

The Leader's Actualizing Journal

Moving From Possibility To Reality.....

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Feature:

Leadership Practitioner

Kendall C. Wright

Reveals Leadership Insights:

**Leadership Lessons From
Grilled Cheese Sandwiches**

How Your Assumptions Become Obstacles

Corporate Skeet Shooting Assoc.

When Creative Ideas Become Clay Pigeons

Then, There Was A Loud "Pop"

**How To Use Catastrophe To
Build Confidence"**

Kendall C. Wright

"Eloquence. Experience. Efficacious!"



The Leader's Actualizing Journal

Moving From Possibility To Reality.....

About Kendall C. Wright.....

Kendall C. Wright is an experienced, **internationally** recognized speaker, consultant and author. He's an **expert** and **thought-leader** in the areas of **Leadership**, **Management**, **Motivation** and **Presentation Skills**. Kendall's dynamic and **diverse** career encompasses more than **25 years** of experience in industry, education, military and entrepreneurship.

Kendall has developed and mastered a **distinctive** way of issuing a "**call to action**" that is heard and **accepted** by audience of **various** genres. His **engaging** style, **thought-provoking content**, coupled with a unwavering emphasis on **execution** compels clients not only to engage Kendall again and again, but **confidently refer** him to friends, family and colleagues. Kendall **partners** with **colleges**, **churches**, community **leaders** and **corporations** to design and deliver **solutions** that address the challenges of **leadership**, **management**, **motivation** and **presentation** skills.

Kendall served as the 2006-2007 President of the National Speakers Association - OH

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A Word From Kendall.....



Now more than ever before, individual contributors, team members, associates, and managers are being called on to do more with less. They are being called on to do different tasks and to assume many additional responsibilities. To be successful in these "matrix-role" situations, individuals must learn more than just the "job description" - they must learn to lead.

Razed are the soaring towers of bureaucracy. The organization of today is leaner and lighter than its predecessors. Great effort has been expended to create flat and functional structures in order to fulfill ever-increasing and ever-changing customer expectations. All of these changes precipitated a change in how managers manage, as well as a change in how leaders lead.

Over the years, one of the by-products of all these changes has been the creation of a template called the high performance organization. The driving force within any successful high performance organization is its workforce – people. From the boardroom to the boiler room, leadership skills are essential to organizational success. **KCW, "The Actualizer"**



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**Thomas L. Smith Sr. Vice President
Spring Grove Cemetery**

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How Your Assumptions Become Obstacles

It's Time To Experience A Real Professional!



Your team needs more than encouragement, they need to be **equipped** and **empowered** to step into a new realm of productivity, efficiency and effectiveness. But, wishing won't make it so.

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Dell Senior HR Manager I/T Learning and Dev.

**The Leader's Actualizing Journal is
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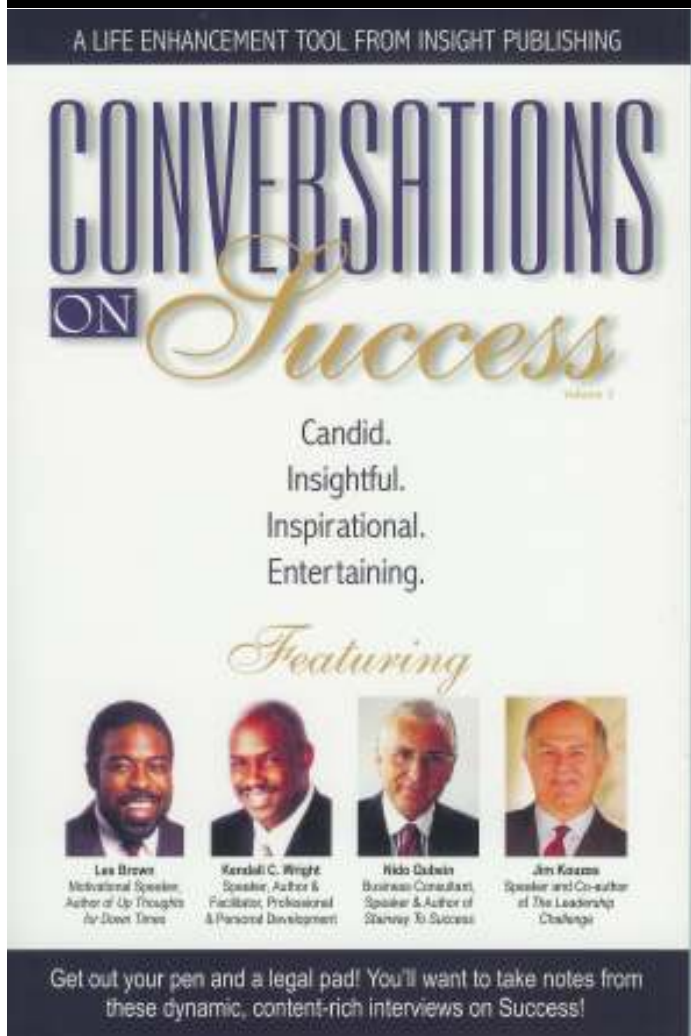
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Kendall C. Wright, President of Entelechy Training and Development, Inc., a firm dedicated to the actualization of human potential, has emerged as a fresh voice in the areas of leadership, management, and motivation. An expert presenter and seasoned facilitator, Wright brings decades of frontline and executive experience to this candid discussion on success. As you will discover, Kendall's conveyance of models and paradigms provides food for thought and a foundation for action.

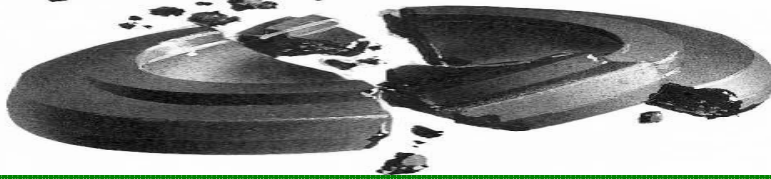
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Corporate Skeet Shooting Assoc.



When Creative Ideas Become Clay Pigeons

I had no idea that skeet shooting had become such a trendy activity. The number of clandestine members of the corporate skeet shooter association (CSSA) is staggering. Of course you're wondering what on earth I'm talking about. Let me give you some background.

The term skeet comes from the Scandinavian word for "shoot". Wikipedia describes skeet as a recreational and competitive sport in which participants attempt to shoot and break clay disks. The disks (sometimes called pigeons) are propelled into the air at high speed from a variety of angles and heights. Charles E. Davies invented the sport, but In 1926, Gertrude Hurlbutt won the privilege of naming the new sport. Some say the sport's motto is, "If it flies, it dies."

The national skeet shooting association (NSSA) was founded in the early 1930s and is headquartered in San Antonio, Texas. With nearly 20,000 members, NSSA is the largest organization in the world dedicated solely to the sport of skeet shooting.

The corporate skeet shooter association is a virtual organization. CSSA is made up of an unknown number of members and is headquartered in an untold number of

meeting rooms around the globe.

Odds are if you host a brainstorming session, a member of the corporate skeet shooting association will be in attendance. And there is good reason to be concerned; it appears their ranks are swelling.

Recently, while attending a planning meeting with 19 other highly educated and experienced professionals (and unbeknownst to me, heavily armed marksmen), I observed an unnerving but not uncommon event. As we moved into the process of brainstorming, the group became agitated and its gaming nature came to the surface.

Though I never heard the safety briefing, nor did I don the appropriate head gear and glasses; I was thoroughly convinced that I had been teleported to a skeet firing range. In fact, this had to be the grand-daddy of all skeet competitions.

As members of the team presented possible solutions and ideas percolated, the skeet shooters leveled their shotguns and blew the ideas to smithereens. Once this frenzy began, shoots were fired from every angle and every level. I was literally caught in a cross-fire.

Continued on Pg 9



Strategies & Solutions

Actualizing Team Work
..., But There Is An "I" In Ineffective

"It is more than a coincidence that teamwork and trust begin with the same letter."

-Kendall C. Wright

The transformation from individual contributor to integrated team member is predicated on a process of open and timely communication.

This workshop provides a forum to address unspoken annoyances and to establish clear understanding of performance expectations.

With clear communication, teams can leverage the talents and skills of each member.

Program Highlights:

Evaluate Costs Of Ineffective Teamwork

Identify Barriers To Effective Team Work

Leverage The Actualizing Teaming Survey Results

How To Establish New Team Norms

Strengthen Work Relationships

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Actualizing Leadership Skills For Managers		●	●	●
Actualizing Convergence		●	●	●
Actualizing Goals - "Making It Happen"		●	●	●
Actualizing By The Numbers	●			
Actualizing Your Speaking Potential		●	●	●
Actualizing Profits via Presentation Skills		●	●	●
	Keynote	Full Day	Half Day	Breakout
Actualizing Black History	●			
Actualizing The Shade Of The E.L.M.	●			
Actualizing Volunteering	●			
Actualizing Community Vision & Leadership		●	●	
Actualizing Positive Thinking — Positive Results	●		●	●
Making Connections: Becoming An Effective Master Of Ceremonies		●	●	●
	Keynote	Full Day	Half Day	Breakout
Godly Leaders: God's R.A.M.S. In The Thicket	●	●	●	●
New Wine Skins: Leadership On The Next Level		●	●	●
A Chosen Vessel: Empowerment For Missionaries		●	●	●

The Coded Message

Eef-then Itzuptúu

Eef-then was frustrated and demoralized by his lot in life. Expectations of self, parents, and others had been high. No one would have predicted this dismal turn of events.

Eef-then was near rock bottom. Debt was out of control - legal and other wise. His marriage had disintegrated in just a few short years; employment never approached anything steady nor utilized his mind. Eef-then's landlord was an ardent advocate of the barter system. That is, "If your rent is late, you lose the furnishings in your apartment."

Big Mama Holland, Eef-then's maternal grandmother, would call his name as if singing a song of truth. "Eeeef-then," she would counsel, "understanding the message in your name will make you free. It will allow you to make the proper choices in life

Now, at age 28, the memory of those conversations was frustrating. Was there any truth in what Big Mama had said or was that just a grandparent trying to pump up her grandson? Given his current situation, Eef-then could hardly argue for the former.

Suddenly he heard that song, those words, "If then, it's up to you."

I hope you got the message! -KW

THE WOLVES WITHIN!



A grandson filled with anger and resentment after a playground altercation, sought out his wise old grandfather. The grandfather said to his grandson, "Let me tell you a story."

"I too at times, have felt a great hate for those that have taken so much, without sorrow for what they do. But hate wears you down, and does not hurt your enemy. It is like taking poison and wishing your enemy would die. I have struggled with these feelings many times."

He continued, "It is as if there are two wolves inside me; one is good and does no harm. He lives in harmony with all around him and does not take offense when no offense was intended. He will only fight when it is right to do so, and in the right way. But the other wolf, ah! He is full of anger."

"The littlest thing will set him into a fit of temper. He fights everyone, all the time, for no reason. He can't think because his anger and hate are so great. It is helpless anger, for his anger will change nothing."

"Sometimes it is hard to live with these two wolves inside me, for both of them try to dominant my spirit." The boy looked intently into his grandfather's eyes and asked, "Which one wins, grandfather?" The grandfather smiled and said, "The one I feed." - Anon

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"...Then There Was A Loud 'Pop'!!!"

How To Use Catastrophe To Build Confidence

When we stand before a group, implicitly, we are making a number of rather audacious assertions. In essence, we are entering into a multifaceted covenant with at least one non-negotiable, incontrovertible clause – that you have mastery of your material. It is not enough to be somewhat familiar with the presentation; you must have mastery of the material. Anything less than mastery could lead to a massacre. Read and learn!

It was a historic day of sorts. For the first time - in its extraordinary seventeen year history - the Professional Women's Business Development Seminar Series was to be addressed by a male keynote speaker. Several of the women seemed compelled to remind me of this precedence. The good news was - most were pleasant and encouraging.

The audience and I found our rhythm and the symbiosis was exhilarating. Nineteen minutes and forty-three seconds had elapsed. Then, in mid-sentence, I heard a dreadfully loud **"POP"** - I knew, even without looking toward the screen, I had lost my power point presentation. If you've never had the experience, then it's hard to communicate what races through your mind when you realize - that **"POP"** was the Proxima's bulb.

My first thought was, "Ohhhhhhh. . . - my goodness, I hate when that happens." That thought was immediately followed by a quote from my long-time colleague Morene, "If your shoe comes off, just keep on dancing." So I danced.

It was obvious the audience was waiting to see how I would handle this catastrophe. In reality, the time between the "POP" and my next words was less than three seconds. But in the moment, those three seconds felt like a decade.

For years I've encouraged train-the-trainer participants to know their material so well that they could draw the slides on a flip chart or whiteboard if need be. So, there I was. And just as I had practiced, I saw the power point frames appear in my mind. The logic, rationale and passion that had gone into preparing the material raced to the forefront. Straight away, mounting confidence replaced my panic.

What could have been a major catastrophe (having a lecture hall filled with some very disgruntled and dissatisfied learners), instead became a stepping stone to success.

I concluded the presentation, and I heard a very comforting and familiar sound. It too was a loud popping sound, but this was the popping sound that comes from an informed and inspired audience - the sound of people expressing their approval and appreciation by putting their

hands together in applause.

Here are five strategies to help you position yourself to thrive in spite of catastrophic circumstances:

- **Mastery of your material**
- **Practice your back-up plan. There's a reason we have fire drills.**
- **Have access to back up equipment. Ask the facilities manager or event coordinator to have an additional bulb and/or a back up projector.**
- **Use the resource material or handouts as a template.**
- **Mastery of your material**

If you follow these simple but sure-fire guidelines, the next loud popping noise you'll hear may be the buttons **popping** off your jacket as your chest swells with confidence or your ears popping as your career climbs to higher and higher altitudes. -KW

Strategies & Solutions

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— Kendall C. Wright

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Skeet Shooting

Continued From Pg 5

The unfortunate team member having just offered an interesting idea and watched as it was blasted from the sky, would in turn, be the first to take aim and splinter the next idea, independent of its merit. The vengeance in the air stifled any hope of consensus, collaboration or creativity.

Much like what happens on a firing range without a range officer, anything that moved became a target and the casualties were trust, respect, and innovation.

Have your brainstorming session become skeet shooting events? It is essential to the effectiveness of the creative process that guidelines and boundaries are put in place to minimize any destructive group dynamics. In absence of a defined process and ground rules - any idea that flies, dies.

How to Actualize Brainstorming:

- Use an experienced facilitator
- Establish ground rules up front
- Stress presenting ideas over critiquing ideas
- Have multiple scribes working simultaneously
- Set a time frame and monitor the time
- Encourage all to participate

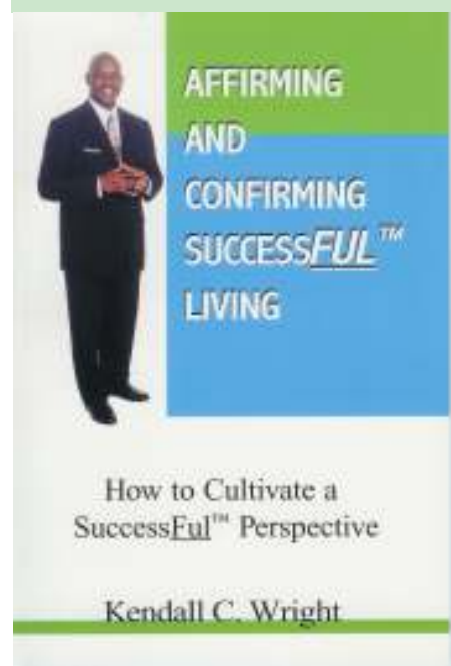
These safety precautions will insure no one gets wounded or maimed during your next brainstorming session.

-KW

“Quote”

If a man is called to be a street sweeper, he should sweep streets even as Michelangelo painted, or Beethoven composed music, or Shakespeare wrote poetry. He should sweep streets so well that all the host of heaven and earth will pause to say; here lived a great street sweeper who did his job well.

Rev. Dr. Martin Luther King, Jr.



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Leadership Lessons From Grilled Cheese Sandwiches

COVER | STORY

How Your Assumptions Become Obstacles

Award-winning international leadership, management, and motivation expert, - Former President of the National Speakers Association, OH - **Kendall C. Wright**, reveals key insights to assist leaders and managers in motivating today's workforce.



"Don't assume your picture of a grilled cheese sandwich is the universally agreed upon and accepted picture."

Assumptions still reign and continue to derail leadership effectiveness.

-Kendall C. Wright

G rilled Cheese Sandwiches and Leadership...?

Is it possible to say "Grilled Cheese" without smiling? I can't, and most of my informal research subjects were unable to contain their smiles. I'll bet you have fond memories of this timeless American icon – the grilled cheese sandwich. I can recall from my childhood, and as recently as last week, the satisfaction and pleasure derived from indulging in this soul-warming staple. Of course, my picture wouldn't be complete without the "M'm! M'm! Good!" bowl of soup. I'm sure I'm not alone. Cafés and cafeterias still find this pairing a very popular selection on their menus.

Recently, I came across an interesting leadership insight concerning the challenges and consequence of assumptions. While the warnings and admonitions against assuming are commonplace and widespread, this counterproductive propensity still persists. Most leaders have heard the witticism, "Don't assume, it can make an 'ass' out of 'u' and 'me'."

This threat of becoming more equestrian-like may actually prevent a few leaders from using assumptions as a preferred modus operandi, yet, on many levels, assumptions still reign and continue to derail leadership effectiveness.

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Put It To The Test

Are you familiar with the “Grilled Cheese Sandwich Test?” Image your perfect grilled cheese sandwich. How would you describe it? How thick is it? What kind of cheese and what type of bread? Got it?

Interestingly, Morris Massey produced a training film many years ago entitled, *You Are What You Were When*. Where did you learn to define that picture as your “perfect” sandwich?

What’s Your Picture?



If you were to strike up a conversation with a stranger about grilled cheese sandwiches, in all likelihood, you would use your “picture” as your point of reference. How different is your picture from the picture used by the listener. Odds are the listener’s picture would be different, even significantly, different. But, because of assumptions, you believe the two of you are talking about the same, even the identical thing. This is where Yogi Berra would say, “It’s the same, but different.”

Leaders who fail to clarify their communication will find their teams in chaos.



Via the “Sandwich Test,” it becomes clear that assuming can lead to miscommunication, mis-conclusions, and mistrust.

As a result of the new levels of stress, the interpersonal relationships often deteriorate to clashes, conflict, and cubical combat.

Disabling Assumptions

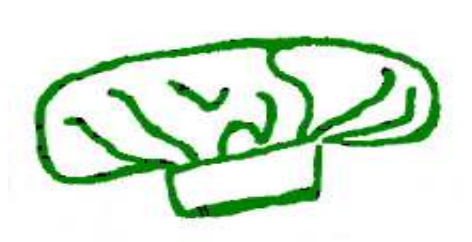
What are the assumptions that you’ve made regarding your direct reports’ understanding and interpretation of the organizational mission and vision? When you speak of increased productivity, what does that mean to your team? Have you clarified for them the specific behaviors that will lead to the increase and the specific measures of that increase?

Big Challenge

The challenge of managing assumptions is not limited to conversations about productivity. Assumptions must be managed in all arenas of team interactions and operations.

Don’t assume your picture of a grilled cheese sandwich is the universally agreed upon and accepted picture. Questions abound - wheat or white, American or Swiss, diagonal or horizontal? What you think is the norm, may not be at all what comes to mind for others.

Common Knowledge?



Ask a friend to fix you a grilled cheese sandwich, and see what you get.

A Tasty Truth...

Actualizing Leaders have learned, “Assumptions will rob the team of accuracy, accomplishment and achievement.”

-Kendall C. Wright

**How Are Your
Leadership Skills?**

Compared To What?