

- **Correlation versus causation:** when individuals or teams mistake a correlation between two variables as causation
- They assume because two variables are correlated, one causes the other, when in fact, this may not be the case
- **Troubleshooting** is required when measurements fall outside **thresholds** (acceptable ranges)
- **Exception plans** should be developed proactively

### Uncertainty

- Lack of knowledge or information about future events or outcomes. To respond to uncertainty in general, the team may:
  - **Gather information:** through experts, research, and market analysis
  - **Prepare for multiple outcomes:** have both primary and backup solutions
  - **Use set-based design:** investigate multiple designs early in project
  - **Build in resilience:** ability for team and processes to adapt and respond to unexpected changes

### Questions to ask

1. Does team have an awareness of project environment to include technical, social, political, market, and economic elements?
2. Is team exploring and responding to uncertainty appropriately on the basis of project constraints?
3. Is there a risk management system in place to both address threats and leverage opportunities?
4. Is project performing on plan with little impact from unforeseen events and conditions?

### Ambiguity

- Occurs when there is more than one interpretation of a situation
- **Conceptual ambiguity:** lack of clarity in the definition or understanding of project-related concepts, terms, or ideas
- **Situational ambiguity:** lack of clarity or certainty in project environment or circumstances
- To explore ambiguity, the team may:
  - **Outline progressive elaboration:** adding more detail as it becomes available
  - **Experiment:** to understand cause and effect
  - **Develop prototypes:** to help distinguish relationships between variables

### Complexity

- Degree to which a project is characterized by a high number of interdependent parts, or a high degree of interconnectivity between these parts
- Complex projects are hard to plan and manage because of the difficulty of predicting what might occur
- To address complexity, the team may:
  - **Iterate:** use both iterative and incremental approaches that allow the team to deliver one iteration at a time, learn, and improve
  - **Engage:** work with stakeholders throughout project to engage them in decision-making and lower opportunities for miscommunication

### Volatility

- Degree to which a project is subject to change or uncertainty
- Volatility may be addressed through:
  - **Alternative analysis:** identify different scenarios that could impact the project and develop alternative approaches to address those scenarios
  - Use of both cost and schedule reserves

### Risk

- An aspect of uncertainty; an uncertain event or condition that may affect the project
- Threats are negative risks
- Opportunities are positive risks
- **Risk thresholds:** predetermined levels of acceptable risk exposure established to guide decision-making during the project

Risk Responses	
For Threats	For Opportunities
<b>Avoid:</b> ensure threat won't occur and/or won't affect project	<b>Exploit:</b> ensure opportunity will occur and will affect project
<b>Escalate:</b> move ownership to someone with more authority than project manager	<b>Escalate:</b> move ownership to someone with more authority than project manager
<b>Transfer:</b> move ownership to a third party (e.g., insurance)	<b>Share:</b> move ownership (or partial ownership) to a third party
<b>Mitigate:</b> decrease impact and/or probability of occurrence	<b>Enhance:</b> increase impact and/or probability of occurrence
<b>Accept:</b> do nothing proactive (passive acceptance). Set up a contingency plan (active acceptance)	<b>Accept:</b> do nothing proactive (passive acceptance)

• **Residual risks:** remain after response has been taken and must be managed

• **Secondary risks:** develop because of risk response

• **Risk reserves** (cost and schedule) may be set up to address risks

- Contingency reserves are for known risks
- Management reserves are for unknown events that would lead to in-scope work

• Risks may be identified and/or addressed at multiple meetings, including daily standups, product demos, retrospectives, and status meetings

## TAILORING

- Deliberately adapting aspects of the project on the basis of project management guiding principles and organizational values and culture
- Tailoring may lead to more efficient use of resources, more customer-oriented focus, and more commitment from team members who designed the approach
- Many aspects of a project may be tailored, including:
  - Life-cycle & development approach
  - Selection • Processes • Engagement
  - Tools • Methods and artifacts

### Tailoring Steps

1. Select initial development approach:
  - Predictive • Hybrid • Adaptive
2. Tailor for the organization:
  - Project size • Criticality
  - Organizational maturity
3. Tailor for the project:
  - A. **Product/deliverables:** type, industry market, technology
  - B. **Project team:** size, geography, experience
  - C. **Culture:** buy-in to delivery approach, trust, empowerment, organizational culture
4. Implement ongoing improvement
  - A. Engaging the team throughout the project with tailoring shows the organization values innovation and trusts team member input

### Model

- A simplified representation of a project, system, or process used to better understand, analyze, and predict its behavior

### Categories

#### Situational leadership models

- Describe how leaders can adjust their leadership style on the basis of readiness or development level of their followers

#### Communication models

- Describe process of communication between sender and receiver
  - Provide a structured way of understanding how communication occurs, including:
    - Factors that influence the process
    - Elements necessary for effective communication

#### Motivation models

- Describe factors that influence human motivation: the needs, desires, and drives that underlie human behavior
- Seek to explain why people do what they do and how managers can use this knowledge to increase employee motivation and engagement

#### Change models

- Describe stages of the change process
- Provide a structured approach to managing change
- Seek to explain how individuals and organizations respond to change and provide guidance on how to successfully navigate the change process

#### Complexity models

- Seek to explain behavior of complex systems, characterized by large numbers of interacting components, nonlinear relationships, and emergent properties

## MODEL, METHOD & ARTIFACT

- Aim to provide a deeper understanding of how these systems work and to identify patterns and regularities that can help predict and manage their behavior

- Provide a more nuanced understanding of the behavior of projects as complex systems
- Identify patterns and regularities that can help inform decision-making

#### Team development models

- Explain how teams form, develop, and mature over time
- Can be used to understand the dynamics of teams and identify strategies for improving team performance

### Method

- The means (tool, technique, or best practice) used to obtain a desired outcome, output, result, or deliverable

### Categories

#### Data gathering & analysis

- Collect, analyze, and interpret data related to a project to make informed decisions that support project success

#### Estimating

- Estimate time, cost, and resources required for a project

#### Meetings & events

- Engage and communicate with project stakeholders

### Artifact

- A template, document, output, or project deliverable

### Categories

#### Strategy

- Created before the project begins and often doesn't change
- Ensures project is aligned with organization's overall business strategy
- Provides a framework for decision-making throughout project's life cycle

#### Logs & registers

- Ensure key project information is captured, tracked, and documented in a consistent and organized manner
- Helps ensure project team is informed and organized and information is accessible when needed

#### Plans

- Document means of accomplishing some aspect of project
- Individual plans may be combined into an **integrated project management plan**

#### Hierarchy charts

- Visualize information with less detail at the top and more on lower levels
- Can be expanded as more information becomes known

#### Baselines

- Approved versions of a work product or plan
- Actual performance on projects often compared to baselines to visualize variances and aid decision-making
- A project may have multiple baselines, including scope, schedule, and cost

#### Visual data & information

- Created after data have been collected and organized
- Very visual; can aid decision-making

#### Reports

- Communicate information to project stakeholders:
  - Status • Progress • Forecasts

#### Agreements & contracts

- Agreements: written or verbal understanding between two or more parties on a project
- Contracts: legally binding agreement

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