



Good Thinking Curriculum

Helping Clients Build High Performance Business Teams Since 1990

Improved Business Performance

↑ **Implementation Skills**

Improved Decisions, Behaviors

↑ **Decision Making and Communication Skills**

Improved Insights and Ideas

↑ **Idea Generating Skills**

Improved Thinking

John Canfield's *Good Thinking Curriculum* is based on the fundamental strategy that improving thinking skills is the key driver to improving business performance.

Thinking and intelligence are different. Intelligence is innate capability, and thinking is how you use it. As a skill it is improvable.

What differentiates great and not-so-great companies is how they think, and how they help all their employees learn to think more effectively.

If I really want to improve my performance, my best question is "What's the best way to think about it?"

Topic Summaries: The topics listed below are all about thinking, and learning to think more effectively and creatively, to solve problems, create new alternatives, and improve your company's performance.

■ **Core Topic: Collaboration Skills - Resolving Conflict/Resolving Options:**

Collaboration can be so much more than just assembling as a team to do work. Done poorly, the results are half-baked ideas sort-of supported by some of the team's members. Done well, the results are decisions better than anyone expected supported enthusiastically by all of a team's members.

Speed bumps and road blocks: The vast majority of improvement team work, and business in general, is conducted through a series of meetings with a wide variety of team members, personalities, and opinions. All too often these meetings are either slowed or derailed by what many call conflict.

Learning to think about and treat conflict as merely the discovery of a different point of view helps teams move past unnecessary personal and political noise and focus on the opportunity of having many options to choose from. This seminar will help you develop approaches, skills, and confidence that allow you to move past unproductive conflict and work more effectively taking full advantage of productive conflict.

Idea Generating and Decision Making Skills

	<i>Tactical</i>	<i>Strategic</i>
<i>Improve (Convergent)</i>	Process Improvement Skills	Strategic Planning
	Collaboration Skills	
<i>Innovate (Divergent)</i>	Creative Thinking Skills	Scenario Planning

- **Process Improvement:** Learn to identify and replace sources of waste with value-added steps.
- **Creative Thinking Skills:** Learn to generate new ideas when you thought you couldn't think of any more.
- **Strategic Planning:** Create an operational planning document that guides company leaders and employees.
- **Scenario Planning – Consider Alternative Futures:** Think with your team about the future in a very productive way.

Decision Making and Implementing Skills

	<i>Current Projects</i>	<i>New Projects</i>
<i>One Project</i>	Project Management	Leading Change
	Collaboration Skills	
<i>Multiple Projects</i>	Leading Teams	Leading an Innovative Organization

- **Project Management:** Implement changes on an ongoing basis with teams who plan, manage, budget, track, and successfully complete company projects.
- **Leading Teams:** Initiate and support your organization's improvement teams.
- **Leading Change:** Learn new techniques to help you learn about and practice more effective ways to think about, and decide about, change and improvements
- **Leading an Innovative Organization:** Help for senior leaders who are or will be leading an organization that embraces innovation.

Build Skills Company Wide

John's support is most often process oriented. John is less an industry content expert than an expert corporate trainer and meeting facilitator in the areas of planning, improvement, and creativity & innovation building high performance teams. John helps clients with the "how" of what they do.

"Brilliant process management is our strategy. We get brilliant results from average people managing brilliant processes. We observe that our competitors often get average (or worse) results from brilliant people managing broken processes." Mr. Cho - Vice Chairman Toyota

Who Should Attend?

Target participants can include you key decision makers: company leaders, change agents, and supporting team members.

Consider having many/most/all of your organization's members attend the seminars. Including only the leaders may not be as effective as including everyone in the "mind-shift" you're seeking. Some of your leaders may be the biggest resisters at the beginning.

Each seminar is presented through a series of interactive table exercises based on your business needs. Students are ready to use what they learn immediately after they leave each seminar. These seminars also offer opportunities for current behavior assessments and peer feedback to help teams improve their team-based performance skills.

The power of John's approach comes from helping participants learn to make better decisions with value-based tools WHILE it is done in such an interactive way, engaging the principle "people support what they create" to generate better decisions supported by more team members.

Next Steps: Thinking Skills Topic Options - Select an Improvement Goal and Strategy

- Select a business goal that needs attention.
- Identify the behaviors, decisions, and ideas that you would prefer to see.
- What thinking approach and style would produce the preferred ideas, behaviors and decisions that would deliver the business goal you seek?
- Then find a resource to help you learn to think that way.



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Instructor Introduction – John Canfield - Expertise and Experience

John Canfield is an experienced business executive and coach who has been trained to facilitate a wide variety of planning, problem solving, creativity, and innovation processes.

John has many years of experience working and consulting in a wide variety of organizations around the world. John has developed 20+ original seminars and presented more than 1000 seminars and facilitated meetings to 120+ clients in North America, the Caribbean, Europe, and Asia.

John has earned a B.S. in Mechanical & Industrial Engineering from the University of Minnesota and a B.A. in Political Science and Psychology from Williams College. Prior to 1990 John was a Senior Engineering Manager for Intel Corporation and later Director of Corporate Quality and Design Research for Herman Miller.

To learn more about John please visit:

Website: www.johncanfield.com

Article Series: www.mibiz.com/goodthinking.asp

Videos: www.youtube.com/canfieldgoodthinking

LinkedIn: www.linkedin.com/in/johncanfield

Client Reports

Deloitte & Touché – Senior Manager: John is easily the best speaker I have had at D&T. He is very well prepared and able to kick start a discussion even when the class's energy seems low. He is filled with numerous examples from which to illustrate his point. He should be used as much as possible.

Grand Haven Stamped Products – President, CEO: John has worked with GHSP for many years in the areas of quality and creativity tool boxes. He does a great job of inspiring participants and making the content relevant. He has also provided expert assistance in the facilitation of executive sessions on strategy and culture development.

Herman Miller, Inc. – Senior VP of Human Resources: John Canfield is more than anything else... a business partner. As his client, I appreciate that John consistently challenges complacency and routine pedestrian thinking. He draws from his considerable knowledge and experience base to help me clearly define my desired outcomes and objectives, and he employs a broad array of skills and tools to assist our team in surpassing our goals. He's creative, he's pragmatic, and he holds me accountable. In short, he makes sure that I get my money's worth from our client/consultant relationship. John Canfield makes for a great business partner!

SAF - Holland Group - President - Powered Vehicle Systems: John Canfield has been a valued contributor for the Holland Group for over 10 years. His contribution to the Holland Group team has been immeasurable but is highlighted by the comments Holland Group employees who have participated in his training sessions. In all the sessions completed by John for Holland employees he has always rated at the top of the scale for presentation, content, and value to the employee. John Canfield would be a positive addition to any company's efforts in improving the effectiveness of their employees.

Toyota - V.P. Manufacturing: John is one of the most innovative and knowledgeable individuals I have ever worked with as an overall team development and "thinking out of the box" leader. He has developed and fully understands numerous tools of problem solving and creative thinking which can bring new leadership development to your team.

