Develop a clear and succinct description of what the organization of the future should look like as it implements its strategies and achieves its full potential.

**Outcomes:**

A written statement which includes

- vision statement,
- basic philosophy and core values,
- mission statement,
- goals, if they are established,
- objectives or basic strategies,
- performance criteria (can be built into the objectives as benchmarks),
- important decision rules, and
- ethical standards expected of all employees.

Should be widely circulated among organizational members and other key stakeholders after the appropriate sign offs have been obtained.

Should be used to inform major and minor organizational decisions and actions.
A typical view of the hoshin planning process.
Making Meetings Count

By definition, **collaboration across organizational boundaries** requires some number of meetings and conference calls – group interactions. Yet many complain that these meetings and conference calls are a waste of time. Complaints include:

- too long
- lack of preparation
- wrong participants
- Inadequate agenda
- poor time management
- discourteous behavior
- ineffective follow-up.

You have a choice. You too can complain about ineffective and inefficient meetings, or you can create meetings that are effective and efficient. You actually can have meetings that are valuable for the venture – **meetings that** satisfy both individual and organizational expectations to **set direction**, **solve problems** and **resolve conflicts**, **create innovative solutions** and **celebrate success**.

Make it your business to conduct and participate in valuable meetings.

Key considerations for holding valuable meetings include:

- What is the purpose of this meeting? What would be lost if the meeting does not take place?
- Who do you need to have in the meeting? What is each participant’s role, and how do you know that they know what is expected of them?
- What preparation is required of the participants? How much lead time do they need to prepare adequately?
- What is the desired outcome for each agenda item?
- Who will moderate/facilitate the meeting to ensure that it begins and ends on time, that the agenda is covered appropriately, and that the group stays focused productively?
- Who will be responsible to take notes and ensure that a summary of agreements and action items is published following the meeting?

To encourage collaboration across organizational boundaries, every meeting needs its own compelling purpose, a reason for you and your colleagues to participate.