



One Day - On-Site • Customized

Critical thinking is now a necessary skill for Leadership. Make this a part of your Leadership Training strategy

CPE Certified

**Critical Thinking
for
Leaders**

Workshop #401

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 #401 Critical Thinking for Leaders

This one day class is a variant of course 201, Critical Thinking for Problem Solving, Decision Making and Creativity, and was designed to compliment a leadership training curriculum. Participants learn the framework and toolset for Critical Thinking and how it can be applied to both their problem solving and decision making, and the important skill of how to lead others to think critically.

This course includes the application of critical thinking when presenting, influencing, enrolling, engaging, managing change and passion. The examples and exercises are tailored to the managerial level.

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 401: Critical Thinking for Leader

One Day • Customized • On-Site • Interactive

Program Level: Basic & Intermediate

(1 day / 8 CPE Credits)

Overview: This one day class is a variant of course 201, Critical Thinking for Problem Solving, Decision Making and Creativity, and was designed to compliment a leadership training curriculum. Participants learn the framework and toolset for Critical Thinking and how it can be applied to both their problem solving and decision making, and the important skill of how to lead others to think critically.

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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
- Use the Decision Thinksheets to guide and document your thinking for Decisions.
- Understand where and how to apply critical thinking as a leadership tool to influence and engage others to think critically about their issues.
- Implement your next step plan (created in the workshop) and report how your thinking has changed.

Course Outline:

- Understanding “Critical Thinking” and the difference from just “Thinking”
- Distinguishing “Automatic” Thinking from “Manual” Thinking
- Understanding the benefits of Critical Thinking
- Understanding the concepts and the techniques to “Get Clear” on a problem to solve or decision to make. (w/exercises)
 - Learn the tools of Socratic Questioning; Why, So What, Need, Inspection, etc.
 - Creating an Ingredient diagram
 - Anticipatory Thinking – Looking ahead
- Leading people to Think – As a participant or leader, how to get others to think critically.
- Leading teams with Critical Thinking
- Attendees practice the role of “coach” and “problem solver” throughout the workshop.
- Applying Inductive, Deductive and Abductive thinking. (w/exercises)
- Understanding how assumptions, experiences, beliefs, and observations affect your thinking (w/exercises)
- Why people come to different conclusions and how to manage it.
- How to influence the conclusions of others
- How to present and defend your conclusions
- Critical Thinking and Change
- Understanding what Intuition really is.
- How to use the Conclusion Thinksheets (w/exercises)
- Decision Tool – How decisions are made and Thinksheets to guide that process (w/exercises)
- Innovation – Understand the four components needed to innovate (w/exercises)
- Getting others to Think outside the box – What this is and ways to accomplish this
- Next Steps and Action Plans (w/exercises)





Who should attend this course? (#401)

Managers who have direct reports, matrix managers, or senior contributors who manage complex, cross-functional projects. Participants should have at least 7 years of work experience and be direct or indirect managers of people.

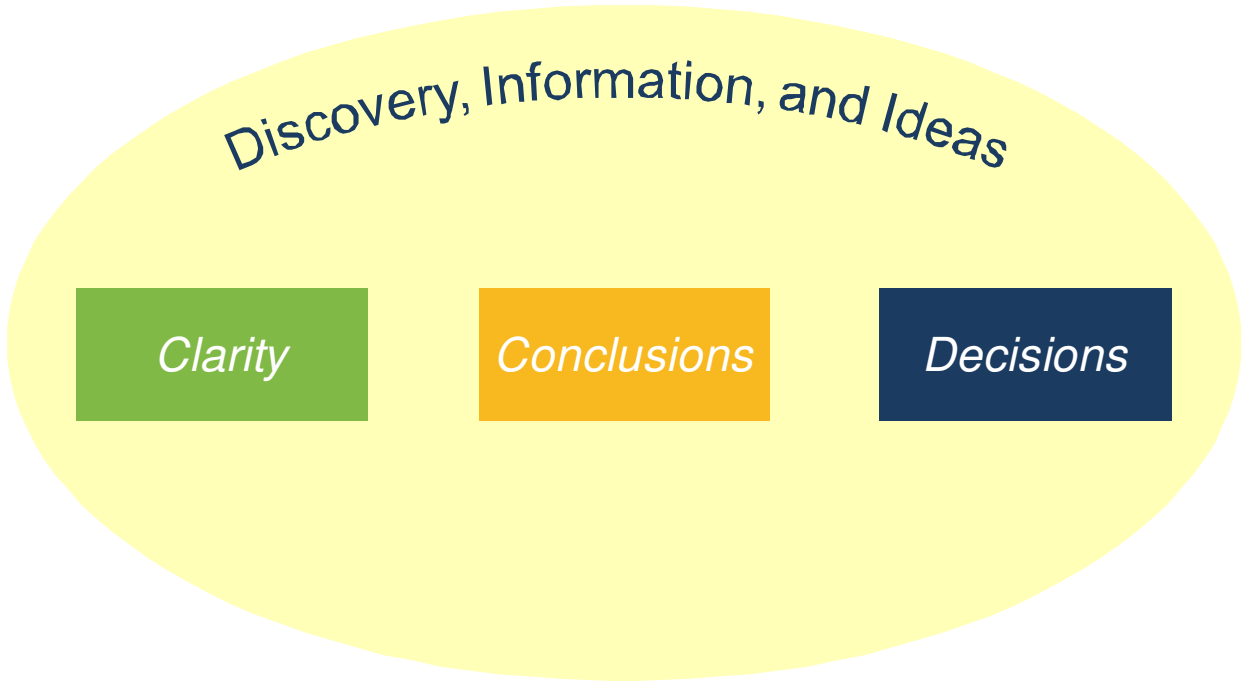
Maximum of 20 Participants per class

Delivery Method:

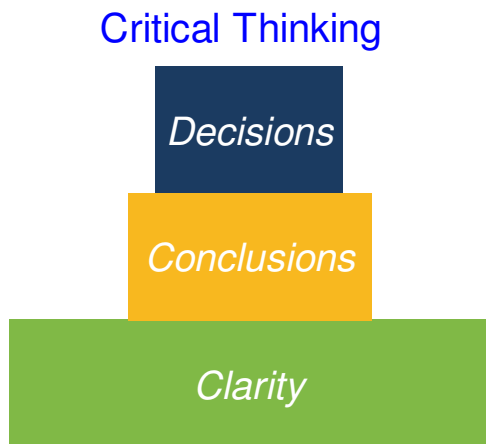
Group-Live, On-Site at your location

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

We present a simple framework for Critical Thinking

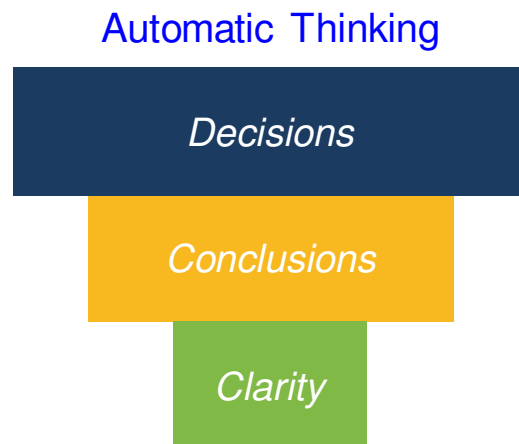


We contrast your everyday automatic thinking with Critical Thinking.



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 Variables
Vision of the Future

Facts
Observations
Experiences
Beliefs
Assumptions
Abduction
Innovation and
Creativity

Need
Criteria



Clarity



Conclusions



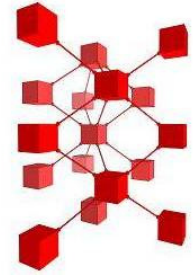
Decisions

This Results in ...

Focus
Everyone Aligned
Time and Money
spent
on the right problem
People working on
the right problem or
decision
Clarity

Thoughtful,
Defendable and Clear
Conclusions
New ideas
Solid Conclusions

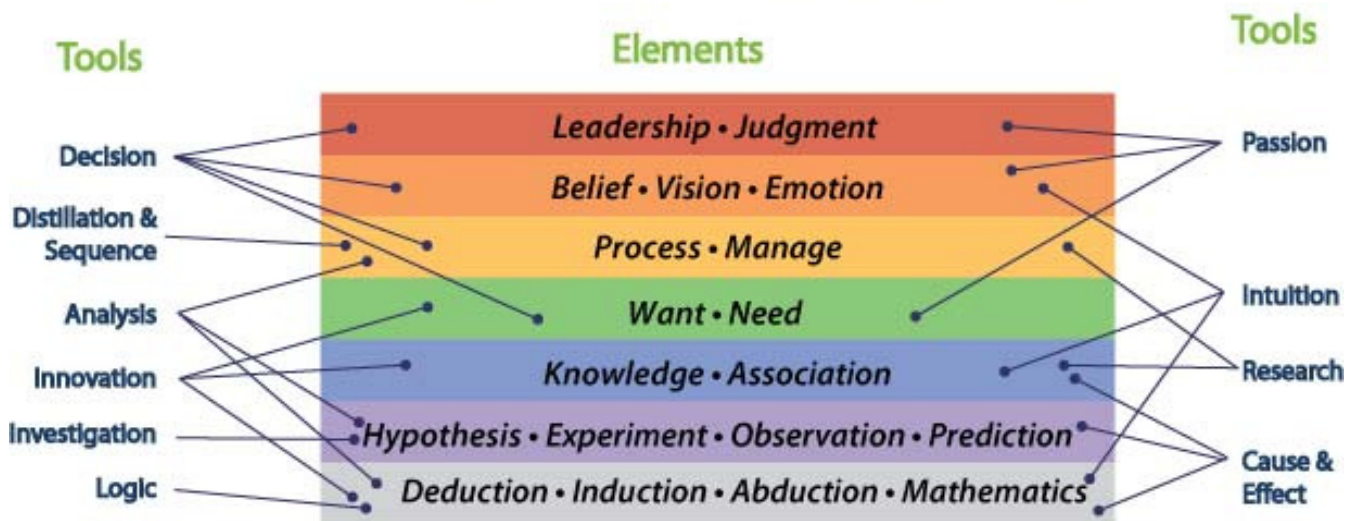
Successful Decisions
Less iterations and
redo's
Alignment
Faster and Quality
Decision Making



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
Intuition	What this really is and how to use it
Thinking “Outside the box”	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 (One Day) – 8 CPE Credits

How to Arrange for a Workshop

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

Mike Kallet

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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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