

Hierarchy: Vision, Mission, (Core Values) and Strategy

Vision: "I see a world where..."

Mission: "In that world, we intend to..."

Core Values:

Strategy (priorities): "We will achieve this mission by..."

This focuses resources over a finite time period.

You don't need your mission or your vision to state the obvious; you want them to state the exceptional and extraordinary, to boast of your edge-teetering leaps of faith, and the wild dreamings of every possibility you want explored every single day. You need them to create chatter, thrilled whispers, passionate debate and evangelism. You want people inside and outside your organization to talk about them constantly because they're fascinating, enticing, and enthralling.

Let them be controversial. Let them beg discussion and explanation. They should answer these better questions: How will we make a difference every single day, improving the quality of life itself? How can we work on only what really matters to us, and to everyone? Why is it that this world can't possibly be a great place without the magic we work? Why is it that we are so special, so damned good, and so fanatically courageous? Put unbusiness like words in them, like Beauty. Uprising. Character. Notoriety. Caring. Wear your values on your sleeve and speak them.

Your mission is what you do best every day, and your vision is what the future looks like because you do that mission so exceedingly well.

Vision Statements and Mission Statements are the inspiring words chosen to clearly and concisely convey the direction of the organization. A clear mission statement and vision statement can powerfully communicate your intentions and motivate your organization to realize an attractive and inspiring common vision of the future.

Many people mistake vision statement for mission statement. The Vision should describe why it is important to achieve the Mission. A Vision statement defines the purpose or broader goal for being in existence or in the business and can remain the same for decades if crafted well. A Mission statement is more specific to what the enterprise can achieve itself. Vision should describe what will be achieved in the wider sphere if the organization and others are successful in achieving their individual missions.

A mission statement provides a path to realize the vision in line with its values. These statements can have a direct bearing on the success of the organization.

Without the unwavering focus on mission and vision it's much too easy to get mired in the day to day routine — which businesses are chock full of. Without mission and vision, businesses are boring.

## Developing a Vision Statement

“International leadership in astronomy and astrophysics research, education, and public outreach.”

Why is this weak?

### STYLE

Vision defines the desired or intended future state of an organization or enterprise in terms of its fundamental objective and/or strategic direction. Vision is a long term view, sometimes describing a view of how the organization would like the world in which it operates to be.

A Vision statement outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.

A grand, noble vision elevates the energy, enthusiasm and self-esteem of everyone in the organization – and in the communities with which the unit engages – while ensuring that everybody sees a benefit in following the vision.

Success depends on the vision articulated by the unit. For a vision to have any impact – on all stakeholders – it has to be conveyed in a dramatic and enduring way. The most effective visions are those that inspire, urging the best, the most or the greatest.

A vision must be expansive, communicated constantly, and linked to the events of the day, underscoring the relationship between the two.

The vision statement includes vivid description of the organization as it effectively carries out its operations.

Vision Statements define the organization’s purpose, but in terms of the organization’s values rather than bottom line measures (values are guiding beliefs about how things should be done). The vision statement communicates both the purpose and values of the organization. For employees, it gives direction about how they are expected to behave and inspires them to give their best. Shared with customers, it shapes customers’ understanding of why they should work with the organization.

### FORWARD LOOKING

Vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future. Vision refers to the category of intentions that are broad, all-inclusive and forward-thinking. It is the image that a unit must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

To choose a direction, an organization must have developed a mental image of the possible and desirable future state of the organization. This image may be as vague as a dream or as precise as a mission statement.

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.e., a very attractive image toward which the organization was attracted and guided by the strategic plan. Recently, the vision has become more of a motivational tool, too often including highly idealistic phrasing and activities which the organization cannot realistically aspire, i.e., BAD.

### METHODOLOGY

“Why does the image, the vision exist -- what is its purpose?” This purpose is often the same as the mission. But the vision does not lay out implementation.

“What aspirations does the organization have for the world in which it operates and has some influence over?” The succinct answer provides the basis of the Vision Statement.

Features:

- Clarity and lack of ambiguity
- Vivid and clear picture
- Description of a bright future
- Memorable and engaging wording
- Realistic aspirations
- Alignment with organizational values and culture

Uncover the real, human value in that mission. Identify what you, your customers and other stakeholders will value most about how your organization will achieve this mission. Distil these into the values that your organization has or should have. Combine your mission and values, and polish the words until you have a vision statement inspiring enough to energize and motivate people inside and outside your organization.

## Developing a Mission Statement

“Through the discovery and communication of knowledge about the cosmos, we provide a “real universe” perspective that prepares future leaders to contribute to our professional and public communities, to improve the lives of individuals and populations locally and globally.”

Why is this weak?

At its most basic, the mission statement describes the overall purpose of the organization.

Mission defines the fundamental purpose of an organization or an enterprise, basically describing why it exists and what it does to achieve its Vision. A Mission can last for many years, or for the life of the organization. It is not an objective with a timeline, but rather the overall goal that is accomplished over the years as objectives are achieved that are aligned with the mission.

A mission statement is an organization's vision translated into written form. It makes concrete the view of the direction and purpose of the organization. It can be a vital element in motivating employees, to give them a sense of priorities.

A mission statement should be a short and concise statement of goals and priorities.

A Mission Statement defines the organization's purpose and primary objectives. Its prime function is internal – to define the key measure or measures of the organization's success.

A Mission statement tells you the fundamental purpose of the organization. It defines the customer and the critical processes. It informs you of the desired level of performance.

## METHODOLOGY

“What can (and /or does) the organization do or contribute to fulfill the aspirations described in the Vision Statement?” The answer determines the Mission Statement.

When wording the mission statement, consider the organization's products, services, markets, values, and concern for public image, and maybe priorities of activities for survival.

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?

Combine your winning idea and success measures into a tangible and measurable goal.

Mission statements need to be subjected to an internal assessment and an external assessment. The internal assessment should focus on how members inside the organization interpret their mission statement. The external assessment — which includes all of the businesses stakeholders — is valuable since it offers a different perspective. These discrepancies between these two assessments can give insight on the organization's mission statement

effectiveness.

## Developing a Values Statement

- Innovation, critical inquiry, and self-evaluation
- Partnership and collaboration
- A supportive and collegial environment
- Accountability to our community of scholars and to the public
- Respect for diversity in culture and perspectives

Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities.

Values represent the core priorities in the organization's culture, including what drives members' priorities and how they truly act in the organization, etc. Values are increasingly important in strategic planning.

Establish four to six core values from which the organization would like to operate. Consider values of all stakeholders – faculty and staff, students, and the community.

Identify any differences between the unit's preferred values and its true values (the values actually reflected by members' behaviours in the unit). Address discrepancies where a value is highly preferred but hardly enacted.

Incorporate into the strategic plan actions to align actual behaviour with preferred behaviours.

## Self Study

Your current situation in terms of internal resources and capabilities (strengths and/or weaknesses) and external conditions (opportunities and/or threats), as a basis for where you want to go.

Strategy: Priorities, goals, objectives and targets

The major outcome of strategic road-mapping and strategic planning, after gathering all necessary information, is the setting of goals for the organization based on its vision and mission statement. A goal is a long-range aim for a specific period. It must be specific and realistic. Long-range goals set through strategic planning are translated into activities that will ensure reaching the goal through operational planning.

Strategic planning and decision processes should end with objectives and a roadmap of ways to achieve those objectives.

In implementing a Mission to realize a Vision, Goals are specific objectives that relate to specific time periods and are stated in terms of facts. The primary goal is to increase stakeholder value. The most important stakeholders are owners (the public), employees, and clients.

Jargon: desired end states, plans, policies, goals, objectives, strategies, tactics and actions.

The most common of these concepts are specific, time bound statements of intended future results and general and continuing statements of intended future results, which most models refer to as either goals or objectives (sometimes interchangeably).

People typically have several goals at the same time. "Goal congruency" refers to how well the goals combine with each other. Does goal A appear compatible with goal B? Do they fit together to form a unified strategy? "Goal hierarchy" consists of the nesting of one or more goals within other goal(s).

One approach recommends having short-term goals, medium-term goals, and long-term goals. In this model, one can expect to attain short-term goals fairly easily: they stand just slightly above one's reach. At the other extreme, long-term goals appear very difficult, almost impossible to attain. Strategic management jargon sometimes refers to "Big Hairy Audacious Goals" (BHAGs) in this context. Using one goal as a stepping-stone to the next involves goal sequencing. A person or group starts by attaining the easy short-term goals, then steps up to the medium-term, then to the long-term goals. Goal sequencing can create a "goal stairway".

## A Hierarchy

### PRIORITY

Transform and enrich teaching programs

### FIVE YEAR GOALS

Strengthen partnerships with ... to collaborate for excellence

Formalize relationships with ... to enhance teaching experience and placements

Leverage new teaching modalities and technologies

Promote faculty development and educational scholarship

Enhance benchmarking and performance measurement in education

### IMMEDIATE PRIORITIES (YEAR ONE)

Work with Faculty of Arts and Science to achieve mutually beneficial ...

Identify opportunities to increase ...