



Two Day - On-Site • Customized

Everything from the one day critical thinking workshop Plus advanced Exercises and Tools for Decision Makers

CPE Certified

Critical Thinking and Advanced Decision Making

Workshop #301

Critical Thinking

Critical Thinking is an impartial method of analyzing and looking at problems, decisions, and goals. This results in faster decisions, more creative and innovative solutions, and higher quality deliverables.

Our highly interactive workshops train the attendees in a framework for critical thinking and numerous techniques to apply critical thinking to real world problems and decisions.

Each workshop is customized with examples and exercises pertaining to current issues of the attendees.

The Takeaway

Critical Thinking ... A process that lets your brain do a little bit more for you as you make decisions, solve problems, make plans, and execute. Critical thinking has an immediate positive impact for solving current problems, and has significant long term benefits with business issues, goals, and strategies. Imagine the benefits when people are “Thinking” at a new level.

HeadScratchers Critical Thinking Workshops trains people to effectively apply critical thinking techniques to their everyday business issues. This results in higher quality problem solving and decision making – more innovation, faster decisions, opportunity recognition, mistake avoidance, higher productivity, and more.

Workshop #301 Critical Thinking and Advanced Decision Making

This two day workshop includes all of the material from the one day workshop, Course 201, plus added content, practice, and case study time to strengthen comprehension. Additional topics include: Influencing and Communicating ideas, Making Fast Decisions, Fuzzy Criteria, Analysis Paralysis, A 9-Point Risk model and template, Advanced Decision Criteria, Preeminent Metrics, and Thinking Outside the Box, Outside the Probabilities and Outside the Possibilities.

See details on the following pages



HeadScratchers helps you say “Yes” to the following questions:

- Does your staff think Critically and Creatively?
- Do your managers lead people in “Thinking” as well as “Doing”?
- Is “Thinking Smarter” just a phrase, or do your employees know how to do this?

What is the benefit of a Critical Thinking workshop?

Attendees learn Pragmatic Critical Thinking Techniques resulting in:

- Faster and higher quality decisions that are more likely to be the correct ones
- Superior solutions to problems, goals, and strategies
- Better understanding of the dynamics between different aspects of a business or project
- Innovative ideas and solutions
- Higher productivity
- Better prepared to tackle difficult problems and make decisions on a daily basis

Examples of where these skills can be applied include:

- Improved development processes and quality
- General problem solving and decision making
- New product ideas and creation
- Short and long term business strategies
- Crisis management
- Improved operational efficiency
- Revenue generation and cost reduction strategies
- Customer care improvement



Why we customize our Workshops.

While HeadScratchers has developed a model for Critical Thinking, we also believe that learning the concepts of critical thinking should be adapted to a specific area of focus. Because of this, prior to the workshop, we meet with some of the attendees to obtain a better understanding of specific objectives and subject matter sensitivities for the training. We obtain real examples of issues the attendees have and incorporate these into the examples and exercises in the workshop. In this way, examples and exercises are tailored for the specific audience. We customize:

- The kinds of issues, problems, challenges of the Attendees
- The appropriate techniques most effective for the Attendees
- Examples and exercises customized for the Attendees

Not your average Class or Seminar !

Unlike most classes that are taught in “academia” style and content, our workshop is about applying critical thinking tools and techniques on your actual business problems. Tools and Techniques are taught, and then practiced in class, on the problems you bring. Then, when you return to the workplace, you already know how to apply what you just learned.

Course 301: Critical Thinking and Advanced Decision Making

Two Day • Customized • On-Site • Interactive

Program Level: Intermediate and Advanced

(2 day / 15 CPE Credits)

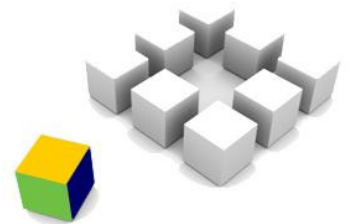
Overview: This two day workshop includes all of the material from the one day workshop, Course 201, plus added content, practice, and case study time to strengthen comprehension. Additional topics include: Influencing and Communicating ideas, Making Fast Decisions, Fuzzy Criteria, Analysis Paralysis, A 9-Point Risk model and template, Advanced Decision Criteria, Preeminent Metrics, and Thinking Outside the Box, Outside the Probabilities and Outside the Possibilities.

Learning Objectives: After completing this course, you will be able to:

- Apply the 3 step Critical Thinking Process to Problem Solving and Decision making.
- Apply critical thinking to Get Clear on a Problem or Decision aided with the Clarity Thinksheets
- Use the Conclusion Thinksheets to guide and document your thinking for Conclusions
- Understand and balance Risk
- Enroll a team behind a decision
- Listen in a way to help both your decision making and your guidance of others
- Know how to get decisions made in a timely matter and avoid Analysis Paralysis.
- Create an early warning system for catching a bad decision.
- Guide others to use sound problem solving and decision making
- Guide others to generate decisions that are outside the box
- Use the Decision Thinksheets to guide and document your thinking for Decisions.
- Utilize a problem solving model and identify clear decision criteria to make sound decisions.
- Implement your next step plan (created in the workshop) and report how your thinking has changed.

Course Outline:

- Includes all of Course 201 – Critical Thinking for Problem Solving, Decision Making and Creativity – **Plus**
- Decision Boundaries (Fuzzy and Discreet)
- Communicating Conclusions and Decisions (w/exercises)
- Addressing Beliefs and other Factors used in Decisions (individual factors)
- What to do with a strong, contrarian, belief (yours, and others)
- Tactic and Strategic effects of a Decision
- Crisis Thinking
- Risk model, variables and assessment (w/exercises)
 - Understanding the components of Risk (Downsides, Downside Absorption Capability, Uncertainty, Ignoring Statistical Downside, Controllability, Necessity of Upside, Reversibility, Mitigation Strategy, Preeminent Metrics)
- Fast Decisions and Analysis Paralysis
 - How to speed up decisions (yours and others)
 - Moving from Conclusions to Decisions in a timely manner
 - What is Analysis Paralysis and how to prevent it
- Advanced Criteria (w/exercises)
- Advanced Conclusion and Decision Thinksheets
- Thinking Outside the Box, Outside the Probabilities, Outside the Possibilities
- Preeminent Metrics – Early warning system for a bad decision (w/exercises)
- Next Steps (your plan to implement Critical Thinking and Advanced Decision Making) (w/exercises)





Who should attend this course? (#301)

Participants who are accountable for day-to-day, short to long term tactical and strategic issues, and problems where decisions have significant ramifications. Participants should have at least 7 years of experience in the workplace, and at least a few years at the senior individual or managerial level. .

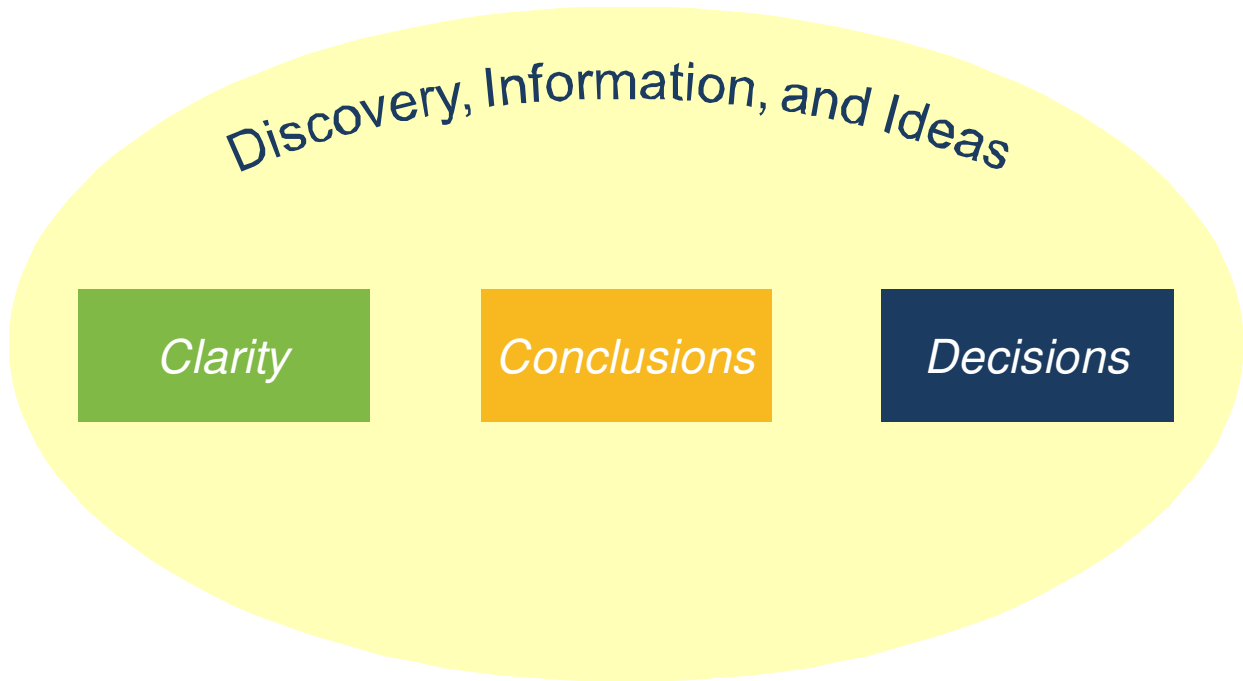
Maximum of 20 Participants per class

Delivery Method:

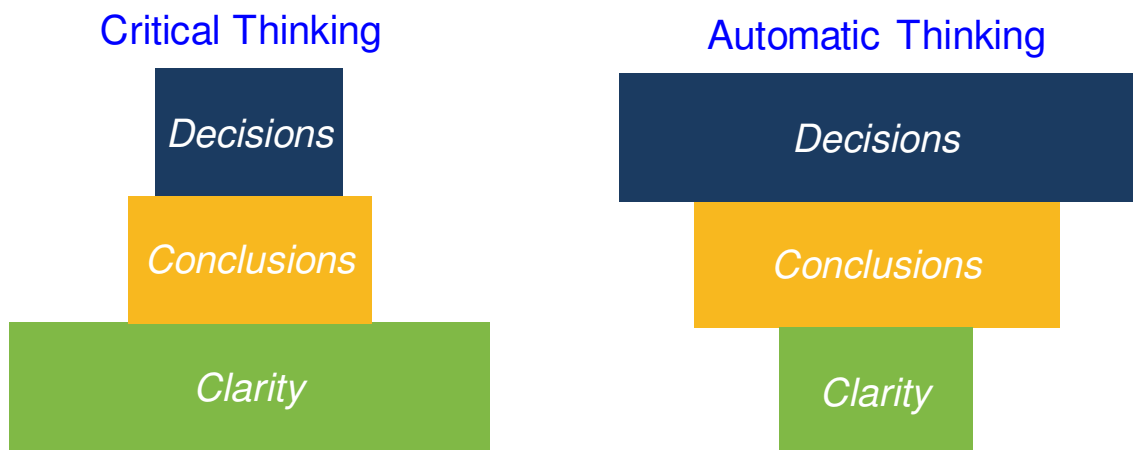
Group-Live, On-Site at your location

Complete curriculum customization is available for special needs or for a mixture of attendees.

We present a simple framework for Critical Thinking



We contrast your everyday automatic thinking with Critical Thinking.



Stronger foundation for decisions

More time on getting clear and less
time needed for decisions

Weaker foundation for decisions

Less time getting clear and more time
needed for decisions

We train the attendees in the use of various techniques for Getting Clear, Reaching Conclusions and Making Decisions

Tools & Techniques

Empty Bucket
Inspection
Need
Why? So What?
What's Next?
Socratic Questioning
Listening to Answers
Broader-Subordinate
The Ingredients
Vision of the Future

Facts
Observations
Experiences
Beliefs
Assumptions
Abduction

Innovation and
Creativity

Need
Upsides
Downsides
Risk Model
Criteria



Clarity



Conclusions



Decisions

This Results in ...

Focus
Everyone Aligned
Higher Productivity
Time and \$'s spend
on right problem
People working on
right problem
Implications and
Possibilities
Organizational
tactical and strategic
Impact

Thoughtful,
defendable, clear,
Conclusions

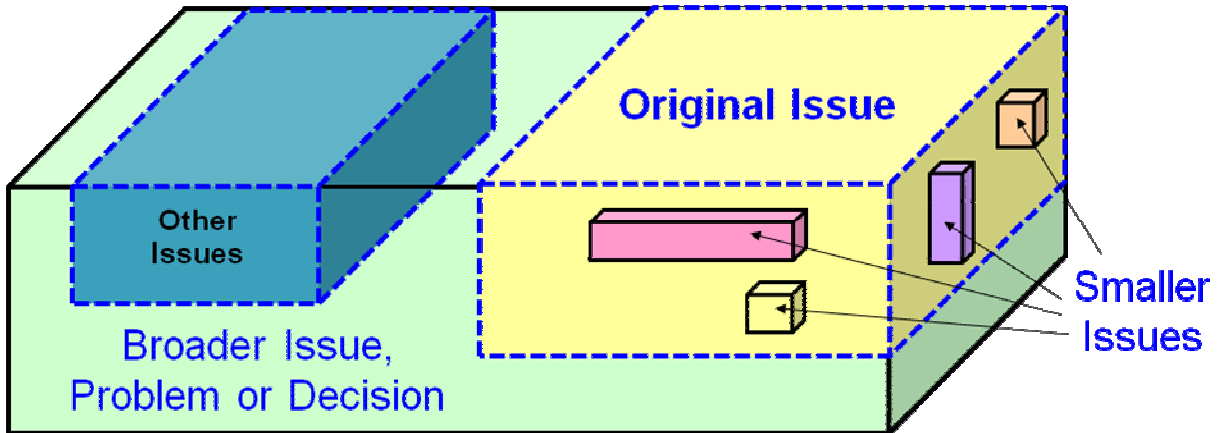
Skills to Influence
and Guiding others

Alternatives

Innovation

Fewer Iterations and
Redo's
Crisp and Decisive
Decisions
Defendable
Decisions
Enrollment of Others
Risk Mitigation

Advanced Decision Making helps place the original issue in the right perspective with the big picture and other issues that may exist

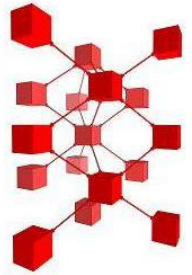


Advanced Decision Making incorporates a Risk model that helps the manager / leader guide others through a decision where Risk is a factor.

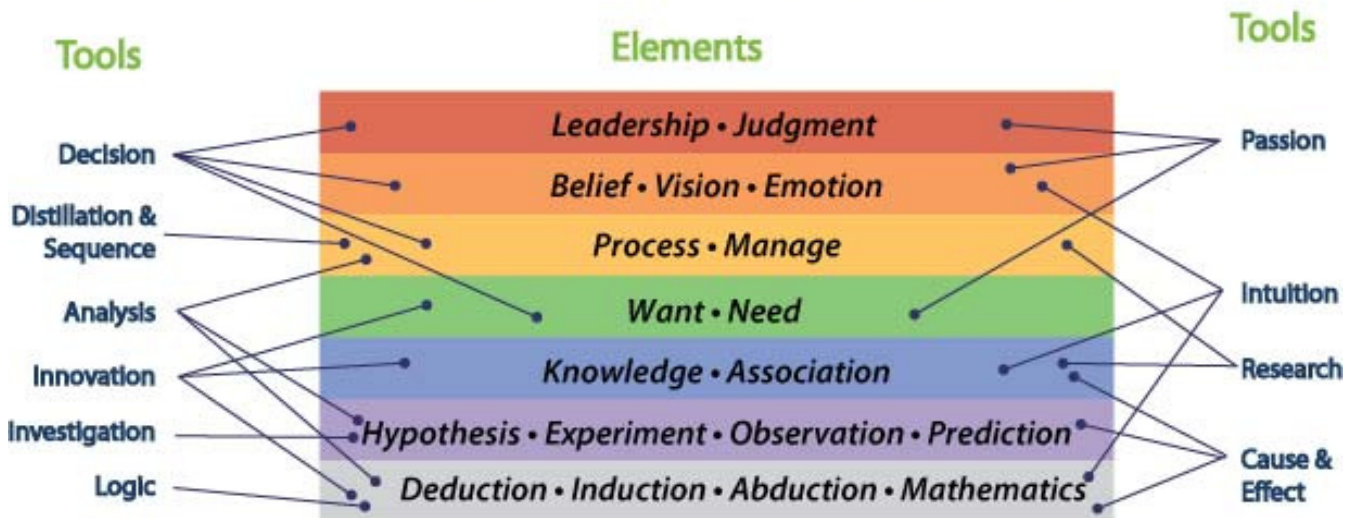


The Model

While we do not train attendees in the specifics of the model, below is an overview of the “elements” and “tools” used in thinking. Building on this foundation, we present numerous successful “techniques” for problem solving. The attendees practice these newly learned techniques using their current business challenges.



Tools of Critical Thinking are a combination of elements



You can read more about the model and critical thinking techniques on our website at www.headscratchers.com

The tools are combined with the framework into Techniques (see samples below)

Getting Clear	Clarity of problem, goal and decision is the start and most important step in Critical Thinking
Reaching Conclusions	The role that Inductive reasoning plays in reaching a conclusion: Facts + Assumptions + Beliefs + Experiences + Observations yields Conclusions
Creativity and Innovation	Need, Knowledge, Association, and Abductive Reasoning
Serial vs. Anticipatory Thinking	Knowing the difference and when to use them can lower costs, increase speed and reduce re-work
Decision Making	Need and Criteria are the ingredients behind Decisions. Both have to be present for quality decisions
Asking “Why” and “So What?”	“Why?” is a tool for discover. “So What?” gets people thinking about what data they are collecting and what it means
Listening to Answers	Asking the right questions is important and so is listening to the answer
What are the ingredients	Understanding the variables that go into a problem or decision
Risks	Understanding the risks involved in making a decision and how you weight them
Intuition	What this really is and how to use it
Thinking “Outside the box”, “Outside the Probabilities”, “Outside the Possibilities”	In order to think “outside the box” you have to know what defines the box in the first place



Preparation for the Workshops:

Some of the Attendees are interviewed (via phone) for about 20-30 minutes with questions about their responsibilities and the scope of the problems they resolve, and decisions they make. Alternatively this can be in the form of a questionnaire.

CPE Credits:

Critical Thinking (Two Day) – 15 CPE Credits

How to Arrange for a Workshop

For on-site workshops, fees and schedules, please contact:

Mike Kallet

mike.kallet@headscratchers.com

720-493-8567

For open enrollment workshops please visit

http://www.headscratchers.com/Open_Enrollment_Workshops.html for the latest schedules and registration information.

Contact Information:

For more information about the workshops or information regarding refunds, complaints or program cancellation policies, please contact us at 720-493-8567



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