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Critical Thinking: An HR Manager's Survival Skill

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March 23, 2010

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What Does A Critical Thinker Do?

- ## **A critical thinker:**
    - Questions things
    - Doesn't come to closure too quickly
    - Can take abstract ideas into concrete thoughts
    - Examines arguments for and against an issue
    - Discerns fact from opinion
    - Recognizes other peoples' agendas
    - Explores multiple perspectives
    - Adjusts assumptions in light of facts
    - Is aware of own thought processes
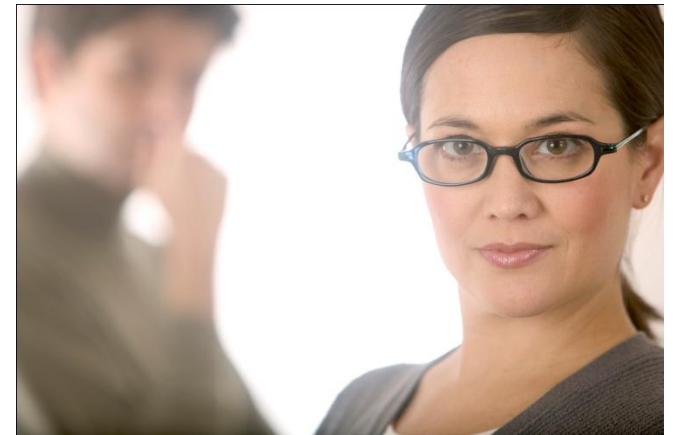
Activity: Critical Thinking in Groups

Think of a group presentation you attended recently in your role as an HR Leader. Consider:

- The presentation, including PowerPoint or other handouts
- The questions posed by the group
- The debrief after the meeting

In your group discuss:

1. What were the most convincing elements of the presentation?
2. What information presented was completely true and which had a bit of spin? How do you know which was true and which wasn't?
3. Did the Q&A illustrate good critical thinking? How? If not, why?
4. Did the debrief illustrate good critical thinking? How? If not, why?
5. What could we do to improve our own critical thinking capabilities (within HR)?

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Expert Definition of Critical Thinking

Edward Glaser,

Co-author of the Watson-Glaser Critical Thinking Appraisal

- *"An attitude of being disposed to consider in a thoughtful way the problems and subjects that come within the range of one's experience;*

- *Knowledge of the methods of logical enquiry and reasoning; and*

- *Some skill in applying those methods.*

- *Critical thinking calls for a persistent effort to examine any belief or supposed form of knowledge in the light of the evidence that supports it and further conclusions to which it tends.'' (1941)*

What is Critical Thinking in Business?

Critical thinking in business is the ability to accurately understand information, a problem or situation from multiple perspectives in order to recommend or take appropriate action.

Agile Critical Thinking™

Adjust

Assess Context   Critical Thinking

Take Action

Adjust

Adjust

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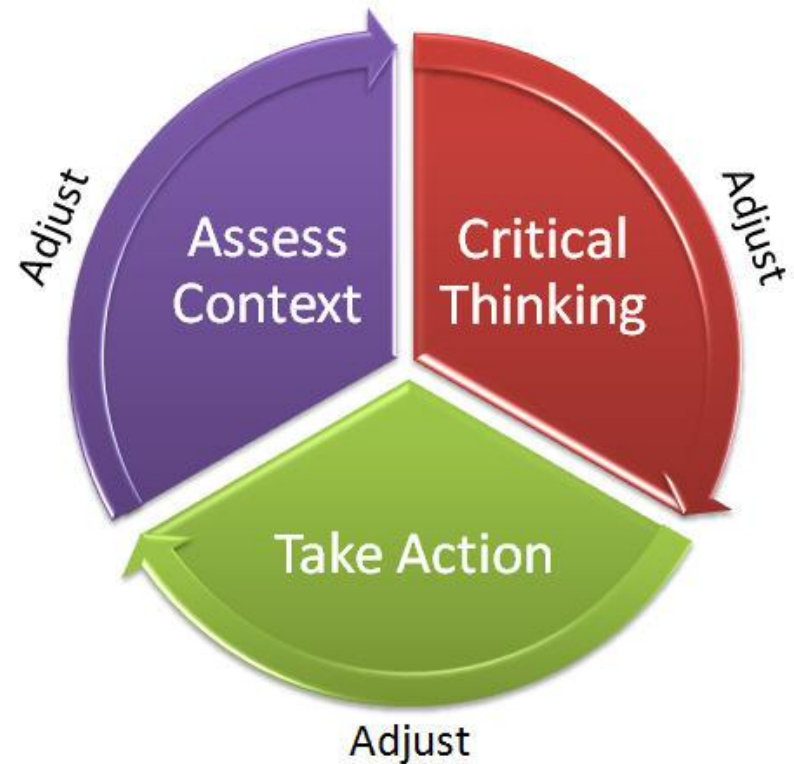
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10 Key Critical Thinking Skills

The Watson-Glaser Critical Thinking Assessment II identifies three skills associated with critical thinking.

We broke this down into ten skill sets that you can develop with training and practice.

Skill Area	Skills			
Recognize Assumptions	Distinguish Fact from Opinion	Consider Relevance	Seek Alternative Viewpoints	Diagram for Understanding
Evaluate Arguments	Be Aware of Persuasion Techniques	Recognize Bias	Check Strong Emotions	
Draw Conclusions	Weigh Data Carefully	Use Multiple Sources	Ask Others to Critique	

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Critical Thinking is Important to HR

- It is an essential skill for achieving alignment, whether it's within HR or between HR and its stakeholders.

- It is core to effective decision making and problem solving.

  - Make better assumptions about the problem or situation

  - Determine what and how much data is needed to evaluate the issues and make a good decision

  - Assess what is learned in any interaction and apply the learning to future encounters

- It is a foundational skill for strategic thinking, creative thinking, innovation and organizational change.