

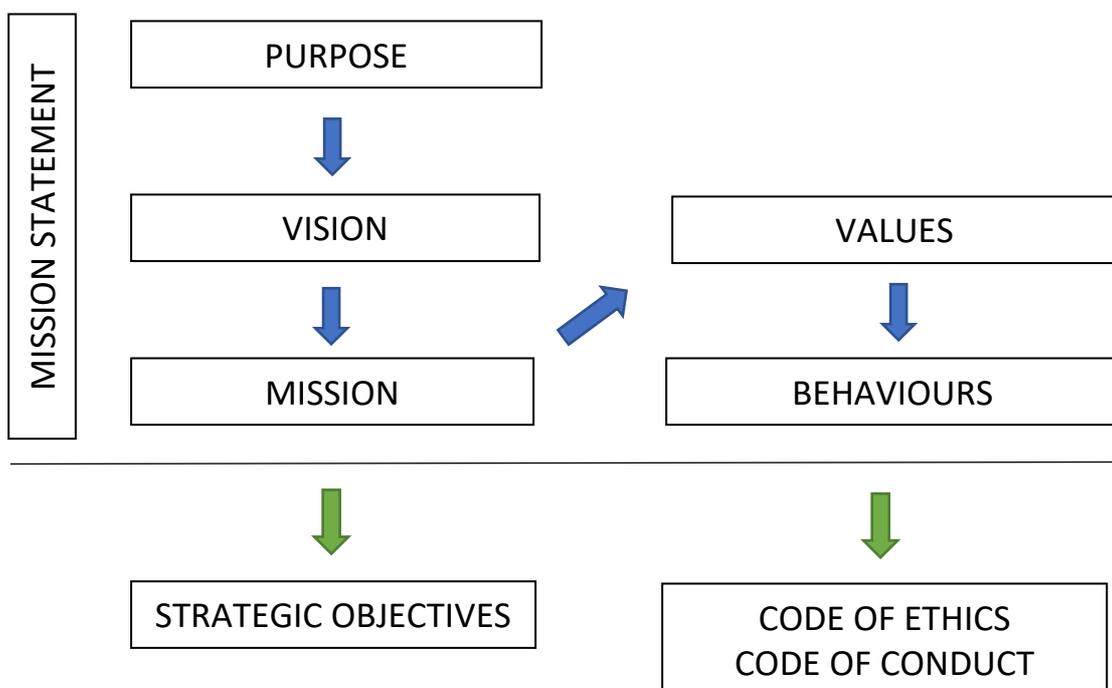
## CREATING A MISSION STATEMENT

### INTRODUCTION

The aim of this paper is to assist clubs to “produce a mission statement which outlines what they aim to achieve, ethos of the club and their core values” (HKRU Strategic Plan 2020-23). To make the process as simple as possible, a flow chat has been proposed and a brief explanation of key terms have been given.

### FLOW CHART

- Clearly define the clubs *PURPOSE*, before moving onto describing its *VISION* and *MISSION*.
- Clearly define the *VALUES* the club will demonstrate as it works towards achieving its mission and vision and describe key *BEHAVIOURS* that support these values.
- Compose a brief statement (*MISSION STATEMENT*) that encompasses the club’s purpose, vision, mission, and values.
- For clubs wishing to complete a strategic plan, outline *STRATEGIC OBJECTIVES* focusing on achieving the club’s mission and vision. Clubs may also wish to compose a *CODE OF ETHICS* and/or a *CODE OF CONDUCT* to clearly communicate its values and the behaviours it expects from its members.



## KEY TERMS

### PURPOSE

*Definition: the reason for which something is done or created or for which something exists.*

The purpose of a club is the fundamental reason why it exists. A club's purpose should not describe "What do you do", it should explain "Why what you do is important"

*Example: To positively contribute to the community by create opportunities for people of all ages and abilities to come together and enjoy the benefits of physical activity.*

### VISION

*Definition: an idea or a picture in your imagination.*

The club's vision, based on its purpose, should look forward create a mental image of an ideal state. They are often broad, aspirational statements that inspire employees and members.

*Example: A Game for All*

### MISSION

*Definition: an important assignment given to a person or a group of people.*

The club's mission should support its vision and serves to communicate its purpose. It often outlines the club's long-term goals, which may serve to guide the creation of the club's strategic objectives.

*Example: To enhance and promote the game of rugby in the Hong Kong Community. To encourage greater inclusion and participation in rugby at all levels of the game. To support and develop a sustainable platform for our national teams to succeed at high performance / international levels.*

### VALUES

*Definition: principles or standards of behaviours.*

The club's values are the guiding principles that are most important to it and the way it's employees and members conduct themselves. Strong, clearly articulated values should be a true reflection of your club's aspirations for appropriate behaviour and play an important role in building a positive culture.

*Example: Inclusivity, Respect, Integrity, Excellence*

## BEHAVIOURS

*Definition: the way in which one acts or conducts oneself, especially towards others.*

Behaviours are the practical application of values, translating them into day-to-day actions. Values tend to be broad brushstrokes. Behaviours nail the detail of what you expect your people to do.

*Example: Inclusivity – We will consciously work to ensure equal opportunities for those who might otherwise be excluded. We will engage others and their thoughts to intentionally add varying, diverse perspectives and approaches.*

*Respect – We will respect others and their time by always being punctual. We will respect others and ourselves by always engaging in open and honest dialogue. We will respect others and their opinions by being open minded, listening without interrupting and being adaptable.*

*Integrity – We will be authentic with others and ourselves. We will behave and make decisions for the greater good, independent of personal gain.*

*Excellence – We will approach each day with purpose, with the aim of performing above the norm. We will continually strive for self-improvement and encourage and support the improvement of others.*

## STRATEGIC OBJECTIVES

Strategic objectives are the big-picture goals for the club: they describe what the club will do to try to achieve its mission and vision. Strategic objectives are usually some sort of performance goal—for example, increase sponsorship revenue, increase player numbers, or to launch a new community engagement initiative.

## CODE OF ETHICS / CODE OF CONDUCT

A club's Code of Ethics and Code of Conduct are the standards that it's employees and members are expected to adhere to, so as to remain a part of the club. The primary difference between the two is that a code of ethics is a broad set of principles which influence the judgement of employees and members while a code of conduct is a more focused set of guidelines that influence their actions.

## **FURTHER INFORMATION**

For further information on the above flow chart or if your club will like any assistance in producing a mission statement, please contact:

Nathan Stewart - [nathan.stewart@hkrugby.com](mailto:nathan.stewart@hkrugby.com)