

## **The Difference between a Vision, Mission, Goals, and Objectives**

Last month we presented ideas on improving your business performance and the need to establish personal and business goals for the New Year. A sound method for improving your organizations performance is to define and establish these strategies for success.

Does your organization understand the differences between a Vision, Mission, Goal, and Objective?

- You SEE a Vision (images of what we ultimately want to achieve)
- You HAVE a Mission (your type of business and industry)
- You PURSUE Goals (the results we choose to accomplish)
- You ACHIEVE Objectives (measurable targets along the path to our goals)

### **Shared Views**

Organizational purpose comes from the shared view of our vision, mission, and principles. Satisfying customers requires that you understand their needs, know your own processes, and then set objectives to drive and evaluate your action plans.

### **Statement of Purpose**

To perform strategic planning, you must begin with a clear Charter:

- Why are you in business? (Vision)
- What business are you in? (Mission)
- What are your principles? (Values)

Each element of the Charter is important. You need to link the vision, mission, and value statements. A vision without a mission is just a pipedream. And, tactics must be guided by shared ethical values.

### **Vision Statement**

A vision statement should be created as a compelling verbal image and form a mental picture of the future. It should define what we seek to become as an organization, yet describe something that is possible. The vision should generate human power and energy. In other words, it should provide direction and focus for the organization.

To develop the vision statement, ask yourself these questions:

- \* What is your dream or vision of the future?
- \* What is the loftiest picture you can imagine?

Then, convince others of the value of your vision. Express it in a way that aligns with their best interests. Encourage them to buy into your purpose for the organization. Keep the statement brief and memorable. Use it as a focus for everything you do. Begin by imagining a reporter writing a story about your organization five years from now. Write the lead paragraph to capture the reader's attention and explain the special aspects of your organization. Create a vision statement using the major themes expressed in these ideas.

### ***Mission Statement***

Your mission is the business reason for your organization's existence. It is an element of the charter. It doesn't describe a specific outcome and contains no time limit or measurement. The mission statement will provide the basis for setting your goals and is used to allocate resources. A typical mission statement might be:

*We provide (product) with (scope) to (customer) for (reason) in (marketplace).*

To define your mission, begin by describing why your organization exists. Identify your scope of products, services, and support. Identify your customers and the audience for your offerings. Then, write a brief and concise mission statement.

### ***Values Statement***

Values are the beliefs behind your vision and mission. A worthy vision is guided by worthy values. Values give dignity and direction to your mission. They are the moral compass during your vision quest. A values statement may include elements like:

- Integrity in all our actions
- Commitment to employees
- Quality of our products
- Technology innovations
- Continual learning

What do you hold dear and inviolate? What core values guide your activities? Express these values for an improved work environment and allow the organization to prosper.

### ***Strategy Development***

Your vision, mission, and values play an important role in developing your business strategy. They provide the framework for generating and screening strategic options. They provide an organizational identity and understanding of business directions.

### ***Goals and Objectives***

Goals are conditions to be achieved in the future. They must be defined consistent with your vision and mission. Goals are established to guide your decisions and actions. However, they usually do not involve measurable results, and therefore, do not change as often as objectives.

Objectives are focused on critical issues and milestones. They describe the activities and targets to achieve your goals. They identify the dates for completing the activities. They are measurable in terms of being achieved, or not. For example, a general goal might be to reduce waste. The specific objective might be to reduce waste from 10% to 5% by the end of 2006.

## Are You Satisfied With Your Certified Suppliers?

**Robert King, Jr., head of the ANSI/ASQ National Accreditation Board (ANAB)**, says customers should complain to their ISO 9001:2000 certified suppliers if they are dissatisfied with the quality of their purchased products and services. If their complaints fail to gain satisfaction, they should then contact the organization's certification body (registrar). If the issue remains unresolved, it's time to complain directly to ANAB, the accreditation body.

When you complain to certification bodies, they have several options for a closer scrutiny of your suppliers. They can conduct a special onsite audit as a result of your complaint. And, they can change the audit surveillance time and frequency until the issue is resolved.

Customer satisfaction is a key part of ISO 9001:2000. If any of your suppliers aren't meeting your specified requirements, it is time to give them some clear feedback on the improvements you expect as their customer. In all likelihood, they will resolve the issue promptly. If not, then don't hesitate to notify their certification body. Stop whining about poor quality ... and do something about it!

## Can you trust financial planners?

ISO has published the first International Standard that will help people decide whether or not they can be confident about the ethics and competence of professionals that give advice on planning their personal finances. ISO 22222:2005, Personal Financial Planning, is aimed at increasing client confidence by providing an internationally agreed benchmark for a high global standard of service.

For more information and to purchase, the standard can be ordered at ANSI e-Standards Store <<http://webstore.ansi.org/ansidocstore/default.asp>>

In "Quality Insider" a survey asked readers what they planned to do to improve themselves as quality professionals or their companies as quality organizations in 2006. Here are the results:

- Attend seminars/workshops/conventions **59.2%**
- Register my company/organization to relevant standards such as ISO 9001, ISO 14001, ISO/TS 16949, etc. **18%**
- Engage in Yellow/Green/Black Belt training. **15%**
- Purchase new equipment for my company/organization **7.8%**

Here's a sampling of other responses:

- "Engage in lean manufacturing training"
- "Get everyone pulling in the same direction"
- "Develop leadership skills throughout the organization"
- "Carry the message that quality is a journey, not a destination. We all learn one step at a time."
- "Expand the scope of our ISO registrations to include more of our facilities and operations"