

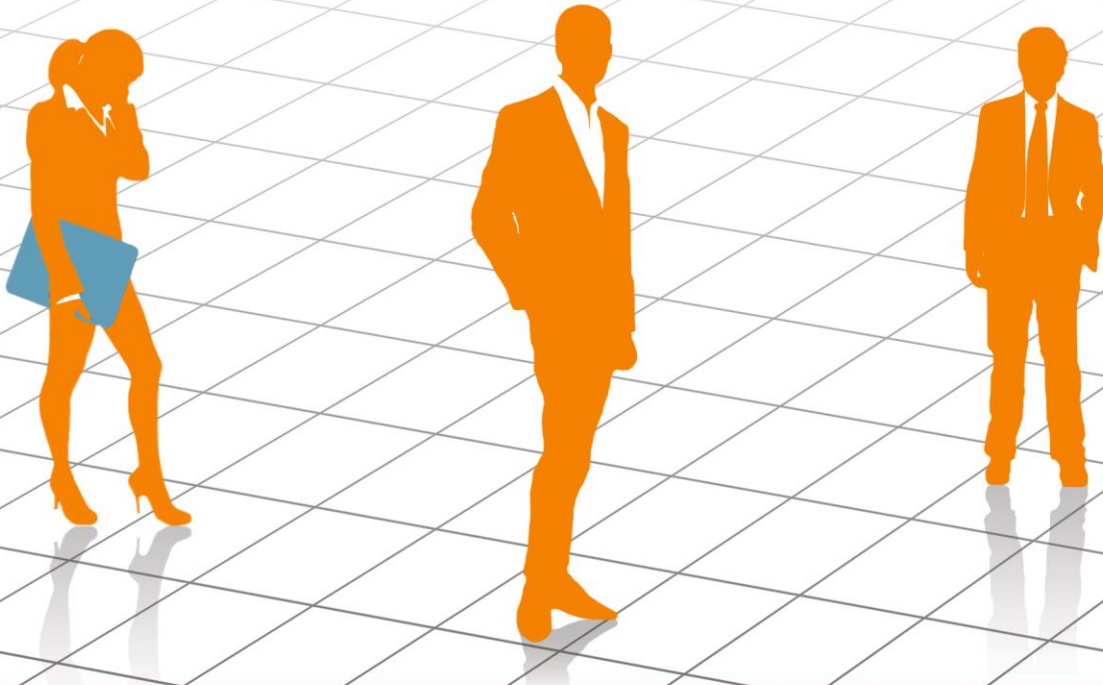
HR Mastery Toolkit

Building a High-Performance Organization

Launch Your Organization to a New Level of Performance Today!

Core (Level 1)

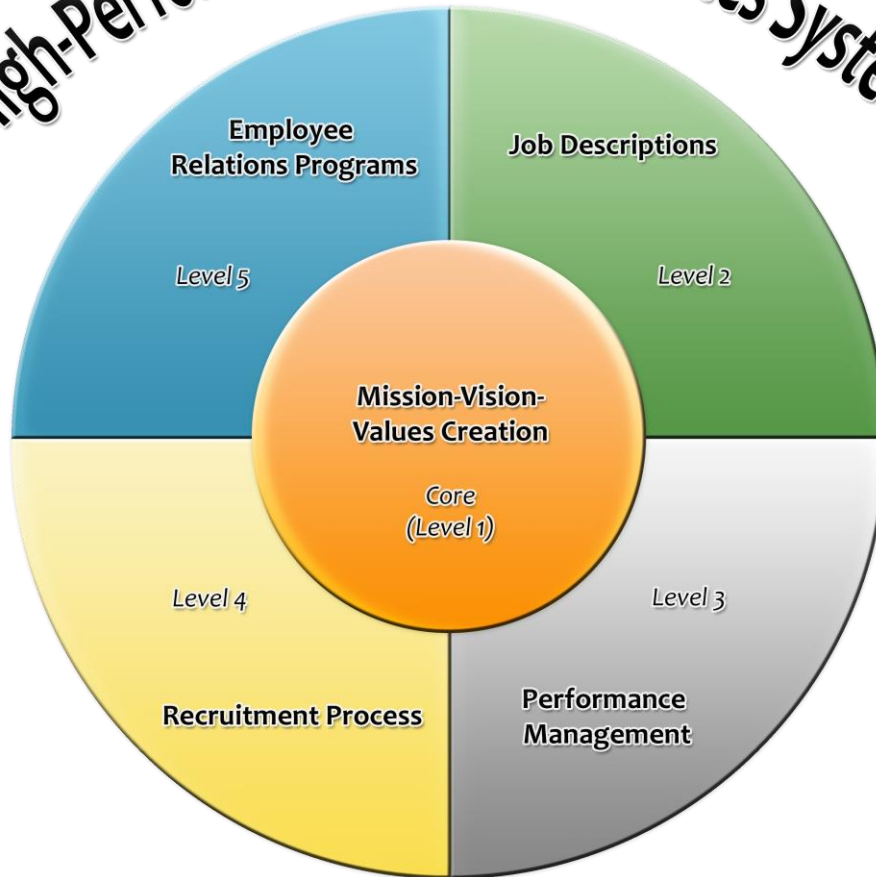
Mission-Vision-Values Creation



Your All-in-One Human Resources Solution

Mark A. Griffin

High-Performance Human Resources System



You are working on

CORE LEVEL

(LEVEL 1)

TABLE OF CONTENTS

INTRODUCTION	4
LEVEL 1 (CORE) OBJECTIVES	6
Important documents	6
SUGGESTED READING MATERIAL	7
CREATING YOUR MISSION-VISION-VALUES (MVV) STATEMENTS	8
WHAT IS THE DIFFERENCE BETWEEN MISSION AND VISION STATEMENTS?	10
ORGANIZATIONAL MISSION	10
How to create a Mission statement	11
ORGANIZATIONAL VISION	14
How to create a Vision statement	15
ORGANIZATIONAL VALUES	18
How to create a Value statement	18
LET'S REVIEW	25
NOW, TAKE YOUR ACTION STEPS: IT'S TIME TO GET STARTED!	26
WHAT'S NEXT?	27

Introduction

Starting your organization's journey to High Performance

You are doing the CORE LEVEL work to bring your organization one step closer to becoming a "High-Performance Organization."

As you review this document, you will gain both the information and tools needed to develop the most crucial framework for your organization's further success.

Equipped with this new knowledge, you will act as a facilitator and foster collaboration within your organization. Together with your Team, you will find out and agree on the true identity of your organization.

Critical to the process is a facilitator who is skilled in maintaining support along the way and keeping everyone on board with the final statement that they all have helped create. A diplomatic and wise person with great people skills should be given this job.

What is a "High-Performance Organization?"

Opinions and definitions vary, but everybody wants one!

Through the process of this course, you will quickly learn what "High-Performance" means for your organization, how to get there, and how to measure your progress.

Think about your organization

- Why does it exist?
- How does it happen?
- What are the most important values your organization shares?

These and other important questions will be answered and a new high-performance era for your organization will begin.

Take a look inside your own organization. Do you have an articulated, clear Mission, concrete Vision, and shared Value statement (MVV)?

If you do not have a MVV, this section will help you **create the framework** for it.

If you do have a MMV in place already, this section will help you **re-launch it** and ensure its success in your organization.

Level 1 (Core) Objectives

As the person acting as the facilitator, **you will learn and develop the following:**

1. How to **facilitate the creation** of MVV statements for your organization.
2. The tools necessary to create a **meaningful process** with coworkers in the development of your organization's MVV.
3. How to take the developed MVV statements and apply them throughout your organization (this information is explained in Level 5, Employee Relation Programs).

You will develop:

1. A coherent and cohesive **Mission statement**
2. A valuable **Vision statement** your organization can enact
3. The basic core **Values** agreed upon by your organization

Important documents

The following is a list of documents included in the Level 1 (Core) Level section for your use to help facilitate and create your organization's Mission, Vision, and Value statements:

- HR Mastery Toolkit document Level 1 (Core)
- Sample MVV meeting agenda
- MVV Workbook – Foundational Guidelines
- Sample MVV statements

Suggested reading material

It is recommended that you, as a facilitator, read the following books to gain a better understanding of why Mission, Vision, and Values are important in an organization.

[The Mission Primer: Four Steps to an Effective Mission Statement](#), by Richard O'Hallaron and David O'Hallaron (May 1, 2000)

[Foundations of Business](#), by William M. Pride, Robert J. Hughes and Jack R. Kapoor (Jan. 1, 2012)

[How To Build "Kingdom Minded" Organizations: Good News for Tumultuous Times: Giving Your Employees a Hope and a Future in this Upside Down World](#), by Mark A. Griffin (Apr. 19, 2012)

Creating your Mission-Vision-Values (MVV) statements

Learn the framework

Let's start by learning the framework for a "High-Performance" organization. These principles apply to both marketplace businesses and non-profit organizations.

A "High-Performance Organization" possesses:

- a clear Mission
- a clear Vision
- clear Values
- agreed upon goals and objectives, especially in:
 - Safety
 - Production
 - Quality
 - Customer service

Above all, a High-Performance Organization strives for prosperity jointly for the good of its owners, employees, and the organization's community and contacts.

Prosperity

Prosperity and High Performance go hand in hand. Genuine prosperity involves first looking inward and addressing these critical aspects of running your organization.

Organizations that have well-developed and activated Mission, Vision, and Value statements (MVV) far exceed those that do not.

Instructions to begin:

1. Study the material.
2. Form your initial leadership group and reiterate the information you have read that is important to them as you work together toward creating your Mission, Vision, and Value statements.
3. Then form a group of employees and reiterate the information you have read that is important to them to work together toward creating your organization's Mission, Vision and Value statements.

Note: A group format may be used where groups of employees nominate a representative to meet with the facilitator. For example, if your organization has 20 employees, you might choose to break down your employees into five groups and have each group pick one person to represent them. This will give you five employees who will work together to create the Mission, Vision, and Value statements on behalf of all employees.

4. Finally, utilize the knowledge you've learned to facilitate the conversations and meetings necessary to form a solid framework in the organization to make sure that all employees, customers, and vendors are in line with your Mission, Vision, and Value statements. Doing this helps the organization move one step closer to becoming a High-Performance Organization.

What is the difference between Mission and Vision statements?

This is a common question that organizations ask as they create their Mission and Vision statements.

- Your **Mission** exists in the present—it is what you currently do **best** every day.
- Your **Vision** is what the **future** will look like once you have accomplished your Mission.

Organizational Mission

The most successful organizations have established a Mission for their organization. Organizations lacking a defined Mission have employees who don't really know what the purpose is of their organization.

Organizations without a Mission can also confuse vendors and customers when expectations don't align with outcomes.

In fact, in High-Performing Organizations, candidates are exposed to the organization's Mission statement before they're even hired. The Organization's vendors and customers know the Mission as well.

When vendors know the Mission and customers understand it, it's a windfall. However, the most effective group is your employees. They are the best messengers for your Mission.

The Mission statement is co-developed by all of your employees and is ingrained into the culture of your organization.

A surprising truth

Most employees want nothing more than to do a good job. In fact,

most want to exceed an organization's expectations. Americans are passionate, love to work hard, play hard, and love life. Good leadership can steer this enthusiasm to generate abundant success.

***Good leadership envisions a Mission statement
that employees own and strive to achieve***

The benefit of creating or revisiting your Mission statement

The biggest benefit of producing a Mission statement, or revisiting a current one, is the new internal process of communication that is created. Once your employees understand your organization's Mission, they need to make the necessary personal commitment to honor it.

How to create a Mission statement

Your Mission statement clarifies what you currently do best—every day—and why. Your Mission statement should reflect the problem you solve for your customers. Having a Mission statement is the foundation for turning the dreams and potential of an organization into reality.

In a nutshell, **your Mission statement defines the reason why your organization exists.**

What should a Mission statement contain?

It should be a simple statement, collectively agreed upon by the leadership and employees, that **outlines what your organization does and why.**

Note: Avoid a top-down declaration of your organization's Mission.

Key tips for a great Mission statement:

- Keep it **short**.
- Describe **WHY** customers need you.
- Define your **product or service** clearly.
- Identify **WHO** is your ideal customer.
- Specify briefly **WHAT** you offer your customer—in benefits, solutions, services, advantages, etc.
- Delineate what makes your product or service **distinct** from your competition.

Create the Mission statement this way:

1. The senior management team brainstorms what they believe the Mission statement should be.
2. Senior management then takes the **draft** mission statement to the line supervision to gather further input. All input should be documented for further discussion later at the roundtable.
3. The line supervision takes the same draft mission statement to the employees to gather further input. All input should be documented for further discussion later at the roundtable.

Note of Employee Involvement: Line supervision: let your employees know that each one of them has an opportunity to challenge the Mission statement, provide their personal input, and suggest changes. They should also know that, ultimately, when the majority of the employees and management agree to the final document, they are expected to respect it and support it.

4. The facilitator will facilitate **a roundtable session with the leadership team** using the draft Mission statement from all levels of the organization as a guide to come up with a refined draft of the Mission statement.

5. The facilitator will facilitate a **roundtable session with the employees or appointed employees** using the refined draft Mission statement from all levels of the organization as a guide to come up with a final Mission statement.
6. The facilitator is responsible for coming up with the final Mission statement that the leadership and employees agree to and honor.

Note: A few reiterations and meetings back and forth will bring you to a consensus on your Mission. Then it's done. It just needs to be enacted and encouraged (this information is explained in Level 5, Employee Relation Programs).

Examples:

Google: "We organize the world's information and make it universally accessible and useful."

Starbucks: "We inspire and nurture the human spirit—one person, one cup, and one neighborhood at a time."

Organizational Vision

All High-Performance Organizations have a Vision

High-performing organizations have a clearly defined **Vision**. This Vision helps guide all employees and their supervisors to a desired destination and explains why.

Organizations that possess a Vision also have direction in the workplace. These organizations have a purpose and strive for achievement. They have both a Vision of where they **want to be**, and set the appropriate and specific goals in order to get there. All along the way, the employees become enthusiastically supportive and part of the Vision.

Your Vision statement is what will occur as you actualize your Mission statement.

Remember: The Vision statement should be inspiring! It is where you want to be in the future.

Vision is thinking and seeing ahead

Your Vision statement determines where you want your organization to be in the near future. **Five years** is a good number, because that is a reasonable amount of time for most organizations to get to the next big step. A Vision statement may extend beyond the five-year mark too. For new organizations, a three-year Vision statement may be more appropriate.

The key to a High-Performing Organization

High-Performing Organizations make their **Vision statement** a top priority. Your Vision statement must ignite the employees to achieve great things!

When Gatorade gulped down the competition

The Gatorade Division of Quaker Oats gulped its competition. Why? It had a Vision. Every employee bought into the Vision. Powerade™ and All Sport™ didn't have a chance by comparison. In fact, All Sport™ doesn't even exist today. Gatorade's Vision made the high-performance dream a reality.

Great Vision takes great leadership

Leadership must encourage and have a vested interest in employees, so that excellence in achievement of the Vision is possible. Everybody needs to be on board. A team mentality is crucial.

As a leader, develop a Vision with employee input.

As an employee, make sure you embrace your organization's Vision. If you feel your organization's Vision needs tweaking, ask to do so with respect and courage. Your leadership will appreciate your interest.

As everyone works together, your organization can construct a Vision to create a hope and future for everyone.

How to create a Vision statement

An optimal Vision statement is created, or at least contributed to, by **all** employees in an organization. Like the Mission statement, the more employees embrace it, the more effective the Vision statement will be.

What should a Vision statement contain?

Your Vision statement must be realistic and achievable. A Vision statement is not effective unless it is realistic. For instance, if you own a pizza shop, it's unwise to say your Vision is to grow to a \$2 billion-dollar market value within five years.

But, what *would* be more achievable? A better Vision statement might look like this: "We will grow to be a viable choice for consumers regionally by expanding to three locations in five years."

Create the Vision statement this way:

1. The senior management team brainstorms what they believe the Vision statement should be.
2. Senior management then takes the **draft** vision statement to the line supervision to gather further input. All input should be documented for further discussion later at the roundtable.
3. The line supervision takes the same draft vision statement to the employees to gather further input. All input should be documented for further discussion later at the roundtable.

Note of Employee Involvement: Line supervision: let your employees know that each one of them has an opportunity to challenge the Vision statement, provide their personal input, and suggest changes. They should also know that, ultimately, when the majority of the employees and management agree to the final document, they are expected to respect it and support it.

4. The facilitator will facilitate a **roundtable session with the leadership team** using the draft Vision statement from all levels of the organization as a guide to come up with a further refined draft of the Vision statement.
5. The facilitator will facilitate a **roundtable session with the employees or appointed employees** using the draft Vision statement from all levels of the organization as a guide to come up with the final Vision statement.

6. The facilitator is responsible for coming up with the final Vision statement that the leadership and employees agree to and honor.

Note: A few reiterations and meetings back and forth will bring you to a consensus on your Vision. Then it's done. It just needs to be enacted and encouraged (this information is explained in Level 5, Employee Relations Programs).

The following questions can help your team consider as they build your Vision Statement:

1. What are the current market and customer base in our organization?
2. How are our market and customer base **changing** in the next three to five years?
3. How will the change create **opportunities** for our organization?
4. How can we **close the gap** between the present and our Vision for the future?
5. How can we **surpass** our competitors, or get to the next stage of the organization?
6. What are we doing **collectively to capitalize** on the changes in business conditions and the needs of the business?

Examples:

Amazon: "Our vision is to be earth's most customer-centric organization; to build a place where people can come to find and discover anything they might want to buy online."

Nike: "To be the number one athletic company in the world."

Amazon and Nike both actualized their ambitious Vision statements. There is a lot of power to be found in creating them.

Organizational Values

All High-Performance Organizations have Value statements.

Few organizations memorialize them, and even fewer *manage* them.

High-Performance Organizations blend two things: personal goals and corporate values.

What should a Value statement contain?

A Value statement should include what is important to an organization's employees, leaders, and stakeholders.

A Value statement, from your organization's perspective, is something that **reflects the heart of your organization**. It defines your organization and lays the foundation for current and future **best practices**.

Like it or not, your vendors and customers can sense your Values, even if you or your employees are not aware of what they are. Through your Values, your organization collectively reflects what is of prime importance. When Values are conveyed by accident, quality suffers and so does your organization's identity.

Value statements are what give your organization its **reputation**.

How to create a Value statement

If you have not yet defined your organization's Values, it's time to solidify **an agreement** on *which* Values are most important to your organization. This should be done carefully, keeping in mind that both leaders and employees have their own internal values established. These Value statements may not always align with those of the owners or senior managers.

A seasoned organization **shares the process** of creating Value statements. There should not be a sudden edict from the top down on which Values are the organization's Values, or things can backfire.

How many Value statements do you need?

Some organizations have as many as ten Value statements—that may be too many. Instead, narrow yours down to three to five Value statements.

Fewer Value statements not only ensure that your organization's true core principles occur, but also make it easier for your employees to remember them. This makes the whole organization's processes more manageable.

Create the Value statement this way:

1. The senior management team brainstorms what they believe the Value statements should be.
2. Senior management then takes the **draft** Value statements to the line supervision to gather further input. All input should be documented for further discussion later at the roundtable.
3. The line supervision takes the same draft value statements to the employees to gather further input. All input should be documented for further discussion later at the roundtable.

Note of Employee Involvement: Line supervision: let your employees know that each one of them has an opportunity to challenge the Value statements, provide their personal input, and suggest changes. They should also know that, ultimately, when the majority of the employees and management agree to the final document, they are expected to respect it and support it.

4. The facilitator will facilitate **a roundtable session with the leadership team** using the draft Value statements from all levels of the organization as a guide to come up with a further

refined draft of the Value statements.

5. The facilitator will facilitate a **roundtable session with the employees or appointed employees** using the refined draft Value statements from all levels of the organization as a guide to come up with the final Value statements.
6. The facilitator is responsible for coming up with the final Value statements that the leadership and employees agree to and honor.

Note: A few reiterations and meetings back and forth will bring you to a consensus on your Values. Then it's done. It just needs to be enacted and encouraged (this information is explained in Level 5, Employee Relations Programs).

Naturally, there are some Value statements that are nonnegotiable, such as Trust and Integrity. The unique organizational Values—the true identity of your organization—are what your employees **value collectively**.

On the following page is a sample **list of Core Values**. This should enable you to best select what is truly most important to your organization as you move forward together. Brainstorming may reveal others that may be particularly vital to the essence of your organization.

One of the most important aspects in defining Value statements is to secure the source of them. Value statements need to be shared across the organization, but they also need to have a **reference point**. Your Value statements should include a **statement** highlighting that reference point.

Example

Organization X

We are a family-owned and operated organization. As such, we respect each other and collectively support the following four Values in the way we do business, how we treat each other internally in our organization, and how we interact with our outside contacts.

- **Efficiency:** We pride ourselves on quantity and quality.
- **Individual Responsibility:** We believe in holding ourselves accountable. We deliver on our promises and we always endeavor to use good judgment.
- **Quality:** Quality is our top priority. We do not compromise on quality.
- **Ownership:** We own our decisions, we own our mistakes, and we own our achievements.

Sample Values List

Here is a sample list of core values that you can use and share with the groups to come up with your value statements.

Accountability — We are responsible for our actions. This influences our customers, vendors, and co-workers. We hold each other and ourselves to a high standard of accountability.

Balance — We create a work environment that promotes healthy lifestyles and celebrates family-work balance for employees.

Biblical Principles — We are an organization founded on Biblical principles; therefore, we attempt to honor God at all times.

Civic Responsibility — We honor our co-workers and our communities through our dedication, knowledge, and ability to actively participate in our communities as volunteers and leaders.

Compassion — We show kindness for others by helping those who are in need.

Courage — We face difficult situations with confidence and determination. We stand up for our convictions, even when some of the decisions we make may not be popular with every person in the organization.

Commitment — We are committed to our employees, our vendors, and our customers; it is through commitment that we all achieve.

Community — We are committed to the communities in which we do business and where our employees live, work, and love.

Consistency — We aim for consistency as we build our reputation.

Diversity — We respect diversity and the inherent dignity associated with differences in race, gender, thoughts, interests, and ideas.

Efficiency — We pride ourselves on speed and accuracy.

Empowerment — We create an atmosphere that allows others to achieve through their individual contributions and development.

Fairness — We value a work environment that emulates fairness. We treat people equally and make decisions without influence by favoritism or prejudice.

Fun — Work does not need to be painful or joyless. Fun, creativity, and whimsy are infused whenever possible.

Honesty — We believe in consistently seeking and speaking the truth in the workplace. We believe in a workplace devoid of lying, cheating, stealing, or any other forms of deception.

Individual Responsibility — We hold ourselves accountable. We deliver on our own promises, and we always endeavor to use good judgment.

Industriousness — We realize the intrinsic and extrinsic rewards of putting in our best efforts to achieve our goals. We celebrate our team's unique abilities to contribute to prosperity by working hard.

Innovation — We envision, dream, and create before others do!

Integrity — We use our integrity at every occasion to build and maintain trust.

Justice — We consider the perspectives of others, and demonstrate and encourage others to exhibit consistent fairness, while treating all with equal dignity and respect.

Leadership — We lead the way with conviction and understanding.

Ownership — We own our decisions, we own our mistakes, and we own our achievements.

Passion — We love what we do, and our whole heart goes into our work.

Quality — Quality is a priority. We do not compromise on quality.

Respect — We value our vendors, our customers, and ourselves; we treat others as we want ourselves to be treated.

Risk Taking — We take calculated risks, learn from our mistakes, and grow in our successes.

Safety — We are diligent about our personal safety and in helping our co-workers maintain a safe and sound environment.

Service Excellence — We provide best-in-class service to our internal team and external customers every day.

Remember: The best value statement is one that you and your team identifies and creates together!

Let 's Review

What did we learn at the LEVEL 1 (CORE) MVV?

- We learned that a carefully crafted Framework for High Performance is critical to both current and future success.
- We learned that a Mission statement clarifies what your organization does and how it does it. It briefly defines why your organization exists and what problem it solves and/or what service(s) it provides.
- We learned that an organizational Vision statement is a brief and concrete plan for the future of your organization and the enacted reality of your Mission statement.
- We learned that successful organizations agree on the Value statements that lie at the very heart of their organizations. These Value statements are initiated internally, with input from **all** levels of the organization, before moving outward to create a vital reputation and organizational identity.
- We encountered a listing of common Values and learned that the best Values are those encouraged by Vision from the top leadership, while also requiring input from the ground up.

**Now, Take Your Action Steps:
It's time to get started!**

- Once you **absorb** the concepts presented, start a dialogue with your owners, or upper level management.
- Convey and **define** the key concepts about Mission, Vision, and Values (MVV) for mutual understanding.
- Together, begin to **specify** what MVVs are unique to your particular organization.
- **Enlist** the help and input of line supervision after an initial MMV draft is formed.
- Engage with employees and **educate** them on the basic meanings and intentions involved in your MVV using the workbook provided.
- Work with employees to **build a consensus** and hone a final draft.
- The facilitator is responsible for coming up with the final MVV with the help of leadership and all level of the organization from ground up.
- **Celebrate** your organizational accomplishment and memorialize the event in a distinctive way. (Throw a party, give out a reward, or find another special way to commemorate the achievement.)

Congratulations!

**You are on your way to becoming
a High-Performance Organization**

What's Next?

Once you've established your **LEVEL 1 (CORE) MVV**, as outlined in this section, you are ready to move on to **LEVEL 2**.

It's time to learn about a fantastic tool for your organization: **Creating High-Performance Job Descriptions**. Your current employees and managers will benefit greatly from the clarity. Plus, recruiting and retaining talented employees will become easier than ever!