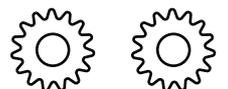
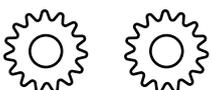
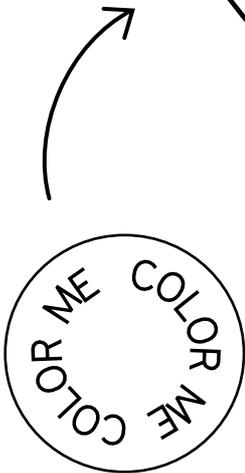
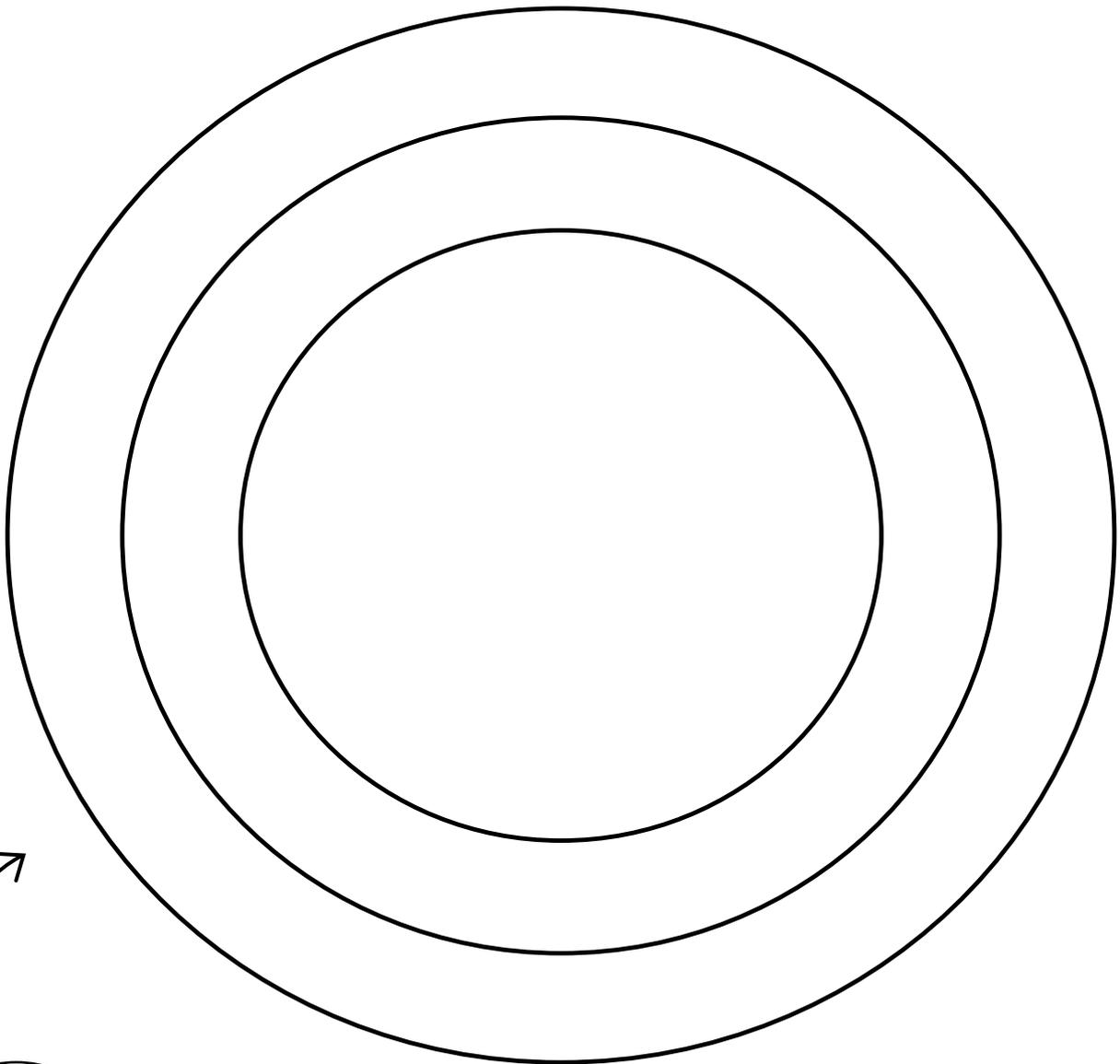


Name

Date

The Constitutional Documents Workbook



Welcome!

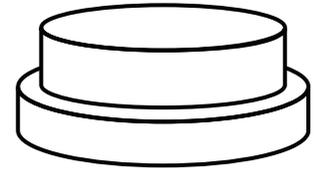
This workbook was designed to be equal parts journal and notebook. Use it when you want to stop and think. Use it when you want to get going. Fill it out yourself. Invite others to join in.

Mark it up. Make it yours.

Turn the pages for guided exercises on

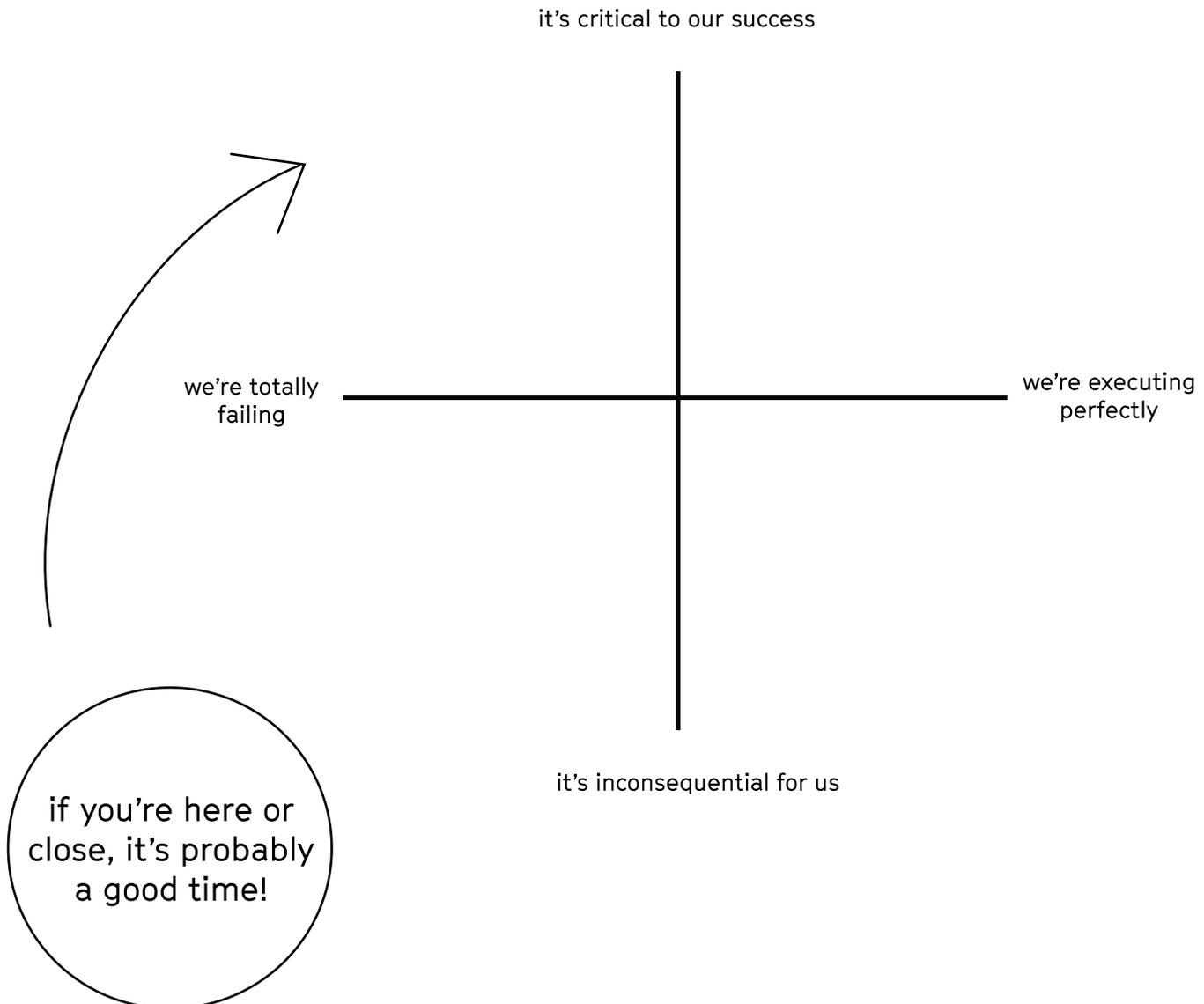
- Vision Statement
- Operating Principles

Prioritization



Is it time to get to work?

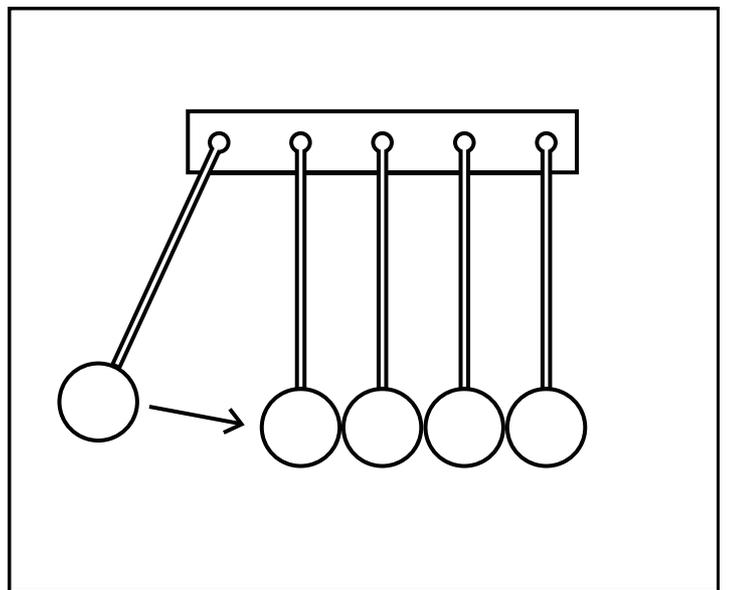
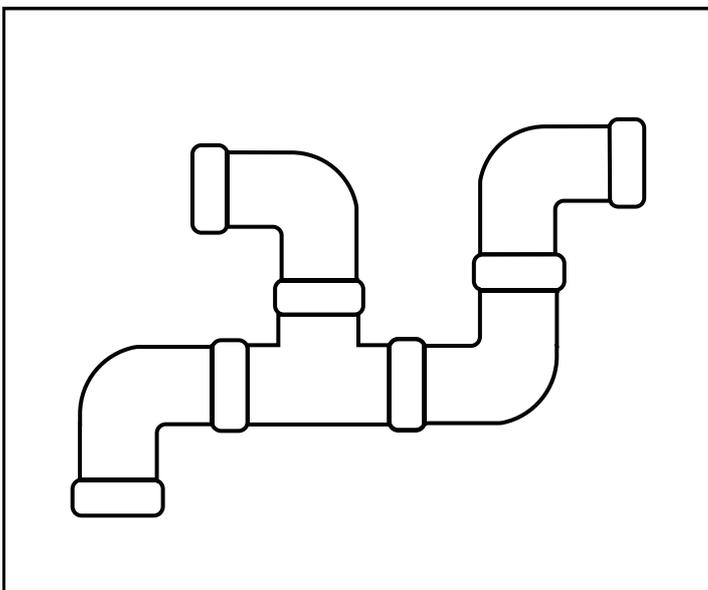
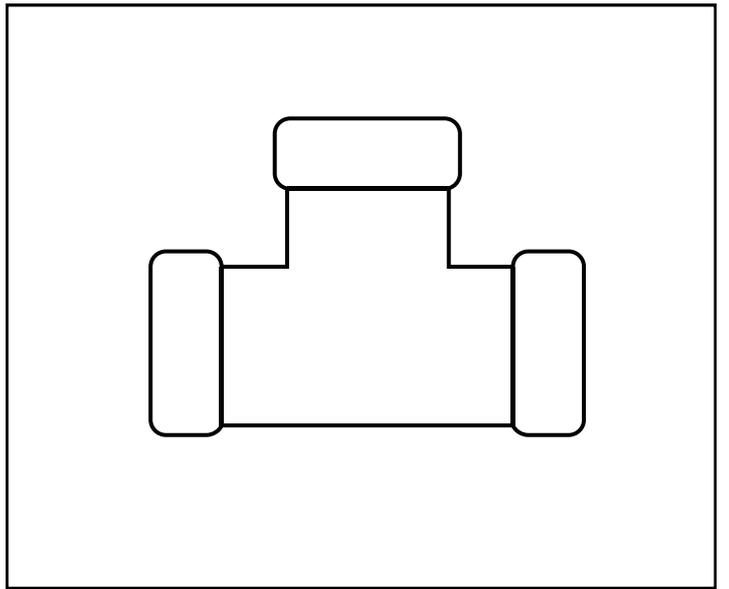
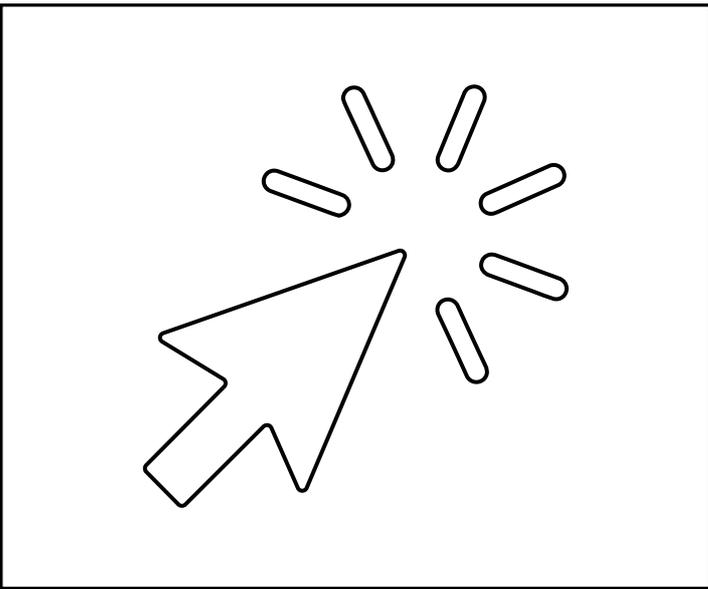
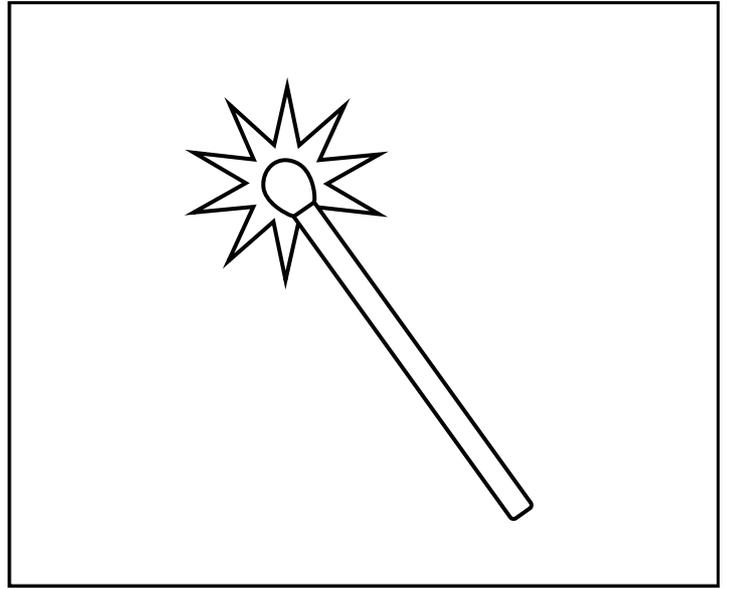
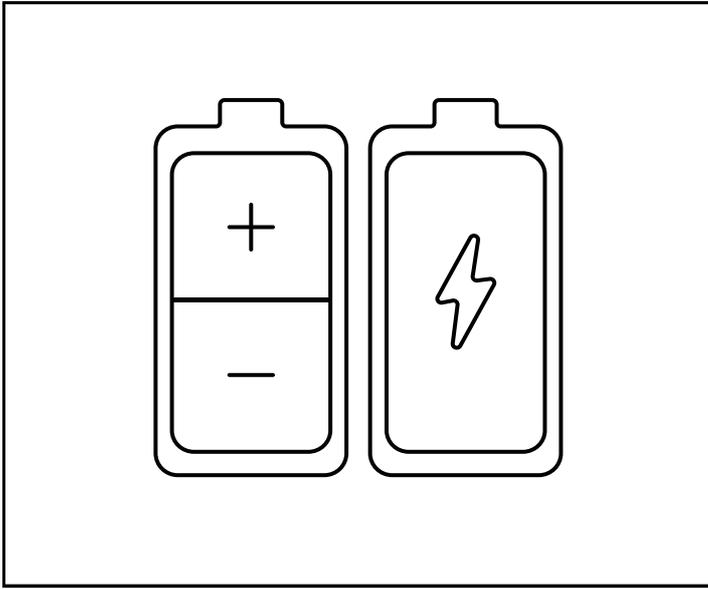
When it comes to defining good citizenship at your company...



Notes

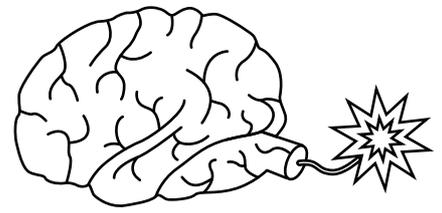


Color Me!



Vision Statement

Brainstorm



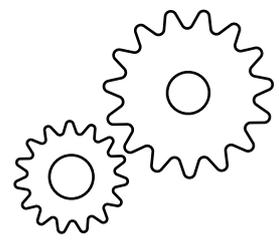
GUIDING QUESTIONS

- How will the world look different if your company is wildly successful?
- When will your work be done?
- What are you in a big hurry to fix? Why?
- What might others think is impossible that you think is possible?
- How do other people you respect (investors, key hires, ex-colleagues) describe what you're doing? What feels wrong or right about what they say?
- What do you know about your users that others don't yet realize?
- What does your product do? Why should I care? Why should I care about that? Why should I care about that either?
- Why did your first five hires join your company? What are they hoping to achieve here?
- What big thing are you working on right now? And when that's done? And when that's done too? And what about when that's done?
- If you could only watch one success metric, ignore how measurable it actually is, what would it be?
- What would the autobiography of your company be called?
- Who are your company's heroes? What would you want them to know about you?
- Who is someone unaware of your company today that you hope will notice you in the future? What would they notice you for?
- If you got all of your users (or investors or early believers) into a room and reached a single common benefit of your company existing, what would it be?

NOTES

Operating Principles

Get the gears turning



What makes us different

You stumble across a binder labeled *Company Descriptions*. You open it and each page has a very comprehensive and very compelling description of a company; its aspirations, its values, its people, its norms, its traditions, and more. But, the company names have been redacted. Shucks! You skim through the pages and land on one that you know, with 100% certainty, is a description of your company.

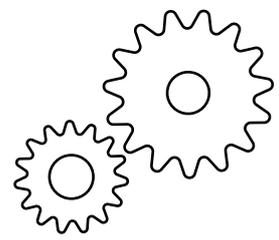
Now ask yourself, what does it say? how did you know it was your company and no one else's?

Use this exercise to: explore what makes your company different

NOTES

Operating Principles

Get the gears turning



What we're not

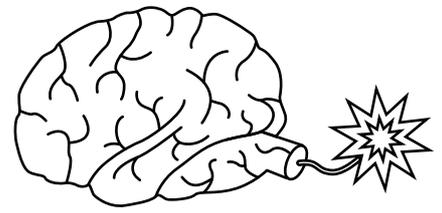
Use this exercise to bring into focus what you are, by articulating what you aren't with the following guiding questions.

- It's reasonable for an employee to ask for (blank), but they are just to going to get it at our company.
- If (blank) annoys someone, they will be annoyed often at our company.
- When a candidate (blank) in an interview, it's an immediate "no hire" for me.
- I would proudly fire someone for (blank)
- This may be controversial or bum someone out, but it's just a fact that our company is not positioned to (blank) for employees right now.
- I wouldn't be comfortable putting someone in front of a high-priority user, recruit, or partner if they (blank).
- I would be okay with someone quitting if they (blank)

NOTES

Operating Principles

Brainstorm



How we express our values

There are a handful of qualities that many companies value. What makes your company different is *how* you express it.

Use this exercise to articulate the how by asking yourself, at our company when we talk about the value in the left column, we mean doing “more of this” and “less of that.”

MORE OF THIS

LESS OF THAT

Mission-driven

A job well done

Scrappiness

Users first

Work-life balance

Career growth

Management

Feedback

Belonging

Diversity

Transparency

Team spirit

Ownership

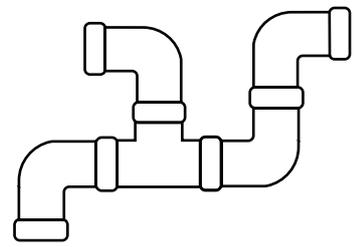
Autonomy

Collaboration

Hard work

Operating Principles

Rollout plans



Helping everyone embrace them

If your operating principles are going to be useful, your entire team needs to internalize them.

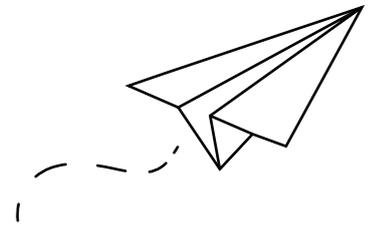
Ask yourself: How will you tell existing team members? Who can help you spread the word and/or amplify the message? Where will you publish them? How will you reinforce the message? How will you explain these to new team members?

Use this exercise to: define your plans for sharing your operating principles with the team.

NOTES

Operating Principles

Keeping it fresh



Feedback and Impact

Use this exercise to define your plans for making sure you have these right.

NOTES

I WILL FOLLOW UP ON _____

I'VE MARKED MY CALENDAR