

Mission, Vision and Values LCCC Strategic Planning 2013

Overview

This part of the strategic planning process is intended to accomplish three distinct objectives. The first is to validate the institution's mission statement. The second is to consider the value statements to assess if they represent the core values of the institution as the institutions desires to be, and more importantly, if that desire is realistic. In other words, are the values fitting of the College for its future, and is the institution truly capable of embodying those values. Finally, informed by the environmental scanning, the third objective is to develop an envisioned future, or vision statement for the College. Collectively, these three things set the stage for strategic motivation for LCCC's future.

A. Validating the Mission Statement

The current mission statement of LCCC is:

Laramie County Community College engages minds, inspires individuals, transforms lives, and strengthens communities through the power of learning.

Validation testing questions:

- 1) Does it describe what we do, with/for whom we do it, our distinctive competence, and why we do it?
- 2) Does/can it inspire trustees, administrators, faculty, and staff and provide a focus and direction for setting institutional, divisional, and programmatic goals and objectives?
- 3) Does it guide us in making decisions and establish what the College should do or not do?
- 4) Does it acknowledge the College's strengths and inform employees where to direct their efforts in order to take advantage of those strengths?
- 5) Does it include sufficient description that the statement clearly separates the mission of the College from other organizations?

Collins' Core Purpose Breakout Session (modified)

- 1) Everyone consider the current mission statement of the College.
- 2) Each individual assesses the current mission statement to see if it meets a specific set of criteria.
- 3) Test the mission/purpose statement by taking a few minutes of solo time for each individual to ask of himself or herself some test questions (to be provided).
- 4) If most of the people in the group cannot answer "Yes" to all of the questions, then you have not yet succeeded in developing a good core purpose. Keep working on the purpose until at least two-thirds of the people in your group can honestly answer "Yes" to all of the questions (it's ok to modify the selected purpose, if necessary).
- 5) Write the selected core purpose on a flip chart.

B. Establishing Core Values/Ideology

According to Collins and Porras (1996, *Built to Last*), core values are:

- 1) a small set of timeless guiding principles, core values require no external justification; they are intrinsic value and importance to those inside the organization.
- 2) limited to a few, three to five.

Step 2

- 3) an authentic, exhibiting characteristic that exists now within your organization. You do not create or set core ideology. You discover core ideology. You do not deduce it by looking at the external environment. You understand it by looking inside.

According to Lencioni (2012, *The Advantage*), core values are:

- 1) few—just two or three—behavioral traits that are inherent in an organization.
- 2) where we are more committed to than 99 percent of the companies in our industry.
- 3) are the deeply ingrained principles that guide all of a company's actions. They serve as cultural cornerstones and must never be compromised. They are the source of a company's distinctiveness – their brand identity.
- 4) not about consensus, they're about imposing a set of fundamental, strategically sound beliefs on a broad group of people.

Exercises to Identify Core Values

- 1) **Mars Group exercise:** *Imagine that you've been asked to re-create the very best attributes of your organization on another planet but you have seats on the rocket ship for only five to seven people. Whom should you send? Most likely, you'll choose the people who have a gut-level understanding of your core values, the highest level of credibility with their peers, and the highest levels of competence.*
- 2) identify the employees in the organization who already embody what is best about the company and to dissect them, answering what is true about those people that make them so admired by the leadership team. Those qualities form the initial pool of potential core values. Next identify employees who, though talented, were or are no longer a good fit for the organization. It is the opposite of those annoying traits that provide yet another set of potential candidates for core values.
- 3) Collins' Core Value Breakout Session:
 - a. Each person read to the group his or her list of core values. Based on these readings, determine the three to five values shared as most core to your breakout group.
 - b. Each individual take five to ten minutes of solo time to test EACH of the three to five values against a series of test questions.

C. Articulate an Envisioned Future (Vision Statement)

According to Collins (2000, *Aligning Action and Values*), a vision is comprised of three things:

- 1) an organization's fundamental reason for existence beyond just making money (often called its mission or purpose)
- 2) its timeless unchanging core values (**Note**, Collins says these are most important), and
- 3) huge and audacious—but ultimately achievable—aspirations for its own future (BHAGs, or Big Hairy Audacious Goals).

Collins' Envisioned Future/BHAG Breakout Session

- 1) Each person take a moment to envision and write an article that they would love to see published about the organization 15 years from now. Include the name of the publication in which he or she would like to see it appear.
- 2) Transform the three to five most exciting vivid snippets from your articles into vivid descriptions that bring the envisioned future to life and write these on a flip chart. Test the vivid description against a series of provided test questions.

Step 2

- 3) As a group, select or create a 10- to 30-year BHAG for the organization that encapsulates the vivid description and that is linked somehow back to the core purpose.
- 4) Test the BHAG against provided questions. If you cannot answer “Yes” to each of the questions, then you have not yet succeeded in developing a good BHAG. When you have created a BHAG to which two-thirds of the group can answer “Yes” to all questions, write it on a flip chart.

Suggested Schedule

1. Homework
 - a. Review the current Mission and Values of LCCC.
 - b. Think about and consider the assumptions drawn about the future from the environmental scanning process.
 - c. Consider the results of the SWOT analysis or critical issues facing the College now and into the future.
2. Day 1 (Morning – 8:30 am till 1pm with Lunch)
 - a. Review and validation testing of the current LCCC Mission Statement (45 Minutes)
 - b. Core Purpose Breakout Session (45 Minutes)
 - c. Mars Group/Core Value Discovery Session (45 Minutes)
 - d. Collins’ Core Values Breakout Session (45 Minutes)
 - e. Summary and Discussion of Core Ideology (During Lunch – 30 to 45 Minutes)
3. Day 2 (Morning – 8:30 am till Noon)
 - a. Recap of Mission and Core Values (30 Minutes)
 - b. Collins’ Envisioned Future/BHAG Exercise (60 Minutes)
 - c. Pulling it all together (120 Minutes)