Chapter 6
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**Category 3: Articulating Personal Vision:**

**6.1 Introduction**

Personal vision formed an important part of the organizational change process (Senge, 1990). Having facilitated hundreds of workshops covering several thousands of people, The researcher found this process integral to what the coaches did for organizational and team vision. Researcher created in workshops personal vision several times. Researcher’s extensive knowledge on the subject is from substantial literature review. Yet, the amount of positive energy exuded by the participants in the workshop was a surprise. They feel happy, desire to act on the vision and display ownership to the vision objectives.

Though, Researcher had theoretical sensitivity due to extensive involvement in the change management process, once the element of personal vision was mentioned by the people, researcher probed to look at the properties and dimensions of the personal vision in the focused interviews to see how it plays out in the people at HPCL.

Researcher recorded several interviews in which people mentioned of the personal visioning process and also did some focused interviews on personal vision later to understand the dimensions and properties of personal vision.

While coding of the interviews at the senior management level it emerged that management edicts would not result in sustainable or productive change in the people. Researcher talk with several of the executives has revealed that it was felt change would be resisted if people did not find personal cause, reason and benefit in change. As is also been brought out in the interviews, apart from Researcher’s experiences as a Coach, the concepts propounded by Dr. Peter Senge in the book ‘Fifth Discipline – The art and practice of the learning organization’ (1990), talk on the need of kindling intrinsic motivation as a source for intentional change.
While this has been propounded by several other theorists and academicians there is no recorded evidence or research in an oil industry where thousands of people over period of a decade were encouraged and facilitated by a team of coaches to write down their personal visions.

The exercise for creating the Personal vision used at HPCL is reproduced as under:

6.2 Describing your personal vision-the process

- Please close your eyes and relax.
Please take a deep breath Inhale… Now Exhale Imagine achieving the results in your life that you deeply desire. What would they look like? What would they feel like? What words would you use to describe them?

Think on these questions. Again, use the present tense, as if it is happening right now. Now begin to imagine your life exactly as you desire it to be. Continue to create the picture of the future you wish to see:

- Self-Image: If you could be exactly the kind of person you wanted what would your qualities be?
- Home: What is your ideal living environment?
- Health: What is your desire for health, fitness, athletics, and anything to do with your body?
- Relationships: What type of relationships would you like to have with friends, family and others?
- Work: What is your ideal professional or vocational situation? What impact would you like your efforts to have?
- Personal pursuits: What would you like to create in the arena of individual learning, travel, reading, or other activities?
- Community: What is your vision for the community or society you live in?
- Other: What else, in any other arena of your life, would you like to create?”

(Adapted from the Personal Visioning Kit Created by internal coaches at HPCL based on the Fifth Discipline concepts)
After creating the personal vision, people would in the workshop share their vision twice with other participants and also listen to two people on their personal visions. This process was followed by the coaches while drawing out personal visions of people which as of today remain the practice.

6.3 Constant Comparison of concepts and coding the Interviews:

In the interview of Sr. Manager at corporate office has brought the criticality of personal visions in creating individual and collective urge to change and transform.

The following excerpt from his interview is significant –

“Creating Personal Vision is the first step in achieving continuous excellence (ACE). Typically in an ACE workshop the participants are initially given input on vision generating a positive frame of mind to work on their personal vision… participants experienced the closed-eye exercise where the facilitator take through detailing of aspirations of the individual on the immediate living environment, relationships, hobbies, health, personal pursuits and career goals.”

“Thereafter, they write this vision in real time which brings enormous amounts of energy, both physically and mentally, in the participants.... their looking at their life more meaningfully and can make the meaning for themselves. They share their personal vision with colleagues and discover that the visions have commonalities with other people’s visions which bring informal bondage and commitment to be together.”

The Network Diagram on the Personal Visioning Process and Impacts as arise from the concepts derived from the interview is depicted in the next page as Figure 6.1:
Figure: 6.1

Articulating Personal Vision (PV)

- (PV) is a closed eye exercise
- Writing PV in present tense.
- Discovering Individual Meaning and Passions
  - Energizes People
  - Looking at Life more meaningfully
- Brings People Closer
- Work and Career Aspirations
- Sharing personal visions with Others
  - Discovering Similarity in Others' Visions
  - Sharing Expands Vision Scope by Learning from Other's PVs
The category: Articulating Personal Vision has the following properties, causal conditions and consequences in line with the grounded theory analysis of the interview:

<table>
<thead>
<tr>
<th>Serial No</th>
<th>Properties, Causal Conditions, Consequences</th>
<th>Relationship to Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td><strong>The Process of Personal Visioning:</strong> The Personal Vision is created through a process based on the concepts of the Fifth Discipline by Dr. Peter Senge</td>
<td>Strategy</td>
</tr>
</tbody>
</table>
| a         | **Imagining the desired future for self in the present tense**  
> - This is through closed eye exercise where we imagine the type of house, relationships, health we wish to have and hobbies we wish to pursue  
> - Career Aspirations: Our aims in our work arena | Property |
| b         | **Sharing with others my vision:**  
The process ensures sharing of vision with two other people and answer questions that seek clarification | Property |
| c         | **Others sharing their vision with us:**  
After the visioning you share your vision with two people and these two people share their personal visions with you. People discover similarities and also some points which one has not written but appear meaningful when they listen to the vision of the other person. They are allowed to copy the same which enriches their vision. | Property |
| d         | **People Feel a sense of Camaraderie:**  
Sharing of visions brings people closer to each other. | Property |
| e         | **Discovering Direction and Meaning in Life:**  
People said for the first time they discovered direction in life and meaning in the goals they chose to pursue | Property |
Table 6.1

Interview of Mr. A. Surya Rao, Dy. General Manager-Internal Audit, and an ex-Internal Coach also brings out the importance of personal vision for energizing people and increasing the intrinsic motivation. He also talks about how an organizational vision routed in the personal vision on the work and career front can lead to creation of individual stake in the company’s vision.

The excerpts from his interview are as under:-

‘ACE helped employees to come together and articulate their collective aspirations into Organizational Vision. To make it a compelling vision, the pre-requisite is one must have individual aspirations. Creating Personal vision is the process of surfacing out the hidden individual aspirations and ACE workshop adopted Creative Tension Model and participants are informed the characteristics of people who practice Personal Mastery like Creative orientation and Deep sense of Purpose.’

The themes that are being talked about are:

a) Surfacing aspirations that are hidden or sub-conscious and not superficial
b) Moving to Creative Orientation
c) Personal vision moves individuals to a deep sense of purpose

With the help of ‘closed eyes’ exercise, the participants are reminded of different aspects of their life to imagine the pictures of future in presence as if they are currently happening. Then the participants record their individual aspirations about their personal life including Career Progression on a note book. Each participant shares with two other participants within the group one by one express their feelings of experiencing the whole exercise.

Participants in overall react with WOW and many of them express uniqueness of this exercise and happiness to think about their future. The participant say that its lifetime opportunity. Few react that in absence of personal vision life appears to be directionless.
The diagram as coded from Mr. Surya Rao’s interview is reproduced under:-

![Diagram](image)

**Figure: 6.2**
The interview has categorically established his view that the mindsets of people prevalent in 2003 needed transformational change for competing in a market driven economy. With the Administered Price Mechanism being removed by the government in 2003 and the entry of private player’s people would have to work and think differently.

The interview of ED-IR, Dr. V. Viziasaradhi in the year 2007 talks of the impact of Project ACE. This is very significant and discusses how 4500 employees have been covered in over 350 workshops by that time. Excerpt from his interview is as under:-

‘The impact of Project ACE in this journey has been very significant, especially the LO (Learning Organization) workshops for the staff. A total of more than 350 workshops (ACE, LO, Leadership, etc.) have been conducted covering approximately 4500 employees. These workshops have been providing value to the employees by way of new skills and capabilities. Almost all the workshops start with ‘Personal Visioning’ exercise since it is fundamental to the ‘Personal Mastery’ which is the foundation of ‘Learning Organization’.

Excerpts of Mr. Arun Balakrishnan, then Director-HR, are as under:-

‘I believe many employees worked on their visions successfully. Some of their success stories were also shared. I also believe that the skills acquired by them are enabling them to pursue ‘Personal mastery’ as a discipline which is vital to create and sustain personal and organizational learning. As a result of ‘Personal Mastery’, I am sure that these employees are continuously enhancing their personal and organizational effectiveness.

The idea of a ‘Personal Visioning Tool Kit’ is an excellent one and it could not have come at a better time. I would like to complement the Project ACE team of Internal Coaches for their efforts.

I am confident that this kit will be very handy to all, especially to the team leaders who can use it with ease and continue to create their truly desired results both in personal lives and careers. Since ‘Personal Visioning’ is an ongoing activity I am sure, this kit will be of immense help to all the employees.’
This diagram shows how Personal visioning process became an integral part of HPCL. After 4 years of Project ACE a tool kit “Personal Visioning Toolkit” was prepared by the coaches and even today, revisits to vision by any team or SBU goes through the process of first creating personal visions and then SBU/Team visions.
A recent example is in Sept 2013 for the O&D Department which caters to logistics of supply for HPCL. They co-created the vision in 2003, revisited in 2007 and again revisited in 2013 with more than 40 senior officers of the SBU. I had been the facilitator to the workshop. The process of Personal Visioning before articulating the co-created vision for team/SBU/HPCL is now well institutionalized. The interviews reflected the views of the interviewed as also the views that they had witnessed with the participants. The above interviews added properties and causal conditions to the ones mentioned above in Table 6.2.

6.4 Explaining the category with related concepts
The comprehensive list of concepts related to the category in terms of properties consequences and strategies is listed below:

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</table>
| f         | **Energizes People:** People feel energized and happy during the creation of the
Ownership to vision objectives: People articulated the vision and talked of how much the objectives meant to them. They talked of the objectives as important to them.

Moving from Reactive to Creative Orientation: People felt they had an opportunity to create their lives and not react or adapt to environmental changes.

Table 6.2

The Network diagram for Category 3 as arises from the mentioned here is linked to the category: Articulating Personal Visions in the next page:
The Network diagram with relation to the Category 3

Figure: 6.4 (Network Diagram on Category: Articulating Personal Vision)
6.5 Theoretical Contribution:

Literature review does not mention any business organization where Personal Visioning Process has got institutionalized and continues for over a decade. Literature does not also talk about a Fortune 500 company where more than 4000 people have been encouraged to write and share their personal visions with colleagues. Even the fifth discipline has no such examples. There is no mention in literature where the organization has created a manual for Personal Visioning. For people to feel energized, motivated, and to create meaningful work personal visioning is an important aspect well recorded in literature but has not mentioned instances in a fortune 500 company where the same is institutionalized and operational for more than a decade.