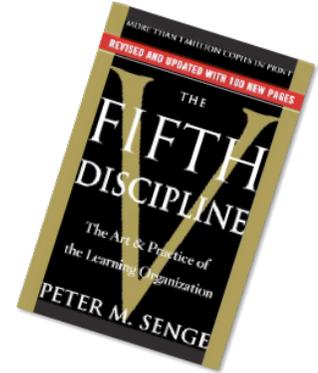


Vision, Mission & Values

Aligning People to Accomplish Goals

At the end of this training module you will understand...

- How mission statements can be used as a leadership tool; and
- How individual and collective energy is used to create shared vision.



Much of this training is based on the work of Peter Senge, *The Fifth Discipline: The Art & Practice of the Learning Organization*, 1990.

Why Do Mission, Vision and Values Matter?

According to findings, mission statements:

- Provide focus and direction.
- Create coherence, connectedness and common aspiration.
- Connect daily work to a larger purpose.
- Boost a sense of pride, energy and creativity.
- Promote a sense of shared ownership.
- Enhance the capacity to create meaningful action towards goals.
- Studies show that organizations with clear vision, succinct mission and shared values out perform those who don't.

Vision, Mission Values: The Basics

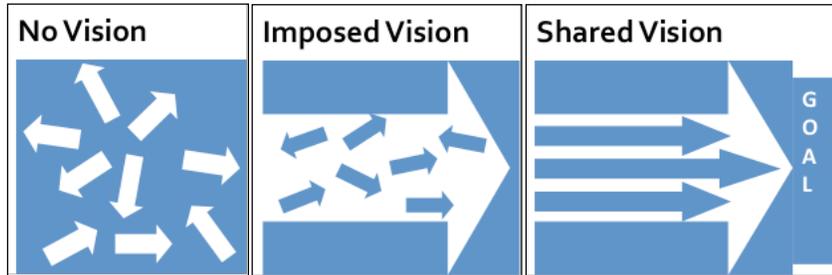
Vision Statement: Where Are We Headed?

A vision statement is a clear picture of what the organization aspires to become in the future. Connecting and relating with others around shared vision allows them to rally around something that matters. This collective energy:

- Builds trust,
- Creates unity,
- Promotes collaboration,
- Increases communication, and
- Brings clarity around what needs to get done.

No Vision to Shared Vision

The diagram illustrates 3 degrees of vision and its impact on a group's accomplishment of goals.



Shared vision creates alignment and focus toward a common goal.

How Does Shared Vision Emerge?

Shared vision begins when organizations encourage people to express their individual visions.

Everyone must see a part of his or her personal vision in the shared vision for it to become a source of power and focus for the organization.

“What do I want to create?” becomes “What do we want to create?”

Dialog to Build Shared Vision

Visions that are shared take time to develop. Listening and sharing will create more insight into what is possible, and allow the vision to grow as a by-product of that interaction. In the end, it's not what the vision is; it's what the vision does.

Example of a Vision Statement that Inspires Action

"Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online." (Quoted from Amazon.com)

The Mission Statement

A mission statement is a simple, compelling statement that describes how the organization is going to operate in the present AND towards fulfillment of the vision.

A well-designed mission statement answers the question, “Why do we exist?” relative to the vision.

Example of OSU's Vision Supported by the Mission Statement



OSU Vision

To best serve the people of Oregon, Oregon State University will be among the Top 10 land grant institutions in America.

OSU Mission

Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions...

Defining Your Purpose

Asking meaningful questions of people within your organization that will elicit thoughtful, workable answers can begin the task of defining why you exist.

Questions to Prompt Dialog:

“What is it that we do that no one else does?”

“What would be missing if we ceased to exist?”

“Where do we put our focus to get to where we want to go?”

Values: What Guides Our Behavior?

Incorporating guiding principles that represent the intrinsic values and behaviors of your organization defines HOW you will act as a group.

Example: OSUs Core Values

Accountability. We are committed stewards of the loyalty and good will of our alumni and friends and of the human, fiscal, and physical resources entrusted to us.

Diversity. We recognize that diversity and excellence go hand-in-hand, enhancing our teaching, scholarship, and service as well as our ability to welcome, respect, and interact with other people.

Integrity. We practice honesty, freedom, truth, and integrity in all that we do.

Respect. We treat each other with civility, dignity, and respect.

- integrity?
- honesty?
- loyalty?
- respect?
- diversity?
- openness?
- teamwork?
- other?

Social responsibility. We contribute to society’s intellectual, cultural, spiritual, and economic progress and well-being to the maximum possible extent.

Aligning People to the Vision

Aligning to Vision: Compliance versus Commitment

Commitment to a vision is best sustained when people can identify with it based on individual values and what they want to create.

Since the vision may not be all things to all people, the degree of commitment may initially vary from one person to the next.

Make Them Commit?

The most a manager can “command” from employees is compliance.

Employees who comply with an imposed vision may produce adequate outcomes, but exceptional performance will emerge when employees have the freedom to choose based on personal values.

Facilitating Freedom of Choice

Enrolling people to believe in the vision emerges from clarifying and communicating a vision that includes interaction and conversation with them where they are:

- Encouraged to freely talk about that which matters to them and,
- Able to listen to the aspirations of others.

“A shared vision changes people’s relationship with the company. It is no longer ‘their company;’ it becomes ‘our company’.”

--Peter M. Senge

Continuum of Employee Commitment to Shared Vision: Recognize the level of commitment within your unit

Apathy Non-Compliance Grudging Compliance Formal Compliance Genuine Compliance ---Freedom of Choice---
Enrollment Commitment



– Apathy: “Is it five o’clock yet?” Employee is neither for nor against vision. No interest. No energy.

– Non-Compliance: “I won’t don’t do it and you can’t make me!” Employee does not see the benefits of the vision and will not do as expected.

Understanding Mission, Vision and Values

– Grudging Compliance: “It’s a paycheck, but I don’t have to like it.” Employee does not see the benefits of the vision, but also does not want to lose the job. Does enough because he/she has to, but let’s it be known he/she is not on board.

– Formal Compliance: “I’m a pretty good soldier!” Overall, the employee sees benefits of the vision, but does just what is expected and no more.

– Genuine Compliance: “I am a good soldier.” Employee does see the benefits of the vision and follows to the “letter of the law” as he/she carries out tasks.

– Enrollment: Employee relates to the vision and wants it; chooses to do what’s needed within the “spirit of the law.”

-- Commitment: Employee relates to the vision and wants it; creates whatever “laws” or structure needed to fulfill the vision.

Conclusion: Revisit and Rebuild Purpose & Values

As mentioned, shared vision can take time to emerge and requires on-going dialogue where advocacy is balanced with inquiry.

By sharing and listening to each other’s personal visions, new insights will surface that continually shape the shared vision.

“Building a shared vision is a perpetual process. There is a constant need to assess both the internal and external environment.”

--Peter M. Senge