



A Different Way of Thinking and Working: Positioning Australia to Respond to an Increasingly Complex Strategic Environment



Agenda

- Introduction
- Calibration and Emergent Risk
- A Different Way of Thinking
- A Different Way of Working
- Complex Project Leadership

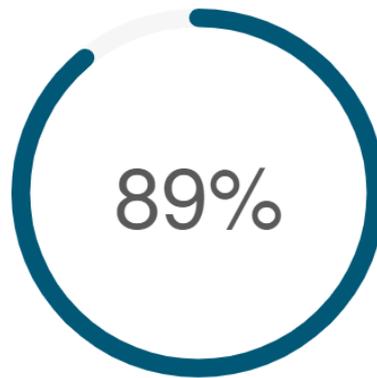
Introduction: Who

The International Peak Body supporting complex project delivery, we strive to equip project professionals and organisations across all industry and government sectors with the specialised skills, knowledge and ability to effectively deal with complexity in project environments.

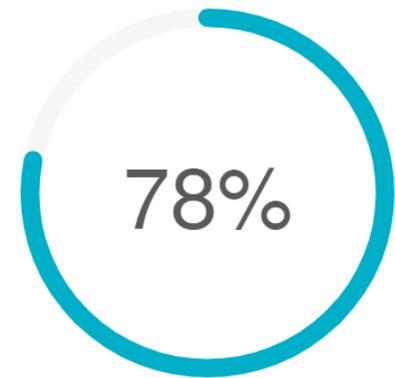
Introduction: Why



of major projects fail



of major projects are more successful
when organisations break from
traditional PM methods



of major projects are deemed to have
medium-high levels of complexity

^ PMI Pulse of the Profession, 2016 & 2017

Uncertainty Is Rising

World Uncertainty Index

Normalized, 1990-2010 is 100 on average

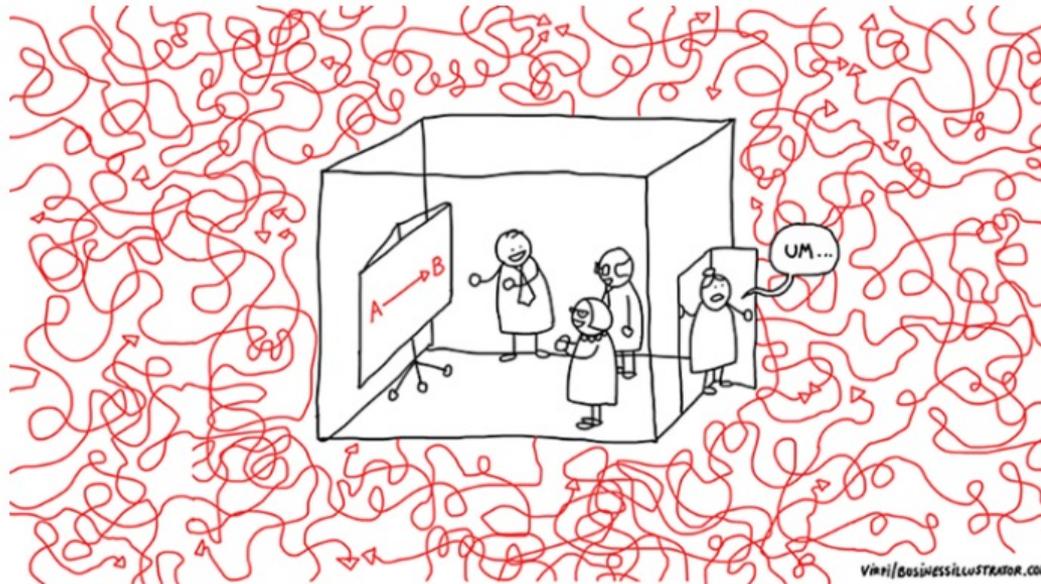


Source: Hites Ahir, Nicholas Bloom, and Davide Furceri, "World Uncertainty Index," Stanford mimeo, 2018

HBR

Why project organisations need to operate systemically to deliver complex projects, programs and portfolios

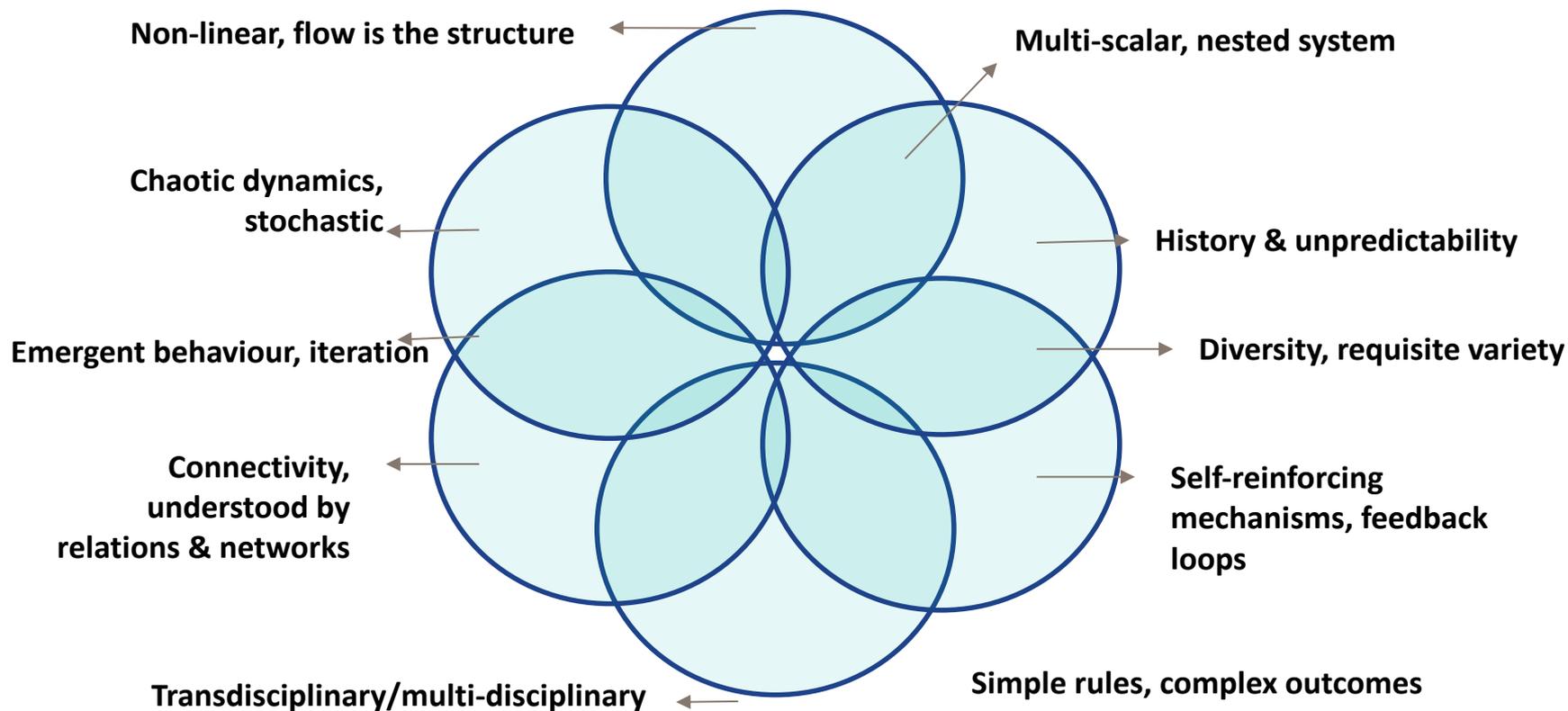
- Understanding Interdependencies
- Navigating Complexity
- Anticipating Unintended Consequences
- Enhancing Adaptability and Resilience



- Collaboration and Integration
- Optimising Resources
- Continuous Learning and Improvement
- Emphasising the Whole System

Project delivery is not simply a mechanistic process of executing identified project activities.

A Different Way of Thinking

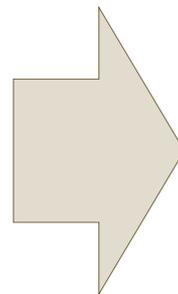


Complex Adaptive Systems

A Different Way of Working

From

- Stable environment
- Predictable
- Static
- Rules based order
- Control
- Siloed
- Detailed End to End Planning



To

- Uncertain environment
- Dynamic
- Agile
- Complex
- Interconnected
- Integrated
- Emergent & Adaptive Planning

Complex Project Leadership Competency Standards



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