

11th Annual Global Workshop

From Models to Reality: Making Complexity Real



1 & 2 November 2011

Sheraton Hotel Hong Kong

Workshop Overview

This workshop will cover:

An abundance of models for understanding project complexity have emerged. The challenge for any organization is to operationalize these models within the context of its business to derive value. At this Global Workshop, we will focus on understanding the various sources of complexity for projects, the different perspectives on complexity and the potential range of responses at the organizational, governance and project levels. Members and guests of the Human Systems project management benchmarking network will come together for two days in Hong Kong to work together to find solutions from their collective knowledge and experience.

Together we will challenge ourselves with the questions:

- What are the key sources of complexity within projects across industry and within specific industries?
- How do organizations understand and respond to complexity to reduce the associated risks?
- How do organizations equip their workforces to understand, respond and manage complexity on projects?
- How do organizations build complexity management into their portfolio management capability?



Programme:

DAY ONE – Tuesday 1 November 2011

- 9:00 *Arrival*
- 9:15 – 10:00 WELCOME by Dr Alicia Aitken, CEO, Human Systems International
- 10:00 – 11:00 **WORKSHOP 01: INTRODUCTIONS**
Dr Terry Cooke-Davies will facilitate the coming together of the group. Each organization represented will share the key drivers of complexity in their organizations and why they are interested in the topic. This activity will focus on the question "What are the key sources of complexity within projects across industry and within specific industries?" – the groups will work to understand what are the common drivers across industry and which are more specific.
The group will set goals for learning across the 2 days to ensure the workshop provides tangible answers to questions and problems being experienced by the group.
- 11:00 – 11:30 *Break: Morning Tea*
- 11:30 – 12:30 **PRESENTATION 01: PROJECT MANAGEMENT 2.0**
Presenter: Dr Terry Cooke-Davies
Terry's presentation will set the scene with a discussion about the critical issues in delivering strategy in a corporate architecture that involves the combination of the permanent organization and the temporary world of projects and programs. Terry's presentation will look at Project Management 1.0 – what we've been doing until now – outlining its limitations and proposing a new view on what Project Management 2.0 should be aiming to achieve. Finally Terry will discuss some potential levers that can be used by organizations to build on their PM1.0 in an attempt to develop into PM2.0.
The rest of the workshop will focus on taking the idea of PM2.0 and discussing how project management needs to change to deal with the complexities emerging across the world.
- 12:30 – 1:30 *Break: Lunch*
- 1:30 – 2:15 **WORKSHOP 02: HOW DO WE ADAPT TO COMPLEXITY?**
Building on workshop 01 the group will take the drivers of complexity and discuss "How do organizations understand and respond to complexity to reduce the associated risks?"
- 2:15 – 3:00 **PRESENTATION 02: CASE STUDY: DELIVERING GOVERNMENT SOCIAL HOUSING STIMULUS INITIATIVES IN A COMPLEX POLITICAL AND FINANCIAL ENVIRONMENT**
Presenter: Peter Byford , Director, Evans & Peck, Australia and Asia
Evans & Peck (E&P) has over twenty five years' project delivery experience throughout Hong Kong, China, the Middle East, Australia and New Zealand, primarily focused on delivery of large scale infrastructure projects. Peter will present a recent paper prepared by Evans & Peck which considers how organizations can harness innovative solutions to program management. Peter will share his insights on E&P's involvement in the Housing NSW Nation Building Economic Stimulus Program and discuss the key success factors that saw this program become known as 'The State of Firsts'!
- 3:00 – 3:30 *Break: Afternoon Tea*
- 3:30 – 4:30 **PRESENTATION 03: DEALING WITH COMPLEXITY – HARD AND SOFT**
Presenter: Robert Coleman, Head of the UK Project Management Group, Cassidian Systems
Robert will share with the group the Cassidian experience in dealing with the "usual" project complexities of their projects and also the ambiguities and "hard and soft" complexities of working with new markets, technologies, cultures and as international cross-functional teams. Cassidian is a member of the EADS group of companies that includes, Airbus, Eurocopter and EAD Astrium. Cassidian is a Lead System Integrator, integrating large-scale and previously disparate systems in the most complex environments including Defence, Government and Critical National Infrastructure.

GLOBAL WORKSHOP DINNER – Evening of Tuesday 1 November 2011

Human Systems would like to invite all delegates to a Global Workshop Dinner on the evening of 1 November. All registered workshop attendees are Human Systems' guests at the Workshop Dinner.

Dress code throughout the workshop and for the Global Workshop Dinner is smart casual.

07:00pm Pre Dinner Drinks

DAY TWO – Wednesday 2 November 2011

9:00 – 9:30 RECAP FROM DAY ONE by Dr Terry Cooke-Davies
Terry will walk the group through the work from Day 1 and check that we are on track to achieve the learning goals established by the group the day before.

9:30 – 10:30 PRESENTATION 04: HOW PROJECT INFO IS CAPTURED AND PRESENTED CAN INFLUENCE POSITIVE HUMAN BEHAVIORS AND THAT IN TURN CAN REDUCE THE HUMAN RELATED COMPLEXITY
Presenter: Stephen Law, CEO, WisageTech
Before starting his own business, Stephen worked for 25 years as an executive and hands-on manager on large and well-known projects in North America and Europe including the UK and Luxembourg. It was these experiences, dealing with complexities across cultural and project paradigms, that led him to the conclusions within his presentation about the lack of timely and accurate project information and the impact this has on project execution.

10:30 – 11:00 *Break: Morning Tea*

11:00 – 11:40 WORKSHOP 03: TRANSLATING COMPLEXITY INTO THE PORTFOLIO
This workshop will have the group focus on the question "How do organizations build complexity management into their portfolio management capability?" Thinking about the presentations from yesterday and Stephen's presentation on the importance of timely information, the group will discuss and share ideas on the effect of complexity on the portfolio and how we manage this in the future.

11:40 – 12:30 PRESENTATION 05: MEASURING COMPLEXITY
Presenter: Dr Karl Runge, VP, Group Project Management, Bombardier Transportation
Bombardier Transportation is an international market leader in modern rail transportation technologies providing rail engineering and production across the world. The business is technically, culturally and politically complex. Bombardier recently began working on an internal research project to understand at the project level what complexities drive project outcomes. During 2011 Human Systems has been working with Bombardier to develop a set of external benchmark data with which Bombardier can compare their internal results. Karl will share with the group the journey and results from this endeavour. Bombardier is a leader in the measurement and analysis of project complexity, this presentation will provide a tangible example of how organizations can design and implement their own project complexity assessment process.

12:30 – 1:30 *Break: Lunch*

1:30 – 2:30 WORKSHOP 04: PREPARING THE WORKFORCE
This final workshop acknowledges the final frontier of project management success, the quality and preparedness of the people! The groups will focus on discussing "How do organizations equip their workforces to understand, respond and manage complexity on projects?"

2:30 – 3:00 WRAP UP
Dr Terry Cooke-Davies will lead the group through a session to review the learning outcomes from the past 2 days and bring the tangible "take homes" out to ensure everyone has what they need to leave the session feeling successful.

3:00 – 3:30 *Thank you – Close Out*

Speaker Profiles



**Peter Byford • Fellow of the RMIT, Civil Eng, CPEng, MIEAust
Director, Evans & Peck, Australia and Asia**

After qualifying as a Fellow of the Royal Melbourne Institute of Technology in Civil Engineering in 1970, has spent over 40 years in the construction industry both in Australia and internationally. This experience has covered the design, construction and management of heavy civil engineering infrastructure and a variety of buildings mainly with a public social infrastructure focus.

The majority of Peter's career has been spent with major international contractors with his experience progressing from hands on engineering of heavy civil structure to management of state business units. Peter was appointed a Director of Evans & Peck in 2001 and has been a Principal since 1996. Peter managed E&P's Sydney office from 2000 – 2009 and Director of Operations for Australia and Asia from 2009 onwards.

Peter has been responsible for a range of assignments for both Government and private sector clients. These have included delivery advice in relation to building, infrastructure and defence projects including project feasibility, contract procurement strategy, risk management, delivery improvement as well as dispute resolution including providing expert evidence.

Peter's expertise in buildings has led to a number of projects including building defect rectification programs as well as providing litigation support in this area. Peter has recently been responsible for advising Housing NSW on its strategy and program formation for the NBESP \$2billion social housing program.



Robert Coleman • Head of UK Project Management Group, Cassidian Systems

Robert Coleman joined Cassidian, formerly EADS Defence and Security Systems, in 2008 and heads up their UK Project Management Group. He is responsible for professionalising the project management discipline and delivering best practice across all processes and resources. Robert manages a department of more than 130 project professionals, including project, risk, and bid managers. He is a dedicated leader, motivating and developing his teams through a continuing programme of professional improvement, with the aim of targeting ever higher standards and improved effectiveness of project delivery.

Prior to joining Cassidian, Robert spent nine years with the communications group Nortel, where he held responsibility for delivery of projects and local and remote engineering teams. With a background in electronic and electrical engineering, Robert holds an honours degree in IT & Management. He is a Fellow of the Chartered Management Institute (FCMI), a Project Management Professional (PMP)[®], and a PRINCE2[®] Practitioner. Having already achieved a Postgraduate Certificate in Business Administration, he is now studying for an MBA.



Stephen Law • CEO, WisageTech

Mr. Stephen Law is currently the CEO of WisageTech. Prior to co-founding WisageTech in Hong Kong 2004, he was the Head (CIO) of IT/Systems at Hong Kong Exchanges and Clearing Limited. Prior to his return to Hong Kong in 2001, he had worked 25 years in the U.S. and had held executive level positions at companies such as Perkin Elmer, Concurrent Computer, DEC, Citibank, Perot Systems™ and InterWorld™.

Stephen started his career as a software engineering researcher in Bell Labs in the U.S. and had led both methodology and tools development efforts.

As part of his successful management career, he had managed many large projects in different environment settings. Stephen believes that effective project management requires the skills of applying the right practices to the right environment. He thinks that people should not blindly memorize best practices but learn how to read project environments, make effective judgments and tradeoffs and introduce useful tools to detect problems and control execution.

Stephen has accumulated an enormous wealth of management experience and knowledge over his 30 year career in large multinationals as well as technology start-ups. He is the author of the book entitled *8thManage: How to Surpass India and U.S. in Software* published by Tsinghua University Press in China and Cosmos Books Ltd. in Hong Kong in 2006.

Stephen has a Bachelor of Arts degree in Computer Science and Mathematics (double majors) from the Southern Illinois University at Carbondale and a Master of Science degree in Computer Science from the University of Wisconsin – Madison.



Dr Karl Martin Runge • Vice President Group Project Management, Bombardier Transportation

Dr.-Ing. Karl Martin Runge joined Bombardier Transportation in 2005 as VP PM where he was responsible for Bids, Project Management, Product Introduction and Homologation in the Division Locomotives. In 2009, he was appointed to his current position as Vice President Group Project Management at the headquarters in Berlin.

Prior to joining Bombardier Transportation, Karl served internationally in an engineering company operating as Tk lump sum Contractor for major chemical plants.

During his 11 years in that industry, he held several positions in Sales, Engineering and Project Management and became Head of Project Management. After studying chemical engineering at TU Munich and TU Clausthal Karl received a PhD at RWTH Aachen.



Dr Terry Cooke-Davies • Group Chairman, Human Systems International

Terry has been a practitioner of both general and project management since the end of the 1960s and a consultant to blue-chip organizations for over twenty years.

He is the founder and Chairman of Human Systems, which exists to help organizations enhance delivery capability and demonstrate results. Through Human Systems' global client Network, he is in close touch with the best project management practices of more than 100 leading organizations.

With a PhD in Project Management, a bachelor's degree in Theology, and qualifications in electrical engineering, management accounting and counselling, Terry has worked alongside senior leaders and managers in both the public and the private sectors, to ensure the delivery of business critical change programs and enhance the quality of leadership. He is recognised as a 'thought leader' on the topics of project success and organizational maturity, and has reviewed many national and international standards (including the Project Management Institute's OPM3 and the Office of Government Commerce's MSP and PMMM) as a 'subject matter expert'. Terry achieved the 5th OPM3® Assessor and Consultant certificate awarded by the Project Management Institute (PMI) and its partner Det Norske Veritas (DNV).

A regular speaker at conferences across the world and a regular contributor to project management magazines, Terry is very aware of the importance of leadership and cultural issues (the 'soft' aspects) and also systems, processes and practices (the 'hard' aspects) to the delivery of successful programs and projects. He is co-author with Paul Dinsmore of *The Right Projects Done Right*, published in October 2005 by Jossey-Bass, and is a Professor of Project Management at ESC Lille School of Management, a Visiting Professor at Bond University in SE Queensland, Australia, and a Visiting Fellow at Cranfield University. Terry received the Association for Project Management's most prestigious award for 2006 - the Sir Monty Finnieston Trophy.

Human Systems Board Profiles



Alicia Aitken
Chief Executive Officer, Human Systems International

Alicia has specialist expertise in designing, implementing and evaluating project management competency models for the assessment and development of project management resources. She has worked alongside organizations on a global basis and has extensive experience across a variety of industries. She is actively involved in the development of project management standards and research and has been a prime contributor to the development of global project management standards through the Global Alliance for Project Performance Standards (GAPPS) initiative. Alicia has completed doctoral studies in project management and psychology, exploring the nature of stress and coping for project managers.



Dr Terry Cooke-Davies
Group Chairman, Human Systems International

With a PhD in Project Management, a bachelor's degree in Theology, and qualifications in electrical engineering, management accounting and counselling, Terry has worked alongside senior leaders and managers in both the public and the private sectors, to ensure the delivery of business critical change and enhance the quality of leadership. He is recognized as a 'thought leader', and has reviewed many national and international standards as a 'subject matter expert'. Terry is an OPM3® Assessor and Consultant and was awarded the APM Sir Monty Finniston Award in 2006. He is a Professor of Project Management at ESC Lille School of Management, a Visiting Professor at Bond University in SE Queensland, Australia and a Visiting Fellow at Cranfield University.



Prof. Lynn Crawford
Managing Director, Human Systems Asia Pacific

With a background as architect, project manager, regional planner and policy adviser, and with qualifications in human resource management and business administration, Lynn is a world authority on project management competence. She was a member of the Steering Committee for the development of Australian National Competency Standards in Project Management and is currently leading initiatives aimed at development of global standards for project management. She is Vice-Chair of the Global Accreditation Center of the Project Management Institute. Lynn is a Professor of Project Management at ESC Lille School of Management, and Bond University in SE Queensland, Australia.



Tony Teague
Chairman, Human Systems Europe

Tony's practical business approach to project, program and portfolio management strategy has benefited from thirty years' management experience, mostly within the UK Financial Services industry. He is a Fellow of the Association for Project Management and a Fellow of the Institute of Bankers. Tony's past roles have included executive level operational and project based positions within both retail and wholesale banking and encompassing cost reduction, organizational transformation, acquisition and integration, new business start-ups, outsourcing, and process re-engineering.

www.humansystems.net

In Europe
Human Systems Europe Ltd
Tel: +44 (0) 207 268 3640
E-mail: info@humansystems.net

In Asia Pacific
Human Systems Asia Pacific Pty Ltd
Tel: +61 2 9960 7005
E-mail: info@humansystems.com.au

In Africa & Middle East
Human Systems Africa & Middle East
Tel: +27 11 083 6328
E-mail: info.ame@humansystems.net

In North America
Human Systems North America
Tel: +1 832 426 2665
E-mail: info.northamerica@humansystems.net

