



We bring it all together.

“FOr DAD”
A Program Management
Life-Cycle Process

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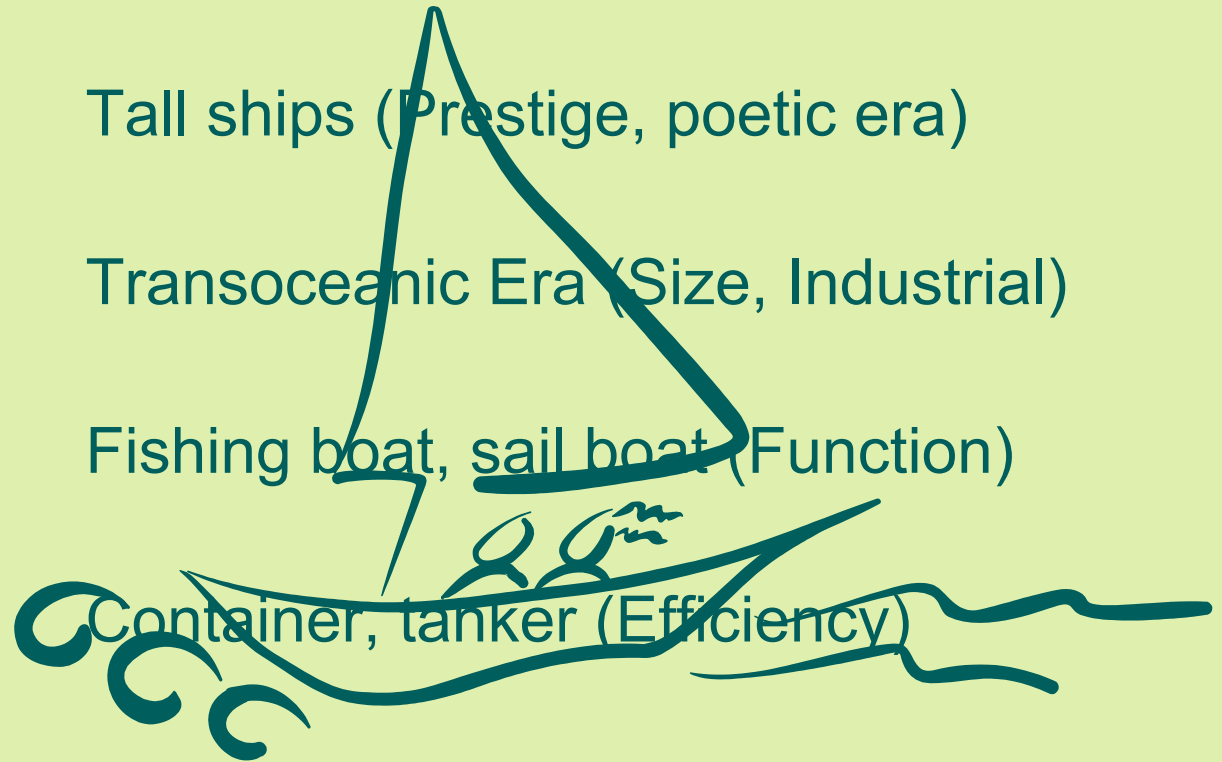
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Semantics: The Meaning of Words

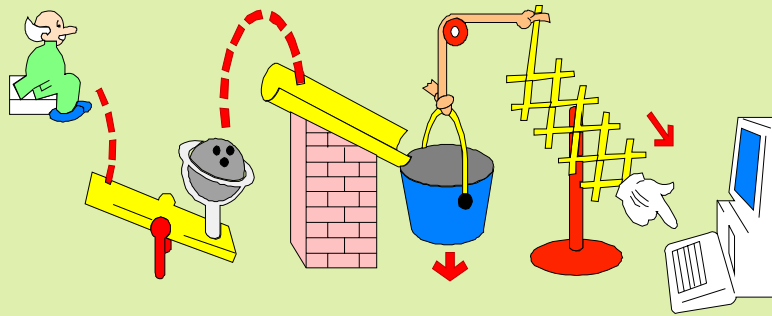
Or why names are important.



- **Ship** Tall ships (Prestige, poetic era)
- **Liner** Transoceanic Era (Size, Industrial)
- **Boat** Fishing boat, sail boat (Function)
- **Vessel** Container, tanker (Efficiency)
- **Craft** Hovercraft (Vehicle)



PM & PgM = Different paradigms



Project Paradigm

- Uncertainty-Reduction
- Performance

Program Paradigm

- Ambiguity-Reduction
- Learning + Performance

Program "phases" transpositions of project paradigm

Why specific terms for programs?



- **Communication**

“Successful messages reflect the buyer's needs as the buyer understands them”

- **Who are the buyers of PgM?**

- Executive management
- Strategic management

- Need to use **rhetoric** and **concepts** of strategic management



What must be emphasized?



- **Strategic alignment**
 - Systems perspective
 - Business level benefits
 - Interdependencies of projects
- **Ambiguity-reduction of complex environment**
 - Multiple stakeholders (differing and often conflicting needs)
 - Pacing of the process
 - Periods of stability/learning
- **Cyclic learning process**
 - Iterative assessment of benefits (duration, pacing)
 - Evaluation of emergent opportunities
 - Changing context (intermediate results affect final output)

Semantics: Projects vs Programs



Project

- **Initiate:** begin, bring into use, get something going
- **Plan:** arrange beforehand, design, intend
- **Execute:** carry out, perform, follow through, fulfill
- **Control:** restrain, regulate, compare to standard, verify
- **Close:** bring to an end, settle, finish

Set, objective, precise

Program

- **Formulate:** express clearly & systematically
- **Organize:** give an orderly structure, systematize
- **Deploy:** spread, unfold, bring into effective action
- **Appraise:** judge, estimate the value, evaluate formally
- **Dissolve:** disintegrate, decompose, disperse

Evolving, subjective, fuzzy

The Program Life-Cycle



FOUNDAD

- **F**ormulation
- **O**rganization
- **D**eployment
- **A**ppraisal
- **D**issolution

The Formulation Phase

Strategic Alignment/Ambiguity-Reduction



- *Linked to:* **Strategic opportunities**
 - Purpose defined
 - Stakeholders needs & expectations identified
 - Program benefits determined
- *Process:* **Learning, Value management**
 - Complex interactions
 - High ambiguity
- *Purpose:*
 - Formulate possible courses of action



The Organization Phase

Strategic Alignment

- *Linked to:* **Means / Feasibility**
 - Resources defined
 - Actions prioritized
 - Pacing determined
- *Process:* **Strategic Planning**
 - Complex interdependencies
 - Web of resources
- *Purpose:*
 - Select best mix of actions



The Deployment Phase

Strategic Alignment

- *Linked to: Actions*
 - Initiation & execution of actions
 - Review of actions' deliverables
 - Prioritization of resources
- *Process: Learning/Performing loops*
 - Coordination of interdependencies
 - Change management (Learning & VM)
- *Purpose:*
 - Deliver business benefits

The Appraisal Phase

Strategic Alignment/Ambiguity-Reduction



- *Linked to:* **Strategic benefits**
 - Assessment of program performance
 - Formative evaluation
 - Management of threats & opportunities
- *Process:* **Strategic evaluation**
 - Project results vs business benefits
 - Prioritization of resources
- *Purpose:*
 - Evaluate opportunity to continue

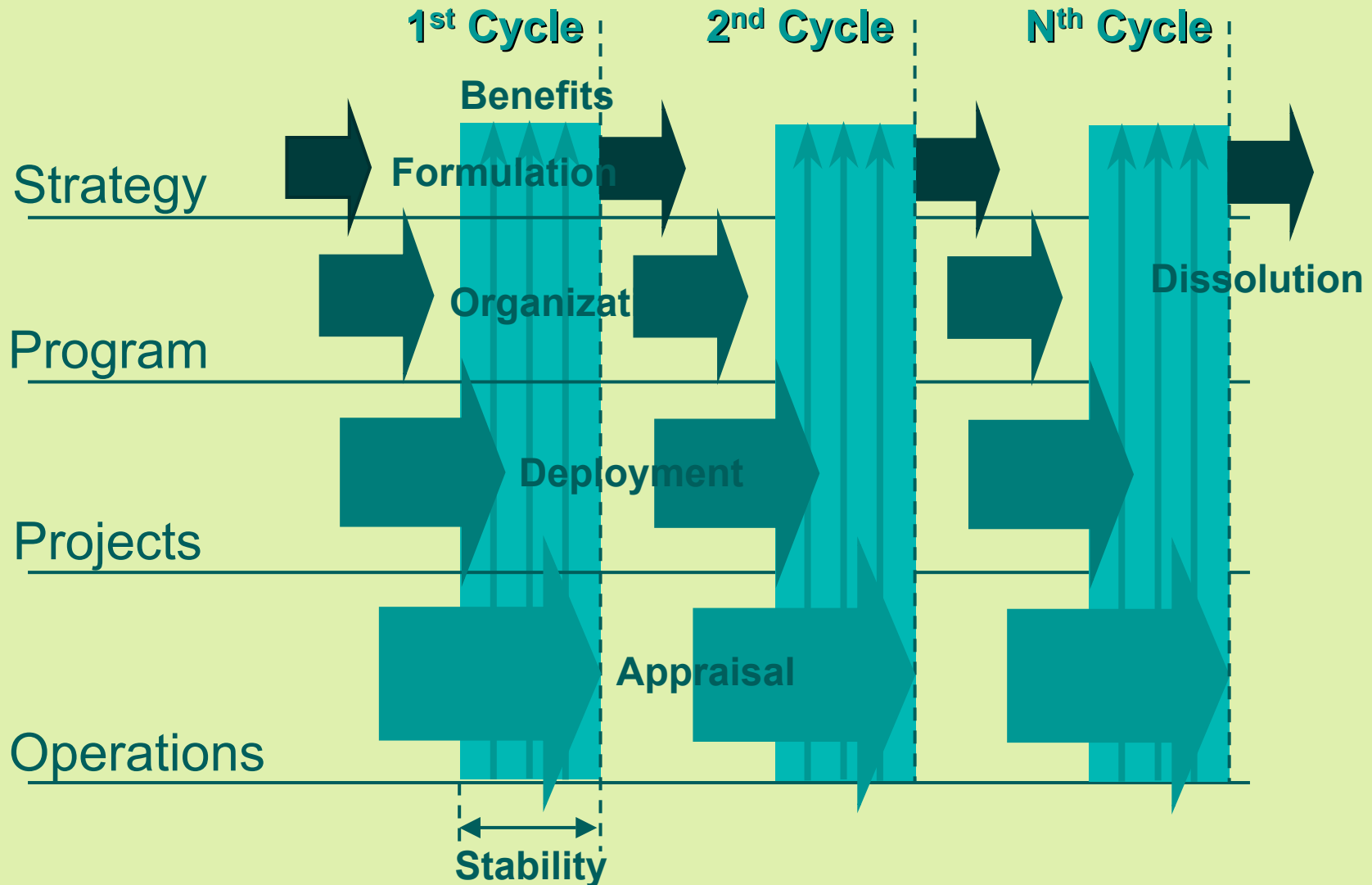
The Dissolution Phase

Strategic Alignment/Ambiguity-Reduction



- Linked to: **Business opportunities**
 - Manage outstanding issues & residuals
 - Reassign resources
 - Reallocate remaining actions
- Process: **Assess program rationale**
 - Finalize program work
 - Knowledge management
- Purpose:
 - Maximise opportunities

Cyclic Program Management Process



Conclusions



- Project and programs are different
- Programs need their own rhetoric
- It must be linked to the business
- **FOrDAD**
 - Is based on a strategic management rhetoric
 - Is grounded in a learning-performance cycle
 - Truly represents program concepts and processes

Thank you!

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