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Clarity First: How Smart Leaders and Organizations Achieve ...

Karen Martin's book Clarity First – How Smart Leaders and Organizations Achieve Outstanding Performance is a well-written, in-depth look at the importance of achieving clarity in organizations. In a nutshell, Martin says clarity affects how leaders lead, how managers manage, and how frontline team members do the work.

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•Develop personal clarity to be a more direct, purposeful, and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance.

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Clarity First : How Smart Leaders and Organizations ...

Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive ...

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Clarity First: How Smart Leaders and Organizations Achieve ...

Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs Clarity First. show more

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?Clarity First: How Smart Leaders and Organizations ...

In her new book, Clarity First: How Smart Leaders and Organizations Achieve Outstanding Performance, she gives specific recommendations on how to improve clarity and thus your overall performance. The book helps leaders identify the organization's purpose, set priorities, and build problem solving capabilities while developing personal clarity to be a more effective leader.

Clarity: How Smart Leaders Achieve Outstanding Performance

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Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn’t have to be this way. In Clarity First, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders:

- Identify and communicate the organization’s true purpose
- Set achievable priorities
- Deliver greater customer value through more efficient processes
- Provide greater transparency about true versus assumed performance
- Build strong problem-solving and critical thinking capabilities throughout the organization
- Develop personal clarity to be a more direct, purposeful, and successful leader

Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs Clarity First.

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Winner of The Shingo Research and Professional Publication Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In *The Outstanding Organization*, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus, Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about: How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for *The Outstanding Organization* "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, *The Laws of Subtraction* "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, *Full Engagement!* "It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John Shook, Chairman and CEO, Lean Enterprise Institute "Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!" -Scott Beare, former Lead Solo Pilot, Blue Angels

Escape the mediocrity that ensnares so many in business and become a better, more effective leader. Have you ever wondered what it would take to be a better leader, or achieve your wildest dreams, or make a bigger difference in the world? The answer lies in the choices you make: about everything from how you spend your time to the way you view the world. *Smart Leadership* is the latest essential business title from internationally bestselling author of *Win the Heart* and *Chess Not Checkers* Mark

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Miller. In this book, he shares the four research-based “smart choices” the best leaders make to scale their influence and results. By teaching you how to Confront Reality, Grow Capacity, Fuel Curiosity, and Create Change, Miller will help you:

- Bring fresh eyes and fresh thinking to your leadership approach.
- Increase your confidence in your ability to make a difference.
- Lead at levels you never thought possible.
- Accelerate your learning curve so that all these benefits come faster and more naturally.

With this guide, your leadership—and your life—will be transformed forever.

Turf wars, low morale, bad politics, and misguided strategies: these are issues that claim much of a leader’s time. But this parade of dysfunctions and messy “people” problems actually points to an organization confused about its core business, torn between competing ideas about what it is and wants to be—an organization facing an identity crisis. Strategy and leadership expert Chatham Sullivan argues that when the purpose of a business becomes confused, it is the leaders’ responsibility to restore clarity, especially in the face of tough strategic choices that have political, personal, and cultural consequences for the organization. Sullivan shows leaders how to take the decisive stand that clarifies their organization’s core purpose. Featuring compelling stories of leaders who have succumbed to and successfully resolved their organizations’ identity crises, *The Clarity Principle* bridges the gap between leadership and strategy and demonstrates the tremendous gains to be achieved by leaders willing to make tough choices.

The authors of this book explain the differences between managing by the 3-Ps (Proximity, Position, and Persuasion) and the 3-Cs (Clarity, Consistency, and Connectivity). Leaders who employ the 3-Ps manage with a focus on the individual. Leaders who use the 3-Cs, however, manage by weaving personal leadership techniques with a process of managing the business or organization that has proven extremely effective during the decade since it was introduced. It's a way to lead a company or organization that leaves a legacy of sustained growth and success for those who come after the leader to latch onto and continue. The book is written as a business novel. What is learned on the protagonist's journey is expanded upon in a lesson at the conclusion of each chapter. Readers are then invited to assess their own legacy potential by completing a self-assessment. The management process this book contains is now being employed successfully not only by small and medium size businesses, but also by Fortune 500 companies, successful municipalities, and the United States Army.

Meet your next crisis head on and get through it stronger than ever by using the hard-earned strategies and core principles from Marc Polymeropoulos, a highly decorated, 26-year operations officer with the CIA. Marc Polymeropoulos has had to live with the consequences of decisions made under the most high-stress circumstances you can imagine as a senior intelligence officer in the CIA, retiring from his 26 years of service as one of the CIA’s most decorated field officers. Though your crisis situations may not entail international counter terrorism as Marc’s did, in our age of social media and a 24-hour news cycle, the consequences of mishandling a crisis can escalate quickly, leaving irreparable damage to a company’s reputation and bottom line in its wake. In *Clarity in Crisis*, Marc shares how true leaders need to lead in and through times of crisis and thrive under conditions of ambiguity, rather than message their way out or duck from hard decisions. This book provides proven strategies and core principles that leaders can apply to meet any crisis head on and lead through it, including: The critical elements to managing crisis, such as knowing who you can always count on to execute under high-stress situations. An understanding of the importance of following and stressing key fundamentals and avoiding shortcuts that often do more harm than good. Implementation guidance from the “Mad Minute” section at the end of each chapter that summarizes key points and action items you can begin applying right away. How to gain confidence that you are ready for the next crisis and embrace any situation with no fear. Far from mere theory, *Clarity in Crisis* outlines the unique mindset and strategies Marc himself practiced and honed throughout his remarkable career. The core principles outlined in these pages will help you find unshakeable clarity in crisis and lead when others want to flee.

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The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

The inspiring, life-changing bestseller by the author of *LEADERS EAT LAST* and *TOGETHER IS BETTER*. In 2009, Simon Sinek started a movement to help people become more inspired at work, and in turn inspire their colleagues and customers. Since then, millions have been touched by the power of his ideas, including more than 28 million who've watched his TED Talk based on *START WITH WHY* -- the third most popular TED video of all time. Sinek starts with a fundamental question: Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over? People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers had little in common, but they all started with *WHY*. They realized that people won't truly buy into a product, service, movement, or idea until they understand the *WHY* behind it. *START WITH WHY* shows that the leaders who've had the greatest influence in the world all think, act, and communicate the same way -- and it's the opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with *WHY*.

A proven approach for helping leaders and teams work together to achieve better decisions, greater commitment, and stronger results More than ever, effective leadership requires us to work as a team, but many leaders struggle to get the results they need. When stakes are high, you can't get great results by just changing what you do. You also need to change how you think. Organizational psychologist and leadership consultant Roger Schwarz applies his 30+ years of experience working with leadership teams to reveal how leaders can drastically improve results by changing their individual and team mindset. Provides practical guidance to help teams increase decision quality, decrease implementation time, foster innovation, get commitment, reduce costs and increase trust Outlines 5 core values leadership teams can adopt to exponentially improve results Author of *The Skilled Facilitator* and *The Skilled Facilitator Fieldbook* Get the results you and your team need. Start by applying the practical wisdom of *Smart Leaders, Smarter Teams*.

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