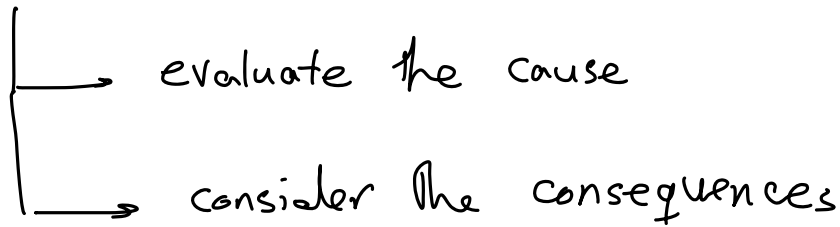


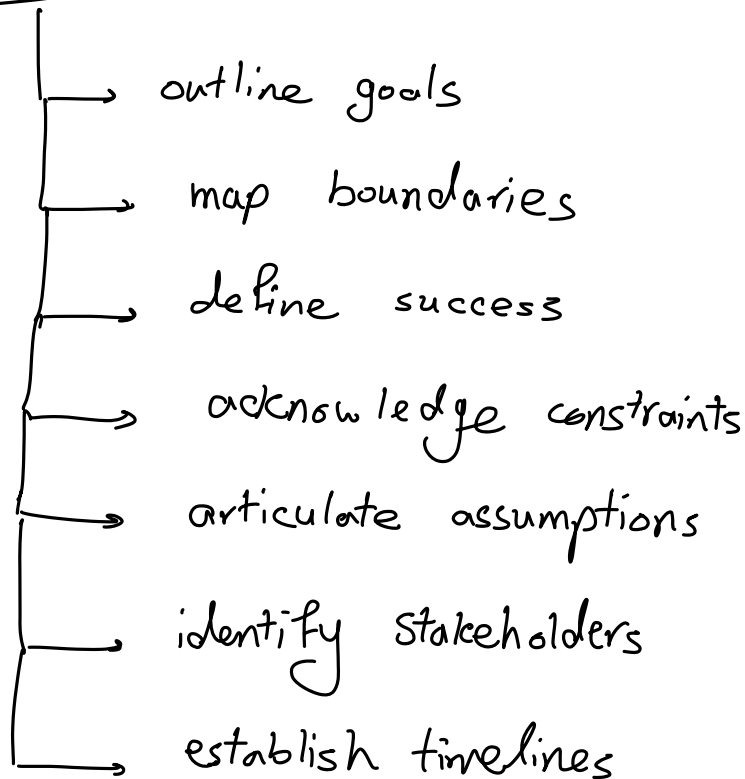
Critical thinking

⚠ Critical thinking process



⚠ In order to solve problems, we must break down them into small ones

⚠ A problem statement defines project success



⚠ understanding the real question

- avoid solving symptoms
- create valuable recommendation

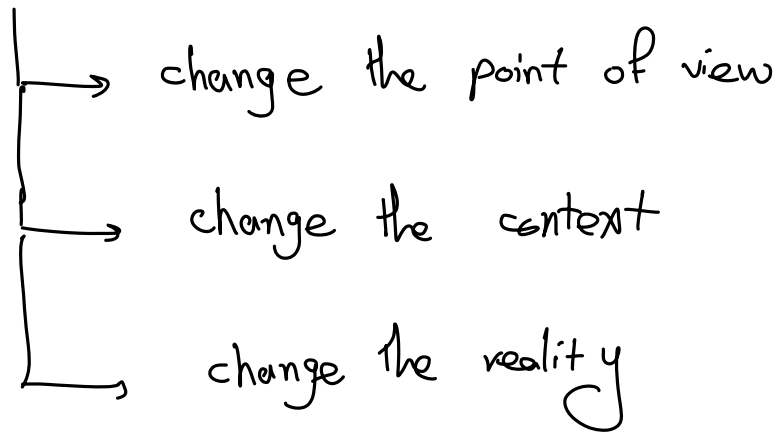
⚠ Ask focusing questions

- what's the real question?
- who are the stakeholders?
- How will we measure success?
- what's the scope?
- what are the constraints?

⚠ How to consider past efforts

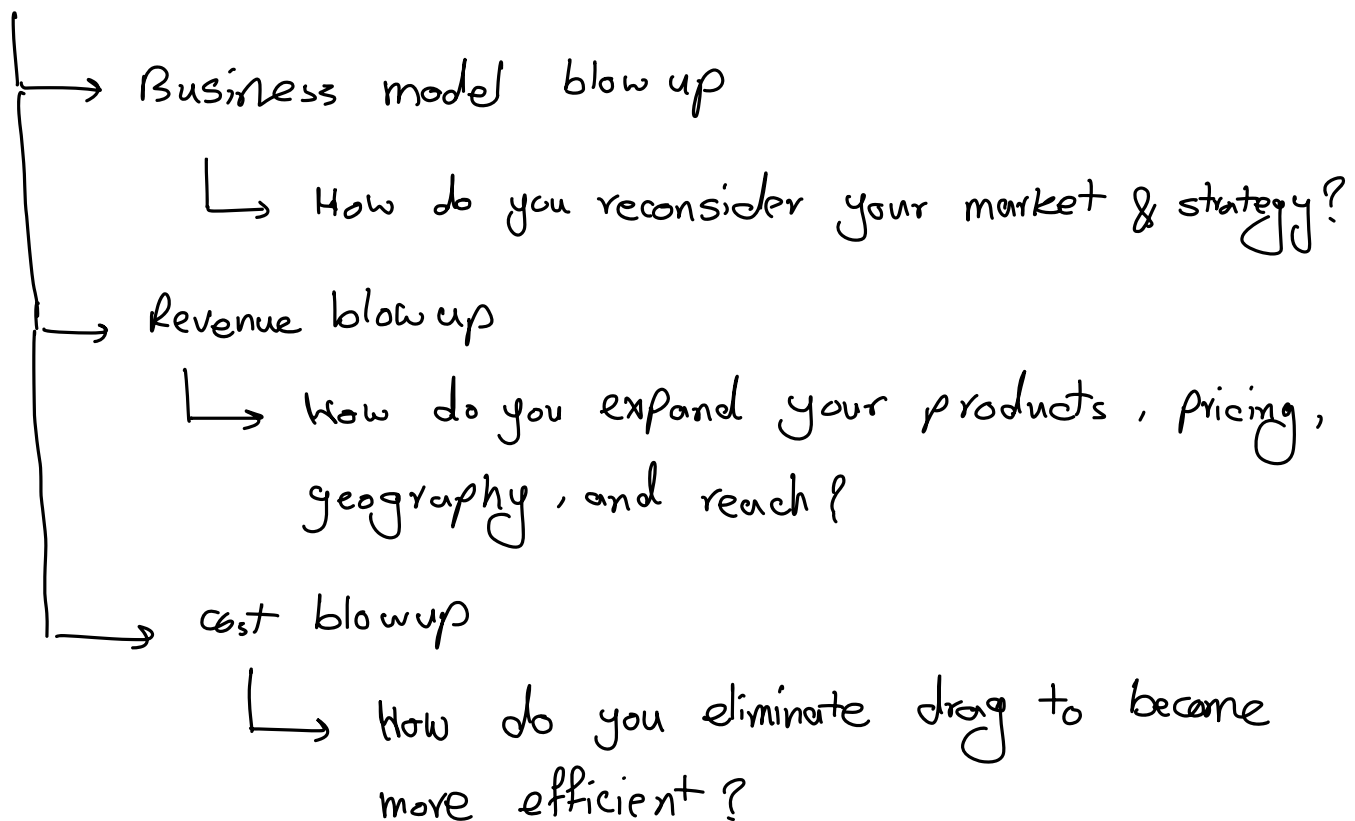
- Was this problem addressed before?
- what's now different vs. then?
- were there challenges last time?
- what assumptions are limiting us?
- who was involved last time?

⚠ How to use new lenses to think critically?



⚠ Understanding root causes & then the effects of your recommendation is going to help you solve the real problem & avoid unintended consequences

⚠ challenge how the business operates



⚠ Asking "5 whys" will lead you to insight
real problem ←

⚠ The seven "so whats"

↳ A thinking tool that reveals the consequences of an action

⚠ what is 80-20 rule

↳ 20% input ~ 80% result

↳ major drivers of impact

⚠ How to successfully conduct analysis?

↳ high road

↳ what am I proving or disproving?

↳ will it be beneficial?

↳ will it have impact?

↳ low road

↳ only run the numbers you need

↳ get in & get out of the data

↳ "Do NOT polish dirt"

⚠ Look for links between problems to discover solutions

⚠ How to teach others to think critically

- ↳ teach the tools
- ↳ create opportunities for practice
- ↳ coach the team
- ↳ hold them accountable

⚠ common pitfalls when solving problems

- ↳ jumping to answers so quickly
- ↳ being unwilling to expand the problem space
- ↳ focusing on the unimportant
- ↳ accepting the results at face value
- ↳ not thinking through consequences