Chapter 6: Analytical Thinking as a Style

In this chapter we will represent the characteristics of analytical style as a comparison with critical style and creative style.

6.1 Characteristics of Analytical style

There are general styles of behavior common to individuals, and understanding them maximizes your ability to achieve results with others. One such style is that of approaching the world with an analytical slant. Some of the typical characteristics of the Analytical Style include the following:

- Deliberate, controlled, logical
- Independent of others and non-aggressive
- One who weighs all alternatives, remaining steadfast in purpose
- Unemotional, business-like and persistent
- Disciplined, lets others take the social initiative

Analytical persons

- **Approach problems based on facts and logic rather than emotions**
- **See you** performing best in highly organized situations where they have a handle on the whole picture, thus minimizing the risk of being wrong.
- **Tend to do well** when the nature of the task is problem-solving, especially when they are knowledgeable in the area of concern.
- **Probably approach other people** with caution, not revealing your inner self until comfortable.
- **Have a productive competence** in working out a problem and getting the task completed correctly, as one of their key strengths as analytical people.
- **May also have some tendencies with bother their co-workers.** Because they are quiet, unemotional and business-like, some people may feel that
- **Are cold or uncommunicative, remaining aloof from interpersonal relationships.**
- Although you seek accuracy and precision, **their deliberateness may be interpreted at times as slowness** to act or as indeciveness. Sometimes the non-emotiveness of their styles are seen by others as a lack of caring, being concerned only about facts and figures.
• Tend to take a problem-solving approach to most situations.
• Oriented more toward ideas and data than toward relationships or feelings, they tend to prefer study and contemplation to immediate action.
• Have a steadying influence in a group as a restrained and unassuming ways.
• Typically take an orderly, systematic approach to the task at hand on the job
• Like things to be rational and well organized.
• Are likely to hesitate until the task is clear and then work at it persistently and conscientiously.
• Want to collect many facts and opinions before making a decision and are good at "buyers' remorse" because they continue to gather data even after a decision is made.
• Tend not to seek personal recognition, preferring to work in the background in a problem-solving capacity.
• Use their ability as problem-solvers or information holders as the basis for relationships and don't easily take risks or trust others.
• Are often unaware of their emotions, though they tend not to initiate relationships, they are loyal after having formed an emotional bond.
• Usually wait for others to come to them before they share their ideas, and they want to be sure of their ground before giving their opinions.
• Hate to be wrong and will avoid it at all cost. This is especially true in stressful situations, when they are more likely to avoid confrontation and interpersonal conflict.
• Appear unemotional, they can be tough and arbitrary when they believe they are "right"
• Could probably be more effective if they learned to be less serious and to enjoy work more.
• Can create an environment where their methodical efforts are more effective, because they seldom thrive on competition, they are more comfortable with advisory roles. Because they may become tense or stuck when confronted with chaos and ambiguity, well-established rules and procedures.
• Will often cause others to look to them for counsel, precision, and data-oriented expertise for their steady and quiet manner.
• May also be seen as boring, perfectionist, uncommunicative, and incapable of making a decision.
• people with an analytical style are bothered by these situations in their interactions with others:
  o When they don't know all the answers
  o When they have to interrupt others
  o When they must deal with overly aggressive or critical people
  o When people invade their private space or get too close when speaking
When people do not have all of the facts or will not listen to reason
When someone’s behavior is loud and obnoxious
When people are unfocused or don’t pay attention
When people pass themselves off as something they are not

On the other hand: Harrison and Bramson describe important qualities of analytical thinkers in this way:

1. Analysts have a theory about almost everything.
2. They analyze and judge things within a broad framework that will help to explain things and arrive at conclusions. When a problem is presented, analysts will look for a method, a formula, a procedure, or a system that can solve it...the one best way.
3. They are most fond of the scientific method, expert information, and proof*. In constant search for the truth that is, the one best way they dig in and may be accused of tunnel vision. For them, still waters run deep
4. People with an analytical style feel a pull between a natural inclination toward privacy and systematic thought (parts-to-whole) and a deep connection to and feeling for others (whole-to-parts).
5. They feel like an oak and a willow at the same time, and seem to experience even trivial things with many nuances and meaning. It is not uncommon for someone with an A/P style to have a small but
6. Deeply engaged community of friends who share similar interests and simultaneously feel at one with, and responsible for, the world.
7. When analytical is the higher score of the two, people with this style favor theories, concepts, and analysis, then look to the support and ideas of others for validation and confirmation.
8. The persons with an analytical style approach life from a gathering-of-multiple-informational-parts-to-whole perspective that sees the world as a logical system that can be understood through careful analysis and unfailing study.

6.2 How to Improve Your Interaction with Analytical?

When communicating with analytical people, follow these guidelines to improve your interactions:

- Slow the tempo and use more even-tempered presentations
- Provide all the necessary information
• Follow through on your commitments to them
• Provide rational reasoning, not emotional arguments
• Make sure they understand the "rules"
• Be direct and straightforward
• Listen fully to what they have to say

6.3 Characteristics of Critical Style

There are a number of Characteristics that distinguish critical thinkers. Such as
1. Critical thinkers demonstrate critical and analytical thinking through active challenges and engagement in courses throughout the curriculum.
2. They are able to analyze arguments and generate insight into interpretations in ways that display creative, cohesive, and convincing reasoning patterns.
3. They are able to apply multiple, sometimes divergent criteria in critical analysis.
4. Persons should develop the thinking and reasoning skills necessary to evaluate information and to solve problems.
5. They recognize and evaluate assumptions and biases influencing their own positions and those of others.
6. They are able to identify logical flaws, methodological flaws, and unwarranted inferences in arguments presented to them.
7. They learn to apply personal judgments and interpretations, recognizing that there are elements of uncertainty and self-regulation in critical thinking.

On the other side, a number of researchers describe the critical thinker as follows:
1. Asks significant and pertinent questions and states problems with specificity. Arrives at solutions through hypothesis, inquiry, analysis, and interpretation.
2. Assesses statements, insights, and arguments according to the knowledge and skills provided by formal and informal logic.
3. Formulates propositions or judgment in terms of clearly defined sets of criteria.
4. Strives to acquire knowledge of the various disciplines, knowing that such knowledge is a necessary, though not sufficient, and condition for critical thinking.
5. Understands the different modes of thought appropriate to the various disciplines. Can apply these modes of thought to other disciplines and life.
6. Is aware of the context or setting in which judgments are made, and of the practical consequences and values involved.
7. Thinks about the world through theories, assessing these theories and their contexts to determine the validity of their claims.
8. **Seeks and expects to find different meanings** simultaneously present in a work or event.

9. **Recognizes and accepts contradiction and ambiguity**, understanding that they are an integral part of thought and creativity.

10. **Constructs and interprets reality** with a holistic and dialectical perspective. Sees the interconnectedness within a system and between systems.

11. **Tolerates ambiguity**, yet can assume a committed position.

12. Is **aware of the limitations of knowledge** and exhibits epistemological humility.

### 6.4 Characteristics of Creative Style

**Kirton Adaption-Innovation theory (KAI)**

For more than 30 years, Kirton (1989) worked within organizations trying to understand how change took place. He focused his examination on managers and the change initiatives they created. As a result of his work, he identified two fundamentally different approaches managers took to deal with change. As you read, it might be interesting to think about which style of change you prefer.

Kirton described one group of managers as those whose approach to change was focused on improving existing organizational systems. Their change generally remained within the paradigm of how activities were accomplished. This type of change was often accepted with little trouble or alarm within the organization. Individuals who preferred this type of approach were often in the 'inner circle' of the organization and their suggestions were readily accepted with little confusion "on the nod". Kirton noticed that their changes often made it quickly through systems and that if these managers made a mistake, they were forgiven and told to "think of it as a learning experience." However, these managers often did not see or take advantage of opportunities which emerged outside the existing paradigms or ways of doing business. He described this type of managers as **Adaptative**.

Kirton described a second group of managers who preferred to produce organizational change which was considered radical or breakthrough. This type of "steep change" often existing paradigms and developed entirely new approaches to systems. As a result, these managers were not naturally accepted by the inner group of the organization. If they made mistakes, they were often ostracized. These managers often saw possibilities outside the current approaches. However, they frequently had trouble getting their ideas accepted or implemented. He referred this type of managers as **Innovative**.
Kirton placed the two types of managers on a style continuum. On one side he placed the adaptive style. It will be helpful to start by describing the two endpoints of the continuum where the styles are more clearly distinct.

- **Adaptors** are often seen as people who are precise, reliable and dependable.
- They are generally concerned with how things get done; the means.
- They often make a goal of the means.
- If an adaptor is given a task, he or she will often accept the problem definition as given and will naturally try to solve it within the parameters of the problem definition.
- Their questions will often focus on 'how'. Because of the focus in how things get done, adaptors will by their nature, pay attention to people because they are a part of how things get done.
- Adaptors will generally focus on change which promotes Incremental improvement or "doing things better."

- **Innovators** are often seen as unique, visionary and ingenious.
- By their nature, innovators will question how things get done. The means is not a major concern and is often disregarded.
- When given a problem or task, innovators often challenge the problem definition and suggest that the problem really is not the way the problem has been defined. Their questions often focus on asking why. Innovators may be seen as undisciplined and the change they focus on is perceived as radical and is often noticed as breakthrough.
- When these characteristics are operating together, innovators will generally prefer change which is focused on" doing things differently", as shown in Table 6.1.

**Table 6.1: Difference between adaptor and innovator**

<table>
<thead>
<tr>
<th>Adaptor</th>
<th>Innovator</th>
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<tbody>
<tr>
<td>- Does things better</td>
<td>- Does things differently</td>
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<tr>
<td>- Seen as disciplined</td>
<td>- Seen as undisciplined</td>
</tr>
<tr>
<td>- Accept problem definition</td>
<td>- Challenges problem definitions</td>
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<tr>
<td>- Makes &quot;goals' of &quot;Means&quot;</td>
<td>- Questions or disregards &quot;Means&quot;</td>
</tr>
<tr>
<td>- Precise, reliable, dependable</td>
<td>- Unique, visionary, ingenious</td>
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