

Critical Thinking Workshop 批判性思維工作坊

MEDIUM : English COURSE CODE : CTW DURATION : 2 days

To enable critical thinking one must understand the situation and formulate better solutions to resolve or alleviate a situation. To do this well, the fundamental problem solving techniques need to be clearly understood. In addition, the art and skill of asking effective questions is mandatory. Finally, the assumptions or prejudices that one brings to the situation needs to be carefully managed.

Program Objectives

1. Acquire tools and skill sets that will enhance critical thinking
2. Ensure clarity in making judgements
3. Be aware of biases that dampen critical thinking
4. Enhance strategic thinking capability
5. Appreciate tips to ensure effective decision making

Day One offers the firm grounding of the above elements. **Day Two** starts with an appreciation of systems thinking which levels or chunks up when addressing a situation and causes the person to adopt a more strategic and holistic approach. It then explores two common platforms – Groupthink and Six Thinking Hats – to ensure participants are not caught in a bind when thinking critically.

This program is chock-a-block full of practical techniques, skills and information that equip participants with a range of tools that enhance their critical thinking capabilities. The rest of the day focuses on managing one's biases that dampen critical thinking.

The Program Facilitator will provide reading materials prior to this Program and offer ample doses of experiences and anecdotes to help participants appreciate critical thinking capabilities.

Course Outline

DAY 1

1. Program Objectives

2. Knowing Me, Knowing You – Stepping Out of the Box

- What am I GOOD at?
- What am I PASSIONATE about?

3. Fundamental Techniques in Problem Solving

- Appreciation: Extracting Maximum Information
- 5W1H: Quickly getting to the root of the problem
- Cause & Effect Diagram: Identifying the likely causes of the problem
- SWOT: Analysing Strengths, Weaknesses, Opportunities & Threats
- PEST: Understanding the big picture
- Appreciative Inquiry: Solving problems by looking at what is right
- Brainstorming: Creating divergence of views and angles
- *Huddle 1: Selective Practice of Techniques*

4. Effective Questioning Techniques

- Using Two (2) fundamental techniques for understanding problems
- Applying the 5W1H to gather correct information to solve problems
- Learning the Six (6) Categories of Questions to enrich the information collected
- *Huddle 2: Practise the framing of all Categories of Questions*

5. Generative Conversations – Creating Insights

- Purpose of Generative Conversations
- Principles of Generative Conversations
- Critical Guiding Questions for Generative Conversations
- *Huddle 3: Practising Generative Conversations*

6. Clarity in Judgements for Problem Solving

- Jumping to Dangerous Conclusions – The Ladder of Inference
- *Huddle 4: The Alligator Case Study*

DAY 2

7. Review of Day 1

8. Adopting a Systems Thinking Approach

- Implications of Systems Thinking
- From Single Loop Learning to Double Loop Learning to Triple Loop Learning
- Logical Levels of Change
- *Huddle 5: Why we fail to apply Systems Thinking?*

9. Avoiding the Groupthink Effect

- Conditions & Symptoms of Groupthink
- Negative Outcomes of Groupthink
- Solutions to avoid Groupthink

10. Six Thinking Hats – Changing Perspectives

- Wearing the "Hat"
- *Huddle 6: Six Thinking Hats Practice*

11. Managing Biases

- Action Oriented Biases
- Interest Biases
- Pattern-recognition Biases
- Stability Biases
- Social Biases
- *Huddle 7: Practice Bias Avoidance*

12. Counter Rationalisations Rationally

- Basis for Rationalisations
- Ethical Dilemmas
- Common Arguments for Rationalisations

13. Tests for Critical Thinking

- *Four Tests*

14. Strategic Level: The Halo Effect & Other Managerial Delusions

- Halo Effect Awareness
- Absolute Performance
- Lasting Success
- Techniques against Delusions

15. Strategic Level: Hidden Flaws in Strategic Decisions

- Exploring eight (8) Flaws that handicap strategic decisions

16. Final Conclusions on Critical Thinking