



# Introduction.....

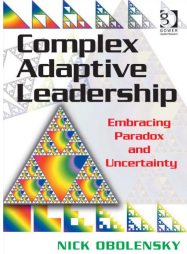


Nick Obolensky


- Three parts to today's webinar:
  - A view of the context we live in
  - The ICCPM
  - Insights into PM2.0



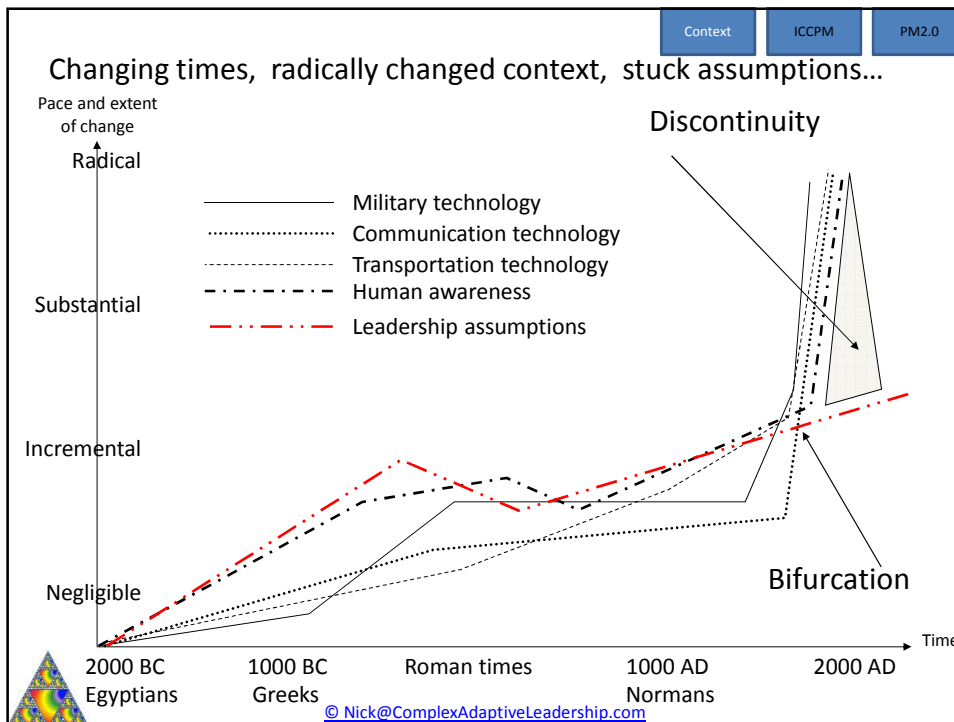
Context      ICCPM      PM2.0



INTERNATIONAL CENTRE FOR COMPLEX PROJECT MANAGEMENT



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Context ICCPM PM2.0

### So where are the solutions....??

~ 10%

Top

Middle

Bottom

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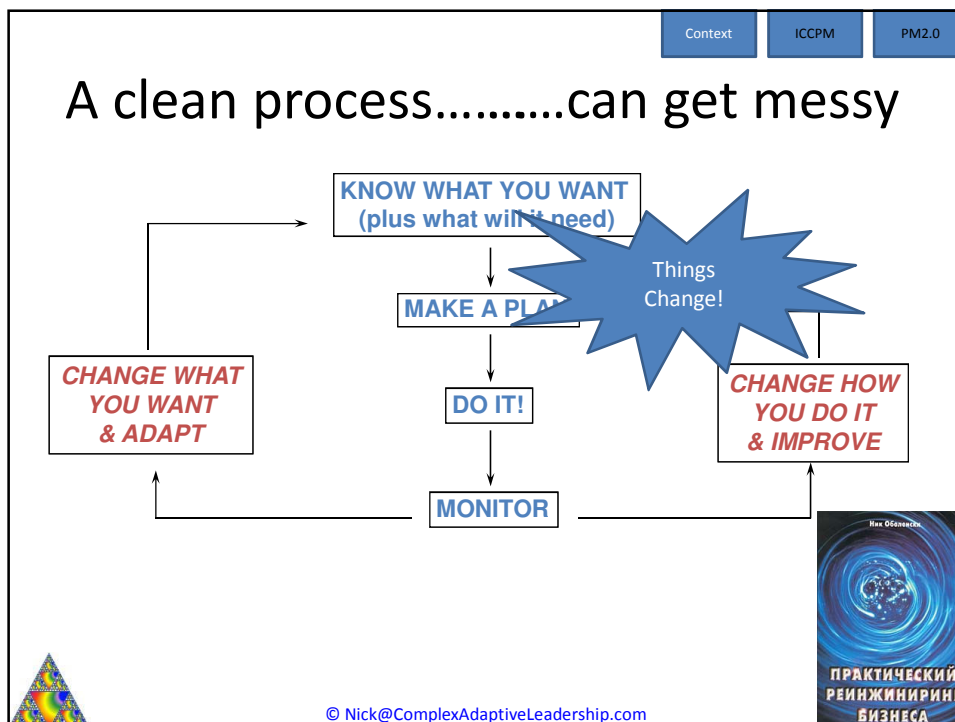
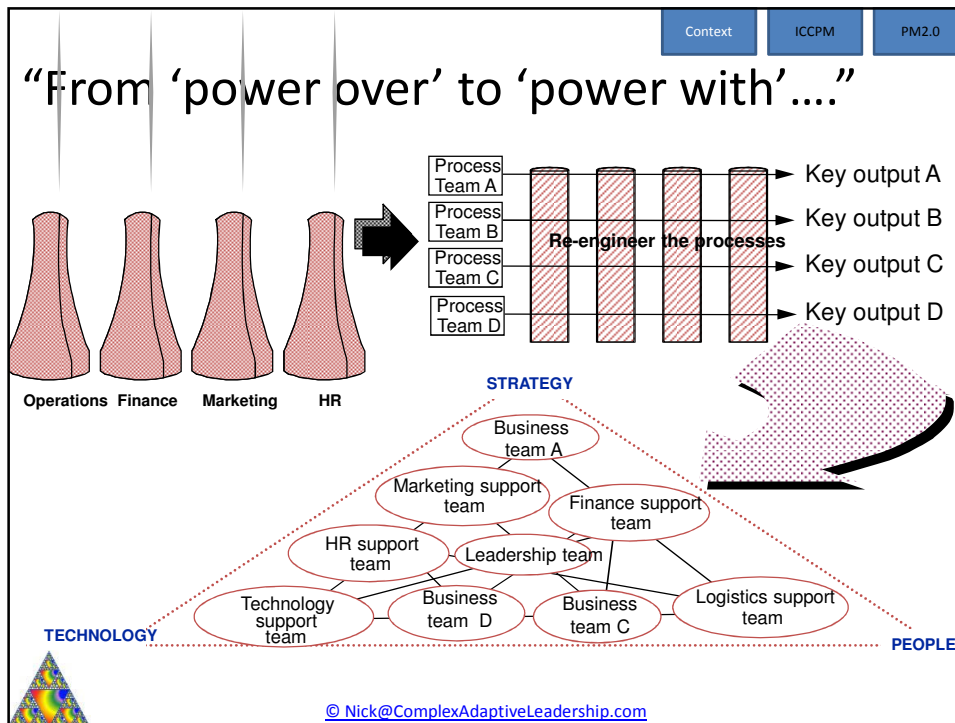
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### So how are organisations coping?

The simple

The complex


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## The ICCPM

- [www.ICCPM.com](http://www.ICCPM.com)
- Not-for-profit organisation working to advance knowledge and practice in the management and delivery of complex projects
- Based in Australia, operating in APAC, USA and Europe
- Wide network of practitioners and researchers




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
Context ICCPM PM2.0

## “4 key aspects for leadership in complex situations...”

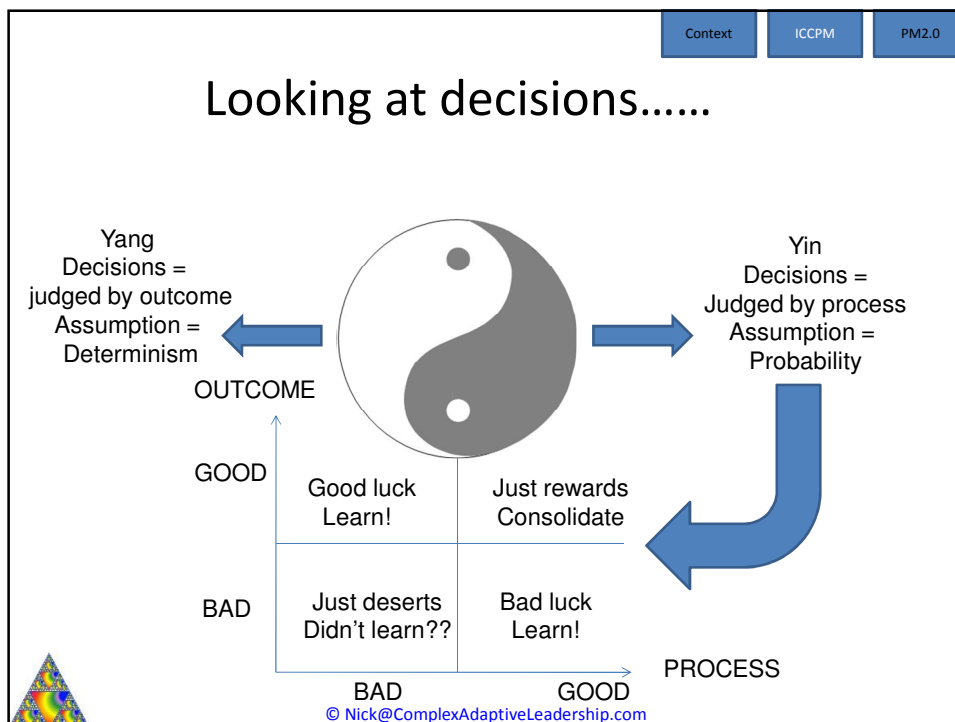
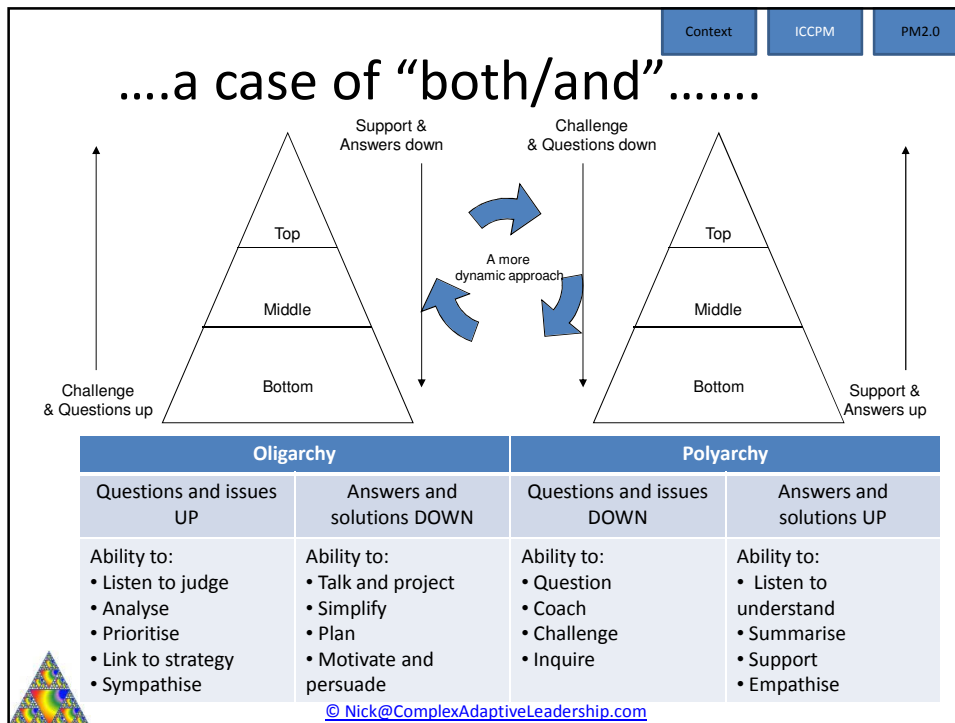
- Managing relations and recognising divergent interests
- Understanding human behaviour
- Appreciating the importance of context
- Identifying the impact of systemicity



Emergence of wider approaches to training, learning and managing complexity e.g. NASA's “Advanced Simulation Technique” and “Participatory Modelling”  
ZING technology and mass intervention techniques




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
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## Policy recommendations....

- Develop the people skills, processes and technologies for continuous improvement in leadership skills in CPM
- Develop, agree and institutionalise a set of CPM standards including contemporary periodic review




- Traditional project management
- Cognitive capability
- Emotional Intelligence
- Leadership skills
- Tactical tools
- Participation techniques
- Relationship management
- Governance frameworks
- Education and learning methods
- Culture and behaviours
- Change management
- Risk and opportunity management
- Resilience
- Sustainability
- Simulation
- Narrative construction
- Knowledge sharing
- Talent management
- Innovation
- New ways for financial control and accounting



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
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## A move towards PM2.0



**Yang**  
e.g. the traditional skills  
PRINCE2  
Deterministic  
Oligarchic  
Hierarchic  
Leaders “inspire and lead”


**Yin**  
e.g. the moderns skills  
Scrum  
Non-deterministic  
Polyarchic  
Dynamic  
Leaders “enable and follow”



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## Part of the ICCPM Research network




Mastering complexity and changes in projects, economy, and society via Project Management Second Order (PM-2)

Manfred Saynisch

Project Management Journal  
Volume 41, Issue 5, pages 4–20,  
December 2010




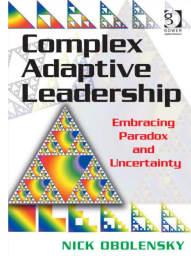
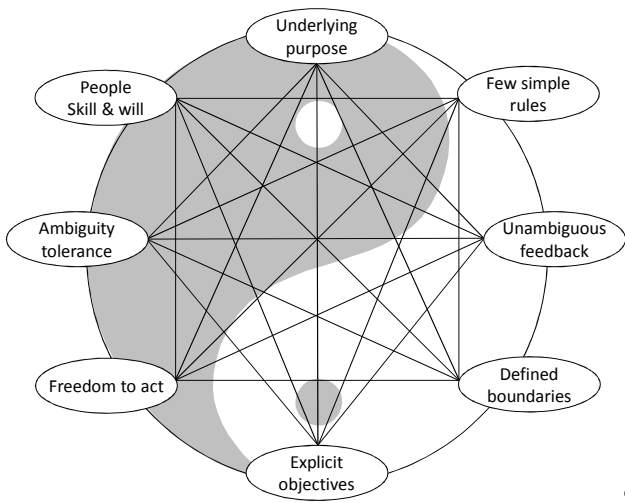
Need to include dynamic of self-organisation  
Need for new skills and approaches




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Context ICCPM PM2.0

## Self-organisation principles



“Who needs leaders?”  
<http://www.youtube.com/watch?v=41QKeKQ2O3E>



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
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## Systemic thinking

- Systems Thinking and behavioural understanding
- Ability to engage and map stakeholders using new approaches
- Utilising tools such as Casual Feedback Loop diagrams
- Budapest Boot Camp – [www.iiscm.org](http://www.iiscm.org)

International  
**ISCM** Institute for Strategy and  
Academy Complexity Management


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
Context ICCPM PM2.0

## Another example: Scrum

- Approach first mentioned by Takeuchi and Nonaka in HBR 1986 re Product development
- DeGrace and Stahl named it in “Wicked problems, righteous solutions” in 1991
- Sutherland & Schwaber presented it at software conference in 1995



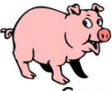

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




Context ICCPM PM2.0

## Scrum outline


- Process
  - Sprints – 7 to 30 days
  - Sprint Planning meet
  - Daily stand-up
  - Sprint reviews and retrospectives
  - Product backlog, Sprint backlog and Burn-down
- Roles
  -  – Scrum Master
  - Scrum team
  - Owner/customer
  -  – Stakeholders
  - Management

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
## The deeper paradox

Today's General Managers  
Need to learn from PM1.0  
Projects are polyarchic



Tomorrow's Project Managers  
Need to embrace PM2.0  
Become less oligarchic

“Change, organisational survival and project management” by Carl Belack  
[http://www.iil.com/freeresources/downloads/white\\_papers/PM-and-the-Evolving-Business-Organization.pdf](http://www.iil.com/freeresources/downloads/white_papers/PM-and-the-Evolving-Business-Organization.pdf)

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
## Summary

- Context of leadership has changed faster than the assumption of what leadership is
- Organisations are becoming increasingly complex
- “Clean” PM techniques can get messy as things change quickly

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graph TD; Context[Context] --> TL[Context of leadership...]; ICCPM[ICCPM] --> M[ICCPM is a new...]; PM20[PM2.0] --> BR[PM2.0 is an add-on...]
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- ICCPM is a new research based global NGO
- Its has global partners who contribute and offer support
- Its forthcoming “White Paper” has a variety of policy recommendations

- PM2.0 is an **add-on** not a replacement for PM1.0 – a collection of emergent additional and vital skills and approaches
- It includes leadership and change management skills using complexity science as a basis for understanding
- Training and development is available from a variety of sources
- General Management needs to learn from PM1.0 as things get more complex



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