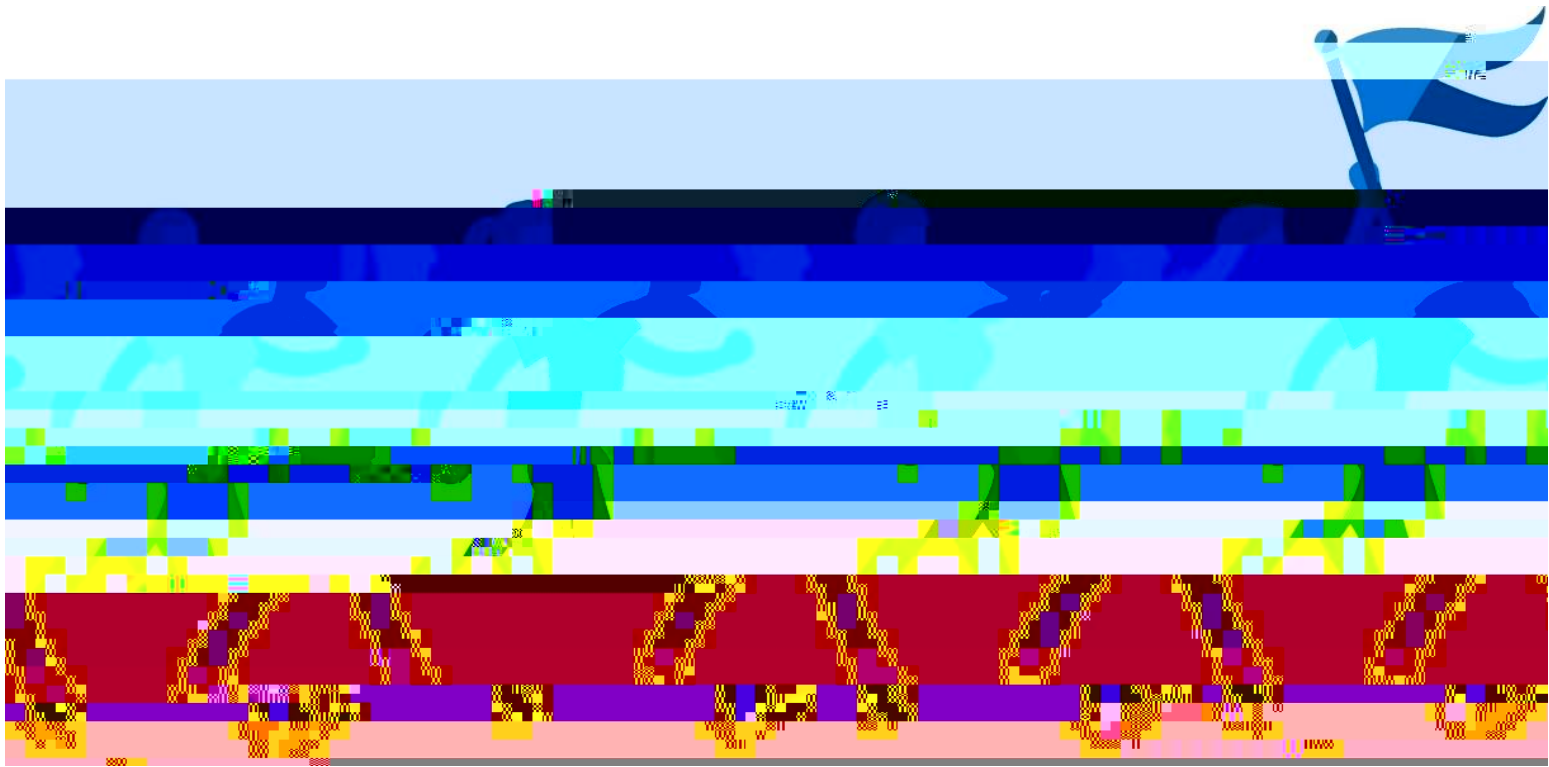
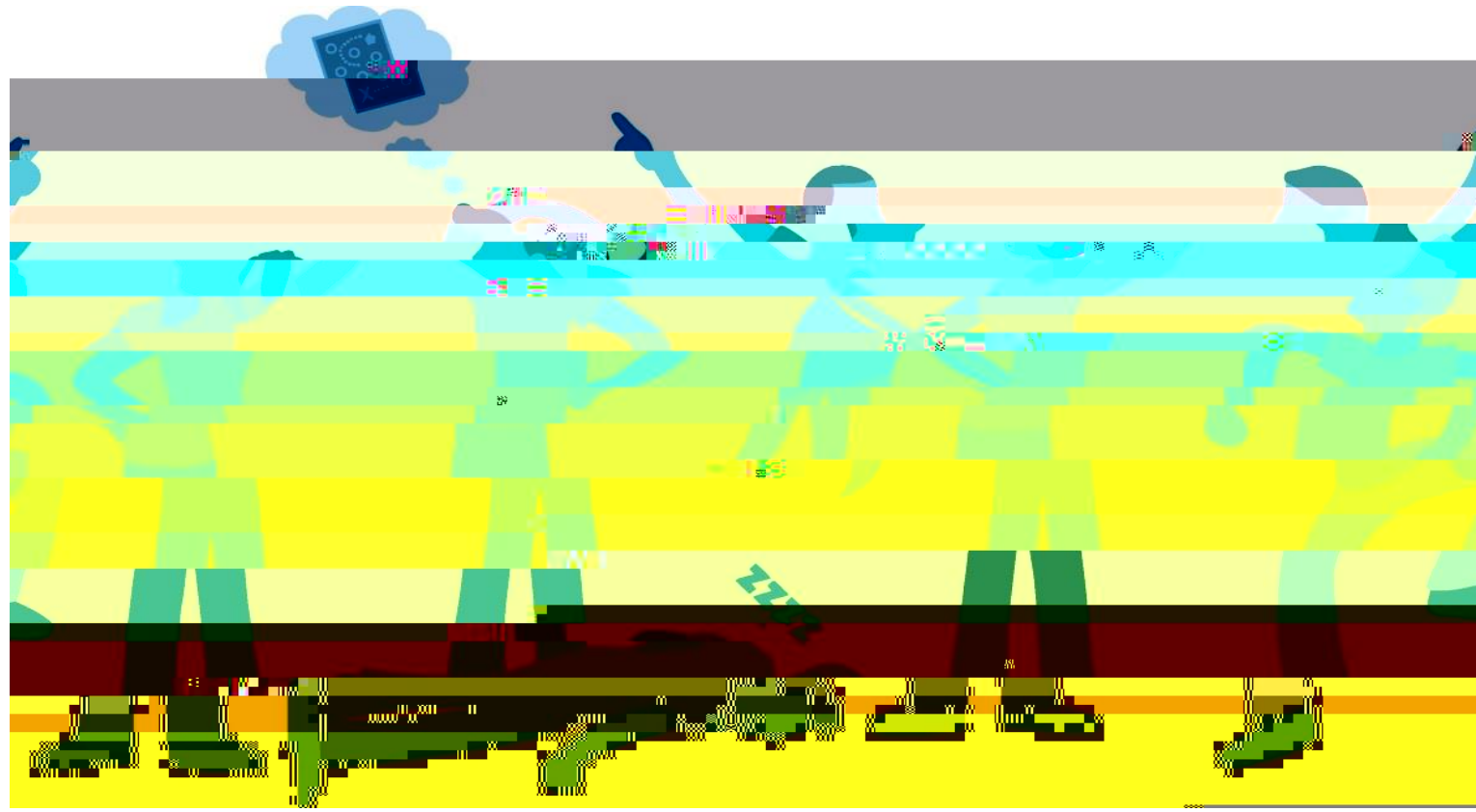


The Key Habit of

For a decade, I've  
been obsessed with  
one urgent question  
for every leader...



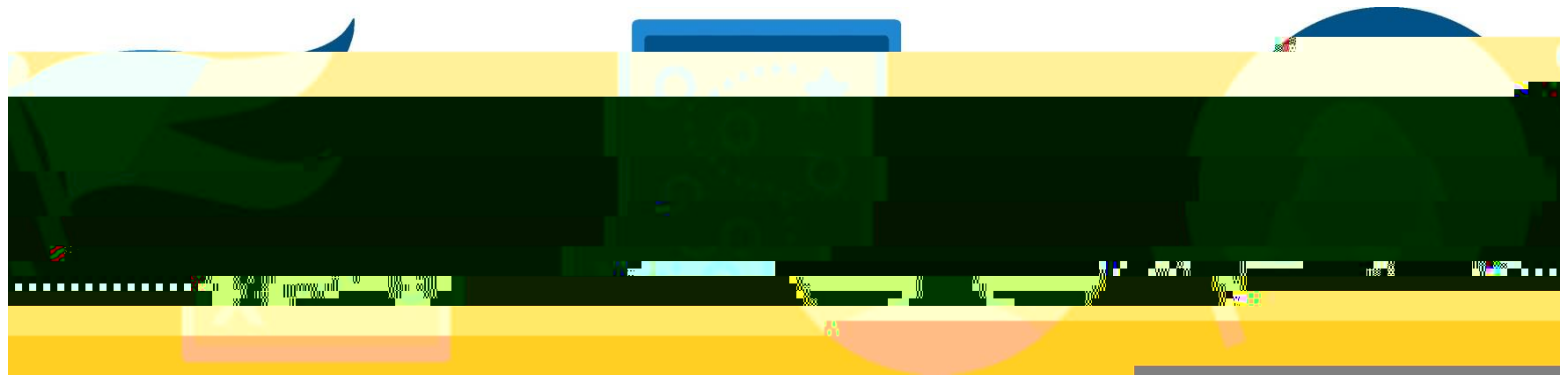
Why do some teams march in unison and achieve big dreams...



while others waste time, get stressed, and lose steam?

I've found that the answer is

Highly effective teams get 3 things from their leaders.



CLARITY OF  
PURPOSE

CLARITY OF  
PLAN

CLARITY OF  
RESPONSIBILITY



Only effective leaders give their team

# PRIORITY OF PURPOSE

# Today's best-performing teams know why they exist and what they are trying to achieve.



To organize the world's information and make it universally accessible and useful

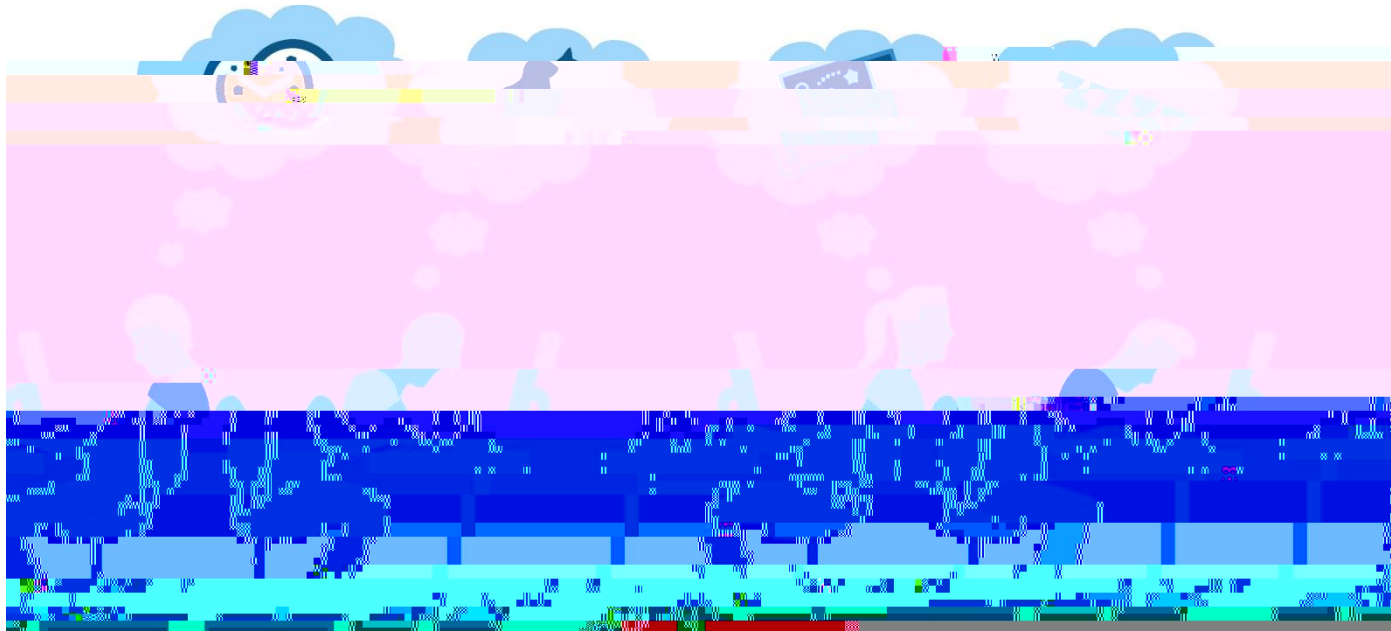
To give people the power to share and make the world more open and connected

To help create an open world — where everyone's at home and can belong, anywhere





Ask yourself:



It's easy to forget purpose when  
ej efmc be k cfkibg hafd abd  
in the weeds.

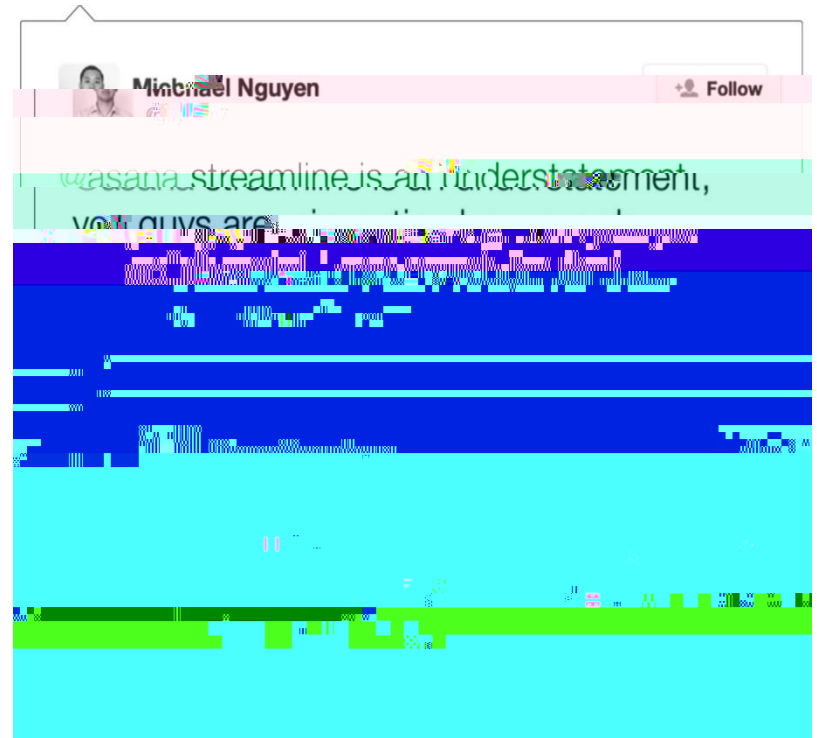


A leader's job is

Every week, we review quotes from our customers that remind us when we are and when we're not fulfilling our purpose.



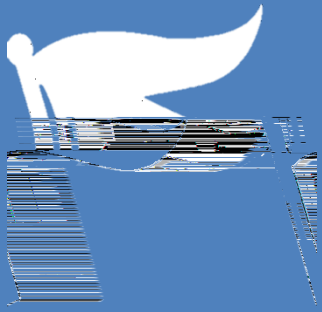
Focused on relating purpose to customer feedback







With Clarity of Purpose,  
team members see the  
importance of their work  
— no matter how small or  
mundane their task might  
seem.



# Are you providing Clarity of Purpose?



Why your organization or project exists?



If you're wildly successful, how the world will be different?



How your day-to-day activities relate to your purpose



Clarity of Purpose shows your team ...





2. Highly effective leaders give their team

# CLARITY OF PLAN



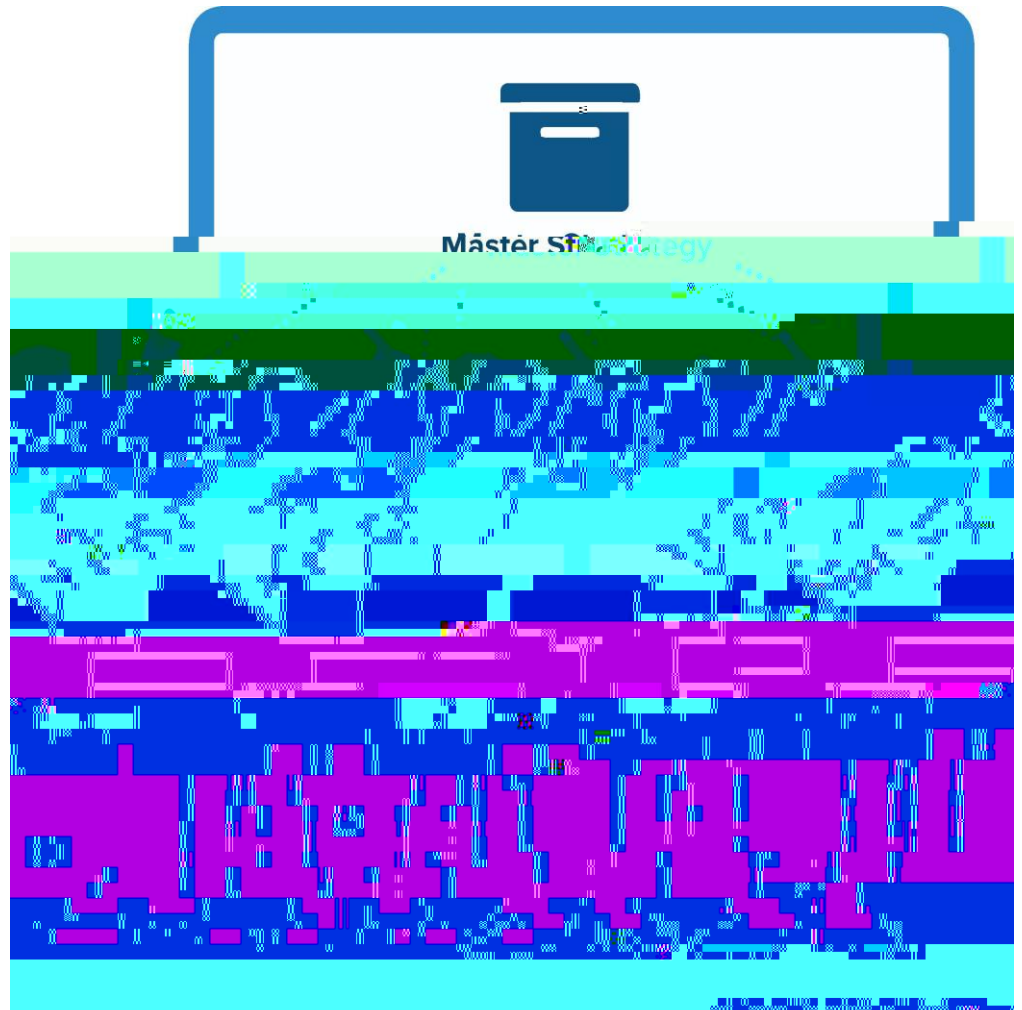
Start by creating a master strategy with your team.



This strategy articulates the top-level pillars of how you'll fulfill your purpose.



Ensure all teammates give feedback and have access to this master strategy.

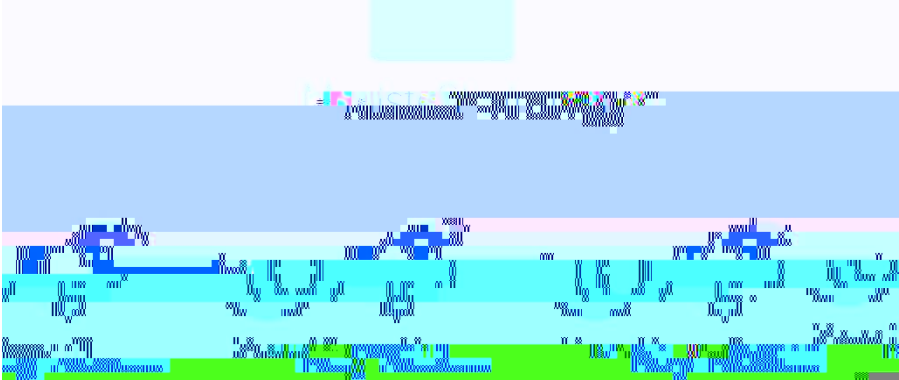


Next, create key  
results you'll be  
tracking and  
working to  
achieve.

Purpose



Now you can map out the projects and tasks that will drive your key results.



Project

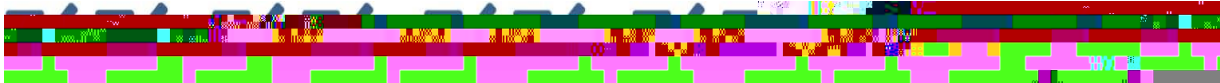
Project

Project

Project

Project

Project



Task

Task

Task

Task

Task

Task

Task

Task

Task

Task

Task



Armed with Clarity of Plan,  
your team will march  
confidently forward

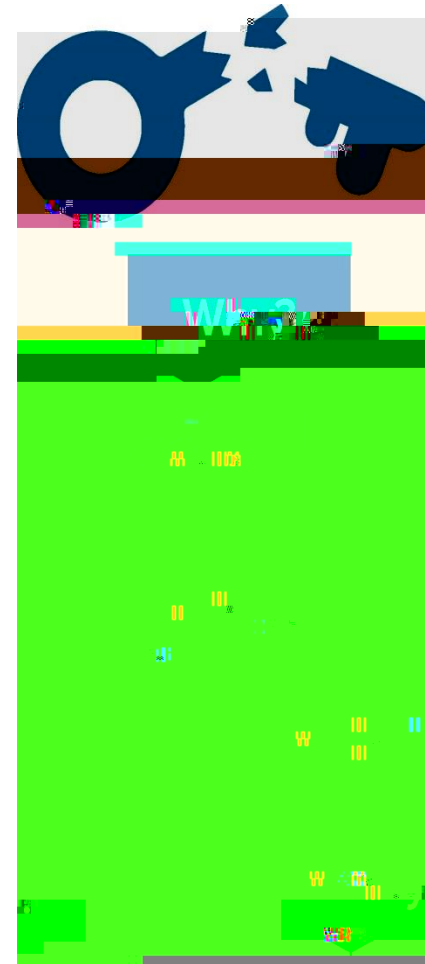
As you do, check in  
regularly on progress.





But what happens  
when things aren't  
going according  
to plan?

1. Ask “Why?”
2. Then ask “Why?” of the answer you get.
3. Keep up the curiosity until you get to the root problem, so you can address it and get back on plan.





# Are you providing Clarity of Plan?



## **Does your team know:**

What the master strategy is and how to help craft it?



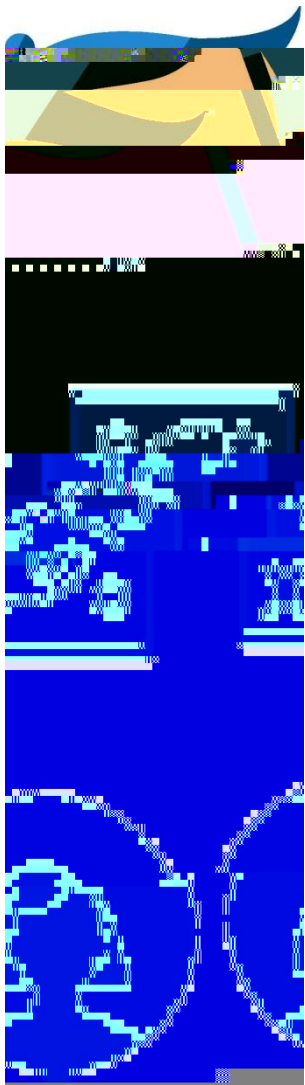
How their tasks fit into the master strategy?



How to measure successes against your key results?



How to get to the root of the problem when things veer off course?

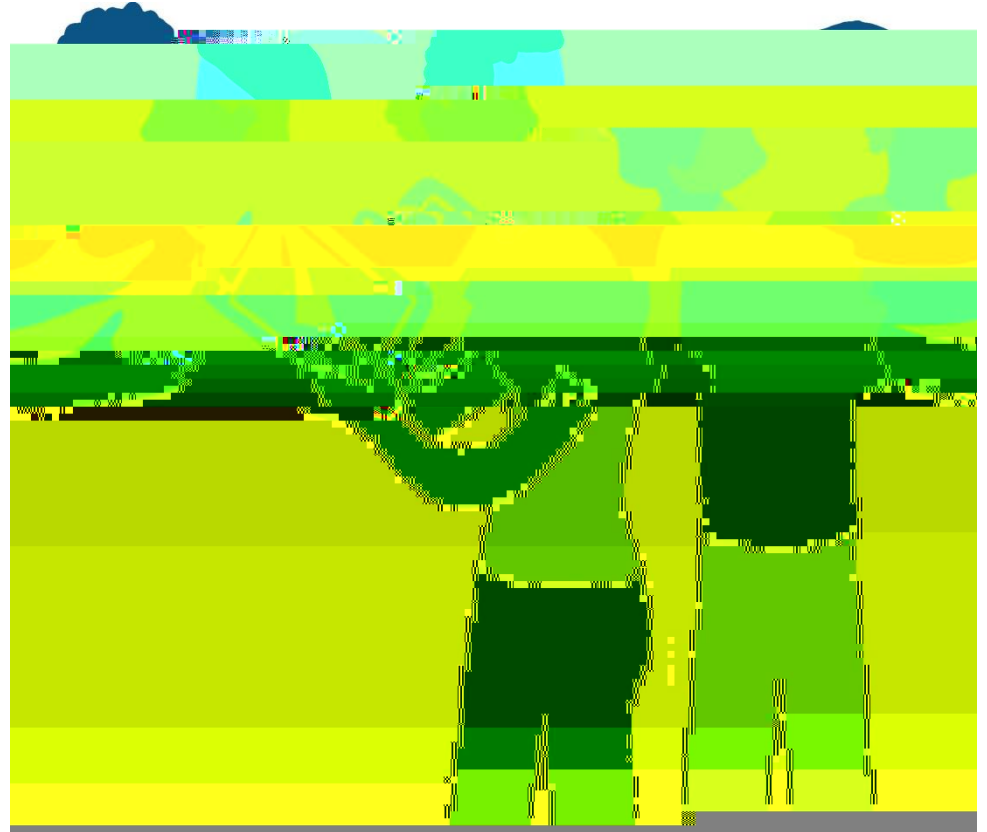




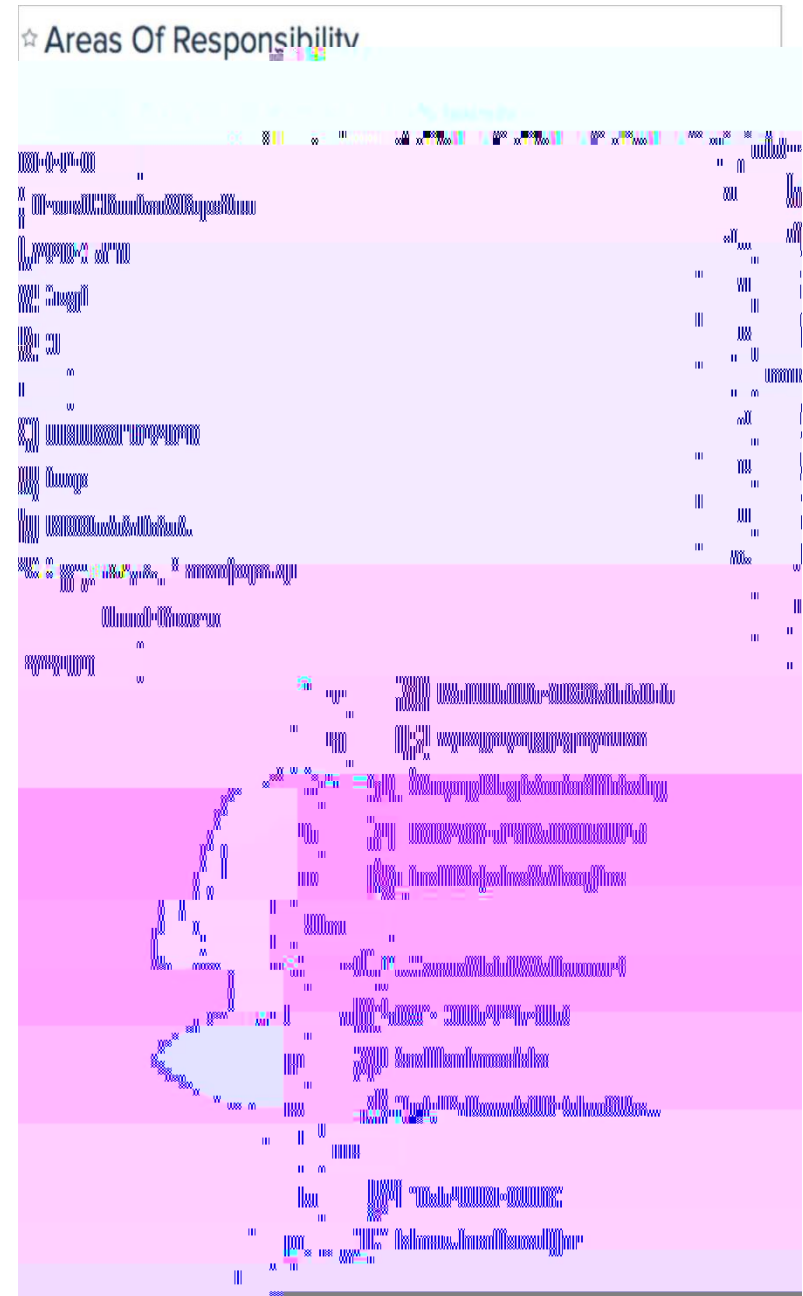
3. Highly effective leaders give their team

# Clarity of Responsibility

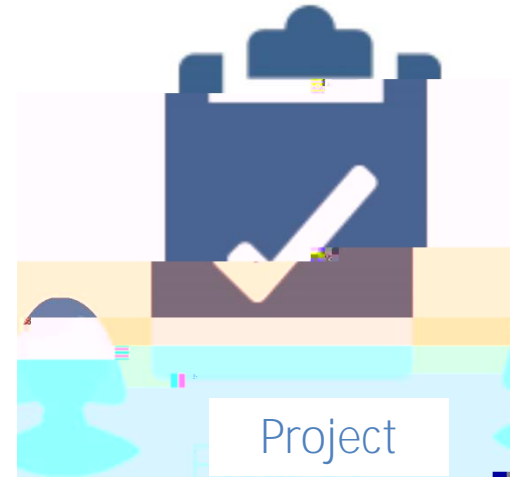
Clarity of  
Responsibility  
happens when you  
make  
responsible for each  
piece of your team's  
plan.



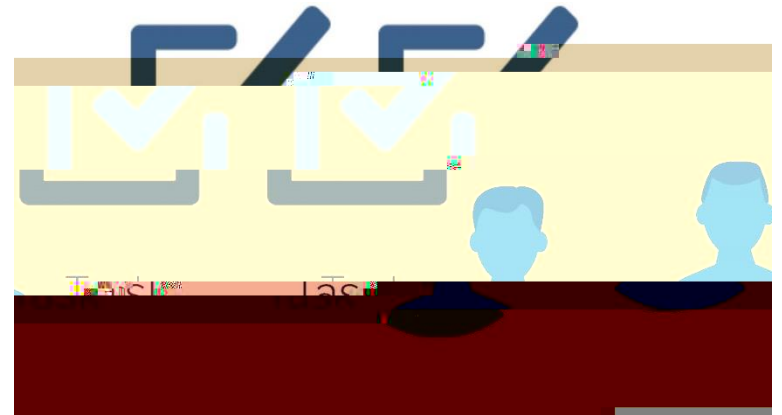
When everyone knows their areas of responsibility — the places they have autonomy — it eliminates ambiguity, reduces politics, and empowers team members to bring their full motivation to work.



While only one person should hold responsibility for a project, others can hold responsibility for a task within it.



**Remember:** chaos starts when you make two people responsible for the same thing.





Great leaders give Clarity of Responsibility and then actually hand it o ...



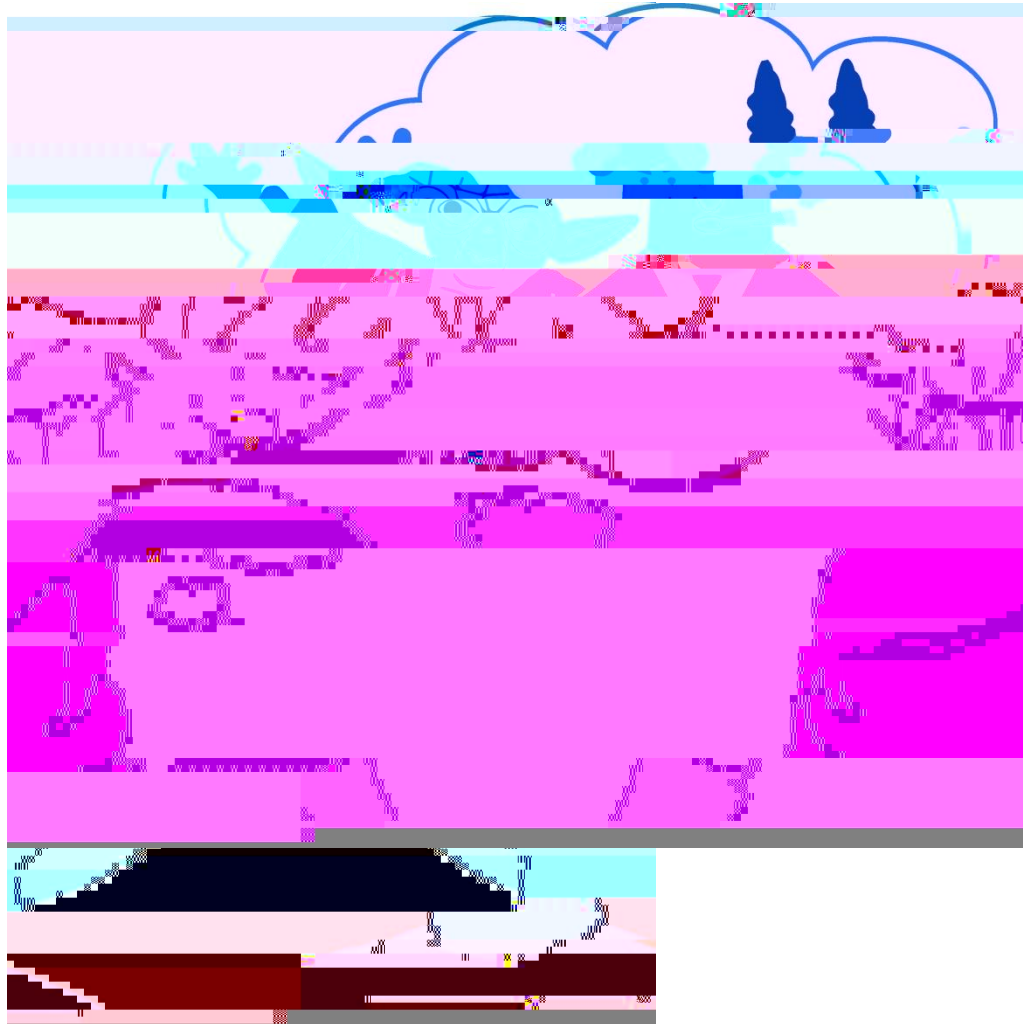
Micromanagers, meddles and holds tightly onto the controls rather than handing over responsibility and empowering the team.

Instead, it's OK to ask them for an outcome and give them the space and freedom to deliver it.

Then advise, coach, support, and help them grow — which they'll really appreciate.



# Ask yourself: Which kind of leader am I?





# Are you providing Clarity of Responsibility?



The one person responsible for each piece of your plan?



What their individual areas of responsibility are?



That they have autonomy to figure out how to deliver an outcome?

While the path to  
achieving great things  
will always be a  
challenge...

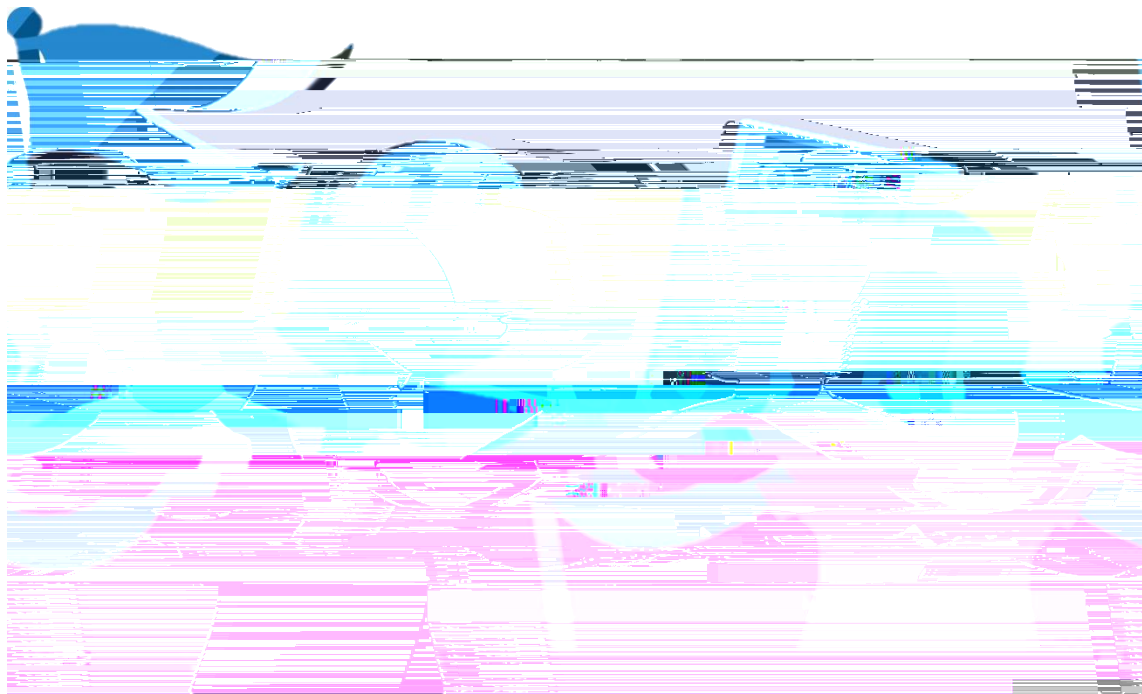


You can maximize  
your teams chance  
for success.



If you keep in mind that...

As a leader your job is





# Clarity of

PURPOSE

PLAN

RESPONSIBILITY



It's the difference between having great dreams and achieving great things