

# Five moves, five questions.

**T**he 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?"*