



## Dar Al Riyadh Insight #14 Flows in Large Complex Projects - Introduction

Dar Al Riyadh Insights reflect the knowledge and experience of our Board, executives and staff in leading and providing PMC, design and construction management services. Dar Al Riyadh believes in the importance of broadly sharing knowledge with our clients and staff to improve project outcomes for the benefit of the Kingdom of Saudi Arabia.

## Introduction

The theory of projects is built on several precepts on the transformation of inputs to outputs and its tasks being well-bounded. This series of Insights challenge some of these precepts on large complex projects.

Flows, as discussed in ths series of Insights, represent the transfer of "something" from one place to another, and a partial listing of flows impacting large complex projects will be discussed later in this series.

As we move through this series on "Flows in Large Complex Projects" we will introduce three types of flows encompassing:

- *Transformative Flows* include those in discrete tasks representing parts of the decomposed project. They also include the outputs of one or more tasks becoming inputs for subsequent tasks.
- Influencing Flows arise from large stakeholder influences; emergence of new outcomes and stakeholders over extended delivery timeframes and lifetimes; and the sheer number of ex-project inputs and assumption drivers.
- *Induced Flows* arise from the interaction of *Influencing Flows* and the eddies they create with planned *Transformative Flows*. These eddies and Induced Flows can arise suddenly, be highly disruptive, and disappear just as suddenly.

These Insights focuses on the "flows" present in all projects. The emphasis, however, is on flows that large complex projects experience. In our next Insights we will briefly review the "theory of projects," define the concept of "flows," and provide examples. We also will describe the three different types of flows experienced by large complex projects. Recommendations are offered on how to better assess the potential for disruption from these flows and strategies are outlined to mitigate their effects in later Insights in this series.