

Vision, Mission, Organizational Values and Making Them To Realize

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"Our plans is to lead the public with new products, rather than ask them what kind of products they want; hence we create products and then create a market by educating and communicating to the public about the product" - Akio Marita, Sony's visionary leader.

Above, an interesting statement of Sony Company encompasses both vision and mission. The statement shows the potential of the company and its future goal (leading the public with new products rather than asking what kind of products they need—Vision). At the same time it is telling us how the company will achieve the ultimate goal, that is, create products and a market by educating and communicating to the public about the product—Mission).

In order to make it clear and simple to understand the difference between Vision and Mission, if we add 'ary' to both these words they become Visionary and Missionary, then easy to understand. A visionary is one who sees what is possible, and who sees the potential. A missionary is someone who carries out that work. That's why we use the terms "mission accomplished," "mission failed," did the work with "missionary zeal", etc. Thus the mission is the doing part - it is what you will do to bring that vision to reality.

In the organizational concept vision is all about what is possible, all about its potential. The mission is what it takes to make that vision come true. In fact, vision is that igniting spark that can inspire and energize people to do better. The focus of vision is to reach out hungrily for the future. To quote Tom Peters, "*Developing a vision and living it vigorously are essential elements of leadership*". Nowadays many companies are adopting 'Vision Integrated Performance' approach; which they are fondly calling as VIP approach.

Stated below are the Vision statements of some highly focused and successful organizations-

- **SIEMENS:** '*Where technology touches lives*'
- **DU PONT:** '*Better things for better living through Chemistry*'
- **HYUNDAI:** '*Building a better world through innovative technology*'
- **NOKIA:** '*Connecting people*'
- **XEROX:** '*The document company*'
- **IBM:** '*Solutions for a small planet*'
- **PHILIPS:** '*Let's make things better*'
- **BPL:** '*Believe in the best*'

A mission (statement) articulates the philosophy of the organization with respect to working. Once the mission statement of the organization is finalized

and adapted, it provides a readymade guideline to employees of the organization about its principles, policies and practices.

The Vision statement of the organization should address pertinent questions like "Vision for whom? and For what ?" A *Vision statement* outlines what the organization wants to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria (*Source: Wikipedia*), where as A *Mission statement* tells you the fundamental purpose of the organization. It concentrates on the present. It defines the customer and the critical processes. It informs you of the desired level of performance (*Source: Wikipedia*).

For excelling as a leader one need to know *the fundamental purpose - the mission, your current situation in terms of internal resources and capabilities (strengths and/or weaknesses) and external conditions (opportunities and/or threats), and where you want to go - the vision for the future.* It's important that you keep the end or desired result in sight from the start.

For achieving the desired goals of vision and mission the people who are working in the organization should know about the organizational values.

Values are the fundamental beliefs that are inculcated and practiced in the organization. In fact, the organization culture is often dependent on its value systems. It must be remembered that unless these values are internalized by one and all in the organization, they become fancy advertisements matter.

Values can be personal values and organizational values. The emphasis of the organization should be to pursue that the staff working in the organization to imbibe the organizational values and change their personal values suiting that of organizations'. Organizational values are the acceptable standards which govern the behaviour of individuals within the organization. Without such values, individuals will pursue behaviours that are in line with their own individual value systems, which may lead to behaviours that the organization doesn't wish to encourage.

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Clearly, the organization's values must be in line with its purpose or mission, and the vision that it is trying to achieve. So to summarize, articulated values of an organization can provide a framework for the collective leadership of an organization to encourage common norms of behaviour which will support the achievement of the organization's goals and mission.

Now, there are many companies that prefer to pen down their value statements akin to vision and mission statements, for example British Airways' "putting people first" or JET AIRWAYS "the joy of flying" and that BPL "believe in the best" etc are some of the catchy value statements of these organizations.

The value statement helps in looking within, to see how your own work will model those values. The organization should work hard in internalizing of the organizational values by its staff, for it the organization should work on: -

1. Communicating values constantly. Values should fit with the organizations' communication, both internally and externally. Refer frequently to values in talks and meetings. Acknowledge and thank those people who have achieved something which particularly emphasizes values.

2. Revisit and refresh the values. Revisit your values periodically - allowing members to update them.

3. Confront contradictory behaviour. If people are allowed to live out contradictory values, then over time there is a clear danger that these will usurp the desired values, particularly if it is the more dynamic, dominant individuals who are espousing the contradictory values. So nip this behaviour in the bud stage.

4. Periodically check out with feedback. Ask people what they think are the values of the organization - not only members, who may be influenced by the stated values, but outsiders -observers, customers and stakeholders etc.

McKinsey developed 7S model. As per his theory, 7 elements are crucial for obtaining strategic success for the organization. They are:

Hard elements

- . Business strategy
- . formal organizational structure
- . administrative structure of the organization

Soft elements

- . leadership style
- . skills of employees
- . staff themselves

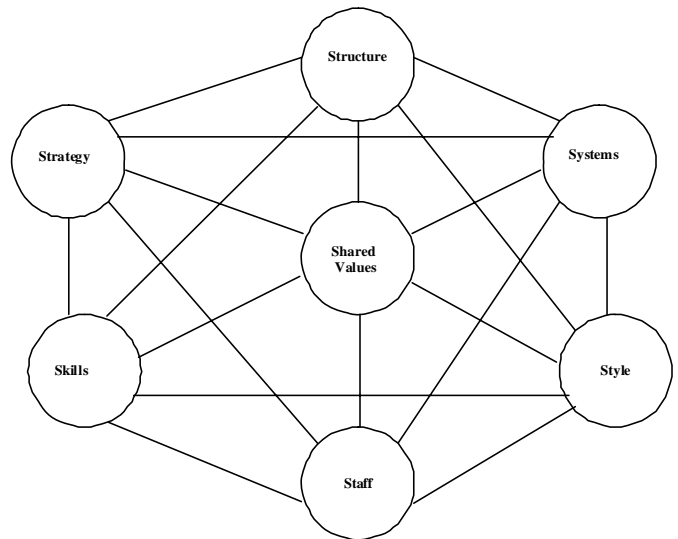


Fig. 1 McKinsey 7-S Framework

The hard elements are tangible and relatively objective where as the soft elements are easily assessed as they are intangible and subjective. The seventh element shown in the middle of the model (fig.1) is the shared values of the organization. *These form the foundation for the organization's culture that binds the organization together.*

Structure

Organizations like Zoological Parks, in my opinion, should have values like this :-

1. Integrity and transparency in working
2. Learning and willingness to change
3. Creativity, innovation and striving for excellence
4. Treating visitors with dignity and respect
5. Quick response
6. Accountability for results
7. Leading by example and exemplary actions
8. Esteem and pride in work
9. Responsive to well founded criticisms

If the zoo staff are well versed with these core values of the organization, and if they try to internalize them and implement them in an earnest way then there will be no reason that the organizations can't excel. But as discussed above it is not an easy task that the workers will change their personal values, which they have acquired through their culture, upbringing, education, surroundings etc to polished organizational values.

The change in the attitudes of employees can take place provided that—they feel that they are empowered, they are made partners for success, by educating them, and through process orientation; all these processes will form the four important pillars of strength to the organization.

Change enablers like capacity building and human resource development measures will help in bringing up change in the behaviour of the staff.

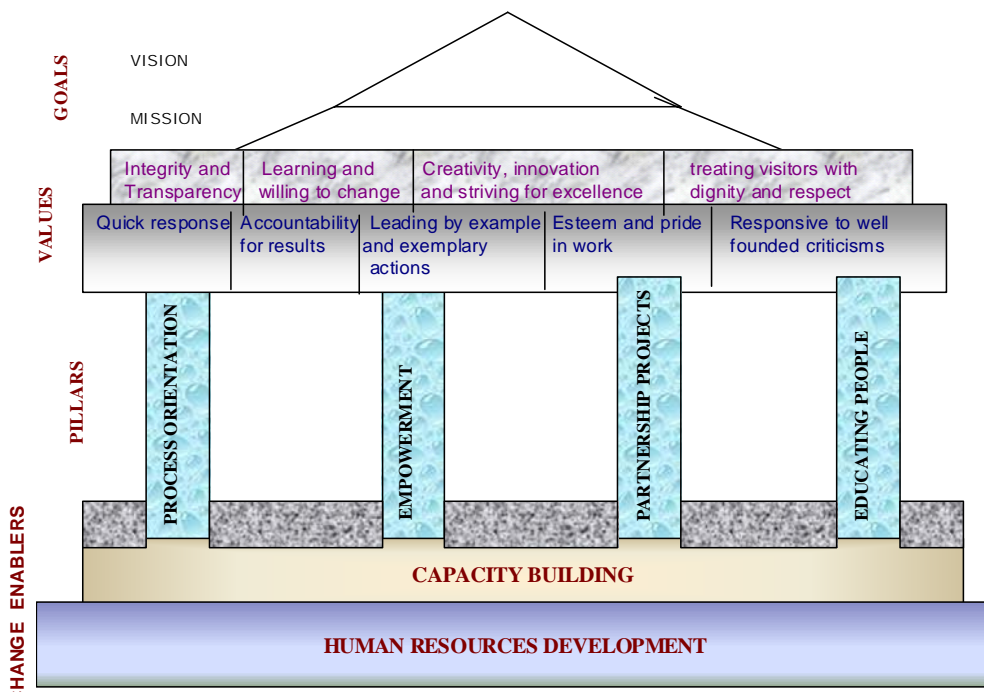


Fig. 2 Human resource development and its role as change enabler

primary focus is on growth and employee development...it emphasizes developing individual potential and skills" (Source: Elwood F. Holton II, James W. Trott, Jr., 1996, Trends toward a Closer Integration of Vocational Education and Human Resources Development, Journal of Vocational and Technical Education, Vol. 12, No. 2, p7)

To Sum Up:
 In the words of Kaun Tzu, a Chinese poet, 500BC 'If you are thinking a year ahead, sow seed; If you are thinking ten years ahead, plant a tree; If you are thinking a hundred years ahead, educate people'

The change which is first ridiculed, then criticized, then rejected, and then accepted has the drivers like survival instinct, challenges of competition, growing customer demands, criticism from the public and press etc, which enables the staff to change provided that they are well informed, motivated, and educated.

The above concepts are schematized as follows: - human resource development and its role as change enabler:

In organizations, it is important to consider carrying out a thorough job analysis to determine the level of skills/technical abilities, competencies, flexibility of the employee required etc.

Adam Smith states, "The capacities of individuals depended on their access to education" (Source: <http://ro.uow.edu.au/artspapers/26>). Human resources development is the medium that drives the process between training and learning in a broadly nurturing environment. Human resources development is not a defined object, but a series of organized processes, "with a specific learning objective" (Source: Nadler L Ed., 1984, The Handbook of Human resources Development, John Wiley and Sons, New York)

Human resources development allows for individual development, potentially satisfying the organizations' goals. The development of the individual will benefit—both individual and the organization. In corporate vision, the human resources development framework views employees, as an asset to the enterprise whose value will be enhanced by development, "Its

How apt these words are even after many centuries? Educating the staff is the crux if you want your institution to excel in long run. So putting emphasis on training, education etc will really help the institutions.

The Change Enablers like Human Resource Developmental and Capacity/ Competency Building activities working in tandem with the transformation tools like—Kaizen, CANDO, Technical Integration, Effective Dialogue, Contact-full Communication with Employees, Igniting Internal Awareness Process with in the staff etc all these will definitely help the staff in understanding and empathizing with the organizational values, which further will help in achieving the goals of organizational vision, by working with missionary zeal by the staff.

Finally, let us examine what the Australian commission for the Future (1995) says 'The future is not some place we are going to, but one we are creating the pathways to it are not found; but made the making of those pathways changes both the maker and the destination'.

The future (vision) is the one which we are planning to create, the pathways (mission) are to be made, and then only the makers (leaders) of those pathways and the destination will be remembered. So what do you want?—want to be remembered and recognized as a visionary leader or as a just manager? The answer is with in you only.