



Alternative Peer Group Implementation Team
Vision and Mission Statements Guidance

A clear Vision and Mission statement can:

- Strengthen culture through a unified sense of purpose;
- Improve decision-making with clarity about "big picture"; and
- Enhance cross-functional relationships through a shared understanding of priorities.

A Vision statement:

- Defines the optimal desired future state - the mental picture - of what an organization wants to achieve over time;
- Provides guidance and inspiration as to what an organization is focused on achieving in five, 10, or more years;
- Functions as the "north star" - it is what all employees understand about how their work each day ultimately contributes towards accomplishing goals over the long term; and
- Is written succinctly in an inspirational manner that makes it easy for all employees to repeat it at any given time.

Examples of effective Vision statements include:

- **Alzheimer's Association:** "Our Vision is a world without Alzheimer's disease."
- **Apple:** "to make the best products on earth, and to leave the world better than we found it."
- **Norfolk Southern:** "Be the safest, most customer-focused and successful transportation company in the world."
- **Microsoft:** "Empower people through great software anytime, anyplace, and on any device."

A Mission statement:

- Defines the present state or purpose of an organization;
- Answers three questions about why an organization exists -

WHAT it does;
WHO it does it for; and
HOW it does what it does.

- Is written succinctly in the form of a sentence or two, but for a shorter timeframe (one to three years) than a Vision statement; and
- Is something that all employees should be able to articulate upon request.

Examples of effective Mission statements include:

- **Erie Insurance:** "To provide our policyholders with as near perfect protection, as near perfect service as is humanly possible and to do so at the lowest possible cost."
- **NatureAir:** "To offer travelers a reliable, innovative and fun airline to travel in Central America."
- **Target:** "Our mission is to make Target the preferred shopping destination for our guests by delivering outstanding value, continuous innovation and an exceptional guest experience by consistently fulfilling our Expect More. Pay Less.® brand promise."
- **Apple:** "to bring the best personal computing products and support to students, educators, designers, scientists, engineers, businesspersons and consumers in over 140 countries around the world."

Examples of Alternative Peer Group Implementation Team Vision and Mission Statements:

Vision Statement: The APG fosters a fun, substance free and socially reinforcing community of young people that is recovery and wellness-focused.

Mission: To ensure the successful implementation of the alternative peer group through collecting and analyzing data to make decisions; identifying outreach, recruitment, and retention strategies; and providing APG facilitators with training and support to ensure high quality programming.