

Developing Workplace Critical Thinking (DWC)

BMSK5001

Week 3 – (Lecture 1)

Content

- Recap week 2
- Importance of CT
- Management theory
 - Human Relations Approach
- Exercise

Critical Thinking

It is a set of intellectual skills and psychological habits that make it easier to

- a) solve problems well
- b) discover truths and
- c) communicate clearly

Employers want someone who can:

“ Come ready to work the first
day

Communicate and think
critically

Work in teams

Use technology

Speak multiple languages

Think and communicate
globally”



Recognizing the importance of creating good critical thinkers

- Being a good critical thinker prepares one for being a better citizen, a better student and a better future employee.
- '93% of employers agree that "candidates' demonstrated capacity to think critically, communicate clearly, and solve complex problems is more important than their undergraduate major.'

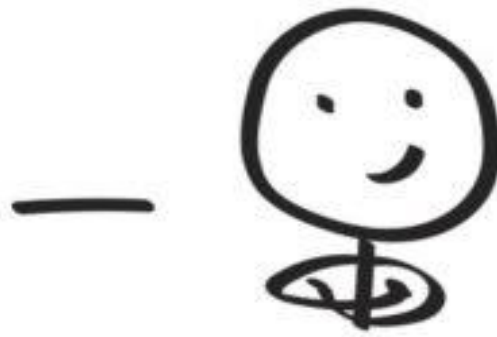
Recognizing the importance of creating good critical thinkers

- Becoming a critical thinker is valuable because it means joining the worldwide, multicultural quest for truth.
- Inquiry is being carried out right now by students, scholars, researchers, and teachers all over the world ... their inquiry extends from what was in the past, through what is going on right now to what is likely in the future.

CRITICAL THINKING



problem



thinking



solution

What are good critical thinkers like?

- Good critical thinkers are rational, curious persons who seek the truth:
- They seek out information, including contrary evidence, to test (verify or falsify) their own beliefs and reasoning. Their goal is to find the truth not confirm their own opinion. They recognize that they could be wrong. They are open to revising their reasoning

What are good critical thinkers like?

- Good critical thinkers are open-minded, fair and empathetic:
- They value other people and can imagine another person's point of view, assumptions, values and reasoning. They practice intellectual humility and recognize what they do not know.

What are good critical thinkers like?

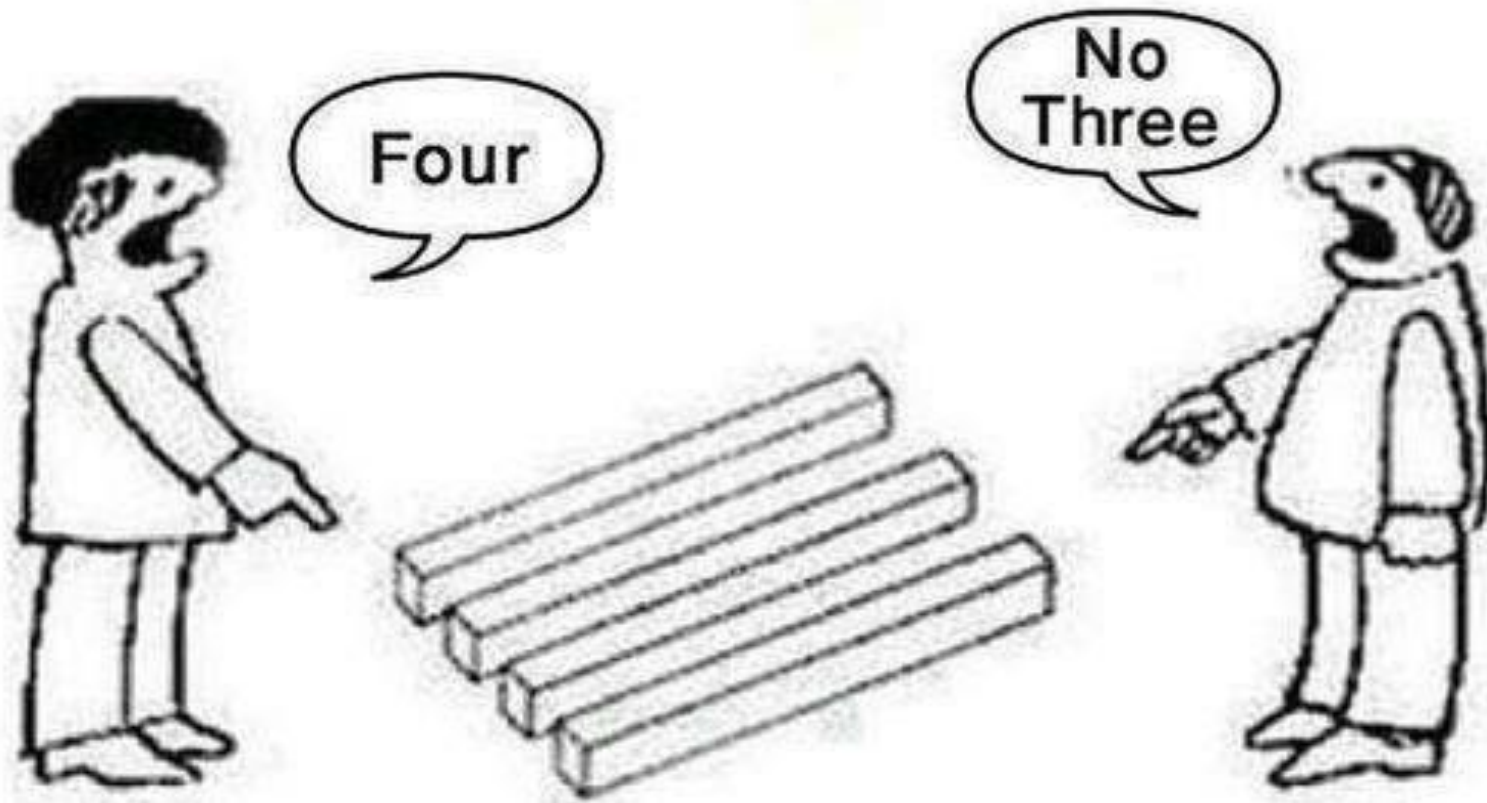
- Good critical thinkers are intellectually autonomous, strong and courageous:
- They think for themselves in spite of adversity; they persevere in their inquiry and reasoning through obstacles such as social pressure.

What are good critical thinkers like?

- Critical thinkers DO NOT use sociocentric bias in place of a universal, cross-cultural, fair-minded perspective.

Sociocentric bias occurs when people uncritically accept certain beliefs and prejudices because that is the authoritative or dominant view of their social group (religion, nation, etc..).

It is really confusing!!!



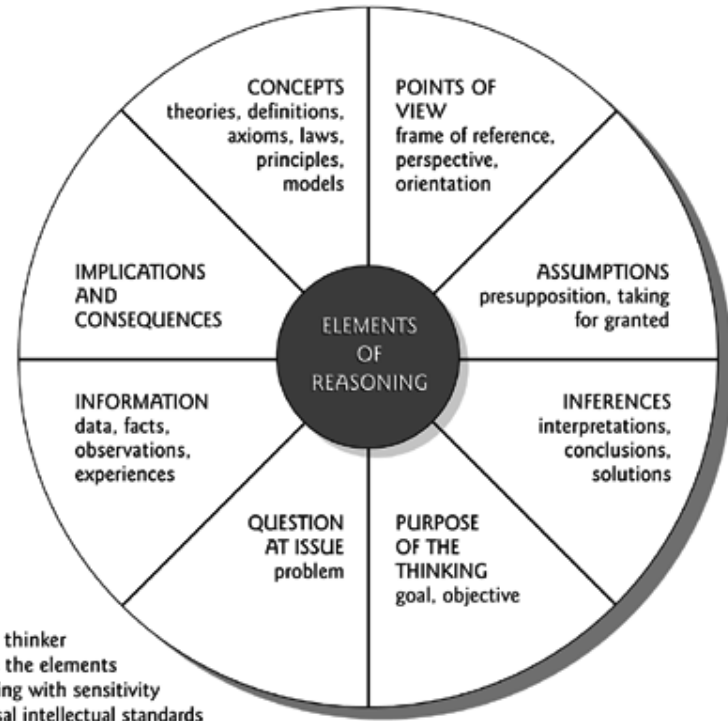
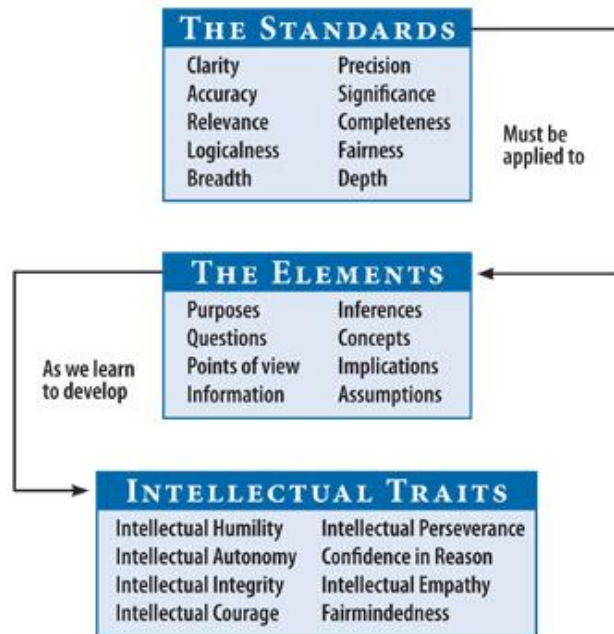
Take a minute and reflect

- What does appeal to you about the concept CT?
- What does not appeal to you about the concept CT?

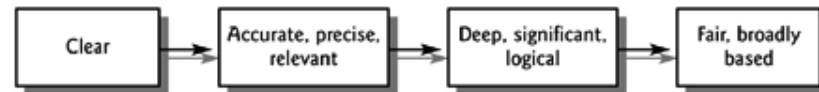


standards of good reasoning

**Critical Thinkers Routinely
Apply Intellectual Standards
To The Elements Of Reasoning In
Order To Develop Intellectual Traits**



A critical thinker considers the elements of reasoning with sensitivity to universal intellectual standards



CT in work life

- Raising important questions and problems, formulating them clearly and precisely;
- Gathering and assessing relevant information, using abstract ideas to interpret it effectively;
- Coming to well-reasoned conclusions and solutions, testing them against relevant criteria and standards;
- Thinking with an open-mind within alternative systems of thought, recognizing and assessing, as need be, assumptions, implications, and practical consequences;
- Communicating effectively with others in figuring out solutions to complex problems; without being unduly influenced by the thinking of others on the topic.

Human Relations Approach

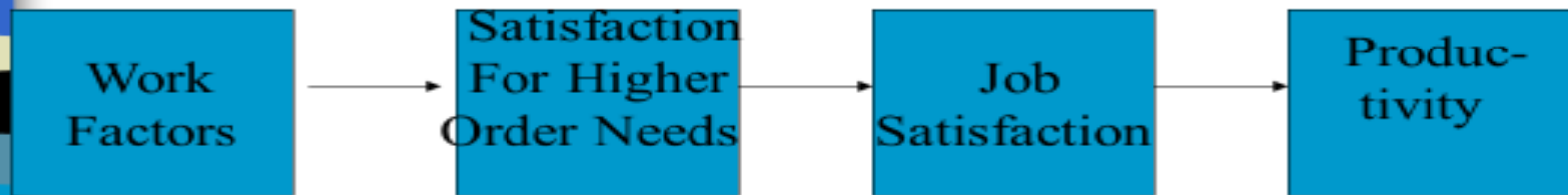
HAWTHORNE STUDIES 1924 - 1932

- Influenced transitions from *classical* approach to *human relations* approach
- Illumination Studies
 - Interested in how changes in work environment would impact productivity
 - Found unexpected results
- Hawthorne Effect
 - The more attention given to someone, the more likely their behavior will change
 - Social factors influence productivity

Human Relations Approach

- Need for attention
 - Social interaction
 - Individual achievement
-
- If management pays attention to these, worker productivity will increase!

Flow Chart on H.R. Principle



3/5/2018

COM229-Lippert

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Issues Human Relations Approach

- Lack of research and data to support relationship backed with fulfilling needs & satisfaction.
- Managers still control-fear of misuse & manipulation by management
- Problem with relationship between worker satisfaction and productivity

So, When is Human Relations Approach Appropriate?

- Examples of Programs that stress team management and employee involvement
 - Scanlon Plan
 - Just in Time management JIT

Exercise 1

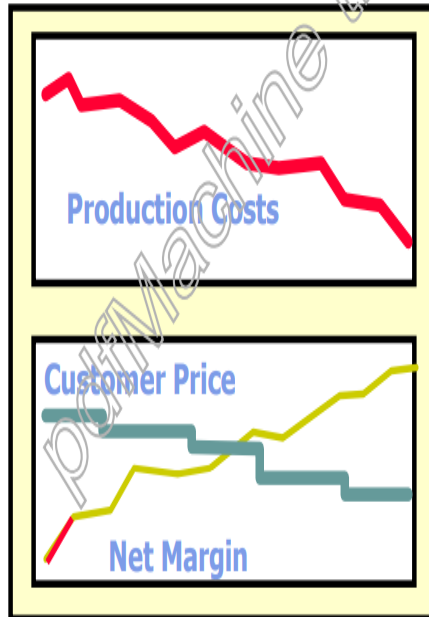
Read the abstract of the 2 programs provided on Moodle

Discuss in groups of max 5 students:

- What are the central themes surrounding the program and why are they important?
- What are the advantages of the program?
- What are the disadvantages of the program?
- Identify the assumptions, facts, concepts, beliefs,... used in your reasoning

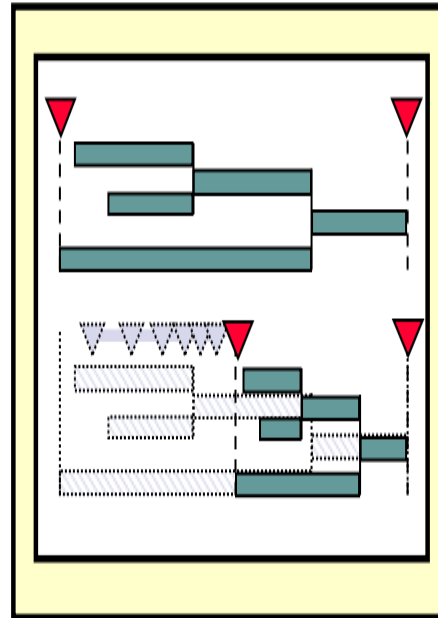
In business you need to be able to do 3 things well, all at the same time!

Reduce Cost



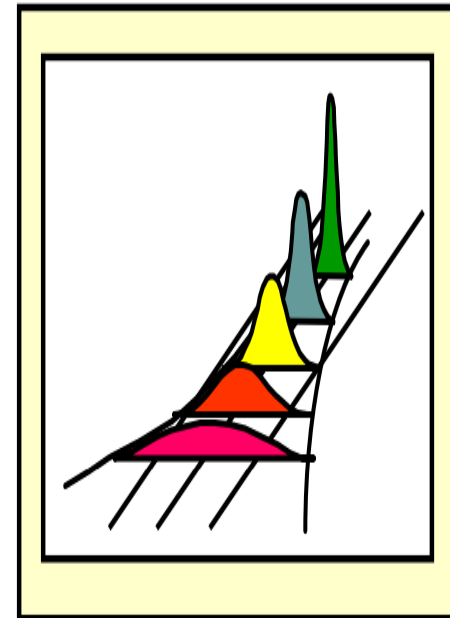
"Cheaper"

Reduce Lead Time



"Faster"

Improve Quality



"Better"

Exercise 2

- Work in a group of max 5 students
 - Divide your group in 2 i.e. management and employees
 - Identify the problem in the business case study provided to you
 - Use the programs (JIT or Scanlon) founded in the Human relation approach to examine your business case study



Sample critical thinking questions:

- What claims or positions are worth challenging?
- What other options are there?
- What have we missed?
- How else can we look at this issue?

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Q/A?

Sources

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