

| Complexity Dimensions   | Project Profile  |  |  |   |
|---|--|--|--|---|
|   | Independent Project  | Moderately Complex Project   | Highly Complex Project   | Highly Complex Program "Megaproject"  |
| 1. Size/Time/Cost   | <b>Size:</b> 3–4 team members<br><b>Time:</b> < 3 months<br><b>Cost:</b> < \$250K  | <b>Size:</b> 5–10 team members<br><b>Time:</b> 3–6 months<br><b>Cost:</b> \$250–\$1M   | <b>Size:</b> > 10 team members<br><b>Time:</b> 6 – 12 months<br><b>Cost:</b> > \$1M  | <b>Size:</b> Multiple diverse teams<br><b>Time:</b> Multi-year<br><b>Cost:</b> Multiple Millions  |
| 2. Team Composition and Past Performance                      | <ul style="list-style-type: none"> <li>• <b>PM:</b> competent, experienced</li> <li>• <b>Team:</b> internal; worked together in past</li> <li>• <b>Methodology:</b> defined, proven</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>PM:</b> competent, inexperienced</li> <li>• <b>Team:</b> internal and external, worked together in past</li> <li>• <b>Methodology:</b> defined, unproven</li> <li>• <b>Contracts:</b> straightforward</li> <li>• <b>Contractor Past Performance:</b> good</li> </ul> | <ul style="list-style-type: none"> <li>• <b>PM:</b> competent; poor/no experience with complex projects</li> <li>• <b>Team:</b> internal and external, have not worked together in past</li> <li>• <b>Methodology:</b> somewhat defined, diverse</li> <li>• <b>Contracts:</b> complex</li> <li>• <b>Contractor Past Performance:</b> unknown</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>PM:</b> competent, poor/no experience with megaprojects</li> <li>• <b>Team:</b> complex structure of varying competencies and performance records (e.g., contractor, virtual, culturally diverse, outsourced teams)</li> <li>• <b>Methodology:</b> undefined, diverse</li> <li>• <b>Contracts:</b> highly complex</li> <li>• <b>Contractor Past Performance:</b> poor</li> </ul>                                      |
| 3. Urgency and Flexibility of Cost, Time, and Scope           | <ul style="list-style-type: none"> <li>• <b>Scope:</b> minimized</li> <li>• <b>Milestones:</b> small</li> <li>• <b>Schedule/Budget:</b> flexible</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Scope:</b> achievable</li> <li>• <b>Milestones:</b> achievable</li> <li>• <b>Schedule/Budget:</b> minor variations</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Scope:</b> over-ambitious</li> <li>• <b>Milestones:</b> over-ambitious, firm</li> <li>• <b>Schedule/Budget:</b> inflexible</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Scope:</b> aggressive</li> <li>• <b>Milestones:</b> aggressive, urgent</li> <li>• <b>Schedule/Budget:</b> aggressive</li> </ul>   |
| 4. Clarity of Problem, Opportunity, Solution                  | <ul style="list-style-type: none"> <li>• <b>Objectives:</b> defined and clear</li> <li>• <b>Opportunity/Solution:</b> easily understood</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Objectives:</b> defined, unclear</li> <li>• <b>Opportunity/Solution:</b> partially understood</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Objectives:</b> defined, ambiguous</li> <li>• <b>Opportunity/Solution:</b> ambiguous</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Objectives:</b> undefined, uncertain</li> <li>• <b>Opportunity/Solution:</b> undefined, groundbreaking, unprecedented</li> </ul>  |
| 5. Requirements Volatility and Risk                           | <ul style="list-style-type: none"> <li>• <b>Customer Support:</b> strong</li> <li>• <b>Requirements:</b> understood, straightforward, stable</li> <li>• <b>Functionality:</b> straightforward</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Customer Support:</b> adequate</li> <li>• <b>Requirements:</b> understood, unstable</li> <li>• <b>Functionality:</b> moderately complex</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Customer Support:</b> unknown</li> <li>• <b>Requirements:</b> poorly understood, volatile</li> <li>• <b>Functionality:</b> highly complex</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Customer Support:</b> inadequate</li> <li>• <b>Requirements:</b> uncertain, evolving</li> <li>• <b>Functionality:</b> many complex "functions of functions"</li> </ul>  |
| 6. Strategic Importance, Political Implications, Stakeholders | <ul style="list-style-type: none"> <li>• <b>Executive Support:</b> strong</li> <li>• <b>Political Implications:</b> none</li> <li>• <b>Communications:</b> straightforward</li> <li>• <b>Stakeholder Management:</b> straightforward</li> </ul>          | <ul style="list-style-type: none"> <li>• <b>Executive Support:</b> adequate</li> <li>• <b>Political Implications:</b> minor</li> <li>• <b>Communications:</b> challenging</li> <li>• <b>Stakeholder Management:</b> 2–3 stakeholder groups</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Executive Support:</b> inadequate</li> <li>• <b>Political Implications:</b> major, impacts core mission</li> <li>• <b>Communications:</b> complex</li> <li>• <b>Stakeholder Management:</b> multiple stakeholder groups with conflicting expectations; visible at high levels of the organization</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Executive Support:</b> unknown</li> <li>• <b>Political Implications:</b> impacts core mission of multiple programs, organizations, states, countries; success critical for competitive or physical survival</li> <li>• <b>Communications:</b> arduous</li> <li>• <b>Stakeholder Management:</b> multiple organizations, states, countries, regulatory groups; visible at high internal and external levels</li> </ul> |
| 7. Level of Change  | <ul style="list-style-type: none"> <li>• <b>Organizational Change:</b> impacts a single business unit, one familiar business process, and one IT system</li> <li>• <b>Commercial Change:</b> no changes to existing commercial practices</li> </ul>      | <ul style="list-style-type: none"> <li>• <b>Organizational Change:</b> impacts 2–3 familiar business units, processes, and IT systems</li> <li>• <b>Commercial Change:</b> enhancements to existing commercial practices</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Organizational Change:</b> impacts the enterprise, spans functional groups or agencies; shifts or transforms many business processes and IT systems</li> <li>• <b>Commercial Change:</b> new commercial and cultural practices</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Organizational Change:</b> impacts multiple organizations, states, countries; transformative new venture</li> <li>• <b>Commercial Change:</b> ground-breaking commercial and cultural practices</li> </ul>  |
| 8. Risks, Dependencies, and External Constraints              | <ul style="list-style-type: none"> <li>• <b>Risk Level:</b> low</li> <li>• <b>External Constraints:</b> no external influences</li> <li>• <b>Integration:</b> no integration issues</li> <li>• <b>Potential Damages:</b> no punitive exposure</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Risk Level:</b> moderate</li> <li>• <b>External Constraints:</b> some external factors</li> <li>• <b>Integration:</b> challenging integration effort</li> <li>• <b>Potential Damages:</b> acceptable exposure</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Risk Level:</b> high</li> <li>• <b>External Constraints:</b> key objectives depend on external factors</li> <li>• <b>Integration:</b> significant integration required</li> <li>• <b>Potential Damages:</b> significant exposure</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Risk Level:</b> very high</li> <li>• <b>External Constraints:</b> project success depends largely on multiple external organizations, states, countries, regulators</li> <li>• <b>Integration:</b> unprecedented integration effort</li> <li>• <b>Potential Damages:</b> unacceptable exposure</li> </ul>   |
| 9. Level of IT Complexity                                     | <ul style="list-style-type: none"> <li>• <b>Technology:</b> technology is proven and well-understood</li> <li>• <b>IT Complexity:</b> application development and legacy integration easily understood</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Technology:</b> technology is proven but new to the organization</li> <li>• <b>IT Complexity:</b> application development and legacy integration largely understood</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Technology:</b> technology is likely to be immature, unproven, complex, and provided by outside vendors</li> <li>• <b>IT Complexity:</b> application development and legacy integration poorly understood</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Technology:</b> technology requires groundbreaking innovation and unprecedented engineering accomplishments</li> <li>• <b>IT Complexity:</b> multiple "systems of systems" to be developed and integrated</li> </ul>  |