

PMO Conference



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Time Lord



“Time is not a line...
It’s actually more non linearish...
more like a big ball of
wibbly wobbly
timey wimey stuff”

68%



Project Failure Rate





Calm in Crisis
Professional
Qualified
Checklists

Chesley B. "Sully" Sullenberger
III

Good Communicator/Leader
Clear Objectives/Big Picture
Managed Change/Complexity
Good Outcome

Are we rational?

Ambiguity effect
Anchoring
Attentional bias
Availability heuristic
Availability cascade
Backfire
Bandwagon effect
Groupthink
Herd behaviour
Base rate fallacy
Belief bias
Bias blind spot
Choice-supportive bias
Clustering
Confirmation
Congruence bias
Conjunction
Conservatism - Bayesian
Contrast
Curse of knowledge
Decoy effect
Denomination effect
Distinction bias
Duration neglect
Empathy gap
Endowment effect
Essentialism
Exaggerated
Experimenter's
Expectation bias
False-consensus
Functional fixedness

Focusing effect
Forer effect
Barnum
Framing effect
Recency illusion
Gambler's law of large numbers
Hard-easy effect
Hindsight bias
Hostile media effect
Hot-hand fallacy
Hyperbolic discounting
Dynamic inconsistency.
Identifiable victim effect
Illusion of control
Illusion of validity
Illusory correlation
Impact bias
Information bias
Insensitivity to sample size
Irrational Just-world
Less-is-better effect
Loss aversion
Sunk cost effects
Ludic fallacy
Mere exposure effect
Mirror-imaging
Money illusion
Moral credential effect
Negativity bias
Neglect of probability
Normalcy bias

Observation selection
Observer-expectancy effect
Subject-expectancy effect
Omission bias
Optimism bias
Wishful thinking,
Valence effect
Positive outcome bias
Ostrich effect
Overconfidence
Pareidolia
Pessimism bias.
Planning fallacy
Post-purchase rationalization
Pro-innovation bias
Pseudocertainty
Reactive devaluation
Recency bias
Recency illusion
Restraint bias
Rhyme as reason effect
Risk compensation
Peltzman effect
Selective perception
Simmelweis reflex
Selection Social comparison
Social desirability bias
Status quo bias
Stereotyping
Subadditivity effect
Subjective validation
Survivorship

Survivorship bias
Texas sharpshooter fallacy
Time-saving bias
Unit bias
Well travelled road effect
Zero-risk bias...

Memory bias



PPM – Maturity Levels



PPM – Strategic Advantage



Strategic
Contribution

Limit of process based approach



World-class: redefines delivery in the industry, automatically improving, very hard to imitate by competitors, **drives business strategy.**

Competitive: provides source of competitive advantage, focused, metrics determine areas for improvement, **supports business strategy.**

Compliant: follows industry-accepted norms, improvements sporadic, process-focused, cost of failure significant, **little strategic contribution**

Minimal: tasked with 'not messing up', some use of standards, reactive, high cost of failure, **negative strategic contribution.**

Ad hoc: unreliable delivery, very high cost of failure, **strongly negative strategic contribution**

One Day of Traffic in Europe



urocontrol - SAAR

One Day of Traffic in Europe



Aircraft: 0926 Clock: 01:26:20 Speed: 17.50

What is Complexity?



- 'Complicated'

e.g. a Swiss watch. **Linear** & predictable

- 'Complex': from the Latin 'complexus' (braided together). **Nonlinear** & unpredictable.

- Like quality – it is hard to quantify
- is something that is experienced.



Complexities

- Structural Complexity: BITS

- Number, size, financial scale, interdependencies, variety, pace, technology, breadth of scope, number of specialities, multiple locations/time-zones. IQ



Complexities

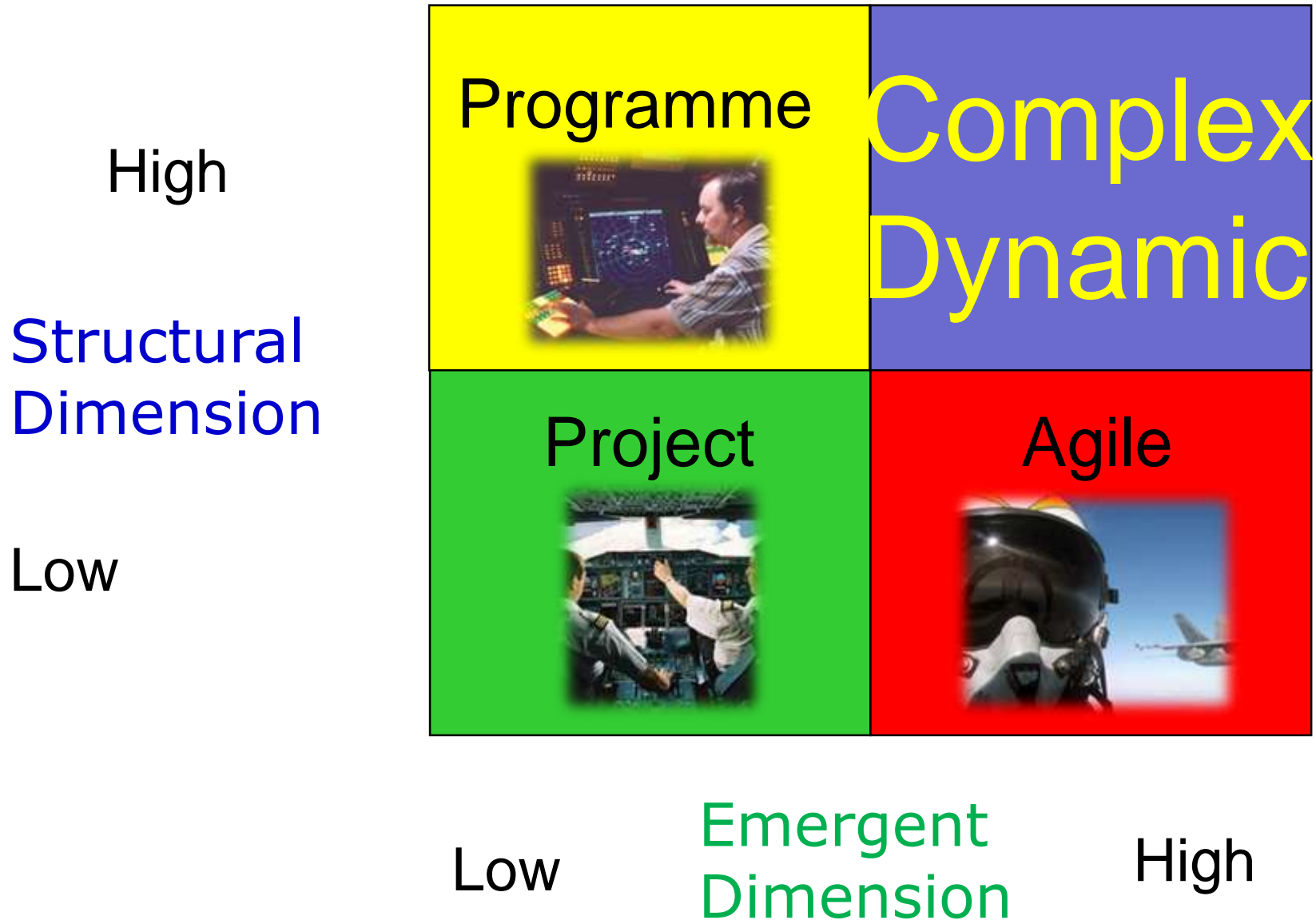


- Emergent Complexity: CHANGE

- Technological and commercial maturity & change, novelty, clarity of vision / goals, clear success criteria / benefits, previous experience, availability of information, unidentified stakeholders, “missing” plan, unforeseen, unknowable.



Two Dimensions of Complexity



Socio Political Complexity

THIRD
THE
DIMENSION

Communication
Intuition
Politics
Stakeholders
Culture
Personality
Social Systems
EQ



Leading Change Projects

Niccolo Machiavelli



“There is nothing more difficult to arrange, more doubtful of success and more dangerous to carry through, than leading change.

The change leader makes enemies of all those who prospered under the old order and only lukewarm support is forthcoming from those who would prosper under the new.

Leadership Style Required

Manager

Procedural Problem Solver

Structural
Complexity

Emergent
Complexity

Socio-political
Complexity

Entrepreneur
Adaptive Flexible

Leader
Stakeholder Relationships

The 3 Complexities

Structural Complexity

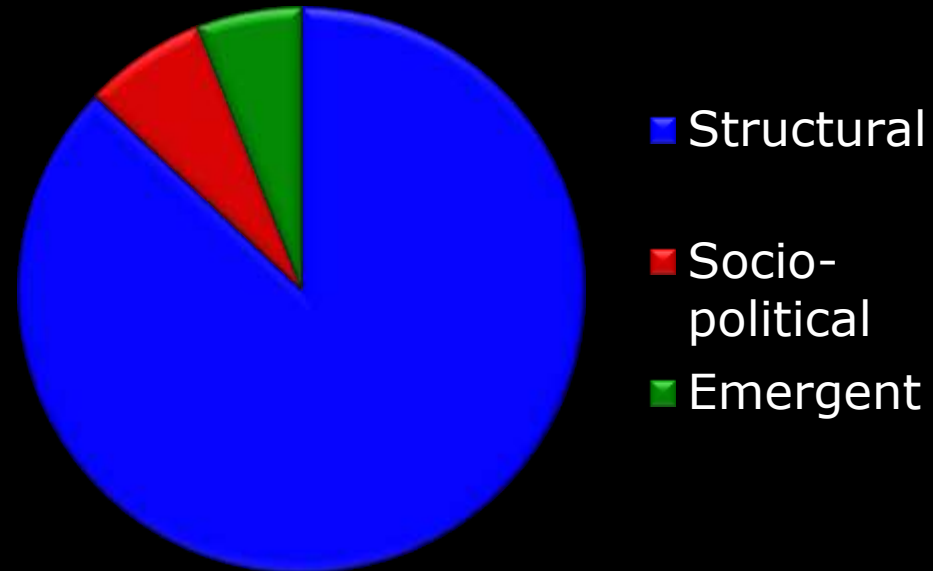
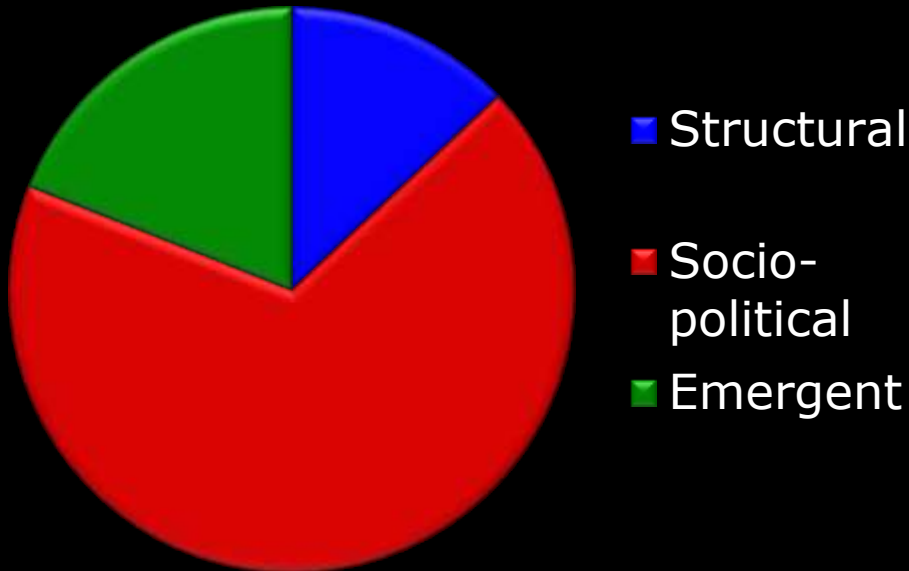
Socio-political Complexity

Emergent Complexity

We asked 246 Qualified Change Managers:

“In your work, which of the 3 complexities is the most difficult to manage?”

“In your own formal training and development, which of the 3 complexities has received the most attention?”



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