

# Critical Thinking & Rational Decision-Making

**P.A.  
DOUGLAS**

Strengthening Mental  
Agility and Building  
Personal Resilience

Skillfully  
**INFLUENCING  
OTHERS**  
Effectively  
**MANAGING  
SELF**



Class of  
2023

TEACHING MANAGERS TO  
THINK CRITICALLY, FORMULATE  
INTELLIGENT INFERENCES AND  
MAKE SUPERIOR DECISIONS



FIRST CLASS  
TRAINING TO MAXIMIZE  
YOUR POTENTIAL

America's Premier Critical Thinking & Decision-Making Training Event of 2023

# The Douglas Difference



**With professional development budgets stretched tightly today, it is important that you obtain the best training available. For more than forty years, P.A. Douglas & Associates has set the gold standard in leadership and management development.**

## 1. Today's Most Comprehensive Course for Applying Critical Thinking and Rational Decision-Making Skills and Tools to the Real World

For more than five decades, we have worked closely with HR departments, managers and other stakeholders to ensure that our courses meet and exceed the rigorous needs of our participants. It is from this extensive experience that we have meticulously crafted our program. The praise the **Critical Thinking and Rational Decision-Making Course** has received reflects the persistent research and subsequent revision which ensures that the program is at the cutting edge.

## 2. Highly Qualified Faculty

We use the University standard. All of our courses are taught by academically qualified faculty - not scripted presenters. All of your faculty members are knowledgeable and entertaining speakers. Each of our faculty members hold at least a Master's Degree from a fully accredited university and one or more professional qualifications, (Ph.D., CMC, PMP, etc.). Our team members also have on average 20 years' experience providing professional management training.

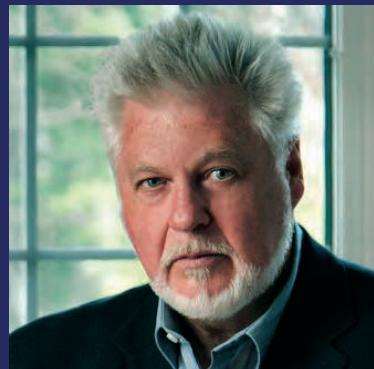
## And you'll be in good company...

Here are some of the more than ten-thousand organizations that have sponsored participants at our public seminars:



## Paul A. Douglas, B.Com., MBA, CMC, Ph.D

The **Critical Thinking and Rational Decision-Making Course** will be personally led by Paul Douglas, our senior faculty member and the author of this program, Paul has dedicated his life and career to the educational and developmental needs of managers and executives. He has a Bachelor of Commerce and MBA from the University of Alberta where he taught as a member of the Faculty of Business. Paul also has a Ph.D. in business administration and is a Certified Management Consultant (CMC). He has written seven books on management and leadership. You will immediately feel at ease with Paul, he communicates with wit, warmth and enthusiasm.



# OBJECTIVES

This comprehensive one-day workshop will provide you with a strong foundational understanding of critical thinking and logic as well as deliver a set of tools and techniques for thinking rationally in a variety of problem solving, decision making and leadership situations. In addition you will develop powerful and practical time-saving memory skills that will increase your influence and enhance your professional image.

CRITICAL  
THINKING &  
RATIONAL  
DECISION-  
MAKING

## WHEN

### Session A

APRIL 13th,  
2023,

### Session B

OCTOBER 3rd,  
2023

## Who Should Attend?

The Virtual Critical Thinking and Rational Decision-Making Course is ideally suited to the development needs of managers, supervisors, team leaders, as well as other members of the organization who want to expand their skills to better support their staff and enhance their careers. All participants will also receive 1.0 CEU from this course.



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# COURSE SCHEDULE

## Two Sessions to Choose From

More than at anytime in the past, leaders today face many additional circumstances and challenges that require exceptional critical thinking and decision-making capabilities.

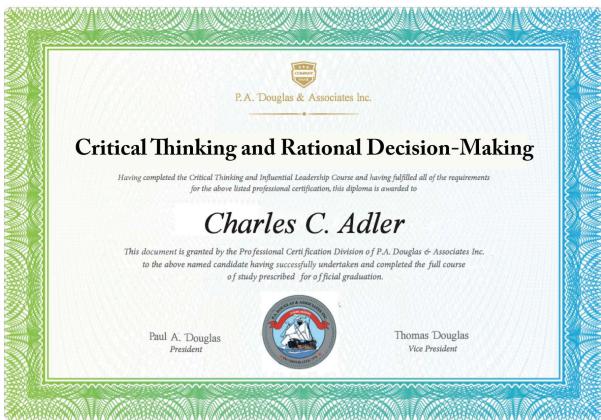
Critical thinking skills can bring about an immensely positive change in your life. It is no exaggeration to say that the quality of your life depends in large measure on the quality of the decisions you make.

In today's competitive environment, the ability to think logically and make decisions rationally and intelligently is no longer an option - it's an imperative!

The virtual seminar includes everything covered at the in-person workshop. It will be conducted live on the ZOOM platform so that participants can fully engage with other attendees, as well as with faculty members.

## Professional Certification

This is a certificate course and in addition to the 1.0 CEU. (Continuing Education Unit), each participant will receive their certificate after successful completion of the course.



## Your Courseware Package

Seminar materials include the course workbook, as well as Kindle and/or ebook editions of two of Dr. Douglas' popular books, **Critical Thinking and Influential Leadership** and **Memory for Management**. In addition you will also receive the **iMind Decision-Making Inventory**. (A \$97.90 value).



*This course was amazing. Dr. Douglas was enthusiastic and and grounded. I have been to many training courses but I have to say this was the best one."*

*- Jeffrey Ryder*

## CRITICAL THINKING AN ESSENTIAL LEADERSHIP SKILL

At this course you will discover not just what critical thinking is but also why it is so vitally important to both your professional and personal growth. Critical and rational thinking is a discipline and a skill—one that will allow you to make decisions that are the product of rational thought. Critical thinking will enable you to think at the highest level you are capable of. Becoming a critical thinker will enhance your ability to make better decisions and create better solutions

- What is critical or rational thinking
- Why improving your critical thinking skills is so vitally important
- Defining critical thinking, reasoning, and logic
- Developing intellectual self-defense
- How to think clearly, identify fallacies and construct effective arguments
- Distinguish between "Automatic" thinking and "Manual" thinking"
- Immunize yourself against the influence of bad arguments, propaganda and psychological manipulation
- Skills for becoming a more penetrating thinker - so as to rationally persuade others
- Explore key concepts in logical and critical thinking
- Developing an understanding of the 'Elements of Thought,' and identifying how these parts work together in reasoning.
- Identify obstacles to logical and critical thinking

## THE ROLE OF LOGIC IN RATIONAL THINKING

Understanding the principles of logic, enables you to evaluate arguments and to better distinguish between good and bad reasoning, between truth and falsehood. By developing a grasp of formal and informal logic, you will improve your ability to evaluate ideas or claims others propose, make good decisions, and form sound judgments. The ability to discern a valid argument from a false one is an important skill and a key aspect of critical thinking.

- The origins and importance of Logical Thinking
- The power and beauty of Socrates's categorical syllogism
- Arguments: What they are and how to recognize them
- What Michael Palin can teach us about the argument
- The journey from Premises to Conclusions
- Identifying the components of a good argument
- Evaluating logical arguments based on criteria such as validity, strength and cogency
- The Importance of Logical Thinking in the Workplace
- Recognizing and producing arguments in standard form
- Using deductive and non-deductive arguments
- How the syllogism has changed the world
- Understanding the difference between the categorical syllogism, the disjunctive syllogism and the hypothetical syllogism
- Why you need to recognize the most common errors in formal logic - affirming the consequence and denying the antecedent
- Recognizing the difference between Modus Ponens and Modus Tollens
- Bertrand Russell and the 'excluded middle'

## INFORMAL LOGIC: IDENTIFYING & REFUTING LOGICAL FALLACIES

Logical fallacies are statements that seem to be true until you apply the rules of logic to them. Logical fallacies are often used to mislead you – to trick you into believing something you otherwise would not. If you're taken in by a logical fallacies, the false conclusions they lead to can result in decisions you make being later regretted. Logical fallacies are examples of informal logic and are common. In this important module you will learn to identify and refute many logical fallacies, including the following:

- The 'Ad Hominem fallacy' which literally means literally means 'to the man.' it is where you are attacked personally, instead of your arguments
- The 'Tu Quoque fallacy' - an invalid attempt to discredit your argument by answering criticism with criticism – without presenting a counterargument
- The 'Straw Man fallacy' is when your opponent oversimplifies or misrepresents your argument (i.e., setting up a "straw man") to make it easier to attack
- The 'False Dilemma Fallacy' misleads by presenting complex issues in terms of simply two inherently opposed sides. I
- The 'Poisoning the Well fallacy' occurs when negative information that is irrelevant is presented ahead of time to discredit your argument. Poisoning the well represents a preemptive ad hominem attack against you
- 'Post Hoc Ergo Propter Hoc,' this fallacy is committed when an argument claims that because one event followed another, it was caused by or analogous to it
- The 'Equivocation fallacy' occurs when the context is an argument and the conclusion depends on shifting the meaning of an expression while treating it as if it remains the same
- 'Appeal to Authority,' this fallacy insists that a claim is true simply because a valid authority or expert on the issue said it was true, without any other supporting evidence
- The 'Appeal to False Authority fallacy,' uses an alleged or an unidentified as evidence in your opponent's argument
- 'Argumentum ad Ignorantiam,' this fallacy occurs when you argue that your conclusion must be true, because there is no evidence against it. This fallacy wrongly shifts the burden of proof away from the one making the claim
- 'Red Herring.' In this fallacy your opponent redirect the argument to another issue to which they can better respond to
- 'Confirmation bias,' is the tendency to search for, interpret, favor, and recall information in a way that confirms or supports one's prior beliefs or values and ignores contrary information
- The 'Begging the Question fallacy,' is any form of argument where the conclusion is assumed in one of the premises.
- The 'Galileo fallacy,' claims that because an idea is forbidden, detested, prosecuted or otherwise mocked, it must be true, or at least it should be given credibility.
- 'If by Whisky,' speaks to a situation where an individual's response to a question is contingent on the questioner's opinions and makes use of words that appear to support both sides of an issue
- The 'No True Scotsman,' is where a universal ("all", "every", etc.) claim is refuted, rather than conceding the point or meaningfully revising the claim
- 'Unfalsifiability,' is a important fallacy that we need to identify and refute. It is the assertion that a theory or hypothesis is true or false even though that theory or hypothesis cannot possibly be contradicted

## DECISION-MAKING FOR MANAGERS AND EXECUTIVES

More than at any time in the past, leaders today face many additional circumstances and challenges that require exceptional critical thinking and decision-making capabilities.

Critical thinking skills can bring about an immensely positive change in your life. It is no exaggeration to say that the quality of your life depends in large measure on the quality of the decisions you make.

In today's competitive environment, the ability to think logically and make decisions rationally and intelligently is no longer an option - it's an imperative!

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- Explore key concepts in logical and critical thinking
- Developing an understanding of the 'Elements of Thought,' and identifying how these parts work together in reasoning.
- Identify obstacles to logical and critical thinking
- Approach problem-solving in a coherent and systematic way
- Not allowing emotion to sidetrack and hinder your decision making
- Recognize the pitfalls of problem-solving and steps for avoiding them
- Utilize the 'IDEAL' problem-solving model to ensure you are solving the right problem
- Discover the power of 'Reverse Brainstorming.'
- Knowing how emotions can help—and hinder—your decision-making.
- Distinguish between automatic thinking and manual thinking
- Learn the 6 steps to follow for every problem you solve or decision you make
- Develop competence in anticipating and preventing problems before they occur
- How effective problem-solving techniques can diffuse defensive behaviors and get people on common ground.
- Utilize your newly acquired critical thinking and problem-solving skills to increase your influence
- Assess your current decision-making skills and develop a plan to improve performance.
- Develop new insights into how to make intuitive decisions.
- Distinguish between problem-solving and decision-making
- Understand the impact of over-confidence in decision-making
- Avoid the common pitfalls that can derail your decision-making
- Identify the biases that can influence your decision-making
- Sharpen your analytical and intuitive skills
- Arrive at decisions more objectively
- Reduce your stress around decision-making

# Proven Leadership Training

## CRITICAL THINKING FOR THE 'NEW NORMAL'

A number of recent studies have identified critical thinking as the number one requirement for successful leadership in the twenty-first century, yet there is also growing evidence that many current and emerging leaders lack this quality.

By taking responsibility for your own leadership critical thinking practices you are taking action to more effectively adapt your approach to the decision-making and problem-solving challenges of the "new normal."

Critical thinking enables leaders at every level to recognize the impact of their decisions on the organization as a whole as well as their individual team members, thereby ensuring a greater alignment with organizational goals and objectives.

Critical thinking is vital because it enables individuals and teams to more effectively identify and diagnose problems as well as produce innovative solutions.

## LEARN TO THINK BETTER

*The good news is critical thinking is a leadership skill that can be taught. People can learn to think better. You're not simply born with innate critical thinking skills however, and yes, they're easier for some people to acquire than others, but, in principle they can be cultivated in anyone.*

*We make decisions everyday that affect our lives in both a personal and a professional context. The significance and the necessity of having the ability to make good decision making cannot be over emphasized. Critical thinking helps us to find any flaw, if it exists, in our decision making process thereby enabling us to reach a better outcome by eliminating those flaws. In short, regardless of what you are hoping to achieve, you need to expand your skills in logic; to be able to think critically and act quickly.*

*Whether you lead a team, a department or the entire organization, by developing your critical thinking skills you will perform at a higher level and provide your organization with a distinct competitive advantage.*

## One Inclusive Fee

### The Course Fee includes:

Your registration fee and tuition  
All courseware package  
Certificate as well as 1.0 CEU's

## BONUS

A third participant may also attend for FREE when two individuals from your organization register - A \$495.00 value.



### THREE REGISTRATION OPTIONS

1. Live Virtual Seminar and Materials Package **\$495.00 US\$**

2. Digital Download of Live Virtual Seminar **\$395.00\***

3. Both the Live Seminar and the Digital Download **\$645.00\***

\* The digital version of the complete seminar will be delivered within 48 hours of the presentation



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