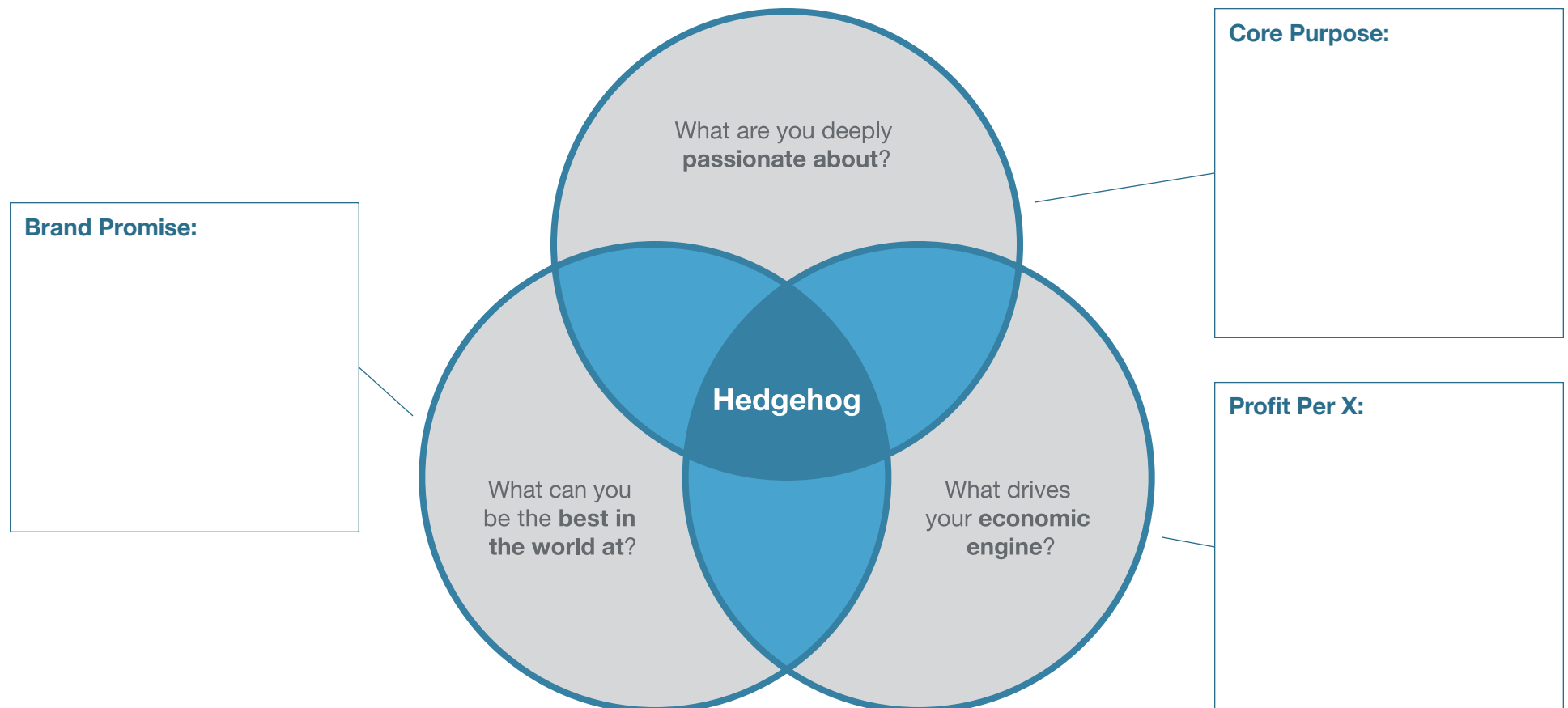


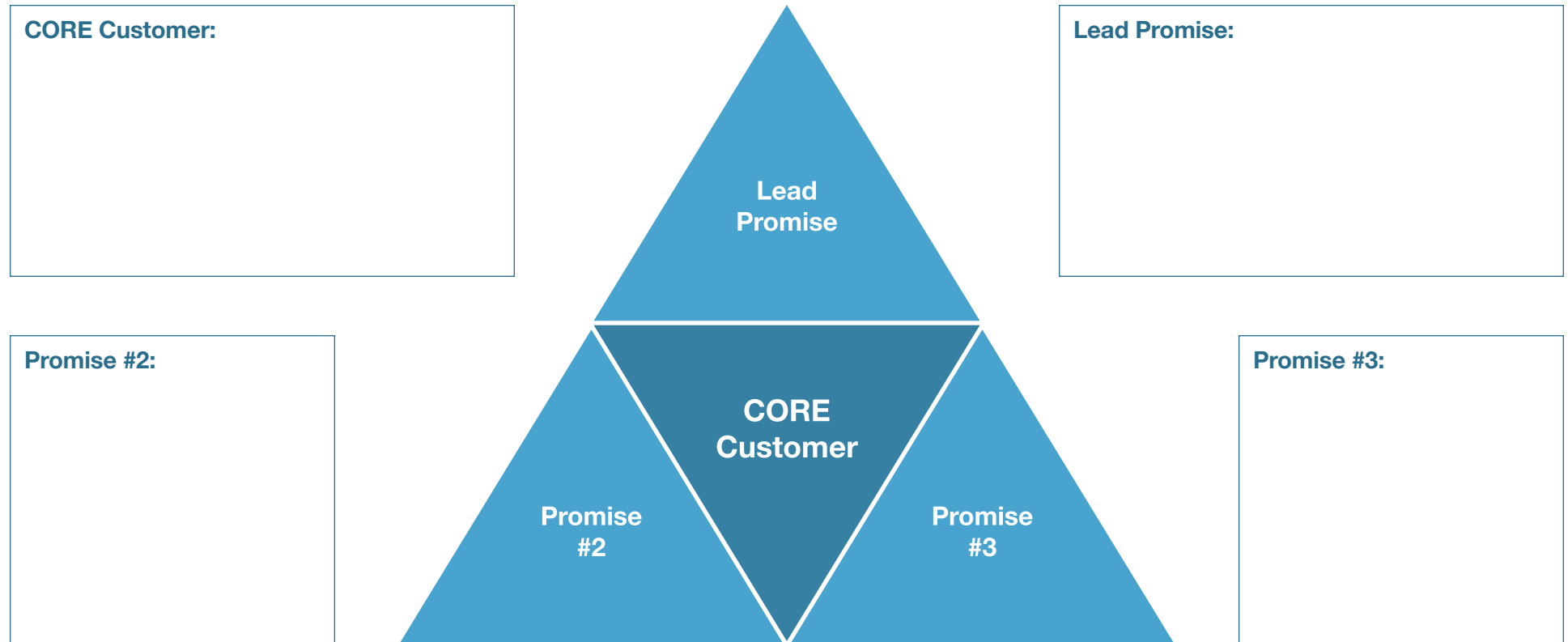
Big Hairy Audacious Goal (BHAG™) attributes:

- Arises from the Hedgehog overlap
- Challenges you to greatness
- Reinforces business fundamentals



Brand Promise criteria:

- Does it differentiate you?
- Is it Measurable?
- Does it fill the right (CORE) Customers' need (not a want)?



The 5-7 passengers on the *Mission to Mars* rocket that best represent your culture:

- High credibility with peers
- Most competent in their roles
- Gut-level understanding of core values

Who? (Names)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Why? (Attributes)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____



Our Core Values

Core Values Criteria

- Small set of timeless principles
- Intrinsic value and importance
- Independent of operational realities

Talent Assessment: A, B or C Players?



Team Health: The Five Dysfunctions of a Team

Dysfunction #5: Inattention to Results

Strategy for Overcoming:

- Keep the team focused on tangible group goals
- Reward individuals based on team goals and collective success

Dysfunction #4: Avoidance of Accountability

Strategy for Overcoming:

- Explicitly communicate goals and standards of behavior
- Regularly discuss performance versus goals and standards

Dysfunction #3: Lack of Commitment

Strategy for Overcoming:

- Review commitments at the end of each meeting to ensure all team members are aligned
- Adopt a “disagree and commit” mentality — make sure all team members are committed regardless of initial disagreements

Dysfunction #2: Fear of Conflict

Strategy for Overcoming:

- Acknowledge that conflict is required for productive meetings
- Understand individual team members’ natural conflict styles and establish common ground rules for engaging in conflict

Dysfunction #1: Absence of Trust

Strategy for Overcoming:

- Identify and discuss individual strengths and weaknesses
- Spend considerable time in face-to-face meetings and working sessions

Score 1-10 Scale

1 = Low 10 = High

