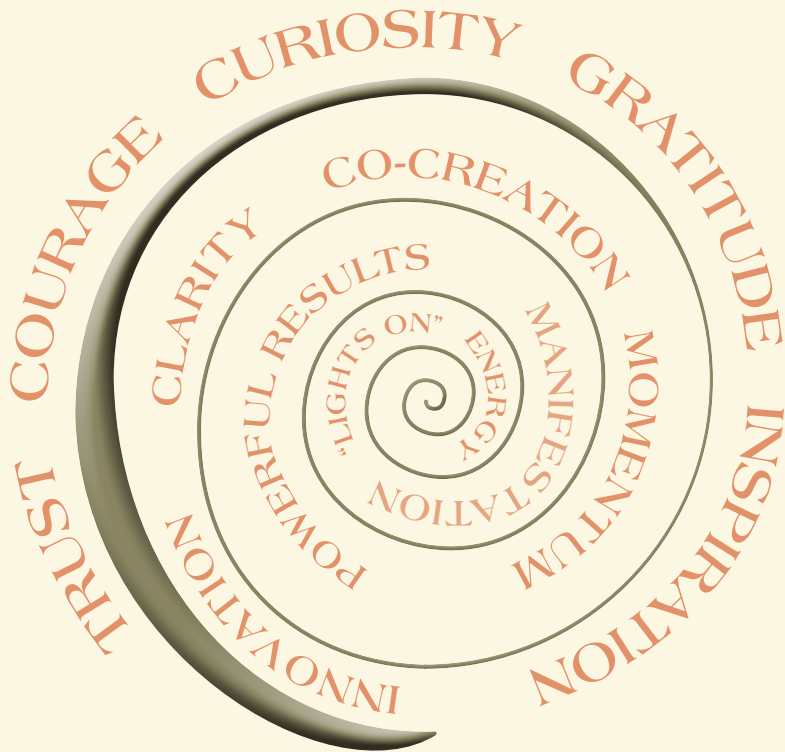


GET CLARITY®

AN OPERATING SYSTEM TO
SHIFT

YOUR THOUGHTS FOR POWERFUL RESULTS IN LIFE AND WORK

***The Ultimate How-To Guidebook to
Take Charge of Your Own Personal GPS***



PERSONAL
GPS

Follow Your Own Energetic Signals. Move Toward What Inspires and Revitalizes You — What “Lights You Up.”

CATHY HAWK AND GARY HAWK

This is a companion guidebook to *Get Clarity®*, *The Lights-On Guide to Manifesting Success in Life and Work*.

PRAISE FOR GET CLARITY®

Success in basketball and business constantly challenge the leader or coach to develop a unity and commitment to getting the job done and a strong togetherness to make the team confident and powerful. Guiding talented people to have a strong inner game for themselves and their team is the key to success. Daily situations always challenge our inner game to shift thoughts and negative circumstances into positive energy and motivated possibilities.

The concepts and principles set forth in *Get Clarity*® will help you become very clear about what you want – what lights you up. The *Clarity*® tools will keep you vitally present and energetically focused on making it happen. Stay above the line! It works!

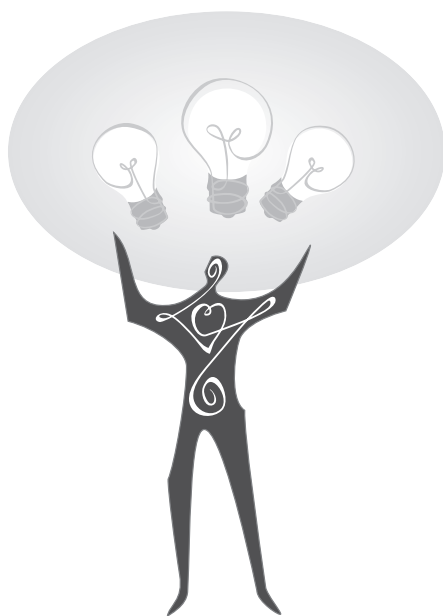
– *George Karl, NBA Head Coach, Sacramento Kings*

GET CLARITY®
SHIFT

to

ABOVE-THE-LINE
POSITIVE THOUGHTS
FOR POWERFUL RESULTS

*The Ultimate How-To Guidebook
to Take Charge of Your Own Personal GPS*



This is a companion guidebook to
Get Clarity®, *The Lights-On Guide to
Manifesting Success in Life and Work*

Cathy Hawk & Gary Hawk

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FOREWORD

Everyone wants to be happy. You want to be happy. The good news — you are in control of your happiness! Science shows us that well-being comes from within. You can retrain your brain with practiced and focused attention. Your brain can change itself, rewire itself and create new neural pathways even as you age. The Get Clarity® Operating System presented in this book provides you the tools and a process for focusing your attention on positive, effective thoughts; shifting your attention from negative, ineffective thoughts. Daily positive thinking leads to lights-on, happy living.

You know how important it is to think positively, however, when you are swirling in the eddy of negativity, it is hard enough to keep your head above water, let alone switch to a positive thought. Although you are well acquainted with the “change your thinking, change your life” philosophy, in the moment that you are stuck, it is not an easy philosophy to follow! This book will serve as a handy guide to remedy that dilemma. You will enjoy using the tools, especially to choose among the 49 positive words and find one or more favorites. It is refreshing to know that you have a “positive thought life preserver” that is just a nanosecond away.

Here’s how it works: you pick a positive thought and your attention follows. As your attention follows this new thought, your focus sharpens. Then with your attention focused on a positive thought, your whole body responds and you go from being stuck to being in flow. And, it feels great!

You are now in charge of your inner operating system—your internal GPS—an energetic operating system which functions much like a computer operating system—like a DOS. So, Clarity® uses a play on words, and calls it a HOS—a human operating system. As with all operating systems which run continuously behind the scenes, the application for positive thought changing is easily accessed once you know the correct command—like a mental Ctrl+A on your keyboard. It’s acquired by tuning-in to your own energetic signals and then choosing the direction that will have the most positive, effective result.

FOREWORD *continued*

Simply put, the direction of your thoughts creates a feedback loop, which signals your body to respond and produce results, either positive or negative. These choices are all self directed. You are in charge.

According to a Harvard study, “Happiness is the single greatest competitive advantage in the modern economy. Only 25% of your job successes are predicted based upon intelligence and technical skills, though we spend most of our education and most companies hire based upon this category. The “silent 75%” of long-term job success is based upon your ability to positively adapt to the world: optimism, social support creation, and viewing stress as a challenge instead of as a threat.” *Are Happy People Dumb?* Shawn Achor, Harvard Business Review, March 2011.

The benefits of shifting to more positive, effective thinking include:

1. Quick recovery of energy after difficult experiences.
2. Staying energized, focused and fully engaged every day.
3. Improving communication & observation skills.
4. Developing deeper relationships with clients, co-workers and family.
5. Being a positive influencer for others.
6. Having an abundant wellness of mind, body and spirit.

The Get Clarity® Operating System provides you a proven process to change your thoughts, and change your approach to life. Included in this workbook is a tool kit of three of the primary tools of the Get Clarity® Operating System – The Thought Changer Statement; the Clarity® Check-in and an expanded tutorial on the Get Clarity® Attention Guide and Balance Sheet.

With these tools you will learn how to SHIFT to positive thinking in THREE SIMPLE STEPS:

- 1. ASK: Where are my thoughts right now? Use the Clarity® Attention and Choice Point Guide.**
- 2. SHIFT to a more effective thought using Clarity’s Thought Changer Statement.**
- 3. ACT: Go into action. Stay on track with the Clarity® Daily Check-in.**

LIFE IS LIKE A MOVIE

It's your life, your movie. You get to write or rewrite the script. Change your story to create the life you want to live.

THE DIRECTOR

Your directed thoughts create energetic responses in your body. You are in total control of your thoughts; no one else can tell you what to think. Your thoughts are self-directed. You are the Director and you choose the direction of your thought.

Your thoughts—positive or negative—produce certain reactions in your body. The positive direction of your thoughts affects your brain, body and behavior by building new neural pathways, healthier cells, and directs your behavior to positive outcomes.

THE PRODUCER

Your body responds to the thoughts you send it. Like the game Simon Says, your body just follows your thoughts and sends neurochemicals throughout depending on the thought you send it.

If you send a positive thought—such as, gratitude, trust, enthusiasm, or dedication—your body releases endorphins (your natural feel good chemicals).

Cellular biology has shown that endorphins help the cells in your body to expand and grow. These positive thoughts lead to expansive, unlimited choices for you to explore. This is effective thought, which we call lights-on.

On the other hand, you can choose negative thoughts—such as self-pity, anxiety, resentment or martyrdom. Your body will respond by releasing adrenaline, cortisol and other negative body chemicals. The cells in your body contract and go into protection mode rather than expansion, causing stress. These negative thoughts offer you only three choices—fight, flight or freeze. This is ineffective thought, which we call lights-off.

THE PERFORMANCE

The results you create in your life are governed by your thoughts. Many change and performance methodologies look to the performance, measure it against some metrics to figure out what went wrong or right. Looking at the performance metrics to evaluate the cause is late stage. Your performance is all a result of your original thought.

THE BIOLOGY OF LIGHTS-ON

HOW: The direction of thoughts affects the body and behavior by building new neural pathways, directing behavior to positive outcomes.

SELF-DIRECTED NEUROPLASICITY

**UNDER THE LINE
THOUGHTS**

CHOICE POINT

**ABOVE THE LINE
THOUGHTS**

DIRECTOR

* Pineal Gland *

Manipulating Fear
Sabotaging Exhaustion
Evaluating Anxiety
Telling Defiance
Advising Self-Importance
Assuming Habituation
Dictatorial Overdoing



Effortlessness Service
High noticing Visionary
Authenticity Acknowledging
Dedication Coaching
Enthusiasm Modeling
Excitement Confidence
Trust Honesty

These trigger a cascade of hormonal events initiated in the brain called stress hormones: adrenaline and cortisol

These trigger a cascade of hormonal events initiated in the brain called neurochemicals: endorphins
* serotonin *

At the cellular level=
PROTECTION

At the cellular level=
GROWTH

At the behavioral level=
**LIMITED CHOICES
FIGHT, FLIGHT, FREEZE**

PERFORMANCE

At the behavioral level=
**UNLIMITED CHOICES
EXPANSIVE**

LIGHTS-OFF

LIGHTS-ON

GET CLARITY® OPERATING SYSTEM

It is important that you understand your own energy and how it affects your thoughts and actions moment by moment. The primary tool for achieving your life's destiny is holding your personal energy field in a positive and lights-on manner, in all circumstances.

You were born with a personal GPS, or inner guidance system—an instinctive knowing of what energizes you and what drains you. The concepts and tools set out in the Get Clarity® Operating System are focused on helping you learn to use your personal GPS, so that you can control your own energy at all times. There are several important facts about energy that will help you in this regard:

- Your body is a biological energy field that interacts constantly with the environment, creating a feedback loop.
- If you interpret this feedback as stressful, the result will be a loss of your vital energy and you will feel negative, drained, and lights-off.
- If you interpret the feedback as exciting, the result will be an increase in your vital energy, and you will feel positive, energized, and lights-on.

Holding your own personal energy steadily and not letting yourself become drained or frenetic is the key to creating a vibrant life. To help maintain your positive energy in all that you do, recognize that there are three distinct energy fields that you are in touch with at all times.

YOUR PERSONAL FIELD: THE HUMAN ENERGY SYSTEM

Your personal energy field is the arm's-length space around you, like an invisible energy bubble. It contains your mind and your thoughts, your body, your health, your spirit and your creativity. You control your personal energy field through the moment-to-moment choices you make. By choosing what you think, how you nourish or deplete your body, how you exercise, and how you sleep, as well as how you enliven your spirit, you can stay energetically alive, conscious, and lights-on.

THE NEAR FIELD: THE ENVIRONMENTAL ENERGY SYSTEM

The near field is the energy that your personal energy field interacts with daily, in your immediate environment—your home, your family, your neighborhood, your office, your community. The near field is your support field. Although you have less control over this field than over your personal energy field, your thoughts and actions have a strong influence on it. You interact with your near field constantly, so it is critical that you do all you can to ensure that its impact on you is supportive and enlivening. When you let negativity in this field consume you, and you worry about events you cannot control, you can easily lose your own energy, becoming anxious and on edge.

GET CLARITY® OPERATING SYSTEM *continued*

THE REMOTE FIELD: THE DISTANT ENERGY SYSTEM

The remote energy field is the one most distant from you. This is the energy of systems and events in the larger world over which you have little or no control—war, the economy, social upheaval, natural disasters. Think of the subjects you studied at school: history, geography, international relations, the social and physical sciences. The daily news bombards us with information about wars and conflicts, the ups and downs of the economy, crime, natural catastrophes, and global tragedies.

Life today exposes us to more drama—and melodrama—than ever before, especially in the media. It's easy to fall into the trap of confusing drama and energy. The key distinction between the two is that drama is draining, while energy is enlivening. To avoid being drained, focus on holding your own energy during all interactions.



HOLD YOUR OWN ENERGY FIELD

Learning how to consistently hold your own personal energy field is the most important element of creating the life you want to live. As you develop this critical skill, you will notice your personal field becoming steadier and stronger. With experience you will seldom feel drained, and the “energy vampires” will have to go elsewhere for their juice.



Being aware of what energizes you and what drains you in each of the three energy fields is important. In your Personal Field what thoughts and activities energize you? What drains you? What physical activity enlivens you? What foods give you energy? What energizes you in your Near Field and in the Remote Field? What drains you in those fields?

You can make some notes on the following page to increase your awareness of where you need to focus your attention for the most vitality.



ENERGIZED **PERSONAL - IN CHARGE** *DRAINED*

	
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ENERGIZED **NEAR - SOME INFLUENCE** *DRAINED*

	
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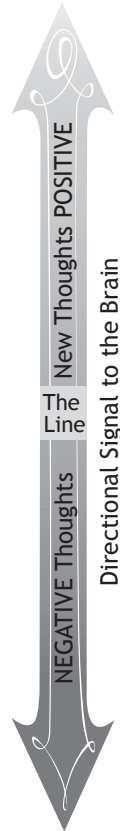
ENERGIZED **REMOTE - NO CONTROL** *DRAINED*

	
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THE TOOL KIT

TOOL #1 - A THOUGHT CHANGER STATEMENT

A Thought Changer Statement is a statement to focus your attention positively and effectively, which assists the process of building new neural pathways and directing behavior to positive outcomes and creating a new auto-pilot, positive focus.



1. Where are my thoughts now?
(On the Clarity® Attention Guide note the symbol, the color and the word.)
2. Where above-the-line do I want to focus my thoughts for more flow and effectiveness?
3. Create an intention statement to support the new focus.
“I will _____.”
4. What action step will I take today to make this happen?
(This action step can be a focused thought and/or physical action.)

THE TOOL KIT

TOOL #2 - THE CLARITY® CHECK-IN

A systematic way to set your personal field above-the-line with five inner-sensing questions

This check-in tool is an exercise to reinforce above-the-line thinking. It develops a protocol for you to sustain a positive brain state so that you can maintain your personal field regardless of any negativity or drama in the near field. Since it is an intra-personal feedback loop, the answers are completely focused on you even if you are checking in with others. Notice that it is designed so that you have to go above the line for your answers.

STEP 1: WHAT'S DIFFERENT? (*HIGH NOTICING*)

State one thing that you have noticed that's different in your field. Life is dynamic and constantly changing, and this question is a simple way to stay alert and avoid operating from old patterns. The answer doesn't have to be profound. Even a simple answer, such as "it's sunny outside" helps you access a place of conscious awareness.

STEP 2: THE WHOOPS REVIEW (*ACCOUNTABLE*)

What Worked and What Didn't Work (or what you could have done differently to be more effective) in your performance. State one thing that worked for you, and then state one thing that didn't work for you, and state each as a factual description while all judgment and criticism are removed. Clap to acknowledge what worked and what didn't work – celebrating that you are looking at all aspects of your personal performance. (*Acknowledgement*)

STEP 3: CHECK YOUR PERSONAL FIELD. (*FEEDBACK*)

What is your State of Mind?

What is your State of Body?

What is your State of Spirit?

STEP 4: WHAT ARE YOU GRATEFUL FOR? (*GRATITUDE*)

State one or more things that you are grateful for.

STEP 5: WHAT IS YOUR INTENTION FOR THE DAY? (*INTENTION*)

State your intention as an actionable step, which will serve to further your above-the-line strategy plan.

THE TOOL KIT

TOOL #3 - THE CLARITY® ATTENTION AND CHOICE GUIDE

The Clarity® Attention and Choice Point Guide in the back pocket provides fifty-six positive thoughts for choosing a new focal point and a method to find a positive one to reframe the negative thought. This cognitive refocusing creates a new behavioral outcome — a new autopilot where above-the-line thoughts become the habit. It takes some practice and repetition to be most effective.

In general, the best way to get started is look at the guide from the “big picture” perspective, and then follow the steps outlined in Tool #1

HOW TO USE THE GUIDE

The guide is an important tool to help you stay conscious and mindful about the choices you make and the behaviors you exhibit. When you are conscious you will not intentionally make ineffective choices about your behaviors.

This eight-column operating system is put in chart form to make shifting your attention quick and easy. The following is a tutorial to guide you through usage. This guide works vertically and horizontally.

CLARITY® ATTENTION GUIDE TUTORIAL - VERTICAL APPROACH

Start with the first column for individuals, as the other seven work in the same way. Looking at the guide for individuals, there is a column of fourteen words with corresponding symbols to the left, and there is a line dividing the fourteen words. The dividing line is described as the transition zone.

THE TOOL KIT

GROUPING DEFINITIONS

ABOVE-THE-LINE: The upper half of the guide contains a collection of seven words representing above-the-line thoughts and behaviors. Energetically, above-the-line represents the field of possibilities. It is lights-on and effective. We also refer to above-the-line as the light side. Actions initiated from this field are referred to as solution focused and effective as opposed to being judged as good or right.

UNDER-THE-LINE: The lower half of the guide contains a collection of seven words representing under-the-line thoughts and behaviors. Energetically, below the line represents the field of limits. It is lights-off and ineffective. We also refer to under-the-line as the shadow side or shadow behavior. Actions initiated from this field are referred to as problem focused and ineffective as opposed to being judged bad or wrong.

THE TRANSITION ZONE: The line is the bridge between the groups, and also a zone of transition. Every time you shift your attention from under-the-line to above-the-line, you cross through this zone and can experience some or all of the behaviors common to transition: discomfort, confusion, frustration, shift, transformation, challenge, and paradox. When you find yourself sensing any of these experiences, it is a clue that you are at a choice point and you can choose to take your attention above or below the line.

THE SYMBOLS (i.e. ✨) are used to show a connection between a specific under-the-line behavior and a specific above-the-line behavior.

EXAMPLE OF HOW THE VERTICAL FIELDS OPERATE:

Fear (■ below) is the shadow side of trust (■ above) and discomfort (on the bridge) is the transitional experience.

Anxiety (☉ below) is the shadow side of enthusiasm (☉ above) and discomfort (on the bridge) is the transitional experience.

Defiance (★ below) is the shadow side of dedication (★ above) and discomfort (on the bridge) is the transitional experience.

HORIZONTAL APPROACH

Now that you know the vertical approach for Individuals, look to the other columns left to right. They relate to each other horizontally. Here's how they work: All of the above-the-line words relate to each other and likewise all of the under-the-line words are related, and so on through the symbols.

For example:

(■ below) Fear, denial, manipulating, intimidation, motivational, threatening, and superficiality all relate energetically and behaviorally to each other.

(■ above) Trust, courage, honesty, safety, creative, accountable, and values based all related energetically and behaviorally to each other.

(© below) Anxiety, resentment, evaluating, withdrawal, passive, controlling, and pressure all relate energetically and behaviorally to each other.

(© above) Enthusiasm, celebration, modeling, willingness, contributing, empowering, and force all relate energetically and behaviorally to each other.

HOW TO USE SPECIFIC VERTICAL HEADINGS TO SHIFT YOUR FOCUS:

There are fifty-six effective or above-the-line word choices, spread over eight separate rows. In general, you can pick any word above-the-line on any of the eight columns that catches your eye and focus on that word. Literally, you could throw a dart and accept that word as a point of focus. Focusing your attention on that behavior will quickly shift your attention and begin the process of rewiring a neural pathway, and direct you into more effective flow.

Likewise, there are fifty-six ineffective or under-the-line word choices. In specific, if you feel negativity or lights-off energy you can look under-the-line and find a word that exemplifies where you, your team, your organization are at the moment.

The guides – *Individuals; Leaders; Teams; Systems; Organizational Behaviors; Organizational Spirit* – can be viewed individually to evaluate your individual thoughts/behaviors under each of those headings. Or, they can be used by organizations to evaluate behaviors, thoughts, and actions of the organization as viewed through the vertical guide.

Whether you are looking as an individual or organizationally, you can also locate a thought/behavior where you are now, anywhere on the guide without regard to the vertical heading. Use that below-the-line as a starting point. Then look above-the-line to the word that has its matching symbol. Then use that specific above-the-line word as a new point of focus to shift your attention.

In summary, above-the-line focus in general moves your overall attention to lights-on & energized, effective, solution focused outcomes which create flow. Under-the-line focus in general moves your attention to lights-off & drained, less effective, problem-focused outcomes that create stagnation.

INDIVIDUALS

What is my energy characterized by?

EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused

◆	Effortlessness	Self Esteem
✱	High Noticing	Curiosity
●	Authenticity	Gratitude
★	Dedication	Ruthlessness
◎	Enthusiasm	Celebration
⌘	Excitement	Playfulness
■	Trust	Courage
	Discomfort	Confusion
■	Fear	Denial
⌘	Exhaustion	Romance
◎	Anxiety	Resentment
★	Defiance	Self Pity
●	Self-Importance	Exactingness
✱	Habituation	Doubt
◆	Overdoing	Martyrdom

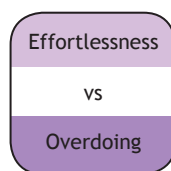
CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

THE TRANSITION LINE

The transition line on this guide has discomfort as the transitional experience. Whenever you navigate change, it is normal to experience discomfort. The discomfort will ease as you move through and focus on a more energized and lights-on choice. Focusing on the above-the-line choice in every situation will also allow you to be mindful and conscious of developing strategies that create lights-on results.

THE CHOICES

- ◆ **EFFORTLESSNESS** is the light side of **OVERDOING**. When you choose lights-on activities, there is no feeling of overdoing. Instead, you experience flow. You will notice things fall into place with ease. Synchronicity happens. The right people, events and actions appear. Our culture has a tendency to reinforce overdoing. There is an acceptance of an “I’ll do it even if it kills me” mentality. The results of overdoing are effort, struggle and exhaustion.



“We need only remain clear and awake to listen for how things really are, to feel how the smallest changes of energy and attention move in us, in our relationships, in our work. We can learn to follow the spaces between things. Not to fight and push and cajole, but rather simply to wait until the true way reveals itself easily and clearly in this moment.” ~ Wayne Muller

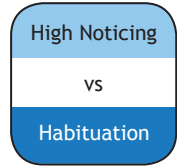
“If a warrior is to succeed at anything, the success must come gently, with a great deal of effort but with no stress or obsession.” ~ Carlos Castaneda

QUESTIONS TO ASK:

- > What lights-on activities am I choosing today?
- > Where in my life and work am I experiencing flow?
- > What synchronous events or people have appeared?
- > What activities seem like a struggle? What are my strategies to move them to effortlessness?
- > How does self-esteem, service, alignment, chaotic, imaginative and integrity relate to effortlessness?
- > What does effortlessness feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

❖ **HIGH NOTICING** is the light side of **HABITUATION**. High noticing is the ability to have your eyes wide open, being fully aware and conscious as you look for what is new and different. High noticing helps you stay curious and open to new strategies, behaviors and energy. Habituation is patterned behavior, always looking from a viewpoint of “it’s always been done this way so why change, or it would be impossible to change.” This results in stagnation and lack of creativity.



“Awareness is empowering.” ~ Rita Wilson

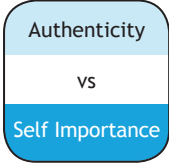
“To me, living in the present means being aware of your conscious choice to focus on the past, present or future - it is not necessarily having to focus on the present.” ~ Bo Bennett

QUESTIONS TO ASK:

- > What is new and different today?
- > What am I curious about?
- > What am I fully aware of right now?
- > Am I doing something out of habit versus being open to another way?
- > How does curiosity, visionary, innovation, intuitive, manifesting and clarity relate to high noticing?
- > What does high noticing feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

● **AUTHENTICITY** is the light side of **SELF IMPORTANCE**, a false sense of self. Authenticity is demonstrated when your thoughts, actions and your words are congruent. You do what you say and say what you mean. This results in a reflection of integrity and self esteem. You are clear about your strengths and weaknesses. Self importance is demonstrated when trying to do everything yourself instead of operating from your strengths. Authentic behavior allows delegation, whereas operating from self importance results in excessive control and micro-managing.



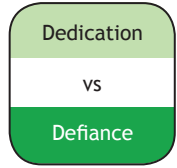
“A man wrapped up in himself makes a very small parcel.” ~ John Ruskin
“Authenticity is the alignment of head, mouth, heart, and feet - thinking, saying, feeling, and doing the same thing - consistently. This builds trust, and followers love leaders they can trust”. ~ Lance Secretan

QUESTIONS TO ASK:

- > Today, what will keep my thoughts, actions and behaviors congruent?
- > Am I doing what I say and saying what I mean?
- > What are my strengths? Am I using them fully?
- > How does gratitude, acknowledging, feedback, abundant, excellent and intention relate to authenticity?
- > What does authenticity feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

★ **DEDICATION** is the light side of **DEFIANCE**. Dedication is demonstrated by your willingness to commit to and participate fully to a choice. This focus creates forward momentum and aligned actions. Defiance is rigid and resistant and creates inertia.



“Most of us serve our ideals by fits and starts. The person who makes a success of living is the one who sees his goal steadily and aims for it unswervingly. That is dedication.” ~ Cecil B. DeMille

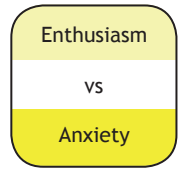
“If you believe in yourself and have dedication and pride - and never quit, you’ll be a winner. The price of victory is high but so are the rewards.” ~ Paul Bryant

QUESTIONS TO ASK:

- > What are the choices I’m dedicated to?
- > What choice am I willing to fully focus on today?
- > What are today’s aligned actions toward that choice?
- > How does ruthlessness, coaching, participate fully, collaborative, kind and compassion relate to dedication?
- > What does dedication feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

© **ENTHUSIASM** is the light side of **ANXIETY**. Whenever you focus on what inspires and lights you up, your body responds by releasing endorphins, and you have a relaxed sense of well being. You are enthusiastic. However, if you are in high stress situations, your body responds by releasing adrenaline, and you experience anxiety. This is a draining physiological response when it becomes a long-term pattern.



“Apathy can be overcome by enthusiasm, and enthusiasm can only be aroused by two things: first, an ideal, which takes the imagination by storm, and second, a definite intelligible plan for carrying that ideal into practice.” ~ Arnold J. Toynbee

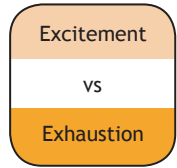
“Enthusiasm is everything. It must be taut and vibrating like a guitar string.” ~ Pele

QUESTIONS TO ASK:

- > What inspires me; fills me with enthusiasm?
- > What are things I can do every day that light me up; give me a sense of well being?
- > What are things I haven't done in a while that light me up?
- > How does celebration, modeling, willingness, contributing, empowering and force relate to enthusiasm?
- > What does enthusiasm feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

⌘ **EXCITEMENT** is the light side of **EXHAUSTION**. Whenever you focus on where you are passionate and excited, you will maintain excitement in your system. Choosing to focus on being excited lessens the chance that you experience exhaustion or chronic fatigue. Do not confuse needing a good night's sleep, a biological necessity, with exhaustion. Exhaustion is a physiological response to a long-term pattern of under-the-line focus.



“Dreams get you into the future and add excitement to the present.”
~ Robert Conklin

“At the moment you are no longer an observing, reflecting being; you have ceased to be aware of yourself; you exist only in that quiet, steady thrill that is so unlike any excitement that you have ever known.” ~ May Sinclair

QUESTIONS TO ASK:

- > Where will my focus this week/today be exciting?
- > What passionate desire do I want to focus upon?
- > What were the lights-on clues that appeared last week? Focus on those.
- > How does playfulness, confidence, recreation, vital, receptive and passion relate to excitement?
- > What does excitement feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

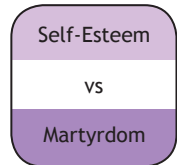
SECOND COLUMN

THE TRANSITION LINE

The transition line on this guide has confusion as the transitional experience. Whenever you navigate change, it is normal to experience confusion. It feels like being in a fog when you can't see where to go. Picking any word/thought above-the-line will act as a directional signal to your brain and quickly move you to a clearer vantage point.

THE CHOICES

- ◆ **SELF-ESTEEM** is the light side of **MARTYRDOM**. High self-esteem affects you positively. Your ability to hold your energy at a consistent positive level, staying lights-on in the face of challenges, contributes to outcomes that are aligned to your values. Martyrdom is an energetic state that happens when you cannot hold your energy, when you drain yourself for others, and therefore sacrifice your ability to stay on purpose.



“Conscience: self-esteem with a halo.” ~ Irving Layton

*“Low self-esteem is like driving through life with your hand-break on.”
~ Maxwell Maltz*

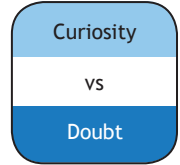
QUESTIONS TO ASK:

- > Where in my life and work am I holding my energy consistently?
- > What challenges drain my energy? Where do I need to be more aware of my energy drains?
- > What sacrifices am I making that may be taking me off my purpose?
- > How does effortlessness, service, alignment, chaotic, imaginative and integrity relate to self-esteem?
- > What does self-esteem feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

SECOND COLUMN

* **CURIOSITY** is the light side of **DOUBT**. Curiosity as an energetic force explores the field of all possibilities, asks questions, and seeks answers that empower and direct choices. It is a key factor contributing to creativity and flow. Doubt as an extreme can completely stop forward momentum and even in moderation can slow the flow pattern and contribute to stagnation.



“Curiosity is one of the great secrets of happiness.” ~ Bryant H. McGill

“Curiosity is free-wheeling intelligence.” ~ Alistair Cooke

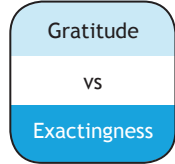
QUESTIONS TO ASK:

- > Where can I be more curious?
- > What can I do to notice any resistance and become curious?
- > In this moment, in the field of all possibilities, what is my most empowering choice?
- > How does high noticing, visionary, innovation, intuitive, manifesting and clarity relate to curiosity?
- > What does curiosity feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

SECOND COLUMN

● **GRATITUDE** is the light side of **EXACTINGNESS**. Gratitude is one of the healthiest ways to view the world, using the ability to find a gift, a lesson or a message in every circumstance, and expressing that gratitude. The behavior of gratitude manifests by asking the question, “What is the most positive way that I can view this situation?” “What is the best case scenario – the win?” Exactingness is the behavior pattern that results from a viewpoint that concludes, “this isn’t exactly what I wanted, and it is not perfectly my way.” Coming at life from this critical viewpoint results in unhappiness because nothing is ever good enough.



“Gratitude bestows reverence, allowing us to encounter everyday epiphanies, those transcendent moments of awe that change forever how we experience life and the world.” ~ John Milton

“Gratitude unlocks the fullness of life. It turns what we have into enough, and more. It turns denial into acceptance, chaos to order, confusion to clarity. It can turn a meal into a feast, a house into a home, a stranger into a friend.” ~ Melody Beattie

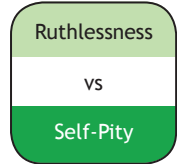
QUESTIONS TO ASK:

- > What are five things I’m grateful for, right now?
- > How do I express my gratitude in a way that enlivens me?
- > What can I do to always have an attitude of gratitude?
- > How does authenticity, acknowledging, feedback, abundant, excellent and intention relate to gratitude?
- > What does gratitude feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

SECOND COLUMN

★ **RUTHLESSNESS** is the light side of **SELF-PITY**. Seemingly an oxymoron, the use of this word means that you will ruthlessly protect your aliveness. It is like “putting your own oxygen mask on first” in order to stay alive so that you can be in service to yourself and others. It never means acting ruthlessly towards others. The “woe is me” language of self-pity has resulted from becoming an empty vessel having given your energy to others. Self-pity results in drained, ineffective behavior.



“I guess I am ruthless too because that’s what makes a great artist. But I also respect people; I don’t go around stepping on their heads.” ~ Julian Schnabel

“I always like to reveal the fact that the emperor has no clothes. And children are best at that. They teach us how to see the world in that sense. They are without artifice; they see it for what it is. I am drawn to that ruthless honesty.” ~ Mira Nair

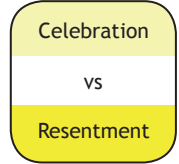
QUESTIONS TO ASK:

- > Where do I need to ruthlessly protect my energy today?
- > Do I feel more power over my energy when I am ruthless?
- > What can I do to express this ruthlessness effectively?
- > How does dedication, coaching, participate fully, collaborative, kind and compassion relate to ruthlessness?
- > What does ruthlessness feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

SECOND COLUMN

© **CELEBRATION** is the light side of **RESENTMENT**. Celebration is the ability to find the positive, no matter how small, in everything and reflecting that back into the world, like a mirror. It is attractive energy. Resentment is behavior that results from holding in negative thoughts and feelings, and absorbing it into yourself, like a sponge. This cumulative absorption is often described as “having a chip on the shoulder.” It is repellent energy.



“The thing about performance, even if it’s only an illusion, is that it is a celebration of the fact that we do contain within ourselves infinite possibilities.”
~ Sydney Smith

“Think of the magic of that foot, comparatively small, upon which your whole weight rests. It’s a miracle, and the dance is a celebration of that miracle.”
~ Martha Graham

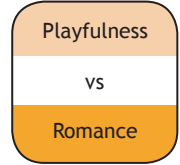
QUESTIONS TO ASK:

- > What can I celebrate right now?
 - > What can I do to celebrate all my accomplishments every day?
 - > What is the best method for me to celebrate and truly feel it in my body and mind?
 - > How does enthusiasm, modeling, willingness, contributing, empowering and force relate to celebration?
 - > What does celebration feel like energetically? Notice it: experience that feeling.
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CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

SECOND COLUMN

⌘ **PLAYFULNESS** is the light side of **ROMANCE**. Having fun and being light hearted results in a sense of joy and being in the present moment. It is reality based. Romance is defined here as being in fantasy, wishing things to be different than they are, and/or playing the “grass is always greener on the other side of the fence” scenario.



“Humanity has advanced, when it has advanced, not because it has been sober, responsible, and cautious, but because it has been playful, rebellious, and immature.” ~ Tom Robbins

“It is requisite for the relaxation of the mind that we make use, from time to time, of playful deeds and jokes.” ~ Thomas Aquinas

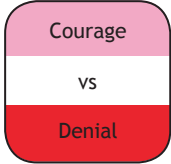
QUESTIONS TO ASK:

- > Where will my focus this week/today be playful?
- > What can I do every day to be more playful?
- > When am I most playful and how can I bring that into this moment?
- > How does excitement, confidence, recreation, vital, receptive and passion relate to playfulness?
- > What does playfulness feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR INDIVIDUALS

SECOND COLUMN

■ **COURAGE** is the light side of **DENIAL**. It takes courage and honesty to look at the difficult patterns of your own behavior and even more courage to go into action to correct your course. Denial is like “sticking your head in the sand” and results in stagnation.



“We must build dikes of courage to hold back the flood of fear.”
~ Martin Luther King, Jr.

“Success is not final, failure is not fatal: it is the courage to continue that counts.” ~ Winston Churchill

QUESTIONS TO ASK:

- > What are the behavior patterns I want to change?
- > What steps do I need to take at this moment to change them?
- > Where am I most courageous and how do I apply that courage to my limiting patterns?
- > How does trust, honesty, safety, creative, accountable, and values based relate to my courage?
- > What does courage feel like energetically? Notice it; experience that feeling.

PARTNERS

What is the energy I contribute to the partnership?

EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused

Co-creation	◆
Faith	✻
Synergy	●
Appreciation	★
Belonging	◎
Respect	⌘
Support	■
Anger	■
Greed	■
Inequality	⌘
Isolation	◎
Blame	★
Egotism	●
Jealousy	✻
Compromise	◆

CLARITY® ATTENTION GUIDE FOR PARTNERS

THE TRANSITION LINE

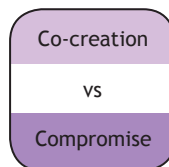
The transition line on this guide has anger as the transitional experience. Anger is an energetic force initiating action to accelerate change. It is quick, and very powerful, like a flash point, and is never used to harm others or directed toward others. The “I’m so angry that I will do whatever it takes to change” language is a catalyst for creativity to find effective solutions. When you find yourself angry, it is a clue that you are at a choice point, and that it is time to shift your attention above the line.

THE CHOICES

◆ **CO-CREATION** is the light side of **COMPROMISE**.

Co-creation is the alignment of both partner’s visions. Partner one has a clear vision, partner two has a clear vision, and together they have a 3rd vision. The 3rd vision is created by a process of inclusion. This shared vision emerges to be more powerful and expansive than either is individually.

Compromise means that neither party gets what they want, so no one wins. By a process of elimination, each partner has given up important dreams and the result is often disappointing, resulting in resentment.



“An individual can’t create anything itself. All of our dreams come true with the cooperation and co-creation of other souls.” ~ Hina Hashmi

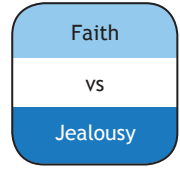
*“Meaningful relationships are a cornerstone for better co-creation.”
~ Petra Kuenkel*

QUESTIONS TO ASK:

- > Am I focusing my attention and energy on our shared vision today?
- > What am I doing today/this week to participate in the co-creation of that vision?
- > Am I choosing thoughts and actions in good faith support of our shared vision?
- > How does effortlessness, self-esteem, service, alignment, chaotic, imaginative and integrity relate to co-creation?
- > What does co-creation feel like energetically? Notice it; experience that feeling.

CLARITY® ATTENTION GUIDE FOR PARTNERS

❖ **FAITH** is the light side of **JEALOUSY**. Faith combines the grounding of complete trust with the certainty that each partner is choosing actions that support the shared vision. Hence the sayings “acting in good faith” and “a faith walk.” Jealousy lacks the grounding of complete trust and creates an opening for making up stories (fabricating) that a partner is choosing actions to destroy the shared vision.



“Faith makes all things possible...love makes all things easy.”
~ – Dwight L. Moody

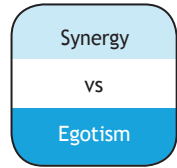
“Faith is to believe what you do not see; the reward of this faith is to see what you believe.” ~ Saint Augustine

QUESTIONS TO ASK:

- > How can I express or show my faith in the partnership today?
- > What can I do to shift any lack of trust to faith?
- > What will deepen my trust that my partner is supporting our shared vision?
- > How does high noticing, curiosity, visionary, innovation, intuition, manifesting and clarity relate to faith?
- > What does faith feel like energetically? Notice it; experience the feeling.

CLARITY® ATTENTION GUIDE FOR PARTNERS

- **SYNERGY** is the light side of **EGOTISM**. Synergy is the powerful interaction that arises when two partners with different complementary visions cooperate. The effect of synergy enhances and magnifies the outcomes, like $1+1=3$. It is an attractive energy. Egotism is self-centered and it diminishes creativity. It is a repellent energy.



“Synergy is better than my way or your way. It’s our way.” ~ Stephen Covey

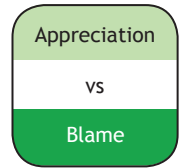
“Synergy does not mean giving up what we want. It means joining to co-create so each is able to receive ever more of what attracts us through joining rather than opposing.” ~ Barbara Marx Hubbard

QUESTIONS TO ASK:

- > What are the synergetic elements of the partnership and how do they contribute to the shared vision?
- > What am I doing today to bring my vision and talent to the partnership, and not my ego?
- > How does my partner’s vision complement my vision?
- > How does authenticity, gratitude, acknowledgment, feedback, abundance, excellence and intention relate to synergy?
- > What does synergy feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR PARTNERS

★ **APPRECIATION** is the light side of **BLAME**. Appreciation means gratefully recognizing differences, valuing the power of differences to expand creativity and flow. Blame implies that differences are wrong. The focus on finding fault and criticism causes stagnation and resistance.



“Feelings of worth can flourish only in an atmosphere where individual differences are appreciated, mistakes are tolerated, communication is open, and rules are flexible - the kind of atmosphere that is found in a nurturing family.” ~ Virginia Satir

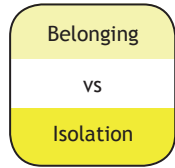
*“I will, from this day strive to forge togetherness out of our differences.”
~ Josefa Iloilo*

QUESTIONS TO ASK:

- > How can I express and deepen my appreciation for my partner’s contribution to the partnership?
- > What can I do to appreciate my own contribution to our shared vision?
- > When I feel critical about our differences, what can I do to shift that to appreciation?
- > How does dedication, ruthlessness, coaching, participating fully, collaborative, kindness, and compassion relate to appreciation?
- > What does appreciation feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR PARTNERS

© **BELONGING** is the light side of **ISOLATION**. Belonging is one of the healthiest and empowering of basic human needs. It is inclusive. Strong partnership requires inclusion of each partner's thoughts to nourish the co-operation. Isolation fosters insecurity, starves the partnership and is unhealthy.



“Because true belonging only happens when we present our authentic, imperfect selves to the world, our sense of belonging can never be greater than our level of self-acceptance.” ~ Brené Brown

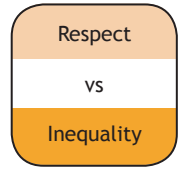
“Too much self-centered attitude, you see, brings, you see, isolation. Result: loneliness, fear, anger. The extreme self-centered attitude is the source of suffering.” ~ Dalai Lama

QUESTIONS TO ASK:

- > What can I do today to deepen my sense of belonging?
- > What can I do to fully contribute my thoughts to the partnership?
- > Where am I isolating myself from fully participating?
- > How does enthusiasm, celebration, modeling, willingness, contributing, empowering and force relate to belonging?
- > What does belonging feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR PARTNERS

⌘ **RESPECT** is the light side **INEQUALITY**. Respect is the act of honoring the spirit within yourself and others, summed up in the Buddhist greeting, Namasté. It requires you to have high self-esteem in order to grant others their value and esteem. Inequality is mean spirited, and focuses on “there’s not enough for me” thoughts. It drains the energy of the partnership.



“I believe that working with good people matters because then the work environment is good. If there is a sense of respect and belief among the people you work with, that is when good work is done.” ~ Ranbir Kapoor

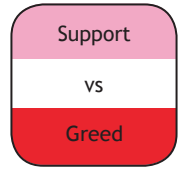
*“R-E-S-P-E-C-T, Find out what it means to me, R-E-S-P-E-C-T”
~ Aretha Franklin*

QUESTIONS TO ASK:

- > How am I honoring the spirit in myself and my partner today?
- > What can I do to shift any feelings of inequality in the partnership?
- > How does respecting my spirit and my partner’s spirit enhance the partnership?
- > How does excitement, playfulness, confidence, recreation, vitality, receptiveness and passion relate to respect?
- > What does respect feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR PARTNERS

■ **SUPPORT** is the light side of **GREED**. Support is the grounding action upon which loving partnerships stand. It is generous and spacious, making room for multiple lights-on dreams to grow. The support connection is foundational for expansion into powerful, productive relationships, the “thrival paradigm.” Greed withholds and hoards energy of ideas, love, power, money, and sex. By hoarding and controlling, greed depletes and drains, and is a remnant of the old “survival paradigm.”



“Sometimes our light goes out, but is blown into flame by another human being. Each of us owes deepest thanks to those who have rekindled this light.”
~ Albert Schweitzer

“Out beyond the idea of wrong doing and right doing there is a field. I’ll meet you there.” ~ Rumi

QUESTIONS TO ASK:

- > What am I doing today to fully support the partnership?
- > Am I withholding any thoughts or energy from the partnership?
- > What can I do to shift my thoughts of greed to support?
- > How does trust, courage, honesty, safety, creative, accountable and values based relate to support?
- > What does support feel like energetically? Notice it: experience that feeling.

LEADERS

Where is my energy focused as a leader?

EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused

Service	◆
Visionary	✻
Acknowledging	●
Coaching	★
Modeling	◎
Confidence	⌘
Honesty	■
Frustration	■
Manipulating	■
Sabotaging	⌘
Evaluating	◎
Telling	★
Advising	●
Assuming	✻
Dictatorial	◆

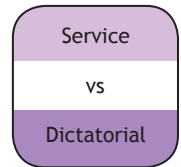
CLARITY® ATTENTION GUIDE FOR LEADERS

THE TRANSITION LINE

The transition line on this guide has **frustration** as the transitional experience. Whenever you are leading the change process, experiencing frustration is normal as you prepare yourself to stay above-the-line.

THE CHOICES

◆ **SERVICE** is the light side of **DICTATORIAL** behavior. An attitude of service requires focus on a vision bigger than oneself, and acknowledges the contribution of others. Dictatorial behavior is focused on oneself to the exclusion of others.



“Whoever renders service to many puts himself in line for greatness - great wealth, great return, great satisfaction, great reputation, and great joy.” ~ Jim Rohn

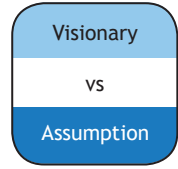
“Service which is rendered without joy helps neither the servant nor the served. But all other pleasures and possessions pale into nothingness before service which is rendered in a spirit of joy.” ~ Mahatma Gandhi

QUESTIONS TO ASK:

- > What is my biggest vision that serves the world?
- > What am I doing today/this week to be of service to that vision?
- > What can I do to acknowledge the other contributors to this vision?
- > How does effortlessness, self-esteem, alignment, chaotic, imaginative and integrity relate to service?
- > What does being of service feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR LEADERS

❖ **VISIONARY** is the light side of **ASSUMPTION**. Being visionary is seeing a situation from the perspective of the field of all possibility. It is a skill called 360° awareness, which enables you to grasp the overall context. Assumption implies that you know everything, and that people see things the way you see them. This distinction between visionary and assumption is one of the most powerful contained within these guides. It is the difference between enhancing performance through innovation, inclusion, and release of inherent brilliance versus stifling performance through presumed limitations.



“Visionary people face the same problems everyone else faces; but rather than get paralyzed by their problems, visionaries immediately commit themselves to finding a solution.” ~ Bill Hybels

“The leader has to be practical and a realist; yet must talk the language of the visionary and the idealist.” ~ Eric Hoffer

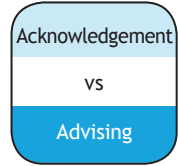
QUESTIONS TO ASK:

- > What can I do to expand my 360° awareness this week?
- > What is the field of all possibility for the situation I face today?
- > Where can I enhance my inherent brilliance today?
- > How does high noticing, curiosity, innovation, intuitive, manifesting and clarity relate to visionary?
- > What does being visionary feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR LEADERS

● **ACKNOWLEDGMENT** is the light side of **ADVISING**.

Acknowledgment is appreciative; recognizing others for their contributions. It is collegial and creates a positive peer energetic. Advising implies an attitude of superiority and creates hierarchical structures. Do not confuse this “I always know best” type of advising with professional advisors who contribute from a specialized area of expertise and knowledge.



“No one who achieves success does so without acknowledging the help of others. The wise and confident acknowledge this help with gratitude.”

~ Alfred North Whitehead

“Our willingness to acknowledge that we only see half the picture creates the conditions that make us more attractive to others. The more sincerely we acknowledge our need for their different insights and perspectives, the more they will be magnetized to join us.” ~ Margaret J. Wheatley

QUESTIONS TO ASK:

- > Who will I acknowledge today?
- > Where can I shift my advising to acknowledging?
- > What will make my acknowledgements more effective?
- > How does authenticity, gratitude, feedback, abundant, excellent and intention relate to acknowledging?
- > What does acknowledgement feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR LEADERS

★ **COACHING** is the light side of **TELLING**. Coaching creates a field of curiosity with an energetic of openness. It's asking questions to elicit discovery and learning. Telling lacks curiosity, assumes that you know more than others, and results in stifled energy and lack of creativity.



“Probably my best quality as a coach is that I ask a lot of challenging questions and let the person come up with the answer.” ~ Phil Dixon

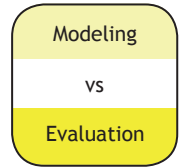
*“I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable.”
~ John Russell*

QUESTIONS TO ASK:

- > Where am I being curious and open in my relationships today?
- > What questions could I be asking of myself and others?
- > Where can my coaching performance be more effective?
- > How does dedication, ruthlessness, participate fully, collaborative, kind and compassion relate to coaching?
- > What does coaching feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR LEADERS

© **MODELING** is the light side of **EVALUATION**. Modeling is leading by example and opens opportunities for communication and experiential learning. This direct experience creates a perspective from the inside out. The active experience of modeling gives the opportunity to acknowledge what worked and what didn't; looking at both in a factual manner as a way to improve performance. Evaluation is often outside in. It lacks direct experience and invites judgment or criticism.



“Leadership isn’t about power for the sake of power - not true leadership. Instead it deals with modeling behavior you want others to have.”

~ Laura Weakly

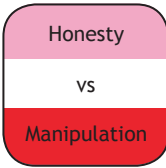
“Your life may be the only Bible some people read.” ~ Author Unknown

QUESTIONS TO ASK:

- > Where behavior am I modeling today?
- > What lights-on thought or activity supports my most effective behaviors?
- > Where can my performance be more effective?
- > How does enthusiasm, celebration, willingness, contributing, empowering and force relate to modeling?
- > What does modeling feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR LEADERS

■ **HONESTY** is the light side of **MANIPULATION**. Honesty is telling the truth and being in integrity. Energetically, it feels clean and clear. It creates a field of attraction and curiosity. Manipulation is changing your story to get people to agree with you, or not saying what you really mean for fear your message will be rejected. The results are limited and often repellant.



“Almost any difficulty will move in the face of honesty. When I am honest I never feel stupid. And when I am honest I am automatically humble.”
~ Hugh Prather

“A sarcastic person has a superiority complex that can be cured only by the honesty of humility.” ~ Lawrence G. Lovasik

QUESTIONS TO ASK:

- > What does it mean to tell the truth to myself - not about my shadow but my aliveness?
- > Where does honesty and integrity show up in my life? My work?
- > What can I do to proactively model honesty?
- > How does trust, courage, safety, creative, accountable, and values based relate to honesty?
- > What does honesty feel like energetically? Notice it; experience that feeling.

TEAMS

What is the team's energy?

EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused



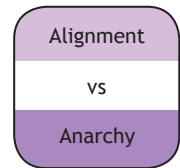
CLARITY® ATTENTION GUIDE FOR TEAMS

THE TRANSITION LINE

The transition line on this guide has **shift** as the transitional experience. Working in teams involves change and differing perspectives. To be effective teams must become fluid with shift. Shift is to be expected. By staying in flow with it, rather than in resistance to it, team learning and productiveness will be enhanced.

THE CHOICES

◆ **ALIGNMENT** is the light side of **ANARCHY**. In alignment, all parties see the vision, and in their own unique way, are able to contribute creatively to the bigger picture, creating flow. Alignment is constructive. Anarchy is destructive. Anarchy in a team creates lack of connection and stagnation with its “every man for himself” mentality.



“The most empowering condition of all is when the entire organization is aligned with its mission, and people’s passions and purpose are in synch with each other.” ~ Bill George Peter Sims

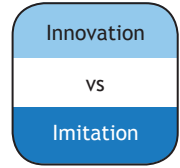
“To attain inner peace you must actually give your life, not just your possessions. When you at last give your life - bringing into alignment your beliefs and the way you live then, and only then, can you begin to find inner peace.” ~ Peace Pilgrim

QUESTIONS TO ASK:

- > Where am I aligned with others on my team or in my family?
- > What am I doing to contribute to the flow?
- > What can I do to improve alignment with others?
- > How does effortlessness, service, chaotic, imaginative and integrity relate to alignment?
- > What does alignment feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR TEAMS

❖ **INNOVATION** is the light side of **IMITATION**. Innovation means taking a look at a possibility with a fresh perspective and seeing a way that it can be improved upon. Imitation is repetition of old patterns. It results in a lack of creativity.



“An innovation is one of those things that society looks at and says, if we make this part of the way we live and work, it will change the way we live and work.”
~ Dean Kamen

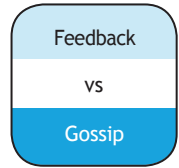
“But innovation comes from people meeting up in the hallways or calling each other at 10:30 at night with a new idea, or because they realized something that shoots holes in how we’ve been thinking about a problem.” ~ Steve Jobs

QUESTIONS TO ASK:

- > What fresh perspective can I bring to my work today — the most innovative?
- > What is the field of all possibility for the situation I face today?
- > What can I do to avoid approaching my day by repeating an ineffective pattern?
- > How does high noticing, curiosity, visionary, intuitive, manifesting and clarity relate to innovation?
- > What does being innovation feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR TEAMS

- **FEEDBACK** is the light side of **GOSSIP**. Intra-personal feedback is a natural phenomenon. It is the human system responding to information from the environment, for example if you get cold you shiver. Likewise, inter-personal feedback works best when it mimics a natural model. It is immediate, direct, given face-to-face and relays information obtained through observation. Gossip is delayed, indirect, behind the back, and relays information obtained through opinion and interpretation. The results of gossip create problems and defensiveness. Feedback creates trust and improved performance.



“Be impeccable with your word. Speak with integrity. Say only what you mean. Avoid using the word to speak against yourself or to gossip about others. Use the power of your word in the direction of truth and love.

~ Miguel Angel Ruiz

I think it’s very important to have a feedback loop, where you’re constantly thinking about what you’ve done and how you could be doing it better.”

~ Elon Musk

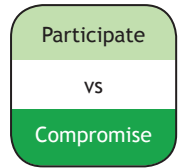
QUESTIONS TO ASK:

- > How can I improve my communication to others?
- > Where do I gossip? What do I need to do to be more aware and stop it?
- > What will make my feedback to others more effective?
- > How does authenticity, gratitude, acknowledging, abundant, excellent and intention relate to feedback?
- > What does feedback feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR TEAMS

★ **PARTICIPATE FULLY** is the light side of **COMPROMISE**.

Participate fully means just what it says; all team members are clear about doing what they enjoy and enjoying what they are doing. They are getting the joy that they want from their work through willingly contributing to a shared vision. Compromise means nobody gets what they want. It is a draining energetic sense where everybody loses. Participate fully means everyone gains.



“The more you participate in our common endeavors, the more successful your work in the factory, mine, wharf or village, in an economic institute or in the arts, in commerce or administration, the sooner we will be where we all want to be.” ~ Walter Ulbricht

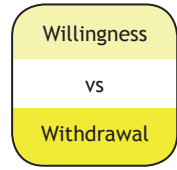
*“The notion of looking on at life has always been hateful to me. What am I if I am not a participant? In order to be, I must participate.”
~ Antoine de Saint-Exupery*

QUESTIONS TO ASK:

- > What do I need to be clear about to participate fully?
- > Where does my work bring me joy? What do I need to do or learn to enjoy my work?
- > What is the vision/purpose that enlivens me and makes me willing to participate fully?
- > How does dedication, ruthlessness, coaching, collaborative, kind and compassion relate to participating fully?
- > What does participating fully feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR TEAMS

© **WILLINGNESS** is the light side of **WITHDRAWAL**. If you are willing, you will check into your energy and choose a clear yes or a clear no. Then direction and movement become possible. People who simply withdraw do not give a clear yes or no, a stalemate position, hampering forward momentum. Therefore, effective action becomes impossible.



“Confidence is at the root of so many attractive qualities, a sense of humor, a sense of style, a willingness to be who you are no matter what anyone else might think or say.” ~ Wentworth Miller

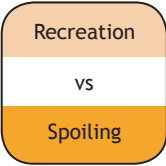
“Curiosity endows the people who have it with a generosity in argument and a serenity in their own mode of life which springs from their cheerful willingness to let life take the form it will.” ~ Alistair Cooke

QUESTIONS TO ASK:

- > When am I most willing?
- > What lights-on thought or activity supports my willingness?
- > Where can I be more willing?
- > How does enthusiasm, celebration, modeling, contributing, empowering and force relate to willingness?
- > What does willingness feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR TEAMS

⌘ **RECREATION** is the light side of **SPOILING THE GAME**. Recreation and having fun creates a desire to participate with fluidity. Spoiling the game comes from a sense of inadequacy and fear. It creates resistance and stifles team performance.



“Leave all the afternoon for exercise and recreation, which are as necessary as reading. I will rather say more necessary because health is worth more than learning.” ~ Thomas Jefferson

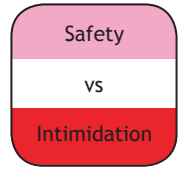
*“If bread is the first necessity of life, recreation is a close second.”
~ Edward Bellamy*

QUESTIONS TO ASK:

- > Where do I have the most fun?
- > What forms of recreation most enliven me?
- > Where can I bring more recreation into my life and work?
- > How does excitement, playfulness, confidence, vital, receptive and passion relate to recreation?
- > What does recreation feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR TEAMS

■ **SAFETY** is the light side of **INTIMIDATION**. Safety implies that people can be real. They can learn and grow in an atmosphere where their knowledge and contributions are valued. It is based in trust as opposed to intimidation, which is based in fear.



“I could not tread these perilous paths in safety, if I did not keep a saving sense of humor.” ~ Horatio Nelson

“Confidence, knowing for certain that the person making the call has your safety foremost in their mind. And knowing that the job you are about to take on is the right thing to do, that it makes sense.” ~ Paul Gleason

QUESTIONS TO ASK:

- > Where am I fully myself, fully the real me?
- > Where am I valued? Where do I value others?
- > What can I do to proactively value myself and others?
- > How does trust, courage, honesty, creative, accountable, and values based relate to safety?
- > What does safety feel like energetically? Notice it; experience that feeling.

SYSTEMS

Are our systems...?

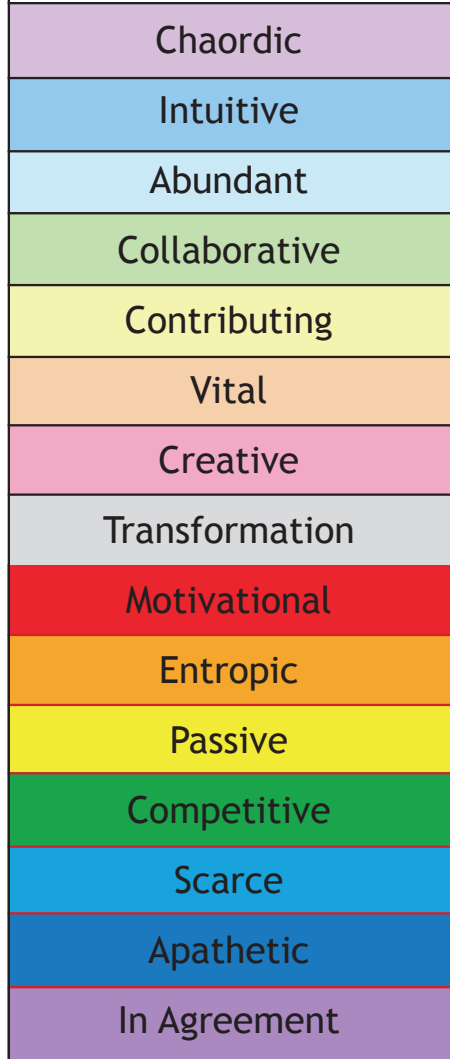
EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused



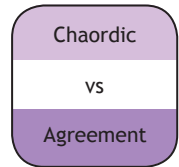
CLARITY® ATTENTION GUIDE FOR SYSTEMS

THE TRANSITION LINE

The transition line on this guide has **transformation** as the transitional experience. Transformation means that a form will come undone, resulting in chaos, and then reform in a new and changed pattern. Therefore, chaos precedes change. Chaos is a natural process like the seasonal changes in the environment, for example, when winter changes into spring. In the human system, this process of coming undone can create fear until the new pattern emerges and is understood. It is important to remember that whatever system has gone into chaos will respond to environmental input, and a new and evolved pattern can take its place.

THE CHOICES

◆ **CHAORDIC** is the light side of **AGREEMENT**. Chaos is the prelude to positive change and it precedes order. Chaordic implies relatedness, and the connection of seemingly random patterns into a system that is holistic. It is constructive. In agreement or group think, everybody is required to see things exactly the same way, and it results in stagnation and lack of creativity. The term chaord was coined to describe a phenomenon seen in nature when the forces of chaos and order merge and self-organize to create systems. The science of cosmology relates a chaordic system to the big bang theory of the creation of the universe.



“Chaos in the world brings uneasiness, but it also allows the opportunity for creativity and growth.” ~ Tom Barrett

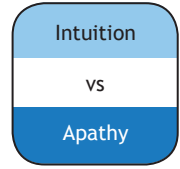
“Invention, it must be humbly admitted, does not consist in creating out of void, but out of chaos.” ~ Mary Wollstonecraft Shelley

QUESTIONS TO ASK:

- > Where am I most comfortable with chaos?
 - > What chaos am I allowing myself to experience?
 - > What am I doing today/this week to bring effective order to my work?
 - > How does effortlessness, self-esteem, service, alignment, imaginative and integrity relate to chaordic?
 - > What does being chaordic feel like energetically? Notice it: experience that feeling.
-
-

CLARITY® ATTENTION GUIDE FOR SYSTEMS

❖ **INTUITION** is the light side of **APATHY**. Intuition is a knowing, a natural response to accessing whole brain thinking. It creates a field of certainty with alertness and flow. Apathy is like operating on auto-pilot, and relying upon programmed systems for guidance. Apathy creates a low energy field of unconsciousness and depression.



“The creative is the place where no one else has ever been. You have to leave the city of your comfort and go into the wilderness of your intuition.”
~ Alan Alda

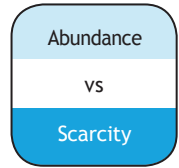
“Intuition will tell the thinking mind where to look next.” ~ Jonas Salk

QUESTIONS TO ASK:

- > Where am I most open to my intuition?
- > What does my intuition tell me about the situation I face today?
- > How can I enhance the use of my intuition on a continued basis?
- > How does high noticing, curiosity, visionary, innovation, manifesting and clarity relate to intuitive?
- > What does being intuitive feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR SYSTEMS

- **ABUNDANCE** is the light side of **SCARCITY**. Abundance is a way of thinking that is focused on getting everything necessary to manifest a vision; knowing that there is always enough. It is a system built upon trust, creativity, and aligned action. It creates a field of attraction and approachability. Scarcity is a way of thinking focused on lack, a belief that there is never enough. It creates limits and a repellent energy that is difficult to approach.



“Abundance is not something we acquire. It is something we tune into.”
~ Wayne Dyer

“Not what we have But what we enjoy, constitutes our abundance.”
~ Epicurus

QUESTIONS TO ASK:

- > Where is the abundance in my life and in my work?
- > What can I do to acknowledge the abundance in my life every day?
- > What abundance am I attracting?
- > How does authenticity, gratitude, feedback, acknowledging, excellent and intention relate to abundant?
- > What does abundance feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR SYSTEMS

★ **COLLABORATION** is the light side of **COMPETITION**.



Collaboration uses the energy of contribution to move a system to wholeness. It signifies a team approach. Competition uses the energy of self importance and signifies an individual approach. Within organizations and teams, an internal system based upon collaboration is highly effective when responding to external competition such as in the field of sports and business. It becomes ineffective when the competition becomes internalized and directed among team members.

“As you navigate through the rest of your life, be open to collaboration. Other people and other people’s ideas are often better than your own. Find a group of people who challenge and inspire you, spend a lot of time with them, and it will change your life.” ~ Amy Poehler

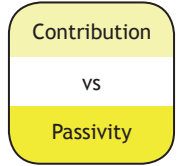
“The one great thing about a continuing collaboration is that they know you. And if you’re really lucky, they really believe in you and think that your talent has some unending bounds to it.” ~ Mark Ruffalo

QUESTIONS TO ASK:

- > Am I being collaborative or competitive?
- > Where can my team (family) and I increase our collaboration?
- > Where have I noticed my most effective collaboration?
- > How does dedication, ruthlessness, participate fully, coaching, kind and compassion relate to collaborative?
- > What does collaborative feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR SYSTEMS

© **CONTRIBUTION** is the light side of **PASSIVITY**. Contribution is participating with ideas, actions, and solutions. Passivity is a form of resistance and withholding.



“Anyone who acquires more than the usual amount of knowledge concerning a subject is bound to leave it as his contribution to the knowledge of the world.” ~ Liberty Hyde Bailey

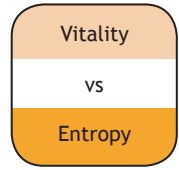
“But what is more, if we have succeeded in adding to the basic understanding of our universe and ourselves, we will have made a contribution to the totality of human culture.” ~ Haldan Keffer Hartline

QUESTIONS TO ASK:

- > Where am I contributing today?
- > What lights-on thought or activity energizes my contribution?
- > Where can I contribute more effectively?
- > How does enthusiasm, celebration, willingness, modeling, empowering and force relate to contributing?
- > What does contributing feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR SYSTEMS

⌘ **VITALITY** is the light side of **ENTROPY**. Vitality means aliveness. It is lights-on systems with a focus on reorganization, expansion and growth. Entropy means loss of aliveness, lights-off systems with a focus on disorganization, shrinking and degradation. As in nature, an entropic system will have difficulty adapting to changing circumstances.



“Few of us have vitality enough to make any of our instincts imperious.”
~ George Bernard Shaw

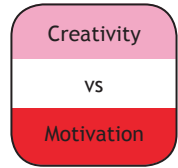
“There is a vitality, a life force, an energy, a quickening, that is translated through you into action, and because there is only one of you in all time, this expression is unique.” ~ Martha Graham

QUESTIONS TO ASK:

- > Where do I feel most vital?
- > What lights-on thought or activity supports my vitality?
- > Where can I increase the feeling of aliveness in my work and life?
- > How does excitement, playfulness, recreation, confidence, receptive and passion relate to vitality?
- > What does vitality feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR SYSTEMS

■ **CREATIVITY** is the light side of **MOTIVATION**. Creativity is the first step towards transformation in systems — akin to inspiration. It is internally generated, and is a spontaneous response to a natural desire to grow. It is adaptive and sustainable. Motivation is externally generated stimulation and is ineffective for long term change and growth.



“The main thing is to be moved, to love, to hope, to tremble, to live.”
~ Auguste Rodin

“You can’t wait for inspiration, you have to go after it with a club.”
~ Jack London

QUESTIONS TO ASK:

- > When do I feel spontaneous creativity?
- > Where does my natural creativity most show up in my life? My work?
- > What can I do to internally generate more creativity?
- > How does trust, courage, safety, honesty, accountable, and values based relate to creative?
- > What does creative feel like energetically? Notice it; experience that feeling.

ORGANIZATIONAL BEHAVIORS

Are our behaviors...?

EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused

Imaginative	◆
Manifesting	✿
Excellent	●
Kind	★
Empowering	◎
Receptive	⌘
Accountable	■
Challenge	■
Threatening	■
Resistant	⌘
Controlling	◎
Critical	★
Mediocre	●
Pretending	✿
Tyrannical	◆

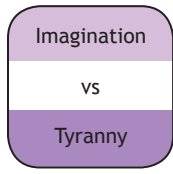
CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL BEHAVIORS

THE TRANSITION LINE

The transition line on this guide has **challenge** as the transitional experience. It is normal to experience challenge in the process of change. And when an organization embraces challenge, it emerges stronger for having faced it.

THE CHOICES

◆ **IMAGINATION** is the light side of **TYRANNY**. Imagination embraces creativity, curiosity and possibilities. It is operating with an open mind to the numerous ways to implement vision and strategy. It is “out of the box” thinking. Tyranny is suppressive with an “only one way” mentality. It is “in the box thinking.”



“I like nonsense, it wakes up the brain cells. Fantasy is a necessary ingredient in living, it’s a way of looking at life through the wrong end of a telescope. Which is what I do, and that enables you to laugh at life’s realities.” ~ Dr. Seuss

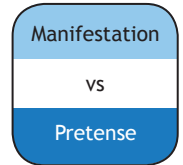
“Can you imagine what I would do if I could do all I can?” ~ Sun Tzu

QUESTIONS TO ASK:

- > Where can I have a more open mind today?
- > What’s a totally different view or strategy I can look at today?
- > What is the most creative approach I can make to my work today?
- > How does effortlessness, self-esteem, service, alignment, chaotic, and integrity relate to imaginative?
- > What does being imaginative feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL BEHAVIORS

❖ **MANIFESTATION** is the light side of **PRETENSE**. Manifestation means that you were able to bring the vision into reality, with clarity and transparency. The results are observable. Pretense is falsifying results and/or making excuses. In this vague and indefinite field, the results are fuzzy and blurred.



“Every great work, every big accomplishment, has been brought into manifestation through holding to the vision, and often just before the big achievement, comes apparent failure and discouragement.”
~ Florence Scovel Shinn

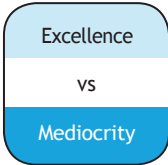
“Genius is not a possession of the limited few, but exists in some degree in everyone. Where there is natural growth, a full and free play of faculties, genius will manifest itself.” ~ Robert Henri

QUESTIONS TO ASK:

- > What part of our/my vision is coming into reality?
- > What can I do to be more clear and transparent today in support of the vision?
- > Where am I pretending and where can I shift that energetic thought?
- > How does high noticing, curiosity, visionary, innovation, intuitive, and clarity relate to manifesting?
- > What does being manifesting feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL BEHAVIORS

- **EXCELLENCE** is the light side of **MEDIOCRITY**. Excellence implies that everybody is working to the best of their ability. They trust themselves to take the necessary actions to attain a high standard of performance. Mediocrity is just getting the job done without taking pride in the performance.



“All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence.” ~ Martin Luther King, Jr.

“Be a yardstick of quality. Some people aren’t used to an environment where excellence is expected.” ~ Steve Jobs

QUESTIONS TO ASK:

- > Where am I working to the best of my ability?
- > What are the right actions for me to take today?
- > Where can I encourage excellence today?
- > How does authenticity, gratitude, acknowledging, feedback, abundant, and intention relate to excellence?
- > What does excellence feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL BEHAVIORS

★ **KINDNESS** is the light side of **CRITICISM**. Kindness means accepting people as they are, and relating to them from compassion and empathy. It results in a high level of discernment and unity. Criticism implies that differences are wrong or bad. It results in a high level of blame and separateness. Do not confuse critical thinking, a necessary left brained analytical function, with criticism.



“Be kind whenever possible. It is always possible.” ~ Dalai Lama

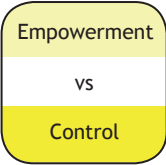
*“Constant kindness can accomplish much. As the sun makes ice melt, kindness causes misunderstanding, mistrust, and hostility to evaporate.”
~ Albert Schweitzer*

QUESTIONS TO ASK:

- > Have I been constantly kind today? Have I been kind to myself?
- > Am I using criticism or discernment to evaluate my work (my team’s work)?
- > What can I do to remove judgment from my thoughts and actions?
- > How does dedication, ruthlessness, coaching, participate fully, collaborative, and compassion relate to kindness?
- > What does kindness feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL BEHAVIORS

© **EMPOWERMENT** is the light side of **CONTROL**. Empowerment occurs when people trust themselves and are supported by their leader and team. It creates flow and a feedback loop that is clear and quick. Control implies a lack of trust and it creates insecurity and micro-management.



“Be of service. Whether you make yourself available to a friend or co-worker, or you make time every month to do volunteer work, there is nothing that harvests more of a feeling of empowerment than being of service to someone in need.” ~ Gillian Anderson

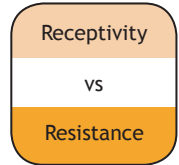
“You have to enable and empower people to make decisions independent of you. As I’ve learned, each person on a team is an extension of your leadership; if they feel empowered by you they will magnify your power to lead.” ~ Tom Ridge

QUESTIONS TO ASK:

- > What do I want/need to feel empowered today?
- > What do I want/need to do to empower others on my team (family)?
- > What do I trust in myself that empowers me?
- > How does enthusiasm, celebration, willingness, contributing, modeling and force relate to empowering?
- > What does empowering feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL BEHAVIORS

⌘ **RECEPTIVITY** is the light side of **RESISTANCE**. Receptivity is the willingness to be open to receive feedback and to utilize that information in a way that will support the vision. Resistance is the opposite. Resistance is a closed reaction, like putting on the brakes, and it blocks the feedback loop.



“A very receptive state of mind... not unlike a sheet of film itself - seemingly inert, yet so sensitive that a fraction of a second’s exposure conceives a life in it.” ~ Minor White

“What helps me go forward is that I stay receptive, I feel that anything can happen.” ~ Anouk Aimee

QUESTIONS TO ASK:

- > When am I most receptive? When am I least receptive?
- > What lights-on thought or activity supports my receptivity?
- > Where can I be more open to feedback – internal and external?
- > How does excitement, playfulness, confidence, recreation, vital, and passion relate to receptive?
- > What does receptive feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL BEHAVIORS

■ **ACCOUNTABILITY** is the light side of **THREAT**. Accountability says that you are aware of the organization's actions, and the results created. You will take responsibility for your thoughts and actions. It is an inner directed, cultural conversation that says the organization will do the right thing. Threat means that the organization will not change their course of action even in the face of negative feedback. Threat is externally directed and offensive resulting in a lack of trust.



“When it comes to privacy and accountability, people always demand the former for themselves and the latter for everyone else.” ~ David Brin

“Life is not accountable to us. We are accountable to life.” ~ Denis Waitley

QUESTIONS TO ASK:

- > What am I responsible for today? What actions/thoughts will support me?
- > Where does accountability show up in my life? My work?
- > What can I do to proactively model accountability?
- > How does trust, courage, safety, creative, honesty, and values based relate to accountable?
- > What does being accountable feel like energetically? Notice it; experience that feeling.

ORGANIZATIONAL SPIRIT

Is our organization reflecting...?

EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused

Integrity	◆
Clarity	⊗
Intention	●
Compassion	★
Force	◎
Passion	⌘
Values Based	■
Paradox	■
Superficiality	■
Obligation	⌘
Pressure	◎
Suspicion	★
Ambiguity	●
Obscurity	⊗
Division	◆

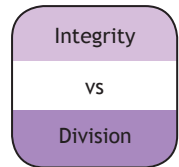
CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL SPIRIT

THE TRANSITION LINE

The transition line on this guide has **paradox** as the transitional experience. Paradox is about *both/and* possibility thinking rather than *either/or* limited thinking. The ability to embrace paradox creates ease when engaging change and navigating transitions.

THE CHOICES

◆ **INTEGRITY** is the light side of **DIVISION**. Integrity means that all actions align with personal and organizational vision, like the saying: “walking your talk” or “what you see is what you get.” Integrity results in purposeful behaviors and a spirit of togetherness. Division results in dramatic behaviors and a spirit of separateness.



“A life lived with integrity - even if it lacks the trappings of fame and fortune is a shining star in whose light others may follow in the years to come.”

~ Denis Waitley

“For better or worse, I’ve always tried to march to my own drum and tell it like it is, while preserving some integrity and style. God, I’m fabulous!”

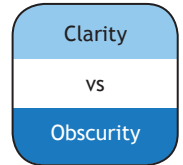
~ Michael Musto

QUESTIONS TO ASK:

- > Where am I being in integrity with my vision in life and work?
 - > What personal thoughts, actions and behaviors will align with my integrity?
 - > Am I walking my talk?
 - > How does effortlessness, self esteem, service, alignment, chaotic, and imaginative relate to integrity?
 - > What does integrity feel like energetically? Notice it: experience that feeling.
-
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CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL SPIRIT

* **CLARITY** is the light side of **OBSCURITY**. Clarity results in focused and directed action. A spirit of clarity results in ease and comfort. Obscurity results in scattered and undirected action.



“That inner voice has both gentleness and clarity. So to get to authenticity, you really keep going down to the bone, to the honesty, and the inevitability of something.” ~ Meredith Monk

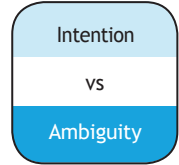
“What will become compellingly important is absolute clarity of shared purpose and set of principles of conduct sort of institutional genetic code that every member of the organization understands in a common way, and with deep conviction.” ~ Dee Hock

QUESTIONS TO ASK:

- > Where do I have clarity today? Where do I want more clarity today?
- > What is my clearest vision of the situations I face today?
- > Where can I enhance my mental and internal clarity today?
- > How does high noticing, curiosity, visionary, innovation, intuitive, and manifesting relate to clarity?
- > What does clarity feel like energetically? Notice it: experience that feeling.

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- **INTENTION** is the light side of **AMBIGUITY**. Intention is clear and understandable. The result of intentionality is a spirit of trust. Ambiguity is unclear. The result of ambiguity is a lack of trust.



“He who climbs a cliff may die on the cliff, so what? Always a risk-taker by nature, now I became one by intent.” ~ Ruth Park

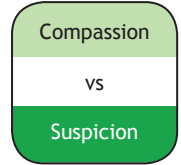
“I’m delirious with joy. It proves that if you confront the universe with good intentions in your heart, it will reflect that and reward your intent. Usually. It just doesn’t always do it in the way you expect.” ~ J. Michael Straczynski

QUESTIONS TO ASK:

- > Is my intention clear and understandable?
- > Have I set my intention frequently today?
- > Where can I be more intentional?
- > How does authenticity, gratitude, acknowledgement, feedback, abundant, and excellent relate to intention?
- > What does intention feel like energetically? Notice it: experience that feeling.

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★ **COMPASSION** is the light side of **SUSPICION**. Compassion means having an open heartedness. There is absence of judgment or criticism, and a presence that accepts differences. A compassionate viewpoint focuses upon looking for “what works here; what doesn’t work here; and what could work here.” Suspicion means questioning differences from a viewpoint of “something’s wrong here.”



“And as I’ve gotten older, I’ve had more of a tendency to look for people who live by kindness, tolerance, compassion, a gentler way of looking at things.”
~ Martin Scorsese

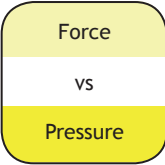
“Compassion automatically invites you to relate with people because you no longer regard people as a drain on your energy.” ~ Chogyam Trungpa

QUESTIONS TO ASK:

- > Where am I open hearted in my relationships today?
- > What questions could I be asking of myself and others?
- > Where can I have a more effective, compassionate viewpoint?
- > How does dedication, ruthlessness, coaching, participate fully, collaborative, and kind relate to compassion?
- > What does compassion feel like energetically? Notice it: experience that feeling.

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© **FORCE** is the light side of **PRESSURE**. Force means focused energy directed from an internal source, very much like the light saber used by Luke Skywalker in the movie, Star Wars. In the same movie, Obe-Wan Kenobi's now famous line, "May the force be with you," illustrates this distinction very well. He would never have said, "May the pressure be with you."



"One reason so few of us achieve what we truly want is that we never direct our focus; we never concentrate our power. Most people dabble their way through life, never deciding to master anything in particular." ~ Tony Robbins

"I don't think I have something that's pronounceable as a philosophy. When it was fashionable to say, May the Force be with you, I always said, Force yourself. I'll say again then, The Force is within you. Force yourself."

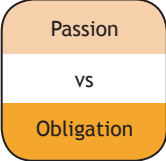
~ Harrison Ford

QUESTIONS TO ASK:

- > What can I do today to direct my inner force toward my vision?
- > What lights-on thought or activity supports my internal source?
- > Where can my focused internal energy be more effective?
- > How does enthusiasm, celebration, modeling, willingness, contributing, and empowering relate to force?
- > What does force feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL SPIRIT

⌘ **PASSION** is the light side of **OBLIGATION**. People who are passionate have a “want to” approach to their life and work. They are spirited and carry this inspiration into the organization. Obligation implies a “have to” approach which dulls the spirit of the organization and the individual.



“There is no passion to be found playing small - in settling for a life that is less than the one you are capable of living.” ~ Nelson Mandela

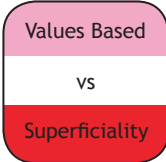
“Passion is energy. Feel the power that comes from focusing on what excites you.” ~ Oprah Winfrey

QUESTIONS TO ASK:

- > Where am I most lights-on and passionate today?
- > What lights-on thought or activity supports my passion?
- > Where can my communication express more passion?
- > How does excitement, playfulness, confidence, recreation, vital, and receptive relate to passion?
- > What does passion feel like energetically? Notice it: experience that feeling.

CLARITY® ATTENTION GUIDE FOR ORGANIZATIONAL SPIRIT

■ **VALUES BASED** is the light side of **SUPERFICIALITY**. Values based organizations have a deeply embedded understanding of what is important to them, and what they are willing to stand for. Superficiality appears on the surface to be values driven, but functions more like “empty words,” when put to the test. Superficiality lacks the depth to carry organizations through challenging times.



“When your values are clear to you, making decisions becomes easier.”
~ Roy E. Disney

“Just as your car runs more smoothly and requires less energy to go faster and farther when the wheels are in perfect alignment, you perform better when your thoughts, feelings, emotions, goals, and values are in balance.”
~ Brian Tracy

QUESTIONS TO ASK:

- > What do I stand for – every day? What does my team (family) stand for?
- > How effectively am I living my values today?
- > Where can I more effectively demonstrate my values today?
- > How does trust, courage, safety, creative, accountable, and honesty relate to values based?
- > What does values based feel like energetically? Notice it; experience that feeling.

RELATED CONCEPTIONAL THEORIES

Interestingly, thought changing commands are derived from theories put forth in quantum physics, biology and neuroscience. Brain imaging technology (fMRI) has shown that thoughts in the brain (subatomic electromagnetic waves) can be read, measured and sent, extending beyond the physical boundaries of the brain, and are called thought fields. The intensity of these thought fields, either positive or negative, can directly impact communication – interpersonal, team, and organizational.

FIVE CONCEPTUAL THEORIES THAT RELATE DIRECTLY ARE:

THE 1ST CONCEPT - Directed thoughts create energetic responses in the physical world. Interiorly, the brain has the ability to drastically rewire itself by focusing attention away from negative thoughts and towards positive ones, thus creating new neural pathways with the power to effect behavior and results dramatically. Exteriorly, the energy of thoughts is seen in the bodily response of lights-on (positive) and lights-off (negative).

THE 2ND CONCEPT - When you intentionally shift to a positive thought, (like joy, appreciation, and kindness) the body responds by immediately releasing a favorable cascade of neural, hormonal and biochemical events that benefit the entire body, an endorphin release. It is energizing and called lights-on. The effects are both immediate and long lasting.

THE 3RD CONCEPT - Likewise when you intentionally or habitually shift to negative thoughts (like anger, anxiety, and worry) the body responds by immediately going out of sync creating a disharmony in the nervous system (adrenaline/cortisol release). This stresses the entire body, lowers mental clarity resulting in less than optimal choices, is draining and called lights-off.

THE 4TH CONCEPT - Thought energy generates waves that move through fields, creating a ripple effect, an interactive feedback loop, which can have positive (constructive) or negative (disruptive) results. When a constructive wave and a disruptive wave coincide, interference occurs which can “cancel” the pattern. So, a negative thought can be cancelled and replaced by a positive thought. The waves ripple back and forth from individual/personal field to the environment/near field and can be measured as a frequency, like the megahertz of a radio signal.

THE 5TH CONCEPT - Brain imaging technology (fMRI) shows that circuits in the brain light up and receptivity at the cellular level occurs when people focus on positive thoughts like gratitude, fulfilling one’s sense of purpose in life, and taking action toward making intentional changes. Any of the above-the-line words on the Clarity® Attention and Choice Point Guide will shift your focus to positive thought energy. You are in charge of the direction of your thoughts.

ADDITIONAL INFORMATION ABOUT THE TERM UNDER-THE-LINE

This guidebook refers to under-the-line as the shadow side, and uses those two terms interchangeably. *The Get Clarity® Operating System's use of the term shadow is different from the usage in the field of psychology, as explained below.*

In the field of psychology, Carl Jung coined the term “shadow” to describe the unconscious part of the personality and ego-self, which is most prevalent when you are in relationship to others, where the mirror effect is provided. Jung and others taught that when you see a behavior in someone else that you don't like, it's highly likely that you possess that trait as well. Becoming conscious to and changing those shadow behaviors was a focus in that form of psychotherapy. Hence the term, **the shadow, entered the common language and is frequently used as a synonym for negative** behaviors, and thought of as a bad trait.

Conversely, in the field of energy and the *Get Clarity® Operating System*, the shadow is neither good or bad, it is simply the direct opposite of light; as night is to day, white is to black, male is to female, negative is to positive, and so on. This is an important distinction and one that is very useful as you use the guide effectively and enjoy the positive benefits of living above-the-line.

CLOSING THOUGHTS

Clarity® International's innovative *Get Clarity® Operating System* using multi-disciplinary tools for life and work practices, based on the science of human energy, will **arm you with a system and a set of powerful tools to help you stay focused on the thoughts and the actions that keep you vibrant, energized, and on a positive pathway every day.**

We leave you with another tool and an easy to remember ten word positive thought mantra. Use the following graphic of an imaginary Energy Meter when asking where your energy is in a given moment or activity. Are you neutral (5)? Are you having negative thoughts (0 – 5)? Or are you having positive thoughts (5 – 10)?

Use the mantra often to remind you to remain conscious and aware of where your vital thought energy is in any given moment.

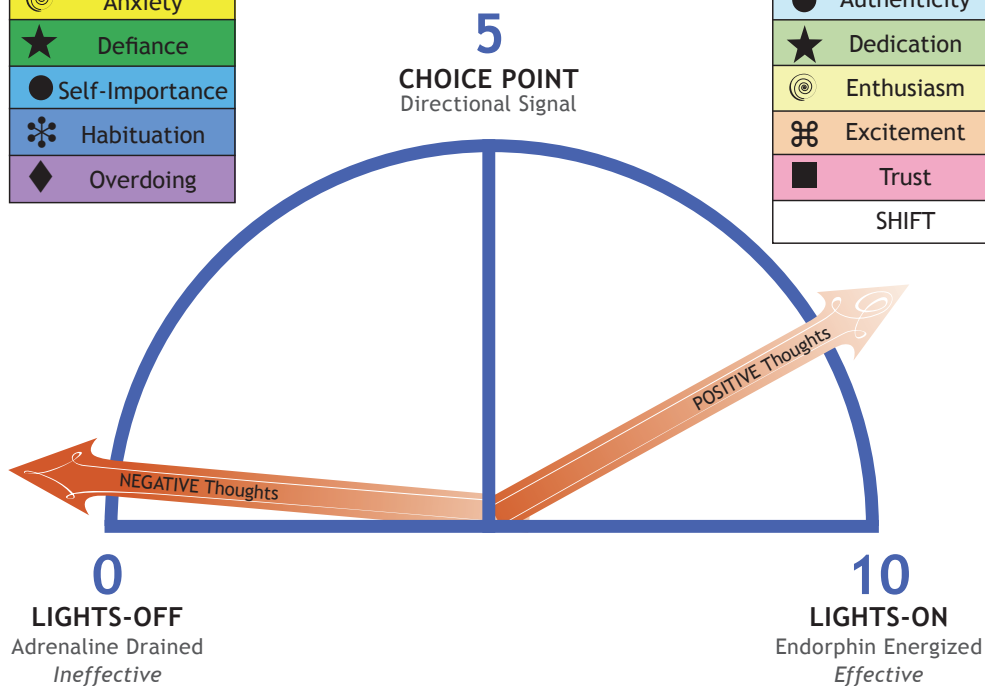
**THINK POSITIVE THOUGHTS
SHIFT NEGATIVE THOUGHTS
CHOOSE ABOVE-THE-LINE**

SHIFT

To Positive Thoughts and Powerful Results

■	Fear
⌘	Exhaustion
◎	Anxiety
★	Defiance
●	Self-Importance
✿	Habituation
◆	Overdoing

◆	Effortlessness
✿	High Noticing
●	Authenticity
★	Dedication
◎	Enthusiasm
⌘	Excitement
■	Trust
SHIFT	



Think Positive Thoughts
SHIFT Negative Thoughts
Choose Above-The-Line



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THE AUTHORS



Cathy Hawk and **Gary Hawk** are experts in energy... human energy. Their *Get Clarity® Operating System* is a clear, step by step method that makes it easy to stay energized and put time and money into perspective to create a meaningful, joyful life. Cathy and Gary help their clients gain clarity of purpose, a refreshed vitality and a riveting focus

on creating what's next in their life and work.

As thought and action leaders in personal transformation, the Hawks are principals in Clarity® International, a coaching and leadership firm based in Colorado. Their unique Get Clarity® Retreats and Clarity® Circles were created to provide a process where individuals and leaders can explore, refresh, invigorate and clarify the vision for what they want to create – the vision that drives the energy and actions of themselves and the people they work with. They are authors of the 3 times award winning book, *Get Clarity®*, *The Lights-On Guide to Manifesting Success in Life and Work*, and *SHIFT, Positive Thoughts for Powerful Results*.

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