As I was reading the course material I was coming to the same conclusion as you. Training is a big aspect that I have seen in my career that helps employees perform. Recently I was talking to my sister who experienced issues due to poor training. While it can be expected for an employee to learn on their own, it seems counterproductive to a solid working environment. The issues with communications do seem like a problem.

Our reading showed how proper communications can improve client satisfaction. “The client was very comfortable in this chaotic environment and saw constant communication as a value that helped the organization identify and respond to opportunities” (Darnell, n.d.) Which is easy to understand. When you are out of the loop it can be frustrating. Although as project managers we do need to find the right time for the client to be included. As we read on page 87 where one project manager gave their client an emergency button, that some used and some didn’t. In the end it helped the project.

Risk Statement :  
“If Global Green Book Publishing does not prioritize employee training then product quality issues will occur, which will affect delivery schedules.”

**Technical Complexity**

The first type of complexity that came to mind was Technical Complexity. You could argue away from this type of complexity, but my thought process is that you are adding technical expertise to your employees when training is involved. In a similar fashion it could have been applications that were the technical part. Lately I have seen a decline in training from companies. It is expected where I am at that everyone is a trainer. The issue here is that you don’t know what you don’t know. So, asking the questions that will improve your position is difficult until you see problems happen.

“Employee training and development programs are critical for enhancing employee performance.” (Maryville, 2021) As the corporate documents laid out to us, they are having issues with employee and their abilities. When your resources are leaving you need to have a proactive approach to these challenges. We can all understand why someone in college would leave when courses are coming up.

**Temporal Complexity**

The company’s environment is changing as they gain customers. They are also relatively new in terms of a being a company and working relationships. While their training program is currently not working, they are experiencing an increase in production problems. These project details need to be addressed, or they could face company closure. “The complexity is associated with new projects about which sufficient technical details are not available.” (PM 101, n.d.)

To be fair it is a bit exciting that they can acknowledge their issues and are looking forward to addressing them. Hiding away from your issues can often cause more problems for you and your team. It isn’t stated that I can find but I imagine they spent several sleepless nights trying to fulfill orders while not addressing their issues until it became too great and the started seeking real solutions to their problems.

Risk Statement 2:

“If Global Green Book Publishing does communicate to develop an acute understanding of the customer’s expectations then publishing and deadlines will be impacted, which will affect quality and delivery.”

Structural Complexity  
 Structural complexity is the “difficulty in managing interconnected activities” (PM101, n.d.) For Global Green it does seem that they have multiple moving parts in their company. The customer’s expectation as you pointed out will impact the deadlines. It seems that when they were starting out it was easy for them to solve problems but as the complexity grew, they were not able to keep up with the demand, “which will affect quality.”

Directional Complexity type

If your communications are such that you don’t understand the expectations of the customer, I think you are in the area of Directional Complexity. “The goals are generally shared with hidden agendas and vague project requirements.” (PM101, n.d.) The goals and objectives are not on par with the customer’s expectations which as you stated, “affect [the] quality and delivery.” I think its good that they can now see where they are failing and can address this complexity for the betterment of the customer.

Reference:

Darnell, R. W., & Preston, J. M. (n.d.). *Project Management from Simple to Complex*. Saylor. http://www.saylor.org/site/textbooks/Project%20Management%20-%20From%20Simple%20to%20Complex.pdf

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