

PM-05 Conference

Crete, Greece 2010

PM-05 : Advancing Project Management for the 21st Century
“Concepts, Tools & Techniques for Managing Successful Projects”
Crete, Greece, 29-31 May 2010

Framework for Managing X Complexity of Interconnections in Projects

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The speaker

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Working for a major Construction Company in UK.

Completed a part time PhD in Project Management and Complexity at Loughborough University, with over 25 years experience in Construction Project and Programme Management, having worked at various management levels, for Clients, Contractors, and Consultants.

Why this subject

The selection of this subject has not been accidental.

Complexity is a subject for which we - practitioners and academia - require to innovate and deliver much more if we are to develop further Project Management as a profession.

The background - 1

Construction projects are considered a temporary endeavour in a dynamic environment. Therefore project management can be defined as:

The management of transient, dynamic and complex adaptive systems/agents, so as to deliver the expected change within certain parameters that are established by seemingly ordered and stable environments.

The background - 2

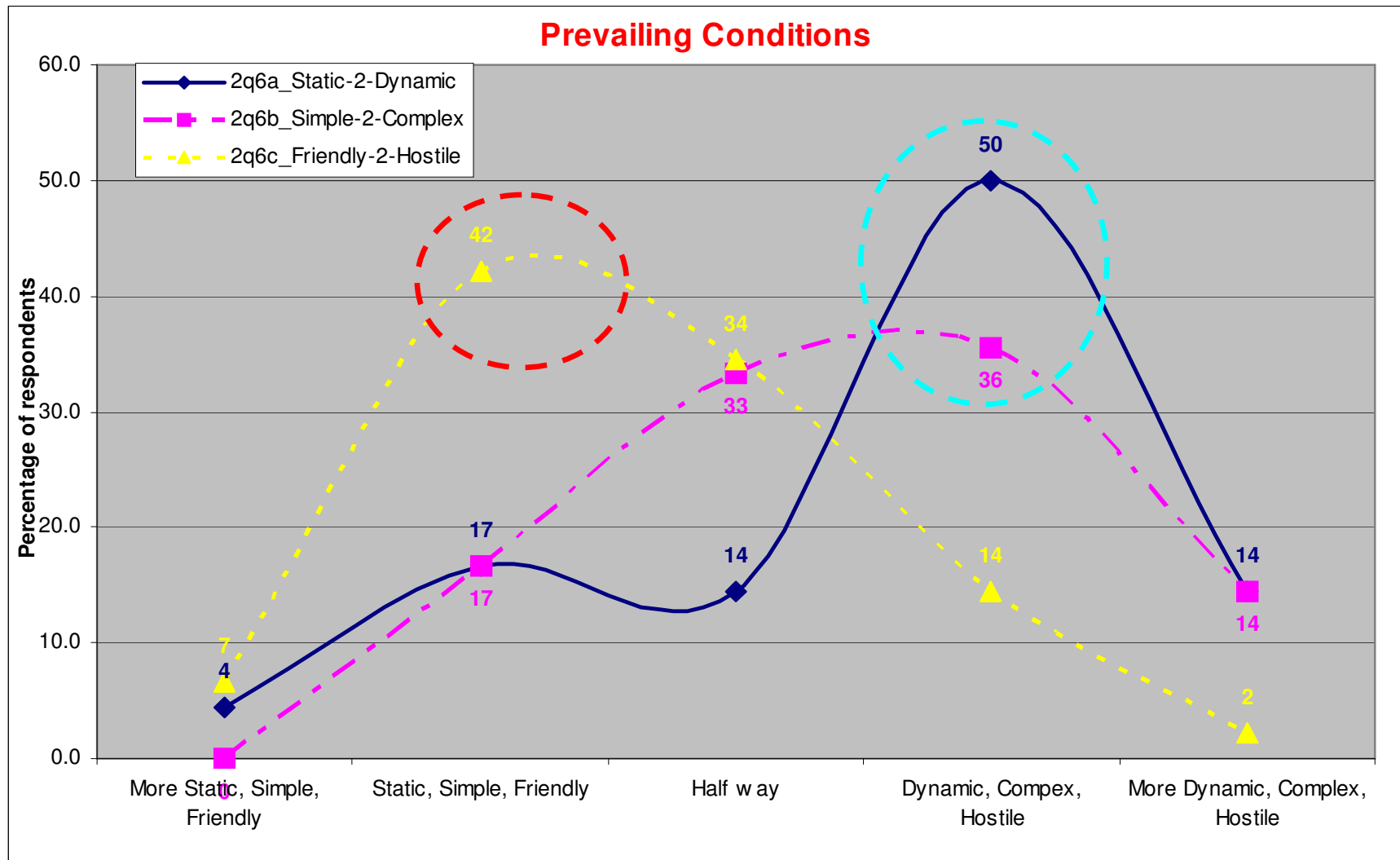
Knowns	Unknowns
<ul style="list-style-type: none">•Lack of implementation of processes•Non-linearity of project management•Interfaces / interconnections•Formation of Boundaries•Importance of Soft issues	<ul style="list-style-type: none">• Definition of Complexity• Effects of Complexity• Tools to manage Complexity• Complexity of interconnections• Characteristics mirrored in project management

Methodology and Responses

A multi-methodology was employed in a stratified sample to investigate complexity and the selection of team members, structuring the teams and the management style adopted.

Six major organisations participated and from 180 randomly selected PM practitioners received 91 valid responses to the survey.

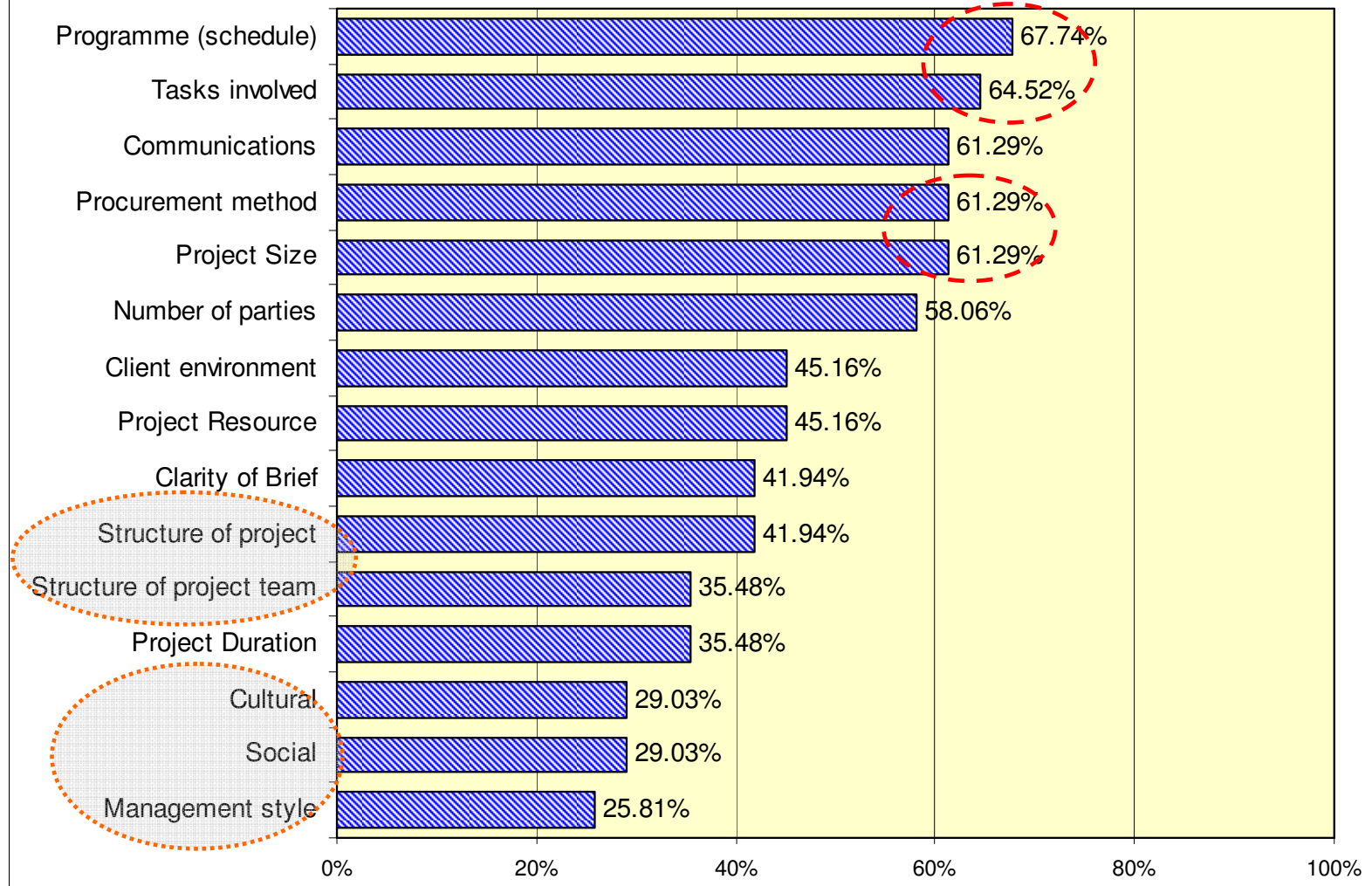
Also conducted 31 interviews with PM practitioners from Director to Site Manager level and carried out five case studies.



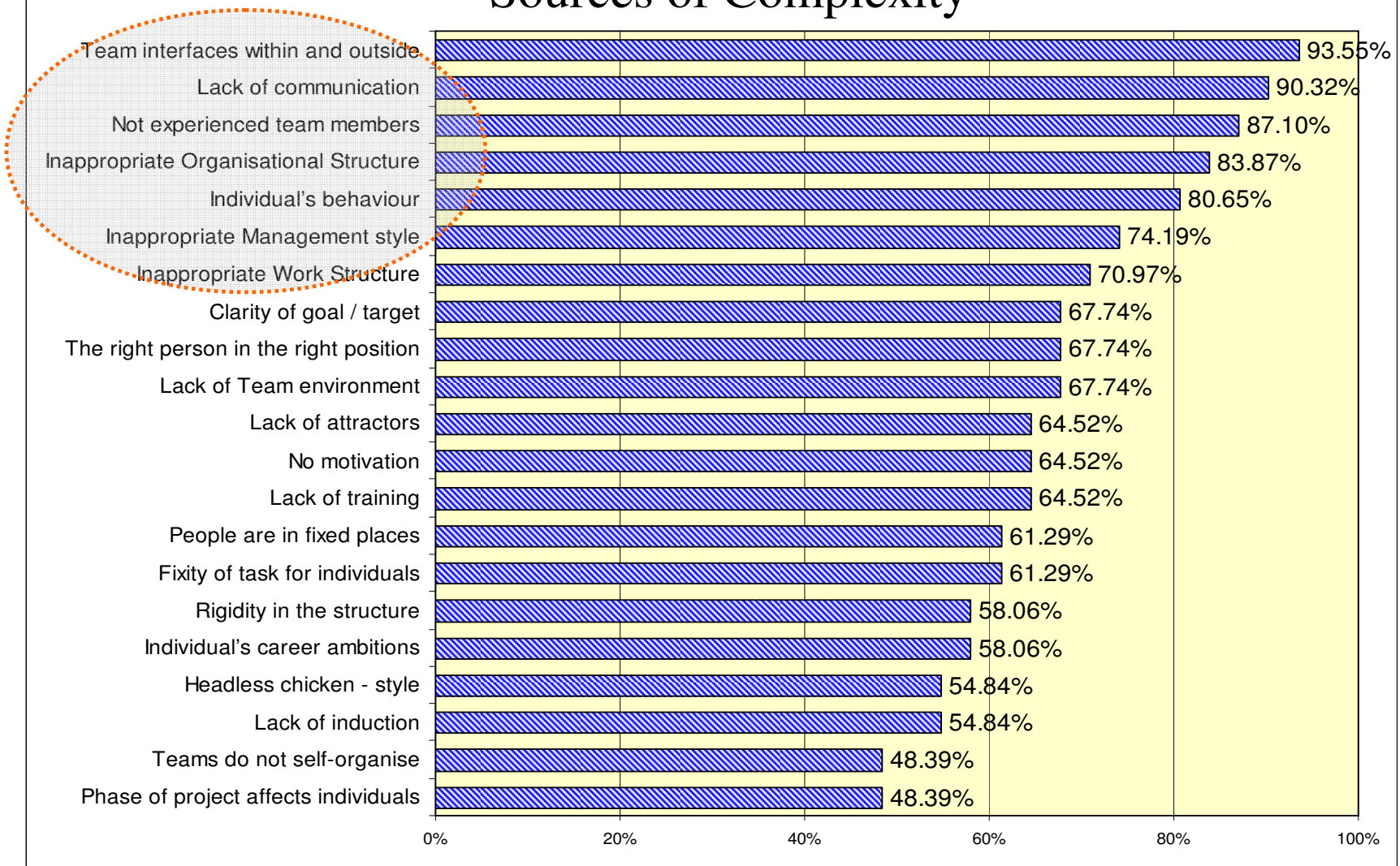
Response regarding levels of knowledge, implementation of personal profiling techniques and selecting team members techniques used

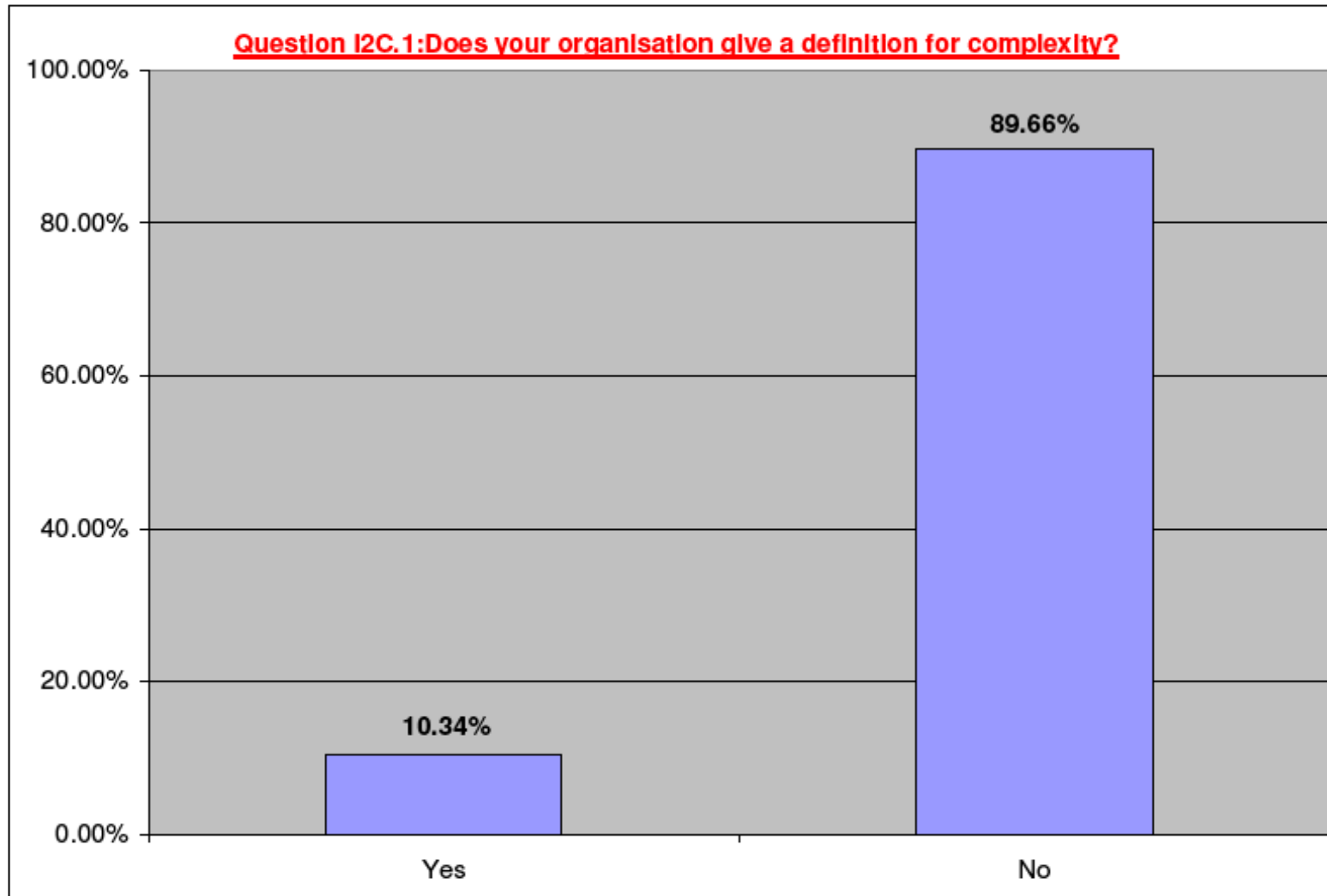
Question	Reply
2q1: Does your organisation offer you guidance in selecting project team members?	Yes
2q2: Are you aware of any known techniques/methods of personal profiling?	Yes
2q4: Please indicate for which project team members personal profiling has been carried out, within your company.	None
2q5: In your company, is personal profiling considered, as part of the selection process, when appointing Project Managers to a project?	No
2q10: Do the site supervisors use any selection process techniques?	No
2q11: Indicate which of the following techniques/methods your supervisors use/consider for selecting team members	None

Criteria used to identify complexity



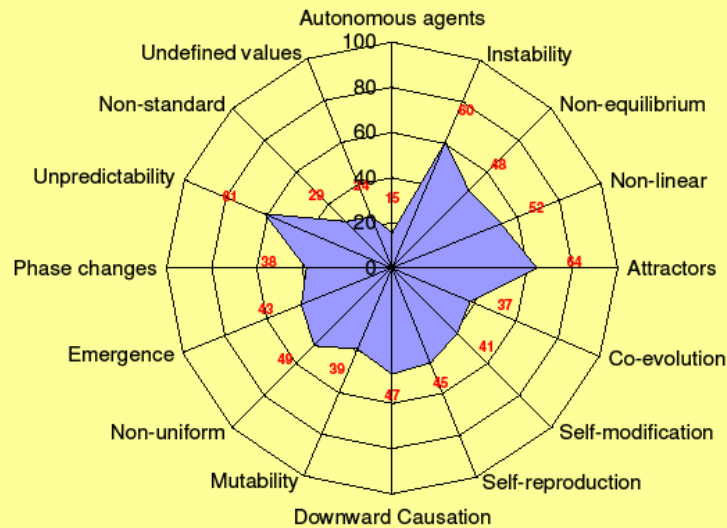
Sources of Complexity



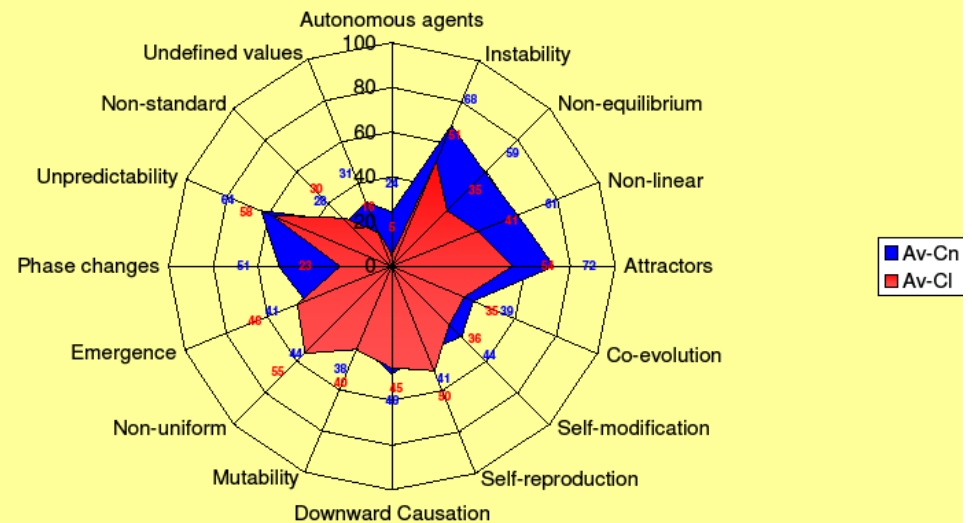


~~X~~ Complexity and Selecting team members

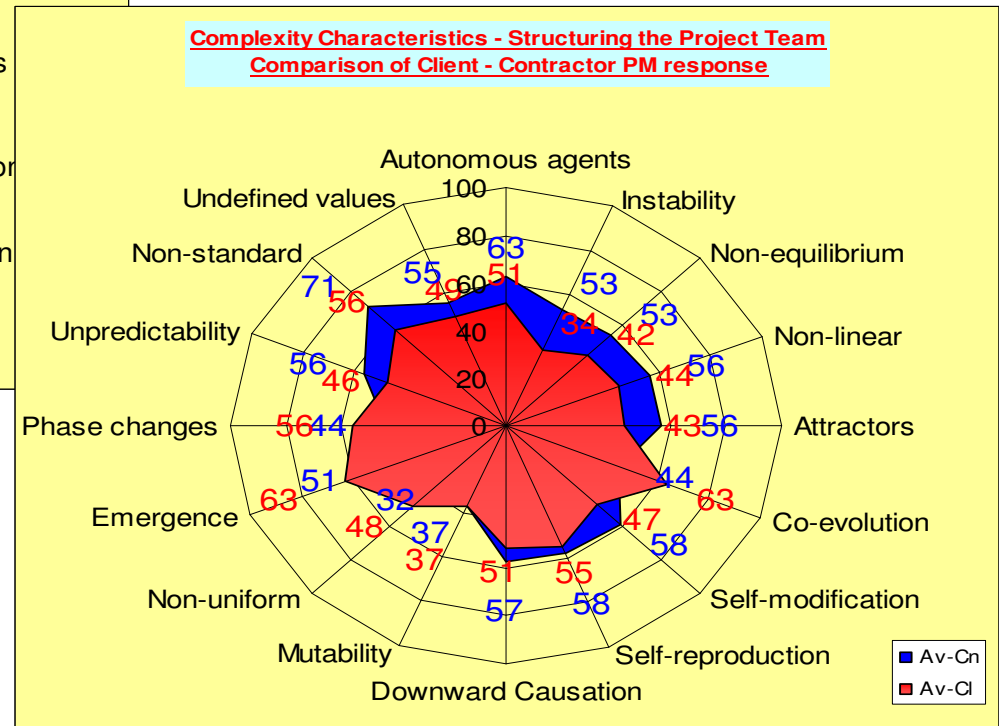
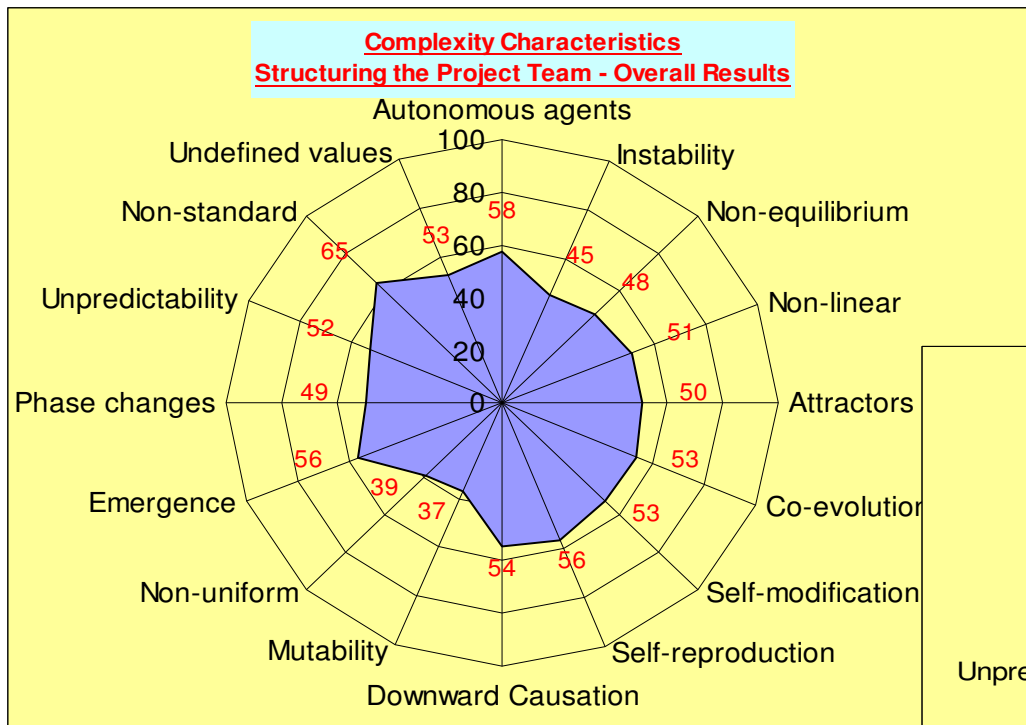
Conditional, Developmental & Behavioural Complexity Characteristics
Selecting Team members - Overall Results



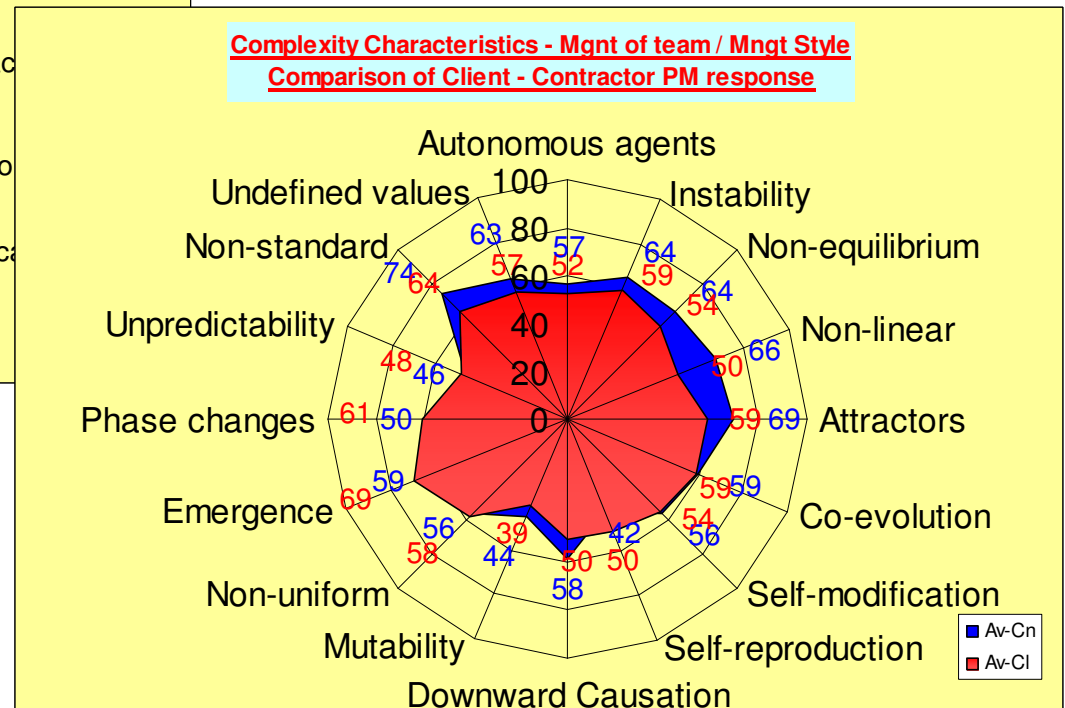
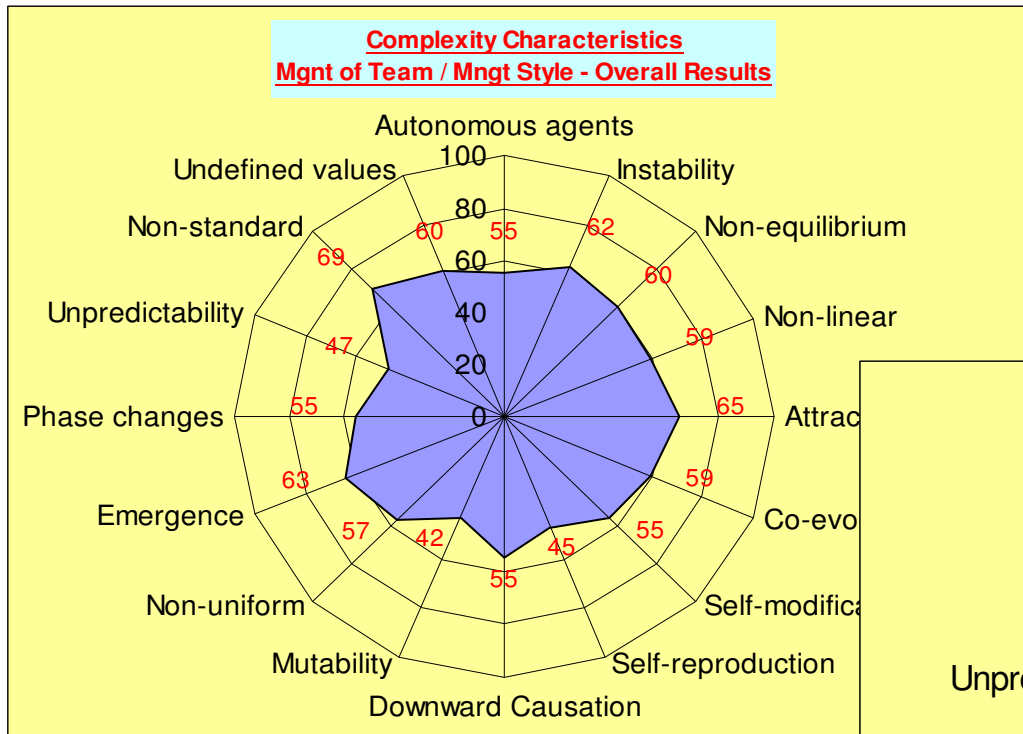
Conditional, Developmental & Behavioural Complexity Characteristics
Selecting Team members



~~X~~ Complexity and Structuring the team



~~X~~ Complexity and Management Style adopted



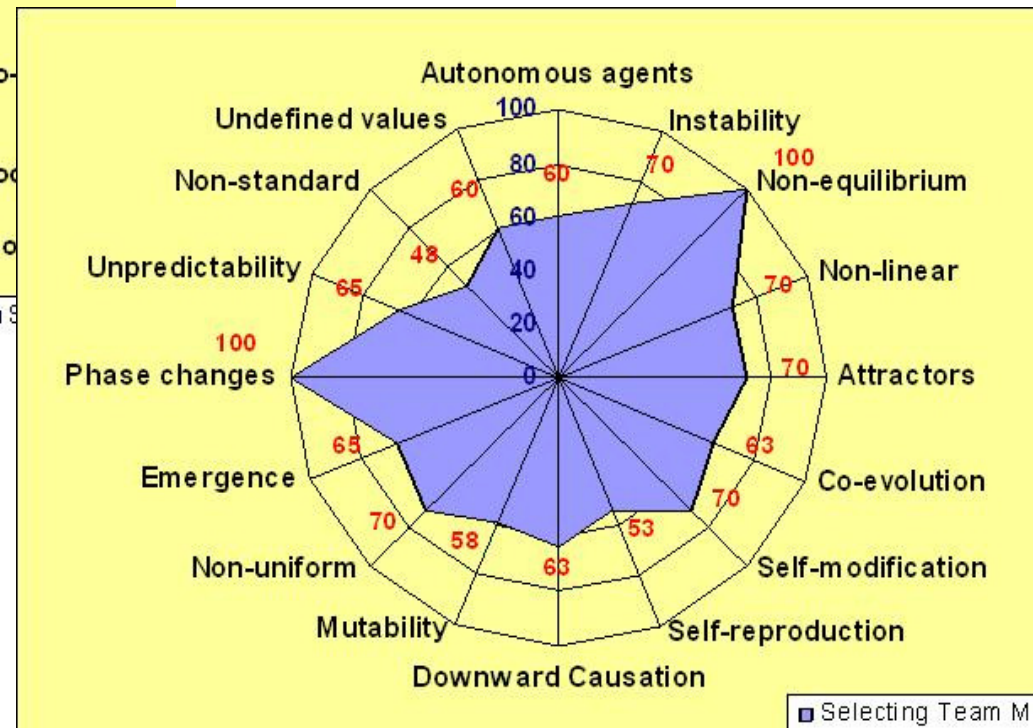
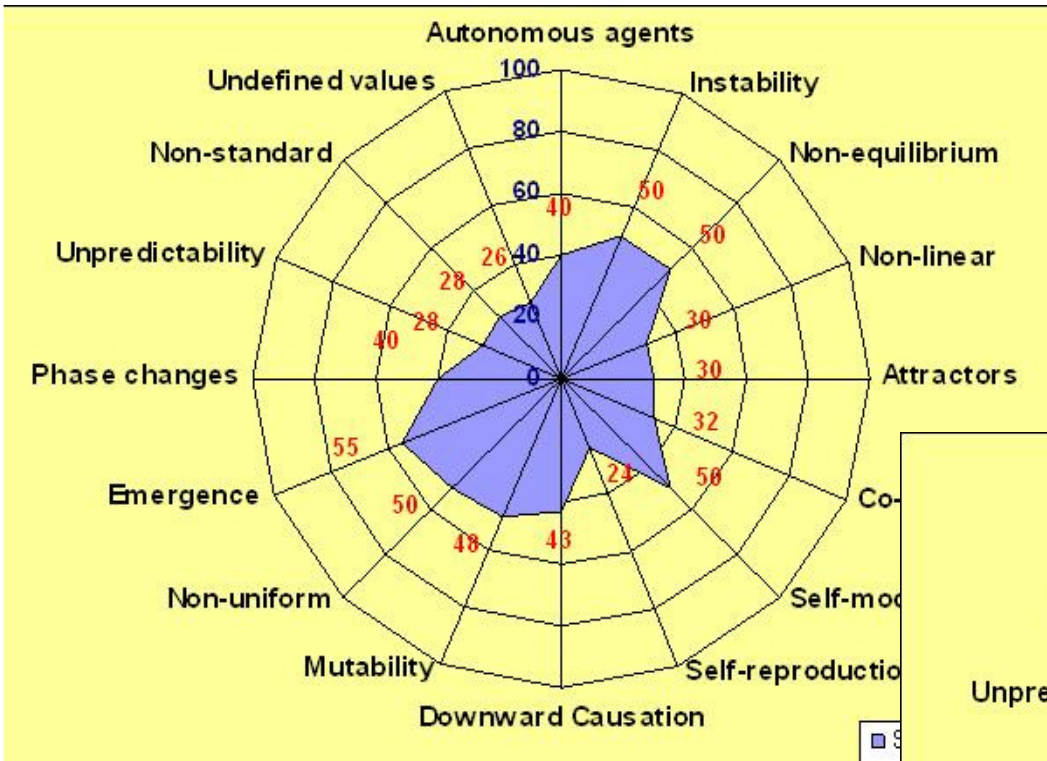
Outcome

Clarity on the definition and the types of ~~c~~omplexity PMs are up against.

A framework was developed, to manage ~~c~~omplexity of interconnections, which is used to:

- Provide a set of required actions,
- Plan the implementation of actions,
- Provide a feedback mechanism by reporting the status of ~~c~~omplexity by the actions taken,
- Set continuous improvement targets,
- It is flexible, simple and cascadable,

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Conclusions

Determination and management of ~~c~~omplexity remains within various mechanistic tools.

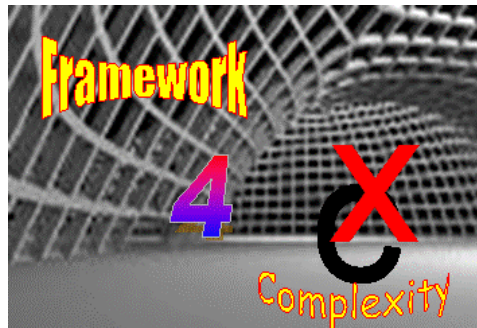
Very few actions are taken to manage the effects of ~~c~~omplexity of interconnections

A complex environment requires implementation of a framework for the management of the effects of ~~c~~omplexity

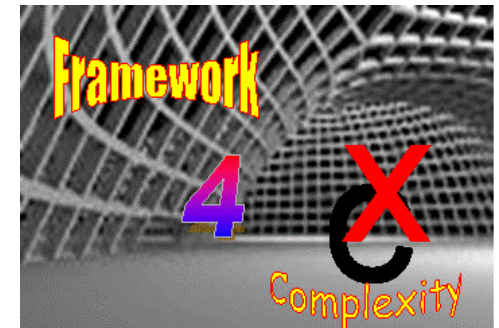
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Thank you



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