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# How to develop Mission Vision Purpose and Values statements

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## Introduction

This “how to” has been developed as a guide to be used over a series of facilitated workshops, ideally, attended by a small team of people from the host organisation.

The how to works through a number of exercises, most of which are undertaken initially individually and the results are then used to create debate as part of a team before summarising the findings and moving on to the next exercise.

Additionally, it should be noted that the process of developing these statements is not necessarily linear; it may be necessary to re-visit and rework earlier work as different ideas are generated later in the process.

But to get us all on the same page...before we begin ...

- A mission statement should describe the activities you undertake
- The vision statement takes a peek into the future and should describe what you want to become
- The purpose statement is solely focused on the customer and describes the **benefits** and **capabilities** they get from your products and services. Your purpose is **why** you exist; written from the customers perspective

All of the above are typically one liners.

The values statement is declaration that informs the customers and staff of a business about **the way** in which the company and its people should behave.

## The benefits

The benefits of codifying these statements is that they:

- Guide your strategic planning and implementation.
- Provide a framework in which your goals, ambitions, targets, performance standards and expectations are set.
- Establish a more productive, goal-oriented corporate culture.
- Clarify your purpose and goals to all your stakeholders.

In a sentence, taken together they provide a North Star to be used as a guiding light.

## How to use this How To

The purpose of this “how to” is to help you create or perhaps to review your own

- Mission statement
- Values statement
- Purpose statement
- Values

The work can be done in isolation with a bit of facilitative support, however, the best results are found when the how to is worked through in a team environment with a number of meetings and workshops that allows ideas to be worked through and percolated over time.

## How to create your company's Mission, Vision and Values; what's the Purpose?

Many organisations publish their mission, vision and values statements but what *is* the purpose?

The question above is actually two questions:

1. The obvious one of “what is the purpose of a mission, vision and values statements?”

The second is perhaps more interesting:

2. What is the “purpose” of an organisation and how does this differ from mission, vision and values?

### Creating clarity, identifying the gap

In order to ensure some degree of clarity before we start this exercise it's probably a good idea to define what we mean by some of the terms used as different writers and thinkers have used different definitions.

Wikipedia reports the following:

- **Vision:** outlines what the organization wants to be, or how it wants the world in which it operates to be (an "idealised" view of the world). It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration.
- **Mission:** Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does (*or should do* – our italics) to achieve its vision.
- **Values:** Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made.

Well, all that's a bit heavy, let's try and boil it down a bit, here are a few definitions that I like:

**Vision:** The vision is your destination, it's the *aspiration*, it's future focused and usually describes where you want to get to and what success will look like...that does not yet exist.

**Mission:** The mission statement is your vehicle, it's the *perspiration*, it's focused on the here and now, it usually describes what you do and what you get paid for and it often attempts to set you apart from your competitors.

Wikipedia cites Vern McGinis, who suggests "a mission should:

- Define what the company is
- Exclude some ventures
- Be broad enough to allow for creative growth
- Distinguish the company from all others
- Serve as framework to evaluate current activities
- Be stated clearly so that it is understood by all

The mission statement ultimately seeks to justify the organization's reason for existing".

**Values:** Values statements serve as a frame work to guide the daily actions and decisions; they represent the standards by which staff will be measured in all individual and collective actions. Most organisations will, understandably, be committed to achieving their goals, but *how* they go about achieving them is equally, if not more important, than the mission and vision themselves. A company's values are "The principles that guide behaviour at work."

**Exercise:** given the explanation above, make a note in the box below of your initial thoughts on what you think your mission & vision might be:

Mission: what you do and get paid for and how that's different from your competitors

Vision: where you want to get to and what success will look like  
Vision question: “If our success could be guaranteed, what would be the end result of our efforts?”

**Exercise:** Once you have, individually, made your notes it time for the debate:

The facilitator will, with you, discuss your ideas and gain consensus on the initial set of ideas.

All of the above is, especially when it’s got right, is, undoubtedly, good stuff. It can create clarity; it can focus and motivate staff towards an end goal. But is it enough and is there not something missing?

**Note:**

**In developing these statements, it is highly unlikely that they will be got right overnight. Each statement will need to be developed and “word-smithed” over a period of time. Indeed, as the various statements are developed you may need to re-work earlier statements so they create a coherent whole**

## The gap

It seems to us that with the above (pretty common) definitions there is no direct reference to the **customer** and the *benefits* and *capabilities* that a company's products and services deliver to its customer or client base.

And we think it is critical that this omission is addressed.

## The “purpose” of an organisation

This gap has been referred to by some management thinkers as the organisation's purpose, intent or aim, we tend to prefer the word purpose. Essentially, what we are looking to establish is:

- WHY you do what you do
- Specifically, what does the customer get as a result of your endeavours; what are the *benefits* or *capabilities* that they get from the products or services you provide?

This is often a difficult question to answer as most of us tend to focus on what **we do** rather than how our product or service helps the customer within their environment; this focus on what we do has more relevance for the mission statement.

In perhaps its simplest terms, do you really want a “drill” or, more accurately, are you really looking for a hole and the drill is simply a means of obtaining a hole? More accurately again, you are not really looking for a “hole”, you are really wanting somewhere to place your books and trinkets and you need the hole to fix the shelf. Most of us tend to focus on the fact that the company makes drills when what we really need to focus on is the organisation's PURPOSE defined from the customer's point of view.

## The purpose of the “purpose”

The objectives of a purpose statement is to:

1. Provide a goal for the operational processes delivering value to the customer.
2. Unleash innovation in order to better deliver those *benefits* and *capabilities* delivered to the customer

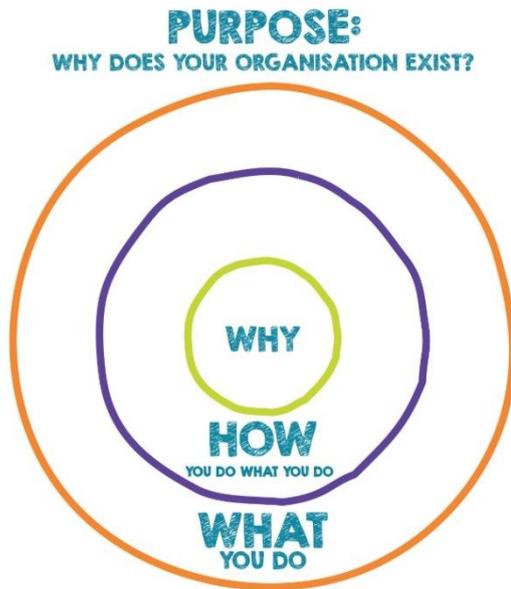
There is a guy called Simon Sinek has written an excellent book called “Start with Why” ... well worth a read. If you have not got time to read .... then I'd suggest looking at the 5 minute or 20-minute video's on YouTube.

He suggests that all inspiring leaders think the same way, all he did was codify how ....and he's called it the golden circle... He suggests, it's the difference between why some companies inspire and others don't... Most of us communicate from the outside in, the clearest thing to the fuzziest thing. However, he is suggesting inspired leaders think, act and communicate from the inside out, he comments that ...

- all organisations know **what** they do
- some know **how** they do it
- very few know **why** ...

So, if you can get to the why... that is the purpose of the organisation and communicate it ....where the purpose is defined as **benefits** and the **capabilities** that are delivered to your customers and clients, the better you can engage with them.

The power behind this “inside out idea” ... why first ... what last ... is that it replicates how our brains work, so because of this we get much more of an emotional engagement, because concentrating on “why” takes us to a point where we are no longer concentrating on “selling products and services” but instead we are helping to solve a problem....the clients problem.



**What**

Every organisation on the planet knows WHAT they do. These are the products they sell or the services they offer

**How**

Some organisations know HOW they do it. These are the things that make them special or set them apart from the competition

**Why**

Very few organisations know WHY they do what they do. WHY is not about making money. That's the result. WHY is a purpose, cause or belief. It's the very reason your organisation exists.

© Simon Sinek; Start with Why

Now let's flesh out the point with a couple of examples:

Blockbuster video

Founded in 1985 on the wave of then current new technology, videos, Blockbuster built its success around something called “depth of copy”, the trade term for offering more new releases than the competition. It managed the transition from video to DVD easily as people still had to go the shop to view, chose and take home the product. The company grew aggressively and at its height Blockbuster had almost 50% share of the US's huge home rental market. But then, in an all-too-common tale of ignorance and arrogance, it ignored a tiny upstart with a different business model.

Just before the turn of the century a new model to rent content was launched. Netflix offered a subscription service in which customers could order DVDs over the phone or internet and have them delivered. Soon after they added a 'net based streaming service so by 2003, Netflix had over a million loyal customers and a 95% share of the online DVD rental space in the US. At this point, Blockbuster had an established customer base of nearly 50 million customers.

It was 50 times the size of its upstart rival and openly contemptuous of the Netflix and internet threat.

What Blockbuster “did” was rent videos and DVDs. In our view, its purpose, “the *benefits* and *capabilities* delivered to the client base” should have been articulated as something like “providing entertainment and education to customer’s, on a platform of their choosing, at a time of their choosing”. If they had focused on this and used it to drive better ways of achieving the same aim, we believe they would have both seen, and reacted to, the Netflix and internet threat.

The Blockbuster Goliath got taken out by the Netflix David simply because it did not properly articulate, or concentrate on, the *benefits* and *capabilities* delivered to its clients – its purpose.

## Kodak

It was only after Kodak, one of the most iconic and respected brand names, filed for Chapter 11 (a process which, in America, protects an organisation while it attempts to restructure in an effort to avoid bankruptcy) that I learnt that it was Kodak who ***invented*** the digital camera, the product that eventually played a large part in the company’s down fall.

Kodak was an industrial giant. In 1976 it had 90% of film and 85% of camera sales in the USA and was regularly rated one of the world's five most valuable brands. It’s almost inconceivable that a company as large and successful as Kodak could disappear.

If you were to interview a cross section of Kodak’s customers you would probably find that they are not in the slightest bit interested in the fact they made cameras and film. They are probably interested in better ways “to capture and share memories”. This short statement could have been Kodaks purpose ...this short statement, or something similar could have potentially saved them.

We now all carry ‘phones which have some spectacular camera’s incorporated. We never used to carry cameras to the extent we carry ‘phones.

## What we do v purpose

In order to flesh out the ideas around purpose in more detail we have created a table for a number of different organisations and companies comparing and contrasting the difference between what is done and what their potential purpose might be:

	What is done	Potential Purpose – the “WHY”
Carburettor manufacturer	We make carburettors	An efficient air fuel mix is put into an internal combustion engine
School	We teach children (to pass exams)	The benefit to our students is a quest for life long learning
Library	We loan books (and other items)	We satisfy the desire for literature and learning
Rolls-Royce	We make prestige cars	The ability to travel in luxury in your own vehicle
Security company	We provide security and protection services	People and assets are protected
General architectural practice	We design buildings	Clients are delivered better places in which to live, work, shop, learn or in which to just to meet one another
Eminent architect	We design buildings	Clients get award winning, prestigious and innovative buildings in which to work
Sustainable architectural practise	We design buildings	Our clients can claim they have reduced their environmental impact with leading edge, low impact, sustainable building solutions

## So what?

We believe the purpose is critically important as it determines the organisation’s boundary and its processes. The reasons for including three different aims for architects in the above table is to show that organisations undertaking similar work may have dramatically different aims which can directly and dramatically impact on the processes employed. You can imagine the focus of activities and the processes

employed in by the eminent architect are radically different to those employed by the sustainable architectural practice.

Like, but different to, an organisation’s mission or vision statement, the purpose of the organisation should motivate and direct people in the organisation in pursuit of a common goal; it has been suggested that the questions required to “test” a purpose are:

- Does the purpose reflect customer wants and desires?
- Is what the purpose suggests worth doing?
- Does the purpose reach for the hearts and minds of people who work for the organisation?
- Is the purpose noble and does it serve the public?

Sadly, very few companies develop a purpose which meet these criteria so, by default, they don’t have a purpose which aligns the effort of people to the organisation. As a result, very few companies achieve their full potential.

Finally, another reason for articulating your company’s purpose is to encourage innovation. Innovation is critical to long-term prosperity and if you are focused on the *benefits* of and *capabilities* delivered to your clients

1. you can actively engage in innovation, which is just a fancy word for the activities that seek to find better ways of delivering those *benefits* and *capabilities* to your clients
2. given that someone does invent a displacement technology (Carburettors/fuel injectors, Video’s & DVD’s / streaming, cameras/ smartphones or even lifts and escalators and the “beam me up Scotty machine”, unlike Kodak, Blockbuster and carburettor manufacturers, you’ll know it’s time to change track.

**Exercise:** given the explanation above, make a note in the box below of your initial thoughts on what you think your purpose might be:

Purpose: Why do you do what you do ...what are the *benefits* and *capabilities* to your clients of the work you undertake for them

## How to define your company values

### What are company values?

Company values (also called corporate values or core values) are the set of guiding principles and fundamental beliefs that help a group of people function together as a team and work toward a common goal.

### Why are company values important?

A core set of company values makes it easier for a company to make decisions, quickly communicate principles to clients and customers and hire employees with the right attitude.

Creating a growing business is a bit like creating and growing a community and if you want the community to act as a cohesive group, you need a shared ethos that drives how the community functions and who you choose to invite into the community.

Conversely, if you don't own, define, and care about the values of your firm, your firm will evolve on its own...potentially, in ways that you won't like!

Defining values is important because they provide guidance for ambiguous scenarios and tough trade-offs.

Values guide behaviour.

## There are four elements to creating effective core values

### 1. Lead with your vision statement

Your vision statement describes the impact a company will have on the world.

### 2. Ensure your values are unique

We've all heard values like "integrity", "honesty", 'think big' or 'be curious' from a handful of giants like Netflix and Amazon...even Enron!

As a result, it's not unusual that smaller companies are influenced by them and end up having similar values.

This is not necessarily a bad thing, but effective values should be unique to your company, your ethos, the things you do, the things you want to do and what you want to become.

### **3. Make values simple to understand and remember**

We would certainly advocate adopt the KISS (Keep It Short and Simple) principle...

There's no point crafting the perfect set of values if nobody can recall them. A short, bullet-point list of simple, single-sentence values will be easier to remember and help guide your teams' decisions.

### **4. Evolve your values over time**

Be prepared to adapt your values ...as your company grows, the values you initially wrote may need to change and evolve; the issues, dynamics and challenges change as the number of employees grows, and different things become more or less important.

So, re-examine your values as your team grows and get feedback from existing and new staff to help guide the process.

## So, where do you start? The process

- 1) There is no one right way to do it. While there are some guidelines, every company has its own story when it comes to values.
- 2) Also, it's not just about *coming up* with your values. It's about *really living* them.

A process that seems to work is:

- Study (don't simply review, but *really study*) the Mission, Vision and Purpose statements
- Mull the question over ...what are our values?
- Jot your ideas down
- Throw out your ideas and discuss them
- If there is potential in the idea make a note and continue to discuss
- Repeat
- Regroup and read aloud what we have so far
- Discuss again to refine and check for overlap
- Sit on your list for a week and refine again

Here are some questions that might be useful to guide your thinking:

- What's important to us?
- What brought us all together and continues to hold us together?
- What will help guide us when we are facing a difficult decision?
  - What are we rewarded for and what are we reprimanded for?
  - When is it appropriate to put the needs of the team above the needs of the customer?
  - When is it appropriate to put the needs of the team above the needs of the individual?
- What are the things you like about what we do and how we do it?
- What parts of our company are we proud of?

And, here are some questions that might be useful to guide your refining of your initial set of values:

- Is this something we'll still believe in 5 years? 10 years?
- Is this something that we are willing to hire on?
- Is this something that we are willing to fire on?
- Is this something we can apply to customer relations? Or internal development? Or product development? Or at all?

## How to define and implement company values:

Using the mission, vision and purpose statements as a platform

- 1) Begin to think about the behaviours you need to develop and nurture in order to deliver on them.
- 2) Only once you have your first draft down look for inspiration elsewhere; there are a number of examples of mission, vision, purpose and values statements from a number of well know companies in the appendix

Values: Individually “brainstorm” a list of (typically) 15-20 values that you think matter most

Once you have written your individual view your consultant will conduct a facilitated workshop where you can collectively compare notes and discuss and debate your individual ideas.

Values: As a result of the workshop record below the 3-7 values you think matter most

This refinement and review process may take a couple of workshops before you have your first draft ready to share with the larger team.

## Survey the team

Once the draft set of values has been created, they should be sense checked with the wider team. This will provide a further feedback and review process and further wordsmithing.

## Publish and be dammed!

At this stage you have put a lot of hard work and efforts into the creation and development of your mission statement, vision statement, purpose statement and values. Flaunt it!

Place the statements:

- On your website
- On your business cards
- On your marketing literature
- Tweet about it
- Instagram them

Be proud of the work that you have undertaken and what you have accomplished.

## Finally, ideas on how to apply your values

Having done all this hard work what are you going to do to embed it?

Ideas we have previously employed include:

- At the end of every project one of our clients, an architect, sends out postcards with a picture of the project on the front and their values on the back to key members of their clients team asking them to score the company on how well they lived their values during the project. Results are collated, plotted and published
- Another company, a consultancy, reviews all candidates applying for job interviews against a question set designed around their values.
- Another company collates “war stories” where staff have lived one of more of the company values and these are rewarded in their monthly staff meetings
- Others create case studies around their values and how they have been lived by various staff and these are then shared on multiple marketing platforms



## Appendix – a list of potential company values

Nouns	Verbs
<ul style="list-style-type: none"> <li>• Accountable</li> <li>• Courageous</li> <li>• Constant improvement</li> <li>• Collaborative</li> <li>• Cost-consciousness</li> <li>• Diversity</li> <li>• Empathy</li> <li>• Honesty</li> <li>• Innovative</li> <li>• Integrity</li> <li>• Quality</li> <li>• Passion</li> <li>• Perseverance</li> <li>• Team players</li> </ul>	<ul style="list-style-type: none"> <li>• If it is to be, it's up to me</li> <li>• We are brave</li> <li>• Try new things</li> <li>• We work together</li> <li>• We're always the lowest cost</li> <li>• We value everyone</li> <li>• We show we care</li> <li>• ????</li> <li>• We look at problems from different angle</li> <li>• We do the right thing</li> <li>• What we do, we do well</li> <li>• We show real commitment</li> <li>• We go on until then end</li> <li>• We work with you</li> </ul>

### Other ideas for values

<ul style="list-style-type: none"> <li>• A Will to Win</li> <li>• Accept and delegate responsibility.</li> <li>• Boldness</li> <li>• Building Communities</li> <li>• Celebrate successes</li> <li>• Leverage collective genius</li> <li>• Commitment to Customers</li> <li>• Constant desire for renewal.</li> <li>• Continuous Learning</li> <li>• Customer Service</li> <li>• Daring to be different</li> <li>• Desire to be the best</li> <li>• Display urgency</li> </ul>	<ul style="list-style-type: none"> <li>• Don't take yourself too seriously</li> <li>• Enjoy your work</li> <li>• Entrepreneurial spirit</li> <li>• Exceptional</li> <li>• Focus on impact</li> <li>• Genuine</li> <li>• Good Citizenship</li> <li>• Humbleness and willpower</li> <li>• Humility</li> <li>• Involved</li> <li>• Keep it simple</li> <li>• Leadership - The courage to shape a better future</li> <li>• Maintain perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Open</li> <li>• Ownership</li> <li>• Performance</li> <li>• Respect for customers and individuals</li> <li>• Safety over profit...all day every day</li> <li>• Simplicity</li> <li>• Stewardship</li> <li>• Straightforward and open-minded</li> <li>• Supporting Sustainability</li> <li>• Togetherness and enthusiasm</li> <li>• We are one team</li> <li>• We believe in people</li> <li>• Work Hard</li> </ul>
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## Appendix 2 – Example vision, mission, purpose and values statements



### Our Purpose

VIRGIN IS KNOWN FOR CHALLENGING THE STATUS QUO - TAKING ON INDUSTRY GIANTS AND CHAMPIONING PEOPLE AND THE PLANET.

Disruption is in our DNA and we've made sure this is captured in our purpose, the reason Virgin exists. Virgin Group's Purpose is "**changing business for good**". Changing business for good means:

1. Thinking about the long term impact of the business decisions that we make today
2. Having a clearly articulated, embedded and measurable purpose in every Virgin business that drives their decisions and fuels their success resulting in positive impacts on customers, people, communities and the environment
3. Embedding our purpose principles and values in all existing and new business investments
4. Pioneering systemic change beyond the Virgin Group through Sir Richard Branson's profile and advocacy as a global business leader and rising to the challenges.

### Virgin Atlantic Mission statement

**"To grow a profitable airline, where people love to fly and people love to work"**



## Virgin Group values

We are delightfully surprising, red hot, straight up whilst maintaining an insatiable curiosity, giving a heartfelt service and creating smart disruption.



## Our behaviours

- Supportive: We are a family of friendly and inclusive people who pull together and openly help each other.
- Respectful: We are a dedicated team who are honest, trustworthy and responsible.
- Proud: We have fun, work productively and take pride in everything we do.
- Adventurous: We are curious to explore new ideas, find innovative solutions and not afraid to learn as we go.
- Passionate: We are flexible, energetic and strive to exceed expectations.
- Creative: We find smart ways to make positive changes that challenge the status quo.



The public charter sets out the 5 purposes of the BBC each of which is further elaborated on

- To provide impartial news and information to help people understand and engage with the world around them
- To support learning for people of all ages
- To show the most creative, highest quality and distinctive output and services
- To reflect, represent and serve the diverse communities of all of the United Kingdom's nations and regions and, in doing so, support the creative economy
- To reflect the United Kingdom, its culture and values to the world

#### OUR MISSION

- To enrich people's lives with programmes and services that inform, educate and entertain.

#### OUR VISION

- To be the most creative organisation in the world.

#### OUR VALUES

- Trust is the foundation of the BBC: we are independent, impartial and honest.
- Audiences are at the heart of everything we do.
- We take pride in delivering quality and value for money.
- Creativity is the lifeblood of our organisation.
- We respect each other and celebrate our diversity so that everyone can give their best.
- We are one BBC: great things happen when we work together.

## Our Group Mission

'Continue to deliver better returns by... putting in place and growing the best businesses, with outstanding people and operations, providing comprehensive building material solutions, to everyone creating, maintaining, repairing or improving the built environment,... helping to build Britain.'

## Our Group Vision

To ensure that anyone in Britain who wants to access any kind of building materials through any form of supply channel will have a Travis Perkins group operation as their first or first alternative choice.

## Our Group Values

At Travis Perkins, we:

Know our customers – we understand their needs, beat their expectations, treat them with respect, and know our major customers personally.

Talk and listen – we say what we mean clearly and honestly, we listen carefully, we respond objectively, we explain our decisions.

Are with you, not against you – we seek mutual benefits with all stakeholders; we think about the impact of our actions; we search for similarities.

Know how to do our jobs – not just today, but for the next job; we equip ourselves with the skills needed to perform and be confident we can perform.

Like to deliver – we enjoy being the best; we know exactly what each of us is expected to achieve; we focus on getting results, simply.

Work together – we actively work with each other; when something goes wrong, the first thing we will do is fix the problem; not look for someone to blame.

Always try to get better – we constructively challenge how we work; we look for fresh ideas that are different; we only have rules where they are necessary because we use our common sense.

Are proud to be here – this is a great company; everyone working with us is welcome; we make work enjoyable for everyone.

[Home](#) > [About us](#) > [Our founder](#) > [Our principles](#)

- ^ Our founder
  - Our Constitution
  - Our principles
  - Our strategy
- ∨ Our heritage
- ∨ The Partnership
- ∨ John Lewis & Partners
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## Our principles

**The John Lewis Partnership's Principles define how we run our business. They are as relevant today as they were when they were set out by our founder, John Spedan Lewis, in our Constitution.**

Not many companies have a written Constitution. Ours is a framework which defines the Partnership's seven Principles and the way we should operate, with our ultimate purpose described in Principle 1.

### Purpose

The Partnership's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business. Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards - profit, knowledge and power.

The video 'Employee Ownership, A Shared Passion', explains how our employee owned business model operates in practice, and offers insight and advice to anyone wanting to learn more about this sort of model and its benefits.



## Additional Briefings:

### *It's broken – Housing repairs and other field service operations*

An examination of systems thinking as applied to housing repairs and other field service operations. In the housing arena, a plethora of Government targets is actually hampering the effort to improve. This paper seeks to return to basics, that is, to define the “purpose” of the system and, from there, create management systems that deliver value to the tenant or client.

### *David and Goliath: Optimisation 3D™ and Six Sigma*

Six Sigma has mixed reviews in the press. This paper seeks to examine the fundamental focus of Six Sigma and contrast it with the Staius process, Optimisation 3D™, whose focus is to delight the customer.

### *Targets, goals and other management myths*

Conventional wisdom is that managers set targets and then create systems to monitor, measure and control the execution of these targets. These systems include budgets, performance management, incentives and appraisals, which are used to exercise control and ensure that targets are met. Simple, obvious and wrong! This paper sets out a “systems thinking” alternative.

### *Creating competitive and compassionate contact centres*

Contact centres play a critical role in many firms and sectors. However, they are often labelled as the “sweatshops” of modern business industries offering repetitive, pressured and boring roles with little, if any, career progression for the staff employed there. This paper applies systems thinking to contact centres in order to create competitive *and* compassionate environments.

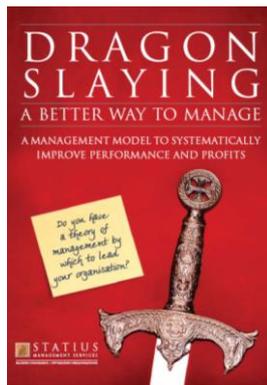
### *Are you the lucky one?*

This paper undertakes an examination of performance appraisal systems and of merit rating in particular. It uses “The Red Beads” thought experiment to highlight the issue of the “natural variation” that exists within any process and the folly of assigning good, or bad, results to individuals instead of to the system.

### *Easy Meat? Cutting the Fat in Construction*

The purpose of Lean Construction is to increase capacity by designing the construction process to optimally respond to customer demand. So, if an organisation can cut even just small chunks from the 55-65% of work that the Lean Construction Institute estimate is used to produce waste, staggering results can be obtained. This paper explores that debate.

## Dragon Slaying



Dragon Slaying picks apart a number of management myths. The benefits in adopting the ideas in the book are:

- A more informed understanding of how an organisation delivers value to customers and stakeholders; how the work in an organisation works
- The development of a strategy for “Listening to Customers and Stakeholders”
- The development of the organisation in which everyone’s efforts result in:
  - Better strategies;
  - Better systems;
  - Better measurement; and
  - Engaged people delivering better results

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