

Implementing Total Quality Leadership

Lesson Eight

The Mission Statement

Objectives

- λ **Describe the importance of a mission statement.**
- λ **Identify criteria for an effective mission statement.**
- λ **Describe the process for developing an effective mission statement.**
- λ **Develop a mission statement in a group setting.**

Too many firms have trivial, meaningless mission statements and other supposedly inspiring documents that say nothing.

K. Albrecht



A Mission Statement

A broad but enduring statement of purpose which describes what the organization does, who it does it for, and how it does it

DON TQL Glossary

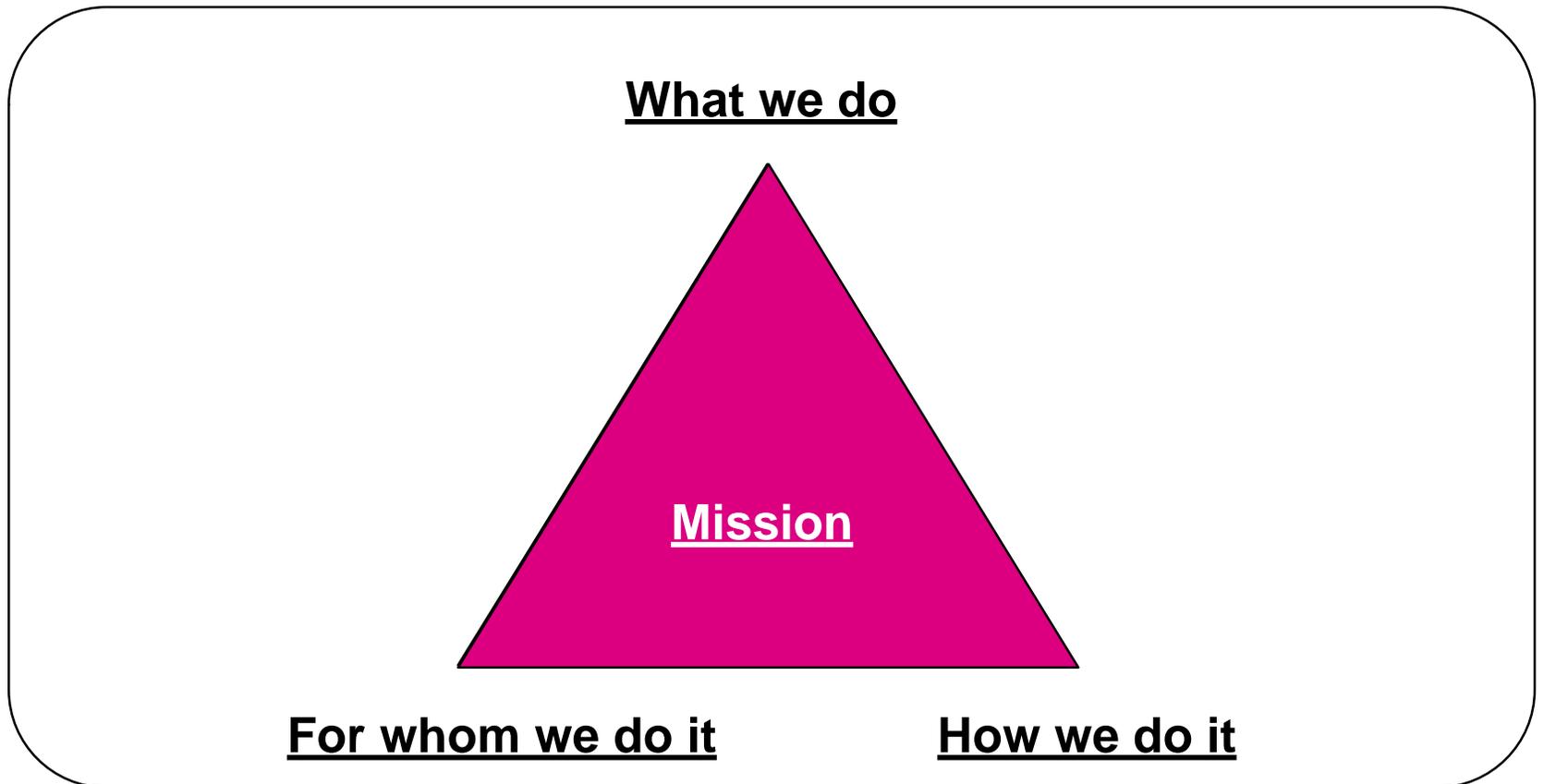
Leaders Must Answer Some Fundamental Questions

λ **What do we do?**

λ **Whom do we do it for?**

λ **How do we do it?**

Essential Elements



What If the Organization Already Knows Its Mission?

- λ **Mission as dictated by policy may have changed.**
- λ **Mission statements may be unclear.**
- λ **Ensure mission is in support of the mission of the higher level organization (ISIC).**

Criteria for Effective Mission Statements

- λ **The statement is clear and understandable to all who read it.**
- λ **The statement is brief enough for most people to remember.**

Criteria for Effective Mission Statements

The statement specifies clearly the business the organization is in, including statement(s) identifying:

- λ the wants and needs of the organization's primary customers**
- λ products and services delivered to those customers**
- λ primary technologies employed to execute the mission.**

Criteria for Effective Mission Statements

- λ **The statement identifies what distinguishes the organization from others that provide the same products or services.**
- λ **The statement is not so broad as to permit loss of focus by organizational members.**

Writing A Mission Statement

STEP 1 - Gather and review pertinent information.

Existing documents which define or describe the mission.

- λ Function statements.**
- λ Required Operational Capabilities (ROC) documents.**
- λ Stakeholder / ISIC or other Mission, Vision and Guiding Principle information.**
- λ Prior Mission statements.**

Writing A Mission Statement

STEP 1 - (cont)

- λ **Customer feedback on performance.**
- λ **Any documentation on products and services currently provided and to whom.**
- λ **Any interview data gathered by the planning team.**

Writing A Mission Statement

STEP 1 - (cont)

- λ Assessments that may have been conducted (Internal/External)**
- λ Studies that may have been conducted which may be useful (Demographic studies, Economic impact studies, etc.)**
- λ Observed use of your product and services by customers (if avail.)**

Writing A Mission Statement

STEP 2 - Brainstorm the organization's external customers

- λ **Work towards clarity of the information provided**
- λ **Group the customers**

Writing A Mission Statement

STEP 3 - Brainstorm the organization's products and/or services provided to the customers

- λ **Work towards clarity of the ideas**
- λ **Group the ideas**

Writing A Mission Statement

STEP 4- Looking at the products / services, address “the way we do it.”

This is not a flow chart but a focus on the specific way we go about doing what we do.

λ **Create a Customer, Products, and Processes Matrix**

<i>Products and Services</i>			
	<i>Data</i>	<i>Education awareness</i>	<i>Technical support</i>
<i>Customers</i>	<i>Processes</i>		
<i>Fleet</i>			
<i>Other Navy Commands</i>			
<i>Other Agencies</i>			

Writing A Mission Statement

STEP 5 - Create your mission statement

- λ **Create a “what we do” statement.**
- λ **Add “for whom” element.**
- λ **Add “the how” element.**

Summary

- λ **A mission statement is a broad but enduring statement of purpose which describes what the organization does, and who it does it for.**
- λ **Development of the mission statement helps the organizational leaders begin the practice of focused improvement.**
- λ **Every organization needs to examine and agree on its mission.**
- λ **The mission statement constitutes one of the two important statements organizations use to define their purpose.**