



Leading Complex Projects Training Course: Complexity Diagnosis and Multi-Party Leadership

22 – 26 February 2027

Barcelona - Eixample district four-star



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Introduction:

Leading complex projects, with complexity diagnosis and multi-party leadership, is a 5-day course for senior managers directing large projects shared by owners, joint venture partners and several contractors, ending with a Complexity Diagnosis and Leadership Plan for a case megaproject. Organisations lose value when such projects are run as merely large, so contested goals, partner politics and emergent risk surface after budgets are committed. Nominees already lead major projects or represent the owner on them, and the course is taught through case study work on megaproject documents. CoreConcept Training Center delivers this leading complex projects course.

Course Objectives:

- Diagnose a project's structural, technical, directional, temporal and socio-political complexity and score it on a complexity profile
- Classify project decisions with the Cynefin framework and design probe-sense-respond actions for situations without a known answer
- Select a predictive, adaptive or hybrid delivery model and justify it to sponsors and partners
- Lead joint venture partners, contractors and integrated teams through agreed decision rights, interface forums and alliance behaviours
- Detect emergent risk early, run collective sensemaking and escalate decisions taken under uncertainty
- Produce a Complexity Diagnosis and Leadership Plan for a case megaproject

Target Audience:

- Senior managers directing large capital, infrastructure or transformation projects delivered by several organisations
 - Owner-side leaders who represent the sponsoring organisation on megaproject leadership teams
 - Joint venture and alliance managers responsible for aligning partner organisations on one project
 - Senior contractor-side managers accountable for delivery packages within multi-contractor projects
 - Project assurance and controls heads who report on the health of high-uncertainty projects to senior decision makers
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Course Outline:

Day 1: Anatomy of Project Complexity and Current-State Diagnosis

- Structural and Technical Complexity Indicators in Multi-Party Projects
- Directional Complexity Assessment of Contested and Shifting Objectives
- Temporal Complexity Mapping Across Long-Duration Megaproject Horizons
- Socio-Political Complexity Scan of Power and Competing Interests
- Requisite Versus Harmful Complexity Classification Worksheet

Day 2: Complexity Frameworks and Delivery Model Selection

- Cynefin Framework Domain Mapping for Project Decisions
- Probe-Sense-Respond Cycles and Safe-to-Fail Experiment Design
- ICCPM Complex Project Leadership Competency Standards Self-Assessment
- Five-Dimension Complexity Profile Radar Chart Scoring
- Predictive, Adaptive or Hybrid Delivery Choice Matrix

Day 3: Multi-Party Interfaces, Power and Integrated Team Leadership

- Joint Venture Partner Charter and Shared Decision Rights Map
- Multi-Contractor Interface Escalation Ladder and Alignment Forums
- Stakeholder Power and Influence Network Mapping
- Alliance Culture Behaviour Charter for Integrated Owner-Contractor Teams
- Coalition Building and Political Negotiation Planning Canvas

Day 4: Emergent Risk, Sensemaking and Decisions Under Uncertainty

- Weak Signal Detection and Emergent Risk Radar
- Collective Sensemaking Sessions Using Narrative Fragment Capture
- Decision Rights Under Uncertainty and Escalation Trigger Design
- Pre-Mortem Analysis and Cognitive Bias Checks for Leaders
- Complexity-Aware Reporting and Independent Assurance Health Checks

Day 5: Case Study Building a Complexity Diagnosis and Leadership Plan

- Case Megaproject Briefing Pack and Complexity Profile Scoring
 - Delivery Model Recommendation and Partner Decision Rights Design
 - Contractor, Partner and Stakeholder Power Strategy Drafting
 - Emergent Risk Sensemaking Rhythm and Reporting Cadence Setting
 - Complexity Diagnosis and Leadership Plan Completion and Peer Challenge
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Skills You Will Gain:

- Complexity Profiling
- Cynefin Domain Classification
- Delivery Model Selection
- Joint Venture Partner Alignment
- Political Stakeholder Navigation
- Alliance Team Leadership
- Emergent Risk Sensemaking
- Escalation Under Uncertainty

Why Attend This Course:

- Deliver a Complexity Diagnosis and Leadership Plan to the project sponsor and the joint leadership team of a megaproject
- Decide when a project problem needs expert analysis and when it needs small safe-to-fail experiments instead
- Avoid partner disputes, late interface clashes and surprise cost growth that come from treating a complex project as merely large
- Share complexity profiles, interface escalation ladders and sensemaking routines with project leaders and partner managers

Conclusion:

Back at work, the participant hands the Complexity Diagnosis and Leadership Plan to the project sponsor, the joint venture or alliance leadership team and the heads of the main contractors. They use it to agree which delivery model to keep or change, who holds which decision rights between partners and how emergent risk is raised and escalated. After the first quarter under the plan, the leadership team should rescore the complexity profile, review which escalations worked and adjust partner forums, reporting and decision rights accordingly.

Frequently Asked Questions FAQ:

What should participants know before the leading complex projects course?

Participants should already lead large projects or represent an owner or partner on one, and be fluent in standard project planning and control. Bringing anonymised project documents, partner agreements or reports helps them apply the case work to their own projects.

How does leading complex projects differ from an advanced project management course?

It assumes planning and control skills and concentrates on what makes a project complex: diagnosing complexity, choosing a delivery model, leading partners and contractors, handling politics and emergent risk. Advanced project management courses focus on baselines, scheduling, cost and change control processes.

What are the main dimensions of complexity in leading complex projects?

Practitioners usually assess structural, technical, directional, temporal and socio-political complexity. Together they show whether a project is large but predictable or genuinely complex, where cause and effect only become clear afterwards and leaders must probe, sense and respond.

What do participants take back from the leading complex projects course?

Participants take back a Complexity Diagnosis and Leadership Plan for a case megaproject, with a complexity profile, a delivery model recommendation, a partner decision rights map, a stakeholder power strategy and an emergent risk and reporting rhythm they can adapt to their own projects.
