Applied Critical Thinking – in Sequence that they will appear in the LearnWorld’s Category, and that they will appear in the Certificate program

1 Nourishing a Culture of Thinking 1 of \_\_\_

Jane’s Landing page text:

Thinking is invisible and delicate. Healthy thinking needs a nourishing culture to grow. Toxic attitudes and behaviors inhibit its full development. It is about more than just being “nice.”

Jane’s card text: Thinking requires a nourishing culture.

1A Characteristics Activity – not sure this has a landing page

We have a sense when an idea is poorly reasoned and when an idea is well-reasoned. Are there standards we’re looking for?

2 A System of Living Thinking 2 of \_\_\_

Jane’s Landing page text:

Everyday we have to figure things out. Thinking long and hard will not cut it if we want to be comprehensive and confident. We can learn a living system that can be called up every time we look at our hand.

Jane’s card text: A living system can be learned and relied upon.

3 Developing Well-Reasoned Conclusions 3 of \_\_\_

Jane’s Landing page text:

To build confidence in our judgment is possible when we learn to use reliable frameworks and block out toxic elements.

Jane’s card text:

To be a confident person means we have confidence in our judgment.

4 Intellectual Humility 4 of \_\_\_

Jane’s Landing page text:

We invite others to share their knowledge when we do not pretend to know more than we do know. We seek diverse perspectives and are willing to explain why we think what we think. In a complex world, it is a rational posture.

Jane’s card text:

To be intellectually humble is the signal of a reasonable person.

(alternative IH)

Landing Page text We delude ourselves when we pretend to know more than we do. We disable any possibility of cooperation if we are unwilling to explain why our ideas are compelling and at the same time to listen with open minds and hearts to the ideas of others. Hubris has been the downfall of civilizations.

Card text: Recognizing how little we actually know opens possibilities.

5 Modes of Thinking 5 of \_\_\_

Jane’s Landing page text:

We think in many modes. Some are more convergent, where we try to find the one right answer to a given task. Some are more divergent, where we imagine what does not exist yet. We can recognize each mode and strengthen it with unique techniques.

Card text: Different modes of thinking have different strengths.

6 Potent Questions 6 of \_\_\_

Jane’s Landing page text:

We can live life as spectators. Or, we can awaken and begin to pose questions that become organic forces of growth for ourself, for our organization, or for our family and community. We don’t expect immediate answers: we do expect long- term engagement in a shaped process of discovery and sharing.

Card text: Crafting and posing Potent Questions guides exploration.

7 Knowledge Mapping 7 of \_\_\_

Jane’s Landing page text:

Humans are visually and spatially oriented. In our complex world, there are many things that are important and related to each other. Mapping our ideas helps us keep track and see relationships that open doors to new ways forward. Color and form help us retain our understanding.

Card text: Maps of ideas, using color, forms, and words help us learn.

8 Synthesis 8 of \_\_\_

Jane’s Landing page text:

In our lives under the Time Tyrant, we meet what is in front of us and then move on. Investing time in a synthesis process enables us to deepen our engagement, learn from each other, and share the essentials before racing on. It is often the source of insights that shift organizations.

Card text: 10 Minutes of quiet reflection, and 15 minutes of sharing strengthens relationships.

9 Fact, Opinion, and the House of 4Ps 9 of \_\_\_

Jane’s Landing page text:

Words can confuse us. The word “opinion” is such a word. “I have the right to my opinion!” It means a highly emotionally charged assertion of a superficially understood position. It can also mean a substantial, fully researched, explored and argued judgment on an issue of national import. When all we have is “fact” and “opinion” we make decisions based on the 4Ps: power, position, personality, and politics. We need objective standards for well-reasoned conclusions.

Jane’s card text: Distinguishing opinions from reasoned judgments is key.

.

10 What has Value in a Knowledge Economy? 10 of \_\_\_

Jane’s Landing page text:

In a highly complex world, with global acceleration on every front, we need people who can think effectively and generate productive options and guide our public discourse. We have an abundance of Big Data but we’re rather short on Understanding and Wisdom. What are we investing in?

Jane’s card text: Weighing data against wisdom: where do we need to invest?

.

11 Rewards and Punishments 11 of \_\_\_

Jane’s Landing page text:

The extrinsic motivators in our culture have a huge impact on our thinking. We are signaled to think this, to not think that – or even to look away and not think at all. Until we awaken to how we are being manipulated, we will not develop true self-determination and freedom. Intrinsic motivation, living from the inside out based on our values and purposes, fuels a life of meaning.

Jane’s card text: We can rise above external rewards and punishments.

.

12 Punished by Rewards – Intrinsic Motivation 12 of \_\_\_

Jane’s Landing page text:

Carrots and sticks, as Alfie Kohn share with us in *Punished by Rewards*, make us domesticated “humans.” How do we learn to build an internal locus of evaluation? How do we develop confidence in our own judgment if our thinking is still undisciplined and confused? What steps can I take to become more fully human?

Jane’s card text: We can grow into self-control when we recognize how controlled we’ve been.

.

13 Accountability and Assessment 13 of \_\_\_

Jane’s Landing page text:

One of the ways we are controlled in schools and organizations is by the experience of being assessed by others. As a free individual, we strive to be accountable to ourself and to what we think is true and good. In society, what we want is mutual accountability, yet what we buy is assessment. Assessment, in general, undermines accountability and individual initiative.

Jane’s card text: We want accountability; we buy assessment.

14 Accountability and Assessment in Organizations 14 of \_\_\_

Jane’s Landing page text:

In organizations, we have infrastructure and departments that focus on assessment and performance reviews. We assume that assessment will yield accountability of individuals and project teams or departments. The illusion is that if we measure, we can control or influence someone for our benefit. Performance review is a big and powerful industry with very little evidence of productivity.

Jane’s card text: We want accountability; we buy assessment.

15 Near and True Gifts 15 of \_\_\_

Jane’s Landing page text:

It is impossible not to recognize that the state of our society, economy, and political arena is wobbly. As individuals and organizations, we want to contribute, to make a difference. What gifts do we bring to this work? Duane Elgin, author of *Voluntary Simplicity*, asks us to audit our near gifts and our true gifts. Then we can have more clarity about how to create value and where to put our shoulders to the wheel.

Jane’s card text: Identifying our near and true gifts gives us a place to begin.

16 Clarifying Our Worldview 16 of \_\_\_

Jane’s Landing page text:

We need to set a solid foundation for our thinking so we can build well-reasoned conclusions, consistent with our purposes and values. In this Lab, we begin to identify what we believe to be real and true about the world and about us, as humans. We explore our near and true gifts and our interests. We begin to form an aligned structure that helps us decide which methods make sense to pursue.

Jane’s card text: Without a coherent worldview or paradigm, we wobble and flounder.

17 Our Organization’s Worldview 17 of \_\_\_

Jane’s Landing page text:

We’ve all seen vision and mission statements, and they are mostly met with a “Ho, hum” response. What we learned from Guba’s paradigm work in Lab 16 can readily help us re-energize our organization. We’re asking different questions and engaging all staff to bring alignment with purposes that we can stand behind.

Jane’s card text: Organizations benefit from clarity of Guba’s Paradigm analysis.

18 Beyond Control 18 of \_\_\_

Jane’s Landing page text:

Our habit life and residuals from paradigms in place over the past sixty years need to be addressed. Command and control was justified and accepted as a form of organization. What assumptions lie under our world view: how can we raise these deep feelings or hidden expectations to the surface. How do old habits of command and control impact today’s organizations?

Jane’s card text: Control issues and residual expectations continue to haunt organizations.

Labs 19-23 are listed below – however, their order is suspect. I need to watch the videos to be able to make sure they are in the best order – and I may need to amend the text based on the sequence. The titles are as they show up on the boards or as Karri listed them on the PDF.

19 Ideals and Values Lab 19 of \_\_\_

Jane’s Landing page text:

We are seeking coherence and alignment from the macro level of our ideals to the micro level of various opportunities that are before us. We use a funnel imagination, identifying ideals that move us, values that inspire us, and purposes that we are working toward. To gain clarity, we create examples at each level, and begin to identify personal, professional, and community Higher Purposes. Opportunities gain energy from being directly tied to specific purposes.

Jane’s card text: Confidence comes from a sturdy, consciously designed structure of beliefs and purposes.

20 Big Green Hand Skill Building 20 of \_\_\_

Jane’s Landing page text:

If we think of our consciousness as a house, is it well organized and serving us in our daily life? Is it cluttered and chaotic so we struggle to feel order and to rest? By working with these foundational questions of ideals, values, and purposes, we are spring cleaning and sorting out what matters. There are always opportunities, but are we able know why a given one aligns with our ideals, values, and higher purposes? We begin to state clearly what our personal higher purpose(s) is.

Jane’s card text: Cluttered thinking and unresolved or conflicting purposes drain us.

21 Higher Purpose Lab 21 of \_\_\_

Jane’s Landing page text:

Building on our clarifying work with our ideals and values, we are beginning to list out possible Higher Purposes in three areas: Personal, Professional, and Community. We create a chart and review it, adding, amending and deleting ideas that don’t feel right, over time. With this, we witness patterns. We can confidently take up some opportunities, and decline.

Jane’s card text: Order in the foundation for our decisions is liberating.

22 Higher Purposes and Beyond 22 of \_\_\_

Jane’s Landing page text:

In organizations, there are often multiple Higher Purposes. That can be healthy if there is clarity among the staff and leadership about the relative significance of each Higher Purpose. In addition, clarity about the urgency of each Higher Purpose, relative to the others, can enable coherence of action.

Jane’s card text: It can be toxic if we think we agree, yet we don’t and it is masked.

23 Spectrum of Purpose 23 of \_\_\_

Jane’s Landing page text:

As humans, there are predictable attitudes and behaviors when we have to do something but we do not know the purpose. We are a purpose-driven species. Our motivation is directly tied to our understanding and alignment with our purposes. Disengaged staff reflect confusion or moral inconsistency with purpose.

Jane’s card text: When we choose a purpose, our motivation is high.

24 Crafting Effective Opportunity Statements 24 of \_\_\_

Jane’s Landing page text:

Clarifying our thinking enables us to state simply and clearly what we see 1) as an opportunity, or 2) as a problem, or 3) as a question in focus. This does not happen magically: it is a disciplined process of drafting and being guided by criteria and strategies that help us minimize ambiguity and remain aligned with our Higher Purpose(s).

Jane’s card text: Stating something important both clearly and simply takes work.

25 Assumptions and Indispensable Information 25 of \_\_\_

Jane’s Landing page text:

We are always making assumptions. As we try to decide if our opportunity is one we want to pursue, we benefit by identifying the significant assumptions. Then we need to determine how certain we are that each is true. The gaps reveal our research path and we can identify the indispensable information we’ll need. This is a disciplined practice that can also be done in teams.

Jane’s card text: Resisting the work to identify and test assumptions is foolish.

26 A Spectrum of Validity and Truth 26 of \_\_\_

Jane’s Landing page text:

We live in a tsunami of available information. Some of what is available will be relevant to the thinking we’re doing about our opportunity or problem. How do we assess the validity of information today? The 6Cs guide us yet we must remain open to the possibility that we have been misled.

Jane’s card text: There are trustworthy sources, but the work is on us.

27 Organizational Opportunity Statements and Assumptions 27 of \_\_\_

Jane’s Landing page text:

Organizations have both current operations and new opportunities. Working with diverse groups enables the identification of significant assumptions, and taps the collective experience of the group relative to levels of certainty. Where there are gaps, indispensable information is identified and researched. If and when conditions change, the group can quickly adapt because they knew what they were counting on to be true.

Jane’s card text: Diverse groups are extremely effective in identifying assumptions that lead to vulnerabilities.

28 Core Concept Expansion 28 of \_\_\_

Jane’s Landing page text:

Each of us has a unique history and experience with core concepts, with the words that we use daily. For example, words like excellence, or health, or service, or listen – all are words we use and expect others to share identical meanings. To think that we understand each other without exploring the diversity of interpretations of core words is to bring weeds into the garden that later flower as interpersonal conflict.

Jane’s card text: Expanding core concepts is a hidden treasure trove in relationship-building.

29 Conversation Mapping to Develop Core Concepts 29 of \_\_\_

Jane’s Landing page text:

In organizations or communities, there are words that are regularly used. We assume and these core concepts are mutually understood. For example, we face systemic racism and those two words, along with inequity, inequality, justice, and power are all words loaded with meaning. Conversation Mapping is a beginning activity to enable groups to begin to appreciate how many meanings people have for each word, and how to enrich our understanding by sharing and then discovering patterns.

Jane’s card text: Expanding core concepts strengthens communities and organizations.

30 Diversity of Perspectives 30 of \_\_\_

Jane’s Landing page text:

In today’s complex world, the biggest category of things includes what we don’t know that we don’t know. Each of us has a unique perspective, and to expand and create a richer picture of what is real and important, we need to invest in bringing diverse perspectives to support us.

Jane’s card text: Each of us is limited to our unique perspective, which is but a thin slice of reality.

31 Relevant Points of View 31 of \_\_\_

Jane’s Landing page text:

As we try to decide if our idea is a good idea, we are often resistant to perspectives that challenge our imagination of success. Our apprehension is crafting vulnerabilities for us and for the resources we’re using to pursue our idea. Identifying the relevant points of view and engaging in inquiry is a key to good reasoning.

Jane’s card text: Each of us is limited to our unique perspective, which is but a thin slice of reality.

32 Telling Stories to Share Diverse Perspectives 32 of \_\_\_

Jane’s Landing page text:

With the volatility in today’s world, in community life and in organizations, many events are transpiring and individuals have unique perspectives of what happened and what it means. Coming together to share stories, using a disciplined systemic approach, enables the conversation groups to capture the patterns and themes, and share then with the whole body. This technique is called Narrative Gathering and was developed by Bruce McKenzie from Australia.

Jane’s card text: Stories embody rich detail and sharing strengthens relationships.

Not sure if this is a duplicate until I see the videos that are attached to each board.

33 Telling Stories to Share Diverse Perspectives 33 of \_\_\_

Jane’s Landing page text:

Storytelling is as old as our human experience and appeals to young and old alike. This technique is called Narrative Gathering and was developed by Bruce McKenzie from Australia. We build the capacity of our system, organization or community by learning to trust each other because we now know each other better through our shared stories. We find warm commonalities and realize that our differences may be justified or simply misunderstandings.

Jane’s card text: Stories embody rich detail and sharing strengthens relationships.

34 Speed Stating 34 of \_\_\_

Jane’s Landing page text:

This technique was developed by Bruce McKenzie who comes from Australia. It enables a group of people to share their unique perspectives quickly and safely while seated around a table or out on a lawn. Each person receives the reflections of every other person about the idea or concern he or she stated in the center circle of a large sheet of paper. We read and respond quickly, and gather multiple ideas that otherwise would remain mute.

Jane’s card text: Speed stating enables us to share unique perspectives quickly and painlessly.

35 Inferences 35 of \_\_\_

Jane’s Landing page text:

The leaping horse of critical thinking is the inference. We start at a given point, and we leap. “If this statistic is true, then \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is possible.” The variations are infinite. Inferences are rarely supported in schools but they are possibility generators. As we strive to figure out if our idea is a good idea, developing inferences shifts us into the future and alerts us of possible errors.

Jane’s card text: Inferences are crucial thinking challenges as individuals and as groups.

Karri: The title for this board is in blue and you probably didn’t see it.

36 Building an Inference Bank 36 of \_\_\_

Jane’s Landing page text:

Let us assume success. If we tentatively conclude that our idea is a good idea, then what else might follow? What is likely? What is possible? Who else might show up? What is unlikely? What do we need to be aware of? How can these inferences become deposits in our bank to be drawn out as references moving forward?

Jane’s card text: Inferences help us live into futures.

37 Serial Inferences 37 of \_\_\_

Jane’s Landing page text:

Some thinkers are satisfied with their first order inferences – an inference that is a direct offshoot from an idea or condition or statistic. Deeper thinkers see that taking the next steps will enrich our imagination and possibilities. This can help us avoid trouble by designing around it or capitalize on unseen resources.

Jane’s card text: Inferences help us live into futures.

38 Organizational Futures 38 of \_\_\_

Jane’s Landing page text:

Research shows that most of the brain power in organizations remains dormant. Enabling staff to join in building out inferences about future conditions and opportunities enables diverse perspectives to share and ping off each other, often revealing opportunities or risks that no one person could see.

Jane’s card text: Inferences help organizations live into futures

Labs 39 and 40 may be in the wrong order. I need to watch the videos to be sure and also to be clear about the points I was making in 40.

39 Tentative Conclusions 39 of \_\_\_

Jane’s Landing page text:

Beginning with our ideals, we have now developed and tested an idea to see if it is a good idea. This last finger on the Big Green Hand invites us to take specific inferences into account. If we implement our idea, what will be the consequences? What will be intended and unintended consequences? Who will own the risk? Tentative consequences help us stay awake yet let us develop scopes of work.

Jane’s card text: Conclusions are tentative: we need to be ready to adapt.

40 Tentative Conclusions 40 of \_\_\_

Jane’s Landing page text:

As we look at the long and short term consequences, internally and across industries – we have a chance to modify our opportunity to make it more resilient to some of the risks that we identified in our inference work. We can add an additional opportunity statement to invite ways to mitigate or avoid negative consequences that have been anticipated.

Jane’s card text: A systemic view enables us to reduce risk before finalization.

41 My Idea is \_\_\_\_\_\_\_\_\_\_ because \_\_\_\_\_\_\_\_\_ 41 of \_\_\_

Jane’s Landing page text:

As with any idea we want to develop, we need to be ready to respond to questions of those whose support we seek. The Big Green Hand enables us to craft presentations and respond to questions because it includes the concerns that a person of solid reasoning would ask or want to know. Speaking freely, using you hand as a reminder, lets you display confidence. You have the courage of your convictions because you know what your convictions are.

Jane’s card text: Using the Big Green Hand to design presentations is helpful.

42 Our Idea is \_\_\_\_\_\_\_\_\_\_ because \_\_\_\_\_\_\_\_\_ 42 of \_\_\_

Jane’s Landing page text:

Often groups make presentations of ideas that they want the organization to adopt. As with any idea we want to develop, we need to be ready to respond to questions of those whose support we seek. The group can design a coherent presentation, all spinning around the thinking developed using the Big Green Hand.

Jane’s card text: Using the Big Green Hand to design group presentations is valuable.

43 Developing Better Judgment 43 of \_\_\_

Jane’s Landing page text:

We want to hire and work with people who have good judgment. Good judgment is closely related to reliability and trust. Developing the Applied Critical Thinking skills and practices strengthens ones judgment, and enables us to be more discerning about the judgment of others.

Jane’s card text: Critical thinking enables us to develop and discern good judgment.

44 The Practice of Good Judgment 44 of \_\_\_

Jane’s Landing page text:

Good judgment is not an accident or a random event. It is not developed by those who are sleeping through life. It requires self-awareness, self-reflection, self-assessment, and self-correction. Yet it is invaluable, both for the individual and for the family and organizations involved.

Jane’s card text: To say a person has good judgment is a high acknowledgement of trust.