

Steps for Better Thinking Performance Patterns

←Less Complex Performance Patterns			More Complex Performance Patterns→	
“Confused Fact-Finder” Performance Pattern 0 Step 1, 2, 3, & 4 skills weak	“Biased Jumper” Performance Pattern 1 Step 2, 3, & 4 skills weak	“Perpetual Analyzer” Performance Pattern 2 Step 3 & 4 skills weak	“Pragmatic Performer” Performance Pattern 3 Step 4 skills weak	“Strategic Re-Visioner” Performance Pattern 4 Strategically Integrates Step 1, 2, & 3 skills
Overall Problem Approach: Proceeds as if goal is to find the single, "correct" answer	Overall Problem Approach: Proceeds as if goal is to stack up evidence and information to support conclusion	Overall Problem Approach: Proceeds as if goal is to establish a detached, balanced view of evidence and information from different points of view	Overall Problem Approach: Proceeds as if goal is to come to a well-founded conclusion based on objective comparisons of viable alternatives	Overall Problem Approach: Proceeds as if goal is to construct knowledge, to move toward better conclusions or greater confidence in conclusions as the problem is addressed over time
Common Weaknesses: <ul style="list-style-type: none"> ● Fails to realistically perceive uncertainties/ambiguities ● Does not seem to “get it”; recasts open-ended problem to one having a single “correct” answer ● Insists that professors, textbooks, or other experts should provide “correct” answer ● Expresses confusion or futility ● Uses illogical/contradictory arguments ● Cannot evaluate or appropriately apply evidence ● Inappropriately cites textbook, “facts,” or definitions ● Concludes based on unexamined authorities' views or what “feels right” 	Major Improvements Over Performance Pattern 0: <ul style="list-style-type: none"> ● Acknowledges existence of enduring uncertainties and the viability of multiple perspectives ● Begins to use evidence logically to support conclusions Common Weaknesses: <ul style="list-style-type: none"> ● Jumps to conclusions ● Stacks up evidence quantitatively to support own view and ignores contrary information ● Equates unsupported personal opinion with other forms of evidence ● Inept at breaking problem down and understanding multiple perspectives ● Insists that all opinions are equally valid, but ignores or discounts other opinions ● Views experts as being opinionated or as trying to subject others to their personal beliefs 	Major Improvements Over Performance Pattern 1: <ul style="list-style-type: none"> ● Presents coherent and balanced description of a problem and the larger context in which it is found ● Identifies issues, assumptions, and biases associated with multiple perspectives ● Attempts to control own biases ● Logically and qualitatively evaluates evidence from different viewpoints Common Weaknesses: <ul style="list-style-type: none"> ● Unable to establish priorities for judging across alternatives ● Reluctant to select and defend a single overall solution as most viable, or provides inadequate support for solution ● Writes overly long paper in attempt to demonstrate all aspects of analysis (problems with prioritizing) ● Jeopardizes class discussions by getting stuck on issues such as definitions 	Major Improvements Over Performance Pattern 2: <ul style="list-style-type: none"> ● After thorough exploration, consciously prioritizes issues and information ● Articulates well-founded support for choosing one solution while objectively considering other viable options ● Conclusion based on qualitative evaluation of experts' positions or situational pragmatics ● Effectively incorporates others in the decision process and/or implementation Common Weaknesses: <ul style="list-style-type: none"> ● Conclusion doesn't give sufficient attention to long-term, strategic issues ● Inadequately identifies and addresses solution limitations and “next steps” 	Major Improvements Over Performance Pattern 3: <ul style="list-style-type: none"> ● Prioritizes and addresses limitations effectively ● Interprets and re-interprets bodies of information systematically over time as new information becomes available ● Exhibits a strategic, long-term vision ● Spontaneously considers possible ways to generate new information about the problem Common Weaknesses: <ul style="list-style-type: none"> ● Not applicable

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