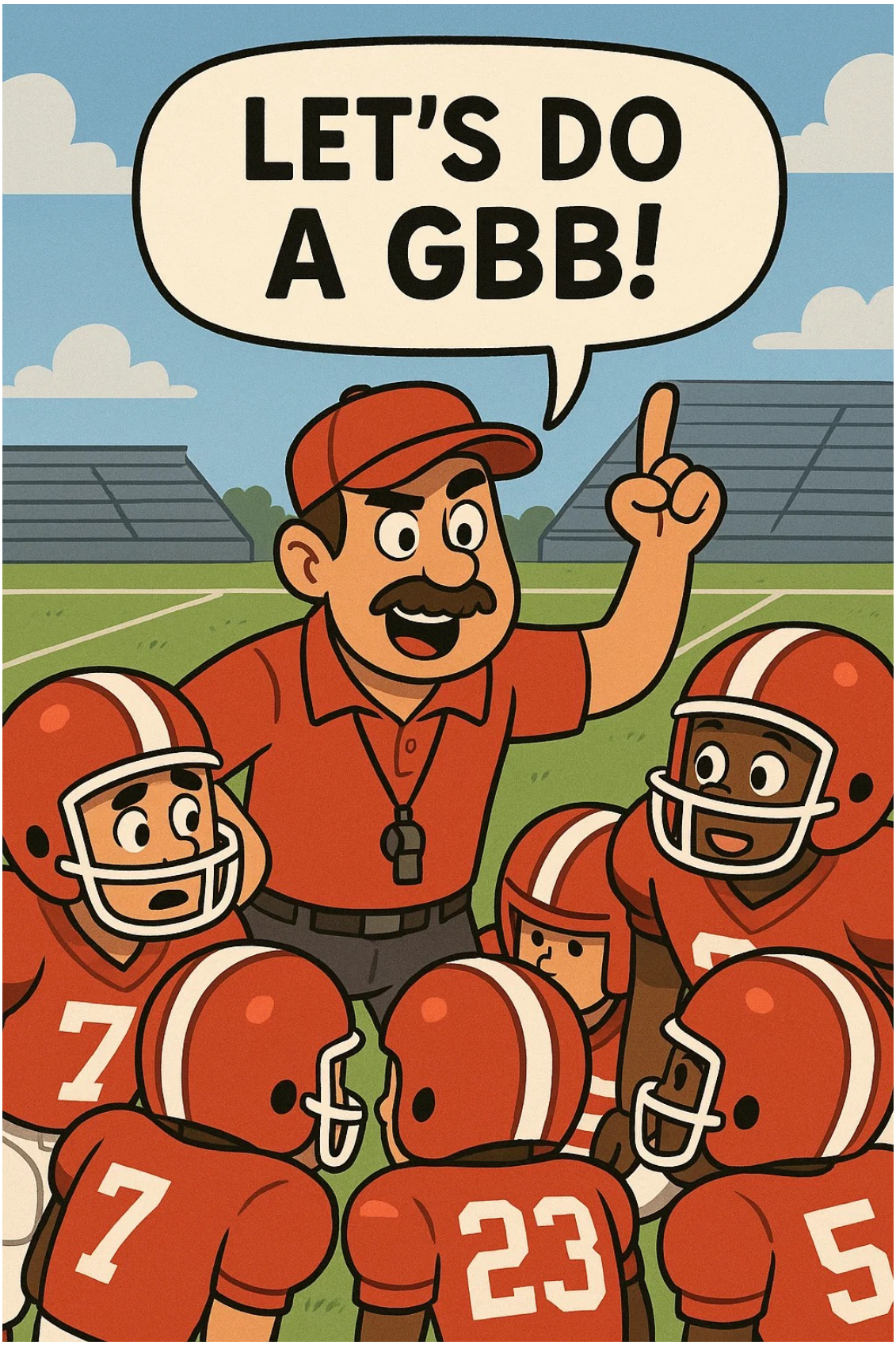


Brain Coaches' Handbook By Hewi

I am a brain coach. In 2024/25 I coached over a hundred elite sports, business and life coaches. Let's see, football? Men's and women's. Australian, American and European codes. Basketball. Tennis. Lacrosse. Cricket. Sailing. Triathletics. All including coaches, players and managers. Also, educators, startup founders, CEOs and two Australian symphony orchestras.

The brain game is all about how to play the better game when it's the harder thing to do.

Without exception those I coached all agreed the importance of 'the brain game' in their sport or career but none had ever had a brain coach *per se*. So, I asked one of the Green Bay Packers coaches, How many coaches in his organisation? He said they had 30. I asked how many 'brain coaches'? He said none. Zero. Zip. He said they did have sports psychologists. Well, that's excellent, of course, but not enough.

In December 2025 I was invited by the Australian Institute of Sport to a Summit of all Australian Olympic Head Coaches of their 20 Olympic sports. The two masterclasses I presented were designed to qualify all these Olympic coaches as Brain Coaches. This is their Brain Coaches' Handbook.

Hewi,
(Dr Michael Hewitt-Gleeson)
Yarra Valley, December 2025

Curiosity: Escaping the Intelligence Trap in the Age of AI

"The first principle is that you must not fool yourself—and you are the easiest person to fool."
— Richard Feynman

If Feynman, the great Nobel Physicist, was right, then we're all in big trouble.

Why? Because for all our data centres, quantum chips, Olympic training bases and AI labs, we're still terrible at the one thing that matters most for our future: **using our brains to escape our own point of view**.

That skill has a name: *curiosity*.

And curiosity, properly understood, is not a cute personality trait or a motivational poster. It's one of the most advanced, fragile and easily sabotaged cognitive feats the human brain can perform.

It is also, increasingly, the line between human value and human redundancy.

Welcome to *The Intelligence Trap*.

THEORY

The Intelligence Trap: When Smart = Stuck

The modern world worships intelligence. High IQ. Top test scores. Elite degrees. Clever people in glass buildings.

But there's a problem. Intelligence is excellent at **defending** a point of view. It is not automatically good at **escaping** one.

The smarter you are:

- the more language you have,
- the more arguments you can generate,
- the more elegantly you can explain why you are right and everyone else is wrong.

You become your own in-house legal team.

As Richard Feynman warned decades ago:

"The first principle is that you must not fool yourself—and you are the easiest person to fool."

We do it anyway. All day. Every day.

A viewpoint, once adopted, quickly becomes a fortress. The more intelligent the owner, the stronger the walls. They can rationalise, justify, counter-attack. They're not thinking; they're litigating.

That's the **Intelligence Trap**: using high intelligence to lock yourself into your current view of the situation.

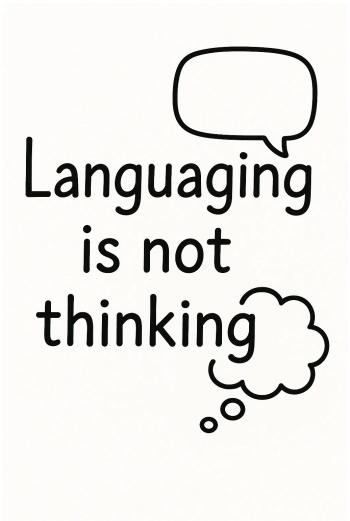
Curiosity is the jailbreak.

Humans as Walking LLMs

Here's a slightly uncomfortable analogy: humans are large language models running around on two legs.

The human brain is a pattern engine that specialises in **languaging**—turning patterns into words. Most of what we call "thinking" is really this:

- word searching,
- sentence generation,
- story editing.



It may feel like thinking. But it's really just languaging and languaging is not thinking.

AI systems like ChatGPT, Meta, Claude and friends are also LLMs. Feed them a prompt and they generate the most statistically likely next word. They speak confidently, fluently, instantly. And they do it with speed.

Humans are similar, just with hormones and childhood.

The lateral thinker Edward de Bono once observed:

> *"If the average human did three minutes of real thinking a day that would be very high."*

Three minutes.

The rest is scripted language and emotional defence. Languaging is **inside-the-box**. Real thinking—especially curious thinking—is **outside-the-box**.

The problem isn't that we're not smart. The problem is that we use our smarts to protect the box instead of stepping out of it.

The Brain Network Behind Wonder

"Desire to know why, and how—curiosity
… is a lust of the mind."
— Thomas Hobbes, *Leviathan*

So what is curiosity, in actual neural terms?

Forget the cartoon lightbulb above the head. Curiosity is a **distributed network event**. Three key players:

- **Prefrontal Cortex (PFC)**
  The executive suite. Planning, decision-making, juggling alternatives. This is where you hold multiple possibilities in mind and choose between them.
- **Anterior Cingulate Cortex (ACC)**
  The conflict monitor. It lights up when something doesn't fit: a prediction error, a contradiction, a weird result. Think of it as your brain's "Uh-oh… wait" signal.
- **Hippocampus**
  The context and memory librarian. It knows what's familiar, what's new, and where things belong.

Curiosity kicks in when this trio starts a particular dance:

1. The hippocampus spots **novelty**: "We haven't seen this before."
2. The ACC flags **mismatch**: "This doesn't fit our current model."
3. The PFC asks for a decision: "Investigate, ignore, or defend?"

That decision is everything. If you **defend**, you fall deeper into the Intelligence Trap. If you **investigate**, you're in curiosity territory.

Curiosity isn't magic. It's a routing choice. It's a neural habit that can be developed.

Novelty, Dopamine and the Itch of Not Knowing

At its core, curiosity is **novelty-seeking behaviour**.

We're wired to notice the new—a pattern that doesn't match expectations, a surprising result, an unusual behaviour, a strange data point. This isn't a bug; it's a survival feature.

When we move toward that novelty, something important happens: the brain releases **dopamine**. Dopamine is not just about pleasure. It's about **anticipation**, **motivation** and **learning**. It says:

- "That was interesting."
- "Do that again."
- "Pay attention; something important might be here."

Curiosity → anticipation → discovery → dopamine → more curiosity. You get a **reinforcement loop for learning**.

There's also another force in play: **cognitive dissonance**. That's the uncomfortable tension when reality doesn't match our beliefs:

- "I thought this athlete was at their limit, but they just smashed that set."
- "I was sure this strategy would work, but the numbers say otherwise."
- "I believed this theory, but the data doesn't line up."

Cognitive dissonance is a psychological itch. We want to scratch it. We can:

- scratch it by **denial** ("The data is wrong, the test was flawed, the ref was biased"), or
- scratch it by **curiosity** ("Maybe my model is incomplete; what else is going on?").

Same itch. Very different future. Very different consequences.

Cognitive Flexibility: The Hidden Superpower

"Be less curious about people and
be more curious about ideas."
— Marie Curie

If curiosity is the impulse to explore, **cognitive flexibility** is the skill that makes it possible.

Cognitive flexibility is your brain's ability to:

- switch frames,
- hold multiple perspectives,
- update your model without melting down.

It's powered by the executive functions in the PFC:

- **Working memory** – keeping more than one idea alive at the same time.
- **Attention control** – shifting focus on purpose, not just chasing notifications.
- **Inhibition** – the ability to *not* blurt out your favourite opinion immediately. Without thinking.

When cognitive flexibility is high, you can look at a problem from your view, the athlete's view, the opponent's view, the supporter's view, the algorithm's view, the future's view—and not freak out.

When it's low, everything collapses into binary:

- I'm right / you're wrong.
- Good team / bad team.
- Hero / villain.

That's the defining feature of **inside-the-box thinking**.

Curiosity lives in the gap between "I know" and "Maybe I don't. Cognitive flexibility is what lets you stand there without panicking.

Fear vs Curiosity: One Brain, Two Stories

Here's the catch: curiosity shares the stage with *fear*.

From an evolutionary perspective, both are reasonable strategies:

- Fear says: "Stay with what you know; it's safer."
- Curiosity says: "Explore what you don't; it might save you later."

In the brain, fear circuits in the amygdala can **override** curiosity in a heartbeat. Threats—social, physical, reputational—shut exploration down.

If your environment is saturated with:

- punishment for mistakes,
- humiliation for not knowing,
- or ridicule for asking "dumb" questions,

curiosity goes dark. People stop experimenting. They stop admitting uncertainty. They stop learning. They fear failure.

But the reverse is also true: curiosity can **soften** fear.

- Test a small step.
- Try a tiny experiment.
- Ask one better question.

Each successful micro-exploration teaches the brain:

"This isn't lethal. You can survive not knowing."

That's how high-performance cultures get built—not just with slogans, but with thousands of tiny signals that it's safe to explore.

Curiosity Is Contagious (So Is Cynicism)

Curiosity isn't just individual; it's social. Put one visibly curious person in a room—someone who:

- admits they don't know yet,
- asks questions that move the conversation forward,
- treats data as something to explore, not to defend—

and the norms begin to shift.

People copy:

- the **questions** being asked,
- the **tone** around uncertainty,
- the **permission** to say: "Let's find out."

The opposite also spreads. One cynical, performatively 'I-am-right-you-are-wrong' person can poison the whole pool.

You end up with two possible cultures:

- A **defensive culture** that optimises for being right.
- A **curious culture** that optimises for getting it less wrong, faster. And again, faster.

Only one of those cultures is compatible with a world that's changing this quickly.

APPLICATION

Curiosity, Creativity and x10 Thinking

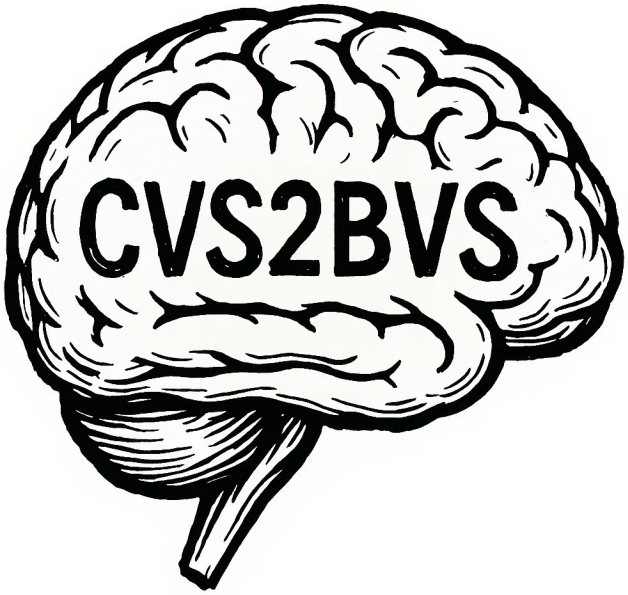
"We keep moving forward because we're curious, and curiosity keeps leading us down new paths."
— Walt Disney

Curiosity is not a luxury add-on to creativity; it's the **engine** under the hood.

Creativity is what happens when the brain:

- connects previously separate ideas,
- breaks patterns,
- generates multiple options instead of one default.

If no curiosity then no new connections. Just reruns.



Software For Your Brain

"I wish I had a management team that really understood the cvs2bvs algorithm. It's the 'value-added role in the management function."

- Jack Welch, Chairman of GE in the '80s

In lateral thinking, there's a powerful mental algorithm:

- Start with your **Current View of the Situation (CVS)**.
- Treat it as a working hypothesis, not a sacred truth.
- Deliberately search for a **Better View of the Situation (BVS)**.
- Don't settle for "a bit better"; aim for **x10**—a view that is ten times more useful, valuable, or accurate.

CVS → BVS is curiosity as code.

Most of us unconsciously run the opposite algorithm:

- BVS → CVS:
  We drag any new information down to fit our existing view.

Curiosity flips that. It says:

"What if my current view is the least interesting part of this situation?"

That's the mindset behind major breakthroughs in science, art, coaching, and tech. It's also the mindset AI can't easily fake—because it's about re-writing the box, not just filling it with better words.

Why Evolution Bothered With Curiosity

If curiosity is so fragile and risky, why hasn't evolution phased it out? Because over long time horizons, curiosity **wins**.

Curious organisms: find new food sources, detect new threats earlier, discover better strategies, learn faster from fewer experiences.

The species-level bet is simple: Fear protects you **now**. Curiosity protects you **later**.

We need both. But the modern world—especially one that can outsource "now" problems to machines—is shifting the balance. Leaders, teams and societies that can manage fear and amplify curiosity will adapt. The others will cling to old models in a new world and call it "principle".

Training Wonder: Curiosity as a Daily Practice

How to practise curiosity as a skill. What can I actually do?

Curiosity thinking = **do a GBB**.

- **GOOD** = the good things you can see. The things you like about an idea or proposal.
- **BAD** = the bad things; the faults, the problems, the negatives you can see. The things you don't like.
- **BETTER** = the better things you could see; the possibilities, the opportunities, the much better alternatives if only you deliberately go beyond the obvious and search for them.

When prompted to do a GBB on an idea, proposition or situation, one is asked to create:

1. A list of **10 GOOD** points that one may consider positive or of value about the idea.
2. Then a list of **10 BAD** points that may be discerned to be negative about the idea.
3. Then a list of **10 BETTER** points that offer alternative points to consider, experiments that can be tried, new possibilities, or innovative choices and options that could be even ten times better.

Use of the GBB neuro-algorithm enables you to **multiply your thinking by ten**.

Research on the GBB has shown it can very often *reverse decisions*. Why? Because when you already know that you like or dislike an idea or proposition it can be very difficult to change your point-of-view.

The GBB is very powerful software for activating your brain's **neuroplasticity**.

The GBB also means that:

1. Without a GBB you may not be able to appreciate an idea that seems bad to you at first sight.
2. Without a GBB you may fail to see the disadvantages of a proposition that you like very much.
3. The GBB can reveal that a decision is not only good or bad but can also lead to a **much better** decision.
4. Without a GBB most judgments are based not on the value of the idea but on your **emotions at the time**.
5. With a GBB you decide whether or not you like the idea **after** you have thought about it instead of before.
6. The GBB is simple but powerful brain software and the more you use it the more skilled at using it you become.

This is curiosity as a repeatable neuro-algorithm: systematic escape from your current view into a much better one. Possibly even ten times better.

x10
x10thinking

Curiosity in the Age of AI

Humans are very good at languaging and AI is getting very, very good at the kind of thinking humans used to brag about:

- analysis at scale,
- pattern recognition,
- languaging and logic,
- prediction,
- optimisation.

Large chunks of "being clever" are now available via AI; ChatGPT, Meta, Claude and the others.

What machines still struggle with is **frame-breaking**:

- redefining what the problem is,
- questioning the goal itself,
- generating BVS that don't yet exist in the data.

That's curiosity territory.

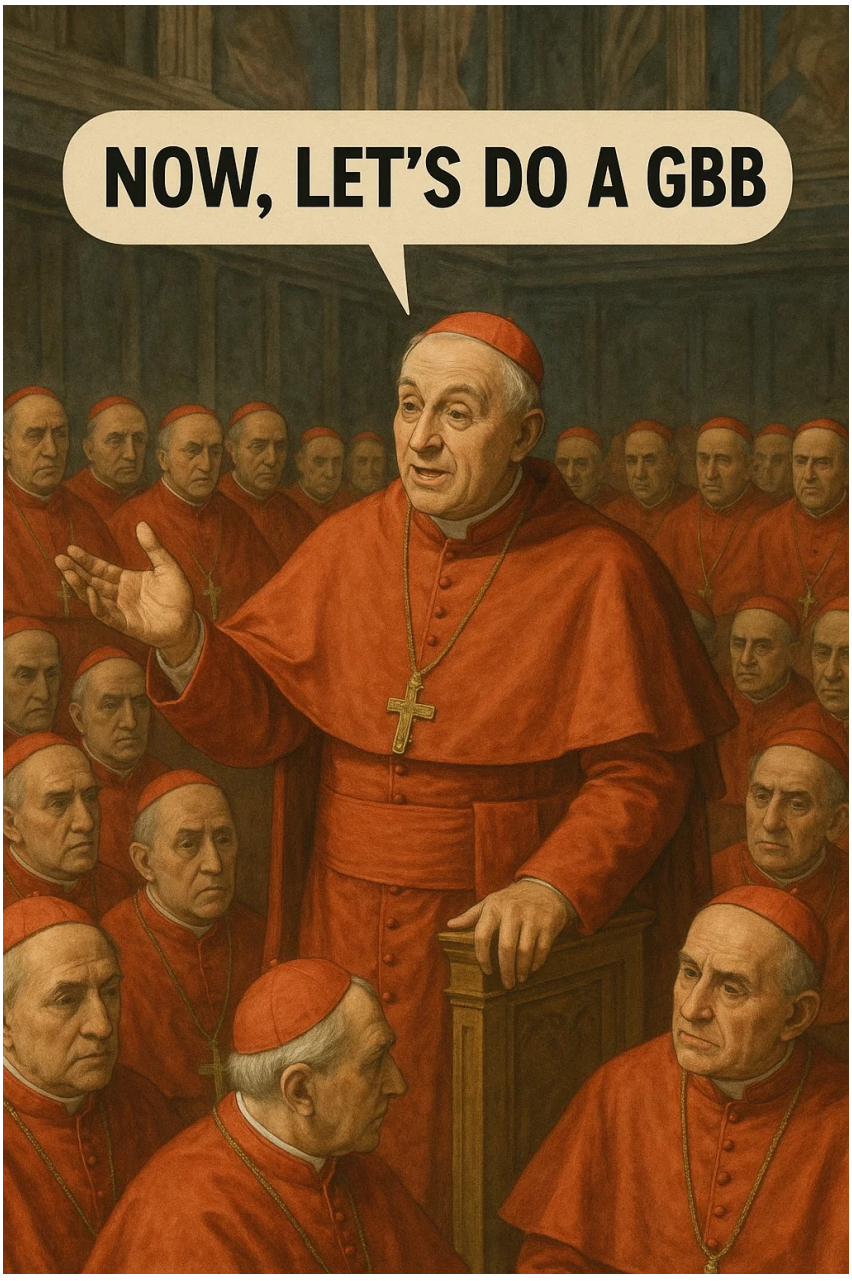
In the coming decade, the cognitive split will look less like “smart vs dumb” and more like:

- those who can escape their current view on demand,
- and those who can’t.

The first group—whether human or machine-augmented—will be the **value fountains**. They’ll discover new opportunities, new strategies, new models.

The second group will be **value drains**. They’ll defend outdated views with increasing intelligence and decreasing relevance.

Curiosity will be the fault line.



So What Now?

For millennia *curiosity* has been praised. Socrates claimed "Curiosity is the beginning of knowledge". Cicero observed that "all learning is a kind of curiosity". Edmund Burke called it the first emotion of the human mind. Hobbes called it "a lust of the mind." Johnson linked it to vigorous intellect. Einstein warned us not to stop questioning. Disney built an empire on it. Curie told us to aim it at ideas, not gossip.

But praise is cheap. Practice is rare.

In practical terms, "On Curiosity" comes down to three commitments:

1. **Stop treating your current view as the finish line.**
   It's your CVS—temporary, partial, useful until it isn't.

2. **Build environments where it's safe to not know.**
   Fear kills curiosity. Reduce humiliation, increase experimentation.

3. **Treat curiosity as a core skill, not a personality quirk.**
   Train it explicitly. GBB it. Model it. Measure it in questions asked, options generated, BVS discovered.

In a world of accelerating AI, saturated information, and compounding crises, we don't just need more intelligence. We need more **escape artists**—people who can step outside their own view and ask, over and over:

"What else might be true? What better view of this situation could exist? And what happens if I multiply my thinking by ten?"

That is the work of curiosity.

And it might be the most important work left that only humans can still do well.

x10

x10thinking

Escape from CVS

The First Law of Thinking

The Current View of the Situation (CVS)

can never be equal to

The Better View of the Situation (BVS)

CVS ≠ BVS

CVS2BVS

The Law of x10 Thinking

The CVS multiplied by ten is equal to the BVS

CVS x 10 = BVS

Professor Scott Galloway,
NYU School of Business (12 July 2024).
This millennium, thus far, could best be described as the "x10" era.

Larry Page
Co-founder of Google:
I live by the gospel of x10!

Professor German Spangenberg
Victorian Department of Agriculture, *AgriBio*, La Trobe University:
"Thanks for all your amazing work in delivering a fantastic AVR x10 project. It has been a genuinely transformative initiative that will have lasting impact – I see the excitement of our AVR scientists in discovering their entrepreneurial skills, learning from each other, getting to know colleagues. Indeed, 5 start-up pitches in Term 1 alone is an exceptional achievement! And more to come in Term 2! Thanks again for making all of this possible".

cvs2bvs is the most powerful human thinking algorithm in over 2500 years since the Classic Greeks invented binary *logic*.

Logic is for inside-the-box.

cvs2bvs is for outside-the-box.

The cvs2bvs Algorithm

STEP ONE

Oxygenate Your Brain.

Take Three Very Deep Breaths.

1. Breathe in. Very deep. Fill your lungs to the max.
2. Wait four seconds, then …
3. Breathe out. Slowly and steadily. Empty your lungs.
4. Repeat three times. Think *Relaxation x10*.

STEP TWO

CVS: Ask What's my CVS?

Is it a Problem or an Opportunity?

• Problem examples: *I can't save money. I don't speak Spanish. My team members are falling behind.*
• Opportunity examples: *Should I invest in a startup? My partner wants us to marry. How can we double our sales?*

STEP THREE

BVS: Ask What's a BVS?

Be Curious. Use x10 Thinking. GBB.

• What are ten good things?
• What are ten bad things?
• What are ten better things?
• Or, you can ask ChatGPT: "Do a GBB on (your prompt)."

The Author

Dr Michael Hewitt-Gleeson, Vietnam veteran, cognitive neuroscientist and best-selling author of *Software For Your Brain (1989).*

michaelhewittgleeson@gmail.com

Michael's nickname is *Hewi*

Hewi in Kho Chẳng, 2025

Appendix

- Three GBB Practise Examples
- GBB Prompts - AI or HUMAN
- The Killer App: Do a GBB!
- Ask Hewi for a masterclass

Three GBB Practise Examples

(Using AI to do the GBB Work)

“By law, all Friday’s should be ‘free public transport’ days”.

(Using AI to do the GBB work)

Ten GOOD points

1. Boosts ridership and tests public transport.
2. Cuts car use, traffic congestion, and noise.
3. Reduces carbon emissions and air pollution.
4. Encourages greener commuting habits.
5. Relieves financial pressure on low-income households.
6. Increases Friday city activity (shopping, dining, events).
7. Expands access for students, seniors, and job seekers.
8. Promotes cleaner air and healthier lifestyles.
9. Builds public goodwill and trust in leadership.
10. Serves as a stepping-stone toward bigger transport reforms.

Ten BAD points

1. Revenue loss for transport systems may require taxpayer subsidies.

2. Overcrowding on Friday services could lower comfort and reliability.

3. Risk of antisocial behaviour if Friday is seen as “party travel” day.

4. Inequity: rural areas without good public transport gain little.

5. Potential drop in perceived service value (“if it’s free, it’s cheap”).

6. Maintenance costs may rise from increased wear-and-tear.

7. Administrative complexity in managing fare exemptions only on Fridays.

8. May not shift long-term habits—people might just drive on other days.

9. Funding gap could trigger cuts elsewhere (schools, hospitals, roads).

10. Could face political opposition from groups preferring road investment.

Ten BETTER points

1. Instead of just Fridays, rotate free days (e.g., once a month weekdays) to spread benefits.

2. Pair free Fridays with campaigns (shop local, cultural events, green Fridays).

3. Use as a “trial day” to gather data on transport demand and user behaviour.

4. Offer free travel in off-peak hours only (reduces crowding, boosts efficiency).

5. Provide free Fridays only via digital passes—drives adoption of smart ticketing.

6. Integrate bike-share/scooter passes to encourage multimodal eco-travel.

7. Combine with “leave the car at home” incentives (discounts, workplace challenges).

8. Employers could sponsor “free ride Fridays” as part of WFH programs.

9. Instead of free fares, cap Friday tickets at $1 to preserve revenue but still nudge users.

10. Use Fridays as the gateway to test fully free public transport weekends.

“People should wear badges showing what mood they are in that day”.

Ten GOOD points

1. **Encourages self-awareness by prompting people to check in with their own mood.**
2. **Makes emotional states visible, reducing misunderstandings in workplaces or schools.**
3. **Could increase empathy—people may act more kindly if they see someone is “sad” or “tired.”**
4. **Helps managers, teachers, or friends adjust interactions accordingly.**
5. **Could support mental health by normalizing conversations about feelings.**
6. **Provides an easy “non-verbal signal” for people who struggle to articulate emotions.**
7. **Might reduce conflict by warning others when someone isn’t in the mood.**
8. **Could strengthen social bonds by encouraging curiosity and care.**
9. **Simple, low-tech, and inexpensive to implement.**
10. **Could become playful or creative, with customized or humorous badge designs.**

Ten BAD points

1. Risks invading privacy—people may not want to share their emotions publicly.

2. Creates pressure to conform to “positive moods” and hide authentic feelings.

3. Could be stigmatizing if someone is frequently labeled “sad,” “angry,” or “anxious.”

4. Open to misinterpretation—moods are fluid and complex, not easily captured by a badge.

5. May discourage resilience—people might expect special treatment when in a “bad mood.”

6. Can be gamed—people might wear the “wrong” badge for attention or manipulation.

7. Adds social awkwardness when badges and behaviors don’t match.

8. Could trivialize real mental health struggles by reducing them to icons.

9. Enforcement problem: who ensures people actually wear the badges?

10. Likely strong resistance in cultures valuing emotional privacy or professionalism.

Ten BETTER points

1. Make it voluntary—badges available but not mandatory.

2. Digital version (wearable app or smartwatch signal) shared only within chosen groups.

3. Use broader categories (green = fine, yellow = meh, red = struggling) instead of detailed moods.

4. Apply in targeted settings: classrooms, hospitals, aged care—where emotional signals matter most.

5. Introduce as part of mental health campaigns, not as a law or rule.

6. Combine with training in emotional intelligence and empathy, not just badges.

7. Use humour and creativity—mood emojis, cartoons, or playful symbols to reduce stigma.

8. Allow “opt-out” or “mystery mood” badges to protect privacy.

9. Pair with AI or HR dashboards to track workplace well-being (anonymized data).

10. Pilot in small communities (schools, clubs, co-working spaces) before scaling.

“Marriage, should not be forever, but for a 5-year period with an option to renew”.

Ten GOOD points

1. No more messy divorces—your marriage simply times out like a Netflix trial.

2. Every five years, you get to propose again—roses, champagne, or a polite handshake.

3. Keeps couples on their toes; complacency is cancelled.

4. Toxic marriages can quietly evaporate without a courtroom circus.

5. Fits modern attention spans—five years is longer than most phones last.

6. The romance of renewal! Nothing says “I still do” like ticking “extend subscription.”

7. Negotiation-friendly: you can add “kids, dog, or yacht” to the renewal contract.

8. Stops people marrying just for permanence—forces deliberate choices.

9. Couples evolve, so does the contract. Darwin would approve.

10. A modern reboot of marriage—commitment with an opt-out clause.

Ten BAD points

1. Grandma won’t approve—her vows were meant to outlast the furniture.

2. Children may find their parents’ “renewal status” more suspenseful than season finales.

3. Why fix problems when you can just let the timer run out?

4. Bureaucrats will feast—forms, fees, and filing cabinets groaning.

5. Marriage might feel less like romance and more like a phone plan.

6. Hard to plan mortgages or pensions when love expires like yoghurt.

7. Could cheapen the gravitas of “till death do us part.”

8. Clergy and conservatives will throw holy water at the idea.

9. Potential power imbalance if one partner dangles “non-renewal” as leverage.

10. Society may resemble a revolving door of half-decade romances.

Ten BETTER points

1. Offer both options: classic “forever” and sleek “5-year lite.”

2. Launch first as civil unions; let traditionals keep their forever vows.

3. Tiered packages—3, 5, 10 years. Commitment à la carte.

4. Auto-renew if there are young kids (think family-friendly fine print).

5. Include a mandatory “relationship MOT”—therapy check-up at renewal time.

6. Allow contract upgrades—add puppies, prenups, or Pilates clauses.

7. Grace period: a cooling-off buffer before expiry, just in case.

8. Sweeten renewal with perks—tax breaks, holiday credits, champagne vouchers.

9. Test in avant-garde cities first (looking at you, Copenhagen).

10. Streamline the whole thing via app: swipe right every five years to stay wed.

GBB PROMPTS - AI or HUMAN

HUMAN INTELLIGENCE Prompt: Just teach your human followers ...

"GBB means GOOD, BAD, BETTER. The GBB enables you to multiply your thinking by ten. GOOD = the good things you can see. BAD = the bad things; the faults, the problems the negatives you can see. BETTER = the better things you could see; the possibilities, the opportunities, if only you deliberately go beyond the obvious and search for them. When prompted to do a GBB on an idea, proposition or situation one is asked to create a list of 10 GOOD points that one may consider positive or of value about the idea. Then one gives a list of ten BAD points that may be discerned to be negative about the idea. Then follows a list of 10 BETTER points that offer alternative points to consider, new possibilities, or innovative choices and options that could be even ten times better. Use of the GBB neuro-algorithm enables you to multiply your thinking by ten. Research on the GBB has shown it can very often reverse decisions. Why? Because when you already know that you like or dislike an idea or proposition it can be very difficult to change your point-of-view. The GBB is a very powerful software for activating your brain's neuroplasticity. The GBB also means that:

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5. With a GBB you decide whether or not you like the idea after you have thought about it instead of before.
6. The GBB is simple but powerful brain software and the more you use it the more skilled at using it you become."

(You can also train your AI assistant using this prompt).

•

THE KILLER APP

Click on the image and do your GBB …

Humans could never do the GBB. Now they can. At the press of a button.

For years we assumed that thinking harder meant thinking smarter: more intelligence, more data, more arguments. Neuroscience tells a less flattering story.

Raw intelligence is excellent at defending a point of view. It is far less capable of escaping one.

That's the problem GBB was designed to solve. GBB stands for GOOD, BAD, BETTER. A simple yet demanding thinking algorithm.

When you **'Do a GBB!'** you generate ten GOOD points for an idea, ten BAD points against it, then ten BETTER points that break free of the original framing altogether.

Not a compromise. An escape. Often a ten-times-better one. This is x10 Thinking.

Here's the catch.

Over forty years of teaching across cultures and continents, the School of Thinking discovered the same limit again and again: *humans can't do the ten points GBB!*

Most stall at three or four points. The brain loops, defends, justifies. That isn't stupidity. It's biology. The human brain evolved for fast judgments under uncertainty. Current views feel safe. Better views require effort, inhibition, imagination. Scarce resources in a busy cortex.

Until now.

In 2026, GBB finally got its killer app. Now anyone can generate ten GOOD, BAD, and BETTER points in seconds. Not as answers to follow, but as cognitive scaffolding. The effect is immediate and quietly radical.

The GBB doesn't make you right. It makes you less trapped. The future of intelligence isn't artificial. It's finally escaping from the trap of our 'selves'.

Click on the image and do your GBB …

Masterclass Feedback from a professional NRL club based in Sydney.

NRL Assistant Coach
'Let's do a GBB creates an environment where ideas are free of judgment because it's the culture.

Analyst
My takeaway was the GBB. I really believe it will help me. It was challenging, it provoked my way of thinking. I really enjoyed it and will read Michael's books.

Physiotherapist
I found Michael's concepts thought provoking. His presentation was so well structured. It was interesting how keen he was on doing a GBB with AI. Incredible AI can create a GBB from available online opinions.

Sports Scientist
I wasn't familiar with 'Do a GBB' before this session. I also loved the simplicity of being able to say, "Let's do a GBB," to shift into a curious mindset.

Football Manager
Thoroughly enjoyed Michael's session and especially about the fear of putting ideas forward and judgment that comes with that. The GBB will be a great tool for us and I will definitely embrace it.

Sports Scientist
I really resonated with Michael's insights on the progression from the current view of the situation to the better view of the situation. While this summaries the basis of research and experimentation I had never thought about it in that way and will be using that insight to underpin the next few steps of my research.

Media & Communications manager
Our session with Michael was a real eye-opener to the value of making simple shifts in how we think. At school, we were taught what examiners wanted to see; at uni, we were encouraged to push our creative limits. Unfortunately I don't do that as much in my role because of time pressures but hearing from Michael was a reminder of how important it is, and how much of a difference it can make to both the individual and the outcome.

NRL Assistant Coach
My key takeaway: Look to pair GBB with AI prompts for faster options generation wherever I can.

FEEDBACK

SYDNEY

5 November 2025

BONUS COACHING TIP

The brain is a patterning system. It cognises thinking through *repetition* for later re-cognition when needed. That's why we don't have to re-invent breakfast every morning. To allow your brain to cognise this new knowledge you can reread this fastbook ten times. It will transform the knowledge into skill and raise your emotional intelligence. You can also enjoy the repetition as it's quite fun to do :-)

1 2 3 4 5 6 7 8 9 10

Ask Hewi for a live masterclass on the GBB and x10 Thinking …

By arrangement, Hewi is now conducting a limited number of online masterclasses for leaders, coaches and their teams.

If you would like your team to be considered for a 1-hour live session, contact Hewi personally by email: michael@schoolofthinking.org

Hewi's Live and Online Sessions

https://schoolofthinking.org/audiences/

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Original text by Michael Hewitt-Gleeson.

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