

Leading Complex Projects

A new program focused on the challenges of engineering construction projects

Leading Complex Projects is an exciting new leadership development program for project professionals involved in engineering construction projects

Complexity is nothing new to engineering projects of all kinds. However, conventional project management practice and training have not kept pace with the realities of managing projects where conditions and the environment are uncertain and emergent.

Delivering a complex project successfully means project leaders must adopt different thinking, perspectives and tools.

Although mega projects are more likely to be complex, complexity can arise irrespective of size and from any part of a project.

Whether it is the scale of the scope of work, new or unfamiliar technologies, internal organisation factors, or transitioning into new markets, project leaders are expected to step up and manage the inherent unknowns and uncertainties.

The drive towards “net zero” requiring decarbonisation strategies and transition to renewable energies and green infrastructure is expected to further give rise to these “VUCA” – volatile, uncertain, complex and ambiguous – conditions on projects.



Framework for Leadership in Complexity (GAPPS, 2021)
www.pmprofessions.org

A Program specifically for engineering construction industry professionals

The new Leading Complex Projects program is anchored in engineering-based industry sectors and speaks specifically to the engineering construction context.

Those of us who have spent careers involved in engineering and constructing industrial plants, the built environment or on major infrastructure projects believe that such projects are substantially different to, say, a transformation or major organisational change initiative or a complex IT project.

That doesn't mean we can't or shouldn't learn from other industries and sectors; on the contrary – broadening one's horizon, thinking outside the box and smart leadership actions are essential when grappling with complexity.

But we still believe that the direct relevance and applicability of tools, techniques and practices matter to the experienced project manager who wants to develop their practice.

What does the Program look like?

- **approx. 8 month duration**
- **leadership assessment (“big 5” and emotional/social intelligence)**
- **goal setting through individual complex leadership development plan**
- **trainer-led virtual workshops**
- **expert sessions & webinars**
- **task & project assignment (individual & collaboration in study groups)**
- **individual coaching sessions**
- **self-directed study**
- **action learning**
- **experiential and collaborative learning**
- **final assessment (write up of a practice paper with reflections)**

INDUSTRY CONTEXT



- **E&C industry focus**
- **Project examples & case scenarios**



The desire to embark on a learning journey always comes with a consideration of whether the commitment being made is sustainable. Too often learners cannot commit to programs because of location and schedule factors. This is one of the reasons why our Leading complex projects is delivered using virtual classroom and online technologies. We believe that by developing the program for the online environment it benefits because;

- Learners don't need to commute to a central location every month, which means they can avoid often costly travel and accommodation costs, and in turn means that they don't have to tolerate the lost project time that goes hand in hand with this, or nights away from the family and home.
- It also means we can build an internationally diverse and located community of learners, that promotes the introduction of differing perspectives, cultures and beliefs which are all beneficial to working with complexity.
- And finally means that we can invite guest speakers from all over our global network to talk about complexity in the engineering construction project environment.



Our program is guided by the recently published Framework for Leadership in Complexity by Global Alliance of Project Professions (GAPPS)

The program aims to advance your project leadership thinking and capability by;

- Applying systems thinking to project situations
- Developing your leadership style with a focus on qualities that are proven to support management and governance of complex projects
- Building your capacity as a reflective project practitioner for continuous and lasting performance improvement
- Focusing on the effective engagement of critical project stakeholders and collaboration with supply chain partners
- Contrasting conventional, transactional procurement with collaborative, relational contracting practices
- Equipping you with a deeper understanding of complexity science and systems thinking and their relevance to project management
- Providing you with relevant tools and techniques for analysis, diagnosis and implementation in complex situations on engineering construction projects
- Working and learning with tutors, experts and peers in a productive network of project practitioners



Framework for Leadership in Complexity (GAPPS, 2021)
www.globalpmstandards.org

Who is this program for?

The program targets project professionals from the engineering construction industry sectors and is suitable for the whole spectrum from investor to supply chain.

- **Project managers with a minimum of 5 years experience in managing engineering construction projects**
- **Heads of engineering or project management departments in contractor or owner organisations**
- **Project sponsors and steering committee members**

Despite its E&C context, there is broader applicability to adjacent engineering-based project industries such as aero, ship-building, railway or manufacturing, and we welcome enquiries from project managers in these industries.

Participants should be or recently have been in an active project management role that enables them to draw on relevant experience and to apply new approaches to 'live' work contexts.

“Big generational challenges such as the UK’s commitment to a net-zero carbon economy are adding further layers of complexity to what we do”

ANDREW MCNAUGHTON, CHAIR, REVIEW STEERING GROUP
INSTITUTE OF CIVIL ENGINEERS. 2020

PROFILE AND EXPERIENCE



You will be

- **5+ years PM experience**
- **Head of Engineering or PM department**
- **Contractor or Owner organisation**
- **Member of project sponsor or steering committee**



Karen Cherrill
BEng, CEng

After 35 years in the E&C industry, Karen has many insights in to why projects fail – increasing complexity, global delivery models, poor risk management, making difficult decisions in uncertainty, to name a few – and is keen to share her experiences and learn from yours



Andrew Jones
BSc, MSc

A business psychologist, Andrew comes with over 25 years experience in helping individuals, teams and organisations work more effectively, through training, coaching and consulting. In addition to the engineering and industrial plant sector, he has also worked extensively in the defence, pharmaceutical and financial services industry



Gabriele Burian
BSc, MSc, MA

30+ years of international industry and project experience together with qualifications in psychology, change agency & coaching and online learning provide the foundations from which Gabriele supports the development of project managers & leaders



John Fotherby

John has spent an entire career solving critical commercial and contractual challenges and managing disputes on behalf of contractors and owner organisations on international projects. He is now working with others to advance collaborative contracting and the related project practices

Kingsfield Academy & Program Tutors

Kingsfield Academy's experience is firmly rooted in the delivery of engineering, procurement & construction projects and a passion for helping project professionals achieve successful project outcomes. We have an extensive track record of supporting organisations and their project teams in turning around tricky and messy commercial situations through hands-on short term advisory and longer-term training & coaching programs.

The program will feature a number of industry and expert guest speakers who will provide insights into their own experiences of responding to complex project environments.

Registration & Fees

Registration closes 20th January 2022

Registrations received for the inaugural run of Leading Complex Projects will automatically qualify for a discount of 15% against the full program fee.

To register your interest or to book a call to discuss your questions and requirements, contact us on +44 (0) 1932 340 140 or email learning@kingsfieldacademy.com

Further information is also available on our website.

[START YOUR JOURNEY](#)

Fees

- Usual Price – £3,950
- Inaugural run 15% discount
£3,350 (+VAT) per person

Start date and duration

- Launch – February 17th
- 8 Month duration
- 12 x Workshops
- Individual Coaching

“Our role as project leaders is to selflessly create the vision and the enabling environment for everyone else – so that they can cope with the complexities, the risks, the uncertainties that we will always face**”**

KAREN CHERRILL, PARTNER, KINGSFIELD ACADEMY