

The significance of programme management in the financial service industry strategy

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Abstract- One significant challenge in achieving successful execution frequently stems from a deficiency in clearly delineated accountability and responsibility. Some additional challenges that can be identified include suboptimal coordination, inadequate communication, fragmented information transmission, insufficient organisational structures, and a culture that does not effectively adapt to dynamic conditions. Another notable challenge is the presence of a culture that exhibits a restricted capacity to adjust to novel and unfamiliar situations.

The subject of organisational change has been extensively researched for several decades, with numerous scholarly works dedicated to examining the various obstacles associated with change acceptance. The presence of aversion to change, which is akin to resistance to change, is a widely observed phenomenon that, if not properly acknowledged and managed, can greatly impede the probability of success in organisational change endeavours.

The resistance to adopting change can arise from various factors, such as unease towards the unknown, uneasiness about potential loss of authority, and a natural inclination to favour the familiar over the unfamiliar. Despite the progress made in effectively managing essential organisational change events, challenges related to resistance to change can still arise, especially in cases where there is a deficiency in competent change leadership. Effective leadership is adept at proactively addressing resistance in its nascent stages, thereby ensuring a more favourable and productive outcome for organisational change.

Index Terms- Resistance change; leadership; organisational change, programme management.

I. INTRODUCTION

According to Hubbart (2023), resistance to change may be attributed to several causes, including fear of the unknown, unease associated with a potential loss of control, and an inherent inclination towards the familiar rather than the new. Oreg (2003) discovered four reliable criteria in his scale assessing an individual's dispositional inclination to resist changes: routine seeking, emotional reaction to imposed change, cognitive rigidity,

and short-term attention. Individuals who exhibit resistance to change may experience concerns over the potential departure from their established comfort zones.

Consequently, they may respond unfavorably to changes that are imposed upon them and encounter difficulties in adapting to unfamiliar situations due to their preoccupation with the immediate outcomes associated with such alterations.

Organisational change is a crucial necessity in the contemporary corporate environment, since it is necessary for the continued existence and achievement of organisational objectives. Contemporary companies recognise the significance of this issue and are actively endeavouring to predict present and future patterns, with the objective of achieving enduring success in the extended term.

Every individual has some dreams and goals for their betterment, improvement or successful future. But unfortunately only having dreams and goals is not sufficient. We need to take practical steps and actions to get them in a better way, and these steps and actions demand different kind of knowledge, skills and talent to become successful.

Leadership requires a vision and a fresh approach.

According to Abbas and Agshar (2010), there is a historical connection between dreams and individuals that can be traced back to early human culture. Many individuals have personal goals and aspirations that revolve around improving their own personal growth and contributing to the success of their organisations.

However, many individuals in this group face obstacles when trying to achieve their goals throughout their lives. A leader showcases their capability to effectively transform their principles and concepts into tangible results, all the while cultivating a collective understanding of objectives and viewpoints among their colleagues. There exists a notable disparity between individuals who possess visionary thinking and those who demonstrate exceptional leadership capabilities.

Steinmann *et al.* (2018) found that the correlation between goal qualities and strength can be influenced by various factors, including an individual's self-efficacy beliefs, task feedback, and task complexity. This conclusion is supported by several research studies conducted by the authors. The act of setting goals has a profound impact on an individual's performance in the workplace, their motivation to work, and their ability to regulate their own behaviour (Latham and Locke, 1991).

The self-regulatory function is activated when individuals set specific and challenging goals that emphasise the difference between their current situation and the future they desire. These objectives also provide a clear indication of the expected level of accomplishment.

As posited by Msimango (2020), it is argued that amidst a multitude of present-day global financial crises, political figures within the affected nations have demonstrated a proclivity for intervening in the functioning of regulatory entities, thereby resulting in often dire consequences. There is an increasingly prevalent recognition that the enduring manifestation or intensification of financial instability can be ascribed to the intervention of political entities. The prevailing viewpoint among a multitude of esteemed authors is to ardently endorse the implementation of assertive and visionary regulatory measures, spearheaded by a profoundly skilled labor force.

It is widely recognised among policymakers that the adoption of this innovative approach requires a more comprehensive and stringent regulatory framework. Revolutionaries, in their relentless quest for societal metamorphosis, do not simply emancipate wealth, but rather foster its genesis. The scholarly discourse of Msimango (2020) makes explicit reference to the intellectual contribution of Hamel (2000, p. 19). In conjunction with partaking in the act of discourse, individuals also embark upon a plethora of additional cognitive pursuits, as elucidated by Hamel (2000:19).

Impact on Business Sustainability

It is recommended that the new project evaluation and selection criteria should also measure the potential impact of a project on the financial services industry's business sustainability.

In stark contrast to the often inflexible nature of traditional management, participative leadership fosters an environment wherein employees are not only encouraged to express their viewpoints, but also to exhibit their creative prowess, all within the framework of collaborative innovation.

Suggestion receptacles, ideation sessions, collaborative synergy: within this paradigm, the manager transcends the role of a commanding officer, employing a more inclusive approach to foster harmonious collaboration among their subordinates (Gervais, V, 2022). Instead, they assume the role of a visionary and catalyst, actively engaging in the pursuit of leadership while fostering an environment that stimulates and motivates individuals towards collaboration and embracing diverse perspectives.

Today's complex business environment calls for a new approach to leadership. This approach must focus on co-creating meaningful value with and for all stakeholders, expanding beyond shareholders to include customers, employees, partners and our broader society. In an open system, everyone must win. Otherwise, they will simply go elsewhere.

Proposed model for a new project evaluation and selection approach

As a result, the above-mentioned new method is required. It is advised that the regulator establish and apply a multi-dimensional project evaluation and selection methodology. The strategy or criterion should incorporate both financial and non-financial measurements, as well as the important components listed below:

Alignment to the Balanced Scorecard.

Steyn and Van Dyk (2014:34) explain that a Balance Scorecard (BSC) "translates vision/ mission into desired objectives and performance measures that can be quantified and appraised".

This means that a Balanced Scorecard is a useful tool to plan and measure performance in line with specific organisational objectives. Figure 1 depicts a Balanced Scorecard.

Figure 1: The Balanced Scorecard (Source: Steyn & Van Dyk, 2014, p.34)



Figure 9.1 shows that a BSC uses four perspectives, namely, Financial, Internal Processes, Customer and Learning & Growth perspective to measure organisational performance. The BSC allows an organisation to set Key Performance Indicators and these are allocated scores and weighting, which are then used to calculate and measure overall organisational performance, as explained by Steyn and Van Dyk (2014:34).

If the regulatory regime uses a Balanced Score Card for the organisational performance management, it is critically important then that a new project evaluation and selection approach and criteria should be aligned with the financial services industry in South Africa. Alignment of project selection decisions with the

BSC would help ensure that projects are evaluated and selected objectively and that this would happen consistently.

Ø Impact on Business Sustainability

It is recommended that the new project evaluation and selection criteria should also measure the potential impact of a project on the financial services industry's business sustainability. The measures should include how the project will minimise the risk of failure and result in financial stability and improved performance as well as keeping the financial service industry abreast with technological advancements to ensure that the financial service sector remains relevant, viable, and adaptable to the ever-changing financial service sector in South Africa and the world.

Ø New Service to Customers

The project evaluation and selection criteria should look at extension of services to new or additional customers. The projects that get selected should allow for either the connection of a new customer or for an existing customer to upgrade their current level of supply. Projects should be used by the regulator as enablers of economic development and growth within the financial service industry, and the country of South Africa.

Ø Implications on Enterprise Risk Management

It is proposed that the new project evaluation and selection approach and criteria should also consider enterprise risk management imperatives. All projects must be ranked in terms of the risk of implementation as well as the risk associated with non-implementation.

The regulator will avoid undue risks that are related to implementation or non-implementation of certain projects. There has to be balance however, as some projects are an investment risk, however with a high potential for returns.

II. PROGRAMME MANAGEMENT

Based on the research findings of the Project Management Institute (PMI) in 2017, it is evident that the origins of programme management can be attributed to the groundbreaking endeavours of Gantt and Taylor. These individuals made noteworthy contributions to the scientific exploration of work processes, thus laying the foundation for the development of programme management as we know it today. In contemporary times, the programme management discipline has undergone a notable transformation, adopting a systematic approach. This practice encompasses a diverse array of projects and possesses the capability to expand into the realm of operational management when deemed appropriate.

Programmes, as distinguished from projects, possess a greater temporal dimension owing to their inherent characteristics, as they encompass more expansive and comprehensive systems. It is imperative to acknowledge that certain endeavours,

notwithstanding their comparatively limited scale, could derive advantages from the centralised management of multiple tasks.

According to Steyn's (2001) research, there has been a significant increase in the use of project-based management techniques or project portfolios, often known as programmes. Adoption of this management method is highly acclaimed for its ability to efficiently amalgamate and synchronise an organisations numerous strategic, business, and operational components. This approach adeptly and proficiently implements the tenets of Total Quality Management, which include a consistent commitment to customer satisfaction, active engagement of management and personnel across hierarchical strata in collaborative endeavours, delegation of managerial decision-making authority, continuous improvement of products, services, systems, and processes, and the establishment of a knowledge-driven organisation that fosters human ingenuity and effective communication.

Per Olisa's (2022) erudite analysis, informed by the scholarly contributions of Steyn and Zovitsky (2018:6-7), who themselves reference the esteemed Thiry (2002), it is evident that strategic decisions are often evaluated not only based on their tangible results but also the alignment of the decision-making process or the satisfaction of the managers with their own choices. One of the prevailing errors frequently committed by organisations is the tendency to regard programmes as mere magnifications of projects.

As per the scholarly work of Msimango (2020), who references the research conducted by Aziz (2014), the contemporary approach to strategy formulation entails the adept utilisation of a harmonious amalgamation of proactive and responsive methodologies. To ensure maximum effectiveness, it is imperative to adeptly navigate the rapid fluctuations taking place in the marketplace, global economy, and regulatory landscapes, alongside the multifaceted internal dynamics within organisations. A multitude of factors synergistically exerts a significant impact on enterprises of varying scales and natures within the present-day global landscape.

As posited by Aziz (2014), the process of strategy development has transcended its traditional annual occurrence. Instead, it has evolved into an ongoing and fluid endeavour that demands adaptability to stay abreast of the swift transformations in the marketplace and the global economy.

A multitude of global enterprises have made notable advancements in the refinement of their strategy formulation methodologies. However, they often encounter impediments in their endeavours to implement these methodologies and exhibit flexibility in response to evolving circumstances.

An important initial step in every plan is to determine its overarching goal, as stated by Steyn (2013). Strategic goals can be directly related to the balanced scorecard method. Critical success criteria and key performance indicators, together with their relative priority, are determined based on the strategic themes chosen by executive leadership. Executive leadership's strategic purpose is used to inform the development and description of strategies.

III. ADVANCED LEADERSHIP DEFECTS AND ACHIEVEMENTS

Leadership in today's complicated corporate climate requires a fresh perspective. Beyond shareholders, this strategy should aim to create value along with and for customers, staff, partners, and society at large. (Lurie, 2019) An open system requires success for all participants.

Based on their research from March of this year, Steyn and Semolic concluded that optimising available resources is no longer crucial for businesses to be competitive. It is now dependent on the technology, commodities, services, and systems of its supporting partners in addition to the innovation of the greater inter-organizational value chain.

Another consideration is that what is currently considered "best in class" may not be so in the future (Peters & Waterman, 1982). Transforming the South African financial services industry from its present state to its future one while keeping costs down is essential for managing the transition effectively.

According to research, firms that have implemented project portfolio management (PPM) systems have a larger likelihood of having portfolios that fulfil schedules, scope, quality, budget, time, and business advantages. Project portfolio management (PPM) systems have powerful capabilities for managing projects and reviewing them on the regular. These businesses have an edge in the market as well.

The overall health of the economy is heavily influenced by the financial sector. However, this comes with a rise in risks, as seen in the global financial crisis, when "false" benefits in the short term are prioritised. This increases the probability that an environmental risk may manifest. Significant progress has been achieved towards improving financial industry regulation on a global scale as a direct result of this. There is still a mountain to climb before we can rest.

Beer (2000), Eisenstat (2000), Crittenden (2008), Robert (1991), and Sandy (1991) are just a few academics that have emphasised the importance of effective communication in the successful execution of a strategic plan. Unfortunately, many executives believe that just providing a well-crafted plan to the organisation would ensure its effective execution (Beer and Eisenstat, 2000).

Several renowned academics, including Beer and Eisenstat (2000), Cocks (2010), Robert (1991), and Sandy (1991), have argued that an effective plan implementation necessitates a hierarchical management approach. According to Cocks (2010), the key to effectively executing a business strategy and aligning operations with it lies in optimising operations. This can be achieved through the efficient utilisation of distinctive and innovative capabilities, as well as the implementation of precise control mechanisms and feedback systems. According to Van der Merwe and Nienaber (2011), the intellectual demands of strategy implementation are like those of strategy development.

Successful programmes achieve a harmonious balance by nurturing strong relationships between change agents and line

managers, while also maintaining an appropriate level of detachment. To minimise the risk of change agents being overwhelmed by operational tasks that are not directly related to the transformation process, it is crucial to avoid placing them under the direct supervision of their previous superiors. Additionally, we ensure that the assessment of the effects of the transformation project is conducted in a fair and impartial manner. This approach helps to establish responsibility among the individuals driving the project's progress. It also provides an opportunity for public recognition and incentives for their achievements.

According to Hammer's (2017) research, it is important for transformation initiatives to gradually reduce their reliance on change agents once they have been successfully implemented within a specific business domain. The task at hand should be approached methodically, with a focus on assuming responsibility for continuous enhancements in a progressive manner.

IV. RECOMMENDATION

In accordance with the proposed theoretical framework, attaining success within the realm of commerce necessitates the unwavering commitment of proprietors to a predetermined collection of guiding principles. A organization that does not adhere unwaveringly to these principles would undoubtedly encounter formidable obstacles in achieving success.

This article elucidates a prevalent occurrence wherein pivotal catalysts are systematically disregarded during pivotal junctures of a project's lifespan, such as the inception of the enterprise rationale and the harmonisation of coordinated transformation. Due to the inherent constraints, change practitioners find themselves unable to exert a comprehensive influence on the realm of project and programme management.

The presence of an inadequate distribution of authority within internal affairs, or a lack of sufficient delegation of responsibilities to effectively harness individuals' abilities, may also serve as plausible explanations. It has become imperative to comprehend that the attainment of strategic transformation and change necessitates the collective endeavours of a comprehensive programme, rather than relying solely on the aptitudes of a solitary individual.

The utilisation of a programmatic methodology can effectively offer astute leadership that not only demonstrates competence but also comprehends the intricacies entailed in facilitating transformative endeavours. To guarantee the triumph of the programmatic transition, it is imperative that upper-level management furnishes a comprehensive and all-encompassing demonstration.

Considering senior management's astute appreciation of the inherent worth of project management methodologies in facilitating the attainment of the organization's goals, it becomes evident that a multitude of enterprises have diligently adopted and executed such methodologies over a protracted duration (Olisa, 2022). The successful initiation of any endeavour within these

esteemed institutions necessitates the scrupulous implementation of project management methodologies.

To successfully attain the desired objectives of a particular project within an organisation, it is imperative to thoroughly scrutinise the human dimension of change. This is exemplified by the acknowledgment of the extensive array of change management scenarios that are present. Insufficiently conveying the significance of change management to project managers and sponsors may impede the smooth amalgamation of various management activities.

To guarantee a prosperous execution and advantageous outcomes, it is imperative for leadership to allocate an equivalent measure of time and exertion to the management of change as they do to the process of integration. The dearth of cognizance among executives regarding the pivotal significance of change management further compounds the predicament surrounding the amalgamation of these two domains. The lack of attention given to change management in the process of resource allocation and budget preparation can yield significant repercussions for projects.

The significance of receiving support and unwavering dedication from senior leadership in the realm of change management, with the aim of achieving a smooth and cohesive integration, cannot be exaggerated. For the project to achieve success, it is imperative that programme management integrates strategic elements of transformation and change. It is of utmost importance that institutions of higher education place strategic transformation and change at the forefront of their priorities, commencing from the initial stages of programme inception and persisting until the final phase of termination.

V. CONCLUSION

The lack of capable leadership and insufficient support, combined with a limited understanding of project and programme management, frequently results in the abandonment of initiatives focused on strategic transformation and change management.

The author argues that it is crucial to give equal attention and consideration to the field of change management, alongside the customary emphasis on project management. To effectively implement changes and achieve desired results, it is crucial to obtain the support and endorsement of senior-level management. The convergence of the Change Management and Project Management Institutes is crucial for advancing the field of Change Management within the context of Project Management. The development of a heightened sense of agility is crucial in order to navigate the ever-changing and unpredictable terrain of the future. Certainly, possessing strategic adaptability is a highly commendable attribute, especially considering the complex and unpredictable nature of our modern era.

According to the scholarly perspectives of Hamel (2000), it is crucial for us to cultivate a forward-thinking mindset. This entails actively seeking out opportunities that extend beyond traditional boundaries, wholeheartedly embracing innovative approaches, and fearlessly generating ideas that surpass the confines of our imagination. Authentic innovation emerges from

this transformative perspective, facilitating new forms of cognition and operation.

Develop the capacity to discern and differentiate in order to uncover authentic innovation and attain significant success. Acquiring an understanding of the spatial and temporal aspects of our actions, along with perceiving stimuli, can significantly enhance the development of our untapped abilities in the future. It relates to the act of perceiving the world from a unique perspective.

The domains encompassed by programme and portfolio management, which include strategy alignment, life cycle, governance, stakeholders, and benefits management, are highly recommended for effectively addressing strategic transformation and change failures. Having a thorough comprehension of the principles can have a substantial influence on the effectiveness of the programme's value chain. When commencing a programme, it is imperative to ensure that there is a strategic alignment that corresponds with the portfolio. Furthermore, it is essential to have a comprehensive programme benefit management plan in place, which clearly outlines the projected benefits of the programme. The plan should incorporate stakeholder engagements and endeavours to secure their support, thereby ensuring a successful implementation and adoption of the proposed changes.

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