



## **LEADERSHIP COMPETENCY: ALIGNING VISION, MISSION & GOALS**

### **Defining Characteristics**

- Provides a clear vision based on shared values, core competencies, what is achievable, and what is important to customers.
- Creates clear “road maps’ that guide managers to the choices and decisions that attain desired business and financial objectives.
- Grasps the big picture—opportunities and interdependencies – and communicates a straightforward vision to all stakeholders.
- Creates new value through original thinking and innovation.
- Observes trends and predicts how business/industry changes will impact the organizational vision and mission.
- Works with people to resolve any apparent incompatibilities between vision, mission and goals for all operations.
- Uses the mission and vision to continually focus energy and effort on the key success factors for the enterprise.
- Sees that the vision and mission is well understood by all members of the organization.

### **Development Activities**

1. There is often a disconnect somewhere when communicating mission and goals down throughout the organization. Select a person who will champion the process of cascading goals, ensuring that each department creates goals and action plans that support the Vision and Mission of the organization.
2. Distribute articles to your staff from current periodicals or web sources that highlight emerging issues that may impact your business and strategy. Make time at staff meetings to discuss emerging issues.
3. In addition to scheduled staff meetings, seek out new opportunities to reinforce goals, e.g. periodic e-mail messages, newsletters, briefings and

presentations. Reward, recognize and publicize those leaders and work groups that have made clear progress on achieving challenging organizational goals.

4. When setting departmental priorities, review all tasks and determine which ones support the mission and which do not. Cut tasks not aligned with the vision wherever appropriate.
5. Periodically list the core skills and abilities that define high performance in your professional area. Consider what new knowledge, expertise, technology, alliances or partnerships will add value to help you achieve your goals.
6. Make reference to your organization's values, vision and mission in your presentations and communications to other organizations.
7. Audit your work unit's goals to identify linkages between individual goals and the overall strategy of the organization as a whole.

## Training Resources

1. "The One Page Performance Planning System," (TOPPPS), Diane Foster & Associates, (510) 865-3695, [www.diane-foster.com](http://www.diane-foster.com).  
This interactive web-based one-page planning system is excellent for putting strategy into action through use of a simple communication tool. Ability to see where everyone is progressing in a simple click by accessing progress reports and score cards on-line.
2. "Facilitating Team-Based Strategic Planning." American Management Association, (800) 262-9699 <http://www.amanet.org/>.  
Learn basic skills required to generate shared visioning and to development agreement and alignment between mission and vision.
3. "Who Says We Can't Do It?" Coastal AMI 1-888-202-8345  
[www.coastalami.com](http://www.coastalami.com).  
An inspirational training film with Lance Armstrong outlining the importance of goals, tactics, teamwork and leadership.
4. "Shared Visioning: A Process for Building an Organization's Strategic Direction...That Works," Schmidt, Michael and Tim Smith. Pegasus Communications, Inc., (800) 272-0945 <http://www.pegasuscom.com/>.  
Illustrates how a strategic planning process can move from a vision created solely by senior managers to a prismatic vision that reflects the insights of the entire company.
5. "Shared Leadership: Developing a Strategy for Success." Self Study Course, American Management Association, (800) 262-9699 <http://www.amanet.org/>.

## Websites

[www.onepagebusinessplan.com](http://www.onepagebusinessplan.com)

A leading web-based strategic planning system.

<http://www.quickmba.com/strategy/vision/>

About the business vision and company business statement

[http://www.strategyletter.com/cp\\_0499/cp\\_fa.asp#anchor101064](http://www.strategyletter.com/cp_0499/cp_fa.asp#anchor101064)

8 Steps to communicate your strategy.

## Recommended Readings

1. Abrahams, Jeffrey. The Mission Statement Book: 301 Corporate Mission Statements from America's Top Companies. Ten Speed Press, 1999.
2. Collins, James C., and Jerry Porras. "Building Your Company's Vision." Harvard Business Review, September-October 1996, pp 65-79. A well-regarded model for working with Vision, Mission, and Goals.
3. Collins, J. C. and Porras, J. I. Built to Last. New York, NY: Harper-Collins Publishers, 1994. Case studies of companies that worked on shared vision, mission, and goals.
4. Kauppinen, Tero J. and Ogg Jr., Alexander, J. VIA – Vision Into Action: The Leader's Guide to Driving Change in Turbulent Times. Leadership Studies International Inc. 1994
5. Lewis, C. Patrick, Building a Shared Vision: A Leader's Guide to Aligning the Organization, Amazon, 2002. Presents a step-by-step method for developing your organizational vision. It teaches how to build and maintain a shared vision directed from the top down, but encompassing the views of all the members and stakeholders, and understanding the competitive environment of the organization.
6. Nanus, Burt, Bennis, Warren G., Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization, Jossey-Bass, 2000.
7. Weisbord, M.R., Productive Workplaces. San Francisco: Jossey-Bass, 1991. Weisbord is a guru for building shared vision, mission, and goals.