



Developing
the **4G** Leader



The
Clarity State



Clarity of
Objective



Clarity of
Emotion



Clarity of
Perspective



Clarity of
Vision



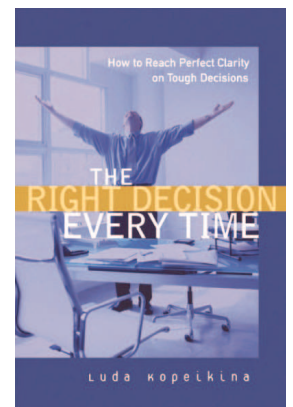
Developing the 4G Leader - The Clarity State Decision-Making Programme™

In the current global economy where future developments are increasingly difficult to predict, two deep trends are certain: the pace of change will increase and the level of complexity will grow. To survive in this environment, every company needs to develop next generation leaders – whom we call the **4G Leaders**. The 4G Leader will have to be nimble and agile, be able to manage change and navigate complexity. Furthermore, he will have to do it *fast!* This speed of change requires a new way of making decisions - the 4G Leader must learn to reach clarity on every decision he makes.

Developing the 4G Leader - The Clarity State Decision-Making Programme™ is the programme that teaches leaders to develop answers to complex issues quickly AND develop 4G capabilities.

This programme is

- world-renowned;
- comes from Massachusetts Institute of Technology (MIT) Sloan Business School, one of the foremost universities in the world;
- researched not just by a university researcher, but by an industry captain, Luda Kopeikina;
- backed by cutting-edge neuroscience research evidenced by field test studies that show how to use our brains most effectively;
- based on the book **"The Right Decision Every Time: How to reach perfect clarity on tough decisions"** published by one of the leading publication houses in the world, Prentice Hall.



What differentiates this programme is that it marries rational thought and analysis with the wisdom of emotional responses and intuition. Methods taught in this programme are proven to work, having been tested on critical decisions of more than a hundred CEOs of companies of various sizes from around the world. 93% of the final test group reached decision clarity in less than 90 minutes and demonstrated an increased ability to deal with change and complexity.

This is truly the most effective 4G Leadership programme in the world!



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About Luda Kopeikina



Luda Kopeikina has had extensive entrepreneurial and leadership positions in the biggest and best organisations in the world. She held several senior VP positions at General Electric where she had the privilege of seeing the legendary Jack Welch at work in making key decisions. As CEO of a public company, she was named by *Interactive Week's* 1998 Executive Worth Survey as one of the top 20 leaders of US high-tech public companies for increased value created for shareholders. Luda is an entrepreneur who built and sold her company at many times its original value. She served two appointments as a Visiting Scholar at MIT Sloan.

About Clarit**age** Consulting

Clarit**age** Consulting is the premier training and solutions provider in Australasia on the Clarity-State Decision Making™ process. We provide enterprise-wide training solutions from the executive suite to the shop floor. We also facilitate, consult with and coach on the methodology for organisations and individuals. We are also the author's representative in this region.

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The Clarity State

"The strong man is the one who is able to intercept at will the communication between the senses and the mind."

Napoleon Bonaparte

In a clarity moment, insights are triggered, things fall into place and a solution becomes obvious and clear. Unfortunately, clarity moments happen to us; we cannot make them happen. If you are wrestling with a tough situation, though you may try to reach clarity by force, it will most likely elude you. There has not been, until this book, a defined method or technique to gain clarity at will. Clarity comes from a state of mental concentration, of focusing thoughts and paying attention. Clarity is reached by training the mind to be precise and accurate in its definitions, assumptions and evaluations.

The Clarity State is the state of being

- *physically relaxed*
- *emotionally positive, happy, released from fear and anxiety*
- *charged with power, success, self confidence and energy*
- *totally in the present*
- *mentally focused on the task at hand*

The definition of the Clarity State is based on lessons learnt from peak performance training in sports and recent neuroscience research.

KEY POINT:

Clarity State, a state of physical, emotional and mental coherence, is known to be a precursor of peak performance in athletic competitions. It is also known to enable the clearing of blockages in our physical system, allowing us to utilize more of our brain capacity and improve cognitive function





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Clarity of Objective

"Our plans miscarry because they have no aim. When a man does not know what harbor he is making for, no wind is the right wind."

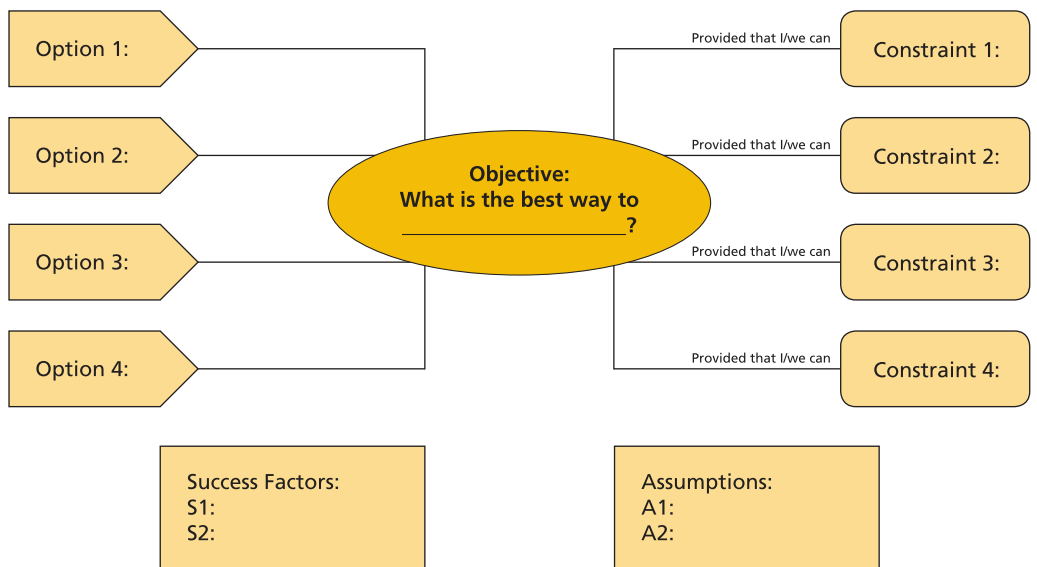
Seneca

If you want to reach clarity on your decisions faster and easier, make it a habit to define them. This will provide the pattern for action that follows. The characteristic feature of the CSDM™ process is its focus on concerns related to the decision. It also clarifies the decision objective versus the decision question and formulates the decision in a constructive, positive way that is conducive to overcoming concerns and arriving at a clear choice.

A decision is defined when the Decision Objective and Decision Constraints are identified.

Decision Definition = Objective + Constraints

Decision Map = Decision Definition + Solution Options



The Decision Map

KEY POINT:

Many of us want to start with the clarity of action, but the clarity of purpose is the starting point. The clearer you are on the decision definition, the sharper your aim. The sharper your aim, the more varied and targeted your options become. The better your options, the more likely you are to hit the target!



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Clarity of Emotions

"The heart has such an influence over the understanding that it is worthwhile to engage it in our interest."

Lord Chesterfield

Two false beliefs govern our typical perspective on emotions in decision-making:

False belief 1: *You can separate from your emotions and stay "cool" when considering a decision or exercising a judgment.*

False belief 2: *Emotions have a negative influence on decisions.*

Neuroscientists have traced and documented the interdependencies between cognitive and emotional processes and believe that these processes are tightly interrelated. "Emotions and cognition are best thought of as separate but interacting mental functions mediated by separate but interacting brain systems." In addition, "...there is no way to separate them [emotions and reason]." Observations of the structure of the brain show us that emotions are present in every decision we make. This finding flies in the face of the common belief in the advantage of "cool" over impassioned reason.

In dealing with emotion, the CSDM™ process

- finds the emotion(s) associated with the situation related to the decision and acknowledges them
- shifts the emotion into a constructive, positive statement by formulating it as a constraint in the decision definition
- finds a physical sensation associated with the emotion
- uses the sensation to find the emotional balance point

KEY POINT:

Emotions are important inputs about a decision situation that we usually ignore. Working with them effectively can bring clarity to a difficult decision.



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*"The greatest deception men suffer is
from their own opinions."*

Leonardo da Vinci

We are always being framed! Approaching your decisions with this frame allows you to look out for your frames and shift your perspective. Finding the appropriate decision perspective can point to the right solution, identify additional options and help you identify a problem area in relation to the decision.

Value 1: *A clear perspective points to the right solution*

Value 2: *A clear perspective identifies additional options*

Value 3: *A clear perspective identifies a new problem area or block*

The CSDM™ process empowers each person to be a frame artist, to master the clarity of perspective through:

- Constraints relaxation, asking how important that constraint is and relaxing it so much as to remove it from consideration;
- Assumption stretching, where the assumptions to the decision are magnified or taken away;
- Identification of the crux of the decision, the most critical element of the problem;
- Expanding your view, of stepping back and looking at the problem situation from a larger perspective and seeing the importance of that constraint in this situation;
- Shifting a loss problem into a gain, or
- Looking at your decision as a realized perspective, seeing it as a successful conclusion

KEY POINT:

Achieving clarity in a decision often involves seeing a larger picture or a longer time frame or finding a bigger perspective. The larger your view, the clearer you can be about your decision



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"The understanding that underlies the right decision grows out of the clash and conflict of divergent opinions and out of the serious consideration of competing alternatives."

Peter F. Drucker

A decision is a risk-taking judgment. In addition to selecting an alternative, the critical component of this judgment is a prediction of how the future will unfold based on the current knowledge. This is called vision power and effective leaders are highly skilled in this. By making a decision and selecting an alternative from a set of options, you announce to the world your vision for the future.

You can develop your vision power by learning to educate your intuition and engage in imagination in your decision-making. Most people use one or two analytical methods to evaluate decision options – thus educating their intuition. The Clarity State process uses imagination and visualization through Solution Sensitivity Analysis and Finding the Best Solution Alignment.

This can be done through

- identifying key uncertainties
- considering the most likely scenario
- accepting the worst that could happen
- identifying reasons for likely failure and preparing to avoid them
- developing the best case scenario
- assessing the fit between this solution and the decision aim
- finding the preferred solution by listening once again to the emotions, and
- finalise the decision, committing it to implementation

KEY POINT:

Vision power is the ability to engage imagination in such a way as to perceive the most likely course of future developments. Leaders have to develop this skill.

