



Vision and Destination Statement Explained

The leaders of most organizations declare that they have defined **the strategic framework** of the organization, with the vision, mission and values put in place. Most of the times these elements are not properly understood and generate confusion, and their added value is lost.

The **vision statement** is a word picture of what the organization intends or aspires ultimately to become. Typically visions are timeless (i.e. they don't include specific statements about when they will be achieved), and say little that is definitive about how the vision will be achieved. For example, a firm can have a vision to be 'the market leader' without being clear about how 'market leader' is defined, when this achievement might be realized, or what it will need to do to achieve this aim.

The **mission statement** expresses the reason why the organization exists. The mission examines the "raison d'être" for the organisation beyond simply increasing shareholder wealth, and reflects employees' motivations for engaging in the company's work.

The **organizational values** are those ideas and beliefs which define all the members of the organization, and reflect their way of working and their attitude towards different aspects of their work.

What makes the difference between the organizations that only set those statements and the organizations that are successful is that the later manage to visualize themselves into a definite future, with a high degree of details. In order to support this visualization of the organization a **Destination Statement** is being used.

By contrast to the vision or mission statement, the **Destination statement** is a snapshot of what an organisation is expected to be like at a specific point in time, as the organisation works towards achieving the elements of its vision. Typically it is chosen for a date about 3-5 years into the future, but this does vary by industry and circumstance.

The Destination statement reveals a "helicopter view" of the results obtained in the chosen period of time, financial details, stakeholders' expectations, work processes, organizational cultural and so on. Some elements of the destination statement are numerical targets – such as projected revenue – and others are descriptive – such as organizational culture.

In order for the management team and all the employees to easily and clearly understand where the organization is heading, it is strongly recommended to develop the **Desired state** document, which will include all the aspects mentioned above: destination statement, vision statement, mission statement and organizational values.

Usually there is developed one version of the **Desired State** for the entire organization, and each functional area can develop a similar one for it, which is cascaded from and aligned with the organizational one.

The **Desired state** is an important element of the **performance management** system and offers in a single page all the descriptive information of the organization, as it wants to look like in a definite and remote future.