

LEADERSHIP USA[®]

USING YOUR BRAIN TO WIN IN TODAY'S HYPER-PACED WORLD

Living & Thriving at the Pace of Change

Presented by Holly Green

August 13, 2020



2020 Calendar of Learning Events

LEADERSHIP USA®



Location:

Curtis Ballroom at the Landmark
5345 Landmark Place, Greenwood Village, CO 80111

Schedule:

Full day: 8:30 registration, 9:00-2:30 meeting (with breakfast and lunch)
Half day: 8:00 registration, 9:00 to 12:00 meeting (with breakfast)

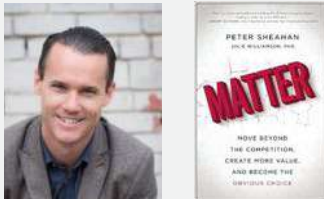
Cost:

\$299 for members; \$499 for non-members. Includes meals and materials.

Registration:

LeadershipUSA.com or call 303-471-7401

½ day – Friday, January 24, 2020



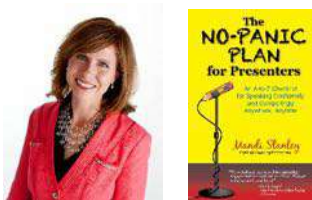
Peter Sheahan, CPAE presents **Leading Growth and Transformation: How Leaders Accelerate Their Organizations' Progress to the Future**

Thursday, February 13, 2020



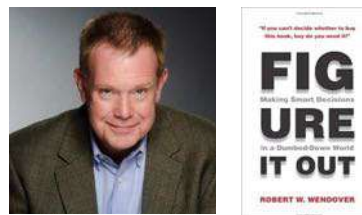
Marcia Reynolds, PsyD, CSP presents **Emotional Intelligence for Leaders: Build Stronger Relationships with Team Members**

Wednesday, March 11, 2020



Mandi Stanley, CSP presents **Write It So They Read It: Executive-Level Business Writing in Just One Day**

½ day – Tuesday, April 7, 2020



Bob Wendover, CSP presents **DecisioNinjas: Building Tomorrow's Generation of Workplace Problem Solvers**

Wednesday, May 13, 2020



Dennis Gilbert, CSP presents **Leading Across the Generations: How Leadership Builds Cross-Generational Culture**

Tuesday, June 9, 2020



Michelle Anne, MBSR, PCC, Acharya, WOSB presents **The Master Key to Managing Stress: The Art & Science of Stress Reduction in Times of Change**

½ day – Wed., July 8, 2020



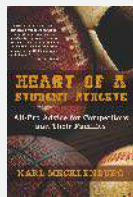
Michael Canic, PHD, CSP presents **Ruthless Consistency: Refocus, Realign and Recommit for Results!**

½ day – Thurs., August 13, 2020



Holly Green presents **Using Your Brain to Win in Today's Hyper Paced World: Living & Thriving at the Pace of Change**

½ day – Tues., September 15, 2020



Karl Mecklenburg, CSP presents **Teamwork and Leadership in a Changing World: Key Lessons from the Linebacker**

½ day – Tues., October 13, 2020



Sarah Michel, CSP presents **Delivering Engaging Presentations in the New Hybrid World**

½ day – Thurs., November 12, 2020



Clint Swindall, CSP presents **Engaged Leadership: Building a Culture to Overcome Employee Disengagement**

½ day – Wed., December 9, 2020



Michelle Tillis Lederman, CSP presents **Connected Leadership: Create a Trusted and Influential Leadership Brand**

Continue Your Learning After Today's Learning Event!



LEADERSHIP USA Learning Library

Access additional self-study resources (eBooks, Videos, MP3s, articles, etc.) from our distinguished faculty members at LeadershipUSA.com/learning-library (use password **DEVELOPMENT**). Just click on the wheel to jump right to your desired skill!

Upcoming Bi-monthly Webinar

As part of your membership benefits, LEADERSHIP USA® hosts a bi-monthly one-hour webinar with a top-notch leadership expert, which is free and open to ALL employees. The webinars are recorded, and a handout is provided for teams to implement the principles together.

Next webinar:

Friday, September 25, 2020

1:00 PM to 2:00 PM Mountain

The 25 Hour Day: Time Management and Time Budgeting Strategy

Randy Anderson, CSP

Recalibrate your perspective on time and how you're using it. Identify ways to become organized and systemized.

Master the approach of time budgeting and end the perpetual feel of urgency. Applying these strategies will allow you to save up to an hour each day, and will help reduce the stress of living in "survival mode".

Registration: LeadershipUSA.com/webinars
Use password **DEVELOPMENT**.



Using Your Brain to Win



the
HUMAN
FACTOR inc.



We carry it around with us almost everywhere we go. We can tap into its enormous powers in a split second. And yet, most days, we are not using our brain and the brains of others as effectively as we could.

Holly guides leaders and their organizations in achieving greater success by teaching you to leverage your brain and the brains of others. Learn to apply the **science of thinking** at work.

- Create clarity on what winning looks like and execute with excellence
- Master how to think differently and be truly innovative
- Engage your entire organization in accomplishing even more
- Increase the skills and competencies required to thrive in today's hyper paced world

An experienced business leader and behavioral scientist, Holly has a rare combination of extensive academic training and in-the-trenches experience working in and leading organizations. She has also worked with elite performers including the United States Navy SEALs, Top Gun Fighter Pilots, Olympic athletes, senior NFL referees, the FBI Leadership Academy, and two United States Presidents. Holly is the former president of The Ken Blanchard Company, and co-founder of a biotech firm. She worked in senior leadership roles with global giants including The Coca Cola Company, AT&T, Dell Computer, Deloitte, LLP, and Bass Hotels and Resorts.



As a consultant, Holly is frequently hired by companies and associations to help them compete more effectively in today's uncertain markets. She has supported hundreds of companies around the globe in strategic planning, operational excellence, and organizational alignment to achieve higher profits and more success.

In her entertaining, interesting, and interactive keynotes and presentations, Holly blends the 30,000-foot view with hands-on experience and practical tools to create immediate and lasting change. She uses her deep knowledge of the neurosciences and presents in a digestible, memorable way to help you succeed in business and improve your life. She has headlined hundreds of gatherings around the world and received three Speaker-of-the-Year awards from the world's largest CEO membership group.

Featured on numerous TV and radio shows including NBC, ABC, Fox News, and NPR, Holly is a frequently quoted expert and has been in USA Today, Investor's Business Daily, The Los Angeles Times, BusinessWeek and the Wall Street Journal among others. She was a regular contributor to **Forbes** for years and is a highlighted expert on dozens of leadership, strategic planning, and innovation blogs.



Holly holds a Bachelor's degree in behavioral sciences and a Master of Science degree in organization development from American University in Washington, D.C. Her postgraduate studies are in neurophysiology. She previously taught graduate courses at Webster University. Holly is the founder of the Management Development Institute previously offered at San Diego State University and now [online](#).



Holly's top selling book, *More Than a Minute: How to be an Effective Leader & Manager in Today's Changing World* is printed in nine languages and distributed globally. She has contributed to several other best-selling books including *Shift Happens* and *1 Habit*. Her newest book, *Using Your Brain to Win*, has received international acclaim.

Holly serves on the Board of Advisors for the Global Innovation Institute and provides strategic advice and guidance to numerous 501(c)3 organizations.





The world is changing fast! To remain successful, we must take the time to **adapt and change** with it.

The human brain is an amazing tool. Its ways of working are what make us such astounding creatures. Yet, built-in thought patterns can hinder our progress. We are constructed to behave in ways that don't work as efficiently as possible in a hyper-paced and constantly changing world.

Neuron: A cell that carries messages between the brain & other parts of the body. The basic unit of the nervous system. We tend to travel the same well-worn mental pathways. We do, however, have **neu-ro-plas-tic-i-ty** – the brain's ability to reorganize or 'rewire' by forming new neural connections throughout life.



To use your brain for more success

- 1 Understand the basics of your brain
- 2 Prompt unlearning
- 3 Develop your and others' resilience
- 4 Grow your self-awareness

Positive
Focused
Flexible
Proactive
Organized

Slow down to go fast!

By slowing down to

- Go fast
- Keep up
- Update constantly

we can use our brain most effectively in constant change



Take 30 seconds to be intentional
Clear your mind and reset
Look around...ponder, wonder, and
change perspective

The Basics of our Brains

- Develop awareness & understanding of the ladder (the brain's process)
- Suspend the process
 - ❖ Walk yourself up and down your own ladder teasing apart what led you to each rung
 - ❖ Prompt your brain periodically to consider if
 - You have all the data
 - The data could be interpreted differently
 - Meaning is different to different stakeholders



The ladder of inference was first developed by Chris Argyris and included in [The Fifth Discipline Fieldbook](#) by Peter Senge, et. Al., Doubleday, 1994



How does our brain know what to see or process?



Note some of the powerful bubbles in your organization/on your team.

What common 'refrains' do you hear when new ideas or ways of working are mentioned? What is the rote response to questions or consideration of alternatives?

What 'rules' exist in how things must be done in your industry/on your team/because "you know who" won't like it any other way...?

What does everyone in your industry/sector do the same way? Should you? What could you do differently to provide a greater competitive advantage/more value?

What one incredible idea can you introduce that will have a significant positive impact on your organization? What 'bubbles' do you believe will come up and how will you address them?

Our BELIEFS are the truth.
The TRUTH is obvious.
Our beliefs & truths are based on REAL DATA.
The data WE SELECT are the real data.



Burst bubbles periodically by intentionally slowing to think about what you are thinking about and why.

Prompt unlearning



- ① Think about what you are thinking about
Especially when you
 - feel strongly (sad, frustrated, anxious...)
 - find yourself advocating
 - feel checked out
- ② Suspend the process by poking your brain periodically with prompts
Ask yourself and others, "What if..."
 - I'm wrong
 - There is different data
 - The data could be viewed differently
 - There is something I don't know
 - Something changed
 - I reframe this threat as an opportunity
- ③ Burst bubbles by trying new ones
Play with your brain and ponder possibilities, options, and alternatives to your thinking path

When you want to really think differently and/or gain greater awareness of your own thinking processes, begin by outlining why you think the way you currently do about a particular item, recommendation, or action. Jot down your responses to the prompts below. You will likely experience how hard it is to think about and uncover how and why we get to where we get most days. Practice! It is worth the pause to consider options and alternatives and expand your possibilities and awareness.

What actions have you taken, or do you believe should be taken regarding the topic?

What beliefs do you have that prompted you to take that action?

Do you have a lot of previous experiences in this area or with this particular behavior?

Why do you think you have these beliefs?

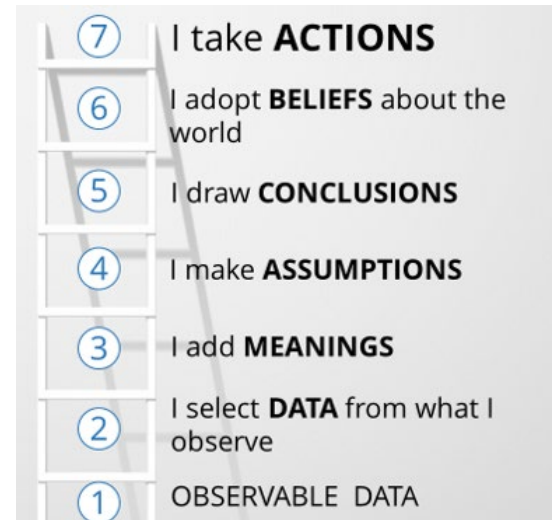
What assumptions are contained within your beliefs?

What data do you have that led you to these beliefs?

Now for the hard part,

- Have someone you trust look at your notes.
 - ❖ Ask them to start with the data and see if they get to the same assumptions.
 - ❖ Brainstorm to see if you can come up with different assumptions.
 - ❖ What other possibilities are there if you were older/younger, from a different culture, a different socioeconomic background, a different gender? What if you were in a completely different line of work? What would a five-year-old think if they had the same data?

Once you have a variety of assumptions, it becomes much easier to see that there are usually multiple possibilities for actions and behaviors based on the different truths we all have. Are there beliefs, assumptions, and meanings you need to unlearn?



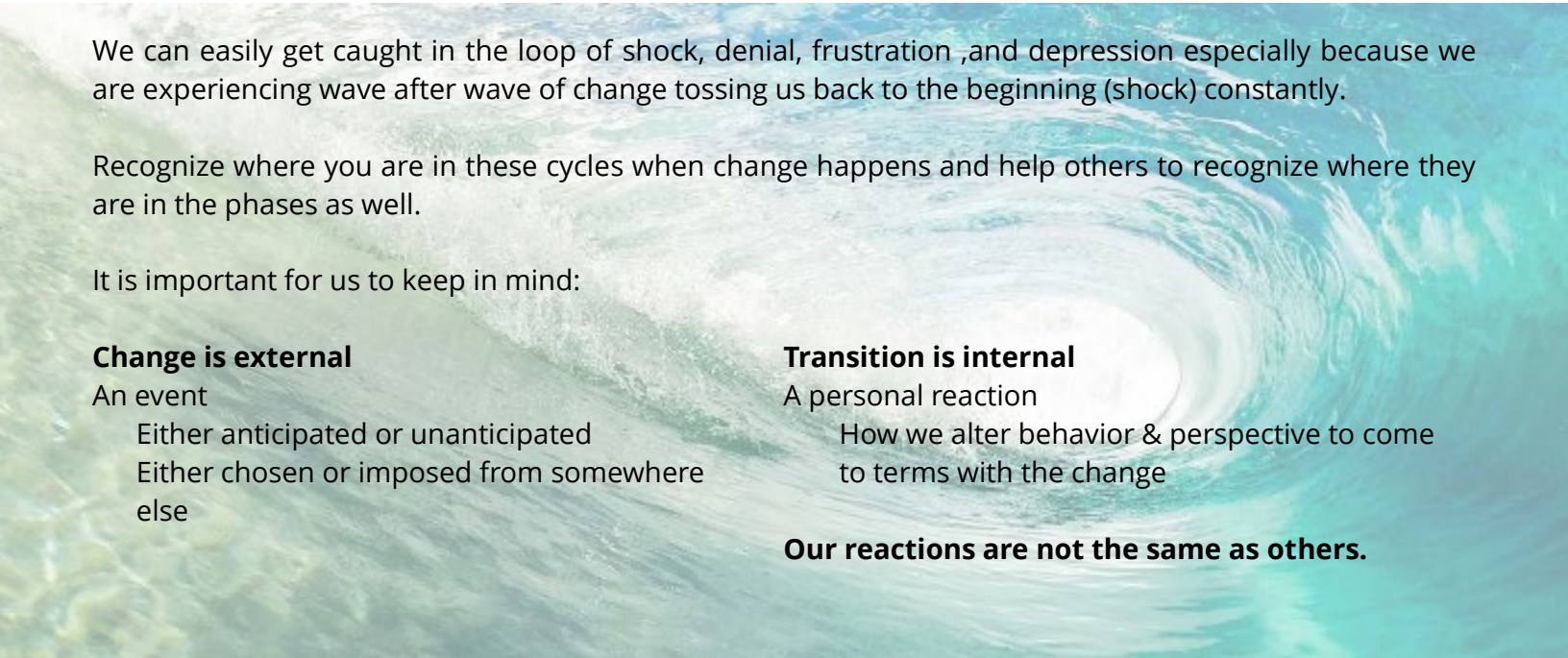


We are pattern seeking, structure loving animals

And we can create whole new pathways, new structures, and frameworks constantly. This neuroplasticity requires the crucial ingredients of **time and intention**.

Typically in unexpected change, we go through various phases including:

- Shock | a sudden upsetting or surprising event or experience | “What is this?”
- Denial | looking for evidence it is not true or won't affect me | “This can't be true!”
- Frustration or anger | things are different, unfamiliar | “I don't like it! Here is why it won't work.”
- Depression or a lack of energy | we withdraw, disconnect | “I am just going to check out and wait. I don't have to do this.”
- Accept and begin to experiment | we consider new ways, new ideas | “I am going to think about this in a positive way and consider how it can work.”
- Integrate | we work with the new parameters/situation, become more positive | “I am going to do this now (to move forward).”



We can easily get caught in the loop of shock, denial, frustration, and depression especially because we are experiencing wave after wave of change tossing us back to the beginning (shock) constantly.

Recognize where you are in these cycles when change happens and help others to recognize where they are in the phases as well.

It is important for us to keep in mind:

Change is external

An event

Either anticipated or unanticipated

Either chosen or imposed from somewhere

else

Transition is internal

A personal reaction

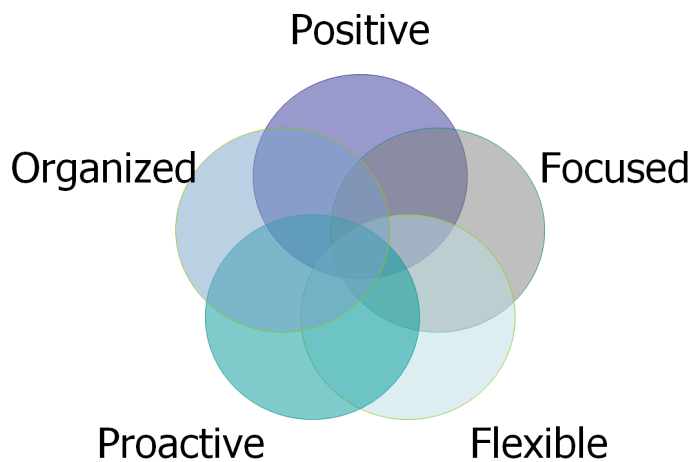
How we alter behavior & perspective to come to terms with the change

Our reactions are not the same as others.

Think about your colleagues, team members, direct reports, etc. Jot down the names of each member. Where do you think he/she is as far as overall phase professionally? What about personally?

Team member	Phase		Actions I can take to support him/her
	Professional	Personal	

Leveraging our brains to grow resilience in ourselves and others



Grow your resilience so you manage through transition even more effectively. Resilient people get the right things done, with a great attitude, and are always focused on continuous improvement without getting worn down by constant changes. They spring back, bend, & adapt to achieve.

Resilient people are positive, focused, flexible, organized, and proactive. They:

- Display a sense of security and self-assurance that is based on their view of life as complex but filled with opportunity (positive);
- Have a clear vision of what they want to achieve (focused);
- Demonstrate pliability when responding to uncertainty (flexible);
- Develop structured approaches to managing ambiguity (organized);
- Engage change rather than defend against it (proactive).

These are the characteristics of 'winners' in the world of change. Resilient people experience the same fear and apprehension as everyone else when they engage in change. However, they are usually able to maintain their productivity and quality standards as well as their physical and emotional stability while achieving most of their objectives.

Positive

Displays a security & self-assurance that is based on the view of life as complex AND filled with opportunity

Our perspective is not the same as others. We have choices in how we view almost all 'data'. Our expectations & bubbles determine how we perceive life. We can change our perspective by a simple nudge to our brain.

Change your perspective

You choose how you react and what you focus on. Humans are 'wired' to share emotional cues. You can choose to see the 'silver lining' or why everything is bad/wrong and impact others to do the same. This ability, coupled with the case that humans cannot not answer a question, gives us great power to shift to another perspective.

- | | |
|--|---|
| <ul style="list-style-type: none">• What can we do now?• What good can I/we find?• Who might benefit from this?• How can I/we figure this out?• What have I learned about myself?• How can I help others? | <p>What if...</p> <ul style="list-style-type: none">• I was a front-line employee• I worked for a competitor• We were building the business from scratch• I had to be grateful today• We merged with our biggest competitor |
|--|---|

What current bubbles do you need to shift?

What situations in your organization are great opportunities to change perspective?

Our language is powerful in determining our future. It dictates what we look for to prove ourselves right. What language prompts can you use to help others see the positive side of a change? What other perspectives can you explore?

Focused

Maintains a clear vision of what they want to achieve & what others need to achieve

Getting focused in ongoing ambiguity

- Pause & consider what you do know (even if it is only small, simple things). Be crystal clear on what is clear. Note it and keep it in front of you, constantly updating it as necessary.
- Engage brains
 - ? What have we learned
 - ? What do we need to learn
 - ? What are customers & employees feeling and thinking today
 - ? What are the specific characteristics of future customers and how can you be poised to identify and capture them
 - ? What industry dynamics do we need to factor in

By learning first, you

- Gather data and balance emotion
- Understand implications and develop insights
- Identify alternatives for consideration

Focus on a target

What does winning look like? ...for the project, the team, the company?

Clarify the destination. Focus on what you have achieved as if you have already achieved it.

Use presumptive language. Define your future (your Bali) as if you are already there.

Use both qualitative & quantitative measures & whatever time increments work in your sector

Consider every aspect of your organization and define as many variables as you possibly can, **like a fly on the wall could see it.**

To further engage your own brain and the brains of others, now layer on active, past tense prompts

Active – What actions were taken to get there, by who, when?

Past – Define it all as if it has already happened (when we have achieved, accomplished, delivered...)

- ? Who did
- ? What did
- ? How did
- ? When did



Practice:

Note a current opportunity or challenge (a project, a short term target, etc.) with as much specificity as you can (dates, numbers, objective...). Jot it down as if you have arrived at the destination. Try the structure of:

On or before (insert date) _____ when we have (action verb - i.e. achieved, accomplished, implemented, executed, reached) _____

(note the target) _____

Now reread what you noted as the target. Are there any words open to interpretation (i.e. excellent, successful, responsive...)? If so, continue defining with specificity what, exactly, you mean by those words. Remember, it must be defined so that you minimize interpretation on the rungs of the ladder.

What will you do next to define the active, past tense prompts to engage your prove yourself right mode? Who on your team will you engage to kick off the prove yourself right mode of others?



Resiliency Self-Assessment

Activities and Behaviors	How well do you currently perform these?					Priority for development
	Outstanding	Pretty good	OK, not great	Need some help	Never done it	
Positive						
1. Believes setbacks and failures are temporary, limited to given situations and not solely their fault.						
2. Speaks positively about changes to others. Looks for the beneficial aspects in each situation including opportunities for learning and growth.						
3. Celebrates accomplishments and progress.						
Flexible						
4. Demonstrates ability to surface, test, and if necessary, change deeply held beliefs and assumptions about issues.						

Activities and Behaviors	How well do you currently perform these?					Priority for development
	Outstanding	Pretty good	OK, not great	Need some help	Never done it	
5. When new opportunities present themselves or current approaches need to be adjusted, can make a decision even if it is counter to previous thoughts.						
6. Sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others.						
7. Changes and adapts perspective by looking at things with different lens. Does not get stuck in doing things the same way.						
8. Taps the best existing ideas and information, while also generating novel, untested ideas.						
9. Works to understand change in tasks or activities, situations and environment as well as the logic for the change.						
10. Thinks expansively. Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches and solutions.						
Organized						
11. Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.						
12. Has processes or systems that work for him/her to get things done in a timely manner.						
13. Is clear on what needs to get done by when.						
14. Can find things quickly/in a timely manner.						
15. Thinks through steps and actions necessary before jumping in.						
16. Monitors results by using a follow-up system and checks in with others.						
Proactive						
17. Ensures commitment and understanding of resulting decisions.						
18. Seeks information about new work situations.						
19. Poses questions of others before decisions are final.						
20. Develops alternate plans or back up scenarios for important activities.						
21. Demonstrates decisiveness by taking timely actions to address an issue, prevent a problem from arising, or solve a problem.						

Activities and Behaviors	How well do you currently perform these?					Priority for development
	Outstanding	Pretty good	OK, not great	Need some help	Never done it	
22. Makes explicit the key operating and financial performance measures and goals; holds the organization and individuals accountable for achieving these results.						
23. Takes action that goes beyond job requirements in order to achieve objectives.						
24. Targets important areas for innovation and develops solutions that address meaningful work issues and opportunities.						
Focused						
25. Gets others interested through engaging imaginations and generating intrigue in the subject. Ask questions that stimulate new thoughts.						
26. Stays focused. Gets the right things done without constantly pursuing other options that may or may not align to the objectives.						
27. Delivers on commitments. Follows through on commitments made to deliver, produce, etc. or keeps others informed when promises cannot be made.						
28. Holds self accountable. Participates actively in establishing individual and team goals and does whatever it takes to accomplish the agreed upon goals.						
29. Able to sort through large amounts of information and opposing points of view to settle on a decision.						

Recommended reading:

Thinking Fast & Slow by Daniel Kahneman
 The Invisible Gorilla by Daniel Simon
 Predictably Irrational by Dan Ariely
 Brain Rules by John Medina
 Why Not? by Barry Nalebuff & Ian Ayres
 The Art of Thinking Clearly by Rolf Dobelli

Fast Forward by Daniel Burrus
 Wired to Resist by Britt Andreatta
 Oh the Things You Can Think! By Dr. Seuss
 More Than a Minute by Holly G. Green
 Using Your Brain to Win by Holly G. Green



Knowing is half the battle. **Doing** creates the neural pathway and **success!**

What will you do based on what you now know	By when	Who will help hold you accountable

What is most important for you to remember and act on from today?

To get the series of follow up including additional tools, tips, and techniques so you can be even more incredible, send an email mentioning **Leadership USA** to Holly@TheHumanFactor.biz



We help organizations and leaders be **even more successful.**

Services include consulting, facilitation, training, processes & tools to thrive in a hyper paced world

Creating strategic agility

- » Strategic planning | Exploration to execution & engagement

Driving operational excellence

- » Project Planning & management
- » Integration, M&A, and growth support

Leadership & management development

- » For leaders | Using Your Brain to Lead & How to *Inform, Inspire & Engage™* your organization
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- » Thinking Differently | Rewire Your Brain to Innovate Every Day
- » Just Getting it Done | Execute with Excellence
- » Oh, the Things You Can Thunk! | A Dr. Seuss Inspired remedy for the Ways your Brain Can Hold You Back
- » Peak Performance | Create the Habits Elite Players Use to Achieve Your Goals
- » Expose Yourself (legally & appropriately!) to Communicate More Effectively
- » Thriving at the Pace of Change | Stay on Track, Reach your Destination, and Enjoy the Ride

Hire Holly today to ensure your success!

Holly@TheHumanFactor.biz



This 3P Process Helps You Get the Most from Your LEADERSHIP USA Experience

Congratulations on registering for a LEADERSHIP USA learning event—the beginning of your journey into the competencies covered in this workshop. We have developed this planner to help you achieve your performance improvement goals. We'll recommend specific action steps you can take before, during, and after your LEADERSHIP USA learning event to help you apply your new skills and knowledge to your work and life.

1. PREPARATION - BEFORE THE LEARNING EVENT

a) **REVIEW.** Read the outline online at LeadershipUSA.com for the learning objectives for your session.

b) **SET.** Identify one to three goal areas where you hope to gain more skills or knowledge:

- ★
- ★
- ★

c) **DISCUSS.** Review the information above with your manager.

- ✓ How does this topic relate to my current work challenges?
- ✓ How will this learning event help me prepare for the future?
- ✓ Identify one or more upcoming opportunities for you to apply the skills you will learn.

d) **READ.** If possible, purchase and read the instructor's featured book. Journal about your insights in preparation for a great day of learning!

2. PROCESS - DURING THE LEARNING EVENT

a) **REVIEW.** Before the day begins, go back to your goals. What challenges are you having that motivated you to attend this learning event?

b) **IDENTIFY.** What are your Ah-Ha's (what changed for you after attending the workshop)? What are your "keepers" and key takeaways?

- ★
- ★
- ★

c) **DETERMINE.** Review the material, exercises, and discussions from the day:

- ✓ What changes are you going to make?
- ✓ What is your action plan? Specifically identify the ideas you will implement.
- ✓ What challenges might you face?
- ✓ With whom do you need to connect to discuss these plans?

3. POST - AFTER THE LEARNING EVENT

a) MEET. Review the seminar handout and your notes from the day. Gather with other attendees from your company back at the office to complete the Discussion Guide provided by the instructor (go to leadershipUSA.com/learning-library and use password LEARNING).

- ✓ How will you implement the lessons learned?
- ✓ How will our learning benefit the organization?
- ✓ What barriers can we help each other overcome?

b) DISCUSS. Debrief the day and your key takeaways with your manager and team:

- ✓ What knowledge did you gain that will help you overcome the current work challenges you discussed?
- ✓ How will your new skills help you better prepare for future opportunities and situations?
- ✓ Where will you specifically apply the skills you've learned, and how do you anticipate your performance will improve as a result?
- ✓ Determine your next steps to practice and apply your new knowledge and skills at work.
- ✓ Select an accountability partner if applicable to provide support and feedback as you implement your action plan.

c) STUDY. Visit the LEADERSHIP USA Learning Library (leadershipUSA.com/learning-library password LEARNING) for additional educational resources, videos, articles, and eBooks on the competencies covered in the learning event. Feel free to email the instructor directly with additional questions!

d) REFLECT. Several weeks later (or after your action plan is complete), think about:

- ✓ How did this learning event change you?
- ✓ What do you feel more prepared and confident to do?
- ✓ How have you applied what you learned?
- ✓ What have you achieved as a result?

e) ATTEND. Participate in future quarterly webinars leadershipUSA.com/webinars and monthly learning events to stay engaged in the learning process!



YOUR FEEDBACK MATTERS!

At the conclusion of this learning event, please complete the online course evaluation.



**SCAN
ME!**



If you don't have a QR code reader, download one from your phone's app store. Or open a browser and go to:

surveymonkey.com/r/CO200813

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