COMPLEXITY IN PROJECT AND PROGRAMME MANAGEMENT

Course Descriptions

The Cynefin framework has now been used around the world in contexts as diverse as the boardrooms of international fashion houses, software development teams and SWAT teams on the city streets. Decision-makers have applied it across all levels of organisation and in almost every industry.

Dave Snowden, the founder of Cognitive Edge and creator of the Cynefin framework will be using this one day Master Class to show how in the discipline of Project and Programme Management, complexity can be reduced, managed and effectively controlled.

The original use in Knowledge Management (Complex Acts of Knowing) was recently assessed as the third mist cited article in the field and the HBR cover article on its application ot Leadership has won multiple awards. It was assessed as the first practical application of complexity science to business issues. It was more recently used in the Prince II Agile publication with direct application to project management. A new multi-client programme is about to commence to develop methods and tools for a new release of Prince II looking at the wider body of knowledge and practice.

Complexity is a major paradigm shift from systems thinking which has dominated the last few decades and works from a basis in natural science, and an ecological not an engineering metaphor of the organisation and its market.

Learning Outcomes

• To understand the basics of the Cynefin framework and its application to Project and Programme Management.
• To know how to apply several methodologies for navigating complexity.
• To understand the intricate links between complexity and project management.
• To understand new methods of mapping attitudes (lead indicators) as opposed to compliance (a lag indicator) and the role of anticipatory alerts in programme management.
• An appreciation of 'fractal' or real time multi-layered representation of organisational and programme culture and its impact on performance.

Who Should Attend?

• Project managers
• Academics interested in the subject
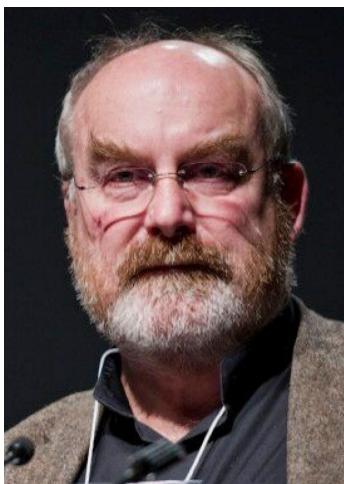• Managers with relevant responsibilities

Course Rates

Rate: 800 CHF

Duration

1 day

Delivered By

Dave Snowden

Founder and chief scientific officer of Cognitive Edge. His work is international in nature and covers government and industry looking at complex issues relating to strategy, organisational decision making and decision making. He has pioneered a science based approach to organisations drawing on anthropology, neuroscience and complex adaptive systems theory. He is a popular and passionate keynote speaker on a range of subjects, and is well known for his pragmatic cynicism and iconoclastic style.

He holds visiting Chairs at the Universities of Pretoria and Hong Kong Polytechnic University as well as a visiting fellowship at the University of Warwick. He is a senior fellow at the Institute of Defence and Strategic Studies at Nanyang University and the Civil Service College in Singapore. His paper with Boone on Leadership was the cover article for the Harvard Business Review in November 2007 and also won the Academy of Management award for the best practitioner paper in the same year.

He has previously won a special award from the Academy for originality in his work on knowledge management. He is a editorial board member of several academic and practitioner journals in the field of knowledge management and is an Editor in Chief of E:CO. In 2006 he was Director of the EPSRC (UK) research programme on emergence and in 2007 was appointed to an NSF (US) review panel on complexity science research.

He previously worked for IBM where he was a Director of the Institution for Knowledge Management and founded the Cynefin Centre for Organisational Complexity; during that period he was selected by IBM as one of six "on-demand" thinkers for a world wide advertising campaign. Prior to that he worked in a range of strategic and management roles in the service sector.