

## OVERVIEW of TRAINING TOPICS

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### INTRODUCTION

In a world with increasingly complex and ever-changing knowledge, the only constant is the need for wise thinking to help guide knowledge workers in organizations create a better world. With the tagline “Wisdom Leadership for Global Innovation,” TDA Associates was founded with the mission of developing global thought leaders who can help themselves and their organizations create truly new and sustainable value for both humankind and the earth. To accomplish this, we offer both training courses in global thinking skills as well as organizational innovation team facilitation.

We have grouped our training into four individual courses covering various aspects of global thinking: Creative Problem-Solving, Multicultural Teamwork, Customer Insight and Wise Thinking Skills. Our master course, Global Wisdom Leadership, combines the key elements of the individual courses and adds key leadership skills as well. TDA Associates founder Henry Andersen has developed these courses based on his years of experience as a global innovation consultant and trainer as well as his research on thinking approaches while working as a professor of management at a Japanese university.

Each of the five courses is organized to feature a different “trilogy” within:

1. Creative Problem-Solving
  - *The Three Diamond Process*
2. Multicultural Teamwork
  - *The Cultural Triple Zoom*
3. Customer Insight
  - *The 3i Framework*
4. Wise Thinking Skills
  - *The Balanced Tripod of Wise Thinking*
5. Global Wisdom Leadership
  - *The 3V's Framework*

Further description of each course’s content follows below.

## **1. CREATIVE PROBLEM-SOLVING**



This course provides a framework and tools to help people in business creatively solve the most challenging and complex problems they face at work, either by themselves or by facilitating their teams to do so. This process can be used to get fresh, novel ideas to solve any problem for any business function, but can be especially useful for new product development, innovation, strategic planning and internal consulting teams.

The Three Diamond framework introduced in this course is a 3-step process consisting of Problem Finding, Idea Finding and Solution Finding. Each step has different, easy-to-understand and practical tools to help with the ideation process so that difficult problems are transformed into breakthrough, feasible solutions.

### **WHAT YOU WILL COVER**

- 1) The Three Diamond Process Overview**
- 2) Facilitation Skills for Creative Problem-Solving**

**3) Step 1: Problem Finding**

- Problem Finding Guidelines
- The Upward-Downward Thinking Tool
  - o Think of possible results and causes of original problem statement to find alternative problem definitions.
- Problem Selection

**4) Step 2: Idea Finding**

- Free Brainstorming
  - o The wide range of idea categories
- Tool 1: SCAMPER
  - o Use the SCAMPER transformational keywords to stimulate new ideas
- Tool 2: Random Word
  - o Use a random noun to stimulate new ideas
- Tool 3: TDA
  - o Use related concepts from apparently unrelated fields to generate ideas
- Idea Selection

**5) Step 3: Solution Finding**

- Building the Concrete Concept
  - o Flesh out your selected idea to make it more concrete
- PPMI (Pluses, Positives, Minuses and Ideas)
  - o Make your Concrete Concept into a Feasible Solution
- Innovation Action Plan

**6) Personal Action Plan**

**2. MULTICULTURAL TEAMWORK**

Often people working together on multicultural teams have trouble understanding why people from other cultures say or do certain things. This can create negative perceptions and expectations about these people which result in cross-cultural conflict and significantly reduced team effectiveness. This course will help participants not only understand these cultural differences, but also practice



using tools that can help them work better with people from other cultures and find synergies in this diversity.

The Cultural Triple Zoom Framework introduced in this course allows participants to see cultures from Global, Country and Micro viewpoints. This approach shares different tools and research results to use for at each viewpoint level to help understand diverse cultures. Each of these tools can be chosen as appropriate and used for cross-cultural problem-solving that breaks through cultural boundaries and leverages synergies across them.

### **WHAT YOU WILL COVER**

#### **1) Overview of the Cultural Triple Zoom Framework**

#### **2) Developing DIS skills for Multicultural Teamwork**

- value diversity
- practice inclusion
- create synergies / solutions

#### **3) Guidelines for Multicultural Teamwork and Facilitation**

#### **4) The Global Zoom: Integration of Cultural Dimensions**

- Hofstede's 6 Cultural Dimensions
- Trompenaar's 7 Cultural Dimensions
- Erin Myer's Culture Map
- The GLOBE Project Cultural Dimensions
- Cross-cultural Problem-Solving Framework using Integrated Cultural Dimensions

#### **5) The Country Zoom: Country Core Values and Lifestyles**

- Cultural Detective Series
- Culture Smart Series
- Cross-cultural Problem-Solving Framework using Country Core Values

#### **6) The Micro Zoom: Understanding Individual Cultural Phenomena**

- The Need for Deeper Cultural Understanding
- The TCI (Transcultural Insights) Methodology for Deep Cultural Code-Cracking

#### **7) Personal Action Plan**

### 3. CUSTOMER INSIGHT

Often new products or businesses are launched without fully understanding what the customer or consumer really wants, resulting in market failure. Customer insight is the process of



discovering what the customer wants first, before developing a new product or service offering. The three step approach used in this course-- issue, information and insight-- focuses on the front-end of the design thinking process starting with the research topic and then moving through a customer discovery process leading to the development of new customer insights.

A key principle in our approach is to always remain open to listening deeply to the unexpected, strange words or actions of the customer that may go against the “common sense” of the industry—information we often tend to ignore. We collect these strange bits of information together for “decoding” into terms we understand better, then synthesize them into useful new insights representing previously undiscovered customer needs that will form the basis for new product, business or strategy development.

#### WHAT YOU WILL COVER

- 1) **Overview of the 3i Framework**
- 2) **Guidelines for Customer Insight Development and Facilitation**
- 3) **Issue**
  - Customer issue
  - Market topic
  - Future areas
- 4) **Information**
  - Mining existing data and market research
  - Ethnography
  - Collages and other projective techniques
  - Group and one-on-one depth interviews

**5) Insight**

- Collecting unexpected information
- Code-cracking techniques
- Synthesizing previously unseen insights
- Presenting the new insights

**6) Personal Action Plan**

**4. WISE THINKING SKILLS**

As people working in organizations rise through the managerial ranks, the less important specialized knowledge is, and the more important wisdom becomes to guide knowledge workers. This course will share an approach to wiser thinking for those who need to lead themselves, teams and organizations towards a more desirable, sustainable future based the common good of humankind and the earth.



The course features The Balanced Tripod of Wise Thinking, an array of thinking skills in three categories: creative, critical and normative. These can be used by organizations for problem-solving, strategy formulation and innovation. In addition, transdisciplinary analogy (TDA), a methodology developed by this company’s founder, is introduced both as a creative thinking technique and as a tool for wisdom development. The goal is to develop a “professional generalist” mentality and skills that will allow one to understand and utilize concepts from any one field of human endeavor and apply them to any other for the purpose of both problem-solving and innovation.

**WHAT YOU WILL COVER**

**1) The Goal of Wise Thinking**

**2) Overview of Wisdom**

- Overview of Wisdom
- Thinking Styles and Global Differences
- Highlights of Wisdom Research
- Practical versus Intellectual wisdom

**3) The Balanced Tripod of Wise Thinking**

- **Creative thinking** approaches  
*(what could we do?)*  
Checklists, Force-Fit, Metaphors and Analogies
  
- **Critical thinking** approaches  
*(how can we improve these options?)*  
Logic trees, PPMI, Evaluation Matrices
  
- **Normative thinking** approaches  
*(what should we do?)*  
Inside thinking: mission, vision, strategic alignment  
Outside thinking: common good, social responsibility, sustainability, ethics

**4) Developing Personal Wisdom**

- Developing Yourself as a Professional Generalist

**5) Facilitating the Wisdom of the Team and the Organization**

- The Role of the Chief Philosophical Officer

**6) Personal Action Plan**

**5. GLOBAL WISDOM LEADERSHIP**

In today’s complex and rapidly changing world, global managers need to be both capable of wise thinking, decision-making and leadership, as well as multiculturally sensitive. This Master



Course combines key elements from all the other individual courses—Creative Problem-Solving, Multicultural Teamwork, Customer Insight and Wise Thinking Skills—in a customized way that best serves the customer’s needs.

Course content follows the framework of the 3V’s of Global Wisdom Leadership: Multidisciplinary Viewpoints, Multicultural Values and Leading with Vision. This course will allow participants to practice these key

skills to lead themselves, teams and organizations towards a more desirable, sustainable future based the common good of humankind.

## WHAT YOU WILL COVER

### 1) Overview of the Global Wisdom Leader

### 2) **GLOBAL: Feeling Multicultural Values**

#### Understanding the Challenges of Working Cross-Culturally

- Multicultural mindset
- Benefits and challenges of working with other countries

#### The Cultural Triple Zoom Framework

- Global Zoom: Cultural Dimensions
- Country Zoom: Cultural Core Values and Lifestyles
- Micro Zoom: Understanding Individual Cultural Phenomena

### 3) **WISDOM: Multidisciplinary Thinking**

#### The Balanced Tripod of Wise Thinking

- Creative Thinking Approaches
- Critical Thinking Approaches
- Normative Thinking Approaches

#### The Three Diamond Process for Creative Problem-Solving

- Problem Finding
- Idea Finding
- Solution Finding

### 4) **LEADERSHIP: Visioning and Motivating**

#### The Wise Leader's Mindset and Skills

- Starting with ERS: ethics, responsibility and sustainability
- East meets West: fusion interpersonal skills of the wise global leader
- The role of the Chief Philosophical Officer

#### Visioning and Motivating your Team towards a Better Future

- Management philosophy, vision and way: cascading down to your team
- Visioning true new value for the common good for humankind and the earth
- Motivating the Team to Bring Ideas to Action

### 5) Personal Action Plan



## 6. HOW YOU WILL LEARN

- All courses may be delivered in face-to-face, live online, hybrid and on-demand video formats with customized content and schedules to fit organizational needs.
- Courses include extensive group practice on live problems using the tools, with ample instructor and peer feedback.
- Courses includes either group or individual project work with final presentation of results to showcase application of course content.
- Throughout the courses the instructor provides easy-to-understand examples for each tool and ample tips on how to facilitate teams.
- Courses may be enhanced by including additional tools or further modules.
- The teaching approach and tools have been tested and adapted for ease of use by an international audience.
- All courses can be delivered in English, Japanese or Portuguese.
- For live online and hybrid courses, the Miro online whiteboarding platform is used with custom templates in conjunction with Zoom.

## 7. ABOUT THE INSTRUCTOR / TDA FOUNDER

Henry Andersen is a former Professor of Global Management Practice for the MBA program at Meiji University, one of the top universities in Japan. He now teaches, through his own company TDA Associates based in the US, courses in creative problem solving, multicultural teamwork, customer insight, wise thinking skills and global wisdom leadership.

As a consultant he has helped build the innovation capabilities of organizations like Coca-Cola, Unilever, Nestle, Philips, Pfizer, the US Navy, Mazda, Mitsubishi, Toshiba, Kirin and Sumitomo on four continents.

Prior to academia and consulting, he was an international marketing, strategy and innovation executive working for companies like Sony Pictures, Mitsubishi Heavy Industries and Scott Paper (now part of Kimberly-Clark) while based in the US, Japan, Brazil, the UK and Holland.



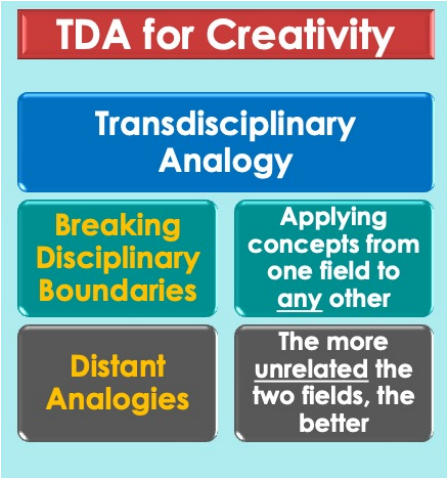
He has a BA in Japanese from Harvard, an MS in Journalism from Columbia University and an MBA in marketing from INSEAD in France.

Andersen developed his own creative thinking methodology called transdisciplinary analogy (TDA) while working at Mitsubishi to help them solve both technical and marketing challenges they faced. TDA and its applications have been featured in the international business press, academic publications, and in a number of books on creativity and innovation published in over six languages.

**8. ABOUT TDA**

**Mission Statement:**

TDA Associates helps both organizations and individuals worldwide to develop global wisdom leadership skills and allow them to create true new value for the common good of humankind and the earth.

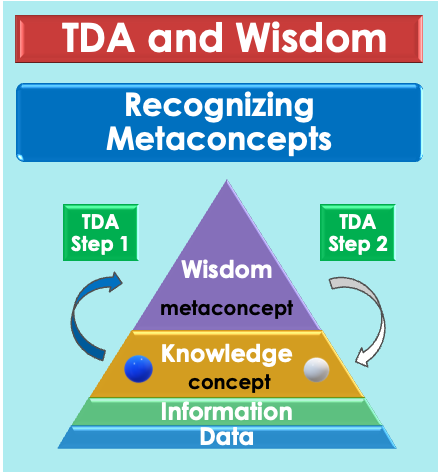


**TDA for Creativity:**

While working at Mitsubishi in the early 1990s, TDA Associates founder Henry Andersen had the chance to develop and apply in his work a multidisciplinary approach to creative problem-solving which he named Transdisciplinary Analogy (TDA). The key idea is that any concept from any field can be applied to help solve problems in any other field, no matter how distant and unrelated they seem.

**TDA and Wisdom:**

With repeated and habitual use TDA can also help develop the ability to see core shared concepts or "metaconcepts" that exist across all fields of human endeavor. The ability to see this is the first step in developing personal wisdom and wise leadership skills.



**TCI for Global:**

Andersen also developed another methodology called Transcultural Insights (TCI) which allows its users to gain a deep understanding and appreciation of foreign cultures, values and lifestyles.



**The 3V Model of Global Wisdom Leadership:**

- 1. Multidisciplinary Viewpoints:** The ability to think wisely and use ideas and concepts from one discipline to apply to any other in order to solve problems (using TDA supports this).
- 2. Multicultural Values:** The ability to understand and feel the values of other cultures and leverage them to generate truly global solutions (using TCI supports this).
- 3. Leading with Vision:** Leadership skills to motivate and gather the wisdom of the team and other stakeholders and align it to the organization's mission and vision, acting to create true new value for the common good.

**9. Frequently Asked Questions (FAQ's)**

**What is the TDA Associates difference?**

- All content is developed and delivered personally by the company founder, a former top university professor of management as well as global marketing executive, with over 25 years of experience delivering such courses to Global Fortune 500 companies.
- All courses feature unique content and approaches which are not offered elsewhere.
- Other companies may offer training in either thinking skills/problem-solving skills, or cross-cultural skills, but not both. TDA is unique in that it focuses on developing thinking, problem-solving and leadership skills with multicultural teams.
- Training content and learning activities are fully customizable to customer needs.
- Courses can be delivered in English, Japanese and Portuguese.
- The instructor typically delivers courses to an international audience, so his English is easy to follow for non-native speakers.

**How is your course on Creative Problem-Solving different from design thinking?**

- Creative problem-solving (CPS) is a more general kind of problem-solving process which has been around since the 1960s, and our Three Diamond Process encompasses all steps and is easy to use. CPS can be used to develop innovative solutions to any kind of organizational problem or challenge.
- Design thinking (DT), on the other hand, is typically focused on finding customer-centered solutions for new products, services, businesses, etc.

- Adding our Customer Insight course to the front end of our CPS course will make the combined offering comparable to DT.

**What is the Multicultural Teamwork difference?**

- We offer a unique Cultural Triple Zoom approach which starts with a Global Zoom which integrates a number of well-known cultural dimensions (developed by people like Geert Hofstede, Robert Hall, the GLOBE Project, etc.).
- Next, we introduce the Country Zoom level of core values (as developed, for example, in the Cultural Detective and Culture Smart series).
- Finally, we add an original third level we call the Micro Zoom to decode surprising individual cultural phenomena using our own transcultural insights (TCI) methodology.

**What is the background of your Wise Thinking Skills course?**

- The idea for this course originally came from Japan, where practical wisdom tends to be expected of and valued by leaders. There, social intelligence emphasizes a spirit of cooperation not only within the organization and with direct stakeholders, but also harmony with society and the environment.
- Our Wise Thinking Skills course combines this practical wisdom with other more “Western” thinking tools into what we call the “Balanced Tripod of Wise Thinking.” This approach offers an array of tools for creative, critical and normative thinking.
- We have also developed a unique framework for developing a more Western kind of wisdom, intellectual wisdom, through TDA (transdisciplinary analogy). This process helps internalize a personal system of what we call “metaconcepts,” or core-shared concepts, across all disciplines. This then forms the foundation for personal wisdom.

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