

# Effective Complex Project Management

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**An Adaptive Agile Framework  
for Delivering Business Value**

**Slide Deck**

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## Workshop Agenda

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- **Effective PM Framework**
- **Business Challenges**
- **The Complex Project Landscape**
- **Adaptive Complex Project Framework (ACPF)**
- **The Ideation Phase: What are we going to do?**
- **The Set Up Phase: How will we do it?**
- **The Execution Phase: Let's do it!**
- **Meaningful Client Involvement**
- **Implementing the ACPF**
- **Frequently Asked Questions**



## Dynamic Environment of the ACPF

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- Project characteristics
- Internal/external environment
- Skill profile of project team
- Skill profile of client team
- Business process life cycle
- Project management life cycle
- Hardware/Software environment

## Definition of a Project Management Life Cycle

A PMLC is a sequence of processes that answer the six questions and include these phases:

- Scoping
- Planning
- Launching
- Monitoring & Controlling
- Closing

**NOTE: Every valid project management life cycle must include each of these processes one or more times.**

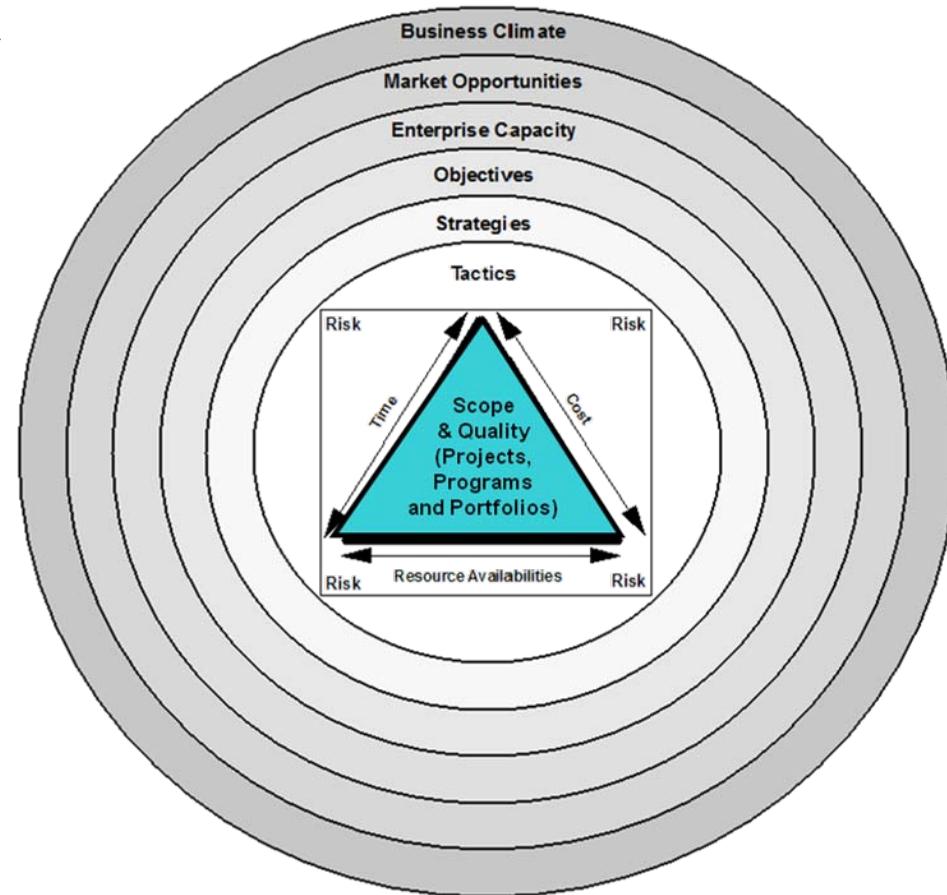
## Business Challenges: Learning Objectives

- Understand the complex business environment
- Discuss the Objectives/Strategies/Tactics (OST) Model
- Have a working knowledge of the project landscape
- Understand the power of the complex project team
- Understand the disciplines that define a Complex Project Manager (CPM)
- Know the difference between the “Iron Triangle” and how the ACPF Scope Triangle promotes more effective complex project management



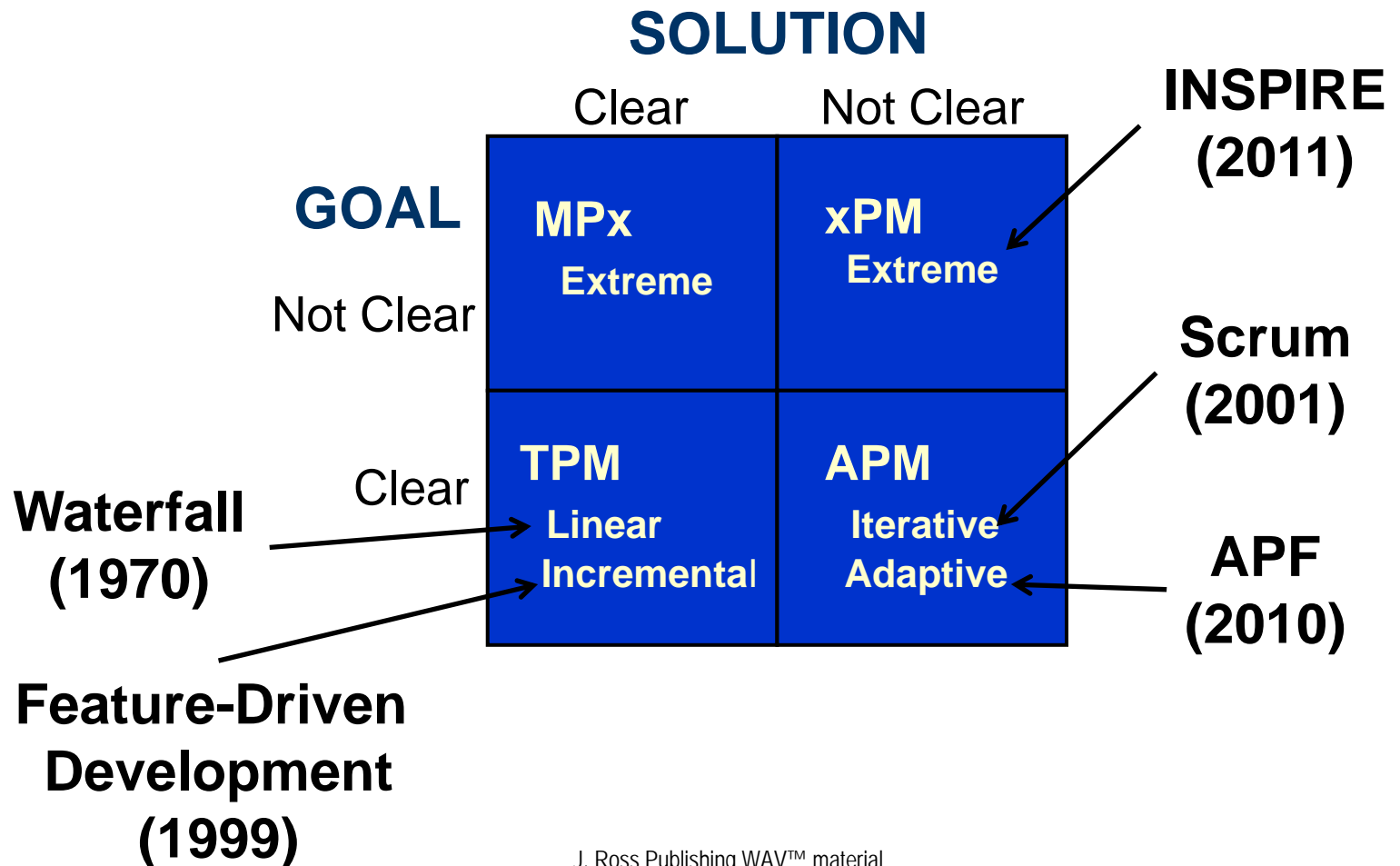
## Objectives, Strategies and Tactics (OST) Model

The OST Model is the key component of the ACPF. The OST model is the enabling structure for the strategic plan. Projects, programs and portfolios are rooted in the plan with business value as the success criteria.



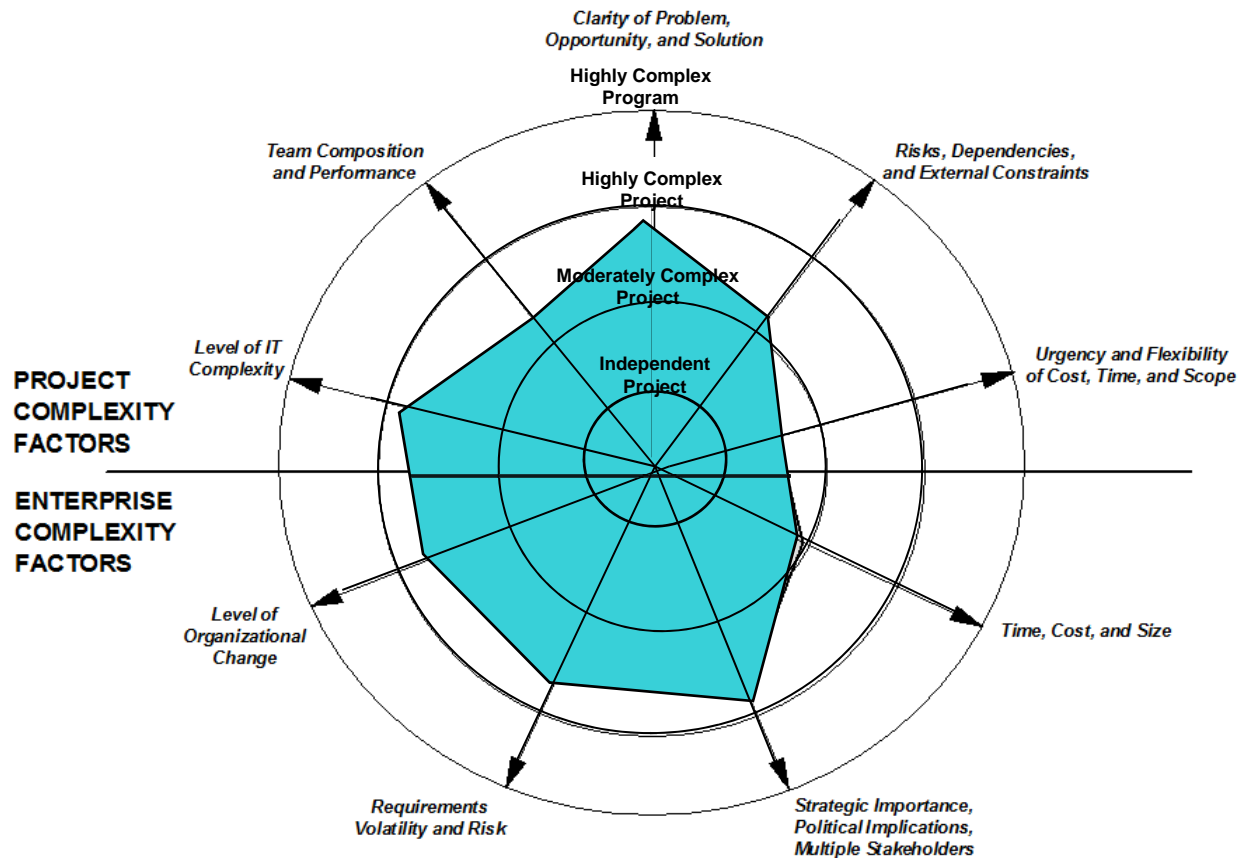
# The Complex Project Landscape

## Specific Examples of the 5 PMLC Model Types



# The Complex Project Landscape

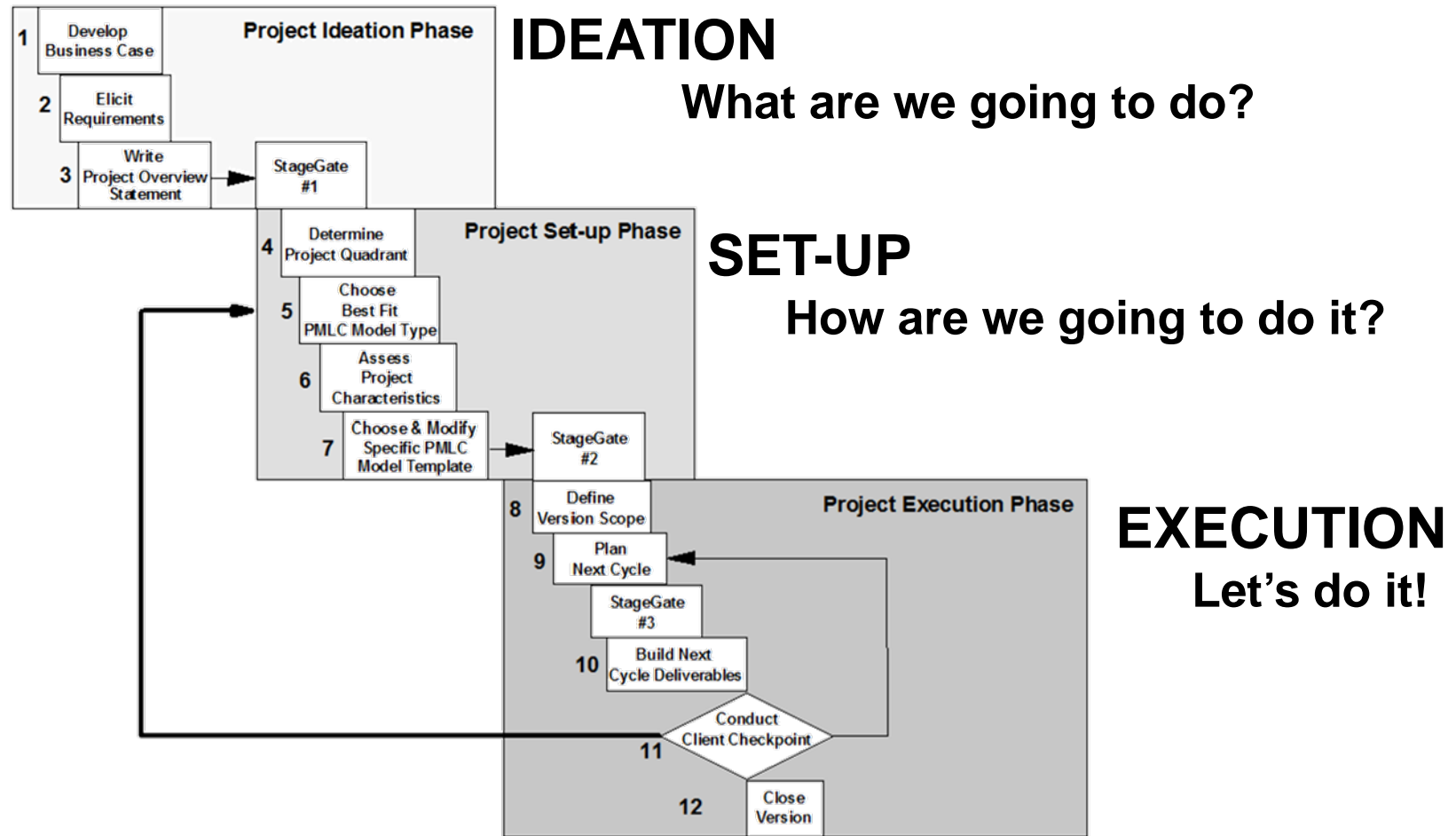
## What is a Complex Project?





# The Adaptive Complex Project Framework

## The Start: The EII Robust Framework





# The Adaptive Complex Project Framework

## ACPF is unique but aligned to common practices

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- ACPF is aligned with the 7 Principles of Continuous Innovation
- ACPF is aligned with the 7 Lean Principles
- ACPF is aligned with the 12 Principles of the Agile Manifesto
- ACPF is PMBOK 5th Edition compliant
- ACPF is BABOK Version 2 compliant

# The Adaptive Complex Project Framework

## Three Phases of ACPF

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### **IDEATION:**      **What are we going to do?**

- STEP 1:      Develop Business Case
- STEP 2:      Elicit Requirements
- STEP 3:      Write Project Overview Statement

### **SET-UP:**      **How are we going to do it?**

- STEP 4:      Classify Project
- STEP 5:      Choose Best Fit PMLC Model Template
- STEP 6:      Assess Project Characteristics
- STEP 7:      Modify PMLC Model Template

### **EXECUTION:**      **Let's do it!**

- STEP 8:      Define Version Scope
- STEP 9:      Plan Next Cycle
- STEP 10:      Build the Next Cycle Deliverables
- STEP 11:      Conduct Client Checkpoint
- STEP 12:      Close the Version



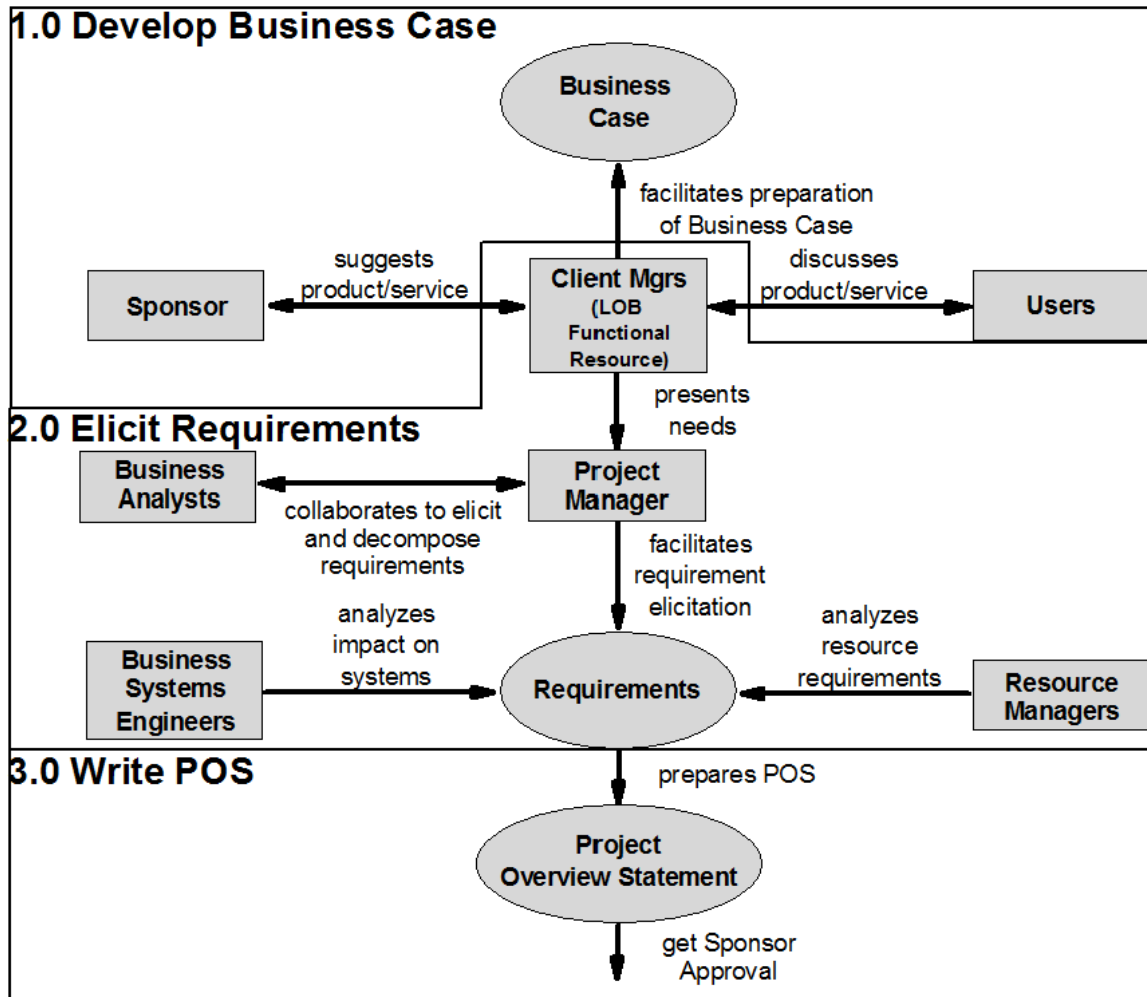
# ACPF Ideation Phase

## STEP 1: Common Practices & Shortcomings

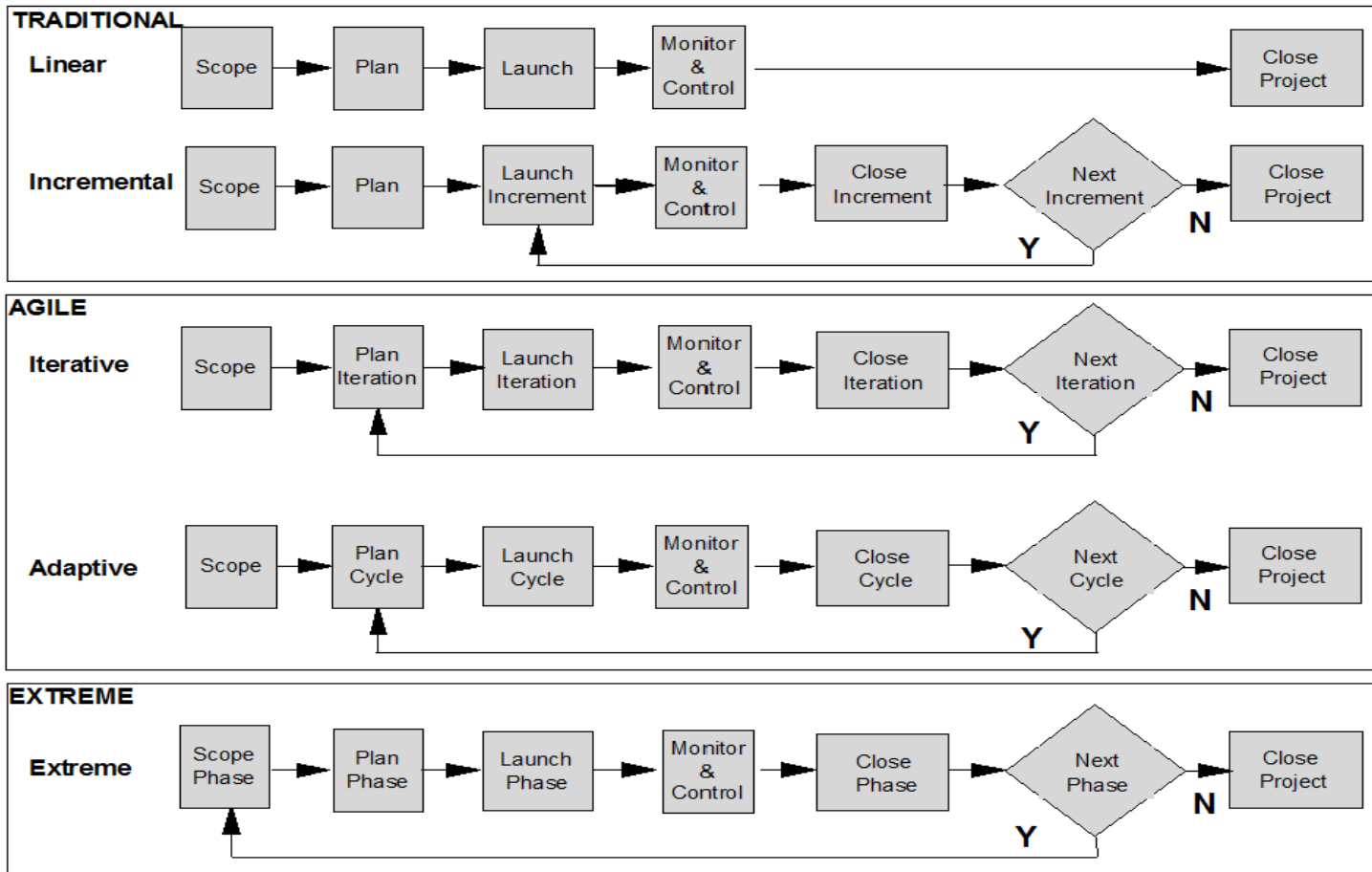
- Every business unit has to have a project
- Political power and leverage are often the tools used to get projects approved and continued
- The business market is too complex and uncertain to ignore valid input and evaluation of ideas
- ACPF offers a process for the honest evaluation of ideas and the eventual approval of projects with expected business value!



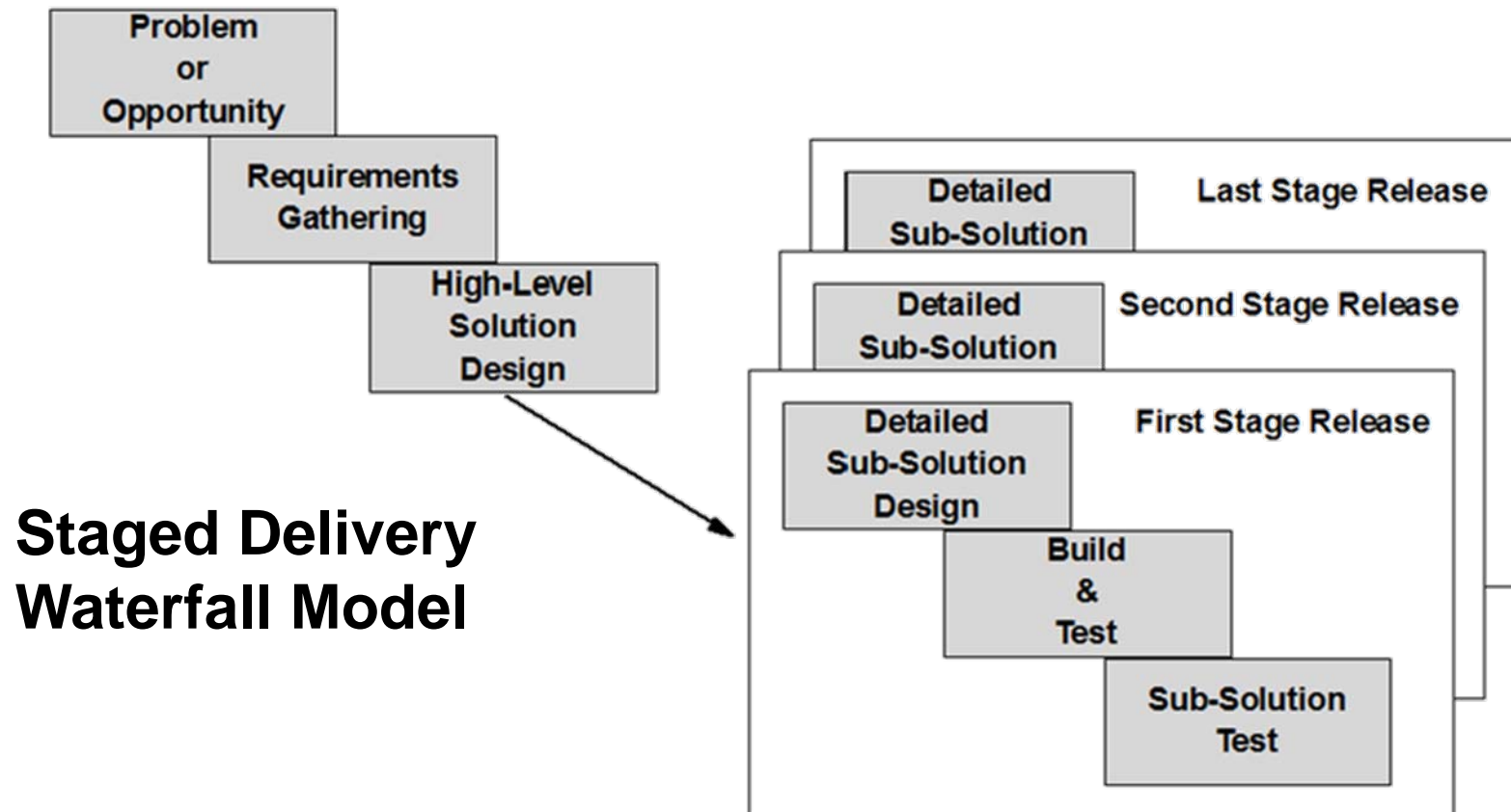
## STEP 2: Elicit Requirements



## STEP 4: Determine PMLC Model Type



## STEP 5: Choose Best Fit PMLC Model



## What is an ACPF Implementation?

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At the highest level an ACPF Implementation includes the following components:

- Current state of project management processes and practices
- Desired end state for project management processes and practices
- Transition plan from the current state to the desired end state