



## Create a Vision



The “Create a Vision” step of the New Tactics *Strategic Effectiveness Method* continues Sun Tzu’s directive to “**Know Yourself**” through the process of envisioning a future without the identified problem or issue. It is essential to have a vision about the end goal of what you want to accomplish. If you do not know where you want to go, it is not only difficult to get there but is also hard to know if you have arrived.

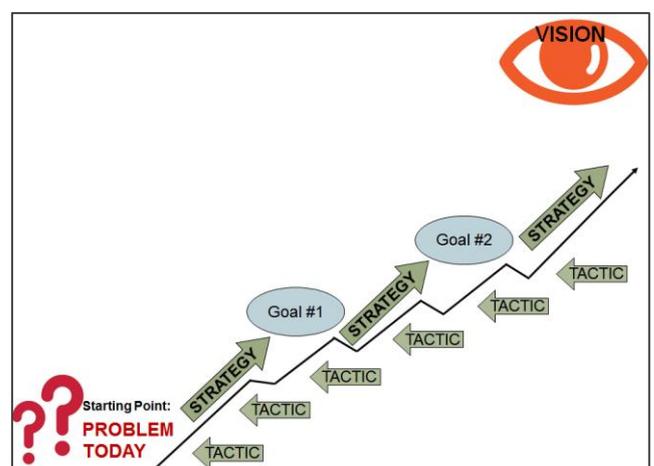
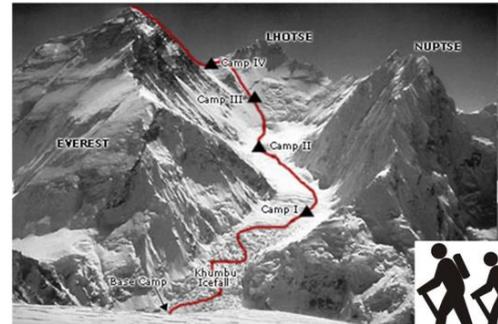
### Objectives:

- ✓ To help your group understand that you need a vision in order to have a direction and purpose.
- ✓ To help your group determine what aspects of their vision they have in common (or not in common) with each other
- ✓ To help your group identify concrete indicators that would help them to see progress
- ✓ To give your group an opportunity to DREAM and HOPE – taking away any obstacles to creating a better world.

New Tactics differentiates between “Vision” and “Goals.” A vision is a source of inspiration which focuses on how we want the world to be in the future, even as that vision seems highly unlikely. This vision provides decision-making criteria when developing a set of goals to determine the action steps we take in our work. Goals are the mini-victories we celebrate along the way to attaining our vision; they are the culmination of specific strategies and tactical actions that help us move a step closer to our ultimate vision. For example, if we think about a mountain range and a group of hikers that begin to climb a mountain, the desire to reach the top is shared by the group. However, it is important to understand that the vision reaches beyond that mountain top. Even to reach the top of this one mountain, there are many goals (camps) along the way. The group must strategize and employ tactics to traverse the difficult terrain of the mountain in order to reach each camp (goal). Each camp is a mini-victory on the ultimate route toward the vision of reaching beyond the mountaintop.

### Understanding Strategy and Tactics

#### Journey of Change



Between each camp, the strategy and tactics must be reviewed and revised according to the new obstacles and conditions the group encounters along the way. The set of goals for reaching our vision moves us toward the change we want to see in our world. The reaching of each goal along the way is a victory in and of itself, and cause for celebration!

### Why is it important to have a vision?

- ✓ To develop a strategy (which is the best path to climb to the peak?) and tactics to reach our goal (how to reach each intermediate goal along the way to the peak).
- ✓ To help you work better together (it takes teamwork to reach the peak).
- ✓ To engage others to work with us (they understand which peak we are trying to reach).
- ✓ To help us be flexible and overcome obstacles (when the conditions change, decisions can be made to hold position, continue forward, retreat, or even take another route).
- ✓ To know when we've reached our goal!

### Application: How would you define the vision of the following organization?

## SPOTLIGHT



Based in Hungary and Romania, the Black Box Foundation works to improve attitudes towards the Roma minority by training them in the production of television programs for local channels. The Foundation creates production teams, trains them in video production, secures airtime and sees that programs are exchanged between teams. Since 1997, the Black Box Foundation has trained approximately 150 Roma at twelve locations within Hungary and Romania to inform local viewers about the issues affecting their communities. The Foundation solicits applications and creates ethnically-mixed teams of five people. Staff members first work to build trusting relationships with and among team members, discussing individual viewpoints and addressing the sensitive issues that will be brought up in the program. Teams then learn the fundamentals of television production and consult with experts on minority issues. During the last three days of training, teams produce their first films. The Foundation provides cameras, lights, microphones and other necessary equipment. The teams go on to produce monthly programs at their local television stations, working independently and with their own resources, while the Foundation negotiates to secure regular airtime for the programs. The Foundation supervises and monitors teams for six months following training and teams exchange the videos they make with each other. Outcomes among the production teams have varied. A number of teams continue to broadcast regularly on local television, while others now use their skills and equipment to record the activities of their organizations. Due to the success of this approach, the Black Box Foundation has opened a successful one-year school for Roma students who are interested in becoming television professionals. The Black Box Foundation program has helped to change the way minorities are viewed and treated in the region, reducing discrimination and prejudice. The Black Box training program not only gives participants the skills they need to tell their own stories — as Roma — it also helps broadcast those stories on a medium members of the majority population are likely to see. This helps build a culture in which the minority and majority populations work together to promote human rights for all.

Source: *New Tactics in Human Rights: A Resource for Practitioners, Building Capacity*, page 138.

New Tactics in Human Rights is a program of The Center for Victims of Torture

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