

Case Study

Developing a Mission & Values statement

with the Salvation Army's School for In-Service Training and Development



Context

The School for In-Service Training and Development of the Salvation Army wanted to develop their own Mission Statement, against the background of a major shift in emphasis in training giving greater autonomy to the divisions (regions).

Process

The staff of the department (about 25 people) gathered and, after the context had been set, brainstormed answers to three main questions:

- Why do we exist?
- Who do we serve?
- What is the need we are addressing?

The answers were then taken away by a small group who refined the key points down to a succinct Mission Statement. They were also able, by reviewing the answers further, to draw out a Statement of Values for the Department. Both of these were presented back and endorsed by the whole group at their next meeting three months later.

The process drew on the methods of ICA's "Technology of Participation" (ToP), including elements of the ToP Focused Conversation method and the ToP Consensus Workshop method.

Outcomes

This process took place two years ago, and since then the statements have been used both

internally to give a sense of direction and clarify purpose, and externally, to considerably strengthen the identity and raise the profile of the school within the wider organisation.

Impacts

This exercise was the first stage of a longer ToP Participatory Strategic Planning process (also facilitated by ICA:UK) which resulted in the department developing its own strategic framework for the following three years. The impact of this has been to provide a unifying effect on a geographically scattered department, giving a stronger sense of direction and identity.

The influence in the organisation has increased and the attendance at training events and range of trainings on offer has substantially increased as regional and centrally based staff members have worked to a common purpose. More widely, the process used was a practical demonstration of the more participatory approach to planning which the Salvation Army is in the process of adopting, and led to other departments using a similar approach in their planning.

The department demonstrates a level of ownership and commitment to the process by holding regular meetings and briefing days. These are used to monitor and replan. The Mission Statement and Values have remained constant since their introduction.