

- 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

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



### Public Service Courses

- *Problem Solving and Decision Making* (Managing Challenging Situations - Statistics Canada)
- *"It's Not a Problem - It's an Opportunity" Individual and Group Problem Solving Techniques* (Z081 - Training & Development Canada)
- *Management Development Program* (T419 - Training & Development Canada)
- *Learning for Leadership* (T926 - Training & Development Canada)

### On-the-Job Actions to Develop Your Cognitive Capacity

- Identify and communicate key themes and broad strategic/political 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 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.

