



DEVELOP A PLAYBOOK

PURPOSE

The second requirement for building a healthy organization is all about achieving alignment. A playbook provides a repository of information outlining an organization's clarity. Clarity is initially established by answering the six critical questions in a concise, actionable way, so that they can be used in decision making, communication and planning.

TIME REQUIRED

1-1/2 days to several days

INSTRUCTIONS

To establish organizational clarity, answer the questions for a printable playbook. Refer to *The Advantage* (starting on page 73) for more context and information on how to go about answering these questions.

1. **WHY DO WE EXIST?**
2. **HOW DO WE BEHAVE?**
3. **WHAT DO WE DO?**
4. **HOW WILL WE SUCCEED?**
5. **WHAT IS MOST IMPORTANT, RIGHT NOW?**
6. **WHO MUST DO WHAT?**

APPLICATION

Leaders should keep their playbooks with them at all times, for constant review and reference. Leaders should be integrating the answers to the six questions into all communications, key decisions and human systems. The playbook should be present during all meetings where it should be reviewed and referenced. The playbook must be revisited at quarterly off-sites for possible revision and refinement. For a sample playbook, reference page 136 of *The Advantage*.

PLAYBOOK

1

WHY DO
WE EXIST?

2

HOW DO
WE BEHAVE?

3

WHAT DO
WE DO?

4

HOW WILL
WE SUCCEED?

5

WHAT IS
MOST IMPORTANT,
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WHO MUST
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