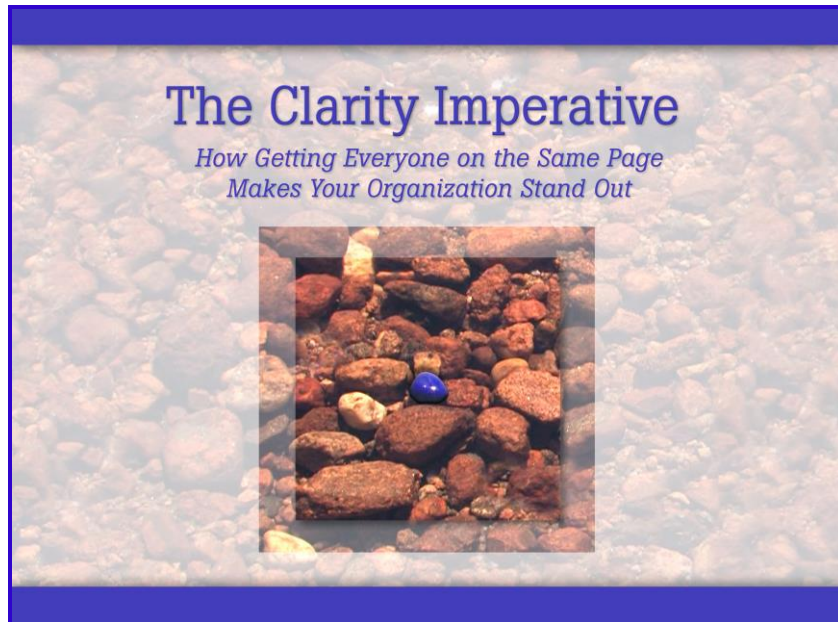


PREVIEW GUIDE



The Clarity Imperative

**How Getting Everyone on the Same Page
Makes Your Organization Stand Out**

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Training Design Overview

This workshop kit provides a structured training design to support a fast-paced, 2-hour workshop to begin the process of identifying statements that all employees feel comfortable sharing when asked about what their organization does, its culture and its direction.

- The Presentation Script in this Leader's Guide outlines the learning points and activities.
- The video program walks viewers through the importance of clarity in messaging and how to do it, and provides many real-world examples of what it sounds like done well.

Please note: Facilitating this workshop once isn't meant to be the be-all, end-all of determining your organizational messaging. It is meant to be used in conjunction with guidance from your organization's leadership and/or any internal branding/marketing/PR consultation or initiatives. Use this video and workshop as a tool to support your efforts of bringing clarity and consistency to your message and to how your employees represent the organization to others.

Learning Points

This workshop addresses the following Learning Points.

Participants will:

- Recognize the need for a clear and consistent organizational message.
- Learn the 3 components of that message.
- Identify their organization's What We Do, Culture and Direction statements.
- Practice presenting their organization's message so that it becomes natural and conversational.

Who Should Attend?

The *Clarity Imperative's* workshop is designed for all levels of employees: leaders, managers, and staff.

Note: The design of the workshop assumes that all participants are from the same organization.

Group Size

Workshop material should be presented in a group setting where the responses of others can be shared. We recommend limiting the group to no more than 12-16 participants to promote active discussion of the workshop topics.

Self-Study

The *Clarity Imperative* workshop material is not recommended for use as a self-study activity, although the video will be of value to anyone who watches it.

Training Design Timing Chart

The workshop agenda runs about 120 minutes, depending on the length of group discussions. Workshop leaders are encouraged to trim down or expand on activities and discussions to meet specific needs or time constraints.

Workshop Segment	Time	Handout
Welcome and Activity 1: A Starting Point Welcome people, and a quick activity to benchmark how participants talk about the organization before this workshop.	8	
Video Set up the video and watch John Jenson and various real-life employees demonstrate why organization-wide clarity in how we articulate who we are is imperative.	22	
Video Debrief & Workshop Outcomes Group discussion about video. Outline workshop's main learning objective.	8	
What We Do Review responses from Activity 1. Group discussion.	10	
Activity 2: What We Do This activity will help participants, broken into smaller groups, craft their own "What We Do" statements and practice saying them aloud.	15	Activity 2 Worksheet
Culture & Activity 3: Telling Our Culture Story Discuss and decide upon our culture, and share stories that best support our culture statement.	20	
Direction Ideally, a member of the organization's leadership team presents the Direction to the group. If one cannot be present, you as the facilitator must come prepared with the leadership team's current position on "Direction."	10	

Workshop Segment	Time	Handout
<p>Activity 4: Evidence to Support our Direction Statement</p> <p>This is an opportunity for the group to offer data and other evidence that supports the direction the organization is headed. This adds credibility to the Direction statement when employees share it with others.</p>	10	Activity 4 Worksheet
<p>Clarity in Action & Activity 5: Putting It All Together</p> <p>Participants break into pairs to combine all three statements into one, flowing piece. They practice saying it aloud and record it on their Reminder Card to help reinforce the message once they leave today.</p>	15	Activity 5 Worksheet; Reminder Card
<p>Summary and Wrap-Up</p> <p>Remind everyone of the importance of being on the same page when we speak about our organization, and thank everyone for their time.</p>	2	
Total Time	120	

Presentation Script

Welcome

Welcome the participants to today's session. Try not to give them too much information about what you'll be covering today; just tell them that we're going to begin by completing the first half of a quick activity that we'll re-visit later in the session.

Activity 1: A Starting Point

Pass out a 3x5 index card to each participant and ask them to write down (in one sentence) what this organization does. Another way would be to ask them finish the sentence "What we do is..." This might be what they usually say when:

- They're on an airplane or at a party and someone asks what they do
- They're interacting with a potential customer and need to describe their organization
- They're interviewing a job candidate and they need to be clear

Give the participants 1-2 minutes to write on their cards. Collect the cards and put them aside for later.

Now introduce the participants to the concepts you're going to cover today.

SAY

Today we're going to be talking about clarity; specifically, how to get clarity in how we all talk about our organization. With that in mind, I want you all to watch this video, which features an author and speaker named John Jenson, and think about how the three things he talks about apply to our organization.



VIDEO

Play the entire video (approximate running time: 20 minutes).

ALTERNATE VIDEO PLAYBACK SUGGESTION (Stop-n-Start): Play only the introduction and first chapter of the video, "What We Do," initially. Take learners through the Video Debrief, below, and the "What We Do" section of this Leader's Guide. Then play the next chapter of the video, "Culture," and follow it with the "Culture" section of this Leader's Guide. Next, play the "Direction" chapter of the DVD and follow it with the activities in the "Direction" section of this Leader's Guide. Last, play the "Clarity in Action" chapter, and complete the discussions and activities in the "Clarity in Action" section of this Leader's Guide.

Culture

SAY

Articulating Culture is different than saying what we do.

“What we do” should be short and directed at the person’s brain – their intellect; it should make sense. “Culture” is different because it should aimed at the heart; it should answer the question: What’s it like to be a part of this organization?

“Culture” should bring out a feeling as to why we’re connected to this place. “Culture” should have emotion tied to it.



FLIP CHART

Activity 3: Telling Our Culture Story

Ask participants to choose one or two words that best describe your organization’s culture. Capture their answers on a flipchart or whiteboard. Before they begin,

SAY

Please know that “Culture” is not what you want it to be...It’s what it is. “Culture” is not contrived, but rather is real and authentic. What’s it REALLY like to work here or do business with us?

You will probably hear answers like:

- Team
- Family
- Professional
- Dedicated
- Driven
- Community-focused
- Customer- or client-centered

Again, you will get a variety of responses.

Now ask them to prove it: for each person who responded, ask them to give an example or incident that makes their response come alive — that makes their culture word(s) become real. Have the participant give the word they chose to describe our culture, and then begin their example with the words “Just the other day...”

Clarity in Action

Activity 5: Putting It All Together



WORKSHEET

Hand out the Worksheet for Activity 5.

SAY

Whether you signed up for it or not...you are a company spokesperson.

And it is imperative that you do it with clarity.

Now, it's important that after spending all this time coming up with our message that we can all communicate it effectively. Find a partner and each of you take a turn putting these three parts of a message together. Use your Worksheet to craft your statements before you practice saying them aloud as one statement.

Look for and include the things that will make the cumulative statement effective:

- Personalize it
- Make sure it has structure
- Give it life and energy
- Say it like you mean it...with conviction
- Make certain what you say is true
- Make it relevant to those who will hear it
- Make it simple

Give the pairs 5-8 minutes to complete this activity. When they're finished,

ASK

Would anyone like to share their statement for the whole group?

See if you can get a few people to try saying it aloud. There should now be a great deal of overlap in their statements!

Activity 2: What We Do

With your small group, answer the following questions:

1. What business are we in?

2. Who do we serve?

3. Why do we exist?

4. What do we create and/or what value does our organization bring?

Now craft a “what we do” statement that you feel represents these ideas:

Activity 4: Evidence to Support Our Direction Statement

Capture your organization's direction, as communicated to you by an organizational leader or your facilitator:

Now list any evidence you can think of that supports this directional statement (like data, studies, news, reports, articles, etc.):

1.

2.

3.

4.

5.

Materials Included With *The Clarity Imperative*

In *The Clarity Imperative: How Getting Everyone on the Same Page Makes Your Organization Stand Out*, author/speaker/consultant **John Jenson** addresses all employees — from the top of the organization down to the most basic entry-level position — on the importance of “consistent organizational messaging” and how it translates to improved results.

- ◆ The **DVD** presents the three basic components of articulating the organization’s message: *What We Do*, *Our Culture*, and *Our Direction*. By laying out the importance of brand consistency and giving real-world examples of actual employees who describe their organizations succinctly and clearly, viewers will learn how they can represent their own organizations and become true stakeholders in their success. The DVD is close-captioned and chaptered for easy review.
- ◆ The **Leader’s Guide** gives instruction to the facilitator on presenting the material to a group and producing lively discussion about the points covered in the video. Exercises and reproducible participant materials allow the facilitator to lead the training group through the processes of creating their own organizational message, and practicing how to share it with others.
- ◆ **10 Reminder Cards** are included with purchase. These offer trainees a reminder of the importance of clarity in an organizational message, and space to write their own clarity statements developed in the training for quick reference and review.



Program Information and Pricing

Purchase Price: \$795.00

Rental Price: \$275.00 (5 days, includes facilitation materials only)

Preview Price: Free

Running Time: 20 Minutes

Materials included with purchase: DVD, Leader's Guide with reproducible participant worksheets, 10 Reminder Cards

Quantity Pricing Discounts

The Clarity Imperative Workshop Package

2 copies	10% off
3-5 copies	15% off
6-10 copies	20% off
11-15 copies	25% off

Industry discounts may also apply; call your Sales Consultant for more information.

Reminder Cards (sold in packs of 10):

1-50 packs	\$5.00 each
51-250 packs	\$4.50 each (10% off)
251-500 packs	\$4.25 each (15% off)
501+ packs	\$4.00 each (20% off)

(contents, pricing & discounts subject to change without notice)