

# *Think Better Do Better!*



*It is not what you know, it is  
how you use it. THINKING!*

by

*Min Basadur and Larry Crase*

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# WHY YOU SHOULD READ THIS BOOK

Most people think that being smart depends on “what” you know, in other words, the amount of knowledge you have accumulated including your education and your experience. Today, we have much of the world’s factual knowledge at our fingertips through the Internet, anytime, anywhere.

What does matter today, is not what knowledge you have; it is what you do with it: thinking. Everyone can think but not everyone knows how to. Thinking better will help you make better decisions about your career, getting along with others and most importantly solving problems.

Good decisions create time, bad ones consume it.

Most importantly, improving your thinking will help you tackle any life situation to achieve a better outcome.

This book explains in simple terms how we think. If you want to improve your thinking, this book may be exactly what you are looking for.

Let’s get started – It is easier than you might think!

Dr. Min Basadur- If I had only known then what I know now!

My journey to Think Better / Do Better!, really started when I was trying to decide what direction my life would take after high school. Educationally, I had done pretty well up to this point, but now I had to decide what course I would take in university. I struggled with this decision because, like many people, I had no way to think my way through probably one of the most important life decisions anyone has to make. In the end, I decided to take Engineering Physics at the University of Toronto. Why? Because, I heard that the program was really challenging. My thinking went something like this. If I am successful in doing something really challenging, then that will open up many career options for me and I can decide on a career path later.

I successfully completed the 4-year program but I found it hard to relate to much of it. More importantly, I had no better idea of what career I should be pursuing, any more than I did when I started. I must admit, that I was frustrated, and quite frankly a little scared with what to do next.

Fortunately, when I successfully applied for a job at Procter and Gamble, I was given an option of continuing to do engineering type work in the manufacturing section or try something new, the Research and Development

department. I knew that I would not likely enjoy engineering. Research and Development turned out to be exciting and launched me on the path of understanding how people think innovatively and why some people are better suited to certain jobs than others.

Here is what I discovered. Everyone thinks differently, some dramatically so. If you watched someone try to solve a problem, you could observe very different approaches to how they think. Eventually, I constructed a simple tool that allows individuals to determine what they like to do and do well when problem solving. I also discovered that these likes and do wells determined how well they handled different kinds of situations. Most interestingly, I discovered that people handled specific situations differently, depending on their thought process. The differing thought processes could predict career direction.

In my case, I came to understand that Engineering taught an Optimizing Style of thinking. Optimizers like to analyze and find the best solution to a problem, then plan for implementation. I was a Generator, and I didn't know it. Generators like to continually look for new problems, opportunities and possibilities. They like to get things started. My career in Research and Development gave me that opportunity, whereas a career in manufacturing would have been a struggle for me.

I asked myself, "If I had only known this about myself and my decision to go into Engineering Physics, I would

have made a different decision about spending four years of my life". When I decided to write this book, I wanted to help people deal with decisions, big or small. This book provides a process to understand styles of thinking, and improving how to solve problems. In other words, how to Think Better / Do Better!.

## Larry Crase's Journey to Thinking Better

As a graduate engineer, I joined Texaco Canada in the industrial sales division. As my technical knowledge grew, I was rewarded with increasing levels of responsibility. That all changed when I was promoted to a position in the Information Technology department, an area in which I had absolutely no technical expertise. This was a huge departure for me. In the past I was rewarded for my technical expertise. In his new position I no longer had that advantage.

In the introduction of this book, we suggested that success is not based on what you know, but on your ability to think. This idea was about to be put to the test.

Over the next 3 months, I focused my attention on helping my technical staff think and solve complex technical information and business problems. I was no longer the technical expert. Instead, I facilitated working sessions, in which individuals and teams were invited to share their knowledge and make decisions based on what problems needed to be solved and then implementing impactful

solutions. This real-life experience convinced me of the importance of a thinking process.

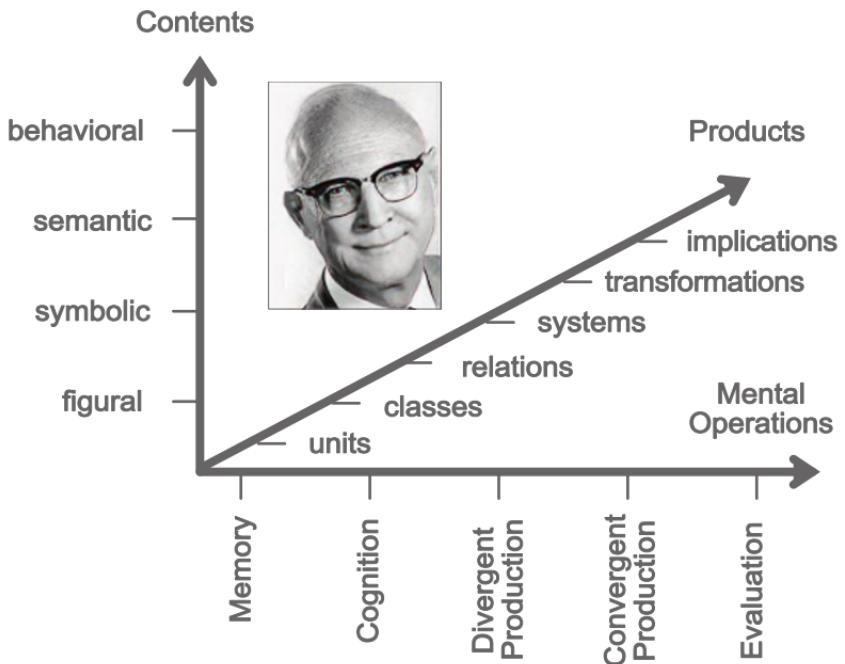
Over the past 35 years I have worked with individuals and organizations around the world helping people and teams think better. I have been rewarded time and time again to observe clients achieving impactful results based on the use of a thinking process.

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# Structure of Intellect Model



A scientific understanding of how we think was developed by Dr. J.P. Guilford of the University of Southern California in his landmark research study called, The Structure of Intellect Model. It provided a simple way to understand the different ways people think.

He identified four key thinking operations we all have.

- First, there are two opposing ways of gaining knowledge: Experiencing things (I will learn by trying it), versus abstract thinking (I will not try it until I understand it better). For example, if you just purchased a new tool, some people would learn by

starting to use it. Others would read the manual first to learn how to use it before they try it.

- Both ways work but they are different ways of gaining knowledge.

Second, there are two opposing ways of using knowledge: Ideation (I will use my knowledge to create options), versus evaluation (I will use my knowledge to choose the best option). For example, some people will think of all the different ways they could use the new tool. Others, would immediately think of the very best way to use the new tool. Again, both ways work, but are different ways of using the knowledge we have gained. These two thinking differences about how we gain and how we use knowledge are a simple and scientifically valid way to help us understand how we and others think.

There is a simple way to visualize how these differences apply to each of us. Let's start with gaining knowledge.

## Two Different Ways of Learning

Learning by Direct Experience



Learning by Detached Abstract Thinking

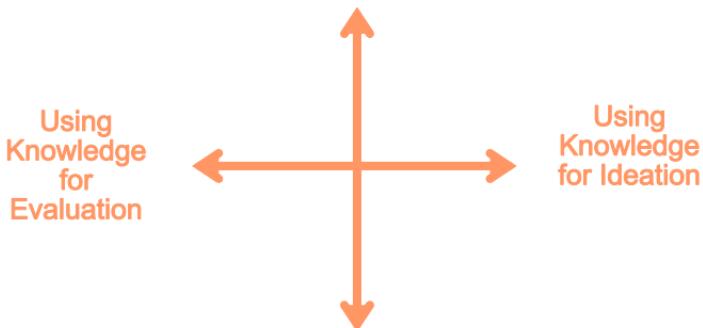
How people gain knowledge, that is learn, is personal and individualistic.

- Some learn by direct, concrete experience, by getting personally involved, getting their hands dirty.
- The opposite way is by detached abstract thinking, by standing back and observing, analyzing, theorizing to understand.
- In our diagram, the two different ways we gain knowledge are represented by a vertical line.
- While we all favor one over the other, everyone's approach in how they learn is somewhere in

between the two extremes on the line. There is no right or wrong, it just helps us understand the differences in how people think.

Now, consider how people use the knowledge they have gained. This is another way to understand the differences in how people think.

## Two Different Ways of Using What We Learn

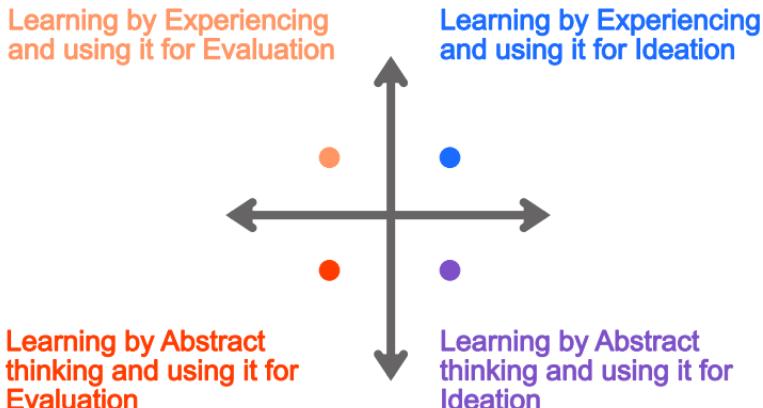


Again, how people use their knowledge, is also personal and individualistic.

- For some, they use their knowledge to ideate or create many ideas, options and different points of view while deferring judgment.
- For others, they prefer to use their knowledge to evaluate or to judge and select from those many ideas, options and points of view.
- In this diagram, the two different ways we use knowledge are represented by a horizontal line. While we all favor one over the other, everyone's approach in how they use their knowledge lies somewhere between the two extremes on the line. There is no right or wrong, it just helps us understand the differences in how people think.

Now let's see what happens when we put the vertical and horizontal lines together.

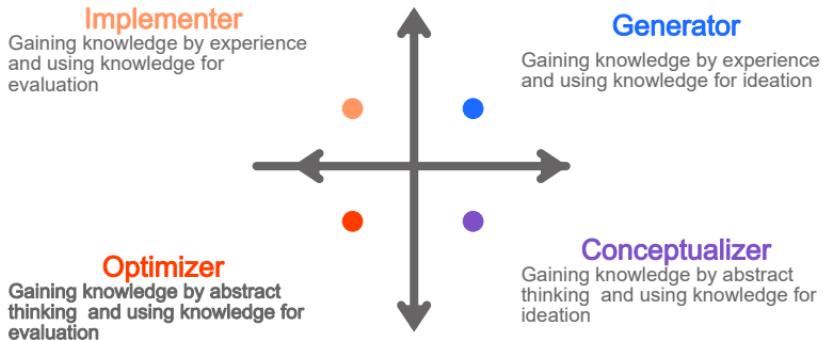
## The Two Profile Axes



When people identify their unique position on each line, the result is a dot in one of four sections. This dot represents the unique combinations of how people prefer to gain and use knowledge. We call these different preferences, thinking styles.

The different combinations of how a person gains knowledge or learns and uses that knowledge creates four different styles of thinking.

# The Combinations Create Four Different Styles of Thinking



1. There are people who like generating new opportunities and possibilities, that is finding problems worth solving. They prefer to get things started by experiencing and ideating. We call these people generators.
2. There are people who like conceptualizing, that is fully understanding and defining the problem or opportunity before taking any action. They prefer abstract thinking and ideating. We call these people conceptualizers.
3. There are people who like optimizing, that is picking the best option by analyzing alternatives. They prefer abstract thinking and evaluating. We call these people optimizers.
4. There are people who like implementing new ideas, taking action and getting results. They prefer experiencing and evaluating. We call these people implementers.

Now which one of these thinking styles is most like you?

# Quick Style Assessment

## Implementer

- I like becoming involved in new experiences
- I like to try things out rather than "mentally test" them
- I consider myself a risk-taker. I don't need to understand something before I act.
- I am willing to try as many different approaches as necessary until I find one that sufficiently acceptable to those affected by the problem.
- I tend to be enthusiastic, but can be impatient as I try to act on plans.

## Generators

- I like to get things started by getting involved, gathering information and questioning.
- I like imagining the possibilities and sensing all kinds of new problems and opportunities.
- I can see the good and bad side to almost any fact, idea or issue.
- I am comfortable with ambiguity
- I'm will to let others take care of the details

## Optimizer

- I do best when there is a single **correct** answer or optimal solution to a problem.
- I can sort through large amounts of data and pinpoint "what's wrong" in a given situation.
- I am confident in my ability to make a sound evaluation and select the best solution to a problem.
- I tend to lack patience with ambiguity.
- I prefer not to spend much time thinking about other ideas or points of view or how different problems relate to one another

## Conceptualizers

- I tend to form quick associations, define problems , conceptualize new ideas, opportunities and benefits.
- I excel at inductive reasoning, in distilling seemingly unrelated observations into an integrated explanation.
- I don't like proceeding until I have a sound understanding of the situation.
- I would prefer not to have to prioritize among good or not fully understood alternatives.
- I prefer ideas rather than moving to action.

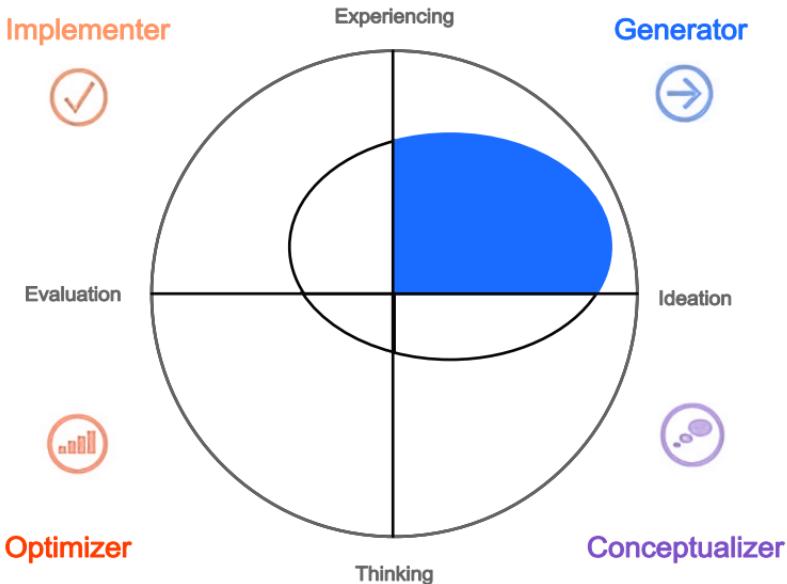
What style are you?

Take a look at the descriptions of the four different thinking styles on this page. You might like the description which relates to more than one style, but select the style that describes you the best. In reality we are all blends of all four, but usually one will stand out. Use this style as yours for the rest of this book.

# Thinking Styles

Now, let's better understand these styles in more depth. We call the four styles: generator, conceptualizer, optimizer, and implementer.

Are you a Generator?



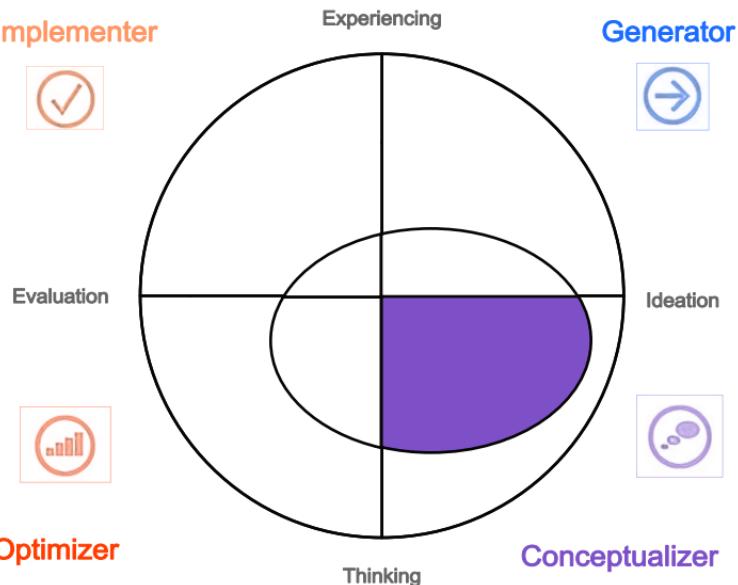
**Generators** are initiators, finders of good problems, and are very sensitive to the world around them. They like to get involved personally and are comfortable with the new and unknown. Through their experiencing they imagine possibilities.

The Generator is very comfortable with ambiguity and enjoys seeking and dealing with lots of information and potential opportunities. Generators are most comfortable in the early stages of problem solving.



Thomas Edison was known to be a terrific problem finder. He would find problems people had and share them with investors to choose which ones they would fund. He had over 1100 patents which demonstrates how prolific a problem finder he was. Many of his inventions, like the gramophone, recording human voice, involved his finding a problem people did not even know they had.

## Are you a Conceptualizer?

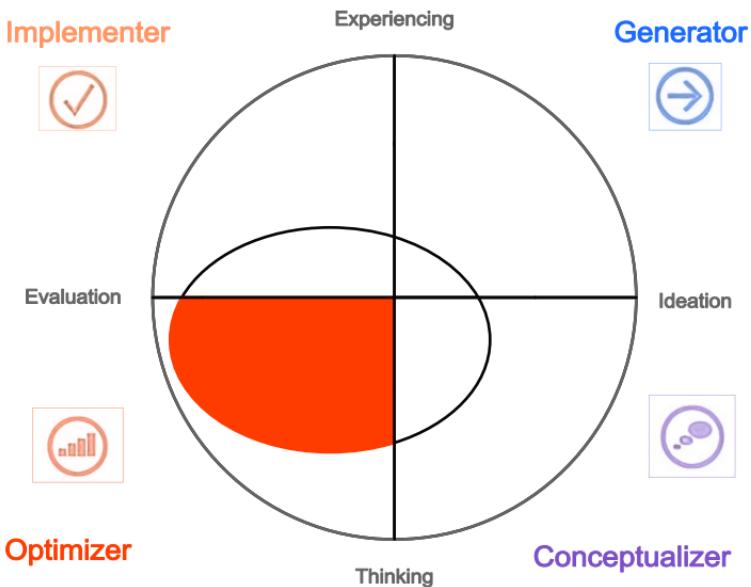


Conceptualizers are most comfortable in defining problems and creating ideas which might solve them. They are abstract thinkers and are very good at taking a wide range of seemingly unrelated facts, thoughts, and possibilities and combining them to see how they all fit together into the big picture. This involves patiently developing an understanding of the situation. Conceptualizers are most comfortable in the early to middle stages of problem solving.



Steve Jobs was known to be a fantastic problem definer. Once he saw an opportunity he wanted to pursue he would direct all of his energies to understand everything about it. As an example, he reimagined what a smart phone could do for a user. He defined the problem to be “How might we create a phone which is more interactive and has more space for applications?” A problem that no one else was paying any attention to. His idea was unique and his insights allowed him to create the iPhone which leapfrogged all of the dominant players including Blackberry.

## Are you an Optimizer?



Optimizers like to gain knowledge by abstract analysis and logic and use the knowledge for evaluation. They enjoy being involved in the practical solution of a well-defined problem. They prefer planning and organizing concrete steps for solving the problem to make ideas work in the real world. These inclinations make optimizers most comfortable in the middle to later stages of problem solving.



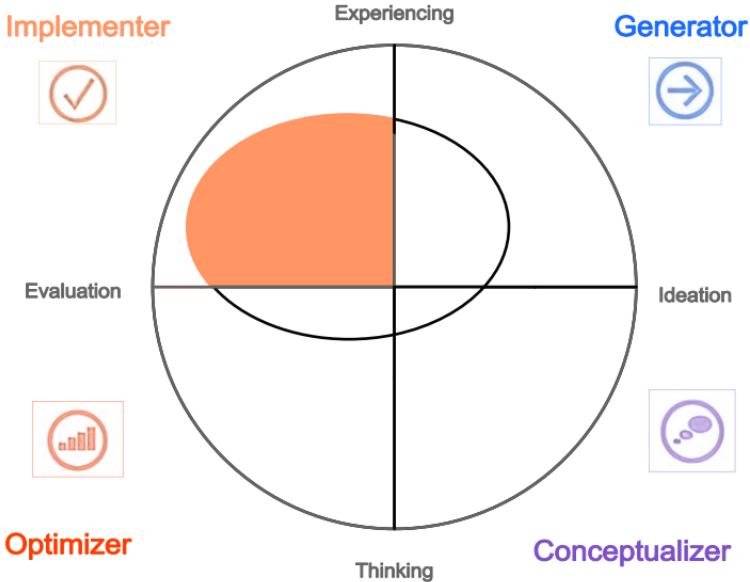
“Without data  
you’re just another  
person with an  
opinion”

Edward Deming

Data Scientist

W. Edwards Deming was known to be a terrific solution improver. He was never satisfied with the status quo. He would gather and analyze data to identify opportunities for improvement of established manufacturing methods. Deming was an American and visited all of the major US automotive companies to try convince them that there was a better way to manufacture quality vehicles. They did not listen. The Japanese invited him to share his approach with them. He did, they listened to what he had to say and they believed it. Within three decades, the Japanese took market leadership away from the US manufacturers, with Japanese higher quality vehicles at the same price.

Are you an Implementer?



Implementers use knowledge for evaluation and gaining knowledge by direct experience. They don't worry about the "theory" behind a plan or solution. Instead, they like to take the solution and "run with it". Implementers gain acceptance from others for changes and make those changes work and stick. If the solution doesn't work, implementers try another way. Implementers are most comfortable in the late stages of problem solving.

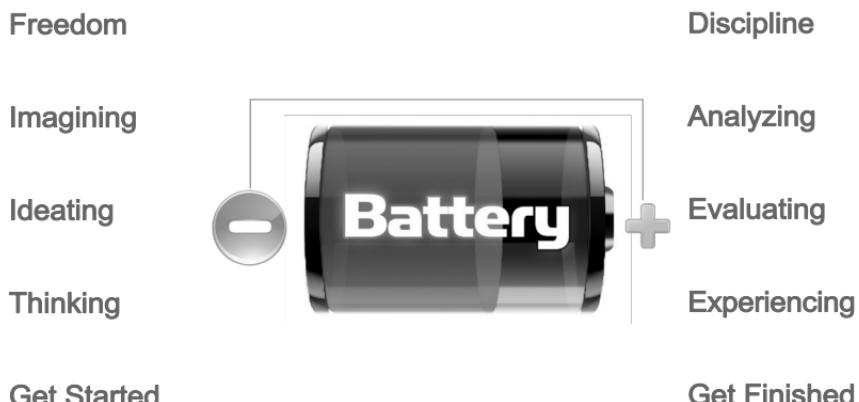


Henry Ford was known to be a great solution implementer. He did not invent the automobile which was a great solution to the problem of transportation. He continuously experimented trying anything that might work to drastically reduce the time and cost to build a car. That is, build a car which was affordable to the masses. He came up with the assembly line approach by which a car chassis would be moved to the worker's station rather than the worker coming to the car.

## Interacting with Others

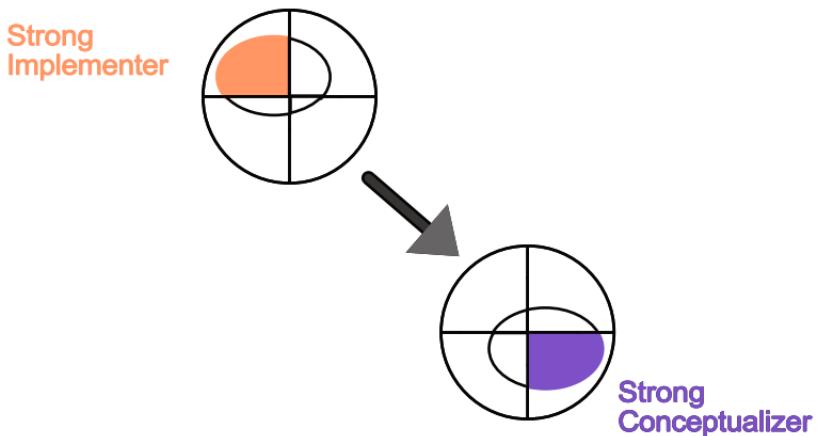
Have you ever wondered why some people seem to just hit if off right from their first meeting and others are like oil and water? They just cannot see eye to eye and seem to argue all of the time. It may be that their styles are very different and cause friction when interacting. Understanding their style provides an excellent insight to these behaviors. Instead of allowing the different styles to bog you down, use the differences in styles to help each other power good problem solving and thinking.

Power (Innovation) comes from tension between opposites



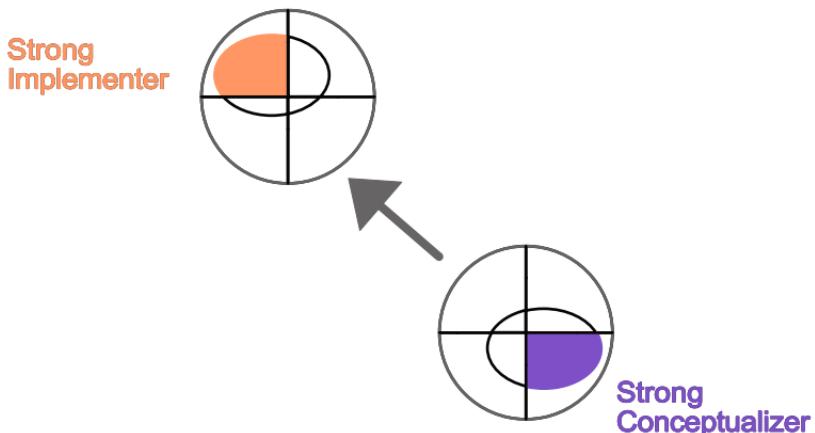
You have had a chance to gain some understanding of your thinking style and the style of others. Let's build on this by looking at how people with opposite styles typically view each other.

### Implementer's View of Conceptualizers



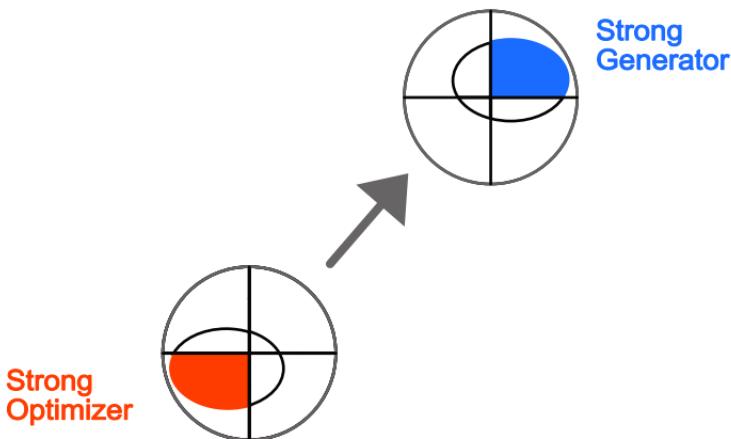
Implementers are inclined to wonder why the organization pays the conceptualizers. They never seem to do anything, just sitting around thinking and not doing.

### Conceptualizer's View of Implementers



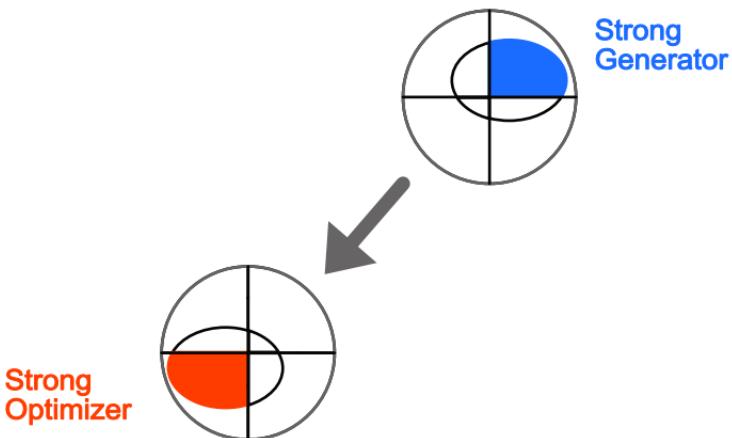
In contrast, conceptualizers are inclined to see implementers as being dangerous. To them, implementers appear to not think before they act and if at first they do not succeed, they will try doing the same thing over and over again. Conceptualizers see implementers as constantly banging their heads against a wall.

### Optimizer's View of Generators



Optimizers are inclined to see generators as unable to focus. They always seem to be working on several different problems at the same time, without getting anything finished. They never seem to know what they want.

## Generator's View of Optimizers



In contrast, generators are inclined to see the optimizers as being too narrow minded and too focused on analyzing one problem. They fail to see the big picture and think they know the right answer but it might be for the wrong problem.

Individuals with a particular style should be more accepting of other's styles. This is particularly true with respect to individuals with opposite styles. To be successful when working with others, you should understand that you need the contribution from people with the other styles to complement your own.

# How Do You Use These Styles?

While you probably were able to choose one style that you liked best, there were probably some descriptions of the other styles that you also liked. This means everyone is a special blend of styles and it is possible to do all the styles even though you don't like them to the same degree. You may find you get frustrated with people who think differently, but depending on the situation, the ability to "shift" among styles is more important than the style you like. This is important if you want to be effective when working through a problem, especially with others. This is because your Style is a state of mind, not a personality trait. Styles are not hard wired.

## Career Preferences by Style

Individuals working in occupations that are aligned with their style are more satisfied and motivated. Over a hundred thousand people who have completed the Basadur Profile have shown an orientation to certain jobs.



For example:

Generators - The occupations that contain the highest proportions of Generators are School Teacher, Academic, Artistic, Non-Profit/University Administrator, Training and Development, and Ad Agency Creatives. First, it must be noted that none of these occupations have significant representation within industrial organizations, except possibly training. Second, for each of these jobs, a case could be made that they are compatible with Generator activities such as exploring new areas of inquiry; initiating new projects; seeking change and imagining possibilities for improvement, innovation and future growth in terms of students, music, art, writing, academic programs and research possibilities.

Conceptualizers - The occupations that contain the highest proportions of Conceptualizers are Organization Development, Strategic Planning, Market Research, Design, Research and Development and IT Senior Consultant. These are all jobs in which understanding and problem definition are vital. Organization, employee and customer needs must be defined so that new products, services, structures, and strategies for future growth can be designed.

Optimizers - The highest-ranking Optimizer style jobs were Engineering, Engineering Design, Manufacturing Engineering, Accounting, Finance, IT Systems Developer, as well as IT Programmer and Analyst. In each of these

positions, practical, precise, and detail-oriented plans, processes and solutions are sought.

Implementers - The highest-ranking Implementer style jobs included IT Operations, Customer Relations, Secretarial/Administrative Support, Project Manager, Sales and Manufacturing. From the handling of customer complaints to the need to minimize IT downtime, these positions all demand short-term problem-solving activities and quick delivery of results.

Alignment is also important with level of the organization. When a person is promoted to higher levels of responsibility, this often requires increased levels of the conceptualizer style. Why? Because their job involves finding the right pathway for the organization. This is problem definition, in other words conceptualization work. The percentage of Conceptualizers increases and the percentage of Implementers decreases with increasing levels of responsibility. People with lower-level jobs typically execute assigned tasks, in other words implementation work, to achieve the more strategic goals and objectives developed in conceptualizer work.

So, what happens if there is not a strong alignment. What do you do? Here is a story about such a situation as related by Min.

## A Career Example



One Friday afternoon, I was sitting at my desk at Procter & Gamble when a colleague, Brad McEwan, stopped by. Brad was not happy in his job and did not understand why. He was part of the Marketing Department, well known for implementing new strategies, programs, products and just making things happen. I asked him to take the Profile over the weekend and we would meet the following week. On Monday, we discovered that he was a very strong conceptualizer in a department dominated by strong implementers. This explained why he was so unhappy.

Together, we discussed his options such as asking for a transfer, leaving the company, or making himself uniquely valuable in his department. He decided to use his conceptualizer skills to enhance his “implementer” department.

Brad carved out a unique, value-added role for himself by firstly creating models of the workflows of Marketing Departments the world over and then secondly recommending changes that could take place to improve their department's effectiveness. Knowing his Profile helped him find a way to get his colleagues to understand how he could contribute and make the department's workflow better. Being different was not only tolerated but was appreciated. He was so successful that he developed a worldwide reputation and demand for his model building services, throughout the company.

### Getting Along With People Better

Our scientific research proves that corporate teams with a mixture of styles will outperform teams made up people with the same style. On the other hand, teams made up of people with the same style did not perform as well, but did enjoy working together more than teams made up of people with different styles. Why?

In order for a team to be successful, contribution is needed from all four thinking styles. We often get frustrated with people who think differently than we do. However, if we accept that all four styles are needed to make a valuable contribution to team success, we can overcome our frustration. The team success is based on its ability to move together through all four styles. To get things started, generation is about finding new problems to solve. Conceptualization follows, when the problem is defined well. Optimization is next which involves selecting the

best solutions to the problem. And finally, implementation which necessitates taking action and implementing the solution. For example, it is not ok if one member wants to define the problem and another wants to take action to implement a solution at the same time. The key is for the team members to work together to synchronize their styles.

Leaders of teams should not make the mistake of selecting members who think the way they do, that is have the same style. It is a recipe for team failure.

If you are trying to solve a problem of your own, just shift your style as needed. This may be easier than you think because your style is a state of mind and changeable, not a hard-wired personality trait.

## Style Shifting to Meet the Situation

Consider the Situation



Your ability to shift your style is really important when you tackle different situations.

For example, a very fuzzy problem situation might call for more generation and conceptualization and less implementation and optimization. Understanding your preferences can help you compensate for potential style gaps.

Let's look at four different situations to illustrate the power of assessing the situation and adjusting your style to better handle it.

## Situation 1



In situation one you have just been warned that you are headed for a large revenue shortfall. This is very unexpected, and nobody has any idea or understanding why.

Assess this challenge: which of the four styles should you be operating in to be effective?

The clue here is that there is no understanding of the situation. The problem needs to be defined first, before any solutions are considered. Therefore, you need to be in the conceptualization state. You need to be asking Why? In contrast, if you decide to be in the implementation state, you could just lay off a bunch of people to fix it immediately but the real problem would persist.

Now, let's look at some coaching tips to help you perform conceptualization better.

- Listen carefully to understand what others are saying in meetings;
- Take the time to explain your thoughts and reasoning fully, simply and clearly;
- Restate negative thoughts as positive opportunities beginning with the phrase "How might I ...?";
- Try to define problems from different angles. Ask "Why is this a problem for me?" and "What is stopping me?" to discover insights that were not apparent at first;
- Never be content with a single good idea. Create many to select from; and
- Take the time to turn initial thoughts, even seemingly impossible approaches, into workable ideas.

Let's look at another situation.

## Situation 2



In situation two, you are leading a team which has developed a number of outstanding new solutions. The team members are now running into unexpected difficulties taking action, at least partly because the uniqueness and unfamiliarity of the ideas are causing some people to feel uncomfortable and throw up roadblocks. Several members are suggesting that perhaps these solutions weren't so good after all. There is a team meeting coming up.

With this scenario in mind, assess the challenge. Which of the four styles do you want your team to be in?

While at first glance it may seem that the correct stage would be optimization -- meaning the ideas need to be re-evaluated -- this is actually a problem of implementation.

The solutions have already been evaluated as outstanding. Teams often run into resistance when attempting to have new ideas accepted and put into play. Implementation is a tough job and requires real creativity. Avoid allowing your team to take the easy way out and waste valuable time by retreating back to optimization.

Here are some coaching tips to help you perform implementation better.

- Visualize successful implementation and act on what you see;
- Set concrete deadlines for yourself and share them with others;
- Get something done early in the day, regardless of how important, to burst the procrastination bubble;
- Complete something easy from your to-do list to practice taking action; and
- Keep next steps visible and be deliberate about keeping things moving forward.

Now onto Situation 3.

### Situation 3



In situation three, you and your team have been totally focused on meeting the annual budget and your short- term operational goals. You have not introduced any real “breakthrough” ideas in at least two years. Customers are starting to suggest that your offerings are losing relevance in the marketplace.

With this scenario in mind, assess your challenge. Which of the four styles should you and your team shift into?

Clearly, this situation calls for you and your team to be in generation mode. You have been operating in the implementation style, and are likely comfortable with the status quo. Perhaps you and your team should re-engage with their customers, to discover new needs and ideas and help the organization move forward into new territory.

Want to perform better in generation? Try these tips.

- Regularly talk – and listen – to those who have different styles and perspectives from your own, to discover new insights;
- Keep a list of problems, possibilities and opportunities you might want to explore;
- Share the list with others to add to it; and
- When confronted with a problem, ask yourself what is good about it five times to turn it into an opportunity.

Now Situation 4.

## Situation 4



In situation four, the upcoming and very important meeting has many more substantive items on the agenda than you feel can be reasonably tackled in the available time.

With this situation in mind, assess your challenge. Which of the four styles do you want the meeting participants to be working in?

This is a clearly a case when the meeting participants need to be in the optimization style. They must evaluate the list and prioritize the most important problems. The worst thing would be if the generators took over and added even more items to the agenda.

Now some coaching tips to perform Optimization better.

- Make a daily to-do list and prioritize it. Do the most important items first;
- Avoid leaping to a solution. Take the time to think of important criteria to judge ideas without bias;
- Practice converting promising but imperfect ideas into practical solutions. Do not discard them too quickly;
- Never leave a meeting without an action plan, even if it only covers the next few steps;
- Make sure to create a concrete action plan for every worthwhile solution you want to implement; and
- Ask yourself, “What’s next?” in every step of your action plan.

Let's do some practicing.

## Using your Style to Problem Solve

Let's guide you through a practice problem solving session to illustrate the relationship between thinking styles and solving a problem skillfully.

1. To begin, let's generate and this is finding the problem or Problem Finding. To personalize this exercise, you can choose a problem of your own and write it down or you can consider a couple of problem examples such as:
  - Many of our teams get stuck, frustrated and miss deadlines.
  - We have lots of ideas, but very few get done.
2. Second, let's conceptualize and this is called defining the problem or Problem Definition. This step will transform your problem into a challenge, starting with the phrase "How Might I?" and write it down. Proceeding with the above sample problem "Many of our teams get stuck, frustrated and miss deadlines." The following questions might provide guidance to achieve problem definition:
  - How might I help our teams get more things finished on time?

How might I reduce frustration in our teams?

3. Third, it's time to Optimize and this is finding a good solution. Think of a solution to your defined personalized problem and write it down or, continuing with our sample problem, here are some solution examples to the selected challenge, "How might I help our teams get more things finished on time?"

- Provide time management training to the teams.
  - Provide deadline reminders regularly to the teams.
4. Fourth and lastly, let's implement your solution. Write down an easy next step to make the solution happen with your personalized problem. Or, with our sample problem and the solution noted above, "Provide time management training to the teams." a next step might be.
- Contact, propose and secure agreement with the Human Resource department to develop and fund an appropriate training program.

Well done, you have worked through each stage of the problem-solving process for the first time. Going forward, the key to effective problem solving is to establish a routine of always following the four stages, in the sequence just experienced with the above exercise.

### **The Role of Style in Problem Solving**

As you experienced, each of the four stages of problem solving is aligned with four distinct thinking styles. You will have a favorite style; however, your ability to shift your style (as you move through each stage of problem solving) is necessary to achieve the best result. Yes, you can problem solve on your own, but the benefit of working within a team of people where the four styles are represented, presents the optimum situation for incredible results. In other words, style opposites do present challenges but these challenges make sure that each of the four steps are diligently addressed.

An example of style opposites can be found with generators who are very comfortable with finding new problems, in other words get things started. Optimizers have difficulty seeing the value of this stage. They like to problem solve one problem at a time and are really frustrated when generators cannot pick one problem to focus on. They see this ambiguity as a waste of time.

Conceptualizers excel at problem definition. For them, defining the problem well is critical and must be done before moving forward. On the other hand, implementers have difficulty seeing the value of this stage. They feel they already know what the problem is and are anxious to do something about it.

Optimizers are adept at evaluating alternative solutions and selecting the best one to implement. Conversely, generators lose interest in this stage. It is tough for them to be excited about the details. They have already thought about new problems that should be tackled.

Implementers enjoy taking action and getting results. On the other hand, conceptualizers often feel that more time should have been spent defining the problem to make sure there is the right focus.

Another way to understand the differences in styles is to consider that both generators and conceptualizers like to ideate. That is, they are very adept at developing

options. In contrast, optimizers and implementers prefer to evaluate, that is converge and pick the best option.

Each style has an important role to play in solving the problem. Failure to execute any stage in the problem solving process will undermine your likelihood of success. There is a process, a routine to establish and an acceptance that all styles are necessary. As you work through all four stages of problem solving, learning the ability to shift your style preference is probably the most important take away in understanding the role of styles and how you can apply it.

## The Recap

Learning how you think can be life changing once you come to understand how you and others think. Thinking styles enable you to handle many different situations better.

Try using your thinking style to make better career decisions for yourself.

Try to understand people's behaviors when they interact. For example, why might they frustrate each other? Might it be because they have different ways of thinking? Perhaps you can help the situation with your understanding of styles and the suggested coaching tips.

Try to use your understanding of thinking styles to better handle your own problems. Some problems may be more apparent than others.

When you have a problem, decide which of the four styles you will need to perform to resolve the problem. You do have the ability to shift. You may not like all of the styles, but if it is important, you can do it.

Or maybe, you do not feel that you have a problem. In this case apply your generator style which involves proactively

looking for new problems, opportunities and possibilities. Is this not a better approach, instead of just waiting for something to be presented to you?

Try using the coaching tips to help yourself think, engage with others and problem solve better.

## Going Forward



It is now all up to you. We urge you to put into practice your new understanding of thinking styles and how it helps you think better. Trying something new almost always feels uncomfortable at first. The key is to take the plunge and try it. As the poet Keats once said, "*Nothing is real until it is experienced.*" To make "*Thinking Better*" a permanent part of your life, keep applying what you have learned about styles, and you will become an increasingly skilled and confident thinker.

It's not what you know it's how you use what you know. For a more detailed and scientific presentation of thinking styles we invite you to take the online Basadur Profile by visiting both: [basadurprofile.com](http://basadurprofile.com) and [basadur.com](http://basadur.com).

# Think Better / Do Better!

- Thinking is difficult ; that's why so many people judge. — Carl Jung
- Some people study all their life, and at their death, they have learned everything except to think. - Domergue
- Things won't get better unless you think better. — Soul-Stones
- Keep challenging yourself to think better, do better and be better. — B. J. Barathay
- When we are determined to think better, we are determined to live better. – Joel Osteen



## DR. MIN BASADUR

has spent a lifetime researching, publishing, teaching and coaching individuals, teams and organizations how to tackle problems creatively. His widely used Basadur Profile has been instrumental in helping people understand how they think and what actions they can take to be more successful. He continues to work with his worldwide network to further his efforts to help others to think more innovatively.



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