



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

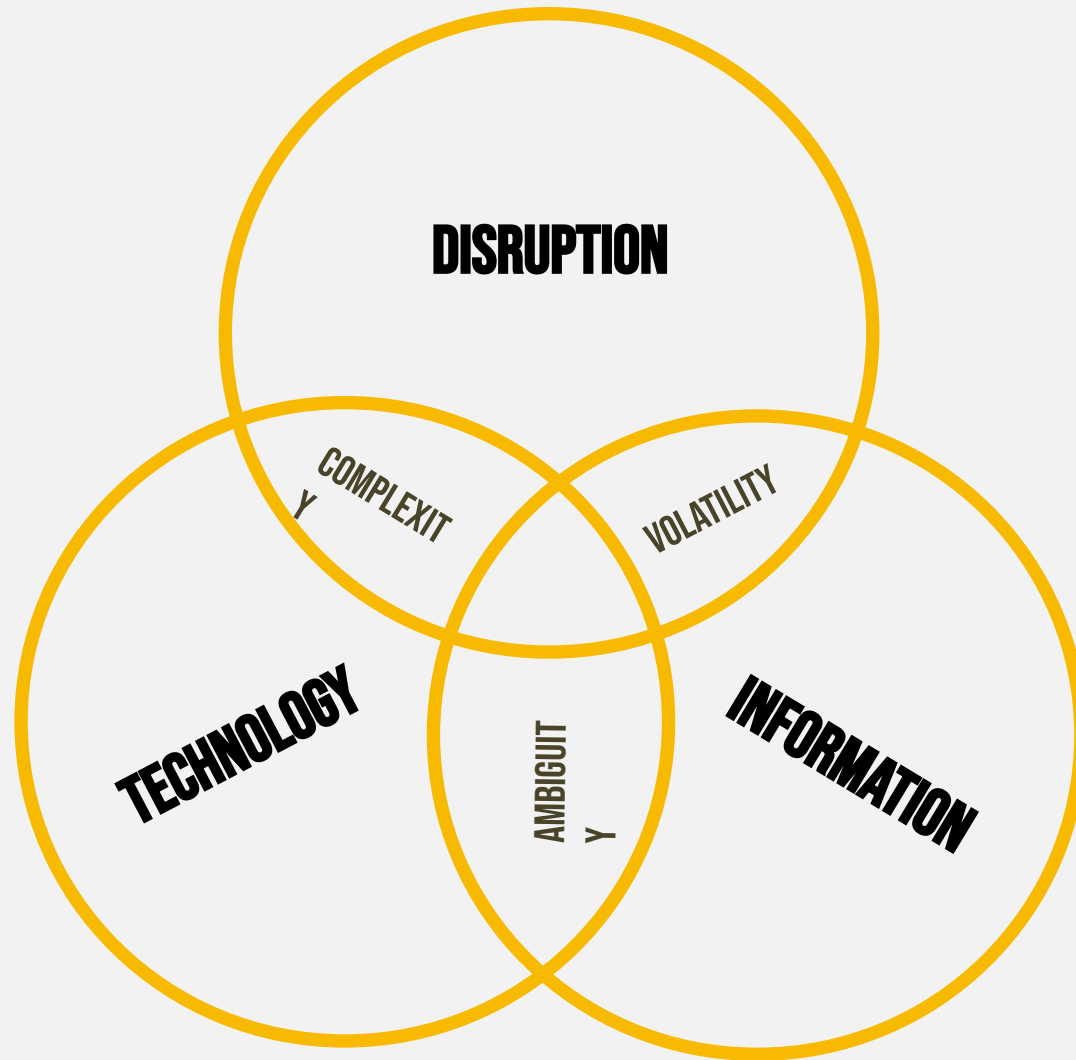


Thriving in Complexity through Strategic Resilience and Agility

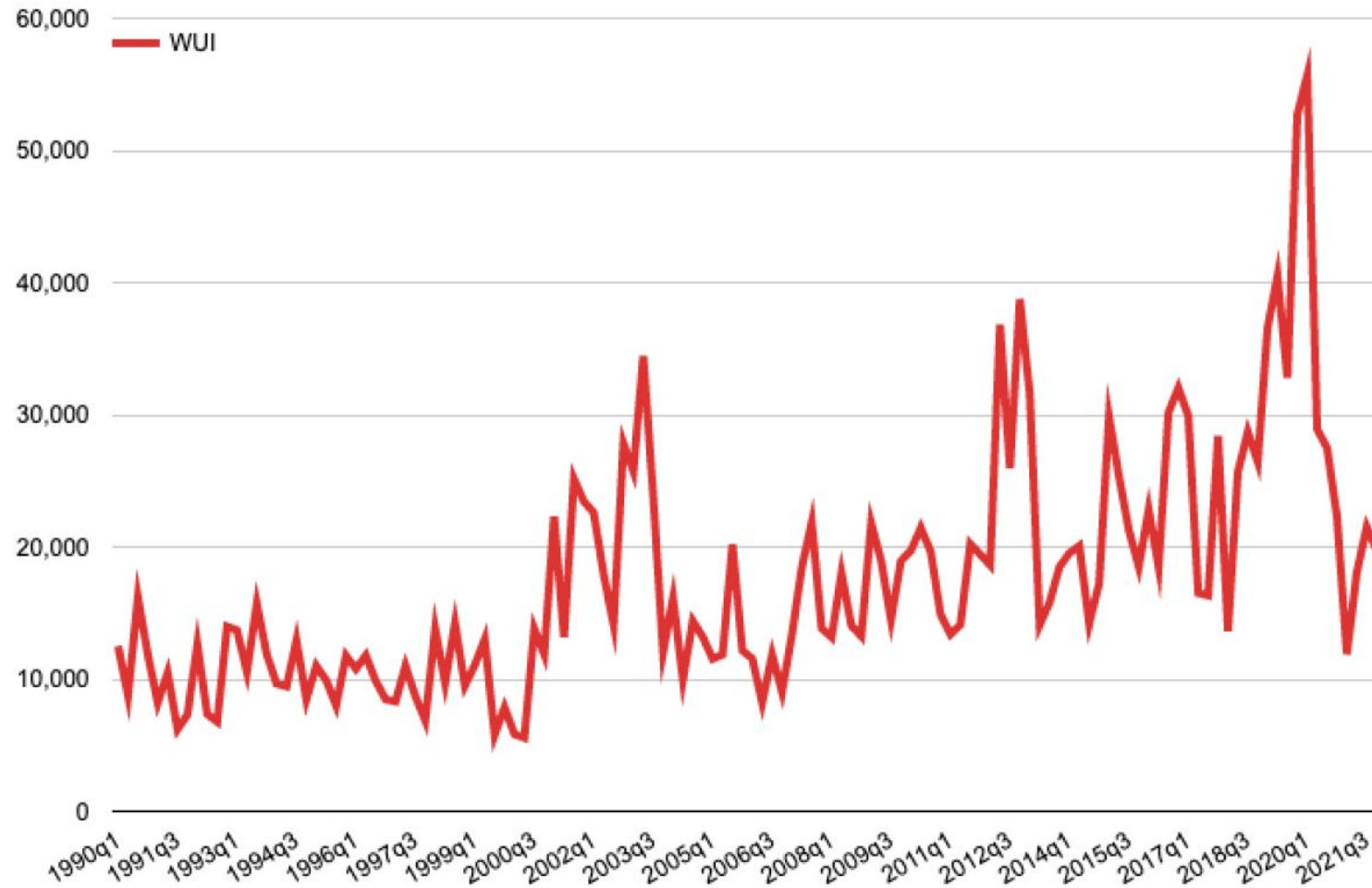
Marcus Glowasz

2022 Project Management Symposium





WORLD UNCERTAINTY INDEX





V

VOLATILITY

U

UNCERTAINTY

C

COMPLEXITY

A

AMBIGUITY

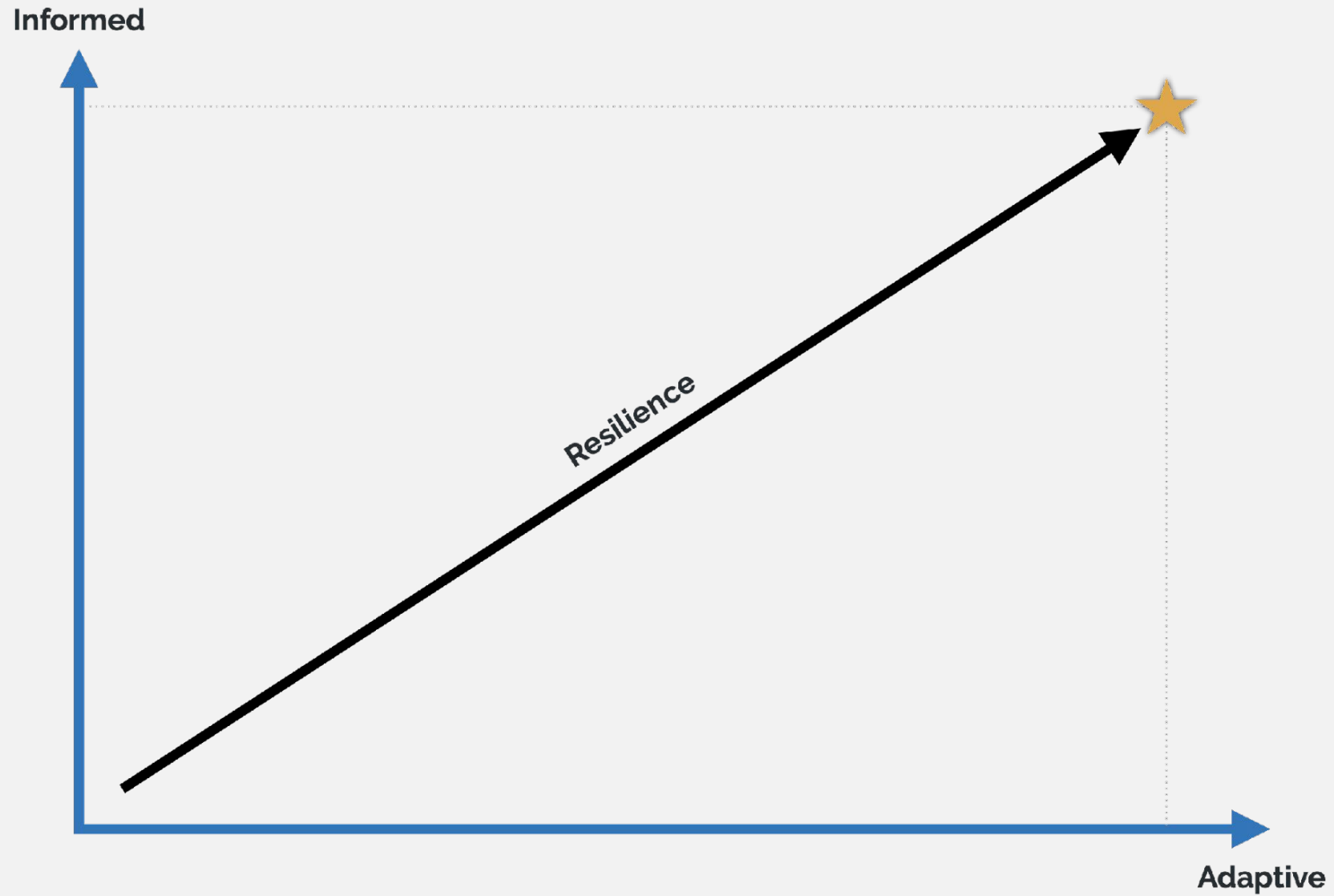
WHAT DOES RESILIENCE MEAN?



The ability of an organization to **anticipate, prepare for, respond** and **adapt to** incremental change and sudden disruptions in order to **survive and prosper.**

Denyer, D. (2017). Organizational Resilience: A summary of academic evidence, business insights and new thinking. BSI and Cranfield School of Management.

PROJECT RESILIENCE



DEVELOPING ROBUSTNESS AND RESILIENCE

	IMPACT	APPROACH	ROBUSTNESS
PROACTIVE	Powerful	Advance	x100
	Purposeful	Adaptive	x10
	Control	Anticipative	x1
PASSIVE	Fragile	Reactive	-1
	Loss	Random	-10

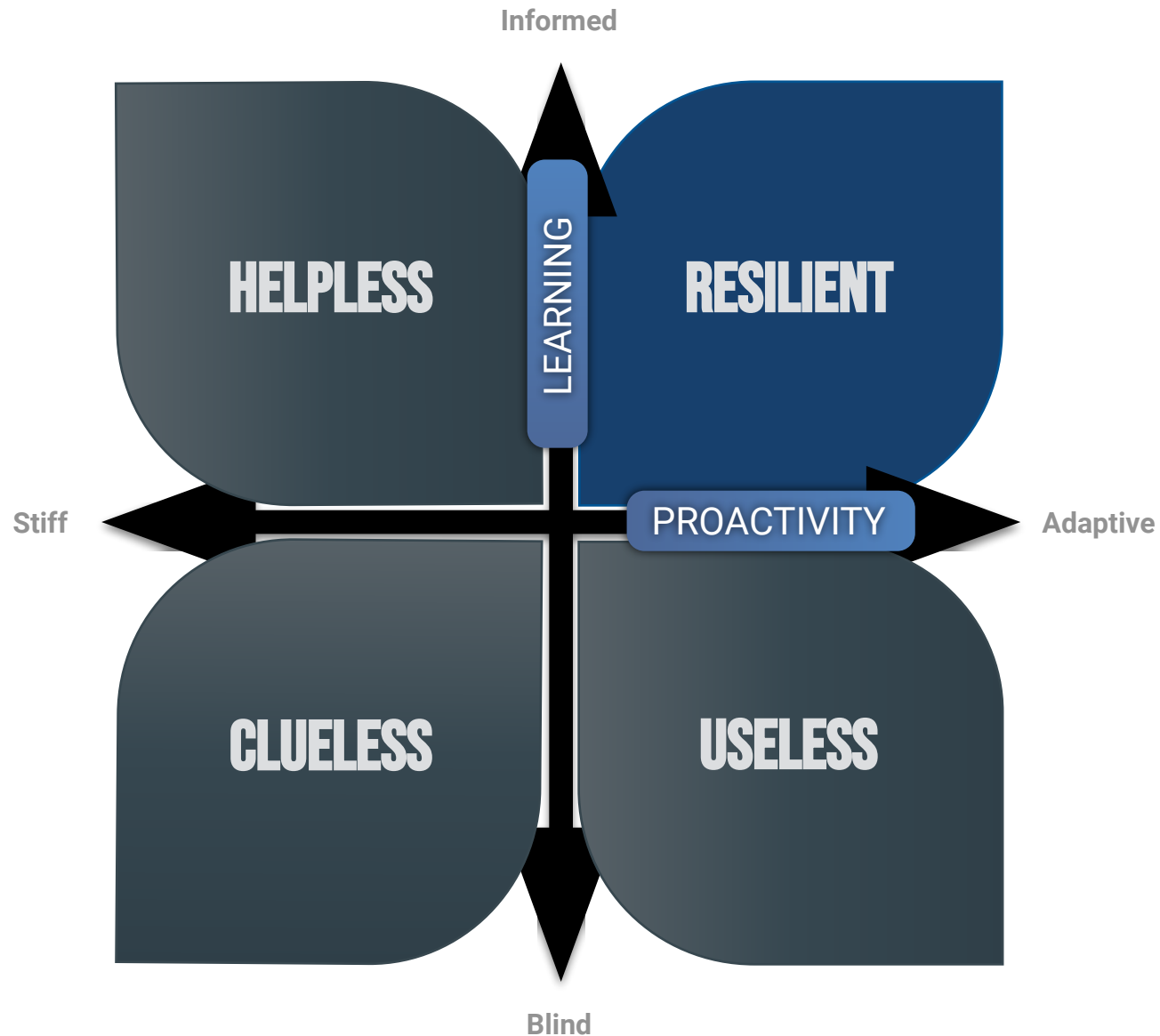
DEVELOPING ROBUSTNESS AND RESILIENCE

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	Control	Anticipative	x1	
PASSIVE	Fragile	Reactive	-1	SURVIVOR
	Loss	Random	-10	

DEVELOPING ROBUSTNESS AND RESILIENCE

	IMPACT	APPROACH	ROBUSTNESS	
PROACTIVE	Powerful	Advance	x100	NAVIGATOR
	Purposeful	Adaptive	x10	
	Control	Anticipative	x1	
PASSIVE	Fragile	Reactive	-1	
	Loss	Random	-10	

WHAT ARE THE BARRIERS?

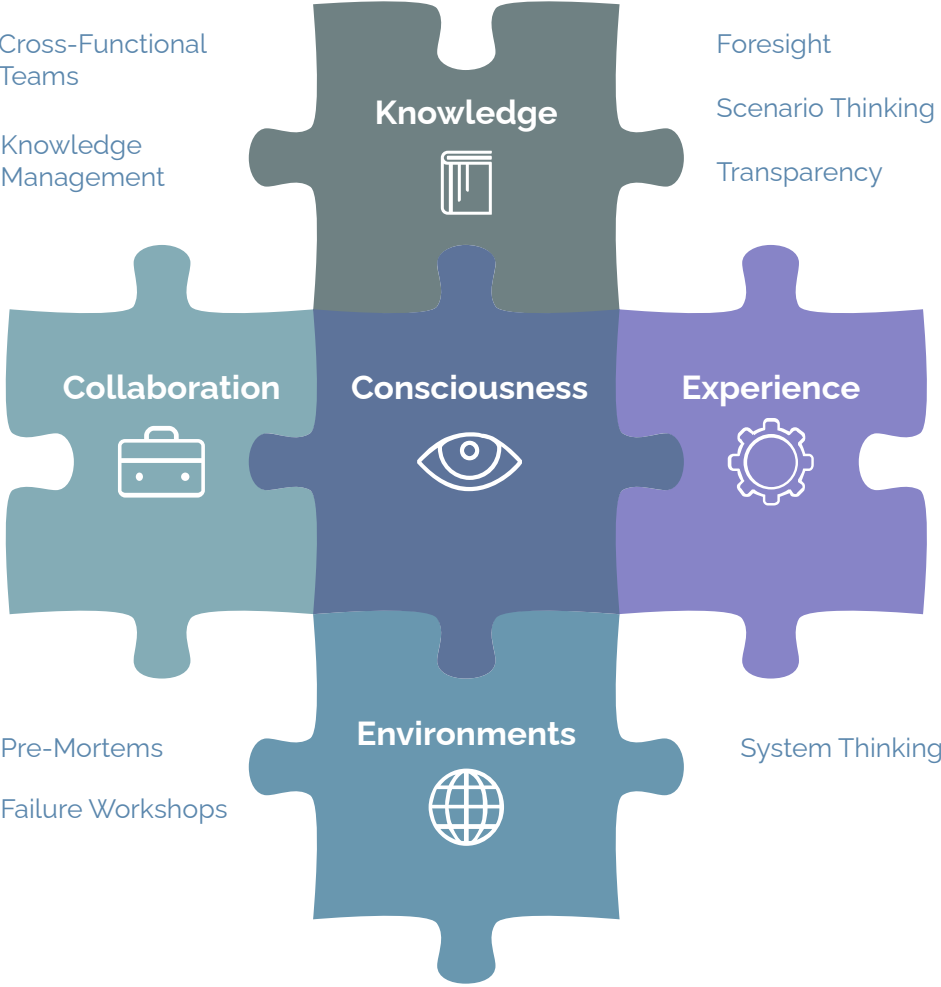


- Too busy... "It's not my job"
- Misinformation
- Risk administration instead of Risk mindset
- "Cover up" mentality

1

AWARENESS

Know Your Project



ADAPTIVE CAPACITY

Cope with Disruption



Adaptive capacity is a measure of the culture and dynamics of an organization that allow it to make decisions in a timely and appropriate manner.

McManus, S., Seville, E., Vargo, J. & Brunsdon, D., 2008.
Facilitated process for improving organizational resilience. Natural Hazards Review

ENABLING ADAPTIVE CAPACITY

Embrace Uncertainty



Diversity



Trust

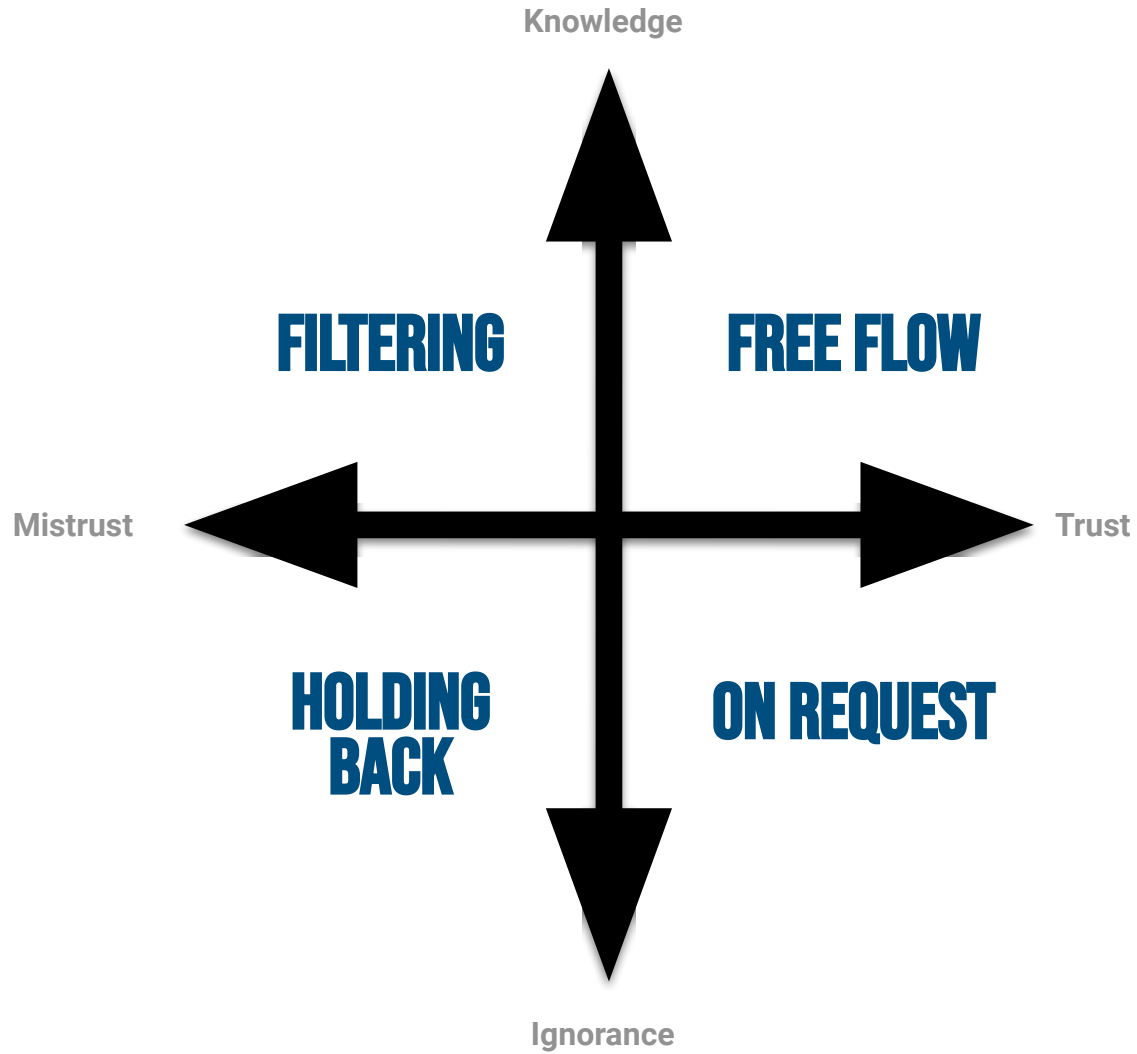


Transparency



Learning

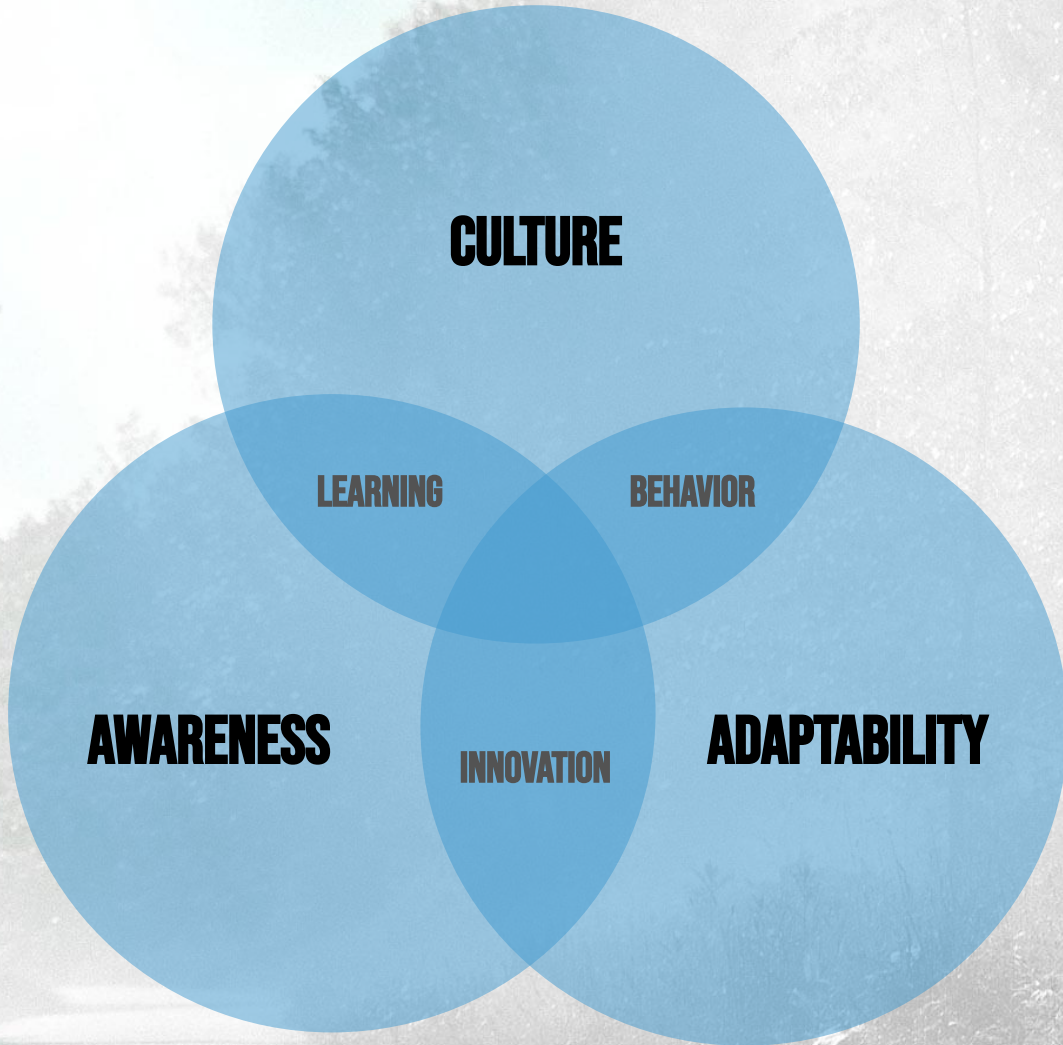
HOW TRANSPARENT IS YOUR PROJECT CULTURE?



PERSISTENCE

Innovate and Improve

- “I might be wrong”
- Reinforce Behaviors
- Embrace Challenges & Risks - Knowing is not Failing
- Commit to Learning
- Promote Innovation





THANK YOU!



Project Leadership Coach, Trainer, Facilitator



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Q&A

