CHOOSING PROJECT MANAGEMENT METHODOLOGY DURING WAR AND FOR AFTER-WAR RECOVERING OF UKRAINE

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During war rf against independent state Ukraine project managers met challenge: how to choose correctly approaches and methodics within their work. The more questions were met: how to enable performance (KPIs) and sustainability being in situation of emergency, which methods will be the most valuable.

The understanding was: the approaches used should flexible enough, but not to mix up teams regarding goals that should be achieved. And, at the same time not every initiative / company is 100 % ready to change (too many factors influenced, – from team-members lost to specifics of product created).

There were discovered by author that during war-times two main project management methodologies were actively used: agile and waterfall. Both pay attention to:

– the team-member competencies, roles and responsibilities;
– project's product / service features;
– necessity (or not) iterations / scrum;
– planning, monitoring and control methods (kanban, JIT / plans);
– evaluation of KPIs within milestones;
– work packages objectives and general goal achieved.

For sure, the choice of methodology determines how the team will work and interact, how to organise the work and to control cash flows. Each of it has its own specific, suitable for different types of projects, and offers unique ways to organize processes even in situation of emergency. And, different project management methodologies (table 1) have advantages and disadvantages.

Agile methodology is good for new product / services development. It is about flexibility, interactivity, and speed, allowing adapt to emerging requirements at any phase / task. So, projects are being completed in short iterations. Advantages are: fast reaction by 24/7 interaction with the clients and minimization of risks thanks to it, fast improvement during life cycle of the project (LCP), rapid delivery of product / service. At the same time agile requires a high level of communication and coordination within the team, and in the conditions of blackouts in Ukraine it is a bit complicated, thus, the methodology could be complicated for the implementation to the big projects in the conditions of the emergent situations.

Waterfall with its linear structure is good for 'step-by-step'-projects with well-defined requirements and predictable timelines and budgets, where each phase / task

within the work package is being done sequentially. Meanwhile, waterfall methodology not friendly to flexibility or changes within the tasks and work packages, should be re-analyse for the projects with high level of risks and uncertainty. For the products / services with the high level of control (i. e. MilTech, civil security) it could be valuable ('stable' projects).

Table 1. Main project management methodologies during war and for after-war recovering of Ukraine

Methodology	Team	Product / service features	Iterations	Evaluation and control
Agile	Flexible	Changeable during LCP	Scrum	KPIs
Waterfall	Stable	Stable through LCP	Lean	Plan

Thus, the project management methodology during war and for after-war recovering of Ukraine should be chosen according to the:
– team availability during project's life circle (i. e. equal opportunities);
– type of the activities to be done;
– importance of interaction with clients / customer during process of the creating the product / service;
– product features to be maintained;
– sense of implementation iterations / scrum approaches;
– cluster / sector, where product / services to be implemented;
– performance to initiative / company and to the national security.

Also, there should be mentioned that usage of all methodology are reliable within the guarantee to Ukraine and civilised world sustainable peace and world's justice.