STEPS FOR BETTER THINKING
A Developmental Problem Solving Process

FOUNDATION
Knowledge and Skills

- Repeat or paraphrase information from textbooks, notes, etc.
- Reason to single "correct" solution, perform computations, etc.

STEP 1
Identify the Problem, Relevant Information, and Uncertainties
(low cognitive complexity)

- Identify problem and acknowledge reasons for enduring uncertainty and absence of single "correct" solution
- Identify relevant information and uncertainties embedded in the information

STEP 2
Explore Interpretations and Connections
(moderate cognitive complexity)

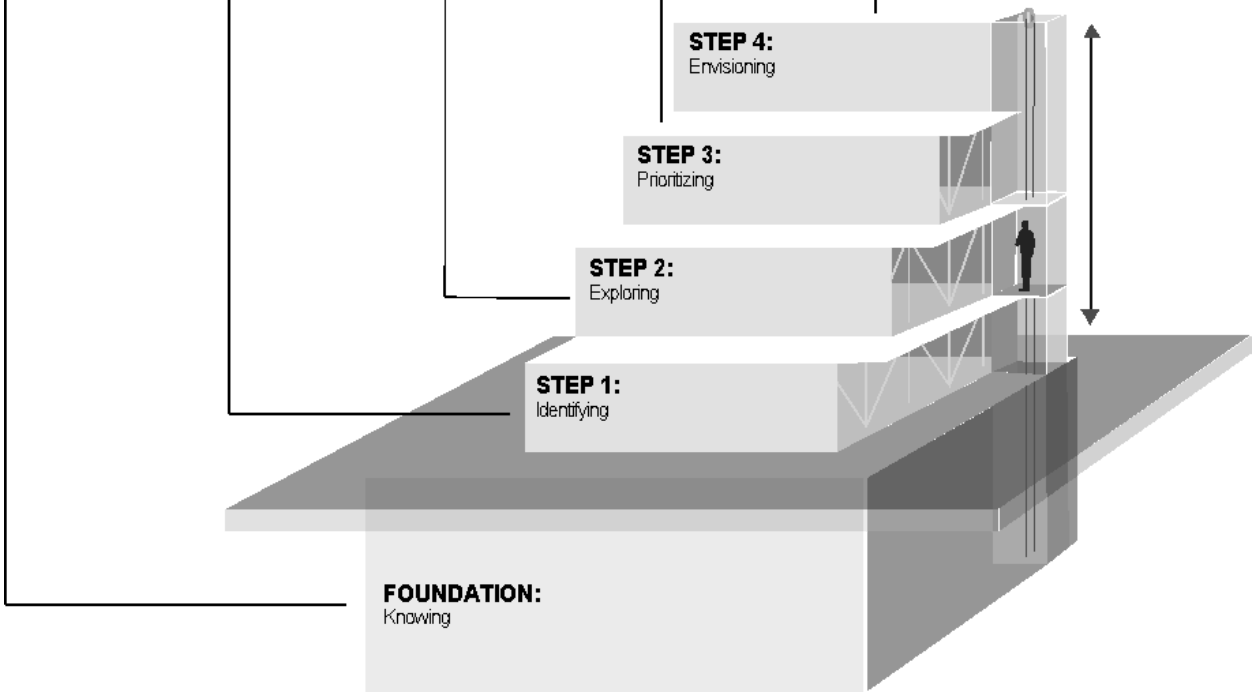
- Interpret information:
  (1) Recognize and control for own biases
  (2) Articulate assumptions and reasoning associated with alternative points of view
  (3) Qualitatively interpret evidence from a variety of points of view
- Organize information in meaningful ways that encompass problem complexities

STEP 3
Prioritize Alternatives and Implement Conclusions
(high cognitive complexity)

- After thorough analysis, develop and use reasonable guidelines for prioritizing factors to consider and choosing among solution options
- Efficiently implement conclusions, involving others as needed

STEP 4
Envision and Direct Strategic Innovation
(highest cognitive complexity)

- Acknowledge, explain, and monitor limitations of endorsed solution
- Integrate skills into on-going process for generating and using information to guide strategic innovation



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