




valense
ORGANIZATIONAL ARCHITECTS



The Valense
Palatine Group

Michel Thiry
PhD, PMP, DAVSC, DAC, PMI Fellow




Radical Programs



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

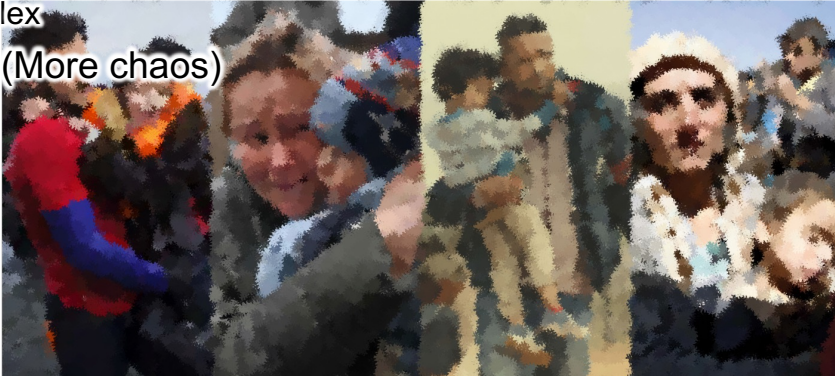
1



valense
ORGANIZATIONAL ARCHITECTS

Radical Situations: Edge of Chaos and Chaos

- Man made or Natural
 - War, economic crises, climate emergency, political turmoil...
 - Earthquakes, tsunamis, floods, wildfires, pandemic...
- Characteristics
 - Volatile & Complex
- Consequences (More chaos)
 - Refugees
 - Homelessness
 - Famine
 - Poverty
 - Instability



3

© Valense Ltd. 2022

3

What is a Radical Program?

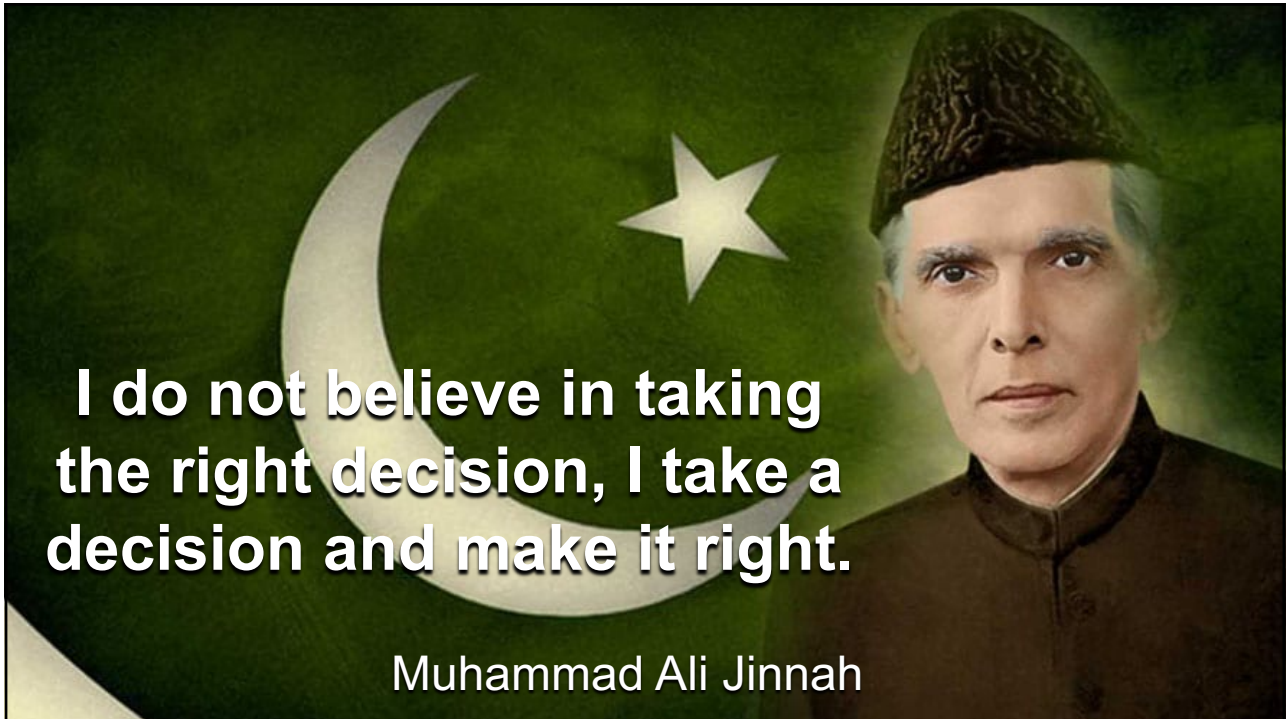
- Programs are agile (iterative and incremental) and typically enable us to manage complex and volatile situations
- Radical Programs may help us understand and master these extreme situations.
- Radical programs are characterized by:
 - Intense complexity and ambiguity:
The need to make frequent decisions to respond quickly to change
 - Very high volatility and uncertainty:
The need to continually assimilate new data to reduce uncertainty
 - A combination of structures, methodologies and behaviors.

4

Abilities of Radical Program Managers

- React quickly – Trust intuition
- Think divergently – Be creative
- Perceive patterns – Understand context
- Break the rules – Capacity for challenge
- Take risks – Look for opportunities

5



I do not believe in taking the right decision, I take a decision and make it right.

Muhammad Ali Jinnah

6



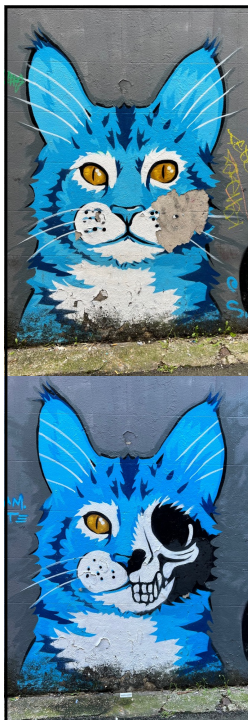
Can we manage Chaos with Radical Programs?

- **Leader:** Challenge status quo
- **Base:** Create a strong base
- **Motivation:** Deep aspiration
- **Strategy:** Distributed decisions / Empowered teams
 - Clear values
 - Focus on what brings value to stakeholders

7



8



Some pointers

- Do not waste time managing the complicated; find simplicity in the complex
 - Don't follow established processes
 - Continually aim for the best Value Stream
 - Acknowledge Decision Latency
- Set a good foundation
 - Clarify values
 - Deeply understand stakeholders
 - Find your base
- Strategy = Action
 - Make decisions
 - Act quickly, learn fast and adjust
 - Find levers (woo sponsors, market wins, build image, ...)

9

Thoughts from known practitioners to apply in choosing you Way of Working



“Seek the best, not perfection.”

Stephen J. Kirk, Past President SAVE International, CEO,
Kirk Value Partners



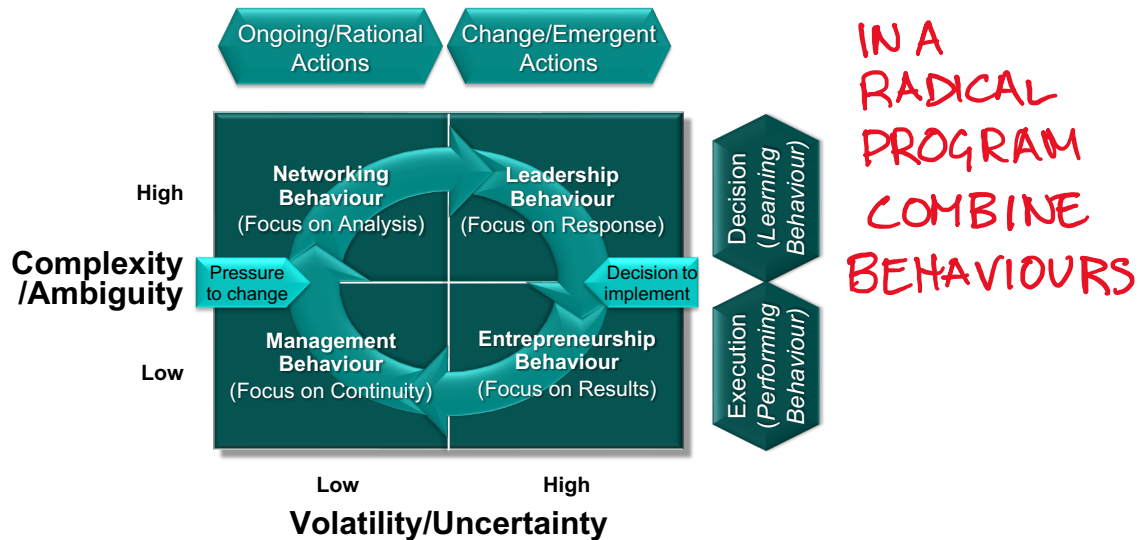
*“If you cannot assess comprehensively,
assess frequently.”*

Mike Goodhand, OBE, Head of International Logistics,
British Red Cross

Discussion: Can you think of examples...

- Have you encountered Radical Situations?
- What was the strategy?
- Was there a compelling leader?
- What values were promoted?
- Was there a clear direction?
- Were decisions delegated or centralized?
- What tactics and approaches were applied?

Context of Decisions: an Adaptive Process

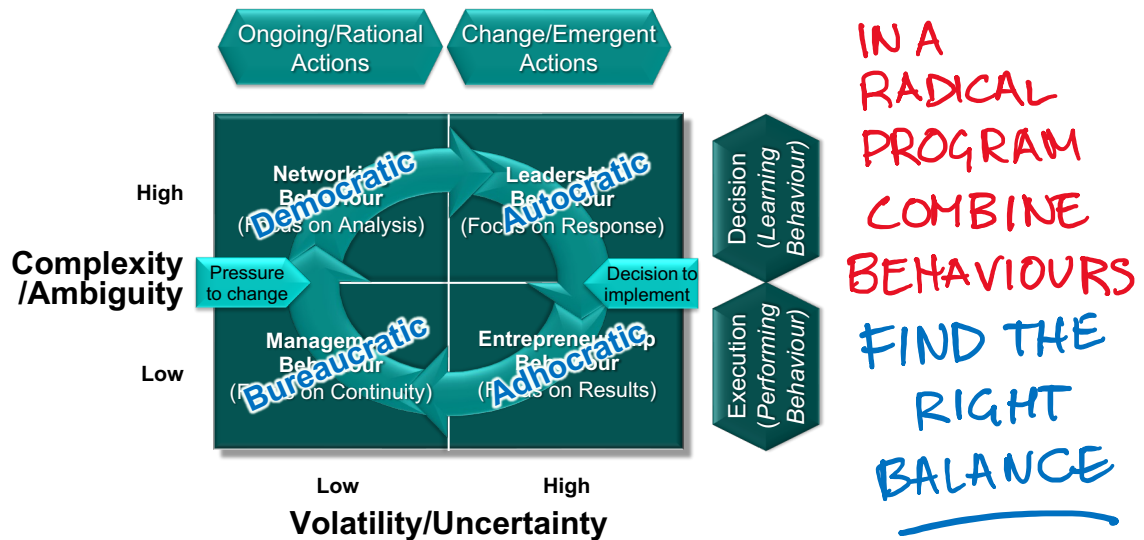


12 © Valense Ltd. 2022

Adapted from: Thiry, 2010

12

Context of Decisions: an Adaptive Process



13 © Valense Ltd. 2022

Adapted from: Thiry, 2010

13

Make prompt decisions and astutely adapt, based on results



valense
ORGANIZATIONAL ARCHITECTS



www.valense.com

The Valense
Palatine Group





Michel Thiry, PhD, PMP, DAVSC, PMI Fellow

 michel.thiry@valense.com

 <http://uk.linkedin.com/in/michelthiry>

 www.amazon.com/author/michelthiry

 http://www.youtube.com/user/valensepartners?feature=results_main

