



# **Organizational Spiritual Leadership Vision/Stakeholder Effectiveness Analysis**

# Vision/Stakeholder Effectiveness Analysis

## Vision / Purpose / Mission and Values Statement

### Definition

An organizations vision/stakeholder effectiveness analysis utilizes a vision and values-driven stakeholder approach. This process is initiated by developing a vision/mission whereby strategic leaders and/or followers seek to serve key stakeholders. The vision then forms the basis for the social construction of the organization' organization and the ethical system and values underlying it.

### **Vision/Purpose/Mission – Answers three questions:**

What is our journey?

Why are we taking it?

Who are we and what do we do?

### **Qualities of an Effective Vision**

1. Broad appeal to key Stakeholders
2. Defines the Destination and Journey
3. Reflects High Ideals
4. Encourages Hope/Faith
5. Establishes a Standard of Excellence

# Vision/Stakeholder Effectiveness Analysis

## Vision / Purpose / Mission and Values Statement

### Example:

#### Baylor Health Care System Founding Statement

*"It is not now time that we build a great humanitarian hospital, one to which men of all creeds and those of none may come with equal confidence?"*

**George W. Truett, 1903**

**Our Vision:** To be trusted as the best place to give and receive safe, quality, compassionate health care.

**Our Purpose:** Baylor Health Care System exists to serve all people through exemplary health care, education, research, and community service.

**Our Mission:** To operate as an integrated health care system by offering a continuum of quality services with a commitment to patient care, medical education, research and community service.

**Our Values:** These values reflect how we seek to relate to patients, families, physicians, employees, payers and communities we serve.

**Integrity** – Conducting ourselves in an ethical and respectful manner.

**Servanthood** – Serving with an attitude of unselfish concern.

**Quality** – Meeting the needs and striving to exceed the expectations of those we serve through continuous improvement.

**Innovation** – Constantly exploring, studying and researching new concepts and opportunities.

**Stewardship** – Managing resources entrusted to us in a responsible manner.

# Vision/Stakeholder Effectiveness Analysis

## Stakeholder Analysis

### Definition

From a strategic and empowered team leadership perspective, it is necessary for organizations to adopt a stakeholder approach in viewing social organizations as being imbedded in layers or levels (individual, group, organizational, societal) with various internal and external constituencies (employees, customers, suppliers, government agencies, etc.), all of whom have a legitimate strategic and moral stake in the organization's performance. Each of these stakeholders may have different values and interests as well as different stakeholder relationships with other individuals, groups and organizations.

### Stakeholder Analysis Process

1. List all stakeholders of an organization.
2. Determine amount of power each stakeholder has with respect to the organization.
  - a) Power is the ability to influence others to behave as you would want.
  - b) Low power / Low importance stakeholders are generally included in the analysis.
  - c) Typically will have 3 to 6 stakeholder groups.
3. For a particular effectiveness criterion, determine its importance to each stakeholder group.
  - a) What does the stakeholder group expect?
4. Place stakeholder group in appropriate place on model.

# Vision/Stakeholder Effectiveness Analysis

## Stakeholder Power & Importance

Power of Stakeholder Group Over Organization	High	High Power Low Importance	High Power High Importance
	Low	Low Power Low Importance	Low Power High Importance
		Low	High
		Relative Importance of Effectiveness Criterion to Stakeholder Group	

# Vision/Stakeholder Effectiveness Analysis

## Stakeholder Expectation Map

### Example:

