Think-tion™
Integrating Thinking to Actions

Part 2

Reaction Loop

Feelings

Forward
Feedback Loop

Event Thinking Connecting Action

Leadership
Accountability
Learning
Passion
Fun
Opportunity

Backward
Feedback Loop

Values
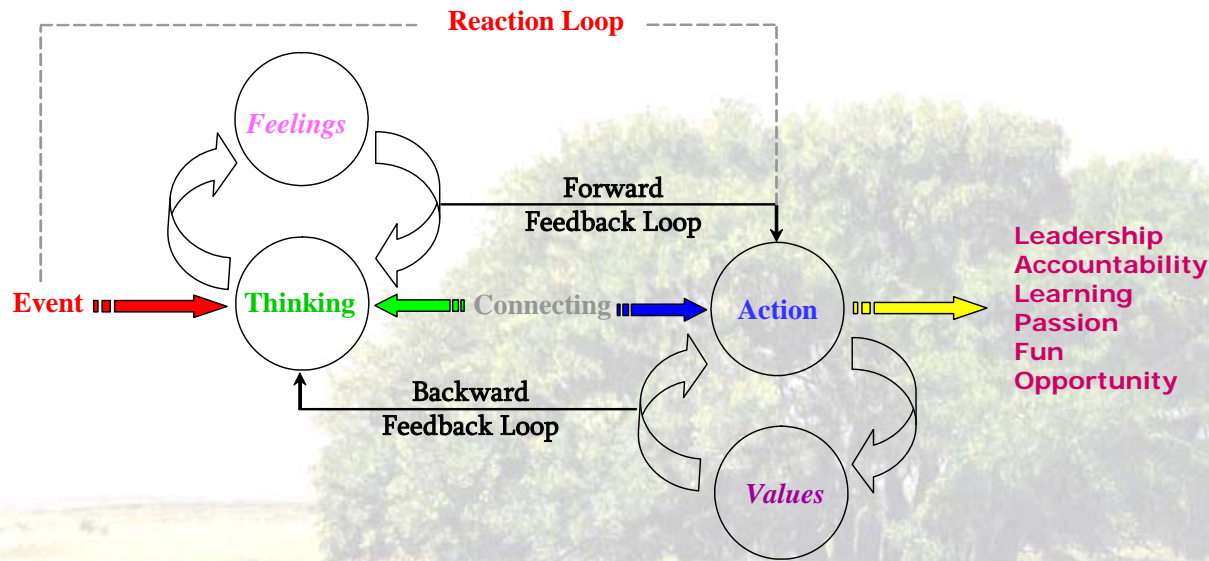
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In2:InThinking Network 2008 Forum
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InThinking Network

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2008 Forum

Overview

- Introduction

- Background

- Traditional Thinking

- *Think-tion*™ Process Flow

- **Event**

- **Thinking**

- **Feelings**

- **Connecting**

- **Forward Feedback Loop**

- **Backward Feedback Loop**

- **Reaction Loop**

- **Action**

- **Values**

- Conclusion

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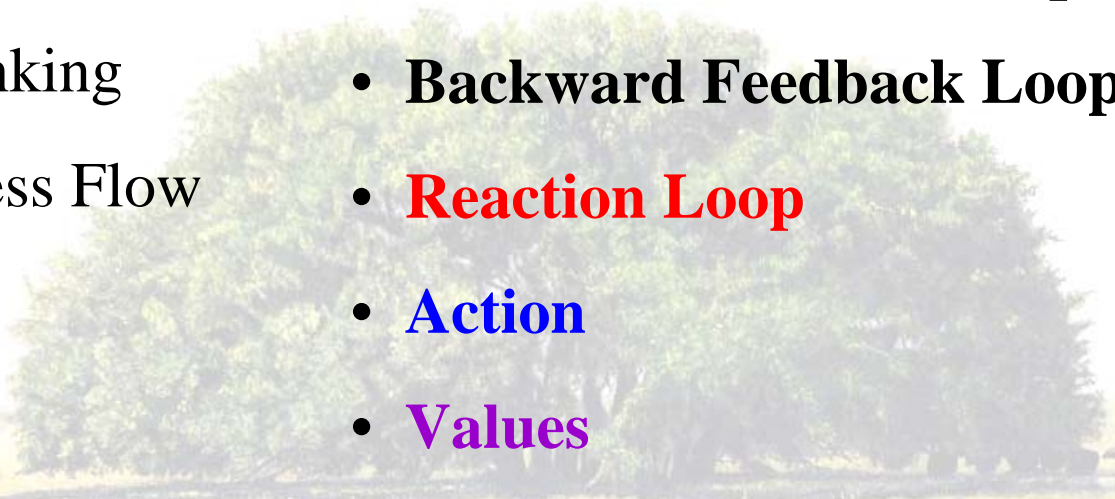
Background

- Why is *Think-tion*™ 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

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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!)

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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

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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

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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)

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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*

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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
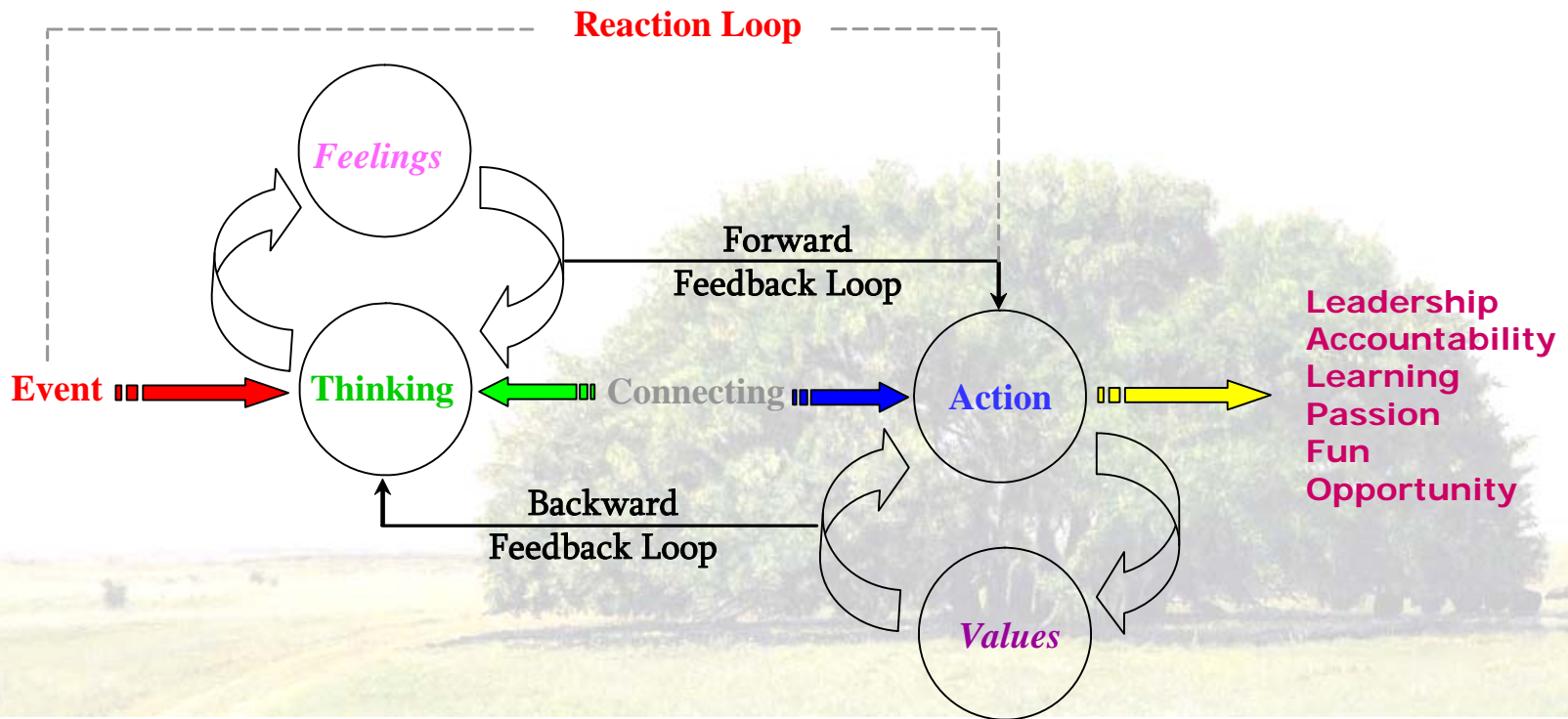   *Enthusiastic Endorsement*

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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

Reaction Loop

Feelings

Thinking

Event

Connecting

Forward
Feedback Loop

Action

Backward
Feedback Loop

Values

Leadership
Accountability
Learning
Passion
Fun
Opportunity

Event

- An "**Event**" is a trigger to create the Situation

- Situations can be *Good*…..or *Bad*…...or *Neutral*

- It starts the *Think-tion*™ 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*"

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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**
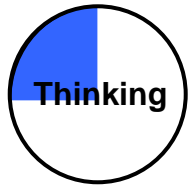
Thinking

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

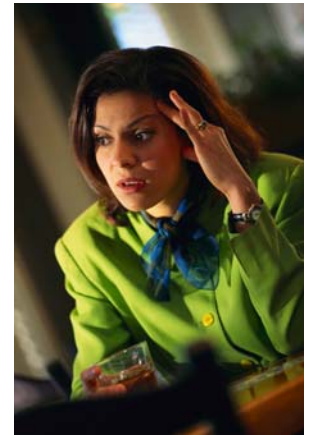- *Think-tion*™ **Thinking**:

     A-Quadrant = Strategic **Thinking**
     B-Quadrant = Planning **Thinking**
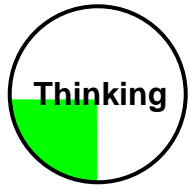   C-Quadrant = Feeling **Thinking**
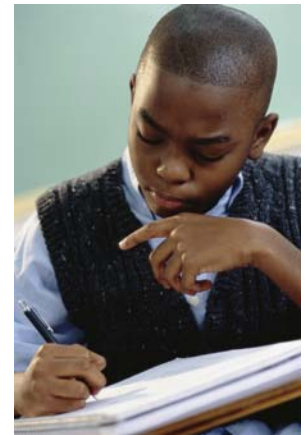   D-Quadrant = Innovative **Thinking**

Strategic Thinking Descriptors

- Quantitative
- Challenging
- Objective
- Technical
- Mathematical
- Definitive

- Problem Solver
- Intellectual
- Rational
- Direct
- Logical
- Realistic

- Critical
- Factual
- Rigorous
- Analytical

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Planning
Thinking Descriptors

Thinking

- Practical
- Sequential
- Administrative
- Controlled
- Safekeeping

- Structured
- Industrious
- Disciplined
- Planner
- Organized

- Articulate
- Procedural
- Persistent
- Punctual
- Dominant

Feeling
Thinking Descriptors

- Passionate
- Responsive
- Musical
- Receptive
- Cooperative

- Spiritual
- Trusting
- Enthusiastic
- Harmonizing
- Empathetic

- Emotional
- Friendly
- Intuitive
- Helpful
- Interpersonal

- Expressive

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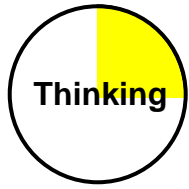
Innovative Thinking Descriptors

- Exploratory
- Open Minded
- Holistic
- Intuitive
- Conceptual
- Spontaneous

- Artistic
- Synthesizer
- Imaginative
- Flexible
- Creative
- Risk Taker

- Curious
- Integrating
- Simultaneous
- Adventurous

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*

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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

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Feelings

- Gives you an opportunity to express how you **Feel**, your *Emotions* and *Intuition* without the feed 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 the ones that can be validated
  (No Gut Feel or Intuition)

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Feelings

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

I "**Feel**" that ……..has potential
That ……..is very interesting
The ……is 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?

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Feelings

- May be a "*Range of* **Feelings**" which are nebulous

- You must peal 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-linerarity 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*"

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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*™ process is used

- The process of Re-**Connecting** is made *Easy*!

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*??

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Action

- Is **Thinking** an **Action**…..some believe so but not for the *Think-tion*™ 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

- 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*™ 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

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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

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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

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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**
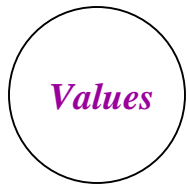
Values

- **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*)

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Values

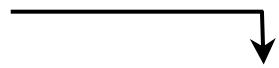| Importance	**Values**	Description	Classification
A	**Must Have**	Essential	Critical
B	Like to Have	Strong	**Sound**
C	Would be nice	**Weak**	Strong
D	Does not Matter	Neutral	Remote

- **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*™ 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
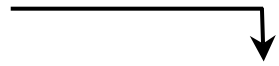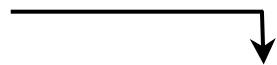
Forward Feedback Loop

- 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)

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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**

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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**

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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)

- *Autopoisis* – How could that happen??

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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**

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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*™ 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*"

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Backward Feedback Loop
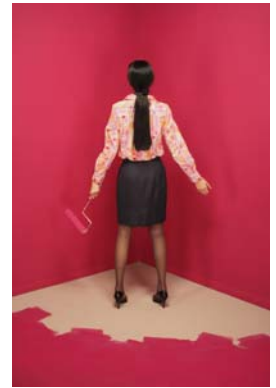
- Takes into account the *Reactions* of other individuals such as adjusting for "**ooops I did not mean for that to happen**"

- 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**

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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

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Think-tion™ Matrix
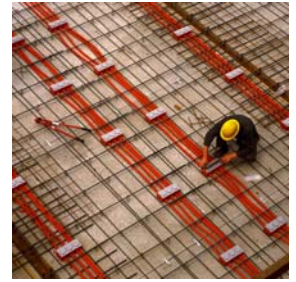
- Allows you to Focus your **Thinking** Attention into powerful simple **Actions**

- *Complexity* requires multiple runs thru the matrix

- Additional **Actions** could be identified for:

Humanitarian	**Value**/**Actions**
Purpose	**Value**/**Actions**
Environmental	**Value**/**Actions**
Perception	**Value**/**Actions**
Trust	**Value**/**Actions**
Simplicity	**Value**/**Actions**

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Quick Reference Matrix

	Leadership	Acountability	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

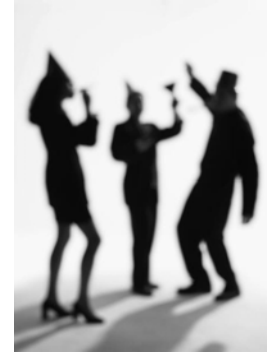## 24 Possible combinations of Thinking-To-Action Purpose Statements

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Think-tion™ Birthday Party Exercise

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

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

Be prepared to out brief your "Key" ideas to the group.

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Summary

- **Thinking** is a full contact sport requiring *Think-tion*™..!!

- 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™ can create a "*Thinking Space*" where you can establish a **Thinking**-to-**Action** Network

Lets go try them!

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