



valense
ORGANIZATIONAL ARCHITECTS

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**Program management
learnings from the past
for the future**



The Valense
Palatine Group

LEAD | TRANSFORM | REALIZE | RUN | SHARE | DISCOVER | GROW

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Truth or Myth?

MYTHS

~~A program is a bigger longer project~~
~~The program manager is a coordinator~~
~~Success is measured in time and cost~~
~~The program ends with the last project~~
~~The program produces deliverables~~
~~Program Management is recent!~~



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Programs as Large Projects: Fixed Objectives



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Origins in "Modern" Project Management



Henri Fayol (1841-1925)
Five 'functions' of management:

1. Planning
2. Organizing
3. Commanding
4. Coordinating
5. Controlling

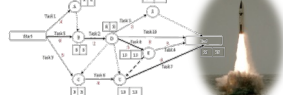


Henri Gantt (1861-1919)
Gantt Chart

Task	Start	End	Duration
Task 1	0	10	10
Task 2	0	5	5
Task 3	5	10	5
Task 4	0	5	5
Task 5	5	10	5
Task 6	0	5	5
Task 7	5	10	5
Task 8	0	5	5
Task 9	5	10	5
Task 10	0	10	10



1957 CPM (Critical Path Method)
Dupont de Nemours



1958 PERT (Project Evaluation Review Technique)
Polaris Missile

Predictive
Approach

based on time & cost.

*"A project is an organization unit dedicated to [...] the successful completion of a developmental product **on time, within budget, and in conformance with predetermined performance specifications.**"*

(Paul O. Gaddis, 1959, HBR)



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Need for adaptive view of projects ... & programs

“In future, as changes in requirements are forced on customers by rapidly changing circumstances, the successful project managers will be recognised as those who deliver **what the customer needs** when the delivery is made, and not necessarily those who deliver the goods meeting the specifications.”

(R.A. Neal, 1995, IJPM)

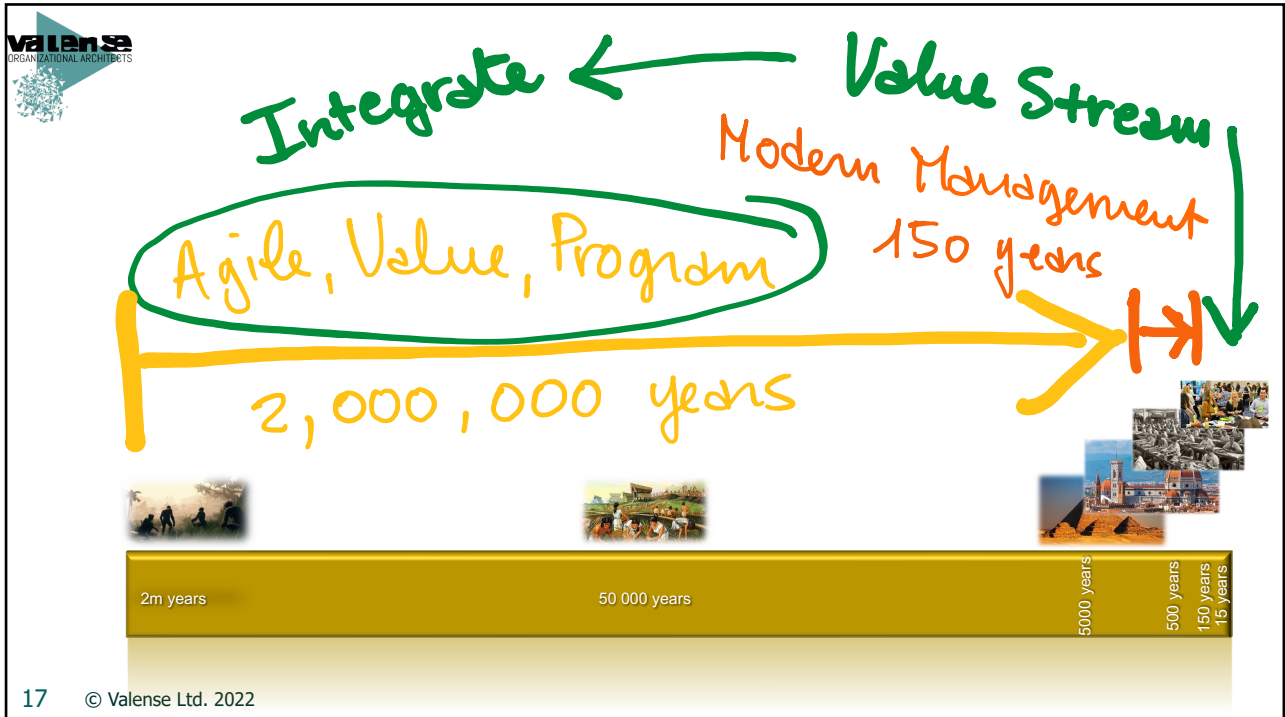
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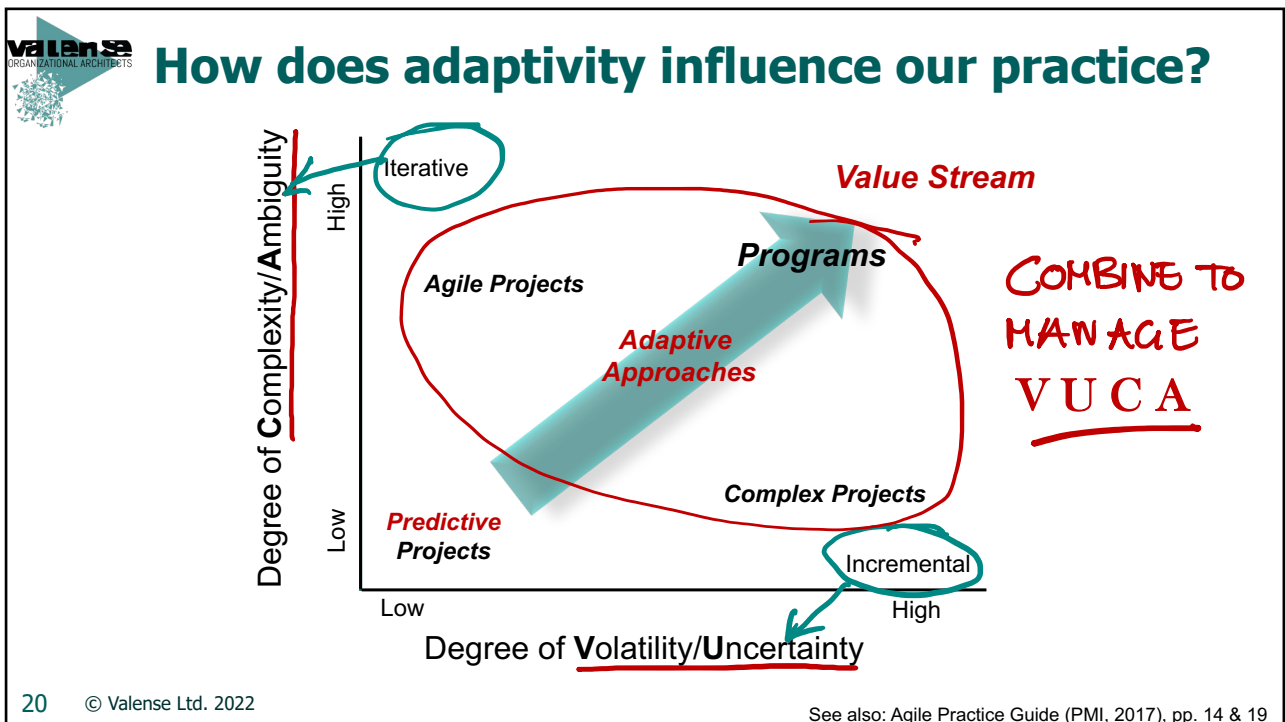
Do we need to reinvent program management ?

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Programs manage change incrementally and focus on opportunities iteratively



*“The best way to manage change is to **allow it to happen.**”*

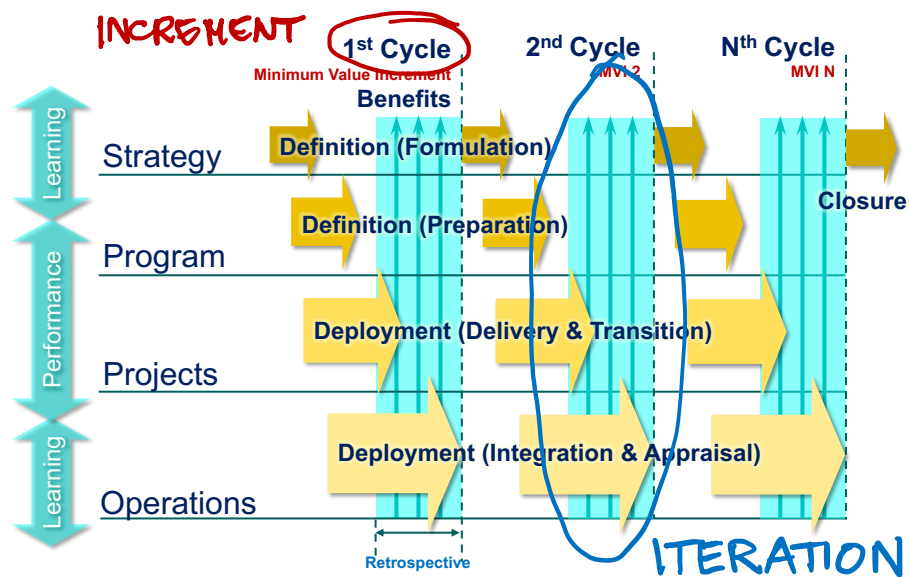
Henry Mintzberg



*“Effective management should focus on **maximizing opportunities**, rather than on minimizing risks.”*

Peter Drucker

Program/Value Stream Mgmt Life Cycle



From Project Outputs to Organizational Value



Project Operations Production Program Organization

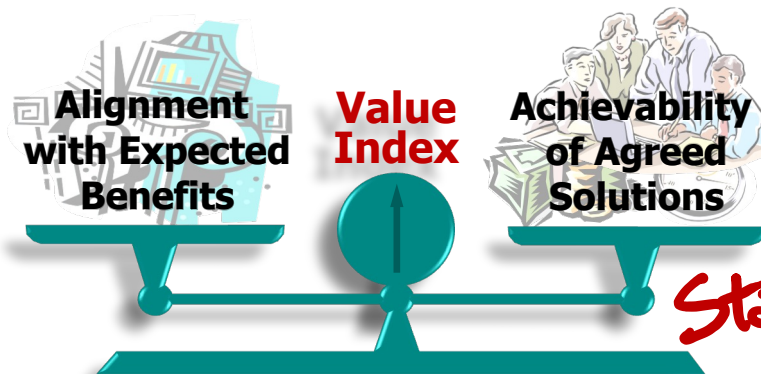
ABSOLUTE MEASURE CONTEXT DEPENDENT

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In Programs, Value is an Adaptive Balance



Set with Stakeholders

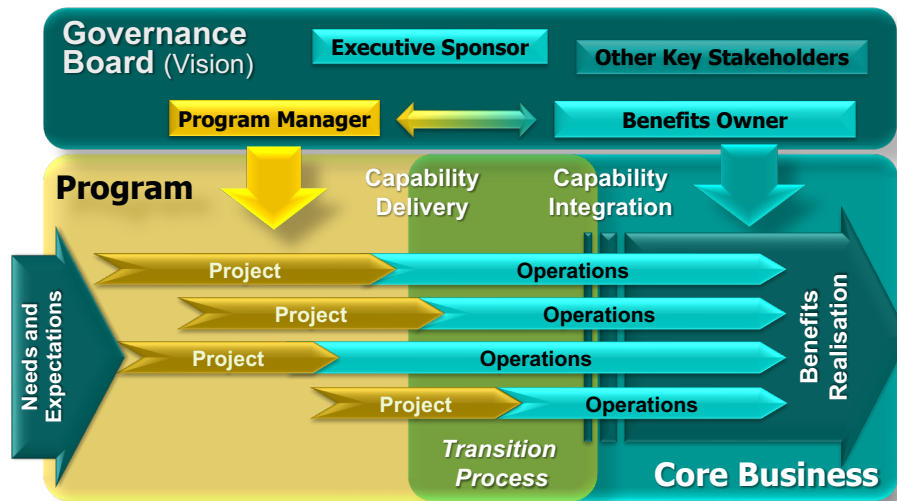
- Real value consists of “realized value”.
- Therefore there are 2 dimensions to sustained value:
 1. The constant **alignment** with expectations: **Benefits realisation**
 2. The measure of **achievability** of alternative solutions: **Risk optimisation**

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Integrated Collaborative Structure



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Mastering agility

- Cycles are good but ... each cycle **must deliver measurable value** and **be supported with a learning loop** that informs decisions
- Identify your Value Stream ... eliminate time consuming decision processes by **empowering teams** and **engaging management**
- The purpose is not to deliver results quicker, but to **deliver value sooner**

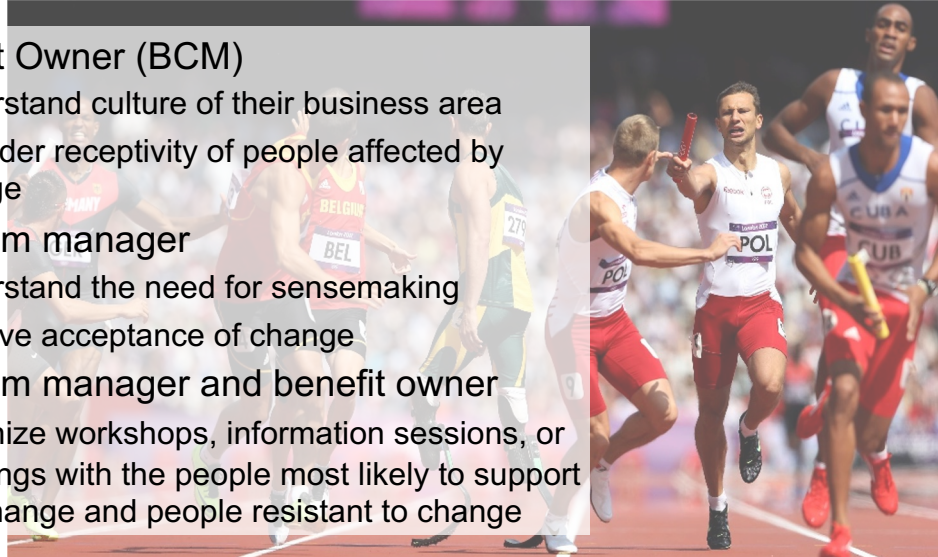


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Sustainable Value: Engagement & Transition

- **Benefit Owner (BCM)**
 - Understand culture of their business area
 - Consider receptivity of people affected by change
- **Program manager**
 - Understand the need for sensemaking
 - Improve acceptance of change
- **Program manager and benefit owner**
 - Organize workshops, information sessions, or meetings with the people most likely to support the change and people resistant to change



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What you need to remember !

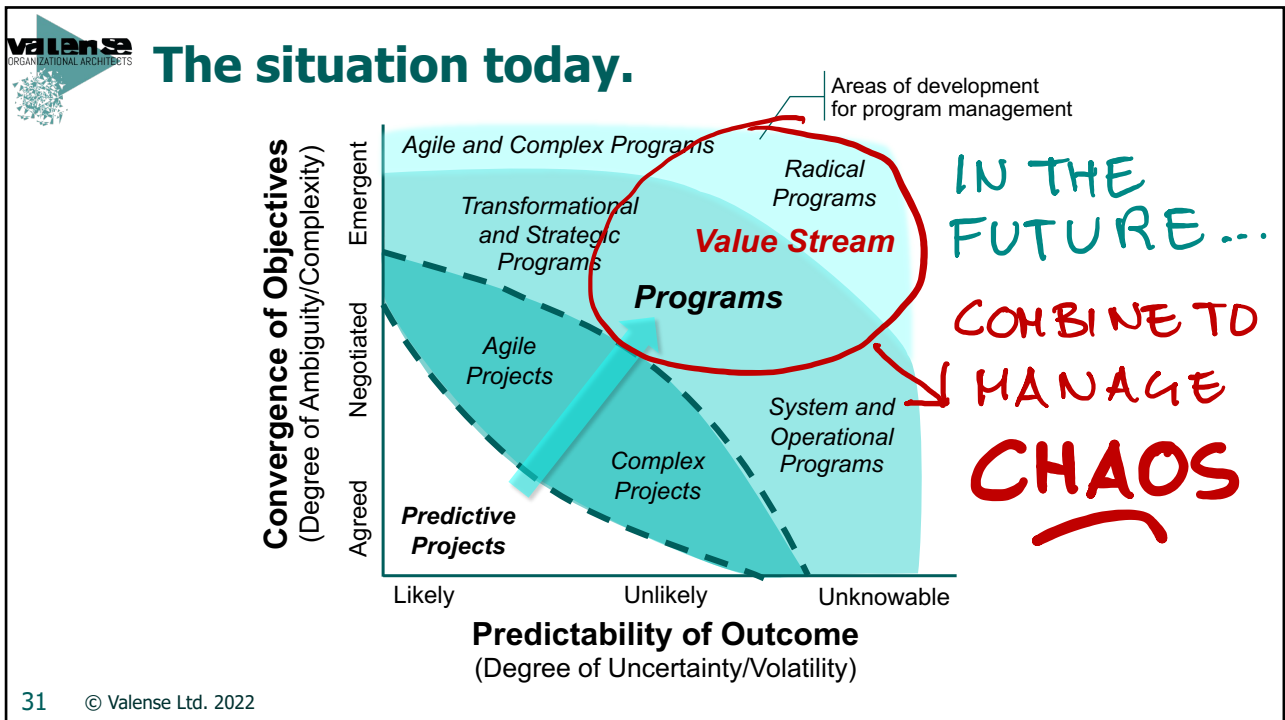
- WHY?** ▪ Clarify expected value with your stakeholders
 - Build your strategic objectives from there
- WHAT?** ▪ Set clear, tangible and measurable objectives
 - Define critical success factors and KPIs
- HOW?** ▪ Be open to opportunities as context evolves
 - Empower teams to make decisions
- WHEN?** ▪ Set objectives to deliver real value sooner!
 - Distribute work according to capacity



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