



The *disciplined mind* has mastered at least one way of thinking—a distinctive mode of cognition that characterizes a specific scholarly discipline, craft, or profession. Research reveals that it takes up to ten years to master a discipline.

Without at least one discipline under his belt, the individual is destined to march to someone else's tune.

Individuals without one or more disciplines will not be able to succeed at any demanding workplace and will be restricted to menial tasks.

The *synthesizing mind* takes information from disparate sources, understands and evaluates that information objectively, and puts it together in ways that makes sense to the synthesizer and also to other persons.

The capacity to synthesize becomes ever more crucial as information continues to mount at dizzying rates.

Individuals without synthesizing capabilities will be overwhelmed by information and unable to make judicious decisions about personal or professional matters.

The *creating mind* puts forth new ideas, poses unfamiliar questions, conjures up fresh ways of thinking and arrives at unexpected answers.

Individuals without creating capacities will be replaced by computers and will drive away those who do have the creative spark.

The *respectful mind* notes and welcomes differences between human individuals and between human groups, tries to understand these "others," and seeks to work effectively with them.

Individuals without respect will not be worthy of respect by others and will poison the workplace and the commons.

The *ethical mind* ponders the nature of one's work and the needs and desires of the society in which one lives.

Individuals without ethics will yield a world devoid of decent workers and responsible citizens: none of us will want to live on that desolate planet.