

## Foundation Data

Initiatives	Vision	Purpose	Core Behaviors
<p><b>Initiatives</b> are the key objectives for the year from the strategic plan. They may be broadly defined and do not have specific missed, met and exceeded measurement criteria as goals do. Employee goals are linked to the initiatives and define how the initiatives will be achieved. This gives the organization a clear line of sight from vision to strategic plan, strategic plan to initiatives, and initiatives to departmental and individual goals.</p> <p><b>Defining Initiatives:</b></p> <ul style="list-style-type: none"> <li>Ideally, the team identifies initiatives for the year, which may include financial goals, process improvements, management tasks, development opportunities and goals related to work environment and culture.</li> <li>Ensure the language is clear and concise and the initiative can be clearly communicated to the organization with little risk of misunderstanding.</li> </ul>	<p><b>Vision</b> is a description of what the organization will become and what it looks like at a specific point in the future. A vision should be emotionally stimulating and exciting to the employees. The purpose of creating a vision is to develop a long-term motivational picture of a desired future state. At the executive level, a vision provides the basic direction and strategy that affect the entire organization. Divisions and teams may develop vision statements aligned to that of the larger organization. It also involves determining the internal culture of the organization and its work environment.</p> <p><b>Vision:</b></p> <ul style="list-style-type: none"> <li>Creates a sense of direction for everyone in the organization</li> <li>Provides a worthwhile challenge</li> <li>Is energizing and inspirational</li> <li>Brings the future into the present</li> <li>Creates a common focus</li> </ul> <p>When creating a <b>Vision</b>, consider:</p> <ul style="list-style-type: none"> <li>Where are we going as an organization?</li> <li>What do we want to build?</li> <li>What do we want to become?</li> </ul>	<p>If a mission is a reason for being, a <b>purpose</b> is the reason for existing. It answers the question "what would the world miss if we ceased to exist?" Every for-profit organization needs to make money, but beyond that, what is the true purpose? To youth? To provide an efficient way of doing something? To make it easier for quadriplegics to get from one place to another? To help management consultants provide better services to their clients?</p> <p><b>Defining a Purpose:</b></p> <ul style="list-style-type: none"> <li>Think about making it memorable, simple and impactful as well as something that is reachable through effort, hard work and commitment.</li> <li>Defining a mission is an important exercise because it gets the executive team in touch with its larger purpose beyond making money for its owners.</li> <li>Creates a focus for the organization's vision, and potentially can help motivate people to get up in the morning.</li> <li>Remember to inspire the entire organization from executive to individual contributor.</li> </ul>	<p><b>Core Behaviors</b> are the minimum behavioral standards for the company, department or team. Core Behaviors get to the heart of employee interactions and behaviors. Employees are rated on the Core Behaviors in each monthly progress meeting as missing or meeting the expectations of the themselves and their manager. Here are some examples:</p> <p>Good Judgment</p> <ul style="list-style-type: none"> <li>Demonstrate wisdom. Ensure that all decisions are good for the customer, team and company.</li> </ul> <p>Reliable</p> <ul style="list-style-type: none"> <li>Accept full responsibility for your actions, activities, promises and results whether good or bad.</li> </ul> <p>Integrity</p> <ul style="list-style-type: none"> <li>Do the right thing no matter the circumstances. Be honest, ethical, credible and moral.</li> </ul> <p>Productive</p> <ul style="list-style-type: none"> <li>Manage time effectively in order to meet and achieve goals in a timely and efficient manner.</li> </ul> <p>Resourceful</p> <ul style="list-style-type: none"> <li>Use available resources to resolve issues and overcome obstacles.</li> </ul> <p>Respect</p> <ul style="list-style-type: none"> <li>Accept and appreciate others.</li> </ul>