



THE MISSING CONVERSATIONS

Critical Thinking During Times of Crisis

Dr. Craig Overmyer

www.culturesthatwork.com



THE NEW NOW



Volatile – **U**ncertain – **C**omplex – **A**mbiguous



Volatile



Uncertain



Complex



Ambiguous

"You've got to stare down the fear wolf to get to the courage wolf." – Mark Divine

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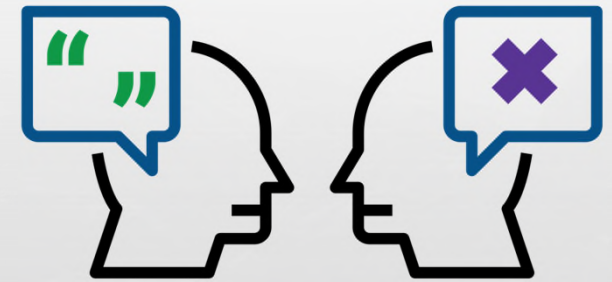
3 PROBLEMS TO ADDRESS



Critical thinking
skills are diminished



Decision making
is compromised



Candid conversations
are avoided

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3 VALUABLE TAKEAWAYS



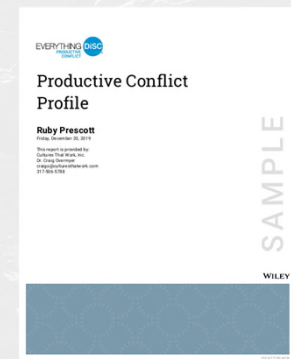
- ✓ Levels of Threat Exercise
- ✓ Critical Thinking Canvas
- ✓ Productive Conflict Profile Example Report



CRITICAL THINKING CANVAS TEAM: _____ DATE: _____

NEW NOW		AUTOMATIC ASSUMPTIONS	CHALLENGE ASSUMPTIONS	ROOT OUT BIASES
AWARENESS	What is the conflict? What are the facts? What is the best hope? What is the impact on our customer's job-to-be-done?	What are the assumptions concerning the company culture, the business growth and the customer experience?	What do we know to be true? How can we challenge the assumptions to make a productive path forward?	CHOOSE THE TOP BIASES FROM THE 10 BIASES WORKSHEET
				1. 2. 3.
SCENARIOS		NEW ALTERNATIVES	IF	THEN
INSIGHTS	BEST			
	BAD			
	WORST			

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"WHO AM I AT MY BEST?"



Everyone must say to themselves, when facing conflict, "I must challenge the story driving my behavior."

—Mark Divine, author of Staring Down the Wolf

You can't think your way out of a crisis. You have to talk your way through a crisis.

—Verne Harnish

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LEVELS OF THREAT DURING CRISIS



1. Distant

Watch



2. Nearby

Warning



3. Here

Touchdown



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LEVELS OF THREAT



Level 1: Minor
(little impact on you, your family or business)



Level 2: Major
(you your family, your team and your business are disrupted,
but still functioning)



Level 3: Severe
(People, Strategy, Execution, Cash decisions are severely impacted.)

NEUROLEADERSHIP INSTITUTE: BRAIN-BASED COACHING



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© Neuroleadership Institute 2015 | Brain Based Coaching - SCARF Profile Worksheet



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THREAT BUFFERS



Level 1: Connect often; serve others; focus on customers



Level 2: Create certainty; be present; be engaged moment by moment



Level 3: Make sleep a priority; nourish your mind; refuel the body

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BIRGE & HELD - A CEO'S JOURNEY THROUGH CRISIS



1. Be Vulnerable (Starting with the CEO)

2. Rate the level of threat from 1 to 3
Initially
Currently
Impact

3. Buffer the stress response

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LEADERSHIP WHEN FACING THREAT



WRONG WAY

- “How’s everybody doing? Fine I hope!”
- Avoid the harsh realities
- It’s not safe to speak up.

RIGHT WAY

- Be vulnerable; start with the Boss.
- “What hasn’t been said, that needs to be said?”
- Deep Listening; Psychological Safety

3 VALUABLE TAKEAWAYS

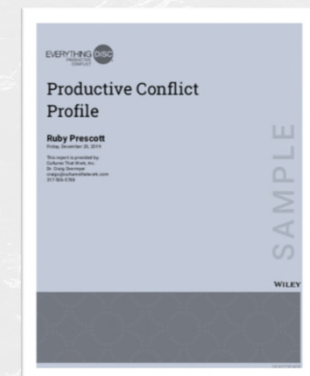


- ✓ **Levels of Threat Exercise**
- ✓ Critical Thinking Canvas
- ✓ Productive Conflict Profile Example Report



CRITICAL THINKING CANVAS				TEAM: _____
				DATE: _____
A W A R E N E S S	NEW NOW	AUTOMATIC ASSUMPTIONS	CHALLENGE ASSUMPTIONS	ROOT OUT BIASES
	What is the context? What are the basic values of this brand/business? What is the impact on our customer's job who we serve?	What are the assumptions concerning the company culture, the business growth and the customer experience?	What do we know to be true? How can we challenge the assumptions to create a productive path forward?	CHOOSE THE TOP 3 BIASES FROM THE 10 BIASES WORKSHEET
I N S I G H T S	SCENARIOS	NEW ALTERNATIVES	IF	THEN
	ENDS			
	AND			
	VOY			

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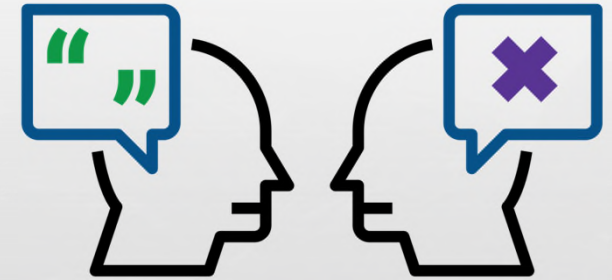
Challenge for Leaders During VUCA



Critical thinking
skills are diminished



Decision making
is compromised



Candid conversations
are avoided

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3 RESPONSES TO CONFLICT



PRODUCTIVE CONFLICT

Requires self-leadership from colleagues to honor each other's style and make sure it's safe during In-The-Moment conversations.

UNPRODUCTIVE CONFLICT

This is false harmony. The conflict is hidden. It's comfortable to avoid issues, but artificial.



DESTRUCTIVE CONFLICT

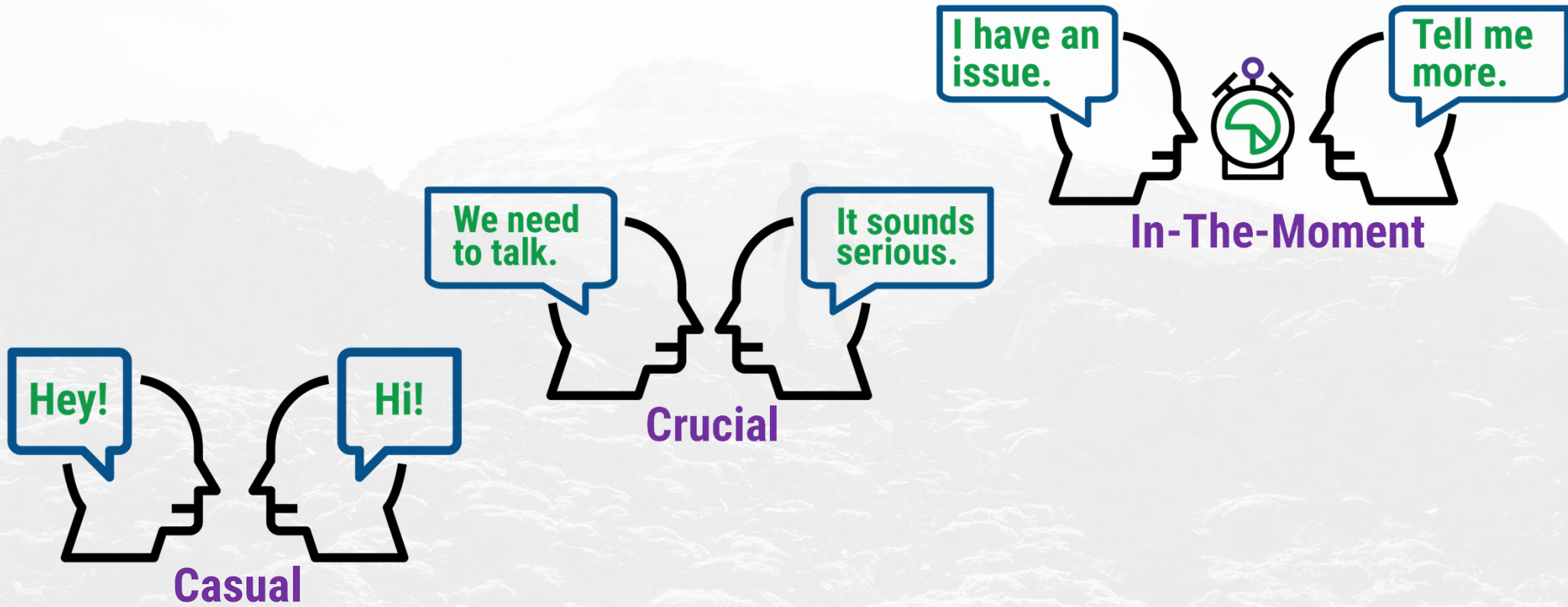
Conflict events trigger automatic biased thoughts, which in turn trigger destructive responses.

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3 Distinctive Conversation Styles



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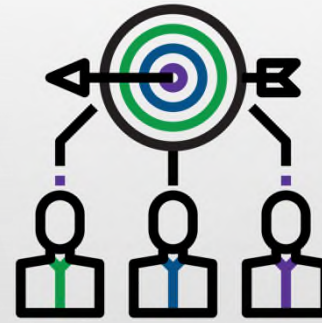
In-The-Moment Conversations™



**Seize the
Moment**



**Remember
the Future**



**Learn from
the Past**



**Seek
Accountability**

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Critical Thinking Defined



- **Critical thinking is the analysis of facts for form a judgement.**
- **Critical thinking enables leaders to make decisions based on evaluation of factual evidence and the ability to logically analyze assumptions and biases.**
- **Leaders who score high in critical thinking assessments linger with ambiguity.**

(Source: CHORUS, INC. – Hallmarks of Excellence® in Leadership)

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Critical Thinking



Challenge assumptions



Root out biases



Ask questions that draw out new alternatives



Press for evidence to support new solutions



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Hallmarks of Excellence® in Leadership



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Critical Thinking Case Study



- **Montrow Group facing a COVID-19 threat from a customer**
- **In-The-Moment Conversations™ guided by the Critical Thinking Canvas made all the difference**
- **How could the lessons learned from this story be applied in your workplace?**

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CRITICAL THINKING CANVAS






CRITICAL THINKING CANVAS

TEAM: _____

DATE: _____



A W A R E N E S S	NEW NOW	AUTOMATIC ASSUMPTIONS	R E F L E C T I O N	CHALLENGE ASSUMPTIONS	ROOT OUT BIASES
					
I N S I G H T S	SCENARIOS	NEW ALTERNATIVES	E X E C U T I O N	IF	THEN



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CRITICAL THINKING CANVAS



CRITICAL THINKING CANVAS

TEAM: _____

DATE: _____



A W A R E N E S S	NEW NOW	AUTOMATIC ASSUMPTIONS	R E F L E C T I O N	CHALLENGE ASSUMPTIONS	ROOT OUT BIASES
	What is the conflict? What are the harsh realities of the brutal facts? What is the impact on our customer's 'job's-to-be-done'?	What are the assumptions concerning the company culture, the business growth and the customer experience?		What do we know to be true? How can we reframe the assumptions to create a productive path forward?	CHOOSE THE TOP 3 BIASES FROM THE 20 BIASES WORKSHEET 1. 2. 3.
I N S I G H T S	SCENARIOS	NEW ALTERNATIVES	E X E C U T I O N	IF	THEN
	GOOD				
	BAD				
	UGLY				



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20 COGNITIVE BIASES THAT SCREW UP YOUR DECISIONS



20 COGNITIVE BIASES THAT SCREW UP YOUR DECISIONS

1. Anchoring bias.

People are **over-reliant** on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.



2. Availability heuristic.

People **overestimate** the importance of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.



3. Bandwagon effect.

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of **groupthink** and is reason why meetings are often unproductive.



4. Blind-spot bias.

Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much more in others than in themselves.



5. Choice-supportive bias.

When you choose something, you tend to feel positive about it, even if that **choice has flaws**. Like how you think your dog is awesome — even if it bites people every once in a while.



6. Clustering illusion.

This is the tendency to **see patterns in random events**. It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.



7. Confirmation bias.

We tend to listen only to information that confirms our **preconceptions** — one of the many reasons it's so hard to have an intelligent conversation about climate change.



8. Conservatism bias.

Where people favor prior evidence over new evidence or information that has emerged. People were **slow to accept** that the Earth was round because they maintained their earlier understanding that the planet was flat.



9. Information bias.

The tendency to **seek information when it does not affect action**. More information is not always better. With less information, people can often make more accurate predictions.



10. Ostrich effect.

The decision to **ignore dangerous or negative information** by "burying" one's head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.



11. Outcome bias.

Judging a decision based on the **outcome** — rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision.



12. Overconfidence.

Some of us are **too confident about our abilities**, and this causes us to take greater risks in our daily lives. Experts are more prone to this bias than laypeople, since they are more convinced that they are right.



13. Placebo effect.

When **simply believing** that something will have a certain effect on you causes it to have that effect. In medicine, people given fake pills often experience the same physiological effects as people given the real thing.



14. Pro-innovation bias.

When a proponent of an innovation tends to **overvalue its usefulness** and undervalue its limitations. Sound familiar, Silicon Valley?



15. Recency.

The tendency to weigh the **latest information** more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.



16. Salience.

Our tendency to focus on the **most easily recognizable features** of a person or concept. When you think about dying, you might worry about being mauled by a lion, as opposed to what is statistically more likely, like dying in a car accident.



17. Selective perception.

Allowing our expectations to **influence how we perceive** the world. An experiment involving a football game between students from two universities showed that one team saw the opposing team commit more infractions.



18. Stereotyping.

Expecting a group or person to have certain qualities without having real information about the person. It allows us to quickly identify strangers as friends or enemies, but people tend to **overuse and abuse** it.



19. Survivorship bias.

An error that comes from focusing only on surviving examples, causing us to **misjudge a situation**. For instance, we might think that being an entrepreneur is easy because we haven't heard of all those who failed.



20. Zero-risk bias.

Sociologists have found that **we love certainty** — even if it's counterproductive. Eliminating risk entirely means there is no chance of harm being caused.



SOURCES: Brain Biases; Ethics Unwrapped; Explorable; Harvard Magazine; HowStuffWorks; LearnVest; Outcome bias in decision evaluation, Journal of Personality and Social Psychology; Psychology Today; The Bias Blind Spot; Perceptions of Bias in Self Versus Others, Personality and Social Psychology Bulletin; The Cognitive Effects of Mass Communication, Theory and Research in Mass Communications; The less-is-more effect: Predictions and tests, Judgment and Decision Making; The New York Times; The Wall Street Journal; Wikipedia; You Are Not So Smart; ZurnahlyWiki

BUSINESS INSIDER

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DECISION MAKING



WRONG WAY

- **HEAR TO FIX; TELL TO SOLVE**
- **PROBLEM FOCUSED**
- **SEEK CERTAINTY**

RIGHT WAY

- **LISTEN TO LEARN; ASK TO EMPOWER**
- **SOLUTION FOCUSED**
- **SEEK CLARITY**

3 VALUABLE TAKEAWAYS



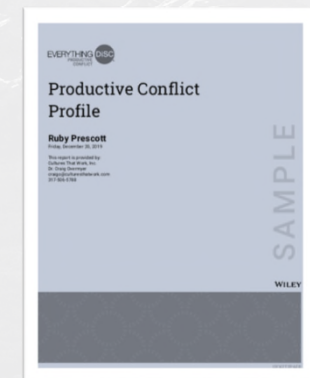
- ✓ Level of Threat Exercise
- ✓ **Critical Thinking Canvas**
- ✓ Productive Conflict Profile Example Report



CRITICAL THINKING CANVAS TEAM: _____ DATE: _____

NEW HOW		AUTOMATIC ASSUMPTIONS	CHALLENGE ASSUMPTIONS	ROOT OUT BIASES
A W A R E N E S S	What is the conflict? What are the facts? What are the key issues? What is the impact on our customer's job-to-be-done?	What are the assumptions concerning the company culture, the business growth and the customer experience?	What do we know to be true? How can we challenge the assumptions to create a productive path forward?	CHOOSE THE TOP BIASES FROM THE 10 BIASES PROVIDED
				1.
				2.
SCENARIOS		NEW ALTERNATIVES	IF	THEN
GOOD				
BAD				
UGLY				
I N F O R M A T I O N		E X E C U T I O N		

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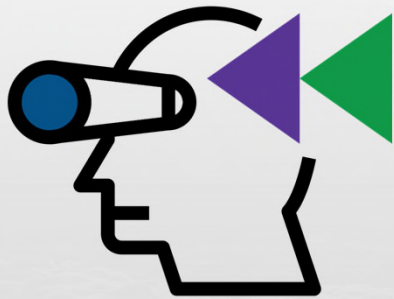


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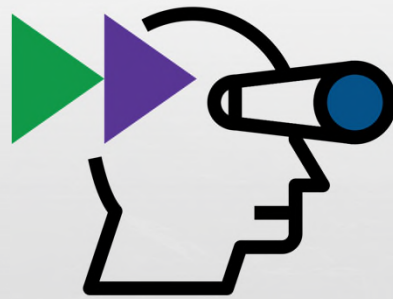
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Decision Making-Gaining Clarity



Hindsight



Foresight



Insight



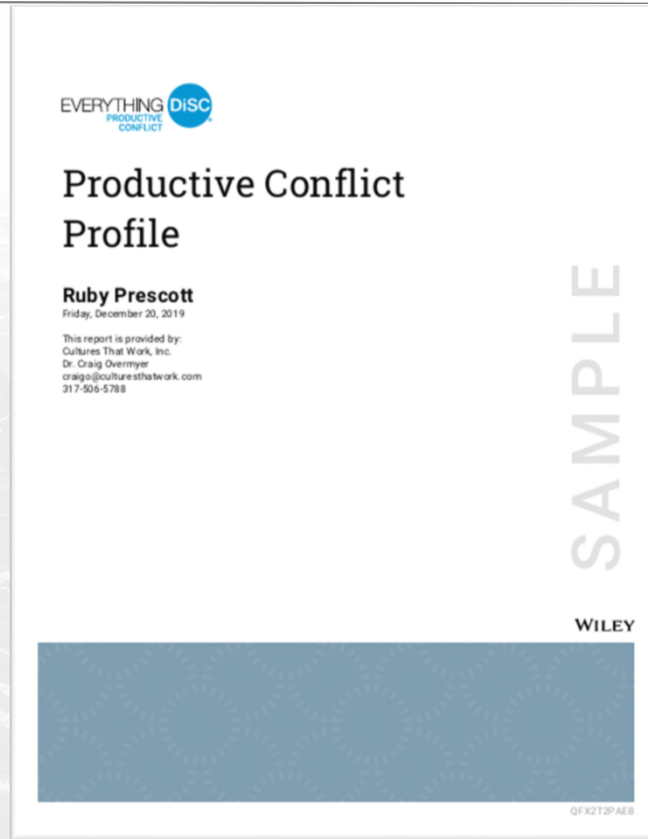
Action

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HOW LEADERS SHOW UP MAKES ALL THE DIFFERENCE



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CHOOSE YOUR FOCUS



Choose Your Focus



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THREAT OR REWARD



Choose Your Focus



threat or reward



Drama



Problem



Detail



Planning



Vision



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DESTRUCTIVE VS. PRODUCTIVE CONFLICT



WRONG WAY

- **SEIZED BY THE MOMENT**
- **AUTOMATIC THOUGHTS**
- **DESTRUCTIVE RESPONSES**

RIGHT WAY

- **SEIZE THE MOMENT**
- **REFRAME AUTOMATIC THOUGHTS**
- **PRODUCTIVE RESPONSES**

3 VALUABLE TAKEAWAYS

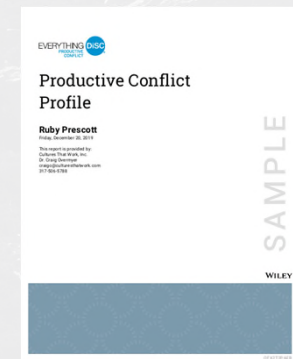


- ✓ Level of Threat Exercise
- ✓ Critical Thinking Canvas
- ✓ **Productive Conflict Profile Example Report**



CRITICAL THINKING CANVAS				TEAM: _____
				DATE: _____
A W A R E N E S	NEW NOW	AUTOMATIC ASSUMPTIONS	CHALLENGE ASSUMPTIONS	ROOT OUT BIASES
	What is the context? What are the basic realities of this brand/buyer? What is the impact on our customer's job who we want?	What are the assumptions concerning the company culture, the business growth and the customer experience?	What do we know to be true? How can we challenge the assumptions to create a productive path forward?	CHOOSE THE TOP 3 BIASES FROM THE 10 BIASES WORKSHEET
I N S I G H T S	SCENARIOS	NEW ALTERNATIVES	IF	THEN
	GOOD			
	BAD			
	VERY			

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NEXT STEPS – COMPLIMENTARY RESOURCES



1.Levels of Threat Guidelines

2.Critical Thinking Canvas Guidelines

3.Productive Conflict Profile Sample

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NEXT STEPS – COACHING PACKAGE



1. Critical Thinking Canvas Coaching

Individual - virtual 60-minute session

Small Group – virtual 90-minute session (limit 8)

2. Signed Hard Copy of our Best-Selling Book:

Accelerate Thru Conflict: The Missing Conversations... Before It's Too Late

3. Annual subscription of **Accelerate Thru Conflict Magazine**, Published 4 times/year

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NEXT STEPS – SPECIAL OFFER - INDIVIDUAL



~~\$295~~

\$145

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NEXT STEPS – SPECIAL OFFER FOR GROUP COACHING



~~\$195~~

\$95

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THANK YOU
Go in a Good Way!