

SMART LEADERS

Thinking & Innovation Skills for the 21st Century

Curriculum for December 8 -10, 2009

TUESDAY MORNING:

Introductions, Objectives, Methods, Outcomes, Caveats and Personal Needs Assessment

What the Future Portends

The rate of change and the law of accelerating returns. The Internet as transformer. Implications for technology and education. Just keeping up. Critical forces shaping the future. The flat world. Disruptive technologies. Old and new business models: Biggest bang for the buck. The changing nature of work. Emerging microtrends. Forecasting the future: prediction vs. chance. Minds of the future. The *Smart Leader* thesis. Ascending levels of leadership. Delusional thinking.

Thinking Styles: As We Think So Shall We Be

Processing the inputs. Eastern vs. Western thinking styles. Types of thinking and problem solving. Why we rarely think. Truths about analytical thinkers. Creative vs. analytical thinking. When analysis matters. Head vs. gut thinking. Why we rarely think: Cognitive autopilot. Seeing vs. perceiving: Believing what you see.

TUESDAY AFTERNOON:

Cognitive Tendencies That Lead to Bad Decisions

Dis-eases of the mind: Blind spots and mental traps: Why smart people do dumb things. Motivated reasoning. The fallacy of certainty. Faulty memory. Dissonance and self-justification: Confirmation bias. Antidotes, checks and balances. Social conditioning and creativity lost. The problems we were taught to solve. Smart vs. stupid. Attributes of transformational thinkers. Defining "the box." Achieving mindfulness and focus. Becoming a synthesizer. Learning how to take advice.

Creativity, Imagination, Intelligence and Intuition

Clarifying the terms and relationships. Ying and Yang of innovation. Varieties of intelligence: Analytical, practical, creative and emotional. Multiple intelligences. Self-perception: How smart are you (really)? Developing intuitive aptitude and insight. Creative dreaming. Brain neurology and physiology: Understanding the hardware. New thinking about thinking. The plastic brain. Neurogenesis and neuroplasticity. Levels of consciousness.

WEDNESDAY MORNING:

Innovation at Work: Practical Realities and Critical Necessities

Uncomfortable truths. Acknowledging the basics. Auditing organizational DNA. Types of innovation. Rooting out dogma. Managing the paradoxes. Efficiency vs. creativity. What an innovation strategy must address. Fostering a culture of innovation. Essential principles, rules and tactics.

Barriers and Constraints to Creativity and Innovation

Organizational conditioning: We are what we repeatedly do. Examining your small-cage habits. Risking and the paralysis of fear. Assessing risk and enhancing risk intelligence. Addressing the notion that “*it can't be done!*” The relentless pursuit and value of information. Where research fits. The danger of success. Judgement. Problem definition and the antidote to complexity.

Decision-making by Consensus: The Power and Perils of Groupthink

Groupthink: Symptoms, decisions and consequences. Overcoming groupthink: Applying new rules. Communication styles and impacts. The power of groups: How and when to use them (applications and caveats).

WEDNESDAY AFTERNOON:

A Framework and Process for Innovation

Critical importance of list making. Divergent and convergent thinking. Steps and tools to use in the process. Attention management: how to create and shift your frames of reference. Linear vs. lateral thinking. Traditional frames. Examples of attention-directing techniques and tools.

Group Thinking Tools, Techniques and Methods

Brainstorming. Nominal grouping technique. Synectics. Free association and forced relationships. Six thinking hats. Morphology. Mass collaboration and idea sharing groups.

THURSDAY MORNING:

Individual Thinking Tools, Techniques and Methods

Check lists: Applications. Attribute listing. Reverse PoV. Concept challenge. CoRT thinking tools. Bio-heuristics. Future forecasting. Brain mapping and strategy maps. Smart listening. Evaluating and selling your ideas. Time and place. How to meditate.

THURSDAY AFTERNOON:

Unleashing Genius: Personal Liberation and Transformation

Nourishing a healthy brain. Attending to mental fitness: The active (thinking) brain. Investment planning for personal and professional development. Nurturing genius: A recipe (and plan) for success. Overcoming autopilot. Transformation: What will distinguish you going forward. Finding the authentic self. Defining your moral compass as a leader. Continuing the dialogue and the journey.