



# Decisive Action for a Better Life

CRITICAL THINKING FOR WORK & LIFE

I have a confession to make...

I thought about you in shower today...

In bed at 4am...

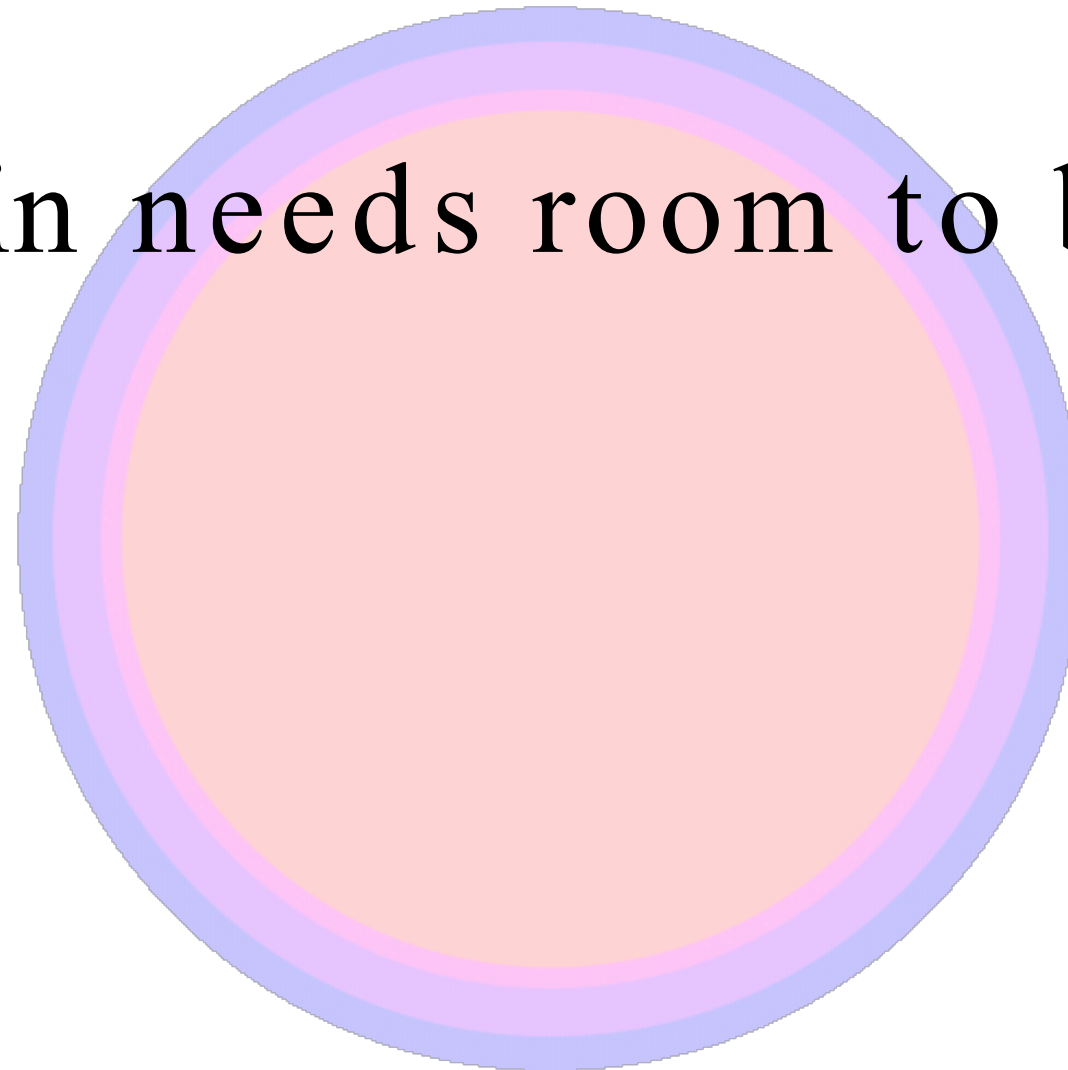
On my lunchbreak yesterday...



# What do they all have in common?



Your brain needs room to breathe





# Busy is the enemy of strategy

What we're here for:

- How to create space to facilitate your best thinking and problem-solving
- Simple tools and techniques to prioritise decisions quickly and easily
- Insights into the key biases influencing your daily decisions
- Confidence and clarity in future decision-making



Facilitator

Director

Speaker

Mum

Community

advocate

Slow runner

Chocaholic

Welsh speaker!

CRITICAL THINKING FOR WORK & LIFE

# “Bore da”

“Sh’mai?”

‘Lla nfa irp wllg wyng yllg o gerych w  
yrndrob wllla ntysilio g o g o g o ch’

Dysgu

‘Dusk-ee’

World Economic  
Forum  
Top 10 skills for  
2025

CRITICAL  
THINKING

CREATIVE  
THINKING

COMMUNICATION  
SKILLS

ANALYTICAL  
REASONING

SELF  
MANAGEMENT

LEARNING  
STRATEGIES

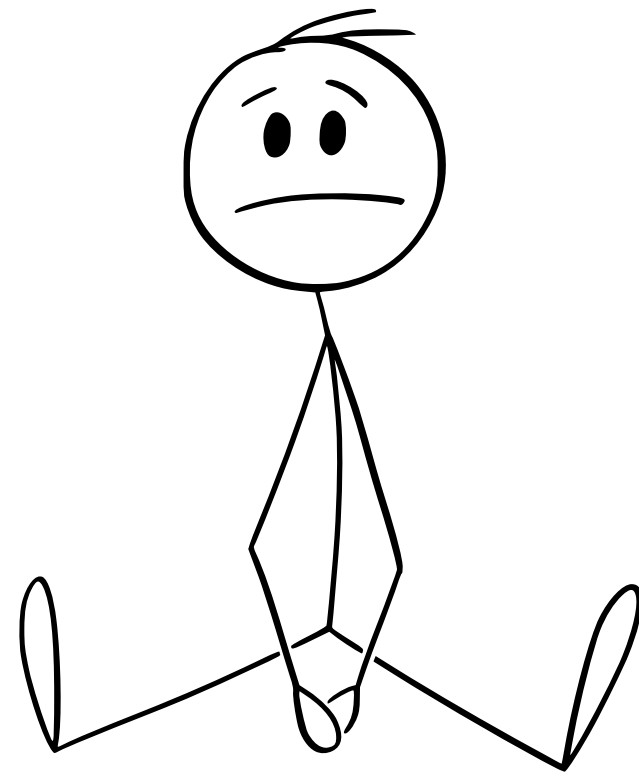
DECISIO  
N  
MAKING

PROBLEM  
SOLVING

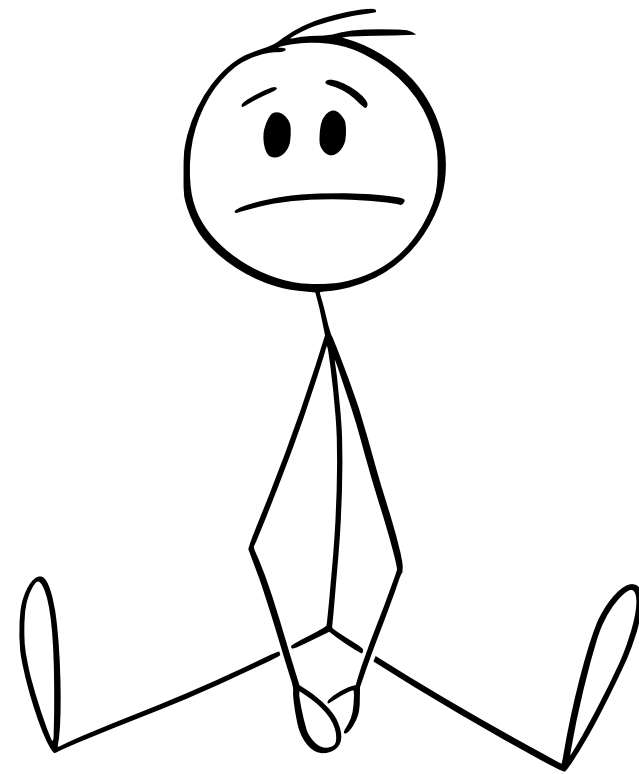




# Decisions can be tricky...

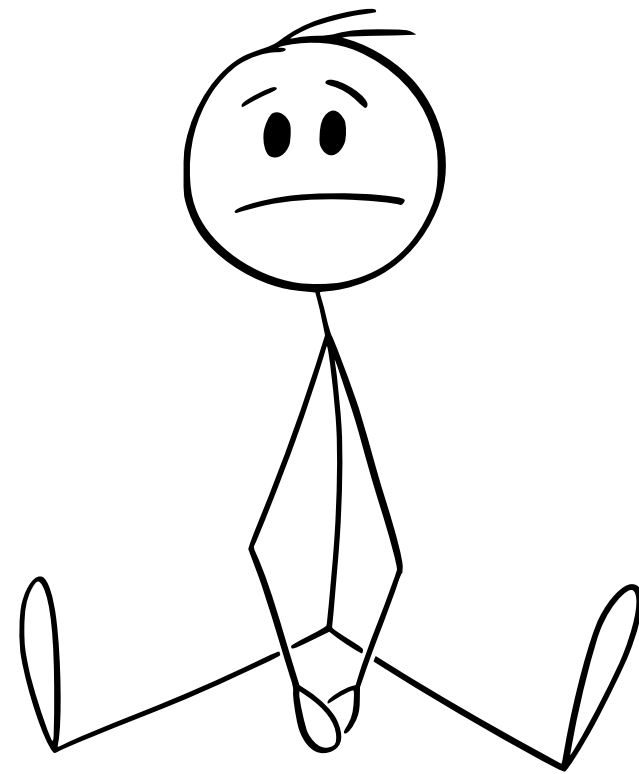


Decisions can be tricky...

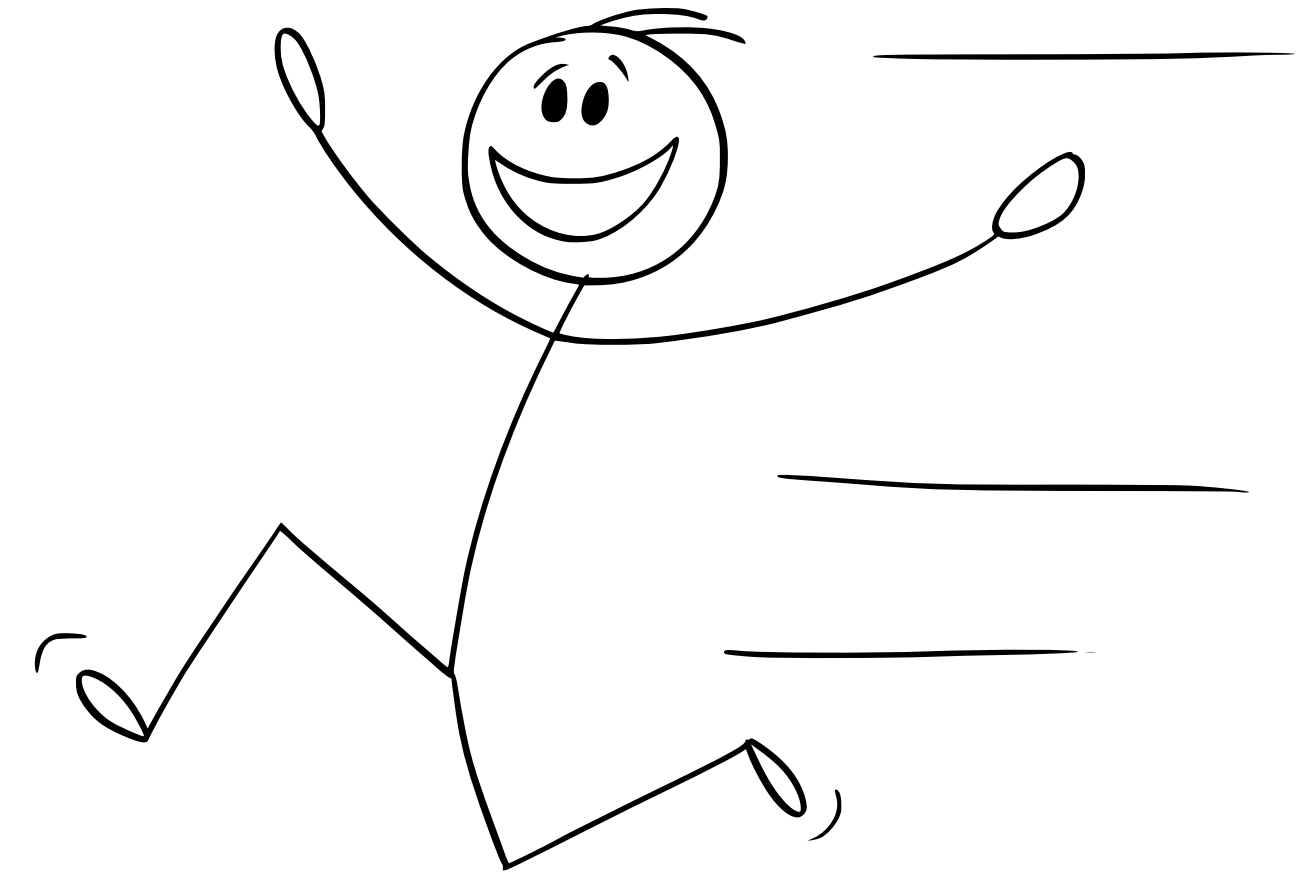


There is no  
'perfect'  
answer

Decisions can be tricky...



There is no  
'perfect'  
answer



# Strategic thinking 10 1

BETHAN WINN

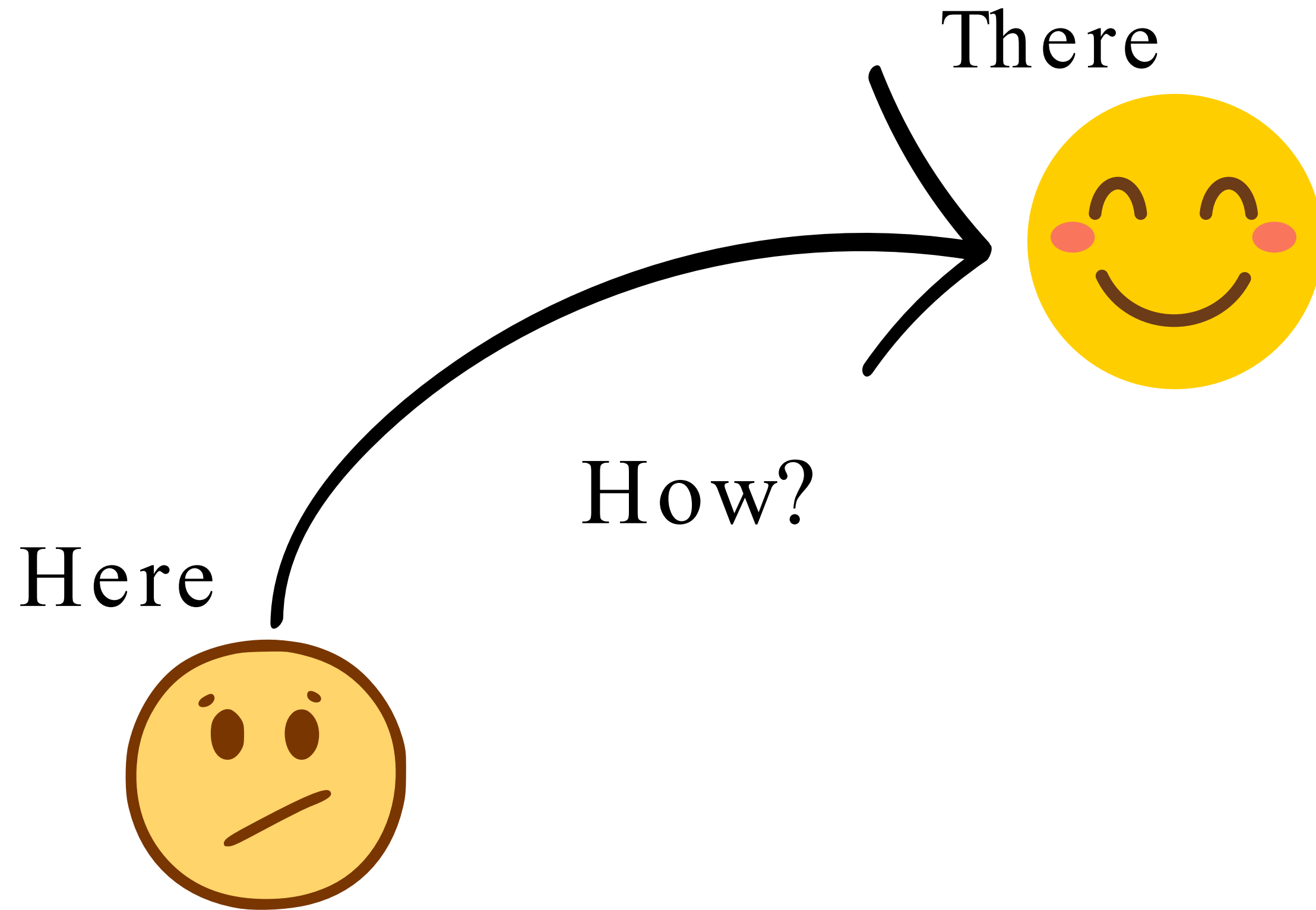
Here



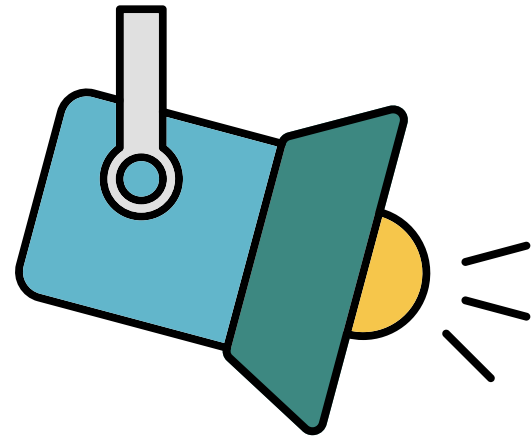
There

How?

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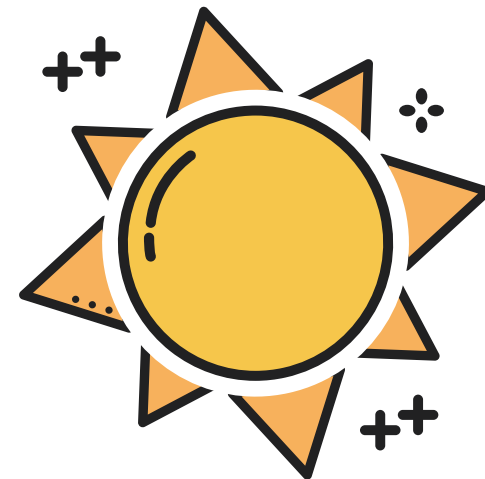


# Different modes of focus:



Spotlight

Starlight



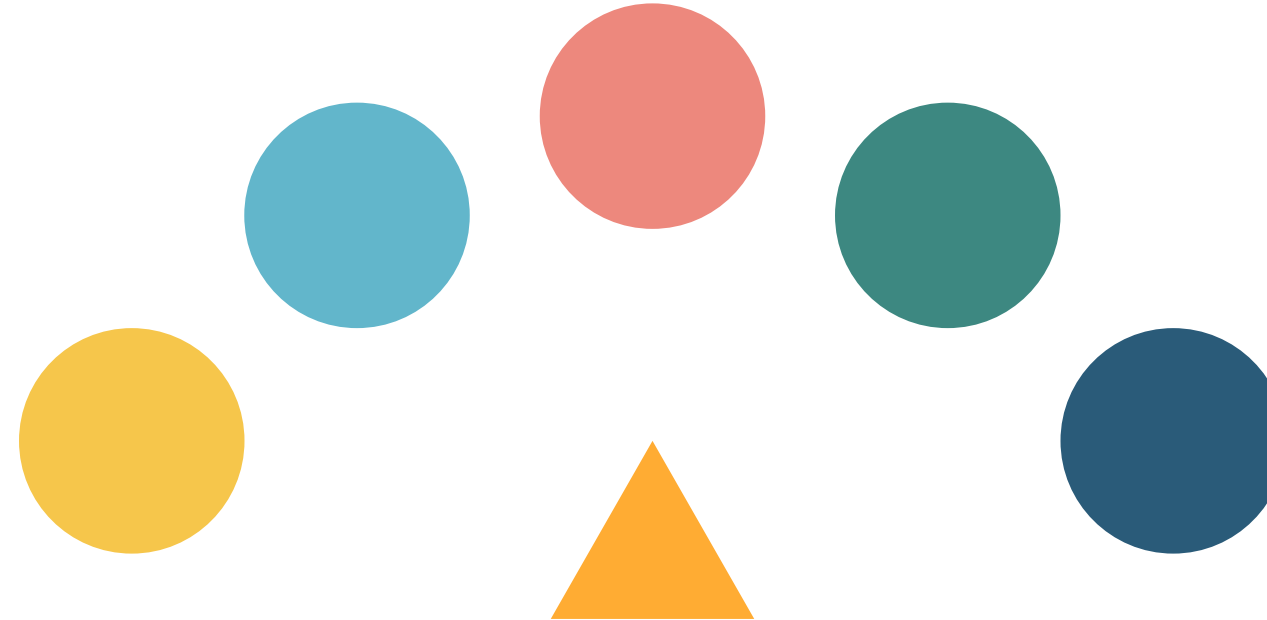
Daylight



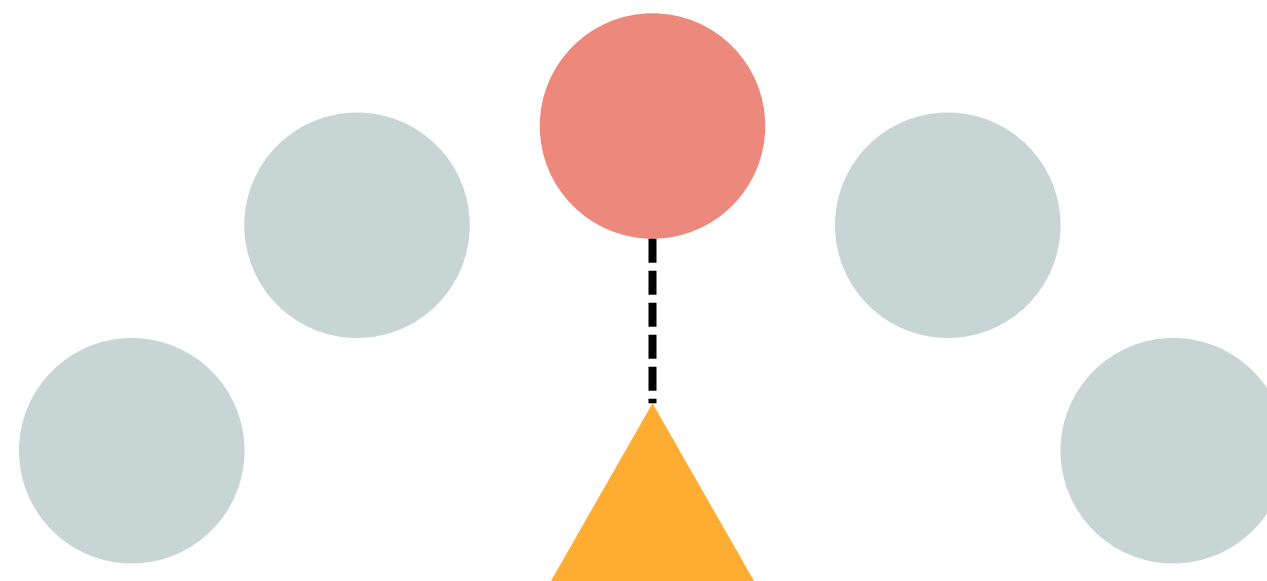




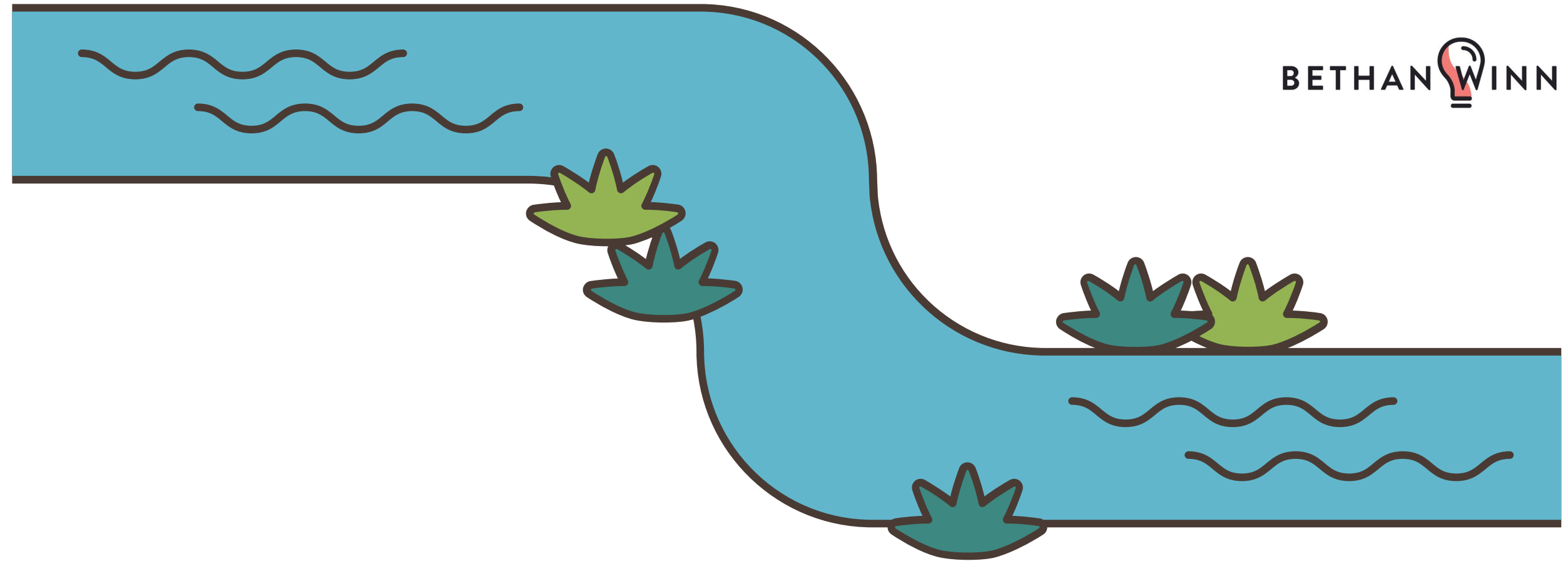
# Options are everywhere



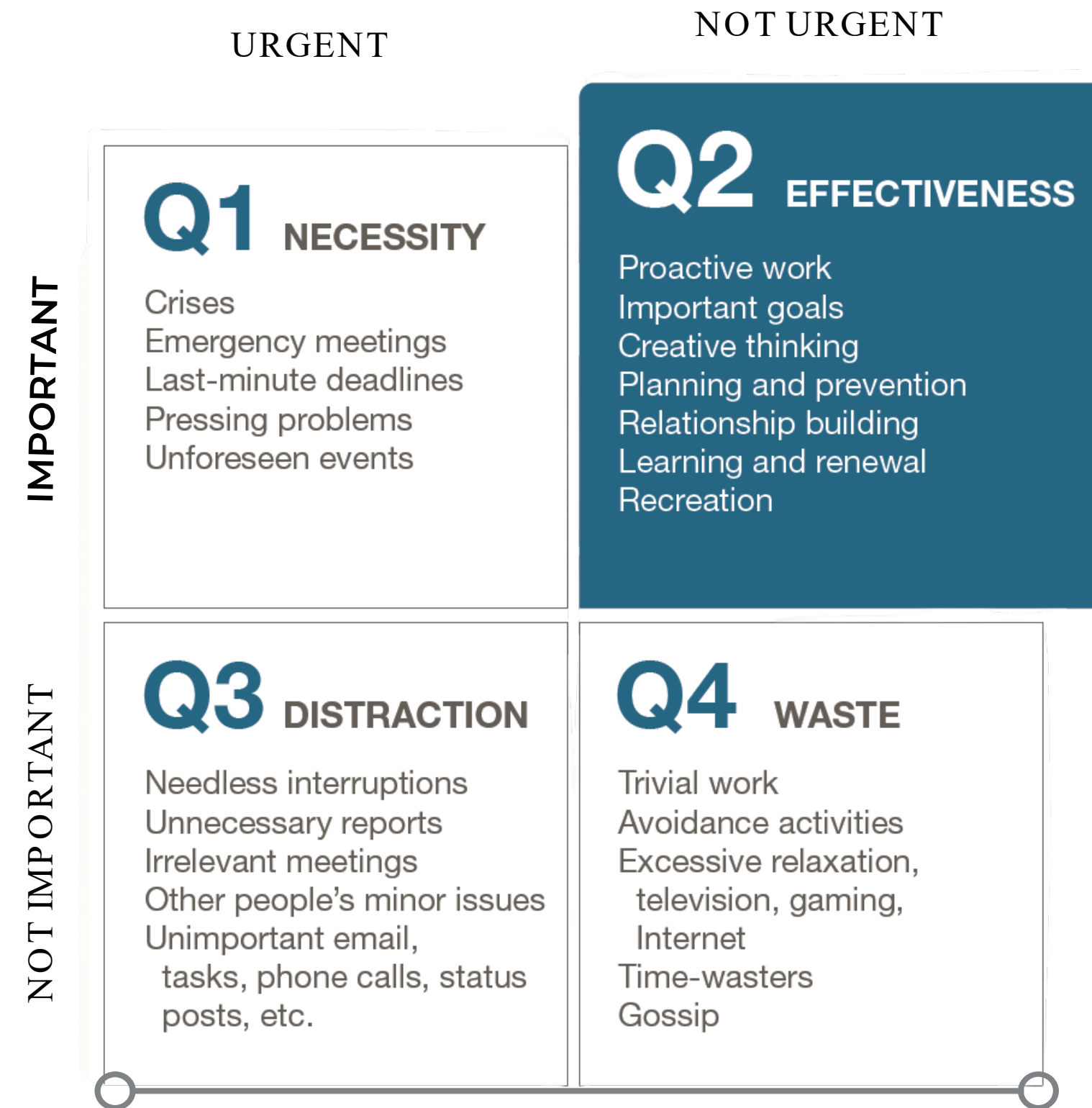
# Clarity is rare



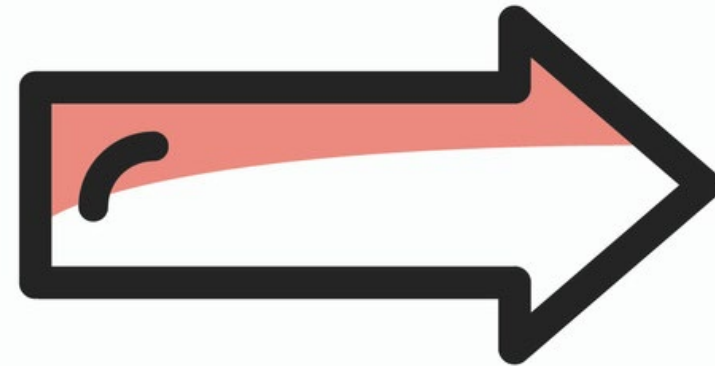
**The worst time to make a decision  
is when you actually have to make a decision**



Making decisions Upstream,  
means you know what to do in the moment  
e.g. Habits, Routines, Systems, Charters, Processes, Values



(Stephen R. Covey)



### System 1:

System 1 is an automatic, fast and often unconscious way of thinking. It is autonomous and efficient, but is reactive and biased

IMPORTANT

NOT IMPORTANT

URGENT

NOT URGENT

### Q1 NECESSITY

Crises  
Emergency meetings  
Last-minute deadlines  
Pressing problems  
Unforeseen events

### Q2 EFFECTIVENESS

Proactive work  
Important goals  
Creative thinking  
Planning and prevention  
Relationship building  
Learning and renewal  
Recreation

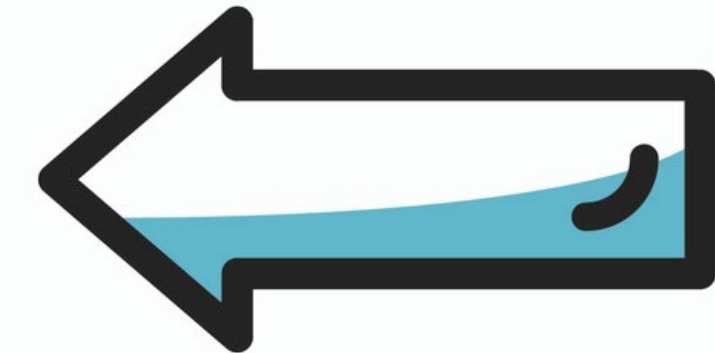
### Q3 DISTRACTION

Needless interruptions  
Unnecessary reports  
Irrelevant meetings  
Other people's minor issues  
Unimportant email, tasks, phone calls, status posts, etc.

### Q4 WASTE

Trivial work  
Avoidance activities  
Excessive relaxation, television, gaming, Internet  
Time-wasters  
Gossip

(Stephen R. Covey)



### System 2:

System 2 is an effortful, slow and controlled way of thinking. It requires conscious effort and is just as prone to errors if left unchecked.

(Daniel Kahneman)

There

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What do you want to be?  
What do you want to do?  
What do you want to have?  
Why?

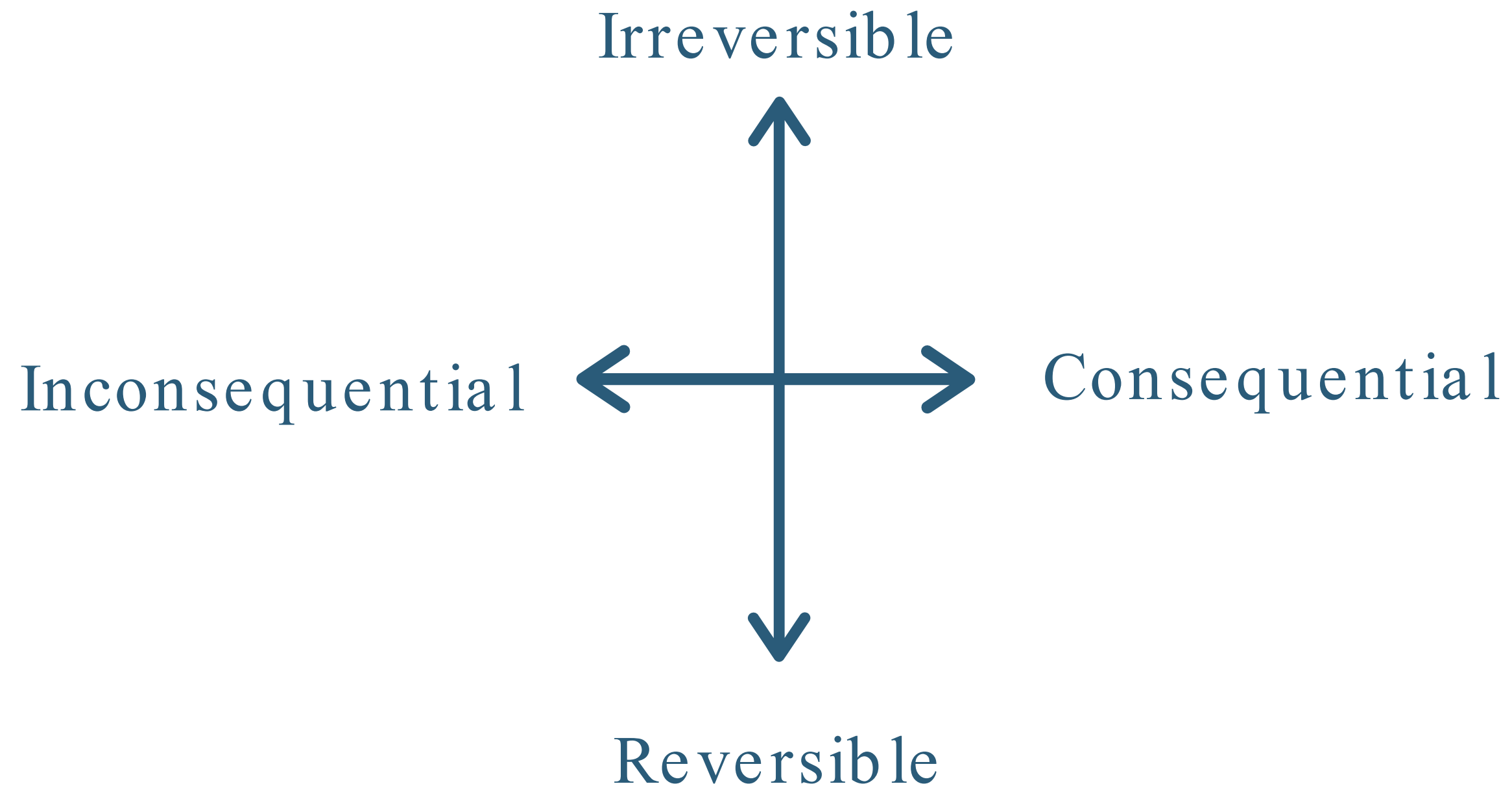
CRITICAL THINKING FOR WORK & LIFE





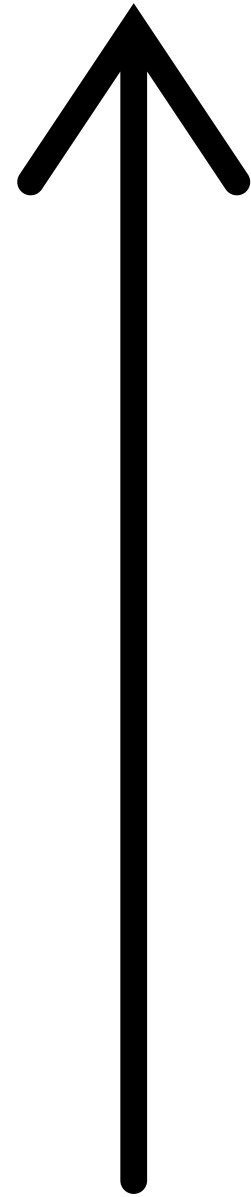


# A Decision Making Matrix

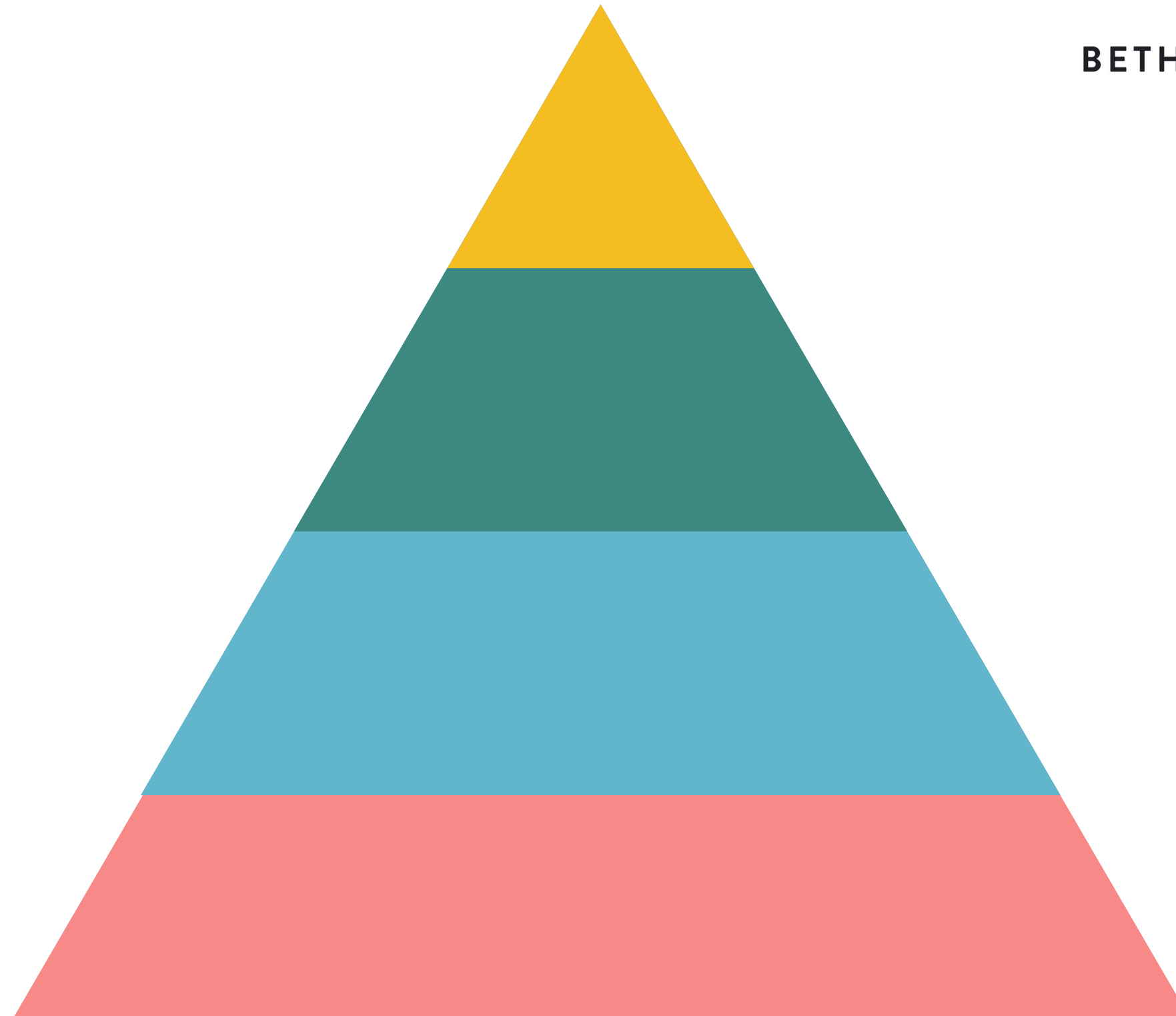




Long term

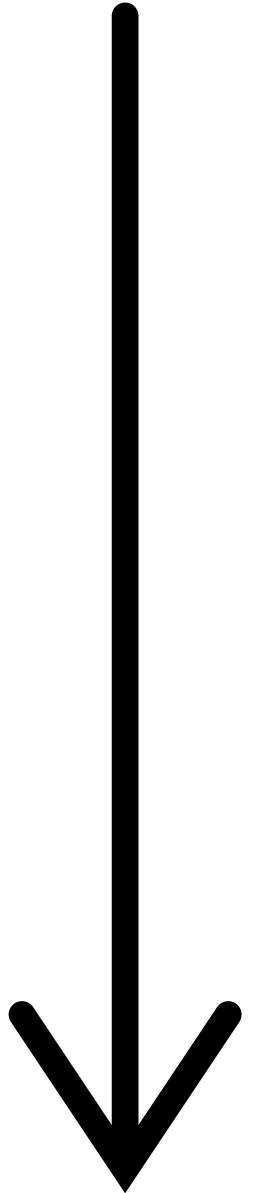


Short term



BETHAN WINN

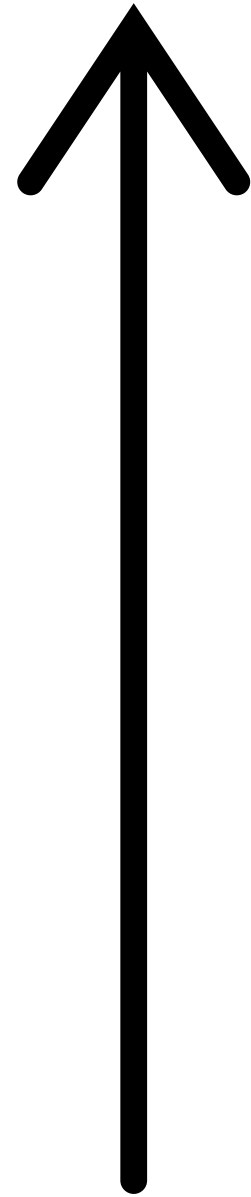
Strategic



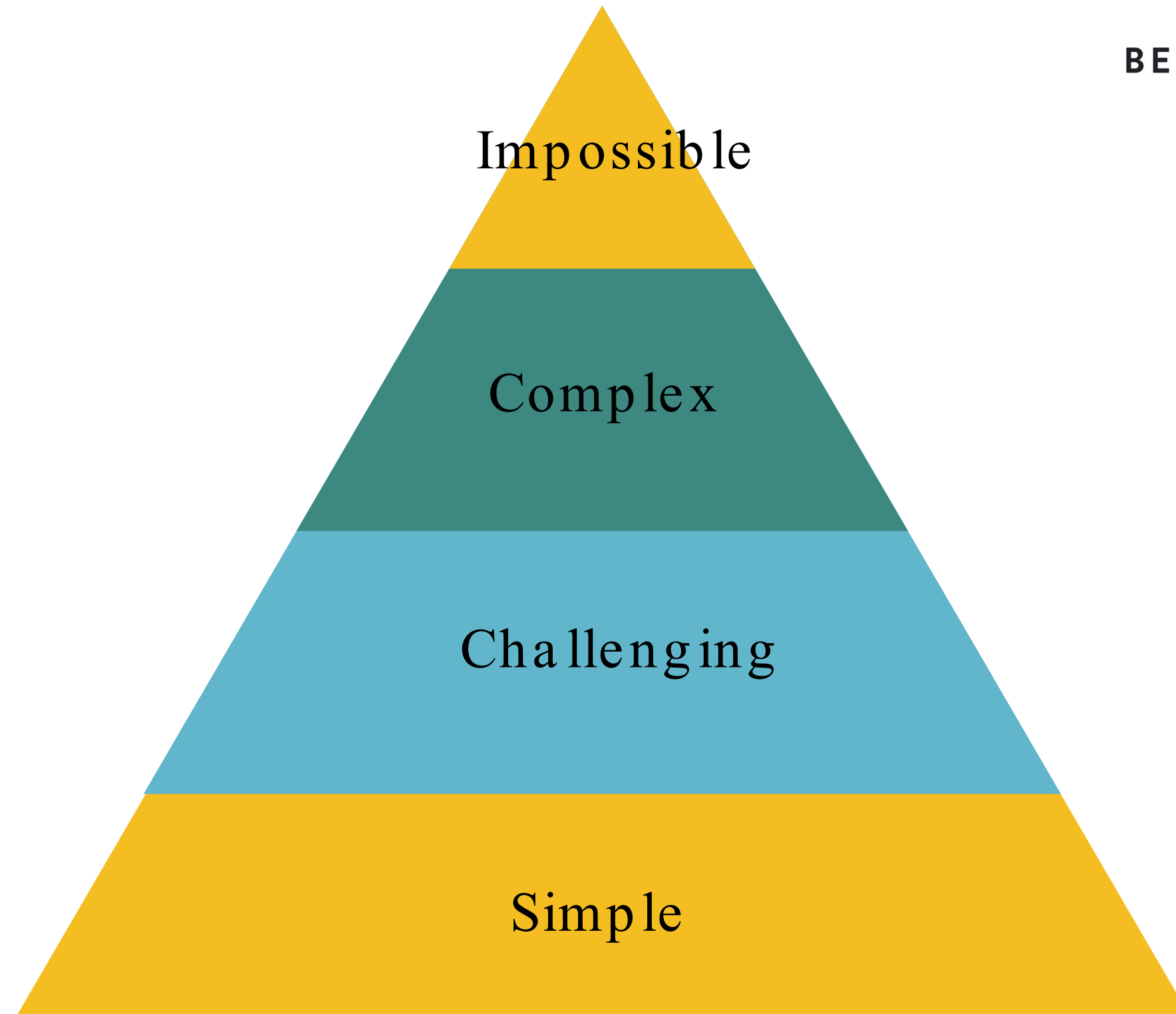
Operational

CRITICAL THINKING FOR WORK & LIFE

Long term

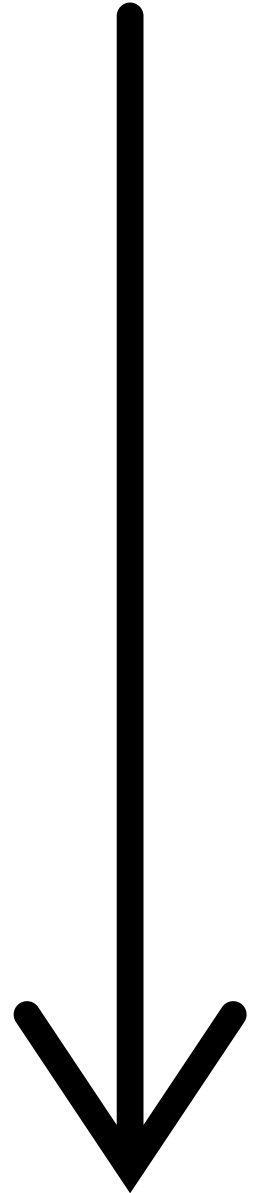


Short term



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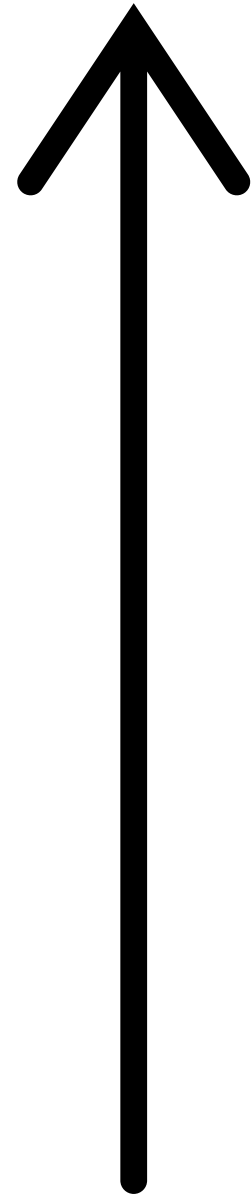
Strategic



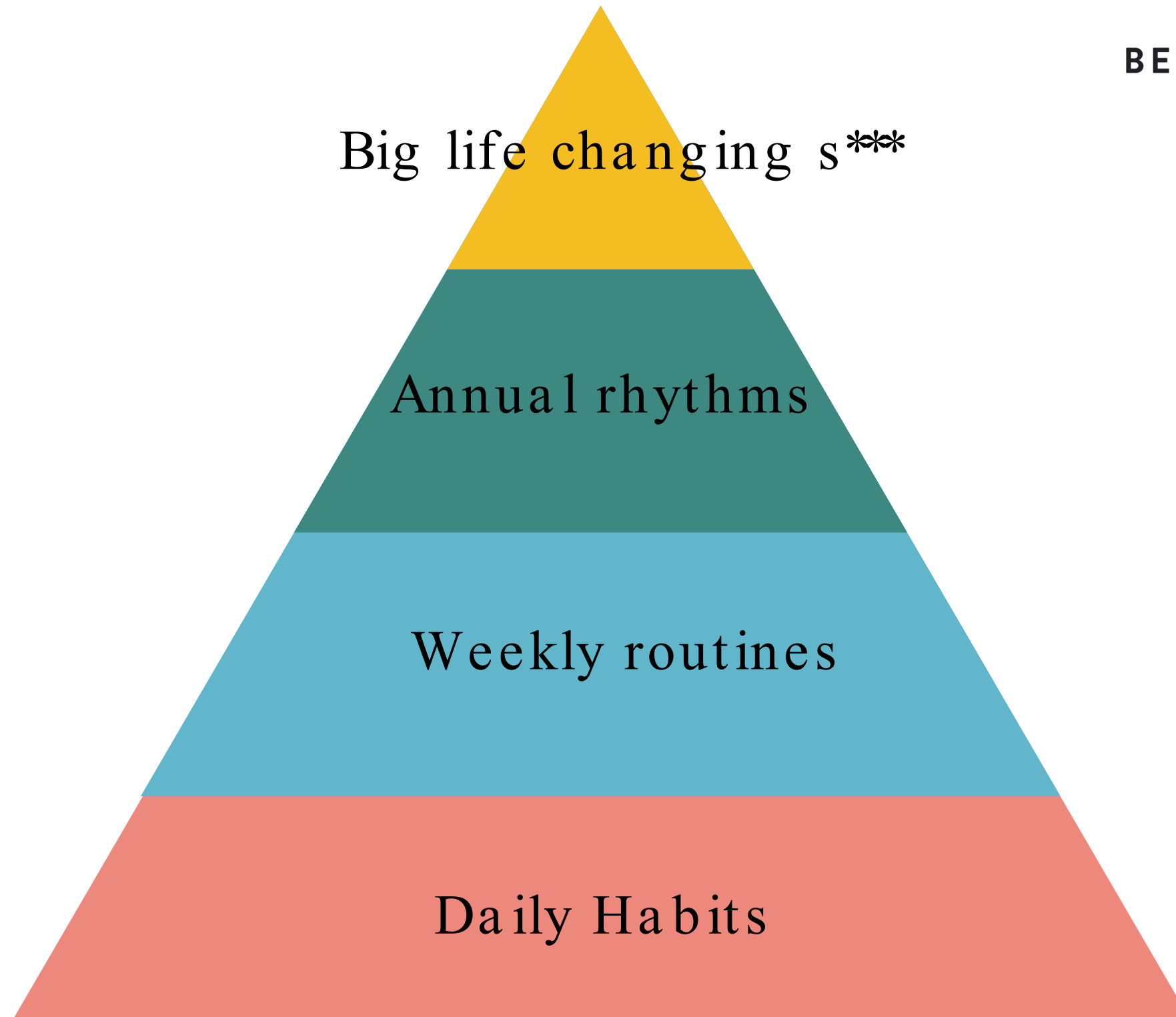
Operational

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Long term

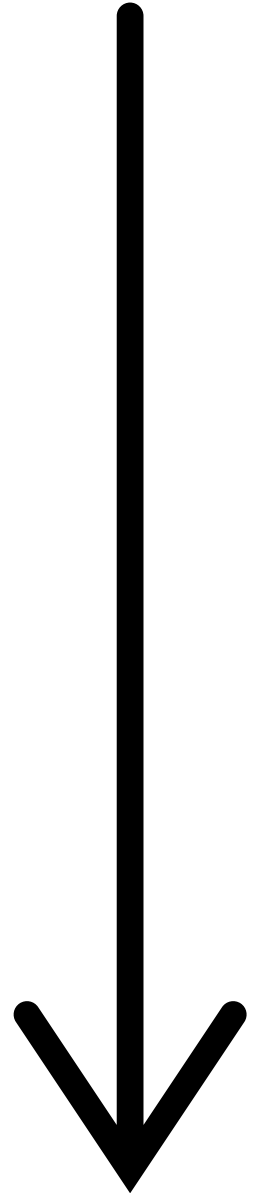


Short term



BETHAN WINN

Strategic



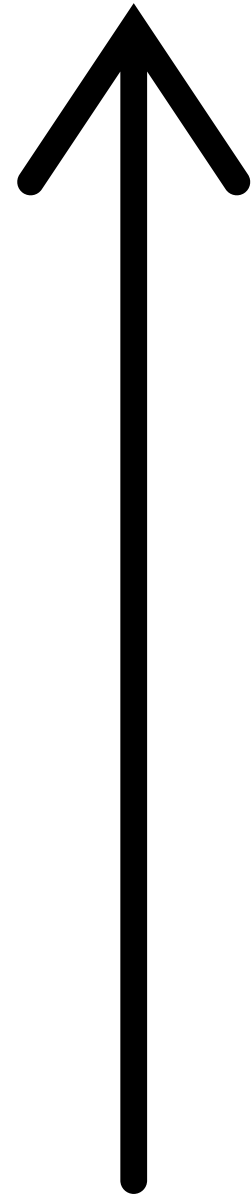
Operational

CRITICAL THINKING FOR WORK & LIFE

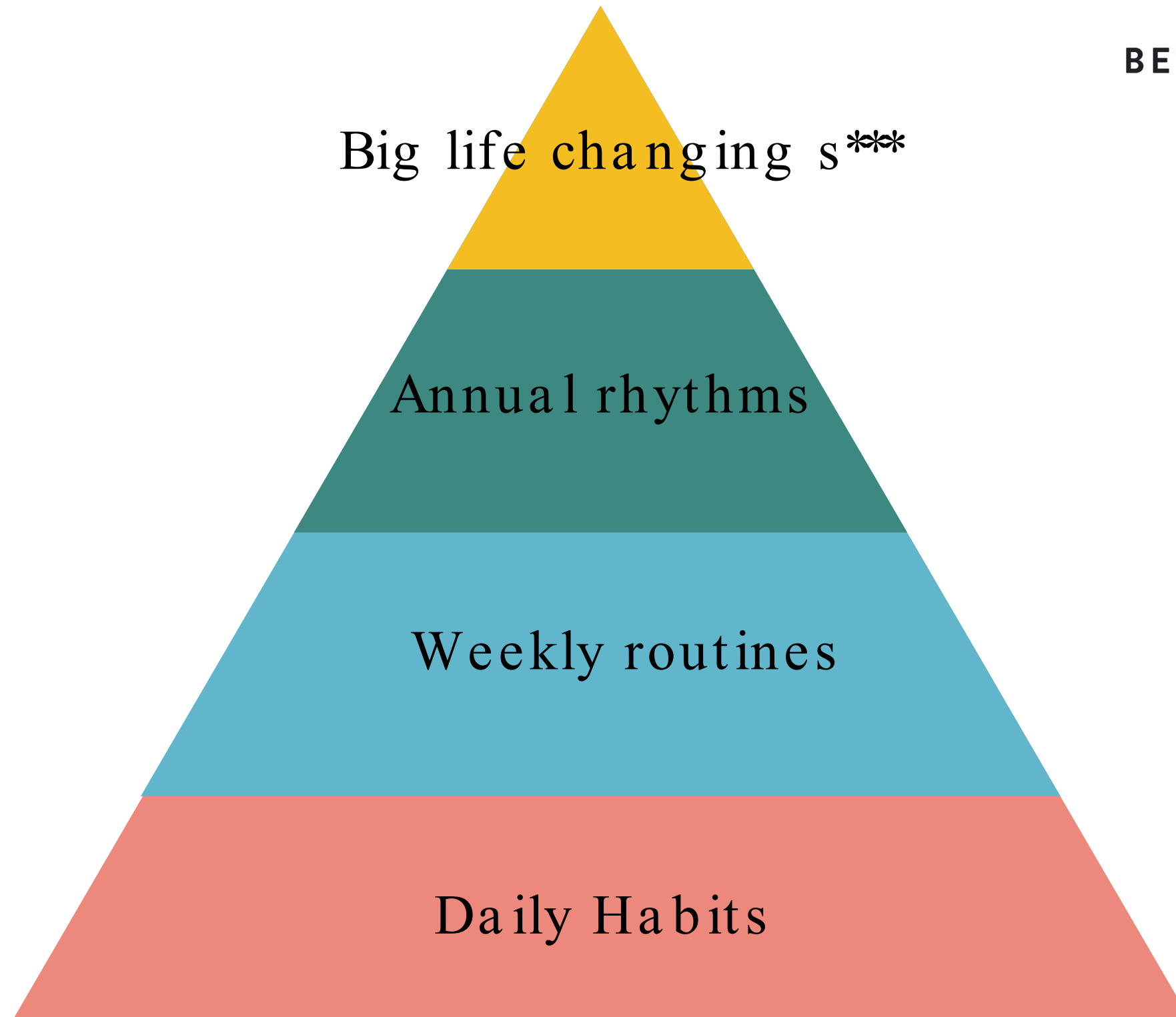
“We don’t rise to the level of our goals,  
We fall the level of our systems”

James Clear

Long term

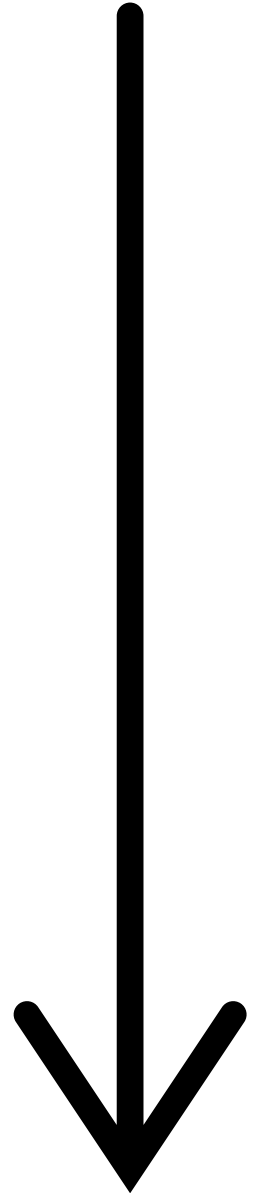


Short term



BETHAN WINN

Strategic



Operational

CRITICAL THINKING FOR WORK & LIFE

What we think we're playing...



CRITICAL THINKING FOR WORK & LIFE



What we're actually playing...

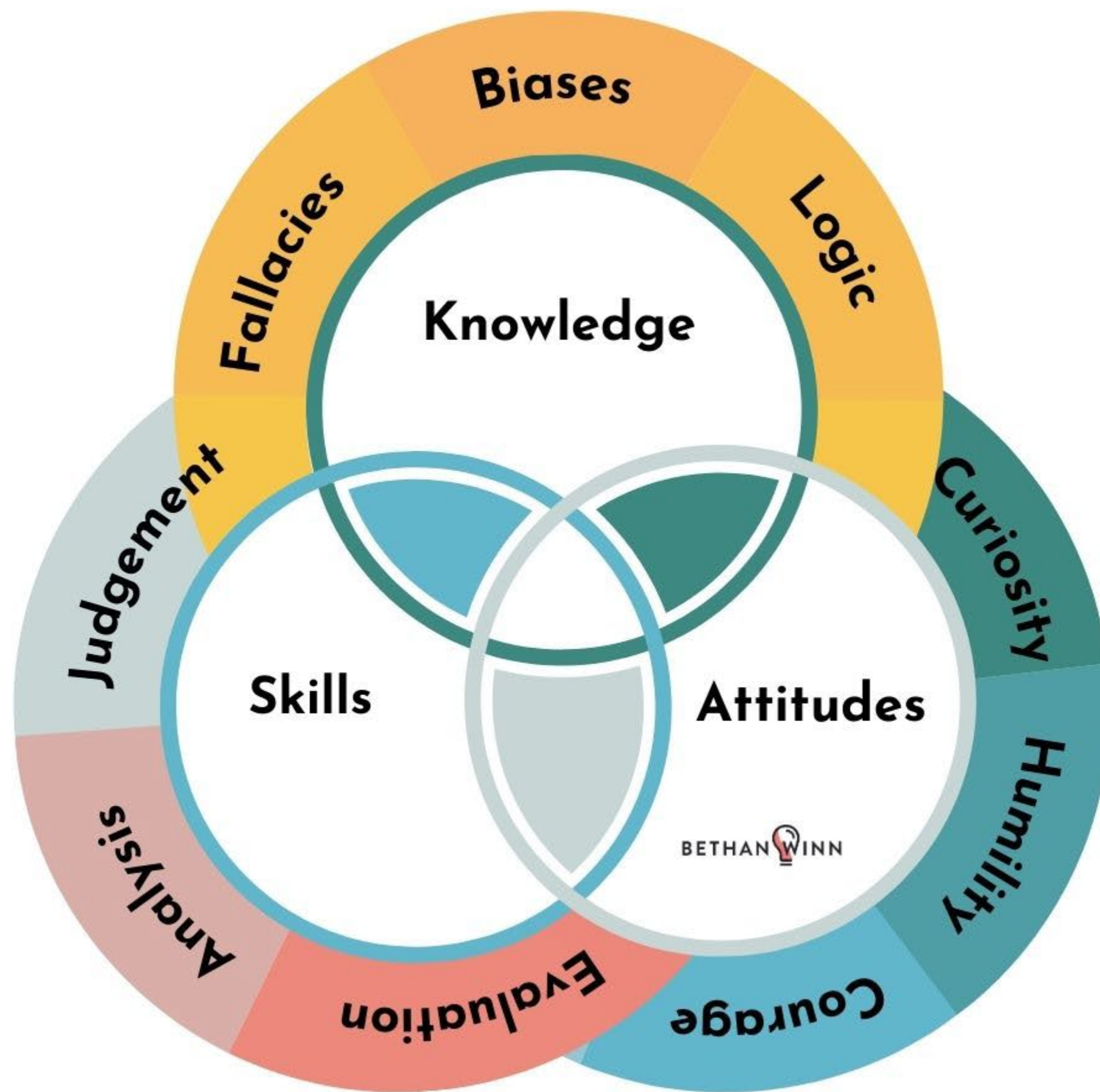


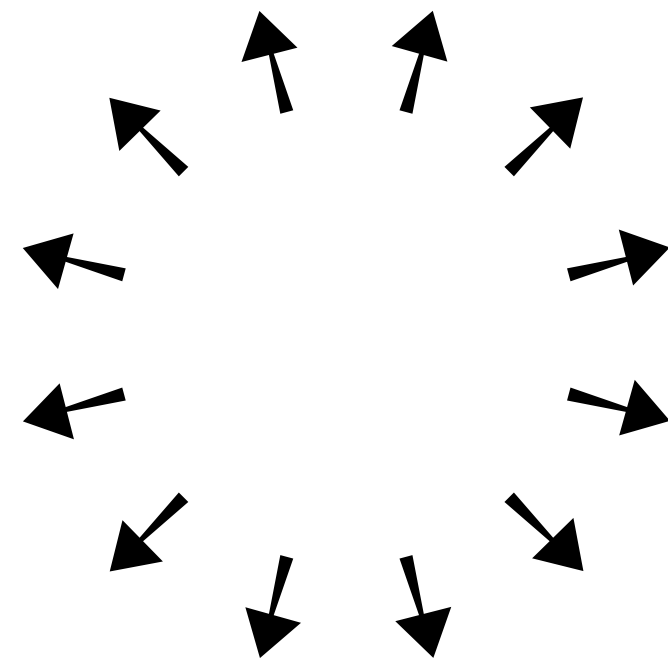
CRITICAL THINKING FOR WORK & LIFE

Critical thinking can help...

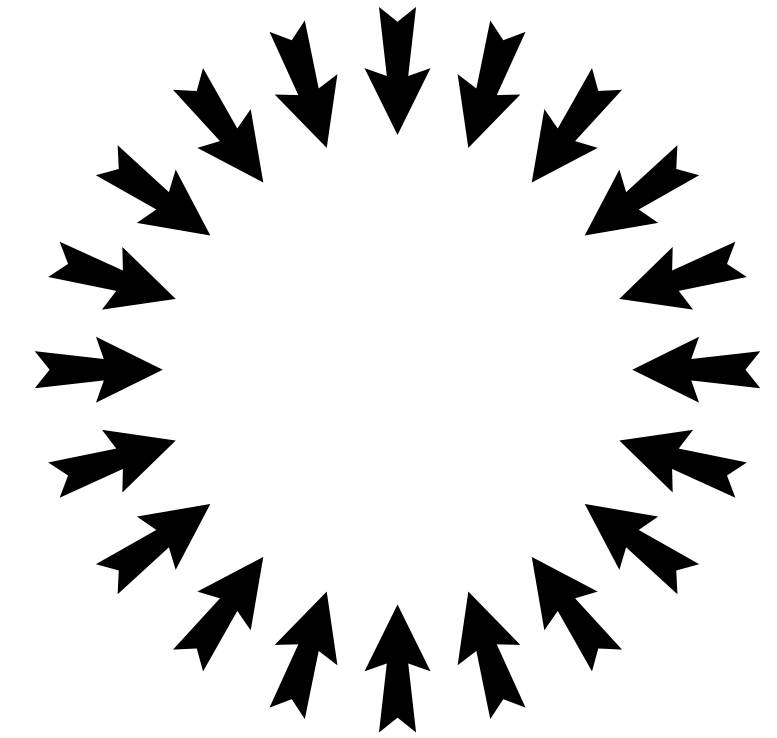
But what is it?







Apply critical thinking  
to the external and  
internal





# Test of argument

Is it true?

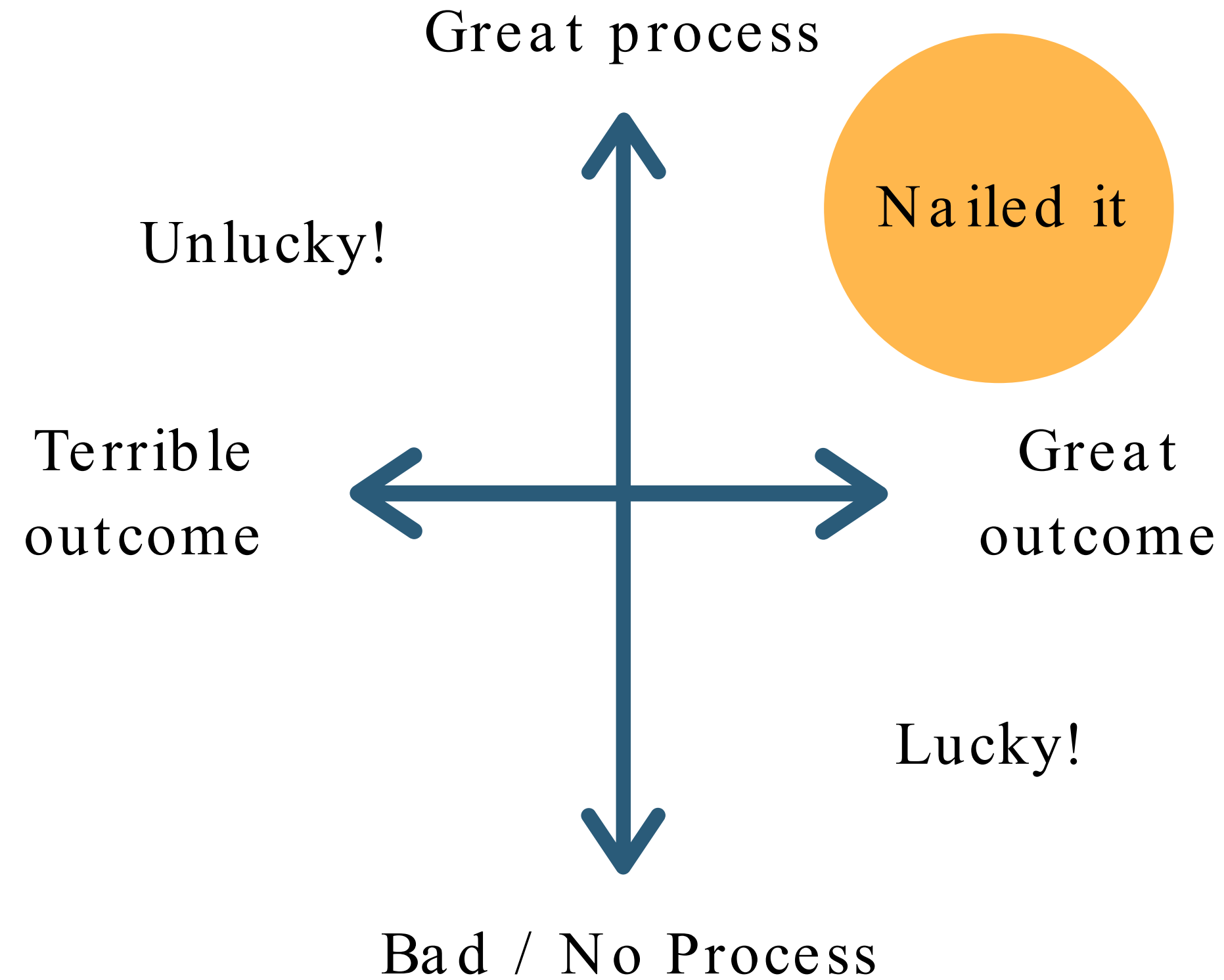
It is relevant?

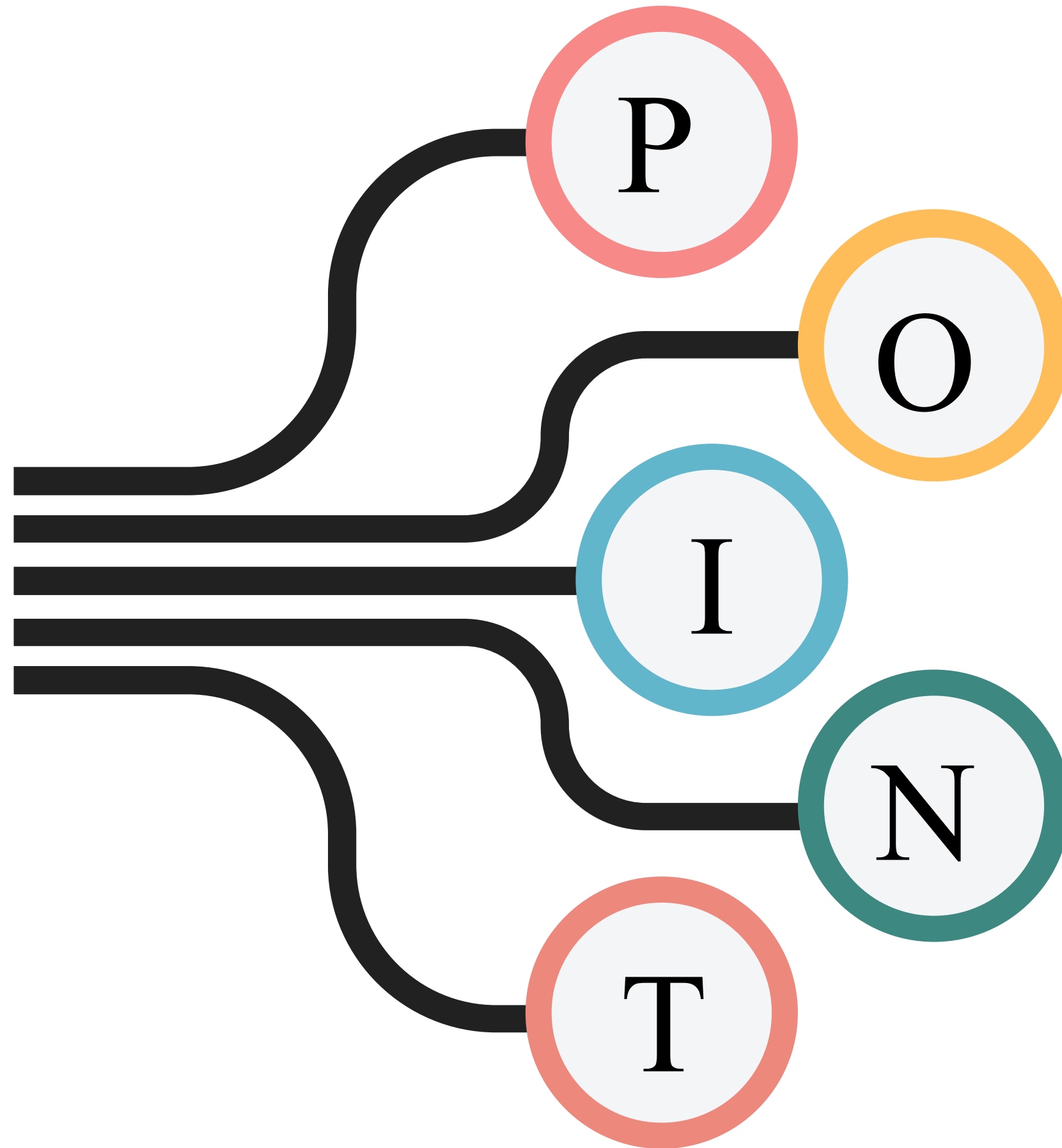
It is logical?

How might things be different if it wasn't true?

What's an alternative hypothesis?

Better to do the right thing badly,  
than the wrong thing really well.



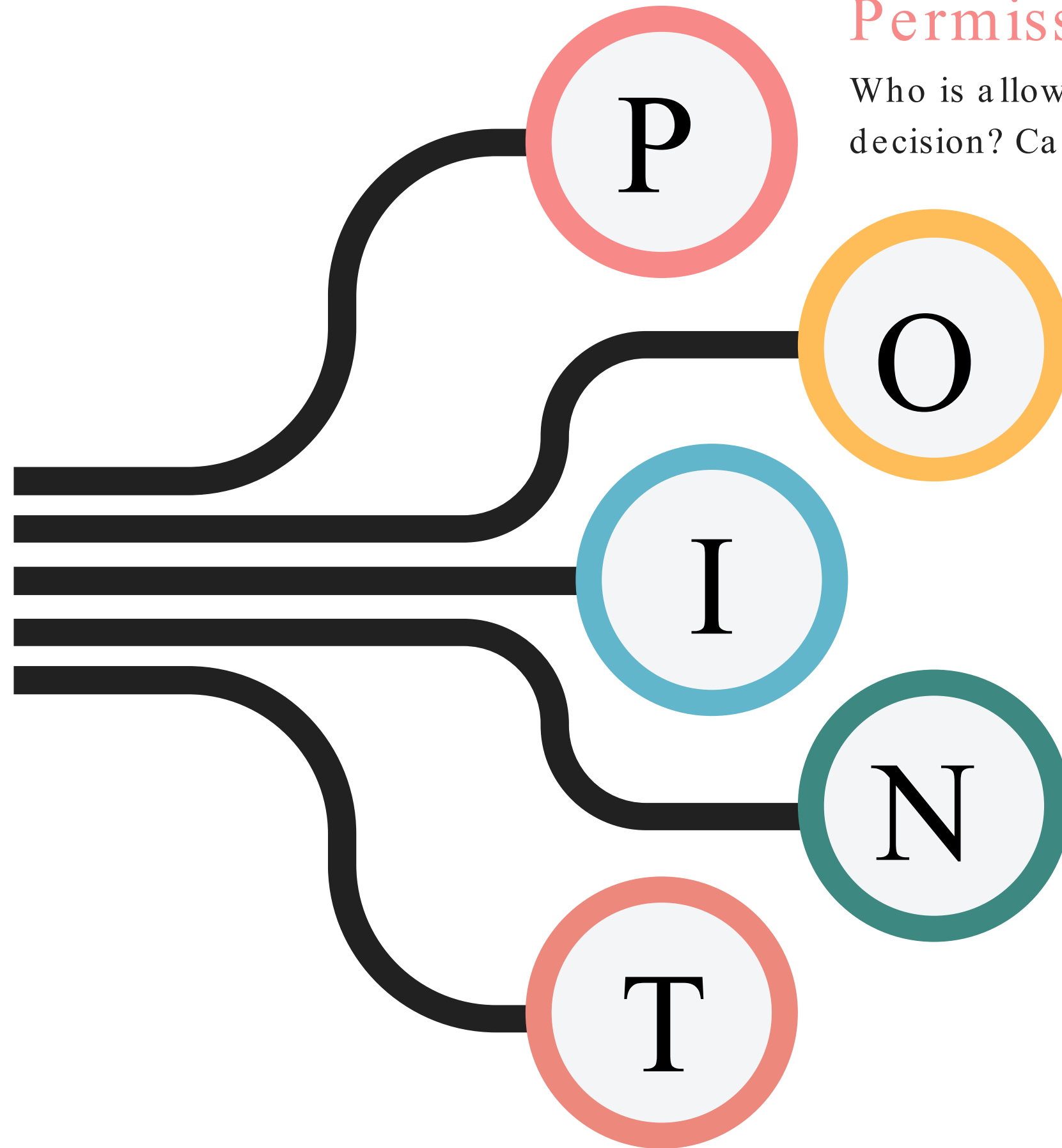


# POINT

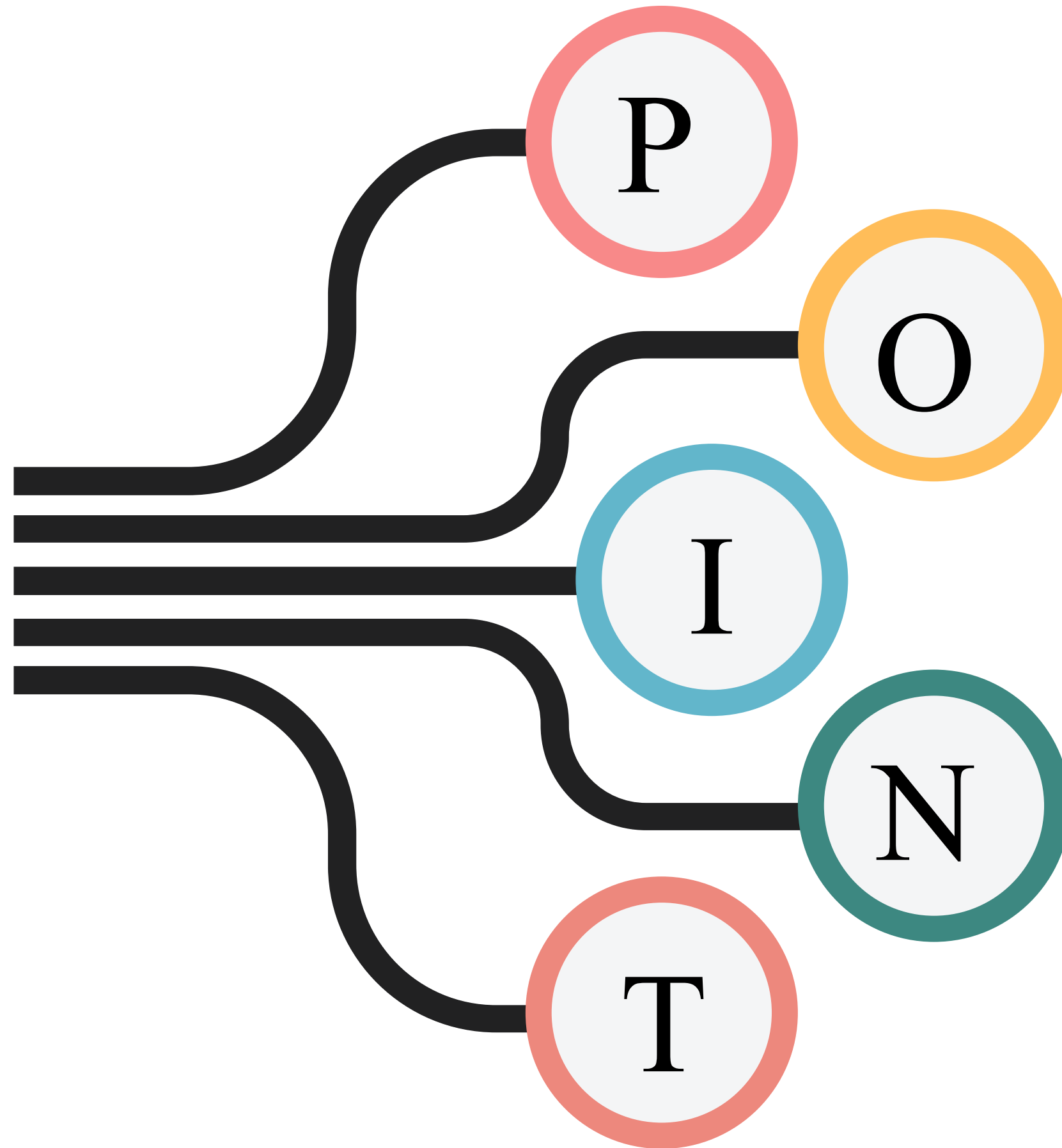
## Decision Making Process

# Permission

Who is allowed to make this decision? Can I own it?

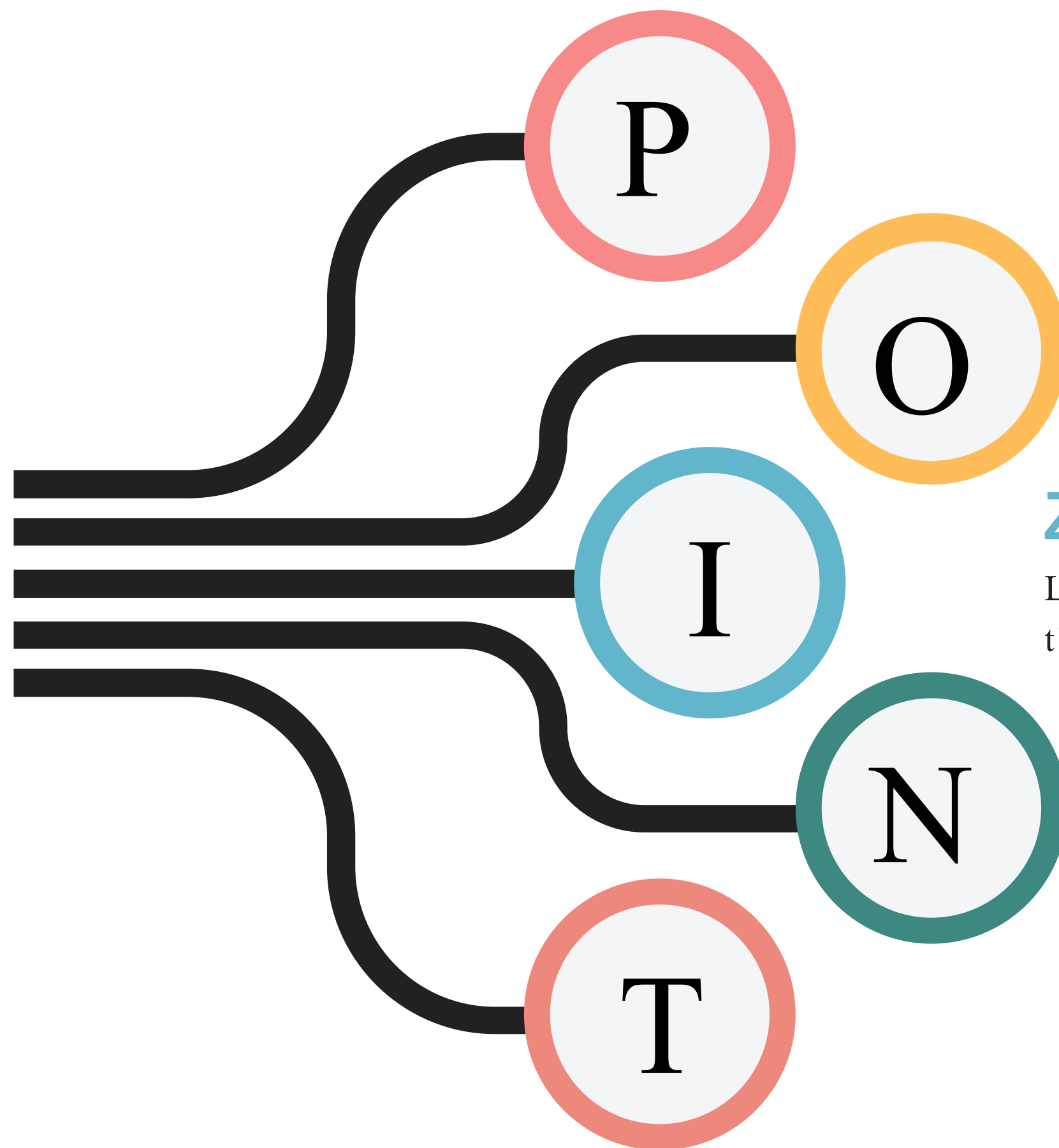






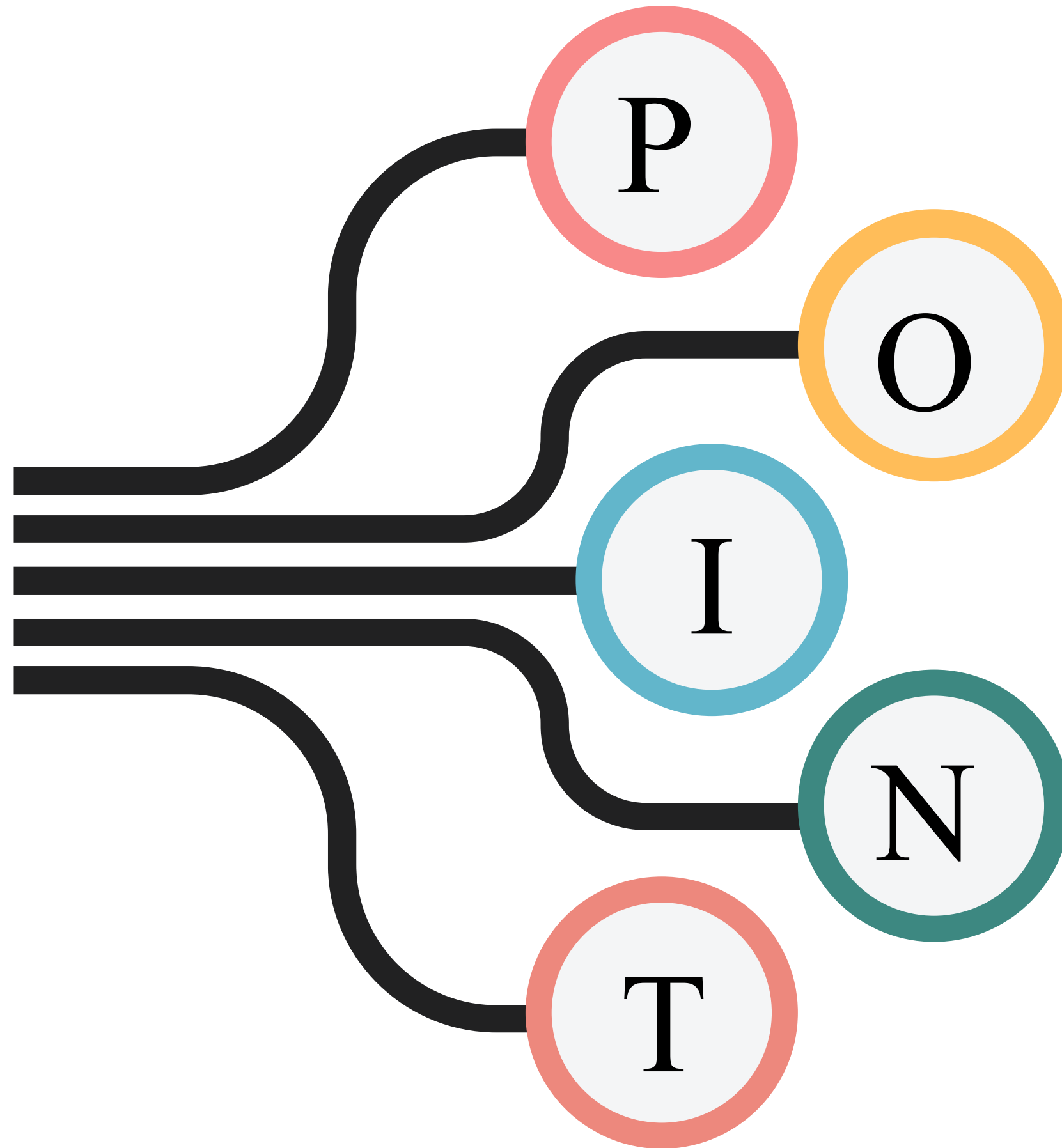
## Zoom Out

Look at the bigger picture - how does it fit with strategy and the long term?



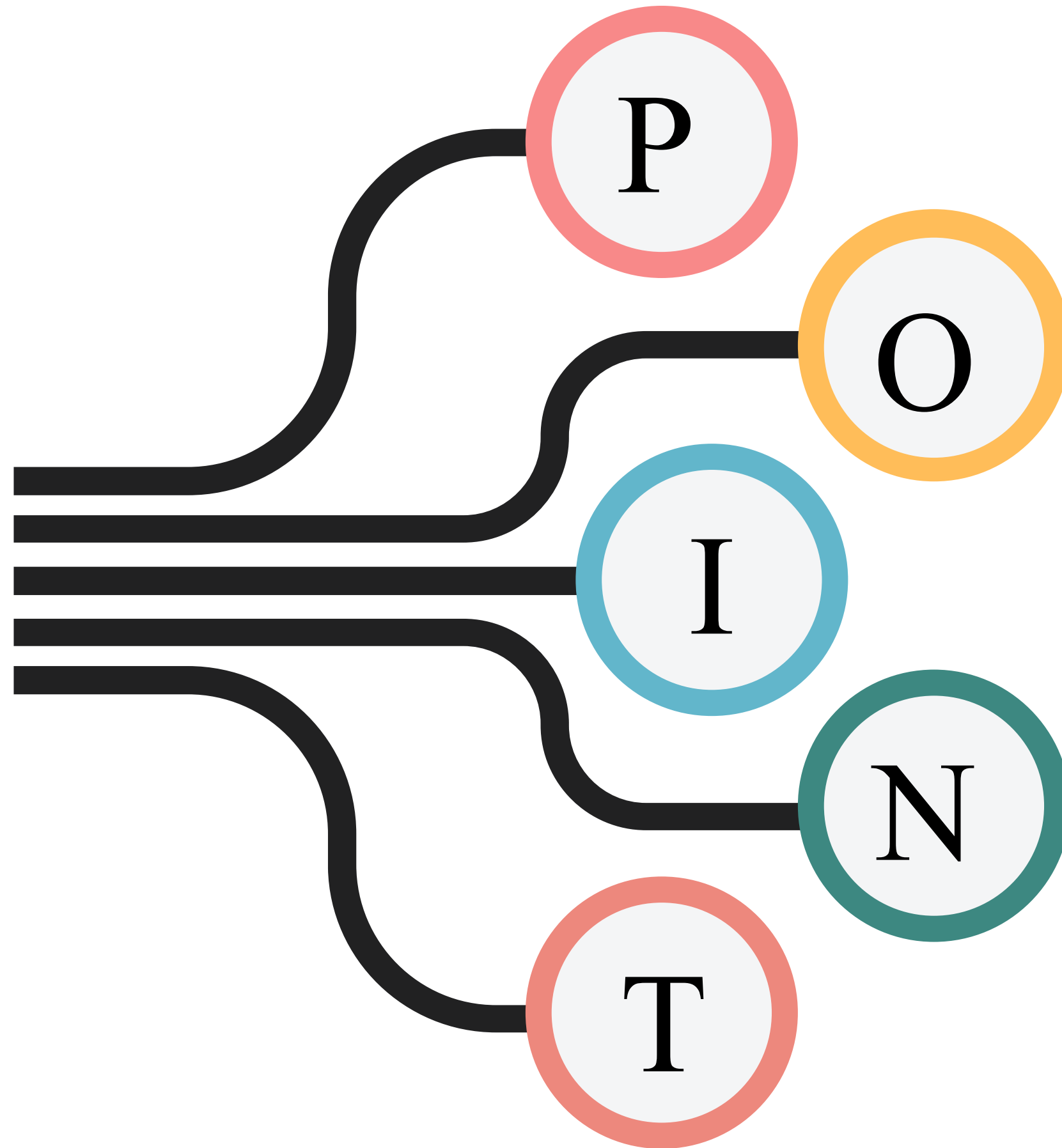
## Zoom In

Look at the details and the data - what is the metric that really matters?



## Noise

What's interfering with the clarity of my thinking?



FABS:

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Fa lla cies

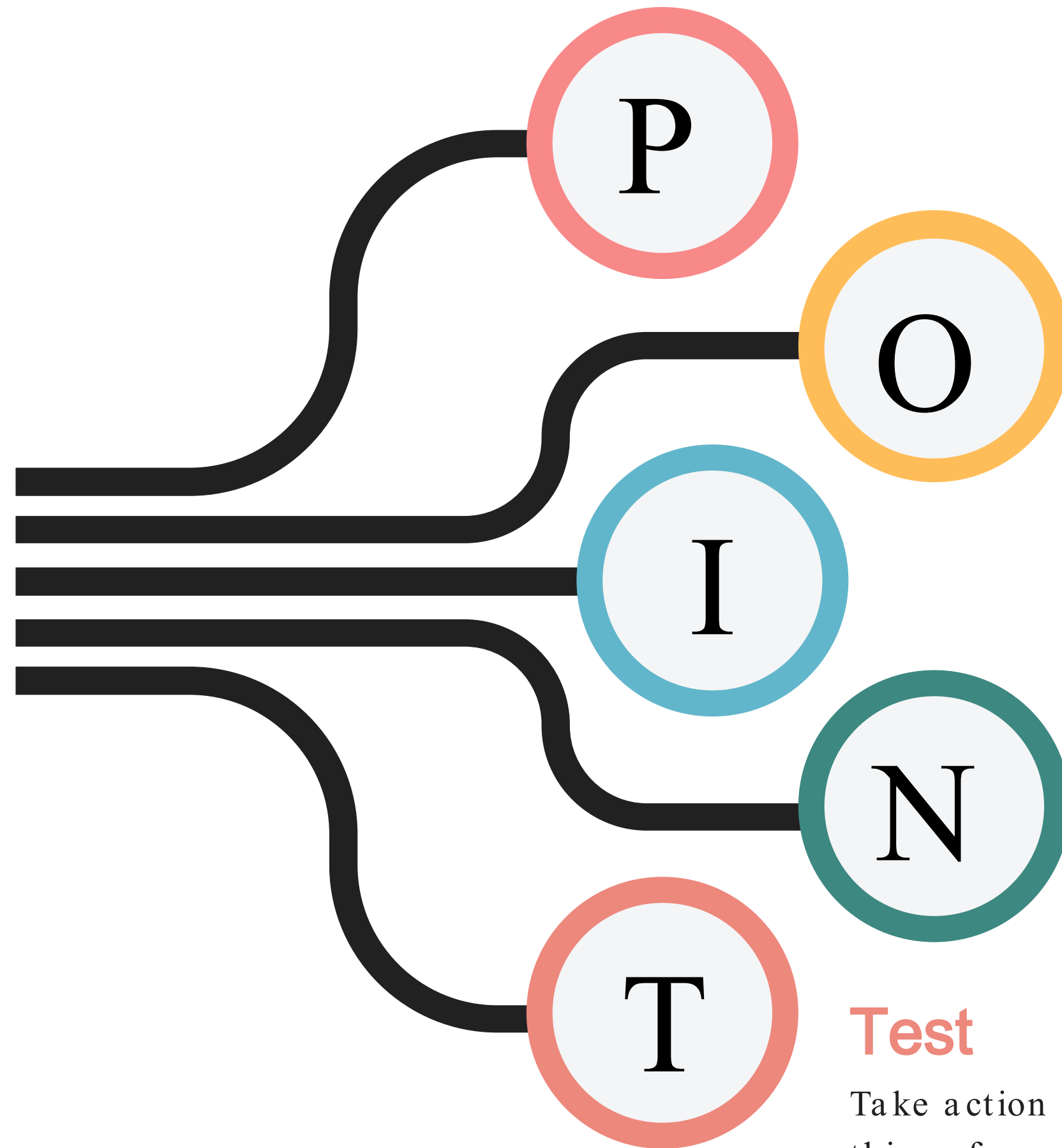
Assumptions

Bia ses

Squeaky wheels

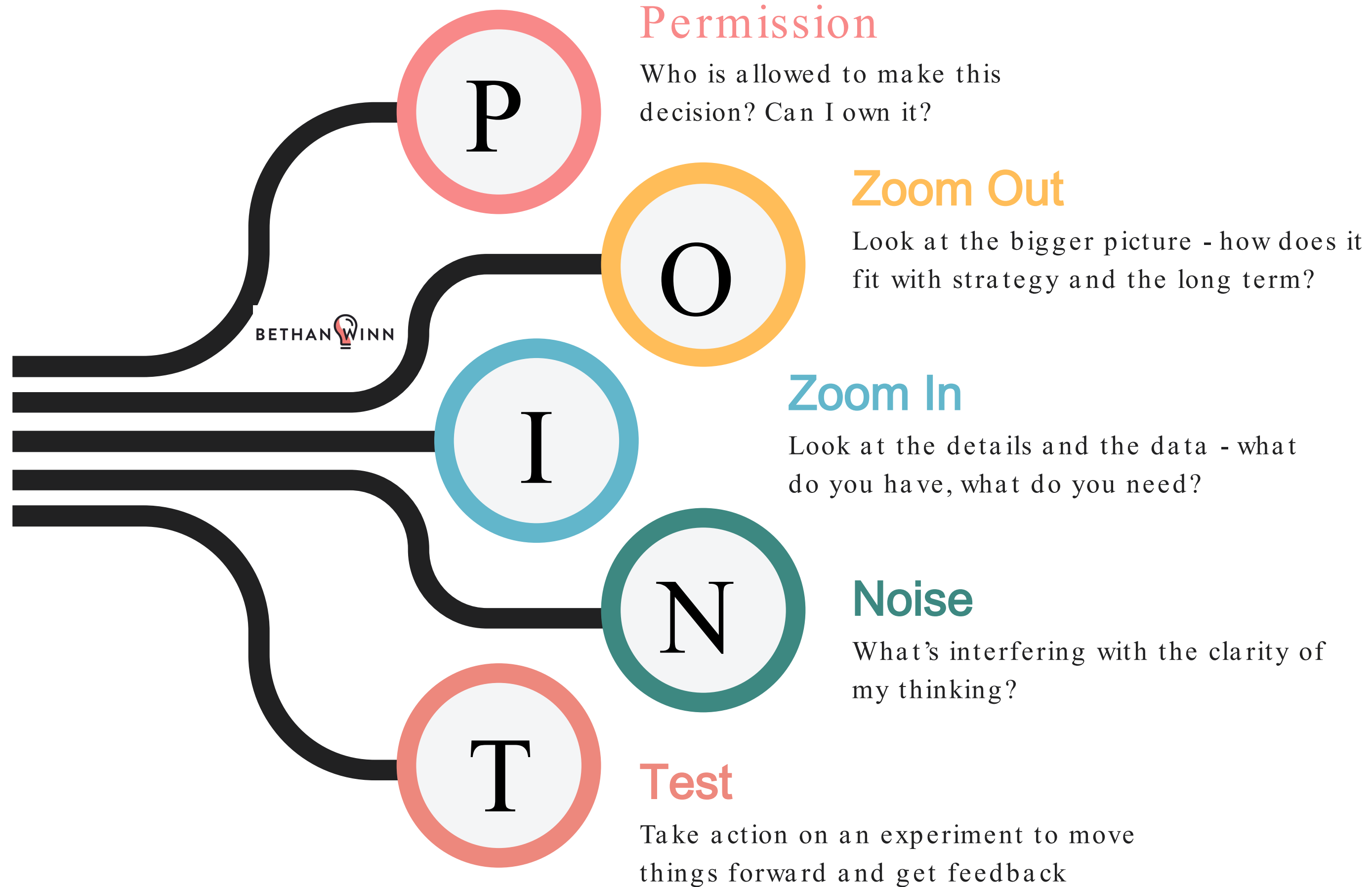
Noise

What's interfering with the clarity of my thinking?



## Test

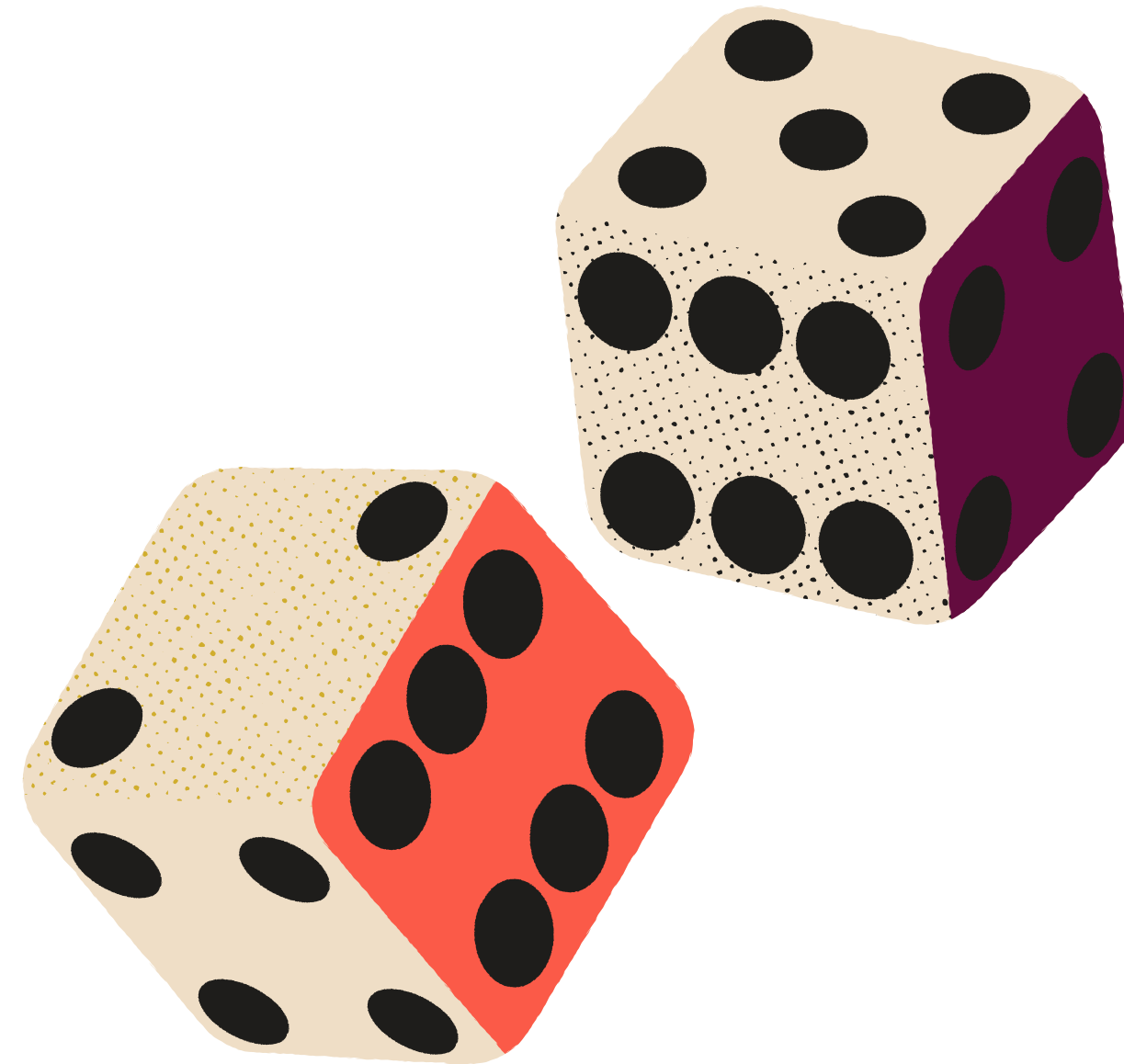
Take action on an experiment to move things forward and get feedback



# Nibble, rather than scoff



# Let's play dice!



**Decision Dice prompts:**

**Emotions and Gut feeling:**

How do you feel about different outcomes? What does your gut feel say?

**Pessimistic and Cautious:**

What's the worst case scenario? How could you mitigate against that? What would be a cautious choice? Can you live with the worst case scenario?

**Optimistic and Brave:**

What's the best case scenario? What would be the bravest choice? What would you do if you weren't scared?

**Creativity and Alternatives:**

Think outside the box – what else could you choose? What are your alternatives? What do other people with different views think?

**Secondary outcomes:**

After each choice, what might happen next? What are some logical secondary and tertiary outcomes? Often the best decisions are hard at first, but pay off later.

**Future self and values:**

What will you think of your decision in 10 / 20 /30 years? How does it sit with your values?

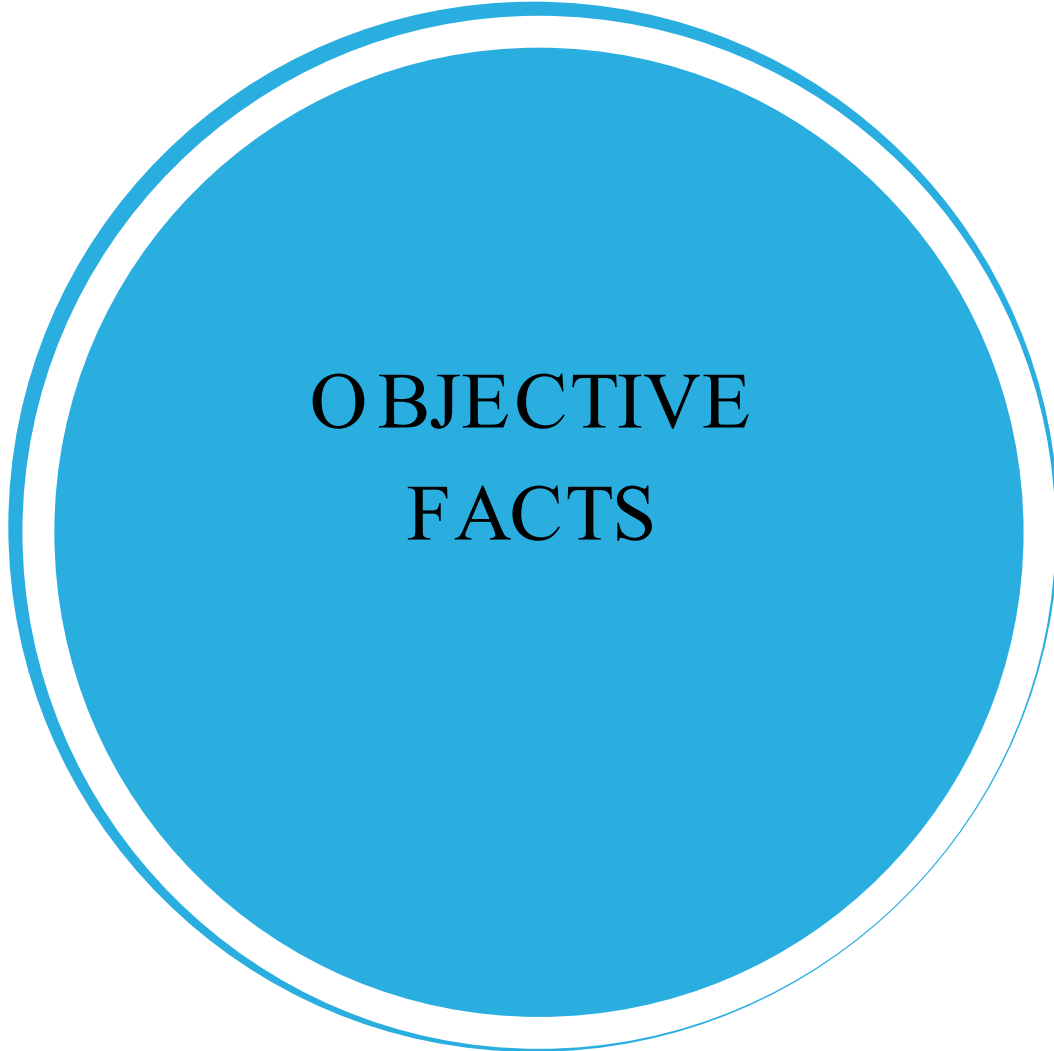
## Cognitive biases that impact attitudes to change:

- Loss aversion bias
- Confirmation bias
- Ikea bias
- Status Quo bias
- Sunk cost bias

# Loss aversion bias

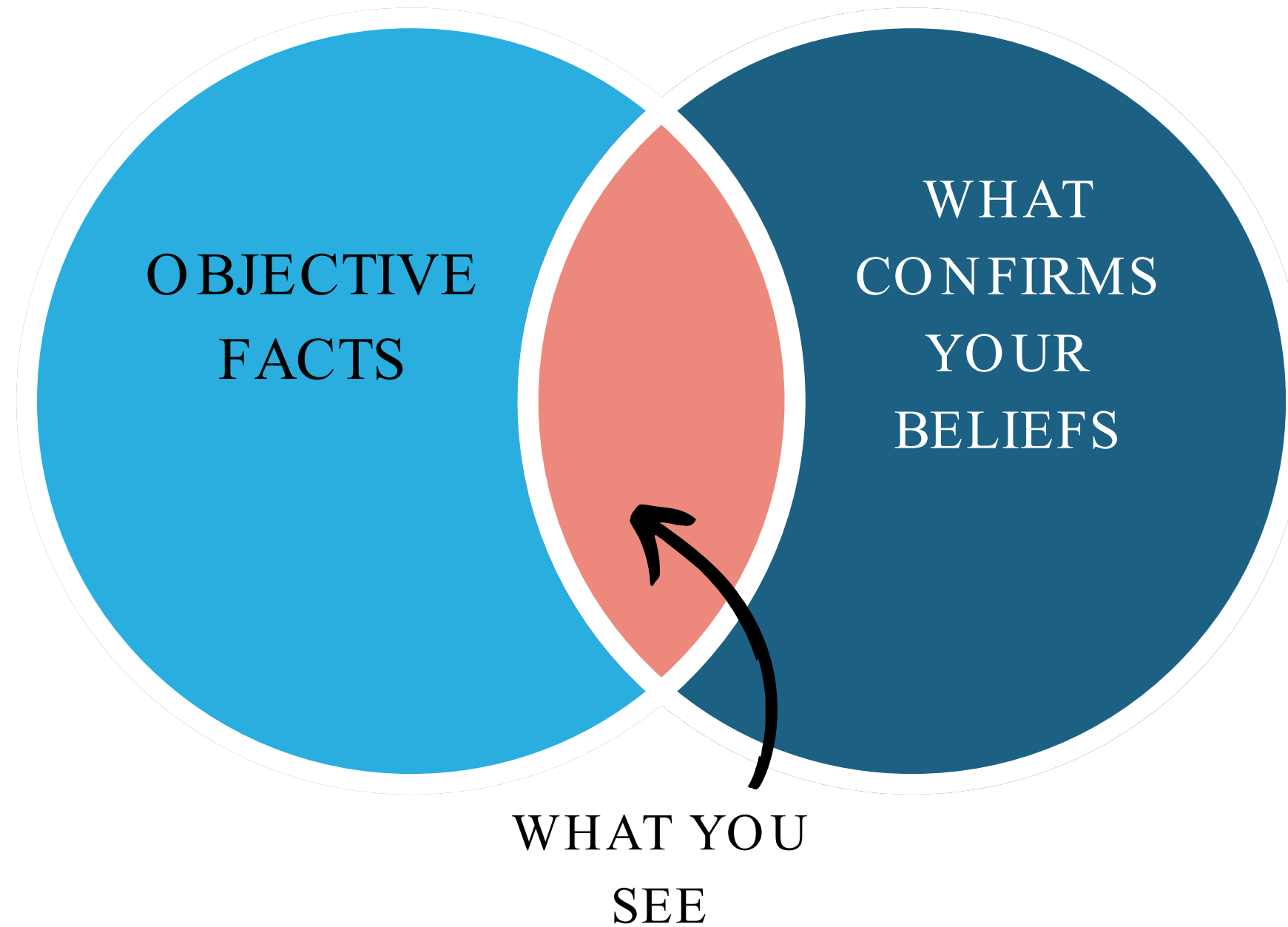


# Confirmation bias:

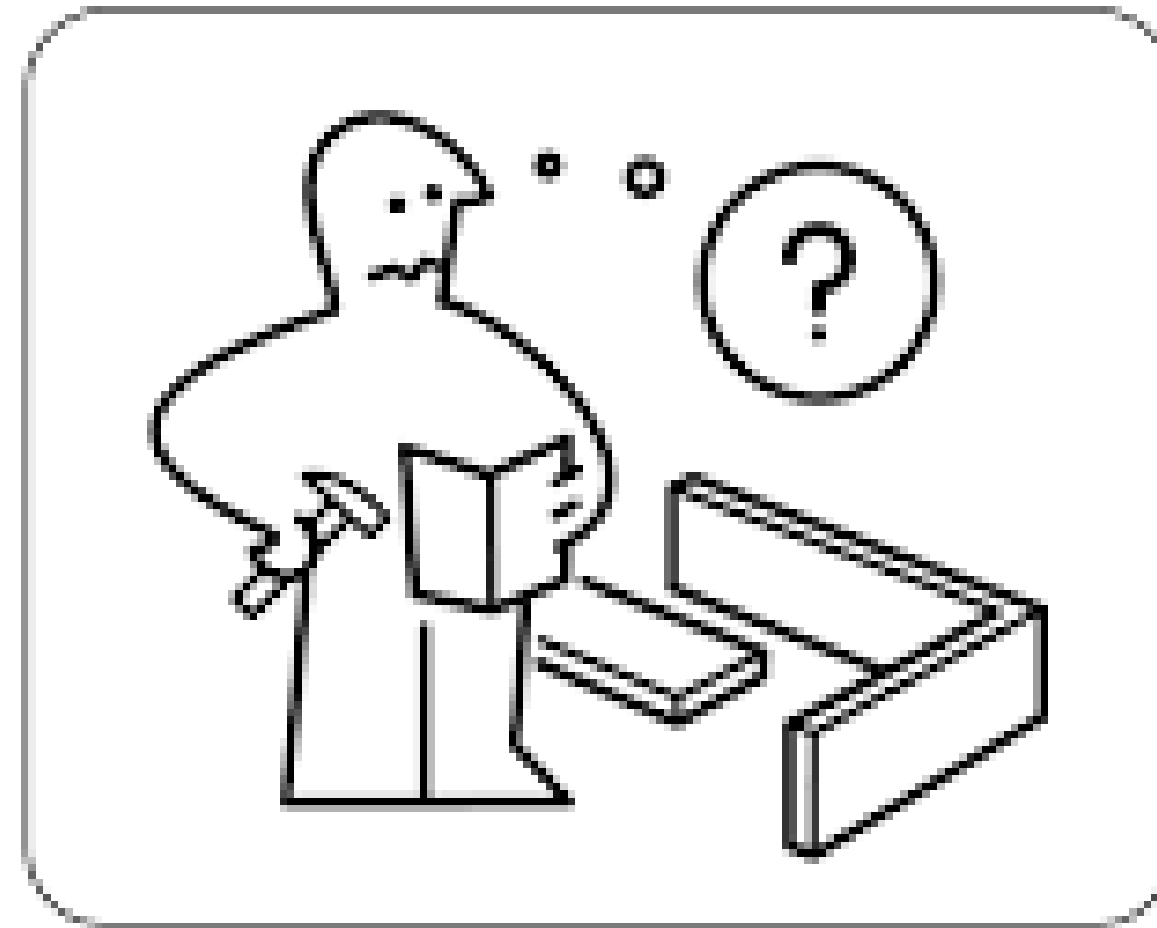


OBJECTIVE  
FACTS

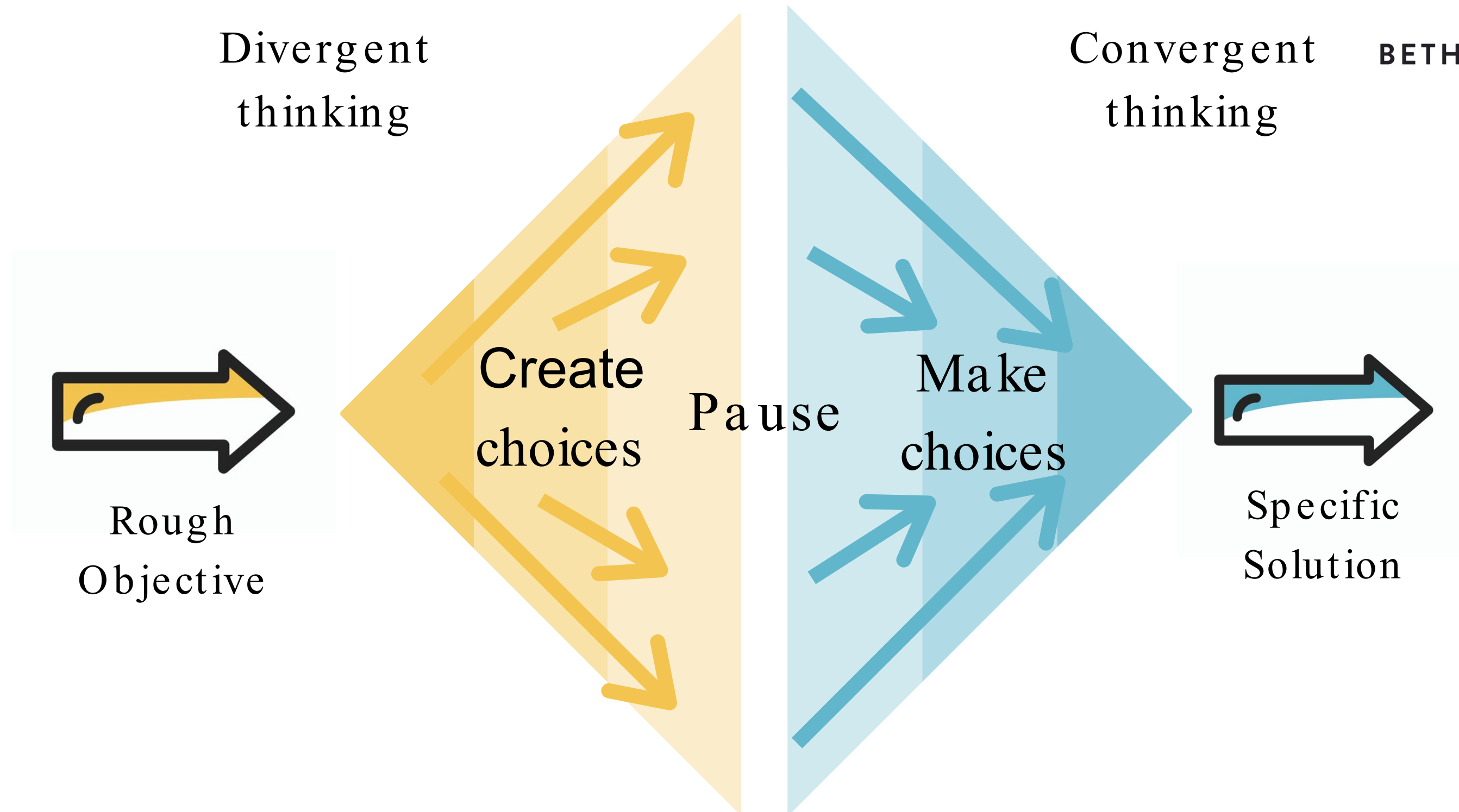
# Confirmation bias:



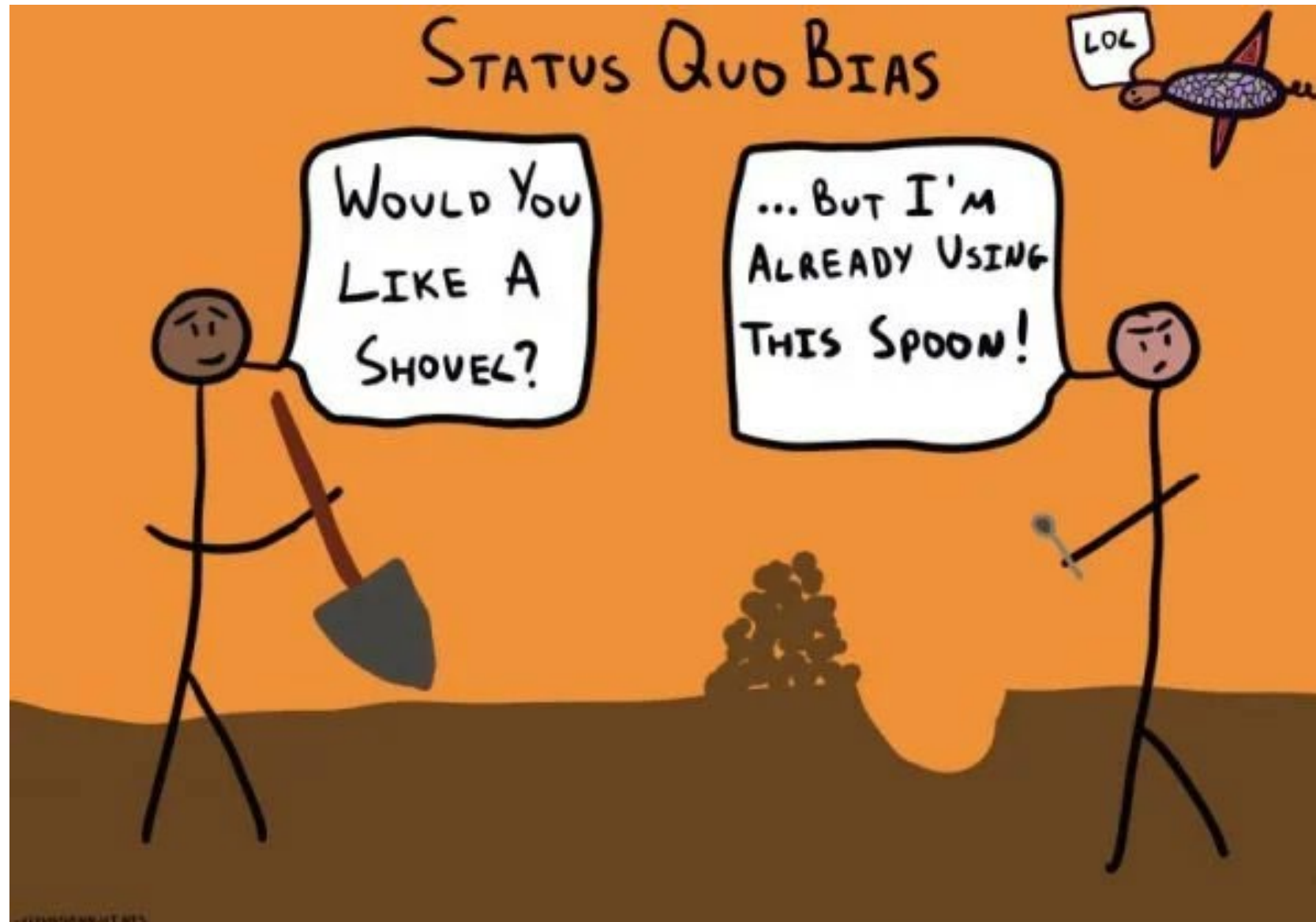
# IKEA Effect / IKEA bias:



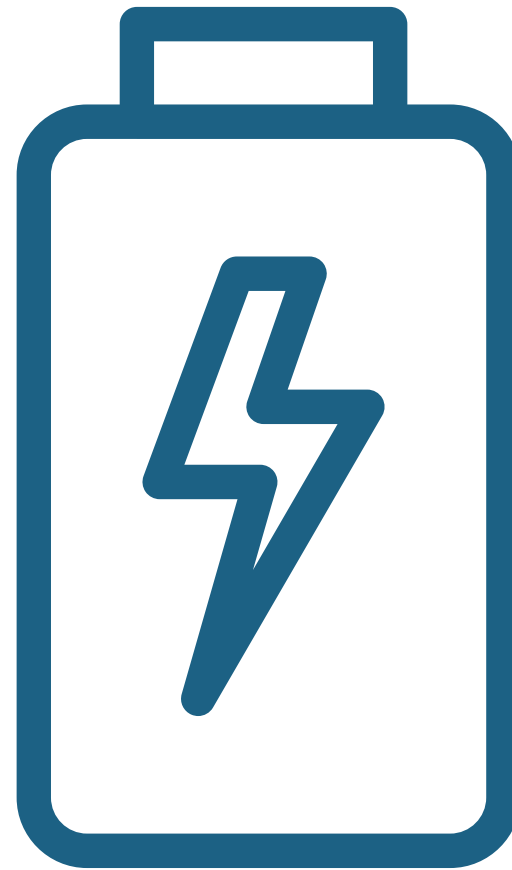


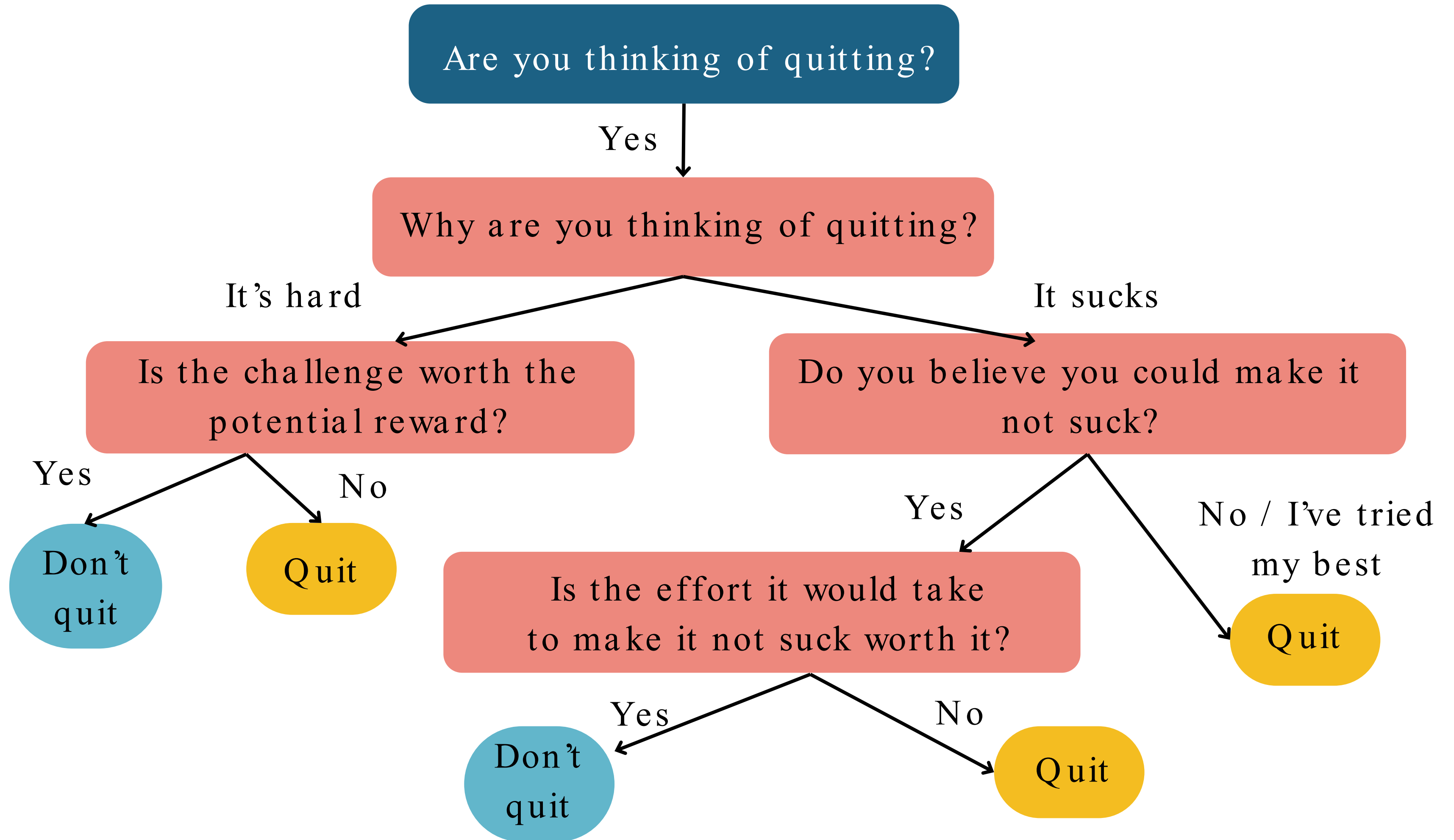


# Status Quo Bias



# Sunk cost bias:





## After Action Review (AAR)

1. What was supposed to happen?
2. What did happen? (Objective and Blame free)
3. Why was there a difference?
4. Sustain: Keep doing this...
5. Improve: Even better if...
6. Fix: One action item

**What's your momentum maker?**  
(that small first action to get your started)

**What will mundane magic be?**  
(the daily / regular unsexy thing you need to do!)

You're only ever one decision away from a completely different life.

But maybe you're already where you dreamed of being...



# Your homework

Email a blank email titled  
“Dysgu” to [hello@bethanwinn.com](mailto:hello@bethanwinn.com)  
for today’s slides,  
quick video recaps to share with  
your team and a printable  
decision dice



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