Managing Complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

Applicability

All Staff + Managers
Note: every next step in the proficiency continuum inherits previous behavioral examples

Contributes through others / Supervisors, Managers (local and group)

Competency Evaluation Rating (short description)			
1 **Novice**	**2** **Developing**	**3** **Proven Strength**	**4** **Mastery**
Systematically analyses data to draw upon key themes, identifies causal relationships between information, spots essential root causes and prioritises details, provides viable assumptions and leads self to sound conclusions on given issues/ problems and a limited number of alternative solutions within deadlines set upon sound argumentation	**Performs adequate risk analysis of the majority of information and key themes arising, explains how key themes are correlated with problem parameters, evaluates sources of information and spots current and future root causes, obstacles and setbacks in situations to develop action plans for some alternative solutions to current and future problems**	**Spots trends and patterns into multifaceted issues beyond own job scope and incorporates past experience into rationale so as to forsee and anticipate future issues/problems, thus regarded as one of the experts in complex problem solving in the field of expertise. Through this expertise may propose new approaches to resolve problems.**	**Translates problems into easily comprehended courses of actions, addresses the impact on function and business, leads discussions and meetings for multifaceted, complex issues/ problems that have a cross functional impact and foters cooperation to facilitate problem solving to lead self to pragmatic decision making**
Key Behaviors (competency wizzard)			
identifies causal relationships between information searches information from various sources but within the scope of current job and assesses them through a risk analysis framework	utilise causal relationships between information to draw conclusions about how the parameters of an issue/ or problem are intercorrelated	spots trends, patterns and interdependencies between multi-faceted issues and dilemmas	translates the problem into simple words and visualises the impact at a functional level
draws out key themes from information	performs an adequate risk analysis with potential calculated or non calculated elements and uses prioritised criteria to evaluate which solution is most appropriate	uses current job oriented tools and techniques to break down and evaluate more complex issues/problems, having in mind team's bottom line	uses advanced and beyond current role tools and techniques to break down and evaluate more complex issues/ problems, having in mind function's bottom line
spots the majority of flaws and missed details in the situation	seeks out best practice, beyond own experiences to develop solutions spots all flaws and missed details in the situation and gets back to resolve them before reaches a conclusion	propose brand new approaches to resolve issues in the field of expertise and within the scope of current work learn how to control the impact of some external factors/ drivers on the decisions made related to own area of specialty	proposes brand new approaches to resolve issues in the field of expertise and within the scope of the function learns how to control the impact of some external factors/ drivers on the decisions made related to functional level
spends considerable amount of time and thought to provide adequate alternatives to an issue/problem provides viable assumptions to reach to sound conclusions and distinguishes relevant from non relevant to issue/ problem information systematically performs both quantitative and qualitative analysis on data collected and recognises the potential impact of many of them on decisions	develops action plans beside each proposed alternative with an adequate amount of risks highlighted combines the various elements of a problem in order to formulate a comprehensive overview of the situation evaluates the credibility of various sources of information and makes a concrete classification to make an accurate selection	has forseen and taken action plans so as to resolve an issue/problem before it arises develops concrete and sound arguments based on the relationship between cause and effect to support own views and proposed solutions Incorporates past experience into his/her rationale and combines it with adequate analysis performed to reach out to conclusions	takes pragmatic decisions in developing solutions assessing all potential risks and benefits involved and the impact they may have within the functional level takes the ownership of a potential bad result especially when the solution comes from own decisions often takes a leading role in meetings and discussions realted to complex problem solving at a functional level and often assist others in problem resolution
identifies essential root causes of the majority of issues within a problem when a mistake is made, researches the basic causes, understands what was wrong and seeks ways to learn new ways of resolving problems in the scope of work participates with arguments in discussions and meetings that are set up to resolve more difficult and complex in nature issues/ problems within the scope of current work leads to a solution, leveraging upon the deadlines set by his/her supervisors scans all deliverables before they are sent to supervisors	conducts detailed root cause analysis to assess underlying foundations of an issue/problem and goes beyond the obvious to uncover information may initiate meetings and discussions related to problem solving within the same team leads to conclusions and solutions before the deadlines set scans all deliverables in detail before they are sent to supervisors	when a mistake is made, researches all potential causes, recalls them in a future similar situation and adapts new ways of problem resolution into future actions plans usually take a leading role in meetings and discussions related to complex problem solving in the area of expertise and usually assist others in problem resolution asks others (teammates, supervisors, externals, subordinates), regarded as "experts", views on particular issues/ problems that have been arisen follows up the solution proposed end to end	Is well respected and sought out often by others for input, process support, and direction in the area of expertise fosters cooperative problem solving approaches across the teams and across the function