Welcome to

Edward de Bono's

Direct Attention Thinking Tools™

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Presented by Dale S. Deardorff DM

2005 Forum

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Overview

DATT™ Training Modules

1. DATT Fundamentals
2. The Ten Tools
3. Applications

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Author Profile

Who is Edward de Bono?

- M.D., Ph.D. (physiology, medicine, and psychology), Rhodes scholar
- World-renowned consultant to business, government, and industry
- International authority on the teaching of creativity
- Originator of Lateral Thinking
- Author of over 56 books in 34 languages
- Creator of CoRT, the largest thinking program in the world for children

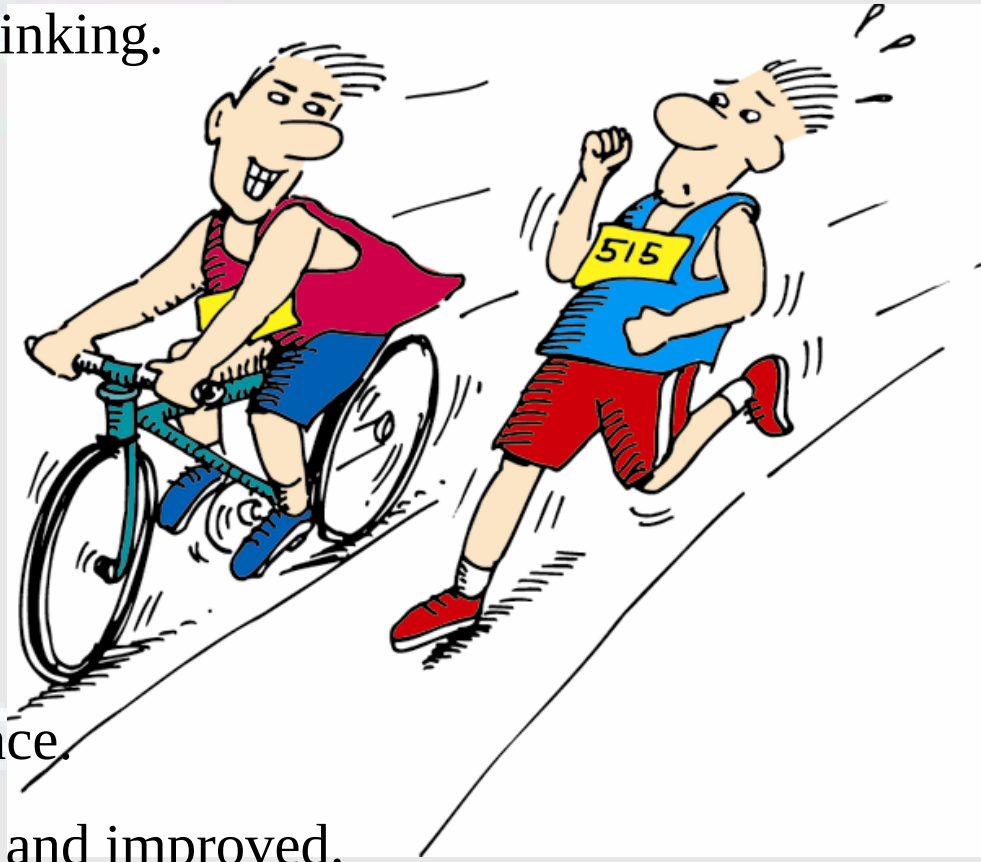
DATT™ Fundamentals

- Intelligence and Thinking
- Perception
- Directing Attention:
  Sample Frameworks
- The Tool Approach

Intelligence and Thinking

Key Points

- Intelligence is not the same as thinking.
- Highly intelligent people can be poor thinkers.
- People of limited intelligence can learn to think well.
- The trained thinker has the advantage.
- Thinking is the operating skill with which we use our intelligence.
- Thinking skills can be developed and improved.



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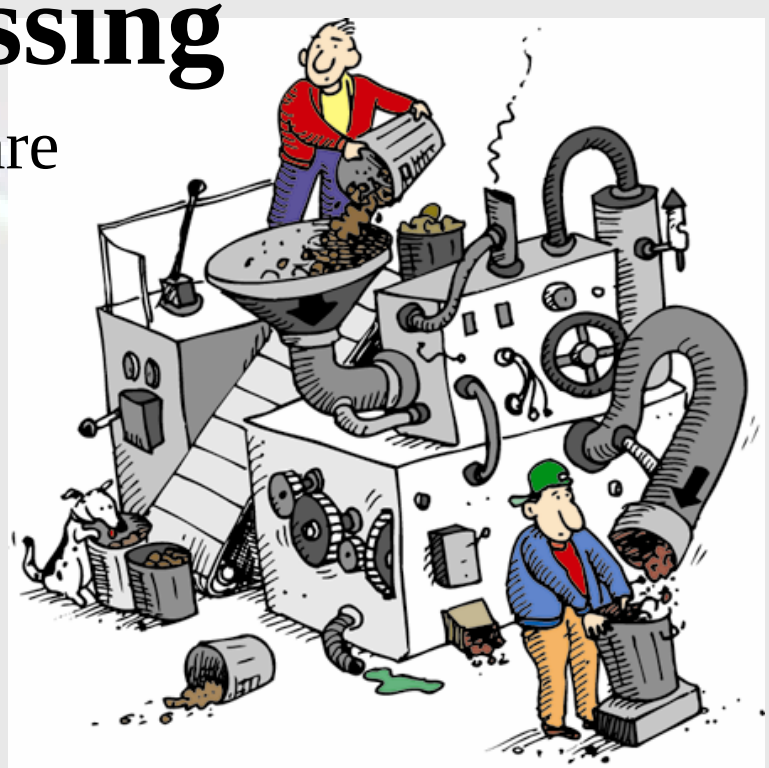
Perception

Key Points

- Perception is one of the most important parts of thinking.
- Perception is what we do in our minds, not just what comes through our eyes.
- Different people may look at the same thing and yet perceive it very differently.

Perception
and Processing

- Most mistakes in our thinking are in perception.
- We have done a lot about "processing" systems but very little about perception.
- Perception provides the ingredients for processing.
- If the perception is wrong, then no matter how good the processing is, the result will be wrong.

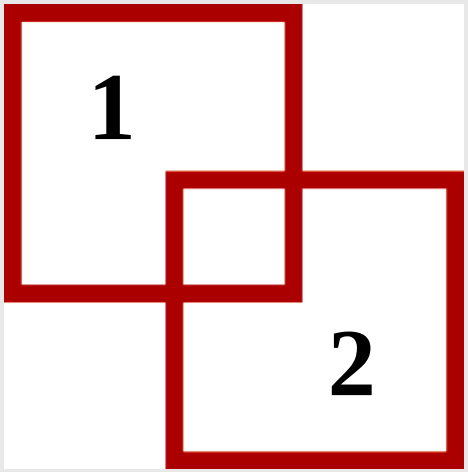


Garbage In-
Garbage Out

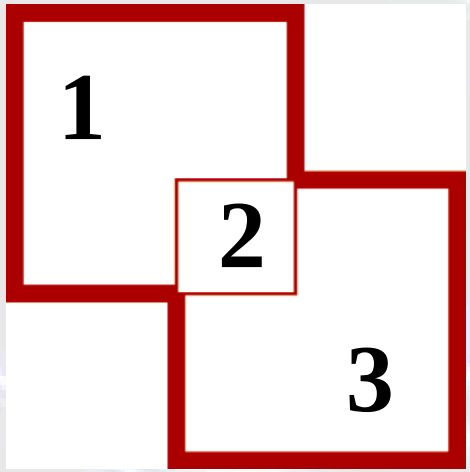
Perception

Shifting Views

Two Squares



Three Squares



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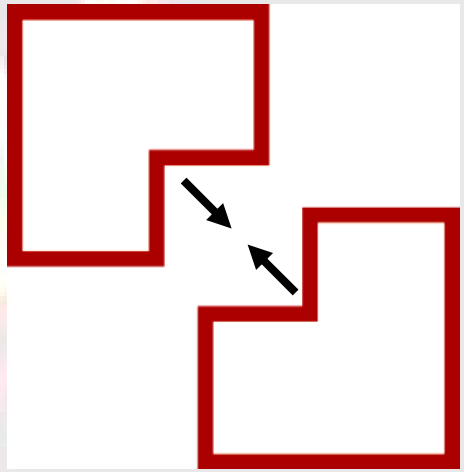

Perception

Many Possibilities

T E M P H

Which of these letters do you perceive to be the odd one out?

Why?

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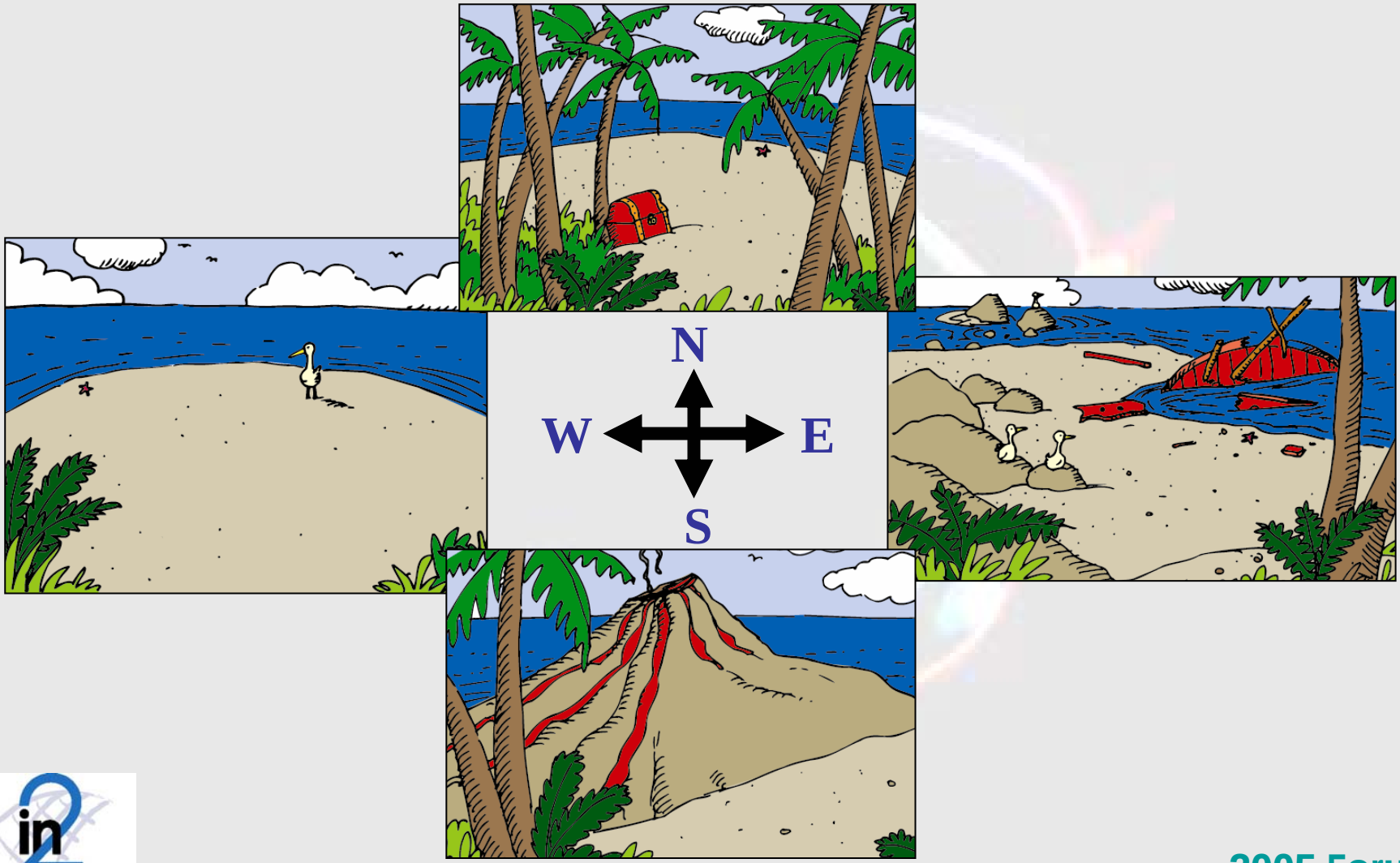
Perception

Five Common Failures

- We fail to look for something.
- We see only part of the situation.
- We leave things out.
- We fail to take consequences or other people's thinking into account.
- We fail to generate alternatives.

The Explorer's View with Directed Attention



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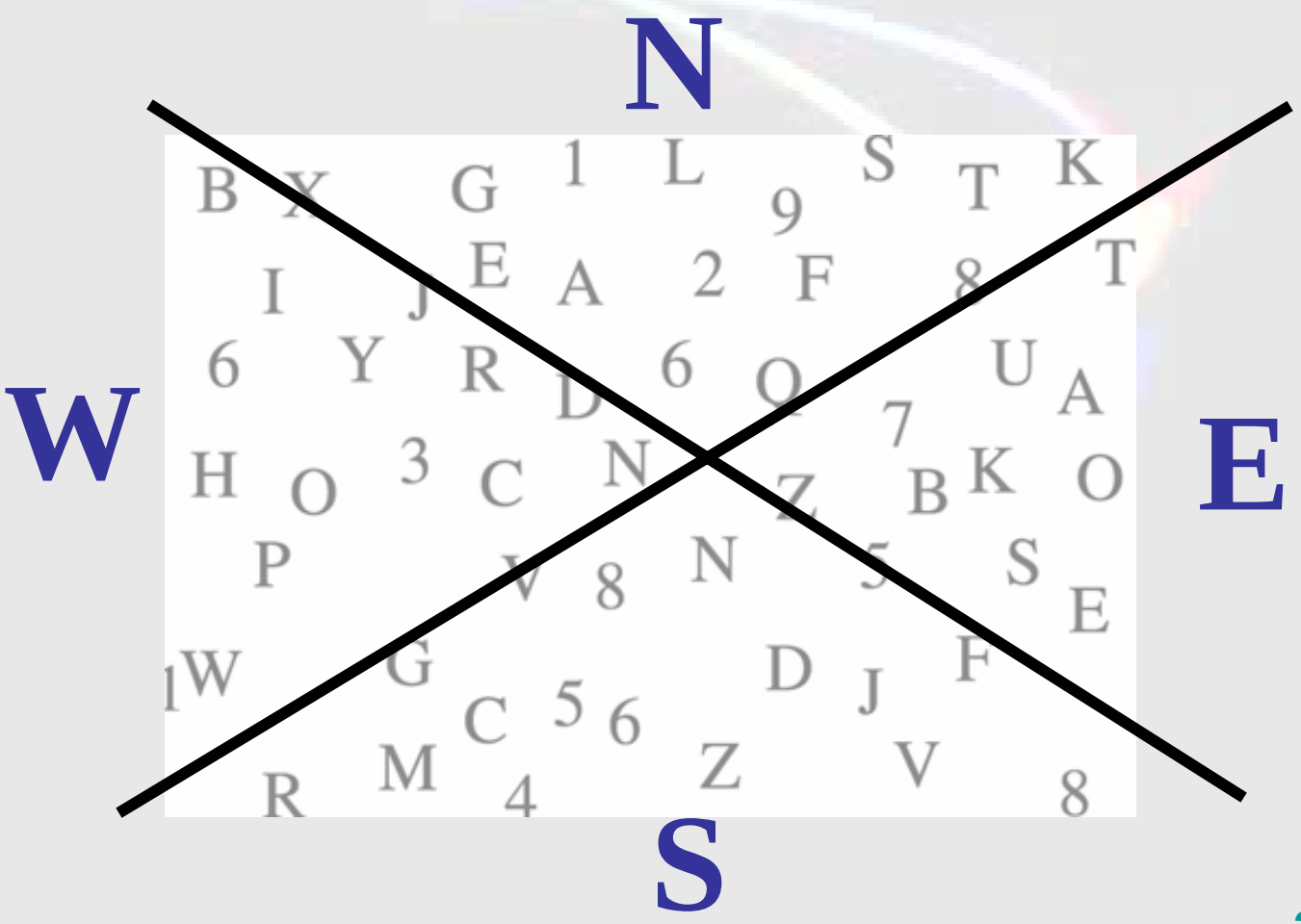
Four Frameworks

NSEW



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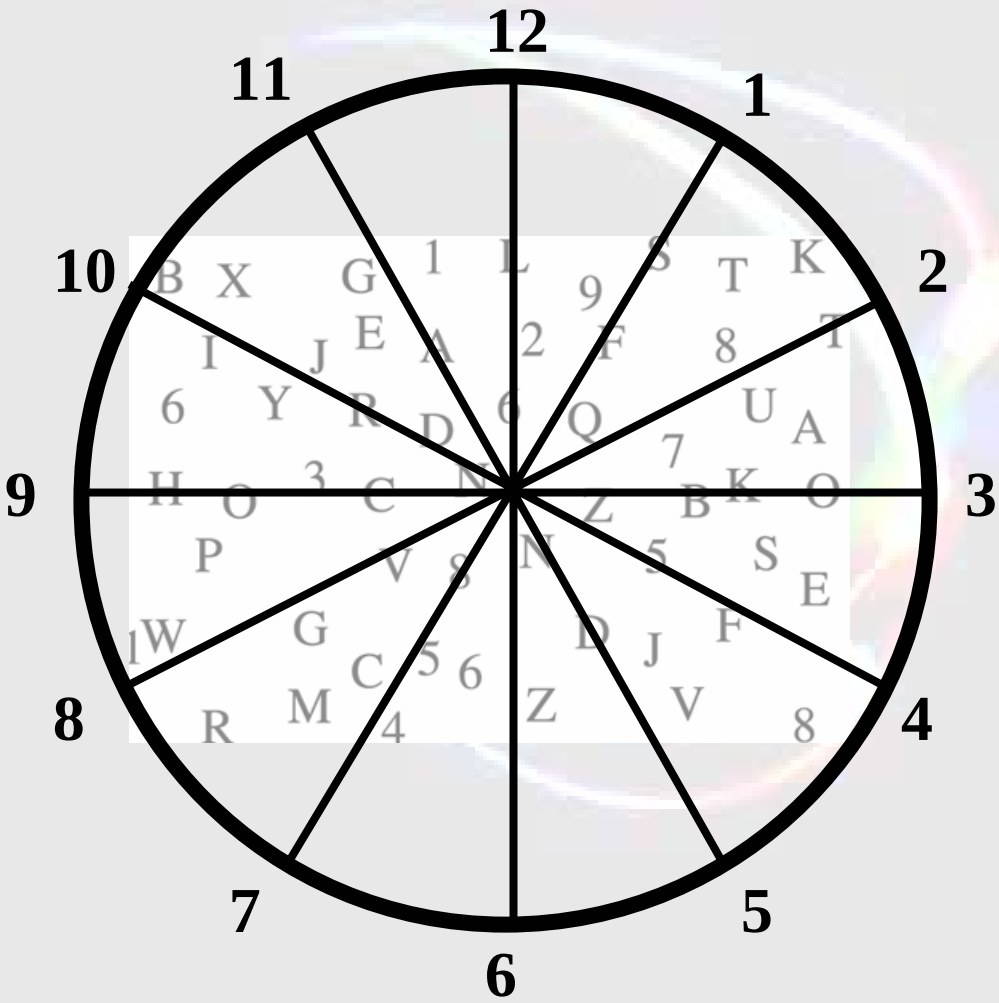
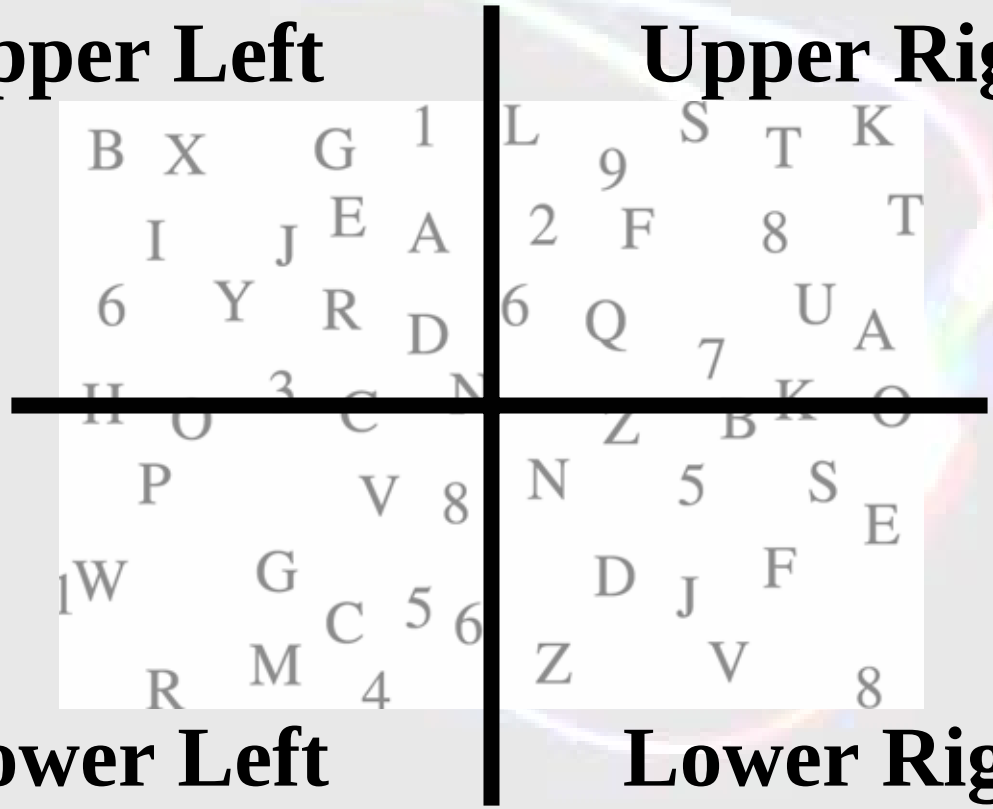
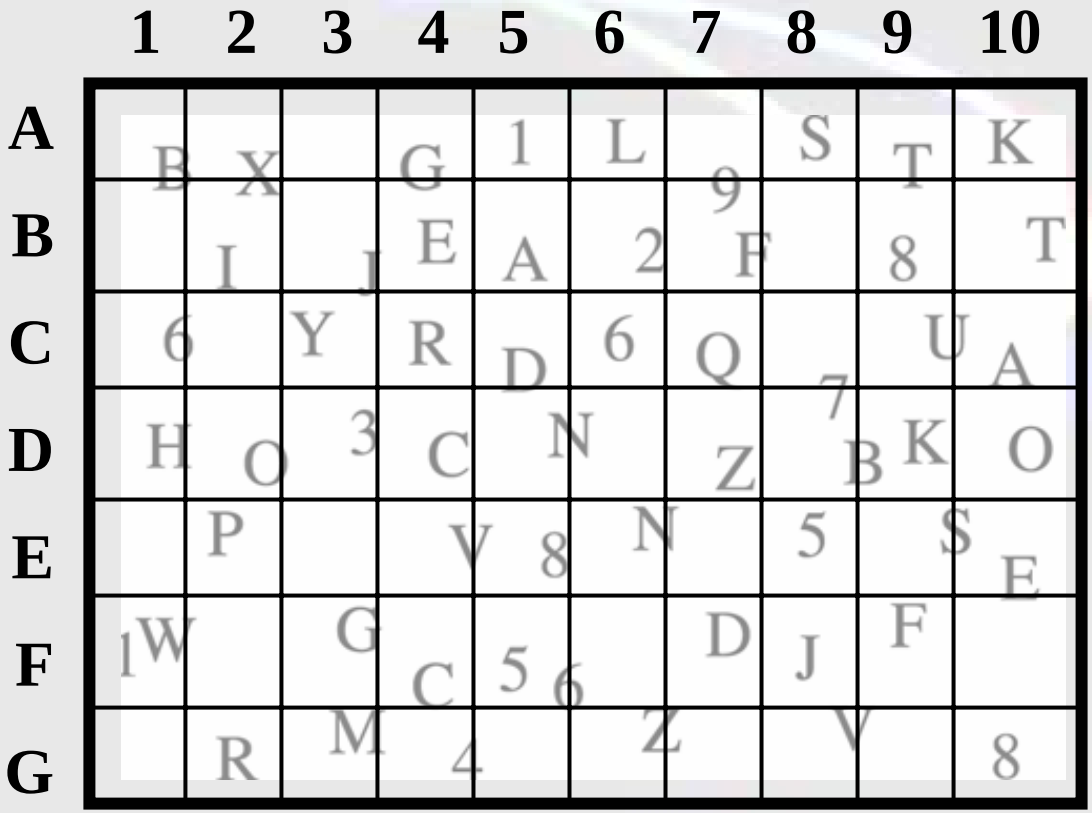
Four Frameworks
Clock Face



Four Frameworks
Quadrants



Four Frameworks
Grid



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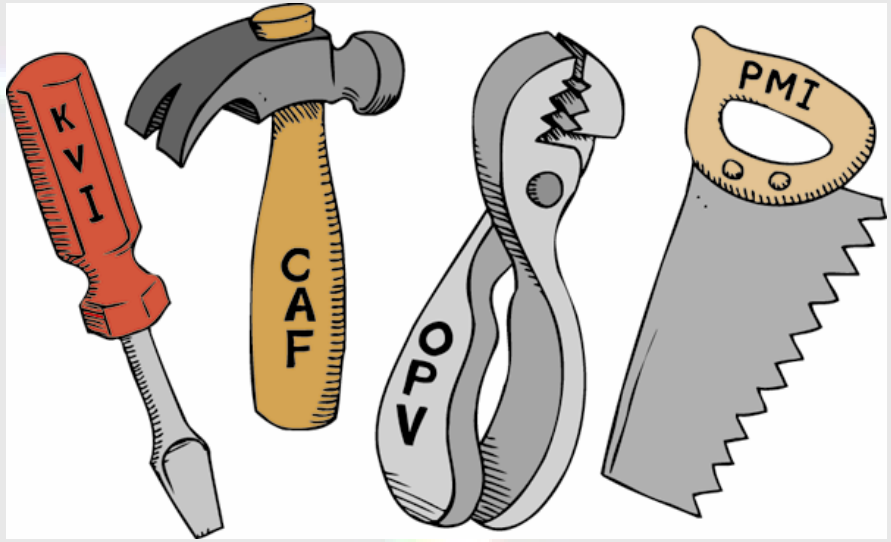
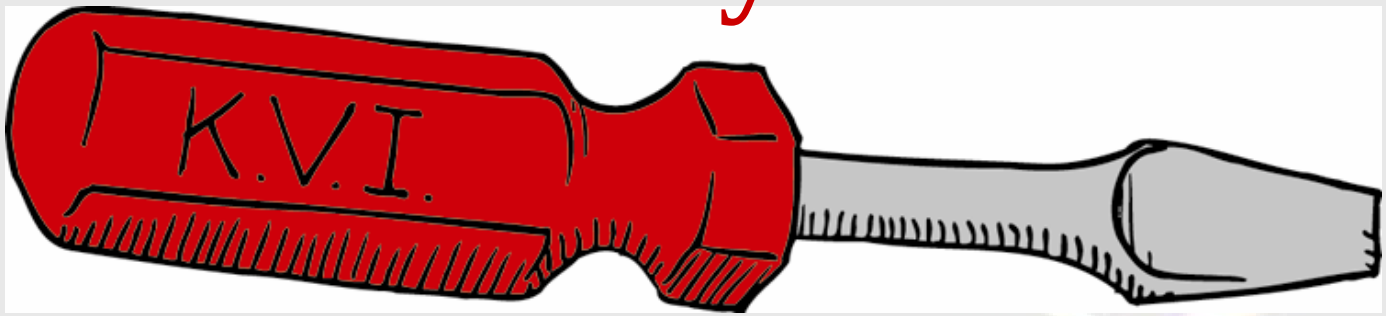
DATT Tools and Carpenter Tools



- Each tool carries out a specific function.
- The carpenter learns the tools one by one.
- There is no fixed sequence for using the tools. The sequence depends on the circumstances.
- A lot of practice is needed to become skillful.
- The carpenter tries each tool first on scraps of wood.
- The skill of the carpenter combined with the design of the tool gets the desired result.

The Value of Calling the Tools by Name



Key Points

- The strange names of the DATT tools are deliberate.
- The names help us tell ourselves or each other to use the tools.
- Without a name, the method does not come to exist in your mind for use again later.
- The name serves as a handle. With a name, you can pick up the method easily and use it at will.

Operating Concepts

- "Operating concepts" tell us what to do at any moment.
- Most languages lack a good supply of operating concepts.
- The DATT tools serve as operating concepts—instructions for actions.
- The DATT tools provide shorthand commands for complex operations.

Operating Concepts

"At this point, let's identify the decision, design, or other outcome of our meeting today.
Then we'll list our available action channels and set out the action steps."

"Let's do a DOCA."

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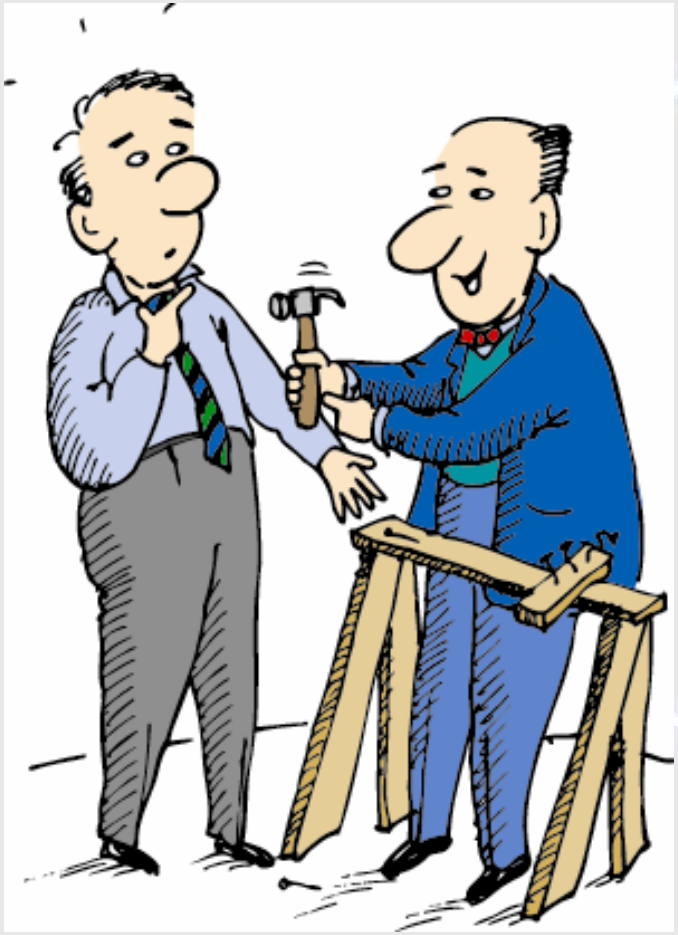
Improving with Practice



This is a hammer. Be sure to keep your fingers out of the way. Congratulations! Now you're a carpenter.

What's missing here?

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Improving with Practice

Key Points

- Explaining a tool to a learner has limited value.
- Understanding the DATT tools will not automatically make you a skilled thinker.
- The DATT course includes many exercises for practicing the tools.
- After the course, make an effort to practice further.

Parallel Thinking™

Example:

I'll put both ideas down in parallel. Later, we'll check the market research and see which outcome is more likely.

In Parallel Thinking, different suggestions are laid down in parallel without worrying about whether they fit together or contradict each other.

Three Keys to Success

Focus

- Which tool am I using?
- Where am I applying that tool?

Objectivity

- Am I using the tools objectively?
  Or am I defending a favorite point of view?

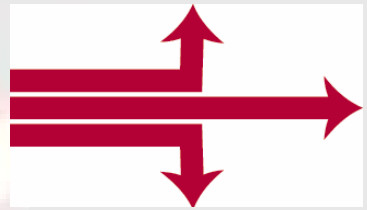
Comprehensiveness

- Have I scanned as widely as possible?

The DATT Tools

C&S **Consequence & Sequel**

P.M.I. **Plus, Minus, Interesting**



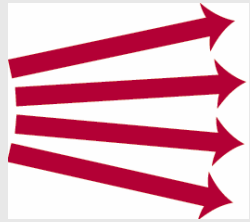
RAD **Recognize, Analyze, Divide**

CAF **Consider All Factors**

A.G.O. **Aims, Goals, Objectives**

The DATT Tools

A.P.C. **Alternatives, Possibilities, Choices**

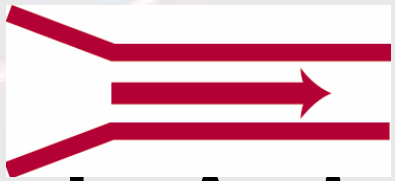


O.P.V. **Other People's Views**

K.V.I. **Key Values Involved**

FIP **First Important Priorities**

DOCA **Decision/Design, Outcome, Channels, Action**



C&S

Consequence and Sequel

The C&S looks for the consequences of an action, plan, decision, rule, invention, etc. It is a prime evaluation tool.

C&S

Consequence and Sequel

Key Points

- Everything we do has consequences in the future.
- Even doing nothing has consequences.
- Consequences do not exist in the present until you make an effort to foresee them.
- All of our living takes place in the future, so looking ahead is an extremely important part of thinking.
- We need to run things forward in our minds.

C&S

Consequence and Sequel

When to Use the C&S:

- for evaluation
- for prediction
- for design

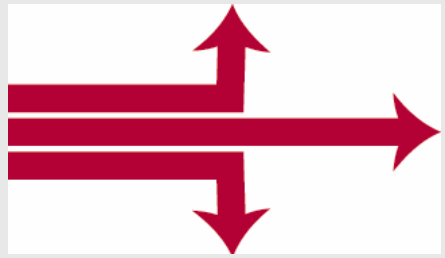
C&S

Consequence and Sequel

Time Frames

- Immediate Consequences
- Short-term Consequences
- Medium-term Consequences
- Long-term Consequences

P.M.I.



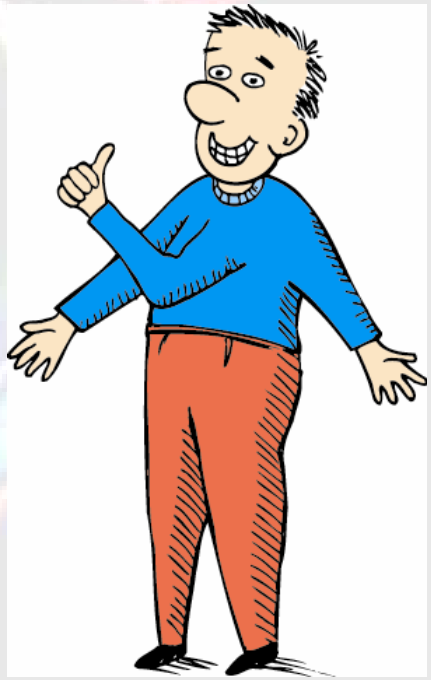
Plus, Minus, Interesting

The P.M.I. helps us consider all sides of a matter before a decision or commitment is made. The P.M.I. is another important evaluation tool.

P.M.I.

Plus, Minus, Interesting

What if we had a third arm growing out of our chest?
Do a P.M.I. on this.



PLUS POINTS:

MINUS POINTS:

INTERESTING:

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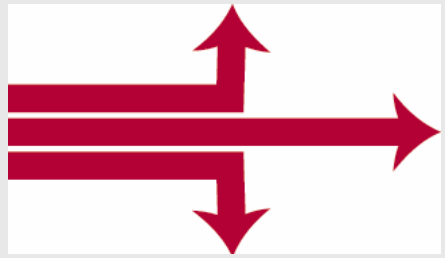
P.M.I.

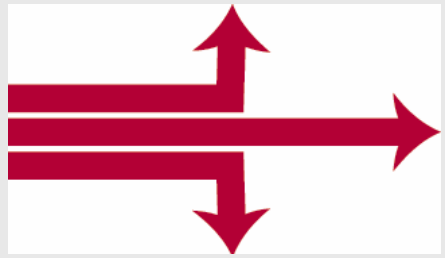


Plus, Minus, Interesting

Key Points

- The C&S tool can feed into the P.M.I. There is an intended overlap.
- Find all the points for one box, then move to the next. Do not list points and then sort them one by one into the correct boxes.
- People claim to do the P.M.I. when looking for pros and cons. Yet the results with P.M.I. are much better.
- A point can be listed as both a Plus and a Minus.

P.M.I.



Plus, Minus, Interesting

When to Use the P.M.I.

- for assessment
- for choice
- for design

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RAD

Recognize, Analyze, Divide

RAD helps us look for what is familiar in a new situation. As soon as we recognize something, we know what to do about it.

RAD

Recognize, Analyze, Divide

Key Points

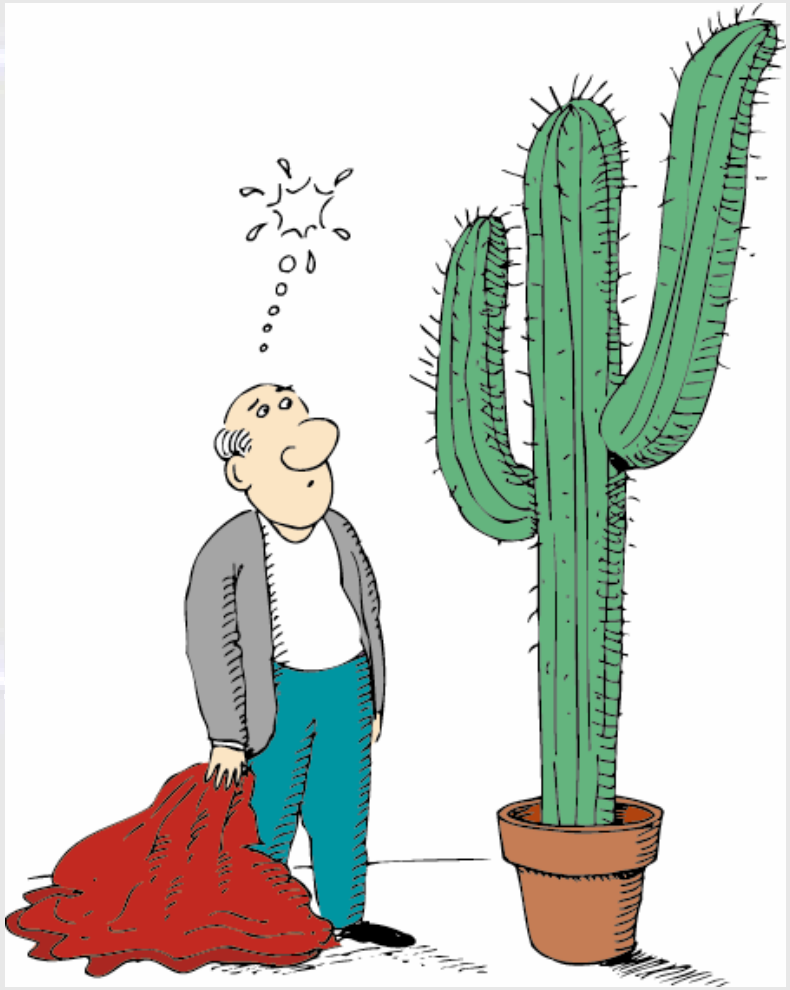
- The recognition method is very powerful. Once we recognize something, we know what to do with it.
- Use the RAD routinely. Do it early. If needed, do it at more than one stage.
- Recognition can be dangerous when we are mistaken.
- Do one of the three processes at a time. You may not need them all.

RAD

Recognize, Analyze, Divide

RAD

Recognize, Analyze, Divide



CAF

Consider All Factors

The CAF tool is the process of exploring all factors in a situation. What should we bring to mind? What must we not leave out? The CAF is the prime information input tool.

CAF

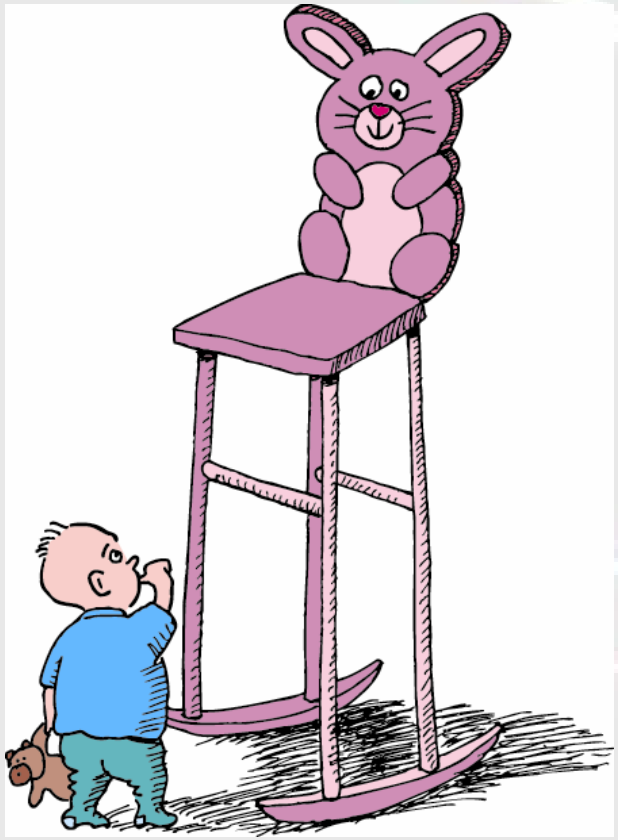
Consider All Factors

Key Points

- Factors are like headings for information needed. After we have the headings, we look for that information.
- Other tools such as the C&S or O.P.V. may be brought in under the CAF tool.
- Try to be comprehensive.
- Think of all the factors first. Then decide which ones are important later.

CAF

Consider All Factors



What factor was not considered?

CAF

Other tools may be brought in under the CAF tool.

Example:

Do a CAF on designing a chair

- purpose of the design
- market or use for the chair
- what children like in chairs **(O.P.V.)**
- what parents buy in children's chairs **(O.P.V.)**
- what will become of the chair when the child grows older **(C&S)**

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A.G.O.

Aims, Goals, Objectives

The A.G.O. tool looks at the intention behind actions. What is our purpose?

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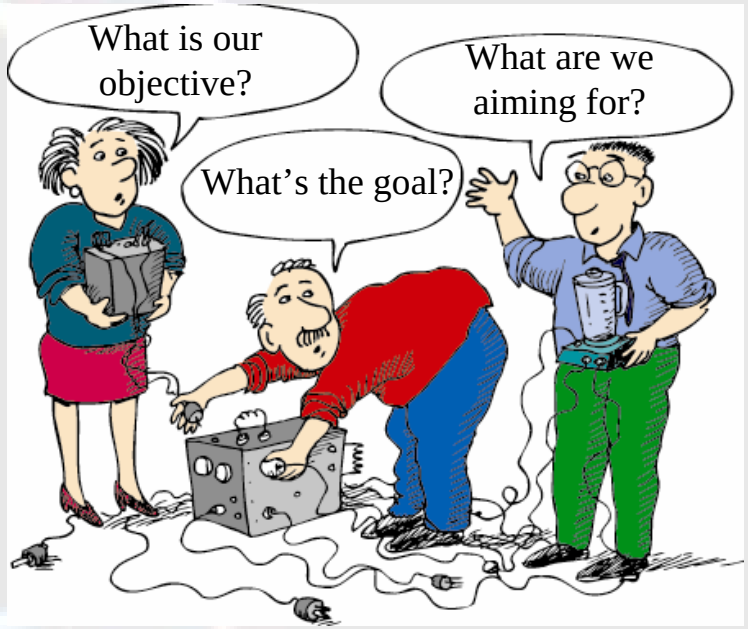
A.G.O.

Aims, Goals, Objectives

Key Points



- The A.G.O. tool helps clarify the aim, goal, or objective of our thinking. Use it at the beginning of a thinking session.
- The A.G.O. is an action tool. It is for making things happen.
- "Aims," "goals," and "objectives" all mean the same thing in the DATT course.

A.G.O.

Aims, Goals, Objectives

Key Points (continued)

- There are three levels of objectives: overall objectives, sub-objectives, and right-now objectives.
- First, there is the general aim of our thinking, such as exploring a subject or solving a problem.
- We then plug in the specific need.
- Think of alternate definitions to a problem. Some problem definitions are more productive than others.

A.G.O.

General Aims of Thinking

Exploring a subject

Collecting information

Seeking to understand

Assessing a situation

Making a design

Organizing information

Making a plan

Solving a problem

Arguing a case

Seeking to simplify

Improving

Achieving a task

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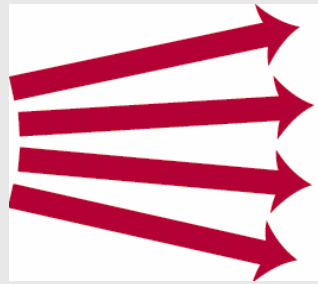
A.P.C.

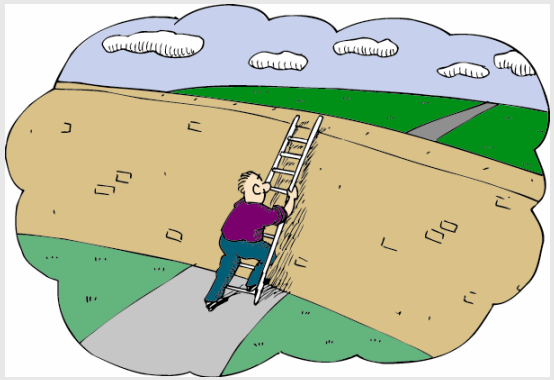


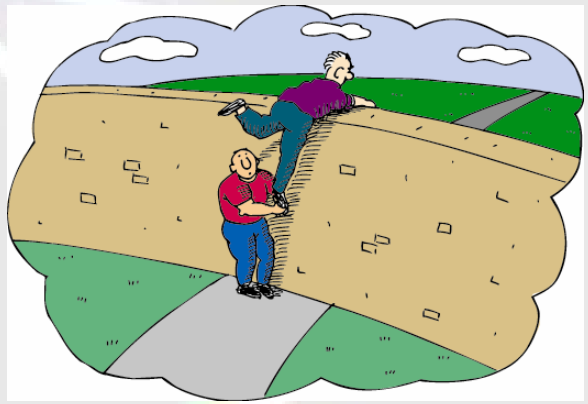
Alternatives, Possibilities, Choices

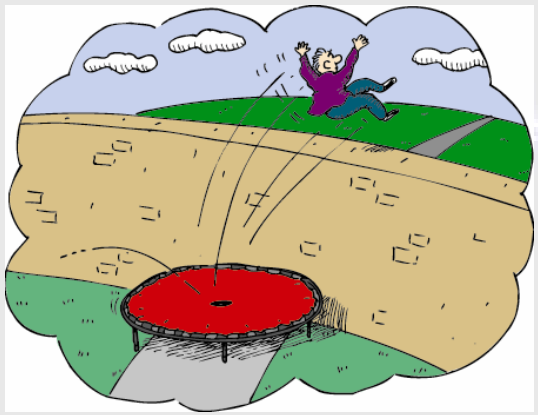
A.P.C. is the process of deliberately trying to find alternatives.
The A.P.C. is an action tool.
It is the tool for creativity.

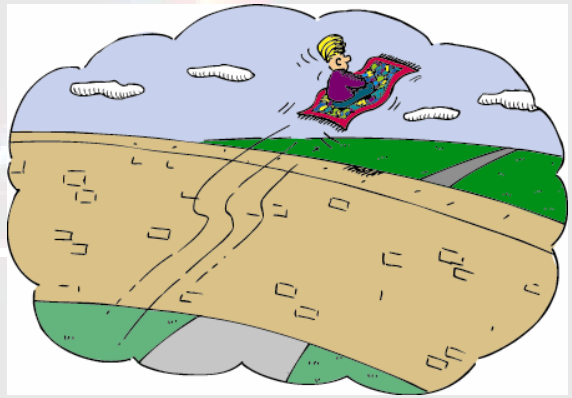
A.P.C.

Alternatives, Possibilities, Choices









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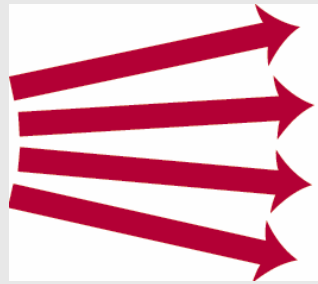
A.P.C.



Alternatives, Possibilities, Choices

Key Points

- With the A.P.C. we look for alternatives, possibilities, and choices.
- Generate possibilities in three cases:
    1. When trying to understand something
    2. When making a prediction
    3. When designing an action

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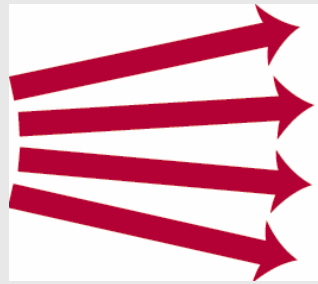
A.P.C.

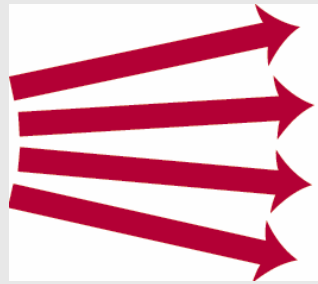


Alternatives, Possibilities, Choices

Key Points (continued)

- Imagine the possibilities. Then try them out in your mind and get information about them.
- The A.P.C. is a two-step process.
  1. List the usual alternatives.
  2. Create more alternatives.
- Generating alternatives may make a final choice more difficult. But good thinkers must be able to handle possibilities.

A.P.C.



Alternatives, Possibilities, Choices

When to Use A.P.C.

- for explanation/understanding
- for making a prediction
- for designing an action

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O.P.V.

Other People's Views

The O.P.V. helps us look at other people's viewpoints.

"It is an exploration tool"

O.P.V.

Other People's Views

Key Points

- The O.P.V. tool directs attention to the views of specific people, not just other views in general.
- The O.P.V. requires "stepping into the shoes" of the other people involved.
- Using the O.P.V. involves two steps:
    1. List the people involved.
    2. Then find out their views.

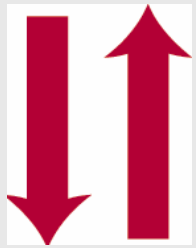
O.P.V.

Other People's Views

Key Points (continued)

- Scan widely. Include both those directly and indirectly involved.
- To find out others' views-
  imagine what they think
  look for public records reporting what they think
  do an A.P.C. to list the possible views
  ask the people to express their views

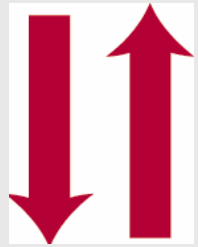
K.V.I.



Key Values Involved

The K.V.I. tool looks at the values involved in a situation.
With the K.V.I. we can check our own values and the values of others.
The K.V.I. has many uses, including exploration, assessment, design, problem solving, and decision making.

K.V.I.

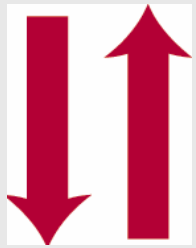


Key Values Involved

Key Points

- The K.V.I. is not for judging or changing values. It is designed to look at the values that are there and take them into account.
- Positive values are things we want to have. Negative values are things we want to avoid.
- Doing a K.V.I. can include assessing all the values involved-your own and those of other people. The O.P.V. is automatically included in the K.V.I. on such occasions.

K.V.I.



Key Values Involved

Key Points (continued)

- Values exist in a wide range, such as obvious, subtle, and new values; value changes; important, less important, and contradictory values.
- The K.V.I. lays out several stages you can use for making a decision.

FIP

First Important Priorities

The FIP narrows down long lists to those things that need to be done first and those things that are the most important.

FIP

First Important Priorities

Key Points

- Priorities guide all that we do, so priorities are extremely important. Some things matter much more than others.
- The K.V.I. feed into FIP. Values have to be there in the end or the outcome will be worthless.
- In choosing priorities, ask two questions:
  1. Without this, the action or project could not go ahead.
  What is “this”? (Feasibility)
  2. Without this, the action or project would not be worth doing. What is “this”? (Value)

FIP

First Important Priorities

Key Points (continued)

- When everything seems important, first throw out what is not so important. Then from what is left, pick out what is most important.
- When you cannot narrow down the priorities, try combining some of them.

FIP

First Important Priorities

Key Points (continued)

- With contradictory priorities, try to design a way to satisfy both priorities. If this is not possible, then make a trade-off. Give up one priority in order to enjoy another.

- In priorities, as in the K.V.I., there are positive and negative values—things you need to have and things you need to avoid.

DOCA

Decision/Design, Outcome, Channels, Action

The DOCA tool looks at the outcome of our thinking and the action steps that follow.

DOCA

Decision/Design, Outcome, Channels, Action

Key Points

- The DOCA tool helps us answer these questions:
  - What are we going to do?
  - How are we going to do it?
- **D** = **D**ecision or **D**esign
- **O** = **O**ther Outcome

InThinking Network

DOCA

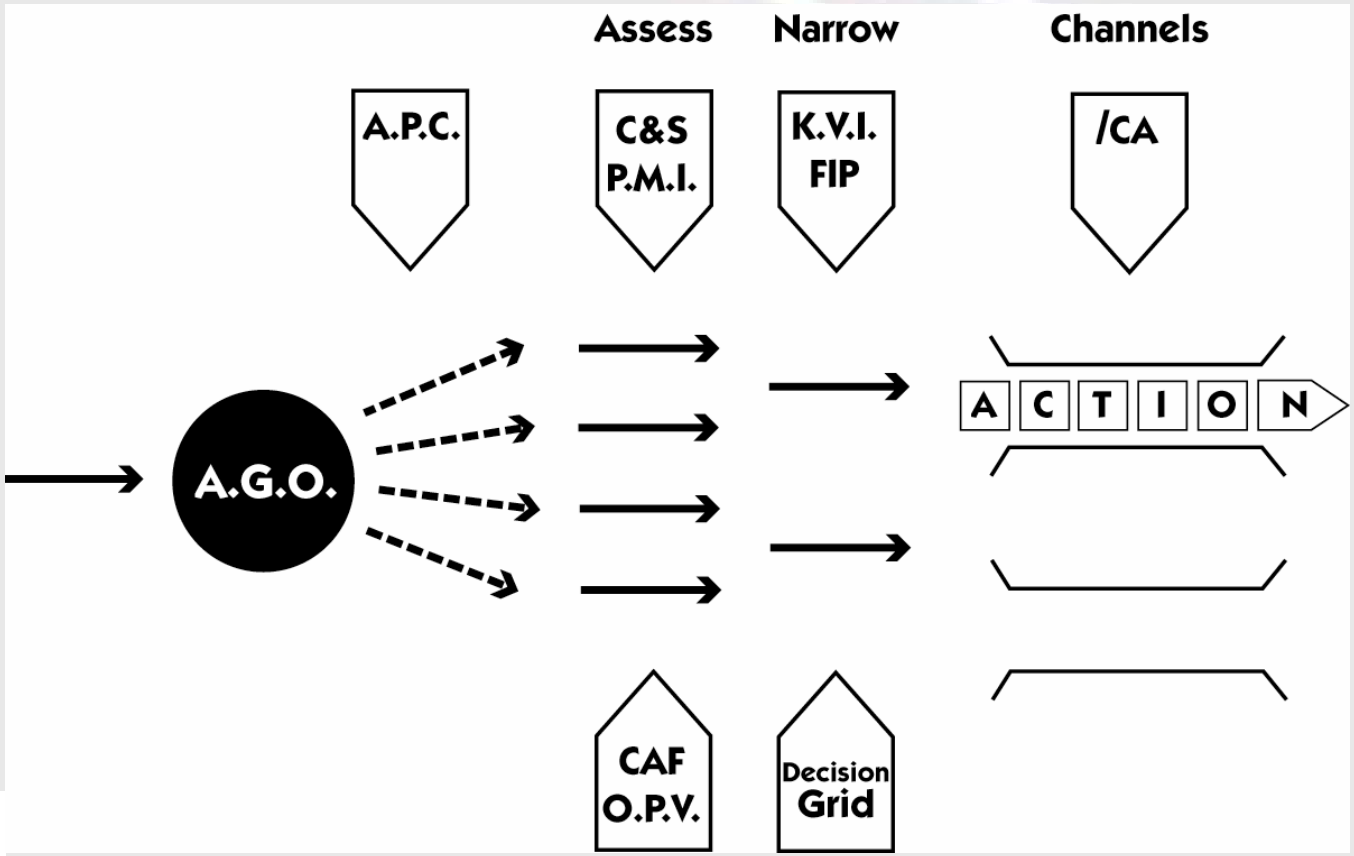
Decision/Design, Outcome, Channels, Action

Key Points (continued)

- **C** = **C**hannels for action
- **A** = **A**ction steps
- Use a Decision Grid to find out which decision or design fits your values and priorities.
- In most cases, the output of thinking is action.

Applications

- **Practical Uses**
  - Single Tool Use
  - Sequenced Use
  - Thinking Needs
  - Thinking Stages
- **Summary**
- **Templates**

DOCA

DOCA Chart