OUR PROMISE 2030
Building Brighter Futures for Vulnerable Children

PROMISING CONVERSATIONS
LEADER INSTRUCTIONS
A TIME FOR PROMISING CONVERSATIONS
Making Our Promise 2030 a promise for us all

Dear Leader,

Some conversations are so important that it’s worth getting everyone together to have them. The recent launch of our global strategy – Our Promise 2030 – is such an occasion. Therefore, over the next year I am asking you to host a series of short conversations with staff entitled

Promising Conversations. Our aspiration is that the promise we make in the strategy to the world’s most vulnerable children will become the personal commitment of every staff member.

I will start each conversation with my team, and then the conversations will spread throughout World Vision. Members of my team will hold the same conversations with their own teams, and so on, until we reach all staff across the global partnership. This ‘leader-led cascade’ should generate ever-greater levels of understanding and commitment to Our Promise 2030.

Each conversation will be short, simple and focused on one aspect of the strategy, so staff can listen and be listened to. Before you are asked to lead a conversation, you will already have experienced one. I plan to start the first of these Promising Conversations in mid-April. It will invite staff to explore and comment on the headlines of our strategy, and what these might mean in each of our contexts. It should help staff think through why we need to change, personally and as an organisation.

Let’s pray for each other as we take our teams through Promising Conversations. I am thankful for your leadership and very interested to hear how this first conversation goes. I hope that it sparks a meaningful dialogue. If you have any questions regarding Promising Conversations, please connect with the Strategy Realisation Office at: Conversations@OurPromise2030.org or visit online at: www.OurPromise2030.org.

Sincerely,

Kevin Jenkins
President of World Vision International
LEADING YOUR OWN
PROMISING CONVERSATIONS
Conversation One: Who We Are and Why We Need to Change

Resources and Instructions
This document contains all of the resources and information you need to effectively lead the first Promising Conversation with your team – who we are and why we need to change. You should have already been a participant in Conversation One with your manager.

This document provides the following:
1. Getting Ready
2. Leading Promising Conversations
3. Cascading the Conversation
4. Checklist
5. Appendices

GETTING READY
a) Leading Promising Conversations – Hints & Tips
   Review this document to discover all you need to know about how to prepare and host great Promising Conversations: Appendix II

b) Background Preparation Around the Strategy and Conversations
   We do not expect you to become an expert on the strategy and have all of the answers from the start. However, preparation will help you begin to develop your thoughts and confidence towards Our Promise 2030 before you host a conversation with others.

   I. Watch this short excerpt from Kevin Jenkins’ strategy introduction at the Triennial Council in November 2016: www.wvlink.it/KJTC-OP30-Con (~7.5 minutes and available in English only). If you would prefer, the whole 31-minute presentation is available here: www.wvlink.it/KJTC-OP30


   III. Know your own local strategy: Know enough about your own local strategy and priorities to have a view about how similar or different they are to Our Promise 2030. Some local strategies are more aligned than others, but one of the first initiatives in Our Promise 2030 is to ensure strategies across the Partnership become better aligned.
IV. Please also **forward the two resources mentioned** (Kevin’s condensed video message and the strategic summary document) on to your team before your conversation, it will give them a good understanding of the strategy and allow for better and deeper conversations.

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**LEADING PROMISING CONVERSATION ONE WITH YOUR TEAM**

Conversation One is an introduction for you and your team to the global strategy – *Our Promise 2030.*

a) Please note the following:

I. **Timing:** Please schedule at least 30-minutes for a meeting with your immediate team to have Conversation One as soon as possible (as part of a regular team meeting or a specially arranged time). We want all staff throughout the entire Partnership, to have had Conversation One by the end of June at the latest.

II. **Conversation Guide:** Please review (before your conversation) and follow during your conversation this simple guide: *Appendix I*

III. **Feedback Form:** We need to hear back from you and your team. As you lead your team through the conversation, please select someone to take notes in Appendix I provided and within a day after your conversation, please transcribe and provide your responses as feedback to the Strategy Realisation Office via this simple online form: https://goo.gl/forms/4LE1DpXO5rFbRlK22

b) **Resources for Your Conversation:**

I. **INTRODUCTION VIDEO:** Each conversation will start with a short video, to help introduce the conversation. Ensure you have seen this before you use it and are ready to play it at the meeting: www.OurPromise2030.org/PC1-Vid-Eng. Please Note: If you are leading a virtual team, please share the link with your team during your conversation and give them time to watch it in full. Showing videos over WebEx is generally unsuccessful.

II. **CONVERSATION ONE FLIER:** Ensure you print off (or share the link beforehand for virtual teams) and provide this one-page flier to each member of your team at the start of the conversation. It will help them to reflect on and remember the key points of the conversation: *Appendix III* (download link: www.OurPromise2030.org/Flier)

Tip: Encourage your staff to display this where they work.
CASCADING THE CONVERSATION

Within a day of completing your Promising Conversations, email and request your staff who are line managers (who manage their own teams) to visit this link: www.OurPromise2030.org/PCI so they can download this same instruction document and continue the cascade process by leading the same conversation with their team and beyond. The Promising Conversations instructions, guides and resources are immediately available in English, French and Spanish with seven additional languages being released shortly. For the success of this conversation to reach the entire Partnership, this is a critical step.

CHECKLIST

OK, you should now be ready. Make sure you can say ‘yes’ to the following:

You should now have scheduled a time to have your Promising Conversations with your own team for at least 30 minutes. This can be during a regularly scheduled team meeting or a newly scheduled time to focus on the strategy together.

You forwarded the two resources (Kevin’s condensed video message and the strategic summary document) on to your team before your conversation.

You’ve read through the ‘Hints and Tips’ document, and now know how to lead Conversation One confidently and with enthusiasm. Remember to repeat the good practices that you received from your manager when you had your earlier Promising Conversation.

You should have read enough background on Our Promise 2030 and your local strategy to feel comfortable in leading a discussion with your team.

You have printed off the conversation guide Appendix I and found a scribe to take notes. You’ve also printed off copies of the one-page flier for all participants, Appendix III (download link: www.OurPromise2030.org/Flier) and watched the introductory video: www.OurPromise2030.org/PCI-Vid-Eng

AFTER CONVERSATION ONE

You have viewed and know how to fill out the online feedback form once you’re done: https://goo.gl/forms/4LE1DpXO5rFbRIK22
You have emailed the staff on your team who are line managers this link: www.OurPromise2030.org/PCI requesting them to have the same conversation with their teams and on throughout the organisation.

Enjoy Promising Conversations with your team. We hope that you have conversations full of promise – for you, your team, your supporters and the vulnerable children we serve.

If you have any questions, please connect with the Strategy Realisation Office at: Conversations@OurPromise2030.org or visit online at: www.OurPromise2030.org.
I. PROMISING CONVERSATIONS

GUIDE TO CONVERSATION ONE

Who we are and why we need to change

NOTE TO LEADER: Ensure you have printed this document and have selected someone to take notes (a scribe) so you can provide feedback through the online form after your conversation. Also print off and hand out the one-page flier to your team.

WELCOME

SUGGESTED INTRODUCTION – “Welcome to the first in a series of Promising Conversations. We are going to spend the next 30-minutes or so having a conversation about the new global partnership strategy, Our Promise 2030. In this first conversation, we will explore what Our Promise 2030 is, why it is important and what is might mean for us. This is the first in six conversations that all leaders across all World Vision offices are hosting with their teams. We are joining others in one huge, important, conversation.”

You’ll notice that INSERT NAME will be taking notes throughout the conversation. Your specific comments will be anonymous, but we will provide feedback so that those guiding the strategy can listen to what we have to say.”

ONLY SHARE IF LINE MANAGER(S) ARE PRESENT: If you are a line manager and manage your own team, please note that you’ll be leading this same conversation with your team in the near future. I’ll be providing you with all of the leader resources, so you can do this.

‘Let us start by watching this short video to set up our conversation’. 
(APPROXIMATELY 2 MINUTES)
Note: if you do not have the ability to watch the video, please discuss the key points from the strategy one-page flier instead. (download link: www.OurPromise2030.org/Flier)

www.OurPromise2030.org/PC1-Vid-Eng

WHO WE ARE – OUR VISION FOR CHILDREN
(APPROXIMATELY 7 MINUTES)
QUESTION: From what you saw in the video, and have experienced at World Vision, what makes you proudest about who we are and what we do?

WHAT IS CHANGING?
(APPROXIMATELY 7 MINUTES)

QUESTION: The face of poverty is changing and we must change with it.
Who do you think are the most vulnerable children? What kind of places are they in now and where will they be in the future?

OUR PROMISE 2030
(APPROXIMATELY 10 MINUTES)

QUESTION: Our Promise 2030 is a promise to the most vulnerable children that we will relentlessly pursue our vision; that none will be left behind. From what you know about this strategy what excites you?

QUESTION: What concerns do you have, if any?

CLOSING THE CONVERSATION
(APPROXIMATELY 5 MINUTES)

Question: As we start to understand more about the strategy that will take us to 2030 – what do you think it might mean for us and the work we do? (For example, what might stay the same and what might change)

Question: For those leading your own teams, what support do you need to host this conversation with your staff?
(ONLY ASK IF LINE MANAGERS ARE PRESENT)

SUGGESTED CLOSING – “Thank you for being part of this conversation and the amazing commitment you show to our work. I look forward to our next in the series of Promising Conversations which will be about - Unity and trust; keeping Our Promise as one global organisation.”

PRAYER

NOTE TO LEADER: Please take this time to pray in a way appropriate to your context, in relation to the new strategy and specific prayer requests for your team. Here are some prayer points that you might like to include when praying on the strategy:

- Pray for the different areas the strategy is addressing (the 5 imperatives)
- Pray for the vulnerable children it’s been developed to respond to
- Pray for the new direction and change the strategy will bring us
• Pray for your team in relation to the strategy and how God can use us in this

CONVERSATION NOTES

These pages provide a place to capture the key points made during your conversation. It does not need to be a word for word record. But it would help to record key points of agreement, difference, questions or concerns. After the conversation please log in to the online feedback system found here: https://goo.gl/forms/4LE1DpXO5rFbRIK22 and transfer your points. We want to hear what you think is important to raise up.

WHO WE ARE – OUR VISION FOR CHILDREN

QUESTION: From what you saw in the video, and have experienced at World Vision, what makes you most proud about who we are and what we do?

WHAT IS CHANGING?

QUESTION: The face of poverty is changing and we must change with it.

Who do you think are the most vulnerable children? What kind of places are they in now and where will they be in the future?

OUR PROMISE 2030

QUESTION: Our Promise 2030 is a promise to the most vulnerable children that we will relentlessly pursue our vision; that none will be left behind. From what you know about this strategy what excites you?
QUESTION: What concerns do you have, if any?

CLOSING THE CONVERSATION
Question: As we start to understand about the strategy that will take us to 2030 – what do you think it might mean for us and the work we do? (For example, what might stay the same and what might change)

Question: What support do you need to host this conversation with your own team? (ONLY ASK IF LINE MANAGERS ARE PRESENT)
APPENDICES

II. PROMISING CONVERSATIONS
HINTS AND TIPS

WHAT ARE THESE PROMISING CONVERSATIONS?
Staff want to hear important news from their leader, and to have the chance to explore it, understand it and work out what it means for them. Promising Conversations is a series of regular team conversations across the entire World Vision Partnership, during the course of the next twelve months covering the Our Promise 2030 Partnership strategy.

It requires leaders, at all levels, to engage and lead their people so that Our Promise 2030 becomes their promise as well, and together we understand and deliver the changes to make it real for children and supporters.

Each conversation will start with World Vision International President, Kevin Jenkins, and his team. Once a leader has been a participant in a conversation, they in turn host a similar conversation with their own team – eventually reaching all staff. Feedback will be collected by the Strategy Realisation Office, so that all staff voices are heard.

This approach is simple, but it needs to be done well. It is intended to open enquiry, possibilities, critical thinking and two-way communication. The more we learn together the easier it is to see our role in success, and better understand the impact of our own actions during change.

SIX PROMISING CONVERSATIONS
Six Promising Conversations cover the following areas critical to realising Our Promise 2030 and are based upon the mindsets and behavior changes called for by the strategy:

1. Who we are and why we need to change
2. Unity and trust; keeping Our Promise as one global organisation
3. Wise stewardship; making an impact with the resources entrusted to us
4. Looking outward; learning and innovating together
5. Timely truth telling; conversations full of grace and authenticity

In addition to the above, the Day of Prayer will also be a conversation in this series when staff from across the partnership will engage in the strategy as we discuss together what it means to live out our faith with boldness and humility.

Here is a quick graphic outlining the conversation plan for Promising Conversations:
wvlink.it/PCCconvTiming

MY ROLE IN PROMISING CONVERSATIONS
Think of yourself as a guide, hosting a series of conversations. You will not be filling the role of teacher or expert. In fact, once the conversation begins, you may do very little talking. Throughout the session, your main duties will be to:

- Prepare yourself for the conversation
- Book a time for this 30-minute conversation with your team
- Ensure that the group stays focused on the discussion
- Encourage honest and open participation
- Ask probing questions to increase understanding
- Keep the group on time
- Commission the group to go and have the same conversation with their teams

MATERIAL FOR YOUR PROMISING CONVERSATIONS SESSION
The following materials will be made available to you, as instructions from your manager who lead your conversation, well before the conversation starts:

1. A short video clip relating to your conversation
2. A one-page flier that reflects key elements of the conversation
   This one page can be printed out and given to participants at the start of the conversation. It is designed to be a helpful visual aid to your conversation and a ‘take away’ that people can use and display.
3. Your conversation guide
   This document is your guide to running the 30-minute conversation. It offers timings, open questions, discussion and prayer points.
4. The feedback process
   With the materials sent to you by email there will be a link which will take you to a site where you can put the feedback from your conversation. This is really important because it will start a conversation across the whole organisation about how Our Promise 2030 is being received, understood, with ideas, questions and learning.

TIPS AND TECHNIQUES FOR HOSTING EFFECTIVE CONVERSATIONS
Many of the skills and approaches for hosting **Promising Conversations** are the same that you would use for having effective conversations during performance management, team meetings, coaching sessions, or training.

A few days before the conversation…
Review the materials so you are familiar with them. Knowing the content will make hosting the conversation easier for you and more effective for the participants. Read the conversation guide and decide what you are going to do to host a good conversation.

Think about your own reaction to **Our Promise 2030**…
No one is expecting you to be an expert on all aspects of the strategy. It is not a test, but an exploration together of what it will mean for all of us. So take some time to think about what it means for you – where you still have questions, what excites you about it. Your team will expect to hear what you think and feel about the content of the conversation. Is **Our Promise 2030**, your promise as well?

On the day of the session
Make sure you have printed off (or provided via a link for virtual teams) the resources being shared (if this exists for your specific **Promising Conversations**) for everyone and yourself, and a copy of the conversation guide.

As the session begins…
‘Set the stage’ for the conversation. Participants should understand:
- Why this activity has been created
- How long the session will last (about 30 minutes)
- Your role as conversation host (not interviewer) and their role as participants
- Why this conversation is important to you

Use the introduction video to set the scene

During the session…
Add enthusiasm to the process by keeping a positive, energetic attitude. This is not a time to survey your team but join in the conversation with energy, however be careful not to dominate.

Be an active listener. Participants will offer opinions more often when they see that you, the host, are paying close attention. When someone offers a relevant but brief statement, restate it to encourage the speaker to elaborate. Or ask, “Why do you think that happens?” or “What leads you to that conclusion?”

Keep the group focused…
If the discussion wanders off the topic, remind them of the question or topic. You may also remind the group about the need to stay on time.

**Shift control of the discussion...**

Everyone should be involved in the conversation. If one participant dominates the discussion:

- Ensure you maintain eye contact with all participants, not just those who are the most vocal
- Encourage participants who aren’t talking at all. A polite but direct “What do you think about that?” usually gets a response. If you are unsuccessful, don’t worry. Some people prefer to learn silently. **Remember that you are not a teacher or a participant**
- If a question arises, ask participants what they think, or say, “Let’s talk about that at the end of our discussion.”
- When you are tempted to jump into a lively discussion, remember that when the host is giving ideas and answers, participants don’t take part in their own learning and may feel like students instead of explorers
- The conversation guide is a helpful prompt and reminder, not instructions to the group. Do not read them aloud in the conversation.

**Towards the end of the session....**

Keep the energy up by being enthusiastic, interested in what people are saying, and keeping good eye contact.

Use the conclusion and prayer in the last section of the conversation guide to end the session really well and not just slowly grind to a halt. There has been a lot of information and time spent thinking about it – so notice if energy is dropping and either move on or inject some enthusiasm or humour.

**After the session...**

Address any concerns that have been raised, if you can. If you don’t know the answers, ask a volunteer to investigate and report to the group, or take this on as a personal task. Express appreciation to the participants for sharing their ideas.

Be clear that you now expect them to have the same conversation with their teams, and then for their team members to do the same until all staff have been included in a conversation.

**EIGHT TIPS TO GET PEOPLE TALKING**

Hosting a conversation well can make all the difference. This is a skill and an art. Here are eight tips to help:

1. **Wait at least 5 seconds for an answer after asking a question.** Silence is a difficult thing when we are hosting. However, people need time to think of what they want to say, whether they want to share and what questions they have.
2. **Acknowledge all answers.** Participants need to know that every answer, regardless of how strange or different, has been heard. When participants know that all answers are listened to (although not always correct), they will be encouraged to share.

3. **Ask open questions.** Open questions encourage dialogue and invite ideas, opinions and discussion. Since open questions have no ‘yes’ or ‘no’ answers, learners are invited to engage with the content and each other, exploring and making sense of the topic for themselves. They often start with, what, how, or when.

4. **Weaving.** Weaving past and future information and stories into what you are doing will help learners see connections and hook personal learning into the new learning.

5. **Talk less, listen more.** The more participants can discuss, debate, and assess new content, the more they learn. This means: less of you, more of them.

6. **Use invitational language.** Invitational language is respectful and inviting. Try phrases like: “I want to invite you back to the conversation…” or “Who would like to share their story with us?” or “Who has a question?”

7. **Sample to keep energy up.** In table or group work, it may not be necessary to hear from everyone. It is important to honour people’s contribution and invite questions, but this can be done by sampling: “Let’s hear from two or three of you” or “Let’s hear one of your stories” or “Who else haven’t we heard from so far?” Avoid sampling, however, when it is important that the group together make a decision that affects everyone.

8. **Be flexible.** The most critical thing to remember about hosting is to be flexible. We never know exactly how a discussion will go, who will be there, and what unexpected events will arise, therefore, you need to be able to shorten an activity, add some important language to a definition and change the format of your session as needed.
The face of poverty is changing. We must make a new commitment to the world’s most vulnerable children. To relentlessly pursue our vision for every child – life in all its fullness; and our prayer for every heart the will to make it so.

Deepening our commitment to the most vulnerable children
Changing from primarily working in places where we are most comfortable and confident; to shifting where we work, and how we allocate resources, towards the most vulnerable

Focusing our ministry for greater results
Changing from spreading our resources across a broad agenda, to focusing on a limited range of programme types and sectors, becoming excellent in each

Collaborating and advocating for broader impact
Changing from largely working on our own, in our way, to partnerships, joint ventures and advocacy with those who share our goals

Delivering high quality, sustainable funding
Changing from a funding mix that no longer serves us well, to raising the right funds from the right donors for the right programmes in the right places

Living out our Christian faith and calling with boldness and humility
Changing from an identity and strength not yet fully utilised, to living out our Christian faith in all we do, in harmony with those of other faiths and none

OUR STRATEGY IS A PROMISE TO CHANGE OURSELVES
- Unity and trust
- Wise stewardship
- Looking outward
- Timely truth telling with love