**10 Factor Table – Estimating a Project's Relative Complexity Factors**

The following table presents a framework for estimating relative complexity in a project.

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| **Estimating the Relative Complexity of a Project** |
|  | **Scott’s 1911 score** | **Your score today?** |
| Multiple stakeholders, internal and external | 8 |  |
| Ambiguity of project features, resources, phases | 9 |  |
| Significant political/authority influences | 7 |  |
| Other external influences/factors outside your control | 9 |  |
| The use of new technologies, methods and approaches | 8 |  |
| The scale of indicative costs | 6 |  |
| Schedule pressures | 6 |  |
| The newness or innovation of the outcomes sought | 9 |  |
| The uncertainty of the project’s risk appetite | 6 |  |
| The maturity of the delivery-organisation’s P3M capabilities | 6 |  |
| **TOTAL SCORE:** | **74** | *xx* |

For your project, assessed relative to your organisation’s previous experiences, successes, and current comfort levels with what is proposed, how would you score your concerns for the attributes listed in the above table?

The maximum score for an attribute, signaling an overwhelming concern, is 10. Scores over 8 should be used when you feel there is an aspect of ‘concern’. A score over 6 signals that you feel there is an aspect of ‘challenge’ involved. For example, low organisational P3M maturity (say ‘0’ or ‘1’ on a 5-point scale) would be a concern and so should receive a high score.

Because complexity factors are interactive and contribute exponentially to total complexity as new factors are added (or as single factors increase in score), high scores are to be avoided. Your maximum possible relative complexity score is 100. If you’ve scored anywhere near 100 you need to think seriously about whether your project should proceed.

The following score ranges reflect the exponentially compounding nature of complexity:

The ‘OK’ range: 0-33: a lower likelihood of experiencing significant loss. An experienced project manager is important.

The ‘Challenge’ range: 33-66: some losses should be expected. A heroic manager is needed.

The ‘Concern’ range: 66-100: high risk of loss, or outright failure. A heroic manager is critical, and from the earliest possible stage.