<table>
<thead>
<tr>
<th>CCS Category</th>
<th>Thinking Critically</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCS</td>
<td>Problem Solving</td>
</tr>
<tr>
<td>CCS Description</td>
<td>Generate effective and efficient solutions to solve problems and capitalise on new opportunities</td>
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<table>
<thead>
<tr>
<th>CCS Proficiency Description</th>
<th>Basic</th>
<th>Intermediate</th>
<th>Advanced</th>
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<tbody>
<tr>
<td>CCS-PRS-B002-1</td>
<td>CCS-PRS-1002-1</td>
<td>CCS-PRS-A002-1</td>
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<tr>
<td>Identify problems and implement guidelines and procedures to solve problems and test solutions</td>
<td>Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions</td>
<td>Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organisation</td>
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### Knowledge
- Problem identification techniques
- Questioning techniques
- Types of corrective actions
- Problem solving processes, tools and techniques
- Experimentation techniques
- Impact measurement techniques
- Root cause analysis techniques
- Decision evaluation and prioritisation frameworks
- Exercises for developing big picture thinking approaches
- Strategies to manage experimentation processes
- Stakeholder analysis techniques
- Risk analysis techniques
- Types of metrics to measure solution effectiveness
- Organisation’s vision, objectives and operating climate
- Emerging problem solving processes, tools and strategies
- Types of social, political, economic and cultural factors which impact stakeholder relationships
- Conflict management strategies
- Risk management strategies
- Strategies to evaluate solution effectiveness

### Abilities
- Implement problem identification techniques to recognise issues within work area
- Identify decisions to be made to solve problems
- Suggest potential corrective actions to solve problems
- Conduct work area experiments to test potential solutions
- Report any issues which occur during solution testing to other stakeholders
- Collect information to monitor implementation of potential solutions against impact criteria
- Diagnose underlying causes of issues by considering wider contexts
- Encourage behaviours and practices for team members that promote effective problem solving approaches and continuous improvement
- Facilitate exercises with different stakeholders to develop big picture thinking approaches to inform solution development
- Collaborate with other stakeholders to seek opinions on potential solutions
- Develop experiments to test potential solutions
- Determine the constraints and risks associated with potential solutions
- Analyse outcomes of experiments to recommend the most suitable solution for a problem
- Engage different stakeholders to secure buy-in for proposed solution
- Review the effectiveness of the problem solving process and solution against defined goals
- Define objectives of organisational problem solving processes in line with organisation vision, objectives and operating climate
- Synthesise emerging trends to design organisational problem solving processes, tools and techniques
- Champion a culture of continuous improvement across the organisation
- Evaluate multiple variables and contexts to anticipate potential problems which may occur
- Determine appropriate stakeholders to be involved in problem solving processes in the organisation
- Oversee collaboration between multiple stakeholders across the organisation to design solutions
- Direct the resolution of any conflicts during problem solving processes
- Evaluate the business implications of implementing the proposed solutions across the organisation
- Endorse solutions to be implemented across the organisation
- Establish strategies to evaluate the effectiveness of problem solving processes across the organisation