
IDEABRIDGE



The IdeaBridge White Paper Series:
Vision and Mission
Statement Workshop



VISION AND MISSION STATEMENT WORKSHOP

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Summary

This template has been assembled by taking bits and pieces of mission statements, vision statements and core values from some of the world's most progressive and successful organizations. The Checklist format has been designed so that a busy team of executives can quickly scan and check those items that appeal to them. This process serves to stimulate discussion and ideas, dramatically reducing the time such a process would normally take.

Elements That Should Be Part of Any Mission Statement

- Standards
- Expectations
- Corporate Philosophy
- Performance Expectations
- Goals and Objectives
- Strategy, Purpose, Our Plan and our Mission
- Crystal-Clear Performance Expectations at all levels
- A unifying core-purpose for all employees, Company wide
- Our Core Values-the essential and enduring tenets of our company. Should not be more than 5-6 at max. Must survive a hundred years from now. Must truly be what we believe, even if it may cause us a temporary problem. (i.e. Johnson and Johnson's recall of Tylenol, because they have a core value to protect their customers above all else.) What we stand for. What we believe.
- Our Core Purpose- our fundamental reason for existence, beyond that of just making money. A perpetual guiding star on the horizon. It is timeless. It transcends product lifecycles, management fads and new leaders. It provides the bonding glue that holds a company together as it grows, decentralizes, diversifies and grows. Do not confuse this with specific goals or business strategies. The primary role of purpose is to guide and inspire. This must be authentic, something we really believe and live. The purpose is broad, fundamental and enduring. It should be the deeper, more fundamental reasons for our existence.
- Core purpose plus core values will form the Core Ideology. The core ideology should never change. This defines the enduring characteristics of our company. It's who we are. The fundamental principles, as in a religion, that will never change.
- Core Ideology = Core Values + Core Purpose



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Values/Philosophy

- What does the company stand for? What are our principles and beliefs that guide our behavior? What are our unifying beliefs and values? A visitor should be able to walk into our outermost satellite office and quickly assess exactly what our corporate values are.

Purpose

- Why are we working here? What do we accomplish that's useful in the world? How do we benefit society at large?

Mission

- What are we trying to achieve? What are our most important goals? What is our great challenge? What will we look like once we achieve this goal? What do we aspire to become, to achieve, to create? Describes the aim of our current business practices. It offers us direction. It clarifies the direction and general goals of our company, enabling employees to better understand their company and the role they play in our success. It provides a reference point from which specific business strategies can be assessed and progress can be measured.

Vision

- Our statement of core values that defines our culture and our way of working. To identify our goals and provide direction for prioritizing all our initiatives and strategies. Declares how we will operate in philosophical terms, in decision making, serving customers and measuring success.

Layout Ideas for a Mission Statement

- Different possible elements include:
- Mission
- Goals
- Beliefs
- Business Philosophy
- Corporate Values
- Corporate Principles
- Our Business Credo



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- Our Strategy
- Core Values and Beliefs
- Our Vision
- Our Primary Purpose
- Our Primary Aim

Introductory and Connecting Statements

- In accomplishing this mission, we are guided by a clear, widely-held set of values:
- These strategies form the foundation of our actions and guide our business decisions:
- We are guided by a strong set of corporate values
- We will be known, respected and admired for our enduring set of values which form the foundation of our actions and guide our daily decisions:
- Our Values are the foundation for our corporate drive to excel.
- These capabilities, our people, and our commitment to living these values will be our global platform for growth.
- A company endures and prospers only by moving forward. The past has given us the present on which to build upon. But to follow our visions to the future, we must see the difference between traditions that give us continuity and strength, and the conventions that no longer serve us.
- Fundamental to success for the company are those basic values that have guided our progress since our founding.
- Our Values: We have a set of enduring beliefs that are ingrained in the way we think and act. These values guide our choices, defining for us the right courses of action, the clearest directions, the preferred responses. Consistent with these values we set our objectives, formulate our strategies and judge our results.
- This statement is an expression of our mission and shared values, the achievement of which is an ongoing challenge and a never-ending process. It requires us to respond effectively to an ever-changing environment. It requires pragmatism and dreams, courage and confidence, trust and commitment.
- To accomplish these objectives, we hire bright, action-oriented people who share our passion for business and our goal of _____ .



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Corporate Strategy or Mission Statement

- Maintain our focus on those few opportunities that are a unique complement to our core business and our existing corporate culture.
- Our strategies will build on the competitive strengths that distinguish our company.
- Maintain a flat, decentralized organization focused on the customer. Seek business synergies that create strength and reduce costs.
- Funding growth-oriented, privately held businesses is our core business and always will be. Other businesses complementary to this will be needed over the long-term to maintain and enhance our position as a growth company.
- Aggressively drive to retain and add customers within our profitability and risk criteria.
- Our balance sheet and earnings will be a source of strength.
- We pursue strategies designed to foster long-term relationships with both customers and employees that share our values and business philosophy.
- Looking ahead, we will consider opportunities to expand through acquisitions which complement and enhance our core business.
- We will stay in the business we know best and will focus our time and energies in building and enhancing our market leadership position.
- Ancillary products and services are designed to strengthen existing customer relationships, enhance our competitive advantages and provide additional cross-selling opportunities. Any of the products and services we provide must add profit on their own or through synergy with other products.
- We will pursue our vision through focused growth based on our core strengths where we have a competitive advantage.
- We will set ourselves apart through our responsiveness and flexibility to custom-tailor unique financial solutions to growth oriented businesses.
- We foster a strong sales and service culture that understands our local markets and work to expand our share of customers in all of our regions.
- To accomplish our objectives, we recognize the importance of setting priorities and executing plans consistent with our strategic objectives. This requires strong leadership and the pursuit of excellence in every aspect of our business.
- We strive to grow faster than our markets. We strive to be a highly competitive company, controlling costs while growing in sales and profits.
- We will be a vigorous, aggressive and effective competitor in our core businesses.



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- We will seek growth by building upon our existing core businesses.
- We will focus on those business sectors where we either have or expect to attain, a market leadership position.
- We achieve growth by differentiating ourselves in a market that considers our product to be a mere commodity. Growth is essential to maintaining a position of strength in our markets and attracting and retaining the high-caliber winners that are crucial to our success.
- Our fundamental strategy is to build market share and leadership positions in businesses that we are in and know exceptionally well.
- First, we are performance-driven. Profitable growth which builds shareholder value is our primary objective. We approach the business with a focus on results, a sense of urgency and a healthy dissatisfaction with the status quo. To accomplish our objectives, it is important to hire and retain bright, talented people who share our passion for business.
- We remain vigorous, tough, relentless competitors known for our high ethical standards, consistently profitable growth and a business style that reflects the entrepreneurial-drive, clarity of purpose and intensity of a small company. We have a unique, entrepreneurial zest that business owners can readily identify with.
- Our strong credit culture has produced a strong balance sheet that provides us with the opportunity to win in the marketplace, regardless of economic cycles.
- Decisions will be based on facts, be reached objectively and implemented promptly.
- Growth: We aggressively seek sustainable, profitable growth through the relentless pursuit of our vision, simplicity of style, speed of action and leadership in all of our chosen businesses.
- We run a trim operation and continually strive to eliminate waste, minimize cost and seek performance improvements.
- We strongly believe in, and support, the Free Enterprise System and accept our responsibility to further its greatness globally.
- To profitably grow our business by successfully pursuing strategies that capitalize and leverage on our core business strengths.
- We build long-term relationships with clients, based upon value added solutions and advice, not lowest price.
- We help our customers achieve their goals by custom-tailoring a unique financial solution to their growth problems.
- We will strengthen our position in existing markets by focusing our efforts in the retention and expansion of our core business, by acquiring other financial institutions and by our aggressive pursuit of new business opportunities.



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Performance-Based Culture: WINNING!!

- Intensity, Razor-Sharp Focus, Determination
- Passion, energy, excitement, zest
- Entrepreneurial. Bold and Courageous
- Sense of Purpose, widely shared. Alignment.
- Restless and ruthless
- A fighting spirit
- Encouragement of individual initiative
- Autonomy and entrepreneurship
- Winners and strong Leaders at every level. People are winning!
- Aggressiveness and boldness. Self confidence
- People as the source of our success
- An aggressive sales culture.
- Pay-for-performance
- A winning culture
- Individual opportunity and reward based on merit
- Work hard, yet keep it fun and exciting
- Beating big goals
- Reward success, performance and loyalty
- Hard work and productivity. Demanding standards of performance
- Continuous improvement, never being satisfied, never slowing down.
- Work with passion, commitment, enthusiasm and drive
- No cynicism allowed
- A distaste for the status-quo



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- People that naturally take initiative...without prodding to do so.
- People that understand the necessity to make money
- A burning desire to win by any ethical and legal means
- People driven to succeed...to win
- A respected and feared competitor. Viciously competitive
- Winning..being the best, knowing it and delighting in beating others
- Hard work and continuous improvement
- Pursue ever-higher goals
- PERFORMANCE: We encourage high expectations, set ambitious goals and meet our financial and other commitments.
- Link incentive compensation with results and performance.
- None of us can ever settle for doing less than our level best, and we can never stop trying to surpass what already has been achieved.
- Having a spirit of excitement
- Accountability: Will hold people and groups accountable for results in line with corporate objectives and will provide rewards commensurate with performance. Our people readily accept personal responsibility from beginning to completion.
- We seek talented, action-oriented people who are enthusiastic, honest, open and hard working. Who want to do their jobs well and who expect their co—workers to do likewise.
- We want people to use money as carefully as if it were their own, who suggest way to be more productive and who help each other. We want and will encourage to go the extra mile, work the added hour, and make the additional call. Above all, we want employees who accept responsibility and accountability for their own performance and who readily step-up and take initiative.
- We will be vigorous, tough, ethical competitors.
- We favor simplicity, we want action. We are results-oriented. We favor substance over form and quality over quantity. We strongly believe and encourage the free flow of candid, direct, objective information, up down and across all organizational lines. We insist on doing the homework and we love over-achievers.
- We mutually establish clear accountability and goals. We attack the problem and not the person.
- People will be hired, paid and promoted base on merit, teamwork and performance.



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- Winning is fun. We enjoy winning and derive great satisfaction from beating the competition in the pursuit of profitable new business opportunities.
- We will attract, motivate and retain high-performing, energetic people in all areas of our company. We are committed to competitive, performance-based compensation.
- Our employees are winners, ever striving to exceed their past accomplishments. Exceptional performance is the result of these people working together in a spirit of teamwork and collaboration.
- We are a dynamic, action-oriented team of winners who delight in the thrill of competitive victory and growth in market share.
- We seek action-oriented, high achieving people.
- We expect our employees to be motivated and excited about the company and to believe in what we are doing.
- Our employees exhibit the spirit of initiative, persistence and entrepreneurship.
- Our employees are recognized and rewarded for achieving results. In the end, it's always the special efforts of people that make great things happen.

Employees are our Strength!

- Our continued success depends on honest, thoughtful, hard-working people who work as a team and are dedicated to the importance of setting and achieving ever-higher goals.
- Our company encourages employees to become involved in activities that make our communities a better place to live and do business.
- However large and complex a business may be, the work is still done by people dealing with people. For our company to succeed, we must operate in a climate of openness and trust, in which each of us freely grants other the same respect, cooperation and decency we seek for ourselves.
- Employees who are accountable, creative, entrepreneurial, profit-minded, and quick.
- Our employees are the source of our success. We treat them with respect, promote teamwork and encourage their ideas to improve our company. Excellence in performance is sought and rewarded.
- We seek to attract the highest quality individuals whose personal values and professional skills are consistent with our values and business philosophy.
- We strive to attract, motivate and retain the most talented and enthusiastic people in our industry.
- We recognize that our success depends upon the attitudes and performance of all employees.
- Our employees will be known for their teamwork and will be faithful to our core values and beliefs.



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- We seek to recruit, develop and retain the most talented people in our markets. We will reward people based on merit, teamwork, results and shared values.
- To encourage and support the activities of our employees in civic, social and professional organizations where they live and work.
- We recognize that our employees are the primary reason for our continuing success.
- We view our employees as our greatest resource and will provide every opportunity for them to achieve their hopes, goals and career aspirations.
- This business is built around people. We want self-directed winners who have a passion for business and a burning entrepreneurial drive to excel at growing our market share.
- Our people are our company's greatest competitive advantage.
- We encourage and support our employees, recognizing that through their high standards, creativity and commitment, our company will prosper.
- This is a team business where we depend on one another. We expect each person to make a contribution.
- Our strength is our people. The collective talents of our employees comprise our most important resource.
- We firmly believe that our people are our most important resource, making the critical difference in how well we perform and through their work and effort, separate us from our competition.
- We firmly believe that our people are the best at providing custom-tailored, relationship-oriented financial solutions to growth-oriented businesses in our markets.
- Our employees make the difference. Success depends upon a strong customer focus, quality service and continuous improvement by employees who show integrity, caring and initiative.

Focus on the Customer!

- Developing and maintaining relationships rather than just executing transactions.
- Customers are the reason we exist. We must provide them with creative appropriate financial solutions and serve them in a caring way.
- We seek to build sustained relationships and recognize the importance of continuity of people.
- We must never forget that in order to deliver our promise of delighting our external customers, we must be ever diligent in serving our *internal* customers. Delighting our customers stands above all other values.



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- Everyone in our company must strive to satisfy our internal and external customers, at all times.
- Customer satisfaction is the source of employee, shareholder, supplier and community benefits.
- We recognize that our business can only succeed if we can consistently create and keep customers.
- We clearly understand that without customers, we have no business. Therefore, adding and retaining profitable customers must remain our first priority and at the core of everything we do.
- Customers are the ultimate focus of all our business activities.
- If we fail to provide total satisfaction, we forfeit the right to that customer's business.
- Everything we do and stand for is directed to the satisfaction of present and future customers. We serve our customers with excellence. Our existence depends on them.
- Our employees make every reasonable attempt to return every phone call by the close of business each day. That applies to both internal and external customers. That's just how we do business.
- The customer is the key. Customers have choices. We compete with others to add and retain our customers. We must be ever diligent to protect our customer base by truly adding value. Value is what the customer says it is.
- Our customers come first. We prosper only to the extent that we create long-term relationships with satisfied customers.
- Our customer focus requires that we earn and retain the respect, confidence and loyalty of our customers by serving them so that they will benefit from their association with us.
- To profitably grow, we must focus on customer addition, retention and expansion.
- Serving our "internal customers" is critically important to serving our external customers

Integrity in all we do and say!

- We are committed to doing what's right, without exception. Every decision we make, and every action we take, must follow the highest ethical and moral standards. We must tell the truth, keep all commitments and use our time and resources to make our world a better place.
- We expect integrity, civility, openness, support for others and commitment to the highest standards of achievement.
- Absolute integrity, regardless of the consequences
- Honesty, integrity and ethics in all aspects of our business



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Open Lines of Communication

- Communication: Clarity regarding company, divisional, regional and individual goals, People will know what is expected and will receive ongoing communication that is timely, open, direct, candid and honest.
- Fierce agreement around our goals and objectives
- Straight talk. Candid. Direct. Open. Honest. Communication
- An open environment where people freely tell us what's wrong
- All employees, Company wide, have a crystal-clear understanding of our mission, goals, objectives and values. No ambiguity.
- All employees will be appropriately informed and trained in the vital aspects of our business so that they fully understand the consequences of their actions and decisions. We will develop leaders from within our ranks. Our communications will be honest, open, timely and widely shared.
- Communication: We will effectively communicate corporate objectives and policies.
- We are direct, clear and ethical in our communication and actions. We speak with honesty courage and care.
- We will share the information needed to do our jobs and provide a sense of direction and purpose. We will communicate our goals clearly.
- We must provide clarity about our expectations and must enforce these standards throughout the company.
- We must share information, ideas and knowledge freely, quickly, candidly and unencumbered by organizational structures or individuals.
- We strongly encourage and foster open lines of communication, without fear of reprisal. The freedom to speak one's mind on any subject concerning the company's welfare is a vital ingredient to our constant improvement and success.
- We take action based on facts, not emotion. Sound business decisions are based on sound data and rigorous analysis. Facts are reviewed in an atmosphere without blame.
- We encourage each employee's participation and ideas.
- People must know exactly what is expected of them and receive timely, honest, feedback on their performance and career aspirations.

What is the compelling Vision for Our Company?



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- Now, what about the “Envisioned Future”? This should consist of two components: A 10-30 year Huge Goal and vivid descriptions of what it will be like when we achieve the BHAG. It’s a dream, a hope, and an aspiration. It’s only a 50-70% bet, but the company should believe that they could achieve it anyway. Passion, emotion and conviction are essential parts of the vivid description. Does it get your juices flowing? Is it stimulating and does it generate forward momentum? Does it get the rank-and-file motivated and moving? It should produce a bit of an audible “gulp” when people hear it and think about what it may take to achieve the BHAG.

Other Phrases and Ideas to Incorporate

- We are flexible in our approaches, practice responsible risk taking and learn from our mistakes.
- Management, which is customer-focused, urgent, empowering, simple, passionate and driven to win for the team.
- We must learn to thrive on change, shun bureaucracy and strive to destroy our competitors.
- We are proud to be members of the team and enjoy coming to work.
- We will encourage our people to take the initiative in their work, understanding that some risk is involved, but also recognizing that the potential benefits to the company often outweigh such risks.
- We are fiercely determined to keep bureaucracy to a minimum by keeping a lean organization with a minimum of managerial layers.
- Enthusiasm at all levels of our company is important to us.
- Our leaders have enormous energy and the ability to energize and invigorate others. They are exceptional role models and are open to ideas from anyone.
- We grant decision-making authority consistent with responsibility.
- Our employees, especially our managers, must be leaders who generate enthusiasm and respond with extra effort to retain and attract new customers.
- Integrity is the cornerstone of our business. We will always conduct our affairs in a manner consistent with the highest ethical standards.
- We hold managers and employees accountable to model those behaviors that are in accordance with these objectives through our employee performance review process.
- We set high performance expectations for ourselves and for our business. We strive to build a culture that is open and treats all fairly. We will create an environment that encourages individual decision-making and working together as a team in the interest of serving our internal and external customers.
- We encourage innovative thinking, proactively seek new sources of income, control our costs and enhance our service quality.