

## Linear Skills (can be learned alone)

- Framing an issue, problem or decision
- Determining a decision-making outcome
- Identifying and understanding relevant considerations
- Identifying information gaps
- Seeking out and evaluating required information or evidence
- Identifying key stakeholders
- Seeking, understanding and learning from the perspectives of stakeholders
- Making and recognising reasoned evidence-based arguments
- Recognising and applying appropriate rules, guidelines or best practices
- Weighing information and considerations in light of decision-making goals
- Identifying and effectively implementing appropriate decision-making tools and technologies
- Identifying decision options
- Selecting a decision and managing its implementation,
- Setting up procedures for evaluating decision outcomes
- 7 steps to effective decision-making
  - Identifying the decision
  - Gathering Information
  - Identifying alternatives
  - Weighing the evidence
  - Choosing among alternatives
  - Taking Action
  - Reviewing the decision
- **Critical Thinking**
  - Critical Thinking Check sheet
  - Who / What / When / Where / Why / How
  - Checking sources discerning fact from fiction, real from fake

## Semi-Relational Skills (can be learned alone, but benefits from group reflection)

- **Humble enquiry**
  - Practicing not knowing - being vulnerable
  - Coaching / Giving Feedback / Peer review
  - Reframing the issue (question) – from either/or to both/and
- **Value Flow Mapping**
  - Reframing the structure
  - Levelling pull flow
  - Practicing horizontality
- **Invitational Leadership**
  - Putting self in others' shoes / Empathy
  - Practicing self-Determination / co-creativity
  - Opening / Holding Space (safe space to avoid flight/fight reaction)
- **Relational Thinking**
  - Interdisciplinarity (cross-fertilising)
  - Viewing in systems thinking / as living systems
  - Establishing / maintaining connectivity
  - Practicing Human Learning Systems

## Relational Skills / Dynamic Skills (can only be learned through practice in groups)

- **Interpersonal skills**
  - Active listening (generative listening)
  - Relating to others / connecting (empathy, relating)
  - When not understanding automatically asking (not pretending)
  - Conducting meaningful conversations
  - Peer Learning (learning how to learn in SOLE)
- **Collaboration Capacity skills**
  - Bringing others into decision
  - Determining how best to include others
  - Facilitating participatory decision-making
    - Ability to sense when collaborating is appropriate, when not
    - Practicing non-violent communication / mediation
    - Decision-making under complexity – employing the right tools (e.g., Cynefin)
    - Collaborative learning
- **Perspective Coordination skills**
  - Perspective taking and seeking
  - Identifying relevant perspective
  - Bringing perspective into decision-making process
    - Identifying commonalities (picture forming)
    - Bringing together to find a solution (clustering)
    - Complementarity (both-and, not either-or)
    - Facilitation skills
- **Contextual Thinking skills**
  - Gathering information about context of a situation
  - Identifying contextual causes
  - Co-ordinating immediate and contextual causes
    - Identifying contexts that matter
    - Determining how context matters to particular situation
    - Shifting perspectives in varying contexts
- **Decision-making & Processing skills**
  - Identifying source of problem
  - Evaluating relevant information
  - Setting decision-making outcomes
  - Deciding on / executing decision-making process (e.g., consent)
  - Evaluating outcomes
    - Understanding how pieces fit together
    - Knowing how to build effective agenda
    - Problem-solving in iterative cycles / peer learning
    - Detecting and ameliorating decision traps and cognitive biases
    - Facilitating participatory decision-making
- **Emergent Thinking skills (Transcending solutions)**
  - Many Minds Thinking
  - Pre-sensing / listening to source
  - Prototyping / Iteration
  - Meaningful co-creative dialogue
  - Adapting to what emerges