

Integrating Gender and Nutrition within Agricultural Extension Services

Activity Sheet
March 2016

Developing Values, Mission, and Vision

Audience:

Organizational leaders and businesspeople developing or redefining strategic plans

Time:

3 - 4 hours

Materials Needed:

- Flipchart paper – 2 sheets per small group
- Markers or crayons
- Masking/scotch tape
- Sticky wall, if available
- Small round stickers for possible voting
- Flipchart sheet with “Sample Mission Statements”
- “The Good and the Bad” mission statements graphic – one copy per small group
- Flipchart sheet listing Mission statement questions



Photo: Group discussion results at a workshop © J. Henderson 2016

Introduction

First steps in strategic planning for many organizations include clarifying core values, identifying the mission, and envisioning the future. **Core Values** embody what an organization stands for, believes in, and how it approaches everything it does. Core values guide an organization in how and where to implement its mission and vision. **Mission Statement (What We Do)** is a one-sentence statement describing the reason an organization exists and is used to help guide decisions about priorities, actions, and responsibilities. Mission statements should be clear, memorable, and concise. **Vision Statement (Desired End-State)** is also a one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization's work.

Objectives

- ✓ To identify and affirm the core values that support and sustain the organization.
- ✓ To create a clear and concise mission statement.
- ✓ To visualize the future and craft an inspiring, forward-thinking vision statement.

Identifying Our Core Values

Provide a brief introduction explaining the purpose for identifying core values relating the concept to the participants' own lives and how they live by a set of beliefs that guide their daily actions, like honesty, hard work, open-mindedness, accountability, and respect. Ask participants to share a few examples of what principles and beliefs direct and give meaning to their life, especially in relation to their families (ex. what values do they want to pass on to their children?). Capture their responses on a flipchart. **(15 minutes)**

Get participants into small groups by having them line up by age. Form small groups of four to five members by ensuring that young and old participants are part of each group.

Ask participants in their small group to discuss and answer the following questions:

- What values and beliefs do you most admire and wish to incorporate into your work at XXX (name of organization/group/project)?"
- What beliefs and principles are most important to your work at XXX?

Each small group writes the shared values that emerged on 5"x8" index cards. 1 idea/card, 3 words max/card. **(20 minutes)**

Mission Statements

The Good and the Bad

A Good Statement...	A Bad Statement...
Uses language your constituents use.	Uses jargon, doesn't understand your audience.
Is emotionally stirring.	Is logical and cold.
Communicates the "why."	Communicates only the "what" or "how."
Is concise.	Is really long.
Is a single, powerful sentence.	Is a rambling paragraph.
Sounds good spoken out loud.	Is full of clauses and hard to say.
Is memorable.	Is forgettable.
Surprises.	Is dull.
Is actionable.	Can't be quantified.
Is specific.	Is vague.

The groups present their cards and place them on a sticky wall, wall, or floor. As each group presents their ideas, themes are identified and cards are grouped accordingly. Allow the group to select four or five core values that will guide their work at XXX. The selection can be accomplished by group discussion or by having participants "vote" for their top four or five choices using small stickers. **(30 minutes)**

Stating Our Mission

From the introduction, share with the participants the definition and purpose of a mission statement. Review the graphic contrasting a good and a bad mission statement. Show examples of mission statements from various nonprofit organizations. **(15 minutes)**

Line participants up by their birth month and break into four groups:

- Group 1 – January, February, March
- Group 2 – April May, June
- Group 3 – July, August, September
- Group 4 – October, November, December

Adjust as needed to ensure fairly equal numbers in each small group.

Using the "The Good and Bad" mission statements graphic and mission statement examples, have each small group draft a one-sentence mission statement for XXX. Have small groups write their draft statements on flipchart paper including number of words in parenthesis at the end. The following questions can be displayed on a flipchart to assist the groups. **(30 minutes)**

- Why** do we exist?
- Who** do we work with?
- What** are we trying to achieve?
- How** are we doing our work?
- Where** are we working?

Have each small group share their draft mission statement. Display the draft statements in a location where all participants can view. Using information from the draft statements, create one mission statement with the participants. Facilitator(s) writing the mission statement on flipchart paper as ideas are presented. **(30 minutes)**



Photo: Mission statement ideas clustered in similar groups. © J. Henderson 2016



Photo: Bean harvest © A. Bohn 2012



Photo: *Zambian farmer with carrot harvest* © M. Messner 2015

Breaking into Groups

- Group 1 – A - F
- Group 2 – G - L
- Group 3 – M - R
- Group 4 – S - Z



Photo: *Nepalese farmer processing her harvest* © P. McNamara 2011

Sample Mission Statements:

Community Food Security Coalition: To enable and empower communities to reclaim healthy and equitable food systems. (12)

Oxfam: To create lasting solutions to poverty, hunger, and social injustice. (10)

charity:water: Bringing clean, safe drinking water to people in developing countries. (10)

CARE: To serve individuals and families in the poorest communities in the world. (12)

Heifer International: To work with communities to end hunger and poverty and care for the Earth. (14)

Best Friends Animal Society: A better world through kindness to animals. (7)

The Rotary Foundation: To advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty. (21)

Envisioning Our Future

From the introduction, share with the participants the definition and purpose of a vision statement. Review the information on graphic 2 related to creating a vision statement. Show examples of vision statements from various nonprofit organizations. **(15 minutes)**

Line participants up by letter of their first name and break into four groups:

Adjust as needed to ensure fairly equal numbers in each small group.

Using graphic 2 and vision statement examples as aids, have each small group draw on flipchart paper their vision for XXX in the year 2020. The following questions can be displayed on a flipchart to assist the groups in illustrating the future state of XXX. **(30 minutes)**

What is our dream?

What does success look like?

What has changed because of our involvement in the community?

Have each small group share their vision drawings. Display the drawings in a location where all participants can view. Using information from all of the drawings, have the participants return to their small groups and create a one-sentence vision statement. **(30 minutes)**

Have each small group share their draft vision statement. Display the draft statements in a location where all participants can view. Using information from the draft statements, create one vision statement with the participants. Facilitator(s) writing the mission statement on flipchart paper as ideas are presented. **(30 minutes)**



Photo: A family shows their maize harvest using a variety of seeds. © A. Bohn 2012

Sample Vision Statements

Save the Children: A world in which every child attains the right to survival, protection, development and participation. (15 words)

Oxfam: A just world without poverty (5 words)

Feeding America: A hunger-free America (4 words)

Human Rights Campaign: Equality for everyone (3)

Now What?

The core values, mission and vision statements, and vision drawings can be incorporated into a brochure, displayed on XXX's website, or portrayed on banners. The core values, mission, and vision should be shared with XXX's main target audiences to ensure a shared understanding and perception of XXX'S work within the community.

References:

50 Example Mission Statements. <http://bit.ly/1LyJ5PF>

50 Example Vision Statements. <https://topnonprofits.com/examples/vision-statements/>

Guide to Creating Mission and Vision Statements. <http://bit.ly/1ZIQsg6>

Nonprofit Mission Statements: Good and Bad Examples. <http://bit.ly/1SdWT22>

CREATING MISSION & VISION STATEMENTS

2

MISSION STATEMENT (WHY YOU EXIST)

A one-sentence statement describing the reason an organization or program exists

This should be a practical, tangible tool you can use to make decisions about priorities, actions, and responsibilities?

NEEDS TO...

- ...be clear and simple (most aren't)
- ...avoid elaborate language & buzz words
- ...easily explained by others
- ...not be confused with a **vision** statement
- ...be recognizably yours

1-5 WORD ANSWERS

What type of entity/program? Is this important?
(e.g. a nonprofit, volunteer program, event, business, etc)

Why do you exist? (problem/needs)
(e.g. Millions lack access to safe water)

What's the broadest way to describe the work?
(e.g. Providing clean drinking water)

For whom do you do this work?
(e.g. To people without access)

Where do you work? (geographic boundaries)
(e.g. in developing countries)

EXAMPLE MISSION STATEMENTS

charity: water is a non-profit organization bringing clean, safe drinking water to people in developing nations.

HandsOn Network inspires, equips and mobilizes people to take action that changes the world.

View a list of 50 great mission statements
<http://topnonprofits.com/mission-statements/>

VISION STATEMENT (DESIRED END STATE)






A one-sentence statement describing the clear and inspirational long-term change, resulting from your work.

These should be practical, tangible tools you can use to lead your group or organization in achieving quality results

NEEDS TO...

- ...be clear and simple (most aren't)
- ...avoid elaborate language & buzz words
- ...easily explained by those involved
- ...not be confused with a **mission** statement

QUESTIONS TO CONSIDER

-  What needs to be changed?
What are the major issues or problems?
-  Why should issues be addressed?
What are their costs to the involved parties?
-  What are the strengths and assets?
Both of org/program and those being served
-  What is your dream end-state?
In a perfect world, what would this look like?
-  What would success look like?
Specifically for this particular project/organization

EXAMPLE VISION STATEMENTS

No child in our city will go hungry to bed in the evening.







HandsOn Network's vision is that one day every person will discover his/her power to make a difference.

View a large list of example vision statements
<http://topnonprofits.com/vision-statements/>

CREATING A VOLUNTEER MANAGEMENT PROGRAM A COLLABORATION BETWEEN



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