



One Day - On-Site • Customized

*Not just another training expense,
but an investment in raising the overall
performance and leadership of an
individual and organization.*

CPE Certified

**Critical Thinking
for
Problem Solving,
Decision Making and
Creativity**

Workshop #201

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 #201 Critical Thinking for Problem Solving, Decision Making and Creativity

This one day workshop provides attendees with an excellent foundation and set of tools and techniques for Critical Thinking in a variety of situations. The participants practice these tools in exercise sessions using a real individual business issue. The templates, called Thinksheets, are used as a guide for thinking, both in the class, and to aid future out of class use.

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 201: Critical Thinking For Problem Solving, Decision Making and Creativity

One Day • Customized • On-Site • Interactive

Program Level: Basic & Intermediate
(1 day / 8 CPE Credits)

Overview: This one day workshop provides attendees with an excellent foundation and set of tools and techniques for Critical Thinking in a variety of situations. The participants practice these tools in exercise sessions using a real individual business issue. The templates, called Thinksheets, are used as a guide for thinking, both in the class, and to aid future out of class use.

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.
- 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
- How to use Critical Thinking in teams.
- 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.
- How to influence the conclusions of others
- How to present and defend your conclusions
- 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)
- Thinking outside the box – What this is and ways to accomplish this
- Next Steps and Action Plans (w/exercises)





Who should attend this course? (#201)

The foundation for all decisions, problem solving and idea generation is Thinking. As such, Critical Thinking is useful to everyone as it provides you with a set of tools and techniques to enhance your thinking. This one day workshop will provide you with a foundation and set of tools for Thinking Critically for a variety of situations and when there are problems to solve and decisions to make.

Who should take this course:

Who should take this course: If you are responsible for solving problems, making decisions, or innovating, this course is for you. The workshop is applicable for individuals, managers and directors, small and medium business owners, leaders, and senior individual contributors. Participants include those who generally work on day-to-day, short or medium term, mostly tactical issues and problems, and have at least 3 years of experience in the workplace.

Maximum of 25 Participants per class

Delivery Method:

Group-Live, On-Site at your location

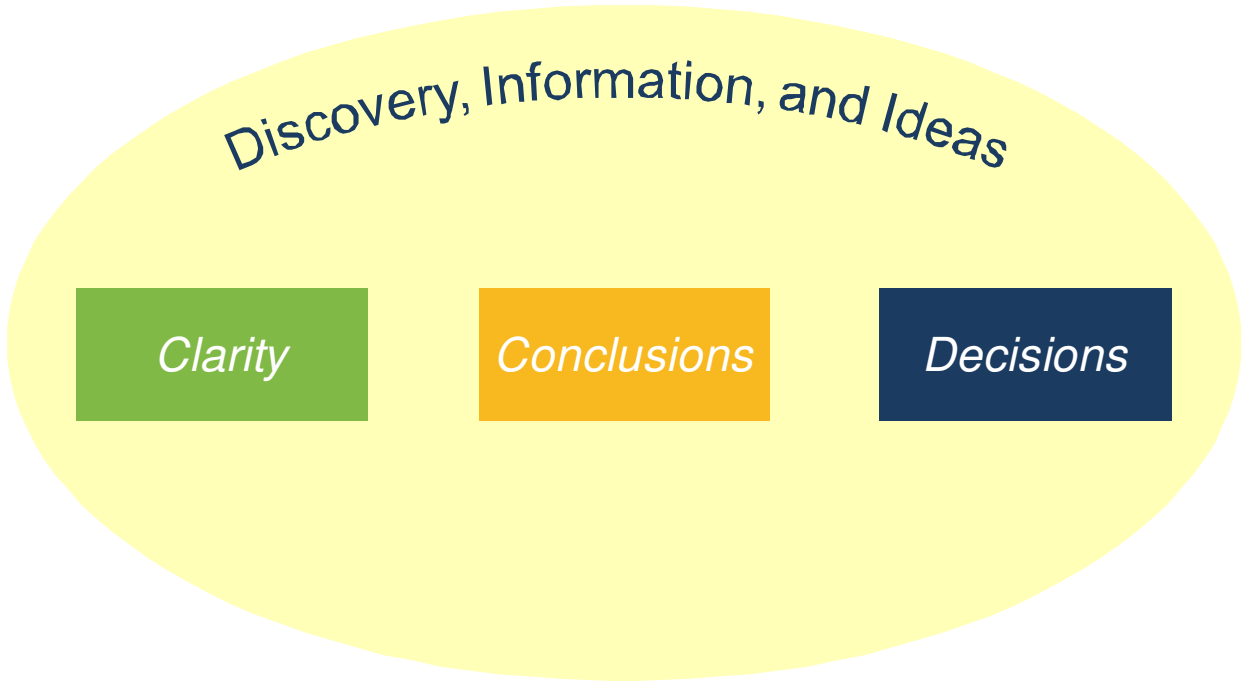
Multiple curriculums for varied attendees:

In addition to customizing the content, we also vary the approach to accommodate various configurations of attendees and needs. These include:

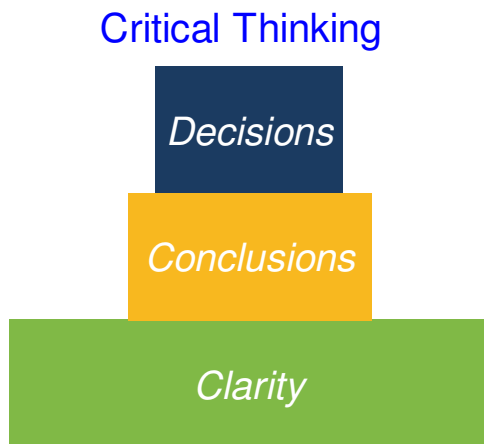
- **Critical Thinking for Performance**
For Individual contributors in all disciplines. Course content, examples and exercises weighted towards individual productivity, performance, decisions, and problem solving.
- **Critical Thinking for Managers**
For managers of people or projects. Course content, examples and exercises focused on both both individual performance, and also as a manager of people and projects.
- **Critical Thinking for Teams**
For Managers or Executives along with their direct reports. The emphasis and exercises are focused on using critical thinking techniques on a team issue, such as a strategy, new product or process effort. For example, a customer care director and staff challenged with improving customer satisfaction while lowering costs; A product development manager and team charged with shortening a development cycle; A Marketing VP and team tasked to create a new competitive strategy; A CEO and staff working on a 5 year plan or managing a crisis.

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

We present a simple framework for Critical Thinking

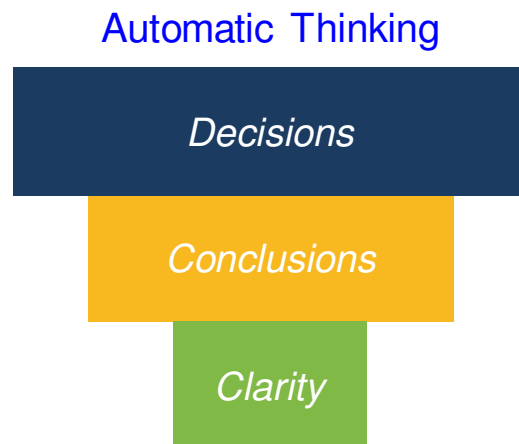


We contrast your everyday automatic thinking with Critical Thinking.



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



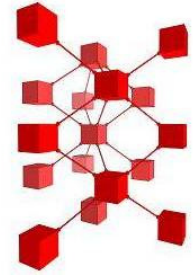
Decisions

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

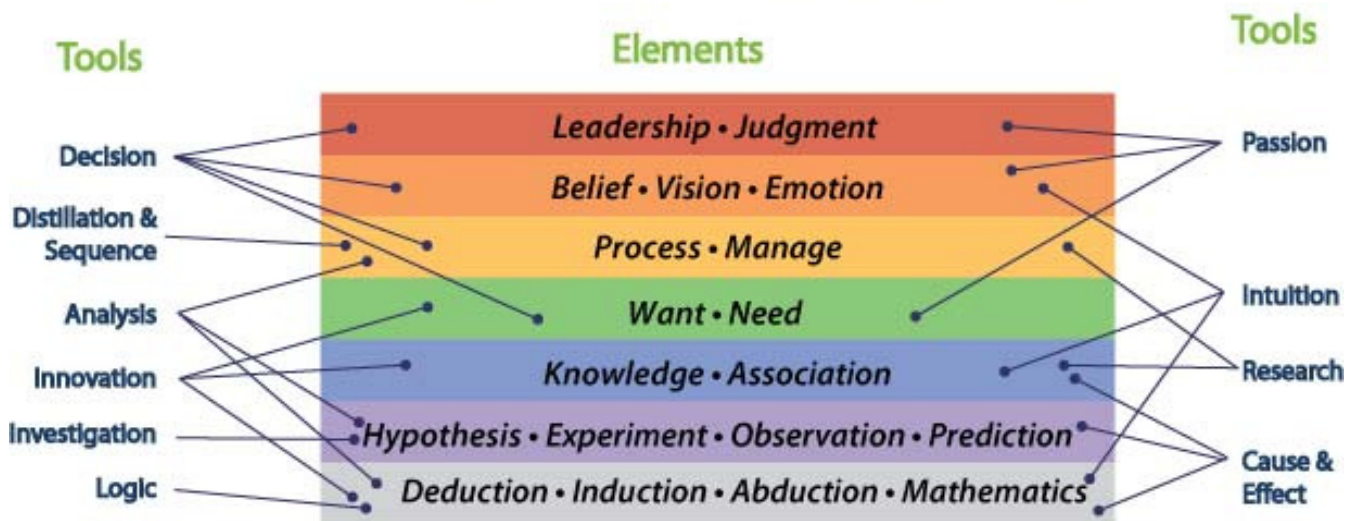
Successful Decisions
Less iterations and
redo's
Alignment
Faster and Quality
Decision Making



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

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



HeadScratchers LLC is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. Web site: www.nasba.org.



info@headscratchers.com • www.headscratchers.com

720-493-8567 • 8547 East Arapahoe Rd., Suite J345, Greenwood Village, CO 80121