



CRAFTING VISION, MISSION & VALUES AND ALIGNING ACTIONS

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In Essence

PROBLEM

Organizations spend a lot of time in drafting, wordsmithing and redrafting their Vision, Mission and Values statements. But most of the organizations face a challenge in aligning the organization towards them. This can have significant financial and cultural implications.

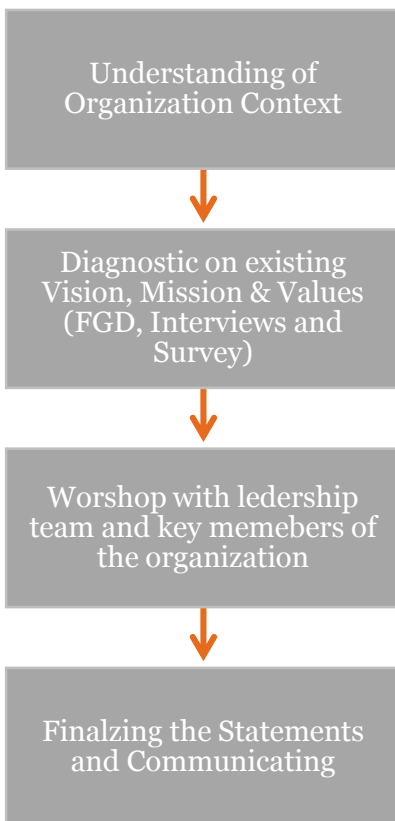
SOLUTION

Understanding the shared needs and beliefs of employees and leadership team to co-create Vision, Mission and Values and align organization actions towards a common purpose and ideology.

“BUILDING VISION, MISSION AND VALUES AND ALIGNING ACTIONS”

The article revolves around our approach to designing Vision, Mission and Values for the organization, ensuring alignment to drive action.

Our Approach



THE CHALLENGE:

In his article, “Building Your Companies Vision”, Jim Collins starts by saying, “Companies that enjoy success have core values and core purpose that remain fixed while their business practices and strategies, endlessly adapt to the changing world.” The fact that not many organizations are able to enjoy this success, clearly highlights the fact that there are flaws in the process of deciding the core purpose and values and aligning the organization towards it. Few of the problems that we have observed are:

- Use of clichéd statements rather than following the heart and the core of the business
- Leadership not living the Vision and Values
- Lack of Adequate communication to reach all corners of the organization
- Lack of alignment and integration with key business processes.

THE VISION, MISSION & VALUES MOVIE:

Designing a compelling Vision, Mission and Values is like creating a movie that captivates audience and makes them aspire. This movie analogy has been used to explain our participatory and consultative approach which bringing on board the views and opinions of diverse set of stakeholders who contribute towards and guide the business operations.

1. MOVIE CONTEXT:

Internal Happenings: We start by delving deep into the organization’s overall functioning and understanding key business objectives, strategy, organization structure, policies, processes and business opportunities / challenges. This involves study of key documents and one-on-one interviews and focus group discussions with the leadership team.

External Scenario: We also focus on understanding the external factors like competitors, customer segments, etc. in which the organization is performing to set the foundation for building the script.

2. AUDIENCE’S OPINION:

Once we have the understanding of the context, we roll out a Vision, Mission and Values (VMV) diagnostic survey to all employees to gauge the alignment with the existing VMV and the spark generated from the statements. Some of the questions we use are given below:

1. As a member of the organization, I have a fair understanding of the company’s Vision that we are driving towards
2. I clearly understand our organizations "Mission", that we strive to achieve over the next 5 to 10 years
3. I feel our organization has an enduring purpose—a reason for being—that goes beyond just making money

3. CAST AND CREW:

At SDF, we understand the importance of having the right cast and crew to design VMV. Working with the leadership team, we ensure selection of critical employees to make them the part of the overall process. This team is called the “Mars Team²”. Few of the characteristics of this team are:

- Individuals who have the highest level of credibility & respect within their peer group.
- Individuals who demonstrate the highest levels of competence.
- Individuals who are exemplars of existing values.
- Individuals who enjoy a high degree of referent power and others approach them to seek advice, opinion or views
- Individuals who have served the organization for a long time.

This team plays a very important role in both designing the VMV and cascading and communicating this across the organization.

4. WRITING THE SCRIPT AND SHOOTING:

Once the context is set and cast and crew are in place, we start building rough sketches of the future by conducting structured interviews and focus group discussion with the leadership and the Mars Team. All the inputs from these discussions are collated and a workshop is designed with these members. Workshop is based on the principles of Large Scale Interactive Process (LSIP). Few of the scenes the workshop are given below:

- 1. Defining Core Purposes, Vision & Drawing it**
All the members draw (yes, literally ‘Draw’) a Vision that they would want the organization to achieve. Teams discuss and identify the initial set of statements. Statements go through a 10 point Acid test and the statement that clears the test is selected.
- 2. Defining the Mission**
Next, the teams work on defining a BHAG (Big Hairy Audacious Goal) for the organization. Once again the team identifies the set of statements which have to go through the Acid test to move forward.
- 3. Defining the Values & Culture**
The team works on identifying the core values, culture and behaviors to achieve the Vision and Mission defined in the earlier sessions. Ideas are generated around how these would be cascaded throughout the organization.
- 4. Mind-set Changes to succeed**
At SDF we believe that our inherent mind-sets are responsible for the level of our performance .Hence we work with the team to identify mind-set changes that the organization needs to implement the VMV.

This workshop ensures that the leadership team and the critical employees own the outcomes and are aligned with the direction of the organization. This also provides them the conviction to spread the word within and outside the organization.

5. FINAL EDITING AND SCREENING:

During this stage, final editing is done on the outcomes of the Vision, Mission and Values workshop. Screening is done in front of the members of the board or signatory authorities to finalize. Post the sign off, the preparation begins for the big release.

6. THE RELEASE:

Once the Vision, Mission and Values are signed off, organization is ready for the big release and we work with the team to ensure that no stone is left unturned in communicating the VMV.

- Promotion by the Cast & Crew: Just like a film, the cast and crew talk about the VMV at various forums and team talks. Once the employees start hearing and seeing the new behaviors from the Leadership and Mars teams, a positive momentum is created. We help the team by providing tips to facilitate this communication.
- Posters & Trailers: As part of the communication strategy, a whole host of mechanisms are designed in collaboration with the marketing team which includes posters, videos, business cards, intranet, etc.
- Integration with key processes: The VMV are integrated with key process across organization. Behaviors and values are incorporated with people processes like recruitment, induction, performance management, recognition, in order to drive action.

Additionally we carry out 30, 60 and 90 day reviews with the leadership team to ensure they are maintaining the momentum and the new VMV have formed part of crucial conversations in the organization.

7. THE MOVIE COLLECTIONS:

In our experience we have seen a positive impact of this processes, leading to the following benefits:

- Leadership and critical employees talking the same language
- Better alignment amongst leadership, employees and processes
- Employees living the new Vision and Values
- Higher motivation to achieve the BHAG

We have experience of building compelling VMV Movies for the following:

1. Life Insurance Company
2. SME Enabling Company
3. Analytics Company
4. Solar Power Company
5. US – Chinese JV Into White Goods Manufacturing
6. Start-up in Learning and Development Domain
7. Service vision and behaviours for a Healthcare Company

Reference:

1. Jim Collins, “Building a Company’s Vision”, Harvard Business Reviews, 1996.
2. Mars Team is term Coined by Jim Collins. It works like this: Image you have asked to re-create the very best attributes of the organization on a new planet but you have seats for only 5 to 7 people to send. Whom would you choose?

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