

NEWSLETTER

FEBRUARY 2015



WELCOME TO THE FEBRUARY 2015 EDITION OF THE CARAVEL NEWSLETTER.

COMPLEXITY THEORY AND DELIVERY



We have discussed many project and change management issues over the years and have had some excellent feedback from our readers. One of the key questions that is raised is "what is the basis of the Caravel approach that makes it so successful?"

Our approach uses the traditional approaches (eg PMBOK, Prince 2, Agile etc) essentially derived from the exacting sciences combined with behavioural sciences for the change management component.

Caravel applies Complexity Theory to manage the risks that arise from uncertainty as a result of organisational complexity and environmental complexity. This is different to the International Centre for Complex Project Management that focusses on leadership. At the request of a leading university we are in the early stages of developing a course to address our approach that is supported by over 20 years of successful application.

Our application of Complexity Theory and the Behavioural sciences is embodied in our support solutions. The following discussion looks at how our solution uses information and not data.

WOULD YOU LIKE MORE INFORMATION?



If you need more information on any of the above topics, please do not hesitate to contact:

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BIG DATA



We are all familiar with the concept of "Big Data". In fact, it has become ubiquitous in the business world and is synonymous with "informed" decision making.

BUT ARE WE REALLY SEEING BETTER RESULTS THROUGH THE USE OF BIG DATA?

Recently published mega project success rates would suggest that there is no significant increase in success rates. Yet all the major delivery companies are claiming the use of big data approaches.

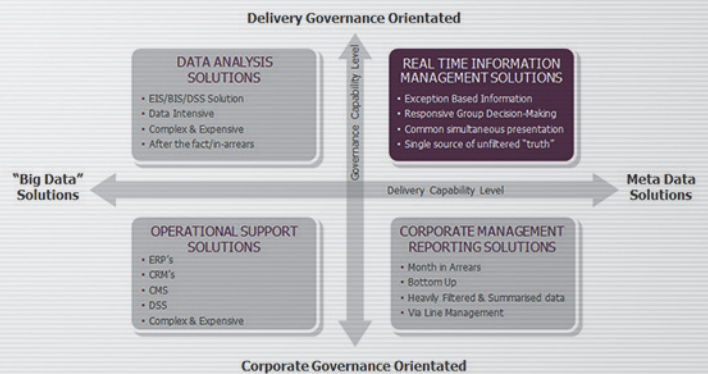
WE NEED TO ASK OURSELVES WHY THE BIG DATA APPROACH DOESN'T SEEM TO BE WORKING.

At the heart of big data is the ability to apply statistical approaches to the identification of probabilistic outcomes. In other words, we essentially have known inputs (the data provides this) and we are seeking the optimum output (which may be unknown). The sophistication that is required for this is significant and this is reflected in the price and availability of systems that deliver this.

BUT WHAT HAPPENS IN REALITY?

Our delivery environment is complex (with many unknown aspects) and delivery is performed by people (who are also complex with varying and sometimes unknown behaviours). Both meet the criteria for Complex Adaptive Systems as defined by Complexity Theory. And this is where big data falls down. It relies on data which is a known input. Complex Adaptive Systems on the other hand are very much characterised with unknown inputs and unknown outputs.

Big data therefore is not the right tool and we need to pick the right tool for the job.



Caravel has been leading the way in research into Behavioural Project Governance and Complexity Theory as applied to effective execution. Talk to us today about how we can help implement the right solution for your organisation.