



*Accelerating Organizational Effectiveness*

CORPORATE CLARITY® INSIGHTS



July 2016  
Volume 4 - Issue 7

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**Where will Kathy be in July?**

Welcome to the July 2016 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**

Waiting expectantly for the **Alameda Fourth of July Parade** (noted as one of the longest routes in the US) I ponder on our founding fathers, the recently passed Brexit vote to leave the UK, and the upcoming national conventions. The founding fathers, creators of what is today the American democracy and voting system, had grave concerns about a mob vote and devised a representative model. They believed passionately in dialogue and discourse, but tempered that with putting the decision-making ability in the hands of a few selected by others to represent them. After reviewing post-Brexit comments from those who voted to Leave, "I never realized my vote mattered" or "I didn't realize it would really pass," or "I didn't really understand the issues at hand," I shake my head in wonderment. Voting is not simply a right, it's a privilege. It requires studying the multi-facets of a decision, pondering the resulting outcomes, and thinking beyond immediate needs and gratification to consider all those affected. Hold sacred your right to vote and influence the future, whether in politics or business, but step up and be worthy of that privilege as well.

**Accelerating Organizational Effectiveness**

**Differentiate Between Collective and Consensus Decision-Making:** Most of the groups I work with share that their decision-making process is typically consensus-oriented. After inwardly shuddering, I ask what happens when the group disagrees. Consensus is easy when everyone is in agreement, which is typically not the case, and oh so difficult (not to mention time consuming) when not. What underlies this comment is that consensus reigns until it doesn't. And when it doesn't, the leader typically

Attending the **Alameda Fourth of July Parade** and wishing everyone a Happy Holiday

Speaking at the **National Safety Management Society** meeting on the topic of "**Top Ten Leadership Attributes: The Secret Sauce for Improving Your Safety and Health Culture**" on Friday, July 8

Attending the **San Francisco Summer Symphony** on Thursday, July 21 and Friday, July 22

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

In January 2016 Kathy launched her [Managers Discovering Video Series](#). Look for a posting each mid-month of a new two to three minute **video segment** on topics related to leadership effectiveness. If there are specific areas of interest to you, please feel free to share them with Kathy at [kathy@clearvisionconsult.com](mailto:kathy@clearvisionconsult.com) so she can incorporate them into the content.

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steps in to "manage" the decision. At which point, I explain, that's no longer consensus, but actually collective decision-making. Why is this difference important? If people realize they have a "say" in the actual decision, but not the ultimate authority, then it can often make extracting the multiple perspectives and differences of opinion much easier and faster. When putting a decision before a group, be clear ahead of time whether you are asking for opinion and input, or setting the expectation for group consensus. These are very different group conversations.

## Clearing the Fog - Personal Actions for Making Your Voice Count

- **Clarify Your Position Internally Before Expressing Externally:** Do your reading and research, examine what you believe are the various sides of the issue, and then make an internal decision. Be open to selective input from others, but be clear where you stand and for what reasons. If you really are neutral, be clear why that neutrality exists and what would need to happen to change the dynamics.
- **Get a Feel for the Group:** Presenting your position too quickly without understanding the concerns of the group may limit the weight your voice will carry. While you may internally understand the reasons why you have made a decision, they may not be the same ones that will ultimately influence the group and make your voice count. Hear what others have to say before fully expressing your opinion and the reasoning behind it.
- **Be Open to Alternative Perspectives:** The willingness to hear alternative perspectives isn't just to be able to argue your point more forcefully, but also to realize where common ground might exist and be able to build agreement among yourself and others.

### July Reading List:

#### **Leadership BS: Fixing Workplaces and Careers One Truth at a Time** by Jeffrey Pfeffer

A highly informative read, but I recommend tackling this one only when you are ready to face some cold hard truths about leadership. The author takes a realistic look at the role of leaders and successful attributes versus the pabulum spouted by many leadership training courses. He does a refreshing job of debunking some "beloved" leadership traits like: authenticity, humility, trust, taking care of others, etc. Once you are prepared to move beyond the leadership myth, there are some really helpful insights. First, that the education of leaders needs to pivot from education and inspiration to the realities of the job. Secondly, the clearer companies are about the behaviors expected of their leaders and the systems in place (not necessarily training) to measure and shape those behaviors the better for all.

July: Be on the lookout for Tip #7, *Coach for Success*, the seventh release in Kathy's monthly video series [Managers Discovering 12 Actionable Tips to Develop Your Direct Reports](#).

Check out my newly released [speaking demo video](#) if you are looking for a nationally recognized speaker on the topics of leadership, culture, team performance or change, then [contact me](#) and let's talk.

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.



Katherine Hart, Ed. D.  
President of ClearVision Consulting

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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:



 The American Society of Safety Engineers



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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:

[Feedback and Facilitation](#) that jump-starts your business and breaks through human impasses  
[Organizational Improvement](#) that aligns structure, business processes and needed change efforts  
[Leadership Coaching and Team Development](#) that enforces strengths and refines challenges

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