

# Leading and Managing Complex Projects Masterclass



Focus on: **The Manager**  **The Specialist**  **Spotlight Programme**  **Hands-on Skills**

## Course Overview

This course is designed for professionals who are ready to move beyond traditional project management and lead in environments defined by complexity, uncertainty, and rapid change. The course provides a comprehensive foundation for leading and managing complex projects with confidence, agility, and strategic foresight.

As organisations face exponential growth in knowledge and technology, the linear tools and methods of conventional project management often fall short. This course equips participants with the mindset and capabilities to navigate the chaos of today’s business landscape using systems thinking, complexity theory, and adaptive leadership.

Participants will explore the nature of complex projects through frameworks such as the Project Complexity Model (PCM) and diagnostic tools like the Complexity Assessment Tool (CAT). The course emphasises the importance of understanding both linear and non-linear systems, the dynamics of complex adaptive systems, and the concept of emergence. Participants will assess their own leadership competencies, develop a personal mastery plan, and apply adaptive strategies to lead diverse teams and foster innovation.

In the context of complex projects, this course revisits key topics through the lens of complexity, covering areas such as stakeholder analysis, risk dependency and response planning, selecting appropriate methodologies, and effective management of pace in volatile environments. The course also introduces structured decision-making tools such as Multi-Criteria Decision-Making (MCDM) and explores how emerging technologies like generative AI can support leadership in complex projects. Through hands-on activities and real-world case studies, participants gain practical skills to lead at the edge of chaos.

Course Objectives		This Course is Ideal For:	
1	To equip delegates with the ability to apply complexity science to project environments, enabling them to navigate uncertainty, emergence, and non-linear dynamics with greater strategic clarity.	✓	Any project professional with a solid foundation in traditional project management who is looking to expand their capabilities in navigating complexity and applying systems thinking.
2	To provide delegates with practical tools and frameworks for assessing project complexity, including diagnostic models and self-assessment techniques.	✓	Anyone involved in the planning, execution, or governance of complex initiatives, especially those aiming to enhance their strategic impact and resilience in dynamic environments.
3	To enable delegates to select and adapt leadership styles suited to complex project	✓	Any experienced and aspiring project leader seeking to deepen their understanding of non-

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	contexts, enhancing team cohesion and the likelihood of project success.		linear project environments and develop adaptive leadership strategies.
4	To empower delegates to manage complex projects by minimising uncertainty, leveraging systems thinking and proven practices from complexity science to structure, lead, and deliver outcomes in volatile settings.	✓	Any functional leader who plays a critical role in supporting and delivering complex projects across diverse organisational settings.

## Course Content

Day	Theme	Coverage
1	Rethinking Projects in a Complex World	<ul style="list-style-type: none"> <li>Why conventional project management practices fall short in today's environment</li> <li>Introduction to complexity science and systems thinking</li> <li>Characteristics of complex projects and the concept of emergence</li> <li>Linear vs non-linear project dynamics</li> <li>Complex adaptive systems and the "edge of chaos"</li> </ul>
2	Diagnosing and Framing Complexity	<ul style="list-style-type: none"> <li>Project complexity factors and types of complexity</li> <li>The Project Complexity Model (PCM)</li> <li>Using the Complexity Assessment Tool (CAT)</li> <li>Creating a framework for managing project complexity</li> <li>Managing pace and uncertainty in volatile settings</li> </ul>
3	Systems Thinking and Strategic Structuring	<ul style="list-style-type: none"> <li>Applying systems thinking to project planning and execution</li> <li>Selecting and tailoring project methodologies for complexity</li> <li>Structuring projects for resilience and responsiveness</li> <li>Problem-solving in complex environments</li> </ul>
4	Leading in Complexity	<ul style="list-style-type: none"> <li>Limits of traditional leadership theories</li> <li>Adaptive leadership: principles and practices</li> <li>Assessing your leadership competencies</li> <li>Communicating project vision and fostering innovation</li> <li>Building cohesive, high-performing teams in uncertain contexts</li> </ul>
5	Integration, Application, and Personal Mastery	<ul style="list-style-type: none"> <li>Stakeholder analysis and planning in complex settings</li> <li>Risk identification, dependencies, and response planning</li> <li>Leveraging complexity for strategic advantage</li> <li>Developing your Personal Mastery Plan</li> <li>Final synthesis: leading complex projects with confidence</li> </ul>

## Course Assessment

## Certification

**Participants will be assessed on:**

Participation in sessions

Upon successful completion of the course,

participants will receive a **Certificate of Successful**

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Completion of exercises & case studies	<b>Completion</b> , along with a <b>Transcript of Marks</b> showing the performance by grade in each element of assessment and overall.
Performance in assessments	

## Course Instructor

The instructor is a distinguished professor, board chair, and active project management consultant, based in Australia. With over 30 years of experience across Australia, Southeast Asia, and the Middle East, he brings a wealth of expertise in both technical and management domains. His international career spans industry, government, and academia, equipping him with a unique blend of practical insight and formal qualifications. His vast project management and leadership experience makes him an exceptional guide for professionals seeking to successfully lead and manage complex projects.