



Be the
Change

25
ANNIVERSARY
PMI

50
ANNIVERSARY
PMI



Project Management Conference

24 - 26 September 2019

Te Papa, Wellington, New Zealand

www.projectmanagementconference.org.nz

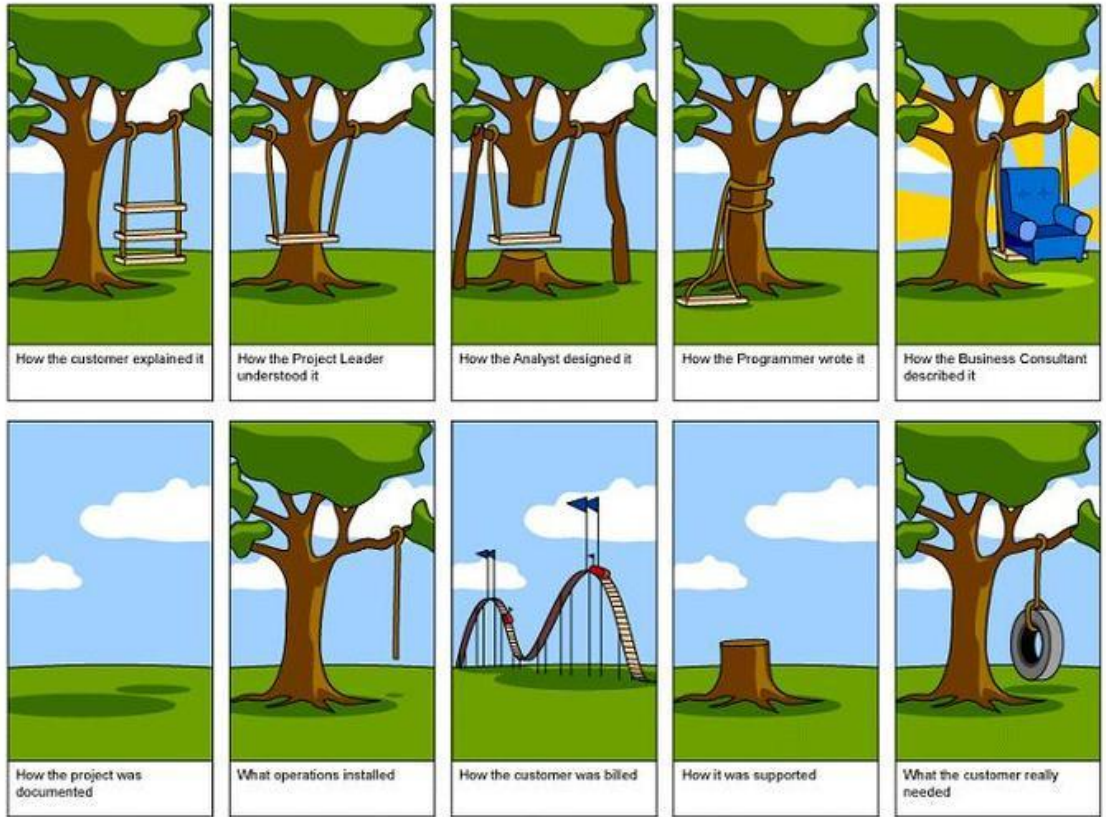
#NZPMC19



Agile and agility are the same thing, aren't they?

**Understanding organisation agility and the
role of the Project Leader**

The reality is – this is our customers reality



The numbers say it all

“Despite all the talk , project performance isn’t getting any better”

“Organisations wasted about 12% of their investment in project spend last year, due to poor performance. That number has barely changed over the last 5 years or so.”

PMI Pulse of the Profession 2019

What is an agile organisation?

“an agile organization is a network of teams within a people-centred culture that operates in rapid learning and fast decision cycles which are enabled by technology, and that is guided by a powerful common purpose to co-create value for all stakeholders”

McKinsey

What is an agile organisation?

“an agile organization is a network of teams within a people-centred culture that operates in rapid learning and fast decision cycles which are enabled by technology, and that is guided by a powerful common purpose to co-create value for all stakeholders”

McKinsey

-
- **TRADITIONAL PROJECT MANAGEMENT CAN ENABLE AGILITY – WHAT’S STOPPING US?**

Have a chat

With the person next to / in front of you:

Why you think waterfall/traditional project management has the reputation for being:

Inflexible

Process/documentation / template focused

- **HOW RELEVANT IS YOUR PROJECT LEADERSHIP TOOLKIT?**

“the only thing iterative should be the work output and not a haphazard unstructured methodology”

Agilist.org

“Speed, together with stability are good indicators of organisational health and performance”

McKinsey

flexibility + stable processes and structures =
organisational health and performance

How we lead, together with what we manage
=
project health and performance

Our Toolkit & How We're Using It

What we do (Stability)	How we do it (Speed & Flexibility)
Lead (leadership)	Hierarchical leadership; command & control Vs Goal setting, nurture and influence, servant leadership / empowering knowledge & expertise
Make Decisions (and enable decision making)	Static 'monthly' governance meetings, multi-tier tolerances Vs Accessible customer, teams confident to make decisions with the customer in the middle
Communicate	Meetings, meetings and more meetings + email vs More open, work in partnership, alongside of, greater transparency, face to face communication

Our Toolkit & How We're Using It

What we do (Stability)	How we do it (Speed / Flex)
Manage (the system, project controls)	By documentation / registers / reporting Vs Teamwork / culture / empower + documentation and reporting
Plan	Tranches, rolling wave approach, work breakdown Vs Tranches, rolling wave approach, work breakdown
Influence / Negotiate	Understand their WIIFM, comfortable with compromise Vs Understand their WIIFM, comfortable with compromise

-
- **HOW WELL DO YOU KNOW YOUR CUSTOMER?**
 - **HOW WELL DO YOU UNDERSTAND YOUR CUSTOMER'S NEEDS?**

Fast 5 considerations for staying close

- Become a Customer Coach – trusted advisor, business/agility leadership, influence & persuasion
- Lean into their world – don't expect the customer to come into our world ~ especially if they're a senior Exec
- Establish the most valuable and viable approach – think 'melded methodology' & use your project leadership toolkit
- Actual ongoing validation of the business need (over 'want')
- Your professional development:
 - Communication, influence and persuasion, leadership, personality profiles, negotiation, change management, agile, SAFe, Devops, Disciplined agile

“Conversations are the conduit through which change is delivered. As project sponsor you have a responsibility to be part of the dialogue – not merely watching from the sidelines”

Colin Ellis, The Project Rots from the Head

One last thing

- Organisation agility = speed + stability
- Project management can enable agility
- We need to adapt from 'process administrators' to project leaders
- Be prepared to coach our customers through their change journey
- Be open to learning new approaches and trialling different ways of working

Be the change to lead the change

“From templates and compliance, to agility and innovation, change will become ever present, and our role will be to enable the entire organization to navigate change every single day.”

Identifying New Ways of Working, PMI, 2019

Questions + keeping in touch

Margo Ray

margo@tregaskisbrown.com

04 499 9363



fancy a coffee?

www.projectmanagementconference.org.nz

#NZPMC19








Some extras

www.projectmanagementconference.org.nz

#NZPMC19



5 trademarks of an agile organisation

	Trademark		Organizational-agility practices ¹
Strategy	North Star embodied across the organization		<ul style="list-style-type: none">• Shared purpose and vision• Sensing and seizing opportunities• Flexible resource allocation• Actionable strategic guidance
Structure	Network of empowered teams		<ul style="list-style-type: none">• Clear, flat structure• Clear accountable roles• Hands-on governance• Robust communities of practice• Active partnerships and ecosystem• Open physical and virtual environment• Fit-for-purpose accountable cells
Process	Rapid decision and learning cycles		<ul style="list-style-type: none">• Rapid iteration and experimentation• Standardized ways of working• Performance orientation• Information transparency• Continuous learning• Action-oriented decision making
People	Dynamic people model that ignites passion		<ul style="list-style-type: none">• Cohesive community• Shared and servant leadership• Entrepreneurial drive• Role mobility
Technology	Next-generation enabling technology		<ul style="list-style-type: none">• Evolving technology architecture, systems, and tools• Next-generation technology development and delivery practices

Dones and Wons

- Dones and Wons' is a technique to generate thinking that can then be translated into objectives, deliverables, benefits and/or critical success factors.
- The '**dones**' describes what needs to be ticked off to say the project has been completed ('done'). However sometimes a project can be 'done' and yet the organisation might be deeply unhappy with the end result... this is why we need to understand what 'winning' looks like.
- The '**wons**' describes what needs to be achieved to say that the project has not only been 'done' but it has also been 'won'.

Dones and Wons (continued)

Dones	Wons
A new process for managing complex calls has been designed and implemented	The number of caller complaints reduces by 10% (Benefit)
All associated supporting materials are updated to support the new process	The average time for a complex call reduces from 10 mins to 8 mins (Benefit)
All staff have been trained and upskilled	There are no negative impacts on any call centre metrics as the new process is implemented (Critical Success Factor)