Producing Thinking

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thinkx

Step 1: What’s Going On?
- **Definition**
  - Establishes a context for the problems or opportunities being addressed.
  - Exploring what factors, circumstances, and entities are involved, and what a solution might look like.
- **Sub-Steps**
  - What’s the Itch?
  - What’s the Impact?
  - What’s the Information?
  - Who’s Involved?
  - What’s the Vision?

Step 2: What’s Success?
- **Definition**
  - Establishes a vision for a future with the problem solved or the opportunity exploited.
  - Used to imagine, explore, and describe how things would be if the issue were resolved.
- **Tools**
  - **Do** - what do you want the solution to do?
  - **Restrictions** - what must the solution NOT do?
  - **Investment** - What resources can be invested?
  - **Values** - what values must you live by?
  - **Essential outcomes** - what are the essential outcomes?

Productive Thinking Model

- Framework to help us think better, think more effectively, and think more powerfully.
- Used to generate fresh solutions to tough business problems.
- Used to separate thinking into *creative thinking* and *critical thinking*.

Six Steps

- What’s Going On?
- What’s Success?
- What’s the Question?
- Generate Answer
- Forge the Solution
- Align Resources
Step 3: What’s the Question?

- Frames the challenge by turning it into a question.
- Brainstorm-like techniques eliciting as many questions as possible, and then clustering, combining, and choosing the question or questions that seem most stimulating.

Step 4: Generate Answers

- Create a long list of possible solutions. One of those solutions (or several, combined) is selected for further development.

Step 5: Forge a Solution

- Definition
  - To develop the selected solution into something more robust.
- Tools
  - Positives - what’s good about the idea?
  - Objections - what’s bad about it?
  - What else? - what does it remind you of?
  - Enhancements - how can what’s good about it be made better?
  - Remedies - how can the things that are bad about it be corrected?

Step 6: Align Resources

- developed solution into an action plan that may include: to do lists, timelines and milestones, lists of people who need to get involved, lists of issues that need further work.

Key Concepts

- Reproductive vs. Productive Thinking
- Stay in the Question
- Creative thinking and critical thinking have to be separate
- Miracle of the Third Third

Reproductive Thinking

- mindless repetition
- conscious systemization
- kaizen thinking
Step 1: What’s Going On?

- What’s the Itch?
- What’s the Impact?
- What’s the Information?
- Who’s Involved?
- What’s the Vision?

Know

Wonder

- What’s the Itch?
- What is the discontent, the irritant that compels us to want to change?

- What’s the Impact?
- What effect does the itch have? Why is it important?

- What’s the Information?
- What do we know about the itch, about the causes? What else might we need to know?

- Who’s Involved?
- Who are the stakeholders, those who might also be affected by the itch and those who might influence it?
Step 1: What’s Going On?

- What’s the Vision?
- What is your vision of a future in which the issue is resolved?

Step 2: What’s Success?

- IF (Imagined Future)
- DRIVE

Step 2: What is Success?

- Do
- Restrictions
- Investment
- Values
- Essential Outcomes

Step 3: What’s the Question?

- A \textit{ADVANTAGES} List the Advantages inherit in your Target Future.
- I \textit{IMPEDEMENTS} List the Impediments to achieving your Target Future.
- M \textit{MAYBES} List the things that might result from achieving your Target Future but may not be related to the original itch.
Step 3: What’s the Question?

- C5: Cull, Cluster, Combine, Clarify, Choose

Step 4: Generate Answers

- C5: Cull, Cluster, Combine, Clarify, Choose

Step 5: Forge a Solution

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Step 6: Align Resources

- The Great Wall of Time
- Producing an EFFECT

Step 6: Align Resources

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Six Steps

- What’s Going On?
- What’s Success?
- What’s the Question?
- Generate Answer
- Forge the Solution
- Align Resources

Productive thinking requires us not to rush to answers but to hang back, to keep questioning even when the answers seem obvious.