Communicating with Extreme Clarity

1. What is Extreme Clarity?

2. Why Extreme Clarity is important?

3. Best Practices

4. Next Steps

2023 Presenters:

Ali Tai, Hadi Michel, Henry Tsai, Jon Paris, Maxime Prades, Paul Yiu, and Ting-Ting Zhou

What is Extreme Clarity?

1. **Clear**

    Unambiguous. 1 meaning only

2. **Context Aware**

    Use words or abbreviations the entire audience knows

3. **Consistent**

    Use the same name, description, framework, every time

4. **Concrete**

    Specific. Easy to grasp and remember

    (Not concrete: *"slightly positive", "short"*. Concrete: *"+2.0M MAU/yr, +0.1%", "1 character"*)

5. **Concise**

    Use only the necessary words, slides, ink, etc.

Why is Extreme Clarity important?

1. Drives clear thinking

2. Prevents wasted time, effort, or both

3. Avoid conflicts (or brings conflict early!)

4. Helps prioritize and focus on the most important things

Extreme clarity takes <u>more</u> time.
It's worth it when communicating with:

a. Large Groups
b. VIPs (busy busy people)
c. Those separated by space (you don't interact with regularly)
d. Those separated in time (future you, something others will come back to, e.g. goal)
e. Anyone, even one person, on a contentious topic

Extreme Clarity Best Practices

1. **Start with why**
   What is the goal of the meeting? What do you want to get out of it?

2. **Numbered lists, not bullets**
   a. Simple unambiguous reference ("#2" or "2a" not "the 5th item")
   b. With multiple lists, use numbers (1, 2, 3) and letters (A, B, C) to disambiguate

3. **Page and section numbers**
   Easy reference during and after the meeting. Total pages (4 of 6) even better!

4. **Summarize detailed content**
   a. Make the point in your titles for slides
   b. Add a Summary (or "tl;dr") for docs and presentations

5. **Use frameworks, visuals, charts, or both**
   Use simple, well labeled, annotated charts (see appendix)

6. **Edit notes and action items live and share them**
   What is decided? What actions will be taken? By who? By when?

Workshop: Improve your communication with the 5 C's and other best practices

1. Take 5 minutes and review a presentation or communication you have shared (e.g. doc, deck, post, or email).

2. Note 2-3 ways your presentation/communication could have been better by applying the 5 C's (Clear, Context Aware, Consistent, Concrete, Concise) or one of the Extreme Clarity Best Practices.
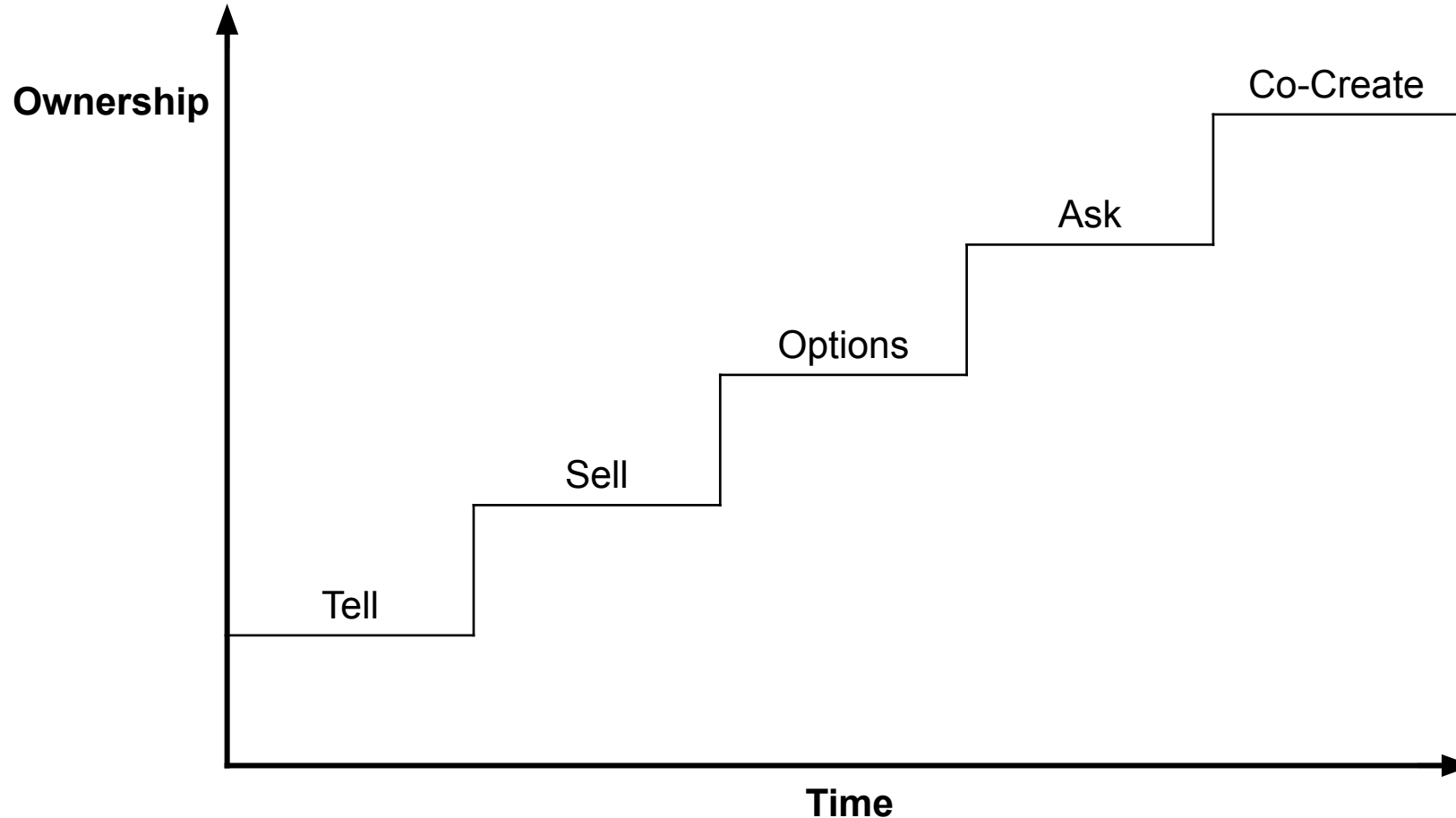
3. Share what you will do differently next time.

Next Steps

1. **Practice**: Write emails that your manager or leadership team can respond to with 1 character

   (Example: "c" as in option "c")

2. **Feedback**: Share with your presenter

   a. What was most helpful?

   b. What would you recommend doing differently?

   c. Would you recommend this to others? Why/why not?

**Extreme Clarity**: Clear, Context Aware, Consistent, Concrete, Concise

Appendix

How we collaborate involves trades-offs between ownership and time

Ownership (y-axis) vs Time (x-axis). Steps from lowest to highest: Tell, Sell, Options, Ask, Co-Create.

Adapted from Bryan Smith's *Building Shared Vision in The Fifth Discipline Fieldbook*, 1984, Doubleday. p. 312-328. Appendix 2

For roadmap priorities we'll __execute__ on Quick Wins, __evaluate__ Big Bets, __avoid__ Death Traps, and __defer__ the rest.

Impact

Quick Wins
Execute!

Big Bets
Evaluate?

Meh
Defer…

Death Traps
Avoid!

Effort

EXAMPLE
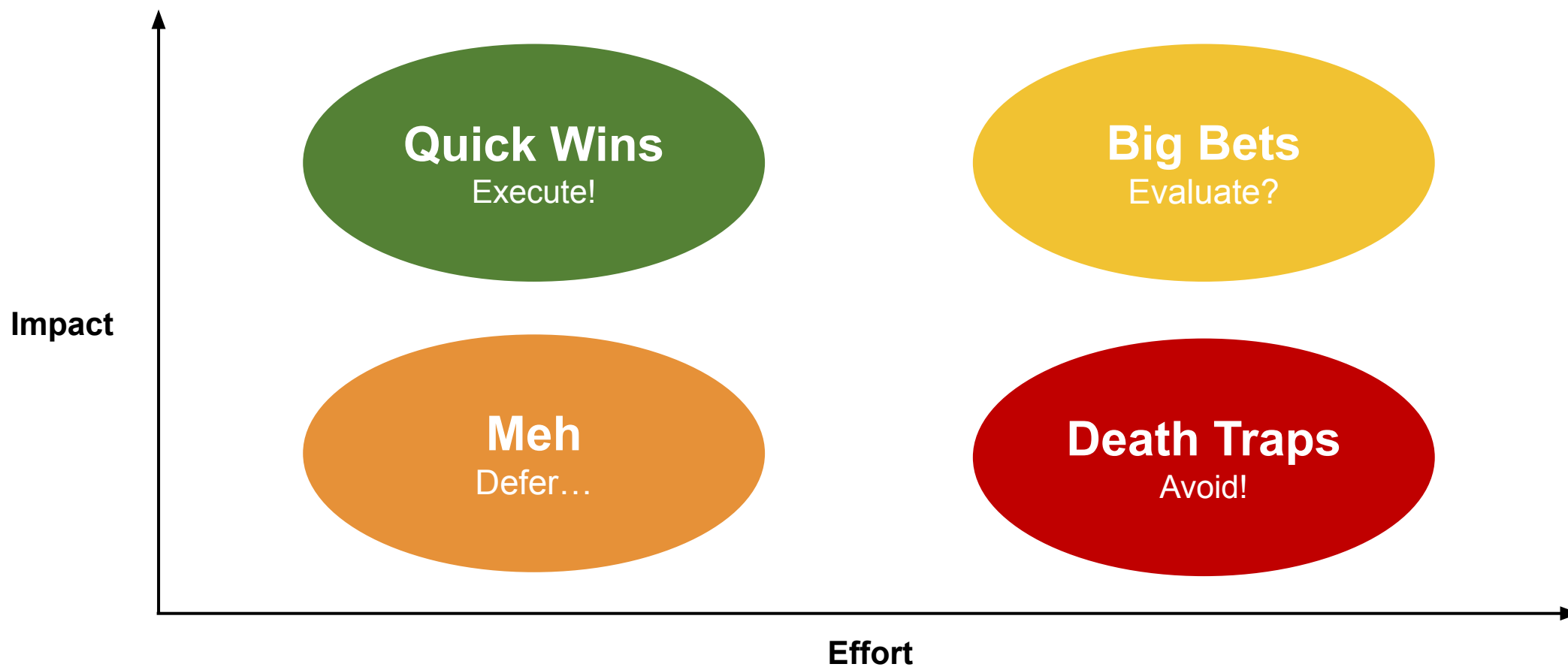
Options to launch feature X

	MAU Impact	# of eng required	Time-to-Market	Technical risks
Build feature X	+10M/y	10+	6 months	Low
Hack to launch feature X early	+10M/y	2	2 months	High
Build feature X on top of platform W when ready	+10M/y	4	12 months	Low

We propose building feature X on platform W (#3), accepting a 3-7 month delay to avoid high eng cost and technical risks

	A. MAU Impact	B. # of eng required	C. Time-to-Market	D. Technical risks
1. Build <u>feature X</u>	+10M/y	10+	6 months	Low
2. Hack to launch <u>feature X</u> early	+10M/y	2	2 months	High
→ 3. Build <u>feature X</u> on top of <u>platform W</u> when ready	+10M/y	4	12 months	Low
4. Do nothing	~0	0	n/a	Low

Hi everyone,

We've heard the feedback from everyone, carefully considered it, and are announcing the new LED process today.

As far as the process goes, we're standardizing for maximum consistency: By Tuesday afternoon, you should sign up for a short review slot then send pre-reads by Wednesday end of day. The review is still at the same time as always. Finally, don't forget to post notes after the review.

Please don't hesitate to reach out if you have any questions, concerns, or thoughts in general. Thank you everyone for all the detailed feedback you've given, we really appreciate it!

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"Context Aware": does audience know this acronym?

"Concrete": what is "short" and where to sign up?

"Consistent": many time formats

"Clear": 5pm or midnight? Where to send?

"Concise": could use fewer words

Less Clear

Extreme Clarity

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Hi,

Based on your feedback, here's our updated process for LED (Launches, Experiments, Decisions) reviews.

Please email Henry Tsai with further feedback or questions. Thanks for helping make this process great!

Steps	Due by (week of review)
1. Sign up for a 30mins review slot here	Tue 5pm PT
2. Send pre-read to prereads@meta.com	Wed 5pm PT
3. Attend review	Thu 1pm PT
4. Post notes in team Workplace group	Fri 12pm PT

Annual revenue
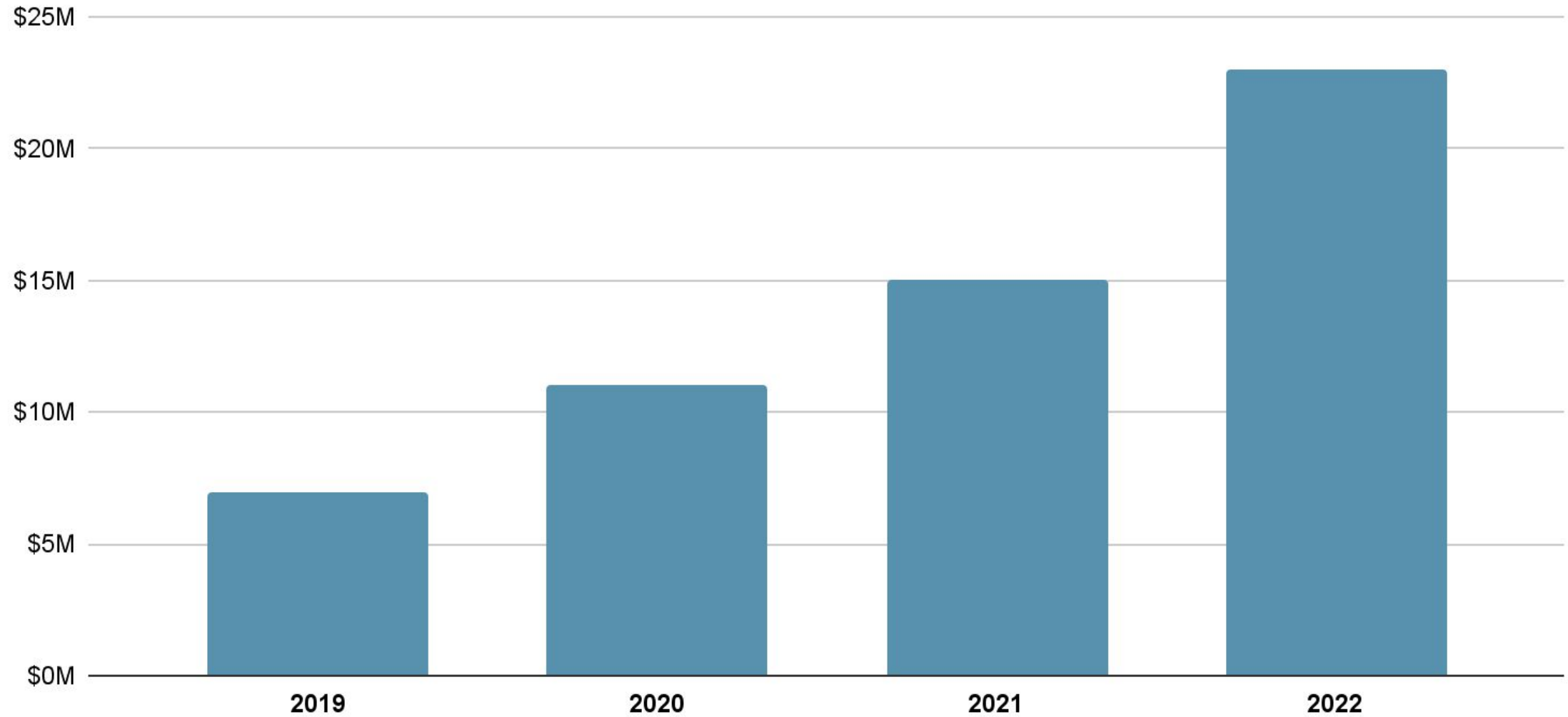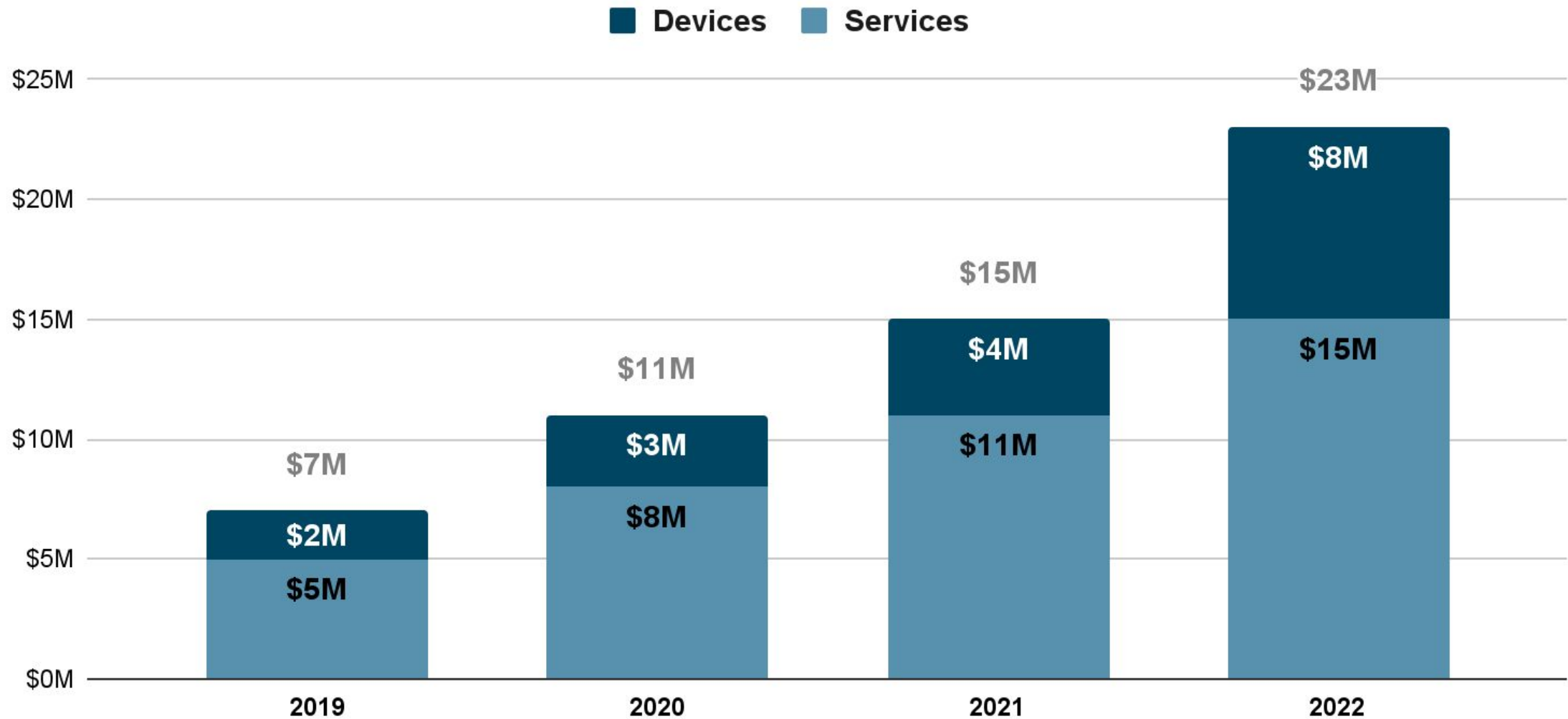
Recommended and related reading

1. [The Pyramid Principle: Logic in Writing and Thinking](#) by Barbara Minto

2. [Made to Stick: Why Some Ideas Survive and Others Die](#) by Chip Heath and Dan Heath

3. [The So What Strategy](#) by Davina Stanley and Gerard Castles

4. [Plain Words](#) by Sir Ernest Gowers and Rebecca Gowers