

Complex Project Management - 4 Days

Achieving Success on the Edge of Chaos

Course 287 Overview

- You Will Learn How To**
- Manage complex projects involving strategic risks and aggressive time scales
 - Incorporate the emerging science of complexity thinking into your project management strategies
 - Apply a unique complexity assessment model and an adaptive four-step process to strategic projects
 - Minimise uncertainty by leveraging best practices from Critical Chain, Agile and Lean approaches
 - Lead adaptive teams and exploit opportunities for project performance and product innovation
 - Build a strategic project management toolkit to establish yourself as a thought leader within your organisation
- Course Benefits** Emerging sciences of complexity, chaos and agility provide new models and strategies to improve the conventional approaches to project management. Through an intensive four-day project simulation, you experience real-world situations in which your recommendations and decisions impact the outcome of your project. You also develop a toolkit of templates and productivity tools for use back at work.
- Who Should Attend** Anyone managing, preparing or aspiring to manage large-scale, strategic or complex projects. Experience at the level of Course 296, "Project Management: Skills for Success", or Course 340, "Project Management for Software Development", is recommended.
- RealityPlus™** Through an authentic case study simulation, you gain experience managing business issues in a complex project. Activities include:
- Identifying the limits of conventional project management
 - Analysing the components of a complex project
 - Applying a complexity assessment model to a realistic case study
 - Building an adaptive project management plan using a four-step process
 - Decomposing a complex programme into manageable components
 - Delivering probabilistic estimations
 - Optimising your project with Critical Chain, Agile and Lean best practices
 - Tracking lessons learned for improvement

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Course 287 Outline

Considering the Limits of Conventional Project Management

- Charting the evolution of project management
- Stretching the limits of conventional project management
- Rethinking the future of project management

Defining Complexity Science, Chaos Theory and Project Complexity Factors

Introducing complexity science and chaos theory

- Exploring foundational shifts in philosophy and science
- Comparing and contrasting simple and complex systems
- Appreciating the implications for project management

Adopting the four-dimensional project complexity diagnostic tool

- Analysing project boundary conditions to understand the complexity of your project
- Determining the edge of chaos where your project team is most productive
- Assessing the significance of complex project risks
- Communicating project complexity factors to others

Employing an Adaptive Project Management Process

Beginning with systems engineering

- Building with Agile software development
- Integrating the Cynefin Framework, scientific method, the Deming cycle and combat operations loop

The four-step adaptive project management process

- Implementing the four steps and putting it all together
- Overcoming complexity one step at a time

Minimising Scale on Strategic Projects Aligning with corporate strategy and value engineering

- Executing portfolio management strategies
- Making the business case and delivering value

Employing adaptive requirements and change management processes

- Running adaptive project iterations and delivering product increments
- Managing change and ensuring quality among dynamic user needs

Managing Pace on Complex Projects Maintaining control through speed and agility

- Dealing with daily disruptions
- Employing fast-tracking and crashing
- Compressing the critical path

Assessing Critical Chain, Lean and Kanban

- Evaluating Critical Chain project management
- Integrating Lean, Value Stream Mapping, Kanban and Kaizen

Exercising Strong Leadership

Leading adaptive teams

- Developing your core competencies as a complex project manager
- Growing your sphere of influence and managing office politics

Building CRACK teams

- Facilitating emergent organisation and self-management
- Agreeing on command intent, objectives, values and ground rules
- Empowering and motivating the team
- Implementing effective feedback loops

Recognising and Managing Risks

Implementing probabilistic estimating tools and techniques

- Managing precision and accuracy
- Correcting estimating bias and reducing variability
- Revisiting the cone of uncertainty and order of magnitude estimating
- Leveraging PERT, Monte Carlo and Agile techniques

Identifying and managing risks with scenario modelling

- Quantifying and mitigating risk threats
- Exploiting risk opportunities for disruptive innovation

Building Your Complex Project Management Toolkit

- Assessing the complexity of your projects

- Mapping your transition to adaptive project management
- Anticipating challenges and risks
- Overcoming organisational resistance
- Building your personal action plan