

ROLE OF VISION, MISSION, STRATEGY, AND LEADERSHIP IN SHAPING CULTURE

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Abstract

From the earliest times business and economic transactions have been based on trust. Most critically in dynamic environments, the ability to create a recognizable and distinct identity for an organization – for employees, customers, suppliers, partners or investors – is a huge factor for success. A clear and unique vision, mission and strategy give an organization a "personality", a profile and a direction. This particular paper tries to explore the influence of vision and mission on strategy and implementation in shaping the leadership and organizational culture.

Introduction

The characteristics of any company are demonstrated through its organizational culture and values. To capitalize on a company's 'natural', 'inherent' values, to develop and implement them consciously, is one of the main levers for sustainable growth. Values provide employees with direction, motivation and the basis for self-directed performance. Leadership is the process of influencing others in an effective and proper way to achieve the organizational goals and objective. It is the process of maximize the performance of the organizational resources within the internal and external environment for attainment organizational goals and objectives. Leadership is ultimately about creating a way for people to contribute to make something extraordinary happen. Leadership function of management plays a very important role in any organization to fulfill the common goals in systematic way.

Role of leadership as it relates to vision, mission, and strategy

The role of leadership as it relates to vision, mission, and strategy in an organization. Leadership has a clear vision in the organization. Leaders have vision. They share a dream and direction that other people want to share and follow. The leadership vision goes beyond written organizational vision statement. The vision of leadership provides a workplace to the leaders. The vision of leadership can be described as: leaders have a clear leadership philosophy, Focus on getting things done and clearly set organizational direction and purpose. The vision statement communicates both the purpose and values of the organization.

Vision statement identifies

A vision statement identifies where the organization wants or intends to be in future or where it should be to best meet the needs of the stakeholders. It describes dreams and aspirations for

future. For instance, Microsoft's vision is "to empower people through great software, any time, any place, or any device." Wal-Mart's vision is to become worldwide leader in retailing. A vision is the potential to view things ahead of themselves. It answers the question "where we want to be". It gives us a reminder about what we attempt to develop. A vision statement is for the organization and its members, unlike the mission statement which is for the customers/clients. It contributes in effective decision making as well as effective business planning. It incorporates a shared understanding about the nature and aim of the organization and utilizes this understanding to direct and guide the organization towards a better purpose. It describes that on achieving the mission, how the organizational future would appear to be.

An effective vision statement must have following features-

1. It must be unambiguous.
2. It must be clear.
3. It must harmonize with organization's culture and values.
4. The dreams and aspirations must be rational/realistic.
5. Vision statements should be shorter so that they are easier to memorize.

In order to realize the vision, it must be deeply instilled in the organization, being owned and shared by everyone involved in the organization.

Mission Statement

Mission statement is the statement of the role by which an organization intends to serve its stakeholders. It describes why an organization is operating and thus provides a framework within which strategies are formulated. It describes what the organization does, who all it serves (i.e., stakeholders) and what makes an organization unique (i.e., reason for existence). A mission statement differentiates an organization from others by explaining its broad scope of activities, its products, and technologies it uses to achieve its goals and objectives. It talks about an organization's present (i.e., "about where we are").

For instance, Microsoft's mission is to help people and businesses throughout the world to realize their full potential. Wal-Mart's mission is "To give ordinary folk the chance to buy the same thing as rich people." Mission statements always exist at top level of an organization, but may also be made for various organizational levels. Chief executive plays a significant role in formulation of mission statement. Once the mission statement is formulated, it serves the organization in long run, but it may become ambiguous with organizational growth and innovations.

In today's dynamic and competitive environment, mission may need to be redefined. However, care must be taken that the redefined mission statement should have original fundamentals/components. Mission statement has three main components-a statement of mission or vision of the company, a statement of the core values that shape the acts and behaviour of the employees, and a statement of the goals and objectives.

Features of a Mission

- Mission must be feasible and attainable. It should be possible to achieve it.
- Mission should be clear enough so that any action can be taken.
- It should be inspiring for the management, staff and society at large.
- It should be precise enough, i.e., it should be neither too broad nor too narrow.
- It should be unique and distinctive to leave an impact in everyone's mind.
- It should be analytical, i.e., it should analyze the key components of the strategy.
- It should be credible, i.e., all stakeholders should be able to believe it.

Strategy

"Strategy is the direction and scope of an organisation over the long-term: which achieves advantage for the organisation through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations".

It means doing something special. Strategic leadership is defined as "the leader's ability to anticipate and maintain flexibility and to empower others to create strategic change. Strategic leadership helps in determining the strategic direction & establishing balanced organizational controls. Leadership strategy makes explicit how many leaders we need, of what kind, where, with what skills and behaving in what fashion individually and collectively to achieve the organizational goals. So, the leadership strategy provides a framework for the organization for success (Morrill, 2010).

Strategic Planning

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. In many organizations, this is viewed as a process for determining where an organization is going over the next year or—more typically—3 to 5 years (long term), although some extend their vision to 20 years. The key components of 'strategic planning' include an understanding of the firm's vision, mission, values and strategies. The vision and mission are often captured in a Vision Statement and Mission Statement.

- **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. For example, a charity working with the poor might have a vision statement which reads "A World without Poverty."
- **Mission:** Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its vision. For example, the charity above might have a mission statement as "providing jobs for the homeless and unemployed".

- **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. For example, "Knowledge and skills are the keys to success" or "give a man bread and feed him for a day, but teach him to farm and feed him for life". These example values may set the priorities of self sufficiency over shelter.
- **Strategy:** Strategy, narrowly defined, means "the art of the general." A combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there. A strategy is sometimes called a roadmap which is the path chosen to plow towards the end vision. The most important part of implementing the strategy is ensuring the company is going in the right direction which is towards the end vision.

Organizations sometimes summarize goals and objectives into a mission statement and/or a vision statement. Others begin with a vision and mission and use them to formulate goals and objectives. Many people mistake the vision statement for the mission statement, and sometimes one is simply used as a longer term version of the other. However they are meant to be quite different, with the vision being a descriptive picture of future state, and the mission being an action statement for bringing about what is envisioned (i.e. the vision is what will be achieved if the company is successful in achieving its mission).

For an organisation's vision and mission to be effective, they must become assimilated into the organization's culture. They should also be assessed internally and externally. The internal assessment should focus on how members inside the organization interpret their mission statement. The external assessment — which includes all of the businesses stakeholders — is valuable since it offers a different perspective. These discrepancies between these two assessments can provide insight into their effectiveness.

Strategy at Different Levels of a Business

Strategies exist at several levels in any organisation - ranging from the overall business (or group of businesses) through to individuals working in it.

1. **Corporate Strategy** - is concerned with the overall purpose and scope of the business to meet stakeholder expectations. This is a crucial level since it is heavily influenced by investors in the business and acts to guide strategic decision-making throughout the business. Corporate strategy is often stated explicitly in a "mission statement".
2. **Business Unit Strategy** - is concerned more with how a business competes successfully in a particular market. It concerns strategic decisions about choice of products, meeting needs of customers, gaining advantage over competitors, exploiting or creating new opportunities.
3. **Operational Strategy** - is concerned with how each part of the business is organised to deliver the corporate and business-unit level strategic direction. Operational strategy therefore focuses on issues of resources, processes, people etc.

Strategic Management

In its broadest sense, strategic management is about taking "strategic decisions" - decisions that answer the questions above. In practice, a thorough strategic management process has three main components, shown in the figure below:

Strategic Analysis

This is all about the analysing the strength of businesses' position and understanding the important external factors that may influence that position. The process of Strategic Analysis can be assisted by a number of tools, including:

<i>PEST Analysis</i> - a technique for understanding the "environment" in which a business operates
<i>Scenario Planning</i> - a technique that builds various plausible views of possible futures for a business
<i>Five Forces Analysis</i> - a technique for identifying the forces which affect the level of competition in an industry
<i>Market Segmentation</i> - a technique which seeks to identify similarities and differences between groups of customers or users
<i>Directional Policy Matrix</i> - a technique which summarises the competitive strength of a businesses operations in specific markets
<i>Competitor Analysis</i> - a wide range of techniques and analysis that seeks to summarise a businesses' overall competitive position
<i>Critical Success Factor Analysis</i> - a technique to identify those areas in which a business must outperform the competition in order to succeed
<i>SWOT Analysis</i> - a useful summary technique for summarising the key issues arising from an assessment of a businesses "internal" position and "external" environmental influences.

Developing a Strategic Vision and Mission

Vision is the core of leadership and is at the heart of strategy. The leader's job is to create the vision for the enterprise in a way that will engage both the imagination and the energies of its people. "An effective leader knows that the ultimate task of leadership is to create human energies and human vision," succinctly notes Peter Drucker. The vision must be tied to what the firm values, and the leader must make this connection in a way that the organization can understand, grasp, and support. Vision moves the enterprise; values stabilize the enterprise. Vision looks to the future, values to the past.

The vision and value statements need not be complicated. Howard Schultz earns high marks for bringing Starbucks to where it is today: a vibrant, growing, hugely profitable company with global brand recognition. He has developed and promoted a strategic vision from the beginning:

to make Starbucks “the most respected brand name in coffee and for the company to be admired for its corporate responsibility.” Two key values that supported this vision were “to build a company with a soul” and to pursue “the perfect cup of coffee.” Simple phrases, but they have given direction to a highly successful enterprise!

The leader distinguishes between vision, which describes where the enterprise is headed, and *mission*, which articulates *why the enterprise exists*. A good mission statement encapsulates a firm’s purpose with its unique contribution. For example, Disney’s mission may be stated simply as, “To make people happy.” A good leader understands the difference between vision and mission and makes sure that the organization does, too.

Setting Goals and Objectives

Good visions do not become reality by magic. The process of realizing the vision—strategy—is just as important to the firm as having the foresight and the commitment to achieve the vision. Somewhere just beyond the horizon of vision and before the hard edge of strategy kicks in begins the leader’s work of setting strategic goals and objectives for the organization. This activity calls for disciplined thinking to narrow the organization’s focus.

Jim Collins, who presented the traits of eleven outstanding companies in his book *Good to Great*, maintains that focused, disciplined thought is a common element of good-to-great leaders and their companies. Great leaders focus their firms on a single, organizing idea that unifies and guides all decisions. They boil down complexities into simple ideas that answer three questions: (1) *What can we do best?* (2) *What is the economic denominator that drives our business?* (3) *What do our core people care passionately about?* It is the leader’s job to ask these questions, even if others produce the answers.

The leader sets measurable goals and objectives for the organization. A goal or objective for which attainment cannot be measured is worthless. The leader makes measurable goals effective by building in incentives for attainment, what Jim Collins describes as “catalytic mechanisms.” These incentives reward goal-attaining behavior, discourage the opposite, and thus make strategy “happen” by virtue of their self-enforcement power, but they must be created to fit the organization. Consider Granite Rock’s short pay policy: every invoice that the gravel company issues includes a statement that if the customer is not satisfied for any reason, they simply do not pay for the line item and they do not need to return it. It is easy to imagine how a “short paid” invoice provides enormous incentive to fix quality or delivery problems *immediately*, thus moving Granite Rock toward its goal of customer satisfaction. Granite Rock’s short pay policy, 3M’s 15 percent discretionary time, and Nucor Steel’s production bonus system, all mechanisms designed to incentivize desired behavior, were developed to work within their respective organizations. When the leaders establish goals and build in incentives that reward attainment, the organization moves to achieve them.

Mission, Vision, and Values

Mission and vision both relate to an organization’s purpose and are typically communicated in some written form. Mission and vision are statements from the organization that answer

questions about who we are, what do we value, and where we're going. A study by the consulting firm Bain and Company reports that 90% of the 500 firms surveyed issue some form of mission and vision statements. Moreover, firms with clearly communicated, widely understood, and collectively shared mission and vision have been shown to perform better than those without them, with the caveat that they related to effectiveness only when strategy and goals and objectives were aligned with them as well. A mission statement communicates the organization's reason for being, and how it aims to serve its key stakeholders. Customers, employees, and investors are the stakeholders most often emphasized, but other stakeholders like government or communities (i.e., in the form of social or environmental impact) can also be discussed. Mission statements are often longer than vision statements. Sometimes mission statements also include a summation of the firm's values. Values are the beliefs of an individual or group, and in this case the organization, in which they are emotionally invested.

The Starbucks mission statement describes six guiding principles that, as you can see, also communicate the organization's values:

- Provide a great work environment and treat each other with respect and dignity.
- Embrace diversity as an essential component in the way we do business.
- Apply the highest standards of excellence to the purchasing, roasting and fresh delivery of our coffee.
- Develop enthusiastically satisfied customers all of the time.
- Contribute positively to our communities and our environment.
- Recognize that profitability is essential to our future success.

Similarly, Toyota declares its global corporate principles to be:

- Honor the language and spirit of the law of every nation and undertake open and fair corporate activities to be a good corporate citizen of the world.
- Respect the culture and customs of every nation and contribute to economic and social development through corporate activities in the communities.
- Dedicate ourselves to providing clean and safe products and to enhancing the quality of life everywhere through all our activities.
- Create and develop advanced technologies and provide outstanding products and services that fulfill the needs of customers worldwide.
- Foster a corporate culture that enhances individual creativity and teamwork value, while honoring mutual trust and respect between labor and management.
- Pursue growth in harmony with the global community through innovative management.
- Work with business partners in research and creation to achieve stable, long-term growth and mutual benefits, while keeping ourselves open to new partnerships.

A vision statement, in contrast, is a future-oriented declaration of the organization's purpose and aspirations. In many ways, you can say that the mission statement lays out the organization's "purpose for being," and the vision statement then says, "based on that purpose, this is what we want to become." The strategy should flow directly from the vision, since the strategy is intended to achieve the vision and thus satisfy the organization's mission.

Typically, vision statements are relatively brief, as in the case of Starbucks's vision statement, which reads: "Establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles as we grow." Or ad firm Ogilvy & Mather, which states their vision as "an agency defined by its devotion to brands." Sometimes the vision statement is also captured in a short tag line, such as Toyota's "moving forward" statement that appears in most communications to customers, suppliers, and employees. Similarly, Wal-Mart's tag-line version of its vision statement is "Save money. Live better."

Roles Played by Mission and Vision

Mission and vision statements play three critical roles: (1) communicate the purpose of the organization to stakeholders, (2) inform strategy development, and (3) develop the measurable goals and objectives by which to gauge the success of the organization's strategy. These interdependent, cascading roles, and the relationships among them, are summarized in the figure.



Figure 1. Key Roles of Mission and Vision

First, mission and vision provide a vehicle for communicating an organization's purpose and values to all key stakeholders. Stakeholders are those key parties who have some influence over the organization or stake in its future. You will learn more about stakeholders and stakeholder analysis later in this chapter; however, for now, suffice it to say that some key stakeholders are employees, customers, investors, suppliers, and institutions such as governments. Typically, these statements would be widely circulated and discussed often so that their meaning is widely understood, shared, and internalized. The better employees understand an organization's purpose, through its mission and vision, the better able they will be to understand the strategy and its implementation.

Second, mission and vision create a target for strategy development. That is, one criterion of a good strategy is how well it helps the firm achieve its mission and vision. To better understand the relationship among mission, vision, and strategy, it is sometimes helpful to visualize them collectively as a funnel. At the broadest part of the funnel, you find the inputs into the mission statement. Toward the narrower part of the funnel, you find the vision statement, which has distilled down the mission in a way that it can guide the development of the strategy. In the narrowest part of the funnel you find the strategy—it is clear and explicit about what the firm will do, and not do, to achieve the vision.

Vision statements also provide a bridge between the mission and the strategy. In that sense the best vision statements create a tension and restlessness with regard to the status quo—that is, they should foster a spirit of continuous innovation and improvement. For instance, in the case of Toyota, its “moving forward” vision urges managers to find newer and more environmentally friendly ways of delighting the purchaser of their cars. London Business School professors Gary Hamel and C. K. Prahalad describe this tense relationship between vision and strategy as stretch and ambition. Indeed, in a study of such able competitors as CNN, British Airways, and Sony, they found that these firms displaced competitors with stronger reputations and deeper pockets through their ambition to stretch their organizations in more innovative ways.

Third, mission and vision provide a high-level guide, and the strategy provides a specific guide, to the goals and objectives showing success or failure of the strategy and satisfaction of the larger set of objectives stated in the mission. In the cases of both Starbucks and Toyota, you would expect to see profitability goals, in addition to metrics on customer and employee satisfaction, and social and environmental responsibility.

Strategic management, strategizing for short, is essentially about choice—in terms of what the organization will do and won’t do to achieve specific goals and objectives, where such goals and objectives lead to the realization of a stated mission and vision. Strategy is a central part of the planning function in P-O-L-C. Strategy is also about making choices that provide an organization with some measure of competitive advantage or even a sustainable competitive advantage. The central position of strategy is summarized in the following figure. In this chapter, you will learn about strategic management and how it fits in the P-O-L-C framework. You will also learn some of the key internal and external analyses that support the development of good strategies. Finally, you will see how the concept of strategy can be applied to you personally, in addition to professionally.

Culture

A company's culture plays a particularly critical role in determining whether a strategic vision will be successfully pursued. The culture must be compatible and supportive of the vision.

Culture as "the integrated pattern of human behavior that includes thought, speech, action and artifacts and depends on man's capacity for learning and transmitting knowledge to succeeding generations". A more informal definition in the business context might be "the way we do things around here". Every business has a culture. It may be fragmented and difficult to articulate or to read from the outside, but it exists. It is an informal system of rules that guide people's behaviors. It is shaped by the company's business environment, its values, its heroes, stories, rituals and informal structural networks. The leader is the primary steward of the company's culture and he or she must be vigilant to support it by their words and deeds.

A leader must be particularly strong in shaping and enhancing the company's values. Values are the cornerstone of a company's culture. The shared values of an organization provide a common sense of direction for all of its employees and basic guidelines for their day-to-day behavior. The leader must assure that there is consistency between the company's stated values and all other

aspects of their vision including the strategies, the people plans and the company's operational plans. The company's value system affects organizational performance in several areas:

- Senior management will give greatest attention to those matters that are stressed in the corporate value system
- Managers throughout the organization will make better decisions when guided by the values
- People tend to work harder when they are dedicated to a cause.
- Changes in the company's strategic direction will often require cultural change. The change may be necessitated by any of the following factors:
- Fundamental change in the company's external business environment that conflicts with the company's established values
- Rapidly changing competitive environment
- Long periods of mediocre (or worse) performance
- The company is on the threshold of becoming "big"
- Very rapid growth

Cultural change can often be very difficult and the leader will have to commit significant time and attention to shepherding the change. There can be significant barriers. Many times hidden cultural barriers to change are overlooked. The leader may change the organizational structure but in the process may unknowingly topple "heroes" that people in the organization have revered for many years. New strategies may undermine important values imbedded in the company. Unless the leader can successfully work at reducing the impact of these issues the force of the old culture can neutralize and emasculate any desired change. If leaders are really serious about change, they will inevitably have to wrestle with their company's culture.

The critical link between strategic vision and cultural alignment is clearly evident when companies attempt to grow through acquisition. Acquisitions that fail to meet expectations often suffer not from a lack of strategic fit, but from a lack of sufficient cultural integration. One company we know of went to the extraordinary length of bringing the entire workforce of an acquired company to their main facility to observe the parent company's culture in action. While requiring considerable time and expense, this action certainly increased the probability of the acquisition's success many fold.

There are two main approaches to organizational culture which give the term different meanings.

- Organizational culture is the set of shared understandings and assumptions the members of an organization have about what the organization is (beliefs), how it ought to be (values), and how organizational members should behave (norms). The culture is perpetuated through symbols and language (e.g. stories, myths, legends, heroes/heroines, rituals, and ceremonies). The culture is shared by all members of the organization, and reflects a management style based on unitarism. Newcomers are introduced to the culture through socialization and must learn to accept it, rather than question it. Those who do not accept the culture are encouraged to leave. Some commentators use the term 'corporate culture' and tend to stress the importance of the founders, leaders, and senior management as the creators of a particular culture. This line of thinking suggests that

culture is managed from the top, and can be devised strategically to help support the business objectives. In summary, in this first approach organizational culture is a variable; it is something an organization has; and it is something that can be managed.

- Organizational culture is created through the social interaction of the members of the organization.
- It emerges as a result of the interpretations and meanings constructed by employees (including managers), as they work together, talk with each other, make sense of their surroundings, and deal with conflict. Symbols and language are the manifestations of the culture—they are physical and verbal expressions of the deep-rooted meanings and understandings of the organization's members. As these meanings and understandings are constantly changing, so too organizational culture is in a state of flux. In summary, in this second approach, organizational culture is the outcome of social interaction; something an organization is; and something

Culture Creation And Sustainability

Every organization has a culture, distinguished by its own beliefs and approaches to problem solving and decision making. An organization's culture is manifested in the values, norms, and expectations that leaders preach and practice, in its employees' attitudes and behavior, in ethical standards and policies, in the "chemistry" that permeates its work environment, and in the stories people repeat about events in the organization. Within an organization, culture gives meaning to each individual's membership in the workplace and, in so doing, defines the organization's essential purpose. Culture is the aggregate of beliefs, norms, attitudes, values, assumptions, and ways of doing things that is shared by members of an organization and taught to new members.

An organization's culture determines the way that it responds to problems of survival in its external and internal environments. The responses to problems in the external environment are reflected in the organization's vision, mission, objectives, core strategies, and ways of measuring success in attaining objectives. The responses to internal problems underscore key aspects of the internal culture, such as revealing how power and status are determined in the organization, the criteria and procedure for allocating resources, the criteria for determining membership, and the guiding principles for interpreting and responding to unpredictable and uncontrollable forces in the external environment.

The values, beliefs, and norms that derive from struggling to adapt to external and internal challenges serve as the basis for role expectations that guide behavior, become embedded in how the organization conducts its business, are shared by managers and employees, and then persist as new employees are encouraged to embrace them. As solutions are developed through experience, they become shared values, norms, and beliefs that are passed to new members. Over time, these elements become so deeply rooted in a culture that organizational members are no longer consciously aware of them. These basic underlying values, beliefs, and norms become the building blocks of the culture. In the process of culture creation, sustainability, and renewal, the past is often used as an indicator of things to come. The culture is sustained as each successive generation of leaders and followers embraces and passes it to the next through stories, artifacts, rituals, slogans, symbols, and special ceremonies.

Conclusion

Reaching agreement on formal vision and mission statements can greatly facilitate the process of reaching agreement on an organization's strategies, objectives, and policies. Organizational success depends on reasonable agreement on these issues, so a clear mission statement is a most important strategic-management tool. The importance of an organization to develop a vision, mission, and values is important for strategic direction. Without the individual foundations of strong values illustrated by a vision to be undertaken by a mission, an organization cannot become an overly successful organization. Without developing a mission, vision, and values to assist in developing a strategy, an organization cannot identify, distinguish or explain itself to its employees and customers alike. This paper discussed the importance of developing a vision, mission, and values for the business of water turbine induction systems. Mission and vision both relate to an organization's purpose and aspirations, and are typically communicated in some form of brief written statements. A mission statement communicates the organization's reason for being and how it aspires to serve its key stakeholders. The vision statement is a narrower, future-oriented declaration of the organization's purpose and aspirations. Together, mission and vision guide strategy development, help to communicate the organization's purpose to stakeholders, and inform the goals and objectives set to determine whether the strategy is on track.

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