

MORE
TIME TO
THINK

THE POWER OF
INDEPENDENT THINKING

Bestselling author of *Time to Think*

NANCY KLINE



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Acknowledgements

The without-whoms are numerous. And they reach across to many others, and soon we touch my parents, and then theirs, and then theirs, until, logically, we end up with the particles just after the big bang. So, this will be the short version.

Some people in life, contrary to accepted wisdom, are irreplaceable. Stephanie Archer, in the development of *Time To Think* and in the completion and publication of this book, is one. As far as I am concerned, whatever good I did in my life for the first 56 years allowed me to merit meeting Stephanie.

Christopher Spence, my husband and key advisor, is in every word of this book. His experience in pioneering and creating Thinking Environments as a Chief Executive for more than 20 years, his being a Thinking Environment in all of his relationships, (most especially ours), and his believing both in the Thinking Environment and in me permeate the pages here. I thank him also for his invaluable reading and editing of the manuscript.

If it were not for Vanessa Helps, I might still be stuck on the first paragraph. Unable to begin, I began instead a letter to Vanessa, my friend and co-coach. As I wrote to her, the book broke through. And the letter became my *Vanessa*

Journal to start each day, and to get past each impasse.

Along the way these people made a specific difference: Beth Black encouraged the very first draft; and Laura Meadors Johnson welcomed my letters about it, so that six years later my voice could find itself. Paul Gregory's coaching brought me back into the right relationship with the book. Scott Farnsworth inveigled me and picked up my pace by publishing two books himself in the same amount of time. Jez Cartwright focused me positively on best publishing options. Simon Hewat helped me distinguish between the prestige of dinosaurs and the integrity of the cutting edge. Gilly Glyn and Ruth McCarthy liberated the back cover. Rob Brown inspired the title, and the publisher. Trisha Lord offered me a life-changing gift.

Then there is the Time To Think Collegiate, the 79 qualified Time To Think Facilitators, Coaches and Consultants across four continents. From our learning, discovering, refining and thinking together, this book takes its authority, and I take the greatest joy.

What is the purpose of life? he asked.

To be yourself, she answered.

But aren't I already myself? he asked.

You are now, she answered.

But people over six usually aren't.

Why is that? he asked.

Because when they are little,
no one ever asks them what they think.

Introduction

When I was 17, I discovered a wonderful thing. My father and I were sitting on the floor of his study. We were organizing his old papers. Across the carpet I saw a fat paper clip. Its rust dusted the cover sheet of a report of some kind. I picked it up. I started to read. Then I started to cry.

It was a speech he had written in 1920, in Tennessee. Then only 17 himself and graduating from high school, he had called for equality for African Americans. I marvelled, proud of him, and wondered how, in 1920, so young, so white, and in the deep South, where the law still segregated black from white, he had had the courage to deliver it.

“Daddy,” I said, handing him the pages, “this speech – how did you ever get permission to give it? And weren’t you scared?”

“Well, honey,” he said, “I didn’t ask for permission. I just asked myself, ‘What is the most important challenge facing my generation?’ I knew immediately.

“Then I asked myself, ‘And if I weren’t afraid, what would I say about it in this speech?’

“I wrote it. And I delivered it. About half way through I looked out to see the entire audience of faculty, students and parents stand up – and walk out. Left alone on the stage, I thought to myself, ‘Well, I guess I need to be sure to do only two things with my life: keep thinking for myself, and not get killed.’ ”

He handed the speech back to me, and smiled. “I seem to have

done both,” he said.

“Thank you,” I said.

I had no idea then just how much I was thanking him for. I knew he had set aside fear to be a person of conviction. That was plenty. But he had also been a person thinking for himself by asking powerful questions and listening to the answers.

I learned courage and integrity from him that day. But I also learned that doing your own thinking is the first step in making a difference.

That day was one juncture in a journey that would eventually unfold as Time To Think and its work, The Thinking Environment.

The Context

I think that we are living in an epidemic of obedience. I think also that we are developing sophisticated victims in our leaders and executives.

If we could count them, I believe we would find that most people making decisions, even at the very top, are going along with, in effect obeying, the people who pay them. The crises we face today started with obedience yesterday. And the decisions that led to the crises were made by people who were paid well to carry out someone else's, even some system's, wishes. Who, we might well ask, is thinking?

I ponder what it will take to produce a planet of people thinking for themselves – in the best interest of all people. Turning our organizations and governments and religions and schools and families into Thinking Environments may be part of it. It will surely be, I think, if in our hearts we want the best for each other. I believe that we do. I believe that we are not kidding about this.

And I believe that we are brave enough to stop the epidemic and free the victims. Somewhere we know we are this good.

The Provenance

This Thinking Environment has emerged from one important observation and one importunate question. The observation is simple. It is even a bit dry. But it is chilling in its implications. It can slip right by us if we are not looking. And the price we pay for not seeing it is high. The observation is:

The quality of everything human beings do, everything – everything – depends on the quality of the *thinking* we do first.

If this observation is true, and I think it is almost certain (although I am wary of certainty – I think it is a drug, and an impossibility), it changes our understanding of leadership. It places right at the top of required expertise in leaders and professionals and parents and teachers the ability to generate people's finest independent thinking.

Suddenly then, in the horizon emerges this question:

How do we help people to think for themselves, with rigour, imagination, courage and grace?

How do we do that?

That question has fascinated me for most of my life. You may know from the first book, *Time To Think: Listening To Ignite The Human Mind*, that in 1973 Peter Kline and I founded Thornton Friends School and began to look for answers to that question.

Over the years we and our colleagues confirmed that the most important factor in whether or not people can think for themselves is *how they are being treated by the people with them while they are thinking*.

The way people *behave* with each other actually determines the quality of their *thinking*. Behaviour in the listener is more

important than IQ, education, experience or background in the thinker.

Over time we noticed that there were ten behaviours that enhance people's thinking most. (I am sorry there are ten; it seems too pat, and disturbingly biblical. Maybe you will discover an eleventh. If you do, we will un-neaten the list in a flash.)

We began to see that the Ten Components of a Thinking Environment are around us all of the time, darting in and out of view, igniting people's thinking, but intermittently crashing into other behaviours that inhibit people's thinking. We had to extricate the thinking-enhancing behaviours from the thinking-inhibiting ones. As we did, we could see that their power was undeniable.

No archaeologists were ever more exhilarated than we were, after years of digging, to gaze upon that simple fact.

If we behave in ten particular ways, people around us will think for themselves, often brilliantly.

The Wide Applicability

I went on in 1985 to explore whether the Ten Components would appear consistently in other settings as well. Would business executives or scientists or coaches or musicians or healthcare professionals or lawyers or parents find those behaviours as powerful as we had in the classroom?

Yes.

In fact, the wide applicability of the Thinking Environment has astounded me. Corporate teams, a country's president, nurses, estate-planning lawyers, partners, writers, engineers, executive coaches, golf champions, siblings, mediators, HR professionals, teachers, project managers, facilitators, sexual health practitioners, youth workers, sports teams, leaders for a non-

racist world, secretaries, architects, pilots are embracing this way of being with people.

When people use these processes to decide, to create, to coach, to mentor, to chair meetings, to teach, to develop policy, to restructure organizations, to design products, to build family life, to market, to strategise, to debate, to mediate, to start their day, to love, they bring into being a lissom thinking culture.

The Results

And the reported results are impressive. The most profound ones have been soft ones, human ones. They are big things like dignity, swellings of motivation, deepening of commitment, preference for collaboration, improved performance, and the creative release that comes from knowing irrevocably that you matter.

I think this is because by its nature, the Thinking Environment welcomes people. It gives them permission to be as intelligent, as imaginative, as kind, as rigorous, as inspiring, as indefatigable as they, at their core, truly are.

But, as if this were not enough, we have seen the metrics match the magic. The important soft results are proving to produce hard, measurable ones, too. Like these:

The President of Zambia saved 40% of the GNP in 36 minutes.

A company rescued a \$200,000,000 product in 45 minutes.

15 senior officers, from 11 organizations across 3 continents, consistently transformed ineffective, time-wasting meetings into generative and productive time of significant value to the organization and its people.

A financial services company measured a 20%+ business improvement across the board by developing the Thinking Environment as their meetings culture.

A government agency saved 62% of senior management time over 6 months.

A hospital moved in nine months from one star to four.

A telecommunications company saved 30 days of work in 40 minutes.

A national golf team won the world championship for the first time.

A medical team saved 44% of the cost of each decision.

And there has been another, surprising result. The Thinking Environment seems to create time. I did not expect this. It was enough for me that the Thinking Environment can liberate the human mind. Finding that it also generates time was a bonus. In most lives time to think is critically needed and criminally scarce. Time gained, it seems to me, calls for near jubilation.

The results resound.

The Simplicity

But I am most impressed by the simplicity of the Thinking Environment. The Ten Components, with one exception, are simple. They are even familiar. Learning them, we are not winded by impenetrability. We take them in and recognize them immediately. And that amazes me. I have always assumed that for something to further our understanding of thinking, it would have to be complex and esoteric, like Epistemology or String Theory.

But the Components of a Thinking Environment are straightforward and open-hearted and comprehensible. People, in fact, continue to marvel that such a simple process produces such stunning results.

That doesn't make the Ten Components easy to master, however, because they are almost the opposite of what our teachers teach and our professionals profess. And so they can at first seem difficult. But they are simple. And soon they become a joy. And former ways of behaving with each other become anathema.

This book is the next instalment in the story of human beings treating each other so well they generate superb thinking in each other. Lives change as a result. And hearts thrive. And futures reshape themselves for good.

The Book

The book is in four parts.

PART ONE: IN THEORY tells you more about the Positive Philosophical Choice, a view of life and of human nature that frees the human mind. This part also considers the importance of being willing to be wrong in order to get closer to being right. And it takes you into our new understandings of the depth, detail and long, elegant sweep of the Ten Components.

PART TWO: IN PRACTICE tells you in two sections more about the dynamic applications of the Ten Components.

IN PAIRS includes The Thinking Partnership, Dialogue, Coaching, Coach Supervision, Mentoring and Mediation.

IN GROUPS includes Transforming Meetings, The Time To Think Council, Facilitation and Speaking with Authenticity.

PART THREE: IN PROGRESS tells you the story of five forays into change that people are making around the world, using the Thinking Environment. The variety of focus includes: sustainability and The Sign of Enough, values, legacy, email, the internet and cultural transformation.

PART FOUR: IN THE END is a consideration of paradox, of its permeation of the Thinking Environment and its central role in generating successful independent thinking. We ponder paradox in two poems: one by TS Eliot, one by Davison Budhoo, both analogies for moments of independent thinking.

THE APPENDIX is a dip into two research studies of the Thinking Environment, and a look at seven powerful questions.

THE BIBLIOGRAPHY leads you to readable writing about the human mind and its wonders.

Throughout, the book proposes that creating a Thinking Environment everywhere all of the time is a worthy goal. And, like peace, it contains within itself a fine strategy to get us there.

Throughout the book as well is the quiet injunction for us to make a re-iterative decision to *live* these Ten Components. I continue to be grateful to Shirley Edwards who said it well:

The Thinking Environment is not a set of techniques. It is a way of being in the world.

She also understood that the Ten Components require us to use unusual rigour in order to achieve unprecedented results.

They require us to fall headlong into the vast potential of the human mind, and into each other's most deeply held dreams for a world that works well for everyone.

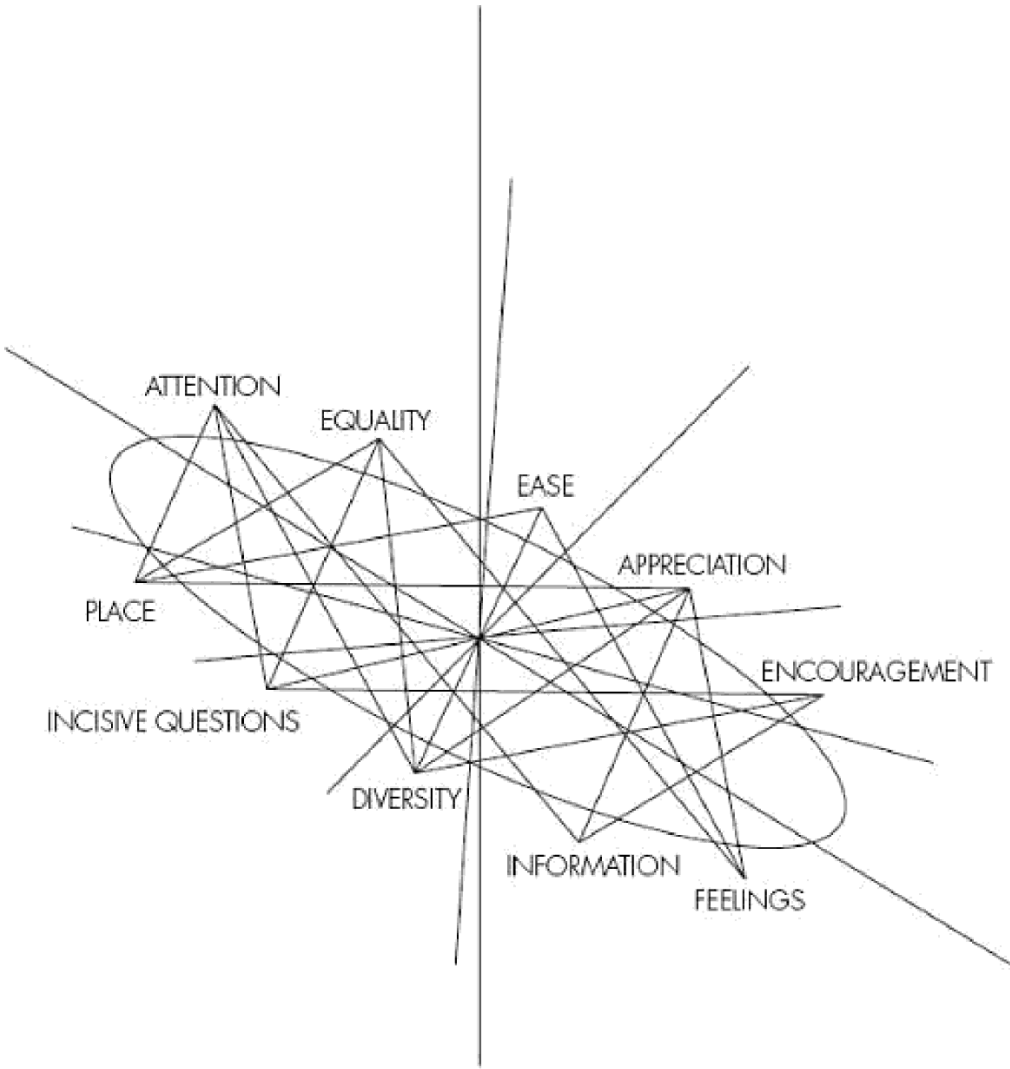
As you read on, consider this: in whatever time is left in your life, through whatever work you do or lives you influence, you can choose, minute to minute, to make a difference. You may want to do this through the creation of new organizational policy or

technology. But those achievements will be subject to changes by the politics, economics, innovations and ambition of others who emerge after you are gone.

But the Thinking Environment expertise you instil will be carried like seed through every life that touches other lives, and through the gradually increasing quality of thinking and culture that results.

I invite you to ponder the possibilities. That is, if you can bear the beauty.

The Ten Components Of A Thinking Environment



“Is he expecting your call?’ the voice said.

“No, but I have a very important message for him.’

“Hold on,’ the voice said.

“Hello?’ said the next voice. ‘What is it you want, please?’

“I am Martin Kalungu-Banda, and I want to speak to the President.’

“That is not possible without an appointment. Can you tell me the nature of this?’

“No, I said, ‘I need to speak directly to the President.’

“That won’t be possible.’

“Again, I was on hold. I waited.

“Then yet another voice came on.

“Yes, how can I help you?’

“Feeling impatient I replied, ‘I am requesting to speak to the President.’

“You are speaking to the President,’ the new voice said.

“My heart pounded. I adjusted my posture on the chair. My voice trembled. I said, ‘Mr. President. I did not vote for you, but I would like to share with you what I have been learning about leadership. How possible is it to meet with you, Sir?’

“The President said nothing. Neither did I.

“My heart pounded harder.

“At least you were honest about your vote,’ the President joked. He paused. ‘I would be delighted to hear what you are learning. Today is Tuesday. Can you make it this Friday at 15:00 hours?’

“Yes, thank you, Sir,’ I said, believing and disbelieving what I had just heard.

“On Friday, standing in front of him, I gathered my

thoughts. I looked straight into his eyes. I said, 'Sir, if you want your presidency to succeed, you will need to do one thing for the people. Just one.'

"And what is that, Martin?' he asked, truly listening.

"Serve,' I said.

"Serve?' the President asked.

"Yes,' I said. 'Serve.'

"That's it?' he asked.

"Yes,' I repeated.

"You must see yourself as the people's servant.'

"I stopped, not sure where I would go from there.

"The President smiled. He leaned back in his chair. He was quiet.

"Then he said slowly, 'Well, Martin Kalungu-Banda, I have no idea how I would do that.' He paused. He leaned forward.

"Maybe you will just have to teach me.'

"I could not take it in.

"Please come to my home for dinner tomorrow evening,' he continued.

"The next evening we talked until nearly midnight. The President took notes. He listened. He took more notes. Then he said, 'Martin, even if I were to apply the servant leadership model to governing, it would not work unless all of my colleagues practise it, too.' My heart started up again. I feared the worst.

"But he surprised me.

"Can you conduct a leadership workshop for the Cabinet?' he asked.

Martin's initiative and courage were quickly raising the bar

for my own life.

Martin continued. “The reason I am telling you this story, Nancy, is that for some reason the President trusted me. And a year later he asked me to become his Special Consultant.

“Before I left for that job, a colleague said to me, ‘Martin, you may need this in your new post.’ And she handed me your book.

“I read it, and I kept it close to me.

“And one day I used part of it to help the President save the country.

“This is what happened,” he continued. “The President had fired the Director of the Anti-corruption Commission. He was planning to appoint a better man.

“But he refused to inform the western diplomats about this plan. They said that they would withdraw their funds (40 percent of our revenue) if the government did not re-instate the Director by Monday. It was Friday.

“‘Martin, I will not allow diplomats to rule this country from behind the scenes,’ the President insisted.

“I began to worry. Then I began to panic. The prospect of 40 percent of national revenue disappearing within 3 days was terrifying. And real.

“I felt I could not push my point further. I thanked him and left.

“Through the night I worried about what would happen on Monday morning.

“I gathered courage. I called the President at his home.

“‘Your Excellency,’ I said, ‘the donors need to know that you are committed to anti-corruption. Can we maintain our

sovereignty and still inform the donors? Is there room, Sir, to do both?’

“The President was quiet. Then he reached for the phone. ‘Please call all the diplomats to a meeting with me on Monday before noon,’ he said to his secretary.

“On Monday morning early I met with the President.

“I went back in my mind to page 102 of *Time To Think*.

“I said, ‘Sir, my suggestion is that when you open the meeting, you immediately enable each diplomat to put his voice into the room. You could do this by asking them a question of some sort, and then give everyone a turn in a Round to speak without interruption. And that would mean you would not interrupt either, Sir.’

“Then you could appreciate the support they have been giving.

“And you could, Sir, then reiterate your unwavering commitment to fighting corruption. You could tell them there will be a new Director of the Commission.’

“He was listening intently.

“I continued. ‘Sir, you could ask: What do you think, and what questions do you have?’

“Then after everyone has spoken, you could respond as appropriate.

“Then you could ask each person what closing thoughts they have.’

“Again my heart was pounding.

“The President was quiet. He looked at his notes.

“He looked up. ‘This plan sounds good,’ he said, ‘and I think you should manage the meeting, Martin.’

“With all due respect, Sir, I think the entire meeting should come from you. It will have far more impact.’

“He nodded. ‘Then I need to think about this myself,’ he said.

“I left the office.

“At 11am sharp the President and I entered the meeting room. After welcoming everyone, the President asked, ‘What issues are keeping you busy?’

“‘A great question,’ I thought. And I was impressed by his conducting of the Round.

“He then told them about the new Director, and when he asked the diplomats what they thought or wanted to say, the first diplomat said, ‘Your Excellency, we are very grateful that you have chosen to inform us about your decision. We know, Sir, that we are not entitled to this kind of treatment, but we interpret it as a show of your confidence in our being co-operating partners with your government. We also applaud the changes you are making. And I confirm our support to your country.’

“Every diplomat expressed a similar view.

“The President concluded by asking each person what further thoughts they had. He then thanked everyone, and we left. We walked down the long corridor, and when we were out of ear shot of the group, he opened his arms and said in a loud whisper, jubilant, ‘Martin, it worked!’

“‘Yes,’ I said. I paused. ‘If you do it just that way, it seems to.’

Martin and I looked at each other. He was radiant.

“And, Nancy,” he said, beaming, “that took only 36 minutes!”

of these Components, the person with you will think better.

If you give Attention of generative quality, born of deep interest in what the person thinks and will say next, they will think better around you than they will if you interrupt them or listen only in order to reply.

If you regard the person thinking as your thinking Equal, regardless of any power differential between you, they will think better around you than if you see yourself as better than (or less than) they are.

If you are at Ease *inside yourself*, regardless of the degree of (mostly manufactured) urgency and rush outside you, people will think better (and faster) around you than if you are in a hurry yourself.

If you genuinely Appreciate people five times more than you criticize them, they will think more clearly and imaginatively around you than if you focus on their faults.

If you Encourage people – build with them their courage to go to the unexplored edge of their thinking by championing their excellence – they will think better around you than if you compete with them.

If you offer accurate and complete Information to people, and if you show respect for their facing what they have been denying, they will think better around you than if you collude with their assumption that what is true is not true, or that what is not true, is.

If you welcome the expression of people's Feelings and are relaxed in the face of their tears or anger or fear, they will think better around you than if you race to in some way anaesthetize them.

If you are interested in the Diversity between you and

others, the differences both in your ideas and in your group identities and cultures, they will think better around you than if you indicate, however subtly, that being just like you is best.

If you can ask people an Incisive Question, one that replaces an untrue limiting assumption with a true, liberating one, they will think better around you than if you abandon them to limiting assumptions.

And if you can prepare the Place where you and they think together so that it says to them, “You matter,” they will think better around you than if you allow the place to be intimidating, inaccessible or culturally and aesthetically barren.

Any one of these Ten Components of a Thinking Environment is capable of improving people’s thinking. And people are grateful for any one of them any chance they get.

All Ten At Once

But in fact the Components call out to each other. Each needs the others to be fully itself. Life is like that, isn’t it? Nothing can be understood in isolation. If we seek to understand one thing without considering it in relationship, what we understand will not truly be it. (However, the impossibility and absurdity of compartmentalization has never stopped human beings from doing it with impunity.) So, if you can embody all ten of these behaviours at once, as a kind of system, people’s thinking can become transformative. All Ten Components experienced at once create a culture of superb thinking and graceful human connection.

In this part of the book, we will immerse ourselves in these

Components. The stories they tell are testimony to their impact. And to the importance of our getting very, very good at them.

The Components also form the theoretical backbone of the Thinking Environment. They then lead us immediately to action. Because, as Margaret Legum taught me, there is nothing more practical than a good theory.

Let's start with possibly the most important Component, the one that is, in itself, an act of creation.

CHAPTER 3

Who Is The Creator?

Attention

Listening without interruption

Being interested in what the person will say next

Attention is an act of creation

Listening to reply is different from listening to
ignite

As the thinker, knowing you will not be interrupted
frees you truly to think for yourself

Three weeks before my twin brother died, he said many things I am still pondering and that I shall always treasure. He and I had been sitting in silence. I was taking in his serenity and sweetness as it penetrated my still robust unwillingness to acknowledge that these days were last days. He was just being, honouring the moment, honouring me, honouring life.

Then out of the silence, out of the blue, blue as in infinity,

he said carefully and clearly. “When you love him, you get to listen, and then....”

I waited. This life in front of me was a whole world.

“And then, you get to listen, more and more.”

He smiled. He drifted.

I burned those words into my brain, wanting to protect them from the busy tumour in his. They mattered. I understood them fully, and also not at all.

For him those words were probably about God. Knowing him, I am sure they were, in fact. But I thought, knowing Bill, that they were also about people. Those words were a principle of the universe, simple, blinding. And thus easily missed.

In fact, in that moment I knew that most of what I had been observing, researching, teaching, lecturing about for nearly 30 years, the whole of the Thinking Environment and the books I had written about it, were alive in those stunning 17 words. (Why can't a work be just 17 words long and leave it at that?)

If I could have, I would have asked Bill whether he meant that when we love people, that is, when we respect them as human beings, as thinkers, our love – our respect – sets up the conditions for them to say the true things, the real things, to face the barriers, to understand them, to banish them, to see the possibilities, to discover how to get there, to do, in other words, their own thinking. And being present for that is a gift to us, the listeners. To be present for that, to help make that happen, is a privilege.

I am sure he would have agreed and smiled again, amused by my need to pick apart and understand what for him was

say in response. They listen to comment, to advise, to diagnose, to determine a clever intervention, to direct. They are within seconds out of step and out of date with the Thinker. The Thinker knows this, and their thinking slows down. They can sense the gradual, and then accelerated, revving to speak that people do as they listen. Listening to ignite is a focus on where the Thinker will go next and on the wonder of that human mind in front of us.

How do you generate such Attention? In two words? Get interested. Get interested in the fact that the person is thinking. Keep your eyes on their eyes, breathe out and get interested. Decide that unless you have a seriously unsavoury personal emergency, you will not interrupt them. (In fact, if you could decide that today, from this point forward, you would never again interrupt people, your impact on them and the quality of your relationships would deepen immediately.)

Most of all, get interested not only in what the person is saying, but also, hugely, in what they will say *next*. When you are interested in, curious about, riveted by, what they will say next, you do not want to interrupt them.

The key feature for people of this quality of Attention is knowing they won't be interrupted. *Knowing* they won't be. Counting on it. That is what allows their mind to relax and, paradoxically, fire up. That is also what makes time to think take less time.

Knowing that we won't be interrupted is a phenomenal force for the mind. Some days it seems to me that it is just about the closest thing to heaven we can experience without dying. Some people call it magic, but it is better than magic because it is not a trick.

Consider for a moment how it might be if you and a handful of other people had been lucky enough to be invited to hear Mozart conduct and play a final draft of his 21st Piano Concerto. Let's say you are sitting there. He begins. You listen. The first movement is nearly over. Now, what you don't do is stand up suddenly and say, "Hi, uh, a quick thought here. Don't you think there are just too many notes in this thing? And also, I wonder if you could end this differently, actually better, than the way you are probably going to?"

You wouldn't do that. And it would not be because you were brought up properly and know how to behave on such an occasion. You would not interrupt because you are interested in how *Mozart* will finish the piece. You want to know what he will do next. You want *his* creation. That is why you came.

I don't think that analogy is an exaggeration. I think that the human mind in front of us as we listen is itself a generator of genius, and it is our job to be present in a particular way so that that genius can emerge. And when we are, we are more than an audience. We are a creative force for them.

Silent Incisive Questions

This whole book could be about Attention. In a way it is. Attention is implicit in all of the other nine Components. None of the others works without it. I love to learn about Attention and watch it work, to marvel at it, to notice how each experience of it deepens my respect for it.

And I love to ponder: Why does Attention with no

interruption work so well? Why is it so magnificent? Why in the presence of it does the mind break through? What is going on on the inside of this Component?

Many things probably. But one I think is the presence of hundreds of silent Incisive Questions. These Incisive Questions exactly remove most core barriers to original, clear thinking – untrue limiting assumptions about the self as thinker. Our Attention is asking these silent Incisive Questions:

If you knew that you are intelligent, what thoughts would you dare to have?

If you knew that you are good, where would your thinking go next?

If you knew that you are beautiful exactly as you are, if you knew that listening to you is the most important thing I can be doing right now, if you knew that you can figure this out, that your ideas matter, that your feelings count, that you are important, that you have choice, that you can face anything, that you can solve this even when the experts haven't, that you are a delight – what new ideas would you have in this moment?

All of those questions are nested inside the interest on your face and inside the promise of no interruption, inside the warmth in your eyes, inside your interest in where they will go next, inside your trust in their intelligence.

Attention, then, seems to allow the thinker's mind to ask itself the full sequence of questions we call the Thinking

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