The Six Critical Questions:
Patrick Lencioni (The Advantage: Why Organizational Health Trumps Everything Else in Business
Jossey- Bass, 2012)

“More than getting the right answer, it’s often more important to simply have an answer – one that is
directionally correct and around which all team members can commit.”

1. Why do we exist?
   - The underlying reason for being, the core purpose
   - Has to be completely idealistic
   - people must know that at the heart of what they do lies something grand and
     aspirational
   - getting “more” is almost never a purpose but rather an important indicator of success
   - need to answer the “why” question again and again until purpose is found

2. How do we behave?
   - The set of principles that guide our behaviors and decisions over time, preserving the
     essence of the organization
   - Core Values (2 or 3) define an organization’s personality and behavioral traits
   - An organization knows that it has identified its core values correctly when it will allow
     itself to be punished for living those values.

3. What do we do?
   - The simplest of the 6 questions – an organization’s business definition.
   - If #1 answers “why”, then #3 answers “what”
   - The basic activities of the organization.

4. How will we succeed?
   - Strategy – the collection of intentional decisions an organization makes to thrive
   - The best way for an organization to make strategy practical is to boil it down to 3
     strategic anchors that will be used to inform and evaluate every decision the
     organization makes
   - Many leadership teams struggle with not wanting to walk away from opportunities.
     Strategic anchors give them the clarity and courage to overcome these distractions and
     stay on course.

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5. **What is most important now?**
   - The need to deal with organization A.D.D. and silos – most organizations have too many top priorities to achieve the level of focus needed to succeed.
   - Every organization, if it wants to create a sense of alignment and focus, must have a single top priority within a given period of time,
   - The Thematic Goal (a.k.a., The Rallying Cry)
     - It is singular.
     - It is qualitative. (quantitative #s must be used – but not too early – or else they will limit people’s ability to rally around it.)
     - It is temporary.
     - It is shared across the leadership team.
   - The Thematic Goal is further clarified by defining the objectives,
     - Objectives = the general categories of activities required to achieve the Thematic Goal.

6. **Who must do what?**
   - At some point leaders need to clarify and unambiguously stipulate what their respective responsibilities are when they go back to work to do their jobs.