



Accelerating Organizational Effectiveness

CORPORATE CLARITY® INSIGHTS

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Newsletter Highlights:

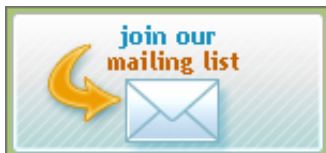
Reflection

Accelerating Organizational Effectiveness

Clearing the Fog



Contact Kathy



Dear Kathy,

Welcome to the April 2015 edition of *Corporate Clarity® Insights*. This newsletter is dedicated to the friends, colleagues and clients of Kathy 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, we appreciate your feedback and ideas for improvement.

Reflection

April for me is a time of renewal and rejuvenation. Following on the heels of the first quarter, it's a time to calibrate how I am doing against my personal and business goals. To reflect and adjust my actions based on the achievements I want to accomplish. To this end I have been pondering on the cliché "iron fist in a velvet glove." My reinterpretation from an execution perspective is that the velvet glove represents the support and resources needed to achieve success, while the iron fist is the accountability and discipline needed to actually achieve the goals. They both are important, yet too often the focus is on the latter, without acknowledging and identifying how to achieve the former. A colleague of mine recently shared he felt discouraged having to hire a coach to make progress on writing his book. His consternation was that there were materials written on how to perform this task, he intellectually knew the steps, but had been grappling with the personal dedication needed to make it a priority. Personally, I was envious of his ability to put steps into place to ensure he was provided with the accountability to achieve his goal. So often the belief is that personal hard work and discipline is all it takes. We humans cajole and beat ourselves to a bloody pulp, rather than determine who or what is needed to be disciplined. Forgiveness of our human failings is the first step towards understanding what changes in behavior need to be made. The second step is reaching out to family, friends, bosses, peers, or experts to ask for the accountability support.

Where will Kathy be in April?

Participating in the [Alameda Theater Classic Film Series](#) and seeing the classic musical *Guys and Dolls* on Tues, April 8

Attending client meetings and **Alan Weiss' Mentor Summit** the week of April 13 in Washington D.C.

Traveling on the **Canadian Rail, Rocky Mountaineer**, from Vancouver to Jasper, and then by car to Lake Louise, Banff, and Calgary the week of April 20

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.

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As you reassess progress towards your 2015 goals, remember to build in support for accountability and discipline.

Accelerating Organizational Effectiveness

Followers Have Responsibilities Too: There is much written about the responsibilities of leaders to ensure their teams, direct reports, stakeholders or followers are successful. Perhaps it is not surprise that followers often use the "cop out" phrase of, "my boss, leader or whomever is the reason for my not being successful." My level of impatience rises to the nth degree when I hear this, because I believe followers have responsibilities too. I was recently teaching a project management course. One of the attendees shared that having these skills was fine, but how was it going to help when his boss asked for last-minute unreasonable requests? After some unearthing, I learned that these requests were "talking points" to convince funders to contribute money and, while they were last minute (usually a day or less notice and turnaround), the requests were well-established. Meaning there was a pattern of multiple requests. My question, "If you know this is a pattern, why don't you set up a process to handle the requests and reduce your aggravation?" For instance, create a template with generic talking points that you update periodically. Have some key questions to ask your boss when the last-minute request is received. Modify the generic points based on answers to your questions, and set targets for how quickly you can turnaround the request. Start at a half-day and reduce the time needed to one hour.

Clearing the Fog - Personal Actions for Building in Accountability and Discipline:

- **Determine the tasks, time needed and associated time markers:** Selecting the tasks to complete a project is pretty straightforward. The difficulty encountered is finding the time to complete those tasks. Here's where identifying how much time each of the tasks is going to take, particularly within the context of other work you are already doing, will help. Then, set achievable time markers for when you will complete a grouping of those tasks.
- **Allocate small amounts of time on a consistent basis:** Set aside between 15 and 30 minute (maximum one hour) segments of time on a consistent basis to work on the tasks listed. If the work is something you realistically need to be doing every day, then build in shorter time segments to build the discipline muscle. If you require time for extended concentration, then set aside a longer time segment on a consistent schedule of every other day or every third day. The goal here is consistent progress made in incremental segments over time.
- **Identify accountability partners:** Whether it is an expert coach, knowledgeable colleague, boss, family member, etc., find an accountability partner that you can check in with to track your progress. These are people that will cheer your triumphs, ask questions when you are backsliding, and hold your feet to the proverbial fire of follow through.

April Reading List:



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Authentic Happiness by Martin E.P. Seligman, Ph.D.

I was able to meet and hear Dr. Seligman speak this last month in Atlanta, GA. Quite a fascinating individual. This is his second book, written after *Learned Optimism*, and in it he identifies why people should build their happiness quotient and, more importantly, how to do so. People who do so significantly increase their ability to be more resilient during difficult times, have an increased optimistic outlook on the future of their lives, and are thus be able to improve personally and professionally in a more focused, genuine and authentic manner. One of Dr. Seligman's key concepts is that every person has what he calls "signature strengths," and that once each person identifies these, they can adjust their work, family and personal actions to build core areas of happiness. If you are interested in assessing your core strengths, access the [Values-In-Action \(VIA\) Institute survey](#) on the Authentic Happiness website to learn how to increase your happiness quotient.

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:



IMC USA
Institute of Management Consultants USA



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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