
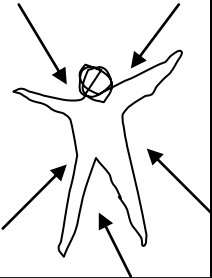




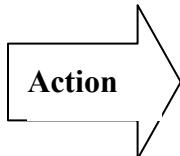
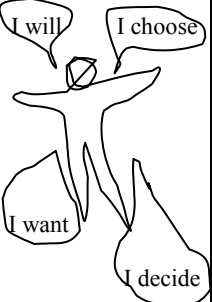


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The Underpinnings of Theory page 1 of 5

Category	Brain	Process	Physical Experience	Visual Summary	Response	Sensory Experience	Function	Theological Experience
Objective O	Reptilian Brain	People take in life first with their senses	 Kinesthetic Body Knowing		Physical Response	Sensory experience of external reality	Limits	“There-ness” of life (event)
Reflective R	Limbic System (emotions L-R)	An automatic response occurs, emotions & feelings stir, associations are made	 Heart Emotional Intelligence —Feelings		Emotive Response	Psychological internal response	Possibility	Letting the “there-ness” get to you (internal response / impact on own life)
Interpretative I	Neo-cortex (L-R)	We think about what is going on, ideas, insights or concepts are formed—creating meaning & understanding	 Head Rational Intelligence		Intellectual Response —	Mental theological response	Assessment of a new story (lifestyle)	Facing reality that exists (begin to come to terms with it - apply meaning to it)
Decisional D	All three	We consider actions, choices, how to respond, how to relate — a decision is made	 Action Movement Results		Volitional Response	Taking a stand, will, spirit	Decision on a course of action, resolve	Deciding what to do about it – how to relate to it – whether to say ‘yes’/ ‘no’ - whether /how to take action

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in ToP™ Methods

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Category	Kierkegaard	Complex Systems	Question Prompters	ToP™ Focused Conversation Method	ToP™ Consensus Workshop	ToP™ Action Planning	Participatory Strategic Planning	Facilitator’s Role / Questions
Objective O 	Self is a relationship acknowledging what is happening	Similarities Differences Mental Models or Schema	What?	Facts, Data	Context, Brainstorm	Givens, Victory Circle	Context, Vision	What is going on?
Reflective R 	which in relating itself to itself and honestly admitting personal involvement in what is happening	Coupling / Relationships, Feedback loops Edge of Chaos, Far from Equilibrium	Gut?	Feelings, Associations, Reactions, Metaphors, Reflections	Cluster, Organize, Grouping, Gestalt, Creating new ideas and insights	Strengths & Weaknesses of Current Reality	Obstacles and Underlying Contradictions	What is my reaction? What is the group’s reactions?
Interpretative I 	and willing itself to be itself, creating a futuric and positive story — a chance to move	System learns new rules	So What?	Values, Purpose, Meaning, Significance, Assessment, Story	Name the new insight	Benefits and Dangers of Current Reality	Strategic Thinking and Strategic Directions	What is valuable, meaningful here?
Decisional D 	grounds itself transparently in the power that posits itself and deciding to recreate personal life and vision out of what has happened	Self-organizing systems, a new level of complexity	Now What?	Resolution, Next Steps	Reflect, Act	Commitment Note: ORID repeats in the ‘Key Tasks’ with Workshop Method and Calendar is another “D” level	Implementation and Reflection Note: ORID repeats in the above, with Focused Conversation, Workshop, and Action Planning embedded in the whole	What action should I or the group take?

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In Other Methods

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Category	Non Violent Communication	Mediation	Appreciative Inquiry	Balanced Scorecard	Design For Six Sigma	Future Search	Six Thinking Hats-DeBono	Notes:
Objective O	Observing without evaluation	Get out all of the “facts” of the conflict, all perspectives	Focus attention	CEO delivers Vision and Strategies	Identify process to redesign	History (background / context)	White Hat: Facts & Figures, information needs and gaps	Application of ToP™ methods in many situations involves determining where a facilitated process is needed, articulating the outcomes of the discussion/meeting/process, and then one can usually find a ToP™ method that does the job. If not a direct ToP™ method, one can use ToP™ methods to enhance the delivery of other methods to reach the outcomes. Plan your session to use the levels (ORID) in repeating patterns.
Reflective R	Identifying and expressing feelings	Allow for venting of feelings / impact of the conflict	Identify “best of what is” -Discovery	Managers develop “Action Plans” / Tactics are stated as “strategic objectives” for 4 Perspectives: • Financial • Customer • Internal Business Processes • Learning, innovation and growth	Define voice of the customer (reaction, impact, like/don’t like, need/don’t need, assoc’s w/other products)	Present (associations of current trends + Proud’s and Sorry’s)	Red Hat: Intuition, feelings, emotions Green Hat: Creativity, associations, alternatives, suggestions, new angles, proposals, changes	
Interpretative I	Identifying and expressing your needs related to those feelings	Analyze assumptions; Identify possible solutions / resolutions or new behaviors	Envisioning “wishes” + Dialoguing	Then measures are developed for each strategic objective (victory)	Develop possible new solutions Optimize: run it by all involved & rework	Future (possible scenarios)	Yellow Hat: Logical perspective. Why something will work and offers benefits. Black Hat: Judgement and caution. Not negative, just rigor. (can also be “D” level)	
Decisional D	Making requests to enrich your life Marshall Rosenberg, PhD	Prepare written agreement: who, what, when, where, how, as appropriate, all parties sign	Test + Innovating	BSC is a management system to clarify vision & strategy and translate them into action throughout the organization. Reflection (feedback) creates continuous improvement	Verify: select process based on above, quantify its performance, get reviews from customers	Common Futures and Action	Blue Hat: Overview or process control hat. Looks at the thinking about the subject, not the subject itself	

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Other Process Models Applied

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Category	Baldrige Quality Criteria	Drucker Assessment	John Kotter Change Mangement	Hoshein Planning	TQM	Gemba Kaizen	Lean Manufacturing	
Objective O								
Reflective R								
Interpretative I								
Decisional D								

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Other Process Models Applied

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Category	Open Space	World Cafe	Action Learning	Dialogue (Margaret Wheatley)	Option Dialogue Process	Virginia Satir	ProcessWork	A-13 Neuro Linguistic Programming
<p>Objective</p> <p align="center">O</p> <p>Reflective</p> <p align="center">R</p> <p>Interpretative</p> <p align="center">I</p> <p>Decisional</p> <p align="center">D</p>					<p>Stimulus, trigger event, thought, or situation</p> <p>Underlying Beliefs explored</p> <p>Judgments, and other possibilities, reinterpretation</p> <p>Choice of response</p>			<p>Initial desired outcome statement & Motivation</p> <p>Evidence= see, hear, feel, say to self when you have it</p> <p>Context= where, when , with whom, & and where not outcome is desired</p> <p>Consequences = gain/lose</p> <p>Resources= w/in and outside of you to help get outcome</p> <p>First Steps= practical, realistic, achievable</p> <p>+Alternative Path(s)</p> <p>Timeframes</p> <p>Limiting Beliefs</p> <p>Future Pace/visioning success</p>