

## Self-assessment Questionnaire

Answering these questions should help better distinguish between complex and complicated work situations. This questionnaire was developed based on various studies and authors who focus on the topic of working in increasingly complex work situations. These include Ken Wilber (Spiral Dynamic) and Alan Watkins, Dave Snowden and Svenja Hofert.

Guidance for an Assessment			Description
Simple	Complicated	Complex	
<input type="radio"/> My work environment is predominantly characterized by stability.	<input type="radio"/> Every now and then, „surprises“ pop up that we have to react to.	<input type="radio"/> Changes and surprises are normal and happen all the time.	Stability of the environment
<input type="radio"/> There are clear cause and effect relationships	<input type="radio"/> There are clear cause and effect relationships, but you can't see them without expert knowledge	<input type="radio"/> Clear cause-effect relationships are usually not present.	Cause-effect relationship
<input type="radio"/> Problems that can be well managed through <u>basic</u> knowledge and some <u>experience</u>	<input type="radio"/> You need a high level of expertise to solve the problems.	<input type="radio"/> Pure expert knowledge can even be a hindrance in the search for new solutions. What is needed is openness to new things.	Expert knowledge
<input type="radio"/> You do not need a comprehensive analysis to understand the problem	<input type="radio"/> In-depth analysis helps to better understand the problem.	<input type="radio"/> Even very elaborate analyses cannot penetrate complex problems.	Problem analysis
<input type="radio"/> There is one right solution (Best Practice)	<input type="radio"/> There is more than one right solution. (Good Practice)	<input type="radio"/> There are no „right“ or „wrong“ solutions, but many goal-oriented ideas that need to be tried out.	True / False
<input type="radio"/> For each problem you have one recipe. If you follow this recipe, you will always come to the same result.	<input type="radio"/> There are recipes (in the form of rules and processes). If I follow them, I will probably get a good result.	<input type="radio"/> To find solutions, I have to try out different tools (in the form of methods, models, etc.). There is no universal recipe.	Recipe vs Tool
<input type="radio"/> There is hardly any need for coordination with other areas. Interfaces are clearly regulated.	<input type="radio"/> If there is a need for change, coordination between experts is sufficient to resolve it.	<input type="radio"/> There is a high need for coordination with many stakeholders. That's why I'm in far too many meetings.	Need for coordination
<input type="radio"/> It is about repeating processes as accurately as possible to achieve the same result every time.	<input type="radio"/> It is about applying rules and implementing processes to achieve the same results.	<input type="radio"/> It's often about redeveloping or radically changing things.	Type of tasks
<input type="radio"/> My employees and I feel safe in all tasks.	<input type="radio"/> With enough experience you become confident in all tasks.	<input type="radio"/> I experience insecurity in my daily work, even though I am highly qualified.	Sense of security
<input type="radio"/> Decisions can be made on the basis of complete information.	<input type="radio"/> One can bring in the necessary expert knowledge to make decisions.	<input type="radio"/> Decisions often have to be made with incomplete knowledge and sometimes under time pressure.	Decisions