

# Planning Terms and Definitions

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The meaning of planning terms varies from group to group. What is one leader's "mission" is another leader's "vision." For this reason, it is wise for a leadership group to apply a "close-enough rule" for the purposes of planning together. The goal is for leaders to agree upon a specific set of definitions and stick with them. Here are some suggestions:

<b>Identity</b>	The origin, location, history, language, demographics, values, styles, and ideology that make a group unique (up to this moment in time). Similar to "culture" (see below). Answers the question: " <b><i>Who are we?</i></b> "
<b>Culture</b>	Similar to identity, but includes the <b><i>shared</i></b> beliefs, customs, values, dress and behaviors that <b><i>unite a group</i></b> of people and <b><i>distinguish them</i></b> from others. Culture includes explicit and implicit rewards and punishments <b><i>that cause people to determine when they "belong" and when they don't.</i></b>
<b>Teamwork</b>	The ability of individuals or teams to adopt a set of common goals and measurements, and then use them to make collective decisions and implement them on a daily basis.
<b>Vision</b>	A specific and motivating description of what the group will look like at a given point in the future (focus is on preferred self). For example, vision answers the question: " <b><i>What do we want to look like in three years?</i></b> "
<b>Mission</b>	Describes the specific impact the group feels called to make in its community and world (focus is on impact on others). Answers the question: " <b><i>Why do we exist?</i></b> "
<b>Values</b>	Commitments that are <b><i>expressed as behaviors</i></b> in every activity of the group.
<b>Goals</b>	A broad description of what a group or subgroup <b><i>plans to accomplish</i></b> consistent with its mission.
<b>Strategies</b>	A description of the priority and high-impact <b><i>activities</i></b> a group will implement to meet a specific goal.
<b>Priorities</b>	<b><i>Where the first dollars and/or staff calories are spent to make a strategy happen</i></b> and to support the group's objectives (some groups prefer to focus on building on existing strengths, others prefer to focus on improving weaknesses).
<b>Objectives</b>	<b><i>Time-specific and measurable targets</i></b> for which a person or group is held accountable.
<b>Metrics</b>	A standard that uses figures or statistics for the purpose of measuring or evaluating something, for example, the value of an item or the progress of a group.
<b>Process</b>	The <b><i>sequence of steps and habits required to reach maturity or accomplish a stated mission or goals</i></b> (applies to personal processes as well).
<b>Structure</b>	The <b><i>network of reporting relationships</i></b> whereby roles are clearly defined, direction is given, communication is facilitated, people are nurtured and equipped, and resources are distributed for the sake of the mission.
<b>Span of Care</b>	<b><i>The number of people for whom a given person is responsible to supervise or lead</i></b> (in terms of skill development, relational support, teaching, or providing direction and accountability).
<b>Slogan/Motto</b>	A brief motivating phrase or sentence that <b><i>expresses the heart of the vision.</i></b>