

Empowering Mission, Vision, and Strategy



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January 9, 2014

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Agenda




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Today, we are going to answer these three questions:

- Why are we doing what we do?
- How can we do it better?
- How can we confirm our impact?

Objectives

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To achieve our agenda, we divide these guiding questions into **three sessions**:

1. Vision and Mission: **Why are we doing what we do?**
2. Fitting external environment and internal capabilities: **How can we do it better?**
3. Performance measure: **How can we confirm our impact?**

Session 1: Vision and Mission

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Session 1: Vision and Mission



Setting a long term direction for the NGO

- **Vision** must be clear
 - Are we really clear about our **motivation**?
- **Mission** must be doable
- **Core values** must be clearly communicated- internally and externally
- **Objectives** must be achievable

Definitions



- A **strategic vision** describes management's aspirations for the future and delineates the company's strategic course and long-term direction
- The distinction between a strategic vision and a mission statement is fairly clear-cut:
 - A **strategic vision** portrays a firm's aspirations for its future ("where are we going")
 - A firm's **mission** describes its purpose and its present business ("who we are, what we do, and why we are here").
- A firm's **core values** are the beliefs, traits, and behavioral norms that the firm's personnel are expected to display in conducting the firm's business and pursuing its strategic vision and mission.
- **Objectives** are an organization's performance targets—the specific results management wants to achieve.

What are we doing?



- Is our guiding vision clear to all of us? and does it have a long term direction?
- Are we doing it for the sake of **others** or **ourselves**?
- Are we motivated by **profit**, opportunities or perceived **social problems/need**?
- Are we **enthusiastic and passionate** about our vision and mission to a point where we are committed to overcome **challenges** and obstacles?

Exercise-20 minutes




- Write down your NGO's vision and mission
- Discuss how you can revise?
- Please write down the new vision and mission.


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Vision and Mission

- Existing Vision
- New Vision
- Existing mission
- Revised mission

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Session 2: Fitting External with Internal

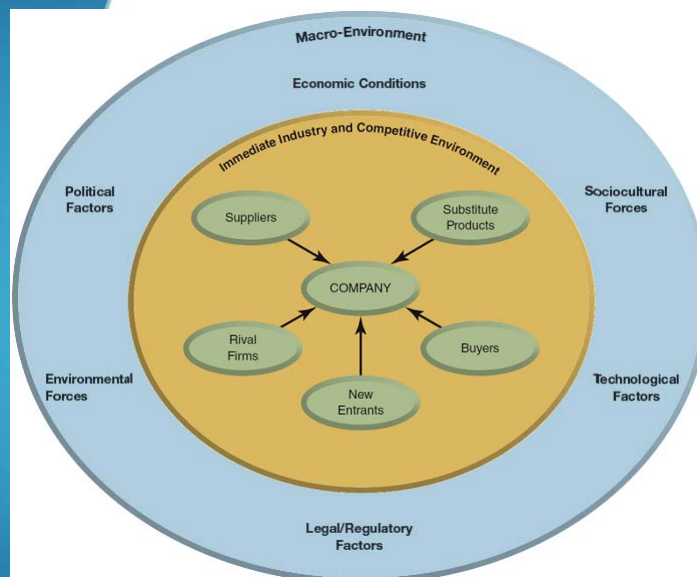
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Fitting external environment and internal capabilities



- Do we fully understand the **real need** of the society or community which we aim to serve
 - To achieve this, we use a strategic framework, PESTEL analysis
- Does the **need** we identified earlier still **exist**? If it has changed, how has it **changed**?
 - To achieve this, we use a strategic framework, Porter's five forces

The Components of a Company's Macro-Environment



Thompson, Peteraf, Gamble and Strickland (2014) Crafting and executing strategy: The quest for competitive advantage, 19e, McGraw-Hill Education

External environment facing my firm



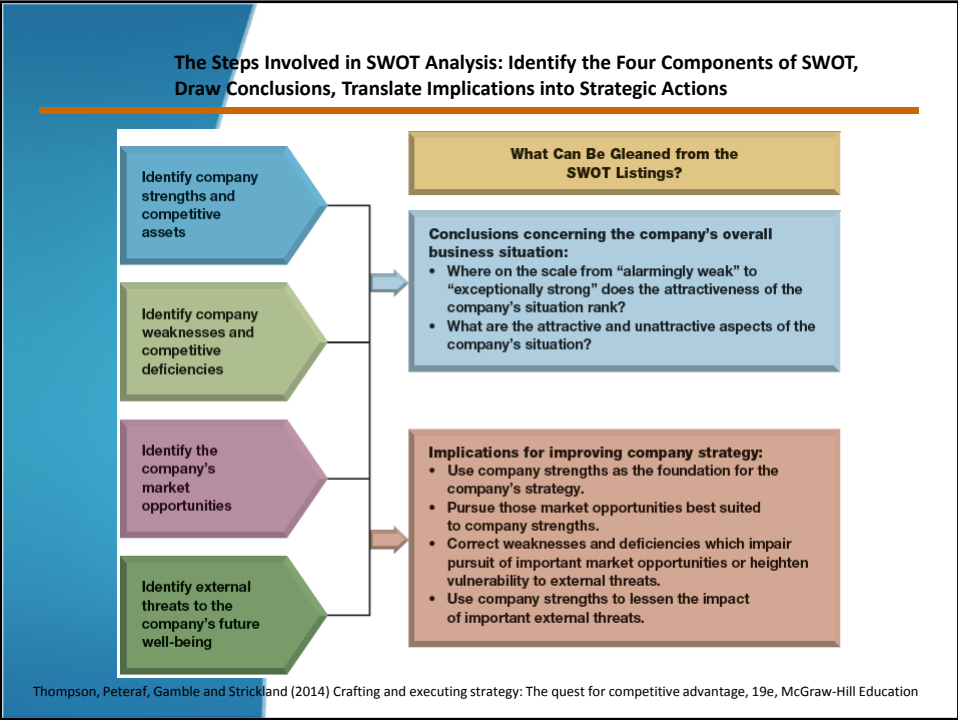
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After identification of external trends and real need



- Alignment to internal NGO's capabilities
- We examine organizational capabilities using the following;
 1. SWOT
 2. Value chain analysis

The SWOT Analysis



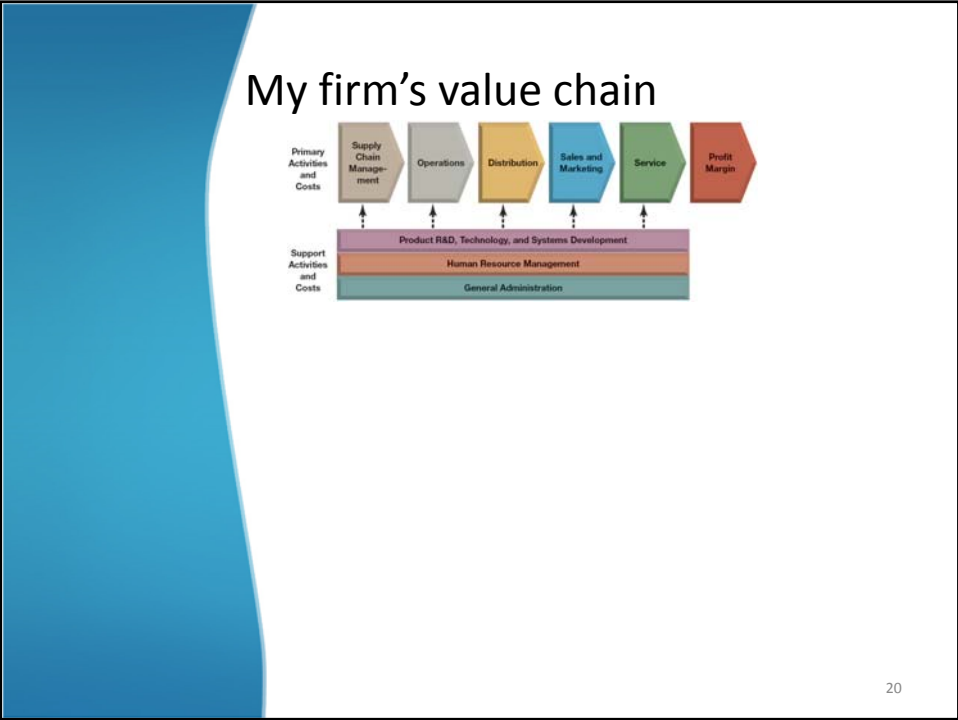
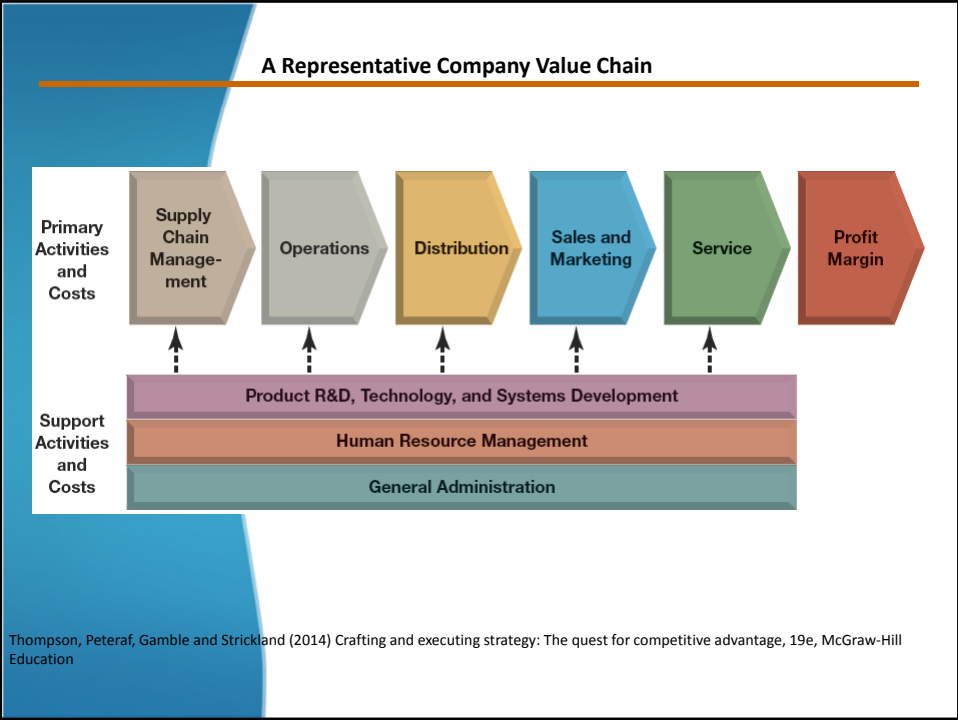
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<ul style="list-style-type: none">• Strengths • Opportunities	<p>Weaknesses</p> <p>Threats</p>
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The Value Chain Analysis



Exercise-30 minutes



- Identify some external trends, changes that affect your organization
- Do a SWOT analysis of your firm
- Draw your firms' value chain
- Ask yourself:
 - Is your organization capable of responding to the identified trends/changes?
 - Are there any internal areas that may require some special focus/attention?


Fitting external environmental needs to internal capabilities



Linking the SWOT, value chain analysis and strategic mapping frameworks, together they should inform whether we have what it takes to fill the(se) social gap(s)?


- If so, how can we **enrich our strength** to seize perceived opportunities
- If not, or in the areas that do not, how can we **mitigate our weakness** and overcome threats

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Session 3: Measuring Performance

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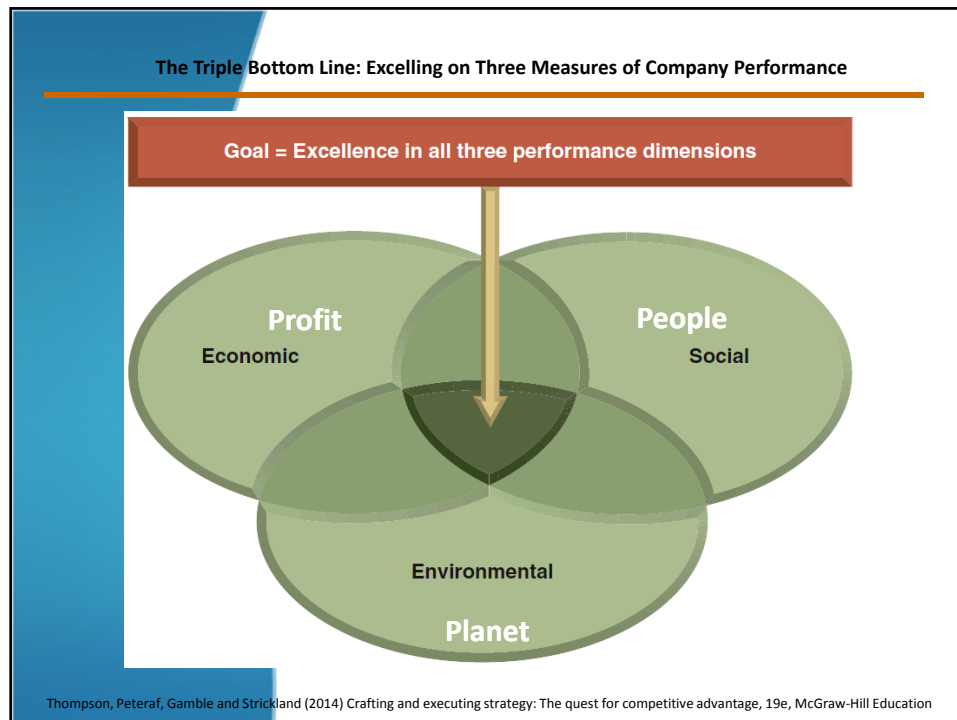
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Triple bottom lines

- Social: People
 - Our employees happy and motivated and the work climate suitable
 - Work/life balance?
- Environment: Planet
 - Sustainability
- Economic: Profit
 - Resource allocation
 - ROI
 - Financially responsible



In addition to measuring, we also need to know;
how to constantly monitor; and that improving is
critical, as performance is not constant; change is.

Today's success, does not imply future success

Constant monitoring process



- Continuous improvement
 - People, capability development, organizational structure
- Incremental change: Best practices, benchmarking, TQM,
- Monitoring, revising, changing (require data collection, e.g. six sigma)
- Radical change if needed: business process reengineering

Instituting Best Practices and Employing Process Management Tools



Thompson, Peteraf, Gamble and Strickland (2014) Crafting and executing strategy: The quest for competitive advantage, 19e, McGraw-Hill Education

Conclusion



- Hope we are all **clear** about our own answer to the questions we set out at the beginning of this session
 - Why are we doing what we do?
 - How can we do it better?
 - How can we confirm our impact?
- More importantly, we understand
 - **The importance of a clear vision** guiding our strategic moves
 - **The criticality of fit** between external and internal
 - Making confident **strategic decisions**
 - That aim to be **accountable** and **responsible** to the identified social needs
 - Strategic moves **positively impact our community**