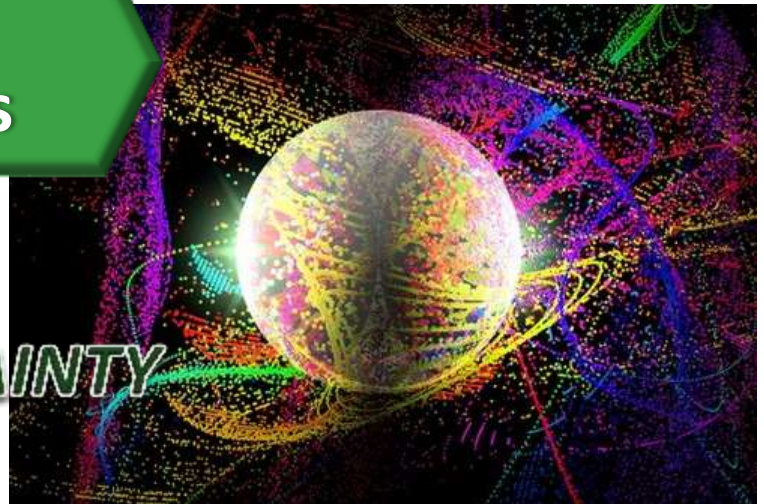


Management of Complex Projects

Dynamics in a WORLD of UNCERTAINTY



Project complexity is a measure of the inherent difficulty of delivering a project, which vary widely not only in their overall level of complexity but also in what drives that level

- Project failures usually occur when organisations undertake projects of a much higher or different type of complexity than normal.
- Knowledge of a systematic understanding of project complexity is of foremost importance
- Project Managers must be equipped to Assess and Manage Complexity in Projects



Delegates will Explore & Learn:

- ✧ To Comprehend the Issues Concerning the Management of Complexity in a World of Uncertainties
- ✧ To measure how components of a complex system interact and produce outcomes that are unpredictable and nonlinear
- ✧ To Learn Industry-Recognised Techniques in the Management of Complex Projects
- ✧ To Practice these Techniques in a Workshop environment in readiness for immediate use in the Workplace

This course/workshop is particularly suitable for Decision Makers, Project Managers, Leaders and Team members who wish to acquire the most effective techniques for the Management of Complex Projects in the Solutions and Project business

This course has been
Designed & Created
and is Managed & Organised by



The Course is aligned to the
Project Management Institute
Body of Knowledge



Management of Complex Projects

Contents

SESSION 1

Overview of Complexity in Projects

- An Overview of Systems Characteristics
- How Complex Adaptive Systems Operate
 - *Feedback Loops and Open/Closed Systems*
 - *Equilibrium/Disequilibrium*
 - *Attractors*
 - *Agents and Agent Behaviour*
 - *Complex Adaptive Systems*
 - *Nonlinear Dynamics*
- What Is a Complex Project?
- Managing Complexity in Projects
- Competencies Needed for Complex Projects
- Leadership Focus in Managing Complexity
- The Complex Project Management Questionnaire
- Continuum of Project Complexity
- Case Study: Discerning Complexity

The Assessment of Project Complexity

- Objectives
- What Makes a Project Complex?
- When to Evaluate Project Complexity
- Applying the Complexity Assessment Questionnaire:
 - Questions and Responses
 - Scoring
 - Project Characteristics
 - *Strategic Management Risks*
 - *Procurement Risks*
 - *Human Resources Risks*
 - *Business Risks*
 - *Project Management Integration Risks*
 - *Project Requirements Risks*
- *Interpreting Results*
- *Limitations of the Assessment Questionnaire*
- Case Study: Applying the Complexity Assessment Questionnaire

SESSION 2

Complex Project Management Techniques

- Objectives
- The Complex Projects Management Questionnaire
- Applying the Techniques
- Complex Project Leadership
- Approach for Leading Complex Projects
 - *Establishing the Complexity*
 - *Information of the Complexity*
 - *Structuring & Designing for Complexity*
 - *Governance of the Complexity*
- Case Study: Applying the Techniques

Structuring & Designing for Complexity

- Objectives
- The Planning Tasks
- Development of Systemic Structures
 - *Types of System Structures*
 - *Defining Inter-System Relationships*
 - *Adaptive Challenge and Self-Organization*
- The Core Structure & Design
- Identify and Communicate Complexity
- Planning for Project Execution
 - *Risk Management & Risk Strategy Planning Tool*
 - *Problem Framing & Solving*
 - *Change Request/Order Management*
- Adapting Baselines to Complexity

Managing & Leading Complexity in Projects

- Objectives
- Considerations in Leading Complex Projects
 - *Vision and Goals*
 - *Mapping Needed Behaviour into Project Goals*
 - *Project Environment*
- Complexity Assessment Model During Implementation
- Types of Tools for Managing & Leading Complex Projects
- System Symptoms: Evolution of Project Complexity
- Case Study: Application & Executing the Complex Project

Delegates will receive a
Comprehensive Binder
and a Certificate of Training



The Course is aligned to the
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Body of Knowledge

