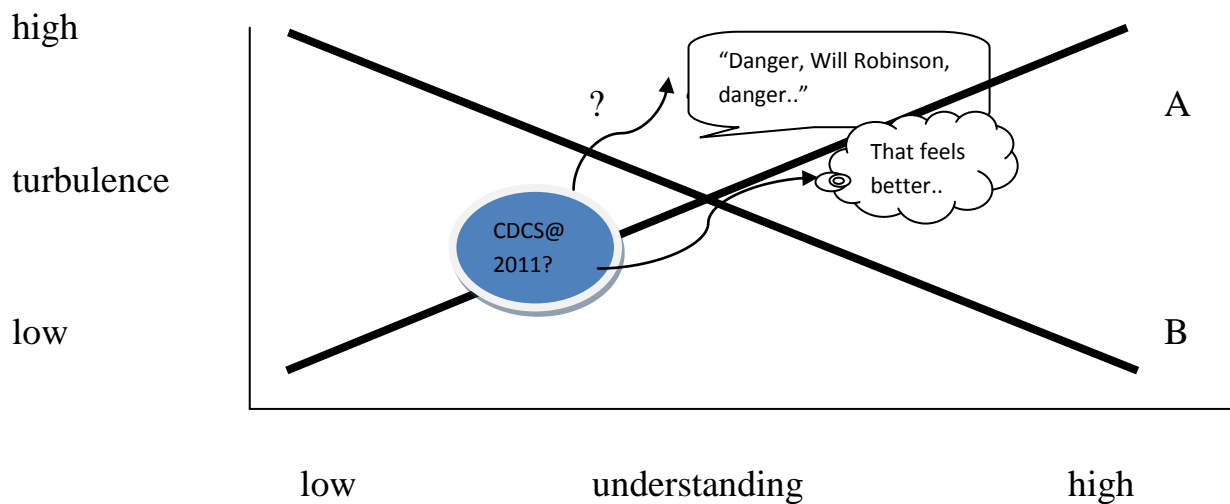


## Habits of Mind for Cultivating Strategic Thinking & Learning

(adapted from Napolitano and Henderson, 1998, and things School Never Taught Us)

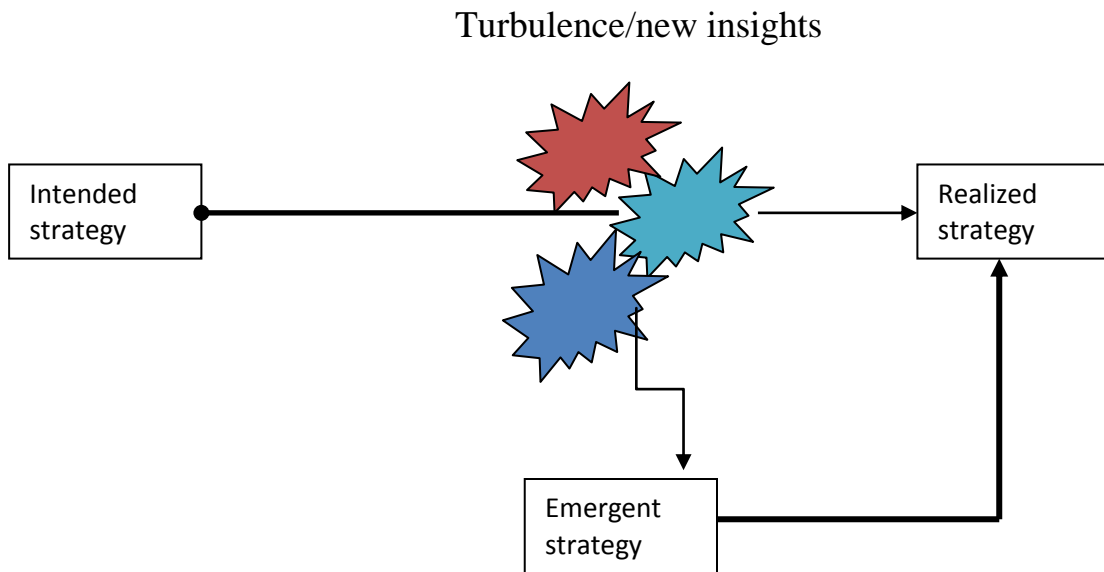
- Using your Whole Brain, cultivating both Left and Right Brain Thinking: Which do you like to use? How do you know? **What 'messes You up'?**
  - Embracing Change , regarding **new ideas, approaches and 'change' as sources of opportunity, vitality and life experience**; using the need for change to our best advantage
  - Testing Assumptions, explaining to others *how* we believe what we think we know and asking others what they think (and about our own positions) , how they might agree w/our personal truths and whether their perspectives influence ours [DO NINE DOT EXERCISE?]
  - Thinking Holistically, **looking at the big picture: not just 'subjects' n 'disciplines' n 'sectors', but inter-relationships, partnerships, visual vs. oral, and 'broad social & organizational systems' for understanding**, addressing problems and advancing change
  - Tolerating Ambiguity and Paradox, **working well in 'messy' situations where information and objectives are uncertain or maybe conflicting, living with questions that allow for discovery**
  - Shifting Paradigms, reviewing our held beliefs, adapting thinking to accommodate **emerging ideas, other insights, possible discoveries and avoiding too much reliance on 'how it's always been done', or I've always thought about it..**
- 

### How Should Our Strategy (and staff, skills, structures, and systems) Fit & Move with a 'Turbulent' Environment?



Temptation for Orgs to 'control' n slide back, n down B, but Learning means driving hard to move up along A

## Emergent/adaptive Strategy (Garra, 2003)



-----

NINE DOTS PUZZLE: (can u connect nine dots w/no more than four straight lines w/out raising pencil from page or retracing a line)

