



# NOW YOU'RE **THINKING!**

CHANGE YOUR THINKING  
.....  
REVOLUTIONIZE YOUR CAREER

JUDY CHARTRAND • STEWART EMERY • RUSS HALL  
HEATHER ISHIKAWA • JOHN MAKETA

*Now You're Thinking*

*This page intentionally left blank*

# *Now You're Thinking*

*Change Your Thinking...  
Revolutionize Your Career...  
Transform Your Life*

Judy Chartrand  
Stewart Emery  
Russ Hall  
Heather Ishikawa  
John Maketa

Vice President, Publisher: Tim Moore  
Associate Publisher and Director of Marketing: Amy Neidlinger  
Editorial Assistant: Pamela Boland  
Senior Marketing Manager: Julie Phifer  
Assistant Marketing Manager: Megan Colvin  
Cover Designer: Alan Clements  
Managing Editor: Kristy Hart  
Project Editor: Betsy Harris  
Copy Editor: Karen Annett  
Proofreader: Sheri Cain  
Senior Indexer: Cheryl Lenser  
Interior Designer: Nonie Ratcliff  
Compositor: Nonie Ratcliff  
Manufacturing Buyer: Dan Uhrig

© 2012 by Pearson Education, Inc.  
Publishing as FT Press  
Upper Saddle River, New Jersey 07458

FT Press offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact U.S. Corporate and Government Sales, 1-800-382-3419, [corpsales@pearsontechgroup.com](mailto:corpsales@pearsontechgroup.com). For sales outside the U.S., please contact International Sales at [international@pearson.com](mailto:international@pearson.com).

Company and product names mentioned herein are the trademarks or registered trademarks of their respective owners.

All rights reserved. No part of this book may be reproduced, in any form or by any means, without permission in writing from the publisher.

Printed in the United States of America

First Printing August 2011

ISBN-10: 0-13-269013-6

ISBN-13: 978-0-13-269013-3

Pearson Education LTD.

Pearson Education Australia PTY, Limited.

Pearson Education Singapore, Pte. Ltd.

Pearson Education Asia, Ltd.

Pearson Education Canada, Ltd.

Pearson Educación de Mexico, S.A. de C.V.

Pearson Education—Japan

Pearson Education Malaysia, Pte. Ltd.

Library of Congress Library of Congress Cataloging-in-Publication Data

Now you're thinking : change your thinking— revolutionize your career— transform your life / Judy Chartrand ... [et al.].

p. cm.

ISBN 978-0-13-269013-3 (hbk. : alk. paper)

1. Critical thinking. 2. Problem solving. 3. Decision making. I. Chartrand, Judy Marie.

BF441.N69 2012

153.4'2—dc22

2011012752

*Dedicated to the men and women of the armed forces  
at home and abroad, with thanks for their commitment  
and sacrifices... and their sound and careful thinking  
in trying situations.*

*This page intentionally left blank*

# Contents

	Introduction .....	1
	Amenah's Story .....	5
	What Is a Miracle? .....	42
<b>Chapter 1</b>	<b>How Your Mind Works—Some Assembly Required .....</b>	<b>45</b>
	Dreams .....	47
	Feelings .....	50
	Thinking .....	54
	Summary .....	57
	Endnotes and References .....	57
<b>Chapter 2</b>	<b>A New Way of Thinking .....</b>	<b>59</b>
	Five Steps to New Thinking .....	60
	1. <i>Stop and Think</i> .....	60
	2. <i>Recognize Assumptions</i> .....	64
	3. <i>Evaluate Information</i> .....	67
	4. <i>Draw Conclusions</i> .....	72
	5. <i>Develop a Plan of Action</i> .....	76
	Summary .....	77
	Endnotes .....	77



<b>Chapter 3</b>	<b>Take Stock of Your Style . . . . .</b>	<b>79</b>
	Understanding Your Thinking Styles . . . . .	82
	<i>Analytical Style</i> . . . . .	82
	<i>Inquisitive Style</i> . . . . .	84
	<i>Insightful Style</i> . . . . .	85
	<i>Open-Minded Style</i> . . . . .	86
	<i>Systematic Style</i> . . . . .	88
	<i>Timely Style</i> . . . . .	90
	<i>Truth-Seeking Style</i> . . . . .	91
	Making the Best Use of Thinking Styles . . .	92
	Summary . . . . .	94
<b>Chapter 4</b>	<b>Change Your Thinking... Revolutionize Your Career... Transform Your Life . . . . .</b>	<b>95</b>
	Getting Started . . . . .	96
	My Thinking Styles . . . . .	97
	Use This Checklist to Improve Your Thinking . . . . .	98
	Tips for the Five Steps to Develop Your Thinking Skills NOW . . . . .	99
	<i>Stop and Think</i> . . . . .	99
	<i>Recognize Assumptions</i> . . . . .	102
	<i>Evaluate Information</i> . . . . .	105
	<i>Draw Conclusions</i> . . . . .	106
	<i>Plan of Action</i> . . . . .	107
	Let Yourself Experience Success . . . . .	109
	Summary . . . . .	110

<b>Appendix A</b>	Characters .....	113
<b>Appendix B</b>	Cognitive Biases: Common Mental Mind Traps .....	125
	Grabbing Glory and Pushing Blame (Step 2: Recognize Assumptions) .....	126
	Asking the Wrong Questions (Step 3: Evaluate Information) .....	127
	Curious Conclusions (Step 4: Draw Conclusions) .....	129
	Endnote .....	130
<b>Appendix C</b>	Resources .....	131
	Online Resources and Social Media .....	131
	<i>Blogs</i> .....	131
	<i>eBook</i> .....	133
	<i>Facebook Groups</i> .....	133
	<i>Videos</i> .....	134
	<i>Articles</i> .....	136
	<i>Assessments</i> .....	138
	Books for Professional Development .....	138
	Resources for Students .....	141
	Training .....	143
	Index .....	147

# Acknowledgments

The authors wish to thank all the participants in the story for sharing their time and memories. We also thank the folks at the FT Press for their support and encouragement: Megan Colvin, Betsy Harris, Timothy C. Moore, and Amy Neidlinger, as well as Karen Chiang, Chad Fife, and Breanne Potter-Harris from the Pearson TalentLens Group.

# About the Authors

**Judy Chartrand** is a recognized thought leader in the areas of critical thinking and career development. Chartrand works as a consulting Chief Scientist with Pearson. As a psychologist, Chartrand has helped hundreds of clients increase their personal and career satisfaction. She frequently speaks at national and international conferences and has published more than 50 articles and books. Chartrand lives in Minnesota with her husband and has two grown children.

**Stewart Emery** is coauthor of the international bestsellers *Success Built to Last* and *Do You Matter?: How Great Design Will Make People Love Your Company*. He has a lifetime of experience as an entrepreneur, creative director, corporate culture consultant, and executive coach. He has led workshops and seminars and delivered keynotes all over the world.

**Russ Hall** is author of fourteen books and coauthor of numerous other books. He has also had short stories, essays, and articles published in a wide array of media and has received several awards.

**Heather Ishikawa** is the National Sales Director for Pearson TalentLens. Ishikawa has extensive experience in architecting corporatewide, assessment-based leadership development initiatives. Ishikawa has delivered workshops to hundreds of leaders on the topics of critical thinking, leadership, teambuilding, communication, and change management. She lives in California with her husband and two children.

**John Maketa** is the Director of Strategic Partnerships for Pearson TalentLens. Maketa is a dynamic leader in enterprise growth, developing bold and creative strategic alliances that catapult global performance and profit. Maketa is known throughout the learning and development industry as a major connector who is able to strategically align initiatives for parties on both sides of the table with unparalleled financial and professional success. He lives in Pennsylvania with his wife and son.

# Introduction

*Change your thinking... revolutionize your career... transform your life* might seem like an extravagant benefit to claim for a book. However, if you do change the way you think—and develop the ability to think in a manner that supports the experiences and accomplishments that matter to you—your life *will* be transformed.

It is literally true that you feel the way you do because you think the way you do. To be in a loving and nurturing relationship requires patterns of thinking that create and make this quality of relationship possible. To experience satisfying professional success requires the ability to think in a way that will bring you this. Steve Jobs epitomizes the fact that successful people think differently. Everything you want in your life demands the thinking styles that make it so. Anything you are experiencing that you don't want is because your thinking style cannot bring you what you do want and instead perpetuates your situation.

If you accept that this is, in fact, the case (and it is), the question becomes can you actually learn to think in a way that brings you the life you hunger for, or did you have to be born with a mind that was hardwired for highly effective thinking? Yes, you can learn to be a highly effective thinker. And no, research reveals that nobody is born hardwired to be able to do this. Highly effective thinkers

---

are made and not born. This is a major discovery. We have learned that the wherewithal for you to live a wonderful life is an ability you develop in the process of living. You can do it, and yes, we can help.

We have also learned over the years of supporting people in the realization of their dreams that information is mostly overrated. With the advent of the Internet, there is no shortage of information. Any of us with an Internet-enabled device has universal access to information overload. We have seen very little improvement in the quality of the human experience as a result. Do you feel emotionally more connected in this brave new information age as a result of trying to consume more information? Deep inside, do you feel more confident that you can produce the results in the world and your life that really matter to you as you attempt to devour one more morsel of information? Is information feeding your soul? Although your mileage may vary, most of the people we ask answer, "Not so much."

So we have to conclude that there is little, if any, transformational power in the information. Transformation requires an experience that moves the human heart. Once upon a long time ago, certainly way, way back before the Internet began, or even the printed word, the kind of learning we are talking about here took place at the feet of the storyteller. With this in mind, we begin this book with a story of transformation that we hope will move your human heart.

In the story, you will meet a team of people who take it upon themselves to save the life of a little girl. Her name is Amenah and at the beginning of the story, she is living and dying in a shepherding village in Iraq. If the process of her dying is going to be transformed to become her experience of being truly alive, a great deal

of first-class thinking will have to be done by an extended group of people from a village in Iraq to a hospital in Tennessee.

After the story, we trace the patterns of effective thinking deployed by the people seeking a miracle for Amenah. Next, you will find a set of simple tools and continuing support for you to build the life of your dreams.

First then, here is the story. The names have not been changed. Please keep reading and then start doing and then you will have the life you always wanted!



*This page intentionally left blank*

# Index

## A

accuracy of information,  
 evaluating, 68-70  
 action plan, developing, 76-77,  
 107, 109  
 Advanced Critical Thinking  
 Seminar #2228, 144  
 Alaa Thabit Fatah (Amenah's  
 father), 5, 23, 39-41, 119  
 Amenah al-Bayati, 118. *See also*  
 Amenah's story  
 Amenah's story, 5-43  
   role of thinking in, 45-47  
 analytical thinking style, 82-83  
 anchoring, 127  
 articles for more information,  
 136-137  
 assessing thinking styles, 82,  
 97-98  
 Assessment Buzz blog, 132  
 assessments for more  
 information, 137

assumptions, recognizing, 64-67,  
 102-104  
   mind traps affecting, 126  
*Awaken, Align, Accelerate: A Guide  
 to Great Leadership*, 139

## B

*Becoming a Better Critical Thinker:  
 A User Friendly Manual, 6th  
 edition*, 141  
 Bellon, David, 10-13, 15, 19, 24,  
 46, 51-52, 60, 73, 88, 100, 104,  
 106, 108, 110, 115  
 Berger, Sarah, 32-36, 61, 87, 123  
 Berger, Steve, 18, 31-37, 61,  
 87, 123  
 biased feelings, 54. *See also*  
 mind traps  
 Blackwater Worldwide, 19, 26,  
 29, 124  
 blogs for more information,  
 131-132

books for professional  
development, 138, 140  
Bush, George W., 38

## C

Christian, Karla, 11, 29, 33-38, 45,  
108, 120  
Churchwell, Kevin, 120  
Clardy, H. Stacy III, 12, 15,  
19, 118  
clarity in dreams, 47, 49-50  
Clark, Al, 124  
Clark, Kevin, 11-13, 117  
cognitive bias, 71. *See also*  
mind traps  
conclusions, drawing, 72-76,  
106-107  
mind traps affecting, 129-130  
confidence, 110  
confirmation bias, 72, 127  
Critical Thinkers blog, 131  
Critical Thinkers Facebook  
group, 133  
critical thinking  
defined, 96  
developing skills in, 54, 56  
experiencing success in,  
109-110  
RED model of, 77  
steps in  
draw conclusions,  
mind traps affecting,  
129-130

evaluate information,  
mind traps affecting,  
127-128  
recognize assumptions,  
mind traps affecting,  
126

tips for achieving, 111-112

Critical Thinking Boot Camp, 143  
Critical Thinking eBook, 133  
Critical Thinking in the Real  
World blog, 132  
Critical Thinking Means Business  
whitepaper, 136  
Critical Thinking Seminar  
#2533, 144  
*Critical Thinking Skills Success in  
20 Minutes a Day*, 142  
Critical Thinking University, 143  
Critical Thinking Video via  
YouTube, 134  
*Critical Thinking: Consider the  
Verdict, 5th Edition*, 140  
Critical Thinking: No Longer Just  
a C-Suite Skill (Video), 134  
Critical Thinking: Today's #1  
Skill (Video), 134

## D

Day, Ruth S., 78  
decision making. *See* thinking  
models  
deductive reasoning, 74, 76

Dolan, Deanna, 18, 31-37, 61,  
87-88, 90, 122  
Donahue, Brian, 34  
Doyle, Thomas, 29, 33, 35, 45, 70,  
108, 120  
drawing conclusions, 72-76,  
106-107  
    mind traps affecting, 129-130  
dreams, clarity in, 47, 49-50  
drug company commercials, 71

## E

emotions  
    controlling with thinking, 55  
    effect on thinking, 50-54  
Essential Skills for 21st Century  
Workplace (Webcast), 135  
evaluating information, 67-72,  
104, 106  
    mind traps affecting, 127-128

## F

Facebook groups for more  
information, 133  
facts, separating from opinions, 65  
Falcone, Jake, 14, 21, 117  
feelings  
    controlling with thinking, 55  
    effect on thinking, 50-54  
“five whys,” 103  
framing effect, 128

fundamental attribution errors, 126  
*FYI: For Your Improvement, A  
Guide for Development and  
Coaching (5th edition)*, 139

## G – H

Gap Inc., 64  
group think, 128  
Haitian children example, 79-80  
Harvesting Tomorrow’s Leaders:  
How Do You Recognize Your  
Top Talent and Groom Them  
for Leadership Positions?  
    article, 137  
hospital in Iraq example, 47, 49  
HR Executive—Thinking  
    Critically article, 136

## I

Increasing Critical Thinking in  
the Workplace: The Raw  
Material of 21st Century  
Success (Webcast), 135  
inductive reasoning, 74, 76  
information, lack of  
    transformational power in, 2  
information evaluation, 67-72,  
104, 106  
inquisitive thinking style, 84-85  
insightful thinking style, 85-86  
Iraqi hospital example, 47, 49

## J

- Jackson, Gary, 124  
Jarrard, Janet, 16-17, 46, 49, 61,  
68, 87, 90, 100, 105, 121  
Jarrard, Kelly, 16, 31, 37-38, 49  
Jarrard, Kevin, 5-16, 19-27,  
38-41, 49-52, 69, 73, 80,  
85-86, 100-101, 105-106, 113  
Jobs, Steve, 1  
Jones, Terry, 16, 87  
jumping to conclusions, 72

## K – L

- Kahneman, Daniel, 125  
King, Martin Luther Jr., 49  
Krumenacker, Captain, 11  
Lamelza, Mark, 11-15, 52, 68, 73,  
91, 108, 116  
Lombardo, Michael M., 140

## M

- Maha Muhammad Bandar  
(Amenah's mother), 6, 23, 25,  
29, 32-41, 87-88, 119  
Malloch, Jonathan, 17-20, 49, 54,  
59, 61, 66-70, 82, 89-90, 102,  
105-106, 122  
Manning, Peyton, 60

mental mistakes. *See* mind traps

- mind traps, 125  
anchoring, 127  
confirmation bias, 127  
framing effect, 128  
fundamental attribution  
errors, 126  
group think, 128  
optimism bias, 129  
planning fallacy, 129  
self-serving bias, 126  
sunk cost fallacy, 130

- miracles, 42-43  
mistakes, recognizing, 109  
moral clarity, 52  
My Thinking Lab, 142  
My Thinking Styles  
assessment, 137

## N

- Nadeau, John, 5-12, 45, 48-49, 53,  
75, 84, 100, 102, 114  
*Now You're Thinking about Career  
Success*, 141  
*Now You're Thinking about  
Student Success*, 141  
Now You're Thinking Facebook  
group, 133

## O

- objectivity when evaluating information, 71-72
- open-minded thinking style, 86-88
- opinions, separating facts from, 65
- optimism bias, 129
- Othman, Sheik Said Flayah, 24, 69, 120
- overgeneralization, 73

## P

- personal experience, as source of assumptions, 64
- persuasion, evaluating, 71
- plan of action, developing, 76-77, 107, 109
- planning fallacy, 129
- Prince, Erik, 124
- problem solving. *See* thinking models

## Q – R

- quiet time, 101
- racism, feelings contributing to, 54
- The Re-Discovery of Common Sense: A Guide to Critical Thinking*, 142

- recognize assumptions (critical thinking step), mind traps affecting, 126
- RED model of critical thinking, 77
- reflective thinking, 60-63, 99, 101
- relevancy of information, evaluating, 68-70
- resources for information, 131-144
- Rumore, Wayne, 11

## S

- Sanfey, Alan, 53
- self-serving bias, 126
- Semir (Iraqi captain), 22
- Silsby, Laura, 79-80
- Smith, Robin, 16, 124
- stated assumptions, unstated assumptions versus, 65
- “stop and think” (reflective thinking), 60-63, 99, 101
- storytelling. *See* Amenah’s story
- students, resources for information, 140-142
- styles of thinking. *See* thinking styles
- success, experiencing, 109-110
- Successful Executive’s Handbook*, 138

*Successful Manager's Handbook*,  
7th ed., 138  
Sumaidaie, Samir, 34, 120  
sunk cost fallacy, 130  
Susskind, Glenn, 19-20, 26-30, 38,  
46, 59, 65-66, 74, 108, 124  
systematic thinking style, 88-89

## T

*THINK Critically*, 140

thinking

- critical thinking
  - defined, 96
  - experiencing success in,  
109-110
  - tips for achieving,  
111-112
- effect of feelings on, 50-54
- role in Amenah's story, 45-47
- roles of, 54-56

thinking models

- assumptions, recognizing,  
64-67, 102-104
- conclusions, drawing, 72-76,  
106-107
- examples of, 59-60
- information evaluation,  
67-72, 104-106
- plan of action, developing,  
76-77, 107-109
- reflective thinking, 60-63,  
99-101
- steps in, 98-99

thinking styles, 80-81

- analytical, 82-83
- assessing, 82, 97-98
- inquisitive, 84-85
- insightful, 85-86
- open-minded, 86-88
- systematic, 88-89
- timely, 90
- truth-seeking, 91-92
- value of, 92-93

3C Pearson Learning Solutions  
blog, 132

timely thinking style, 90

training courses, 143

transformation, requirements  
for, 2

Trends in Executive Development  
Survey (research), 136

truth-seeking thinking style, 91-92

Tversky, Amos, 125

## U - V

unconscious racism, 54

unstated assumptions, stated  
assumptions versus, 65

value of thinking styles, 92-93

Van Wye, Lisa, 18, 28-29, 61, 65,  
122

Velasquez, Bryan, 118

videos for more information,  
134-135

vision, clarity in, 47-50

**W – Z**

- Watson Glaser Critical Thinking  
Appraisal, 78
- Watson Glaser Critical Thinking  
Appraisal II, 137
- White, Gary, 19-20, 26-30, 46, 59,  
65, 70, 108, 124
- Zainab (Arabic interpreter), 18,  
31, 34, 87



*This page intentionally left blank*