

Thinking on a Higher Plane

Judge Hal Campbell, Ph.D.

Thinking on a higher plane, as the title of this article suggests, isn't a reference to some metaphysical state of existence, or something you achieve after sitting in a contorted position for an extended period of time while chanting the same phrase over and over for hours on end. It instead refers to the process of thinking and problem solving in multiple directions, at the same time in order to isolate the logic of a situation, so that you are empowered to do something about it. Now I imagine that explanation might sound a bit odd as well, but it's true.

Performing such a task as multi-directional reasoning, as you might surmise, is a rather complex mechanical and methodological process, but (almost) anyone can do it. These forms of differential diagnosis take practice to master, along with imagination, vision, persistence and the ability to see the entire playing field like a Grand Master in chess, but trust me when I tell you that (almost) anyone can do it. The more you do it, the better at it you will become.

As a young graduate student who devoted years to learning these analytic techniques, I was mistakenly of the opinion that everyone in a leadership position throughout the nation knew something that I had yet to learn about decision making and as a consequence I devoted my energy toward mastering these techniques. I must admit that I incorrectly presumed that within the hallowed halls of Congress, the West Wing of the White House, and in the anterooms of the County Commission resided teams of people like me preparing comprehensive analyses and strategic plans that pointed out all of the contributive factors necessary to render an informed decision and derive public policies that made sense. I also thought that debates and arguments presented within these institutions of government would be structured in a purely logical fashion, devoid of bias, with a clear articulation of the variables at play, the possibilities available for affecting change that resulted in a strategy that was carefully manufactured to effectively position our nation to meet the challenges it faced. Time and experience in dealing with these institutions has proven to me that I was apparently very wrong in my view of the world back then, but I remain hopeful that future generations will get it right.

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