

The PMI Cyprus Chapter presents

THE 2ND
PROJECT MANAGEMENT
CONFERENCE

16 November 2018 | 08:30-16:00 | Hilton Cyprus Hotel | Nicosia



Managing PPM Complexity Fear of Flying



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Types of Change

Want to do	Serendipity	Strategic Projects & Programmes
Don't want to do	Crisis Events	Compliance Projects & Programmes
	Unplanned	Planned

68%



Project Failure Rate

Most projects and programmes
are doomed to fail....

Planning



“People don’t like to plan - Planning is unnatural - it is much more fun just to do. And the nice thing about just doing is that failure comes as a complete surprise. Whereas if you have planned, the failure is preceded by a long period of despair and worry”

Project Management

A definition:

- The discipline of assuring that meticulous attention is paid to **EVERY** aspect of the project





Stress

**“The only problem with common sense
is that it is not very common”**

Voltaire



One Day of Traffic in Europe

A map of Europe and the surrounding regions, including parts of North Africa and the Middle East. The map is overlaid with a network of red and orange lines, representing traffic flow. The lines are most dense in Western Europe, particularly in the UK, France, and Germany, and also show significant activity in the Mediterranean and Balkan regions. The background is a light blue color representing the sea.

**Chaos
Complex or
Complicated?**



Complicated vs. Complex



Complex adaptive systems are different from systems that are merely complicated. If a system can be described in terms of its individual constituents (even if there are a huge number of constituents), it is merely complicated.

If the interactions among the constituents of the system, and the interaction between the system and its environment, are of such a nature that the system as a whole cannot be fully understood simply by analysing its components, it is complex.

So a jumbo jet is complicated, but mayonnaise is complex,

Cilliers, P. (1998). Complexity and postmodernism: Understanding complex systems. London: Routledge.

PPM – Maturity Levels



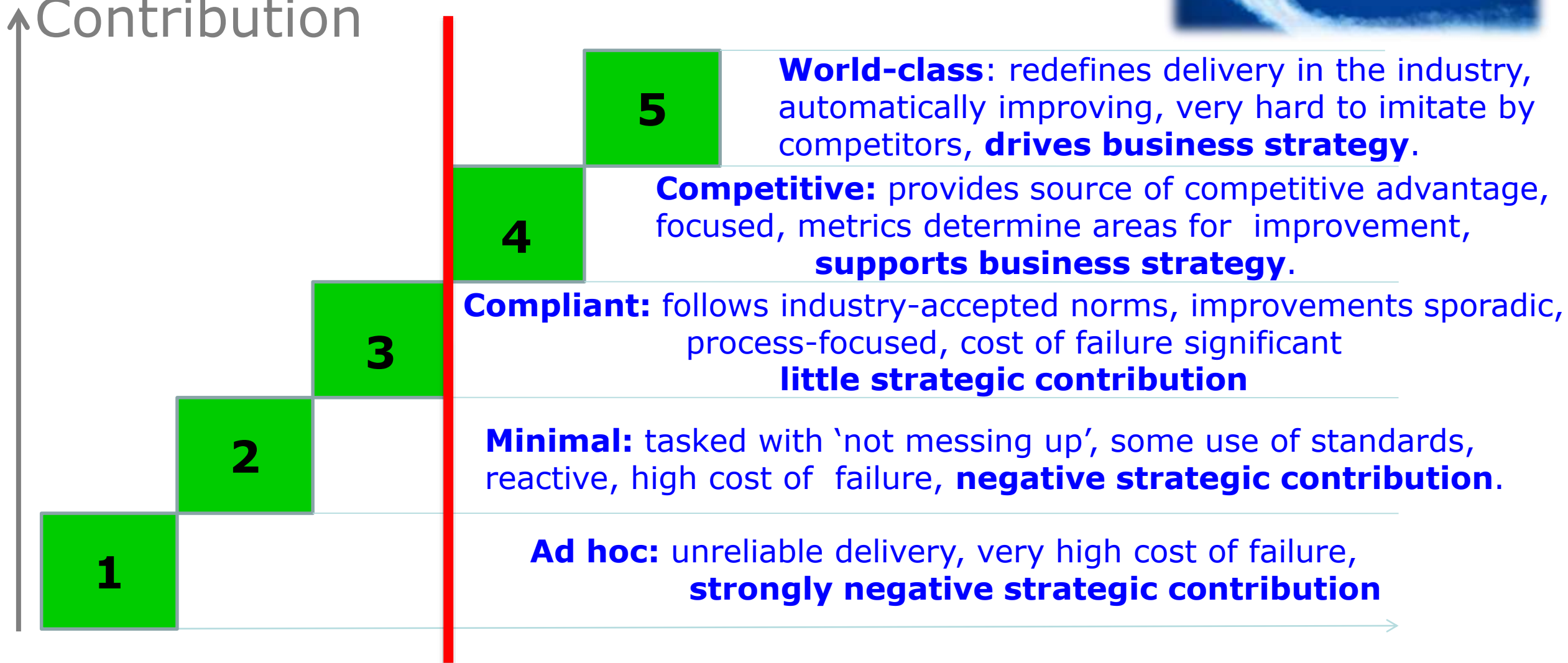
PPM – Strategic Advantage



Strategic

Limit of process based approach

Contribution



Complexities

Structural Complexity



- Structural Complexity: BITS

- Number, size, financial scale, interdependencies, variety, pace, technology, breadth of scope, number of specialities, multiple locations/time-zones. IQ



Complexities

Emergent
Complexity



- Emergent Complexity: CHANGE

- Technological and commercial maturity & change, novelty, clarity of vision / goals, clear success criteria / benefits, previous experience, availability of information, unidentified stakeholders, “missing” plan, unforeseen, unknowables.



Socio Political Complexity



**Socio-political
Complexity**

Communication
Intuition/Confidence

Politics

Stakeholder Engagement

Culture/Empowerment

Leadership/Personality

Physiology

Social Systems

EQ



Conventional PPM

Linear - steady

Set Objective

Set Scope

Establish \$ & t

Agile PPM

Non Linear Iterative - fast

Set Objective (s)

Set \$ & t

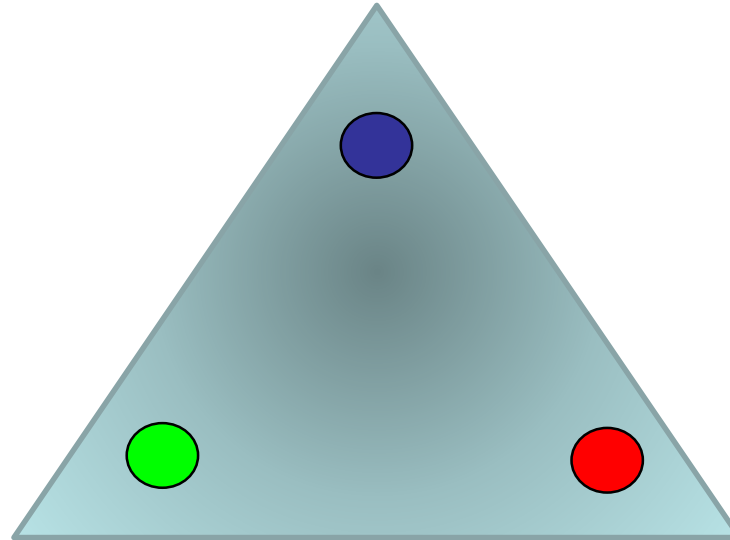
Expect change -scope evolves



Leadership Style Required

Manager
Procedural Problem Solver

**Structural
Complexity**



**Emergent
Complexity**

Entrepreneur
Adaptive Flexible

**Socio-political
Complexity**

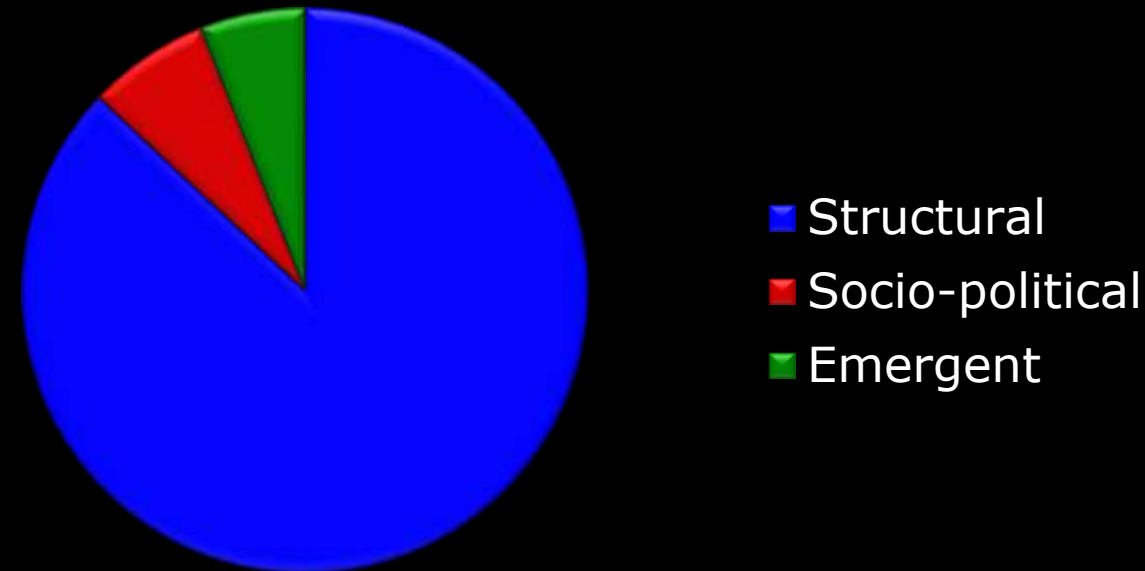
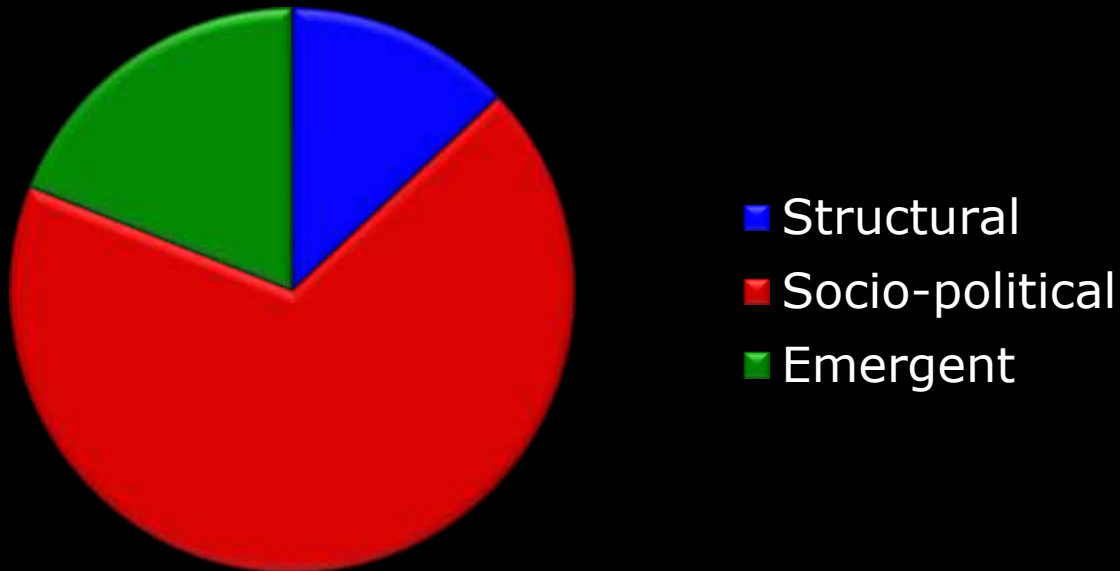
Leader
Stakeholder
Relationships

The 3 Complexities

We asked a group of 246 Qualified Project Leaders:

“In your work, which of the 3 complexities is the most difficult to manage?”

“In your own formal training and development, which of the 3 complexities has received the most attention?”



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Thank You!

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