

Mission, vision, and values paper essay



Mission, Vision, and Values Paper Introduction I am considering the company I work for Lockheed Martin to develop a modified strategic plan that will focus on responding to the United States government's and Department of Defense's (DoD) new " Network Centric" initiatives. Lockheed Martin's Corp. is a publicly traded private corporation that provides high technology products and services to the United States government, DoD, and other international governments. Lockheed Martin is the largest defense contractor in the US with a branding statement " Our brand means quality" and a company slogan of " We never forget who we work for".

Lockheed Martin supplies equipment and services to almost every branch of the United States government, from fingerprint recognition systems for the FBI, satellites and launch services to all branches of the DOD, NASA, NSA and computer systems for air traffic control to the FAA, road traffic signal control systems in most large cities across the United States and even population census counting systems. These are the current Lockheed Martin Corporation's: Vision Statement: Powered by Innovation, Guided by Integrity, We Help Our Customers Achieve Their Most Challenging Goals. Value Statements: Do What's Right: We are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and integrity engender trust, which is the cornerstone of our business. We abide by the laws of the United States and other countries in which we do business, we strive to be good citizens and we take responsibility for our actions. Respect Others: We recognize that our success as an enterprise depends on the talent, skills and expertise of our people and our ability to function as a tightly integrated team.

We appreciate our diversity and believe that respect – for our colleagues, customers, partners, and all those with whom we interact – is an essential element of all positive and productive business relationships. Perform With Excellence: We understand the importance of our missions and the trust our customers place in us. With this in mind, we strive to excel in every aspect of our business and approach every challenge with a determination to succeed.

Mission Statement Lockheed Martin is a diversified technology company serving the needs of United States government, military and selected international customers.

The current mission, vision, and value statements are written very broadly to provide the five divisions within the company with an overall direction and strategy. Each division then interprets the strategy and goals to develop operational processes, procedures, tactics and plans to implement and achieve those goals. Our organization's strategy will define the particular business that a company is in, the end state goals it seeks to achieve, and the approach it will employ to accomplish those goals. Formation of strategy looks at a company's future position with in their internal and external environments. A defined set of processes and procedures is then developed to implement detailed actions and tactics to achieve those goals.

Tactics concentration is in the here and now and those functional steps that are to be taken working toward achieving the end state goals. Tactics have more of a organizational focus and strategy focuses more on the market. “ in the strategic management process, managers maintain a decidedly market-oriented focus as they formulate strategies” and begin implementation through action plans detailing the tactics and actions that will be taken in

each functional activity. (Pearce, 2004) The following four components of the strategic management process will need further analysis when considering the US government's Network Centric Initiative which will require that all new systems that are to be fielded in the 2015-2025 time frame and beyond be able to communicate over the global information grid using the new Internet Protocol version 6. " 1) Strategic Analysis and Choice; 2) Long-Term Objectives; 3) Action Plans and Short-Term Objectives; 4) Restructuring, Reengineering, and Refocusing the Organization".

Pearce, 2004) Lockheed Martin has a very entrenched older (50+) management that is due to retire within the next 15 years. Most of the old timers are comfortable in their knowledge of and experience in older legacy systems. To get them to come to a new way of thinking our vision and mission statements will need to motivate them in a way where every new platform and system is configured to be operational within a networked environment. The US government and DOD are also struggling with this new network centric way of thinking.

Most of the existing computer Network Systems operate very well within their own domain and design purposes but there are many, many individual Network Systems out there that are only autonomists within their own network and can not crossconnect and function with other networks. So not only is Lockheed Martin internal stakeholders affected but also all of the external customer stakeholders who are struggling to come up with a solution that will work. These other 7 of the 11 essential components will need to also be considered as part of the strategic management process are: " 1)Company Mission; 2)Internal Analysis; 3)External Environment; 4)Generic

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and Grand Strategies; 5) Policies That Empower Action; 6) Policies That Empower Action; and 7) Restructuring, Reengineering, Refocusing the Organization; (Pearce, 2004) Lockheed Martin in the last 10 years has become the focus more on the return on investment and financial performance on existing three to five year contracts with little focus and strategic outlook into the 15+ years into the future. The vice presidents, directors, and managers are more focused on achieving financial numbers each year to receive satisfactory performance review and their management incentive compensation bonus checks.

Most senior leaders who are involved at the beginning of a program or project will either retire or move on before that program reaches its final conclusion and reacting to short-term numbers is creating problems at the end of many of our big projects. Conclusion I would like to put forth the modified mission statement that provides a goal with long-term future mindset. Lockheed Martin is a diversified technology company that is responsive to the present and long-term future needs of United States government, military and selected international customers. References Pearce? Robinson: (2004).

Strategic Management,. New York: McGraw-Hill