

Competency Map: Metacognition

Critical Thinkers

1. Identify and challenge assumptions
2. Understand the logic of arguments and recognize fallacies
3. Engage in self-reflection
4. Understand stakeholder needs and motivations

Systems Thinkers

1. Use mental modelling to understand complex issues and effects
2. Identify system components, boundaries, relationships and feedback loops
3. Can predict future system behavior
4. Take a holistic approach to assessing the impact of changes and initiatives

Divergent Thinkers

1. Generate new ideas and conceive new ways to do things
2. Use non-linear thinking to uncover hidden relationships and effects
3. Consider all aspects of a problem, and its potential solutions
4. Willing to experiment with solutions and approaches

Synthetic Thinkers

1. Pull diverse sources together to combine old things in new ways
2. Creatively solve problems with explicit constraints
3. Collaborate well with a wide range of individuals
4. Screen and prioritize ideas against values and needs of the organization

Strategic Thinkers

1. Bring a wide perspective
2. Use both logic and imagination
3. Employ multiple mental frameworks
4. Focus on intent
5. Find a key lever
6. Align with vision and values

Strategic Decision-makers

1. Intuitively apply structured decision-making
2. Vary the speed of the decision-making process
3. Can process ambiguous and contradictory information
4. Display confidence in decisions
5. Communicate decision reasonings effectively to stakeholders

Strategic Leaders

1. Anticipate threats and opportunities in complex and ambiguous situations
2. Develop compelling visions which balance inspiration and achievability
3. Challenge the status quo
4. Consider the long term and the whole organization when making decisions
5. Find common ground and build trust with stakeholders
6. Promote a culture of learning

Wise Team Members

1. Understand the ebbs and flows of social decision-making
2. Provide insight into the long term and holistic outcomes of past and future actions
3. Regulate their own emotions
4. Insist that stakeholders are addressed with compassion and empathy
5. Engage in self-reflection and reflection on ethics
6. Understand and accept different value systems

Wise Leaders

1. Link their team's effort to a higher moral purpose
2. Grasp the essence of an issue, and project it into the future
3. Communicate effectively, using metaphors and analogy
4. Use deep understanding of timing and motivation to maximize chance of successful action
5. Apply dialectical thinking to rise above contradictory information and opinions
6. Foster practical wisdom in others

Components of Strategic Thinking

Strategic Thinking

Logical / Linear Thinking

Systems Thinking

EXAMPLES: Thinking about the relationship between components and the outcome of complex activity

Critical Thinking

EXAMPLES: Understanding formal logic and the connection between words, actions, intentions and motivations

Creative / Non-Linear Thinking

Divergent Thinking

EXAMPLES: Idea generation, brainstorming and innovation

Synthetic Thinking

EXAMPLES: Creative problem solving, summarizing and the prioritization of solutions

“Strategic Thinking” is made up of the styles of thinking described above, plus:

- Multiple mental frameworks for assessing situations and analyzing decisions
- Tools that bring focus on intent, and alignment with a preferred end-state
- Practice that makes the use of these styles and tools intuitive

Components of Wisdom

Equation for a wise individual

PERSPECTIVE

- Experience in the subject
- Social knowledge
- Ethics
- Relativism
- Humility



JUDGMENT

- Risk assessment
- Evaluation of choices
- Experience in decision-making
- Moral standard
- Holistic/systems thinking
- Critical thinking
- Compassion



COMMUNICATION

- Empathy
- Listening
- Figurative language

Equation for a wise organization

**WISE TEAM MEMBERS &
LEADERS**



**THEORY OF CULTURAL
CHANGE**



**KNOWLEDGE
MANAGEMENT**