**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*