**Episode #33**

**Speaker 1** [00:00:01] Welcome to the Cabrera Lab Podcast.

**Speaker 2** [00:00:07] How you doing?

**Speaker 1** [00:00:08] I'm doing swell.

**Speaker 2** [00:00:10] I have been thinking about a couple, I mean, you know me, I'm always thinking about things. We talk a lot about systems thinking and improving your thinking and all kinds of things. And I guess for me, a lot of people are like, okay, so what do I actually do? How do I actual practice this? How do get better at it? How do it get so that it's fast in my head and it's not clunky and feeling unnatural? And... For me, the obvious endpoint for that is the moves, just practicing the moves. So in a way, I think we should spend a little time just saying, you know, how do we practice? How do we get better? I think that's what's on everybody's mind. People wanna change, they wanna get better at thinking, they wanna have better outcomes in their life, and they just wanna know what to do, to actually do.

**Speaker 1** [00:01:03] Yeah, I mean, I would say that the starting point is the moves. The moves are what we call a Pareto law. The research shows it's a Pareta law that is like an 80-20 rule. So you put essentially 20% of the effort gets you kind of 80% of the results, let's say. And the moves are a Parete law, the five moves are Pareto law for cognition. It's a starting point. If you want to get that the last 20 percent, like all sports and all things that require human performance, the first 80 percent will take 20 percent of the time, and the last twenty percent of performance will take 80 percent of the time and effort. So you can get pretty good at throwing the javelin or something like that.

**Speaker 3** [00:02:02] That is the most random example of all the things you could have said. Basketball, soccer, yoga, anything that most...

**Speaker 1** [00:02:10] Well, I was thinking Olympics, right? So you can get pretty good at throwing the javelin. Like, if you went out and practiced throwing the javeline for like an hour, you'd probably be better than 80% of the population at throwing javelins.

**Speaker 2** [00:02:25] given an army.

**Speaker 1** [00:02:25] I mean, that's kind of wacky if you think about it. If you just spent an hour throwing the javelin, you'd probably be better at throwing a javeline than most of the population. Now, to get to the Olympics, you're gonna have to spend 80% of the effort to get that last 20%. Does that make sense?

**Speaker 2** [00:02:44] Yeah, to be better than everybody.

**Speaker 1** [00:02:46] So the moves are Pareto law of cognition, where if you practice these five moves, you're gonna get most of the value. Right. But it is a start because there's some tremendous value that happens beyond the moves and understanding DSRP, the 483 dynamics and all those kinds of things.

**Speaker 2** [00:03:06] Right, but what you're basically saying is you'll get the best return on your investment if you focus your time on these first five moves because you're going to get most of the way there and definitely much further than most people who aren't practicing the Thanks for watching!

**Speaker 4** [00:03:24] Absolutely.

**Speaker 2** [00:03:25] So when you say practice the moves, what does that actually mean? What does that look like?

**Speaker 1** [00:03:29] Well, so that's a really good question and we've spent, you know, the first 25 years of our research, we mostly focused on the existence and the effect of DSRP and knowing them and being aware of them. In the last, I would say probably 12 years or eight years, we've really been focused on that question. How do you practice it? What specifically do you practice and how do you practice? And so I would say there's a lot more to learn about how to practice in terms of the research on practice, but we know some things. We know what to practice, practice the moves. And we have some pretty good understanding of the beginnings of how to practice. So you can imagine this almost like, I think of it like we're at the dawn of a thing I call mental fitness. And you can imagine, I don't know the history of physical fitness enough to cite chapter and verse on it, but you can image there was a time where all humans were physically active, right? In their daily life. In their day life, they were physically active, they doing things, they lifting things, they were farming, they, you know, walking, doing all kinds of things, right. And then somebody said, maybe because we're we were moving away from some of those types of things, somebody said, what if we like practiced physical fitness? Right? And you can imagine that's like a big leap, right? What if instead of just being, instead of moving in your daily life, doing things, lifting things, all that, what if isolated those movements and practice them?

**Speaker 2** [00:05:36] Yes, and I would imagine that that came from, as we had all these advances in technologies and cars and all these things that actually removed the day-to-day physical. They said, oh, actually, our health is suffering. We have to invent something called physical.

**Speaker 1** [00:05:52] Yeah, perhaps. Or we're missing that in our life or something, right? Because imagine if you're working in the fields all day long on a farm, you're probably not thinking after dinner I'm going to get a workout in. You've got a workout and working on the farm all day, right? And so if you're in an agrarian kind of thing, you are not going to go be doing and push-ups or sit-ups, or whatever. What's remarkable about that is when that... cusp happens, we see incredible performance gains across all kinds of different areas, right? So I remember, for example, in rock climbing, when you train for rock climbing you went rock climbing. Right. You just went rock-climbing. Now that involved hiking to the site or driving to the trailhead, hiking to a site, getting to the side, hoping that it wasn't raining, you know, doing your rock climbing, getting back. to the car driving home, right? Yeah. That's a lot of extra stuff to be able to rock climb. Right. Well today, you go to the gym, you go up and down and up and up and down, you get more practice in. Yes. Right? And so what do we see? We see the far end, the far-end of performance of rock climbing is increasing pretty steadily and pretty remarkably, Right. The same thing for Any sport, basketball, football, whatever, we're isolating activities and training in those activities and we're getting more reps in those isolated training activities and then we're figuring out how to get those isolated activities to be more synthetic in practice and things like that. And so we're seeing just an explosion of talent. We see this in MMA too, right? Like the kids are practicing. when they're little so because we know how to practice so you know rather than saying hey kid go get in a bunch of fights it's like hey kid you can practice as a little kid jujitsu and muay thai and you know boxing and all these kinds of things and now we have these superstars that are 20 years old or 18 years old and they're just remarkable right? All I'm saying is I think we're at the cutting edge. I think almost the beginning of that moment when we say, yeah, we're thinking all the time. Out in ambient world, we are thinking all of the time, everybody thinks all day long. But what if we isolated some of that process and understood some specific moves that we can do that will strengthen our thinking across the board in remarkable ways? And I think that's where we're at today. We're at the cusp of that revolution.

**Speaker 2** [00:08:53] It seems to me there was a moment in time where we had to purposefully create mechanisms by which we could practice physical fitness because it wasn't happening in any other sort of organic way in our life. If you make that parallel to what you're now calling mental fitness, I think maybe the parallel is everybody sort of thinks they think, but I think a lot of people are experiencing. outcomes they don't quite want or they're just, they're not quite where they wanna be in terms of their optimal performance or the kinds of things they want out of their life. And so now what I think you're saying is, well, let's be purposeful in thinking about how we're thinking about things as a means to get better outcomes.

**Speaker 1** [00:09:41] Yeah, I mean, I think it's partially that we need more time to sort of think about our thinking. But that's in large part because the complexity and speed and competitiveness of society makes thinking critically important. Yes. Right? That's right. I mean there are I guess you could say in the past there were times where you know If you got it roughly right, you'd be fine. Well, today, if you get it roughly, right, maybe you're not. And if you don't do that quickly, if your not fast, you know, life's moving on. So it's a combination of the increase in complexity, the increase and competitiveness, the increase speed of life, right? And And that's all of that is because of the increase in interconnectivity of the world and things like that. I mean, so I think that requires us to be higher performance thinkers. Yes. Right? And once you need those performance gains, you're not gonna get it by just tooling around. Right. You're gonna get it by focusing and being like, oh, okay. You know, in order to get this, in order get my jump higher. Right. I gotta work on specific. muscle groups with specific movements that's actually going to have a huge effect on my jump aside from just jumping. So maybe what we know is just jumping alone isn't going to be the best way to get your jumping higher. You can do all these isolated drills and activities that are going to help you in the same way that just sprinting around the track isn't the only thing that sprinters do to get faster. they're doing a lot of very isolated, specific, tactical, and technical things to get faster. Yes, that's right. And so the same thing is true with thinking. And there's a lot on the line when it comes to thinking because whether you're an entrepreneur or whether you are a high level person of any kind, the way you're thinking is gonna drive what you do, what you choose to do, what you chose not to do all those kinds of things. So thinking becomes really important.

**Speaker 2** [00:12:07] Right, because it's underneath every decision you make, every behavior you exhibit. It's all stemming from how you're thinking about something.

**Speaker 1** [00:12:14] Yeah, your emotional controls, you know, being able to have emotional intelligence, all of that is driven by thinking.

**Speaker 2** [00:12:21] I guess to me the challenge a little bit is, you know, you can purposefully practice physical movements that are related to some outcome you want physically, but in terms of mental fitness or increasing sort of your thinking capabilities, that requires bringing things into your sort of conscious, it's a conscious practice. So it seems to me that there's a little, there could be a little more of a hurdle coming from unconscious to conscious practice. you know, sort of reminding yourself, it's not easy to bring unconscious into conscious. It does require a moment of time or a series of time where you're reminding yourself to bring those things into your awareness, right? We talk about metacognitive awareness and those kinds of things.

**Speaker 1** [00:13:13] Again, I just think we're on the cusp of a very exciting time in cognition where we where we make it ultimately practical and pragmatic and technical and around not simply understanding cognition for understanding sake but understanding it in such a way that we can do things that make us better at it. And I think if you go to that moment again, it's hard to even conceptualize that moment where somebody says, what if I put it like a bar on the back of my neck?

**Speaker 2** [00:13:52] They're right.

**Speaker 1** [00:13:53] and I put some weights on the bar and then I go down in a squat and then I go back up again and I do that 10 times.

**Speaker 3** [00:14:04] Yeah, people will think that was insane, right?

**Speaker 1** [00:14:06] Right? And imagine you doing that in an agrarian society and people are like, what's he doing? Why is he doing that? We just lifted hay bales all day or we just lifted, you know, whatever, sorghum or some grain all day. Why is she doing that and yet, you know that's the birth of the modern squat. And you think of all these activities that there was a moment when somebody said, you know, I could get this benefit that I need in the day. Right? By doing a push up or by doing a sit up or buy doing and then and then those basic body exercises became, you don't wait machines and now look at this all these machines we have and all these things that we have, I mean, whole industries have spawned around these basic movements of the body history. And and that you're moving for the sake of movement. Yeah, so that the rest of your day Movement is easier so that if I always think about like a push-up if you said well push-ups push- ups totally abstract That sounds weird because it's a push-up. You're like, there's nothing abstract about a push up. Seems like pretty not abstract. It's totally abstract. Go in your day and find an activity that you do that is a pushup.

**Speaker 2** [00:15:33] I mean, an activity that requires you to do a push-up like...

**Speaker 1** [00:15:35] actual push-up. Yeah. There's none throughout your day. Now, same thing for a squat. Same thing for a curl. But if I have to get down on the floor, grab a toddler with my arm, and get back up. Yeah, or if I have to go down and get two big grocery bags and get back up, well I'm doing part of a push- up. I'm doing part of a squat, I'm doing part of a curl in order to do that action, that functional thing. Yeah. And that's why those things are so powerful. They come from things we're doing all the time. We're bending down. Yeah. We're bending over. We're squatting. We're pushing off. We're pushing up. Yeah. We're pulling in, right? So we're doing all these things in our regular day. Yeah. And so These are the abstracted movements from those things, from things that are every day happening.

**Speaker 2** [00:16:39] Right, so these sort of practice and what you're calling abstract moves actually serve the functional movement that we need every day.

**Speaker 1** [00:16:47] Every day

**Speaker 2** [00:16:47] to go through our life.

**Speaker 1** [00:16:48] about everything and things that are important to us like picking up our child or getting the groceries or things that just everyday important and also things like you're at a car accident and you need to help somebody get out from under a car and that takes tremendous strength and you're able to do it because you have that strength. Yes. Right? Yes. So things that every day and things are not every day. Things that where you have to. Crisis and things like that. All of those things take strength and all of those things benefit from physical strength. Well, the same is true in the mental fitness area. And I think we're at the cusp of it. And these moves are the beginning of, you know, I get chills talking about it because these moves are the begin of that moment when somebody goes, what if we put a bar on our back? Except they're for cognition, they're for our mental fitness. Right. And so if we practice these moves, and there are many more moves, these are just the first five we've found, there's over, pretty close to 70 moves. But these are the first five that are the most important. And if we practiced these moves you're just gonna see huge gains in your life. In your whole life, in the everyday and in the crisis moments, you're gonna see a huge gains.

**Speaker 2** [00:18:15] So if we talk about the moves, so for example, if you say there's an is-is-not move, and that's sort of the abstraction, but I'm standing in line and I'm trying to distinguish between do I want a hot coffee, a cold coffee, a chai, I mean, it used to be just coffee. Now there's like 400 types of coffee and milks and all kinds of things. Well, that is functionally an is is-not list.

**Speaker 4** [00:18:43] Absolutely.

**Speaker 2** [00:18:44] in my life that's helping me decide what is my beverage. Now that's sort of a silly example.

**Speaker 1** [00:18:49] Yeah, but I'll give you another example that may be not the exact same thing, which is we have these terms out there, these distinctions, these words that none of us are really clear what they mean. What does organic mean when we're at the grocery store? Does it mean what we think it means? How is it different from grass-fed? How is different from free-range? How is a different from... Pastures. pasture-raised. There's all these terms, right? And a lot of them are, you know, green-washed or meatwashed. I don't know what the word is, but a lot of them were used to manipulate us. Because, you know, like I read the other day, what grass-fed means today is not what it meant like 10 years ago. Grass-fed meant these animals were going out and eating grass. Today, they're bringing the grass into to factory farms. and the animals are in slots eating the grass. So they are literally grass fed. So this is a manipulation, but it's a distinction problem. And the problem is none of us know what the distinctions are anymore, which by the way, probably the industry wants that to be confusing, because then you just give up and you sort of say.

**Speaker 2** [00:20:05] Yeah, or the end is too far.

**Speaker 1** [00:20:06] Which one do I buy like if they're all the same or something?

**Speaker 2** [00:20:09] Right. The industry wants us to not distinguish among them. It believes they're all kind of the same thing. Absolutely. Even if there are some pretty significant, I mean, we should probably look that up given that we are sort of an all organic kind of household. But the idea is to keep us from distinguishing from them in a sense to sort of, I don't want to say manipulate, but maybe it is manipulate, manipulate us to believe. that we're eating much healthier, we're paying more for our food, and we're kind of being taken advantage because we're not distinguishing between and among them.

**Speaker 1** [00:20:44] Right, so that's an is-is-not list. Is-is not list is just, again, you take the thing, you know, what is organic in the sense of organic food, not the word organic from biology or something in their chemistry, and what is not organic. And then you make a list. It is this, it is that, it this, and it is not this, it is this not this. And that's a simple move. But boy, across the whole spectrum of life, super important, if your team is using terminology in business or in your work, and they don't all have the same definition, that leads to all kinds of problems, right?

**Speaker 2** [00:21:33] Yeah, I mean, you could literally just substitute the word initiative.

**Speaker 1** [00:21:36] It's an initiative, yeah.

**Speaker 2** [00:21:38] and then what's not the initiative and, you know, how many times do we hear people say, oh, if only I had known what my boss was thinking was initiative versus what wasn't it, we would have saved a lot of time, money, and effort because I did a couple of things that were not in her decision.

**Speaker 1** [00:21:56] Yes, exactly. And that brings up another moose. Is is not move.

**Speaker 5** [00:22:02] That's much better.

**Speaker 1** [00:22:03] that's is not. Then, but you just mentioned another move, which is P circle, right? Which is that you have multiple points, right. So we'll draw a little square frame in the upper right hand corner for the points and a view. And that this is the colored in. Right. So these are different things that are looking at this this thing. So what you said was my boss. season initiative one way. In other words, my boss has one definition for the initiative one distinction that she is is not is is nodding the distinction initiative differently than I'm is is not in the

**Speaker 2** [00:22:50] Yeah, so each one of these has their own little is is not list.

**Speaker 1** [00:22:54] Right. So this is your boss, and this is you, and this might be your other colleague or something like that, and you're looking at the quote-unquote initiative. Each of you has a different is-is-not list for for that initiative, right? So that's called P circle or perspective circle because there's, you know, in this case three perspectives made up of a point and view, and the view is different for all those points. And what we want to do if we're trying to establish a team, the team is fundamentally based on sharing mental models, which means we don't want them to, when they think of the initiative, we want them think of same thing.

**Speaker 2** [00:23:37] Well, meaning there's one point, which is the team, and they share the same view of the initiative.

**Speaker 1** [00:23:44] Yeah, or that there's three points and then they and all three points see the same thing. Yeah. Right. They all see the same parts. They all see the same relationships. They all see it roughly the same as being the same thing. Yeah.

**Speaker 2** [00:23:57] They have the same mental model, the same meaning of the word initiative at that moment.

**Speaker 1** [00:24:01] Absolutely. So that what we just showed is what we call a mashup, because we mashed up is is not move with T circle move. So this is the equivalent of like, you know, a burpee is kind of a mash up of a bunch of different moves, right? Not a fan of burpees. Yeah, no, but I mean, they're good. But do them or, or, you know, if you did like a curl and then a press up or something like that, right.

**Speaker 2** [00:24:31] The newest thing that I've been doing is the squats with the so you do a squat and you have the arm with

**Speaker 1** [00:24:35] weight with a shoulder press. Yeah. Right. So that's a mashup. A mashup just means these moves in real life, they don't happen. Like I said, when you pick up a child off the floor, you're not using one move, you are using multiple moves. Right? And you're mashing them up. And you are use the muscular structure and skeletal structure from all those from Moose. And this is the same for mental fitness, right? In real life, you're gonna be doing all these moves together in mashup, they're gonna interact. But these five are gonna get you to understand any level of system that you're dealing with, any complexity or any simplicity of a system that you are dealing with. So that's two of them.

**Speaker 2** [00:25:19] Oh, you know what would be a good one, following off of this example, is say each one of these say they agree that there are three parts to this initiative.

**Speaker 4** [00:25:29] Yes.

**Speaker 2** [00:25:29] right? And then the question is, how are the parts related?

**Speaker 1** [00:25:34] So let's say that the initiative is made up of three parts and we got that from, you know, talking to your people and we label those one, two, and three. And what we want to do is use, so this move right here is called zoom in, right? Which is just zooming in and seeing the parts of something. And then we can mash that up with part party move. Because parts like to party. because parts like the party and part party move is. Connecting the dots. So when we we hear this all the time, we need to connect the dots what we do We need to constantly be connecting the dots one of the biggest problems with our society today and all of our systems the health Care system the education system our governmental systems Our social social services One of the big problems today is that we don't connect the thoughts when you go see a health care provider and you get referrals to seven other health care providers. Specialists. Those specialists don't talk to each other about your file and actually nobody's connecting the dots and you're left with no medical training or anything like that, perhaps, trying to connect the dots about your own.

**Speaker 2** [00:26:55] because you are actually a highly related system apart.

**Speaker 1** [00:26:58] Exactly.

**Speaker 2** [00:26:59] And so if each specialist is isolating a part and nobody's talking about the relationship between them. They're not connecting the dots.

**Speaker 1** [00:27:06] and then think in our education system, what does a student do every day? They go to this class, and then they go to math, and then go to English, and they go this is history, and they got to Spanish. They never go to a class that helps them connect the dots. So what happens? They think all these disciplines are like these isolated things. Well, that's not the way the real world doesn't work in disciplines. The real world is totally integrated. Right, and kids are making connections between math and science and science and history and history, and PE and, you know, they're not making these connections.

**Speaker 2** [00:27:42] Right. But those connections exist in reality.

**Speaker 1** [00:27:44] Yeah, so we, again, it's because we don't connect the dots. There is not a, there's not an organization, silos is another example. What are silos? So those are unconnected dots. Yes. That are departments. Unrelated parts. Yes, so when we say connect the dots, what are we really saying? We're saying, oh, we're saying part party. Part party helps us connect the dot. It helps us go, how are these things related?

**Speaker 2** [00:28:11] Well, it's considered that they're related in the first place.

**Speaker 1** [00:28:13] Just see that are they or are they not related in the first place? And then not everything has to be related. Maybe it's as important to recognize what's not related as what is. This episode is sponsored by Training Camp, the ultimate online spot for building the mental fitness that drives personal and professional change and success. At Training Camp you'll have access to the science and practice of thinking with personalized thinking assessments, tiered training, and best of all. practice that improves skill. Go to CabreraLab.org to learn more. And now, back to the episode.

**Speaker 2** [00:28:52] What I was saying is that's how you don't end up with these spaghetti bowls of everything is connected to everything is connected everything and you're saying sometimes it's okay that things are not actually related.

**Speaker 1** [00:29:05] It's absolutely okay, because what we want to do is we want to love reality, right? And we want to get it right. And if something's not connected, like if I got, if I got a terrorist network, and and I go, Hey, these guys are connected. And these guys are connected, and these guys are connected. But these guys are not connected. Right? Well, that tells me something important about that terrorist network. Right, that tells me these guys could be collaborating, these guys could and these guys could be. And if this guy's collaborating with this guy, and this guy is collaborating with this guy and this guys collaborating with this guy then maybe there's a possibility of this guy collaborating with this guy. Right. You know, that's just a very simple example, but how are things related and not related is very important.

**Speaker 2** [00:29:55] Well, it's interesting, too, because first we asked, are they, and then you just said how. And so if you wanted to answer how these are related, that would actually mash in another move.

**Speaker 1** [00:30:06] That's RDS, RDS barbell, which we also call relationship zoom. And that's just taking, zooming in. So we're going to, we're gonna zoom in on one of these relationships. We're going say, hey, what's this relationship right here between these two guys? And maybe take it offline, we'll take it over to here. And we go, okay, this is one and this is two. And we're go have a relationship between them. We're gonna distinguish, so first we're I'm gonna relate. That's the line is the relationship. Then we're gonna distinguish the relationship, right? We're gonna say, how are they related? So how are these guys related? Oh, are they brothers? Are they cousins? Are they friends? Are they rivals? Do they hate each other? Do they like each other, you know, blah, blah blah. How are theyrelated? And then what are some of the parts of the relationship? So we're going to, just like we zoomed in over here. we're just going to zoom in to the relationship. So we can zoom into this node over here, and we can Zoom into this note over here. We can also Zoom in to the relationship so RDS is the relationship, that's this, then the distinction, and then the Zoom in of the distinction looking at the parts. That's why we call it RDS, relationship distinction system. Yeah, relationship distinction system

**Speaker 2** [00:31:34] Well, and what's important about this is, from our research and the statistical patterns of how people think and don't think, you know, what they tend to do, we know that we're pretty good at this. Well, we're not great at it, but we're better at this than some other things, breaking things down into parts. But we also know that were really not good at zooming into relationships, first at considering relationships and then articulating them and examining them further.

**Speaker 1** [00:32:01] Yes, yeah, we shared all that in the D and the distinction and system and relationship and perspective episodes, the research on where these Pareto moves came from and why they're so important. So every one of these moves is critically important that you are getting good at doing them because they're absolutely happening all the time. Let's say I'm working some very particular muscle, you know, to get some wrist strength. There might be a movement I could do to increase my wrist strength, right? Because I really wanna work on that. most folks out there will tell you that there's some really basal moves, right? That are going to build the most basic stuff that we use all the time. And it's going to be something like a push up or a bench press. That's essentially the same movie, some kind of pull up or pull down or, you know, something that does that, right. Some kind of squat, right now, different people are going to argue about which one to do and all that kind of stuff. But it's gonna be some kind of squat, right? Some kind of sit up, or leg lifts, some kind, you know, core movement. Some kind, of anterior chain thing. Anterior chain, like the opposite of the sit up. I'm probably missing something. Oh, some kind a curl. Yeah, a lunge is gonna be like a squat, sort of, right. It's just different variations. But I'm saying like, you're talking about five moves. Yeah. Find basic moves. Drive. almost every movement is gonna be made up of those five moves. Well, these five moves are a lot like that. Yes. These five moves are gonna drive every set of thoughts you have. Yep. They're gonna be part, whether you like it or not, and it behooves you to know these moves because awareness of these moves will help you navigate those thoughts better. And so, you know, we're just talking about is, is not one, zoom in. There's also Zoom Out.

**Speaker 2** [00:34:16] Yeah, we didn't talk to him.

**Speaker 1** [00:34:16] We didn't talk about zoom out, you know, we sometimes think of those as one move, zoom in, zoom out. Zoom out just means think about what's what it's a part of. So let's just three part RD, four, RDS barbell, and five, P circle.

**Speaker 2** [00:34:33] I was just going to say, if we wanted to just quickly say, zoom out would mean we'd ask the question, what is this initiative a part of? So we know it's a thing with parts. What is it a part? So maybe it's part of a strategic goal to increase our market share or something.

**Speaker 1** [00:34:47] Okay, strategic goal number number five or whatever.

**Speaker 2** [00:34:52] And that's what we tend not to do. We tend not to ask that question.

**Speaker 1** [00:34:56] Yeah, or which departments is this initiative part of? Yes. So then we can see, oh, well, in order for this initiative to be successful, we got to deal with engineering, sales, and marketing. Or the Department of Defense and the Department of Health and Human Services and whatever. That's zooming out. That's really important. So these five moves are going to. and mashing up these moves. So we call them, we sometimes we'll call these the five plus. Yeah. And the plus is the mashup, the mash up. So what you'll see, maybe we can do something different here. Yes. So all of us, without even knowing it, are so familiar with networks. Yes. Right? I mean, networks are everywhere today. They didn't, used to be a part of our everyday life, But and a network is essentially. just a bunch of nodes and a bunch of relationships, and it can be related and not related in whatever way you want to think about it. So let's just make some relationships. And that's a network. We can relate all of them if you want. So this is a network, right? Okay, well, for a moment, let's see where. Let's see, any network. So this could be an atomic network made of atoms. This could be a molecular network made up of molecules. This could a cellular network made out of cells. This could an organismic ecological network made of organisms and flora and fauna. It could be, it could be a neuronal network like your brain. It could a social network. It could me a terrorist network. It could any kind of network. It doesn't matter what kind of networks. So it crosses the whole span. and it could be your friendship network. You name it. Makes sense? So this thing could represent anything.

**Speaker 2** [00:36:50] So this structure is any network.

**Speaker 1** [00:36:52] Any system, any network, anything, right? Now, let's look at we have distinctions. We have the identities. This is an identity, identity, identity, identify, identity. Distinctions are made up of identity. and other.

**Speaker 2** [00:37:16] Would it be helpful to keep this in a simple example? Yeah. So say these are people. Yeah. This is Bob, Sally. Bob, Sallie. So you imagine every one of these knows is a different person with a different name.

**Speaker 1** [00:37:28] So their identity is different.

**Speaker 2** [00:37:30] So they all have the identity, which is their, in this example, their name.

**Speaker 1** [00:37:34] in this case, Bob is could also be referenced as as not Sally. Right. So he's there's the Bob's also the other so these distinctions are Bob's not Sally and Sally's not Bob. And by the way, if joe over here is also not bob and not sally and this is not joe and not not jo then basically what happens is that Bob and Sally are now grouped in the not Joe group. Yes. And a bunch of other combinations are created as a result of that. So I don't want to go too far into that because it gets kind of complex. Okay, so we deal with the fact that we have all these distinctions. We also have all of these relationships. Yes. Right? Every one of these relationship. In network theory called edges, but we'll call them relationships, right? So there's your part party Yeah, right. So I just showed you di o list. I just show you part party. There's your party It's happening in every network. It's pretty cool. Let's look at any one of these relationships. Let us take a different color

**Speaker 5** [00:38:56] Oh, we're getting fancy.

**Speaker 1** [00:38:57] Let's take this relationship right there between these two, or between Sally and Bob. Well, the relationship between Sally and Bob is a complex dynamic. So there's your RDS. You can zoom into this relationship. You can talk about all the parts of the relationship. You could even do a part party between those parts, and so on, and so, on, and so one. So there is your Rds barbell move.

**Speaker 2** [00:39:24] Right there.

**Speaker 1** [00:39:24] in every one of these relationships, zooming into every one of these relationships. You can zoom in to any one of these things. Yes. And you can zoom out of any one of these thing, right? There's structure in the network. There's levels, the hierarchical levels in the network. So we could zoom in, again, this could be Bob, but it could also be, you know, a department, a division. Well, we could zoom into Bob and his physiology and his metabolic rates and all that good blah, blah, blah, all those parts of Bob. Or we could Zoom out and see, you know, Bob is part of a family and blah, all kinds of things, right? So we can zoom in and zoom out of all these things. And finally, you now Bob, he's got a perspective. Bob only has a perspective of the things he knows about. Right. Well, Bob actually turns out to be the least connected. And probably maybe has the least perspective of the network.

**Speaker 2** [00:40:29] Right, because Bob is only seeing.

**Speaker 1** [00:40:32] Yeah, so Bob's perspective is different than Bob. Bob's Perspective is influencing Bob, but it's Bob's Prespective of the network. And what does Bob see and not see, right? And what do Sally see and see? And how is what Sally sees and not sees different or the same as Bob?

**Speaker 2** [00:40:55] Very different, because Bob has two and Sally has three. Right, so there's your key serve. Joe's a rock star. Joe's connected to a lot more.

**Speaker 1** [00:41:01] We could take Joe, Sally, and Bob, and there's your points. Then we could take any other thing in the network, which doesn't always have to be people. It doesn't all have to people. It could be an ecological network full of all kinds of things, tools, technologies, concepts, whatever. But we can take Joe and Sally and Bob and look at any other part or grouping in the Network. and see that they have different perspectives or similar perspectives or, you know, same perspectives on any other part of the network. Yes. Or any other whole in the network? So in doing that, we might see, for example, that like in those terrorist networks, we might say, well, actually, these folks are all a group. So there's your part-whole structure. Yeah. And then these folks over here are a group You know, and strangely enough, Joe, you know, Joe doesn't have a group, Joe's a group of one. And so we have part-whole structure, we have perspectival structure, relational structure, we have zoom in, zoom out, part-hole structure, and we have distinctions going on. And that's for every single network that exists ever anywhere.

**Speaker 2** [00:42:18] all the time.

**Speaker 1** [00:42:19] all the time. So if you learn these five moves, what you're essentially doing is really deeply understanding how systems are structured, and also how your thinking is structured to try to understand those systems.

**Speaker 2** [00:42:34] In the beginning, you're gonna learn each one separately, just to get to understand each one of the moves. You're gonna start practicing is, is not. Look around every day, what are the distinctions I'm making, and what is, you know, is is not my coffee, is is is my colleagues, whatever it is, it is not is my project. Then you're going to start looking at, zooming into things, and then purposely zooming out, because we know we're not good at that. Then you gonna do your. the relationships, are they related, how are they related, which is your RDS barbell. And then you're going to start thinking about different perspectives. So I guess what I'm saying is, if at the beginning, it's OK to look at them separately to understand each one individually, each one of the moves.

**Speaker 1** [00:43:19] But eventually you're going to get to a more integral understanding through the mashup.

**Speaker 2** [00:43:24] Yeah, because over time, you're going to start to realize, oh, to really understand what is that water bottle, I have to zoom into its parts. Yeah. So you're gonna get that.

**Speaker 1** [00:43:35] Or if I want to make a better water bottle, you know, if I want to design a better water bottle. I'm going to understand the parts of all the water bottles that exist and how they go together and how they're related, and why that leads to certain cost structures and blah, blah, and then I'm gonna design something that's you know better than those. It has different parts and different relationships and yeah, you know does different things. Yeah, if we erase this, again, we can show show exactly what to do in terms of practice. So we have is, is not. We have zoom in, zoom out. we have part party. We have RDS Barbell, or sometimes we call that Relationship Zoom, and we have P Circle. and we call these two relationships Zoom. So we have one, two, three, four, five moves, right? Yes. And the first thing to practice is just remembering the names of the moves. Yes. So that's number one. Remember the names are the moves, so write them down, memorize them, put them on the cards, whatever. The next thing I would say is exactly what you did. Start seeing them in situ, in your environment. Every day. Every day, just start seeing them. looking for them so that you can see examples of how pervasive these things are, right? While you're doing that, but I'll say step three, right, step three is draw just the move without any information in it.

**Speaker 2** [00:45:21] the structure of them.

**Speaker 1** [00:45:22] And draw it all the time, draw it like doodling, draw it when you're bored, draw, and try to get to the point where you can draw it real fast. Right? draw it with, you know, multiple numbers of things. It doesn't matter what shapes you use or anything like that. Yeah, it doesn't' matter. And be able to, again, be able to draw it relatively fast. and draw it many times.

**Speaker 2** [00:45:55] just to get that muscle memory.

**Speaker 1** [00:45:56] just to get the muscle memory structure, you know, and try to try to draw you can even try drawing it and you know however ways you want like you know you could just make it really, really simple. you know, but it's the same structure. Just draw it. So here's this one.

**Speaker 2** [00:46:15] perspective circle.

**Speaker 1** [00:46:16] And again, it could be four, it could be five. Get so that this drawing of it, because while you're drawing it, you're not only understanding it, you're burning the neurons to be able to just think it very quickly. Muscle memory. Muscle memory, right? And then what we're going to do is start applying that to your thinking. Start applying it with, we've talked a little bit about all of your mental models are equal to information and organization. Right. Right, so what we are getting you to do is understand them, the moose. Start seeing them out in the world. This one includes information. So you're seeing some information out in the world and you're or seeing the organization of it. But this one is just all you're seeing is just the organization, not the information. You're just getting the organizational structure.

**Speaker 2** [00:47:03] So let me slow that down a second. So when you're in the coffee shop, and you're distinguishing between coffee and tea, the I is coffee and T, and the O is the is-is-not distinction. So I want to make sure that's... So what you're thinking about is the information. The way you're think about it is the organization.

**Speaker 4** [00:47:23] Yes, yes, exactly.

**Speaker 2** [00:47:25] because this concept is very important, but sometimes I think we go a little fast on that one.

**Speaker 1** [00:47:31] Yeah, just think about that network example I gave, right? The network is the organization. If it's a cellular network, that's different than if it's a terrorist network. Right. But the underlying structure of the network has a lot of the same properties, a lot the same dynamics, right. And we know this from network theory that lots of different networks have very, very similar dynamics and very, very similar structures, right, even though they couldn't be, there's wildly different information in those networks. One is. friendship groups of 12 year olds and the other is terrorist networks and the other is molecular networks. What we're getting at is the underlying structure of cognition is the O that's DSRP. O is the same as DSRP and these are the moves of the DSRP moves. So you're practicing the organizational structure and then in this example here like you said at the coffee shop you're of adding in.

**Speaker 2** [00:48:31] A little bit of it.

**Speaker 1** [00:48:32] a little bit of information in things that you're used to seeing.

**Speaker 2** [00:48:35] Because that creates that relevancy application.

**Speaker 1** [00:48:37] You can kind of connect to it and you can practice as you're going about your day without you know you know, I wouldn't walk into a meeting and try to follow your friends right away, you know because

**Speaker 6** [00:48:48] You could, buddy.

**Speaker 1** [00:48:49] You could, but try it at the coffee shop, try it on the way to work, that kind of stuff. Get confident, build up your confidence, but memorize the moves, see it all around you. You're going to be blown away as soon as you do. You're gonna be like, how did I miss this for so, however many years you've been on the planet? You're like, How did I missed this for that many years? And then practice, get a little notebook and just draw the moves over and over and over again. The more you do it, the better.

**Speaker 2** [00:49:18] That's the same as I go in and I do 10 push-ups, 20 push-up, 30 push- ups.

**Speaker 1** [00:49:22] These are your push-ups. Do these and you're going to get really good at it. And then the next step, we'll get to those later, but you'll start applying it. You start mapping conversations, mapping situations, all that kind of stuff.

**Speaker 2** [00:49:35] But this is a good start, and this is doable. If you just start with this and get to this, you're getting there. And then start to really get that memory of the actual structures. But I think the first step is just seeing it everywhere. I mean, I remember when I was, a long time ago, introduced to all of this and wasn't familiar. I literally was like, what is this and what is it? What are the parts of that? And what is the difference?

**Speaker 1** [00:50:02] And you were, I'm sure, shocked at how often these seemingly simple things would baffle you. Like, you wouldn't know the answer.

**Speaker 2** [00:50:14] Yeah, but there was an answer. There's an answer!

**Speaker 1** [00:50:15] There's an answer, but you do you're like how you know, how many coffee mugs have I drank out of in my lifetime?

**Speaker 4** [00:50:22] I never thought about that.

**Speaker 1** [00:50:22] without really understanding what a coffee mug is and how it's different from a glass or how it fundamentally like a good one to practice on what is a sandwich. I always bring that up.

**Speaker 5** [00:50:33] Great debate.

**Speaker 1** [00:50:34] It's a great debate, like does it have a hinge, does it not have a hinge, is a hot dog a sandwich? These are big questions that plague humanity.

**Speaker 2** [00:50:42] But here's the thing. The other thing that was really surprising to me was that you literally could ask these five questions about anything. And no matter what, you always learn something new by asking those five questions about whatever it was, even things you thought you knew a lot about. You learn a lot. And I don't think, I mean, I think that's part of what's so amazing about it is. Because I was never a structural or visual thinker. I was good at school, I was a linguistic learner, I can read crazy amounts and get stuff. But training my brain to start to actually think structurally has completely changed.

**Speaker 1** [00:51:30] Yeah, it changes everything. When you turn your thoughts into object oriented things that can be manipulated and structured and restructured, it becomes you gain tremendous agency over this brain of yours that's doing a lot of subconscious things without your permission.

**Speaker 2** [00:51:47] I also think it really has brought my thinking into alignment with how things actually are because there's structure everywhere. And if you're not paying attention to structure, because like me, I was sort of locked in as a linguistic kind of learner, I never was paying attention to structure as a concept to begin with. So once you get both.

**Speaker 1** [00:52:06] Yeah, it's kind of the iceberg, right? That iceberg is like the top part is the information, and that's where most people spend their lives, is in information. But there's this whole other part under the surface, which is really about the underlying structure of things and then the patterns of the structure.

**Speaker 2** [00:52:25] Because information is everywhere. Yeah. But there's also the way it's organized. So if we can see that, then we're going to get further. Well, so now. Practice, practice, practice. Practice, practice, practice. Now we know where to start, how to start.

**Speaker 1** [00:52:37] It's a lot like pushups, right? If you do pushups for two weeks, two weeks you're gonna see noticeable differences and feel different. Right? And you're going to see differences in the amount of pushups you can do. That's right. Same thing is true here. We're not talking about like, you can literally change your thinking in two weeks by practicing these things.

**Speaker 2** [00:52:56] Definitely.

**Speaker 1** [00:52:57] and you will see noticeable differences, and you'll see, you will have the motivation from those things that you see, just like you get motivation from going to the gym, and you're like, oh, oh this is more motivating, you'll get motivated by the things you notice about yourself, and what you're able to do, and what your able to see, and what are seeing that other people aren't seeing, and you gain motivation by doing this.

**Speaker 2** [00:53:25] Well, and others will notice it in you too, eventually. It's just like, you know, you're walking down the street and say, hey, you look great, you've been working out. Totally. You know, and then you're in a meeting and you're suddenly sort of leading the meeting without intending to, because you're thinking about it differently and you've seen these structures and you'll see that.

**Speaker 1** [00:53:41] practice.

**Speaker 2** [00:53:42] Practice, practice, practice.

**Speaker 1** [00:53:43] Okay.

**Speaker 2** [00:53:44] That's a wrap.

**Speaker 1** [00:53:45] That's a wrap!