

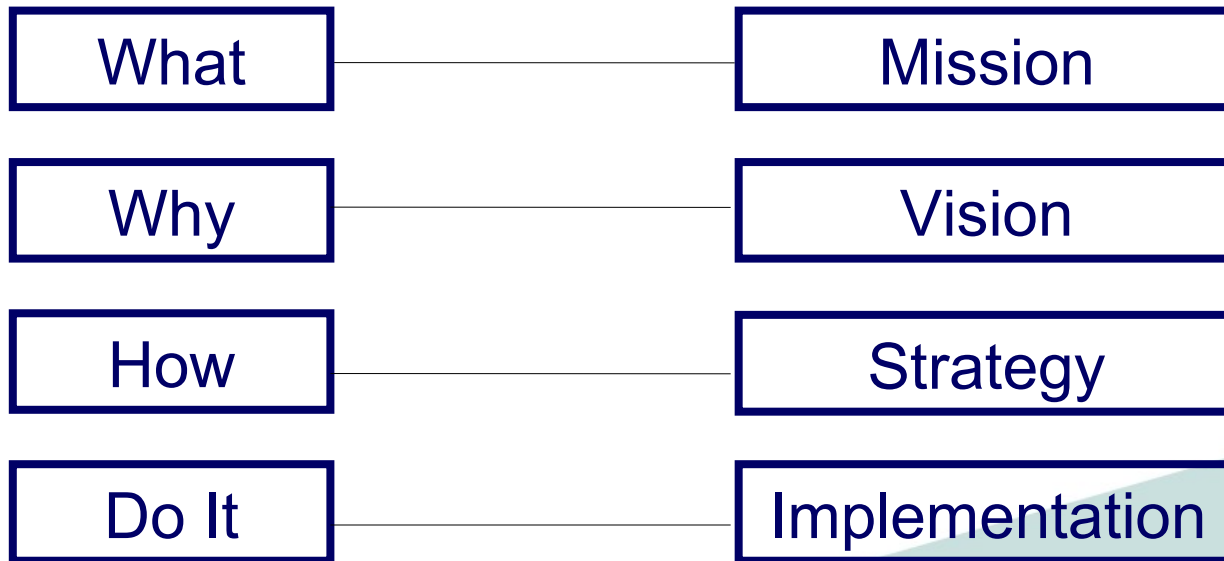
Long-term Development:

Vision, Mission and Strategy in Research

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Vision - Mission - Strategy



A Vision that is a *realistic, credible, attractive future for that organization*, accomplishes several things for the organization:

- **Attracts commitment and energizes people.** This is one of the primary reasons for having a vision for an organization: its motivational effect.
- **Creates meaning in peoples' lives.** A vision allows people to feel like they are part of a greater whole, and hence provides meaning for their work.
- **Establishes a standard of excellence.** A vision serves a very important function in establishing a standard of excellence. In fact, a good vision is all about excellence.
- **Bridges the present with the future.** The right vision takes the organization out of the present, and focuses it on the future. A good vision can orient you on the future, and provide positive direction.

Vision - Mission - Strategy

Once you've communicated your vision, how do you go about implementing it? **strategic planning**

- **Visioning** can be considered as establishing where you want the organization to be in the future;
- **Strategic planning** determines how to get there from where you are now.
- **Mission** – A shared sense of purpose that unifies an organization's effort

Vision - Mission - Strategy

Critical Linking Factors for all Stakeholders:

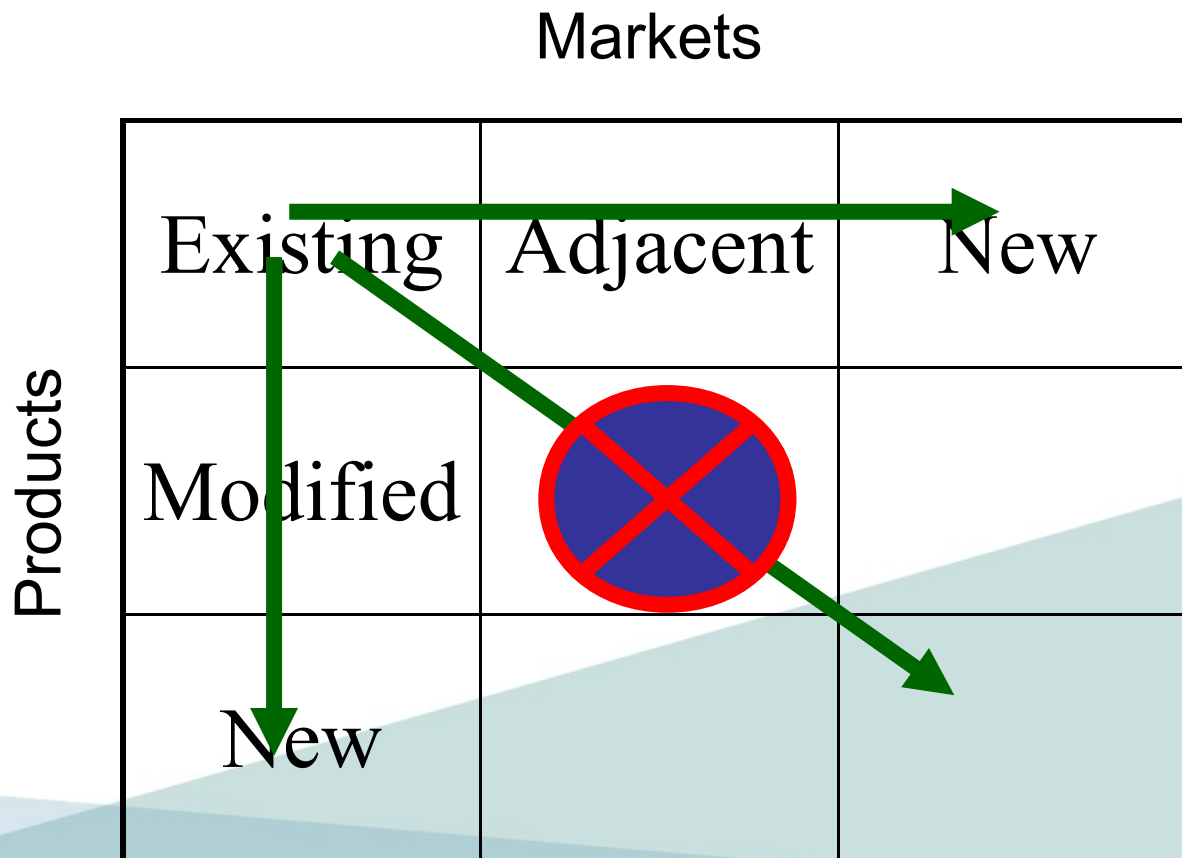
Driving Force

Strategy

Shared Basic Beliefs

Strategy and Mission

What's the *Driving Force*?



What's the *Driving Force*?

Science Case

Technology Enabler	Existing	Adjacent	New
	Modified		
	New		

Strategy Questions You Must Answer

1. What **beliefs** and **values** that guide your organization?
2. What are assumptions of the **external** environment (demographic, economic, political, competitive) and **internal** environment? What are the implications for your organization? (SWOT)
3. What will you **offer**, and **not offer**?
4. Whom will you **serve**, and **not serve**?
5. Where (geographic) will you **serve**, and **not serve**?
6. Which opportunities represent the greatest potential for **growth**? Which require the most significant **investment**?
7. Which **competitive advantage(s)** will enable you to succeed?
8. Which **key capabilities** must you have to support your competitive advantages(s)?
9. What **non-financial and financial results** do you aim to achieve? (Balanced Scorecard)

Strategic Project Planning

Determine a Strategic Time Frame (3-5 yrs)

Can be compared to “Program Planning”

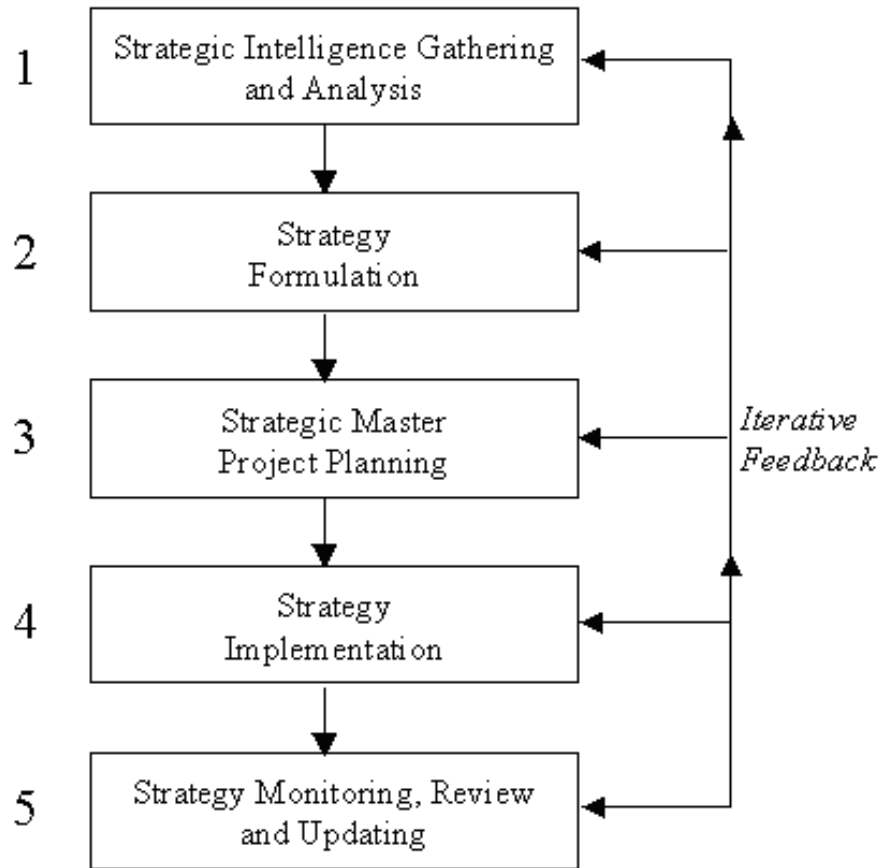
Portfolio of Strategic Initiatives

Each SI can be one or more projects

Number of parallel SI's depends on:

- Management Scope

- Resources



Measuring Success

- Financial expectations
- Performance
- Competitive assessments
- External assessments
- Internal assessments

Research Infrastructures are People!



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