

*Think-tion*TM

Integrating Thinking to Actions

Part 1

[S] Situation

[T] Thinking

[A] Action

[R] Result

Dale S. Deardorff

In2: InThinking Network 2008 Forum

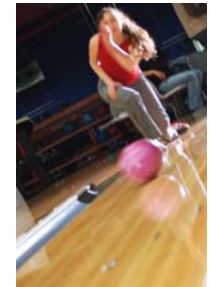
April 17th 2008

1:15 – 4:15 PM

d.s.deardorff@att.net

2008 Forum

Introduction



What do you do?
Your Job is...



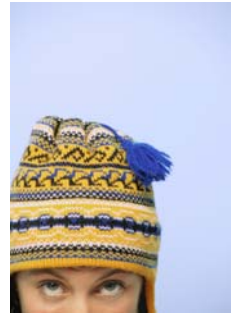
Who are you?
Name...



One Interesting
"Fun Fact"
about you



Overview



- Intro to *Action*s
- Background
- *Action* Statements
- Traditional Thinking
- *STAR* Process Flow
- [S] Situation
- [T] Thinking
- [A] Action
- [R] Result
- Cognitive Exercise I & II
- HBDI Brain Quadrant Model
- *Think-tion*TM Model
- Simple and Practical
- Framework Quick Reference
- Conclusion
- Next *Action* Steps



Background



- Everything we do starts with our Brain.....
- The way we *Think*, our **Reactions** and our **Communication**.
- Do we.....*Think* and then take *Action*.....or ?
- We may assume that *Action* is obvious and easy but.....
- *Actions* require a Thinking Process....even a simple one
- *Actions* without *Thinking* are chaotic and unpredictable

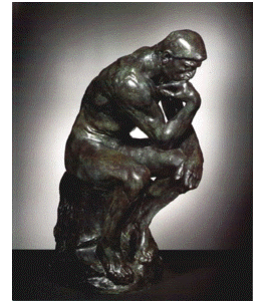


Introduction



- Multiple modes of *Thinking* are required to effectively deal with **Uncertainty** and **Change**
- **Deciding** to do something might be considered a mental *Action* others think it is not an action unless the decision is carried out
- Chaos can come from trying to use the wrong *Thinking*-to-*Action* mode
- There must be an ability to produce dynamic change from Leverage Points in a *Thinking*-to-*Action* Model
- This requires “Smart” *Thinking* for complex situations

Traditional Thinking



- Assumptions organize our experience prematurely forcing it to conform to what is expected and limiting our **Actions**
- Traditional **Thinking** is part automatic and part based upon a range of common assumptions
- Becomes easily rigid and predictable
- Does not **Think** about the **Result** first (it's assumed)
- We need Leverage Points where we can intervene in the “**System**” to optimize the cognitive direction

Traditional Thinking



- The two hemispheres of the Brain control different characteristics of **Thinking** and **Action** (Left versus Right)
- Jumps from a quick perception of an event or a person to land in a category of habitual response that is assumed to be appropriate
- Puts events into pigeonholes with a habitual kind of **Action** ready to deal with it
- Never considers Leverage Points to intervene in the “**System**”
- It is **Thinking** on cruise control which blocks Learning and Innovation



Introduction



- The way we typically describe Actions is....
Situation-**Action**-Result (SAR).....where is the *Thinking*..??
- We propose a change to.....

Situation-Thinking-Action-Result (STAR flows)

Thinking to Action Process Flows

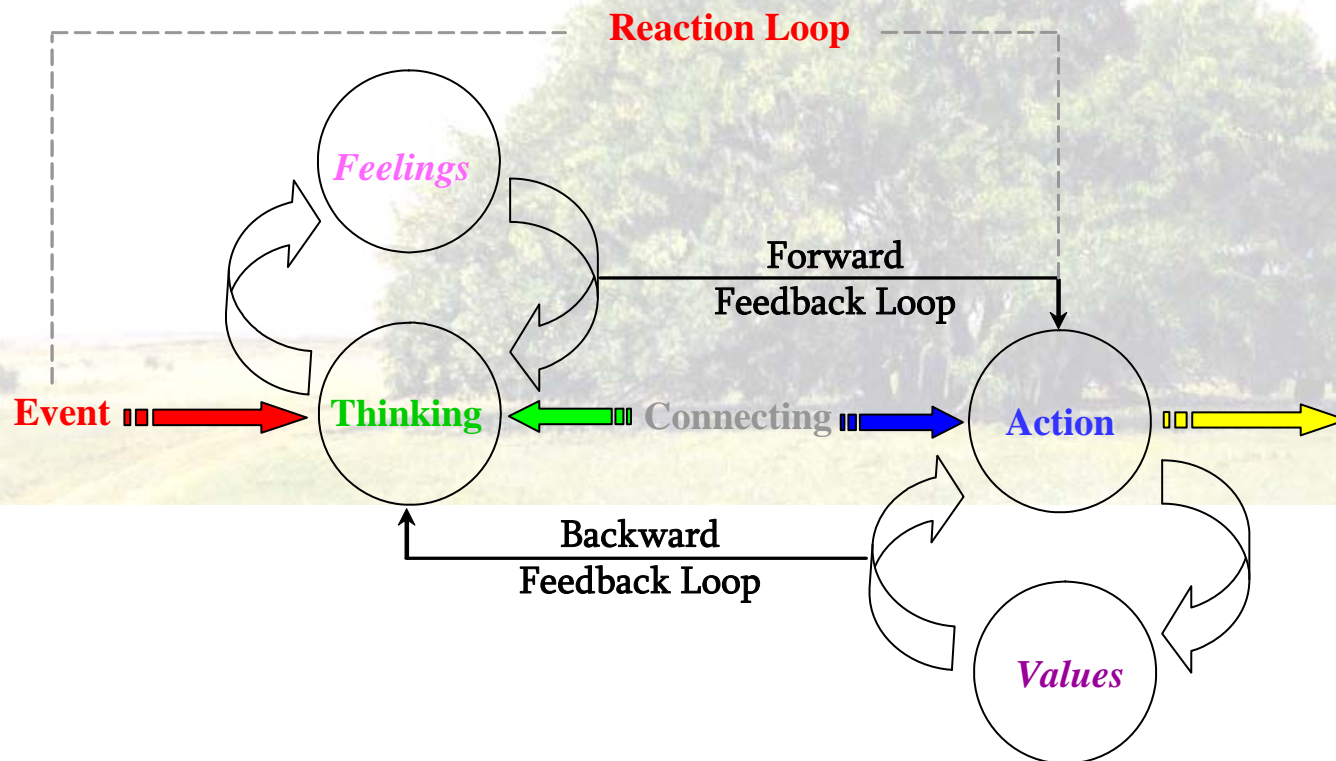
[S] Situation

[T] Thinking

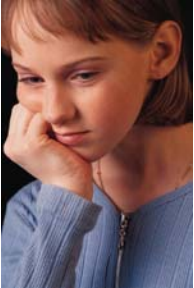
[A] Action

[R] Result

Think-tion™ Model



Thinking to Action Statements



How often have you heard.....

- *Think* Harder
- That wasn't what I was *Thinking* about
- *Think* before you act
- Better *Think* about that again
- I was not *Thinking* when I did it
- I can not get my mind around that
- I can't *Think* strait
- What were you *Thinking*?



Thinking to Action Phrases



Modern Organizations are composed of Leaders who provide directions like....

- *Do The Right Thing!!!*

(You're Accountable for what you do so if you make a mistake it's your problem)

- *Be Innovative*

(I'm too dense to come up with any ideas to solve your problem so you need to figure it out for yourself)

- *Create Shareholder Value*

(Do something that we can use to justify and explain our costs to our customer)



STAR Thinking-to-Action Flows

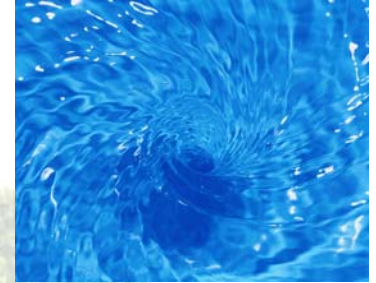
[S] Situation

[T] Thinking

[A] Action

[R] Result

- Why not SAR like everyone else uses...?
- Initiated by a **Situation** which creates the need
- Takes into account the deliberate *Thinking* to establish a pattern for *Action*
- The *STAR* process implies *Action*...reaching a predictable and desired **Result**
- The *Action* needed to fix a watch is different from the *Action* needed to tear down a building.



STAR Thinking-to-Action Flows

[S] Situation

[T] Thinking

[A] Action

[R] Result

- STAR process can be used to improve Thinking fluency
- Training of *Thinking-to-Action* Skills
- A simple 4-Step Cognitive process
- Allows the breaking down of *Thinking* into four distinct HBDI brain quadrant modes
- Allows the breaking down of *Action* into six unique *Action* modes



STAR Thinking



- Traditional thinking can jump from a quick perception of an event or a person to land in a category of habitual response that we may assumed to be appropriate
- Traditional thinking can put events into pigeonholes with a habitual kind of *Action* ready to deal with it
- Using STAR will integrates a Process Step for *Thinking* into your *Actions*
- Not using it is *Thinking* on cruise control which blocks Learning and Innovation





[S] Situation

- It Is the “**Current State**” and is the trigger for an **Event!!**
- May be based upon or influenced by *Perceptions & Paradigms*
- May require dissection into different Viewpoints to get an accurate understanding or collective Point-of-View
- Types of Situations: Good, Bad, Awkward, Hard.....
- These may be out of your control to change, shift or modify

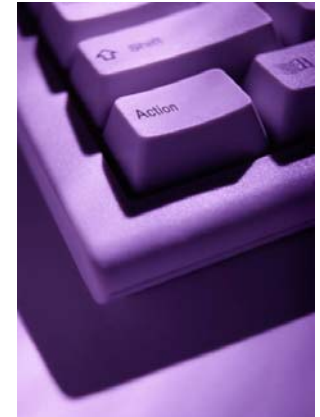


[T] Thinking

- Projects the wanted or desired “Ideal State”
- Establishes a new mental Model to represent it
- Uses the HBDI 4-Quadrant Model with separations for:

Logical Thinking	(Strategic)
Sequential Thinking	(Planning)
Interpersonal Thinking	(Feelings)
Synthesizing Thinking	(Innovative)

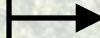
[A] Action



- Uses the Think-tion™ Model with separations for:

Aligned Value Actions

Leadership Actions
Accountability Actions
Learning Actions
Passion Actions
Fun Actions
Opportunity Actions



Matrixed together to understand the.....

Changes required to create
Action planning using
Idea Triggers



[R] Result



- Or the “**Desired Result**”
- The Result is what happened after-the-fact from the Actions
- Lessons Learned and Best Practices can be established from these
- May benefit from PDSA Review as Check/Balance for accuracy
- All steps are connected in a Flow assuming that the thinking component is not a separate step is limiting to the complexity
- Remember that *Systems* are complex.....
 - and it is very dangerous to generalize about them!

Brain Research & Articles

This Is Your Brain on a Strong Brand: MRIs Show Even Insurers Can Excite

By KEVIN HELLIKER

BIG BRANDS make bigger brain waves. According to new research examining brain reaction to commercial brands, strong product identities can create more excitement than weaker ones even in areas generally perceived as dull, such as insurance.

That research, to be presented at the annual conference of the Society for Neuroscience in Chicago, is the first ever to use magnetic resonance imaging to study the impact of brand-recognizable logos on the brain, says Christine Borsook, a German radiologist who directed the research.

Dr. Born, who specializes in the use of MRI to study neurological questions at Ludwig-Maximilians University in Munich, says the brand study involved no industry funding and got under way when a member of her university's Institute for Marketing approached about the possibility of using medical technology to study neuroeconomics.

A group of combined medical and economic researchers designed a study that would examine neurological reactions to strong and weak brands in product categories, cars and insurance. They selected 20 men and women who had a mean age of 28 and a high of education, and placed them in an MRI machine that had been rigged with a small video screen. The logo of Volkswagen flashed across the screen for three seconds, followed by the logo of a lesser-known European brand called Seat (also owned by Volkswagen).

Film of their brains during that sequence found that the Volkswagen logo produced a strong pattern of activity in the part of the

brain associated with positive emotions, self-identification and rewards. The Seat logo provoked activity in brain areas associated with negative emotions as memory—suggesting that the work for a response.

What surprised Dr. Born was that the decision-making areas of the subjects' brains activated the same response as the Volkswagen logo.

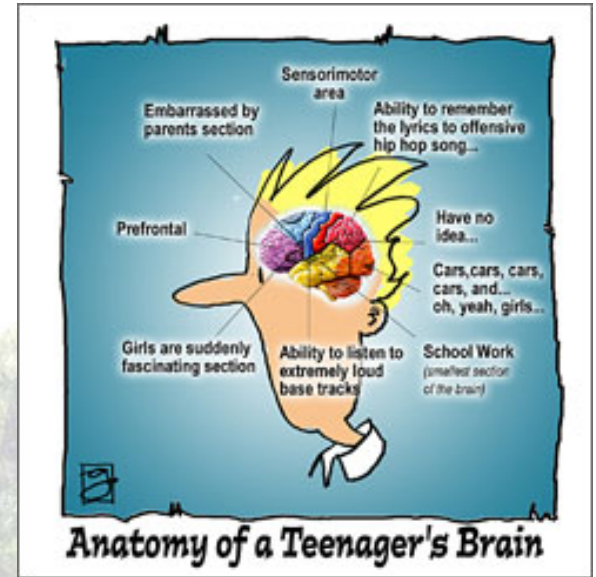
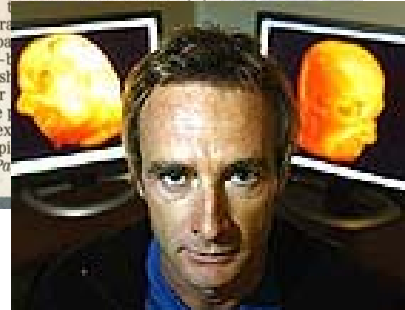
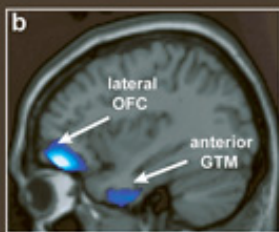
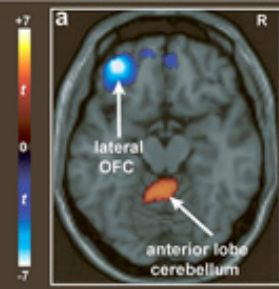
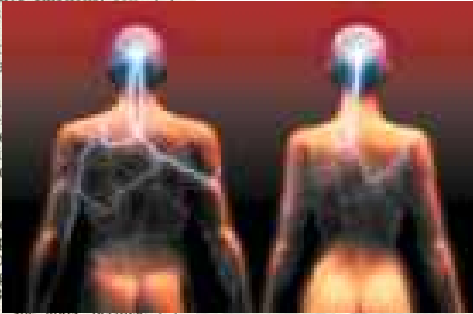
But the researchers found that under the influence of strong brands, the brain's response to strong brands was stronger than to weak brands, says Dr. Born. "I was surprised here, and this is because cars are a status symbol. Insurance is an abstraction."

In the MRI study, the logo of the strong insurance brand—a European insurer named Allianz—produced just as powerful a reaction as did Volkswagen. The weaker brand of insurance—Volksfursorge—evoked the same response as the Seat brand of auto.

Dr. Born says the study suggests that the psychological pull of strong brands may be even greater than previously thought, though she cautions that this study is small, pioneering and, as yet, unpublished.

Up to the purchase of cars, appliances and goods for the home—the purchase of insurance, household cleaners and paper products. Silverstein, a senior vice president of the consulting Group and an expert on behavior. And despite

Please Turn to Pa



STAR Thinking [4-D's]



A full robust process that is.....

- Dynamic.....Adaptive and able to change, shift or evolve
- Diverse.....Able to embrace multiple ideas or thoughts
- Different.....Concept is much richer and more complex
- Directed.....Focused & repeatable model which can be learned, practiced and optimized for success

Where do you do your Best Thinking?

- 1)**In the Car?**
- 2)**While Sleeping?**
- 3)**While Exercising?**
- 4)**In the Shower?**
- 5)**While reading a Book?**
- 6)**at WORK?**



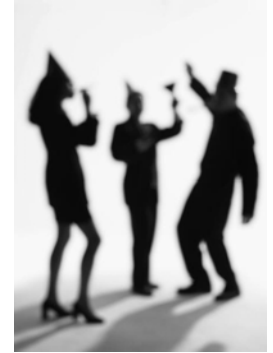
Birthday Party Exercise



Break into groups of 3-5 members and select a scribe to document.

Spend 10 min and design a Birthday Party for a In2InThinking member.

Be prepared to out brief your “Key” ideas to the group.



Thinking Comfort Zone



Step 1: Deal 5 cards to each team member

Step 2: Have them select their top 3

Step 3: Trade with other people to get to 1

Step 4: Place the single card in appropriate location on board



How did it feel to have the perfect card for you ??

How did it feel to have the cards that were not accurate descriptors ??



Cerebral Mode

Whole Brain Model



A
UPPER
LEFT

Logical
Analytical
Fact based
Quantitative

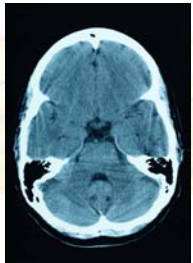
D
UPPER
RIGHT

Holistic
Intuitive
Integrating
Synthesizing



Right Brained

Left Brained

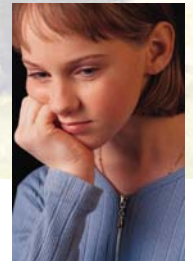


B
LOWER
LEFT

Sequential
Organized
Detailed
Planned

C
LOWER
RIGHT

Interpersonal
Emotional
Kinesthetic
Feeling Based



Limbic Mode

Cerebral Mode

- Gathering facts
- Analyzing issues
- Problem solving logically
- Arguing rationally
- Considering financial aspects
- Measuring precisely
- Understanding technical elements

- Reading the signs of coming change
- Seeing the big picture
- Recognizing new possibilities
- Tolerating ambiguity
- Integrating ideas and concepts
- Bend or challenging established policies
- Synthesize unlike elements into new whole
- Inventing innovative solutions to problems
- Problem solving in intuitive ways

- Finding Overlooked Flaws
- Approaching problems practically
- Standing firm on issues
- Maintaining a standard of consistency
- Reading fine print in documents/contracts
- Organizing & keep track of essential details
- Develop detailed plans and procedures
- Articulate plans in an orderly way
- Keeping financial records strait

- Recognizing interpersonal difficulties
- Anticipating how others will feel
- Intuitively understanding others feelings
- Engendering enthusiasm
- Persuading
- Teaching
- Coaching
- Understanding emotional elements
- Considering values

Left Brained

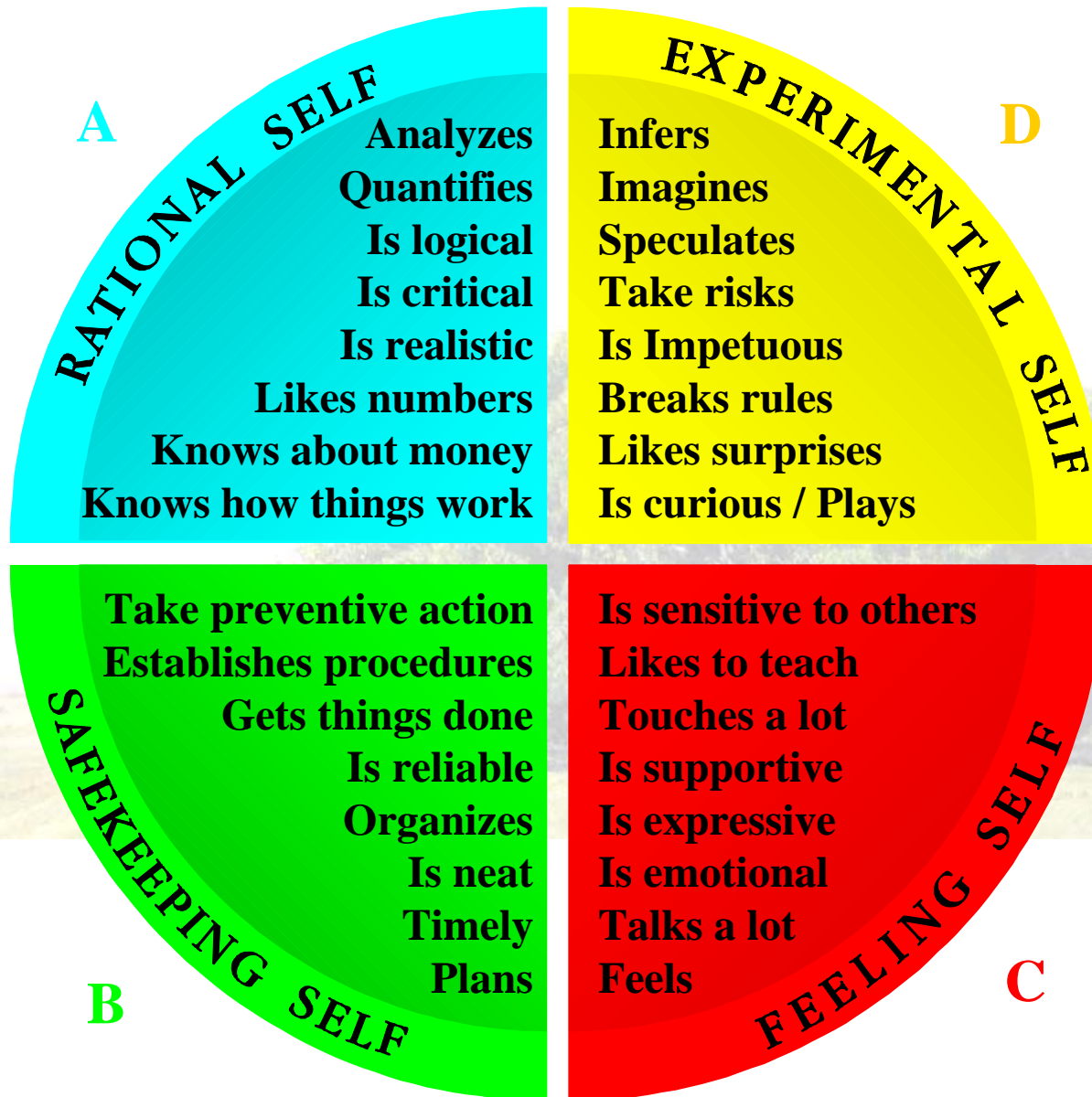
Right Brained

Limbic Mode

2008 Forum



Our 4 Different Selves



A Quadrant: The Rational Self

RATIONAL SELF

Analyzes
Quantifies
Is logical
Is critical
Is realistic
Likes numbers

Knows about money
Knows how things work

At School: Math, Science,
Computers

At Work: Finance, Engineer,
Chemist, Technician

Decision Making: Gathers Facts,
Argues Rationally

Problem Solving: Forms Theories,
Solves Logically, Measures Precisely

Hobbies: Model Making, Home
Improvements, Computer Games



B Quadrant: The Safekeeping Self

Take preventive action
Establishes procedures
Gets things done
Is reliable
Organizes
Is neat
Timely
Plans

SAFEKEEPING SELF

At School: Geography, History, Language (grammar)

At Work: Manager, Administrator, Project Management, Travel Agent

Decision Making: Stands Firm, Conservative, Procedural

Problem Solving: Approaches Problems Practically

Hobbies: Travel, Fishing, Camping, Spectator Sports, Golf, Reading



C Quadrant: The Feeling Self

At School: Social Science, Literature, History, Geography, Drama

At Work: Social Worker, Teacher, Trainer, HR Professional, Sales Person

Decision Making: Involves Others, Interpersonal, Intuitive, Emotional

Problem Solving: Considers Others, Intuitive, Picks Up on Non verbal and Interpersonal Clues

Hobbies: Reading, Listening to Music, Travel, Walking, Relaxing

Is sensitive to others
Likes to teach
Touches a lot
Is supportive
Is expressive
Is emotional
Talks a lot
Feels

FEELING SELF



D Quadrant: The Experimental Self

At School: Science, Math, Arts and Crafts

At Work: Self Employed, Entrepreneur, Artist, Designer, Advertising, Marketing, Sales

Decision Making: Imaginative, Risk Taking, Forward Looking

Problem Solving: Inventive, Intuitive, Sees the Big Picture

Hobbies: Arts & Crafts, Creative Writing, Music Playing, Photography

EXPERIMENTAL SELF

- Infers
- Imagines
- Speculates
- Take risks
- Is Impetuous
- Breaks rules
- Likes surprises
- Is curious / Plays



A

George bought a house for the family on price alone. He didn't consider its location, convenience, layout or design. It was a good financial investment and would show a good capital gain in 5 years. That was all that mattered.

D

Michael brought a car without checking to see if his golf clubs would fit in the back. When he got home he discovered they wouldn't.

Real Stories About Real People

Betty kept everything in her pantry in alphabetical order. Therese took her vacuum cleaner on camping trips to keep the tent clean.

Alison traveled everywhere with her 3 teddy bears. When asked why, she explained "One hotel room looks the same as any other. At least when I go back at night I have my friends to keep me company."

B**C**

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Real Stories About Real People

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Hand Out the Individual Profiles

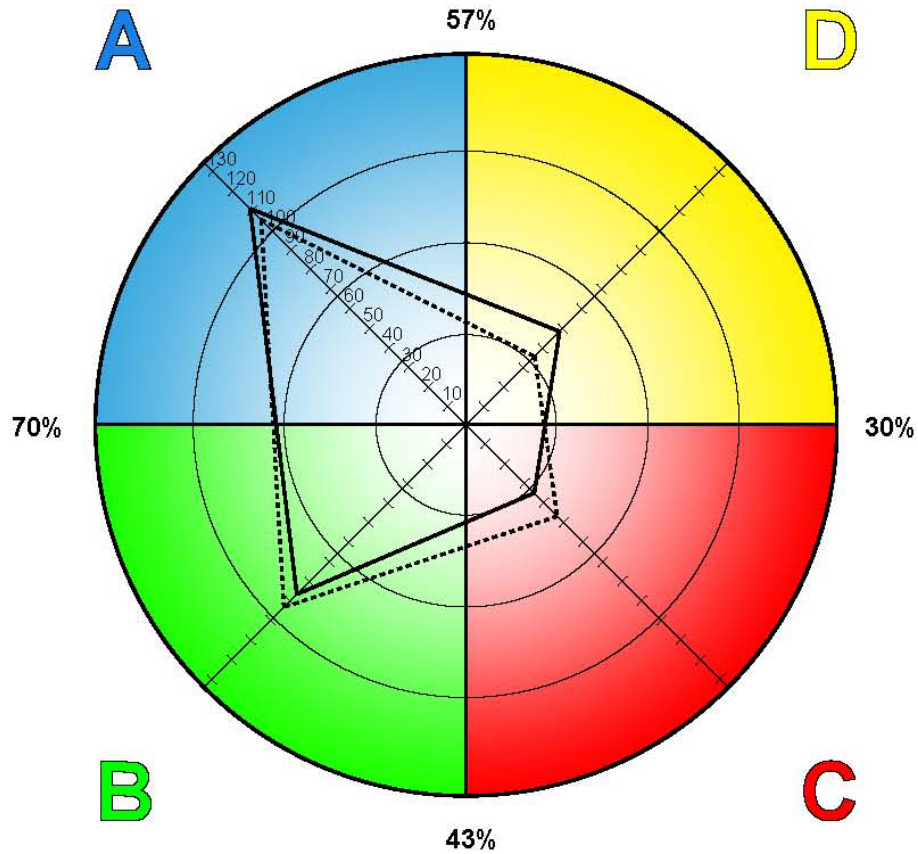
HBDI™

**Understanding the
Herrmann Brain Dominance Profile**



HBDI™
Profile
Overlay

Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48





HERRMANN BRAIN DOMINANCE INSTRUMENT DATA SUMMARY

Name:
Occupation:

Gender:

GROUP
Date:

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT		
PROFILE SCORES	111	87	35	48		
PREFERENCE CODE	1	1	2	2		
ADJECTIVE PAIRS <small>(distribution of 24 points)</small>	9	8	4	3		
KEY DESCRIPTORS <small>X = selected * = most descriptive</small>	Factual x Quantitative Critical Rational x Mathematical Logical * Analytical x	Conservative x Controlled Sequential x Detailed x Dominant Speaker Reader	Emotional Musical Spiritual Symbolic Intuitive Talker Reader	Imaginative Artistic Intuitive Holistic Synthesizer Simultaneous x Spatial		
WORK ELEMENTS <small>(5 =most, 1=least)</small>	Analytical 4 Technical 5 Problem Solving 5 Financial 2	Organization 4 Planning 2 Administrative 1 Implementation 5	Teaching 5 Writing 4 Expressing 3 Interpersonal 3	Integration 2 Conceptualizing 4 Creative 3 Innovating 3		
Adolescent Education Education Focus Occupation Hobbies						
HAND DOMINANCE	primary right	Right/ some left	mixed	left/ some right	primary left	
	x					
ENERGY LEVEL	day	equal		night		
	x					
MOTION SICKNESS	none			some	frequent	
	x					
INTROVERT/EXTROVERT <small>(self-placement)</small>	introverted			extroverted		
		x				



Herrmann International
The Ned Herrmann Group

HBDI data explanation for **John Doe**
February 03, 1999

Your HBDI Profile Sheet provides you with a visual plot of your thinking style preferences. The Consolidated Score Sheet gives a breakdown of what quadrant many of the questions fall into. This explanation page will describe each of the quadrants in descending order of your preference.

The thinking style quadrant you most prefer, based upon your responses to the HBDI Survey, is the A Quadrant, with a value of 111. Descriptors of this thinking style which you selected are Factual, Rational, Logical and Analytical, with Logical representing your "Key" Descriptor - the one most descriptive of you. These descriptors represent a general overview of your mental preferences in day-to-day life. Work Elements you strongly relate to in this quadrant include Analytical, Technical and Problem Solving. These Elements reflect your mental preferences at work. Work preferences may align completely with general preferences, or they may stem from situations unique to one's working environment. In the forced-choice, Adjective Pairs section of the Survey, 38% of your responses registered in the A Quadrant. For comparison purposes, your A Quadrant Profile Score represents 40% of your total Profile.

Your next most preferred is the B Quadrant, with 87 points. In this thinking style, you selected Conservative, Sequential and Detailed as descriptive of you. Work Elements you identified as ones you do well include Organization and Implementation. In Adjective Pairs, 33% of your responses registered in the B Quadrant, compared to 31% of your overall Profile.

By quite a margin, your next most preferred is the D Quadrant, with 48 points. In this thinking style, you selected Simultaneous as descriptive of you. Work Elements you identified as ones you do well include Conceptualizing. 13% of your Adjective Pairs responses fell in the D Quadrant, compared to 17% of your Profile.

Your least preferred quadrant, based upon your Survey responses, is the C quadrant, with a value of 35. There were no Descriptors in this Quadrant which you felt were characteristic of you. Work Elements you identified as ones you do well include Teaching and Writing. 17% of your Adjective Pairs responses fell in the C Quadrant, compared to 12% of your Profile.

The Adjective Pairs result tells us something about how we react when under pressure. This may or may not be consistent with our general behavior. The distribution of your responses to these questions into the A, B, C and D Quadrants was 9, 8, 4, 3, respectively. This distribution, while not perfectly aligned with your profile, is not radically out of alignment either. This suggests that there may be some shifts in your thinking style when under pressure, perhaps with a less-preferred quadrant becoming more dominant or a generally preferred one receding into the background.

The Profile Code is a categorization of profiles. It can be helpful in identifying generally similar Profile configurations. Your Profile Code is 1122, which is discussed on page 14 of the Understanding Your Profile booklet.

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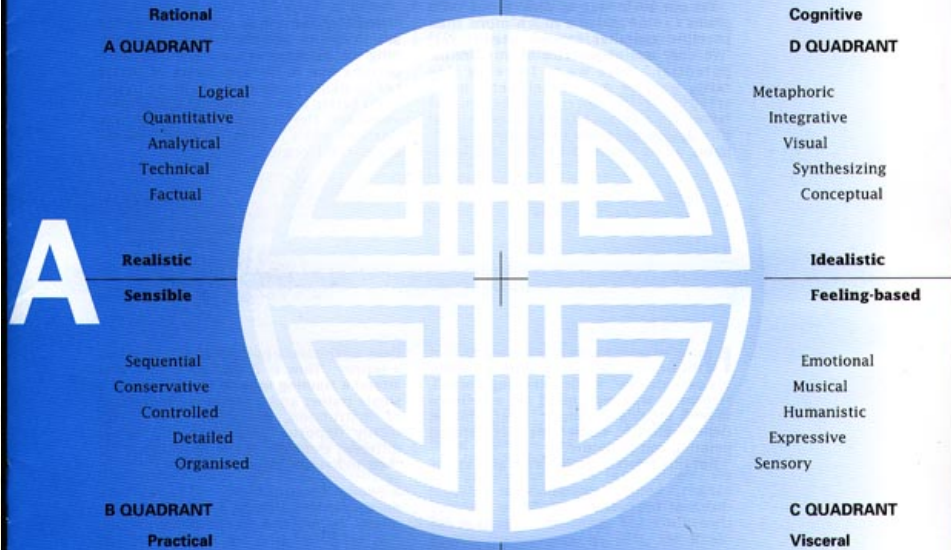


UNDERSTANDING THE HERRMANN MODEL A

DISCOVER YOUR THINKING STYLES

Is this profile 'me', or how I would like to see myself?

Generally, how people see themselves is accurate and informative: it captures a point of view which can be invisible to others. Our research has shown that having a third party filling out an HBDI gives imprecise results. While you might tilt your answers towards an idealised view of yourself, the survey questions are framed to minimise this. Also, it is likely you would think it self-defeating to provide inaccurate information about yourself.



A



When I filled out my profile, I wasn't feeling 100% will that affect my profile?

◆ Numbers could vary within a range, but not the overall shape of the profile. One's mood might have some influence on the overall size of the profile, but would not change its shape or orientation. Mood does have a bearing on the overall size of the profile but it seems to have very little effect on the shape. The profile tends to be anchored in the least preferred quadrant, and to increase proportionately in the remaining three quadrants. If you were feeling especially positive or expansive when completing the survey form, then you would have answered more questions with higher values.



READING YOUR PROFILE STEP BY STEP.

B

PREFERENCE CODE

This consists of four numbers placed in order of the quadrants: ABCD. The terms "Primary, Secondary, and Tertiary" are used to designate the 1, 2, 3 zones of the profile grid.

Preferences codes

- ♦ PRIMARY: (Code 1 = total over 66) In a given quadrant a primary indicates a distinct preference for the type of activities relevant to that quadrant. Every profile will have at least one primary score, but could have as many as four. A result above 100 represents a very strong preference, often easily recognised by other people.
- ♦ SECONDARY: (Code 2 = 34-66 inc.) A secondary in your profile indicates a comfort zone in the types of activities of that quadrant.

It is still a preference, but clearly secondary to your primary (or primaries).
 ♦ TERTIARY: (Code 3 = 0 to 33 inc.) A tertiary indicates a lack of preference and thus an avoidance of activities representative of the quadrant. In a profile, a tertiary reinforces the preferences of the primary situated diagonally opposite it.

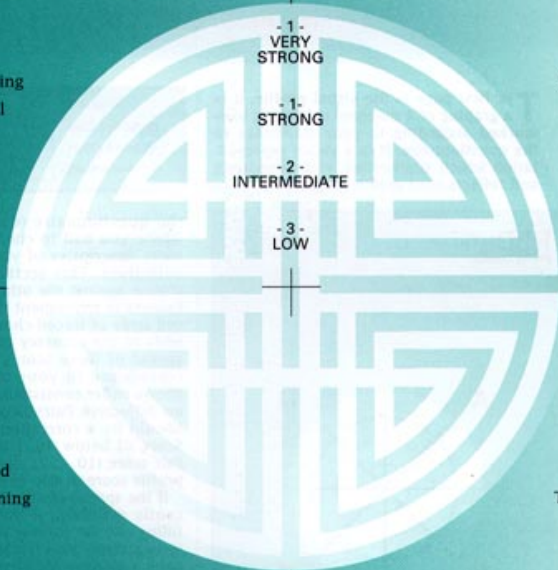
A QUADRANT

- Problem Solving
- Analytical
- Technical
- Mathematical
- Logical

D QUADRANT

- Artistic
- Holistic
- Imaginative
- Synthesizing
- Conceptualising

B



- Organisational
- Administrative
- Conservative
- Controlled
- Planning

- Interpersonal
- Emotional
- Musical
- Spiritual
- Talker

B QUADRANT

C QUADRANT



Adjective pairs

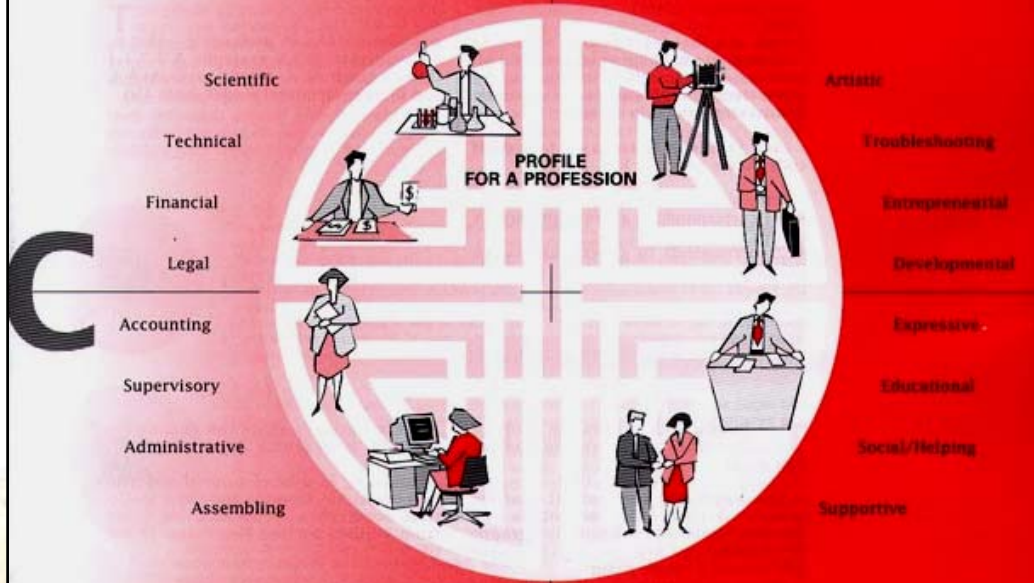
The four numbers appearing on the line 'Adjective Pairs' are the result of 24 forced choice pairings on the survey where you were asked to select A or B as being most like you. This is an important score and is discussed later in this leaflet.

HOW DOES YOUR PROFILE COMPARE TO OTHERS? C

Superimpose your profile on this page and compare its orientation with different groups of professions. Consider your interests and successes in your professional and personal life. Where would you place your coworkers and family? How are their preferences similar or different from yours?

IMPORTANT
 Competencies and preferences are two different things. The HBDI profile measures your preferences. Knowledge of your preferred processing modes determines what degree of satisfaction or comfort you have in your career when you encounter:
 - a learning situation
 - difficult interpersonal communication situations.

Our statistics have shown a strong correlation between job satisfaction and how well a job matches one's profile. We have a tendency to orient ourselves toward professions which attract us and bring us satisfaction.



C



Your profile is a representation of your mental preferences. Our jobs and our education both have a great impact on our preferences. The HBDI addresses not only these aspects but also includes questions pertaining to issues and words you use to describe yourself. Thus, the instrument is designed to consider many aspects of a person's life in composing a profile. The degree of job satisfaction equals the correspondence between an individual's profile and the major components of his/her occupation.

EXPLORING THE IMPLICATIONS

Ideas & exercises

THE UNION OF OUR DIFFERENT MENTAL PROCESSES

Once you understand your profile, remember that you use each of the four quadrants at different times and in different ways.

The preferred modes seem natural and accessible to you, but they never function independently of the others. Secondary modes are "operational" for you but tertiary modes require a great effort. Still, all thinking modes function as a unit of complex mental processes.

FACT

FUTURE



FORM

FEELINGS

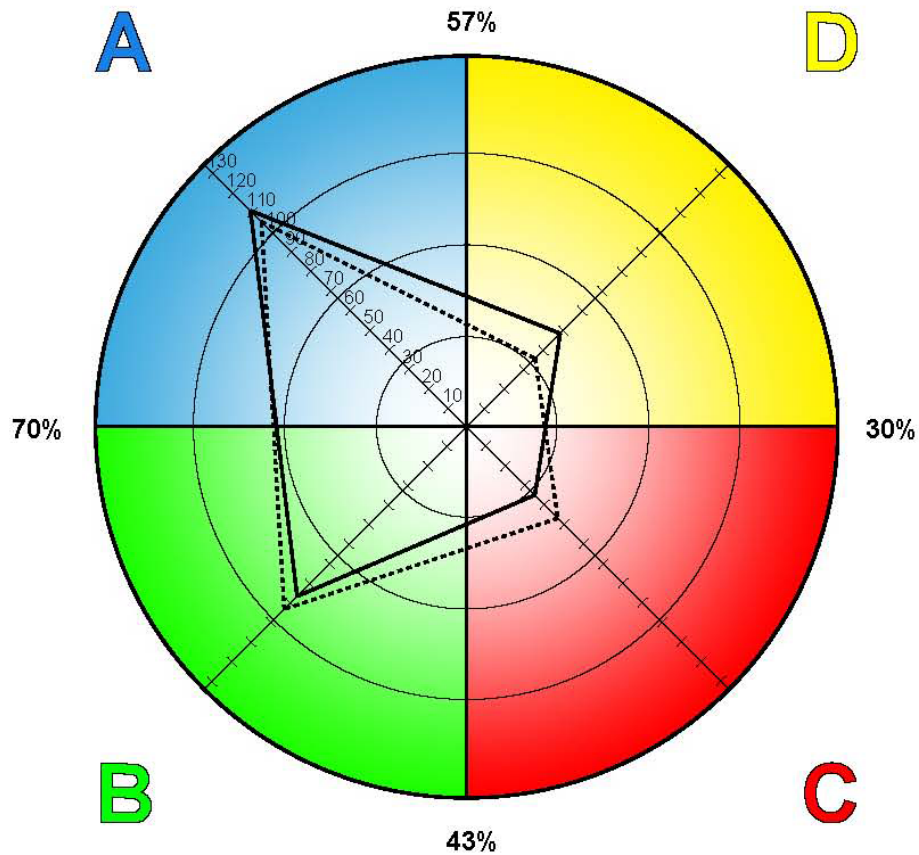


Each situation we face in our daily lives calls for a different mental process. We need to have a continuum of processes at our disposal to address each situation as it arises. Our profile is, naturally, circumstance dependent. Think of your profile adapting, like an elastic band, that expands according to what the situation requires.



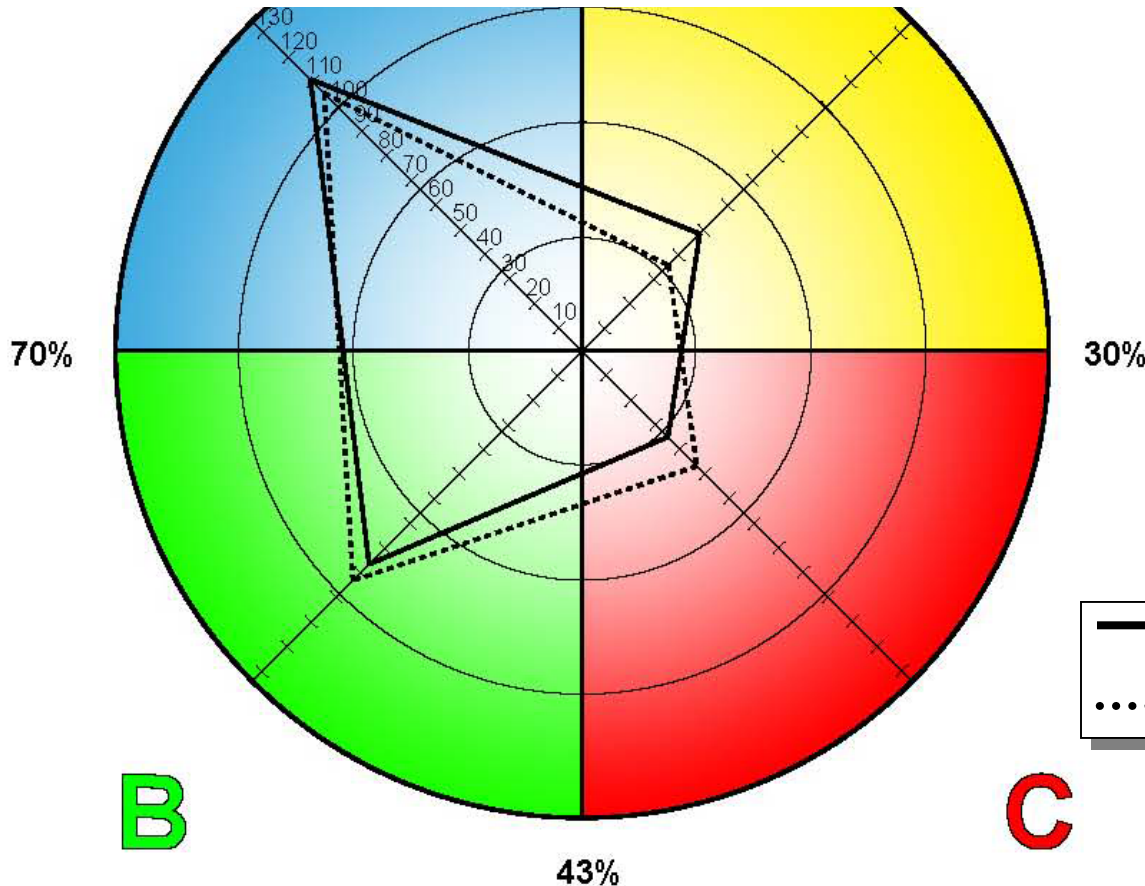
HBDI™
Profile
Overlay

Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48



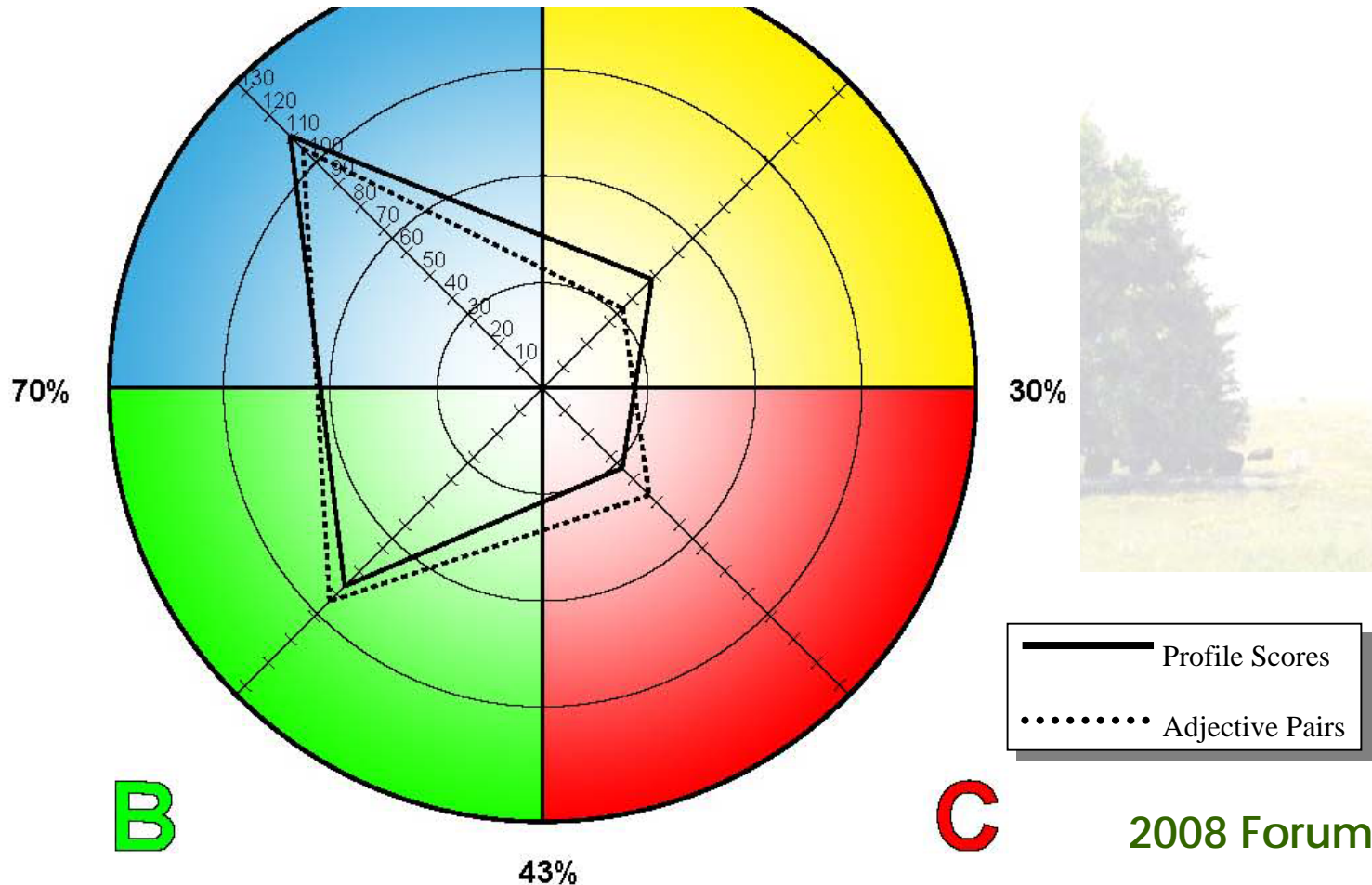
Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48

A 1=Primary preference **STRONG** **D**
 2=Secondary preference **MEDIUM**
 3=Tertiary preference **LOW**



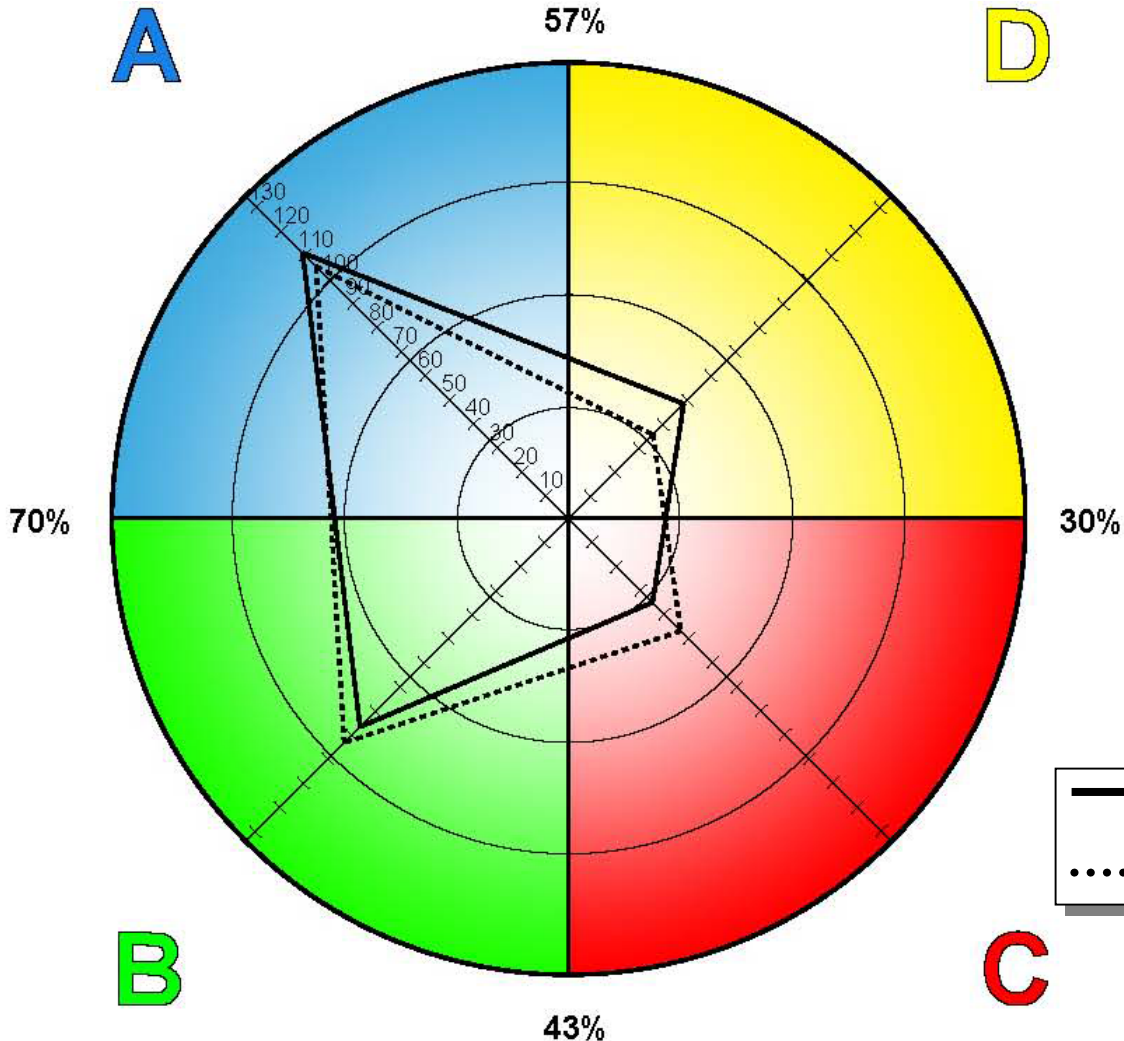
Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48

**24 Points distributed across the quadrants.
Look for your highest points-that is your “back-up” style or style under stress.**

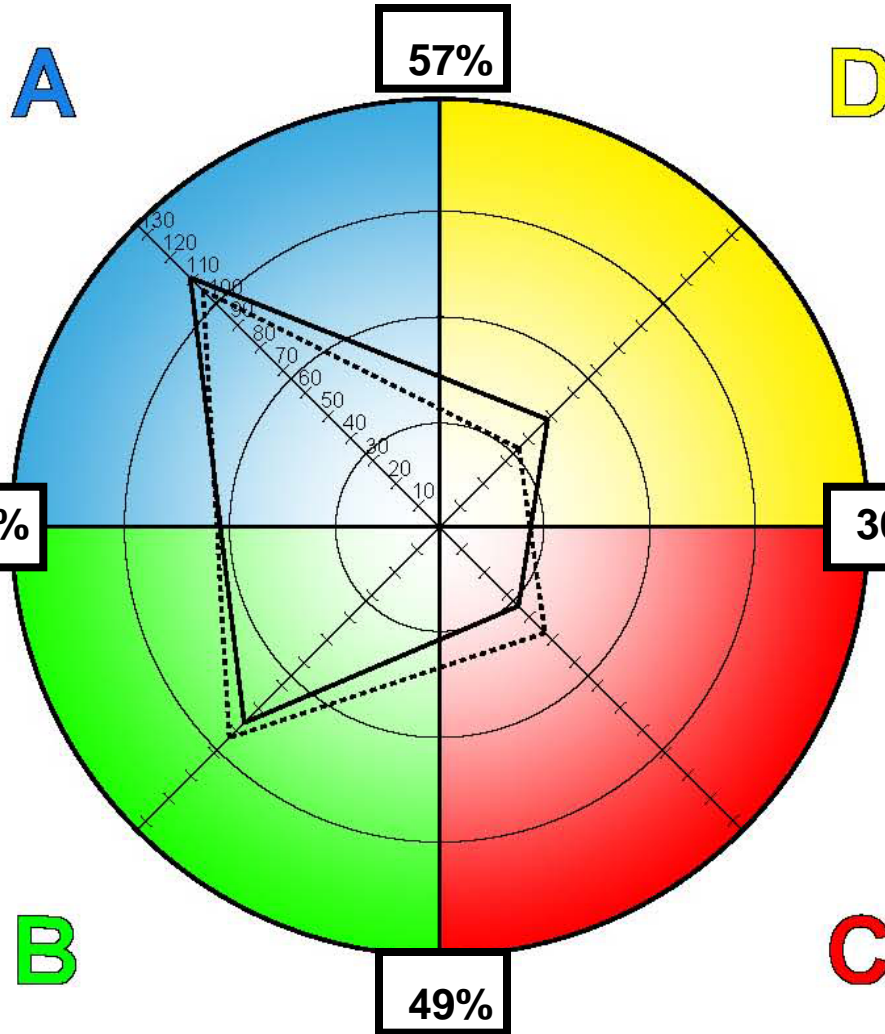


Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48

Profile Score=Total for each quadrant forming the basis for your profile.

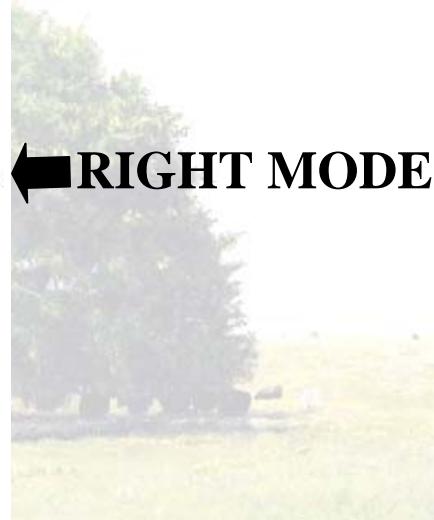


UPPER CEREBRAL MODE



LEFT MODE

RIGHT MODE



— Profile Scores
..... Adjective Pairs

LOWER LIMBIC MODE



	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES	111	87	35	48
PREFERENCE CODE	1	1	2	2
ADJECTIVE PAIRS (distribution of 24 points)	9	8	4	3

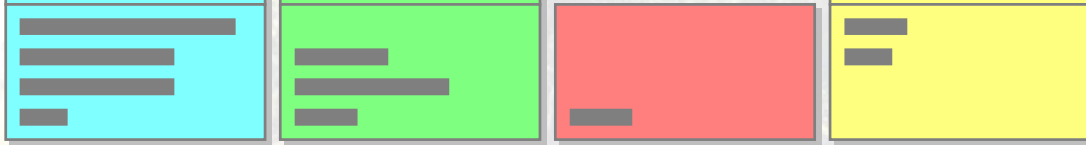
KEY DESCRIPTORS
 X = selected
 * = most descriptive

Factual X Quantitative Critical Rational X	Conservative X Controlled X Sequential X Detailed X Dominant Speaker Reader	Emotional Musical Spiritual Symbolic Intuitive Talker Reader	Imaginative Artistic Intuitive Holistic Synthesizer Simultaneous X Spatial
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WORK ELEMENTS
(5 =most, 1=least)

Analytical 4 Technical 5 Problem Solving 5 Financial 2	Organization 4 Planning 2 Administrative 1 Implementation 5	Teaching 5 Writing 4 Expressing 3 Interpersonal 3	Integration 2 Conceptualizing 4 Creative 3 Innovating 3
---	--	--	--

Adolescent Education
 Education Focus
 Occupation
 Hobbies



HAND DOMINANCE	primary right	Right/ some left	mixed	left/ some right	primary left
	X				
ENERGY LEVEL	day		equal		night
	X				
MOTION SICKNESS		none		some	frequent
				X	
INTROVERT/EXTROVER	introverted				extroverted
		X			

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES	111	87	35	48
PREFERENCE CODE	1	1	2	2
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Adolescent Education Education Focus Occupation Hobbies				
HAND DOMINANCE	primary right X	Right/ some left	left/ some right	primary left
ENERGY LEVEL	day X		equal	night
MOTION SICKNESS		none	some	frequent X
INTROVERT/EXTROVER	introverted			extroverted
		X		

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
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HAND DOMINANCE	primary right	right/ some left	mixed	left/ some right
	X			
ENERGY LEVEL	day	equal		night
	X			
MOTION SICKNESS	none		some	frequent
			X	
INTROVERT/EXTROVER	introverted			extroverted
		X		

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
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Adolescent Education Education Focus Occupation Hobbies				

HAND DOMINANCE	primary right	Right/ some left	mixed	left/ some right	primary left
ENERGY LEVEL	day	equal		night	
MOTION SICKNESS	none		some	frequent	
INTROVERT/EXTROVER	introverted	X			extroverted

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
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Adolescent Education Education Focus Occupation Hobbies				
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ENERGY LEVEL	day X		equal	night
MOTION SICKNESS	none some frequent X			
INTROVERT/EXTROVER	introverted extroverted X			

COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
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PROFILE SCORES
PREFERENCE CODE

111	87	35	48
1	1	2	2

ADJECTIVE PAIRS
(distribution of 24 points)

9	8	4	3
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KEY DESCRIPTORS

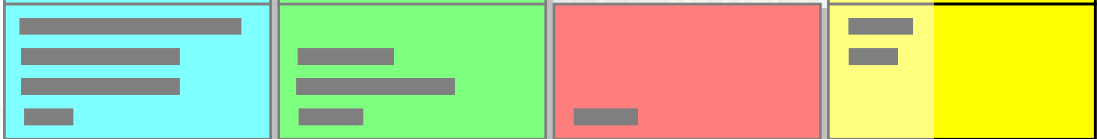
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* = most descriptive

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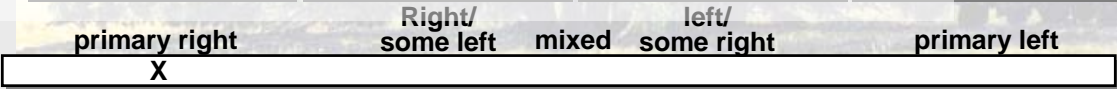
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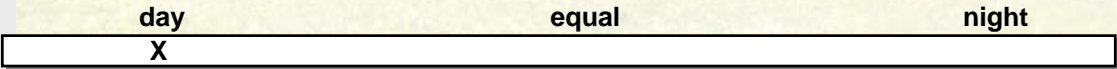
Adolescent Education
Education Focus
Occupation
Hobbies



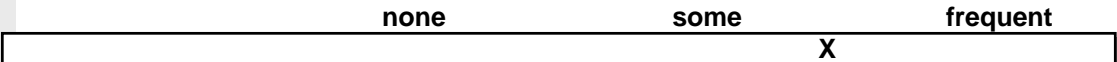
HAND DOMINANCE



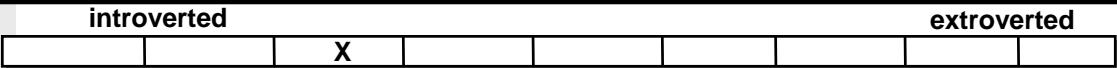
ENERGY LEVEL



MOTION SICKNESS



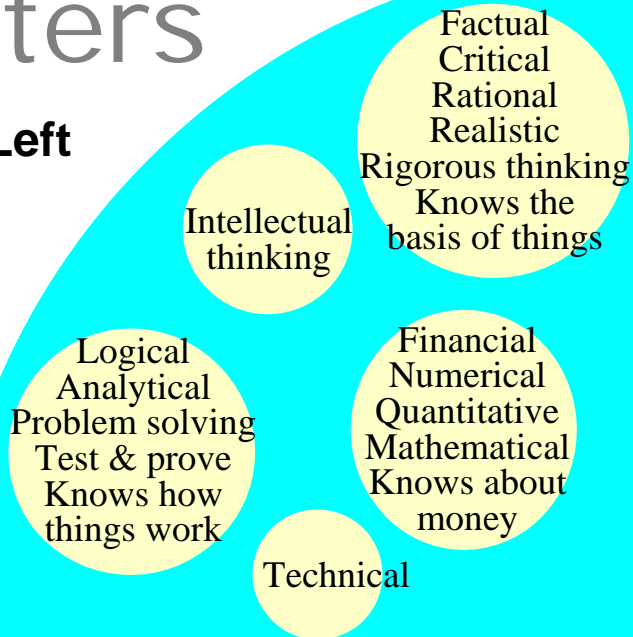
INTROVERT/EXTROVER



Clusters

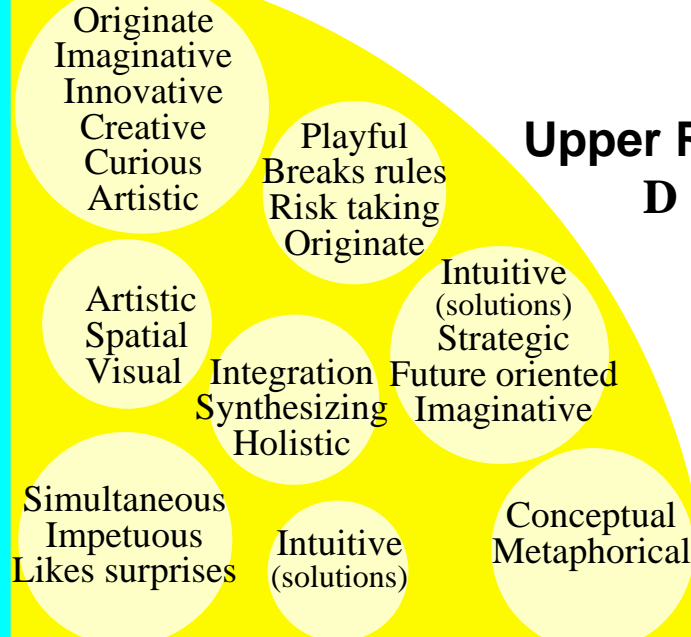
Upper Left

A



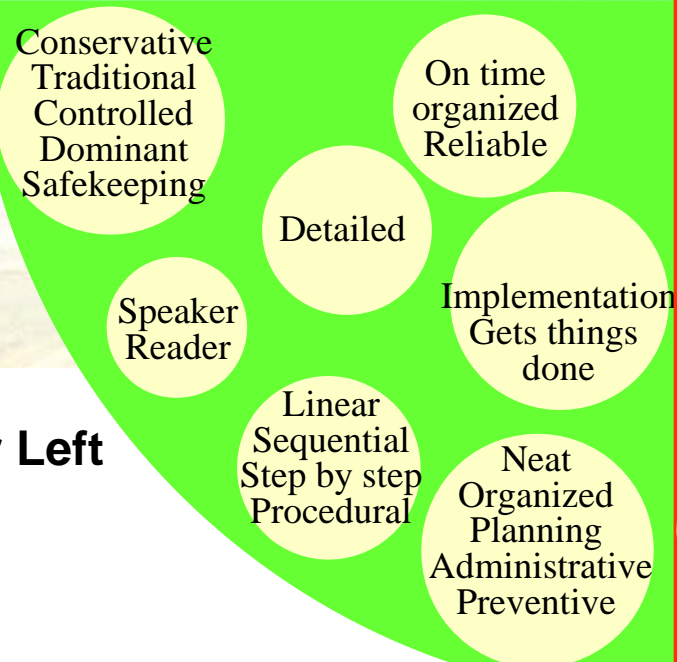
Upper Right

D



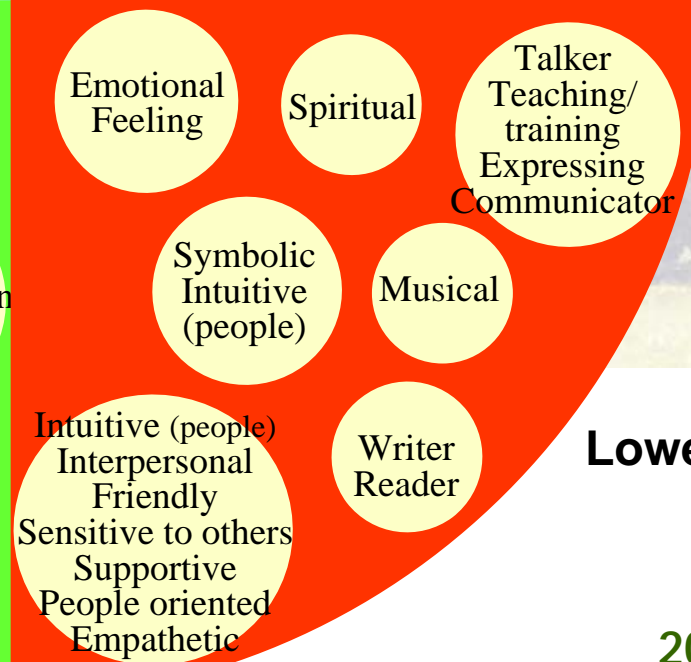
Lower Left

B



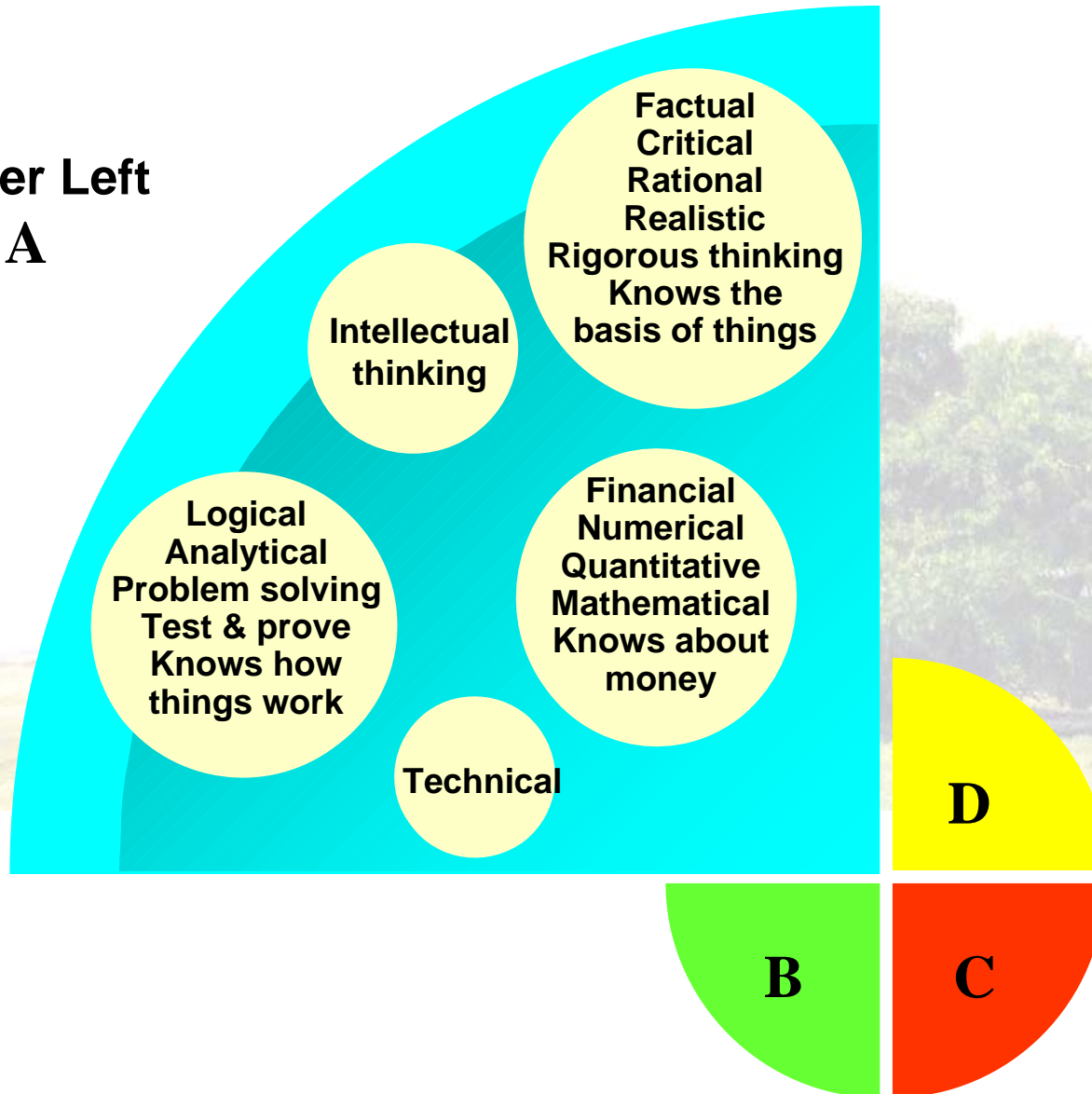
Lower Right

C

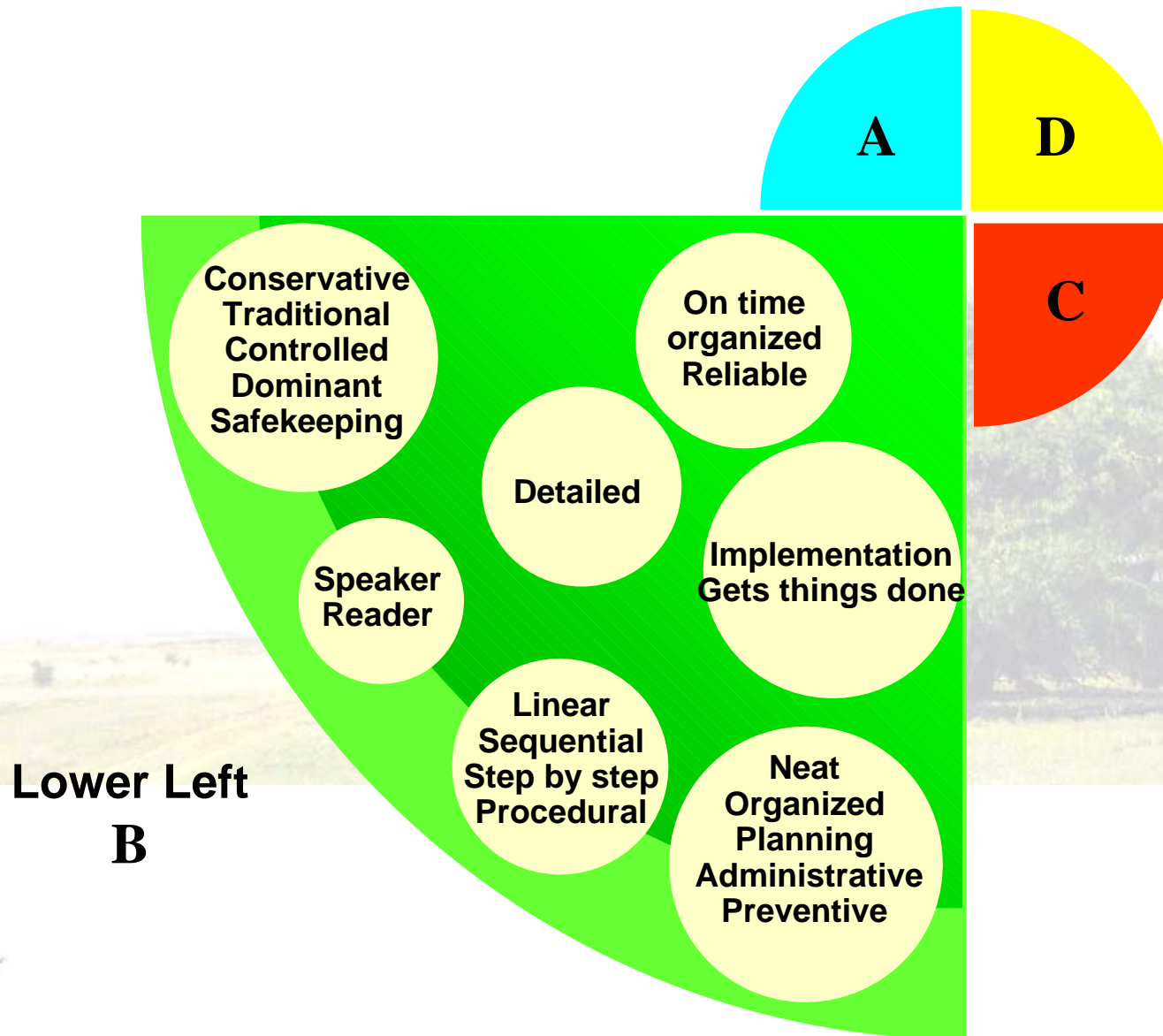


A-Quadrant Clusters

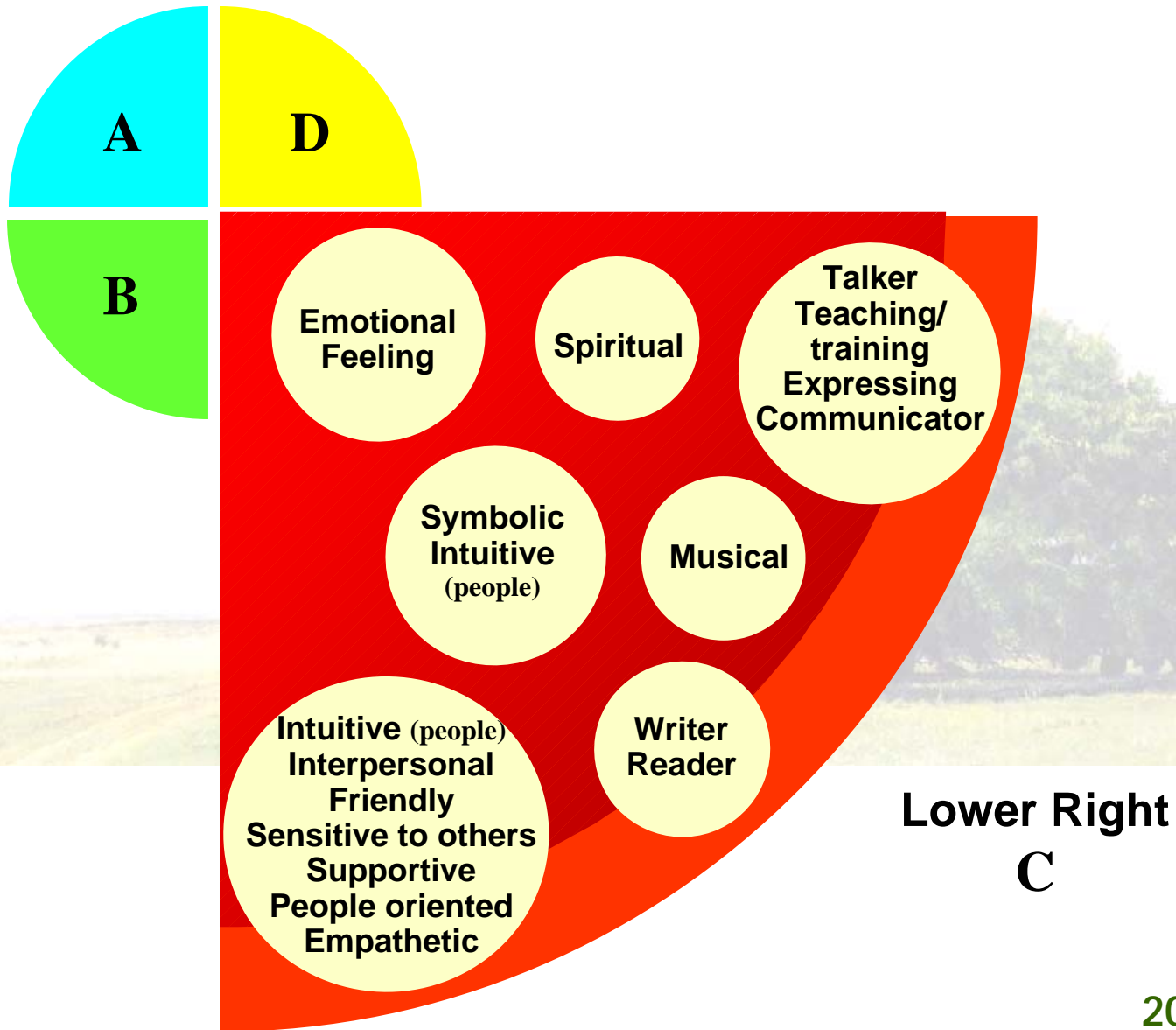
Upper Left
A



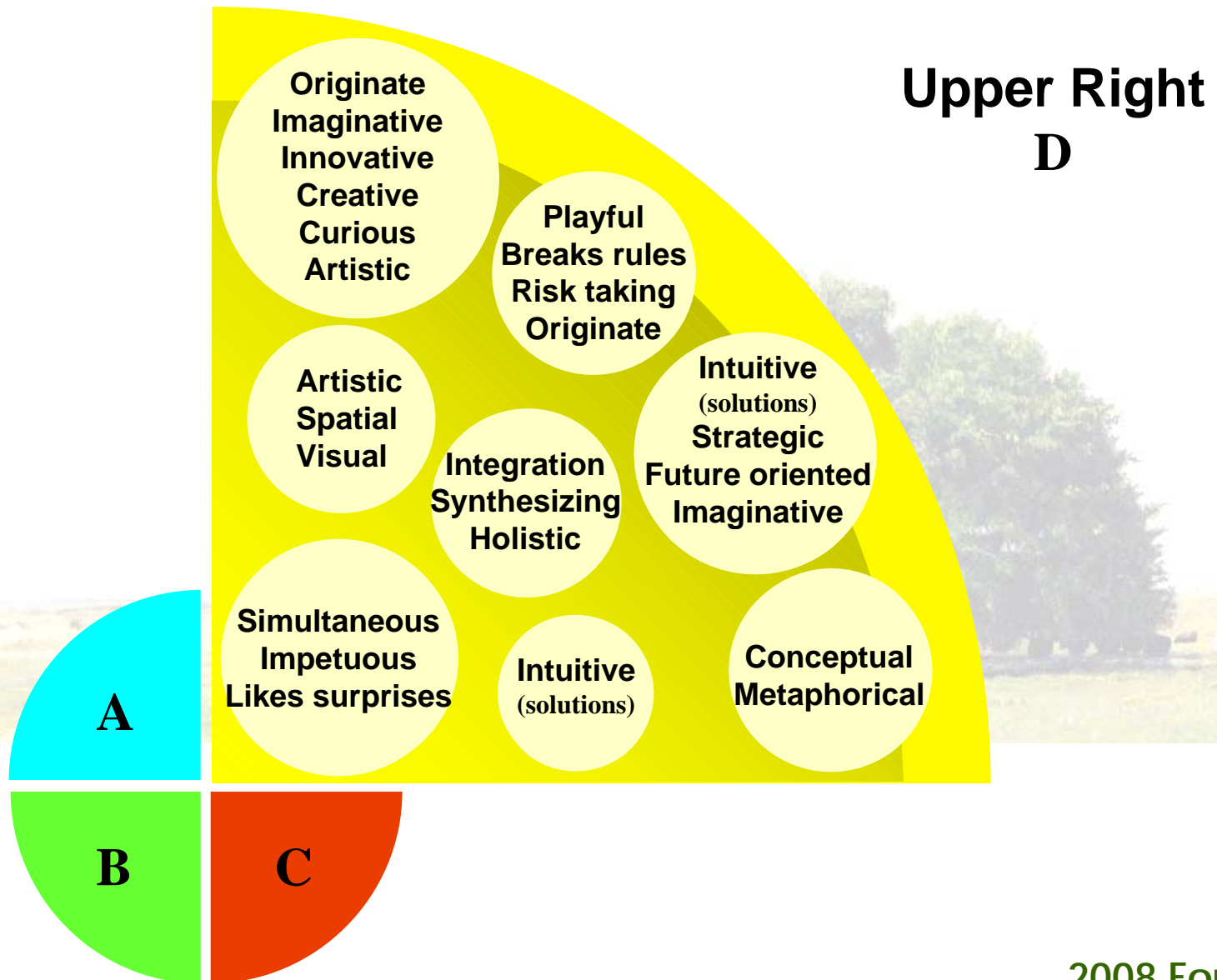
B-Quadrant Clusters



C-Quadrant Clusters

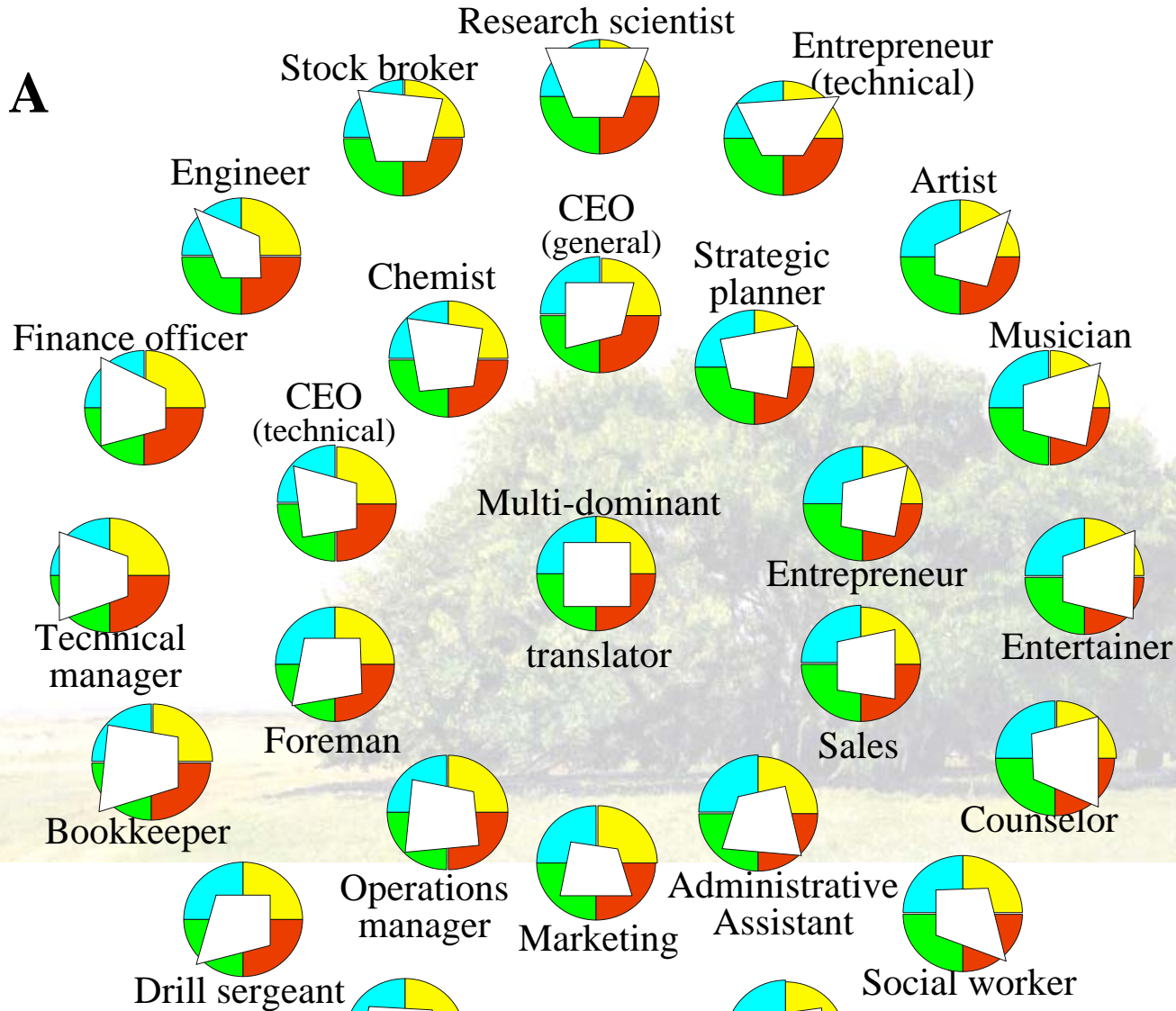


D-Quadrant Clusters



Proforma Profiles of Mentality

A



D

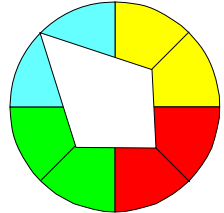
B

C

Proforma Profiles of Occupation

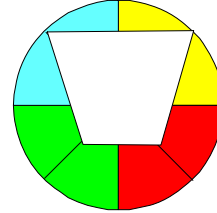
A

TECHNICAL



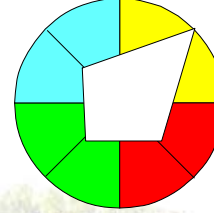
FINANCIAL

SCIENTIFIC



"TROUBLESHOOTERS"

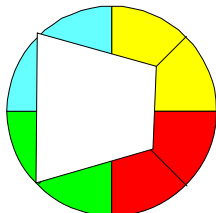
ARTISTIC



ENTREPRENEURIAL

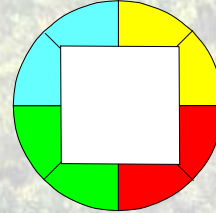
D

LEGAL



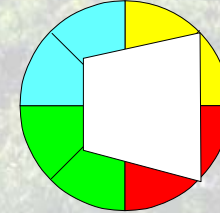
MANAGERIAL

"MULTIDOMINANT"



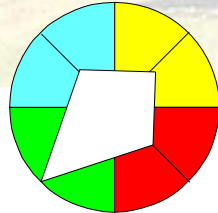
MULTI TASKING

DEVELOPMENTAL



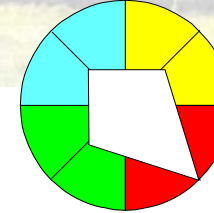
EXPRESSIVE

ADMINISTRATOR



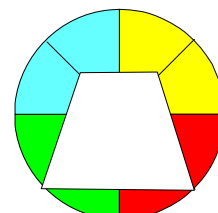
SUPERVISORY

FACILITATIVE



SOCIAL

CUSTOMER SERVICE



SUPPORTIVE

B

C

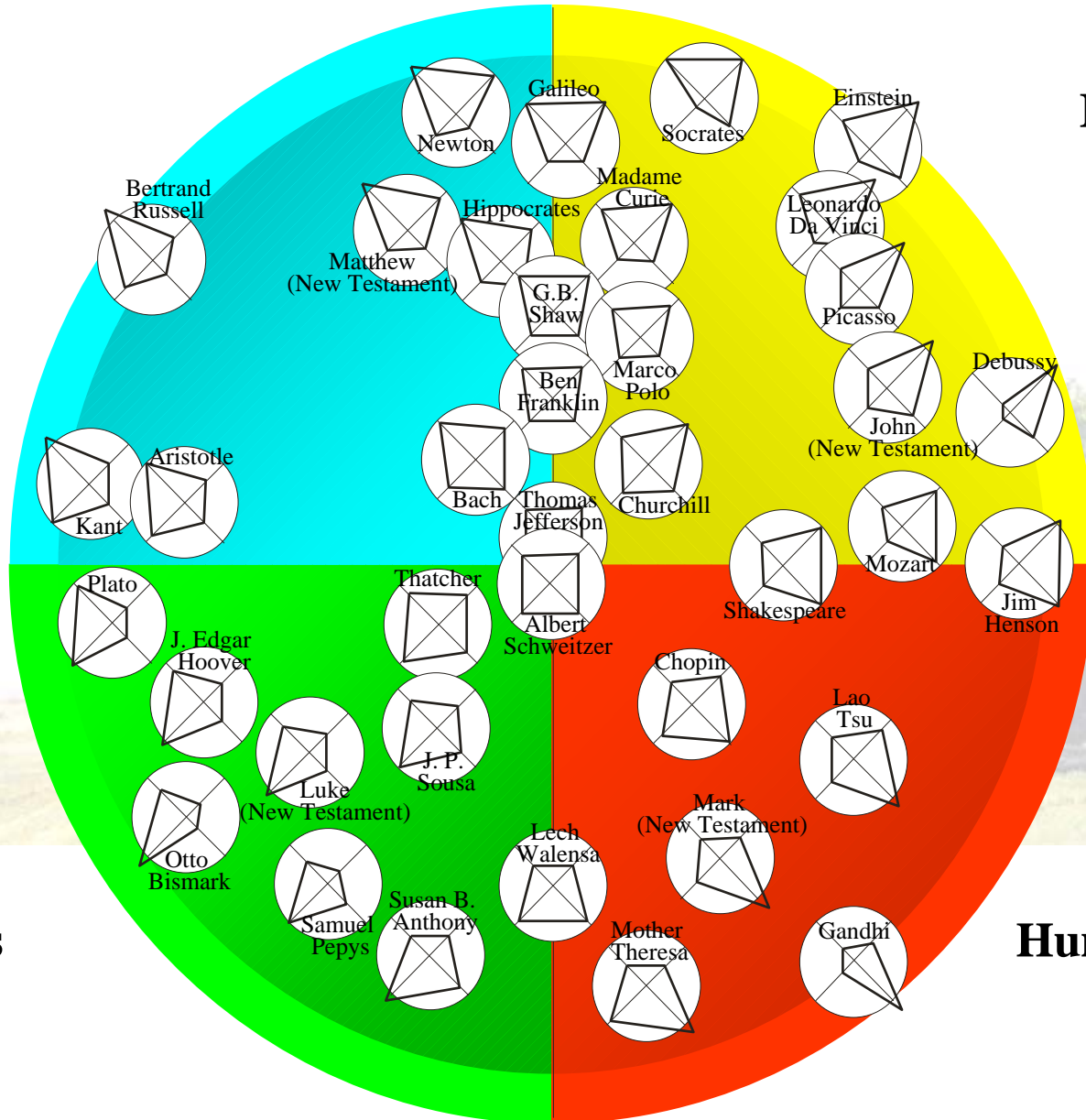
Great Brains in History

Thinkers

A

Innovators

D



B
Organizers

C
Humanitarians

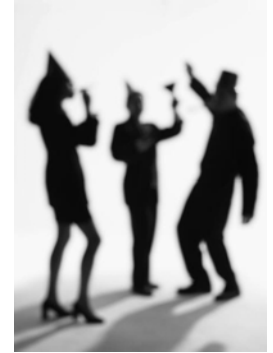
HBDI Birthday Party Exercise



Spend 15 min and design a Birthday Party for a In2InThinking member.

Use the HBDI Thinking modules identified for Heterogeneous Quadrant thinking (A, B, C & D-Quadrant)

Be prepared to out brief your “Key” ideas to the group.



End of Part # 1

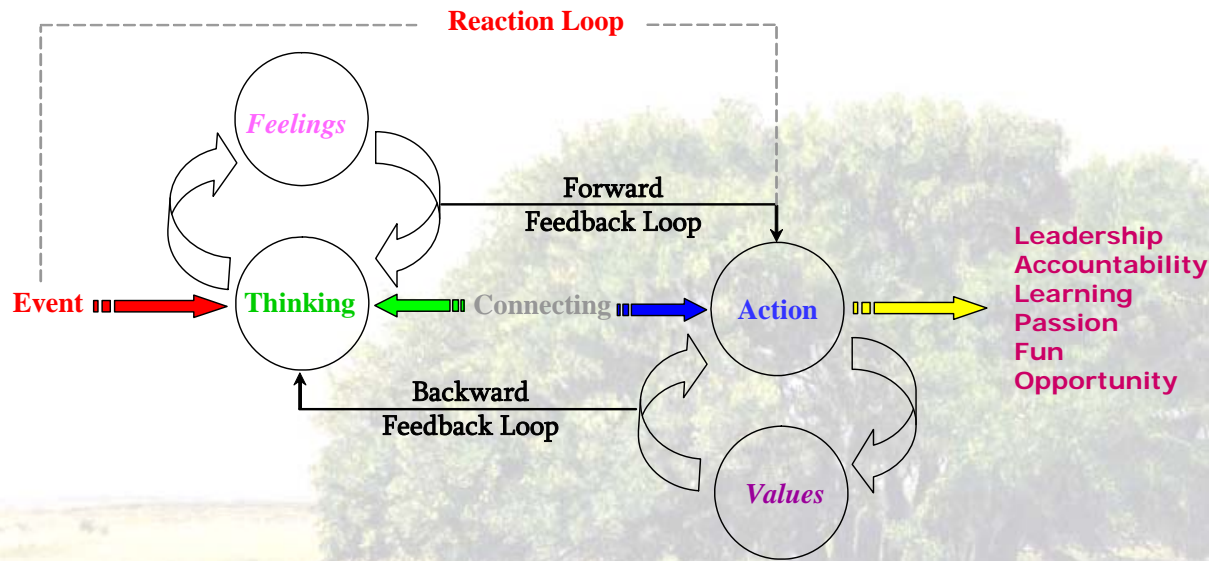
Any Questions???

Break

Think-tion™

Integrating Thinking to Actions

Part 2



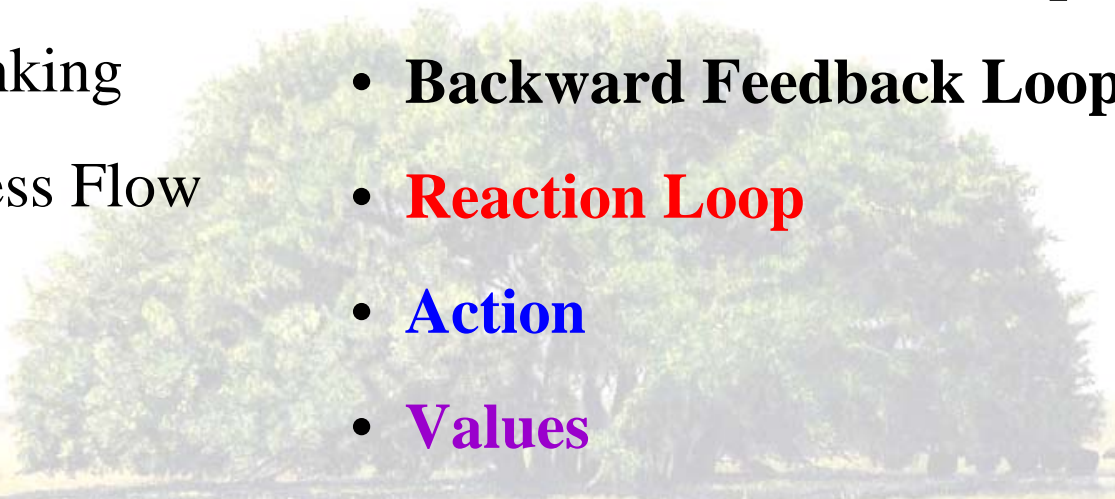
Dale S. Deardorff

In2: InThinking Network 2008 Forum
April 17th 2008

Overview



- Introduction
- Background
- Traditional Thinking
- *Think-tion*TM Process Flow
- **Event**
- **Thinking**
- **Feelings**
- **Connecting**
- **Forward Feedback Loop**
- **Backward Feedback Loop**
- **Reaction Loop**
- **Action**
- **Values**
- Conclusion



Background



- Why is *Think-tion*TM necessary..??
- Traditional **Thinking** is all about analysis and judgment
- We recognize standard situations and apply standard answers
- You can analyze the past but you must design the future
- In the end.....“Human **Thinking**”..... is the most important resource we have

Introduction



- The “System of **Thinking**” is *Intersubjective* creating dynamic patterns of the exterior world around us
- Life is too complex and changing to conform to a single **Thinking** formula
- We must develop generations of **Thinking** Practitioners
- Information's **Value** is determined by the mental models and paradigms of the “Listener” (You!)

Introduction



- Emotions give relevance to our **Thinking**
- We fit that **Thinking** to our needs and the Context of the Moment
- When we use *Think-tion*[™] the “**Thinking** Route” is determined by validated Emotions and **Values**
- A composite Cognitive Process (*Jambalaya*)
- We react emotionally to **Values**
- Your **Thinking** Process should include a classification of both



Brain History



- If our distant ancestors sat still for 8 hrs straight...or 8 min. they usually became “**Lunch**” for something (Survival)
- Our Brains developed while we walked about 12 miles a day, seven days a week - For several million years (Protection)
- Brains for Men and Woman are “wired” differently (Everyone needs a feeling of *Belonging*)
- What needs to be made equal is the “**Value**” placed upon these differences (embrace the *Diversity* of everyone’s **Thinking**)
- A Generalized **Thinking** style can perceive the whole scene – not just the task at hand

Emotional Dynamics



- *Emotional Dynamics* determine your Emotional Capacity & mirror the behaviors of Emotional Intelligence
- *Emotional Intelligence* can facilitate Change and Social Adaption at the individual level
- *Emotional Capacity* can facilitate Radical Change analogous to a Paradigm Shift (Discontinuous Change)

Emotional Dynamics



- *Emotional Dynamics* are defined as:
- The Social Intelligence that involves the ability to monitor one's own and other's **Feelings** and Emotions
- Requires discrimination between Emotion and Feelings to guide one's **Thinking** and **Action**
- Empathy represents a control attribute of *Emotional Intelligence*
- It is a person's ability to understand someone else's **Feelings** by projecting a sense of *Honesty, Fairness, Justice* and *Respect*



Change



- Individuals seek to develop a meaningful framework to understand the nature of the proposed “*Change*”
- “**Deep Change**” can trigger a strong “*Emotional*” response which effects how the change is cognitively construed, as well as the nature of ensuing **Actions**
- These **Actions** can be viewed by others as:
 - Being Resigned*
 - Passive Acceptance*
 - Enthusiastic Endorsement*

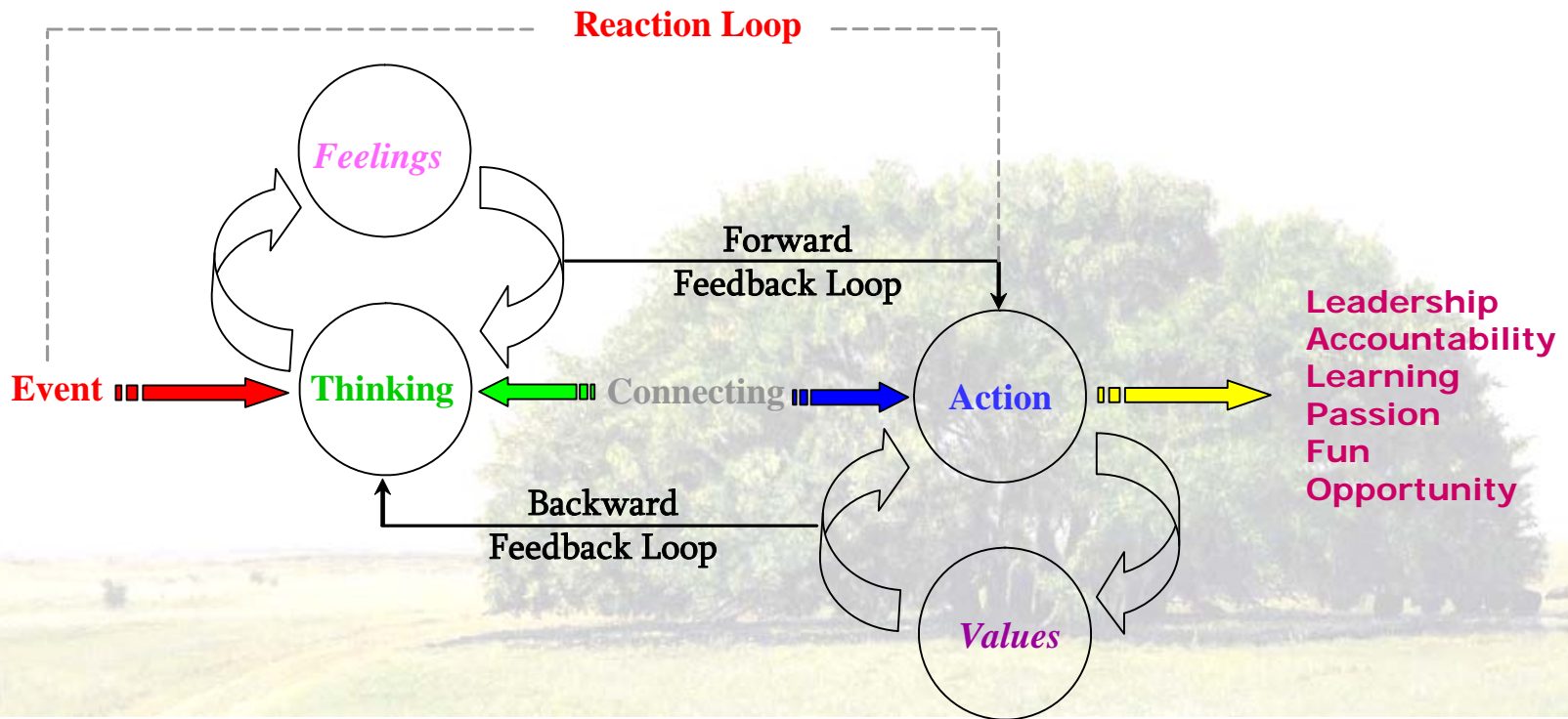
Learning



- Learning provides a **Feedback Loop** from the outcomes of **Actions** to revise the belief system capturing interconnections of “*Know-How*” and “*Know-Why*”
- The desire to minimize “*Uncomfortable*” feelings and maximize positive ones affects information processing
 - *Single Loop Learning* occurs when a change is made to the Behavior (**Actions**)
 - *Double Loop Learning* occurs when the error is corrected by changing the underlying assumptions which activates emotions
 - *Triple Loop Learning* occurs when we “Reflect on how to Learn” or “Learn how to Learn” (Double Loop about Double Loop)



Think-tion™ Model



Event



- An “**Event**” is a trigger to create the Situation
- Situations can be *Good.....or Bad.....or Neutral*
- It starts the *Think-tion*TM process.....
- Definition # 1: The fundamental entity of observed physical reality represented by a point designated by three coordinates of place and one of time in the space-time continuum postulated by the theory of relativity
- Operational Definition # 2: “*Something that happens*”



Event 

Event



- The Situation is based upon your *Perception* for how you define or Interpret the **Event** (Red or Green??)
- A Mental event can be a particular occurrence of something going on in the *Mind* (happens in the brain!)
- It can be a thought, a dream, a feeling, a realization, or any other Mental Activity
- Can be Predictable (*Anticipated*) or Unpredictable (*Chaos*)
- An Unpredictable **Event** is usually an unfavorable event, because people tend not to plan an unfavorable **Event**





Thinking



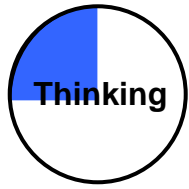
- Operational Definition: the **Action** of using one's mind to produce thoughts
- *Think-tion*TM **Thinking**:

A-Quadrant = Strategic **Thinking**

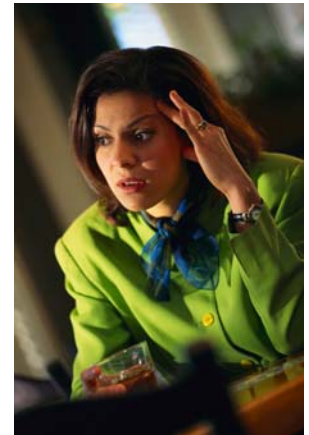
B-Quadrant = Planning **Thinking**

C-Quadrant = Feeling **Thinking**

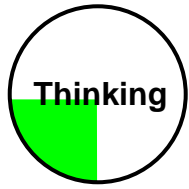
D-Quadrant = Innovative **Thinking**



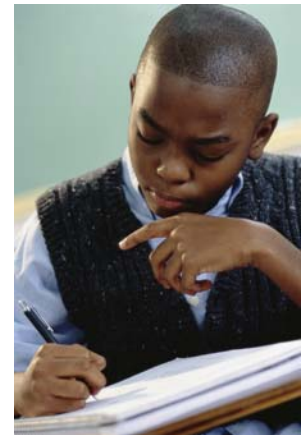
Strategic Thinking Descriptors



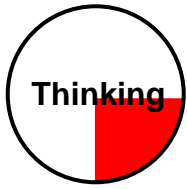
- Quantitative
- Problem Solver
- Challenging
- Intellectual
- Objective
- Rational
- Critical
- Technical
- Direct
- Factual
- Mathematical
- Logical
- Rigorous
- Definitive
- Realistic
- Analytical



Planning Thinking Descriptors



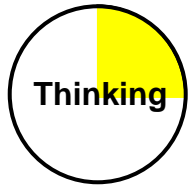
- Practical
- Structured
- Articulate
- Sequential
- Industrious
- Procedural
- Administrative
- Disciplined
- Persistent
- Controlled
- Planner
- Punctual
- Safekeeping
- Organized
- Dominant



Feeling Thinking Descriptors



- Passionate
- Responsive
- Musical
- Receptive
- Cooperative
- Spiritual
- Trusting
- Enthusiastic
- Harmonizing
- Empathetic
- Emotional
- Friendly
- Intuitive
- Helpful
- Interpersonal
- Expressive



Innovative Thinking Descriptors



- Exploratory
- Artistic
- Open Minded
- Synthesizer
- Holistic
- Imaginative
- Curious
- Intuitive
- Flexible
- Integrating
- Conceptual
- Creative
- Simultaneous
- Spontaneous
- Risk Taker
- Adventurous

Feelings

Feelings



- May be considered non-rational aspects of **Thinking**
- Establish a belief structure based upon the *Positive* and *Negative* quality of one's awareness
- The *Undifferentiated* background of one's awareness considered apart from any identifiable sensation, perception, or thought...?
- Will allow “**Dialog**” to create a conversation for sharing and clarification of *Paradigms, Mental Models, Assumptions* and *Inferences*



Feelings

Feelings



- Openly sharing will provide a legitimate way to bring “**Feelings**” into a formal and defined open channel
- Prevents them from “*Lurking*” in the background
- A “Traditional” view is that **Feelings** muck things up – that they should be detached and that a good **Thinker** is only “*Objective*”
- They are a necessary part of our operation of the Brain – not an *Intrusion!*
- **Feelings** can shift very quickly and can change Perceptions



Feelings

Feelings



- Gives you an opportunity to express how you **Feel**, your *Emotions* and *Intuition* without the need to explain or justify their existence
- These can vary from Culture-to-Culture....In Japan **Feelings** are expressed in a very low key way..... “*I must Think about it*”
- In the U.S. we are generally more robust about **Feelings** and expressing them
- If people think that they must “*Validate*” their **Feelings** then the only feelings expressed will be the ones that can be validated
(No Gut Feel or Intuition)



Feelings

Feelings



- Must be made “*Clear*” or they may be applied in a response that contains confusion – requires “*Intelligent Feelings*”

I “**Feel**” thathas potential
Thatis very interesting
Theis very unusual

- Must ask for the “**Feelings**” or they will not be openly shared

What do we **Feel** about our **Thinking**?
Are we happy with the outcome?
Did we do a good job?

Feelings



- May be a “*Range of Feelings*” which are nebulous
- You must peel the onion by asking “*WHY*” for clarification

I am Neutral
I am Undecided
I am Confused
I am Doubtful
I am Mixed

Does not require a Justification

- When we talk about “*My Gut Feel*” or my “*Sense*” this is an official expression of **Feelings**



Connecting



- Means to “*Become Joined*”
- To “*Link Together*” logically related elements in order to draw a logical conclusion
- Complex systems have Non-linearity where connections may be strong or *Bifurcated* to establish a path of stability
- Can facilitate “*Collaborative Connections*” among different people when used as a group or “*Community of Practice*”



Connecting



- Creates a tightly joined, *Purposeful Flow* not a “Serendipitous Topology”
- Effective in a system of dynamic “*Information Flow*” creating an Intelligent Socio-cognitive Network
- Joins and bonds together a “*Synthetic*” and “*Continuously*” morphing **Thinking**-to-**Action** environment
- The Self-organizing Quality of the **Connection** not the number of **Connections** is what is important
- Flows into and out of **Thinking**-to-**Action** Model nodes





Connecting



- **Connections** need to be partnered with “*Quality Information*” to have real **Value**
- Connectivity is based upon “*Interactivity*” (responsiveness) assuring cognitive accessibility
- *Input* (**Thinking**) and *Output* (**Actions**) are separated by a duration of time – but Connections can be instantaneous if the *Think-tion*TM process is used
- The process of **Re-Connecting** is made *Easy*!

Action

Action



- A thing done which involves an intention, a goal and a movement guided by an “*Agent*” (You)
- The most vigorous, productive, or exciting activity in a particular field, area, or group but not something that just “*Happens*”...like
- “Catching a Cold” is not an **Action** – “*Tapping your fingers*” ?? (Probably somewhere in the middle)
- Deciding to do something may be considered a Mental **Action** or an **Action** based upon a Result
- So what about *Believing* or *Intending to do Something*??

Action

Action



- Is **Thinking** an **Action**.....some believe so but not for the *Think-tion*TM theory and **Us**!
- There is a Relationship between **Actions** and their *Result*
- **Actions** are Intentional (willful) movements caused by “*You*”
- **Action** Theory (D. Davidson) proposes that “*Desire and Belief*” jointly cause the **Action** and employ the “Language of Causality”
- Complex **Actions** involve several steps to accomplish
- Humans vary their **Actions** according to *Social Contexts*.....
and also the perceived effect on others



Action

Action



- Connected to behavior in the **Actual World** and the **Future World** we *Imagine, Predict* or *Anticipate*
- If the **Thinking** has not been accomplished to your cognitive satisfaction for the Logic required..... then the **Action** loop will not be engaged (this does not make sense!)
- The *Think-tion*TM Process will seem confused or broken (I can not seem to make a decision.....)
- Requires cognitive alignment of your *Needs* and *Wants* to the *Norms* and **Values** (Creates a Cognitive Paradox)

Leadership Action



- Inspiring and Motivating others by cultivating an environment that brings out the *Best!*
- Demonstration of skill and character to establish competence and character by helping set functional behaviors
- Establish *Objectives & Goals* based upon Authority consistent with realizing a **Vision**
- Generation of *Higher Productivity, Lower Costs, Better Quality* by focusing a commitment to Results allowing others to Grow
- Others to willingly “*Follow*” to implement a consistent structure that can make a difference thru Constructive Change



Accountability **Action**



- Answerability for examination of **Excuses**, **Justifications**, **Rationalizations**, **Apologies** and other forms of “*Account Giving*” behavior
- Liability for Decisions based upon *Moral Universalism*
- Acknowledgement and Assumption of Responsibility for Actions
- Communication thru *Lessens Learned* and *Best Practices* establishing consistency in messages
- Partnership responsibility for the use of *Resources*, *Funding*, *Training* and *Process Simplification*



Learning Action



- Embrace the Experience to *See, Listen, Taste, Touch* allowing True Organic Learning Model (Interconnected)
- Increase flow of **Knowledge** by changing the relationship between certain neurons in the brain stimulating synaptic modification of previous *Thoughts, Actions, Behaviors, Paradigms, Mental Models* (Habituation, Conditioning)
- Enhance levels of “Cognitive Mastery” associated with *Attitudes, Concepts, Reasoning & Problem Solving* in Learning Domains
- Continue growth in the acquisition and development of *Memories and Behaviors* increasing knowledge carrying capacity across Learning Boundaries





Passion Action



- A **Feeling** of “*Unusual Excitement*” or Enthusiasm about a subject, object or goal
- An “Emotional” response to *Performance* or *Purpose*
- A “Gift of Spirit” based upon the power to *Live & Communicate* with **Unbounded Energy**
- Pursues “*What Can Be*”, “*What Should Be*”.... “*What Will Be*”
- Best of all....You can not “**Fake It**”....it’s Authentic and Sincere

Fun Action



- Expenditure of Time in a manner designed for *Therapeutic Refreshment, Pleasure and Enjoyment*
- Development of “Motor Skills” designed for behaving **Playfully!**
- Contributes to “*Life Satisfaction*”.... “*Quality of Life*” and “*Health & Wellness*”
- Essential to the Longevity of Human Beings counteracting **Stress**
- Could be *Athletic Fun, Adventurous Fun, Exploring Fun*....
- Fun is commonly defined as a Frivolous and non-serious activity unless Structured and Goal oriented which is often a “**Game**”



Opportunity Action



- Establish personal *Connections, Interconnections* and continue *Relationships*
- Create *Inclusive* environments that embrace *Immutable Traits*
- Explore Emergent technologies that can fulfill *Needs, Wants* or *Demand Trends*
- Creates a *New, Different* or *Improved* solution to **Issues** or **Problems**
- Opens *Divergent* **Thinking** possibilities outside of the established comfort zones



Values



- Every *Decision* we make involves **Values**
- **Values** are based upon *Assumptions* and impact all areas of **Thinking** and Behavior
- They should include the “*Purpose*” of the Team, the Group and/or the Community
- **Values** are what we internally consider important but we may not consciously be aware of them
- Almost all **Thinking** and almost all **Actions** have an important **Value** component



Values



- **Values** are the underlying “*Triggers*” that bring about our emotions
- Sometimes there is a *Paradox* between competing **Values** (Cost vs. Customer **Values**)
- Our minds have been programmed/conditioned from an early age to **Think Critically** – we are not taught to “**Value**” sensitivity
- Business challenges for *Leaders* every day revolve around the constant ability to design and deliver **Value**

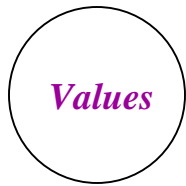


Values



- **Values** can direct and change our *Perceptions* and our *Perceptions* can change our **Values**
- We determine our Perception and what we see tends to support that Perception - We *do not* see things Objectively first
- There are always priorities of **Values** but these are not constant – they may change depending on the *Situation/Circumstances*
- Whenever there is a conflict of **Values** you should “*Design*” a way forward (**Thinking Forward**)





Values



Importance

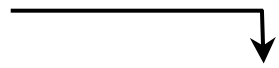
Values

Description

Classification

A	Must Have	Essential	Critical
B	Like to Have	Strong	Sound
C	Would be nice	Weak	Strong
D	Does not Matter	Neutral	Remote

- **Values** can be *Ranked* and *Rated* to prioritize which ones are **Important** and **Essential** to you

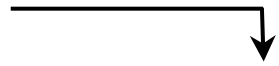


Forward Feedback Loop



- “**Feedback Loops**” are a mini System Cycle functioning within the *Think-tion*TM model
- **Feedback Loops** are a cycle of *Mindset* or *Paradigm* of the System
- **Forward Feedback Loop** uses Mental Models, current Paradigms and “*Known-Known’s*” to illustrate the conceptual desired Outcomes
- **Forward Loop** is also based upon *Assumptions*, *Presumptions* and *Inflows* about the **Action** required



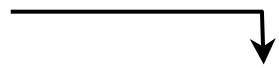


Forward Feedback Loop



- It is a *Self Reinforcing* Feedback System
- **Forward Feedback Loop** establishes a *Non-linear* aspect in a *Linear* approach establishing repeatable patterns
- Creates a source of *Growth, Explosion, Erosion & Collapse*
- Can “*Trigger*” **Chaos** and be unpredictable within bounded behavior
- Creates “*Shared Social Agreements*” (Norms)





Forward Feedback Loop



- The Theory of “*Prospective Rationality*” would say its based upon your **Belief Structures** and your **Desires** being satisfied
- Based upon the *Norms & Customs* of everyday interactions between people based upon “**Common Sense**” at the moment
- Creates and Interconnects various process’s as a catalyst to create *Ideas, Information and Meaning*
- May automatically join different cognitive domains to establish context (*Right and Left Brain*)

Not a “**Bad Thing**” – focused **Thinking** about our **Thinking**

Reaction Loop



- Its an “Emergency Response Mechanism”
- Little or “*No learning*” occurs and little or “*No insight*” is needed
- Very important for **Policies & Procedures** that must be replicated constantly by everyone
- Includes “*Beliefs*” about **Actions** required
- May be *Instinctual* or *Immediate* **Reaction** without perceived **Thinking** about the desired **Actions**

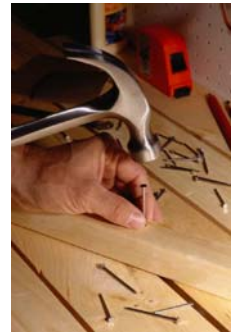


Reaction Loop



- Human reaction time to visual stimulus is typically “**150-300 milliseconds**”
- Its already “*Built-in*” or “*Pre-learned*” (Nocieptive Stimulus)
- Where does “Free Will” fit into this for me??
- When the **Reaction** is “*desirable*” the **Action** is acceptable – When the **Reaction** is “*not desirable*” the **Action** is modified accordingly
- Can seem *Involuntary & Immediate* (Reflex Arc)

Reaction Loop



- It is the Spontaneous production of often Purposeless Verbal or Motor Behavior without conscious “*Self-control*” or “*Self-censorship*” (awww Dam *%#*!!)
- Hypoglycemia usually leads quickly to unconsciousness but as the blood glucose levels fall, a window of experience between sanity and coma occurs where **Self-control** is lost and your “*Body*” behaves on its own
- Reactions can “*Catalyze*” another reaction in a functional network where structures are interconnected (Domino Effect)
- *Autopoiesis* – How could that happen??

Backward Feedback Loop



- **Backward Feedback Loop** helps to maintain stability in a system and can update the rules of the culture
- *Self correcting feedback* under different conditions or impacts to update or create new System goals
- Adjusts for System *Limitations, Reframing, Expansions* or Strains
- It is a **Outflow** “*Correcting*” loop in spite of external changes.
- It is related to “*Homeostasis*” as a structured **Information Flow**

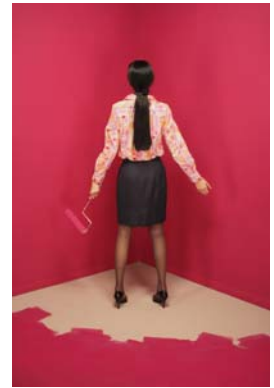


Backward Feedback Loop



- Can be created by a “*Paradigm Shift*” leading to “**Discontinuous**” or Radical Change
- Creates a *Free, Full* unbiased flow of information back into *Think-tion*TM cognitive process
- Includes “*Memory Reaction*” for **Actions** that are driven by previous patterns of **Behavior**
- The **Backward Feedback Loop** References back into the: “*But...it has always been done that way in the past*”

Backward Feedback Loop



- Takes into account the *Reactions* of other individuals such as adjusting for “**oops I did not mean for that to happen**”
- Self reinforced by visual “*Abstraction*” or “*Inference*” based upon Tribal Knowledge (check against being Autopoetic)
- Contains formation of Mental Images that balance “*Conflict*” and **Value** Structure in Social Systems creating a **Powerful Energy Flow** (implied that were doing it over again)
- Not a **Bad Thing** – Focused Re-**Thinking** about our **Thinking**

Think-tion™ Matrix



- It provides a way to externalize our **Thinking** and levels the playing field for all “cognitive quadrants” showing equal strengths available to everyone
- The “**Matrix**” provides two different fits to your **Thinking** in a simple **Framework** provided to Map your **Values**
- Allows a systemic Approach to exploration that is Subjective because it refers to the **Future State** (*which is uncertain*)
- You can not review all **Value/Action** possibilities at the same time
- Once the framework has been initialized it can become a “*Positive Habit*” to look for **Values** in any situation



Think-tion™ Matrix



- Allows you to Focus your **Thinking** Attention into powerful simple **Actions**
- *Complexity* requires multiple runs thru the matrix
- Additional **Actions** could be identified for:

<i>Humanitarian</i>	Value/Actions
<i>Purpose</i>	Value/Actions
<i>Environmental</i>	Value/Actions
<i>Perception</i>	Value/Actions
<i>Trust</i>	Value/Actions
<i>Simplicity</i>	Value/Actions

Quick Reference Matrix

	Leadership	Accountability	Learning	Passion	Fun	Opportunity
Strategy...	What Change must occur to allow new Leadership	What Change must occur to allow new Accountability	What Change must occur to allow new Learning	What Change must occur to allow new Passions	What Change must occur to allow new Fun & Amusement	What Change must occur to allow new Opportunities
Planning...	What Plans need to be developed for Leadership	What Plans need to be developed for Accountability	What Plans need to be developed for Learning	What Plans need to be developed for Passions	What Plans need to be developed for Fun & Amusement	What Plans need to be developed for Opportunities
Feelings....	What Sensitivity needs to be considered for Leadership	What Sensitivity needs to be considered for Accountability	What Sensitivity needs to be considered for Learning	What Sensitivity needs to be considered for Passions	What Sensitivity needs to be considered for Fun & Amusement	What Sensitivity needs to be considered for Opportunities
Innovation...	What new Ideas can provide us Leadership	What new Ideas can provide us Accountability	What new Ideas can provide us Learning	What new Ideas can provide us Passions	What new Ideas can provide Fun & Amusement	What new Ideas can provide us Opportunities

24 Possible combinations of **Thinking-To-Action**
Purpose Statements

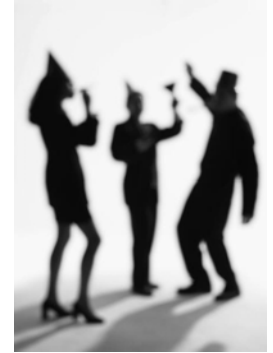
*Think-tion*TM Birthday Party Exercise



Spend 15 min and design a Birthday Party for a In2InThinking member.

Use the *Think-tion*TM Thinking modules identified for STAR Homogeneous Value thinking.

Be prepared to out brief your “Key” ideas to the group.



Summary



- **Thinking** is a full contact sport requiring *Think-tion*TM..!!
- **STAR** Thinking creates a full “Color” robust Process that is:

Dynamic ---Diverse---Different---Directed

- The combination of the two allows you to

Succeed beyond **Success**
Think beyond **Thinking**



Any Questions???

*Think-tion*TM can create a “*Thinking Space*”
where you can establish a
Thinking-to-**Action** Network

Lets go try them!