



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE
A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



STEPPING SAFELY INTO THE UNKNOWN

PROJECT MANAGEMENT IN A VUCA ENVIRONMENT

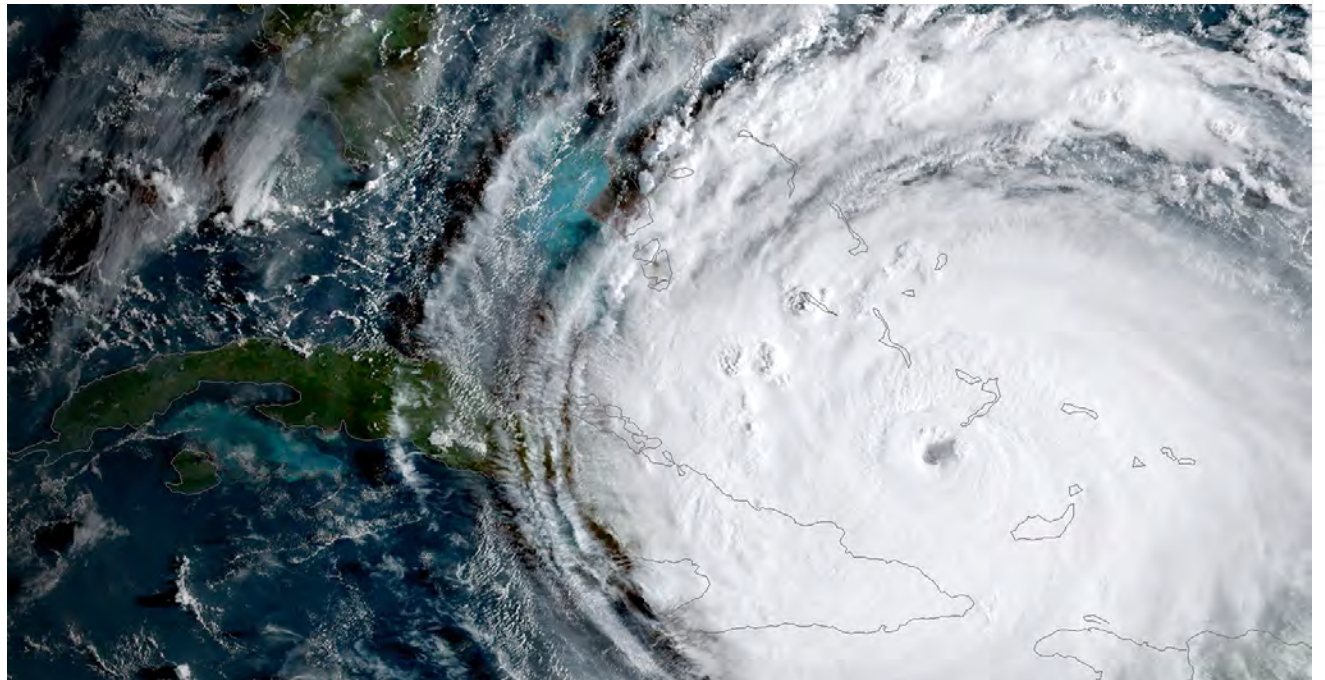
Professor Mark Reeson ChPP RPP FAPM PMP

2019 Project Management Symposium



What's in a Name?

- Katrina
- Wilma
- Irma
- Maria





British Territory of Anguilla

- East of Puerto Rico
- Tip of the Arc of the Caribbean
- Most Easterly Island
- Sandy Beach Restaurant





British Territory of Anguilla

- Late 2017
- Irma arrived – 90% structural destruction
- Most Powerful Atlantic Storm Recorded
- Category 5, 185 mph lasting 37 hours
- Emergency managed by British Armed Forces
- Rebuild a 'new' island





Recovery within VUCA

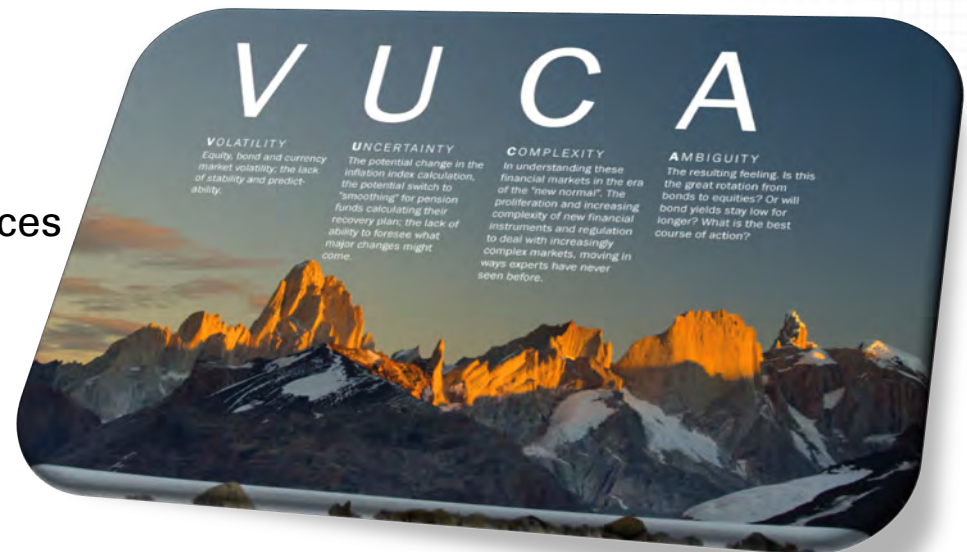
- More than simply a new phrase
- Contextual aberration
- Requires a different way of thinking and behaving
- Innovation Project Management
- Future Shape of Business Management in an ever changing world





Understanding VUCA

- Rate of change
volatility
- Lack of predictability
uncertainty
- Interconnectedness of cause and effect forces
complexity
- Strong potential for misreads
ambiguity





VUCA Preparation – Pre Project Assessment

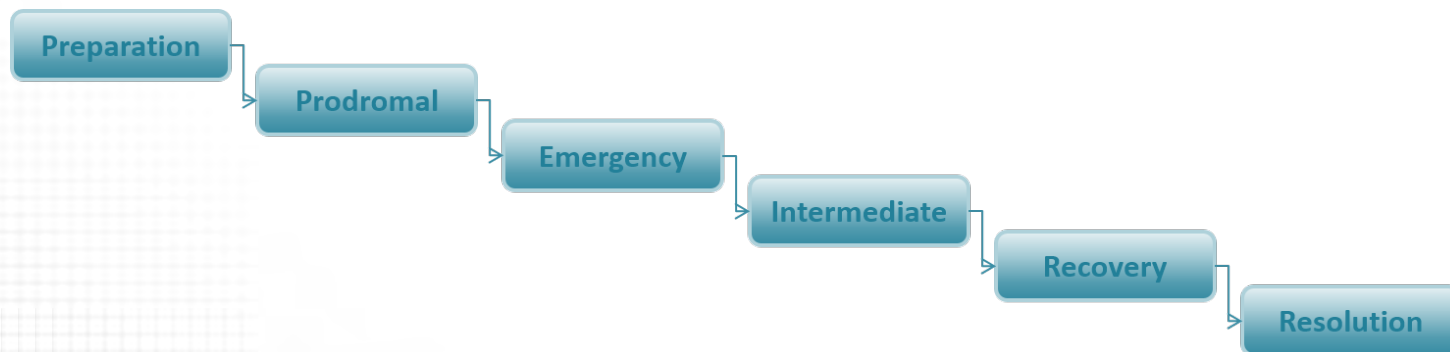
- Aim of assessment to minimise 'mission blindness'
- What volatility and how much?
- If uncertainty means risk then what are the sources and causes of uncertainty?
- What is it that makes the situation complex, is it the goals, the procedures or the people?
- What are we missing that makes it seem ambiguous and why?





VUCA Preparation – Faulkner Method

- Developed and used to establish a safer environment for Disaster and Emergency Management
- Six steps to navigate management of potential and actual hazards and dangers
- Focus predominantly around repair and recovery
- VUCA Preparation greater focus on preparation and planning before deployment to maximize impact and minimize casualties





VUCA Preparation – Step One Purpose

- Reason for entry into such an environment
- Clarity of scope of work and objectives to be completed
- Control mechanisms for the organization and the team
- Envisage the end goal state





VUCA Preparation – Step One Purpose

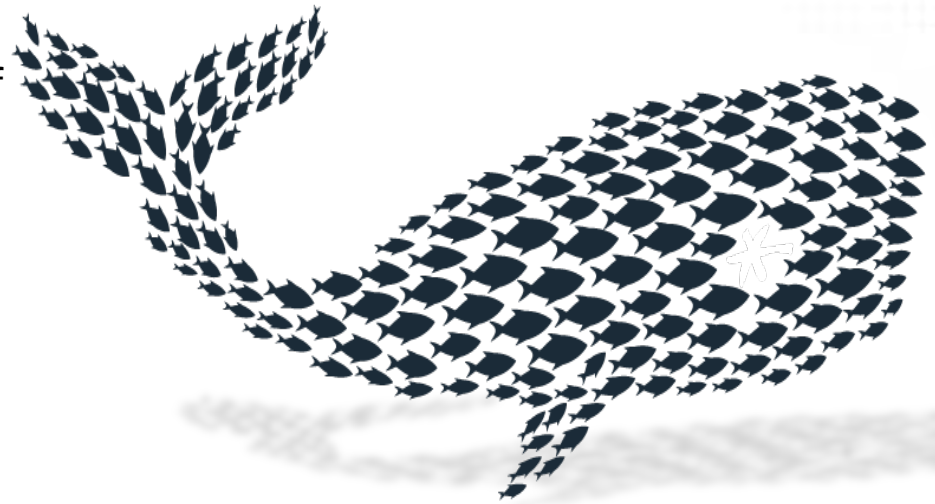
- Create, shape and transform team
- Get the right culture
- Set the right tone
- Organize the culture to become more responsive to change





VUCA Preparation – Step Two Resourcing

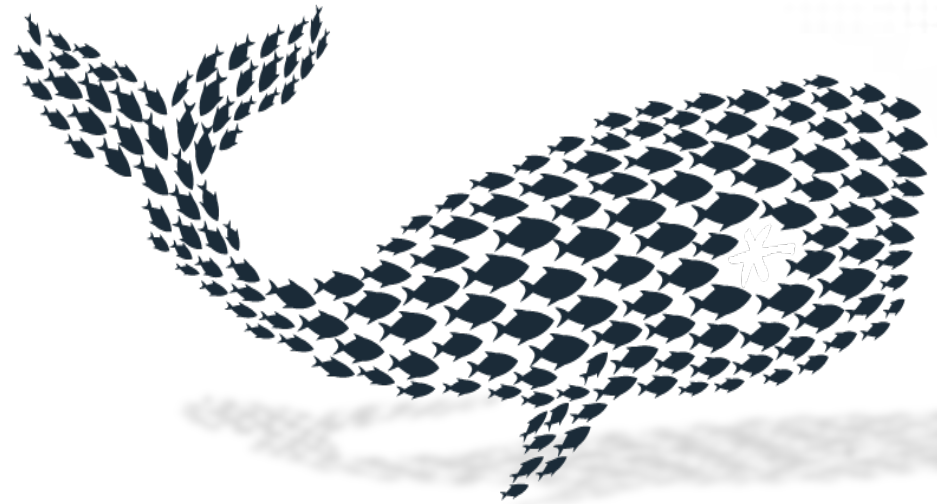
- Successful delivery within a VUCA environment needs the right people
- They must be a team – combined force of all elements greater than one singular entity
- Empowerment of the resources to make decisions when necessary
- Resources need room to adapt and grow





VUCA Preparation – Step Two Resourcing

- Team integrity and trust essential
- Must be prepared to mix and match resources to ensure response rate aligns with change
- Build team values around the vision and mission goals
- Leverage the use of technology – do not become technology dependent
- Establish a learning environment to proactively manage change





VUCA Preparation – Step Three Achievement

- A plan is only as good as it is executed
- Establish simulations of scenarios then practice before executing
- Learn lessons immediately and implement them fully
- Reinforce the mission regularly
- Create a drumbeat to maintain focus and remind people of expectations





VUCA Preparation – Step Three Achievement

- Be ready to change at all times – VUCA environments promise one thing – that nothing will stay as it seems
- Constant change meaning ensuring right people in the right place at the right moment is essential
- Succession planning imperative to momentum
- Regular performance reviewing





VUCA Preparation – Step Four Withdrawal

- Managed and measured removal from the environment
- Steady and proportionate not instant or sudden
- Decision making around assets to be withdrawn and what needs to remain
- Environment should be left better than on entry



VUCA Preparation – Step Four Withdrawal

- Alignment with delivered goals and aims
- Governance structure remains to ensure sustainable future with no power vacuum
- Professional and ethical at all times
- Handover signature as appropriate – Transfer of Ownership
- Redeployment of resources when they are redundant





VUCA Management Solution – Innovation

- Fluid flexible *Governance* to meet the environment
- Short and Long Term Goals meeting the *Strategy*
- Inter-changeable *Assets* to meet changing needs of the team
- *Operational* efficiency to reinforce the strategy of the organisation
- Endless ability to *Change* under pressure



VUCA Management Solution – Innovation

- Too often we use innovation through necessity not choice
- Need to realise the power innovative thinking has to truly to see its full potential
- Four key drivers to VUCA Innovation
 - Health, Safety and Wellbeing of everyone inside the zone
 - Efficiency Management of the procedures and processes
 - Digital – Physical Integration of skills and abilities
 - Sustainable Solution Development creating lasting changes as long-term goals for a stronger future





VUCA Management Framework





VUCA Management Solution

- Versatility
- Understanding
- Complexity
- Adaptability





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