CHRIS BAILEY

The Thinking Before Judgement

Creating Better Board Challenge



Noticing

DID WE SPOT THE CLOCK?

STORIES

Freund *the half-second*
EXPOSURE

Ogilvy *the electric clock*
OPPORTUNITY

TRY

Read the pack backwards

Look outside the organisation

Notice what keeps coming up

Look for what's missing

TEST

Is it a clock?

Does it challenge what we're being told, and could it matter to a decision?



Reframing

IS THERE A BETTER QUESTION?

STORIES

Brentford *the closed academy*
OPPORTUNITY

CrowdStrike *the routine update*
EXPOSURE

TRY

Find the question that would make this paper unnecessary

Ask what we're actually trying to achieve

Ask what we're taking for granted

TEST

Does the new question lead somewhere the old one couldn't?



Synthesising

WHAT HAPPENS WHEN WE PUT THEM TOGETHER?

STORIES

TSB *the two timelines*
EXPOSURE

ZOE *the lost sense of smell*
OPPORTUNITY

TRY

Put two things considered separately side by side. What do they say together?

Ask each director for one thing only they know

TEST

Have you discovered something new, or just put two facts next to each other?



Generating

CAN WE STEAL A FORMULA?

STORIES

Ahmad *the pit crew*
OPPORTUNITY

Google *the wildfire protocol*
OPPORTUNITY

TRY

Describe the problem without a word from your industry. Who else has it?

Work out why their solution works before borrowing it

TEST

Would it work here, and what would have to change?



Distilling

WHAT CAN WE LOSE?

STORIES

WeWork *the prospectus*
EXPOSURE

Beck *the Tube map*
OPPORTUNITY

TRY

Start with nothing. Decide what earns its way back

Put your point into one sentence

Remove the detail you're most attached to

TEST

Did you keep the stations?



Landing

HAVE WE FOUND THE FOUR?

STORIES

Bargatze *the four faces*
OPPORTUNITY

Credit Suisse *the committee*
EXPOSURE

TRY

Pick four people whose reactions will tell you whether the room is following

Ask it as a question

After making your point, stop talking and watch what happens

TEST

Did anyone do anything with what you said?

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