

## Ambiguity Management: the new frontier

### **Access to new resource related to ambiguity and complexity management added to PMWL**



Resource provided by [Victor Dantas](#)

09 June 2022 – São Paulo, Brazil – Access to a new resource has been added to the PM World Library (PMWL) related to ambiguity management. The new resource is titled “**Ambiguity Management: the new frontier**”, by Michel Thiry, a paper presented at PMI® Global Congress 2011, in Dallas, USA.

The paper discusses the concepts of uncertainty, complexity and ambiguity and their general consequences to projects. The aim of this report is to provide knowledge to project managers on how to identify ambiguous situations and how they can deal with them. The paper presents also a suggested solution to PPM professionals on how they can adapt their decision-making, behaviour and management methods to deal with uncertain and ambiguous environment.

Ambiguity is related to the number of choices you have when making decisions, the more complex the environment, the more there are possible interactions and the more choices are available. Uncertainty is associated with change; as the pace of change increases, uncertainty increases proportionally; the more turbulent the environment, the greater the uncertainty. They are not the same, as in fact uncertainty is linear through the development of a project; meanwhile ambiguity follows no pattern because it is largely linked to complexity.

To access this new resource, go to the SLIGHTLY MORE ADVANCED TOPICS IN P/PM section of the library at <https://pmworldlibrary.net/applications-and-topics/>, click on “Complexity & Project Management”, scroll down to resource. Must be a registered member and logged-in to access. If not yet registered, please consider the FREE TRIAL membership.

*This new resource provided through the PMWL university research internship program; [to learn more, click here](#)*

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### For PMWL Post

Thiry, M. (2011). **Ambiguity management: the new frontier**. Paper presented at PMI® Global Congress 2011—North America, Dallas, TX. Newtown Square, PA: Project Management Institute. Available at: <https://www.pmi.org/learning/library/ambiguity-management-new-frontier-6285> ([Dantas](#))

Where to post in the library: <https://pmworldlibrary.net/complexity-project-management/>