

concept

DECISION MAKERS, DOERS AND ADVISORS
– JOINING FORCES TO ENHANCE UTILITY OF INVESTMENTS

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Symposium web-site: <http://www.conceptsymposium.no/>
Concept Research Programme: <http://www.concept.ntnu.no/english/>

A Japanese Program Governance Model for Building the Future

Constructivist Philosophy, Methodology and European Application

Hiroshi Tanaka, PhD, Dr.Sc., PMP

President, Project Management Association of Japan

Professor, SKEMA Business School, France

**Hon. Professor, Admiral Makarov National University of
Shipbuilding, Ukraine**

Hiroshi Tanaka; where from



**Former Division GM/Board Member
of Division Company/
Project Management
Advocate @ Global Engineering &
Construction Company**

JGC

**Areas of My Research or
Interest**

- Engineering & Construction Project Management
- Applied P2M
- Project Management in Innovation
- PM Area Study - Eurasia

**Founder and President
of Project Management
Association/Last Chair of
Global PM Forum**

**Practicing Researcher/
Professor (France, Ukraine)
of Global Project Management &
Industrial Project
Management**



Agenda

- **Complex and Competitive World Demands Strategic Project & Program Models**
- **P2M - A Guide of Project and Program Management for Enterprise Innovation**
- **P2M Applications**
- **Ongoing Innovation Program Management at the Finance Ministry of Ukraine**
- **Conclusion**

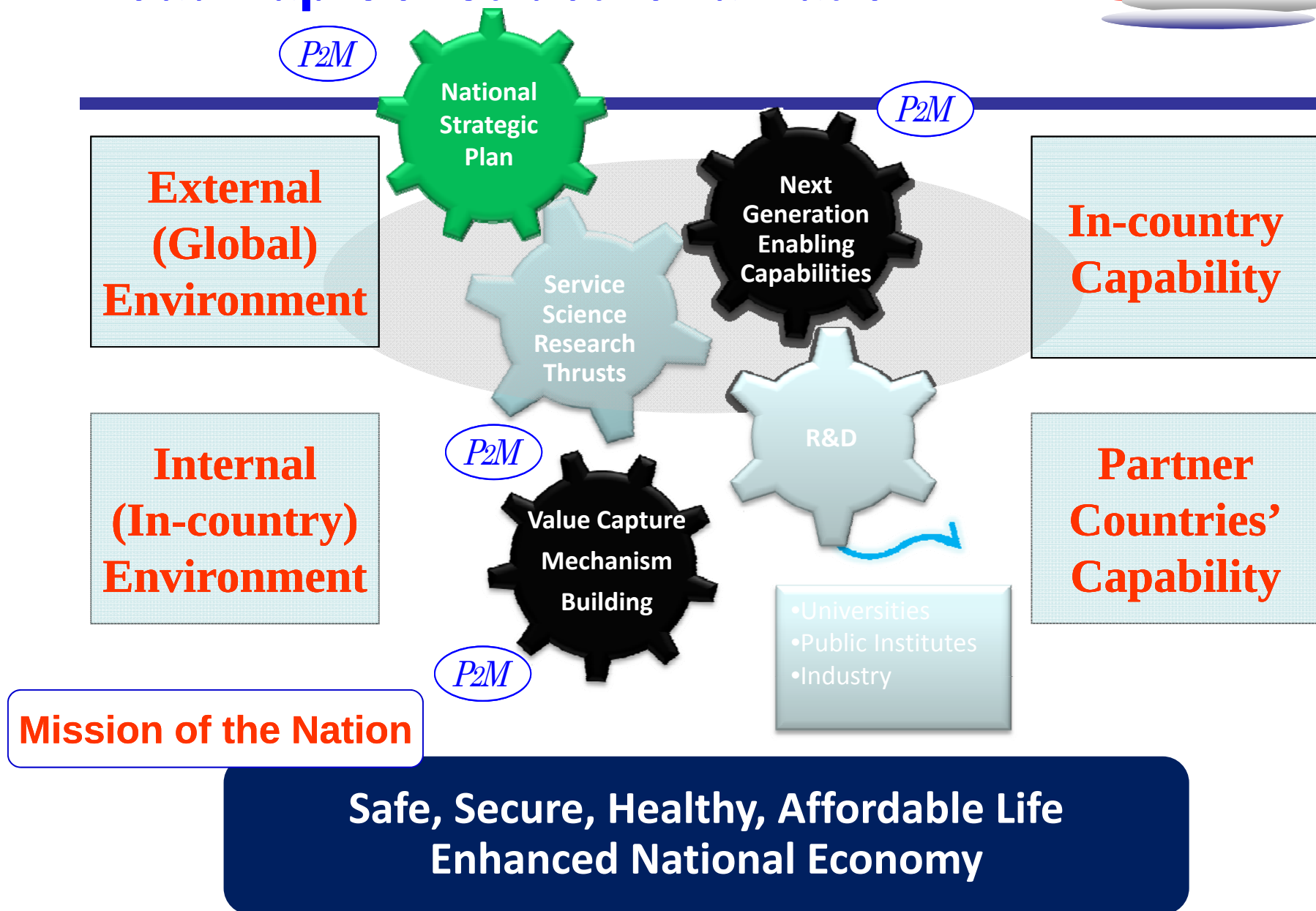


Complex and Competitive World Demands Strategic Project & Program Management Models

What We Currently See in the World

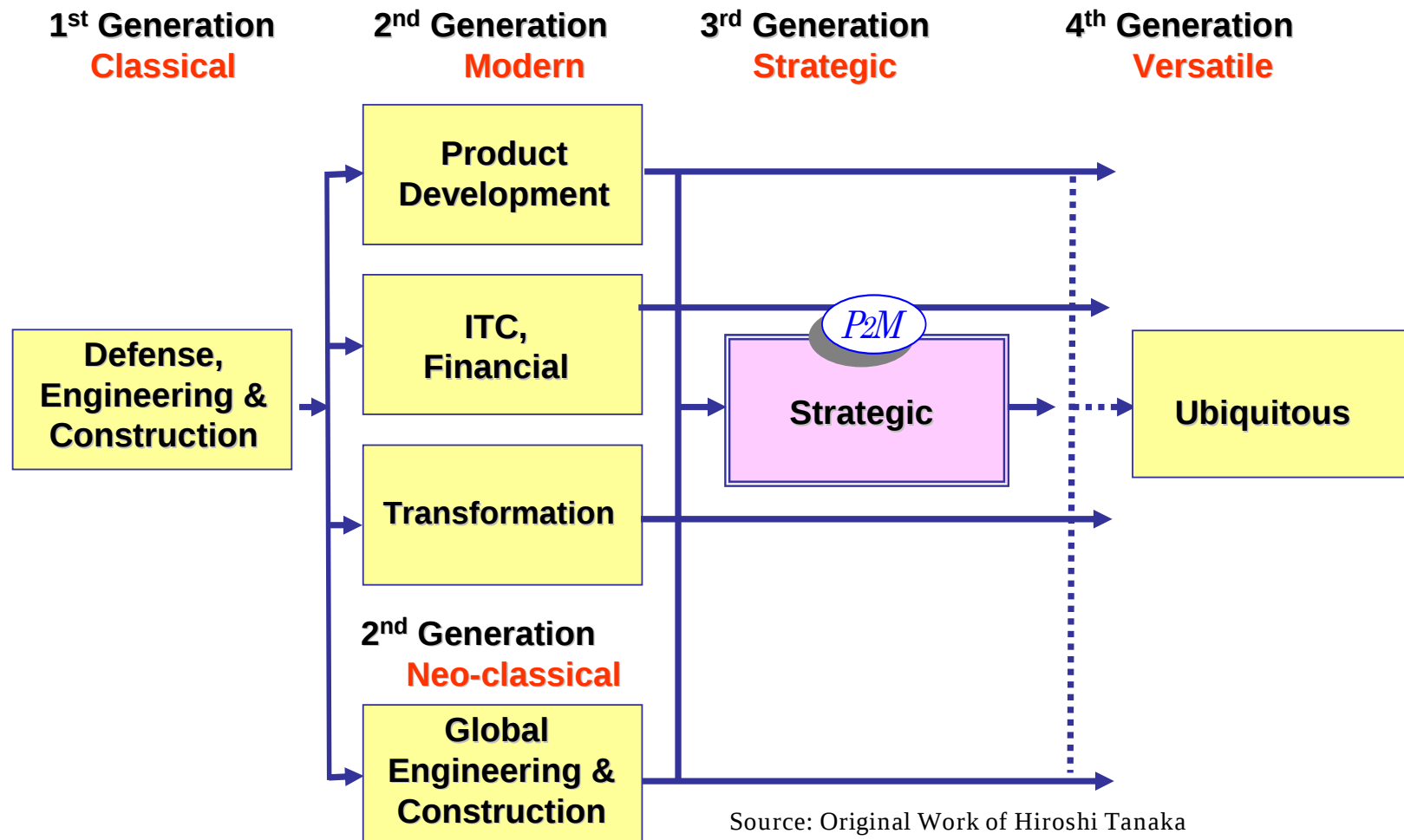
- **Uneven economic recovery**
- **Increasingly eminent power of emerging economies (BRICs, Korea)**
 - **Speed of decision-making**
 - **Aggressive, borderless business development**
 - **Hunting natural resources (in Africa, etc.)**
- **Matching by “established” powers**
- **Mega-firm to mega-firm alliances in mature economies across borders**
- **National-team program approaches for marketing of infrastructure, new energy, smart power, eco-friendly communities to developing countries**

Roadmap Construct for a Nation



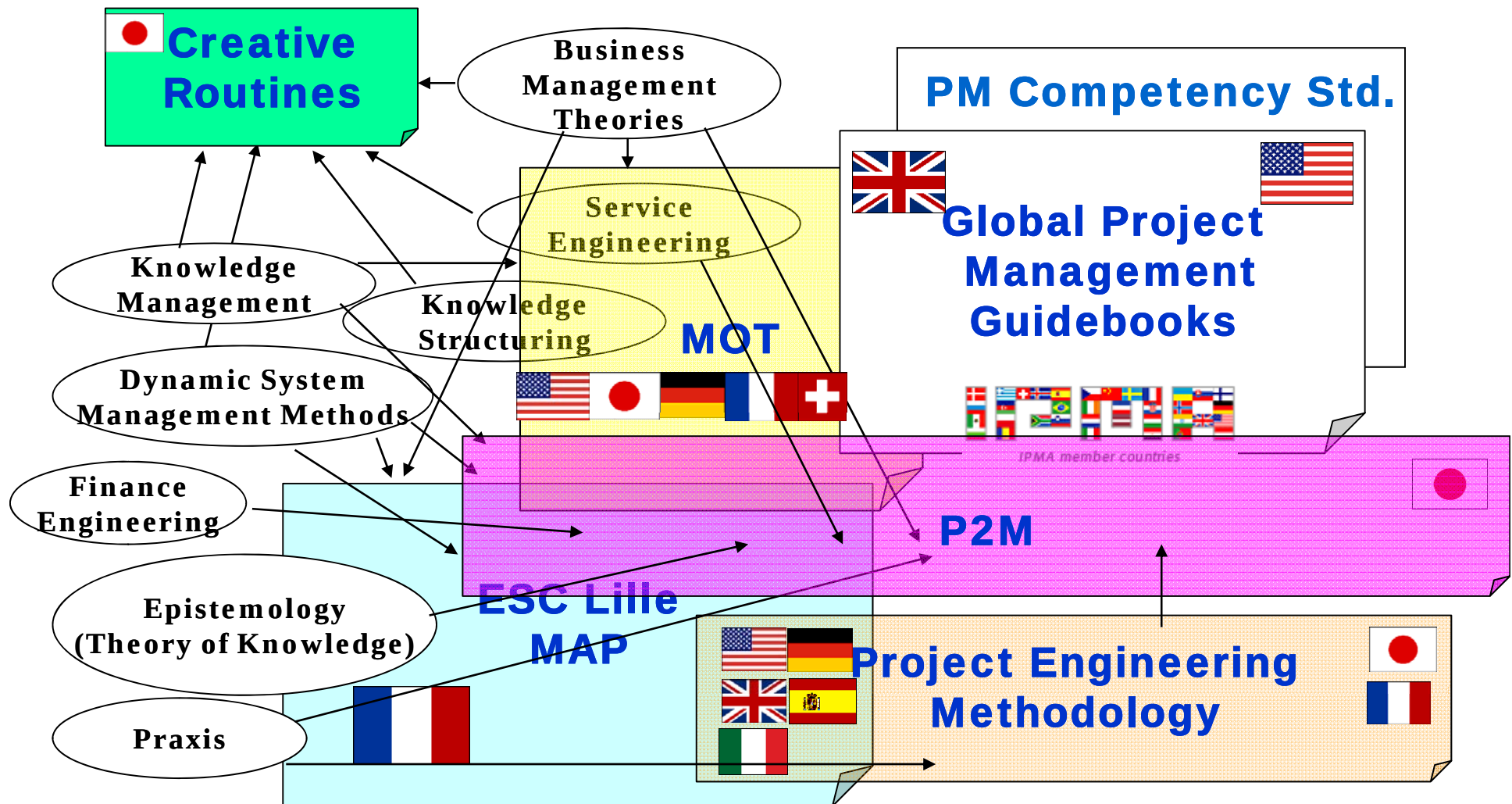


Historical Development of PM Models



Source: Original Work of Hiroshi Tanaka
Cited in Chapter 3, Fig. 3-1, Christophe Bredillet,
Global Project Management Handbook 2nd Edition
2006, McGraw-Hill

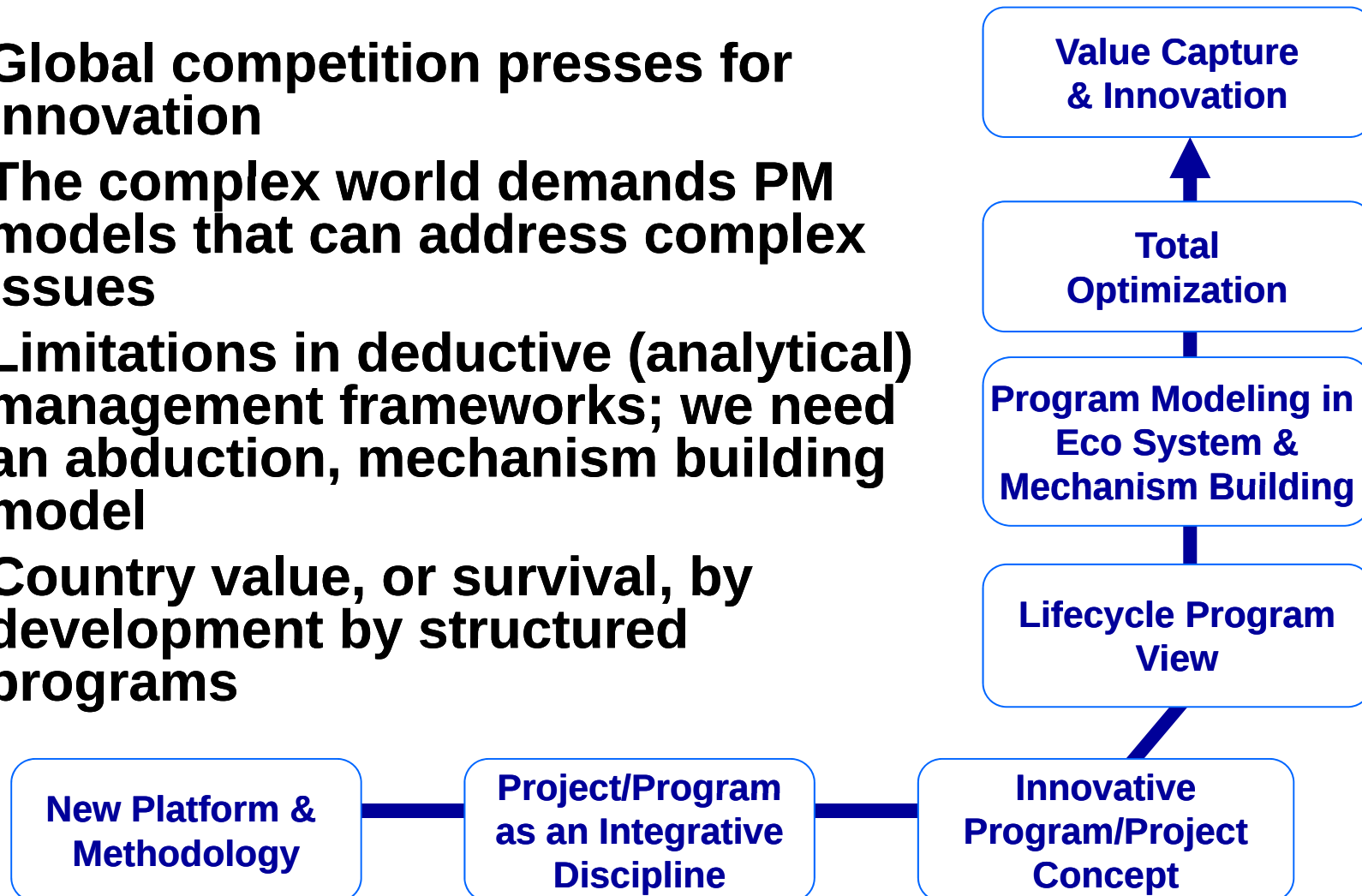
Project Management Standards are Evolving As Well



Strategic Project & Program Management Models Demanded



- Global competition presses for innovation
- The complex world demands PM models that can address complex issues
- Limitations in deductive (analytical) management frameworks; we need an abduction, mechanism building model
- Country value, or survival, by development by structured programs



P2M

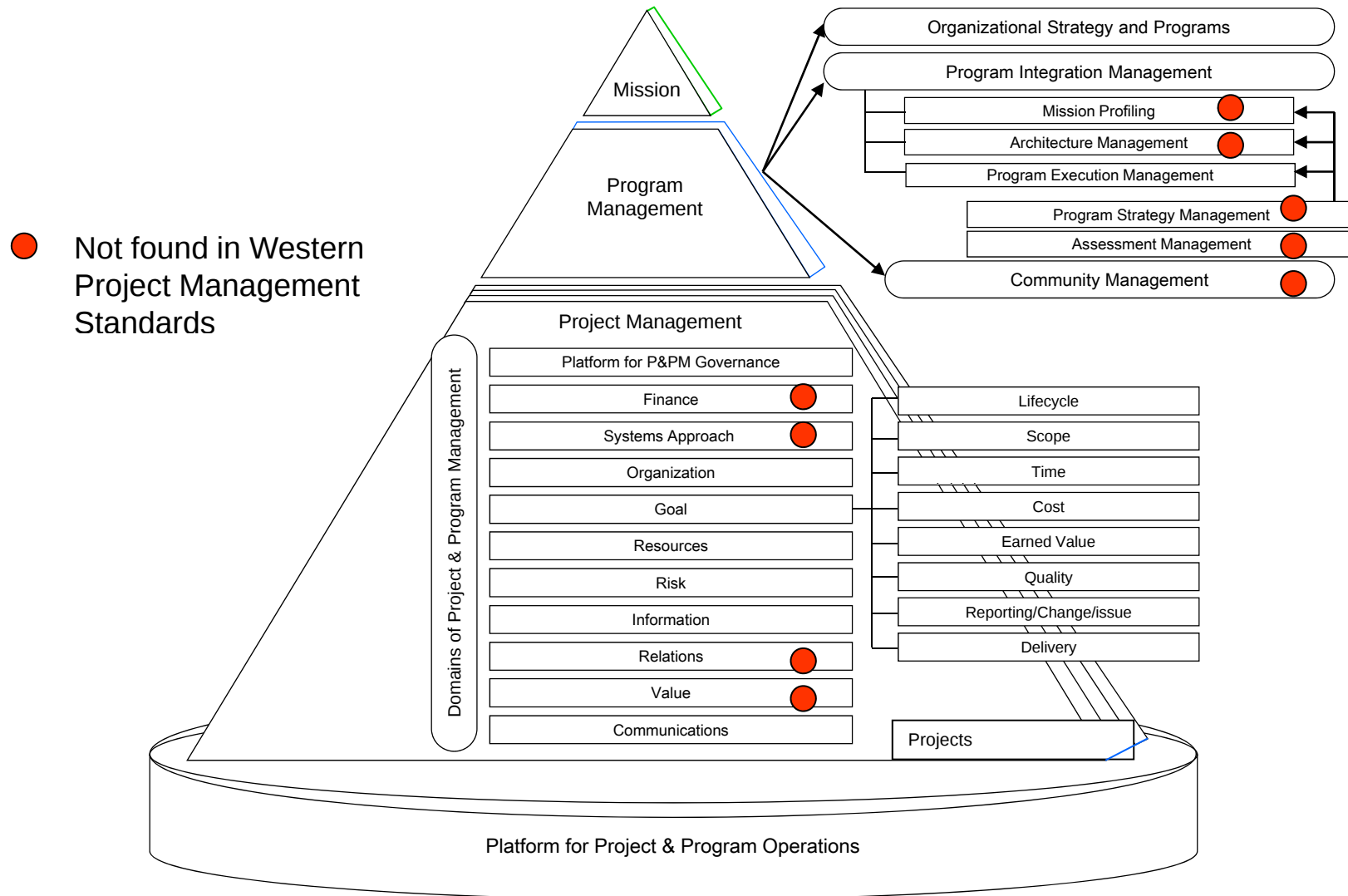
**A Guide of Project and
Program Management for
Enterprise Innovation**



P2M in Short

- P2M stands for « A Guidebook of Project and Program Management for Enterprise Innovation » born in Japan.
- Published in Novembr 2001 as a resul of three-year research by the industry-academic-government team
- Owned by Project Management Associaion of Japan (PMAJ), an NPO.
- P2M contributes to visioning of more value added and innovative programs and projects in addition to secure delivery of projects (traditional project management).
- Features the « New P2M Tower ».

Structure of P2M - P2M Tower



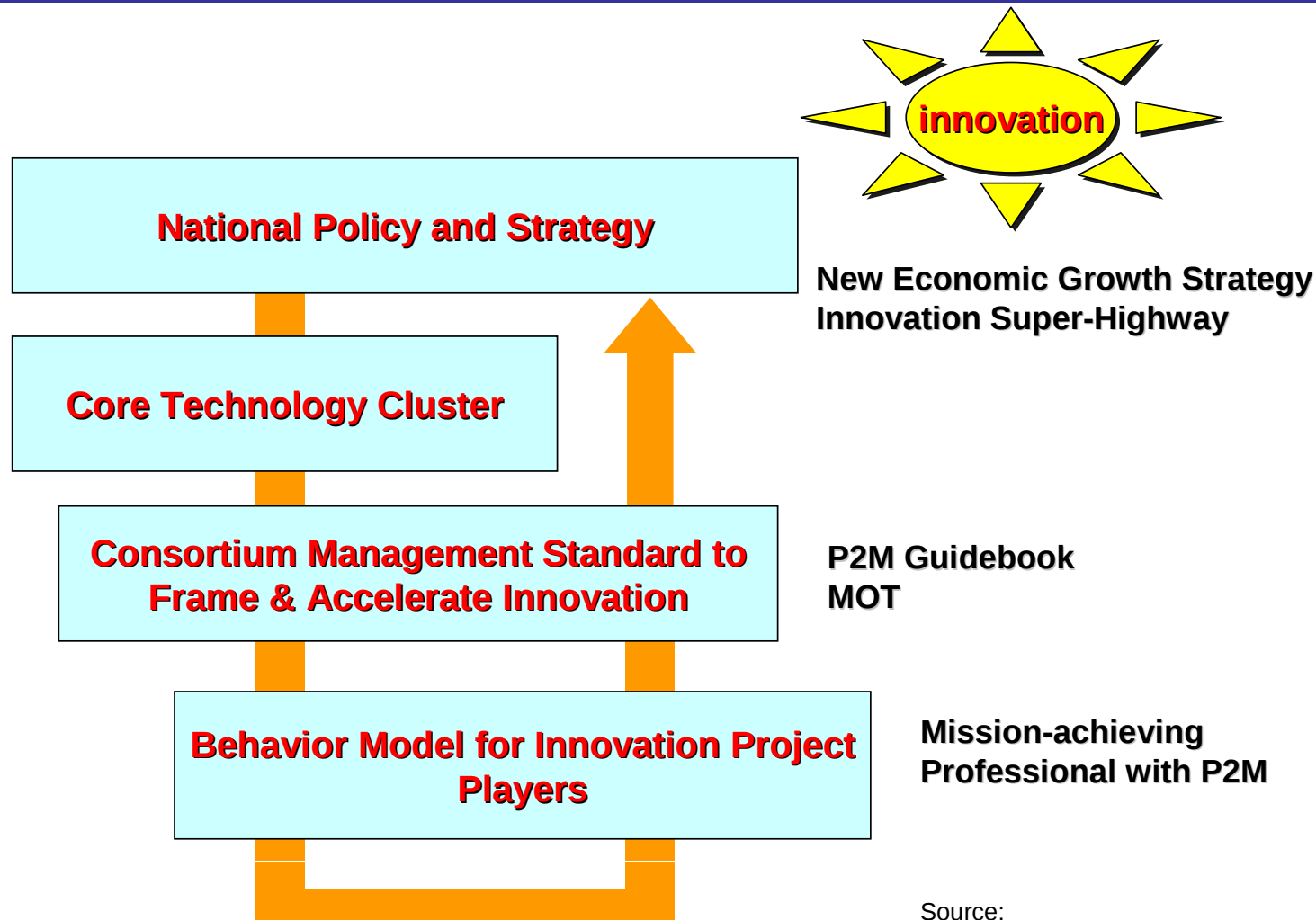
Philosophy of P2M 1/2

- To be a methodology for addressing and solving complex problems in pursuit of innovation/added value in the society, business and public services by way of program management:
 - Understanding the complex world
 - Intentional new value creation
 - Mission driven
 - Mechanism building
 - Thought alternatives rather than best practice processes

Philosophy of P2M 2/2

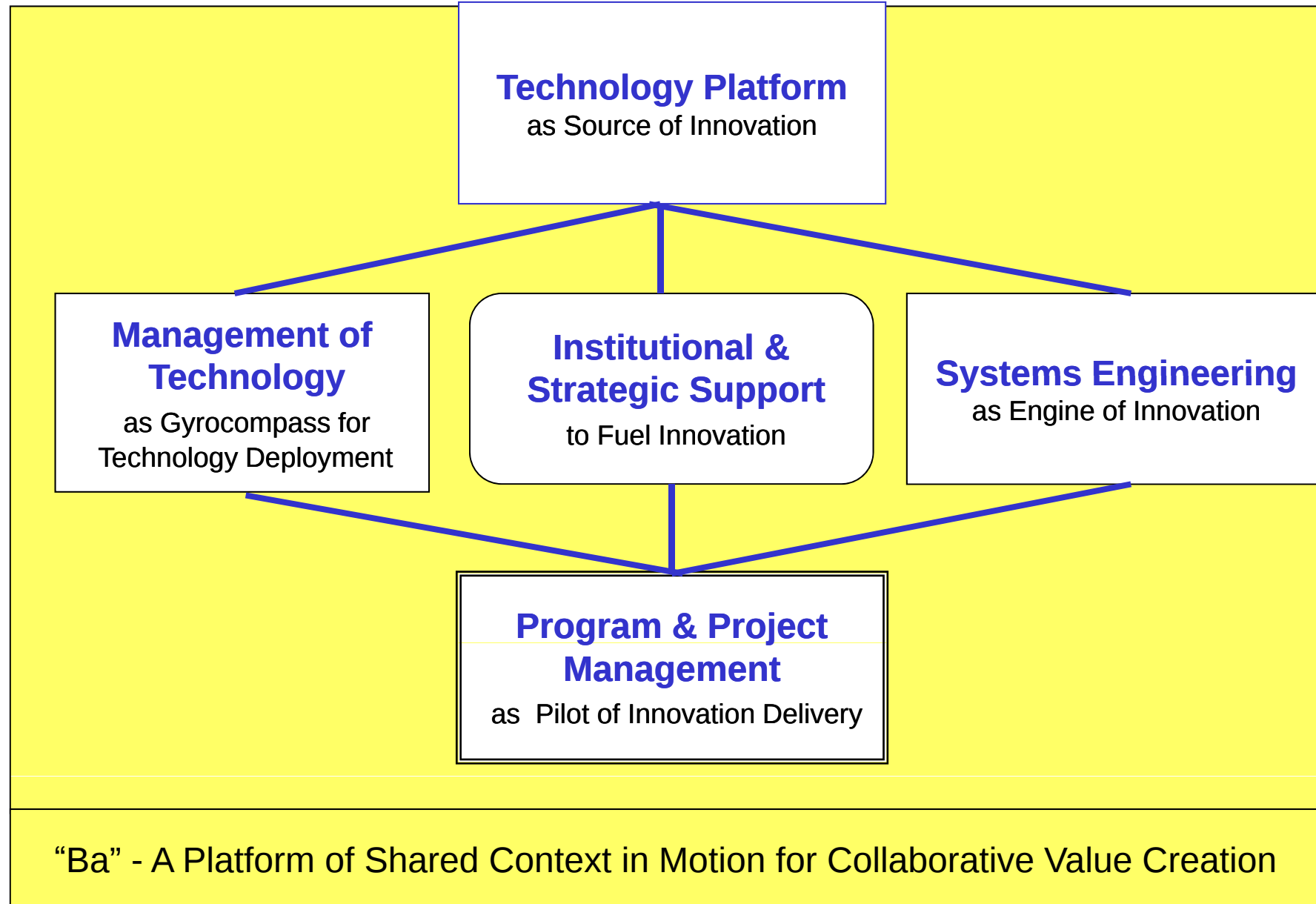
- P2M has common philosophy with that of MAP and other project management research outputs of CIMAP International Management Centre of SKEMA Business School (former ESC Lille) in such theoretical topics as:
 - Constructivist stance of project and program management
 - Project management as a complex integrative field
 - Praxeological epistemology - acting, knowing and learning within projects and programs
 - Modeling of a project/program in eco system

National Innovation Model - Japan (2006, Tanaka)



Source:
H. Tanaka, PhD Presentation
ESC Lille EDEN Doctoral Seminar
2007. 2008

Balanced Innovation Model (2004, Tanaka)



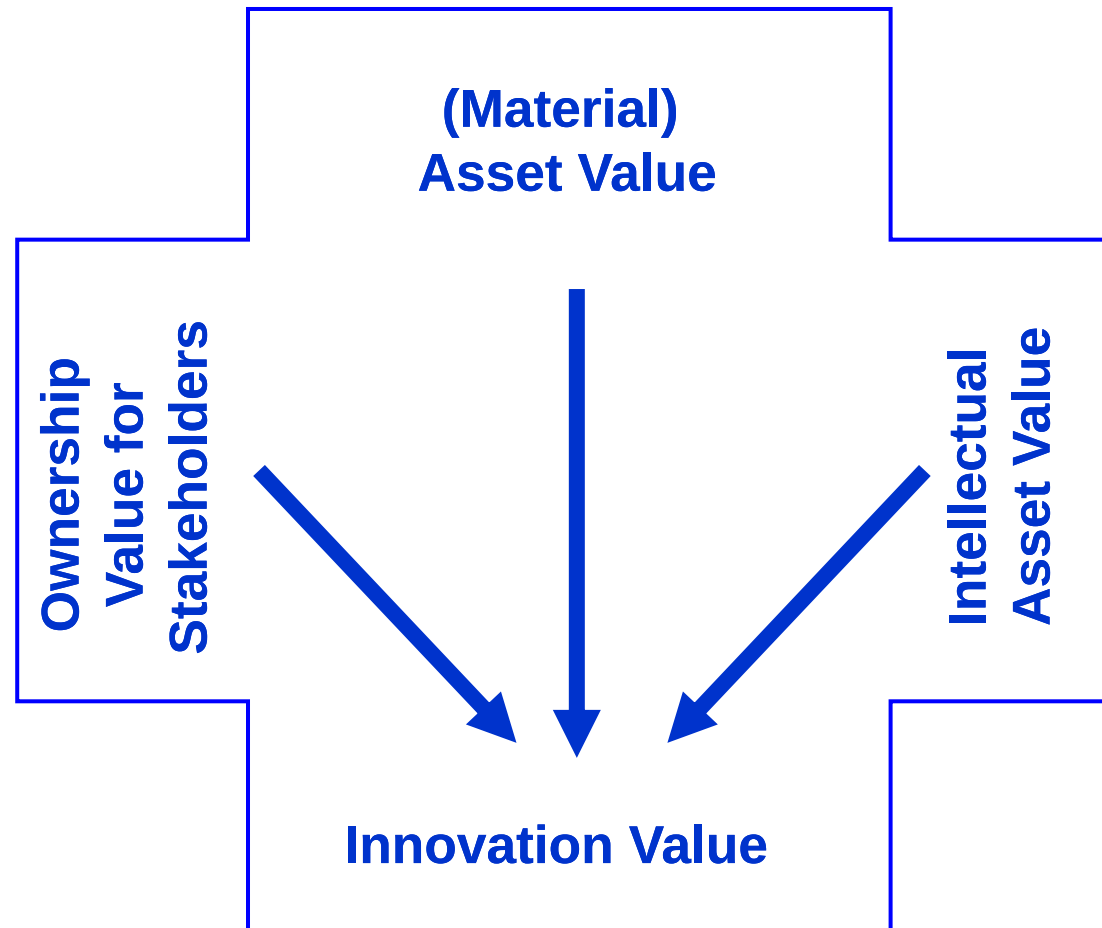
Features of P2M

- A **methodology** for addressing and solving complex problems in the society, business and public services by way of program management
- A project business model to cover the whole trajectory (lifecycle) of a program
 - Interpretation of business strategy
 - Program conception to formation
 - Delivery of a program through component projects forming the program
 - Utilization of program product for value exploitation as well as recycling of intellectual value accumulated through program activities for new business

Mission Driven



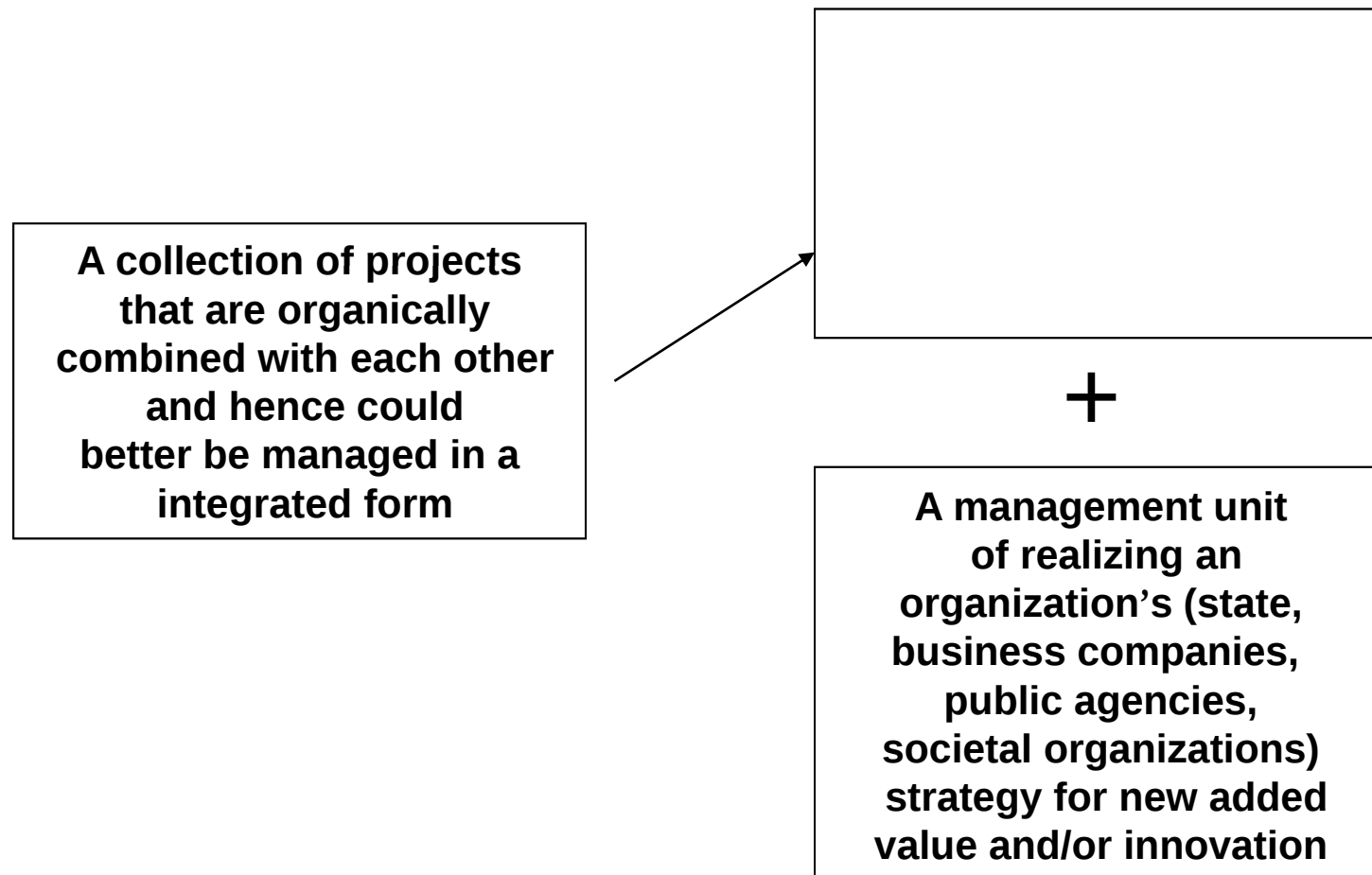
Projects/Programs = Value Creating Undertakings



Expansion of Program Paradigm

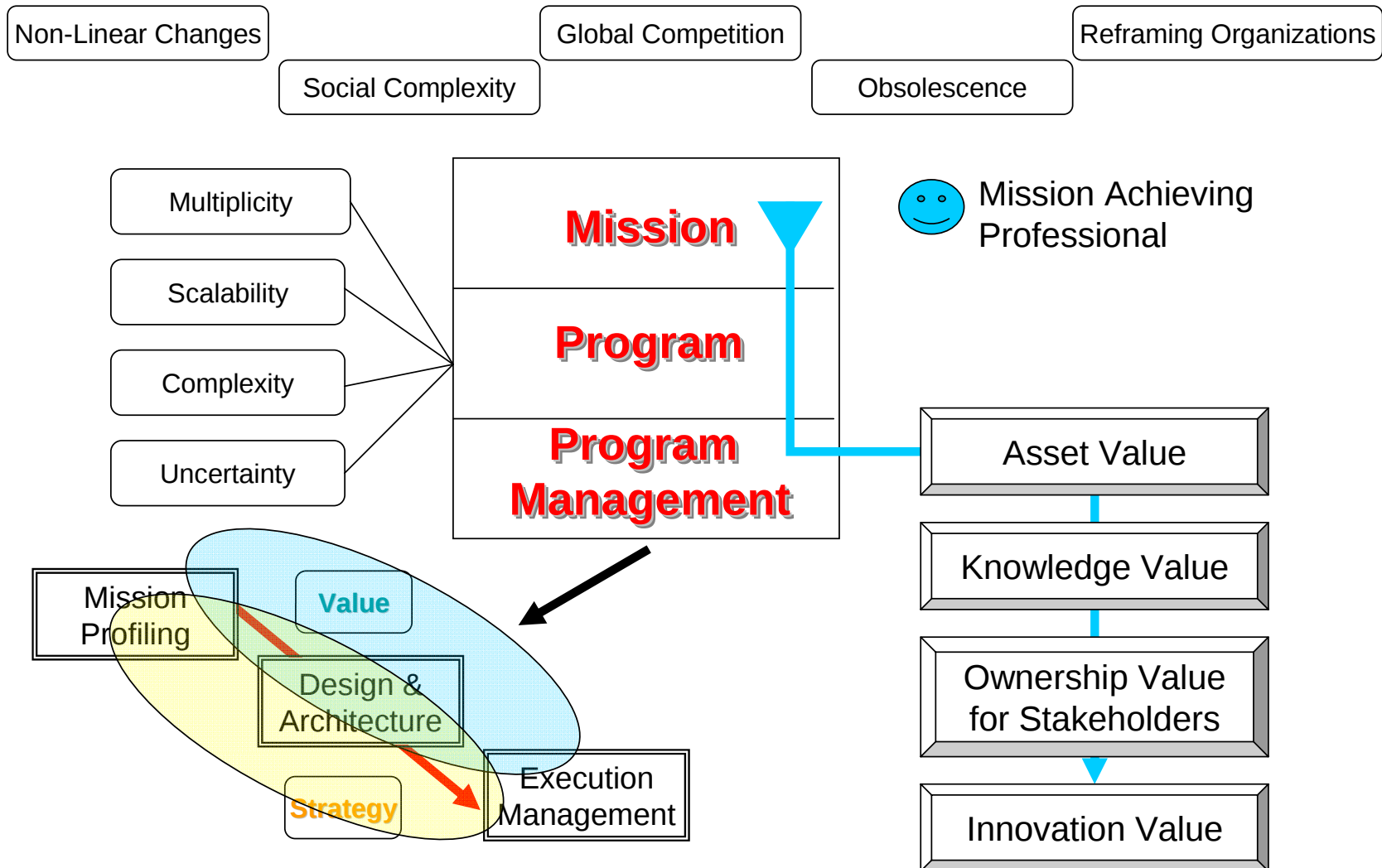
Traditional

New via P2M

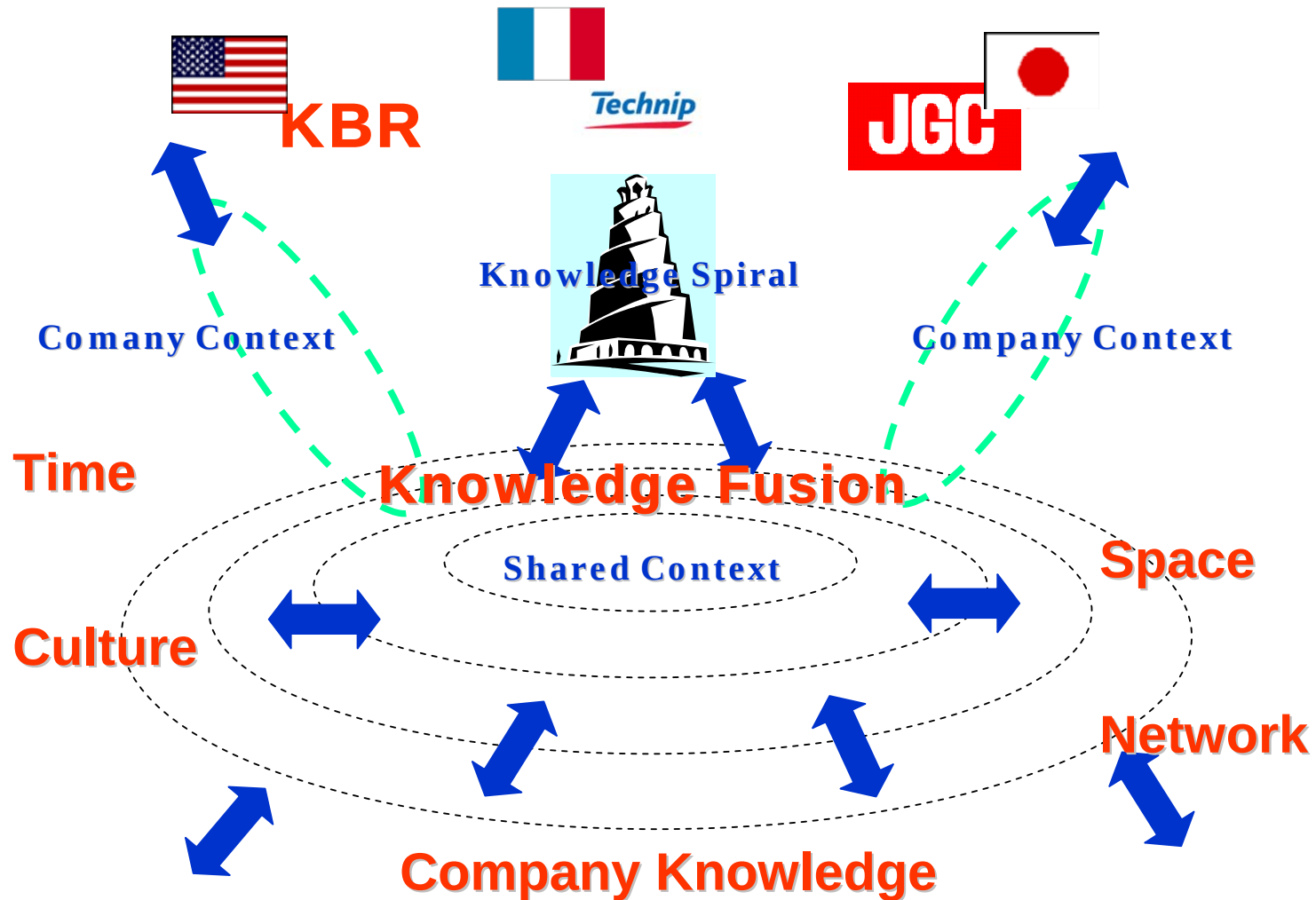




P2M Program Management at a Glance



Stresses “Ba”, Platform of Mental Space for Collaborative Value Creation

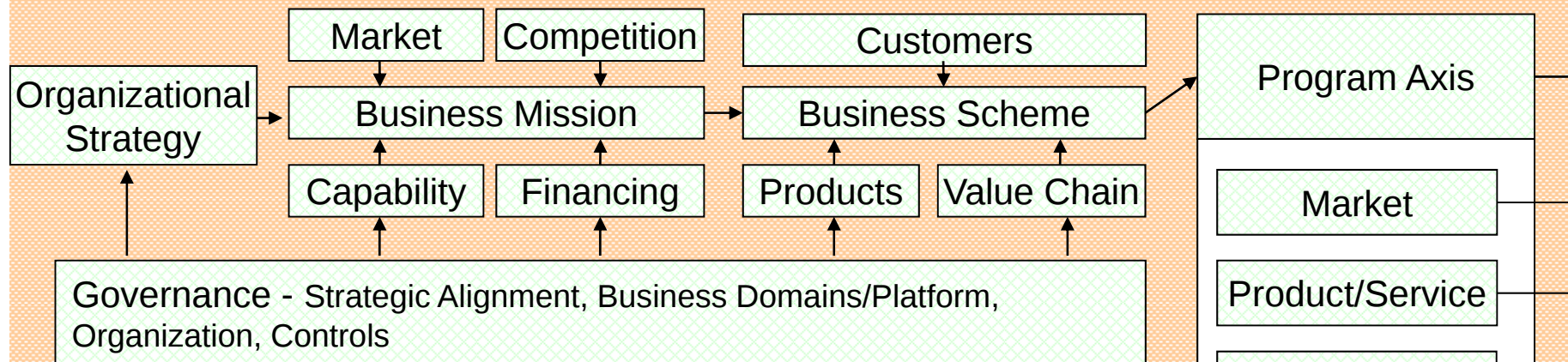


“Ba” fermentation on Mega LNG programs

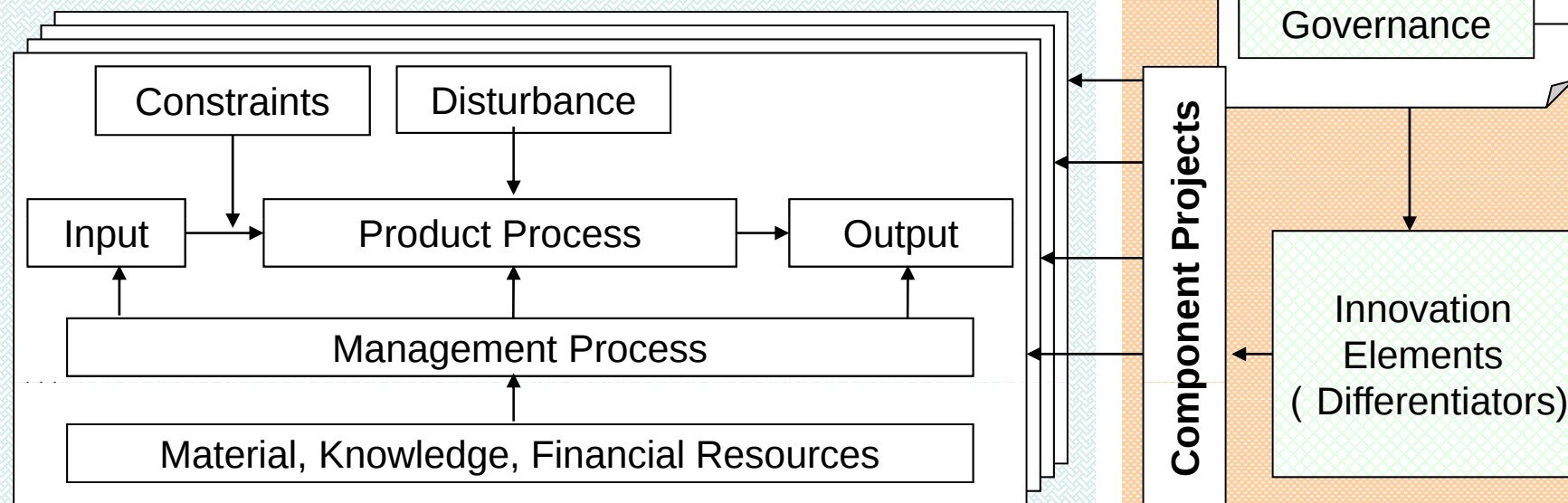
Systemic View of a Program/Projects



Program System



Project System



Expert View: P2M of Japan – Featuring Meta PGM



Quoted from Prof. Christophe
Bredillet Key Note at IP&PMS
Tokyo, March 2008

P2M

- targets a “Mission Oriented Solution” to create value in a service economy,
- acts as a guide to “Fostering Producers” all the way from command and control to positive production and program,
- links “Projects to Strategy to Reframe” in enterprises using human resources covering technical systems, management systems and social systems,
- covers the total lifecycle (trajectory) of a project from conception to disposal, and emphasizes project creation / development and project knowledge management,
- feeds back value created through projects to ongoing enterprise management, and
- serves the needs of not only individual private practitioners but also corporate professionals.

P2M Applications

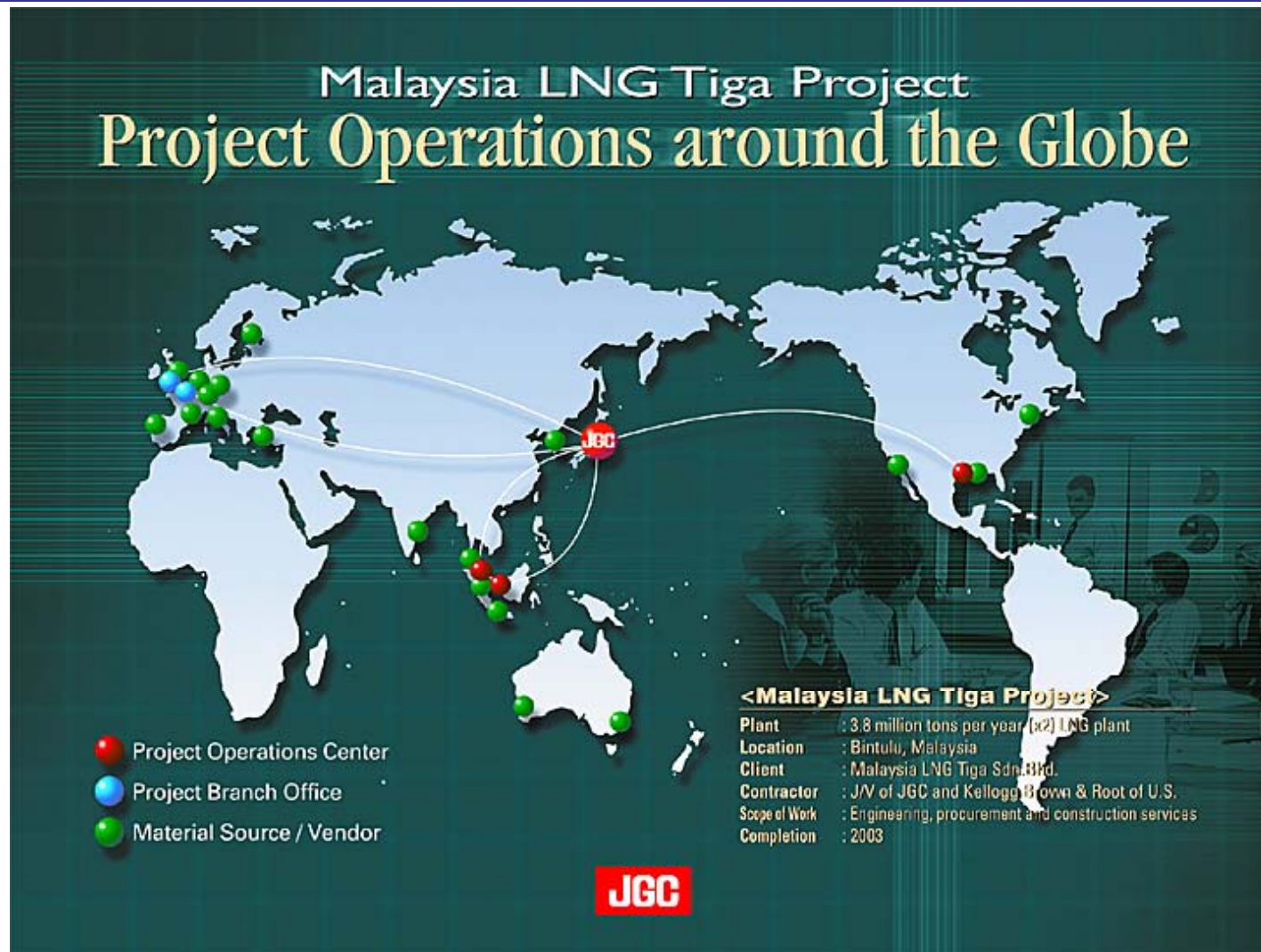


Typical Applications of P2M -1

- Traditional Program Management at Corporations
- Mega Project Program Management
 - Oil and Gas – Global Program Integration
 - New Infrastructure
- Green Innovation Projects
- Space Development Programs



Mega LNG Project Spanning Six Project Operations Centers



New Infrastructure Programs All Japan Teams



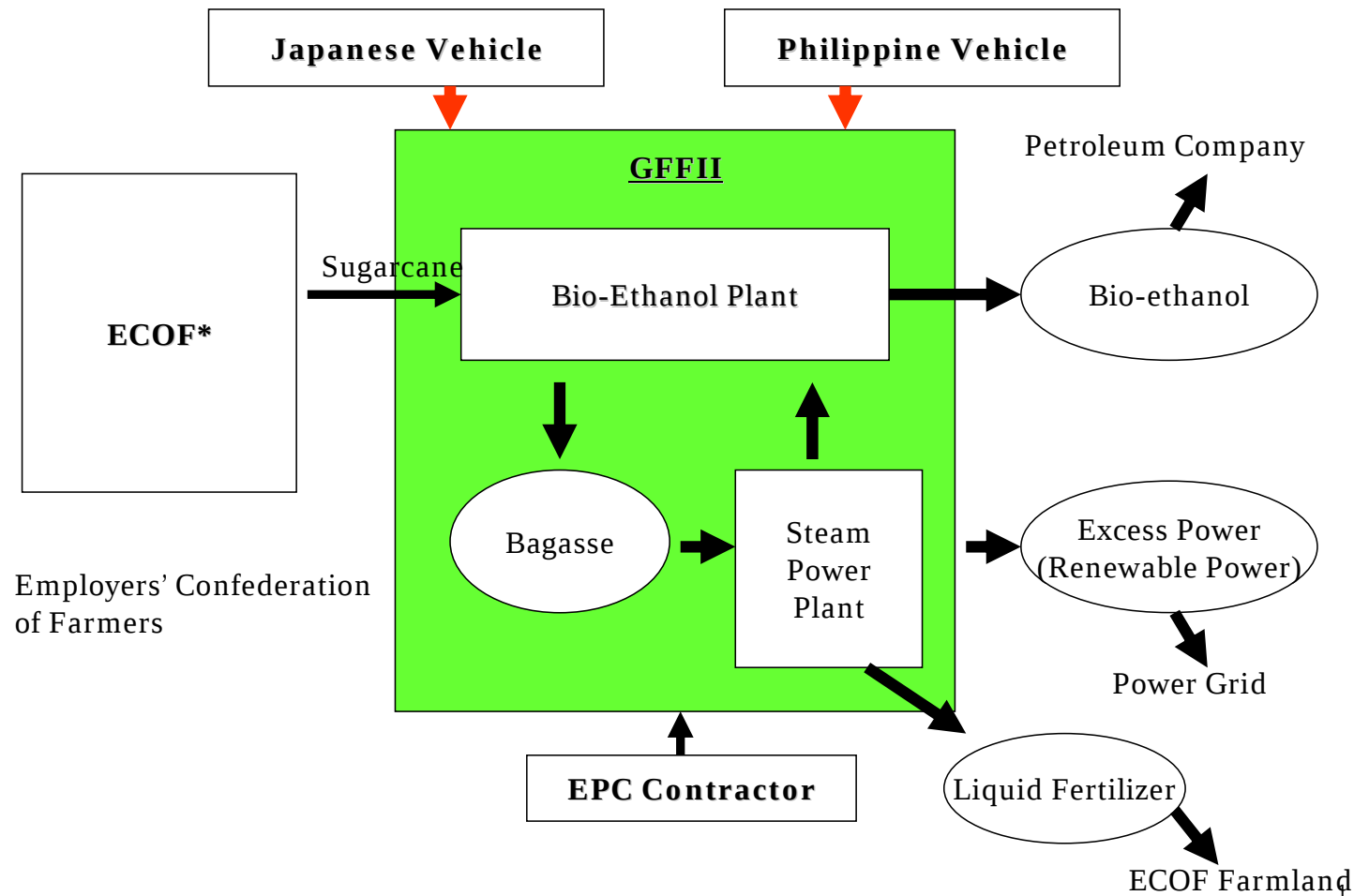
Four Eco Smart Communities in India



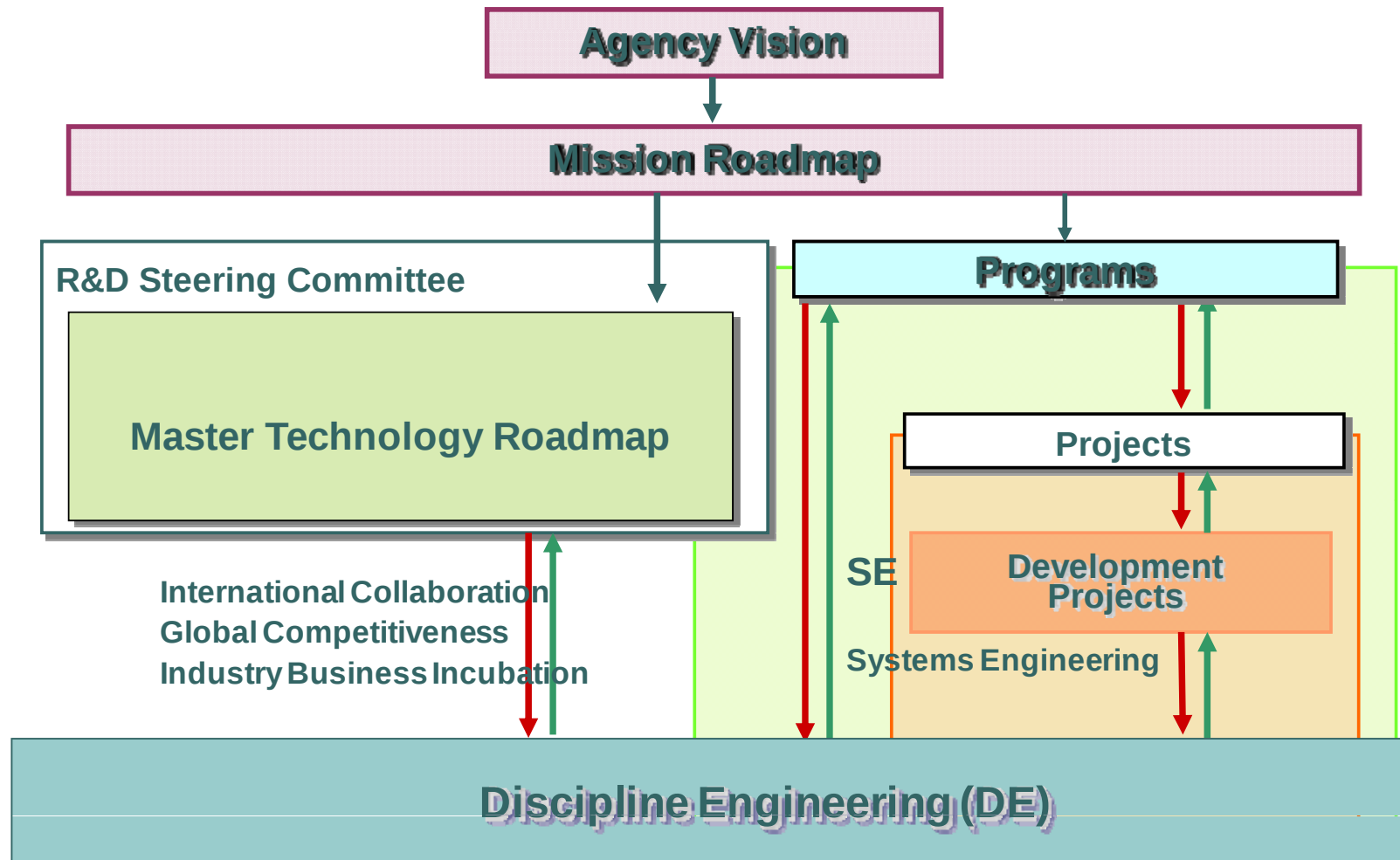
Bio Ethanol Program for Sustainability & Regional Innovation



Green Future Innovation Phase II Project in the Philippines



JAXA*'s Program Centric Operations Structure



* Japanese space development agency

Typical Applications of P2M - 2

- International Cooperation Programs at JICA
- Regional Innovation through Small & Medium Enterprises
- National Innovation Leader Development



Japan Will Propel ODA Under Program Management Approach



Vision
Inclusive and Dynamic Development

Mission 1
*Addressing the global
agenda*

Mission 3
Improving governance

Mission 2
*Reducing poverty through
equitable growth*

Mission 4
Achieving human security

**The Ministry of Foreign Affairs has declared that JICA – Japan International
Cooperation Agency is to promote ODA under the concept of
P2M program management**

Philippine Business Leaders Use Innovation Program Approaches



Philippines Chamber of Commerce Executives on P2M Training



Ongoing Innovation Program Management at the Finance Ministry of Ukraine

Program Management at a Major Ministry - First Experience in the World



- **The First Program Management Model Directly Linking Ministerial Strategy/Policy Formulation with Program Management**
- **The Minister himself is the Grand Program Manager**
- **Marrying Ukrainian PM Tradition with Japanese P2M Philosophy/Methodology + MSP *of UK**
- **MOF depends on professional project/program management and not solely on economists!**

*** Managing Successful Programmes**

Coaches from PM in MOF Innovation



Pr. Fedir Yaroshenko, Dr.Sc., Minister of Finance

Pr. Sergey Bushuyev, Dr.Sc., Lead Advisor to the Finance Minister

Pr. Hiroshi Tanaka, PhD, Dr.Sc.(Hon), Exterior Advisor to the Finance Minister

Innovation Program Management - To Return Ukraine to a Growing Country



P2M Innovation Training at MOF

May 2010



MOF Concept of Development

Vision of the President of Ukraine

Ukraine to be one of the top 20 most developed economies (G20) by 2020.

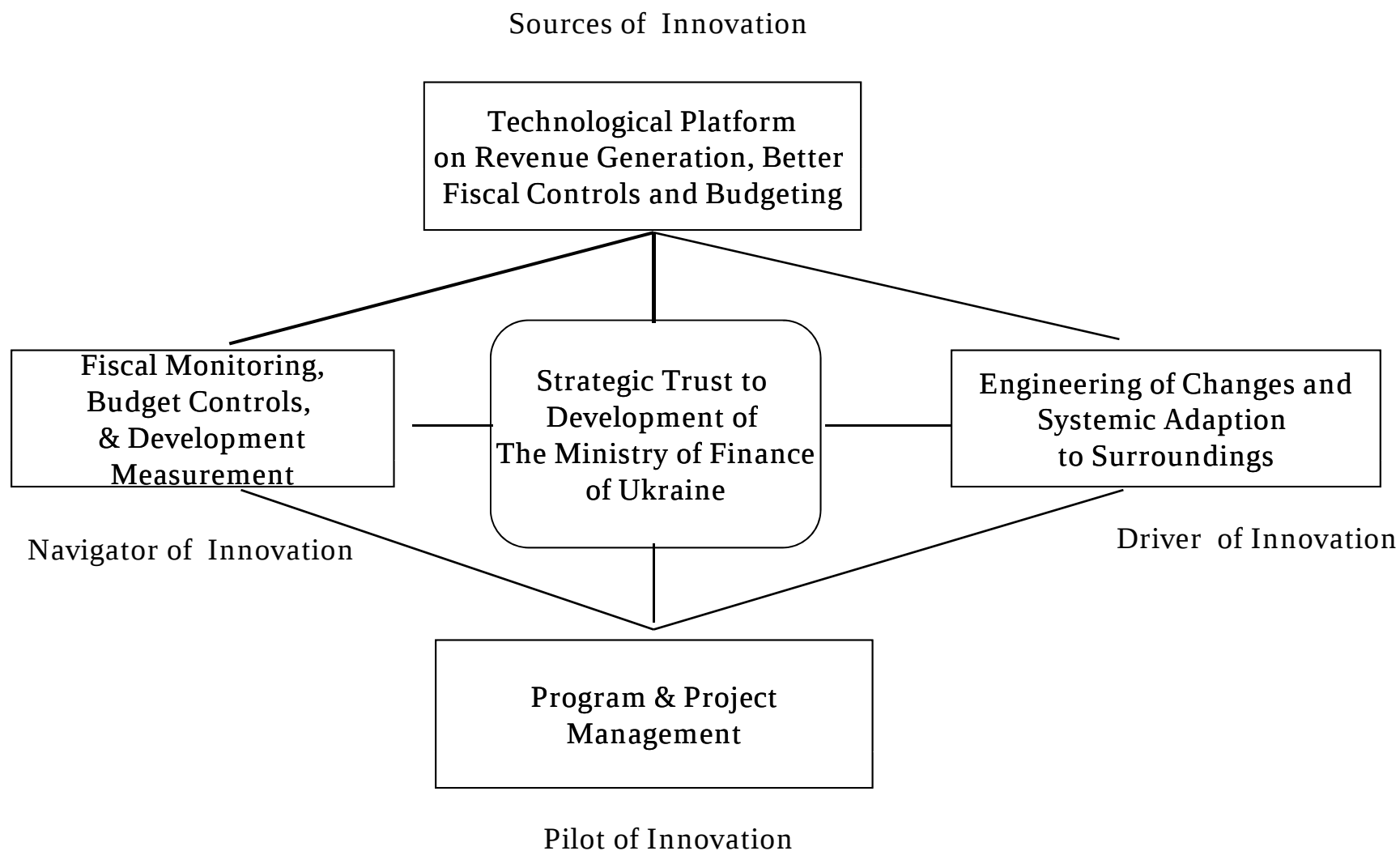


Strategic Objectives and Values

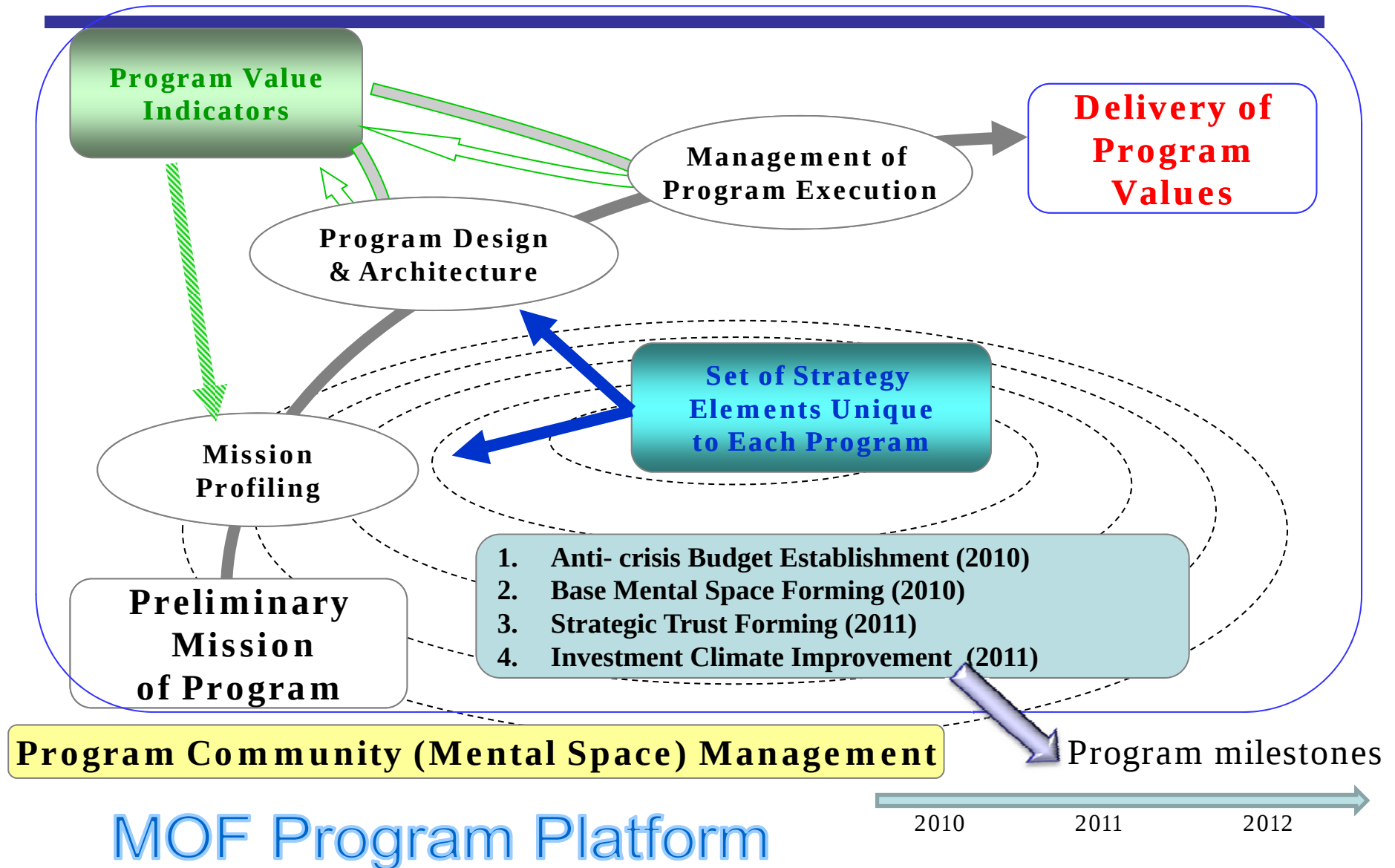


1. The basis of the development program of the MOF is the system of values curtained by the program of the President of Ukraine.
2. The dynamics of the State's development and competitiveness of enterprises should be supported by innovations.
3. Proactive development drivers provide national stability and a balance of strategic actions.
4. A strategic trust is the integrating factor of development.

Balanced Innovative Model of the MOF

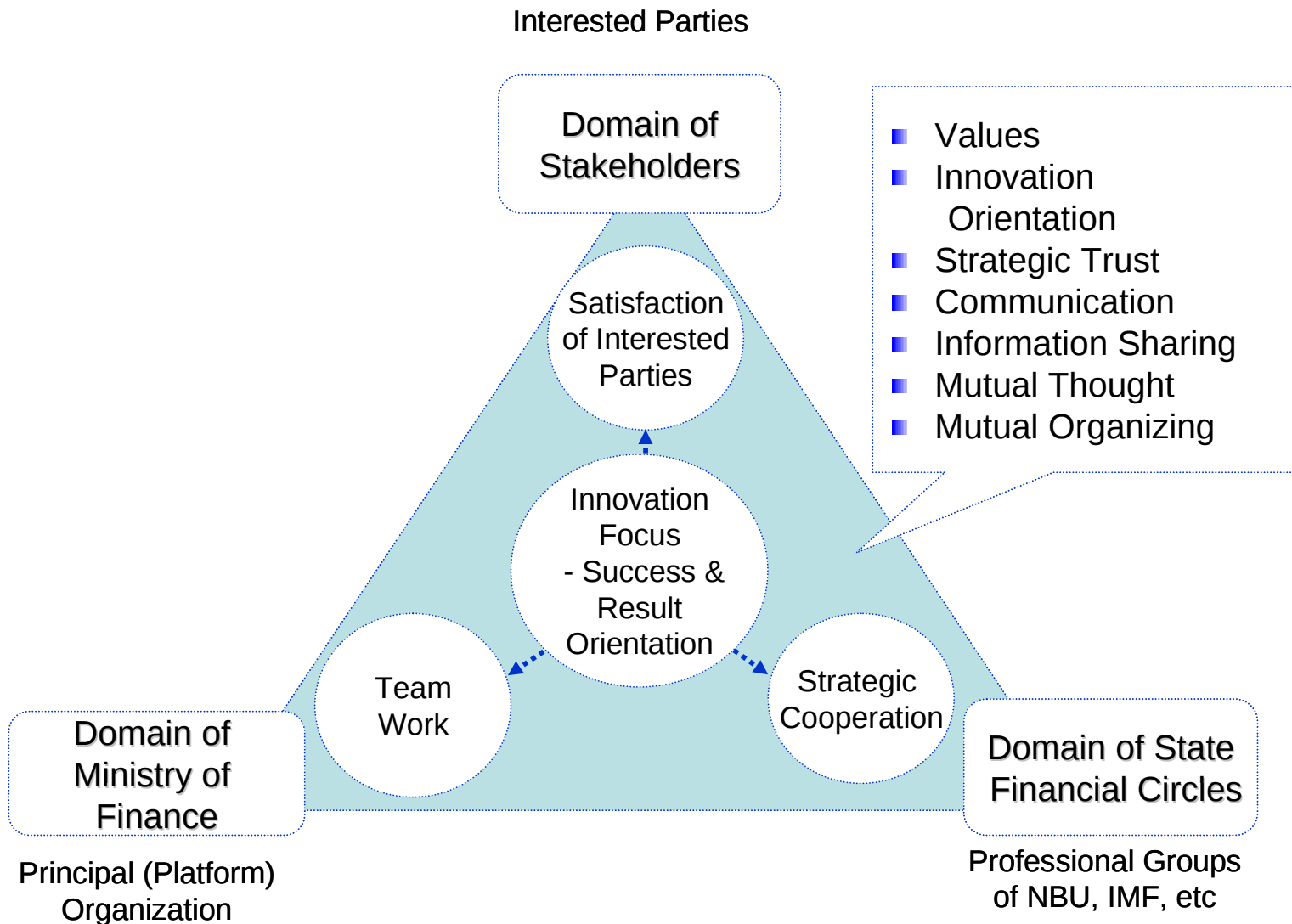


Roadmap to Achieve Values through MOF Programs



Management of “Ba”

Mental Space for Collaborative Innovation IS THE KEY



Conclusion



Conclusion

- **Governance has evolving contexts with increasing project contents in all business operations, including those in public services**
- **Governance, in days of projects and programs, should embrace both:**
 - **A should-do-right framework**
 - **Alignment to strategy for innovations to survive, and win among the countries**
- **Governance should preferably provide for a mental space for stakeholders to act, know and learn proactively**
- **This view is honored in some parts of Europe**

P2M is being grown in Europe as well



Thank you.