
LEADERS AT ALL LEVELS: The Readiness Factor



with
Laree Kiely, Ph.D.

April 2, 12–1 p.m. ET

Welcome!

Welcome to the Targeted Learning Corporation's presentation of *Leaders at All Levels: The Readiness Factor*, with Laree Kiely.

Leaders are people at all levels of an organization who have the ability to anticipate and respond to new challenges. The differentiating factor between a thriving enterprise and one that constantly struggles is readiness.

Degrees of readiness in any organization—that is, whether leaders at all levels are trained in the use of tools that can make them respond effectively in situations large and small—can be the difference between thriving success and chaos.

The question is—are you **READY** to think, decide, influence and act upon any situation that might occur in order to benefit and protect your organization?

In this program, internationally known consultant, researcher, and teacher Laree Kiely will show you how to become a ready leader.

The Leader in You is sponsored by the NRCS Social Sciences Institute and the NRCS National Employee Development Center. The National Association of Conservation Districts, National Association of State Conservation Agencies, National Conservation District Employees Association, and the Targeted Learning Corporation are cooperating sponsors of the program.

Program Outline

Presentation

- The Readiness Factor
- How to Become a Ready Leader
- Leaders at All Levels

Question and answer session

Wrap-up

What You Will Learn

By attending this seminar, you will learn

- ✓ What organizational readiness is
- ✓ How to become a “ready” leader
- ✓ The effect readiness has on efficiency and effectiveness.

How to Get the Most from the Seminar

During the seminar...

- Participate! Contribute to the discussion. If you are participating in the live presentation of this program, call, fax, or e-mail questions and stories about how influence affects your workplace.
- If you are taking part in an encore presentation of this program, share your question or comment with the seminar coordinator and your colleagues.
- Take notes. Jot down ideas on how you can apply information from this presentation to your own workplace.

After the seminar...

- Take what you've learned back to your organization.
- Discuss with your colleagues how the different points apply to your organization.
- E-mail Dr. Kiely at laree@lkigroup.com, or call her at 530-622-6228.
- Find out more about the topic by reading two books co-authored by Dr. Kiely—*Taking Charge: A Guide to Personal Productivity* and *Everything's Negotiable*—or view her award-winning program *Managerial Communication: Tools for Leadership*, regularly broadcast on PBS/ETV and available for purchase through Dr. Kiely (see contact information above).

Presentation

Leaders At All Levels: Session 1: The "Readiness" Factor

Laree Kiely, Ph.D.
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KGi
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Education is not the filling of a
vessel, but the starting of a fire.

W. B. Yeats

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As a result of this session,
leaders will:

- Understand what organizational readiness is
- Learn how to become a “ready” leader
- Examine the effect readiness has on efficiency and effectiveness

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Society, community, family are all conserving institutions. They try to maintain stability, and to prevent, or at least slow down, change. But the organization of the post-capitalist society of organizations is a destabilizer. Because its function is to put knowledge to work —on tools, processes, and products; on work; on knowledge itself—it must be organized for constant change.

--Peter Drucker

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There are two kinds of people who never amount to much: those who cannot do what they are told, and those who can do nothing else.

--Cyrus Curtis

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Why "Readiness"

- Change management models
- Resilience models

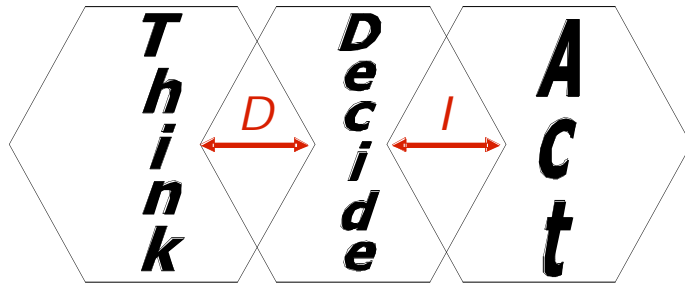
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What is "Readiness"?

- 1.
- 2.
- 3.
- 4.
- 5.

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The Readiness Factor



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How do you become a ready leader?

- Understand how your own mind works
- Use creative thinking
- Use critical thinking
- Know when to use which thinking mode
- Understand group dynamics
- Fine-tune your decision-making skills
- Frontload™
- Ensure implementation and execution

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Leaders at all Levels

Defining Leadership:

Leadership is helping to create an environment where people can do their best work while accomplishing the organization's goals.

--Morgan McCall

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Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.

—Margaret Mead

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Readiness

The eye sees only what the mind is prepared to comprehend.

—Henri Bergson

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About Your Presenter

Laree Kiely, Ph.D., President and CEO of LKi—Organizational Effectiveness Consultants—has more than 25 years' experience consulting, researching, and teaching organizational behavior to businesses internationally. LKi specializes in programs emphasizing strategic thinking, strategic decision-making, strategic influence, and strategic planning and implementation.

Some of the companies who have benefited from working with Dr. Kiely and LKi are Daimler-Chrysler, CB Richard Ellis, The Center for Telecommunications Management, NBC, Paramount, The National Sports Management Institute, Toyota, IBM, Xerox, Arco, Allergan, Siemens, Southern Cal Edison, BW/IP, Email (Australia), Martin-Marietta, Honeywell, The Singer Company, Kraft Foods, Kaiser-Permanente, and many government and not-for-profit organizations.

Dr. Kiely served as a faculty member of the Marshall School of Business at the University of Southern California for 15 years, where she taught in the MBA and executive education programs as well as serving as Director of the Center for Teaching Excellence. Before her appointment at USC, she directed Technology Services at First Interstate of California. She received her B.A. and M.A. from the University of Colorado, and her Ph.D. from the University of Southern California.

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Use this form to write your question or for discussion among your colleagues. Please write clearly.

Your name (optional): _____

Your organization: _____

Your location (city, state, country):

Your question (25 words or less):

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LEADERS AT ALL LEVELS: Readiness In Action



with
Laree Kiely, Ph.D.

April 2, 1–2 p.m. ET

Welcome!

Welcome to the Targeted Learning Corporation's presentation of *Leaders at All Levels: Readiness in Action*, with Laree Kiely.

Degrees of readiness in any organization—that is, whether leaders at all levels are trained in the use of tools that can make them respond effectively in situations large and small—can be the difference between thriving success and chaos.

The question is—are you READY to think, decide, influence and act upon any situation that might occur in order to benefit and protect your organization?

In this program, internationally known consultant, researcher, and teacher Laree Kiely will help you find out what it means to be a ready leader.

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Program Outline

Presentation

- Your RQ: Readiness Quotient
- Thinking and Cognition
- Group Thinking

Question and answer session

Wrap-up

What You Will Learn

By attending this seminar, you will learn

- ✓ The four aspects of readiness: thinking, deciding, influencing and acting
- ✓ How to assess your own level of readiness and develop a plan for improvement
- ✓ Practical tools to enhance your RQ (Readiness Quotient).

How to Get the Most from the Seminar

During the seminar...

- Participate! Contribute to the discussion. If you are participating in the live presentation of this program, call, fax, or e-mail questions and stories about how influence affects your workplace.
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Presentation

Leaders at all Levels: Session 2: Readiness in Action

The ability to learn faster than our competitors may be the only sustainable competitive advantage in The 21st century.
--Arie DeGeus
Head of Planning, Royal Dutch Shell

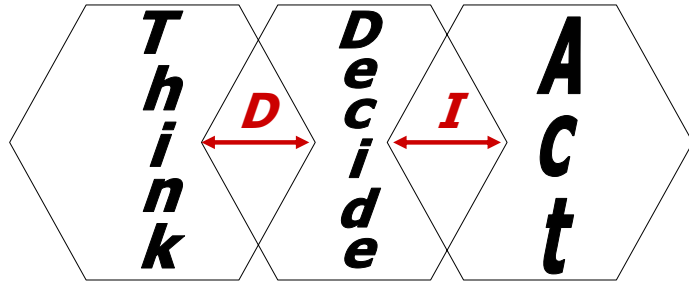
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As a result of this session, leaders will:

- Understand the aspects of readiness: Thinking, Deciding, and Acting
- Know the necessity for effective influence and dialogue
- Assess their own level of readiness and develop a plan for improvement
- Take away tools to enhance their RQ (Readiness Quotient)

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The Readiness Factor



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In discipline we find freedom.

Semper Paratus: Cognitio, Optare, Actio

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Your RQ: Readiness Quotient

- 1.
- 2.
- 3.
- 4.
- 5.

Give yourself an even greater challenge than the one you are trying to master and you will develop the powers necessary to overcome the original difficulty."

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William J. Bennett

Thinking and Cognition: The Way the Brain Works

- Where do we get our thinking patterns?
- The way we're wired (Nature)
- The way we have been programmed (Nurture)
- Perception
- Cognitive styles

What concerns me is not the way things are, but rather the way people think things are.

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Epictetus

Cognitive Styles Exercise: FD and FI

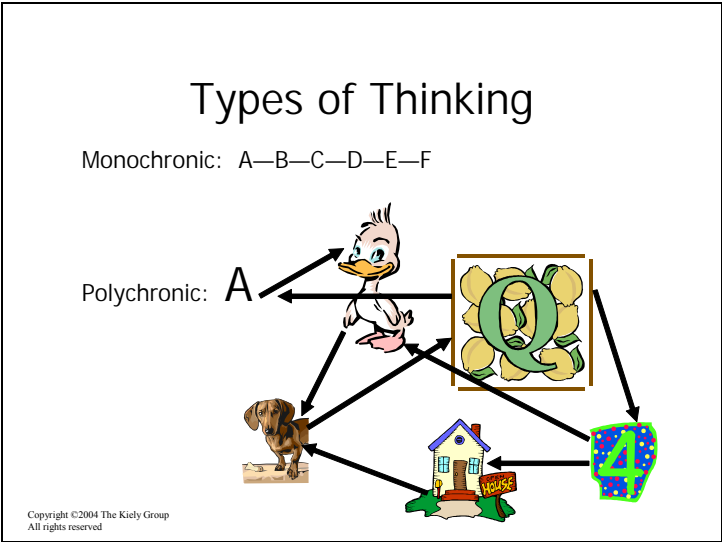
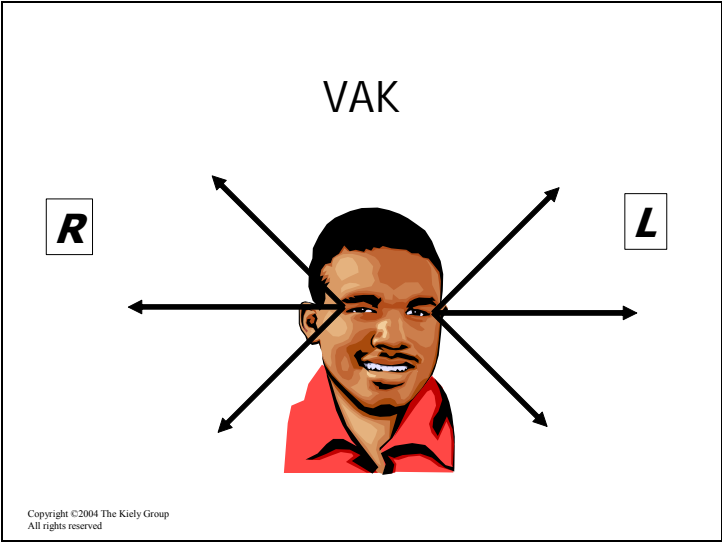
FD

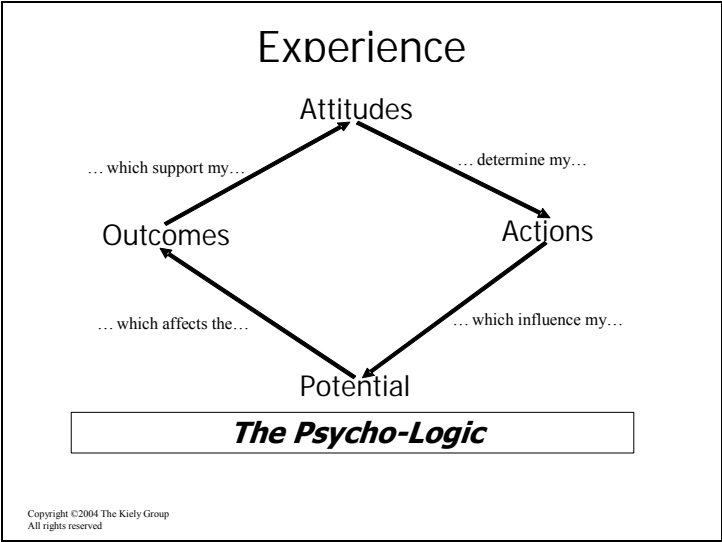
FI

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- A.P.E. Reasoning
 - Non-linear proximities
 - Beach ball
 - KitKat candybars
 - You?
 - Experience: Rational versus Emotional/Physical
- The five senses
- Linking to cognition
 - Which one is inextricably linked to “memory”

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Can we change our "mind"?

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What does this have to do
with leadership and readiness?

It's not what we don't know that causes trouble. It's what we know that ain't so.
Will Rogers

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Group Thinking Traps

Human beings, who are almost unique in having the ability
to learn from the experience of others, are also remarkable
for their apparent disinclination to do so."
--Unknown

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The Road to Abilene

It only works for each of us when it works for all of us.
-Author Unknown-

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Lessons from Abilene

I know that you think you understand what you heard me say, but I'm not sure
you realize that what I said was not what I meant.
--Unknown

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The Solution: The Delphi Method

- Why throwing a question out to the group to discuss is the worst thing you can do
- Uncontaminated data

"When I use a word," Humpty Dumpty said,
"It means just what I choose it to mean—neither more nor less."
The question is," said Alice, "whether you can make words mean so many
different things."

"The question is," said Humpty Dumpty,
"Which is to be the master—that's all."
--Lewis Carroll Through the Looking Glass

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There is nothing good or bad about a group. A group can be a road block to progress, enforcing "group think" and conformity on its individual initiative. Under other conditions, a group can be a powerful synergism of talents, strengthening its members, speeding up the decision-making process, and enhancing individual and personal growth.

--Rensis Likert--

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***The Leader in You* Evaluation**

Leaders At All Levels

April 2, 2004

Please complete this evaluation for *The Leader in You* training seminar that you viewed. Your response will help us serve your needs more effectively in the future. Thank you for your time and cooperation! Rate the following seminar features:

	Excellent	Good	Fair	Poor
Rating that best reflects my overall evaluation				
Reaction to Speaker				

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
This seminar met my expectations					
I would recommend this seminar to others					

Please give us suggestions for future speakers and/or topics: _____

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