

# The Clearing's Strategy & Leadership Solution Areas

Customer and Industry Demands Are Dynamic, and Your Organizational Capability Should Keep Pace



## The Organizational Capability Challenge

Talk to almost any leader and you're likely to hear the word "strategy" used regularly. That's no surprise – the two go hand in hand. The execution of sound strategy requires strong leadership; however, the two are not always optimally aligned.



**77%** of organizations report they are currently experiencing a **leadership gap**<sup>1</sup>



According to a broad survey, only **11%** of organizations reported having a "strong" or "very strong" **leadership bench**<sup>1</sup>



Only **28%** of executives and middle managers responsible for executing strategy could list three of their company's **strategic priorities**<sup>2</sup>

At The Clearing, we prioritize leadership and strategy to develop organizational capability (OC). In a rapidly changing world, if one or the other becomes stagnant so does the capacity of your organization to meet its mission. That means the development of strong leaders and sound strategies must remain a focus.

## What is Organizational Capability?

Organizational capability is the **collective ability of an organization to absorb and adapt to changing social and economic factors that allow the people of an organization to learn, innovate, and thrive to create an impact for its customers.**

Today, there are post-pandemic 'tremors' that have amplified the need for faster adaptation, placing new demands on leaders and how they set strategy. These demands offer an opportunity for organizations to reimagine how they meet their mission and how they develop their people and practices to adapt to shifting circumstances.

<sup>1</sup> 2021 Global Leadership Forecast, Development Dimensions International

<sup>2</sup> No One Knows Your Strategy – Not Even Your Top Leaders, Donald Sull, Charles Sull, and James Yoder, MIT Sloan Management Review

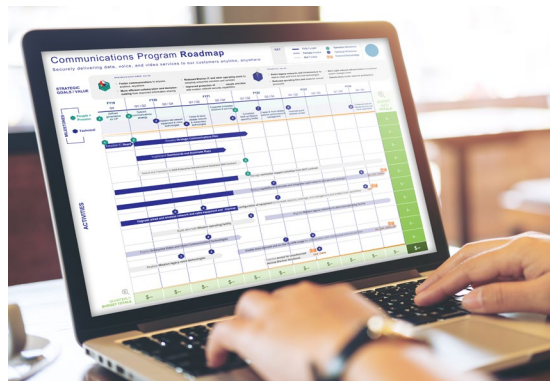
## The Clearing Can Help

OC centers on an organization's most valuable asset: **its people**. The Clearing's people-first approach to consulting means we focus on the root of capability issues – the people who will impact and be impacted by change. Whether the focus is on leadership development or organizational strategy, understanding people and their motivations first increases the likelihood that transformation will stick.

Putting people first means we don't look at organizational capability in a vacuum. The **solidity** among our three distinct Solution Areas sets The Clearing's approach to strategy and leadership apart by infusing best practices from our Culture and Customer Experience Solution Areas. We use qualitative and quantitative data sets across all Solution Areas to inform our strategic planning work. This approach allows us to **flex when new needs emerge** and **provide the best possible outcome** for the work.

It adds up to building organizational capability that is **self-sustaining**. Our organizational experts approach every engagement with the long view, setting clients up to sustain the ability to adapt to dynamic customer demands long after The Clearing's work is concluded.

## Our OC Offerings



To transform organizational capability, we focus on **human-centered design (HCD) principles**. A human-centered organization is one that exists to fulfill a purpose for its employees, customers, and community, and orients all of its capabilities around the needs of those people.

The Clearing's OC experts use HCD to help leaders build strategies for meeting emerging customer and organizational needs and capitalizing on their organization's unique capabilities. With every engagement, we methodically consider the shifts that are required related to technology, processes, policies, leadership, individual and team roles and responsibilities.

### Our OC Offerings Include:

- Change & Transformation Management
- Organization Design & Development
- Strategy & Implementation:  
Visioning & Mission Alignment
- Program & Project Management
- Leadership Development & Coaching
- Strategic Communications
- Coalition Building &  
Stakeholder Engagement
- Employee & Customer Engagement
- Facilitation Services
- Training



The critical factor tying all of these offerings together is leadership. We believe **an organization is only as effective as its leadership "reserve."** Having the right leader in today's environment is critical; however, having talent ready to step in when that person(s) leaves is the difference between sustainable success and unintended setbacks.

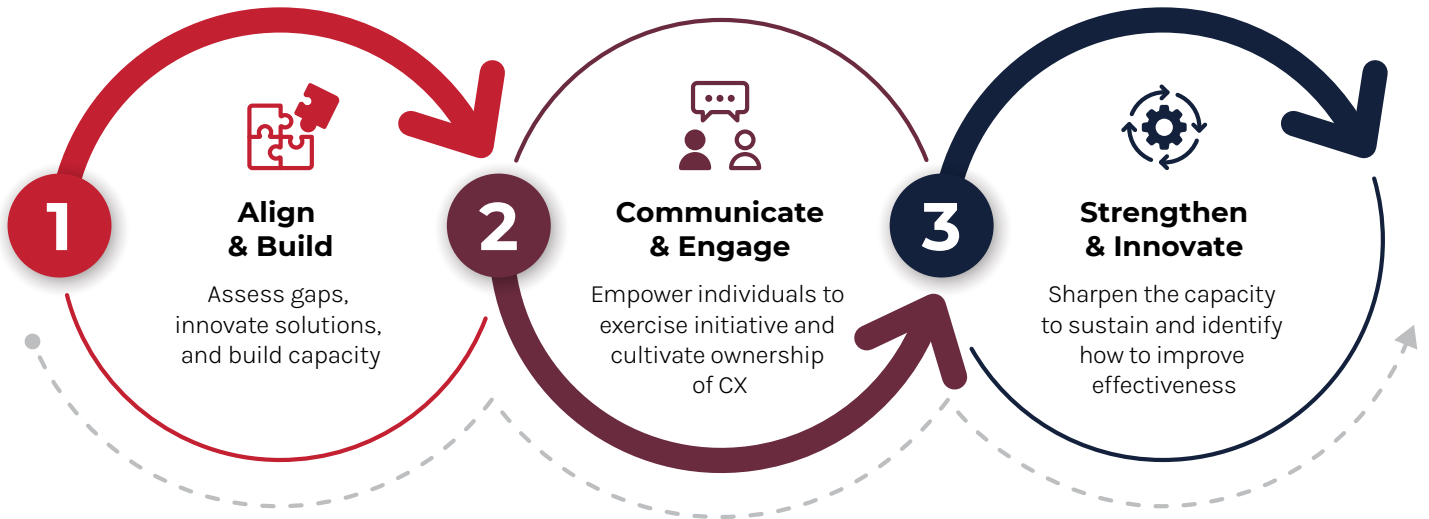
Your organization's leadership reserve becomes even more important during transformation efforts. That's because leadership is foundational. Leadership is a key component when culture, strategy, or customer experience problems emerge.

Our OC team works hand-in-hand with our Culture and Customer Experience Solution Areas to integrate leadership work into many of our client solutions. Bringing leadership focus into the organization benefits employees, customers, and of course, leaders themselves.

# Our Approach

The Clearing's OC experts combine data science, social science, and visual tools in a manner uniquely suited for the federal government and large system leadership. Our team members blend training, communications, measurement, and facilitation experiences that allow measurable results to be achieved in faster time across diverse participants.

## The Clearing's OC Methodology

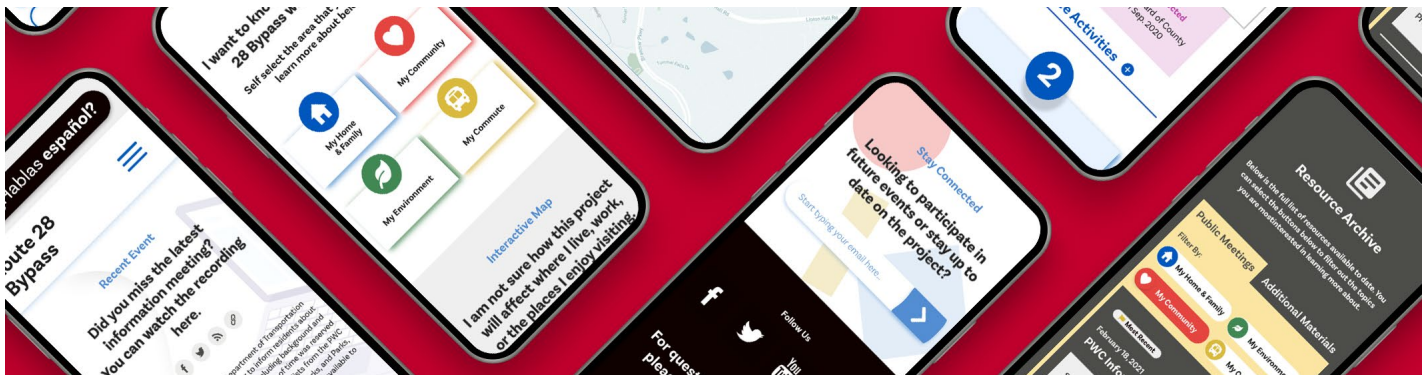


We start with the people at the center of an engagement and build solutions that fit their specific needs. The Clearing's inter-solution approach to OC makes a large impact on how we gather upfront stakeholder perspectives, which is critical to how our experts facilitate the strategic planning process.

Those stakeholders are the most significant drivers in setting an organization or agency's overall strategy and defining capabilities. It's not a 'check-the-box' activity – it's a key pillar of the process. It's also where other Solution Areas add significant value.

For example, the structure and cadence of capturing voices and ensuring alignment along the way comes from our Culture Solution – we bring in our culture methods to influence the strategic planning process. The customer experience and employee experience are also significant drivers in determining strategic objectives and capabilities needs; this is where we leverage our dedicated CX practice.

The alignment of leadership, stakeholders, and strategy is at the core of transforming or creating the organizational capabilities required for employees to thrive and serve their customers how they want to be served. **Clients report that our Solution Area-based service model allows for the fluidity required to address these challenges as part of a holistic organizational solution.**



## When to Consider OC Support

Organizational capabilities must shift as customer and employee demand dictates. If you find your capabilities are hindering your organization's ability to provide the workplace or customer experience needed for all parties to thrive, consider enlisting support to determine the path and execute the plan to get there.

Below are a few examples of when to consider enlisting support.



Organizational strategy must shift to meet changing customer demands and/or new mandates.



Siloed leaders don't understand or aren't aware of larger organizational goals – or how they can contribute to them.



Staff lack the ability to meet customer demand due to lack of engagement or alignment with organizational goals.




Leadership skills gaps impact organizational performance.





Interested in learning more about The Clearing's approach to Organizational Capability?

**Contact us today to talk with our team of experts on the next steps.**

## Ready to Chat?

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