



Managing Complex Projects and Programs: How to Improve Leadership of Complex Initiatives Using a Third-Generation Approach

Richard J. Heaslip

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A new and innovative framework for managing complex organizational endeavors

Organizational executives and project management practitioners often lament that traditional project management approaches do not provide the best means of managing highly complex or strategic projects and programs. *Managing Complex Projects and Programs* carefully examines why.

Drawing on insights, experience, and case studies from executives, practitioners, and researchers, *Managing Complex Projects and Programs* explores the strengths and the weaknesses of "first-generation" (traditional) and "second-generation" (agile, complex, and extreme) project management approaches, to understand their limitations. It asks and answers hard questions about the practice of project and program management in modern organizations.

- What is wrong with our current system for managing complex projects and programs?
- How could we improve it?
- What roles and responsibilities should project managers, program managers, and executives assume in an "ideal" project or program management system?
- How can organizations assure that their projects and programs are led appropriately?

Managing Complex Projects and Programs offers fresh insights about the project and program management needs of organizations of various types and sizes. Moreover, it proposes that some organizations could improve their management of complex projects and programs by implementing a new "third-generation" approach that more clearly defines the roles of an organization's project and program managers, and its executives.

Whether you're a student of program or project management, a current program or project manager, or an organizational executive whose success depends on program and project management professionals, you will find that *Managing Complex Projects and Programs* provides invaluable perspectives on how to optimize the value of project and program management in modern organizations.

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