LEADING THE LEADERSHIP TEAM
CLARITY EXERCISE –INDIVIDUAL REFLECTION

Six Critical Questions – **1. Why do we exist?**	My answer *(Note: Your answer -- on this day. If it does not align with your team, your board, etc., that is worth noting).*	Has the leadership team engaged in the level of passionate, messy dialogue required to achieve real buy-in around this question?	Where, or with whom, is there lack of clarity and/or commitment?
Clarifying an organization's reason for existing is not meant to be a differentiator. The purpose for identifying why an organization exists is only to clarify what is true in order to guide the business. *Categories:* *- Serving the needs of a customer* *- Love for the industry* *- Connection to a greater cause* *- Making a specific community better* *- Serving the needs of employees* *- Creating wealth for owners*			

Source: Excerpts adapted from The Advantage by Patrick Lencioni

Six Critical Questions – ## 2. How do we behave?	My answer *(Note: Your answer -- on this day. If it does not align with your team, your board, etc., that is worth noting).*	Does your organization have clearly defined values? Does your leadership team have "rules of engagement" for interacting with one another? Has the leadership team engaged in the level of passionate, messy dialogue required to achieve real buy-in around this question?	Where, or with whom, is there lack of clarity and/or commitment?
Values define a company's personality and provide employees with clarity about how to behave, which reduces the need for inefficient and demoralizing micromanagement. *An organization that has properly identified its values and adheres to them will naturally attract the right employees and repel the wrong ones, making recruiting exponentially easier and more effective and drastically reducing turnover.*			

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Six Critical Questions – **3. What do we do?**	My answer *(Note: Your answer -- on this day. If it does not align with your team, your board, etc., that is worth noting).*	Has the leadership team engaged in the level of passionate, messy dialogue required to achieve real buy-in around this question?	Where, or with whom, is there lack of clarity and/or commitment?
No flowery adjectives or adverbs. Just an unsexy, one-sentence definition. The existence question answers the why, the business definition question answers the what. *Example: A credit card company: "We provide payment products and extend credit to customers."*			

Six Critical Questions – **4. How will we succeed?** *An organization's strategy is simply its plan for success.*	My answer *(Note: Your answer -- on this day. If it does not align with your team, your board, etc., that is worth noting).*	Has the leadership team engaged in the level of passionate, messy dialogue required to achieve real buy-in around this question?	Where, or with whom, is there lack of clarity and/or commitment?
Can you sum up your strategy with 3 "strategic anchors" to help make strategy practical and actionable and inform every decision the organization makes? **Example:** **Anchor 1:** *Keep prices low by being frugal whenever we can* - *Minimalistic displays/ advertising, Competitive/low prices* **Anchor 2:** *Create a positive, flexible environment for employees* - *Employee training and development opportunities, flexible employment policies and hours* **Anchor 3:** *Build local loyalty and become a community destination* - *Active local event sponsorship, easy access and parking*			

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| Six Critical Questions –

5. What is most important, right now? | My answer
(Note: Your answer -- on this day. If it does not align with your team, your board, etc., that is worth noting). | Has the leadership team engaged in the level of passionate, messy dialogue required to achieve real buy-in around this question? | Where, or with whom, is there lack of clarity and/or commitment? |
|---|---|---|---|
| *"If everything is important, nothing is."*

Every organization, if it wants to create a sense of alignment and focus, must have a single top priority within a given period of time."

A thematic goal is a rallying cry that needs to be understood by the leadership team within the context of the organization's other goals and answers the question - What is most important, right now?

A thematic goal is …
- *Singular*
- *Qualitative*
- *Temporary (between 3 – 12 months)*
- *Shared Across the Leadership Team*

What must be true (x) months from now for us to be able to look back and say with any credibility that we had a good period?

Example: Solve the capacity problem | | | |

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Six Critical Questions – **6. Who must do what?**	My answer *(Note: Your answer -- on this day. If it does not align with your team, your board, etc., that is worth noting).*	Has the leadership team engaged in the level of passionate, messy dialogue required to achieve real buy-in around this question?	Where, or with whom, is there lack of clarity and/or commitment?
At some point the leaders need to clearly and unambiguously stipulate what their respective responsibilities are when they leave the leadership team and to the day to day work. *While your functional descriptions (Sales, Marketing, Finance, Operations, HR, IT, etc) are pretty good indicators of the general responsibilities of members of the leadership team, it is important to not make assumptions.* *Often the CEO presents the biggest problem. Many CEOs take on active roles beyond their responsibility of managing the leadership team and this can create confusion.*			

The Playbook	My answer *(Note: Your answer -- on this day. If it does not align with your team, your board, etc., that is worth noting).*
Does our team have a playbook that captures answers to the six critical questions in a concise, actionable way? The playbook should be no more than 3 pages and leadership team members should keep their playbook with them at all times (on their desks, in meetings, etc.).	

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