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 independently / Specialists, Seniors

Competency Evaluation Rating (short description)			
1	**2**	**3**	**4**
Novice	Developing	Proven Strength	Mastery
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 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.
Key Behaviors (competency wizzard)			
identifies basic correlations between available data	identifies causal relationships between information	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
performs a quick pros and cons analysis before leads self to conclusions	searches information from various sources but within the scope of current job and assesses them through a risk analysis framework	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
breaks down the issue/ problem into its basic ingredients and only those related to job scope	draws out key themes from information	seeks out best practice, beyond own experiences to develop solutions	propose brand new approaches to resolve issues in the field of expertise and within the scope of current work
spots some profound flaws and missed details in the situation	spots the majority of flaws and missed details in the situation	spots all flaws and missed details in the situation and gets back to resolve them before reaches a conclusion	learn how to control the impact of some external factors/ drivers on the decisions made related to own area of specialty
regularly comes up with one obvious solution to routine issues/ problems	spends considerable amount of time and thought to provide adequate alternatives to an issue/problem	develops action plans beside each proposed alternative with an adequate amount of risks highlighted	has forseen and taken action plans so as to resolve an issue/problem before it arises
provides basic argumentation to conclusions only when challenged	provides viable assumptions to reach to sound conclusions and distinguishes relevant from non relevant to issue/ problem information	combines the various elements of a problem in order to formulate a comprehensive overview of the situation	develops concrete and sound arguments based on the relationship between cause and effect to support own views and proposed solutions
uses available data to perform basic quantitative analysis and generates simple and within the scope of the job information	systematically performs both quantitative and qualitative analysis on data collected and recognises the potential impact of many of them on decisions	evaluates the credibility of various sources of information and makes a concrete classification to make an accurate selection	Incorporates past experience into his/her rationale and combines it with adequate analysis performed to reach out to conclusions
asks abstract questions to understand the situation and issues/ problems in place	identifies essential root causes of the majority of issues within a problem	conducts detailed root cause analysis to assess underlying foundations of an issue/problem and goes beyond the obvious to uncover information	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
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	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	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
shadows discussions and meetings that are set up to resolve more difficult and complex in nature issues/ problems when is requested to do so	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 conclusions and solutions before the deadlines set	asks others (teammates, supervisors, externals, subordinates), regarded as "experts", views on particular issues/ problems that have been arisen
reviews deliverables quickly	leads to a solution, leveraging upon the deadlines set by his/her supervisors	scans all deliverables in detail before they are sent to supervisors	follows up the solution proposed end to end
	scans all deliverables before they are sent to supervisors		

Optimal H