



# Become A Master of Critical Thinking


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1

## Objectives



- Comprehend the concept and key components of critical thinking, benefits, obstacles and techniques to overcoming challenges
- Demonstrate tools and methods for practical applications to improve your decision making
- Outline the steps to establish a strategic plan, lead change and measure progress based on informed decisions



2

2

# What Is Critical Thinking

An ability to answer a question; to acknowledge and test previously held assumptions; to recognize ambiguity; to examine, interpret, evaluate, reason and reflect; to make informed judgments and decisions; and to clarify, articulate and justify position.



University of Louisville, <https://louisville.edu/ideaaction/about/criticalthinking/what> 3

3

## In Other Words...

- Separating facts from interpretations
- Evaluating evidence quality
- Recognizing assumptions
- Updating assumptions when new data emerges
- Not being skeptical of everything... rather, being precise about what deserves confidence



4

4

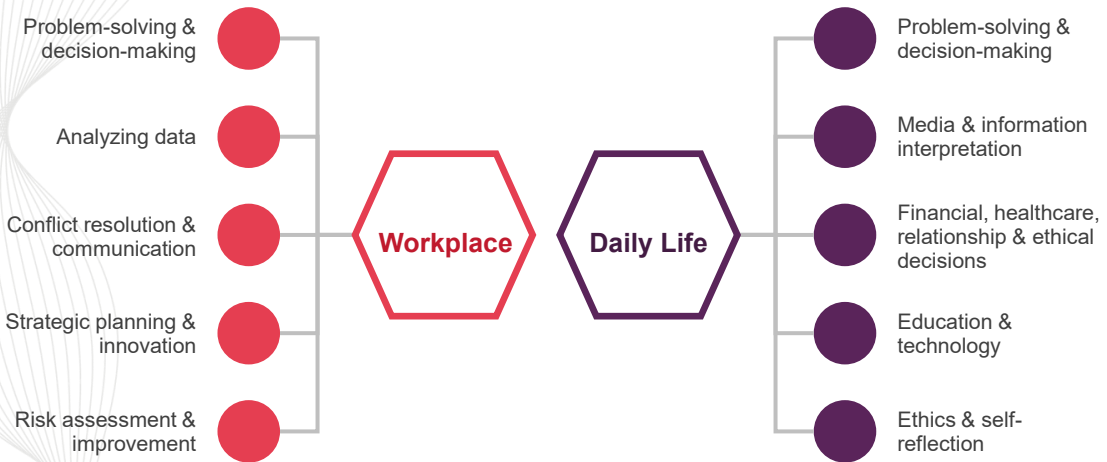
# Importance & Benefits



- Solve problems
- Make decisions
- Enhance creativity
- Improve communication
- Utilize better judgment
- Save time



# Critical Thinking In Action



## Key Components



- Analysis
- Interpretation
- Inference
- Explanation
- Self-regulation

## Approaches & Tools



- Teamwork
- Self-evaluation of your contributions
- Self-reflection
- Informed decisions
- Time management

## Impediments, Challenges & Strategies

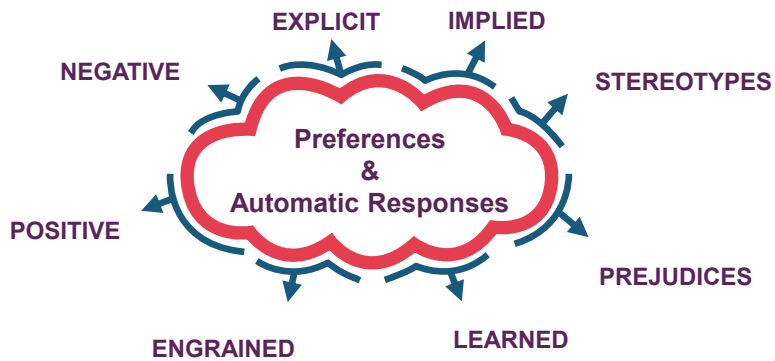


# Challenges to Critical Thinking

- Biases and prejudices
- Emotions
- Lack of and/or bad information
- Cognitive dissonance
- Unintended consequences



# What Is Bias?



## Unintended Consequences



Outcomes of a purposeful action not intended or foreseen

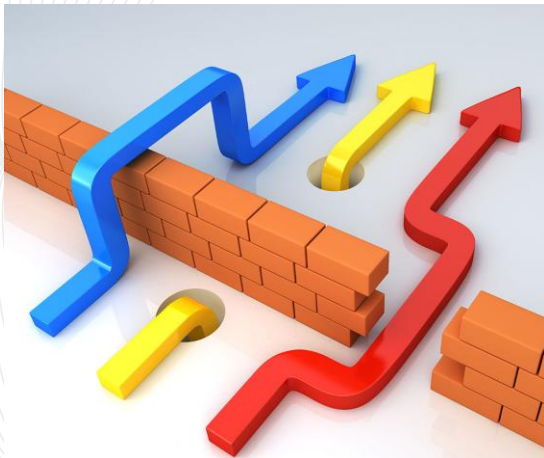


- Overconfidence
- Groupthink
- Availability
- Status quo
- Escalation of commitment
- Frame blindness

11

11

## Strategies to Overcome Obstacles

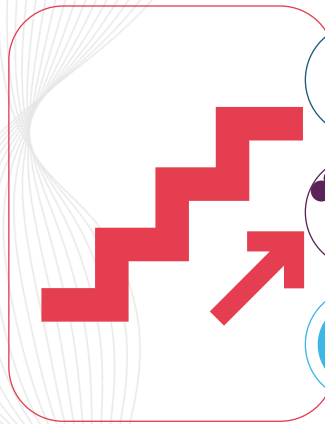


- Mindfulness & awareness
- Actively seek diverse perspectives
- Continuous learning
- Normalize being wrong
- Emotional intelligence
- Empathy

12

12

## Improve Your Decision Making



### Question assumptions

- When to question
- Consider alternatives



### Utilize logic to reason through the problem/situation

- Does the evidence support the argument/conclusion
- Beware post hoc thinking



### Thought diversification

- Get outside your bubble
- Ask for opinions, withhold yours

## Formulate Your Question



- ? Is this information up to date?
- ? Is the source trustworthy?
- ? Is there more information that is not being presented?
- ? What is the motivation behind the presentation?
- ? Is this emotion or fact?
- ? Whose voice is missing?
- ? Who? What? Why?

## Decisions In A Crisis

- Keep calm
- Is it really a crisis?
- Does it require an immediate response?
- Can it be contained?
- What is the worst that can happen?
- What happens if you do nothing?
- Do you have all the facts?



15

15

## Emotional Intelligence

### Self Awareness

- Emotional self awareness
- Accurate self assessment
  - Self confidence

### Relationship Management

- Developing others
- Inspirational leadership
- Conflict management



### Social Awareness

- Empathy
- Organizational awareness
- Service orientation

### Self Management

- Emotional self control
- Initiative
- Optimism



16

16



# The OODA Loop

## Observe

Identify the problem & gather available information to gain understanding



## Orient

Using what you have observed, narrow the set of strategic options you might use

## Act

Implement your decision & any related changes

## Decide

Choose a course of action taking into consideration the potential outcomes



19

19

# SWOT Analysis

## Weaknesses

Disadvantages  
Vulnerabilities  
Limitations

## Threats

Obstacles  
External effects  
Risks



## Strengths

Advantages  
Capabilities  
Resources

## Opportunities

Chances  
Developments  
Benefits



20

20

# Decision Matrix

- Identify alternatives
- Identify important considerations
- Create the matrix
- Fill in matrix
- Add weight
- Determine weighted score
- Calculate total score

EHR Vendor Choices	Cost (weight 5)	Specialty Experience (weight 4)	Customer Reviews (weight 3)	Timeline to Implement (weight 2)	SCORE
EHRUS					
We Know Nothing About Physicians					
Click 123					

Rate each choice in each category on a scale 1-5 with 5 being best. The option with the highest score is the best decision based on the factors.



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EHR Vendor Choices	Cost (weight 5)	Specialty Experience (weight 4)	Customer Reviews (weight 3)	Timeline to Implement (weight 2)	SCORE
EHRUS	4	2	3	3	
We Know Nothing About Physicians	3	5	3	5	
Click 123	5	3	1	4	

Rate each choice in each category on a scale 1-5 with 5 being best. The option with the highest score is the best decision based on the factors.



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EHR Vendor Choices	Cost (weight 5)	Specialty Experience (weight 4)	Customer Reviews (weight 3)	Timeline to Implement (weight 2)	SCORE
EHRUS	4x5=20	2x4=8	3x3=9	3x2=6	
We Know Nothing About Physicians	3x5=15	5x4=20	3x3=9	5x2=10	
Click 123	5x5=25	3x4=12	1x3=3	4x2=8	

Rate each choice in each category on a scale 1-5 with 5 being best. The option with the highest score is the best decision based on the factors.



<https://asana.com/resources/decision-matrix-examples>

23

23

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We Know Nothing About Physicians	3x5=15	5x4=20	3x3=9	5x2=10	54 
Click 123	5x5=25	3x4=12	1x3=3	4x2=8	48

Rate each choice in each category on a scale 1-5 with 5 being best. The option with the highest score is the best decision based on the factors.



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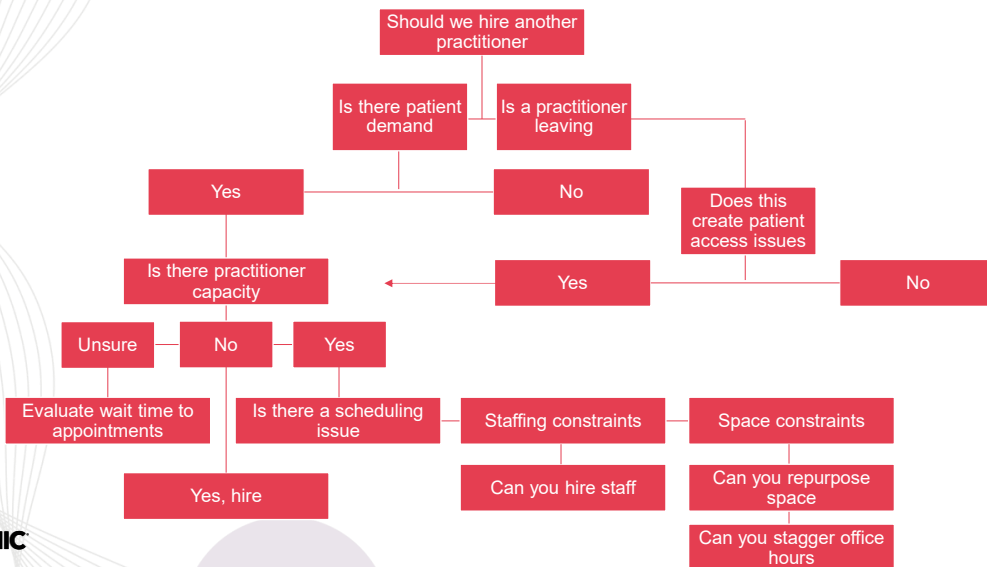
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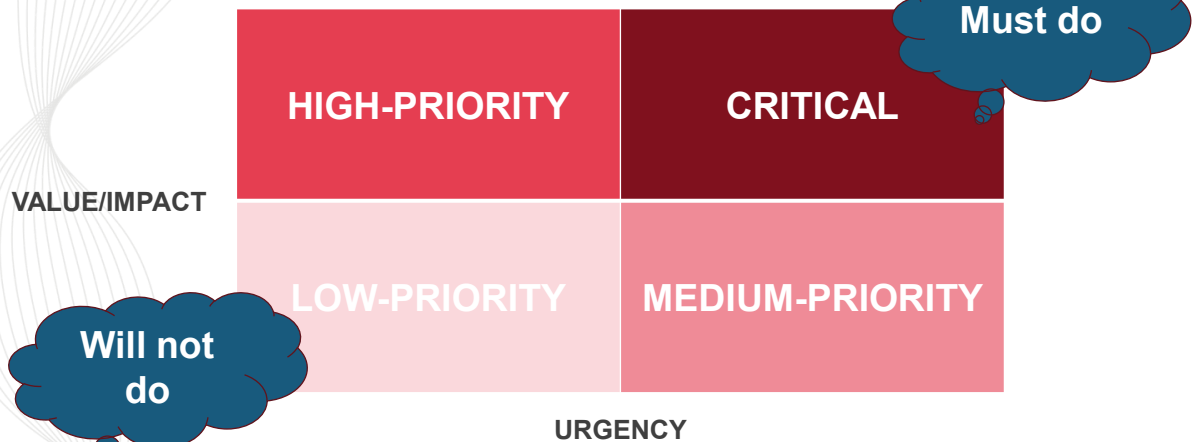
# Pareto Principle



# Decision Tree



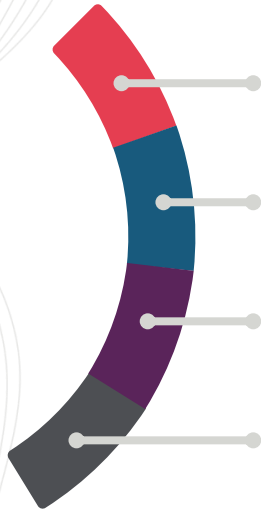
## Establishing Priorities



## Strategic Planning



## Strategic Planning Is A Process



### Define mission & values

- Why does the group exist
- How does the group interact

### Understand key issues

- Internal factors
- External factors

### Establish goals & objectives

- Where does the group want to go
- How do we get there

### Implement & monitor strategies

- Executing the plan
- Keeping everyone on track



29

29

## Retreat Planning & Logistics



30

30



## Goals, Implementation & Execution

31

31

### GOALS

- S** Specific  
•What, who, action steps
- M** Measurable  
•Trackable benchmarks
- A** Achievable  
•Realistic, resources
- R** Relevant  
•Big picture, why are you doing this
- T** Time-bound  
•When - create, implement, complete



32

# Establish A Plan



33

# Action Plan Report

Goal	Goal Lead	Committee	Budget	Report Date	Status Updates	Complete Date
Transition EHRs	Suzy Dr. Smith	Practice executive Physician Billing rep Nursing rep Receptionist rep IT rep	\$350,000	Monthly	<ul style="list-style-type: none"> <li>Options identified 01.26</li> <li>RPFs 04.26</li> <li>Top 3 demos scheduled 06.26</li> <li>Decision 10.26</li> </ul>	Purchase 11.26 Implementation 02.27
Renovate or build/purchase new building	Suzy Dr. Jones	Practice executive Physician Billing rep Nursing rep Receptionist rep	TBD	Monthly	<ul style="list-style-type: none"> <li>Architect &amp; real estate agent retained 01.26</li> <li>Available lots identified 03.26</li> <li>Architectural plans – build vs. renovate 05.26</li> <li>Quotes 07.26</li> <li>Decision 08.26</li> </ul>	TBD dependent on decision to purchase or build
Redesign intake process	Bobby Dr. Williams	Practice executive Physician Receptionist rep Nursing rep Billing rep	<\$15,000	02.26	<ul style="list-style-type: none"> <li>Initial meeting scheduled 01.26</li> <li>Finalize 03.26</li> <li>Staff education &amp; implementation 04.26</li> </ul>	05.26



34

34

# Principles of Change Management



35

# Takeaways



- Understand & respect your limits
- Beware your biases and assumptions
- Be intentional & deliberate
- Do the research
- Prioritize
- Establish realistic goals
- Break goals into manageable tasks
- Identify the resources to achieve your goals
- Focus on the things with the greatest impact
- Be flexible

36

# Homework?

Complete a personal SWOT Analysis

Assemble your strategic plan

Determine personal and professional goals for 2026

## Consider self-limiting beliefs

- Are you happy?
- Are you experiencing joy on a daily basis?
- Are you looking for “glimmers”?
- Where do you need to make some changes in your routines?
- What do you think is holding you back?
- What are you passionate about?
- What is your biggest self-limiting belief?
- How does that belief play out in your day-to-day life?
- What led to that belief?
- Is it even true?
- Who is in your **personal Ecosystem**?



Spears, Tracy <https://tracyspears.com/> 37

37

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38

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40