

SHIFT

**A Guidebook to Above-the-Line,
Positive Thinking**

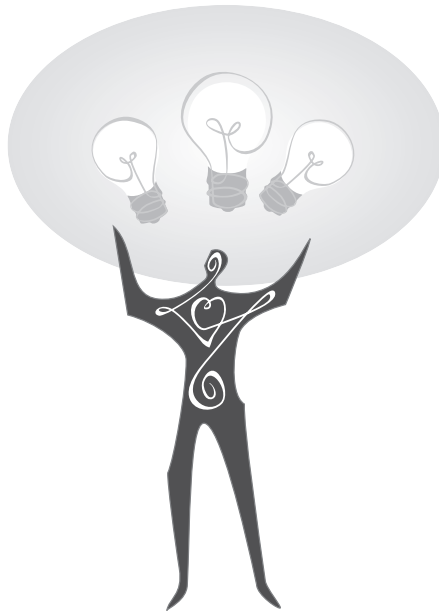


This is a companion guidebook to
*Get Clarity™, The Lights-On Guide to
Manifesting Success in Life and Work*

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GARY HAWK**

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By
Cathy Hawk & Gary Hawk



SHIFT TO ABOVE-THE-LINE THINKING

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 frustrating! This booklet will serve as a handy guide to remedy that dilemma, and you will enjoy using the tools, especially to choose among the 42 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 result.

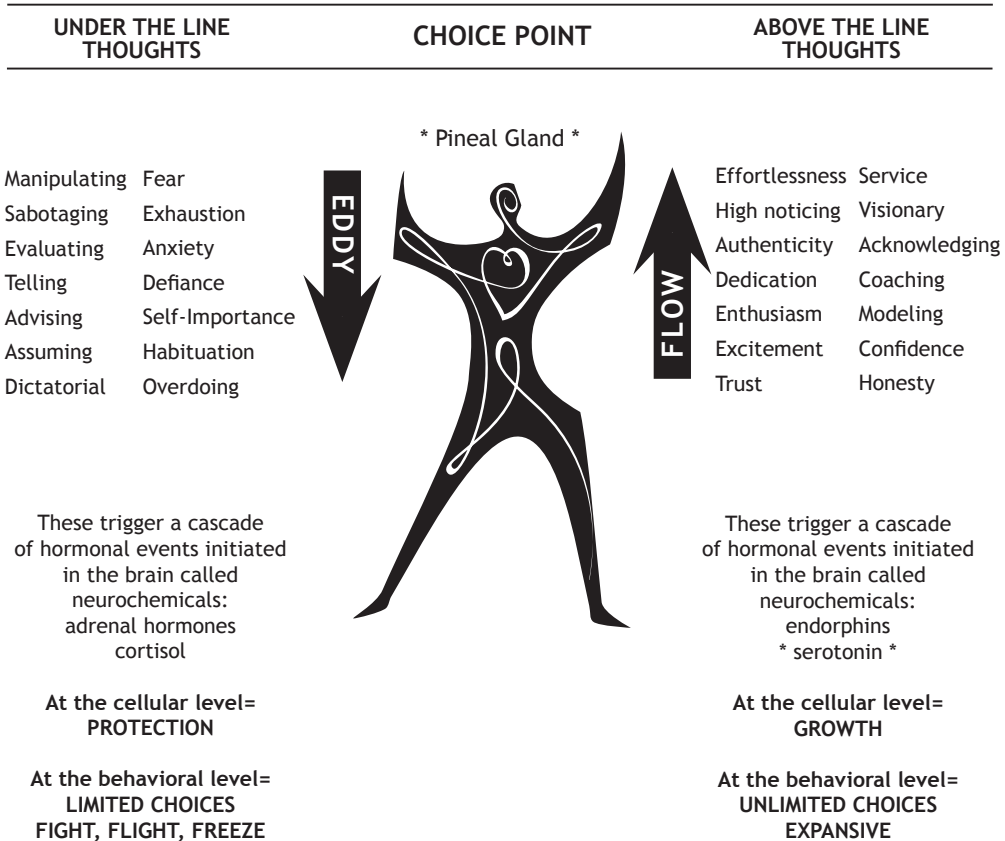
Simply put, the direction of your thoughts creates a feedback loop which signals your body to respond and produce results, either positive or negative. These choices are all self directed. You are in charge.



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





Interestingly, the 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.

Six conceptual theories which 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 release). That stresses the entire body, lowers mental clarity resulting in less than optimal choices, is draining and called lights-off.

The 4th concept - Waves of thought energy create flow patterns. These patterns can be observed as behaviors and engaged with to produce preferred outcomes, because all wave patterns are subject to interference. Wave patterns in phase are constructive and out of phase are disruptive. 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 5th concept - Thought energy generates waves which move through fields, creating a ripple effect, an interactive feedback loop, which can have positive (constructive) or negative (disruptive) results. 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 megahertz numbers are on the right column of the Clarity Attention Guide and Balance Sheet.

The 6th 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 words measured at 250 MHz and above on the Clarity Attention Guide and Balance Sheet will shift your focus to positive thought energy. You are in charge of the direction of your thoughts.



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 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.



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. 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.

This booklet is all about holding your own personal energy field and positively influencing your near field creating a ripple effect of positive thoughts and energy.

The Tool Kit that follows contains 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*.



THE TOOL KIT

#1

Your Mantra - A Thought Changer Statement

A **remedy** to focus attention above-the-line while rewiring your brain.

The remedy has 3 parts:

1. An invocation (opening) calling upon whatever guides suit your spiritual practice,
2. A positive statement composed of above-the-line words of your choice.
3. A closing.

Here is an example:

1. An invocation -“God, universe, all of my angels my guardians and my guides,
2. A positive statement - “assist me to hold a positive force field of 250 MHz and above, where all things are possible, as I focus upon enthusiasm and willingness, creating models that contribute to the best practices for empowering others to be their personal best.”
3. A closing – Amen/Namaste/And so it is.....

Once you have composed it, say it out loud, making sure that it takes 17 seconds or longer. As you say it with flow and meaning... it should touch your heart.



#2

The Clarity Check-in

A systematic way to set your personal field above-the-line

This check-in tool is an exercise in learning levels of distinction for heightened self awareness. 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 600MHz)

State one thing that you have noticed that's different in your field.

This focus allows you to access quantum reality. In every nanosecond, everything is different. The more attuned you become at noticing what's different, the more you are strengthening your Quantum Intelligence!

Step 2: The Whoops Review

(Accountable 310 MHz)

What Worked and What Didn't Work (or what you could have done differently) 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 with all judgment and criticism removed.

Clap to acknowledge what worked and what didn't work!

(Acknowledgement 540 MHz)

Step 3: Check your personal field

(Feedback 540 MHz)

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?

(Acknowledging 540 MHz)

State one or more things that you are grateful for.

Step 5: What is your intention for the day?

(Intention 540 MHz)

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



#3

The Attention Guide and Balance Sheet

A Choice Point system to quickly identify and switch negative (under-the-line) thought patterns and transform them to positive (above-the-line) thought patterns.

The Attention Guide and Balance Sheet provide 42 positive thoughts for choosing a new focal point and a method to find which positive one is uniquely suited for you to cancel the negative thoughts – a personalized remedy based upon the measurable frequency of thoughts. This cognitive refocusing creates a new behavioral outcome – a new autopilot where above-the-line thoughts become the habit, and it takes some practice and repetition.

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

1. Where are my thoughts now? (note the symbol, the color, & 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. “My intention is to _____”.
4. What action step will I take today to make this happen?

(Note: this action step can be a focused thought and/or physical action)

Note: What happened when you changed your point of focus?

PERSONAL FIELD

INDIVIDUALS <i>What is my energy at work characterized by?</i>	LEADERS <i>Where is my energy focused as a leader?</i>
◆ Effortlessness	Service
✿ High Noticing	Visionary
● Authenticity	Acknowledging
★ Dedication	Coaching
◎ Enthusiasm	Modeling
⌘ Excitement	Confidence
■ Trust	Honesty
Discomfort	Frustration
■ Fear	Manipulating
⌘ Exhaustion	Sabotaging
◎ Anxiety	Evaluating
★ Defiance	Telling
● Self-importance	Advising
✿ Habituation	Assuming
◆ Overdoing	Dictatorial

NEAR FIELD

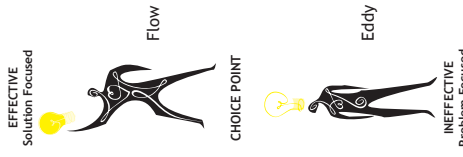
TEAMS <i>What is the team's energy?</i>	SYSTEMS <i>Are our systems...?</i>
◆ Alignment	Chaordic
✿ Innovation	Intuitive
● Feedback	Abundant
★ Participate Fully	Collaborative
◎ Willingness	Contributing
⌘ Recreation	Vital
■ Safety	Creative
Shift	Transformation
■ Intimidation	Motivational
⌘ Spoil the Game	Entropic
◎ Withdrawal	Passive
★ Compromise	Competitive
● Gossip	Scarce
✿ Imitation	Apathetic
◆ Anarchy	In Agreement

REMOTE FIELD

ORGANIZATIONAL BEHAVIORS <i>Are our behaviors...?</i>	ORGANIZATIONAL SPIRIT <i>Is our organization reflecting...?</i>
Imaginative	Integrity
Manifesting	Clarity
Excellent	Intention
Kind	Compassion
Empowering	Force
Receptive	Passion
Accountable	Values Based
Challenge	Paradox
Threatening	Superficiality
Resistant	Obligation
Controlling	Pressure
Critical	Suspicion
Mediocre	Ambiguity
Pretending	Obscurity
Tyrannical	Division

MHZ

700
600
540
500
400
350
310
250
200
175
150
125
100
75
50





How to use the guide

The guide and balance sheet 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 six 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 column number one for individuals, as the other five 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.

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 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 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, 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, intimidation, motivation, manipulation threat, and superficiality all relate energetically and behaviorally to each other.

(■ above) Trust, safety, creativity, honesty, accountability, and values based all relate energetically and behaviorally to each other.

(© below) Anxiety, withdrawal, passivity, evaluation, control, and pressure all relate energetically and behaviorally to each other.

(© above) Enthusiasm, willingness, contribution, modeling, empowerment, and force all relate energetically and behaviorally to each other.

How to use the vertical and horizontal approaches combined to shift your focus:

There are forty-two effective or above-the-line word choices, spread over six separate rows. In general, you can pick any word above-the-line on any of the six 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 forty-two 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; Leadership; Teams; Systems; Organizational Behaviors; Organizational Spirit* – can be viewed in random order. All of us can experience above-the-line or under-the-line behavior simultaneously. Therefore, don't overly concern yourself about the heading, and just locate a place where you are now. Use that below-the-line word as a starting point. Then look above-the-line to the word that has its matching symbol, and 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 which create stagnation.



INDIVIDUALS

What is my energy at work characterized by?

EFFECTIVE
Solution Focused



CHOICE POINT



INEFFECTIVE
Problem Focused

Effortlessness
High Noticing
Authenticity
Dedication
Enthusiasm
Excitement
Trust
Discomfort
Fear
Exhaustion
Anxiety
Defiance
Self-Importance
Habituation
Overdoing





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

■ **Trust** is the light side of **fear**. If you trust yourself to follow clues and guidance, the outcomes result in actions that are grounded and solid. Making fear-based decisions results in lights-off and drained outcomes. It is reactive rather than proactive.

⌘ **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.

◎ **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. However, if you are in high stress situations, your body responds by releasing adrenaline, which is a draining physiological response when it becomes a long term pattern.

★ **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 creates inertia.

● **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.

✱ **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 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 a lack of creativity.

◆ **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.



LEADERS

What 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

■ **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.

⌘ **Confidence** is the light side of **sabotage**. Confidence is the result of clear, honest communication, and is constructive. Sabotage undermines the energy and creates destruction.

© **Modeling** is the light side of **evaluation**. Modeling 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.

★ **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 always know what's best, and results in stifled energy and lack of creativity.

● **Acknowledgment** is the light side of **advising**. Acknowledgment is appreciative, recognizing others for their contributions, and creates a team and a positive peer energetic. Advising implies an attitude of superiority and creates hierarchical structures. Do not confuse this type of advising with advisors who contribute from an area of expertise and knowledge.

✳ **Visionary** is the light side **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.

◆ **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.



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

■ **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.

⌘ **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.

© **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.

★ **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.

● **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.

✱ **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.

◆ **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.



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

■ **Creativity** is the light side of **motivation**. Creativity is the first step towards transformation in systems. It is internally generated and is a spontaneous response to a natural desire to grow. It is adaptive. Motivation is externally generated and is a fearful reaction to a natural desire for protection.

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

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

★ **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.

● **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 repellant energy that is difficult to approach.

* **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 field of unconsciousness and danger.

◆ **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.



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

■ **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 is externally directed and offensive resulting in a lack of trust.

⌘ **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.

© **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.

★ **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.

● **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.

✱ **Manifestation** is the light side of **pretense**. Manifestation means that you were able to bring the vision into reality, with clarity and transparency. Pretense will cause the organization to resist openness.

◆ **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."



ORGANIZATIONAL BEHAVIORS

Are our behaviors...?

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

■ **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 lacks the depth to carry organizations through challenging times.

⌘ **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.

◎ **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.”

★ **Compassion** is the light side of **suspicion**. Compassion means having an open heartedness. There is an absence of judgment or criticism, and a presence which 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.”

● **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.

✱ **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.

◆ **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.



Additional information about the term under-the-line

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, and 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.

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.***



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The Authors



Cathy and Gary Hawk are veteran energy coaches with 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. They are partners of Clarity International®, a coaching and training firm that teaches skills for how to see, sense, and use energy as a primary life and work strategy.

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