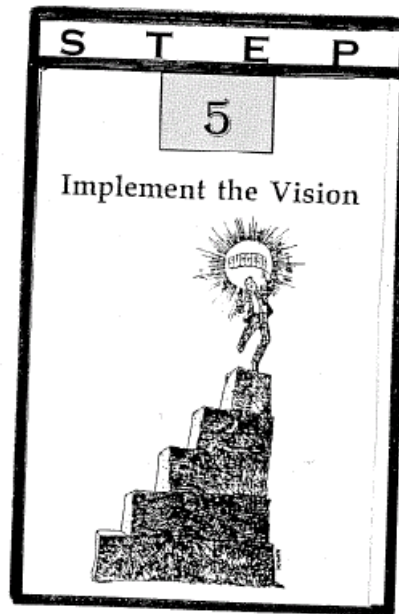
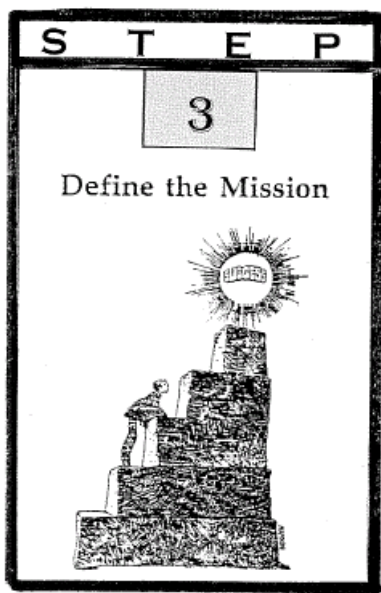
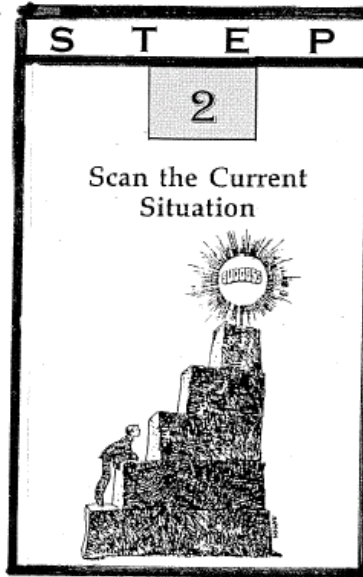
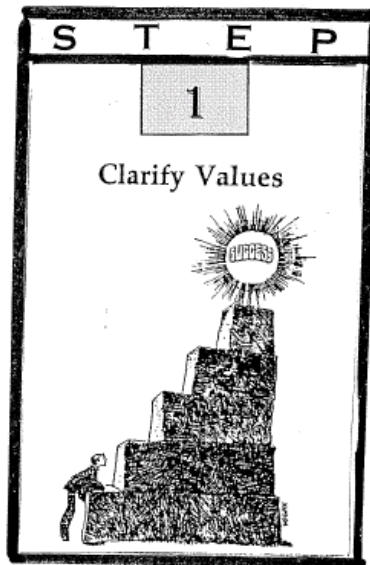
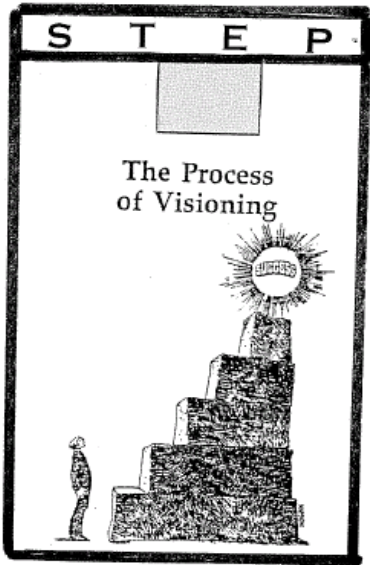


ORGANISATIONAL VISION, VALUES AND MISSION

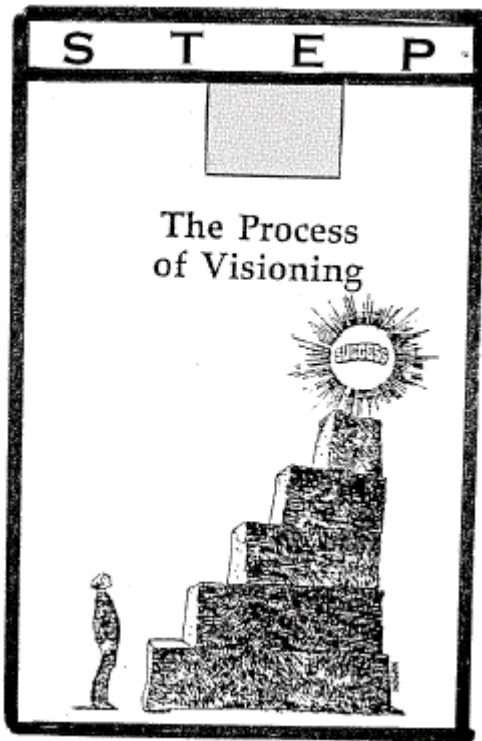
1996

This is an extract from a detailed book in the office



ORGANISATIONAL VISION, VALUES AND MISSION

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THE PROCESS OF VISIONING:

Understanding the Process

5 Steps -

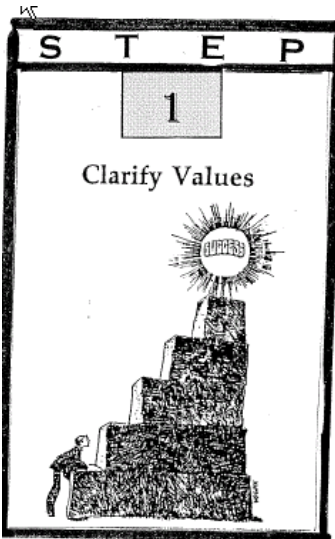
1. Clarify Values,
2. Scan the Current Situation,
3. Defining the Mission,
4. Create the Vision and
5. Implement the Vision.

Tools of success

- ✓ Essence Driven. Deep sense of values.
- ✓ Renewal cycle. Creativity, stability, crisis and renewal.
- ✓ Visionary Leadership. Start anywhere. Create alignment.
- ✓ Checklist. Applied to: Organisation, team, individual? ID 3 critical issues and obstacles

ORGANISATIONAL VISION, VALUES AND MISSION

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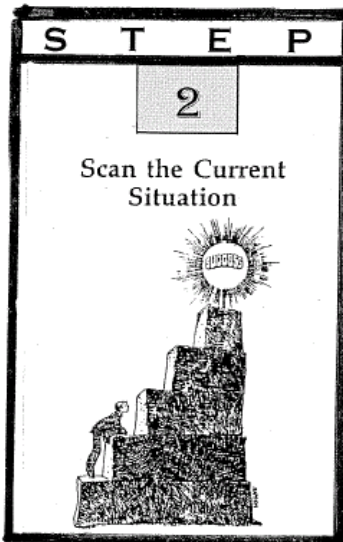


STEP 1: CLARIFY VALUES

Value = Valor which means "Strength"

Link personal and organisational values. – Value cards

Team values. – Discuss gaps etc.

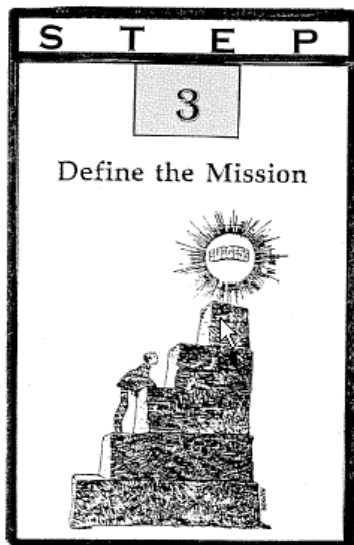


STEP 2: SCAN THE CURRENT SITUATION

Present situation. History of the Organisation.

Opportunities and threats. Customers and competition.

Strengths and weaknesses. Critical key issues for the future.



STEP 3: DEFINE THE MISSION

What is it I'm trying to do?

Mission drives strategy. Mission buffers stress Keeps you focused).

Mission must have: What you do, for whom and your uniqueness.

Mission or vision – Which is first?

Pitfalls in creating Mission Statements -

- ✓ Keep it simple, to the point, with emotion
- ✓ Keep to the core (what if 70% of resources removed)

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STEP 4: CREATE A VISION

Picture excellence. Vision is a compass, a stretch, a map, it endures.

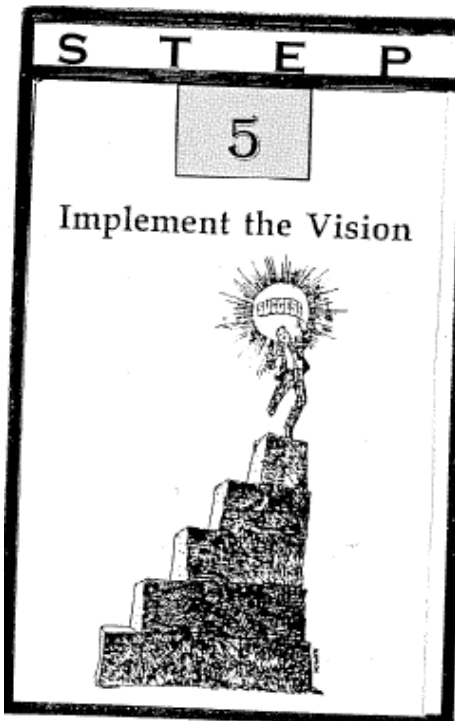
Visioning relates spirit. - Think differently - Divergent imaging - Convert imaging and focus

Qualities of a vision -

- ✓ It motivates, inspires, it's clear and it fits highest value. It's easy to communicate. Clear and simple.

Visioning tools -

- ✓ Imagery, symbols, story telling, physical challenge



STEP 5: IMPLEMENT THE VISION

Communicating the Vision.

Planning to Implement - Living the vision (Leader to remind and give examples)

Outcome of Visioning Process

- ✓ Alignment
- ✓ Empowerment
- ✓ Respect
- ✓ Interdependence
- ✓ Innovation
- ✓ Commitment

ORGANISATIONAL VISION, VALUES AND MISSION

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Topic

Date:

ALWAYS
UPWARD

SYMB

WORD

OFTEN
UPWARD

SYMB

WORD

SOMETIMES
UPWARD

SYMB

WORD

SELDOM
UPWARD

SYMB

WORD

LEAST
UPWARD

SYMB

WORD

Handwritten notes on lined paper, organized into five columns corresponding to the boxes above. Each column contains several lines of text, which are mostly illegible due to blurring and handwriting. The columns are separated by vertical lines.