Roadmap map to Success
Organizational Definition

Mission

A statement as to why the organization exists at the most meaningful level. It is aspirational in that it can never be fully achieved. In this way, the purpose states why the organization does what it does, but does not define how that work is to be done.

Vision

A clear, specific compelling picture of what the organization will look like at a specific time in the future, including those few key metrics that define success. It defines key results achieved and those yet to be accomplished, and the expected impact.

Values

The boundaries within which the organization will operate in pursuit of its vision. To be meaningful, values must be described in clear behavioral terms.

Jerry Porras, Emeritus Professor of Organizational Behavior and Change
Stanford University
A team mission statement communicates the team purpose within the organization, who it serves, and how it plans to do so within the structure of the organization.

A team vision statement explains the reasons the team exists within the organizational structure and its goals—what would the organization look like if we achieved our team mission?

Values represent what the teams believes are important traits, both current and aspirational, guiding the leadership decision-making and actions of the team.
Mission

*The reason to get out of bed in the morning.*
Vision

To create a better everyday life for the many people.

—IKEA
Values

Values are like fingerprints. Nobody’s are the same, but you leave ‘em all over everything you do. —Elvis Presley
Does your Advancement team have a mission statement, vision statement, written values?

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<tr>
<th>Mission</th>
<th>Vision</th>
<th>Values</th>
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<tr>
<td>To steward philanthropic support for the students, faculty, and global community to promote education, research and service.</td>
<td>Our vision is to provide accurate, timely, and courteous information and support to our fundraisers, donors, faculty and staff.</td>
<td>Respect, Inclusiveness, Inventiveness to Infinity, Diversity, Integrity, Accuracy, Timeliness Environmentally Responsible</td>
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Does your Advancement team have Mission/Vision/Values Statement(s)?

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<td>“The mission of the Advancement Services department is to provide an information infrastructure and quality data services in support of the division of University Advancement.” (Bryant University)</td>
<td>“Advancement Services’ vision is to be the internal organization that the advancement staff seek out as a partner for providing visionary strategies, creative solutions, objective information, and effective and efficient services in order to help them achieve their mission and goals.” (Lehigh University)</td>
<td>“We do the right thing, even if it’s hard.” (Children’s Home + Aid Society of Illinois)</td>
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Examples of Mission /Vision/Values found in Another Presentation

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<td>“To nourish the seeds of knowledge already planted within the hearts of the youth, which will grow into a beautiful and thriving tree, shading all cultures of our community, and eventually bear the fruits of a unified people.”</td>
<td>“Develop, deploy, and manage a diverse set of scalable and strategic knowledge management tools to serve our customers, improving the possibility of overall satisfaction among our diverse customer profiles.”</td>
<td>“We believe that children are our future.”</td>
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<td>“Our team represents diversity.”</td>
<td>“We like to hire former recipients of our services.”</td>
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Alexander Haas
TRANSFORMING INSTITUTIONS THAT TRANSFORM LIVES
Let’s start at the very beginning...

VISION

It’s much easier to think *first* about what the “perfect” world will look like, and then figure out the mission to bring that vision to reality.
Think About It: Your Perfect World

- Think about the perfect workplace, the perfect team, the best possible situation.

- What does that look like for you and your Advancement Services Team?

- It can be a BAI – a Big, Audacious Idea – all the way down to a small but perfect element.
Vision

What are some of the visions you have for your Advancement Services team?
How do we get from a vision to a mission?

1. A good mission statement will bring your vision into practice.

2. Think: The term “Mission Accomplished” means that you have achieved your vision!

3. What will it take to get to “Mission Accomplished” e.g. your vision?

4. Use simple, clear language to describe what it will take to achieve your mission.

5. Remember that your mission is for your whole team, not just leadership.

The value of stakeholders in the development of a Mission statement

1. Your vision should always drive the mission.
2. Did stakeholders come up with a mission that made sense? If not, why not? (Look to the vision!)
3. Every team is made up of members from VP down to Development Assistant with varying perspectives on the daily work.
4. Every stakeholder sees the route from vision to mission through the lens of his or her experience.
5. Ultimately, these experiences together will help form a team mission that applies to everyone.
Including all stakeholders in forming mission, vision, and values will create buy-in and increase team engagement.

No one likes to be told unilaterally how to think about their work.
Customers will never love a company until the employees love it first.

-Simon Sinek
VALUES:
What makes a good values statement?

1. Think about big picture values you were raised with, they are a good start.

2. Fill in the blank: “We always want our colleagues to be able to say ______ about the way we do our work.”

3. It’s okay to include feelings statements and attitude statements. It’s okay to describe shared beliefs.

4. They don’t have to be in paragraph form, you can use a bulleted list or make short statements.

5. What gives your team an identity beyond your work? Your shared values.
What are your team’s current values?

What are your team’s aspirational values?

How will these values help your team achieve its mission?
Putting it all together:
How to Lead Your Team Through this Exercise

1. Announce intention first: We are seeking to enter a new phase of our team, and your input is critical for success.

2. Frame out positives: Why will this benefit your team members?

3. Create an agenda and send it out in advance—no surprises. Include definitions of Mission, Vision, and Values in the agenda.

4. In a group meeting or a series of meetings, go through the exercises we just completed.

5. Together, come to a consensus (not a vote) on Mission, Vision, and Values as a team.
... And then what?
Opportunities to Use Team Mission/Vision/Values for Employee Engagement and Other Uses

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<td>Put your team’s mission, vision, and values up on the wall, and share it with the larger Development or Advancement team publicly.</td>
<td>Use it during 1:1 employee supervision meetings, to help employees make smart decisions. When faced with a dilemma, which solution better fits our values?</td>
<td>Include the mission, vision, and values in annual performance reviews. Your team built them, and should adhere to them.</td>
<td>Help your team learn to maintain appropriate boundaries between departments by learning to refer to the team’s mission, vision, and values.</td>
<td>In hiring, openly discuss mission, vision, and values to determine whether potential hires would be a good fit with your team.</td>
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The right people are out there and many of them already work for you.

- John Taylor
Thank you!

Questions?

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