



# 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, analyze and solve problems across related activities

Middle Manager

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



### Suggested Readings

- *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)
- *The Unbounded Mind*, Ian I. Mitroff (H.A. Linstone, 1991)
- Subscribe to *FastCompany* magazine ([www.fastcompany.com](http://www.fastcompany.com))

### Videos

- *Brainpower*

### Newsletters

- Subscribe to *LEVERAGE* or *SYSTEMS THINKER* newsletters from Pegasus Communications ([www.pegasus.com](http://www.pegasus.com)).