

FEELING empathy and intuition

- BRAIN SURGERY, SELF-TAUGHT**
Look at the decisions you have been making in this project. Have you 'felt' your way through them and asked yourself how you feel about them? Ask yourself why you feel this way.
- WHEN THE RIGHT BRAIN GOES WRONG**
Check yourself. Are you sure your right brain is right? People are meaning makers, sometimes our brain tricks us. Are you designing in your world view and not thinking about the bigger picture? Does this suit the company and its key attributes?
- THE MAGICAL MIND**
As well as your instincts, have you given room to your consciousness (your awakesness and awareness)? Be careful, it's slow and easily pushed away by your rational brain!
- LEONARDO'S ASSISTANT**
Have you tried to reunite science and art? Try to look at the world with a holistic and ecological view, just like Leonardo da Vinci. Can you give two examples of where your project has had science meet art?
- THE USES OF BEAUTY**
Have you included any of these: elements of surprise (tingle excitement, emotional pop, interest, memorability), rightness (integrity, fitness for duty, resonance, honesty, authenticity, virtue) or elegance (simplicity, order, efficiency, craftsmanship, restraint, nuance)?
- AESTHETICS FOR DUMMIES**
Have you created beauty in the content, form and associations of the work? Have you considered the sensory and emotive value of the work? Look at the aesthetics toolbox on page 70/71.
- IT'S NOT BUSINESS - IT'S PERSONAL**
Have you paid attention to your audience's concerns, feelings and perspectives? Have you been empathetic? Have you used your emotional intelligence?
- ON WHAT DO YOU BIAS YOUR OPINION?**
Think about your conclusions - have you investigated why you think what you think? Is there a possibility of confirmation bias in your reasoning?

SEEING systems thinking

- THE TYRANNY OF OR**
Have you managed to avoid 'either/or' propositions? Many problems are far too complex for that. Have you embraced the genius of *and* in the work?
- THINKING WHOLE THOUGHTS**
Can you see the entire picture? Have you tried to think in systems, not just in fragments? Draw a rough diagram of the system as a whole and refer it to your team.
- HOW SYSTEMS WORK**
In your work, have you aligned elements, interconnections and purpose? Have you considered the rules (like processes, methodologies and cultural norms) of the system and are you aware of the so-called 'latency trap'?
- GRANDMA WAS RIGHT**
Have you considered things like 'information delay', 'addiction', 'eroding goals', 'escalation', 'the tragedy of the commons', 'rule beating', 'limits of growth', 'success to the successful' and 'the wrong goal'?
- THE PRIMACY OF PURPOSE**
Have you defined the overriding goal? What is the reason that it exists? Does your work reflect the overriding goal?
- SIN EXPLAINED**
Have you thought through how your action will affect others, and what will happen over time? Check the 10 meta commandments on page 124. Think of 'the brand' in the future and how it might change the marketplace and wider entities
- THE PROBLEM WITH SOLUTIONS**
Have you been humble, looked at the problem from a number of perspectives and asked a variety of questions? Consider the questions on page 129.
- THE ART IS IN THE FRAMING**
Have you attempted to view the problem from different angles? Can you easily describe the problem? Have you made a list of everything that is known and unknown? Can you reframe the entire problem into a clear and simple model?

DREAMING applied imagination

- BRILLIANT BEYOND REASON**
Is your idea 1) Adapted from the same domain 2) From a different domain 3) New to you and 4) New to the world (most valuable)?
- THE ANSWER-SHAPED HOLE**
Have you discovered what is, imagined what could be and described the attributes of success (attributes consist of affordances and desiderata)?
- THERE BE DRAGONS!**
Have you fought in the dragon pit (tension between what is and what could be and the place of ideas)? Have you stayed in there long enough?
- A MOST UNPLEASANT YOUNG MAN**
Have you put contrarian thinking to work without alienating the people you depend on? Have you 1) Learnt to recognise judgements 2) Dared to be wrong 3) Stayed in the dragon pit 4) Been disobedient 5) Not waited for research 6) Cannibalised yourself or 7) Stood up for quality?
- THE PLAY INSTINCT**
Have you: 1) Thought in metaphors 2) Thought in pictures 3) Started from a different place 4) Poached from other domains 5) Arranged blind dates 6) Reversed the polarity 7) Found the paradox 8) Given it the third degree 9) Been alert for accidents or 10) Written things down?
- DREAMING TOGETHER**
Have you done any collaborative brainstorming or swarming with others?
- THE BOLT UPRIGHT MOMENT**
Have you allowed the rational mind to let go and the dreaming mind to take over?
- SIX TESTS OF ORIGINALITY**
Have you checked to see: 1) Is it disorienting? 2) Does it kill ten birds? 3) Does it need to be proved? 4) Is it likely to force change? 5) Does it create affordances? 6) Can it be summarised?

MAKING design and testing

- IL DISCORSO MENTALE**
Have you got your hands dirty and 'made' something? Do you have a sketch, whiteboard diagram, rough draft, a prototype? Have you done a run-through or a jam?
- THE NO-PROCESS PROCESS**
Have you embraced messiness in the (no-process) process? Have you allowed for confusion, clutter, chaos, crisis and catharsis?
- EVERY DAY IS GROUNDHOG DAY**
Have you 'failed fast' and followed an iterative process? What failed and what have you learned from this?
- THE DISCIPLINE OF UNCLUDING**
Have you avoided clutter? Have you eliminated everything that is not strictly necessary?
- THE ART OF SIMPLEXITY**
Have you built in 'simplicity' (simplicity + complexity - simplicity)? List the ways you have done this...
- A REALITY CHECK**
Have you asked: 1) Is it surprising? 2) Does it have fitness for duty? 3) Are the underlying assumptions true? 4) Does it have a clear focus? 5) Are the elements in harmony? 6) Will the right people love it? 7) Is it courageous? 8) Is it valuable beyond the near and now? 9) Does it have depth? 10) Is it as simple as it should be?
- SELL IN, NOT OUT**
Do you know how to take your audience on the same journey that you went on (without messy details) in a short time span. Can you tell a story about the idea? Write that story down in under 200 words.
- THE BIG TO-DO LIST**
Have you used collaboration to tackle the problem? Check the list on page 205.

LEARNING auto-didactics

- IMPOSSIBLE IS NOTHING**
Do you know enough? Have you educated yourself? Review your learning and list the sources.
- THE JOY ZONE**
Have you learnt anything by 'playing'? Do you now have a new skill (practice x passion = skill)? Have you entered the 'flow channel' (when your skills are equal to your challenges)?
- WHAT'S THE MISSION?**
Have you defined the mission required to fulfill the purpose? Is it still relevant? Do you need to correct course?
- A THEORY OF LEARNING**
Have you considered: 1) Learning by doing 2) Finding worthy work 3) Harnessing habits 4) Focusing on your goals 5) Learning strategically 6) Cultivating your memory 7) Increasing your sensitivity 8) Stretching your boundaries 9) Customizing your metaskills 10) Feeding your desire 11) Scaring yourself 12) Practicing?
- CLIMBING THE BRIDGE**
Consider the skills you need - do you know where you are on the 'skill column' (craft knowledge / disciplinary knowledge / domain knowledge / universal knowledge)? What other universal knowledge do you have from other domains or disciplines that can apply?
- CREATIVITY LOVES COMPANY**
Have you avoided clique? Have you connected with like-spirited people (bridging) and like-minded people (bonding)?
- UNPLUGGING**
Have you walled yourself off from the always-on culture so you can spend quality time with your thoughts?
- THE SCENIC ROUTE TO YOU**
Have you considered that you are not a human being - but a 'human becoming'? Have you considered the potential of your spirit, vision and talent? Have you brought to mind that you delight in feeling alive, in seeing what's possible and in putting your mark on the universe?