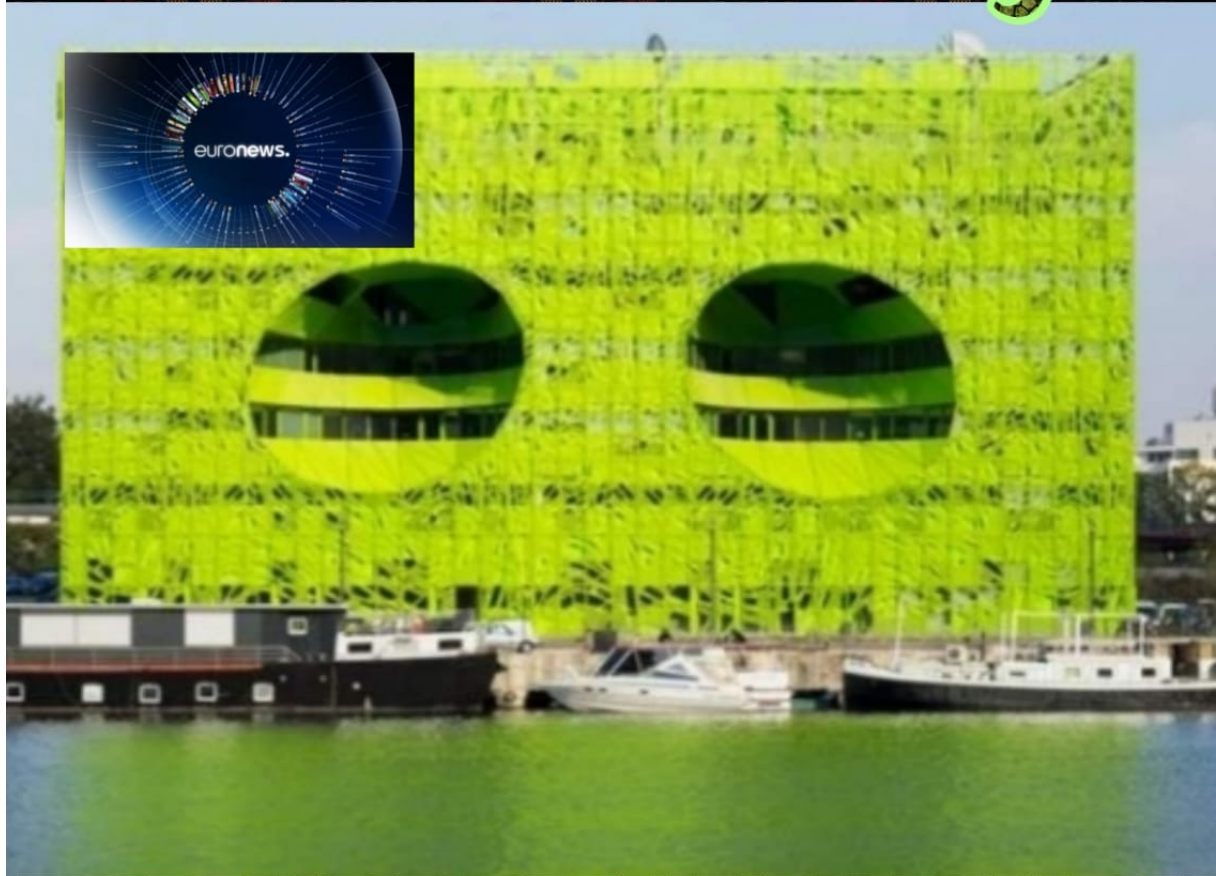


Developing workplace critical thinking



Name: Andre Mendes (1809313)

Lecture: Mr. Z Zook

Image from: Euronews Site

INTRODUCTION

«Critical thinking is the desire to seek, the patience to doubt, the effort to meditate, the slowness to assert, the willingness to consider, the care to order and the hatred for any type of imposture» Francis Bacon (1561-1626) This, in short, is the permission of critical thinking. Examining with a critical spirit is the objective of this article, trying to understand the impacts of beliefs, attitudes and value systems in the workplace. Elucidate the academic concept of critical thinking and its importance, study the pros and cons of some theories and illustrate its impact on EURONEWS, using the great tools of critical thinking, such as: Bono's 6 thinking, the PMI thinking technique and the CT model of 4 circles, showing its importance.

EURONEWS PROFILE.

EURONEWS is a multilingual and pan-European information television station, founded in 1993 and headquartered in Lyon, France. It was the first channel in the world to broadcast in several languages.

EURONEWS 'mission is to provide international coverage of events from a European perspective, avoiding the use of sensationalism and allowing each viewer to create a free opinion about the world. It is widespread in much of Europe, South America and North Africa. In 2008, the channel was distributed in 135 countries worldwide. It reached 177 million European households by cable, satellite and DTT. EURONEWS is the leader in international news broadcasting in Europe, surpassing CNN International (167 million European households) and CNBC Europe (65 million European households). As of May 2017, EURONEWS went from a single channel to 12 different channels, each with its own language, in a strategy developed by one of its owners, NBC, which owns 25% of EURONEWS. With shareholder financing, advertising and sales sponsorship, cable and satellite shares, the program's sales share, thus totaling its four financing channels, EURONEWS's main objective is the total satisfaction of its target audience, proposing a quality and rigorous service to enrich the daily life of the general public.

CRITICAL THINKING

From a more modern perspective, critical thinking is understood as the capacity for analysis assessing the solidity of reasoning, in the statements that society accepts as true today - such as fake news - particularly relevant today for its proliferation and rapid viralization. In fact, fake news has a lot to do with what is known as the bandwagon effect and this, in turn, with the critical analysis of reality - or better said - with the absence of such an analysis. The term refers to a psychological theory according to which individuals adopt behaviors and ideas for the mere fact that this is the position of a large majority of people, without questioning or analyzing anything beforehand. The best antidote to this trend is the promotion and development of critical thinking.

The critical sense helps us to discern between mediocre arguments and brilliant arguments, to distinguish information that has value from that which is indispensable, to dismantle losses, to find well-founded conclusions, to create alternatives, to improve communication and, finally, to be owners of our thinking and act accordingly. Despite being a cognitive activity closely related to reason, the purpose of critical thinking is action oriented, being applicable to any aspect of our daily lives, including problem solving or decision making. For this reason, its sphere of influence ranges from the personal to the professional.

Doctors Richard Paul and Linda Elder, researchers at The Critical Thinking Organization, have established seven universal intellectual standards that must be applied to thinking every time we want to assess the quality of some reasoning. They are as follows and each of them is related to the previous one:

CLARITY If any reasoning is not clear, the recipient also cannot assess whether the idea is right or relevant, nor can he launch counter-arguments. In this case, you may want to ask questions such as "Could you give me an example?" That will help you understand and even visualize the idea.

VERACITY A proposition may be clear, but not accurate. Vague concepts and ambiguities are the enemy of solid messages. Asking questions like "What is the source?" we make sure that the proposition, if it comes from reliable sources, is true.

PRECISION A proposition, for example, "this girl is quite tall" may be true and true, but it lacks precision. Faced with a statement of these characteristics, we must ask for more details: "Could you be more specific?" or "How much does it measure exactly?"

RELEVANCE A proposition can be clear, truthful and precise, but not relevant. What we mean is whether it is directly related to, for example, the subject of the debate. To make sure of its relevance, we can ask the interlocutor about how it is linked to the subject.

DEPTH A proposition can be clear, truthful, precise and pertinent, but not have depth. For example, the phrase "Say no to drugs", used to advise against its use, treats a very complex problem superficially. "Could you give me arguments?" is the question to be asked in this case.

AMPLITUDE A proposition can be clear, truthful, precise, pertinent and profound, but not be broad enough when it does not consider other points of view. Questions like "Is there another way to treat this problem?" help to have a perspective.

LOGIC A proposition may be clear, truthful, precise, pertinent, profound and broad, but it has no logic. When we argue, we put different thoughts in order. If these thoughts are mutually supportive, the thought is logical. If, on the other hand, they are not supported or contradictory, then the combination is not logical. This leads us to improve critical thinking and reveal hidden prejudice and manipulation (Paul and Elder, 2014).

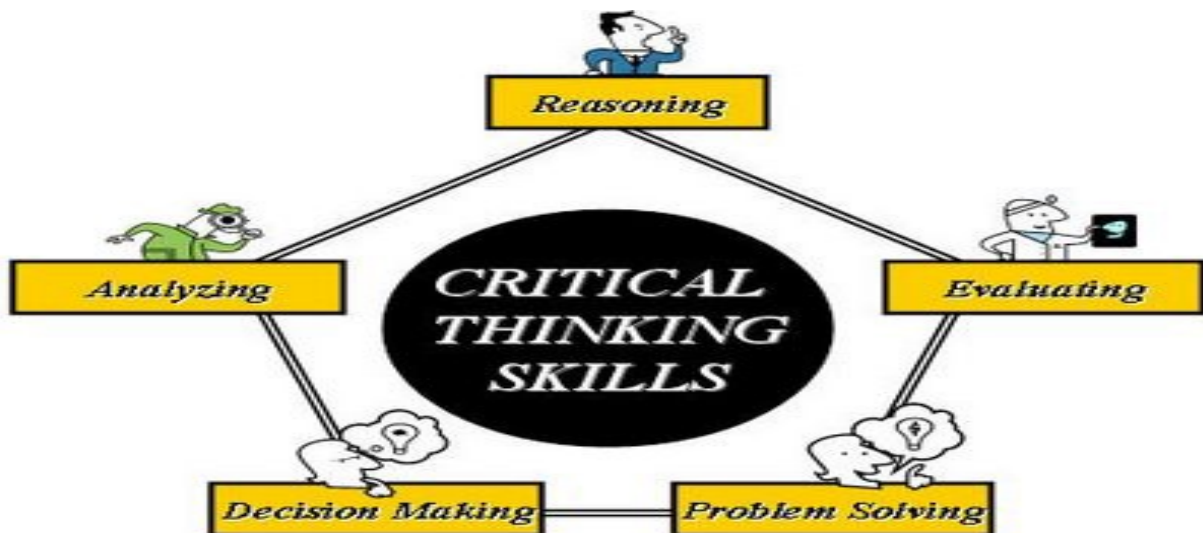


Image from: DWC

To understand and evaluate the evidence or arguments, you have to ask the right questions, evaluate and adapt them to use in different situations, so critical thinking is done (Macat, 2016). Or to achieve the best possible solution, based on the reflection of productivity or appropriation (Peaks et al., 2018).

"Convictions are more dangerous enemies of the truth than lies." Nietzsche already said about the development of critical thinking at a time when Pyrrhus (sec IV BC) was the greatest representative of the skeptical school thanks to the core of his thinking, which consisted of an attitude of not making judgments, that is, not being able to say if something it is good or bad, because for him everything depends on conventions and customs. This theory leads us to think about the inductive use and deductive reasoning to arrive at the correct and quick decisions. Reasoning and critically evaluating different options to see a different way from the other in order to have an accurate resolution at a faster pace (Forshaw, 2012).

In an era where we are systematically bombarded with information from all kinds and sources, we must develop critical thinking in order to be able to distinguish the true from the false. In fact, as Saini (2019) says, in this internet age, social media has a powerful global megaphone where anyone, with an internet connection, has a voice that can influence people's attitudes, opinions, feelings and values.

Critical thinking is important for anyone: professionals, teachers, students, etc. This is because people who think critically can analyze situations in a more distant way, work with different facts and, consequently, make better decisions and this ability is important for anyone. The first habit of people with critical thinking is to obtain information from different sources. They are not content to listen to only one version and, therefore, are curious and seek the same information in several places. For this reason, critical thinkers also do not find it difficult to talk to people who have divergent thoughts, nor to change their opinion when they feel convinced otherwise. If you open your mind to know other points of view and ponder them, you can start thinking critically. Belief is a state or mental process of deep conviction that makes people consider something right and true, without further rational justification. It is acquired from the experience of relationships with other people and things present in the world. In reality, it is a subjective disposition that is formed due to the sensitive impressions caused by his unique and personal experiences, becoming a habitual trait of his personality, which does not require further reflections or objective analyzes.

Value systems are sets of shared beliefs or norms of a person or group of people (Collins Dictionary, 2019).

Beliefs and values reinforce each other in the person's conduct and, generally, tend to be coherent, influencing the formation of attitudes, which will finally be visible in the behaviors practiced. For example :

BELIEF: I believe that everyone has the right to express their opinions.

VALUE: I value listening to people's opinions, even when there are obstacles and difficulties for this to happen.

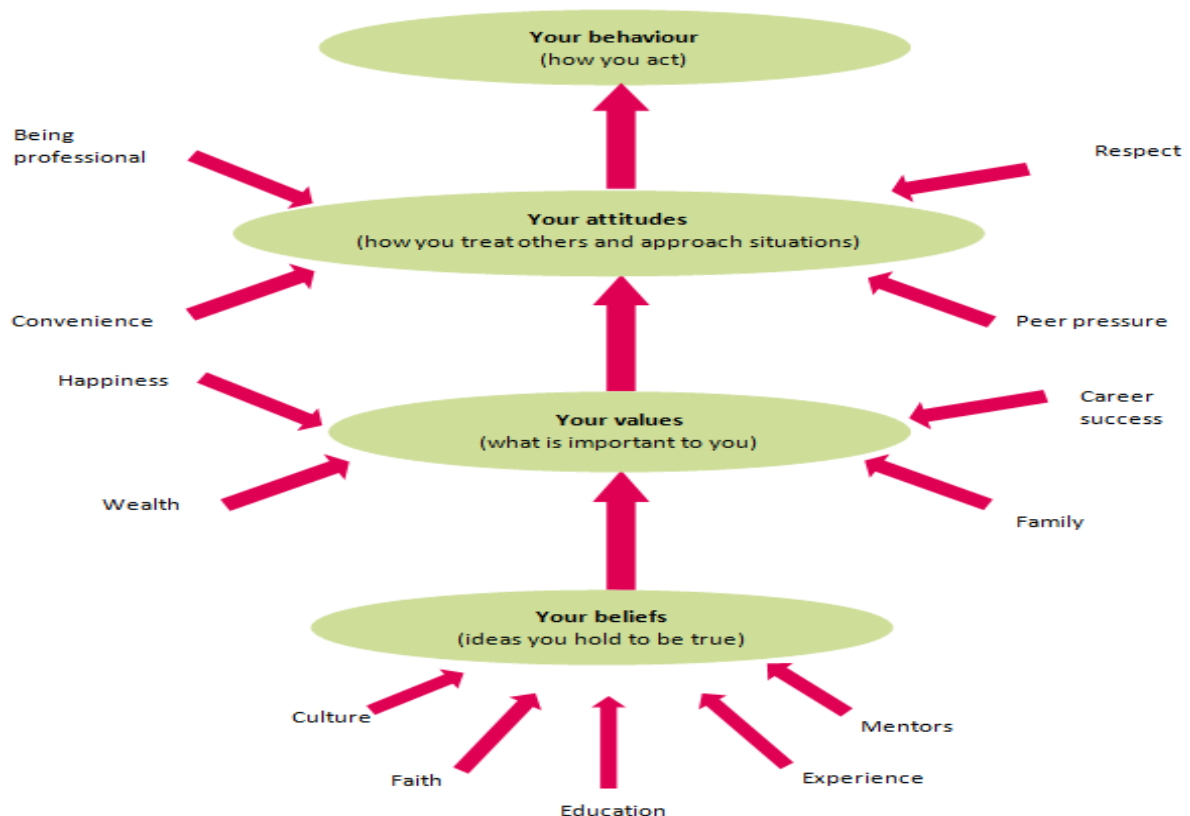


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A set of fundamental values or principles serves as a guide for most organizations in terms of employee behavior (Morgan, 2017).

Values are linked to ethics, honesty, quality, respect for employees and customers, responsibility, quality, transparency and social responsibility. The motivation and success of the organization and its employees depend on values.

Values can also be seen as a set of beliefs, or principles, that:

- Define and facilitate people's participation in the development of the mission, vision and values;
- Define and facilitate the union of Mission, Vision and values;
- Facilitate collaboration between employees;
- Facilitate employees' commitment to the organization and society.

Everything becomes much easier and more fluid when the company's values are very clear, this generates a self-confidence of workers that ends up positively affecting customers, generating more customer confidence. When this fluidity prevails, the work environment is so healthy that it looks very much like a family environment where you can notice the feeling of belonging that each employee reveals in his total commitment to the common cause. When there is this feeling of belonging and commitment, the success of each employee becomes the success of each and every employee works for the good of everyone because he feels that he counts as part of a whole, and knows that the company gives him the due value and who can expect everything from the company as the company expects everything from him. Accept just criticism when you fail with your duty or fail to reach a certain goal, but also receive praise when success is achieved. When you have the code of conduct, ethics that characterize the organization and moral standards, you are unlikely to be successful because these values serve as a support to clarify innovation. Beliefs and values affect our attitudes, while affecting our behavior (Hadley, 2015).

THE VALUES, BELIEF AND ATTITUDES SYSTEM WITHIN EURONEWS:

EURONEWS 'values are in the scrupulous fulfillment of the duties of all employees, without exception. In other words: Independence; Impartiality; Diversity; Respect for Spectators. If not, let's see:

When carrying out European information missions, Euronews is committed to meeting high quality standards in order to meet the expectations and needs of viewers.

Independence:

This is the number one quality of EURONEWS, as it works with this aspect very seriously and with a sense of responsibility for the public interest. The work is done with complete freedom without any chance for political and social interference and, more generally, for all news topics subject to controversy. The program content must be produced without any pressure from any EU institution, political party or commercial entity.

In general terms, the duty of independence determines the conduct of all participants in the editorial production process, from the collection of news to the publication. Euronews journalists undertake to "resist all pressure and (...) accept editorial orders only from the people responsible for the editorial team" (1971 Declaration of the Rights and Duties of Journalists).

Impartiality:

Euronews remains impartial when carrying out its European Information Missions.

Impartiality is defined essentially as the attempt to reasonably compare points of view within the limits of fundamental democratic principles.

Diversity:

The cultural reciprocity of the peoples of Europe in the diversity it carries is one of the main objectives of EURONEWS. The programs designed are essentially aimed at this. They will aim in particular to improve viewers' knowledge of the culture and history of the peoples of Europe.

Avoiding, in particular, placing greater emphasis on one national point of view than on another.

Respect for viewers:

EURONEWS knows the value of viewers and therefore gives them the deserved respect. Consequently, elements that are likely to offend viewers' sensitivity are banned from their programs.

This applies to all images and information that are manifestly incompatible with good taste and decency or that may encourage or give rise to acts of violence or disorder.

In addition, editorial managers ensure that there is no indecent exploitation of viewers' sensitivity, nor abuse of religious beliefs and opinions.

EURONEWS VALUES FOR THE PUBLIC:

EURONEWS, knowing its responsibility as a European broadcaster with gigantic reach, provides its news respecting the values of each country where it broadcasts, bringing information to all of Europe and the rest of the world. All of this is achieved thanks to the rigor of all elements of EURONEWS but, mainly due to the freedom of company and or the expression guaranteed to good presenters and journalists, which gives a remarkable robustness to the editing standard, supported by the company's editorial values. In an era when the policy of disinformation and cheap populism is enormous, keeping values intact is to be welcomed and EURONEWS, maintaining its own values, is able to present its audience with a huge range of informational variety without losing the essentials that is impartiality. One of the secrets of EURONEWS 'continued success is the responsibility sharing policy, that is, an individual responsibility but seen collectively when it comes to an error. Its main focus and major objective are the total satisfaction of its audience, so it works hard to maintain the best quality of news, the performance of employees to maintain this level of quality required. That is why EURONEWS has been recognized as a mission of general European interest since 2010 by the European Commission.

The bodies that define the EURONEWS code of conduct declare, among others, the following:

The Contractor must not offer, give or agree to give any person in the EU institutions any gift or consideration of any kind as an incentive or reward for doing or failing to do, or for having done or planned to do, any act in relation to obtaining or performance of this or any other Contract or for showing or failing to show favor or disadvantage to any person in relation to this or any other Contract or Convention

As part of the EURONEWS framework agreement with the European Commission, which covers the period 2017-2021, EURONEWS is committed to:

Progressively increase and expand the volume and impact of your reports on EU issues and policies

Improving the quality of reporting on EU affairs

Ensuring a European perspective in each of its language services

Improve digital coverage of European affairs as part of your broader multiplatform strategy

Ensure plastic coverage of EU affairs, covering all audience groups

Reinforce the production and distribution of content in the EU languages of Euronews

Explore the possibilities of extending Euronews's public service status, distribution activities and linguistic diversity in Europe.

MANAGEMENT THEORIES RELATED TO BELIEFS, ATTITUDES AND VALUES:

When we are able to think beliefs, attitudes and values as an inseparable whole, we will certainly be able to understand the purpose of any company, provide a great service and expect profit. Each company uses its own method, but they all leverage a management theory supported by beliefs, attitudes and values. If not, let's see: We can define attitudes as the mental tendency to react to a situation based on the values and personality of each one. The attitude is related to the set of "values" about the object in question, as well as the set of "intentions" associated with it, that is, "it is a system of positive or negative evaluations, feelings, emotions and tendencies of favorable actions or unfavorable with regard to corporate objects.

"The interiorization of an attitude is not done in a definitive way without going through direct experience, without the person experiencing the emotions and feelings related to the realization of concrete actions, of personal experiences."

(Masco, 1968; De Ketele, 1986).

VALUES, ATTITUDES AND BEHAVIOR

"We are surprised, day by day, with the adversities instituted by administrative, political and behavioral decisions that, many times, put in a position of debate the true human essence and how far we will go, making more victims by the context of existence instead of encouraging and inspire people and organizations to be proud of behavior based on beliefs, attitudes and values." As César Romão, a specialist in People Management, said well.

The implementation of a process of values, attitudes and behaviors defines new paradigms for productive and social relations, demanding that people, inside and outside the organizational context, review their valuation base, aiming at a greater awareness and a greater mastery of their attitudes and behaviors.

Management as a model that streamlines work with the objective of generating and maximizing profits, productivity and efficiency, this scientific management system streamlined by Frederick Taylor to think about the work processes of organizations in how to introduce standardized work and apply the science of work. I personally do not find it beneficial for EURONEWS, Frederick Taylor's theory for a simple reason: Using a policy that management should be separated from its employees at the bottom of the organization, having a clear chain of command, lowering managers, thinkers and employees, using the fallacy that more productive employees should be better paid, giving a clear hint that money is the main motivator, a theory that is actually still applied in various organizations, would not work in the EURONEWS because it would clash with the company's values that are based on making each employee feel like a part of the common good that is EURONEWS. In fact, according to the theory of Elton Mayo, who is considered the founder of the Human Relations movement, which opposed Taylor's work principles, the nature of the human being as 'homo social' replaced the conception of 'homo conomicus' , that is, people are motivated and encouraged by financial incentives. This only gives strength to my thesis that more is produced, working with the feeling of belonging and surrender to the cause or the common good than working with goals individuals for the sole purpose of making some cash gain. EURONEWS 'work policy shows without a doubt that the company follows Elton Mayo's theory of human management in order to maintain the same dynamics in terms of productivity and efficiency.

These conclusions can be summarized as follows: it is the worker's social capacity that establishes his level of competence and efficiency, not his ability to correctly execute the

movements within a predetermined time; the individual's behavior is supported by the group's behavior.

For Weber, the idea of bureaucracy is inextricably linked to the concept of authority.

According to him, there are three forms of authority:

- Traditional authority: based on traditions and customs and past practices of a culture. It can be found in the figures of patriarchs and elders, mainly from ancient societies, although they still exist today. In this case, the legitimacy of authority is ensured by religious traditions, beliefs and social customs. It is believed to be sacred.
- Charismatic authority: based on the physical and / or personality characteristics of the leader in question. The followers revere their deeds, their history and personal qualities. The charismatic authority has the disadvantages of the fact that it can be fleeting, since it insures recognition by the group and does not leave certain successors.
- Rational-legal authority: it is one guaranteed by rules and norms arising from a regulation that is, in turn, recognized and accepted by the group. Here, one must follow the commands of the person in charge, regardless of who he is. The authority is in the position and not in the person who exercises it.

Through this model of authority, according to Weber, the type of organization that he called Bureaucracy would emerge. Such an organization would present the following essential principles:

- Division of functions and tasks done in a rational way, strictly based on specific rules and norms in order to allow the execution of the activities necessary to achieve the organization's objectives;
- Hierarchy defined by explicit rules. The rights and duties of each position, as well as the exercise of authority (rational-legal) and its limits are legally supported;
- Employees are hired based on previously established rules, in order to guarantee formal equality. Only an individual with adequate technical training according to pre-established requirements could join the company's staff;
- Equal pay for the exercise of similar positions and functions;
- Career advances are regulated by objective rules and criteria. Favoritism and personal relationships are not considered;
- Total separation between function and personal characteristics of the person who exercises it;
- Rules and regulations that dictate rights and duties must be followed by everyone, depending on the position and function.

The bureaucratic theory of administration is also a cornerstone but with its pros and cons. sociologist, political scientist and economist Max Weber (1864-1920) defines bureaucracy as the formal organization of the organization, thus allowing the organization of human activities to achieve common long-term goals. This definition by Weber was essential for other scholars outside the area of administration to better interpret organizations.

One of the criticisms made of the Bureaucratic Model is the approach based on predictability and stability, without considering changes in the external scenario, the qualification of the organization's members and the technology and its advances.

Bureaucratic Theory has a highly technical and mechanistic stance. In addition, the concern

is only with the structure and its set of positions and functions. People's personal behavior is not considered. This applied to EURONEWS would bring more harm than good because it would greatly limit the opportunities for employees to expose their ideas and possible participation in decision making. This distancing would lead to a climate of discomfort that could cause a loss of employees to competitors.

Therefore, we can cite consistency and efficiency as advantages of the model. As disadvantages, however, we have excessive rigidity and slowness in the execution of processes.

Through all of this, EURONEWS bets on a policy of continuous training that consists of identifying flaws and weaknesses in the organization and overcoming them, applying SWOT. It is a visual tool widely used in the planning and evaluation of internal and external factors that can impact your business. Because any enterprise or project has positive and negative characteristics. There are opportunities and threats involved. Sometimes we are too dreamy and fail to look at critical factors of success or failure. You know that question: How did I not notice this before? Well, doing a SWOT analysis reduces the chances of this happening with your venture.

One must look at SWOT as a company window. There are two ways to look at a window:

- a) From the outside in: When we look from the inside, we look for our strengths and weaknesses.
- b) From the inside out: Now we are looking for opportunities and threats that will impact our company.

If we think about this analogy, it will be very easy to exercise the strengths and weaknesses, the Pestle reveals external factors that can impact: political, economic, social, technology, legal and environmental.

MODELS OF CRITICAL THINKING APPLIED TO EURONEWS

EURONEWS's way of being and functionality are supported by several critical thinking models, including: 4 circle theory and thinking technique PMI.

In the 4-circle theory of critical thinking, we first analyze the context about intellectual behavior guided by our values, beliefs and attitudes, as part of our ability to think. Second is decision making based on what is known. Third, the ability to provide the best for others, and four, the ability to competently perform tasks in the process. The model offers the best result with reduced costs, for customer satisfaction.

Apply critical thinking to context analytical practice. This is (Alfaro-LeFevre, 2016) suggestion in his theory of critical thinking, supported by the 4-circle model, leveraged by personal characteristics, intellectual and psychological skills, interpersonal strength and self-management and, technical skills.

Also, the thinking technique (PMI) that helps to improve thinking skills, identify the positive and negative and interesting points about any situation before formulating an opinion. This technique, developed by Dr. Edward de Bono, allows the analysis and weighting of pros and cons of any idea, facilitating the making of better decisions. These theories fit very well with EURONEWS, especially when it comes to creativity:

"We are creative beings. Creativity is a human process, it is not something restricted to geniuses. It's for everyone." Viviane Senna

“We have to be open to new learning in our era. As important as learning is our ability to relearn, contextualize and change paradigms. The world is complex, it is important to see it in its entirety.” Andreas Schleicher

RECOMMENDATION

EURONEWS has to continue to seriously invest in its policy of impartiality and efficiency that it has used to boost its activities. Whatever the company, of this kind, has to bet on flexibility and reduce bureaucracies, uncomplicate the structure and reduce the rules, decentralize managerial powers, remain neutral in political terms, thus avoiding the tendency to harm a part at the expense of the advantage of another part. Continue to believe in the capacity and competence of each employee and / or collaborator, making them feel part of the success and growth of the company where everyone feels guilty when something bad happens in terms of production or an error that puts at risk the good name of the company, where, too, everyone is happy with the success and greatness of the company. Only in this way will EURONEWS be able to maintain its leadership in spreading news in Europe, always winning the affection and trust of its target audience.

CONCLUSION

We just saw how critical thinking works and how to analyze and evaluate a given subject before formulating an opinion on it. We have also seen and managed to realize that the rules imposed by the agents can influence the rest of the employees, impacting the way they act and feel. And that same impact can provoke and reflect on the productivity and well-being of any organization. The way of being based on EURONEWS beliefs, values and attitudes reveals very positive impacts on the company.

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