



Positive Leadership exercises

SCIENCE-BASED • FOR HELPING PROFESSIONALS

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Welcome

Positive leadership focuses on the needs of employees. It is a way for leaders to guide and motivate by focusing on strengths and nurturing a company culture marked by collaboration, recognition, connection, and commitment.

It is a great pleasure to offer you this compilation of exercises on positive leadership. During the past years, Positive Psychology has gained an increasing amount of attention, both from helping professionals and researchers. This attention has resulted in many valuable insights in what contributes to a happy, fulfilling life. In addition, positive psychology has given us many tools not only to flourish, but also to cope with difficult times in life.

Since 2013, our aim with PositivePsychology.com has been to contribute to this field by disseminating the science to psychology practitioners and educators alike.

We hope that the tools presented here may inspire you too to increase your own wellbeing and the wellbeing of the people around you. Please feel free to print and share this document with others.

For those who like what they see, make sure to also check out our online searchable database with all kinds of practical positive psychology tools:

https://positivepsychology.com/toolkit/

All the best,

Seph Fontane Pennock Hugo Alberts, Ph.D.



Team SWOT Analysis

A SWOT analysis helps discern the Strengths, Weaknesses, Opportunities, and Threats (SWOT) inherent in various aspects of an organization [1]. A team SWOT analysis is a specific application of this framework that equips leaders with a comprehensive understanding of the internal and external elements shaping team performance. With this knowledge, leaders can help team members capitalize on their strengths, address their weaknesses, seize the right opportunities, and mitigate the impact of threats [1].

Within the SWOT framework, strengths represent the skills, competencies, and positive characteristics that help a team accomplish its tasks and goals. Weaknesses are limitations or challenges affecting performance and productivity [2]. Opportunities are conditions or situations that enhance and facilitate performance or effectiveness. Finally, threats represent negative factors that may challenge or obstruct a team's success [2].

When applied to teams, SWOT analysis facilitates open communication, strategic planning, teamwork, and enhanced team performance [3,4]. Moreover, it can help team members make effective decisions, identify areas for improvement [5], and align goals with their capabilities and the external environment [4].

This exercise will help leaders perform a SWOT analysis on their team(s). From this analysis, leaders can develop actionable strategies that leverage their team's strengths, address weaknesses, capitalize on opportunities, and mitigate threats.

Author

This tool was created by Elaine Houston.

Goal

The goal of this exercise is to help leaders perform a SWOT analysis on their teams. In doing so, leaders can gain a comprehensive understanding of their team that can be used to develop actionable strategies that leverage strengths, address weaknesses, capitalize on opportunities, and minimize threats.

Advice

■ Leaders should avoid letting personal biases or preconceived notions influence their analysis. It is important to be objective when identifying strengths, weaknesses, opportunities, and threats.

- SWOT analysis is an ongoing process, not a one-time activity. Leaders should regularly revisit and update their SWOT analysis to reflect changes within the team or the external environment. This will ensure action plans remain relevant and provide opportunities to adjust strategies if needed.
- There may be aspects of the team the leader is not aware of. As such, some leaders may wish to involve team members in parts of the process to gain a variety of insights and a more comprehensive SWOT analysis. This can be as simple as informally asking team members for their input and opinions regarding strengths, weaknesses, opportunities, and threats.
- Examples of completed worksheets can be found in Appendix C.

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Team SWOT Analysis

As a leader, understanding your team's capabilities, identifying potential challenges, and strategically planning for the future is invaluable.

SWOT analysis (an acronym for Strengths, Weaknesses, Opportunities, and Threats) is an effective way to identify areas where your team excels and where it needs improvement. It can also help you spot opportunities for growth and potential challenges that could hinder your team's progress.

This exercise will guide you through the process of conducting a team SWOT analysis. With the insights you gain, you can identify actionable strategies that leverage your team's strengths, address their weaknesses, capitalize on opportunities, and mitigate threats.

Step 1: Define your team and its objectives

To begin, you should clearly define the team on which you will conduct a SWOT analysis. This might be your entire department, a specific project team, or any other group under your leadership.

Write this information down in the space labeled 'Team Description' on the Team SWOT Analysis template (Appendix A). A completed example can be found in Appendix C.

Next, identify this team's primary objectives to help you focus on what's most relevant. This might include things like generating leads for your company, completing a project within an allocated budget, or launching a new social media campaign by a certain date, for example.

Write this information down in the space labeled 'Team Objectives' on the Team SWOT Analysis template.

Step 2: Conduct a team SWOT analysis

In this step, you will use the SWOT framework to conduct a comprehensive analysis of your team. The following questions will help you think about your team's core competencies, unique strengths, limitations, potential external factors or trends that your team can capitalize on, and potential threats to your team's success.

Consider these questions carefully and write your responses in the spaces below.

Strengths

1. What are your team's core competencies and unique strengths? For example, your team might be highly adaptable, great communicators, or excel at problem-solving.
2. What resources, skills, or expertise does your team possess that sets it apart? For example, specialized knowledge, extensive technical expertise, or a strong network of contacts.
3. What past successes or achievements has your team had? For example, delivering important projects on time or exceeding targets.

Weaknesses

1. What are your team's limitations or areas for improvement? For example, poor communication, issues with time management, or slow to adjust to unexpected changes.
2. What obstacles, challenges, or barriers does your team face? For example, resource constraints, interdepartmental conflicts, or remote work challenges.
3. Are there any gaps in skills, resources, or processes that need to be addressed? For example, a gap in digital skills, limited resources, or inconsistent/poorly defined processes.

Opportunities

1. What external factors or trends can the team capitalize on? For example, sustainability, flexible working, or regulation changes.
2. Are there any new markets, technologies, or collaborations that the team can leverage? For example, Artificial Intelligence, relevant software, or opportunities to collaborate with other teams in your company.
3. What potential opportunities can your team explore to achieve its goals? For example, emerging technology, strategic partnerships, or training and development.

Threats

1. What external factors or challenges may hinder the team's success? For example, increased competition, economic conditions, or supply chain disruptions.
2. Are there any competitors, changes in regulations, or other risks that your team needs to be aware of? For example, new organizations in the same industry, changes to data protection rules, or environmental regulations.
3. What internal or external factors could pose threats to the team's performance or progress? For example, interpersonal conflict, budget constraints, increased competition, or adverse economic conditions.

Step 3: Analyze and prioritize

Not all strengths, weaknesses, opportunities, and threats are equally significant. It is, therefore, important to prioritize them based on their impact and likelihood of occurrence. You will now review and prioritize the most significant strengths, weaknesses, opportunities, and threats from those you identified in Step 2.

Reflect on your responses in the previous step and identify which are most relevant to your team's goals and objectives. When you have identified the key strengths, weaknesses, opportunities, and threats, write them down in the corresponding squares of the Team SWOT Analysis template (Appendix A).

Step 4: Identify actionable strategies

Using the insights gained from your team's SWOT analysis, you will take some time to brainstorm and identify actionable strategies to:

- 1. capitalize on your team's key strengths,
- 2. address your team's weaknesses,
- 3. leverage opportunities, and
- 4. mitigate threats.

Consider the following questions and write your responses in the corresponding squares of the SWOT Actionable Strategies worksheet (Appendix B).

Strengths

How can your team leverage its key strengths to achieve its goals more effectively? For example, if your team has a diverse range of skills, you can leverage this strength by assigning tasks based on individual team members' abilities so that everyone is working in areas where they excel.

Weaknesses

What actions can be taken to address weaknesses and improve team performance? For example, if your team's weakness is poor communication, you might implement regular team meetings, use collaborative tools, or provide communication skills training to team members.

Opportunities

What strategies can be employed to capitalize on opportunities and stay ahead of the competition? For example, if an opportunity arises due to technological advancements, you might arrange training for your team to learn and adapt.

Threats

How can your team proactively mitigate threats and minimize risks to its success? For example, if you identified market saturation as a threat, you can help your team focus on innovation, improving quality, or offering superior customer service.

Step 5: Create an action plan

Now that your SWOT analysis is complete, you will create an action plan based on the strategies identified in Step 4. Your plan will serve as a roadmap for you and your team to follow. As you develop a plan for each of the four categories, consider specific tasks, timelines, and responsibilities of team members.

- You should set clear, measurable goals related to leveraging a strength, improving a weakness, capitalizing on an opportunity, or mitigating a threat.
- Think about the specific steps and resources required to achieve each goal and, if necessary, assign each action to a specific person or group within your team.
- Set a clear timeline for completion so you can track progress and ensure actions are carried out promptly. You should also make sure your entire team is aware of the action plan and understands the role they will play.

Step 6: Reflection

- How has this SWOT analysis helped you understand your team?
- What new insights have you gained about your team through this process?
- How will you use these insights in the future?
- After completing this exercise, what would you say are the benefits of team SWOT analysis?

Appendix A: Team SWOT Analysis

Team SWOT Analysis				
Team Description:				
Team Objectives:				
CTDENIOTIES	_\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\			
STRENGTHS	WEAKNESSES			
OPPORTUNITIES	THREATS			
GIT GIGIGINITIES	TTINE WS			

Appendix B: SWOT Actionable Strategies

SWOT Actiona	able Strategies
STRENGTHS	WEAKNESSES
ODDODTUNITIES	TUDEATC
OPPORTUNITIES	THREATS

Leadership vs. Management

Leadership

Exercise

(45 min

Client

Mo No

Leadership and management are two distinct yet complementary approaches. While they share some similarities, it is how they influence people toward a common goal that sets them apart [1]. Both roles bring unique strengths to the table and contribute to the success of any team or organization [2]. Indeed, to be an effective leader or manager, one must have a clear understanding of the roles and functions associated with each.

Management focuses on the seamless execution of processes. It involves planning, organizing, monitoring, problem-solving, setting goals, distributing resources, creating structures, and implementing policies and systems for efficiency [3]. Leadership, in contrast, establishes direction and vision. It involves strategizing for change, facilitating collaboration, and motivating teams to overcome obstacles; they drive impactful outcomes and look for a long-term vision [3]. In other words, management facilitates order through planning and monitoring, while leadership drives change by providing vision and motivating people toward organizational success.

Dynamic workplaces need both roles: leaders to cope with new challenges and transform organizations and managers to maintain a smoothly functioning workplace and to utilize resources effectively. Organizations should have a balanced collaboration between leadership and management processes to succeed [4].

Understanding their distinct roles helps organizations cultivate a culture of collaboration, innovation, and growth. This tool will help clients differentiate between leadership and management based on their unique characteristics and definitions. This understanding will help leaders reflect on their own style and identify ways to better align their approach with others in their organization.



Author

This tool was created by Lorena Berber.



Goal

The goal of this exercise is to help leaders understand and differentiate the key characteristics of leadership and management. Leaders can then reflect upon their own management and leadership styles and identify ways to align their approach with others in their organization.



Advice

- Leaders should understand that there are no definitive right or wrong answers. Interpretations of leadership and management characteristics can be diverse and influenced by factors like cultural background, personal experiences in leadership roles, other leaders, the organizational context, and personal values. The categorized statements (step 2) reflect the generally agreed-upon characteristics of leadership and management. This exercise aims to facilitate leaders' understanding and exploration of these approaches.
- It should be emphasized that leadership and management styles can be adapted in response to the level and needs of the team or organization. For instance, a start-up may necessitate a more hands-on and agile approach, whereas a more mature company may benefit from a strategic and visionary approach.



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Leadership vs. Management

Although commonly taken as interchangeable, leadership and management have unique characteristics that set them apart. Most notably, leadership involves inspiring and motivating others, while management focuses on smooth operations and problem-solving.

Both approaches play a crucial role in organizational success. Indeed, the most effective teams and organizations have a balanced collaboration between leadership and management practices.

This exercise will help you understand the key characteristics of leadership and management so you can identify your unique style and how it aligns with those of others in your team or organization. By completing this exercise, you will gain valuable insights and clarity on your approach so you can identify areas for improvement.

Step 1: Identifying leadership-management characteristics

To begin, consider the statements below. These statements describe the distinct characteristics associated with leadership and management. As you look through these statements, identify which you think applies to leadership or management.

Place a checkmark, in the relevant space to indicate which approach you think each statement applies to (leadership or management).

Leadership or Management?				
Statement	Leadership	Management		
Inspires a shared vision				
Builds collaboration and teamwork				
Provides purpose and meaning				
Adopts a short-term view				
Acts courageously				
Achieves tasks through others				
Completes transactions/tasks				
Challenges the process				
Monitors results and plans				

Lea	adership or Management?	
Statement	Leadership	Management
Strengthens the abilities of others to excel		
Inspires trust		
Enables others		
Implements and maintains		
Engages hearts and minds		
Searches for opportunities to change and improve		
Asks 'what' and 'why'		
Plans and organizes to solve problems		
Provides stability and supports the status quo		
Focuses on doing the right thing		
Asks 'how' and 'when'		
Focuses on performance and standards		
Implements and maintains		
Adopts a short-term view		
Dependable. Follows through on tasks		
Establishes structures and systems		
Focuses on doing things right		
Focuses on people and systems running smoothly		
Forward looking. Visionary		
Brings order and coordination		
Recognises the achievement of others		

Step 2: Identifying your leadership-management style

Although there is no one right answer, the table below shows which statements reflect the generally agreedupon characteristics of leadership and management.

Leadership	Management
Inspires a shared vision	Implements and maintains
Inspires trust	Dependable. Follows through on tasks
Builds collaboration and teamwork	Completes transactions/tasks
Searches for opportunities to change and improve	Plans and organizes to solve problems
Forward looking. Visionary	Adopts a short-term view
Enables others	Achieves tasks through others
Engages hearts and minds	Focuses on performance and standards
Asks 'what' and 'why'	Asks 'how' and 'when'
Challenges the process	Monitors results and plans
Strengthens the abilities of others to excel	Establishes structures and systems
Focuses on doing the right things	Focuses on doing things right
Acts authentically	Brings order and coordination
Aligns and mobilizes others	Focuses on people and systems running smoothly
Provides purpose and meaning	Provides stability and supports the status quo
Recognises the achievement of others	
Acts courageously	

From these statements, you will notice that:

- Leadership is about establishing direction, strategies for change, motivating and inspiring, and producing change.
- Management is about planning and budgeting, organizing and staffing, controlling, and problem-solving.

effection, e below.	do you exhir	of more leade	ership or ma	inagement ci	naracteristics?	write your i	response in the

Step 3: Completing the management-leadership matrix

In this step, you will construct a visual representation of your style and how it relates to others within your team or organization.

Draw a circle on the Management-Leadership Matrix (Appendix A) to represent where your style lies. For instance, if you strongly resonate with management characteristics, place your circle to the far right of the matrix. A completed example is provided in Appendix B.

Now, compare your style with others in your team or organization. You may find it helpful to refer back to the categories detailed in the previous step and think about whether others in your team primarily motivate and inspire others or focus on organizing and managing resources.

Using a different color, draw additional circles on the Management-Leadership Matrix to reflect where relevant others lie on the leadership-management scale. Write the names of these individuals next to their corresponding dot on the matrix.

Step 4: Leadership-management reflection

In this step, you will take some time to reflect on your leadership-management style and the dominant styles of your team and/or organization. Consider the following questions and write your responses in the spaces provided.

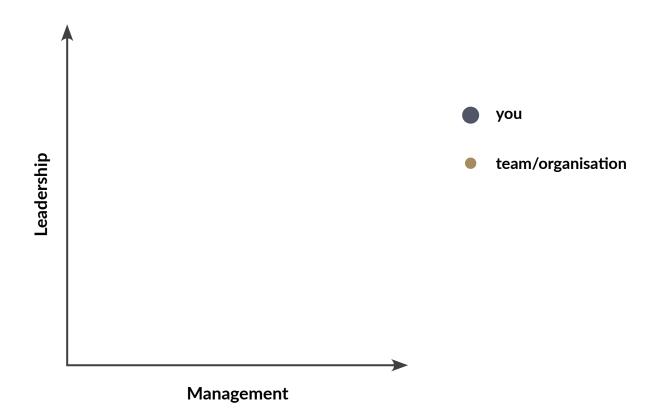
How does your style compare	to others in yo	our team or organization?
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In what ways could aligning your style more closely with others in your team or organization be beneficial?
Considering the various leadership and management characteristics listed in this exercise, what areas would you like to develop further to enhance your leadership/management effectiveness?
What specific steps can you take to align your leadership or management style more closely with others in your team or organization? For example, what will you start, stop, or continue doing?

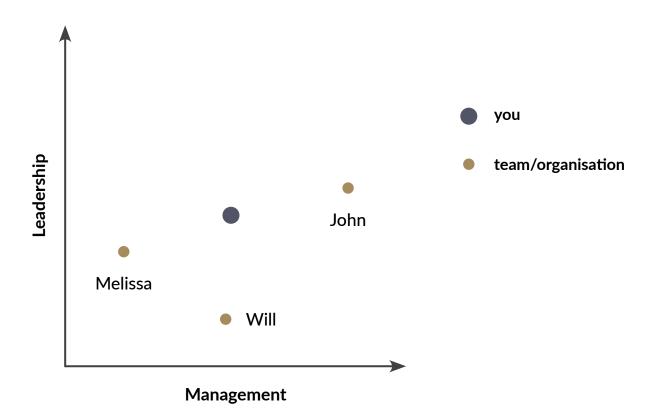
Step 5: General reflection

- Did you find anything surprising about your leadership-management style?
- Which important insights have you gained?
- How will you use these insights in the future?

Appendix A: Blank Leadership-Management Matrix



Appendix B: Management vs. Leadership Matrix completed example



A Positive Vision for the Future

Leadership

Exercise

(-) 60-90 min

Group

Mn No

A vision for the future helps leaders turn aspirations into reality by providing a clear direction and motivating employees to strive toward a common goal. A compelling vision combines an understanding of strategic objectives with a collective mindset that lays the foundation for action [1]. Whether professional aspirations or organizational goals, a clear vision guides the journey.

Visions are pivotal in management, acting as catalysts for collective engagement. A shared vision is "the capacity to hold a shared picture of the future we seek to create; when there is a genuine vision, people excel and learn, not because they are told to, but because they want to" [2]. In short, a compelling vision helps people excel and learn out of desire, not obligation and aligns a leader's aspirations with the organization's direction [3].

The main objective of a vision is to inspire employees; a company thrives when its employees have clarity about their current position and future aspirations [3]. Leaders and leadership teams must motivate employees with a shared vision and collaboratively build it from the "bottom-up," which empowers employees through self-directed decisionmaking and open communication [4].

Shared visions are a powerful force emerging from collective desires to shape a common future [2]. This highlights the importance of encouraging leaders and leadership teams to develop their visions for the best possible future rather than adopting someone else's. In doing so, leaders can establish a vision that acts as a compass, a source of inspiration, and a guiding light toward a prosperous and meaningful future.

Author

This tool was created by Lorena Berber.



Goal

The goal of this exercise is to help leaders and leadership teams develop a shared vision for their organization's future. By encouraging leaders to write an article about their organization's accomplishments ten years in the future, this exercise will help leaders uncover different views of the future and identify common themes that can form the foundation of an inspiring unified vision.



Advice

- This tool can be completed by individual leaders or within a leadership group (as part of a workshop, for example).
- In group settings, ensure every member can participate and share their ideas. To increase creativity, create a safe space, and encourage everyone to consider every idea, they are all important for the exercise, no matter how big or implausible they
- The examples and templates provided in the Appendices will help facilitators conduct the exercise.
- On completion of this exercise, leaders may find it helpful to maintain a reflection journal. This can deepen the connection to visions and their alignment with personal and organizational goals.



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A Positive Vision for the Future

A shared vision is a powerful motivator that fuels enthusiasm and dedication toward achieving the same envisioned future. With a clear and focused direction, teams experience increased engagement, productivity, and progress toward shared goals. This can help reduce frustrations and improve organizational performance.

With versions tailored for individuals and leadership groups, this exercise will help leaders envision a positive future for their organization that can be shared to inspire action and motivate others.

Group Version

Preparation and Notes for the Facilitator:

Time Required: ~60 minutes (dependent on group size).

Materials and Equipment:

- Identify a trade paper, digital magazine, or publisher likely to release a newsworthy article about the organization in the future (i.e. Forbes, The Economist, Harvard Business Review, or any relevant publisher for your field). You do not need to have a physical copy, this is just to reference to help leaders imagine the article.
- Printouts of relevant materials to distribute:
 - Article Writing Guide template (Appendix A) for use in Step 2.
 - Completed article example (Appendix B) for use in Step 2.

Group Size:

Suitable for any sized group. However, when faced with time constraints, you can limit the group size to
ensure enough time for all participants to contribute.

Facilitator introduction

A shared vision is a powerful motivator that can align teams, clarify organizational objectives, and rally employees around a common goal.

As the facilitator, you will guide this group exercise designed to help leadership teams create a shared vision for their organization's future. By imagining a compelling article about their organization's accomplishments in the future, leaders can identify common themes that can form the foundation of an inspiring unified vision.

This exercise can also help leaders develop a sense of ownership and commitment, enhance communication, and motivation, and strengthen relationships. An emphasis on inclusivity and alignment ensures that the entire team works together, embracing an open, positive, and collaborative organizational culture that leads the organization toward shared success.

As the facilitator, you will:

- Introduce the activity;
- Help leaders visualize and write about their envisioned organizational future;
- Guide the development of unified vision statements reflecting common themes to establish a clearer direction for the organization's future.

Step 1: Introducing the activity

Start by introducing the activity to the group. Ensure group members understand that this is a reflective and collaborative exercise to help uncover different views of how the organization will grow and positively change over the next ten years. This will help the leadership team develop a compelling shared vision of the future. Use the following guide to explain the exercise:

Facilitator: "Hello everyone. Thank you for being here today. We have an exciting exercise ahead of us that will help us envision the future of our organization.

As leaders, we understand the importance of having a clear and inspiring vision; it's the driving force that propels us towards a better future. This activity is designed to harness that power and together shape our organization's path forward.

Today, we're going to step into the future, ten years from now, and envision what our organization has achieved. You will imagine we are featured in an article from [insert a well-known publisher relevant to your industry] that describes the significant growth and success we have achieved as an organization. We will then share each of our individual visions and come together to create compelling, unified vision statements that reflect our common goals and objectives."

Step 2: Envisioning the best future

Invite group members to take a few moments to visualize the best future for their organization. Instruct the group to take a few breaths, close their eyes, and let their imagination fly into the future. You can use this text to guide the group through this step:

Facilitator: "Before we embark on this creative journey, take a moment to imagine our organization ten years from now, thriving in ways we've only dreamed of.

Envision the impact we've made, the milestones we've celebrated, and the path we've forged. Think about how the organization has changed; What is different? What does the organization look like in the best possible future? Really immerse yourself in this vision.

Let your imagination run wild, and don't be constrained by the present or the limiting thoughts the wandering mind may produce. Nothing is impossible...

See it clearly in your mind, and feel the excitement, the pride, and the sense of purpose that this vision brings. Let this future be a vivid picture in your thoughts."

Allow a few minutes for group members to form a vivid vision of the future before moving on to the next step. Leaders can also jot down bullet points or keywords from their visualization.

Step 3: Creative Writing

You will now invite the group to imagine they are journalists, in the future, excited to write about this company that has achieved so much. Ask group members to write individual articles on the Article Writing Guide (Appendix A) or on a piece of paper in case more writing space is needed. Read the following instructions aloud:

Facilitator: "Now, with your vision firmly in your mind, you can start writing your future-focused articles. You have the power to turn your vision into words that will inspire us all.

You have the next (15 to 20) minutes to bring your vision to life on paper. Feel free to add as much detail as you like, and if you finish early, consider embellishing your vision even further. Don't fret about perfection; this is about capturing the spirit of our shared aspirations. If you need guidance or have questions, I'm here to assist.

Once we've all poured our dreams onto paper, we'll share these articles. Together, they'll form a vision illustrating the incredible potential that lies ahead for our organization. Let's begin this creative journey."

Instruct team members to go through each section of the Article Writing Guide and follow the writing prompts. This will provide a structured format and facilitate the expressive process. An example article can be found in Appendix B.

The facilitator must be aware of the time and communicate when the time is running out. Allow a few more minutes if group members aren't finished yet.

Step 4: Sharing articles

Group members will now share and listen to each other's articles. As the facilitator, you should write down recurring themes and elements; these will help shape the group's integrated vision for the future (Step 5). You can read the following text aloud:

Facilitator: "Wonderful job, everyone. Each of these stories is a window into the future we envision. They hold the potential to inspire and drive us toward a shared goal. Today, we're not just writing articles – we're crafting our roadmap to success, collectively shaping what we want our organization to become.

Now, we'll share our articles, one by one, without interruption. Listen carefully and try to understand each perspective, appreciating the diversity of ideas that have emerged. Remember, there's no single correct answer - these stories will collectively contribute to our journey forward.

So, let's start by hearing from a volunteer who's willing to share their future vision article. As we listen, let's celebrate the richness of thought and the boundless possibilities that each story brings to the table. Who would like to start?"

Ask group members to read their articles aloud, encouraging a receptive, non-disruptive environment without questions or comments at this point. Articles should be shared and listened to with openness and without judgment.

The facilitator should record the major, repeating themes from each article on a large piece of paper or whiteboard, for example, ensuring the essence of each vision is accurately captured in the chosen words or concepts.

Examples of themes:

- Diversity and Inclusion
- Sustainability
- Empowerment
- Global Connectivity
- Safety and Well-being
- Responsibility
- Innovation

Step 5: Building Consensus

Once everyone has shared their articles and the common themes and ideas have been recorded, encourage the leadership team to review these and agree on common aspirations for the future.

The goal is to identify the *most important* common themes together and decide as a team which will be part of the unified vision statements (Step 6).

Invite the group to go through and discuss the major repeating themes you wrote down in the previous step. Approach this discussion with a receptive and respectful attitude, allowing each person to express their ideas and perspectives on each of the themes.

Read the common themes identified in Step 4 aloud, highlighting those the group agrees to include and crossing out anything the group wants to remove. A simple majority of votes can be considered when deciding whether to include something.

Remember, this is a collaborative exercise and everyone's point of view should be considered; even discarded content can be useful for creating other important documents like core values, roadmaps, or business plans.

On completion of this step, the group will have a list of agreed-upon points to help shape their unified vision statements in the next step.

Step 6: Developing a Unified Vision Statement

The next step is for the team to write a few vision statements based on the common themes that emerged during the exercise. These can be written digitally or on paper so they can be easily edited and adjusted.

Facilitator: "Now, your task as a group is to craft vision statements that describe the desired future state of our organization, the one we imagine together as the best future. These statements should be evocative, inspiring, and clear. They should capture the essence of what we want to achieve over the next ten years and outline the actions needed to turn this vision into reality.

Think of these unified statements as a compass that will guide our journey forward. They should be so compelling that every member of our leadership team is inspired, motivated, and aligned.

Remember to build upon the common themes we identified and agreed upon."

Advise the group to work together and craft 3-5 vision statements that encapsulate their shared vision for the organization's future. Encourage the team to discuss, collaborate, and aim for around three sentences in length for each statement. You will find a few examples below that can be read aloud or displayed:

- We believe in a future where technology enhances human potential. Tomorrow's challenges demand today's innovations.
- Innovating today for a better tomorrow.
- Education is the beacon of the future. We strive to empower every mind, regardless of boundaries. Knowledge knows no limits.
- Pushing the boundaries of possibility with technology.
- Diversity is our strength, and inclusion is our commitment. We envision a world where every voice is heard and valued.
- Through R&D, creativity, collaboration, and adaptability, our united team navigates challenges to achieve our vision of significantly improving lives.

Once complete, the group will have 3-5 vision statements that can be shared with the entire leadership team and employees to inspire and guide future decisions and actions.

Attaining unified vision statements is likely to involve multiple iterations. Remember, a company's vision statement is dynamic; it should be regularly reviewed and evolve as the company achieves and sets new business goals, expands, updates its mission, and grows.

Step 7: Final Reflection

Before wrapping up the activity, take a few last minutes to listen to each other's final reflections and insights about this activity. Some questions are stated below to facilitate the discussion:

- 1. What did you learn about the importance of a shared vision for our team?
- 2. Which elements of our unified vision statements do you find most meaningful?

- 3. What leadership qualities do you think will be crucial in guiding us toward this vision?
- 4. What initial steps can we take to work toward this vision as a team?
- 5. How can we share our vision with others in the organization?
- 6. How will we know if we are making progress, and how often should we check our progress?

Remind the participants that a shared vision is the first step to making this vision a reality. You can read the following aloud as a closing statement:

"In this exercise, we've imagined a shared vision for a successful future. Now, it's time to make this vision come true. Together, we're ready to work as a team, use smart strategies, and adapt to achieve our goals and create the best future for our organization and the purpose we serve. If we know where we are going, we can all join forces, share our unique perspectives, and lead the way toward the same destination.

Thank you."

Individual Version

Today, you are taking a journey into the future. You will envision your company being featured in an article from a well-known publisher that talks about the significant growth and success your organization has achieved.

This process will help clarify your goals, reflect on your aspirations, and develop a vision for the future.

Before starting, choose a trade paper, digital magazine, or publisher that would be likely to release a newsworthy article about you or the organization in the future (i.e. Forbes, The Economist, Harvard Business Review, or any relevant publisher for your field). This will be used to help you realistically imagine the article.

Step 1: Envisioning your company's future

Take a few moments to sit in a quiet space and visualize an ideal future for your organization. Think about the accomplishments, the impact made, and the satisfaction felt in this future. This is the moment to clearly picture your aspirations.

Once you picture this future clearly in your mind, allow yourself to feel the excitement, the pride, and the sense of purpose that this vision brings. Spend a few minutes in this visualization, letting your imagination run free.

Now, with this image firmly in your mind, you can start writing your article. You have the power to turn this picture into words that will inspire you - and others.

Remember, this isn't just writing; it's a personal design of your vision. Let your imagination run wild, and don't be constrained by the present or the limiting thoughts.

Step 2: Creative Writing

Now, it's time to translate your vision into words. Imagine you are an article writer ten years in the future writing about your organization that has achieved so much.

Using the article writing guide (Appendix A), take 15-20 minutes to go through each of the sections and follow the writing prompts. A completed example can be found in Appendix B.

Feel free to add as much detail as you like, and if you finish early, consider embellishing your vision even further. Don't fret about perfection or plausibility; this is about capturing the essence of your aspirations.

Step 3: Reflect on Your Vision

Once you are done writing your article, take a moment to reflect on it. Start by reading it aloud and visualizing yourself in this future once again. Notice how this makes you feel and answer these questions:

What is the most positive impact has your company made?
What changes helped propel your company to this desired future state?

What are the key elements of this vision?
What are the common themes of your vision?

Step 4: Crafting your Vision Statement

Using your article, you will now create a vision statement around three sentences in length. This statement should be concise and clear, encapsulating the core of your vision. Ensure it strikes the right balance between ambition and feasibility, and consider seeking feedback from a mentor or colleagues for a clearer, more complete vision if necessary.

Start by reviewing previous reflections, common themes, and key elements identified in step 3. Arrange these ideas into sentences that inspire and align with your company's goals and priorities. Ensure your vision statement is clear, covers all essential points, and will resonate with your audience.

Example vision statements:

- We lead through innovation, excellence, and unwavering integrity, making a significant impact on lives by building a sustainable, equitable, and more secure future for all.
- Our dedication to sustainability and social responsibility sets industry benchmarks.

- We believe in a future where technology enhances human potential. Tomorrow's challenges demand today's innovations.
- Innovating today for a better tomorrow.
- Diversity is our strength, and inclusion is our commitment. We envision a world where every voice is heard and

Now, write your vision statement in the space below. Try to be as clear and concise as possible, making sure your statement captures the essence of your vision of the best possible future for your organization:

Vision Statement:		

A vision statement is dynamic; it should evolve as the company achieves and sets new business goals, expands, updates its mission, and grows in size. Regularly review your vision statement and, if necessary, make adjustments to keep it accurate.

Step 5: Reflection

As a final step, set aside a few moments to reflect on your personal vision and contemplate the commitment you are making to your own future within the organization.

Think about the steps you can take to bring your envisioned future closer to reality and how it aligns with the organization's vision. Here are some guiding questions to help you navigate this reflection:

1. What have you learned about the importance of having a clear vision for the future?
2. Which aspects of your vision resents most strongly with your personal and professional goals?
2. Which aspects of your vision resonate most strongly with your personal and professional goals?
3. When contemplating your vision, what leadership qualities do you believe will be essential in guiding you toward its realization?

4. What initial actions can you take to align your actions with this vision?
5. How will you involve others in this journey?
6. How will you share your vision with relevant others in your organization?

Remember that your vision serves as the foundational step toward transforming it into reality. As you move forward, embrace the power of collaboration, engage your unique perspectives, and lead with purpose, propelling yourself toward your desired destination. With your vision as your compass, you're wellprepared to unite efforts, utilize strategic approaches, and adapt as needed to forge a path toward your envisioned future.

Appendix A: Article writing guide
Paper/Magazine Name:
Headline: (An interesting headline summarizing your company's future success.)
Date of Publication: (Set 10 years in the future, as per the exercise.)
Introduction: (1-2 sentences) Company Introduction: Describe your vision for the company, 10 years from now.

Success Story: (1-2 paragraphs)
Remarkable Achievements: Highlight the most significant achievements, innovations, milestones, and ambitions that the company has had "these last 10 years". What has led to your organization's success?
The Winning Formula: (1-2 paragraphs)
Strategies for Success: What key strategies, elements, and initiatives led to remarkable achievements?

Future Aspirations: (1-2 sentences)
Next Decade: Offer a glimpse of the company's exciting plans and aspirations for the future.
Conclusion: (1-2 sentences)
End with an inspiring message that leaves readers excited about the company's future.

Appendix B: Article writing guide (Completed Example)

Paper/Magazine Name:

Forbes Magazine

Headline:

TechSolutions Inc. Revolutionizes the Digital Landscape: A Decade of Unparalleled Innovation

Date of Publication:

Jul 24, 2033

Introduction (1-2 sentences): Describe your vision for the company, 10 years from now.

TechSolutions Inc., once a budding startup, now stands as one of the top global leaders in digital innovation, having transformed the way the world interacts with technology over the past decade.

Success Story (1-2 paragraphs): Remarkable Achievements: Highlight the most significant achievements, innovations, milestones, and ambitions that the company has had "these last 10 years". What has led to your organization's success?

In ten transformative years, TechSolutions Inc. has expanded its reach to over 180 countries and is the driving force behind some of the most groundbreaking technological advancements. From the creation of the world's first fully immersive virtual reality workspace to the development of Al-driven healthcare solutions that have saved millions of lives, the company has consistently been at the forefront of positive change.

Their unwavering vision of "Empowering Humanity Through Technology" has been the guiding light, ensuring that every innovation not only pushes the boundaries of what's possible but also serves a greater purpose in society, significantly improving the lives of as many people as possible.

The Winning Formula (1-2 paragraphs): What key strategies, elements, and initiatives led to remarkable achievements?

The secret sauce behind TechSolutions Inc.'s meteoric rise has been a blend of fostering a culture of relentless innovation, investing heavily in research and development, and forming strategic partnerships with other industry leaders. At the core of their success is a human-centered vision that serves as their guiding light, ensuring that their solutions genuinely enhance lives.

This commitment to a human-centered approach, ingrained within the company, permeates its products and services, underpinned by a positive and healthy work environment. Their commitment to understanding the evolving needs of their consumers and proactively addressing global challenges has set them apart in a competitive market.

Future Aspirations (1-2 sentences): Offer a glimpse of the company's exciting plans and aspirations for the future.

As we look to the horizon, TechSolutions Inc. is gearing up to launch its most ambitious project yet: a global digital education platform aimed at bridging knowledge gaps and empowering the next generation in important topics like mental health, innovation, sustainability, and various socio-economic and technological matters.

Conclusion (1-2 sentences). End with an inspiring message that leaves readers excited about the company's future.

With a decade of unparalleled achievements behind them, TechSolutions Inc. is not just shaping the future; they're building a legacy of positive global transformation.