



Say Hello to the Elephants A Four-Part Process for Finding Clarity, Confronting Problems, and Moving On

Notes by Frumi Rachel Barr, MBA, Ph.D.

Author: Tony Rose

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Author's Bio: Tony Rose is a founding partner of Rose, Snyder and Jacobs, a corporation of certified public accountants who provide tax and management consulting advice to closely held corporations, family-owned businesses, partnerships and the high net worth individuals who own them.

Author's big thought: *Say Hello to the Elephants* provides business owners, families, and entrepreneurs with a new way to think about their issues, as well as critical tools for addressing problems, reaching clarity about goals and making effective decisions through Quadrant Thinking.

Introduction:

- We all have elephants—those obvious needs, obstacles, or truths that we are somehow ignoring, despite the fact that they desperately need to be addressed for us to feel fulfilled and peaceful.
- Sometimes these elephants are personal—relationships that are not working, financial woes that need to be tamed, or dreams that have not been realized. Often, we have professional elephants in the form of partnerships gone astray, succession planning that needs to be initiated, or goal planning that should be moved to the front of the line.
- As its name implies, Quadrant Thinking is a four-part process, and the four sections of *Say Hello to the Elephants* are dedicated to exploring each of these processes in detail. Saying hello to your elephants means not only uncovering and tackling the obvious problems in your business or life, but also acknowledging and addressing your unfulfilled dreams.

Quadrant One: CLARITY

- Without clarity, the noblest intentions can lead to unexpected and unfortunate results. This is why clarity is the first and most important quadrant.
- The Clarity Quadrant addresses not only a life vision, but also helps to define a simple or complex problem. If you are having a professional conflict, it answers this question: *what*

would the ideal outcome look like? The question remains the same when considering a life plan: *What would my ideal life look like?*

- Having defined goals and an established vision also gives us a standard that helps us to choose among alternatives.
- Defining our goals puts us in control of our lives, and enables us to feel in control of our lives. Without goals, we still have to make decisions, but they will be short term and reactive. That is not a path to success.
- **Setting Clear Goals:** most of us have a general sense of why we engage in specific activities, but clarity extends beyond generalities to encompass three characteristics:
 1. Specific
 2. Measurable
 3. Anchored to values
- How can there be such a lack of clarity in a culture so focused on and fascinated with clarity?
- **Roadblocks to clarity**
- *Roadblock #1:* Clarity takes effort. To set goals requires that you know yourself—and that takes work. Setting goals, you acknowledge that you don't have to do anything: you only have to do something if you want to contribute to a goal that you willfully select. Clarity is about putting forth the effort to make sure that the outcomes you receive are predictable and intentional.
- *Roadblock #2:* Clarity forces us to decide between competing ends. Clarity often means having to make difficult tradeoffs.
- *Roadblock #3:* Clarity forces us to face difficult facts. Evading an unpleasant fact does not make it disappear.
- *Roadblock #4:* Clarity forces us to take responsibility. To set a goal is to put excuses aside and acknowledge that you exert the most control over your success or failure.
- By setting a vision and creating clear goals, you enable yourself to have greater control of the outcomes.
- Turn roadblocks into benefits by seeing the opportunity in every obstacle:
- *Benefit #1:* Clarity takes effort. Accomplishments are so sweet.
- *Benefit #2:* Clarity allows us to decide between competing ends. Clarity allows us to prioritize, delegate, or eliminate those things that are unimportant and replace them with things that truly are important.
- *Benefit #3:* Clarity allows us to face difficult facts. By obtaining clarity, we come to terms with reality. This makes us more likely to create effective strategies and reach our goals.
- *Benefit #4:* Clarity allows us to take responsibility. By designing intentional strategies pointed toward a specific goal, you can claim your success as your own.

Clarity planning takes effort, and pain is swell

- The process of attaining clarity can be painful, and if your advisors hype clarity planning as an easy effortless task, you might quit the minute you experience pain.
- You must accept pain as part of the process. To reach clarity, you must commit to endure the pain.
- You must be patient. In your darkest hour, when the forces of the universe seem to be working against you, if the goal you have set for yourself is something you genuinely want to accomplish—if you have achieved clarity—then the answer will always be yes.

- Pain gives meaning to our desire and ability to reach goals. It strengthens us, builds our self-confidence and self-worth, and gives us the experience we need to get through the next round of pain.

Believe in a bigger future

- When we have clarity, we have hope. The power of thought is powerful indeed. So is the power of belief.
- To have a bigger future, we need to believe in a bigger future. We have to be optimistic and hopeful, and we need to surround ourselves with people, situations, and opportunities that remind us of, mirror, and encourage this hope.
- Negative energy perpetrates more negative energy, just as positive energy creates more positive energy.
- Finding something to look forward to can be the difference between success and failure.
- The only way to truly accomplish your goals is to believe that you will.

Clarity is the enemy of the status quo.

- Even with the best of attitudes, we might fail to get there, simply because we do not know where there is. The fastest way to fight past an obstacle preventing success—whether it is the glass ceiling, the closed mind of an investor, or a partnership conflict—is by reaching clarity. Reaching clarity about our dreams, wants, and goals, and then defeating the elephants that stand in our way, guarantees movement in a new direction.
- If you do not like the status quo, make a change. The status quo is defeated when you set out in a new direction.

Focus on the goal, not the distractions.

- The way we look at things, and what we choose to focus on, shapes our point of view.
- Clarity requires that you fixate not on the distractions, but on the goal. Distractions can come in the form of people, setbacks, fear of failure or even fear of success.
- Identify the people holding you back, and then consciously decide to ignore them. Recognizing that people invested in the status quo might see change as the tidal wave that puts them out of balance. Their advice might be harmful instead of helpful.
- When we know specifically what we are seeking, we can grab opportunities that present themselves and move toward our ideal situation.
- A person should not dwell on a mistake so long as he learns from it. In this way, a setback can become an important learning tool. Everyone has failed, been disappointed, and been afraid to do something. The difference is that those who are committed to a vision and those who have clarity—do not accept a sense of defeat as an appropriate response, at least not for long.
- Having the clarity to anticipate the outcomes of successful goals allows us to welcome new circumstances and responsibilities rather than fear them.
- Progressing to new heights and breaking through is uncomfortable. The fear that accompanies these changes can be as paralyzing as the fear of failure. By working through a process of discovery, you can anticipate these changes.
- When confronted with a problem, whether financial, spiritual, or personal, you can rest assured that the problem will resolve itself whether you take action or not. The question is: will the resolution be the one you would have chosen? If you do not have the clarity of purpose that drives your actions, the resolution most likely will not be the one you would have chosen.

Finding your elephants and procrastination

- Some elephants do not need to be found. They are large, obvious, and right in front of our face. But from time to time, some of us simply want to push them aside and deal with them later.
- Most people procrastinate because they are not clear on their desired outcome (or on the steps that will generate this outcome). They do not have clarity. They procrastinate because they do not know what they want, so they do not know what behavior will take them to their desired goal.
- When a person procrastinates on a problem, the problem will get worse rather than better.
- Finding your elephants means that you do not procrastinate when issues present themselves. Instead, give yourself three options: 1. Deal with it. 2. Delegate it. 3. Schedule it.
- Elephants do not go away, and the longer you ignore them, the more of a problem they become. Confront the elephant and get it out of your office. To do that, you must have clarity.

Finding your elephants and the Decision Swamp.

- Brad Spencer, PhD, identifies the “Decision Swamp” as that muddy pit that can trap a person if he is dealing with the symptoms of a problem instead of the actual problem.
- When we lack clarity, our solutions are not commensurate with the actual problem, so we find ourselves in a quicksand - like situation where the harder we work to solve the problem, the more the problem engulfs us.
- Avoiding the Decision Swamp starts by making a simple adjustment to your thought process. Start by perceiving problems as symptoms.
- You will notice two things about the Decision Swamp. First, when a perceived problem is actually a symptom, the solution often leads to more problems. When symptoms are addressed instead of problems, you end up with a bunch of motion but no progress. The second thing you will notice is that the direct relationship between problem and solution is not always apparent.

Tapping into your values.

- If you have no values and no moral standards, you will have a hard time making decisions that keep you out of jail.

Wielding your strengths.

- When envisioning the future, pay attention to the core elements that bring you success. These are included in your strengths.
- Protecting your strengths is critical. Strengths constitute your confidence. But strengths will give you the confidence to discover hidden problems instead of evading them. Your strengths represent the confidence that gives you the ability to take advantage of opportunities and protect yourself from dangers.
- By giving you confidence, your strengths simultaneously give you tools you can use to find clarity and later develop, implement, and sustain solutions. Your strengths will help you plan for various futures, be flexible about the paths you choose, and recognize opportunities others cannot.
- Looking at the strength, understanding it, and determining what could void its power is a critical part of clarity planning.

Finding your elephants, even if you do not have an M.B.A.

- Identifying your particular elephants means asking the right questions before making a decision.
- The guideposts to clarity have to do with the values that resonate with you. A plan that is not grounded in affirming values you hold dear is a plan that is made of cardboard rather than of sturdy timber.
- Business planners and strategists use a tool—the SWOT Analysis— to find a business or person’s **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. Combined with an assessment of your values, a D.O.S. [™] (**D**angers (What keeps you up at night?), **O**pportunities (What excites you?), and **S**trengths (Where does our confidence lie?)), or SWOT Analysis helps you answer these questions: Who am I? What would my ideal life/business/relationship look like?
- **Critical question:** If we were meeting here three years from today— and you were to look back over those three years today—what has to have happened during that period, both personally and professionally, for you to feel happy about your progress?
- We then move on to ask four other questions:
 1. What are my strengths?
 2. What are my internal weaknesses?
 3. What are the opportunities I have?
 4. What about the external threats?
- Answering these questions, you have simultaneously created the skeleton of a strategic plan for your future. Your strategic plan looks to satisfy those long-term needs—both business and personal—that must be met for you to feel fulfilled.
- By answering these questions, you can then work to eliminate the dangers and fears, capitalize on opportunities and excitement, and preserve and enhance your confidence and strengths in the Solutions Quadrant.

Quadrant Two: SOLUTIONS

- In Quadrant Two of Say Hello to the Elephants, we focus on the solutions. The goals you define in Quadrant One specify where you want to go; your solution tells you how you are going to get there.
- Your solution names the specific actions that will lead to the achievement of a goal.
- By explicitly defining what actions you will take to achieve your goals, you will find it increasingly difficult to delude yourself about your commitment to achieving these goals.
- Each element of your solution must name a Specific, Measurable, Actionable, Relevant, and Time-bounded action you have to perform. This is called the process of setting “SMART goals.”

Obstacles are stepping stones that narrow the solution.

- Most obstacles are milestones that represent achievement. Planning to eliminate obstacles clearly progresses a person one step closer to a goal.
- The obstacle elimination phase should always include these three steps:
 1. Identify the goal, from which you can realize your objectives
 2. Identify the obstacles to reaching this goal, a process that will help you narrow and focus your solution.
 3. Identify the solutions to eliminate your obstacles
- Know that a finite number of obstacles will present themselves. Eventually, all obstacles will be addressed. Goal achieved!

Sausage is subjective.

- Your solution must resonate with your tastes.
- More than one path will take you to the same mountaintop.
- **Critical question:** Do I completely understand the solution that is being proposed? If I completely understand a solution, I will know the answers to these questions:
 - What is it?
 - How is it applicable?
 - Why does it work?
 - What can go wrong?
 - Who must be involved?
 - How much does it cost to implement?
 - How much does it cost to sustain?
 - What must be done to sustain it?
- To achieve your desired results, you must always understand how and why a solution meets your goals. With the proper understanding, you can accurately monitor your progress as you move forward.
- There will be surprises along the way, but expecting the unexpected will help you address obstacles. Knowing what could go wrong means knowing what can be done to prevent unnecessary obstacles.
- When you consider a solution, one of two things should happen: either the solution will feel wrong, or it will feel right.
- Knowing the steps other people need to take is as important as knowing what you must do. Putting together the right team is a critical part of this process. With your advisor's help, you can choose capable people before you even get started.
- Another important question to ask when exploring various solutions is this: What will be the cost of this solution?
- One of the most important factors is considering what the alternatives are to your solution. There is rarely, if ever, only one solution. By thoroughly considering other paths, you might choose the best of many appropriate solutions.

The Artichoke Theory

- In working toward achievement of a certain goal, always remember to keep it simple. The steps should always be broken into small, achievable milestones.
- The smaller the steps of the solution, the simpler things get, and the more likely the outcome is to be favorable. The author calls this the Artichoke Theory.
- In other words, you should eat an elephant the same way you eat an artichoke: one leaf at a time.
- **Critical question:** Is what I am doing right now directly related to reaching my main goal?
- Be aware that simple is not the same as easy. "Simple" means that the actions you take relate directly to your overall goal. They should be small and directly connected, but they are not necessarily easy. A solution that seems too easy should raise a red flag.
- Often keeping things simple can be easier said than done. Human nature is to take the shortcut every now and then, to get drawn into something complicated, and to feel stress as a result of these complications. The more anxious we feel, the more we lose our focus, and the less simple our strategies and ability to achieve our goals.
- As long as you keep things simple by remembering the prime objective, you will maximize your probability of survival, whatever twists and turns come your way.

- When life throws us a curveball, keeping things simple becomes most important. If panic sets in when we are faced with unanticipated challenges, that panic only serves to muddy the waters. Already complicated situations then become even more complicated.

Slow down. You are in a hurry.

- When something is important, you must slow down, focus on the solutions, or risk making rash decisions.
- When faced with an important goal, slow down. Because you are in a hurry, take deep breaths and remind yourself to get un-nervous. Only then will you have the wherewithal to address obstacles, make rational decisions, and move your plans forward.

The Law of Unintended Consequences.

- All conduct has unintended consequences. However inconvenient a truism it may be, the unintended consequences of negative or purposeless behavior are inevitably negative; on the other hand, positive conduct, or conduct that works toward a clear purpose, is inevitably rewarded with positive consequences, even when the consequences are unintended.
- Accept that unintended consequences are manageable—even positive—if your conduct is pointed toward a clear goal in all respects. In any interaction, if your goals are clear and your direction defined, you will benefit from positive unintended consequences. These will almost always have more meaning and be larger in impact and reward than the original intended goal.
- As an example, no one sets out to lack stamina or to fall vulnerable to the physical ravages of stress, but these are unintended consequences of the negative conduct of failing to care for oneself: not exercising, overeating, drinking too heavily., smoking cigarettes, and the like.
- Those who do act to increase their physical health, whatever their intended consequence may be, enjoy innumerable unintended consequences of healthy bodies: increased longevity, the ability to fight disease and sickness, increased stress, and more happiness.
- In addition to physical fitness, some of the key examples of positive conduct include responsible social behavior, which can lead to increased business; kindness toward others, which in turn leads to stronger relationships and more referrals; financial responsibility, which opens doors to unexpected business investments; and integrity. Every march to a solution creates strategic byproducts.

Choosing the right trusted advisory team.

- Regardless of your skills, one thing is certain: you are too close to the action to pull back and objectively evaluate your whole picture. Finding the right team will assist you in defining your clarity and the solutions. When it comes to complex and critical goals, a knowledgeable team is invaluable.
- Use the *Trusted Advisor Formula* (page 101) to measure competence, reliability, intimacy, and self-orientation, creating a team of advisors who can handle both “above-the-line” activities (clarity and sustainability) and “below-the-line” activities (solutions and implementation).

Being in control of the process.

- Though you might rely on many people—you must sit at the head of the table and raise your hand when you do not understand something or do not agree.
- When acting intentionally, you are the one calling the shots.

- When you are clear about where you are going, who can be a better conductor of your affairs? This clarity is very powerful.
- Allow your trusted advisor to do his or her job. If the trusted advisors are doing their jobs, and you allow them the time, freedom, and ability to be creative, your solutions will be highly desired, creative, and effective.

Managing by gut.

- Kolbe Corp has developed evaluative too tools that help people understand how they are hard wired and how they will go about solving problems given the freedom to be themselves.
- Kolbe tells folks to determine what they are good at and create conditions that can leverage those strengths for what they want to accomplish. It describes why your gut tells you to do something or work in a certain way.

Quadrant Three: IMPLEMENTATION

Just kidding!

- Implementation presents a barrier in that many people crave the safety of perpetual planning. Once you implement a plan, you will have outcomes whereby you (and others) can judge your success.
- In addition to stasis, implementation also requires you to work against procrastination and buyers remorse.

Pushing against gravity.

- Breaking out of our habits and routines deprives us of the safety of the familiar and puts us on a path that can be uncomfortable and even scary. Success requires breaking out of our comfort zones, changing patterns, and breaking routines.
- The first tool is to make the transition part of your solution. By incorporating a plan to transition into action, we can overcome the barrier of stasis and push against gravity.
- Some plans require an easy transition. Some solutions require an implementation that is a clean and clear break from the old ways of doing things (or not doing them) and the new way.
- Knowing when to choose between a gradual change and a mega –change is a critical part of implementation. Sometimes, you will simply know intuitively which to choose, but having a process that helps you decide will not hurt.
- Ask yourself the following questions: Is it easier for me to get excited about something if I know I get to give it 100 percent? Do the individual steps necessary to bring this project up to speed seem overwhelming? If so, a gradual change might be more effective.
- Can all the steps necessary to bring this project up to speed be done at once, or does one step have a prerequisite? If the latter is true, a gradual change is necessary.
- How many opportunities will I have to revisit implementation?
- Once implemented, have I taken irrevocable steps that will materially change the status quo? If not, you might consider making your steps larger and more meaningful.
- If you have an emotionally compelling vision that is directly tied to your solution, your resolve to implement the solution will remain strong even if the plan is physically and emotionally draining.

Just do it.

- The rules of implementation boil down to one basic rule: just do it.

- Procrastination is the strongest force that can stop us from successfully implementing our solution. Procrastination is a self-protective mechanism: we feel that we cannot accomplish some goal, so we do not start.
- How do we fight procrastination? Identify some small part of the overall task that we can do. In most cases, taking one small action will catapult you past procrastination into action. But sometimes more steps are required. The important part is to identify the most pressing action you can take, and then to take it immediately, working through it until it is complete, ignoring the steps that have to follow it.

Using a process.

- Quadrant Thinking is a process that moves people from Point A to Point B to Point C to Point D.
- At Point C—Quadrant Three: Implementation— Quadrant Thinking requires that you use a formal and written process if you are implementing complex solutions.
- A successful implementation requires that you take control as much as possible. You must identify and make a plan to control for all the knowns so that the unknowns are less of an issue.
- Quadrant Thinking is simple, but it isn't easy. If it were, more people would have clarity and be on the path to achieving their dreams.
- The most successful, accomplished individuals will all attest to the power of crafting a written plan. Writing your plan helps you achieve your goals.
- The more realistic explanation of the connection between written goals and their eventual success is that written goals require specificity. By committing to a plan in writing, you begin asking yourself all sorts of questions as to how your plan will work. These answers, then, become the tools you need when it comes time to implement your plan.

Creating accountability.

- When expected to meet certain criteria, most people will work toward these standards. This is why people who are accountable are much more likely to achieve their goals.
- The problem with success is that the higher we climb on the corporate ladder, the fewer people there are to hold us accountable. When this happens we must intentionally create artificial accountability.
- The key to successfully creating accountability is to make sure that the stakes are large.
- When no natural form of accountability exists, you can voluntarily decide to publish your solution to family, friends, or business associates along with your anticipated results, and then set a date whereby you will either deliver the promised results, or pay an imposed consequence.

Combating buyer's remorse.

- When implementation feels stiff, difficult, or too complex, you might have buyer's remorse. Either you have not yet found the right solution, or you need to revisit the Clarity Quadrant.
- The key to implementation is to start acting on the results of your Quadrants One and Two planning, and then to refuse to be diverted from your overall goal. And if you do get diverted, stop, take stock, and get back on the right path to realizing your vision.

Quadrant Four: SUSTAINABILITY

- Sustainability—the practice of continuously reviewing our progress to make sure our vision, plan of attack, and actions are moving us in the direction we want to move in—is an essential part of clarity planning for three reasons:
 1. *Circumstances change.* We must not become so committed to our solution that we race full steam ahead while ignoring the fact that we may be going in the wrong direction.
 2. *We learn more about what solutions will and will not enable us to achieve our goals.* No matter how fastidious we are when designing a solution, no substitute exists for experience. If your solution is simply not working, if you are not seeing any results, it is time for a change.
 3. *Our goals change.* To make sure that we are constantly moving toward goals that represent what we are really after and avoid acting out of habit, sustainability is required.
- Sustainability is important because life does not stand still. Life is a process of learning, growth, and development, where circumstances are always changing. To develop blinders is to ensure that more and more elephants will wander into your room.
- Sustainability consists of maintenance—you simply take in feedback and, if necessary, return to the earlier quadrants to adjust.
- Sustainability, as created by Todd Fithian, is the process of managing and preserving expectations by monitoring the relevance, predictability, and power of a plan. When done well, it answers a few simple questions:
 - What did I set out to do?
 - What happened? Did I achieve the desired results?
 - Do I want what happened to continue or change?
- Mechanically, sustainability is a process that evaluates the current state of affairs and measures it against the expected results of your prior planning. It considers the actions that need to be taken to maintain the actions that you have implemented. It also asks the all important question: What must be done that is undone, and when should the undone be done?
- Quadrant Thinking requires you to consistently review, evaluate, and change your plans.
- You must not only sustain your techniques, but also review the changes in your life.
- This *quadrant asks you to consider the following questions:*
 - What do I need to take care of?
 - What has changed in my life, my business, or my techniques that prompt me to start a new clarity process?

Questions to ask during quadrant four include:

1. What were the results I was looking for?
2. Did I achieve those results?
3. If not, what was the problem?
 - Did the solution not work?
 - Did I fail to implement the solution?
 - Will the solution work if I give the plan more time?
4. What would it take to achieve the results today?
 - A change in approach?
 - An entirely new approach?
 - Small tweaks to the approach?

Keeping it relevant.

- When sustaining a plan, we must ask: *Is this solution still relevant to where I am today?* If the solution no longer works (Quadrant Two) or, if your goals have changed (Quadrant One), you must revise the plan (Quadrant Four) so that your implementation plan (Quadrant Three) will be effective.
- *Is this solution still relevant to where I am and what I want today?* The Sustainability Quadrant is the lynchpin of everything. It leads us back to the first quadrant and keeps the wheels in motion. Without this Quadrant, your plan will eventually come to a standstill. With this quadrant sing the cyclical process together, you are guaranteed to move one step closer to your goal.
- *Ask:* Have the goals changed? Have conditions changed in such a way that the solutions will no longer work?

Sustaining predictability.

- Understanding what behaviors we need to take on an annual, monthly, or quarterly basis to replicate and sustain desirable results is part of the maintenance plan.
- You want to make sure that your results are predictable, sustainability is the answer.
- *Questions to ask to make sure the plan is predictable include:*
 1. Is this working the way we expected it to be working?
 2. If not, why?
 - What did we fail to consider?
 - What unexpected variables came into play, and can we expect these variables to repeat themselves?

How salty is your plan?

- Because our circumstances change, we want to evaluate the plan's ability fuel our goals once the plan has been tested.
- *To make sure the appropriate amount of power has been allocated to your plan, ask:*
 1. Is what I'm doing bringing me the most value for the money I am spending?
 2. Are there things that will make this plan more powerful?
 3. Is the plan too powerful?
 - Is the plan creating a ripple effect that is touching unexpected aspects of my life or business that I had not calculated?
 - Is it so successful that we can begin focusing efforts elsewhere and take the foot off the accelerator?

Measuring outcomes.

- One reason that many of us fail is because we do not track our progress very precisely. The fact is that we need to make our goals and solutions measurable, and then we need to measure them!
- The process of Quadrant Thinking is guaranteed to work, so long as you are committed to measuring outcomes and shifting your plan when your goals are not realized.
- The ability to gain feedback makes it that much more likely that we will accomplish our goals.
- *To measure outcomes, we ask series of questions that start off generally and work toward specificity. These questions include:*
 1. Has the eventual goal been met?
 2. What is working?
 3. If successful, what are the specific and measurable outcomes that indicate its success?

4. How does the desired outcome (clarity) relate to the present situation (result of implementation)?
5. What is not working?
6. In what ways is the solution not working?
7. Has the goal changed? Or did the solution fail to meet the goal?

Loving your elephants.

- Facing your elephants forces you to grow. If you cut and run at the first sign of trouble, you will never move past your current situation. For this reason, you might come to love the presence of elephants. They challenge you to kick, scream, and make scrambled eggs from those that have been broken. And in doing so, you will become bigger, stronger, and more powerful.
- The moral of the story: welcome elephants into your home. Shower them with affection. Get to know them. Ask them where they came from and why they are important. And then eat them, one bite at a time.

Recommendation:

Too often we fail to chase our professional and personal dreams because we either lack clarity or lose steam in implementing them. As a coach and business advisor I feel strongly about having accountability partners who ask the types of questions you'll find in this book. The book explains a four part client-tested process. It is both easy to read and very funny.



Contact Frumi at 949-729-1577

cpacoach@frumi.com

www.clarityandresults.com

About the reviewer: Frumi Rachel Barr, MBA, Ph.D

Frumi is the trusted advisor to go to if you are feeling stuck. She has a passion for helping dynamic accounting and financial services leaders. She helps them emerge from overwhelm and find clarity out of chaos, communicate effectively with their teams, and accelerate their business results. Frumi is a former CEO and CFO herself and has an MBA and a PhD in business administration. She is known as a catalyst for change and when Frumi shows up with dynamite and band aids, change is bound to happen!



Dear Fellow Reader,

I know how much time it takes to read a book and how many books are sitting on the pile, ready to be read. I don't know about you, but after a while they started to make me feel guilty. I wondered when I would read all the books that I knew would make me feel better informed.

There was also another challenge that I encountered with reading a lot - all the books I read started to blend together in my mind and I couldn't remember what I read in which book. That's why I thought book summaries were a good idea. I could read many more book summaries than I ever could books. I started writing summaries on the books that I read so I could revisit them and remember what I read and where.

Then I started sharing my book notes with all the people I knew. My clients love to hear about what I have read so that they too can learn. That's how a joint journey of learning about leadership, making difficult decisions, knowing how to have tough conversations and many other things began.

I was inspired to start a community of learning and that's when sharing my book notes and starting a book club by teleconference was born.

Reading the RIGHT books and discussing them in the RIGHT way in the RIGHT forum can enhance your leadership skills and communication abilities. Frumi's LEADERSHIP BOOK CLUB can be your ongoing resource!

Go to www.frumi.com and join the discussion forum now!