

Agile Project Management

Managing Projects under Uncertainty



Nariman Dorafshan, 2022

Session 02 Summary

Part 1
Introduction

Familiarizing
with
Concept Board

Apex Predator
Theory

Complexity
History

Part 2
Lean-Agile Practices

Part 3
Domain Mastery

Outcome-driven
Transformation

IdOO Pattern

Part 4
Soft Skills

Team Working
Agreement

Introduction
Carousel

Part 5
Thinking Skills

Part 1
Introduction

Session 01
Summary



Conceptualization
& Models



Cynefin
Introduction

Part 2
Lean-Agile Practices

Part 3
Domain Mastery

Part 4
Soft Skills

Part 5
Thinking Skills

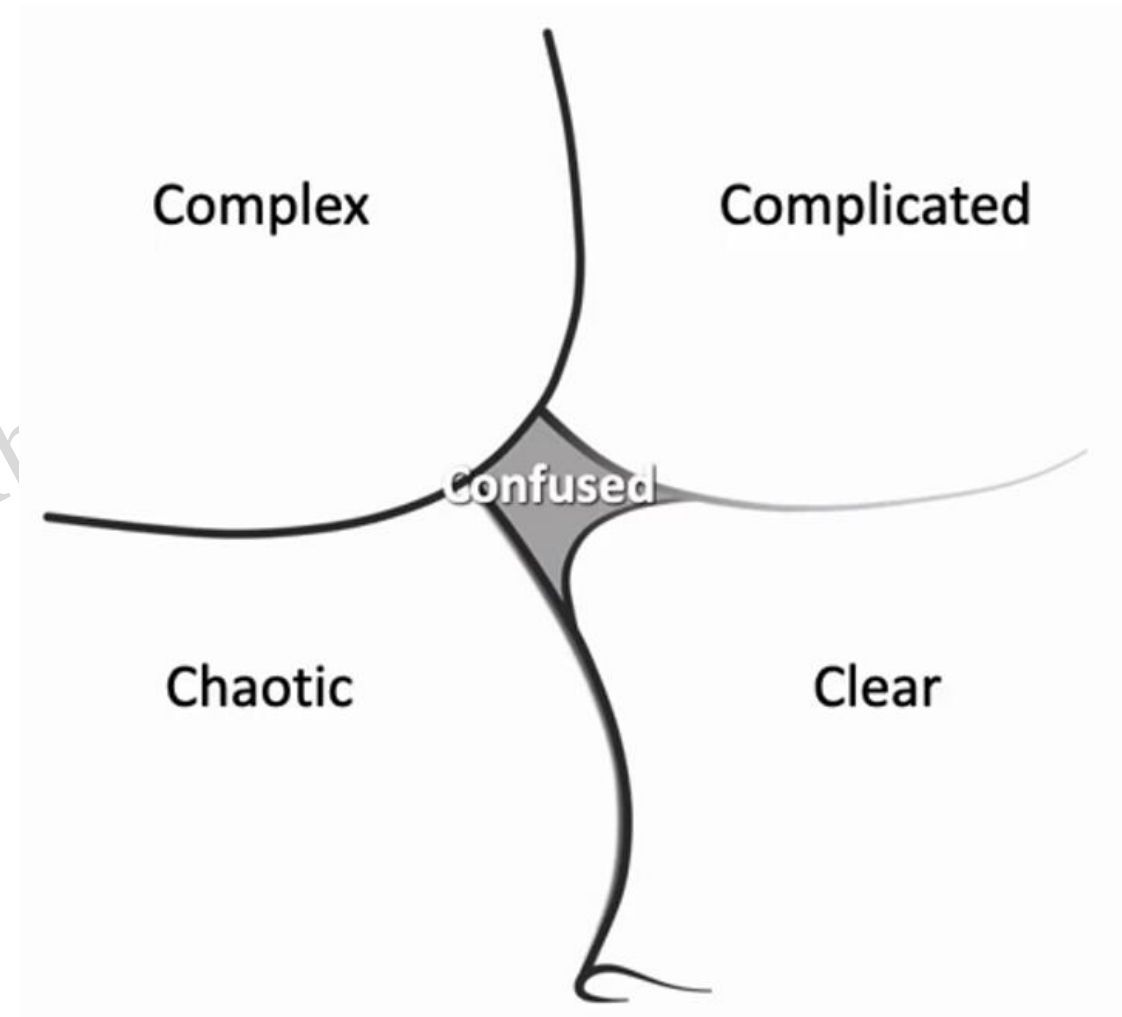
LwO – Wholehearted
Organization

LS: 1-2-4-ALL

Do not Distribute

Cynefin Framework, 2021

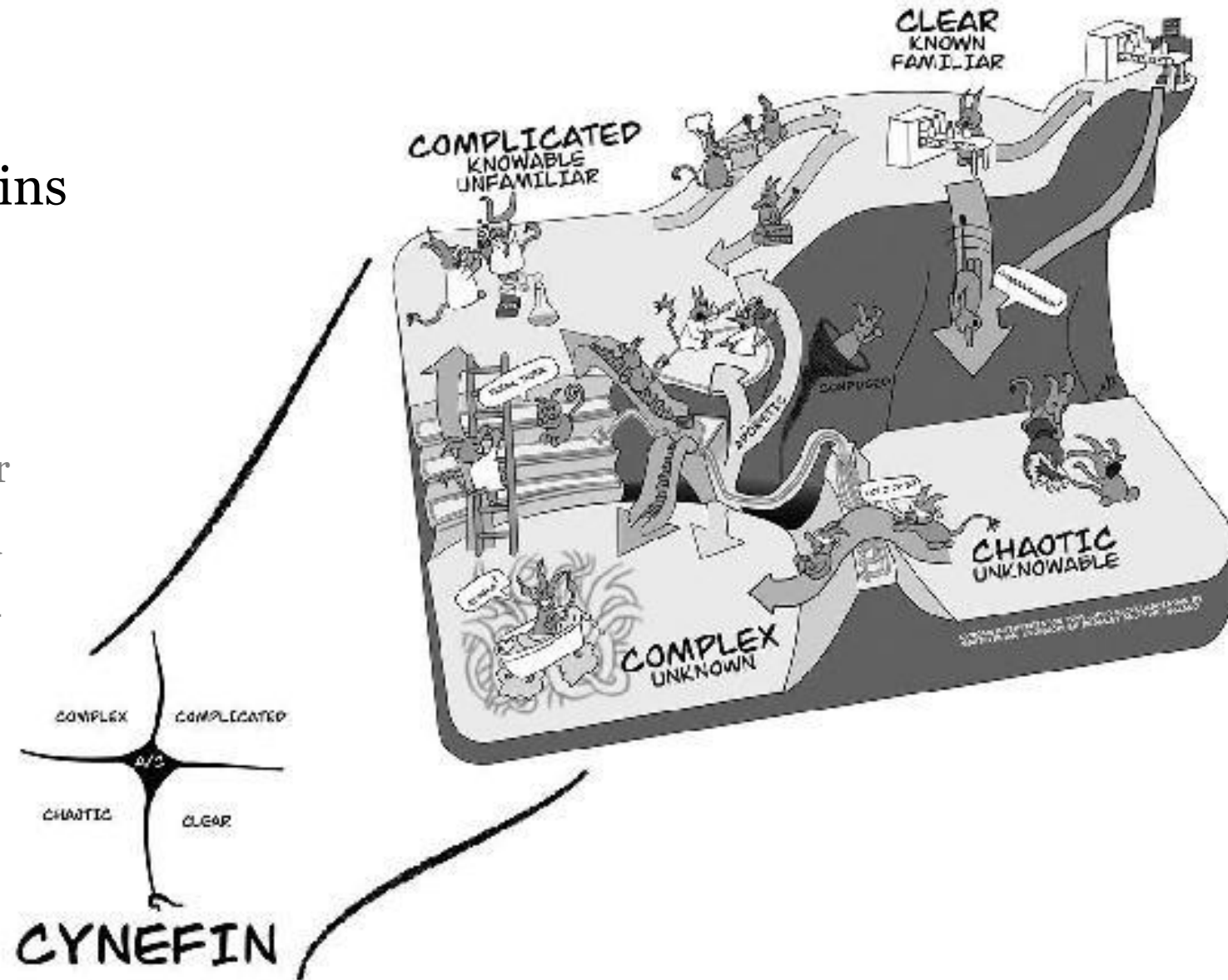
- A **sense-making framework** (not a model)
- The domain we think we are in, changes how we try to work with it
- between Clear and Complicated
- between Clear and Chaotic



Edge of Complacency

between Clear and Chaotic domains

- Complacency:
a feeling of **satisfaction** with a situation or with what you have **achieved**, so that you **stop trying to improve or change** things – used to show **disapproval**



A Review of Educational Objectives

Keywords:

- Sense-making
- Clear, Complicated
- Complex, Chaotic
- Confused
- Domain
- Edge of Complacency
- Aporetic

By now, you should be able to:

- Remember the definition of “sense-making”
- Remember the definition of each of the 5 domains
- Give examples for each of the 5 domains
- Explain the fundamental difference between Ordered, Complex and Chaotic domains
- Give examples about falling from edge of complacency

Managing the Children Party

- You want to hold a party for a bunch of 9-year-old kids, ...

How are you going to manage it?

- The first thing to decide:

What type of system this is?

Chaotic?

Ordered?

Complex?

Do not Distribute

Children Party: Complex

- Draw the **boundaries** (or **Constraints**)
 - Define rules
 - Flexible negotiable boundaries, rigid boundaries have a habit of breaking catastrophically when you least expect them
- Catalytic Probes (**attractors**)
 - Football, video game, ... something to form patterns, to be an attractor
- If beneficial, we give it resources, if not, we need to think about something else (**amplification** strategy)
- We manage the emergence of beneficial coherence, within boundaries, around attractors

Part 1.5

Empiricism

A short Introduction

Empiricism | تجربہ باوری

When *empirical* first appeared as an adjective in English, it meant simply "in the manner of an empiric."

An **empiric** was a member of an ancient sect of doctors who practiced **medicine based exclusively on observation or experience** as contrasted with those who relied on theory or philosophy.

- Derived from the ancient Greek work *empeiria*, "experience"

Empiricism | تجربه‌باوری

in philosophy, is the view that

- 1 all concepts originate in experience,
- 2 that all concepts are about or applicable to things that can be experienced,
- 3** or that all rationally acceptable beliefs or propositions are justifiable or knowable only through experience.

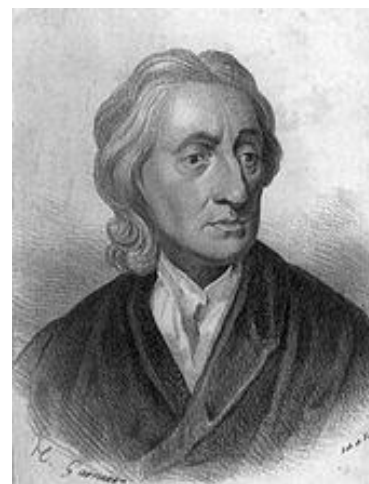
- Its opposites would be “Rationalism” and “Skepticism”

Francis Bacon (1561-1626)

John Locke (1632-1704)

George Berkeley (1685-1753)

David Hume (1711-1776)



Related Concepts

Empirical Knowledge

Empirical Research

Empirical Evidence

Experimentation

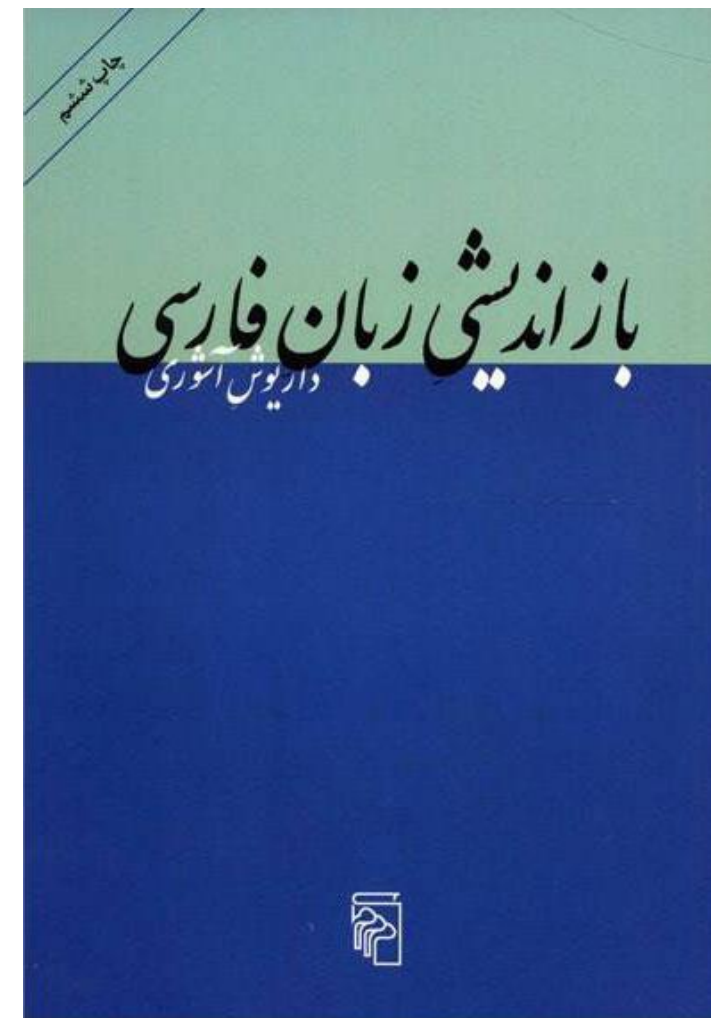
Empirical Method

Observation

In the management landscape,
What we need to move forward?

درباره ترجمه واژه

- داریوش آشوری، «بازاندیشی زبان فارسی»، مجموعه مقالات، نشر مرکز، چاپ ششم، ۱۳۹۲
- مقاله پسوند «ایسم» و مسئله برابریابی برای آن در فارسی
- نخستین انتشار در نشریه رودکی، ۱۳۵۵
- واژگان دارای پسوند ایسم، به ۴ دسته تقسیم می شوند



From somewhere, there's a desire for change

- ✓ Innovation, adaptability, responsiveness
- ✓ Alignment, cohesion, purpose
- ✓ Collaboration, sharing, learning

Do not Distribute

**Somehow, it's just
not happening**

Somehow, it's just not happening

– symptoms of solution-first change



Cynicism, disengagement



Same old, same old



Innovation inhibited

Do not Distribute

The *agreement on outcomes* question

What if we put
agreement on outcomes
ahead of solutions?

Three guiding principles

- 1 Keep asking the *agreement on outcomes* question¹
- 2 Keep bringing outcomes to the foreground
- 3 **Keep finding new places to do strategy**

¹ What if we put *agreement on outcomes* ahead of solutions?

Leadership principles

- practical strategies for getting better at strategy
- practical strategies for engaging people in transformation

1 Keep asking the *agreement on outcomes* question¹

2 Keep bringing outcomes to the foreground



3 Keep finding new places to do strategy

¹ What if we put *agreement on outcomes* ahead of solutions?

Whatever your scope or experience

Team of teams



Leadership principles

- **practical** strategies for getting better at strategy
- **practical** strategies for engaging people in transformation

1 Keep asking the *agreement on outcomes* question¹

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Agendashift™ Academy

Leadership and strategy in the transforming organisation

Leading with Outcomes

Conversation

- Dialogue
- Engagement
- Invitation
- Participation
- Trust building

Strategy

- Purpose
- Obstacles
- Outcomes
- Options
- Priorities
- Solutions



- Signs of emergence
- Indicators of progress
- Measures of success
- Goals and aspirations

Organisation

- People
- Scope
- Belonging
- Identity
- Relationships

Everybody on the same page with purpose

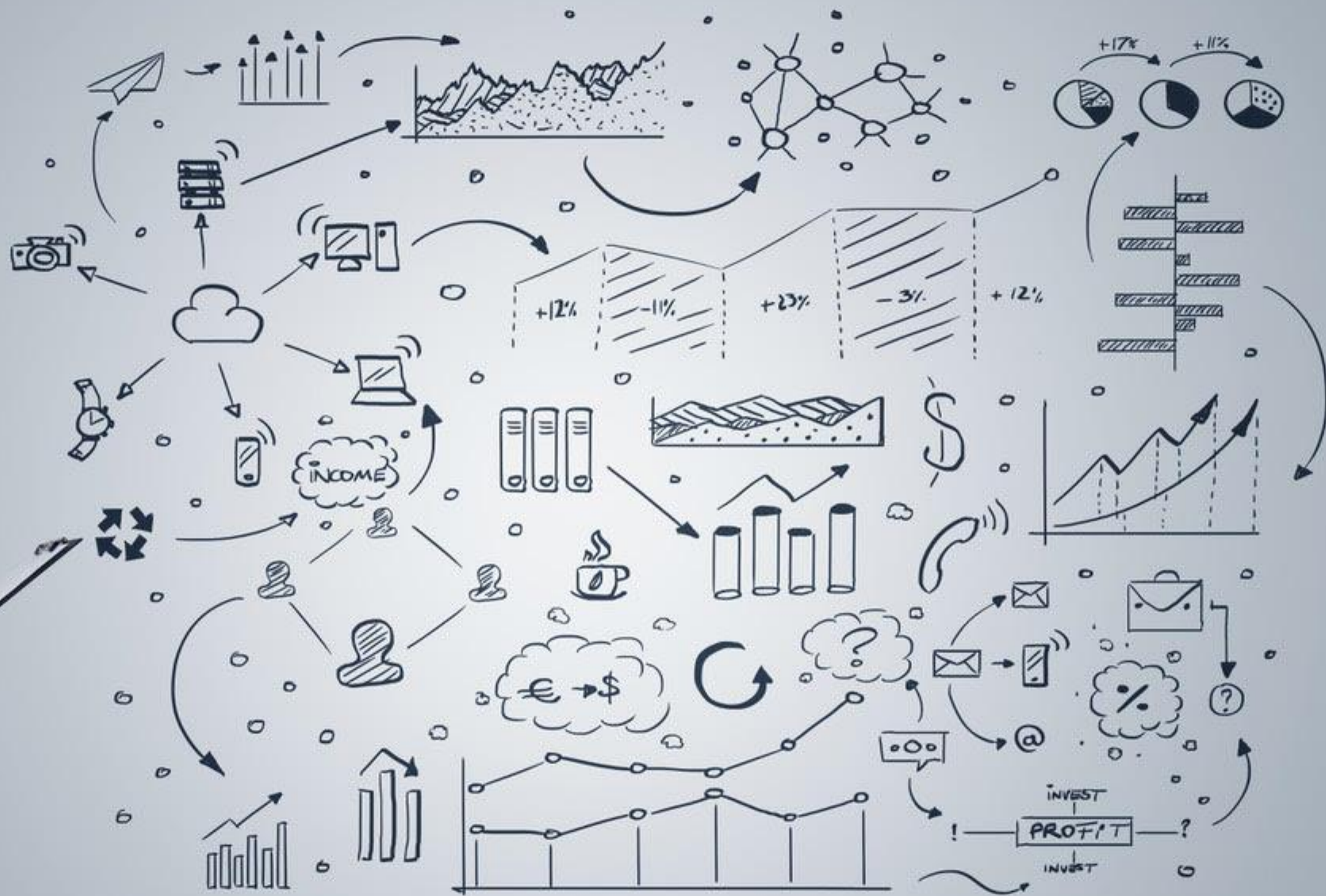
- ▶ 1. Context is key
- 2. Beginning a purposeful conversation
- 3. Engaging with the strategic landscape
- 4. Organising your high level strategy

Inside-out strategy with the IdOO (“I do”) pattern



Context is key

- ▶ 1. Context really is key
- 2. A context energiser
- 3. (Exercise) Celebration-5W
- 4. Everyday context





Who's invited?

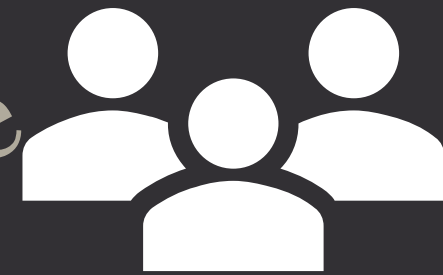
Context



Supporters
of the strategy
process



Decision-makers
in the strategy
process



Contributors
to the strategy
process



Beneficiaries and
others who may be
impacted



Imagine...

You're celebrating!

1. Celebrating **an accomplishment**

Celebrating with everyone
who helped make it happen

Reminding each other of how
you were stretched and why it
was all worth it



Imagine...

You're celebrating!

2. Celebrating **your next big breakthrough**

Celebrating with everyone
who helped make it happen

Reminding each other of how
you were stretched and why it
was all worth it

Put it into context with Five Ws

Who is celebrating with you?

Organisational scope / identity;
others involved or supporting

Where are you celebrating?

A venue that makes
a statement about how this
work is valued

Why is this
important?

Distilled essence of
Why for the whole endeavor
(not just the celebration)

What are you celebrating?

Your next big breakthrough and
all that it makes possible

TIP: Start here and
work anticlockwise

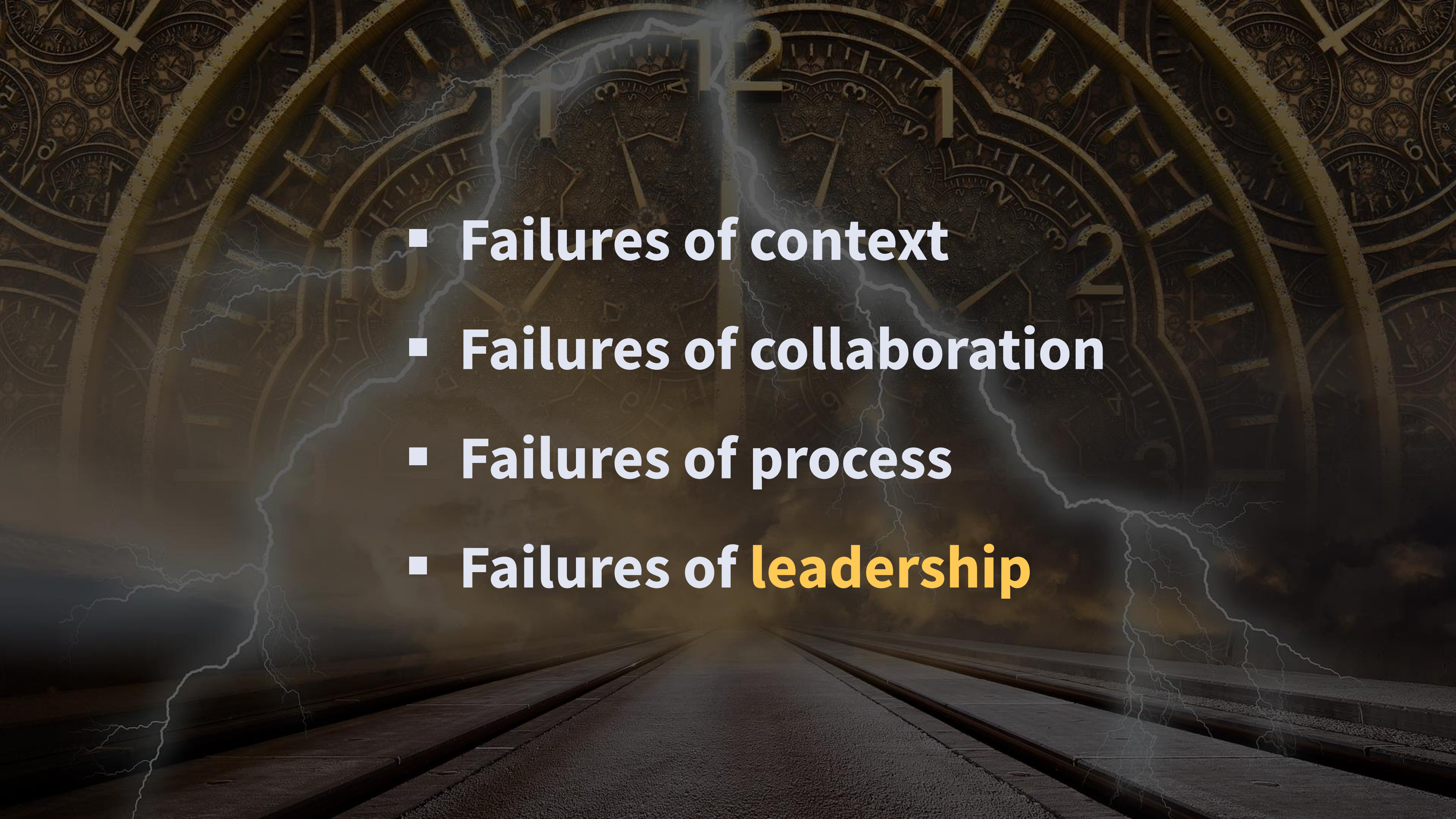
When are you celebrating?

The timeframe for
your breakthrough's business
potential to be recognised



**Who and what
are we dealing
with?**

**Who, What,
When, Where,
Why**

- 
- **Failures of context**
 - **Failures of collaboration**
 - **Failures of process**
 - **Failures of leadership**

Everybody on the same page, with purpose

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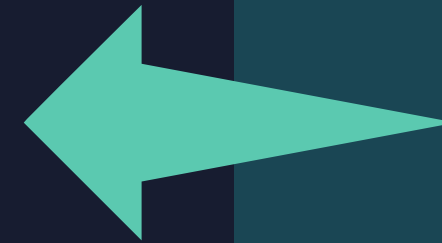
The timeframe required for
this significant and business-
relevant challenge

Everyday context

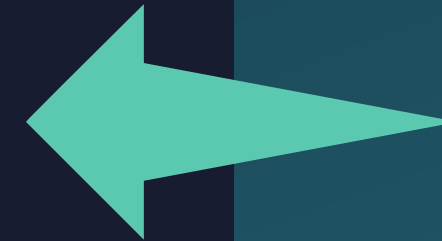
**Work backwards to
the conversation that
didn't happen**

**Work backwards to
the collaboration that
didn't happen**

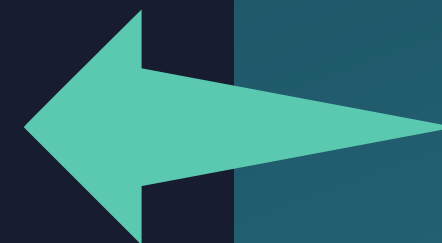
**Step back and
re-establish context**



**Unproductive
conversations**



**Inferior
work**



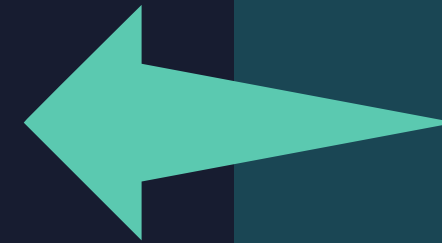
**Something not
making sense**

Be a keeper of context

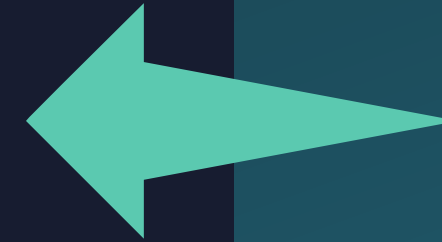
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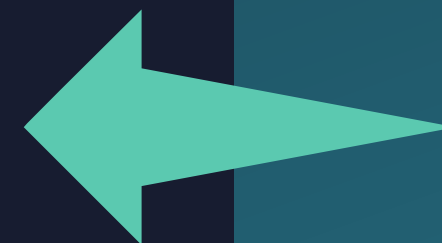
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Beginning a purposeful conversation

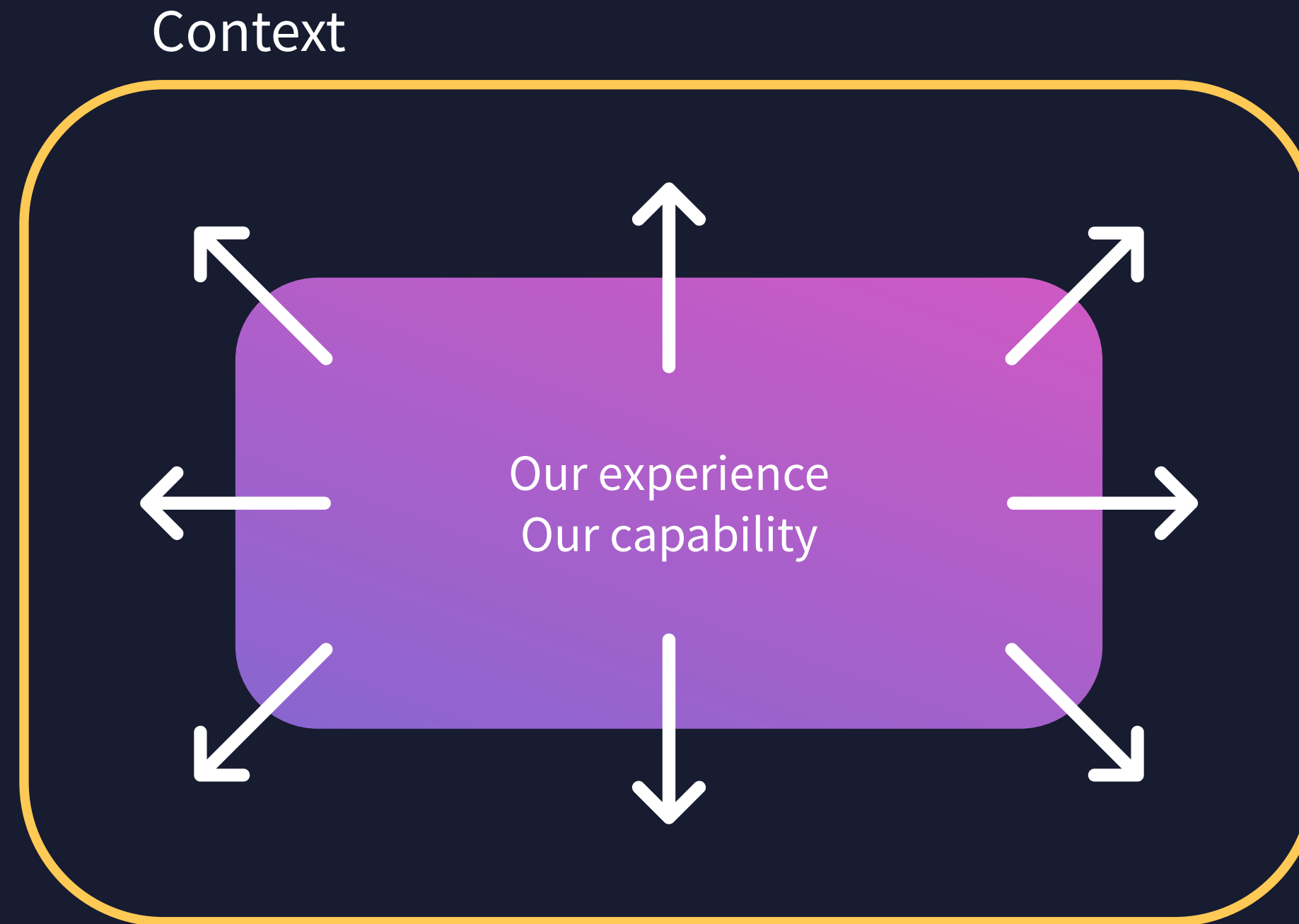
- ▶ 1. Focusing an inside-out conversation
- 2. (Exercise) Breakthrough, challenge, purpose
- 3. Leading with purpose

Inside-out strategy with the IdOO (“I do”) pattern

– inside-out focus

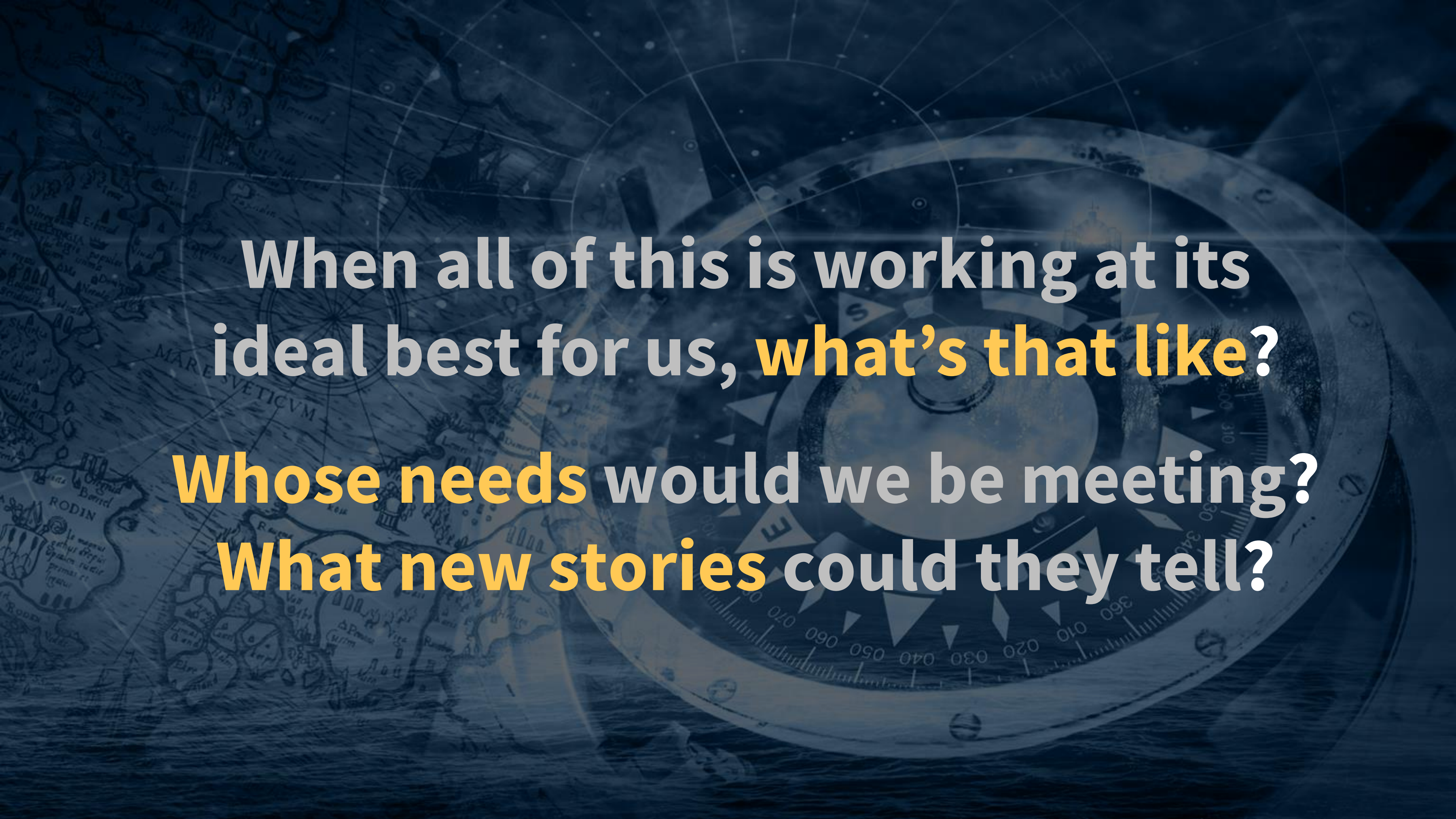


Inside-out strategy





**When all of this is working at its
ideal best for us, what's that like?
Whose needs would we be meeting?
What new stories could they tell?**



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True North: Ideal

Imagine...

Everyone able to work consistently at their ideal best:

- Individuals, teams, between teams, across the organisation and beyond
- Right conversations, right people, best possible moment
- Needs anticipated, met at just the right time

When all of this is working at its ideal best for us, what's that like?

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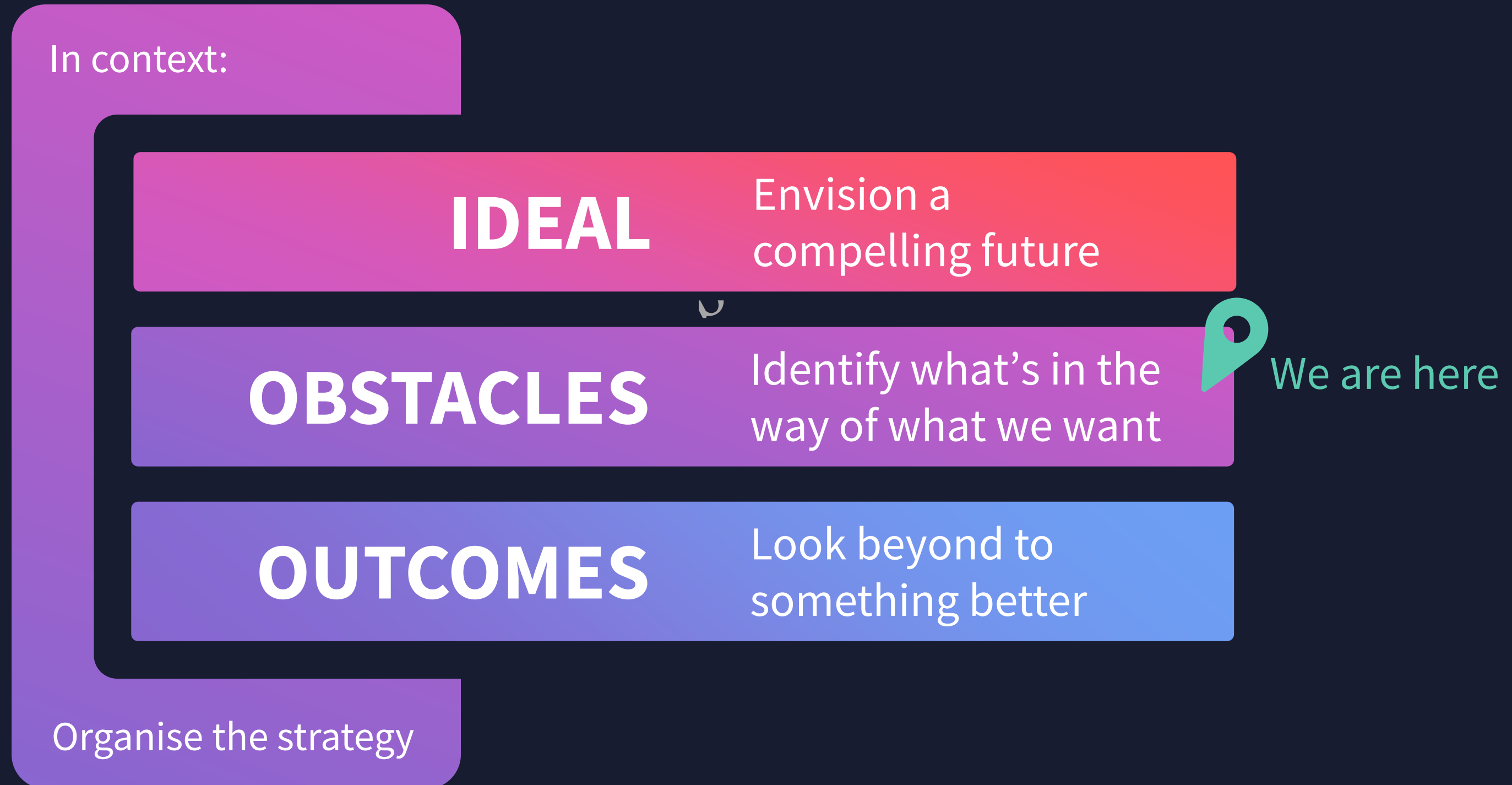
Leading with Purpose: Three considerations

1. Everyone's experience is different
2. Meaningfulness is personal
3. Purpose is a process

Engaging with the strategic landscape

- ✓ 1. The language of strategy
- ▶ 2. Keeping it real
- 3. (Exercise) Good Obstacle, Bad Obstacle
- 4. From obstacles to outcomes in just 15 minutes
- 5. (Exercise) 15-minute FOTO
- 6. Different hats:
Client, coach, host

Inside-out strategy with the IdOO (“I do”) pattern



(Exercise) Identifying your obstacles

Unhelpful

“Lack of a KMS”
“Lack of people / money / time”
“Lack of quality”
“Management”, “Leadership”,
some other group
“Culture”, “Mindset”



Better

“Knowledge is hard to access”
“Staff overburdened”, “Time pressure”
“Mismatched expectations”
Observable impact,
specific issues
Something very much more tangible



*What stands in the
way becomes the way*

Marcus Aurelius

(AD121-180)



Good Obstacle, Bad Obstacle

Bad obstacles:

- Alienate people needlessly
- Constrain options prematurely



Good Obstacle, Bad Obstacle

Suspicious smells:

- Tribal shorthand (eg jargon, labels)
- Scarcity language (eg “Lack of...”)
- Wishful thinking



Good Obstacle, Bad Obstacle

Work hard to eliminate:

- Blaming, judging
- Selling solutions or theories
- Telling the wrong half of the story
- Wishing the challenge away



Good Obstacle, Bad Obstacle

Good obstacles:

- Engaging
- *“Real, relevant, and representative”*

(Exercise) Good Obstacle, Bad Obstacle

1. Generate obstacles

With respect to your ideal best:

- What that's like
- Needs, stories

Ask: *What stops that? What gets in the way?* (5-10 obstacles)

2. Refine obstacles

Notice any suspicious smells:

- Tribal shorthand (eg jargon, labels)
- Scarcity language (eg “Lack of...”)
- Wishful thinking

Work hard to eliminate:

- Blaming, judging
- Selling solutions or theories
- Telling the wrong half of the story
- Wishing the challenge away

Finish with 5 real, relevant, and representative obstacles