

Headline 3.1 Vision and mission

1. Definition

A vision can be considered a statement of the organisation's ideal or desired future. It is an aspirational description of what an organisation would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action and to give a direction to your organisation with a long-term perspective. A mission is a written declaration of an organisation's core purpose and focus. A mission statement drives the organisation. It is what the organisation wants to achieve and what it takes to reach those objectives. It also shapes your company's culture and values. Properly crafted mission statements serve as filters to separate what is important from what is not and communicate a sense of intended direction to the entire organisation. The mission contributes to making it easily understandable for external actors what the organisation stands for. A mission is different from a vision in that the former is the cause, and the latter is the effect; a mission is something focused on today, to be accomplished whereas a vision is something focusing on tomorrow, to be pursued for that accomplishment. The vision and mission should support the decision-makers of the organisation when making strategic decisions. The core values of the organisation can be integrated into the mission statement.

2. Ideal scenario

The organisation has defined and published an overall vision and a mission statement describing the desired future state and the various steps to reach it. The vision is a clear, specific and compelling picture of what the organisation will ideally look like at a specific time in the future. The vision and mission are consistent and coherent, covering ideals and practical actions and reflecting the Fundamental Principles of Olympism and the values and goals of the Olympic Movement. The vision and mission are included in the statutes and a regular revision process, involving the highest level of expertise and experience (from within and/or outside the NOC) and seeking contributions from the largest possible number of stakeholders, is foreseen. This vision and mission statement are known, shared and validated by all members. A clear differentiation has been made between the vision, mission statement and the strategic objectives. Values supported by the organisation have been included in the vision and mission statement and objectives pursued are in line with these values. The strategic objectives and the annual work plan are clearly in line with the vision and mission. The description of the vision and mission is easy to find on the website.

The primary mission of the NOC is stated in its statutes as described by the Olympic Charter: *“The mission of the NOCs is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter”*. In addition, NOC's mission could include the following elements:

- Development and promotion of sport through non-profit organisations;
- Promotion of the values of sport;
- Organisation of competitions;
- Ensuring a fair sporting contest at all times;
- Protection of the members and particularly the athletes;
- Solidarity;

- Respect for the environment.

3. Risks

- Misunderstanding and difference of views regarding objectives to pursue and the key activities.
- Lack of mid- and long-term planning.
- Lack of ownership of members and staff to the strategic objectives.
- Decisions taken in contradiction with the values supported by the organisation.
- Short strategic plans that do not fit with the previous or next plans.
- No continuity and sustainability of actions.
- Difficulties in attracting sponsors and members if no clear vision.
- Financial instability.

4. Instruments and key elements

<i>Instruments</i>	<i>Key elements</i>
Vision	<ul style="list-style-type: none"> • Clearness. • Long-term planning: ideal scenario. • Coherence with the values of the organisation. • Communication with and interaction with members and stakeholders. • Discussed and elaborated with the highest level of the organisation and in consultation with a large number of stakeholders. • Link with daily activities. • Linked with or included in the statutes of the organisation. • Clear differentiation with mission statement. • Regularly reviewed to adjust to internal and external changes.
Mission statement	<ul style="list-style-type: none"> • Clearly identifiable goals including development and promotion of sport, promotion of values of sport and other elements mentioned in the Olympic Charter. • Mid- and long-term planning. • Discussed and elaborated with the highest level of the organisation in consultation with a large number of stakeholders. • Aligned with the vision of the organisation and reviewed when necessary. • Communication with members and stakeholders. • Linked with the statutes of the organisation. • Clear differentiation with vision.

5. Good practice examples

Example “Vision” and “Mission Statement”

Organisation: International Olympic Committee

Description: On the basis of the Olympic Charter, the IOC has defined the vision and missions of the Olympic Movement. The vision is “building a better world through sport”. In connection with this vision, the IOC has identified three key values, its missions and a number of working principles. It has combined all these elements in one scheme that you can find below:



Further information:

[International Olympic Committee - History, Principles & Financing \(olympics.com\)](https://olympics.com)

[IOC Mission \(olympics.com\)](https://olympics.com)

olympics.com/ioc/documents/international-olympic-committee

Example “Vision” and “Mission Statement”

Organisation: International Canoe Federation (ICF)

Description: The ICF has adopted a comprehensive strategy to ensure consistency between its different activities. The strategy started with the adoption of a clear vision: Inspire people to pursue a lifelong passion for paddling. This vision is completed by a mission statement as well as a description of the core organisational competencies. In addition, the core values, which should always be pursued by staff and stakeholders, are also detailed in this statement. For instance, the value of Integrity is mentioned and described as followed: to consistently act in accordance with high ethical values and demonstrate mutual respect and honesty. The general objective of the strategy is to achieve credible growth in the paddling disciplines under the responsibility of the ICF. To achieve this, the ICF built a strategic plan with identified strategic goals connected with the vision and mission statement.

Further information: [About the International Canoe Federation \(ICF\)](https://www.canoeicf.com) | [ICF - Planet Canoe \(canoeicf.com\)](https://www.canoeicf.com)

Example “Vision” and “Mission Statement”

Organisation: Oceanian National Olympic Committees (ONOC)

Description: The ONOC demonstrates a clear vision of “An empowered, innovative sport ecosystem in Oceania for sustainable success” together with their Strategic Plan 2021.2024. The Strategic Plan is the fourth of its kind and was developed in extensive consultation with stakeholders, ensuring it addresses the evolving needs of ONOC members and aligns with global Olympic priorities. The mission statement “To advance the sport ecosystem by strengthening NOC services, supporting sporting excellence, cultivating, and managing strategic partnerships, and leading by example.” is further complemented by priority areas. Building on the current plan, the ONOC 2025–2028 Strategic Plan will incorporate findings from the Capability Framework Exercise to ensure ONOC has the necessary resources to achieve its strategic objectives. This will involve developing annual business strategies and budgets aligned with the Olympic Quadrennial plans for 2025–2028, reinforcing ONOC's commitment to promoting sporting excellence and Olympic values throughout Oceania.

Further information: [Mission Statement & Strategic Plan | ONOC \(oceanianoc.org\)](#)

Example “Vision” and “Mission Statement”

Organisation: National Olympic Committee and Sports Confederation of Denmark (DIF)

Description: DIF is prominently displaying their vision “Sport must have a significant place in all Danes throughout their lives – in communities on and off the pitch and through experiences that excite and unite Denmark.” and mission “DIF moves Denmark through sports, volunteering and joy. In our many sports and diverse association life, we create great achievements and cohesion in society.” on their website. The two statements are further enriched by the concrete initiatives under “What we work for”.

Further information:

[DIF's vision and mission | DIF](#)

[What we work for | DIF](#)

Example “Vision and mission plan”

Organisation: Rowing Australia

Description: Rowing Australia has adopted a clear vision, “To inspire our community to achieve excellence and wellbeing through the sport of rowing”. Based on this vision, they have developed clear “Drivers for success” with 5 core elements: alignment, inclusion, performance, innovation, and sustainability.

Rowing Australia's 5+5 Strategic Plan, developed through extensive stakeholder consultation, will guide the sport's growth and development over the next decade, focusing on key strategic priorities and clearly defined roles and responsibilities, as detailed in the accompanying Australian Rowing Delivery Framework.

Further information: [Our Story \(rowingaustralia.com.au\)](#)

6. Steps to the next level

To level 2 ★★ “Emerging”	To level 3 ★★★ “Developing”	To level 4 ★★★★ “Established”	To level 5 ★★★★★ “Embedded”
<ul style="list-style-type: none"> • Discuss within the Board the ideal scenario for your organisation in the long run. • Discuss and agree on the main areas of activities covered by your organisation. • Discuss the values followed by your organisation. 	<ul style="list-style-type: none"> • Discuss within the Board the ideal scenario for your organisation in the long run. Organise a workshop to write this ideal scenario down in a clear vision. • Discuss possible measures or key areas to reach the vision. • Identify the key values pursued by the organisation. 	<ul style="list-style-type: none"> • Adopt a clear and well-defined vision within the Board of your organisation. • Define a clear mission statement that builds on the vision and that lists the main areas or missions to reach the vision. • Clearly formulate the core values followed by the organisation and discuss how these values should be included in the daily work of the organisation. • Exchange with your staff and members on the adopted statements. 	<ul style="list-style-type: none"> • Define a clear and well-developed vision as well as a mission statement that is logically connected to the vision. Include the core values of your organisation in the vision and mission statement. • Make sure you consult your members/member organisations when developing this vision and mission (feeling of ownership). • Adopt the vision and mission officially by the Board as well as the General Assembly of your organisation. • Once adopted, make sure that the vision and mission statement are well-known by staff members and member organisations by clearly communicating it internally. If necessary, include the vision and mission in your statutes.



			<ul style="list-style-type: none">• Make sure that vision and mission can be easily found on your website for the general public.
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