Building a Vision

for the future

Building conversations around
what we seek to
create together

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# Mission & Vision

- **Mission**
  - The ultimate purpose that explains why the organization exists
- **Vision – what we see ourselves becoming**
  - Vision moves outside the usual assumptions to yield a forward-looking view of the organization. Ownership develops through developing the means to make the vision reality.
  - Vision is not a destination, but an intangible structure that surrounds us and guides our daily activities. From this perspective, a shared vision identifies what we are trying to become and helps bridge the gap from the present to the future.

- **In the absence of explicit and direct controls,
  it is the mission and vision that provides a line-of-sight
  that an employee uses in guiding daily work activities**

Approach for Path Forward

- Start with Change Agents across the organization
  - Bring knowledge of the organization history & values
  - Bring personal passion for improvement
  - Heavily weighted toward those seen as future leaders

Objective
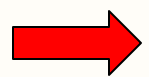
Energize the Grassroots toward commitment (not just compliance)
  - Establishes foundation for a high performance culture

Visioning Team will Lead the Way

- Facilitates the effort to build grassroots vision
- This team will
  - Clarify their personal vision of the company
  - Collectively pool their knowledge of the organization and work with local business units
  - Actively facilitate the process in their local area while coordinating with the larger team effort
  - Percolate results up, down, and across the organization
    - Dialogue toward alignment & commitment to the final documents
  - Craft the stories that will carry the cultural message

Charter
- Develop a mission and vision statement that is accepted and understood by nearly all employees
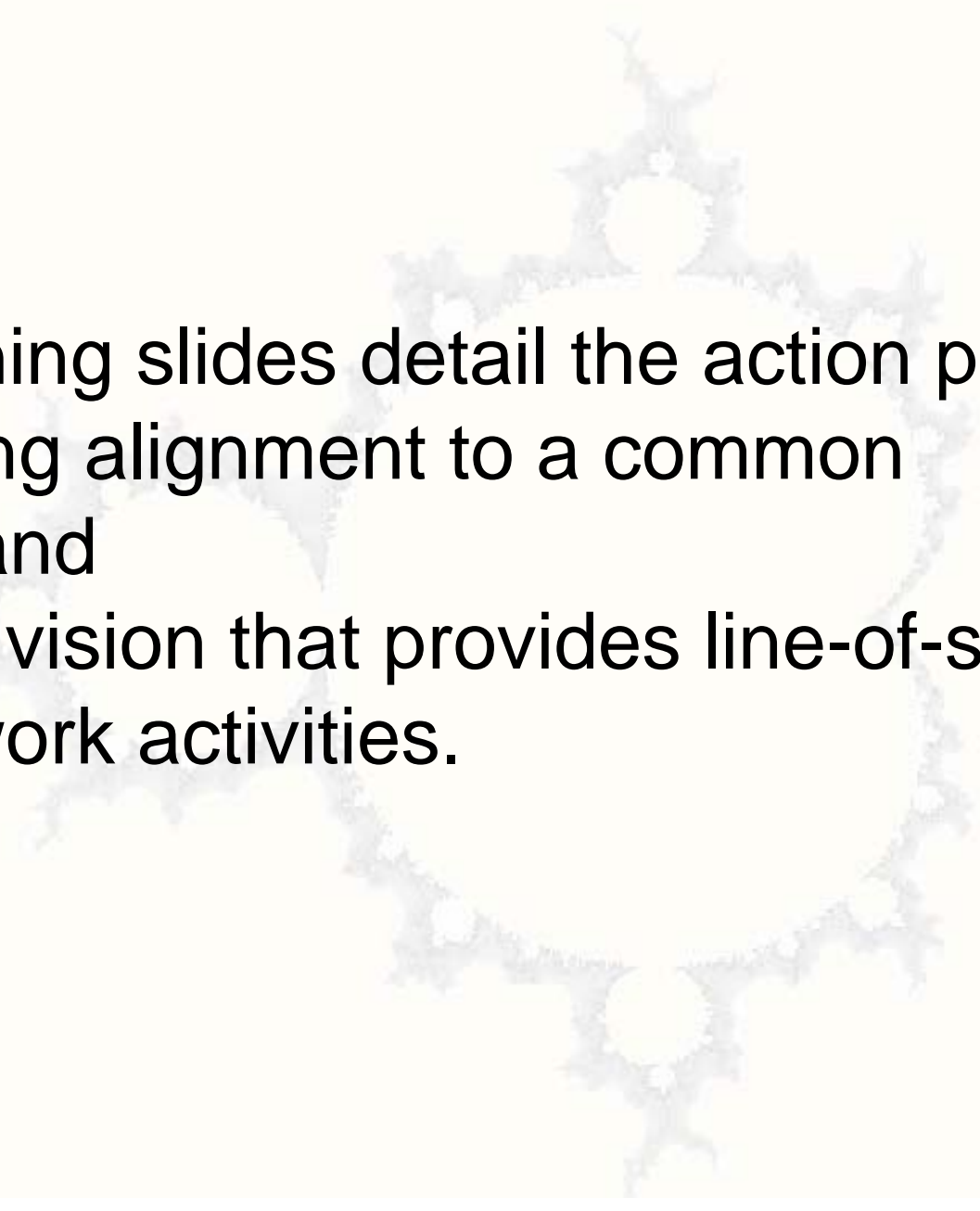
Critical Elements for Deliverable

- Sufficiently broad
    - the "essence" of the company
- Exciting – provides a team focus
- Contains sufficient guidance for required action
- Seen as doable, but a worthy challenge
- Words are focused, but understandable
- Success is evident through objective measurements
- Provides a basis for line-of-sight to daily work
    - Linkage between lower level missions & visions
    employee ↔ department ↔ business unit ↔ overall company

Visioning Timeline

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	later
Identify Visioning Team members	██						
Kick-off		█					
Personal Visioning		████					
Involve grassroots thru networking			███				
Initiate employee communication			████	████	████	████	
Search for Commonalities - local			█	███			
Bubble up & trickle down				████	████	██	
Seeding Conversations				████	████	█	
Craft supporting stories					███	██	
Summarize & wrap up						███	
Assessment & gap closure (later)							██

Objective: Sufficient structure to enable managing to the mission & vision
- All bi-directionally aligned with commitment at all levels
- Seamless line-of-sight from the top to all employees

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The remaining slides detail the action plan
   for building alignment to a common
   mission and
   a shared vision that provides line-of-sight
   to daily work activities.

Identify members of Visioning Team

- Cross-organization representation
- Team players – active leaders : active followers
- Passionate about our success – want improvement
  - Seen as Change Agents by others
- Seen as future leaders by their peers
- High potential – high performers
  - Ideal development opportunity for team members
- Active networkers in the informal organization
- Capable of blending ideas & motivating others
- Many just outside the power structure
  - Close to the grassroots yet capable of upward communication

Kick-off Process

- **Kick-off meeting**
  - Charter the team & gain commitment to the process
- **Start personal visioning process**
  - Understanding personal values
    - Individual exercise: "Personal Values Checklist"
  - Articulating your personal mission
    - Individual exercise: "Justifying your paycheck"
  - Building shared vision requires personal reflection 1st
    - Individual exercise: "Discovering your Personal Vision"
  - Link personal vision to the organization's potential
    - Individual exercise: "Organization Possibilities (if I could)"

Involve Grassroots

- ## Network down below the Visioning Team
  - Involve others through local dialogue
  - Share personal visions
  - Encourage others to develop their own mission & vision statements
- ## Employee communication
  - Formalize the communication that is occurring informally above
  - Seek volunteers to the effort
    - Build a local network below the Visioning Team

Search for Commonalities

- Compare personal statements at the local level
- Through dialogue, craft consensus statements
  - Becomes somewhat more general, yet still provides context for lower level mission & vision
  - Identify stories that illustrate key points
- The result is an initial hierarchy of mission & vision statements at the grassroots
  - Not finished, but an organic start
  - The statements will continue to evolve as the dialogue process moves everyone toward alignment

Bubble up & Trickle Down

- Review 1st pass statements across the local organization involving all employees
  - "Why are *we* an essential part of the company's success?"
  - "How might *we* be exemplary in fulfilling this mission?"
- Move 1st pass statements to the Visioning Team
  - Dialogue & search for Commonalities
  - Repeat above process, but at a higher level
- Pass higher level statements back down
  - Not to replace lower level mission & vision statements
    - Search for alignment & revise as necessary
- Evaluate statements across organization interfaces
  - Cross functional alignment & support

Seeding Conversations

- Structure the dialogue toward a common goal
  - Ask the important questions not being asked
  - Periodically, core issues will become apparent
    - These will be broadcast to members on the Visioning Team for dissemination & discussion at the local level
- Reinforce search for alignment, not necessary complete agreement on the words used (80/20)
- Work to co-create an interdependence among those involved
- Focus on the dialogue, not just the deliverable
- Supported with employee communication & process facilitation by the Visioning Team

End Result

- Hierarchical structure of mission & vision statements
  - All bi-directionally aligned
    - Also aligned across functional interfaces
  - Seamless line-of-sight from the top to the employee
  - Supported through cultural stories
- Provides the basis for work activities when more explicit direction is lacking or not timely
  - Manage to the mission & vision
  - Provides some buffer to organizational impacts
    - 99% of what we do is not likely to change in the short-term