**Insights into Two Modes of Human (Mental) Activities**

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| --- | --- | --- | --- | --- |
| Easy | Common | Specialized | Careful Observation | Our Main Issues |
| **Thinking Mode** | **Automatic Mode** | **Source** |
| Minds | Hearts | Common metaphor |
| Conscious | Subconscious (or Unconscious) | Psychology |
| Left Brain |  | Now a metaphor |
|  | Emotional Intelligence | Daniel Goleman1 |
| “Hard” Success Factors |   | Business metaphor |
|  | Thinking outside the “box” | Common metaphor |
| Cognitive Therapy |  | Psychology |
|  | Tacit Knowledge | Michael Polanyi2 |
| Verbal communications |  | Common knowledge |
|  | Implicit Bias | Sociology/Psychology |
| Management “Science” |  | Business metaphor |
|  | Emotion-based legal arguments | Jury trials |
| Sequential Decisions |  | Jack Welch3 |
|  | Branding-based marketing | Product sales |
| Explicit problem solving |  | Why intuition is illusive |
|  | Automatic skills | Sports, music, language… |
| Normal Science |  | Thomas Kuhn4 |
|  | Low Road | Daniel Goleman5 |
| Rider |  | Common metaphor |
|  | Thinking Fast (System 1) | Daniel Kahneman6 |
| Operations/Strategy Processes |  | Bossidy and Charan7 |
|  | Theories in Use | Argyris and Schon8 |
| Single-Loop Learning |  | Chris Argyris9 |
|  | Not story (thought-stream) based | Stories in one mode only  |
|  One story (thought stream) at a time |  | Sequential vs. simultaneous |
|  | Processes systematic complexity | Different complexity types  |
| Understands/produces stories |  | Stories and language |
|  | Rapidly processes image details | Handling imagery |
| Directly understood/managed well |  | Forms of understanding |
|  | Opaque/Hidden/Unaware/**Elusive** | Types of access |
| Transparent realities |  | Visibly to realities |
|  | Unintentional/**Anti-Intentional** | Dealing with intentions |
| Path to establish veracity |  | Careful observation |
|  | **Certainties**/Beliefs | **(Our issue!)** |
| Knowledge |  | **(Our issue!)** |
|  | Difficult/**Traumatic to change** | **(Our problem!)** |
| *Thinking-Self* |  | *2Selfs Theory* |
|  |  |  |

1. *Emotional Intelligence: Why It Can Matter More Than IQ*
2. *Personal Knowledge: Towards a Post-Critical Philosophy* – also, *The Knowledge-Creating Company* by Takeuchi and Nonaka
3. *Winning* – “Much has been written about the mystery of gut, but it's really just pattern recognition”
4. *The Structure of Scientific Revolutions*
5. *Social Intelligence: The New Science of Human Relationships*
6. *Thinking, Fast and Slow*
7. *Execution: The Discipline of Getting Things Done*
8. *Theory in Practice: Increasing Professional Effectiveness*
9. *Double-Loop Learning in Organizations*