



Developing Leadership Competencies

2. COGNITIVE CAPACITY

Competency Descriptors by Level

Supervisor

- Solve problems in day-to-day activities
- Link information across the work of individuals
- Recognize, analyse and solve problems across related activities

Middle Manager

- Analyse and reconcile the multiple concerns of project and people management
- Anticipate operational problems within a fiscal year framework
- Co-ordinate information from a variety of sources
- Recognize, analyse and solve problems across projects
- Use analysis of situations to generate sound recommendations

Director

- Work within the framework of short-term (1-2 years) goals
- Conduct an integrative analysis to provide a coherent picture of large amounts of information
- Deal with multiple issues within a specialized domain from day-to-day to broader issues
- Formulate hypotheses regarding outcomes of various options for action

Director General

- Identify medium-term (2-5 years) objectives
- Conduct strategic analyses of current trends and events within the directorate, organization and external environment
- Integrate multiple domains of information and see the interrelationships



On-the-Job Actions to Develop in Cognitive Capacity

- Identify and communicate key themes and broad strategic/political