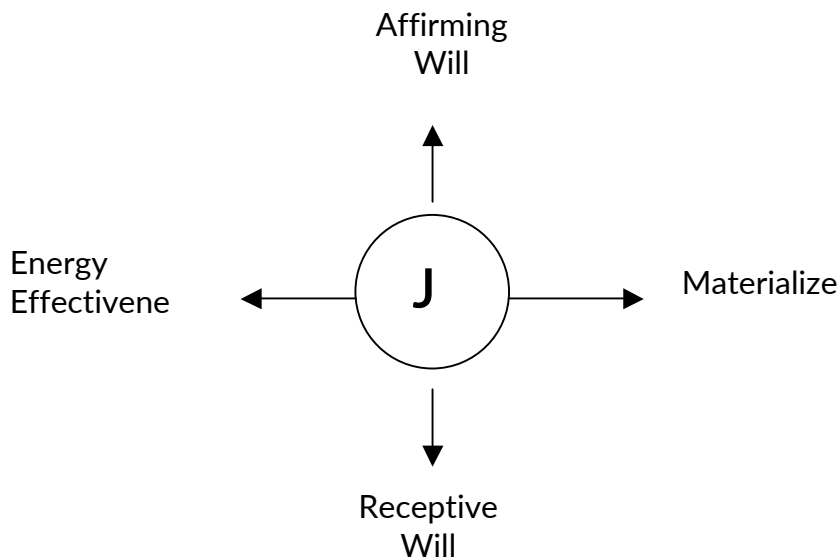




CRITICAL THINKING SKILLS FOR GOOD JUDGMENT

Appreciative Mental Process

The aim of this mental process is to improve the processing of our mind or the processing of ourselves in the use of our mind. We are trying to do a better job of thinking and improve the thinking itself when we engage this mental process in work. Individually and collectively. We are trying to "appreciate" the mental processes we engage in and improve the value that is generated by them. It is more reflective in nature than other mental processes we engage in day to day. It is easiest to improve by working at it overtime, reflecting on periods of time.



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When we are assessing or using our judgment to improve something, we engage in the following elements of reflection.

Affirming Will: This internal process helps us determine how strongly to affirm or assert ourselves into a situation. We are assessing what we should do and what the consequences are of moving more affirmatively or less so. Through this process, we develop the appropriate resolve.

Receptive Will: This internal process helps us determine how much control we should exert over ourselves so that we are conducting ourselves in accordance with the wants and needs of others. And what the consequences are of different choices we can make? We assess the level of receptiveness we feel we ought to have.

Energy: This internal reflective process helps us determine how to conduct ourselves in supplying the appropriate quality and quantity of energy to produce a field appropriate to carry out actions that are needed. We think about the energy that will be needed for a particular action and evaluate our abilities and desires to provide the effort required to offer the quality and quantity of energy and field generation needed. It helps us think strategically.

Material: This internal reflection process helps us determine how we are conducting ourselves to produce material/ideas that match the levels of excellence needed and to which we aspire. We think about the effort that that will be required to produce something of material value; the results. Then

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reimagining the appropriate nature of Will and conditions, therefore quality of energy.

Exercise:

1. Select a week or set of events recently to examine. Maybe one you want to improve
2. Discuss the process as depicted here against your own observations of how you conduct yourselves in arriving at judgements and see if what is written here fits your experience.
3. In the exercise of will and steadfastly sticking to something:
 - In what areas haven't we done this sufficiently?
 - In what areas have we got it about right?
 - In what areas have we overdone it?
4. In the area of being receptive to ideas and changes of course:
 - Where haven't we done this sufficiently well enough?
 - Where have we gotten it about right?
 - Where have we over-responded?
5. In the making of decisions and spending the appropriate quantity and quality of energy:
 - Where have we under-prioritized and spent too little energy quantitatively and qualitatively?
 - Where have we got our prioritizes right and are spending the right quality and quantity of energy?
 - Where have we over-prioritized and are expending excessive energy?

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6. In the area of paying attention to the results we are getting and doing something about it:
 - Where have we tended to ignore results and taken action that was either too little or too late?
 - Where are we paying the right attention to the results we are getting and taking appropriate actions?
 - Where are we over concerned about results and have a tendency to take premature actions or over react?

Using as an output the conclusions you arrived at as a group in the four areas, develop a set of principles and an action plan for improvement of leadership performance. Managing Principles.