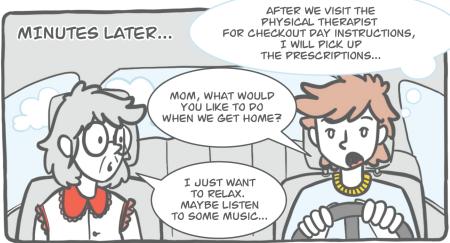
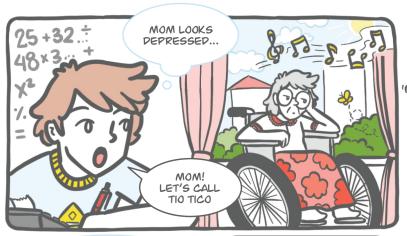
(Thinking style: Give Dignity & Agency)

Your parent had an event (surgery, accident) rendering them temporarily unable to walk. Since there's no money to hire someone, you will help out--with everything.

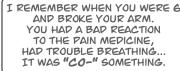
A thinking style is **your approach to your purpose**. At first your thinking style as a caretaker is to support your parent as the person they really are, not treat them like an invalid. (You don't even like that word.) You make sure they have a say in everything you help them with.

















SHORTNESS OF BREATH?
THAT'S NOT LIKELY
WITH COPEINE.
BUT JUST TO BE SURE,
LET'S SWITCH
TO ACETAMINOPHEN.
PO YOU HAVE ANY AT HOME?

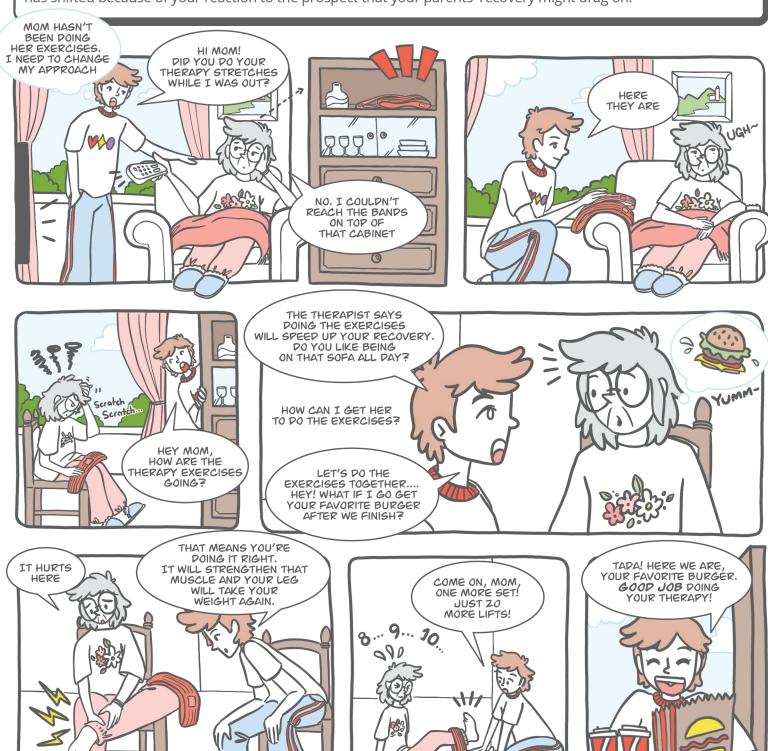




(Thinking style: Push Past Resistance)

On the 8th day, your thinking style changes. Your parent has spent the last four days either on the couch or in bed. They have not done any of the exercises that the physical therapist says will speed recovery. You are worried they won't recover in the time period you had imagined. Now you want to urge your parent to do what needs doing.

A person can **change thinking styles depending on context**. Usually the shift happens because of a life event, but it can shift even faster. Airline passenger thinking styles can shift from flight to flight. Here your thinking style has shifted because of your reaction to the prospect that your parents' recovery might drag on.



(Thinking style: Avoid the Stew)

Your parent is refusing to do what it takes to recover. They are complaining about their situation. You have memories of how they have complicated other situations like this. This combination has affected you. Now your thinking style shifts again. Gone is the idea of urging them or giving them a say. Now your interior cognition has blocked your tolerance for their behavior. You want to get out of there.

A thinking style that is **judged as "negative" needs support**, too. Label this thinking style with words that people feel okay saying about themselves. If your org can get past the judgment, there is a lot that can be done to support this thinking style without intending to change them. For all you know, the parent has been abusive in the past. There are valid reasons to support this thinking style.













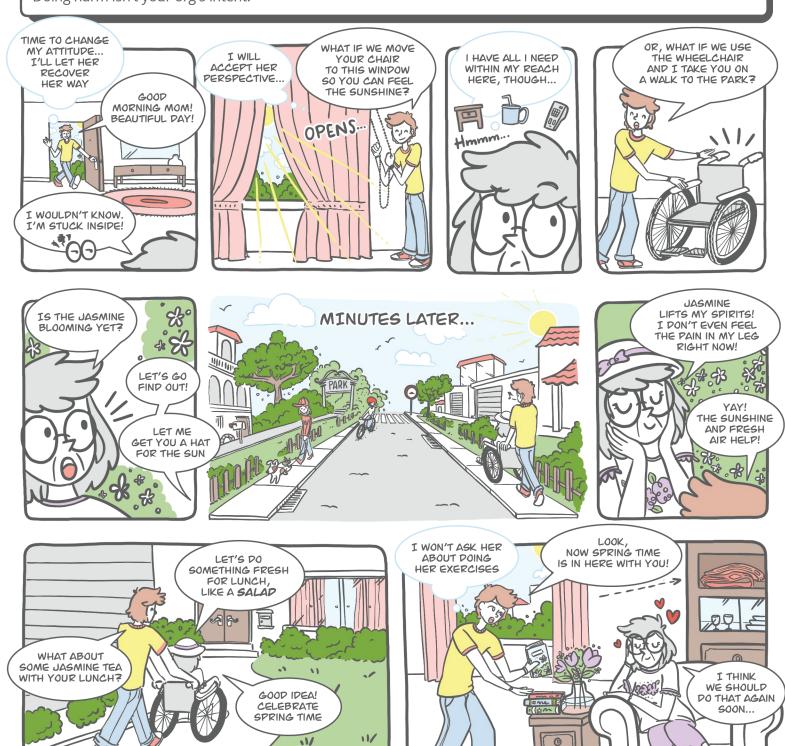




(Thinking style: Give Dignity & Agency)

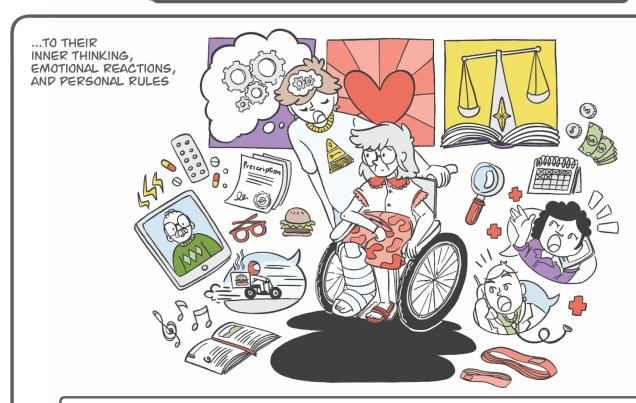
After a week of distancing yourself from your parent, your emotions subside. You see a bit of your parent's perspective. So your thinking style shifts back to letting them "have the final say," even though it isn't what the physical therapist wants them to do. But, you set some boundaries for yourself.

Often orgs segment their audience by role. However, **one role can represent several thinking styles**. By creating support for each thinking style, your org can support people in a way that is valuable to them. Creating a solution that ignores thinking styles actually harms some of those people. Doing harm isn't your org's intent.



In addition to thinking styles...





When you create a solution, start with a **foundation of the interior cognition** of the person you want to help (inner thinking, emotional reactions, guiding principles). This leads to thinking styles people apply to their purpose. And the variety of approaches provides a richer foundation for your org's strategy and your team's creativity.