

# Managing Complexity in Projects - A Quick Reference Guide

## Understanding Complexity?

*Projects which are*

**Too Big to Manage**

*Resulting in*

**Cost over runs  
Schedule over runs  
Or Scope compromise**

*Caused by Challenges  
from*

**Salaries  
Stakeholder's Pressures  
Uncertainties  
Raw Materials  
Talent  
Risk**

## Characteristics of Complex Projects

They are *spontaneous, unorganized, evolutionary, surprising, ambiguous, unique, unstable, operates in volatile and chaotic environment, uses unproven technologies, often have aggressive schedules and needs to be delivered urgently ...*

## How can they be Managed?

1. *Select leadership style based on the needs of the projects*
2. *Select Project Cycles and Appropriate Project Management Methodologies to minimize risk in project*
3. *Select Appropriate Management Techniques based on complexity factors*

Type of Projects	Personality Traits	Leadership Style
Medium Complexity Projects	Emotional Suppleness and Communication	Transactional Leadership
High Complexity Projects	Sensitivity	Transformational Leadership
Repositioning Projects	Motivation	Transactional Leadership
Renewal Projects	Self Awareness and Communication	Transformational Leadership
Fixed Price Contracts	Sensitivity and Communication	Transformational Leadership
Re-measurements and Alliance Contracts	Influence and Communication	Transformational Leadership

*Use tools & techniques to promote these qualities. For eg. Inter-organizational Social Networking Platforms.*

**Relationships  
Motivation  
Cohesiveness  
Shared Leadership  
Learning  
Decision Making  
Innovation  
People  
networks  
Interaction**

*For more information please refer to the paper "Managing Complexity in Projects" Authored by Mr. Aun Arif Hussain Ajani. Prepared for MidEx (Midlands Excellence Organisational Improvement, Birmingham Business School & Investors in Excellence)*