

Participant's Manual

Leadership by Thinking “Out-of-the-Box:”

Expanding Our Effective Perception

Fourth Satellite Videoconference of the 2001 Series
**New Generation Knowledge for Productivity and
Global Success**

Upcoming International Training Center Videoconference Programs

The “B-B” Generation:
Its Profile, Dynamics and Markets
May 17, 2001

Communication Technologies, Networks and Applications:
Resources for Decision Making
June 14, 2001

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International Training Center.**

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Leadership by Thinking “Out-of-the-Box:”

Expanding Our Effective Perception

Program Introduction

Dear Participant:

We would like to present to you this valuable Manual, the purpose of which is to support the quality of this multi-lingual instructional effort, which we have been offering internationally for more than a decade. It is hoped that this material will peak your interest on the topic and motivate you to seek further study and training in this area. Our ultimate goal is to enable you to enhance your productivity, global competitiveness and personal success.

It is a pleasure to have you as a participant in our unique distance-learning program, which reaches you through the International Training Center (ITC) at San Diego State University and its network of Associates. We are sure it will be a very rewarding learning experience. It is important to note that I am the sole author of the title and theme of this program, and the invited speakers of its contents. Therefore, all the messages and opinions expressed are of our exclusive personal responsibility.

With our best wishes.

Sincerely,

Miguel A. Cardenas

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International Training Center San Diego State University

Twice ranked one of the top five comprehensive universities in the western United States by *U.S. News and World Report*, San Diego State University (SDSU) is considered one of the primary educational institutions in the West. With approximately 32,000 students, SDSU leads the California State University system in enrollment and diversity of academic programs. The University offers 72 Bachelor, 51 Master and 5 Doctoral degree programs.

The International Training Center was created to contribute to an increased understanding of the realities of global development, serving the regional and international community through telecommunications-based educational programs. Its vision is to achieve the generalized use of telecommunications technology for learning in education, business and government throughout the world.

2001 Videoconference Series

“New Generation Knowledge for Productivity and Global Success”

Live interactive videoconferences, via satellite, microwave and cable, in English, Spanish and Portuguese, transmitted from San Diego, California, USA

It is generally estimated that productive knowledge now has a useful life of only eight years! The problem is not only the excessive volume of information today, but its relevancy and management. In recent years “new generation” knowledge has emerged out of advanced technology developments and globalized managerial practices, which will be increasingly essential for individuals, organizations and communities to be able to enhance their productivity and to achieve global success.

The process of identification, selection, adoption and application of this new knowledge requires a new mentality with a global perspective—one that is committed to competency-based learning, teamwork and collaboration in networks. And one that is committed to personal continuous improvement, and towards changing our traditional models of organizing and doing things.

Last year’s explosive rise in stock markets of “new economy” corporations is only one example of a major change in how we define value and visualize business potential today.

This unique Series of international videoconferences will present themes and messages of this “new generation” knowledge essential for success in the new Century and Millennium. Distance learning via telecommunications technologies has now acquired a new multi-modal and interdisciplinary dimension, making it a crucial resource for increased efficiency and competitiveness. Also, the systems approach and its global perspective have reappeared as valuable assets within a new portfolio of strategic resources that will allow us to do more with less, empowering us towards superior levels of collaboration and achievement.

**International Training Center
San Diego State University**

2001 Series

New Generation Knowledge for Productivity and Global Success

**Leadership by Thinking “Out-of-the-Box:”
Expanding Our Effective Perception
May 3, 2001**

Speaker: Thomas D. Hinton

Moderator: Peter A. Andersen

In an increasingly uncertain globalized era of rapid technology advancement and of new models for increased productivity and efficiency in education, business and government, new leadership approaches, strategies and skills must be created to rebuild trust, team spirit, adaptability and commitment within organizations, communities and nations. Thinking “out-of-the-box,” that is, reflecting and exploring outside of the traditional styles of leadership, is the only option available for successful leaders in this new environment of change and of great expectations related to the new millennium.

This strategic videoconference will present the concept of leadership in the “new economy” and the importance of expanding our productive perception by consistently exploring and reflecting outside of the traditional and generally accepted models and frameworks of “doing things.” The utilization of new information technology and the establishment of effective interactive communication are essential to the new type of quality leadership required to be truly competitive and successful on a regional and global scale.

Program Notes

Module 1

Principles of Creative Leadership

Thomas D. Hinton

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Why Do We Not Think Out-of-the-Box?

- ◆ Most of what we do doesn't require us to be creative

1



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Why Do We Not Think Out-of-the-Box?

- ◆ Most of the problems we encounter don't challenge us to think outside-the-box

2



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Why Do We Not Think Out-of-the-Box?

- ◆ Most of the decisions and actions we perform as managers are done with little or no strategic thinking at all

3 

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Why Do We Not Think Out-of-the-Box?

- ◆ Mostly we perform task-driven activities centered around organizing and staffing

4 

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Today's Topics

- ◆ Leadership and how to define it

5 

NOTES

itc

Today's Topics

- ◆ The world in which leaders must lead

6



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Today's Topics

- ◆ The thought processes leaders use to make decisions

7



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Today's Topics

- ◆ How leaders think in a creative context

8



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Leadership in the New Millennium

- ◆ Today's realities

9 

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Leadership Today: Questions to Ask

- ◆ What kind of world are leaders stepping into?

10 

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Leadership Today: Questions to Ask

- ◆ What are the emerging trends and challenges confronting leaders as we enter the 21st Century?

11 

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The World of the Third Millennium

- ◆ The most fascinating time in 2000 years

12 

itc

The World of the Third Millennium

- ◆ A time when people are the decisive factor when it comes to productivity

13 

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*Leaders:
Three Areas to Manage*

- ◆ The organization's financial performance

14 

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*Leaders:
Three Areas to Manage*

- ◆ Our own human performance

15 

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*Leaders:
Three Areas to Manage*

- ◆ Quality-of-life performance

16 

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*Trends and Challenges of
the 21st Century*

1. Rapid Technological Change

17 

*Trends and Challenges of
the 21st Century* ^{itc}

2. Expanding
Globalization

18



*Trends and Challenges of
the 21st Century* ^{itc}

3. The Dramatic Shift in
Demographics

19



*Trends and Challenges of
the 21st Century* ^{itc}

4. Complex Values Shift

20



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Trends and Challenges of the 21st Century

1. Rapid Technological Change

21 

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The Rapid Rise of Technology

◆ Has given rise to the “knowledge Age”

22 

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Expanding Globalization

◆ With the end of the cold war we have moved from “mobilization to globalization”

23 

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*Trends and Challenges of
the 21st Century*

2. Expanding
Globalization

24 

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*Trends and Challenges of
the 21st Century*

◆ Transforming how we
do business and live our
lives

25 

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*New Economy
Terminology: "Frenemy"*

◆ A combination of the
words "friend" and
"enemy"

26 

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Expanding Globalization

- ◆ Best-in-class companies believe that your people are your organization

27



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Trends and Challenges of the 21st Century

- 3. The Dramatic Shift in Demographics

28



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The Dramatic Shift in Demographics

- ◆ This has had an impact on politics and how we govern

29



*Trends and Challenges of
the 21st Century* ^{itc}

4. Complex Values Shift

30



A Complex Values Shift ^{itc}

- ◆ We are experiencing an awakening of the mind as well as an awakening of our souls

31



Leadership ^{itc}

- ◆ The ability of individuals and organizations to surpass themselves

32



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Leaders

- ◆ Allow their employees and team members to use their skills, experiences, and abilities to get the job done

33



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Managers

- ◆ Focus on goals that arise out of necessity rather than their own desires

34



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Managers

- ◆ Excel at diffusing conflicts between individuals or departments

35



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Managers

- ◆ Placate all sides while ensuring that the organization's day-to-day business gets done

36



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Leaders

- ◆ Adopt personal, active attitudes towards goals

37



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Leaders

- ◆ Look for the potential opportunities and rewards that lie around the corner

38



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Leaders

- ◆ Inspire their troops by firing up the creative process with their own energy

39



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Leaders

- ◆ Relationships with employees and co-workers are intense

40



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Leaders

- ◆ Working environments are often chaotic

41



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Leaders

- ◆ Not driven by power and politics

42



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Leaders

- ◆ Guided by principles and values

43



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Managers

- ◆ Have a strong sense of the corporate-community and hold close ties to their organizations

44



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Leaders

- ◆ Able to detach themselves from the management maze

45



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Leaders

- ◆ Able to operate successfully without being bound by one ideology, or by playing corporate politics

46



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Leaders

- ◆ Constantly looking for new ideas, creative solutions to problems, and for data and information that will support his/her thinking

47



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Leaders

- ◆ Know that most decisions are not major; but they are important because one decision impacts the next

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Leaders

- ◆ Must think innovatively and to use creative thinking techniques when making decisions

49



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Fact Finding

- ◆ Analyzing the choices and consequences of each phase of a complex issue or decision so as to better control the outcome

50



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*Decision Making:
Two Ways*

- ◆ Democratically
- ◆ Dictatorially

51



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*Decision Making:
Democratic*

- ◆ Major policy and political decisions are made using this approach

52



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*Decision Making:
Dictatorial*

- ◆ Typically, used in the military, police departments, and other traditional command-and-control situations

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Decision Making

- ◆ Most leader's good decisions are made using a participatory or democratic process

54



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Teams

- ◆ Leader's primary and most dependable vehicle for implementing the leader's plans and vision

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*Decision Making:
Democratic*

- ◆ Takes longer than dictatorial decision making

56



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Decision Making Success

- ◆ Decisions must be made quickly

57 

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Decision Making Success

- ◆ Decisions must be the right decision

58 

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*Democratic Method:
Weighing the Risks*

- ◆ Takes longer
- ◆ May miss opportunity

59 

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*Democratic Method:
Weighing the Risks*

- ◆ Many times dictatorially made decisions are implemented democratically

60



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Decision Making Success

- ◆ Successful leaders enjoy making decisions and implementing those decisions

61



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*Decision-Making:
Democratic*

Benefits:

- ◆ The leader builds consensus for his/her plan by using a participatory decision-making process

62



Module 2

Implementing the New Economy Leadership

Thomas D. Hinton

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Leadership Today: Questions to Ask

- ◆ Where are tomorrow's leaders?

64

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Successful Leaders

- ◆ Have the ability to break down walls and allow creative processes to flourish

65



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Leadership

- ◆ It must compliment management, not replace it

66



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Leaders

- ◆ Are change agents

67



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Leaders

- ◆ Thrive on change

68



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Leaders

- ◆ Bring new ideas and fresh perspectives to the table

69



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Leaders

- ◆ Can spark a revolution with a simple, but brilliant idea

70



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Leaders

- ◆ Stimulate possibility-thinking long after others have exhausted their creative efforts

71



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Leaders

- ◆ Continue to ask “what if?” questions even when things are working

72



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Leaders

- ◆ Many rely extensively on consultants to challenge their ideas and help them design and implement a strategy for success

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Top Five Leadership Values

1. Courage

74



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Top Five Leadership Values

2. Innovation

75



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Top Five Leadership Values

3. The Willingness to Take Risks

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Top Five Leadership Values

4. The Ability to Embrace Change

77



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Top Five Leadership Values

5. The Determination to Succeed

78



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Top Five Leadership Values

1. Courage

79



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Top Five Leadership Values

2. Innovation

80



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Areas of Resistance to Change

- ◆ Those who think they have the most to lose by giving up the status quo

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Areas of Resistance to Change

- ◆ Middle management or “the encrusted layer”

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Areas of Resistance to Change

- ◆ Those who do not want to be held accountable

83 

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Top Five Leadership Values

3. The Willingness to Take Risks

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Leaders

◆ Get their managers to take risks by challenging them

85 

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Leaders

◆ Lead by defining the challenge and then doing what he/she asks of others

86 

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Top Five Leadership Values

4. The Ability to Embrace Change

87 

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Leaders

◆ Understand that change is at the core of a company's growth and viability

88 

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Leaders

◆ Believe it is their role to champion change, even if it produces anxiety, confusion,...

89 

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Leaders

...causes some mistakes,
and temporarily hurts
the organization's
financial performance

90



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Leaders

◆ Stimulate change by
mandating the
reinvention of business
practices and products

91



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*Top Five Leadership
Values*

5. The Determination to
Succeed

92



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*Leadership Today:
Questions to Ask*

- ◆ How do leaders think and what they think about?

93



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How Leaders Think

- ◆ Leaders think for themselves

94



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Leaders

- ◆ Make time for outside activities that stimulate their brains

95



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How Leaders Think

- ◆ Leaders are learners

96 

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How Leaders Think

- ◆ Leaders enjoy talking to people about their ideas and theories

97 

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What Leaders Think About

- ◆ They are more concerned with significance than they are with success

98 

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What Leaders Think About

- ◆ They think about how to inspire and motivate people to support their ideas

99



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What Leaders Think About

- ◆ They think about the company culture rather than the organizational structure

100



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Culture of Leadership

- ◆ Built through principle-centered activities

101



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How Leaders Think

- ◆ They think about the future

102



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Thinking Outside the Box

- ◆ Create an environment that allows for innovation and creativity

103



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Thinking Outside the Box

- ◆ They must work in an organization that fosters new ideas and values innovation

104



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Recommendations

- ◆ Take to heart the five leadership virtues

105



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Recommendations

- ◆ Understand how others perceive you in the workplace

106



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Recommendations

- ◆ Be yourself, but be aware that some people just won't be able to relate to you

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Speaker's Biography

Biography

Thomas D. Hinton

Tom Hinton works with clients that want to create successful leaders and build a reputation for excellence through customer service. He is the President & CEO of the San Diego-based Customer Relations Institute, an international training and consulting firm that specializes in helping its clients improve their business performance through leadership, teamwork, and superior customer service.

As a professional speaker, Mr. Hinton has addressed over 500 corporate, association, and government audiences in the United States, Canada, Germany, Japan, Mexico, England, and Scotland. His most popular topics are Customer Service, Leadership, Team Building, and Achieving Performance Excellence in the Workplace.

Mr. Hinton is the author of two books, *The Spirit of Service* and *Leadership Lessons I Learned on the Links: 72 Ways to Par the Course of Business and Life*. He is the co-author of *Customer-Focused Quality: What To Do on Monday Morning*. He has written thirty-one published articles for publications such as the "San Diego Business Journal," the "Los Angeles Business Journal," "Quality Digest," and "California Quality." Mr. Hinton is a graduate of the University of Maryland.

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Evaluation

Leadership by Thinking “Out-of-the-Box:”
Expanding Our Effective Perception
Evaluation Questions

- 1. Most decisions and actions we perform as managers are done with little or no strategic thinking at all.**
 - a) True
 - b) False

- 2. Managers ensure plan accomplishment by controlling and problem solving.**
 - a) True
 - b) False

- 3. According to Mr. Hinton, leaders have three bottom-lines to manage: a company’s financial performance, their human performance, and the quality-of-life performance for their employees.**
 - a) True
 - b) False

- 4. There are four trends that are shaping our political and economic landscape: 1) Rapid Technological Change, 2) Expanding Globalization, 3) the Dramatic Shift in Demographics, and 4) Complex Values Shift.**
 - a) True
 - b) False

- 5. The historical event that transformed the way the world works today was the protest at Tieneman Square.**
 - a) True
 - b) False

- 6. Mr. Hinton defines “Leadership” as the ability to help individuals and organizations surpass themselves.**
 - a) True
 - b) False

- 7. The leaders’ relationship with employees and co-workers are intense and, therefore, the leaders’ working environment is often chaotic.**
 - a) True
 - b) False

- 8. The leader believes every decision is major and requires the use of creative thinking techniques when making any decision.**
- a) True
 - b) False
- 9. When leaders make decisions using the democratic or participatory model, it does not require as much time as the dictatorial model.**
- a) True
 - b) False
- 10. The top five values of leaders that were discussed are: 1) Courage, 2) Innovation, 3) Making Money, 4) Embracing Change, and 5) the Determination to Succeed.**
- a) True
 - b) False

ITC Programs

International Training Center
San Diego State University

2001 Series

New Generation Knowledge for Productivity and Global Success

**The “B-B” Generation:
Its Profile, Dynamics and Markets
May 17, 2001**

The so-called baby-boomer or B-B generation has lived a period of unprecedented change on a global scale, including the transition to a new century and millennium. This population, born after World War II (1945), is generally defined as the age groups between 35 and 55 years, and its older segment is about to enter the traditional work retirement age. Its profile is unequivocally adaptive, its high productivity potential unquestionable (having led the computer and information technology eras), and its consumption markets and preferences are diverse and multi-culturally biased. This is a generation in charge of the world’s productive establishment, driven mainly by an emerging “new economy” that has been created with new generation knowledge and powerful tools of great vision and global outreach.

This strategic videoconference will discuss and analyze the impact of this incredibly challenged and yet successful generation on education, business and government. The highly recognized invited speaker will present statistics, demographic data and her own perspectives on the topic, stressing its importance for leaders, managers and professionals interested in maximizing the productive potential of this unique and strategic age group.

2001 Series
“New Generation Knowledge for Productivity and Global Success”

The Changing Global Workplace:
Labor Markets and Productivity
February 8, 2001

Timeless Principles for Organizational Success:
The Power of Wisdom and Human Values
March 1, 2001

The "New Economy" Organization:
Its E-Resources, Tools and Global Strategies
March 29, 2001

Leadership by Thinking "Out-of-the-Box:"
Expanding Your Effective Perception
May 3, 2001

The "B-B" Generation:
Its Profile, Dynamics and Markets
May 17, 2001

Communication Technologies, Networks and Applications:
Resources for Decision Making
June 14, 2001

Creating Achievable Visions with a Global Scope:
Methods and Results
July 5, 2001

New Generation E-Commerce and Services:
The Value of Networks of Users and Expanding Connectivity
September 13, 2001

Human and Emotional Competence:
A New Framework for Attitudes and Personal Skills
September 27, 2001

The Art and Culture of Risk-Taking:
Systems Considerations and Functional Optimization
October 11, 2001

Knowledge Protection and Management:
Market Niches, Patents and Copyrights
November 8, 2001

Excellence, Value and Quality Performance:
New Generation Pillars for Client Satisfaction
December 6, 2001