



# Managing Complex Projects: A New Model: A New Model

*By Kathleen B. Hass*

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Businesses today can struggle to adjust to the unprecedented level of change that is taking place as a result of the growing role of technology, the Internet, and the global marketplace. For organizations to survive and thrive in the global economy, we must find ways to dramatically improve the performance of large-scale projects. "Managing Complex Projects: A New Model" offers an innovative way of looking at projects, treating them as complex adaptive systems that are themselves part of even larger complex systems - the organization and the global economy. By applying the principles of complexity thinking, project managers and leadership teams will learn to successfully manage significant, large-scale initiatives. This book explains step-by-step how to use the Project Complexity Model to determine the approach needed to manage all aspects of a project based on the level of complexity involved.

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

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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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