Science of Complexity

**Simple Problems**
- Deconstruct into steps
- Solution is a series of steps
- Sometimes a few basic techniques to learn
- High likelihood of success when steps are mastered

**Complicated Problems**
- No straightforward steps to follow
- Unanticipated difficulties are frequent
- Problems are categorized to be solved by experts
- Success requires multiple people in teams in specialized areas of expertise
- Process can be perfected

**Complex Problems**
- Non-routine problems
- Same solution might generate different outcomes
- Expertise is valued but certainly not sufficient
- Requires collaboration in teams

Source: S. Glouberman and B. Zimmerman