



VISION, MISSION, VALUES

A powerful, systematic approach for defining the purpose, direction, and future state of an organization while providing a challenging but inspirational team-building experience.

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An activity that involves the senior team in a series of discussions focusing on the organization's uniqueness in order to establish a clear sense of direction. Ultimately, the vision, mission, and values assert what the organization can be at its best.

BENEFITS & OUTCOMES

- Provides a springboard for strategic planning.
- Helps management reach decisions and make the most effective use of available resources.
- Defines a superordinate or overarching goal that serves as an inspiration to all employees.

HOW IT WORKS

This experience may begin by either critiquing and clarifying an existing mission statement, or by developing completely new vision, mission, and value statements that reflect the strategic direction of a new senior team.

Initially, in a meeting facilitated by a Ph.D. consultant, the senior team engages in a SWOT analysis of the enterprise's current situation with regard to 10 important aspects of the business. In addition to identifying future opportunities and threats, the team develops a value premise, defining what the company can offer that is considered a meaningful value by its customers.

This candid discussion enables the team to begin formalizing preliminary text for a mission statement, which encompasses the five most common elements:

1. The nature of the enterprise
2. Markets and customers
3. Financial objectives
4. Talent requirements
5. Culture and values

The results are crafted into a concise and compelling statement, a target that beckons and is memorable. The final statement is evaluated with respect to the organization's strengths and vulnerabilities.

After the initial meeting, the consultant remains in contact with team members throughout the process, particularly those assigned to various task forces charged with fine-tuning the original statement. A final meeting is convened to review the recommendations of each task force. The consultant facilitates the discussion until consensus is achieved. The team develops a communication strategy to circulate the new vision, mission, and value statements throughout the organization. Finally, team members establish benchmarks that serve to test for strategy, decisions, policies, and to drive future action.

