



VISION & MISSION STATEMENTS

“Vision” and “Mission” are statements of “what we want to be” and “how we see ourselves fulfilling our ideas of what we want to be”, in broad terms.

There may or may not be a separate “Vision” statement. Sometimes the “Vision” is encompassed in the “Mission” statement. The “Vision” statement will usually contain more general and “motherhood”-sounding statements than the Mission.

The Mission Statement should contain commitments on:

Organisation Purpose

The nature and scope of the activities of the organisation. What are the most important things the organisation must do in the next three to five years to make it as successful as it could possibly be? How can the organisation best fulfil its fundamental purpose? Consider the customer group, customer needs and technology employed.

Distinctive Characteristics

Customer needs, customer groups, technology used, price positions, quality levels, customer service etc can be used to define the distinctive characteristics of the organisation.

Shareholder Promises

A statement of commitment towards all those persons and groups with an interest in the organisation (customers, employees, shareholders, community).

Organisational Values & Beliefs

To encourage unanimity of purpose and approach, should include where necessary consideration of the basis of the reward system, approach to innovation, concern for individuals, attitudes towards cooperation and teamwork.

If you are trying to create a shared vision and mission for your part of the organisation and you are not in the most senior management group of your organisation, then start with your own department work areas. You can create a vision for your group – either as the manager or supervisor or as a key influencer or informal leader.



The **strategic plan** is the set of plans about what to do to make the vision and mission come true. The plans are expressed in broad terms of what programs to implement and typically look out over a period of three to five years.

You might not have knowledge of the top-level strategic plan for the organisation. If so, work from your own picture of what is “strategically” important for your unit.

Key success factors are the things that, if done well, will ensure the success of the business. The way to develop your list of key success factors is to look at your organisation’s vision and mission and ask:

“What are the things that we have to do well to make sure that our business is successful? Considering our important strategic goals and plans, what do we have to be good at to ensure success?”

Key Performance Indicators (KPIs) are the specific measurements used to measure progress. For each of the key success factors, ask:

“For this particular Key Success Factor, when we look at performance in (say) a year’s time, how would we know whether we had been successful or not? What would tell us whether we had improved or not?”

This will give you the first ideas about what particular measurements to set up to monitor performance of the Key Success Factor.

Then proceed through the worksheets for setting up working Key Performance Indicators.

Ask – have we put together a balanced set of measurements which take care of:

- stakeholders needs (shareholders, employees);
- measures of internal efficiency and productivity;
- customers’ requirements.

Goals are targets set for performance. They should relate directly to your Key Success Factors and be expressed in terms of appropriate measurements (KPIs).

Goals should answer the question: *“What do we hope to achieve in support of the vision and mission (over the period of)?”*

Goals are set at every level of the organisation. As you move down the organisation, goals become more specific and shorter term, down to targets for day-to-day activities of production and service delivery units.