



## **BEST PRACTICE**

### **Implementing a Mission, Vision, Goals, Values**

The mission statement tells why a company or an organization exists. Organizations need to map their course of direction, which is the corporate vision. Goals convey how the vision will be achieved. Values are like an organization's code of ethics – they help establish the corporate culture and shape the foundation for making decisions. A quality policy is a statement of principles, and a broad guide to action.

The statements of mission, vision, goals, values, and quality policy must be what all levels of management truly believe and practice in their day-to-day activities. Developing the statements cannot be delegated, nor is it a quick task. Management may begin by:

- Using industry examples and models of these statements
- Understanding the current culture and beliefs in the organization
- Establishing an action plan to develop these statements that includes: roles and responsibilities of involved parties, specific tasks and dates to accomplish the tasks, and a method of reporting status of action plans.

#### **Mission**

A mission statement explains why a company, organization, or activity exists, and what it is designed to accomplish. It clearly and concisely describes the work that is done, providing direction and a sense of purpose. The mission should focus on products and services and be customer-oriented. During implementation, the mission is constrained by the vision and values.

Examples of mission statements include:

- From Arco Transportation Company Information Services: "The mission of information services is to provide the appropriate computing network, products, and services and support of the strategies, goals, and objectives of the company."
- From the Ford Motor Company (listed in their Ford Q-101 Quality Systems Standard, January 1986): "Ford Motor Company is a worldwide leader in automotive and automotive related products and services as well as in newer industries such as aerospace, communications, and financial services. Our mission is to improve continually our products and services to meet our customers' needs, allowing us to prosper as a business and to



provide a reasonable return for our stockholders, the owners of our business.”

## **Vision**

Leaders provide a vision, which is a clear definition of the result to be achieved. Organizations without a vision flounder. The vision establishes where the organization desires to move from its current state. It gives everyone a direction to work towards. Senior management should establish the vision, ensuring how it contributes to the business is clear. A vision is simple and concise, and it should be understood and supported by all.

Examples of visions include:

- From the Quality Assurance Institute: “Our vision is to produce competent and successful quality assurance analysts.”
- From the Ford Motor Company: "A worldwide leader in automotive and automotive related products and services as well as in newer industries such as aerospace, communications, and financial services."
- President Kennedy had a vision of putting a man on the moon before 1970.
- QA analysts should have a vision of improving quality, productivity, and customer satisfaction.

## **Goals**

Goals explain how the vision will be achieved. For example, if an organization's vision is to produce defect-free software, a goal might be to have no more than one defect per thousand lines of code. Goals change as an organization moves closer to accomplishing the vision. Well-developed programs are necessary to achieve the goals.

Goals and objectives are often used interchangeably; however, goals tend to be more global and non-quantitative. Objectives come from goals, and tend to be more specific and quantitative.

Goals:

- Are consistent with the vision
- Are established by operational management (manager of systems and programming, manager of computer operations, etc.)
- Must have management commitment
- Clearly identify the role each individual plays in accomplishing the goal
- Should be linked to programs established to accomplish the goals



Strategic quality management goals must focus on both the producer and the customer. Short-term goals should:

- Reduce defects
- Reduce cycle time (i.e., shorter schedule and less resources)
- Provide return on investment from short-term programs

Long-term goals should be customer oriented. They involve improving customer satisfaction and greater matching of the products and services to the true customer needs. These goals could include, but should not be limited to:

- High customer satisfaction activities
- Management establishing a need for quality, thus creating an environment receptive to quality processes
- Understanding what must be done in order to deploy a new process
- Improving compliance to processes
- Sustaining quality effort, as a result of managing quality
- Involving all employees in quality processes
- Recognizing the need for the quality analyst
- Establishing a quality infrastructure with adequate resources to perform the assigned mission
- Having adequate resources to perform quality activities such as continuous process improvement
- A doable and measurable plan of action enabling the quality processes to demonstrate accomplishments based on approved objectives

Financial goal statements from the Eastman Kodak Company are:

- “To rank among the top 25 U.S.-based multinational companies in net earnings”
- “To approach a return on equity of 20 percent”
- “To increase worldwide productivity at double the U.S. average for manufacturing companies”

## **Values**

Values or guiding principles tell how to conduct business. They help define an organization’s culture and personality by clarifying what behavior is expected in order for the organization to achieve its vision and mission. Values are established by senior management and respect the integrity of the individual. Examples of values are: customer-focused, quality management, innovative, employee empowerment, ethical, cooperative relationships, and risk-taking. Values should be consistent with Dr. Deming’s 14 quality principles, and they



should be integrated into the organization's work program. If really believed, values help focus the organization on a shared behavioral model.

Examples of values include:

- From the Eastman Kodak Company:

“Quality – to strive for continuous improvement through personal contributions and teamwork.”

“Integrity – requiring honest relationships with colleagues, customers, shareholders, and suppliers.”

“Trust – characterized by treating everyone with respect and dignity.”

“Ethical behavior – so Kodak can earn and deserve a reputation that is beyond question.”

“Teamwork – through open communication that gives everyone a sense of personal involvement in the company's performance.”

“Job satisfaction – in an environment that encourages people to grow to their full potential.”

“Creativity – fostered by an atmosphere that challenges employees to seek new solutions and to take intelligent risks.”

“Flexibility – recognizing the need to anticipate and respond to changing economic, social, competitive, and market conditions.”

“Winning attitude – in knowing that through hard work, pride and confidence, Kodak people make up a ‘world-class’ team.”

## References

Guide – CSQA Common Body Of Knowledge, V6.2