

OUR LONG TERM GOALS AND THE STRATEGIES NECESSARY TO ACHIEVE THEM

We should all strive for an intuitive, tacit understanding of what we are collectively trying to achieve. Once we achieve this goal, missions, visions, objectives and strategies will have become superfluous.

LONG TERM GOALS

1. **To build a company that creates the maximum possible benefits for all its stakeholders.** (Ultra's stakeholders are: its share-holders that provide equity in order that it may be allowed to operate; its staff, who are remunerated in return for their services, together with their families and partners; clients (learners and employers) who receive its services; its suppliers; the local community; the environment)
2. **To develop Ultra as a provider of truly integrated people-related business services.**
3. **To develop our flexibility, innovation and creativity** in order that we may take control of our own strategic direction and, when necessary, react successfully to external events. This will ensure that we remain secure, stable and profitable by provision of the highest possible quality of service to our clients.
4. **To make Ultra an exemplar equality of opportunity organisation.**

STRATEGIES TO ACHIEVE OUR LONG TERM GOALS

1. Continuously improving quality of performance rather than just assuring a set standard.
2. Remain focussed on in-house learning provision rather than purchased provision.
3. Improving our internal communication, including information sharing via IT.
4. To develop Ultra as a *Learning Organisation* in order that it may continuously transform itself.
5. Developing a common sense of purpose amongst all members of staff via self-organisation and meaningful financial and other stake-holdings.
6. Facilitation of continuous learning and development for all staff.
7. Encouragement of social inclusion and diversity of provision in order to widen participation in learning.

9. Widening our geographical coverage.
10. Improving our marketing.

The Problems with Missions and Visions

Mission and vision statements are regularly used as overarching statements for organisational objectives and strategies. Whilst they might be suitable for those organisations possessing the luxury of stable and assured resources they can be restrictive to small organisations operating in turbulent markets. Amongst the problems with such statements is that:

- they quickly become meaningless in a changing environment*
- they often give a false sense of achievement*
- it is assumed that they can be fully defined*
- they are rarely either fully understood or adhered to.*

The Problems with setting timescales

Many organisational goals are defined so that they are achieved after a finite period of time. Ultra's are 'long-term' - more than one year but less than 10. Indeed, we don't know if we will ever achieve them, but moving in the right direction is an achievement in itself. Specific, measurable and time-bound objectives are laid down on an annual basis.

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