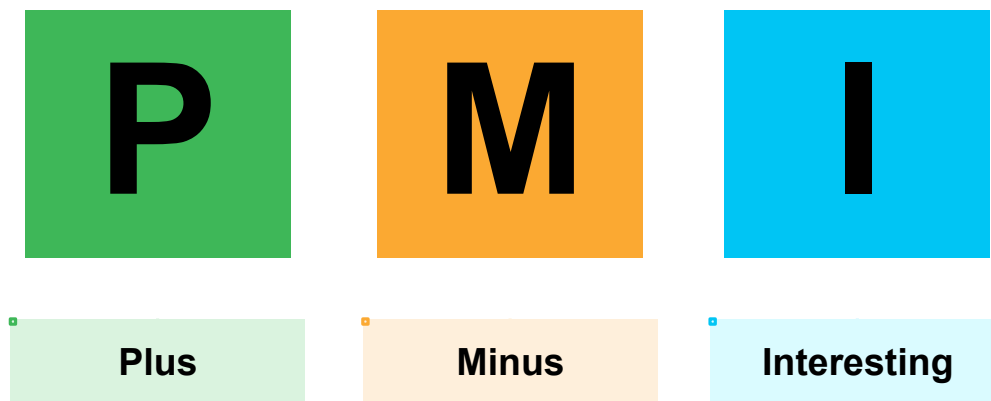


PMI (Plus –Minus-Interesting)

Introduction

- PMI is a Thinking Tool devised by Edward de Bono (www.edwdebono.com).



- Although deceptively simple, this powerful tool is very suitable for groups and for individual work.
- PMI is flexible according to the time available – a useful PMI can be completed in a few minutes, or equally be valuable for a group process taking much longer.
- It can be used very successfully as a decision making tool for both creative and strategic thinking.

Key Benefits

- Easy to learn
- Enables groups to think broadly about an issue
- Enables groups to reach informed decisions about difficult issues
- Helps see both sides of a premise/position
- With OPV, allows groups to see things from a different point of view
- Allows the thinking to be identified and captured for explaining/communicating the reasons for the decision to others.

How it works

- **Subject examples:**
 - Yes/No Proposition/Question (eg ‘All 18 year olds should do a year of National Service’)
 - Review (eg ‘How has our business performed in the past 12 months’)
 - Analysis of two competing decision options
 - Once you are familiar with it, you may find that you create new uses.

Plus	Minus	Interesting
<ul style="list-style-type: none"> • Fill in each column in turn – starting with Plus • Frame and repeat questions like – ‘what would be good about...’ ‘and what else?’ • Accept all ideas, they can be prioritized later • Stay with this column as long as you can! Typically we find it harder to identify ‘P’s than ‘M’s! 	<ul style="list-style-type: none"> • Only move onto ‘Minus’ when you have really finished with the ‘Plus’ • Again, accept and write up all ideas! It rapidly reduces creativity if ideas are criticized as soon as they are aired. • Use OPV to help generate more ideas (mind map – ‘who has an interest here?’ ‘what might be their point of view?’) 	<ul style="list-style-type: none"> • Add ‘Interesting’ points whenever they arise • Often they contain really valuable ideas which you can develop further.

- When you have finished new entries for the PMI, prioritize the items in each column.
 - One person doing a PMI might simply read through all the items and then number the top 5.
 - With a group, there are many ways of reaching a view about priorities – for example:
 - Everyone has some coloured dots (usually 5-10) and decides where to put them in each PMI column. When all the dots have been placed and counted, the group considers the results. Is the decision clear? Or, more to be done?

PMI Template

Plus	Minus	Interesting

OPV (Other Points of View)

Introduction

- OPV is a Thinking Tool devised by Edward de Bono (www.edwdebono.com).
- Key Benefits:
 - Easy to learn and use
 - Encourages understanding of different perspectives
 - Useful for problem solving, decision making and action planning

OPV PROCESS

Steps	Notes
1. Who has an interest or point of view here? <ul style="list-style-type: none"> • Individuals? • Organizations? • Institutions? 	Think widely – come up with a range of possibles - use Mind Mapping.
2. Pick one and put yourself in their position	Step into their shoes.
3. What would their point of view be on this question?	
4. If using with PMI, ask ‘What would they see as being positive about the question?’ ‘What would they see as being negative...’ and ‘...interesting’	Always start with ‘Plus’ and only move on to ‘Minus’ when you cannot think of more ‘Plus’. Add interesting points at any time.
5. Add the answers to the PMI	

Sample OPV

