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VISIBLE
THINKING

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What is VISIBLE THINKING ?

Visible Thinking is an approach to thinking developed by Harvard University Project Zero.

At the core of Visible Thinking are practices that help make thinking visible: **Thinking Routines** guide thought processes and encourage active processing.

The logo is a dark red square with a white border. Inside the square, the words "VISIBLE" and "THINKING" are written in white, uppercase letters, stacked vertically. Below the text is a horizontal line of small white dots.

VISIBLE
THINKING

What is a **THINKING ROUTINE**?

Routines (protocols) - vehicles for building the skills necessary for collaborative work - in this case a culture of thinking.

Using routines and protocols allows groups to build trust by actually doing substantive work together.

Using **VISIBLE THINKING ROUTINES**



As TOOLS

- to promote different types of thinking
- building explanations • reasoning with evidence
- for both individual and group thinking

As STRUCTURES

- explicit • goal direct and purposeful • a few steps
- to guide group discussions • to scaffold thinking of a higher level
- to facilitate the making of connections

As PATTERNS of BEHAVIOUR

- foster the connection of new ideas to ones own thinking
- Visible Thinking protocols/routines become shared and accepted within the organisation • thinking flexibility emerges

Why **VISIBLE THINKING** ?

- To facilitate **greater understanding**.
- To **enhance engagement and exchange of thoughts**.
- To **demystify the process of thinking** by making it visible.

Why **VISIBLE THINKING** ?

- Visible thinking demonstrates the **value of intellectual collaboration.**
- To build and **develop a culture of critical thinking** where thinking is both visible and shared.
- To become “**meta-strategic thinkers**” in a culture of thinking.

Who is **VISIBLE THINKING** for ?

Visible thinking routines and protocols offer structured processes to support focused and productive conversations, build collective understanding and drive improvement.

Use of thinking routines and protocols is integral to building resilient professional learning communities.

Let's try some

**VISIBLE
THINKING**

routines

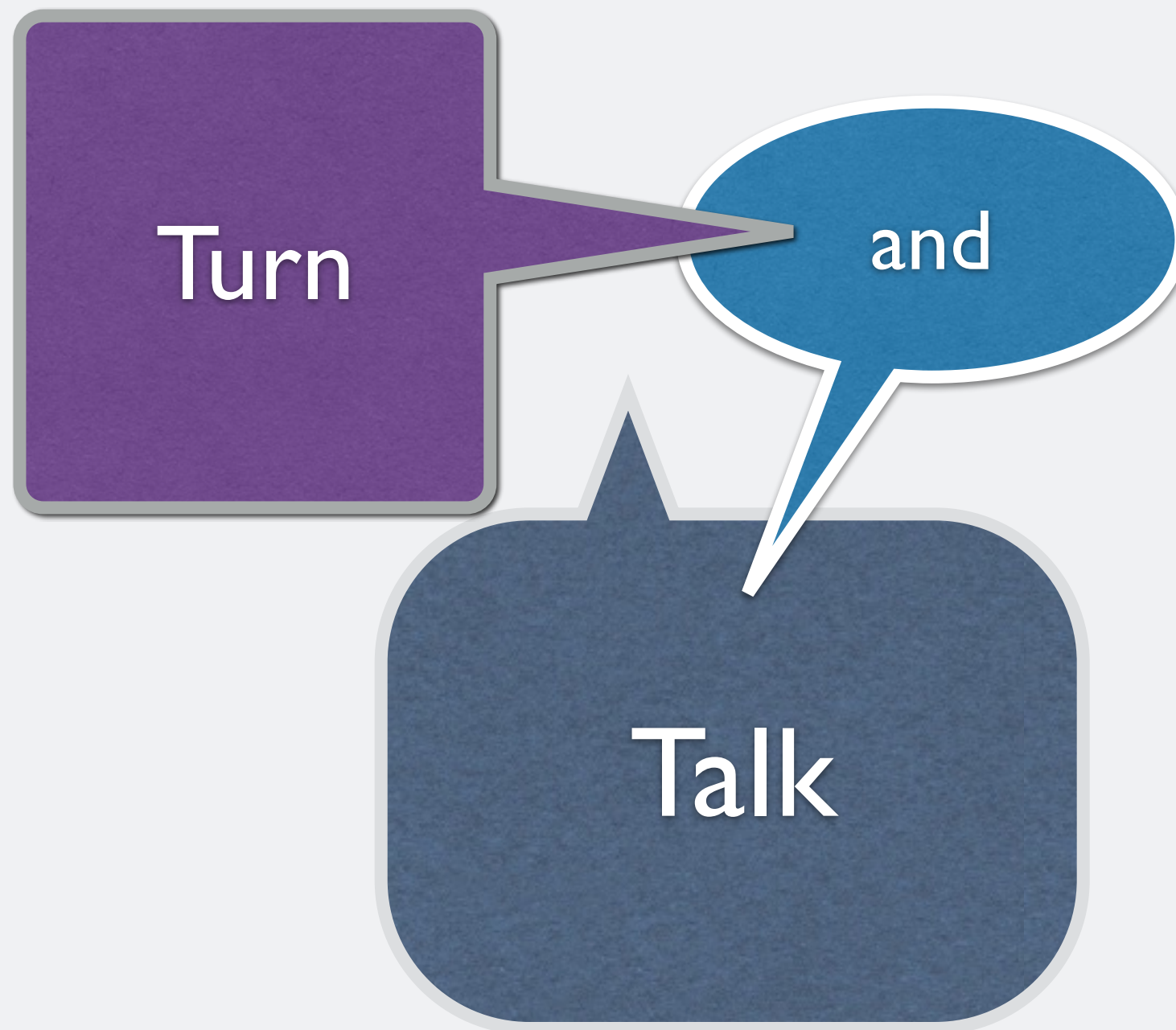
See > Think > Wonder Routine



Description: a routine for exploring infographics, photos, graphs, pictures etc

Purpose: encourages careful observation and thoughtful interpretation.





Connect Extend Challenge Routine

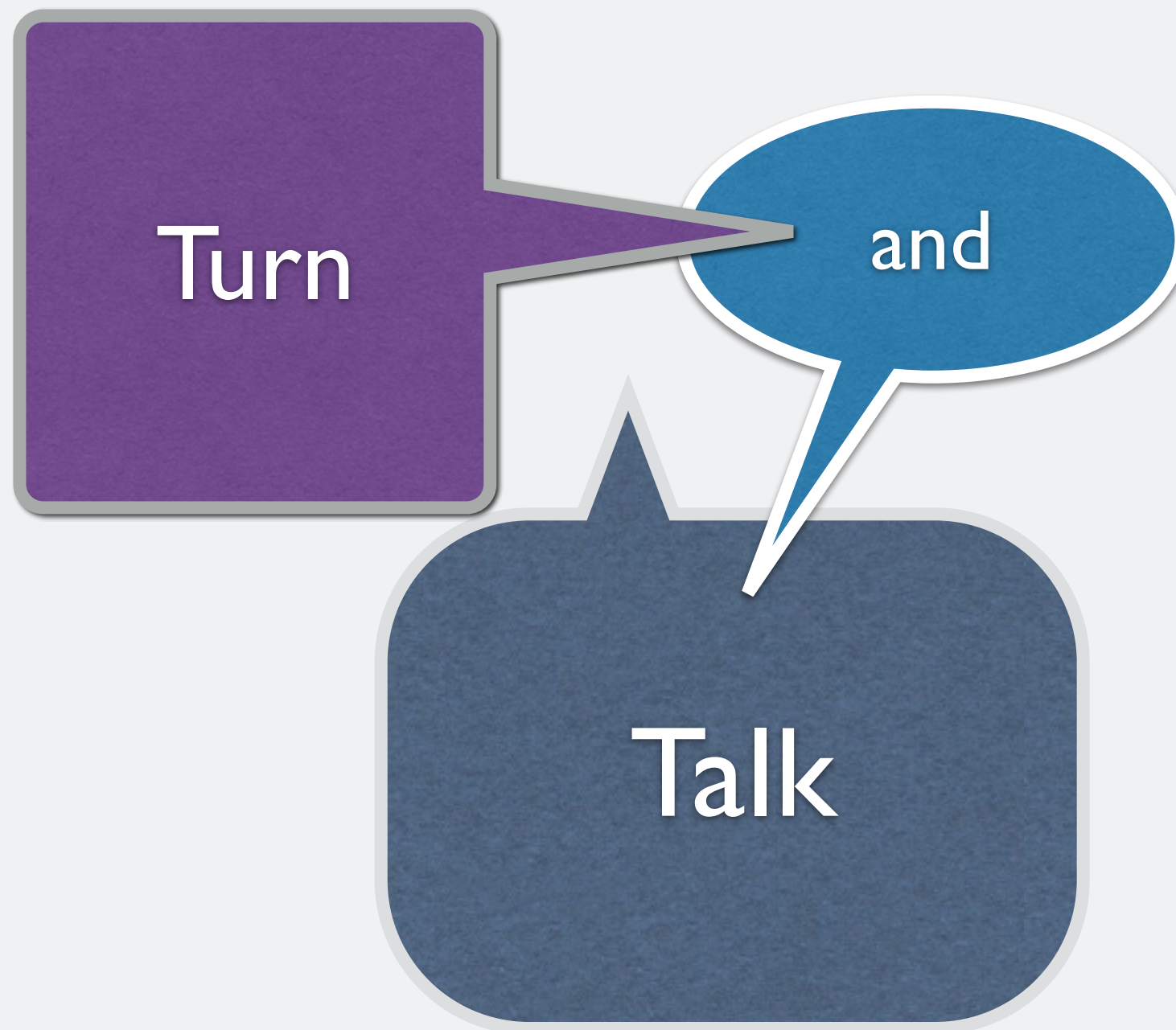


Description: a routine for connecting new ideas to prior knowledge.

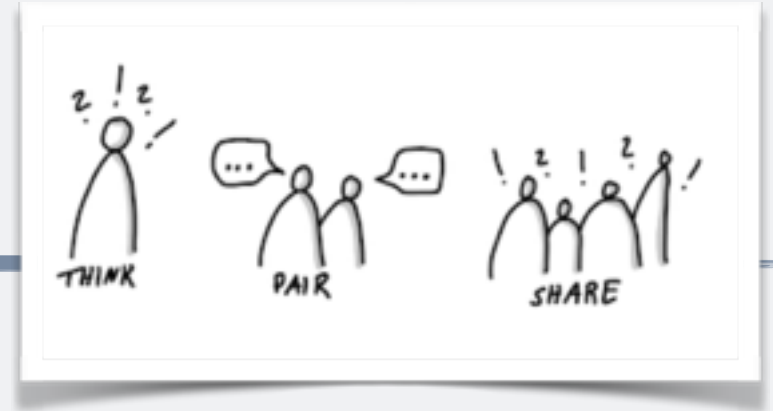
Purpose: to make connections between new ideas and past knowledge, whilst identifying challenges or 'roadblocks' that may exist.

Connect Extend Challenge Routine

DECISION MAKING
CONSUMERS ARE TOO
TRUSTING ABOUT
UNDISCLOSED
INFORMATION



Think > Pair > Share Routine



Description: a routine that supports active reasoning and explanation

Purpose: this routine promotes thinking and understanding through active reasoning and explanation. Encourages understanding multiple perspectives.

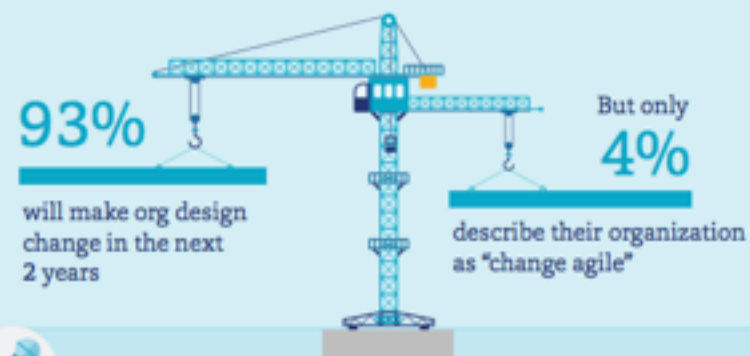
Think > Pair > Share Routine

MERCER GLOBAL TALENT TRENDS STUDY 2017 EMPOWERMENT IN A DISRUPTED WORLD

WHAT'S TOP OF MIND FOR C-SUITE EXECUTIVES, HR LEADERS, AND EMPLOYEES... AND HOW TO ACCELERATE

GROWTH BY DESIGN

C-SUITE EXECUTIVES ARE DRIVING A BOLD CHANGE AGENDA IN A QUEST FOR INCREASED EFFICIENCY, AGILITY, AND CUSTOMER INTIMACY.



Employees are saying: "Simplify decision making"

A SHIFT IN WHAT WE VALUE

FAIR & COMPETITIVE PAY AND OPPORTUNITIES FOR PROMOTION ARE TOP PRIORITIES FOR EMPLOYEES THIS YEAR.



Employees are saying: "Show me the money"

ATTRACT AND RETAIN TOMORROW'S TALENT:

- Engage candidates as customers
- Embrace the 'whole person' agenda
- Define exciting career paths
- Place bets on non-traditional talent

BUILD FOR AN UNKNOWN FUTURE:

- Quantify future-focused capability gaps
- Build diverse skills and a culture of innovation
- Simplify decision making and improve access to knowledge/experts
- Accelerate progress through experiences and lifelong learning

CULTIVATE A THRIVING WORKFORCE:

- Differentiate on a healthy workplace
- Address talent choke points
- Promote a contribution culture
- Create a sense of belonging

A WORKPLACE FOR ME

PEOPLE EXPECT THEIR EMPLOYER TO "MAKE WORK WORK" FOR THEIR INDIVIDUAL CIRCUMSTANCES. IN RESPONSE, COMPANIES ARE TAKING A "WHOLE PERSON" APPROACH.



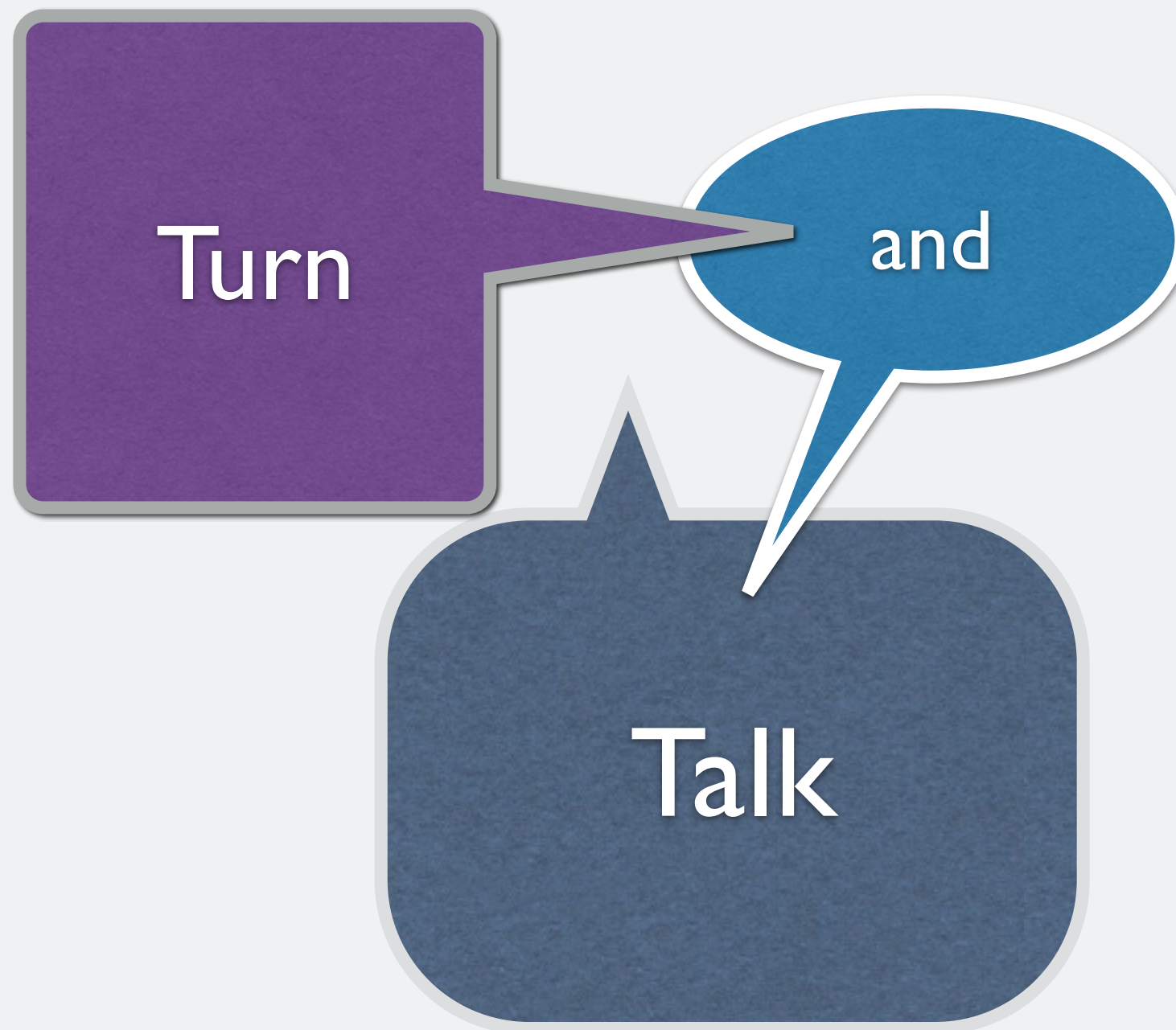
Employees are saying: "Help me invest in myself"

THE QUEST FOR INSIGHT

AN AGILE ORGANIZATION IS ONE THAT LISTENS & LEARNS. DERIVING ACTIONABLE INSIGHTS FROM TALENT DATA IS A CORE ELEMENT OF THE EMPOWERMENT AGENDA.



Employees are saying: "Understand my unique skills & interests"



Circle of Viewpoints Routine

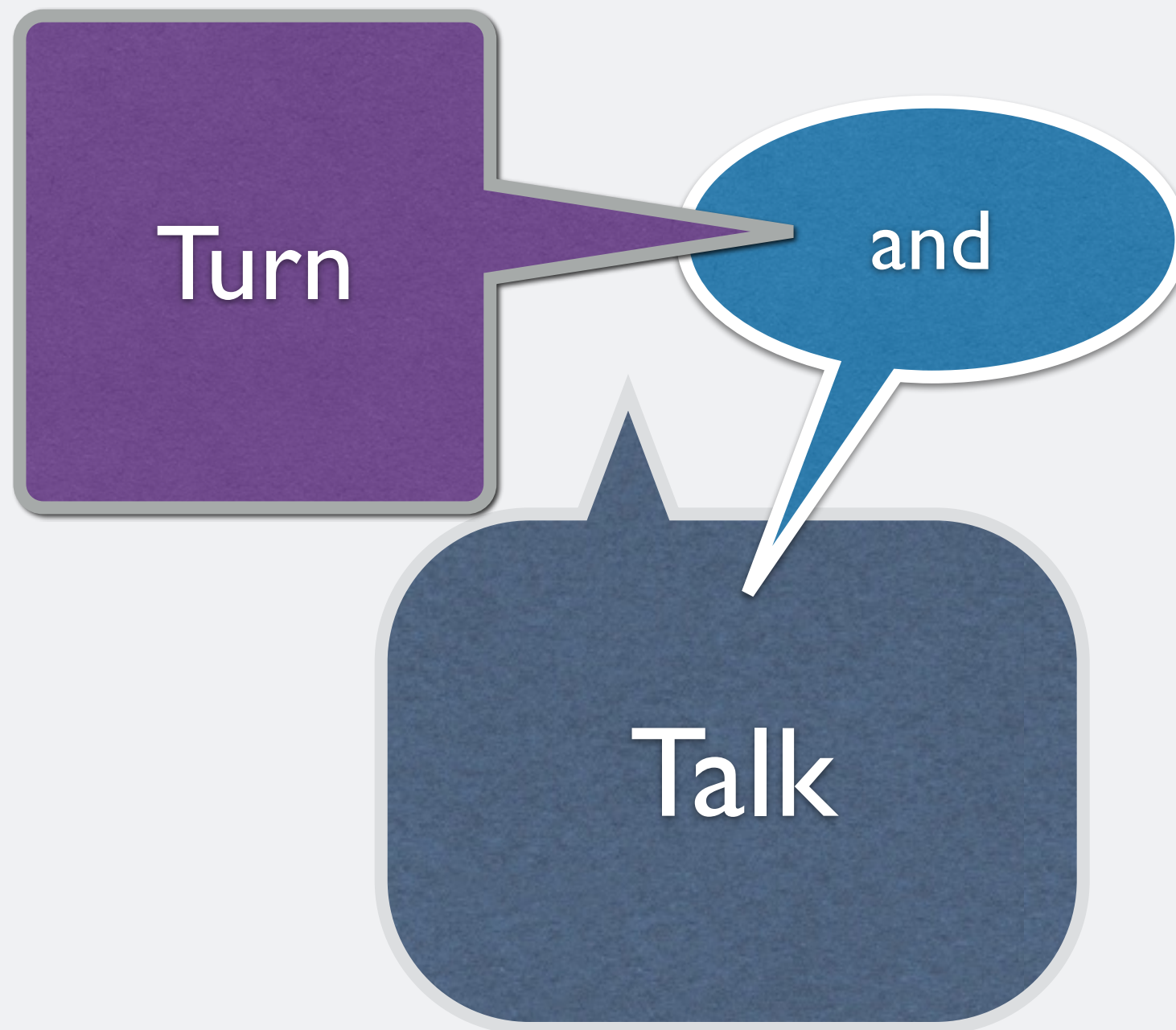


Description: a routine for exploring diverse perspectives in and around a topic or issue

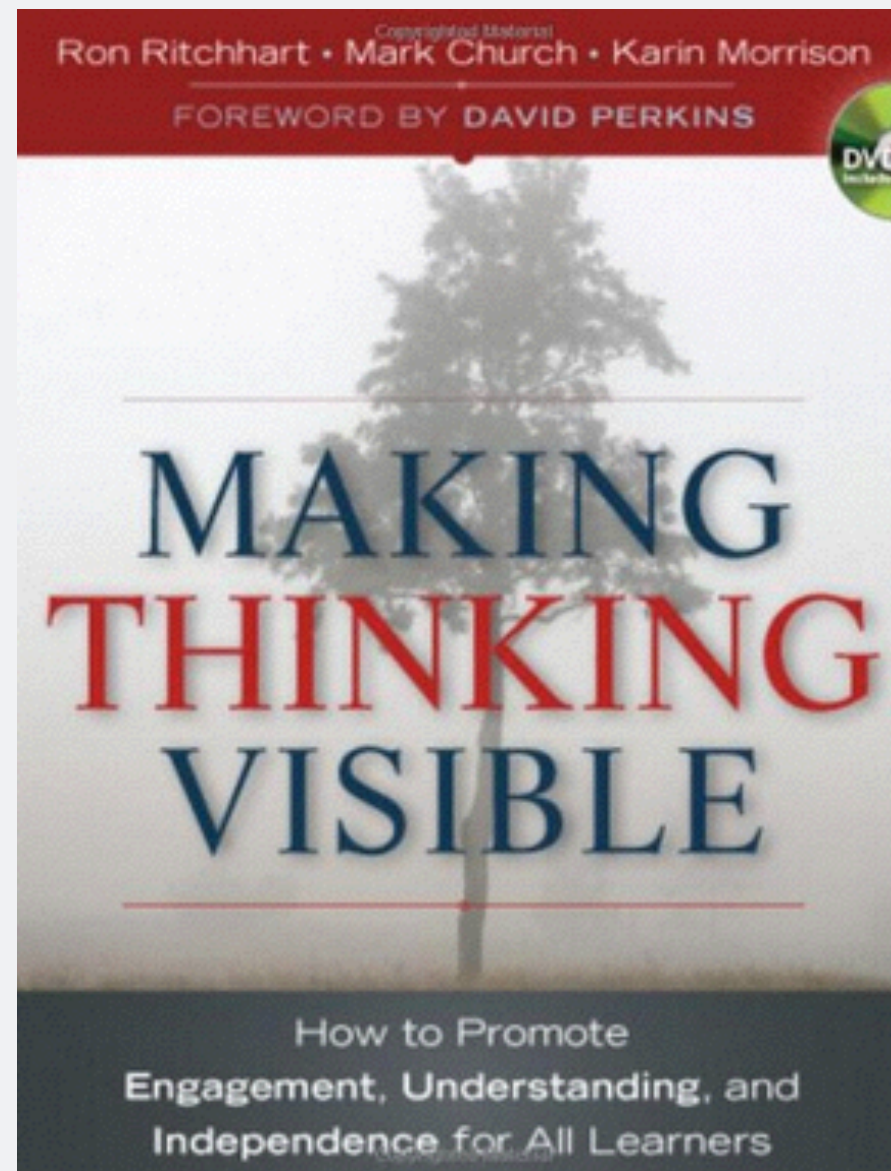
Purpose: this routine asks you to identify and distill the essence of ideas from different perspectives

Circle of Viewpoints Routine

**Pay parity moves
‘new territory’**



Ron Ritchhart - Project Zero Harvard University



<http://www.pz.harvard.edu/>

Homework

Pgs 53, 54

The Economist



Teenagers' behaviour

The youth of today

LOS ANGELES

Young people in rich countries are better behaved and less hedonistic than in the past, but also more isolated

AT THE gates of Santa Monica College, in Los Angeles, a young man with a skateboard is hanging out near a group of people who are smoking marijuana in view of the campus police. His head is clouded, too—but with worry, not weed. He frets about his student loans and the difficulty of finding a job, even fearing that he might end up homeless. “Not to sound intense,” he adds, but robots are taking work from humans. He neither smokes nor drinks much. The stigma against such things is stronger than it was for his parents’ generation, he explains.

Young people are indeed behaving and thinking differently from previous cohorts at the same age. These shifts can be seen in almost every rich country, from America to the Netherlands to South Korea. Some have been under way for many years, but they have accelerated in the past few. Not all of them are benign.

Perhaps the most obvious change is that teenagers are getting drunk less often (see chart 1 on next page). They start drinking later: the average age at which young Australians first try alcohol has risen from 14.4 to 16.1 since 1998. And even when they start, they sip rather than chug. In Britain, where a fifth of 16- to 24-year-olds do not drink at all, the number of pubs is falling by about 1,000 a year, and nightclubs are faring even worse. In the past young people went out for a drink and perhaps had something to eat at the same time, says Kate Nicholls, head of the Association of Licensed Multiple Retailers, a trade group.

Now it is the other way round.

Other drugs are also falling from favour. Surveys by the European Monitoring Centre for Drugs and Drug Addiction show that the proportion of 15- to 16-year-olds who have tried cigarettes has been falling since 1999. A rising proportion of teenagers have never tried anything mind-altering, including alcohol, tobacco, cannabis, inhalants and sedatives. The proportion of complete abstainers rose from 11% to 31% in Sweden between 2003 and 2015, and from 23% to an astounding 61% in Iceland. In America, all illicit drugs except marijuana (which is not illicit everywhere) have become less popular. Mercifully, the decline in teenage opioid use is especially steep.

Nor are young people harming each other as much as they used to. Fighting among 13- and 15-year-olds is down across Europe. Juvenile crime and anti-social behaviour have dropped in England and Wales, and with them the number of juvenile convicts. In 2007 almost 3,000 young people were in custody; by 2016 the number was below 1,000.

Teenagers are also having less sex, especially of the procreative kind. In 1991, 54% of American teenagers in grades nine to 12 (ages 14-18) reported that they were sexually experienced, and 19% claimed to have had sex with at least four partners. In 2015 those proportions were 41% and 12%. America's teenage birth rate crashed by two-thirds during the same period. As with alcohol, the abstention from sex seems to be carrying through into early

adulthood. Jean Twenge, a psychologist at San Diego State University in California, has shown that the proportion of Americans aged 20-24 who report having no sexual partner since the age of 18 rose from 6.3% for the cohort born in the late 1960s to 15.2% for those born in the early 1990s. Japan is a more extreme case. In 2015, 47% of unmarried 20- to 24-year-old Japanese men said they had never had sex with a woman, up from 34% in 2002.

In short, young people are less hedonistic and break fewer rules than in the past. They are “kind of boring”, says Shoko Yoneyama, an expert on Japanese teenagers at the University of Adelaide. What is going on?

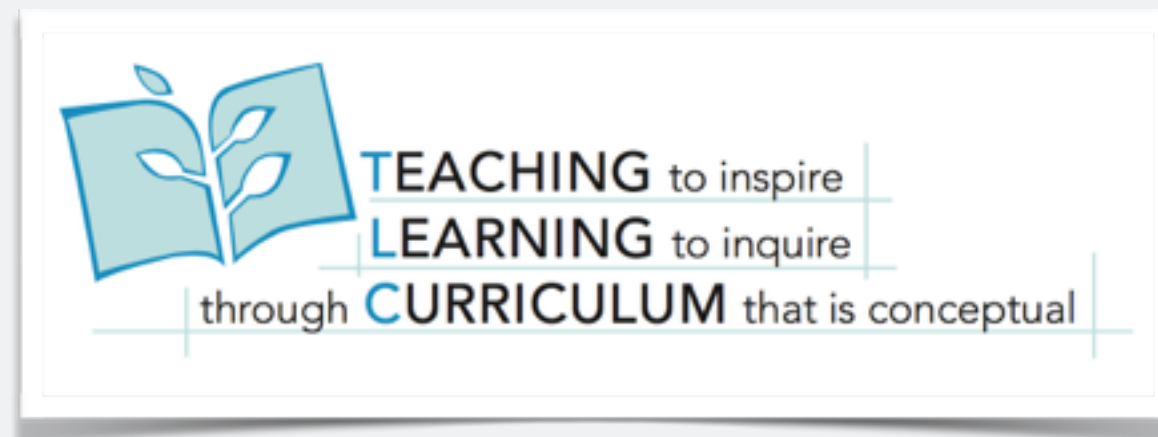
They tuck you up

One possible explanation is that family life has changed. A study of 11 countries by Giulia Dotti Sani and Judith Treas, two academics, found that parents spend much more time on child care. In America, the average parent spent 88 minutes a day primarily looking after children in 2012—up from 41 minutes in 1965. Fathers have upped their child-care hours most in proportional terms, though they still do much less than mothers. Because families are smaller, the hours are spread across fewer offspring.

Those doted-upon children seem to have turned into amenable teenagers. In 28 out of 34 rich countries surveyed by the World Health Organisation, the proportion of 15-year-old boys who said they found it easy to talk to their fathers rose between 2001-02 and 2013-14. Girls found it easier to talk to their fathers in 29 out of 34 countries. The trend for mothers is similar but less strong. And even teenagers who do not talk to their parents seem to listen to them. Dutch surveys show that teenagers have come to feel more pressure from their parents not to drink. That is probably the main reason for the decline in youthful

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References:

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