

| Combining the Metaphors of Level and Utility         |            | Phenomenon as Observed   | Phenomenon as Interpreted                                 | Weighing Options and Opportunities                               | Strategizing, Planning, & Implementing  |
|--|------------|--|---|--|---|
| By Tom Galvin (July 2022)                            |            | Describe   | Explain   | Decide   | Act   |
| <b>Fundamental Entry-Level Knowledge</b>             | <b>100</b> | Simple Taxonomies<br>A-kind-of & Part-of relationships                         | Basic causality / other simple patterns and relationships | Decision trees, flowcharts, other deterministic decision models  | Basic algorithms<br>Bureaucratic responses                                    |
| <b>Basic Practical Knowledge</b>                     | <b>200</b> | Conditional taxonomies with uncertain & ambiguous classifications              | Framing and pattern-matching & simple heuristics          | Dynamic flowcharts, classes of options, competing values         | Complicated algorithms<br>Complex divisions of work                           |
| <b>Enhanced Practical Knowledge – Real-World Use</b> | <b>300</b> | “Strategic” knowledge & contextualization in broader environments - complexity | Case studies & critiques<br>Historical mindedness         | Complexity & visioning<br>Inference & Judgment                   | Strategic planning<br>Whole of organization efforts<br>Stakeholder management |
| <b>Mastery</b>                                       | <b>400</b> | Real-world / novel application in depth<br>Research                            | High-level analysis & theorizing                          | Hypothesizing & experimentation<br>High complexity<br>Pragmatism | Artistry & Architecture<br>Innovation   |