

CMAA National Managers Conference

Critical and Creative Thinking

Introduction

- Club Managers Leadership and Management Program
- Approach
- What we will cover
 - Defining Thinking
 - Approaches and Models
 - Applying and Developing

Thinking



Thinking

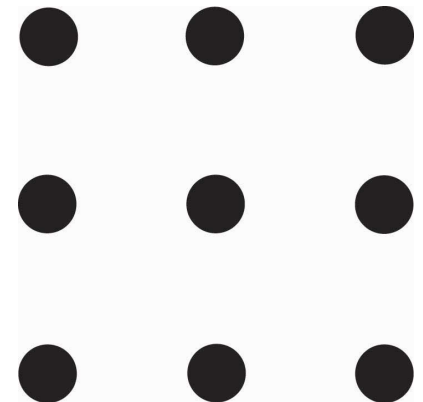
Critical

- Ability to think clearly and rationally
- View situations and events accurately
- Arrive at logical conclusions
- Narrow down root causes

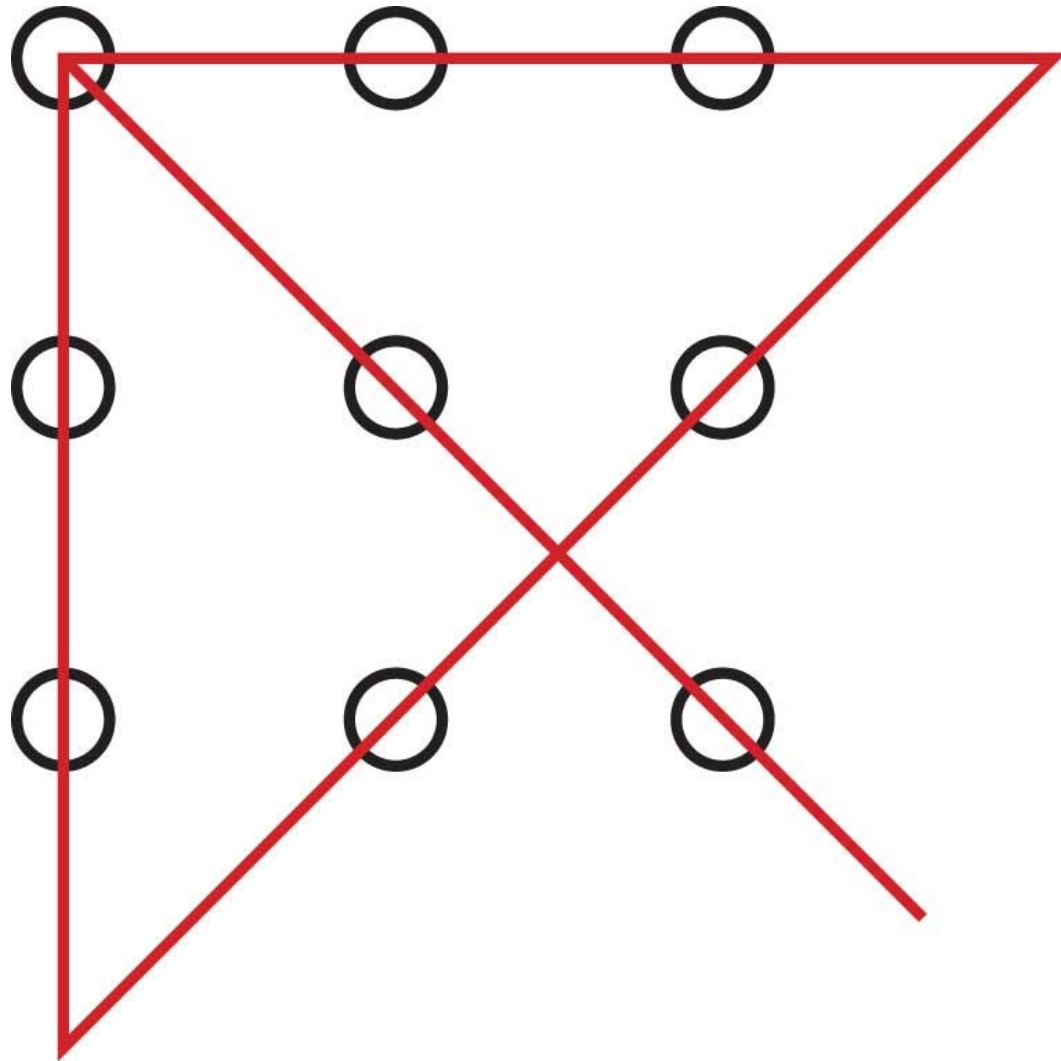


Thinking *Creative*

- Finding new ways to solve problems
- Look at things differently
- Outside conventional methods
- Expanding thinking



Thinking *Creative*



Thinking

Differences

CRITICAL THINKING	CREATIVE THINKING
Analytic	Generative
Convergent	Divergent
Vertical	Lateral
Probability	Possibility
Judgement	Suspended Judgement
Focused	Diffuse
Objective	Subjective
Linear	Associative
Reasoning	Richness, Novelty
Yes But	Yes And
Verbal	Visual
Left Brain	Right Brain

Critical Thinking



Critical Thinking

Elements

Clarity

Fairness

Accuracy

Relevance

Logicalness

Breadth

Precision

Significance

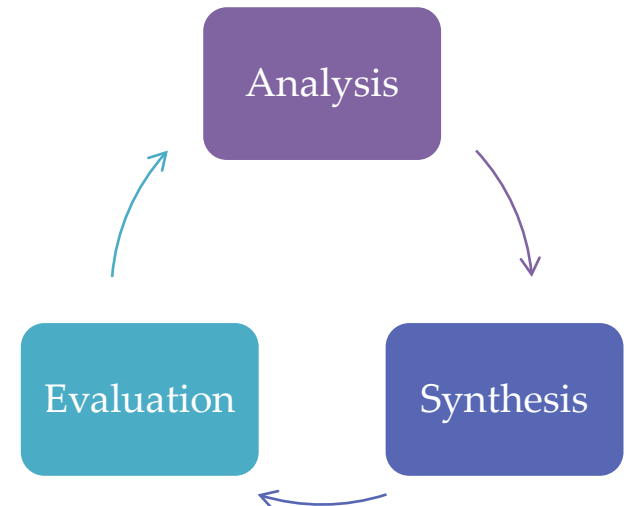
Depth

Critical Thinking

Approaches

Three-Step Process

- Analysis (Objective, Curious, Observant)
- Synthesis (Flexible, Open-Minded)
- Evaluation



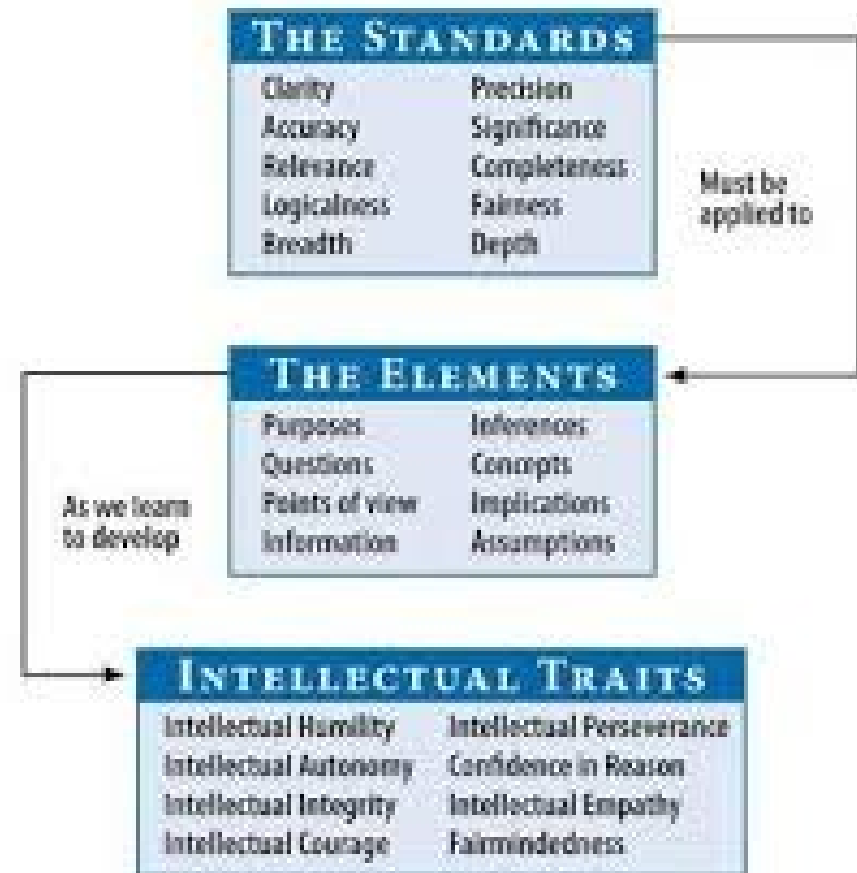
➤ Bloom's
Taxonomy
Model

Critical Thinking

Models

➤ Paul-Elder Framework

- Intellectual Standards
- Elements of Reasoning
- Intellectual Traits



Critical Thinking

Intellectual Standards

Clarity	<ul style="list-style-type: none"> Can you elaborate? Can you give an example?
Accuracy	<ul style="list-style-type: none"> Is the information true? How can the information be verified or tested?
Logical	<ul style="list-style-type: none"> Does all this make sense together? Does what you say follow from the evidence?
Precision	<ul style="list-style-type: none"> Can you be more specific? Can you give more details?
Relevance	<ul style="list-style-type: none"> How does the information relate to the problem? How does the information help with the problem?
Depth	<ul style="list-style-type: none"> What factors make this difficult? What difficulties will you need to deal with?
Breadth	<ul style="list-style-type: none"> Do you need to look at this from another perspective?
Significance	<ul style="list-style-type: none"> Which of these facts are most important? Is this the most important problem to consider?
Fairness	<ul style="list-style-type: none"> Am I considering all the relevant viewpoints? Am I being selfish or am I being fair to myself and others?

Critical Thinking

Elements of Reasoning



Critical Thinking

Intellectual Traits

Intellectual Humility

Intellectual Courage

Intellectual Empathy

Intellectual Integrity

Intellectual Perseverance

Fair-Mindedness

Confidence in Reason

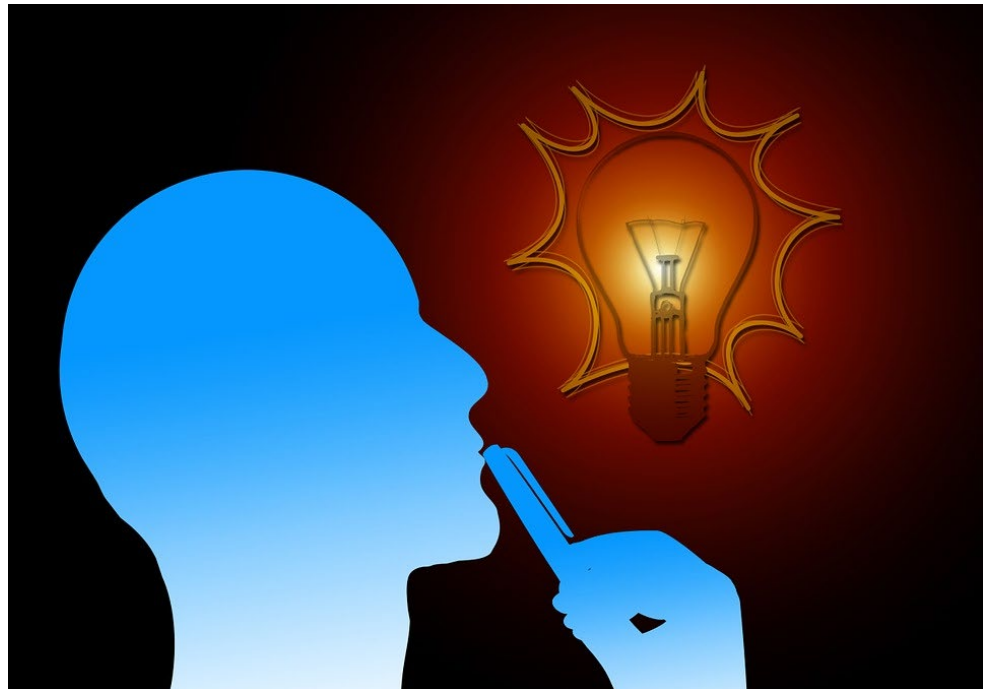
Creative Thinking



Creative Thinking

Elements

- Ability
- Attitude
- Process



Creative Thinking

Concepts

Evolution

Synthesis

Revolution

Reapplication

Creative Thinking

Approaches

- Brainstorming
- Lateral Thinking
- What-If
- Attribution Analysis



Creative Thinking

Models

- The Wallace Model
- Osborn's Seven-Step Model
- Creative Problem-Solving (CPS) Learner's Model
 - Clarify
 - Ideate
 - Develop
 - Implement

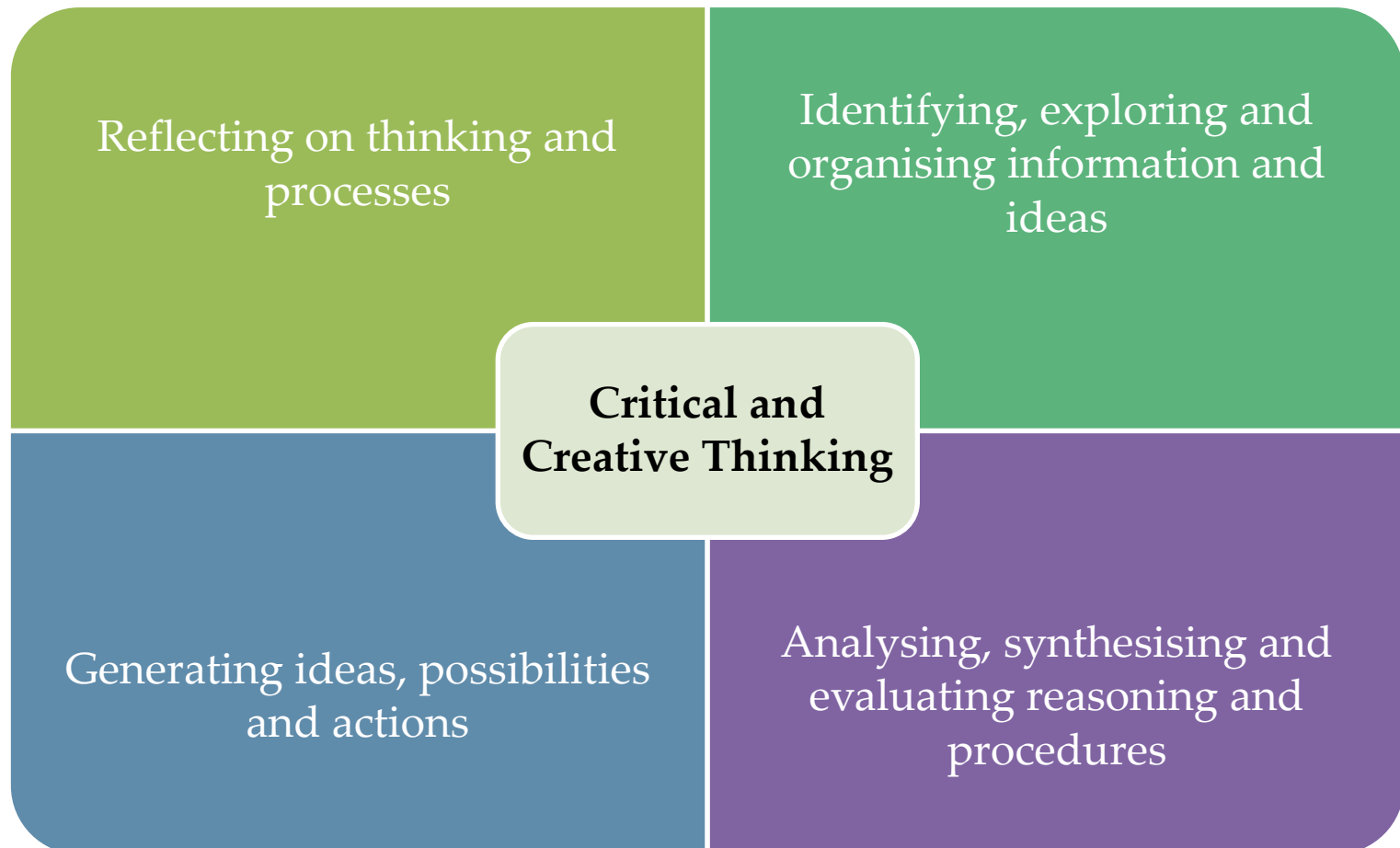
Creative Thinking

CPS Learner's Model - Stages

CLARIFY	Explore the Vision
	Identify the goal, wish or challenge.
	Gather Data
	Collect information and develop a clear understanding of the problem.
IDEATE	Formulate Questions
	Ask questions that will generate ideas.
DEVELOP	Explore Ideas
	Generate ideas that answer the challenge questions identified. Veer away from solutions you have tried before. Explore options and think outside the box.
IMPLEMENT	Formulate Solutions
	Transition from ideas to solutions. Evaluate all possible options, consider how you can strengthen the options, and pick the one which best fits.
	Formulate a Plan
	Develop a plan of action for your chosen solution. Identify resources you will need and actions that need to be taken for implementation. Communicate your plan to all relevant stakeholders.

Critical and Creative Thinking

Application



Critical and Creative Thinking

Application

- Curious and interested
- Sees connections
- Open-minded listener
- Eager to hear different perspectives
- Self-reflective
- Naturally creative in crafting solutions
- Self-confident



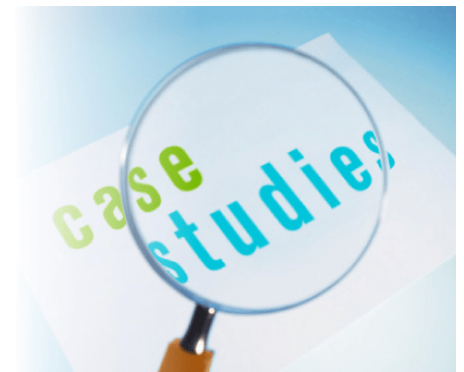
Case Study



Case Study

Mother's Day

- 14 weeks
- Ladies Lunch
- Fashion Parade
- Goal – Attendee Numbers



Case Study

Questioning

- Marketing
- Similar Activities
- Unique
- Offering
- Success



Case Study

Knowledge Gaps

- What
- Who
- How
- When
- Where



Analysing Club Systems and Processes

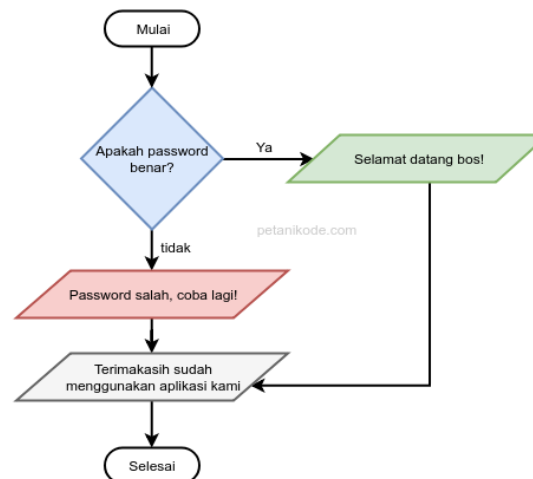
❑ Objectives

❑ Goals

❑ Resources

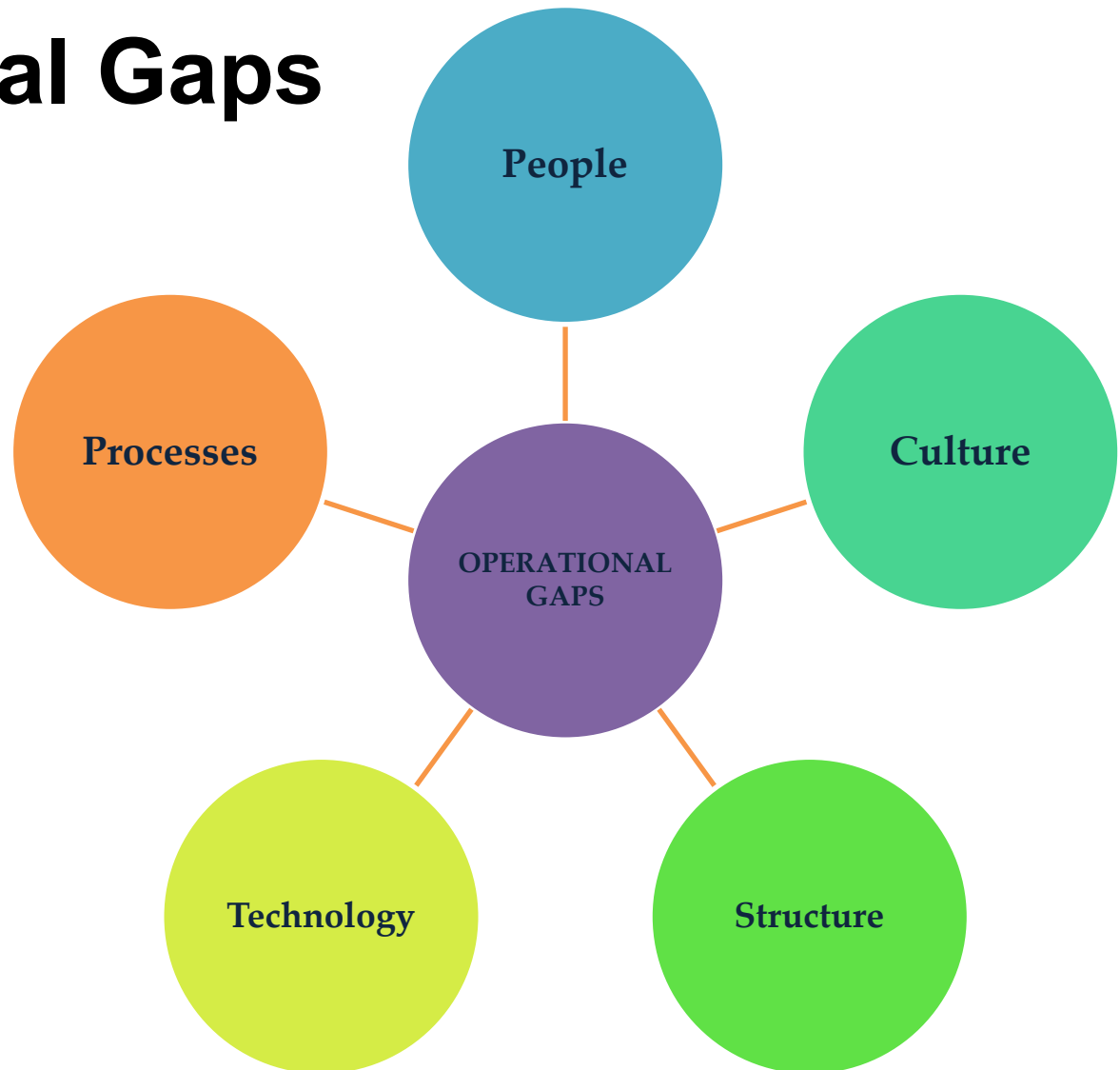
❑ Communication

➤ Operational Gaps



➤ Individual Barriers

Operational Gaps











Individual Barriers

CAT MAGIC



Individual Barriers

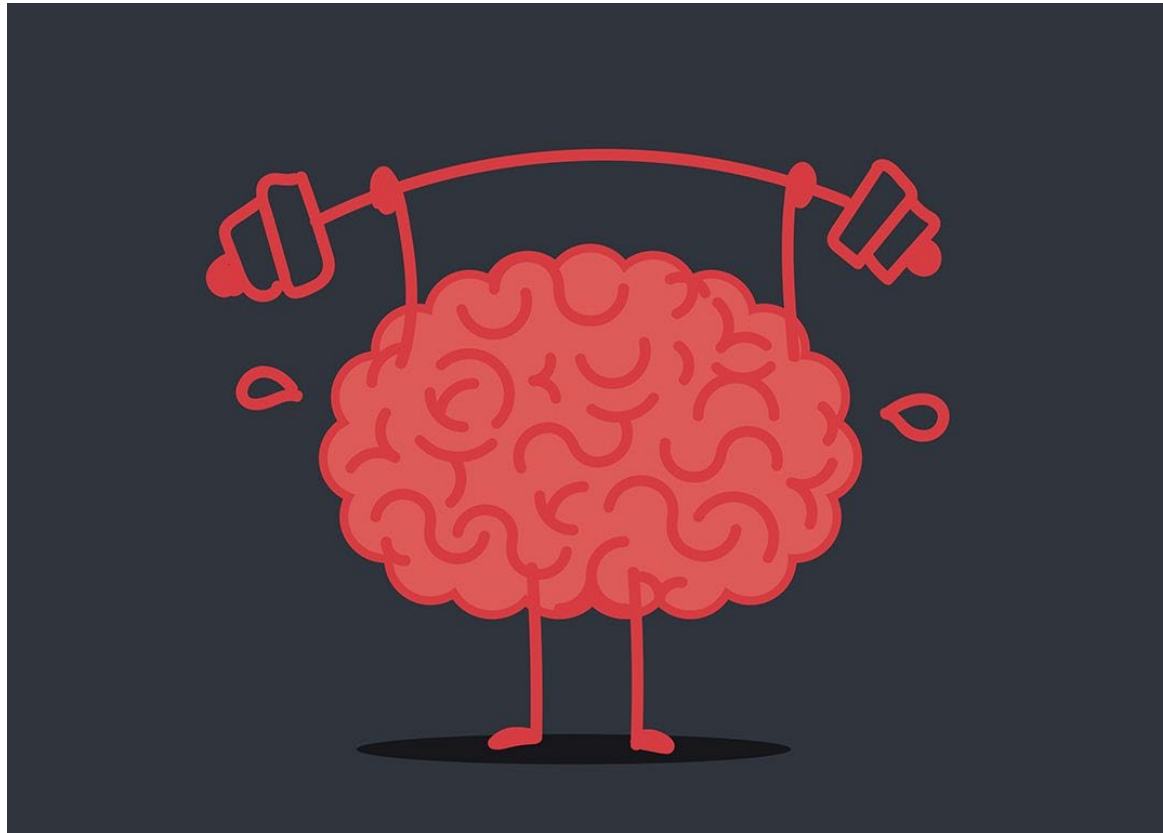
C		Confirmation Bias
A		Attribution
T		Trusting Testimony
M		Memory Lapses
A		Accepting Authority
G		Generalisation
I		Ignorance
C		Coincidence

Individual Barriers

- Passive Thinking
- Impoverished Thinking
- Convenience Thinking



Developing Thinking



The Environment

- Safe Space
- Dignity Framework
- Collaborative
- Freedom within Boundaries



Strategies

Learning to
learn

Systematic
problem-solving

Experimentation

Learning from
past experience

Transferring
knowledge

Strategies

Learning to Learn

Aspiration

Self-Awareness

Curiosity

Vulnerability

Strategies

Systematic Problem-Solving

Continuous improvement process (Plan-Do-Check-Act)

Using data (rather than assumptions) to support decision-making

Using simple statistical tools (e.g. histograms, charts, etc.) to organise data and make presentations

Strategies

Experimentation

- New Perspectives
- New Knowledge
- Ongoing Program
- Demonstration Project



Strategies

Learning from Past Experiences

Failures in routine operation

Failures in complex operations

Unwanted outcomes which generate knowledge

Strategies

Transferring Knowledge



Thankyou