

CONTENTS

| | |
|---|-------------|
| <i>Preface</i> | <i>xi</i> |
| <i>About the Author</i> | <i>xvii</i> |
| 1. A PROBLEM AND AN OPPORTUNITY | 1 |
| <i>Accidental Intelligence: The Terminal Assumption</i> | <i>3</i> |
| <i>The Widening “Smart Gap”</i> | <i>7</i> |
| <i>The Dumbing of America and the Culture of Amusement</i> | <i>9</i> |
| <i>Knows and Know-Nots: The New Social Divide</i> | <i>17</i> |
| <i>Who Cares? Who Needs to Care?</i> | <i>19</i> |
| 2. MULTIPLE INTELLIGENCES: THE POSSIBLE HUMAN | 25 |
| <i>IQ Doesn’t Tell the Whole Story</i> | <i>27</i> |
| <i>There Are at Least Six Kinds of “Smart”</i> | <i>30</i> |
| <i>Building Out: Applying Theories to Everyday Life</i> | <i>32</i> |
| <i>Build-Out 1: Emotional Intelligence</i> | <i>33</i> |
| <i>Build-Out 2: Social Intelligence</i> | <i>34</i> |
| <i>The Next Build-Out: Practical Intelligence</i> | <i>37</i> |
| 3. WHAT IS PRACTICAL INTELLIGENCE? | 39 |
| <i>Thinking Is a Bodily Function</i> | <i>42</i> |
| <i>Meet Your Biocomputer</i> | <i>45</i> |
| <i>Brain Cycles, Brainwaves, Brain States, and the Daily Trance</i> | <i>59</i> |
| <i>Mindmodules: You Have Many “Minds”</i> | <i>71</i> |
| <i>Mindmodels: Your Portable Reality</i> | <i>77</i> |
| <i>Four Habits That Unlock Your Mental Capacity</i> | <i>82</i> |
| <i>Four Dimensions of PI: Your Mega-Skills</i> | <i>84</i> |
| <i>Getting Started: Upgrading Your Mental “Software”</i> | <i>86</i> |

| | |
|---|------------|
| 4. MENTAL SOFTWARE UPGRADE 1: | |
| DEVELOPING MENTAL FLEXIBILITY | 89 |
| <i>Are You a Finished Product?</i> | 90 |
| <i>Dynamic Thinking and Archaic Thinking</i> | 94 |
| <i>You Might Be a Mental Redneck . . .</i> | 95 |
| <i>The Creative Paradox</i> | 98 |
| <i>The “Beginner’s Mind”: Innocence and Humility</i> | 101 |
| <i>The “Plexity” Scale</i> | 103 |
| <i>There Is No Truth—Only Your Truth, His Truth, Her Truth, Their Truth . . .</i> | 108 |
| <i>How I Learned to Stop Arguing with People</i> | 115 |
| <i>A New Way to Think About Opinions</i> | 120 |
| <i>Three Phrases That Can Keep Your Mind Open</i> | 123 |
| | |
| 5. MENTAL SOFTWARE UPGRADE 2: | |
| ADOPTING AFFIRMATIVE THINKING | 129 |
| <i>Cleaning Out the Attic: Mental Decontamination</i> | 130 |
| <i>“Sensorship”: Choosing What You Will Allow into Your Mind</i> | 131 |
| <i>Resistance to Enculturation, a.k.a. “Crap Detecting”</i> | 139 |
| <i>Cleanse Your Mind with a “Media Fast”</i> | 143 |
| <i>Re-Engineering Your Attitudes</i> | 146 |
| <i>The Attitude of Gratitude</i> | 151 |
| <i>The Attitude of Abundance</i> | 153 |
| <i>Practical Altruism</i> | 155 |
| <i>Meditation, Mindmovies, and Affirmations</i> | 158 |
| | |
| 6. MENTAL SOFTWARE UPGRADE 3: | |
| ADOPTING SANE LANGUAGE HABITS | 161 |
| <i>Language as Mental Software: What You Say Is What You Think</i> | 162 |
| <i>How Language “Packages” Your Thoughts</i> | 167 |
| <i>Jumping to Confusions: Inferential Thinking</i> | 174 |

| | | |
|-----------|---|------------|
| | <i>“Clean” and “Dirty” Language: Strategies for Semantic Sanity</i> | 178 |
| | <i>Expressions You Can Remove from Your Vocabulary</i> | 181 |
| | <i>The Self-Conversation: Cleaning Up Your Internal Dialog</i> | 183 |
| | <i>Snappy Comebacks: The Language of Funny</i> | 185 |
| 7. | MENTAL SOFTWARE UPGRADE 4: VALUING IDEAS | 189 |
| | <i>Do You Have Lots of Good Ideas? (Almost Everyone Does)</i> | 191 |
| | <i>“It Slipped My Mind . . .” (Almost Everything Does)</i> | 192 |
| | <i>The Greatest Thinking Tool Ever Invented</i> | 196 |
| | <i>Thinking in Pictures</i> | 200 |
| | <i>Are You a Yes-Person or a No-Person?</i> | 202 |
| | <i>The P.I.N. Formula: Protecting Ideas</i> | 204 |
| | <i>Using Your Magical Incubator</i> | 206 |
| | <i>“Metaboxical” Thinking: Breaking the Boundaries</i> | 213 |
| 8. | MEGA-SKILL 1: “BIVERGENT” THINKING | 223 |
| | <i>The Divergent-Convergent Polarity: The D-C Axis</i> | 225 |
| | <i>Process Consciousness: Managing the “Pivot Point”</i> | 228 |
| | <i>Groupthink: The Collusion to Fail</i> | 234 |
| | <i>Brainstorming: More Often Talked About Than Done</i> | 241 |
| | <i>Systematic Creativity: The Balancing Act</i> | 244 |
| 9. | MEGA-SKILL 2: “HELICOPTER” THINKING | 247 |
| | <i>The Abstract-Concrete Polarity: The A-C Axis</i> | 248 |
| | <i>Visionaries and Actionaries: We Need Both</i> | 250 |
| | <i>Connecting the Dots: You Have to See Them to Connect Them</i> | 254 |
| | <i>Painting the Big Picture: Mindmapping</i> | 257 |
| | <i>Explaining the Big Picture: Using the Language of Ideas</i> | 261 |

| | |
|--|------------|
| 10. MEGA-SKILL 3: “INTULOGICAL” THINKING | 267 |
| <i>The Logical-Intuitive Polarity: The L-I Axis</i> | 269 |
| <i>Thinking Styles: Yours and Others’</i> | 271 |
| <i>Sequential Thinking: Re-Owning Your Logical Abilities</i> | 278 |
| <i>Trusting Your Hunches: Re-Owning Your Intuitive Abilities</i> | 282 |
| <i>The “Zen Mind”: Flow and Mindfulness</i> | 284 |
| | |
| 11. MEGA-SKILL 4: “VISCERATIONAL” THINKING | 291 |
| <i>The Rational-Emotive Polarity: The R-E Axis</i> | 292 |
| <i>First We Decide—Then We Justify: Irrational Thinking Explained</i> | 296 |
| <i>We’re All Neurotic, and That’s OK</i> | 302 |
| <i>The Five Primal Fears We Live By: The Psychology of Risk</i> | 305 |
| <i>Signal Reactions: Disconnecting Your Hot Buttons</i> | 310 |
| <i>Emotions and Health: If It’s on Your Mind, It’s on Your Body</i> | 315 |
| <i>Can You Motivate Yourself? The “Popeye Point”</i> | 318 |
| | |
| 12. HOW TO BECOME AN EXPERT PROBLEM SOLVER | 323 |
| <i>Forget Those “Five Steps” They Taught You</i> | 324 |
| <i>Using Heuristic (a.k.a. Natural) Problem Solving</i> | 326 |
| <i>Your Five Key Mindzones</i> | 328 |
| <i>The High Speed Problem Solving Process</i> | 330 |
| | |
| 13. SUCCESS PROGRAMMING: | |
| CAUSING THE OUTCOMES YOU WANT | 335 |
| <i>Using What We’ve Learned</i> | 337 |
| <i>Mindmovies: Who’s Producing Your Life’s Story?</i> | 338 |
| <i>Alpha Programming: Making the Movies You Want</i> | 340 |
| <i>Your Life Wheel: Taking Stock, Setting Priorities, and Making Changes</i> | 343 |

APPENDICES

| | | |
|----------|--|-----|
| <i>A</i> | <i>Answers to Thinking Exercises</i> | 347 |
| <i>B</i> | <i>Fifty Tips for Better Thinking</i> | 353 |
| <i>C</i> | <i>A Vocabulary for Practical Intelligence</i> | 357 |
| <i>D</i> | <i>A Code of Intelligent Discourse</i> | 373 |
| <i>E</i> | <i>Learn to Meditate in “One” Lesson: The Harvard Mantra</i> | 375 |
| | <i>Index</i> | 379 |

