

Training Manual



THE POWER OF VISION

WITH
JOEL BARKER



DISCOVERING THE FUTURE SERIES

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LEGEND



- Important notes and information



- Dialogue that you may wish to use in your program



- VCR instruction



- Sample questions



- Overheads



- Suggested time limits



- Material to be handed out



- Flipchart instruction

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A MESSAGE FROM JOEL BARKER

I have learned over the years that only when you work with the best do you get results that honor everyone. This newly upgraded Vision facilitator's guide is the result of me meeting a powerfully talented woman, Debbe Kennedy.

She had been using the Vision video and sang its praises. When she began to tell me how she used it, I realized that what she was doing with the video was far more creative and useful than what I had suggested in the guidebook which I had helped author earlier.

So I set her this challenge: write the facilitator's guide that you wished we had sent you.

She has done that. With elegance. With "vision".

I think you will find this guidebook loaded with suggestions that will help you utilize *THE POWER OF VISION* on a much broader scale and with much greater effect than if you had only used the previous guidebook.

I want to thank Debbe Kennedy for the openness to share with me her thoughts and the hard work it took to turn those into this document. We are all rewarded by her ideas.

Peaceful futures,

Joel Barker

ABOUT DEBBE KENNEDY

Debbe Kennedy is the founder and managing partner of Leadership Solutions . . . a company dedicated to “*redefining excellence in partnership with America’s business leaders.*” She is backed by over 20 years of leadership excellence in corporate America.

Leadership Solutions specializes in assisting organizations and individuals in discovering for *themselves* that redefining excellence in a company, in an organization, or in a country is a *personal issue*, as well as a *personal journey* to an ever-changing destination. This is accomplished through Leadership Solutions’ exclusive customized approach to developing, directing, producing, and facilitating state-of-the-art activity-based learning programs.

Debbe Kennedy is the author of Team In-Focus™ which is currently being used to create customized strategic training solutions for some of the newest markets within the Fortune 500 industries. Her work has been honored three consecutive years by IBM Management Development for its significant contribution to excellence of their leadership development training programs.

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“Processes, slogans, and vision statement will not make your organization the best it can be.

People will.

The first step is for each person to discover for themselves how important they are . . . and the difference they can make, if they want to badly enough.”

Debbe Kennedy

ABOUT THE POWER OF VISION FACILITATOR'S GUIDE

THE POWER OF VISION video has many powerful messages that can be applied to numerous meeting and learning situations, as well as a diverse set of audience needs. Its wide range of newer and situational appeal has inspired the development of this facilitator's guide. The guide offers three very distinctive viewing options designed to meet a variety of needs. The choice is yours. The viewing options include:

- **ALL-AT-ONCE** [with or without planned discussion]
Viewing the video all at one time at a meeting.
Time required: 30 minutes to 1 hour.
- **3-STEP-APPROACH**
An incremental approach to learning with discussion and interaction. A preferred "best teacher" of THE POWER OF VISION concepts.
Time required: 2 to 2.5 hours
- **RUN-YOUR-OWN-WORKSHOP**
The most comprehensive approach to learning and applying THE POWER OF VISION concepts, including complete activities to define core values and build your vision.
Time required: 4 hours

Each one of the viewing options includes everything you need to run a professional quality video program. The facilitator's guide includes session planning information, participant materials, and step-by-step facilitation guides for each viewing option.

The right way to view THE POWER OF VISION is the choice that is right for your individual situation and audience. We know your needs and situation will continue to change over time. THE POWER OF VISION facilitator's guide will help you maximize the return on your investment in the video by helping you make the right choice for immediate needs, as well as offering other viewing options for future uses.

WHAT FACTORS SHOULD BE CONSIDERED IN MY CHOICE?

Below is a *VIEWING OPTION SELECTION GUIDE* to assist you in making the *right choice*:

Option	Size of Audience	Time Required	Objective
<i>ALL-AT-ONCE</i> <i>With discussion</i>	100 or less	1 to 1.5 hours	Interaction is important. Desire for viewers to internalize messages.
<i>Without discussion</i>	100 or more	30 minutes	Impacting, inspirational, thought-provoking component for a meeting or Emphasizing or bringing together points made in a classroom or meeting.
<i>3-STEP-APPROACH</i>	Less than 50	2 to 2.5 hours	Interaction is essential. Internalizing is critical. <i>Learning, Applying</i> and <i>Ownership</i> is what you are after.
<i>RUN-YOUR-OWN</i>	Less than 50	4 hours	Interaction is essential. Internalizing is critical. You want to take <i>Learning, Applying,</i> and <i>Ownership</i> to a personal level, including defining a set of core values and and a vision for your organization.

Once you have identified the *viewing option* that is right for you, you will find everything you need to produce a professional-quality video program for your audience.

ABOUT THE POWER OF VISION VIDEO

THE POWER OF VISION is the second video in Joel Arthur Barker's Discovering the Future Series. It was designed to complement, and more specifically, be a natural follow-on step to his well recognized video, *THE BUSINESS OF PARADIGMS*.

In the beginning of the video, Mr. Barker personally sets the stage for a powerful viewing and learning experience. He then guides the audience through a moving *Journey* of historical and contemporary examples to teach us a valuable lesson. That having a positive vision of the future is essential for all of us. It influences our direction in the present and it gives meaning to our lives and our work.

Once the lesson is understood, Mr. Barker applies his inspirational message on the power of positive vision to a practical and specific necessity for today's changing organizations.

In the moving conclusion of the video, Joel Barker creatively captures his powerful messages in summary by the use of a visually orchestrated metaphor inspired by the work of *Loren Eiseley*. He leaves the audience with a compelling personal call-to-action.

THE POWER OF VISION was filmed on location in Europe and throughout the United States.

IMPORTANT MESSAGES

- Having a positive vision profoundly impacts our present and future.
 - It works for nations.
 - It works for organizations.
 - It works for children.
 - It works for all of us.

- A positive vision of the future gives meaning to our lives and work.
- Values guide our direction. Vision determines our destination.
- A positive vision of our future coupled with goal-directed action ignites a sense of personal power in each of us.
- We each have the ability to *contribute* and *make a difference* in our own lives, in our companies and organizations . . . and in the world.

HOW OTHERS HAVE BENEFITED

Below are some common benefits that users of *THE POWER OF VISION* have identified:

- It helps the individual internalize the necessity we each have to look to the future in a positive way, because it can profoundly impact the present . . . in organizations, in our lives . . . and in the world.
- The powerful messages connect to the individual person with a relevance to current day personal, corporate, social and political issues.
- It defines the basis from which an organization can develop a vision of its own future.
- It clearly illustrates how thinking about the future gives meaning to the present.
- It provides a *common language* with which vision can be discussed in practical and specific terms.
- It emphasizes the importance of building a *vision community* in order to fulfill a vision.
- It leaves each person with a personal and compelling *call-to-action* to re-evaluate their own contributions.

THE VIDEO SERIES: DISCOVERING THE FUTURE

Joel Barker is frequently asked about the relationship of *THE BUSINESS OF PARADIGMS* and *THE POWER OF VISION* videos. He writes:

For those of you who have seen “DISCOVERING THE FUTURE: THE BUSINESS OF PARADIGMS,” you may be wondering how it relates to the “THE POWER OF VISION. “

In my mind, each video answers a “Why?” question.

THE BUSINESS OF PARADIGMS helps answer the question: Why is it so difficult to anticipate the future?

Once we understand how our paradigms influence our perceptions of the world around us, we begin to see why we miss important data that will shape the future. And once we realize that, we can begin to actively correct that blindness.

THE POWER OF VISION helps answer the question: Why should we take the time to think about the future?

Too often we find ourselves concentrating only on the present, because “That’s where the rubber meets the road!” But just like driving, if we don’t look down the road, we’ll never see what’s coming until it’s too late.

THE POWER OF VISION shows that, at all human scales from nations to individuals, having a positive vision of the future is profoundly empowering.

These two “why” questions are key to shaping your own future. But there is a third question: Which comes first, THE POWER OF VISION or THE BUSINESS OF PARADIGMS? The answer is. . . either!

ABOUT JOEL BARKER

Joel Barker is one of the world's most influential speakers on the subject of the future. In 1979, Mr. Barker founded a consulting company, Infinity Limited Inc. His objective was to help companies improve their ability to identify new ideas and innovations early enough to take advantage of them. Since then he has lectured on issues concerning the future to over 500,000 people around the world. In 1993, Mr. Barker was named International Educator of the Year by the International Honorary and Professional Association in Education Pi Lambda Theta.

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OPTION 1: ALL-AT-ONCE

Time Required: 30 minutes to 1 hour

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CHOOSING THE APPROACH THAT IS RIGHT FOR YOU

This option provides you with *two alternatives* to view *THE POWER OF VISION* in its entirety *ALL-AT-ONCE*.

WHEN THIS MAY BE THE RIGHT CHOICE:

Alternative 1:

THE POWER OF
VISION
ALL-AT-ONCE
without a
discussion
period

- Time for showing is less than 1 hour.
- Group is less than 50 people.
- Primary need is to emphasize or bring together points made in the classroom or meeting.

Alternative 2:

THE POWER OF
VISION
ALL-AT-ONCE
with a
discussion
period

- Time for showing and discussion is greater than 1 hour.
- Group is 100 people or less.
- Interaction of group is important to meeting.
- Desire to aid viewers in internalizing the messages.

There are viewer hand-outs for *OPTION 1: ALL-AT-ONCE*. Each hand-out is listed below with a recommendations for use. Samples are included at the end of the Option 1 section. Use hand-out masters provided for best copying results.

<i>THE POWER OF VISION:</i>	<i>without discussion</i>	<i>with discussion</i>
Discussion Journal #1		■
Vision Essentials	■	■
<u>Reading References</u> with Joel Barker's vision summary statement	■	■
The "Dreams in Action" Poem	■	■
Program Evaluation		■

THE POWER OF VISION ALL-AT-ONCE with or without a planned discussion period requires minimal preparation. However, attention to a few little details and some thought about the introduction and conclusion can greatly enhance the viewers' experience.

The following will assist you in setting the stage for an informative and inspirational *POWER OF VISION* experience. Other helpful hints and a preparation checklist are covered later in this manual under the heading "*LITTLE DETAILS MAKE A BIG DIFFERENCE*". Also see the information under the *HELP!* tab in the back of this binder for more ideas.

THE POWER OF VISION needs little introduction. It stands on its own. The video begins with an informative, stage-setting introduction by Joel Barker. All that is needed by you is a brief "lead-in" statement. Below is a sample of how it might be done for each of the *OPTION 1: ALL-AT-ONCE* alternatives (with or without a planned discussion period).

HOW TO FACILITATE THE ALL-AT-ONCE APPROACH WITHOUT A DISCUSSION PERIOD

Sample Lead In Statement:

We are all working together to position ourselves for a rewarding and profitable future in the world marketplace. We have a foundation of values upon which we have built our own lofty vision . . . what we are doing is not trivial to do . . . there has never been a more important time for each of us to be reminded of the power of own vision.



Lights out; start video.

HOW TO CONCLUDE

Again, *THE POWER OF VISION* stands on its own. The “starfish story” inspired by Loren Eiseley and Joel Barker’s meaningful closing summary bring the video to a powerful conclusion. It leaves most viewers in a thoughtful place. With those considerations you may want to choose a brief, but thoughtful approach to your closing remarks, if you have no planned discussion following.

Below are a few possible ideas for concluding your *POWER OF VISION* segment briefly, thoughtfully and simply. Any of the ideas are appropriate for either *ALL-AT-ONCE* alternative.

- Reiterating Mr. Barker’s summation and relating it back to your organization’s future.
- “Vision without action is merely a dream;
Action without vision just passes the time;
Vision with action can change the world.”

- Selecting another quote or poem with a related message. See “Dreams in Action” hand-out sample included at the end of the Option 1 section as a possibility.
- Plan a break immediately following the video. Sometimes the right action is to limit conversation. This is respectful of the audience and allows each person to find their own conclusion to the moving experience of watching *THE POWER OF VISION*.

HOW TO FACILITATE THE ALL-AT-ONCE APPROACH WITH A DISCUSSION PERIOD

Sample Lead In Statement:

We are all working together to position ourselves for a rewarding and profitable future in the world marketplace. To help us focus our attention on the essentials of achieving the competitive advantage we are seeking, we have a thought provoking, inspiring video experience for you.

We are passing out a discussion journal. Take a minute to review the list of things to look for in the video. You may want to take some notes. Following the video we will be giving you a few extra minutes to reflect on what you saw in the video. Then we will have time to discuss and share our different perspectives.

[pause here for a few seconds to bridge to next thought]

We have a foundation of values upon which we have built our own lofty vision . . . what we are doing is not trivial to do . . . there has never been a more important time for each of us to be reminded of the power of own vision.



Lights out; start video.

See *THE POWER OF VISION* Discussion Journal hand-out later in this section.

It's purpose is to give each viewer an opportunity to record important messages they don't want to forget during the video. Additionally, it provides a thought-provoking opportunity for the viewer to form some of their own conclusions after the video concludes. Both of these activities will assist you in facilitating an interesting discussion period.



If you have seen the video before, watch it with your audience again. You'll surely see something you missed before. More important, it speaks louder to the audience than any of your words that watching the video, and engaging themselves, is important. As the facilitator, you are the role model.

MAKING THE TRANSITION TO A DISCUSSION PERIOD

When *THE POWER OF VISION* video is over, be still a few seconds. Take your time to turn the lights on. Give the viewers a chance to make the transition. Then invite the audience to take a few minutes to reflect on what they saw in the video. Lead them to *THE POWER OF VISION* Discussion Journal. The journal will prompt their thinking. Allow time for them to think and write down some of their thoughts.

Within about 5 minutes or so, most will be ready to proceed with the discussion. Watch the people. When the majority are ready, Go.



If you have a larger group [50-100], you may want to break the audience into discussion groups for some preliminary discussion; then bring the groups together to share perspectives. Have each group select a spokesperson for their group. This approach allows everyone to be involved in the discussion in some ways but helps move the discussion along.

LEADING A DISCUSSION THAT IS MEANINGFUL TO EVERYONE

Your discussion period will be meaningful for everyone, if you remember a few important facilitation fundamentals:

- **Your role is to facilitate** the viewers in discovering for themselves what messages are important and how they can be applied to their lives and their work.
- **What the viewers think is important** about the video is most important. Trust them. They will identify all Mr. Barker's important messages themselves.
- **Save your commentary**, personal insights and related stories for back-up. They may not be needed.
- **Center your questions around three general themes** as shown below. The make-up of the audience may move the discussion to more specific topics of interest, but let them decide. Listen to them; where they want to go will become clear.

THREE QUESTIONING THEMES



- What did you see that was important?
- What messages or lessons could be taken from *THE POWER OF VISION*?
- How could the message or lesson be applied in your organization, your work, your life, our nation, the world?



It is not necessary to explore every aspect of how the messages can be applied; choose based on the audience.

- **Bridge side discussions** that arise back to the topic areas above. Brief side discussions stimulate thinking; long ones destroy a group discussion.
- **Avoid heated debate.** *THE POWER OF VISION* offers opportunities for many topics that could lead to interesting debates on historical, economic, social and political topics. Although such debates may seem interesting to the few people involved, unless everyone can participate, they seldom have wide spectrum of appeal in a large audience.
- **Keep the discussion focused on the objective: To have every viewer leave with some insight they deem valuable that they can apply to their lives and work.**

For more facilitation ideas, see “BE THE BEST YOU CAN BE, A Facilitator’s 12 Tip Program” under the *HELP!* tab in the back of this binder.

OPTION 1:
HAND-OUT MASTERS

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DISCUSSION JOURNAL

Below are some things to look for as you watch *THE POWER OF VISION*. You may want to make notes. Following the film you will be given time to answer the two questions at the bottom. A discussion will follow.

Look for . . .

- The role vision plays in the success of nations.
- Vision’s powerful influence in children’s lives.
- How seeing our futures in a positive way gives meaning to life.
- How having a positive vision is a driving force in achieving our goals.
- The essential elements of building a “vision community” in an organization.

What important conclusions did you draw about the importance and the power of vision?

What was the most important message you will take away with you?

VISION ESSENTIALS

1. Leader initiated
2. Shared and supported by all
3. Comprehensive and detailed - how, when, why, what - everyone must see their part
4. Positive and inspiring
 - Must have reach
 - Stretch of skills
 - Worth the effort
 - Better to err on the side of greatness

Values guide our direction.

Vision determines our destination.

THE POWER OF VISION

*“Vision without action is merely a dream;
Action without vision just passes the time;
Vision with action can change the world.”*

-Joel Arthur Barker

READING MATERIALS

To locate the works of these three scholars, or the writings of Loren Eiseley, please contact your local bookstore. We gratefully acknowledge the works of:

Viktor Frankl, “Man’s Search for Meaning”. Beacon Press.

Benjamin Singer, “The Future Focused Role Image” in “Learning for Tomorrow”. Edited by Alvin Toffler, Random House Publishing Company.

Frederick Polak, “The Image of the Future”. Elsevier Scientific Publishing Company.

Loren Eiseley, “The Star Thrower” from “The Unexpected Universe”. Harcourt Brace Jovanovich, Inc.

“OUR DREAMS IN ACTION”

Dreams give us hope.

Hope ignites passion.

Passion leads us to envision success.

Visions of success open our minds to recognize opportunity.

Recognition of opportunities inspires far-reaching possibilities.

Far-reaching possibilities help us enlist support from others.

Support from others keeps us focused and committed.

Focus and commitment foster action.

Action results in progress.

Progress leads to achievement.

Achievement inspires dreams.

Dreams give us hope.

-Debbe Kennedy, June 1991

THE POWER OF VISION PROGRAM EVALUATION

This POWER OF VISION video program was valuable to me because . . .

Regarding the group that participated together . . . I would summarize the value of this program to all of us in these words . . .

Other comments . . .

OPTION 2: 3-STEP-APPROACH

Time Required: 2 to 2.5 hours

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ABOUT THE 3-STEP-APPROACH

This option allows the viewers to see *THE POWER OF VISION* in a 3-STEP-APPROACH.

It is different from the *ALL-AT-ONCE* alternatives as it allows the viewers to:

- View *THE POWER OF VISION* one-step-at-a-time.
- Have more time to focus on each of its messages.
- Spend more time together; lengthen interaction.
- Discuss and share perspectives with others.
- Begin working on how to apply what is learned.
- Begin the process of understanding, acceptance and ownership for the future.
- Benefit from the singular focus of the closing message.

How can your audience benefit from this viewing option?

This viewing approach is perhaps the preferred “best teacher” of *THE POWER OF VISION* concepts, because it breaks down the powerful messages and lessons. Consequently, it allows the audience to take in the message, think about it and apply it to their own life and work before moving onto another important message. It helps to avoid a significant point being overlooked or skimmed over. It is very effective as a stand-alone program or integrated into other classroom curriculum.

Prerequisites for the facilitator of *THE POWER OF VISION*

To help you maximize the benefits of the 3-STEP-APPROACH, it is highly recommended that you:

- View the video in its entirety.
- Review *THE POWER OF VISION . . . ABOUT THE VIDEO* section in the front of this binder. It includes an overview of the video, as well as a summary of its important messages.

Fulfilling these prerequisites will help you as you proceed with your plans for a 3-STEP-APPROACH program. It will also benefit your audience; because the more you have learned from the video yourself, the more you will be able to facilitate a meaningful viewing experience for others.

THE 3-STEP-APPROACH DEFINED

STEP 1 - Learning **Acquiring Knowledge**

This first step begins the process of learning about vision and its role in our world and our lives. During this step, viewers learn through vivid examples of:

- Vision's role in history.
- Vision's role in our futures.
- Vision's role in our lives.

Joel Barker explores the work of three scholars. He brings each of the multi-faceted lessons to life by helping the viewers "see through the eyes" of each of the scholars the profound messages that come from their work. He also helps viewers find the similarities that can be applied to their own world and lives. The three scholars featured are:

- Vision and Nations: Fred Polak
- Vision and Children: Benjamin Singer
- Vision and Our Futures: Viktor Frankl

STEP 2 - Applying **Defining Practical and Specific Uses**

During the "second step," Mr. Barker brings practical and specific uses to the viewers attention through metaphor and discussion. He assists the viewer in applying what they learned in *STEP 1 - Learning* to their own goals, as well as organizational goals.

This segment of the video explores these issues:

- How vision works to help us reach our goals.
- Vision's role in an organization.
- What makes up a "vision community."
- The role of values versus vision.

STEP 3 - Taking Ownership
Choosing to “Make a Difference”

The third and final step brings your video program to a meaningful and inspirational close. Mr. Barker sets the stage for the “final act” with a moving recounting of “The Boy and the Starfish Story” inspired by Loren Eiseley. Each important point of the story is enhanced by its supporting visual imagery. The story leads the way to Mr. Barker’s most important messages of the video and his compelling call-to-action . . .

Everyone can make a difference!

Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world.

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