

CONNECT

BUILDING CAPABILITY IN COMPLEX ENVIRONMENTS

ICCPM 6TH ANNUAL CONFERENCE

Articles: Wicked Problems

Book Reviews:

- **Project Management
for Research and
Development**
- **Culture and Project
Management**

**Education: Complexity
Awareness program**

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CEO MESSAGE

When one door closes another one opens, with this in mind it is with sadness and hope in equal measure that we bid farewell to Kim Gillis after six years of excellent representation as a Director on our Board. Kim has made a significant contribution to the success of ICCPM over the years; he will be missed from our strategic discussions. We wish Kim the very best in his renewed endeavour to build the new Capability Acquisition and Sustainment Group within the Department of Defence.



This edition of Connect will focus on the concept of "Wicked Problems". Those of you who have read and engaged in the discussion on Wicked Problems in our LinkedIn Discussion Group will appreciate that "Wicked Problems" are real and do impact significantly on our ability to deliver optimised results in anything that we do. The contributions on this discussion demonstrate the truly international nature of our network with contributors from Canada, France, and Germany.

With only around 40 days to go until our 6th Annual Conference, our program has firmed up nicely and the array of speakers and topics is something to behold. We have deliberately avoided multiple streams and parallel presentations as we have selected speakers and presentations that we believe all attendees should hear and not be asked to choose between. If you've yet to register hesitate no more, pop online or give us a call and we'll take you through the process.

We have also decided to offer a one off free public delivery of our Introduction to Complexity course on the day preceding the conference, if you are interested or know someone who is jump on line and register.

Priority will be given to registered conference delegates, with places limited to a maximum of 25 participants.

We will also be conducting a World Café hosted by RiskIQ. The concept of a World Café is a way of having a whole group interaction focused on café style conversation. It is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes. This world café will focus on a conversation to generate new knowledge about how to become better at understanding and applying systemic risk management in organisations. Again registered conference delegates will receive priority when registering for this free event.

Our December issue will look at the issue of Diversity in Complex Projects, what it is, how it helps or hinders and why, and how we are progressing in the terms of achieving the right balance to enable success. We will continue with our opinion column, if you would like to contribute to the opinion column or an article please let us know.

I hope to see as many of you as possible at our conference.

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ICCPM 6TH ANNUAL CONFERENCE

BUILDING CAPABILITY IN COMPLEX ENVIRONMENTS

27 - 29 October 2015, Canberra ACT Australia

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PROGRAMME

TUESDAY 27 OCTOBER

6:30pm – 8:30pm Welcome Reception at the Australian War Memorial

WEDNESDAY 28 OCTOBER

- 8:00am – 8:45am Welcome coffee and sign in
- 8:45am – 9:00am Official Opening: Mr Chris Jenkins, ICCPM Chairman
- 9:00am - 9:45am Session 1 Keynote: Mr Jeffrey Wilcox, Lockheed Martin
Topic tba
- 9:45am – 10:30am Session 2: Mr Kim Gillis, Capability Acquisition and Sustainment Group
Changing the Landscape of Complex Capability Acquisition and Sustainment for Success
- 10:30am – 11:00am Morning break
- 11:00am – 12:15pm Session 3: Mr Jeff Worley, Worley Consultants
Future combat systems: One of USA's largest technology and engineering development programs
- 12:15pm – 12:30pm ICCPM Complexity Diagnostic Product Launch
- 12:30pm – 1:30pm Lunch break
- 1:30pm – 2:15pm Session 4: Mr David Gordon, ASC
A Strategic Risk Analysis of Complexity - Personal Observations and Learnings
- 2:15pm – 3:00pm Session 5: Ms Yvonne Butler, AIPM
Topic tba
- 3:00pm – 3:45pm Session 6: Dr Alicia Aitken, Telstra
Engineering eHealth: Building project delivery capability for the future
- 3:45pm – 4:15pm Afternoon break
- 4:15pm – 5:00pm Session 7: Dr Dan Powell, AccessHQ
Managing uncertainty and technical integrity risk
- 5:00pm – 5:15pm Day one wrap up
- 7:00pm – 11:00pm Conference Dinner at the National Arboretum, Canberra

[Read more about the speakers](#)

PROGRAMME

THURSDAY 29 OCTOBER

- 8:30am – 8:55am Networking
- 8:55am – 9:00am Welcome & Housekeeping
- 9:00am – 9:45am Session 8: Mr Bruce Armstrong, Aspen Medical
Australia's response to the Ebola crisis in West Africa
- 9:45am – 10:30am Session 9: Dr Jeannie Kahwajy, Effective Communications
Managing through complexity: The power of receiving
- 10:30am – 11:00am Morning break
- 11:00am – 11:45am Session 10: CDRE Michael Houghton, CASG
Topic tba
- 11:45am – 12:30pm Session 11: Mr Nick King, Airservices Australia & AIRCDRE Mike Walkington, CASG
Transforming Australia's Air Traffic Management: Navigating complexity to build capability
- 12:30pm - 1:15pm Lunch break
- 1:15pm – 2:00pm Session 12: Mr Tim Cummins, IACCM
Contracts and Complex Programs: The challenge of contract ownership
- 2:00pm – 2:45pm Session 13: Mr Vip Vyas, Alchimie Asia
De-risking large complex projects: Key capability shortfalls
- 2:45pm – 3:30pm Session 14: Mr Jürgen Oschadleus, Act Knowledge
Using simulations for capability uplift in the 70/20/10 learning approach
- 3:30pm – 3:45pm Afternoon break
- 3:45pm – 4:30pm Session 15: Ms Mary McKinlay, IPMA/ICCPM
Maximising Diversity in Complex Projects
- 4:30pm – 5:00pm Conference closing address

Note: Programme is subject to change

REGISTER HERE

www.iccpmconference.com

WORKSHOPS

Introduction to Complexity

You are invited to register to attend ICCPM's first public delivery of the Introduction to Complexity course in Canberra on 27 October, immediately preceding the start of the ICCPM Annual Conference. This course is the first in a series of four courses that make up ICCPM's Complexity Awareness Program. It must be completed prior to the other courses as it provides a foundation level of skills and knowledge within the world of complexity.

This is an exclusive introductory offer to celebrate our first Australian based Annual Conference and is offered FREE; usually valued at \$1,250 per participant. Course delivery, all course materials, assessment and full catering is included. Take advantage of this exclusive offer to see if working with complexity is for you. Topics covered include; features of complex systems, emergent change, uncertainty and predictability, soft systems methodology, polarity thinking, self-organisation and networks. Read more...

Date: Tuesday 27 October 2015

Time: 8:30am – 5:00pm

Venue: QT Hotel, Canberra

Cost: FREE (limited to 25)

[Register here](#)

'spatium' Complex Project Leadership Simulation

Work in competing teams to manage a complex project from initiation to operation. Experience how your decisions in all the key project management disciplines combine to determine the final outcome.

'spatium' is Prendo's Project Leadership simulation. It was developed after conducting a thorough survey of the most common causes of project failure and it requires teams to make judgements in several key areas. Crucially, the simulation brings to life the importance of integrating project management disciplines. And because it all happens in one day, with no threat to lives, finances or job security, it offers the perfect, learning environment. It's an intense day. But what sticks will be the lessons, not the repercussions. Read more...

Date: Tuesday 27 October 2015

Time: 8:30am – 5:00pm

Venue: QT Hotel, Canberra

Cost: \$700/\$600

[Register here](#)

World Café: Understanding and managing whole-of-system risks to complex multi-party projects and programs

Be part of exciting, hands-on action-research into the management of systemic risks to complex, multi-party projects. Participants will be exposed to new systems thinking approaches to risk management and will work together to build on existing action-research in this area.

In large multi-party projects, wicked whole-of-system risks often arise that cannot easily be anticipated, understood or managed. Emergent, hidden risks are a major contributor to sub-optimal outcomes and even complete project failures. This remains true even when collaborative project governance approaches are used in an attempt to manage the whole project system to achieve win-win outcomes. The aim of the workshop is to generate genuinely new insights into this wicked problem, utilising a world café workshop methodology. Read more...

Date: Tuesday 27 October 2015

Time: 8:30am – 5:00pm

Venue: QT Hotel, Canberra

Cost: FREE (limited to 25)

[Register here](#)

www.iccpmconference.com

Complexity Awareness Program

ICCPM is committed to building capability in complex environments and has developed the Complexity Awareness Program to aid organisations and individuals to identify, assess and treat the various aspects of complexity they find.

WHO IS THE PROGRAM FOR?

The learning pathways associated with this Program are not linear and seek to accommodate a wide spectrum of participants including:

- Senior executives building on existing knowledge and experience
- Middle Managers in the complex project management, project management and business community. The program introduces complexity into the vernacular and builds on existing knowledge in government and non government sectors
- New entrants to the study of complexity (school leavers, undergraduates) with aspirations for leadership positions in organisations that operate in complex environments

HOW IS THE PROGRAM STRUCTURED?

The Program is comprised of four courses designed to provide participants with clear set of benchmarks, supporting initial competency achievement and ongoing professional development.

The Introduction to Complexity course is a prerequisite to the other three courses as a fundamental understanding of complexity is required to explore the concepts and tools that are useful when dealing with complexity.

WHERE AND WHEN ARE COURSES DELIVERED?

We can deliver corporate programs and customised courses on-site, in any state or territory at a time suitable for you and your staff.



ICCPM's Strategy Visualisation

For more information contact Cathy Baljak, ICCPM Learning and Development Manager
admin@iccpm.com / iccpm.com / +61 2 6120 5110

Why Attend the Complexity Awareness Program?

Organisations require optimum results for their training \$\$\$ and individual participants want to gain the knowledge and skills they need to do their job better. The program has been developed with the following objectives, enabling organisations and individuals to function more effectively in complex environments.

Organisations

MEETING INDUSTRY NEEDS: Existing partners report that the Program meets established industry and educational needs. The competency based program increases productivity and profitability by providing participants with the capability to meet objectives.

NATIONAL RECOGNITION: The Program complies with the Australian Quality Framework (AQF) Level 4 qualification and is currently under review for course accreditation with the Australian Skills Quality Authority (ASQA).

FAR REACHING EXPOSURE: Currently the concepts of complexity and managing within complex environments is not introduced until AQF Level 8 (Executive Masters in Complex Project Management). This results in employees lacking necessary educational exposure to the concepts of complexity until later in their careers and well education journey. The Program ensures far-reaching exposure and understanding of complexity at a much earlier stage in an employee's career.

BREAKING DOWN SILOS: Integrating participants from various business units and functional groups to engage in problem solving, breaks down the silos that inhibit cross-unit dialog and cooperation. Problems can be solved without hierarchical limitations, utilising the relationships built throughout the Program.

CONTEXTUALISING: The training content can be adapted to the specific needs of organisations. Participants are able to identify and focus on specific areas of concern to their organisation. Facilitators will follow the lead of the participants, addressing the specific areas while ensuring that the full content of the course is delivered.

Individuals

BUILDING A PERSONAL NETWORK: Individuals without a broad professional network can have limited experiences in collaborative learning. ICCPM courses gather high-potential individuals from multiple organisations, business-units, geographies and functional areas providing a valuable opportunity to build networks and expand learning opportunities.

PRACTICE: Participants are provided with opportunities to bring previous or current problems for learning and exploration. Practical application of the theory, concepts and tools to personal and corporate experience from the participants enables transportability of the Program.

LEARNING FROM OTHER PARTICIPANTS: Participants can draw on stories from other participants as they have the opportunity to benefit from informal interactions with others during breaks, over lunch or dinner.

BUILDING PERSONAL RELATIONSHIPS: Participants are able to build rapport and relationships with facilitators and other course participants. Sharing experiences, mentoring and learning collaboratively can continue beyond the formal training.

INDIVIDUAL ATTENTION TO INDIVIDUAL NEEDS: Facilitators may notice that a participant is having specific difficulties either in understanding a topic or in applying the learning to their particular situation. Facilitators are skilled in identifying individual participants strengths and areas that require development. This provides an opportunity for individualised learning opportunities during the program.

Focus: Individuals are better able to focus on what is being taught as they have fewer distractions; compared to participating in an e-learning session, or at the workplace.

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- 26 November **Leading change and organisational renewal**

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Do you have something to say about complexity, projects, programs, people, or research?

If you would like to be included in future editions of *CONNECT*, contact us with your suggestions and abstracts.

CONNECT is published quarterly in March, June, September and December.

Deadline for submissions is the 1st of each publishing month.

admin@iccpm.com

If you would like to sign up to receive future editions of *CONNECT*, please visit iccpm.com

Systems Thinking and Complex Project Management

ICCPM, in conjunction with the Queensland University of Technology, offers an Executive Education course in Systems Thinking and CPM.

Who is the course for?

This three day course is designed to introduce leaders and enabling staff to the concepts of systems thinking to manage complex projects. The course will benefit senior and aspiring project managers, key project management staff, commercial managers, supply chain managers, portfolio managers and key advisors independent of sector or program type.

What does the course cover?

This course enhances understanding of management of complex projects. It provides a conceptual bridge, extending traditional analytical tools of senior members into the field of managing complex projects. The course uses real-world examples of applying organisational and holistic systems approaches, so that viable project systems can be designed and managed, and emerging problems can be solved. The course also considers working with diverse and competing shareholder views and needs as well as stakeholder needs, and project delivery architecture.

How participants will benefit.

By the end of the course, participants will be able to:

- make sense of complex problems using soft systems methodology
- challenge project/problem boundaries and 'taken for granted' assumptions using critical systems heuristics
- use the 'Viable System Model'
- apply new approaches to working on complex projects and programs.

Participants have significant opportunities to consider the transfer of their new knowledge to their own projects and feedback received shows that the transfer of learning to the workplace is immediate and powerful.

Essential Information

Duration: 3 days

Cost: \$2,750 + GST per person

(Discounts are available for group bookings and ICCPM members)

Date: 10 - 12 November 2015

Venue: QUT Gardens Point Campus, Brisbane

Register: Online at <https://iccpm.com/civCRM/event/info?reset=1&id=25>

Contact: Cathy Baljak +61 2 6120 5112 or c.baljak@iccpm.com

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KIM GILLIS RESIGNS FROM THE BOARD

It is with sadness and hope in equal measure that we farewell Kim Gillis from the Board of ICCPM after six years of dedicated and unwavering service as a Director. Kim was appointed to the board of ICCPM in August 2009. Kim served as the chair of the Governance Committee since 2010 and as a member of the Remuneration Committee from 2012. Kim is a founding Fellow of ICCPM and has been a part of the driving force for change in the way the world looks at complexity in projects and programs.

Kim has a basic philosophy when it comes to managing complex projects and programs and that is that if you get the people part right, success will inevitably follow. He also firmly believes that no one can do it by themselves and that every successful project or program manager has a strong and knowledgeable network to draw on in those times when you can't possibly know the answer, but you probably know someone who might have experienced the issue before. Kim says 'it takes courage and wisdom to reach out and ask for help, it takes strength of character and humility to take advice and act on it'.



Kim's contribution to the strategic direction of the company and his ability to inject real world experience into discussions has added immeasurable value to ICCPM.

Kim's resignation results from his appointment as the Deputy Secretary Capability Acquisition and Sustainment Group back with the Department of Defence, after a successful period with Boeing Defence Australia. We are confident that with Kim's leadership he will be able to achieve great things in enabling the successful delivery of some of the most complex projects and programs in Australia.

We wish Kim all the very best in his new role.

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SUNDAY 11 TO WEDNESDAY 14 OCTOBER 2015

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DAVID BARTLETT	PRU SANDERSON	REINHARD WAGNER
Former Premier of Tasmania and Innovation Specialist	CEO Design Institute of Australia	President of International Project Management Association

CONFERENCE THEMES

- Benefits Realisation, Identification & Expectations
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- Organizational Issues
- Project Management Excellence
- Industry Sector Specific Application
- The Commercial World

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DAVID BARTLETT

Former Premier of Tasmania and Innovation Specialist



PRU SANDERSON

CEO Design Institute of Australia



REINHARD WAGNER

President of International Project Management Association



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Professor of Sustainability at Curtin University



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Director for the First Office of Safety and Mission Success, NASA

COMPLEXITY DIAGNOSTIC

This year, we are taking advantage of the ICCPM Annual Conference to showcase Phase One of our 'Complexity Diagnostic' tool. The tool has been developed to address the increasing demand by project managers to better understand the types of project complexity they are confronted with and recommendations or pathways on how to address the complexity.

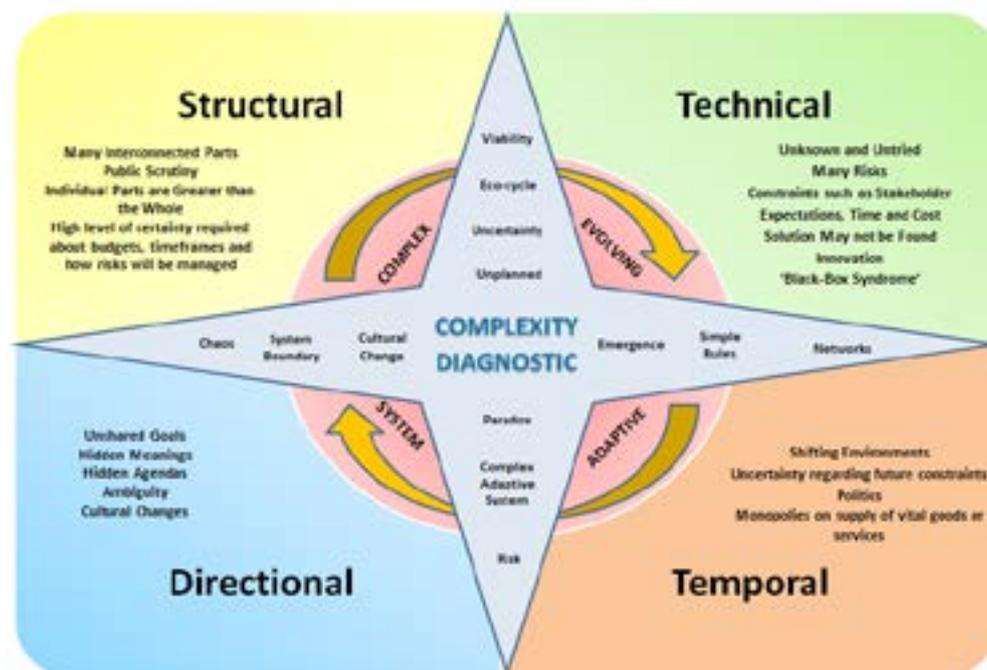
As we know complex systems are constantly evolving and adapting. Consequently, project managers need practical tools to assist them in implementing innovative solutions to their wicked problems. We have taken a variety of complexity theories, models, frameworks, and concepts from numerous sources to identify common fibres. We then constructed our own mapping of the common themes from all to Kaye Remington and Julien Pollack's (2007) 'Dimensions of Complexity'. We chose Remington and Pollack's work as it represented a multi-methodological approach to managing complexity and aligns very well with the Complex Project Manager Competency Standards (2014) that underpin the work of the ICCPM. Essentially taking Systems Thinking approach to identify the whole and hence the relationship between the parts.

We will continually improve on this platform with the aim of providing practical recommendations to project complexity questions. Ultimately, the Complexity Diagnostic tool will provide:

- Identifying the dimension/s of complexity that you should be addressing;
- structuring project teams for success;
- finding the right balance between the dimensions of complexity;
- use in conjunction with project gates/checkpoints and risk reviews;
- providing substance to gate or gateway reviews; and
- continuous improvement throughout the lifecycle of programmes or projects.

We are offering participants at the ICCPM Annual Conference 2015 user access to Phase One of the 'Complexity Diagnostic' tool... free to test and implement.

We value your judgement, opinions, questions, and feedback as we strive to improve 'Complex Project Management, Leadership and Excellence'.



Wicked Problems:

Require an ability to document the impact of solutions and continuously adapt and adjust to optimise results.

By Genevieve O'Sullivan

Genevieve O'Sullivan is currently President of Insignis O'Sullivan Management Consulting Inc. (IOMCI) and Chief Financial Officer for a software start-up, Yazabi Predictive Inc. Prior to her return to the private sector in 2015, Ms. O'Sullivan served for seven years as Director General Materiel Systems and Supply Chain for Canada's Department of National Defence.

What defines a wicked problem? The standard definition is: a problem that is difficult to solve because of incomplete, contradictory, and changing requirements.

The fact is that today, in our increasingly complex and interdependent world, we are recognizing more and more that complex problems require complex solutions. Wicked problems require an ability to break problems down into their parts and to target solutions recognizing that the solution may not be complete. They require an ability to document the impact of solutions and continuously adapt and adjust to optimize results. Organizational, systems, leadership flexibility and the ability to think outside the box, are critical to unraveling the Gordian Knot.

In defence organizations today, the Defence Global Supply Chain is an example of a wicked problem. With the increased requirement for military interventions to help manage emerging non-traditional conflicts and unpredictable crises around the world, the need for mature, well functioning optimized and responsive supply chains is intensifying. And with more joint operations and requirements for interoperability, the ability to exchange data and information is critical.

During the 1990s, due to budgetary constraints, military supply chains suffered from systemic rust out (eg: processes, systems – technology and platforms, compliance, competency, infrastructure). Since 9/11 pressure to replace, renew or refurbish equipment has focused attention on procurement and sustainment requirements. From 2001 to 2010 equipment purchased in support of current operations was often brought into the supply chain without full consideration of the long-term

sustainment demands, costs or requirements.

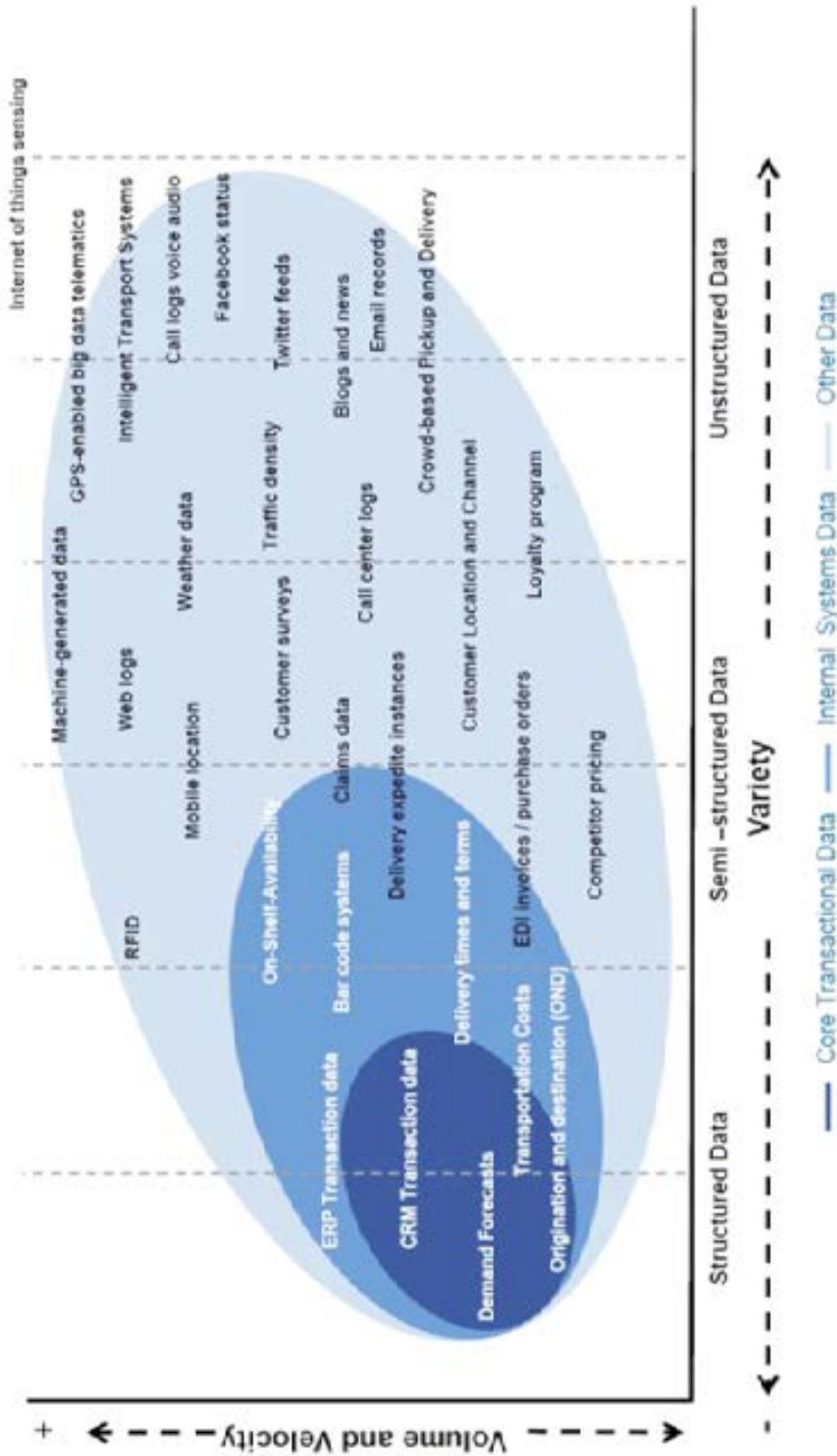
With greater and greater reliance on industry for sustainment support, the complexity of the defence supply chain grew. In order to survive, the Air force, Navy and Army each developed their unique supply chain approaches.

Defence Supply Chains are commonly understood to be among the most complex in the world. There are many reasons for this:

- Notorious complexity due to the variety of supply chains within the Global Supply Chain;
- The complexity of the systems environment and the lack of skill sets to manage legacy systems, new systems and emerging systems;
- High interdependency with industry and extended supply chains;
- Erosion of the Supply Chain (logistics) capabilities within most military organizations;
- The lack of business maturity in critical business areas such as: Strategic Planning, Performance Management, Enterprise Risk Management (ERM) and Data Management; and
- The unpredictability of requirements

As we see the emergence of complex platforms using Artificial Intelligence (AI), intensified targeted cyber attacks, and greater challenges with vendor security in the context of extended supply chains, overall enterprise risk and vulnerability is increasing. These are enterprise risks that cannot be eliminated, but that must be contained.

More and more, defence partner nations are collaborating to find ways to modernize and transform their supply chain capability, systems,



SCM Data Volume and Velocity vs Variety
 Source of visual above: Source: Big Data Analytics in Supply Chain Management: Trends and Related Research. Presented at 6th International Conference on Operations and Supply Chain Management, Bali, 2014

and discipline. Two specific areas are targeted as critical to beginning to unravel the Gordian Knot: Enterprise Resource Planning Systems and Big Data Management.

In a recent Forbes/Tech article by Louis Columbus, he addressed the impact of Big Data on supply chains noting: "Knowledge sharing networks are increasingly important as we move from linear supply chains to complex connected value webs."¹

Larry Alton, in an IT Business Edge article, identifies seven ways that Big Data transforms supply chain management, notably by: driving contextual intelligence, improving transparency, pinpointing focus, supporting complex supplier networks, improving collaboration, improving reaction time and providing intelligence that allows managers to get ahead of the curve.²

As noted above, Big Data Management is identified by defence organizations as one of their biggest challenges. Big Data analytics are critical to ERM, decision-making and international collaboration for defence supply chains.

However the data management issue is rendered much more challenging as a result of the failure to implement functional Enterprise Resource Planning (ERP) systems including Automatic Identification Technology (AIT). Systems and data reliability issues, manual data input, configuration errors and overall lack of systems integration, often lead to error prone Business Intelligence and Analytics (BIA).

Getting the ERP environment right is not an easy challenge. With the increasing complexity of systems environments, gone are the days when and IT group's "tribal knowledge"³ could navigate and trouble shoot effectively.

To derive the business benefits from a mature ERP environment the organizational design must change. Emphasis needs to be put on business, systems and data architecture; modeling and configuration management; centers of expertise need to be established for BIA. These skills are difficult to find and are often lacking. Recruitment strategies need to shift quickly to accommodate these needs.

All of this needs to occur in an increasingly budget constrained environment that pits basic enterprise modernization against procurement priorities. Many defence leaders have yet to come to terms

with the fact that the modern technology (including AI) imbedded in most systems today will force this enterprise transformation.

As defence leaders buy-in and commit to this investment, primary focus needs to be on:

Getting the ERP environment right;

Ensuring that the BIA capability, tools and support environment are in place;

Actively recruiting the right skill sets, training existing resources and building a professional sustainment program.

This will not solve the problem, but it will create the foundation from which improvements can be made and generate the data that will support continuous testing and adjustments.

This represents a significant change within government organizations, one that cannot be easily accommodated without leadership, investment and commitment.

Even in narrowing the wicked problem of defence supply chain transformation to data management and systems modernization, the challenge is huge. Increased and continued collaboration between partner nations will be essential moving forward.



¹ *Forbes/Tech: Louis Columbus contributor: Ten Ways Big Data is Revolutionizing Supply Chain Management: 13-07-15* <http://www.forbes.com/sites/louiscolombus/2015/07/13/ten-ways-big-data-is-revolutionizing-supply-chain-management/>

² *IT Business Edge: Larry Alton: 7 Ways Big Data Redefines Supply Chain Management, 07-08-15,* <http://www.smallbusinesscomputing.com/biztools/7-ways-big-data-redefines-supply-chain-management.html> :

³ *Data Center Knowledge: Omer Trajman, Co-Founder and CEO of Rocana, the Paradox of Complexity and Efficiency in Modern IT Infrastructure, 22 July 2015,* <http://www.datacenterknowledge.com/archives/2015/07/22/paradox-complexity-efficiency-modern-infrastructure/>

Dealing With the Unexpected in Complex Projects

By Reinhart Wagner

President, IPMA International Project Management Association: www.IPMA.ch

Chairman of the Executive Board, GPM German Project Management Association: www.gpm-ipma.de

Founder and CEO, Projectivists / Projektivisten GmbH: www.projectivists.com

Nowadays, we find projects and programmes literally in every sector. They are popular because they help to solve problems, for example developing an innovative product to be more competitive, or change processes in mass-production to improve productivity. However, managing those projects often create more problems than they solve. That may sound surprising, but it has to do with the way we approach projects and programmes. Let's have a quick look into the start of the profession and elaborate on how it developed over the last few decades.

Daniel Defoe mentioned in "An essay upon projects" back in 1697 a project to be something for getting things done, especially for social and economic improvement. For him "... the honest projector is he who, having by fair and plain principles of sense, honesty, and ingenuity brought any contrivance to a suitable perfection, makes out what he pretends to, picks nobody's pocket, puts his project in execution, and contents himself with the real produce as the profit of his invention."



Defoe was an English trader, writer, journalist, pamphleteer, and spy, most famous for his novel Robinson Crusoe, which partly reflected his own failures. A hundred years later the industrial revolution and another hundred years later the Scientific Management changed the way projects were conducted. Common sense and ingenuity were replaced by rational thinking and planning techniques for an increase in productivity, to make more out of the capital deployed. People were a means to the production, often a problem because of irrational behavior and unpredicted ways of doing things. More and more detailed planning tried to overcome this challenge; people became the threat to an efficient production.

Project and program management started during the 1950s in the United States of America, mainly in the Aerospace and Defence sector. It was built on a popular concept called "Operations Research", which tried to use mathematical approaches to plan a project or program from the start to the end, determining the durations of all activities and the overall project.

"...the honest projector is he who, having by fair and plain principles of sense, honesty, and ingenuity brought ant contrivance to a suitable perfection makes out what he pretends to, picks nobody's pocket, puts his project in execution, and contents himself with the real produce as the profit of his invention."

Daniel Defoe (1660 - 1731)

Network planning techniques such as PERT and the Critical Path Method were developed during this time. The paradigms of these times still exist: we can plan projects and predict their conduct, one person (the project manager or a central planning department) are establishing plans and others (the project team) are bringing this into practice, and we can predict the future and know what will happen throughout the lifecycle of projects and programmes. Many methodologies for the management of projects and programmes still build on those paradigms, even in the 21st century.

We are faced with an increased number and significance of projects today, and trend surveys predict a further increase in all sectors (Gemünden/Schoper, 2014). Another trend that can be observed is an increasing complexity, which is often experienced as threat to project management and the plans.

However, the definition of projects highlights the uniqueness of the endeavour that constitutes an inherent complexity. Through processes, methods and tools we try to “embank” complexity, risks and dynamics, we try to plan everything into detail, thus hope to have everything “under control” and use approaches for simplification, instead of tackling the complexity. Complexity, risks and the unexpected seems to be a threat and thus needs to be avoided.

A common practice is, to break a complex system down into “manageable” activities; often we lose the overall picture and the interdependencies of the constituent parts out of sight.

We plan all activities for a project in a linear manner and try to “press it” in a format, which we can understand and manage consequently.

Even future developments (positive and negative) are pressed into a risk analysis, which calculates the impact by multiplying the probability of occurrence with the damage expected.

“The tools and techniques of modern project management were developed to help people and organizations reduce the amount of complexity in projects by breaking complex activities down into simpler ones whereas possible – thereby designing complexity out of the project as far as possible and leaving the resulting activity simply complicated.” [Cooke-Davies, 2011] Is this approach helpful?

Actually only in cases of non-complex projects!

There are many sources of project complexity, such as the following [Hass, 2009]:

- Details: number of variables and interfaces
- Ambiguity: lack of awareness of events and causality
- Uncertainty: inability to pre-evaluate actions
- Unpredictability: inability to know what will happen
- Dynamics: rapid rate of change
- Social structure: numbers and types of interactions



Reading these sources of complexity it is obvious, that current project management methodologies and paradigms must fail. We may be able to deal with the first challenge, but the other five are not compatible with our way of thinking in project management.

We may predict the cause of action a few weeks in advance, or establish rules of engagement for all people involved in projects and programmes. Nevertheless, real life will be very different. So why managing at all? It gives us a feeling of being “in control”, preventing risks occurring or the project to fail.

Through this approach, we often create more problems than we resolve. Rolf Dobelli calls this the “Illusion of control”, which means a tendency to overestimate one’s degree of influence over other external events.

Other biases relevant for the field of project management are the “optimism bias” (tendency to be over-optimistic, overestimating favourable and pleasing outcomes), combined with “planning fallacy” (tendency to underestimate task-completion times) and “overconfidence” (excessive confidence in one’s own ideas and plans).

Illusion of Control

“... A tendency to overestimate one’s degree of influence over other external events.”

Many failed projects can be traced back to one or more of these deficiencies, for example in Germany the Berlin Airport or the Elbe Philharmonic Hall in Hamburg.

Let’s focus on one of the challenges of complex projects and programmes, namely the unexpected. Through previous experiences, we think we know what will happen next. Suddenly, something happens that was unexpected, such as the Tsunami some years ago with a significant impact on ‘the project’. It strikes us, because we could not prepare and have no plans in place to mitigate. Like risks, the unexpected can be caused by various internal and external factors including, but not limited to political, economic, social, technical, environmental or legal. Unlike risks, we do not know about the unexpected, it is unknown. Because we do not know about the probability and potential impact, we cannot analyse the unexpected beforehand and cannot plan for countermeasures. Does this mean we are not able to cope with the unexpected? Building on management-approaches and paradigms explained above, we couldn’t. Changing the way we think and act, we can cope with the unexpected.

First of all, we need to get out of our “box”, which means to see plans as an orientation, a direction, not as truth and corset. We need to open our eyes for what is happening in the context of the project and carefully observe the “weak signals”. Consciousness for signals sent by clients, contractors and other stakeholders is an important factor in anticipating what may happen during the course of our project. It is not known for sure that it will happen; this is why we need to think more in

scenarios, in development processes and dynamic evolution. It requires a personality, which is open to the unexpected, seeing the positive aspects of dynamics and having the ability to adapt to a new situation. Some may call this “agility”, “resilience” or “antifragility” (Taleb, 2012). The unexpected requires us all to reduce the “management” and return to what Daniel Defoe called the ingenuity of people dealing with projects.

We need to free the capabilities of our people to cope with the unexpected and allow them to sense, to guess, to act based on their resourcefulness. People in projects are not just a means for managing the project; they are the entrepreneurs who lead the project to a success.

In future, we will see more and more projects. The trends predict a path into a projectized society (Lundin, 2015). This requires a significant change in the way we approach projects and programmes. Less management, methods and tools, narrowing a project down to a schedule and a predicted future, that often turns out to be irrelevant. We need to give space to the ingenuity of the people involved in projects, helping them to understand the complex context they are in, enabling them to use all their senses by exploring the context of a project more in depth and finally learning how to cope with the unexpected based on their own experiences. Personally, I learned the most whilst being in nature, for example climbing a high mountain. These kind of experiences are necessary to shape a successful “projector”.

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(A)musing... Wicked Problems and Project Management

By Prof Christophe Bredillet

Prof Christophe Bredillet is an Adjunct Professor , Science and Engineering Faculty Civil Engineering and The Built Environment at Queensland University of Technology. Christophe has 28 years of experience mainly in the field of Strategy, Programmes & Project Management. He is the editor of the Project Management Journal (Wiley / PMI) and he is strongly involved in Project/ Programme Management Professional Associations and Research Networks.

Recently, I was investigating the relationship between project management problems (i.e. any kind of project organizing questions (e.g. Puranam et al, 2014)), competent project managers and ethics (Bredillet, 2014; Bredillet et al., 2015). I argued that deontological ethic ("what ought be", doing "right" i.e. using " the right means") and consequentialist ethic ("right" outcome i.e. focusing on the best possible "end") perspectives were not sufficient in order to fully support project managers in their problem solving and decision making processes. I suggested shifting to Aristotelian ethics of character and practical philosophy, acknowledging the role of *phronêsis* i.e. practical wisdom, in order to fully equip competent project managers in their ability to cope with project problems, where the 'particular' always take precedence on the 'general'.

'Wicked Problems' are an excellent illustration of 'tough' project management problems involving practical wisdom. The notion of wicked problems embodies an 'umbrella construct' (Floyd et al., 2011, Rouleau, 2013); which accounts for a diverse set of phenomena, is broader in scope, and has a broad interpretative framework. These buzz words form part of the management fashion (Abrahamson, 1996) and are worthwhile discussing in order to fully grasp the managerial consequences attached to their understanding.

Defining "wicked problems"

If we take Rittel's definition as exposed in Churchman (1967, p. 141), the concept of "wicked problems" refers to a class of social system problems which are ill-formulated, where the information is confusing,

where there are many clients and decision makers with conflicting values, and where the ramifications in the whole system are thoroughly confusing".

These are "wicked" because they are resistant to solutions. They are "difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize".

Conklin (2006) defines their characteristics as follows:

1. The problem is not understood until after the formulation of a solution.
2. Wicked problems have no stopping rule.
3. Solutions to wicked problems are not right or wrong.
4. Every wicked problem is essentially novel and unique.
5. Every solution to a wicked problem is a 'one shot operation.'
6. Wicked problems have no given alternative solutions.

Projects and "wickedness"

Classically wicked problems occur in any socio-organizational system and "chaordic" environment (Hock, 1995) where the organizing context shows increasing volatility, uncertainty, complexity, and ambiguity (VUCA) affecting organizations and the socio-economic environment. These wicked problems can emerge at any time (Taleb, 2007) as, by nature, they are not foreseeable. You know they will happen but you can't predict which form they will take (a bit like influenza pandemic or natural hazards).

Every project has its part of “wickedness” as each project involves some uniqueness and novelty. However projects embedded in particular “VUCA” context and environment are good candidates – for instance projects linked to political & societal contexts and involving multiple stakeholders with divergent interests (Flyvbjerg, 2014) such as international development projects (e.g. Dams), or major infrastructures (e.g. Channel Tunnel, Olympic Games), or social reforms systems (e.g. Obamacare), or major acquisitions in Defence sector (see Joint Strike Fighter), or any organizational change including mergers or acquisitions of organizations.

Coping With Wicked Problems

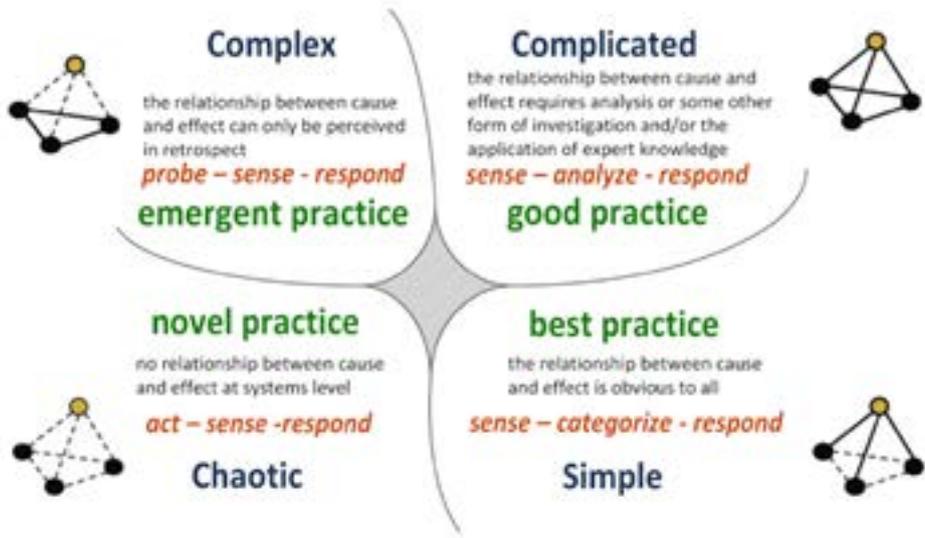
Thinking “project” may lead the various stakeholders – part the wicked problem ecosystem and usually with divergent pluralistic or coercive values (Jackson, 2010) – to find some commonalities and way forward through politics, vested interests and power games.

However this may require a huge amount of effort (see European countries and EU discussions around economic development plan(s) as a good example).

However project management decisions may be part of the wicked problems or ecosystem and to some extent awake the “sleeping dragon” or contribute to open pandora’s box... for good or bad.

Using traditional PM methodologies? Forget about them... they are not designed to tackle such problems, but to address problems when a certain level of consensus does exist amongst stakeholders, when the “problems” are identified, when information is available and when a certain level of stability in the socio-economic environment makes things somehow predictable. In short, in order to apply traditional PM approaches, we need a certain level of order and things (variables, factors, ...) should be known or knowable (French, 2013).

Authors emphasize moving from a functionalist paradigm to Creative Holism & Total Systems Intervention and Critical Systems Practice (Jackson, 2003). This author suggests a set of approaches be used in context and “with practical wisdom”, e.g. interpretive and soft systems thinking (which enable accommodating different viewpoints and alternative perspectives, learning & change - focus on: social systems, people purposes, interpretations of situations, people act & interact / interpretations), emancipatory systems thinking approaches (who benefits from / is affected by the system design – focus on: emancipate oppressed individuals & groups, reveal forms of power & domination, discrimination) or Postmodern Systems Thinking (No methodology can guarantee improvement, diversity encouraged & suppressed viewpoints to be surfaced – focus on: challenge any totalizing attempts to provide comprehensive explanations / organizations function.



The Cynefin Framework. Snowden, D.J. Boone, M. 2007. "A Leader's Framework for Decision Making". Harvard Business Review, November 2007, pp. 69–76.

Emphasize having fun. Learn much by bringing conflict to surface, space for disregarded opinions, encouraging variety and diversity).

Last (but not least...) thoughts

Therefore, in these “wicked problems” contexts, we need to move from the classical “sense-categorize-respond” or “sense-analyse-respond” problem solving and decision making processes to “probe-sense-respond” process supported by the above mentioned paradigms and methodologies such as problem-structuring methods, exploratory data analysis, expert judgment, metagames... or even to “act-sense-respond” process supported by exploratory practice and trial & error (Kurtz & Snowden, 2003, French, 2013). We need to turn to alternative approaches acknowledging project managers practical wisdom as a landmark.



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INVITATION

The QUT Alumni ACT Chapter and the International Centre for Complex Project Management invite you to:

The Uncertainty Myth - 'Why we don't live in an uncertain world'

As part of our professional education series, we invite you to join us in conversation; led by Steve Longford, QUT Graduate and Managing Director New Intelligence about exactly where uncertainty comes from and how the application of structured critical thinking techniques can go a long way to mitigating the effects of uncertainty in complex environments.

Management of complex projects requires effective decision making and timely problem solving yet often many people struggle to do both well. One of the reasons often cited for this deficiency is the uncertainty that is inherent in such projects. This is a myth that has been perpetuated often as an excuse for poor performance. While it is true that uncertainty impedes high performance by individuals, what is not true is that the uncertainty resides within the projects themselves.

This session will explore the effects of an inability to delineate between problem solving and decision making and how this contributes to a tendency to engage in excessive and expensive information collection or to succumb to the debilitating effects of bias and assumption. It will provide some insights into exactly where uncertainty comes from and how the application of structured critical thinking techniques used by the likes of intelligence analysts and behavioural economists can go a long way to mitigating the effects of uncertainty.

- Date: Tuesday 10th November 2015
Time: 5:30pm for 6:00pm start. Concludes by 8pm
Venue: QUT Executive Education Facility
Level 1, 2 King Street, Deakin ACT
Cost: QUT Alumni Members: \$20.00
ICCPM Members: Complimentary
Dress: Business attire
RSVP: Register on ICCPM's website By Tuesday 3 November 2015

**For more information contact Cathy Baljak, ICCPM Learning and Development Manager
admin@iccpm.com / iccpm.com / +61 2 61205110**

Book Review:

Designs, Methods and Practices for Research of Project Management

Published by Gower, 2015

*Edited By Beverley Pasain Utrecht University of Applied Sciences,
The Netherlands*

Review by Dr John Davies, ICCPM Associate Partner

John holds post graduate degrees in law, business, and systems engineering. He is a subject matter expert in relationship contracting and procurement law. John delivers post-graduate relationship contracting, acquisition strategy, procurement law, insurance law, and contract law for the University of New South Wales, Queensland University of Technology, Griffith University, and Monash University. He has conducted extensive research in alliance contracts and relationship contracting. John has authored better practice procurement guides for the Queensland government in relationship contracting. He has provided extensive support to the Australian Department of Defence in developing project specifications and statements of work for complex projects. In addition, John has provided clients with assistance in developing sustainment contract performance measures, negotiation training, and interagency agreements.



Designs, Methods and Practices for Research of Project Management is a valuable addition to the Project Management literature. Comprising 38 diverse chapters of research experiences, lessons learned, and best practice, this book offers a compendium of Project Management research guidance. Whilst the book is aimed primarily at student researchers of Project Management and their supervisors, it also offers substantial benefits to those who wish to gauge the value of Project Management research. With an almost exponential growth in the Project Management literature, the book provides a means to assess the research quality of the ever growing Project Management literature.

The book is organised into seven parts. Part one is dedicated to the Foundational issues of Project Management research. Young explores trends in Project Management research and summarises the various Project Management perspectives. The themes in this part recognise the complexity associated with Project Management research. In his chapter, Bredillet discusses the need for flexibility in research.

In recognition of the diversity of views in the PM literature, Klakegg recognises the need to ensure research efforts capture a range of multiple sources. Klien and Weiland present a case study and identify the need for researchers to be 'co-creative' and seek input from other personnel from different disciplines.

Part two of the book focusses on the research effort. Research methods are examined in the context of Project Management. Various perspectives are offered in the eight papers in this part.

Lloyd-Walker and Walker offer a practical guide to conducting a literature review. Tong and Thomson go further to explore critical literature reviews for Project Management research with a very accessible guide for conducting literature reviews and Project Management research more generally. Jonasson and Ingason remind us of the importance of ethics in Project Management research and offer a valuable ethics checklist for researchers and supervisors. This part therefore offers a valuable means for anyone engaged in Project Management to gauge the quality of the Project Management literature by exploring whether the authors adopted a suitable literature review tailored to the research at hand.

Parts three and four of the book provide guidance upon data collection, analysis techniques and mixed method strategies. Reich provides a synopsis of case study considerations for project management and sagely recognises that this synopsis is not a substitute for Yin's leading book on this topic. Recognising the complexity associated with Project Management research, Sankaran and Dick, and Nogeste explore action research methodologies.

Action research recognises non-linearity's in the process and the need for spiral processes to deal with the research dynamics. Wells and Smyth go further by exploring the 'messiness' associated with Project Management research and the need for researchers to be agile. The chapters on mixed method research offer some useful case studies in Project Management research albeit some of these chapters are at a very high level. Pasain's chapter in this part offers the most useful illustrations of mixed methods for Project Management research.

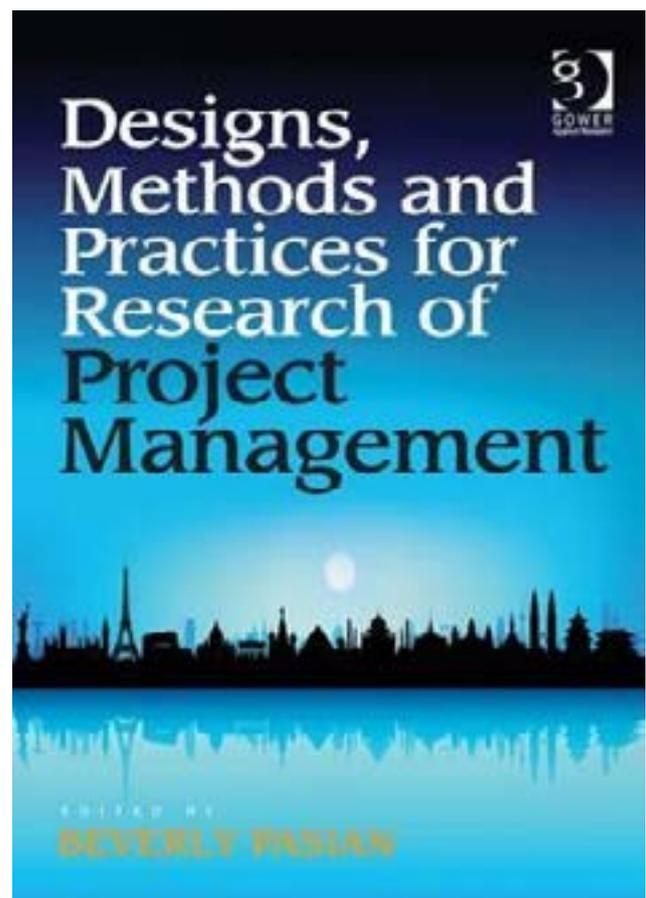
Part five of the book explores unique environments for Project Management research. Four diverse case studies are offered here from Middle East Gas and oil exploration through to post war economic recovery in Kosovo. The Editor of the book, Beverly Pasain, recognises in the introduction to this part of the book that there are a myriad of case studies available for inclusion. The four selected case studies represent a broad mix of Project Management scenarios. Each chapter includes a summary of the research methodology adopted and associated checklists for researchers and supervisors. Each case study was ostensibly successful. I would have liked to have seen a failed case study so that weakness in certain research methods or practices could be identified. Though Brookes et al., do identify perceived weaknesses of case-based research approaches, more content on Project Management case study 'lessons learned' would be a welcome addition to this part.

Part six of the book is dedicated to 'writing as a future researcher'. The majority of the content in this part focusses on social network analysis. These chapters are more aligned to part four of the book. Richardson, though, concludes this part with some valuable insights into electronic portfolios as tools for better managing the complexity in Project Management research. In particular, Richardson recognises the portfolio as a means to demonstrate transparency and enhance academic integrity in research.

The book concludes in part seven with an exploration of research supervision and publication. The first two chapters explore the dynamics between researcher and supervisor and offer guidance for both parties.

Silvius identifies the common flaws in Project Management research reports. Especially important is his caution against selective literature review and failing to critically analyse selected literature. Silvius, citing Webster and Watson, recognises that the number of peer reviewed Project Management journals are limited and cross domain research is often required. Dalcher concludes the book with a description on how to turn research into a tangible product such as a book.

Whilst readers of this book may be discouraged by the very different writing styles of the 62 contributors, the diversity of views is refreshing. This is not the kind of book that can easily be read from cover to cover, rather the various parts offer discrete packages relevant to Project Management Research that can be tackled piecemeal. Whilst Student researchers will certainly benefit from this book, all Project Management practitioners can profit from the book by understanding the various research methodologies available and use this understanding to gauge the quality of past, present and future Project Management papers, articles, and other research.



Book Review:

Culture and Project Management Managing Diversity in Multicultural Projects

Author Omar Zein

Published by Gower, 2015

Reviewed by Dr Geoff Smith, ICCPM

Geoff Smith has previously worked as a university lecturer examining a number of global cultural models and their application to organisational strategic direction, among other interests. He is very attentive to the strengths that a dynamic multicultural team can bring to a complex project.

Geoff's previous experience includes working in universities, the ADF (Army), and the Department of Defence/DMO as a Project Director. He strongly believes that ... Complexity can be managed if you possess the right skills and knowledge. PDs must therefore be eager to develop these qualities.



Omar Zein presents a coherent examination of culture and project management in a very interesting book that would be a useful addition to any professional library. Omar introduces definitions of culture and quickly moves through this labyrinth of complexity to then apply elements of culture to the project team.

His 'Six Steps of Project Management Cultural Tuning' can be employed to complement Checkland's Seven Stage Overview of Soft Systems Methodology (Mode One). This would be particularly useful in assisting with the determination of the cultural feasibility of conceptual models when compared to the real world. The ultimate goal being project real world changes to improve team and project performance from a cultural perspective.

I was particularly impressed by his insight into cultural orientations and the inclusion of Geert Hofstede's Confucian Dynamism (immediate consequences of short-term focus versus the longer-term).

However, the author did not elaborate to any great extent on the usefulness of this dimension on project management. This would have added some additional depth and relevance for strategic project management (that is, particularly useful for Australian entities engaging in business with Chinese corporations or government).

Omar's correlations between dimensions compliment the examination of polarities in complex project management. Readers will be impressed by notes on the relationships (negative and positive correlations) and the dynamics of these correlations on the economic and project environments.

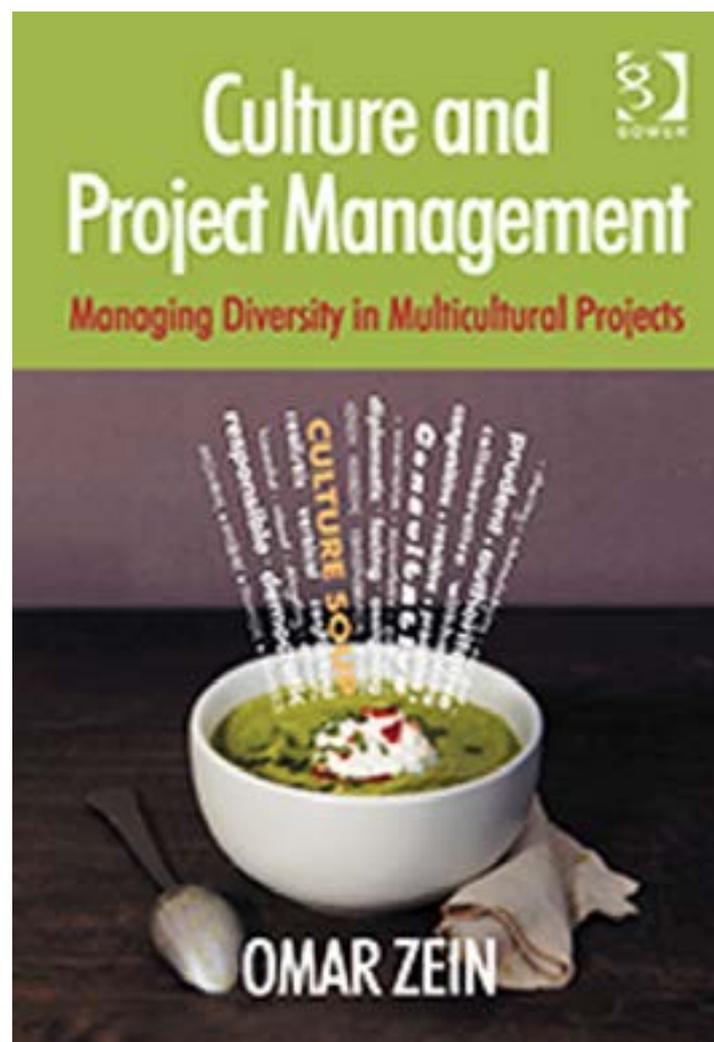
When examining the complexity of leadership, there is an absolute necessity to have a clear understanding of organisational and personal culture. This includes values, beliefs, norms, morals, ethics, and principles. Omar has addressed these cultural elements and provided a relationship with organisational structures (for example, functional, project, and strong matrix organisations).

Furthermore, his notes on sequential and synchronic manifestations as they apply to society, family, government, and the workplace are also very thought-provoking. This work could definitely add value to project management.

Omar has woven a thread of cultural awareness through the project management environment. His book presents an excellent introduction to some empirical studies, several cultural elements, correlations, project risk, communication, leadership, three organisational structures and their influence on culture/project management, and his 'Six Steps of Project Management Cultural Tuning'.

Overall, 'Culture and Project Management: Managing Diversity in Multicultural Projects' is easy reading, expressive, and presents tools that can be employed in most simple, complicated, complex, and chaotic projects. The author makes several statements in the 'Afterword' which should be read prior to reading the remainder of the book.

'Culture and Project Management: Managing Diversity in Multicultural Projects' will compliment other project management readings and act to confirm many of the elements a project manager should already be aware of.



AROUND THE NETWORK

Mark Wagstaff – Self professed leader of successful projects, rescuer of failing projects, and passionate innovator.

Mark is an internationally experienced leader, project manager, and engineer who has applied his expertise in Defence, Aerospace, Simulation, Training, C4ISR and Leadership Development.

Mark has a special interest in the implementation of complex projects and programs using holistic systems-based approaches, and is passionate about innovation. His ability to apply innovative solutions to successfully deliver challenging projects has twice been recognised by the Australian Defence Magazine Defence Materiel Organisation / Industry team of the year awards, including winning the 2015 Essington Lewis Trophy.

Leading technical teams in some of the most challenging environments in the world, including East Timor and Afghanistan, has provided Mark with a strong background in the development of leaders and high performance teams. He has furthered this ability through his involvement in adventurous training, and regularly applies lessons learned in these environments to the successful delivery of projects and programs.

Mark believes in life-long learning, and his studies have provided the opportunity to visit and provide advice to some of the world's most complex contemporary programs including RMMV's Boxer Program, Navantia's Landing Helicopter Dock and Air Warfare Destroyer Programs, Lockheed Martin's Joint Strike Fighter Program and Northrop Grumman's High Altitude Long Endurance Unmanned Aerial System Program.



Dr Bruce McLennan - Project Director Maritime Systems

Dr McLennan spent over 33 years in the Royal New Zealand Navy specialising as a Principal Warfare Officer (Underwater) and having command of HMNZS TAUPO (a fisheries resource Patrol Craft) and HMNZS WELLINGTON (a gun Leander Class frigate). His Staff Officer duties have included as the Deputy Director of Underwater Warfare (Navy Development Branch) involved with the FMS 15/2 Towed Array Sonar Project, as Staff Officer Operations in Maritime Headquarters, as the Deputy Director Defence Planning Systems on the Chief of Defence Force's Staff, and as the Operational Requirements Officer for the ANZAC Ship Project. He also undertook configuration options studies to align and upgrade the New Zealand and Australian ANZAC Class frigates.



In October 2005, Dr McLennan elected to leave the Royal New Zealand Navy and settle in Australia. He joined the Australian Public Service as the Chief of Staff, Major Surface Ships Branch within the Australian Defence Materiel Organisation (DMO) and was involved in 'Issues Management' and departmental coordination. In 2009 Dr McLennan attended full-time study through the DMO Institute to complete an Executive Masters degree in Complex Project Management. This led to being appointed in 2010 as the Program Director for DMO's Ship Repair and Maintenance Reform; a major transformation initiative to provide both Industry and Navy with greater predictability, certainty and stability in the repair and maintenance of the Navy's major fleet units. In this role he won the Australian Institute of Project Management's (AIPM) ACT Achievement Awards in Organisation/Change Management (2012), Developmental Projects (2014) and the 2014 ACT Project of the Year. He was also a finalist in the International Association for Contract and Commercial Management's (IACCM) Awards for Innovation in 2013, and won the Operational Improvement Award in 2014. Dr McLennan was appointed as Director Major Surface Ships (MSS) Strategic Supplier Management Cell in 2013, which progressed to the Director for Maritime Strategic Industry Engagement for the entire Maritime Systems Division in late 2014.

Dr McLennan has Post-Graduate Diplomas in Strategic Studies and Business Administration, Masters Degrees in Management (Defence Studies) and Maritime Studies, an Executive Masters in Business (Complex Project Management) and a Doctorate in Philosophy (thesis title = 'Contemporary Maritime Pressures and their implications for Naval Force Structure Planning'). Dr McLennan is married to Amanda, and has three adult children: Rachel (a medical doctor), Alex (a civil engineer), and James (a commerce/law university student).

We will be profiling members of the ICCPM network in this space; if you would like to appear or suggest someone for a profile in a future edition please get in touch.

AROUND THE NETWORK

Dr Geoff Smith - Director Research and Connectivity ICCPM

Geoff was born in Waratah NSW along with other individuals such as VC recipient Mark Donaldson and 2nd Lieutenant Eric Martin ('Dick') Solling, 2nd Battalion, AIF (one of the many who were lost at Gallipoli in April 1915). Like Dick Solling, Geoff was an infantry officer with the 2nd Battalion (Nulli Secundus – Second to None) ... very proud of the impressive history of that Regiment and the opportunity to carry its Colours. In its 100-year history, the 2nd Battalion received the following battle honours: First World War: Somme 1916–18, Pozières, Bullecourt, Ypres 1917, Menin Road, Polygon Wood, Broodseinde, Poelcappelle, Passchendaele, Lys, Hazebrouck, Amiens, Albert 1918 (Chuignes), Hindenburg Line, Epehy, France and Flanders 1916–18, ANZAC, Landing at ANZAC, Defence at ANZAC, Suvla, Sari Bair–Lone Pine, Egypt 1915–16, and Herbertshohe.

Second World War: But–Dagua, North Africa, Bardia 1941, Capture of Tobruk, Greece 1941, Mount Olympus, Tempe Gorge, South-West Pacific 1942–45, Kokoda Track, Eora Creek–Templeton's Crossing II, Oivi–Gorari, Buna–Gona, Sanananda Road, Liberation of Australian New Guinea, and Nambut Ridge.

It was inevitable that Geoff would build a career around Defence and progressed to become a project director in the Defence Materiel Organisation, a role he loved due to its complexity and challenges. However, Geoff left Defence in mid-August of this year to enhance his career and direct his own project management companies.

Geoff has always had a passion for learning and along with his Commission with the military he has also completed a



PhD in International Business Management & Financial Analysis; Master of Justice in Strategic Intelligence; Master of Laws in International Law; Executive Master of Business in Complex Project Management; three Graduate Certificates in Law, Intelligence, and University Education; an Advanced Diploma in Project Management; and three Certificate IVs in Government (Procurement), Accounting, and Teaching. He also spent some years working in mechanical engineering in Newcastle.

Geoff is a Certified Practising Project Director with the Australian Institute of Project Management; a Fellow Certified Practising Accountant with CPA Australia; and a Justice of the Peace in NSW. He has worked extensively overseas in the United Kingdom, United States of America, Spain, Belgium, France, Austria, Malaysia, Singapore, Hong Kong, and China.

Some of Geoff's memorable times are as the Aide-de-Camp to the Lord Mayor of Newcastle; leading the ANZAC Day parade in Newcastle; running the 100m in 10 seconds (in his prime); playing A-Grade tennis for Newcastle Tennis Academy; and seeing hundreds of his students graduate from university.

The crowning glory however is his family of which he is very proud ... Jenni (currently a project financial consultant with DFAT), Alysia (a university student studying law, politics and international relations), Abby (a university student studying medicine), and Sophie (currently at Merici College and preparing herself for marriage to Harry of 'One Direction' ... she dedicates all her time to tweeting, posting, blogging, and taking selfies ... perhaps a career in online marketing).

Geoff also considers that he is fortunate to now have the opportunity to work with the ICCPM team and start a new journey. He is looking forward to learning and assisting others. He is also very much an advocate for the 'Soldier On' Charity.



ICCPM BOARD PROFILE

Mary McKinlay is managing director of her own project management company founded after having previously worked in the Aerospace and Defence business for Marconi and BAE Systems for over 30 years. Following a degree in systems engineering, she started her career on the Tornado aircraft and has subsequently worked on many large programmes. Work as a “trouble shooter” generated an interest in problem projects and their causes. Project health checks form an element of her present business.



Amongst her current activities she teaches project management at SKEMA in Lille and delivers a Masters course for PM Practitioners at the National Project Management Centre based at the University of Hertfordshire. Resulting partly from her experience in aerospace and defence her special field of interest is complexity in projects and she is now a board member of the International Centre for Complex Project Management and has also worked with Queensland University of Technology on the EMBA programme in complexity.

Voluntary work has been part of Mary’s life since her schooldays and for over 10 years she has been involved with The UK Association for Project Management (APM) in the organisation and chairing of their Conference. She is currently Vice President of IPMA responsible for Research and the Awards Programme. She will be a keynote speaker at the upcoming IPMA World Congress in Panama.

MEMBERSHIP

Welcome to our new members:

Fran Holbert
Stret Pty Ltd, Australia

Tanya Bainbridge
Airservices Australia, Australia

Gary Moran
EBA Solutions Pty Ltd, Australia

Tim Sinclair
Water Corporation, Australia

Daniel Calderbank
Btech Consultants, Australia

Laurie Bowman
Synchrony, Australia

Claire Knight
Cobham, Australia

David Almeida
Department of Defence, Australia

Trina Parry-Plater
EBA Solutions Pty Ltd, Australia

Hayden Kozlow
Department of Defence, Australia

Kumaran Murugan
Department of Defence, Australia

Bruce McLennan
CASG, Australia

Howard Duhon
Gate, USA

Benefits of Membership

- Monthly Member Bulletin
- Early notification of ICCPM events
- Discounts on ICCPM courses and events
- Access to research, communications and information reserved for ICCPM members
- Opportunity to contribute to the ICCPM eBook series
- Access to free books (in exchange for a book review)
- Opportunity to contribute to ICCPM sponsored research
- Member events
- Forum space on iccpm.com to interact with other members
- Access to the Digital Gateway specialist business and management books and resources
- Gower 25% discount on specialist business and management books and resources

How to join ICCPM

Visit iccpm.com/register and follow the links to register as either an Individual Member (open to everyone) or a Partner Employee (open to employees of our partners).

If you are a Partner Employee and need your Corporate Code please contact us.

FOOD FOR THOUGHT

10 Common Decision-Making Mistakes Avoiding the pitfalls
Keith Jackson and the Mind Tools Team

**Project Issue Management:
 Identifying and Resolving Issues**
Liz Cook

Imperfectly Human
Linda Fisher Thorton

**Leadership Lessons from
 the Royal Navy**
Andrew St. George

**How too many rules at
 work keep you from
 getting things done**
TED Talks



**Leadership Development
 S-T-R-E-T-C-H-E-S to prepare
 for the Future**
Linda Fisher Thorton

**Ten Steps to Improve Your
 Communication Skills**
AIM

**Learning Styles
 Understanding Learning Preferences**
Elizabeth Eyre and the Mind Tools Team

LITTLE BOOK OF PROJECT MANAGEMENT TIPS

Alan Rossney is a Project Management professional and Chartered Manufacturing Engineer with 17 years' experience in the Automotive, Pharma & electronics industries. He has led multimillion dollar development projects across multi functional globally dispersed engineering teams for blue chip clients. Alan has worked as a Project Manager, New Product Introduction Manager, Project & Manufacturing Engineer in both product development and manufacturing environments.



Alan has written a booklet titled '**Little Book of Project Management Tips**' a collation of prompt cards that may assist project managers with the soft skills that are not readily taught at university or in-house PM workshops. These are the soft skills of communication, negotiation, conflict resolution and leadership. His booklet is intended as something you can download to your laptop, tablet or phone and flick through before that crucial meeting or workshop that could well define the outcome of your project. You can download Alan's booklet **here**. Alan would like to thank PMI, James Sweetman & TSS for allowing their training material to be referenced in collating this booklet.

CALENDAR

28 - 30 September

*IPMA World Congress
Panama City, Panama*

6 October

*IACCM Americas Forum
Nevada, United States*

11 - 14 October

*AIPM National Conference
Hobart, Tasmania*

27 - 29 October

*ICCPM 6th Annual Conference
Canberra, Australia*

10 November

*The Uncertainty Myth
QUT Alumni ACT Chapter and ICCPM
Canberra, Australia*

10 - 12 November

*Systems Thinking and
Complex Project Management Course
Brisbane, Australia*



THALES



BAE SYSTEMS



ICCPM also recognises the support of the following organisations:

AIPM	Hudson
APM	IACCM
APM Group	IPMA
ARPI	MinterEllison
CSIRO	The PM Channel
DAU	SEGroup
Gower Publishing	SKEMA
University of Hull	

In the December edition...

- CPM Opinion column on Diversity
- ICCPM 6th Annual Conference review
- Book reviews
- Member profile

and much more!



Keep connected to ICCPM through iccpm.com, find us on Twitter (@ICCPM) and participate in the LinkedIn discussion group.
