

Module 1. Defining Your Vision, Mission and Values

This module explores the key elements of vision, mission, and values in the context of strategic planning.

The vision serves as a long-term goal that differentiates the organisation, provides direction, and motivates stakeholders. It should be clear, concise, inspiring, and aligned with organisational goals and encourage innovation. Similarly, the mission statement outlines the organisation's purpose, guides decision-making, and attracts top talent. It should be original, foundational, and memorable, and connect with staff. Finally, values define the organisation's culture, shape behaviour, and enhance team cohesion. They should be aspirational, guide decision-making, and establish a positive image. By effectively developing and aligning vision, mission and values, sports organisations can achieve long-term success and stakeholder engagement in their strategic planning endeavours.

In the following figure, it is possible to see that we are now in the second stage of the process, specifically in 'developing the organisation's vision, mission and values'.

Figure 1. Vision, mission, and values

Strategic planning 5 steps methodology, vision, mission & values



Source: own source.

1. Vision

Let us start by explaining the features of the vision. In *Blue Ocean Strategy*, W Chan Kim and Renée Mauborgne (2005) highlight the relevance of the vision for an organisation; they say that a strong vision is the anchor that keeps a company focused on its long-term goals and helps it weather the storms of short-term setbacks. Besides, they mention that a well-crafted vision helps a company to differentiate itself from the competition and creates a sense of purpose and direction that motivates employees and attracts customers (Kim and Mauborgne, 2005).

A vision is crucial in creating a strategic plan because it provides a clear and inspiring picture of the organisation's long-term aspirations. A vision statement articulates where the organisation wants to be in the future and provides a shared sense of direction and purpose for all stakeholders, including employees, customers, and partners.

As Richard Rumelt (2011) states, a good vision statement should be clear, concise, and inspiring; it should capture the essence of what the organisation wants to achieve and provide a sense of direction and purpose for all employees.

A sports organisation can foster a culture of excellence, drive innovation and creativity, and achieve sustained success by establishing a clear and compelling vision.

When it comes to creating a vision, several key success factors are essential to ensuring its success. Here are some examples of key success factors for a vision:

- **clear message.** The vision should be clear and easy to understand by everyone in the organisation.
- **Concise statement:** the statement should be made of one sentence, if possible.
- **Inspirational:** craft a compelling message that inspires and captures people's attention.
- **Aspirational:** create a compelling statement about your ambitious and feasible destination.
- **Memorable:** the vision must be memorable and inspiring for employees and stakeholders, evoking a sense of purpose and significance.
- **Alignment:** the vision should be aligned with the values, mission, and strategic goals of the organisation, and it should also be consistent with the external environment and the needs of 'customers' and stakeholders.
- **Innovation:** the vision should encourage innovation and creativity by fostering a culture of experimentation, risk-taking, and learning; it should also be adaptable and flexible to accommodate changes in the external environment and the needs of stakeholders.

A clear and shared vision is vital for an organisation, as it aligns resources and efforts, motivates employees, attracts stakeholders, and guides decision-making. It provides all stakeholders direction, inspiration, and motivation, making it crucial for strategic planning success. Refer to figure 2 for a summarised overview.

Figure 2. Vision statement

Vision statement

What's a vision?	Key success factors for a vision
<ul style="list-style-type: none">• It provides a clear and inspiring picture of the organization's long-term aspiration.• Articulates where the organization wants to be in the future and provides a shared sense of direction and purpose for all stakeholders.• It should be aligned with the organization's value and competitive environment.	<ul style="list-style-type: none">• Clean message.• Concise statement.• Inspirational.• Aspirational.• Memorable.• Alignment.• Innovation.

Source: own source.

Examples of vision statements from sports organisations and organisations outside of sports

The following vision statements provide a clear and inspiring direction for their organisations. They reflect the core values and aspirations of the organisation and inspire stakeholders to work towards achieving the vision.

Figure 3. Examples of vision statements

Examples of a vision statements

Sport organizations	Organizations outside of sport
<ul style="list-style-type: none">• International Olympic Committee (IOC): "To build a better world through sport".• Manchester United FC: "To be recognized as the world's leading sports brand, both on and off the pitch".• FIBA: "Basketball is the most popular sports community".• United States Olympic & Paralympic Committee (USOPC): "Inspire and unite us through Olympic and Paralympic sport".• UEFA: "Ensuring football is the most played, trusted, competitive, engaging and responsible sport".	<ul style="list-style-type: none">• Amazon: "To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online".• Google: "To provide access to the world's information in one click".• Coca-Cola: "To refresh the world in mind, body and spirit; to inspire moment of optimism and happiness through our brands and actions; and to create value and make a difference".• Tesla: "To accelerate the world's transition to sustainable energy".• Microsoft: "To help people and businesses throughout the world realize their full potential".

Source: own source based on International Olympic Committee [IOC], 2023a; Manchester United, 2022; FIBA, 2019; United States Olympic and Paralympic Committee [USOPC], 2023; UEFA, 2023; Amazon, 2023; Google, 2020; The Coca-Cola Company, 2023; Tesla, 2023; Microsoft, 2023.

Unit 1.1 How to define the vision

Defining a vision statement in a sports organisation is done like in any other organisation. However, some unique considerations exist when defining a sports organisation's vision statement. The next figure shows some steps that can help guide the process.

Figure 4. How to define the vision in a sports organisation

How to define the vision in a sports organization

Involve stakeholders	Engage athletes, coaches, fans, sponsors, and other key stakeholders in the vision-setting process to ensure their perspectives are considered.
Consider the competitive environment.	Consider the competitive landscape in which the sports organization operates, including trends and dynamics within the sports industry.
Brainstorm and prioritize ideas	Generate ideas for the vision statement through brainstorming sessions and prioritize them based on their alignment with the organization's values, feasibility, and potential impact.
Craft and refine the vision statement	Based on the prioritized ideas, craft a draft vision statement that reflects the sports organization's aspirations and purpose..
Communicate and socialize the vision statement	Once the vision statement is finalized, and once integrated into the entire strategic plan, the key to communicating it to all stakeholders.
Monitor and review the vision statement	Review the vision statement periodically to ensure that it remains relevant and inspiring.

Source: own source.

Unit 1.2 Differences between a vision and a mission statement

A vision statement is an inspirational statement that outlines the organisation's long-term goals. In contrast, a mission statement is a more specific statement that describes the organisation's purpose, objectives, and day-to-day operations. It is possible to see the differences in figure 5.

Figure 5. Differences between vision and mission statement

Differences between vision & mission statement

Vision statement	Mission statement
<ul style="list-style-type: none"> • It outlines the organization's aspirations for the future, describing its long-term goals and what it hopes to achieve over time. • It is a broad, inspirational statement that serves as a guiding principle for the organization and provides direction for decision-making. • It is an inspirational statement that outlines the organization's long-term goals. 	<ul style="list-style-type: none"> • It describes the organization's core purpose and objectives, outlining what it does, whom it serves, and how it achieves its goals. • It is a more specific statement that focuses on the present and the organization's day-to-day operations.

Source: own source.

Unit 1.3 Mistakes to avoid when building a vision

When building a vision, try avoiding common mistakes that appear in the next table.

Table 1. Some mistakes to avoid when building a vision

Mistake	Description
Failing to involve employees	Employees are the backbone of a company, and their input is crucial to building a strong vision. Make sure to involve your team in the process and encourage feedback.
Neglecting to revisit your vision	The vision should be a living document that evolves. Do not make the mistake of creating a vision and then forgetting about it. Regularly revisit and update the vision to ensure that it remains relevant and effective.
Copying others	While it is okay to draw inspiration from other successful companies, do not copy their vision outright. Your vision should be unique to your company and reflect your specific goals and values. There is only one you.
Being too short-sighted	The vision should be focused on the long-term success of the company, not just short-term gains. Do not sacrifice your long-term vision for short-term wins.

Complexity	Make sure your vision is understandable by all stakeholders involved, including players, coaches, and so on. It must speak by itself.
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Source: own source.

1. Mission

A mission statement outlines the primary reason for its existence, which can serve as a guide for decision-making and goal setting. Polman and Winston (2021) stated that a compelling mission can inspire and motivate employees, customers, and partners to join you in creating positive change, and that having a clear mission statement helps employees and stakeholders understand what the company stands for, what it hopes to achieve, and why it matters.

A mission is relevant for an organisation because it provides direction, defines identity, builds consensus, guides decision-making, and improves performance. A mission statement helps prioritise activities, communicate objectives, establish core values, create a shared sense of purpose, evaluate opportunities, and align resources towards a common goal.

According to W Chan Kim and Renée Mauborgne (2005), a company's mission should be more than just a statement of its goals and objectives: it should be a rallying cry that inspires and motivates its employees to achieve great things. This mission should be aspirational and inspiring, reflecting the company's values, beliefs, and vision for the future. Moreover, one of the most important aspects of the mission is that companies that can articulate a clear and compelling mission are more likely to attract and retain top talent (Kim and Mauborgne, 2005). This is key for sports organisations' success.

a. How to create the mission

Typically, crafting the mission statement comes after conducting a SWOT analysis, but prior to proceeding with the rest of the planning process. This is because the mission statement is the cornerstone of the business, as it defines the scope of the operations and what sets the company apart from the competition.

It is essential to keep the message simple and easy to understand. To develop a clear and concise mission statement, describe what the company does and whom it serves. Next, identify the specific benefits that the company offers.

One approach is to hold brainstorming sessions with the team to generate several potential mission statements. From these options, select the one that best encapsulates the company's goals and values.

Here is the checklist of a powerful mission statement:

- it must be original.
- It needs to be foundational; you do not want to change it all the time.

- It should have a strong staff connection.
- It must be memorable, short, and concise.

Figure 6. Mission statement

Mission statement

How to create a mission statement	Checklist of a powerful mission statement
<ul style="list-style-type: none"> • Crafting your mission statement comes after conducting a SWOT analysis but prior to proceeding with the rest of your planning process. • It is essential to keep your message simple and easy to understand. • Describe what your company does and whom it serves. • Identify the specific benefits that your company offers. • Hold brainstorming sessions with your team to generate several potential mission statements. 	<ul style="list-style-type: none"> • It has to be original. • Foundational, you do not want to change it all the time. • It should have a strong staff connection Memorable, it has to be short and concise.

Source: own source.

b. Mission statements for sports organisations

A mission statement is significant for a sports organisation since it helps to establish a clear purpose and direction to guide all activities. The relevance of having a mission for a sports organisation can be summarised as follows:

- establishing a clear purpose beyond just winning games.
- Building a strong brand that resonates with fans.
- Attracting and retaining fans who share the organisation's values.
- Providing direction for athlete development to prioritise and focus efforts on developing athletes who embody the organisation's values and mission.

Examples of mission statements from sports organisations and organisations outside of sports

Figure 7. Examples of mission statements

Examples of mission statements

Sport organizations	Organizations outside of sports
<ul style="list-style-type: none"> National Basketball Association (NBA): "Inspire and connect people everywhere through the power of basketball". International Olympic Committee (IOC): "To promote Olympism throughout the world and to lead the Olympic Movement". National Football League (NFL): "We unite people and inspire communities in the joy of the game by delivering the world's most exciting sports and entertainment experience". FIBA: "We develop and promote the sport of basketball, and unite the community". United States Olympic & Paralympic Committee: "Empower team USA athletes to achieve sustained competitive excellence and well-being". 	<ul style="list-style-type: none"> Amazon: "To be Earth's most customer-centric company". Google: "To organize the world's information and make it universally accessible and useful". Coca-Cola: "To refresh the world, To inspire moments of optimism and happiness, To create value and make a difference". Tesla: "To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles". Microsoft: "To empower every person and every organization on the planet to achieve more".

Figure: own source based on NBA, 2023; IOC, 2023a; National Football League [NFL], 2019; FIBA, 2019; USOPC, 2023; Amazon, 2023; Google, 2020; The Coca-Cola Company, 2023; Tesla, 2023; Microsoft, 2023.

These mission statements all describe the purpose and objectives of their respective sports organisations, while also reflecting the unique values and aspirations of each organisation.

Unit 1.4 Mistakes to avoid when building a mission

When building a mission, try avoiding common mistakes that appear in the next table.

Table 2. Some mistakes to avoid when building a mission

Mistake	Description
Being too generic	Avoid using generic language that does not differentiate your company from others in the industry.

Being too long	The mission statement should be concise and easy to understand. Avoid using overly complicated language or trying to include too much information. In that case, as in many, less is more.
Ignoring your target audience	The mission statement should speak directly to your target audience, whether that is your customers, employees, or stakeholders.
Neglecting to revisit your mission statement	The mission statement (as well as the vision) should be a living document that evolves. Do not make the mistake of creating a mission statement and then forgetting about it.
Using jargon or buzzwords	Avoid using buzzwords or jargon that might be confusing to your target audience. Use clear, concise language that anyone can understand.

Source: own source.

2. Values

Defining the values of an organisation is crucial because it helps to establish a shared culture and identity that guides the behaviour and decision-making of its members. Values are the principles, beliefs, and standards that an organisation uses to define and measure success, and they shape the way that the organisation interacts with its stakeholders.

Johnson and Josh Suskewicz (2020) mention that values are not just words on a page, they are the foundation for building a culture of trust, respect, and integrity, and that your values should be aspirational, reflecting the kind of organisation you want to build and the impact you want to have on the world.

a. Relevance of values for sports organisations

Values are essential for sports organisations because they serve as a foundation for decision-making and the overall culture of the organisation. It is possible to see why defining values is important for a sports organisation in the figure that follows.

Figure 8. The values of a sports organisation

The values of a sports organization

Values	Relevance of values for sports organizations
<ul style="list-style-type: none">• Values are the principles, beliefs, and standards that an organization uses to define and measure success.• They shape the way that the organization interacts with its stakeholders.	<ul style="list-style-type: none">• Defines the organization's identity.• Guides decision-making and behavior.• Enhances team cohesion.• Builds a positive brand reputation.• Encourages fair play and sportsmanship.

Source: own source.

The importance of defining values for sports organisations cannot be overstated; it plays a crucial role in shaping their identity, guiding their decision-making and behaviour, enhancing team cohesion, building a positive brand reputation, and promoting fair play and sportsmanship. By consistently upholding their values, sports organisations can establish a strong identity, attract and retain key stakeholders, and achieve long-term success.

b. Defining values: the process

While the process of defining values for a sports organisation can differ based on factors such as the organisation's size, culture, and leadership style, some fundamental steps can provide guidance. This process is condensed in the following figure.

Figure 9. The process of defining the values

The process of defining the values

Understand the organization's purpose and goals	Before defining values, it's important to have a clear understanding of the sports organization's purpose, mission, and goals.
Involve stakeholders	Engage athletes, coaches, fans, sponsors, and other key stakeholders in the values-setting process to ensure their perspectives are considered.
Brainstorm and prioritize ideas	Conduct a brainstorming session to generate ideas for values that reflect the organization's purpose and identity.
Refine the values	Refine the values by ensuring they are concise, clear, and reflect the organization's core principles.
Communicate and socialize the values	Communicate the values to all stakeholders and socialize them throughout the organization.
Monitor and review the values	Review them periodically to ensure that they remain relevant and reflect the organization's purpose and direction.

Source: own source.

Defining organisational values is a never-ending process that requires unwavering dedication and commitment from everyone in the organisation. If executed successfully, it can influence decision-making, cultivate a resilient organisational culture, and establish a positive image in the community.

Examples of values by sports organisations

The next figure shows some examples of values commonly held by sports organisations and how they include them as part of their core values.

Figure 10. Example of values by sports organisations

Example of values by sports organizations

Respect	IOC: "We respect each other, we respect the sport, and we respect the rules."
Excellence	NFL: "We set high standards and continuously strive for excellence".
Responsible	FIBA: "Fair-play, ethical and socially responsible."
Integrity	WADA: "We protect the rights of all athletes in relation to anti-doping, contributing to the integrity in sport."
Diversity and inclusion	WNBA: "We embrace our differences and celebrate our diversity, striving for inclusive excellence in all that we do."

Source: own source based on IOC, 2023a; NFL, 2019; FIBA, 2019; World Anti-Doping Agency [WADA], 2023; Women's National Basketball Players Association [WNBPA], 2023.

These values reflect the core principles and beliefs of sports organisations and help guide decision-making, behaviour, and culture within the organisation.

Next, there are examples of sports organisations that strongly emphasise the relevance of core values for them and serve as a foundation for building solid stakeholder relationships and achieving long-term success.

- **New Zealand All Blacks (rugby team):** the All Blacks are known for their strong focus on teamwork and unity, with a team motto of 'better people make better All Blacks' (All Blacks, 2023).
- **FIBA:** the International Basketball Federation (FIBA) places a strong emphasis on their values of 'smart, progressive, open, responsible and together' (FIBA, 2019).
- **Special Olympics:** inclusivity and respect for diversity are central values of the Special Olympics, which provides sports opportunities for athletes with intellectual disabilities (Special Olympics, 2023).
- **US Youth Soccer:** US Youth Soccer emphasises values such as integrity, respect, courage, and passion (US Youth Soccer, 2020).
- **UEFA Women's Football:** in the UEFA Women's Football Strategy 2019-2024, the organisation emphasises the value of being strong, fun, inclusive, and inspirational (UEFA, 2019).

Here are some examples of original values held by sports organisations:

- **Seattle Seahawks (American football team). Competition.** The Seahawks have a value of competition, which reflects their commitment to challenging themselves to be their best and pushing each other to achieve their goals (Seattle Seahawks, 2023).
- **Women's Tennis Association [WTA]. Empowerment:** the WTA has a value of empowerment, which reflects its commitment to providing opportunities for female athletes to excel and become leaders both on and off the court (WTA, 2022).
- **UEFA Women's Football. Inspirational:** UEFA Women's Football emphasises the value of being inspirational, which reflects their commitment to creating a positive model to follow by the girls and women that follow the games (UEFA, 2019).
- **San Francisco Giants (baseball team). Innovation:** SF Giants have a value of innovation, reflecting their commitment to staying ahead of the curve and using cutting-edge technology and strategies to succeed on the field (SF Giants, 2023).
- **US Youth Soccer. Consistency:** US Youth Soccer states that consistency is the difference between failure and success. Moreover, the best teams are consistent across all skill disciplines. Even the best business plans will fail without a dedication to consistency (US Youth Soccer, 2020).

These values are examples of how sports organisations can identify unique principles that align with their mission and culture, promoting behaviours and attitudes that foster success and create a strong sense of identity within the organisation.

c. Express the values

We have seen that values are what an organisation stands for, and they guide the decisions and actions of the employees. If people are not coherent with their company values, it can lead to a breakdown in trust with their stakeholders, including employees, customers, and investors.

How to share your company values?

- Incorporate your values into your branding: use your company values to guide your messaging, visual design, and tone of voice.
- Use storytelling to communicate your values: use real-world stories and examples to illustrate how your company values are put into practice. Share stories about how your employees live out your company values in their day-to-day work, and how these values have positively impacted on your customers and the community.
- Train your employees: your employees are the most important ambassadors for your company values. Ensure that they understand and embody your company values by providing training and resources to help them align with your values.
- Engage with your stakeholders: engage with them through various channels, such as social media, events, and newsletters, to communicate your company values. Share

stories and updates that showcase how your company values are being put into action and encourage your stakeholders to share their own stories and experiences.

- It is important to be authentic and transparent: to build trust with your stakeholders, be authentic and transparent about your company values. Be honest about your successes and failures in living out your values, and be willing to admit when you have fallen short. This will help to build a deeper sense of trust and loyalty among your stakeholders.

d. Mistakes to avoid when defining the values

When defining the values of your organisation, try avoiding common mistakes that appear in the next table.

Table 3. Some mistakes to avoid when defining the values

Mistake	Description
Focusing on winning	While winning is important, your values should focus on the broader purpose of your organisation beyond results. Deserving to win is more important than winning, which is the consequence of a process.
Being too many	Having too many values can make it challenging for your team to remember and apply them in their daily work.
Not walking the talk	Your leadership should model the values and behaviours that you want to see in your team. Make sure that your leadership is fully committed to your values and actively demonstrates them in their actions. Remember that someone that does not respect the values should not be part of the organisation.
Being too generic	Avoid using generic language that does not differentiate your organisation from others in the industry. Defining your values is a great way to show you are unique.

Source: own source.

Conclusion

A well-crafted vision statement is crucial for the success of an organisation's strategic plan. A vision statement provides a clear and inspiring picture of the organisation's long-term aspirations, giving direction and purpose to all stakeholders, including employees, customers, and partners. A good vision statement should be clear, concise, and inspiring. It should capture the essence of what the organisation wants to achieve and provide a sense of direction and purpose for all employees. A sports organisation's vision is an overarching statement that inspires and guides athletes, coaches, and fans towards achieving sporting excellence. A well-defined vision can motivate athletes, attract supporters, and guide strategic decision-making towards achieving the organisation's long-term goals. A well-defined vision enables an organisation to align its resources and

efforts towards a common goal, motivate and inspire employees, attract customers and partners, and guide decision-making. Several key success factors are essential to ensure a vision's success.

Understanding the mission of an organisation is crucial in providing clarity and direction for the company's goals, objectives, and strategies. A vision statement outlines the organisation's aspirations for the future. In contrast, a mission statement describes the organisation's core purpose and objectives, outlining what it does, whom it serves, and how it achieves its goals. A mission statement helps prioritise activities, communicate objectives, establish core values, create a shared sense of purpose, evaluate opportunities, and align resources towards a common goal. Moreover, having a clear mission statement helps employees and stakeholders understand what the company stands for, what it hopes to achieve, and why it matters. A purpose statement can complement a mission and vision statement, defining what the organisation does, why it exists, and what it hopes to achieve. In summary, a clear, inspiring, and compelling mission, vision, or purpose statement is vital to provide direction, define identity, build consensus, guide decision-making, and improve performance, which can lead to the success of an organisation.

Values play a critical role in sports organisations by defining their identity, guiding decision-making and behaviour, enhancing team cohesion, building a positive brand reputation, and promoting fair play and sportsmanship. Determining values for a sports organisation involves understanding the organisation's purpose and goals, involving stakeholders, brainstorming, and prioritising ideas, refining the values, communicating and socialising the values, and monitoring and reviewing them periodically. Defining organisational values is a never-ending process that requires unwavering dedication and commitment from everyone in the organisation. Examples of values commonly held by sports organisations include respect, excellence, and integrity.

In the next course, we will go in-depth into the process of building the plan, knowing how to define clear goals, having a clear understanding of how to transform those goals into objectives, then converting those objectives into a clear action plan, and finally having all the resources to make a checkpoint.

Case studies

Vision: International Olympic Committee [IOC]

To illustrate the content of this module, here is one example of a powerful vision statement for a sports organisation, the International Olympic Committee's (IOC, 2023b) vision statement: to build a better world through sport.

This short and simple statement effectively communicates the IOC's vision to use the power of sport to make a positive impact on the world. It highlights the organisation's commitment to creating a better future for all, emphasising the unique ability of sport to

bring people together and inspire positive change. This vision statement aligns with the IOC's values of excellence, friendship, and respect. It serves as a guiding force for the organisation's efforts to promote the Olympic Movement and its values around the world. Overall, the IOC's vision statement is powerful in its simplicity, conveying a clear sense of purpose and direction that inspires and motivates people around the world.

Mission: Special Olympics

One example of a powerful mission statement for a sports organisation is the mission statement of the Special Olympics:

The mission of Special Olympics is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy, and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes, and the community. (Special Olympics, 2023, para. 1).

This mission statement effectively communicates the purpose of the Special Olympics organisation, which is to empower individuals with intellectual disabilities through sports and athletic competitions. It highlights the importance of physical fitness, courage, joy, and friendship, and emphasises the value of inclusivity and community involvement. The statement is clear and concise, making it easy to understand the organisation's mission and goals. Overall, the Special Olympics' mission statement is powerful in its focus on improving the lives of individuals with intellectual disabilities and inspires a sense of purpose and passion among the organisation's staff, volunteers, and supporters.

Values: NBA

The National Basketball Association (NBA) is a good example of a sports organisation with solid core values because the league is committed to upholding these values in all aspects of its operations.

Here are in detail the NBA's core values:

- **Lead with integrity:** we do the right thing. We are honest, ethical, and fair – leading by example in sports, culture, and society.

- **Be the fan:** we are all fans, so we work to provide the same quality of entertainment and experiences that we want for ourselves.
- **Create community:** basketball is inherently inclusive – anyone can play it. This diversity in people, background, and experience is central to our success.
- **Innovate with intention:** our instinct is to innovate. We are relentless in pushing each other’s thinking, shaking up the *status quo*, and ensuring bold ideas result in meaningful impact. (NBA, 2023, para. 2-5).

The NBA's core values reflect its commitment to excellence, integrity, and social responsibility. The league's dedication to promoting diversity, inclusion, and social justice has helped it become one of the world's most popular and successful sports leagues.

Appendix

Examples of vision statements from sports organisations and organisations outside of sports

- International Olympic Committee (IOC, 2023b).
- Manchester United Football Club (Manchester United, 2022).
- FIBA (FIBA, 2019).
- United States Olympic & Paralympic Committee (USOPC, 2023).
- Major League Baseball (MLB, 2023).
- UEFA (UEFA, 2023).
- US Youth Soccer (US Youth Soccer, 2020).
- Amazon (Amazon, 2023).
- Google (Google, 2023).
- Coca-Cola (The Coca-Cola Company, 2023).
- Tesla (Tesla, 2023).
- Microsoft (Microsoft, 2023).

Examples of mission statements from sports organisations and organisations outside of sports

- **National Basketball Association** [NBA]: “Inspire and connect people everywhere through the power of basketball.” (NBA, 2023, para. 1).
- **International Olympic Committee** [IOC]: “To promote Olympism throughout the world and to lead the Olympic Movement.” (IOC, 2023a, para. 1).

- **National Football League [NFL]:** “We unite people and inspire communities in the joy of the game by delivering the world's most exciting sports and entertainment experience.” (NFL, 2019, para. 2).
- **FIBA:** “We develop and promote the sport of basketball and unite the community.” (FIBA, 2019, para. 9-10).
- **United States Olympic and Paralympic Committee [USOPC]:** “Empower team USA athletes to achieve sustained competitive excellence and well-being.” (USOPC, 2023, para. 3).
- **Amazon:** “To be Earth’s most customer-centric company.” (Amazon, 2023, para. 1).
- **Google:** “To organise the world's information and make it universally accessible and useful.” (Google, 2023, para. 1).
- **Coca-Cola:** to refresh the world, inspire moments of optimism and happiness, create value, and make a difference (The Coca-Cola Company, 2023).
- **Tesla:** to create the most compelling car company of the 21st century by driving the world's transition to electric vehicles (Tesla, 2023).
- **Microsoft:** “To empower every person and every organisation on the planet to achieve more.” (Microsoft, 2023, para. 1).

Examples of values commonly held by sports organisations and how they include them as part of their core values

- **Respect:** many sports organisations prioritise respect for opponents and teammates as a core value. For example, the International Olympic Committee (IOC) includes ‘respect’ as one of its core values, stating that they respect each other, the sport, and the rules (IOC, 2023c).
- **Excellence:** another typical value in sports organisations is a commitment to excellence. This may include a focus on training and development and a dedication to continuous improvement. For instance, the National Football League (NFL) has a core value of ‘excellence’, emphasising that “We set high standards and continuously strive for excellence.” (NFL, 2019, para. 10).
- **Responsible:** many sports organisations emphasise the importance of being responsible inside and outside the court. The International Basketball Federation (FIBA) includes ‘responsible’ as one of its core values, stating the importance of “Fair-play, ethical and socially responsible.” (FIBA, 2019, para. 14).
- **Integrity:** sports organisations often prioritise integrity, emphasising the importance of honesty and fair play. The World Anti-Doping Agency (WADA) includes ‘integrity’ as one of its core values, stating: “We protect the rights of all athletes in relation to anti-doping, contributing to the integrity in sport.” (WADA, 2023, para. 4).

- **Diversity and inclusion:** many sports organisations recognise the importance of diversity and inclusion, both on and off the field. The Women's National Basketball Players Association (WNBPA) includes 'diversity and inclusion' as one of its core values, stating that they embrace their differences and celebrate their diversity, striving for inclusive excellence in all that they do (WNPBA, 2023).

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