UNDERSTANDING PROGRAM MANAGEMENT IN PANDEMICS: MAKING LEMONADE FROM LEMONS

Project Management Institute Ghana

Date: April 30, 2021

Presented by: Tyhra Carolyn Kumasi

Title:Ph.D, PgMP, PMP
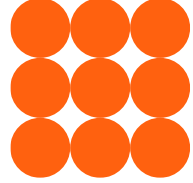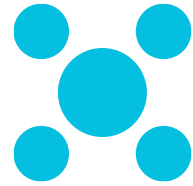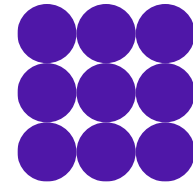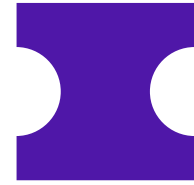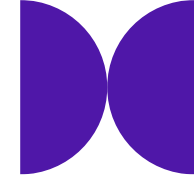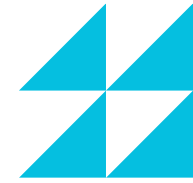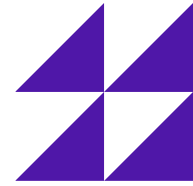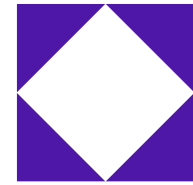
LEARNING OBJECTIVES

❖ Understand why program management is needed as a distinct discipline, distinction between portfolio/program/project.

❖ Recognize how program approach provides efficient mechanism to carry out work effectively in a high level uncertainty and ambiguity environment.

❖ To better prepare for the next crisis, and future waves of the current one based on lessons learnt from COVID-19.

❖ Knowledge sharing and learning of how your organisations adapted and 'recovered'/ is 'recovering' from the pandemic.

❖ Network, Have Fun, and earn PDUs!

Project Management Institute. Ghana
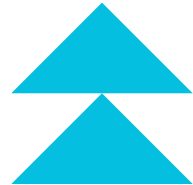
Understanding program management in pandemics: making lemonade from lemons

WHAT IS A PROGRAM?

….related projects, subsidiary programs , and program activities managed in a <u>coordinated</u> manner to obtain <u>benefit</u> **<u>not available from managing them individually</u>** (PMI, Standard for Program Management, 4th Edition).
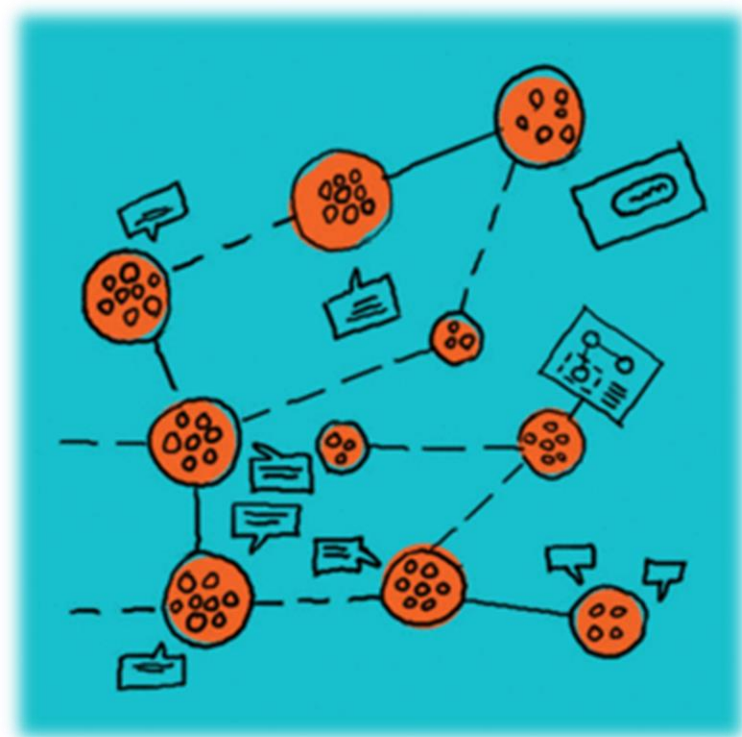
PROGRAM MANAGEMENT

❖ Application of knowledge, skills and principles to a program to achieve the program objectives and to obtain <u>benefits and control not available by managing program components individually</u> (*PMI, Standard for Program Management, 4th Edition*).

HOW DOES A PROGRAM DIFFER FROM A PROJECT?

Structure

Effort

Duration

Benefits

PROGRAM MANAGEMENT BENEFITS

Better Alignment With Strategic Goals

Manage Project Interdependencies Better

Better Resource Management

Manage risks, stakeholder issues and changes across the program efficiently

Focus on definition and management of strategic benefits

Project Management Institute. Ghana

WHEN TO TREAT AN INITIATIVE AS A PROGRAM?

❖ Meet a strategic need;

❖ Enable and manage the realisation of benefits ;

❖ Require high level leadership and direction;

❖ Involve a range of projects/workstreams /activities

❖ Be driven by either:

      o *a 'Vision'*

      o *a need for 'Compliance'*

      o *an 'Emerging' requirement to bring together for cohesion and/or management efficiency*

Project Management Institute. Ghana

PRINCIPLES OF SUCCESSFUL PROGRAM MANAGEMENT

Remaining aligned with corporate strategy

Leading change

Envisioning and communicating a better future

Focusing on benefits and threat to their achievement

Designing and delivering a coherent capability

Learning from experience

Adding Value

COVID-19: THE ELEPHANT IN THE ROOM

IMPACTS OF COVID-19 PANDEMIC ON PROGRAM MANAGEMENT

Understanding program management in pandemics: making lemonade from lemons
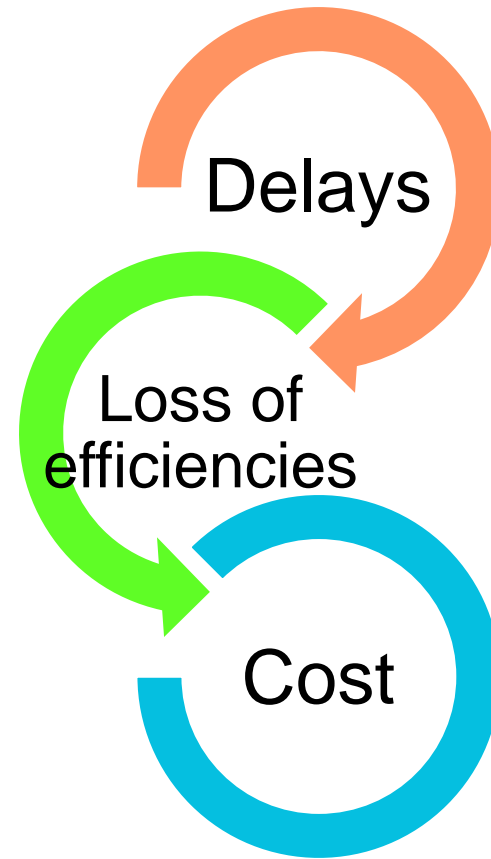
HOW DID PROGRAMS RECALIBRATE TO THE PANDEMIC?

❖ Mitigation plan for potential slowdowns, shutdowns, and program, sub-program and project restart

❖ Review projects to identify what work may need to be mothballed

❖ Assess what services can be continued offsite to limit schedule delays

❖ Design and shoring up contracts to limit risks associated with uncertain schedules

❖ Develop project start-up plan before slow or shut down

❖ Compile lessons learned so they can be applied to the project going forward

Understanding program management in pandemics: making lemonade from lemons

10 MAY 2021

STRATEGIES ADOPTED IN MANAGING PROGRAMS DURING THE COVID-19 PANDEMIC

Schedule assessment → Resource Planning → Job site rules → Risk Analysis → Contract review & dispute mitigation → Insurance coverage

Understanding program management in pandemics: making lemonade from lemons

10 MAY 2021
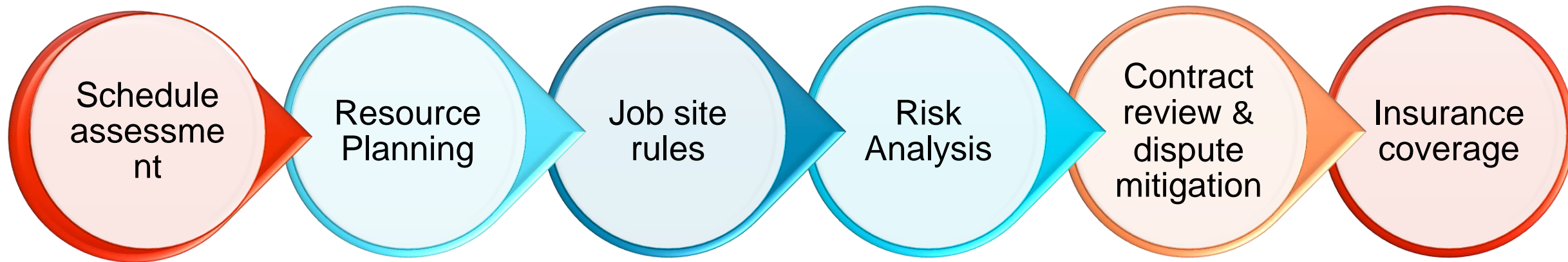
LEARNINGS FROM COVID-19 PANDEMIC

Horizon 3-The new reality

Horizon 2-Recovery

Horizon 1-Resilience

Horizon 0-Reaction

10 MAY 2021

Project Management Institute. Ghana
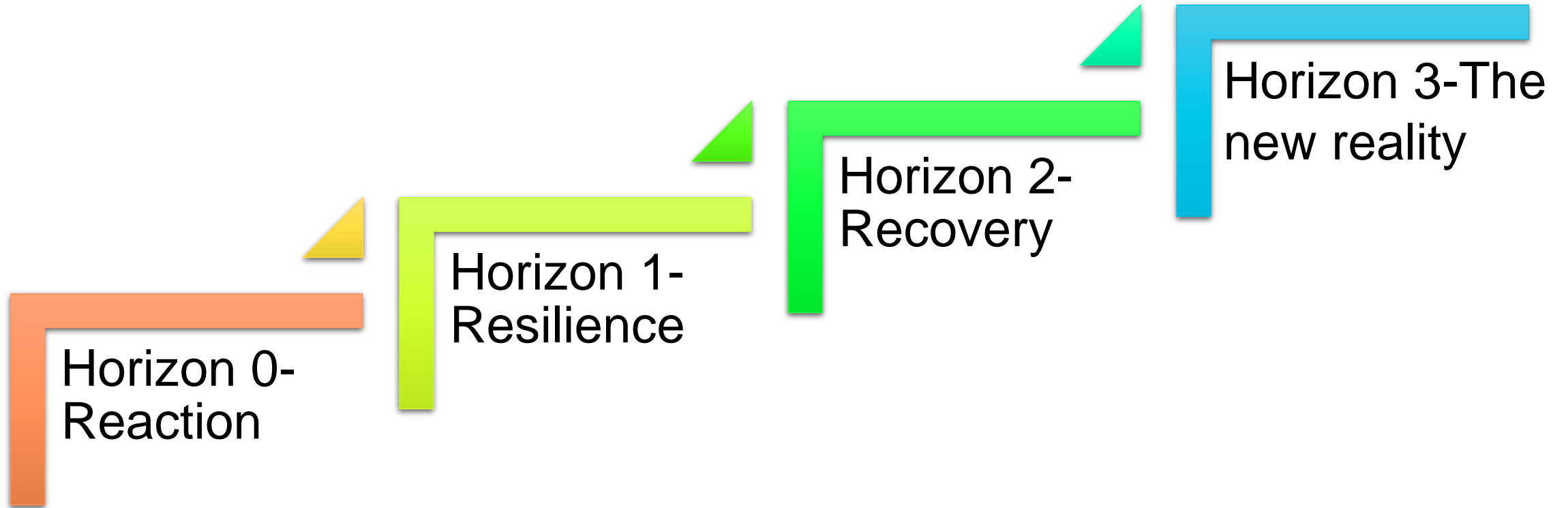
ACTIONS RELEVANT TO THE HORIZONS

Horizon 0
- **Reaction**

Address immediate challenges and ensure role clarity for project team & stakeholders

- Project led:
- Focus on continuity

Horizon 1
- **Resilience**

Restore disrupted activities & adopt a sustainable program delivery model

- Program led:
- Focus on sustainability

Horizon 2
- **Recovery**

Adapt the project, program & portfolio to align with emerging business model

- Portfolio led:
- Focus on viability

Horizon 3
- **New Reality**

Create strategic options and a scenario compass to deliver long-term growth

- Strategy led:
- Focus on future growth

Project Management Institute. Ghana

THEME 1: PROJECT DELIVERY DISCIPLINES

- Programs with organised projects, defined scope, schedules and governance structures have adapted better to the current reality.

- **More agile, more discipline**

10 MAY 2021

THEME 2: THE ROLE OF THE PROGRAM LEADERSHIP

❖ According to Forrester Predictions for 2021, 'at least 21% of US information workers will work primarily from home, compared with 7% in 2019.

❖ Working remotely has highlighted the importance of clear accountability and outcome ownership structures supporting programs, sub programs and projects.

❖ Emphasis has also been placed on the need to have clarity of purpose to enable programs, sub programs and projects activities to pivot quickly and appropriately when responding to uncertainty and change.

THEME 3: STAKEHOLDER ENGAGEMENT

- The 2019 AIPM and KPMG Project Management Survey identified that 51 percent of organisations were using collaboration software to support project delivery.

- Emerging technology and collaboration tools have helped alleviate some of the stakeholder engagement issues.

THEME 4: MANAGEMENT OF PROGRAM RESOURCES

- Increasing importance placed on the ability of program leaders to manage – rather than direct – their team members more effectively.

- Agile practices involving regular virtual team stand ups will increasingly be the norm to keep teams aligned and maintain focus and structure across activities.

Project Management Institute. Ghana

THEME 5: MANAGING PROGRAM PHASES

- Program leaders will have to apply different styles during different phases of the program, requiring flexibility of leadership styles

- Every phase of a program demands a different collaboration approach due to its nature.

- However what works in the initiation phase, will need to be adapted during the testing phase.

Understanding program management in pandemics: making lemonade from lemons

THEME 6: MANAGING PROGRESS AND DEPENDENCIES

- How do we track the delivery progress of programs, sub programs and projects, while maintaining insight in the dependencies in a changing reality?

- With the new operating rhythm the need to have insight into the team progress is greater.

- Finding ways to deepen your knowledge of how teams are tracking and how they can be supported to reach their goals is becoming more important.

IMPLICATIONS FOR THE PROGRAM MANAGER
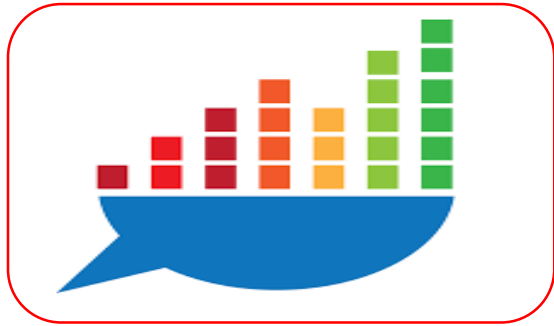
Optimising, not cancelling, the project/Program portfolio

Remote leadership

Get better results with collaboration tools

Disciplined agility

Project Management Institute. Ghana

THE FUTURE OF PROGRAM MANAGEMENT

Post COVID-19

Methodologies

Artificial Intelligence

Virtual teams

Understanding program management in pandemics: making lemonade from lemons

10 MAY 2021

Project Management Institute. Ghana

TAKEAWAYS

- Project, Sub-Program and Program stakeholders should be vigilant and proactive in navigating the uncertain situation.

- Communication among Project, Sub-Program and Program stakeholders is critical.

- Understanding your contractual rights and carefully documenting delays or other impacts

- Program management will thrive in organizations that embrace uncertainty, adaptability, creativity, resilience and leveraging continuous planning as a part of their strategic roadmap and portfolio funding process

CREDITS

- The Standard for Program Management-Fourth Edition, Project Management Institute, Inc.

- Deloitte 2020; COVID-19 Impacts; A proactive response to a shifting planning, design, and construction landscape

- 2020 Forrester Research, Inc Accelerating out of the crisis

- KPMG 2020. COVID-19; The new reality for project and program management. Addressing the new reality of project and program delivery in Australia, post COVID-19.29 May 2020

- PMI, 2020.The Impact of the COVID-19 Crisis on Project Business. Cooperative Survey of Project Management Institute (PMI®) and the Project Business Foundation Risk Management, Complexity, Decision Making 11 June 2020PMI White Papers

Understanding program management in pandemics: making lemonade from lemons