

Project Management Under Extreme Conditions

#PMCHAPTERXCHANGE

CHAPTER EXCHANGE
A PMI CHAPTERS COLLABORATION

MEET OUR PANELISTS


PROJECT MANAGEMENT UNDER EXTREME CONDITIONS

REGISTER JUNE 18, 2022

THIS EVENT IS OPEN FOR BOTH MEMBERS AND NON-MEMBERS.
ALL ATTENDEES ARE ELIGIBLE FOR 1.5 PDUS.



TERESA RULE North America	DR. MAZIN GADIR Middle East	THEOFANIS GIOTIS Europe	IAN CURRIE Australia & New Zealand	JEANE MATHENGE SESSION MODERATOR Africa
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From the editor's desk Yudha Pratama PMI Puget Sound, USA

"A woman goes to New York to attend a concert, but got lost. She saw another woman who's carrying a violin case. "Miss, can you tell me how to get to the Carnegie Hall?" The musician smiled and said, "Practice, practice, practice."

There are no specific formula from the PMI about managing project under extreme conditions. It doesn't mean that project managers do not have the tool necessary to successfully manage project under extreme conditions. The PMI library is full of resources to help project managers manage any type of projects under almost any conditions.

Case in point, the PMI published "The Impact of the COVID-19 Crisis on Project Business" whitepaper in June 2020 - just a few months after the worldwide lock down (and that was just one of the few articles headlines that I remember reading.)

The PMI is worldwide community that allow all its member shares knowledge and best practices and I am betting there has been many projects that are being managed successfully (or unsuccessfully) under extreme conditions. From the successful ones we can learn some best practices and from the unsuccessful ones we can learn what not to do.

Of course reading about others are not very helpful. As a responsible project managers, we need to keep practicing our crafts and skills. We need to practice managing our projects as if we are managing it under extreme conditions - maybe work on some rehearsals.

Just like Netflix who popularized 'chaos monkey' to get the team ready to face any adverse issues, project managers can practice by devising scenarios (start with low risk projects) where things take turns for the worst and practice our responses. Maybe by applying some of the best practices identified and presented in the PMI library.



Africa Jeane Mathenge

Question:

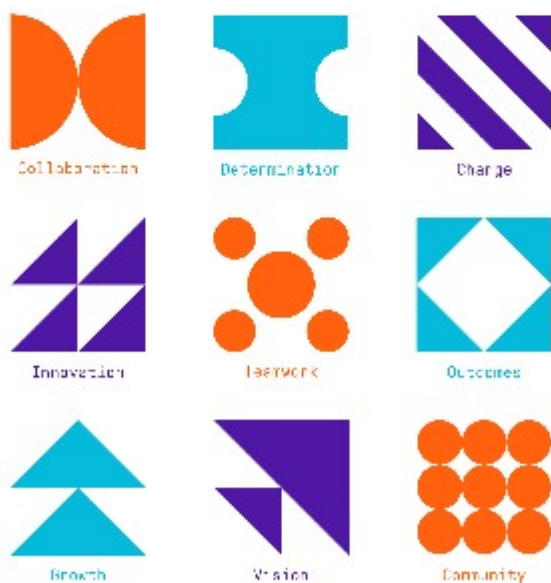
What does an Extreme project life cycle look like? Is it the same as the traditional one?

Answer:

What is known as the traditional project lifecycle is essentially a bare-bones, highly linear approach to managing projects, from planning, executing, and controlling a set of tasks to achieving the project goals within a set of parameters, typically time and cost. Its application in a predictable project is probably more suitable than for a project experiencing a high degree of uncertainty, volatility, and ambiguity.

Projects managed in extreme environments are complex under highly disruptive conditions and there is no single playbook to manage these types of projects. The conditions and project impact in a pandemic, may not be the same as those in a war situation. A project operating in risky engineering conditions can be as extreme as a project operating under stringent social and cultural norms.

The good news is that there is no need to reinvent the lifecycle wheel. Several project management fundamentals like scoping, planning, resourcing, project governance and stakeholder framework are still valid regardless of project type. What is important, is for the lifecycle in extreme conditions to reflect adaptability, agility, and the ability to respond to the disruption with extreme speed without losing focus on the project goals.



Question:

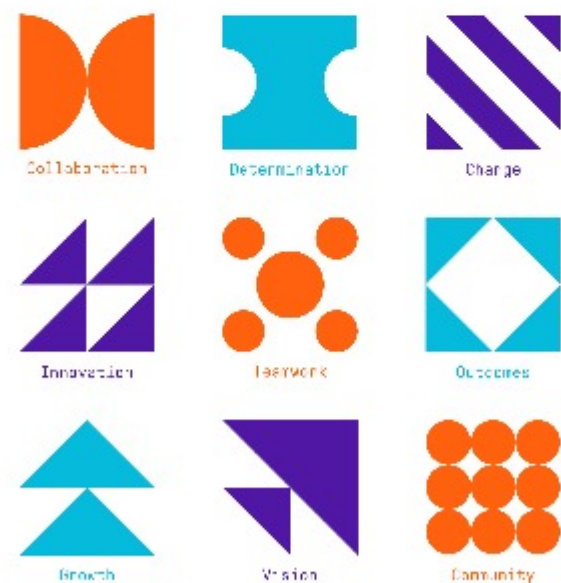
What according to you is the most important skill required to manage projects under extreme conditions? And how do we cultivate it?

Answer:

A project leader managing an extreme project is responsible for galvanizing adaptability, agility, and speed in an environment that may be wildly disruptive. In the same way that there is no single playbook to manage extreme projects, is the same way there is no single 'most important' skill to manage such type of projects. It depends on what the project leader is dealing with.

What we know is that information becomes critical in such times and therefore communication, collaboration, negotiation and consultative skills are key. Short deadlines, increased pressure for quick solutions and low threshold for failure means investing in high performance highly competent teams equipped with analytical, innovative, creative and interpersonal skills. Working with teams under pressure require skills in motivating, empathizing, problem solving and decision making.

No one miraculously has all the skills essential for managing extreme projects. Honing these core skills comes with experience and purposeful development. To enhance the skills gained through experience, identify the skills needed to manage extreme projects and purpose to build them through training, mentoring and coaching.





North America Teresa Rule

Question:

What does an Extreme project life cycle look like? Is it the same as the traditional one?

Answer:

All Projects have a beginning and an end and generally follow the pattern. An extreme project life cycle may have multiple workstreams with different stakeholders, standards and timelines. Instead of being linear, it is spherical.



Question:

What according to you is the most important skill required to manage projects under extreme conditions? And how do we cultivate it?

Answer:

The most important skill required to manage projects under extreme conditions is the ability to communicate. This includes the ability to listen, understand the challenges, and communicate to all concerned the vision and guide the team forward to project completion.

The ability to communicate effectively is many skills interwoven. For instance, the ability to remain calm under pressure, the ability to listen actively and critically, the ability to be creative in developing a message, the ability to be open-minded in a diverse workplace, and the ability to accept the messenger, despite the message.



Middle East Dr. Mazin Gadir

Question:

What does an Extreme project life cycle look like? Is it the same as the traditional one?

Answer:

Traditional project management focuses on time, scope, Extreme Project Life Cycle refers to a short and fast cycle from initiation to execution. It is the minimum viable set of steps to execute and implement projects with benefit realization. It is not the same as a traditional project life cycle. In design thinking, an extreme project life cycle could be equivalent to the set of steps to produce the minimum viable solutions, products or services that will include user experience and expectation.



Question:

What according to you is the most important skill required to manage projects under extreme conditions? And how do we cultivate it?

Answer:

People skills and communication competencies. We could also look for analytical and troubleshooting skills to complement adaptability and agility skill set..



Europe Theofanis Giotis



Question:

What does an Extreme project life cycle look like? Is it the same as the traditional one?

Answer:

There is no specific extreme project life cycle. Depending on the nature of the project we can use from predictive to a fully Agile life cycle with the Agile life cycles to be preferred because Agile life cycles deliver value fast and we get fast feedback in order to adapt quickly.

Question:

What according to you is the most important skill required to manage projects under extreme conditions? And how do we cultivate it?

Answer:

In all cases people skills (power skills) are of great importance. In extreme conditions people skills are crucial to create high performing teams that can deliver value quickly and inspect/adapt!

PMI CHAPTER X CHANGE
THANKS

OUR PARTICIPANTS FOR
A SUCCESSFUL EVENT

PROJECT MANAGEMENT UNDER EXTREME CONDITIONS

GERMANY
INDONESIA
SAUDI ARABIA
NETHERLANDS
BANGLADESH
POLAND
NIGERIA
PERU
CANADA
SOUTH AFRICA
GREECE
AUSTRALIA
SRI LANKA
NEW ZEALAND
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CAMEROON
QATAR
QATAR

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CYPRUS
QATAR
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CONNECTION AND IDEAS FROM DIVERSE BACKGROUNDS

INSIGHTFUL

GREAT SESSION, LOTS OF RELEVANT POINTS MADE AND GREAT KNOWLEDGE SHARED

ONE OF THE BEST SESSIONS ATTENDED

JUNE 18, 2022

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PMI Colombo, Sri Lanka



Collaboration



Yudha Pratama
PMI Puget Sound



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Have a suggestion?

Feel free to drop a note to the PMI Chapter Xchange team by sending email to:
pmichapterxchange@gmail.com