

Managing Complexity

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

[return back to dashboard](#)

Applicability

All Staff + Managers

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

Contributes strategically / Heads, Directors

Competency Evaluation Rating (short description)			
1 Novice	2 Developing	3 Proven Strength	4 Mastery
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)
Key Behaviors (competency wizard)			
utilises causal relationships between information to draw conclusions about how the parameters of an issue/ or problem are intercorrelated performs an adequate risk analysis with potential calculated or non calculated elements and uses prioritised criteria to evaluate which solution is most appropriate	spots trends, patterns and interdependencies between multi-faceted issues and dilemmas uses current job oriented tools and techniques to break down and evaluate more complex issues/problems, having in mind team's bottom line	translates the problem into simple words and visualises the impact at a functional level 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	sees the problem in a broader perspective (financial, strategic, personal, social) and visualise the impact at a strategic level is aware and can adapt best practices and solutions through world class exposure to more difficult and complex issues/ problems at a strategic level, having in mind company's bottom line
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 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	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 has foreseen 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	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 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	propose brand new or even radical approaches to resolve issues in the field of expertise and within the scope of the entire organisation or even outside of it, enhancing thought leadership and approval from the industry challenges established procedures and policies to streamline the problem solving process at a strategic level takes pragmatic decisions in developing solutions assessing all potential risks and benefits involved and the systemic impact they have at a strategic level suggest considerable changes to policies so as to address problems in the long term and at a strategic level
evaluates the credibility of various sources of information and makes a concrete classification to make an accurate selection conducts detailed root cause analysis to assess underlying foundations of an issue/problem and goes beyond the obvious to uncover information	Incorporates past experience into his/her rationale and combines it with adequate analysis performed to reach out to conclusions 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	often takes a leading role in meetings and discussions related to complex problem solving at a functional level and often assist others in problem resolution Is well respected and sought out often by others for input, process support, and direction in the area of expertise	showcases a best practice for other members of the organisation to avoid similar situations in the future always take a leading role in meetings and discussions related to complex problem solving at a strategic level and always assist others in problem resolution
may initiate meetings and discussions related to problem solving within the same team	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	fosters cooperative problem solving approaches across the teams and across the function	fosters cooperative problem solving approaches across the organisation
leads to conclusions and solutions before the deadlines set scans all deliverables in detail before they are sent to supervisors			