



# Managing Complex Projects: A New Model

By Kathleen B. Hass



**Managing Complex Projects: A New Model** By Kathleen B. Hass

**2009 PMI Book of the Year!**

Discover a New Model for Managing Today's Complex Projects! For organizations to thrive, indeed to survive, in today's global economy, we must find ways to dramatically improve the performance of large-scale projects. Applying the concepts of complexity theory can complement conventional project management approaches and enable us to adapt to the unrelenting change that we ignore at our own peril.

*Managing Complex Projects: A New Model* offers an innovative way of looking at projects and treating them as complex adaptive systems. Applying the principles of complexity thinking will enable project managers and leadership teams to manage large-scale initiatives successfully.

- Explore how complexity thinking can be used to find new, creative ways to think about and manage projects
- Diagnose complexity on a wide range of projects from small, independent, short projects to highly complex, longer projects
- Understand and manage the complexity of the business problem, opportunity, solution, and other dimensions that come into play when managing large-scale efforts

Use the *Project Complexity Model* to determine the most effective approach to managing all aspects of a project based on the level of complexity involved.

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### Editorial Review

#### Review

*Managing Complex Projects: A New Model* received the 2009 PMI David I. Cleland Project Management Literature Award in recognition of the author's significant contribution to advancing project management through practices, procedures, concepts, and other techniques that demonstrate the value of using project management. --Project Management Institute

Kitty succeeds in making the management of complexity simple but not simplistic. This new model makes a significant contribution to meeting the growing challenge of complex projects, without descending into trite truisms. Following this approach will maximize the value that organizations can achieve from undertaking complex projects--try it and see.

--Dr. David Hillson, PMP, FRSA, HonFAPM, FIRM, FCMI  
Director, Risk Doctor & Partners

Today's complex projects--characterized by ambiguity and uncertainty, and fueled by high speed and high change--require a new model to succeed. Kitty's groundbreaking, standard-setting book gives us not only the rationale, but also the essential leadership and management practices for success on nine varieties of complex projects. Don't start or continue a complex project without consulting this book. It's a gem.  
--Doug DeCarlo, author of *eXtreme Project Management: Using Leadership, Principles, and Tools to Deliver Value in the Face of Volatility*

Kitty's book is refreshing, insightful, and on-target. This is a serious look at the challenges we face today in managing complexity on projects. Though it is serious, it is a delight to read. Her research is impeccable, her sources current, and her ideas original. Managers who listen to her arguments and follow her advice will be at a great advantage in dealing with the 21st century's brave new world of complex project management. --J. Davidson Frame, PhD, PMP, PMI Fellow  
Academic Dean, University of Management and Technology  
Author of *The New Project Management: Tools for an Age of Rapid Change, Complexity, and Other Business Realities*

#### About the Author

**Kathleen (Kitty) B. Hass, PMP**, has more than 25 years of experience in project management and business analysis; she has managed large, complex projects in the airline, telecommunications, retail, and manufacturing industries as well as in the federal government. Her expertise includes leading technology and software-intensive projects, building and leading strategic project teams, and conducting program management for large, complex engagements.

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