



of the Christian Church (Disciples of Christ)

## Vision, Mission, and Values: Building Blocks for the Nonprofit Ministry

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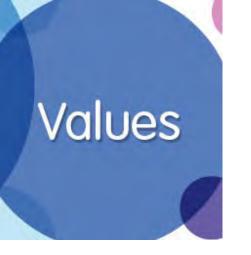
- Clear statement about what your organization is hoping to create -- it is your WHY! Why you are doing what you are doing.
- Vivid picture of the hoped-for future.
- Aspirational creates the context for where you are heading.
- An effective vision statement tells people what world you wish to create.

#### Mission

- Tells an organization: "This is of us."
- Calls an organization towards some fundamental decisions.
- This is your part of the work.
- Your specific work in a time and place.
  Focuses activity.
- Speaks about your purpose to those who are looking to join or fund.

### **Red Cross Mission Statement**

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.



- Central beliefs of the organization.
- Principles by which the organization lives and breathes.
- Guide day-to-day behavior within the organization.
- Guide external interactions.
- Values guide decision-making and a sense of what's important and what's right. Organizational bedrock.

### Core Values of the NBA

- Rooted in Compassionate Care
- Accountability
- Collaborative Partnerships
- Accompaniment
- Forward-Leaning



### Vision/Mission → Core Values → Strategy

	VISION and MISSION				
Why We Exist	Mission:				
	<u>Vision</u> :				
How We Behave	CORE VALUES (PRINCIPLES THAT GUIDE THE DELIVERY OF OUR MISSION)				
	1.	2.	3.	4.	5.
	STRATEGY				
	Strategic Goal:	Strategic Goal:	Strategic Goal:	Strategic Goal:	Strategic Goal:
What We Will Do					
	KEY INITIATIVES				
	1	1	1	1	1
	2	2	2	2	2
	3	3	3	3	3

Slide adapted from Collaborative Strategies Inc.



## Why Are You Engaging This Process?

Clarity about outcomes - what do you hope this will accomplish for your organization?

Is this a refresh? A rebuild? A new project that needs direction?

What has changed in your context that moves you to engage this process?

## **Envisioning and Engaging the Audience**

- Board Members
- Employees
- Volunteers
- Clients/Population Served
- Donors
- Partners
- General Public
- Etc.

## Crafting a Vision Statement

- Project into the ideal future.
- Dream big and focus on the future you want to create for the people/issues you want to impact.
- What will the organization be known for?
- What desired condition will the organization help achieve?
- Unite the organization in a common, coherent strategic direction.



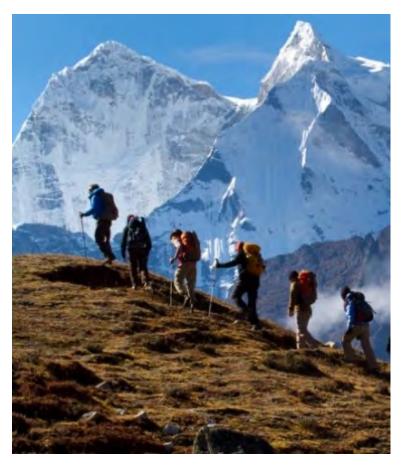
## Crafting a Vision Statement (cont.)

- Show your passion.
- Ultimately align with your mission and values.
- Clarifying questions:
  - How will this vision be used?
  - How will the vision be communicated?
  - Does it inspire and challenge?



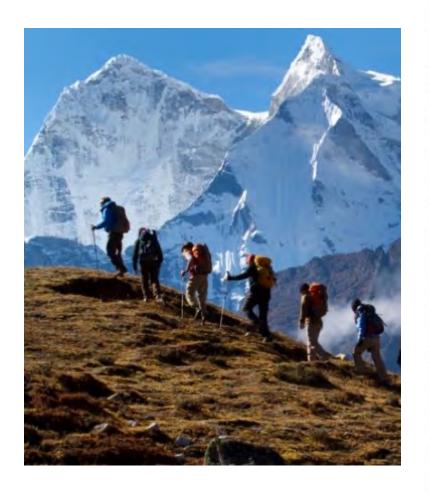
## Crafting a Mission Statement

- Describe what the organization does and how it performs the work.
  - What does the organization do?
  - How is the work done?
  - For whom is the work done?
- Capture the key ideas and themes.
- Pay attention to the difference between 'identity' and 'action'.
- Distill down the key elements.
  - Cause Who? What? Where?
  - Actions What we do.
  - Impact Difference it makes.



# Crafting a Mission Statement (cont.)

- Offer draft mission statements
- Winnow it down to two or three finalists.
- Characteristics:
  - Avoids jargon
  - Sounds good when said out loud
  - Best if it is a single sentence
  - It's concise, memorable, actionable, specific
- Test the selected version(s) with key constituents.



## **Crafting Core Values**

- Once the Mission and Vision are clearer, moving to identifying values becomes easier.
- Previous conversations should have illuminated what values are important to the organization.
- Format of the values can be short or long.
- Use words and statements that guide, give shape to, and undergird the work of the organization.
- Focus and integrity.



## **Example: Habitat for Humanity**

#### **Our mission**

Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

#### Our vision

A world where everyone has a decent place to live.

#### Our principles

- 1. Demonstrate the love of Jesus Christ.
- 2. Focus on shelter.
- Advocate for affordable housing.
- 4. Promote dignity and hope.
- 5. Support sustainable and transformative development.

### Be Aware:

Resistance will show up, and not everyone sees the bigger picture - stay with and trust your process.

Stick to your time table.

Don't stop here: Strategic Plan is the next step - the fun has just begun.

## How to Craft Mission, Vision, and Values: A Checklist

#### Why are you engaging this process?

- ✓ Clarity about outcomes what do you hope this will accomplish for your organization? (more focused mission, new priorities, clearer statement of the world you hope to create.)
- ✓ Is this a refresh? A rebuild? A new project that needs direction?
- ✓ What has changed in your context that moves you to engage this process?

#### What resources will this require?

- ✓ Time Organizational leaders will need to give attention to this process; develop timeline.
- ✓ Money Are you going to hire consultants who can give an outside perspective? Do it yourself? Meetings, communication, involvement.
- ✓ Attention How much of your organizational focus will go to this process?

## A Checklist, continued

#### Who should be involved and what is their role?

- ✓ Staff, Board, Partners (including those the ministry is accompanying, serving), Donors, Who else?
- ✓ Define roles clearly For instance, does the board approve or affirm? Is staff the primary mover of the process and the outcome? Who will be the core planning team?
- ✓ At what point do you want to bring different stakeholders into the process?

## What process elements are essential for you to achieve your desired outcomes? For instance:

- ✓ Recruiting a committed planning team.
- ✓ Setting aside some of what is currently being done in order to focus on this process.
- ✓ Determinedly seeking broad participation.
- ✓ Giving process the time it needs while not taking longer than necessary.
- ✓ Overcoming resistance.
- ✓ Finding ways to allow the outcomes of the process to "live" in the organization once the formal process is completed.

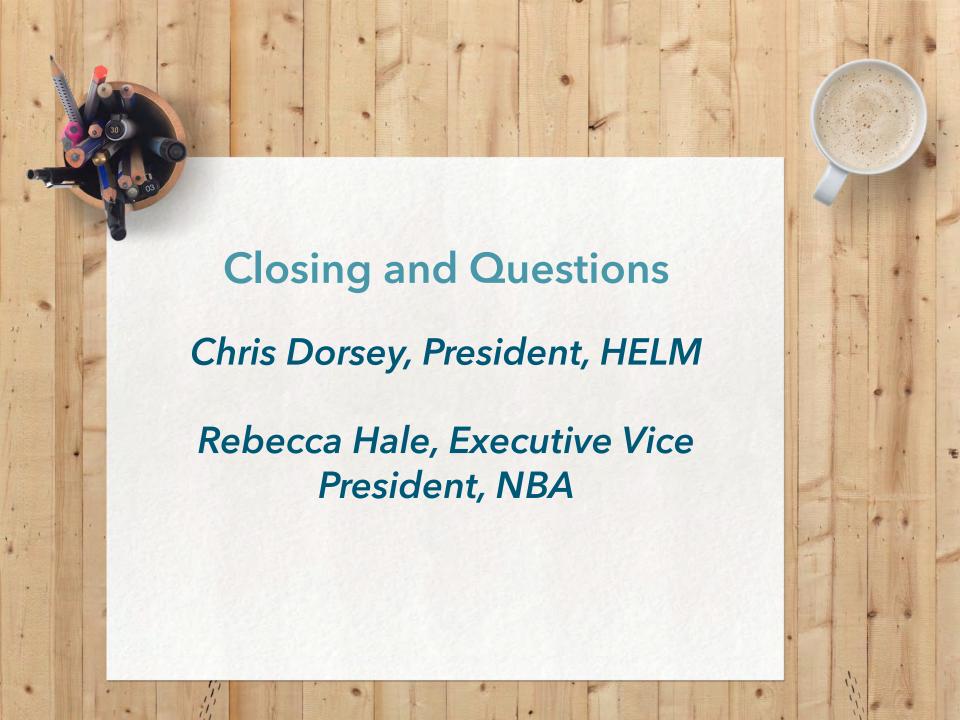
## A Checklist, continued

#### Outline each step, including activities to get you to your "end:"

- ✓ What resources will you draw on theological, ecclesial, community commitments, justice commitments?
- ✓ What do you need to learn before you can write a vision and mission statement? (the community you wish to impact, demographics, who else is working on this, where is other wisdom?)
- ✓ As you craft vision and mission statements, ask: Who do you want to engage and how will you engage them? (group meetings, surveys, interviews.)

#### **Be Aware:**

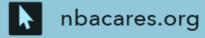
- ✓ Resistance will show up, and not everyone sees the bigger picture stick to your process.
- ✓ Stick to your time table.
- ✓ Don't stop here -- Strategic Plan is the next step; this is just the beginning.



### **Contacting Us:**



We'd love to meet and hear from you!



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