



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORIES:

- **Values—**  
Guided by a personal code of ethics.  
Demonstrates a strong sense of integrity by working in accordance with their personal values.
- **Vision—**  
Future-oriented.  
Develops an exciting picture of what could and what should be, regardless of what is, for them and their organization.

#### RELATED COMPETENCY CATEGORIES:

- **Communication—**  
Advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of information.
- **Teamwork—**  
Organizes work tasks, people, and resources to deliver most effectively on organization goals.
- **Leadership—**  
Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

# Vision, Mission, and Values

## SUMMARY

Defining clear vision, mission, and value statements creates a climate of focus and direction for an organization. Developing and communicating these statements in a team environment increases buy-in and helps align individual performance with strategic goals.

## CONTEXT

In *Good to Great*, Jim Collins and his teams conducted exhaustive research on organizations from a variety of businesses to determine what makes companies move from being good to great. One of their key findings was that companies that prospered over the long term tended to be visionary. They knew their major strengths, and focused on the long term future. This was not just creating vision statements, but being visionary in planning and execution.

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### At the completion of this module, participants will be able to:

- Create organizational vision statements that are motivating and compelling
- Define mission statements that demonstrate a clear path to the vision
- Clarify organizational values to build alignment
- Communicate vision, mission, and values to stakeholders

*"If you have clear values and standards, making decisions is easy."*  
—Roy Disney