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He has taught analytic methods in Georgetown University's Master of Science Foreign Service graduate program and is founder of Analytic Prowess, a company that conducts workshops for federal and private organizations. He is the author of The Thinker's Toolkit: 14 Powerful Techniques for Problem Solving.

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An invaluable resource for any manager or professional, this book offers a collection of proven, practical methods for simplifying any problem and making faster, better decisions every time.

Problem solving consists of using generic or ad hoc methods, in an orderly manner, for finding solutions to problems. Some of the problem-solving techniques developed and used in artificial intelligence, computer science, engineering, mathematics, medicine, etc. are related to mental problem-solving techniques studied in psychology. The term problem-solving is used in many disciplines, sometimes with different perspectives, and often with different terminologies. For

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instance, it is a mental process in psychology and a computerized process in computer science. Problems can also be classified into two different types (ill-defined and well-defined) from which appropriate solutions are to be made. Ill-defined problems are those that do not have clear goals, solution paths, or expected solution. Well-defined problems have specific goals, clearly defined solution paths, and clear expected solutions. These problems also allow for more initial planning than ill-defined problems. Being able to solve problems sometimes involves dealing with pragmatics (logic) and semantics (interpretation of the problem). The ability to understand what the goal of the problem is and what rules could be applied represent the key to solving the problem. Sometimes the problem requires some abstract thinking and coming up with a creative solution.

The fun and simple problem-solving guide that took Japan by storm Ken Watanabe originally wrote Problem Solving 101 for Japanese schoolchildren. His goal was to help shift the focus in Japanese education from memorization to critical thinking, by adapting some of the techniques he had learned as an elite McKinsey consultant. He was amazed to discover that adults were hungry for his fun and easy guide to problem solving and decision making. The book became a surprise Japanese bestseller, with more than 370,000 in print after six months. Now American businesspeople can also use it to master some powerful skills. Watanabe uses sample scenarios to illustrate his techniques, which include logic trees and matrixes. A rock band figures out how to drive up concert attendance. An aspiring

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animator budgets for a new computer purchase. Students decide which high school they will attend. Illustrated with diagrams and quirky drawings, the book is simple enough for a middle-schooler to understand but sophisticated enough for business leaders to apply to their most challenging problems.

Pseudoscience and Extraordinary Claims of the Paranormal: A Critical Thinker's Toolkit provides readers with a variety of "reality-checking" tools to analyze extraordinary claims and to determine their validity. Integrates simple yet powerful evaluative tools used by both paranormal believers and skeptics alike Introduces innovations such as a continuum for ranking paranormal claims and evaluating their implications Includes an innovative "Critical Thinker's Toolkit," a systematic approach for performing reality checks on paranormal claims related to astrology, psychics, spiritualism, parapsychology, dream telepathy, mind-over-matter, prayer, life after death, creationism, and more Explores the five alternative hypotheses to consider when confronting a paranormal claim Reality Check boxes, integrated into the text, invite students to engage in further discussion and examination of claims Written in a lively, engaging style for students and general readers alike Ancillaries: Testbank and PowerPoint slides available at www.wiley.com/go/pseudoscience

Contents: (1) How Do People Reason?; (2) What is Critical Thinking?; (3) What Can Be Learned from the Past?: Thinking Critically about Cuba: Deploying the Missiles;

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Assessing the Implications; Between Dogmatism and Refutation; Lacking: Disconfirmation; The Roles of Critical Thinking in the Cuban Crisis; Winners and Losers: The Crisis in Context; Ten Years Later, They Meet Again; Judgment; (4) How Can Intelligence Analysts Employ Critical Thinking?; (5) How Can Intelligence Analysts be Taught to Think Critically?; (6) How Does Critical Thinking Transform?; (7) What Other Points of View Exist?; (8) What Does the Future Hold?; (9) NSA's Critical Thinking and Structured Analysis Class Syllabus. Charts and tables.

In this Second Edition of Structured Analytic Techniques for Intelligence Analysis, authors Richards J. Heuer Jr. and Randolph H. Pherson showcase fifty-five structured analytic techniques—five new to this edition—that represent the most current best practices in intelligence, law enforcement, homeland security, and business analysis.

Complex problem solving is the core skill for 21st Century Teams Complex problem solving is at the very top of the list of essential skills for career progression in the modern world. But how problem solving is taught in our schools, universities, businesses and organizations comes up short. In Bulletproof Problem Solving: The One Skill That Changes Everything you'll learn the seven-step systematic approach to creative problem solving developed in top consulting firms that will work in any

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field or industry, turning you into a highly sought-after bulletproof problem solver who can tackle challenges that others balk at. The problem-solving technique outlined in this book is based on a highly visual, logic-tree method that can be applied to everything from everyday decisions to strategic issues in business to global social challenges. The authors, with decades of experience at McKinsey and Company, provide 30 detailed, real-world examples, so you can see exactly how the technique works in action. With this bulletproof approach to defining, unpacking, understanding, and ultimately solving problems, you'll have a personal superpower for developing compelling solutions in your workplace. Discover the time-tested 7-step technique to problem solving that top consulting professionals employ Learn how a simple visual system can help you break down and understand the component parts of even the most complex problems Build team brainstorming techniques that fight cognitive bias, streamline workplanning, and speed solutions Know when and how to employ modern analytic tools and techniques from machine learning to game theory Learn how to structure and communicate your findings to convince audiences and compel action The secrets revealed in Bulletproof Problem Solving will transform the way you approach problems and take you to the next level of business and personal success.

As part of the Thinker's Guide Library, this book explores how to analyze questions, problems, and opportunities through the elements of reasoning. It provides students, educators and professionals a framework for deconstructing and

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assessing any issue to find the most practical solution, in order to achieve the best consequences.

With *Critical Thinking for Strategic Intelligence*, Katherine Hibbs Pherson and Randolph H. Pherson have updated their highly regarded, easy-to-use handbook for developing core critical thinking skills and analytic techniques. This indispensable text is framed around 20 key questions that all analysts must ask themselves as they prepare to conduct research, generate hypotheses, evaluate sources of information, draft papers, and ultimately present analysis, including: How do I get started? Where is the information I need? What is my argument? How do I convey my message effectively? The Third Edition includes suggested best practices for dealing with digital disinformation, politicization, and AI. Drawing upon their years of teaching and analytic experience, Pherson and Pherson provide a useful introduction to skills that are essential within the intelligence community.

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