

Kline's Components of a Thinking Environment

1. Attention

Listening of this calibre ignites the human mind

The quality of your attention determines the quality of other people's thinking

2. Use of Incisive Questions

Incisive Questions remove limiting assumptions freeing the mind to think afresh

e.g. if things could be exactly right for you in this situation, how would they have to change? What am I (we) assuming here that is stopping me (us)?

3. Equality....respect

Even in a hierarchy people can be equal as thinkers

Knowing you will have your turn improves the quality of your listening

4. Appreciation

A five-to-one ratio of appreciation to criticism helps people to think for themselves

Change takes place best in a large context of genuine praise

5. Ease

Ease creates. Urgency destroys.

When it comes to helping people think for themselves sometimes doing means not doing e.g. having the time to think when you are too busy doing

6. Encouragement

Competition stifles encouragement and limits thinking

To be 'better than' is not necessarily to be good

A competitive listener is a thinking inhibitor

7. Feelings

Thinking stops when we are upset...if we express feelings just enough thinking restarts

Built up feelings blocks thinking and affects performance

Having feelings is not professional

8. Information....sometimes!

The thinker needs information – at the right moments

Withholding information an act of intellectual imperialism....not bothering to seek accurate information an act of intellectual recklessness

Let someone finish their sentence without dumping the 'correct information' into the middle of it

9. Place

A Thinking Environment says back to you "You Matter"

In what places do you think best?

What might need to change about your workspace to humanise it and encourage thinking?

10. Diversity

Diversity enhances thinking because it frees up two sorts of limiting assumptions;

- That the dominant group is superior and so everyone should (think) like them
- Because the dominant group is superior it should have power over others

Reference:

Kline, N (2004) *Time to Think Listening to Ignite the Human Mind* Cassell Illustrated: London.