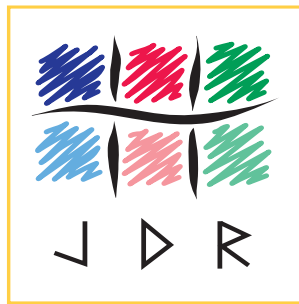


RHODES'S THINKING-INTENTIONS PROFILE

E F F E C T I V E
I N T E L L I G E N C E



THE FACTS ABOUT THE TIP

(Describe What is True)

What is the Thinking-Intentions Profile?

The Thinking-Intentions Profile (TIP) is a unique profile outlining your preferred thinking processes. The way you think influences the conclusions you reach, the actions you take, and the results that follow. Similarly, the way members of a board think is crucial to the success of their decision-making. The TIP provides a language and framework for sound decision-making, and is used by boards worldwide as a tool for directors to identify probing questions that are needed for robust governance discussions. The TIP promotes greater thinking-diversity and equips each member with the tools to use the most effective thinking mode required for a particular decision.

How Did the TIP Develop?

The TIP emerged from research led by Jerry Rhodes from the UK, who had extensive experience in business and management, and a background in education. He was commissioned by *Philips Electronics* (from the Netherlands) in 1977 to develop a system to capture thinking styles, and how they can be used most effectively to increase organisational

performance. Through observing the problem-solving approaches of workers in a range of different roles (management, administration, technical), Rhodes and his team developed a system and a language for understanding different tasks, and the styles of thought required to perform those tasks most effectively. The TIP has developed through more than 40 years of research with thousands of individuals worldwide.

Effective Intelligence

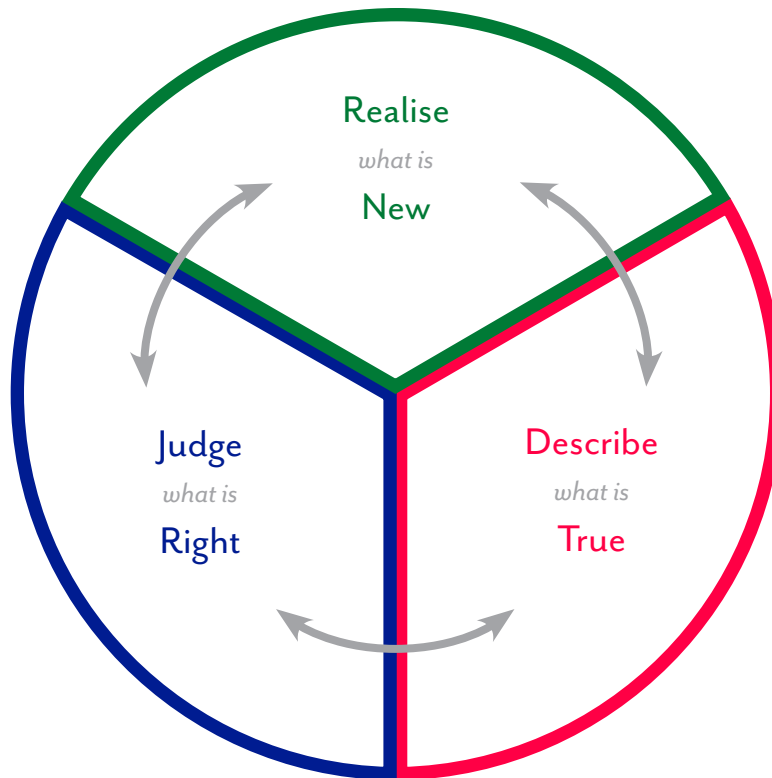
Developing the concept of Thinking-Intentions through his research led to the emergence of what Rhodes termed *Effective Intelligence*, the 'system for learning how to choose the best thing to do (intelligence) and to make sure it gets done (effectiveness).' Rhodes explained that even those who are highly intelligent may not use their mind effectively, or outwork a solution effectively. Effective Intelligence is considered to be a solid scientific model, due to its development from the observation of a naturally occurring process within human beings, rather than through hypothesis-testing.

The Three Colours in Thinking

Rhodes and his team recognised three primary styles of thinking:

- » Judging
- » Describing
- » Realising





The Three Colours in Thinking: When considering a decision, our minds will operate out of one of these three colours, or thinking styles. Working out of one colour at a time, simple and complex decisions will often require us to continually move between categories.

Judging (represented by the colour **Blue**) is the type of thinking used to make a judgement or evaluation, for example right or wrong, good or bad. Weighing information and giving opinions fall within this type of thought. **You judge what is right.**

Describing (represented by the colour **Red**) is the type of thinking used when considering and talking about reality – the truth of what is. This type of thinking searches for high quality, concrete facts. It develops from observation. **You describe what is true.**

Realising (represented by the colour **Green**) is the type of thinking used when you become conscious of new ideas, and consider possibilities for what ‘could be.’ It is the style of thinking used in creativity, when employing the tool of imagination. **You realise what is new.**

The 21 Thinking-Intentions from Rhodes’s research come under the umbrella of these three categories of thought. The 21 modes of thinking are termed ‘Thunks.’ Using the right kind of thinking at the right time for the task at hand is the essence of Effective Intelligence.

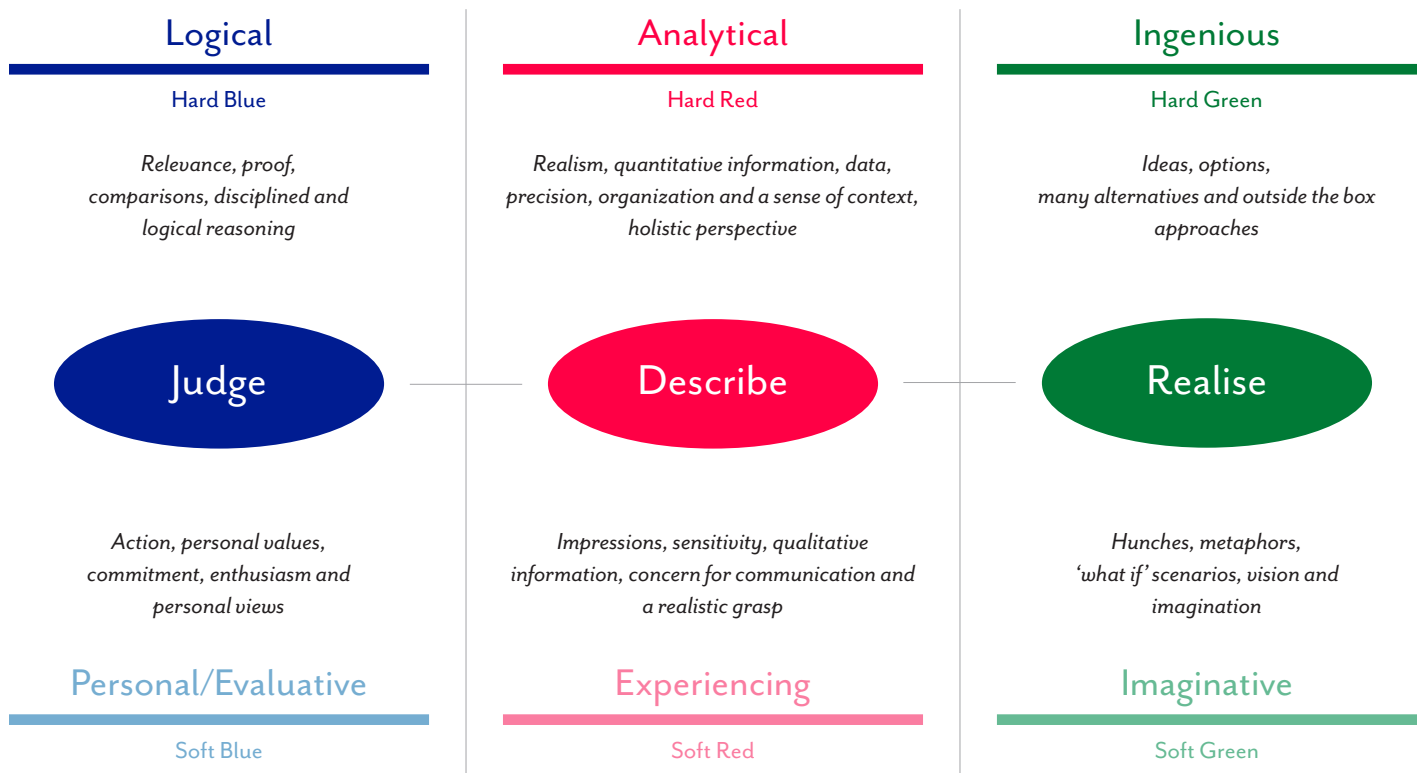
The Six Frames of Mind

Rhodes and his team separated the three types of thinking into two dimensions – Hard and Soft. Hard thinking is objective, concrete, outward-looking, and impersonal. Soft thinking is subjective, abstract, inward-looking, and personal.

Hard Blue thinking is logical and thorough, while Soft Blue thinking is evaluative based on personal principles. Hard Red thinking is analytical, while Soft Red is impressionistic based on personal experience. Hard Green thinking is resourceful and inventive, while Soft Green is imaginative and vision-oriented.

TIP uncovers which of these six mind-frames are your preferred ways of thinking, along with your potential to overuse these, and to avoid, or underuse your less preferred styles.





The Six Frames of Mind: Hard thinking is objective, concrete, outward-looking, and impersonal. Soft thinking is subjective, abstract, inward-looking, and personal.

ASSESS WHETHER THE TIP IS RIGHT FOR YOU

(Judge What is Right)

Why Invest in the TIP?

The TIP not only reveals the habitual ways we think, but the ways we don't – and that's right where the 'gold' is! TIP is able to identify the ways of thinking, and therefore the questions, **that we would not normally ask**. When you have weighty decisions to make, TIP provides *thinking maps* that enable you to identify which thinking mode to use next. TIP thinking maps help you to use true thinking-diversity. You can be sure you have covered all bases, and thought about the decision from all angles.

In family business governance situations, it's very easy for couples and other family members to slip into habitual ways of thinking and become 'trapped' by them. TIP helps to make the process sound. Decision-making with TIP also gives you the confidence to know how to move forward with the process, even when the answer isn't obvious. This is so important when making weighty decisions like the following:

Big decisions: Decisions that are big financially, when investing in one area might limit your ability to invest in another (e.g., buying or selling a property, a large piece of equipment, or infrastructure). Making the decision could change what you do.

Hard decisions: When making an emotionally-loaded decision the implications are huge. The choices are hard because someone close to you might miss out, no matter which choice is made, and relationship challenges could result (e.g., selling the farm, with all the emotional connections and attachments family members have). Making the decision might change where you live, and what you do.

Complex decisions: With the world changing around us, its increasing complexity sometimes confronts us with things we don't know, yet we still have to make a decision.

The TIP can also be extremely useful in the following situations, which may be familiar to you:

- » When there is a lack of thinking-diversity in family-owned businesses or professional firms
- » When the continual generation of new ideas prevents a decision from being made
- » When wanting to avoid unhelpful clashes between board members
- » When a board member resists change, is unhelpful, or dominates decision-making
- » When navigating succession in family businesses



PONDER: HOW COULD YOUR BOARD OPERATE DIFFERENTLY WITH GREATER THINKING-DIVERSITY?

(Realise What is New)

What does greater thinking-diversity sound like?

Equipped with the Thinking-Intentions Profile and supported by TIP training, participants enjoy greater thinking-diversity in their boards. Practically, these people might say:

'By using TIP, we have a quality assurance that our governance decision-making process is excellent. This brings us a lot of confidence, because it's like we have access to expert decision-making.'

'Now for the first time, I understand strategic thinking and its place in our business. TIP has allowed us to unpack what it means to think strategically, so I now know when we need to use it, and when not to!'

'We've got a stubborn person in the family who doesn't like change, and can get argumentative. With TIP we can focus on the process of decision-making and make progress, rather than getting bogged down in disputed facts.'

'Using TIP means the risk of making bad decisions is lower. In the decisions we make now, we are more likely to have considered everything we need to take into account. Our results are more stable, despite what's happening around us, and the bank is happy.'

'When the next generation is sitting in on our board meetings, training them in thinking-diversity is a way of teaching them the right questions to ask, shortcutting the many years it took us to learn to ask the same thing!'



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