

The Applied Critical Thinking Handbook

(Formerly the Red Team Handbook)



**A product of the TRADOC G2
Operational Environment Enterprise**

The Applied Critical Thinking Handbook

Frances A. Karnes, Emily C. Collins



The Applied Critical Thinking Handbook:

U.S. Army The Applied Critical Thinking Handbook , Why Red Teaming The premise of the program at the University of Foreign Military and Cultural Studies UFMCS is that people and organizations court failure in predictable ways that they do so by degrees almost imperceptibly and that they do so according to their mindsets biases and experience which are formed in large part by their own culture and context The sources of these failures are simple observable and lamentably often repeated They are also preventable and that is the point of red teaming Our methods and education involve more than Socratic discussion and brainstorming We believe that good decision processes are essential to good outcomes To that end our curriculum is rich in divergent processes red teaming tools and liberating structures all aimed at decision support We educate people to develop a disposition of curiosity and help them become aware of biases and behavior that prevent them from real positive change in the ways they seek solutions and engage others We borrow techniques methods frameworks concepts and best practices from several sources and disciplines to create an education and practical applications that we find to be the best safeguard against individual and organizational tendencies toward biases errors in cognition and groupthink Red teaming is diagnostic preventative and corrective yet it is neither predictive or a solution Our goal is to be better prepared and less surprised in dealing with complexity What is Red Teaming Red teaming is a function that provides commanders an independent capability to fully explore alternatives in plans operations concepts organizations and capabilities in the context of the operational environment OE and from the perspectives of partners adversaries and others A Red Team performs three general types of tasks Support to operations planning and decision support Critical review and analysis of already existing plans Intelligence support Threat Emulation UFMCS provides education for the first two tasks TRADOC s Intelligence School and Center provides education on the third In order for a Red Team to effectively contribute to decision making all of the following elements are required The ability to think critically about the problem While this may seem obvious the reality is that critical thinking is a skill set that requires training education and tools The Army assimilates people from different backgrounds across the nation One of the drawbacks of that assimilation is our military tendency to reflect the same biases and perspectives We pride ourselves in common values which while ingrained in the Army culture are not universal outside of that culture Thinking critically and challenging the group is an unnatural act for military staffs Doing so effectively requires tools and methods that enable leaders to see different perspectives Red Teams require top cover to be allowed to challenge the conventional wisdom and the organization s leaders No matter the quality of the Red Team or the methods they employ dictatorial or toxic leaders are incompatible with successful red teaming Red teaming is not easy and not everyone can do it Red Teamers must be effective written and oral communicators They must have credibility in the area in which they are providing red teaming insights They must be able to constructively challenge the plan This means focusing on what is truly important able to explain why it is being challenged and offering some alternative ways to think about the

problem **The Red Team Handbook** U. S. Military, Department of Defense (Dod), U. S. Army, 2019-09-07 The U S Army chartered the University of Foreign Military and Cultural Studies UFMCS with the mission to teach Red Teaming to the U S Army and other authorized organizations As the nature of warfare has evolved so too has our curriculum and academic offerings Version 9 0 of the Red Team Handbook represents the current state of our program Although the contents of this volume and our courses are not official doctrine the practices discussed directly support and are in both Joint and U S Army Doctrine This handbook provides the reader with an introduction to the fundamental concepts methods and tools essential to the practice of U S Army Red Teaming Applied Critical Thinking ACT provides an improved understanding of our own decision making processes as well as the ability to deconstruct arguments and better understand others It helps identify assumptions biases and can allow us to restate ideas using an analogy to describe complex ideas more simply Perhaps most importantly it allows us to generate and evaluate alternatives thereby increasing our chances of finding the path to success ACT incorporates several fundamentals including slowing down asking why seeking alternatives and other more advanced strategies This compilation includes a reproduction of the 2019 Worldwide Threat Assessment of the U S Intelligence Community Chapter 1 Introduction Why Do We Red Team What is Red Teaming Four Principles of UFMCS UFMCS Training Chapter 2 Self Awareness And Reflection Self Authorship Temperament Emotional Intelligence Interpersonal Communication Interpersonal Conflict Introspection Chapter 3 Fostering Cultural Empathy Understanding Culture for the Red Teamer Ethnocentrism Some Cultural Definitions Some Cultural Frameworks Cultural Analysis For The Red Teamer Functional Systems Approach Cultural Relevance Chapter 4 Applied Critical Thinking What is Applied Critical Thinking The Time Factor Time For Red Teaming Creating Space And Time Summary Chapter 5 Groupthink Mitigation And Decision Support Group Dynamics And Groupthink Groupthink Mitigation Decision Support Chapter 6 Thinking Creatively The Creative Thought Process Stage 1 Problem Finding Stage 2 Preparation Stage 3 Ideation Stage 4 Idea Verification Stage 5 Communication Summary Chapter 7 Red Teaming Tools Techniques Practices Tools A Technique The Ideal Group Process Practices 1 2 4 Whole Group 1 on 1 2 on 2 Exchange Emissaries 4 Ways of Seeing 5 Whys 5 Will Get You 25 6 Empathetic Questions 6 Words Alternative Futures Analysis Analogy Suitability Analysis Analysis Of Competing Hypotheses Appreciative Interview Argument Deconstruction Assumption Sensitivity Analysis Batna Brainstorming Circle Of Voices Circular Response Critical Variables Cultural Perception Framework Deception Detection Devil s Advocacy Divergence Convergence Dot Voting Fishbowl Frame Audit Gallery Walk High Impact Low Probability Analysis Indicators Or Signposts Of Change Key Assumptions Check Mind Mapping My 15% Onion Model Outside In Thinking Premortem Analysis Problem Restatement Shifting the Burden Stakeholder Mapping State Elaborate Exemplify Illustrate SEE I Storytelling String of Pearls S W O T Analysis Team A Team B Analysis Think Write Share TRIZ Troika Consulting Ad Agency What If Analysis Who Am I Yes And This handbook is an unclassified living document and regularly evolves to incorporate new ideas approaches and tools It

should provide a compendium of ideas from UFMCS curriculum and serve as both a reference for our graduates and a broad introduction to others Critical Thinking Handbook, K-3 Richard Paul, A. J. A. Binker, Daniel Weil, 1990 Grade level 1 2 3 k p

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Critical Thinking, 1963 *Critical Thinking* Alec Fisher, 1988 *Approaches to Teaching* Gary D.

Fenstermacher, Jonas F. Soltis, Matthew N. Sanger, 2009-06-06 This popular text continues using the format of the three approaches The Executive The Facilitator and The Liberationist For the Fifth Edition the authors add four new case studies Scripted Teaching Accountability and Merit What Is the Value of Caring Relationships and School Funding Using these and other realistic case studies they explore the strengths and weaknesses of each approach so that teachers can critically assess their own philosophical positions on teaching Teachers are urged to ask themselves such questions as What is the main goal of teaching What is the most important purpose of education What do I expect my students to eventually become Is the way I structure my teaching influenced by how I view my role and goals This updated edition also adds a new section called Topics and Resources to encourage further inquiry into teaching Approaches to Teaching is one of the five books in the highly regarded Teachers College Press THINKING ABOUT EDUCATION SERIES now in its Fifth Edition All of the books in this series are designed to help pre and in service teachers bridge the gap between theory and practice Subject Guide to Children's Books in Print 1997 Bowker Editorial Staff, R R Bowker Publishing, 1996-09 Teaching for Thinking Joseph P. Hester, 1994 Written primarily for use in instructional methods courses Teaching for Thinking offers education professors and students sound guidelines for designing and implementing teaching techniques which emphasize critical thinking skills across the curriculum Hester defines and uses a consistent conception of critical thinking and offers a concise definition of micro critical thinking skills It teaches critical thinking from a developmental approach stressing the importance of teaching concepts It also offers practical advice such as outlining the use of problem solving procedures with concrete transitional and formal thinkers and shows the reader how to organize a school or classroom for teaching thinking Part One focuses on creating a conceptual base for thinking called the Effective Thinking Skills Model that incorporates a developmental approach to critical thinking skills development along with mastery of teaching principals Part Two lays each part of the Effective Thinking Skills Model out for teacher understanding and application to classroom practices Part Three offers practical advice on dealing with organizing the school and the class for teaching thinking *Organizing Thinking* Howard Black, Sandra Parks, 1990 Improves content learning as it develops effective learning strategies Organizing Thinking lessons integrate content instruction critical thinking and graphic organizers to help students simplify understand and remember information develop deeper learning connections organize and manage their own thinking and learning Each lesson clearly identifies the content objective and thinking process being taught Students are provided with content material and a blank

organizer for depicting relevant information Lesson plans include techniques for using graphic organizers discussion activities that explain model or extend lessons and a summary of inferences interpretations or conclusions which result from discussion Grades 5 8

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The Holt Handbook Laurie G. Kirsznner, Stephen R. Mandell, 1992 This thoroughly revised composition handbook offers a complete treatment of the writing process including comprehensive coverage of invention structure research and writing in the disciplines as well as grammar punctuation mechanics and style The Holt Handbook demonstrates the writing process in action and in a distinct accessible format providing information that students can use throughout college and beyond

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Unveiling the Power of Verbal Artistry: An Psychological Sojourn through **The Applied Critical Thinking Handbook**

In a global inundated with screens and the cacophony of instant interaction, the profound power and mental resonance of verbal artistry often disappear into obscurity, eclipsed by the regular onslaught of noise and distractions. However, situated within the lyrical pages of **The Applied Critical Thinking Handbook**, a interesting perform of fictional beauty that pulses with organic feelings, lies an unforgettable trip waiting to be embarked upon. Penned by a virtuoso wordsmith, that magical opus manuals visitors on an emotional odyssey, lightly exposing the latent possible and profound influence stuck within the elaborate internet of language. Within the heart-wrenching expanse of this evocative analysis, we can embark upon an introspective exploration of the book is main subjects, dissect their fascinating publishing type, and immerse ourselves in the indelible effect it leaves upon the depths of readers souls.

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