

**THE CONTRIBUTION OF A PERSONAL MISSION STATEMENT
TOWARDS PERSONAL LEADERSHIP**

by

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RESEARCH ESSAY

presented as partial fulfilment of
the requirements for the degree

MAGISTER PHILOSOPHIAE

in

PERSONAL AND PROFESSIONAL LEADERSHIP

in the

FACULTY OF EDUCATION AND NURSING

at the

RAND AFRIKAANS UNIVERSITY

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May 2000

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SYNOPSIS

The purpose of the study was to investigate the importance of designing a mission statement as part of the personal leadership process. The problem investigated in the study was that people have visions but lack the vehicle to turn the visions into reality. The problem arises because people do not take the time to see if the visions they have and the goals they set are aligned with their values and principles. They lack the vehicle that will keep them focused on what is important on their way to their vision, namely their values and principles. The general aim of this study was to clarify the concept of what a mission statement is and to investigate designing and living the mission statement within the personal leadership paradigm and process.

The research was descriptive in nature. The research methods used included a word and concept analysis to clarify the concepts central to the study. A literature study was conducted to identify the importance of a mission statement in the personal leadership process and to clarify the steps in designing a mission statement.

The following are the most important findings of the study:

- ♦ The following definition was constructed based on the word- and concept analysis:

A mission statement is a written tool that guides one in making the correct choices, based on the core values and principles that form the passion of one's being, to which one is committed, for which one is prepared to work hard and for which one must be prepared to sacrifice.

- ♦ It was emphasized that the mission statement is an integral part of the personal leadership process.
- ♦ The main characteristics of a mission statement that were identified included that a mission statement should be brief, easily understood and memorized and must encompass one's most basic principles and values.
- ♦ The process of designing a mission statement was concluded from the various processes that were identified by authors in the disciplines of business, religion and personal leadership. The design process was divided in two phases namely the preparatory phase in which one does a self search in respect of one's values, visions and life roles, and secondly the designing phase in which a mission statement is formulated, finalized and maintained.



OPSOMMING

Die doel van die studie was om die belangrikheid van die ontwerp van 'n missiestelling as deel van die persoonlike leierskap proses te ondersoek. Die probleem wat ondersoek is, is dat 'n mens 'n visie en doelstellings het, maar nie die vermoë het om die visie in realiteit te omskep nie. Die probleem ontstaan omdat mense nie die tyd neem om te verseker dat hulle doelstellings en visie in lyn met hulle waardes is nie, hulle beskik nie oor die riglyn wat hulle gefokus hou op dit wat belangrik is, naamlik hulle waardes, en wat hulle op koers hou na hulle visie nie. Die algemene doelstelling van die studie was om die term "missiestelling" te definieer en om die ontwerp en uitlewe van die missiestelling in die persoonlike leierskapparadigma en -proses te ondersoek.

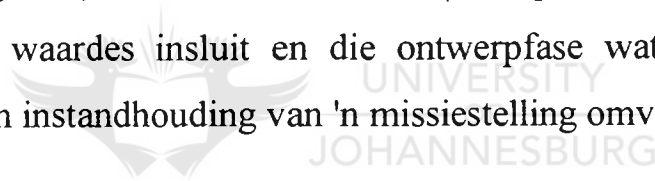
Die studie is beskrywend van aard. 'n Woord- en konsepanalise is as navorsingsmetodes gebruik om die sentrale konsepte van die studie te verhelder. 'n Literatuurstudie is gedoen om die belangrikheid van die missiestelling in die persoonlike leierskapproses te identifiseer en om die stappe in die ontwerp van 'n missiestelling te omskryf.

Die volgende is die belangrikste bevindinge van die studie:

- Die volgende definisie is saamgevat op grond van die konsep- en woordanalise van "missiestelling":

'n Missiestelling is 'n geskrewe riglyn wat 'n persoon bystaan in die maak van die regte keuses, gebaseer op die fundamentele beginsels en waardes wat deel vorm van die passie van iemand se lewe, waartoe die persoon hom verbind en waarvoor die persoon bereid is om hard te werk en waarvoor 'n opoffering te maak moet word.

- ♦ Daar is beklemtoon dat die missiestelling 'n integrale deel uitmaak van die persoonlike leierskapproses.
- ♦ Die sentrale eienskappe van 'n missiestelling wat geïdentifiseer is, is die feit dat 'n missiestelling kort en maklik verstaanbaar en memoriseerbaar moet wees, en dat 'n missiestelling gebaseer moet word op 'n persoon se mees fundamentele beginsels en waardes.
- ♦ Die bestaande prosesse, soos geïdentifiseer deur skrywers uit die besigheids-, religieuse- en persoonlike leierskap oogpunt, in die ontwerp van 'n missiestelling is ondersoek en 'n relevante proses is daaruit afgelei. Die ontwerpproses is in twee fases opgedeel, naamlik die voorbereidingsfase, wat selfondersoek na 'n persoon se fundamentele beginsels en waardes insluit en die ontwerpfase wat die formulering, finalisering en instandhouding van 'n missiestelling omvat.



CHAPTER 1

ORIENTATION AND RESEARCH DESIGN

1.1 CONTEXT

Mission statement is a concept which is most commonly found and used in the world of business. In business the mission statement is the culmination of the strategic planning process and puts the results of the process into a short message for all employees to understand what the company strives for and to enable their clients to understand that which is important to the organization (Ivancevich, Lorenzi, Skinner & Crosby, 1997:196).

Examples of business mission statements include:

- ❖ MLS Bank who “Brings the bank to you”.
- ❖ ABSA: “Today, tomorrow, together”.
- ❖ Hoechst: “To continuously increase the long term value of the company”.

The problem today is that people have dreams, but do not know how to put these dreams into practice (Murphy, 1993:5). They set up goals, but do not know how to reach these goals, how important these goals are or how important the reaching of these goals over time is. A gap opens between dreams and goals, as soon as there is no vehicle to bridge the gap (Dyer, 1992:177-184).

This research essay, however, concentrates on the mission statement as part of the personal leadership process. Personal leadership is described by Covey (1992:103)

as “rescripting”. According to Covey (1992:103) this rescripting is "the process in which one becomes one's own creator". This is in line with the principle of the Neuro-Linguistic Programming Process as developed by Andreas and Faulkner (1996:27) which concentrates on the ability to change from the inside.

The following table shows personal leadership as a process of coaching one to rescript oneself by answering the following questions :

Who am I? Where am I currently?	What are my dreams, values, potential, talents, life quality index, life dimensions and quality of life, my personality profile and paradigms?
Where do I come from?	My life line, the positive and negative influences through my life.
Where am I now?	A deeper insight of myself and my inner power as individual. Where am I on my graph of transformation, my strengths, weaknesses, opportunities and threats. My attitude towards life, my current quality of life.
Where am I going?	My plan for personal leadership. Redefining the purpose of my life. My vision, mission, identifying of life roles, short and long term goals, and target dates

TABLE 1.1: The personal leadership process

The mission statement is a tool, Covey (1995:19-20) calls it the compass, an opportunity to close the gap between the vision and goal. To keep the gap closed is to feel successful, to have the gap widen is to have the feeling that the success one envisions remains beyond one's grasp. A mission statement based on the correct principles becomes the standard to an individual according to which life should be evaluated (Covey 1992:107-108).

1.2 RESEARCH PROBLEM

People have visions of what they want from life, but very few know how to turn these visions into reality. The question arises: Why do people in general not have the skills to change a vision into reality? The answer, as this essay will highlight, is that people do not have a mission statement, which is the means to get to the vision.

The mission statement according to Badaracco (1997:25) is the ethical guideline which encompasses the fundamental principles of one's moral philosophy. The nature and formulation of a mission statement as part of the personal leadership process, however, needs to be clarified. In order to do so the following questions need to be answered:

- ❖ What is a mission statement? How can mission statement be defined and how can one differentiate between mission, vision and goal setting?
- ❖ Where does a mission statement fit into the concept of personal leadership and how can it contribute towards the personal leadership process?
- ❖ How does one design, implement, maintain and renew a mission statement?

1.3 AIM OF THE STUDY

In relation to the above problem, the general aim of this study is to attempt to clarify the concept mission statement, and to investigate the design and the living of the mission statement within the personal leadership paradigm and process. Clear steps will be set out to assist the individual through the process of designing a mission statement, maintaining and revising the mission statement and living it, in order to achieve the vision.

To achieve the general aim, the specific aims are:

- ❖ to investigate the nature of a mission statement and to distinguish it from related personal leadership concepts;
- ❖ to determine the contribution and importance of a mission statement within the personal leadership framework;
- ❖ to define the process for designing and revising a mission statement.

1.4 MOTIVATION FOR THE STUDY

By providing greater clarity on the nature of a mission statement this study aims to dispel the following perceptions:

- ❖ *Mission is more commonly found and used in business:*

This perception exists due to the fact that the concept mission statement is mainly used in the context of business (Ivancevich et al, 1997:194).

❖ *A personal mission statement is not important:*

This perception is the result of ignorance of what a mission statement is and what the benefits of a mission statement are (Barkley, 1999:1-5).

❖ *The effort is not worth the result:*

The perception is that to write a workable mission statement one has to go on courses or read many books. Badaracco (1997:29) emphasizes the opposite to counter this perception.

❖ *It is difficult to write a mission statement:*

The perception of difficulty is the culmination of the above perceptions.

❖ *It is enough to write it and then not live by it:*

The perception exists that a mission statement is a document that you hang on your wall in a nice picture frame (Smith, 1999:1).

❖ *Mission is not clearly defined in easily understandable terms to distinguish it from other related personal leadership concepts, i.e. vision, life roles and goal setting:*

This perception is the result of the literature that is written on mission statements. Most literature is technical in nature or confusing as they do not clearly distinguish between mission, vision and goals (Covey, 1997:78). Most literature on mission statements are from business or religious sectors.

Available literature is often technical and specific to an industry or type of person as illustrated by the following table:

Mission statement in business	Mission statement in religion
Foster (1993): 101 Great mission statements: how the world's leading companies run their business.	Barna (1992): The power of vision.
Levicki (1998): The strategy workout, a journey to the heart of your business.	Bolles (1996): What color is your parachute? A practical manual for job hunters and career changers.

TABLE 1.2: Examples of available literature on mission statements

Foster and Levicki are examples of writers who do work that is applicable to the business community and Barna and Bolles do their work from a religious perspective, in their case a Christian perspective. To use any work specific to an industry or religion, limits the use of mission statements as most people do not have the ability or education to adapt the principles to their situation.

This essay will therefore attempt to define mission statement and all its components in terms which are not specific to any person or group of persons. Personal leadership puts one into contact with people of all walks of life who may not have a background that lends itself to technical jargon being used. This makes it difficult

for such people to understand what it is that is being presented. This essay will clarify technical concepts and make the concept of mission statement and the importance of a mission statement more understandable.

Having formulated the problem to be investigated, the aim and motivation of the study, the "How?" question will be addressed next: How will these aims be realized?

1.5 RESEARCH METHODOLOGY

1.5.1 Research strategy

To achieve the aim of the study a descriptive strategy will be used. The descriptive strategy according to Smith (1993:35) gives a better understanding, insight and information by means of a systematic, factual and accurate description.

This study is descriptive because the concept "mission statement" will be explored, defined and the process for writing a mission statement will be investigated from various perspectives. Literature that explores personal leadership, the role of the mission statement in personal leadership and all the aspects of personal leadership that enables one to explore the concept "mission statement" in general will be utilized.

1.5.2 Research method

The type of research method that will best suit the type of strategy that was chosen is a philosophic analytical method (Smith, 1993:42). This method entails the following types of research methods:

1.5.2.1 Word and concept analysis

In doing the research, the first step will involve a word analysis to define and enlighten the concepts necessary to help understand mission and where it fits into the personal leadership process.

According to Smith (1993:42) the steps in a word analysis are:

- a. Look up the word in the language of origin, i.e. Latin, Greek, etc. This may help to give a total perspective of the concept or word.
- b. Give the meaning as per the dictionary. Various dictionaries can be used to get a broader idea. The American and English interpretations may differ.
- c. Identifying synonyms can be helpful in defining the concept as well as the word.

A concept analysis clarifies the concept. The concept is the idea, visual conceptualization or contemplation of a thing or topic (Smith, 1993:43), in this study: "mission statement".

A concept analysis is used (Smith, 1993:44):

- ❖ when the understanding of a concept needs explaining or enlightening;

- ❖ when the understanding according to specialists in the field needs to be researched; and
- ❖ when the use of a concept in different contexts needs to be explained.

1.5.2.2 Literature study

According to Smith (1993:47) and confirmed by Brink (1996:76) a literature study is the finding, reading, understanding and forming of conclusions through available literature on a subject. Literature on personal leadership, strategic planning and religion that has the mission statement as element, has to be studied. This will provide the reader with a wide perspective of the concept mission and the goal and steps of designing a mission statement.

In this study the search for information will go wider than personal leadership. It will investigate literature on strategic planning, business and religion. Books, journals and internet articles will be used in this study.

1.6 FURTHER CONTINUATION OF THE STUDY

Chapter one is the introductory chapter of the study. It outlines the research problem, the aim and the methodology that will be used.

In chapter two a word analysis, together with a conceptual analysis will be done to define the concept "mission statement" and to distinguish it from related personal leadership concepts. Literature will be explored to ascertain the contribution of a

mission statement to the personal leadership process in general and to explain the importance of living and maintaining the mission statement once written.

Chapter three will define the process of designing and maintaining a mission statement by way of a literature study.

In chapter four a summary of the findings of the study will be done and the implications of this study for the personal leadership process will be highlighted.



CHAPTER 2

THE NATURE OF A PERSONAL MISSION STATEMENT

2.1 INTRODUCTION

The problem addressed in this chapter is that most people do not even know what a mission statement is (Ivancevich & Matteson, 1990:31-32) and that they do not know the difference between mission and vision (Barna, 1992:37-43). Finding a definition for mission statement is a mission on its own.

Ivancevich and Matteson (1990:31-32) state that one of the biggest hindrances in strategic planning is the absence of definitions of frequently used concepts, such as mission, goal and vision.

A specific problem is that a definition specifically relevant to personal leadership, cannot be concluded from any dictionary. Dictionaries concentrate on the religious and business definitions of mission statement and not on the personal leadership definition.

In view of the preceding, the concept "mission statement" needs to be clarified. The words "mission" and "statement", and the concept "mission statement", will be defined by means of a word and concept analysis based on a literature study, through which the various definitions and core elements of the mission statement

will be explored and defined. After collecting these definitions and defining the core elements, a preliminary definition of mission statement will be formulated.

Furthermore, this chapter will aim to place the mission statement within the personal leadership process. Related concepts to mission statement in the personal leadership process will be identified and defined. The chapter will conclude by indicating the contribution of designing a mission statement to the process of personal leadership.

2.2 CONCEPTUAL ANALYSIS OF "MISSION STATEMENT"

Nair (1994:33) states that without a trained conscience the individual will find it difficult to see the difference between the path of the single standard and the slippery road of expediency. A large part of training one's conscience is to define a mission statement and to memorize that mission statement (Jones, 1996:3).

To define the concept "mission statement", one has to first find the current definitions of the words mission, statement, mission statement and words that have the same meaning or are conceptually related to mission statement.

2.2.1 Word analysis of "mission" and "statement"

A word analysis as defined in chapter one will be done to define the words "mission" and "statement":

The Oxford Advanced Learner's Dictionary of Current English (1986:541-542) defines one's mission in life as the work a person feels called upon to do. Statement is defined as an expression in words or the stating of a problem, facts or views.

In the Afrikaans English Dictionary (Bosman, Van der Merwe & Hiemstra, 1977:1427), mission is defined by the following words: **calling, vocation, destination and destiny**. The Oxford Advanced Learner's Dictionary of Current English (1986:120;959;235;505) in turn defines these words as follows:

- ♦ **Calling:** "special duty, profession or occupation" (1986:120);
- ♦ **Vocation:** "feeling one is called to a certain kind of work; special aptitude" (1986:959);
- ♦ **Destination:** "place to which you are going" (1986:235);
- ♦ **Destiny:** "person's fortune or destiny" (1986:505).

The Webster's College Dictionary (Jones, 1996:XI) gives the following six meanings of the word mission which are relevant to the study:

1. "a specific task that a person or group of persons is sent to perform;
2. the place of work of such persons, or the territory of their responsibility;
3. military operational task, usually assigned by higher headquarters;
4. an aerospace operation designed to carry out the goals of a specific program;
5. an allotted or self-imposed duty or task;
6. calling".

The definitions of "mission" can be integrated as illustrated in the following table:


Webster's (Jones:1996)	Oxford (Hornby:1986)	Afrikaans / English (Bosman et al:1977)	Oxford (Hornby:1986)
specific <u>task</u>			special <u>duty</u> , <u>profession</u> , <u>occupation</u>
place of <u>work</u>	the <u>work</u> a person feels called for	<u>vocation</u>	feeling one is <u>called</u> to a certain kind of <u>work</u>
military <u>task</u> ; an allotted or self-imposed <u>task</u>		<u>destination</u>	<u>place</u> to where you are going
an aerospace <u>operation</u>		<u>destiny</u>	person's fortune or <u>destiny</u>
<u>calling</u>		<u>calling</u>	

TABLE 2.1 Summary of a word analysis of "mission"

From the above table the following commonalities in respect of "mission" are clear namely work, duties or task that a person feels called upon. A mission statement is

an expression stating this mission. These commonalities will be emphasized in the study as they are important characteristics of the mission statement.

2.2.2 Concept analysis of "mission statement"

A concept analysis is an accurate investigation of the use of a word in different contexts to determine the full meaning or characteristics of a concept (Smith, 1993:43). The concept "mission statement" is the focus of the concept analysis below.

Literature on business management, religion and personal leadership uses the concepts of "mission statement", "mission" and "strategic planning" in specific contexts. In doing the concept analysis it is clear that the concepts "mission statement", "mission" and "strategic planning" are related and can be used interchangeably.

2.2.2.1 The religious perspective

The religious authors, i.e. Barna (1992:38), Jones (1996:X), Barkley (1999:3) and Easum (1997:1), give the following analysis of the above mentioned concepts:

- ❖ Mission statement is a broad, general statement about what one wishes to reach and what one hopes to accomplish.
- ❖ It is a written down reason for being.
- ❖ It gives purpose, direction and focus.
- ❖ It reflects principles and values.

- ❖ It is a broad and specific statement of direction that has the capacity to frame one's activities for the rest of one's life (passion).

2.2.2.2 The business management perspective

The widest range of literature on mission statements can be found in business.. The mission statement as envisaged in business literature is the organizational mission statement, but the principles of defining a personal and organizational mission statement show various commonalities and one can learn from the organizational mission statement to help define the personal mission statement. In analyzing the concepts that are discussed, the following extracts from writers like Pfeffer (1999:1), Cronje et al (1997:117), Ivancevich & Matteson (1990:497) and Koekemoer (1992:5) are representative:

- ❖ Strategic planning is a succinct summary of what a mission statement is;
- ❖ It describes what the goals of the organization are;
- ❖ It shows the direction an organization has to follow to exist;
- ❖ It is the reason for a unit's existence in terms of greater coordination and liaison with a more complex environment;
- ❖ It sets up decisions and conduct which leads to the formulating and implementation of plans that are focussed on reaching the organization's future goals and long term strategies.

2.2.2.3 The personal leadership perspective

The personal leadership perspective is the most recent of the discussed perspectives and focuses on the personal mission statement. The views of writers like Smith

(1999:1), Covey (1992:109) and Foley (1995:1) regarding the personal mission statement is representative of this perspective:

- ❖ Mission statement is a way to drive one's behavior by one's vision and values;
- ❖ It is a map to guide one by way of one's principles and values;
- ❖ It is the blueprint which provides appropriate direction to reach one's goals;
- ❖ It is the foundation to build effectiveness;
- ❖ It is an expression one's passion.

The authors from the above mentioned different perspectives use different words to clarify the concepts "mission", "strategic planning" and "mission statement", but the meaning and underlying philosophy of these definitions are the same. They share certain universal elements as shown in the summarizing table below.



	Business Perspective Cronje et al (1997:117) Ivancevich & Matteson (1990:497); Koekemoer (1992:5).	Religious Perspective Barna (1992:38); Jones (1996:X); Barkley (1999:3); Easum (1997:1).	Personal Leadership perspective Smith (1999:1); Covey (1992:109); Foley (1995:1).
What is a mission statement?	describes the <u>goals</u> of the organization	broad, general statement about what one wants to <u>accomplish</u>	map to <u>guide</u> one by way of one's <u>principles</u> and <u>values</u>
What is the purpose of a mission statement?	shows <u>direction</u> the organization has to follow	gives <u>purpose</u> , <u>direction</u> and focus	blueprint which provides appropriate <u>direction</u>
Which elements make up a mission statement?	<u>goals</u> and long term strategies, <u>passion</u>	<u>principles</u> , <u>values</u> and <u>passion</u>	<u>principles</u> , <u>values</u> and <u>passion</u>
What are the categories of mission statements?	organizational mission statements	group and personal mission statements	personal mission statements

Table 2.2 Universal elements from various literature on mission statements

2.3 ELEMENTS OF A MISSION STATEMENT

To finalize the definition of mission statement, and to assist with distinguishing mission statement from other personal leadership concepts, these shared elements have to be defined in more detail:

2.3.1 Values

Value is an element that is used in all three the perspectives. Gerdes (1988:117-118) divides values into six types namely:

- **theoretical values**, the seeking of the truth;
- **economic values**, the search for that which is valuable and practical;
- **social values**, love and service;
- **aesthetic values**, form and harmony;
- **political values**, power; and
- **religious values**, unity, place in the bigger picture and relationship with God.

Gerdes (1988:118) puts the importance of these values on equal terms. She states that any of these values can give you purpose in life.

2.3.2 Principles

This is the basic element on which all decisions are based. According to Nair (1994:101-102) principles are the bounds within which actions must be taken, whatever the objective. Covey (1992:32) puts it as the natural laws in the human

dimension that are unchanging, real and "there" as the law of gravity in the physical dimension.

2.3.3 Passion

The element passion can be replaced with calling, special aptitude, destiny. Jones (1996:49-67) describes one's mission statement as "Your Passion is Your Power", putting the importance of encompassing one's passion into one's statement into perspective. Jones (1996:49-67) dedicates the mission statement to one's passion, as one's passion is an expression of the values and principles which are most important in life.

2.3.4 Effort

The common element of effort or task can be concluded from words like work, written down, formulating, implementation, drive, task direction, etc. The element of work reflects that the mission statement does not come from itself but needs work and dedication to come into being. Covey (1997:114-116) reflects that many times people know what the important priorities in their life are, but that they spend so much time in preparing to fulfill those priorities that they never realize them. Covey (1997:116) quotes Rabindranath Tagore: "The song I came to sing remains unsung. I have spent my days stringing and unstringing my instrument".

This illustrates how important it is to actually work towards attaining the goals that are set. If one does not work towards a specific goal, it is difficult to reach the ultimate level of fulfillment.

2.3.5 Commitment

Commitment is used as a common element for wish, responsibility, self imposed duty, focus. Nair (1994:77-81) explains that one does not have to wait for a specific happening in one's life to start the change, because it needs commitment. Kehoe (1999:69-71) emphasizes the fact that to be able to have concentration or focus (commitment) one has to practice the natural ability the human being has. He states that most people think that to concentrate or focus is difficult, but he explains that it is very natural when one is absorbed in something one enjoys.

2.3.6 Guidance

Direction, frame, focus and map are elements that are replaced by guidance. Values and principles form the core of the mission statement, the center that comprises the most basic paradigms (Covey, 1992:109). Covey (1992:109) likens the mission statement to the map that guides us by way of our principles and values. It therefore gives one the light to follow when confronted with choices.

2.3.7 Choices

Choices can mean self-imposed reason for being or plans. Choices, according to Frankl (1984:20) are a "response-ability", in other words, the power to choose how any given situation influences the choice that is made. One has the ability to choose one's response. The ability to make the right choice can be improved by developing the four cornerstones of the proactivity model (as discussed in chapter three), namely self awareness, imagination, conscience and independent will.

2.3.8 Accomplishment (end goal)

In pursuing the goals that are set, initial failure and frustration should not mean that one must move onto something else, it means that commitment is needed in the pursuit of what one wants to accomplish and only persistence will result in victory (Robbins, 1991:285-286).

From the above shared defined elements identified in the word and concept analysis, the following definition can be formulated:

"A mission statement is a written tool that guides one in making the correct choices, based on the core values and principles that form the passion of one's being, to which one is committed, for which one is prepared to work hard and for which one must be prepared to sacrifice."



This definition can be visually represented by the following diagram:

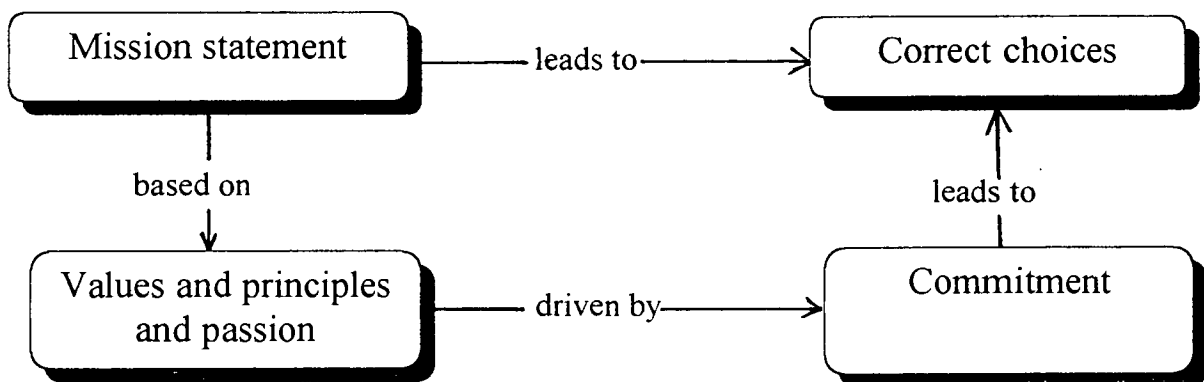


DIAGRAM 2.1: Mission statement defined

A definition of mission statement on its own is not enough. To understand the full meaning and use of the mission statement it has to be placed in the personal leadership process.

2.4 THE MISSION STATEMENT WITHIN THE PERSONAL LEADERSHIP PROCESS

Personal leadership is the process of changing from within, the “inside out” principle, which Covey (1997:15) describes as one of the cornerstones of true and lasting change. To go through this process of changing one self instead of changing those around one is the personal leadership process. "Only by changing yourself, can you understand others and help them to change themselves" (Robbins, 1991:23-25).



Leadership, according to Badaracco (1997:4-5), is like a struggle between the different responsibilities of the individual. This struggle is the gap between the clock and the compass as described by Covey (1995:19-20), where the clock represents commitments, appointments, schedules, goals and activities, in other words how one manages one's time and the compass represents the vision, values, principles, mission, conscience, direction, or in other words how one leads one's life (Covey, 1995:19-20). This gap in turn leads to choices that have to be made between right and right and not only between right and wrong, where the moral issue, as encompassed in the mission statement, must help to make the better choice.

Dyer (1992:42) focuses the leadership process on the power of the inner self which is set out and defined in the mission statement. This personal power, according to Dyer (1992:42-43) is not the collection of power, but the helping of others, the power that does not judge but loves.

Baard (1998:21-25) describes personal leadership as a growth process that addresses low self-esteem and lack of confidence. He points out the spin-offs of better self-image, improved communication, assertiveness, less aggression and improved human relations to bring his business back to competitiveness and profitability. He shows what the advantages are if one assists others to change themselves and not to try and change them.

Stephen Covey, in his book "Seven habits of highly effective people" (1992), uses the mission statement as a process that is an integral part of the seven habits that form his personal leadership process. The processes that precede it, i.e. value clarification, principle clarification, vision setting, etc., are very necessary as a good knowledge and understanding of the inner self is important to set up a successful mission statement (Covey, 1995:113).

It can therefore be concluded that the process of designing a mission statement is an important step in becoming a successful personal leader. To reap the full benefit of the personal leadership process the process should be completed in a certain sequence. It will be less beneficial to complete the process of designing a mission statement before certain important steps, i.e. vision identification, goal setting, etc. have been completed.

Before the process of personal leadership as a whole can be illustrated the following concepts which are closely related to mission statement, namely vision, goal setting and life roles need to be defined.

2.5 RELATED PERSONAL LEADERSHIP CONCEPTS AND THE MISSION STATEMENT

To understand where mission statement fits into the personal leadership process related personal leadership concepts that have a bearing on the mission statement have to be clarified. Other personal leadership concepts like vision, goal setting and life roles have a direct bearing on the mission statement.

To identify the link between these concepts and mission statement these concepts are discussed:



2.5.1 Vision

Vision is likened by Bolles (1996:455) to the top of a mountain, and the mission statement to the struggle in the valley to reach that mountain top. This illustrates the problem of people who take the easy route, and this road either leads to the wrong mountain or to a senseless lack of direction in the valley (Covey 1992:98-99). Vision is therefore the ultimate end that is being aimed for and mission is the vehicle to get there. Caroline Myss (1997:288) reflects that as long as one uses truths as reference points, one can evaluate any loss of power and retrieve one's spirit by consciously recognizing which of these truths are not

honored. By recognizing that the truth is not honored one can realign and regain the power lost.

The vision as envisaged in the personal leadership process is therefore the end result one wants to attain in one's life.

2.5.2 Goal setting

Goal setting is defined by Newman and Newman (1987:484) as a conceptualization of future as well as the present time. Goodwin (1999:1) further suggests that one's top goals should be in line with one's top values. This is in line with the definition of mission statement as set out earlier in 2.3.8 and shows how important the mission statement is in setting and reaching goals.

2.5.3 Life Roles



Super (1980:282) defines life roles as a combination and sequence of roles that a person interprets throughout his entire life passage. Sears, Peplau, Freedman and Taylor (1988:17) describe life roles as the different parts people play in social interaction. Examples of such life roles one person might have are those of spouse, parent, manager, employee, friend, and athlete.

A difficult challenge in life today, according to Manning and Haddock (1989:61), is to balance career and personal life. Balancing these roles can challenge the best personal leader. This creates the problem of tension between one's mission

statement and one's different life roles. Should one have a mission statement for each life role?

Each life role has a different expectation (Katz & Khan, 1987:198). It will therefore be advisable to identify a mission statement that encompasses all the roles and then to design a mission statement for each role separately, but, as stated previously, these separate mission statements must be directly in line with the main mission statement (Blanchard & O'Connor, 1997:63-77).

In conclusion the personal leadership process with the mission statement and related personal leadership concepts can be set out as follows:

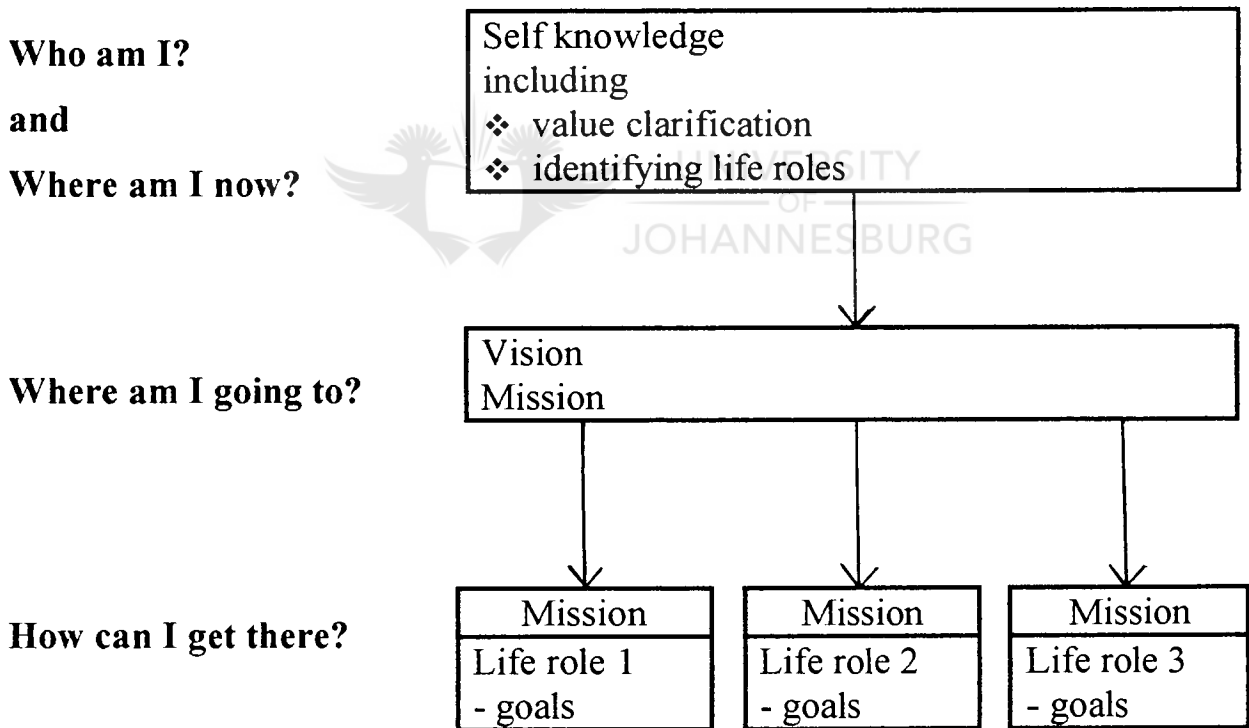


DIAGRAM 2.2 Mission statement and related concepts as part of the personal leadership process

The study therefore illustrates the importance of creating a mission statement after identifying one's life roles and the goals for each life role, based on values as part of the personal leadership process.

2.6 CONCLUSION

In chapter two a word and concept analysis of mission statement was done. A literature study revealed different perspectives on mission statements. The business management, religious and personal leadership perspectives were outlined and compared. From the word and concept analysis shared elements were identified and defined. The shared elements were used to formulate a general definition of mission statement. Mission statement was then distinguished from other related personal leadership concepts and finally mission statement was placed within the personal leadership process.

Personal leadership enables one to become the leader of one's own destiny (Schuller, 1984: 57-108) and helps one to grow by coming to know one self. The mission statement is the tool that is created during the process of personal leadership that can be used as a guide to make the choices that have to be made.

In chapter three the steps in designing a mission statement will be investigated. Various literary sources on mission statements will be utilized to show how one can formulate a mission statement within the process of becoming a personal leader.

CHAPTER 3

DESIGNING AND MAINTAINING A MISSION STATEMENT

3.1 INTRODUCTION

Roger and McWilliams (1991:23) state that the mind is a filter that shields us from an information overload, it works automatically as it has been programmed. It can not consciously pay attention to every detail that is collected by the five senses. This creates the problem of how the mind has been programmed or trained to think and react. The mission statement is part of the reprogramming and retraining of the mind. It is the catalyst that helps the mind make the choices that it has to make (Badaracco, 1997:25). As mentioned in 2.4, Covey (1995:19-20) uses two powerful tools that direct people, namely the clock, what one does with and how one manages one's time, and the compass, what one feels is important and how one leads one's life, to emphasize the problem of the gap between goals and visions. This gap can trap one into non-action and lack of personal leadership and needs to be closed. An important tool that can be used is the mission statement.

To address the problem of retraining the mind this chapter will outline:

- ❖ The importance of a mission statement in personal leadership. Chapter three will explain how important it is to change one's life to ensure that the personal leadership process becomes a part of one's life, how important it is to keep this

process current by revisiting the leadership process as one's life and circumstances change.

- ❖ The steps in designing a mission statement.
- ❖ Maintaining and revising the mission statement once it is created.

3.2 THE IMPORTANCE OF A MISSION STATEMENT

Jones (1996:XV) defines personal power as clarity. When can one find clarity? Only when one begins with the end in mind (Covey, 1992:96-97). How can one find the clarity that one dreams about? Only by knowing what one wants, how one wants it and knowing how to get it, or as Nair (1994:27) puts it: "Doing what we believe is right is what keeps us on the path toward the ideal". Bolles (1996:455-456) states that if one has to choose between two roads that takes one to one's vision, one leading to kindness and one leading to less kindness, but both still lead to the same end, the mission one has identified will make the choice easy as it is based on one's values and principles.

These values and principles form the core of the mission statement, the center that comprises the most basic paradigms (Covey, 1992:109) which is used to make choices. Choices according to Frankl (1984:20) and discussed in chapter two are a "response-ability", or the power to choose how any given situation influences one, how any given choice is made. To design a successful mission statement the elements of choice (the proactivity model), as envisaged by Frankl (1984:21), have to be developed, as the mission statement encompasses these elements.

The elements of choice (the proactivity model) according to Frankl (1984:21-24) are:

- ❖ Self-awareness is the thought process where one learns to know one self on all the levels of being.
- ❖ Imagination is the ability of the mind to visualize a situation from the information it has at its disposal.
- ❖ Conscience is the consciousness within oneself of the choice one ought to make between right and wrong.
- ❖ Independent will is the mental power by which a person can direct his thoughts and actions and influence those of others

The elements of choice and how they influence one another is illustrated in the following diagram:

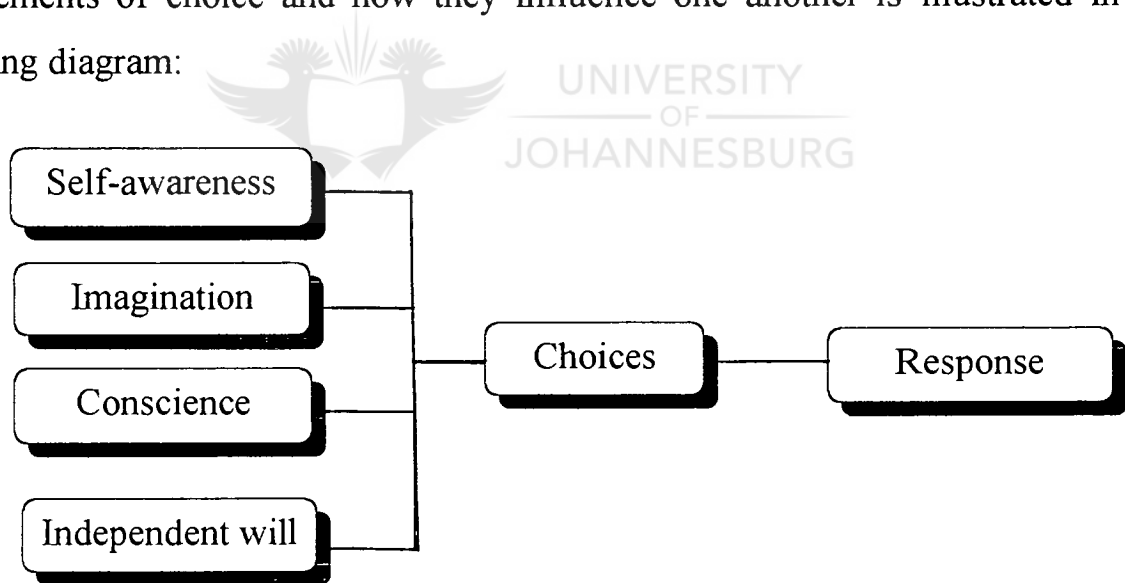


Diagram 3.1 The Proactivity model

The importance of the mission statement lies in the fact of how it directs one to make the choices that influences one's life. From the above it becomes clear that

the mission statement is the vehicle that can be used to define the important values which are used to make important day to day choices. If the process of setting up and writing down a mission statement is properly done the important choices can be made based on one's core principles and values.

To enable these choices to become easier a substantial effort needs to be put into designing a mission statement. The effort one puts into designing a mission statement can be futile if the correct steps are not followed in the right sequence.

3.3 DESIGNING A MISSION STATEMENT

According to Jones (1996:3) the mission statement is the process to design the vehicle to pull the elements of the proactivity model, as described by Frankl (1984:20) together in sentences that are short (to be easily remembered), easily understood (to be easily remembered when under stress) and recitable by memory (in order for you not to forget when convenient). By following these three principles, the mission statement will be the guideline which will help one realize the visions and goals one has identified.

To write a mission statement the elements of the proactivity model have to be developed, as the mission statement incorporates these elements. To make a mission statement you need imagination, because without using your imagination the statement will not be passionate, and passion is power (Jones, 1996:49), self awareness, because one needs to know oneself, one's vision and goals (Barna, 1992:27), conscience, because the core of one's mission statement is one's

values (Covey, 1992:109) and independent will, because each mission statement is unique to the values of the one that created it (Covey, 1992:109).

In this part of the study the steps which have been identified by various writers in the different perspectives, i.e. business, leadership and religion, will be compared, shared characteristics defined and steps set out that will encompass these shared characteristics.

3.3.1 Characteristics of a mission statement

To identify the shared characteristics, the characteristics of the mission statement from the following perspectives will be researched:

3.3.1.1 Business perspective

The following characteristics of a mission statement in the business environment are set out by Deal (1999:1-3), Cronje et al (1997:117-118), Katz and Kahn (1978:288) and Picard (1999:1):

- ❖ A mission statement should say what one is, what one does, what one stands for and why one does it.
- ❖ The statement is not a slogan, it should be free from jargon.
- ❖ Senior management should start and lead the activity.
- ❖ All members and other stakeholders of the organization should have input in the creation of the mission statement.
- ❖ The statement should be three to four sentences long.
- ❖ Time must be spent in designing a mission statement.

- ❖ Humor, sarcasm, cynicism and eloquence are not good components of a mission statement. Values like simplicity, honesty and frankness are.
- ❖ The best statements are direct and powerful.
- ❖ The statement must be an expression of who you are.
- ❖ One must be able to believe in one's statement or it is a lie.
- ❖ One's priorities, i.e. customer care and increasing value, should clearly be stated.
- ❖ Communicate the statement to everyone in the organization.
- ❖ The environmental factors should be kept in mind when setting up the mission statement.
- ❖ Use a facilitator or consultant to guide the process of designing the mission statement if no one in the firm is comfortable to take on this task.

3.3.1.2 Religious perspective

Radtke (1999:3) and DenHartog (1999:1-2), authors of literature on religion, identify the following characteristics of a mission statement:

- ❖ It should be articulated in a way that is convincing and easy to grasp.
- ❖ Proactive verbs should be used to describe what one does.
- ❖ The mission statement must be free of jargon.
- ❖ The mission statement must be short enough that it can easily be memorized.
- ❖ Ensure the statement encompasses one's true basic beliefs and not only what one thinks others want to hear.
- ❖ Ownership must stay with the group. It should include the group's values, beliefs and principles.
- ❖ The mission statement should reflect what inspires one.

3.3.1.3 Personal Leadership perspective

In literature on personal leadership FranklinCovey (1999:1-16), Andreas and Faulkner (1996:79-106) and Covey (1997:144) mention the following characteristics of a mission statement:

- ❖ A mission statement should be short and easily understood.
- ❖ The mission statement should mention the qualities/characteristics one would like to develop in oneself.
- ❖ It should reflect what inspires one
- ❖ One's deepest values and principles are important concepts.
- ❖ One's mission statement should be created in a place where one can separate oneself from any intrusions and where one can concentrate on the task, as it takes time and focus.



The elements these authors from the different perspectives identify can be summarized in the following table:

<u>Business Perspective</u> Deal (1999:1-3), Cronje et al (1997:117-118), Katz and Kahn (1978:288) and Picard (1999:1)	<u>Religious Perspective</u> Radtke (1999:3) and DenHartog (1999:1-2),	<u>Personal leadership Perspective</u> FranklinCovey (1999:1-16), Andreas and Faulkner (1996:79-106) and Covey (1997:144)
what you are		
who you are	reflects what inspires one	
what you do	what you do	
it is not a slogan and must be free of jargon	free of jargon	
all members should have input		
three to four sentences long	short, easily memorized	short, easily memorized
takes time to design, use a facilitator if necessary		takes time
values like honesty	the basic beliefs	values and principles
direct, powerful	easy to understand	
one's own not that of another company	ownership	
believe in it		live it
must state priorities		what inspires one
communicate		easily understood

Table 3.1 Summary of the various perspectives on the elements of a mission statement

3.3.1.4 Shared characteristics

From the above table the following shared characteristics regarding mission statements can be identified:

1. It should be brief. Jones (1996:3-4) gives the examples of the mission statements of some of the great people of the world,
Mandela: To end apartheid.
Lincoln: To preserve the Union.
Roosevelt: To end depression.
Mother Theresa: To show mercy and compassion to the dying.
Nehemia: To rebuild Jerusalem.
DenHartog (1999-2) emphasizes this point by pointing out the importance of the statement consisting of three to four short sentences.
2. It must be easily understood. Jones (1996:4) and Picard (1999:1) emphasize that the mission statement has to be simple to be understood by all that have to use it.
3. Jones (1996:4-5) states that ownership of a mission statement can only be ensured if one has it engraved in one's memory. This is confirmed by Deal (1999:1). The mission statement must be your own and not driven and formed by what you think will get you "ahead" in life. FranklinCovey (1999:1-3) only uses the first person, i.e. you, thus emphasizing that it is not the thoughts of a second person but your own and only your own.
4. The mission statement must reflect what inspires you.
5. It takes time to design a mission statement.

6. The mission statement must encompass the deepest values and principles for which the ultimate sacrifice will be given (Covey, 1997:139-144; Radtke, 1999:3).

After identifying the important characteristics of a mission statement one needs to identify the steps to be followed to set up a mission statement.

3.3.2 Steps in the designing of a mission statement

Steps in designing a mission statement as outlined by authors in the disciplines of business, religion and personal leadership are briefly outlined from the perspective of each discipline.

3.3.2.1 Business Perspective



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a) Deal (1999:1-3)

- ❖ Other mission statements should be examined to get approaches to one's own.
- ❖ Review and edit the mission statement on a regular basis.

b) ALIAH decision models (1999:1-3)

- ❖ Define the marketplace in terms of the players that impact the organization's ability to provide value to its customers.
- ❖ Identify and prioritize the values of the organization as it serves customers and meets business objectives.
- ❖ Identify and prioritize strategic actions that must be taken at the corporate level to achieve each one of the value statements.

- ❖ Develop a mission statement that reflects the priorities of the organization.

c) Katz and Kahn (1978:288)

- ❖ Tying together the objectives through small face to face groups.
- ❖ Democratic participation in goal setting and goal implementation.

d) Invest-Tech (1999: 3-6)

- ❖ Develop a realistic vision for the business by designing a pen sketch of the business in three to four years in terms of its likely physical appearance, size, activities, etc.
- ❖ State the nature of the business and what it is about.
- ❖ State the business's objectives in terms of results and needs in the medium and long term.
- ❖ Address the values governing the operation of the business and its conduct or relationship with society, customers, suppliers, employees, local community and other stake holders.
- ❖ Formulate the strategies or rules and guidelines by which the above may be achieved.
- ❖ Formulate the specific interim and ultimate measurements, goals, to be achieved through implementation of the strategies.
- ❖ Set out specific programs which set out the implementation plans for the key strategies.
- ❖ Use hindsight to regularly revise the strategies and plans.

The process as identified through the business perspective is:

- ♣ Identify and prioritize the values of the organization.

- ▲ Identify the nature of the business.
- ▲ Develop a realistic vision for the business.
- ▲ Set goals for reaching the vision through a democratic process which all role players participate in.
- ▲ Set out measurement tools to measure the progress in reaching the vision.

3.3.2.2 Religious Perspective

a) Easum (1997:1-4)

- ❖ Secure the approval of the church fathers to continue the process of setting up a steering committee to run the process of designing the mission statement.
- ❖ Each of the participants namely the pastor, steering committee and other stakeholders should spend time writing their own mission statements.
- ❖ Share these statements, explain the reasoning and compare them. Collaboration is the key and not compromise. Create a draft from all inputs.
- ❖ Conduct focus groups with a larger circle of the leadership in which the existing draft is shared and feedback is encouraged.
- ❖ The steering committee synthesizes all the feedback into a final document. Every statement and word should carry meaning and imagery.
- ❖ Hold a congressional meeting to communicate the mission statement and secure formal approval of the final product.
- ❖ Use the statement to guide the decision making of the church.
- ❖ Develop guidelines for taking action in relation to the mission statement.

b) Radtke (1999:3)

- ❖ Identify the opportunities and needs of the organization.

- ❖ What is being done to address these needs.
- ❖ What principles and beliefs guide one's work.
- ❖ Express the organization's purpose in a way that inspires support and ongoing commitment.
- ❖ Motivate these that are connected to the organization.

c) DenHartog (1999:1-2)

- ❖ Gather a representative group of adults and leaders to brainstorm the purpose of the youth ministry in church.
- ❖ List every idea on a flip chart or board and prioritize the list.
- ❖ Determine the top five reasons for the existence of the group.
- ❖ Build a three to four sentence mission statement from what has been brainstormed.
- ❖ Present the mission statement to the larger group and finalize with their input. Evaluate all proposed activities according to the mission statement.
- ❖ Set goals and objectives based on the mission statement.

d) Jones (1996:49-63)

- ❖ Find out what excites you in or about the world.
- ❖ What angers you most about the world.
- ❖ If you could teach three things to others about what excites you, what would you teach?
- ❖ What three things would you convey to others about what angers you most?
- ❖ How can you use what excites you the most to change that which angers you the most?

- ♦ Puzzle piece one: Write down three meaningful, purposeful and exciting verbs.
- ♦ Puzzle piece two: Write down the words or phrase that encompasses what you stand for, what principle, cause, value, or purpose you would be willing to defend to the death or devote your life to.
- ♦ Puzzle piece three: Pick the one group, entity or cause you most would like to help or impact in a positive way.
 - ♦ Put the three puzzle pieces together and that is your mission statement.

The following important steps can be identified from the analysis of the religious perspective:

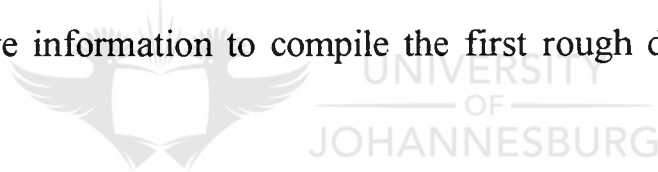
- ▲ Identify opportunities and needs.
- ▲ Find your passion.
- ▲ Identify your values and principles.
- ▲ Identify the cause that you want to impact upon or help in a positive way.

3.3.2.3 Personal Leadership Perspective

a) FranklinCovey (1999:1-16)

- ❖ Write down the name of a person who made a positive difference in your life.
This could be anyone.
- ❖ What six qualities/characteristics of this person would you like to develop in yourself?
- ❖ Who are the most important people who, in twenty years time, will surround you?
- ❖ What will you be doing in twenty years time?

- ❖ For what are you prepared to risk your life?
- ❖ What would you study if you could spend one day in a great library?
- ❖ List ten things you love to do.
- ❖ Describe a time when you were deeply inspired.
- ❖ Write down something that you think represents you and why.
- ❖ Identify three people who are important and significant to you.
- ❖ Who would you spend an hour with, if you could spend it with anyone that ever lived, why and what would you ask?
- ❖ Five years from now a newspaper interviews one of the three significant people in your life, what three words do you think that person would use to describe you?
- ❖ Write down your six strengths or talents. Be careful not to overdo as it will make your mission statement too long.
 - ◆ Use the above information to compile the first rough draft of your mission statement.



b) Covey (1997:144)

- ❖ Take time to envisage what you want to have achieved at the end of your life. A good exercise is to visualize your funeral and what each person you know would say of you. Is this what you want them to say? Are the things they say in line with your true inner values and principles?
- ❖ Write down your roles in life and indicate if you are satisfied with the mirror image of your life that culminates from these roles.
- ❖ Work on your mission statement where you can separate yourself from any intrusions and where you can concentrate on the task.

- ❖ Do a study of the centers in your life, i.e. spouse, money, work, etc., by identifying these centers, identifying a pattern and assessing how comfortable you are with these centers and their pattern.
- ❖ Collect quotes, notes and ideas which are usable when designing your mission statement.
- ❖ Identify a project you will be facing in the near future and by applying the principles and values you have identified, write down the results you desire and the steps you have to take to realize these results.
- ❖ Use the information gained in the above steps to design your mission statement.

c) Andreas and Faulkner (1996:79-106)

Andreas and Faulkner are the designers of the Neuro-Linguistic Programming Process but discuss the personal mission statement as part of their process.

- ❖ You are a learner, go back in time and discover your learning capabilities. Look at your gifts, your talents, and make an inventory of them. Form a single image of these strengths and bring them back to the current time.
- ❖ Find your life's passion by tapping your inner excitement. Discover your passion's, desires and loves. Focus on those you admire for inspiration. Keep at it, persist, over and over until you have a rich collection of images of what you are passionate about.
- ❖ Re-examine your deepest values and principles. Think of your interests, loves and desires, put them against the goals you have set and project them into the future to see if these goals have been attained. Your core goals are those which are the most important.
- ❖ Take time to determine and list your most basic values and principles, those you are prepared to give everything for.

- ❖ Develop your grand vision by seeing your interests, values and abilities into a grand whole of what you want your life to be. Focus on your heroes and heroines, direct a movie where you are the hero or heroine, visualize those situations where your values are challenged. Recall these values and use your inner wisdom to guide you to your grand vision. Do what it takes to get there.
- ❖ Find direction for your vision. Take time to visualize your vision, put detail into it and the core of that vision, add your values and principles and formulate your mission statement.
- ❖ Step into your mission and live it. Align yourself with your mission. Test your actions against your mission and see if you use the mission statement you formulated to help you make the important and even less important decisions yourself.

The steps identified in the personal leadership perspective can be summarized as follows:

- ▲ Find your life's passion.
- ▲ Take time to clarify your vision.
- ▲ Identify your life roles.
- ▲ Identify your deepest values and principles.
- ▲ Define your goals that will lead you to reach your vision.

3.3.2.4 Shared steps from the different perspectives on mission statements

By studying the above, certain common steps can be identified which can be used to design a useful mission statement. These steps can be used for any type of mission statement, be it a personal, organization or group mission statement.

The steps in designing a mission statement can be divided into phases, namely the preparatory phase and the actual writing of the mission phase.

3.3.2.4.1 The preparatory phase

- ❖ Find your passion.

Identify your most important principles and values.

The test is: Are you prepared to work hard and make sacrifices to protect and uphold these principles and values?

- ❖ Find your vision.

Find that which is the ultimate destiny that you desire. This is the mountain top at the end of your life.

Be realistic in your expectations. Do not aim or wish for that which is unreachable.

- ❖ Identify your life roles.

Find the common thread that holds these roles.

Decide whether you are going to design a mission statement for each role with one overall statement or one statement that encompasses all the roles. One important thing to remember is that your principles and values should be the same for each role, as they can not be changed.

3.3.2.4.2 The phase of designing the mission statement

- ❖ Isolate yourself.

When working on your personal mission statement, isolate yourself from all interference when working on your mission statement.

❖ **STEP ONE.**

Write down your three most important principles and/or values.

Do they fit into your life and life roles, as have been identified, and will they assist in reaching your vision? The principles/values you have written down have to comply to the criteria set in this question to be the core principles/values that is to be encompassed in your mission statement.

❖ **STEP TWO.**

Write down three verbs that excite you. These verbs have to be those that excite you more than any other in your life. If you hear them you should feel the “tingle” of excitement and motivation. Examples are command, communicate, enlighten, improve, lead, praise, love, restore, value, etc.

❖ **STEP THREE**

Write down your ultimate goal, that what you want to reach. The destiny you want to reach by using your mission statement.

❖ **STEP FOUR**

Combine the result of these three steps to design the first draft of your mission statement. This is a rough draft and your creativity can refine it as you continue.

❖ **STEP FIVE**

Take the core elements of the first draft and design a second, more refined draft.

❖ **STEP SIX**

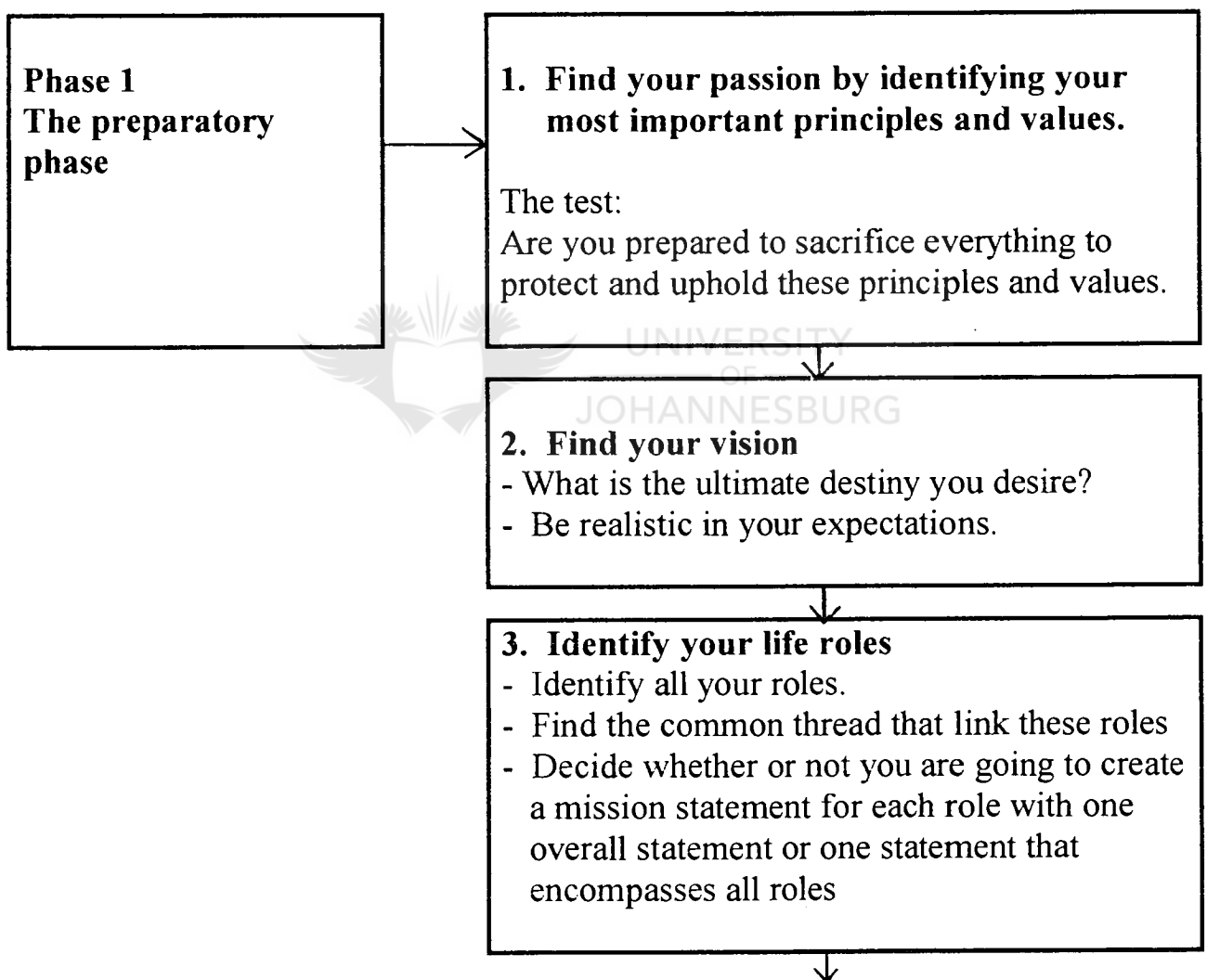
Test the second draft by using it in practical situations to assist in the decision making process. If your mission statement is correct, the decision you take will

be in line with your principles and values, there will be no compromise, and it will assist in the reaching of your vision .

❖ **STEP SEVEN**

If necessary adjust the statement.

These phases in designing a mission statement can be summarized in the following diagram:



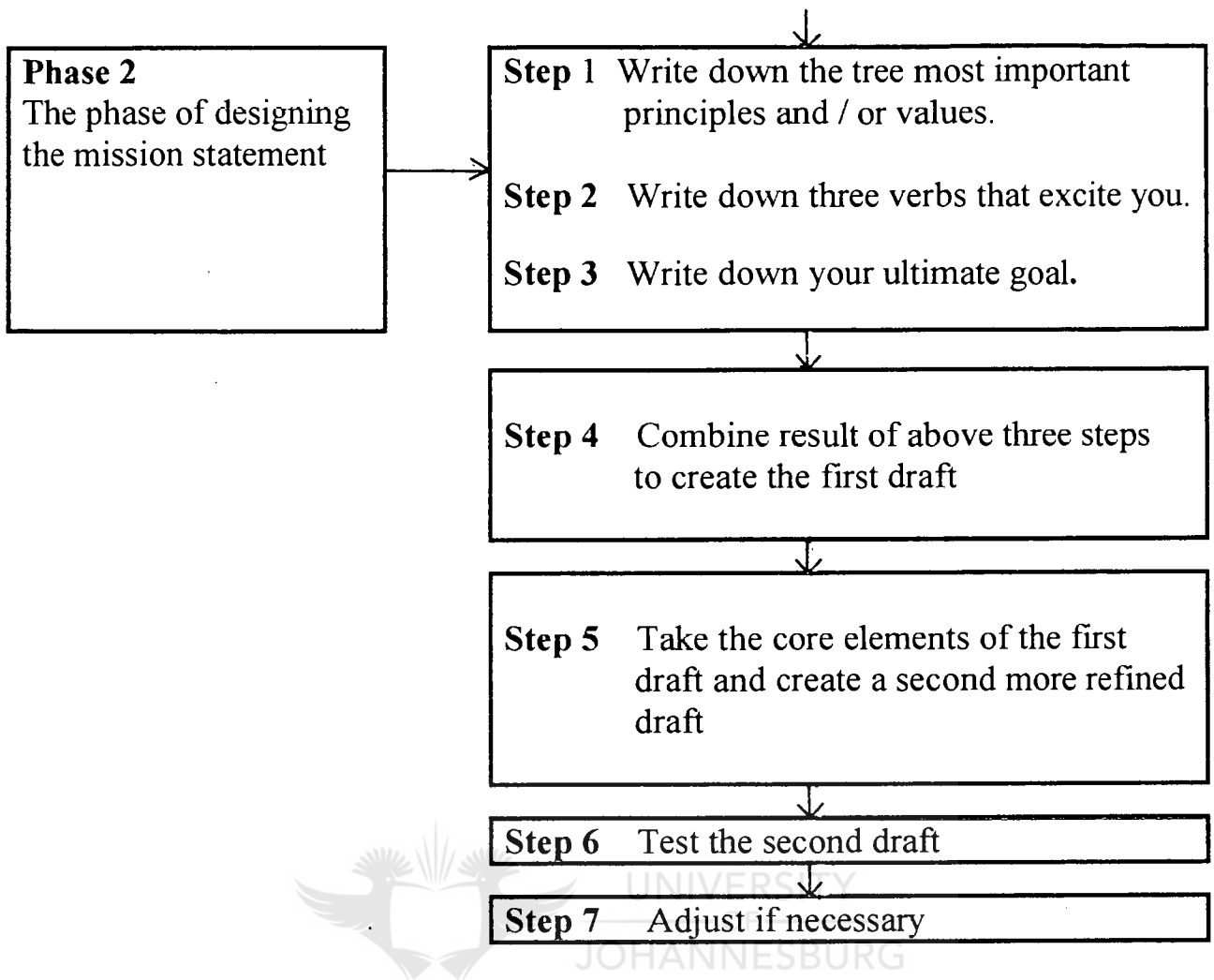


Diagram 3.2 Designing a mission statement

It is not enough to design and live the mission statement. One's circumstances change, one may change jobs, become a parent, marry or retire. These are big changes which have to be accommodated in the mission statement. Revision and maintenance is therefore necessary on a regular basis to ensure that the values and principles contained in the mission statement are still the fundamental and most important ones in one's life.

3.4 MAINTAINING AND REVISING THE MISSION STATEMENT

Why is it important to maintain a mission statement? This is a question that is as important as writing a mission statement in itself.

Andreas and Faulkner (1996:79-106), Jones (1996:12-13) and Covey (1997:128-129) give an opinion that most other writers also support. They state that the process of designing and maintaining a mission statement is as important as the statement itself. Writing and reviewing one's mission statement forces one to think of one's priorities and to align one with one's beliefs.

Maintenance follows the same steps as designing a mission statement. One's values and principles should not change (Covey, 1997:129), but one will realign, reassess and review whether one is indeed on the track that one originally envisaged. Values and principles also confirm or change the ultimate destiny one seeks. It is thus necessary to revise the mission statement in line with personal growth that culminates from the use of the mission statement (Smith, 1999:1-2).

3.5 CONCLUSION

Chapter three illustrated how important a tool the mission statement can be to attain a high level of personal leadership and inner peace. Common characteristics of a mission statement have been identified which are important in setting up a successful mission statement. Common steps have been identified that need to be followed to design a successful mission statement. The importance of revising and

maintaining the mission statement was highlighted and it was found to be as important as designing the mission statement.

Chapter four will conclude the study by providing an overview of the study and by showing that designing a mission statement is indeed part of the personal leadership process and will clarify where in the process the writing of a mission statement fits in.



CHAPTER 4.

CONCLUSIONS OF THE STUDY

4.1 INTRODUCTION

This research essay focused on defining the concept mission statement, defining the importance of the mission statement as condition for personal leadership and providing clear steps for designing and revising a mission statement. Chapter four will conclude the essay by reflecting on the study in order to indicate what the result of the study was, as it was proposed in chapter one. The whole study was conducted from a personal leadership perspective. Personal leadership aims at helping individuals to take control of their lives by helping them to clarify their vision and goals, and to design a mission statement that enables them to attain that vision and to reach the goals.

The research process was outlined in chapter one. Included in this outline was the context in which this study was performed, the research problem to be addressed, the general and specific aims, the motivation for the study and the research methodology to be followed.

The study centered around the context of the need to have a vehicle to bridge the gap between personal vision and goals. This vehicle is sadly lacking in most lives which in turn keep visions from becoming reality. The mission statement is this

vehicle which can turn visions into reality. It is the vehicle that keeps the dreamer on the track to attaining those dreams.

Clearly stated is also the fact that the mission statement is part of the bigger personal leadership process and cannot stand on its own. This process has to start at the beginning and run to the end. Only in following the personal leadership process from start to finish can full inner peace and power be attained.

4.2 FINDINGS OF THE STUDY

The findings of the study have to be formulated against the background of the aims of the study as set out in chapter one. The general aim of the study was to clarify the concept of mission statement and the mission statement as part of the personal leadership process. The specific objectives were to attain the general aim of the study. The findings of the study will be discussed in relation to these specific objectives.

4.2.1 To investigate the nature of a mission statement and to distinguish it from other related personal leadership concepts

In chapter two the concept "mission statement" was investigated by using a concept and word analysis. The business, religious and personal leadership perspectives were identified and compared and the following findings were made:

A definition could not be concluded from a word analysis on its own. The definitions of the words mission and statement did not form a relationship that could be brought together to form a definition for mission statement.

Not only did a concept analysis show that the mission statement forms part of a bigger process it also showed common elements which most definitions have.

These elements were summarized in the following definition:

A mission statement is a written tool that guides one in making the correct choices, based on the core values and principles that form the passion of one's being, to which one is committed, for which one is prepared to work hard and for which one must be prepared to sacrifice.

The following diagram illustrates the definition:

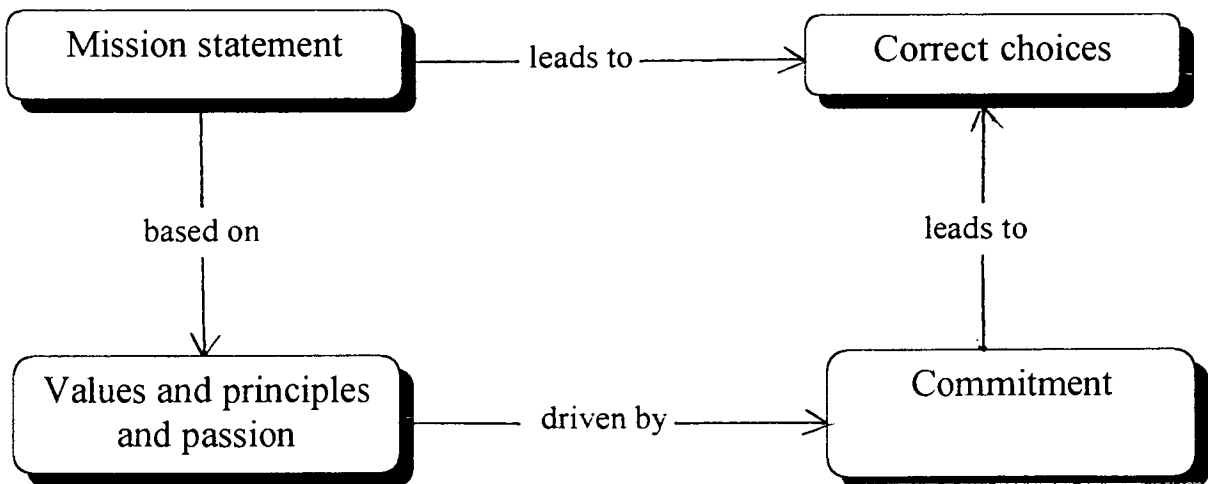


DIAGRAM 4.1: Mission statement defined

Chapter two furthermore led to the defining of related personal leadership concepts and illustrated how important the process of personal leadership as a whole is and that the process of designing a mission statement is only a part of this process. The mission statement is the vehicle to be used to reach each goal set on the way to the vision. The vision, goals and mission statement are in turn dependent on the life roles identified.

These related processes and concepts can never be disregarded in the process of designing a mission statement. They influence each other in an intricate way which has to be kept in mind when designing a mission statement. If the influence is disregarded one may find that the mission statement one has created cannot be used in all situations at all times. The life roles one identifies are directly related to the vision and goals one sets oneself. A person with the life roles of parent, teacher and learner might have the vision of becoming the principal of a private school. This vision fits in with his life roles and is realistic. The goals identified will be reachable and the mission statement will help that person to focus on his goals and vision.

4.2.2 Determine the contribution and importance of a mission statement within the personal leadership paradigm.

The importance of the mission statement lies in the fact that it is the track which keeps one on the road to the vision. It is also the barometer that is used to measure how the choices made are in line with the values and principles that one thinks are important.

The mission statement as outlined in chapter two is an integral part of the personal leadership process. The personal leadership process will not be complete without a mission statement being completed.

4.2.3 Define the process for designing and revising a mission statement.

Chapter three was devoted to the process of designing and maintaining or revising the mission statement. The following characteristics and steps for designing a mission statement were defined:

❖ Characteristics of the mission statement:

- ♦ it should be brief;
- ♦ it must be easily understood;
- ♦ it must be easily memorized;
- ♦ it must encompass the most basic principles and values;
- ♦ it must be one's own;
- ♦ it must reflect that which inspires one;
- ♦ it takes time to create.

❖ Steps in designing a mission statement:

- ♦ The preparatory phase
 - ♦ Find your passion.
 - ♦ Find your vision.
 - ♦ Identify your life roles.

- ♦ Designing a mission statement
 - ♦ Isolate yourself.
 - ♦ Write down your three most important principles and / or values.
 - ♦ Write down three verbs that excite you.
 - ♦ Write down your ultimate goal.
 - ♦ Combine the result of steps two to four to design the first rough draft.
 - ♦ Take the core element of the first draft to refine it into a second draft.
 - ♦ Test the second draft and refine further.

Chapter three concluded by highlighting that revising the mission statement follows exactly the same steps as designing it in the first place. Revising is an important ongoing process to keep the mission statement alive and new.

4.3 RECOMMENDATIONS



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Future study on mission statements and personal leadership could focus on the relationship of the different elements and processes within the leadership process. This study briefly touched on the importance of the influence any one element or process has on the other elements and processes. An understanding of these influences will assist any personal leader to develop his/her personal leadership skills even further and will assist the personal leader in reaching the vision more diligently.

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