

Planning Factsheet: Sharing Vision and Values



Understanding and sharing your business's vision, mission and values helps your team members to be clear about the purpose of their work and how it contributes to your wider goals. You can empower staff by involving them in the creation of your corporate vision.

A vision is a mental picture of what you want your business to be in the future. A mission statement indicates how you are going to get there: it is a statement of your business's core activities and reflects the business's basic values.

These indicate how everyone in the business is expected to behave.

Key points

1. Corporate vision and values play a central role in your business's strategic planning, its management and key activities.
2. Vision focuses on aspirations and aims, what or where do you want to be.
3. People within your business must participate in the creation of your vision or share its ownership.
4. Vision can focus on some specific aspect of your business strategy, e.g. its strategic advantage, market share, quality etc.
5. The mission must take account of the needs of all your business's stakeholders, but should be formulated from its customers' perspective.
6. A good mission statement is specific, unique, achievable and flexible enough to allow your business to respond to change.
7. The vision and mission must be consistent with each other.
8. Values inform how you, your management and staff are expected to behave, what modes of conduct are preferred and what attitudes are condoned.



Do's

1. Think about what your business is really about.
2. Involve others in the process of formulating a vision for the future.
3. Envisage a future that motivates people to do their best now.
4. Try to reconcile conflicting stakeholder needs.
5. Think ahead and take account of potential environmental changes e.g. markets, products, legislation, technology.
6. Focus on what you do best.
7. Think about what your mission means for your customers.
8. Check that your mission supports your vision.
9. Ensure that your vision, mission and values are shared and owned by the people who are expected to achieve them.
10. Review your vision, mission and actions on a regular basis.

Don'ts

1. Try to be all things to all people.
2. Set goals that nobody can relate to.
3. Set a totally unrealistic goal that nobody can achieve.
4. Assume that some stakeholder groups, e.g. financiers, are more important than others, e.g. staff.
5. Lose sight of what business you're in and what you're really good at.
6. Forget that your business is unique!
7. Concentrate only on the meaning of the mission for your business.
8. Write a mission statement that conflict with your vision.
9. Have a vision, mission and values that are simply 'wallpaper', lacking commitment by the people who work in your business.
10. Make changes for the sake of it.