

# Course : Everyday critical thinking: better decisions, better management

*Practical course - 2d - 14h00 - Ref. ESR*

*Price : 1360 € E.T.*

NEW

Critical thinking is an essential managerial skill for making the right decisions, anticipating challenges and mobilizing your teams. This practical two-day training course introduces you to the tools you need to master your decision-making process, qualify your information sources, thwart cognitive biases and develop your group's collective intelligence. Come away with concrete methods for transforming your management approach and becoming a more agile and effective leader.

## Teaching objectives

At the end of the training, the participant will be able to:

- ✓ Analyze complex situations and make informed decisions at your own level
- ✓ Recognize and neutralize thought traps, both individual and collective, and improve the objectivity of your choices.
- ✓ Identify warning signs that call for a critical approach
- ✓ Use critical thinking to make decisions following a collective intelligence process
- ✓ Integrate critical thinking into day-to-day management practices and anticipate the future

## Intended audience

Managers, team leaders, project leaders.

## Prerequisites

No

### PARTICIPANTS

Managers, team leaders, project leaders.

### PREREQUISITES

No

### TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

### ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more. Participants also complete a placement test before and after the course to measure the skills they've developed.

### TEACHING AIDS AND TECHNICAL RESOURCES

- The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
- At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
- A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

## Practical details

### Hands-on work

Alternance d'apports théoriques et pratiques : mises en situation concrètes, études de cas managériaux, travaux en sous-groupes de résolution de problématique, retour d'expérience, analyse de pratique, expérimentation d'outils et plan d'action individuel.

## Course schedule

### 1 Adopt a critical stance to manage with discernment

- Understanding critical thinking in the managerial context and strategic thinking
- Distinguishing critical thinking from negative or confrontational thinking
- Enhance lucidity in a context of urgency or pressure
- Identifying the conditions for in-depth reflection
- Evaluate your decision-making process

#### Hands-on work

Identification of the main uses of critical thinking for managers. Minute challenge to a fictitious dilemma.

### 2 Overcoming obstacles to critical thinking

- Exploring thought processes and decision-making mechanisms
- Identify the most common cognitive biases in managers and their operational impact
- Combining intuition and critical thinking
- Taking a step back from emotional urgency
- Mobilizing strategies against cognitive shortcuts
- Create an internal alert for risky decisions

#### Hands-on work

Analysis of concrete mini-cases in which biases could have affected the managerial decision, and identification of strategies to overcome them.

### 3 Sharpen your decisions through critical thinking

- Identify weak signals and detect the need for further investigation
- Formalize the key stages of critical reasoning
- Use a key question to go deeper into each step
- Evaluate the short-, medium- and long-term impact of an option
- Express momentary uncertainty professionally and constructively
- Take a critical look at the information generated by AI

#### Hands-on work

Application of the first steps in the decision-making process. Using AI to generate a plan of action on a sensitive issue (restructuring, conflict, difficult feedback), followed by analysis of blind spots and implicit assumptions. Reformulation of the most relevant alternatives.

#### TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

#### ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at [psh-accueil@orsys.fr](mailto:psh-accueil@orsys.fr) to review your request and its feasibility.

#### 4 Mobilizing critical thinking in collective decision-making

- Understanding collective intelligence and its key principles
- Identify the role of individual critical thinking in collective decision-making
- Relying on the strength of the collective while avoiding group bias
- Analyze and evaluate group proposals
- Exercise critical leadership for the final decision and convey it to the group
- Identify and avoid argumentative pitfalls

##### Hands-on work

Game to identify sophisms in a simulated debate. Case study: faced with a number of axes that have emerged from a fictitious collective session, each manager must analyze them, argue his final decision and prepare his communication to the team.

#### 5 Integrate critical thinking into your managerial rituals

- Anchor critical thinking in interviews, meetings, briefs...
- Measure the benefits of this posture on performance and cohesion
- Use critical thinking as a lever for innovation
- Constructively challenge directives
- Managing uncertainty without falling into inaction

##### Hands-on work

In-depth case study: "Critical thinking in the face of digital transformation and the integration of AI into the team: how to adapt, assess risks and opportunities?" Sharing experiences on the application of critical thinking in participants' different areas of activity.

## Dates and locations

### REMOTE CLASS

2026 : 23 Apr., 29 June, 14 Sep., 7 Dec.

### PARIS LA DÉFENSE

2026 : 23 Apr., 18 June, 7 Sep., 30 Nov.