

Managing Complexity

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

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Applicability

All Staff + Managers

Note: every next step in the proficiency continuum inherits previous behavioral examples

Competency Evaluation Rating (short description)				
	1 Novice	2 Developing	3 Proven Strength	4 Mastery
Contributes Dependently	Has a general understanding of the problem at hand through which tries to give quick but not processed enough explanations and has a preference in considering simple issues/problems and at own pace and convenience	Identifies basic correlations between data, profound flaws, pros and cons, asks abstract questions to understand the situation and gets to quick and generic conclusions that are backed up with basic and generic arguments within the scope of own work	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
Contributes Independently	Identifies basic correlations between data, profound flaws, pros and cons, asks abstract questions to understand the situation and gets to quick and generic conclusions that are backed up with basic and generic arguments within the scope of own work	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 foresee 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.
Contributes Through Others	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 foresee 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 fosters cooperation to facilitate problem solving to lead self to pragmatic decision making
Contributes Strategically	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 foresee 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 fosters cooperation to facilitate problem solving to lead self to pragmatic decision making	Takes the ownership of problem solving and decision making at a strategic level, showcases best practices and solutions through world class exposure to others' similar situations and challenges established structures of problem solving having in mind the broader Energean perspective and the bottom line (financial, strategic, personal, social)

