“time to think”

“creating a thinking environment”
**PERSONAL REFLECTION**

- Please note all thoughts, ideas and feelings that you had during this section.
- Please note 3 things that you could use in a coaching session.
- Please note 3 concrete instructions for yourself about how you can improve your coaching skills.

**TIME TO THINK BY NANCY KLINE**

- Listen to ignite the human mind.
- Most people think they listen well, but they really do not at this level.
- Listening this way is a radical act.
- This is a model of human interaction that dramatically improves the way people think, and thus the way they work and live.
- Listening is the core of this method.
- We must learn how to help people to think for themselves.
“thinking for yourself is the thing on which everything else depends”

- When was the last time someone asked you, “what do you really think, I mean really?”
- And then waited for you to answer at length without interruption?
Everything we do depends for its quality on the thinking we do first.
Our thinking depends on the quality of our attention for each other.
Thinking is also a thing of the heart.
A thinking environment is natural, but rare.
It has been squeezed out of our lives and organizations by inferior ways of treating each other.
It is all about a place where good ideas abound, action follows and people flourish.
Incisive questions increase the functional intelligence of human beings.

“"I cannot teach anybody anything, I can only make them think”.\"
1. **Listen** – take over and talk.
2. **Ask incisive questions** – know everything.
3. **Establish equality** – assume superiority.
4. **Appreciate** – criticize.
5. **Be at ease** – control.
6. **Encourage** – compete.
7. **Feel** – toughen.
8. **Supply accurate information** – lie.
9. **Humanize the place** – conquer the place.
10. **Create diversity** – deride the difference.

### 10 Components of a Thinking Environment

1. **Attention**
   - Listening with respect, interest and fascination.
   - The quality of your attention determines the quality of other people’s thinking.
   - The best conditions for thinking, if you really stop and notice, are not tense.
   - They are gentle, they are quiet.
   - They are unrushed, they are stimulating but not competitive.
   - They are encouraging, they are paradoxically both rigorous and nimble.
2. Incisive questions

- Removing limiting assumptions.
- Freeing the mind to think afresh.

3. Equality

- Even in a hierarchy people can be equals as thinkers.
- Knowing you will have your turn improves the quality of your listening.
4. Appreciation

- Practicing a five to one ratio of appreciation to criticism helps people think for themselves.
- Change takes place best in a large context of genuine praise.

5. Ease

- Ease creates
- Urgency destroys
- When it comes to helping people think for themselves, sometimes doing means not doing.
6. Encouragement

- Competition stifles encouragement and limits thinking.
- To be “better than” is not necessarily to be good.

7. Feelings

- Allowing sufficient emotional release to restore thinking.
- Crying can make you smarter.
8. Information, sometimes

- Providing a full and accurate picture of reality.
- The thinker needs information – at the right moments.

9. Place

- Creating a physical environment that says back to people “you matter.”
10. Diversity

- Adding quality because of the differences between us.
- Diversity raises the intelligence of groups.