Missions & Objectives

Mission Statement Process

1. List ALL stakeholders (Anyone with vested interest)
2. From the list, identify customer(s) (someone who uses the output)
3. Check 3 most important stakeholders (at least one should be the primary customer)

Mission Statements Ask:

• What are we going to do?
• For whom are we doing it?

Objectives vs. Tasks

• An objective is a desired end state
• A task is an action taken to achieve one or more objectives

Objectives Must Be…

• Written
  ▪ Clarification
  ▪ Accessible to all
  ▪ Conflict resolution (later)
• Specific
  ▪ Not vague or fuzzy
### Objectives Must Be…
- Achievable & attainable
- Measurable
- Fit organizational objectives
- Comprehensive

### Objectives Must Be…
- Deliverable
  - A single end result
- Realistic
- Time limited

### Prioritizing Objectives
- Logical based upon
  - Need
  - Economies
  - Social desirability

### Four Ranking Methods
- Category Grouping
- Rank Order
- Paired Comparisons
- Priority Matrix

### Category Grouping
- Divide into limited categories
  *Example:* Categories A, B, & C where category A is the highest priority, B is somewhat important and C is the lowest.

### Rank Order
- Order all objectives from highest to lowest
  *Example:* (e.g., 1, 2, 3, 4, etc.)
- Rank order methods are best with a very small number of objectives (less than 10)
Paired Comparisons

• Compare pairs & count winners
• Good for lists > 10 items

Example: (Items 1, 2, 3, 4, …12)

1 v 2  2 v 3  3 v 4  4 v 5
1 v 3  2 v 4  3 v 5  4 v 6
1 v 4  2 v 5  3 v 6  4 v 7
...
1 v 12 2 v 12 3 v 12 4 v 12

Priority Matrix

• Matrix of paired comparisons
• Vertical axis is more important than horizontal
• Uses a spreadsheet-like format

Planning Strategy

• SWOT Analysis:
  ▪ Strengths
  ▪ Weaknesses
  ▪ Opportunities
  ▪ Threats

SWOT Analysis

• Strengths
  ▪ How do we maximize them?

• Weaknesses
  ▪ How do we minimize them?

SWOT Analysis

• Opportunities
  ▪ How do we capitalize on them?

• Threats
  ▪ How do we prevent them or mitigate their effects?