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### Creating a Shared Vision by Using Future Thinking as a Start Toward an Optimal Organizational Climate for Creativity in a Healthcare Organization

elien pragt

Maastricht University Medical Center, pragte01@buffalostate.edu

#### Advisor

Sue Keller-Mathers

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Creating a Shared Vision by Using Future Thinking as a Start Toward an Optimal Organizational  
Climate for Creativity in a Healthcare Organization

by

Elien Pragt

An Abstract of a Project  
in  
Creativity and Change Leadership

Submitted in Partial Fulfillment  
of the Requirements  
for the Degree of

Master of Science

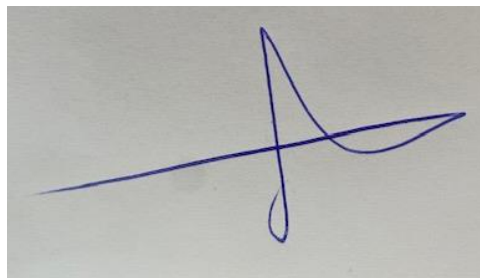
May 2024

Buffalo State University  
State University of New York  
Department of Creativity and Change Leadership

## Abstract of the Project

I researched shared vision to create a shared vision of creativity for my healthcare organization, ignite passion, and get people on board with creativity as a future core competency. To enhance my literature search, I utilized AI, a cutting-edge tool in research. This led me to develop a detailed plan for the Create a Shared Vision on Creativity workshop, outline my model for Creativity dancing around healthcare organizations, and describe my design journey. The workshop, to be implemented in the fall of 2024, focuses on creating a shared vision for my organization as a starting point for implementing creativity as our future core competency. Episodic Future Thinking is interwoven into the workshop, and the process of using Session Lab, Canva, Google Scholar, ChatGPT, and Elicit, as well as networking with creativity experts, is described. The workshop is designed using a creativity mindset, skills, and tools, and the workshop's outcome is a shared vision of our department chiefs of creativity as our core competency in 2034. This shared vision will be the start of an implementation strategy to achieve this shared vision in 2034.

*Keywords:* creativity, shared vision, healthcare organizations, future thinking.



Elien Pragt

April, 26, 2024

Buffalo State University  
State University of New York  
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Dates of approval:

April 26, 2024



Dr. Susan Keller-Mathers  
Associate Professor

April 26, 2024



Elien Pragt  
Student

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## Acknowledgments

I am grateful to have been able to follow this master's program. It has been such a pleasure. I have loved the program, its structure, and meeting all these new people. Everybody I met was enthusiastic, positive, helpful, and energetic—which is the way I also want to be. Reflecting on who I am, how I interact with others, and how to make the best of this has inspired me. I will never forget this period; it has changed me forever.

This has been a significant step forward in my continued growth. Like my subject for this master's project, I have been looking ahead at myself for ten years. How do I look and feel, and what am I doing then? So, in 2034, I have grown in my creativity skills and finished the Doctorate of Professional Studies by completing a strategy to implement creativity as a core competency in my healthcare organization. I am happy in 2034 and together with my husband, Martijn. My kids Koen, Tom, and Karlijn have finished their studies and are happy, loved, and healthy. I am part of a creativity network through my efforts and those of others.

To conclude, I thank everybody who believed in my intuition and my wish to grow by following this master's program. Special thanks to my family for all the support, my department chief, Iwan, and my colleagues for supporting me, my sounding board partner Jeanette, Marjorie Parker, Sue Keller-Mathers, and everyone connected to the master's program for making this possible. See you all in 2034.

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## **SECTION ONE: BACKGROUND TO THE PROJECT**

### **Personal Background**

My background is in Intensive Care medicine. As a medical doctor, I work as an intensivist in an academic hospital in the south of the Netherlands. Working in Intensive Care is challenging in many ways. It is multidisciplinary, acute, complex, and team-based. We have quite a central function in the hospital and are in contact with many different departments.

### **The Why of the Project**

Let us start with my project's why (Sinek, 2009). When examining my work in healthcare, alarming numbers have been published by the Center for Disease Control and Prevention CDC (2023). The CDC stated that health workers face a mental health crisis. Their statistics show that 46% of health workers reported often feeling burned out in 2022 compared to 32% in 2018. What is also striking is that 44% of health workers intend to look for a new job in 2022, compared to 33% in 2018.

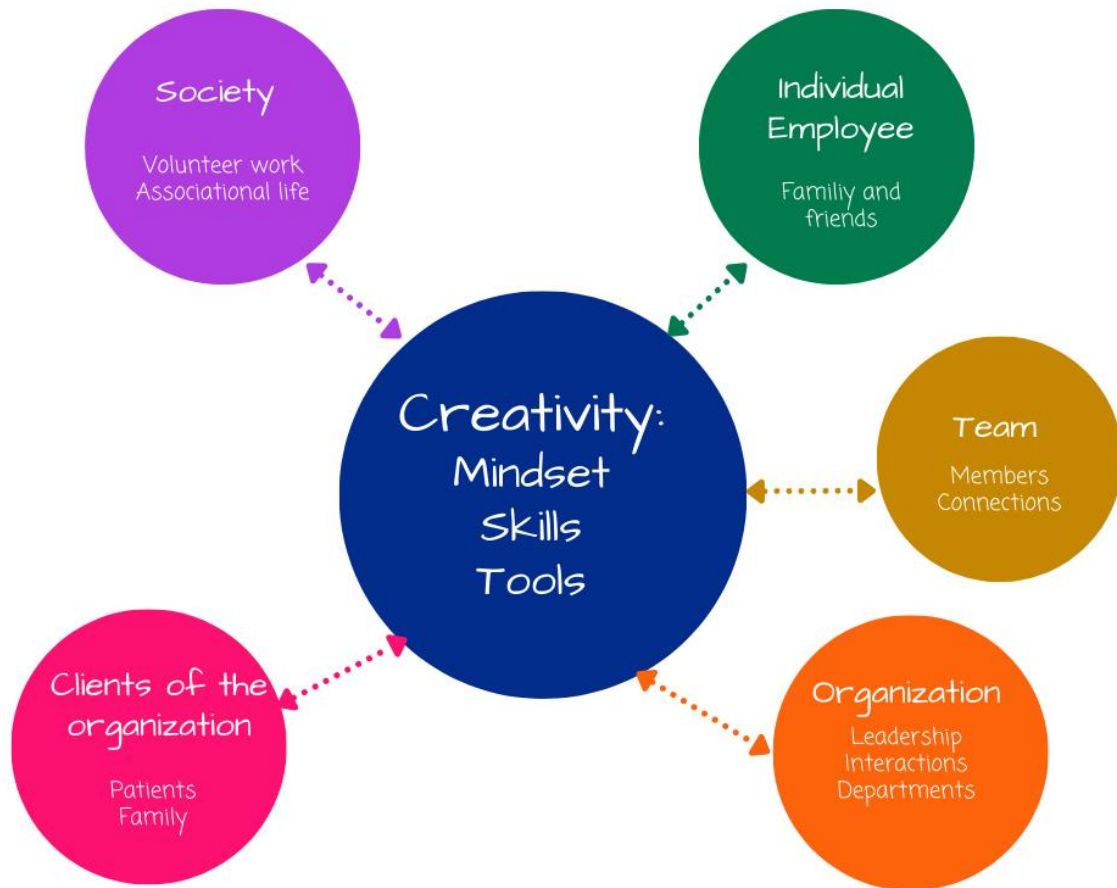
These numbers are alarming, especially when we realize we need more health workers in the future to serve our greying and growing population. The pace of the increase in numbers is also alarming and emphasizes that we need to act now.

During my Master of Science in Creativity and Change Leadership studies, I learned much about the benefits of creativity for organizations. The five main benefits of creativity are well-being, innovation, identity, financial return, and transformation (Consultancy. UK, 2021). All these benefits are helpful in healthcare organizations such as mine. Notably, the positive effect on well-being can partly solve our mental health crisis among employees and make our business more sustainable for helping patients in the future. My colleagues and I have already

studied the perceptions of creativity in our hospital among medical students, residents, and medical doctors (Ten Haven, Pragt, Luijk, Dolmans, Mook,2022). One of the conclusions was that doctors need a multifaceted perspective to adapt and use creativity when facing patients with complex health challenges. This shows in this small sample that in my organization, there is momentum and platform as well as recognition that creativity is needed.

### **Problem Statement**

From the perspective of the data we examined, I defined the problem statement as: Wouldn't it be great if deliberate creativity was infused into healthcare organizations? For this, I looked into ways to add creativity to my organization. I designed the creativity dancing around healthcare organizations Model (Pragt,2023) that could serve as a framework for further development and implementation. Figure 1 illustrates how creativity can be added to organizations by learning, training, and applying a creative mindset, skills, and tools. Organizations consist of individuals who work together in teams and are guided by leaders. These individuals have professional and personal lives (family and friends) influencing each other. For example, when we can add creativity to individuals, they may have fewer problems in their personal lives. This can improve their well-being, enhancing their performance in their work. Individuals who have added creativity can also add this to society by applying it to volunteer jobs, improving well-being by adding meaning to their lives. We can also nurture the creativity of our clients. For example, our patients in healthcare can benefit from this. Adapting and innovating as a patient and applying problem-solving tools for the changing world for them professionally and personally could be helpful. Improving their well-being could also help improve their health status.

**Figure 1***Creativity Dancing around Healthcare Organizations*

*Note.* This model was initially developed by Pragti in 2023 as part of the Big Question paper in the Creativity and Change Leadership graduate class.

Wouldn't it be great if we could let creativity dance around all bubbles involved in organizations, as shown in Figure 1? However, we should proactively initiate and deliberately keep creativity moving and let creativity move us forward as individuals/organizations to reach our full potential together. Eliminating inhibiting factors is also crucial to sustain the movement of creativity.

Puccio and Schwartz (2023) describe the ways the outcomes of creativity are evolving. As they concluded, in the past decade and a half, there has been a profound shift from focusing primarily on tangible economic and social value creation and performance-based organization outcomes of creativity to more intangible human-centered outcomes. They contend that researchers have examined how the organizational climate for creativity affects their members' well-being by looking at the following variables: job satisfaction, engagement, motivation, intention to leave, absenteeism, and coping responses to traumatic events. By looking at the individual variables, Puccio and Schwartz (2023) stated that these variables need attention in healthcare. Adding creativity to healthcare organizations could be a good solution for this challenge.

The following quote from the book *Organizing Genius, the Secrets of Creative Collaboration* (Bennis & Biederman, 1997) summarizes the most important aspects of optimizing an organizational climate for creativity:

The future organizations will increasingly depend on the creativity of their members to survive. Great Groups offer a new model in which the leader is an equal among Titans. In a truly creative collaboration, work is a pleasure, and the only rules and procedures are those that advance the common cause. (p.8)

Bennis and Biederman stress the importance of creativity for an organization's survival. The leader's role should be transformational and serve the group. Work should include a pleasure/fun factor, and the rules should support reaching the common cause. I will remember this while further developing my model for creativity dancing around healthcare organizations.

### Personal Goals

- Improving in visionary and strategic thinking
- Improving my least dominant Foursight profile developer by developing a strategic plan for implementing creativity in healthcare organizations
- Improving academic writing
- Improving American Psychological Association academic style writing
- Both last two goals are to build additional expertise toward a potential doctorate program related to creativity.
- Action planning and timeline. Making explicit what to perform when and making writing a habit and daily activity. I started with the Morning Pages (Cameron, 1995) on January 1, 2024.

### Rationale for Selection

My why is helping others. That is why I work in healthcare and education. My fundamental values are intuition and growth. Therefore, my vision is *moving forward together*.

I have experienced myself and seen in others what creativity can do for people by facilitating it. I want to add creativity, as shown in my Model of creativity dancing around healthcare organizations, as outlined prior in Figure 1.

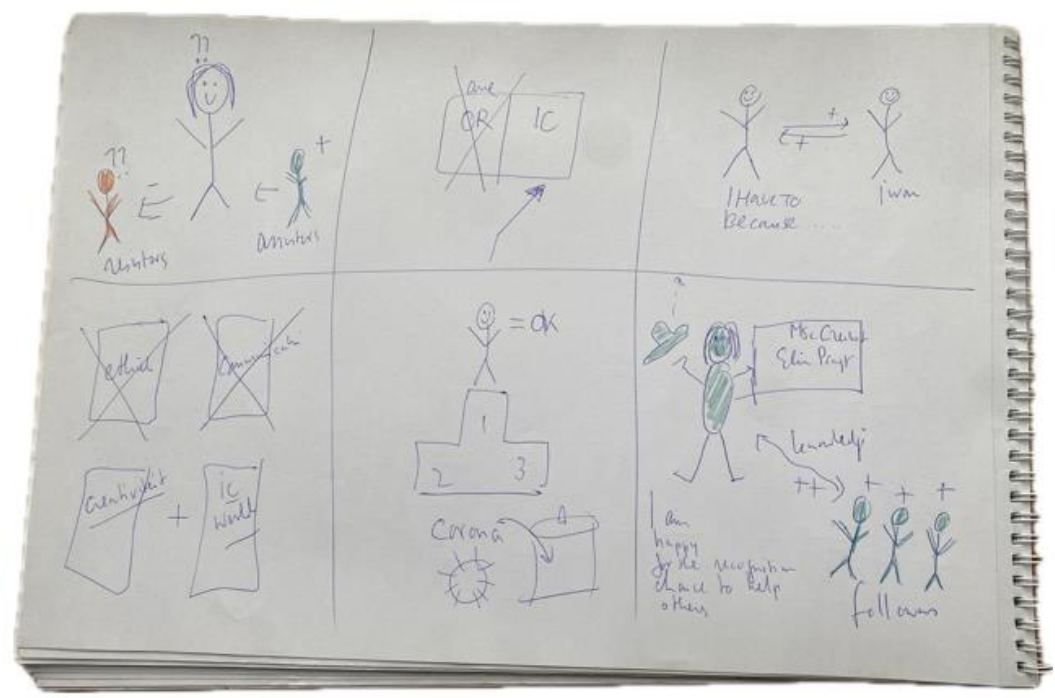
. However, this has to be done *together*. How best to perform this? Creating a shared vision of the value of creativity in the future within my organization will increase engagement, stimulate drivers, and eliminate inhibitors. It will visualize the shared vision in steps. This is an essential starting point for implementing my model of creativity dancing around healthcare

organizations, as outlined in Figure 1. We can make it our project using a creative mindset, skills, and tools.

I also have experience using visionary thinking to create my vision. Before starting my master of science program, I engaged with Dr. Roger Firestein, an expert in the field of creativity, in a visioning session (2020). The results of this session can be seen in the vision I drew (see Figure 2). Looking back at this, I did all of them and am graduating this May. Wouldn't it be great to finish my master's with the same tool that started it?

**Figure 2**

*Drawing of E. Pragt during a Visioning Session*



**Purpose**

I aim to create a shared vision of the value of creativity for my healthcare organization, ignite passion, and get people on board with creativity as a future competency.



## SECTION TWO: PERTINENT LITERATURE

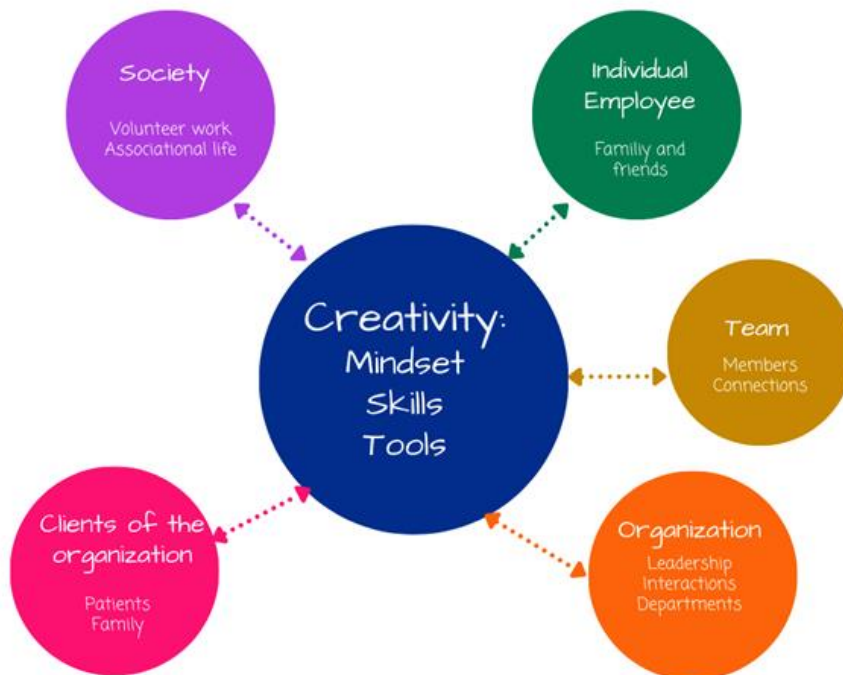
In my pertinent literature and resources section, I examined the literature regarding the organizational climate for creativity and creating a shared vision of creativity for healthcare organizations.

### Pertinent Literature Used for the Development of My Model

For my big question paper, I mainly looked at the organizational climate for creativity and how to optimize it. The resources I used for this paper are listed below in Figure 3. This resulted in the design of my model *creativity dancing around healthcare organizations* (Pragt, 2023, Figure 1, p.3 and Figure 3 below):

**Figure 3**

*Creativity Dancing around Healthcare Organizations*



- Bennis, W. G., & Biederman, P. W. (1997). *Organizing genius: The secrets of creative collaboration*. Addison-Wesley.
- Carr, A., & Tomasco, S. (2010). The most important leadership quality for CEOs? Creativity. *Fast Company*, 5, 1-5.
- Center for Disease Control (CDC) and Prevention Statistics October 24<sup>th</sup>, 2023.  
[Health Workers Face a Mental Health Crisis | VitalSigns | CDC](#)
- Consultancy. Uk (2021, September 3). *How creativity can drive positive change in corporates*. <https://www.consultancy.uk/news/28875/how-creativity-can-drive-positive-change-in-corporates>.
- Feiler, B. (2021). *Life is in transition: Mastering change at any age*. Penguin.
- Hennessey, B. A., & Amabile, T. M. (2010). Creativity. *Annual Review of Psychology*, 61, 569–598.
- Herman, H. M., Ashkanasy, N. M., & Kaur, S. (2023). Transformational leadership and creativity. In R. Reiter-Palmon and S. Hunter (Eds) *Handbook of Organizational Creativity* (pp. 7-19). Academic Press.
- Hoßbach, C., Hoßbach, B., & Berg. (2019). *Organizational climate for creativity*. Springer Fachmedien Wiesbaden.
- Isaksen, S. G. (2017). Leadership's role in creative climate creation. In M. D. Mumford and S. Hemli (Eds), *Handbook of research on leadership and creativity* (pp. 131-158). Edward Elgar Publishing Limited.
- Kennel, V., & Lowndes, B. R. (2023). Creativity in health care. In R. Reiter-Palmon and S. Hunter (Eds) *Handbook of Organizational Creativity, Leadership, Interventions and*

*Macro Level Issues* (2<sup>nd</sup> ed., pp. 343–360). Academic Press.

<https://doi.org/10.1016/C2020-0-04183-6>

- Larach, D., & Cabra, J. F. (2010). Creative problem solving in Second Life: An action research study. *Creativity and Innovation Management*, *19*(2), 167-179.
- Masterson, V. (2023, May 1st). *Future of jobs 2023: These are the most in-demand skills now and beyond*. Davos agenda. <https://www.weforum.org/agenda/2023/05/future-of-jobs-2023-skills/>
- Plucker, J. A., Beghetto, R. A., & Dow, G. T. (2004). Why isn't creativity more important to educational psychologists? Potentials, pitfalls, and future directions in creativity research. *Educational psychologist*, *39*(2).
- Puccio, G., & Schwartz, M. (2023). Outcomes of creativity in organizations: From organization to human-centered benefits. In R. Reiter-Palmon and S. Hunter (Eds) *Handbook of Organizational Creativity, Individual and Group Level Differences* (2nd ed., pp.37-50). Academic Press.
- Raudsepp, E., & Hough, G. P. (1977). *Creative growth games*. Jove Publications.
- Reiter-Palmon, R., Mitchell, K. S., & Royston, R. (2019). Improving creativity in organizational settings: Applying research on creativity to organizations. In J. C. Kaufman & R. J. Sternberg (Eds.), *The Cambridge Handbook of Creativity* (2nd ed., pp. 515–545). Cambridge University Press. <https://doi.org/10.1017/9781316979839.026>
- Regev, D., & Cohen-Yatziv, L. (2018). Effectiveness of art therapy with adult clients in what progress has been made? *Frontiers in Psychology*, *9*, 1531.

### **Pertinent Literature on Creativity within My Organization**

Ten Haven et al. (2022) performed focus group interviews with medical students, residents, and medical specialists within the Faculty of Healthcare Medicine and Life Sciences and the Maastricht University Medical Center, Maastricht, the Netherlands. Questions were asked regarding their definition of creativity, the importance of creativity for healthcare, and how creativity can be taught in medical education. The results were (ten Haven et al., 2022):

Participants had a trifurcated perception of creativity, described as a form of art involving thinking and action processes. Facing complex patients in a rapidly changing healthcare landscape, doctors need a multifaceted perspective to adapt and react to new and often complex situations that require creativity. Furthermore, participants identified conditions perceived as several techniques for learning creativity. (p.abstract)

### **Diverging on Searching with AI Tools on Pertinent Literature for My Purpose**

#### **The Why and How**

However, what is pertinent? Moreover, how do I find relevant literature? Indeed, with all the possibilities in 2024, I decided to diverge on different ways of finding relevant literature and other sources and reflect on this divergence. I used Google Scholar as a familiar way of seeing literature, which uses Artificial Intelligence (AI) in its search engine. I explored other ways of finding literature using different AI tools David Yates (an expert on creativity and AI) mentioned during this master's: Chat GPT 3.5 and Elicit. My purpose was to compare and analyze the differences between them. This is to use them wisely and accurately in the future.

The most evolved application of AI in scientific writing is searching and summarizing scientific literature (Hutson, 2022). The article by Hutson (2022) also suggests that the reliability

of Google Scholar is 2.5 out of 3, with less risk of “hallucination” of this AI tool. He recommends using Elicit to add data to pooled analysis (because Elicit finds data not found in other AI tools). Salvagno, Taccone, and Gerli (2023) also looked at the use of AI in scientific writing, focusing on my field of Intensive Care Medicine. They (Salvagno et al., 2023) state that:

ChatGPT work should not replace human judgment, and experts should always review the output before using it in any critical decision-making or application. Moreover, several ethical issues arise about using these tools, such as the risk of plagiarism and inaccuracies and a potential imbalance in its accessibility between high—and low-income countries if the software becomes paying.

To conclude, I will use the AI tools as a start-up for my project, review all the generated data, and check for the correctness of the data (to exclude hallucinations of the AI tools used).

### **The Search Terms**

I used the following search terms for the three different tools (Google Scholar, ChatGPT 3.5, and Elicit) to generate an overview of the literature ( I summarized the data in Appendix A):

- Literature on creating a shared vision
- Literature on creating a shared vision for organizations
- Literature on creating a shared vision in healthcare organizations
- Literature on creating a shared vision of creativity in organizations

ChatGPT 3.5 starts by summarizing a standard quote to answer your question. One quote that is very useful for conveying my message within and outside my organization is the following (question: literature on creating a shared vision in healthcare organizations

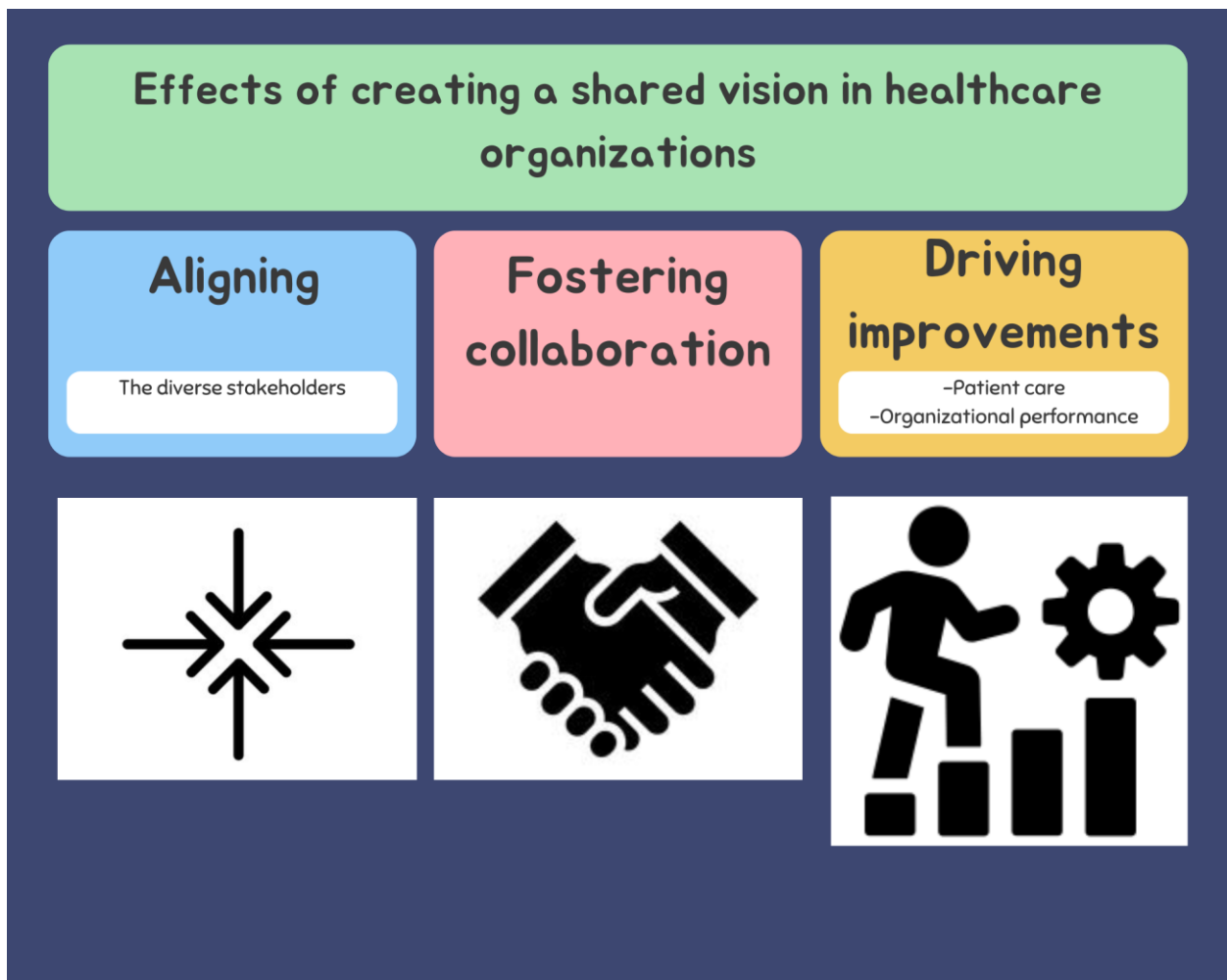
<https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1>): “Creating a shared

vision in healthcare organizations is crucial for aligning diverse stakeholders, fostering collaboration, and driving improvements in patient care and organizational performance.”

Based on this information, I created a figure on Canva.com to explain my purpose for the workshop. I will also use Figure 4 in the workshop invitation.

#### Figure 4

*Effects of Creating a Shared Vision in Healthcare Organizations*



*Note.* This was deducted after an AI search of the literature on ChatGPT 3.5 (see Appendix A).

## **My Critical Learnings from Using the AI Tools**

My critical learnings on searching with different AI tools to generate an overview of the literature on the subject of this paper:

1. **Chat GPT 3.5:** gives different results all the time. An advantage is that you can save the results of a search and use them as a link so the search is reproducible for the readers of your article/paper. The summary of the results shows and directs you toward the best literature for your question. The disadvantage is that the references must be cited and can only sometimes be found in Google Scholar, Google, or PubMed. I searched at different times and dates, but the results kept changing, giving a direction to the literature.
2. **Elicit:** gives their four best references on the topic. The plus is that the references are included; you can open and view the links. The challenge is that it gives more general data, which is less useful for my questions. However, the plus is that this can show me different ways and induce lateral thinking about the topic. When making the search more explicit, more explicit and valuable references appear. Also, only some of the references for Elicit could be found. One could be found on Google LinkedIn (Hernandez, 2017). Results are only savable when the more expensive plus variant is used.
3. ChatGPT and Elicit generate different results. Both are valuable but different.
4. **Google Scholar** gave references different from those found in ChatGPT 3.5 and Elicit.

## **Diverging Further using Google**

After performing the AI searches in Google Scholar, ChatGPT, and Elicit, I noticed that diverse information surfaced and data saturation may still need to be achieved. This pushed me to search

on Google for videos, images, and files on the same terms I defined on page 11 of this paper. The most relevant results are summarized below:

Kouzes and Posner, (2009). <https://hbr.org/2009/01/to-lead-create-a-shared-vision>

AI and LinkedIn community, 2023: <https://www.linkedin.com/advice/3/how-can-you-use-visionary-service-leadership-baoje>

OnTheLevelLeadership.com, (2018). <https://www.youtube.com/watch?v=mzK-QL--yYM>

Riveillo, 2021: <https://www.youtube.com/watch?v=dvFKWw-KgAI>

### **Pertinent Literature Found by Networking**

Last but certainly not least, pertinent sources for literature are my fellow students of the master's and my sounding board partners. With their different perspectives, new paths of literature also appeared. My fellow student Christa Heydt-Hernandez pointed me to the book by Pool and Parker (2017), *Creating Futures That Matter Today*. This is a practical book with many tips to create a shared vision. I will use it to structure and build my workshop. Another fellow student, Suzanne Dameron, contacted me and helped me with information regarding this topic. She studied shared vision during her Master of Creativity and Change Leadership. Dameron (2023) published a chapter on the role of vision in the creative process. She highly suggested using the other book by Marjorie Parker (1990), *Creating Shared Vision*. After chatting with her, I decided to follow her suggestion and contact Marjorie, which led to meeting Marjorie. That was an exciting meeting via Zoom, which helped a lot with my design, which I will write about in Section Four. I also talked with my sounding board partner, Jeanette van Raaij-Matser. She suggested I include future scenario thinking and recommended the book *Imaginable*, which I read (McGonagal,2022).



### **Conclusion Pertinent Literature**

Pertinent literature can be found everywhere, and you must add it to your basket. Include all relevant literature and weigh the most appropriate for your subject and study. Most importantly, do not hesitate to contact experts, colleagues, and fellow students because they are always accommodating and can give you access to new perspectives and pertinent literature.

## **SECTION THREE: PROCESS PLAN**

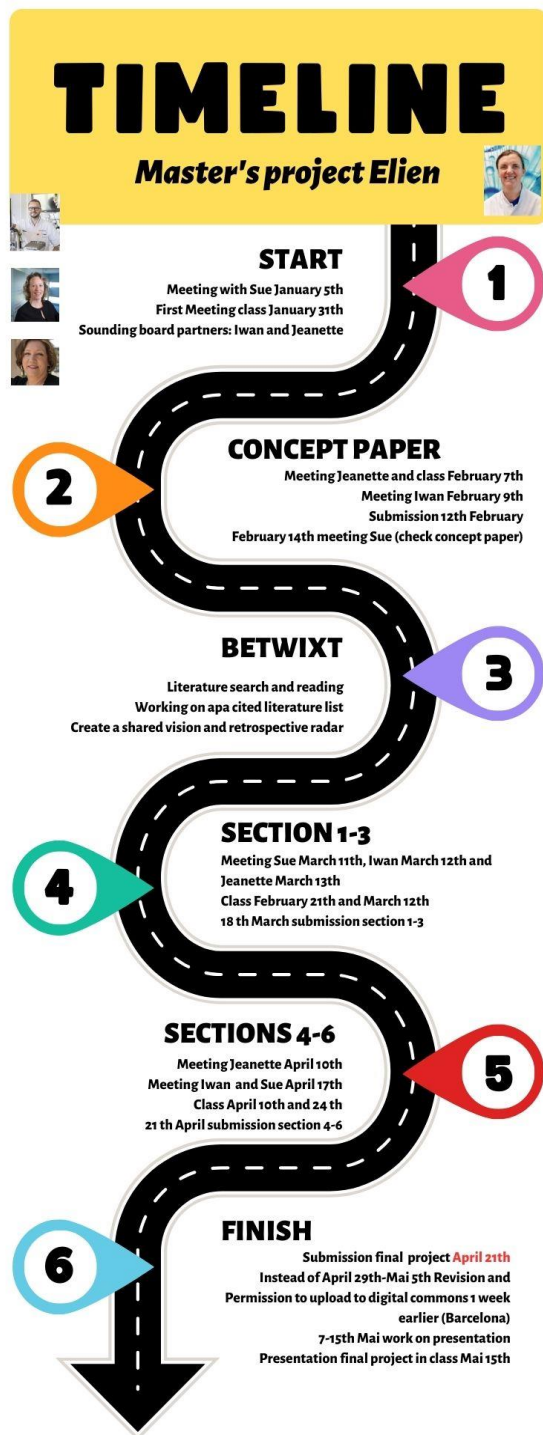
### **Plan to Achieve My Goals and Outcomes**

My goal is to build a workshop for my organization. This workshop aims to create a shared vision for my organization as a starting point for implementing creativity as a core competency. There is a platform for this in my organization, as I have found out when interviewing people. However, there is still work to do regarding the knowledge of what creativity is and can mean for people. In the workshop, I want to use the creativity mindset, skills, and tools to support my vision by role-modeling and letting the participants experience creativity. It has to breathe creativity. So, I want to design the workshop with the Torrance Incubation Model (TIM) (Murdock & Keller-Mathers, 2008), followed by a participant's dialogue to inform and align about the concept of creativity. Then, there will be a part about creating a shared vision. After the workshop, I will implement the shared vision and take it further using Amabile's progress principle (Amabile & Kramer, 2011).

### **Project Timeline**

To support my progress, I designed this timeline for my project (see Figure 3). I added color and made it visual to stimulate a positive mindset and help my visual brain. The non-linearity also appealed to me as this journey will not be linear.

Figure 5

*Master's Project Timeline*

Note. Designed using Canva.com

### **Evaluation Plan**

The meetings with my sounding board partners are planned before the submission moments in this course. They are experts in creativity and my organization, so their implicit criteria for evaluating the project will be very valuable. These meetings will keep me sharp and working and help us move forward together toward my articulated vision (Pragt, 2023). I will incorporate their feedback and what I have learned from telling them my action plan and thinking afterward about their suggestions and questions.

## **SECTION FOUR: OUTCOMES**

In this section, I will describe my process of developing the workshop. I will write this as a Design Journey report that shows the road I took to arrive at my final product.

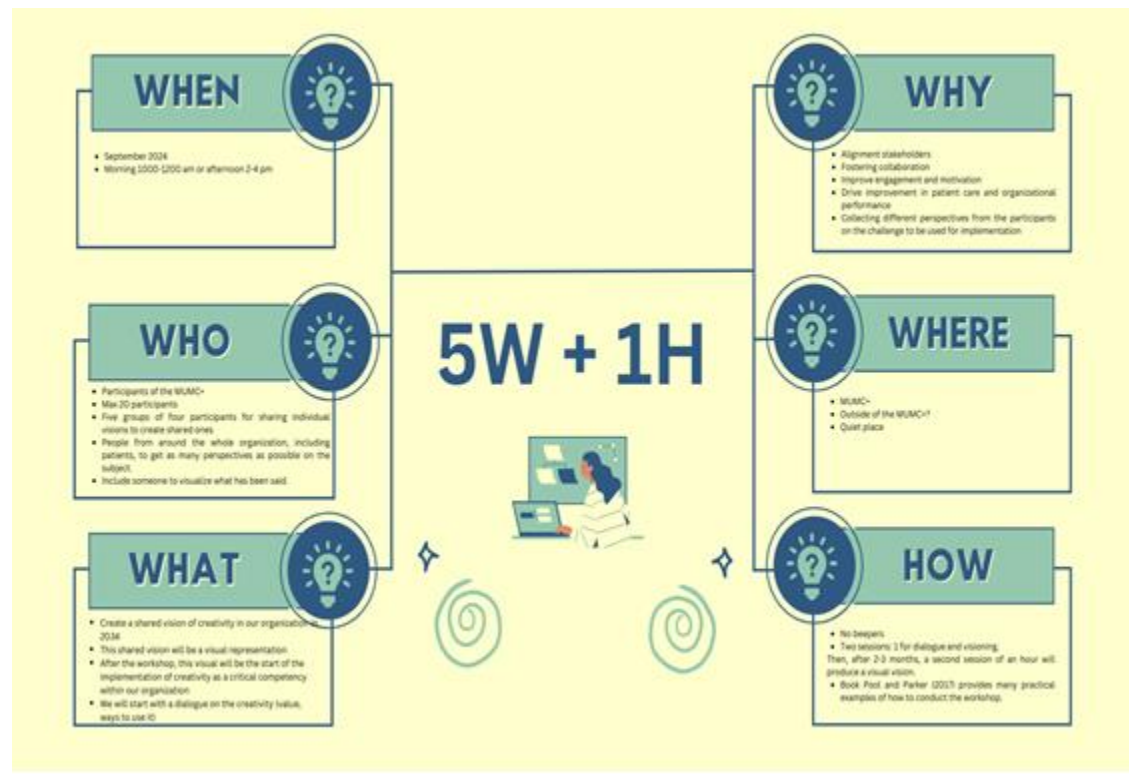
### **5W1H**

I started by clarifying the challenge of designing a shared vision workshop using the 5W1H tool. This way, I could get an overview of my project before further diverging, converging, and proceeding with the project. This 5W and 1H tool has been applied in many fields to elaborate on a process or a problem that needs improvement and is used extensively as a Creative Problem-Solving tool (Puccio, 2010; Noller et al., 1976; Isaksen & Treffinger, 1985). The 5W1H method deals with six keywords that are easily attached to any possible words to create a question expression. The keywords are " who, " "what," " where, " "when," " why, " and " how." This tool will also help with expectation management for the participants before and during the workshop and provide a structure for the final presentation.

The challenge: How can I build a workshop to create a shared vision of creativity as a competency in my organization? Figure 6 outlines the use of the 5W1H tool for this challenge.

Figure 6

## 5W1H Getting to Know My Challenge



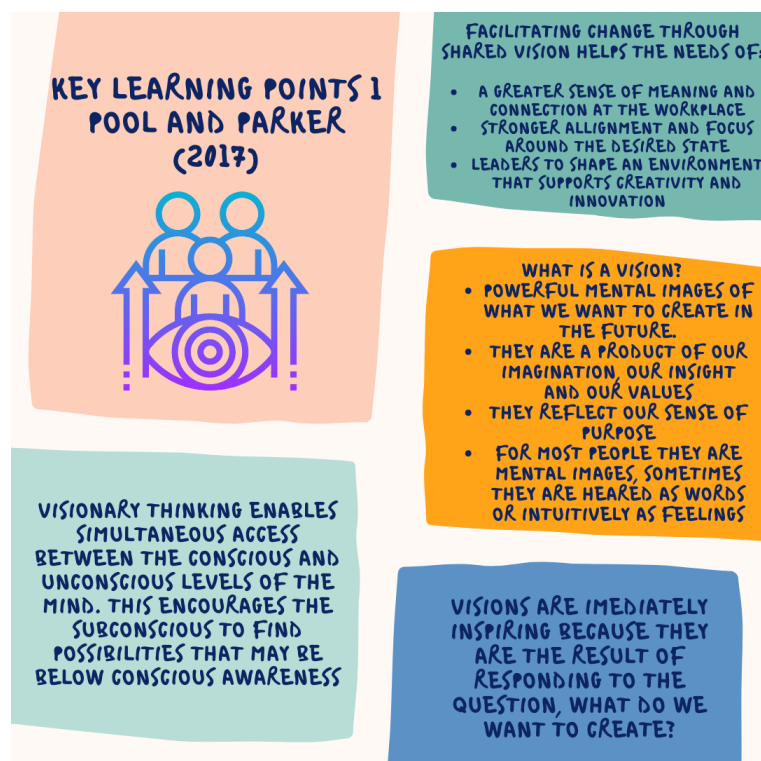
## My Design Journey

### Diverging on the “How”

I realized I needed to diverge on the “how” by finding more information on shared visioning to concretize the workshop. I read Pool and Parker's book (2017) to structure my thoughts on shared visioning. The key learning points were summarized and articulated visually in Appendix B. There were quite a lot of them, but this helped me tremendously. While synthesizing the information, ideas popped into my head, which I put in the yellow quadrants. In Figure 7, the first slide is presented; the rest of the slides can be found in Appendix B. These key learnings led to making a visual for the workshop's design, based on the book of Pool and Parker (2017) (Figure 8).

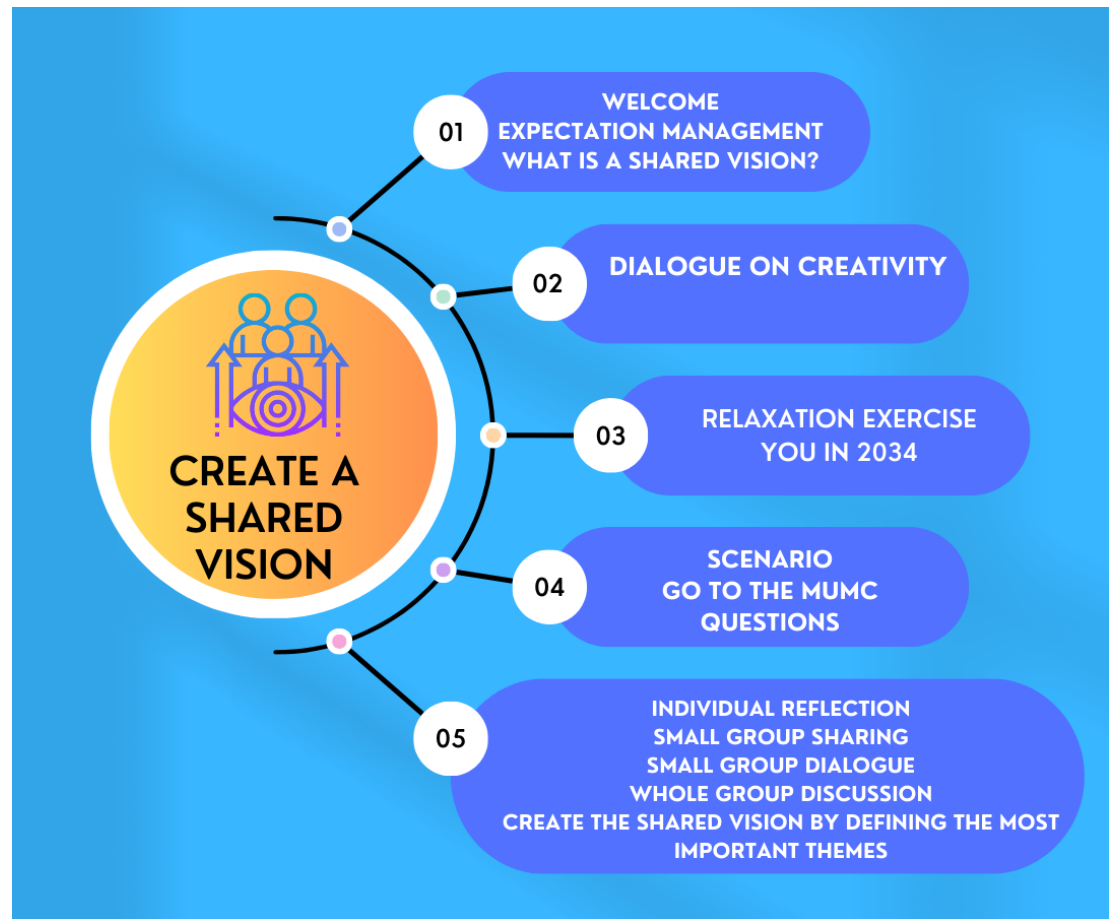
### Figure 7

#### *Key Learnings Creating a Shared Vision Slide 1*



**Figure 8**

*Overview of the Design of the Workshop*



*Note.* Constructed after reading the Book by Pool and Parker(2017)

Another book that has influenced and stimulated my thinking about going to the future is *Imaginable* by Jane McGonigal (2022). The key learnings of this book are summarized in Figure 9.

There are similarities and differences between creating a shared vision and future thinking. Both creating a shared vision (Pool & Parker, 2017) and future thinking (Mc Gonigal, 2022) use the concept of going to the future to construct a vision of that future. The purpose of a shared vision is different from future thinking. Creating a shared vision is about alignment and



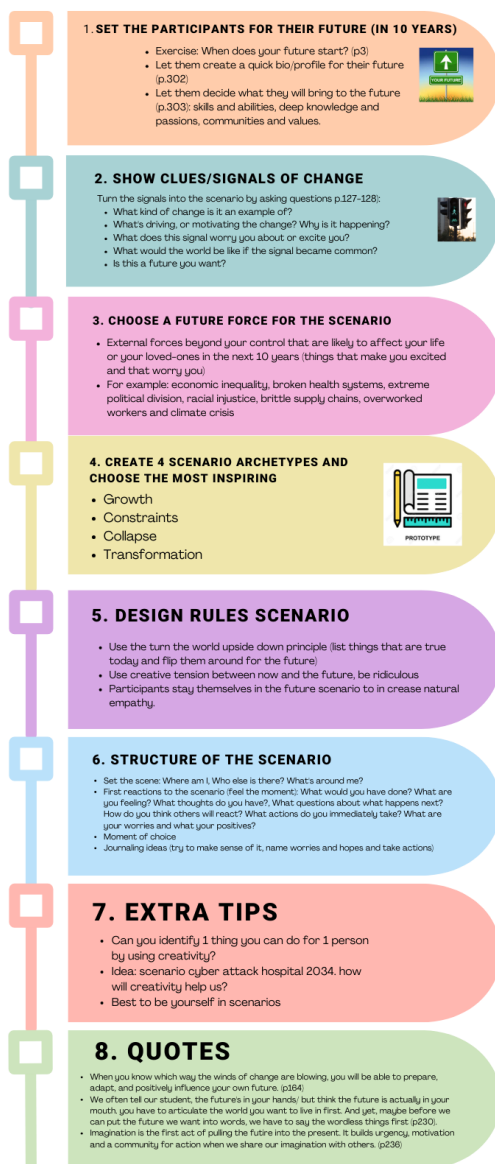
collaboration that supports and drives improvements (Figure 4). Future thinking is more about preparing ourselves for our future by constructing scenarios that generate creative tension (the difference between current and future situations), which helps us imagine and envision. Future thinking helps us be flexible by already experiencing this future now and not for the first time in the future. Both purposes are essential for my work field, as described in the book of Mc Gonigal (2022). Preparing ourselves for the future and being flexible has been proven helpful in the past by the pandemic scenario described in the book of Mc Gonigal (2022). Participants explained that they felt better prepared when the scenario happened. They knew what to do.

Figure 9

## Episodic Future Thinking

# Episodic Future Thinking (EFT)

By Elieen Pragt based on *Imaginable* (Jane Mc Gonigal, 2022)



*Note. Lessons learned from the book Imaginable (Mc Gonigal, 2022)*

### **Diverging and Converging on the Scenario for the Workshop**

I got the idea of preparing our hospital for a possible future cyber-attack. There are signals that this could happen soon (our university was hacked two years ago). So why should this not occur in our hospital? How can we prepare by using a future-thinking scenario?

I also considered writing a scenario about developing creativity as a competency within our organization. My academic organization is competency-structured, and the development of competencies is implemented throughout it and supports the growth of our employees and students.

So, the participants are urgently interested in this scenario as well. Looking at my purpose for this workshop, the second scenario would be the most fitting to support a start for implementing a strategy to optimize our climate for creativity by using our competency creativity. The first scenario can be used to learn and apply future thinking during other educational activities of mine in the following months. The book of Mc Gonigal (2022) inspired me, and I should teach others to prepare for their future, build resilience, and increase well-being.

### **Converging Further on Writing the Scenario for the Workshop**

I used Session Lab as a workshop design tool to finalize my workshop: <https://app.sessionlab.com/>. I have not used this before but have seen others use this during COVID time. It is a tool to structure and build a workshop digitally professionally. The final results look professional and are an excellent guide when giving the workshop. I thought it was a wonderful opportunity to use and learn about this tool during this master's project. Also, how I

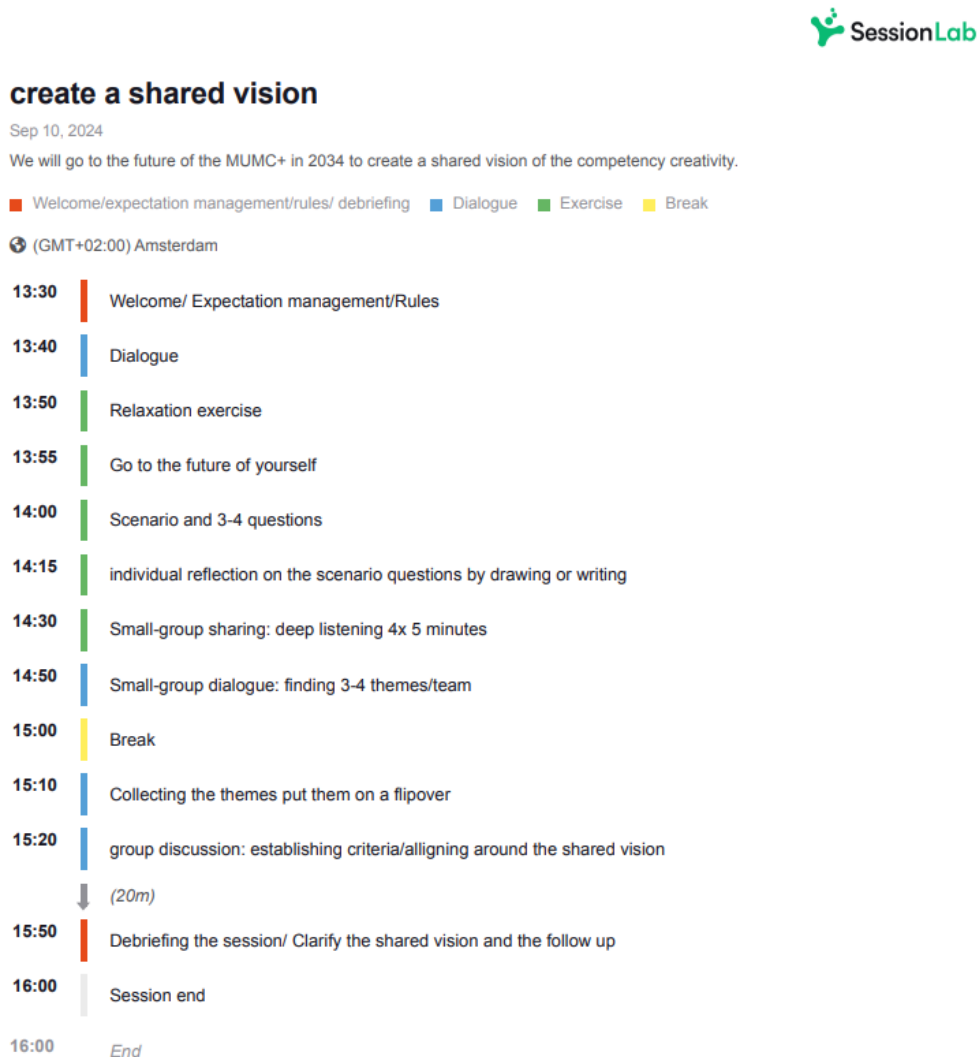
show the workshop in this master's project will make it look professional and help reproduce the workshop for others. The overview of the final workshop is found in Figure 9.

Appendix C contains the flyer to attract, inform, and motivate participants. The details regarding the workshop using Session Lab can be found in Appendix D and by using this link:

<https://app.sessionlab.com/sessions/SLByfw/?t=X7rgAz9eqcylFUgYFt2ejg>.

## Figure 10

### *Overview of the Final Workshop*



## **Diverging and Converging on the “Who” of the Workshop**

When reading Pool and Parker's book (2017), my ideas about who to invite to the workshop changed. At first, I thought of inviting people from different layers and departments of our organization, including managers, department chiefs, patients, nurses, medical doctors, researchers, and facility people. This would make the vision as shared as possible and include everybody.

My department chief pointed out that this would be a step too big and too fast. Maybe I should first perform the workshop with people who sense the most urgency toward creating a shared vision—people who are strategy—and future-oriented and already know the importance of creativity, like departmental chiefs and the directors of our hospital.

Pool and Parker (2017) shed some light on the who question for creating a shared vision. They share some examples of questions you might ask yourself in selecting your participants (p.48):

1. Is this person an early adopter-someone who likes and is influencing and driving change?
2. Does this person need to be included, simply because if they are not, they will actively block the change efforts?
3. Do they represent a key group of constituents?
4. Are their various points of view- in terms of work experience, nationality, etc.- relevant to the task at hand adequately represented?
5. Does the group have enough people with strong credibility in the organization so that its decisions will be taken seriously by others?

6. Does the group include enough formal and informal leaders to be able to drive the implementation of the vision?

When looking at these six points, my department chief's suggestion is the best to follow. Most department chiefs in my organization are early adopters, and it is best to take them with you in essential processes when you want them to follow/be early adopters for this project. They are constituents critical to deciding which projects go through and which do not. Their various points of view are relevant to the project. They have credibility in our organization, are taken seriously by others, and are formal leaders who can drive the implementation of the shared vision.

The department chiefs ticked all the boxes, which drove me to ask them for the workshop as a first step to creating a shared vision. My department chief already has contacts with them and is prepared to lobby and invite them to the workshop, which will enormously help create a platform.

## **SECTION FIVE: KEY LEARNINGS**

### **Reflection on Personal Goals as Defined at the Start of the Project**

I think all my personal goals have been addressed during this master's project. I learned a lot about Visionary thinking. I improved my least dominant Foursight preference (Developer) by developing the workshop. I improved my academic writing and implemented the American Psychological Association academic style format style. I see real improvements in this by performing an independent study on writing an article simultaneously as this master's project, which has proved to be quite complimentary. I have envisioned my future in 2034 (see acknowledgments), which will help me reach this in 2034. Action planning and the timeline of the course have been helpful, and I will take this away from this course to implement in the future. I finished this project in time. Moreover, I am proud of improving my skills in visualizing my thoughts.

### **Reflections on the Project**

In the final stage of my master's, I researched and worked in different fields with different people. I have noticed a balance/polarity between curiosity/diverging and converging/ending a project. I am naturally a very curious person and love to diverge. During my work as an intensivist, I can converge and decide quickly. When time allows, I can diverge a lot there but go to convergence relatively fast when needed. I have noticed a difference between this balance as an intensivist and a master's student in Creativity, Change, and Leadership.

Two things are essential in this difference. First, I have more knowledge in Intensive Care Medicine, which makes it easier to go to convergence faster. Another difference is the subject. I want to fill my toolkit as an intensivist with extra things generally outside of the

toolbox of an intensivist. I will show these things to other intensivists (in training) and train them as role models.

During my independent study, I realized that people have different balances of diverging and converging at other times of their lives and during the day, depending on the subject and the mindset. I have to take this into account. I will remember to check in and determine my strategy depending on these different balances in diverging-converging and my changing balance in diverging-converging. So, in conclusion, do a self-check and then a check of the others to determine the strategy for the appropriate balance in diverging and converging to be used.



## SECTION SIX: CONCLUSION

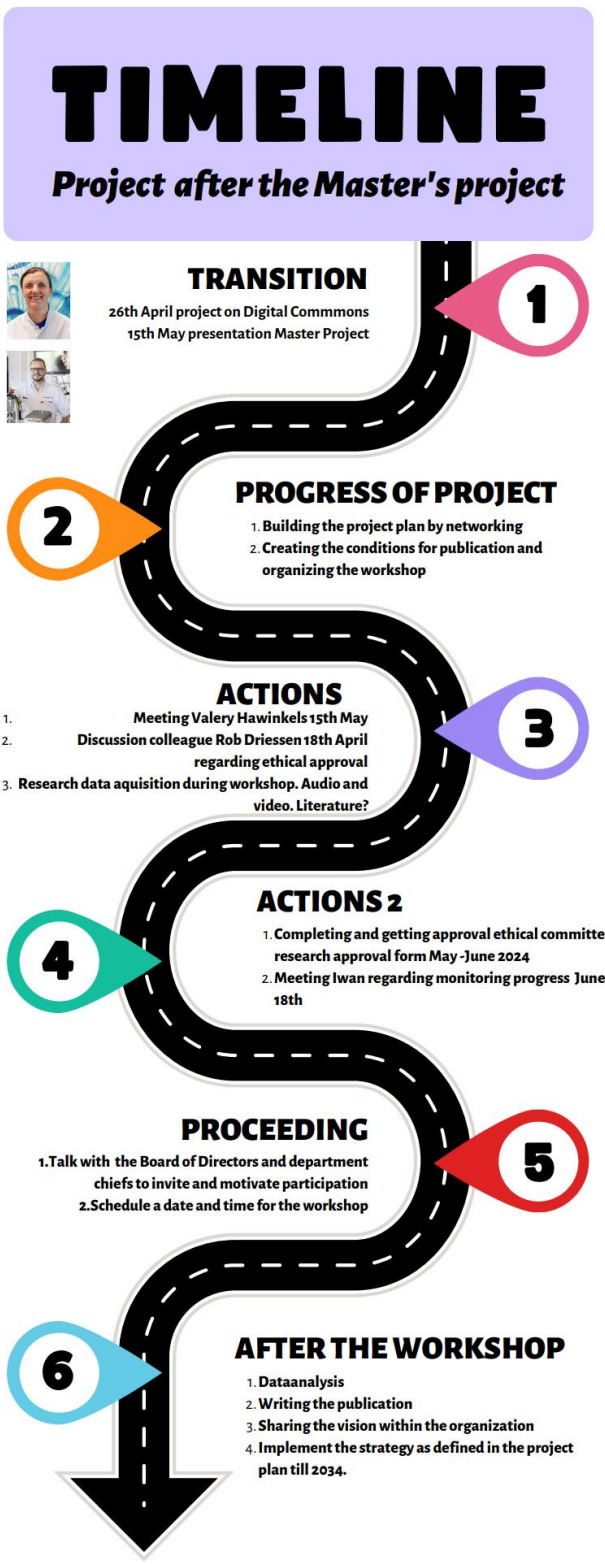
I am in an excellent position to conduct this workshop this September. As I did for this project, I will create a timeline and plan a meeting with my departmental chief to organize the workshop. Session Lab and Canva have proved helpful for building a workshop. Regarding finding information as the backbone for building the workshop, a synthesis of finding information digitally in different places is a good start. However, the information and suggestions of my growing network have been crucial for me. Most of the time, people love to help when asked. Future thinking has come on my path and is a technique that can be very useful to increase flexibility, resilience, and well-being, which are all very needed in the healthcare of now and the future even more.

We still have some things to consider before the workshop is performed. First, what will the output of this workshop be? A shared vision that will be shared with our organization. How will we share this vision to make it more shared? After sharing the vision, I have to make a strategy for implementing this shared vision in our organization. Second, we can publish the data from this workshop. We will have to discuss the pros and cons of this strategy. It can be beneficial to other organizations. It can help increase my network in this field. Sharing information can also help generate academic interest in the subject matter. We also must inform the participants and secure ethical approval to use the data. The data will be used without mentioning the names of the participants, but the general names can be traced when looking at who the departmental chiefs are. How are we going to get the data? By audio taping or videotaping? Both have advantages and disadvantages. PPCO (Pluses Potentials Concerns and Overcome Concerns) as a technique will be helpful to further elaborate on this subject. PPCO was developed by Diane Foucar-Szocki, Bill Shepard, and Roger Firestein, although it dates

back to Aristotle, who advocated looking at the pluses and minuses of any ideas (Creative Education Foundation, 2014,p.45).

I met with my department chief to discuss how to proceed. This meeting resulted in a clear structure and steps that I put in Figure 11. I will use Figure 11 to help attain my goals in time and structure my future journey, as it has helped me during this Master's Project.

Figure 11 Timeline Project after the Master's Project



I want to finish this paper with this inspiring quote from Mc Gonigal's book (2022, p. 164): “When you know which way the winds of change are blowing, you will be able to prepare, adapt, and positively influence your future.”

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Ten Haven A., Pragt E., Luijk S. J. van, Dolmans D. H., van Mook W. N.. Creativity: A viable and valuable competency in medicine? A qualitative exploratory study. *Med Teach*. 2022 Oct;44(10):1158-1164. doi: 10.1080/0142159X.2022.2072278. Epub 2022 May 23. PMID: 35605158.

**APPENDICES**



## Appendix A

### Data of the Literature Searches

#### AI Search ChapGPT 3.5 and Elicit March 9, 2024. Including the APA References

I decided to place the data from my literature searches in the Appendix to create more overviews in the principal document of my project. I included a table to create an overview of the selected data and the data themselves to create more depth to the data. This can also serve to support my doctorate in the future.

Search terms	Results
<p>Literature on creating a shared vision  <a href="https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1">https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1</a>            and            Literature on creating a shared vision for organizations  <a href="https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1">https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1</a>            gave the same results</p>	<ul style="list-style-type: none"> <li>• Collins, J. C., Porras, J. I., Porras, J., &amp; Collins, J. (2005). <i>Built to last: Successful habits of visionary companies</i>. Random House.</li> <li>• Senge, P. M. (1994). <i>The fifth discipline is the art and practice of learning organization , with a new introduction and tips for first-time readers</i>. Doubleday/Currency.</li> <li>• Elkington, R., Steege, M. V. D., Glick-Smith, J., &amp; Breen, J. M. (Eds.). (2017). <i>Visionary leadership in a turbulent world: Thriving in the new VUCA context</i>. Emerald Publishing Limited.</li> </ul>

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	<p>learning. <i>Development and Learning in Organizations</i>, 21, 12-13.</p> <ul style="list-style-type: none"> <li>• Eigeles, D. (2003). Facilitating shared vision in the organization. <i>Journal of European Industrial Training</i>, 27, 208-219.</li> <li>• Matinheikki, J., Rajala, R., &amp; Peltokorpi, A. (2017). From the profit of one toward benefitting many – Crafting a vision of shared value creation. <i>Journal of Cleaner Production</i>, 162.</li> </ul>
<p>Literature on creating a shared vision in healthcare organizations</p> <p><a href="https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1">https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1</a></p>	<ul style="list-style-type: none"> <li>• Harris, J. M. (2018). <i>Healthcare strategic planning</i>. Health Administration Press.</li> <li>• Stephens, J. H. (2017). <i>Leadership for Health Professionals</i>. Jones &amp; Bartlett Learning.</li> <li>• Ginter, P. M., Duncan, W. J., &amp; Swayne, L. E. (2018). <i>The strategic management of health care organizations</i>. John Wiley &amp; Sons.</li> <li>• Zuckerman, A. M. (2003). A call for better strategic planning. In <i>Health Forum Journal</i> (Vol. 46, No. 1, pp. 25-25). Health Forum.</li> <li>• Dye, C. F., &amp; Lock, J. D. (2010). Leadership in healthcare: Essential values and skills (T.</li> </ul>

	<p>Rothschadl, 3rd edition). Health Administration Press.</p> <ul style="list-style-type: none"><li>• Simons, T., Leroy, H., &amp; Savage, G. T. (Eds.). (2013). <i>Leading in Health Care Organizations: Improving Safety, Satisfaction, and Financial Performance</i>. Emerald Group Publishing.</li><li>• Zuckerman, A.M. (2000). Creating a Vision for the Twenty-First Century Healthcare Organization. <i>Journal of Healthcare Management, 45</i>, 294–306.</li><li>• Hernandez, N. (2017). Developing a Shared Vision for Your Medical Practice. <a href="https://www.linkedin.com/pulse/developing-shared-vision-nick-hernandez/">https://www.linkedin.com/pulse/developing-shared-vision-nick-hernandez/</a></li><li>• Martin, J.S., Schärer, S., Rageth, E.S., Ulrich, A., Wehrli, M., &amp; Frei, I.A. (2016). Journey to a shared vision for nursing in a university hospital. <i>International Practice Development Journal, 6</i>, 1-13.</li><li>• Alam, A.Y., &amp; Alabdulaali, M.K. (2015). Hospital vision and mission strategic planning and departmental performance. <i>JPMA. The</i></li></ul>
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	<p><i>Journal of the Pakistan Medical Association, 65 4, 345-6.</i></p>
<p>Literature on creating a shared vision of creativity in (healthcare) organizations</p>	<ul style="list-style-type: none"> <li>• Allahar, Haven, A Management Framework for Fostering Creativity and Sustainability in Organizations (June 27, 2018). <i>Journal of Creativity and Business Innovation</i>, Vol. 4, 2018, Available at SSRN: <a href="https://ssrn.com/abstract=3203902">https://ssrn.com/abstract=3203902</a></li> <li>• Mendonça, H., da Silva Veiga, H. M., &amp; Macambira, M. (2017) Creativity at work: Trends and perspectives. In E. R. Neiva, C. Vaz Torres, &amp; H. Mendonça (Eds.), <i>Organizational psychology and evidence-based management: What science says about practice</i> (pp. 23–43). Springer International Publishing/Springer Nature. <a href="https://doi.org/10.1007/978-3-319-64304-5_2">https://doi.org/10.1007/978-3-319-64304-5_2</a></li> <li>• Indriartiningtias, R., Subagyo, &amp; Hartono, B. (2017). Creativity in organization: A literature review. <i>2017 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)</i>, 1787-1791.</li> <li>• Sankaran, V. (2020). Organizational</li> </ul>

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	<i>Administration, 30 6, 10-25.</i>
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## Data of the AI (ChatGPT 3.5 and Elicit) and Google Scholar Searches

### Results search Chat GPT on Literature on Creating a Shared Vision, and Results search Chat GPT on Literature on Creating a Shared Vision for Organizations

<https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1>

<https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1>

The searches gave the same results.

1. **"Built to Last: Successful Habits of Visionary Companies" by Jim Collins and Jerry Porras:** This classic book identifies common characteristics of enduring, visionary companies and emphasizes the importance of having a compelling shared vision. It offers insights into how visionary organizations align their teams around a central purpose and long-term goals.
2. **"The Fifth Discipline: The Art and Practice of the Learning Organization" by Peter Senge:** Senge's seminal work explores the concept of the learning organization and highlights the role of shared vision in driving organizational learning and adaptation. It provides practical tools and techniques for leaders to develop and communicate a shared vision effectively.
3. **"Leading Change" by John Kotter:** Kotter's book outlines an eight-step process for leading successful organizational change, with creating a compelling vision as a foundational step. It offers practical guidance and real-world examples for leaders seeking to articulate and communicate a shared vision that inspires action and drives change.



4. **"Visionary Leadership in a Turbulent World: Thriving in the New VUCA Context"** by **Rob Elkington and Nick Petrie**: This book addresses the challenges of leading in volatile, uncertain, complex, and ambiguous (VUCA) environments and emphasizes the importance of visionary leadership. It offers strategies for creating and sustaining a shared vision amidst uncertainty and change.
5. **"Leading with Vision: The Leader's Blueprint for Creating a Compelling Vision and Engaging the Workforce"** by **Bonnie Hagemann, Simon Vetter, and John Maketa**: This practical guide offers step-by-step advice for leaders on how to develop, communicate, and execute a compelling shared vision. It includes tools, case studies, and best practices for aligning teams around a common purpose.
6. **"The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future"** by **Steven J. Stowell and Stephanie S. Mead**: This book explores the essential components of strategic leadership, including the creation of a shared vision. It provides frameworks, assessments, and practical strategies for leaders to develop and communicate a vision that drives organizational success.
7. **"The Power of Vision: Transforming Your Vision into Reality"** by **George Barna**: Barna's book examines the transformative power of vision and offers insights into how leaders can clarify their vision, communicate it effectively, and mobilize others to achieve it. It includes practical tips and examples from various industries.

**Results search Elicit on Literature on Creating a Shared Vision.**

A range of literature, from poetry to fiction, has been shown to play a crucial role in shaping collective vision and imagination. Clarke (2011) and Carriere (2018) both highlight the power of literature in creating cognitive dissonance and mobilizing collective action, respectively. Langer (1995) further emphasizes the role of literature in fostering critical thinking and preparing students for the future. Madill (2008) adds a personal dimension, discussing how poetry can be used to share voices and encourage social change. These studies collectively underscore the transformative potential of literature in shaping a shared vision.

## Results Search on Google Scholar on Creating a Shared Vision.

[PDF] [The importance of inspiring a \*\*shared vision\*\*.](#)

J Martin, [B McCormack](#), [D Fitzsimons](#)... - International Practice ..., 2014 - fons.org

... Although a **shared vision** is a key element in leading organisations and in change, the impact of ... Aims and objectives: To determine qualitatively the benefits of a **shared vision** as one ...

☆ Opslaan Citeren Geciteerd door 123 Verwante artikelen Alle 5 versies »»

[PDF] [How to develop a \*\*shared vision\*\*: The key to IS strategic alignment.](#)

D Preston, [E Karahanna](#) - MIS Quarterly Executive, 2009 - academia.edu

... This article presents a framework for **creating** a **shared vision** between an organization's CIO ... We describe how this **shared vision** is facilitated by six visioning mechanisms and identify ...

☆ Opslaan Citeren Geciteerd door 160 Verwante artikelen Alle 6 versies »»

[PDF] [To lead, \*\*create\*\* a \*\*shared vision\*\*](#)

JM Kouzes, [BZ Posner](#) - Harvard Business Review, 2009 - tlbnvault.com

Being forward-looking—envisioning exciting possibilities and enlisting others in a shared view of the future—is the attribute that most distinguishes leaders from nonleaders. We know ...

☆ Opslaan Citeren Geciteerd door 275 Verwante artikelen Alle 2 versies »»

**Creating** communities of learners: The interaction of shared leadership, **shared vision**, and supportive conditions

[JB Huffman](#), [KA Hipp](#) - International journal of educational ..., 2001 - journals.sagepub.com

... A teacher explained it well: "Our school's **shared vision** is focused toward student learning and achievement. The lines of subject area have been erased, and teachers are ...

☆ Opslaan Citeren Geciteerd door 85 Verwante artikelen Alle 3 versies »»

**Results search Elicit on Literature creating a shared vision for organizations.**

A range of studies has explored the role of shared vision in organizations. Kaiser (2021) emphasizes the importance of knowledge enablers in creating and managing organizational visions, while Hoe (2007) highlights the role of shared vision in promoting organizational learning. Eigeles (2003) provides a structured method for facilitating shared vision, particularly among top executive teams. Matinheikki (2017) extends the discussion to the concept of shared value creation, emphasizing the need for a strong shared vision to drive this process. These studies collectively underscore the significance of shared vision in guiding organizational activities, promoting learning, and driving value creation.

## Results Search ChatGT 3.5: Literature on Creating a Shared Vision in Healthcare

### Organizations

<https://chat.openai.com/share/ddae5791-351e-403f-9012-3eabd8ffd8f1>.

1. **"Strategic Planning for Healthcare Organizations: An Executive Guide to Achieving Success and Alignment" by John M. Harris**: This book addresses strategic planning processes specifically tailored to healthcare organizations, including the development of a shared vision. It offers practical guidance and case studies to help healthcare leaders articulate and communicate a compelling vision.
2. **"Healthcare Leadership: Leading Change in a Complex World" by Louis H. Orzack and Marilyn M. Orzack**: This resource explores leadership challenges and strategies in healthcare settings, including the importance of creating a shared vision. It offers insights into engaging stakeholders and aligning efforts to achieve common goals.

I tried looking for this reference on Google Scholar. So, I excluded this one.

3. **"Leadership for Health Professionals: Theory, Skills, and Applications" by Gerald (Jerry) R. Ledlow and James H. Stephens**: This textbook covers various aspects of leadership in healthcare, including visioning and strategic planning. It provides theoretical frameworks and practical strategies for healthcare leaders to develop and communicate a shared vision.
4. **"The Strategic Management of Health Care Organizations" by Peter M. Ginter, W. Jack Duncan, and Linda E. Swayne**: This comprehensive textbook discusses strategic

management principles in healthcare, including the role of visioning and alignment. It offers tools, frameworks, and case studies relevant to creating a shared vision in healthcare organizations.

5. **"Healthcare Strategic Planning: Approaches for the 21st Century" edited by Alan M.**

**Zuckerman**: This edited volume brings together various perspectives on strategic planning in healthcare, including chapters on visioning and goal setting. It provides insights from industry experts and academics on creating a shared vision for healthcare organizations.

6. **"Leadership in Healthcare: Essential Values and Skills" by Carson F. Dye and**

**Bernice B. Rumala**: This resource offers practical guidance on leadership skills and values relevant to healthcare contexts, including visioning. It provides strategies for engaging stakeholders and fostering alignment around a shared vision.

7. **"Leading in Health Care Organizations: Improving Safety, Satisfaction, and Financial**

**Performance" by Anthony J. York**: This book explores leadership practices for improving organizational performance in healthcare settings, including the importance of creating a shared vision. It offers practical tips and case examples for healthcare leaders.

**Results Elicit Literature on Creating a Shared Vision in Healthcare Organizations.**

The development of a shared vision in healthcare organizations is crucial for navigating the complex and rapidly changing industry (Zuckerman, 2000). This process involves strategic planning and a clear understanding of the organization's future direction (Hernandez, 2017). A shared vision can be particularly beneficial in nursing practice, where it provides direction and meaning during transformation (Martin, 2016). To ensure alignment with the organization's strategic plans, it is important for operational and tactical plans to be in sync (Alam, 2015).

## Results of Chat GPT 3.5 on Literature on Creating a Shared Vision of Creativity in Organizations

1. **"The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm"** by Tom Kelley: This book explores how organizations can foster creativity and innovation by creating a culture that values experimentation, collaboration, and risk-taking. It offers practical strategies for developing a shared vision of creativity within teams and across organizations.
2. **"Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration"** by Ed Catmull: Written by the co-founder of Pixar Animation Studios, this book offers insights into building a creative culture within organizations. It emphasizes the importance of leadership, communication, and organizational structure in fostering creativity and innovation.
3. **"Originals: How Non-Conformists Move the World"** by Adam Grant: This book explores what it takes to champion new ideas and drive innovation within organizations. It offers insights into how leaders can encourage creativity and create a shared vision that inspires others to think differently and challenge the status quo.
4. **"The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail"** by Clayton M. Christensen: This seminal work in innovation management explores the challenges established organizations face when trying to innovate. It offers insights into how leaders can navigate disruptive change and create a shared vision of innovation that drives long-term success.
5. **"Design Thinking: Integrating Innovation, Customer Experience, and Brand Value"** by Thomas Lockwood: This book explores how design thinking can foster creativity and innovation within organizations. It offers practical strategies for creating a culture of design thinking that encourages collaboration, empathy, and experimentation.
6. **"Leading for Creativity: The Power of Cultural Intelligence to Build Innovative Teams"** by Richard Chin: This book examines the role of leadership in fostering creativity and innovation within organizations. It offers insights into how leaders can leverage cultural intelligence to create a shared vision of creativity that transcends boundaries and drives organizational performance.
7. **"Creative Confidence: Unleashing the Creative Potential Within Us All"** by Tom Kelley and David Kelley: As mentioned earlier, this book emphasizes the importance of fostering creativity within organizations and provides practical strategies for building a culture that encourages creativity and innovation.



## Results of Chat GPT 3.5 on Literature on Creating a Shared Vision of Creativity in Healthcare Organizations

1. **"Creative Confidence: Unleashing the Creative Potential Within Us All"** by **Tom Kelley and David Kelley**: This book emphasizes the importance of fostering creativity within organizations and provides practical strategies for building a culture that encourages creativity and innovation.
2. **"Managing Creativity and Innovation"** by **Harvard Business Review Press**: This compilation of articles from Harvard Business Review offers insights into various aspects of managing creativity and innovation in organizations, including building a shared vision, fostering creative collaboration, and overcoming barriers to innovation.
3. **"The Creative Imperative: Human-Centered Design for Healthcare Innovation"** by **Donald M. Berwick and Thomas W. Nolan** explores creativity and innovation's role in improving healthcare delivery. It emphasizes the importance of human-centered design principles in creating innovative solutions to healthcare challenges.
4. **"Creativity in Healthcare: How Innovative Ideas Are Changing the Way We Deliver Patient Care,"** edited by **Anna L. Davis and Saroj Jayasinghe**: This edited volume brings together contributions from healthcare professionals, researchers, and innovators to explore the role of creativity in transforming healthcare delivery and offers insights into fostering a culture of creativity within healthcare organizations.
5. **"Design Thinking for Health: Leveraging Creative Approaches to Improve the Patient Experience"** by **Bon Ku and Ellen Lupton**: This book introduces design thinking principles as a framework for driving innovation in healthcare. It provides practical guidance on applying design thinking methods to address challenges and improve patient care.
6. **"Innovation in Healthcare Management: The Future of Healthcare Management,"** edited by **Leonard L. Berry, George D. Sperling, and Ann M. Ponzi**: This edited volume examines various aspects of innovation in healthcare management, including strategies for fostering creativity and innovation within healthcare organizations.
7. **"Creative Leadership: Skills That Drive Change"** by **Gerard J. Puccio, Mary C. Murdock, and Marie Mance**: This book offers insights into the role of creative leadership in driving organizational change and innovation. It provides practical strategies for leaders to foster creativity and build a culture of innovation within their organizations.
8. **"The Innovator's Prescription: A Disruptive Solution for Healthcare"** by **Clayton M. Christensen, Jerome H. Grossman, and Jason Hwang**: This book applies the principles of disruptive innovation to healthcare delivery. It offers insights into how healthcare organizations can embrace innovation to improve patient outcomes and reduce costs.

## **Results of Elicit on Literature on Creating a Shared Vision of Creativity in (Healthcare)**

### **Organizations**

A range of studies have explored the role of creativity in organizations and the need for a shared vision in this area. Allahar (2018) emphasizes the responsibility of leaders in promoting creative behavior, while Mendonça (2017) proposes a model for fostering creativity at work. Indriartiningtias (2017) highlights the importance of research in this field, particularly in creative industries. Sankaran (2020) further underscores the critical role of organizational leadership in igniting creativity for sustained success. These studies collectively underscore the need for a shared vision of creativity in organizations, with a focus on leadership, training, and research.

A range of studies has explored the role of leadership in fostering creativity in healthcare organizations. Fu (2022) found that inclusive leadership can significantly enhance employee creativity, with psychological safety and polychronicity mediating this relationship. Nembhard (2017) emphasized the need for more research on creativity in healthcare management, particularly in generating creative ideas and understanding sources of creativity. Thompson (2018) proposed a theoretical model of organizational creativity as a shared imagining process, highlighting the role of imagination and creative expression. Pointer (1985) underscored the importance of creativity and innovation in the evolving healthcare marketplace, suggesting that organizations that effectively manage these processes will have a competitive advantage. These studies collectively underscore the significance of leadership, imagination, and innovation in promoting creativity in healthcare organizations.

## Results Google Scholar on Literature on Creating a Shared Vision of Creativity in Organizations

### **Shared vision: a development tool for organizational learning**

[S Loon Hoe](#) - *Development and Learning in Organizations: An ...*, 2007 - emerald.com

... of **shared vision** on **organizational learning**. The purpose of this paper is to highlight the importance of **shared vision** as a development tool to build an **organizational learning capability**. ...

☆ Opslaan Citeren Geciteerd door 78 Verwante artikelen Alle 7 versies

### The role of **shared vision** and ethics in building an effective learning organization.

D Paroby, [D White](#) - *Southern Journal of Business & Ethics*, 2010 - search.ebscohost.com

... **organizational culture**. Next, the following paragraphs explore the relationship of ethics and its connection with an **organization's shared vision**. ... of a **shared vision, organizational culture** ...

☆ Opslaan Citeren Geciteerd door 16 Verwante artikelen Alle 3 versies

### [PDF] How to develop a **shared vision**: The key to IS strategic alignment.

D Preston, [E Karahanna](#) - *MIS Quarterly Executive*, 2009 - academia.edu

... **creating a shared vision** between an **organization's CIO** and its top management team (TMT). Such a vision is the key to aligning the **organization's** ... We describe how this **shared vision** is ...

☆ Opslaan Citeren Geciteerd door 160 Verwante artikelen Alle 6 versies

### [PDF] The importance of inspiring a **shared vision**.

J Martin, [B McCormack](#), [D Fitzsimons](#)... - *International Practice ...*, 2014 - fons.org

... Although a **shared vision** is a key element in leading organisations and in change, the impact of ... Aims and objectives: To determine qualitatively the benefits of a **shared vision** as one ...

☆ Opslaan Citeren Geciteerd door 123 Verwante artikelen Alle 5 versies

## The Four Most Relevant Searches on Google Scholar on Creating a "Shared Vision" of Creativity in Healthcare Organizations

[PDF] The importance of inspiring a **shared vision**.

J Martin, B McCormack, D Fitzsimons... - International Practice ..., 2014 - fons.org

... **developing** their skills and equipping them as transformative change agents in **healthcare organisations** ... Although a **shared vision** is a key element in leading **organisations** and in change...

☆ Opslaan Citeren Geciteerd door 123 Verwante artikelen Alle 5 versies

Shared leadership and **shared vision** as predictors for team learning process, synergy and effectiveness in **healthcare** industry

A Somboonpakorn... - International Journal of ..., 2014 - inderscienceonline.com

... on teams because **organisations** are forced to expand team coverage to **create** solutions to ... or demand high **creativity**, integrated team under the shared leadership setting is more ...

☆ Opslaan Citeren Geciteerd door 18 Verwante artikelen Alle 8 versies

**Creating** a culture of innovation in nursing education through **shared vision**, leadership, interdisciplinary partnerships, and positive deviance

BM Melnyk, S Davidson - Nursing Administration Quarterly, 2009 - journals.lww.com

... **organization** to attend the innovation workout. During the session, all individuals are encouraged to share their **creative** ... an **organization** as a continual reminder that **creative** ideas are ...

☆ Opslaan Citeren Geciteerd door 63 Verwante artikelen Alle 3 versies

[PDF] Journey to a **shared vision** for nursing in a university hospital

JS Martin, S Schärer, ES Rageth, A Ulrich... - International Practice ..., 2016 - fons.org

... for today's **healthcare organisations**. Against this background, **institutions** are undertaking ... and to plan accordingly so that the necessary **creative** thinking and reflection can take place ...

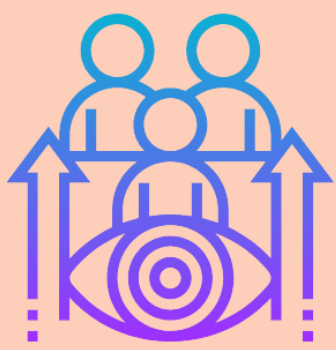
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## **Appendix B**

### **Key Learnings of the Book of Pool & Parker (2017)**


Appendix B contains the key learnings I constructed from reading Pool and Parker's book (2017). These will be used to build my workshop and create a shared vision. The yellow blocks show ideas that I got when reading the book.

# KEY LEARNING POINTS 2 POOL AND PARKER (2017)



- WHAT CAN BE THE FOCUS OF A VISION?
- RE-THINKING A PHYSICAL SPACE
  - REINVIGORATING CORE VALUES
  - CLARIFYING CORE PURPOSE
  - BRINGING A CONCEPT OR IDEA TO LIFE
  - DEFINING THE AMIGUOUS OPPORTUNITY
  - IDENTIFYING A NEW ROLE
  - ENGAGING CROSS-FUNCTIONAL COLLABORATION
  - BUILDING CUSTOMER FOCUS

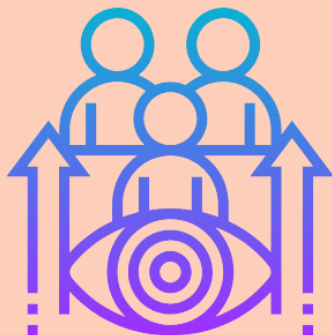
IDEA: USE CREATING A SHARED VISION TO INVIGORATE THE CORE VALUE CREATIVITY IN MY ORGANIZATION?  
AS THE SUPERPOWER OF OUR ORGANIZATION IN 2034!



- MINDSET FACILITATOR NEEDS FOR CREATING A SHARED VISION:
- CREATE A SAFE ATMOSPHERE
  - THE PARTICIPANTS HAVE THE KNOWLEDGE NEEDED
  - BASIC KNOWLEDGE OF ENHANCING FACTORS

- MINDSET PARTICIPANTS NEEDS TO CREATE A SHARED VISION:
- FINDING ALTERNATIVE SOLUTIONS
  - EXPERIMENTAL ATTITUDE
  - MOVE TO A RELAXED STATE OF MIND
  - OPEN TO WHATEVER IMAGES THAT EMERGE
  - SUSPEND THE TENDENCY TO GET PRACTICAL RIGHT AWAY
  - LISTEN DEEPLY TO, AND BUILD ON, OTHER PEOPLE'S IDEAS
  - THINK CREATIVELY ABOUT IMPLEMENTATION

## KEY LEARNING POINTS 3 POOL AND PARKER (2017)



WHEN PEOPLE INVOLVED IN  
DEFINING THE CHANGE,  
PEOPLE USUALLY BECOME  
PASSIONATELY INVOLVED IN  
HELPING DRIVE IT FORWARD.

### GROUNDWORK :

- IMPORTANCE OF CREATING A RIGHT LEVEL OF URGENCY AND BUILDING A COALITION TO SUPPORT THE CHANGE
- ASSIST OTHERS TO UNDERSTAND THE BENEFITS OF SHARED VISIONING
- GUIDE YOUR TEAM TO BECOME COMFORTABLE WITH RELAXATION AND MENTAL IMAGERY

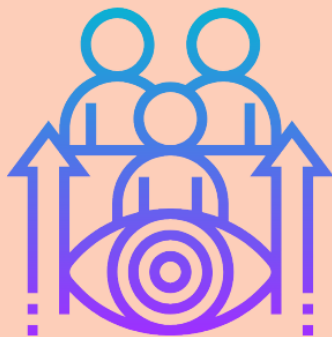
IDEA: START WITH A DIALOGUE LEADING TO ENVISIONING VALUES. EXPLORE WHAT THEY FEEL IS THE DEEPER MEANING OF THE VALUE CREATIVITY IN THE CONTEXT OF THEIR INTERACTIONS WITHIN THE ORGANIZATION AND THEIR INTERACTIONS WITH STAKEHOLDERS THIS WILL HELP AFTERWARDS FOR ENVISIONING THE FUTURE MANIFESTATION OF THE VALUE



### GUIDELINES FOR DIALOGUE:

- BE CURIOUS, ASK QUESTIONS WITH GENUINE INTEREST
- ASSUME THAT MANY PEOPLE HAVE PIECES OF THE ANSWER
- SEARCH FOR STRENGTHS AND VALUE IN OTHER'S POSITIONS
- LISTEN WITHOUT THINKING ABOUT A RESPONSE
- SUSPEND YOUR NEED TO DEFEND YOUR OWN OPINIONS
- QUESTION YOUR OWN ASSUMPTIONS
- SLOW DOWN— ALLOW TIME TO REFLECT
- LEAVE YOUR ROLE OR POSITION OUTSIDE
- LISTEN TO YOURSELF, THE OTHERS, AND THE CONNECTIONS BETWEEN THE DIFFERENT PERSPECTIVES
- SUSPEND JUDGEMENT
- ALLOW FOR MULTIPLE PERSPECTIVES WITHOUT NEEDING TO LABEL OR RESOLVE THEM

## KEY LEARNING POINTS 4 POOL AND PARKER (2017)



A WELL-WRITTEN SCRIPT IS  
THE FOUNDATION FOR  
HELPING A TEAM VISUALIZE  
WHAT THEY WANT TO CREATE

### QUESTIONS TO ASK WHEN SELECTING PARTICIPANTS:

- IS THIS PERSON AN EARLY ADOPTER?
- DOES THIS PERSON HAVE TO BE INCLUDED, BECAUSE IF THEY ARE NOT WILL BLOCK THE CHANGE EFFORTS?
- DO THEY REPRESENT A KEY GROUP OF CONSTITUENTS?
- ARE THEIR VARIOUS POINTS OF VIEW RELEVANT TO THE TASK?
- DOES THE GROUP HAVE ENOUGH PEOPLE WITH STRONG CREDIBILITY IN THE ORGANIZATION, SO THAT DECISIONS WILL BE TAKEN SERIOUSLY BY OTHERS
- DOES THE GROUP INCLUDE ENOUGH FORMAL AND INFORMAL LEADERS TO BE ABLE TO DRIVE IMPLEMENTATION OF THE VISION?

IDEA: THE URGENCY FOR THE PARTICIPANTS MUST BE HIGH. SHOW THEM THE DATA OF THE WORLD ECONOMIC FORUM REGARDING THE IMPORTANCE OF CREATIVITY AS A SKILL FOR THE FUTURE WORLDWIDE. WHY SHOULDN'T WE PREPARE OUR ORGANIZATION FOR THIS NEED FOR THE FUTURE?

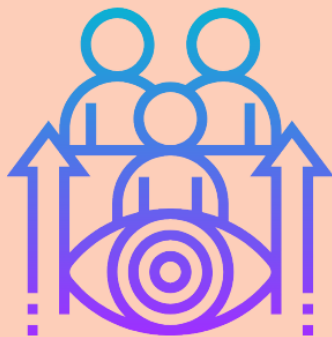


USE A STRUCTURED WAY TO TRANSITION TO A MORE RELAXED AND FULLY PRESENT STATE OF MIND DEBRIEF AFTERWARDS ON THIS EXPERIENCE.

- RELAXATION EXERCISE WITH CLOSED EYES



## KEY LEARNING POINTS 5 POOL AND PARKER (2017)



### STEPS IN WRITING THE SCRIPT:

1. DECIDE ON A FUTURE DATE FOR THE DESIRED FUTURE STATE
2. SELECT AND DESCRIBE THE FUTURE SETTING AND ROLE
3. SELECT AND FORMULATE QUESTIONS

### CONDITIONS OF A GOOD SCRIPT:

- GUIDANCE TO THE FUTURE THAT IS RELEVANT AND RELATABLE NOT LIMITING CREATIVITY
- MOVE THE TEAM TO THE FUTURE THAT IS APPEALING, MOTIVATING AND ATTAINABLE
- POSE MEANINGFUL QUESTIONS THAT STIMULATE THE FLOW OF IMAGERY

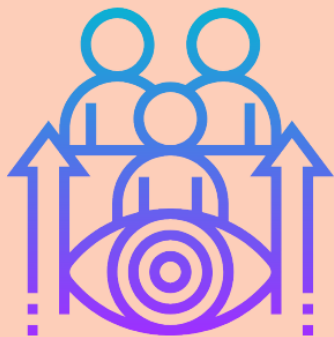
IDEA: THE URGENCY FOR THE PARTICIPANTS MUST BE HIGH. SHOW THEM THE DATA OF THE WORLD ECONOMIC FORUM REGARDING THE IMPORTANCE OF CREATIVITY AS A SKILL FOR THE FUTURE WORLDWIDE. WHY SHOULDN'T WE PREPARE OUR ORGANIZATION FOR THIS NEED FOR THE FUTURE?



USE A STRUCTURED WAY TO TRANSITION TO A MORE RELAXED AND FULLY PRESENT STATE OF MIND DEBRIEF AFTERWARDS ON THIS EXPERIENCE.

- RELAXATION EXERCISE WITH CLOSED EYES

## KEY LEARNING POINTS 6 POOL AND PARKER (2017)



### DIFFERENT ROLES FOR THE FUTURE:

- JOURNALIST
- PHOTOGRAPHER
- TV/RADIO HOST
- OUTSIDE OBSERVER
- KEY STAKEHOLDER
- CONSULTANT
- MANAGER

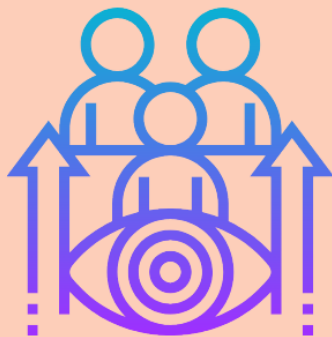
IDEA: BEING A JOURNALIST OF A WELL-KNOWN AND RESPECTED MEDICAL JOURNAL. NWE ENGLAND JOURNAL OF MEDICINE (NEJM) OR THE LANCET?  
BECAUSE OF RUMOURS REGARDING CREATIVITY FLOWING AROUND YOUR ORGANIZATION THE JOURNALIST IS VISITING OUR ORGANIZATION.



EVERYBODY HAS THE SAME ROLE  
BEING YOURSELF IN THE DESIRED  
FUTURE STATE

LOOK AT/ VISUALIZE THE POSITIVE  
CHANGES THAT HAVE OCCURED DURING  
THE PAST YEARS.

## KEY LEARNING POINTS 7 POOL AND PARKER (2017)



### START THE VISUALIZATION WITH:

AS WE MOVE INTO THE VISUALIZATION, I'D LIKE TO KEEP YOUR ATTENTION ON THE SOUND OF MY VOICE AND ON WHAT I AM SAYING. WE ARE GOING TO MOVE TOGETHER TO THE FUTURE IN A WAY THAT WILL ENHANCE YOUR ABILITY TO CONJURE IMAGES. PAUSE. I AM GOING TO GIVE YOU SUGGESTIONS AND INSTRUCTIONS. AS MUCH AS POSSIBLE, VISUALIZE WHAT YOU HEAR IN A CLEAR, VIVID AND DETAILED WAY. TRY TO PUT YOURSELF WITHIN THE SCENE THAT IS DESCRIBED AS COMPLETELY AS YOU CAN.

### SELECT QUESTIONS THAT:

- ARE OPEN-ENDED AND NATURALLY STIMULATE IMAGES THAT ARE RELEVANT TO THE FUTURE STATE OF THE CHALLENGE OR FOCUS
- ARE PHRASED IN THE PRESENT TENSE, AS IF THE FUTURE STATE ALREADY EXISTS
- DESCRIBE A FUTURE STATE THAT IS VERY ATTRACTIVE TO THE CLIENT
- REFLECT VALUES AND POSITIVE EMOTIONS (WHAT ARE YOU MOST PROUD OF? WHAT ARE YOUR THREE TOP ACCOMPLISHMENTS OR BIG WINS?)

IDEA: IDENTIFY 3-4 QUESTIONS THAT ARE MOST RELEVANT AND IN HARMONY WITH THE SCRIPT P. 63-65

- WHAT DIFFERENCES DO YOU SEE?
- WHAT ARE WE MOST PROUD OF?
- WHAT ARE OUR STAKEHOLDERS SAYING ABOUT US? HOW IS CREATIVITY MANIFESTING IN OUR INTERACTIONS WITH ONE ANOTHER, CUSTOMERS, THE COMMUNITY..?
- WHAT IS LEADERSHIP DOING THAT STIMULATES CREATIVE THINKING THROUGHOUT OUR ORGANIZATION? WHAT ADDED VALUE ARE OUR PATIENTS EXPERIENCING?
- WHAT ARE WE DOING TO DEVELOP/CREATE PRODUCTS?



### TIPS FOR PRESENTING THE SCENE:

- SPEAK SLOW, RELAXED AND DELIBERATE
- AVOID SPEAKING CONSTANTLY
- YOU ALSO NEED TO EXPERIENCE THE SCENE
- RECORD A READING OF THE SCRIPT AS PREPARATION

# KEY LEARNING POINTS & POOL AND PARKER (2017)



PAY ATTENTION TO THE RESPONSES OF THE PARTICIPANTS  
PROVIDE ADDITIONAL GUIDANCE WHEN NEEDED: IF YOU FIND IT HARD TO FOCUS, TRY TAKING A DEEP BREATH AND BRINGING YOUR MIND BACK TO THE VISIONING PROCES  
GO DIRECTLY FROM RELAXATION EXERCISE TO THE VISIONING.  
THE PARTICIPANTS NEED TIME TO MAKE THE TRANSITIONS

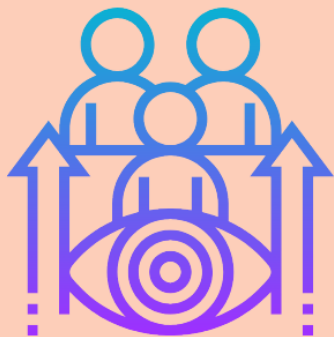
YOU GO TO A PART OF YOUR ORGANIZATION WHERE YOU THINK OR FEEL CREATIVITY IS MOST PROMINENT IN 2034. WHAT DO YOU SEE AROUND YOU? WHAT DO YOU FEEL?



USEFUL SENTENCE:  
• TO WARM UP, WE ARE GOING TO SPEND A FEW MINUTES JUST RELAXING. TRY TO FOLLOW MY INSTRUCTIONS, BUT YOU SHOULD NEVER STRAIN OR STRUGGLE TO HOLD YOUR BREATH. IF IT FEELS DIFFICULT AT ANY POINT, OR IF YOU FEEL DIZZY SIMPLY LESSEN THE AMOUNT OF TIME YOU INHALE, HOLD AND EXHALE.  
  
INCLUDE THE PAUZES IN THE SCRIPT [PAUZE]

USEFUL SENTENCE:  
• RESEARCH HAS SHOWN THAT WE CAN MORE EASILY BRING FORTH OUR MENTAL IMAGES WHEN WE ARE IN A RELAXED STATE. THEREFORE, I AM GOING TO READ ALOUD A SIMPLE RELAXATION EXERCISE FOR YOU. SOME OF YOU HAVE PERHAPS EXPERIENCED THIS, OR SIMILAR ONES, PREVIOUSLY. YOU'LL FIND THIS IS A GREAT EXERCISE ANYTIME YOU WANT TO INCREASE YOUR NERVOUS SYSTEM OR CONNECT WITH A QUIETER PLACE INSIDE. SO, SIT COMFORTABLY AS YOU CAN AND CLOSE YOUR EYES. DO NOT CROSS YOUR LEGS OR ARMS.

## KEY LEARNING POINTS 9 POOL AND PARKER (2017)



### AFTER THE SCENARIO

- GO OUTSIDE THE BUILDING AND SIT ON A BENCH  
OPEN YOUR EYES
- REMAIN SILENT AND DO NOT SPEAK TO YOUR  
NEIGHBOR. YOU NOW HAVE TIME TO NOTE YOUR  
RESPONSES TO THE QUESTIONS POSED DURING  
THE SCENARIO.
- REMEMBER IT IS 2034. WRITE YOUR ANSWERS IN  
THE PRESENT TENSE.
- ADD DRAWINGS OR SKETCHES IF YOU FEEL SO.
- IF YOU COMPLETE THE WRITING/DRAWING  
BEFORE THE OTHERS, REMAIN IN YOUR CHAIR  
AND BE COMPLETELY QUIET

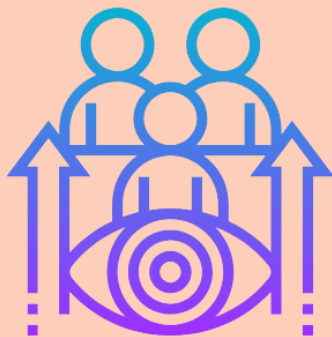
- ### HOW TO GO TO THE FUTURE?
- IMAGINE FAST-FORWARDING 2034
- IMAGINE TO TAKE YOUR OWN UNIQUE VEHICLE  
TO ACHIEVE YOUR TRANSPORTATION TO THE  
FUTURE.
  - GIVE EXAMPLES LIKE MAGIC CARPET OR HOT AIR  
BALLOON.
  - PRESS THEM TO GO FOR DETAILS LIKE COLOUR,  
COMFORT, PATTERN.
  - NOW YOU ARE IN FRONT OF YOUR HOUSE. FEEL  
THE AIR. NOTICE THE TREES. IS IT SUNNY OR  
CLOUDY? WALK AROUND YOUR VEHICLE.

GET INTO YOUR VEHICLE AND  
START IT. TAKEOFF.  
GO HIGHER AND HIGHER.  
WHAT DO YOU SEE AND FEEL?  
YOU ARE GOING TO THE MUMC.  
WHAT IS YOUR ROUTE?  
YOU ARE SLOWLY GETTING  
THERE AND LAND IN FRON OF  
THE HOSPITAL.



SO YOU HAVE LANDED SAFELY ENTER THE  
BUILDING. GO SOMEWHERE AND START ASKING  
THE QUESTIONS.

## KEY LEARNING POINTS 10 POOL AND PARKER (2017)



### GROUND RULES STAGE 2

A SYMBOLIC RED CARD CAN BE GIVEN TO ANYONE WHO:

- BRINGS THE DISCUSSION BACK TO TODAY'S PROBLEMS
- BEGINS TO FOCUS ON DIFFICULTIES OR BARRIERS TO ACHIEVING THEIR OWN OR THEIR PARTNER'S VISIONS
- UNDERESTIMATES THEIR OWN OR OTHER'S ABILITIES TO REALIZE THE VISION
- GETS HUNG UP ON HOW THIS IS ALL GOING TO HAPPEN

SET TIMER TO BE SURE EVERY PARTICIPANT HAS THE SAME AMOUNT OF TIME

### FROM INDIVIDUAL TO SHARED VISION 4 STEP PROCES

1. INDIVIDUAL REFLECTION 15-20 MIN
2. SMALL-GROUP SHARING: DEEP LISTENING 20-30MIN
3. GROUP DIALOGUE: FINDING COMMON THEMES
4. GROUP DISCUSSION: ESTABLISHING CRITERIA/ALIGNING AROUND THE SHARED VISION

WHEN LISTENING TO OTHERS  
AND HAVING IDEAS PUT THEM  
ON A POSTIT SO YOU CAN  
CONTINUE LISTENING

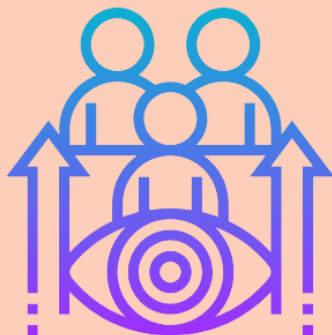
CREATE A FLIPCHART WITH THE  
3-4 QUESTIONS FROM THE  
SCRIPT AS AN AID TO END OF  
STAGE 1



OPEN YOUR EYES AND PICK A PIECE OF PAPER AT THE END OF STAGE 1. WRITE AT THE TOP OF THE PAGE TODAY IS.... DATE AND YEAR IN FUTURE TENSE. DESCRIBE/DRAW THE IMAGES THEY SAW/FELT

PUT A STAR NEXT TO THOSE IDEAS OR IMAGES THAT ARE MOST CENTRAL TO THEIR EXPERIENCE

## KEY LEARNING POINTS 11 POOL AND PARKER (2017)



WHILE IDENTIFYING THE THEMES TRY TO LINK THEM TOGETHER.  
USE ON-THE-SPOT GRAPHIC DEPICTION TO DEPICT THE THEMES  
ILLUSTRATE THE CONNECTIONS BETWEEN THE THEMES  
HELP THE GROUP TOWARDS A SHARED UNDERSTANDING OF THE THEMES BY CLARIFYING UNDERLYING ASSUMPTIONS OF EACH ONE OF THEM.

### STAGE 3

- EACH SMALL GROUP SHARE 3-4 ELEMENTS OF WHAT THEY ENVISIONED WITH THE WHOLE GROUP
- WRITE THESE ON A FLIPCHART OR IN A DRAWING
- ASK THE LISTENERS TO SHARE SOMETHING THEY LIKE ABOUT WHAT THEY ARE HEARING

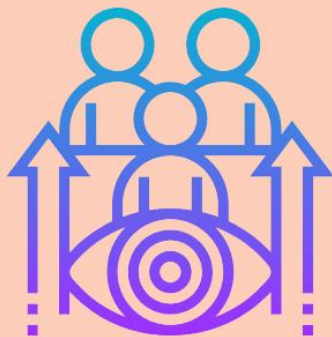
INVITE THE WHOLE GROUP TO IDENTIFY THE MOST COMMON THEMES. WRITE THESE ON A FLIPCHART  
INVITE THE WHOLE GROUP TO TALK ABOUT THEM



FOCUS ON THEIR RESPONSES TO THREE QUESTIONS WHEN FACILITATING THE GROUPTALK ABOUT THE THEMES:

- WHAT I FIND MOST APPEALING IS..
- THE THREE MOST POSITIVE ASPECTS OF THIS VISION ARE...
- WHAT WOULD BE INTERESTING TO TAKE A STEP FURTHER IS...

## KEY LEARNING POINTS 12 POOL AND PARKER (2017)



AFTER CREATING THE SHARED VISION, I HAVE TO MAKE THE VISION REAL. BUT THIS IS BEYOND THE SCOPE OF THIS MASTER'S PROJECT.

MORE INFORMATION CAN BE FOUND ON PAGE 87-106 OF THE POOL AND PARKER BOOK (2017)

### STAGE 4

- GENERATE LIST OF CRITERIA FOR EVALUATING WHICH OF THE THEMES TO INCLUDE IN THE SHARED VISION
- HELP TO THE ONES THAT FEEL MOST IMPORTANT
- MOSTLY CONSENSUS WITHOUT NEED TO VOTE
- 6-7 FINAL CRITERIA WORKS BEST

LET THE GROUP EVALUATE THE THEMES AGAINST THE FINAL CRITERIA.  
USE A RATING SYSTEM 1-5 OR RED YELLOW GREEN



FINAL TEST QUESTIONS TO CHECK WHETHER THE VISION MEETS SOME GENERAL CRITERIA:

- DOES OUR VISION... ALIGN WITH OUR VALUES AND THOSE OF THE ORGANIZATION? DEPICT A CHANGE THAT IS LOFTY AND CHALLENGING? MAKE SENSE IN THE MARKETPLACE? FEEL GENUINE AND AUTHENTIC?
- OR WILL OUR VISION.. BE PERCEIVED AS COMPELLING BY THOSE WHO WILL BE AFFECTED BY IT? EVOKE MEANINGFUL IMAGES IN THE MINDS OF OTHERS? BE MOTIVATIONAL EVEN IN HARD TIMES? BE ACHIEVABLE WITHIN THE CHOSEN TIME FRAME?



**Appendix C**

**Flyer for the workshop**

# WORKSHOP:

## CREATE A SHARED VISION ON CREATIVITY AS A CORE COMPETENCY OF THE MUMC+ IN 2034



1.30-4pm Tuesday, 10th September 2024

### Expectations:

- ✓ No pagers or active telephones allowed
- ✓ We will create a shared vision on creativity as our superpower competency for 2034.
- ✓ We will have a dialogue on creativity, go to the future by visioning and get in the mood by doing relaxation exercises. This by also listening and having fun. Come with an open-mind.

Only Limited  
Seats Available!

**Book Now!**

Location:

MUMC+

For More Info:

Elien Pragt  
Anesthesiologist-Intensivist MUMC+  
e.pragt@mumc.nl  
043-3876543 pager number 64785

## **Appendix D**

### **Detailed Design for the Workshop**

<https://app.sessionlab.com/sessions/SLByfw/?t=X7rgAz9eqcyIFUgYFt2ejg>

## create a shared vision

Sep 10, 2024



We will go to the future of the MUMC+ in 2034 to create a shared vision of the competency creativity.

■ Welcome/expectation management/rules/ debriefing ■ Dialogue ■ Exercise ■ Break

(GMT+02:00) Amsterdam

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
13:30 10m	<b>Welcome/ Expectation management/Rules</b>		<p>Explain what they will do, why, and the steps to take after the workshop.</p> <p>Groundwork :</p> <ul style="list-style-type: none"> <li>The importance of creating the right level of urgency and building a coalition to support the change</li> <li>assist others to understand the benefits of shared visioning</li> <li>guide your team to become comfortable with relaxation and mental imagery</li> </ul>
13:40 10m	<b>Dialogue</b>		<p>Guidelines for dialogue (put them on a flip-over):</p> <ul style="list-style-type: none"> <li>be curious, ask questions with genuine interest</li> <li>assume that many people have pieces of the answer</li> <li>search for strengths and value in other's positions</li> <li>listen without thinking about a response</li> <li>suspend your need to defend your own opinions</li> <li>question your assumptions</li> <li>slow down- allow time to reflect</li> <li>leave your role or position outside</li> <li>listen to yourself, the others, and the connections between the different perspectives</li> <li>suspend judgement</li> <li>allow for multiple perspectives without needing to label or resolve them</li> </ul> <p>Discussion on their definitions of creativity (mentimeter)</p> <p>Show data from the World Economic Forum, followed by a discussion</p> <p>explore with a dialogue to what they feel is the meaning of the value of creativity in the context of their interactions within the organization and their interactions with stakeholders in 2024.</p> <p>This will help envision the future manifestation of the value.</p>
13:50 5m	<b>Relaxation exercise</b>		<p>Research has shown that we can more easily recall our mental images when we are in a relaxed state. Therefore, I will read aloud a simple relaxation exercise for you. Some of you may have experienced this or similar ones previously. This is an excellent exercise to strengthen your nervous system or connect with a quieter place inside. So, sit as comfortably as you can and close your eyes. Do not cross your legs or arms.</p> <p>If you find it hard to focus during the visioning, try taking a deep breath and returning your mind to the visioning process.</p> <p>Exercise counting breaths:</p> <p>To relax, we will spend a few minutes counting our breaths. Try to follow my counting instructions, but you should never strain or struggle to hold your breath. If it feels difficult at any point or if you feel</p>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
			<p>dizzy, lessen the amount of time you inhale, hold, and exhale.</p> <p>Please close your eyes, take a slow, deep breath to the count of one... two... three...four, and then hold it to the count of one, two, three...four. Inhale again to the count of one...two...three...four, have to the count of one...two...three...four, and then exhale to the count of one...two...three...four.</p> <p>Continue now to count on yourself, and as you inhale, imagine you are inhaling fresh air from a natural setting you love. It might be in the mountains [pauze], the ocean [pauze], or even your backyard. Just imagine someplace you feel relaxed. And each time you exhale, you are letting go of any tension, any tiredness, anything that might be distracting you from enjoying this moment [continue with this breathing for about 5 minutes].</p> <p>Now, I will guide you toward your desired future state. Please keep your eyes closed as we transition together.</p>
13:55 5m	<b>Go to the future of yourself</b>		<p>Keep eyes closed</p> <p><i>Start the visualization with:</i></p> <p>As we move into the visualization, I'd like to keep your attention on the sound of my voice and what I am saying. We will move together to the future in a way that will enhance your ability to conjure images. [Pause]. I am going to give you suggestions and instructions. As much as possible, visualize what you hear vividly and detailedly. Try to put yourself within the scene described as entirely as you can.</p> <ul style="list-style-type: none"> <li>• imagine fast-forwarding 2034</li> <li>• How old are you? How do you look? Where do you live? What's your family and work situation? How do you feel?</li> <li>• Imagine taking your unique vehicle to achieve your transportation goals in the future.</li> <li>• give examples like magic carpets or hot air balloons.</li> <li>• press them to go for details like color, comfort, and pattern.</li> <li>• now you are in front of your house. Feel the air. Notice the trees. Is it sunny or cloudy? Walk around your vehicle.</li> </ul>
14:00 15m	<b>Scenario and 3-4 questions</b>		<p>Keep your eyes closed.</p> <p>You are working as a journalist for a well-known and respected medical journal, the Lancet.</p> <p>You are visiting the MUMC+ because of rumors regarding creativity flowing around your organization.</p> <p>Get into your vehicle and start it. Takeoff.</p> <p>Go higher and higher.</p> <p>What do you see and feel?</p> <p>You are going to the MUMC+. Imagine your route.</p> <p>You are slowly getting there and landing in front of the hospital.</p> <p>So you have landed safely and entered the building. Go somewhere you expect to see most creativity as a competency. Look around. What do you see? Who do you see? What are they doing? How do you feel?</p> <p>Then slowly, with enough pauses, ask the questions in the present tense:</p> <ul style="list-style-type: none"> <li>• What differences do you see?</li> <li>• What are you most proud of?</li> <li>• How is creativity manifesting in our interactions with one another, customers, and the community?</li> <li>• What is leadership doing to stimulate creative thinking throughout our organization? What added value are our patients experiencing?</li> </ul>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
14:15 15m	<b>individual reflection on the scenario questions by drawing or writing</b>		<ul style="list-style-type: none"> <li>Go outside the building and sit on a bench</li> <li>Open your eyes and pick a piece of paper. Write at the top of the page today, which is.... date and year in future tense. describe/draw the images they saw/felt</li> <li>put a star next to those ideas or images that are most central to their experience</li> <li>Remain silent and do not speak to your neighbor. You now have time to note your responses to the questions posed during the scenario.</li> <li>Add drawings or sketches if you feel like doing so.</li> <li>If you complete the writing/drawing before the others, remain in your chair and be completely quiet</li> </ul>
14:30 20m	<b>Small-group sharing: deep listening 4x 5 minutes</b>		when listening to others and having ideas, put them on a Post-it so you can continue listening
14:50 10m	<b>Small-group dialogue: finding 3-4 themes/team</b>		<p>The teams will put/write/draw their most essential themes on the flip-over and choose the three most important.</p> <p>Facilitator: notice after 5 minutes and 1 minute before time—pressure cooker.</p>
15:00 10m	<b>Break</b>		
15:10 10m	<b>Collecting the themes put them on a flipover</b>		<p>done by the facilitator</p> <ul style="list-style-type: none"> <li>write these on a flipchart or in a drawing</li> <li>ask the listeners to share something they like about what they are hearing</li> <li>Focus on their responses to three questions when facilitating the group about the themes: <ul style="list-style-type: none"> <li>what I find most appealing is.</li> <li>the three most positive aspects of this vision are...</li> <li>what would be interesting to take a step further is...</li> <li>While identifying the themes, try to link them together.</li> </ul> </li> <li>use on-the-spot graphic depiction to depict the themes</li> <li>illustrate the connections between the themes</li> <li>Help the group develop a shared understanding of the themes by clarifying each one's underlying assumptions.</li> </ul>
15:20 10m	<b>group discussion: establishing criteria/alligning around the shared vision</b>		<ul style="list-style-type: none"> <li>generate a list of criteria for evaluating which of the themes to include in the shared vision</li> <li>mostly consensus without the need to vote</li> <li>6-7 final criteria works best, include the ones that feel most important</li> <li>Let the group evaluate the themes against the final criteria.</li> <li>Use a rating system 1-5 or red, yellow, or green.</li> <li>Final test questions to check whether the vision meets some general criteria: <ul style="list-style-type: none"> <li>does our vision... align with our values and those of the organization? Depict a change that is lofty and challenging. Make sense in the marketplace? Feel genuine and authentic?</li> <li>or will our vision... be perceived as compelling by those affected? Evoke meaningful images in the minds of others? Be motivational even in hard times. Is it achievable within the chosen time frame?</li> </ul> </li> </ul>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
15:50 10m	<b>Debriefing the session/ Clarify the shared vision and the follow up</b>		Share a timeline for the rest of the project distribute a shared vision and meeting minutes with the participants 2 weeks after the meeting.
16:00 0	<b>Session end</b>		
16:00			

TOTAL LENGTH: 2h 00m

#### MATERIALS

- PPT to explain the outline and the rules of the workshop in Welcome/ Expectation management/Rules
- PPT to explain what a shared vision is. explain the why in Welcome/ Expectation management/Rules
- box outside for the pagers and telephones in Welcome/ Expectation management/Rules
- posters/stuff to get them into 2034. look for future challenges and clues about 2034. in Welcome/ Expectation management/Rules
- <https://www.atlanticcouncil.org/content-series/atlantic-council-strategy-paper-series/welcome-to-2034-what-the-world-could-look-like-in-ten-years-according-to-nearly-300-experts/> in Welcome/ Expectation management/Rules
- <https://www2.deloitte.com/us/en/pages/life-sciences-and-health-care/articles/future-of-health.html> in Welcome/ Expectation management/Rules
- <https://globalforum.diaglobal.org/issue/august-2022/the-future-of-healthcare-is/> in Welcome/ Expectation management/Rules
- <https://www.visualcapitalist.com/6-forces-transforming-future-healthcare/> in Welcome/ Expectation management/Rules
- wordcloud mentimeter in Dialogue
- <https://www.menti.com/alacks5dxo9n> in Dialogue
- Masterson, V. (2023, May 1st). Future of jobs 2023: These are the most in-demand skills now- and beyond. Davos agenda. <https://www.weforum.org/agenda/2023/05/future-of-jobs-2023-skills/> in Dialogue
- flipover on the guidelines for dialogic in Dialogue
- Tips for presenting the exercise parts with eyes closed: speak slowly, relaxed, and deliberate avoid speaking constantly you also need to experience the scene record a reading of the script as preparation in Relaxation exercise
- paper in individual reflection on the scenario questions by drawing or writing
- pens, colours, writing stones in individual reflection on the scenario questions by drawing or writing
- flipover with 3-4 questions as a reminder in individual reflection on the scenario questions by drawing or writing
- create a flipchart with the 3-4 questions from the script as an aid to the end of stage 1 in Small-group sharing: deep listening 4x 5 minutes
- ground rules stage 2 a symbolic red card can be given to anyone who: brings the discussion back to today's problems begins to focus on difficulties or barriers to achieving their own or their partner's visions underestimates their own or other's abilities to realize the vision gets hung up on how this is all going to happen set timer to be sure every participant has the same amount of time in Small-group sharing: deep listening 4x 5 minutes
- flipover paper per team and writing material in Small-group dialogue: finding 3-4 themes/team
- red yellow and green papers for voting in group discussion: establishing criteria/aligning around the shared vision

## create a shared vision - block details

13:30  
10m

### Welcome/ Expectation management/Rules

#### ADDITIONAL INFORMATION

Explain what they will do, why, and the steps to take after the workshop.

Groundwork :

- The importance of creating the right level of urgency and building a coalition to support the change
- assist others to understand the benefits of shared visioning
- guide your team to become comfortable with relaxation and mental imagery

#### MATERIALS

- PPT to explain the outline and the rules of the workshop
- PPT to explain what a shared vision is, explain the why
- box outside for the pagers and telephones
- posters/stuff to get them into 2034. look for future challenges and clues about 2034.
- <https://www.atlanticcouncil.org/content-series/atlantic-council-strategy-paper-series/welcome-to-2034-what-the-world-could-look-like-in-ten-years-according-to-nearly-300-experts/>
- <https://www2.deloitte.com/us/en/pages/life-sciences-and-health-care/articles/future-of-health.html>
- <https://globalforum.diaglobal.org/issue/aug2022/the-future-of-healthcare-is/>
- <https://www.visualcapitalist.com/6-forces-transforming-future-healthcare/>

13:40  
10m

### Dialogue

#### ADDITIONAL INFORMATION

Guidelines for dialogue (put them on a flip-over):

- be curious, ask questions with genuine interest
- assume that many people have pieces of the answer
- search for strengths and value in other's positions
- listen without thinking about a response
- suspend your need to defend your own opinions
- question your assumptions
- slow down- allow time to reflect
- leave your role or position outside
- listen to yourself, the others, and the connections between the different perspectives
- suspend judgement
- allow for multiple perspectives without needing to label or resolve them

Discussion on their definitions of creativity (mentimeter)

Show data from the World Economic Forum, followed by a discussion

explore with a dialogue to what they feel is the meaning of the value of creativity in the context of their interactions within the organization and their interactions with stakeholders in 2024.

This will help envision the future manifestation of the value.

#### MATERIALS

- wordcloud mentimeter
- <https://www.menti.com/alacks5dxo9n>
- Masterson, V. (2023, May 1st). Future of jobs 2023: These are the most in-demand skills now- and beyond. Davos agenda. <https://www.weforum.org/agenda/2023/05/future-of-jobs-2023-skills/>
- flipover on the guidelines for dialogue

13:50  
5m

### Relaxation exercise

#### ADDITIONAL INFORMATION

Research has shown that we can more easily recall our mental images when we are in a relaxed state. Therefore, I will read aloud a simple relaxation exercise for you. Some of you may have experienced this or similar ones previously. This is an excellent exercise to strengthen your nervous system or connect with a quieter place inside. So, sit as comfortably as you can and close your eyes. Do not cross your legs or arms.

If you find it hard to focus during the visioning, try taking a deep breath and returning your mind to the visioning process.

Exercise counting breaths:

To relax, we will spend a few minutes counting our breaths. Try to follow my counting instructions, but you should never strain or struggle to hold your breath. If it feels difficult at any point or if you feel dizzy, lessen the amount of time you inhale, hold, and exhale.

#### MATERIALS

- Tips for presenting the exercise parts with eyes closed: speak slowly, relaxed, and deliberate avoid speaking constantly you also need to experience the scene record a reading of the script as preparation



Please close your eyes, take a slow, deep breath to the count of one... two... three...four, and then hold it to the count of one, two, three...four.Inhale again to the count of one..two..three...four, have to the count of one...two...three...four, and then exhale to the count of one...two..three..four.

Continue now to count on yourself, and as you inhale, imagine you are inhaling fresh air from a natural setting you love. It might be in the mountains [pauze], the ocean [pauze], or even your backyard. Just imagine someplace you feel relaxed. And each time you exhale, you are letting go of any tension, any tiredness, anything that might be distracting you from enjoying this moment [continue with this breathing for about 5 minutes].

Now, I will guide you toward your desired future state. Please keep your eyes closed as we transition together.

13:55  
5m

## Go to the future of yourself

### ADDITIONAL INFORMATION

Keep eyes closed

*Start the visualization with:*

As we move into the visualization, I'd like to keep your attention on the sound of my voice and what I am saying. We will move together to the future in a way that will enhance your ability to conjure images. [Pause]. I am going to give you suggestions and instructions. As much as possible, visualize what you hear vividly and detailedly. Try to put yourself within the scene described as entirely as you can.

- imagine fast-forwarding 2034
- How old are you? How do you look? Where do you live? What's your family and work situation? How do you feel?
- Imagine taking your unique vehicle to achieve your transportation goals in the future.
- give examples like magic carpets or hot air balloons.
- press them to go for details like color, comfort, and pattern.
- now you are in front of your house. Feel the air. Notice the trees. Is it sunny or cloudy? Walk around your vehicle.

14:00  
15m

## Scenario and 3-4 questions

### ADDITIONAL INFORMATION

Keep your eyes closed.

You are working as a journalist for a well-known and respected medical journal, the Lancet.

You are visiting the MUMC+ because of rumors regarding creativity flowing around your organization.

Get into your vehicle and start it. Takeoff.

Go higher and higher.

What do you see and feel?

You are going to the MUMC+. Imagine your route.

You are slowly getting there and landing in front of the hospital.

So you have landed safely and entered the building. Go somewhere you expect to see most creativity as a competency. Look around. What do you see? Who do you see? What are they doing? How do you feel?

Then slowly, with enough pauses, ask the questions in the present tense:

- What differences do you see?
- What are you most proud of?
- How is creativity manifesting in our interactions with one another, customers, and the community?
- What is leadership doing to stimulate creative thinking throughout our organization? What added value are our patients experiencing?

14:15  
15m

## Individual reflection on the scenario questions by drawing or writing

### ADDITIONAL INFORMATION

- Go outside the building and sit on a bench
- Open your eyes and pick a piece of paper. Write at the top of the page today, which is.... date and year in future tense. describe/draw the images they saw/felt  
put a star next to those ideas or images that are most central to their experience
- Remain silent and do not speak to your neighbor. You now have time to note your responses to the questions posed during the scenario.
- Add drawings or sketches if you feel like doing so.
- If you complete the writing/drawing before the others, remain in your chair and be completely quiet

### MATERIALS

- paper
- pens, colours, writing stones
- flipover with 3-4 questions as a reminder

14:30  
20m **Small-group sharing: deep listening 4x 5 minutes**

ADDITIONAL INFORMATION

when listening to others and having ideas, put them on a Post-it so you can continue listening

MATERIALS

- create a flipchart with the 3-4 questions from the script as an aid to the end of stage 1
- ground rules stage 2 a symbolic red card can be given to anyone who: brings the discussion back to today's problems begins to focus on difficulties or barriers to achieving their own or their partner's visions underestimates their own or other's abilities to realize the vision gets hung up on how this is all going to happen set timer to be sure every participant has the same amount of time

14:50  
10m **Small-group dialogue: finding 3-4 themes/team**

ADDITIONAL INFORMATION

The teams will put/write/draw their most essential themes on the flip-over and choose the three most important.

Facilitator: notice after 5 minutes and 1 minute before time—pressure cooker.

MATERIALS

- flipover paper per team and writing material

15:00  
10m **Break**

15:10  
10m **Collecting the themes put them on a flipover**

ADDITIONAL INFORMATION

done by the facilitator

- write these on a flipchart or in a drawing
- ask the listeners to share something they like about what they are hearing
- Focus on their responses to three questions when facilitating the group about the themes:
  - what I find most appealing is.
  - the three most positive aspects of this vision are...
  - what would be interesting to take a step further is...
  - While identifying the themes, try to link them together.
    - use on-the-spot graphic depiction to depict the themes
    - illustrate the connections between the themes
- Help the group develop a shared understanding of the themes by clarifying each one's underlying assumptions.

15:20  
10m **group discussion: establishing criteria/alligning around the shared vision**

ADDITIONAL INFORMATION

- generate a list of criteria for evaluating which of the themes to include in the shared vision
- mostly consensus without the need to vote
- 6-7 final criteria works best, include the ones that feel most important
- Let the group evaluate the themes against the final criteria.
  - Use a rating system 1-5 or red, yellow, or green.
- Final test questions to check whether the vision meets some general criteria:
  - does our vision... align with our values and those of the organization? Depict a change that is lofty and challenging. Make sense in the marketplace? Feel genuine and authentic?
  - or will our vision... be perceived as compelling by those affected? Evoke meaningful images in the minds of others? Be motivational even in hard times. Is it achievable within the chosen time frame?

MATERIALS

- red yellow and green papers for voting

15:50  
10m **Debriefing the session/ Clarify the shared vision and the follow up**

ADDITIONAL INFORMATION

Share a timeline for the rest of the project  
distribute a shared vision and meeting minutes with the participants 2 weeks after the meeting.

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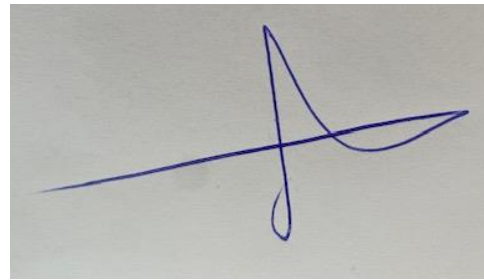
16:00  
0

**Session end**

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Permission to place this Project in the Digital Commons online

- I grant permission to the Department of Creativity and Change Leadership, Center for Applied Imagination at Buffalo State University, to post a digital copy of this master's *Project, Creating a Shared Vision by Using Future Thinking as a Start Toward an Optimal Organizational Climate for Creativity in a Healthcare Organization* as an online resource.

A handwritten signature in blue ink on a light gray background. The signature is stylized and appears to be 'Elien Pragt'. It features a long horizontal line that curves upwards and then downwards, with a small loop at the end.

Elien Pragt

April, 26, 2024