

# Critical thinking applications paper

Business, Management



Critical Thinking Applications al Affiliation Critical Thinking Applications of Critical Thinking In a dis written by Ennis (2012), the author defined critical thinking as the “ reasonable and reflective thinking focused on deciding what to believe or do” (Ennis, 2012, par. 1). The author presented sets of dispositions and abilities that make an individual be categorized as applying critical thinking skills. It was thereby summed that “ the ideal critical thinker is disposed to try to " get it right," to present a position honestly and clearly, and to care about others (this last being auxiliary, not constitutive); furthermore the ideal critical thinker has the ability to clarify, to seek and judge well the basis for a view, to infer wisely from the basis, to imaginatively suppose and integrate, and to do these things with dispatch, sensitivity, and rhetorical skill” (Ennis: Summary and Comments, 2012, par. 1). It could therefore be deduced that to apply critical thinking, it would take some form of training, discernment, and acknowledgement of the facets that were noted as crucial ingredients in making the right decision. In this regard, the current discouse would hereby present an example from personal experience in applying critical thinking to a work-related decision, and to expound on the importance and benefits of critical thinking in the decision-making processes.

### Application of Critical Thinking Contemporary

organizations are faced with difficulties in adapting to the challenges faced by economic hardships and financial setbacks encountered domestically or globally. As such, one would normally read from current events that some organizations file for bankruptcy or had to contend with streamlining their current workforce to survive. One of the most difficult decisions to make in any organization is firing personnel. Aside from the labor laws that protect

regular and permanent employees, there are ethical issues that face organizations intending to downsize or retrench human resources. The need to select who among their personnel would have to leave the organization requires some form of equitable and justifiable system that necessitates critical thinking. In one's personal experience, the organization that one knows handles downsizing and laying off of personnel through a strategy that involved critical thinking applications. First and foremost, the organization has clearly and explicitly stated in their organizational policies and in their code of conduct and ethical behavior rules and regulations pertaining to layoffs in times when it could not be avoided. These rules are appropriately disseminated and communicated to all personnel, old and especially new. One of the most effective strategies in laying off employees is using a particular method deemed most effective and applicable in the organizational setting. For some it could be the last-hired, first-fired approach. According to Downs (2012), " the method for downsizing that is most clearly defensible in a court of law, for example, is to lay off 10 percent of employees across all departments on a seniority-only basis. This way no employee can claim that he or she was dismissed for discriminatory reasons" (par. 10). Thus, it is effective to let this policy be known and to have knowledge of labor laws to avoid legal cases that could ensue from selecting employees due to downsizing or retrenchment. However, for other organizations with specialized skills needed from workers, some form of performance evaluation could be used as the most rational approach. From the organization that was noted, the approach that was used employed results of performance evaluation to determine which employees should be

retained or laid off based on skills, productivity and consistency in performance. Using this approach would avoid resistance from employees to be laid off since it would have been justified based on the performance appraisal and evaluation system applied by the organization. Another approach that indicates that critical thinking is applied is integrating the interests of these people who would be affected by the downsizing. In as much as the organization is likewise in a financial dilemma and opts to downsize as a last resort, employees must clearly understand that the rationale for downsizing is to enable the organization to survive. To put the interests of the employees at heart, as far as the organization's resources could accord, an appropriate severance pay should be given, along with an endorsement letter, if required. Finally, as part of critical thinking, the organization has been honest and transparent in all their communications and operations and in dealing with various stakeholders. As such, the employees know the true financial picture of the organization and have, in fact, empathized with the cause. Previous to the downsizing efforts, the organization has manifested application of equal opportunities to all employees and according them with appropriate benefits, as prescribed by law. Likewise, all managers and leaders exemplified excellent rapport with all employees across the organizational hierarchy. By ensuring that nothing is being kept from the employees, the management team has employed the strategy of good governance and transparency that enabled downsizing acceptable. From this experience, it was evident that critical thinking was effectively applied by exerting all options prior to selecting downsizing as the last resort and by communicating the policies for downsizing out rightly

through organizational policies and code of ethical conduct. By making decisions that are within ethical, moral and legal standards, the most effective course of action (or selection) was made through effectively designed strategies which employed critical thinking and effective decision-making. References Downs, A. (2012). Downsizing With Dignity. Retrieved from Human Resources About. com: [http://humanresources. about. com/od/layoffsd downsizing/a/downsizing. htm](http://humanresources.about.com/od/layoffsd downsizing/a/downsizing.htm) Ennis, R. (2012). The Nature of Critical Thinking: An Outline of Critical Thinking Dispositions and Abilities. Retrieved from CriticalThinking. net: [http://www. criticalthinking. net/longdefinition. html](http://www.criticalthinking.net/longdefinition.html)