**Basic Definitions**

**Outcomes-Based Thinking (OBT) -** Outcomes-Based Thinking (OBT) is a powerful technique, closely related to Design Thinking and Lateral Thinking, that refocuses attention on the results being achieved rather than current habits or established processes. By intentionally looking past routines and surface perceptions—whether of objects, workflows, or technologies—OBT frees the mind from conventional constraints and reveals the true outcomes at play. This approach encourages fresh perspectives and nurtures what Zen teacher Shunryu Suzuki described as “a beginner’s mind,” where, as he famously said: “In the beginner’s mind there are many possibilities, but in the expert’s there are few.”

**The GPS** - This is a device built for businesses. It functions like the GPS in your car or on your phone. It is a three-dimensional model that visually describes (1) what must be done to reach the GPS destination - these are outcome statements. The second and third dimensions are ‘How’ and ‘Why’. These defined the logical relationship between outcomes. The most important uses of the GPS include: Getting the organization to focus on the outcomes that have the highest priorities in reaching the destination; aligning and linking resources and activities to those priorities.