 is hard of hearing. Hearing loss affects all levels of society and causes difficulties in socialization and communication. The obstacles to coping with hearing loss include shame and denial. Hearing loss interferes with one's ability to communicate with the surrounding environment, thus disturbing all aspects of life.

**B.** is the only organization founded and managed by people who are hard of hearing. The organization works actively to improve and advance the quality of life of hard of hearing people ages 18 and above. Our work includes lobbying for laws to improve accessibility, promoting the rights of the hard of hearing, removing the barrier of shame surrounding hearing loss, and encouraging and providing tools for the hard of hearing to cope with hearing loss.

how are shared visions  
being built?



# the foresight exercise

foresight is a systematic, participatory, future-intelligence-gathering and medium-to-long-term vision-building process aimed at present-day decisions and mobilising joint actions.



# doing foresight

- **decision support** – the goal is to identify needs and to produce knowledge that can be used during decision-making processes
- **participatory nature** – representatives of a diversity of societal groups are to be consulted during the foresighting process
- **analyse alternative futures** – the assumption is that the future is not pre-determined, but can evolve in different directions, according to decisions the decisions that are being made by actors

# characteristics

- systematic process of understanding challenges that might be bestowed upon us by the future, and identifying desirable states-of-affaires that can be reached through actions that may (or may not) be implemented today
- participatory and multidisciplinary process, which assumes the involvement of a diverse expertise belonging to different societal groups of actors

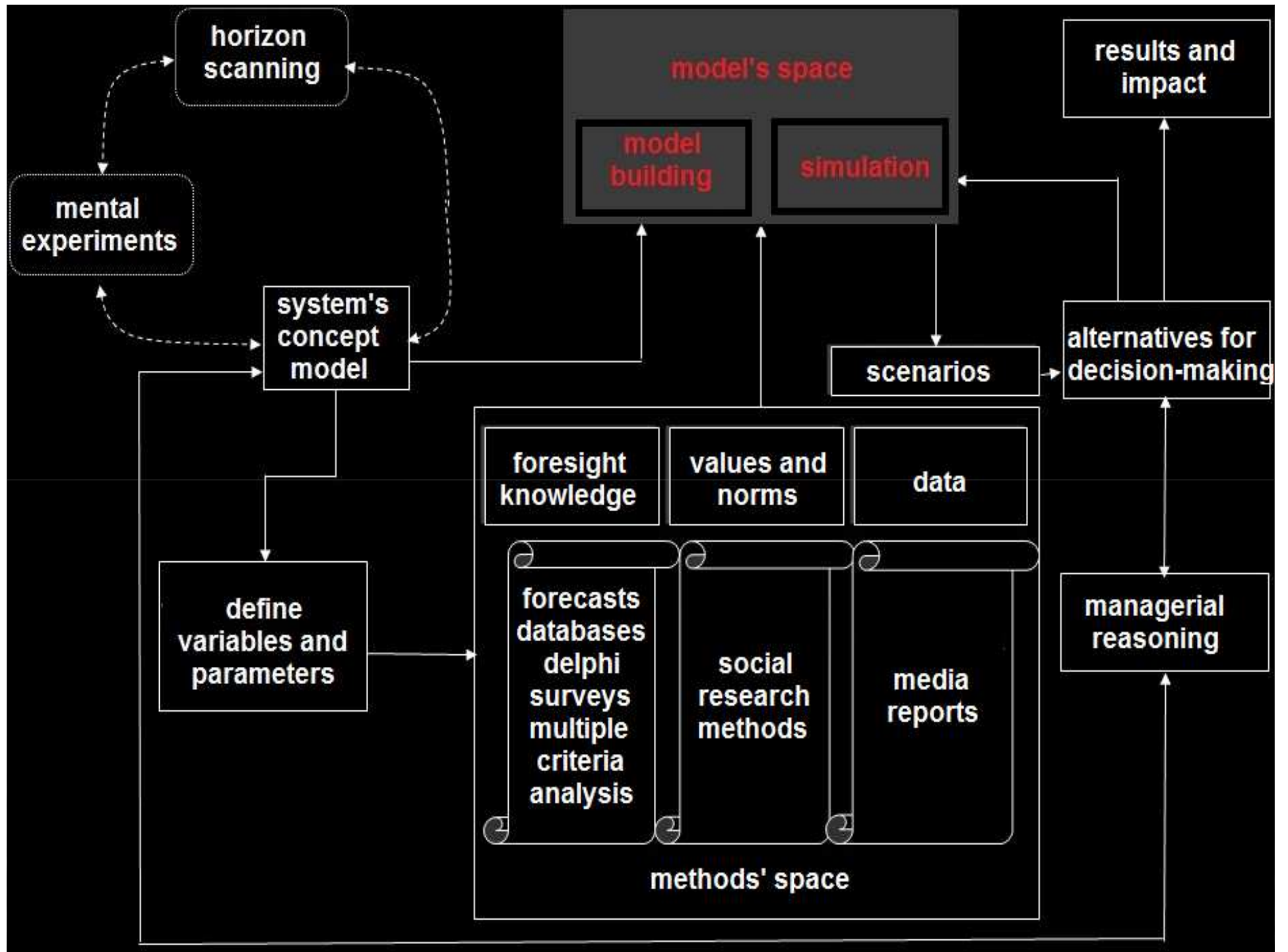
why take a spare wheel?



the governance agent becomes  
the central actor





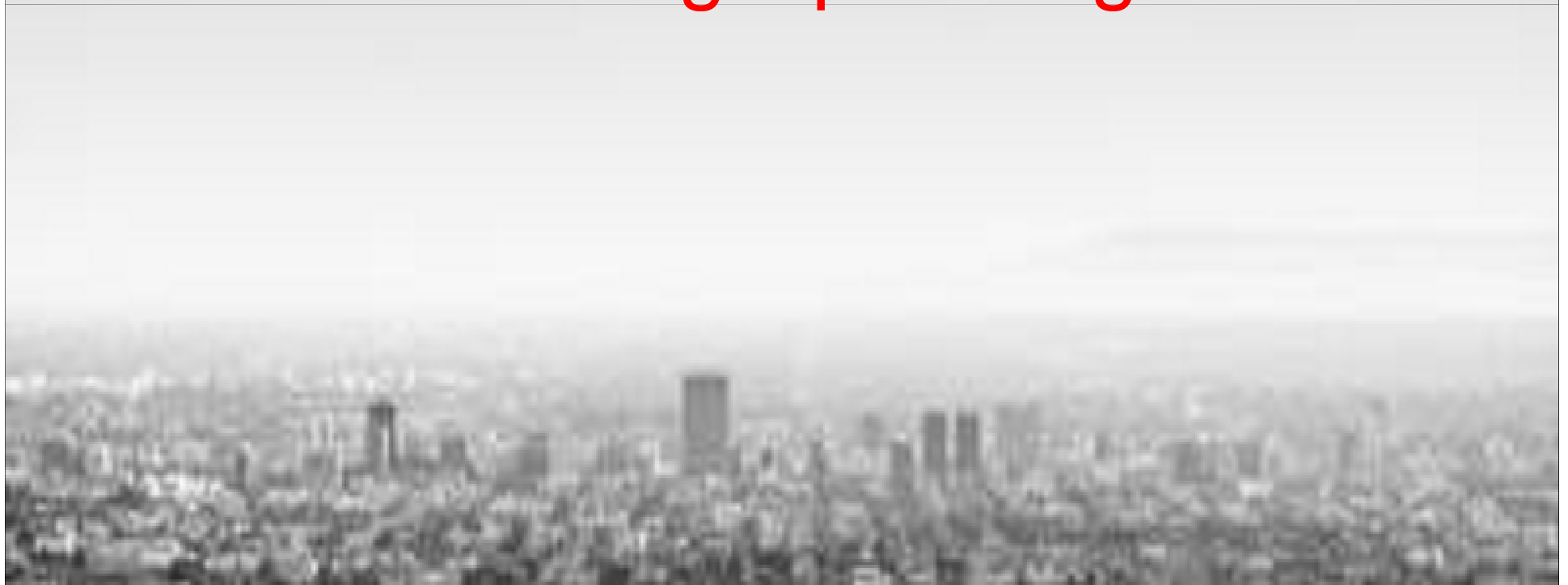


foresight projects ...

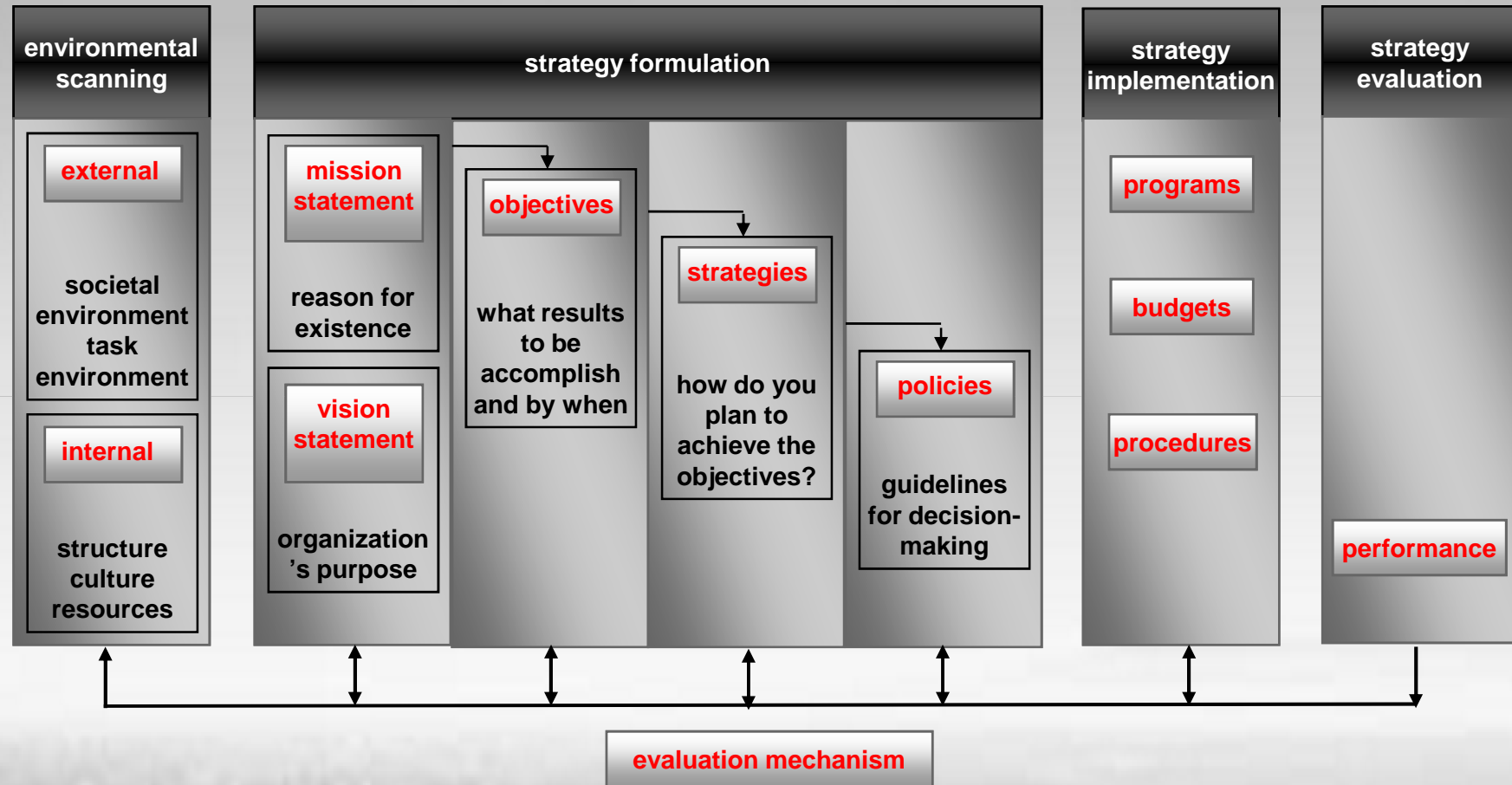


... or foresight activities?

how is vision building contributing  
to strategic planning?



# strategic management model



# mission and vision statement

- the **mission statement** describes the role of a socio-economic sector in the society; the philosophy of how an organization is functioning
- the **vision statement** describes a unique purpose; how the sector/organization or the world is desirable to become



# objectives

- the end-result of a planned activity
- the state of what is to be accomplished and by when
- should be quantified if possible
- achieving the objectives should result in the fulfillment of the vision
- the goal is an open-ended statement of what is to be accomplished with no quantification

# strategies

- comprehensive master plan stating how the objectives are to be achieved
- for strategic units
  - **corporate strategy** – attitude towards growth: stability, growth, retrenchment
  - **business strategy** - attitude towards other actors: competition or cooperation
  - **functional strategy** – attitude towards a functional area of operations (for instance, technology followers or technology leaders)
- hierarchy of strategies

# policies

- broad guidelines for decision-making that link formulation of strategy with implementation
- used to make sure that all the people in an organization make decisions and take actions that support vision, objectives, and strategies
- example: a "no questions asked" return policy



# modes of strategic decision-making

- involve a change of major kind
- long-term in their impact
- they affect and shape the direction a whole socio-economic sector
- they are made by senior decision-makers
- deal with harmonizing organizational capabilities with the threats and opportunities

# planning mode

- based on systematic gathering of information for situation analysis
- involves attempted rational selection of appropriate strategy
- pro-active search of opportunities and reactive reactions to existing problems



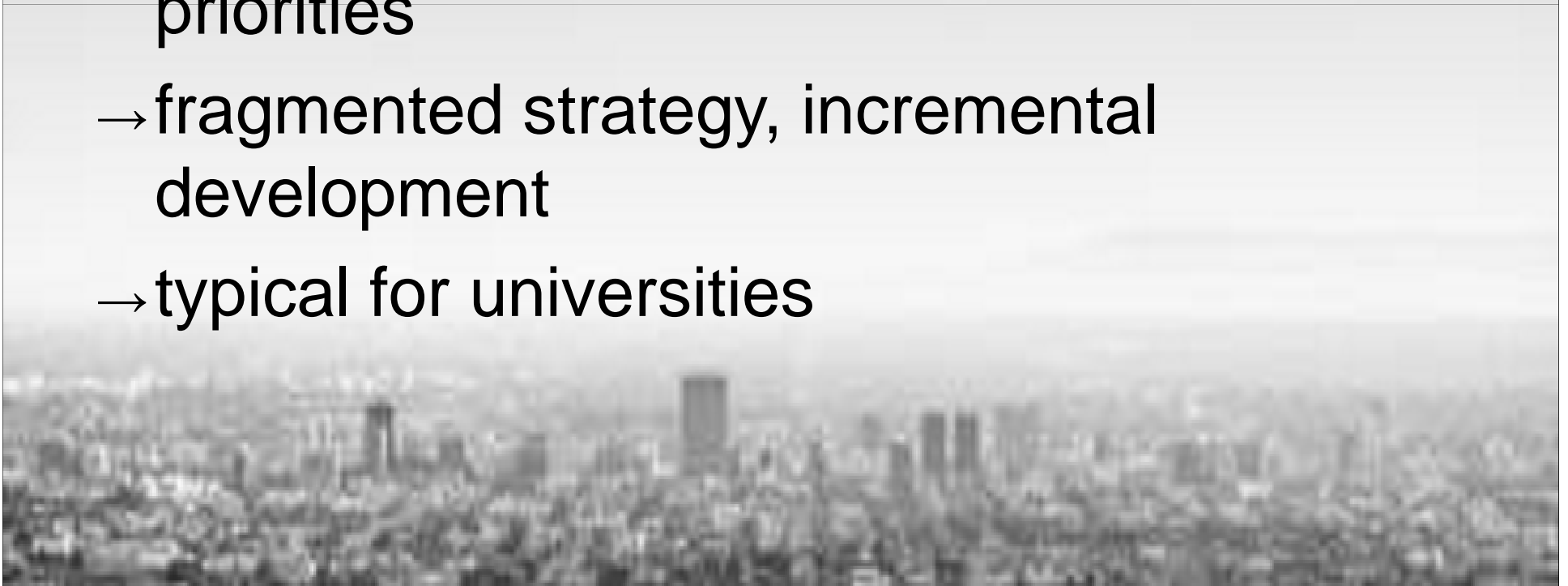
# entrepreneurial mode

- the strategy is made by one powerful individual (i.e, the founder of a corporation), and relies on his personal vision of directions that are to be followed
- focus on opportunities, ignore problems
- large, bold decisions
- Ford Motor Company



# adaptive mode

- reactive solutions to existing problems, rather pro-active research of opportunities
- a lot of negotiating effort regarding priorities
- fragmented strategy, incremental development
- typical for universities



# logical incrementalism

- synthesis of planning and adaptive decision-making
- top management has a clear idea about vision and objectives
- strategy is an interactive process, in which future is probed and organizational learning occurs
- strategy emerges through dialog and experiment

what about the future of  
communication?



- future of communication
- future communications networks
- what's the future for advertising?
- future of advertising agencies
- shifting values



# next lecture

- foresight knowledge
- visionning
- corporate visions
- visionary thinking (also, agile development of software products, and concept cars!!)

