

Research Project

Cross-Cultural Complex Project Management

Traditional project management is struggling in the face of increasing complexity in today's interconnected world, with human factors (such as social complexity due to political and cultural dynamics) identified as the main barriers to success.

Governments and corporations from around the world have invested significant resources into identifying and understanding the causes of failure in complex projects. This initial research has led to the emergence of the concepts of complex project management (CPM) and a growing recognition of the need for a range of new skills, education and tools to address CPM.

As an independent, not-for-profit body, the ICCPM Knowledge Development and Dissemination Centre (KD2) is in an unrivalled position to provide decision-makers in industry and government with credible, independent assessments of issues of complexity facing the management of specific projects and organisations.

Cross-Cultural Complex Project Management (CCCPM) Research Project

Within the overarching objective to "advance CPM knowledge and practice", ICCPM has identified the

following strategic research aims:

- the context of modern project management;
- the review and integration of existing and emerging CPM knowledge and practice;
- the generation of new CPM knowledge and practice.

The objective of the CCCPM research project is to contribute to improvements in project performance by addressing issues of social complexity in project management.

The fields of research are selected from areas of non-mainstream project management so as to explore alternative perspectives and practices. Research fields include arts, community building, social change, psychology and discourse analysis, to name but a few.

The CCCPM research project is affiliated with a variety of academic institutions and think-tanks and comprises eleven PhD projects from across the world.

Project Phases and Deliverables

The research project is staged in 4 phases (see inset) with the aim of delivering an advanced toolbox for social complexity in project management.

Project Phases

Phase 1 evaluates existing models, methods and instruments dealing with social complexity within the scientific discourse.

Phase 2 uses the results of Phase 1 to define a prototype toolkit for social complexity in project management.

Phase 3 applies the prototype toolkit to real life projects in order to test and refine it.

Phase 4 validates and publishes the research in the global project management community of researchers and practitioners.

Getting Involved

This research provides an opportunity for organisations to contribute to the study. By doing so, their real-life projects can benefit from the early stage results.

To find out more, or how you can contribute to this important research, please contact:

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