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# CQI Learning Lunch

# *A Thinking Roadmap – Find Your Way To Better Results*

Host - Dennis Sergent  
517-381-5330

August 15th, 2011  
10:30 AM to 1:00 PM

*University Club of Michigan State  
3435 Forest Road, Lansing, MI 48909  
517-353-5111*

# Sponsoring Organizations





# What Is Enterprise Thinking?

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***It is about transforming the way we think.***

***“If you change the way you look at things, the things you look at change.”***

-Wayne Dyer

***“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”***

- Michelangelo

***“Change is a tough gig. Change lies at the heart of what we expect our leaders to produce. But the creation of new values, of different ways of thinking and acting, is the most difficult task that any leader can undertake.”***

-Keith Hammond

***“A business that makes only money is a poor business.”***

-Henry Ford

***What we need is thinking to promote better discovery of alternatives.***

***“Great discoveries and achievements invariably involves the cooperation of many minds”***

- Alexander Graham Bell

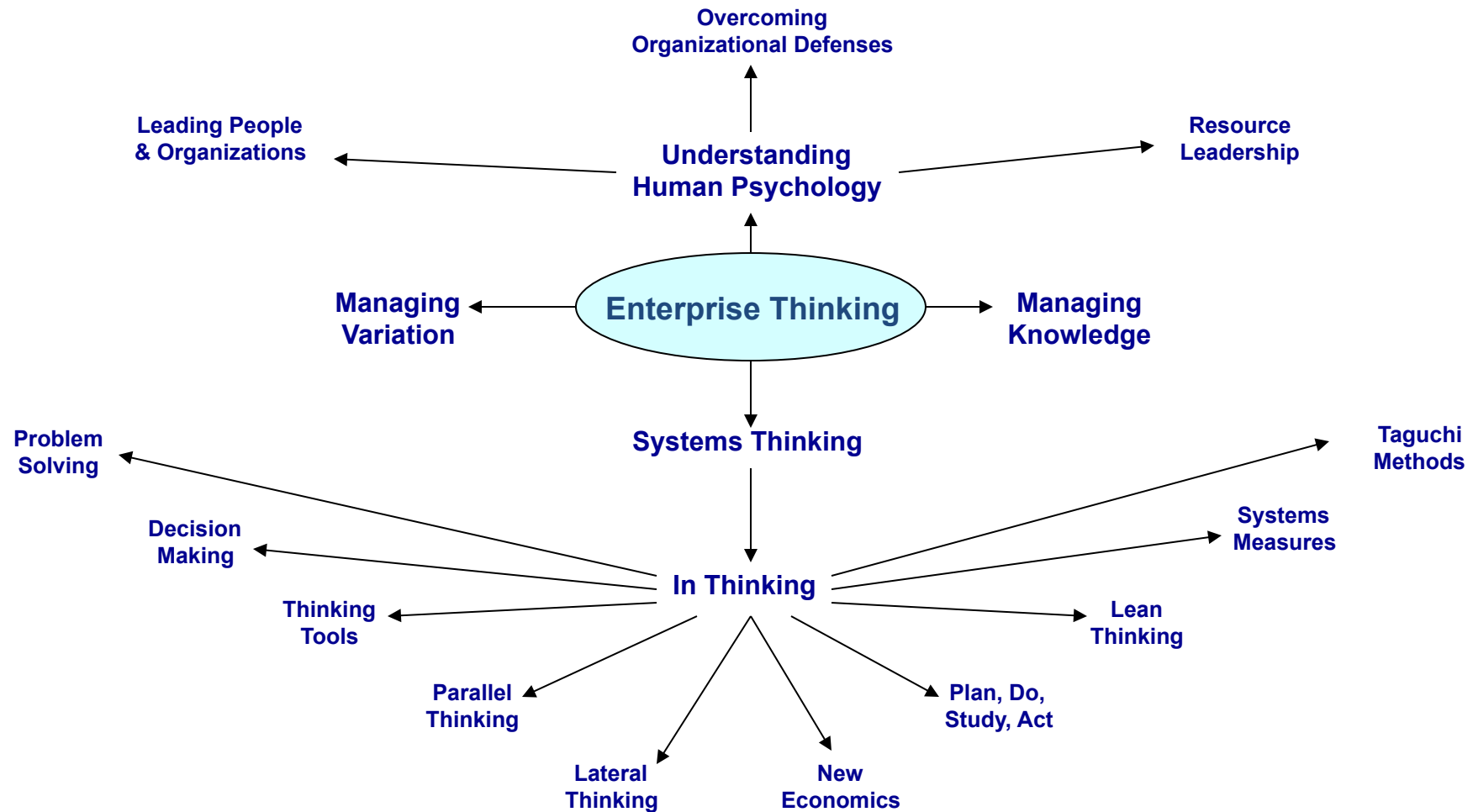
***“We have spent a lot of time improving the quality of things that ought to be abandoned.”***

- Unknown Author @ PWR, Woodland Hills, CA, 2009

***It is thinking about the systems of systems we care about.***

Dennis M. Sergent

# A Thinking Roadmap



# What Systems Do You See In This Photo?



# What Systems Do You Not See In This Photo?

7/26/11

Sergent Results Group 517-285-5500

# Enterprise Thinking

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- **Why is it important?**

- Making mistakes cost money.
- Measuring things that are not important to our customers and consumers cost money.
- Not understanding the inefficiencies in our processes costs money, and so on.
- If there is a way of thinking that would help us remove these barriers to success, would you be willing to invest in it?

- **What is needed?**

- Thinking that promotes **better** discovery.
- We need integration of knowledge about our systems and the way people perform in them.

# Vision

“Imagination is more powerful than knowledge” - Albert Einstein

## Imagine the Possibilities...

When operating in an “Enterprise Thinking” environment

- if we develop a broader appreciation of “continuous and connected learning”
- if we develop a deeper appreciation of

*“working together”,*

*“learning together”*

and

*“thinking together”*

“It’s not what the vision is that is important... It’s what the vision does...”

Robert Fritz

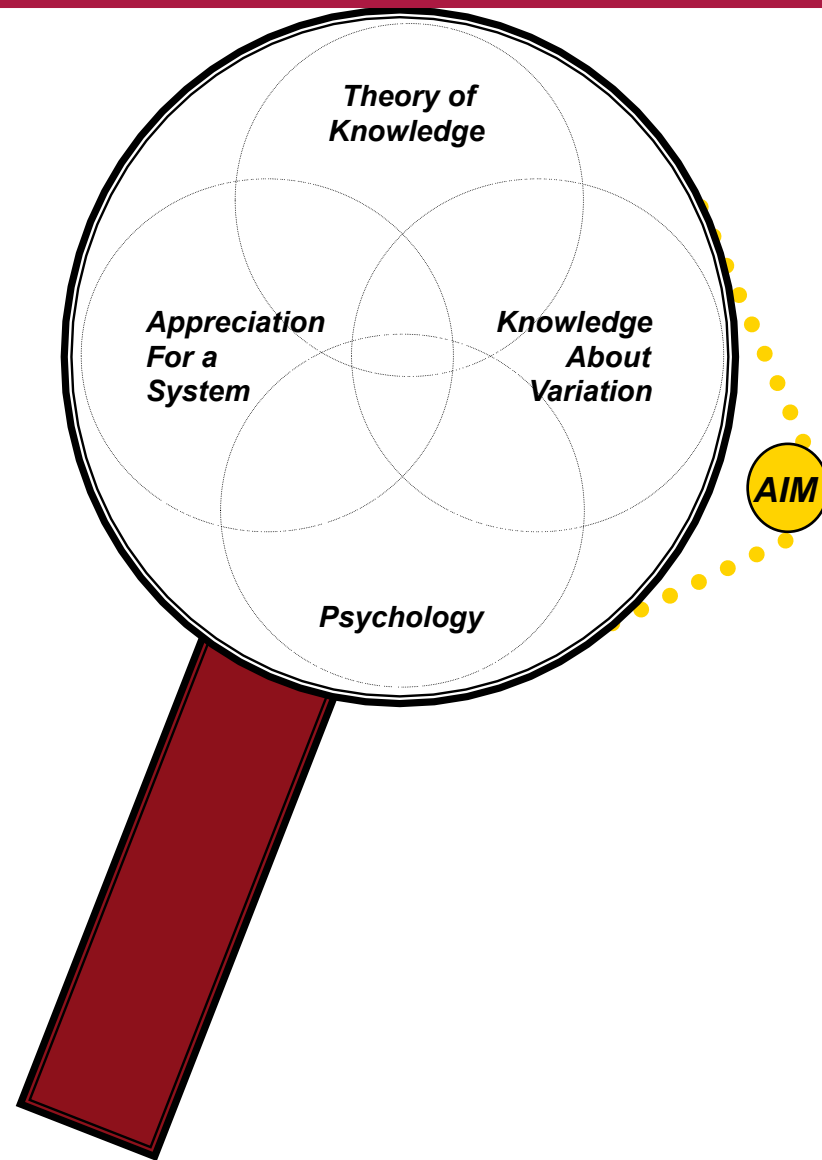
# The Aim & Purpose of Enterprise Thinking

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- Integration of the management theories and the thinking of:
  - Dr. W. Edwards Deming
  - Dr. Genichi Taguchi
  - Dr. Edward DeBono
  - Russell Ackoff
  - Chris Argyris
  - H. Thomas Johnson
  - Gipsie Rannie
  - Sheldon Rovin
  - And MANY Others
- Creation, Use of and Updating of a Tool
  - **“A Thinking Roadmap”**
    - Not “The Thinking Roadmap”
    - A little different from Bill Bellows & Tim Higgin’s Thinking map

# System of Profound Knowledge (SoPK) \* W.E.Deming

- “The aim . . . is to provide an outside view  
- a lens . . . provides a map of theory by  
which to understand the organizations that  
we work in”
- Components of The Whole
  - Theory of Knowledge
    - Knowledge is built on theory
  - Appreciation for a System (*the Enterprise*)
    - A system is a network of interdependent components  
that work together to accomplish the aim of the system
  - Knowledge About Variation
    - There will always be variation.....
  - Psychology
    - Individuals
    - Groups
    - Society
    - Change
- “One need not be eminent in any part of  
profound knowledge in order to  
understand and to apply it”
- “The various segments of the system . . .  
Cannot be separated. They interact with  
each other. For example knowledge  
about psychology is incomplete without  
knowledge of variation.”
- **It is NOT the flavor of the week!**





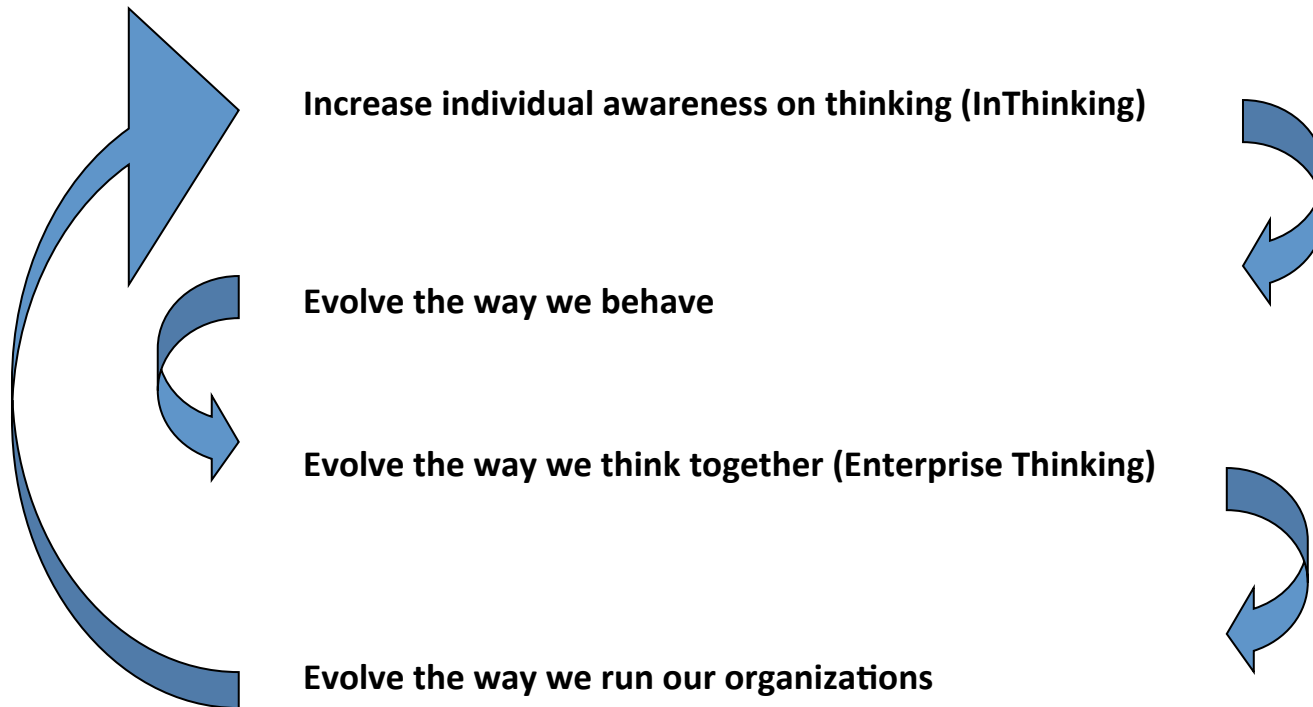
# InThinking

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- **What is InThinking?**
  - InThinking is about a transformation of the ways people think into effective predetermined patterns and sequences of thinking.
  - The organization of thinking itself and the awareness that there is a choice of alternative ways of thinking when creating better solutions, presents a significant and exciting departure from traditional approaches.
- **Comparative Examples:**
  - Linear Thinking
  - Lateral Thinking
  - Parallel Thinking
  - **Or**
  - Single Loop Learning
  - Double Loop Learning

# Enterprise Thinking & InThinking

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# Linear vs. Lateral vs Parallel

- **Traditional Thinking (Adversarial)**
  - **Greeks founded it on argument or adversarial thinking**
    - Each side takes position to prove that the other side is wrong.
    - Completely lacks a constructive, creative or design element.
    - Intended only to discover the 'truth' not to build anything.
- **LINEAR THINKING (Pattern)**
  - **You cannot dig a hole in a different place by digging the same hole deeper**
    - Trying harder in the same direction vs. changing direction. (5 Whys.)
    - Effort in the same direction (approach) will not necessarily succeed.
    - Assume certain perceptions, concepts and boundaries.
- **LATERAL THINKING (Provocative)**
  - **Lateral Thinking is for changing concepts and perceptions**
    - In most real life situations the concepts and boundaries are not given.
    - Lateral thinking seeks to change the concepts and boundaries.
    - Lateral thinking is concerned with the perception part of thinking
      - Where we organize external world into the pieces we can process.
    - Brain a self-organizing information system with asymmetric patterns.
      - With a mathematical need for moving across patterns.
    - Lateral thinking designed to achieve such 'lateral' movement.
- **PARALLEL THINKING (Co-operative and Coordinated)**
  - **Best understood in contrast to traditional argument or adversarial thinking.**
    - The direction itself can be changed in order to give a full scan of the situation.
    - At every moment each thinker is thinking in parallel with all the other thinkers.
    - Statements or thoughts which are contradictory are not argued out but laid down in parallel.
    - In the final stage the way forward is 'designed' from the parallel thoughts. (Six Hats™ method)

# Debate vs. Dialogue Models

## DEBATE MODEL

- Information Processing Context

### OLD FRAMEWORK

1. Argument
2. Logic - Affirmative / Negative
3. Evidence
4. Impact

### HOW LEARNING IS DIFFERENT

- Banking Model\* of Learning
- Reading At Speed to Memorize
- Repeating Back At Rote, Incomprehensible Speeds
- Quote Expert Ideas & Authors
- Overwhelm “Opponents” with Preponderance of Evidence
  - Contradict Opponents
  - Win / Lose Proposition

## DIALOGUE MODEL

- Active Learning Context

### NEW FRAMEWORK

1. Identity
2. Purpose
3. Method
4. Adaptation

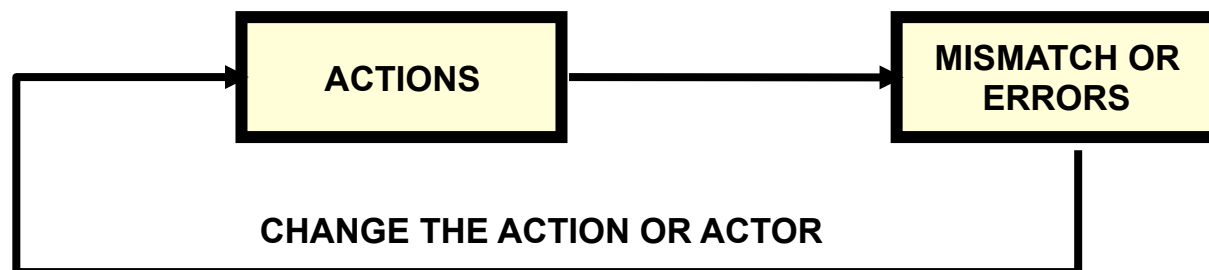
### HOW LEARNING IS DIFFERENT

- Pursue Active Learning
- Challenge Thinking in Ideas
- Pose Questions In Dialogue
- Define Adaptation We Must Make
  - Win / Win Proposition

\* Banking Method as described by Paolo Friere and HBO Documentary “Resolved” about the innovative approach of a coach and two students in the debate competitions of 2006 and 2007.

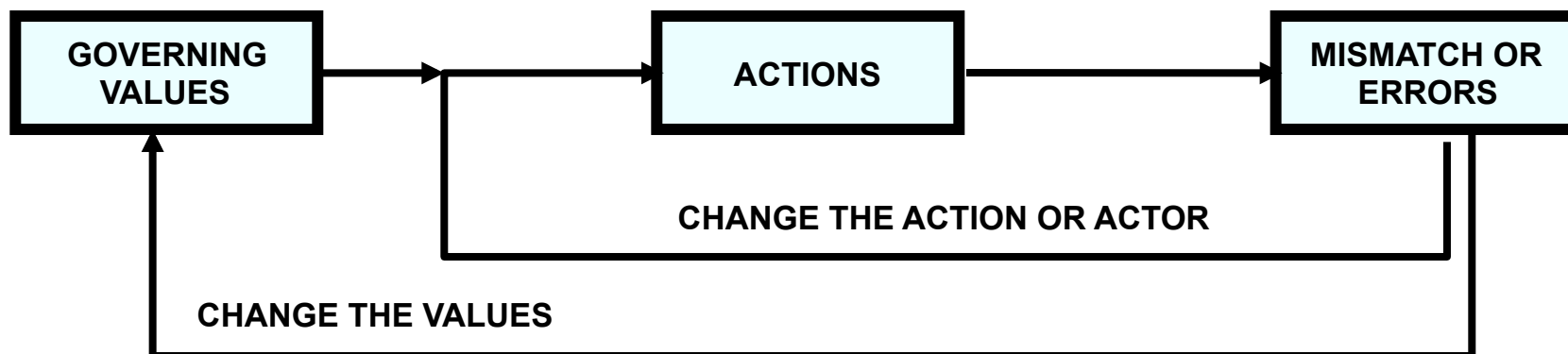
# Single Loop Learning - Double Loop Learning

## SINGLE-LOOP LEARNING



Invalid or Incomplete Information - Ineffective Roles & Policies, Designed Errors = *Fix Blame*

## DOUBLE-LOOP LEARNING



Valid Information - informed Choices - Monitored Implementation = *Fix System*

# InThinking Network

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The In2:InThinking Network was formed in 2001 by a group of students of the work of W. Edwards Deming and related theorists.

The **aim of the network** is to make *more conscious* thinking about systems, variation, knowledge, and psychology, and their interaction –which comprises Deming's System of Profound Knowledge.

Thinking about thinking, which we call "inthinking," will allow people to better perceive relationships and interdependencies in human endeavors, and consequently act to make those endeavors more valuable, more satisfying, and more joyful.

**A Thinking Roadmap is a way to guide that thinking.**

**The network continues the learning and the transformation.**

# What Is “Old Way” Thinking?

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- **Fear Based Transformation**
  - Driving Change
  - Reliance on Reforming & Restructuring
  - Reducing Variation, Cost, Waste, Inventory, etc
  - Talk about “Working Together”
  - Striving for “Zero Defects” and “Zero Waste”
  - Continuous Improvement
  - One Tool For Transformation
    - Benchmarking, PMP, Reengineering, TQM, Six-Sigma, etc.
  - Using Metrics for Alignment\*

\* Without a transformation of our thinking

# “New” Way Thinking

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- **Knowledge Based Transformation**
  - Transformative Thinking
  - Leading Transformation
  - Use of Reformation and Transformation
  - Resource & Relationship Management
    - Striving for Balance
  - Thinking & Learning Together
    - Then Working Together
  - Continuous Investment
  - Use of Tools Appropriate To Problems They Can Solve
  - Use Thinking for Alignment
    - Systems Thinking, InThinking and Enterprise Thinking

# Systems Thinking Tools & Models

- **Investment Thinking**
- **Lateral vs. Linear**
- **PDSA - Learning Cycle**
- **Six Thinking Hats**
- **Taguchi Loss**
- **Cause & Effect Analysis**
- **Cause Networks**
- **Alignment - Adaptation Model**
- **Change Model**
- **Complexity (Structural vs. Interactive)**
- **Current Reality Trees**
- **Groupthink**
- **Kepner Tregoe Performance System**
- **Key Trouble Shooting Analysis**
- **Situation Analysis**
- **MORT - Management Oversight Risk Tree**
- **Run To Failure**
- **Systematic Problem Solving & Decision Making**
- **TRIZ Functional Diagram**
- **Anticipatory Thinking**
- **Appreciative Inquiry**
- **Case Design & Documentation Concept Triangle**
- **Creative Hit List**
- **DATT - Directed Attention**
- **Dale Brethower System Model**
- **DIVE - Define, Investigate, Verify, Ensure Emotion and Logic**
- **Five Elements / Five Organizing Principles**
- **Five QS (Five Key Questions For Performers - Maritz Inc.)**
- **Geary Rummler Model Histogram Test**
- **Idealized Design**
- **Performance Feedback tool (PFT)**
- **Promoting Action**
- **Overcoming Organizational Defenses (Skilled Incompetence)**
- **Random Word**
- **RSVP + ADDIE Standards (ISPI)**
- **Seven Habits**
- **The Six Boxes**

# Lunch!

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- **Let's collect our lunch!**
- **Room will be secure**
- **Staff will take your drink orders**
- **While you dine, discuss this**
- **Make sure everyone is heard from**
- **Be prepared to share your answers to the following questions!**

# TABLE DISCUSSIONS

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## AT EACH TABLE DISCUSS:

- **WHAT ARE OUR NEXT ACTION STEPS?**
  - **What did I learn here?**
  - **What do we need to discuss next?**
  - **Who else should be here?**
  - **What will we do with this learning?**
  - **When do we meet again?**

# Future Agenda

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## Future Discussions = 3 Weeks + 1 Weekday

- **September 6th, 2011** = Training vs. Learning - What Makes The Difference in Performance?
  - **September 28th, 2011** = Lean Performance Appraisals - Eliminating the Waste
  - **October 20th, 2011** = Comparisons of Quality Management Systems
  - **November 21st, 2011** = How to Plan the Perfect Meeting
  - **December 8th, 2011** = Six Sigma - Plans and Pitfalls
  - **January 6th, 2012** = Continuous Improvement Paradigms & Principles
  - **January 30th, 2012** = Accelerated Learning and Quality
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- **What Are Your Ideas?**

# Other Subject & Speaker Suggestions

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- Benchmarking
- Brainstorming
- Civility - Lack of it Costs up to \$300 Billion Annually (Pattie McNeil)
- Design & Control of Quality (Ian Bradbury of Peaker Services, Inc.)
- Effective Measurement for Training & Development Initiatives
- Gipsie Ranney
- Having Difficult Conversations - Principles and Tools
- Influence (Influencing Your Leader and Your Team)
- Lean Project: Eliminating the Waste In Performance Reviews (R. Steele of Peaker Services)
- Mentoring & Partnership Between Generations (Baby Boomer, GenX, GenY, Transition to Future)
- Quality Assurance Through Proofing
  
- What Are Your Ideas?



**SERGEANT  
RESULTS  
GROUP**

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# CQI LEARNING LUNCH

***A Thinking Roadmap –***

***Find Your Way To Better Results***

