

THINKING !

Seven Steps To Better Thinking

- 1. PMI PLUS, MINUS, INTERESTING -- SEE** without limiting your vision. Look about the room and locate all the red objects. Now did you see all the green objects? -- all the blue objects? Focusing on the RED creates a mind-set and "eliminates" "seeing" other colors. The same occurs when we have bias about values, life styles, feelings, procedures, old habits. Challenge those by listing the Plus's, Minus's and the Interesting ideas generated by listing ideas
- 2. CAP CONSIDERING ALL FACTORS --** Rationally consider all the factors involved in making a decision--use other people (because they have different mind-sets)--to offer their ideas of additional significant factors. If you think that other people don't have significant factors to ADD to your consideration, then you are vigorously defending your own bias and mind-set.
- 3. C&S CONSEQUENCES & SEQUEL --** 1 & 2 open possibilities, C&S helps us to pick the best solution by estimating consequences. Plan Ahead for Short (1-5 yr), Medium, (5-25 yr), and Long (over 25 yr), term. What would happen with Unlimited, Cheap, Power (i.e. Fusion). What would happen if business ran its own schools? What would happen if we had a National Language?
- 4. AGO AIMS, GOALS, OBJECTIVES --** A golfer wants to play Par Golf but keeps slicing the ball because he wants to "look good" with big, powerful, long drives--so he winds up playing boogie golf because of his goal conflict.
- 5. FIP FIRST IMPORTANT PRIORITIES --** Too many people make decisions on a "gut-level", about what FEELS most important. Instead list the 3 top priorities on a rational basis. Clear thinking regarding outcomes down the line, not feelings now which may be sentimental, romantic, or based on old emotional bias
- 6. APC ALTERNATIVES, POSSIBILITIES, CHOICES --** Without alternatives and possibilities there is no choice. Our daily mind-set generates the same old familiar alternatives and possibilities and therefore the same choices. Think about the opposite of the usual. Look at the worst/best case. Question basic assumptions. Work outside your usual frame of reference. Lay 6 matches on the table and now make 6 triangles. No way to do it? Make a tetrahedron in 3 dimensions. We are used to 2 dimensional problems. Make a square with 3 dots on a side and a dot in the middle. Now, without lifting your pencil, draw through all 9 dots with only 4 lines--remember to think outside your frame of reference
- 7. OPV OTHER POINT OF VIEW --** Conflict with other people involve your point of view and their point of view. If you defensively, emotionally, and vigorously defend only your point of view, you are in a lose-lose confrontation. Look at the problem from the other persons point of view to see a way to solve the problem from their point of view, generating cooperation, not competition.

Excerpted from THE LEARNING-TO-THINK COURSEBOOK co-authored by Dr. Edward de Bono, 2nd Edition, copyright 1982 by Edward de Bono School of Thinking, by Edward de Bono and Michael de Saing-Arnaud is published at \$25 by the Edward de Bono School of Thinking, New York, New York.



OPINIONS AND FEELINGS ARE FREQUENTLY A PERSONAL TRIUMPH OVER GOOD THINKING
YOU DEFINE REALITY BY WHAT YOU KNOW, WHAT YOU BELIEVE, AND WHAT YOU DO ABOUT IT.