

Skills for the Workplace

Module Assignment Submission

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Critical thinking

“Critical thinking is the art of making clear, reasoned judgments based on interpreting, understanding, applying and synthesizing evidence gathered from observation, reading and experimentation.” (Burns & Sinfield ,2012)

Developing critical thinking skills is an effective learning tool that aids a person in orienting himself in the world of alternatives. It also aids a person in becoming aware of the mechanisms of his own thinking. Understanding critical thinking leads to action, which is the most significant contribution of critical thinking. For purchases to remain stable, perseverance in learning is required. As a result of the capacity for reflection and constructive self-reflection on learning experiences, the possibility of making a reasoned choice based on valid evidence concerning one's own personal development directions is embodied.

Heuristic conversations are the most effective method. In this method, questions are skilfully formulated, followed by answers from the students, designed for conscious discovery, and guided by new information. A problematization process has been identified as the modernized version of a heuristic conversation, which follows the logic of learning through discovery (Etherington ,2004). Brainstorming is a method of interactive group discussion and creation that involves the participation of group members. This method is used in order to produce creative ideas and find the most effective solution to a problem. Alexander Osborn (1948) developed the method.

Case studies are an exploratory and direct action method that highlights some typical situations, representative of a class of phenomena. There are several characteristics of this method, including the fact that it allows those who learn to confront a real case, taken as an example of a more general problem, and which leads to understanding and solving the issue.

There is a method known as the Phillips 6 - 6 that was developed by literature professor Donald Philips. It is like brainstorming, except that the creative production is conducted in groups of six participants, and the discussion is limited to six minutes. (Dabell, 2019) Simulation involves the creation of scenarios on predetermined or selected themes, which provide the participants with a means of expressing themselves, understanding the topics and concepts discussed, and gradually assimilating what may be difficult in reality. The ability to role-play requires empathy, intelligence, creativity, maturity, attention, problem-solving skills, orientation to reality, the ability to form relationships with others, and imagination.

An analysis of the dynamics between values, attitudes, and behaviour.

The concept of values is fundamental to all social sciences, as Rokeach (1973) points out. Among the variables that determine culture, society, and personality, they are the main dependent, and among the variables that determine social attitudes and behaviours, they are the main independent.

Individuals do not inherit social values. An organic part of socialization is the formation of value attitudes and value systems. Individuals with defined social statuses and roles assimilate skills and abilities necessary for their activities through continuous interaction and adaptation. There is no doubt that values can motivate certain action decisions to the detriment of others, especially when there is a conflict between the value and the chosen action. This motivational conflict is based on the value of action. Realizing an action, however, means choosing it over others as less valuable, which is concrete valorisation.

Recent years have demonstrated that terms such as "values", "attitudes", "norms", "interests," and "goals" are synonymous in many linguistic contexts and have many semantic overlaps. The concept of value has been diluted within social psychology and sociology because of norms and attitudes.

Value can be defined in a wide range of ways and is interpreted in a variety of ways. Several general and abstract principles are widely accepted in socio-human disciplines regarding what is worthwhile and valuable in life, how individuals should behave and appreciate life's gifts (good/bad, right/unjust, ugly/beautiful, etc.). In addition to situations, events, people, natural and social objects, and the environment in general, this includes situations, events, people, and natural and social objects. The following principles are the most significant: kindness, truth, justice, freedom, cooperation, competition, and achievement. Nevertheless, such a definition has only a descriptive character. Consequently, it is imperative to reveal the simple essence of the concept and examine its relationship with other concepts.

This concept of value is characterized by generality and centrality in society's spiritual-symbolic universe and in human personality; standards (evaluative criteria) for human actions; motivational vectors that determine and direct actions; their emphasis on conscious, deliberate behaviour, in the sense of adhering to "what is desirable" Smith

and Schwartz (1997, p. 80), separate five more significant aspects of them: 1) It refers to ideals (beliefs), but not cold ones; 2) It refers to ways to conduct in order to achieve those ideals (for example, equality); 3) Values transcend actions and specific situations (obedience, for example, is practiced at school, at work, in the family, with friends or with strangers; 4) Values serve as standards for selecting and evaluating people and events' behaviours; 5) Value systems are formed by determining their relative importance both at the societal and individual levels.

Critical Thinking in The Workplace Beliefs, Attitudes, And Values.

To understand critical thinking in the workplace or even in everyday life, we need: beliefs, attitudes, and values. Belief in the truth about something, conviction, safety, certainty." Belief to refer to the attitude we have whenever we take something to be the case or regard it as true" (Schwitzgebel, E., 2006). Attitude is the internal position we take towards a social situation or towards a person and it is this person who decides how we will react or behave. Values is the aspects of life that are personally important to people. Highly Valued Criteria: My highest values are listed in hierarchical order. Personal Beliefs: These are the concepts that I think are true. My Attitudes: A set of beliefs and values on a specific subject. An issue which fascinates them and simultaneously gives headaches to psychologists, but also to managers in organizations is given by the question. "How do people inspire them to do something?". One of the conditions that some organizations are more effective and productive than others, is provided by the quality and quantity of efforts made by its employees, efforts that are linked to motivation. To work well, people must be heavily involved in their work and eager to achieve certain objectives, from the simplest thing, like the desire to get money or go home quicker to the most complex and helpful to the organization, finding new and effective methods, doing what they love. In this context, the codes of ethics of companies are tools of neoliberal emanation because they stipulate a model of behaviour which protects in the first place, the company's potential losses, but also the individual factors that would influence the quality of work conducted for it. (Schwartz, 2001). However, it is common knowledge that items considered important by employees and managers are the clear examples, the tone, the relevance of the provisions, the realism, the support for senior management, training, realistic application in the workplace, anonymous ethics reporting requirements and warnings. (Schwartz, 2004). Codes of ethics have a specific character not only at the microeconomic level, but also macroeconomic. They reflect national particularity, reflected by the national cultural dimensions (Hofstede ,1984)

Approaches to Management Theory.

The discipline of management has undergone an intensive development since it was first conceived as a science at the turn of the 20th century. Despite its relative youth, it has undergone a lot of development in recent years. The management theory examines not only the organizational structure and individual efficiency models, but also the psychological and sociological factors that affect worker behaviour.

Scientific Management Theory.

In classical management, F.W. Taylor (1856-1915) is considered the "father" of scientific management since he focused on making production workshops more efficient by reducing losses. According to his reference book "The Principles of Management" (New York, 1911), scientific management is defined as a set of actions that organize the affairs of an organization by utilizing standards based on real facts derived from observations, experiences, and systematic reasoning. Whatever the size or complexity of the task, scientific management theory believes it is imperative to find a method that enables the task to be accomplished in the most efficient manner possible. Taylor believed that equal compensation for all employees was neither fair nor efficient, regardless of the employees' skill levels, abilities, or output. A particular job must be assigned to each employee according to his or her skill set, and each employee must be evaluated in terms of both quantity and quality. Using the analysis of production activities, Taylor found the importance of organizing work through human actions and the opportunity to distinguish between execution processes and administrative processes. The result was an increase in staff motivation and productivity (Corporate Finance Institute ,2022).

Henry Gantt (1861-1919), former collaborator of F.W. Taylor, evaluated how scientific research can enhance work efficiency. The results of these studies have led to the creation of incentive pay systems, using graphs to illustrate predetermined responsibilities and actual achievement levels (Gantt, 1919).

The classical management model can also be seen in the work of H. Fayol who, in his work of reference "Industrial and general administration " (Fayol, 1930) formulated the functions of management. In their studies of human resources, Lillian Gilbreth (1878-1948) and Frank Gilbreth (1868-1924) developed scientific methods of assessing the efficiency of human resources, building on the theories that were initiated by F.W. Taylor and H. Fayol. These methods were later embodied in the time measurement systems known as MTM (Time Measurement Methods) according to Price (1989). They studied the potential of human resources and developed scientific methods for measuring work.

Administrative Theory of Management.

Henry Fayol is considered to be one of the most important figures in the history of management, as he was mainly concerned with industrial enterprises and was one of the first people to divide the management process into five functions, as well as one of

the first people to recognize that a company must engage in certain activities/fields (technical, commercial, financial, accounting, and so on, all of which constitute the company's functions today). To accomplish this goal, he proposed the creation of work groups and functional departments in which diverse groups could conduct different activities. Through these activities, the company can accomplish greater tasks to achieve its objectives. (Gordon ,2022)

According to Fayol's work, there are fourteen management principles:

S. No.	Name of Principle	Traditional impact	Modern impact
1.	Division of work	Specialisation in worker's job design.	Generalisation in worker's job design.
2.	Authority and Responsibility	Managers are empowered.	Employees are empowered.
3.	Discipline	Formalised rules and regulations.	Informal pressure control.
4.	Unity of command	Subordinates report to one boss only.	Subordinate report to multiple bosses.
5.	Unity of direction	Functions of one direction.	Functions have multiple directions.
6.	Subordination of individual interest to common goal	Employees are committed to the organisation.	Organisation is committed to the employees.
7.	Remuneration of Personnel	Reasonable pay reward.	Performance based reward.
8.	Centralisation	Power in hands of top level.	Powers distributed evenly at every level.
9.	Scalar chain	Smooth flow of information by passing through every level.	Flatter and short cut communication.
10.	Order	Orderly arrangement of men and material for control.	Orderly arrangement of men and material for coordination.
11.	Equity	Kindness and just treatment of employee.	Developing sense of ownership.
12.	Stability of tenure	Train employees to encourage them to remain.	Ongoing employee training and development.
13.	Initiative	Managers are encouraged to give new ideas.	Workers are encouraged to give new ideas.
14.	Spirit de corps	Maintaining high morale of managers.	Maintaining high morale of employees.

Smriti Chand (2013)

According to Wren (1995), "without the contributions of these pioneers, such as Fayol, we would probably be teaching industrial engineering, sociology, economics, or perhaps ergonomics to those who aspire to manage. To be doing so would push us back to the 19th century, when technical know-how reigned supreme as a path to managerial responsibility."

Bureaucracy Theory of Management.

In the sense of an impersonal management system, Max Weber (1864-1920) coined the term "bureaucratic organization", which is defined as an impersonal management system with functional and executive departments that ensure the realization of specific company activities, regardless of who is in charge at any given time (Olsen, 2006).

It can be argued that in the organization of a company, according to Max Weber, bureaucratic organization can be described in several diverse ways. For example, the organization is structured in a hierarchical way in which departments and services are arranged according to their importance. There will be a specific sphere of responsibility assigned to each department/office. It is the policy of the department to issue rules, make decisions and initiate administrative actions only based on written documentation; activities/operations are conducted in accordance with impersonal rules. Depending on the size of the department or office, there will be specific responsibilities assigned to each administrator or manager. Each of these managers and executives will be given a "boss" with proven qualifications and skills. The company's operational management is separate from its owners. (Weber, 1978).

Weber argues that traditionally, social leaders have authority based upon their social positions; however, this approach to running organizations appears to be outdated, which is why Weber proposes a model of legal authority based on a detailed organizational structure. Alfred Sloan of General Motors, for example, accepted this model of bureaucratic organization in the early 20th century (Heckscher, 1994).

According to Henry Mintzberg in his reference book "Managerial Work, Analysis from Observations" (1971), managers play a key role at the organization level, focusing on the distinction between the management function of human resources and the planning and control functions. Taking the viewpoint of human resources coordination, he analysed with priority the responsibilities of managers. Mintzberg proposed four component elements of the organizational management model: top management, middle management, operational management, and management of the technical structure.

Behavioural Science Theory of Management

1. Maslow's Hierarchy of Needs

The main theories of staff motivation are theories that always precedes practice, and to achieve the objectives regarding employee motivation, we must know first, the principles regarding what drives people and what are their priorities. The most well-known theories regarding staff motivation are: The theory of the hierarchy of needs, according to McLeod (2007), Maslow's Hierarchy of Needs is the one who made the pyramid of needs, the requirements of the lower stairs must be met before moving to the upper stairs. Maslow argues that the hierarchy of human needs is as follows:

Hooper (2020)

In Maslow's concept, a person is a being that wants increasingly, and what he wants depends on what he already has. Hierarchy of Needs theory was developed by Maslow and later became a key component of organizational behaviour and management. Aside from that, Maslow attempted to demonstrate the validity of Douglas McGregor's theories X and Y in practice, the details of which have not yet been finalized; Maslow was a contemporary of Herzberg and McGregor at the time, admiring in particular the theories elaborated by McGregor and expressing a notable reservation against the theory of Y. (Anderson, et al. 2002). Maslow (1954) argues that every individual is dependent on

certain physiological needs, considered to be the primary need (food, water, warmth, and rest). Hence, this group of needs constitutes the primary motivator for individuals to work. Based on localized primary needs, level remains unchanged. (1954).

McLeod (2007)

2. Herzberg's Theory of Motivation and Two-Factor Theory.

Frederick Herzberg (2017) He was born on April 18, 1923, and passed away on January 19, 2000, American psychologist, he invented the concept of "job enrichment" and the theory of the two factors (motivators and hygiene) of job satisfaction. Of all psychologists, it was Frederick Herzberg, who studied mostly happiness and unhappiness at work. (Alshmemri et al. ,2017)

Developing and modifying Maslow's theory of hierarchy of needs, Frederick Herzberg came to the conclusion that there are two groups of factors that influence the employee's feelings towards his work: motivating factors (intrinsic or content), that is, factors that lead to extreme satisfaction: – Self-actualization – Recognition – Work for oneself – Responsibility – Advancement Hygienic factors (extrinsic or context), factors that lead to extreme dissatisfaction: – Interpersonal relationships – Company policy – Control – Salaries – Working conditions. (Herzberg ,2017)

Based on the Herzberg hypothesis (2017), there are two categories of factors that affect an employee's well-being. There are the factors that motivate him: like the pleasure of working in a certain occupation or the success of his career. On the other hand, there are factors the lack of which leads to unhappiness, like money, if you do not earn enough, then you are not satisfied. The problem is, when you make enough money, it is not important for you anymore. You are no longer aware of them, and you are focusing on other factors with which you are not satisfied. It is precisely for this reason that higher wages will never guarantee happiness in the workplace. Moreover, the level of earnings is a highly subjective issue.

Herzberg's theory is that if you get a big salary, a million pounds a year, but your colleague gets two million, chances are you are unhappy. Either you consider yourself injured, or you realize that your colleague is twice as effective as you. It is a question of conceit. Those who work for pleasure also face obstacles along the way. One is the salary. Interesting and relaxing jobs do not always pay well. Then, a job you loved in the beginning can become a routine in just a few years. And the more experience you gain, the better your chances of being promoted to a management role where you treat less with what you enjoy and more with the management of the resources that are offered to you. Obviously, some people have always wanted to be the boss. Others, however, refuse promotions and higher wages precisely to keep doing what they love. A person who does interesting and well-paid work will always be unhappy if he does not support

his bosses or colleagues.

3. Douglas McGregor's XY theory.

Douglas McGregor (1960) brought an important contribution to the approach - giving management. Based on the human factors approach, Douglas McGregor shares existing concepts in theory and practice of directional axes in two categories, that they enter the "X theory"- classical - and "Y theory"- modern. Theory X has long been the foundation for leadership practice and defines traditional authoritarian structures. According to this, the human being has an inherent aversion to work, seeking to avoid it as much as possible; the achievement of results is conditioned by control, menace, punishment.

The theory of Y is considered modern and is based on considering of human resources in the process of management, people manifesting floss- segment to work and a positive motivated attitude. The general principle that emerges from the "my theory" is that of integration and self-control. Under this theory, work requires a physical and mental effort like that submitted for rest and pleasure. Consequently, the work can be satisfactory when it is done voluntarily and without constraint. The average individual can self-manage and self-control, and to direct the efforts of individuals to achieve the objectives of the organization, outward control and the threat of retribution are not the only means. Effective employee participation in progress- poor activity can be achieved by offering rewards over time in proportion to the work performed.

The premises that underpin Theory X are listed below:

By nature, a person is indolent and will avoid work to the extent possible. The average person is unambiguous, dislikes responsibility and prefers supervision.

It is self-centred and does not care about the objectives of the organization.

The employee resists change and places the highest priority on job safety.

People who are not highly intelligent and can be easily tricked.

Management then directs the efforts of employees and motivates and controls their actions to make them work for the needs of the organization.

In addition, they need to be monitored, persuaded, rewarded, and punished, otherwise they will remain inactive.

The Y theory is a modern approach to motivation that McGregor has proposed:

Employees enjoy working and are natural to play and rest.

The execution of the work is discretionary and provides a sense of accomplishment, if important.

Achievement awards led to commitment to objectives.

Ordinary workers do not escape their responsibility but look for them.

The capabilities and calibre of employees are underutilized, with unlimited potential.

Daniel Goleman Emotional Intelligence Theory.

According to the American psychologist Daniel Goleman (2001) and creator of the concept, emotional intelligence is as important as the intellectual capabilities of employees.

Individuals who have strong emotional intelligence are better leaders and vice versa. Therefore, the level of management does not depend on the position a manager occupies within the business, but its capacity to integrate with employees and communicate with others. Only by conforming to these criteria can a leader be regarded as an effective leader. A manager is judged by its behaviour and actions, also by its non-verbal communication. Based on the principle of "dedication and giving", employees will easily meet their demands, relying on respect and attention to their needs. Empathy and social skills play an essential role here. There are four distinct levels of emotional intelligence: emotional perception, the ability to react using emotions, the ability to understand feelings and deal with them.

Emotional Intelligence – “is the ability to monitor one’s own and other’s emotions, to discriminate among them, and to use the information to guide one’s thinking and actions” (Salovey & Mayer 1990).

Daniel Goleman, (2020), a psychologist who contributed to the idea of popular emotional intelligence, introduced the concept of emotional intelligence as encapsulated by four elements:

Self-Awareness; Self-Management; Social Awareness; Social Skills

The theory is straightforward: the more you control and manage each of these elements as a leader, the higher your emotional intelligence is.

William Edwards Deming 14 Points Theory.

William Edwards Deming (1900-1993) is well known as the leading thinker in quality management. He emphasizes cooperation and continuous improvement, avoiding blame and redefining mistakes as opportunities for growth.

Deming places immense importance on the responsibility of management, both at individual and company level, for maintaining quality.

It presents the concept of "deep knowledge", a term used to describe accumulated understanding and awareness:

- Coherence of purpose.
 - Taking responsibility for change.
 - Constant and definitive improvement to reduce long-term costs.
 - On-the-job training of staff
 - Leadership training.
 - Removal of fear.
 - The right to professional pride
 - Training each employee to make the change
 - Incorporating quality into the project and reducing the need for inspection
- Deming's 14 Points on Quality Management, or the Deming Model of Quality Management, a core concept for implementing total quality management, a series of management practices aimed at helping companies improve their quality and productivity.

Edward De Bono Six Thinking Hats.

The six thinking hats technique, developed by De Bono (2017), is a communication and reasoning tool. The technique of six thinking hats is a classic dynamic to encourage communication in businesses, but it is also common as an exercise in universities and classrooms of secondary school. Edward de Bono suggests that business meetings would be more effective if participants dropped their ego and instead wore imaginary colour coded hats, such as, red for emotion, black for negative thoughts, white for information, blue for leadership, green for creativity and yellow for optimism - and worked towards a common objective.

Firstly, because it allows us to enter and leave a certain role (emotional, critical, optimistic, creative) without feeling involved at the personal level. For example, someone may not feel at ease when it comes to-and expresses unreasonable emotions in meetings with a company, while if he is "forced" to wear the red hat, he will do so freely. Or we are afraid to unveil a new and strange idea, but with the green hat "in our head," we are even encouraged to do so. In addition, more suggestively: criticizing and receiving criticism leads to discussion, discontent, and defence of these positions. But if those critics are made "with the black hat on his head", the negative element of this activity is considered as a necessary moment in the development of an idea.

The use of parallel thinking via the "Six Thinking Hats" method, reduces the time devoted to operational meetings to find solutions to problems that occur in the life of a team, implicitly in the life of an organization. It also contributes to the resolution of interpersonal conflicts by eliminating conflicting discussions in which the parties concerned want to win disputes and demolish their opponents. This method may be universally applicable. We can use it during business meetings. In brainstorming sessions, by solving problems, solving a conflict and, why not, as an individual method of organizing thinking. (Kivunja, 2015)

Human Relations Theory George Elton Mayo.

American psychologist and sociologist, researcher on organizational and management problems in organizations, is one of the founders of American industrial sociology and the doctrine of "human relations". He has conducted several research projects and experiments, including the Hawthorne experiment. He founded the movement "for the development of human relationships" and is one of the founders of the school of human relationships. Mayo (1949)

Elton Mayo discovered the role of psychosocial factors, interpersonal relationships and informal (unofficial) organisation within the work activity. He has shown that the assumption of the "mob" that the individual pursues his own narrow and petty interests is wrong. Persons have social, esteem and status needs, participation in informal relationships, membership, and psychosocial identity. Put in a competitive position with others and especially with the restrictive standards of the organization, people resist,

build groups and standards that strengthen this resistance. The motivation of the employees must consider their personality, meeting the basic needs of the individual, as well as the superior needs.

Elton Mayo is referred to as the Father of Human Relations Movement. The Hawthorne experiences were a milestone in the evolution of leadership thinking. Numerous organizations have taken steps to improve relationships with workers. Managers were expected to assume a new role and to develop new concepts of authority, motivation, and leadership.

Workplace theory of management.

My analysis was developed using Mintzberg's (1992) description of organizational structure in my previous position as a chef. According to Mintzberg, organizational configurations can be divided into five main categories. An entrepreneurial setup that is simple. A leader of the organization, typically its owner or founder, is placed in charge of the organization. In my case, the owner was both the leader and the general manager of the organization. The decision-making process is centralized in the hands of one individual. Bartenders, chefs, and waiters perform a variety of tasks in this type of organization, which results in a weak horizontal division of labour. In contrast, there is a strong vertical division of labour between conception and execution. The higher management levels exert strict control over the operators to maintain this vertical division (direct supervision is used to coordinate work). Due to the small size of the organization, the objectives are not very clearly defined. Their existence is dependent on the skills, financial resources, and health of a single individual, in this case, the owner. Other organization goals are in line with those of the owner, including stability in accordance with personal values and concerns.

Teoria X, as stated by McGregor (1960), states that employees cannot make decisions independently; instead, a superior must provide guidance, as was the case when I was a chef and I was guided by the owner, who liked to control everything, leaving little room for discretion, even when customers complained about the menu, and I suggested changes. In contrast, now that I am working for the NHS, I can experience Theory Y. This is the theory that employees should be given more freedom and be delegated greater authority. When you observe that everyone is taking full advantage of what they have learned without interference from management, you can see that everyone is putting their knowledge to use.

According to Herzberg's (1959) two-factor theory, promotion, and status fall into the first category, which is evident in the NHS organization. It is possible to promote internally through development programs. The second category includes factors such as working conditions and salary. The NHS offers several benefits and provides good working conditions to its employees. In addition to pensions and paid holidays, there are many other benefits available to employees. At my previous employer, however, this theory

was not applied. For example, holidays were included in wages every week, and working conditions were overreacted as long hours, missing tips, and almost no holidays.

Conclusion.

Few people realize how much responsibility leaders bear on a daily basis. You must deal with a lot of responsibilities when you are a manager and when you are responsible for the things that happen at work. It is not surprising that you are the first one at work and the last one to leave. In order to streamline your management techniques, achieve the same results with your employees as if you were doing each of your movements by yourself, and have a personal life that begins before 10 pm, encourage your employees to use their critical thinking skills and decision-making skills more frequently. Unless we believe and do research, we will only be able to reach our goals by luck. Regardless of whether you are a manager or an executor, you should be able to argue a hypothesis and analyse a situation critically.

When something unexpected happens when the manager is away or engaged in something more important, every team leader should encourage their employees to put themselves in their shoes. It takes reason, practicality, and critical thinking to manage a team that stands in line at the entrance. It is a waste of time, energy, and resources. Conversely, if you train your employees to think critically, using their own neurons, you will see positive changes; new ideas will appear more like fungi after a rainstorm, and your team will be more dynamic and united (critical thinking often involves controversy, thorough arguments, teamwork; solutions with wide applicability, both now and in the future, will be more prevalent. The last benefit of this will be that it will build your confidence as a manager. This is because you will know that people from your background can do excellent work without you sitting beside them for 9 hours a day.

A mental responsibility exercise is the first step in encouraging critical thinking. Ask him what he thinks should be done if he presents you with a problem, he expects you to solve. You might ask questions like "What would you choose?" "What would happen if we made your choice?" , 'What are the risks associated with the alternative you suggest?' , 'What are some of the alternatives you recommend solving this problem?"/>.

As a manager, you must help your employees develop professionally, have a vision, and take risks, not just do parenting exercises. To solve problems, you can use schematics that have already proven effective. Our thoughts can create logical patterns through which we can respond to life situations, patterns that we store later. But critical thinking extends beyond choosing a response to a stimulus - it involves getting the stimulus through a range of filters that eventually lead us to choose the right response. In the first filter, you do a mental deconstruction to gain a better understanding of the problem.

There are times when we make impulsive decisions, do not analyse enough, rush, or do not think about the consequences. We sometimes rush to resolve a problem or reach a decision without having a critical mindset. To make people experts at analysing problems and providing solutions, one does not have to put one's hand in their heads, but you can help them become decision-makers and action-makers by enabling debates and controversies, adjusting on the fly, encouraging them, and by opening their doors when they need advice. There is more to a successful business than one person who knows everything that carries on and does all the work by himself; it involves a team where everyone counts, where individual responsibility is taken, and, finally, where everyone grows.

It is my goal to implement these theories at my workplace after studying them. I work in the dementia department of a mental hospital. Our values include creating an environment conducive to well-being and meeting the physical, psychological, and social needs of older people with dementia. In addition, we provide support for their caregivers and families. By understanding and being sensitive to our patient's needs, we strive to create a warm, homely environment in which they can feel safe, and comfortable. In addition, they can enjoy an excellent quality of life. There is no doubt that not all older people are the same. They need to be treated equally and without discrimination. They deserve to be valued, they deserve to make their own decisions, if necessary. They deserve to be supported in doing so. Individual activity programs and care plans encourage structured activities for patients. In addition to promoting lifelong hobbies and interests, these activities are designed to enhance the abilities of each patient. Dementia has no known cure. Nevertheless, scientists are working on finding one. It is our belief that some activities and therapies can help patients with dementia live a long and healthy life.

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Appendix