

THE

EXECUTIVE

PERSPECTIVE

2015 PMO FORUM

MIND THE GAP

Integrating Agility – Starting TODAY

For today's fast paced, rapidly changing business environment

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Head of Capability – PM-Partners group

Stay connected



MIND THE GAP

Today

Adaptability

Flexibility

Agility

*Need to make decisions faster,
both strategic and operational,
invest in and apply appropriate
ways of working*



Business Agility

- » A mindset
- » Not just a method
- » Flexibility – being responsive to change
- » Customer collaboration
- » Behaviours, values, principles, concepts, techniques
- » Can include different frameworks

No single definition of agile that accurately encapsulates all methods and frameworks



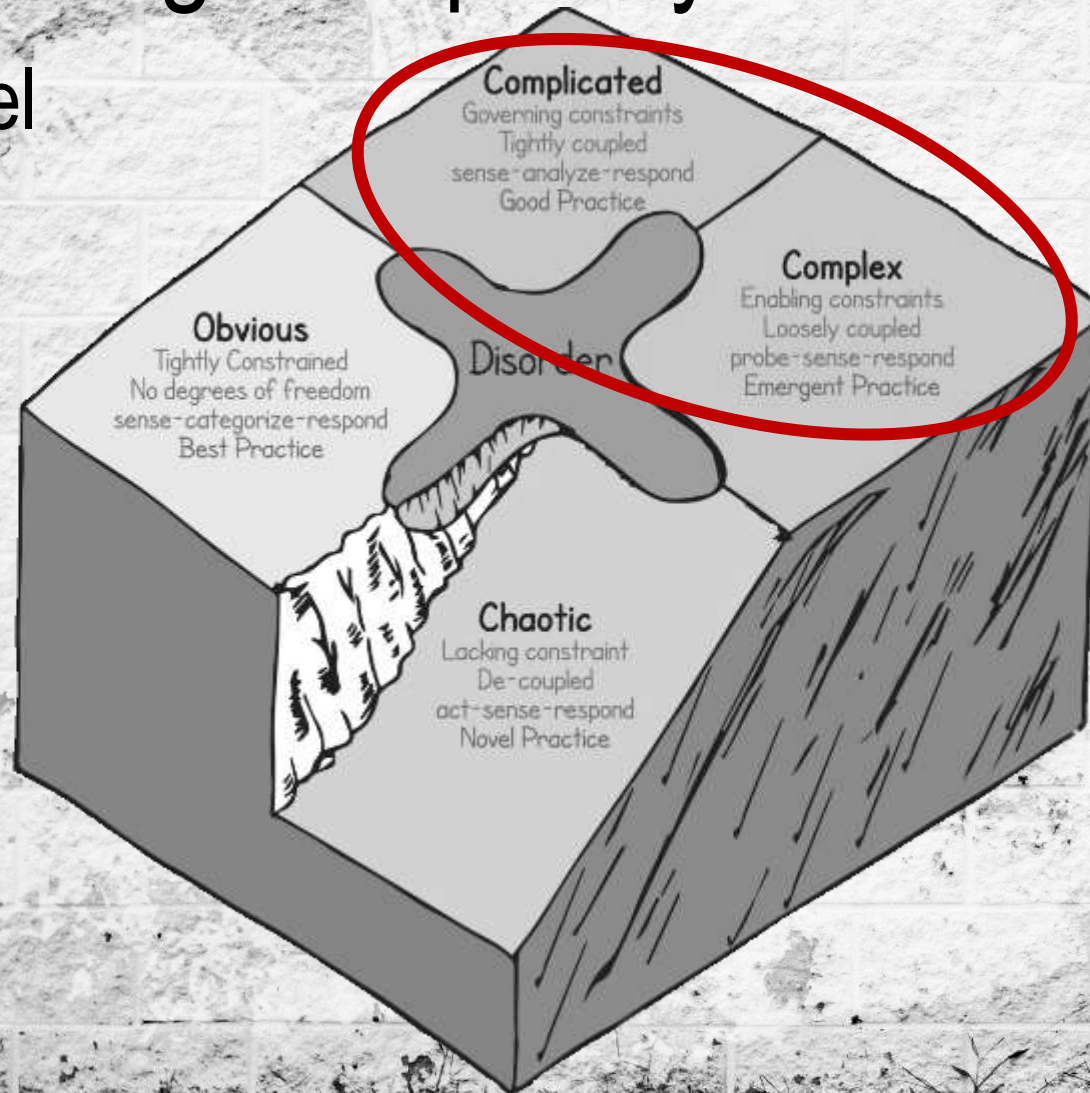
Consider...

- » Agile is NOT a binary condition
- » Agile is about how much (or how little)
- » Not about saying some projects are agile, others are not
- » Agile behaviours, concepts, frameworks and techniques can be applied to any project in any organisation



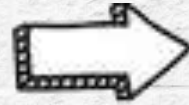
Understanding Complexity

Cynefin Model



Complicated

May be MANY good practices
and MANY experts



Who may not have the
same view

There is a known cause and
effect



But may not be fully
known or known only to
a few

More than one right answer is possible



Complicated

Rely on experts to help to understand and move to the known

Needs to be a **relationship of trust** between decision maker and expert

Complex

Need to focus on the present, not the past or the future. The past won't give us the answers, and the problem is in front of us right now.

Hindsight does not lead to foresight



Complex

- Domain of unknown unknowns
- Number of interactions and agents, defying categorisation and analysis
- No apparent relationship between cause and effect
- Unordered and messy



Complex

It is unpredictable: no 'right' answers
can identify patterns - only make
sense after the fact

Need multiple perspectives to understand
the nature of a project

About **SAFE TO FAIL** experiments,
learning - what works best



Agile Suitability



Adapted from PRINCE2 Agile™ 2015 edition.

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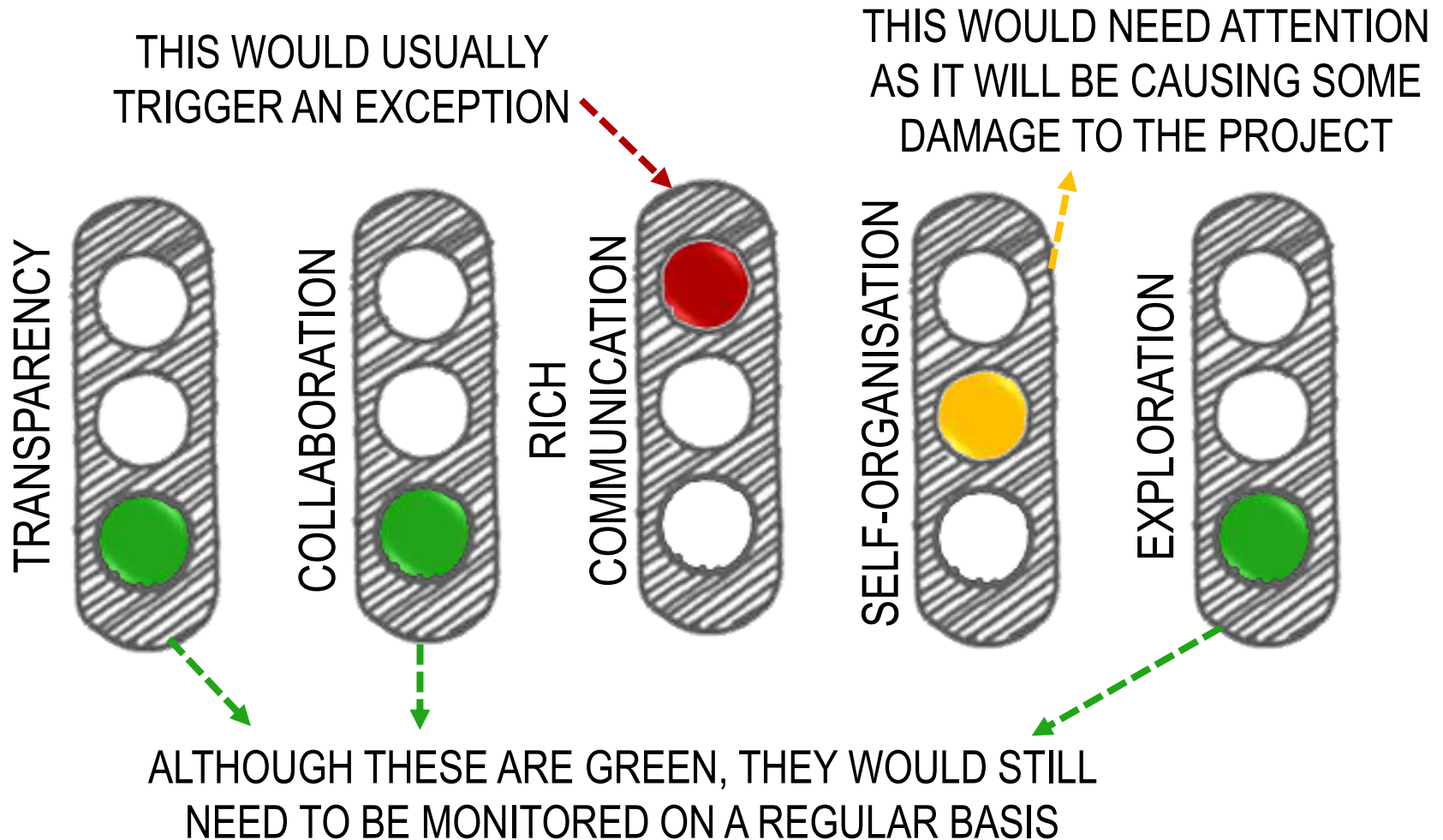
Agile is an

ENABLER ON THE JOURNEY...

*to achieve
organisational
goals*



Critical success factors

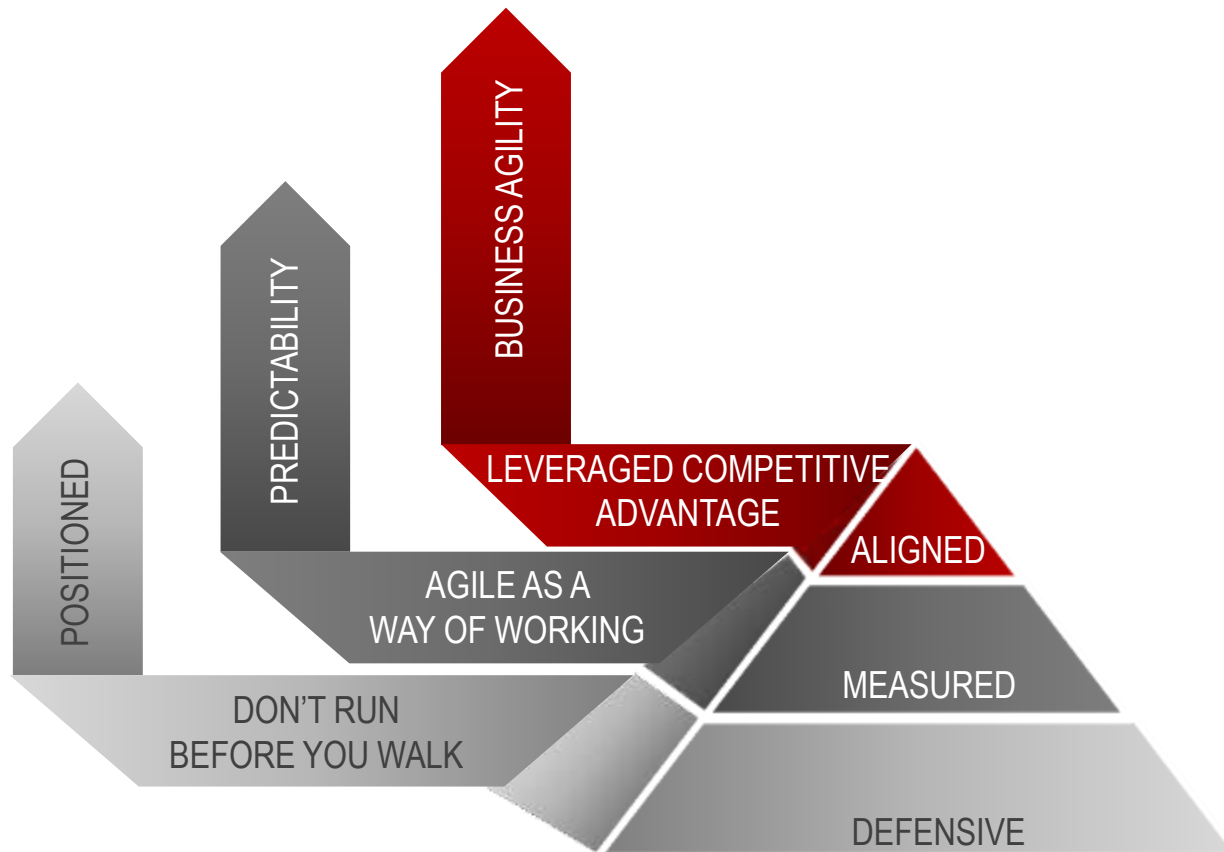


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Agile PMO Model





Thank you

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AGILE COACHING



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