

Topic

- **A brilliant new way to take control of any business or life situation**
- **Author's note**
 - Think and then take action
 - Often we assume that action is easy and obvious
 - That thinking lays out the roads and decides which road is to be taken
 - That action is simple as walking along the correct road
 - It's not that easy
 - The direct teaching of thinking
 - Education is too often about description and analysis
 - The real world involves action as well as knowledge
 - Operacy is just as important as literacy and numeracy
 - Has to do with operations
 - Six action shoes helps
 - In the training of action skills
 - In the use of those skills at the moment of action
 - Specific guidance about the action that needs to be taken
 - Choose your action style to fit the needs of the occasion
- **Introduction**
- **Six pairs of action shoes**
 - **Introduction**
 - Occasionally, thinking is an end in itself
 - Usually the purpose of thinking is to choose or design a course of action
 - Sometimes there is a distinct thinking phase and then an action phase
 - At other times thinking and action are intertwined
 - Shoes imply action
 - Situations require different styles of action
 - **The perfect person**
 - Knowing how to act appropriately in any type of situation
- **Six styles of action**
 - **Introduction**
 - **The feel of a situation**
 - The feel of a situation is all important
 - Six action shoes provide a framework
 - The mind
 - Sees what it is prepared to see
 - Notices what it is ready to notice
 - Works as a self-organizing system
 - Information arranges itself into patterns
 - Once the patterns are there then we see the world through these patterns
 - **Two shoes in a pair**
 - Have to respond to a particular situation without pretending that it is something that we would like it to be
 - Situations are rarely pure
 - Often require a combination of 2 types of shoes
 - 15 possible combinations
 - **Color for the shoes**
 - Must differ from the hats. To avoid confusion
 - Must suggest the nature of the mode
 - **Physical nature of the shoes**
 - Important for visualization and learning purposes
 - **The shoes**

Topic

- Overview
 - Navy formal shoes
 - Routines and formal procedures
 - Grey sneakers
 - Exploration, investigation, and collection of evidence
 - Purpose of the action is to get information
 - Brown brogues
 - Involves practicality and pragmatism
 - Do what is sensible and what is practical
 - Figure it out as you go using initiative, practical behavior, and flexibility
 - Almost the opposite of the formality navy formal shoes
 - Orange gumboots
 - Danger and emergency
 - Emergency action is required
 - Safety is a prime concern
 - Pink slippers
 - Suggest care, compassion, and attention to human feelings and sensitivities
 - Purple riding boots
 - Suggest authority
 - Playing out the role given by virtue of a position or authority
 - There is an element of leadership and command
 - The person is not acting in his or her own capacity but in an official role.
- Once the framework has been learned and visualized, then there is no need to repeat the whole description of the action mode each time:
- **The shoes in detail**
 - Navy formal shoes
 - Grey Sneakers
 - Brown brogues
 - Orange gumboots
 - Pink slippers
 - Purple riding boots
- **Combination of shoes**
 - No formal framework for combining the different modes of action
 - See discussion of individual shoes for more suggestions
 - Types
 - Balanced combination
 - The uncertain situation
 - A modifying situation

Topic

	Navy	Grey	Brown	Orange	Pink	Purple
Navy		Routine and formal inquires	Routine behavior with the possibility of being flexible and using initiative if necessary	Routine procedure in an emergency	Routine procedures carried out in a gentle manner	Routine procedures with the weight of an official role behind them
Grey	Investigations using formal procedures such as checklists		Investigations using initiatives and ad hoc to obtain more information	Investigations in dangerous and sensitive situations, such as infiltration and undercover assignments	Investigations using sensitive and considerate manner to obtain information	Investigations using an official position to collect information
Brown	Practical action that uses flexibility and occasionally routine procedures, even personal routines	Practical action that is sensitive to information in order to determine the next action step		Practical action in a dangerous or potentially dangerous environment	Practical action in a sensitive human situation where feelings and emotions are involved	Practical action dealing with different official and therefore requiring the use of an official position
Orange	Using standard procedures in an emergency	Collecting expert opinion and as much information as possible regarding an emergency	Practical moment-to-moment action in a rapidly changing emergency situation before planning becoming possible		Dealing with human suffering in an emergency	Dealing with officialdom in an emergency; deciding who is in charge
Pink	Using routines for dealing with delicate situations involving feelings and emotions; can be personal routines	Listening and noting in order to offer help and comfort	Practical action and initiatives in helping people	Using official channels and positions in order to help people		Formal behavior as part of an official position
Purple	Formal behavior as part of an official position	Using official statistics and information channels	Practical action and individual initiatives with the framework of an official position	Giving orders and organizing in emergencies; leadership in a crisis	Modifying impersonal official behavior with human sensitivity	

- It is also possible to have flavors of more than two colors in a situation
- In practice, situations are rarely pure examples of one or another action mode.
- **Action, not description**
 - The purpose of the framework is to set the style of the action in advance so that a person can behave within a certain style framework
 - Six action shoes are concerned with what is about to be done

Topic

- Each person should be capable of operating in each of the different modes
- Just as each person should be capable of using each of the six hats
- Must resist the tendency to use the six action modes for purposes of description and categorization
- **Simple and practical**
- **Language and terminology**
- **Action mode summary**