

DEFINITION

VISION: The end result of what you want to have done. It's a future oriented, detailed description of outcomes you want to accomplish. Ideally what you want to exist, or have happen as a result of your efforts. When working on a vision, be as specific as possible – what does it look like, feel like? Who's involved, how – what are they getting from and giving to the organization/experience?

MISSION STATEMENT: This should be a statement of why you exist (organization) or what you want to be (person). This is your purpose. Ideally it should be one sentence, easily repeatable, and inspiring. Can you boil your essence down to one thing?

PRINCIPLES: These are overarching guidelines for human conduct that are proven to have enduring permanent value. Another way to think of this is CORE VALUES, those things woven through the fabric of society/culture. The Josephine Institute of Ethics has identified six such principles. They are:

- (1). Trustworthiness: honesty, candor, non-deception, promise keeping, loyalty
- (2). Fairness: openness, impartiality, equity, due process, consistency
- (3). Respect: privacy, autonomy, dignity, courtesy, tolerance, acceptance
- (4). Caring: kindness, compassion, unselfishness, charity
- (5). Responsibility: accountability, self-restraint, quality
- (6). Citizenship: law-abiding, doing one's share, community service

Sometimes these principles may conflict (Citizenship and Fairness – segregation laws vs. civil rights). When they conflict, look for following the one that does the greatest good for the greatest number.

VALUES: Quite simply, these are the things that are important to us. When one thinks of ethics and integrity, these are non-ethical. They are in and of themselves neither good nor bad (even though we value them). For example, we might value friendship highly. Great. If our friendships are not in line with those principles, they can lead us to do things that are unethical (cheat, steal, treat others badly). Same with wealth for example. Wealth just is. If we achieve our wealth from our great idea, treat people (employees) fairly, and don't cheat the IRS, we're in alignment. On the other hand, if I steal your idea, and make millions, it's dirty money. Values are more individual than principles. Principles ought to be consistent from year to year for an organization. Each new group, or new set of officers, will bring their own values, which will change what the organization focuses on. Principles ought to determine how we operate – our foundation.

GOALS: Big steps towards accomplishing your mission/vision. They should constitute a stretch (not something you know you can easily reach). They should be aligned with principles and values. Goals, when accomplished, should bring you closer to your vision.

ACTION PLAN/OBJECTIVES: These are those smaller steps you need to take in order to accomplish your goals. They should be:

- Specific
- Performance Related (reflect actions that need to be taken)
- Involving (involve many people's actions)
- Realistic
- Observable (how will you know when you've reached it?)

Action plans should answer the questions: What needs to be done? How should it be done? Who will do it? By when? What are the desired results? How will you know when you've succeeded?