



Create Clarity

Session 1



Objective



Why are we here?

1. Communicate Segment's mission and how the team contributes to it
2. Communicate the importance of individual meaning & purpose at work
3. Communicate an inspiring mission and purpose for the team

It Starts with Why - Simon Sinek



Clear and Muddy

Clear

- After watching the video, what is something that is clear to me?

Muddy

- After watching the video, what is still muddy, or unclear, to me?



Clear and Muddy

Clear

- After watching the video, what is something that is clear to me?

Muddy

- After watching the video, what is still muddy, or unclear, to me?



Pair and Share

Pair


- Turn to a partner
- Share what each of you wrote

Pair and Share




Share

- Who will share with us what is clear to them?
- Who will share with us what is muddy to them?
 - Who can help make this less muddy?



Most mission statements tell us about **WHAT** we do. It is up to us as managers to make clear the **WHY** behind our team's work.






What does Create
Clarity mean to us?

Create Clarity | Tido Carriero, Chief Product Development Officer



“Finding clarity is about really asking yourself at the most basic level, what is the problem we are trying to solve? Making sure you’re aligned with your manager about exactly what’s expected from your team and why it’s important to the business is the very first step.”



Great Segment managers understand the business, their customers, and the “why” behind their work. They translate the vision and strategy of the organization into clear priorities and expectations for the team, helping people focus on the highest impact initiatives for Segment.

#Focus



How Great Managers Do This:



1. Deeply understand current business priorities and how the team is uniquely positioned to contribute
2. Communicate an inspiring vision and purpose for the team
3. Prioritize goals effectively and set measurable OKRs that support Segment's business objectives, mission and company values
4. Set clear expectations for individual roles and responsibilities
5. Create a clear path forward in times of ambiguity and change

What does it mean?

Create Clarity does **not** mean taking work off of your team's plate onto your own so they can "focus" on one task.



It **does** mean being crystal clear about your team's purpose, mission and strategy so everyone is on the same page about priorities and expectations.



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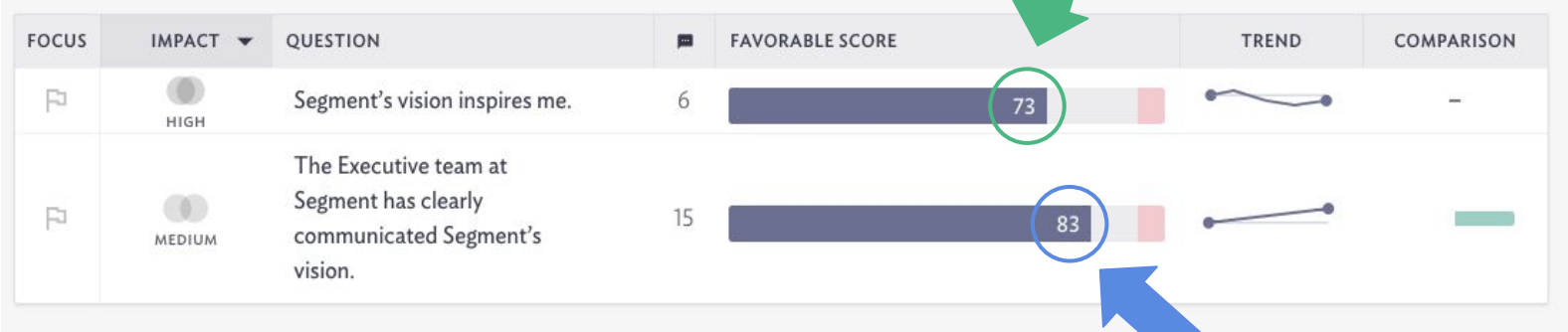
Why are we talking about
vision and purpose
anyway?






HBR found that **9 out of 10** employees they surveyed were willing to trade a percentage of their lifetime earnings for greater meaning at work

Harvard Business Review

Segment Engagement Survey



| FOCUS | IMPACT | QUESTION | | FAVORABLE SCORE | TREND | COMPARISON |
|---|--------|--|----|-----------------|---|---|
|  | HIGH | Segment's vision inspires me. | 6 | 73 |  | - |
|  | MEDIUM | The Executive team at Segment has clearly communicated Segment's vision. | 15 | 83 |  |  |

Segment Vision Framework

Informs everything we believe as a business; that is, our beliefs about the why, what,

A mission statement describes the impact your team is trying to achieve, Segment has a mission and your team needs a mission too.

OKRs are specific goals and metrics for accomplishing your strategy.

Values

Purpose (why)

Mission (what)

Strategy (how)

OKRs

This is the reason why your team exists within Segment.


Strategy is how you achieve your team's mission.





**Segment's mission is to enable customer-focused
growth with good data.**

Segment's Team Vision Worksheet



Who already has a team
vision or mission?

What is it?

Values

Values

How do Segment's values inform my team's work?

How have I seen each value live on my team?

Directions

1. Describe how each value guides how your team performs its work
2. It may help to think, “*Karma guides us when we...*”
3. Be as general or as specific as you'd like, there is no right or wrong answer
4. You have **3 minutes**



Image

1. Find the deck of image cards in the middle of your table
2. Choose **one** image that represents how the values guide how your team performs its work
3. You have **2 minutes** to choose



Pair and Share

1. Now, turn to your partner
2. Describe to them what your image means for your team's work



Purpose

Purpose

Our team's purpose is an input into our team mission statement. It is the "why" behind our team's work and why we exist to support Segment's mission.

Directions - Part 1

1. For 3 minutes, we are going to write the whole time, without stopping, answering the question:
 - a. *What would happen if our team didn't exist at Segment?*



Purpose

Our team's purpose is an input into our team mission statement. It is the "why" behind our team's work and why we exist to support Segment's mission.

Directions - Part 2

1. Now, based on what we wrote, we are going to answer in one sentence:
 - a. *Why does our team exist at Segment?*
2. This sentence will become the purpose of our team, so make it clear!
3. You have **2 minutes**



Image

1. Return to the image cards.
2. Choose **one** image that represents your team's purpose.
3. You have **2 minutes** to choose



Pair and Share

1. Now, turn to a different partner
2. Share your team purpose and describe to them how your image represents your team's purpose



Mission Statement



Segment's mission is to enable customer-focused growth with good data.

WARBY PARKER

To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

Clear



Organize the world's information and make it universally accessible and useful.

Compelling



Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.

Repeatable

Mission Statement

A mission statement describes in 1-2 sentences what our team is trying to achieve. Mission statements are clear, concise, specific, inspiring and repeatable.

Directions - Part 1

1. For the first **3 minutes** we are going to jot our thoughts down for these two questions:
 - a. *What would you like your team to be known for?*
 - b. *What would you love to see your team accomplish in the next 1-2 years?*



Mission Statement

A mission statement describes in 1-2 sentences what our team is trying to achieve. Mission statements are clear, concise, specific, inspiring and repeatable.

Directions - Part 2

1. Using your notes, write down **3** possible mission statements for your team
2. You have **5 minutes**



Image

1. Return to the image cards
2. Choose **one** image that represents your team's mission statement
3. You have **2 minutes** to choose



Pair and Share

1. Now, turn to a different partner and tell them your best mission statement
2. Tell them “My team’s mission statement is... And I chose this image because...”
3. Your partner will provide feedback on your mission statement
 - a. *Was it clear?*
 - b. *Was it compelling?*
 - c. *What could they add/remove based on their image description?*
4. You may choose to discuss your other two mission statements.
5. Switch roles
6. You have **7 minutes**.
7. We’ll share out with the group!



Communicate an Inspiring Vision

What does it include?

1. How the **values** guide your team
2. What your team's **purpose** is
3. Ending with your team's **mission** statement

How does it sound?

1. **Creating clarity** for those who hear it
2. **Inspiring**
3. **Short** and **sweet**

Sharing the Vision - Part 1

1. Use your 3 image cards to communicate your team's vision.
2. If needed, capture down your thoughts on index cards.
3. When communicating your team's vision, include:
 - a. *How the **values** guide your team*
 - b. *What your team's **purpose** is*
 - c. *Ending with your team's **mission statement***



Sharing the Vision - Part 2

1. Find a partner
2. Communicate your team's vision to your partner, utilizing your image cards as visual aids
3. Your partner will give you feedback on:
 - a. *If it was inspiring*
 - b. *If it Creates Clarity for listeners*
 - c. *How well you connected your team's values, purpose, and mission together*
4. Switch roles



Sharing the Vision - Part 3

1. Use the feedback to tweak your vision.
2. Communicate your updated vision to **one** more person, giving and receiving feedback.



Sharing the Vision - Part 4

1. Return to your original partner
2. Give the final version of your vision to your original partner
3. Your partner will give feedback based on:
 - a. *The best part of your vision*
 - b. *Areas you have improved*
 - c. *Your opportunities of growth*



Next Steps

Next Steps

- 1 Schedule an hour with your team
- 2 Conduct a structured discussion around what the values, purpose, and mission are for your team
- 3 Document your findings and conclusions
- 4 Publish your team's vision
- 5 Embed the vision into all of the places it needs to be so your team will remember to use it

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Upward feedback questions for Create Clarity:

- My manager sets clear team strategy, goals and expectations.
- My manager communicates how my work contributes to Segment's company goals.



Survey Time!



What does trust mean to you?