GOAL

OBJECTIVES

Setting the Compass:

MISSION STATEMENT, PHILOSOPHY, PURPOSE, OBJECTIVES, GOALS, STANDARDS

<p style="text-align:center;">**SETTING THE COMPASS: PHILOSOPHY, MISSION, PURPOSE, OBJECTIVES, GOALS**</p>

GOALS

1. Utilize a process for acquiring group information that will lead to establishing an active organizational compass.
2. Utilize effective ways to write a mission statement, philosophy, purpose, objectives, and goals.

KEYWORDS FOR APPLICATION

1. Philosophy
2. Mission
3. Goal
4. Objectives
5. Purpose
6. Leadership
7. Principle(s)
8. Standard(s)
9. Entropy
10. Congruence
11. RUMBAS Criteria

WRITING STANDARDS/PRINCIPLES

Similar to a road map and compass, there are ways to lead an organization/facility/business to success. The writing of standards/principles is one of the very first administrative responsibilities. The purpose of standards/principles is to provide the following:

1. Baseline of understanding
2. Compass toward determining organizational goals
3. Moral and ethical position
4. Incorporation of values
5. Inspiration for good

When standards/principles are written and shared with others, it identifies the way through which behavior and a thinking process occur for employees to reach the facility/organization goal—an endpoint. The standards/principles that enable the successful meeting of the facility/organization goal(s) are known as the mission, philosophy, purpose, and objectives.

Write standards/principles using the following RUMBA criteria:

REASONABLE

UNDERSTANDABLE

MEASURABLE

BEHAVIORAL

ATTAINABLE

SPECIFIC

Meeting the above criteria, we can say that the standards "*do the rumbas*."

DEFINITIONS

Philosophy is a personal statement of beliefs, standards, and principles used as the basis for practice. It is what a person believes related to conduct and performance. It should be one of the first considerations when determining the existence of a facility/organization, individuals to be on a board, decision-making committee, or the hiring of any type of employee.

A mission is a strongly felt ambition or calling related to a facility /organization.

A purpose is an intentional aim or reason for something that is to be done. A purpose statement is often repeated in the mission statement and the philosophy of the organization if clarity and emphasis are needed.

Objectives are the *incremental* beliefs, standards, and principles that will ultimately lead to a goal(s). There is usually more than one objective.

A goal is a desired *terminal* endpoint for all administrative beliefs, standards, and principles. It is not uncommon to have more than one goal.

This author often hears concerns about health care administrators not being able to differentiate between a mission statement and the purpose of the facility/organization. If all else fails in your writing, consider the *entire* concept of "mission" and "purpose." Then, write each (mission and purpose) with different words and phrases using the same message you wish to impart. Just the fact that the terms are different but have a similar message emphasizes the reason for the facility/organization's existence.

FURTHER CLARIFICATION AND DIFFERENTIATION BETWEEN OBJECTIVES AND GOALS

Objectives---

Although the term "objectives" are often incorrectly used in the same context as the term "goal(s)," there is a difference. Objectives (most often plural and called "process objectives") are related to process and are *incremental*; whereas, goal(s) are related to outcomes and *terminal* in nature.

Since objectives are to *incrementally* move a facility/organization toward an end (terminal) goal, consider the following:

The process *objective* statement usually starts with the word "during." Note that process objectives meet the RUMBAS criteria: Reasonable, Understandable, Measurable, Behavioral, Attainable, and Specific.

Examples:

During the next five days, the director will conduct at least one in-service demonstration per shift on the updated use of the newly purchased copy machine.

During each shift, all nurses taking patient vital signs will immediately document the vital signs result(s) on the computer vital signs documentation form.

Goal(s)---

A goal is a *terminal/end* behavior that culminates in the attainment of incremental objectives. A goal is commonly called either "goal" or "terminal goal." A terminal goal usually starts with the words, "At the end of" (giving a terminal time frame) representing an end expectation. A terminal goal meets the RUMBAS criteria: Reasonable, Understandable, Measurable, Behavioral, Attainable, and Specific.

Examples:

At the end of the first month, Ms. Smith will be able to complete without error the required pharmacy acquisition form.

At the end of the year, the hospital will have successfully met their goal of hiring at least ten new nursing graduates.

THE GROUP PROCESS (The Working Phase)

Provide each potential employee with a documented copy of the facility' s/organization's standards/principles.

At the interview, ask the prospective employee how they feel their personal and professional objectives and goals support the presented philosophy, mission statement, purpose, objectives, and goal(s) of the facility/organization. The employee's commitment will help to determine the employee's dedication and willingness to uphold the existing facility/organization's principles.

Try selecting standards/principles as an opening statement of a meeting to set the mood and direction of the meeting. The words related to the facility/organizational standards/principles should contain a message of excitement and be attention-getting. The statements should represent the energy and enthusiasm of the employees of the facility/organization.

The following fundamental questions regarding the standards/principles might be considered or discussed by the group at specific meetings. The answering of one or more of the following questions in writing before a group meeting could produce some informative information. Note that there is an emphasis on group discussion and team behaviors and responsibilities—not individual acts.

1. What do we believe is the reason and basis for the existence of this facility/organization?
2. Why do we think the facility/organization exists?
3. What do we intend to accomplish ultimately?
4. What are some crucial factors, processes, and behaviors that will help us reach our goal?
5. Who are the people (by description or needs) we serve?
6. What circumstance(s) exist to cause an intervention by the facility/organization?
7. What is the extent of our commitment to meet objectives to reach the goal(s)?
8. What level/quality of service do we provide? What is the evidence?
9. How is our service different from other similar facilities/organizations?
10. How is our success measured?

It is also helpful, at times, to require each group member to independently write down *their* understanding and contribution to each of the presented standards/principles as it relates to the facility/organization.

Such activities related to current standards/principles will encourage recall and commitment to help reduce the universal uncontrollable entropy. Entropy says that over-time, everything moves toward randomness. It, then, becomes essential for the group leader to have employees reiterate verbally and record the facility' s/organization's employee interpretation of these principles that (at that time) form the basis of the facility/organization. With group verbal commitment comes group expected behavior.

The shared philosophy, mission, purpose, objectives, and goals, results in group solidarity and a willingness to work together toward clarity and positive outcomes.

*To Determine/Develop **new** Facility/Organization Standards/Principles---*

If you have a meeting *without* encouraging an independent process of determination or development of philosophy, mission statement, purpose, objectives, or goals, there is a tendency for group members to accept the beliefs and principles known or used currently. So, let us set the record straight in writing what the facility/organization is all about!

Leadership requires an encouragement or a written input and phrasing of words for a <u>new or improved</u> facility/organization. It is an exciting leadership endeavor. It is not a short process to affirm such standards/principles. The process requires time to select the exact choice of words, time to contemplate the meaning of each phrase, and a return to a group setting to make a final group decision. The entire process might be frustrating and time-consuming, but it is necessary and ultimately well worth group effort—if you want "group" effort, that is.

After each group member individually writes their understanding of these standards/principles (philosophy, mission, purpose, objectives, and goals) in preparation for an upcoming group meeting or during a group meeting, a discussion about their written contributions should ensue. It is the responsibility of the group leader to clarify (perhaps on a black/whiteboard) the agreed-upon wording of each standard/principle, place in print/writing of each term and definitions, and distribute the agreed-

upon definitions for further consideration for a few days. Then, have a review at the next group meeting for possible changes in any of the principles. Following a final group consensus, try for a voted approval. Record in the minutes the approved definition of each standard/principle and the fact that group consensus occurred. The administrator must accept the definitions and concepts—since the buck stops with the administrator!

Reaffirming Group Decisions Regarding Standards and Principles---

The previously described group determination effort to define a written philosophy, mission statement, goal, objectives, and purpose statement should be, after that, known and emulated in practice by the defining group. The future success of the group's adaptation and emulation of these standards/principles is in the group's identification and acceptance process, as stated above.   Without frequent reviews and reminders of these principles, entropy WILL OCCUR! Authentic leadership of a group means that the leader will find consistent, ongoing ways to remind each employee (individually or as a group) of <u>their</u> commitment to these principles.

During meetings post the establishment of approved standards/principles, provide a copy of the standards/principles. Ask selected Critical Thinking Questions, as suggested below. The resultant conversation will help to reinforce the standards/principles of the facility/organization.

CRITICAL THINKING QUESTIONS:

1. If I were asked as a leader to state the organization's philosophy, mission, goal, objectives, and purpose, to what extent could I explain with confidence and accuracy these guiding principles of the organization?
    Answer:_____
    _____
    _____

2. What have I done to promote the understanding and compliance of other employee behaviors that would emulate the philosophy, mission, purpose, goal(s), and objectives of the facility/organization?
    Answer:_____
    _____
    _____

3. What action(s) have I, personally, exhibited as an employee that show(s) I know and emulate the philosophy, mission, goal, objectives, and purpose of the facility/organization?
    Answer:_____
    _____
    _____

4. What do you see and experience in your workday at the facility/organization that tells you the philosophy, mission, goal, objectives, and purpose are known and upheld in the service(s) rendered?
    Answer:_____
    _____
    _____

5. What would you do (or should you do) if you recognized a blatant infraction in employee behavior that does not support the philosophy, mission, goal, objectives, or purpose, of the facility/organization?

    Answer:_____

    _____

    _____

SUGGESTED READING:

Entropy: A Factor for Change by this author

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