

OMA Learning Lab Winter Series

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Presented by:

OMAAAMO
ONTARIO MUSEUM ASSOCIATION
ASSOCIATION DES MUSÉES DE L'ONTARIO



Webinar 2: Mission and Vision Statements

Webinar Agenda

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- **Introduction**
 - Mary Collier, PD Program Manager, OMA
- **Presentation and Q&A (50 min)**
 - Jon Linton, Questions about the webinar content
- **Q&A with Ministry of Tourism, Culture and Sport (15 min)**
 - Museum & Heritage Advisor Elka Weinstein
 - Questions about the Ministry of Tourism Culture and Sport Governance standard

Mission and Vision Statements

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March 7, 2013
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10 FAQs

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1. **What is Mission and Vision?** How are they different? How do they relate to each other?
1. What are **other forms** of Vision / Mission statements?
2. What are **key characteristics** of well-crafted Vision and Mission Statements?
3. What are the **benefits** of having well-crafted Vision and Mission Statements?
4. What are the **dangers of not having** guiding Vision and Mission Statements?

10 FAQs

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6. What are **common failings** of Vision and Mission Statements?
7. Why are Vision and Mission Statements an **essential first step in developing a strategic plan**?
8. What is a **recommended process** through which to develop or revise Vision / Mission Statements?
9. What is the **role of the Board** in creating and endorsing Vision and Mission Statements?
10. How can Vision and Mission Statements be **useful on a day-to-day basis**?

1. What is Mission and Vision? How are they different? How do they relate to each other?

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- **conventional wisdom:** **vision** is where you want to be in the future, **mission** is how you act day-to-day to get there
- other ways to think about them: vision is **tomorrow**, mission is **today**
- still another: vision is **leadership**, mission is **managing**
- **unconventional wisdom:** it really doesn't matter what you call them: both or either should inspire staff, management & volunteers; and encourage innovative and imaginative thinking
- **in short, you need to be acting today in a way that will ensure you are where you want to be tomorrow**

2. What are other forms of Vision / Mission statements? (e.g. Statement of Purpose; Mandate)

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- these tend to be more ‘mission oriented’: describing the current reality and the current purpose rather than future aspirations
- Statement of Purpose = Mandate = Mission
- often ‘Statement of Values’ articulated to provide context

3. What are key characteristics of well-crafted Vision and Mission Statements?

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What they say...

- explains what and **why** (unique reason for existence)
- also implies what the organization is **not**
- indicates who the target market is
- may indicate the nature of the visitor experience
- may indicate the types of benefits visitors will receive

3. What are key characteristics of well-crafted Vision and Mission Statements?

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How they say it...

- conveys sense of unique purpose
- interesting and exciting: motivating for staff, compelling for visitors

3. What are key defining characteristics of well-crafted Vision / Mission statements?

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MISSION STATEMENTS:

- (1) **what** you do;
- (2) **for whom** you are doing it (sometimes)
- (3) **why** you do it

VISION STATEMENTS:

- (4) **where** you want to be / **how** you are going to be unique (largest, pre-eminent, most respected, leading)
- (5) **when** you want to be there (sometimes, if appropriate)

MISSION STATEMENT EXAMPLES

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Toledo Museum of Art: We believe in the power of art to ignite the imagination, stimulate thought and provide enjoyment. Through our collections and programs we strive to integrate art into the lives of people.

MISSION STATEMENT EXAMPLES

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The mission of the **Monterey Bay Aquarium** is to inspire conservation of the oceans.

MISSION STATEMENT EXAMPLES

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The mission of the **Wing Luke Asian Museum** is to preserve and present the history, art, and culture of Asian Pacific Americans and to promote understanding between Asians, Asian Pacific Americans, and Americans of other backgrounds ...The Wing Luke Asian Museum seeks to fill this gap, to empower communities, and provide a basis for shared understanding between different groups of people.

VISION STATEMENT EXAMPLES

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National Museum of Australia: To be a recognized world-class museum exploring Australia's past, illuminating the present, imagining the future.

VISION STATEMENT EXAMPLES

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Danforth Museum of Art: The Danforth Museum and School of Art envisions its future as a nationally recognized leader among community museums and art education centers, with an outstanding collection of American art, as well as exhibitions and programs that engage, inspire and transform the lives of children and adults.

4. What are the benefits of having well-crafted Vision and Mission Statements? *(Part A: Guide for Action)*



- clarity in crafting **policy** – which outlines the various avenues through which the mission and vision will be delivered
- clarity to management in **resource allocation** (where to invest – AKA strategic planning)
- clarity and motivation to staff in **decision-making** (what to do) and **innovation**
- clarity to the outside world as to **who you are** and the good things you do (good for marketing, fundraising, government attention-getting) and that ***you are essential because nobody does what you do***

4. What are the benefits of having well-crafted Vision and Mission Statements? *(Part B: Consensus-Building)*

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- but **[AND THIS IS IMPORTANT]** there is equal if not greater value in the **process** of developing your Vision and Mission Statements: engages Board, staff, volunteers, key stakeholders
- process builds **common understanding, trust, respect...** the ultimate teambuilding exercise

5. What are the dangers of not having guiding Vision and Mission Statements?

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- drift
- anything goes
- faddism
- uncertainty
- image, reputation may suffer (among peers as well as public)
- plus you probably haven't gone through the sort of teambuilding exercise alluded to previously

6. What are common failings of Vision and Mission Statements?

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in their creation...

- lack of driving vision, comfortable with status quo; complacency; no perceived need to change, improve
- no real understanding of the “**why**” we do what we do
- endless time spent wordsmithing...
- being insular and too internally-focused: not involving the community
- just “going through the motions”

6. What are common failings of Vision and Mission Statements?

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in their execution...

- me-tooism... lack of uniqueness
- if too general, or utopian, or unrealistic, can breed skepticism
- work gets shelved (done that, now on with the important business)

7. Why are Vision and Mission Statements an essential first step in developing a strategic plan?

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- **fundamental context**; sets the stage
- ensures that all are in agreement with where you are going
- suggests areas of action, as well as makes you question areas of current practice that may not be 'on point' or 'on strategy'

8. What is a recommended process through which to develop or revise Vision / Mission Statements?

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Who to involve

- don't do it just on your own!
- involve the full Board: this is fundamental to their responsibility
- consult staff
- consult the community (volunteers; users [e.g. teachers]; local politicians; general public)
- consult OMA and your peers
- consult consultants: they can be very helpful (full disclosure: I am a consultant !)

8. What is a recommended process through which to develop or revise Vision / Mission Statements?

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think in terms of **three pieces of work**:

- 1) Your Current Situation:** even if not articulated as such, your current operations imply an ‘unstated’ or ‘de facto’ Mission and Vision – try to articulate this – also articulate the ‘Statement of Values’ of the organization as key context
- 2) Weaknesses Identification:** identify areas where the Mission / Vision is not exciting, proactive, responsive to opportunities, challenging, etc.
- 3) Revision:** Re-invent the Mission and Vision, according to principles outlined above

8. What is a recommended process through which to develop or revise Vision / Mission Statements?

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- also, remember that Vision / Mission is most often part of an **overall strategic planning exercise**, not often done in isolation

9. What is the role of the Board in creating and endorsing Vision and Mission Statements?

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- participate in their creation
- **formally approve them**
- ensure that there is a plan in place that enables their achievement (this is called a STRATEGIC PLAN, and is the subject of our next session)

9. What is the role of the Board in creating and endorsing Vision and Mission Statements?

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- ensure that the policies of the institution are consistent with, and help to fulfill, the Vision and Mission
- key criteria for all major decisions made:
 - *how is this true to your Mission, and/or enable you to better deliver on your Mission?*
 - *how does this help to bring about our desired future as stated in our Vision?*

10. How can Vision and Mission Statements be useful on a day-to-day basis?

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- **constant reminders for staff:** above everyone's desk, on business cards, on your website, etc.
- **orientation reminder at outset of Board meetings,** senior management team meetings (e.g. put at the top of every printed Board agenda)
- key **criteria for all major decisions made:**
 - *how is this true to your Mission, and/or enable you to better deliver on your Mission?*
 - *how does this help to bring about our desired future as stated in our Vision?*

Questions for your Museum and Heritage Advisor?

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Read the Standards for Community Museums in Ontario at
http://www.mtc.gov.on.ca/en/museums/museums_standards.shtml

Download the Standards Questionnaires at
http://www.mtc.gov.on.ca/en/museums/museums_reporting.shtml

What's Next?

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- This slide deck will be emailed to all webinar participants
- The link to the recording of this webinar will be available on the OMA website shortly
- You will receive a link to a short webinar feedback form
- Thank you for your participation!

OMA Learning Lab Winter Series

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Upcoming Webinars

- **Strategic Planning –
March 14, 2013**
 - Register online at museumsontario.com
- **Museum and
Fundraising Ethics –
April 4, 2013**
 - Registration opens soon!

Presented by:



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