



Be the
Change

25 ANNIVERSARY
PMI

50 ANNIVERSARY
PMI



Project Management Conference

24 - 26 September 2019

Te Papa, Wellington, New Zealand

PROJECT COMPLEXITY

SMART ORGANISATIONS KNOW
HOW TO ALIGN THE RIGHT
CAPABILITY SO THAT CHANGE IS
WELL MANAGED

Project complexity is on the
rise from 35% in 2013 to
41% in 2018

(PMI Pulse of the Profession – Success in Disruptive Times, 2018)

TERY FOORD, SEPTEMBER 2019

AND WHILE..

High performing
companies
(Champions) waste 21
times less money than
underperforming
counterparts by:

Investing in actively engaged executive
sponsors

Controlling project scope (and complexity)

Ensuring their project managers have the
right skills to drive and navigate change in
this dynamic environment

only

40% have a culture receptive to change⁽¹⁾

only

25% consider developing skills for project sponsors a priority⁽¹⁾

only

31% have prioritized the development of delivery capability⁽¹⁾

Technology enabled business change initiatives are only 29% successful compared to on time, to budget projects⁽²⁾

Real sunk costs and the price of lost opportunity is estimated to cost the U.S economy more than \$1tn/ yr!⁽²⁾

(1) PMI Pulse of the Profession – Success in Disruptive Times, 2018

(2) Managing Project Complexity, Kitty Hass, 2009

TAKE A MO- LETS LOOK AT REALITY



Faster the better = 60%
right but we seldom go
back to fix the problem
(We'll leave it up to BAU)



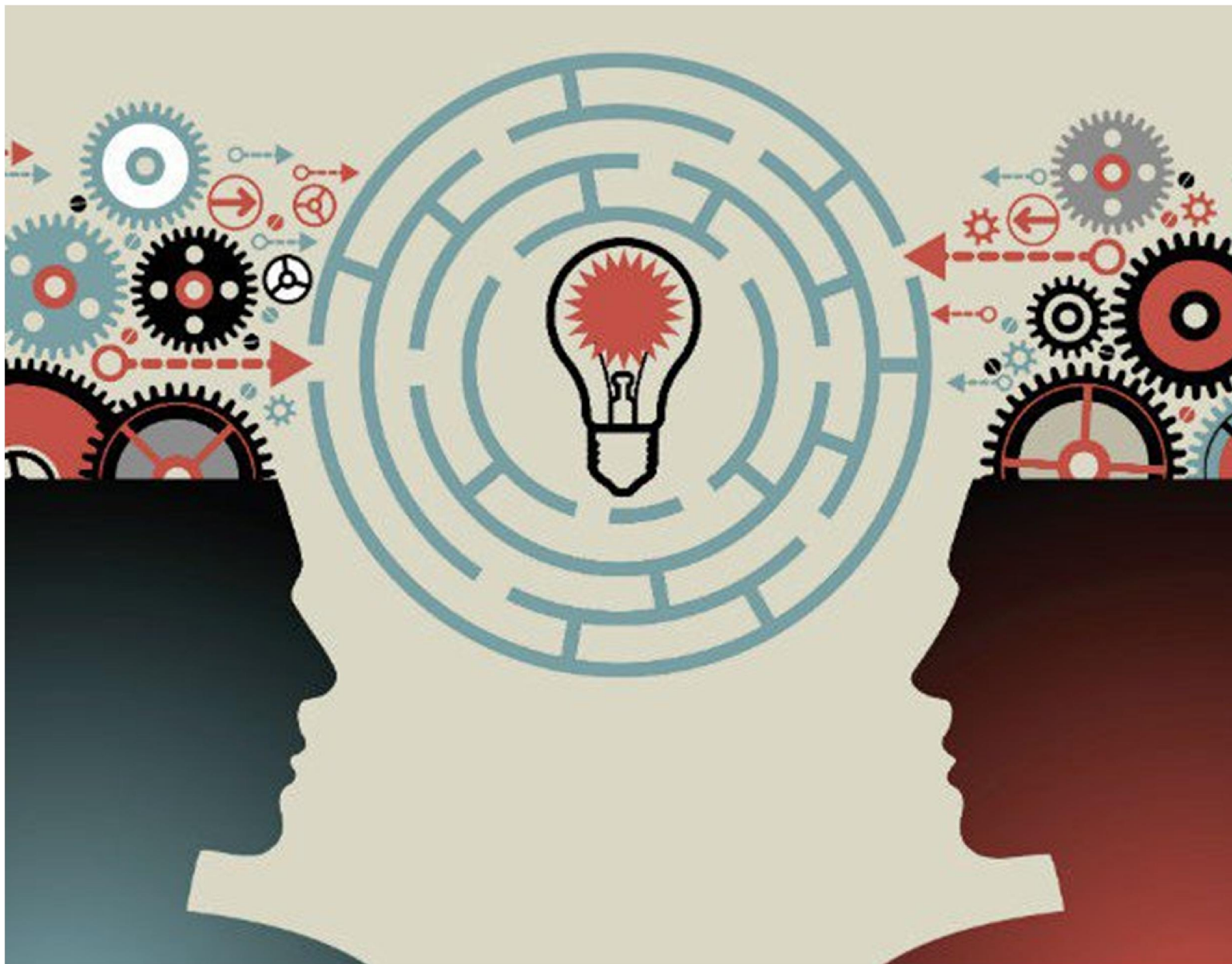
MVP (minimum viable
product often leaves the
majority of people
wondering 'so now what?')



Wrong person for the right
job. (Not what you know,
but who you know?)



Complexity is not well
understood



A LITTLE BIT
OF THEORY
BEFORE WE
SPRINT
AHEAD...

WHAT IS PROJECT COMPLEXITY?



‘... is mainly linked with the interactions and interdependencies between the project elements and is strongly related to the novelty issues related to them’⁽¹⁾



‘uncertainty is highlighted as the main differentiating factor between complex and complicated projects’⁽¹⁾



‘Interdependency, interface and novelty issues related to people were found out to be the most significant and which is also supported by the fact that the project actuality is ‘characterized by tensions, between unpredictability, control and collaborative interactions among diverse participants on any project’⁽²⁾

(1) Syed Waqar Azim, 2010, A thesis submitted to the University of Manchester for the degree of Doctor of Philosophy in the faculty of Engineering and Physical Sciences’

(2) Cicmil, et al., 2006

SURPRISE, SURPRISE!



People create complexity



Soft skills are key to successful project management



Visible, committed Sponsor is a critical success factor



The more 'novelty', the more senior the PM should be



Role clarity and governance (decision making) is vital

THE IDEALIST VS. THE PRAGMATIST

DUUDE, I HAVE SOOO MANY IDEAS THAT WOULD REVOLUTIONIZE LIFE ON EARTH AND BRING AWESOMENESS TO MANKIND.



HOW 'BOUT YOU JUST TAKE OUT THE GARBAGE AND DO THE DISHES FOR ONCE??

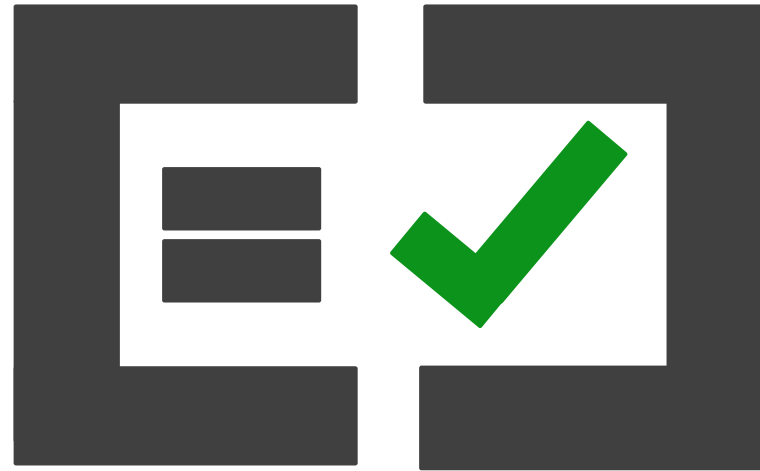


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Cjsun

PRAGMATIC
VS
IDEALISM

74% of managers and recruiters say they've hired the wrong person for the job before.



Smart organisations C2 change
by aligning project complexity with capability for success

Low complexity

Medium complexity

High complexity

Change impact

- Few stakeholders with similar needs
- Low impact, minor resistance
- Business Owner supports the project
- Clear governance
- Clear vision

- Multiple stakeholders with different needs
- Pockets of high resistance and conflict.
- Vision is somewhat 'murky'
- Unclear governance (more than one Business Owner, conflicts have emerged)
- Sponsor is not always visible.
- Vision may have become lack-lustre

- Multiple stakeholders with different needs, multiple sites
- High resistance and conflict.
- Lack of governance / more than one Business Owner, not all in agreement.
- Sponsor is stretched / not visible.
- Vision is unclear, communication is stale

Technical skills

- Small team, 2 – 4 sites
- 1 – 3 years experience
- Some change management experience

- Teams of 4 – 20 people, 2 – 10 sites
- 3 - 8 years experience
- Has managed change effectively

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Develop capabilities

- CM for PMs - course and coaching
- Basic PM 1-0-1
- Roles and responsibilities and Governance
- Project Risk Management

- Advanced project management (Professional certification)
- Stakeholder Engagement
- Crystal Clear Communication
- Basic Sponsor Training

- Diversity management
- Advanced Communication
- Advanced Sponsor Training

Assess, recognize, reward

Assess, recognize, reward

Assess, recognize, reward

Mentor

Mentor

Soft skills

Leadership

Team building

Motivates others

Communication

Negotiation

Flexible / Adaptable

Decision maker

Politically / Diversity astute

Builds trust quickly

Influencer

Conflict management



MANAGING PROJECT COMPLEXITY FOR SUCCESS

FOUR EASY STEPS:



ASSESS PROJECT
COMPLEXITY



ASSESS CAPABILITIES
AND SKILLS



GET RESULTS =
COMPLEXITY &
CAPABILITY



DEVELOP
CAPABILITIES



STEP ONE – PROJECT COMPLEXITY

- 13 Descriptions
- Each with three levels of criteria
- Weightings against each description
- Move the slider bar against criteria
- Total score

Weightings	Description	Score	Slider Bar	Weighted Score	Value	Criteria
11%	Benefit expectation	3		0.33	1-2 Benefits can be mostly described; stakeholders are comfortable with the descriptions and have clearly stated their expectations 3-4 There are challenges in clearly defining benefits, but stakeholders are aware of the challenges and have clearly stated their expectations 5 There are challenges in clearly defining benefits and stakeholders have not clearly stated their expectation of benefits	
9%	Number of dependencies	5		0.45	1-2 No dependencies 3-4 Interdependencies with other low/med complexity projects exist 5 Interdependencies with other high complexity projects exist	
9%	Experience	5		0.45	1-2 Our organisation has high levels of experience with excellent track record of delivery, limited SME knowledge 3-4 Our organisation has acceptable levels of experience in delivery, with some room for improvement. Would 5 Our organisation has limited or no experience in delivering and managing type of initiative. High dependency on external SME for successful delivery	
6%	Engagement and partnering with customer or community	5		0.30	1-2 Customers / communities won't notice any change and no engagement is required 3-4 Customers / communities will notices some changes though few will be affected and limited engagement will be required 5 Wide engagement and partnering with customers / communities will be required for change to be enabled	

Weighting total 100%

Total Score

3.62

[View Complexity Score](#)



13 DESCRIPTORS

Weighting	Descriptor
11%	Benefit expectation
9%	Number of dependencies
9%	Experience
6%	Engagement and partnering with customer or community
9%	Impact on people
7%	Stakeholder engagement
8%	Risk
5%	Constraints
9%	Scope
7%	Funding source
7%	Estimated project cost
7%	Health and Safety
6%	Novelty



LEVEL OF COMPLEXITY AND AREAS AT RISK

Complexity Score	Percentage
High Complexity	78%

Benefit expectation	Number of dependencies	Experience	Engagement & partnering with customer / community	Impact people	Stakeholder alignment, including Māori	Risk	Constraints	Scope	Funding source	Estimated project cost	Health & Safety	Novelty
Med	High	High	High	Med	High	Med	Low	Med	Med	Med	High	High
3	5	5	5	4	5	3	2	3	3	3	5	5



STEP TWO – CAPABILITY AND TECHNICAL SKILLS

2(A) = Capability

Weightings	Description	Score	Slider Bar	Weighted Score	Value	Criteria
10%	Proven Leadership	3		0.30	1-2 3-4 5	1-2 Has some leadership skills which has enabled them to successfully deliver small to medium sized projects. Has some strategic vision and has, with some success, aligned people to the overall objectives. Still needs training 3-4 Has leadership skills and has proven ability to align people to the overall objectives. Would benefit from a mentor and soft skills training and coaching 5 Has proven leadership skills and has successfully managed to align people to the overall objectives. Would benefit from being a coach.
8%	Team Building	5		0.40	1-2 3-4 5	1-2 Is part of the team, gets their hands dirty and ensures there is a strong bond between team members so that 3-4 Involves others and shares information. Can effectively build a medium size team where people work well 5 Involves others and shares information. Can effectively build a large teams across multiple sites where people
7%	Ability to motivate others	5		0.35	1-2 3-4 5	1-2 Sometimes relies on own motivation and energy to motivate others. 3-4 Knows what motivates individual team members and ensures they remain motivated, particularly when the going gets tough 5 Intrinsically knows what motivates people (wants and desires) and ensures they remain positive with high resilience, particularly when the team is fatigued
9%	Highly skilled in communications	2		0.18	1-2 3-4 5	1-2 Communication can sometimes be downwards, not necessarily proactive but reactive 3-4 Has a good understanding of communication. It is a two way street, with meaning and uses many channels. Is sometimes the spokesperson for the project. Feedback is often provided. 5 Exceptional communication skills that creates understanding for the why and a call to action. Not necessarily the key communicator, as they have easy access to influencers. Are active listeners.

Weighting total	100%
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Total Score

3.52

[View Capability Score](#)

CAPABILITY (2A)



WEIGHTING	SOFT SKILLS
10%	Proven leadership
8%	Team building - ability to bond a team
7%	Ability to motivate others
9%	Highly skilled in communications
8%	Flexible, quickly understands, and can adjust approach
8%	Influencing skills
9%	Decision making
8%	Political and cultural awareness
9%	Negotiation
11%	Is authentic, ability to build trust quickly
6%	Coaches others
7%	Conflict management



STEP TWO (A) – CAPABILITY AND AREAS FOR DEVELOPMENT

Capability Score	Percentage
Medium Capability	68%

Proven Leadership	Team Building	Ability to motivate others	Highly skilled in communications	Flexible, adaptable	Influencing skills	Decision Making	Political and cultural awareness	Negotiation	Is authentic, ability to build trust quickly	Coaches others	Conflict management
Med	High	High	Low	High	High	Low	High	Low	Med	Med	Med
3	5	5	2	5	5	1	5	1	3	3	



STEP TWO – CAPABILITY AND TECHNICAL SKILLS

2(B) = Technical skills

Select from the drop down for each of the technical skills

Technical Skills	Select	Score	Weighting
Size of the project team	Two-Twenty	4	80%
Delegate work due to number of sites	up to 10 sites	4	80%
Years of experience as a project manager	5 years	1	20%
Active engagement from a sponsor is required	Experienced Sponsor Required	4	80%
Gating and governance is required	Sponsor & Governance	4	80%
Organisational change management experience	Exceptional Experience	5	100%
Resistance	Some Resistance	3	60%



STEP TWO – CAPABILITY AND TECHNICAL SKILLS

2(B) = Technical skills



Technical Skills Score	Percentage
High Technical Skills	71%

[View Final Score](#)

STEP THREE: 'C2' GETTING RESULTS



ASSESS PROJECT
COMPLEXITY



ASSESS CAPABILITIES
AND SKILLS



GET RESULTS =
COMPLEXITY +
CAPABILITY



DEVELOP
CAPABILITIES



Project

High Complexity 78.5%



Person

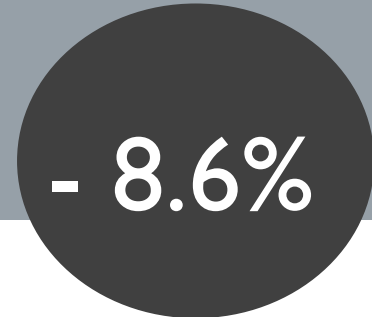
Medium Capability	68%
High Technical Skills	71%

Combined Score	69.9%
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Complexity	Capability Weightings
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Low	20-40%
Medium	38-70%
High	65-100%



Low complexity

Medium complexity

High complexity

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Soft skills

Leadership

Team building

Motivates others

Communication

Negotiation

Flexible / Adaptable

Decision maker

Politically / Diversity astute

Builds trust quickly

Influencer

Conflict management



Scenarios



LOW COMPLEXITY



Benefit expectation	Number of dependencies	Experience	Engagement & partnering with customer / community	Impact on council's people	Stakeholder alignment, including Māori	Risk	Constraints	Scope	Funding source	Estimated project cost	Health & Safety	Novelty
Low	Low	Low	Low	Low	Low	Med	Low	Med	Med	Med	Low	Low
2	1	2	1	1	1	3	2	3	3	3	1	1

Profile:

- 2 years experience
- Small teams (2 – 4 people)
- Ideal for low complexity projects

Development Pathway:

- CM for PMs (course and coaching)
- Basic PM 1-0-1
- Roles and responsibilities and governance
- Project Risk Management

Assumption:

- Has completed most training
- Ready to take on medium complexity where risks aren't too high
- Will require coaching

37%, - 4.6%

MEDIUM COMPLEXITY

Benefit expectation	Number of dependencies	Experience	Engagement & partnering with customer / community	Impact on council's people	Stakeholder alignment, including Māori	Risk	Constraints	Scope	Funding source	Estimated project cost	Health & Safety	Novelty
Low	Med	Low	Low	Low	Med	Med	Med	Med	Med	Med	Med	Med
2	3	2	1	1	4	3	4	3	3	3	4	4

Assumption:

- Has completed half training modules
- Perfect to manage medium complexity
- To maintain motivation, next medium project should potentially have more high risks



Profile:

- 6 years experience
- Medium - large teams (18 people)
- Ideal for medium complexity projects

Development Pathway:

- Advanced project management (Professional certification)
- Stakeholder Engagement
- Crystal Clear Communication
- Basic Sponsor Training

55%, - 7.8 %

HIGH COMPLEXITY



Benefit expectation	Number of dependencies	Experience	Engagement & partnering with customer / community	Impact on council's people	Stakeholder alignment, including Māori	Risk	Constraints	Scope	Funding source	Estimated project cost	Health & Safety	Novelty
High	High	High	High	Med	High	Med	Low	Med	Med	Med	High	High
5	5	5	5	4	5	3	2	3	3	3	5	6

Profile:

- 15+ years experience
- Large, virtual teams (over 100 people)
- Ideal for high complexity projects

Development Pathway:

- Conflict management
- Diversity management
- Advanced Communication
- Advanced Sponsor training

Assumption:

- Has completed most training
- Ready to take on Sponsor roles and High Complexity projects, with higher risks
- Should be a Coach / Mentor

91%, - 2.8 %

WHERE TO FROM HERE?



Use the tool (adapt it for your own organisations)



Implement development programmes –
outsource some of this



Embed mentoring and coaching

WHERE TO FROM HERE?



Use external professional Change Management coaches



Assess, reward, recognize your project people

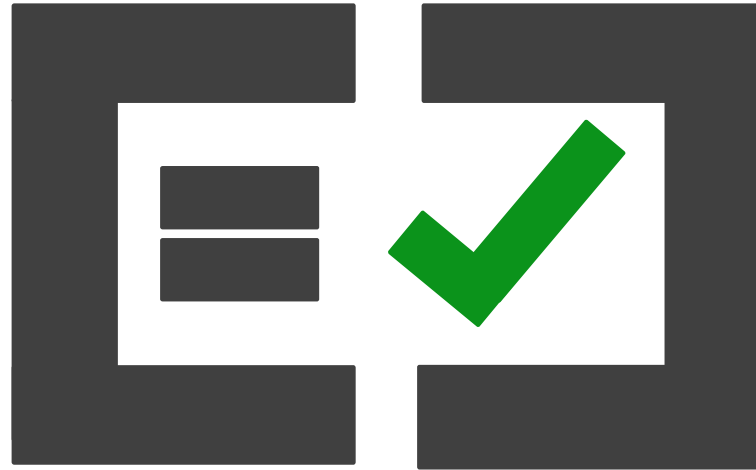


Prepare for the next wave:

Sponsors
Coalition of Sponsors
Project Actualisers

WHY?

Because complexity is going to get even harder



Smart organisations C2 change
by aligning project complexity with capability for success



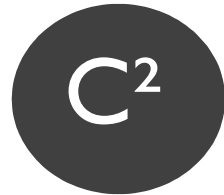
**ASSESS
PROJECT
COMPLEXITY**

13
Descriptions



**ASSESS
CAPABILITY
& SKILLS**

11
Soft Skills



**GET RESULTS:
CAPABILITY +
COMPLEXITY**



**DEVELOP
CAPABILITIES**

8
courses



Complexity	Capability Weightings
Low	20-40%
Medium	38-70%
High	65-100%

Low

20-40%

Medium

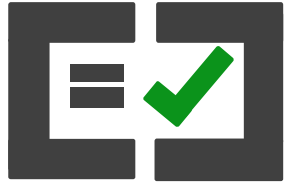
38-70%

High

65-100%

Yes! I want to know more about:

	How to apply the C2 tool in my organisation
	Change management for project managers
	Basic Sponsor training
	Advanced Sponsor training
	Crystal clear communication
	Stakeholder engagement
	Soft skills training
	Governance skills and tools



Why is project success still so elusive?

Smart organisations C2 change by aligning project complexity with capability for success.

Ask for the tool.
All the hard work has been done for you in 4 easy steps.



Tery Foord
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Managing complexity for success

Name:

Company:

Email:

Phone: