

YVAN LAUZON, MBA

New World of COVID:

**Building Tomorrow
TOGETHER TODAY
with a
Common Vision**



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DEDICATION

This work is dedicated to all the First Ministers and Presidents of the countries of the world, who had to manage crises related to the coronavirus (COVID-19) pandemic especially: Ontario Premier, **Doug Ford**; Quebec Premier, **François Legault**; and the Australian Prime Minister, **Scott Morrison**.

This work is also dedicated to my Aussie Grandchildren Amelia & Michael Hooper.

* * *

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Since 1987, he has been teaching part time in master's degree Programs in both Canadian and foreign based universities. Such programs would include: Master's in public administration (MPA); Master's in business administration (MBA) and Master's in project management (MPM).

The main emphasis in recent years has been with respect to Change Management such as; eHRM; Project Management; IT Management; IT/IS Governance; Knowledge Management (KM). Since 1981, he has also held various positions in both public and private organizations, including as; Assistant to the Chief Information Officer (CIO) of the Government of Quebec from 2006 to 2008; Coordinator of Training Programs in Project Management; IT Management; and Information Security from 2008 to 2012 (CLDC-CSPQ).

Yvan served as Consultant for international organizations; 1993-1996, United Nations: UN-CEFACT-WP4; 2006-2008, OECD. He was also quite active on Boards of directors of Professional Associations like; AAPI (Privacy) and GP-Québec (Project Management) PMI Lévis-Québec.

In terms of research, in 2009 he conducted a qualitative study on the success of public projects by interviewing 125 PM practitioners and 25 professors and researchers in PM. Complementary initiatives in 2012-2013, along with the assistance of Francophone Associations of practitioners the required skills for Project Managers were identified applicable to various types of projects. In 2013, Yvan was invited as keynote speaker at the Annual Forum, PMI France. He highlighted the important issues regarding non-technical skills (soft skills) with respect to Project Managers.

Yvan has authored over ten management books in English and another ten in French and one was translated in Spanish by Estela Rios. From them, three books in French relating to: Smart City; Collaboration in Project; Innovation in Governments: generate Abstracts and Articles freely available in English, French and Spanish via: (www.smartconference.ca).

He created different initiatives (Free Conferences & Web sites freely available worldwide) related to Innovation in Public Sector, as: (www.CLIMB.express), (www.smartconference.world). Finally, an International Tour is in progress about the ***Required skills in 2020' for Project Manager Leader and Manager.***

ABSTRACT

This work is entirely oriented in a business context impacted by the COVID pandemic. It brings together in a comprehensive manner five international experts expressing opinions and techniques, charting effective courses of action, allowing successful exits from the negative and destructive impacts of the pandemic. They provide a practical checklist sequencing events and actions useful for the construction of efficient business models for governments and business enterprises in the New World of COVID. This checklist can apply in multi-ministerial environments; thematic or sectorial to validate existing models or making adjustment thereto.

RESUMEN

Libro que presenta el contexto empresarial y las crisis sociales resultantes de la pandemia del COVID. También se describe la coproducción por parte de cinco expertos internacionales de una lista de las principales pistas de progreso y condiciones de éxito para una salida de crisis que sean pertinentes para las medidas gubernamentales en un COVID del Nuevo Mundo, que puedan servir de lista de verificación "*multiministerial checklist*", que luego puedan complementarse con las preocupaciones temáticas o sectoriales de los diferentes ministerios de un gobierno. Esta lista de verificación podría utilizarse para crear un único modelo de gobierno, o aún, podría servir para validar los modelos ya existentes.

SOMMAIRE

Ouvrage présentant le contexte d'affaires et les crises sociétales découlant de la pandémie COVID-19. Il décrit aussi la co-production par cinq experts internationaux d'une liste des principales pistes de progrès et conditions de succès de sortie de crises, pertinentes pour les actions gouvernementales dans un *Nouveau monde COVID*, pouvant notamment servir de *Checklist* (liste de vérification) pluri-ministérielles, pouvant ensuite être complétée de préoccupations thématiques ou sectorielles de différents ministères d'un même gouvernement. Cette *Checklist* pourrait servir à créer un Modèle gouvernemental unique --ou encore-- pour valider des Modèles déjà existants.

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**NOTE: *All sections of this work, including the Appendix are self-contained
and inclusive of innovative content.***

* * *

IMPORTANT

**• This book was not designed specifically for continuous reading,
but rather a step-by-step;
one part per day - for about 45 minutes of reading a day-- over 3 or 4 days.**

**• It can be used much as a reference document
where various sections are pertinent to a situation.**

**• The parts are unique therefore skipping sections
and/or coming back to anyone of them is just fine.**

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* * *

Preface

To start off, it is obvious that 2020 will be going down as a defining year in history.

While early in the year, the economic indicators were forecasting excellent growth for the ongoing period, the world was about to receive a gigantic blow, instantly transforming social behavior and simultaneously, the economy. This double whammy was generated by the emergence of a virus, affecting virtually all the nations of the world in short, a pandemic. This sudden crisis grew exponentially, spreading like wildfire.

The crisis gave rise to many questions regarding the origin, while at the same time attempting to adjust as best we could to the situation, facing the unknown in confinement and bubbles, trying to learn from the circumstance to limit the spreading, and related negative effects. All areas of the world have been affected, leaving no one unaffected in some measure.

COVID-19 has generated throughout the planet major international social and economic impacts on everyone's daily routine, including the environment. It is now commonly referred to as the old normal.

An event such as a pandemic is an exogenous event that cannot be foreseen.

Who could have imagined, being prevented from travelling abroad or even domestically between regions?

We, in the free Western World, could never have conceived that social restrictions be a possibility ever. This includes not seeing planes flying overhead, remote work and closed borders. For the average citizen it is hard to accept the idea that a little virus we cannot see be so powerful in worldwide impacts, damaging the economy and adversely affecting mental health of people from all walks of life and endless other consequences.

The unforeseeable nature of the pandemic causes all forecasting models, both business and economic to break down; as in all economics cycles ups and downs, there are winners and losers. Business organizations of all sizes are affected, however those adapting seem to do better with respect to Charles Darwin's Origin of Species: *"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change"*.

The world is confronted with an invisible enemy and there could be more of the same, as declared by the World Health Organization (WHO) on December 28, 2020. This ominous view is humbling indeed, pointing to an unexpected level of fragility and vulnerability for all. Hence, this leads to compliance with the sanitary rules issued by public authorities to protect our cherished values and to limit spreading of the virus.

It is a tall order to be confident the authorities have the knowledge and wisdom to guide a completely new phenomenon of this type, where learning and mistakes cycles are the process. So, it is needless to say that some people have reservations regarding the outcomes. Brain power and technology come together to develop vaccines in record time, which in itself may cause skepticism with certain segments of the population.

The events of 2020 have spurred on a review of some basic premises, forming the underpinnings of a Western society such as ours. Disabling feelings of despair in a way have contributed to look to collective approaches, as significant avenues for solutions, and one of them is Real Effective Collaboration. We can recall the winning conditions, namely research and development and the saying *“Doing Better by Doing Differently Together”* proposed by Prof. Lauzon.

Many forerunners in medicine proposed the importance of basic medical research in our society. That process has been hindered to some degree given the influence of the pharmaceuticals. This is not something to be abdicated to third parties. It has to be of public domain, not the object of private financial interest. As things evolve in nature so does the research, which should be a matter of public policy. At this stage, we must highlight the tremendous contribution made by the medical staff to stave off the impact of the pandemic. Their dedication has served to save many lives and we must be grateful by extending our greatest appreciation.

Sometimes our life assumptions can be shaken to their very foundations. Nature can come in uninvited and disturb the plan. It now becomes evident that priorities have to shift to the need to adapt quickly and apply mutually supportive approaches, guiding the leaders to make the right decisions. Clearly, the time has come for a collective reflection for a better future. The premise is, we can do it.

Let us turn towards a better quality of life, yielding to the invitation by Prof. Lauzon: *“Building Tomorrow Together Today with a Common Vision”*, and address the domains we take for granted now, as well as for the future.

This is my best wish for the year 2021.

Robert Coutu, MBA
Mayor, Montreal-East

January 4, 2021

Introduction

- Starting in early 2020, the global COVID-19 pandemic has completely transformed our ways of working together and living together in a Free Liberal Democracy.
- There are those talking of a Great Reset, personally I would rather use the expression the *New World of COVID* (NWC). This highlights that COVID-19 invites us to stay at home and be withdrawn from social contacts for a few more years.
- You may have heard the following words of wisdom in the past: It is in times of crises that people show their real nature. A similar line of wisdom; however, applying to institutions and organizations, could be: It is in times of crises that institutions and organizations show their weakest dimensions and vulnerabilities.
- Clearly the COVID-19 pandemic is such an exceedingly bad crisis, which affect current leaders already in office. It is expected some will do better than others, as it will be a tall order indeed to accomplish all the necessary adjustments and transformations amidst an acceptable social consensus.
- Restarting the economy will be a matter of restarting consumption. In a way this has been helped for a time, by special subsidies to individuals from central governments (i.e. Federal). However, the real consumption will really get going once three fears subside and consumers start spending again, those are: 1.. Fear of losing employment / 2.. Fear of getting hit with COVID-19 / 3.. Fear of aggression resulting from not wearing a face mask in a public place as a non-compliant or not properly distancing and so on.
- Organizations in this pandemic context will be given no choice but start launching projects in transformations early and largely based on information technologies (IT), project management and also on new managerial practices to ensure real capacity to survive and go forward as going concerns.
- Online services, home delivery and enhanced sanitarian protection may prove to be what the doctor prescribed to beat the virus or at least lessen the potential danger.
- ***“DOING BETTER by doing Differently TOGETHER”*** was my first management work during COVID-19 entirely oriented in a business context impacted by this pandemic.
- My second work titled ***“New World of COVID: Building Tomorrow Together Today With a Common Vision”*** brings together in a comprehensive manner five international experts expressing opinions and techniques, charting effective courses of action, allowing successful exits from the negative and destructive impacts of the pandemic. They provide a practical checklist sequencing events and actions useful for the construction of efficient business models for governments and business enterprises working with them.

- You will enjoy reading this practical management book, easy to understand and oriented to senior management, decision-makers, project managers in governments and large business establishments dealing with them.
- The work contains four parts rich in innovative content, as well as an appendix presenting metaphors relevant to the new VUCA (Volatility; Uncertainty; Complexity; Ambiguity) context leading to fuzzy and sometimes shifting business targets. In fact, nothing very reassuring to calm develop your organization.
- Let's make 2021 the Great Rebound Year, considering those elements we have some control over for transformation and representing leverage using the key ideas and relevant recommendations of this work.

I wish you a very pleasant reading,

Professor Yvan Lauzon, MBA

SECTION I – Context & Fundamentals of Required Changes & Winning Conditions in the *New World of COVID*

PART 1 – 7-Types of Crises to be Considered During the COVID Pandemic

PLAN for PART-1

- 1.1.. Heath Crisis; Sanitary.
- 1.2.. Humanitarian Crisis; Societal & Corporate.
- 1.3.. Food Crisis.
- 1.4.. Economic Crisis.
- 1.5.. Organizational & Budgetary Crisis.
- 1.6.. Domestic Political Crisis.
- 1.7.. International Politics & Foreign Trade Crisis.

Context

- According to *Charles Herman* (1963); a **Crisis** is an unforeseen negative event imparted to an individual, constraining response time and threatening the prime objectives. Institutionally as in governments or business organizations, a *Crisis* can be defined as:

“When suddenly everything has become priority, leaving no starting element to go from.”

- In one of my courses on **Crisis Management**, I have been using the following definition:

“A Crisis is an important destabilizing event affecting structures and fundamental values of an organization threatening the symbolic image representation, which under great pressure and a high degree of uncertainty requires credible actions in response”.

- *Emergency, Disaster and Crisis* are not Interchangeable Terms:
 - **Emergency**: Those are situations where quick action is needed, however the support resources are available.
 - **Disaster**: The normal resources and procedures of the organization are overwhelmed hence clearly insufficient.

- French consultant *Patrick Lagadec*, recognized as a specialist in *Crisis Management* has proposed the following:

“Managing a crisis means learning quickly; however, to do so means having done a lot of prior leaning.”

- Patrick Lagadec also defines *Crisis* as a triple challenge thrown at the decision makers:
 - Escalation: Difficulties growing progressively worse.
 - Failing Structures: Unresponsive structures.
 - Rupture: Stalling blockages interfering with actions.
 - Asian cultures perceive *Crisis* as *Danger*, however also *Opportunity* for change with business advantages, financial and economic leverage.
- Moreover, in Mandarin - the most widely spoken language in the world - the sinogram (Mandarin character) to designate a *Crisis* is simply the fusion of other two sinograms (*Danger & Opportunity*).

危机 危 机

- Dee Hock (1989), author and creator of *VISA International Payment Association*, coined the following buzzword “**Chaordic**” contrasting opposing concepts; being *orderly* and then *chaotic*. Well, think about it; in the COVID-19 era this is where we are right now, may be more than ever! (-)

1.1 Heath Crisis; Sanitary.

- At the time those lines were written (March 3rd, 2021) there were more than 2.55 M (*) people having died from the coronavirus in the World.
(*): 2,551,459 worldwide global deaths.
REFERENCE— John Hopkins University: <https://coronavirus.jhu.edu/map.html>

- Comparing to other statistics, the mortality rate does not reveal the full impact of the pandemic phenomenon:

- AIDS 620,000 deaths
- MALARIA 362,000 deaths
- Annual FLU 180,000 deaths

1.2 Humanitarian Crisis; Societal & Corporate.

- In societal terms, the humanitarian crisis suffered during the first confinement period, starting in November 2019 to March 2020 in the various regions of the world, served to reveal and bring into bright light the weaknesses and failures of human nature. As reported, regarding conjugal violence,

drug consumption, alcoholism, verbal violence, physical treatment of children, short tempers, insomnia and many more neurotic behavior, trauma and disorders.

Added to the mental uncertainties of the confinement, there are the great social inequalities associated with earning power of individuals, where families' income was jeopardized as a result of job loss or salary loss during the no work period, through no fault of their own, affecting sometimes both the father and mother.

- There was enough to generate severe moments of anxiety, depression and mental strife of various degrees of severity. It is under such big crises that the system shows its ugly face in terms of inequality, generating itinerance and loitering for the weaker members of society, simply dropping out as outcast.

- To maintain or promote significant commitment at work suggests managers have to provide a meaningful sense to the work and/or enhance the feeling of value about it.

1.3 Food Crisis.

- The food crisis is the result of the growing international famine. Crop failures, likely caused by climate change or human hindrance, have taken place in several countries. Even *California State* under a dome of high pressure for years has suffered severe droughts and fires, impacting agricultural production. Canada is well endowed with plenty of fresh water to support food production, now it has to learn how to protect the resource, however the growing season is short.

- On April 21, 2020, the World Food Program (WFP) of the United Nations warned about the anticipated famine to strike the world just ahead. It is expected to be on a gigantic scale affecting all nations and as usual unequally, some faring worse than others:

“The number of those suffering of hunger, resulting from the pandemic could double before the end of 2020, reaching 250 million people.”

- The G7 countries will need to be vigilant to protect food productions against losses from bad weather to insure adequate supply.

- As far as food security is concerned, there is a dire need to make an adjustment in the post pandemic context. Restaurants should undergo periodic inspections rather than on a random basis, which is largely a function of the number of inspectors available, naturally.

Inspections of fruits and vegetables to get quality produce should be an objective, where there is no toxic substance causing a problem nor any latent virus on the skin of those produce or pathogen agents or pesticide, leading to severe infections and perhaps even death, is a concern.

Key structural controls must be implemented to insure, the security of food supply.

1.4 Economic Crisis.

- Contrary to the 2008 mega crisis, G7 industrialized country governments have very-early, massively financially supported business enterprises and salaried people to mitigate the impacts of the first coronavirus wave. At the European level, *Germany* is certainly the one that was shining the brightest in 2008. This time with COVID Pandemic the main G7 governments have moved in a similar way, with the same economic tools, changing only the amounts and modality of application.

- However, despite all deployed efforts, in a context of generalized confinement for several months, it is quite obvious the number of active workers was significantly reduced, probably stretching to the end of 2021 or mid-2022. As a result of income squeeze, governments are called upon to assist financially under unemployment programs or other forms. Help varies a great deal from one country to another in this respect.

- The level of indebtedness for enterprises has been made worse given the ease of access to credit from financial institutions at low interest rates, particularly over the last fifteen years, where massive loans were contracted. The biggest determinant is the rate and when the *cost of money* is so low the tendency could be to ignore the need to repay and the burden it might become. If the money is invested internally to lower cost of production or have a more effective presence in the marketplace, then the loans will repay themselves from added revenue. However, this is not the story for a large segment of business enterprises and with the down cycle of coronavirus the future could be bleak.

- Government indebtedness is staggering, as it is sometimes greater than 100% of the GDP of the country. For example, the US National Debt, is symbolically in excess of \$28.0 trillion USD and growing at the rate of \$45,000 USD for each second. US Federal Debt to GDP Ratio is 129.7 % (Ref.: US Debt Clock.org).

- Among economic statements for business enterprises, which one is more appropriate?

1.. *First, should we do what we know, how to sell? —OR— Sell better what we know how to do?*

2.. *While unable to get what you want,
you must resort to better appreciate what you have already got.*

(1.. Apply to Enterprises only) & (2.. Apply to Individuals & Enterprises).

1.5 Organizational & Budgetary Crisis.

- In the British parliamentary system, form of government exists in Australia, Canada, New Zealand and the UK of course: the elected members of the opposition are important to debate issues and policies proposed by the executive branch. The related procedures offer the average citizens that their voices are heard through their elected members.
- In some of these countries the COVID pandemic has greatly occupied parliamentary debates leaving little time to discuss other important topics.

1.6 Domestic Political Crisis.

- That crisis is essentially one of credibility and trust. Governments over time have been elected on social platforms making promises well beyond anything they can deliver, leading to voter deception. Furthermore, when jurisdictions are haggling over issues and events affecting public security like terrorism, then matters become murky who is responsible for what, given everything is delivered through technocrats and bureaucracy.
- Public confidence in public personalities, more specifically politicians and also public institutions such as justice, have taken a dive to a low point over recent years, where promises were broken and certain outcomes have virtually shown a two-tier system is really in place, factually for the richer segment of the population not the little guy... (-;-)
- Fear stemming from the pandemic has at least momentarily served to increase confidence in local governments, as if the *Stockholm Syndrome* much like an emotional contagion, largely linked to a sense of belonging and the complex mechanism of self-identity and an instinctive response based on the need for security under extreme survival threats.
- That momentary increase in confidence in politicians and public leaders is important because the degree of sincerity during public communications is the message citizens will hang onto. The message has to stick despite setbacks generated by some decisions made, which did not work well. Obviously, things like that happen in learning situations such as COVID-19. The people have to perceive the sincerity and real intents of the policies and decisions made. Pressure can be great on the shoulders of public figures, having to deal with journalists and the public media in general.
- Clearly, public trust can be fragile, much as a function of delivery of reassuring events from the leadership. Mistakes tend to be highlighted, making more difficult the capacity to restore confidence. We saw the controversy about wearing masks early during the pandemic, which finally was reversed and made mandatory in certain situations. Where public safety associated with health issues become the biggest concern then relating to confinement creates a state of dependence torturing the mental condition of an important segment of the population. We can surmise it is

evident making proper use public psychology is not an option, it is an obligation. Then, the feeling of being trapped can be made a lot easier to bear, therefore greatly alleviated.

- It stands to reason that terrorism sheds public disorder and social tensions of various types, however exacerbating the scene even worse in the midst of the pandemic, which may overshadow the other social phenomena like, illegal drugs, illegal immigration, and organized crime.
- Public security may rise to a top priority. In Europe, the issue is skin deep. For instance, in France in terms of confinement and transit, the restriction within 100 km of the main residence with no right to go to the secondary residence in Switzerland is factual.
- Also, the important university bedroom confinement or mini-studio downtown all over the world; less humans old versus young contacts; impacted summer jobs; all contributed to create tensions difficult to manage and dissipate.
- June to September in northern hemisphere could become the season of the “antis” with the activists and protesters of various stripes such as: Anti-globalizers; Anti-vaccines; Anti-5g’s; Anti-taxes; Conspiracy theories and al...

1.7 International Politics & Foreign Trade Crisis.

- International trade is very much the domain of major trading blocks and related international policies. Certain countries have done better than others in the first quarter of 2020; COVID-19 and all indications are they will continue to perform better in the future.
- For several decades now the major trading blocks, have been USA, Europe, Asia and Russia.
- Today (March 3rd, 2021) USA is profoundly affected by COVID-19 with 28 719 998 case (**25 %** of worldwide 114 871 514 cases) and 516 618 deaths (**20.25 %** of worldwide 2,551,459 deaths). These damning statistics will not improve the US economy. (Ref.: John Hopkins University).
- Over the last twenty years we have seen the relative power position of the USA, declining steadily. For example, US Federal Debt to GDP Ratio move from 58.96 % to 129.7 % (Ref.: US Debt Clock.org).
- There is no single factor as root cause for that state of affairs. It is inevitable that situation will need to be re-examined to offer an adequate response. The USA cannot simply be the developer of technologies and then ship all the manufacturing over to China, getting all the economic added value to its advantage, leaving Americans to go into debt to buy the products. Something has to give, and it might be disastrous if neglected.
- The good old American creativity and ingenuity has served America well but being a liberal economy, the big guys have seen fit to ship all manufacturing to China a communist country most

times held as a foe. This has never been justified to the American population in the media, academia or governments. That silence is deafening. We have seen the consequences of the weak American position in the midst of the coronavirus pandemic, scrounging for medical supplies and equipment such as respirators and more, having to depend on China to ship the needed material over to America. Those problems are expected to amplify, resulting from the pandemic.

- America's extraterritorial influence is great, where they impose American legal rules for international trade, generating zones of turbulence. For instance, the Iranian nuclear effort. Those American laws applied on physical individuals and legal persons in third countries, where the American dollar (USD) is held as the standard transaction unit, covering a wide spectrum of exports, affecting a variety of situations diversified, imposing control on countries interdicted on certain commodities and defeat corruption. (Ref.: Wikipedia).
 - America through time has been generous financing international institutions and agencies. Financing the United Nations (U.N.) to a higher proportional level, while other nations have been failing to meet their commitments. The USA has also been financing the World Health Organization (WHO) in a proportion greater than its obligation.
 - Politico-economic Interventionism; example the blockade of Cuba modulated according to an obscure logic, mostly linked to the American mood of the day... (-)
- The above in some ways tends to destabilize the world scene for trade affecting TRUST, which is the only real currency in world trade.
 - Given the result of the U.S. Presidential Election, it is clearly desirable that the 46th President of the United States can quickly assume greater leadership than his predecessors on these important aspects of international politics.

* * *

PART 2 – Winning Conditions in the *New World of COVID*

PLAN for PART-2

- 2.1.. Seizing Business Opportunities.
- 2.2.. Seven Keys to Successful Transformation.
- 2.3.. Successful Digital Transformation.
- 2.4.. Binding Rules of Successful Organizations.
- 2.5.. Other Winning Conditions.

2.1 Seizing Business Opportunities.

- The New World of COVID requires us to be much more *Agile* and *Open to change*; more *Collaborative*, favor *constant Dialogue with employees* rather than long negotiations and fixed employment contracts for too long a period. Likewise, the capacities for *Anticipation*, almost instantaneous *Reactivity* and *Stress management* are even more important.

- The literature clearly shows that: to successfully lead a major transformational process, such as the required adaptation to the New World COVID, it is now only a matter of the goodwill of the big boss. It also takes the managerial courage to build change with all staff, rather than having to impose it; easy solution, but not very mobilizing, especially for the youngest employees. Aristotle also asserted that “*Courage is the first human virtue, because it is the one that makes all the others possible*”.

- In fact, ideally, we should rather opt for *Co-construction*, *Collective intelligence & Collaborative working* and *Change Management*, because since January 2020, it is clear “*That a change pushes another change*”, as they say... (;-)

2.2 Seven Keys to Successful Transformation.

This part 2.2 was written following a webinar on December 16, 2020 given by Jean-Christophe HAMANI, President & Founder of “PMI Francophone Community” a Strategic Alliance Outreach Committee of Project Management Institute (PMI).

This webinar was titled “***Seven Keys to Successful Transformation Agenda***”.

It aims to describe a unique transformation: the emergence of “Région Globale” (Globalized Regions) in 2017 that became the *PMI Francophone Community* of the *PMI International* in 2021.

- Building an effective and happy organization from a simple idea is not a matter of improvisation. This requires relying on “keys” that are either individual or collective skills, or methods or practices. They are all indispensable and some even more so in an environment made up of volunteers lending what is most precious to them: their time.

Key 1: The Verdict “Learn to Read and Understand the Real Situation”.

- Being able to diagnose the situation, feeling the risks but also the opportunities.
- Observing; Listening; Organizational Capacity & Culture.
- Intelligence (IQ) and Emotional Intelligence (EQ), Empathy.
- Intuition.
- Be ready to find what we are not looking for and hear what we are not told.
- All of these elements will be integrated into the strategic transformation plan.

Key 2: Vision; Generating Commitment & Movement)

“Knowing is neither to demonstrate nor explain. It is access to a vision” Antoine de Saint-Exupéry

Vision is absolutely essential. It must be:

- Simple & Understandable.
- Both Ambitious & Realistic; Elevating.
- Logical & Very Rational; Left Brain Reassurance.
- Value Based; Emotionally Sensitive.
- Contextual.
- Innovative; Inspiring Right Brain.
- Actionable Strategy; Subobjectives Leading to Action.

Simon Sinek described the importance of the **“Why-How-What”** (in that order!)

Link to the video available at the end of this part 2.2.

Applied to the *Global Region*:

WHY join the *Global Region*? Because...

- We represent the PMI Francophone Project Management community.
- Connecting People & Ideas.
- Sustainable Development Goals (SDGs): Quality Education, Gender Equality, Renewable Energy.

HOW can these objectives be achieved?

- Through our HOPE (*Humanity, Openness, Professionalism, Engagement*) values.
- Creating and sharing inspiring content.

HOW can these objectives be achieved? By **WHAT**:

- Webinars.
- A Collective Work (e-Book).
- Acting Globally; webinars on non-profit organizations working towards sustainable development goals.

Key 3: Structure (A solid framework is needed to exist and grow...)

One can imagine the organization as a “house” consisting of a Pedestal or Foundation (Item 1), Floors (Items 2-6) and a Roof (Item 7).

For an organization to work, it requires:

- 1.. Fundamental Values & Space.
- 2.. Inspiring Mission.
- 3.. Operational Framework with Processes, Tools & Governance.
- 4.. Team in Playground & Mission in Operating Environment.
- 5.. Products Created by Team on the Structure.
- 6.. Roadmap led by a Leader & Welcomed by the Team, Setting the Organization into Motion.
- 7.. The result of this movement, a production of value, a benefit to an ecosystem composed of partners and an audience.

Key 4: The Human

*“Leadership is the art of getting someone to do something because they want to do it”
/ Dwight D. Eisenhower*

Inter-functional skills are essential:

- Know the Languages of Line Management: Executive Director, DevOps, Marketing & More.
- Emotional Intelligence.
- Listening, Observing, Empathy.
- Resilience.
- Communication.
- Ethics.
- Influence.
- Collective Intelligence.
- Conflict Management.

Key 5: The Roadmap

*«As for the future, it is not a question of predicting it, but of making it possible»
/ Antoine de Saint-Exupery.*

This is crucial: where are we going to lead the team? The Roadmap shall:

- Integrate according to the ecosystem is understood, the objectives, its capabilities, the team, the level of uncertainty and risk.
- Enable integration of new elements like agility to generate quick wins.
- Have semantic milestones, which makes sense and motivates the team.
- Be a co-builder.

Key 6: Getting Started (Collective Leadership)

*“Whoever wants to act and speak only with justice ends up doing nothing at all”
/ Friedrich Nietzsche*

Structured and ready organization. It should now be put in motion!

- Start Gradually, in Stages.
- Channel Collective Energy; be Prudent.
- First Validate Concepts & Team Capabilities.
- Engage by Empowering; Stimulate each According to Desires & Ability.
- Testing, Fail Fast & Learn Fast.
- Consider the Pace.

Key 7: Strategy and Tactics

“The best battle is the one you win without a fight” / Sun Tzu.

It will be a long way. The road map is a compass, but it is necessary to adapt constantly to the changing realities of the terrain, overcome obstacles and manage its resources to arrive at good port in the best conditions:

- Metaphor of *the Blind & the Elephant*; Relative Reality.
- Study the Field; Spare your Strength; Manage Time & Occupy the Place.
- Do not Fight in Vain.
- Identify Allies; Neutrals; Opponents.
- Reassess the Game Constantly; Ready to React in Case of Opportunity!

Conclusion of Part 2.2

The successful management of the transformation, the “*Rolls Royce of projects*”, requires many skills in the construction and operation of a STRUCTURE, the management of a CULTURE of organization to meet an ECOSYSTEM or MARKET.

What to Keep in Mind to be a “*Super Transformer*”:

- Being Visionary & Strategist.
- Professional & Human Experienced.
- Analytical & Systems Skills.
- Being Architect & Builder.
- Cultivating Leadership.
- Skilled Communicating & Influencing.
- Intuition & Empathy.
- Fostering Commitment & Co-Construction.
- Resilient & Benevolent.
- Daring Action.

Links:

- Email Jean-Christophe Hamani: jean-christophe.hamani@pmivolunteer.pmi.org
- LinkedIn Site Jean-Christophe Hamani <https://www.linkedin.com/in/jchamani/>

- LinkedIn Site Région Globale: <https://www.linkedin.com/company/region-globale>
- *Région Globale* Webinars: <https://www.gotostage.com/channel/region-globale>
- LinkedIn Group *Région Globale*: <https://www.linkedin.com/groups/12372301/>

- Link to conference « Sept clés pour réussir un programme de transformation - Seven keys to a successful transformation program! »
<https://www.linkedin.com/feed/update/urn:li:activity:6745624290466529281>

- Simon Sinek video on Vision :
https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=fr

- Project Management Institute Web site: <https://www.pmi.org/>

* * *

2.3 Successful Digital Transformation.

- Frank LEYMAN, former President of International Council for Information Technology in Government Administration, made a great contribution to the *Digital Transformation* part 4.4.
- For my part, I wrote a book on this topic, which was launched in February 2020 in both of Canada's official languages, titled in English:

“Leadership, Change Management & Coaching: Crossroad Towards Digital Transformation”
(ISBN: 9781989364291).

Three main concepts forming the basis of this book, which is addressing Digital Transformation, leading to eCommerce and Electronic Services Delivery (ESD) as follows:

- Strong Leadership is needed to ensure organizational performance, sustaining the going concern in a fast changing and evolving world (VUCA).
- Digital Transformation is a defining era in terms of societal and historical development, requiring a management approach not uniquely reactive, given the multivariate nature of the issues involved. Those are largely the legal dimensions associated with Personal Data and Privacy Issues as well as other information resources, which must be protected.
- Most often Coaching Managers and Project Managers are needed to provide guidance and framework for heightened performance and also create an effective work environment and commitment of participants over the short and long terms.

2.4 Binding Rules of Successful Organizations.

- When Robert Coutu MBA, Mayor of Montreal East, a city hard hit by COVID-19, a few years ago gave me a copy of *“In Search for Excellence”* (*), bestseller by Peters & Waterman 1982, he could not expect then that I would someday be talking about them in a work like this.
- The bestseller published some forty years ago, proposed eight fundamental binding rules, timeless in time and spaceless space, which of course we know transformed the world making companies successful and have shaped the greatest organizations and made the great companies successful on a global scale. These eight principles will remain true for several decades to come.

Those Binding Rules, Mandatory Rules or Fundamental Principles are:

- 1 .. Have a Bias for Action; Act above all.
 - 2 .. Responsive to Customers; Always listen to customers Constantly learn from them.
 - 3.. Promote Autonomy, Entrepreneurship & Innovative Spirit. Nurturing Leaders & Innovators at all Levels of the Organization.
 - 4.. Productivity Through People; Productivity Function of Motivation.
 - 5 .. Mobilized Around A Key Value; Hands-On, Value-Driven.
 - 6 .. Stick to: What can be done; Stick to the Knitting.
 - 7 .. Preserve a Simple & Light Structure; Simple form, Skeleton Staff.
 - 8 .. Simultaneous Loose-Tight Properties, Combining Flexibility & Rigor, Ambiguity, Paradox.
- (* Reference: *In Search of Excellence* - Thomas J. Peters & Robert H. Waterman Jr. Harper & Row Publishers. 1982. 360 p. ISBN: 9780060150426.

2.5 Other Winning Conditions

Over the last 40 years, I have been able to observe what makes organizations do well, whether private, publicly traded or public, managed with real Leaders in action with similar fundamental characteristics that is still applicable in the *New World of COVID*.

- Client Centered: Monitoring awareness about consumer trends and changing consumption patterns. This also applies to public organizations.
- Leadership, Products & Services – Strongly differentiated quality products and services and market perceived value.
- Efficient Operations – Stay close to the core business, maintaining the market position and market share.
- Small Steps Approach – In order not to scare your collaborators.
- Organizational Capacity – Always include a margin of error as tolerance, when the project is initiated and it should be reviewed systematically, given the collaborators must persistently follow suit over time.
- Change – Plan managing change at the launching of a project or a major activity.
- Trust – Trust is always a strong determinant in business.
- Conflicts – Whenever conflicts emerge, each conflicting party is dead sure it is right. It is perhaps true, but only with respect to their own individual logic.
- Crises – In moments of crisis, quick learning is not an option as it is a must. For that to happen requires a great deal of prior learning.
- Making Decisions – Participating in making decisions, generates motivation, trust and mobilizing with a feeling of belonging.
- Societal Challenges – Enhanced responses to societal challenges.
- Active Listening – First senior management as models, then contagious across the organization, either public or private.
- Greater Efforts – Going the extra mile shows motivation and is much appreciated. Just for me. (-;-)

- Firstline Employees – Those interfacing with clients are your ambassadors.
- Honesty & Equity – Often assessed as more important than other ethical values.
- Ongoing Training – Directly related and applicable to the tasks at hand. Should be directly focused on skills acquisition, enhancing quality productivity.
- Empathy & Emotional Intelligence – Given, not everyone perceives reality in the same manner, leading to individual biases, then empathy can functionally close the gaps and polish the variations over.
- Momentum – Be aware there is lead time between events in a management process, where decisions come to bear effectively over time. Timing is of the essence for a going concern.
- Built-in Motivation – A well designed Management Control System (MCS) can go a long way to sustain motivation.
- Non-Disclosure – For the working class, be aware that the most important elements touching on work will never be disclosed to you in a clear manner.
- Threats & Opportunities – Have a sound analytic capacity to seek out opportunities, but only in the light of an adequate assessment of risk, threats & exposures.
- Fears – Fear is one of the six basic human emotions and likely the most important in business. Risk aversion is not necessarily a bad thing but needs to be managed.
- Cluster Effect – The leverage or multiplier effect associated with clustering can be substantial, providing advanced information on impending product feature changes, cost control, trade-offs and other opportunities for mergers and acquisitions, economies of scale and more. Let's keep in mind, business is a people driven activity and the close proximity within a cluster has distinct advantages.
- Products – Several variables are at play, facing consumers. Utility or perceived utility is high on the list. Then, the concept of quality in use and related pricing, contrasted to the competition is another, as well as availability of adequate substitutes.
- Price Quality Ratio – Quality enhancement, associated with cost shaving is better assurance of success in the market.
- Quick Results – As “Nothing Succeeds like Success” it is a good idea to have quick good results for positioning and leveraging from there.

- Checks & Balances – Control is an excessively important feature in business. For that reason, a Management Control System (MCS) as part of an Internal Control System (ICS) cannot be overestimated to avoid losses and dysfunctions and the attainment of objectives.
- Weak Signals – Market monitoring can insure early detection of changes in the business environment.
- Digital Transformation – Quality design and client satisfaction are the intended objectives. Ongoing quality assurance in project management, associated with a certified post installation review can guarantee the objectives are met.
- Serendipity – This is finding what you did not expect in the first place.
- Shared Vision & Mission – This is fundamental & self-evident Watson. (-)

* * *

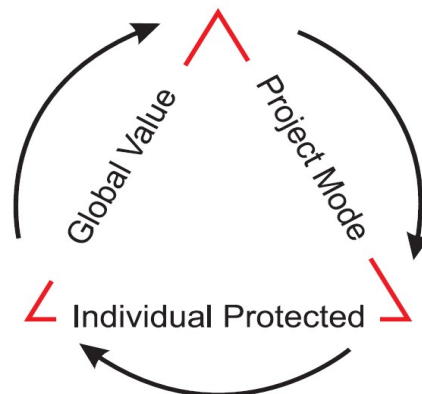
SECTION II – Input Proposals Feeding an Internal Public Administration Model

This second section contains Part 3 & Part 4.

PART 3 – 3-Axes High Priority Public Action Plan in the *New World of COVID*

PLAN for PART-3

- 3.1.. Functioning in *Project Mode* Rather than only *Current Operation Mode*.
- 3.2.. Better Protection of Individuals.
- 3.3.. Globalized Cost-Value for all Interested parties (i.e. Project Stakeholders).



Context

- Part 3 presents an example of three areas (axes) of public action plan that can be declared a priority by a Public Administration; axis chosen from a host of others, of course.
- Each Public Administration will prioritize what it wants, depending on its actual situation in the face of the COVID-19 pandemic, the situation of its Citizens and Companies under its jurisdiction, as well as the political intentions of its party leaders; including the government party and the official opposition ...

(In the British parliamentary system, the official opposition is usually consulted fairly early on major societal or commercial issues).

3.1 Functioning in *Project Mode* Rather than only *Current Operation Mode*.

- Operation in "*Project Mode*" should be preferred, when relevant, rather than going almost always automatically in "*Current operations Mode*". Indeed, Project Management is focused on deliverables & tangible results. It is therefore an excellent approach to create added value, but also customer satisfaction.
- Project Management is an academic discipline very well supervised by dynamic international associations, such as PMI.org, IPMA.org and ICCPM.com.
- Having taught this discipline for a few years at the Graduate level, I would say that it is three approaches at the same time:
 - 1.. First, Project Engineering which is a project implementation process based in particular on published Standards, Bodies of knowledge (BoK) and Best practices.
 - 2.. It is also a Human Approach to project management that aims to get people to work together, as part of successful project teams.
 - 3.. But the most important thing for me now is that it is a Job focused on tangible results (ex: building a school, a bridge, a public service, etc.) aimed at optimizing resources, monitoring steps completed and continuous assessment with three highlights (Initial assessment of the required investment in resources; Assessment of the conduct of the project; Assessment of the solution delivered.This captivating profession attracts dynamic persons, who like to do real things.

3.2 Better Protection of Individuals.

- From 2016 to 2019 several major privacy incidents took place affecting millions of people. The arrival of COVID has encouraged remote working and online shopping.
- COVID has dramatically increased the risk to individuals and organizations, much like a magnifying glass placed in a good position over a pile of matches ...
- An update is now required regarding risk management, your crisis management and also administrative, technical or legal protection measures, including the emergency manual ...

3.3 Globalized Cost-Value for all Interested parties (i.e. Project Stakeholders).

- Let us take advantage of the impressive challenges of the New World of COVID to now consider the following "*Overall Cost (*) --- Global Value*" for the various interested parties, inclusive of project stakeholders, rather than focusing only, and always on Cost".

(*): Good Overall Cost approach is Total Cost of Ownership (TCO).

- In February 2020, I wrote a book titled: “*Leadership Driven Project Management for Global Value*” (ISBN: 9781989364277). The book is dedicated to Leadership in Project Management, containing five typical cases: Complex Projects; Intergenerational Teams; International Teams; Multicultural Teams; Virtual Teams, Relocated or Outsourced.
- The emphasis is placed on the importance of Leadership in order to derive the most benefit from projects.
- Innovative concepts are also introduced touching on the ***Global Value of Projects***, which under certain conditions can also be applied to other current corporate operations in private or public organizations or associations. This book includes a listing of 48 types of value-added elements, normally found in projects, which can contribute to tangible organizational advantages under certain conditions highlighted here.

* * *

PART 4 – 45-Proposals from 5 Renowned International Experts

PLAN for PART-4

- 4.1.. Reinventing your service offering: 10 ideas to explore.
- 4.2.. Adapt your Human Resources Management (HRM).
- 4.3.. Manage Collective Intelligence & Decisional Intelligence.
- 4.4.. Successful Digital transformation.
- 4.5.. Promote Project Management, Internal Audit & Fair Remuneration.

Context

- In the fall of 2020, I chaired the coordination of the five authors' contributions to produce this work. The experts are one is Belgian, two are French and two are Canadian. They were given complete freedom to address the issues and topics of their respective mandates, while being obligated to deliver a maximum of 10 recommendations, representing a maximum of 3 pages.
- Co-produced by five international experts, on the subject of exiting out of the negative and destructive impacts of the COVID pandemic, this Checklist of 45 proposals has been specifically designed for large business organizations and governments and are distributed in five parts (4.1 to 4.5). Hence, please find herewith the result of their contributions.

4.1 Reinventing your service offering: 10 ideas to explore.

Written by Pr. Yves Negro, Professor Emeritus at Jean Moulins University, Lyon-3 (France) and Honorary President of the French Association of University Professors (Conseil National des Universités – Sciences de la Gestion – Section 06).

- In a world where VUCA (*Volatility, Uncertainty, Complexity and Ambiguity*) is clearly dominant, trying to anticipate events and things to come indeed becomes a tall order for managers of all stripes, in order to manage effectively and constructively. Nowadays, little is predictable. The environment has shaken older values and the established order, leading to the obvious charms of technologies such as Artificial Intelligence (AI) Expert Systems (ES) associated with communications through Internet, which elevates the difficulty to a much higher level. Many times, the degree of volatility is almost equivalent to walking on quick sands.
- Therefore, given the environment any change project requires a great deal of pragmatism and superior methodology with best practices. Building the future cannot be designed on wishful thinking and untested ideas.

- The Services Offer can no longer be strictly limited to a basic delivery of services. It must be a far superior fit to what the ordinary citizens represent in their daily living mode. The services must match their identity and be allowed to co-participate as will be seen below in this paper.

- Services Delivery must be heightened towards more modern formats, perhaps even post-modern. Simple goodwill or the general interest can no longer be sufficient rationale to be convincing to the average lambda customer (“John Doe”). Hence, it has become necessary to review the process and move in earnest towards a new approach.

Find herewith **10 Ideas to explore:**

- **Promote the Strategic over the Tactical:** Although it is necessary at times, the tactical is a short-term view as opposed to the strategic, which will be required to orient where we are going and how. There will be no space for guesswork and only the true professionals with sound management acumen will be the ones to steer the organization into a winning position.

- **Coproduction having Priority over Production & Sales:** Coproduction implies treating other participants as partners, which is a sure way to enhance motivation and co-satisfaction leading to quality work delivery. What is expected in coming times is the need to be service minded as opposed to mere product delivery and it is anticipated to be a difficult concept for some.

- **Make Collective Action a Secret Weapon, Steering a Good Position:** The African proverb:

“If alone I can go faster; together we can go further”

reminds us of the necessity to move together in a unified manner to be winners.

As an organization we must work as one, avoiding counter-productive behavioral patterns, sustaining agility and performance. This is an obligation not an option for the times ahead.

- **Speak Motivation more than Objectives:** Speaking objectives is fine, as it represents targets over time, however speaking motivation is how going for the targets is driven. Motivation is the driving force to deliver on course the desired results. Motivation and the associated support system are surely more energizing than speaking objectives in both the public and private sectors.

- **Entice more than Explain:** Knowing and understanding do not necessarily lead to motivate and enroll someone into action. Self-promotion and determination seem to be the only real underlying determinants to drive forward and go further. It is that concept which will motivate managers for their own self-growth as well as the collective in times ahead.

- **“Do not say: I did; rather say: I contributed to...”**

Action as such, while necessary is not by itself sufficient to generate successful organizations.

It is expected in coming times, that in general participants will want to feel their contribution to success is both meaningful and consequently well recognized.

- **Being Convinced Public Speaking will be a Key Management Competence Attribute.** While it is true, speaking is the domain of humans as opposed to other species, nevertheless effective public speaking will be a clear differentiating attribute between managers. That feature is highlighted because addressing the younger generations, who demand behavioral patterns according to their modes, will be a definite hurdle to overcome and to be oriented productively, avoiding dysfunctions.

- **Change is Going from One Routine Pattern to Another:** Understanding the need to change is one thing, however implementing change may be more demanding in order to navigate towards new automatic reactions.

- **Letting Action Speaks Volumes Regarding Communications:** Properly delivered action is surely a strong non-verbal form of speaking and communication. Seamless interfacing between the various action levels produced by participants is more credible than words, given the evidence speaks for itself in what is delivered. It would be hard to argue against on time quality production delivery, whenever the organization operates efficiently like clockwork and high performance.

- **Emotion a Tool of Management Internally and Externally:** Historically, organizations have been structured along a cartesian logic supporting the decision-making process. Nowadays, emotion should no longer be fought. On the contrary, it should be used since it places the individual at the center of action within organizations. Emotion will be a strong determinant with respect to action and tomorrow's managers.

4.2 Adapt your Human Resources Management (HRM).

Find herewith proposals applicable to Human Resources Management (HRM) in a New World of COVID. Contribution of Stéphanie Fissette CRHA, Consultant, Lecturer at UQAR-University of Quebec.

- **Coaching & Mentoring:** Coaching is knowledge and skills transfer to those who need it. That should be ongoing, given it seems everything is in mutation to various degrees. Mentoring where it exists, provides an excellent approach to nurture development and better staff performance. The above applies for group training, such as work teams as well as for individuals.

- **Training VUCA Crisis:** Training should be mandatory in a context of VUCA.

- **COVID Doubling Effect:** The pandemic has served to highlight eloquently the dysfunctions and loosely connected weaknesses of our liberal, social economic system. Confined families with parents having remote working responsibilities know how severe the crushing times have been. What about those with small business establishments like restaurants having to pay heavy rent to real estate owners while being closed? What about the mental stress and depression for many citizens? Hence, the contrast of rich/poor; educated/illiterate; secured job/part time or temporary,

causing mental torture for the lesser ones is not trivial. The same applies for the general media versus social media delivering contradictory messages, engineering severe behavioral patterns, flowing from confusion in survival mode.

- **Managerial Courage:** COVID is a time where staff and management must act shoulder to shoulder. All resources must be brought to bear to pull in the same direction. This collective effort is mandatory to optimize by minimizing what can potentially be lost, not so much by what can be gained during the bad period. Managers have to show real determination, strength and courage paying attention to everything including the legitimate support of the staff.

- **Management Behavior:** Managing is a people function. In other words, managers first and foremost are people and like everyone else subject to human ailments. Hence, managers must pay close attention to their immediate managerial environment, keeping an eye on the behavior and action of those supportive to corporate decisions and actions to sustain the going concern on a steady path.

- **Participative Leadership:** Periodically remind managers about the four competencies required to achieve better success in the context of complex virtual work teams, prepared by a chartered human resources specialist, using internal examples, to impart empathy, generate confidence, building up tolerance to ambiguous elements and develop cultural intelligence.

- **Performant Remote Working:** Assessing performance of remote working is not a simple task. In the longer run there are various elements requiring review to be examined and reassessed in the light of changing conditions. Pre-programmed clerical work prior to COVID versus what it is like some six months later, will help determine the actual field performance.

- **Meritocracy:** Implementing meritocratic activities, for both individuals and collective groups, like work teams and services, are a good idea to sustain interest and motivation.

- **Corporate Dashboard Control:** This is truly the corporate command center. The design and implementation cannot be the result of mere improvisation; rather it has to cumulate all the necessary information needed to trigger the pertinent decisions and related action to sustain, protect and develop the corporate going concern in its core business. All the resources are oriented to deliver instant, quality big data and timely, reliable fingertip information supporting the corporate mandated authority to properly discharge their stewardship responsibilities. A well-designed dashboard system allows management to be instantly responsive to market changes and any movement in key success factors, otherwise called monitoring the sensitive key variables.

- **Organizational Isolationism:** The uncertainties lying ahead create a climate of local focus as opposed to the wider corporate interest. This type of isolationism is dysfunctional, not serving the best interest of the organization taken as a whole. A well-designed Management Control System

(MCS) can include checks and balances to proactively avoid such dysfunctions and generate goal congruence. In cases of isolationism, information tends not to move easily outside the perimeter of the cells, referred to as islands of information. Then work teams do not work well together, as it is counter-productive with negative effects or even competing as rivals many times as a significant downside. The result is hindrance to learning and the capacity to unite forces to innovate or implement a new concerted business strategic plan looking ahead and going forward.

4.3 Manage Collective Intelligence & Decisional Intelligence.

Collective Intelligence can Lead to Quality Decision Making

Written by Olivier Zara, Conference Speaker & Consultant.

- In organizations, there is pressure to run fast and in the right direction.
 - Running in the right direction suggests Quality Decisions (QD's). This is essentially implementing a decision-making process designed to minimize inherent risks and avoid potential pitfalls.
 - Running fast is related to Operational Efficiency (OE), implying cost shaving of ancillary items, applying the value-added principles of Lean Management, while sustaining the quality levels.

The basic concept is: Operational Efficiency (OE) is a Function of Quality Decisions (QD)

- It stands to reason, that it is an uncomfortable feeling to try running fast while not being sure of the direction to take. Whenever collaborators are asked to run in perceived ill-defined directions, the consequence is to demoralize and adversely impact commitment. Dysfunctions of this kind are costly to organizations.
- The prime objective of QD's is to develop an effective, supportive decision-making process, insuring maximum contributive impact on operations and congruent with the strategic plan of the organization. QD's apply equally to situations involving crisis management. Nothing can be more useless than doing efficiently something that does not need to be done in the first place. Self-inflicted crises resulting from inept management and wrong decisions can be very costly, putting at risk the very existence of the going concern.
- Hence, QD's are a significant tool to minimize risks and exposures, rolling back the adverse effects of such crises to a manageable extent.
- In order to acquire a sound appreciation of QD's, one must differentiate the definitions of Complicated versus Complex. While it is true that in general conversations, those two terms may be used as fairly equivalent and therefore interchangeable, here for our purpose we need to define

them as quite distinct with a semantically appropriate content in meaning, conceivably, best done using examples.

- Aircrafts and satellites are complicated and could have common elements and components. Managing a complicated situation requires time and expertise. Assembling and maintaining an aircraft does not mean designing it; a very complex project. In organizations a problem is complicated whenever a single intervening expert resource is sufficient to resolve the case. Joint input by the functional departments like marketing and production can give rise to an optimal course of action.
- Complex however, refers to numerous multivariate interdependent factors and components brought into a system in proper balance and harmony, designed to accomplish specific tasks and functions. Generally, such systems are sensitive to any doping like a variable braking out of balance and causing sever dysfunctions. Just look at the corporate disaster for Boeing Aircrafts grounding thousands of brand-new aircrafts because of one relatively minor piece of software not doing its proper job and causing two major crashes. It took a full team of experts to review and fix the problem over a year's time, since the output from that subsystem affected the complete maneuverability of the craft, leaving the pilots unable to control the plane causing crashes.
- Therefore, Complex is defined as: a situation, a system or function requiring a full team of specialists whose expertise when combined covers the full map of attributes and functionalities of the item under examination.
- In organizations, whenever a complex problem surfaces, many intervening parties may be called upon to contribute towards workable solutions. Accordingly, a process approach must be brought to bear for a successful resolution.

Among those, are defined: Holistic; Systemic and Iterative as follows:

- Holistic: It is examining the whole thing as one piece with the participation of all departments.
- Systemic: It is basically the interaction between the various departments.
- Iterative: The iterative process yields an increment of change at each cycle over time through ongoing review and monitoring.

Enhancing Organizational Performance

- To increase sales requires a number of things coming together in harmony. Surely the marketing staff; the promotion and advertising experts; the production management, assessing product market fits including cost shaving; adequacy of human resources; the need for training; financing requirements and product market competitive watch. The urgency level and management time horizon including production for economies of scale, joint-costs and leverages all have to be considered and be brought to bear in the process.
- In the same manner, what should the best strategic plan be for the business organization? Starting from scratch, reviewing all aspects, then everything is on the table requiring re-examination and unbiased assessment. The only difficulty is we will not know whether the decision is right for six to twelve months. Essentially, the basic reason is combining several expertise interventions creates uncertainties. Complex situations have built-in obsolescence as a downside. Over time something will break out of balance. Being a multivariate entity, then the whole system goes awry because of its inherent interdependent nature.
- For a holistic approach, the following question must be answered: Which dimensions are impacted or impacting by the complex entity? Then, it is a matter of assembling a representative sample of expert resources around the table. If for instance the marketing dimension is impacting or impacted, then only one well informed resource could satisfy the need. The selection criterion is simple; being impacted and directly or indirectly implicated, implementing the decision.

“Principle for quality decision making: Decisions are made in concert with those called upon to execute them and those impacted by them”.

- Only collective intelligence management can guarantee a systemic and holistic approach essential for managing a complex situation. Unfortunately, few managers understand the difference between complicated and complex. Instead, they would rather apply participative management to resolve complex issues. Decision inherent risk can be substantial. Of course, at the end of the day when the process is presumed completed, a decision is made flowing from the discussions. However, it begs the question: have the risks been properly addressed and then running in the right direction? Assuming you want to steer your team towards excellent decision-making regarding complex issues, then you must become a champion of complex issues management. Being able to delineate where the complexity is, versus complicated problems and then manage the identified complexity with a holistic or systemic approach is key. Every manager, collaborator or expert is confronted with situations which are: simple, complicated or complex. This implies a specific decision-making process tailored for each situation.
- To obtain excellent decisions, it is fundamental to turn to collective reflection. The dictionary defines the verb reflect as a process of assessment over a situation, asking questions and

attempting to find pertinent answers; here the process is reflecting collectively trying to find such answers. This leads to two concepts: collective discussions and assessments captured in the word reflection.

- Discussions are expressing and sharing ideas, opinions and points of view, largely based on the perceived case at hand, but also on one's own value system, essentially oriented towards making decisions on complicated subjects. It is the source of participative management where ideas presented are simply stacked up in layers and depicted by the montage composed of post-it's.
- Thinking and assessing are a process of asking questions, seeking solutions, and co-constructing on the ideas of the participants, leading to decision-making, addressing complex issues. Hence it is more than just stacking up ideas, it is really a hybrid dynamic process managing collective intelligence.
- Philosophers might offer words of wisdom, making a cute statement like: "While thinking we discuss a little, sharing ideas; conversely, while discussing we might not be thinking so much."

Nine Principles

Concluding, find herewith 9 principles relating to Collective Intelligence Management.

- **Differentiate the terms; Simple, Complicated and Complex:** This is required in order to apply the right management mode to achieve quality decisions, which is accomplished according to three distinct processes:
 - Simple: Activate the simple process of hierarchical command and then control, basically; Task allocation; the objectives and accountability cycle.
 - Complicated: Only one effective expertise is required using participative management, seeking the best possible course of action.
 - Complex: Several complementary expertise's are required, using collective intelligence management as process, seeking the optimal exacting solution fit.
- **Courtesy:** One should always express disagreements with respect and empathy, being careful not to humiliate with upsetting responses or affirmations. Ideas and opinions are addressed with respect to objects and concepts not people. Try to step into other people shoes, assessing how certain statements might be received, while offering a critique. Bring factual data and information as opposed to value judgment, which could lead to conflicts.
- **Humility:** In complex situations going into the process, many times it is fair to say; what needs to be done is loosely defined in a pragmatic manner. For instance, sometimes whether a decision works or not will only be known in six to twelve months. For complicated situations, tradeoffs

between variables can be accomplished, suggesting several possible solutions can emerge as feasible. Then, one is selected as optimal rallying commitment and confidence.

- **Hybrid Approach & Patience:** The hybrid approach is the roundtable process, generating the mixing of ideas, concepts and visions. Everyone must be patient and allow the process to coalesce so to speak, paying attention to all the inputs by the intervening parties.

- **Blending as an Efficient Group:** Effective communications and value sharing can help form an efficient work group with a mission to accomplish. This is all the more critical in terms of collective intelligence management. Such a group may require more or less time to achieve the desired level of blending but it cannot simply be dictated.

- **Roundtable Speaking:** There is no collective intelligence, whenever someone intervenes in mid-course while someone else is speaking or tries to retain speaking privileges for unduly extended time. Managing a greatly disjointed group in terms of verbal expression skills may not be a simple matter. However, where skills differ the protocol must guarantee equal opportunity for everyone to talk and deliver intelligent content useful for the collective. Cultural and linguistic differences must be compensated with time allotments, thereby allowing everyone the opportunity to make his/her full contribution in support of the emergence of effective collective intelligence.

- **The Leader Speaks Last:** Many times, collective intelligence is in self-destruct mode when the boss starts speaking. On a final round, when all participants say I pass during a digital sprint of about 15 minutes; if the boss is attentive listening and then follows suite verbally; he may recapture ideas from one or more contributors, making them his own enlightened input. This provides protection against dysfunctional behavioral patterns, where the boss simply shoots down any content and ideas proposed by contributors around the table not in line with his own.

- **When to Stay Silent:** Learning to listen attentively is important to decrypt the content laid out by the speaker and truly understand his/her point of view. This is best accomplished using techniques like roundtables or digital sprints.

- **Co-construction:** It is obvious that collective intelligence as a concept is a process of co-construction. The aim is not creating a mere solution as content, rather it is producing hybrid outputs from the influx of ideas generated, which would lead to the ideal sustainable solution. Philosophically, the deep underlying concept as a basic rationale is the avoidance of built-in bias and consequently skewed solutions flowing from undue dysfunctional power being pressed on faulty decisions. What is wanted from the intervening parties is not status and credentials as such, rather it is their intelligence, know-how, skills and experience they can bring to bear as constructive inputs. Ideally, when the proper selection is made for participants, they all should feel perfectly equal as individuals, considering themselves as peers or else the process could be at risk and failing. Such a

process carried out with those executing the decisions and/or those being impacted is a sound approach, given it can serve as motivator to mobilize the Field Intelligence.

4.4 Successful Digital transformation.

- **User centricity:** All online services from public sector must be built from out of the position of the end-user; not from the position of the Public Sector who offers the service. The best way to do so is by including the citizen when developing the service. While doing so, administrations will probably hide the technical complexity of those online services, talk the language of the user (no technical jargon), in a recognizable format that the user is familiar with.

- **(Cyber) security & Trust:** As cybercrime is growing exponentially, governments need to create the safe environments, context and legislation so that society can function online in a secure and trustable way. The action of digital transformation is an ideal opportunity to build-in the strong security walls but not to the cost of usability for the end-user. If it becomes technically too difficult to get access to an online service because of security concerns, then a re-balancing between security and uptake needs to be found.

- **Hardware agnostic & Mobile:** All online services should be accessible through any kind of device in a standardized way. It is up to the end-user to decide which device he/she prefers to interact with Government. Also disabled people should have equal access possibilities in this context. What is sure is that the device must be mobile, a device that one can carry along anywhere.

- **Government as a Service (GaaS) and/or Government as a Platform (GaaP):** Governments also have customers: their ministries, agencies, municipalities, etc. They all need services, be it in the form of hardware, software, services, tools, ... Today those entities want to manage their own online services but expect to be able to call upon certain ICT facilities upon request. So, a centralized offering of HW and SW services is more appropriate to serve the needs of the different ministries. Economy of scale and concentration of enhanced digital skills will be the focus of this action.

- **Co-creation & eDemocracy:** Times are over when public authorities just dictated what to do and how to do it. Today a citizen will not use a service if it doesn't correspond to his/her needs in the format that he/she expects. So, best is to sit together with that potential user and decide (and build) together the service the way that suits him/her best. People expect to be able to say what they think, what they need and how they need it. A bi-directional communication is here needed. That's part of eDemocracy: the politician listens to his constituents to focus on certain laws and the citizen listens to his politician to understand and comply to the law that he created.

- **Self-explanatory:** Nowadays it is of utmost importance that online services are built in such a way that they are easy to use and understand for the first-time user. This means that technical

complexity needs to be hidden and that an easy-to-understand wording is being used. (what people don't understand, they don't use).

- **One-stop-shop:** In the interest of the citizen/enterprise it is wise to centralize the access to all online public sector services onto one platform/website (if people don't find the online service, how do you expect that they will use it?). Not only will it be easier for the user to find its way into the public sector labyrinth, but is it also an enabler to setup the Single-Sign-on facility

- **Once-Only:** As public sector entities are more and more connected via their back-office, it is easy to know where which data resides, and to have the possibility to access a particular data when legally allowed. The result of that is that a citizen does not have to give his data more than once. The different Administrations will be able to access the requested data somewhere in the back-office.

- **Single-Sign-on:** As we are more and more active online, we tend to connect to and use different Public Sector services from different ministries and eventually different Regions or countries. For the sake of efficiency, it would be useful to sign-on once (to be recognized and authenticated once) and to consequently have access to all services in the trust circle. A high authentication level (e.g.: eIDAS level "high") would be recommendable.

- **Digital sovereignty** -- Social networks have managed to obtain more data/information about a person than the person himself. Artificial intelligence has taken over control and social networks take advantage of it by reselling those private data. This has generated a huge level of mistrust. It is time that the citizen regains control of his/her data and that he/she can decide to whom he/she grants access. The circle of trust must be restored. There is also a jurisdiction aspect to it. Ideally, one should be able to decide who can use your private data and what for, where it physically must be stored (in the cloud) and which legislation it is related to. (e.g.:The EU seeks to make sure that IT are EU companies on EU territory under EU legislation).

4.5 Promote *Project Management, Internal Audit & Fair Remuneration.*

- **Collective Working Mode:** The collective must always be congruent to the mission to accomplish. A work-team is assembled on the basis of the required skill sets to deliver effective and optimal solutions to business needs. The formal multi-level chain of command has to be clearly pre-established and well communicated to all parties upon launching the project. This is critical where the objectives are not yet completely defined, especially where the target is ill-defined such as COVID in the early stages. The operational structure must also be addressed, paying close attention to the particular aspects of the group under composition. For instance, will it be: A Team of Teams? Transverse or International? Virtual or Hybrid?

- **Project Mode:** Consider the possibility of functioning in project mode as opposed to current operations. For example: functional management such as Human Resources HR, Marketing and Finance, aiming at generating a positive global value-added project with tight focus on deliverables and tangible results, overcoming challenges and impacts for stakeholders. This approach eliminates useless committees coming into existence, wasting valuable organizational time. (-)

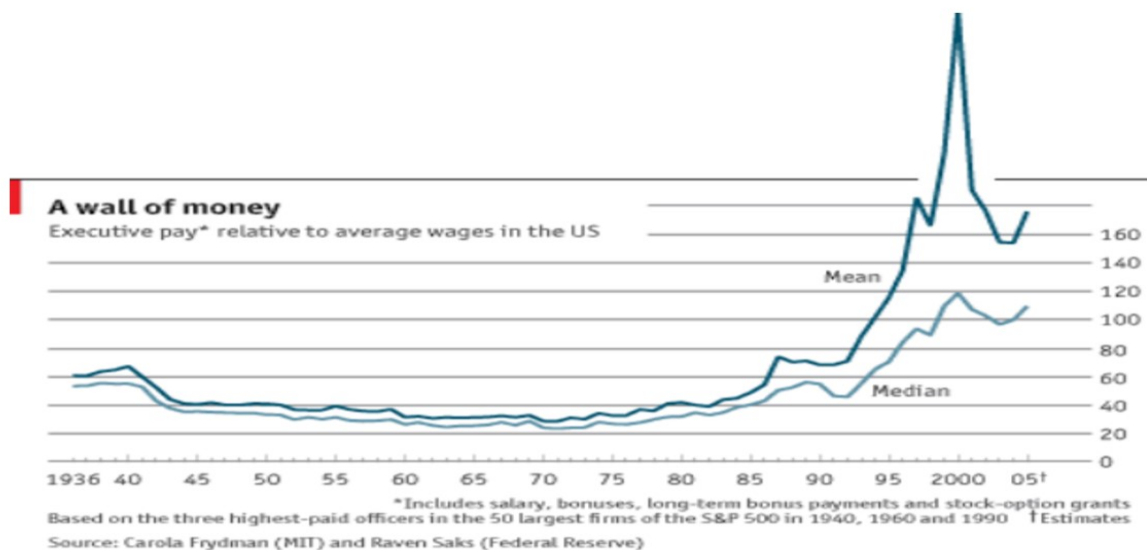
- **Project Evaluation:** Proceed to systematically and methodically evaluate all public projects assessed at over \$250,000 USD, notably at the pre-determined periods:

- **PRIOR:** Investment assessment; GO / No GO.
- **DURING:** Review project performance and behavior.
- **AFTER:** Post installation review. Overall results and client base satisfaction with respect to expectations in terms of business solutions, functionality and management support system and Quality/Cost yield.

- **Senior Management Compensation:** Any compensation program for senior management should be disclosed in Corporate Annual Reports. That includes, salaries, bonuses, fringe benefits, stock options and any other differed compensation flowing from a management control program for senior corporate management. Such disclosures should be made for publicly traded stock companies, leaving out the private corporations. Similar disclosure and reporting should be made regarding government owned corporations. Also, the range of compensation compared to a benchmark average, such as exceeding 40 X (*) implying an equivalent tax levy recognized in the current, thereby avoiding any deferral spread over a number of years. ... (-)

(*): Respecting the benchmark 40 X.

The President and CEO must be compensated a maximum of 40 times the lowest paid permanent fulltime employee. The benchmark curve was respected for about 50 years, going from 1945 to 1995 according to the magazine The Economist. After 1995, the sky became the limit. (-)



Source: <https://www.economist.com/special-report/2007/01/20/in-the-money>

- **Regionalizing:** For those cities having gone to digital facilities, otherwise referred to as Digital Facilitated Cities or Intelligent Cities, then comes the concept of regionalizing, which simply means addressing a much greater encompassing border delimiting the actual city to its immediate countryside, thereby providing services to a much greater radius around that specific city. Many citizens working in the city commute daily back to their residence located at distances as far as 60 km sometimes.

- **Internal Auditing:** In governments, especially the large ones, there should be a first level ministerial auditing process with non-union staff, Professionally Certified with administrative and functional reporting to a Centralized Oversight Authority. This could be somewhat modelled after the U.S. GAO – General Accounting Office and coordinated ongoing similarly with the U.S. Office of Management and Budget (OMB). The concept is to offer levels of assurance to ministerial management about compliance with policies and administrative procedures, thereby avoiding dysfunctions, frauds and abuse. This can be further coordinated when desired with outside auditors associated with recognized firms for special tactical mandates on a need basis. This approach would contribute to insert more distance between the Treasury Council and the Auditor General.

* * *

Conclusion

- Emerging in the first quarter of 2020, the New World of COVID gave rise to a number of years of great uncertainties, looking ahead with murky business targets.
- By January 2021, it was about 40% of business enterprises, which were kept dormant and are mostly proximity establishments.
- Government financial assistance have been of great help for business enterprises and citizens and also making announcements regarding new infrastructure projects like: Schools; Subway Extensions and Commuter Train Service.
- My first Management book published in COVID time (*), June 8, 2020 highlighted 7 crises to be addressed in earnest and proposals are made for landmark recommendations regarding projects with focus on deliverables and optimized resources for tangible results. At this time, people generally need to be reassured with positive signals regarding the future and especially their children.
- This second Management book introduces a simple example among others as model and proposing progress to exit the New World of COVID.

Good luck in your working activities and career,

Professor Yvan Lauzon, MBA
(covid19leadership@gmail.com)

(*) : *Doing better by doing differently, together: Managing Business in the Aftermath of COVID-19*
/ Yvan Lauzon, MBA (Free online abridged version). ISBN 978-1989364406.

Appendix – Business Context of the New World of COVID: Learning by Metaphors

Here is a series of useful Metaphors to better understand the business environment of the New World of COVID.

Metaphorical Organization in the New World of COVID / Yvan Lauzon, MBA [2021]

An organization operating, in the New World of COVID is in no way comparable to a vehicle driving along an expressway in a predictable manner, expecting no hindrances or mishaps. Rather, it is much more like a boat on raging waters, trying to stay the course with constant intervention towards the target destination. Several factors have to be managed concurrently, like considering the blasting wind coming from changing directions, the swirling waves shocking on the boat left and right threatening an eventual capsizing if not steered defensively. This is no small task, when considering that even the destination could also be a shifting target.

Car Driving Metaphor / Yvan Lauzon, MBA [2021]

- This metaphor is about driving defensively, which implies having a good Dashboard and a constant awareness of the global driving environment to ensure a secure path moving forward.
- Using only a Dashboard Control System and related indicators, will get you nowhere. You also need:
 - Destination: Is it a Public or Private Organization?
 - What Strategy to get there? Initial Path and Plan-B
 - Monitoring Instruments to Insure Positioning, Such as GPS, Radar, Road Map, Compass and other supportive Instrumentation.

NOTE: Indicators and detection instrumentation can be cross-referenced to triangulate on valid information, giving assurance of reliable data and management information. This is further validated by subjective knowledge, based on the management experience, regarding what can be expected in various situations. This gives an additional level of assurance in cases of faulty equipment giving false readings and signals.

Fly Metaphor / Jean-Yves Prax [2012] (*)

“Assume you own a canon with an adequate control system to manage its use. Then, a fly lands on the wall some ten meters in front of you. To hit the fly requires real finetuning of the applicable ballistics so the projectile accomplishes its objective, hitting the fly point blank. Just as you are about to fire, the fly moves laterally some distance, representing a missed opportunity. This failure suggests, it is best to build into the projectile the ability to change direction along with a moving target; this would be a missile.

This can be referred to, as built-in intelligence and it is exactly the effect an ongoing project can have on the staff involved. Generally, we might assume they know the target to hit. Expressed in this manner it seems trivial, however ask the question; how many times are the senior management or project portfolio oversight leadership, rather than define and share their vision with those involved and accordingly the targets to aim at, and then let the staff decide how best to get there and accomplish the results, thereby making use of the built-in collective intelligence of the staff, is it not in effect a fairly common state of affairs?

The impact is the opposite, imposing the means, directives, policies and related procedures, rendering the staff passive and unable to really define the strategic target.” (Free Translation)

(*) Manuel KM (3e Éd) / Jean-Yves PRAX, Dunod & Polia. 2012 (P. 347). ISBN: 978-2100575589.

Olympic Sport Metaphor / Yvan Lauzon, MBA [2021]

- Singularity: Each sport has its own unique set of criteria and measurements to assess deserving performance.
- Universality: There is a certain number of characteristics common to the objectives. For example, speed and compliance with the pre-defined standards of the events, such as common units of measurement like meters, seconds or milliseconds and other criteria.
- Therefore, the results and measurements can be brought to comparative assessment against pre-established global indicators as well as specific indicators.

* * *

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YLA Formation inc. (YLA) publishes print books available in University bookstores. They can also be ordered ONLINE in Canada –OR-- by MAIL & eMAIL worldwide. Here is a description of 8 books already available in English, French and sometimes in Spanish.

DOING BETTER by doing differently TOGETHER: Managing Business in the

Aftermath of COVID-19 (3rd edition) / Yvan Lauzon, MBA. 2020-07. ISBN: 978-1989364369.

This book introduces solutions to achieve a heightened degree of harmonious functioning of several generations of workers, operating within a stimulating work environment for the larger number by reducing the < Silo effect > for enhanced collaboration, with the five dimensions (Part 1 to 5) of CLIMB managerial approach (describes on website www.climb.express). The second section of this book presents the various COMPETENCIES required by the intervening staff that is: Senior Executives (P6), Managers (P7), and Project Managers (Project Leaders) (P8). The third section is about PERFORMANCE, proposing practical means to accomplish higher levels of performance (P9 & P10). The last three parts form section 4 COVID-19 offer a summary portrait of the historical evolution of the role of actors in organizations and society (P11), avenues for improving business conduct in the face of the new COVID-19 context requiring more than ever before: Resilience + Collective Intelligence + Agility & Innovation (P12) and, finally, a sketch of the organizational impacts of COVID-19 broken down into seven types of crises and presenting suggestions for actions for public and private organizations.

Project Manager Roles & Main Skills Attribute: Competence Breakdown Structure (CBS) Model / Yvan Lauzon, MBA. 2018-10. ISBN: 978-1999410629

After a summary of all main researches related to Skills attributes required in Project management (PM), this book suggests a Competence Breakdown Structure (CBS) Model for Project Manager (Project Leader) to ensure a higher success rate and a better matching of needs and business functionality. This CBS Model is primarily designed to highlight the qualities most often responsible for strong Leadership (Skills; Functions; and Personal Characteristics of Project Managers imparting a distinctive Leadership). Overall, twenty roles are spread across ten categories, in four levels. This book also contains 3 listings of over 100 Skills attributes each, applicable to the most important persons in Project success: Senior officer acting as Sponsor (CEO, Ministers, and Deputy Ministers, ...), Project Manager (PM) and Manager of the PM. Also included: 40 Skills attributes of great Negotiators (very helpful to better managing Stakeholder's relations); a listing of Best Practices in Management and 12 Survival Rules for Project Manager.

NOTE: An article from this trilingual book on Modeling was selected by a reading committee of the PMI FRANCE for inclusion in a French-language PMI international book on Leadership, published early 2021.

Developing the collective intelligence in project teams (2nd edition)

/ Yvan Lauzon, MBA. 2019-01. ISBN: 978-1989364000

Experts are unanimous: Over 80% of senior managers consider teams to be the key to the success of their organizations. Teamwork is a constant challenge because it requires at all times effective collaboration between groups of individuals from different cultures (language, region...), professions, administrative units (i.e. Human Resources), cities (i.e. Toronto, Vancouver...), or even 4 or 5 generations (age strata). These challenges are sometimes magnified in the project teams. This innovative book addresses the characteristics of high-performance project teams, as well as new forms of project teams: virtual or delocalized, multicultural or international. This book also gives practical tips to better collaborate and ensure the sustainability of Lessons Learned (LL) in public projects.

Let the Collective Intelligence of Your Work Team Break Out

/ Yvan Lauzon, MBA. 2019-01. ISBN: ISBN 978-1989364079

This innovative book addresses the characteristics of high-performance work teams, as well as new forms of project teams: virtual or delocalized, multicultural or international. This book also gives practical tips to better collaborate in Work Team. It includes the description of over 70 tools, such as: Methods / Techniques / Checklists / Software Features / Dynamic Forms that can be completed during Team Meetings / Etc.

Managing Projects better, even Complex ones (2nd edition)

/ Yvan Lauzon, MBA. 2019-06. ISBN: 978-1989364147

In public organizations projects can be classified as: Simple; Complicated; Complex or Disruptive innovation project. Projects referred to as complex are mostly those in various business sectors such as: infrastructure constructions, public buildings, road systems and interchanges, bridges, large scale IT projects, Health care and the Military. Despite various opinions expressed about specific Public projects and further flashed and boosted ministerial press releases, a lot of these projects are not Simple or even Complicated, they are factually declared Complex ...

Multi-criteria Evaluation of Public Projects

/ Yvan Lauzon, MBA. 2019-05. ISBN: 978-1999461447

Public projects are often subjected to public opinion and media reporting and related pressure. We know about Auditors General filing daunting reports on post-mortem projects criticizing cost overruns, defective quality and functionality and undue delays. Department managers and political figures are called to account in the public place under difficult circumstances sometimes. This book covers the evaluation Project Management (3 criteria), but also the Business Solution Flowing from Project (5 criteria); Performance of the Project Team (5 criteria); Performance of the Project Leader (20 criteria) and also other criteria that we should never forget.

Leadership Driven Project Management for Global Value (2nd edition)

/ Yvan Lauzon, MBA. 2019-07. ISBN: 978-1989364277

This work is dedicated to Leadership in Project Management with five typical cases: *Complex Projects; Intergenerational teams; International teams; Multicultural teams; Virtual Teams (Relocated or Outsourced)*. The emphasis is placed on the importance of Leadership in order to derive the most benefit from project evaluation to chart the best course of action for projects as well as the organizational maturity of Project Management. Innovative concepts are also introduced touching on the *Global Value of Projects*, which under certain conditions can also be applied to other *current corporate operations*, private, public or association. Finally, this work includes a listing of *48 types of Value added* found in Project which can contribute to tangible organizational advantages under certain conditions highlighted in this work.

Leadership, Change Management & Coaching: Crossroad Towards Digital Transformation (2nd edition) / Yvan Lauzon, MBA. 2019-07. ISBN: 978-1989364291

Three main concepts form the basis of this book, which is addressing Digital Transformation leading to eCommerce and Electronic Service Delivery (ESD).

- Strong Leadership is needed to ensure organizational performance, sustaining the going concern in a fast changing and evolving world (VUCA).
- Digital Transformation is a defining era in terms of societal and historical development, requiring a management approach not uniquely reactive, given the multivariate nature of the issues involved. Those are largely the legal dimensions associated with Personal Data and Privacy Issues as well as other information resources, which must be protected.
- Most often Coaching Managers and Project Managers (Project Leaders) is needed to provide guidance and frameworks for heightened performance and also create an effective work environment and commitment of participants over the short and long terms.

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