“Working Together” by Dr. Dale S. Deardorff

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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

Kinestic, Bistable optical Illusion
The Spinning Dancer Video Explained

clockwise  counterclockwise
Kinestic, 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 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.
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.
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”.
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.
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!!