



*Accelerating Organizational Effectiveness*

CORPORATE CLARITY® INSIGHTS

aaaa

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**Newsletter Highlights:**

Reflection

Accelerating Organizational Effectiveness

Clearing the Fog



Contact Kathy



Dear Kathy,

Welcome to the March 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*

Two articles struck me this month, both related to ethics, morality and the quest for fame. And, since we are entering the NCAA's dubbed **March Madness** month, they bear closer examination. The first talks about the Texas arbitration panel requiring Lance Armstrong to pay SCA Promotions \$10 million for perjuring himself when he stated he wasn't doping to win the *Tour de France*. Of course, it was later revealed he had, in fact, been lying. The other story addresses the NBC nightly news anchor Brian Williams' reporting that he had been in a helicopter that was shot down which, when challenged by a veteran soldier, was proven untrue. We live in a time when multi-shades of the truth seem to permeate every aspect of society. What's a person to do, especially when feeling pressured to act a certain way or conform to unethical practices? As a newly inducted member of Rotary International, I was introduced early on to the Four-Way Test. It is a set of questions that can be used to guide not only your personal actions, and can also asked of those around you when in a group setting. They are:

- Is it the **TRUTH**?
- Is it **FAIR** to all concerned?
- Will it build **GOODWILL** and **BETTER FRIENDSHIPS**?
- Will it be **BENEFICIAL** to all concerned?

Where will Kathy be in March?

Attending the **Oakland Rotary** kick-off event for **Oakland Rotary Endowment** at the Uptown Body and Fender on Thursday, March 5

Joining the [National Speaker's Association, Northern CA](#) program on Saturday, March 7

Celebrating the **Oakland Youth Orchestra** by attending their gala event, [A Night Out in Old Havana](#) on Saturday, March 7

Attending the [Million Dollar Consulting @ Convention](#) on March 11 - 12 in Atlanta to hear Dr. Alan Weiss and Dr. Martin Seligman

Experiencing the **Community at Work** event, *An Evening with Bernie DeKoven* on Monday, March 16

Attending the **SF Performances** program of [Leah Crocetto](#) at the SF Conservatory of Music on Sunday, March 22

Celebrating the work of **Oakland Rotary** by attending their [Red Carpet Premiere](#) gala event on Saturday, March 28. Both Rotarians and non-Rotarians are invited

Feeding my soul with the [Alameda Theater Classic Film Series](#) and seeing the *Maltese Falcon* on Tuesday, March 24 and *Sabrina* on Tuesday, March 31

## 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.

## Accelerating Organizational Effectiveness

**Elevating Organizational Values From Words to Action:** Recently I conducted a strategic planning meeting for a group of leaders. During the assessment conversations, several participants expressed the need to revisit and discuss the company's organizational values as part of the process. When pressed, they shared that the values had become words on paper, rather than practices put into action. During the meeting the key areas that we unearthed included:

- **Identify Core Behaviors:** The group took each of the values and identified three to five core behaviors that translated those values into action. The litmus test was that it had to be something somebody else could witness, hear or read in order to be considered a core behavior.
- **Appreciate Work Already Done:** Each of the leaders then shared what they believed they were currently doing to demonstrate the values in core behaviors. When they got stuck, colleagues would remind them of actions they had witnessed or heard them say in a meeting. It was refreshing to learn that they had actually done quite a bit of this already.
- **Stretch to Further Reinforce:** Based on what they heard others do, it became clear that everyone had opportunities where they could more effectively implement the core behaviors. For some it was more clearly articulating the values when sharing with employees, while for others it was challenging those around them when they didn't hear or see the values taking a central role. It became clear that raising the corporate awareness throughout their team meant championing the language and actions in a more deliberate and conscious way, as well as engaging their groups to take action.
- **Recognize and Share Success:** The team realized this wasn't a one shot deal; changing behavior to achieve the level of organizational commitment they envisioned would take time. It was agreed that they would share at future meetings what successes were being witnessed, and in turn to share those successes with their respective teams. They also granted each member permission to "thump them on the head" when actions were not matching the core behaviors.

## Clearing the Fog - Personal Actions for Injecting Values and Ethical Behavior

- **Challenge the Norm:** Being the one to challenge the herd mentality is a tough stance to take. But when you do, the sense of personal satisfaction can be thrilling and exhilarating. The other reality is that often there will be others who are waiting for someone to make the stand. Be that someone!
- **Ask Yourself the Rotary Four-Way Test Questions:** Apply the Four-Way test questions shared above and challenge yourself personally and professionally.
- **Ask Yourself, Does this Action Pass the Headline Test?:** When I was a practicing safety engineer, I would often ask myself, if I took this action (let's say jaywalking) how would it look if it were emblazoned across the headlines, "Safety

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Engineer Caught Jaywalking"? Regardless of the shortcut, the consequences and headlines just didn't feel right. What headline should you be questioning?

#### February Reading List:

***Top Management Strategy: What It Is and How To Make It Work***  
by Ben Tregoe and John Zimmerman

I was introduced to this book last September when I attended Alan Weiss' course "The Strategist." I decided to deepen my knowledge, especially for my own business planning and work with clients, by sitting down and reading as opposed to skimming. The most compelling issue for leaders is be crystal clear on what is the current and future driving force of your business. The financial section today is rampant with companies that tried to be all things to all people (think McDonald's), or hired an executive who did not understand the customer segment (think JC Penney). There is also a clear understanding illustrated between the delineation of strategy determination, planning and the actual implementation. This is a quick read book, with some powerful concepts that will pay dividends for you and your company.

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:**



 The American Society of Safety Engineers



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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