Introduction

The goal of this class is to emerge with thinking skills that will give you the agility and readiness to respond to novel and complex situations. This includes situations of intense time pressure, as well as complex and ambiguous ongoing problems, that require a fresh and novel approach.

We will discuss key principles and strategies for more effective thinking, based on the latest research in Cognitive Psychology and Neuroscience. We will work on skills that develop flexibility of thinking at all levels of an organization – the individual, teams, and the enterprise as a whole.

Reading

Required Text:

Articles available to you on CCLE

Final Paper: A Report to the Executive Board

Imagine that you are writing a report to the Executive Board of your company. The purpose of the report is to help improve the organization’s ability as it plans for an uncertain future. Choose any 7 concepts, from the lectures and the reading, and explain how they can be applied in the context of your workplace.

Paper is due (1 hard copy): TBD
**Schedule – Each segment is two hours**

**Segment 1**

**Content**
- Leadership and Thinking on Your Feet
- Creating Opportunity

**Relevant Reading**
- Chapter 1 and 8 text

**Segment 2**

**Content**
- Chaos and Order
- Mental Biases

**Relevant Reading**
- Chapter 5 text

**Segment 3**

**Content**
- Bringing the Future to the Present

**Relevant Reading**
- Chapter 7 text
Segment 4

Content
Conquering Uncertainty and Complexity

Relevant Reading
- Chapters 2 and 3 of text
- McGrath, R. “Failing By Design.” HBR, April 2011

Segment 5

Content
Optimizing brain function

Relevant Reading

Segment 6

Content
Perception and Memory

Relevant Reading
- Chapter 4 of text
Segment 7

Content
Memory (continued)

Relevant Reading
- Chapter 6 of text
- Breen, B. “What’s Your Intuition?” Fast Company, December 2007

Segment 8

Content
Stress and Crisis Situations

Relevant Reading
- Chapter 9 of text
- Augustine, N. “Managing the Crisis You Tried to Prevent” HBR, Dec 1995
- Seligman, M. “Building Resilience.” HBR, April 2011