



# Developing Leadership Competencies

## 2. COGNITIVE CAPACITY-continued



issues that are relevant to the problem/topic at hand.

- When problem solving, try to systematically think through how each problem relates to the needs and challenges of the organization as a whole. Deliberately identify the key linkages among issues and maintain communication with those who are involved in or affected by your work.
- Study a few great thinkers and philosophers like John Stuart Mill, who outlined the basic logic of problem solving. Read their biographies or autobiographies to learn how they used their intellectual skills.
- View information from several perspectives - take a fact and give it a political/social/economic spin.

### Public Service Courses

- Problem Solving and Decision Making 0501 (Managing Challenging Situations - Statistics Canada)
- Integrated Resource Management (CCMD)
- Managing Human Performance (CCMD)

### Web Sites

- FastCompany magazine, <http://www.fastcompany.com/homepage/>
- Brint Knowledge Management Portal, <http://www.brint.com/km/>
- Public Sector Continuous Improvement Site, <http://deming.eng.clemson.edu/pub/psci/>

### Books

- *The Ideal Problem Solver: A Guide for Improving Thinking, Learning and Creativity*, John Bransford (W.H. Freeman, 1993)
- *The Fifth Discipline*, Peter M. Senge (Currency/Doubleday, 1994)
- *The Fifth Discipline Fieldbook*, Fleiner, Roberts, Ross, Senge and Smith (Doubleday, 1994)