

## The Critical Thinking Additional Resources Guide

Using the Learning Program Self-Assessment for each All Employee Competency, you can determine various recommended courses to assist you in developing your employee proficiencies. To determine these recommended AEC courses, please utilize the various Learning Program Self-Assessments.

In addition to the recommended critical thinking courses from the Critical Thinking Self-Assessment, the following list provides you with additional courses and books, which may also help on your journey to developing your critical thinking skills.



### **Demonstrates Good Judgment, Demonstrates Creative Problem Solving Skills,**

#### *Foundational Courses*

##### [Thinking Critically: Coming to Terms with Assumptions](#)

Assumptions are necessary to help us make sense out of our world. Often we are not even aware we are making assumptions. Where critical thinkers differ is that they are able to spot the assumptions that are being made by themselves and others, and they take steps to find out if these assumptions are justified by evidence. They also check to see what others are thinking before starting down a path of thinking that snowballs into some inaccurate conclusion. Assumptions can get in the way of thinking rationally, critically, and unemotionally. We cannot eliminate all assumptions, but we can do a good job coming to terms with them as a natural, sometimes helpful, but often problematic part of our thinking process. NFED 4500484 Skillsoft .43 Hrs on-line

##### [Choosing and Using the Best Solution](#)

The time has come to make a final decision. In this course, you'll learn how to make smart decisions based on key criteria and decision-making styles. You'll also learn how to plan, manage, evaluate, and celebrate solution implementation. Target audience: Managers, supervisors, team leaders, and other

business professionals who want to enhance their ability to solve business problems and make effective personal and organizational decisions. NFED 4501825 Skillsoft.

### Verifying and Building on Creative Ideas

The initial stages of idea generation require an open approach uninhibited by rationale and critique. But sometimes to put those ideas into practice, you need to make sure they'll actually work. This involves checking whether they're grounded in reality and feasible from an organizational viewpoint. Some techniques that can help verify ideas are getting the opinions of key people and using simulations. Building on ideas continues the verifying process by making them more clear, relevant, and practical. This course covers a variety of techniques used to verify and build on creative ideas. It outlines when to use research and when to use simulations to check the workability of an idea. In addition, it discusses ways to build on ideas effectively. NFED 4501516 Skillsoft .4 hrs

### Promoting Creative Thinking – Challenge Exercise

<https://www.tms.va.gov> Strategic creative thinking is a process, requiring encouragement and the freedom to take risks. This Challenge explores methods for promoting creative thinking in the workplace. NFED 1360378 Skillsoft .3 hrs

### *Intermediate Courses*

#### Strategic Thinking Activity: Perform a SWOT Analysis (OJT)

<https://www.tms.va.gov> This is a self-paced on-the-job learning activity. Consult your supervisor or mentor prior to engaging in this activity. Description: In this activity you will perform a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify new ways of solving challenges in your role or organization. This analysis may address certain processes that need revision or re-communication based on new business needs. Use the results of this analysis to develop recommended actions to address your challenge. Ensure your recommendations include things your organization can do to improve your strengths, reduce or eliminate weaknesses, build on existing opportunities, and mitigate emerging threats and risks. Meet with colleagues to discuss and validate your analysis and refine your recommended actions, and then work with your leadership team to implement recommendations. VA 3903618

#### Effective Critical Analysis of Business Reports

This course is a 7 minute real-world, scenario-based video. Effective decision making requires sound analytics. This impact explores the pitfalls of basing decisions on faulty logic. NFED 1325111 Skillsoft .12 hrs

### Competitive Awareness and Strategy

This course is a 36 minute interactive, media-rich case study focused on content analysis, problem solving and decision making. Maintaining a competitive edge is an on-going process. This Challenge product focuses on Competitive Awareness and Strategy. NFED 1345912 Skillsoft .1 hrs

### Playing the Devil's Advocate in Decision Making

This is a 7 minute real-world, scenario-based video. Good decision making lies at the heart of success. This impact explores a strategy for ensuring that business decisions are sound. NFED 1325112 Skillsoft

### *Advanced Courses*

#### Problem Solving: Process, Tools, and Techniques (Business Challenge Series)

In personal and professional settings alike, the interrelated tasks of problem solving and decision making are often encountered. This Challenge Series exercise focuses on the process, techniques, and competencies that help create winning solutions. NFED 2163964 Skillsoft .3 hrs on-line

#### Turning Problems Around with Reverse Brainstorming

This course is a 6 minute real-world, scenario-based video. This Business Impact explores the technique of reverse brainstorming - a process that helps teams to think obliquely and explore problems in an unconventional manner. NFED 1325087 Skillsoft

#### Getting to the Root of a Problem

Articulating a problem requires asking the right people the right questions. In this course, you'll learn about identifying stakeholders, gaining their input and trust, and using analysis techniques to get to the root cause of a problem. Target audience: Managers, supervisors, team leaders, and other business professionals who want to enhance their ability to solve business problems and make effective personal and organizational decisions. NFED 4501823 Skillsoft

#### Problem Solving Activity: Develop and Present a Case Study on Solving Complex Problems

This is a self-paced on-the-job learning activity. Consult your supervisor or mentor prior to engaging in this activity. Following completion of this on-the-job learning event, select the "Start Course" button in order to self-certify completion and receive credit in the TMS. In this activity, participants will write and present a case study discussing various ways to solve complex problems. Goal: Use your experience and knowledge key concepts in solving problems to help other staff learn methods for handling and solving complex problems. Description: Problems can be handled a variety of ways. Engage staff to gather input on real-life situations and best practices to write a case study. In the case study, discuss the various ways to navigate, handle, and resolve complex and sensitive problems. Define the problem, explore the problem, generate solutions and evaluate alternatives. Once completed, become an advisor and share a presentation to teach others how to handle complex problems. In the presentation, include an activity

where participants can use your case study to practice solving a problem in real time. NFED 4274850 VA IT EXTERNAL

## TMS Books on Critical Thinking

TMS Skillsoft Books Deep Link=

[https://www.tms.va.gov/learning/user/deeplink\\_redirect.jsp?linkId=ONLINE\\_CONTENT\\_STRUCTURE&componentID=30086&componentTypeID=NFED&revisionDate=1099321320000](https://www.tms.va.gov/learning/user/deeplink_redirect.jsp?linkId=ONLINE_CONTENT_STRUCTURE&componentID=30086&componentTypeID=NFED&revisionDate=1099321320000)

Behind Every Good Decision: How Anyone Can Use Business Analytics to Turn Data Into Profitable Insight

By: Piyanka Jain, Puneet Sharma Book: 276 pages Publisher: AMACOM © 2015

Behind Every Good Decision: How Anyone Can Use Business Analytics to Turn Data into Profitable Insight By

Piyanka Jain Publisher Gildan Media This audio edition demystifies the process of business analytics and helps anyone move from data to decisions in just five steps...using only Excel as a tool. ISB 9781469030104 AUDIO Book ID 81668

Big Data, Mining, and Analytics: Components of Strategic Decision Making By: Stephan Kudyba Book: 326 pages

Publisher: Auerbach Publications © 2014

Breakthrough Thinking-The 7 Principles of Creative Problem Solving, Second Edition (Book) NFED 1465311Book by

Gerald Nadler and Ph.D. and Shozo Hibino, Prima Publishing © 1996 (416 pages) Citation, ISBN:9780761506485

Business Analytics: A Practitioner's Guide By: Rahul Saxena, Anand Srinivasan Book: 164 pages Publisher: Springer

© 2013

Business Decision-Making: Streamlining the Process for More Effective Results By: Milan Frankl Book: 152 pages

Publisher: Business Expert Press © 2015

Business Strategy: A Guide to Effective Decision-Making By: Jeremy Kourdi Book: 252 pages Publisher: Profile

Books © 2003

Interview Questions in Business Analytics By: Bhasker Gupta Book: 120 pages Publisher: Apress © 2016

Collaborative Intelligence: Thinking With People Who Think Differently By Dawna Markova Publisher Penguin

Audio ISB 9780553546491 AUDIO Book ID 113504 Through a series of practices and strategies; this audio edition shows us how to recognize our own mind patterns and map the talents of our teams; with the goal of embarking together on an aligned course of action and influence.

Comprehensive Problem-Solving and Skill Development for Next-Generation Leaders By: Ronald A. Styron Jr.,

Jennifer L. Styron (eds) Book: 389 pages Publisher: IGI Global © 2017

Data Quality and its Impacts on Decision-Making

By: Christoph Samitsch Book: 70 pages Publisher: Springer © 2015

Decision Making & Problem Solving Strategies

By: John Adair Book: 128 pages Publisher: Kogan Page © 2007

Decision-Making Training By: Robert H. Vaughn

Book: 279 pages Publisher: Association for Talent Development © 2010

Decision Making using Game Theory: An Introduction for Managers By: Anthony Kelly Book: 214 pages publisher: Cambridge University Press © 2003

Elevate: The Three Disciplines of Advanced Strategic Thinking By Rich Horwath Publisher Gildan Media ISB 9781469067674 AUDIO Book ID 128518 In this audio edition; author Rich Horwath provides leaders with a framework and toolkit for developing advanced strategic thinking capabilities.

Emerging Methods in Predictive Analytics: Risk Management and Decision-Making By: William H. Hsu (ed) book: 425 pages Publisher: IGI Global © 2014

Guide to Decision Making: Getting it More Right than Wrong

By: Helga Drummond Book: 208 pages Publisher: John Wiley & Sons © 2012

Handbook of Decision Analysis (Book) NFED 3882225 Book by Gregory S. Parnell, Terry A. Bresnick, Steven N. Tani and Eric R. Johnson, John Wiley & Sons © 2013 (432 pages) Citation, ISBN:9781118173138 Decision analysis provides powerful tools for addressing complex decisions that involve uncertainty and multiple objectives, yet most training materials on the subject overlook the soft skills that are essential for success in the field. This unique resource fills this gap in the decision analysis literature and features both soft personal/interpersonal skills and the hard technical skills involving mathematics and modeling. Readers will learn how to identify and overcome the numerous challenges of decision making, choose the appropriate decision process, lead and manage teams, and create value for their organization. Performing modeling analysis, assessing risk, and implementing decisions are also addressed throughout. Additional features include: Key insights gleaned from decision analysis applications and behavioral decision analysis research, Integrated coverage of the techniques of single- and multiple-objective decision analysis, Multiple qualitative and quantitative techniques presented for each key decision analysis task, Three substantive real-world case studies illustrating diverse strategies for dealing with the challenges of decision making, Extensive references for mathematical proofs and advanced topics. The Handbook of Decision Analysis is an essential reference for academics and practitioners in various fields including business, operations research, engineering, and science. The book also serves as a supplement for courses at the upper-undergraduate and graduate levels.

How We Decide By Jonah Lehrer Publisher Brilliance Audio ISB 9781423376460 AUDIO Book ID 45625

This audio edition examines how the human mind makes decisions and how we can make those decisions better.

Left Brain; Right Stuff: How Leaders Make Winning Decisions By Phil Rosenzweig Publisher Brilliance Audio ISB 9781469278605 AUDIO Book ID 64424 This audio edition draws on a wealth of examples in order to propose a new paradigm for decision making in sync with the way we have to operate in the real world.

Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality By Scott Belsky Publisher Gildan Media ISB 9781596599956 AUDIO Book ID 49928 This audio edition explores how many of us obsess about discovering great new ideas; and explains how to develop the capacity to make ideas happen-a capacity that endures over time

Moving Out of the Box: Tools for Team Decision Making

By: Jana M. Kemp Book: 181 pages Publisher: Greenwood Press © 2008

Personal Effectiveness in Project Management: Tools, Tips and Strategies to Improve Your Decision-Making, Influence, Motivation, Confidence, Risk-Taking, Achievement and Self-Sustainability By: Zachary Wong Book: 222 pages Publisher: Project Management Institute © 2013

Problem Solving And Decision Making, Study Guide, Student Edition By: GTS Learning Book: 80 pages publisher: GTS Learning © 2013

Creativity & Problem Solving By Brian Tracy Publisher Gildan Media ISB 9781469031477 AUDIO Book ID 115234 Containing mind-stimulating exercises and down-to-earth strategies; this audio edition will help anyone tap into the root source of their own intuitive genius. Read by the author

Project Governance: A Practical Guide To Effective Project Decision Making By: Ross Garland Book: 224 pages Publisher: Kogan Page © 2009

Project Portfolio Management: A Model for Improved Decision Making By: Clive N. Enoch Book: 126 pages Publisher: Business Expert Press © 2015

Stop Guessing: The 9 Behaviors of Great Problem Solvers By Nat Greene Publisher Berrett-Koehler Audio ISB 9781626569904 AUDIO Book ID 120362 This audio edition shares nine behaviors anyone can adopt to find solutions to even the most seemingly intractable problems.

Successful Decision-Making: A Systematic Approach to Complex Problems, Third Edition By: Rudolf Grünig, Richard Kühn Book: 208 pages Publisher: Springer © 2013

The Art of Opportunity: How to Build Growth and Ventures Through Strategic Innovation and Visual Thinking By Marc Sniukas Publisher Gildan Media AUDIO Book ID 127929 This audio edition offers a path toward new growth; providing the perspective and methods you need to make innovation happen.

The Little Black Book of Decision Making: Making Complex Decisions with Confidence in a Fast-Moving World by: Michael Nicholas Book: 240 pages Publisher: Capstone Publishing © 2017

The McKinsey Engagement: A Powerful Toolkit for More Efficient & Effective Team Problem Solving By Paul N. Friga Publisher McGraw-Hill AUDIO ISB 9780071804622 Book ID 48954 This audio edition presents a toolkit for bringing clarity; discipline; and purpose to all your problem-solving and change management initiatives.

The Riddle: Where Ideas Come from and How to Have Better Ones By Andrew Razeghi Publisher Brilliance Audio

ISBN 9781423359876 AUDIO Book ID 45636 This audio edition examines the precursors to creative insight and offers clear-cut methods for making “Eureka moments” routine practice rather than lucky accidents.

Think Fast!: Accurate Decision-Making, Problem-Solving, and Planning in Minutes a Day By: Guy A. Hale  
Book: 192 pages Publisher: John Wiley & Sons © 2011

Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills By: Michael Kallet  
BOOK: 240 pages Publisher: John Wiley & Sons © 2014

Think to Win: Unleashing the Power of Strategic Thinking By Paul Butler Publisher McGraw-Hill Audio ISBN 9781259587320 AUDIO Book ID 112099 This audio edition offers a simple; proven approach to analyzing and solving old or new challenges and provides a common language anyone at any level in the organization can understand.

Win with Advanced Business Analytics: Creating Business Value from Your Data (Book) NFED 3867941