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Newsletter Highlights:

Reflection

Accelerating Organizational Effectiveness

Clearing the Fog



Welcome to the July 2015 edition of **Corporate Clarity® Insights**. This newsletter is dedicated to the friends, colleagues and clients of Katherine Hart and ClearVision Consulting. Within you will find short, pithy and easy-to-apply insights for how to boost your business and personal effectiveness. As always, your feedback and ideas for improvement are appreciated.

Reflection

Two events occurred this weekend, one historical and the other historic. The first was the annual celebration of the birth of the United States, resplendent with parades, picnics and fireworks. The second was the decision by the Greek people to vote no on a referendum that indicated their displeasure and pushback on the financial austerity measures imposed by international creditors. So how are these two events linked? They both represent people rejecting austerity measures that are imposed on them by others. The July 4th celebration came about because the United States challenged the austerity measures (i.e., taxation without representation) imposed upon them by the British Empire. Both of these groups of people, centuries apart, wanted a say in how they were governed. We know what happened to the United States and, as for the results of the Greek referendum, it's too soon to determine the final consequences.

Contact Kathy



Where will Kathy be in July - Feeding Her Cultural Lust

Attending the [NSA Northern California](#) event **Stand Up, Speak Out and Cash In!** featuring the indomitable **Patricia Fripp** on Saturday, July 11

Reveling in the biopic of **Ethel Merman** at the [ACT Theater's](#) production of **Call Me Miss Birds Eye** on Saturday, July 11

Enjoying the Pocket Opera's production of **Cosi Fan Tutte** at the SF Legion of Honor on Sunday, July 12

Listening to **Kevin Spacey in Concert** at the [Green Music Center](#) in Sonoma on Saturday, July 18

Attending the [San Francisco Symphony's](#) program of **Russian Favorites** on Friday, July 24

If you are interested in attending **Sam Kaner's Organizational Diagnosis** course on July 13 - 17, contact the [Community at Work](#) offices by phone (415) 282-9876 or email frank@communityatwork.com for registration information.

New Opportunities to Connect with Kathy and Ideas to Accelerate Organizational Effectiveness

Check out Kathy's twice weekly [Blog](#) posts every Tuesday and Friday. If you have information you would like to share, [let us know](#).

Kathy will share a mid-month white paper

But whatever the results, the warning should be heeded by those who unrealistically impose harsh consequences on others, whether they be governments, businesses or agencies. Don't be surprised when the people you subjugate turn around and dump your goods or services in the harbor.

Accelerating Organizational Effectiveness

Buy-In Happens When People Are Engaged: I remember a conversation with a leader who shared, "Of course my people have bought into this change. They have no choice. It's my way or the highway." Yes, these people do exist, believing in their ultimate power and authority over others. And, in some instances they will, for a short period of time, achieve the changed behavior they are looking for. But for lasting change to occur, people must be engaged and involved early and often throughout the change initiative. Some options to consider:

- Take time to ask people early and often what they think are opportunities for improvement. Capture their input and use the information when developing your strategy for change. This can be done through formal surveys, third party facilitated feedback discussions, or simply managers taking the time to talk with their people.
- Select a group of people who will be affected by the change, and ask them to serve as the spokespeople for others. Based on what they learn, they can go out and solicit input and information from their colleagues.
- Develop feedback loops throughout the different stages of change where information learned from people can be gathered, analyzed and corrective action taken when needed.

Clearing the Fog - Personal Actions for Actively Listening to Others

- **Ask open-ended questions:** When you want to know what people think, ask questions that cannot be answered by yes or no. As an example, "Do you like/dislike this change?" shares nothing of what or how a person is thinking. Yet when you ask, "What aspects of this change are you excited about?" or "From your perspective, what concerns do you foresee related to this change?" It helps if you develop ahead of time three to five open-ended questions you can ask of people you want to solicit input from.
- **When paraphrasing, ask the question, "Did I get it right?":** This is my personal pet peeve. If you are going to summarize what you think I said, check with me to determine if you got it right, because more often than not, you didn't. People paraphrase how they interpret the words they hear, which may or may not match with what the sender was trying to convey. Take a few extra seconds to verbally ask, "Is this what you meant?" Be open to the chance you may be wrong.
- **Listen for understanding first, agreement second:** The whole point of active listening is to fully understand what the other person is trying to convey. The difficulty is that we get so caught up in the quandary of whether we agree or disagree with what's being said, that we tend to ignore the message nuances being shared. Approach the conversation from an inquisitive perspective. Ask yourself, "What does this person have to offer?"

with our loyal readers as a special thank you to those who have encouraged these in-depth articles on topics of organizational effectiveness.

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perspective. Ask yourself, "what does this person have to offer that I can learn from?" You may be amazed by what you hear, regardless of whether you agree or not. Once you fully understand from that person's perspective, then you can identify areas of common ground as well as where you might differ.

**July Reading List:
The Unconscious Conspiracy: Why Leaders Can't Lead by Warren Bennis**

Warren Bennis, one of the preeminent thought leaders and educators on the concept of leadership, shares his philosophy on why he believes there is a dearth of real leadership. He begins by sharing that leaders get so enmeshed in the details and the mundane aspects of the business that they forget their primary role is as a conceptualist. They need to be looking beyond the immediate what's in front of them and focus rather on what the future holds. According to Bennis, a leader is responsible for ensuring clear-cut organizational objectives with goals that can be measured. Other sections of the book touch on the perils of bureaucracy; people, change and the adaptive process; and leading in explosive environments.

Our goal is to provide you with simple and clear actions to accelerate effectiveness in your life and organization. You now have a choice. If you don't want to receive future issues, follow the information below to unsubscribe. If you liked what you read, share the information with a friend or colleague.

Kathy Hart
President of ClearVision Consulting

Be sure to check out ClearVision's [Free Resources](#) page on the [website](#). Come back periodically as we will continue to post articles and topics of interest.

Kathy Is a Member of:



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ClearVision Consulting was founded in 2005 with the express purpose of promoting the potential of people within business environments. Key consulting services offered to accelerate organizational effectiveness and improve human performance include:

[Strategic Planning](#) that jump-starts strategic thinking and long-term planning
[Organizational Improvement](#) that identifies efficiencies and increases the speed of execution
[Leadership Coaching and Team Development](#) that boosts leader and team performance

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