

Five moves, five questions.

The route the book teaches before any decision that matters. P, R, I and S run in sequence; M stands over all four.



P

Problem Framing

Define the problem before you touch it.

"Are we solving the right problem?"

R

Research

Go looking for information that could change your mind, and trace every claim back to where it came from.

"What would prove me wrong?"

I

Interpretation

Separate what the data says from the story you tell about it.

"What else could this mean?"

S

Synthesis

Assemble the pieces into one picture.

"What do all the pieces say together?"

M

Metacognition

Watch your own thinking while you think.

"How confident should I be, and what am I missing?"