**Purpose:** Once senior executives have answered the six critical clarity questions (See: [Create Clarity](https://www.tablegroup.com/imo/media/doc/AdvantageD2%20Create%20Clarity(5).pdf)) for their organization, they often ask if it is appropriate or even beneficial to answer them on the teams they lead. First -- a critical task of executives is [Overcommuicating Clarity](https://www.tablegroup.com/imo/media/doc/AdvantageD3%20Overcommunicate%20Clarity(6).pdf) at every level and [Reinforcing Clarity](https://www.tablegroup.com/imo/media/doc/AdvantageD4%20Reinforce%20Clarity(7).pdf) through simple human systems. But, the question is, do next level / functional teams need clarity of their own? Here’s the quick answer: [Clarity at Any Level](https://www.tablegroup.com/hub/got-a-minute?post=hub/post/creating-clarity-at-any-level). Below, walks through some of nuances of creating team-level (vs. Organizational level) clarity.

**Outcomes:**

* Leaders are aligned with each other across all functions of the organization
* Leaders are able to translate the organization’s clarity at every team
* Employees resonate with the clarity and find it imminently practical on a daily basis.

|  |  |
| --- | --- |
| ORGANIZATIONAL CLARITY | NUANCES WHEN CREATING TEAM CLARITY |
| **WHY DO WE EXIST?** (Core Purpose)  The organization’s core purpose, beyond making money. | A team can’t exist for a different purpose from the organization.  **Helpful:** Some employees may not see how they personally connect to a grand and aspirational purpose, especially if they are behind the scenes. Talk about:   * *What about our company purpose inspires you?* * *In what ways does our team contribute to this purpose?* * *What does this purpose mean to you?* |
| **HOW DO WE BEHAVE?** (Core Values)  The limits of diversity that can exist within the organization – the core values that all employees must share to thrive. | Every employee must embrace the organization’s core values.  **Helpful**: Some leaders trying to break their team away from functional stereotypes (of, say HR, Procurement or Sales) should set new expectations by asking: How (by what behaviors) do we want to be known internally by other departments? |
| **WHAT DO WE DO?**  (Business Definition)  A simple statement that defines the organization’s business. | The work of this team connects with the business definition and is in service of the core purpose?  **Helpful:** We know what we do as a company, but how do we directly impact the Purpose and Business Definition. Ask: *Imagine that this team showed up for work but faked it and did absolutely nothing… what bad things would start to happen? How long would it take before others noticed? What would be the impact?* |
| **HOW WILL WE SUCCEED?**  (Strategic Anchors)  The anchors that define the strategy of the organization. | Decision-making on this team must align with the company strategy - therefore, we must teach everyone to use the Strategic Anchors.  **Helpful**: Take time to personalize and interpret the strategic anchors for the team. What kinds of decisions do we make that impacts company srategy? How must we use/apply the anchors to these decisions? What nuances must we account for? Are there any function-specific “sub-anchors” we should set? E.g   * *HR | Business Partner not order taker* * *Sales | Profitable sales vs. revenue only* * *Legal | Grow Safely vs. avoid all risk* |
| **WHAT IS MOST IMPORTANT, RIGHT NOW?** (Thematic Goal)  The organization’s rallying cry and overarching objectives that are shared across the leadership team. | The company Thematic Goal is meant to unify the company around a common theme. So, every team leader needs to translate this into how her team can contribute and drive this goal.  **Helpful**: Start with the company Thematic Goal, then ask  If this is what is most important for the company, right now, what is most important for us, right now? The answer to this can have an immediate rallying effect on the team and a unifying effect with other teams. |
| **WHO MUST DO WHAT?** (Role Clarity)  The role of each leader in achieving those objectives. | The answer to this question is very individual and should be answered at the every level.  **Helpful:** *Ask, do you know what is expected of you? Outside of your formal job description, what role do you play on the team?* |

**POWERFUL QUESTIONS TO CREATE TEAM CLARITY:**

**WHAT IS THE WORK OF THIS TEAM?**

What is our unique role in this organization? Why was our team created and how do we contribute to the core purpose?

**HOW DO WE BEHAVE ON THIS TEAM?**

How do we behave on this team (must align with the core values of the organization)? What is our internal brand in terms of team behavior?

**HOW WILL WE SUCCEED?**

What anchors define how this team will succeed in its work? May be the same as OR aligned with the organization’s strategic anchors.

**WHAT IS MOST IMPORTANT, RIGHT NOW?**

The team rallying cry and overarching objectives that are shared by all on the team. Must align with and contribute to the organization’s rally cry.

**WHO MUST DO WHAT?**

The role of each team member in achieving those objectives.

**WHAT STRATEGIC TOPICS MUST WE ADDRESS?**

What are some high-stakes conversations we need to have? These would be decision-making conversations where we can expect differing opinions and strong emotions from team members. Best to capture these in an ongoing “backlog” of strategic topics.

**WHAT IS OUR MEETING CADENCE?**

Given the nature and urgency of our work -- and the need for constant coordination and collaboration, when does this team meet? Best practice is to meet more often for less time and to break up the day-to-day coordination/trouble-shooting tactical discussions from the high-stakes strategic discussions.

* Daily Huddle -- 10-mins to check in and connect informally around administrative items.
* Weekly Tactical -- 60-mins to review team scorecard and resolve critcal tactical obstacles and issues
* Strategic -- 2-4hr to discuss, analyze, brainstorm and decide upon a critical issue affecting long-term success.
* Offsite/Planning -- 1-2 days for team development, competitive landscape, trends, planning, etc.

CROSS-FUNCTIONAL TEAMS

**WHAT IS THE SHARED WORK OF THIS CROSS-FUNCTIONAL TEAM?**

**WHAT IS THE ‘NOT-SO-HIDDEN’ AGENDA I AM BRINGING TO THE TEAM FROM MY FUNCTION?**

**WHERE ARE WE ALIGNED? WHERE ARE WE IN TENSION?**

**WHEN WE CAN’T AGREE -- CAN WE ESCALATE WITH OPTIONS?**

Best when cross-functional or matrixed teams agree beforehand how they will deal with the inevitable impasse. Rather than just “agree to disagree” they can escalate the issue to the common shared decision-maker (often not on the team) but--make it a value-added escalation:

* We’ve debated this at length - it was productive and positive, but we don’t agree on which option is best.
* While we do agree about is that *these* are the viable options -- with these simple arguments for and against each.
* We’ve also agreed that whatever you decide, based on this information, we will all support 100% - you can count on our “all in” commitment.