

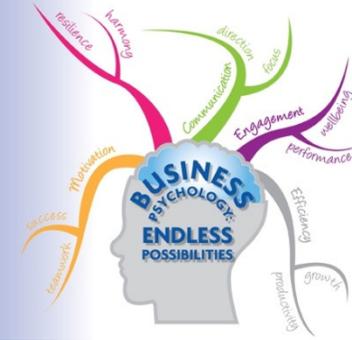


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6th - 8th May 2010

Robinson Executive Centre Wyboston MK44 3AL

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You and Your Clients' Critical Thinking Processes : an introduction to IFRAME

Dr S E Ireland

HRCgroup

Critical Thinking is



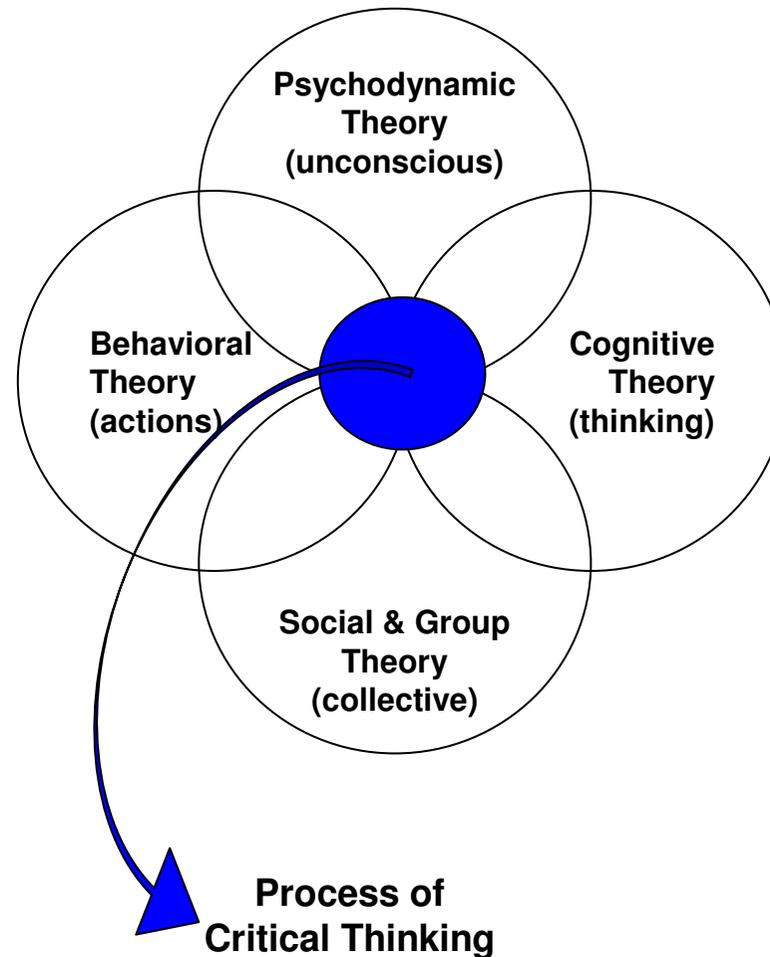
- probing the contradictions and inconsistencies that inform our views and corresponding actions as a manager
- identifying the paradoxes of the work environment and analysing the underlying logic and assumptions informing them
- testing choices and decisions against new or differing assumptions by seeking new environments, situations, and relationships to test the impact
- a change in one's inner world
- the best (and sometimes only) way to get to the 'truth'
- an efficient approach to dealing with problems, questions and issues within personal and professional environments
- a key skill in leadership and management development
- highly emotive (at times)
- subjecting our beliefs to rational scrutiny



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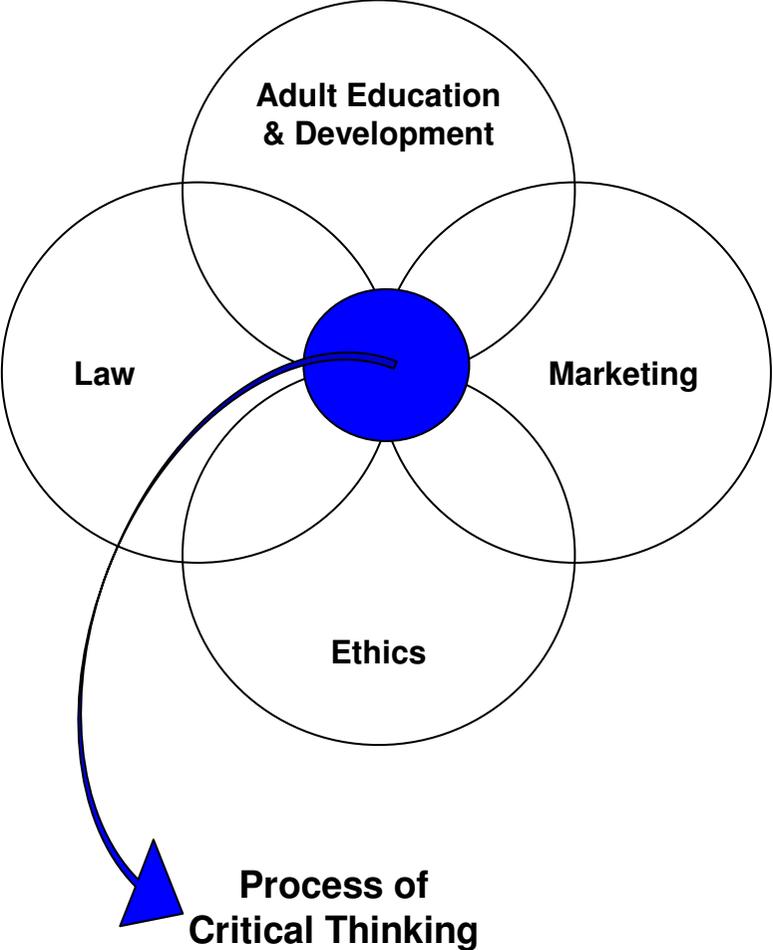
The Origins of Critical Thinking



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The Origins of Critical Thinking and Business Practice



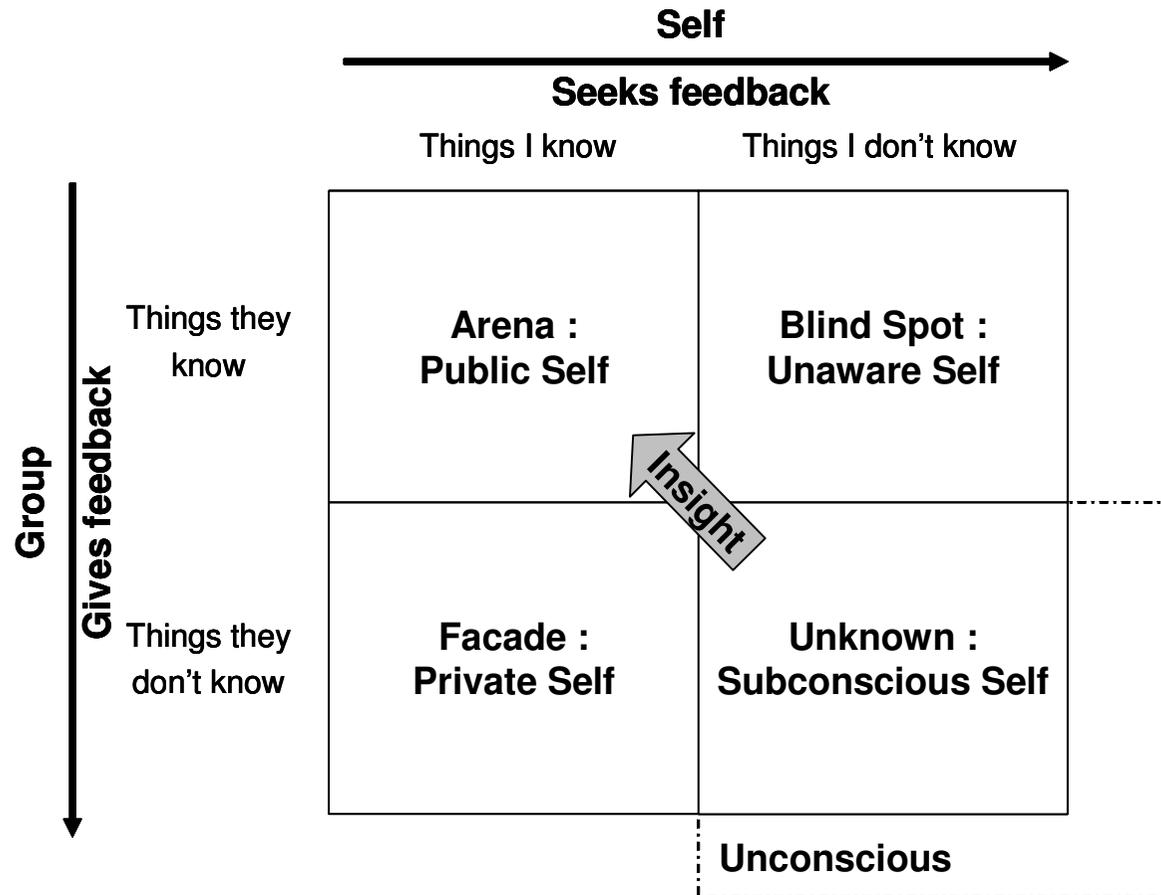
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At the core of Critical Thinking is 'the Self'



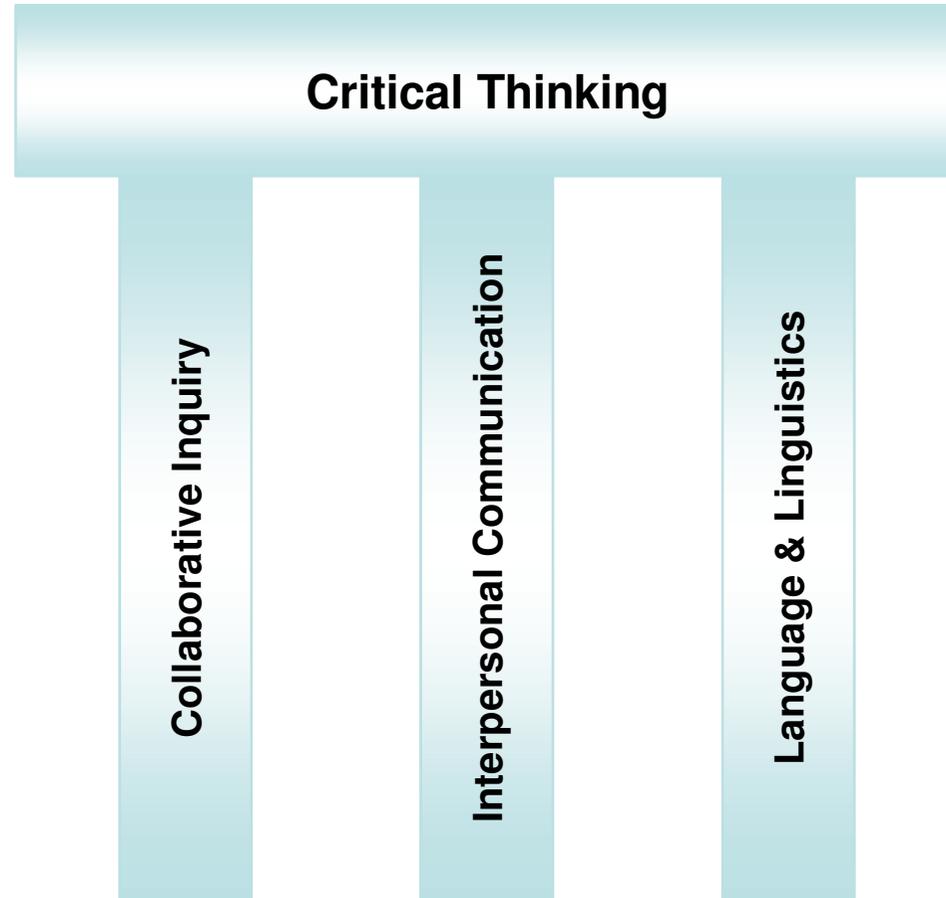
A Window on Yourself



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The Three Pillars of Critical Thinking



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Collaborative Inquiry

Fostering a Critical Thinking Environment

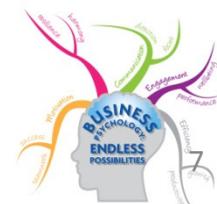


There are 3 essential tasks :

- Foster relationships or a community that supports the exploration of ideas and beliefs that inform thinking and action (supports Critical Thinking)
- Support the use of relationships to scrutinise the impact of our individual biographies and basic assumptions underlying the foundations of those actions (supports Critical Consciousness)
- Seek out environments, settings and relationships to test, revise and re-test new ideas and assumptions (supports Critical Self-Reflection)



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Interpersonal Communication



WHY do people communicate ?

HOW do people communicate ?

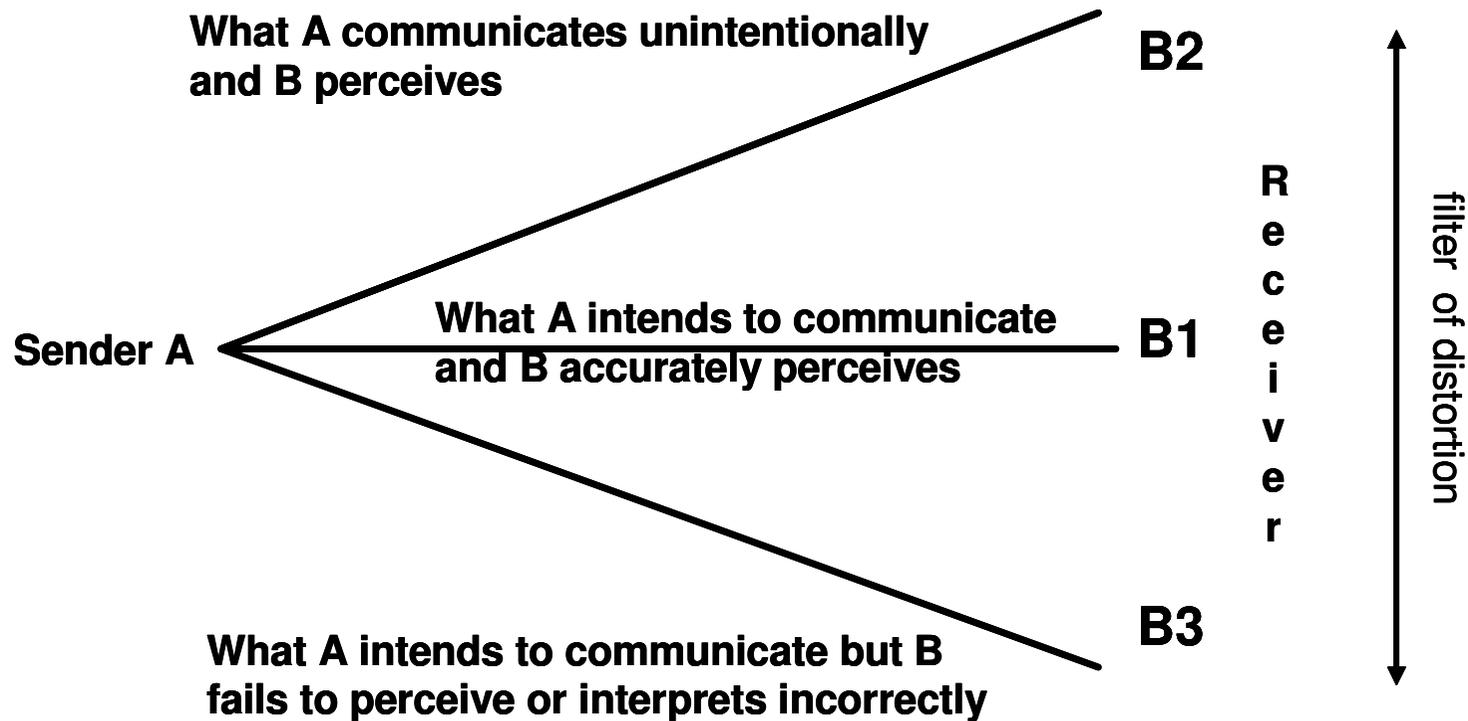
WHAT do people communicate ?



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but ... Communication can be distorted



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Interactive Listening



Key Listening Skills

- **Reflecting is the ability to restate as exactly as possible what the person has said to us.**

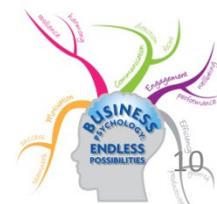
You *(feeling)* about/because *(behaviour)*

- **Paraphrasing is closely related to reflecting – the listener attempts to restate a person’s lengthy/complex statement in their own words, when it would be impossible to repeat the statement word for word.**

- **Questioning is at the core of critical thinking, providing the opportunity to explore within ourselves and with others the thinking and feelings that inform the taken-for-granted assumptions to which we are prone. Questioning supports the use of collaborative inquiry by fostering the use of feedback.**



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Language and Linguistics



In the process of Critical Thinking there is a natural unconscious process of

- **Deletion** – we do not say what we think or feel
- **Distortion** – the presuppositions where what we believe to be the ‘truth’ is taken for granted
- **Generalisations** – the tendency to make absolute statements

All interaction consists of surface structures and deep structures

Surface Structure = what we say

Deep Structure = what we mean



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Language and Linguistics



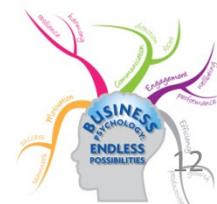
Key points re language and linguistics and critical thinking

- There is a difference between what happens in the world around us and our experience / perception of it
- Language is a way of *representation* the world
- When a person espouses a critical position they are committed to exploring and questioning even the most widely accepted ideas and beliefs. Conversing critically implies an openness to rethink cherished assumptions and to subject those assumptions to a continuous round of questioning, feedback and exploration of ideas.
- Agreement is not essential. Conversation about the differences stimulates exploration and an opportunity to clarify one's assumptions and views
- Learning is transformative when we can confront, ponder and probe contradictions in our (work) environment and choose different or revised actions as a result
- Interaction brings into awareness the different linguistic, cultural and philosophical traditions that can help and / or hinder choices and actions

Facts versus Inferences



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IFRAME

Critical Thinking Process



I	Incident	Inciting incident leads to an observation through paying attention
F	Feeling	Emotional response / triggers that allow surfacing of inner thoughts or discourse
R	Reflection	Self analysis / critical self reflection on response to observation or problem through questioning methodology
A	Assumptions	Surfacing of assumptions and checking of those assumptions using incisive questions leads to heightened awareness / level of reflection
M	Meaning	Interpret the meaning, explore its consequences
E	Execution	Action planning / self regulation to close the loop



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IFRAME : Critical Thinking Process



		What do I do ?	What happens next ?
I	Incident	I <i>pay attention</i> to an inciting incident that happens to me or that I trigger on my own	An <i>inciting incident</i> significantly upsets the balance of forces in my life
F	Feelings	I have an <i>emotional reaction</i> to the incident, either positive or negative	I experience a <i>physical, mental, or spiritual reaction</i> to what has happened
R	Reflection	I ask myself and others <i>probing questions</i> to understand my response to the incident more fully	I get to the bottom of <i>where</i> my assumptions, biases, and reactions are <i>coming from</i>
A	Assumptions	I <i>bring my assumptions about the incident to the surface</i> to verify their validity and analyze their consequences	I get honest with myself and <i>look for trends and patterns</i> in my biases and assumptions
M	Meaning	I <i>interpret the meaning</i> and apply this heightened awareness to new or existing incidents in my work and personal life	I <i>challenge my assumptions</i> and explore new ways of thinking about the incident
E	Execution	I <i>formalize the process</i> with action planning so that I can apply it to future incidents	I <i>implement a disciplined strategy</i> to achieve new critical thinking outcomes



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IFRAME Worksheet

Incident > Feeling > Reflection > Assumptions > Meaning > Execution



Incident		Inciting Incident leads to an observation through paying attention Describe in detail the occurrence / event
Feeling		Emotional response / triggers that allow surfacing of inner thoughts or discourse What was my automatic discourse? (immediate response)
		What is my internal discourse? (Feelings/Reflections)
Reflection	Question(s)	Self analysis / critical self reflection on response to observation or problem through questioning methodology Ask at least 4 different types of question : - Evidentiary - Clarifying - Open - Expectation - Extension - Hypothetical - Cause and Effect - Summary - Begging
	Answer(s)	Provide opposing or reflective questions : - Why should I be / not be surprised ? - What did I expect / not expect? - How did I reach this conclusion ? Why did I not reach a different conclusion ? Statement of the issue
Assumptions		Surfacing of assumptions and checking of those assumptions leads to heightened awareness / level of reflection - What biases do I have that inform my view of the issue ? - What common themes emerge in my answers? - What assumptions am I prone to believe then? - What are the consequences of my assumptions? - What are the consequences to myself? Identification of assumptions - If I knew how would I ... (Incisive Question)
Meaning		Consequences and application on-the-job or in real life - Assumption - Opposite - Evidence
Execution		Action planning / self regulation to close the loop - What must change ? - What must be created ? - What must stop ? - What must be modified ? - Who must I engage to make this happen? 1 to 3 things I want to remember (daily reflection guide)



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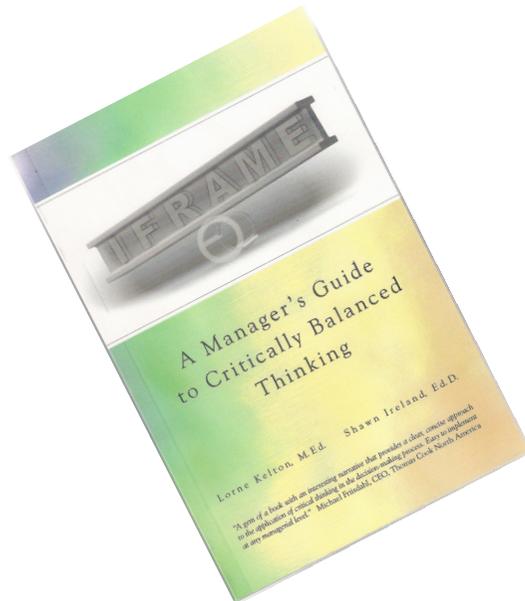
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