



This guide assists Facilitators in making decisions about how to facilitate successful Visioning. In order to achieve the desired outcomes, think through what you know about your teams' readiness, interests, and preferences.

### Visioning Desired Outcomes

- An open, thorough discussion among stakeholders to identify bold, future-oriented statements and conditions to support them.
- Naming who is affected by the statements, such as students, teachers, administrators, families, and/or other stakeholders.
- A collection of jointly created and agreed upon statements describing desired end results of fully implementing SWIFT Domains and Features.
- Commitment from stakeholders to support implementation efforts that move the organization toward these statements.
- A strong understanding of the Visioning practice and how the vision statement is used as a living document to guide transformation.

### Prompts for Visioning

What We Do	Thinking It Through	Planning It Out
<p><b>Prepare the Team</b></p> <ul style="list-style-type: none"> <li>• Participants invited</li> <li>• TA Practice in 60 video emailed</li> <li>• Information provided in advance</li> </ul> <p>When the team determines who will be involved, consider comprehensiveness, balanced representation, and political or content credibility to inform other stakeholders.</p>	<ul style="list-style-type: none"> <li>• How can we ensure participants coming are prepared to engage in the process?</li> </ul>	
<p><b>Set the Stage</b></p> <ul style="list-style-type: none"> <li>• Provide overview of process</li> <li>• Establish norms and roles</li> <li>• Agree on plan for developing, engaging, dialogue and adopting</li> </ul> <p>Utilize standing processes as much as possible. Consider formats that the team would prefer: (e.g., provide options for engagement, start with existing vision statement). Be prepared to facilitate preferences for who is involved and in what capacity for each phase. If the team determines they will use a phased process for Visioning, plan accordingly for dialoguing and agreement.</p>	<ul style="list-style-type: none"> <li>• Does the team already have standing norms and roles?</li> <li>• What format for facilitation will work best with this team?</li> <li>• Has the team determined their plan for when and how others will be involved? Use their phased plan when planning in other sections below.</li> </ul>	
<p><b>Develop Statements</b></p> <ul style="list-style-type: none"> <li>• Statements represent hopes and dreams</li> <li>• Statements describe context, systems, and structures that support hopes and dreams</li> </ul> <p>Begin with the end in mind. "At the end of the visioning and adoption process, our school will have a shared understanding and agree to a set of statements describing our ideal school." Consider options for the process – visual representation of vision prior to moving to written statements, consensus at the word level before moving to a statement level, etc. Remind teams to consider students, teachers and staff, administrators, families, ideal conditions, and future orientations.</p>	<ul style="list-style-type: none"> <li>• What prompts make the most sense to open up the process with this team?</li> <li>• What process makes the most sense for engagement (e.g., pairs, table groups, whole group)?</li> </ul>	



What We Do	Thinking It Through	Planning It Out
<p><b>Engage in Dialogue and Alignment</b></p> <ul style="list-style-type: none"> <li>Prompt for clarification</li> <li>Align with SWIFT Domains and Features framework</li> <li>Poll for agreement</li> </ul> <p>• When processing statements generated, consider “What is here? What is common among the statements? What’s not here? What discrepancies do we see?...”</p> <p style="text-align: center;">Levels of Agreement</p> <ol style="list-style-type: none"> <li>I enthusiastically agree.</li> <li>I agree.</li> <li>I have minor reservations. I will actively work to get my concerns addressed while supporting us to move ahead. (requires comment)</li> <li>I have major reservations. I need specific concerns addressed in order to support moving forward. (requires comment)</li> <li>I do not agree. I believe doing so will be detrimental to our school community (requires comment).</li> </ol>	<ul style="list-style-type: none"> <li>What process will be used with group-generated statements or words?</li> <li>What prompts will clarify statements?</li> <li>Prepare to align statements with SWIFT framework and to facilitate statements in Domains and Features that were not part of the original brainstorm.</li> <li>Prepare to acknowledge statements not appearing to align with SWIFT.</li> <li>What process will be used when polling for agreement?</li> </ul>	
<p><b>Adoption</b></p> <ul style="list-style-type: none"> <li>Determine voting process</li> <li>Determine agreement process</li> <li>Celebration</li> <li>Revision</li> <li>Formal adoption vote</li> </ul> <p>• Consider having pairs/trios make initial placement of statements according to the levels of agreement.</p> <p>• At any point, statements can be moved down, but cannot be moved up (e.g., can be moved from #3 to #4, but not from a #4 to a #3).</p> <p>• Celebrations should be made for those statements in Levels 1-3.</p> <p>• When considering a revision process, teams can rework statements in light of comments made, or choose to shelve those statements.</p>	<ul style="list-style-type: none"> <li>What voting process will be used?</li> <li>What agreement process will be used?</li> <li>What are your preferences for a revision process?</li> </ul>	
<p><b>Wrap-Up &amp; Follow-Up</b></p> <ul style="list-style-type: none"> <li>Capture written documentation of process</li> <li>Set team meeting for vote review</li> </ul>	<ul style="list-style-type: none"> <li>Do you want to capture the process in pictures? Provide a template to document the process along the way.</li> </ul>	