

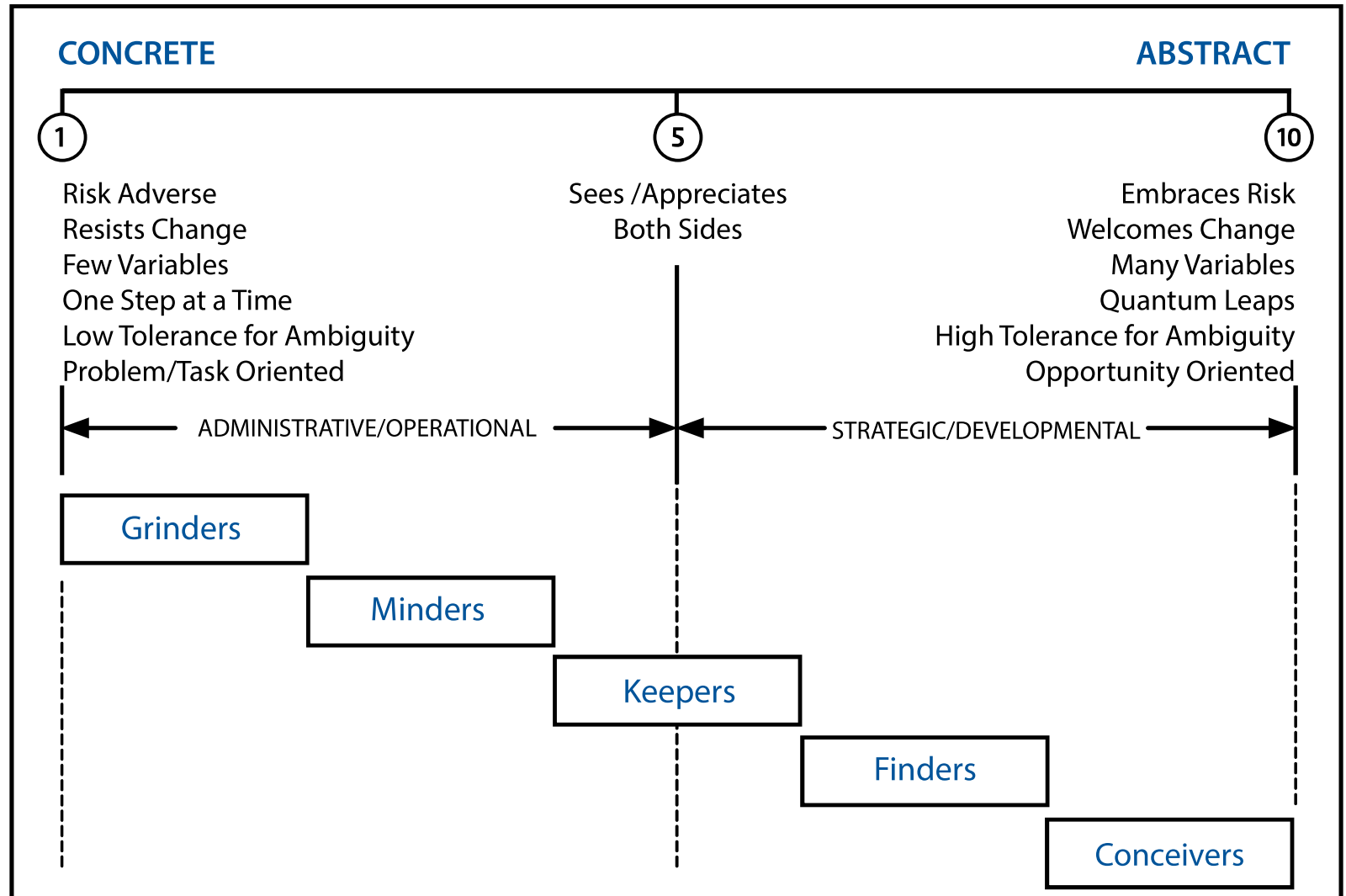
2



45 min



# Thinking Wavelength



**Perspective** | Where Are We Now?

# Thinking Wavelength

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## Purpose of This Tool

The purpose of this tool is to identify and help leadership understand the blend of concrete and abstract thinkers that are on their team. The tool also helps the team openly discuss each others wavelengths in a safe environment which leads to camaraderie and team building.

## How It Works

Begin by asking the group the six questions. Have each person record their number score to each question, add up the total and divide by six. Then explain the history and contents of the tool. Ask them the one question (see background material on next page) and have them log their answer as a number next to their previous number. Then chart each team member's average between the two scores on the chart. Allow for the team to connect on each other's scores.



## Facilitator Tips

1. Draw the chart prior to the session and then “revealing it” in order to tell Tom’s story.
2. Ask the six questions, explain the tool and chart the final scores.
3. Discuss any voids and explain how the first two days are more abstract in nature and the third day is more concrete.
4. Discuss job description and personnel applications.



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## Facilitator Tips

The six questions:

1. On a scale of 1-10, identify your relationship to risk - in general. A "1" is very risk averse, will push back and lose sleep over risk. A "10" will embrace it with the snap of a finger. A "5" is in the middle. Where are you on a scale of 1-10?
2. On a scale of 1-10, identify your relationship to change. Similar to risk, a "1" resists change. A "10" will create change if it's not happening. A "5" is in the middle. Where are you on a scale of 1-10?
3. The next question is about how many variables, concepts, or ideas you can have swimming around in your brain at the same time before you tilt into stress. A "1" can only have a few at a time. A "10" can have a whole bunch of ideas and not stress out (note: this is not about multi-tasking). A "5" is in the middle. Where are you on a scale of 1-10?
4. If I want to take you from A-Z logically, a "1" will require that I go one step at a time: A to B, B to C, pause, C to D, etc. With a "10," I can take quantum leaps and they fill in the blanks: A to M to Z. A "5" is in the middle. Where are you?
5. On a scale of 1-10, what is your relationship to ambiguity? A "1" wants all ambiguity eliminated and will push for concrete illustrations, case studies, and examples. A "10" lives happily and proceeds with ambiguity. Where are you on a scale of 1-10?
6. Last, what is your relationship to opportunity? A "10" sees opportunity everywhere all the time. Opportunity they saw yesterday is completed in their mind (even though in actuality it's not!). A "1" sees problems and tasks associated with opportunity. A "5" is in the middle. Where are you on a scale of 1-10?

One question (after you explain the history and nature of the Thinking Wavelength).

1. If you had to pick one number on this spectrum to live with for the rest of your life, where would you be the happiest and contribute the most?



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# Thinking Wavelength

## The 5 Types of Thinkers

### Grinders

Grinders get the work done. They are detail-doers. Grinders document things, are risk-averse, like few variables, take things one step at a time, have a low tolerance for ambiguity, understand tasks and the need to solve problems, handle administrative details well, and deliver working drawings. They do the same thing over and over again, year after year - and love it. If you change the way they do things, you will hear from them. The world cannot operate without grinders. By the way, real grinders are not offended by this term. They proudly grind it out, day after day.

### Minders

Minders can manage a unit team, having both the people skills and the organizational abilities to do so. They can supervise the performance of work. They function best as frontline supervisors, have the ability to diagnose problems, “mind the store,” and put out “brush fires.” They can run a department, ministry or program and manage people in their area of expertise. They are usually supervisors, teachers, chief engineers, section leaders, ministry program leaders and foremen. They can be counted on to keep the processes and teams functioning and running well.

### Keepers

Keepers are capable of managing the whole store, possessing an appreciation for the administrative and the strategic. They have both concrete and abstract thinking skills, but will be biased to the administrative/operational work.

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## The 5 Types of Thinkers

They make great mediators in conflicts, good personnel managers, directors of departments or ministry programs, plant managers, and executive assistants. They handle details and see the broader vision. They handle many variables, are organized, and good with people.

### Finders

Finders are often entrepreneurs, in some form. They are abstract thinkers, so they oftentimes don't complete the paperwork that concrete thinkers require. They may appear to be loose cannons in a group structure. They are innovators and creators. Follow-through is not always their strength. They need grinders, minders, and keepers to follow in their wake of creativity. They sense and seize opportunities, spot voids and fill them, are bored by a steady state, are good site locators, love a new challenge, must be thrown "raw meat" regularly. They are usually the chief executive officer, chief visionary, lead pastor, leader of a major ministry, product or market manager, joint venture leader, and advanced development engineer. Unlike conceivers, finders want to ensure that their ideas work in the first-generation prototype. But once they are assured that it does, they must hand it off to a keeper to build upon and find something else to find.

### Conceivers

Conceivers are usually bright, articulate and persuasive, but they don't bring things to closure. They work best in universities, seminaries, and pure research laboratories. They don't belong in business. They cannot manage others well, and their ideas rarely become commercialized or brought to the masses. They are oftentimes criticized for "all talk and no follow through."



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# Thinking Wavelength

## The 5 Types of Thinkers

They embrace risks, draw little sketches, can make quantum leaps, welcome change, are strategic, produce seminal concepts, enjoy many variables, are opportunity oriented, have a high tolerance for ambiguity, postulate the new (but don't execute), and love the forty-thousand-foot-macro-view. Conceivers are theorists typically employed as researchers, philosophy professors, theologians, and innovators.