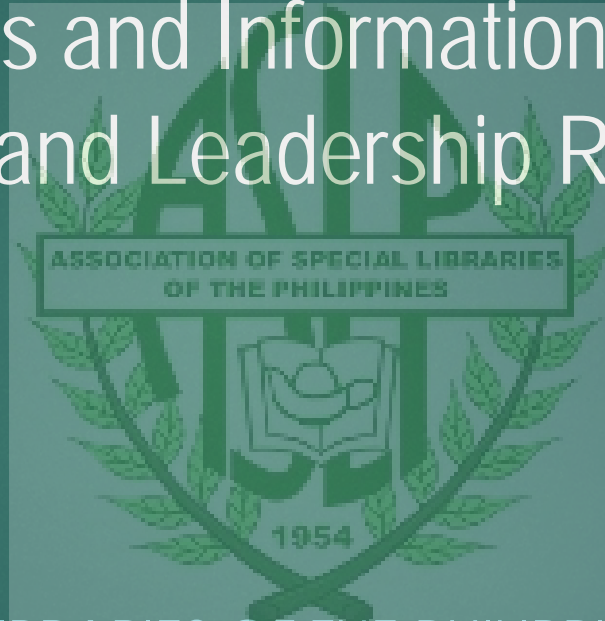


"INFORMillennials 2.0 : Mentoring and Motivating the New Generation of Librarians and Information Professionals Towards Management and Leadership Roles"



ASSOCIATION OF SPECIAL LIBRARIES OF THE PHILIPPINES

MANDAUE CITY, CEBU FROM JUNE 13-15, 2018

"The Role of Critical Thinking in Effective Decision Making: Lessons from the Veterans"



PRESENTED BY:

RAINERA CARRILLO-BOHOLST, RL, MSLS

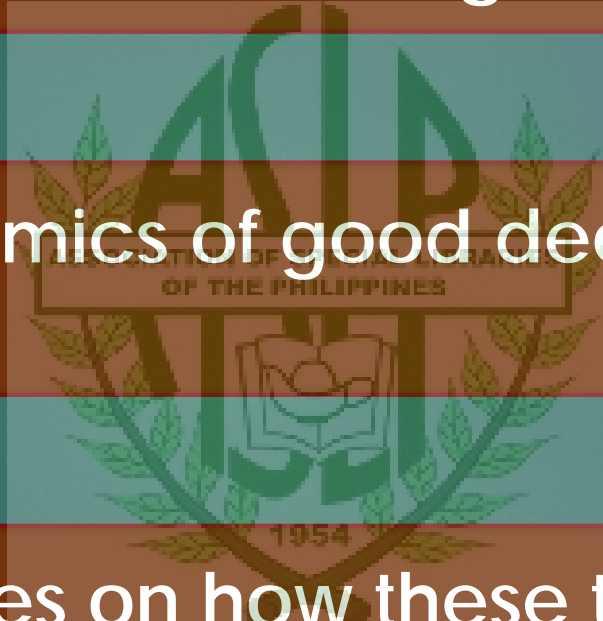
JUNE 15, 2018, DOHERA HOTEL, MANDAUE CITY

Objectives of the topic:

to identify ways to improve the critical thinking skills of upcoming leaders and managers of libraries;

to discuss the dynamics of good decision making;
and

to share experiences on how these two aspects greatly impact your career and leadership.





DECISION MAKING

Decision Making

“The study of determining and choosing among options or alternative based on the preferences and values of the individual.”

“The process of reducing any hesitation or uncertainty about the available options in order to attain a practical and sensible choice.”

Decisions can be categorized

Decision Whether.

a yes/no or either decision.

Decision Which:

This decision is taken from a set of alternatives, which are compared to each other for the most probable and beneficial option based on a set of criteria.

Contingent Decisions:

These are decisions that were already identified but are set aside until the conditions are approved and met.

Types of Decisions

► Strategic

- relates to the identification of a long term or overall aims and interest

► Organizational

- relating to the way different aspects and parts of a group are arranged with the aim of being more orderly and efficient.

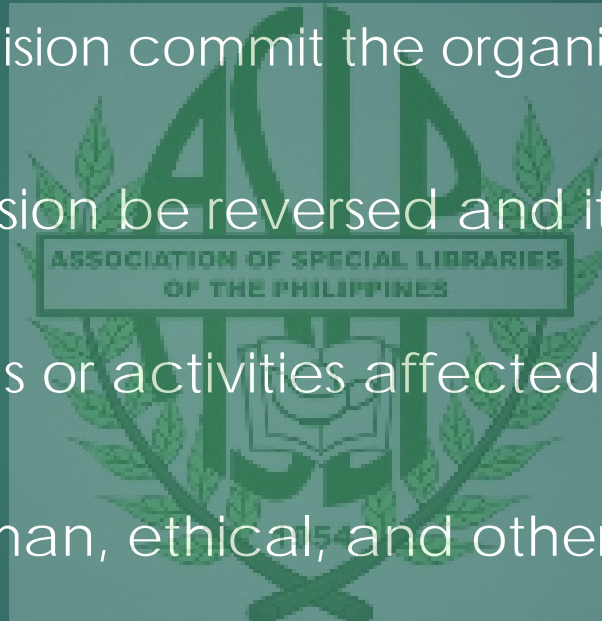
► Operational

- relating to the way a group or organization works on a daily basis.



Basic characteristics of DM...

- ❑ Futurity
 - How long will the decision commit the organization?
- ❑ Reversibility
 - How fast can a decision be reversed and its consequences resolved?
- ❑ Impact
 - Are there other areas or activities affected by the decision?
- ❑ Quality
 - Are there social, human, ethical, and other values involved in the decision?
- ❑ Periodicity
 - How often is the decision made?



Decision Making Process



Steps of Decision Making Process

Step
1

- Identification of the Purpose of the Decision

Step
2

- Information Gathering

Step
3

- Principles for Judging the Alternative

Step 4

- Brainstorm and analyse the different Choices

Steps of Decision Making Process

Step
5

- Evaluation of Alternatives

Step
6

- Select the Best Alternative

Step
7

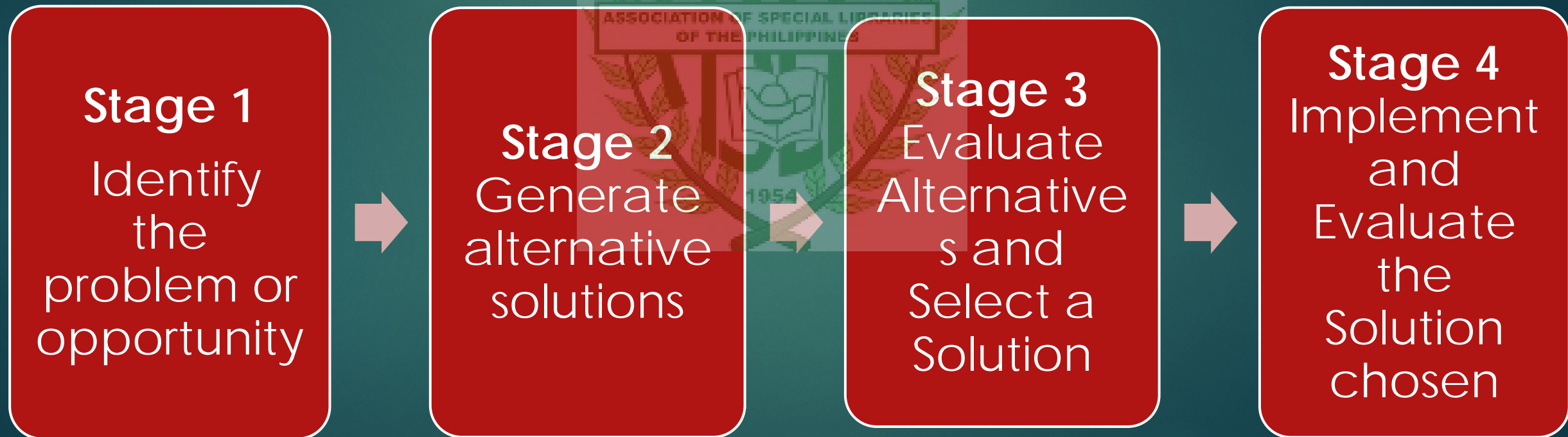
- Execute the Decision

Step 8

- Evaluate the Result

RATIONAL MODEL

It is a multi step process , from problem identification through solutions, for making logically sound decisions


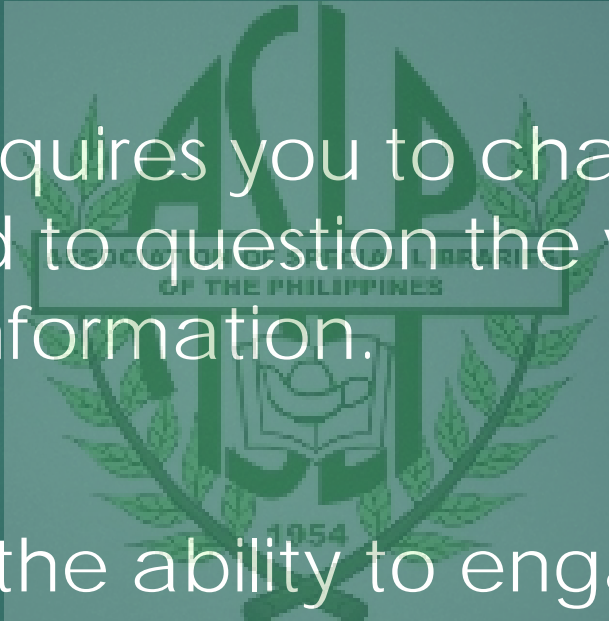



Critical Thinking in Decision MAKING

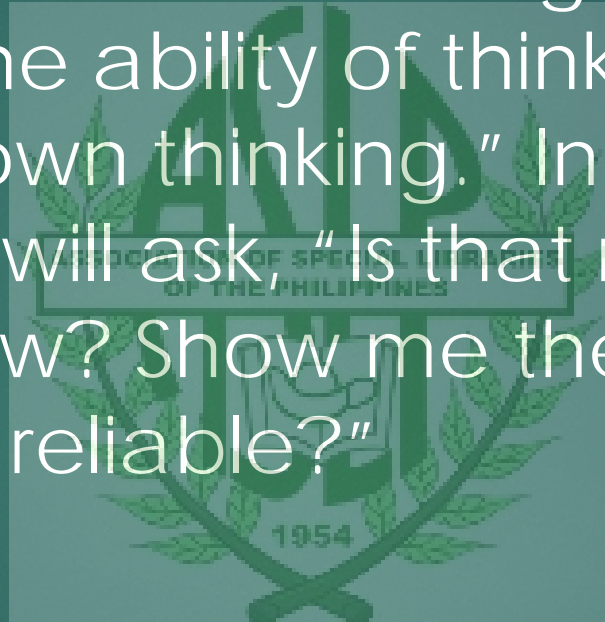


Critical Thinking

- Refer to thought processes, that are quick, accurate and assumption-free.
- It refers to the ability to analyse information objectively and make reasoned judgment.
- the ability to engage in reflective and independent thinking.

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- ▶ Critical thinking is the ability to think clearly and rationally – without letting your emotions get in the way – about what to believe or what to do.
 - ▶ Critical thinking requires you to challenge assumptions – and to question the validity of and potential bias in information.
 - ▶ Critical thinking is the ability to engage in independent thinking – making up your own mind from evidence and facts rather than just accepting information
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- ▶ “Critical Thinking is reasonable reflective thinking focused on deciding what to believe or do ... critical Thinking is best understood as the ability of thinkers to take charge of their own thinking.” In other words, a critical thinker will ask, “Is that really true? How do you know? Show me the evidence. Is that evidence reliable?”





“To become a critical thinker is to become an effective critic of your own thinking.’

Critical Thinking vis a vis Problem Solving

- ▶ Problem-solving requires an understanding of the situation;
- ▶ Problem-solving requires you to look at an external event, and figure out how to change it
- ▶ Problem-solving is a periodic event, to be dealt with occasionally as problems arise
- ▶ critical thinking requires an understanding of yourself, how you think, etc
- ▶ critical thinking requires you to look inward, to challenge your own presuppositions.
- ▶ critical thinking is a continuous process, applied to all areas of your life.



“ Critical thinking is valuable in any situation where information should be considered and evaluated. ”



John Lombard “Founder of the Language of Culture”

4 Key Structures of Critical Thinking

C
A L T E R O A T I V E S
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Components of Critical Thinking

- ▶ Elements of Reasons
- ▶ Standards for Thinking
- ▶ Ethics



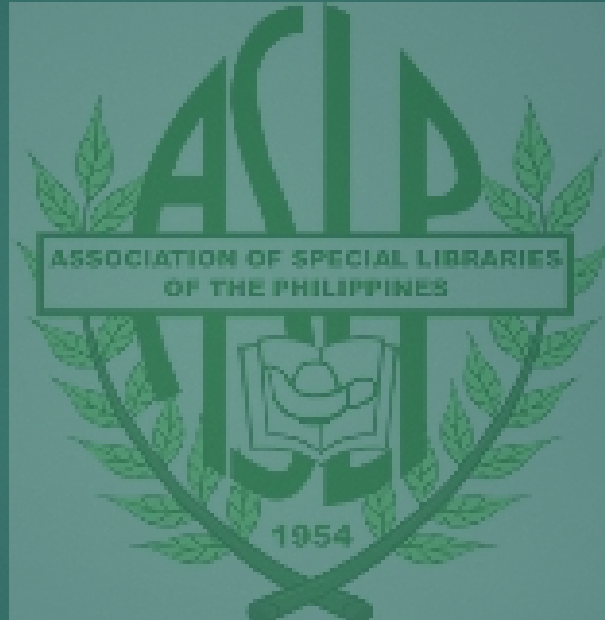
Elements of Thought (Reason)

- ▶ Purpose
- ▶ Point of View
- ▶ Assumptions
- ▶ Implications and Consequences
- ▶ Data, facts, and Experiences
- ▶ Inferences and Judgment
- ▶ Concepts and theories



Standards for Thinking

- ▶ clarity,
- ▶ relevance,
- ▶ logical,
- ▶ accurate,
- ▶ depth,
- ▶ significance,
- ▶ precision,
- ▶ breadth and
- ▶ fairness



critical thinking process



Understand the links between ideas



Determine the importance and relevance of arguments and ideas




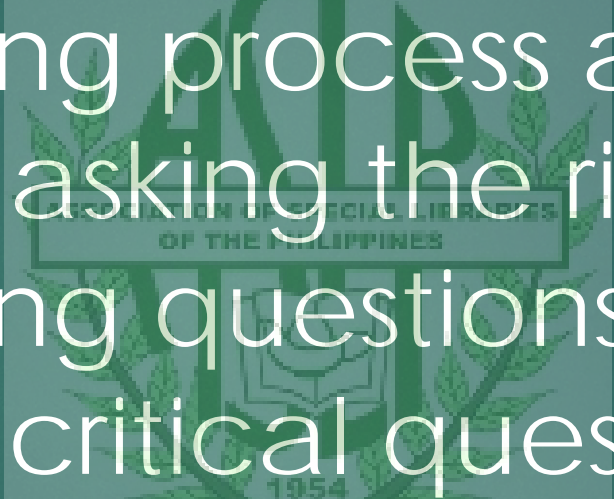
Recognize, build and appraise arguments



Model

- ▶ Discover and explore
- ▶ Negotiate and co-operate
- ▶ Test and revise
- ▶ Integrate and apply
- ▶ Inform and describe



- 
- 
- ▶ critical thinking process also depends on asking the right critical thinking questions. We can call this step critical questioning.

some key points to consider when formulating a critical question:

- ▶ A good question is designed to solicit specific information. It must be stated concisely and with a direct meaning.
- ▶ Frame the question properly. A question with a clearly stated purpose must be framed correctly to be sure that the person to whom the question is directed understands the specifics question is seeking.
- ▶ Use open instead of closed questions. An open question cannot be answered by a yes or a no; it requires elaboration.
- ▶ Consider follow-up questions. The answer to your question may indicate that more questions are required to get the information you need.

**Think of something that someone has recently told you.
Then ask yourself the following questions:**

Who said it?

Someone you know? Someone in a position of authority or power? Does it matter who told you this?

What did they say?

Did they give facts or opinions? Did they provide all the facts? Did they leave anything out?

Where did they say it?

Was it in public or in private? Did other people have a chance to respond and provide an alternative account?

When did they say it?

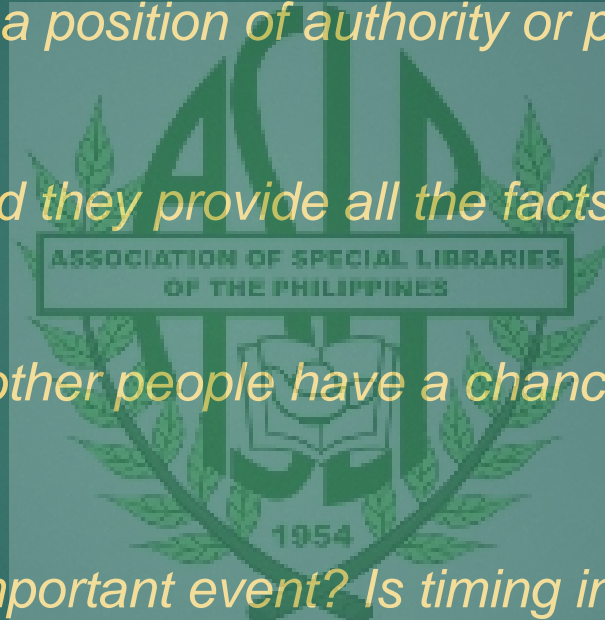
Was it before, during or after an important event? Is timing important?

Why did they say it?

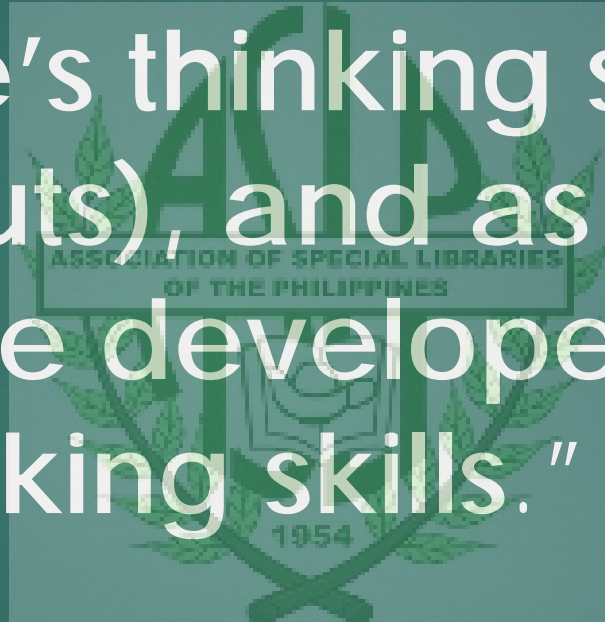
Did they explain the reasoning behind their opinion? Were they trying to make someone look good or bad?

How did they say it?

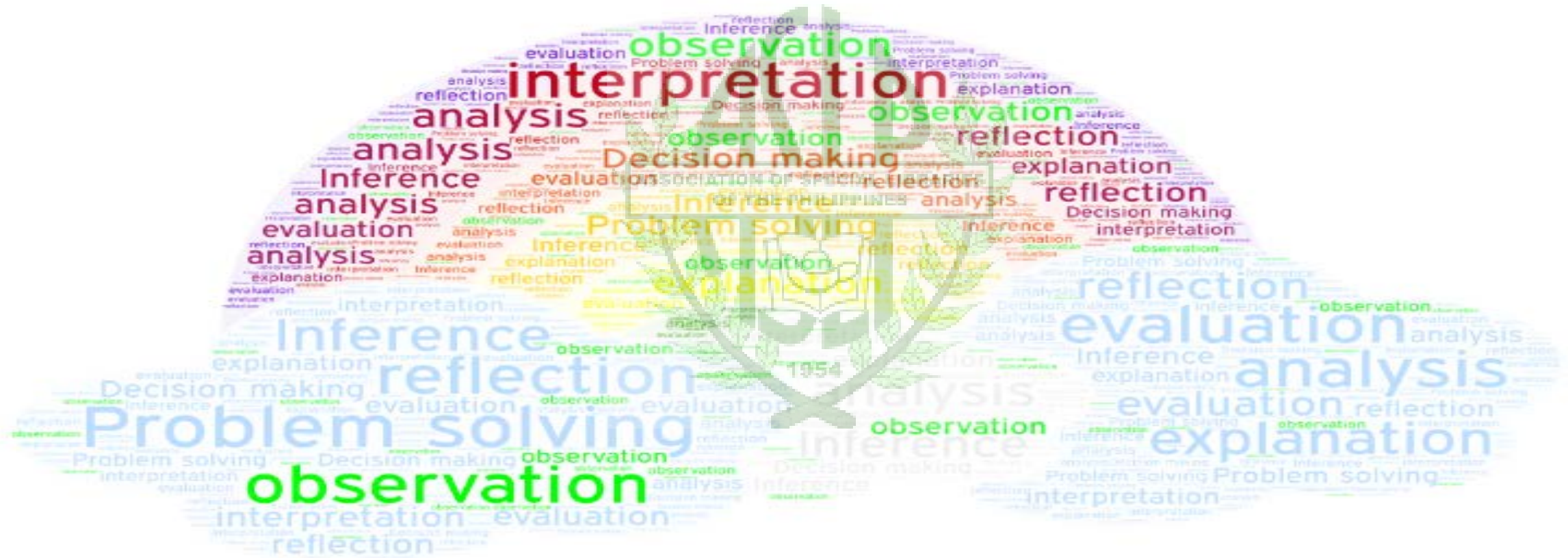
Were they happy or sad, angry or indifferent? Did they write it or say it? Could you understand what was said?



“as a critical thinker you learn to gauge and measure the outputs of other people’s thinking skills (which are your inputs), and as a consequence developed improved decision-making skills.”



Facilitating Skills for Critical Thinking



What Are the Benefits of Critical Thinking?



Some Benefits:

- ▶ Brings new Ideas
- ▶ Fosters Teamwork
- ▶ Promotes Option
- ▶ Uncovering Spinoffs



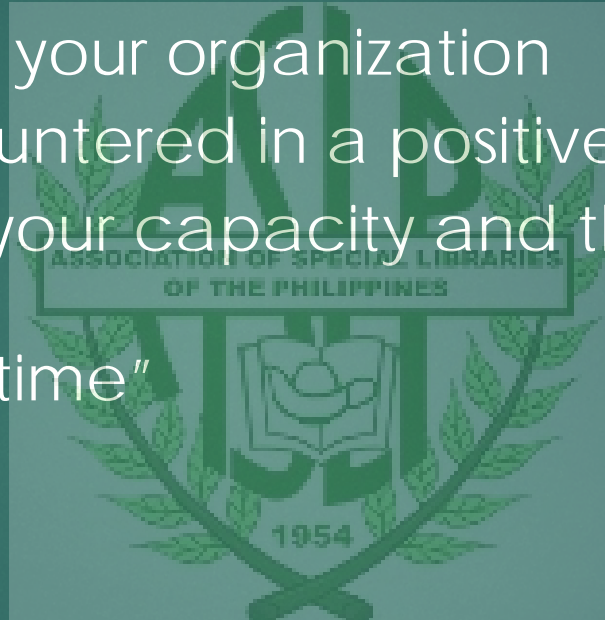
Cite a situation in a workplace
which CT is usually needed

- ▶ Operations
- ▶ Personnel
- ▶ Customer Service



Lessons Learned

- ▶ That one should think ahead, to plan and to problem solved.
- ▶ Know well the VMG of your organization
- ▶ Take challenges encountered in a positive manner.
- ▶ Never underestimate your capacity and the capacity of your colleagues.
- ▶ There is always a first “time”
- ▶ Don't be afraid to ask
- ▶ Be open to change
- ▶ Learn to connect
- ▶ Be passionate
- ▶ Be courteous to every one you meet

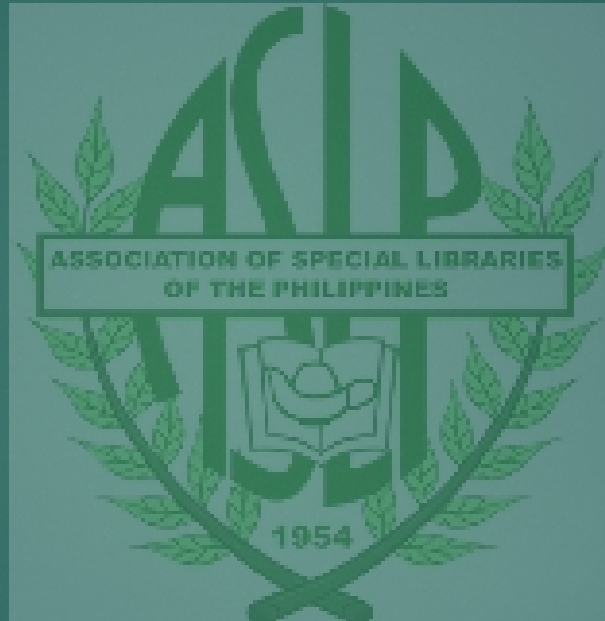


Thank you for Listening!



Questions are highly
appreciated...

Exercises



Think of something that someone has recently told you.
Then ask yourself the following questions:

Who said it?

Someone you know? Someone in a position of authority or power? Does it matter who told you this?

What did they say?

Did they give facts or opinions? Did they provide all the facts? Did they leave anything out?

Where did they say it?

Was it in public or in private? Did other people have a chance to respond and provide an alternative account?

When did they say it?

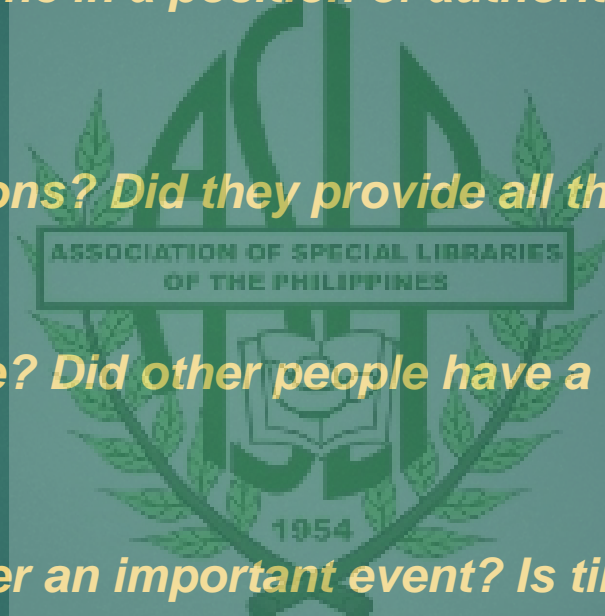
Was it before, during or after an important event? Is timing important?

Why did they say it?

Did they explain the reasoning behind their opinion? Were they trying to make someone look good or bad?

How did they say it?

Were they happy or sad, angry or indifferent? Did they write it or say it? Could you understand what was said?



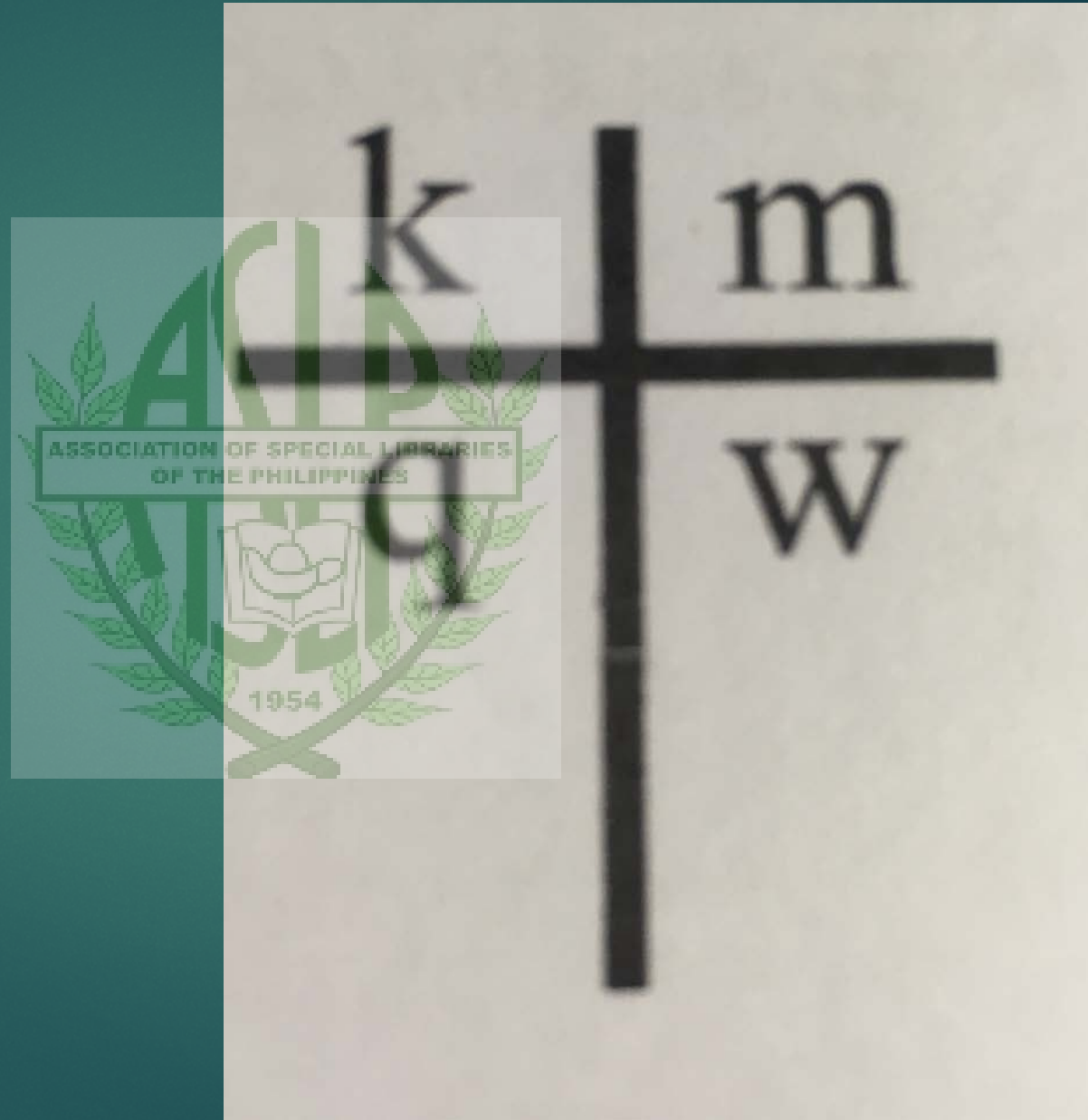
Case: Analytical Factor

Objective: To develop the use of analytical thinking via a structured format

► **Time: Approximately 15 minutes**

Scenario: The instructor had placed two ping-pong balls at the bottom of a metal cylinder, which was bolted to the floor of the science lab. The cylinder was about seven inches wide and about five feet high. The students had one full hour to remove the ping-pong balls from the cylinder. They could not leave the room but were free to use anything in the room. The professor encouraged them to work together, reminding them that if they found a solution, they would all pass the final exam and if they did not they would all fail. Had you been in that room, how would you have solved the problem?


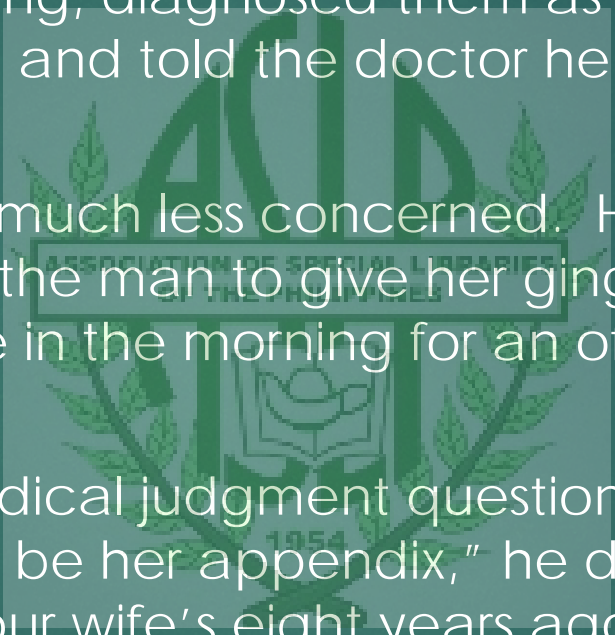
In the following diagram, which letter does not belong?



THE FOLLOWING COMBINATION OF LETTERS REPRESENTS A SENTENCE FROM WHICH ONE PARTICULAR VOWEL HAS BEEN REMOVED. IF YOU CAN FIGURE OUT WHAT THAT VOWEL IS AND RE-INSERT IT ELEVEN TIMES, IN ELEVEN DIFFERENT PLACES, YOU WILL BE ABLE TO DETERMINE WHAT THE SENTENCE IS SAYING.



VR YFINXMP
LARXCDSW
HATWXPCT

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- ▶ A middle aged man called his doctor in the middle of the night. He described the pains his wife was having, diagnosed them as appendicitis (which he himself had experienced), and told the doctor he was bringing the woman into emergency.
 - ▶ The doctor however, was much less concerned. He diagnosed the problem as stomach cramps advised the man to give her ginger ale, and suggested that an appointment be made in the morning for an office visit. The man fortunately persisted.
 - ▶ Not used to having his medical judgment questioned, the doctor spoke authoritatively: "It cannot be her appendix," he declared. " I distinctly remembered removing your wife's eight years ago. And I have never heard of a woman having a second appendix!"
 - ▶ Before hanging up and driving his wife to the hospital, the man shot back, " Did you ever hear of a man having a second wife?"

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Questions:

- ▶ Why is critical thinking important in decision making?
 - Answer:
 - To identify the different arguments there are in relation to a particular issue.
 - Evaluate a point of view to determine how strong or valid it is.
 - Recognize any weaknesses or negative points that there are in the evidence or argument.
 - Notice what implications there might be behind a statement or argument.
 - Provide structured reasoning and support for an argument that we wish to make.
 - ▶ Mention some benefits in gaining knowledge and skills in critical thinking in your workplace?
 - Brings new Ideas
 - Fosters Teamwork
 - Promotes Options
 - Uncovering Spinoffs, among others...

