

## LEVELS OF PERFORMANCE FOR FRAMNG AND RESOLVING ILL-DEFINED PROBLEMS

### *EXCELLENT*

- identifies most important ill-defined aspects of problem as well as general "ill-defined" problem nature
- keenly aware of personal perspective and biases and compensates effectively
- also aware of relationship between present problem and context in which it is situated
- uses goal, mission or other ultimates to structure problem space effectively
- systematically works through problem; often makes multiple passes through the problem space as conditions change in order to assess consequences of changes or alternatives
- unsuccessful attempts regularly used to better understand problem and solution process
- generates rich variety of alternatives; tests them objectively and selects rationally
- use general principles and fundamental concepts to frame overall problem space and as solution tools; provides reasonable and substantive justification for assumptions and choices
- appropriate level of confidence and commitment to eventual solution

### *SATISFACTORY*

- aware of general "ill-defined" nature of the problem and some of the specific problem deficiencies
- somewhat aware of personal perspective but not fully able to compensate for its effects
- evidence of awareness of problem context found throughout solution process but some important connections and implications not recognized
- may structure problem space based on superficial problem characteristics or unwarranted assumptions
- works through problem systematically but may omit necessary reconsideration of assumptions
- unsuccessful attempts recognized and abandoned
- generates multiple potential solutions but may not consider them all or use appropriate selection criteria
- tendency to use particular tools and mechanisms appropriately but may lack ability to justify the approach taken or adjust tools to fit the problem presented
- likely to lack confidence in solution; limited commitment without encouragement or support

### *DEFICIENT*

- unaware of either general or specific characteristics that preclude routine solution procedures
- apparently unaware of personal perspectives, biases or assumptions and their effects
- apparently unaware of broader context in which problem occurs; assumes singular perspective
- unable or unwilling to structure the problem space within parameters provided
- unsuccessful, sporadic, apparently random, attempts at problem lead to frustration and abandonment
- unsuccessful attempts based on untenable assumptions not recognized.
- fully commits to first apparent solution path and follows it through to completion without reconsideration
- random or inappropriate application of tools; may not be able to provide reasons for approach selected
- likely to display either no confidence in solution or process (may claim problem is impossible) or be inappropriately confident and overly committed to obviously ineffective solution