PGCS PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM
Better Management • Better Projects

International Masterclass

Professor Charles Keating

A practical guide to implementing Complex Systems Governance concepts on projects

Masterclass Overview

The purpose of this workshop is to provide a hands-on experience for Project Management (PM) professionals for application of Complex System Governance (CSG) concepts. CSG is a new and novel approach to improve performance through purposeful design, execution, and evolution of essential system functions. These functions sustain project performance in the midst of external turbulence and internal flux. CSG addresses the *'messes'* and *'wicked problems'* that are the by-product of modern projects and continue to overwhelm PM practitioners. Application of CSG for PM is examined to: (1) appreciate and map the complex environment faced by modern PM, (2) discover sources of 'deep system' project failure modes that ultimately produce schedule delays, cost overruns, and missed performance targets, (3) explore the 'systems' basis for those failure modes, and (4) develop responsive and feasible systems-based strategies to preclude failure modes in the design, execution, and development of complex projects.

Masterclass Objectives:

The workshop objectives are:

(1) Examine the nature and implications of the complex problem domain facing PM professionals.
(2) Explore CSG as a systems-based response to better deal with increasingly complex projects.
(3) Apply CSG methods to discover 'deep system' failure modes in design, execution, or development of projects.
(4) Determine feasible strategic responses to preclude or mitigate CSG failure modes in complex projects.

As a result of the workshop, participants will be better prepared and equipped to apply CSG concepts and tools. This will permit identification and assessment of systems-based project failure modes, mitigation of negative consequences, and identification of feasible actions improve project performance through design, execution, or development modifications.