

Values-Based Strategic Planning

Building the Foundation for A Values-Based Culture

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Objectives for Today: It's All About *Getting Better!*

What I'd like for you today:

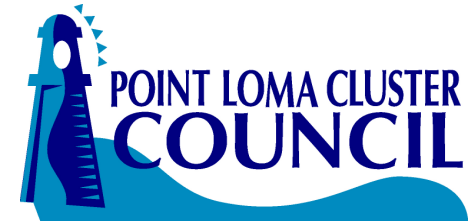
1. Rediscover your own personal values.
2. Learn the importance of values in your life and how they apply to The Point Loma Cluster.
3. Demonstrate how to create shared values for The Point Loma Cluster.
4. Demonstrate how to translate shared values into action planning for The Point Loma Cluster Foundation.
5. Have some fun!

What you told me you wanted for today:

1. A unified direction for The Point Loma Cluster Council.
2. A solid basis for a values-driven strategic plan.
3. A Vision Statement for the Point Loma Cluster.
4. A Mission Statement for the Point Loma Cluster.
5. Develop Strategic Areas of Emphasis for the Point Loma Cluster Strategic Plan.

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Notes



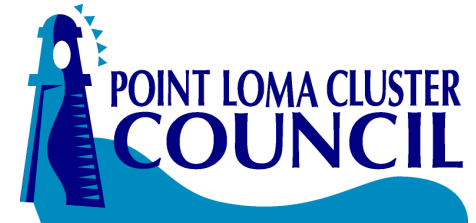
Introduction

- Today: You will learn a process for building a values-driven culture for The Point Loma Cluster Council based on your personal values, the values of your fellow colleagues, and the *actions* that you decide are appropriate at The Point Loma Cluster.
- Let's begin by having you name a person you admire and why you admire him or her.
 - Someone I admire

 - The reasons I admire this person

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The Big Picture

Values-Based Organizational Alignment

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Values-Based Leadership

Values

Values are fundamental principles we believe in and that govern our behavior, i.e., determine how we act and what we do. (And, remember, you are you wherever you go.)

Leadership

Leadership is the ability to inspire others to want to do what you would like them to do and to guide them along the way, i.e., to understand your vision and to follow you.

Values-driven Leadership

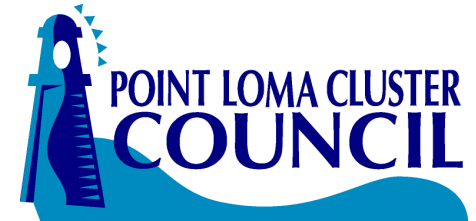
To inspire, influence and guide others based on shared values that are intrinsically desirable.

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You Are _____

You Evaluate _____

Values-Driven Organizations _____



The Foundation

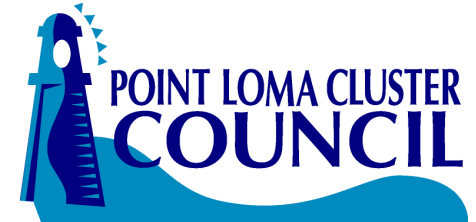
I Am What I Repeatedly Do
-Aristotle

And, by definition, my values determine my actions.

Therefore, my values define who I am!

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How to Discover Personal Values

Ask your partner: *“What do you love to do when you are not working?”*

Then, question the answer by drilling down with deeper questions (peel the onion!):

“Why is that important to you?”

“What is it about that activity that you like so much?”

“How do you feel when you are doing that?”

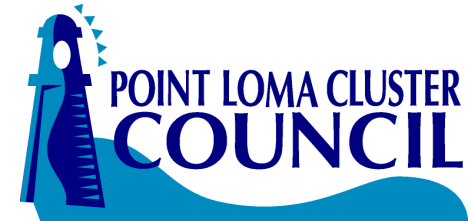
“What single word or phrase defines who you are when you are engaging in that activity?”

“How does this help define you?”

“What key principle, belief, or **value** drives you to do this?”

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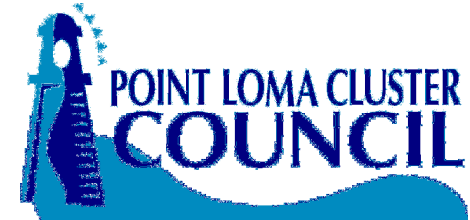


Defining Shared Values

Value _____
Definition

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Assignment II: Who would like to complete and collate these definitions for the group?



Living Shared Values

Question

What could ***you*** do to show your commitment to the value I am assigning you?

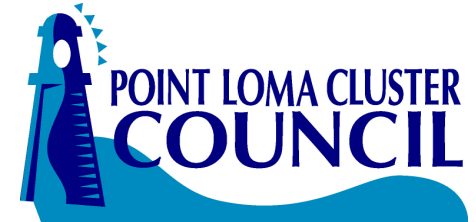
Consider the examples below.

Examples

1. To demonstrate RESPECT, I will keep my regularly scheduled meetings and begin the meetings on time.
2. To demonstrate INTEGRITY, I will provide the specific care services exactly as promised and at the time when they were promised.

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Values-Driven Culture

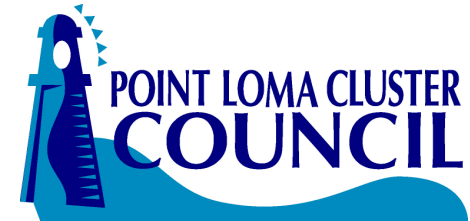
Value 1 _____

Expected Behaviors

1. _____
2. _____
3. _____
4. _____
5. _____

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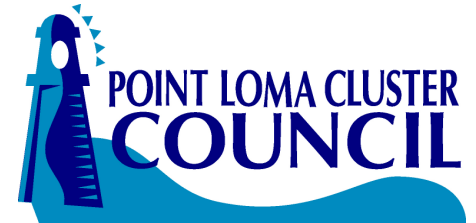
Assignment III: What team of people will take responsibility for completing The Point Loma Cluster Behavior Expectations that will define our culture?



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A Values-Driven Vision for The Point Loma Cluster

A Vision Statement describes the lofty ideals and the values a company represents. It paints a picture of the dreams and aspirations of the leadership of the organization.



Visioning Exercise

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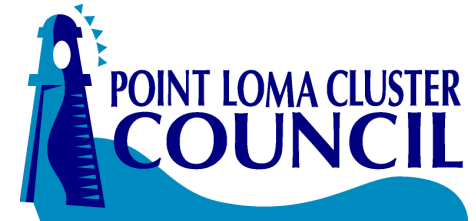
What makes the Kennedy's statement so powerful?

What are the key characteristics that make The Point Loma Cluster an outstanding organization?

What key words would you like to have other people use when describing The Point Loma Cluster?

Before the end of the decade, we will place a man on the moon and return him safely to earth.

President John Kennedy, 1962

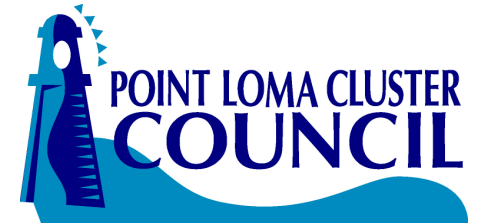


Visioning Exercise

Write a Vision for the Future for The Point Loma Cluster.

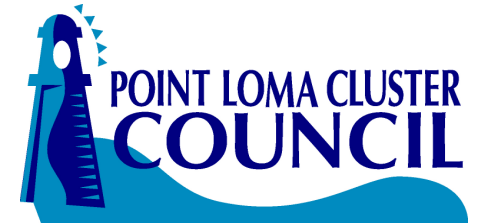
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Assignment IV: What team of people will take responsibility for completing Vision Statement for the Point Loma Cluster?



A Values-Driven Mission for The Point Loma Cluster

Vision Statements describe “what we will achieve” – Mission Statements describe “who we are and how we will execute” to achieve our Vision of the Future.

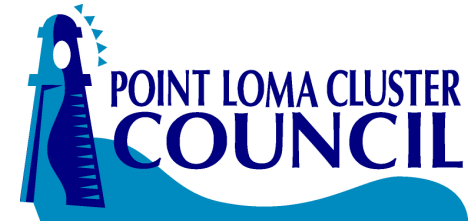


A Mission Statement for The Point Loma Cluster

1. Focus on the strengths of The Point Loma Cluster.
2. Describe how the company will use its talents and strengths to achieve its Vision for the Future.
3. Create a Mission Statement that communicates how The Point Loma Cluster will realize its Vision for the Future.

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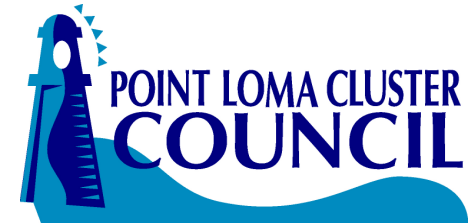
Mission Development

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

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What are our greatest strengths at The Point Loma Cluster?

Given our values and our strengths, what do we want to do and how do we want to become what our Vision of the Future promises?

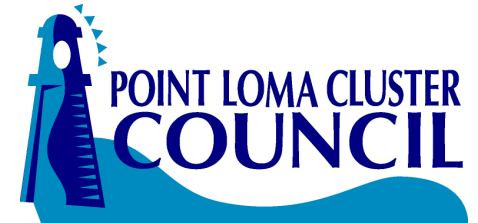


Mission Development

Write a Mission Statement for The Point Loma Cluster.

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Assignment IV: What team of people will take responsibility for completing Mission Statement for the Point Loma Cluster?



Strategic Areas of Interest

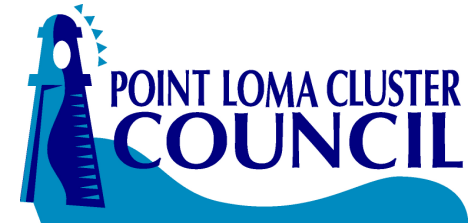
Question

Given the values, the Vision, and the Mission we have created for the Point Loma Cluster, what are the critical areas of emphasis we want to include in our strategic plan?

1. _____
2. _____
3. _____
4. _____
5. _____

Notes

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Review

1. What is the one most significant lesson you will take away from today's session?

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2. What action will you take as a result of what you learned today?

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