

Agile Project Management

Managing Projects under Uncertainty



Nariman Dorafshan, 2022

Session 02 Summary

Part 1
Introduction

Session 02
Summary



Empiricism

Part 2
Lean-Agile Practices



Part 3
Domain Mastery

LwO – Discovery
– Celebration 5w



LwO – Discovery
– Ideal



LwO – Discovery
– Obstacle

Part 4
Soft Skills

Part 5
Thinking Skills

Empiricism | تجربه‌باوری

all rationally acceptable beliefs or propositions are

justifiable or knowable

only through experience.

Empiricism

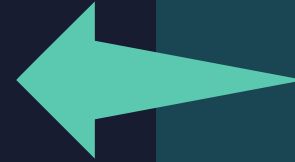
Rationalism

Skepticism

Do not Distribute

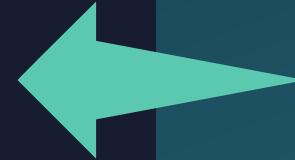
Be a keeper of context

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



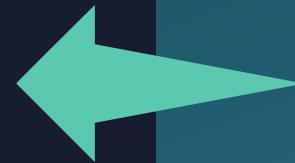
**Unproductive
conversations**

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



**Inferior
work**

**Step back and
re-establish context**



**Something not
making sense**



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?

True North: Ideal

Imagine...

Everyone able to work consistently at their ideal best:

- Individuals, teams, between teams, across the organization 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?

Whose needs would we be meeting? What new stories could they tell?

Make it ok to talk about obstacles

**Reaching the right
customers, meeting
their *strategic needs*,
achieving results in the
way to which we aspire**

What stops that?

***What gets in the
way?***

**Your 5 most important
obstacles, framed to resonate**

- no jargon, selling, wishful thinking, or finger-pointing**
- and a sense of direction**

Refining Obstacles

Notice any suspicious smells:

- Tribal shorthand (e.g., jargon, labels)
- Scarcity language (e.g., “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

• *Let's work on some examples*

Part 1.1

Mega-Trends: Increasing Complexity

A Moment of Rapid Change

- Exponential Increase in Information and Interconnectivity
- Transitions:
 - Static Societal Building Blocks to flows of Exchanges
 - Rigid Organizational Structures to Dynamic Networked Relationships
 - Thinking Systems to Thinking Ecosystems

Trends

- Becoming more global and urban
- More diversity in closer proximity
- Vying for resources that are more limited everyday
- More interconnectivity,
 - greater interdependency,
 - things spread faster
 - Even greater diversity

We are engaged in
a whole new set of issues and conflicts that are
without a clear resolution or end state.

Before,

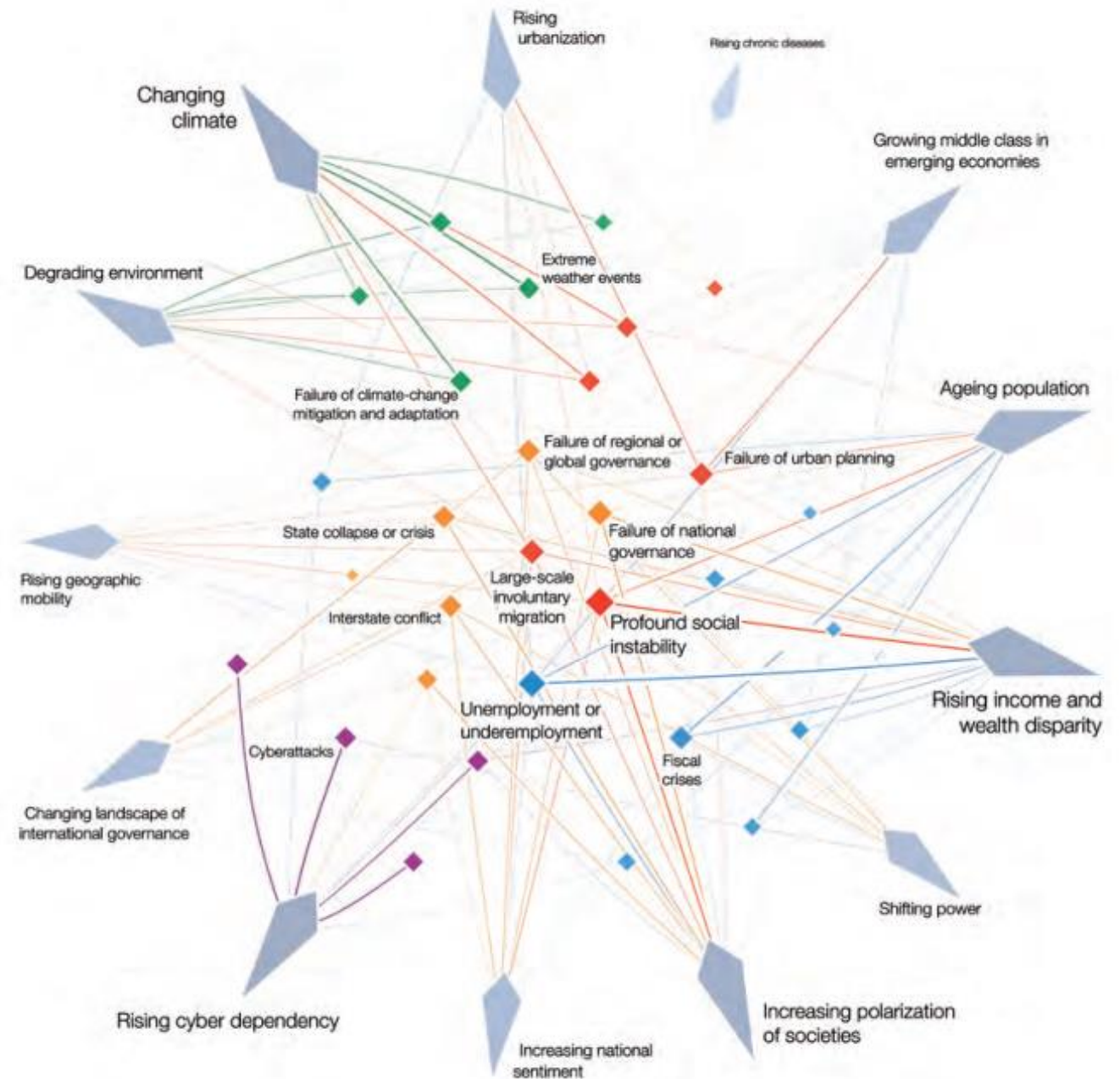
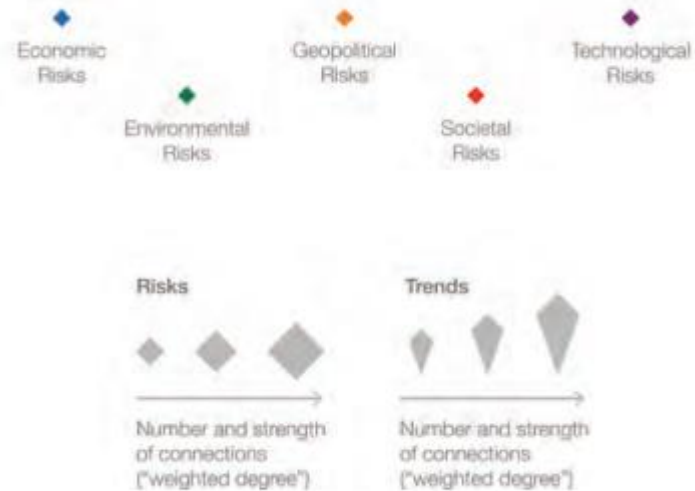
We had punctuated evolution,

- Things changes abruptly, and after abrupt change, we had decades of stability,
- Enabled us to build deep institutional models based upon infrastructural and technological shifts

Now,

- Today's new infrastructure of connectivity may not level out.
- We're in an era of profound change, in which
 - Acceleration, instability, and disturbance may become the norm.

Trend Interconnection Map



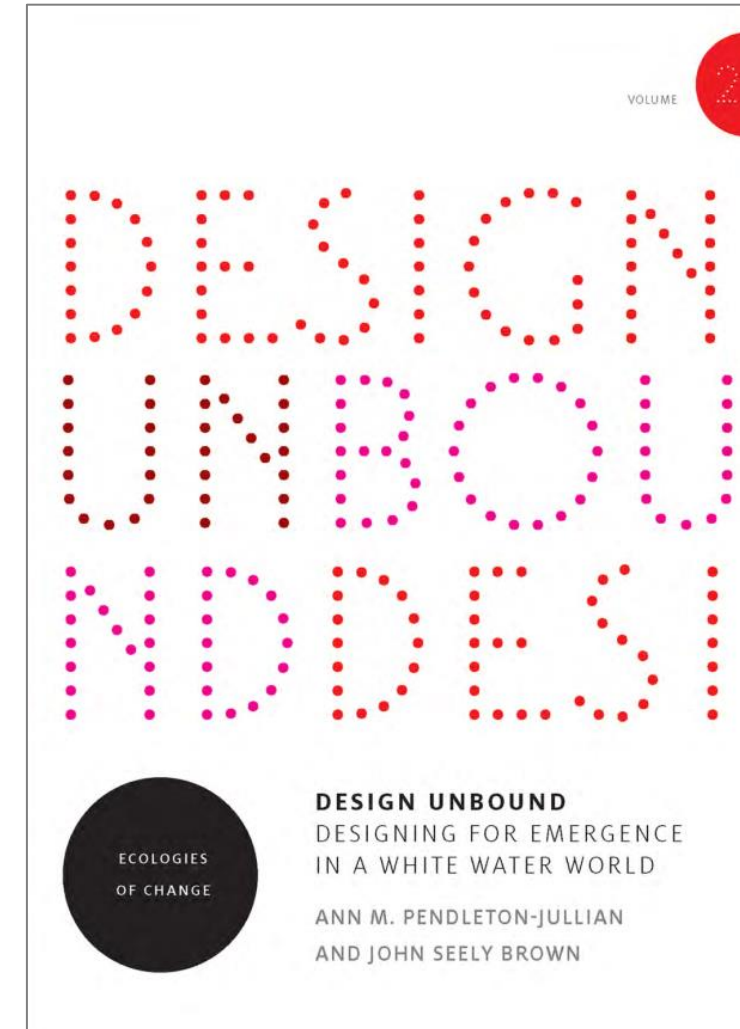
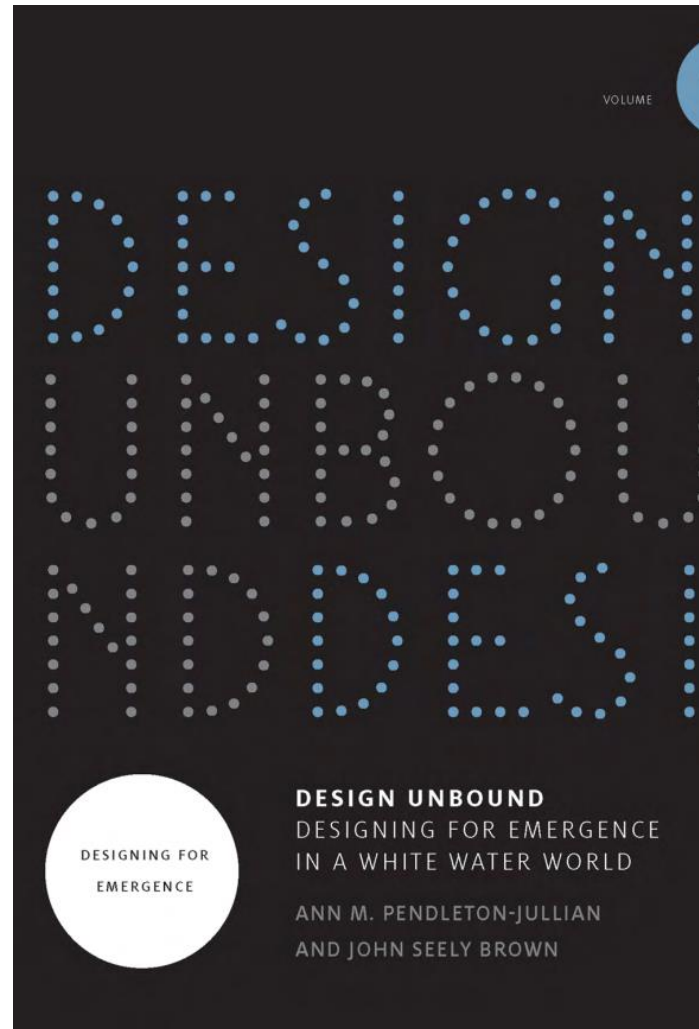


From 36 Views of Fuji

Hokusai
(1760-1849)

Designing for Emergence

Our White-Water World



Outcomes

What would you like to have happen?

Then what happens?

And again (and again):

Then what happens?

Outcomes

- signs of emergence**
- indicators of progress**
- measures of success**
- goals and aspirations**

Outcomes

***“Needs met, happy endings to stories,
the world changed for someone
in some meaningful way”***

Conversations in strategy: The IdOO (“I do”) pattern



Conversations in strategy: The IdOO (“I do”) pattern



Two kinds of strategy

Reaching the right
customers, meeting
their *strategic needs*,

achieving results
in the way to
which we aspire

Outside-In Strategy:
Positioned for success

Inside-Out Strategy:
Fit for maximum impact

Strategy's virtuous circle



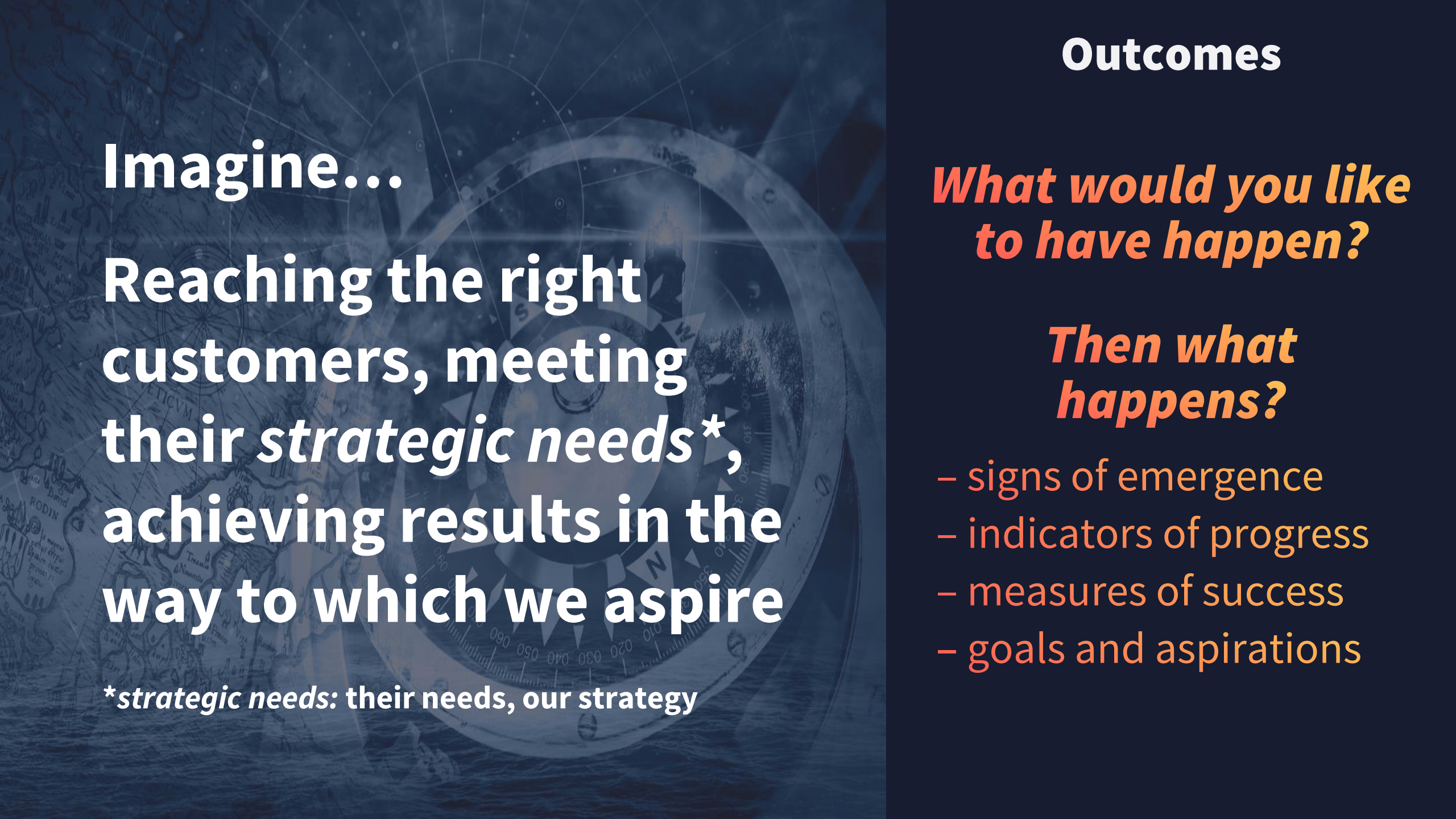
Fit, positioned, purposeful, successful!

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



The background of the slide features a dark blue, textured surface. Overlaid on this are faint, semi-transparent images of a compass rose and a map. The compass rose is circular with various markings and a central needle. The map shows geographical details like coastlines and place names, including 'RODIN' and 'TICVM'.

Imagine...

**Reaching the right
customers, meeting
their *strategic needs**,
achieving results in the
way to which we aspire**

****strategic needs*: their needs, our strategy**

Outcomes

***What would you like
to have happen?***

***Then what
happens?***

- signs of emergence
- indicators of progress
- measures of success
- goals and aspirations

Imagine...

Reaching the right
customers, meeting
their *strategic needs**,
achieving results in the
way to which we aspire

**strategic needs*: their needs, our strategy

Why is that important?

What kind of...?

***What would you like to
have happen?***

Then what happens?

And again (and again):
Then what happens?

15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated

From Obstacles

- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~

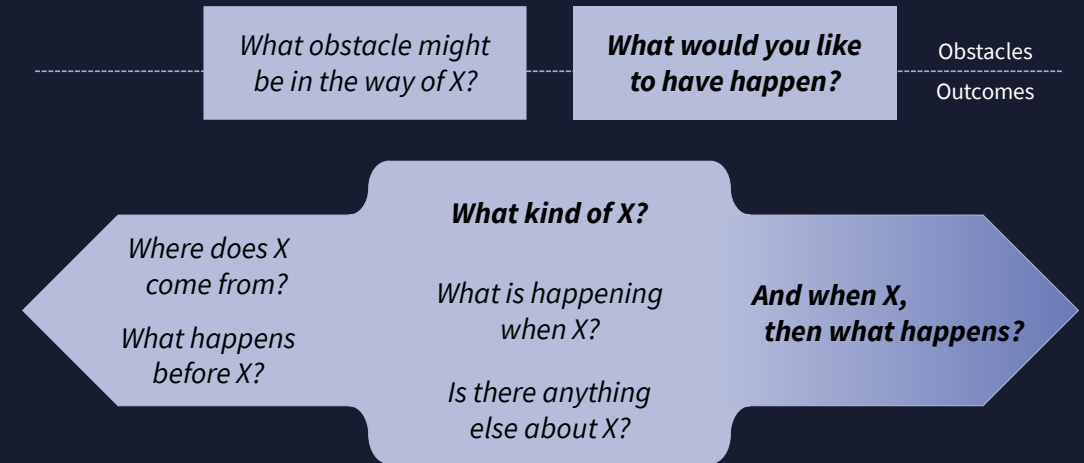
To Outcomes

- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~



– as many as you
can generate in just
15 minutes...

... using only these Clean
Language questions...



... and (for the X's) words
previously generated

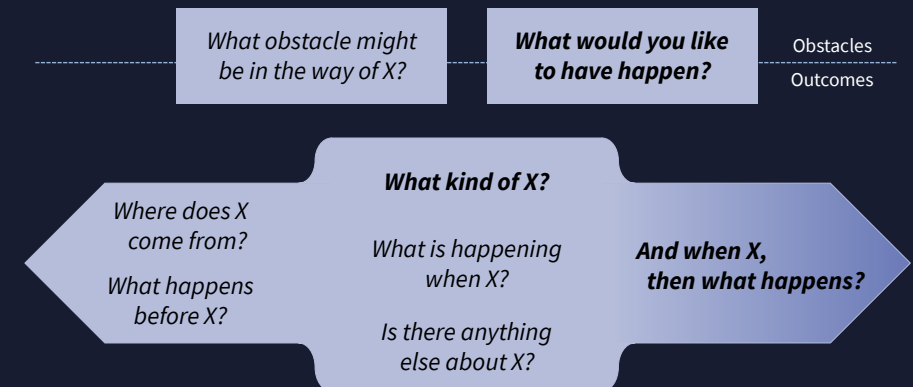
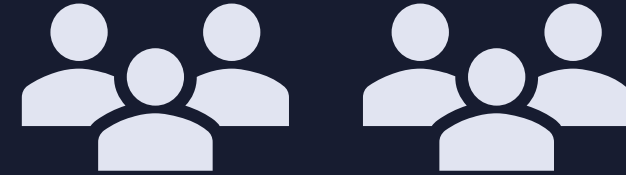
15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated

You will need:

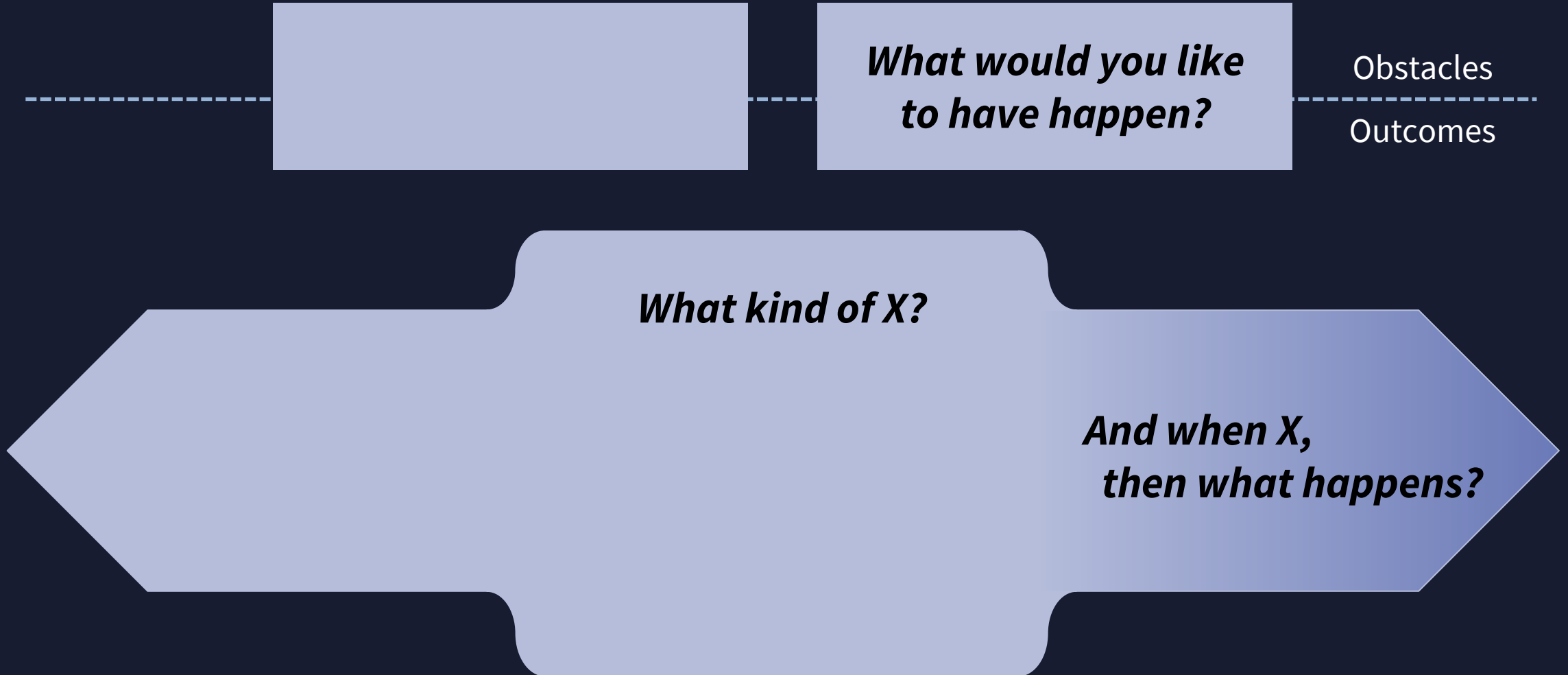
- Participants in groups of 3-5 – 4 is ideal
- A list of obstacles (5 is a good number), framed appropriately
- Somewhere to capture the generated outcomes
 - Write down anything that sounds desirable –
“A need met, the happy ending to a story, the world changed for someone in some meaningful way”
- The 15-minute FOTO cue card
 - Printed on A5-sized card if playing in person, 1 card per participant
 - Show on-screen (slide 14) only if playing remotely



15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated



15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated

*What would you like
to have happen?*

Obstacles

Outcomes

Try them:

1. On your most concrete obstacle:
WWYLTHH
and then **TWH** (repeated)
2. On your most abstract obstacle:
WKO, WWYLTHH,
and then **WKO** & **TWH** in
combination

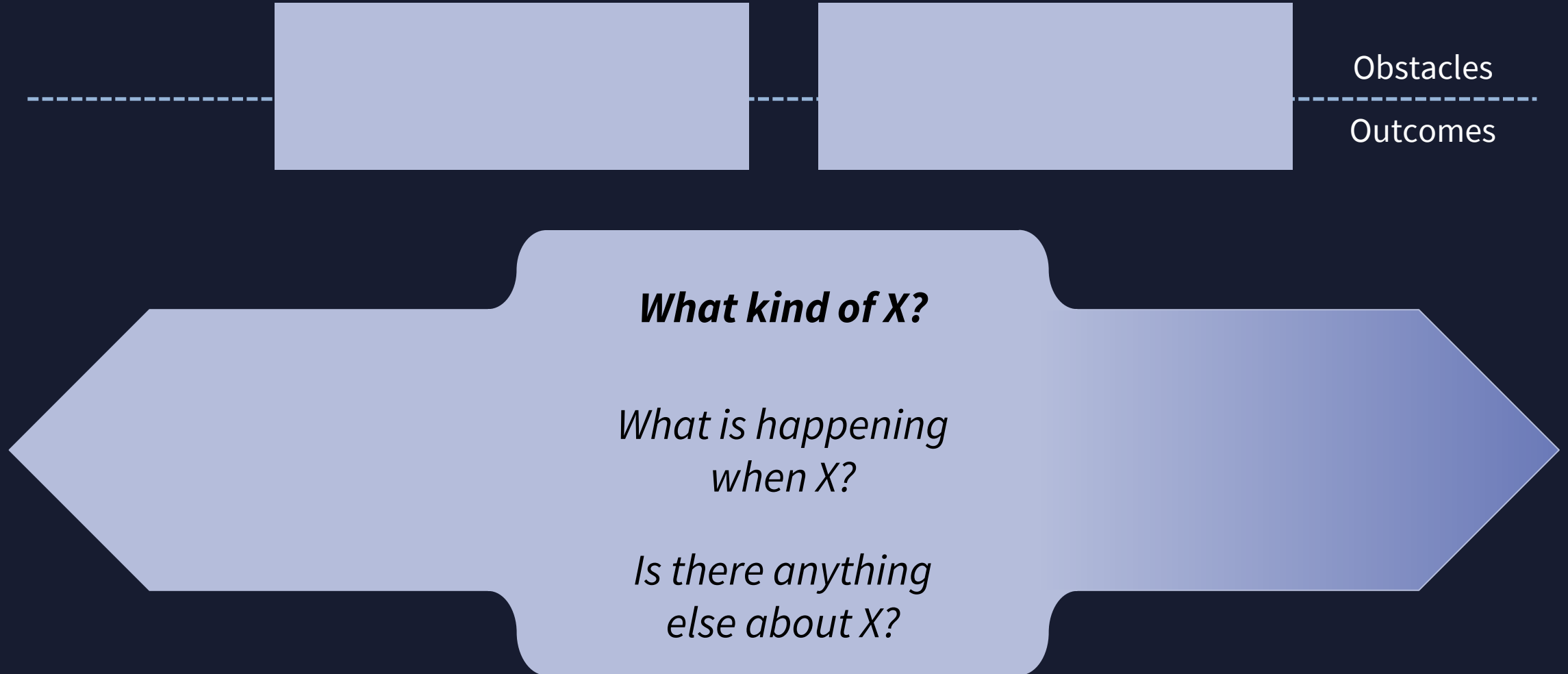
What kind of X?

*And when X,
then what happens?*

15-minute FOTO

aka the *And When X...* game

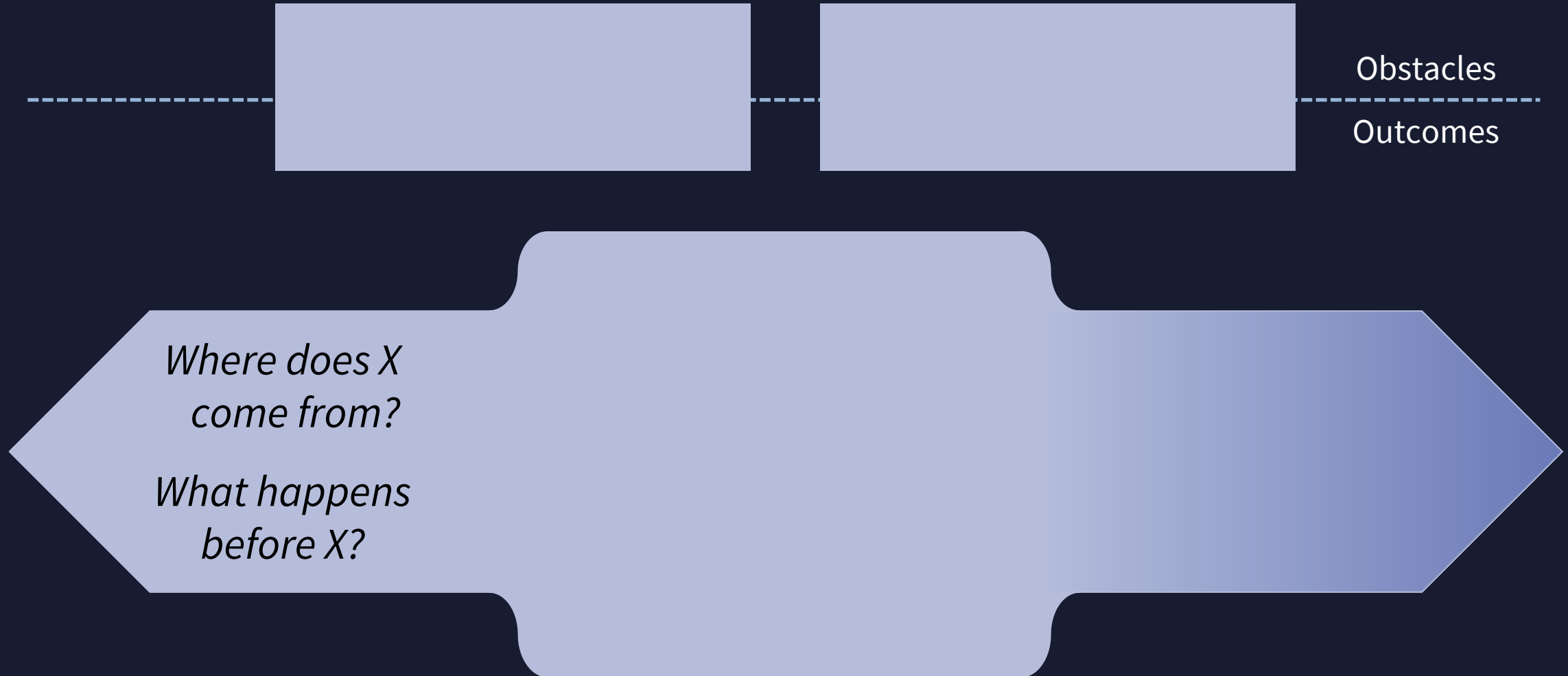
From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated



15-minute FOTO

aka the *And When X...* game

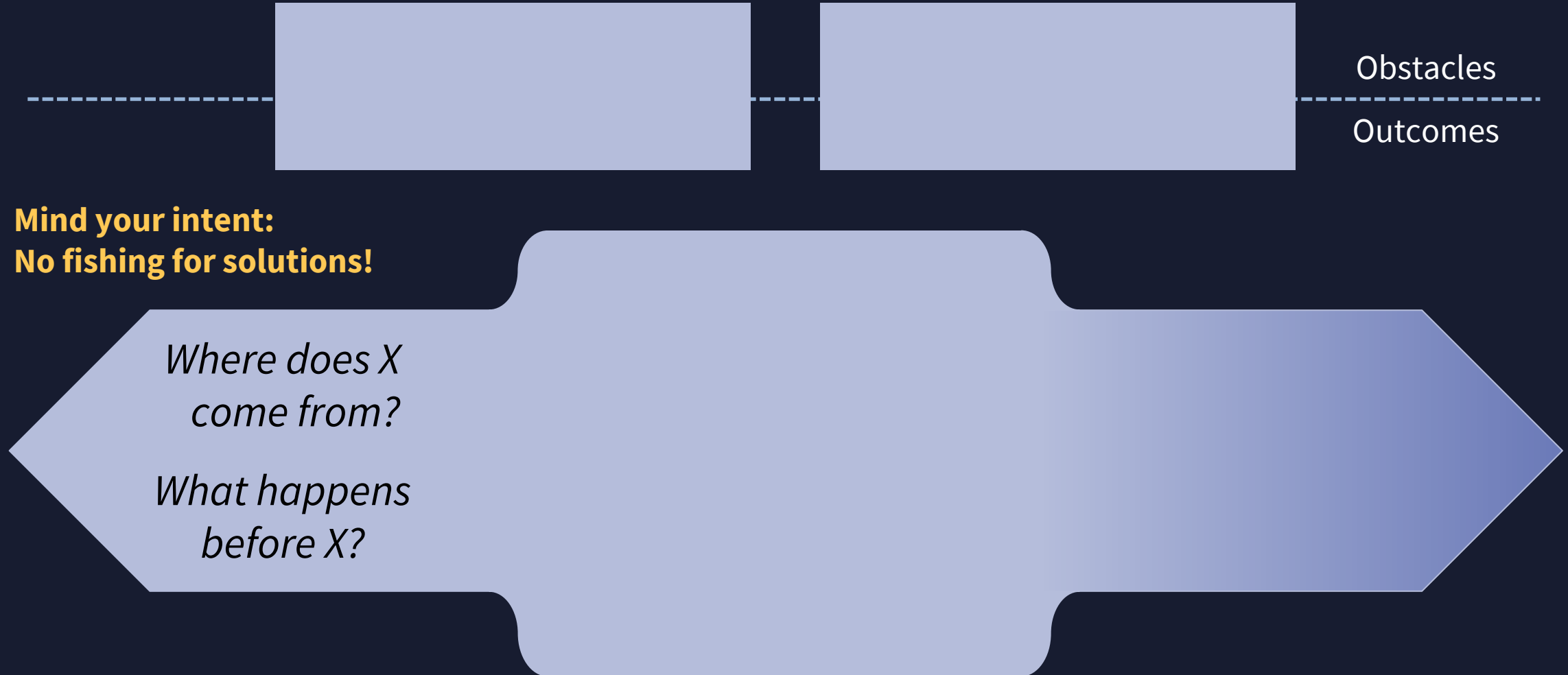
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15-minute FOTO

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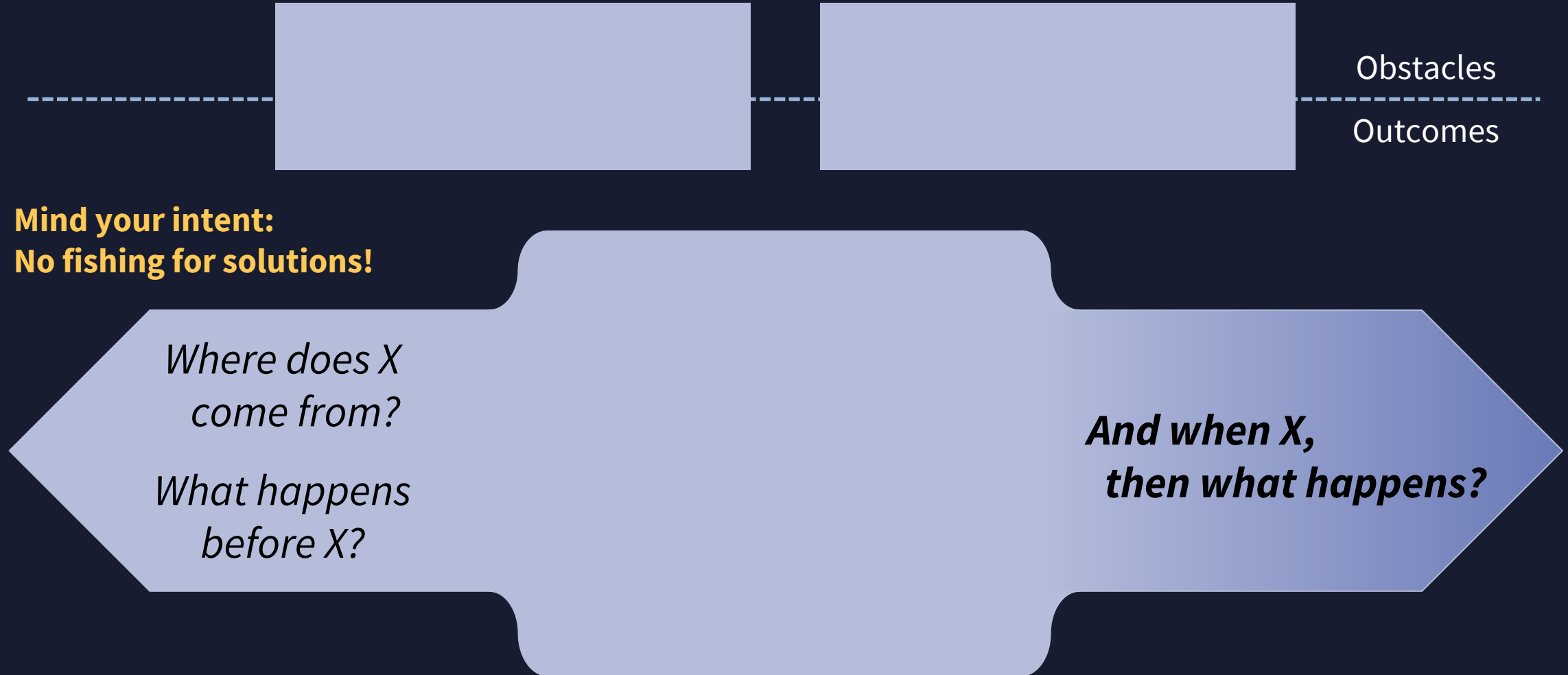
From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated



15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated



15-minute FOTO

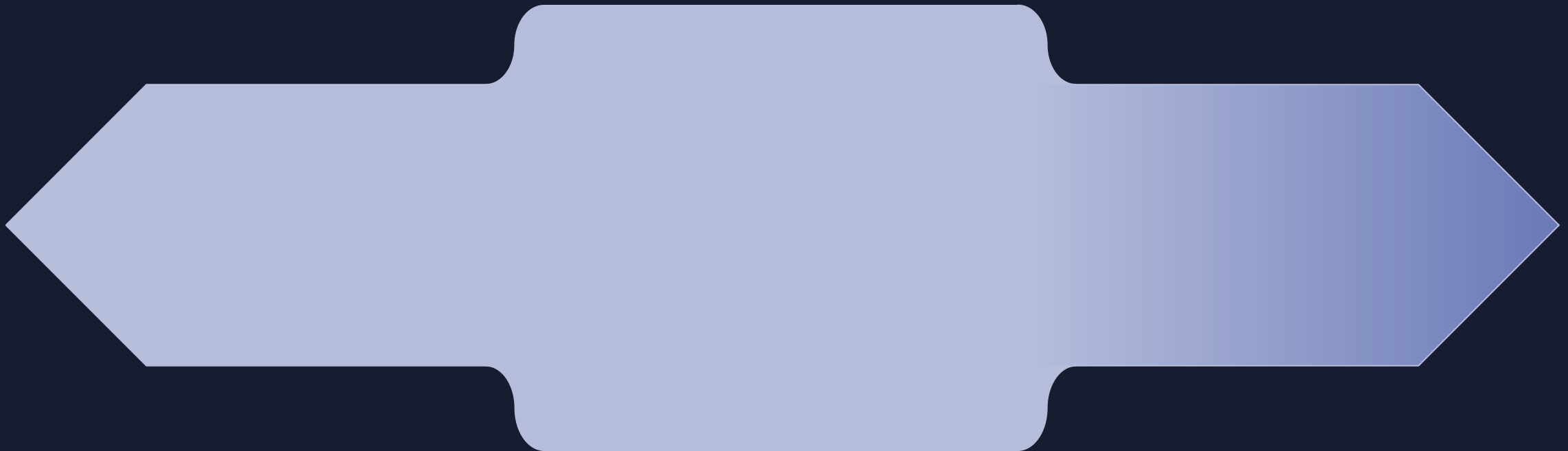
aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated

*What obstacle might
be in the way of X?*

Obstacles

Outcomes



15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated

*What obstacle might
be in the way of X?*

***What would you like
to have happen?***

Obstacles

Outcomes

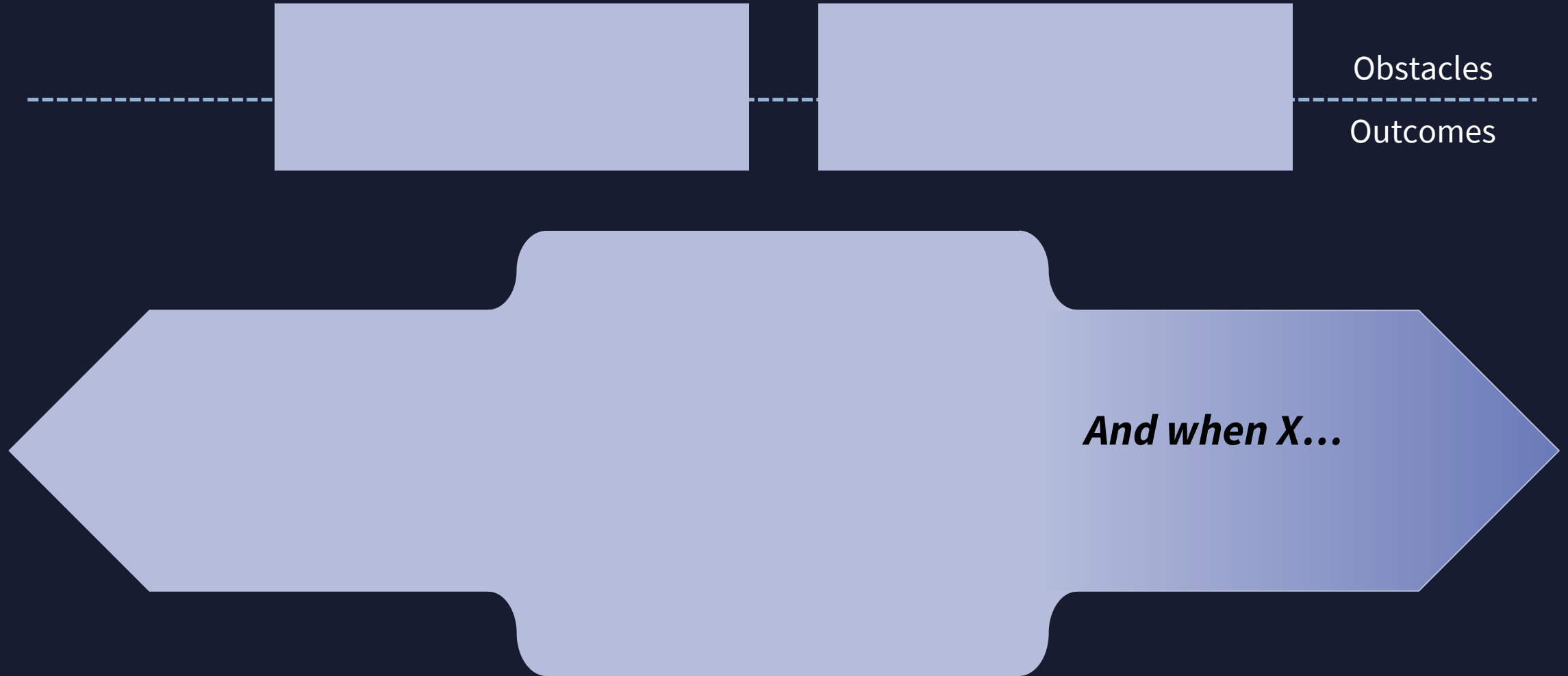
What kind of X?

***And when X,
then what happens?***

15-minute FOTO

aka the *And when X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated



15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated

Play!

- One obstacle in play at any time
- Generate as many outcomes as you can
 - Captured in bullet-point form
 - Extracted from answers to well-formed questions
- Start small
 - Specific obstacles
 - 5% outcomes – those first, tiniest signs
- Go deep
 - Dare to keep questioning
- Help each other enjoy a productive conversation
 - Anyone can ask, anyone can answer
 - If you're not capturing outcomes, something is wrong

15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only these Clean Language questions and (for the X's) words previously generated

- One obstacle in play at any time
- Generate as many outcomes as you can
- Start small, go deep
- Help each other enjoy a productive conversation

What obstacle might be in the way of X?

What would you like to have happen?

Obstacles

Outcomes

What kind of X?

Where does X come from?

What happens before X?

What is happening when X?

Is there anything else about X?

And when X, then what happens?

As the **X**, when the outcomes are flowing, *what's that like?*

1. Client

Answering the questions



3. Host

Helping others enjoy a productive conversation, ensuring that outcomes get captured

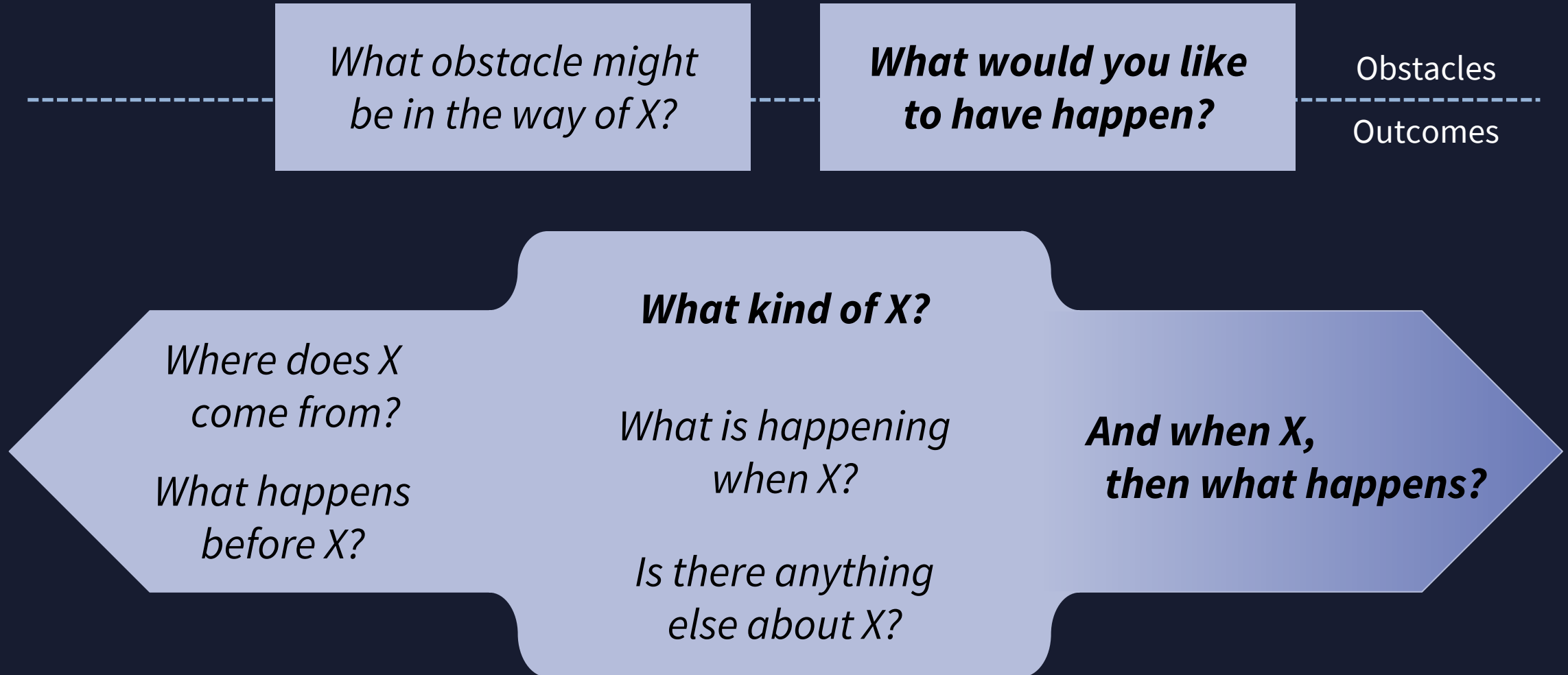
2. Coach

Asking questions from the card, guiding the conversation

15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes,
using only clean questions and (for the X's) words previously generated



*Is there anything else about being the **X**?*

1. Client

Choosing obstacles, answering the questions



3. Host

Helping others enjoy a productive conversation, ensuring that outcomes get captured

2. Coach

Asking questions from the card, guiding the conversation

Client, coach, host: Who is the leader here?



Needs

*When that's
working at its ideal
best for us, what's
that like?*

*Whose needs would
we be meeting?*

*What new stories
could they tell?*

Obstacles

*What stops
that?*

*What gets in
the way?*

*Why is that
important?*

Outcomes

What kind of...?

*What would you like
to have happen?*

Then what happens?

And again (and again):
Then what happens?

Needs
(meaningfulness)

*When that's
working at its ideal
best for us, what's
that like?*

*Whose needs would
we be meeting?*

*What new stories
could they tell?*

Obstacles
(significance)

*What stops
that?*

*What gets in
the way?*

*Why is that
important?*

Outcomes
(direction)

What kind of...?

*What would you like
to have happen?*

Then what happens?

And again (and again):
Then what happens?

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

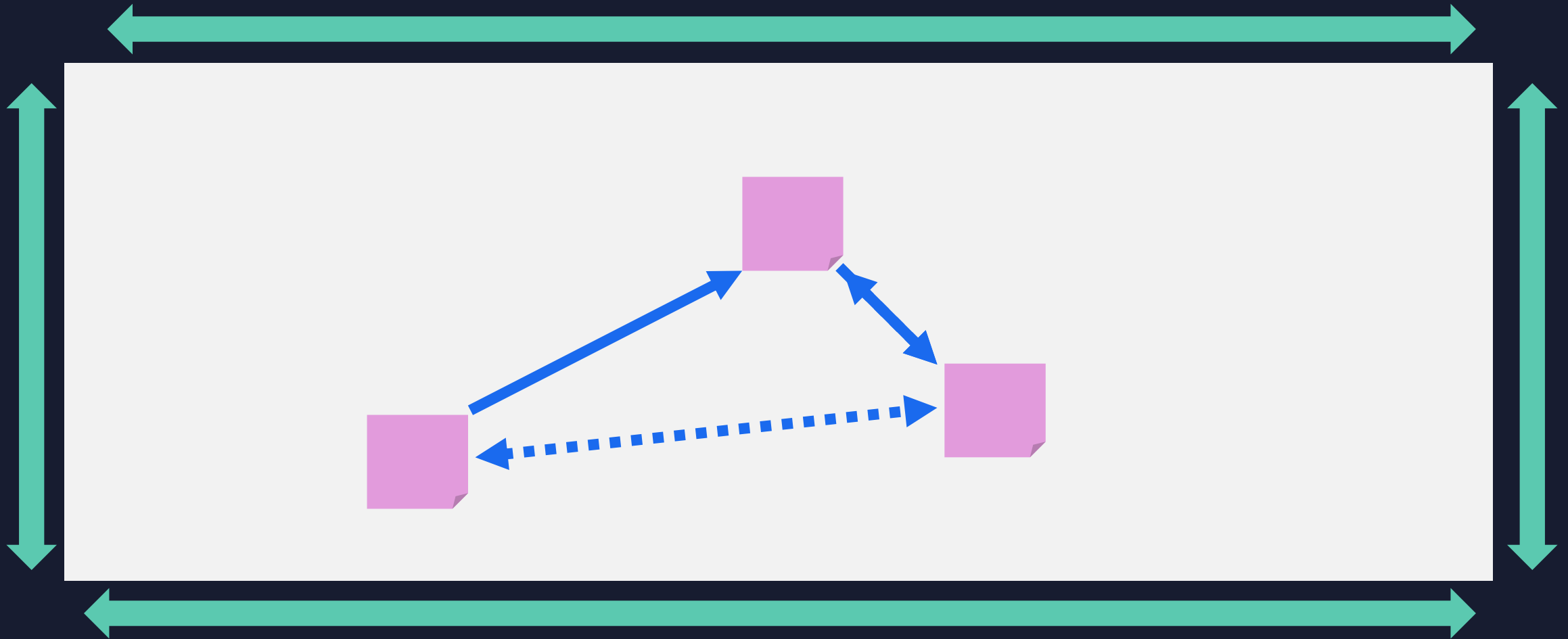
Inside-out strategy with the IdOO (“I do”) pattern



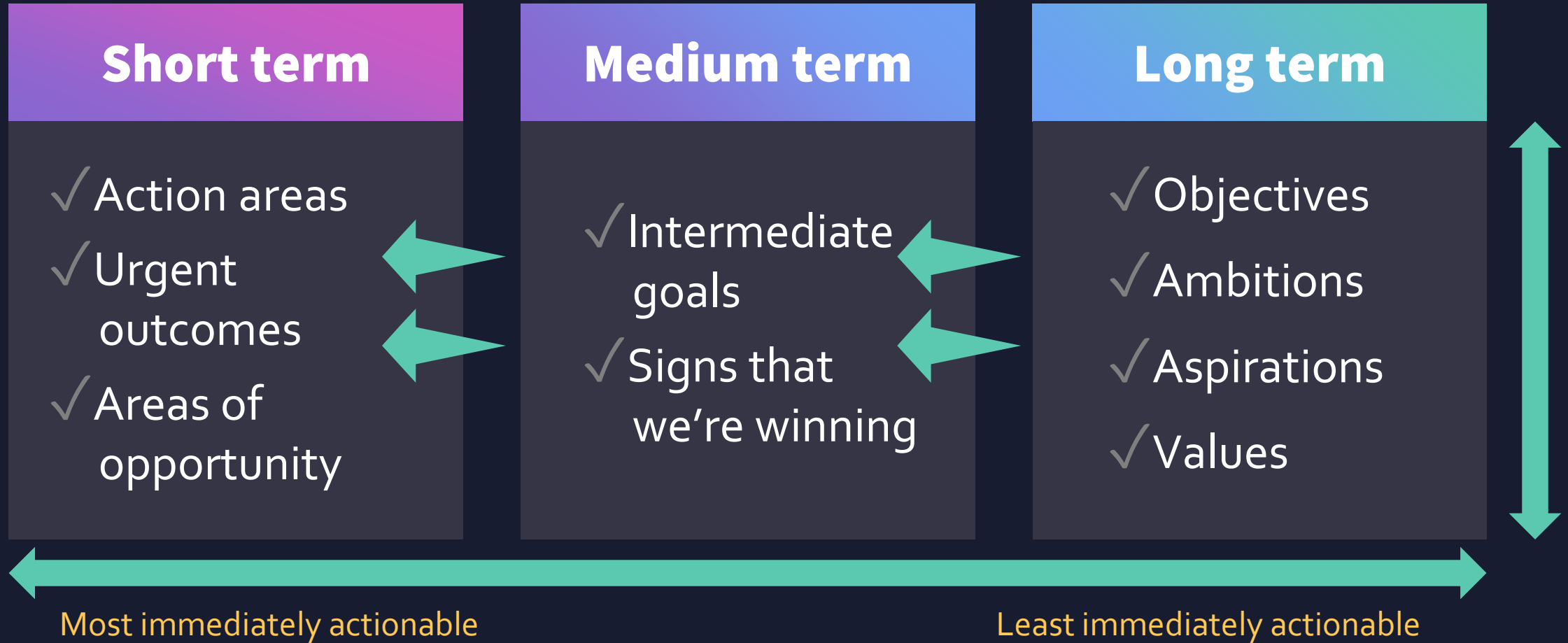
Organising your high level strategy

- ▶ 1. Organising strategy visually
- 2. (Exercise) A plan on a page
- 3. Embracing ambiguity

Organising strategy visually



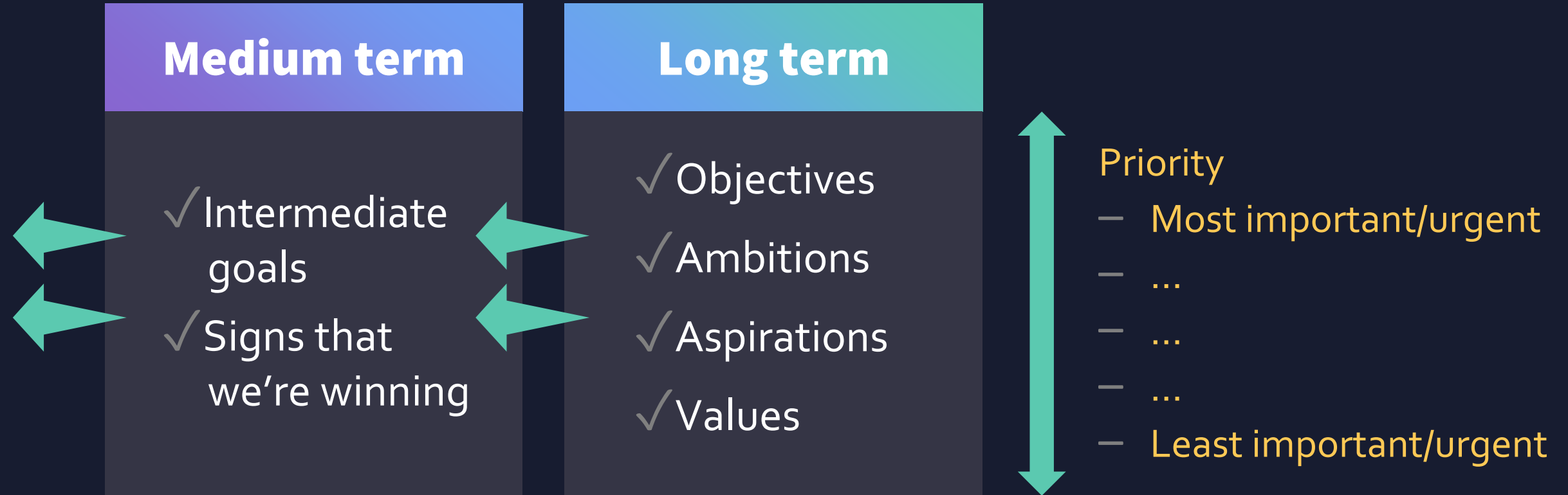
Organising strategy visually: Plan on a Page



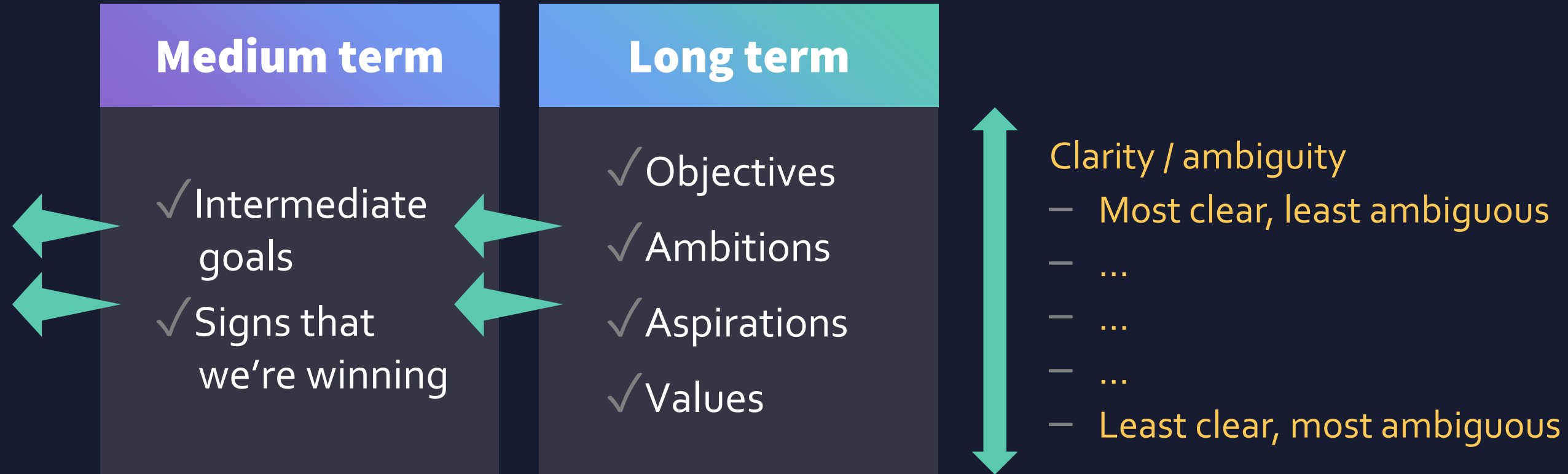
Organising your high level strategy

- ✓ 1. Organising strategy visually
- ✓ 2. (Exercise) Strategy in two dimensions
- ▶ 3. Embracing ambiguity

Initial organisation 1. By priority



Initial organisation 2. By clarity/ambiguity



Organising strategy visually: Plan on a Page





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

Objectives and Key Results (OKRs)

[OKRs] need only to answer two questions:

1. Where do I want to go?
(The answer provides the ***objective***)
2. How will I pace myself to see if I'm getting there?
(The answer gives us ... ***key results***)

Andrew S. Grove
High Output Management (1983)

Objectives and Key Results (OKRs)

Exercise 2.6

**Where do I
want to go?**

**How will I
pace myself?**

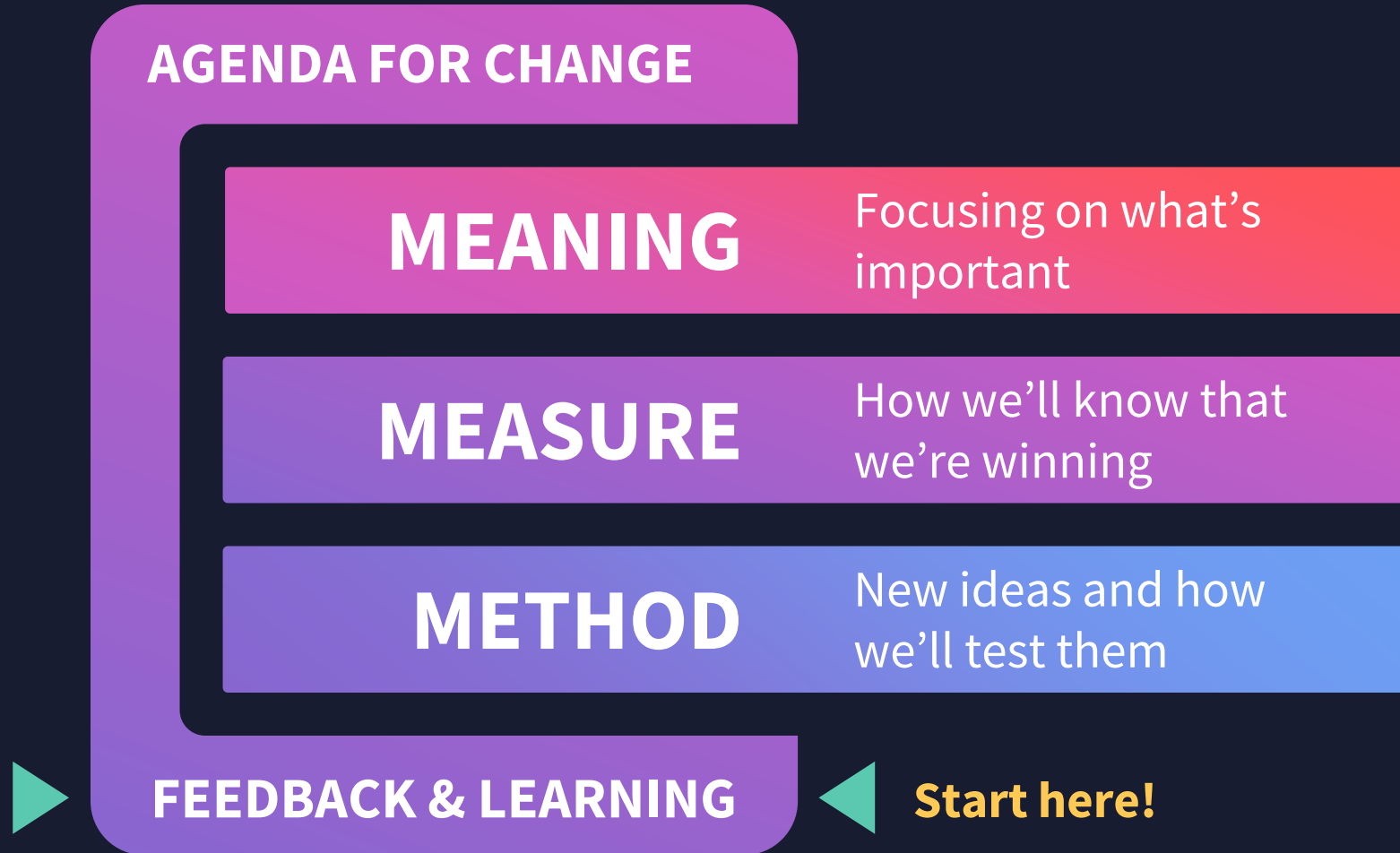
From – or at least inspired by – your outcomes, an objective with 3-5 key results:

Outcome (Objective)

1. Outcome (Key result)
2. Outcome (Key result)
3. Outcome (Key result)
4. Outcome (Key result)
5. Outcome (Key result)

If you wish, repeat this OKR structure to a maximum of 3 objectives

An outcome-oriented innovation pattern



3. Moving into action – ideas, experiments, feedback, and learning



1. Right to left, done, and really done
2. Meaning, Measure, Method
3. Leading with Outcomes

Right to Left

Working backwards
from key moments of
impact and learning.

Done (adj) /dʌn/

Someone's need was
met.

Done (adj) /dʌn/

Someone's need was met.

Really done (adj) /'rɪəli dʌn/

All the available learning
fully accounted for.

Feedback opportunities

Where, when, and how often will we:

1. Meet to coordinate and share?
2. Account for all the learning?

Feedback opportunities

Where, when, and how often will we:

1. Meet to coordinate and share?
2. Account for all the learning?

Considerations:

- How quickly you expect to make meaningful progress
- How many items to discuss
- Their granularity
- Their complexity

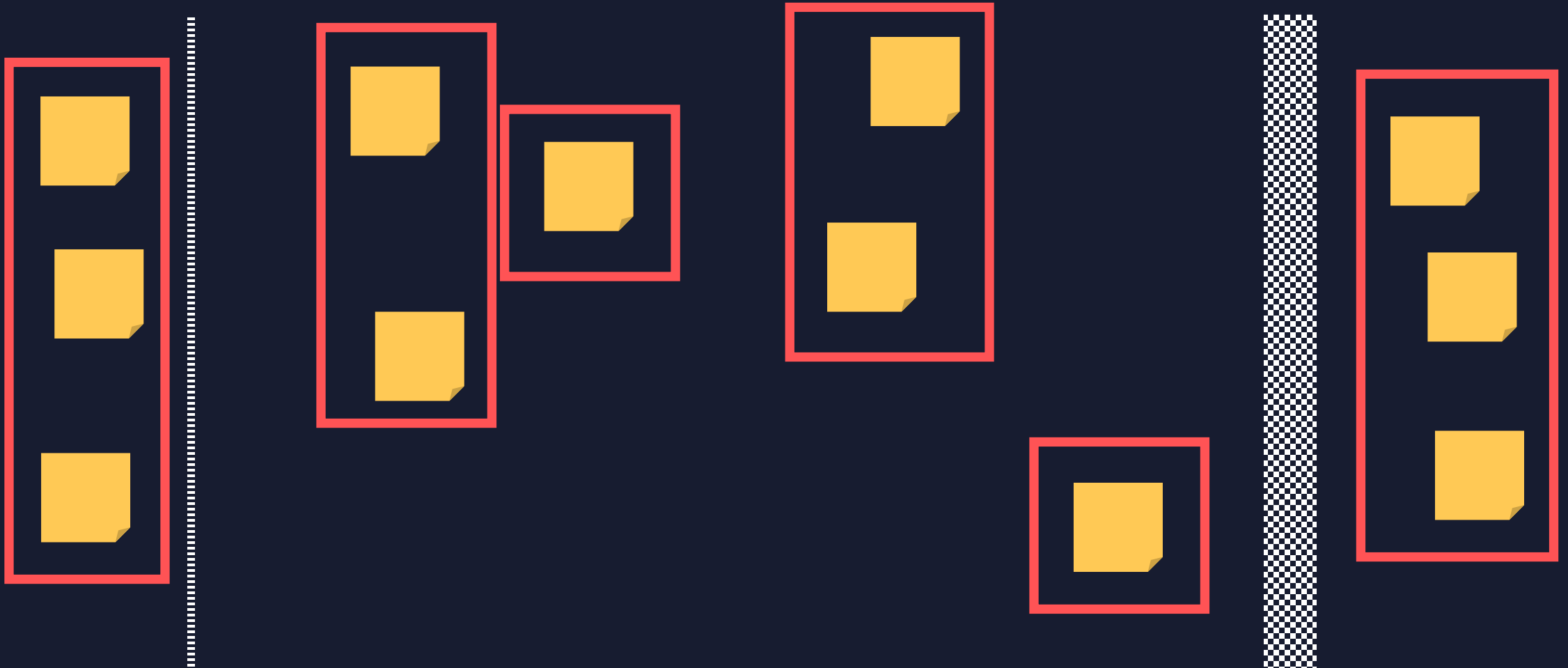
Right to Left

TIP: Review your work backwards, most-complete first

- Work recently completed
- Work close to completion
- Work underway
- Work just starting
- Work ready to start

Right to Left

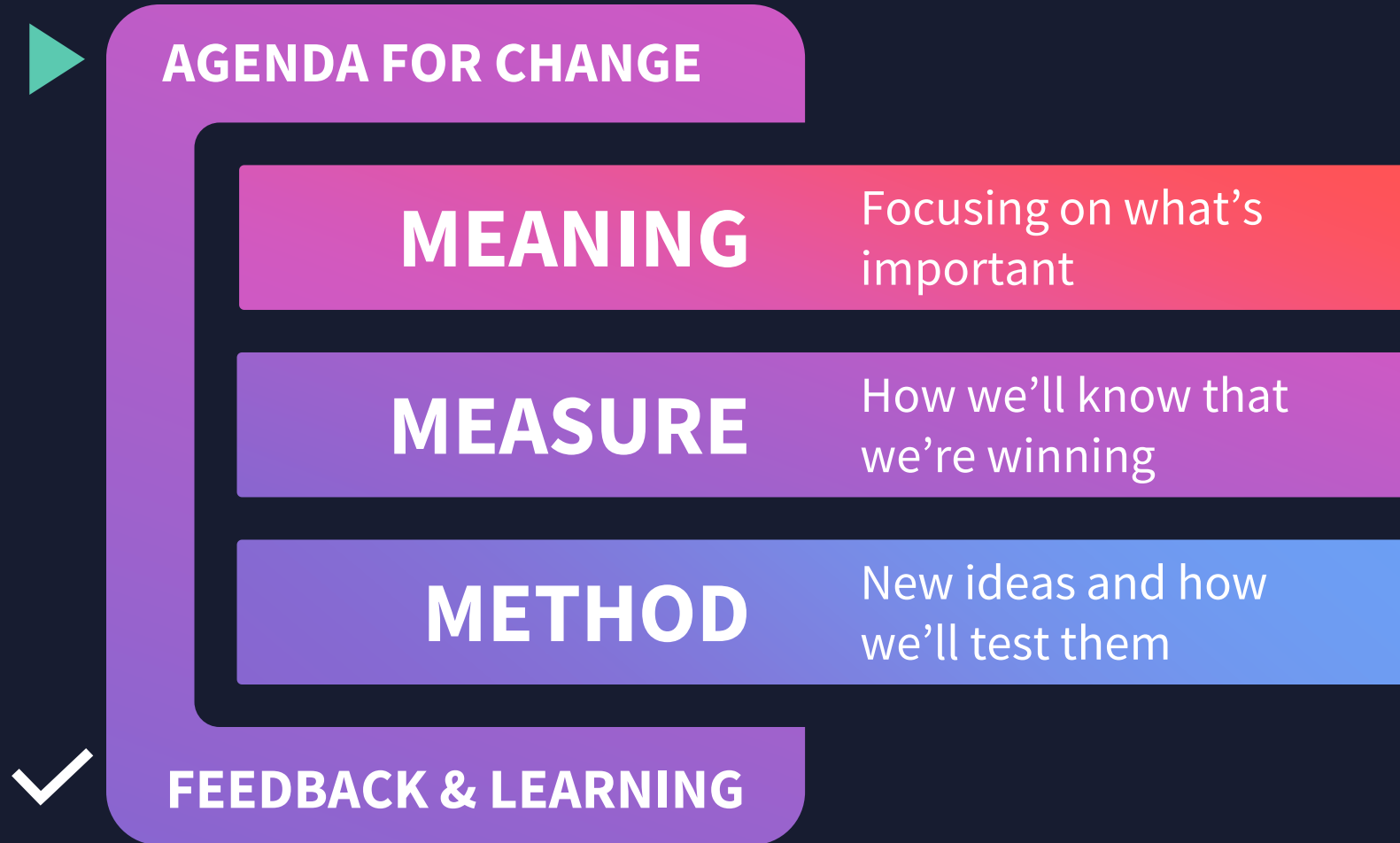
TIP: Review your work backwards, most-complete first



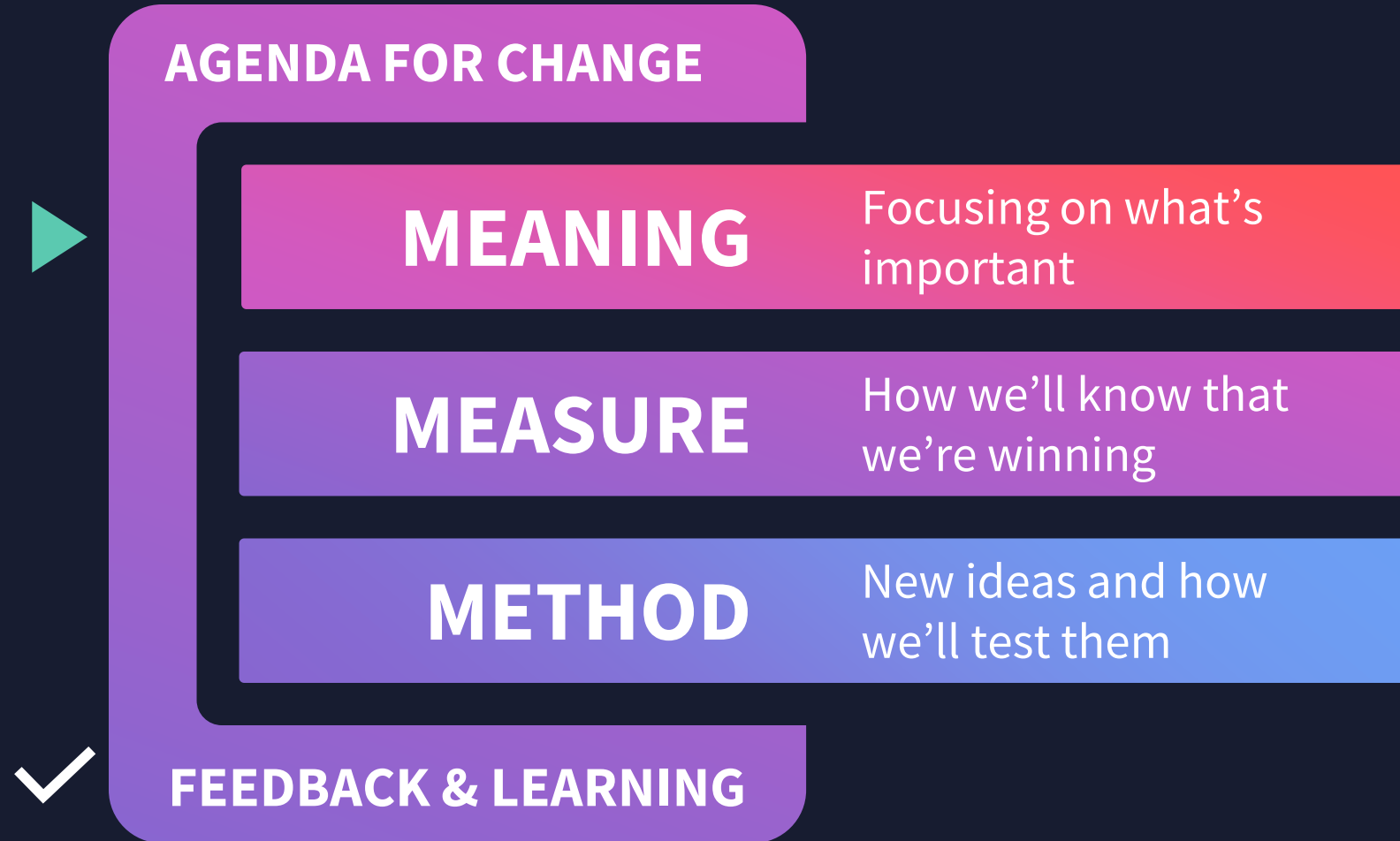
3. Moving into action – ideas, experiments, feedback, and learning

- ✓ 1. Right to left, done,
and really done
- ▶ 2. Meaning, Measure, Method
- 3. Leading with Outcomes (III)

An outcome-oriented innovation pattern



An outcome-oriented innovation pattern



(Exercise)

1. Agenda for Change

Choose an interesting key result:

- Early(ish)
- Interestingly ambiguous

1. Agenda for Change

Choose an interesting key result:

- Early(ish)
- Interestingly ambiguous:
 - Multiple interpretations
 - Multiple solution approaches
 - First-time success not guaranteed
 - Possibly, the potential for making thing worse

(Exercise)

1. Agenda for Change

Choose an interesting key result:

- Early(ish)
- Interestingly ambiguous:
 - Multiple interpretations
 - **Multiple solution approaches**
 - First-time success not guaranteed
 - Possibly, the potential for making thing worse

2. Meaning
– Focusing on
what's important

Why is that important?

(Exercise cont.)
2. Meaning
– Focusing on
what's important

Why is that important?

*When that's working at
its ideal best for us,
what's that like?*

*Whose needs would we be
meeting? What new
stories could they tell?*

2. Meaning

– Focusing on
what's important

Why is that important?

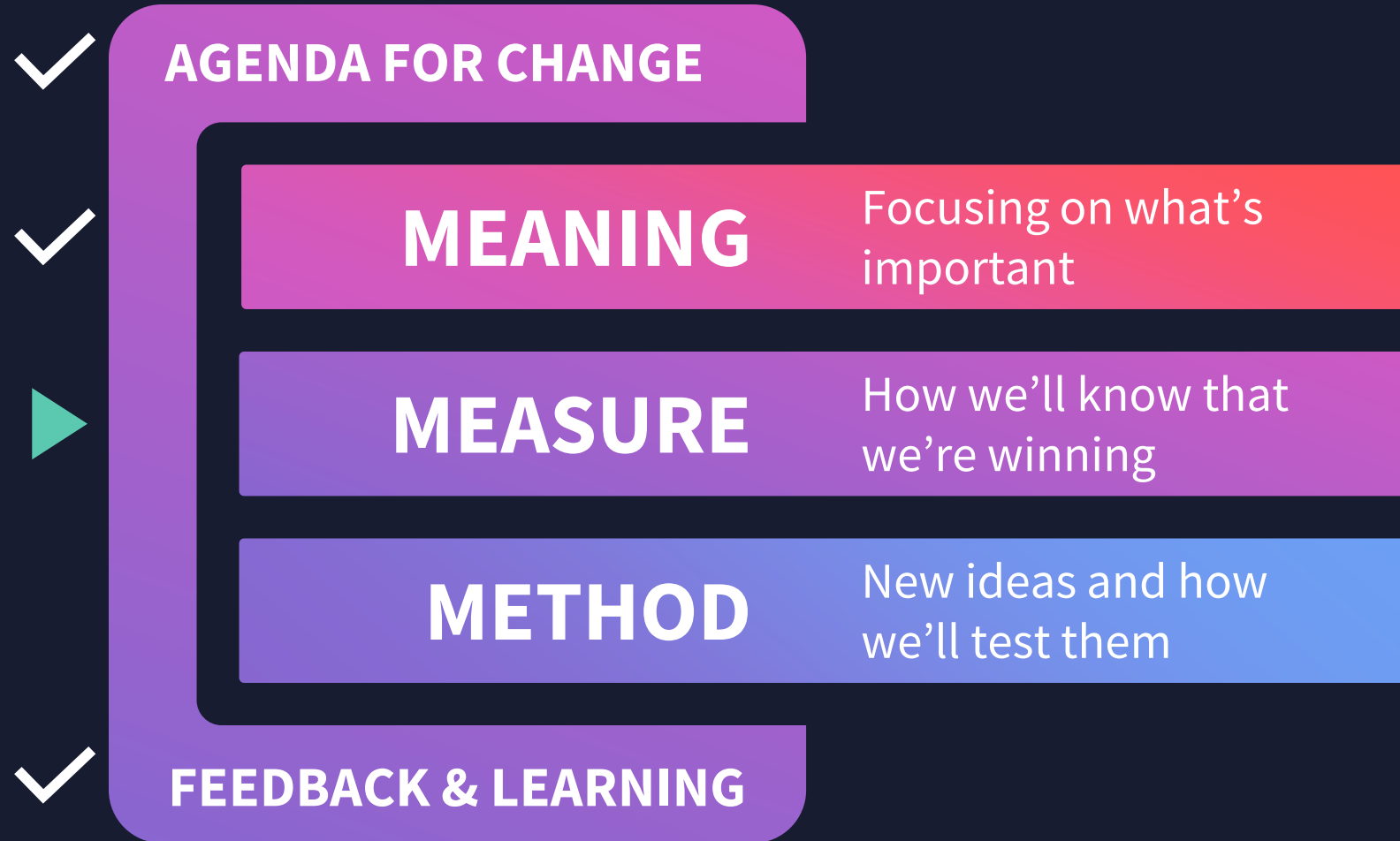
*When that's working at
its ideal best for us,
what's that like?*

*Whose needs would we be
meeting? What new
stories could they tell?*

*What stops that? What
gets in the way?*

Why is that important?

An outcome-oriented innovation pattern

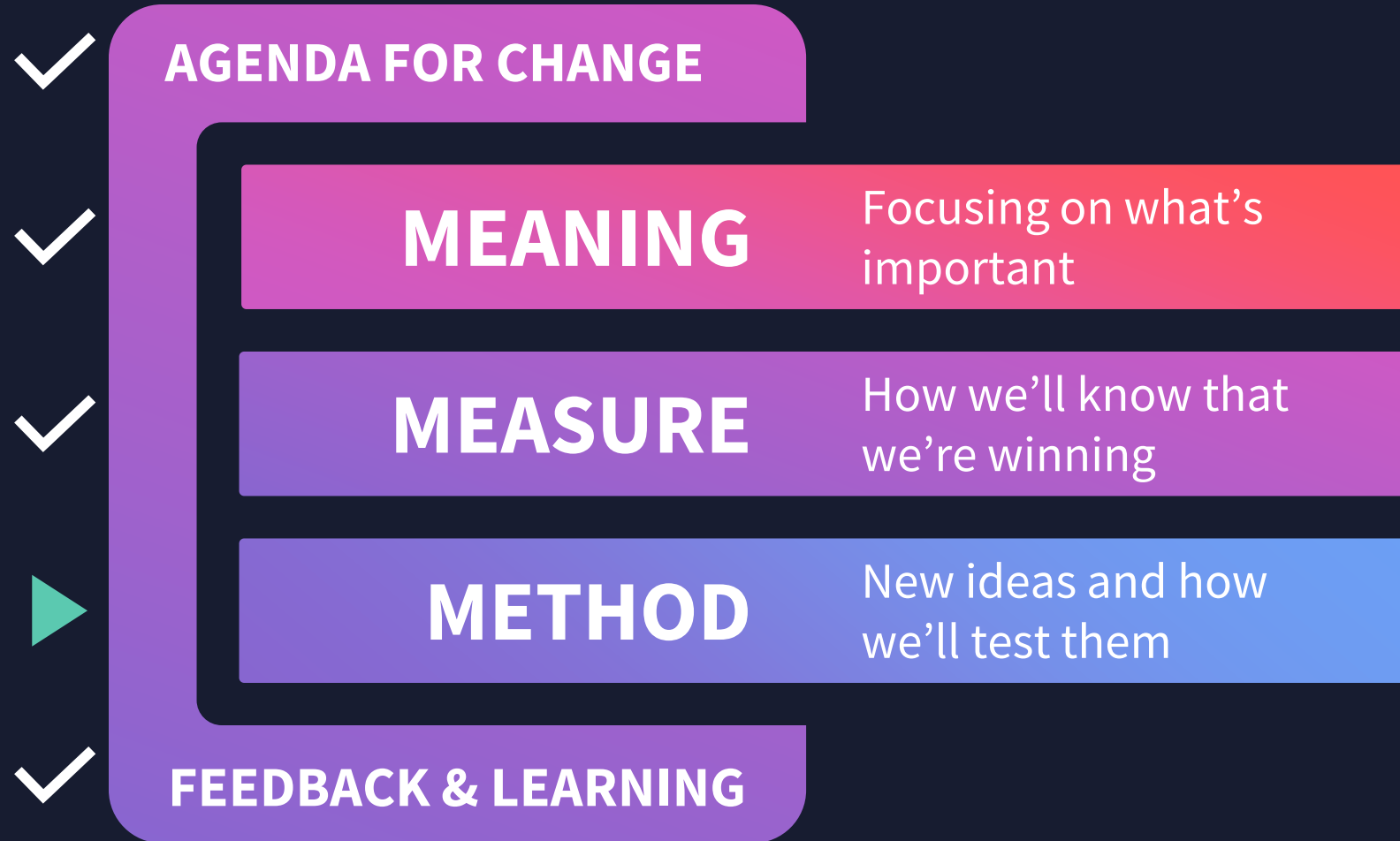


Measure

- How we'll know that we're winning

- signs of emergence
- indicators of progress
- measures of success
- goals and aspirations

An outcome-oriented innovation pattern



Method

– New ideas and
how we'll test them

Remind yourself:

- What's important
- What its ideal best looks like
- What stops that
- How you'll know that you're winning

Method

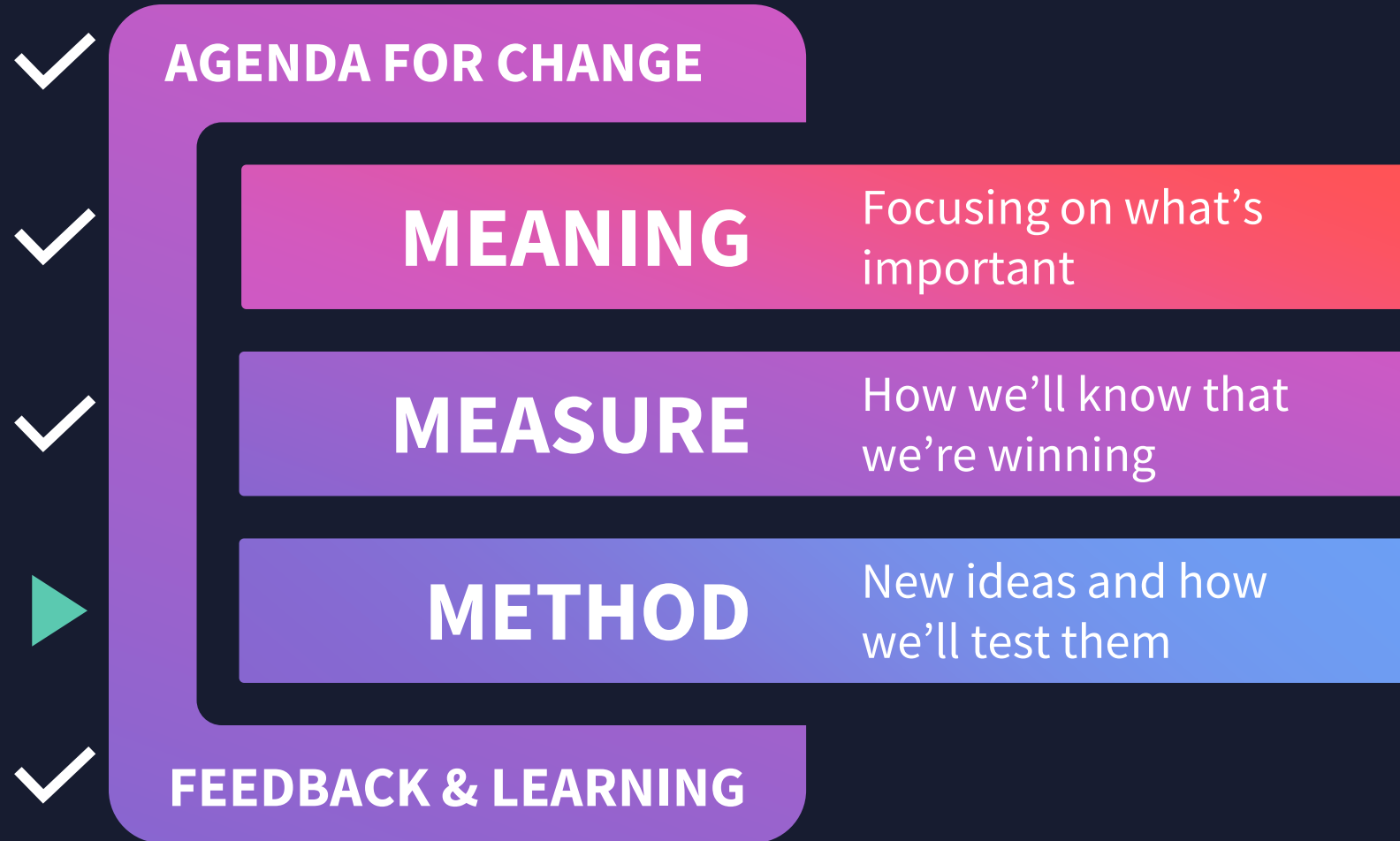
- New ideas and how we'll test them

Now generate several solution ideas (3 or more), as diverse as you can make them.

Tips:

- “15% is always there for the taking” (Gareth Morgan)
- What has worked elsewhere? What is already beginning to work here?
- Tool vs non-tool
- Outside vs inside initiative
- What would experts from different backgrounds recommend?

An outcome-oriented innovation pattern



Facebook's rumoured 'dislike' button



Facebook's rumoured 'dislike' button – Hypothesis



We believe that adding a Dislike button will result in increased engagement.

If successful, we might expect to see

- more likes and dislikes
- more posts and comments encouraged by those responses
- more users spending more time in Facebook
- more ads viewed
- more revenue

A hypothesis for your most intriguing idea

Exercise 3.5

We believe that <actionable change>
will result in <meaningful outcome>.

If successful, we might expect to see

- <observable impact 1>
- ...
- <observable impact n>

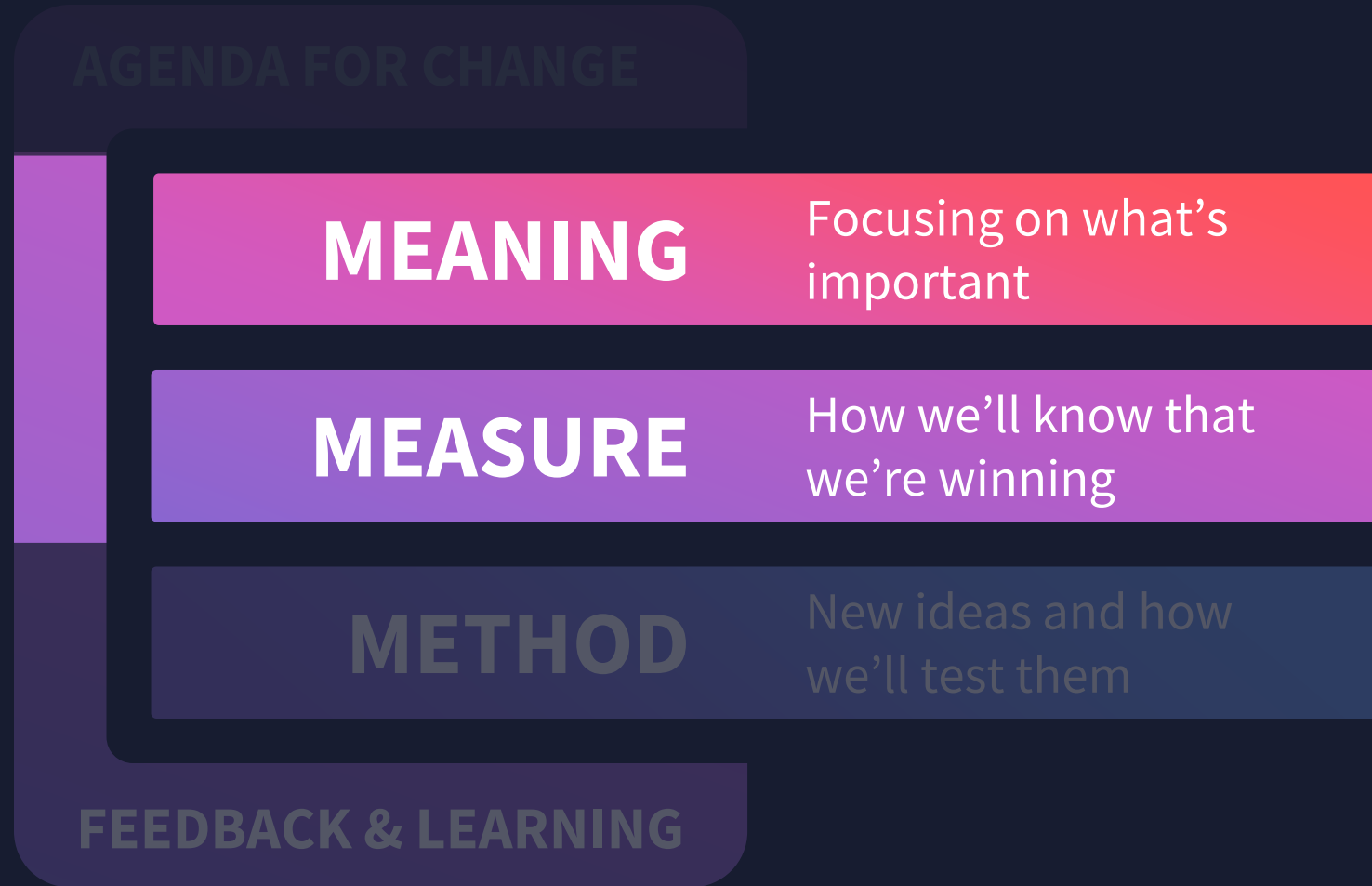
The Agendashift Experiment A3

Hypothesis		Assumptions & Dependencies	
We believe that will result in If successful, we might expect to see:		Assumptions (to be validated)	Dependencies (to be resolved)
Risks		Pilot experiments (new A3s)	
Downside (to be avoided/mitigated)	Upside (potential to be nurtured)		(owner)
People		Insights	
Directly impacted	Other stakeholders & influencers		

An outcome-oriented innovation pattern



Meaning before measure



Meaning before measure



Measure before method



Measure before method



Set up for maximum feedback and learning

