







Topic	Information
Facilitator	Mark Kozak-Holland PhD, PMP, IPMA D, Cert. APM
Series	<div style="display: flex; align-items: center;">  <div style="width: 75%; padding-left: 20px;"> <p><i>This series uses relevant case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then harvests the lessons learned on these past projects and applies them to today's projects.</i></p> </div> </div>
Workshop Title	<b>Managing Complexity in Projects – contemporary best practices in project management and examples from historical case studies</b>
Summary Description of Workshop	<p>The world is becoming more complicated where nothing is simple any longer. Projects are also becoming more complex but what does complexity in projects mean? What are the sources of project complexity, the levels and also the implications of project complexity? What complexity factors are critical in projects? Project complexity increases through the interdependencies of organizational elements or tracking of huge numbers of different interconnected tasks and activities. Can regular project management tools and techniques be used for complex projects? This workshop will answer all these questions.</p> <p><i>A complex system as one that is made up of a large number of parts that interact in a non-simple way. In such systems, the whole is more than the sum of its parts. A complex project is an intricate arrangement of the varied interrelated parts in which elements can change &amp; evolve constantly with an effect on project objectives.</i></p> <p>Project complexity relates to uncertainties, ambiguities, &amp; unexpected changes. So there are associated risks which makes complicated/complex projects more prone to failure. To deal with project complexity it is essential to understand the degree complexity and the categories of complexity, so that strategies can be defined.</p> <p>Through the case studies you will see the importance of complexity and how it varies in projects. From simple projects with repeating patterns, consistent events, knowns, and clear cause and effect relationship to edge-of-chaos projects with high turbulence, ambiguity and uncertainty, interdependency, and non-linearity.</p> <p>This interactive full-day workshop examines through project case studies the project complexity spectrum from simple to complex, and a range of different scenarios which cover both best and worst case projects (chaotic or a crisis situations with high turbulence, ambiguity and uncertainty, interdependency, and non-linearity). The workshop follows the project event-and-decision timeline to better understand how complexity and uncertainties were managed using different response strategies based on the categories of complexity. These case studies highlight the importance of complexity identification and analysis so that proactive actions can be taken. For example, the need to actively and aggressively plan, attack and eliminate project uncertainties and risks that can kill the project.</p> <div style="display: flex; justify-content: space-around; align-items: center;">     </div> <p>The workshop provides an opportunity to learn about project complexity which is</p>

	<p>essential to contemporary project management practice. New insights emerge when dissecting historical case studies through a project management lens, and this is brought to life in this workshop. Through exercises and video samples the workshop attendees, working in groups, will be given a chance to use their skills to analyze core problems within the projects, play out what if scenario, and discuss the significance of project complexity. The analysis allows attendees to draw out patterns, techniques, and make comparatives to today's projects.</p>
<p><b>Learning Objectives Purpose/Benefits</b></p>	<p>The workshop draws out the case study lessons for a project audience, and explains in straight forward terms how to apply these lessons to a project. It shows how:</p> <ul style="list-style-type: none"> <li>• you can recognize complexity in your projects, by type, and identify complexity factors.</li> <li>• you can plan for ambiguity, unpredictable situations, the relationship to risk management and emergent events that occur over time.</li> <li>• you can determine strategies to address complexity and plan for ambiguity.</li> <li>• you can apply de-complexification techniques, best practices, and approaches in your projects and in different project situations.</li> </ul> <p>Entertaining and full of intriguing historical details, the workshop helps business and project practitioners to understand how to approach complexity in projects.</p>
<p><b>Presenter Biography</b></p>	<p>The workshop is from the “Lessons from History” series. As the author behind the series, Mark Kozak-Holland brings years of experience as a consultant who helps Fortune-500 companies formulate projects that leverage emerging technologies. Since 1983 he has been straddling the business and IT worlds making these projects happen. He is a PMP, certified business consultant, the author of several books, and a noted speaker. Mark has always been interested in tracing the evolution of technology and the 3 industrial revolutions of the last 300 years. Whilst recovering a failed Financial Services project he first used the Titanic analogy to explain to project executives why the project had failed. The project recovery was going to take 2 years and \$8m cost versus the original \$2m cost and 1 year duration.</p>  <p>As a historian, Kozak-Holland seeks out the wisdom of the past to help others avoid repeating mistakes and to capture time-proven techniques. His lectures on the Titanic project have been very popular at gatherings of project managers and CIOs.</p>
<p><b>Presenter's Authorship</b></p>	<p>The books from the <a href="http://www.lessons-from-history.com">www.lessons-from-history.com</a> series have been written for organizations applying today's business and technology techniques to common business problems. <i>Lessons from the past assist projects of today in shaping the world of tomorrow.</i> The series uses relevant historical case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then draws comparisons to challenges encountered in today's projects. Mark has contributed to far reaching series of articles on Gantthead.com, DM Review, and PM Forum today. He has written several academic papers on historical project management. He defended his dissertation titled “The Relevance of Historical Project Lessons to Contemporary Business Practice” in November 2013 to complete his PhD. Mark's book (<a href="http://www.mmpubs.com">http://www.mmpubs.com</a>) is titled “History of Project Management.” Mark can be contacted via his site <a href="http://www.lessons-from-history.com">www.lessons-from-history.com</a> or <a href="mailto:mark.kozak-holl@sympatico.ca">mark.kozak-holl@sympatico.ca</a></p>
<p><b>Presenter's</b></p>	<p>PhD from the Salford University Business School, UK (2014)</p>

<b>Educational Background</b>	B.Sc. with Joint Honours degree in Computer Science and Statistics 1980-1983 (University of Salford, UK).
<b>Presenter's Company Name</b>	Lessons-from-History