**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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