



*You are invited to a one-day seminar*

# **OVERCOMING COMPLEXITY**

**STRATEGIES FOR AVOIDING PROGRAM FAILURE**

*“The winners and losers in the next decade...  
may well be separated by a single factor:  
Those that conquer complexity and those that do not.”*

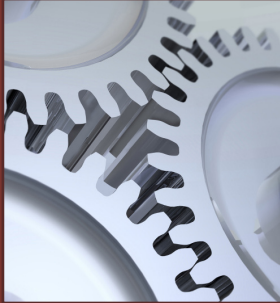
*Michael L. George*

SAME SEMINAR: TWO DATES AND TWO LOCATIONS

APRIL 21, 2010 ▶ NDIA HEADQUARTERS ▶ ARLINGTON, VA  
MAY 20, 2010 ▶ THE UNION LEAGUE ▶ PHILADELPHIA, PA

## UNDERSTANDING COMPLEXITY TO IMPROVE PROJECT/PROGRAM PERFORMANCE

### ABOUT THE SEMINAR



#### HOW WOULD YOU ANSWER THESE IMPORTANT QUESTIONS?

- Why do governments and companies invest millions of dollars in systems that are abandoned after being placed in service or are cancelled before deployment?
- What is happening when experienced, educated program/project managers encounter unexpected problems, apply well-known corrective actions, only to make the problem worse?
- Are project managers trained to understand the nature and the impact of interactive complexity?

This seminar does not offer a cookie cutter approach nor is it filled with heavy academic theories. Instead, it will provide you with the practical, street-smart knowledge to deal with the unanticipated, backed up by concrete examples of where understanding complexity analysis applies.

You will be able to apply the principles of complexity that you will learn in this seminar to lead the way out of complex situations that typical project management training does not anticipate. This knowledge could potentially save your organization millions of dollars. This seminar promises to deliver proven, practical concepts that you can take back to your work place and begin applying right away in your programs and projects.

### INTRODUCTION TO COMPLEXITY

To a growing extent, organizations that only yesterday appeared to be successful in managing programs and projects are currently experiencing delays and stoppages that are costing millions of dollars. In these cases, project managers are confounded by the dilemma of unexpected turbulence that arises in spite of the absence of any significant abnormalities in key performance indicators.

Project managers are now finding that the traditional program and project management approaches and the familiar responses to the unexpected are proving to be less and less useful in the pursuit of the desired outcome. All of this is happening despite the fact that most of the usual remedial actions for these program and projects used to work.

This failure to attain expected results in spite of great effort is to a great extent attributable to the emergence of a new, unique class of situations characterized by various levels of interactive complexity. In this seminar you will learn why these conventional formulations and solutions are inadequate to cope with the increased complexity of the modern world.

### WHAT YOU WILL LEARN

In this seminar you will learn to:

- **Distinguish** 3 types of challenges: cognition, coordination, & collaboration.
- **Deal** with various complexities in planning and implementation.
- **Apply** the techniques of complex interactions on organizational functions, structure, processes, measurement and control.
- **Exercise** the leadership talents necessary to effectively deal with complexity
- **Understand** the relationship of complexity to Organizational Learning, Knowledge Management, Program and Portfolio Management, Program Maturity Model, and Human Relations.

## INSTRUCTORS

### John Pourdehnad, Ph.D.

Organizational theorist, consultant, and associate director of the Ackoff Center for Advancement of Systems Approaches at the University of Pennsylvania.

### Robert McCue, P.E.

Consulting Engineer and Principal at MDCSystems® Construction arbitrator for the American Arbitration Association, forensic program management specialist and recognized expert in commercial and industrial construction project management systems, engineering standards and codes.

### Buck Nimz

Recognized industry expert in the design and implementation of acquisition strategies for complex defense programs. As a former Program and Engineering Manager on complex projects, he understands what it takes to successfully manage and lead multi-discipline teams.

### Dave Chesebrough, P.E.

## AGENDA

### Introduction

Dave Chesebrough, President, AFEI  
The Who, What, Why and How of the Day

### Forensic Program Management

Robert C. McCue, P.E., Consulting Engineer and Principal at MDCSystems®

What goes wrong and why - the problem to be solved. Case studies from some well known, and not so well known failures. Examples of and distinctions between of simple, complicated and complex projects.

### Theory, Study and Application of Complexity

Dr. John Pourdehnad, University of Pennsylvania

This module addresses situational awareness, framework for decision making, integrative(synthetic) program management, and complexity and program leadership. It explores theory, science and applies systems thinking approaches to the problem of leading out of complexity.

### Working Lunch

### Grounding Conceptual Model in Practice

Robert C. McCue, P.E. , Consulting Engineer and Principal at MDCSystems®  
Buck Nimz, Industry Expert on Complex Defense Programs

How is this knowledge applied in practice? Participants consider the implications of what they have learned and relate these to their own respective programs, projects and experiences. Discussion of actions and experience to improve the performance of real world programs and projects.

### Summarization -The Big Idea

Facilitated discussion of material and learning objectives.

## HOW TO REGISTER

Registration Fees:

GOVERNMENT EMPLOYEES AND ACADEMIA	\$375
AFEI MEMBERS	\$425
AFEI NON- MEMBER	\$495

Discounts are available for teams of three or more. Attendance is limited.

To register please visit the AFEI website at [www.afei.org](http://www.afei.org) and the link for Events. For assistance or more information please contact Ms. Betsy Lauer (703) 247-9473.



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## OVERCOMING COMPLEXITY

TO REGISTER, VISIT:  
WWW.AFEI.ORG



REGISTER TODAY: [WWW.AFEI.ORG](http://WWW.AFEI.ORG)

## OVERCOMING COMPLEXITY STRATEGIES FOR AVOIDING PROGRAM FAILURE

### WHO WILL ATTEND:

Anyone involved in managing complex systems or developing and deliver complex systems to clients, including:

- Government Program Offices
- Portfolio Managers and PEO's
- Systems Integrators
- IT Solutions Developers

- Information Systems Managers
- Project Leaders
- Chief Operating Officers
- Chief Technology Officers
- Solutions Architects
- Enterprise Architects

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