An organization may be viewed as a system of multiple, interdependent goals, which are operationalized through subordinate temporary organizations - projects. Ideally, organisations’ multiple goals are reinforcing, stirred towards multiple goal attainment. However, competition for (tangible and intangible including motivational and psychological) resources exist among goals. In the pursuit of goal, routines can be sources of stability and change within organizations (and their goals). Whilst facilitating cognitive efficiency, routines also inhibit the strategic change which projects are intended to achieve.

The jumble of multiple goal attainment and goal competition, activates a layer of complexity in projects and their management. In addition to intended outcomes, a spiral of unintended outcomes (some reinforcing, others counteracting) is created by projects. Those unintended outcomes, after variation, selection and retention, reconfigure organizational routines. The extent projects are able to reconfigure organizational routines depends on other organization variables.