The Key Habit of

Highly Effective Teams

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…

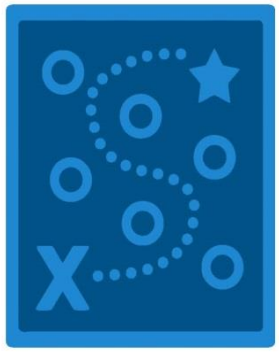
while others waste time, get stressed, and lose steam?

I’ve found that the answer is

CLARITY

Highly effective teams get 3 things from their leaders.

CLARITY OF PURPOSE



CLARITY OF PLAN

CLARITY OF RESPONSIBILITY

1. Highly effective leaders give their team

CLARITY OF PURPOSE

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

Google

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

facebook

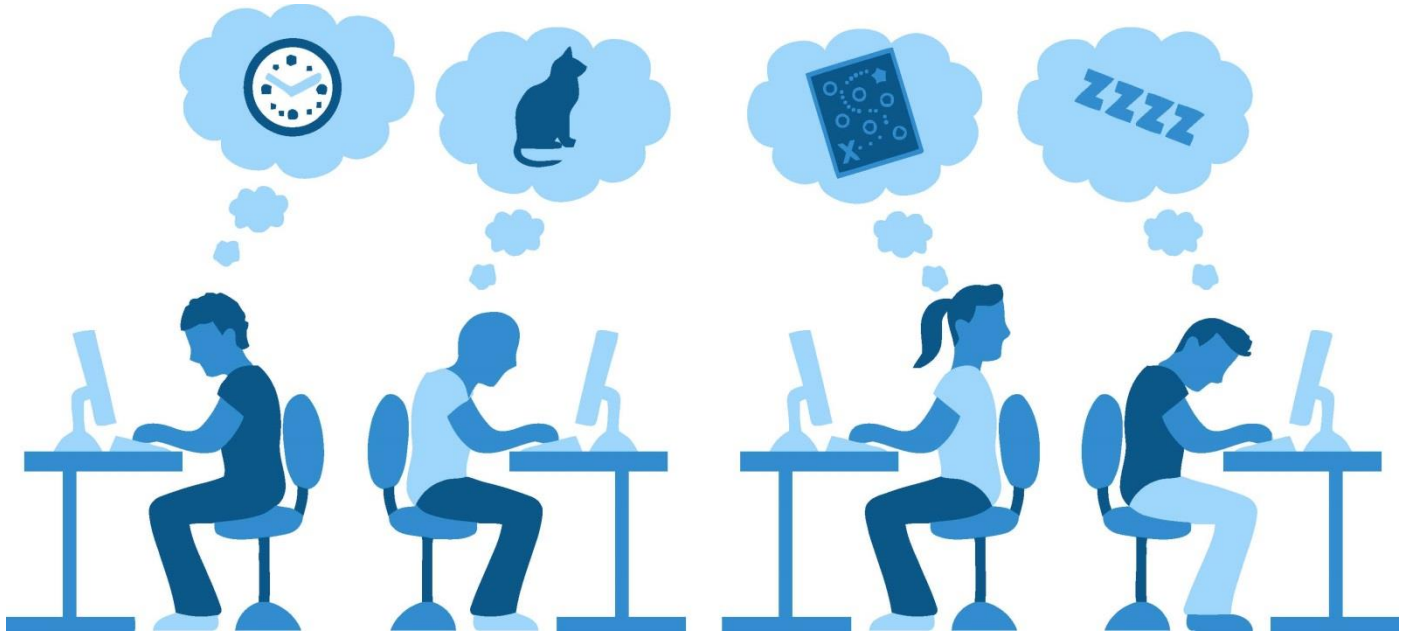
To give people the power to share and make the world more open and connected

airbnb

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

Ask yourself:

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



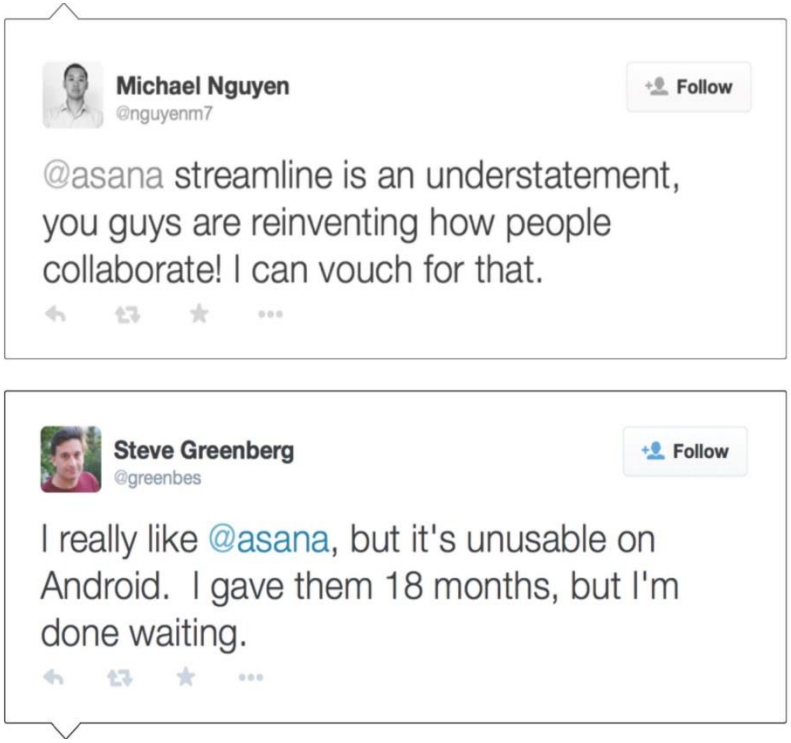
It’s easy to forget purpose **when everyone’s working hard and in the weeds.**

A leader’s job is **to ground the team in its purpose.**

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

Look, we're helping teams work together with less effort!



Ouch! We need to adjust because we're not meeting our purpose for this guy.

Deliver software to…
An engineer writes
code to…
To help humanity thrive
by enabling all teams
to work together effortlessly
Clarity of Purpose
filters down to everything
your team does — even
writing a line of code.
Focused on relating purpose to
everyday tasks

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

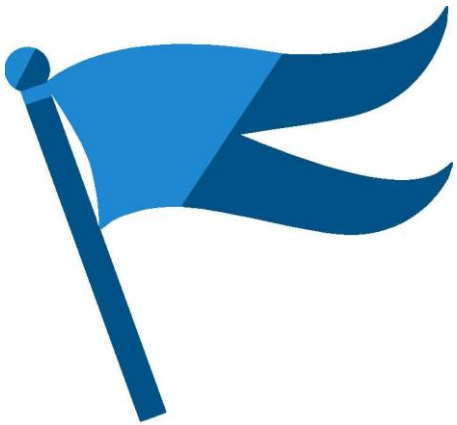
Are you providing Clarity of Purpose?

Does your team know:

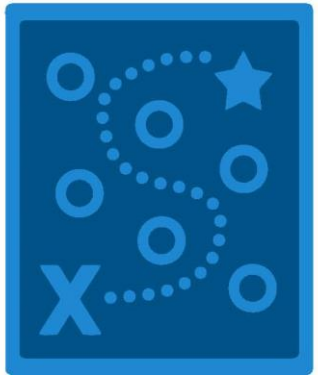
Why your organization or project exists?

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

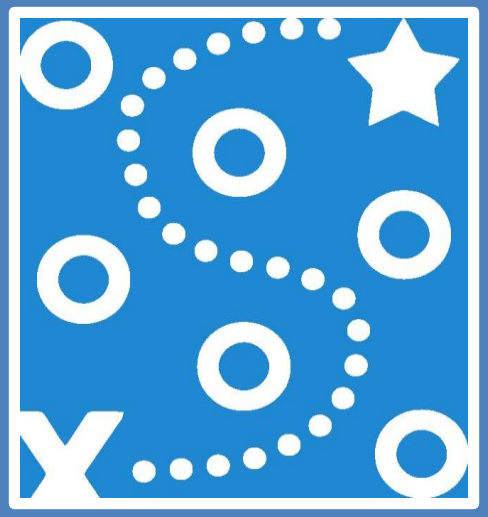
How your day-to-day activities relate to your purpose



Clarity of Purpose shows your team **why**…



Next, Clarity of Plan will show them how.



2. Highly effective leaders give their team

CLARITY OF PLAN

Without Clarity of Plan:

Projects slip past their deadlines

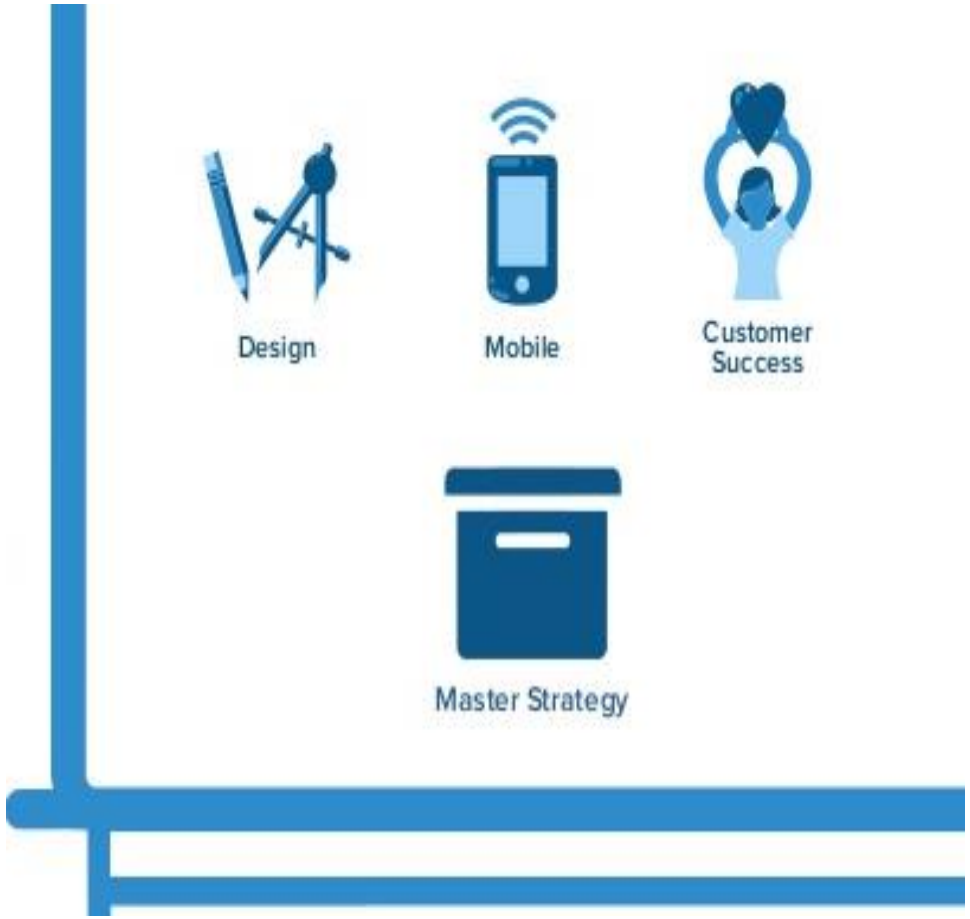
Teams march dutifully forward… in the wrong direction

Meetings end with no clear actions

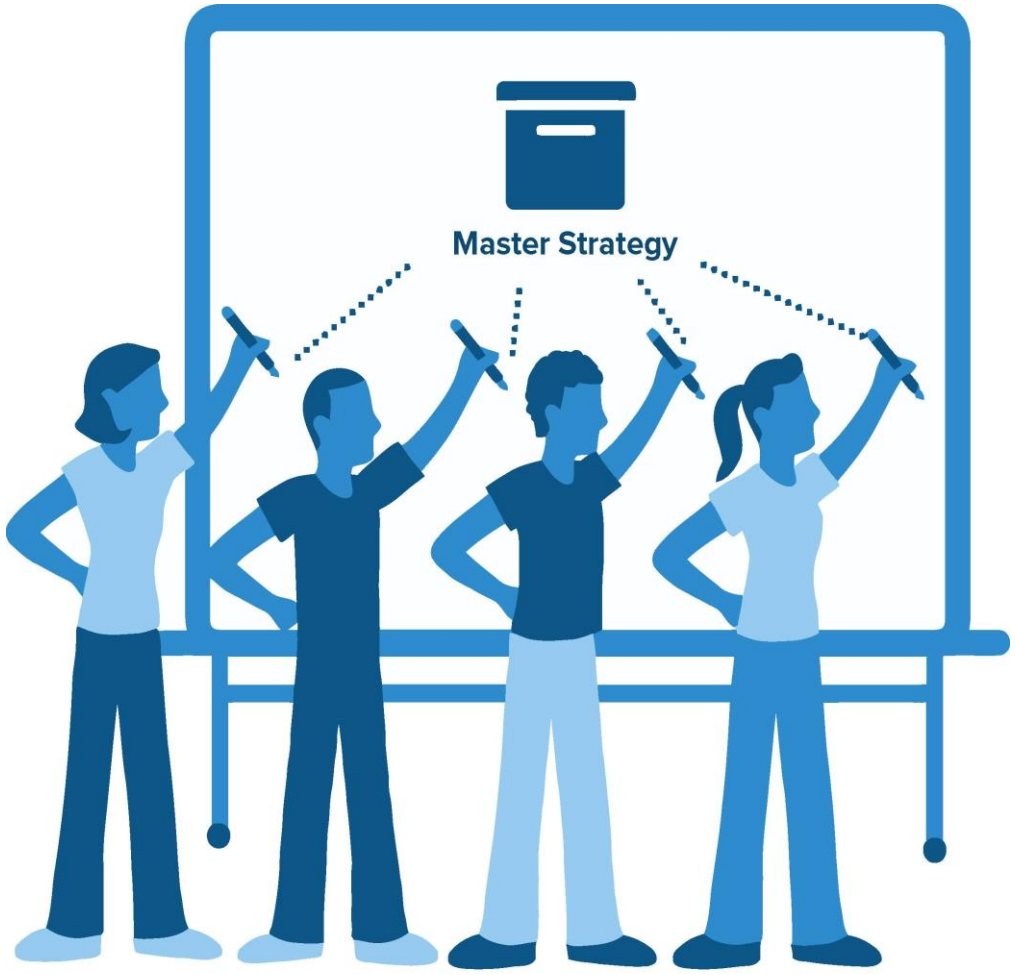
To achieve Clarity of Plan:

Start by creating a master strategy with your team.

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

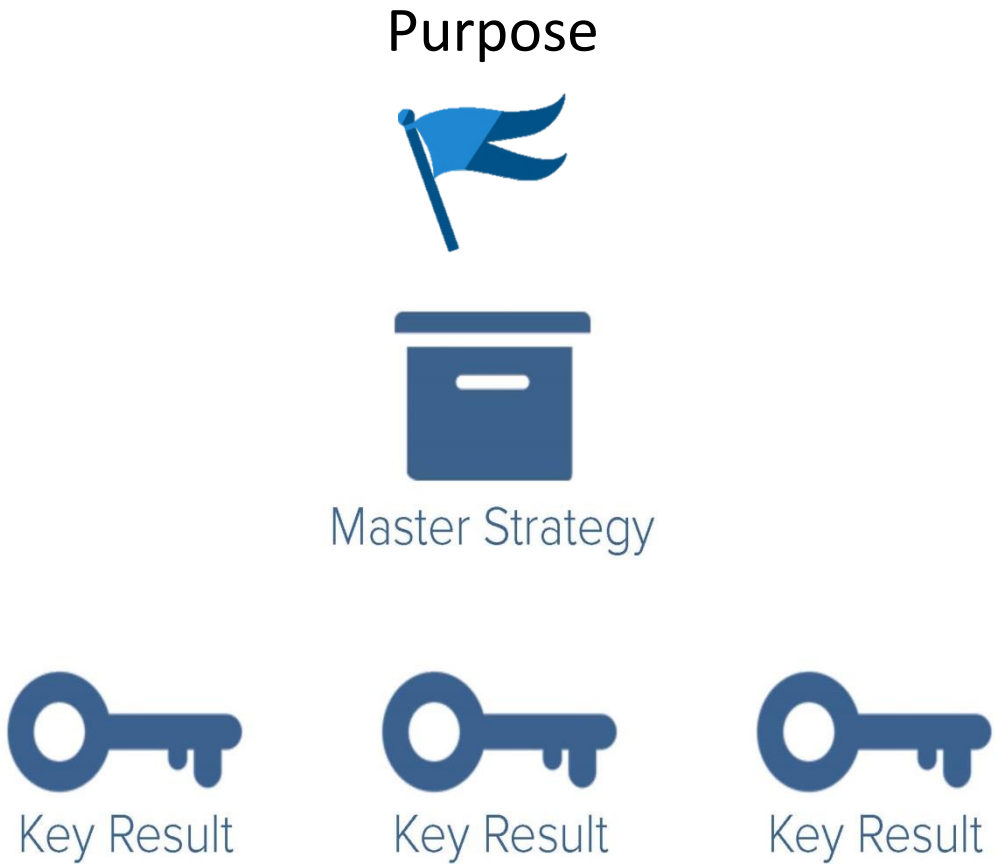


Ensure all teammates give feedback and have access to this master strategy.

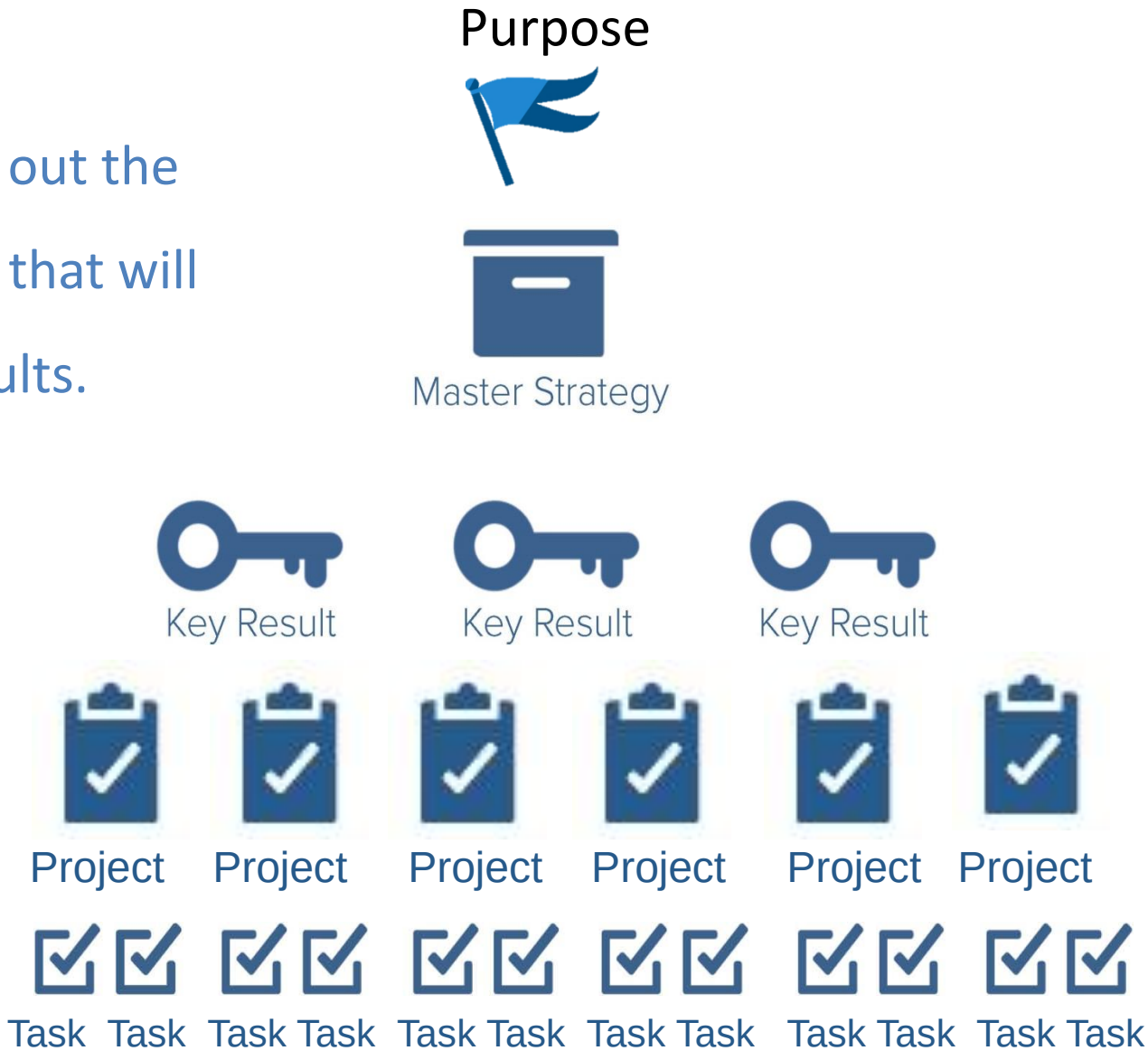


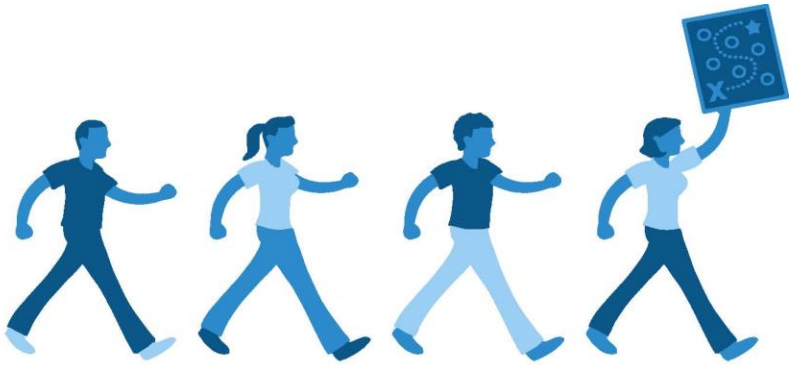
Next, create key results you'll be tracking and working to achieve.

These are measurable goals to be delivered by a specific date.



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





Armed with Clarity of Plan,

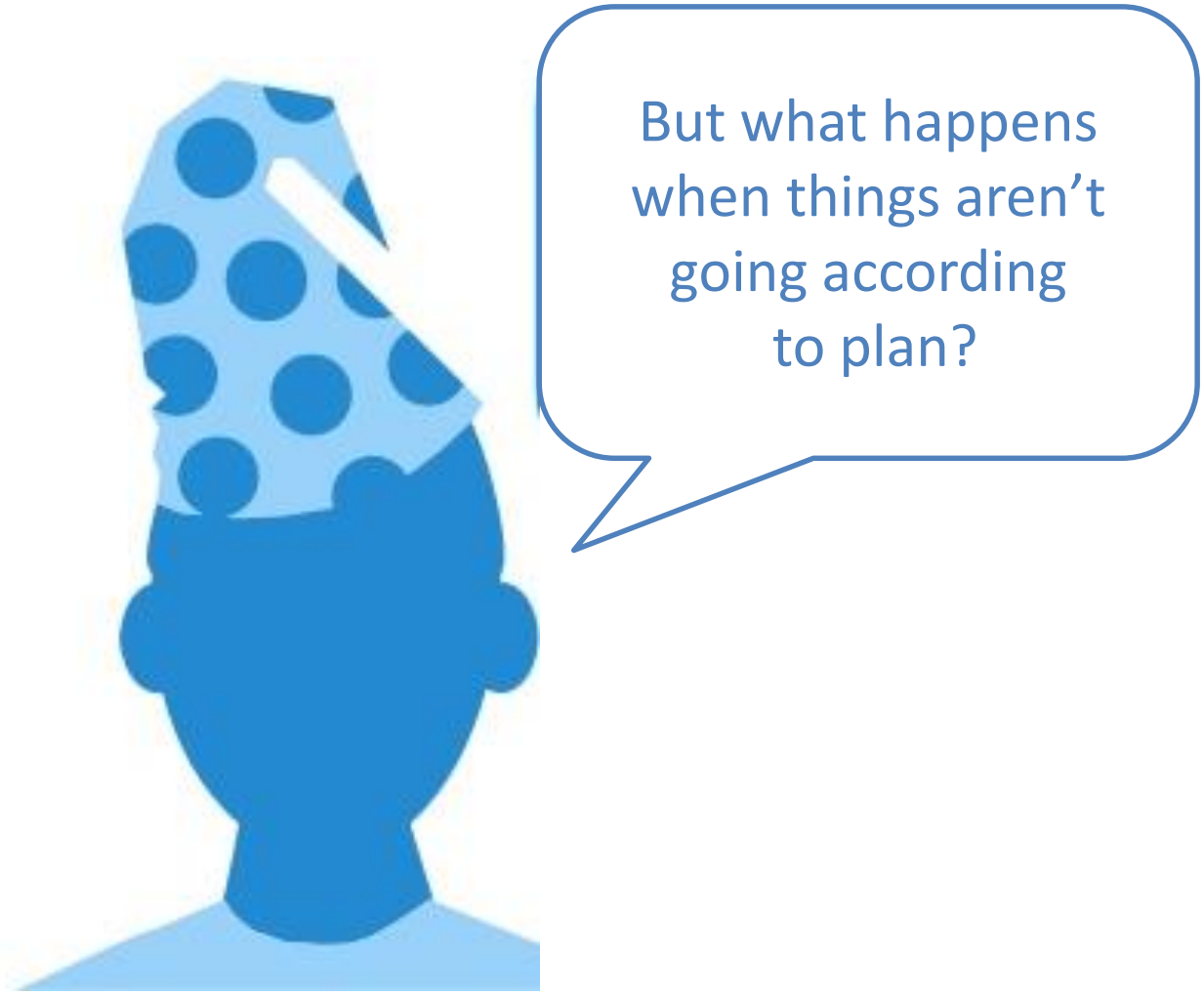
your team will march

confidently forward

As you do, check in

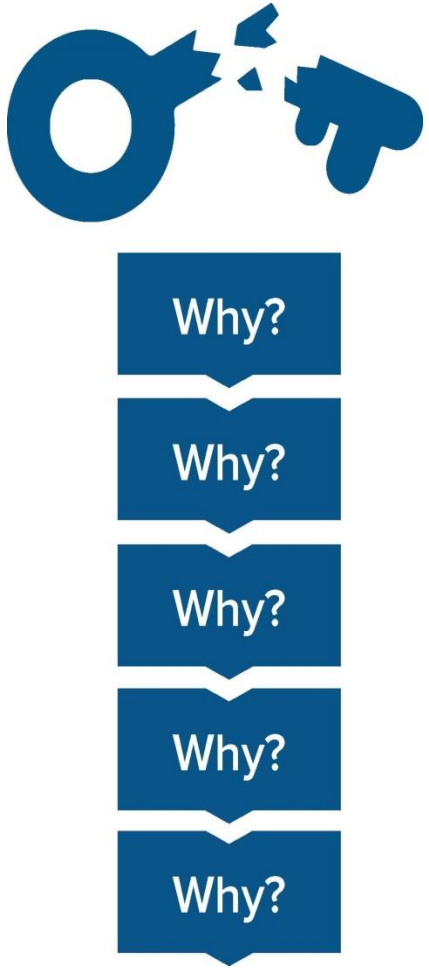
regularly on progress.

Celebrate successes, big and small.


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

Conduct a 5 Whys

1. 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.



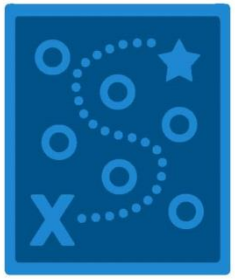
Clarity!

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?

If Clarity of Purpose shows your team **why**…



And Clarity of Plan shows them **how**...

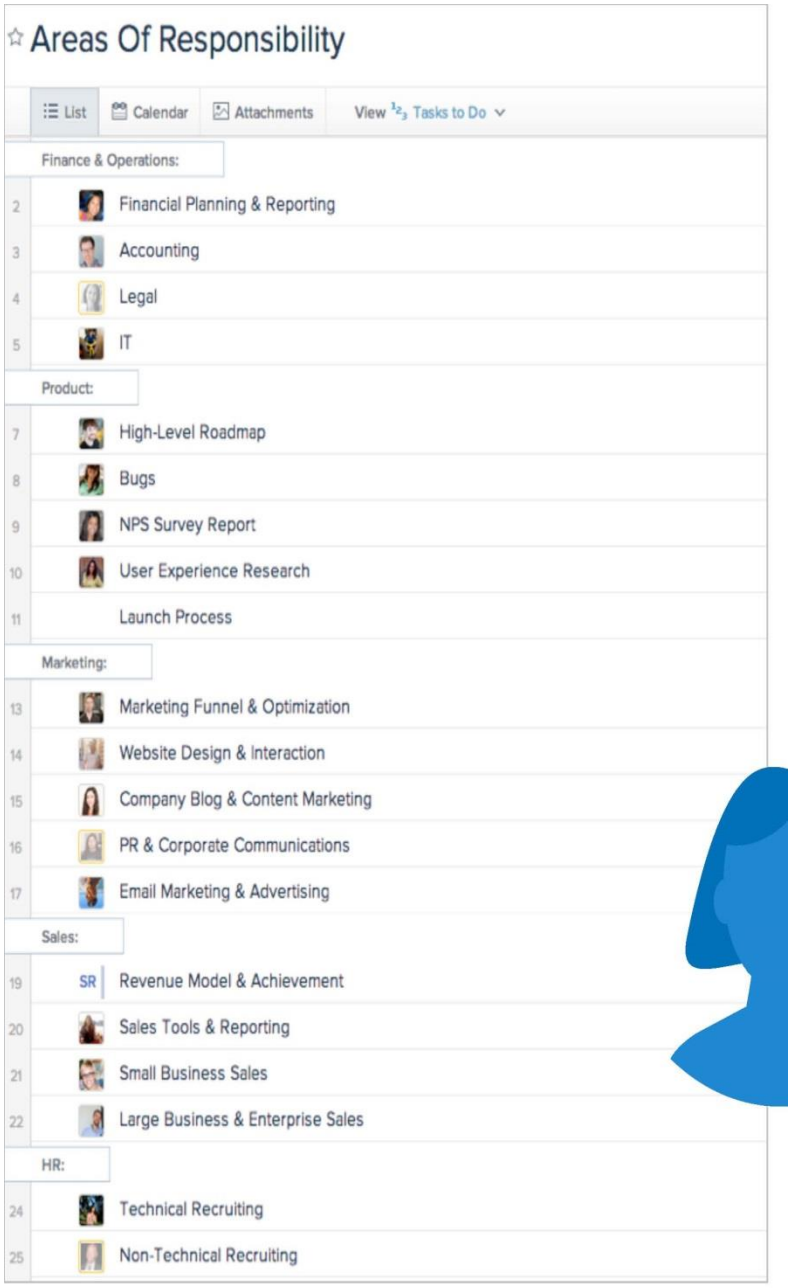
Clarity of Responsibility settles the who.

3. Highly effective leaders give their team

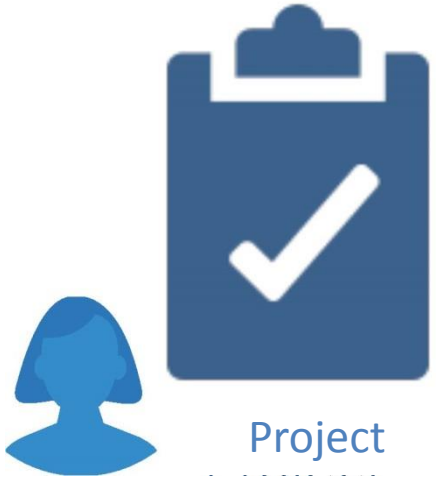
Clarity of Responsibility

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

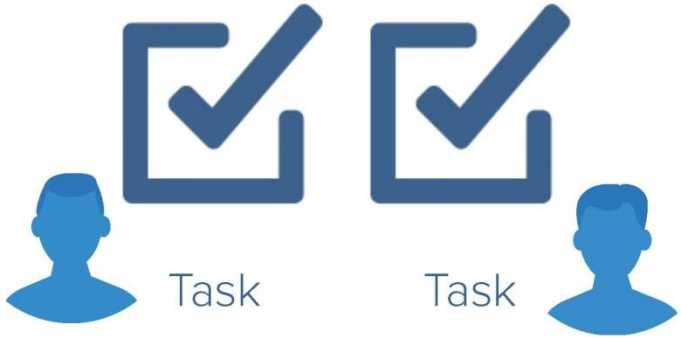
When everyone knows their areas of responsibility — the places they have autonomy — it eliminates ambiguity, reduces politics, and empowers team members to bring their full motivation to work.



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 off...

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.

Focused on developing his team through responsibility and accountability

Ask yourself:
Which kind of leader am I?

Are you providing Clarity of Responsibility?

Does your team know:

- 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.

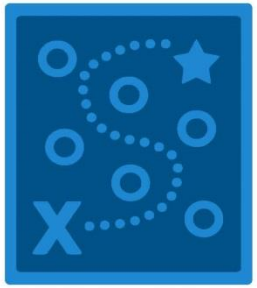
If you keep in mind that…

As a leader your job is **to empower everyone around you with maximum clarity.**

Clarity of

PURPOSE

PLAN



RESPONSIBILITY

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