# How do you use your Programme 2.0?

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I came across an article that I wrote six years ago called "How do you use your programme?" and it reminded me how my thinking has evolved.

You can read in the original article that in previous lectures on programming I identified 3 major purposes for a programme to my students and I conflated monitoring with control. I was then puzzled why students had chosen this last as by far and away the most important function of the programme.

I realised while preparing a speech on concurrent delay for SCL in 2024 that while I still believed the three major functions of a programme were

- to plan
- to communicate, and
- to monitor

it is the successful combination of these which provides the overall control. It was heartening to see **Karsten Thomsen** adopting the same take in his lectures this year and to hear a similar point of view from **Frank Xu**.

Control is the ultimate outcome we are seeking by creating and maintaining a programme, and it can only be achieved by balancing what is needed for the programme to plan, communicate and monitor all at once.

Not enough detail makes for a badly calculated plan, too much detail makes the task of monitoring too slow and difficult to be effective. Not enough detail leads to unclear communication, too much detail stifles the ability to adapt the plan to cope with change and so it goes…

The perfect programme is the one that the PM uses to keep the project under effective control.