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Daniel Day/Getty Images A few years ago, the CEO assured me that his company is a market leader. Customers will not go to competitors, he added. It costs too much for them to switch. Within weeks, production giant Procter Gamble decided not to renew its contract with the firm. The CEO was shocked - but it wasn't to be. For more than 20 years, I have helped struggling organizations. Sometimes they reach out because they were wrong. Sometimes they don't stay in front of changing technologies. In some cases, the members of the senior group were simply careless. But in my experience, these organizational problems share the root cause: the lack of critical thinking. Too many business leaders just don't speculate through pressing issues, not the time to evaluate the topic from all sides. Managers often jump to the first conclusion, regardless of the evidence. Worse, C-suite leaders will simply choose evidence that supports their previous beliefs. The lack of meta-knowledge - or thinking about thinking - is also a major driver, making people just overconfident. The good news is that critical thinking is a learned skill. To help people get better at this, I recently started a nonprofit Reboot Foundation. Based on my personal experience, as well as some of the work of our researchers, I've put together three simple things you can do to improve your critical thinking skills: Question Assumption Reason through the Logic of Thinking Diversification Now, You May Think: I'm Doing It Already, And you probably do, but just not as consciously and thoroughly as you might. Cultivating these three key habits of mind go a long way in helping you become better at increasingly desired skills in the job market. The question is assumptions When I work to turn around an organization, I tend to start by questioning the firm's assumptions. I once visited dozens of retail stores posing as a shopper. I soon discovered that the company assumed that its customers had much more disposable income than they actually did. This erroneous belief caused the company to overshadow its clothes. They would make millions more each year if they sold cheaper shirts and pants. Of course, it's hard to doubt everything. Imagine going through your day, asking yourself: Is the sky really blue? What if the person next to me is not my colleague but her twin sister? How do I know that tomorrow's economy isn't all? Thus, the first step in the question of assumptions is to find out when to question assumptions. It turns out that a questionable approach is especially useful when the stakes are high. So if you're in a discussion about the company's long-term strategy on which years of effort and effort will be based, be sure to ask basic questions about your beliefs: How do you know that business will increase? Increase? Research speaks to your expectations for the future of the market? Have you taken the time to step into the figurative shoes of your customers as a secret buyer? Another way to question your assumptions is to consider alternatives. You may ask: What if our customers have changed? What if our suppliers went out of business? These kinds of questions will help you get new and important perspectives that help hone your thinking. Reason through Logic Years ago, I took on the task of turning around the division of a large lingerie company. The growth of one of the main product lines has been declining for many years. No one could understand why. It turned out that the company made a motivational error of excessive generalization, to draw a radical conclusion based on limited or insufficient evidence. Namely, the company believed that all their international clients have similar preferences in their underwear. So it comes in the same bra styles in every store across Europe. When my team started talking to staff and consumers, we realized that customers in different countries reported very different tastes and preferences. British women, for example, tend to buy lace bras in bright colors. Italian women preferred beige bras, without lace. And those in the United States have led the world in sports bra shopping. For this lingerie company, improving their reasoning has helped the firm dramatically improve its profits. The good news is that the official practice of logic dates back at least 2,000 years to Aristotle. Over the past two millennia, logic has demonstrated its value by reaching sound conclusions. Therefore, in your organization, pay close attention to the chain of logic built by a specific argument. Ask yourself: Is the argument supported at every point of evidence? Does all the evidence rely on each other to draw a reasonable conclusion? Being aware of common misconceptions can also allow you to think more logically. For example, people often participate in such a well-known post-special thinking. In this misconception, people believe that because event Y followed event X, Event Y should be triggered by Event X. So, for example, a manager may believe that their sales agents will gain more sales in the spring because they are fired up by the motivational speeches offered at the annual sales conference in February - but as long as this assumption is verified, there is no way the manager can know if their faith is true. Look for a variety of thought and collaboration For many years I have been the only female partner in the McKinsey Transformation team. And today, when I work on more than half a dozen corporate boards, I am usually the only Asian and the only woman in the room during Because of my past and life experience, I tend to see things differently than the people around me. It often played to my advantage. But not immune to group thinking, either. When I'm around people who look like me for any reason - age, politics, religion - I try to ask for different points of view. It makes me a better thinker. It is natural for people to group themselves together with people who think or act like them. This happens especially easily on the internet where it is so easy to find a specific cultural niche. Social media algorithms can narrow our perspective further by serving only news that matches our individual beliefs. It's a problem. If everyone in our social circles thinks the way we do, we become tougher in our thinking, and less likely to change our beliefs based on new information. In fact, the more people listen to people who share their views, research shows, the more polarized their views become. It is very important to go beyond your personal bubble. You can start small. If you work in accounting, make friends with people in marketing. If you always go to lunch with senior staff, go to a ball game with younger colleagues. Teaching yourself this way will help you avoid the usual thinking and get richer ideas. In team conditions, give people the opportunity to give their opinions independently without the influence of the group. When I ask for advice, for example, I usually withhold my own preferences and ask team members to email me their opinions in separate notes. This tactic helps prevent people from participating in group thinking. While these simple tactics may seem easy or even obvious, they are rare in practice, especially in the business world, and too many organizations do not take the time to engage in reliable forms of reasoning. But the important work of critical thinking pays off. While luck plays a role - sometimes small, sometimes large - in the company's successes, the most important business victories are achieved through smart thinking. Page 2 (No Reviews Yet) Write Review Number Of Price Applied (No Reviews Yet) Write review Item: #H04UF1-PDF-ENG Weight: 1.00 LBS Author: Helen Lee Bouvagues Bestseller: FALSE Classic: FALSE Copyright Permian Flag: TRUE Educator Message Flag: FALSE Exclusive: FALSE Primary Category: HBR Digital Article Publish Date: 06 May 2019 Publication Date Range: Last 12 Months Related Topics: Managing Yourself Related Topics: Strategic Thinking Related Topics: Decision-Making Special Value: FALSE Subcategory: Strategy and Execution Theme: Strategy and Execution SubjectList: Self Management, Strategic Thinking, Decision-making Format Type Filter: PDF Item: #H04UF1-PDF-ENG Publish Date: May 06, 2019 Publish Date: May 06, 2019 Publish Date: May 06 Related Topics: Newsletter Promo Summary and Excerpts from Recent Books, suggestions, and more from the Harvard Business Press Review, October 10, 2014 4 min. Read the opinions expressed by entrepreneurs of depositors are their own. Entrepreneurs are eager to pile on. Pile, part of what makes us so great! We're go-go-gothers. We wake up early. Mondays excite us. (Ok, maybe that last bit is a stretch.) Related: From Dreams to Success, 12 Stages of Entrepreneurship I had the pleasure of working with thousands of entrepreneurs through my coaching business. Their enthusiasm lays me off and pushes me to work harder every day. But working hard is not enough. Many of my students come to me after having jumped in too soon. Instead of making smart, calculated decisions, they fly blindly and quickly spend their hard-earned money. You don't have to let this happen to you. Before you start investing in your idea, you should think critically about the following issues. You will avoid a lot of difficulties in the long run if you do.1. Where is this industry going? Some ideas are ahead of their time, and some are behind the times. The only way to make sure that your idea is timely is to explore the market. Note that most successful ideas don't reinvent the wheel. They make small improvements to existing products. Too progressive ideas often require overwork of the consumer, which is costly and risky. Every idea exists in the industry and category. (If your idea is so radical that such products do not exist, it is a huge red flag.) What are the popular products in this category? Is the industry changing? If so, how? If the industry is in a state of stagnation, it indicates the possibility that it is ripe for innovation. How is your idea different from what already exists? To be successful, your idea must have a point of difference. Is this idea better suited for licensing or venturing? My friends recently came to me and said, You were right. We had to license this idea. They decided to start a business rather than, and now they face the reality that they will be ripped off. Even if they were first to market, their product is too expensive. Someone can do it for less. Related: 4 questions to ask before adopting entrepreneurial PlungeThe question of whether to license or enterprise is serious. There are those of us who want to start and run our own business. But some ideas are just better suited for licensing. What is my proof of concept? Can your idea for a product be manufactured at a reasonable price? If this is the idea for the service, can you reduce costs low enough to be competitive? You have to take the time to answer this question. No matter how big your idea is, if it costs too much to do, it will never see the light of day. I know it really because I lived it. Years later, as technology evolved, she saw daylight again.4 Where's my proof of demand? So you think there's a huge market for your It's great, but it's not enough. There's only one way to be sure that consumers are willing to pay for your idea, and that's by testing the market. Fortunately, there are many ways to do this. First, consider showing your idea to a retail buyer. Are they interested? You can also show your idea to an industry expert. What do they think? The advent of crowdfunding has made testing for proof of demand easier than ever - so think about launching a Kickstarter campaign. If you are ready and able, you can also create a limited supply of the product and try to sell it. It's a much smarter investment in the long run, even if it will cost you the go-ahead. Don't let your most cloud your judgments. Work smarter, not harder. Related: The most important test of your new business idea is to pass the pass critical thinking examples for students. critical thinking examples in nursing, critical thinking examples in real life, critical thinking examples psychology, critical thinking examples at work, critical thinking examples in education, critical thinking examples in school, critical thinking examples in college

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