

## Discipline 2: **CREATE CLARITY**

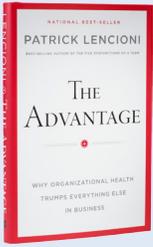


### Overview

Creating alignment at the executive level is essential to building and maintaining a healthy organization. There is probably no greater frustration for employees than having to navigate the politics and confusion caused by leaders who are misaligned. Even the slightest bit of daylight between executive team members can cause an overwhelming effect on employees below.

There are six simple but critical questions that need to be answered, eliminating all discrepancies among team members. The six critical questions include:

- 1. Why do we exist?** The answer to this question will yield a core purpose, or the fundamental reason the company is in business.
- 2. How do we behave?** This question examines behaviors and values required for success.
- 3. What do we do?** This answer provides a simple, direct explanation of the business.
- 4. How will we succeed?** This question requires the team members to develop a strategy.
- 5. What is most important, right now?** The answer to this question is the establishment of a unifying thematic goal and action plan.
- 6. Who must do what?** This question addresses roles and responsibilities.



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To understand if your organization needs to address the six questions, review the checklist:

- Members of the leadership team know, agree on, and are passionate about the reason that the organization exists
- The leadership team has clarified and embraced a small, specific set of behavioral values
- Leaders are clear and aligned around a strategy that helps them define success and differentiate from competitors
- The leadership team has a clear, current goal around which they rally. They feel a collective sense of ownership for that goal
- Members of the leadership team understand one another's roles and responsibilities. They are comfortable asking questions about one another's work
- The elements of the organization's clarity are concisely summarized and regularly referenced and reviewed by the leadership team

If two or more of these statements are not true in your organization, address the six questions that define clarity. [Click here](#) for the complete organizational health check list.