

19 - Conceptual Thinking - Finding effective solutions by taking a holistic, abstract or theoretical perspective.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Notices the obvious similarities between different and apparently unrelated situations • Identifies the central or underlying issues in a situation • Will use a diagram, if available, to show a situation • Will use analogies or metaphors, if available, to explain a situation • Can use a theoretical framework to understand a common situation 	<ul style="list-style-type: none"> • Notices similarities between different and apparently unrelated situations • Quickly identifies the central or underlying issues in a complex situation • Creates a graphic diagram showing a systems view of a situation • Develops analogies or metaphors to explain a situation • Applies a theoretical framework to understand a specific situation 	<ul style="list-style-type: none"> • Identifies very subtle similarities between different and apparently unrelated complex situations • Quickly identifies and understands the central or underlying issues in a complex situation • Creates clear and effective graphic diagrams showing a systems view of situations • Develops effective analogies or metaphors to clearly explain a situation • Applies useful theoretical frameworks to clearly understand specific and very complex situations
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Notices the obvious similarities between different and apparently unrelated situations • Identifies the central or underlying issues in a situation • Will use a diagram, if available, to show a situation • Will use analogies or metaphors, if available, to explain a situation • Can use a theoretical framework to understand a common situation 	<ul style="list-style-type: none"> • Notices similarities between different and apparently unrelated situations • Quickly identifies the central or underlying issues in a complex situation • Creates a graphic diagram showing a systems view of a situation • Develops analogies or metaphors to explain a situation • Applies a theoretical framework to understand a specific situation 	<ul style="list-style-type: none"> • Identifies very subtle similarities between different and apparently unrelated complex situations • Quickly identifies and understands the central or underlying issues in a complex situation • Creates clear and effective graphic diagrams showing a systems view of situations • Develops effective analogies or metaphors to clearly explain a situation • Applies useful theoretical frameworks to clearly understand specific and very complex situations

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	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Notices similarities between different and apparently unrelated situations • Quickly identifies the central or underlying issues in a complex situation • Creates a graphic diagram showing a systems view of a situation • Develops analogies or metaphors to explain a situation • Applies a theoretical framework to understand a specific situation 	<ul style="list-style-type: none"> • Identifies very subtle similarities between different and apparently unrelated complex situations • Quickly identifies and understands the central or underlying issues in a complex situation • Creates clear and effective graphic diagrams showing a systems view of situations • Develops effective analogies or metaphors to clearly explain a situation • Applies useful theoretical frameworks to clearly understand specific and very complex situations 	<ul style="list-style-type: none"> • Helps the organization to identify very subtle similarities between different and apparently unrelated complex situations • Is an expert at quickly identifying and clearly understanding the central or underlying issues in very complex • Has a history of creating very clear and effective graphic diagram showing a systems view of complex situations • Is well known for developing effective analogies or metaphors to clearly articulate and effectively explain complex situations • Teaches other leaders to apply a useful theoretical framework to clearly understand specific and very complex situations