

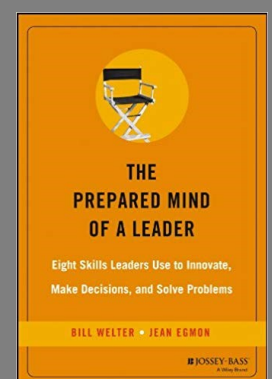
EADM 829

MIAO YU

Help build the skills of  
**Prepared Mind**  
leadership.

# THE PREPARED MIND OF A LEADER

8 SKILLS Leaders Use to Innovate,  
Make Decisions, and Solve Problems



## IMAGING

Make creative decisions in our career.

Get out of our comfort zone.

## OBSERVING

Know more about globalization as world becoming bigger

Defend new threat and take advantage from the new opportunities in

## REASONING

Understand various perspectives besides ourselves.

Aware the underlying results in advance.

## CHALLENGING

Break the fine line.

Recognize the mental maps before they disappear.

# WHY PREPARED MIND

8 SKILLS

## DECIDING

Receive the leadership through actions.

Take actions when we have time.

## LEARNING

New knowledge and skills to fit the new environment.

Add new knowledge into old knowledge

## ENABLING

Great followers to support our jobs.

Cannot succeed in the organization alone.

## CHALLENGING

Failure give us more than success.

Reflecting could be early warning signs

## Authors



Bill Welter

Bill is a consulting-educator who helps organizations succeed by helping managers and professionals think more critically and strategically about their role. He connects Louis Pasteur's quote of "Chance favors the prepared mind" with today's business realities through workshops, writing and coaching.



Jean Egmon

Dr. Jean Egmon is the founder and CEO of Third Angle, Inc., a strategic innovation and implementation firm and a professor at Northwestern University's Kellogg School of Management. Dr. Egmon founded Third Angle in 1999, at the request of organizations familiar with her innovative work and research at Northwestern University

# 1 Foundation

What we have known. 6 Givens



**System**

We know we operate in a system; we are not alone. System is always changing because of components, relationships and strengths. So, need to find a way to catch



**Ahead**

We know that we are in the midst of multiple life cycle curves.

Prepared mind help thinking ahead of the curve



**Catch**

We know that dock speed is accelerating. Prepared Mind can help to catch the step of organization changing.



**Active**

We know that progress requires us to actively sense and response to changes around us



**Leader**

We know that leadership is important during times of change



**Strategic**

We know that every organization has a cascade of strategies, whether they know it or not

## 4 Frameworks



**Sense Response Cycle**



**Opportunity Space**



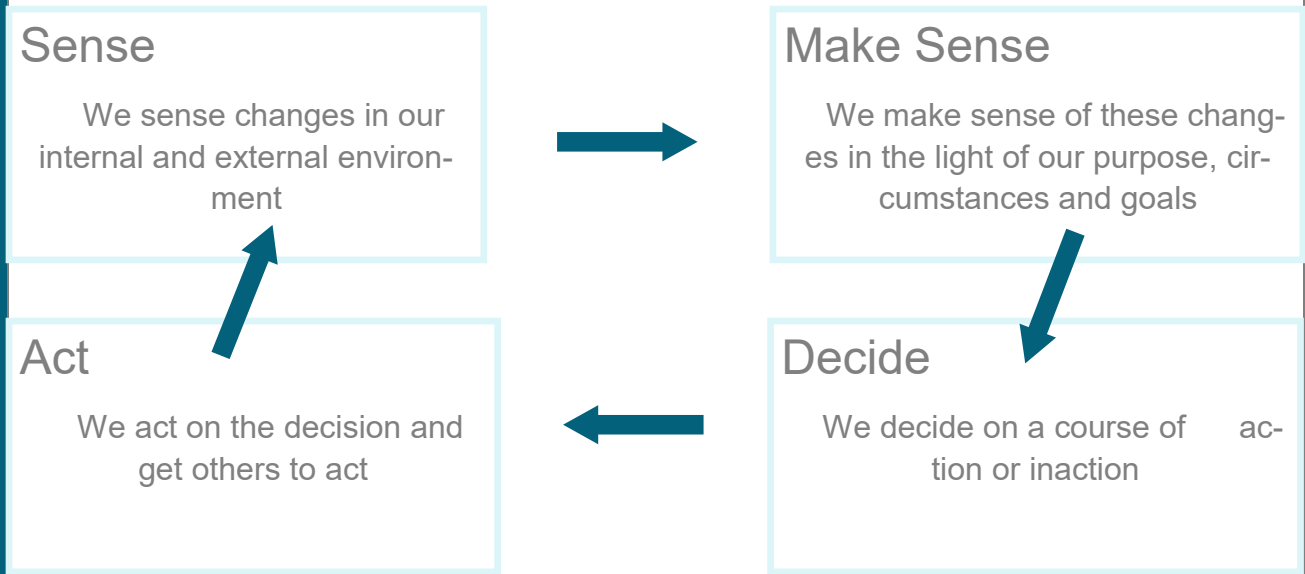
**Mental Maps**



**Anchoring Concept**

# The Sense-Response Cycle

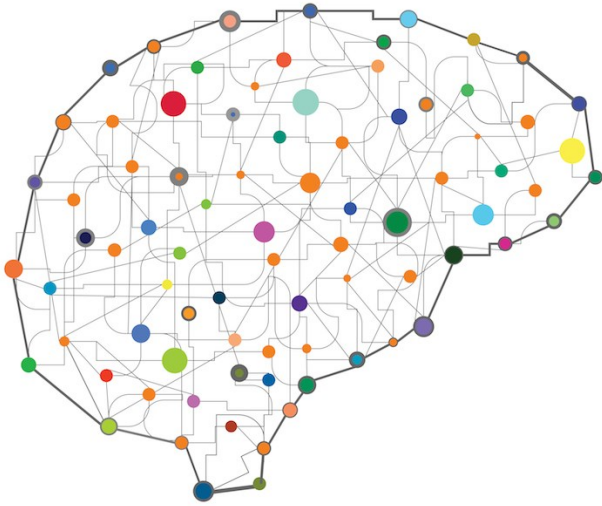
Each of the 8 Skills is Associated with a phase of the cycle



# Opportunity Space

Defined by how much you do in your job





## Mental Maps

It helps to organize the information pathways connections in your mind, it could be guides or directions.

When we use Mental maps, we should always ask ourselves:

1. What information do I need to sense, make sense, decide, and act on the current situation or in a new opportunity space?
2. What connections can I be making between categories of old and new information that I have not made before that would help me sense, make sense, and maybe decide and act in new ways?
3. What other keys for interpreting the information could I apply to see this situation in new ways?



## Anchoring Concept

It helps to understand Prepared Mind in depth through proving relate but not all concept



Last but not least :  
**Constrain your mental maps**

# Observing $\neq$ seeing $\neq$ looking

by the Prepared Mind is the skill of taking in new data from the environment and integrating them with what we already know in order to select, categorize and represent the data as something meaningful in our mind.

## Paradigm Impact (Thomas Kuhn)

We tend to deny those we see but do not believe while making ourselves see what we believe. As the world is changing, when paradigm are not attuned with reality, we just see world in the wrong way instead of observing.

## Mindful Behavior (Ellen Langer)

Mindful behavior is a status when a person is on to new information and capable of accepting multiple points of view with curiosity instead of criticism.

## How to Improve

Warning signs appear often but never been paid attention to. Try to look things through different eyes, and one may see something different and new.

Questioning contributes a lot in leveling observe skill. Especially on obsolescence.

### Attention

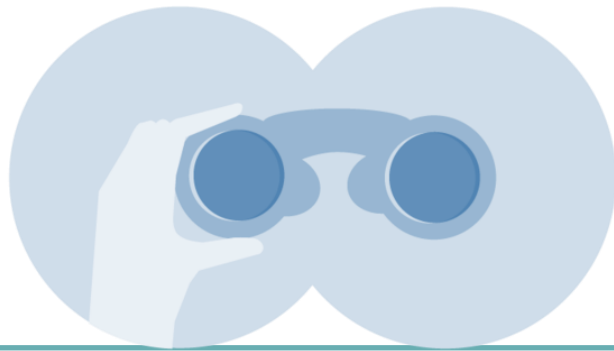
From new and unfamiliar things as well as some information already in your mind

### Perception

From new and unfamiliar things as well as

### Pattern Recognition

Not only to see patterns but also know



### Benefit:

- ◆ Strategic Focus
- ◆ Self-Revelation
- ◆ Enriched Perspective

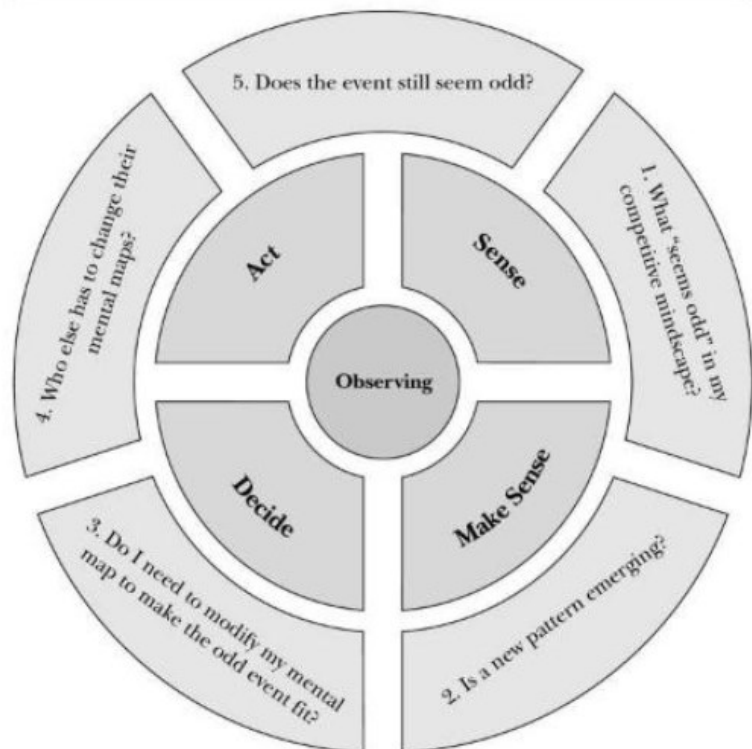
### Risks:

- Indecisiveness
- Sideline Players
- Breeding Skepticism

### Challenges:

- Information overload
- Limited Cognitive Load Capacity
- Routines
- Underusing the skills of learning and reflection

FIGURE 3.1. THE SENSE-RESPONSE CYCLE OF OBSERVING

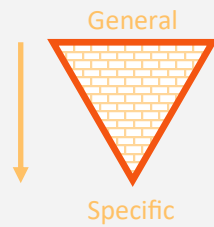




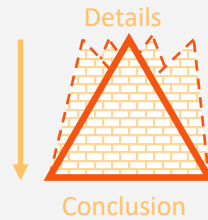
# Reasoning

is an on going process, but our education just prepared us for focusing on the memorization of facts, nor the development of mental processes.

## Deductive



## Inductive



### Benefits:

- Greater Clarity
- Defensible Positions
- Improved Decision Making

### Risks:

- Leaving others Behind
- Coming on Wrong Conclusions
- Analysis Paralysis
- Working Backward

### Challenges:

- Finding Sufficient Time to Use the Skill
- Perspective
- Admitting You Need Help

### Anchor Mental Models

Unlike mental maps holding a general picture, models serve for one specific issue. Those reasoning well can process information more completely in the premise and possible conclusions.

### Anchor Information processing

Information come from environment, we frame information in the form of premises, apply rules then create new structure. It is a systematic, orderly, rule based and reasonable process.

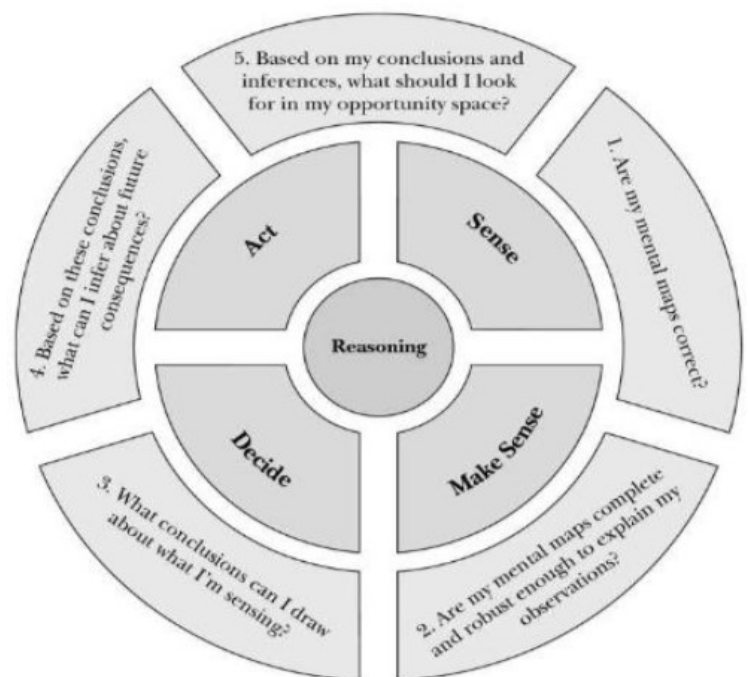
### Anchor Rational

As the word itself, this require us to process information without emotion, judge fully evidenced. But extremely rely on it will turn us lose our creativity.

## Building Your Skills:

- Find someone who think differently to expand ideas.
- Think big, looking at the whole system than one point. Try to win the war not just one fight.
- Look outward then look inward, check yourself when you found problems on other individuals.

FIGURE 4.2. THE SENSE-RESPONSE CYCLE OF REASONING



# Imagining

Is the skill of picturing situation that may have encountered or may not. It have us seeing opportunities in advance and develop our creativity and innovation that take imagine into object. Chance favors the Prepared mind and we can be prepare when we imagine beyond the current.

## Anchor Forethought

Help us decide which way tot take and the impact our decisions and action will be applied on us and our surroundings.;

## Anchor Imagery

Is a technique that connect things in reality to some abstract concepts, to make ideas easier to memorize and understand. It is a recombination process which has both emotion and logic

## Anchor Analogical Thinking

It is the most efficient and creative thing that prepared mind thinkers can do, the system in it is about the inter-related knowledge. It requires us to search the underlying structures, methods and concepts at work from one domain to another

## Benefits:

- Enriched Vision
- Contingency Plans
- Innovation
- Improve the Other Prepared Mind Skills

## Risks:

- Credibility on the line
- Try not to be a Dreamer
- Threaten the Status Quo

## Challenges:

- A Limited View
- Focus on Facts
- Limited Analogues
- No Time Seriousness without humor
- Ingrained Habits

## Building Your Skills:

- Creativity Day by Day
- Switch Your Focus
- Consider the Road Less Traveled





# Challenging



*Pushing for Higher and Deeper Thinking*

is the skill that focus on questioning the obvious answer, and giving support to the right things under that least resistance.

For a Prepared Mind leader, it means to offer different ways of seeing or different views altogether of what is real and actionable.

The first characteristic of challenging skill is obvious and overact. The second is subtle in the background and the last is motivational.



## Cognitive Dissonance

Prepared Mind leaders will stop the action if their cognition and attitude are in dissonance.

## Benefits:

- Teachable Moments
- Relationship building
- Enriched Point of View

## Risks:

- Alienation
- Limiting Focus
- Jeopardizing



## Dialectical Thinking

Challenge yourself and the people who you work with.



## Perspective Taking

It is a matter of seeking to find a coherent whole from which to base decisions and actions. It also related to the ability and relationship.

## Building Your Skills:

- Not letting time pressure keep you from challenging
- Overcome the Industrial Mind-set
- Challenging without Losing Face
- Apply better listening to Challenging
- Overcoming the fear of change brought on by challenging



## Challenges:

- Time Pressure
- Industrial Age Models of Authority
- Fear of Losing Face
- Poor Listening Skills
- Fear of Change

# Deciding

Is a skill which can transform cognitive agility into decision making agility.

## Choosing with Consequences in Mind

### Anchor Schema

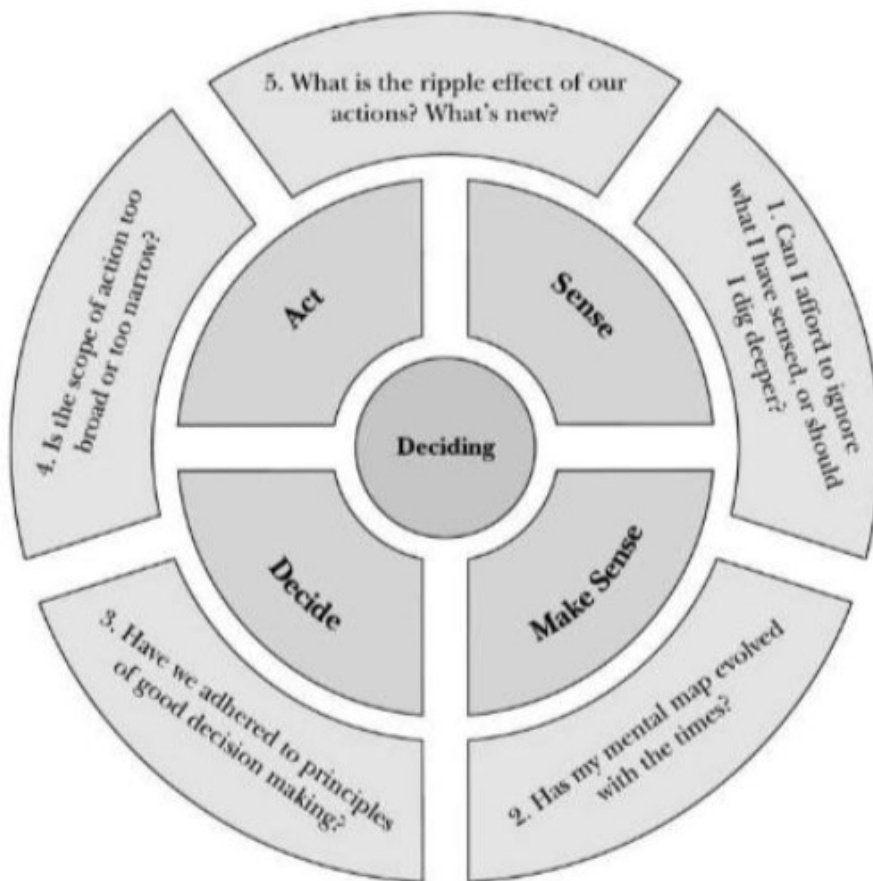
It has power to influence the cognitive and leadership agility, and Prepared Minds will aware what happens in our minds to decide in a right way.

### Anchor Criteria/Rules

Criteria-based decision means clear and intuitive minds in leader's head.

### Anchor Commitment

It is a emotional element in decision making. Without commitment to a decision, it will never become an action..



## Building Your Skills:

- Checklist for effective decision making
- Try a Decision Scorecard
- Expand Your Repertoire
- Be Explicit in Practice



## Benefits:

- Bigger Pictures
- Better Alignment
- Greater Commitment

## Risks:

- Time Invested Sooner or Later
- Potential for Failure
- Endless Debate

## Challenges:

- No Existing Schema
- Reusing old mental models
- Rationalization

- Compelling Questions
- Conscious Discontentment
  - Content
  - Connections
  - Confidence
  - Construction
- Capability Building

*Keep Developmental Mind-Set*

# Learning

## Three Concept of Learning

- ⚓ Experience
- ⚓ Prior Knowledge
- ⚓ Transfer

The ultimate benefit of learning is we can take what we have learnt and transfer it to different situations.

## Building Your Skills

The most efficient way is to integrate your experience from life into your learning. That would be more meaningful and useful. And navigate the 7C's will also make

## Challenges

- It Takes Time
- It Takes Effort

## Benefits:

- A Richer Opportunity Space
- Richer Networks
- Up-to-Date experience
- Better capability and capacity
- Developmental Mind-Set

is a process for changing the content, and the connections between the content, of one's mental map, expanding capacity and capability for a variety of actions.



## Risks:

- The potential to be considered a dilettante, a dabbler.
- Dilution of Relevancy if technology shifts rapidly.
- Frustration when you cannot apply all you know.

## Benefits:

- Bench Strength
- Building Trust
- Increased Supply of Intellectual and Social Capital
- Learning from Enabling Others

## Building your Skills:

- To-Do list:  
Identify one specific idea

## Risks:

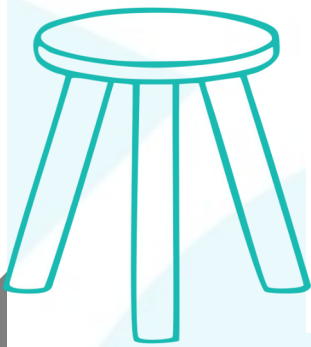
- Insecurity
- Loss of Control

## Challenges

- Letting go
- Fear of Failure

## Three Concept of Enabling

- ⚓ Motivation
- ⚓ Design
- ⚓ Scaffolding

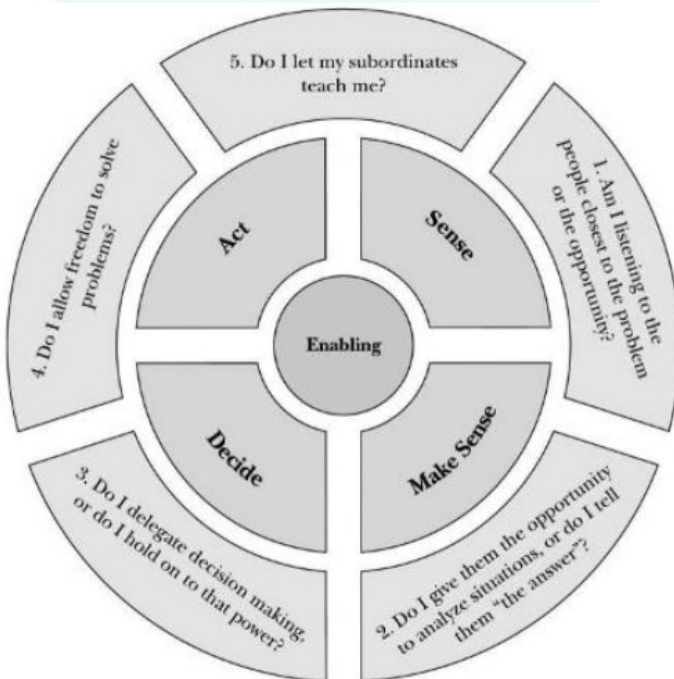


Knowledge  
Opportunity  
Means

**E** is designing opportunities for other to develop their Prepared Minds and apply them in practice.

# nabling

*Exercising Leadership from the Outside In*



# R

## eflecting

# B

## enefiting

### Looking Backward and Forward and Inward

It is a skill that help us hold our mind, heart, values, and circumstances up to a mirror and see the whole picture.

#### Three Concept of Reflecting

- ⚓ Metacognition
- ⚓ Tacit, Implicit, and Explicit Knowledge
- ⚓ Self-regulation

#### Benefits:

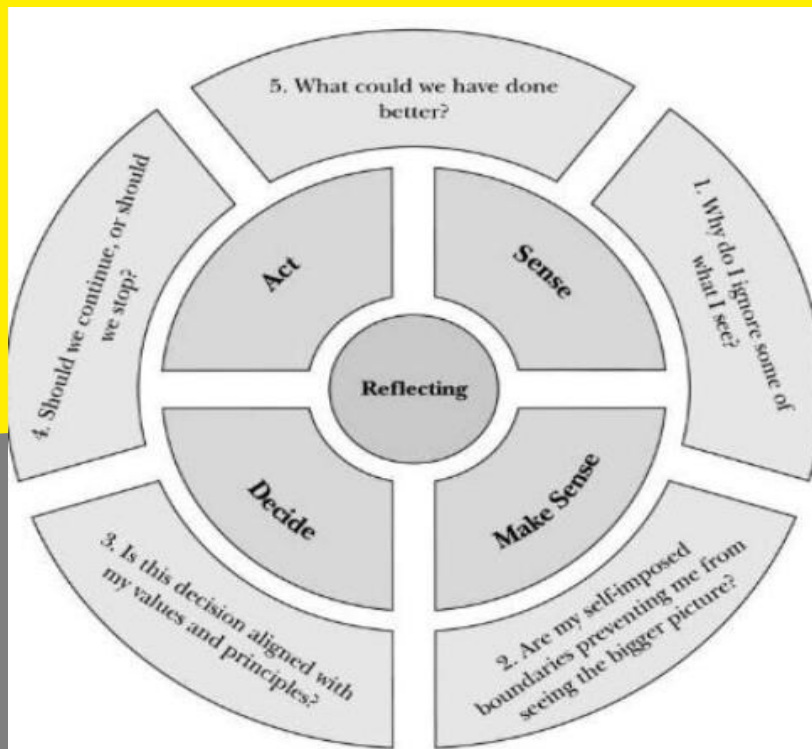
- Self-Revelation
- Wisdom
- Anchoring
- Perspective

#### Risks:

- Not Like What We See
- Time
- Emotional Distress
- Dissonance

#### Challenges:

- Pressure to Act
- No Process
- Unarticulated Principles and Values



#### Reference:

Welter, B. & Egmon, J. (2006). *The Prepared Mind Mind of a Leader*. San Francisco, CA: Jossey-Bass.