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FEATURE

GIANT OVERALL MISSION/VISION REDISCOVERED IN CHURCH-RELATED INSTITUTIONS

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Direction (defined as mission and vision) and motivation are among the top agendas of the 21st-century leaders. Where there is no direction, organizational suicide is certain and quality productivity is an impossibility. NASA's famous former mission was "to put man on the moon." At first, it seemed bordering between reality and hallucination. What is the organizational mission? How does it relate to the organizational vision? Clarifying these may comprise a tall order.

Former Management Review President and CEO, Fagiano (1992) received the suggestion that he had better stay at home and be replaced by Gorbachev. The reason? The reader gathers that Fagiano is anti-profit and that profit is a dirty word for him. Fagiano clarifies that an entity that envisions remaining long in business and generating long-term profits can't afford to pick up wealth creation as its sole mission. The particular statement under fire is as follows:

> Any company in business to make money will soon be out of business. Profit is not the mission of any company that wants to be around for the long haul. Companies exist to make something or provide a service. Profit is the byproduct of this activity (Fagaino, 1992, p. 4).

Mission Statement Defined

A mission statement can easily be confused with a muddled stew of beliefs, philosophies, purposes, goals, objectives, values, descriptions, strategic intent, credo, and the like. What does it really mean? Just nothing more than a play of words or a boring stream of words hung on the wall or framed beautifully? Is it just for formality to convince stakeholders that we have a reason for existence? Gibson and others (1988, pp. 40-41) write:

> Society expects organizations to serve specific purposes. These purposes are the missions of the organizations. Missions are criteria for assessing

> the long-term effectiveness of organizations. Effective managers state the mission of their organization in terms of those conditions that, if realized, ensure the organization's survival. Statements of mission are found in laws, articles of incorporation, and other extra organizational sources. Mission statements are broad, abstract, and value-laden; as such they are subject to various interpretations. For example, the mission of a state public health department as expressed in the law that created it mandates the agency to "protect and promote the health and welfare of the citizens of the Commonwealth."

If a mission statement is subject to various interpretations, how can it unify the group or organization? How will unity of direction be realized? To this question, Calfee (1993, p. 54) offers an alternative view as follows:

> A mission statement should be more than just words on a piece of paper. It should be a living, breathing document of your organization. A mission statement should provide focus for the organization, to get everyone pulling in the same direction in pursuit of common and well-understood goals. It should energize the organization by describing exciting future possibilities in which all can share. And it should signal the critical skills and capabilities that, once built, can serve as the foundation for marketplace success.

Depending upon the situation and organizational size, a mission statement may change in a matter of few years. Generally, for large and stable entities, their mission statements may survive for many years. However, for a small business firm or a local church, the mission may just be dependent upon some relevant demographics.

The Value of a Mission Statement

Usually, enormous amounts of time are invested by top management or a planning team in precisely wording a mission statement. The following reasons are enumerated by Fagiano (1992):

- The organization is defined by the mission in terms of products, markets served, strategic thrust, and competitive advantage. Some references about the stakeholders, technology, methods of distribution may also be included. Through the mission, a framework for planning is afforded. Hence, if worded properly, all managers and units will get moving toward the same direction or

overall goal. The litmus test for planning is the query, "Does this fit our mission?"

- A rallying point is provided by the mission for the business planning as well as reason for working aside from the paycheck. What is of value that contributes the organizational purpose is reflected and why. It can provide a sounding board for decisions. Everyone can make decisions which are consistent with the goals and values in times when specific policies and procedures are absent.

Calfee (1993) notes that executives today recognize the value of having a compelling and clear-cut statement of future direction that must be communicated to all the employees. They in turn must realize how their work will fit into the system's overall goal. The mission statement paints a picture of what success is, how will it be measured, and how to maintain and create competitive advantage. In this document, crucial shared values and beliefs are reflected. Once, the employees capture the message of how their works contribute to success, a positive impact is created. Some mission statements are boiled to a single phrase such as: Chrysler Corporation: "(to provide) our customers with high level of satisfaction." While, at best, a spark of interest can be created by new statements, they don't always bring a successful change. A lack of interest can be a reaction. Why? Some mission statements lack meaning and specificity of how to win the marketplace. There is a failure to link the strategic direction and the intended specific objectives that drive behaviors toward the overall goals.

Mission Framework

Before getting into the framework proper, it may be beneficial to examine the three basic questions in operationalizing the mission statement.

Three Pertinent Questions

Three questions must be addrressed by a well-crafted mission statement which is an explicit and clear-cut projection of the future or way ahead. These questions as cited by Calfee (1993) are:

Question one. "What business will we be in down the road?" The temptation here is that some mission statements leap immediately to laudable financial goals but miss the definition of the entity's competitive arena. An example of this would be as follows:

> "Our primary enterprise objective is to increase the value of share owners' investments by managing our resources and servicing our customers better and more efficiently than our competitors" (p. 55).

Question two. "What are our objectives?" Equally critical to the first question is the question of the definition of success. This involves the goals and objectives and the indicators when they are achieved and how. Without the information on the HOW the mission statement remains nebulous such as: "to provide a challenging, productive, and fulfilling work environment." Better statements offer a clear benchmark in gauging mission accomplishment/progress. Two examples of statements which offer specificity in defining future success are:

> "To maintain our position as the country's largest, most profitable consumer electronics retailer and manufacturer."

> "To be the leading brand-name food and consumer packaged goods company with major market-share position in key consumer markets throughout the world."

Question three. "How will we win?" The last logical question is zeroed down on how to plan and reach the goals. What are the sources of competitive advantage and strength? What about the leverageable keys to competitive success? Two examples are cited below:

> "Our product development, manufacturing and distribution systems will be designed for flexibility, high quality, and fast customer response. This will create our time-based competitive advantage of supplying low volume/high variety products."

> "We will accomplish our objectives through continuous improvement to our products and through product line extensions, utilizing innovative techniques of manufacturing, marketing, distribution, and education that are appropriate to local conditions."

Vision's Framework

Simplistically, a vision can be understood as a response to the question, "What do you want your organization to be in the future: short-term, mid-range, and long-term?" It is really the preferred organizational picture of the future. In short, it is the organization of tomorrow as viewed today? Collins and Porras (1991) explain that the vision, at the broadest level, consists two major/distinct

components: *GUIDING PHILOSOPHY* which leads to *TANGIBLE IMAGE* in the "context of expected future environments."

The Guiding Philosophy. The guiding philosophy can be analogous to a man's philosophy of life. It is a "system of fundamental motivating assumptions, principles, values, and tenets." It is the point where vision commences which then permeates to all organizational phases such as policies, actions, and decisions. It serves as the 'genetic code' of the system and is always a "shaping force." Usually the founders and pioneers are "shapers and imprinters" of the guiding philosophy through their daily actions and not via rhetoric. When the old role models are gone, the subsequent leaders have to reinforce basic parts. For visionary organizations, the new philosophy must transcend those of the founders. However, the core and original 'magical' element has got to be preserved. An example of a great and visionary company is Procter & Gamble whose president in 1971 was Ed Harness who says:

> "We are built on sound principles and practices and are not dominated by a group of individuals. . . . Though our greatest asset is people, it is the consistency of principle and policy which gives us direction . . . the company itself has developed a strong tradition of character. Honesty, integrity, fairness and a respect, and concern for others have been characteristics of P & G people and company activities ever since our founding in 1837," (Collins & Porras, 1991, p. 34).

The guiding philosophy must be identified with the entity and not with the top people so that the organization can be assured of self-renewing, evolving, and enduring. To have a better view of the guiding philosophy, two subelements need to be considered:

Core values and beliefs. These are the organization's "basic precept about what is important in both business and life, how business should be conducted, its view of humanity, its role in society, the way the world looks, and what is to be held inviolate" (Collins & Porras, 1991, p. 35).

These must not be breached even during intense pressure. Some valid examples of core values and beliefs which are eloquently articulated by leaders merit attention:

> I firmly believe that any organization, in order to survive and achieve success, must have a sound set of beliefs on which it premises all its policies and actions. Next, I believe that the most important single factor in corporate success is faithful adherence to those beliefs. And, finally, I believe (the organization) must be willing to change everything about itself except those beliefs as it moves through corporate life. --Thomas Watson Jr., IBM, 1956-1971 (Collins & Porras, p. 35).

> I think fundamentally the WP Way is "respect for the individual." If you give him a chance, the individual will do a lot more than you think he can. So you give him the freedom. . . . Respect for the individual– not just employees (but) customers and the works. --Bill Hewlett, Hewlett-Packard (Collins & Porras, p. 35).

> We believe our first responsibility is to the doctors, nurses, and patients, to mothers and all others who use our products, who use our services. In meeting their needs, everything we do must be of high quality. We must constantly strive to reduce our costs in order to maintain reasonable prices. Customer orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair point. --Johnson & Johnson/About Customers (Collins & Porras, 1991, p. 35).

> All levels should work in unison toward common objectives, recognizing that it is only through effective, cooperative effort that the ultimate in efficiency and achievement can be obtained. --Hewlett-Packard/About Management and Business (Collin & Porras, (1992, p. 36).

The Purpose. In one or two sentences the purpose has got to be articulated succinctly. This is an outgrowth of the core values and beliefs of the system. Collins and Porras (1991) further stress that:

> A statement of purpose is broad, fundamental, inspirational, and enduring. It should guide an organization for at least 100 years. A good purpose statement must be able to grab the "soul" of each organizational member. . . . Good purpose statements capture the soul of the organization. Good purpose statements are developed by asking questions such as : What would the world lose if our company cease to exist? Why don't we just shut the doors down and sell all the assets?

> Why do we want to dedicate our precious creative energies to this company's efforts? What are the personal purposes we feel for our lives, and how can our united effort fit with these? . . . a motivating factor, not a differentiating factor (pp. 38, 39).

In articulating the purpose, an error surfaces if a simple description of the product is the only thing reflected without linking it to a more fundamental need. Say for instance: "We exist to make computers for knowledge workers." This is not a sound purpose because it just describes the current product. Better examples of purposes would be:

- We are in the business of preserving and improving human life. All of our actions must be measured by our success in achieving this (Merck, 1989).
- To make a contribution to the world by making tools for the mind that advance humankind (Steve Jobs, Apple, 1980).
- Our purpose is to improve quality of life through innovative human therapeutics (Bruce Phariss, Celtrix Laboratories).

Other purposes which are very inspirational are:

- Disney: "To make people happy." Los Arrow Corporation: "To serve as both a role model and a tool for social change."
- Schlage Lock Company: "To make the world more secure."

The Tangible Image. Collins and Porras (1991) discuss the second component of the vision's framework which is the tangible image which has two dimensions: mission and vivid description.

The Mission of the Organization. A good mission may stand between unreasonableness and intuition which says, "We can Do it." The tangible image brings the idea of a picture of the future plus a sense of concreteness (vivid and real). This includes dreams, aspirations, and hopes. This focuses the attention of the organization on a specific goal. The guiding philosophy is "deep and serene; tangible image is bold, exciting, and emotionally charged" as well as at the foreground. The mission component of the tangible image can be approached in four ways: targeting, common enemy, role model, and internal transformation. Targeting–An example of this is the NASA on mission. In this approach, definable and clear targets or aims are set either quantitative or qualitative. Quantitative is

effective with a charismatic leader. Walt-Mart, for instance, had over 1,500 stores in 1990 with sales of $25.8 billion. Sam Walton, then, articulated the next target by year 2000: "to double the number of stores and increase the dollar volume per square foot 60%. There are also compelling nonquantitative targets like that of Henry Ford: "To democratize the automobile." Another example is that of MIPS Computer Company: "To make the MIPS microprocessor architecture the most pervasive in the world by the mid-1990s. Every decision is subservient to that aim." (Bob Miller, 1987). Other general target missions are:

> "To establish Merck as the preeminent drug-maker worldwide in the 1980s" — set by Merck in 1979.
>
> "To become the dominant lock supplier in the United States by the year 2000" — set by Schlage Lock in 1990.
>
> "To become the first truly great biopharmaceutical company" — set by Celtrix Laboratories in 1990.

Common enemy. In this type of mission, the goal focus is to defeat a common enemy. For instance, '"Beat Coke'" was at one point the mission of Pepsi. There was a good impact of this mission: 'We always believed, since the early seventies,... All of us started out with that objective, and we never took our eyes off it.... It put us on a search-and-destroy mission against Goliath.' Another was about the motorcycle battle between Honda and Yamaha. Honda's mission was: 'We will crush, squash, slaughter Yamaha!' Immediately, Honda introduced 115 new models. Later, Yamaha apologized in public for claiming that it would dominate Honda.

Role model. This mission is usually set by small or midsized companies with bright prospects. A selection is involved in regard to a company or role model which generates a powerful image. Two examples can be cited: Trammel Crow: '"To be the IBM of the real estate industry'", and Giro Sport Design: '"To be a great company by the year 2000-- to be to the cycling industry what Nike is to athletic shoes and Apple is to computers.'" Internal Transformation-- This last approach is used by old organizations to restabilize or change themselves like for instance Stanford University. The president, in 1990, "set the mission to create a new, unique blend of teaching and research by the year 2010." Donald Kennedy puts it: 'To contrive a convergence of the strength of our research venture with the teaching of our undergraduates.' Thus, the mission is always above the strategy. Being subservient to the mission, strategic analysis must be done only after the mission-setting process.

The Vivid Description

This is called "painting a picture with your words." Life is now given to the mission. Now, the mission is translated into words so that the workers can carry a clear and forceful image in their heads. Some examples can be: to be a great company and to have proud employees. To get a better view of this, the guiding philosophy (purpose plus core values and beliefs) and the tangible image (mission plus vivid description) must be reflected in the Merck, 1979 vision model as follows:

Guiding philosophy.

Values and beliefs. For example:

- We value above all our ability to serve the patient.
- We are committed to the highest standards of ethics and integrity.
- We are responsible to our customers, to our employees, and to the societies we serve. . . . Our interactions with all segments for society–customers, suppliers, governments, and the general public–must reflect the high standards we profess.
- We expect profit, but profit from work that benefits humanity.
- We are committed to research that matches science to the need of humanity.
- Since as our future as a company rests squarely on the knowledge, imagination, skills, teamwork, and integrity of our employees, we value these qualities most highly.

Purpose. We are in the business of preserving and improving human life. All of our actions must be measured by our success in achieving this.

Mission. For example: To establish Merck as the preeminent drug-maker worldwide in the 1980s.

Vivid Description. We will be the first drug maker with advanced research in every disease category. Our research will be as good as the science being done anywhere in the world. Our drugs won't be used by a single person who doesn't need them! Merck will continue to go on a steady basis, bringing forth worthwhile products. We will be at the leading edge of concern, making contributions to the problems society is struggling with-giving Blacks a more effective role in our economy, righting the sexual imbalances that have existed in the past, and making a contribution to the environment in which we live. The model seems proper at this juncture:

GUIDING PHILOSOPHY — ENVIRONMENT — TANGIBLE IMAGE

(moderating variable)

Moreover, either the mission or the vision may come first. The contextual situation must be the determining factor. After the essential ingredients are factored in, visioning and "missioning" will be more meaningful. It may be probable to have a grand vision over and above the mission, which can also have short and mid-range micro-visions and goals. Schlechty (1997) has the following NASA example: Beliefs ("Man can fly")–Vision ("Humankind as interplanetary space traveler")–Mission ("To go to the moon"–Goals ("To build a lunar module")–Actions ("Subcontract with Grumman").

Make the Mission Statement Alive

A strategically sound mission statement has the following characteristics: charts of the company's direction; the "what, where, and how" of competitive strategies are clarified; must be well-communicated; and must win the commitment/support of the employees and stakeholders (Calfee, 1993). Thus, the operationalization of the mission statement involves a development, a communication, and a translation of key elements to pertinent performance objectives at all levels. Everyone knows his contribution and how his objectives tie in with the superiors and others. These objectives may include research and product development, marketing, human resources, manufacturing, finance, and the like. Lower level objectives must help achieve the higher level objectives. Synchronization and orchestration are essential ingredients. However, even a well-tailored mission statement (a blueprint of success) can remain impotent without the reinforcing objectives and the appropriate performance awards. Calfee (1993) concludes:

> Absent such reinforcing objectives, and a performance driven pay system that offers incentives and rewards employees for achieving their goals, even the most inspiring and well-crafted mission statement will remain a mere statement of intention, whose potential power to shape and guide constructive action will slowly and steadily diminish (pp. 54-57).

Augmenting the above idea, Shoemaker (1992) has noted that once a chosen vision is adopted there is a need that the organization must also rethink in terms of design, driving forces, culture, and incentives. An incentive system is crucial in cementing the intrafirm collaboration and teamwork. Concerned about linking the strategic vision to core capabilities, Shoemaker (1992, p. 67) further raises two questions pondered by executives such as: '"What might give us competitive

advantage?" and "What new products should we make or what markets should we enter and how?"

Total quality statement of mission (TQS) may also be dependent upon concepts like total quality product (TQP), total quality management (TQM), total quality improvement TQI), total quality appraisal performance appraisal (TQPA), and total quality change (TQC). These terms seem to call for a systemic and situational view of an organization. Consideration will be given on the task, technology, people, management, and structure. Some managers may demand effectiveness or top performance but are unwilling to invest resources for the education of the workers. Paradoxical! Success means surrounding the mission statement with competent people (well-selected, well-equipped, well-trained, and well-salaried). Otherwise, we are only joking amidst mediocrity.

Mission Rediscovered and TQM

Most church-related institutions do a lot of praying to realize the budget. The budget is usually in figure only but no cash backing due to lack of capitalizations. Unlike government entities which have outright elephant allocations. The problem of the managers is how to properly spend them all as soon as possible. Otherwise, some money will be sent back to the national coffer. One top man receives a memo to spend 15 million within a limited period of time. Thus, all the mental calisthenics are done to meet the deadline. Some workers feel that it is more difficult to manage a church-related school or hospital than a mission or a conference. The conference has more certain financial projections than a school or a hospital.

Church-related educational institutions like those of the Seventh-day Adventist Church need to be run like a business. While the bottomline may not be profit, these schools must also make profit aside from delivering their services, otherwise they will dwindle financially and eventually collapse. However, the valuation of the services, products, activities, and priorities must be done from the standpoint of the unique mission-biblical and Christo-centric. This love-oriented mission has the underpinning of quality or excellence similar to the words--in Deuteronomy such as: "astonishment," "proverb," and "byword."

What about the mission of the Adventist hospitals? The Loma Linda University with a health care facilities component has the following mission:

> The mission of Loma Linda University is to further the healing and teaching ministry of Jesus Christ "to make man whole" by: *Educating* ethical and

> proficient Christian health professionals and scholars through instruction, example, and the pursuit of truth; *Expanding* human knowledge and its application to health and disease through basic and applied research in the biological and behavioral sciences; *Providing* comprehensive, competent, and compassionate health care for the whole person through faculty, students, and alumni. (Scope, January-March, 1991, p. 2).

One church-related hospital reflects this mission: "To further the health and well-being of all people, leading them to Jesus Christ, the Great Physician." Christian values and big words follow the mission such as excellent health care, efficiency, teamwork, sufficient financial reserves, highly qualified staff, safe and appealing environment, and appropriate medical equipment.

Inevitably, the Adventist mission is biblical. It traces its mission from the Great Commission of Matt. 28:19-20 (the preaching of the gospel to all) as well as Luke 1:17 (to prepare a people for His coming). Moreover, the gospel touches the soul and the health of every person (III John 2). Since, the mission is God-given, it deserves the best and no mediocrity. Not second-rate job but the possible perfection realizable by human hands. Our primary mission is to lift up Christ in our life and service. The intent is to make God's name prominent and to lead people to the cross-a real encounter with Christ that bears holiness.

FORGIVENESS + POWER → HOLINESS(Law-Keeping) → TRANSLATION

This tall order of God demands a total quality management (TQM). TQM improves all that impact the system and views quality with reference to the customers satisfaction in the process. Prince and Chen (1993, pp. 96-100) write:

> TQM is a management system, not a series of programs. Many of the tools promoted as part of TQM can be successfully applied within any organization, but the full benefits cannot be obtained without changing the attitudes and priorities of day-to-day operations. For TQM to be successful, it must be adopted throughout the organization and it requires a long-term commitment from top down.
>
> TQM is a general philosophy of management. It can be tailored for a particular environment and there are as many ways to implement TQM as there are companies adopting it. However, they share one common objective: Everyone in the organization is always striving to provide products and services that consistently meet or exceed their customers' expectations. Well-defined processes are used to achieve the continuous improvement of products and services.

> TQM is a system that puts customer satisfaction before profit. Customer satisfaction produces long-term, sustainable profits, but a profit priority creates a short-term focus at the expense of long-term health. TQM is a system that comprises a set of integrated philosophies, tools, and processes used to accomplish business objectives by creating delighted customers and happy employees.

TQM has four key foundational elements such as people, continuous improvement, process, and customer.

People. Empowerment for optimal business results is to goal through teamwork. This begins with the training focused on communication skills, interactive skills, and effective meeting skills. Effective participation of group activities will keep them in touch with continuous improvement of products and processes. Further training is necessary for teamwork–a basis for empowering employees.

Continuous improvement. This embodies the basic quality principle or Deming cycle: PDCA (Plan, Do, Check, Action). To get to the root cause of the problem, the employees must ask "Why" five times. They can do this since they are taught how to gather data. The standard mode of operation through documentation and training is sought for. The never-ending pursuit of excellence is through the iteration of the cycle.

Process. The common language and tools for the continuous improvement are the Problem-solving Process (PSP) and Quality Improvement Process (QIP). The PSP serves as a guide in analyzing a problem, choosing solutions, developing an action plan, and evaluating implementation results. The PSP includes: 1. analyze situation, 2. develop solution, 3. develop action plan, and 4. implement and evaluate. The QIP aids in focusing the attention on the customer and customer requirements. This reduces in a step-by-step procedure the "customer requirements to a specification and the specification to a defined work process. The QIP includes: identify output, identify customer, identify customer requirements, translate requirements to specifications, identify steps in work process, select measurements, determine process capability, (Can it produce output? If not, refer to PSP), exit to work process, produce output, evaluate results (Is there a problem? If yes, refer to PSP), and recycle. The Benchmarking Process encourages people to identify 'best of class' role models and strive to adopt similar methods."

Customer. TQM focuses primarily on the customer and customer satisfaction. Dr. Moriaki Kano proposes five perceptions on quality, three of which are:

- Expected quality refers to those features or characteristics that customers expect and therefore do not explicitly request. When these features are present, customers are not dissatisfied; but when these features are absent, customers are very dissatisfied.
- Satisfying quality refer to those features or characteristics that customers specifically request. When these features are present, customers are satisfied; but when these features are absent, customers are dissatisfied. Satisfying quality satisfies customers and meets, but does not exceed customers' expectations.
- Delightful quality refers to those features or characteristics that customers do not request because they do not know of their possible existence. When these features are present, customers are very pleased; and when these features are absent, customers are not dissatisfied. Delightful quality exceeds customers' expectations and delights them.

Expected quality must be fulfilled to prevent customer dissatisfaction. Satisfying quality has to be delivered to meet customers' expectations, and therefore, satisfy them. Delightful quality will exceed customers' expectations and delight them. Customer delight is the key to product and service differentiation.

Strengthening the empowerment aspect, Tracy (1990) shares with managers ten principles: responsibilities are told, authority and responsibility are given, standards of excellence are set, training is provided, knowledge and information are given, performance feedback is a must, recognition of achievements, trust, giving them permission to fail, and dignity and respect. On the area of process improvement, Graves (1993) has simplified Rocketdyne's systematic approach as follows: identify a process with opportunities, determine customer needs, define process flow, establish process performance measures (PPM), identify potential causes, confirm causes with data, test and implement improvement, and monitor process. Dotted lines are present from monitor process to determine customer needs as well as from monitor process to identify potential causes.

As the external environment changes, the internal environment has to adopt to maintain the equilibrium. Today, managers are bombarded with participative approaches like quality circles, democratic organizations, gainsharing, job redesign, quality of working lie (QWL), and the gospel of "renewal, revitalization and transformation." These may be viewed by some as innovations. Innovations must always mean better and more effective than the traditional or previous approach.

"Change for the better" has become a magic phrase. Beese (1957, 62-63) notes that change is more acceptable if it is: understood, not threatening the security, involving the affected party, a result from an application of established principle, "inaugurated when prior change has been assimilated," "following a series of successful changes," planned, done in a system that is trained to plan for improvement, and done to people new in their jobs.

What about the challenge of survival in the next century? How should effectiveness be viewed? Gibson and others (1988) propose three ways: (a) Goal approach (the oldest and puts stress on goal achievement as criterion); (b) Systems theory approach (stresses the adaptation to external demands and the input-process-output); and (c) Time dimension model which underscores the following: Short-range goals (production, efficiency, satisfaction); Mid-range goals (adaptiveness, development); and Long-range goal (survival).

Survival in the 21st century does not need finger pointing or blaming. With all the cross currents like resource scarcity, increased globalization, economic pressures, environmental and social responsibility, the change challenge is real and of great magnitude. To survive is to change partially the system. At times, efforts to bring about change are frustrated. What are the key barriers or roadblocks to change? In a survey of Fortune 500 senior executives, Shiemann (1993, 43) reports that 76% blame the "employee resistance to doing things in new ways;" 39% blame "lack of management agreement on business strategy," and almost 50% blame the unsupported culture, and a third faulted management's leadership in implementing change. Further, Shiemann enumerates 12 attributes for growth and survival in the next century as follows:

- Long-term vision orientation.
- Global approach to products and markets.
- Network-type relationships with customers and suppliers.
- Customer focus.
- Flatter, looser, leaner organizational structures.
- Information-driven technology.
- Value-added approach.
- Entrepreneurial, learning centered employees.
- Sensitivity to managing a divers, uneducated workforce.
- Cross-functional thinking and behavior.

- Close-to-the-action decision making.
- Adaptive systems, structures, and people.

Johns (1992) asserts that Lee Iacocca of Chrysler is viewed as a success because of his disposition or leadership qualities. It is noted that in one year he only received $1 (one dollar) when Chrysler was drowning financially. He invigorates the system and brings it up among the top leading car producers. Sacrifice is the key. He goes from one bank to another and finally to the US Congress for money to fuel the dying company. He rehires the workers who were once laid off.

Highlights

The mission statement provides the focus or direction of the organization. It can be a great and strategic mission statement if it has the following Cs: communicated very well, charts the organizational direction, clarifies the "what, when, how" on competitive success, and commitment of the stakeholders (boards, employees, and customers). For the MS/V to be a toll in propelling the organization toward success and survival, it must have the essentials as follows:

Operationalization. Crafted with the answers to questions such as: "What businesses are we in down the road?, What are our objectives, and How will we win?"

Communication. Everyone in the system must have a thorough understanding of it and if possible can repeat it verbatim.

Objectivization. Translation of the success blueprint into relevant objectives for the employees in various levels.

Rewards. To remain a potential force for constructive action, MS/V must have a built-in appropriate award or incentives system based on performance appraisal.

TQM and IPPC. Total quality management and the integrated program of planned change by Kilmann (1989) can be simultaneously utilized dependent upon the situation in making the MS/V a present reality. The above concepts can develop the synergistic feeling and pygmalion effect. Synergy means 2 + 2 = 5, which implies that the winning team is more than its parts. Pygmalion effect notes that workers will tend to have high performance since that is the expectation of the superiors. This is possible because of the investment and training to make the workers competent and happy. The management priority is to develop workers

rather than to persecute them and drive them away by saying: "If you are not satisfied, get out!"

Church-related institutions (CRI) usually tailor a biblical mission. Since it is viewed as God-given, it deserves the best energy and management tactics. Christian entities can swing if they can go for "CLECT" --- Communication with Love, Leadership that boosts and serves, Empowerment with facilitation, Committed competence with and competitive advantage, and Teamwork with trust. Christian institutions possess a unique mission which transcends that of the "earthly and worldly." Their mission targets the soul and the health of man. To prepare a people for Jesus coming is the overwhelming and all-encompassing mission. Based on the Great Commission, the CHRISTIAN MISSION is truly a GIANT OVERALL MISSION when it is: *G* – Galvanizing people to give their best efforts; *I* – Inspirational and interesting; *A* – Attention-grabbing and focusing; *N* – Neatly, clearly, and crisply expressed; and *T* – a Technically compelling and effective guiding force.

To some the mission and vision are limited to paperwork. If this is allowed to go all along the way, the mission and vision seem to remain only as good intentions. But good intentions are not the realities. Reality will be an impossibility without actualization. Effective implementation is the bottomline. Better implementation strategies for the mission as well as old and new visions must be explored and developed. Pilot testing is a must if long-term impact is desired. Converting plans into actions or reality is the thing that counts. Mission statement, vision, and whatever written plans are only part and parcel of the grand dreams and great hopes. The creation of better strategic-innovative impacts is where the organizational battle is won. They are the action forces that actualizes, transforms and converts what are dreamed into what are worked for.

Implications

The GIANT OVERALL MISSION: REDISCOVERED inevitably warrants some implications to be drawn for the Church-Related Institutions (CRI) which are as follows:

1. CRIs may need to create a Task Force to look into the mission statement, the departmental goals/objectives as well as the individual goals/objectives. This job is of utmost importance since the mission and objectives are the bases for the periodic evaluations. Furthermore, the Task Force may also check the validity of the evaluation instruments.

2. In a too-centralized CRI, the top administrators may explore the possibility of experimenting decentralized decision making. This relieves them from too many meetings and offers enough time for planning and making money. Their function may be more or less ritualizing and vetoing in case of policy violations. Herein, decisions are made closest to the actions. Through this, some bureaucratic red tape may be reduced. One bonus in this tactic is that the CEO can have some time to do his wandering around (MBWA), visit and talk to employees in their workplaces and homes.

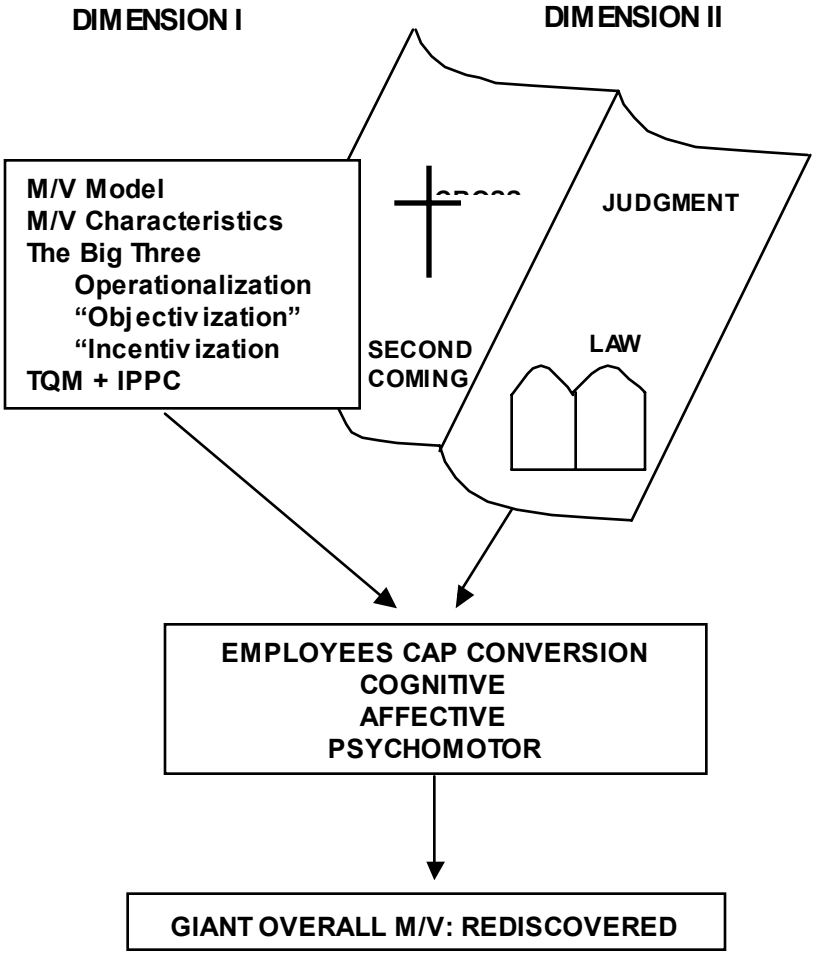
3. CRI administrators may study the possibility of adapting Kilmann's integrated program of planned change. An analysis of a strategic and competitive core capabilities can be conducted. Emphases may be given on culture and reward tracking. Generally, it seems that the CRI workers in developing countries are not lazy but only lack motivation and training. Frustrating manifestations include: "Goodbye Philippines" braindrain, talking a lot while officially working, always coming to work late, and Adventist gossips.

4. The alarmingly fast turnover of workers in some CRI departments calls for a review of the appropriate award/incentives system. Since equality is impossible, equity (fair and just) can be the goal. One approach is to reduce the wide disparity by pulling up the salaries of those homo sapiens in the lower brackets. They are a part of the team. Another possible way is to install a bonus/incentive system that keeps effective, productive, and competent workers around. Driving away the tough-mindedly inefficient and unproductive? Maybe. It is true no man is indispensable at all times, but some good workers are, at some time.

5. To be true to the mission statement, the administration has to be serious about recruitment and selection as well as socialization of workers. This minimizes casualties and legal entanglements. At least, no new Christian patient or client will say, "I thought all these CRI workers were angels. Some are fallen angels." By and large, this ensures commitment to the mission and loyalty to the organization.

6. The Philippine Adventist CRIs may need to have one multi-governance committee to create a networking mechanism that offers special arrangements and bargains. This committee can be a tool for strong government front as well as in pooling resources together for strategic investments as in an unentered city like Tagaytay, Cavite.

CRI M/V MODEL



M – Mission
V – Vision

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