



## 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 1: What's Going On?

<ul style="list-style-type: none"> <li>◆ Definition           <ul style="list-style-type: none"> <li>◆ Establishes a context for the problems or opportunities being addressed.</li> <li>◆ Exploring what factors, circumstances, and entities are involved, and what a solution might look like.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Sub-Steps           <ul style="list-style-type: none"> <li>◆ What's the Itch?</li> <li>◆ What's the Impact?</li> <li>◆ What's the Information?</li> <li>◆ Who's Involved?</li> <li>◆ What's the Vision?</li> </ul> </li> </ul>
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## 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?

### 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?

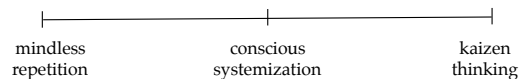
### Step 6: Align Resources

- 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



### 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?

### Step 1: What's Going On?

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

### Step 1: What's Going On?

- ◆ What's the Impact?
  - ◆ What effect does the Itch have? Why is it important?

### Step 1: What's Going On?

- ◆ What's the Information?
  - ◆ What do we know about the Itch, about the causes? What else might we need to know?

Know	Wonder

### Step 1: What's Going On?

- ◆ 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?

**I<sup>3</sup>**

Influence	Importance	Imagination	<b>Target Future</b>

### Step 2: What's Success?

- ◆ IF (Imagined Future)
- ◆ DRIVE

### Step 2: What is Success?

IF (Imagined Future)

### Step 2: What is Success?

<b>D</b>	<b>R</b>	<b>I</b>	<b>V</b>	<b>E</b>
Do	Restrictions	Investment	Values	Essential Outcomes

### Step 3: What's the Question?

<b>A</b> ADVANTAGES	List the Advantages inherent in your Target Future.
<b>I</b> IMPEDIMENTS	List the Impediments to achieving your Target Future.
<b>M</b> 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?

◆ C<sup>5</sup>: Cull, Cluster, Combine, Clarify, Choose

### Step 4: Generate Answers

◆ C<sup>5</sup>: Cull, Cluster, Combine, Clarify, Choose

### Step 5: Forge a Solution

P	O	W	E	R
Positives	Objections	What else?	Enhancements	Remedies

### Step 6: Align Resources

- ◆ The Great Wall of Time
- ◆ Producing an EFFECT

### Step 6: Align Resources

Oct.	Nov.	Dec.	Jan.	Feb.	Mar.

### Step 6: Align Resources

E	F	F	E	C	T
Energy	Funds	Free Time	Expertise	Conditions	Things

