**Complexity of Duties/Position**

**(If you are not working in the position yet, please answer based upon you expect your anticipated or projected experience to be)**

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| Is the end client’s environment in which you are deploying your skills complex because for example its Fortune 500 company, or their primary service/product is complex,  development processes are complex, business process are complex, or for some other reason? How is any of this unique compared to other  work environments? Please explain.   Process is a series of tasks that are completed in order to accomplish a goal. A business process, therefore, is a process that is focused on achieving a goal for a business. If you have worked in a business setting, you have participated in a business process. Processes are something that businesses go through every day in order to accomplish their mission. The better their processes, the more effective the business. Some businesses see their processes as a strategy for achieving competitive advantage. A process that achieves its goal in a unique way can set a company apart. A process that eliminates costs can allow a company to lower its prices As organizations begin to document their processes, it becomes an administrative task to keep track of them. As processes change and improve, it is important to know which processes are the most recent. It is also important to manage the process so that it can be easily updated! The requirement to manage process documentation has been one of the driving forces behind the creation of the *document management system*. A document management system stores and tracks documents and supports the following functions:   * Versions and timestamps. The document management system will keep multiple versions of documents. The most recent version of a document is easy to identify and will be served up by default. * Approvals and workflows. When a process needs to be changed, the system will manage both access to the documents for editing and the routing of the document for approvals. * Communication. When a process changes, those who implement the process need to be made aware of the changes. A document management system will notify the appropriate people when a change to a document is approved.   An enterprise resource planning (ERP) system is a software application with a centralized database that can be used to run an entire company. This has been one of the criticisms of ERP systems: that they commoditize business processes, driving all businesses to use the same processes and thereby lose their uniqueness. The good news is that ERP systems also have the capability to be configured with custom processes. For organizations that want to continue using their own processes or even design new ones, ERP systems offer ways to support this through the use of customizations. But there is a drawback to customizing an ERP system: organizations have to maintain the changes themselves. Whenever an update to the ERP system comes out, any organization that has created a custom process will be required to add that change to their ERP. This will require someone to maintain a listing of these changes and will also require retesting the system every time an upgrade is made |
| Does the system or system environment in which you work have a large # of interacting components, agents, or processes etc.  whose aggregate activity is nonlinear (or not derivable from the summations of the activity of individual components) and typically  exhibits hierarchical self-organization under selective pressures? Is there any artificial intelligence within your system that makes decisions  without human understanding of how or why? Is there any effort to use AI and at the same time program governors or limitations to its  capabilities? Please explain and elaborate.  We will be working for an organization that is likely to be very different due to competitive pressures and technological breakthroughs. Organizations today are:   * leaner and more agile * more focused on identifying value from the customer perspective * more tuned to dynamic competitive requirements and strategy * less hierarchical in structure and decision authority * less likely to provide lifelong careers and job security * continually reorganizing to maintain or gain competitive advantage.   Although many factors ultimately contribute to the changing patterns of work, organizational theorists point to two key drivers:   * Increasing pressures on organizations to be more competitive, agile, and customer focused—to be a "lean enterprise." * Communication and information technology breakthroughs, especially mobile technologies and the Internet that enable work to be separated from time and space.   The changing workplace is driven by the organizational issues described above and enabled by technologies that support mobility and easy access to information. These pressures and opportunities, however, have not resulted in a specific new workplace model. Many models and ideas exist concurrently, with designs depending upon the organization, its work practices, culture, and customers. Collaboration and relationship development also take time and effort. Understanding coworkers' perspectives and "thought worlds" requires time spent listening, integrating, and synthesizing. For those workers recognized as both knowledgeable and approachable, the demands of interaction may be especially high. Conflict resolution and negotiation skills are essential to collaborative work. Conflicts often occur about group goals, work methods, assignments, workloads, and recognition. Team members with good conflict and negotiation skills are better equipped to deal openly with problems, to listen and understand different perspectives, and to resolve issues in mutually beneficial ways. When workers trust one another, they are more committed to attaining mutual goals, more likely to help one another through difficulties, and more willing to share and develop new ideas. |
| Does the work environment consist of many diverse and autonomous but interrelated and interdependent components or parts  linked through many interconnections? Are the interaction of these parts more unpredictable than predictable?  The simple definition of globalization is the interweaving of markets, technology, information systems, and telecommunications networks in a way that is shrinking the world from a size medium to a size small according to Thomas L. Friedman, author of The World Is Flat. ―It began decades ago, but accelerated dramatically over the past 10 years, as the price of computing power fell and the world became an ever-more densely interconnected place. More broadly, globalization can also refer to a worldwide amalgamation of ideas, languages, and popular cultures. Populations are more mobile than ever before, both geographically and virtually. People can now engage in wide ranging interactions with a broadly diverse segment of the world‘s inhabitants. Whereas nearly everyone agrees that globalization is important, the debate continues about whether it should be embraced enthusiastically or approached with caution. For every enthusiast who extolls the rising standard of living in the developing world and the expansion of opportunities everywhere, there seems to be a naysayer who deplores the outsourcing of jobs, the potential for economic and social abuses, and the dilution of traditional cultures. But one thing we can be sure of is that globalization has advanced well beyond the activities of multinational corporations or the pervasive influence of American pop culture. It is a complex, self-generative force that eliminates from many sources and extends to every corner of the planet. In the past it has been companies headquartered in North America, Europe, Japan that have ridden the wave of globalization. |
| Are there parts of the work environment that no one can make sense of (chaos)?  Please explain?  Work ethic can refer to how we feel about job or career, so it covers our attitude and behavior. It also pertains to how we do our job, or the responsibilities that come attached with it. The level of respect we show co-workers and people we come into contact with at work, and how we communicate and interact with them, also defines our work ethic. we can also surmise that work ethic is also used to refer to key characteristics that we should have, and they include honesty, integrity, humility  and accountability, among others. These traits or characteristics will dictate how we will react or do in a certain situation, or when we are faced with a particular circumstance. How we respond will reveal the kind of work ethic that we have. From the point of view of the organization, it will be to its benefit to have employees with solid work ethics, because their traits and personalities will contribute to the attainment of the vision and goals of the organization Integrity should permeate every aspect of our job, from how we deal with our clients to how we treat our co-workers and our superiors. It means doing the right things, at all times, even if no one is watching, much less our boss. Its greatest impact is seen in our relationships with the people around we, which is why integrity is seen as one of the most important ingredients of Trust.  Results + Integrity + Concern = Level of Trust |
| How might the work environment be chaotic? Are systems siloed – is information or data disaggregated ? Are the inner workings of the  System(s) hard to see? Please explain.  Data silos tend to arise naturally in large organizations because each organizational unit has different goals, priorities and responsibilities. Data silos can also occur when departments compete with each other instead of working with each other towards common business goals. Information silos are generally viewed as a hindrance to effective business operations and organizations are increasingly trying to break down silos that are a barrier to [collaboration](https://whatis.techtarget.com/definition/collaboration), [accessibility](https://whatis.techtarget.com/definition/access) and efficiency. When two or more exist for the same data, their contents are likely to differ, creating confusion as to which repository represents the most up-to-date version. As a result, current (or more recent) data may accidentally get overwritten with outdated (or less recent) data. Although it can be challenging to integrate data from systems that were not originally intended to work together, cloud storage is helping organizations to create a more unified view of data, provide better access to data and help ensure data consistency. [cloud backup](https://searchdatabackup.techtarget.com/definition/cloud-backup) offers a reasonable alternative to data silos, especially for small and moderate quantities of data. When stored information does not need to be accessed regularly or frequently, it can be kept in a single [cloud archive](https://searchstorage.techtarget.com/definition/cloud-archive) rather than in multiple data silos, ensuring data integration among all members and departments in the organization. For these reasons, many organizations have begun to move away from data silos and into cloud-based backup and archiving solutions. |
| Please provide your feedback to the following questions regarding your project, tasks or work environment?:  Why might the problem or opportunity that that you are working on not be clearly defined?  We may need to state the problem in broad terms since the exact problem may not be obvious.   * We may lack information to define it * We can confuse symptoms with underlying causes   Prepare a statement of the problem and find someone we trust to review it and to talk it over. If the problem is in a job situation, review it with our supervisor or the appropriate committee or resource.  The boundaries or constraints of the situation are difficult to change. They include lack of funds or other resources. If a solution is surrounded by too many constraints, the constraints themselves may be the problem Opinions of decision makers, committees or groups, or other powerful groups will be important to the success of your decision. It is important to recognize truth, bias, or prejudice in the opinion.  Assumptions can save time and work since is often difficult to get "all the facts." Recognize that some things are accepted on faith. Assumptions also have a risk factor, must be recognized for what they are, and should be discarded when they are proven wrong.  Why might there be a large number of unknowns if that is the case?.  New technologies and new competitors are hitting the market at an unprecedented rate.  Although uncertainty is accelerating, it isn’t affecting all industries the same way. That’s because there are two primary types of uncertainty — demand uncertainty and technological uncertainty  make a and how much uncertainty your industry faces depends on the interaction of the two. Demand uncertainty arises from the unknowns associated with solving any problem, such as hidden customer preferences. The more unknowns there are about customer preferences, the greater the demand uncertainty. Technological uncertainty results from unknowns regarding the technologies that might emerge or be combined to create a new solution. A new set of tools and perspectives such as, for example, design thinking, lean start-up, agile development are emerging in many disparate fields and revolutionizing the way managers in established companies successfully create, refine, and bring new ideas to market in conditions of high uncertainty. companies that excel at resolving demand uncertainty become experts at design thinking and validating concepts through rapid experimentation with customers.  Successful software companies like Google, Intuit, and Facebook, Microsoft and Caterpillar churn out their “beta” or “labs” products that effectively test demand for new products.  Why might the requirements be unclear and volatile?  Today’s VUCA (Volatility, Uncertainty, Complexity, and Ambiguity)-characterized environment forces a new perspective forward – a recognition of enterprises as agile, living systems, ones that sense, respond, and adapt to changes in their environment. Their most critical components aren’t standardized machines but feeling, thinking, creative, and curious people. Such systems are subject to natural evolution and necessitate high levels of agility to stay empowered. The answer is...a move in the direction of resilience, adaptability, and creativity. Traditional mechanistic modelling of enterprises stifles agility, making it necessary to free the enterprise and bring the business back to life.   * **Continuous evolution:** A CAS significantly improves its ability to survive because it can adapt. * **Autonomous and self-organizing agents:** Agents have the autonomy to reorganize as they see fit and can respond quickly to change. * **Variety is a source of strength:** Contradictions and uncertainty create new possibilities to evolve with and/or adapt to the environment. * **A non-linear relationship between cause and effect:** Small changes can have a surprisingly profound impact on overall behavior, or contrarily, a huge upset to the system may not affect it. * **Effectiveness over efficiency:** Open systems rely on having rules that are simple so that they can be more effective   Why might critical outcomes be unpredictable?  The first state of ambiguity you might find yourself is one with highly predictable outcomes The next outcome is reasonably easy to forecast we require little incremental input to eliminate that ambiguity, and decisions can be made with fewer parties involved because we don't need additional information. Now let me offer an example of a situation with a highly predictable outcome, and how we could react to it. Let's imagine we have a service, and we're going to make a very small change to a long-standing service offering .The source of ambiguity is,…how are our customers going to receive that change? How are they going to react when we make that change.  Why might the project schedule be overambitious or over-constrained?  Project schedule is one of the primary components in the classic project management triple constraint of time, cost and scope.  **Cost:**The financial constraints of a project, also known as the project budget  **Scope:**The tasks required to fulfill the project’s goals  **Time:** The schedule for the project to reach completion  Basically, the Triple Constraint states that the success of the project is impacted by its budget, deadlines and features. As a manager of that project, we can trade between these three constraints; however, changing the constraints of one means that the other two will suffer to some extent. While it’s true that the Triple Constraint is an important part of any successful project, it doesn’t determine success.  Once the elements in the work breakdown structure (WBS) are defined, creating the schedule and assigning resources to the project brings the end goal further to fruition and to reality. However, in modern business, there are many challenges and threats to the project schedule, including resource constraints, multiple projects and imperative business needs. Addressing project constraints and managing project schedules is thus a complex, multifaceted duty for the project manager  If the project uses or creates new technology, please indicate why it may be complex, new, or unfamiliar, and what challenges either present?  A more disciplined process involves using checklists of potential risks and evaluating the likelihood that those events might happen on the project. Some companies and industries develop risk checklists based on experience from past projects. These checklists can be helpful to the project manager and project team in identifying both specific risks on the checklist and expanding the thinking of the team. The past experience of the project team, project experience within the company, and experts in the industry can be valuable resources for identifying potential risk on a project. After the potential risks have been identified, the project team then evaluates the risk based on the probability that the risk event will occur and the potential loss associated with the event. Not all risks are equal. Some risk events are more likely to happen than others, and the cost of a risk event can vary greatly. Evaluating the risk for probability of occurrence and the severity or the potential loss to the project is the next step in the risk management process After the risk has been identified and evaluated, the project team develops a risk mitigation plan, which is a plan to reduce the impact of an unexpected event. The project team mitigates risks in the following ways:   * Risk avoidance * Risk sharing * Risk reduction * Risk transfer   Is there is a rapid rate of technological change on your project or in your environment? Please elaborate.  **The effects of technological change** on the global economic structure are creating immense transformations in the way companies and nations organize production, trade goods, invest capital, and develop new products and processes. Sophisticated information technologies permit instantaneous communication among the far-flung operations of global enterprises. Technological change will have an impact on all organizations. There will be a need for new types of managerial, diplomatic, and social skills and a concomitant need for a new type of decision making process that will not be accommodated by existing organizational structures. Three particular aspects of the organizational environment will be affected by technological change: the amount of market competition and uncertainty will increase; there will be requirements for more diversity and higher quality in the organization's products or services; and external politics and legislative reform will increase in complexity. Each of these changes will provoke responses from the organization in its structure and relationships with employees and customers. Technological change will force changes in basic managerial functions. There will be increased responsibility on management for organization outcomes leading to added emphasis on planning, decision making, control, and coordination. These will often rely on computer-based management science techniques which demand a higher intellectual capability of managers. This will produce strain on managers and other individuals, potentially affecting morale, productivity, and output. Technological change can positively affect individual values leading to increased time for consideration of both the heart and the brain in decision making. This may lead to greater moral sensitivity and more tolerance and compassion for others, all coupled with a more rational approach to decision making. A possible effect of technological change may be increased loyalty to one's profession rather than to one's organization. The effect of technological change on the manager's quest for self-actualization is still debatable. The net result of technological change for all organizations is a greater requirement for strategic planning. All of us must continually ask the question "What do we have to do now to attain our objective tomorrow?" Through this process we can anticipate changes, including those brought about by technology, evaluate the various alternatives available to us to cope with those changes, and be prepared for the future as it arrives.  Are there significant political and social influences that impact your work thereby making it complex or difficult? For example, are there  turf wars which create complex work around or other?  There are several important factors that influence decision making. Significant factors include past experiences, a variety of cognitive biases, an escalation of commitment and sunk outcomes, individual differences, including age and socioeconomic status, and a belief in personal relevance. These things all impact the decision making process and the decisions made Past experiences can impact future decision making. It stands to reason that when something positive results from a decision, people are more likely to decide in a similar way, given a similar situation. On the other hand, people tend to avoid repeating past mistakes This is significant to the extent that future decisions made based on past experiences are not necessarily the best decisions. In financial decision making, highly successful people do not make investment decisions based on past sunk outcomes, rather by examining choices with no regard for past experiences; this approach conflicts with what one may expect. In addition to past experiences, there are several cognitive biases that influence decision making. Cognitive biases are thinking patterns based on observations and generalizations that may lead to memory errors, inaccurate judgments, and faulty logic. n decision making, cognitive biases influence people by causing them to over rely or lend more credence to expected observations and previous knowledge, while dismissing information or observations that are perceived as uncertain, without looking at the bigger picture. While this influence may lead to poor decisions sometimes, the cognitive biases enable individuals to make efficient decisions with assistance of heuristics . Decision making may be influenced by an escalation of commitment and sunk outcomes, which are unrecoverable costs  Are there critical external dependencies and constraints?  Our project’s drivers and supporters may have preset expectations or requirements in one or more of the following categories:   * **Results:** The products and effect of our project. For example, the new product must cost no more than $300 per item to manufacture, or the new book must be 384 pages in length. * **Time frames:** When we must produce certain results. For example, our project must be done by June 30. We don’t know whether it’s possible to finish by June 30; we just know that someone expects the product to be produced by then. * **Resources:** The type, amount, and availability of resources to perform our project work. Resources can include people, funds, equipment, raw materials, facilities, information, and so on. * **Activity performance:** The strategies for performing different tasks. For example, we’re told that we must use our organization’s printing department to reproduce the new users’ manuals for the system we’re developing. We don’t know what the manual will look like, how many pages it’ll be, the number of copies we’ll need, or when we’ll need them. Therefore, we can’t know whether our organization’s printing department is up to the task. But at this point, we do know that someone expects we to have the printing department do the work.  Dependencies A task dependency is a relationship between two tasks in which one task depends on the finish of another task in order to begin.  Dependencies can be created between two or more tasks, tasks and tasks groups or between two or more task groups.  There are four types of project planning dependencies. They establish the relationships among the tasks. They are listed in the order most often used.  Finish To Start (FS). The first task must complete before the second task can start. For example, the task "Write code module 1" must finish before the task "test code module 1" can begin  Finish To Finish (FF). The second task cannot finish before the first task finished. The task "all code tested" cannot finish before the task "test code module x" finishes.  Start To Start (SS). The second task doesn't start until the first task starts. The task "write training manual" must start before the task "write chapter 1 of training manual" can start.   * Start To Finish (SF). The first task must start before the second task can finish. The task "assign coder for module 3" must start before the task "all work assigned" can finish.   How might the project itself creates significant change?  **Project management is important because it ensures what is being delivered, is right, and will deliver real value against the business opportunity.** Every client has strategic goals and the projects that we do for them [advance those goals](http://www.pmi.org/-/media/pmi/documents/public/pdf/white-papers/pmo-strategy-implement.pdf). Project management is important because it ensures there’s rigor in architecting projects properly so that they fit well within the broader context of our client’s strategic frameworks Good project management ensures that the goals of projects closely align with the strategic goals of the business. In identifying a solid business case, and being methodical about calculating ROI, project management is important because it can help to ensure the right thing is delivered, that’s going to deliver real value. Of course, as projects progress, it is possible that risks may emerge, that turn into issues or even the business strategy may change. But a project manager will ensure that the project is part of that realignment. Project management really matters here because projects that veer off course, or which fail to adapt to the business needs may end up being expensive and/or unnecessary. Where project management is left to the team to work out by themselves, you’ll find teams work without proper briefs, projects lack focus, can have vague or nebulous objectives, and leave the team not quite sure what they’re supposed to be doing  we position ourselves to prevent such a situation and drive the timely accomplishment of tasks, by breaking up a project into tasks for our teams. Oftentimes, the foresight to take such an approach is what differentiates good project management from bad. Breaking up into smaller chunks of work enables teams to remain focused on clear objectives, [gear their efforts](http://projectmanagementdegree.org/7-reasons-why-project-management-matters/) towards achieving the ultimate goal through the completion of smaller steps and to quickly identify risks, since [risk management is important](https://thedigitalprojectmanager.com/10-tips-for-project-success-manage-risk/) in project management. Projects are also usually under enormous pressure to be completed. Without a dedicated project manager, who has the support and buy-in of executive management, tasks are underestimated, schedules tightened and processes rushed. The result is bad quality output. Dedicated project management ensures that not only does a project have the time and resources to deliver, but also that the output is quality tested at every stage |