**Develop, Revise or Reaffirm a Vision**

**Steps**

1. **Determine the purpose of the vision statement.** For example, is it an internal and/or external vision? How will it be used?
2. **Ask participants to respond to a set of questions.** The purpose of the questions is to generate thinking about what success would look like in the future. It is important to encourage people to think outside the ‘box’ of current restrictions (e.g. of funding or people) but also to ensure the vision is plausible (i.e. that it could be achieved). Consider:
	* What unique contribution could we be making that we aren’t making now?
	* What would make this an exciting agency in the future?
	* What do we need to do to thrive?
	* Who could we be serving or how could we be serving people better?
	* What is our greatest opportunity for growth?
3. **Compile the information into clusters** such as resources, services or new clients. It might be easier for a smaller group to organize the information. Keep in mind that it should be clustered in a way that will help participants in the strategic planning process to make critical choices**.**
4. **Ask key stakeholders for corrections and additions.** It is important that stakeholders feel that it truly reflects their vision of the future.

5. **Summarize the description of the vision into a statement.** This should be done by a small group. The statement should be extensive enough to provide a framework for thinking about strategic choices, but short enough to be compelling.

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**Vision Statement Checklist**

Once the vision statement is drafted, use the following checklist to ensure that it has the right components. This checklist can also be used to review a current vision to ensure it is still accurate and relevant.

D Provides a clear and shared picture of what success would look like in the future

D Makes the distinction between what the agency would look like and what the community/world would look like

D States the description of the future as if it has already been achieved e.g. The organization is seen as the employer of choice among the best possible candidates

D Stretches the agency but is plausible

D Fits with the agency’s values and mission

D Sets the agency apart and makes it distinctive

D Describes outcomes, not strategies or activities

D Describes a substantive and challenging level of achievement

D Has a timeframe that is achievable

D Acts as a rallying call for all stakeholders D Honors, but is not hostage to, the past D Outlines clear guideposts

D Provides clear direction for decision-making about the agency’s direction and priorities