## **Critical Thinking Virtues**

- -*Humility*: People who are intellectually humble are aware of the limitations of their knowledge.
- -*Courage*: to change their minds when other ideas are superior to their own.
- -*Empathy*: Empathy allows you to put yourself in the position of those who oppose you
- -Integrity: Having integrity means that there is consistency between your words and actions
- Perseverance: Working through layers of complexity to find the truth
- -Ability to Reason: Do not be guided by blind faith, tradition or emotional impulses

-*Autonomy*: Relying on yourself and your own thinking. Thinking critically, being open to other points of view and seeing others' perspectives

-*Fair-mindedness*: equally respect all points of view whether or not they agree.

## Types of Thinkers

The "Unreflective Thinker" – You are born unreflective, that is, unaware of how you go about thinking. By reflecting on how you think, you improve your thought processes.

- The "Challenged Thinker" Awareness of a problem with your thinking, such as faulty assumptions, is a sign of progress toward critical thinking.
- The "Beginning Thinker" Beginners acknowledge that thinking is important and make some efforts toward betterment, but often those efforts are irregular and not sustained.
- The "Practicing Thinker" Regular practice is indispensable to improvement. Devise a plan for improvement and execute it consistently.
- The "Advanced Thinker" Regular practice, according to the game plan, will help you make sustained progress.

The "Master Thinker" – Your critical-thinking skills are well-developed and almost automatic.

## Eight Elements of Critical Thinking

"Purpose" – Thinking is always purposeful

"**Point of view**" – All thinking takes place from a particular perspective.

"Assumptions" – An assumption is a presupposition that helps shape your point of view. Assumptions may be true or false, justified or unjustified.

"Implications" – Implications are inherent in a situation or a decision. They reveal possibilities that might result from the situation. Consequences are the realization of such possibilities

- "Information" Thinking requires constructing information from raw facts.
- "Inferences" Use the process of drawing out deductions to make sense of data.
- "Concepts" are the implicit "theories, principles, axioms and rules" that guide your thinking.
- "Questions" The critical thinker will pose questions throughout the thought process

Test Your Thinking For...

"Clarity" – Nebulous or ambiguous thinking leads to questionable conclusions and bad decisions.

"Accuracy" – Thinking in accordance with facts. Inaccurate statements—in advertising campaigns, persuades uncritical thinkers.

"**Precision**" An adequate but not excessive amount of detail. Specificity and precision are necessary to optimize clarity and accuracy.

"Relevance" – Relevant thinking is germane to the purpose.

"**Depth**" – Deep thinking goes beyond the superficial and grapples with the complexity underlying the thought. "**Breadth**" – Broad thinking takes into account all perspectives and assess them fairly.

"Logical order" - Thinking that moves according to logic is sound and strong.

"Significant" – Ensures thought will not chase trivial tangents, but will focus on issues central to the problem. "Fairness" – Fairness gives due respect to the opinions of others, and avoids stereotyping and prejudice.

## **Obstacles to Critical Thinking**

- **Power struggles** Endorsing wrong views and illogical conclusions, especially when powerful people espouse those views, may itself be a path to power.
- Group representations Members of the group generally work to maintain a good appearance in the eyes of outsiders; this can discourage open questions about issues that might harm such an appearance.
- **Bureaucracy** Bureaucracy discourages independent judgment, and favors habitual routines and regulations.
- **Success** Success may lead organizations to draw the wrong lessons from their experiences. Success may occur despite, rather than because of, the culture of the corporation.



Interdependence – Analyze the links and patterns among thoughts, desires and feelings. Identify patterns and subject them to the discipline of reason. Logic - Recognize that you bring meaning to the world by your thoughts, and carefully analyze your goals, questions, information, assumptions, concepts and conclusions. Assessment – Conduct a regular assessment and criticize your mode of thinking to maintain your thinking skills at a high level of effectiveness. Egocentricity – Recognize the danger of egocentric thought. Egocentricity of others – Anyone can be egocentric, and some people may behave irrationally. However, the strategic thinker conducts a fair and thorough analysis before imputing irrationality to others. **Generalization** – Ample experimental and historical evidence indicates that people make generalizations based on limited and usually guite recent data. The strategic thinker puts all experience and information in context. **Distrust of appearances** – Egocentric thinking can often initially appear to be quite rational. You must develop a ruthless perseverance to get beyond the superficial appearance. Deliberation – The strategic thinker is aware that unconscious, unplanned action is apt to be irrational. **Dominance and submission** – Self-examination will reveal when you are acting in a dominant or submissive manner. **Sociocentricity** – A strategic thinker questions thoughts and decisions that are merely expressions of social identity. Work - The strategic thinker acknowledges that developing critical thinking skills takes concentrated and sustained effort over time.