

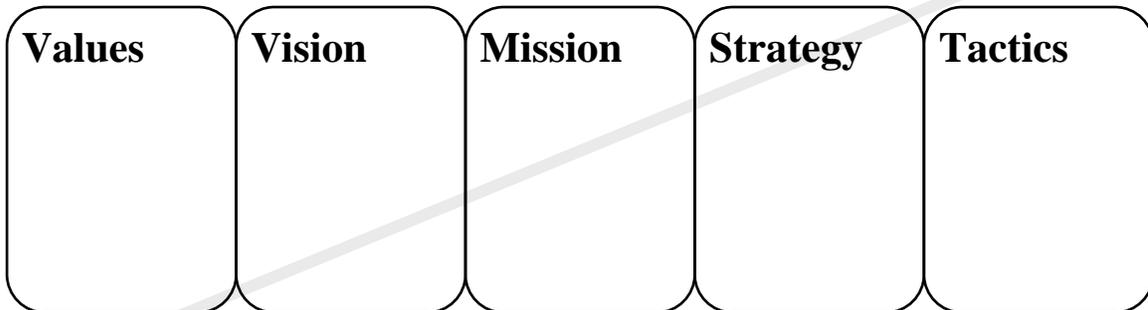


VALUES IN VISION (A perspective)

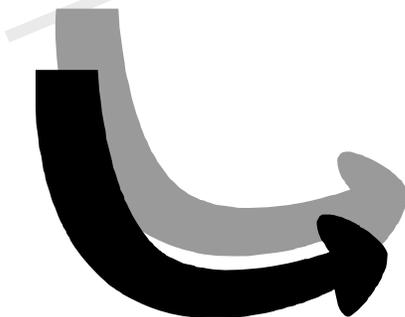
Motivation

Proactive

PERSONAL



BUSINESS



Reactive

Planning



Facilitators Notes:

Values in Vision

Peter Block's book, "The Empowered Manager", 1987, USA, Jossey-Bass, page 114 describes Vision, Mission, Strategy.

There is a difference between a vision and a mission statement. A vision is really a dream created in our waking hours of how we would like the organization to be. It differs from a mission statement in that a mission statement is a statement of what business we are in and sometimes our ranking of that business. The mission statement names the game we are going to play. As an example, a large health care company's mission statement as the "Market health care products that have a demonstrable health benefit to the customer, to be the leader in each product line, to return a fair profit to our stakeholders, and to provide good opportunities to our employees." This tells us something about the business the company is choosing.

A Strategy is the steps taken to ensure the Mission is met.

Peter Block identifies that the strategy is 95% business and 5% personal. The Mission is 50% business and 50% personal. The Vision is 95% personal and 5% business.

Added to Peter Block's theory is Paul Cerisano's* concept that Values play an important part in developing a Vision. Values are 100% personal and lead to the development of our Vision. The chart shows in graphic form how the establishment of a vision is predicated by our values and, as a result, our vision permeates everything including our mission and strategy. The tactics of business are 100% business driven.

Students can be asked to add their views in each of the boxes of the chart as the trainer lectures to the concepts.

* Paul Cerisano is a Manufacturing Leadership Certificate Program trainer and has participated in the updating of the MLCP material over the last several years. His experience as a senior manager and his educational background, Masters of Business and Masters in Education, offer a unique perspective into the development of Vision, Mission, and Strategy.