

Clarity practices

Five core practices

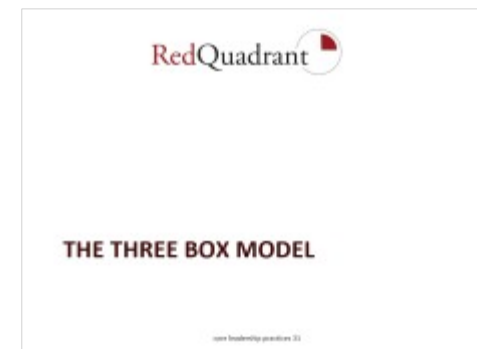
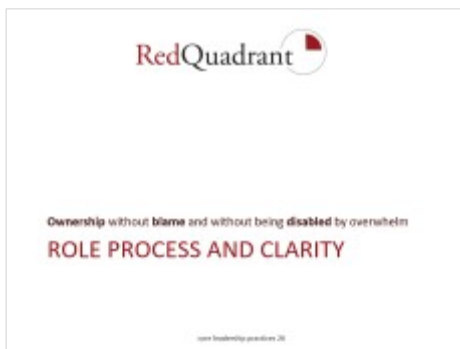
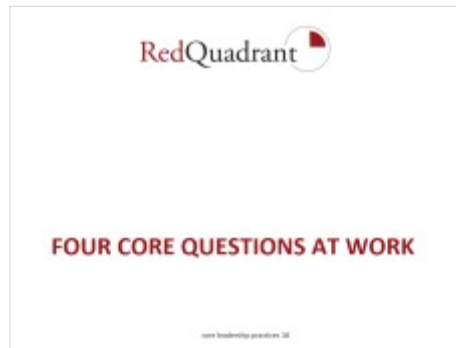
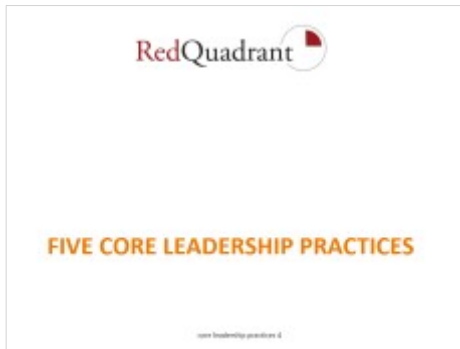


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Contents



Links to short LinkedIn blogs

Five core leadership practices

- [linkedin.com/feed/update/urn:li:activity:6742346429211136000/](https://www.linkedin.com/feed/update/urn:li:activity:6742346429211136000/)
- [linkedin.com/posts/antlerboy_five-core-practices-activity-6818796903392784384-WIDi/](https://www.linkedin.com/posts/antlerboy_five-core-practices-activity-6818796903392784384-WIDi/)
- [linkedin.com/posts/antlerboy_leanagileuk-culture-leadership-activity-6821329835034595328-VG44/](https://www.linkedin.com/posts/antlerboy_leanagileuk-culture-leadership-activity-6821329835034595328-VG44/)

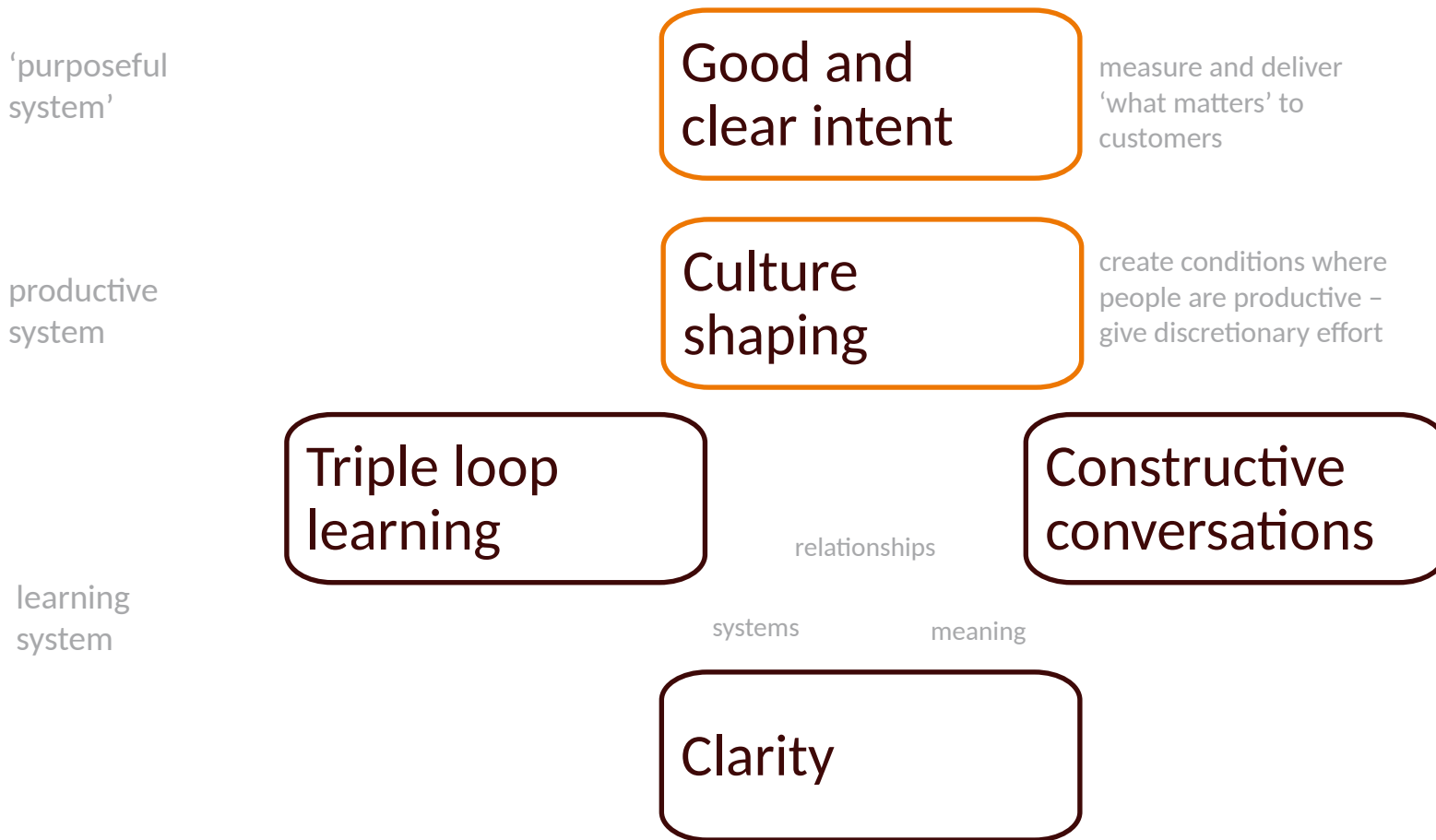
Clarity practices

- How often do things go wrong because of lack of clarity? [linkedin.com/posts/antlerboy_redquadrant-the-three-box-model-activity-6747423779552661504-pOiZ](https://www.linkedin.com/posts/antlerboy_redquadrant-the-three-box-model-activity-6747423779552661504-pOiZ)
- Seven steps to heaven – team decision-making in complexity (decision-making clarity) <https://lnkd.in/guW-Rmu>
- Developing clarity with the three-box model: <https://lnkd.in/gwdKsFz>
- 'Clarity is kindness' says Brené Brown. How do you work on clarity? [linkedin.com/posts/antlerboy_cport-creative-task-clarity-activity-6807558639147200512-sBEk](https://www.linkedin.com/posts/antlerboy_cport-creative-task-clarity-activity-6807558639147200512-sBEk)



FIVE CORE LEADERSHIP PRACTICES

Core management and leadership practices



Address danger / confusion / conflict / deficit / development as they arise

Foundations

The three basics (a requirement of management) create a *learning system*:

1. **constructive conversations** (constructive challenge of reasoning, psychological safety, surfacing of emotions and 'the undiscussable') – nothing can develop unless there's a shared effort to get at the truth
2. **clarity** – no learning is possible, and productivity and psychological safety are unlikely, without clarity of roles, tasks, and decision-making – and fit and stretch of roles and tasks to the level of thinking, adult development, skills, and capacity of individuals and teams
3. **triple loop learning** – true learning isn't possible without planning, prediction, and learning and reflective practices

Managers are responsible for generating clarity, honest, and learning

Productivity and purpose

4. **culture shaping** – understanding culture as a complex adaptive system
how the interaction between leaders and teams/organisations
determines psychological safety and productivity

Culture shaping develops a *productive system*

5. **good and clear intent** – align purpose and measures to real customer
outcomes

Intent provides real orientation to customer / user / citizen / community
outcomes – as measured by **them**

Culture and **intent** are **self-correcting measures** – if you measure the actual
outcomes of your practices; the experience of employees and customers.

Leaders take responsibility for building productive systems of purpose

The risks – and intervention priority sequencing

When you open up a system to learning and change, you are going to stir some things up. So you need to create the safe space to process these things as they arise:

- Danger (some threat in the system)
- Confusion (some loss of focus in the system)
- Conflict (some split, polarisation or conflict in the system)
- Deficit (some experience of need or deprivation or for reparation)
- Development (some requirement to increase depth, breadth or complexity)

Work needs to be done usually in this order of clearance if it is to be effective
You don't have to resolve them – just hold enough space for processing, and make everyone feel safe that these things can arise, and it's not the end of the relationship.

Supervision – Psychoanalytic and Jungian perspectives. Edited by Petruska Clarkson, 1998 Whurr, London. Chapter 9.
An intervention priority sequencing model for supervision. Petruska Clarkson pages 121-135



SYMPTOMS, DIAGNOSIS AND PRESCRIPTION

Symptoms

Lack of Honest, Productive Conversations

Organisational silence, rumour mills, poor information flow, and high levels of distrust, not feeling valued. Oscillation from 'motherhood and apple pie' to outbreaks of aggression, and back again

Lack of Clarity Practices

Role confusion, decision paralysis, ineffective meetings, stress, and territorial disputes.

Without clear roles and responsibilities, the system doesn't possess the variety required to handle its complexities, leading to inefficiency or failure.

Lack of Learning and Reflective Practices

Repeated mistakes, low innovation, poor adaptability, and high employee turnover due to frustration, missing opportunities, poor development.

Learning and reflection are recursive systems that rely on observing one's own practices. A lack of this is a missed opportunity for self-reference and self-correction, which are critical for system survival.

Lack of Culture Shaping

Low morale, high employee disengagement, high levels of stress, and unhealthy competition or toxic behaviour, unproductive work environment.

This creates a maladaptive complex system, pulled to undesirable states.

Lack of Practices for Good and Clear Intent

Mission creep, strategic drift, resource misallocation, and poor stakeholder satisfaction.

Like a ship without a navigational system, the organization can't steer itself effectively. In cybernetic terms, the absence of a 'telos' or purpose can result in random or conflicting activities that don't lead to coherent performance.

Diagnosis and prescription

Lack of Honest, Productive Conversations

Diagnosis: anonymous surveys to assess levels of trust, openness, and efficacy of internal communication.

Prescription: structured dialogue sessions and train facilitators to lead open conversations that surface both reasoning and emotions.

Lack of Clarity Practices

Diagnosis: map out decision-making and delegation processes and identify bottlenecks, ambiguities, and overlaps through interviews or observation.

Prescription: Redefine roles and responsibilities using tools like RAEW, and clarify decision-making authority, boundaries, and roles in the organisation.

Lack of Learning and Reflective Practices

Diagnosis: analyse key performance indicators over time to identify recurring mistakes or missed opportunities.

Prescription: introduce after-action reviews and

regular reflection periods, coupling them with a knowledge management system for organisational learning.

Lack of Culture Shaping

Diagnosis: use listening sessions and sentiment analysis to gauge the current organisational culture.

Prescription: active culture shaping, and setting 'the way we work around here'.

Lack of Practices for Good and Clear Intent

Diagnosis: audit strategic plans versus execution to identify drift, and conduct stakeholder interviews to assess alignment with organizational goals.

Prescription: establish a balanced scorecard or similar performance measurement system that aligns with organisational intent, working to outcome measures connected to value streams, and review it frequently.



THE THREE CORE MANAGEMENT PRACTICES

Tools, techniques, and practices include...

Conversations

- Ground rules (Schwarz)
- The ladder of inference
- Traditional vs learning virtues
- The left hand column
- Drama triangle
- BRAVING inventory

Clarity

- CPORT task clarity
- Role clarity process
- Team decision-making process
- The three box model
- Strategic clarity

Learning

- Journaling
- Action inquiry
- Debrief
- Check-in and check-out
- Action learning sets
- Triple loop learning

Creating the learning system



CPORT task clarity

Role clarity process

Team decision-making process

The three box model

CLARITY PRACTICES



CREATING CLARITY

A definition of 'work'

'effort, to a purpose, using judgement and discretion, within boundaries, over time'

Purpose

- A fundamental and powerful idea: the intent to achieve something.
- Purpose depends on context, framing, understanding, level of thinking and much more.
- The purpose and the context must be communicated and understood for work to be done.

Judgement and discretion

- There's no 'work', no value of a human over a machine unless these are brought into play.
- And that means freedom to act.

Freedom to act, if unboundaried, is stifling and confusing and would create chaos.

Boundaries

- Without boundaries, we have creativity, or expression – not work.
- Judgement and purpose provide some inherent boundaries, but we too often fail to clarify the boundaries of the work we want to do.
- Boundaries protect the space for discretion and enhance effectiveness – they stop overreach and confusion and allow confidence in freedom to act.

The boundaries make the work make sense (after Elliot Jacques)

To engage discretion (freedom) – set constraints

'Soft' principles – freedom/discretion

Underlying organisational purpose – the implicit raison d'être, which gets people motivated and unites them

People's skill and will – people have both the skill to do their job and they are motivated, which allows devolvment

Tolerance to ambiguity – things look a bit chaotic and there is a degree of tolerance to such ambiguity

Freedom to act – individuals have full discretion how they go about doing jobs/achieving objectives

'Hard' principles – constraints

and **Clear individual objectives** – each person knows what he / she is trying to achieve and why, and there is an element of self-setting

and **Few simple rules** – there are a few clear rules which lay down how people operate and the key principles they must follow

and **Unambiguous feedback** – there are clear measures which enable people to see how they are doing at any point in time

and **Clear boundaries** – these lay down what people are enabled to do or not, and where they should operate

Complex Adaptive Leadership – Professor Nick Obolensky



FOUR CORE QUESTIONS AT WORK

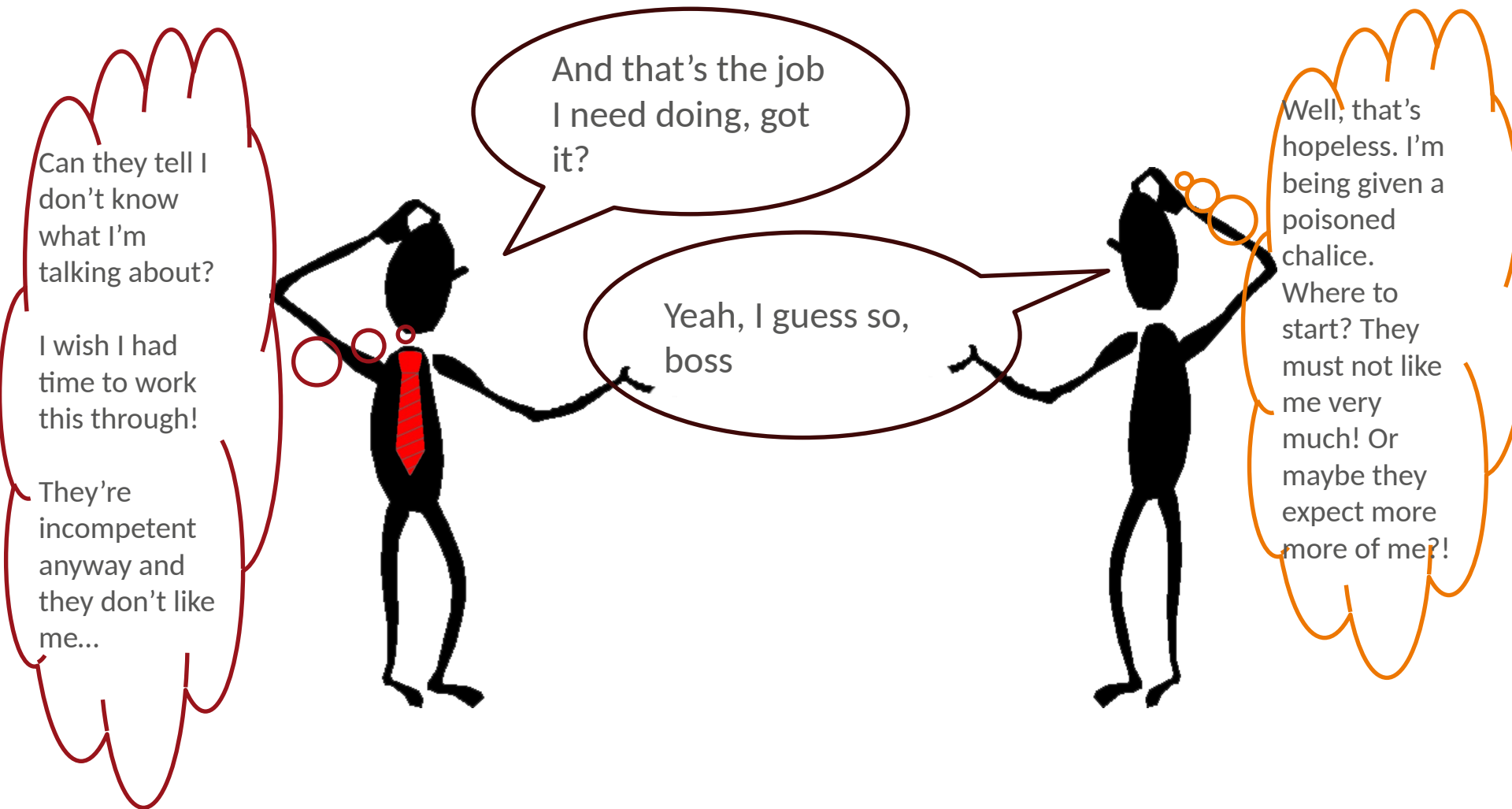
Four core questions at work

- What's my job?
- How should I work with others?
- How am I doing?
- What's next?

(Compare 'the devil's bargain')

If you don't have clarity, you are in murky territory

Getting things done in organisations – three conversations



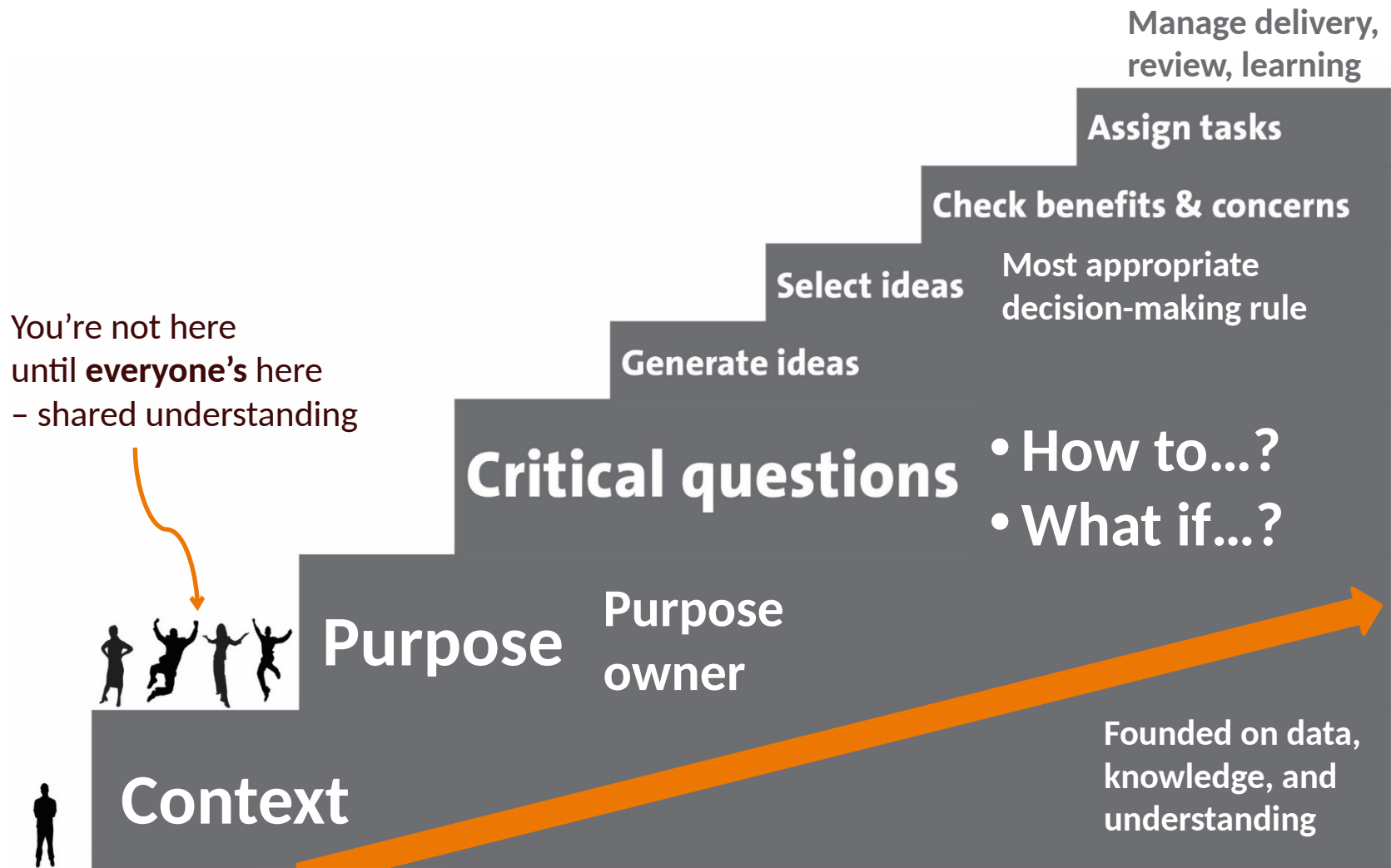
Three conversations in organisations – the results





TEAM DECISION-MAKING DISCIPLINE

Team problem-solving

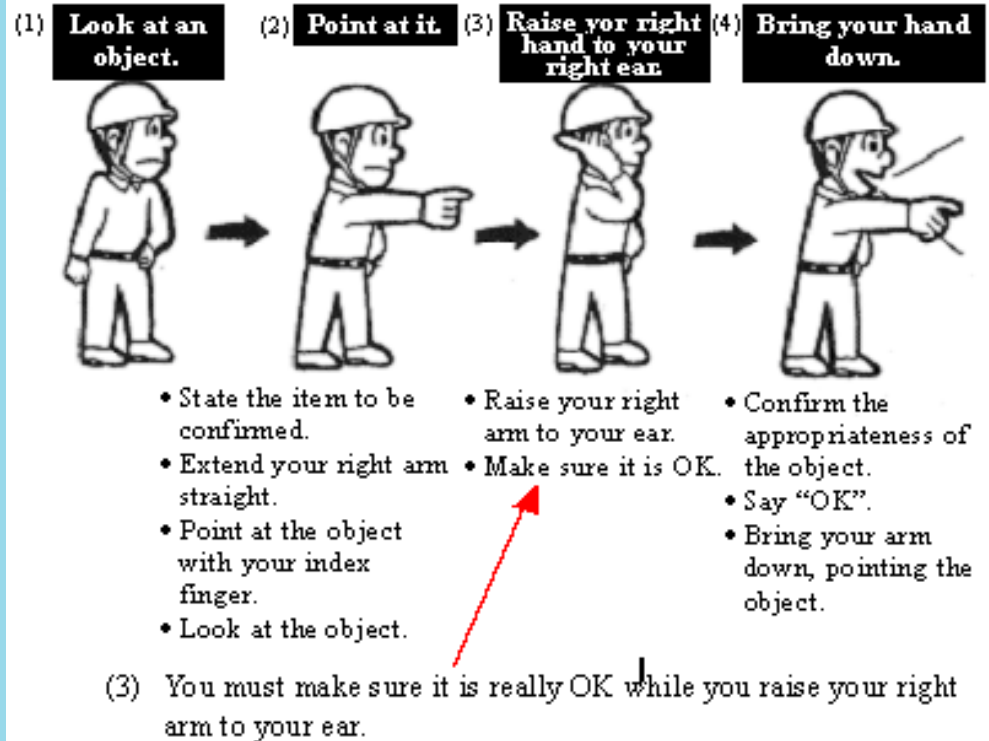




SHISA KANKO

POINTING AND CALLING

Pointing and calling



Shisa Kanko



Ownership without **blame** and without being **disabled** by overwhelm

ROLE PROCESS AND CLARITY

Role process exercise

Covers:

- **Place** of the role in the **structure**
- **Purpose** (the unique reason for this role to exist) *single sentence, no 'and'*
- Expected **results** to be delivered by the role, and how they'll be measured
- **Responsibility** for culture, safety, development, citizen experience
- **Business** – what is the **work** of the role, how will the work be measured
- **Authorities** – financial, leadership, team
- **Peer relationships**, authority and responsibility both ways
- **Authorisation** – manager, manager's manager,
- **Understanding** – of direct reports, direct reports of the direct reports
- Relationships with **peers**
- Planned role **review**

Role clarity worksheet

Title:

Name:

Reports to (role not name):

Direct reports (role not name):

Purpose (the unique reason for this role to exist):

Single sentence, no 'and'

Expected results to be delivered by the role:

Responsibility

Culture, safety, development:

Citizen experience:

Business

The work – what you need to do to make this contribution:

Measures – what will demonstrate that your work is being delivered:

Authorities

Financial:

Leadership:

Team:

Peer relationships – who you must collaborate with:

Authority role must give to peers:

Responsibility to peers:

Authority peers must give to role:

Responsibility of peers to role:

Authorisation and understanding

This role authorised by manager's manager

Role agreed with manager

Discussion for understanding the work of direct reports

Discussion for understanding the work of the direct reports of direct reports

Authorities agreed with relevant peers

Role review due



CPORT TASK DEFINITION

A clearly defined task – CPORT

- Context – why / where it fits in / limits
- Purpose – what it is to do
- Outcome – what standard, what specifications, how many etc
- Resources – with what, with whom
- Time – by when

Discipline creates positive dynamics



THE THREE BOX MODEL

Three-box model

Non-negotiable (information)	'Check with me' (consultation)	The work to be done (delegation)

Three-box model

Non-negotiable (information)	'Check with me' (consultation)	The work to be done (delegation)

Always happy to talk...

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