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In this issue

In modern management projects results rely heavily on establishing a consistent flow of activities in the project and throughout its relationship chain, this is an alternative answer to the competing demands and constraints that challenge it, particularly: business constraints, implementing agility and the complexity of dealing with the flow of information from stakeholders and technical source.

The pace of implementation is critical for successful modern project management – hence creating a sequence of processes to enable a lean value stream. Without such features there will be no real agility in dealing with the dynamics and contexts surrounding the project. It's not surprising that the underlying theory to project management is in crisis (*see reference notes: Koskela, Howell and Ballard*), stimulating new ways to combat this inefficiency in the traditional practices of organizations, which resulted in the Agile Project Management alternative. The fact is that setting up a flow unified with the appropriate pace considering the strategic values, which is context oriented and responds to the competing restrictions, is indispensable for projects to currently deal with the complexity of a situation which is increasingly present in organizations.

However, many gaps remain to be understood, studied and resolved, perhaps an alternative is the inclusion or integration of new models, practices, techniques and diagrams, but the fact is that new project management support mechanisms need to be established or integrated in order to meet the competing demands of the real world in organizations, as well as provide an easier practical application because otherwise they will fall into disuse or be applied only by a few and solely in the restricted environment of some companies. There is no doubt that for the comprehensive practical implementation of a theory it must be made simple to use.

It goes without saying that it is not the purpose of this editorial to propose a solution to this problem, but rather stimulate deliberations that contribute to shorter paths in the race for better project management in the modern context. In this sense the question is how to establish adequate flows and pace in project management processes and activities that are sensibly dealing with the many restrictions present in the project (*see reference notes: Tyson R. Browning*), however not disregarding the context, business value and multiple constraints.

It turns out that several important methods are currently available to support this concern, but there is still a lack of order in how they can be integrated to provide better results in projects. Therefore we must be well familiarized with this so that the management of modern projects can deal with: processes flow; pace in activities in order to eliminate execution bottlenecks; as well as align restrictions and competing demands to the context. Project management agility requires essential premises, at which point we have an insight into the use of methods like DSM - Design Structure Matrix, DMM - Domains Mapping

Matrix or MDM - Multidomain Matrix as an integration link between the subsystems product/organization/process and the situations of practical influence in the projects run as strategy/context/pace, to be applied throughout the management cycle and the relationship chain of the project/program. The goal is to bring into operation the influence of the external environment and adapt the response time to characterize the needed agility to meet a common scenario in projects with constant changes and complexities of information. On the one hand mapping the dependencies between several competing constraints in terms of competing demands and on the other hand the mapping of variables from context, business and pace of implementation. Transferring to the execution flow an alignment with the external environment and also the organizations' perception of practical issues in the project processes. This set of mappings aims to provide the organization with an adequate implementation pace that considers the perception of context, business and strategic intention at every moment of the project lifecycle, in other words agility. Let us theoretically consider that when implementing matrices as an input condition of an organizational process it would make the execution flow "context-sensitive" and especially at a suitable pace regarding the external environment. Bringing the context of the situation and appropriate pace rate into the project execution could establish a balance that would cancel bottlenecks, and also prioritize the results of the activities according to the project's several competing demands. Consequently this project visibility could support the decision making approach which would consider two different point of views - practical and theoretical, with agility.

Finally, the possibility of mapping dependencies that carry, for example, the strategic intent, the project context and the influence of stakeholders to the value stream of the company will make a difference in the project results. This considers the Five Domains Project - Goal System, Organizational System, Process System, Tool System and Product System, possibly through MDM/DMM applied in project management interfaces, as well as mappings on the variations of the multiple constraints and competing demands via DSM applied as an input condition of the processes and activities. This is justified by providing a run-pace in a flow without bottlenecks, and practical visibility into the project which would provide agility to decisions and actions in dynamic environments, currently quite common in projects.

The purpose of this discussion is basically to encourage research possibilities in this direction. Theoretically, the integration of methods and processes as suggested could act on real problems of modern project management, which are considered by many a fundamentally theoretical problem, however studies need to validate these situations and assess the feasibility and benefits these considerations could in fact bring into the project management area.

Zózimo – Editor in Chief

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