

# DOWNLOAD PDF LEADING STRATEGICALLY THROUGH EFFECTIVE VISION AND MISSION

## Chapter 1 : Strategic leadership - Wikipedia

*Key Terms Strategic Leadership - the ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary Individual Strategic Leaders and Influences on Their Decisions - Open with an introduction to strategic leadership, followed by the concept of.*

Communicating the Vision Personal Evaluation From the beginning, we are taught that outward signs of success are shown through upward promotions and ever-increasing responsibilities. But not all great performers translate into great managers. One has to consciously decide to take on a leadership role, adopting new tactics to lead others. Begin with an honest inspection on your own situation by asking the following questions: Can I articulate the kind of environment in which I want to work and share that vision with my team? When necessary, am I willing to argue against my superiors to protect the integrity of our work, and will the organization allow such challenges? How well can I identify the strengths and weaknesses of those with whom I work, and can I channel those strengths and weaknesses into positive tasks? Am I willing to delegate assignments and provide the kind of information others need to complete these tasks well? Am I willing to empower others to make decisions and foster creative thinking? Do I believe I can make a difference, no matter how small? Objective answers to these questions do not always provide a clear direction, but they do help determine a personal commitment to accepting a leadership role. Self-inspection drills like this one can lead to the realization that vast improvements are needed, or even that an individual is in the wrong role or wrong organization altogether. It also lays the groundwork for the most important principal of management: Rather, teach them to yearn for the far and endless sea. Every assignment, every objective stems from this vision and defines the basic goals for everyone within your group to achieve that vision. Defining a vision is based largely on the expectations of your superiors within an organization, but there is always room to further define your vision within the scope of those expectations. Establishing a carefully planned and documented vision with your direct reports defines goals for the group and creates a personal ownership for every individual. Including your staff in a collaborative process cultivates buy-in and general acceptance. The Collaborative Process When beginning to discuss a vision with your team, first define the core values of your organization. These are the common ideals that everyone can understand, including integrity, creativity, innovation, service, and accuracy. If challenged in a new business climate, the organization would retain these principles. The next phase of building a vision includes an examination of what your team will aspire to become or achieve as long-term goals. James Collins and Jerry I. Porras illustrate this technique in *Successful Habits of Visionary Companies*. Begin with a single sentence of what the department does, then ask the group to explain why it is important. Ask this question five times. If your department ceased to exist tomorrow, what would the company lose? Collin and Porras illustrate this technique with examples of visions from identifiable companies that helped shape their mode of operation for years: Wal-Mart, Become the dominant player in commercial aircraft, and bring the world into the jet age. Boeing, Become the company that most changes the worldwide image of Japanese products as being of poor quality. Sony, early s Crush Adidas. Nike, s Transform this division from a poorly respected internal products supplier to one of the most respected, exciting, and sought-after divisions in the company. From internal memos, presentation, or posters, the vision servers a reminder to the team of their purpose and goals. The vision can be incorporated into objective setting and performance review standards as well as interdepartmental projects. Managers today do not have the luxury of time for in-depth strategy sessions, team-building excursions, and one-on-one personal reviews thanks to an increased virtual work force. Teams are spread across the globe, operating at difference hours, across cultures, all while working against critical deadlines and lofty objectives. Yet taking the time to initiate a small goal like creating a vision is the first step toward creating a better team, a stronger workforce, and entrepreneurial thinkers. This crucial step initiates the beginning of a transformation within yourself and a larger effect on the group you lead. Leadership from A to Z:

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## Chapter 2 : The 7 characteristics of powerful visions for effective leadership - Ross Dawson

*Key points in Chapter 2 The roles that leaders play Skill sets of effective strategic leaders (Level 5 hierarchy).*

Chapter 2 Leading Strategically Learning Objectives After reading this chapter, you should be able to understand and articulate answers to the following questions: What are vision, mission, and goals, and why are they important to organizations? How should executives analyze the performance of their organizations? In what ways can having a celebrity CEO and a strong entrepreneurial orientation help or harm an organization? Image courtesy of Wikimedia, <http://> March 30, , marked the fortieth anniversary of Starbucks first store opening for business in Seattle, Washington. From its humble beginnings, Starbucks grew to become the largest coffeehouse company in the world while stressing the importance of both financial and social goals. As it created thousands of stores across dozens of countries, the company navigated many interesting periods. The last few years were a particularly fascinating era. Riding to the rescue was Howard Schultz, the charismatic and visionary founder of Starbucks who had stepped down as chief executive officer eight years earlier. Schultz again took the helm and worked to turn the company around by emphasizing its mission statement: Accessed March 31, About a thousand underperforming stores were shut down permanently. Thousands of other stores closed for a few hours so that baristas could be retrained to make inspiring drinks. How Starbucks fought for its life without losing its soul by Howard Schultz]. Indeed, important questions loomed. Could performance improve further? How long would Schultz remain with the company? The Importance of Vision Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion. Effective strategic leaders are able to convince employees to embrace lofty ambitions and move the organization forward. In contrast, poor strategic leaders struggle to rally their people and channel their collective energy in a positive direction. As the quote from Jack Welch suggests, a vision What the organization hopes to become in the future. Like all good visions, Avon sets a high standard for employees to work collectively toward. Perhaps no vision captures high standards better than that of aluminum maker Alcoa. The results of a survey of one thousand five hundred executives illustrate how the need to create an inspiring vision creates a tremendous challenge for executives. Meanwhile, 90 percent of the executives expressed serious doubts about their own ability to create a vision. How leaders develop it, share it, and sustain it. Business Horizons, 37 5 , 37â€” Not surprisingly, many organizations do not have formal visions. Many organizations that do have visions find that employees do not embrace and pursue the visions. Having a well-formulated vision employees embrace can therefore give an organization an edge over its rivals. Organizational Vision Images courtesy of David Herrera, <http://> Organizations need support from their key stakeholders, such as employees, owners, suppliers, and customers, if they are to prosper. A mission statement should explain to stakeholders why they should support the organization by making clear what important role or purpose the organization plays in society. The firm continues to serve its mission through various strategic actions, including offering its Internet browser Google Chrome to the online community, providing free e-mail via its Gmail service, and making books available online for browsing. Many consider Abraham Lincoln to have been one of the greatest strategic leaders in modern history. Image courtesy of Alexander Gardner, <http://> Some universities have fallen into this trap. Many large public universities were established in the late s with missions that centered on educating citizens. As the twentieth century unfolded, however, creating scientific knowledge through research became increasingly important to these universities. Many university presidents responded by creating visions centered on building the scientific prestige of their schools. This created a dilemma for professors: Should they devote most of their time and energy to teaching students as the mission required or on their research studies as ambitious presidents demanded via their visions? Some universities continue to struggle with this trade-off today and remain houses divided against themselves. To work toward achieving these overall aspirations, organizations also need to create goals Narrower aims that organizations pursue to serve their visions and missions. The most effective goals are those that are specific, measurable,

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aggressive, realistic, and time-bound. An easy way to remember these dimensions is to combine the first letter of each into one word: In May , President John F. Kennedy proposed a specific goal in a speech to the US Congress: National Aeronautics and Space Administration. A few moments later, Kennedy made it clear that such targeting would be needed if this goal was to be reached. A goal is measurable to the extent that whether the goal is achieved can be quantified. Either Americans would step on the moon by the end of or they would not. Because water efficiency is easily calculated, the company can chart its progress relative to the 20 percent target and devote more resources to reaching the goal if progress is slower than planned. A goal is aggressive if achieving it presents a significant challenge to the organization. A series of research studies have demonstrated that performance is strongest when goals are challenging but attainable. Such goals force people to test and extend the limits of their abilities. This can result in reaching surprising heights. President Kennedy captured this theme in a speech in September We choose to go to the moon in this decadeâ€not because [it is] easy, but because [it is] hard, because that goal will serve to organize and measure the best of our energies and skills. Meanwhile, easily achievable goals tend to undermine motivation and effort. Consider a situation in which you have done so well in a course that you only need a score of 60 percent on the final exam to earn an A for the course. Understandably, few students would study hard enough to score 90 percent or percent on the final exam under these circumstances. Similarly, setting organizational goals that are easy to reach encourages employees to work just hard enough to reach the goals. It is tempting to extend this thinking to conclude that setting nearly impossible goals would encourage even stronger effort and performance than does setting aggressive goals. People tend to get discouraged and give up, however, when faced with goals that have little chance of being reached. If, for example, President Kennedy had set a time frame of one year to reach the moon, his goal would have attracted scorn. The country simply did not have the technology in place to reach such a goal. Thus goals must also be realistic, meaning that their achievement is feasible. You have probably found that deadlines are motivating and that they help you structure your work time. The same is true for organizations, leading to the conclusion that goals should be time-bound through the creation of deadlines. Coca-Cola has set a deadline of for its water efficiency goal, for example. The goal was actually reached a few months early. On July 20, , Neil Armstrong became the first human to step foot on the moon. Incredibly, the pursuit of a well-constructed goal had helped people reach the moon in just eight years. Americans landed on the moon eight years after President Kennedy set a moon landing as a key goal for the United States. The period after an important goal is reached is often overlooked but is critical. Will an organization rest on its laurels or will it take on new challenges? The US space program again provides an illustrative example. At the time of the first moon landing, Time magazine asked the leader of the team that built the moon rockets about the future of space exploration. Next, Mars and beyond. This would be followed in the mids by a flight to orbit Mars as a prelude to landing on Mars. Obama sets Mars goal for America. Vision, Mission, Goals, and You". A vision states what the organization aspires to become in the future. Goals are the more specific aims that organizations pursue to reach their visions and missions. Exercises Take a look at the website of your college or university. Were they easy or hard to find? As a member of the student body, do you find the vision and mission of your college or university to be motivating and inspirational? Why or why not? What is an important goal that you have established for your career? Learn each of the dimensions of the balanced scorecard framework. A Complex Concept Organizational performance How well an organization is doing at reaching its vision, mission, and goals. Assessing organizational performance is a vital aspect of strategic management. Executives must know how well their organizations are performing to figure out what strategic changes, if any, to make. Performance is a very complex concept, however, and a lot of attention needs to be paid to how it is assessed. Two important considerations are 1 performance measures and 2 performance referents Figure 2. A performance measure A metric such as profits, stock price, and sales along which organizations can be gauged. Most executives examine measures such as profits, stock price, and sales in an attempt to better understand how well their organizations are competing in the market.

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## Chapter 3 : A Look Into Starbucks: Ch. 2: Leading Strategically Through Effective Vision and Mission

*The leadership vision goes beyond your written organizational mission statement and your vision statement. The vision of leadership permeates the workplace and is manifested in the actions, beliefs, values, and goals of your organization's leaders.*

Leadership and Visioning Where there is no vision, the people perish. Thus, it is the first step in goal setting. While mission statements guide the organization in its day-to-day operations, visions provide a sense of direction for the long term – the means to the future. Warren Bennis and Burt Nanus wrote: By so doing, they consolidate or challenge prevailing wisdom. In short, an essential factor in leadership is the capacity to influence and organize meaning for the members of the organization. The difference may be summarized as activities of vision and judgment – effectiveness versus activities of mastering routine – efficiency. And then destroy them; and then create anew. In addition, visions that are merely proclaimed or not lived convincingly are nothing more than mockeries of the process. Some visions almost sound like value statements. Their credo saved them during their Tylenol crisis as it gave them specific guidelines to follow. Developing a vision and values is a messy, artistic process. Living it convincingly is a passionate one, beyond any doubt. Peters goes further into his explanation of visions by writing: Effective visions are inspiring. Effective visions are clear and challenging. Effective visions make sense in the market place, and, by stressing flexibility and execution, stand the test of time in a turbulent world. Creating Visions The U. Follow-up during the actual performance to ensure all the above is being met. Creating visions are quite often the simple part, with the hard part being the execution – turning the vision into reality. The hard part was the actual accomplishment of the vision. The important part is not really the framework or method used to create a vision, but rather the path one must take after the vision is created. Later, Apple came close to going under, but Jobs held true to his vision when he returned to Apple as no one technology company has had as many innovations as Apple has – it is why they still survive and lead in a very competitive environment. For more on the visioning process, see Sensemaking and Visualization. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honor and recognition in case of success. Our goal is to be the best. What else is there? If you can find a better car, buy it. We will gain competitive advantage through this, and by building on our existing strengths and developing new competencies. We will be market driven, efficient and profitable. Our success will make Whirlpool a company that worldwide customers, employees and other stakeholders can depend on. Air Force Next Steps Learning Activity Visioning For more on the visioning process, see Sensemaking and Visualization Strategies are similar to visions in that they are forward-looking, thus they are related to visions. See Strategy and Tactics.

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## Chapter 4 : Chapter 2 Leading Strategically Through Effective Vision and Mission. - ppt download

*concludes by clearly differentiating vision and mission from strategy. The concept of strategic leadership is crucial to effective strategy formulation and implementation.*

Peace on earth Mission the what and why Developing mission statements are the next step in the action planning process. The mission might refer to a problem, such as an inadequate housing, or a goal, such as providing access to health care for everyone. Some general guiding principles about mission statements are that they are: Although not as short a phrase as a vision statement, a mission statement should still get its point across in one sentence. Mission statements explain the overarching outcomes your organization is working to achieve. Good mission statements are not limiting in the strategies or sectors of the community that may become involved in the project. The following mission statements are examples that meet the above criteria. One way to do this without sacrificing the directness of the vision and mission statements is to include guiding principles as an addition to the statements. These can lay out the beliefs of the organization while keeping its vision and mission statements short and to the point. Objectives how much of what will be accomplished by when Once an organization has developed its mission statement, its next step is to develop the specific objectives that are focused on achieving that mission. For example, one of several objectives for a community initiative to promote care and caring for older adults might be: These objectives look at changing the behaviors of people what they are doing and saying and the products or results of their behaviors. For example, a neighborhood improvement group might develop an objective around having an increased amount of home repair taking place the behavior or of improved housing the result. These are related to behavioral outcome objectives, but are more focused more on a community level instead of an individual level. For example, the same group might suggest increasing the percentage of decent affordable housing in the community as a community-level outcome objective. These are the objectives that refer to the implementation of activities necessary to achieve other objectives. For example, the group might adopt a comprehensive plan for improving neighborhood housing. Most groups will develop objectives in all three categories. Examples of objectives include: Community-level outcome objective By December of this year, implement the volunteer training program for all volunteers. Strategies explain how the initiative will reach its objectives. Generally, organizations will have a wide variety of strategies that include people from all of the different parts, or sectors, of the community. These strategies range from the very broad, which encompass people and resources from many different parts of the community, to the very specific, which aim at carefully defined areas. Examples of broad strategies include: A child health program might use social marketing to promote adult involvement with children An adolescent pregnancy initiative might decide to increase access to contraceptives in the community An urban revitalization project might enhance the artistic life of the community by encouraging artists to perform in the area Five types of specific strategies can help guide most interventions. Providing information and enhancing skills e. The plan refers to: The key aspects of the intervention or community and systems changes to be sought are outlined in the action plan. For example, in a program whose mission is to increase youth interest in politics, one of the strategies might be to teach students about the electoral system. Some of the action steps, then, might be to develop age-appropriate materials for students, to hold mock elections for candidates in local schools, and to include some teaching time in the curriculum. Action steps are developed for each component of the intervention or community and systems changes to be sought. What will happen Person s responsible: Who will do what Date to be completed: Timing of each action step Resources required: Who else should know about this action Here are two examples of action steps, graphed out so you can easily follow the flow:

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## Chapter 5 : Basics of Developing Mission, Vision and Values Statements

*Many organizations have both a vision and a mission statement, but the vision statement should be established first and foremost. The vision statement should be short, preferably one sentence, and as many managers as possible should have input into developing the statement.*

There are very few natural visionary leaders in the corporate world. I have been lucky to have worked with two during my year career with Walt Disney World. The good news is that this is a skill that can be learned. So what is a vision? How does it work, and how is it different from a vision statement? A vision statement is a statement of words describing where and what an organization wants to be in the future. It usually remains unchanged for many years. There is nothing wrong with vision statements. They have their place in the organizational structure. However, vision statements do not necessarily translate into action. Without action, an organization has a nicely framed statement on the wall but no forward motion. To be a visionary, a leader need have nothing more than a clear vision of the future. The difficult task is communicating that vision with clarity and passion in order to motivate and inspire people to take action. A visionary leader who clearly and passionately communicates his or her vision can motivate employees to act with passion and purpose, thereby ensuring that everyone is working toward a common goal. What follows is a practice exercise that you can use to develop and hone your visionary communication skills: Think of one challenge within your department, division or organization. Imagine the big picture. Visualize the incredible future success that you will realize from the new and improved situation, as well as the benefits to the organization and to the employees. This is your chance to be a true visionary. No dream is too big or too fantastic. This is the "pie in the sky" result you are seeing. Determine how you will communicate your vision. What words and phrases will you use? In what environment will you choose to communicate your vision – in a staff meeting, one on one, with supervisors and managers? How will you communicate the benefits to the staff and to the organization? Write down your ideas on paper. Practice communicating what you have written. Make sure it sounds sincere. Practice out loud to yourself and to others. If you use this exercise frequently, you will find that expressing your vision in a compelling and clear manner will soon feel very natural. When you are ready to communicate your vision to your employees, give them only the vision of success. Great leaders use vision as a tool to inspire and motivate, not to dictate. Do not give your employees the steps for achieving the vision, but let them determine the methods and tactics for achieving the goal. Great leaders know how to give the gift of vision and then step away.

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## Chapter 6 : Leading Strategically Through Effective Vision and Mission - ppt download

*Leading Strategically Through Effective Vision and Mission DR. ROBERT J PALMER OBJECTIVES 1 Explain how strategic leadership is Your Voice Matters: Vote on Tuesday, November 6!*

To build a solid foundation for a successful organization, it is essential to have a written, clear, concise and consistent mission statement that simply explains who you are and why you exist. Keep it short – Peter Drucker would say your mission should fit on a t-shirt. Your mission statement should serve as a guide for day-to-day operations and as the foundation for future decision-making. Keep these guidelines in mind when writing or evaluating yours: Based on your core competencies: Your organization should base its mission on a competitively superior internal strength, unique capability or resource that the organization performs well in comparison to similar organizations. Motivates and inspires stakeholder commitment: Your mission statement should be motivating. Your mission statement should be realistic. You should avoid making the mission too narrow or too broad. Specific, short, sharply focused and memorable: It should be a precise statement of purpose that describes the essence of the organization in words your constituents and stakeholders can remember you by. At the same time it needs to give your team a profoundly simple focus for everything it does as an organization. Download the Complete Guide to Strategic Planning today. We never share your info. To solve unsolved problems innovatively. To provide relief to victims of disaster and help people prevent, prepare for, and respond to emergencies. Boy Scouts of America: To preserve the values and benefits of wilderness for present and future generations by connecting agency employees and the public with their wilderness heritage through training, information, and education. To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time. A natural-habitat refuge where sick, old, and needy elephants can once again walk the earth in peace and dignity. To provide liquidity, stability and affordability to the U. We save people money so they can live better. To make people who are away from home feel they are among friends and really wanted. To operate a worldwide business that produces meaningful benefits for consumers, our market partners and our community. They are based on enduring tenets – guiding principles – to adhere to no matter what mountain you climb. Your core values are part of your strategic foundation. They are the beliefs that guide the conduct, activities and goals of your organization. They establish why you do what you do and what you stand for. Values are deeply held convictions, priorities, and underlying assumptions that influence the attitudes and behaviors of your organization. Strong values account for why some organizations gain a reputation for such strategic traits as leadership, product innovation, and total customer satisfaction. When values and beliefs are deeply ingrained and widely shared by directors, managers and staff, they become a way of life within the organization, and they mold organizational strategy. Here are some guidelines in developing core values: Keep the list of values to between five and seven. They need to be memorable to your staff. Create phrases, but not paragraphs. One word is not enough to convey real meaning of a value. Make these values specific, not generic. It takes more than one word to define specificity. Values need to be shared. Some values-driven language may be part of your mission statement. Then, incidentally, that turned out to be good business too. It began with us thinking about what is the right thing to do in a business context. We said we want to really take care of these people, we want to honor them and we love them as individuals. Now that induces the kind of reciprocal trust and diligent effort that made us successful. But the motivation was not strategy, it was core values. Vision provides a clear mental picture of what your organization will look like in 5 to 10 years from now. Forming a strategic vision should provide long-term direction, delineate the organizational activities to be pursued and the capabilities the organization plans to develop, and infuse the organization with a sense of purposeful action. It serves as a unifying focal point for everyone in the organization like a North Star. It delineates the future focus and where the organization is going. Here are two examples of visions or BHAGs that were very lofty at the time they were established: We will put a man on the moon before the end of the decade and bring him back. JFK A computer

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on every desk and in every home using great software as an empowering tool. Microsoft An effective vision statement consists of the following elements. Your vision statement may or may not incorporate all of these elements, but keep them in mind when writing or evaluating yours. Provides a picture of what your business will look like in the future. Represents a dream that is beyond what you think is possible. It represents the mountaintop your organization is striving to reach. Visioning takes you out beyond your present reality. Clarifies the direction in which your organization needs to move and keeps everyone pushing forward to reach it. Worded in engaging language that inspires and engages people. It creates enthusiasm and poses a challenge that inspires and engages people in the organization. Capitalizes on Core Competencies: To grow a global portfolio of leading specialty chemical businesses, committed to innovation and the creation of value for our stakeholders. Komen for the Cure: A world without breast cancer. To become the provider of first choice for our community by being a leader in rural healthcare and offering innovative technologically advanced services. Recording for the Blind and Dyslexic: For all people to have equal access to the printed word. To be the premier Toy Brandâ€”today and tomorrow. Being the best means providing outstanding quality, service, cleanliness, and value, so that we make every customer in every restaurant smile. One result of a well-developed and executed strategic plan is to develop a unique competitive advantage. Successful organizations deliberately make choices to be unique and different in activities that they are really, really good at and they focus all of their energy in these areas. A sustainable competitive advantage is the foundation, the cornerstone of your strategic plan. Successful companies strive to create an advantage that continues to be competitive over time. Throughout the planning process you will need to evaluate every part of your plan to determine whether it supports or detracts from this. This statement should be no longer than one or two sentences or a couple of bullet points. Keep in mind that you should be able to effectively explain what your company does within 30 secondsâ€”or else you could lose your listener. Your organization exists for a very specific reason and has unique abilities, and most likely its purpose is different than any other company out there. Companies are founded for reasons as varied as something to do during retirement to making the world a better place. You might consider asking your employees for their perspective as well, when you survey them. You may be amazed at the insightful comments you receive. Later, when developing your goals, make sure to include goals that nurture and grow your competitive advantage. You should also make sure that your competitive advantage is something that is long-lasting and not easy to duplicate. This difference needs to be obvious to your customers, and it must influence their purchasing decision. Your competitive advantage must be difficult to imitate. You want to have an advantage that your competition cannot easily duplicate. This might be in the form of people, proprietary knowledge within your organization, or business processes that are behind the scenes. The first two bulleted items above must create activities that can be constantly nurtured and improved upon in order to maintain an edge over the competition. Only firm ever featured by American Funds in its advisory newsletter. The only design team chosen by the top 10 luxury developers in the state. Provides high-quality emergency, primary care, and retail pharmacy within its area. Staffs the hospital with personnel that have superior knowledge to support efficient operations. Offers the best care possible by maintaining its full staff of highly-experienced nurses. Creating a product portfolio that lowers the cost of health care. Could become the best capital markets player in anything that pertains to mortgages. Could become the best at building global brands of daily necessities that require sophisticated manufacturing technology. Could become the best at running a bank focused on the western United States. An organization-wide strategy is like an umbrella.

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## Chapter 7 : How to Develop Strategy Mission, Vision & Values | OnStrategy

*Ch. 2: Leading Strategically Through Effective Vision and Mission A strategic leader is responsible for "managing an overall enterprise and influencing key organizational outcomes." Ch. 2 of our text breaks down the diverse responsibilities of an organization's leader-- his unique interpersonal, informational, and decisional roles.*

Turbulent times require fast and effective action and this means people cannot spend time checking with an executive every time a critical decision needs to be made. When the sea is crashing all around and the dark of night sets in, having a north star by which to steer the ship is a matter of life or death. A vision is a much broader concept than the stodgy vision statements one tends to find on the walls of some corporate head office. A vision statement is not a vision. Ask an organisation what is their vision is and the response you will get is a one liner vision statement that sounds like a corporate slogan. The problem with these one liner vision statements is that they fail to fulfill the purpose of a vision, which is to provide direction. An effective vision is much broader than a vision statement stuck up somewhere on the corporate head office wall. Effective visions are a combination of ideas that express the following: Instead, teach them to yearn for the vast and endless sea. Vision provides direction and helps the organisation prepare for the future. Vision provides guidance for decision-making. Vision guides the types of people you hire and promote. Vision defines what you will and what you will not do. Vision helps set priorities and guides planning. Vision aligns people and activities across the organisation. Vision provides purpose and a source of inspiration. Vision empowers people and helps focus their efforts. Vision brings change and hope for the future. Not all visions are created equal. We do not gain the above benefits simply because we have a vision statement on our wall. These benefits are only gained if our vision is effective. What Makes an Effective Vision? If a leader is to inspire and enlist others to their cause, they need an effective vision. That is a vision that is vague, lacks ambition, tries to be all things to all people and void of meaning. Use these characteristics to help you evaluate your current vision and if necessary to guide you in creating a new one. It sets the context for action. An effective vision provides direction and makes clear where the organisation is going. This means that a vision needs to be specific enough to shape decision-making and appropriately broad to allow innovative strategies for realizing the vision. An effective vision provides guidance for decision-making and independent action. This requires the vision to be clearly articulated and easily understood. The vision must clarify focus, direction and constraints, to ensure that scarce resources are focused on the most strategic initiatives. Vision that is clear enables effective allocation of scarce resources. They exist within the current reality and talks to the context in which the organisation exists. An effective vision connects what has happened in the past to the desired future this gives the vision credibility. That purpose must be more meaningful than getting bigger or beating the competition. Purpose is about why we exist and why anyone should care. Vision connects people to a meaningful purpose, allowing them to feel that they are part of something bigger than themselves. Otherwise why else even be here? They influence the behaviour and attitude of people. Vision implies a set of values and beliefs that are required to support who organisations need to become to execute the vision. A vision is a goal that should challenge us, stretch us and set a high standard for the organisation. Effective visions represent a future that is beyond what is possible today or what we think possible tomorrow. It is the highest level goal that unites and challenges an organisation. A vision is unique when it declares what makes the organisation stand out and why it matters. Vision must make clear the activities that the organisation will and will not pursue, the capabilities to be developed and the market position it will occupy. An effective vision provides a vivid mental image of what the organisation will be like in the future. What would it feel like to work in the future organisation? What would it be like for customers who engage with this organisation? An effective vision engages and inspires people to commit to a cause. Vision appeals to the hearts and minds of people. Vision is inspiring when it captures the hearts of people. Vision is inspiring when it stops you in your tracks, grabs your heart and causes you to pay attention. An effective vision moves you emotionally, creating a desire

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to sign up to the cause. Review your company vision, is it effective? Does your vision exhibit the characteristics of an effective vision as described above? What changes do you need to make to ensure your vision is effective?

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## Chapter 8 : The Advisory Board Company - Leading through Vision

*THE QUALITY MANAGEMENT FORUM 7 Strategy in Action Transforming an organization's vision, mission and core competence into strategies is not enough to achieve organizational.*

Peace on earth What is a mission statement? The next piece of the puzzle is to ground your vision in practical terms. This is where developing a mission statement, the next step in the action planning process comes in. For example, "Promoting care and caring at the end of life through coalitions and advocacy. Your vision statement should inspire people to dream; your mission statement should inspire them to action. The mission statement might refer to a problem, such as an inadequate housing, or a goal, such as providing access to health care for everyone. Some general guiding principles about mission statements are that they are: While not as short as vision statements, mission statements generally still get their point across in one sentence. Mission statements explain the fundamental outcomes your organization is working to achieve. Good mission statements are not limiting in the strategies or sectors of the community that may become involved in the project. The following examples should help you understand what we mean by effective mission statements. Why is it important that your organization develops vision and mission statements like those above? First of all, because these statements can help your organization focus on what is really important. Your vision and mission statements help members remember what is important as you go about doing your daily work. Second, your vision and mission statements let other individuals and organizations have a snapshot view of whom your group is and what it wants to do. When your vision and mission statements are easily visible for example, if they are on the letterhead of your stationary , people can learn about your organization without having to work hard for the information. Then, those with common interests can take the time necessary to learn more. Clearly, this can be very helpful when you are recruiting other people and organizations to join in your effort. Finally, vision and mission statements are also very helpful in having members who are focused and bound together in common purpose. Not only do the statements themselves serve as a constant reminder of what is important to your organization, the process of developing them allows people to see the organization as "theirs. There are many other reasons to develop vision and mission statements as well. For example, having clear and compelling vision statements can: Draw people to common work Give hope for a better future Inspire community members to realize their dreams through positive, effective action Provide a basis for developing the other aspects of your action planning process: If your group has already developed vision and mission statements, you might wish to look at them in light of the criteria we discussed above. If members of your organization feel your current statements could be improved upon, this process can be used to modify them. Learn what is important to people in your community As developing your vision and mission statements is the first step in developing the action plan that will guide your effort, it is especially important that these first steps are well grounded in community beliefs and values. Knowing the important issues in your community is vital for the development of a strong, effective, and enduring action group. Therefore, one of the first steps you should take when developing the vision and mission of your organization will be is to define the issue s that matter most to people in your community. How do you go about doing so? There are many different ways you can gather this information, including: Conduct "public forums" or "listening sessions" with members of the community to gather ideas, thoughts, and opinions about how they would like to see the community transformed. In public forums or listening sessions, people come together from throughout the community to talk about what is important to them. Someone usually records these meetings, and a transcript of what is said provides a basis for subsequent planning. Hold focus groups with the people interested in addressing the issue s , including community leaders, people most affected by the issues, businesses, church leaders, teachers, etc. Focus groups are similar to public forums and listening sessions, but they are smaller and more intimate. Generally speaking, they are comprised of small groups of people with similar backgrounds, so they will feel comfortable talking openly about what concerns them. For example, the

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members of a group are generally about the same age, are of the same ethnic group, or have another common experience. They are used in much the same way as public forums, and also use facilitators and recorders to focus and take notes on the work done. Your organization may choose to hold focus groups with several different groups of people, to get the most holistic view of the issue at hand. For example, if your organization is involved in child health, you might have one focus group with health care providers, another with parents or children, and still another with teachers. Once you have a rough mission statement, you might again use a focus group to test it out. Obtain interviews with people in leadership and service positions, including such individuals as local politicians, school administrators, hospital and social service agency staff, about what problems or needs they believe exist in your community. Often, these individuals will have both facts and experiences to back up their views. If so, you can also use these data later if and when you apply for funding, or when you request community support to address the issues. More information on this topic can be found in Chapter 3, Section In fact, if you have the resources, it makes sense to do all of the above: And finally, some one on one time with community leaders can only serve to strengthen your knowledge and purpose; remember, there are undoubtedly many people in your community who have been wrestling with the same issues you are now looking at for a long time. Decide what to ask No matter if you are talking to one person or , your purpose is the same: These questions may be used for individual interviews, focus groups, public forums, or in any other way you choose to gather information. What is your dream for our community? What would you like to see change? What kind of community or program, policy, school, neighborhood, etc. What do you think should be the purpose of this organization or effort? Why should these issues be addressed? What would success look like? When your organization is questioning people, the facilitator should encourage everyone to allow their most idealistic, hopeful, and positive ideas to shine through. Encourage everyone to be bold and participate, and to remember that you are trying to articulate a vision of a better community, and a better world. First of all, what topic is most important to your organization and your community? For example, will you tackle urban development or public health issues? Racism or economic opportunity? A second question you will need to answer is at what level will your organization work. Will your organization begin only in one school, or in one neighborhood, or in your city? These are questions for which there are no easy answers. Your organization will need to consider what it has learned from the community, and decide through thoughtful discussion the best direction for your organization. We suggest you open this discussion up to everyone in your organization to obtain the best results. Of course, if your organization is receiving grant money or major funding from a particular agency, the grant maker may specify what the general goal of your group should be. For example, if your group accepts a grant to reduce child hunger, at least part of its mission will be devoted to this purpose. Even in these circumstances, however, the community should determine the ultimate vision and mission that will best advance what matters to local people. Develop your vision and mission statements Now that your organization has a clearer understanding of what the organization will do and why, you are in a prime position to develop the statements that will capture your ideas. As you are looking at potential statements, remember to keep them broad and enduring. And vision and mission statements that are built to last will guide efforts both today and tomorrow. Vision Statements First of all, remind members of your organization that it often takes several vision statements to fully capture the dreams of those involved in a community improvement effort. Encourage people to suggest all of their ideas, and write them down - possibly on poster paper at the front of the room, so people can be further inspired by the ideas of others. As you do this, help everyone keep in mind: You might ask yourself how well they meet the above suggestions. After you have brainstormed a lot of ideas, your group can discuss critically the different ideas. Will it draw people to common work? Does it give hope for a better future? Will it inspire community members to realize their dreams through positive, effective action? Does it provide a basis for developing the other aspects of your action planning process? Whether you ultimately end up with two vision statements or ten, what is most important is that the statements together give a holistic view of the vision of your organization. Mission Statements The process of writing your mission statement is much like that for developing your vision

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statements. The same brainstorming process can help you develop possibilities for your mission statement. Remember, though, that unlike with vision statements, you will want to develop a single mission statement for your work. After having brainstormed for possible statements, you will want to ask of each one: Does it describe what your organization will do and why it will do it? Is it concise one sentence? Is it outcome oriented? Is it inclusive of the goals and people who may become involved in the organization? Together, your organization can decide on a statement that best meets these criteria. Obtain consensus on your vision and mission statements Once members of your organization have developed your vision and mission statements, your next step might be to learn what other members of your community think of them before you start to use them regularly. To do this, you could talk to the same community leaders or focus group members you spoke to originally. For example, an initiative that wants to include young men more fully in its teen pregnancy prevention project might have "Young men in Asheville are the best informed" as one of their vision statements. But taken out of context, some people community members might believe this statement means young men are given better information or education than young women, thus offending another group of people. Second, you will want to ensure that community members agree that the statements together capture the spirit of what they believe and desire. Your organization might find it has omitted something very important by mistake. Next, you have to decide how to use these statements. Otherwise, all of your hard work will have happening for nothing. The point is to get the message across.

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## Chapter 9 : Fundamentals of Leadership: Communicating a Vision | by Kerri Harris Writing Assistance, Inc.

*Photo: Simon Cataudo Developing a Strategic Vision and Mission. Vision is the core of leadership and is at the heart of strategy. The leader's job is to create the vision for the enterprise in a way that will engage both the imagination and the energies of its people.*

Developing a Mission Statement 1. Basically, the mission statement describes the overall purpose of the organization. Developing a mission statement can be quick culture-specific, i. Therefore, visit with the participants how they might like to arrive at description of their organizational mission. Consider any changes that may be needed in wording of the mission statement because of any new suggested strategies during a recent strategic planning process. Ensure that wording of the mission is to the extent that management and employees can infer some order of priorities in how products and services are delivered. When refining the mission, a useful exercise is to add or delete a word from the mission to realize the change in scope of the mission statement and assess how concise is its wording. Does the mission statement include sufficient description that the statement clearly separates the mission of the organization from other organizations?

Developing a Vision Statement 1. The vision statement includes vivid description of the organization as it effectively carries out its operations. Developing a vision statement can be quick culture-specific, i. Therefore, visit with the participants how they might like to arrive at description of their organizational vision. Developing the vision can be the most enjoyable part of planning, but the part where time easily gets away from you. Note that originally, the vision was a compelling description of the state and function of the organization once it had implemented the strategic plan, i. Recently, the vision has become more of a motivational tool, too often including highly idealistic phrasing and activities which the organization cannot realistically aspire. Developing a Values Statement 1. Values are increasingly important in strategic planning. Developing a values statement can be quick culture-specific, i. Therefore, visit with the participants how they might like to arrive at description of their organizational values. Establish four to six core values from which the organization would like to operate. Consider values of customers, shareholders, employees and the community. Then go through the cards again to rank how people think the values are actually being enacted in the organization with 3 indicating the values are fully enacted and 1 indicating the value is hardly reflected at all. Then address discrepancies where a value is highly preferred ranked with a 3 , but hardly enacted ranked with a 1. Incorporate into the strategic plan, actions to align actual behavior with preferred behaviors. For the Category of Strategic Planning: To round out your knowledge of this Library topic, you may want to review some related topics, available from the link below. Each of the related topics includes free, online resources. Also, scan the Recommended Books listed below. They have been selected for their relevance and highly practical nature.