



The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT	<b>ACHIEVING EXTRAORDINARY OUTCOMES: MODELS FOR INNOVATIVE THINKING</b>		
FACULTY	DR. IRIS FIRSTENBERG		
LOCATION	The Sutton Place Hotel 955 Bay Street, Toronto, ON, M5S 2A2 (800) 268-3790	DATE	Tuesday, September 21, 2010
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

**TIME TOPICS**

<b>25%</b>	<b>Key leadership attributes for fostering creativity and innovation</b> • Interactive, engaging class exercise to identify key leadership attributes for extraordinary outcomes
<b>10%</b>	<b>A new metaphor for innovation in the organization</b> • Transforming the organization into a virtual organism • Developing shared purpose and meaning
<b>15%</b>	<b>Balancing chaos and order</b> • Deliberate Chaos and Emergent Chaos • Thriving on chaos: a business strategy for innovation
<b>15%</b>	<b>Adaptive Planning</b> • Traditional Planning and Adaptive Planning • How to create an organization that adapts to the future as it unfolds
<b>25%</b>	<b>Bringing the future to the present</b> • Reduce uncertainty and increase value by learning to visit the future • Learn to think and plan backward to shorten cycle time and achieve goals with enhanced speed, quality, and value creation
<b>10%</b>	<b>Creative reframing for innovative business solutions</b> • Common perceptual obstacles to innovation • The power of chaotic creative conversation

**SEMINAR DESCRIPTION**

Successful organizations operate on the edge of chaos and embrace risk, error, and ambiguity, while practicing strategies that reduce the need for doing, undoing, and redoing. You will learn key strategies and practical tools to give you the adaptive capacity to work creatively with change and uncertainty. We will discuss strategies for tapping the human potential for creative thinking, from the inception of ideas to their transformation into practical business strategies and innovations. Learn how effective leaders infuse all levels of the organization with the creative capacity to achieve extraordinary outcomes.

**FOR RESERVATIONS**

**Mark Jesty**  
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## FACULTY



**DR. IRIS FIRSTENBERG** is an Adjunct Professor of Psychology, University of California, Los Angeles and Adjunct Professor of Management at the UCLA Anderson School. She teaches courses on problem solving, decision making, and innovative thinking in both the psychology department and MBA programs. In UCLA Anderson Executive Education programs, Dr. Firstenberg has taught for many years and is consistently one of the most highly rated instructors. Dr. Firstenberg also teaches seminars on creativity and innovation for a wide variety of organizations, including Amgen, Toyota, Sony Pictures, Johnson & Johnson, Times Mirror, SHRM, Braille Institute, LAPD, Los Alamos National Labs, Northrop Grumman, Cedars-Sinai Health System, Raytheon, Lawrence Livermore National Labs, Bell-Carter Foods, Boeing, Symantec, Edison, DirecTV, NASA, and others. Dr. Firstenberg has written articles and papers on thinking strategies, problem solving, and innovation, and is co-author, with Professor Moshe Rubinstein, of two books: *Patterns of Problem Solving* (Prentice Hall, 1995) and *The Minding Organization* (John Wiley and Sons, 1999). Professor Firstenberg and Professor Rubinstein have also created and developed a program entitled "Integrated Innovative Thinking Teams". Many organizations have successfully implemented the process to more effectively transform creative ideas into business solutions. Dr. Firstenberg is the recipient of the 2002 UCLA Faculty Distinguished Teaching Award.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	2	2	2	2	2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1	1	1
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Ops	Ping	Pchsg	R&D	Sales	

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### LEADERSHIP DEVELOPMENT:

Adaptability, Commitment, Communication, Creativeness, Decisiveness, Initiative, Judgment, Motivation, Persistence

SECONDARY

### PLANNING/ORGANIZING:

Problem Identification, Selecting and Organizing Information, Evaluating Alternative Solutions, Generate and Obtain Plan Support

TERTIARY

### EXECUTING/CONTROLLING/EVALUATING:

Decision Making, Direction, Coordination, Meeting Schedules

LEVEL

Introductory  Intermediate  Advanced