Clarity for Organizations
Answering the Six Critical Questions

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YOUR BEST TEAM?

• What was the **best team** that you have ever been on?

• What did that team **accomplish**?

• What were the **characteristics** of that team that made it so special?
TWO REQUIREMENTS FOR SUCCESS

**Smart**
- Strategy
- Marketing
- Finance
- Technology
- Sales

**Healthy**
- Minimal Politics
- Minimal Confusion
- Healthy Conflict
- High Morale
- High Productivity
- High Trust
The Advantage

Why Organizational Health Trumps Everything Else in Business

Patrick Lencioni

Best-Selling Author of The Five Dysfunctions of a Team

www.tablegroup.com
THE FOUR DISCIPLINES
OF A HEALTHY ORGANIZATION

1. Build a Cohesive Leadership Team
2. Create Clarity
3. Over-Communicate Clarity
4. Reinforce Clarity

ORGANIZATIONAL HEALTH
THE FIVE DYSFUNCTIONS OF A TEAM

The Role of the Leader

1. Build a Cohesive Team
   - Go First!

2. Create Clarity
   - Mine for Conflict

3. Over-Communicate Clarity
   - Force Clarity and Closure

4. Reinforce Clarity
   - Focus on Collective Outcomes

Inattention to... Focus on Collective Outcomes
Lack of... Confront Difficult Issues
Fear of... Force Clarity and Closure
Absence of... Mine for Conflict

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WHAT IS VULNERABILITY-BASED TRUST?

• Ability to **Call Out Reality** and to Seek Help from Others to Address It

• Only Way to **Professional Maturity**

• Trusting **People & Wisdom** and Actually **Acting** upon that Trust
BUILDING TRUST

- Vulnerability Begets Vulnerability
- Vulnerability vs Transparency
- Being Known
MASK OF COMPETENCY

• Leads to **False Trust**
• **Stunts** Professional Maturity
• **Kills** Team Trust
• Stunts Your Professional Influence
MASTERING CONFLICT

- Conflict **without** Trust = Politics
- **Wisdom** of the Team
- **Address** Realities vs Personalities

![Diagram](image)
ACHIEVING COMMITMENT

- Commitment to Your Team’s Decisions

- Inattention to Results
- Avoidance of Accountability
- Commitment
- Fear of Conflict
- Absence of Trust

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EMBRACING ACCOUNTABILITY

• Keeping your **Promises**
• **Affirm & Protect** Each Other
• **Leader NOT the Focus**
VULNERABILITY & ACCOUNTABILITY

- How Do I **Affect** You?
- What is my **Highest & Best Use**?
- What Hurts My **Influence**?

Diagram:
- Inattention to Results
- Avoidance of Accountability
- Lack of Commitment
- Conflict
- Absence of Trust
FOCUSING ON RESULTS

• **My** Results (Silos) vs. **Our** Results (Team)
THE FOUR DISCIPLINES OF A HEALTHY ORGANIZATION

1. Build a Cohesive Leadership Team
2. Create Clarity

ORGANIZATIONAL HEALTH
THE SIX CRITICAL QUESTIONS

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?
THE SIX CRITICAL QUESTIONS

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?
QUESTION ONE
WHY DO WE EXIST?

• Southwest Airlines
  “Democratize Air Travel”

• Large SoCal HVAC Company
  “Make the World a Cooler Place”

• Interdisciplinary Team Example
  “Make Our Client’s Ideal Vision a Reality”
THE SIX CRITICAL QUESTIONS

1. Why do we exist?

2. How do we behave?

3. What do we do?

4. How will we succeed?

5. What is most important, right now?

6. Who must do what?
QUESTION TWO
WHY DO WE BEHAVE?

Southwest Airlines

• Warrior Spirit
• Servant’s Heart
• Fun Loving
QUESTION TWO
HOW DO WE BEHAVE?

HUMBLE
- Pawn
- Loveable Slacker

HUNGRY
- Bulldozer
- Skillful Politician

SMART
- Accidental Mess-Maker
- Charmer

IDEAL TEAM PLAYER
THE SIX CRITICAL QUESTIONS

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?
We work together as a team in our areas of expertise to design & create buildings for our shared client.
THE SIX CRITICAL QUESTIONS

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?
QUESTION FOUR
HOW WILL WE SUCCEED?

- Effective Meetings
- Healthy Debate
- Extreme Safety
QUESTION FIVE
THE “RALLY CRY”

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?
A TIRE MANUFACTURER

Thematic Goal

Fix the Tires?
A TIRE MANUFACTURER

Thematic Goal

Survive - by Re-Establishing Credibility

Defining Objectives

Fix Tires  Improve PR  Repair Distributor Relations  Address Morale  Settle Lawsuits
# TACTICAL MEETING FORMAT

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BEST TEAM
BIGGEST CHALLENGES

Is your current team the best team that you have ever been on?

Are you cohesive & aligned?

If not, what are the biggest challenges for that team?
Thank You

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