

SHAW ACADEMY

Lesson 3 Practical
Leading with vision,
values and purpose.

**Advanced Diploma in Leadership and
Management**



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Lesson 3 Practical: Leading with vision, values and purpose

Lesson Pillars

Values
Vision
Mission
Personalising your vision

Introduction

In this lesson, you will learn how to craft your values, vision and mission statements. You will appreciate what makes a good and bad values, vision and mission statements. Finally, you get the opportunity to start describing your own personal vision.

Refresher

Graham Kenny at Harvard Business Reviews notes that We hear more and more that organizations must have a compelling “purpose” — but what does that mean? Aren’t there already a host of labels out there that describe organizational direction? Do we need yet another?

I think we do, and I’ve pulled together a typology of sorts to help distinguish all these terms from one another.

A vision statement says what the organization wishes to be like in some years’ time. It’s usually drawn up by senior management, in an effort to take the thinking beyond day-to-day activity in a clear, memorable way. For instance, the Swedish company Ericsson (a global provider of communications equipment, software, and services) defines its vision as being “the prime driver in an all-communicating world.”

There’s also the mission, which describes what business the organization is in (and what it isn’t) both now and projecting into the future. Its aim is to provide focus for management and staff. A consulting firm might define its mission by the type of work it does, the clients it caters to, and the level of service it provides. For example: “We’re in the business of providing high-standard assistance on performance assessment to middle to senior managers in medium-to-large firms in the finance industry.”

Values describe the desired culture. As Coca-Cola puts it, they serve as a behavioral compass. Coke’s values include having the courage to shape a better future, leveraging collective genius, being real, and being accountable and committed.

If values provide the compass, principles give employees a set of directions. The global logistics and mail service company TNT Express illustrates the difference in its use of both terms. TNT United Kingdom, the European market leader, lists “customer care” among nine key principles, describing it as follows: “Always listening to and building first-class relationships with our customers to help us



provide excellent standards of service and client satisfaction.” TNT’s Australian branch takes a different approach: Rather than outline detailed principles, it highlights four high-level “core values,” including: “We are passionate about our customers.” Note the lighter touch, the broader stroke. So how does purpose differ from all the above, which emphasize how the organization should view and conduct itself?

Greg Ellis, former CEO and managing director of REA Group, said his company’s purpose was “to make the property process simple, efficient, and stress free for people buying and selling a property.” This takes outward focus to a whole new level, not just emphasizing the importance of serving customers or understanding their needs but also putting managers and employees in customers’ shoes. It says, “This is what we’re doing for someone else.” And it’s motivational, because it connects with the heart as well as the head. Indeed, Ellis called it the company’s “philosophical heartbeat.”

For other examples of purpose, look at the financial services company ING (“Empowering people to stay a step ahead in life and in business”), the Kellogg food company (“Nourishing families so they can flourish and thrive”) and the insurance company IAG (“To help people manage risk and recover from the hardship of unexpected loss”).

If you’re crafting a purpose statement, my advice is this: To inspire your staff to do good work for you, find a way to express the organization’s impact on the lives of customers, clients, students, patients — whomever you’re trying to serve. Make them feel it.

Values

“By choosing to embrace and practice good values every day, you choose the higher course in life. And your life goes in a direction that you will always feel good about. You may not always get what you desire, but you will always be the person you desire to be.”

John C Maxwell

Reasons Why Values Matter

Karen Naumann writing for the Huffington Post notes that values are at the heart of enjoying life and work. She asks “Have you ever been in a situation where something felt wrong, but you couldn’t walk away from it? Something that was outside of your value system, but your belief in it to change for the better was stronger?”

There is nothing harder to walk away from something you truly want, but which you realize isn’t right or simply not right for you.

Values are like the mitochondria in a cell. They are our powerhouse. So, living a life where you keep compromising your values, is like a small flame that will eventually burst into a fire, and you’ll be the first one to get burned.



Here is a list of five reasons why knowing and sticking to your values is so important:

1. They help you regain self-respect

Say goodbye to any pimp of your emotions and get your self-respect back. Nothing is a better consultant than your own personal values for this.

If punctuality is important to you then communicate this to the other person. If you feel underappreciated or neglected, then speak up. We will always only get what we believe we deserve. Do you think you deserve having to wait around and waste your time because someone cannot be on time?

Think about it, if you do not respect yourself, how and why should anyone else do it? It's that simple. If you are unhappy with yourself, then this is oftentimes directly reflected onto others around us. So, communicating your values will not only give you your self-respect back, it will also improve your relationships and overall happiness.

If you want to be respected by others, the great thing is to respect yourself. Only by that, only by self-respect will you compel others to respect you.

~ Fyodor Dostoyevsky

2. They help you be clear about what you want

Your personal values play an important role in your personal life, but especially in your job search and career decision making.

One great career counseling tool for identifying personal (work) values is a simple, yet powerful, values inventory card sort. It helps sorting out our top most important values, for example, recognition, achievement, independence, support, working conditions, justice etc., as well as the ones that are of least importance to us.

This is a great tool for identifying companies or industries that we would like to work for or relationships that we'd like to be part of.

The crucial point is that we need to KNOW the values that are of great importance to us first and then avoid compromising them in any way. Again, they are our powerhouse, our window wipes that clear our sight when it pours, and our air pump when we have a flat tire.

If you don't know what your values are, then you will have a hard time figuring out what it is that you are actually looking for to be satisfied and happy at work or in a relationship. And if you don't know what you want, then you most likely won't know when you have it.

3. They help you in making decisions

Being born in the 1980s and therefore part of the so called "Generation Y," a generation seen as being 'blessed' with many opportunities and possibilities, making a decision seems to be more difficult than ever.



There is such an oversaturated market of dating platforms and job boards that it seems like we have all the choices in the world, but at the same time it feels like we have 'forgotten' how to actually make a decision. There are always alternatives and other great opportunities, and that's exactly when knowing your values comes into play again — big time!

For example, take a relationship where one partner wants to have a family and the other one doesn't. In that case, each partner has a decision to make: do they want to or CAN they compromise on having/not having their own family?

The same goes for your workplace: when you have reached your ability to grow in the company you work for, what do you do? Do you stay and live with it or do you start looking for a new challenge to further develop?

Here is why realizing and identifying our values becomes of great importance again: only when we know them, we will be able to communicate them clearly and decide to change and move on if they aren't met.

As Alice Waters said:

"The decisions you make are a choice of values that reflect your life in every way."

4. They help you enjoy your (work) life

Values drive our behavior. They are ethical goal statements and learned at an early age, and we usually share our values within our families and culture. Some values can change over time, but our core values stay.

Your personal values are directly connected with your deliberative conscience. So when something or someone makes you behave or act against your values, then your conscience will raise an objection until it cannot be ignored anymore.

Remind yourself that it simply isn't enough to keep hanging on to a job or relationship because of its potential that you can see of it. That's like buying a new stereo system and you realize that it doesn't have a good sound but you keep it because you think it has the potential to have a great sound.

There is quite a lot of research out there showing a positive correlation between our values and job satisfaction. So, when you find a common denominator in your value system with you and your partner or employer, then chances are that you will feel a lot of fulfillment in your relationship or at work. If you haven't found this yet, then please don't stop looking.

"There can be no happiness if the things we believe in are different from the things we do." - Freya Stark



5. They keep you focused and motivated

If you work in a company where you don't like the product or their mission, then tell me, how authentic and powerful can your message, impact, productivity, or work be?

Living in accordance with our values keep us motivated and happy in all areas in our lives. That's why volunteering for a cause or service we strongly believe in doesn't feel like work or a waste of time.

Furthermore, we do not need to get paid to participate and support them even on weekends or holidays, because working for a cause we truly value and believe in is the energy plug we need the most to be happy and motivated in the long run.

Something money surely cannot buy.

Crafting you Core Values

Patrick Lencioni writing for the Harvard Business Review has spent the last ten years helping companies develop and refine their corporate values, and what he's seen isn't pretty. Most values statements are bland, toothless, or just plain dishonest. And far from being harmless, as some executives assume, they're often highly destructive. Empty values statements create cynical and dispirited employees, alienate customers, and undermine managerial credibility.

Given the risk, why do executives put so much work into developing values statements in the first place? Because they believe they have to. At least that's how they've felt since 1994, when Jim Collins and Jerry Porras published *Built to Last*. The book made the case that many of the best companies adhered to a set of principles called core values, provoking managers to stampede to off-site meetings in order to conjure up some core values of their own. The values fad swept through corporate America like chicken pox through a kindergarten class. Today, 80% of the Fortune 100 tout their values publicly—values that too often stand for nothing but a desire to be au courant or, worse still, politically correct.

Meaningful values can set a company apart from the competition by clarifying its identity and serving as a rallying point for employees. But coming up with strong values—and sticking to them—requires real guts.

Process for writing core values

So, Core values can best be described as operating philosophies or principles that guide an organisation's internal conduct as well as its relationship with the external world.

So, if mission statements tell you what your institution currently exists to achieve and vision statements articulate where you aspire to be, the purpose of stating your core values is to help define the type of organisation you strive to be. As such they describe something of your culture, your ethos and your priorities.



Core values represent the how alongside the what and the where of your mission and vision statements. Of course it is quite possible to combine your values within your mission statement to achieve the same effect, but we feel that separating the two helps each to retain their specific purpose and makes it easier for others within the institution to appreciate the contribution they are designed to make.

Your values should both reflect and inform the culture within your organisation but will only do so if effort is made to 'make them breathe'. Core values can help remind the organisation what is important to it and to make sure that these qualities do not get lost, either in the middle of daily operations, or in pursuit of your vision.

Your values should describe something of how your organisation currently is, less what it wishes to become. Defining your values should be a creative and collaborative process.

Live your values

Once again, institutions must resist the temptation to treat the publication of their core values as the end of the process. In order to be effective, the values must be something shared, adopted and believed in by the organisation as a whole.

Values example from Coca Cola. Do you think they inspire.

- Leadership: The courage to shape a better future
- Collaboration: Leverage collective genius
- Integrity: Be real
- Accountability: If it is to be, it's up to me
- Passion: Committed in heart and mind
- Diversity: As inclusive as our brands
- Quality: What we do, we do well

The purpose of values statements is to inspire. What do you think?

Vision

Vision is the ability to talk about the future with such clarity it is as if we are talking about the past."

Simon Sinek

If your mission statement can best be described as a reflection of the fundamental purpose or purposes of your institution your vision statement should complement and enhance this by providing a description of where you hope this purpose will lead.

In essence, it represents a description of what and where you want to be. As such it is a statement of aspiration, not necessarily of fact and represents a vision of the type of organisation that you are striving to become and the high-level goals you are hoping to achieve. Given these characteristics it is clear to see why an institution has need for both a mission statement and a vision statement as integral and complementary parts of its strategic framework; whilst at the same time re-emphasising the importance of ensuring a common thread and congruence between the two.



Organisations need to know where they are heading and what they are trying to accomplish and to state this clearly for getting there is dependent on the efforts of a large number of people – not all of whom can just be assumed to instinctively know what the collective goal is.

An institution's vision statement is thus an articulation of its major goals and ambitions. The organisation which does not articulate its vision for the future will not necessarily fail, indeed it may continue to 'tick over' quite nicely, but nor is it likely to thrive. It stands less chance of growing, expanding and improving because it has no clear idea of what direction or form this growth, expansion or improvement should take.

Your vision should also be a constant and visible element of your recruitment and selection processes, appearing as part of your initial job advertisement and application pack. By doing so you make a public claim about where you, as an organisation, are heading and therefore the type of people you need to make this happen. Pursuing this idea further, asking candidates either during the written application or interview stage to demonstrate how they would help the institution to achieve it can help ensure that all new staff are aware of the institution's stated vision and are able to play their part in achieving it.

A powerful vision statement should stretch expectations and aspirations helping you jump out of your comfort zone. It is possible to define some general principles of good practice which it may prove useful to consider when revising your current vision statement, or drafting a new one.

Be inspirational

The vision statement is supposed to challenge, enthuse and inspire. Use powerful words and vivid phrases to articulate the kind of institution you are trying to become. This is your chance to lift your institution's gaze above the grind of day-to-day gripes and problems and to focus attention on 'the bigger picture' and the potential rewards that await

Be ambitious

If you set your sights on being 'within the top 10' the chances are that the best you will come is 10th. If your real aim is to hit the top 5, why not say so and go for broke? What targets you set and how high you aim will, in themselves, also say something about you as an organisation. Ambitious, perhaps even audacious targets will help create the impression of an organisation that is going places, that aims high and demands high standards from its staff and students in a way that comfortable, 'middle-of-the-road' benchmarks will not

Be realistic

This may sound odd following on immediately from a call to 'Be ambitious', perhaps even contradictory, but it is an important part of the balancing act that is required. For just as the purpose of the vision is to inspire and enthuse, it is equally important that this ambition is tempered by an underlying sense of realism. People need to believe that what is envisaged is actually achievable; otherwise there is no reason for them to believe or buy in to it. It is perfectly possible to be both ambitious and realistic and it is through successfully marrying these two forces that the best vision statements will be formed. Stating that you will become 'ranked in the top 3 in



the student satisfaction league table within 5 years' may be both ambitious and realistic if you currently sit at number 7, but sound far less convincing if you currently reside at number 57.

Be creative

Albert Einstein once said that 'imagination is more important than knowledge'. Of course, there is nothing wrong with saying that you will 'deliver world-class learning and teaching standards but it is probably a safe bet that at least a dozen other institutions will be saying the same thing. Just as a commercial company may need to think creatively in order to identify gaps in the market, so too you may need to think imaginatively about what your vision is and how you describe it to help stand out from the crowd

Be descriptive

Unlike with your mission statement, there is no pressure to pare your vision down to the bone. Of course, you want to be concise (indeed many of the best examples of memorable visions tend to be so), but there is no need to enforce an arbitrary limit on its length. Take as much space as you need to get your vision across

Be clear

As with your mission statement it pays to avoid jargon, keep sentences short and to the point and use precise, uncluttered language. Otherwise you risk diluting or losing your message amongst the background 'noise'

Be consistent

Though bearing in mind their different purposes, there should still be an element of continuity between your mission and vision statements, or at least some careful thought and discussion given as to why this is not the case. At the same time, the vision need not be constrained by the current remit of the mission. Perhaps the institution is keen to explore new areas in the future: to become the region's conference venue of choice, for example, in which case this would need to be reflected in the mission statement in due course.

Ikea' Vision

The folks at IKEA dream big. Their vision statement could have been a promise for beautiful, affordable furniture, but instead, they decided their mission is to make everyday life better for their customers. It's a partnership: IKEA finds deals all over the world and buys in bulk, then we choose the furniture and pick it up at a self-service warehouse.

Our business idea supports this vision by offering a wide range of well designed, functional home furnishings products at prices so low that as many people as possible can afford them.

Using words like "together" and "we" makes a huge company like IKEA much more accessible and appealing to customers.



Mission

A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history.

Ghandi

Crafting your Mission

Defining and articulating your vision, mission and values

It's all about 'the big picture'. Visualising and articulating what it is that your institution exists to achieve (its 'mission') and what defines its character and ethos (its 'values').

A mission statement defines in a paragraph or so any entity's reason for existence. It embodies its philosophies, goals, ambitions and mores. Any entity that attempts to operate without a mission statement runs the risk of wandering through the world without having the ability to verify that it is on its intended course.

Without a mission statement (or a statement/set of principles which conforms to this definition but which may be known as something else), the organisation risks wandering 'off mission' and wasting time and resources trying to achieve things which are at best peripheral and at worst irrelevant to the objectives it should be trying to achieve.

In many respects, the mission statement reflects the ultimate distillation of the strategic activity of the institution. Here are some general principles that it may be worth bearing in mind when defining a new mission statement, or reviewing a current one.

Make it as succinct and memorable as possible

A mission statement should be as short and snappy as possible – preferably brief enough to be printed on the back of a business card. The detail which underpins it should be mapped out elsewhere, but try to make it something that people will be able to remember the key elements of, even if not the exact wording.

E.g. "Spreading the power of optimism" from "Life is Good" the T-Shirt Company

Make it unique to you

It's easy to fall into the 'motherhood and apple pie' trap with generic statements that could equally apply to any institution. Focus on what it is that you strive to do differently: how you achieve excellence, why you value your staff or what it is about the quality of the student experience that sets you apart from the rest.

Make it realistic

Remember, your mission statement is supposed to be a summary of why you exist and what you do. It is a description of the present, not a vision for the future. If it bears little or no resemblance to the organisation that your staff know it will achieve little.

Make sure it's current

Though it is not something which should be changed regularly, neither should it be set in stone. Your institution's priorities and focus may change significantly over time – perhaps in response to a change of direction set by a new vice-chancellor or principal, or major changes in government



policy. On such occasions, the question should at least be asked: 'does our current mission statement still stand?'

Review it with the team

It needs to be accepted by the broader team members

During this process, it may help to ask yourselves the following questions:

What are the first 5 words that spring to mind when asked to describe your institution?

What is it that you do best?

What makes you different?

What would you like others to think of you?

Hopefully, if your mission statement conforms to the above principles it should stand a good chance of fulfilling its objectives, but there are no guarantees – especially if, no matter how well worded – it is not accepted by the broader institutional community. For if your institution as a whole, or significant elements of it, reject your mission statement wholesale its value is effectively lost and it will forever remain a slick, but essentially meaningless, set of words. The main mitigation against this risk is likely to stem from the way in which your mission statement, along with your vision and values are formulated, communicated and disseminated – topics addressed elsewhere in this resource.

Honest Tea's Mission

Honest Tea seeks to create and promote great-tasting, healthy, organic beverages. We strive to grow our business with the same honesty and integrity we use to craft our recipes, with sustainability and great taste for all.

Honest Tea's mission statement begins with a simple punch line connoting their tea is real, pure, and therefore not full of artificial chemicals. They're speaking to an audience that's tired of finding ingredients in their tea they can't pronounce, who have been searching for a tea that's exactly what it says it is.

Examples of Vision, Mission and Values from Business

LL Bean

Core Values Statement: Sell good merchandise at a reasonable profit, treat your customers like human beings, and they will always come back for more.

This quote from Leon Leonwood Bean has been known as "L.L.'s Golden Rule" at his namesake company since the 1920s, and it is posted prominently in its retail stores and manufacturing and shipping facilities, says spokesperson Carolyn Beem. "It's not just a saying, but it's way of life and a way of conducting business" for the nearly 5,000 employees who work for the Freeport, ME-based company, she says. The philosophy embedded in the core values statement can be seen in L.L. Bean's trademark satisfaction guarantee, and in the pride boot-makers take in placing a card in each hand-crafted pair of boots they ship. "We're in business, but we're not in business to be unreasonable or to fleece anybody," said Beem, inadvertently using a bit of an outerwear pun. "We want customers to come back, and if they feel they've been treated well, then they will."

LLBean Founders Facts and Trivia



LL Bean was founded in 1912 by Leon Leon Wood Bean, a hunter who has developed and manufactured by mail to a mailing list of the holders of hunting licenses a hunting boat then sold. Retail sales have been made through the catalog until the LL Bean flagship store in Freeport Maine opened in 1951. The first store was LL Bean 24/7 operation that certainly a common practice in retail time it was not.

The declaration of LL Bean stores and catalogs Mission:

"Sell good merchandise at a reasonable profit, treat your customers like human beings and they will always come back for more."

Although not marked a "Code" words, which have led the company and the employees LL Bean has been the same since the founder Leon Leon Wood Bean wrote first, known as "the golden rule of LL." LL Bean's mission to live the Golden Rule ...

Guidelines for what "treat your customers like human beings," says customer-centric philosophy LL Bean in a way that often in and out of the retail industry is quoted. "What is a customer?" After LLBean ...

"A customer is the most important person in the company's history - personally or by mail.

A customer is not dependent on us, we're on it. A customer is not an interruption of our work, which is the purpose.

We do you a favor, you do us a favor by giving us the opportunity.

A customer is not someone to argue or match mind. Nobody ever won an argument with a customer.

A customer is someone who puts his needs. It is our duty to manage for him and profitable for ourselves so ".

In addition, before the word "stakeholder" was a term generally understood, the LL Bean company have a policy for all stakeholders, including customers, employees, shareholders, suppliers, communities and the environment. Political actors LL Bean is ...

"As a company focused on values, LL Bean should try to add value to all who have an interest in the company. Success LL Bean depends on how the company complies with the objectives of the stakeholders."

Twitter

Twitter Mission statement: To give everyone the power to create and share ideas and information instantly, without barriers.



Our mission statement puts our users first and defines our clear purpose—to give everyone the ability to be heard, seen, and share their thoughts and experiences as they happen,” says Brian Schipper, vice president of human resources, “It is our compass when we’re building the platform and developing new products and policies. We want to empower individuals and be a force for good in the world.”

The social networking site’s mission statement, characteristically, is fewer than 140 characters, a move that helps the statement embody the company’s identity in both form and content. The company’s 3,600 employees—2,000 of whom are based in Twitter’s (TWTR, +2.29%) San Francisco headquarters, are encouraged to understand the mission statement as a defining corporate philosophy. “Our mission statement puts our users first and defines our clear purpose—to give everyone the ability to be heard, seen, and share their thoughts and experiences as they happen,” says Brian Schipper, vice president of human resources, “It is our compass when we’re building the platform and developing new products and policies. We want to empower individuals and be a force for good in the world.”

Bright Horizons

Bright Horizons Family Solutions employs 25,000 people at more than 900 childcare centers in the U.S. and Europe., and its “HEART Principles” are used at every level of the business, says Ilene Serpa, vice president of communications. The statement is posted prominently in staff rooms and bulletin boards at individual centers, it is featured in the employee handbook and culture guide, and it is often referenced by leaders in presentations or company-wide communications. The statement’s impact is most strongly felt in fostering open, honest lines of communication between families and caregivers—and those caregivers and their managers, right up the line to the company’s executives. “It’s very important we make Bright Horizons feel like a family for our employees, because that’s the feeling we’re trying to create for the people we’re caring for,” says Serpa.

<https://www.brighthouse.com/about-us>

Whole Foods

Whole Foods Market

Higher Purpose Statement: With great courage, integrity and love—we embrace our responsibility to co-create a world where each of us, our communities, and our planet can flourish. All the while, celebrating the sheer love and joy of food.

“I don’t think a lot of companies talk about love in the workplace,” says Mark Ehrnstein, global vice president of team member services at Whole Foods Market’s (WFM, -0.62%) Austin headquarters, “but we do.” The grocery chain’s higher purpose statement is meant to reinforce that passionate outlook to customers, suppliers, stockholders, and employees alike. Ehrnstein adds that the statement is part of what helps keep the various stakeholders connected in a business that needs to be open to change. “We have to continually evolve our thinking and embrace change,” he says, “We have to do that while staying true to who we are, and staying true to the core of the company.”

<http://www.wholefoodsmarket.com/mission-values/core-values>



Fedex

Vision

Connecting people with goods, services and ideas creates opportunities and improves lives. At FedEx, we believe that a connected world is a better world, and that belief guides everything we do.

Mission

FedEx Corporation will produce superior financial returns for its shareowners by providing high value-added logistics, transportation and related business services through focused operating companies. Customer requirements will be met in the highest quality manner appropriate to each market segment served. FedEx will strive to develop mutually rewarding relationships with its team members, partners and suppliers. Safety will be the first consideration in all operations. Corporate activities will be conducted to the highest ethical and professional standards.

Personalize your vision - Visualize your future

In this exercise answer each question with as much honesty and from the gut as possible. It will help present some indications of where you may be that's quite different from the now.

For leaders, a vision is not a dream; it is a reality that has yet to come into existence.

What do you envision for yourself in the next five years?

How do you want to grow?

What do you envision for your work?

What do you envision for your family life or friendships?

What do you envision for where you live?

What do you envision for fun and recreation?

What do you envision for yourself as a leader?



Thank
you



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