

a new angle on your
complex projects

Project Complexity – why should PMI & its members be interested?



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Karen Cherrill, Director

Introducing ourselves

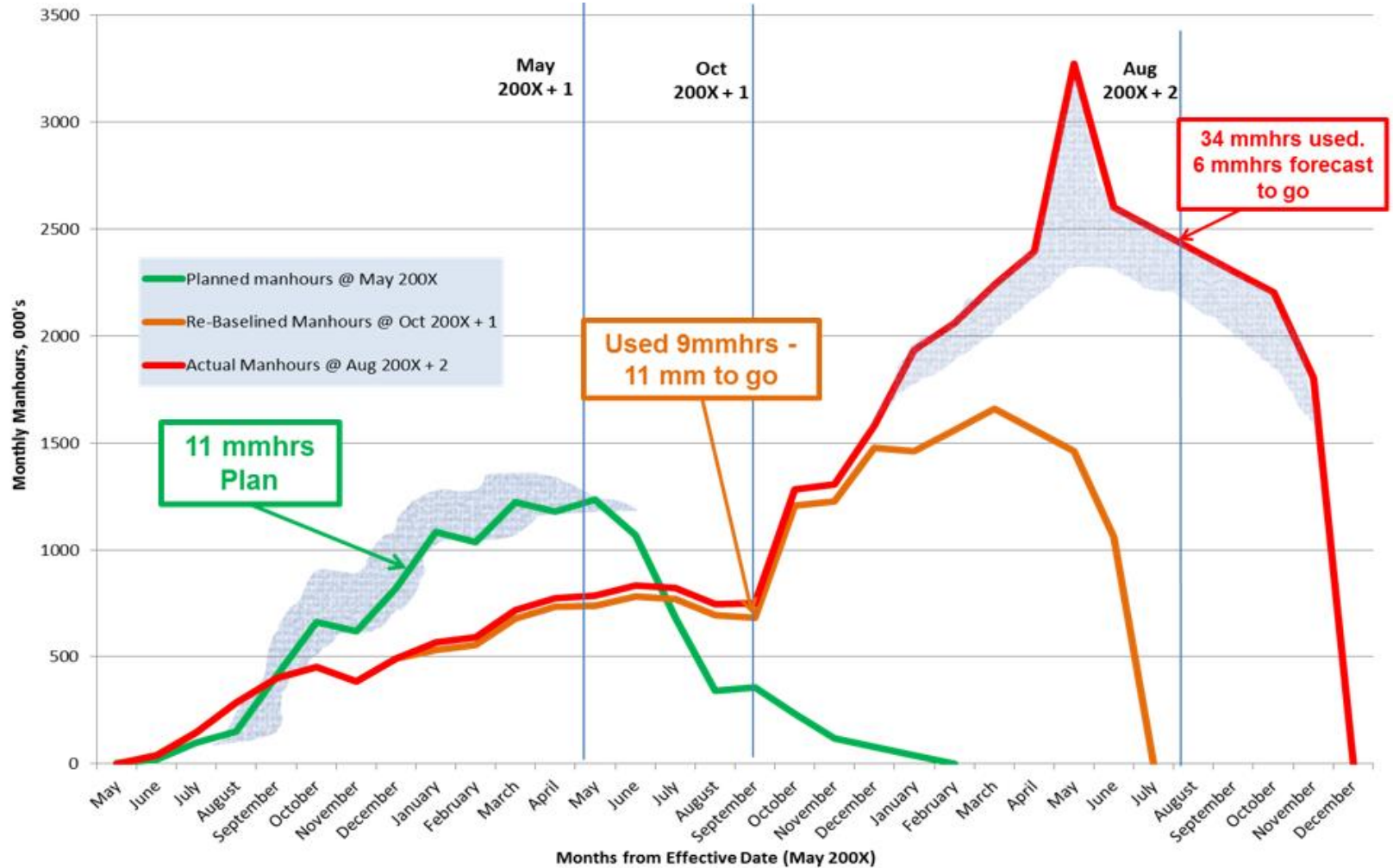
- ➔ Karen Cherrill
- ➔ BEng Chemical Engineering, CEng
- ➔ Director of Kingsfield Consulting
- ➔ 30 years' experience in international engineering and construction projects
- ➔ Areas of particular interest – complexity, risk, working in joint ventures, collaboration

Our aims for this presentation

- ➔ Show what can happen to costs and schedule on complex projects
- ➔ What causes this seemingly uncontrollable growth?
- ➔ How can we use this understanding to improve management of complex projects?



Why we should be interested in complexity – because cost & schedule can get out of control



So what happened?

- ➔ This was a relatively straightforward housing construction project in the Middle East
- ➔ Planned 11m man-hours grew to in excess of 40m; the project was over a year late; and the costs more than doubled
- ➔ One of the key causes of growth was that the project became **COMPLEX** rather than just **COMPLICATED**

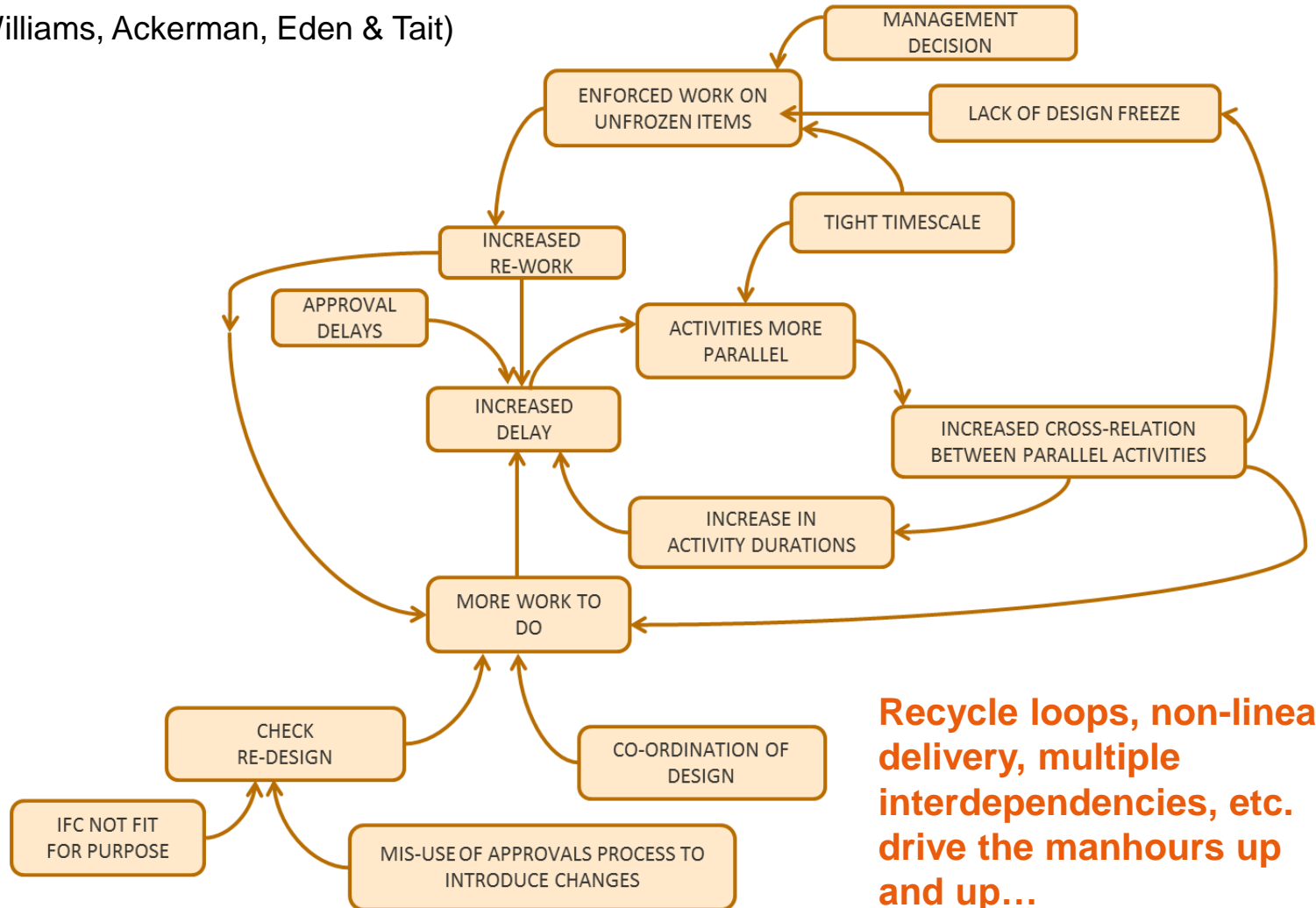
What's the difference between complicated and complex?

Complicated	Complex
Predictable	Unpredictable
Linear	Non-linear
Clear beginning – middle – end	Emergent behaviour
Repetitiveness involved	Recycle loops
Can be modelled	Unclear cause & effect



Causal mapping shows how the hours spiral out of control

(Based on Williams, Ackerman, Eden & Tait)



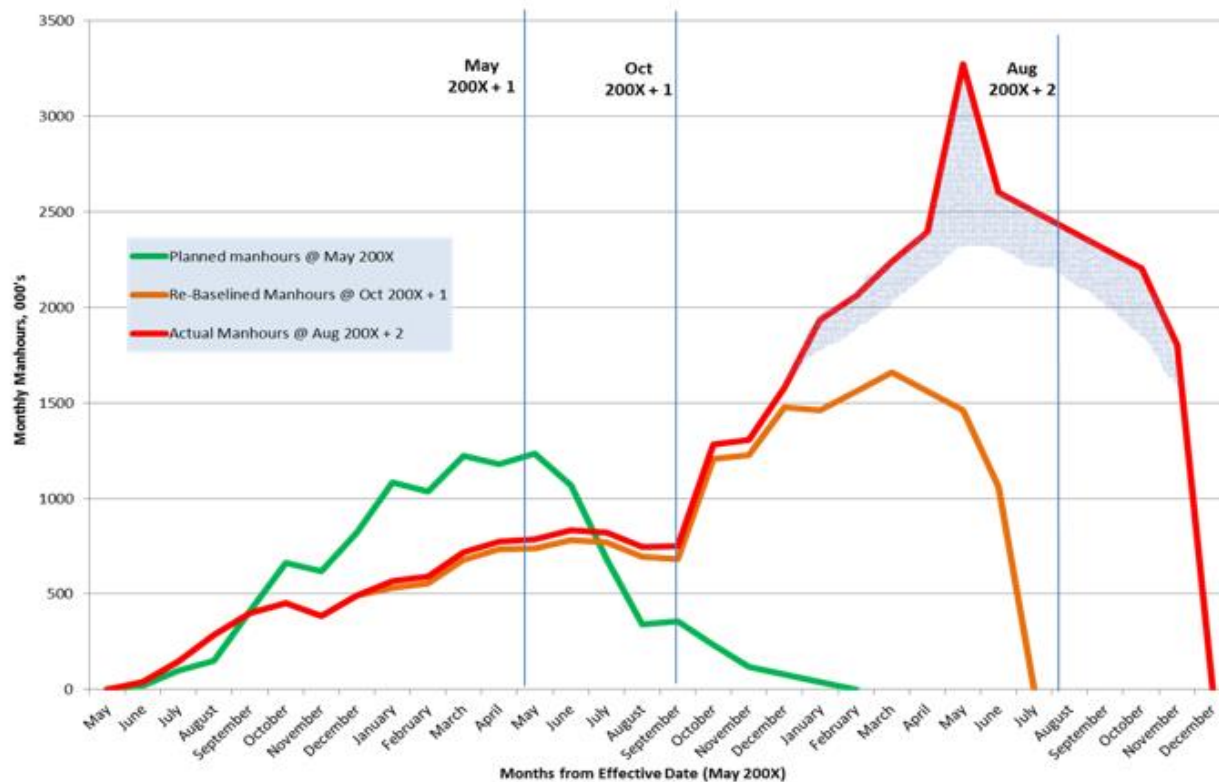
Recycle loops, non-linear delivery, multiple interdependencies, etc. drive the manhours up and up...

Need to act differently in complex projects

Just a few ideas on needing to act differently in a complex project environment...

- ➔ What type of people will thrive on complex projects – those who are comfortable with continually adapting or those who need to follow a linear plan?
- ➔ Research shows that opportunities need to be created for ‘big picture’ thinking and planning
- ➔ Probe-sense-respond – emergent behaviour is key characteristic of complex systems so try something out, see what happens and adjust
- ➔ Ensure diversity of thought for challenging problems (break down silos)
- ➔ Initiate different ways of communicating that address the interconnectedness
- ➔ Identify leading (rather than lagging) indicators as early warning flags for intervention
- ➔ Use scenario planning for major risks e.g. what if....? so that the team re-gains a level of control through trying to anticipate what might emerge

Are you prepared to act differently to avoid your project outcomes looking like this?



INSANITY “*doing the same thing over and over again and expecting different results*” Albert Einstein

Complexity in Project Management course

- ➔ International Centre for Complex Project Management – lots of great research and resources
- ➔ Kingsfield partners with ICCPM for delivery of their PM course
- ➔ If you are interested, please come and talk...



The flyer features the Kingsfield Academy logo at the top left and the ICCPM logo at the top right. The main title is 'Complexity in Project Management' with a subtitle 'co-hosted with the International Centre for Complex Project Management'. The background is a green field of small, glowing spheres. Below the title, there are two columns of text. The left column is on a grey background and describes the course as a 3-day introduction to complexity. The right column is on a green background and lists course availability and fees. Below this, there is a section with a green background and a list of three bullet points, accompanied by an image of interlocking gears. The bottom right section is on a white background and explains why to study with ICCPM and Kingsfield. At the very bottom, there is a green bar with contact information for Kingsfield Consulting International Limited.

kingsfield academy

ICCPM INTERNATIONAL CENTRE FOR COMPLEX PROJECT MANAGEMENT

Complexity in Project Management

co-hosted with the International Centre for Complex Project Management

Project management is both an art and a science - this 3 day course introduces and applies complexity thinking relevant for today's interconnected world

Available as an open course or as internal company training

Course fees: £1650 per delegate see details overleaf

Identify and respond to complexity in project environments

- Recognise and report the presence of complexity
- Analyse the impact of complexity
- Develop, communicate and monitor strategies to respond to complexity

Why study with the ICCPM and Kingsfield?

ICCPM is an Australian based organisation that seeks to translate contemporary research on the effective management of complexity into practical solutions for organisations facing the responsibility of delivering complex projects internationally. Over 30 years, Kingsfield has consulted and trained on international engineering and construction projects

Kingsfield Consulting International Limited - West Rydon - 87 St. Rd. - United Kingdom - Tel: +44(0)2052 360 163
http://kingsfieldconsulting.com - Registered in England 1072952 - e: info@kingsfieldconsulting.com

Kingsfield Consulting

West Byfleet
Surrey KT14 6LB
United Kingdom

+44 (0) 1932 340 140
kci@kingsfieldconsulting.com

kingsfieldconsulting.com

