

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
 - Minimize 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 organization

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
- Analyzing 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 program into manageable components
- Delivering probabilistic estimations
- Optimizing 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

- Analyzing 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

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

Recognizing 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 modeling

- 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 organizational resistance
- Building your personal action plan