



LEADERSHIP DEVELOPMENT PROGRAMME

5TH OCTOBER TO 4TH DECEMBER 2020

VISION AND MISSION



WORKBOOK

WEEK 4

WEBINAR 2 – 26TH OCTOBER 2020

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INTRODUCTION

This workbook provides a structured framework that enables programme participants to ensure Learning Objectives can be met within the context of the One Health, HORN Regional Network. This workbook can be referred to/completed before, during and after the Vision and Mission Webinar.

HOW TO USE THIS WORKBOOK

Learning to manage and lead is a journey of self-discovery that should be constant and is intrinsically rewarding. There are many models that can help us to understand our approach and our choices as a manager. No one approach fits every situation and no one model has all the answers. Within each workbook you will find some key models and activities that will help you on your journey of self-discovery.

The content reflects much of what will be covered within the webinar and therefore will add to your experience and understanding if you are able to use this as pre-work in the first instance. Please bring each workbook along to the relevant session.

Throughout the workbook you will see the following four visuals to guide your learning:



- *Key Point*



- *Make Notes in Workbooks*



- *Complete an Activity*



- *Short section to read*

LEARNING OBJECTIVES

By the end of this module you will:

- Understand the differences between Vision and Mission and associated benefits
- Have a framework to be able to communicate a Vision
- Know how to turn Mission into Action





ACTIVITY ONE

What does the word VISION mean to you?



Within the context of an organisation/institution/project, in your own words what are the main characteristics of a VISION STATEMENT and what is its purpose?

Main Characteristics:

Purpose:



VISION

Your overall VISION is like a billboard: It is a picture of your ideal community that gets your ideas across powerfully, accurately, and quickly.

It represents your opportunity to look to the future, to define your aspirations and to describe the type of organisation you wish to become (its 'vision').

Sharing a vision is a central role of a leader--a vision gives people a bigger picture of what things can be like. It helps people raise their hopes and expectations; it inspires them. When people are inspired, they are more likely to work on something.





ACTIVITY TWO

What does the word MISSION mean to you?



Within the context of an organisation/institution/project, in your own words what are the main characteristics of a MISSION STATEMENT and what is its purpose?

Main Characteristics:

Purpose:



MISSION

A MISSION statement defines in a paragraph or so any entity's reason for existence. It embodies its philosophies, goals, ambitions and mores. Any entity that attempts to operate without a mission statement runs the risk of wandering through the world without having the ability to verify that it is on its intended course.

Without a mission statement the organisation risks wandering 'off mission' and wasting time and re-sources trying to achieve things which are at best peripheral and at worst irrelevant to the objectives it should be trying to achieve.





KEY DEFINITIONS

Vision Statement – A Vision Statement is aspirational and describes what a company/project desires to achieve in the long-term, generally a time frame of five to ten years or longer. It depicts a vision of what the company/project will look like in the future and sets a defined direction for the planning and execution of supporting strategies, policies and procedures.

Mission Statement – A Mission Statement defines what line of business a company is in, and why it exists or what purpose it serves.



GENERAL PRINCIPLES – VISION STATEMENT

It is critical to set a bigger and further target in a vision statement that communicates a company's aspirations and motivates the audience. The main principles are that it should be:

Forward-looking

Motivating and Inspirational

Reflective of the company's culture and core values

Aimed at bringing benefits and improvements in the future

Defines a company's reason for existing and where it is heading

GENERAL PRINCIPLES – MISSION STATEMENT

Make it as succinct as possible - A mission statement should be as short and snappy as possible.

Make it memorable - Make it something that people will be able to remember the key elements.

Make it unique to you - Focus on what it is that you strive to do differently: *how* you achieve excellence, *why* you value your staff or *what* it is about the quality of the student experience that sets you apart from the rest.

Make it realistic - Remember, your mission statement is supposed to be a summary of why you exist and what you do. It is a description of the present, not a vision for the future.

Make sure it's current - Though it is not something which should be changed regularly, neither should it be set in stone; priorities and focus may change significantly over time – perhaps in response to a change in government policy. On such occasions the question should at least be asked: 'does our current mission statement still stand?'





ACTIVITY THREE

What are the similarities and differences between a Vision Statement and a Mission Statement?

Similarities:

Differences:



Vision Statements

Vision statements focus on tomorrow and what the organization wants to become. Your overall vision is like a billboard: It is a picture of your ideal neighborhood or community that gets your ideas across powerfully, accurately, and quickly.

Vision statement questions look like:

What are our hopes and dreams?

What problem are we solving for the greater good?

Who and what are we inspiring to change?

Mission Statements

Mission statements focus on today and what the organization does

Mission statement questions look like:

What do we do?

Whom do we serve?

How do we serve them?

Vision and Mission both relate to an organizations/projects purpose and aspirations.





ACTIVITY FOUR

In your own words describe the benefits of having a Vision and Mission Statement:

Benefits of a Vision and Mission Statement are:



Benefits of a Vision and Mission Statement

The combination of a Vision and Mission statement tells a full story about a company/project and points out the things that matter. Being able to build influential statements is the first step to business success because all strategies are developed and executed with a solid mission as the foundation. The statements guide management teams in implementing strategies that help reinforce the company's identity and achieve its goals.

It is important for:

Motivating employees

Inspiring customers/community

Strategic Planning

Setting values that influence culture

Understanding why a company/project exists

COMMUNICATING YOUR VISION

GET FEEDBACK ON YOUR VISION —Talk to people about your vision as much as you can,



then listen. See if people are interested in your picture of how things could be. The more you talk to people and listen to them, the clearer your vision will become. Other people's ideas will help you make your vision stronger.

DEVELOP AND COMMUNICATE THE DETAILS — You need to give people some specifics as to what your big picture will mean on a day-to-day level and what steps will be taken to get there. People may think your big picture is a meaningless mirage if you don't give them some ideas as to how you think things will actually change. Use your vision as a way to inspire people to act.

HELP PEOPLE TAKE OWNERSHIP OF A VISION—As a leader you have to help people take your vision and make it their own. This is an important step in bringing people together to work toward a common goal. Members of a group need to have a shared vision and a sense of ownership in order to be committed to the group. To help people take your vision and make it their own, you need to talk and listen. You shouldn't talk too much. You should mostly listen to people's thinking.

A BALANCING ACT: MEET PEOPLE WHERE THEY ARE AND CHALLENGE THEM AT THE SAME TIME—At times people may not be ready to hear your vision of how things can be. Some people may disagree. Some may have so much of their attention taken by surviving day-to-day that it is difficult for them to listen to how things can be better. Also, people sometimes feel mistrustful, hopeless, discouraged, and cynical. Some people depend on a narrow picture of the world in order to feel secure. Communicating a vision therefore can be tough. You often have to meet people where they are in order to establish some trust; listening is an important tool in doing that. However, you will have to communicate the parts of your vision that people can relate to and say things that people ready to hear. People need to think about new ideas over a period of time before they can make sense of them. New ideas are important to introduce, even if they engender initial resistance. Often the strongest and most important ideas meet with resistance.

A leader has to lead. And the most important aspect of leadership is winning over the thinking of people to a vision of what things can be like.

BE COURAGEOUS—In order to create and communicate a vision, you must be courageous. People who communicate a vision of what things should be like are often the people who are courageous enough to state what is obviously wrong and unjust. Don't underestimate the power of your ideas and words. You, as much as anyone, have what it takes to lead others and to help them envision a better neighbourhood, community, country, and world.

MAKE SURE THE VISION IS MORE THAN A FRAMED DOCUMENT HANGING ON THE WALL—It's not good enough for senior leaders to develop a powerful vision. They need to make



sure that the vision is clearly communicated to every stakeholder along with the goals that will help bring the vision to life.

MEET OFTEN — To discuss strategy and current projects and meet with marketing and communications teams. It's important to keep the lines of communication open.

PLAN A POSITIVE DELIVERY — Always be positive and excited about the vision, which is contagious. Your attitude, when delivering the message, will in a large part determine the response of your audience.

PLACE A HIGH VALUE ON TWO-WAY COMMUNICATION — Get in the habit of actively seeking stakeholders' thoughts and opinions, especially prior to making decisions that impact on them. You'll experience fewer surprises along with greater engagement and productivity if you consistently encourage your others to think and provide their input to help you and your team make the best decisions possible.

OVER-COMMUNICATE — In this interconnected, global market place, keeping pace requires change after change. Most people understand that to be successful, plans will frequently change. What they don't like is being blindsided because they did not know that the plan had changed. Make it a high priority to provide timely updates when plans change.

CHOOSE YOUR WORDS CAREFULLY — Know your audience and appreciate their background and level of understanding. While you would never knowingly "talk down" to others, make sure that the examples you use and the words you choose are understandable and appropriate. Words and concepts that you routinely use in management circles may not be the right ones to use when talking with particular stakeholders. Check for understanding and make adjustments to your delivery, when needed.

Great leaders do a great job of communicating vision and values. Make it your personal responsibility to tell the right people, the right information, at the right time – all the time.

TURNING VISION AND MISSION INTO ACTION

Use **VMOSA** to take a dream and make it reality by developing a vision, mission, objectives, strategies and action plans

VISION—(The DREAM) Your vision communicates what your organization believes are the ideal conditions for your community – how things would look if the issue important to you were perfectly addressed.



MISSION—(The WHAT and the WHY) Developing *mission statements* are the next step in the action planning process. An organization's mission statement describes *what* the group is going to do, and *why* it's going to do that. Mission statements are similar to vision statements, but they're more concrete, and they are definitely more "action-oriented" than vision statements.

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.

STRATEGIES—(The HOW) The next step in the process of VMOSA is developing your strategies. Strategies explain how the initiative will reach its objectives.

ACTIONS— (WHAT change will happen; who will do what by when to make it happen) Finally, an organization's action plan describes in great detail exactly how strategies will be implemented to accomplish the objectives developed earlier in this process.

WHY SHOULD YOU USE VMOSA?

- The VMOSA process grounds your dreams. It makes good ideas possible by laying out what needs to happen in order to achieve your vision.
- By creating this process as a group, involving those affected by the problem and those with the abilities to make change, it allows you to build consensus around your focus and the necessary steps you should take.
- The process gives you an opportunity to develop your vision and mission together with those in the community who will be affected by what you do, putting everyone on the same page and greatly increasing the chances that any effort will be successful.
- VMOSA allows you to focus on short-term goals while keeping sight of your long-term vision and mission.

WHEN SHOULD YOU USE VMOSA?

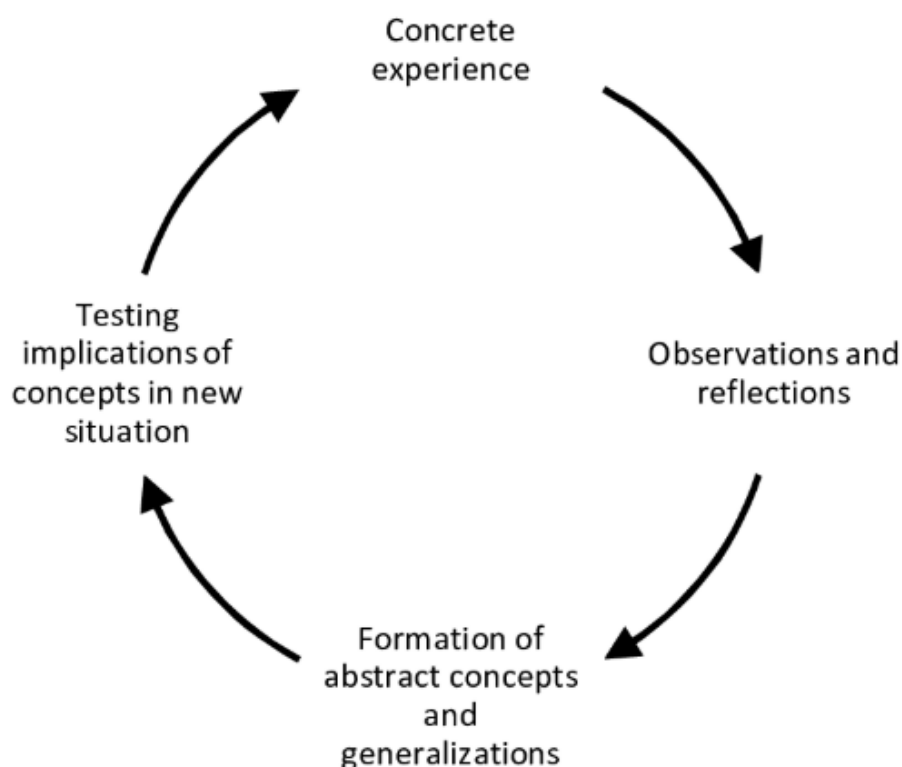
- When you are starting a new organization or is going to begin work in a new direction
- When starting a new initiative or large project.
- When your group is moving into a new phase of an ongoing effort.
- When you are trying to invigorate an older initiative that has lost its focus or momentum.
- When you're applying for new funding or to a new funder.



REFLECTION AND ACTION: KOLB'S EXPERIENTIAL LEARNING CYCLE

Kolb's Experiential Learning Cycle can be used to help assimilate your learning for this particular theme/concept to the workplace/project.

Kolb's Experiential Learning Cycle provides a framework for learners to reflect upon their experiences 'in the moment' or 'after' a particular event helping to make sense of new knowledge/skills and how they can be applied in reality. The four stages of Kolb's cycle is shown here:



Concrete experience: a new experience or situation is encountered, or a reinterpretation of existing experience

Observations and reflections: of particular importance are any inconsistencies between experience and understanding

Formation of abstract concepts and generalizations: reflection gives rise to a new idea, or modification of an existing abstract concept – meaning an individual has learnt from their experience

Testing implications of concepts in new situations: the learner applies their new knowledge/idea/s to the world around them to see what manifests in reality





ACTIVITY FIVE

Using Kolb's Experiential Learning Cycle use the boxes below to describe your experience of completing the Vision and Mission module and how your knowledge can be applied in practice in the future:

Concrete Experience:

Observations and Reflections:

Formation of abstract concepts and generalizations:

Testing implications of concepts in new situations:



REFERENCES/FURTHER READING

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The best ways to communicate your Organisation's Vision

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