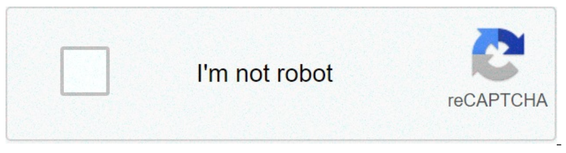

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Trusting my intuition

“Our bodies have five senses: touch, smell, taste, sight, hearing. But not to neglect are the senses of our souls: Intuition, peace, pre-eminence, trust, empathy. The differences between people are found in their use of these senses; most people do not know anything about the internal senses, while few people rely on them just as they rely on their physical senses, and in reality probably even more.” C. JoyBell C. We are much more than thinking beings; but rather multiform, full sensory creatures. Even if we do not live in isolation, we often give more credit to beliefs and the guidance of others when it would be good to remember that we live with us 24/7 and are in the influence of every decision we make. Our parents, teachers, therapists and trainers are destined to be models and it is up to us to determine the validity of what they have to offer. Call her Truth. For me, this is the truth with a capital T. Indisputable, this seems right. If I have any maneuvers in my stomach, “I don’t feel so good,” then I know it’s not a vibration in which I want to enter. Goosebumps are also my barometer of Truth and I go with my instinct when they jump into a hard YES! I consider myself an empath that served me both as a therapist who operated at my harm when I take the intake/take on customer feeling states. It takes practice to remind me that I am better able to serve them when I can detach them with love. Trusting the Internal Intuition of Voice has participated in a pivotal encounter, that with my husband Michael. In 1986, I was thinking of going to Russia with a group of spiritual teachers, including Alan Cohen, who wrote The Dragon does not live here and numerous other books. He was bringing a group of Americans to Russia on what called a citizen diplomacy mission. At the time, the Cold War continued and we wanted the Russian people tothat we were not the enemy and that they wanted us to know that they were not the enemy. I… I…my deposit for the trip that was scheduled on October 12 until October 25 of that year. Shortly after I heard the voice, and that's how I refer to it. After working in a psychiatric hospital, I know the difference between psychotic voices that tell people to do harmful things and the Voice of God, spirit, intuition, guide, whatever you want to call it. He finally said: “No, you shouldn’t go to Russia now. You should be in Philadelphia.” And I did one of those characters of the Scooby-Doo cartoon shaken head, “What are you talking about? I already put my deposit. They'll think I'm crazy if I discard it.” And the voice repeated. I said: “I will spend my 28th birthday in the house of some of my ancestors.” My grandparents came to America from Russia in their youth to escape pogrom. And the Voice repeated, as I turned back, “But I do not live in Philadelphia.” Finally, I said: “Well, you won’t give up until I cancel this trip, right?” The spirit gave me thumbs, you can bet on it. I canceled the trip and completely forgot about the conversation. On October 24, I'm in a car headed to Philadelphia with my friends to hear about Ram Dass. He is a spiritual author and teacher (just completed 87 recently) who was born Richard Alpert, and was a psychologist and professor at Harvard in the 1960s. During the intermission, a common friend introduced Michael and me. Listening to my intuition, I cancelled my trip to Russia, went to Philadelphia, we met my husband, we married, and created Visions magazine, which focused on well-being, psycho-spirituality, environmental concerns, as well as peace and social justice, which we have published for ten years. He gave me access to transformative speakers and authors, some of whose works revolve around intuitive development. I also became a ministerafter Michael's death. He had been present at New York Seminary to prepare to preparewhen vital support was turned off in the nightmare while dying waiting for a liver transplant, the voice came back and said: "call the seminary and ask to finish what Michael started." I did it a few days later and I became ordered. Listening to those voices even if they seem absurd, it made me come to my current position of life. psychiatric psychiatry I've been working for many years in a mental hospital of acute care, and there was a woman who said she believed she was an angel and that her father who died told her she had to come to the hospital to help people. My answer to her was: “Okay, let’s clarify. Being an angel means you can stand at the top of the building and fly, and you don't get hurt? ” he said: “No.” I said: “All right, all right, check the list.” I continued: “What if your father wanted you to come to the hospital because he thought it was the only way to get you here to get help? “He said, maybe.” and I said, “Can you be a human being and help people again?” she said: “Yes.” In this way I was not taking away his faith and I was in no way critical of what he thought was true. I was wondering if being human was enough and I was validating the fact that it might be very good to talk to his dead father. This may be shocking to some people to hear, but I don't know statistically how many people have a spiritual faith or how many people pray. Why don't we expect an answer? in another situation, with a different patient, who was having what was labeled “auditive hallucinations”, I asked, “What are the voices that tell you?” “Stop daring cocaine and be kind to my brother.” I said: “All right, all right. we will go with this.” I told him that if the rumors encouraged him to do something positive that is worth listening. if they told him to do something harmful for himself or forother, then it would be necessarythat through with a professional who could help you understand why this might not be such a good thing to do. He did it. I was a highly intuitive child, even unfortunately codependent, people please, baby behavior savior. I learned to read people and give them what they wanted before they asked. I didn't know I was doing this right now, but in retrospective, I look at it and I recognize that it was what I was doing. While I have refined my therapeutic skills, I have learned to observe, to be a keen observer of human behavior. I think this is a reason why I became a therapist; I was always fascinated by what makes people come up, myself included. It's like any skill. It becomes finely refined and is confident that you know what you are doing. You can say if you are sitting in front of someone and their arms are folded in front of them and are damping, this is a no-brainer, it is easy to know that they are closed out. Maybe you don't know why it's a self-protective posture I'm in. What do you do when what your “Spidey Sense” tells you is so, but others who have an investment in seeing a situation in another way, object to your intuitive blow? Without entering into details, there is an important news account that involves alleged child abuse. As soon as I heard about it, the sixth sense of my social worker was given and I suspected it really happened. Those with whom I shared my concerns that have an investment in believing otherwise because they could not imagine parents who commit and presented well, challenged my grip on it. They seemed to have more loyalty to parents than children. For the moment, I have no choice but to take a step back and let history turn. This is a case where I want to be wrong. These are methods I used to cultivate intuitive skills:in mind an object and see how quickly it presents. Hum a song and wait for it to be played on the radio. Think of a person and notice whenYou. Make a conversation in your head with someone in your life and listen to how dialogue can unfold word by word as if written. MeditateRemember your dreams (write them once you wake up) and use them as tools to clarify your life circumstances and assist in decision-making. Try something new. Go somewhere you've never been before. Routine change opens the door for flexible thinking. Trust the internal GPS, turning right, left or going straight guided by your inclination. See where you're going. Keep an object and get an image of who belonged and the story behind it. Spend time in nature. Write from the inside, letting your perceptive abilities inform your writing and writing strengthen your intuition. Let the words flow, without censorship or modification. It is called “automatic script”. When Angela Jia Kim arrived at the meeting, she found a problem. The co-founder of the business women network Savor the Success was hired by a large company to consult a project, but his contract had not been signed. “They told me that they had a small problem that had to be solved with my lawyer, but that it was not a big problem; they promised that it would be signed by noon,” he recalls. Society had brought people to the meeting and Kim didn't know what to do. “My intuition told me to go out – not to enter the consultation without the contract – but my need to please the other kicks in.” Against his best judgment, he went to the meeting. By the end of the day, the contract had not yet been signed and phone calls that Kim's attorney had not been returned. “I went away knowing that I had just given their team content that had brought me years to acquire,” he says. “They were free to use it for programs– and they did.” Where your “knee falls” actually comes fromIntuition is a useful tool when the right way is used, says William Duggan, author of Strategic Intuition: TheScintilla in the achievement of man (Columbia Business School Publishing, 2007). “Intuition is real; it comes from memory”, he says. “The brain is always looking for things you have known or experienced that are similar to what you are living now. When identifying one, it gives you that feeling of intuition or deja vu.” But memory could come from anywhere, including a past experience, a past experience of a friend, or even the plot line from a movie, says Duggan. “If you think the feeling through, you might be able to identify where it comes from,” he says. “If it comes from a science fiction movie you saw when you were 13, it might be a bad idea to listen to it.” Intuition levelsDuggan says there are three types of intuition. The first is the basic intuition – that the feeling you get on something. You don't know where it comes from and it might be right or it might be wrong. Next is the expert intuition, which comes when you become good at something. This kind of intuition comes in because you've been here before. “This is like the hospital nurse who rushes to save a patient’s life because he saw the symptoms before,” Duggan says. “It is not a feeling, it is like an instinct – a thought with an immediate appeal to action.” And the last is the strategic intuition. “This is the flash of understanding that you get when your mind is relaxed,” says Duggan. “There is often when you are in the shower, exercise or adornment. “Strategic intuition is different from the first two because it happens when thoughts in the brain meet to provide a solution to a problem you’ve been considering for some time. Duggan says it is important to capture these thoughts because the brain is so efficient to clean them away: “If you don’t take it right away, you might lose it.” How much you can trust you Determining what kind of intuition you feel will help you decide whether or not you should listen. MaAre you acting? This is another question. “It’s like a 16-year-old who tells you something,” says duggan. “You should listen? Yeah. Should you do what the 16-year-old says? Perhaps or perhaps not.” in the best of cases, intuition should spur you to say: “Wait, I have to think about it.” kim says it is disappointed that he did not listen to his intuition, but he learned from it and developed a list of questions that arises when his intuition kicks in: “Do I feel well around this person or choice?” “Does this person or situation give me or take my energy?” “Do I feel strengthened or disinherited?” “I’m going to an adventure or running from fear?” “I’m listening to my lessons learned from the past?” “Can I make the same choice if I had a million dollars in my pocket now?” “Do I feel respected and valued?” “I’m trying to control the situation or am I leaving room for expansion?” “Always looking for evidence around what you feel,” says kim. “I call it smart intuition when you are not just acting on the feeling. a lot of it has to do with knowing who you are and what your business ethos is about. and then finding others that vibrate at the same level.” is Saturday afternoon in mid-summer. a man named gary klein sits in a cleveland fire station, waiting for the next alarm to get angry. klein, 56, is a cognitive psychologist — a cartographer of the human mind who map how people perceive and observe, think and reason, act and react. He left the sterile ambientation of the laboratory, where his peers control humans as if they were rats in a labyrinth, to investigate the real people who operate in the real world. klein and his research team are trying to break a mystery that has intrigued psychologists for decades: how do people working in unpredictable situations to make life and death decisions? and how do they do it so well? According to decision-making models, they shouldmore often than they can't. They succeed.is too much uncertainty and too little time for them to make good choices. Again and again, they do the right thing. Klein wants to know why. At 3:00, the alarm's off. Klein, an assistant and an emergency crew aboard an SME truck. Three minutes later, they come to a house in a suburban neighborhood. A man is lying on the lawn. The blood is surrounding him. He slipped on a ladder and pushed his arm through a glass window, fastening an artery. The head of the rescue team — Klein calls it “Lieutenant M” — quickly estimates that man has already lost two blood units. If he loses two more, he'll die. Even as he jumps from the truck, the lieutenant knows how to judge the amount of blood on the ground that man has torn an artery. In an instant, apply pressure to the man’s arm. The emergency medical procedure said that the victim must be checked for other injuries before being moved. But there is no time. The lieutenant orders his team members to get the man in the van. While the vehicle runs to the hospital, a crew member puts inflatable pants on the victim to stabilize his blood pressure. This marks another real-time judgment call: If they put their pants on the victim before moving him, the crew would have lost precious seconds. The ambulance arrives at the hospital emergency room. Klein watches his watch: It's 3:31. In a few minutes, the lieutenant made several critical decisions that eventually saved man’s life. But he ignored the conventional rules of decision-making. He did not weigh the best course of action or weigh his options. He did not rely on a deductive thought or an analysis of probability. How did you know what to do? When Klein asked him, the lieutenant surrendered and said he simply drew his experience. For Klein, “experience” is not a satisfactory answer. But mosttimes, this is the only answer he gets. The experts' decisions — —Veteran firefighters for software programmers tested in battle — are often able to explain how they make decisions. “Their minds move so quickly when they make a high-pressure decision, they cannot articulate as they did,” says Klein. “They can see what is happening in front of them, but not behind them.” This aged puzzle has led Klein to decide, more than 20 years ago, to launch a research company that would do what the experienced decision makers could not. Klein Associates Inc. studied men and women working in intensive care units, Blackhawk helicopters, fire stations and M-1 tanks. In the process, Klein's cognitive detectives are gaining valuable information on how people exploit their insight to help them make decisions under extreme pressure. Klein calls these “power source“ skills, a phrase that has become the title of a clear and engaging book, Power Sources: How people make decisions (MIT Press, 1998). Klein’s investigation into decision-making in the real world is also giving valuable lessons for businessmen. In the last 20 years, he and his colleagues have worked with Amoco (now BP Amoco), Duke Power Co., and the world's largest airlines — as well as with the United States armed forces — to help these organizations build faster, better decision-makers. Team leaders and foot soldiers of the new economy battle goals of change, missing information, no stop confusion, and do-or-die deadlines — and they still have to make choices. Making people tell their high-level decisions — that is, to tell their stories — Klein gets able to see what they know, and to understand the internal works of how they make decisions. Klein told his story in a conference room hidden in the back of his Fairborn office building, Ohio. With his beardWhite oxford shirt, and affection for polysyllabic speech, could easily be mistaken for a university professor. He's courteous, but he's also a fearless thinker. Aof human intuition, he had the courage to bet his career on anxiety that people grossly underestimated the power of intestinal instinct. How to dimension a great decision “I think I was led astray by a book,” Klein recalls. He worked as a civil psychologist at Wright-Patterson Air Force Base in Fairborn when philosopher Hubert Dreyfus published the controversial book What Computers Can't Do: The Limits of Artificial Intelligence (Harper & Row, 1979). “Dreyfus claimed that people are injecting meaning into everything around them,” continues Klein. “And because they are active interpreters of their world, their experience cannot be deconstructed in the types of rules that fit experienced systems.” The book rocked the artificial intelligence community, which derided Dreyfus as an ignorant stranger. But for Klein, Dreyfus' argument was a revelation. Klein was helping the Air Force develop a training program using flight simulation at Wright-Patterson, and he noted that novice pilots were trying to follow the classic decision-making model, which was similar to the one used for the construction of artificial intelligence systems: They used deductive logical reasoning to help them make deliberate choices. But while apprentices put in hundreds of hours of flight time, and as their skills and experience grew, they abandoned the model. “I had a conversation with an instructor pilot who really attacked me,” Klein recalls. “When he started flying, he was terribly scared. If he had made a mistake, he would have died. He had to follow all these rules and checklists to fly the plane properly, and it was an extremely nervous time. But at some point in its development, it has undergone a profound change. Suddenly, he felt like he was not flying on the plane — he felt like he wasflying. He had interned all the procedures to fly until the plane felt like it was part of him. he no longer neededyears after he founded his company, klein won an important contract from the military research institute, which asked him to study how people make decisions under pressure of time and uncertainty. decided to track down the firemen. He moved to a firehouse at cleveland and started his interviews. but there was a problem: firefighters said they never made decisions. would simply come to a fire, look at it and attack it. Klein was horrified. “Here we just won this great deal, and we were focused on members of a community that said they never made decisions. “ the commanders said that firefighting is only a matter of following routine procedures,” klein continues. “Then I asked to see the book in which all these procedures were codified. And they looked at me like I was crazy. They said: "Nothing is written. You will learn only through experience.” this word — experience — became my first clue. “I noticed that when the most experienced commanders faced a fire, the biggest question they had to face was not ‘What do I do?’ was ‘What’s going on?’ that’s what their experience was to buy them — the ability to dimension a situation and recognize the best course of action. “Intuition begins with the recognitionklein turn interview was with a fire commander who often claimed that he had esp, or extrasensory perception. Klein did not attempt to hide skepticism, but the commander insisted on telling his story: he and his crew meet a fire at the back of a house. The commander takes his pipe team to the building. standing in the living room, they throw water on the smoke and flames that seem to consume the kitchen. but the fire comes back and continues to burn. the commander is dismayed by the persistence of the fire. his menthe fire, and the flames suffer briefly. But then they swell again with an even greater intensity. The firefighters retreat a few steps to group. group.then the commander is seized by a feeling of discomfort. His intuition (called him "sixth sense") tells him they should go out of the house. So you order everyone to leave. Just as the crew reaches the road, the caves of the floor of the living room in. If they were still in the house, the men would be immersed in a burning basement. Klein realized that the commander ordered to evacuate because the behaviour of the fire did not correspond to his expectations. Much of the fire was burning under the floor of the living room, so it was not influenced by the attack of the firefighters. In addition, the rising heat made the room warm — too hot for such a seemingly small fire. Another clue that was not a sticky kitchen blaze: The hot fires are noisy, but this was strangely quiet — because the floor was stirring the roar of the flames that were raging under. “This incident helped us understand that firefighters make decisions by recognizing when a typical situation is developing,” says Klein. “In this case, events were not typical. The fire model didn't fit anything in the commander's experience. That made him uncomfortable, so he ordered his men to get out of the building. "After many more interviews with veteran firefighters, Klein developed a radically different understanding of how intuition could work. Over time, while firefighters accumulate a warehouse of experiences, they unconsciously categorize the fires according to how they should react to them. They create a mental catalog for fires that require research and rescue and another for fires that require an internal attack. Then running through their memories in a hyperguida research to find a prototypic fire that looks like the fire they are facing. As soon as they recognize thematch, get in action. The thought of this way, intuition is really a matter of learning to see — to look for ideas or models that eventually show you what to do. The commander who saved hishe had not the ESP, he had simply “SP”. Its sensory perception has detected subtle details — small fire ma-stubborn, extreme heat, disturbing silence — which would have been invisible to less experienced firefighters. “Experienced decision makers see a different world than novices,” Klein concludes. “And what they see tells them what they should do. Ultimately, intuition concerns perception. The formal rules of decision-making are almost incidental. ” The critical role of recognition in decision-making came to a stronger focus when Beth Crandall, 51, vice president of research operations at Klein Associates, obtained a contract from the National Institutes of Health to study how intensive care nurses make decisions. In 1989, he interviewed 19 nurses who worked in the Miami Valley Hospital neonatal department in Dayton, Ohio. Nurses cared for babies in difficulty — some postures, some premature. When premature children develop a septic condition or infection, it can quickly spread throughout their body and kill them. Detecting sepsis quickly is essential. Crandall heard dozens of stories from nurses who would look at a child, immediately recognize that the child was succumbing to an infection, and take emergency action to save the child's life. How did they know if to act? Almost always, Crandall received the same answer: “You only know.” But once again, the most accurate answer was this: “recognition”. Asking each nurse to remember specific details of when he suspected sepsis, Crandall compiled a list of visual ideas showing that the child was in the early stages of an infection: His complexion would have vanished from a healthy rose to a greyish green; he cried often, but then one day he would become without list and lethargic; He was abnormally nourished, causing his abdomen toslightly. Each of these ideas is extremely subtle, but taken together, they are a sign of danger to an experienced nurse.” When we reviewed the list of tipsin neonatology, we discovered that half of the snacks had never appeared in medical literature at that time,” Klein recalls. “The head of the unit asked whether to train new nurses. We told her everything on that list came from her nurses. He said: “No matter, we cannot articulate what we see more – or how we see it.” So Beth developed and tested a series of training materials to help nurses. “Gut Choice, Best ChoiceStill, Klein was troubled by another mystery. Once the nurses and firefighters make a decision, how do they know if their course of action is good? He thought he knew the answer after reading a study by Peer Soelberg, who taught a course on decision-making at the Sloan Management School of MIT in the late 1960s. Soelberg has supported a classic decision-making strategy: Identify options, evaluate them, evaluate them, and then choose the option with the highest score. For his doctoral thesis, Soelberg decided to check whether his students would use this strategy to determine which job offer they should accept. In his surprise, Soelberg discovered that his students refused the strategy he had taught. Instead, they made a choice of liver. Then they compared other job offers with their favorite, to justify that their favorite was really the best offer. Klein believed the fire commanders used the same tactics. Instead of weighing many options, he theorized that make an instinctive decision — say, to attack a burning house from the back — and then compare it with alternatives. “I thought I came with a bold theory,” Klein says. “But the fire commanders insisted that they never considered options of any kind. As it turned out, my theory was too conservative.” Klein looked harderstories of the commanders and began to understand why they should not compare the options. Once a decision is made, they quickly evaluate it by performing a mental simulation. imagine how a courseaction can develop and how it can finally play. the process is similar to building a sequence of snapshots, says klein, and then observing what happens. “If everything works well, the commanders attack with their choice. but if they find out undesirable consequences that could put them in trouble, they discard that solution and they seek another. could go through different choices, but never compare an option with each other. they quickly evaluate every choice on their merits, even if cycled through different possibilities. do not need the best solution. they just need what works.” Do not deliberate — the interview of simulateklein with the commander of an emergency crew opened a window in the way that mental simulation works in the real world. the commander is called out to save a woman who fell from a high road and landed on the metal pillars of a sign that was directly under the road floor. She is dazzling there, semiconscious, when the rescue team arrives. the commander has a minute or two to find a way to pull the woman to safety. While two of his men climb on the cartel, the commander believes that by oando a rescue harness to bring the woman back to the overpass. But he realizes that his men should have moved the woman to a sitting position before they could attach the harness, and she could slip out of the sign supports. comes with another approach: instead of trying to take a life harness on the shoulders and thighs of the woman, her men could attack it from behind. In this way, they shouldn't have moved it before it was fixed to a rope. but then imagine that in raising the woman, the harness would turn her back and hurt her. then arrives with a third idea: they will smell a strap of stairs — a strong belt that the firefightersthey fasten over their coats when they scale stairs. His plan is to slip the belt under the woman, tie a rope around her and the belt, and then lift it up toThink about his idea again, he likes it, and tells his team to start saving. In the meantime a truck with hook and stairs arrives. That crew puts a ladder directly under the woman. A fireman climbs the staircase just as the rescue commander orders his men to lift the woman using the belt and rope. As they lift it, the commander realizes that he made a terrible mistake: The scale belt is too big for the woman. As the commander said, “It slipped through the harness as if it was a thread of spaghetti.” Luckily, he falls right in the crew's arms on the ladder. Mental simulations are not always infallible, as this case shows. But many times, they succeed. And they're efficient. It took about 30 seconds for the commander to evaluate every choice and get to what he thought was a good solution. “We thought experts carefully deliberated the merits of each course of action, while novices jump impulsively to the first option,” says Klein. But his team concluded that the opposite is true. “They are beginners who have to compare different approaches to solve a problem. Experts have a plan and then quickly evaluate if it will work. They move fast because they do less. "More you know, the quickest you GoIf Klein is right, then organizations that teach decision-making skills insisting that people generate large sets of options could actually slow down decision-makers down. Weighing options generally make sense to beginners, who need a decision-making framework to help them think their way through a problem, says Klein. But the way to overcome the initial phase is to accelerate the growth of their experiences, so that they can quickly accumulate memories and habits that will allow them to make decisions faster and better. I amat trade-aeroline conferences,” says Klein, “where drivers are given small laminated cards that have acronyms on them as STAR — Stop, Think, Analyze, Analyze,It’s a dysfunctional strategy, because in a real emergency, drivers wouldn’t have enough time to use it.” The best decision makers Klein has seen are the firefighters of wild lands, which are strength-fed a constant diet of forest fires. They fight fires 12 months a year — in the Western United States during the summer, and in Australia and New Zealand during the winter — and quickly build an experience base. And they are relentless about learning from experience. After each major fire, the command team performs a feedback session, evaluates its performance and seeks new lessons. In addition, people at the top begin at the bottom. Lower-level crew members know that their leaders were in their boots and felt their fatigue. This generates trust and trust until the end. Marvin Thordsen, 50 years old, a senior research partner of Klein Associates, saw a wild land command staff take only a few days to assemble a team of 4,000 firefighters, designed from all over the country, to fight a fire in Idaho that had swallowed six mountains. “It’s hard enough to make politics, give direction and manage an intact organization of 4,000 people, even in a safe environment,” says Klein. “These guys created that organization in less than a week – and they built enough confidence to risk people’s lives. They took us out.” What does experience feel on an individual level? Klein answers this question with a final account. There is little drama in this story. Nobody's at risk. There's no last minute help. Start with a visit that Klein and his wife made at a county fair shortly after they moved from New York to Ohio.” A friend brought me where the horses were judged," recalls Klein. “He tried to explain the characteristics of a good horse. Over the years,learned a lot about these animals, and he could see things I couldn't see. He had accumulated all this knowledge, but it was not a burden. You areall so easily. And I remember thinking, this is experience. This is how it is used. “We sometimes think that experts are weighed by information, facts, memories – making decisions slowly because they have to search through so many data. But in reality, we have backwarded it. The accumulation of experience does not weigh people - lightens them. Makes them fast.”Bill Breen (bbreen@fastcompany.com) is a senior editor at Fast Company. We trust his instincts. Contact Gary Klein by e-mail (gary@klein-inc.com), or learn more about Klein Associates Inc. on the Web (www.decisionmaking.com). One of the main tools used in the rapid decision-making process is mental simulation — the ability to evaluate a course of action by imagining how it can take place and can finally play. In Klein Associates Inc., working groups use a form of mental simulation called “premortem” to discover the hidden defects of a new project. A premortem works like this: When a team gathers to start a new project, people finish the meeting by pretending to look in a crystal ball. They look six months in the future, and the news is not good. Despite their hopes, the project failed. Then team members take three minutes to perform a mental simulation. They write because they think their derailed work. All kinds of reasons emerge: “People could say that I pushed the project in my direction and created complications,” says Gary Klein, the founder of society and his chief scientist. “Someone else will say that the project was too ambitious – we should have made it easier. I could say that the two people who drove the project had other great responsibilities, and they blew the deadline. “The group’s comments are unusually candid. The reason, Klein says, is that the context of the conversation is radically different from a criticism. The whole focusto try to understand why the project failed. Looking at six months in the future, people feel confidentto say what they really think. Then they come back to the present. Each comment is recorded, so that all members know potential speed bumps before moving on. Exercise helps people work smarter. He keeps them out of being too confident. And it seems to make sense. “With a postmortem, all you learn is after the fact,” says Klein. “With a premortem, we give ourselves the opportunity to discover the problems and then solve them in real time, as the project takes place. ”