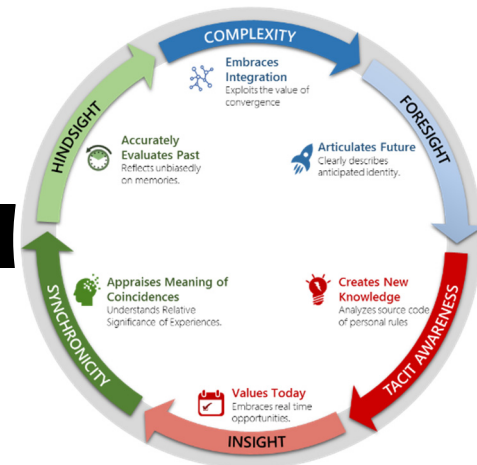


“Contextual Intelligence is a necessary tool in every manager’s arsenal. Kutz manages to teach us all about contextual intelligence, and outlines action steps and exercises for implementing it in the workplace. Brilliant.”



**Marshall Goldsmith** – NYT Bestselling Author, Thinkers50 Award Winner (Harvard Business Review) for Most-Influential Leadership Thinker in the World



## Program Agenda

9:00 – 9:15	Opening Remarks & Faculty Introduction
9:15 – 10:15	<b>Session 1:</b> Science of Contextual Intelligence
10:15 – 10:30	<b>Table Talk 1</b> Participants will interact over how CI can be useful for advancing their personal/organizational mission.
10:30 – 10:45	Break
10:45 – 11:30	<b>Session 2:</b> The Three Meta-skills of Contextually Intelligent Thinkers
11:30 – 11:45	<b>Table Talk 2</b> Participants will engage in the Lego® vs. Playdoh® challenge game.
11:45 – 12:45	Lunch
12:45 – 1:30	<b>Session 3:</b> 3D Thinking: Integrating Hindsight, Insight, and Foresight]
1:30 – 1:45	<b>Table Talk 3</b> CI Snapshot
1:45 – 2:45	<b>Session 4:</b> The 12 Behaviors of Contextually Intelligent People (and how to develop them)
2:45 – 3:00	Break
3:00 – 3:45	<b>Session 5:</b> Agreement-trust Matrix and Q/A

## Related Learning Objectives

After **Session 1** participants will:

- Describe the philosophical and empirical origins of Contextual Intelligence and its relevance to decision-making in turbulent environments.
- Appreciate how some leadership assumptions are inadequate for today’s complex & emergent landscape.
- Be able to apply the R<sup>3</sup> Model (i.e., recognize, reorder, respond) to diagnose their current environment.

After **Session 2** participants will:

- Explain the key differences for problem solving complex vs complicated problems.
- Realize how “experience” biases the ability to accurately discern in a rapidly changing context.

After **Session 3** participants will:

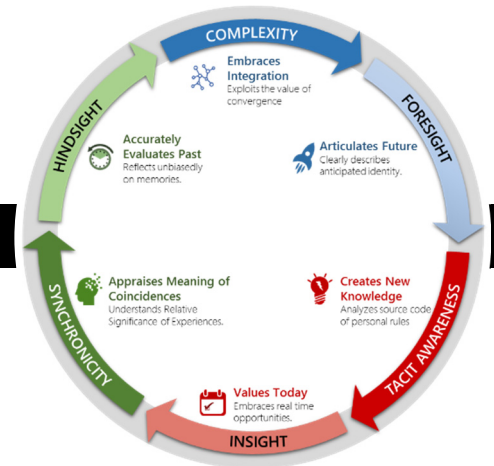
- Learn how memories/experiences contribute to assumptions that lead to hindsight... and filter them for accuracy and better insight.
- Explore key questions that spark foresight.
- Know how to overcome what may be hindering their 3D Thinking.

After **Session 4** participants will:

- Become familiar with the 12 CI behaviors.
- Understand how each of the behaviors relates to performance and better decision making.

After **Session 5** participants will:

- Explain how team formation and development is critical to success.



## Scholarly & Professional Literature on Contextual Intelligence (References)

### BOOKS

Kutz MR. *Contextual intelligence: how thinking in 3D can help resolve complexity, uncertainty and ambiguity*. 2017. Palgrave MacMillan. Cham, Switzerland.

Marishane RN. *Contextual Intelligence in School Leadership: Responding to the Dynamics of Change*. 2020. BRILL. Leiden, Netherlands

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Kutz M, Bamford-Wade A. Understanding contextual intelligence: a critical competency for today's leaders. *Emerg Complex Organ*. 2013;15(3):55–80.

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Khanna T. Contextual intelligence. *Harvard Bus Rev*. 2014;92(9):58–68.

Kutz MR., Ball DA, Carroll GK. Contextual intelligence behaviors of female hospital managers in the United States. *Int J Health Manag*. 2001;11(3):155-163.