



*Accelerating Organizational Effectiveness*

CORPORATE CLARITY® INSIGHTS

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**May 2015**  
Volume 3 - Issue 5

**Newsletter Highlights:**

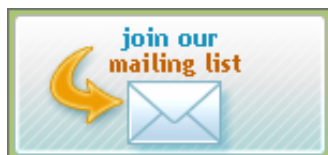
**Reflection**

**Accelerating Organizational Effectiveness**

**Clearing the Fog**



**Contact Kathy**



Where will Kathy be in May?

Dear Kathy,

Welcome to the May 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.

Note: Due to a family emergency, this month's edition was moved forward one week. Your patience and understanding with this adjustment is appreciated.

*Reflection*

This past month, my husband and I journeyed with my mother-in-law to the Canadian Rockies. The goal was to realize her bucket list item of traveling on a Canadian train. Our sojourn started aboard the [Rocky Mountaineer®](#) train traveling from Vancouver to Jasper. We then drove a rental car from Jasper to Lake Louise/Banff, spent a few days in Banff, and flew home by way of Calgary. Along the way we visited the Columbia Icefield and Athabasca Glacier. Our trip was of course punctuated with the most breathtaking and dramatic vistas of mountain ranges and, whether viewing by train, car or standing still, the feeling of smallness and futility against these looming towering giants of impermeable mass, sprinkled with a light dusting of powdered sugar, was palpable. During the trip our train guides and vehicle's GyPSy audio shared story upon story of the people that had explored, laid trails, measured, inspected, and mapped the region. The common threads of the stories were themes of clear purpose, laser focus, persistence, courage, and support from others. As you tackle what may appear to be insurmountable endeavors (i.e., significant change initiatives), ask yourself these five questions:

Attending the [Pace Party](#), a fundraising event sponsored by the [Center for Elders' Independence](#) on Thursday, May 7

Attending the [Willows Lamb Derby](#) on Saturday, May 9

Joining the [OD Network](#) for speaker Al Adamsen's topic "*Personal Development Meets Talent Development: How Measures Influences Individual, Team, & Organizational Behavior*" on Tuesday, May 12

Attending the [League of Women Voters 24th Annual All-City luncheon](#) with speaker Dr. Sylvia Earle on Wednesday, May 13

Listening to [Dr. Alan Weiss](#) on the controversial topic of "*Sex, Religion and Politics*" on Thursday, May 14

Attending the [Oakland East Bay Symphony](#)'s last performance of the 2014-201 season, *Candide* by Leonard Bernstein on Friday, May 15

Chillin' with Greek revelers at the [Oakland Greek Festival](#) on Saturday, May 16

Performing at the [Lafayette Orinda Presbyterian Spring Concert](#), featuring the haunting John Rutter *Requiem* and other pieces on Sunday, May 17

Attending the [Oakland Rotary Social](#) being held at the [Piedmont Piano](#) on Thursday, May 21

Traveling to Shingletown and Mt Lassen for the Memorial weekend with friends

Attending the [Bay Area Biotech Forum, State of the Industry](#), sponsored by the [SF Business Times](#) on Wednesday, May 27

Delivering books to TK students in the Oakland Schools for [Rotary KinderPrep](#) program on Friday, May 29

Attending the [Altarena Theater](#) presentation of *Glengarry*

- Am I crystal clear on the "what" that needs to happen, and the underlying reasons of "why"?
- What will be my milestones and measurements to maintain laser focus on achieving the results?
- What steps can I immediately take to begin the journey?
- What can I do to be prepared for the unexpected?
- Who can I reach out to for guidance and support?

## *Accelerating Organizational Effectiveness*

**Applying the Five "Whys" to Clarify Purpose:** For any consulting project I undertake I will ask, "What do you want to accomplish?" and "Why is this important?" Most people have put quite a bit of thought into the first question, but seem to have difficulty with the latter. The reason is because there are multiple layers of understanding surrounding the need. Often there are a variety of people involved with differing perspectives that haven't shared their views. Drilling down to the underlying reasons for the work will provide valuable insight into how important the work is, who else may be affected, and even determining options for completion. An easy to apply process is to ask "Why" five times to ensure you are peeling back the perspective layers. Provided is an example of working with a leadership team who wants to address talent development. Notice that when you drill down, the underlying business reasons of the work also become more evident.

**First Why** - Why are you focusing on talent development?

Answer: It's the right thing to do, our senior leadership identified it as this year's initiative, and we scored low on development as part of our engagement survey.

**Second Why** - Why do you and your leadership team think the survey scores were low?

Answer: Employees want to be promoted and we have limited opportunities for them.

**Third Why** - Why else do you think the scores were low?

Answer: We promoted quite a few new managers within the last year, and perhaps they are not as skilled at development.

**Fourth Why** - Why did you promote several new managers?

Answer: Our group went through a re-organization this past year, we added new manager positions and a few new employees.

**Fifth Why** - Why did you go through a re-organization?

Answer: Our group added several new product lines, and we needed to restructure to maximize our customer outreach.

## *Clearing the Fog - Personal Actions for Addressing Insurmountable Tasks or Personal Challenges*

- **Talk to others that may have had a similar experience:** Tap into whatever social networks or personal connections you have to find people who have gone through something similar that you are now facing. While their circumstances may not be exact, and they most typically aren't, you'll learn some ideas for tackling your challenge. Take in all the information you can, and then decide how you want to handle the situation. And remember to use others to learn about their experiences, not to

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

Connect via  
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## BLOG

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- dictate your path.
- **Take action and adjust incrementally:** Regardless of the extensive journey before you, take one action, regardless of how small it may appear. Action challenges inertia and builds momentum for forward progress. Absolutely monitor the outcomes of your actions, and just keep adjusting and course correcting as you make progress. A recent prospect shared with me their false starts in tackling a project. My response? "Well at least you are taking action and learning what you don't want to do."
- **Do your best but avoid perfectionism:** As a little girl my mother would regularly say, "Do your best and that's enough." As a teacher she didn't care that much about the final grades in school, rather that I had put in the time, energy and effort to tackle projects before me. So, whether it's learning new skills, pushing the envelope of new behaviors, or just tackling physically or mentally uncomfortable tasks, step up and do your best. Know that doing your best is enough and belies the need for perfectionism. Refrain from letting perfection or the desire for a perfect result get in the way of just getting it done.

### May Reading List:

#### *Work Rules: Insights from Inside Google That Will Transform How You Live and Lead* by Laszlo Bock

Laszlo Bock is the head of People Operations for the well-known technology company Google. Within his book he shares key insights into how Google developed and sustains their unique culture, effectively hires people to align with that culture, reframes the roles of manager effectiveness and the application of performance appraisals, and maintains a learning organization. While the insights were revealing, my appreciation was for the sections on infusing people engagement participation on a shoestring budget (caring for people doesn't cost money, rather it requires involving rather than dictating) and how other companies can take Google's ideas and adapt them to their own unique situations.

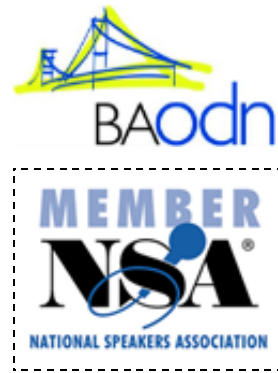
Our goal is to provide you with simple and clear actions to accelerate effectiveness in your life and organization. You now have a choice. If you don't want to receive future issues, follow the information below to unsubscribe. If you liked what you read, share the information with a friend or colleague.

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.

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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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