

## 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

Contributes dependently / Workers, Technicians, Administrators, Coordinators

Competency Evaluation Rating (short description)			
1 Novice	2 Developing	3 Proven Strength	4 Mastery
<p><b>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</b></p>			
<p><b>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</b></p>			
<p><b>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</b></p>			
<p><b>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</b></p>			
<p><b>Key Behaviors (competency wizard)</b></p>			
<p>shows a basic understanding of the situation and issues/ problems at hand uses available information and personal judgment to resolve simple issues/ problems</p> <p>considers the issue/problem as a whole, undisposible unit/ compares current situation as a whole with past experience</p> <p>jumps to rapid conclusions</p> <p>provides limited argumentation for conclusions that he/she reached out to</p> <p>tends to downgrade issues/ problems and fade away their consequences past experience and personal judgment are the only guides through an issue/problem</p> <p>when a mistake is made, blames external drivers or factors</p> <p>it is common to avoid issues/ problems that seem to be difficult and complex in nature</p> <p>leads self to decisions at his/her own pace is not following up the solution proposed</p>	<p>identifies basic correlations between available data</p> <p>performs a quick pros and cons analysis before leads self to conclusions breaks down the issue/ problem into its basic ingredients and only those related to job scope</p> <p>spots some profound flaws and missed details in the situation</p> <p>regularly comes up with one obvious solution to routine issues/ problems</p> <p>provides basic argumentation to conclusions only when challenged uses available data to perform basic quantitative analysis and generates simple and within the scope of the job information</p> <p>asks abstract questions to understand the situation and issues/ problems in place</p> <p>proposes generic conclusions and judgments of what should have been done correctly while showing interest to learn new ways of resolving problems in the scope of work only when he/she is requested to do so</p> <p>shadows discussions and meetings that are set up to resolve more difficult and complex in nature issues/ problems when is requested to do so reviews deliverables quickly</p>	<p>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</p> <p>draws out key themes from information</p> <p>spots the majority of flaws and missed details in the situation spends considerable amount of time and thought to provide adequate alternatives to an issue/problem</p> <p>provides viable assumptions to reach to sound conclusions and distinguishes relevant from non relevant to issue/ problem information</p> <p>systematically performs both quantitative and qualitative analysis on data collected and recognises the potential impact of many of them on decisions</p> <p>identifies essential root causes of the majority of issues within a problem</p> <p>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</p> <p>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</p>	<p>utilise 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</p> <p>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</p> <p>develops action plans beside each proposed alternative with an adequate amount of risks highlighted</p> <p>combines the various elements of a problem in order to formulate a comprehensive overview of the situation</p> <p>evaluates the credibility of various sources of information and makes a concrete classification to make an accurate selection</p> <p>conducts detailed root cause analysis to assess underlying foundations of an issue/problem and goes beyond the obvious to uncover information</p> <p>may initiate meetings and discussions related to problem solving within the same team</p> <p>leads to conclusions and solutions before the deadlines set scans all deliverables in detail before they are sent to supervisors</p>