

The Strategic Planning Process

Mission

An organization's mission statement describes why the organization exists. While it doesn't go into a lot of detail, it starts to hint - very broadly - at how an organization might go about dealing with the issues it was formed to address. Some general guiding principles about mission statements are that they are:

Concise. A mission statement should get its point across in one sentence.

Outcome-oriented. Mission statements explain the overarching outcomes the organization is working to achieve.

Inclusive. While mission statements do make statements about a group's overarching goals, it's very important that they do so very broadly.

The following mission statements are examples that meet the above criteria.

- "To promote child health and development through a comprehensive family and community initiative."
- "To create a thriving African American community through

development of jobs, education, housing, and cultural pride.

- "To develop a safe and healthy neighborhood through collaborative planning, community action, and policy advocacy."

Vision

A vision statement describes the world the organization wishes to see. It is not about the organization; it identifies something about the world that the organization exists to address.

A mission statement deals with “why” an organization exists, while a vision statement outlines “what” that existence will eventually look like. A mission statement has to do with what the organization is doing in the present, while a vision statement focuses on the future.

Examples of vision statements include:

- BBC: “To be the most creative organization in the world”
- Disney: “To make people happy.”
- Google: “To provide access to the world’s information in one click”

- IKEA: “To create a better everyday life for the many people”
- Instagram: “Capture and share the world’s moments”
- LinkedIn: "Create economic opportunity for every member of the global workforce”
- Microsoft: “To help people throughout the world realize their full potential”
- Nike: “To bring inspiration and innovation to every athlete in the world”

Goals

- Goals are easy-to-remember statements of what needs to be accomplished to move towards the Vision. They differ from objectives, with Goals explaining what needs to be achieved, while objectives explain how this will be achieved.

Examples include:

- Increase efficiency
- Capture a bigger market share
- Provide better customer service
- Raise employee skill levels

Objectives

Objectives take the level of detail down further still to provide much more specific, quantifiable, time-sensitive

statements of what the goal actually means and how you will know you are reaching it. You might have multiple Objectives for each Goal, all helping you assess the effectiveness of your strategy.

Examples include:

- Raise proportion of existing employees gaining xyz qualification by 20%
- Raise proportion of new recruits with xyz qualification by 40%

Work Plan

A work plan is a planning guide or document that helps keep all team members aligned on a specific project. It's more transactional and logistical than it is strategic. For example, a work or operational plan might ladder up to strategic priorities. But it isn't setting a wider strategy to help meet the organization's vision. Instead, it's generally outlined by action items.

Some key components of a work plan include:

- Goals and project objectives
- Project tasks
- Task assignments (if working with a team)
- Milestones
- Key deliverables

- Required resources
- Timelines, including due dates
- Budgets