



# THE PACIER FRAMEWORK



## CRITICAL THINKING IS THE COMPONENT SKILLS OF PACIER



### PROBLEM SOLVING

Producing strong solutions



### ANALYSIS

Understanding how an argument is built



### CREATIVE THINKING

Creating new connections and unexpected solutions



### INTERPRETATION

Looking at issues of meaning



### EVALUATION

Exploring strengths and weaknesses of an argument



### REASONING

Creating strong and persuasive arguments



**P1** Asking productive questions



**A1** Working out the functions of each part of an argument



**C1** Connect things together in a new way



**I1** Seeking to clarify meaning where necessary



**E1** Judging the acceptability of the reason(s) used in terms of readability



**R1** Producing well structured arguments



**P2** Generating possibilities



**A2** Understanding the relationships between parts of an argument



**C2** Producing novel explanations for existing evidence



**I2** Grasping the meaning of technical terms



**E2** Judging the relevance of the reason(s) used



**R2** Dealing with counter-arguments



**P3** Generating solutions



**A3** Showing the structure of an argument



**C3** Generating new hypothesis



**I3** Understanding the meaning of available evidence



**E3** Judging the adequacy of the reason(s) used



**R3** Evaluating the reasoning of arguments



**P4** Making sound decisions



**A4** Looking for assumptions in an argument



**C4** Redefining an issue so as to see it in a new way



**I4** Highlighting problems of a definition



**E4** Judging what would strengthen or weaken an argument



**R4** Looking at the need to persuade



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# “Uniquely human skills like ... critical thinking will come to the fore for employees at all levels”

Within five years, according to the World Economic Forum (WEF)<sup>1</sup>, one billion people will require upskilling or reskilling to address the emerging global skills gap brought into sharp relief by the rapid emergence of AI in the workplace. The hit on global GDP is one thing, if this is not addressed, but student and employee motivation also will be influenced by how quickly organisations recognise this. Leaders in higher education business schools are waking up to the fact that their students must be prepared for this change and are taking action. They know this cannot wait and are turning to specialists that can provide comprehensive and proven methodologies to help them.

Of firms surveyed 73.2% put said that critical thinking was going to be of increasing importance within the next five years – the top skill identified – followed by analytical skills at 71.6%<sup>2</sup>. Organisations and educational institutions that ignore this threaten the continued and future employability of their workforce and students. What they need is a methodology that takes the most important, ‘uniquely human skills’ and systematises the measurement, competency building and tracking their development.

This is precisely what MACAT, a unique specialist in the field, has done to craft a pioneering methodology within a framework that defined critical thinking as the component skills of *Problem Solving, Analysis, Creative Thinking, Interpretation, Evaluation and Reasoning* – or **PACIER**. Over a decade of research and \$45m of investment has made MACAT the partner of choice for the OECD to develop a new framework for Creativity and Critical Thinking globally.

## Current clients have benefited from:

- engaging with a skills-based curriculum, embracing cutting edge approaches for learning
- expert educators in 21st century skills

- connecting skills to strategic problems facing businesses every day
- students becoming future-work-ready to accelerate career progression

## Institutions that don't take this seriously run the risks of their students: □

- having reduced employment chances
- lacking drive and innovation to solve complex problems
- lacking essential skills for managing AI-driven and digital transformation in business
- finding it harder to adapt to new technologies and methodologies, hindering their professional growth

## What do our clients have to say?

*“My research indicated that MACAT had a world-leading programme and it just seemed like a really good idea to bring them into the programme.”*

Professor Donald Lancaster, Director of MBA Programmes, University of Exeter

If you'd like to get started with MACAT, reach out for a free pilot of the assessment and training programme. You can then judge for yourself with no risk. Get in touch with Graham Hudson, Chief Marketing Officer, for an initial discussion. Email him at: [graham.hudson@macat.com](mailto:graham.hudson@macat.com).

## Some other possible areas for headlines:

Cognitive skills are reported to be growing in importance most quickly, reflecting the increasing

importance of complex problem-solving in the workplace.<sup>3</sup>

Do your students have the talent necessary to fulfil roles that have not yet been thought of? (More than two-thirds (68%) of the jobs on LinkedIn's 'Jobs on the Rise' in 2024 didn't exist 20 years ago.)<sup>4</sup>

<sup>1</sup> WEF Future of Jobs 2023

<sup>2</sup> WEF Future of Jobs 2023

<sup>3</sup> WEF Future of Jobs 2023

<sup>4</sup> 2024 Work Trend Index Annual Report from Microsoft and LinkedIn