

The Four-Dog Field Guide

Four dogs. Four jobs. One head—yours.



When you're stuck on something (a problem to solve, or a thing to make), run through the four of us. Each one asks a different question. You don't need them in order. You just need all four. Each of us is best at one of these. But none of us is banned from the others, and neither are you.

SULLY—the Noticer

“What’s actually happening?”

Not the first thing. The real thing. Look longer than feels necessary, and look at what everyone else has stopped seeing.

BAZ—the Wonderer

“What if...?”

Out loud, and more than once. Some of the ideas should be bad. The bad ones make room for the good ones. You can’t get to the tenth idea without saying the first nine.

DASH—the Tester

“Does it hold up when I check?”

Don’t decide by thinking harder. Go and look. The answer is almost always more available than you think.

PHOEBE—the Zoom-Out

“Are we solving the right problem?”

She’s not a step in the line. She stands outside it. At any point, she asks the question nobody asked. And turns the whole thing in a new direction.

Notice. Wonder. Test. And every so often, step outside and check the question.

That’s the D-Squad. The D is for the energy.