

# What Leaders Need Now

Helping leaders optimize business and life!

## Creating a Thematic Goal & Rallying Cry

*More than the right answer, it's important to have an answer – one that sets direction and connects the team. These six questions, from author Patrick Lencioni, will help us to create a clear focus for the time we're in now.*

### Six Questions to Create a Clear Focus

- 1. Why do we exist?** A clear, idealistic and aspirational purpose. It's not about getting *more* something, it's about answering "why." Without that sense of purpose, there is confusion and worry about the organization's future. (Examples below)
  - To be a source of strength for each customer
  - To be a stronger and more unified team when this is over
  - To be a place of shelter in the storm
  - To make learning fun and impactful
- 2. How do we behave? These include our behaviors and values that preserve our essence.** We know we've identified them correctly because we'll allow ourselves to be punished for living them. If we sacrifice what we say is important about us, we lose more than credibility – we lose trust.
  - Howard Schultz – CEO of Starbucks – offered healthcare and vacation benefits for all employees (only one in the industry at the time), and kept them in the 2007b economic downturn when the board asked him to eliminate them to save money
- 3. What do we do?** This is the definition of our business. Q1 answers "why" and Q3 answers "what." What are the basic activities of our organization? During this pandemic these define what your organization does now and best in the short-term.
- 4. How will we succeed?** These are the three strategic anchors used to inform and evaluate the intentional decisions you make to thrive. It helps you to overcome distractions and stay the course.
- 5. What is most important now?** To create a sense of alignment and focus, we need a single priority for a specific period of time. This is a Thematic Goal, also known as a Rallying Cry.
  - It's temporary
  - It's shared across the leadership team
  - It's further clarified by short term objectives
- 6. Who must do what?** To clarify and define the individual responsibilities of each person so they know what to do when they go back to their jobs.

Lencioni, Patrick. *The Advantage: Why Organizational Health Trumps Everything Else in Business*. Jossey-Bass, 2011.

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[info@whatleadersneednow.com](mailto:info@whatleadersneednow.com)  
[www.whatleadersneednow.com](http://www.whatleadersneednow.com)



**Andrea Chilcote**  
President  
Morningstar Ventures

[Contact Andrea](#)

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**Sheppard Lake**  
President  
Sheppard Lake Coaching

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**Laura Roccaforte**  
President & CEO  
The Learning Exchange

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