

on to a shared screen allow a ‘fast and frugal’ response when someone asks, “What if we change that score?” What-if games are, in fact, the arithmetic version of reflection. They can also maintain a record of every iteration of the reflection process, i.e. don’t throw away the drafts.

The good news about reflective thinking is that, unlike raw intelligence, it can be developed beyond our individual limitations, through tools, the questions of others, self-awareness, intellectual humility, and, above all, through the honest sharing of our difficult decisions.

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