



MANAGING COMPLEX PROJECTS

**For Oil & Gas Professionals
with Bob Mittelsdorf**

2 – 3 March 2011, Kuala Lumpur, Malaysia

www.petroedgeasia.net

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Complex Project Management (CPM)

Are there projects that seem to be too complex to be able to handle? The myriad of stakeholders and their requirements, the multitude of variables to be identified and managed, and the way that they might all interact and create unexpected problems, can be daunting, and even overwhelming.

This course shows you how to determine the level of complexity of a project, gives you an understanding of the variables involved and shows you how to develop a project strategy and plan that provides the right balance of control and flexibility needed to deliver a complex project successfully.

The management of complex projects requires that you adopt a new way of thinking about project management. *Managing Complex Projects* will provide you with a new approach to applying already known project management knowledge, skills, tools and techniques to a unique project environment. It will enable you to assess your projects' complexity and to deploy the most relevant techniques to achieve success.

Course Objectives

- Discover the usefulness of complexity theory as it relates to project management
- Diagnose the relative complexity of critical projects.
- Identify management strategies that will significantly increase the probability of project success.
- Examine the complexity profile of your organization's portfolio of projects
- Choose the best strategy for managing the complexities present in your projects

What is Complex Project Management (CPM)?

Although there is no universally accepted definition for Complex Project Management, we can simply say it is the management of projects that have the characteristics outlined below:

- Are characterized by uncertainty, ambiguity, dynamic interfaces, and significant political or external influences; and/or
- Usually run over a period which exceeds the technology cycle time of the technologies involved; and/or
- Can be defined by effect, but not by solution.

Why Complex Project Management? Why Now?

Across the Oil & Gas business globally, awareness is emerging of the urgent need for improved delivery of projects that are complex, critical, often large and long term, and in the multiple billions of dollars. Research indicates that traditional, linear project management tools and techniques, while still necessary, are often insufficient to manage the complexities of 21st century projects. At the same time, it is apparent that the current workforce of project managers, business analysts and engineers has limited capacity to meet the challenges posed by complex projects.

In the 21st century, Oil & Gas businesses have become more complex; it is more interconnected, interdependent, and interrelated than ever before. Companies today are rejecting traditional management structures to create complex organizational communities comprised of alliances with strategic suppliers, networks of customers, and partnerships with key political groups, regulatory entities, and even competitors. Through these alliances, organizations are addressing the pressures of unprecedented change, global competition, rapidly changing technologies, and yes, increasing complexity.

As a result, business and technology are significantly more complex than in the past; and for many reasons the projects that implement new processes are more complex. To reap the rewards of significant, large-scale business/technology initiatives designed to not only keep organizations in the game but make them a major player, we must find new ways to manage project complexity.

Learn more about our Strategic Learning Solutions for Oil & Gas
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Two Day Course Outline

- ❖ **Complexity Thinking**
 - Complex Systems and Complexity Theory
 - Complex Adaptive Systems
 - Businesses and Project Teams as Complex Adaptive Systems
- ❖ **Applying Complexity Thinking to Project Management**
 - Why Conventional Project Management Thinking is Not Enough
 - Conventional vs. Complex (Adaptive) Project Management
- ❖ **Modeling Project Complexity**
 - The Nature of Complexity in Projects
 - Visualizing Project Complexity
 - When and How to Apply Complexity Thinking to Projects
- ❖ **Competencies Needed to Manage Complex Projects**
 - Traditional Project Management Skills
 - Leadership Skills
 - Using Complexity Thinking to Select Project Managers
- ❖ **Using Complexity Thinking to Select Project Life Cycle Models**
 - Waterfall Model
 - Rapid Application Development Model
 - Incremental Delivery Model
 - Spiral Model
 - Agile Model
 - Evolutionary Prototyping Model
 - eXtreme Project Management Model
 - Phase or Stage Gate Model
- ❖ **Managing the Dimensions of Project Complexity**
 - High Visibility Strategic Projects
 - Large Scale Change Initiatives
 - Highly Innovative, Urgent Projects
 - Ambiguous Business Problems, Opportunities, and Solutions
 - Projects with Poorly Understood, Volatile Requirements
 - Large, Dispersed, Culturally Diverse Projects
 - Projects with Significant Risks, Dependencies, and External Constraints
 - Large, Long Duration Projects

Who Should Attend

Oil & Gas professional who plan, manage or participate in upstream, midstream and downstream oil and gas projects, including:

- ❖ Project managers, leaders, coordinators and supervisors
- ❖ Engineers
- ❖ Geologists
- ❖ Geoscientists
- ❖ Geophysicists
- ❖ Planners
- ❖ Asset managers
- ❖ Operations managers
- ❖ New ventures project managers
- ❖ Project consultants

About your Trainer: Bob Mittelsdorf

Bob Mittelsdorf is a Senior Associate Consultant of PetroEdge, specialising in Project Management. With over 25 years of experience in management of large building projects, his background includes experience in project definition, start-up, planning, execution, monitoring and close-out on a variety of multi-million dollar developments throughout the Asian region. He has extensive experience in organizing and leading multi-discipline and multi-project teams to achieve project success. He works as a consultant on various development and project management, quality assurance and quality control issues, and is involved in presenting adult education courses on various project management topics. Clients who have benefited from Bob's views on how to deal with the complexities of project management include: Saudi ARAMCO, Petroleum Development of Oman, Kuwait Petroleum Corporation, ADGAS (Abu Dhabi), Petrodar (Sudan), Shell, BP and many others. Bob has worked and lectured in over a dozen countries, including USA, Egypt, United Arab Emirates, Sudan, Angola, Azerbaijan, Pakistan, South Africa, France, UK, Switzerland, India, Singapore, Malaysia, Thailand, Philippines, Australia, New Zealand, Taiwan, Hong Kong, Korea and Japan. Initially trained in architecture at Kent State University, Bob holds a BSc from the University of the State of New York, an MBA from the National University of Singapore, and a Master's Certificate in Project Management from George Washington University.

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REGISTRATION FORM

Kuala Lumpur, Malaysia	Early Bird Price	✓	Normal Price	✓	
Managing Complex Projects For Oil & Gas Professionals	S\$ 2199		S\$ 2399		TEAM DISCOUNTS PetroEdge recognises the value of leaning in teams. Group bookings at the same time from the same company receive the following: 3 or more at 5% off 5 or more at 7% off 8 or more at 10% All other promotions including early bird is exclusive of the group discount.
PetroEdge In-house Training { } Yes, I would like to organise this training on-site and save over 20% of total course fees! For further information about in-house training, please call +65 67419927 or email info@asiaedge.net					

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4 Easy Ways to Register

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Please note:

- indicate if you have already registered by Phone ☐ Fax ☐ Email ☐ Web ☐
- if you have not received an acknowledgement before the training course, please call us to confirm your booking.
- photocopy this form to register multiple delegates.

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