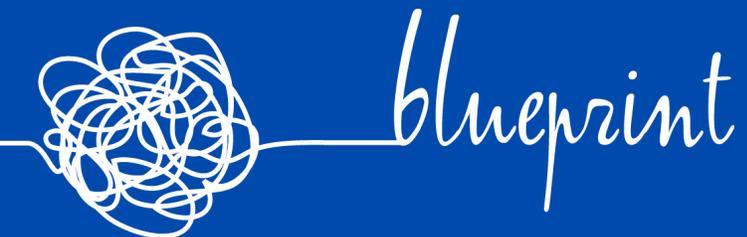


CLARITY

FOR FUTURE-DRIVEN CEOS

Take The Clarity Test

How to determine if a lack of clarity about your organization's future is slowing its growth



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If your employees don't know
where your organization is going,
how can they help it get there?

Imagine you are a leader of a team that has to get through a forest to safety. You have never been in these woods before so you have no idea where safety is, there is no map and you don't have a compass. If there is no clarity about where you are going, how effectively do you think your team will perform, even if each individual is highly competent?

When there is a clear path, and you have a map and compass, everybody has clarity about where they are going. Each of your team members can play their assigned roles, whether that be navigating, carrying supplies or providing protection. They will also understand the valuable role they played in helping the team get to the destination successfully so they would be motivated to do more.

THE HIDDEN COSTS

Which camp is your company in? Is everybody clear on where the organization is going, on what their roles are and how they contribute to overall success? Look at what the Covey Institute discovered when it asked 35,000 employees about how a lack of clarity in their organization impacts them and their performance:

- Only 37% of employees clearly understand company goals
- Only 20% are enthusiastic about the company's goal
- Only 20% understand how their work achieves company goals
- Only 15% feel enabled to execute key goals

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It sounds like the team lost in the forest, doesn't it? How would you feel if you found out this is how your team – or your entire workforce – feels about your company and its future? That would be a five alarm blaze for you, wouldn't it? You would make fixing it your #1 priority.

I am not saying this IS your company, but statistically, this is most companies. Imagine this is a football team. The game would be an absolute mess, hardly “the beautiful game”. We would never accept this kind performance from one of our local professional sports teams. We boo them when this happens! And yet most companies tolerate a workforce that is not close, statistically speaking, to performing to its potential.

Confusion at any level of an organization, such as with team #1, acts as an anchor that slows growth. This is Peter Drucker's famous quote – “Culture eats strategy for breakfast” – in action.

TAKE THE CLARITY TEST

1. Is the CEO clear in his or her own mind about who the company is, where it is going and how it will get there?

If not, it is likely because the CEO believes there are a number of good directions in which a company can go, especially if he or she is new to the position. On top of that, every Board member and every one of the CEO's executive team may have ideas about where the company should go and are actively lobbying the leader to follow their recommendations.

How do you decide which one is right when they are all so compelling? How do you get the senior leadership team and Board to embrace your direction so that you move forward with the confidence of their strong backing? How do you determine a direction all employees buy into so that they are all working together happily toward a common goal?

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Whatever confusion the CEO is feeling in this situation – and the anxiety associated with that uncertainty – it is about trying to determine the one direction to take the organization when faced with many attractive and achievable options.

2. If the CEO does have a clear vision in his or her mind, is it articulated in a concise and compelling way so that it is both understood and embraced by the entire Board of Directors?

Board governance is becoming more and more stringent with each passing year and each new securities scandal (hello Sarbanes-Oxley!). The potential liability of individual Board members increases the pressure on them to ensure there is accountability to shareholders and regulators.

How can the Board judge the performance of a CEO without knowing exactly where he or she is taking the company? If there is a lack of clarity about the direction, it will be much harder

the Board's support because members won't have a clear understanding of what the CEO wants to do. The more clarity a CEO creates about the company's future, the easier it is to gain the Board's ongoing support.

3. If the CEO has a clear vision in his or her mind, is it articulated in a clear, concise and compelling way so that it is both understood and embraced by the entire executive team?

If not, that means not only is the executive team confused, everyone in the organization down to the grassroots and beyond are too because they take direction from the senior leaders. If the executive team is not clear about the CEO's direction, it will make it very difficult for the executive team to a) align their tasks and people with the company's direction and b) communicate why and how those tasks are aligned with where the company is going so that employees feel a strong sense of contribution and worth.

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4. Are middle managers crystal clear about the CEO's vision and the Purpose of the specific projects developed under the leadership of the executive team?

If not, middle managers will be confused about how to properly lead the execution of initiatives developed by the executive team. Middle managers are also constantly having to adjust execution based on day-to-day realities. Knowing the organizations Purpose gives them a context for how to adapt more effectively. It allows middle managers to operate more autonomously and to make better decisions. It also increases the accuracy of the executional feedback they provide to senior leaders so that top level adjustments to the initiative don't lead the project off track.

5. Is the entire workforce clear about the CEO's vision, the major initiatives created at the executive level and what they are being asked to do by their managers?

If not, there is a good chance that even the most brilliant of strategies will die on the shop floor. This is where the evil work characterized by Druker actually happens. If employees are unclear about the direction or uninspired by it, they will disengage and be demotivated. This will create a rancid culture that will constantly be throwing wrenches into the execution of initiatives.

To implement the plans of the company most effectively, employees need to be clear on, and inspired by, the company direction. Clarity gives them a sense of purpose and an understanding of how each of their roles makes a material difference in achieving the organization's direction.

6 Are customers clear about the purpose of the organization and why they should choose you?

If no, customers will sense the lack of clarity. Their engagements with you at

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every touchpoint – ordering, retail, customer service, online, product delivery – will be compromised by their lack of understanding. Your employees will have to answer too many questions to make a sale. Your customer service people will spend way too much time dealing with complaints and returns. Loyalty will be weak because customers don't buy into what you do. Their relationship with you is nothing more than transactional.

It makes it much easier for a customer to decide to buy a product if they know and buy into a company's Purpose, which makes it faster and easier for you to make the sale.

If you don't have clarity at all six levels, it is likely that your company is underperforming relative to its real potential. Gaining clarity about an organization's purpose and where it is going starts at the very top.

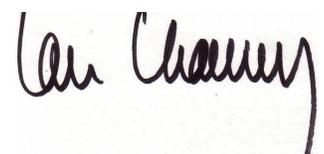
HOW TO CREATE CLARITY

Two important factors that will drive sustainable success in your future are:

- Being the best possible version of yourself as an organization, and
- Consistently living it in every decision you make, every action you take and every message you send.

The challenge is defining what “best” truly means.

This is where the Blueprint Method™ starts. Your Blueprint reveals the best possible version of your organization by identifying the one thing, at its heart, that makes it uniquely remarkable – expressed in 7 words or less. We then use that short phrase as the strategic north star that designs and guides how your organization operates and communicates.



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Prince Harry, the Boss and Brian Adams at the Invictus Games closing ceremonies

What clarity looks like: A case study

The Invictus Games was created by Prince Harry as an Olympic-style event for ill and injured military personnel. The first Games was a modest affair in London and the second was slightly bigger in Jacksonville, Florida. Canada won the opportunity to host the third Games. Michael Burns, a man I admire for having the ability to see bigger than most other leaders I have met, was hired as CEO of Canada's Invictus Games to recreate them from scratch.

Burns decided he wanted the Games to be bigger than just a sporting event. He

asked himself the question, "If everything we do at the Invictus Games is a means to an end, what is our end purpose?" He decided to use the Blueprint Method™ to answer the question.

Burns had three objectives:

- To create a clear vision of the future so that all of the people and activities of the organization work in lockstep toward a common goal.

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- To inspire people inside and outside the organization so that they are self-motivated to perform at a higher level
- To understand the full value of what the Games accomplish so that it can maximize the funding from sponsors and governments

We started with a conversation about how Canada's values translate into how it uses its military. Canada won a Nobel Peace prize for inventing UN peacekeeping back in the 60s so Canada's military is usually deployed on peacekeeping missions somewhere else on the planet. Canadian soldiers are constantly protecting innocent people in other countries, whereas almost all other armies primarily protect their own people and land.

This level of sacrifice is much higher than what is experienced by most soldiers, even though the potential sacrifice of any soldier is extremely high.

Canadians, by nature, don't celebrate their military. They respect it, they just don't shower it with patriotic support like Americans often do. This is not a value judgment; only a difference. So why, we asked ourselves, when a Canadian soldier dies, do we feel it so deeply that we flock to the bridges along the "Highway of Heroes" to honour their ultimate sacrifice when they are driven from the Trenton military base to the morgue in Toronto?

We concluded that Canadians have a special place in their hearts for their military, even though we are not a militaristic nation, because we recognize that our soldiers are sacrificing themselves around the world for people they don't even know and will likely never meet.

If we could just channel people's empathy into doing something more tangible for ill and injured military in addition to honouring them on the bridges, then the

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Games could really make a difference in people's lives beyond just being a sporting event. So the purpose of the games – the means to an end of the sporting events – was to transform all of this empathy into constructive action of some sort. In the end, we all liked the idea of creating empowerment in all of its forms, so we landed on the following as the purpose statement for the Invictus Games:

Transforming empathy into empowerment

Now the organization had a very focussed goal that was far bigger than just putting on a sporting event. The singular purpose of the games was to direct that huge wellspring of empathy into tangible action to support ill and injured military personnel. Here is some examples of how they did that:

- People were encouraged to donate money to organizations that supported ill and injured soldiers and their families

- Companies and academics in the medical field were encouraged to create strategic partnerships with the military to conduct research into how to address their unique needs
- Corporate sponsors and governments were encouraged to provide funding that was an order of magnitude higher than the Games had ever raised before (approximately \$50M).

The clarity provided by the purpose statement for the Invictus Games made it, by far, the most successful ever. Leaders of the organization and all of its employees were driven to achieve a very focussed, common goal. Everybody understood how their role contributed to the purpose and, as a result, they all felt like they were making a difference. Sponsors and government funders gave generously because they were so inspired by the purpose. The tens of millions of dollars that were raised for ill and injured military personnel will be used to empower them for decades to come.

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The 6 Benefits of a Blueprint

Clarity of Purpose

It creates a clear, concise and compelling Blueprint that guides every decision you make and every action you take. Your Purpose pulls your organization into a bigger future.

Creativity & Innovation

It inspire your employees to be more innovative by giving them a singular, tangible focus that actively triggers their latent creativity.

Confidence

Clarity about your future gives your leadership team the elevated confidence they need to boldly lead your organization into a bigger future.

Magnetic Culture

It inspires people to work in unison toward a common goal. Your Blueprint also creates a rewarding culture that acts like a magnet for hiring and retaining the best talent.

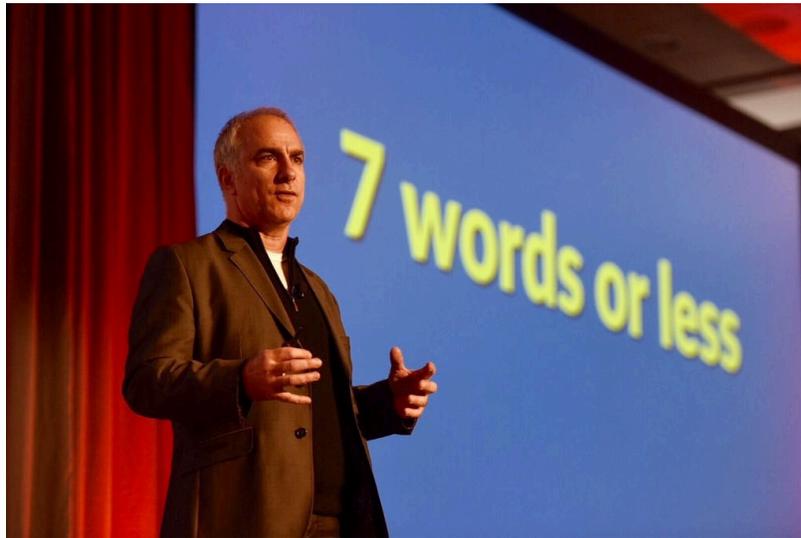
New Revenue

Discover new markets to penetrate and revenue generating opportunities that you never imagined before.

More Sales, Faster and Easier

Help your leadership and sales teams sell faster and easier by arming them with what the customer is buying, not what you are selling.

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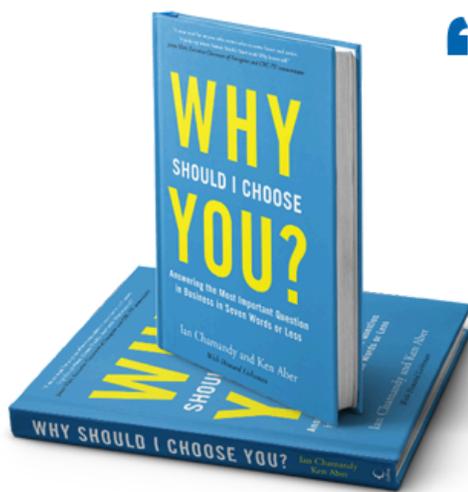
Ian Chamandy

I have conducted over 400 Blueprints in the past 20 years. Blueprinting is my proprietary process to help leaders create a clear, concise and compelling definition of the future.

I have worked with organizations large and small, including TIFF, CN Tower, Scotiabank, BMO, RBC, Corby Spirit and Wine, Kruger, Maple Leaf Sports and Entertainment (MLSE), Princess Margaret Cancer Centre, Toronto Stock Exchange (TSX), Canadian Olympic Foundation, Goldcorp, Holt Renfrew, Longos, Maple Leaf Foods, Rotman School of Management (University of Toronto).

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We wrote the book on defining a clear, concise and compelling future for your organization



“ *A must read for anyone who wants sales to come faster and easier. It picks up where Simon Sinek’s Start with Why leaves off.* ”

- JAIME WATT

Executive Chairman of Navigato and CBC-TV commentator

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