

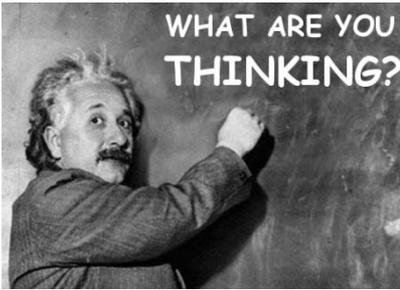
“Working Together” by



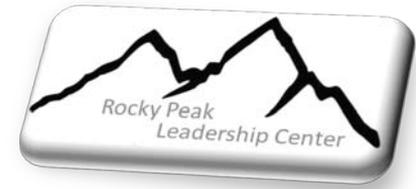
“Thinking Together”



By Dr. Dale S. Deardorff
Sunday Oct 2nd 2011



Introduction



By their nature “People are Different”.

- They “Think” differently
- They have different life experiences

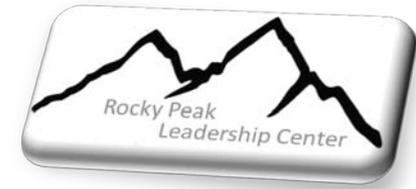
Does this mean one person is better than another?

- No, It simply means that they are different and unique

If you were stuck on a deserted island with a dozen people...would you want them to be exactly like you...or would you want them to be different?



How are we “Wired”

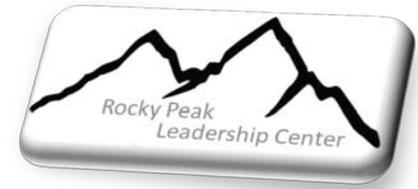


We are all wired differently:

- **Extrovert vs. Introvert**
- **Right Brained creative vs. Left Brained analytical**
- **Multitask vs. Single focused activity**
- **Favorite color is Red vs. Blue**
- **Aggressive vs. Passive**
- **Opinion X vs. Y**
- **Point of View #1 vs. #2**
- **Thinker’s vs. Do’ers.....?**



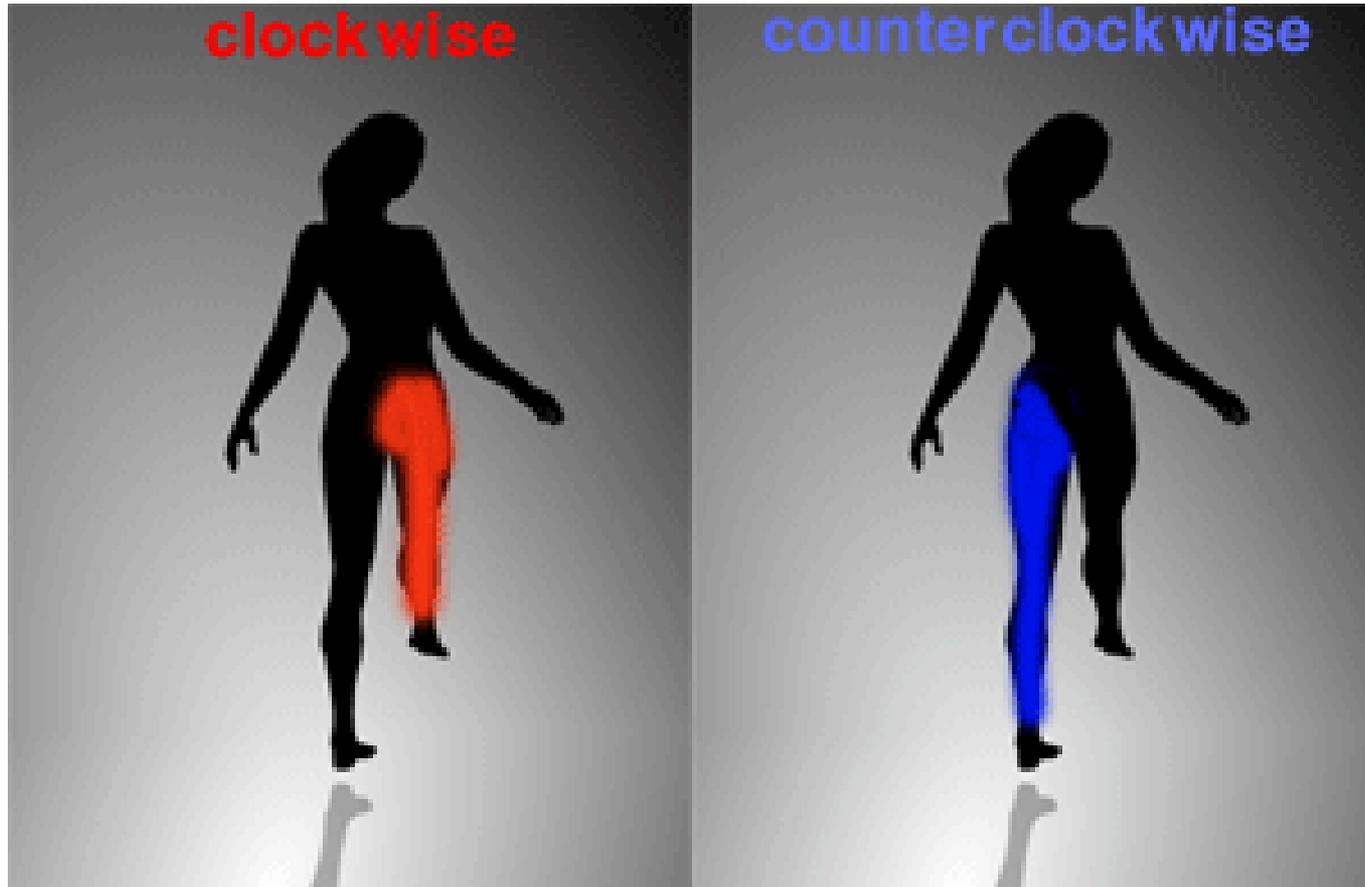
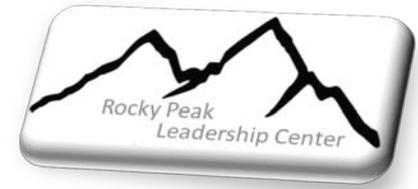
The Spinning Dancer Video



Kinesthetic, Bistable optical Illusion

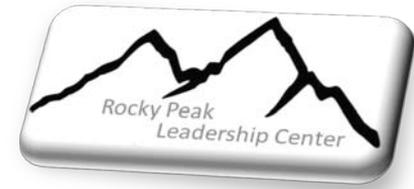


The Spinning Dancer Video Explained





Kinesthetic, Bistable Optical Illusion

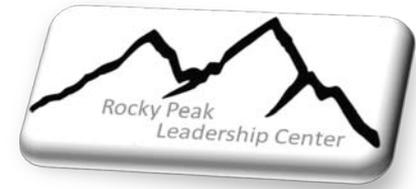


- **Constructed from 34 separate flat 2-D frames.**
- **Proposed as a Right Brain vs. Left Brain test where Clockwise uses right brain and Counterclockwise uses the left brain.**
- **Actually it is an optical illusion based upon a 2-dimensional image shifting back and forth.**
- **Visual processing in the brain assumes we are looking at a 3-D image.**
- **Without adequate clues, it may just arbitrarily decide a best fit – spinning clockwise or counterclockwise.**





Today's Challenges



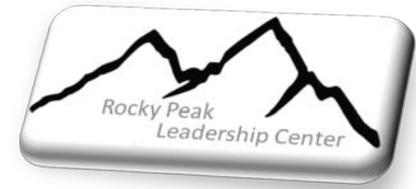
Today the challenges of all organizations include:

- **Becoming more efficient at what you do**
- **Not making the same mistakes made previously**
- **Working on a team with others**
- **Uncontrolled change**
- **Learning new technologies**
- **Unlearning old ones**
- **Doing more with less**
- **Working together by Thinking Together!**





Operational Definitions and Terms



“*Working Together*” – Synergy created by teamwork and positive collaboration to accomplish shared goals within cooperative situations.

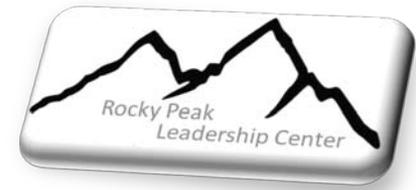
“*Thinking Together*” – A conversation between two or more people increasing thinking skills creating deliberate dialogue for shared meaning and inclusive perceptions.

Working Together by Thinking Together:
Harnessing flexible & diverse mindsets and energies to collaboratively achieve a positive outcome.





Who Works Together?



Teams & Partners “Work Together”

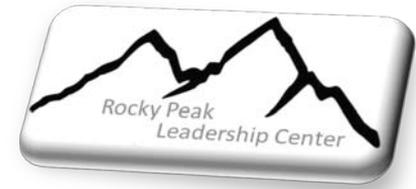
- Hospital Operating Surgery Staff
- Olympic Rowing Teams
- Orchestras
- Firefighters & Emergency Staff
- Think Tanks & Problem Solvers
- Teachers & Academic Organizations (SETA)
- Armed Forces

Teams comprise a group of people linked together in a common purpose.





Who doesn't?



Individuals do not “Work Together”

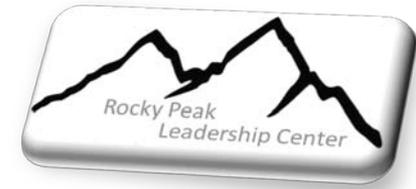
- Political Leaders
- Lawyers and Attorney's
- Lone Wolves
- Golfers
- Boxers & Fighters
- Competitors
- Disconnected Technologies
- Oil and Vinegar

Friends and Foes..?





Traditional Thinking

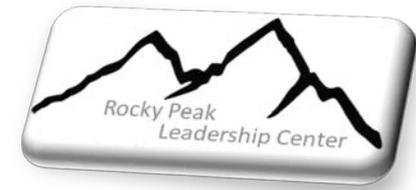


- **Based upon “Western Thinking”.**
- **Comprised from inquiry and debate of your truth and perceptions.**
- **Includes defending your point of view.**
- **Established from the “Gang of Three” – Plato, Aristotle, and Socrates.**
- **Concerned with “What Is” determined by analysis and judgment.**
- **Includes “Group-Think”.**





Point-of-View



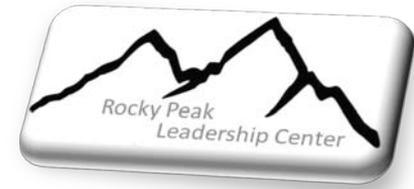
- A point of view describes how someone views the world from a specific situation.
- A mental perspective you construct from ‘your’ mental models, paradigms, bias, assumptions and perceptions.
- Can be changed by putting yourself in someone else’s position.

“Ladder of Inference” can be used to clarify what we think we see...or don’t.



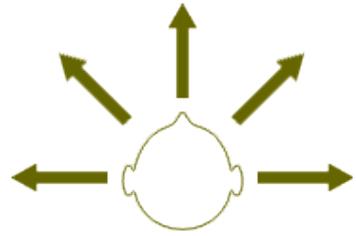


Socratic Thinking

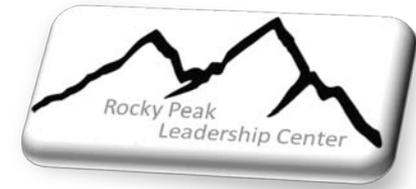


- Purpose to challenge accuracy and completeness of thinking through argumentation and debate.
- If I can not see “air” it does not exist (truth # 1). You can see the wind, feel the wind therefore it does exist (truth # 2).
- These “Truths” are collective and generally find another truth in between the first two (Truth # 3).
- Can be limiting in what we are willing to share with each other.
- The majority of the worlds cultures regard argument as aggressive, personal, and non-constructive.





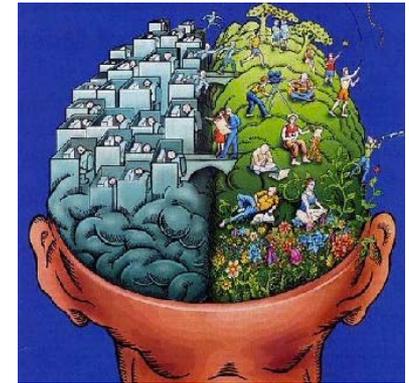
Group Think



Cohesive group phenomenon that occurs when the desire for group consensus overrides our common sense desire to present alternatives, critique a position, or express an unpopular opinion.

Two examples of Group Think are:

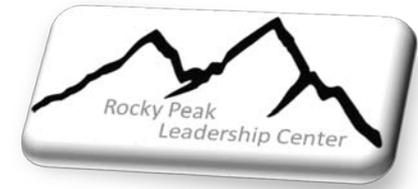
- **Bay of Pigs Cuba Invasion**
- **Space Shuttle Challenger disaster**



Have you ever thought about speaking up in a meeting and then decided against it because you did not want to appear unsupportive of group efforts?



Vertical Thinking

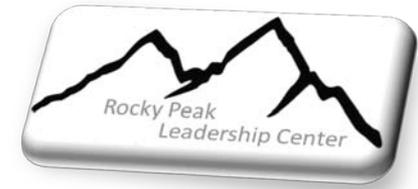


- **Vertical thinking moves only if there is a direction to move towards.**
- **Uses a definite approach or definite technique.**
- **It is analytical and sequential.**
- **Moves forward one step at a time, each step arises from the preceding step which it is connected to.**
- **Essence is that you must be “right” or correct at each step.**



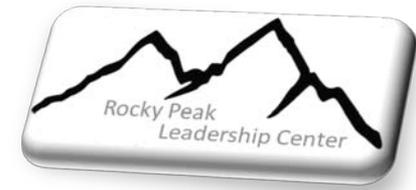
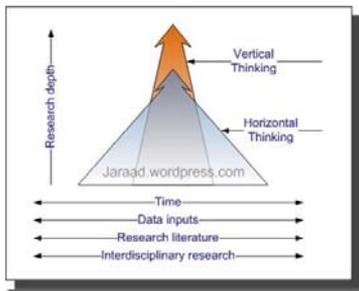


Vertical Thinking



- **Can reach a conclusion through a logical series of steps.**
- **Selects a pathway by excluding other pathways.**
- **Used to dig the same hole deeper.**
- **Thinks about the past.**
- **Used to develop concept patterns, similar to software code already developed modules.**
- **Selects the most promising approach to a problem.**





Vertical Thinking

- Required for logical thinking and mathematics
- Used to concentrate and exclude what is not relevant.
- Depends heavily on the rigidity of definitions.
- Thinking moves ahead along the widest pathway pointed in the right direction.
- One expects to come up with an answer.
- Uses information for its own sake in order to move forward to at least a minimum solution.

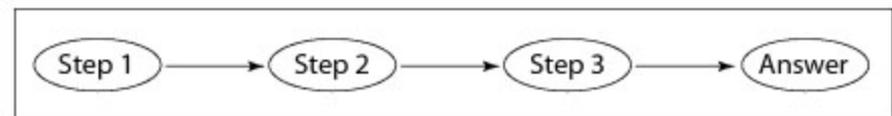
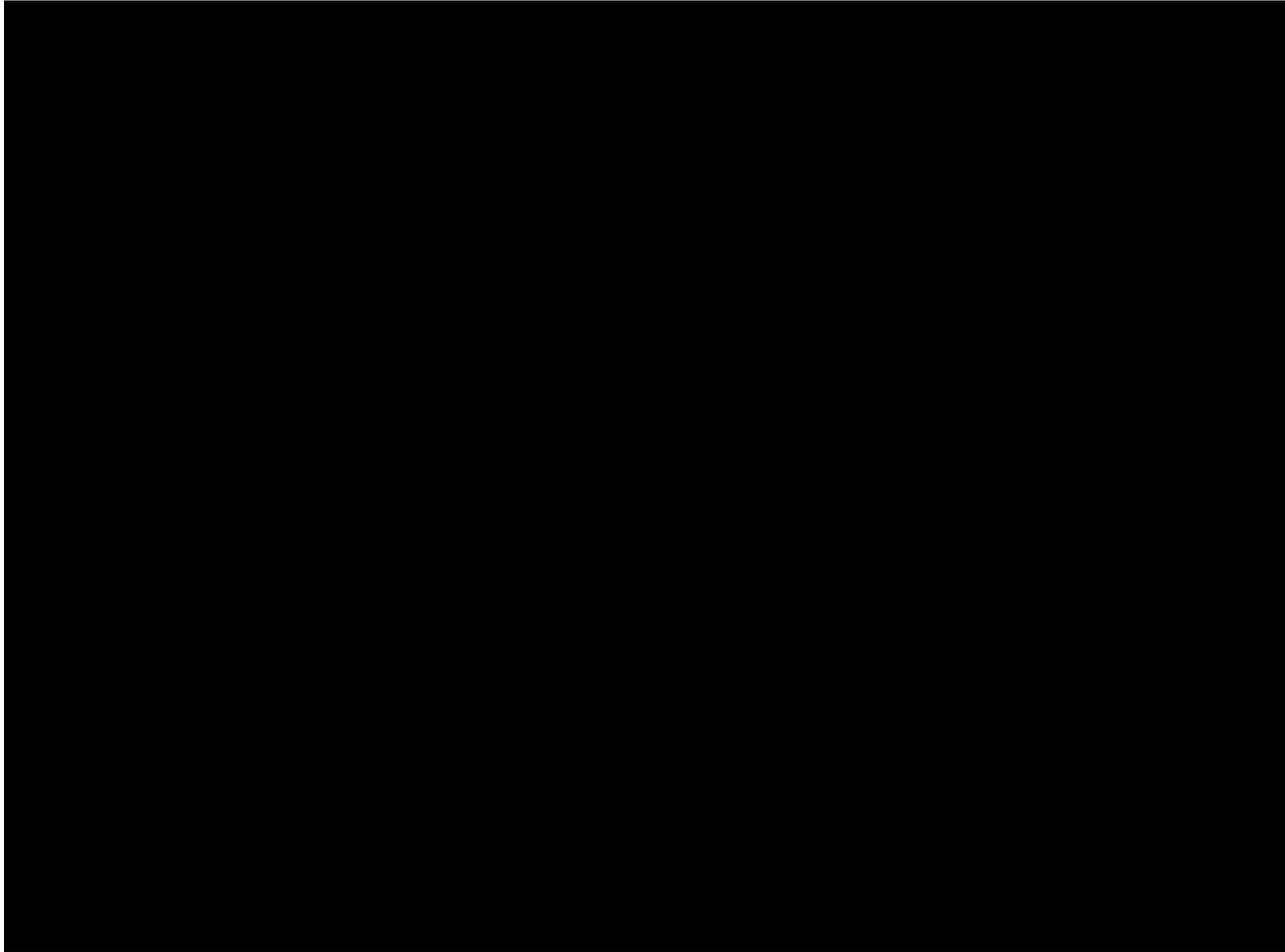
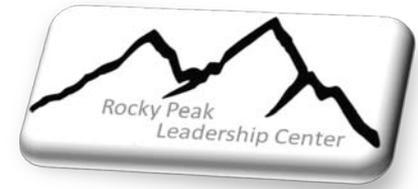


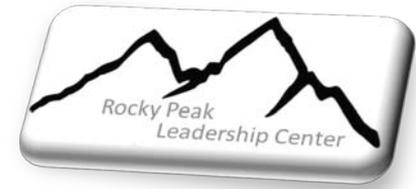
Figure 1.1 Vertical thinking

“Ba Ba” or ‘Da Da’ Video





McGurk Effect

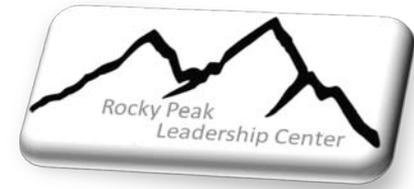


- Phenomenon which demonstrates an interaction between hearing and vision in speech perception.
- Demonstration of how we use facial gestures to create what we hear.
- If you close your eyes you hear it differently.
- Illusion uses lips saying one thing but the voice saying something different – your brain overrides what it hears and changes it for you.
- You can't always believe what you see!

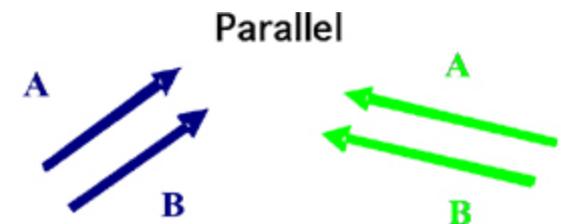




Parallel Thinking

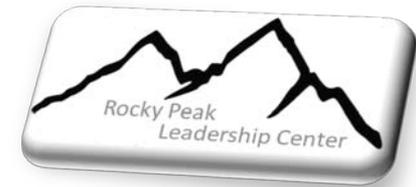


- **Parallel thinking is defined as a thinking process where focus is split in specific directions.**
- **All people's views are explored no matter how contradictory.**
- **Can also be called Six Thinking Hats.**
- **Practitioners put forward as many statements as possible in parallel tracks.**
- **This leads to exploration of a subject where all participants can contribute, in parallel, with knowledge, facts, feelings etc.**





Parallel Thinking

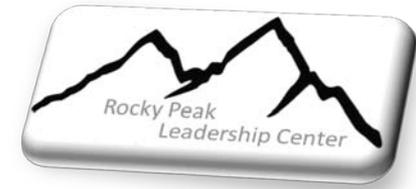


- **At any moment, everyone is looking at the same direction.**
- **Described as a constructive alternative to adversarial thinking.**
- **Thinking process where focus is split in specific directions.**
- **Also known as the “Dialectic” approach which is Dialogue between two or more people holding different points of view about a subject.**

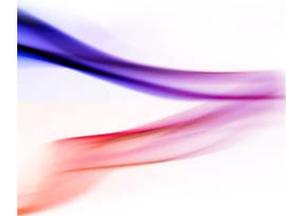




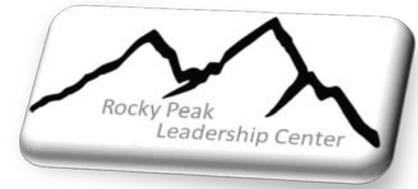
Parallel Thinking



- **Each thinker puts forward thoughts in parallel with the thoughts of others - not attacking the thoughts of others.**
- **Allows us to unbundle thinking by separating out the different aspects of thinking.**
- **Can have “Pluralism” (multiple truths).**
- **Allows contradictory views to exist in parallel.**
- **At complex levels of thinking, we should be moving towards considering whole systems.**
- **Rock Logic vs. Water Logic.**

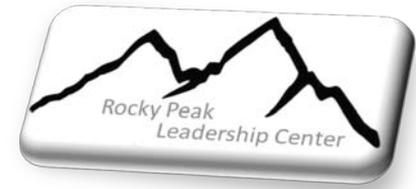


Synchronized Marching Video





Synchronized Thinking

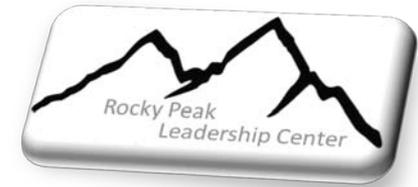


- **The Cosmic Woo-Woo....**
- **When you and someone else think the same thing at the same time.**
- **Synchronized Team Thinking at Lucent - everyone in the organization works together in a synchronized fashion to create a promising future.**
- **Kahunas of Hawaii channel energy from their brains.**
- **Indian Rain Dancers engage in dance steps synchronized with the rhythm of drums (done in Aug. to invite the rain).**



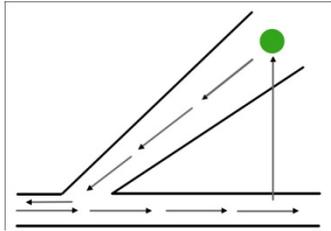


Lateral Thinking

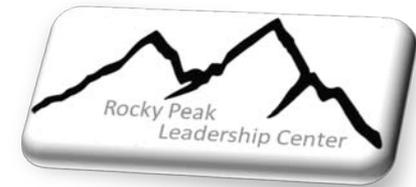


- Lateral thinking involves restructuring, escaping and the provocation of new patterns.
- Convened with changes in attitude and approach for the generation of new ideas.
- Must be 'wrong' at some point.
- Can deliberately seek out irrelevant data.
- The need for lateral thinking arises from the way the mind works.
- Lateral thinking can make jumps ahead.

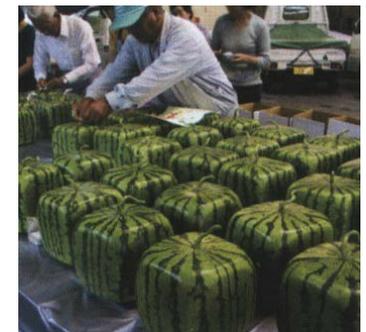




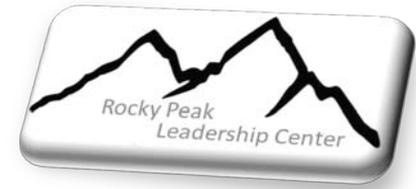
Lateral Thinking



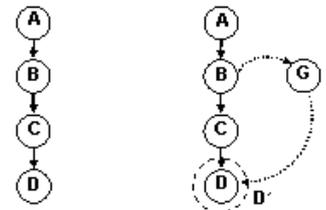
- **Concerned with rearranging and changing patterns to create a new pattern.**
- **It stimulates new pattern formation by juxtaposing unlikely information.**
- **Moves sideways to try different perceptions, concepts and entry points.**
- **Based on cutting across patterns in a self organizing, pattern making information system.**
- **Has specific tools and techniques.**



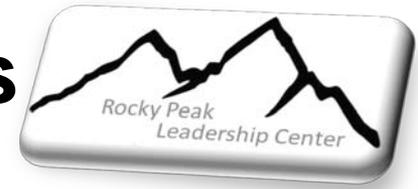
Lateral Thinking

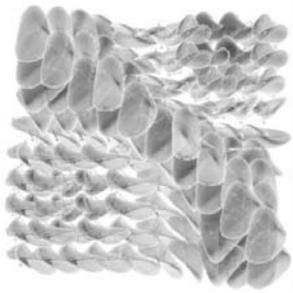


- Involves restructuring patterns.
- Is concerned with the generation of new ideas by breaking out of old attitudes and approaches.
- By looking in a different way at things that have been looked at in the same way.
- Used to dig a new hole in a new place.
- Thinks about the future.

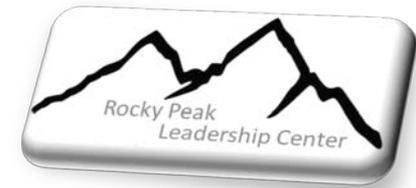


Otmoor England Starlings Video



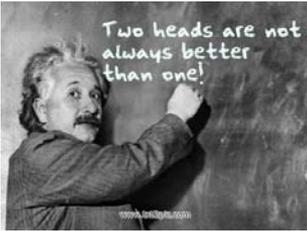


Emergence

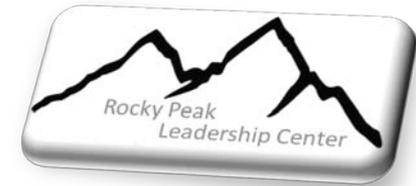


- A phenomenon called “Emergence”, where each individual bird obeys simple rules relating to separation, alignment and cohesion.
- The way complex systems and patterns arise out of a multiplicity of relatively simple interactions.
- Birds are working together in an organic orquestration.
- 3-dimensional behavior of moving in unison.
- Could people interact with each other in a similar behavior?
(Similar to pedestrians walking)





Summary

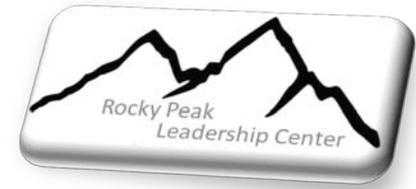


- **Traditional thinking is essential but has limitations.**
- **Lateral thinking is not an attack on vertical thinking but a method of making it more effective.**
- **Parallel thinking allows “pluralism” (multiple truths).**
- **Given our technical competence, how much further ahead would we be with a more constructive thinking style?**





Thank You!



- **Positive Thinking vs. Negative Thinking.**
- **You can't always believe what you see!**
- **Collaboration is always stronger for Working together by Thinking together!!**

