



## Transcript from May 28, 2010 to May 28, 2010

All times are Pacific Time

### May 28, 2010

- 12:57 am **JJRiquelmeM:** RT @ConversationAge: #kaizenblog "Critical Thinking-Underpinning of Effective Biz Strategy"~Fri, 12pm ET/4pm GMT Framing post <http://ow.ly/1QUIQ>
- 1:19 am **3keyscoach:** @thebrandbuilder Can't wait to hear your thoughts on #kaizenblog! Thanks for sharing info about chat!
- 1:23 am **3keyscoach:** Important to know tendencies of self! RT @BreanePH Thinking versus Feeling Preference and Critical Thinking [http://goo.gl/fb/ #kaizenblog](http://goo.gl/fb/#kaizenblog)
- 1:27 am **3keyscoach:** @ValerieSimon Delighted to see you read transcript. #kaizenblog is so full of value & amazing thinkers.
- 1:28 am **3keyscoach:** RT @ConversationAge: @ValerieSimon this week I wrote the set up post -- topic near and dear to my heart ;) @CASUDI @3keyscoach #kaizenblog #u30pro
- 1:29 am **ValerieSimon:** @ConversationAge hmm On vacation Fri (preparing for our annual Memorial Day BBQ extravaganza) May take a break from cleaning 4 #kaizenblog !
- 1:32 am **3keyscoach:** @bnix Had to follow back after reading "Chaotic Good" in big print on site! Will you be able to join #kaizenblog this wk? Thx for follow
- 1:44 am **ValerieSimon:** @ConversationAge Thanks so much Valeria- your post re: tomorrow's #kaizenblog is very intriguing <http://ow.ly/1QWZP> !
- 1:53 am **jerseygrl:** RT @ValerieSimon: @ConversationAge Thanks so much Valeria- your post re: tomorrow's #kaizenblog is very intriguing <http://ow.ly/1QWZP> !
- 2:14 am **3keyscoach:** @bnix I'm a big fan of chaotic good. Makes for more interesting world! Looking forward to seeing you on #kaizenblog
- 3:06 am **3keyscoach:** @nathanburrblair Will you be joining us for #kaizenblog?
- 3:23 am **3keyscoach:** @jrdesign Will you be joining us for #kaizenblog tomorrow? Love your quote about curiosity! Thx for follow.
- 12:15 pm **3keyscoach:** @dannyybrown Looking quite debonair in your new avatar! ;-) Will you be joining us for #kaizenblog at 12pm ET today?
- 12:16 pm **3keyscoach:** @redjudy We've missed you on #kaizenblog last couple of weeks. Hope you to see you on chat today!
- 12:17 pm **3keyscoach:** Pls join us! #kaizenblog "Critical Thinking-Underpinning of Effective Biz Strategy"~Fri, 12pm ET/4pm GMT Framing post <http://bit.ly/bd7XIs>
- 12:18 pm **3keyscoach:** @sanchezjb You are most welcome! See you later on #kaizenblog
- 12:27 pm **ConversationAge:** #kaizenblog "Critical Thinking-Underpinning of Effective Biz Strategy"~today, 12pm ET/4pm GMT Framing post <http://ow.ly/1R5Tw>
- 12:28 pm **odomlewis:** RT @ConversationAge: #kaizenblog "Critical Thinking-Underpinning of Effective Biz Strategy"~today, 12pm ET/4pm GMT Framing post <http://ow.ly/1R5Tw>
- 2:39 pm **nathanburrblair:** @3keyscoach Yes, this is the first I've heard of it, and it sounds very interesting! #kaizenblog
- 3:07 pm **Note\_to\_CMO:** #FF to my #kaizenblog and #brandchat conversationalists, @karimacatherine @CASUDI @thebrandbuilder
- 3:07 pm **Note\_to\_CMO:** #FF You follow our #kaizenblog co-hostesses? @ConversationAge @3keyscoach ? I'm guessing you do.
- 3:30 pm **3keyscoach:** In 30 minutes, @ConversationAge & I invite you-"Critical Thinking-Underpinning of Effective Biz Strategy" #kaizenblog
- 3:51 pm **3keyscoach:** In 10 minutes, @ConversationAge & I invite you-"Critical Thinking-Underpinning of Effective Biz Strategy" #kaizenblog

3:53 pm **3keyscoach:** Today's topic-Critical Thinking-Underpinning of Effective #Business Strategy at 12pm ET today #kaizenblog

3:55 pm **Careerbright:** RT @3keyscoach: In 10 minutes, @ConversationAge & I invite you-"Critical Thinking-Underpinning of Effective Biz Strategy" #kaizenblog

3:58 pm **CASUDI:** Starting about NOW #kaizenblog @hacool @CathyWebSavvyPR @wilsonellis @DannyBrown @zkellyq @MaryAnnHalford @blakegroup @EFulwiler

3:58 pm **3keyscoach:** @nathanburrblair I hope you can join us today. Usually amazing convo! #kaizenblog

3:59 pm **EFulwiler:** RT @3keyscoach: Today's topic-Critical Thinking-Underpinning of Effective #Business Strategy at 12pm ET today #kaizenblog

4:01 pm **3keyscoach:** Hello and welcome to #kaizenblog everybody! Who

4:01 pm **3keyscoach:** Who's here today? #kaizenblog

4:02 pm **sanchezjb:** @3keyscoach A Friday shout out to you! #kaizenblog

4:03 pm **jpearlstein:** @3keyscoach I'm here #kaizenblog

4:03 pm **tomasacker:** I'll be here in 5 minutes. :) Looking forward to it. #kaizenblog

4:03 pm **3keyscoach:** @sanchezjb Hello Joe! Hope your week has gone well! #kaizenblog

4:03 pm **nathanburrblair:** @3keyscoach Here for the first time! #kaizenblog

4:03 pm **Note\_to\_CMO:** @3keyscoach Try that again - I'm here! #kaizenblog

4:04 pm **CASUDI:** CASUDI @3keyscoach Ready to Rock & Roll #kaizenblog [correct]

4:04 pm **3keyscoach:** @jpearlstein Hiya Joshua! Good to have you here! #kaizenblog

4:04 pm **3keyscoach:** @nathanburrblair Enjoy your stay, Nathan! #kaizenblog

4:04 pm **ConversationAge:** Welcome to #kaizenblog chat with @3keyscoach and me. Today we'll talk about "Critical Thinking-Underpinning of Effective Biz Strategy"

4:04 pm **jpearlstein:** @3keyscoach thanks really excited about the topic today #kaizenblog

4:04 pm **3keyscoach:** @Note\_to\_CMO Hello Stephen! Looking forward to your great wisdom! #kaizenblog

4:05 pm **sanchezjb:** @3keyscoach It has, thank you. #kaizenblog

4:05 pm **3keyscoach:** @ConversationAge Hello, co-host! This is going to be a great convo! #kaizenblog

4:05 pm **Note\_to\_CMO:** @3keyscoach (Lower your expectations!) - thanks, glad I could join you. #kaizenblog

4:06 pm **3keyscoach:** @CASUDI Hi there! Terrific! #kaizenblog

4:06 pm **MediaCollective:** Heading into chat Join in topic is about "Critical Thinking-Underpinning of Effective Biz Strategy" #kaizenblog

4:06 pm **ConversationAge:** @Note\_to\_CMO \*not\* :) LOL! #kaizenblog topic today is right up your alley @3keyscoach

4:06 pm **3keyscoach:** Well, we should probably get the 1st Q rolling here! #kaizenblog

4:06 pm **CASUDI:** @livepath U may enjoy #kaizenblog chat happening now ~Critical Thinking-Underpinning of Effective Biz Strategy"

4:07 pm **huperniketes:** Join in! RT @ConversationAge: #kaizenblog "Critical Thinking-Underpinning of Effective Biz Strategy" [NOW] Framing post <http://ow.ly/1QUIQ>

4:07 pm **3keyscoach:** @designdamage Yay! Hello! #kaizenblog

4:07 pm **3keyscoach:** @Note\_to\_CMO Umm...too late! I write the recaps so I get to see what I missed too! :) #kaizenblog

4:07 pm **sanchezjb:** 3 words relevant to 2day's "Critical Thinking-Underpinning of Effective Biz Strategy" #kaizenblog chat: Learn, Question, & Validate.

4:10 pm **3keyscoach:** Q1 How do you describe a critical thinker? #kaizenblog

4:10 pm **sanchezjb:** Always b continuously: 1) learning about ur market, 2) questioning ur biz strategy, & 3) validating ur strategy assumptions. #kaizenblog

4:10 pm **MediaCollective:** RT @3keyscoach: Q1 How do you describe a critical thinker? #kaizenblog

4:10 pm **3keyscoach:** @huperniketes Good to have you here! #kaizenblog

4:11 pm **CASUDI:** @livepath Sometimes you can learn an enormous amount being a fly on the wall : -) #kaizenblog

4:11 pm **3keyscoach:** @sanchezjb How does continuous learning affect critical thinking? #kaizenblog

4:11 pm **sanchezjb:** @3keyscoach Q1: My last #kaizenblog tweet. : ) I was in the mind reading mode - a rare happening. : )

4:11 pm **livepath:** Listen, Understand, Respond #kaizenblog

4:12 pm **ConversationAge:** RT @livepath: Listen, Understand, Respond #kaizenblog

4:12 pm **3keyscoach:** RT @sanchezjb: Always b continuously: 1) learning abt ur market, 2) question ur biz strat, & 3) validate ur strat assumptions. #kaizenblog

4:12 pm **livepath:** @CASUDI True. But you know me. not much of a wallflower. #kaizenblog

4:12 pm **tomasacker:** Someone who is always trying to determine the meaning or significance of what she experiences or observes. #kaizenblog

4:12 pm **3keyscoach:** @sanchezjb Hee hee! #kaizenblog

4:12 pm **ConversationAge:** RT @sanchezjb: continuously: 1) learn about ur market, 2) question ur biz strategy, & 3) validate ur strategy assumptions. #kaizenblog

4:13 pm **3keyscoach:** @tomasacker Hello Tom! #kaizenblog

4:13 pm **MediaCollective:** A1 critical thinkers have a sense of courisity, look for evidence to support assumptions & solutions #kaizenblog

4:13 pm **Note\_to\_CMO:** Q1: Critical thinking is avoiding the knee jerk preconception. Asking questions before hurling conclusions. #kaizenblog

4:13 pm **sanchezjb:** Continuous learning should result in relooking at or questioning assumptions, actions, etc. based on new knowledge. #kaizenblog

4:13 pm **3keyscoach:** RT @tomasacker: Someone who is always trying to determine the meaning or significance of what she experiences or observes. #kaizenblog

4:13 pm **3keyscoach:** RT @MediaCollective: A1 critical thinkers have a sense of courisity, look for evidence to support assumptions & solutions #kaizenblog

4:13 pm **tomasacker:** @3keyscoach Hi! #kaizenblog

4:14 pm **jpearlstein:** @3keyscoach always digging deeper for more information and is passionate enough to do so #kaizenblog

4:14 pm **whatswhat\_sian:** @3keyscoach I'm a bit busy with work just now but am watching #kaizenblog

4:14 pm **ConversationAge:** RT @tomasacker: Someone who is always trying to determine the meaning or significance of what she experiences or observes. #kaizenblog

4:14 pm **3keyscoach:** RT @Note\_to\_CMO: Q1: Critical thinking is avoiding the knee jerk preconception. Asking questions before hurling conclusions. #kaizenblog

4:14 pm **CASUDI:** A;1 With organization/logical thought process critical can be productive/ w/o can be distrutive #kaizenblog

4:14 pm **3keyscoach:** How do you know "critical thinking" when you see/hear it? #kaizenblog

4:14 pm **Note\_to\_CMO:** This "ask questions/don't hurl conclusions" thing really burns me up. "You didn't do X" instead of "did you consider X?" #kaizenblog

4:14 pm **MediaCollective:** A1 they are also able to adjust quickly to new information & reject irrelevant info #kaizenblog

4:14 pm **sanchezjb:** RT @MediaCollective A1 critical thinkers have a sense of courisity, look 4 evidence 2 support assumptions & sol'ns #kaizenblog < Agree!

4:15 pm **lizziepauker:** A Critical Thinker takes time to Recognize assumptions, Evaluate arguments & Draw conclusions. They're fair-minded thinkers. #kaizenblog

4:15 pm **Note\_to\_CMO:** @MediaCollective Agree - as my partner would say, "staying low on the ladder of inference." #kaizenblog

4:15 pm **3keyscoach:** @whatswhat\_sian Great! Jump in when you can #kaizenblog

4:15 pm **ConversationAge:** @Note\_to\_CMO great point and example of what it looks like! "you didn't do this" is the wrong statement #kaizenblog

- 4:16 pm **tomasacker:** RT @MediaCollective: A1 critical thinkers look for evidence to support assumptions & solutions. And evidence to refute . #kaizenblog
- 4:16 pm **CASUDI:** RT@lizziepauker A Critical Thinker takes time 2 Recognize assumptions, Evaluate arguments & Draw conclusions. They're fair-.... #kaizenblog
- 4:16 pm **livepath:** Critcial thinking is external and internally facing. Essential: confidence, humility & honesty with applied rational thought. #kaizenblog
- 4:16 pm **Note\_to\_CMO:** @ConversationAge ... and happens all the time. Ask questions, dont present conclusions. Esp when you dont have the facts. #kaizenblog
- 4:17 pm **MediaCollective:** @Note\_to\_CMO: "staying low on the ladder of inference." love that! think Ill jot that quote down #kaizenblog
- 4:17 pm **ConversationAge:** RT @lizziepauker: Critical Thinker takes time to Recognize assumptions, Evaluate arguments, Draw conclusions Fair-minded #kaizenblog
- 4:17 pm **3keyscoach:** RT @lizziepauker A Critical Thinker takes time 2 Recognize assumptions #kaizenblog
- 4:17 pm **lizziepauker:** @tomasacker @mediacollective - the question is what is the assumption being made? is there evidence to support? is it relevant? #kaizenblog
- 4:17 pm **3keyscoach:** RT @lizziepauker Evaluate argumnts & Draw conclusionsThey're fair-minded thinkers #kaizenblog
- 4:18 pm **Note\_to\_CMO:** Roger would say, "Dont fall in love with your typeface." Question/kill your preconceptions + keep collecting info. #kaizenblog
- 4:18 pm **nathanburrblair:** RT @lizziepauker: A Critical Thinker takes time to Recognize assumptions, Evaluate arguments & Draw conclusions. #kaizenblog
- 4:18 pm **ConversationAge:** @Note\_to\_CMO conclusions underestimate or ignore assumptions, which in turn discard correlation to original objectives/goals #kaizenblog
- 4:18 pm **LauraLCrum:** critical thinkers don't take things on face value and they challenge assumptions #Kaizenblog
- 4:18 pm **3keyscoach:** @Note\_to\_CMO Accusatory tones even when not intentional can shut down convos! #kaizenblog
- 4:18 pm **3keyscoach:** RT @Note\_to\_CMO: Roger would say, "Dont fall in love w/ your typeface." Question/kill your preconceptions + keep collecting info #kaizenblog
- 4:19 pm **tomasacker:** People can find evidence to support just about any assumption today. Must go beyond evidence . #kaizenblog
- 4:19 pm **sanchezjb:** Critical thinking also means applying context to context. Is there alignment? If not, why not? What does this mean? #kaizenblog
- 4:19 pm **ConversationAge:** Are you all adding @lizziepauker to your stream? I want to make sure we're connecting as well as conversing :) #kaizenblog
- 4:19 pm **livepath:** I believe a good critical thinker not only recog. assumptions but understands "how we got here" (Journey to destination) #kaizenblog
- 4:19 pm **LauraLCrum:** not sure I think anyone can be "fair"...best we can do is recognize and acknowledge prejudices #Kaizenblog
- 4:20 pm **lizziepauker:** @3keyscoach @note\_to\_CMO -u have 2 b able 2 check emotions @ the door. when emotions run high, it's hard 2 make a fair decision. #kaizenblog
- 4:20 pm **hacool:** Q1 A critical thinker tries to assess a situation from multiple vantage points, and tests assumptions. #kaizenblog
- 4:20 pm **3keyscoach:** RT @livepath Crit think'g is external & internally facing. Essential: confidence, humility & honesty w/ applied rational thought #kaizenblog
- 4:20 pm **sanchezjb:** Critical thinking can also potentially mean disrupting other people's comfort zones. That can be a significant challenge. #kaizenblog
- 4:20 pm **MediaCollective:** @3keyscoach accusatory, dismissive to idea tone shuts the door to discovery of info or solutions #kaizenblog
- 4:20 pm **ConversationAge:** @tomasacker what are the components of beyond evidence? [agree, this is the problem with case studies/best practices] #kaizenblog
- 4:21 pm **LauraLCrum:** @livepath I like the acknowledgement of the process and knowledge in that journey to destination idea #Kaizenblog

- 4:21 pm **CASUDI:** @tomasacker Mark Twain #quote ~ statistics for support not illumination ~ as a drunk uses a lamp post #kaizenblog
- 4:21 pm **3keyscoach:** @lizziepauker Self-management is key skill. Can't think when stressed. Step away for moment to gather self #kaizenblog
- 4:21 pm **3keyscoach:** RT @MediaCollective: @3keyscoach accusatory, dismissive to idea tone shuts door to discovery of info or solutions #kaizenblog
- 4:21 pm **jpearlstein:** @3keyscoach person needs to have the passion and drive to be a critical thinker. starts with being in the right state of mind #kaizenblog
- 4:21 pm **hacool:** RT @sanchezjb: Critical thinking can also potentially mean disrupting other peoples comfort zones. That can be a challenge. #kaizenblog
- 4:21 pm **CASUDI:** RT@hacool Q1 A critical thinker tries to assess a situation from multiple vantage points, and tests assumptions. #kaizenblog
- 4:21 pm **3keyscoach:** RT @hacool: Also critical thinkers don't conflate correlation and causality (which seems to be a common mistake.) #kaizenblog
- 4:21 pm **nathanburrblair:** Statistics should be no substitute for critical analysis. #kaizenblog
- 4:22 pm **ConversationAge:** @LauraLCrum @livepath #kaizenblog was born because of a desire to acknowledge importance of process
- 4:22 pm **tomasacker:** Critical thinkers understand and appreciate connections. Understand the difference between correlation and causation. #kaizenblog
- 4:22 pm **hacool:** @sanchezjb Great point. When thinking critically we have to be ready to challenge our own assumptions & maybe change our minds. #kaizenblog
- 4:22 pm **3keyscoach:** Can critical thinker get lost in curiosity? #kaizenblog
- 4:22 pm **Note\_to\_CMO:** @ConversationAge @tomasacker Zaltman said in his book that most research is done to validate preconceptions (and I agree!) #kaizenblog
- 4:22 pm **LauraLCrum:** @jpearlstein yes, but passion can also draw its on blinders, limiting critical thinking abilities #Kaizenblog
- 4:22 pm **tomasacker:** RT @CASUDI: @tomasacker Mark Twain #quote ~ statistics for support not illumination ~ as a drunk uses a lamp post. Exactly! #kaizenblog
- 4:22 pm **Note\_to\_CMO:** RT @tomasacker: Critical thinkers understand connections. Understand the difference between correlation and causation. #kaizenblog
- 4:23 pm **3keyscoach:** @Note\_to\_CMO The tricky part is to admit when data has blown preconception out of water #kaizenblog
- 4:23 pm **ConversationAge:** RT @tomasacker: Critical thinkers understand + appreciate connections. Understand difference between correlation and causation. #kaizenblog
- 4:23 pm **hacool:** @LauraLCrum Yes, it's very hard to be critical of ideas we may hold dear, but we must question everything. #kaizenblog
- 4:23 pm **MediaCollective:** RT @CASUDI: RT@hacool Q1 A critical thinker tries to assess a situation from multiple vantage points, and tests assumptions. #kaizenblog
- 4:23 pm **3keyscoach:** RT @ConversationAge: @LauraLCrum @livepath #kaizenblog was born because of a desire to acknowledge importance of process
- 4:23 pm **CASUDI:** @hacool Note too much critical thinking = Analysis Paralysis #kaizenblog
- 4:24 pm **sanchezjb:** Critical thinking's objective is not 2 point out what may not b correct or validated but also 2 propose alternatives. #kaizenblog
- 4:24 pm **Note\_to\_CMO:** @3keyscoach No question. Takes self-discipline to change yr preconceptions. We're all subject to consistency traps. #kaizenblog
- 4:24 pm **hacool:** @3keyscoach And making sure we analyze the right data. It's too easy to pick and choose to draw the conclusions we want. #kaizenblog
- 4:24 pm **MediaCollective:** RT @CASUDI: @hacool Note too much critical thinking = Analysis Paralysis ( How True) #kaizenblog
- 4:24 pm **hacool:** @CASUDI Good point, one can get so bogged down in the details that one can't act on what one is learning. #kaizenblog
- 4:24 pm **LauraLCrum:** @hacool right, I agree...it's just sometimes we need someone else to point out obvious things we may be overlooking... #Kaizenblog
- 4:24 pm **sanchezjb:** @hacool Agree! We've all been there. :) #kaizenblog

4:24 pm **3keyscoach:** @hacool Back to Mark Twain, right? #kaizenblog

4:24 pm **ConversationAge:** @hacool @LauraLCrum we tend to get attached to the idea when it's ours, we take it personally :) #kaizenblog [open minded is hard]

4:25 pm **lizziepauker:** @casudi @hacool - YES! You have to be able to draw a conclusion. Critical Thinking does not have to mean analysis paralysis. #kaizenblog

4:25 pm **LauraLCrum:** @ConversationAge very true point #Kaizenblog

4:25 pm **3keyscoach:** RT @CASUDI: @hacool Note too much critical thinking = Analysis Paralysis #kaizenblog

4:25 pm **Note\_to\_CMO:** RT @CASUDI: @hacool 2 much critical thinking = Analysis Paralysis #kaizenblog [Agree. Open data collection, rapid alignment, decision, act]

4:25 pm **hacool:** @LauraLCrum True, a little nudge from someone with a different perspective can help us look at things from new angles. #kaizenblog

4:25 pm **ConversationAge:** #kaizenblog Q2: what value is placed on ability to synthesize/analyze in biz strategy?

4:26 pm **how\_clever:** RT @MediaCollective: RT @CASUDI: RT@hacool Q1 A critical thinker tries to assess a situation from multiple vantage points, and tests assumptions. #kaizenblog

4:26 pm **hacool:** @3keyscoach exactly. #kaizenblog

4:26 pm **CASUDI:** @hacool It comes down to reviewing the data with intelligence & judgment-evaluate relative importance ~everything is NOT equal #kaizenblog

4:26 pm **Note\_to\_CMO:** Speaks to the need for "evidence-based decision making." Tends to end the internal debate. Hallmark of speed cultures. #kaizenblog

4:26 pm **3keyscoach:** RT @hacool: @LauraLCrum True, a little nudge from someone w/ a different perspective can help us look at things from new angles #kaizenblog

4:26 pm **MediaCollective:** RT @ConversationAge: Q2: what value is placed on ability to synthesize/analyze in biz strategy? #kaizenblog

4:26 pm **jpearlstein:** @3keyscoach you better believe curiosity can cause distractions! it is why you cant have one critical thinker, you need balance #kaizenblog

4:26 pm **LauraLCrum:** A2.....not enough! It only seems really appreciated at the higher levels, while it should be encouraged all the way down #Kaizenblog

4:27 pm **tomasacker:** Ability to tease out cause, effect, and randomness. IMHO, way too many "this worked, therefore it is evidence of my idea." #kaizenblog

4:27 pm **skipshoe:** RT @Note\_to\_CMO: @ConversationAge @tomasacker Zaltman book - most research is done to validate preconceptions (and I agree!) #kaizenblog

4:27 pm **3keyscoach:** RT @Note\_to\_CMO: Speaks to need for "evidence-based decision making." Tends to end internal debate. Hallmark of speed cultures #kaizenblog

4:27 pm **sanchezjb:** @tomasacker "Critical thinkers understand + appreciate connections." < Well said! #kaizenblog

4:28 pm **Note\_to\_CMO:** @tomasacker Goes back to your causality/correlation point earlier. We're hostage to our own preconceptions! #kaizenblog

4:28 pm **livepath:** RT @tomasacker: Ability to tease out cause, effect, and randomness. IMHO, way too many "this worked, therefore it is evidence of my idea." #kaizenblog

4:28 pm **lizziepauker:** @hacool @lauralLCrum - you should use multiple resources and ask others to critique your ideas. #kaizenblog

4:28 pm **CASUDI:** @ConversationAge A2 A lot of value is placed ~ however the speed factor of analysis etc... maybe has more value today #kaizenblog

4:29 pm **hacool:** @LauraLCrum True, I once had a boss tell me that I wasn't responsible for strategy that was all up to him. #kaizenblog

4:29 pm **Note\_to\_CMO:** @lizziepauker I think we need to bring back the "Court Fool" for the modern boardroom [Altho many think it never left]. #kaizenblog

4:29 pm **3keyscoach:** @tomasacker @LauraLCrum So how do we encourage more curiosity? Particularly teaching othrs to not fall in love w/ own ideas? #kaizenblog

4:29 pm **tomasacker:** Speed critical today. Spend less time analyzing, and more time modeling (trying to reproduce results). #kaizenblog

4:29 pm **ConversationAge:** @LauraLCrum yes, it's interesting how businesses want engagement and engagement is in inner drive <http://ow.ly/1ReWR> #kaizenblog

4:30 pm **Note\_to\_CMO:** Strategy (like "teamwork") is often "lots of ppl doing exactly what I say." (Louis G Meyer). Tied up in political process. #kaizenblog

4:30 pm **keithboss:** RT @Note\_to\_CMO: RT @tomasacker: Critical thinkers understand connections. Understand the difference between correlation and causation. #kaizenblog

4:30 pm **marketwire:** @tomasacker I respectfully disagree re: less time analyzing. You need to analyze to understand how you can improve. #kaizenblog

4:30 pm **hacool:** @CASUDI Good point, in many orgs it seems so much is urgent that time isn't made for strategic planning. #kaizenblog

4:30 pm **3keyscoach:** @Note\_to\_CMO Someone designated to ask the "dumb" questions? #kaizenblog

4:30 pm **sanchezjb:** Receptivity to critical thinking and embedding it in the org's culture/DNA begins with the org's leadership. #kaizenblog

4:30 pm **livepath:** Sorry guys RT @conversationage Imptc. can b overstated /understated... big usseless PPT "Stratergy"/ Overwhelming Dump. #kaizenblog

4:30 pm **nathanburrblair:** Talented entry level analysts are SO valuable to a company. Analysis should be emphasized at all levels. #kaizenblog

4:30 pm **CASUDI:** @3keyscoach I am getting a bit mired in the fab answers today ~ maybe I am doing too much analysis :- ) #Kaizenblog

4:31 pm **LauraLCrum:** @lizziepauker True....but I would ammend that to say we should especially seek out others who we don't often agree with #kaizenblog

4:31 pm **Note\_to\_CMO:** @3keyscoach @tomasacker Looking at co's like Intuit, this is an "evidence/facts/homework" culture. Know, don't "think." #kaizenblog

4:31 pm **ConversationAge:** RT @Note\_to\_CMO: Strategy (like "teamwork") often "lots of ppl doing exactly what I say" LouisMeyer Tied up in political process #kaizenblog

4:31 pm **3keyscoach:** @CASUDI I'm basically RT'ing. This recap will be a doozy! #kaizenblog

4:31 pm **hacool:** @lizziepauker Yes, and get people involved from different parts of the org. Their knowledge can give others new insights. #kaizenblog

4:31 pm **abarcelos:** Agree! RT @nathanburrblair: Talented entry level analysts are SO valuable to a co. Analysis should be emphasized at all levels. #kaizenblog

4:32 pm **Note\_to\_CMO:** @3keyscoach Yes, someone who questions preconceptions in a non-threatening way. #kaizenblog

4:32 pm **tomasacker:** @Marketwire: You need to analyze to understand how you can improve. Agree. Analyze the death out of results, not plans. #kaizenblog

4:32 pm **3keyscoach:** RT Agree! @sanchezjb: Receptivity to critical thinking and embedding it in the org's culture/DNA begins w/ org's leadership #kaizenblog

4:32 pm **lizziepauker:** @LaurealCrum - if u can check ur emotions at the door, u're absolutely right! #kaizenblog

4:32 pm **sanchezjb:** There needs 2b balance between critical thinking & need 4 action to avoid, per @CASUDI 's, "paralysis by analysis." #kaizenblog

4:32 pm **marketwire:** @tomasacker Ding ding. Wholeheartedly agree. #kaizenblog

4:33 pm **CASUDI:** @hacool I am finding far more attention on the tactics then the overall strategy ~ often perceived as less important (NOT ME) #kaizenblog

4:33 pm **livepath:** @conversationage good "strategy" offers clear assess of current state... future state dir. and detailed map to get from A to B #kaizenblog

4:33 pm **3keyscoach:** @Note\_to\_CMO So leave no room for guessing, just the facts? How do we allow for intuitive leaps common in critical thinking? #kaizenblog

4:33 pm **lizziepauker:** @hacool - very true. an organization has a tremendous number of resources available. it's important to utilize them all. #kaizenblog

4:33 pm **newwoodou:** RT @Note\_to\_CMO: Speaks 2 the need 4 "evidence-based decision making." Tends 2 end internal debate. Hallmark of speed cultures. #kaizenblog

4:34 pm **3keyscoach:** RT @tomasacker: @Marketwire: You need to analyze to understand how can improve. Agree. Analyze death out of results, not plans #kaizenblog

4:34 pm **tomasacker:** @Note\_to\_CMO: "evidence/facts/homework" culture. Know, don't "think." That's it! Feel, think, do, analyze, change. #kaizenblog

4:34 pm **Note\_to\_CMO:** @3keyscoach No, still room for crazy ideas and extrapolation - just based on evidence, not unsupported "vision" #kaizenblog

4:34 pm **CASUDI:** @sanchezjb So agree it is a balance between critical thinking & moving forward with the plan implementation #kaizenblog

4:34 pm **ConversationAge:** @livepath the direction piece is important -- there needs to be room for what @tomasacker called modeling #kaizenblog

4:34 pm **Note\_to\_CMO:** @tomasacker As Mr. Morita said, "ready, shoot, aim." Sort of. #kaizenblog

4:35 pm **kseniacoffman:** @CASUDI late to the party, what is the topic today? #kaizenblog

4:35 pm **sanchezjb:** RT @tomasacker @Marketwire U need 2 analyze 2 understand how u can improve. Agree. Analyze the death out of results, not plans. #kaizenblog

4:35 pm **marketwire:** Get people involved from diff parts of the org to gather new insights and to build teamwork. Collaboration is a beautiful thing #kaizenblog

4:35 pm **CASUDI:** @livepath @conversationage YES, we love road maps ~ if you don't know where you are going, you cant get there :- ) #Kaizenblog

4:35 pm **3keyscoach:** @Note\_to\_CMO Like @tomasacker's point-Feel, think, do, analyze, change #kaizenblog

4:36 pm **MaryAnnHalford:** @kseniacoffman i am too - looking forward to your answer! #kaizenblog

4:36 pm **3keyscoach:** Does cross training w/in larger orgs encourage critical thinking? How can be fostered in SME's? #kaizenblog

4:36 pm **marketwire:** RT @3keyscoach: @Note\_to\_CMO Like @tomasackers point-Feel, think, do, analyze, change #kaizenblog

4:36 pm **MaryAnnHalford:** RT @CASUDI: @livepath @conversationage YES, we love road maps ~ if you dont know where you are going, you cant get there :- ) #kaizenblog

4:36 pm **lizziepauker:** @sanchezjb - critical thinking should be a catalyst for drawing better conclusions and thus making better decisions. #kaizenblog

4:36 pm **CASUDI:** @KseniaCoffman ~Critical Thinking-Underpinning of Effective Biz Strategy" #kaizenblog ~ welcome

4:36 pm **Note\_to\_CMO:** Many speed culture CEO's I've interviewed say collect all evidence from everyone, heated debate, rapid alignment (CEO job), go. #kaizenblog

4:36 pm **3keyscoach:** RT @ConversationAge: @livepath the direction piece is important -- there needs to be room for what @tomasacker called modeling #kaizenblog

4:36 pm **hacool:** @kseniacoffman critical thinking, what it means, how it benefits org. etc. #kaizenblog

4:36 pm **ConversationAge:** @3keyscoach do businesses take their own advice and change, though? Do the people in them? @Note\_to\_CMO @tomasacker #kaizenblog

4:37 pm **MaryAnnHalford:** @CASUDI thanks for info on the topic . . . #kaizenblog

4:37 pm **MaryAnnHalford:** @ConversationAge I think businesses often change in reaction rather than proactively. It is a tough line #kaizenblog

4:37 pm **tomasacker:** Zappos discovered model. Did not analyze and plan free shipping and returns of shoes. #kaizenblog

4:37 pm **hacool:** @CASUDI I see that too. We have to start with the "why" before we get to the "how." #kaizenblog

4:38 pm **ConversationAge:** RT @MaryAnnHalford: @ConversationAge I think businesses often change in reaction rather than proactively. It's a tough line #kaizenblog Y!

4:38 pm **sanchezjb:** @tomsacker Gr8 pt about "analyzing the death out of results." Establish feedback loops based on that learning 4 improvement. #kaizenblog

4:38 pm **MediaCollective:** @3keyscoach intuitive leaps: realizing intuition comes from experience, trust previously challanged/ solved experiences #kaizenblog

4:38 pm **Note\_to\_CMO:** @ConversationAge Good co's do question and change - others dont. Hallmark of smart culture. #kaizenblog

4:38 pm **nathanburrblair:** @3keyscoach I think cross training breaks down classic adversarial relationships. Encourages different viewpoints. #kaizenblog

- 4:38 pm **jpearlstein:** @Note\_to\_CMO when collecting evidence from everyone, who do all voices get heard? #kaizenblog
- 4:39 pm **3keyscoach:** @ConversationAge Sometimes people feel like in silos. Thinking about recession & reactive stance many orgs (small/big) took #kaizenblog
- 4:39 pm **skipshoe:** @hacool @CASUDI - on "why" before "how" - asking good questions is a skill to develop that supports critical thinking #kaizenblog
- 4:39 pm **lizziepauker:** Gr8 Critical Thinking training programs, devel products & assessments exist & can help. But if it's not embraced it won't work. #kaizenblog
- 4:39 pm **LauraLCrum:** @MaryAnnHalford I think that's very true and very representative of the workers #kaizenblog
- 4:39 pm **CASUDI:** @hacool I'm doing quite a bit on the Value of WHY these days ~ people want to really know WHY #kaizenblog
- 4:39 pm **ConversationAge:** @livepath ah, accountability #kaizenblog
- 4:39 pm **3keyscoach:** @nathanburrblair Logic says it would have to. If I've seen variation on issue somewhere else, opens mind to alt options #kaizenblog
- 4:39 pm **hacool:** RT @nathanburrblair: @3keyscoach I think cross training breaks down classic adversarial relationships. #kaizenblog
- 4:39 pm **MaryAnnHalford:** @nathanburrblair cross-training is an evolution from vertical silos . . . but more & more critical #kaizenblog
- 4:40 pm **sanchezjb:** @CASUDI Yes and if "push comes to shove," go with "moving forward" & action based on what's known. Then adapt & improvise. #kaizenblog
- 4:40 pm **3keyscoach:** @skipshoe Love your point about "why" before "how" Keep faithful to basic competencies & not go haring off on fads #kaizenblog
- 4:40 pm **Note\_to\_CMO:** @jpearlstein This is the leader's job - to ensure that all the ideas/evidence is fleshed out 1st. #kaizenblog
- 4:40 pm **3keyscoach:** RT @hacool: RT @nathanburrblair: @3keyscoach I think cross training breaks down classic adversarial relationships. #kaizenblog
- 4:40 pm **3keyscoach:** #kaizenblog
- 4:41 pm **livepath:** @ConversationAge Strategy without accountability and alignment is only positioning. #kaizenblog
- 4:41 pm **hacool:** @skipshoe Absolutely. Asking the right questions can determine whether we take the right path or wander off a cliff. #kaizenblog
- 4:41 pm **CASUDI:** RT@skipshoe @hacool @CASUDI - on "why" before "how" -asking good questions is a skill to develop that supports critical thinking #kaizenblog
- 4:41 pm **ConversationAge:** good point in convo to ask Q3: When do you take the time to examine problems and raise important questions in business? #kaizenblog
- 4:41 pm **3keyscoach:** Q3 When do you take the time to examine problems and raise important questions in business? #kaizenblog
- 4:41 pm **LoisMarketing:** RT @CASUDI: @hacool I'm doing quite a bit on the Value of WHY these days ~ people want to really know WHY #kaizenblog
- 4:41 pm **MaryAnnHalford:** @3keyscoach cross-training also allows us to walk in other people's shoes . . . #kaizenblog
- 4:42 pm **CASUDI:** @skipshoe I often bring up~asking questions is not enough ~ they have to be the right questions #kaizenblog
- 4:42 pm **livepath:** Q3: When do you take the time to examine problems and raise important questions in business? #kaizenblog EVERY DAY!
- 4:42 pm **MediaCollective:** RT @ConversationAge: (edit) Q3: When do you take the time to examine problems and raise important questions in business? #kaizenblog
- 4:42 pm **3keyscoach:** Exactly! RT @MaryAnnHalford: @3keyscoach cross-training also allows us to walk in other people's shoes . . . #kaizenblog
- 4:42 pm **MaryAnnHalford:** @3keyscoach good companies focus on having periodic offsites to examine problems & raise questions #kaizenblog
- 4:42 pm **ConversationAge:** RT @livepath: @ConversationAge Strategy without accountability and alignment is only positioning. #kaizenblog [best tweet]

4:42 pm **3keyscoach:** @CASUDI So how do you ask the "right" questions? #kaizenblog

4:42 pm **hacool:** @CASUDI Exactly. I cover the "why" quite a bit in social media training too. When we understand why, the what and how stick. #kaizenblog

4:42 pm **Note\_to\_CMO:** Q3: honestly, this should be a real time exercise. Sometimes uncomfortable and inconvenient, but needed. #kaizenblog

4:42 pm **sanchezjb:** @CASUDI Per a quote: "No plan survives 1st contact." All plans r subject 2 adaptation & improvisation upon execution. #kaizenblog

4:43 pm **3keyscoach:** RT @MaryAnnHalford: @3keyscoach good companies focus on having periodic offsites to examine problems & raise questions #kaizenblog

4:43 pm **Scribnia:** Hello #kaizenblog friends! Whats the topic?

4:43 pm **MaryAnnHalford:** @3keyscoach sometimes you discover the right questions when answering the wrong questions! #kaizenblog

4:43 pm **CASUDI:** @ConversationAge A3 ~ evaluation of problems/ asking (right) questions should be an ongoing process #kaizenblog

4:43 pm **3keyscoach:** @MaryAnnHalford How do encourage in-house discussion in real-time? #kaizenblog

4:43 pm **tomasacker:** A# Should be part of the culture. Kaizen, right? :) #kaizenblog

4:44 pm **hacool:** Q3examining problems and asking Q's should be ongoing, but perhaps more critical and points of change. #kaizenblog

4:44 pm **MaryAnnHalford:** @Scribnia critical thinking and strategy #kaizenblog

4:44 pm **ConversationAge:** RT @tomasacker: A# Should be part of the culture. Kaizen, right? :) #kaizenblog [one would think...]

4:44 pm **danielberman:** RT @ConversationAge: RT @livepath: @ConversationAge Strategy without accountability and alignment is only positioning. #kaizenblog [best tweet]

4:44 pm **3keyscoach:** @Scribnia Hey there! Critical Thinking-Underpinning of Effective Biz Strategy #kaizenblog

4:44 pm **MediaCollective:** Asking a question should not be knee jerk, remove emotions from problem Biz need 1. open door policy 2. scheduled think tanks #kaizenblog

4:44 pm **Note\_to\_CMO:** @tomasacker How many times have we heard, "Why didnt you have this idea earlier??" - Oy. Makes my head hurt. #kaizenblog

4:44 pm **sanchezjb:** @lizziepauker Yes! Both in the planning and execution phases-->Continuous learning-->Knowledge organization. #kaizenblog

4:44 pm **3keyscoach:** Yup! RT @tomasacker: A# Should be part of the culture. Kaizen, right? :) #kaizenblog

4:44 pm **abarcelos:** RT @MaryAnnHalford: @3keyscoach sometimes you discover the right questions when answering the wrong questions! #kaizenblog

4:44 pm **CASUDI:** @3keyscoach You tell me ~ DO I ASK the RIGHT questions :- ) #kaizenblog

4:44 pm **MaryAnnHalford:** @3keyscoach understand Yammer is a good tool for real time thinking #kaizenblog

4:45 pm **hacool:** Also such analysis is key to planning, whether for new campaigns, product launches, or for any new initiative. #kaizenblog

4:45 pm **3keyscoach:** @Note\_to\_CMO @tomasacker Sometimes people aren't emotionally or cognitively ready for ideas #kaizenblog

4:45 pm **lizziepauker:** I wrote an article on Critical-Thinkers.com on Tues about Asking the Right Q's <http://tinyurl.com/3788hcy> #kaizenblog

4:45 pm **MediaCollective:** RT @abarcelos: RT @MaryAnnHalford: @3keyscoach sometimes you discover the right questions when answering the wrong questions! #kaizenblog

4:45 pm **abarcelos:** Seems like the simplest things are tougher to do than the critical thinking itself like getting everyone in one room #kaizenblog

4:45 pm **ConversationAge:** @sanchezjb I like that "knowledge organization" and also knowledge flow #kaizenblog

4:45 pm **Note\_to\_CMO:** I've been in position at 11th hr when critical Q calls whole program into question. Uncomfortable! Co's usually blunder ahead. #kaizenblog

- 4:46 pm **3keyscoach:** @CASUDI It's important to not restrict one's thinking in case one is doing it right/wrong. Jump in & experience #kaizenblog
- 4:46 pm **tomasacker:** Everyone is ready for ideas when they think it's their idea too. :) #kaizenblog
- 4:46 pm **Note\_to\_CMO:** RT @3keyscoach: @Note\_to\_CMO @tomasacker Sometimes people aren't emotionally or cognitively ready for ideas #kaizenblog
- 4:46 pm **ConversationAge:** @abarcelos while people get in the same room, do they join the same conversation? I do wonder... #kaizenblog
- 4:46 pm **3keyscoach:** @abarcelos Get everyone in same room w/ 1 agenda item? Egads! #kaizenblog
- 4:46 pm **Note\_to\_CMO:** @3keyscoach Agree - conversions happen internally. We're not ready for change at all times. #kaizenblog
- 4:46 pm **ConversationAge:** RT @lizziepauker: I wrote an article on Critical-Thinkers.com on Tues about Asking the Right Q's <http://tinyurl.com/3788hcy> #kaizenblog
- 4:47 pm **LoisMarketing:** #kaizenblog Q3 When I can see that a sales force -- and manager! -- need clearer and deeper understanding of product/service they represent
- 4:47 pm **nathanburrblair:** RT @abarcelos: Seems like the simplest things are tougher to do than critical thinking itself like getting everyone in one room #kaizenblog
- 4:47 pm **MaryAnnHalford:** @ConversationAge as we have become more & more a knowledge economy, "knowledge" organizations are CRITICAL #kaizenblog
- 4:47 pm **MaryAnnHalford:** RT @lizziepauker: I wrote an article on Critical-Thinkers.com on Tues about Asking the Right Qs <http://tinyurl.com/3788hcy> #kaizenblog
- 4:47 pm **marketwire:** RT @sanchezjb: @lizziepauker Yes! Both in the planning and execution phases-->Continuous learning-->Knowledge organization. #kaizenblog
- 4:47 pm **CASUDI:** @MaryAnnHalford Answering Asking the wrong questions, getting nowhere can be very illuminating~U have to be able to see nowhere #kaizenblog
- 4:47 pm **3keyscoach:** @Note\_to\_CMO So true! We slow down or speed up our change process based on our ability to cope w/ concept. #kaizenblog
- 4:47 pm **ConversationAge:** RT @MaryAnnHalford: as we have become more & more a knowledge economy, "knowledge" organizations are CRITICAL #kaizenblog
- 4:48 pm **MediaCollective:** @ConversationAge have you played the pass the message game? group thinking might require mirroring of statements 2c if same #kaizenblog
- 4:48 pm **skipshoe:** A3 - when something on my dashboard jumps out at me, I need to take time for critical thinking #kaizenblog
- 4:48 pm **3keyscoach:** RT @MaryAnnHalford: @ConversationAge as we have become more & more a knowledge economy, "knowledge" organizations are CRITICAL #kaizenblog
- 4:48 pm **tomasacker:** Seems that people want others to adopt ideas without doing hard work of gaining engagement, interest, belief. #kaizenblog
- 4:48 pm **MediaCollective:** RT @3keyscoach: @Note\_to\_CMO So true! We slow down or speed up our change process based on our ability to cope w/ concept. #kaizenblog
- 4:48 pm **skipshoe:** RT @lizziepauker: I wrote an article on Critical-Thinkers.com on Tues about Asking the Right Qs <http://tinyurl.com/3788hcy> #kaizenblog
- 4:48 pm **sanchezjb:** RT @MaryAnnHalford @ConversationAge as we have become more & more a knowledge economy, "knowledge" organizations are CRITICAL #kaizenblog
- 4:48 pm **3keyscoach:** @CASUDI @MaryAnneHalford Could be wrong questions are dancing around the elephant in room #kaizenblog
- 4:48 pm **ConversationAge:** RT @tomasacker: Seems that people want others to adopt ideas without doing hard work of gaining engagement, interest, belief. #kaizenblog
- 4:49 pm **jpearlstein:** @Note\_to\_CMO Don't you always have to be changing? Even if you are not ready for it? Your competition is. #kaizenblog
- 4:49 pm **3keyscoach:** RT @lizziepauker: I wrote an article on Critical-Thinkers.com on Tues about Asking the Right Q's <http://tinyurl.com/3788hcy> #kaizenblog
- 4:49 pm **MaryAnnHalford:** @3keyscoach or sometimes they are just the elephant!!! #kaizenblog
- 4:49 pm **Note\_to\_CMO:** @skipshoe As long as you've got the right dashboard - the "in-between" spaces are where problems often bubble up. #kaizenblog
- 4:49 pm **ConversationAge:** @tomasacker in some businesses it's called having a title :) #kaizenblog

4:50 pm **hacool:** RT @jpearlstein: @Note\_to\_CMO Dont you always have to be changing? Even if you are not ready for it? Your competition is. #kaizenblog

4:50 pm **3keyscoach:** 11 minutes until end of main body of convo! Have a feeling transcript will come in handy for this convo! So much brilliance! #kaizenblog

4:50 pm **3keyscoach:** @MaryAnnHalford LOL Yikes! True! #kaizenblog

4:50 pm **Note\_to\_CMO:** @jpearlstein Yes. Sure. But saying the words and living the idea are 2 very different things. #kaizenblog

4:50 pm **hacool:** @jpearlstein Very true, if we don't pay attention and adapt someone else will...and they'll have the advantage. #kaizenblog

4:50 pm **livepath:** BBY has been good listening using social apps - has connecting cust & front line to others in org /idea wrangling & pos. results #kaizenblog

4:50 pm **MaryAnnHalford:** RT @3keyscoach: 11 minutes tuk end of main body of convo! Feek transcript will come in handy for this convo! So much brilliance! #kaizenblog

4:51 pm **ConversationAge:** RT @abarcelos: Everyone has their own version of thinking. Important to <really try> to be open-minded.It's a constant effort #kaizenblog

4:51 pm **skipshoe:** @Note\_to\_CMO yep. Figuring out what needs to be on your dashboard is a critical thinking exercise unique to each org #kaizenblog

4:51 pm **MaryAnnHalford:** @livepath who is BBY? #kaizenblog

4:51 pm **3keyscoach:** @jpearlstein You can't force org to change. Tough on morale which hurts productivity. Leader becomes crucial navigator/captain #kaizenblog

4:51 pm **kseniacoffman:** @3keyscoach What if the org does not encourage critical thinking? I.e. Japanese business culture. #kaizenblog

4:51 pm **tomasacker:** RT @designdamage: @tomasacker It's easier to force an idea thinking it's good for them but it doesn't mean retaining or believing w/o connecting #kaizenblog

4:51 pm **livepath:** RT @ConversationAge: @tomasacker Isn't it what Avinash Kaushik calls HIPPO rule (Highest Paid Person's Opinion)? #kaizenblog

4:51 pm **MediaCollective:** business that dont evolve/change is like running a race with your shoes nailed down - you never cross the finish line #kaizenblog

4:51 pm **sanchezjb:** Receptivity to critical thinking & embedding it in the org's culture/DNA is a CSF for a knowledge organization. #kaizenblog

4:51 pm **MaryAnnHalford:** @ConversationAge great comment from @barcelos - hitting on emotional intelligence #kaizenblog

4:52 pm **ConversationAge:** @MediaCollective seen some bass the buck game :) #kaizenblog restating is a good way to care for communication connecting

4:52 pm **Note\_to\_CMO:** @skipshoe Imp to look @ both "yr" dashboard and "their" (customer's) dashboard. What we see & they see are often different. #kaizenblog

4:52 pm **livepath:** so sorry Best Buy (stock moniker...duh) #kaizenblog

4:52 pm **3keyscoach:** RT @kseniacoffman: @3keyscoach What if the org does not encourage critical thinking? I.e. Japanese business culture. #kaizenblog

4:52 pm **MaryAnnHalford:** RT @MaryAnnHalford: @ConversationAge great comment from @barcelos - hitting on emotional intelligence #kaizenblog

4:52 pm **LoisMarketing:** #kaizenblog Q3 As independent advisors we have opportunity to ID problems and pose the hard questions. Must carefully consider how we ask

4:52 pm **MaryAnnHalford:** RT @MediaCollective: biz that dont evolve/change = running a race w your shoes nailed down - u never cross finish line > :) #kaizenblog

4:53 pm **3keyscoach:** @kseniacoffman Thank you for highlighting that! So other countries/cultures may have diff tolerance for critcal thinkng. #kaizenblog

4:53 pm **Note\_to\_CMO:** @kseniacoffman I wouldn't say Japanese biz culture doesn't encourage critical thinking. #kaizenblog

4:53 pm **ConversationAge:** @tomasacker it ends up being "because I say so" in perception - totally losing value of the idea... #kaizenblog @designdamage

4:53 pm **3keyscoach:** Are we approaching critical thinking from basically American perspective? #kaizenblog

4:54 pm **livepath:** @Note\_to\_CMO Preach it brutha. #kaizenblog

4:54 pm **jpearlstein:** @3keyscoach Can you elaborate? #kaizenblog

4:54 pm **MediaCollective:** RT @3keyscoach: Are we approaching critical thinking from basically American perspective? #kaizenblog #kaizenblog

4:54 pm **Note\_to\_CMO:** Japanese biz culture has more exponential time curve to decision making. Slower at first, faster at the end. #kaizenblog

4:54 pm **abarcelos:** @LoisMarketing Agree. The tact of asking critical questions is just as important. Another thing I strive to do. #nobodysperfect #kaizenblog

4:54 pm **3keyscoach:** @jpearlstein Elaborate on? #kaizenblog

4:55 pm **CASUDI:** @3keyscoach @kseniacoffman could one have positive alternatives instead of critical thinking? #kaizenblog ~ culture where NIX on critical

4:55 pm **OutreachGeek:** RT @ConversationAge: RT @livepath: @ConversationAge Strategy without accountability and alignment is only positioning. #kaizenblog [best tweet]

4:55 pm **jpearlstein:** @Note\_to\_CMO Idk. I think by being aware that change is necessary, forces one's mindset to always be looking for something new #kaizenblog

4:55 pm **jpearlstein:** @3keyscoach sorry, American thinking #kaizenblog

4:55 pm **3keyscoach:** 5 minutes to end of main body of convo. I can stick around for 15 minutes. #kaizenblog

4:55 pm **tomasacker:** @ConversationAge I'm seeing less "because I said so" and more "what should we do, but flesh it out, engage, etc." #kaizenblog

4:55 pm **CASUDI:** RT @livepath: @ConversationAge Strategy without accountability and alignment is only positioning. #kaizenblog

4:55 pm **sanchezjb:** In an increasingly digital society, critical thinking skills based on #infoliteracy & education. Everything's connected. #kaizenblog

4:55 pm **lizziepauker:** Critical Thinking needs to be embraced by an org in order to become part of corp culture. Illustrate value of CT & it'll happen #kaizenblog

4:56 pm **Note\_to\_CMO:** @livepath As long as "preach" isn't too connected with preconceptions... hopefully I'm still 'collecting evidence...' #kaizenblog

4:56 pm **3keyscoach:** I'll be writing recap for this convo over wknd so look for it on Monday #kaizenblog

4:56 pm **MaryAnnHalford:** I love all this critical thinking - this is not a lazy Friday before holiday weekend! #kaizenblog

4:56 pm **MaryAnnHalford:** RT @3keyscoach: Ill be writing recap for this convo over wknd so look for it on Monday > LOOK FRWRD TO IT #kaizenblog

4:57 pm **ambercleveland:** RT @lizziepauker: Critical Thinking has to be embraced by an org in order to become part of corp culture. #kaizenblog

4:57 pm **Note\_to\_CMO:** @jpearlstein Hey, I'm agreeing with you. Always easy to tell others to keep changing. We often miss this in ourselves, tho. #kaizenblog

4:57 pm **sanchezjb:** @MaryAnnHalford Nicely said! #kaizenblog

4:57 pm **MaryAnnHalford:** Thanks @3keyscoach and @barcelos for another amazing chat - gotta run #kaizenblog

4:57 pm **3keyscoach:** LOL RT @MaryAnnHalford: I love all this critical thinking - this is not a lazy Friday before holiday weekend! #kaizenblog

4:57 pm **skipshoe:** gotta roll #kaizenblog thanks for a refreshing dip in the strategy pool of critical thinking!

4:57 pm **lizziepauker:** I champion critical thinking in the workplace. If u're interested in what ur co can do with CT. DM me. I'd be happy to connect #kaizenblog

4:58 pm **hacool:** @lizziepauker Nice article! I just shared it as my link of the day on <http://www.facebook.com/heidicoool> #kaizenblog

4:58 pm **ConversationAge:** @skipshoe thank you for participating #kaizenblog

4:58 pm **livepath:** @Note\_to\_CMO In my experience, friend, the best preachers are humble learners. So you go ahead and preach. ;-) #kaizenblog

4:58 pm **3keyscoach:** @sanchezjb That's thing about critical thinking. Be able to connect online info, offline literature, pop culture, academia, etc. #kaizenblog

4:58 pm **lizziepauker:** @3kayscoach - #kaizenblog chat was great. Is this a regular event?

4:58 pm **3keyscoach:** @skipshoe Thanks for joining in! Have a great weekend! #kaizenblog

4:59 pm **livepath:** Thank you all! @conversationage esp. you! off to client deliverable and dream of a holiday weekend! #kaizenblog

4:59 pm **Note\_to\_CMO:** @livepath Thank you, dear - now back to our last 1 minute of #kaizenblog !

4:59 pm **3keyscoach:** RT @livepath: @Note\_to\_CMO In my experience, friend, the best preachers are humble learners. So you go ahead and preach. ;-) #kaizenblog

4:59 pm **hacool:** @lizziepauker Yes, #kaizenblog happens every Friday at noon e.d.t. #kaizenblog

4:59 pm **Note\_to\_CMO:** Thanks everyone ! The alarm bells are going off there in world headquarters (metaphorically speaking), so got to run! #kaizenblog

4:59 pm **3keyscoach:** @lizziepauker Yes, every week we have different topic, use concept of kaizen for our businesses. Please join in again! #kaizenblog

4:59 pm **nathanburrblair:** This was great. I hope to be a regular. #kaizenblog

5:00 pm **jpearlstein:** @hacool @LauraLCrum @Note\_to\_CMO @3keyscoach @ConversationAge A little #FF love to you all for a great #kaizenblog chat today!

5:00 pm **hacool:** Thank you @ConversationAge @3keyscoach and all the great critical thinkers in the group for a great session of #kaizenblog

5:00 pm **3keyscoach:** @Note\_to\_CMO Goodbye and you were wise as always! :) #kaizenblog

5:00 pm **ConversationAge:** @tomasacker shouldn't they be asking how do we think about what we should do? #kaizenblog

5:00 pm **3keyscoach:** Can't believe it's 1pm ET already! Thank you everyone! #kaizenblog

5:00 pm **sanchezjb:** It's Memorial Day weekend. Remember our nation's finest who have died in service our country. #kaizenblog

5:00 pm **3keyscoach:** #kaizenblog

5:00 pm **CASUDI:** @ConversationAge @3keyscoach TY co hosts #kaizenblog ~ Great subject, great chat, great convo & GREATEST participants.

5:01 pm **ConversationAge:** @hacool thank you for your contributions -- what a great way to kick off a holiday weekend! #kaizenblog

5:01 pm **3keyscoach:** Thanks to @ConversationAge, founder of this chat & brilliant co-host. #kaizenblog

5:01 pm **ConversationAge:** @livepath have a great holiday weekend. Thank you for not being a wall flower :) #kaizenblog

5:01 pm **3keyscoach:** So many RT's to thank. #kaizenblog

5:02 pm **3keyscoach:** RT @sanchezjb: It's Memorial Day weekend. Remember our nation's finest who have died in service our country. #kaizenblog

5:02 pm **huperniketes:** Sorry I was pulled from #kaizenblog, but I heartily recommend Kenichi Ohmae's "Stages of Strategic Thinking" from The Mind of the Strategist

5:02 pm **MediaCollective:** RT @sanchezjb: It's Memorial Day weekend. Remember our nation's finest who have died in service our country.{Amen} #kaizenblog

5:02 pm **abarcelos:** @lizziepauker Will surely follow. Interesting how you address the many challenges. #kaizenblog

5:02 pm **jpearlstein:** @3keyscoach never got what you meant by American conversation #kaizenblog

5:03 pm **tomasacker:** @designdamage Very true. Plus, complexity is overwhelming! #kaizenblog

5:03 pm **ConversationAge:** RT @huperniketes: was pulled from #kaizenblog, heartily recommend Kenichi Ohmae's Stages of Strategic Thinking from The Mind of Strategist

5:03 pm **3keyscoach:** @ConversationAge will post transcript later & I will write recap over wknd. Look to see if I use your tweet as illustration #kaizenblog

5:03 pm **X\_youarehere:** RT @sanchezjb: It's Memorial Day weekend. Remember our nation's finest who have died in service our country. #kaizenblog #eventpros

5:03 pm **abarcelos:** RT @jpearlstein: @3keyscoach never got what you meant by American conversation #kaizenblog

5:03 pm **hacool:** @ConversationAge I'm glad I could make it this week. Having majored in Philosophy I particularly dug this topic. #kaizenblog

5:03 pm **kseniacoffman:** @Note\_to\_CMO My understanding: Japanese biz culture discourages questioning authority - part of crit. thinking, no? #kaizenblog

5:04 pm **3keyscoach:** @jpearlstein We often see things through cultural lenses-gender, race, class, ethnicity, & national. #kaizenblog

5:04 pm **tomasacker:** @ConversationAge We should chat sometime and share perspectives. #kaizenblog

5:04 pm **ConversationAge:** @hacool Liberal Arts for me #kaizenblog

5:04 pm **RaynaNyc:** Living a 'Twitter Age' -- the one appointment I hate to miss is #kaizenblog on Fridays

5:04 pm **LoisMarketing:** RT @sanchezjb: It's Memorial Day weekend. Remember our nation's finest who have died in service our country.{Amen} #kaizenblog

5:04 pm **3keyscoach:** @hacool So glad you could join in! #kaizenblog

5:05 pm **tomasacker:** Thanks! You all are the best! I have to run and do some critical thinking about what to throw on the BBQ this weekend. :) #kaizenblog

5:05 pm **kseniacoffman:** @CASUDI What does NIX stand for? #kaizenblog

5:05 pm **MediaCollective:** Great energizing chat to start the day! Off to gather the troops for a critical thinking extravaganza & bbq #kaizenblog

5:05 pm **LoisMarketing:** RT @3keyscoach: Thanks to @ConversationAge, founder of this chat & brilliant co-host. #kaizenblog >> Thank you both!

5:05 pm **3keyscoach:** @ConversationAge @hacool I started off in creative therapies so getting diff perspectives for solutions is so awesome! #kaizenblog

5:05 pm **abarcelos:** @hacool Hi Heidi. Being a sociology minor, these topics are great. Just how groups think in general and come to happy medium. #kaizenblog

5:05 pm **3keyscoach:** @tomasacker Now that sounds like a tough thing to think about! Have a terrific weekend! #kaizenblog

5:06 pm **ConversationAge:** @tomasacker have a great weekend and thank you again for thinking with us #kaizenblog

5:06 pm **3keyscoach:** @LoisMarketing You're welcome. Glad you were here! Raised some good points! #kaizenblog

5:06 pm **3keyscoach:** @RaynaNyc Were you able to join us today? #kaizenblog

5:06 pm **abarcelos:** @ConversationAge Valeria, thank you for putting on such a great chat. Being in the office, it's tough to attend, but I try :- ) #kaizenblog

5:07 pm **ConversationAge:** To all the fabulous critical thinkers -- those who joined us and those who listened to #kaizenblog chat -- thank you.

5:07 pm **3keyscoach:** @MediaCollective Good thinking w/ you! Have splendid weekend! #kaizenblog

5:07 pm **abarcelos:** @3keyscoach Thank you Elli for a great chat as well. #kaizenblog

5:07 pm **CASUDI:** @KseniaCoffman NIX = not allowed / also nixed ~ maybe UK term of many years ago :- ) #kaizenblog

5:08 pm **3keyscoach:** RT @huperniketes: I heartily recommend Kenichi Ohmae's "Stages of Strategic Thinking" from The Mind of the Strategist #kaizenblog

5:09 pm **3keyscoach:** @abarcelos You're welcome, Anna. Did you get my response about American convo? #kaizenblog

5:10 pm **MediaCollective:** @3keyscoach you too, daily goal is always to be better than yesterday, incites shared here, mission accomplished :) #kaizenblog

5:10 pm **Note\_to\_CMO:** @kseniacoffman My Japan experience comes from living there 4 yrs in '80's + working for Sony for 7. Saw from insider's persp. #kaizenblog

5:11 pm **abarcelos:** @3keyscoach I did not, sorry. For some reason it's not in my mention columns but I will look. #kaizenblog

5:11 pm **Note\_to\_CMO:** @kseniacoffman ... so looking at decision making was interesting cultural window for me. Slower, consensus, then faster action. #kaizenblog

5:11 pm **3keyscoach:** @MediaCollective Oh good! Our work here is done! :-D #kaizenblog

5:11 pm **hacool:** @abarcelos Exactly. Our majors give us diff. perspectives on how we look at the topic and we thus we also learn from each other #kaizenblog

- 5:12 pm **hacool:** @3keyscoach Absolutely, sometimes looking at something from a new vantage point is like opening ones eyes. #kaizenblog
- 5:12 pm **3keyscoach:** @abarcelos We often think through lense-gender, race, class, ethnicity, nationality #kaizenblog
- 5:12 pm **Note\_to\_CMO:** @kseniacoffman ... US style tends to be CEO drives, fast adoption, sometimes off base. #kaizenblog
- 5:13 pm **3keyscoach:** RT @hacool: Yes! @3keyscoach Absolutely, sometimes looking at something from a new vantage point is like opening ones eyes #kaizenblog
- 5:13 pm **3keyscoach:** RT @Note\_to\_CMO: @kseniacoffman ... US style tends to be CEO drives, fast adoption, sometimes off base. #kaizenblog
- 5:13 pm **hacool:** @ConversationAge You're more proof that a classic liberal arts education can be applied to any number of fields. #kaizenblog
- 5:14 pm **3keyscoach:** @hacool Our majors can be like cross training in orgs. Have to be careful not to act like hammer & everything is nail #kaizenblog
- 5:15 pm **3keyscoach:** Agree RT @hacool: @ConversationAge You're more proof that classic liberal arts education can be applied to any number of fields #kaizenblog
- 5:15 pm **abarcelos:** @hacool Yes & we become better, smarter ppl 4 it. It's a constant effort 2 stay objective but necessary if we're 2 progress. #kaizenblog
- 5:16 pm **3keyscoach:** @Note\_to\_CMO Be interesting to compare decision styles in big corp & small biz & use of critical thinking #kaizenblog
- 5:17 pm **huperniketes:** @3keyscoach @Note\_to\_CMO Amusingly, western shepherders drive their flocks also. Easterners get out in front: Psalm 23. #kaizenblog
- 5:17 pm **ConversationAge:** Today we had 461 tweets, 41 contributors -- a new record for #kaizenblog - transcript here - <http://ow.ly/1RgBb>
- 5:18 pm **3keyscoach:** @livepath Pleasure meeting you today on #kaizenblog! Thanks for following.
- 5:18 pm **hacool:** Want to meet good thinkers? Check out the folks who participated in today's #kaizenblog - <http://wthashtag.com/Kaizenblog> - #followfriday
- 5:19 pm **harmonicbarbie:** RT @MediaCollective: A1 critical thinkers have a sense of courisity, look for evidence to support assumptions & solutions #kaizenblog
- 5:19 pm **thebrandbuilder:** RT @ConversationAge: #kaizenblog today had 461 tweets and 41 contributors. The transcript here - <http://ow.ly/1RgBb>
- 5:19 pm **3keyscoach:** RT @ConversationAge: Today we had 461 tweets, 41 contributors--new record for #kaizenblog - transcript here - <http://ow.ly/1RgBb>
- 5:20 pm **derekedmond:** RT @ConversationAge: 461 tweets, 41 contributors a new record for #kaizenblog - transcript: <http://ow.ly/1RgBb> (sad I missed this!)
- 5:21 pm **actionink:** RT @thebrandbuilder: RT @ConversationAge: #kaizenblog today had 461 tweets and 41 contributors. The transcript here - <http://ow.ly/1RgBb>
- 5:23 pm **3keyscoach:** @huperniketes That's in Psalm 23? I'll have to look! #kaizenblog
- 5:24 pm **jpearlstein:** @3keyscoach I kind of disagree. Aren't we becoming a more global? Look at #kaizenblog, it brings people from all over the world to one chat
- 5:28 pm **3keyscoach:** @jpearlstein I'm thrilled that #kaizenblog gets people from around globe. Still important to become aware of underlying philosophies.
- 5:30 pm **abarcelos:** RT@3keyscoach @abarcelos We often think through lense-gender, race, class, ethnicity, nationality #kaizenblog
- 5:30 pm **3keyscoach:** @lizziepauker Delighted to have met you! Think we might be 2 peas in pod! Hope you can join us on #kaizenblog next Fri!
- 5:40 pm **wilsonellis:** @CASUDI Thank you for the reminder. I'll try to make #kaizenblog in the next couple of weeks. It's a good chat.
- 5:40 pm **WayneTTurner:** The kind of new followers I wish I had all the time #FF @3keyscoach, @tomasacker, @livepath How about that #kaizenblog chat today?! wow
- 5:44 pm **3keyscoach:** @WayneTTurner Please join us next week too on #kaizenblog! Can't wait to hear your perspectives! Thanks for #FF!
- 5:47 pm **CASUDI:** RT @ConversationAge: Today we had 461 tweets, 41 contributors--new record for #kaizenblog - transcript here - <http://ow.ly/1RgBb>

- 6:07 pm **OutreachGeek:** RT @ConversationAge: RT @tomasacker: Seems that people want others to adopt ideas without doing hard work of gaining engagement, interest, belief. #kaizenblog
- 6:10 pm **X\_youarehere:** What call one who 'chats' via achives? #Engage365 <http://bit.ly/bP7dwg> #kaizenblog <http://bit.ly/bzImpQ> #assnchat <http://bit.ly/c12sXv>
- 6:12 pm **X\_youarehere:** Forgot my point! THANK YOU! #Engage365 <http://bit.ly/bP7dwg> #kaizenblog <http://bit.ly/bzImpQ> #assnchat <http://bit.ly/c12sXv> #eventprofs
- 6:44 pm **huperniketes:** Me. Ouch! RT @tomasacker: Seems that people want others to adopt ideas w/o hard work of gaining engagement, interest, belief. #kaizenblog
- 7:00 pm **WayneTTurner:** RT @sanchezjb: It's Memorial Day weekend. Remember our nation's finest who have died in service our country. #kaizenblog /hear hear!
- 8:22 pm **BlakeGroup:** TY for mentions! @PhyllisKarmazin @bullsnbears @CASUDI (sorry I had to miss #kaizenblog) Happy #FF everyone!

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