

# Commander's Intent

Clarify and communicate what you're trying to achieve

As we learned in this chapter, commander's intent is about clarity of purpose, articulating the end goal, and then giving your team space to deploy their expertise through goals. These elements are key:

- Outcomes
- Key Activities
- Operating Constraints

## ACTIVITY 1: FORMULATE YOUR COMMANDER'S INTENT

Write a commander's intent for your team that aligns with your vision statement (Chapter 1) and service statement (Chapter 2). Divide your commander's intent into four parts, as shown here. Fill out parts 1, 2, and 4 now. Save part 3 until after you read Chapter 4 and complete Exercise #4.

**PART 1: THE CLEAR OUTCOME OF ACHIEVING OUR PURPOSE LOOKS LIKE...**

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**PART 2: THE SINGLE MOST IMPORTANT THING THIS TEAM CAN DO IS...**

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**PART 3: THE TEAM WILL ACCOMPLISH THEIR OBJECTIVE BY...**

COMPLETE AFTER  
EXERCISE #4

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**PART 4: OUR OPERATIONAL CONSTRAINTS INCLUDE...**

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**TIP:** Refer back to the commander's intent for Workfront's leadership team, found in the sidebar early in Chapter 3.

## ACTIVITY 2: PRACTICE SETTING EXTRAORDINARY GOALS

The purpose of defining your commander's intent is to give you a North Star—something with which to align your key initiatives and extraordinary goals, which we'll set in Chapter 4. But first, I want you to practice going through the process of defining clear, stretch, and extraordinary goals, so you can build that muscle.

### STEP 1

Select an area of your personal life that you're trying to improve, such as health, physical fitness, or finances, and write it here:

### STEP 2

Write one goal of each type, making sure each is written in the form of a *measurable outcome*.

<p><b>CLEAR GOAL</b> A measurable outcome I know I can accomplish, because I've done something similar before.</p>	<p><b>EXAMPLE</b> <i>I will run for 15 minutes a day, 3 days a week.</i></p>	<p><b>YOUR TURN</b></p>
<p><b>STRETCH GOAL</b> A measurable outcome that will push me to a new level of intensity.</p>	<p><b>EXAMPLE</b> <i>I will alternate 5 minutes of running with 1 minute of sprinting for 30 minutes a day, 3 days a week.</i></p>	<p><b>YOUR TURN</b></p>
<p><b>EXTRAORDINARY GOAL</b> A measurable outcome that will push me out of my comfort zone and require me to change the way I do things today.</p>	<p><b>EXAMPLE</b> <i>I will run/sprint for 30 minutes a day, 3 days a week, adding 5 minutes every week, until I reach 60-minute sessions.</i></p>	<p><b>YOUR TURN</b></p>

**TIP:** Don't forget to apply the five-minute stress to make sure your extraordinary goal isn't a pipe dream.