# The Leading Complex Projects sprint
## *the two pager*

The Leading Complex Projects sprint equips leaders and managers with the knowledge and practical strategies needed to navigate the challenges of large-scale, multifaceted projects.

This two-week sprint explores the unique characteristics of complex projects, emphasising innovative leadership approaches, effective governance mechanisms, and systems thinking. Participants will learn to navigate diverse stakeholder ecosystems, manage change and disruption, and drive project success.

The sprint covers key topics including project lifecycle management, adaptive governance, stakeholder influence, and outcome-focused project delivery. Participants will engage with industry leaders and peers, sharing insights and building a valuable professional network.

## Assumed knowledge

Basic understanding of project management principles, familiarity with organisational structures and stakeholder management, and some exposure to complex business environments.

## Time commitment

The core sprint content is self-paced, featuring videos, additional readings, and workbook activities. We recommend setting aside between 30-60 minutes a day to work on core content.

There are three live sessions of around 2 hours each (these are recorded, so it's easy to catch up if you miss any). Networking events are optional, but they're a great chance to meet and chat with your cohort of like-minded leaders from across different industries.

## What will you gain?

+ Understand the unique challenges of complex projects and implement innovative leadership approaches

+ Manage diverse stakeholder ecosystems, adapt to change and disruption, and drive project success

+ Set up projects for success, deliver systems that work, and create long-term value

+ Explore different approaches to project leadership and governance

+ Work on a strategic project leadership plan for your organisation

+ Receive a University of Sydney badge, your personal complex project leadership credential

## Learning outcomes

| | |
|---|---|
| **01** | Analyse the different phases of a project lifecycle and apply suitable leadership capabilities to each stage |
| **02** | Evaluate governance mechanisms in complex projects and design effective governance structures |
| **03** | Develop strategies to navigate tensions and influence diverse stakeholders within project ecosystems |
| **04** | Propose project success measures that encompass long-term value creation and impact |

**For custom sprints for your organisation, contact us at executive.plus@sydney.edu.au**

## What it involved?

The sprint involves three live streamed lectures (one at the beginning, one in the middle, and one to conclude the course). Online modules will be released over a two-week period. Each module includes pre-recorded video content, reading material, and a workbook with activities that build skills in support of your final project. Each module also includes opportunities for self-paced online learning and peer-to-peer discussion.

# Modules

**Module 1**

*The role of the project leader*

This module covers the difference between project management and project leadership, how project leaders can drive performance and results, and the need to adjust leadership style depending on the demands of a complex project. You'll gain insights into the role and value of a project leader, the two different views of projects, and the complexities you can expect to face as a project leader.

**Module 2**

*Governance and stakeholder management*

This module looks at the intersection of project governance, management, and leadership. You'll gain an understanding of governance as it applies to large-scale projects, you'll understand how risk influences decision-making, and you'll get to know some of the main actors in a typical project ecosystem—and what to do when tensions arise.

**Module 3**

*Projects as production systems*

This module starts by stepping you through the evolution of leadership thinking and the various approaches you'll need to call on during complex projects. From there, you'll learn about incorporating innovation and dealing with disruption across the project lifecycle. You'll also find out about how to manage projects as "temporary organisations".

**Module 4**

*Delivering success and value*

The final module examines how to create lasting value through complex projects. You'll explore the relationship between projects and their broader communities, learn strategies for setting projects up for success from the start, and discover how to deliver systems that work effectively. The module concludes by bringing together key leadership actions needed to drive successful outcomes in complex projects.

# Assessment

The final project requires participants to reflect on the concepts and skills learned throughout the sprint, considering how they might be applied to actual organisations. While it isn't mandatory, you'll be encouraged to base your final project on your own organisation and/or experience.

THE UNIVERSITY OF SYDNEY | Sydney Executive Plus+