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Developing critical thinking

Introduction	2
Critical Thinking	2
Benefits of Critical Thinking	3
How to critically think	4
Values, Beliefs and Attitudes	4
Definition of Beliefs, Values, Attitude	4
Relationship between Beliefs, Values, Attitudes.....	5
My own Values, Beliefs and Attitudes	5
Management Theory's.....	6
Benefits of Management Theory's	7
Schools of Management	7
Modern School.....	8
.....	8
Classical School	8
Elton Mayo Hawthorne Experiment	9
Daniel Goleman's Emotional Intelligence.....	9
Identify a Management Theory in my own workplace.....	10
Conclusion.....	11
References	11
Appendix 1	12
Appendix 2	13

Introduction

This assignment will discuss critical thinking, its benefits, and how to do it. I will then go on to talk about management theories and schools of management, critically assess the impact of beliefs, attitudes, and values on my own workplace behaviour. And finally, identify management theories related to my job role and critically assess the impact on my own beliefs, attitude, and values.

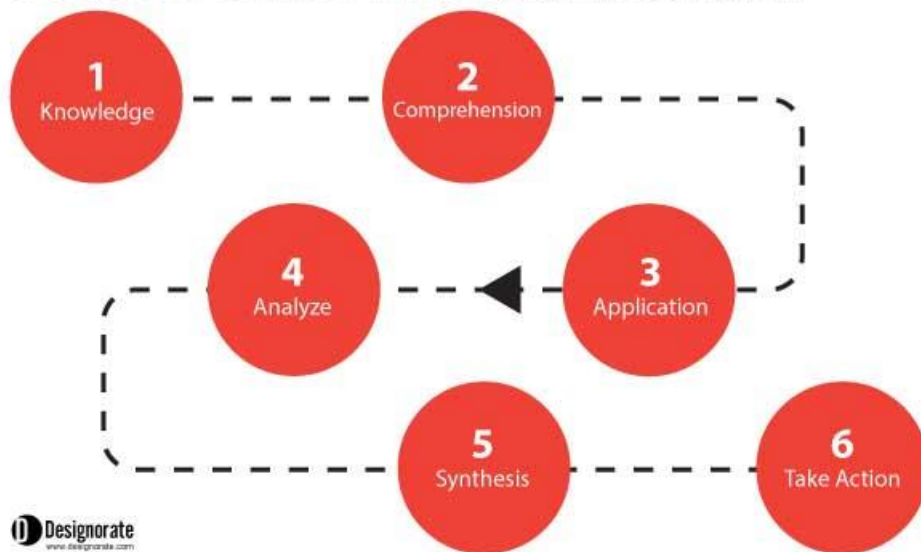
Critical Thinking

Critical thinking is an essential skill in many aspects of life and is a crucial factor in decision making. Critical thinking is an important skill to develop in any educational setting, and increasingly in the workplace. The ability to think analytically, reason objectively and address challenges with a strategic mindset, are all essential skills for success in the 21st century. The term critical thinking has several definitions. Here are a few that I have found below

- “The ability to analyse facts, generate and organise ideas, defend opinions, make comparisons, draw inferences, evaluate arguments and solve problems” (Chance, 1986)
- “A conscious and deliberate process which is used to interpret or evaluate information and experiences with a set of reflective attitudes and abilities that guide thoughtful beliefs and actions.” (Mertes, 1991)
- “Reasonable reflective thinking focused on deciding what to believe or do” (Ennis, 1992)

Ennis' (1992) definition is the one that most closely resembles a general definition of critical thinking. However, all three examples of definitions have common themes – reflective thinking, analysing and action. Below is a diagram that gives an example of the process in critical thinking, which I believe supports all three definitions.

6 Steps of Critical Thinking by www.designorate.com



Benefits of Critical Thinking

Critical thinking is an invaluable skill that can be applied to almost any situation. It involves the ability to analyse information, evaluate evidence, and draw logical conclusions. It is a skill that can be developed and honed over time, and it can be used to make better decisions, solve problems, and understand complex concepts.

The benefits of critical thinking are numerous. It can help you to become a better problem solver, as it encourages you to look at a problem from multiple angles and consider all possible solutions. It can also help you to become more creative, as it encourages you to think outside the box and come up with innovative solutions.

Additionally, it can help you to become a better communicator, as it encourages you to think before you speak and to express yourself clearly and concisely. Critical thinking can also help you to become a better decision-maker. It encourages you to weigh all the evidence and consider all the options before making a decision. This can help you to make more informed decisions that are based on facts and logic, rather than emotion or impulse.

Finally, critical thinking can help you to become a better learner. It encourages you to ask questions, seek out new information, and challenge your own assumptions. This can help you to gain a deeper understanding of a subject and to develop your knowledge and skills. In short, critical thinking is an invaluable skill that can be used to make better decisions, solve problems, and understand complex concepts. It can help you to become a better problem solver, communicator, decision maker, and learner.

How to critically think

Critical thinking is an important skill to have in any field, and the RED tool is a great way to help you develop it. The RED tool stands for Reflect, Evaluate, and Decide. It is a simple but effective tool that can help you think more critically and make better decisions. The RED tool is a great way to help you think more critically and make better decisions. By taking the time to Reflect, Evaluate, and Decide, you can ensure that you are making the best decision for the situation.

Another tool to use is the Socratic tool and it can be used in a variety of settings, including classrooms, workplaces, and even in everyday conversations. The Socratic tool is a method of questioning that encourages people to think deeply and critically about a subject. It is a great way to help people think more deeply and critically about a subject. By using the Socratic tool, you can help people develop their critical thinking skills and become better thinkers.

Values, Beliefs and Attitudes

Beliefs, values, and attitudes are three concepts that often come up in conversations about life and how we go about it. These terms are each distinct in meaning and have a significant impact on our attitudes, outlooks, and behaviours. Later in this assignment, I will identify my own values, beliefs, and attitudes.

Definition of Beliefs, Values, Attitude

Beliefs are a fundamental part of our lives, as they shape our behaviours, attitudes, and opinions. According to educational psychologist J Eccles (2009), beliefs are “internalised representations of the world” that we have adopted in response to stimuli from our environment. They are composed of both conscious and unconscious components and can range from deeply held religious beliefs to trivial opinions. Our beliefs influence how we perceive and interact with the world and can vary based on individual perspectives and cultural contexts. For example, one person may believe that the world is a safe place, while another may think that it is full of danger.

Values are essential components of our personal and professional lives, and they have a profound effect on how we act and think. According to H Saint-Onge, values are abstract and subjective ideas that serve as a guide or framework for decision-making (Saint-Onge, 1996). They are typically based on one’s personal beliefs, values, and experiences, and can be shaped by cultural, societal, or religious influences. For example, when faced with a decision, we often assess the situation based on our values and beliefs to determine what is the most ethical and appropriate course of action. Values are deeply rooted in our personal

and professional lives, and it is important to reflect on them regularly to ensure that our actions and decisions are in accordance with our values and beliefs.

Attitudes are defined as the evaluations that people have towards a person, object, idea, or situation.. Attitudes are often characterised by a three-component model, which includes cognitive, affective, and behavioural components.. Attitudes can shape our outlooks, as they can influence our behaviour and the decisions we make. For example, if a person has a negative attitude towards a certain issue, they may be less likely to take action or become involved in that issue. Thus, attitudes can have a strong impact on how we interact with the world around us.

Relationship between Beliefs, Values, Attitudes

The relationship between values, beliefs, and attitudes in the workplace is an important one. Values are the core principles that guide our behaviour and decisions. They are the foundation of our character and the basis for our actions. Beliefs are the ideas and opinions we hold about ourselves, others, and the world around us. They are the lens through which we interpret our experiences and shape our behaviour. Attitudes are the feelings and emotions we have about ourselves, others, and the world around us. They are the result of our values and beliefs and can influence our behaviour.

When it comes to the workplace, values, beliefs, and attitudes can have a significant impact on how we interact with our colleagues, how we approach our work, and how successful we are in our roles. Values such as integrity, respect, and responsibility can help to create a positive work environment and foster collaboration and trust. Beliefs about the importance of hard work, dedication, and commitment can help to motivate us to do our best and strive for excellence. Attitudes such as enthusiasm, optimism, and positivity can help to create a positive atmosphere and encourage creativity and innovation.

When values, beliefs, and attitudes are aligned in the workplace, it can lead to greater job satisfaction, increased productivity, and improved team morale. It can also help to create a culture of respect and trust, which can lead to better communication and collaboration.

On the other hand, when values, beliefs, and attitudes are misaligned, it can lead to conflict, decreased productivity, and a negative work environment. Ultimately, it is important to be aware of the relationship between values, beliefs, and attitudes in the workplace and to strive to ensure that they are aligned. Doing so can help to create a positive work environment and foster collaboration and success.

My own Values, Beliefs and Attitudes

I completed a personal values assessment from Barrett Values Center to critically analyse my values and beliefs. You can find my results from that assessment in the appendix.

It is obvious from the values I chose that I am a person who values meaning. I have high moral standards, which are significant in how you treat other people and how I want to be treated. The values show:

- Having meaningful close relationships with other is important in my life and is central to decision I make
- Living with a passionate and an upbeat, fun-loving approach is important to me
- I have high aspirations and seek to improve my circumstances
- I show a strong sense of caring and feel empathy for others
- I have the gift of a kind heart and giving spirit
- I appreciate freedom and autonomy and not being reliant on others
- I am dependable and want people to know that they can count on me
- I seek holistic balance by striving to maintain harmony in all aspect of my life.

The values I chose show that I value both developing my own skills and forming relationships with other people. For instance, it can hurt my feelings if someone devalues one of my principles. If my value of generosity was not respected by someone else, I would be upset. Similar to the last example, if I make a choice that conflicts with one of my values, I could feel anxious or worried about the choice because I am not being honest.

Management Theory's

Management theories are essential for any organisation to succeed. They provide a framework for understanding how to effectively manage people, resources, and processes. By understanding and applying management theories, organisations can create a more efficient and productive workplace.

The first management theory is the Scientific Management Theory, which was developed by Frederick Taylor in the early 1900s. This theory focuses on the idea that managers should use scientific methods to analyse and improve the efficiency of their workers. This includes breaking down tasks into smaller, more manageable parts, and using time and motion studies to determine the most efficient way to complete tasks.

The second management theory is the Administrative Management Theory, which was developed by Henri Fayol in the early 1900s. This theory focuses on the idea that managers should use a systematic approach to managing their teams. This includes setting clear goals, developing plans to achieve those goals, and using a hierarchical structure to ensure that everyone is working towards the same objectives.

The third management theory is the Theory X and Theory Y, which was developed by Douglas McGregor in the 1960s. This theory focuses on the idea that managers should

consider the different motivations of their employees when making decisions. Theory X focuses on the idea that employees are motivated by external rewards, while Theory Y focuses on the idea that employees are motivated by internal rewards.

The fourth management theory is the Systems Theory, which was developed by Ludwig von Bertalanffy in the 1950s. This theory focuses on the idea that managers should view their teams as a system, with each part of the system influencing the other parts. This includes understanding the interdependencies between various parts of the system and using feedback loops to ensure that the system is functioning properly.

These are just a few of the management theories that have been developed over the years. Each of these theories has its own strengths and weaknesses and can be used to help managers better understand and manage their organisations. By understanding these theories, managers can develop strategies and tactics that will help them achieve their goals and objectives.

Benefits of Management Theory's

The most important benefit of management theories is that they provide a structure for decision-making. By understanding the different theories, managers can make informed decisions that are based on sound principles. This helps to ensure that decisions are made in the best interests of the organisation and its employees.

Management theories also provide a way to measure performance. By understanding the different theories, managers can develop metrics to measure the success of their organisation. By understanding the different theories, managers can develop strategies that are tailored to the specific needs of their organisation.

Management theories provide a way to develop a culture of learning and development. Managers can create an environment where employees are encouraged to learn and develop their skills. This helps to ensure that the organisation can stay competitive and remain successful in the long-term.

Overall, management theories provide a framework for understanding how to effectively manage people, resources, and processes. By understanding and applying management theories, organisations can create a more efficient and productive workplace. This helps to ensure that the organisation can achieve its goals and objectives in the most efficient and effective manner.

Schools of Management

Scientific management is a management theory developed by Frederick Winslow Taylor in the early 20th century. It is based on the idea that there is one best way to do a job, and

that job should be broken down into its component parts and studied to determine the most efficient way to complete it. This theory emphasises the use of scientific methods to analyse and study work processes, with the goal of improving efficiency and productivity. It also emphasises the use of incentives to motivate workers to work harder and more efficiently.

The classical school of management theory is based on the idea that organisations should be managed in a rational and systematic way. This theory emphasises the importance of structure and hierarchy in organisations, and the need for managers to have a clear understanding of their roles and responsibilities. It also emphasises the need for managers to have a clear understanding of the goals and objectives of the organisation, and to use scientific methods to analyse and study work processes.

The behavioural school of management theory is based on the idea that organisations should be managed in a way that takes into account the needs and motivations of employees. This theory emphasises the importance of understanding the behaviour of employees, and the need for managers to create an environment that is conducive to employee motivation and satisfaction. It also emphasises the need for managers to provide feedback and recognition to employees, and to create an environment that encourages open communication and collaboration.

The modern school of management theory is based on the idea that organisations should be managed in a way that takes into account the changing needs of the organisation and its environment. This theory emphasises the importance of understanding the external environment, and the need for managers to be flexible and adaptive in their approach to managing the organisation. It also emphasises the need for managers to use technology and data to make decisions, and to create an environment that encourages innovation and creativity.

Modern School

Tom Peters and Robert Waterman are two of the most influential business theorists of the modern era. Their 1982 book, *In Search of Excellence*, is widely considered to be one of the most influential business books of all time. In it, they outlined eight principles of excellence that they believed were essential for any organisation to achieve success. The core values of the Tom Peters and Robert Waterman modern theory are customer focus, innovation, and creativity. This theory emphasises the importance of understanding customer needs and creating products and services that meet those needs.

Classical School

Gantt's theory was based on the idea that tasks should be planned and scheduled in advance, and that the progress of each task should be monitored and adjusted as needed. He developed a chart, now known as the Gantt chart, which was used to visually represent the progress of a project. The chart was divided into columns, with each column representing a task or activity. The length of each column represented the amount of time it would take to complete the task. The chart also included a timeline, which showed the start and end dates of each task.

Gantt's theory was revolutionary for its time, as it provided a way to plan and manage projects in a systematic and organised manner. It also allowed for better communication between team members, as everyone was able to see the progress of the project at a glance. Gantt's theory has been used in many industries, including construction, manufacturing, and software development. It is still used today, as it provides a simple and effective way to plan and manage projects.

Elton Mayo Hawthorne Experiment

Hawthorne's experiment has long been seen as a significant event in the study of manager-employee relationships (I Andreia, 2012). The experiment sought to explore the effects of illumination on worker productivity. This approach focuses on understanding the psychological and social needs of employees in order to create a more positive working environment. By emphasising the importance of interpersonal relationships between managers and employees, Hawthorne's experiment laid the foundation for improved manager-employee relationships and a better work environment overall.

Daniel Goleman's Emotional Intelligence

In the modern world, the concept of emotional intelligence has become increasingly important. Daniel Goleman's theory of emotional intelligence has brought a wealth of insight in exploring the concept of how emotions and intelligence are intertwined.

Daniel Goleman's theory of emotional intelligence has revolutionised the way in which we think about human behaviour. This theory refers to the ability to recognise emotions in ourselves and others, to effectively manage them, and to use them to increase our success in various aspects of life.

People who are higher in emotional intelligence tend to do better in the workplace, have better relationships, and are better able to deal with the obstacles and challenges of daily life. As such, it is important to recognise the role of emotional intelligence in cultivating success, and to practice and develop these skills to be successful in any domain.

Identify a Management Theory in my own workplace

I have identified that the Learning Organisation Management Theory by Peter Senge is an incredibly powerful tool for managing a children's home. This theory focuses on creating an environment where everyone is encouraged to learn and grow, and where everyone is empowered to make decisions and take ownership of their work. It also emphasises the importance of creating a shared vision and shared values. Finally, the importance of creating a culture of trust and respect is another aspect of this theory. This means that everyone in the children's home should be treated with respect and dignity, and that everyone should be given the opportunity to voice their opinions and ideas.

All staff are provided with educational opportunities, such as classes or workshops, or through providing mentorship and guidance. In fact,, we regularly attended training courses which in part creates a space for creativity and innovation. Staff also work towards the same goals and have the same values which helps to create a sense of unity and purpose. Voicing ideas and solutions are encouraged here, are heard, and respected. This type of environment is what the managers at my workplace have created through monthly staff meetings, supervision, appraisals, and education. This has helped to create a more positive and supportive atmosphere.

Systems thinking is a key component of the Learning Organisation Management Theory. It encourages individuals to think holistically about the environment and how their actions can affect the whole. This is especially important in a children's home, as it allows staff to understand the interconnectedness of the home and how their actions can have a positive or negative impact on the children.

I identify that Mary Parker Follett's theory of management at the children's home where I work would not be the best management theory to use. Her theory emphasises the importance of collaboration and cooperation between all parties involved in the home, including the children, staff, and outside agencies. This theory is based on the idea that everyone should be respected and have a voice in the decision-making process. Follett's theory also emphasises the importance of communication and understanding between all parties. Follett's theory also emphasises the importance of creating a positive environment and the importance of creating a sense of community.

However, even though most of those values listed in the theory are relevant to my job and some are included in our policies, there are negatives that will have an impact of the running of the house. This theory emphasises collaboration and cooperation, but it does not necessarily prioritise the emotional and psychological well-being of the children and staff. As this can be a very intense environment at times, management theories such as this will not be effective in working in a home.

Follett's theory is based on the idea that people should work together to achieve a common goal. This is great for the home, as we are expected to work together to achieve a certain

goal. However, in a children's home, it may be difficult to get children to cooperate and work together. Children may not understand the concept of working together and may not be able to work together effectively. Follett's theory also emphasises the importance of communication. While communication is important in any organisation, it may be difficult to get children to communicate effectively. Children may not understand the importance of communication and may not be able to communicate effectively. This could lead to misunderstandings and conflict. Follett's theory also emphasises the importance of flexibility. While this is important in any organisation, it may be difficult to get children to be flexible. Children may not understand the concept of flexibility and may not be able to adjust to changing situations. This could lead to frustration and conflict.

Conclusion

So, it may be said that everyone has different values, attitudes, and beliefs. They are essential to any organisation. Values are ingrained in people from an early age and are a significant factor in shaping an employee's attitude and behaviour. When a person interacts with people from diverse cultures or works in a multicultural environment, attitudes and values may, however, evolve over time. It is the responsibility of the manager to develop strategies to bring about good changes in the attitudes and behaviours of their staff. Thus creating a better working environment.

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Appendix 1

Gantt Chart

Task Name	Q1 2019			Q2 2019		Q3 2019
	Jan 19	Feb 19	Mar 19	Apr 19	Jun 19	Jul 19
Planning						
Research						
Design						
Implementation						
Follow up						

Appendix 2



kirsty Thomas - Results

7: Selfless service

6: Making a positive difference in the world

5: Finding meaning in existence

4: Letting go of fears.
The courage to develop and grow

3: Feeling a sense of self-worth

2: Feeling protected and loved

1: Satisfying our physical and survival needs

Positive ●

Potentially Limiting (L): ○

	Area
ambition	3
compassion	7
enthusiasm/ positive attitude	5
family	2
friendship	2
generosity	5
humour/ fun	5
independence	4
reliability	3
well-being (physical/ emotional/ mental/ spiritual)	6

From the values you selected it is clear that you are a person for whom meaning is important. You have a strong set of moral standards which are important in how you treat others and how you wish to be treated.

Your values show:

- Having meaningful close relationships with others is important in your life and is central in the decisions you make.
- Living with a passionate and an upbeat, fun-loving approach are important to you.
- You have high aspirations and seek to improve your circumstances.
- You show a strong sense of caring and feel empathy for others.
- You have the gift of a kind heart and giving spirit.
- You appreciate the freedom of autonomy and not being reliant on others.
- You are dependable and you want others to know that they can count on you.
- You seek holistic balance by striving to maintain harmony in all aspects of your life.

The type of values you selected indicates that your individual capabilities and the connections you build with others are both important to you.

Understanding our values helps us better understand ourselves and why we may act or react in the way that we do. For example, if someone undermines one of your values it can result in feelings of hurt; you would be likely to feel upset if your value of "generosity" was not being honoured by someone else. Similarly, if you make a decision which goes against one of your values this may lead you to feel uneasy or unsettled about the decision, because you are not being true to yourself.