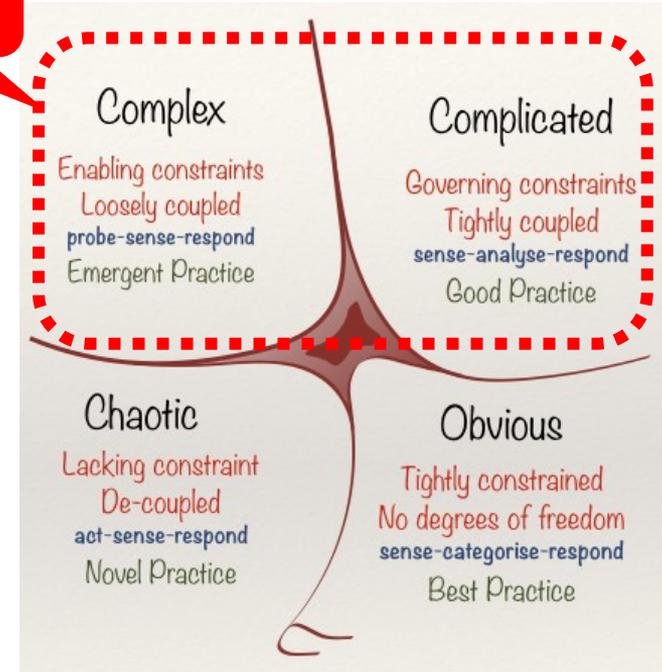# Convegno Nazionale IPMA Italy

Complicated (*known unknowns*)

- The relationships between causes and effects require analysis and expertise
- There is not only one right answer
- This is typical of sciences as engineering, medicine, artificial intelligence etc.

Complex (*unknown unknowns*)

- The relationships between causes and effects are not known in advance and can be only deducted ex-post
- There are not right answers, consequences of actions cannot be predicted
- The typical approach is based on small experiments that are *safe to fail*

Domain of projects

Cynefin framework (D. Snowden, 2014)

Convegno Nazionale IPMA Italy

Complicated projects

- Analytical methods
- Experts/Project managers
- *Traditional* and many *agile* projects
- Success = compliance with requirements from SH
- To target project objectives (short-term)

Complex projects

- Not always predictable results
- Experts/Project managers
- Value-driven projects, including not only financial profit (e.g. social)
- Success = compliance with expectations from SH
- To target project goals (mid-term)

Domain of projects

Cynefin framework (D. Snowden, 2014)