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Volume 1, Issue 1

Leadership: Vision, Mission, and Values
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Leadership: Vision, Mission, and Values

The Definition

Vision is where an organisation wants to go: it describes the targeted successful state for an organisation. An organisational vision should be challenging and inspirational to its employees and stakeholders. A vision statement usually presents an ideal in the longer rather than in the shorter term.

Mission is what an organisation is here to deliver. It is the reason for its existence and supports the attainment of the vision. The mission is usually measured by how well an organisation is achieving its objectives and goals.

Values are the guiding principles of the organisation. It gives employees a moral compass, a set of ideals, and a standard of behaviour expected in the organisation. Some organisations use a code of conduct or ethics to put these values into practice.

Together, the vision, mission, and values communicate an organisation’s philosophy. They set the direction and the purpose, and show what the organisation cares about in its journey towards fulfilling its vision.

The Stage

Vision, mission, and values represent the building blocks and philosophy of an organisation. These are usually expressed through statements that are communicated internally to employees and externally to stakeholders and customers.

When crafting the vision, mission, and values of an organisation, there needs to be a balance between idealism and practicality. A vision needs to be challenging and inspiring, yet not too lofty or easily attainable. The mission needs to be clear and precise; the ethos or values must be a shared understanding of what the organisation stands for, and how it shapes its culture of getting things done.

Every organisation has a different view of what vision, mission, and values mean and how they should be represented. What is important, though, is that when taken together, they reflect the fibre and essence of the organisation’s core business. This provides the foundation from which the organisation can strategize and set goals and objectives. It makes it clear to employees on what to deliver, how they are expected to behave, and towards what they should aspire. The vision, mission, and values can be hugely important in times of crisis, and when making a major decision about the organisation.

Leaders in good organisations make it a point to communicate the vision, mission, and values statements. They use every available opportunity to share what they believe in, and practice what they preach. These statements are usually emphasised during campaigns or events, and can usually be found in annual reports, brochures, and other outreach materials. When there is an alignment between leadership and practice, employee satisfaction is generally high. Where employees do not see leaders practising what they preach, issues start to evolve. For this reason, it is important for leaders to review their vision, mission, and values so they are relevant and reflective of shifts in their market focus and business environment.

In This Report…

1. What are “vision, mission, and values”?
2. Which organisations have received recognition for having vision, mission, and values statements that are strong and inspirational?
3. How have organisations reached high levels of success through their vision, mission, and values?
4. What research has been undertaken into vision, mission, and values?
5. What tools and methods are used to achieve high levels of success in vision, mission, and values?
6. How can the success of vision, mission, and values be measured?
7. What do business leaders say about vision, mission, and values?
8. Conclusion.

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1. What are “vision, mission, and values”?

1.1 Three-Minute Introduction to Mission, Vision, and Values
Source: Flextalk, United States (date of information: 2015)
Link (video): A Simple Intro to Mission, Vision, and Values
Application/Key learning points: This clear, concise three-minute video provides you with a basic introduction to the concepts of mission, vision, and values – and explains how they are all interlinked. It all boils down to the following: your mission is what you are here for; your vision is where you are going; and, your values are what you care about.

1.2 Mission, Vision, and Values Statements
Source: 365 Careers, United States (date of information: 2018)
Link (video): The Mission, Vision, and Values Statements
Application/Key learning points: In a little more than 90 seconds, this video helps you discover how to write vision, mission, and values statements for your organisation. This is a great way to formalise a company’s purpose of existence. All three statements are broken down to explain their composition. The video also provides concrete examples of statements from leading organisations.

1.3 Strategy Principles: Vision and Mission Explained
Source: Marketing 91, India (date of information: 2017)
Application/Key learning points: This three-minute video unpacks the ingredients, features, and benefits of a good vision and a good mission. It provides several examples of clear vision and mission statements from some of the world’s most well-known companies, including Google and Starbucks.

1.4 What Your Mission Statement Should Not Be
Source: Inc., United States (date of information: 2013)
Link: The 9 Worst Mission Statements of All Time
Application/Key learning points: These are mission statements from leading companies – and normally the type of documents we would recommend you use as a baseline for developing your own mission statement. These, however, surprisingly miss the mark. Of course, you can still learn from them – but instead of learning what to do right, you can learn what not to do. Some of the common mistakes include typos, lengthy statements, jargon, using an arrogant tone, and not actually saying what the organisation does.

1.5 Mission, Vision, and Values Statements
Source: Nonprofit Next: The Resource for Nonprofits, United States (date of information: 2013)
Download (PDF): Mission, Vision, and Values Statements
Application/Key learning points: This simple, concise three-page document articulates what mission, vision, and values statements should be about, and how they serve to answer generic questions about an organisation’s philosophy and beliefs. There are plenty of examples to clarify each point.

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”
—Jack Welch, former CEO of General Electric
2. Which organisations have received recognition for having vision, mission, and values statements that are strong and inspirational?

2.1 Exemplary Vision, Mission and Value Statements:

Sources & Links:
- Alessio Bresciani: 51 Mission Statements of World’s Best Companies, Australia
- Inside 6Q:190 Brilliant Examples of Company Values, Australia
- The Marketing Blender: Best Examples of B2B Company Vision and Mission Statements, United States
- Fortune: 7 Core Values Statements That Inspire, United States
- Top Nonprofits: 30 Example Vision Statements, United States
- Simple Marketing Now: What Great Brands Do With Mission Statements: 27 Examples, United States

Application/Key learning points: These are mostly exemplary vision, mission or values statements from world-class organisations. You will be able to catch a glimpse of how their statements tie up nicely with what the companies are doing, where they are going and what makes them exceptional. These are excellent organisations to contact and from which to learn.

2.2 Inspirational Mission Statements from Start-Up Companies

Source: Inc., United States (date of information: 2015)

Link: 30 Inspiring Billion-Dollar Start-Up Company Mission Statements

Application/Key learning points: This article will show you mission statements from some of the world’s biggest companies, including Uber, Pinterest, and Dropbox. All 30 examples are inspiring, yet they are not all perfect. Presented as full infographics, you will see how words and pictures can paint a clear message for your organisation, even if they only use two words.

2.3 12 Truly Inspiring Company Vision and Mission Statement Examples

Source: HubSpot, United States (date of information: 2017)

Link: 12 Truly Inspiring Company Vision and Mission Statement Examples

Application/Key learning points: These are 12 great examples of what a vision or mission statement should be like. While they all appear different, the fundamental concepts surrounding the construction of these statements are similar. For example, sweetgreen’s mission statement not only tells you what the company does, it is meant to align with your values as well, while InvisionApp embeds a piece of its company mission under each of its core values. This demonstrates strong alignment and authenticity. The article presents many other inspirational statements from companies such as Honest Tea, IKEA, American Express, and Nordstrom.

“I think whenever you come in, whenever you try to evolve a company, people will get nervous. But, if you articulate a clear vision, a clear mission to help them understand their roles in it and ask them to buy into the system, everyone will band together to make it happen.”

—Dan Rosensweig, president and CEO of Chegg
3. How have organisations reached high levels of success through their vision, mission, and value statements?

3.1 The Coca-Cola Company’s Mission, Vision, and Values
Source: Coca-Cola, United States (date of information: 2018)
Link: Coca-Cola: Mission, Vision, & Values
Application/Key learning points: Coca-Cola is one of the world’s most famous companies. It has been around since the late 19th century and has re-invented itself repeatedly to be the world’s foremost soft drink distributor. Coca-Cola is driven by a compelling philosophy, which is represented in its mission, vision, and values, each of which is well-articulated and segmented to provide its employees with greater clarity. One of the unique features is a time-stamp on its vision: in this case, it is for 2020. This means Coca-Cola is a company that constantly revisits its vision to stay on the cusp of the latest trends and technologies. This enables it to remain attractive to customers, and to be an inspiration to its employees.

3.2 Analysis of Amazon’s Vision and Mission Statement
Source: Panmore Institute, United States (date of information: 2019)
Link: Amazon.com Inc.’s Mission Statement & Vision Statement (an Analysis)
Application/Key learning points: Amazon’s lofty vision is a clear statement of intent: “To be the Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online.” The three ingredients of Amazon’s vision statement are global reach, the prioritisation of customers, and having the biggest selection of products. Its mission statement is similarly clear: “We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.” Like the vision, Amazon’s mission statement comprises three ingredients: the lowest prices, the best selection, and the utmost convenience. This excellent analysis of Amazon’s statements will help you understand why the company is so successful, and why it continues to grow.

3.3 Toyota’s Global Vision 2020 and Code of Conduct
Source: Toyota, Japan (date of information: 2019)
Link: Toyota Global Vision 2020
Download (PDF): Toyota Code of Conduct
Application/Key learning points: Toyota is one of the world’s most respected companies, a leading brand in automobiles worldwide. Check out Toyota’s 2020 vision and the wide range of areas the company seeks to make a positive impact, from customer-centricity to sustainability. In addition, Toyota’s code of conduct document is an impressive record of its guiding philosophies since 2006. Toyota has lasted this long because the company has got the recipe right.

3.4 Why Twitter’s Mission Statement Matters
Source: Harvard Business Review, United States (date of information: 2014)
Link: Why Twitter’s Mission Statement Matters
Application/Key learning points: According to Justin Fox, the author of this excellent article in the Harvard Business Review, Twitter has a respectable, clear mission statement: “To give everyone the power to create and share ideas and information instantly, without barriers”; however, its strategy statement appears uncompelling and confusing. The article highlights why mission statements are imperative for organisations to thrive in the industry in which they compete. It describes and gives examples of mission statements that are not necessarily wrong or inaccurate, just uninspiring and boring. You will also find useful tips and references to help you to polish the development of your own vision and mission statements.
3.5 Max Bupa, International Best Practice Competition Qualifier

Source: BPIR.com, New Zealand (date of information: 2017)

Link (videos): Living Our Values

Download (PDF): “Living Our Values”: Competition Entry

Application/Key learning points: Many renowned organisations have tainted their reputation on ethical grounds. However, Max Bupa, a health insurance company, has continually sought to infuse its values into the culture of its employees. Find out how Max Bupa has developed the vision, mission, and values so they all tie in nicely and purposefully with each other.

3.6 Zappos Goes Beyond the Mission Statement

Source: End Game Business, United States (date of information: 2014)

Link & video: Zappos Goes Beyond the Mission Statement

Application/Key learning points: Zappos has one of the simplest mission statements you could imagine: “To provide the best customer service possible.” What makes the company stand out, however, is its code of ethics – or what Zappos’ staff simply call their values. Watch a short video of what staff at Zappos think about the mission and values of the company they work for. The company continues to run independently, even though it was acquired by Amazon for US$1 billion in 2009. That shows the amount of confidence Amazon has in the management and culture of Zappos.

3.7 LinkedIn CEO: Importance of Vision, Values, and Culture

Source: LinkedIn, United States (date of information: 2016)

Link: LinkedIn CEO Shares the Importance of Vision, Values, and Culture

Application/Key learning points: LinkedIn CEO Jeff Weiner wrote a letter to his employees about the importance of creating an organisation’s vision, values, and culture. Excerpts from his letter show how he thinks, and how he is guided by two things on a daily basis. First, he reiterates how much he believes in the mission or vision of LinkedIn. Second, he believes that culture and values are arguably the most important competitive advantage LinkedIn has; so, it is vital for employees to live the values and act like they own the company. The letter provides a short insight into what makes Weiner and the company successful.

3.8 Intel Corporation’s Vision and Mission Statements

Source: Panmore Institute, United States (date of information: 2017)

Download (PDF): Intel Corporation’s Vision Statement & Mission Statement

Application/Key learning points: Intel Corporation’s vision statement and mission statement are directly linked to the nature of the semiconductor technology business in which it operates. The vision statement is: “If it is smart and connected, it is best with Intel.” The “smart and connected” bit refers to Intel’s current and future products, while the “best with Intel” part refers to the organisation’s ability to supply smart, connected technology. The company’s mission statement is: “Utilise the power of Moore’s Law to bring smart, connected devices to every person on earth,” which links technological prowess to its devices, and the target of enabling every person to use its products. While the mission statement is clear and strategic, the vision statement could be made better with a more specific future scenario, instead of only stating what Intel can do.
3.9 Analysis of IKEA’s Mission and Vision
Source: Notesmatic, Netherlands (date of information: 2017)
Link: IKEA Mission and Vision: An Analysis
Application/Key learning points: IKEA’s dream consists of three components: its vision, business idea, and human resources idea. Its combined mission and vision statement is remarkably simple: “To create a better everyday life for the many people.” While it appears vague for a vision and lacks the specifics for a mission, it makes up for it in its business idea, which states: “Our business idea supports this vision by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.” The human resources idea and its shared values are important pillars that support its strategy for success. Read the short analysis and also check out the source links to IKEA’s page on its vision and values.

3.10 Southwest Airlines Values and Operating Practice
Source: LinkedIn, United States (date of information: 2016)
Link (SlideShare): Southwest Airlines Values and Operating Practice
Application/Key learning points: Southwest Airlines has consistently been ranked as the top airline in America and is globally recognised as one of the ten most admirable airlines. It has two core values: “LUV and Fun.” Employees are reportedly a happy bunch at work; Southwest’s philosophy of keeping employees happy has worked well to keep customers happy as well. The 82-page slide-share first deals with Southwest’s mission and business strategy, then its management practices and culture. We suggest you browse all the slides in order to get a glimpse of how Southwest’s operating practices are a result of living its mission and values.

3.11 Code of Ethics Support Award-Winning Organ Procurement Organisation
Source: BPI, New Zealand (date of information: 2015)
Download (PDF): Code of Ethics at an Award Winning Organ Procurement Organisation
Application/Key learning points: The board of directors and leadership team at Mid-America Transplant Services (MTS), a United States non-profit organ procurement organisation and winner of the 2015 Baldrige National Quality Award, promoted an environment that fostered and required legal and ethical behaviours through a Corporate Compliance Programme (CCP). All employees were required to adhere to the code of professional conduct. Employees received training on conflicts of interest, code of conduct expectations, and also received annual online CCP training on the policy; each was required to sign a disclosure statement. In this way, employee commitment to legal and ethical behaviour was renewed annually. Employees were encouraged to report any questionable behaviour, and an anonymous hotline reporting system ensured confidentiality. An email reporting system gave all key stakeholder groups an additional method to anonymously report possible violations. Breaches were investigated by the CCP officer and reported to the board’s executive committee.

“It’s the job of any business owner to be clear about the company’s non-negotiable core values. They’re the riverbanks that help guide us as we refine and improve on performance and excellence. A lack of riverbanks creates estuaries and cloudy waters that are confusing to navigate. I want a crystal-clear, swiftly flowing stream.”
— Danny Meyer, American restaurateur
4. What research has been undertaken into vision, mission and values?

4.1 Vision Statements Have Strategic Importance
Source: Achievolt, United States (date of information: 2012)
Link (PDF): The Strategic Importance of Vision Statements
Application/Key learning points: If you want your organisation to last, this document may well help. It contains wisdom from examining leading organisations that have stood the test of time and are still global industry leaders. The paper underlines the key components needed in a good vision statement. It also presents vital ideas about how your mission and values should match the vision your company has of itself for the long term. There are useful references to companies like IBM and Disney, showing how their statements clearly reflect their vision, mission, and values.

4.2 Organisational Philosophies: Mission, Vision and Values Statements
Source: The Jubilee Centre, University of Birmingham, United Kingdom (date of information: 2014)
Download (PDF): Organisational Philosophies: Mission, Vision and Values Statements
Application/Key learning points: Mission, vision, and values statements are widely recognised as being integral to organisations. This paper summarises the agenda and various philosophies of crafting mission, vision, and values statements in a way that people can understand, both internally and externally. The paper also briefly discusses these organisational philosophies. While the three terminologies are fundamentally understood by most, the way they are expressed can vary widely across industries and cultures. The many examples presented here will give you a flavour of these differences, and show how they work for the organisations mentioned.

4.3 Effective Mission Statement to Leverage Organisational Performance
Source: Canadian Center of Science and Education, Canada (date of information: 2015)
Download (PDF): Leveraging Organisational Performance through Effective Mission Statement
Application/Key learning points: Does the existence of a mission statement influence organisational performance? From this qualitative study, the relationship appears inconclusive. It is, however, agreed, that a mission statement forms the basis for the existence of a company, and therefore should be clear and compelling for organisations to use as leverage for performance. To be effective, a good mission statement must also be communicated throughout the organisation.

4.4 Are Organisational Values Worth the Bother?
Source: Great Place To Work, United Kingdom (date of information: 2018)
Download (PDF): Organisational Values. Are They Worth the Bother? ©2018 Great Place To Work® All Rights Reserved
Application/Key learning points: According to this excellent piece of research from renowned organisation Great Place To Work®, nearly all (97 per cent) of best workplaces have values statements. These organisations place great emphasis on, and attribute their success to how these values guide the performance of their employees. The research examines the gap between the stated values and how employees actually perceive them within the organisation. This paper presents many invaluable insights, as well as examples of the successful implementation of corporate values.

4.5 Impact of Effective Vision Attributes on Employee Satisfaction
Source: Canadian Center of Science and Education, Canada (date of information: 2015)
Download (PDF): Impact of Effective Vision Attributes on Employee Satisfaction
Application/Key learning points: If you enjoy investigative, academic research, this paper is for you. Through a questionnaire, it examines the effects of vision attributes on employee satisfaction from 314 different organisations in Pakistan. The study found that five vision attributes—including clarity, brevity, challenge, stability, and abstractness—had a significant effect on employee satisfaction, while the effect of two attributes—future orientation and desirability—was statistically insignificant. However, when ‘challenge’ was combined with ‘future orientation’ and ‘desirability’, the impact became significant. Therefore, on the whole, vision sharing has a significant role in improving employee satisfaction.
5. What tools and methods are used to achieve high levels of success in vision, mission and values?

5.1 Guide: Using Mission, Vision, and Values to Create a Competitive Advantage
Source: Eagle’s Flight, Canada (date of information: 2015)
Download (PDF): Creating a Competitive Advantage with Mission, Vision and Values
Application/Key learning points: Did you know that only four out of ten employees strongly agree that an organisational mission is important – and that less than half of them do not feel connected to the company’s mission? That is just one reason why you don’t want to miss this document that will help you make your organisational philosophy more compelling, acceptable, and inspirational.

5.2 Guide: Creating Your Business Vision
Source: Building Champions, United States (date of information: 2016)
Download (PDF): Creating Your Business Vision
Application/Key learning points: Creating a vision statement can be daunting. Many organisations do not have one – and even if they do, it might be hanging on a wall somewhere collecting dust. If you want to have a vision that reflects your aspirations and those of your team in an engaging way, this guide will be very useful. It suggests that for any organisational vision statement to really work, it must be undertaken in conjunction with a healthy life plan for employees. This means personal health, other peoples’ health, and relationships should all be prioritised. This guide can be used for personal, family or organisational visions.

5.3 A Step-by-Step Exercise for Creating a Mission Statement
Source: Nonprofit Hub, United States (date of information: 2016)
Download (PDF): A Step-by-Step Exercise for Creating a Mission Statement
Application/Key learning points: This guide is not about creating the perfect mission statement but about getting your team together to collectively agree on what the organisation stands for and believes in. There are six steps in the guide, all of which are engaging and fun to explore. In Step 1, for example, each member of the group is asked to tell a story about doing their “best work,” which is a great way to start the conversation. The entire exercise should last about an hour.

5.4 How to Write a Good Vision Statement
Source: Cascade, Australia (date of information: 2016)
Download (PDF): How to Write a Good Vision Statement
Application/Key learning points: A good vision statement should never be longer than two sentences: this is one of five rules not to be broken. This ten-page guide details a four-step process to create your vision statement. It finishes by explaining how to bring all the ingredients of your vision statement together.

5.5 Partnership Toolkit: Develop a Shared Vision, Mission, and Goals
Source: The Center for Construction Research and Training, United States (date of information: 2015)
Link or Download (PDF): Develop a Shared Vision, Mission, and Goals
Application/Key learning points: This is a unique toolkit for organisations seeking a business partnership and wishing to have a common vision and mission. A set of instructions and questions have been provided for a brainstorming session to help determine the vision statement. After achieving and agreeing upon the statement, the next step is to determine the mission statement. Similarly, instructions and questions are given for the team to reach consensus. The final step is to develop goals and objectives arising from the vision and mission statements. You will also find useful tips on how and when to solicit feedback and ways to get buy-in on the ground.
5.6  Core Values: Driving People to Leave Your Organisation?
Source: GrowthPlay, United States (date of information: 2015)
Download (PDF): A Roadmap for Establishing Core Values that Matter
Application/Key learning points: If there is one thing that drives employees to leave an organisation, it’s the core values. But why? Research has clearly shown the most important aspect of a job to be how people feel they are treated. This is directly linked to organisational core values and to whether employees feel their leaders are living up to them or not. Use this roadmap to perform a simple diagnostic check on whether it is time to review your core values.

5.7  Clarify the Vision: Ten Questions
Source: FundingSage, United States (date of information: 2016)
Link: Ten Questions to Create an Effective Vision Statement
Application/Key learning points: To quickly assess the effectiveness of your organisational vision, use the ten-question guide provided in this article. The benefits of a clearly established vision are also articulated.

5.8  Defining and Articulating Your Vision, Mission and Values
Source: Jisc, United Kingdom (date of information: 2014)
Download (PDF): Defining and Articulating Your Vision, Mission, and Values
Application/Key learning points: This is a useful guide that addresses the design of your vision, mission, and values as building blocks for your organisation. It describes how each “block” links and mutually supports the big picture and specifics required for an organisation to formulate strategy. The article is not fixated on terminology, which is good since different organisations interpret vision, mission, and values differently – and even use them interchangeably. Here, their collective importance is prized over terminology. Each section defines the “block,” gives examples, suggests good characteristics, identifies general principles, and discusses a technique for articulation. Complete all three sections and the chances are you will be surprised at how well-positioned you are in terms of organisational vision, mission, and values.

5.9  Communicating a Corporate Vision to Your Team
Source: Harvard Business Review, United States (date of information: 2015)
Link: Communicating a Corporate Vision to Your Team
Application/Key learning points: A great vision is not enough: you need to know how to communicate that vision clearly and in an understandable way. The scenario presented here is of a managed IT team of 40 globally dispersed individuals. How does a manager translate a change in strategy/vision from the top to his team in a convincing manner? How does he continue motivating them when the goal posts have shifted? The Harvard Business Review does a brilliant job of answering these questions.

“A mission statement is not something you write overnight...
But fundamentally, your mission statement becomes your constitution, the solid expression of your vision and values.
It becomes the criterion by which you measure everything else in your life.”
—Stephen Covey, educator; author of The 7 Habits series
6. How can the success of vision, mission, and values be measured?

6.1 BPIR.com Seven Minute Self-Assessment: Vision Statement
Source: BPIR.com, New Zealand (date of information: 2019)
Download (PDF): Vision Statement Self-Assessment
Application/Key learning points: Each of these 12 questions has been designed to help you assess your own vision statement. We recommend that the self-assessment be administered in the form of a survey to all employees responsible for shaping your organisation’s strategy. You will then be in a position to improve your vision statement in any areas showing weakness. The areas covered include the outcome you want to achieve; the unique proposition your organisation offers; various high-level, definable outputs; and, how well your vision statement connects with people.

6.2 BPIR.com Seven Minute Self-Assessment: Mission Statement
Source: BPIR.com, New Zealand (date of information: 2019)
Download (PDF): Mission Statement Self-Assessment
Application/Key learning points: This 12-question self-assessment can be used to quickly evaluate whether your organisation’s mission statement is well-crafted or not. We recommend that the self-assessment be administered in the form of a survey to all employees responsible for shaping your organisation’s strategy. The test will help you to discover whether more work is needed to improve your specific mission statement.

6.3 BPIR.com Seven Minute Self-Assessment: Values Statement
Source: BPIR.com, New Zealand (date of information: 2019)
Download (PDF): Values Statement Self-Assessment
Application/Key learning points: The ten questions in this self-assessment will help you determine whether you have a well-crafted values statement or not. As with the other self-assessments, we recommend that this self-assessment be administered in the form of a survey to your employees and to those responsible for shaping your organisation’s strategy. You can then take the necessary steps to improve your values statement in the areas of weakness. Among other things, the self-assessment will help you answer the following questions:
- Does it represent the core beliefs of your organisation?
- Does it motivate your employees to behaviour ethically?
- Does it inspire your employees and stakeholders to exemplary performance in order to achieve your organisation’s mission?
- Does it connect and is it easily remembered by your employees and stakeholders?

6.4 Align Values with Your Performance Feedback and Evaluations
Source: Benedictine University, United States (date of information: 2018)
Link: How to Create a Values Competency Framework that Strengthens Culture & Drives Performance
Application/Key learning points: Creating a Values Competency Framework helps you to strengthen culture and drive performance, and this fascinating article shows the approach needed to achieve these aims. Employee and 360-degree appraisals that ask questions completely related to organisational values will drive home the point that they matter. You will also find useful the examples and performance-rating scale provided.
6.5 Evaluating and Developing your Mission Statement
Source: OnStrategy, United States (date of information: 2016)
Link: Criteria for Evaluating a Mission Statement
Application/Key learning points: Before developing a mission statement, there are some important questions organisations should consider. The author provides a list of criteria to help make your mission statement more effective. In addition, there are plenty of examples of good mission statements to refer to, as well as a step-by-step guide to developing your own mission statement. The website offers many other invaluable resources for organisations looking to improve their performance.

6.6 Ten Questions Test to Evaluate Your Mission Statement
Source: LinkedIn, United States (date of information: 2017)
Link: 10-Questions Test to Evaluate Your Mission Statement
Application/Key learning points: To quickly assess the effectiveness of your organisational mission, use the ten-question test provided in this article. Use the simple scoring guide to rate your mission statement.

6.7 Mission/Core Values Feedback Survey
Source: Berg Industries, United States (date of information: 2016)
Download (PDF): Mission/Core Values Feedback Survey
Application/Key learning points: This is a good example of an organisational survey on mission and core values from Berg Industries, a leading manufacturer of custom awnings and boat covers in the United States. The opening message to employees is a good way to ask for honest feedback. Some of the questions are also geared towards finding out what employees regard as important to them. These will help to tweak your core values to be a win-win situation for both the organisation and employees.

6.8 Core Value Stress Test and Checklist
Source: 7Gees, Canada (date of information: 2016)
Download (PDF): Core Value Stress Test and Checklist
Application/Key learning points: This is a comprehensive 24-page guide on how to develop and test your organisational core values. There are steps, checklists, and difficult questions to help you identify the core values that matter to your organisation. The tough questions are useful to help you incorporate these values into the daily performance of employees. Use the entire workbook to organise a corporate session with your team to build your core values – and then have them tested.

“We believe that it’s really important to come up with core values that you can commit to. And by commit, we mean that you’re willing to hire and fire based on them. If you’re willing to do that, then you’re well on your way to building a company culture that is in line with the brand you want to build.”
—Tony Hsieh, CEO of Zappos
7. What do business leaders say about vision, mission and values?

“That business purpose and business mission are so rarely given adequate thought is perhaps the most important cause of business frustration and failure.”
—Peter Drucker, management guru

“Management has a lot to do with answers. Leadership is a function of questions. And the first question for a leader always is ‘Who do we intend to be?’ Not ‘What are we going to do?’ but ‘Who do we intend to be?’”
—Max De Pree, American businessman and writer

“There are many tools available to help write a mission or vision statement, but I think it’s often best to keep it simple – one or two sentences – and describe why the business exists. What is the core value or the daily purpose? Write it down and share it with everyone!”
—Joanna Meiseles, American businesswoman

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”
—Jack Welch, former CEO of General Electric

“In the absence of a great dream, pettiness prevails. Shared visions foster risk taking, courage and innovation. Keeping the end in mind creates the confidence to make decisions even in moments of crisis.”
—Peter Senge, Organisational Development guru

“I think whenever you come in, whenever you try to evolve a company, people will get nervous. But, if you articulate a clear vision, a clear mission to help them understand their roles in it and ask them to buy into the system, everyone will band together to make it happen.”
—Dan Rosensweig, president and CEO of Chegg

“I think as a company, if you can get those two things right – having a clear direction on what you are trying to do and bringing in great people who can execute on the stuff – then you can do pretty well.”
—Mark Zuckerberg, CEO of Facebook

“If you want to have the best employees, there really needs to be a vision and a mission. Talent looks for a mission. And if you have the best talent, that’s the single biggest competitive advantage any company can have.”
—Dan Schulman, president and CEO of PayPal; chair of Symantec

“People invest in businesses that they believe have the leadership, mission and team to grow and operate profitably.”
—Robert Kiyosaki, businessman, author of Rich Dad, Poor Dad

“A mission statement is not something you write overnight... But fundamentally, your mission statement becomes your constitution, the solid expression of your vision and values. It becomes the criterion by which you measure everything else in your life.”
—Stephen Covey, educator; author of The 7 Habits series

“The key thing for me has always been how we realise the mission – enabling every professional in the world to change their own economic curve by the strength of their alliances and connections with other people.”
—Reid Hoffman, executive chairman of LinkedIn

“We believe that it’s really important to come up with core values that you can commit to. And by commit, we mean that you’re willing to hire and fire based on them. If you’re willing to do that, then you’re well on your way to building a company culture that is in line with the brand you want to build.”
—Tony Hsieh, CEO of Zappos

“It’s the job of any business owner to be clear about the company’s non-negotiable core values. They’re the riverbanks that help guide us as we refine and improve on performance and excellence. A lack of riverbanks creates estuaries and cloudy waters that are confusing to navigate. I want a crystal-clear, swiftly flowing stream.”
—Danny Meyer, American restaurateur
“In this ever-changing society, the most powerful and enduring brands are built from the heart. They are real and sustainable. Their foundations are stronger because they are built with the strength of the human spirit, not an ad campaign. The companies that are lasting are those that are authentic.”
—Howard Schultz, CEO of Starbucks

“As a leader, you must consistently drive effective communication. Meetings must be deliberate and intentional – your organisational rhythm should value purpose over habit and effectiveness over efficiency.”
—Chris Fussell, managing partner of McChrystal Group

“There’s a dance happening on both sides of the table. Individuals are giving their personal and career values a lot more weight when it comes to finding a company that aligns with both. At the same time, companies are becoming a lot more transparent about their core values as an organisation and the types of people they want to attract.”
—Kathryn Minshew, founder and CEO of The Muse

8. Conclusion

Why do organisations need to have statements reflecting their vision, mission, and values? The answer is that they represent an organisation’s philosophy, and are the foundation from which it can strategize and set goals and objectives. These statements make it clear to employees what to deliver, how they are expected to behave, and towards what they should aspire. The vision, mission, and values can be hugely important in times of crisis, and are a guide when making major decisions.

Section 1 of this issue provides you with several good definitions of organisational visions, missions, and values (1.1, 1.2, 1.3, 1.4), and you can find excellent examples of mission statements from industry leaders such as Ikea, sweetgreen, and American Express (2.3). You will see that while they are all different, there is a fundamental link running through them all. This may help you review and tweak your own mission statement.

Section 3 explains how companies such as Coca-Cola, Amazon, Toyota, and Twitter have used their vision, mission, and values statements to define their success, while Zappo’s (3.6) provides an excellent example of how a simple mission statement can drive an organisation forward. LinkedIn CEO Jeff Weiner has demonstrated the importance of sharing these statements with your employees (3.7).

The Jubilee Centre at the University of Birmingham in the United Kingdom has done some great research into the organisational philosophies represented by vision, mission, and values statements (4.2), and Great Place To Work provides a fascinating insight into whether these statements are worth the trouble it takes to get them right (4.4).

Section 5 provides a number of guides and toolkits to help you craft your own statements, and in Section 6, there are useful self-assessment tools to evaluate whether or not your own statements are well crafted – and resonate with their intended targets (6.1; 6.2; 6.3). Remember, you are not alone in doing this: we at BPIR.com are always here to help you along the way.

Disclaimer: Recent information has been included in this report to ensure our readers are kept up to date with the latest research; where possible, permanent links have been provided. At the time of publishing, all links are live. We apologise in advance for any broken links that might occur after publication due to matters beyond our control.
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- Green Supply Chain Management
- Healthcare Excellence
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- Ideas Management
- Information Communication Technology
- Innovation
- IT Outsourcing
- Knowledge Creation
- New Product Development Tools
- Occupational Safety
- On the Job Training
- Organisational Ethics
- Paramedic Training
- Performance Management
- PM Systems for Emergency Services
- Procurement
- Product Lifecycle Management
- Product Lifecycle Management 2
- Project Management
- Quality Education
- Recruitment and Selection
- Relationship Management
- Six Sigma
- Smart Services
- Social Media
- Strategic Planning
- Strategy Deployment Metrics
- Succession Planning
- Succession Planning 2
- Supply Chain Management
- Sustainable Development
- Target Marketing
- Think Tanks
- Total Quality Management
- Training for the Arts and Culture Sector
- Work and Life Balance
- Workplace Conflict Resolution
- Workplace Wellness