Q1 What is your current employment status?

Answered: 103   Skipped: 0
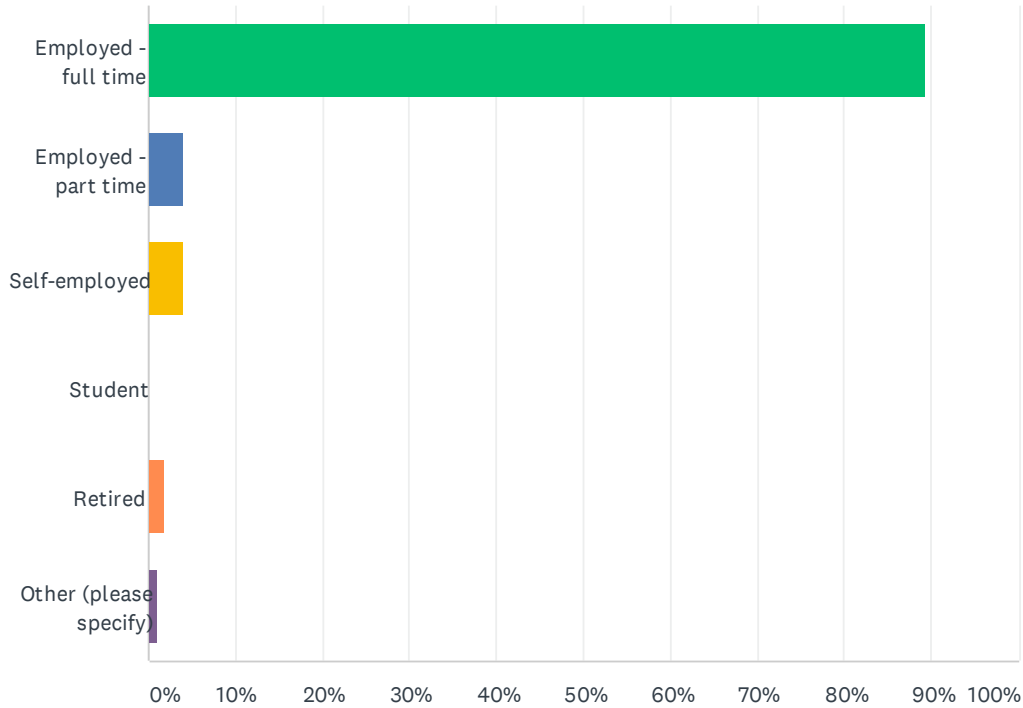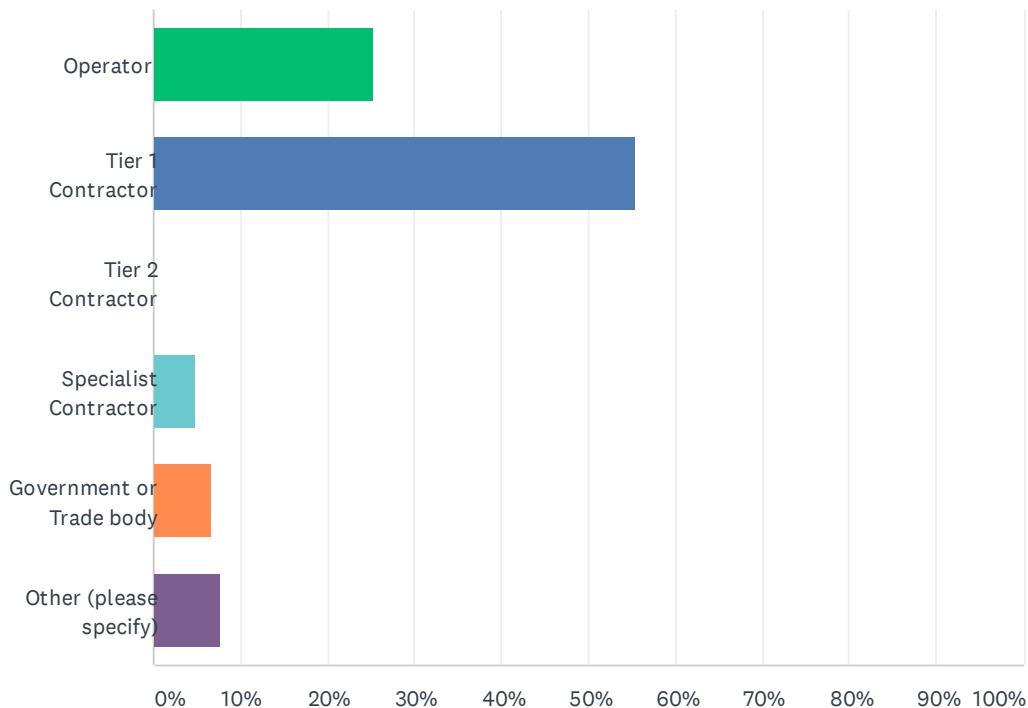

ANSWER CHOICES	RESPONSES	
Employed - full time	89.32%	92
Employed - part time	3.88%	4
Self-employed	3.88%	4
Student	0.00%	0
Retired	1.94%	2
Other (please specify)	0.97%	1
TOTAL		103

#	OTHER (PLEASE SPECIFY)	DATE
1	test	2/23/2021 9:24 AM

Q2 What type of business do you work for?

Answered: 103   Skipped: 0

ANSWER CHOICES	RESPONSES	
Operator	25.24%	26
Tier 1 Contractor	55.34%	57
Tier 2 Contractor	0.00%	0
Specialist Contractor	4.85%	5
Government or Trade body	6.80%	7
Other (please specify)	7.77%	8
TOTAL		103

#	OTHER (PLEASE SPECIFY)	DATE
1	Consulting	2/26/2021 5:51 PM
2	Consultancy	2/25/2021 1:02 PM
3	Government arm's length delivery organisation	2/25/2021 11:04 AM
4	Training consultancy	2/25/2021 10:39 AM
5	Consultant for alliancing and collaboration. Major projects	2/23/2021 10:06 AM
6	test	2/23/2021 9:24 AM
7	consultant	2/22/2021 9:10 AM
8	OEM Gas Turbines & Compressors	2/19/2021 12:11 PM

# Q3 Which of these best describes your area of expertise?

Answered: 103   Skipped: 0
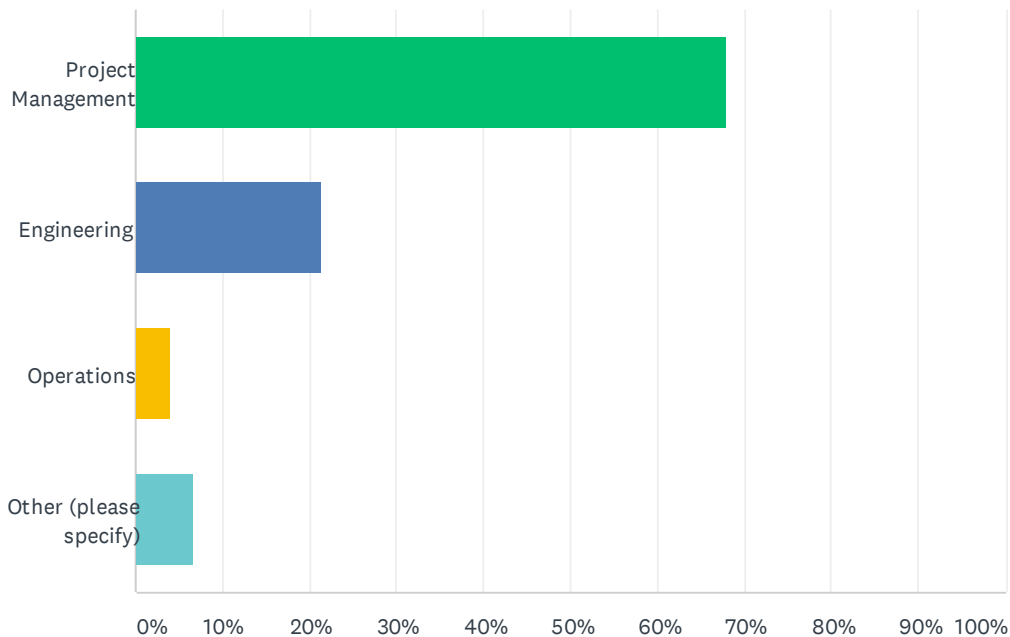
ANSWER CHOICES	RESPONSES	
Project Management	67.96%	70
Engineering	21.36%	22
Operations	3.88%	4
Other (please specify)	6.80%	7
TOTAL		103

#	OTHER (PLEASE SPECIFY)	DATE
1	Nuclear Decommissioning Authority	3/4/2021 10:42 AM
2	Project Controls	3/2/2021 1:25 PM
3	Quality	2/26/2021 5:27 PM
4	Commercial & risk	2/25/2021 10:39 AM
5	Leadership, neuroscience, teams and behavioural psychology	2/23/2021 10:06 AM
6	test	2/23/2021 9:24 AM
7	Training	2/19/2021 1:46 PM

Q4 How many years of project experience do you have?

Answered: 103   Skipped: 0
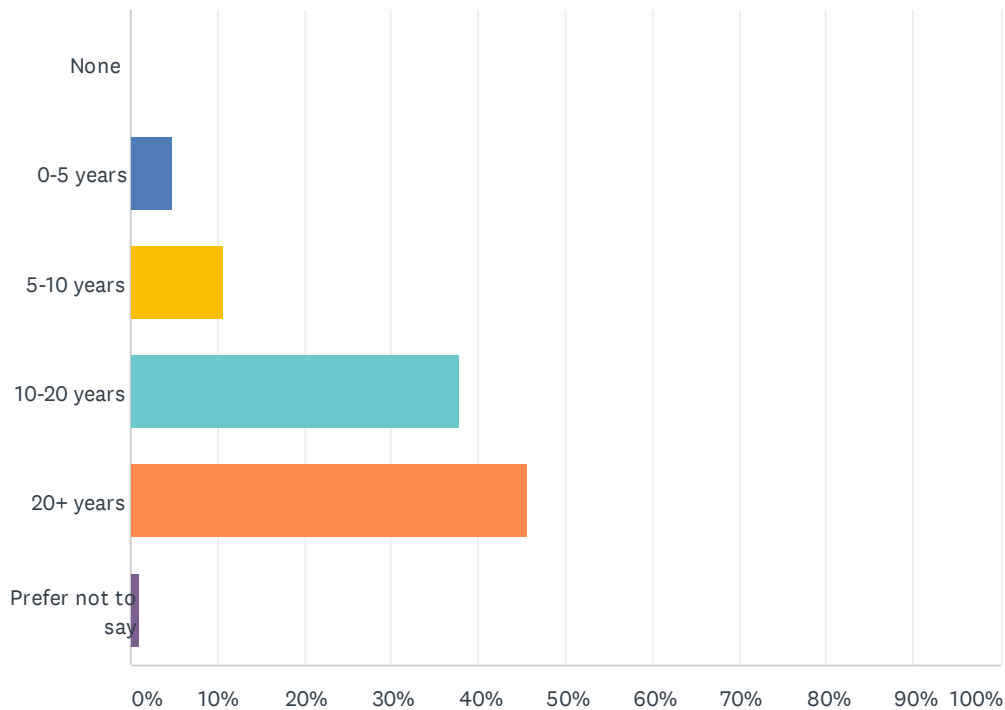
ANSWER CHOICES	RESPONSES	
None	0.00%	0
0-5 years	4.85%	5
5-10 years	10.68%	11
10-20 years	37.86%	39
20+ years	45.63%	47
Prefer not to say	0.97%	1
TOTAL		103

Q5 What is your highest educational qualification?

Answered: 103   Skipped: 0
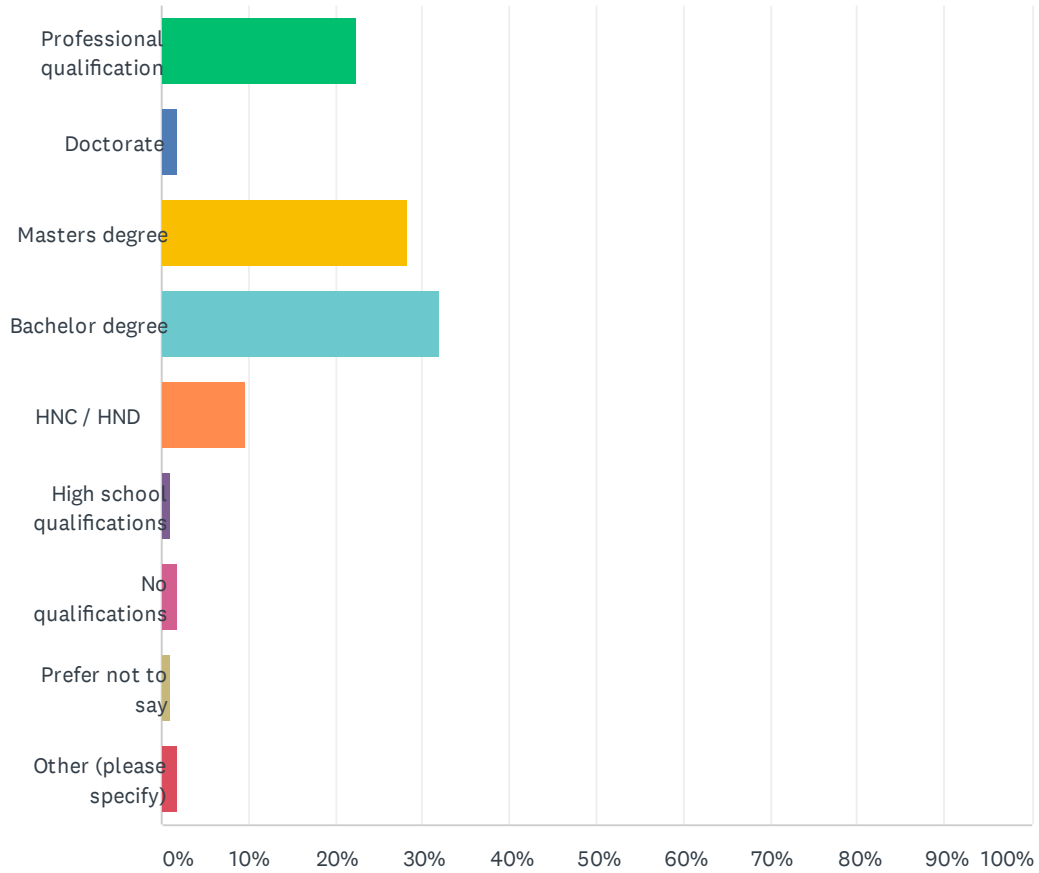
ANSWER CHOICES	RESPONSES	
Professional qualification	22.33%	23
Doctorate	1.94%	2
Masters degree	28.16%	29
Bachelor degree	32.04%	33
HNC / HND	9.71%	10
High school qualifications	0.97%	1
No qualifications	1.94%	2
Prefer not to say	0.97%	1
Other (please specify)	1.94%	2
TOTAL		103

#	OTHER (PLEASE SPECIFY)	DATE
1	Fellow of IMechE	3/3/2021 8:11 AM
2	test	2/23/2021 9:24 AM

#	OTHER (PLEASE SPECIFY)	DATE
1	Fellow of IMechE	3/3/2021 8:11 AM

Q6 Have you been involved in a complex project?

Answered: 87   Skipped: 16
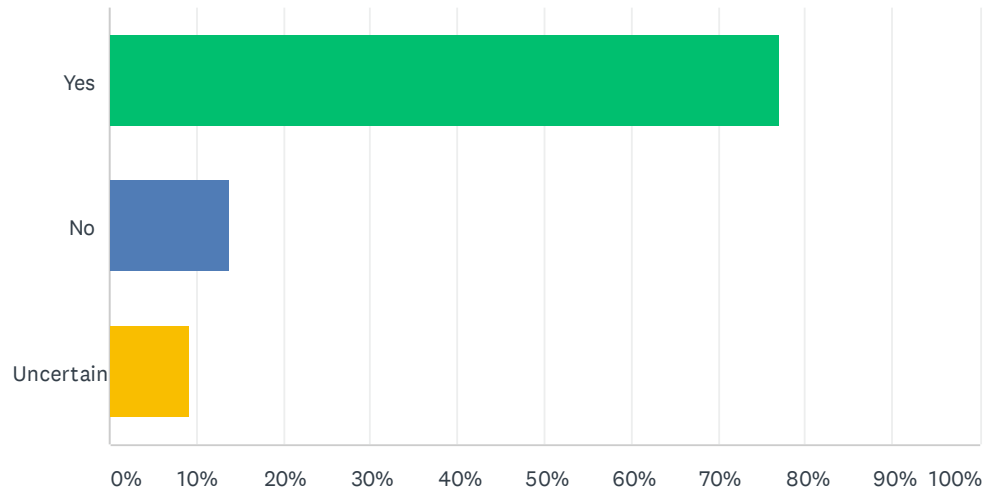
ANSWER CHOICES	RESPONSES	
Yes	77.01%	67
No	13.79%	12
Uncertain	9.20%	8
TOTAL		87

Q7 In a few words, what do you consider to be the three main factors that contribute towards project complexity?

Answered: 87   Skipped: 16

ANSWER CHOICES	RESPONSES	
1	100.00%	87
2	100.00%	87
3	100.00%	87

Complex Project Leadership Questionnaire

#	1	DATE
1	risk versus reward	3/5/2021 10:39 PM
2	uncertainty in inherited conditions	3/5/2021 8:35 PM
3	Technical difficulties in problem resolution	3/5/2021 8:00 PM
4	A lot of unknowns	3/5/2021 1:14 PM
5	Scope	3/5/2021 12:22 PM
6	project size	3/5/2021 12:05 PM
7	Client's uncertainty	3/5/2021 11:48 AM
8	Involve correct stakeholders	3/5/2021 11:29 AM
9	Extent and variety of EPIC scope responsibilities	3/5/2021 10:56 AM
10	Challenging engineering solutions required	3/5/2021 10:36 AM
11	Uncertainty	3/5/2021 10:25 AM
12	Organisational Culture	3/4/2021 2:12 PM
13	Uncertainty	3/4/2021 11:40 AM
14	Poorly defined Scope; too many gaps to close	3/4/2021 11:31 AM
15	Significant uncertainties around scope	3/4/2021 10:51 AM
16	Stakeholders	3/4/2021 10:26 AM
17	compliance with standards	3/4/2021 10:18 AM
18	Numerous Stakeholders	3/4/2021 8:42 AM
19	Scope Split	3/3/2021 4:44 PM
20	Management of Change	3/3/2021 4:05 PM
21	Lack of Scope definition,	3/3/2021 3:14 PM
22	The amount of components to be installed	3/3/2021 2:30 PM
23	Multi discipline projects	3/3/2021 1:38 PM
24	Stakeholders	3/3/2021 1:01 PM
25	Different Stakeholders	3/3/2021 12:32 PM
26	Level of innovation required to complete project eg eurotunnel or crossrail have unique technical challenges	3/3/2021 11:57 AM
27	Joint venture with conflicting objectives	3/3/2021 11:47 AM
28	Ambiguous Client objective	3/3/2021 11:07 AM
29	The extent of the challenges that need to be resolved (could be technical or delivery)	3/3/2021 10:44 AM
30	Uncertinty of solution	3/3/2021 10:16 AM
31	Technical aspects of the project	3/3/2021 9:30 AM
32	interface	3/3/2021 9:27 AM
33	Out of sequence working	3/3/2021 9:27 AM
34	Scope Maturity (lack of definition)	3/3/2021 9:22 AM
35	Extent of Workscope	3/3/2021 9:18 AM
36	Scope of engineering	3/3/2021 9:13 AM
37	Changing scope	3/3/2021 8:11 AM

38	lack of clarity	3/3/2021 7:47 AM
39	Uncertainty	3/3/2021 7:20 AM
40	The unknown unknowns - can derail the complete project in terms of cost/schedule possibly threatening the commercial viability of completing the project.	3/3/2021 6:52 AM
41	set of end goals rather that defined scope	3/3/2021 5:32 AM
42	Lots of unknowns	3/2/2021 7:03 PM
43	Quality of information provided	3/2/2021 6:19 PM
44	Client understanding of the problem	3/2/2021 5:07 PM
45	short timeframe	3/2/2021 4:42 PM
46	uncertainty or unclear deliverables	3/2/2021 3:49 PM
47	Unknown worksite status/conditions/Changing conditions	3/2/2021 3:25 PM
48	People	3/2/2021 3:24 PM
49	Working on client assets with little historical information.	3/2/2021 3:12 PM
50	Scope / intricacy or fork	3/2/2021 2:28 PM
51	Scope	3/2/2021 1:39 PM
52	multiple stakeholders	3/2/2021 1:34 PM
53	People	3/2/2021 1:20 PM
54	unpredicatbility	3/2/2021 9:36 AM
55	Number of Sub Contractors	3/2/2021 8:42 AM
56	conflicting priorities	3/2/2021 8:12 AM
57	People	3/2/2021 7:31 AM
58	Understanding of the Political implications	3/2/2021 4:18 AM
59	Ambigutiy	3/1/2021 5:54 PM
60	scope ambiguity	3/1/2021 5:25 PM
61	Amount/diversity of stakeholders	3/1/2021 5:22 PM
62	management practices, methods, techniques	3/1/2021 5:19 PM
63	Multiple Interfaces (Internal\External)	3/1/2021 4:58 PM
64	New Technology / First commercial use of technology	3/1/2021 12:38 PM
65	Unknown or constantly changing/evolving scope and requirements	2/26/2021 6:12 PM
66	large number of stakeholders	2/26/2021 6:04 PM
67	Uncertainty	2/26/2021 8:29 AM
68	Stakeholder management	2/26/2021 7:02 AM
69	External stakeholder expectations (non technical risk)	2/25/2021 5:24 PM
70	Stakeholder Engagement	2/25/2021 2:21 PM
71	Technical	2/25/2021 1:06 PM
72	Many interactions between different parts	2/25/2021 11:09 AM
73	Interdepedence	2/25/2021 10:42 AM
74	technology used	2/25/2021 9:28 AM

75	External Factors outside the project team control	2/25/2021 9:21 AM
76	Ability to clarify the scope early	2/24/2021 11:57 AM
77	Size of the project	2/22/2021 10:04 PM
78	Uncertainty	2/22/2021 8:44 AM
79	Stakeholder engagement	2/21/2021 9:41 PM
80	suburface uncertainity (i.e. oil/gas)	2/19/2021 4:36 PM
81	Numerous stakeholders	2/19/2021 3:07 PM
82	Diversity of stakeholders	2/19/2021 1:51 PM
83	Large numbers of Stakeholders	2/19/2021 12:41 PM
84	Complex supply chain	2/19/2021 12:40 PM
85	Multiple functions and stakeholders involved	2/19/2021 11:10 AM
86	123	2/18/2021 9:42 PM
87	Complexity of Stakeholder Relationships	2/15/2021 12:13 PM

Complex Project Leadership Questionnaire

#	2	DATE
1	wide range of disciplines required to execute the project	3/5/2021 10:39 PM
2	Multiple stakeholders	3/5/2021 8:35 PM
3	Executional constraints	3/5/2021 8:00 PM
4	Many inter related elements	3/5/2021 1:14 PM
5	Technology	3/5/2021 12:22 PM
6	pace/speed	3/5/2021 12:05 PM
7	Fluid/changing schedule	3/5/2021 11:48 AM
8	Solid basis on option selection	3/5/2021 11:29 AM
9	Multi-discipline	3/5/2021 10:56 AM
10	Client approach/ attitude during Project lifecycle	3/5/2021 10:36 AM
11	New / numerous tehcnologies	3/5/2021 10:25 AM
12	People	3/4/2021 2:12 PM
13	Dynamic	3/4/2021 11:40 AM
14	Ambitious, unrealistic Execution Schedules	3/4/2021 11:31 AM
15	Difficult and unaligned stakeholders	3/4/2021 10:51 AM
16	Novelty	3/4/2021 10:26 AM
17	risk management	3/4/2021 10:18 AM
18	Multiple packages	3/4/2021 8:42 AM
19	Interface and Responsibility	3/3/2021 4:44 PM
20	Identifying risk and opportunity	3/3/2021 4:05 PM
21	Clear qualifications, exceptions and assumptions,	3/3/2021 3:14 PM
22	The timeline to follow	3/3/2021 2:30 PM
23	Brownfield modifications	3/3/2021 1:38 PM
24	Age of asset	3/3/2021 1:01 PM
25	Definition of scope/deliverables	3/3/2021 12:32 PM
26	The Projects uncertainty and risks are key factors in contributing towards complexity	3/3/2021 11:57 AM
27	Technical challenges that involve new or evolving technologies	3/3/2021 11:47 AM
28	New unproven technology	3/3/2021 11:07 AM
29	The overriding objectives of the project e.g. schedule or cost driven	3/3/2021 10:44 AM
30	Lack of tiem to find viable solution	3/3/2021 10:16 AM
31	Contractual relationship with the customer	3/3/2021 9:30 AM
32	cost	3/3/2021 9:27 AM
33	No fixed scope	3/3/2021 9:27 AM
34	multiple direct stakeholders with differing interests	3/3/2021 9:22 AM
35	Work that has not been completed before / Non Repetetive work	3/3/2021 9:18 AM
36	level of complexity during construction / commissioning	3/3/2021 9:13 AM
37	Time critical ie getting an asset up producing after a major incident	3/3/2021 8:11 AM

38	lack of information	3/3/2021 7:47 AM
39	Number/nature of interfaces and moving parts	3/3/2021 7:20 AM
40	Lack of study/initiation work, objectives unclear or vague - rushing into a complex project with no real definition of scope, risks	3/3/2021 6:52 AM
41	Multi organisational with many high power/ high influence stakeholders	3/3/2021 5:32 AM
42	Lots of risk	3/2/2021 7:03 PM
43	Time	3/2/2021 6:19 PM
44	Delivery time frame	3/2/2021 5:07 PM
45	changing requirements	3/2/2021 4:42 PM
46	quantity of stakeholders / relationships	3/2/2021 3:49 PM
47	Shedule change driven by factors outside of the project	3/2/2021 3:25 PM
48	Scope	3/2/2021 3:24 PM
49	Working on an outcome from with parties from a mixture of backgrounds and conflicting desirable outcomes.	3/2/2021 3:12 PM
50	Stakeholder variance and communication expectations	3/2/2021 2:28 PM
51	Complexity	3/2/2021 1:39 PM
52	lack of alignment	3/2/2021 1:34 PM
53	Budget	3/2/2021 1:20 PM
54	non exsiting tech	3/2/2021 9:36 AM
55	Client Relationship	3/2/2021 8:42 AM
56	lack of trust	3/2/2021 8:12 AM
57	International/political factors	3/2/2021 7:31 AM
58	Level of Change in the project	3/2/2021 4:18 AM
59	Uncertainty	3/1/2021 5:54 PM
60	multiple jurisdictions	3/1/2021 5:25 PM
61	Location of teams/equipment/products	3/1/2021 5:22 PM
62	Volume of people involved	3/1/2021 5:19 PM
63	Project Controls	3/1/2021 4:58 PM
64	Remoteness - Logistics / Location	3/1/2021 12:38 PM
65	No prior experience or good benchmark in type of Project	2/26/2021 6:12 PM
66	uncertainties	2/26/2021 6:04 PM
67	High risk	2/26/2021 8:29 AM
68	Regulatory	2/26/2021 7:02 AM
69	Large and disparate organisations	2/25/2021 5:24 PM
70	Resource Management	2/25/2021 2:21 PM
71	Insitutional	2/25/2021 1:06 PM
72	Ongoing change	2/25/2021 11:09 AM
73	Emergence	2/25/2021 10:42 AM
74	project management	2/25/2021 9:28 AM

75	Reduced timescales for completion	2/25/2021 9:21 AM
76	Satisfying the requirements of all stakeholders	2/24/2021 11:57 AM
77	Number of different companies involved	2/22/2021 10:04 PM
78	Dynamic	2/22/2021 8:44 AM
79	Robustness of FEED study	2/21/2021 9:41 PM
80	many stakeholders - JVs, NGOs, UK Regulators	2/19/2021 4:36 PM
81	Numerous technical interfaces	2/19/2021 3:07 PM
82	Immature scope of work	2/19/2021 1:51 PM
83	High Levels of Risk or Uncertainty	2/19/2021 12:41 PM
84	Intercompany training	2/19/2021 12:40 PM
85	Complex interfaces with existing infrastructure and/or operations	2/19/2021 11:10 AM
86	456	2/18/2021 9:42 PM
87	Lack of Clarity over Scope	2/15/2021 12:13 PM

Complex Project Leadership Questionnaire

#	3	DATE
1	Complex Procurement with a short project schedule	3/5/2021 10:39 PM
2	Complex operating environment and logistics	3/5/2021 8:35 PM
3	resource limitation	3/5/2021 8:00 PM
4	Unproven strategy to implement	3/5/2021 1:14 PM
5	Schedule	3/5/2021 12:22 PM
6	technology	3/5/2021 12:05 PM
7	External influences (out with project control e.g other projects not freeing up vessels on time))	3/5/2021 11:48 AM
8	Sound understanding on risks & opportunities	3/5/2021 11:29 AM
9	Risk profile	3/5/2021 10:56 AM
10	Meeting stretched delivery targets with available resources	3/5/2021 10:36 AM
11	Schedule, how rigid	3/5/2021 10:25 AM
12	Poor requirements management	3/4/2021 2:12 PM
13	Unpredictable	3/4/2021 11:40 AM
14	Profit targets needs driving aggressive commercial engagement	3/4/2021 11:31 AM
15	Novel technology	3/4/2021 10:51 AM
16	Unusual Risks	3/4/2021 10:26 AM
17	engineering expertise	3/4/2021 10:18 AM
18	Unclear or undefined strategy	3/4/2021 8:42 AM
19	Schedule	3/3/2021 4:44 PM
20	Number of stakeholders	3/3/2021 4:05 PM
21	Working across different continents,	3/3/2021 3:14 PM
22	The need for utilities	3/3/2021 2:30 PM
23	Remote, multi country working	3/3/2021 1:38 PM
24	Availability of data	3/3/2021 1:01 PM
25	Funding	3/3/2021 12:32 PM
26	Stakeholder management in terms of number and level of influence	3/3/2021 11:57 AM
27	Energy transition and net zero	3/3/2021 11:47 AM
28	Economic volatility	3/3/2021 11:07 AM
29	Interfaces between all stakeholders - end user, client, partners, supply chain	3/3/2021 10:44 AM
30	Stress! since everybody is unsure on whether the direction headed will yield results.	3/3/2021 10:16 AM
31	Interface management with other stakeholders	3/3/2021 9:30 AM
32	brownfield	3/3/2021 9:27 AM
33	Remote teams	3/3/2021 9:27 AM
34	multi discipline / regional team	3/3/2021 9:22 AM
35	Lack of data	3/3/2021 9:18 AM
36	Client expectations	3/3/2021 9:13 AM
37	Changing stakeholder requirements	3/3/2021 8:11 AM

38	old/broken equipment	3/3/2021 7:47 AM
39	Number/nature of stakeholders	3/3/2021 7:20 AM
40	Interdependencies of other activities - not fully understanding or aware of the dependencies both pre/post of each activity	3/3/2021 6:52 AM
41	Lots of unknowns	3/3/2021 5:32 AM
42	Many unclear factors	3/2/2021 7:03 PM
43	Environment	3/2/2021 6:19 PM
44	Technical limitations	3/2/2021 5:07 PM
45	limited resources	3/2/2021 4:42 PM
46	difficult timelines	3/2/2021 3:49 PM
47	Work scope requirements changing due to unknown factors	3/2/2021 3:25 PM
48	Changes	3/2/2021 3:24 PM
49	Working to a schedule for activities that haven't been undertaken before.	3/2/2021 3:12 PM
50	Numbers of levels of management / divisions involved	3/2/2021 2:28 PM
51	Risk	3/2/2021 1:39 PM
52	lack of clarity on problem	3/2/2021 1:34 PM
53	Time	3/2/2021 1:20 PM
54	development of tech	3/2/2021 9:36 AM
55	Lack of Resource	3/2/2021 8:42 AM
56	lack of technical risk management	3/2/2021 8:12 AM
57	Bureaucracy	3/2/2021 7:31 AM
58	Uncertainty	3/2/2021 4:18 AM
59	Unpredictability	3/1/2021 5:54 PM
60	unreasonable/unrealistic expectations	3/1/2021 5:25 PM
61	New tech	3/1/2021 5:22 PM
62	budget constraints	3/1/2021 5:19 PM
63	Risks and Opportunities	3/1/2021 4:58 PM
64	Number of interfaces (increases with project size)	3/1/2021 12:38 PM
65	Project contains much dcevelopment content for which solution is unknow (new technology, process, etc.)	2/26/2021 6:12 PM
66	sophisticated technology	2/26/2021 6:04 PM
67	External factors	2/26/2021 8:29 AM
68	Macro economics	2/26/2021 7:02 AM
69	Novelty (not been done before or at the same scale)	2/25/2021 5:24 PM
70	Recognising and Managing Change	2/25/2021 2:21 PM
71	Architectural	2/25/2021 1:06 PM
72	Many unknown, unknowns	2/25/2021 11:09 AM
73	Connectivity	2/25/2021 10:42 AM
74	subcontractors management	2/25/2021 9:28 AM

75	Relationship between Contractor & Client/Engineer	2/25/2021 9:21 AM
76	Interfacing new technology with mature infrastructure	2/24/2021 11:57 AM
77	Number of different locations involved	2/22/2021 10:04 PM
78	Stakeholders / Relationships	2/22/2021 8:44 AM
79	TIme pressure for execution	2/21/2021 9:41 PM
80	fabrication from around the world (~2.5 billion pound project)	2/19/2021 4:36 PM
81	Novel technology	2/19/2021 3:07 PM
82	Fragmentation of supply chain	2/19/2021 1:51 PM
83	International Dimensions	2/19/2021 12:41 PM
84	Technical uncertainty	2/19/2021 12:40 PM
85	Multiple locations, contractors/suppliers, and complex logistics	2/19/2021 11:10 AM
86	789	2/18/2021 9:42 PM
87	Quantity and timeliness of changes	2/15/2021 12:13 PM

Q8 How would you assess current levels of awareness, knowledge and skills related to Complex Project Management?

Answered: 87   Skipped: 16
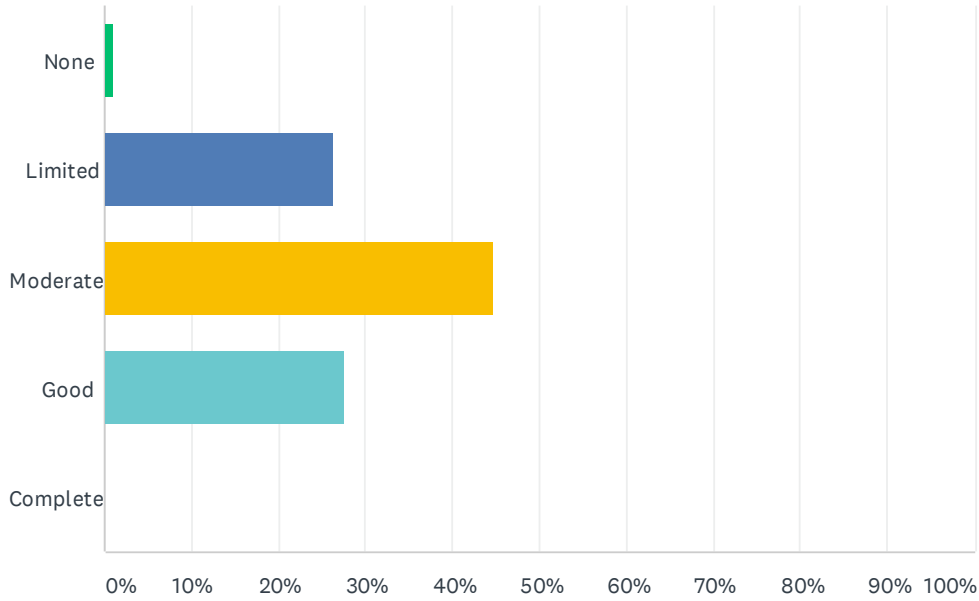
ANSWER CHOICES	RESPONSES	
None	1.15%	1
Limited	26.44%	23
Moderate	44.83%	39
Good	27.59%	24
Complete	0.00%	0
TOTAL		87

#	COMMENTS	DATE
1	Attended Cranfield "Managing Project Complexity" residential course	3/5/2021 11:48 AM
2	Likely that people under-estimate how complex oil and gas projects are.	3/5/2021 10:56 AM
3	Other than people that have undertaken a Project Management qualification, I do not think that people involved with projects give too much time to think about whether a project is Complex or not. I believe most people gauge projects by their size, then by simple or complicated, but rarely complex.	3/4/2021 11:40 AM
4	Still seeking the 'Holy Grail', Collaborative, Incentivised Win-Win Contracts?	3/4/2021 11:31 AM
5	Often a too rigid PM approach is taken and project proceeds with insufficient risk definition or properly considering and exploring options in an incremental way	3/4/2021 10:51 AM
6	A lot of individuals are used to complicated projects and try and apply the same skill set to a complex project. These individuals are not aware of some of the differences and when they are on a complex project.	3/3/2021 4:05 PM
7	None	3/3/2021 2:30 PM
8	Knowledge and skills can never be described as "complete"	3/3/2021 11:47 AM
9	None	3/3/2021 11:07 AM
10	Complex project are sometimes the projects we consider simple. For example, an anomalies program might be a collection of 500 small replacements. But collectively, it is complex. Similarly, we often find ourselves underestimating the complexity, even if all the signs are present. The will to get approval to start may sometimes encourage us to overlook key risks.	3/3/2021 9:22 AM
11	Dealing with large portfolios of brownfield modifications	3/3/2021 6:52 AM
12	I have covered complex projects on courses many of these were softer type projects e.g., organisational change with softer targets	3/3/2021 5:32 AM
13	I've only just identified from the description of Complex Projects that I'm probably on one	3/2/2021 3:25 PM
14	Each project to be assessed on it's own merits.	3/2/2021 3:12 PM
15	a really impossible question, this…	3/2/2021 9:36 AM
16	Based on 20 years project execution generally in frontier locations where projects become more complex	3/1/2021 5:54 PM
17	Not enough awareness of what defines a 'complex' project	3/1/2021 5:25 PM
18	Both Non Technical risks and Interface complexity is always underestimated	3/1/2021 12:38 PM
19	General approach is to try to simplify rather than acknowledge complexity and manage it	2/26/2021 8:29 AM
20	Many people think it they've done one project, they can do every project	2/25/2021 5:24 PM
21	Managing a complex problem needs a different skill set than traditional project management	2/25/2021 9:21 AM
22	I believe the O&G Industry has been involved in many Complex Project. I have described "good" as lessons have learned and been implemented but there is still room for improvement.	2/22/2021 8:44 AM
23	it comes back to clarify on what is complex versus complicated	2/19/2021 4:36 PM
24	Could always be better. I think there is a difference in in awareness of complexity, and to successful navigation through these risks	2/19/2021 3:07 PM
25	People may be aware of the initial requirements, but not fully understand the complexity behind delivery.	2/19/2021 12:40 PM
26	Limited project experience so a lot of circumstances that never come across	2/15/2021 12:13 PM

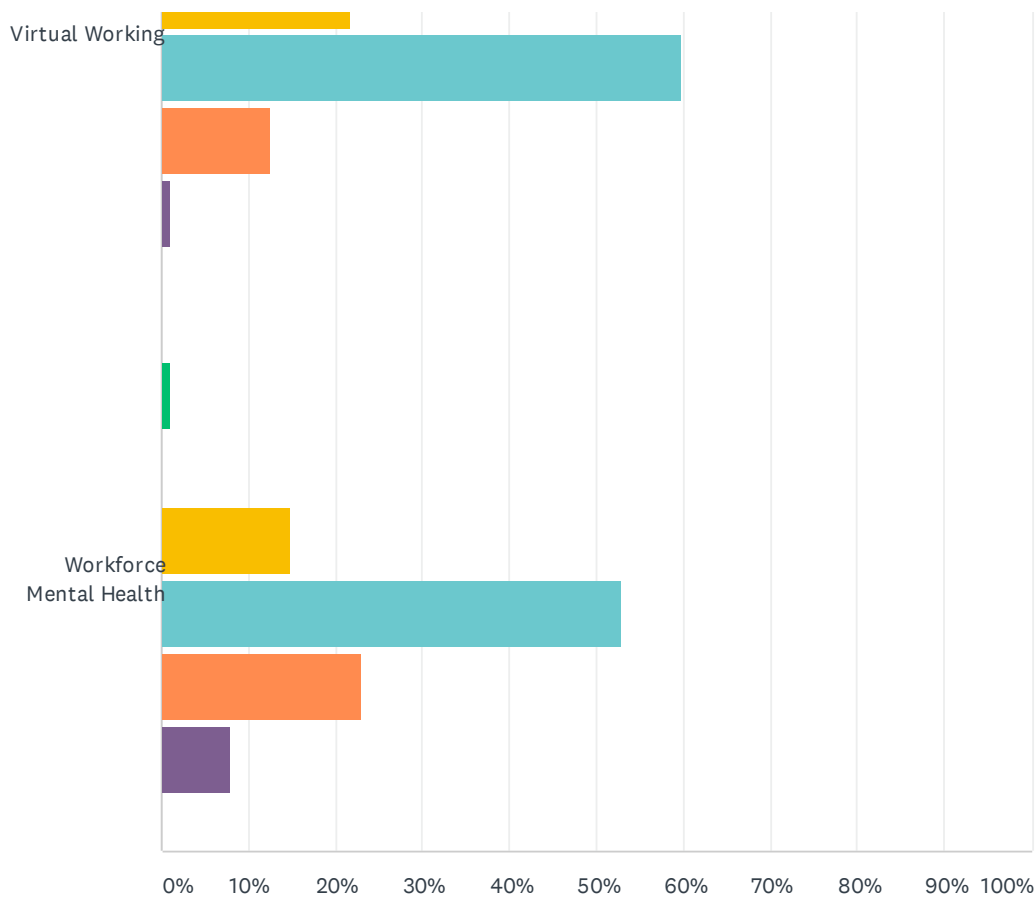# Q9 To what degree do the following topical issues affect project complexity?

Answered: 87   Skipped: 16
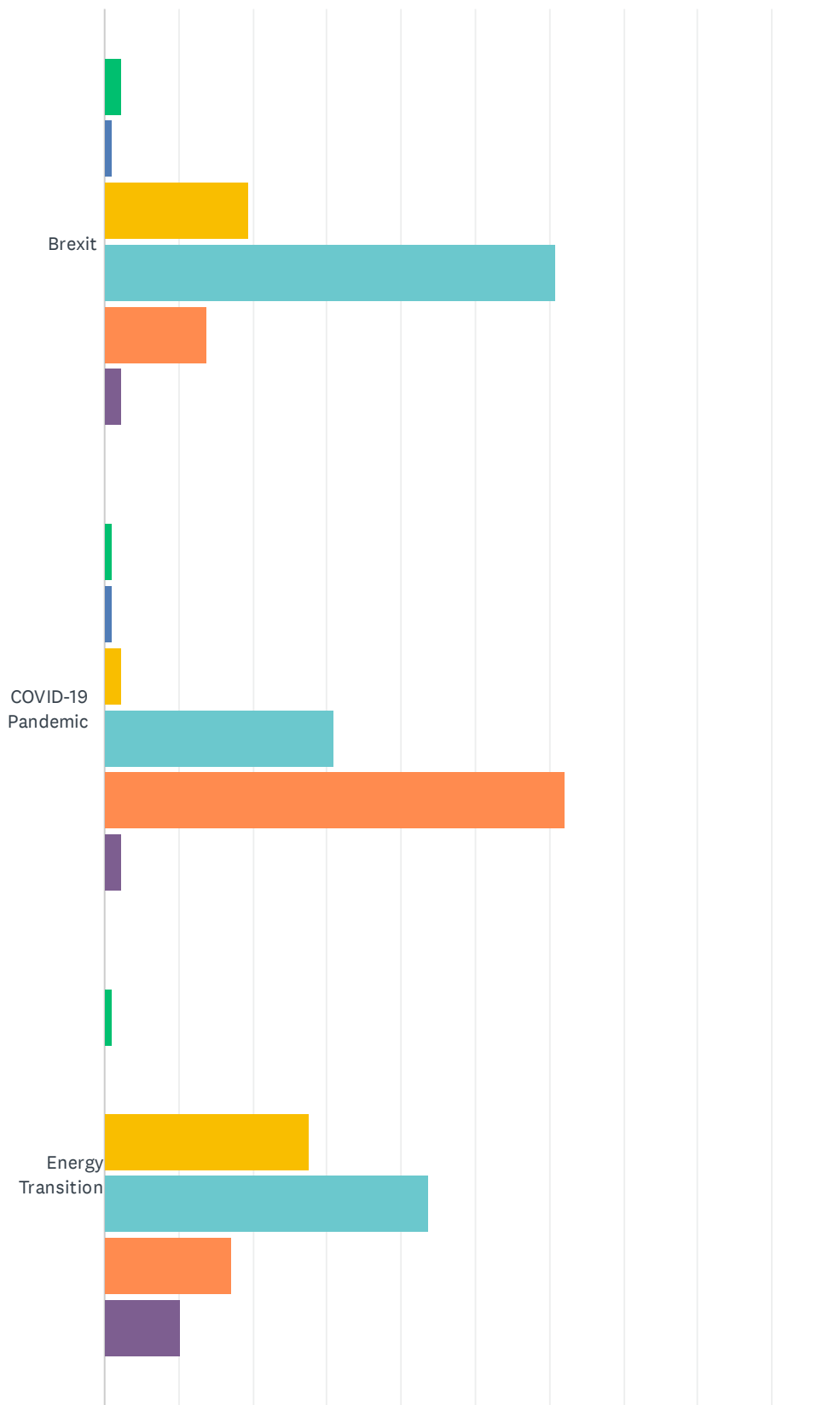
Complex Project Leadership Questionnaire

Complex Project Leadership Questionnaire

	SIGNIFICANTLY DECREASE	DECREASE	NO IMPACT	INCREASE	SIGNIFICANTLY INCREASE	UNCERTAIN	TOTAL
Brexit	2.30% 2	1.15% 1	19.54% 17	60.92% 53	13.79% 12	2.30% 2	87
COVID-19 Pandemic	1.15% 1	1.15% 1	2.30% 2	31.03% 27	62.07% 54	2.30% 2	87
Energy Transition	1.15% 1	0.00% 0	27.59% 24	43.68% 38	17.24% 15	10.34% 9	87
Macroeconomic Conditions	1.15% 1	2.30% 2	13.79% 12	49.43% 43	20.69% 18	12.64% 11	87
Redundancies and Resource Availability	1.15% 1	1.15% 1	10.34% 9	43.68% 38	42.53% 37	1.15% 1	87
Regulatory Changes	1.15% 1	0.00% 0	13.79% 12	60.92% 53	19.54% 17	4.60% 4	87
Virtual Working	1.15% 1	3.45% 3	21.84% 19	59.77% 52	12.64% 11	1.15% 1	87
Workforce Mental Health	1.15% 1	0.00% 0	14.94% 13	52.87% 46	22.99% 20	8.05% 7	87

Q10 Do you consider Technical Skills or People Skills to have a greater impact on whether a complex project is successful?
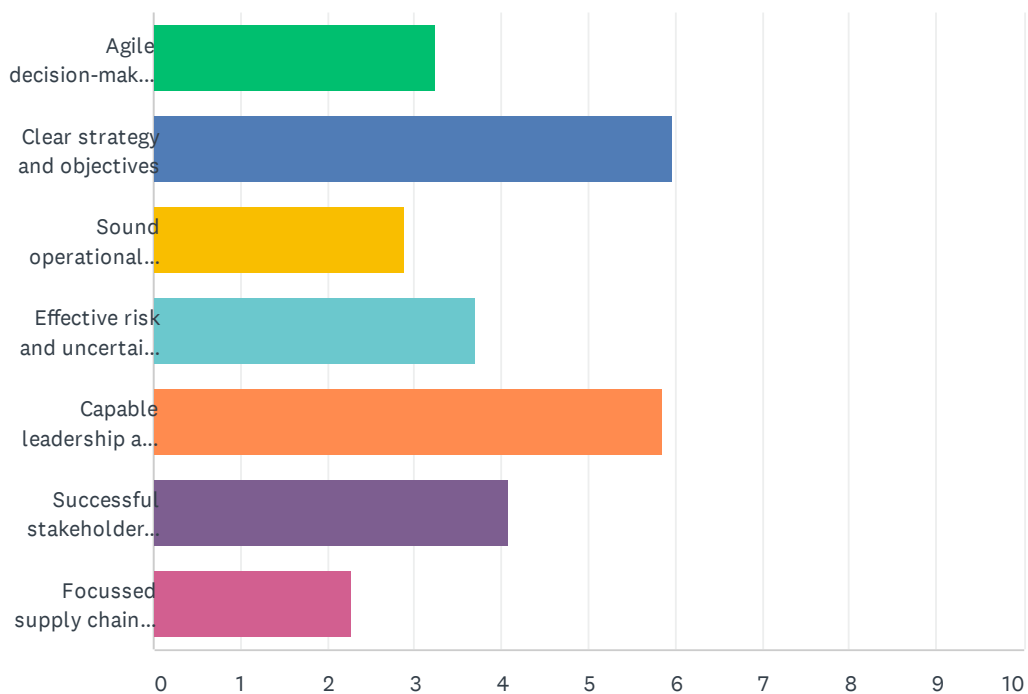
Answered: 87   Skipped: 16
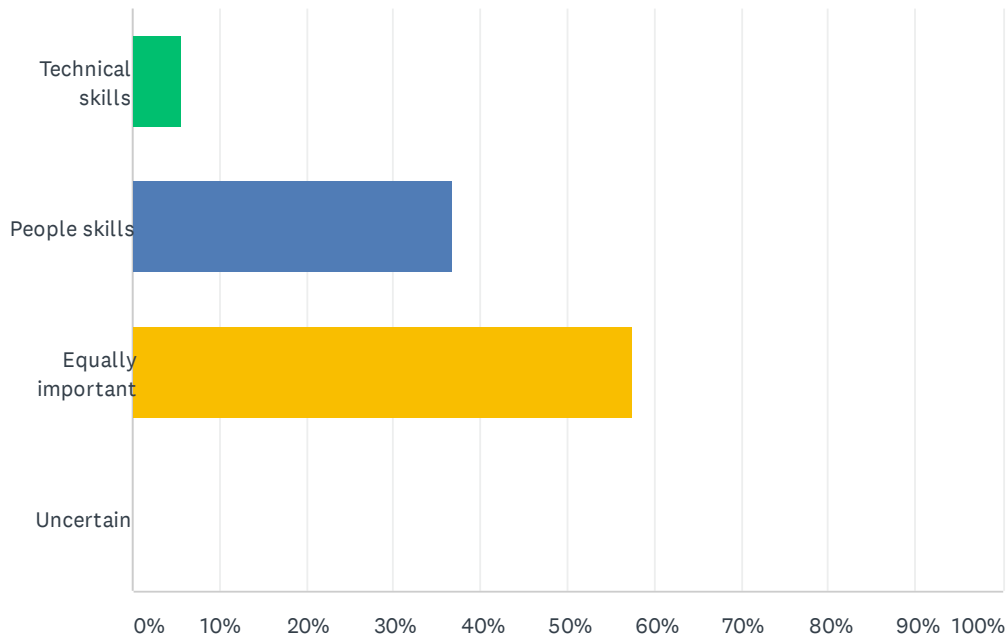
ANSWER CHOICES	RESPONSES	
Technical skills	5.75%	5
People skills	36.78%	32
Equally important	57.47%	50
Uncertain	0.00%	0
TOTAL		87

Q11 Rank the following themes based on their degree of contribution to the effective delivery of complex projects.Rank from 1 to 7 with 1 being the greatest and 7 being the least.

Answered: 87   Skipped: 16

	1	2	3	4	5	6	7	TOTAL	SCORE
Agile decision-making behaviour	5.75% 5	5.75% 5	16.09% 14	14.94% 13	19.54% 17	12.64% 11	25.29% 22	87	3.24
Clear strategy and objectives	43.68% 38	27.59% 24	19.54% 17	5.75% 5	0.00% 0	1.15% 1	2.30% 2	87	5.97
Sound operational governance and assurance	2.30% 2	4.60% 4	10.34% 9	17.24% 15	18.39% 16	21.84% 19	25.29% 22	87	2.89
Effective risk and uncertainty management	5.75% 5	6.90% 6	14.94% 13	28.74% 25	18.39% 16	18.39% 16	6.90% 6	87	3.70
Capable leadership and teams	35.63% 31	37.93% 33	13.79% 12	5.75% 5	3.45% 3	3.45% 3	0.00% 0	87	5.86
Successful stakeholder engagement and collaboration	6.90% 6	14.94% 13	21.84% 19	20.69% 18	13.79% 12	13.79% 12	8.05% 7	87	4.07
Focussed supply chain integration and coordination	0.00% 0	2.30% 2	3.45% 3	6.90% 6	26.44% 23	28.74% 25	32.18% 28	87	2.28

Q12 The Association for Project Management have produced eight project leadership survival skills in their reasearch paper "Project leadership: skills, behaviours, knowledge and values" Click here to view.How would you rate your own project leadership survival skills? Please rate from 1 to 5 on the scale below, with 1 being the lowest and 5 being the highest.
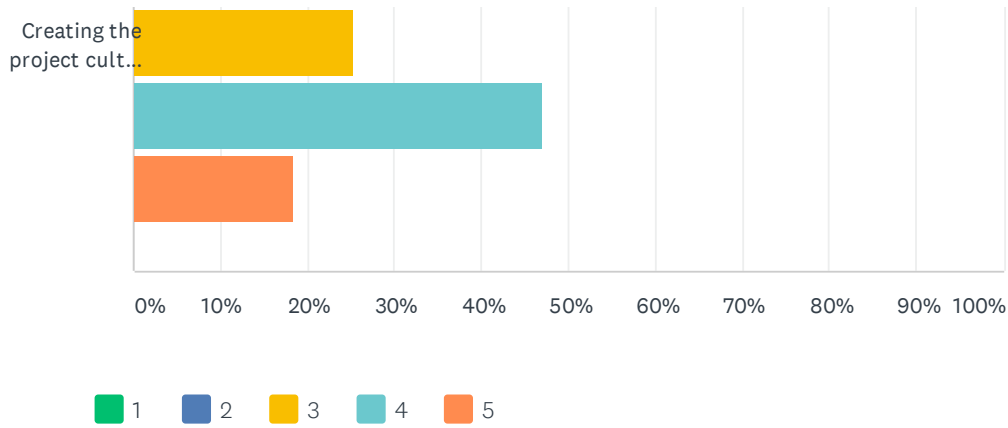
Answered: 87   Skipped: 16
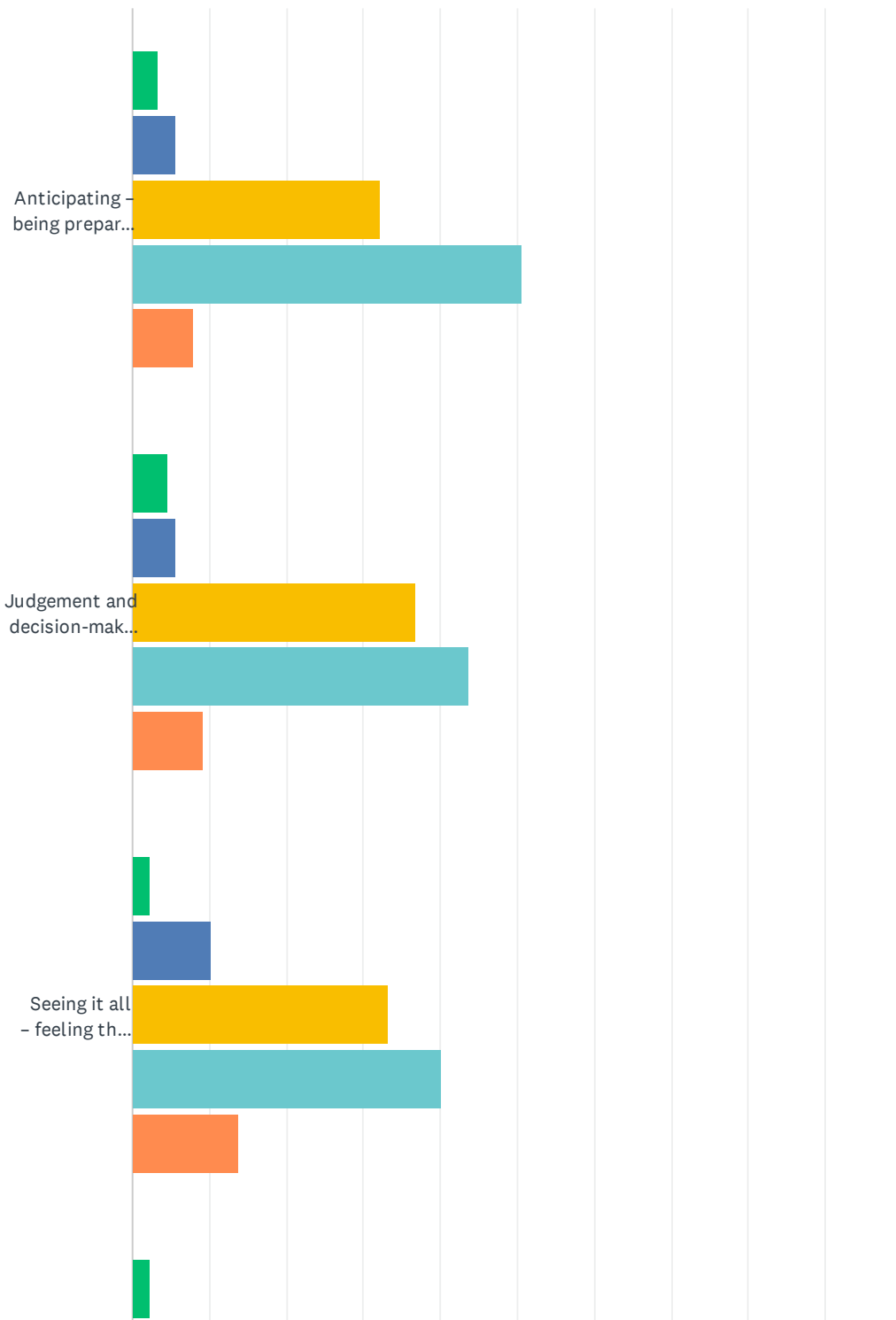
# Complex Project Leadership Questionnaire
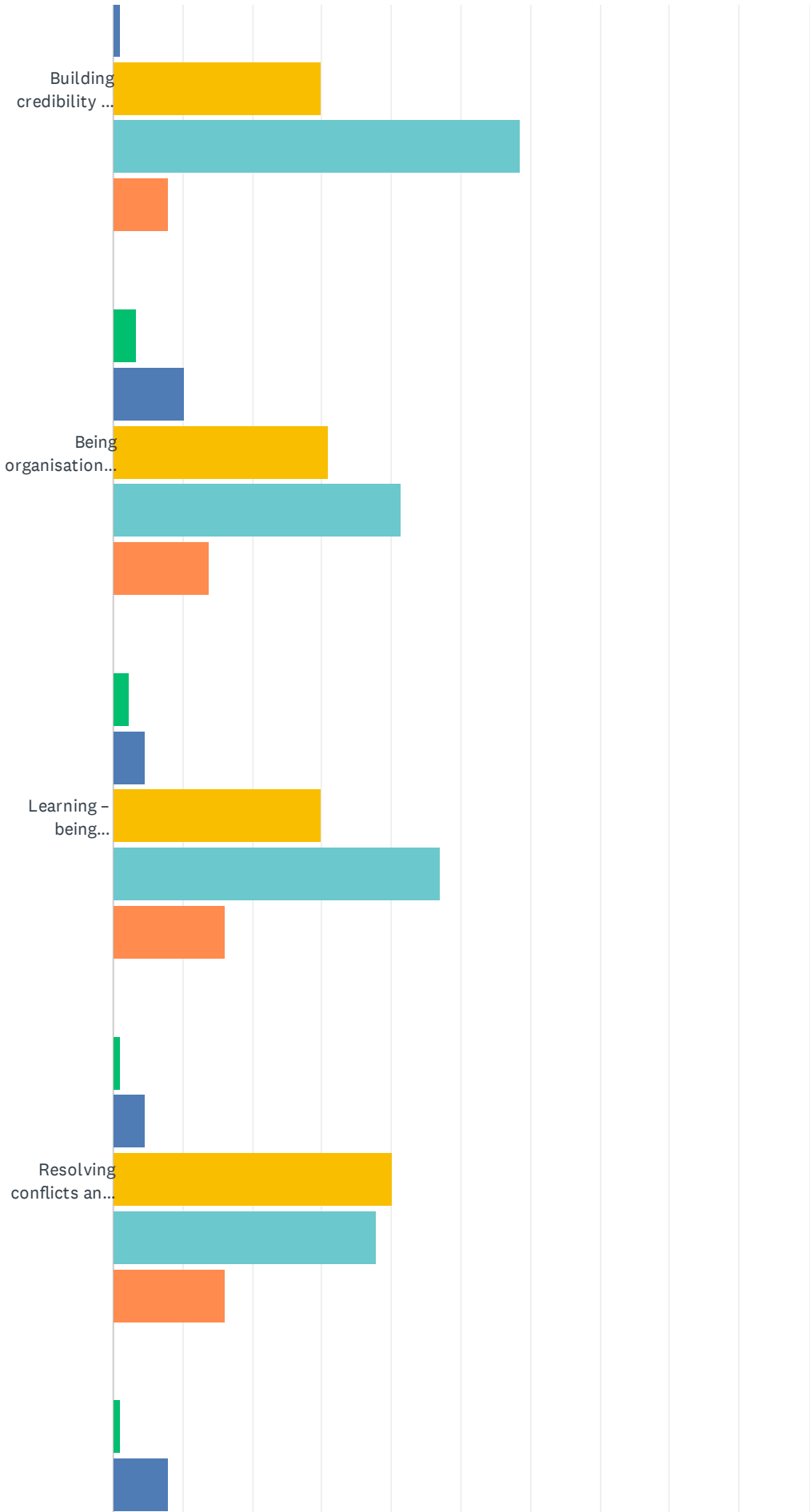
Complex Project Leadership Questionnaire

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Anticipating – being prepared for what could knock the project off course next.	3.45% 3	5.75% 5	32.18% 28	50.57% 44	8.05% 7	87	3.54
Judgement and decision-making – making timely decisions with incomplete information.	4.60% 4	5.75% 5	36.78% 32	43.68% 38	9.20% 8	87	3.47
Seeing it all – feeling the totality of what is going on inside and outside the project.	2.30% 2	10.34% 9	33.33% 29	40.23% 35	13.79% 12	87	3.53
Building credibility and confidence – belief in the leadership and the team.	2.30% 2	1.15% 1	29.89% 26	58.62% 51	8.05% 7	87	3.69
Being organisationally intelligent – knowing when and how to engage with the organisation.	3.45% 3	10.34% 9	31.03% 27	41.38% 36	13.79% 12	87	3.52
Learning – being open-minded, and reflecting on and developing personal and team performance.	2.30% 2	4.60% 4	29.89% 26	47.13% 41	16.09% 14	87	3.70
Resolving conflicts and collaborating – building a common purpose, despite the rules.	1.15% 1	4.60% 4	40.23% 35	37.93% 33	16.09% 14	87	3.63
Creating the project culture and environment – deliberately defining and creating the culture and environment to succeed.	1.15% 1	8.05% 7	25.29% 22	47.13% 41	18.39% 16	87	3.74

Q13 Would you be interested in further learning on the topic of Complex Project Leadership?

Answered: 87   Skipped: 16
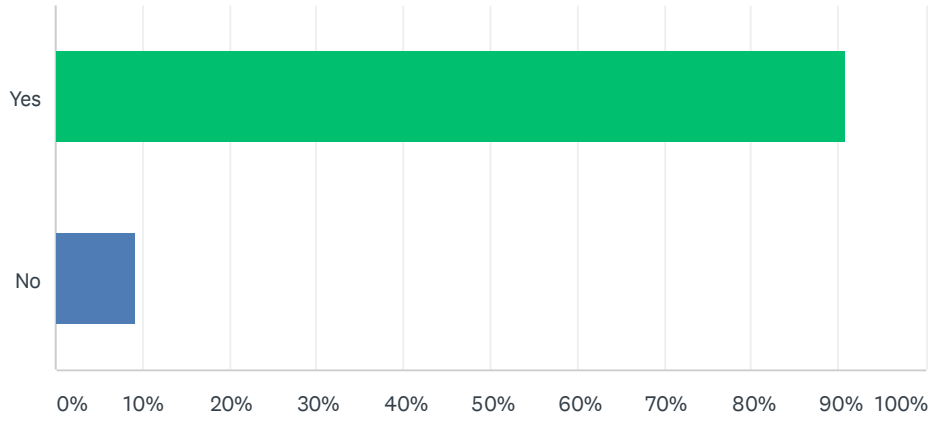
ANSWER CHOICES	RESPONSES	
Yes	90.80%	79
No	9.20%	8
TOTAL		87

Q14 From the list below, please select the method of learning you would be interested in.

Answered: 79   Skipped: 24
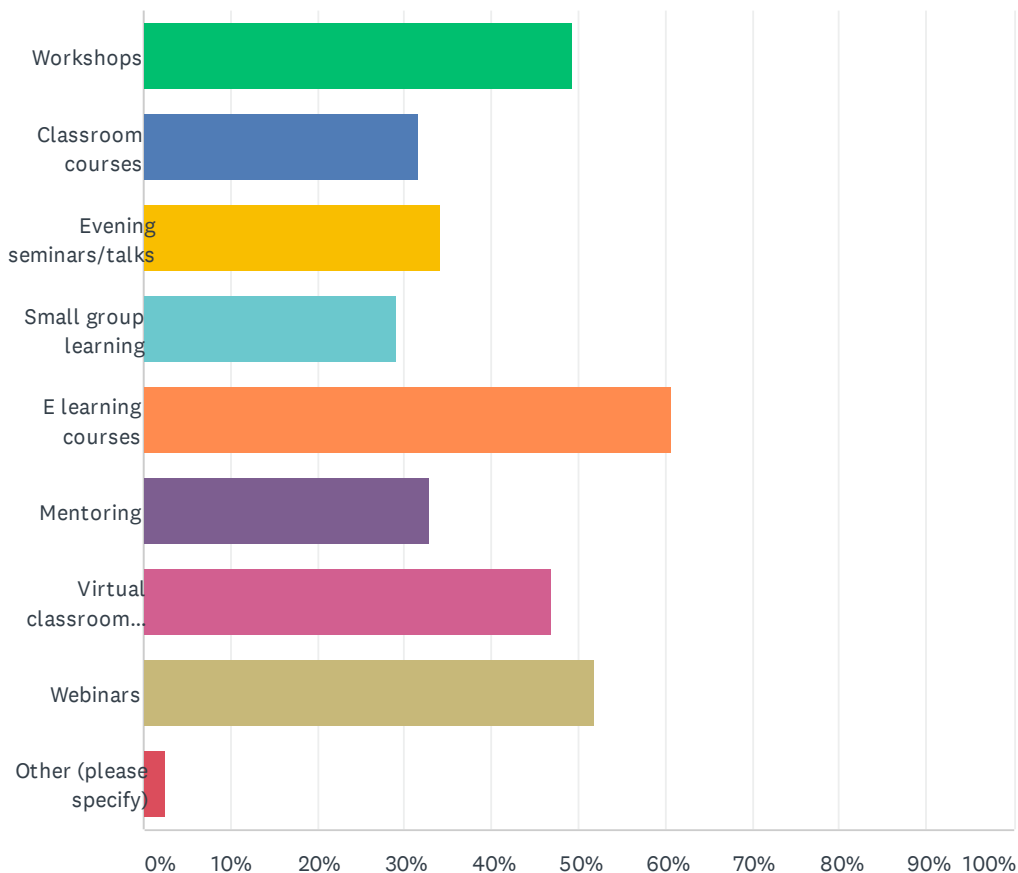
ANSWER CHOICES	RESPONSES	
Workshops	49.37%	39
Classroom courses	31.65%	25
Evening seminars/talks	34.18%	27
Small group learning	29.11%	23
E learning courses	60.76%	48
Mentoring	32.91%	26
Virtual classroom courses	46.84%	37
Webinars	51.90%	41
Other (please specify)	2.53%	2
Total Respondents: 79		

#	OTHER (PLEASE SPECIFY)	DATE
1	Practitioner 'no holds' post-completion Knowledge/Learnings sharing	3/4/2021 11:34 AM
2	virtual mini projects designed to have all the features of a complex project in an accelerated simulated environment	3/3/2021 9:28 AM

#	OTHER (PLEASE SPECIFY)	DATE

Q15 Which topics would you be interested in receiving further information on?

Answered: 79   Skipped: 24

ANSWER CHOICES	RESPONSES	
1	100.00%	79
2	74.68%	59
3	59.49%	47

Complex Project Leadership Questionnaire

#	1	DATE
1	Project Management of complex project	3/5/2021 10:41 PM
2	Portfolio management in complex environments	3/5/2021 8:38 PM
3	framing	3/5/2021 8:01 PM
4	Proven strategies for managing complex projects	3/5/2021 1:18 PM
5	complex project definition	3/5/2021 1:14 PM
6	Project Start-Up	3/5/2021 12:30 PM
7	Leadership / team development	3/5/2021 12:06 PM
8	Interrelationships	3/5/2021 12:00 PM
9	Risk Management	3/5/2021 11:30 AM
10	decision analysis	3/5/2021 10:57 AM
11	Dispute resolution	3/5/2021 10:38 AM
12	Risk Management	3/5/2021 10:29 AM
13	Stakeholder Management	3/4/2021 2:13 PM
14	Contracts	3/4/2021 11:42 AM
15	Best Practices for Complex projects	3/4/2021 11:34 AM
16	Taking an agile approach	3/4/2021 10:53 AM
17	Leadership Skills	3/4/2021 10:27 AM
18	Quality management & procedures	3/4/2021 10:21 AM
19	Anything relevant	3/4/2021 8:44 AM
20	Virtual Classroom	3/3/2021 4:46 PM
21	Management and leadership	3/3/2021 4:07 PM
22	Commissioning of complex projects	3/3/2021 2:37 PM
23	Stakeholder Management	3/3/2021 1:39 PM
24	Leadership	3/3/2021 1:03 PM
25	risk management	3/3/2021 11:58 AM
26	Building project capability	3/3/2021 11:51 AM
27	Creating the project culture and environment	3/3/2021 10:47 AM
28	Chartership	3/3/2021 10:19 AM
29	managing change	3/3/2021 9:32 AM
30	dealing with difficult clients	3/3/2021 9:28 AM
31	Leadership	3/3/2021 9:28 AM
32	legal issues around projects	3/3/2021 9:28 AM
33	Engineering Leadership	3/3/2021 9:19 AM
34	Complicated Projects	3/3/2021 9:15 AM
35	Agile decision making	3/3/2021 8:15 AM
36	Managing uncertainty	3/3/2021 7:20 AM
37	Developing team culture	3/3/2021 6:56 AM

38	Complex Projects Leadership v Project Leadership	3/3/2021 5:34 AM
39	Project Management in the Oil & Gas Industry	3/2/2021 7:04 PM
40	courses	3/2/2021 4:43 PM
41	building leadership and team development	3/2/2021 3:50 PM
42	Complex projects	3/2/2021 3:27 PM
43	Overview of all would benefit	3/2/2021 3:25 PM
44	Contract management	3/2/2021 3:14 PM
45	Integrating the soft skills with communication / stakeholder management	3/2/2021 2:34 PM
46	anticipating change	3/2/2021 1:40 PM
47	Emotional intelligence	3/2/2021 1:35 PM
48	Project Management	3/2/2021 1:21 PM
49	org. building	3/2/2021 9:38 AM
50	Leadership Tools	3/2/2021 8:43 AM
51	Soft skills/People skills	3/2/2021 7:33 AM
52	Complex Projects	3/2/2021 4:19 AM
53	Organisational iintelligence	3/1/2021 5:57 PM
54	Project Assurance	3/1/2021 5:30 PM
55	Agile Decision Making	3/1/2021 5:27 PM
56	Project Strategies	3/1/2021 5:24 PM
57	Behavioural\Emotional Intelligence	3/1/2021 5:00 PM
58	none	3/1/2021 12:39 PM
59	Agility	2/26/2021 6:13 PM
60	Conflict Management	2/26/2021 6:07 PM
61	Complex project management	2/26/2021 7:03 AM
62	getting the most from people	2/25/2021 5:25 PM
63	Stakeholder engagement	2/25/2021 2:21 PM
64	Measuring complexity	2/25/2021 1:07 PM
65	Leadership & culture	2/25/2021 11:10 AM
66	none	2/25/2021 10:42 AM
67	managing subcontractors	2/25/2021 9:29 AM
68	Leadership styles on Complex projects	2/25/2021 9:22 AM
69	Effective project framing	2/24/2021 12:00 PM
70	Project Managment for Complex Projects	2/22/2021 10:05 PM
71	Engaging and getting best out of Virtual Teams	2/22/2021 10:13 AM
72	The delivery of the project	2/21/2021 9:45 PM
73	examples of complex projects versus complicated	2/19/2021 4:37 PM
74	Project Assurance in complex projects	2/19/2021 3:09 PM
75	Collaboration	2/19/2021 1:52 PM

76	Governance & Assurance	2/19/2021 12:42 PM
77	Stakeholder management	2/19/2021 12:41 PM
78	Evening seminars / talks	2/19/2021 11:11 AM
79	Stakeholder Engagement	2/15/2021 12:13 PM

Complex Project Leadership Questionnaire

#	2	DATE
1	Risk Management	3/5/2021 10:41 PM
2	Project inception and culture	3/5/2021 8:38 PM
3	initiation and problem statements	3/5/2021 8:01 PM
4	results and appraisal of this questionnaire	3/5/2021 1:14 PM
5	Risk Management	3/5/2021 12:30 PM
6	Risk management	3/5/2021 12:06 PM
7	Dealing with uncertainties	3/5/2021 12:00 PM
8	Project Culture	3/5/2021 11:30 AM
9	project leadership behaviours	3/5/2021 10:57 AM
10	Contracts	3/5/2021 10:38 AM
11	Building effective teams	3/5/2021 10:29 AM
12	Organisational Culture	3/4/2021 2:13 PM
13	Collaboration	3/4/2021 11:42 AM
14	People Management in Complex Project environments	3/4/2021 11:34 AM
15	Effective stakeholder engagement regarding managing significant uncertainty	3/4/2021 10:53 AM
16	Further definition of complex projects	3/4/2021 10:27 AM
17	Webinars	3/3/2021 4:46 PM
18	Project Planning	3/3/2021 4:07 PM
19	ELF	3/3/2021 1:39 PM
20	Creating the project culture and environment	3/3/2021 11:51 AM
21	Anticipating	3/3/2021 10:47 AM
22	Agile	3/3/2021 10:19 AM
23	implementing lessons learnt from previous projects	3/3/2021 9:32 AM
24	risk mgmt	3/3/2021 9:28 AM
25	Working with remote teams on international basis	3/3/2021 9:28 AM
26	project recovery	3/3/2021 9:28 AM
27	Teamworking	3/3/2021 9:19 AM
28	Training the younger generation	3/3/2021 9:15 AM
29	Stakeholder engagement/collaboration	3/3/2021 8:15 AM
30	Stakeholder management	3/3/2021 7:20 AM
31	Decision making frameworks	3/3/2021 6:56 AM
32	Key steps for complex project success	3/3/2021 5:34 AM
33	Project Management - Client Interface	3/2/2021 3:14 PM
34	Making the jump from Conventional power to sustainable power project management	3/2/2021 2:34 PM
35	stakeholder engagement	3/2/2021 1:40 PM
36	Clarity on UK goals	3/2/2021 1:35 PM
37	tech. implementation	3/2/2021 9:38 AM

38	Negotiation	3/2/2021 8:43 AM
39	Leadership	3/2/2021 7:33 AM
40	Management of Stakeholders	3/2/2021 4:19 AM
41	Creating project culture and environment	3/1/2021 5:57 PM
42	Project Management Software (Integrated Tools)	3/1/2021 5:30 PM
43	Stakeholder Management	3/1/2021 5:27 PM
44	People soft skills	3/1/2021 5:24 PM
45	Project Governance (Verification and Compliance)	3/1/2021 5:00 PM
46	Distance collaboration	2/26/2021 6:07 PM
47	Risk management	2/26/2021 7:03 AM
48	Building credibility	2/25/2021 2:21 PM
49	Benchmarking for continuous improvement	2/25/2021 1:07 PM
50	Case studies of successfully managing complexity	2/25/2021 11:10 AM
51	Stakeholder management	2/24/2021 12:00 PM
52	Collaboration skilla for project managers	2/22/2021 10:05 PM
53	Creating project teams	2/21/2021 9:45 PM
54	good examples	2/19/2021 4:37 PM
55	Project Partnering	2/19/2021 3:09 PM
56	Supply Chain Integration	2/19/2021 1:52 PM
57	Collaborative Models	2/19/2021 12:42 PM
58	Organisational knowledge	2/19/2021 12:41 PM
59	Foresight	2/15/2021 12:13 PM

Complex Project Leadership Questionnaire

#	3	DATE
1	Agile decision making	3/5/2021 8:38 PM
2	multi vendor engagement and management	3/5/2021 8:01 PM
3	Mentoring	3/5/2021 12:30 PM
4	Dealing with ambiguity	3/5/2021 12:00 PM
5	Project Effective Leadership	3/5/2021 11:30 AM
6	Risk Management	3/5/2021 10:38 AM
7	Convergence Planning	3/5/2021 10:29 AM
8	Requirements Management	3/4/2021 2:13 PM
9	Leadership	3/4/2021 11:42 AM
10	Maintaining motivation in executing complex projects	3/4/2021 11:34 AM
11	Effective use of lessons learned	3/4/2021 10:53 AM
12	N/A	3/4/2021 10:27 AM
13	Cost control	3/3/2021 4:07 PM
14	Contractual Matters	3/3/2021 1:39 PM
15	Project framing	3/3/2021 11:51 AM
16	. Seeing it all – feeling the totality of what is going on inside and outside the project	3/3/2021 10:47 AM
17	Waterfall	3/3/2021 10:19 AM
18	risk management	3/3/2021 9:32 AM
19	Risk management	3/3/2021 9:28 AM
20	how to write a solid scope document (which is legally compliant)	3/3/2021 9:28 AM
21	Managing Large projects	3/3/2021 9:19 AM
22	Senior Stakeholder management	3/3/2021 9:15 AM
23	Leadership skills tailored to complex	3/3/2021 8:15 AM
24	Creative thinking	3/3/2021 7:20 AM
25	Preplanning and control mechanisms for complex projects	3/3/2021 6:56 AM
26	How to know when a complex project is complete if objectives are softer	3/3/2021 5:34 AM
27	Internal OR costings and hires	3/2/2021 3:14 PM
28	How Agile is Agile	3/2/2021 2:34 PM
29	energy transition	3/2/2021 1:40 PM
30	self development	3/2/2021 1:35 PM
31	execution	3/2/2021 9:38 AM
32	Building a high performing team	3/2/2021 8:43 AM
33	Strategic management	3/2/2021 7:33 AM
34	Multi national project teams and cultures	3/1/2021 5:57 PM
35	Communication Management	3/1/2021 5:30 PM
36	Situational Awareness	3/1/2021 5:27 PM
37	Managing Risks and Opportunity	3/1/2021 5:00 PM

38	Teambuilding	2/26/2021 6:07 PM
39	Risk identification and management	2/25/2021 2:21 PM
40	Front end planning	2/25/2021 1:07 PM
41	Anticipating changes that impact the project	2/24/2021 12:00 PM
42	Delivering outcomes and benefits	2/21/2021 9:45 PM
43	where things went wrong.... lessons learnt	2/19/2021 4:37 PM
44	Unique aspects of energy transition projects	2/19/2021 3:09 PM
45	Leadership Skills	2/19/2021 12:42 PM
46	International and intercompany trading	2/19/2021 12:41 PM
47	Risk Management	2/15/2021 12:13 PM

Q16 Any other comments or suggestions you would like to share.

Answered: 20   Skipped: 83

#	RESPONSES	DATE
1	None	3/5/2021 12:00 PM
2	No	3/4/2021 2:13 PM
3	People accept and deliver projects without really thinking about how complex they are. They just want to do a good job and deliver them accordingly. Would they do anything different should someone label the project simple, complicated, or complex?	3/4/2021 11:45 AM
4	Look forward to the Survey analysis and feedback	3/4/2021 11:35 AM
5	Not at present	3/3/2021 4:46 PM
6	Nope	3/3/2021 2:37 PM
7	N/A	3/3/2021 11:07 AM
8	none	3/3/2021 10:19 AM
9	I'd like to see a centralised cross learning tank where good and bad experiences can be shared. I have many good experiences, but more importantly, I have many bad experiences which others coudl benefit from knowing about before engaging in projects	3/3/2021 9:29 AM
10	None	3/3/2021 5:34 AM
11	no	3/2/2021 3:27 PM
12	Valuable questionnaire on an important subject	3/2/2021 2:39 PM
13	Not sure what value this survey will add, it's like the questions are pushing towards a wanted result.	3/2/2021 9:39 AM
14	the previous question focussed on me but no matter how aware or skilled I am there is more than just me in a complex project. Stakeholders may not wish to or cannot be managed.	3/2/2021 8:13 AM
15	None	3/2/2021 7:33 AM
16	Comment: Intelligent survey questions	3/1/2021 5:28 PM
17	Is there any data\reports available as to how North Sea Projects perform in terms of Safety\Operational\Commercial performance. How good are we at Project Governance, Verification and Compliance does this make a difference to the bottom line.	3/1/2021 5:02 PM
18	Preference to learn in a group (rather than 1-2-1) to share experiences and get diversity of thought.	2/25/2021 2:22 PM
19	no	2/25/2021 10:43 AM
20	Interesting survey, sometimes me head just hurts with all the complexity now...	2/19/2021 12:42 PM