

Agile Project Management

Managing Projects under Uncertainty



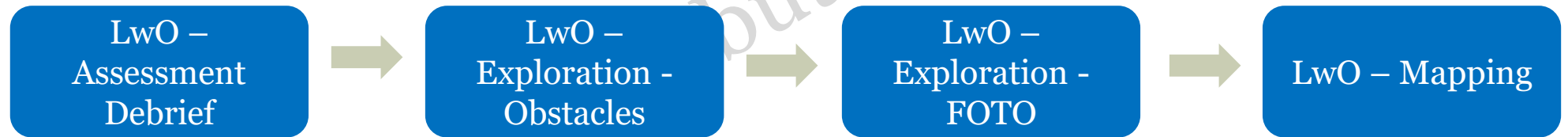
Nariman Dorafshan, 2023

Session 06 Summary

Part 1
Introduction

Part 2
Lean-Agile Practices

Part 3
Domain Mastery

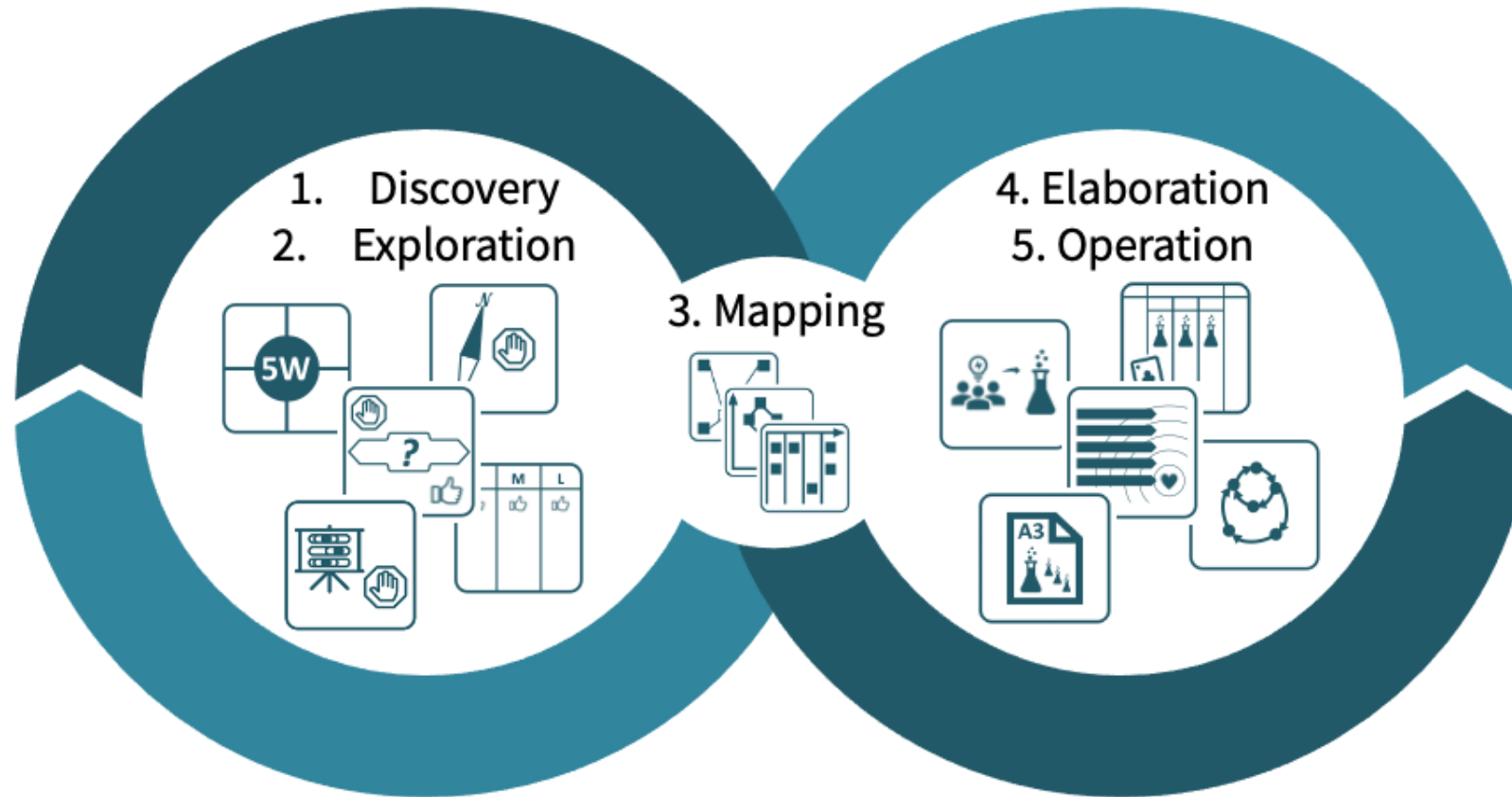


Part 4
Soft Skills

Part 5
Thinking Skills

Core activities

Participatory strategy in workshop form



Discovery

Exploration

Mapping

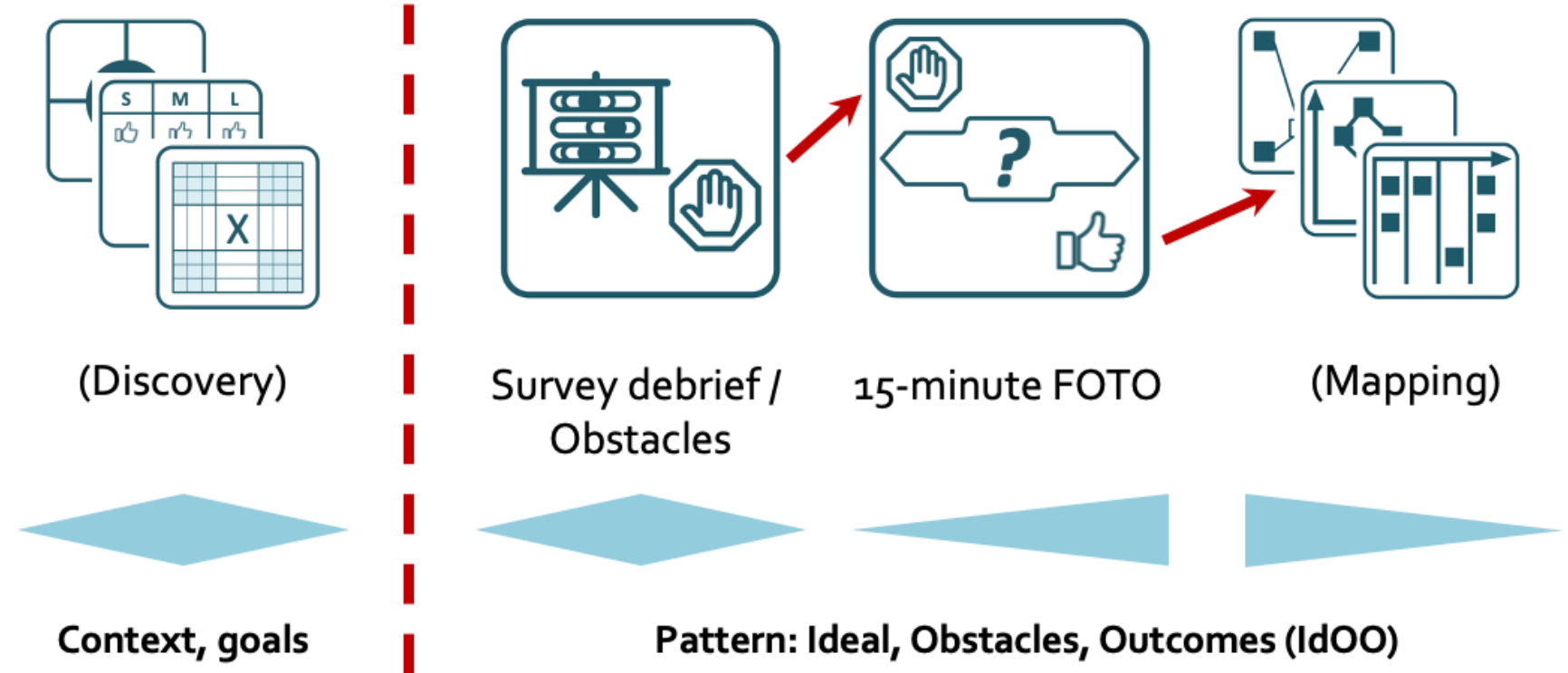
Elaboration

Operation

Prospecting for opportunities

Additional material / exercises may cover:

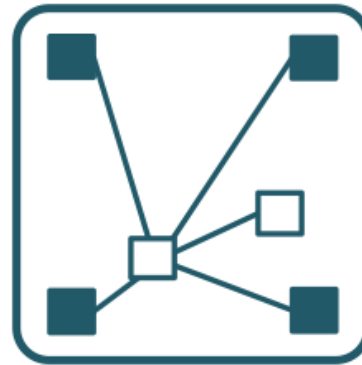
- Challenge Mapping
- Culture & Systems Thinking
- Empathy & framing
- Applicability



Plans and priorities visualised

Additional material / exercises may cover:

- Complexity theory and its application
- Other mapping and strategy tools
- Strategy model reconciliations

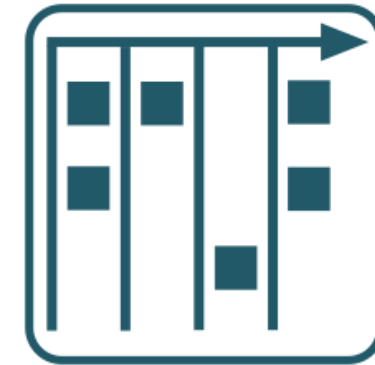


Option Approach Mapping*

*not its real name



Option Relationship mapping



Pathway mapping



One possible approach

- Gather related stickies together using affinity mapping, create affinity clusters
- Then prioritize the resulting clusters through Dot Voting or similar methods
- When this approach would be efficient?
 - When the goal is a quick decision
- What would be wrong with that if used here?
 - It would result in a huge loss of information, a waste of work we've done so far

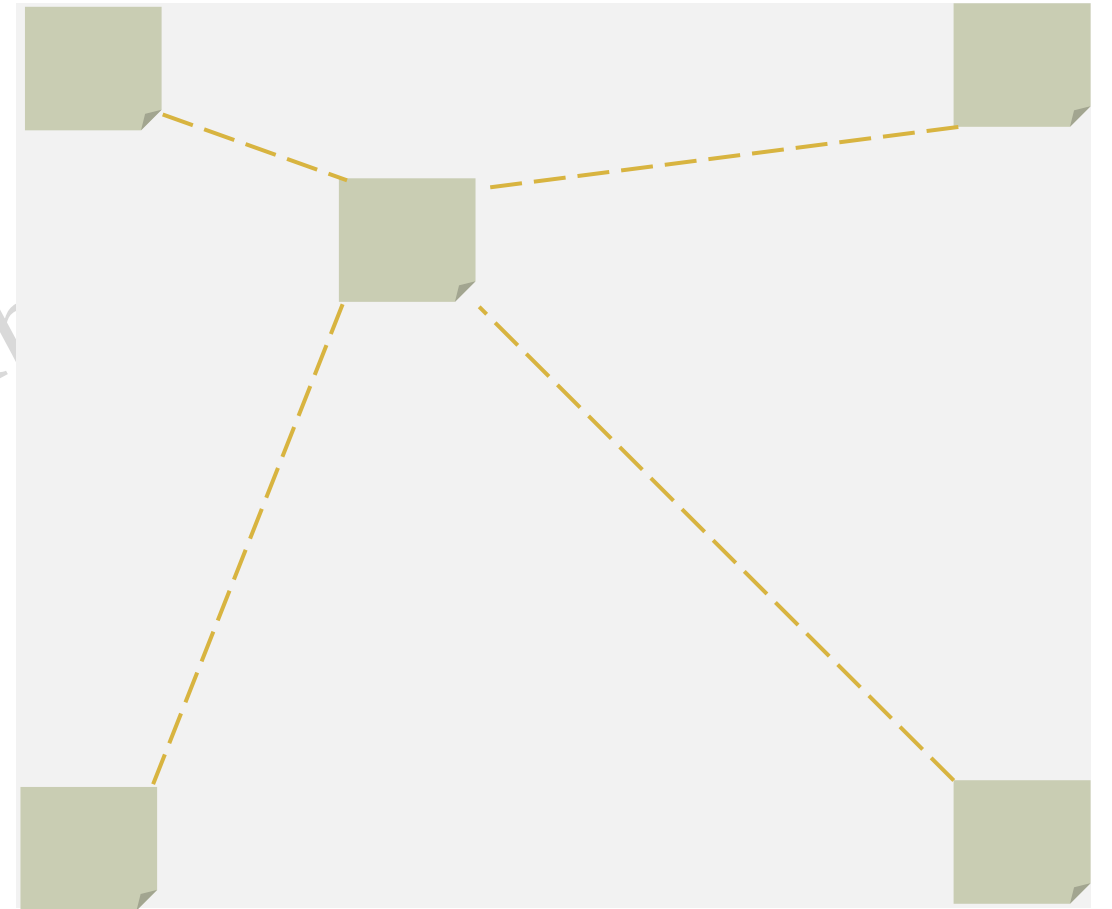
Mapping

- Mapping is about **creating visual representations** of the **strategic landscape**.
- Instead of collapsing things together,
you'll be stretching, pulling, sorting, connecting, sequencing, and reconciling – each of those operations representing **an important opportunity for conversation**
- Your *theory of change* will develop in the process, helping you make better strategic choices out of a range of available options

Option Approach Mapping

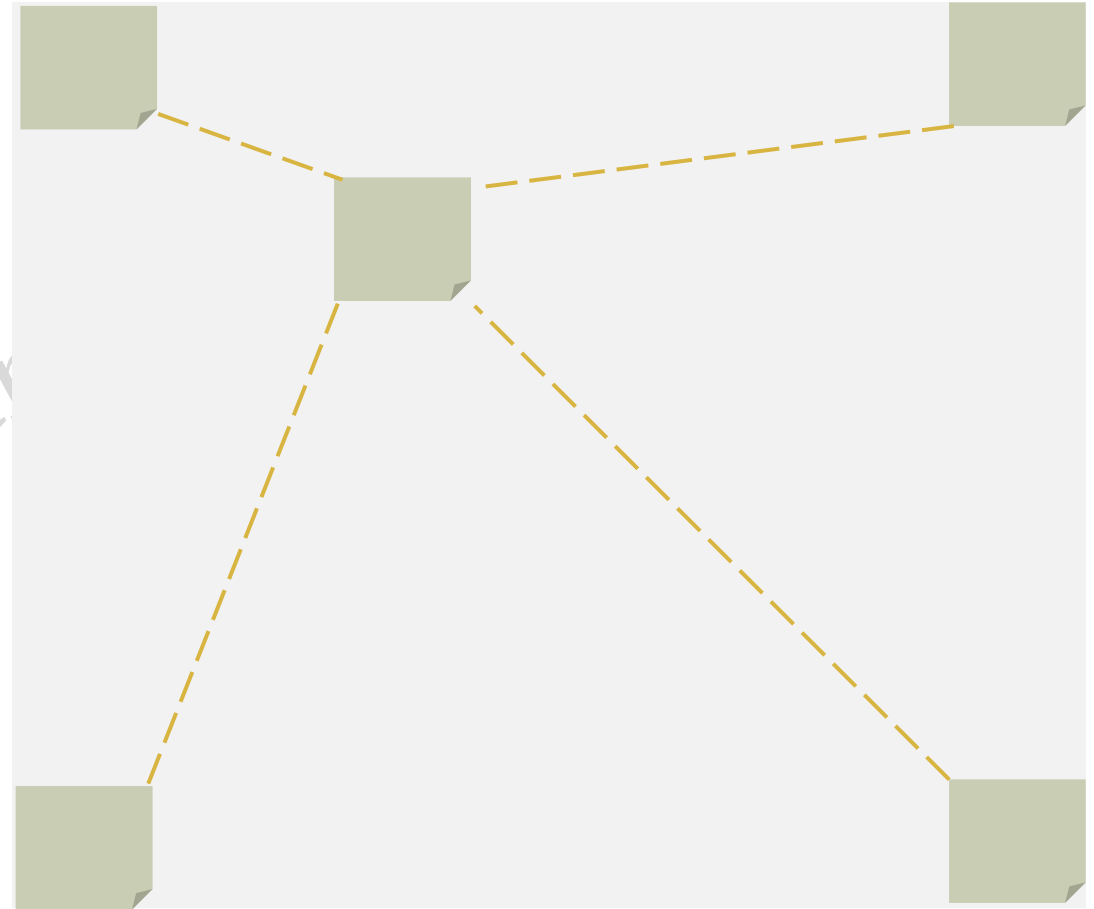
At the Four corners the **strongest or closest examples** of an outcome where:

1. there's an approach you can all see and agree on
2. an expert or some research will determine a good approach
3. there's no right approach – experts will disagree
4. no known approach is immediately apparent



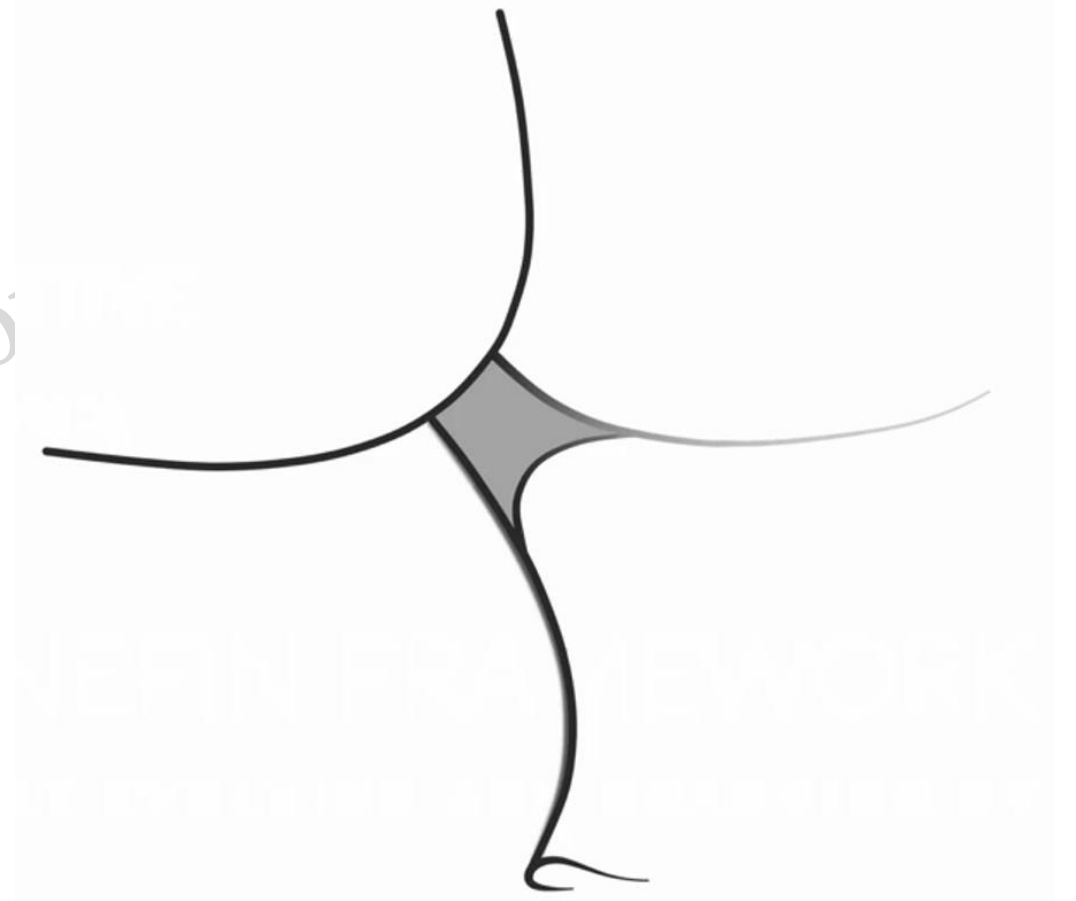
Option Approach Mapping

- What **insights** we can get from doing this?
- A **Sense-Making** activity, by comparing each of them and the four exemplars
- Based on [Cynefin 4-point Contextualization](#)



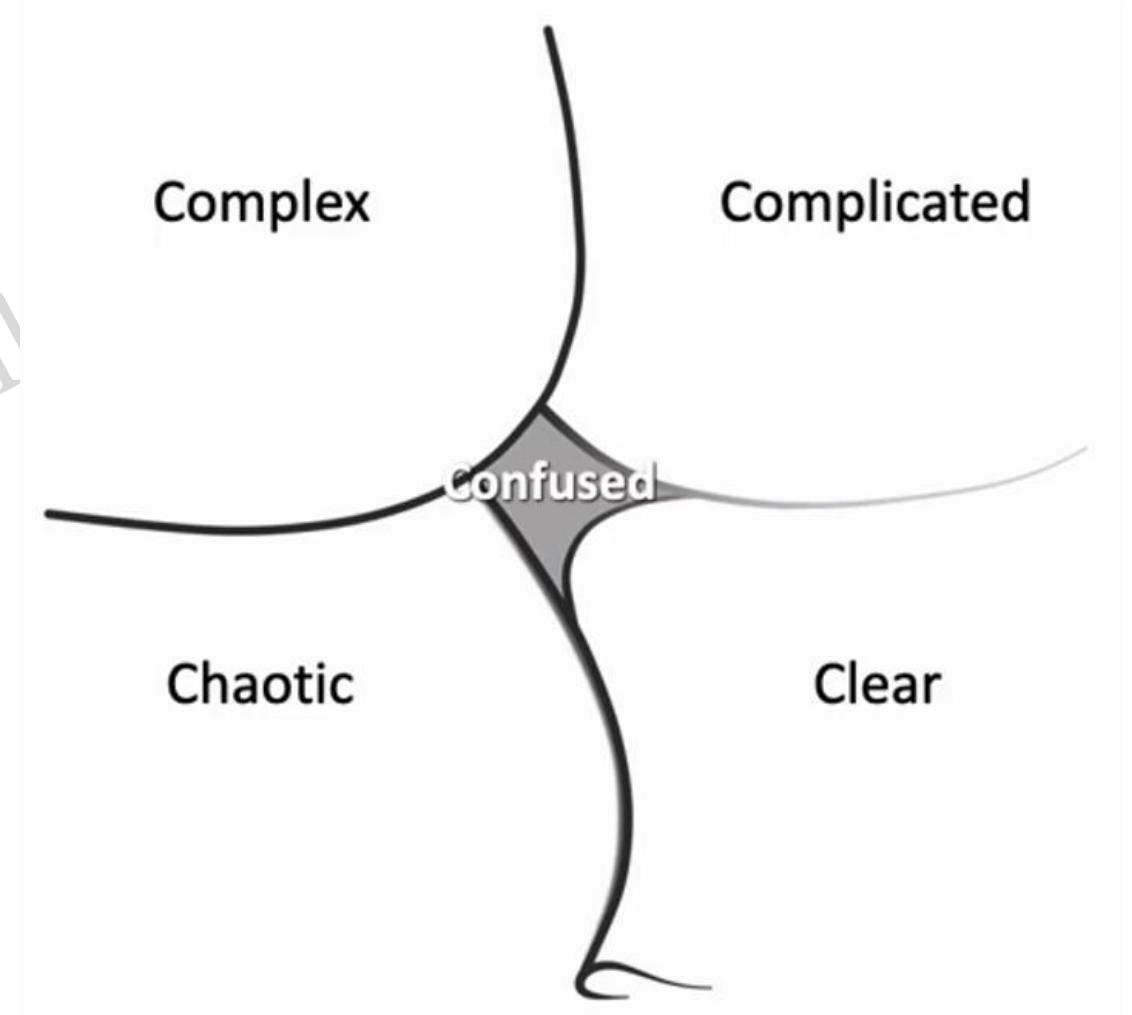
Not a sense making approach

- If you draw the domains first, and put the stickies in each domain, it's called Classification
- Tip: use “No Spoilers” Rule



Sense Making Approaches

How we make sense in each domain?



Sense Making Approaches

- Clear

Sense → **Categorize** → Respond

- Complicated

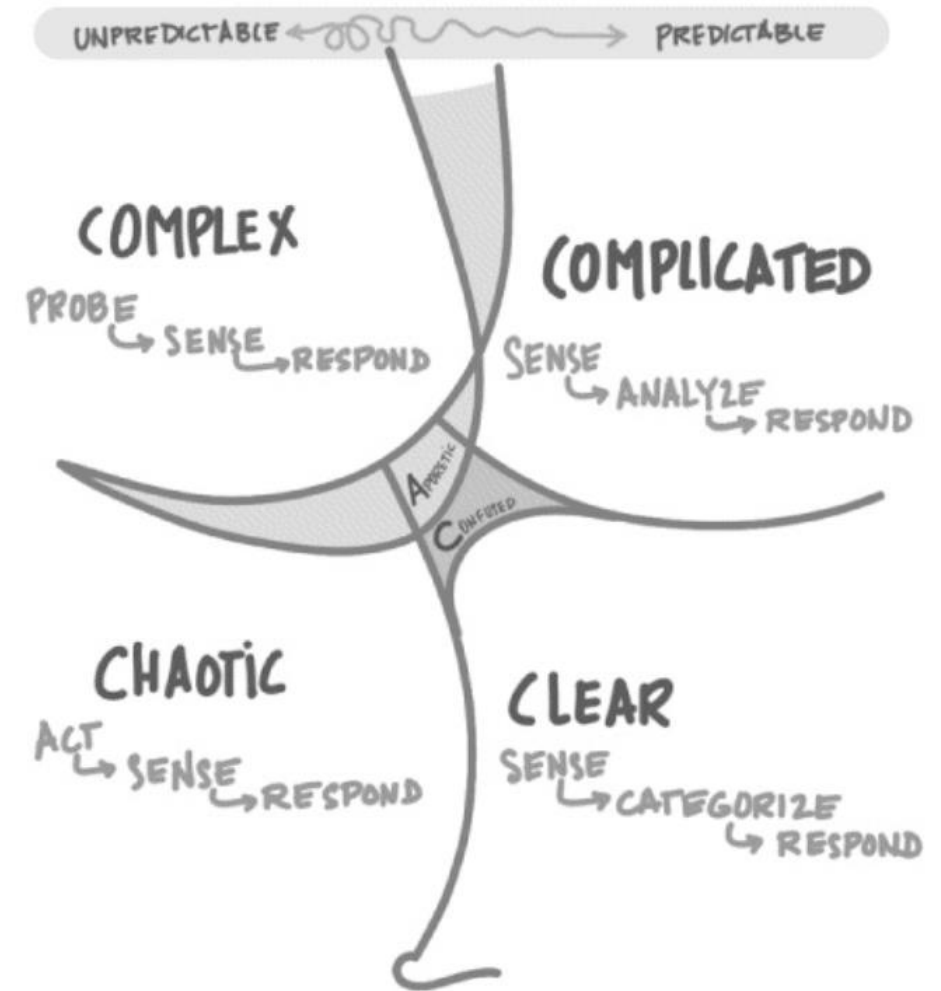
Sense → **Analyze** → Respond

- Complex

Probe → Sense → Respond

- Chaotic

Act → Sense → Respond



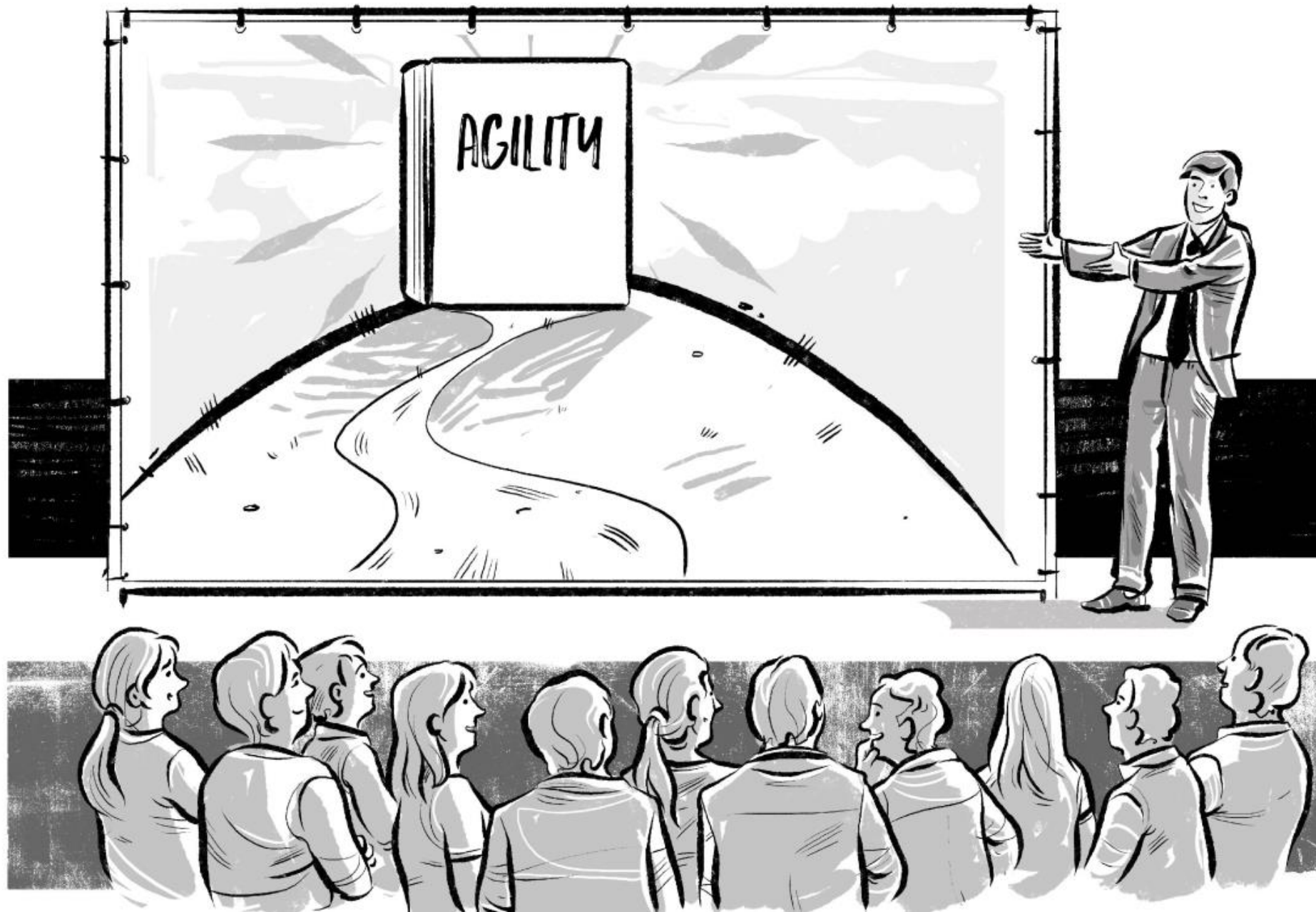


How not to be like ...

Do not Distribute

A company senses the urgency,
feels he has fallen behind in the
market

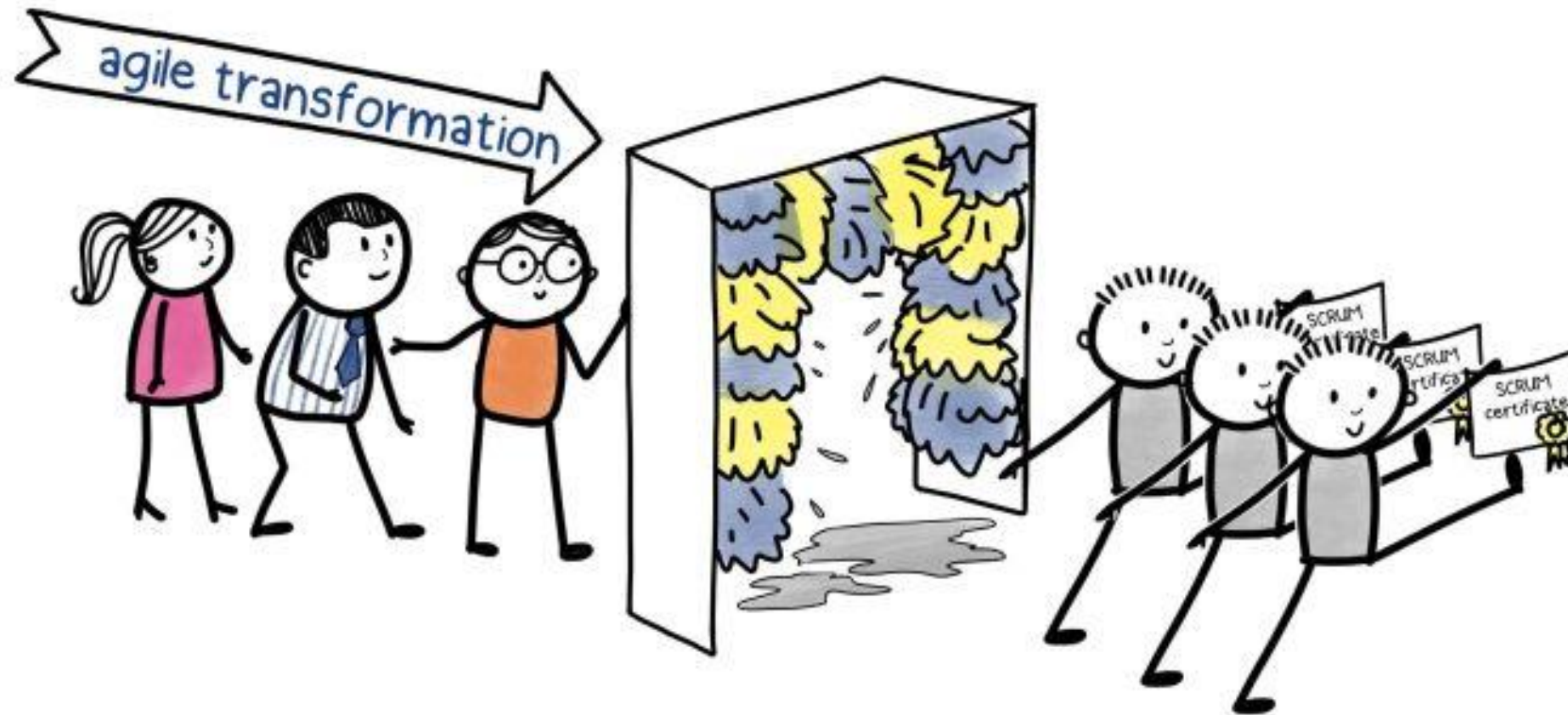




You need the correct Mindset!

Do not Distribute





Created by Thies Schukken for the Zombie Scrum Survival Guide
by Christiaan Verwijze, Johannes Schorlau & Barry Ouwenein
zombiescrum.org

Part 3.1

Leading with Outcomes – Moving into Action

Meaning, Measure, Method

Moving from Developing Strategy to Pursuing Strategy



Agendashift™ Academy

Leadership and strategy in the transforming organization

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

Leading with Outcomes

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



3M Pattern

Meaning

Focus on what's important

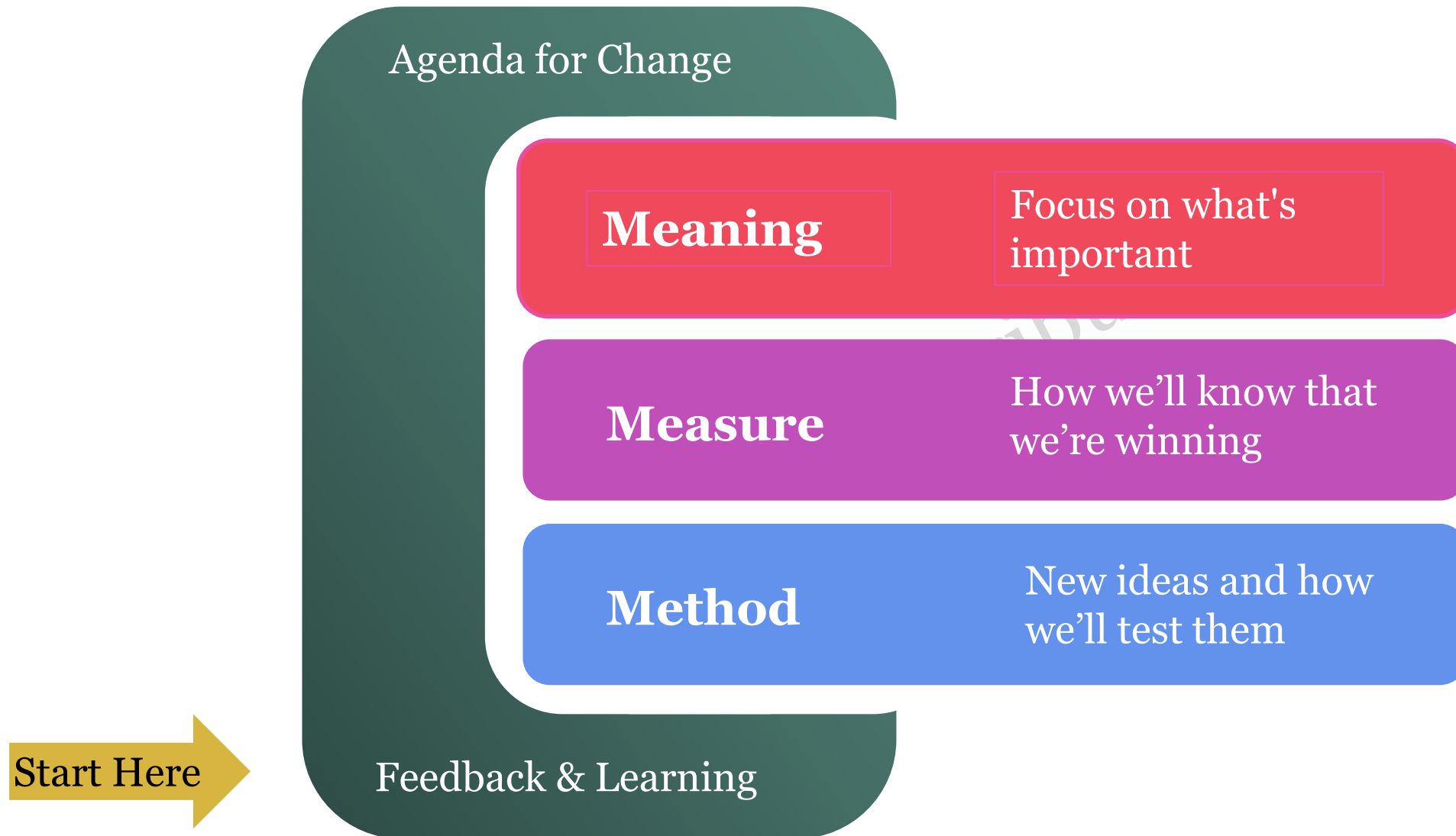
Measure

How we'll know that we're winning

Method

New ideas and how we'll test them

An Outcome-Oriented Innovation Pattern



Right to Left

Working backwards
from key moments of impact and learning.

Do not Distribute

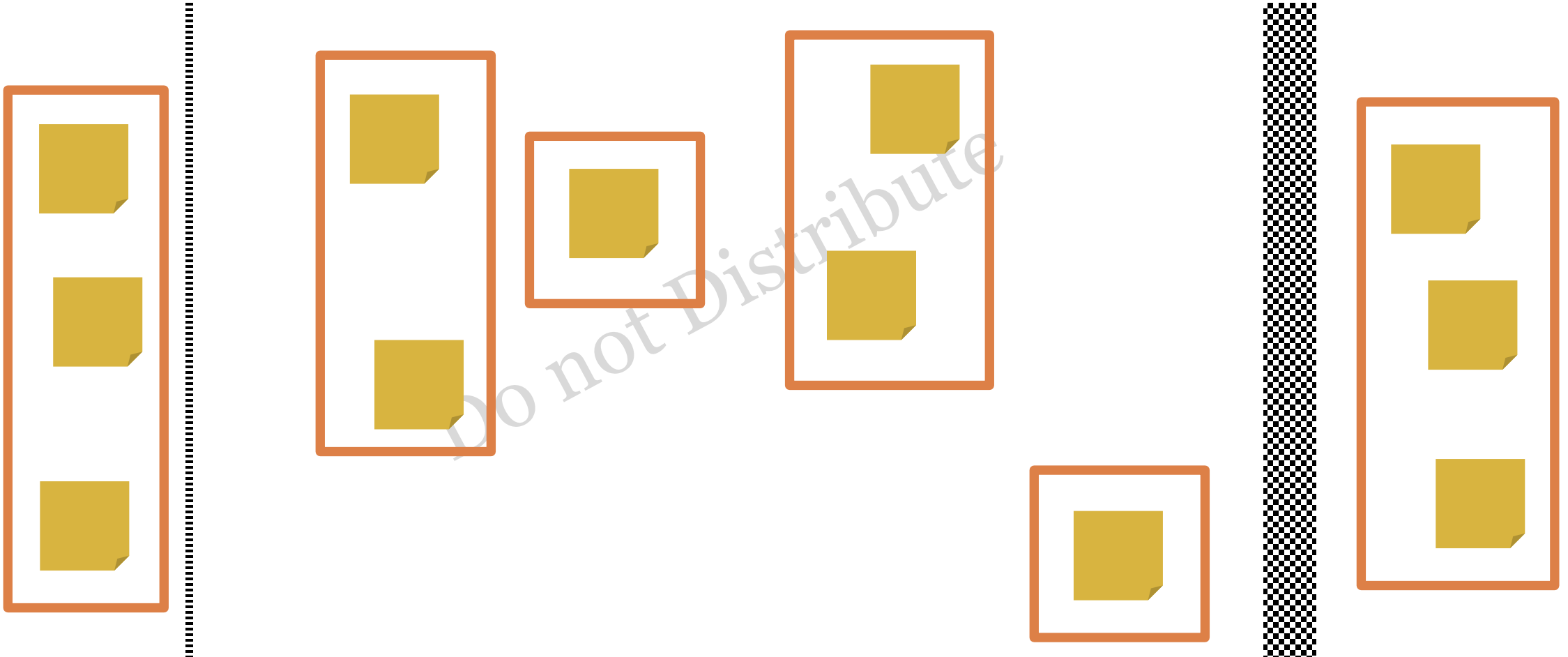
Right to Left

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



Done (adj) /dʌn/

Someone's need was met.



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*we're **not done** until we can **demonstrate** that **needs are being met***

Really done (adj) / 'rɪəli dʌn/

All the available learning fully
accounted for.



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*If you know that **the learning will need to be accounted for**, it really changes how you work.*

- Outcomes don't go away once we start thinking about solutions – quite the opposite. Outcomes change what 'done' and 'really done' mean.
- When we account properly for learning, it creates certain expectations, helping to keep 'done', 'really done', and all the outcomes they represent in the foreground.
- Solutions are kept in their proper place, just a means to an end, held much more lightly.
- We're **done** when “someone's need was met”, the outcome demonstrably achieved. This implies that we know whose need we're trying to meet, what need, and how we'd know that we have indeed met it.

- We're **really done** when “we’ve fully accounted for all the learning that goes with achieving the outcome.”
- To be sure of not missing any, **work is framed in the right way** (as hypotheses and experiments, whenever that’s appropriate), **the right things are monitored**, and **regular reviews are in place**.
- The regular rhythm of review and the shared understanding of what each review entails creates **containers for learning**.
- *If you know that the learning will need to be accounted for, it really changes how you work.*

Done (adj) /dʌn/

Someone's need was met.

Really done (adj) /'rɪəli dʌn/

All the available learning fully accounted for.



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Feedback opportunities

Where, when, and how often will we:

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

Do not Distribute

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**

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)

The OKR Formula

I will ... [*objective*]
as measured by ... [*this set of key results*]

Jon Doer (2001)

Objectives

- Aspirational:

Motivate and challenge the team

- Memorable:

Simpler, shorter, and easy to memorize. Shouldn't be boring

- Qualitative

No numbers!

- Fit your Culture

Can be informal and fun. Slangs and internal jokes can be used

Do not Distribute

Key Results

- Quantitative

Every key results should have a number

- Value Based

Measure results instead of holding a list of tasks / deliverables / projects

- Deliver Results during an interval

Do not Distribute

OKR example

I will ... as measured by

Objective:

- Delight our customers

Key results:

- Reduce cancellation from x% to y%
- Increase Net Promoter Score from X to Y
- Improve average weekly visits per active user from X to Y
- Increase non-paid (organic) traffic from X to Y
- Improve user engagement from X to Y

Exercise

- Where do I want to go?
- How will I pace myself?
- As an individual , I want to learn a new language
- As a Manager, I'm sending someone to participate in a course
- As a team, we want to work remotely

Do not Distribute

Objectives and Key Results (OKRs)

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:

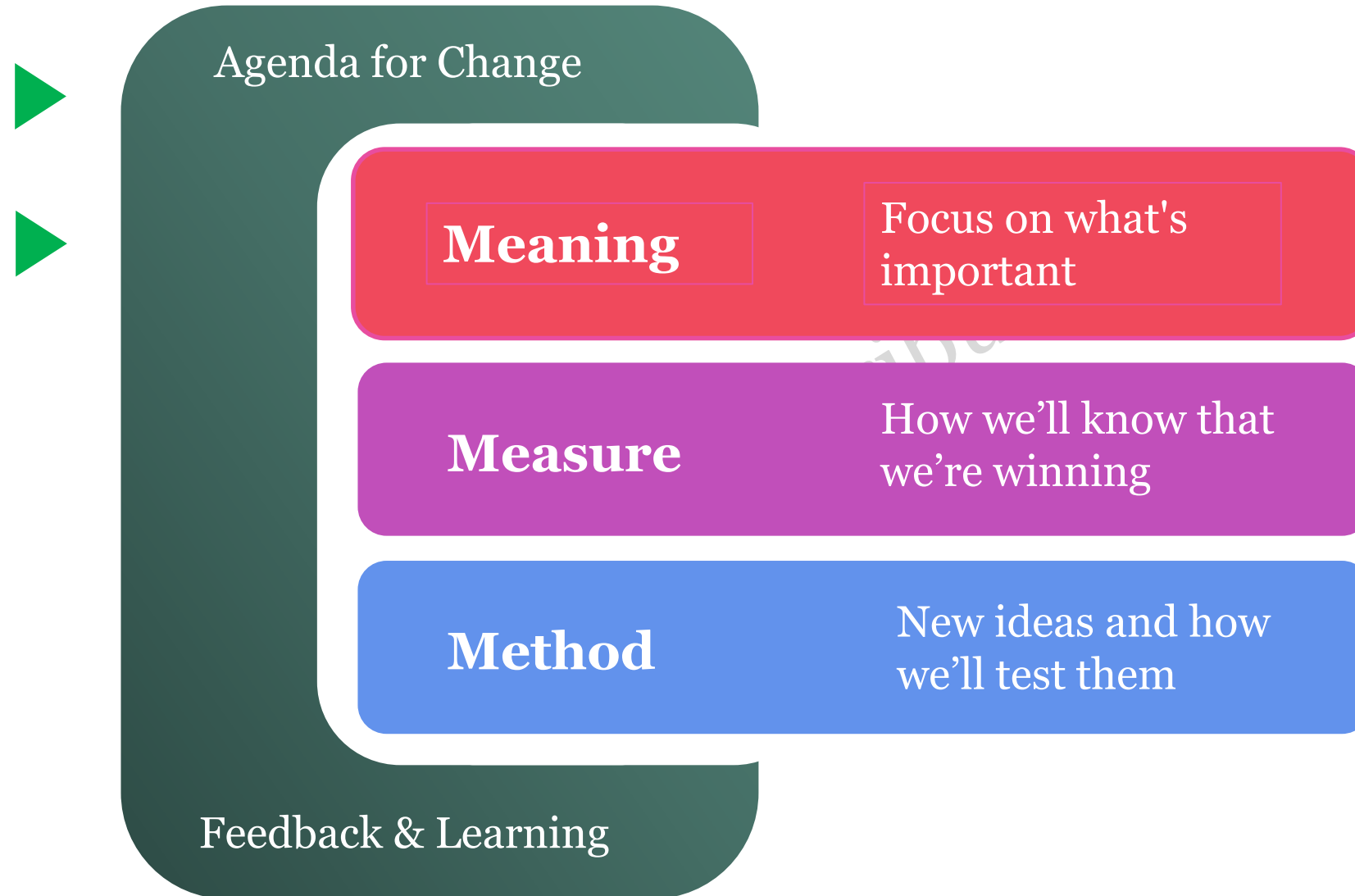
- Outcome (Objective)
 - Outcome (Key result)
 - Outcome (Key result)
 - Outcome (Key result)
 - Outcome (Key result)
 - Outcome (Key result)

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

Meaning, Measure, Method

Do not Distribute

An Outcome-Oriented Innovation Pattern



Agenda for Change

Choose an interesting key result:

- Early(ish)
- Interestingly ambiguous:

Do not Distribute

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

Agenda for
Change

Meaning

– *Focusing on
what's important*

- Why is that important?

Do not Distribute

Meaning

– *Focusing on
what's important*

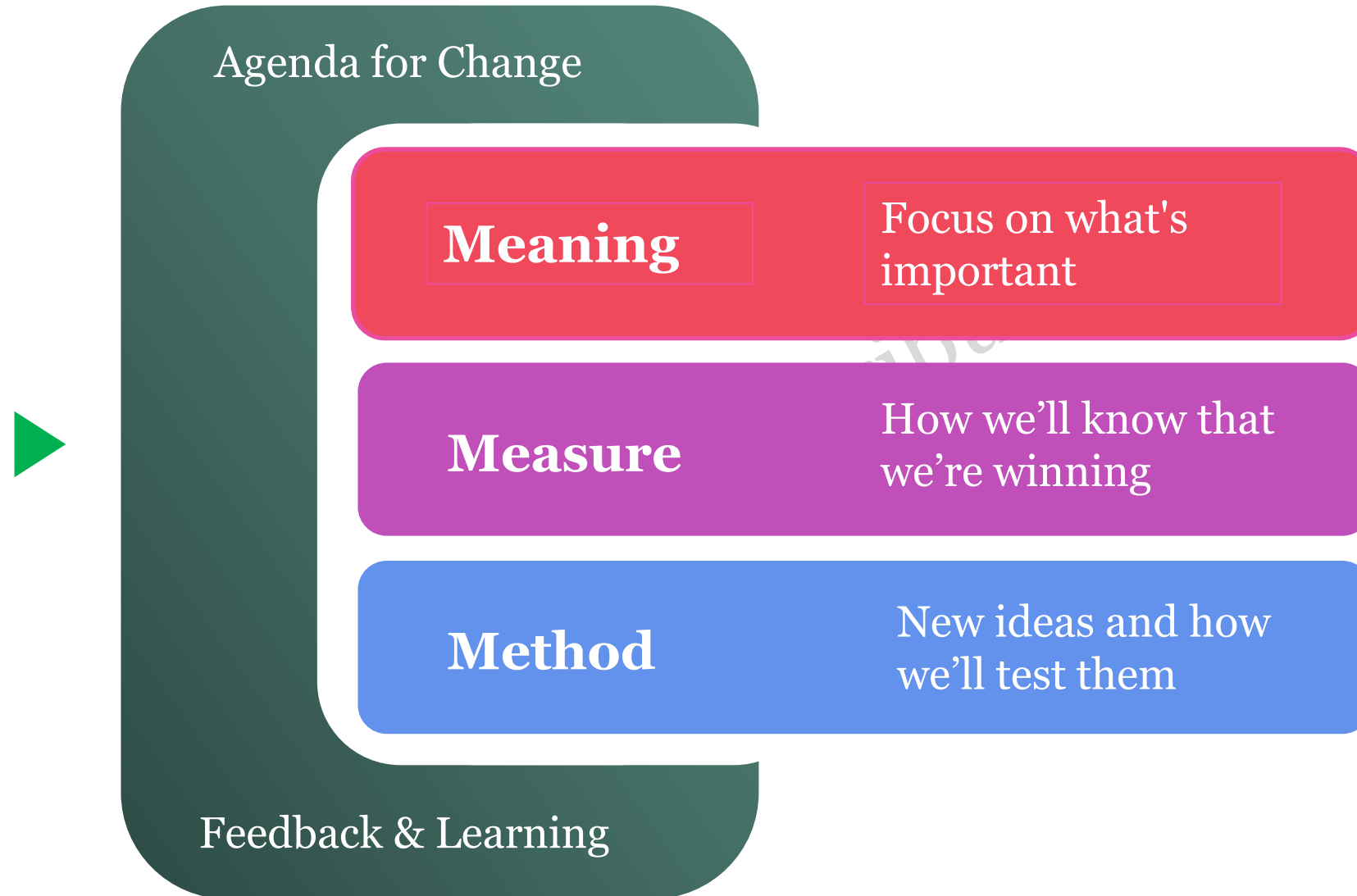
- Why is that important?
- When that's working at its ideal best for us, what's that like?
- Whose needs would we be meeting? What new stories could they tell?

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 are those obstacles important?

An Outcome-Oriented Innovation Pattern

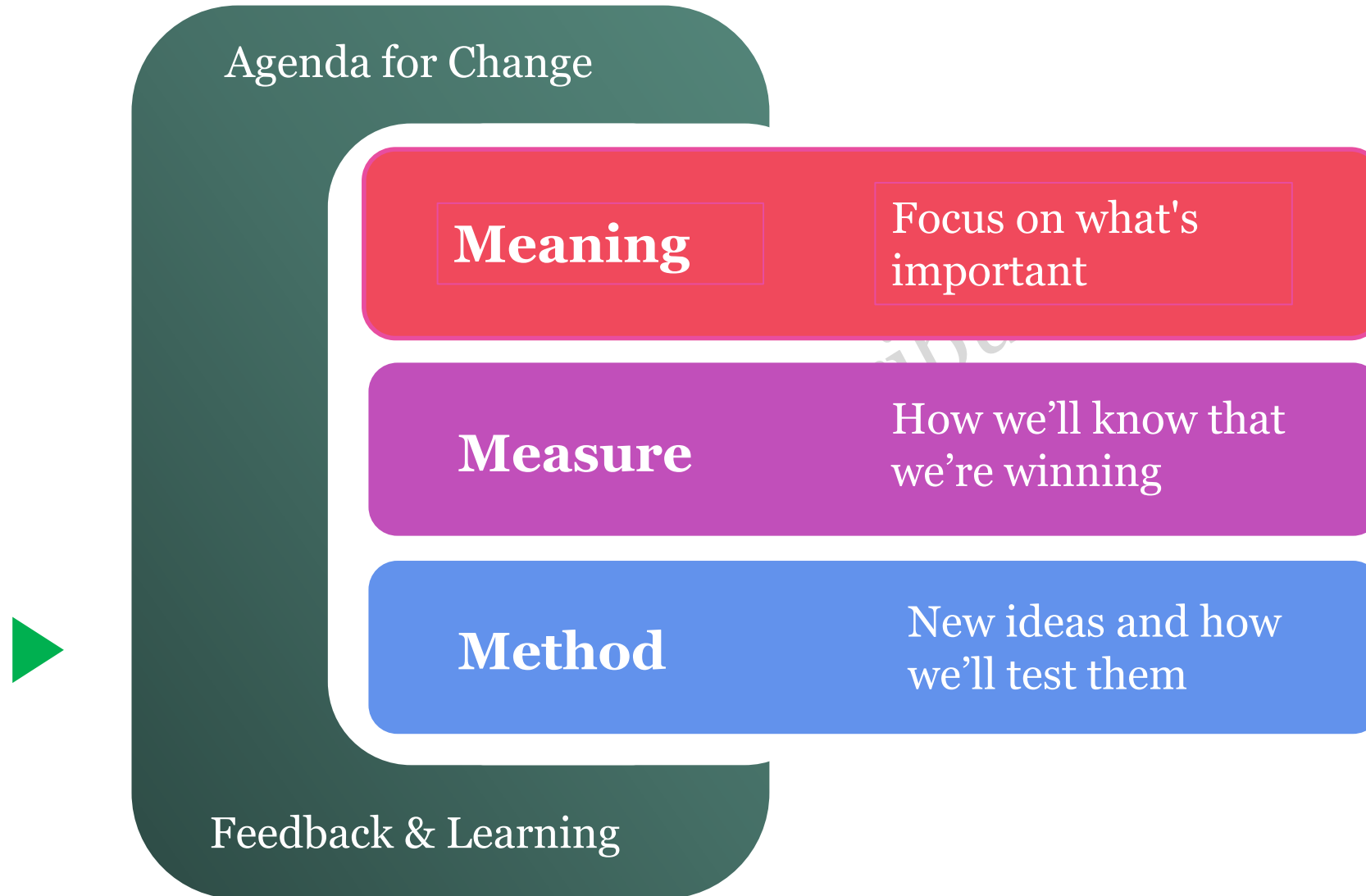


Measure

– *How we'll know
that we're winning*

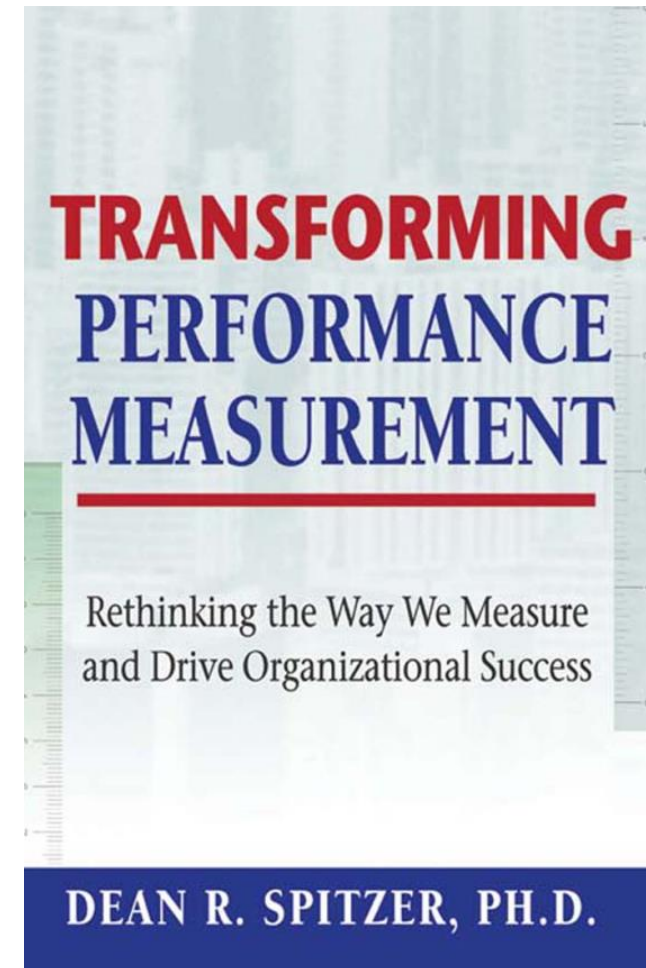
- signs of emergence
- indicators of progress
- measures of success
- goals and aspirations

An Outcome-Oriented Innovation Pattern



A major cause of measurement dysfunctions

- Probably the biggest problem with measurement is not the flaws in the system, but with the consequences that so often follow flawed measurements.
- There are two major types of measurement, based on how they are used
 - *Informational measurements – for informational purposes*
 - *Motivational measurements – rewards and punishments*



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

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?

Method

– *New ideas and
how we’ll test them*

From outcomes to ideas

- Choose an interesting key result from you IO or OU OKRs
- Explore the result IdOO-style
- Now, form a hypothesis you can test ([Experimentation](#))
- *What is [Hypothesis-driven development](#)?*

HDD – Forming a Hypothesis you can test

frame it as a hypothesis with at least 3 impacts or measures of success you will be looking out for:

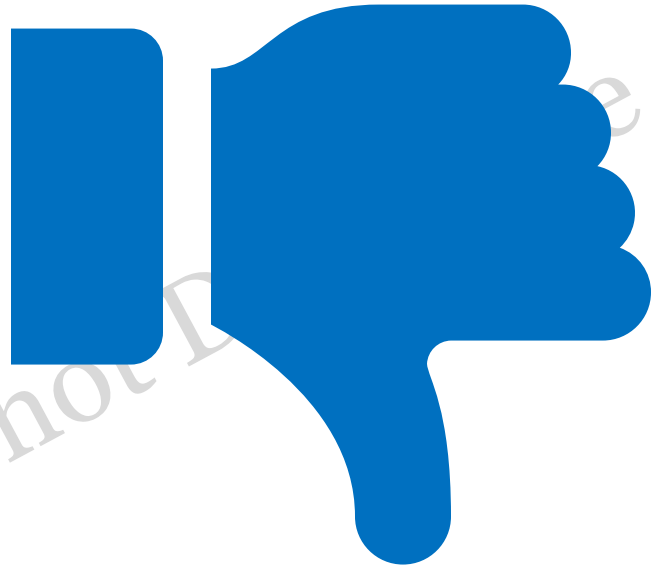
We believe that *<actionable change>*

will result in *<meaningful outcome>*.

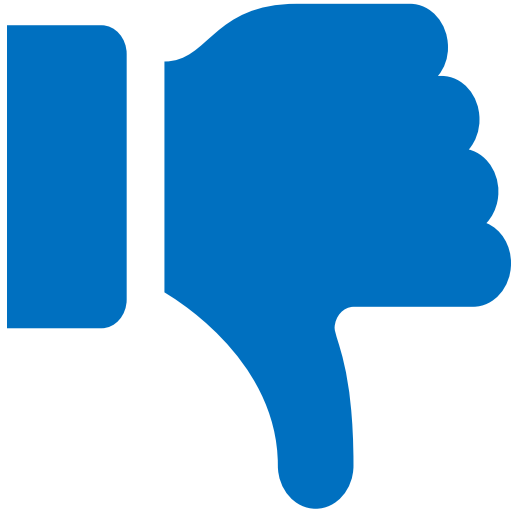
If successful, we might expect to see:

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

Facebook's rumored 'dislike' button



Facebook's rumored 'dislike' button



- 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

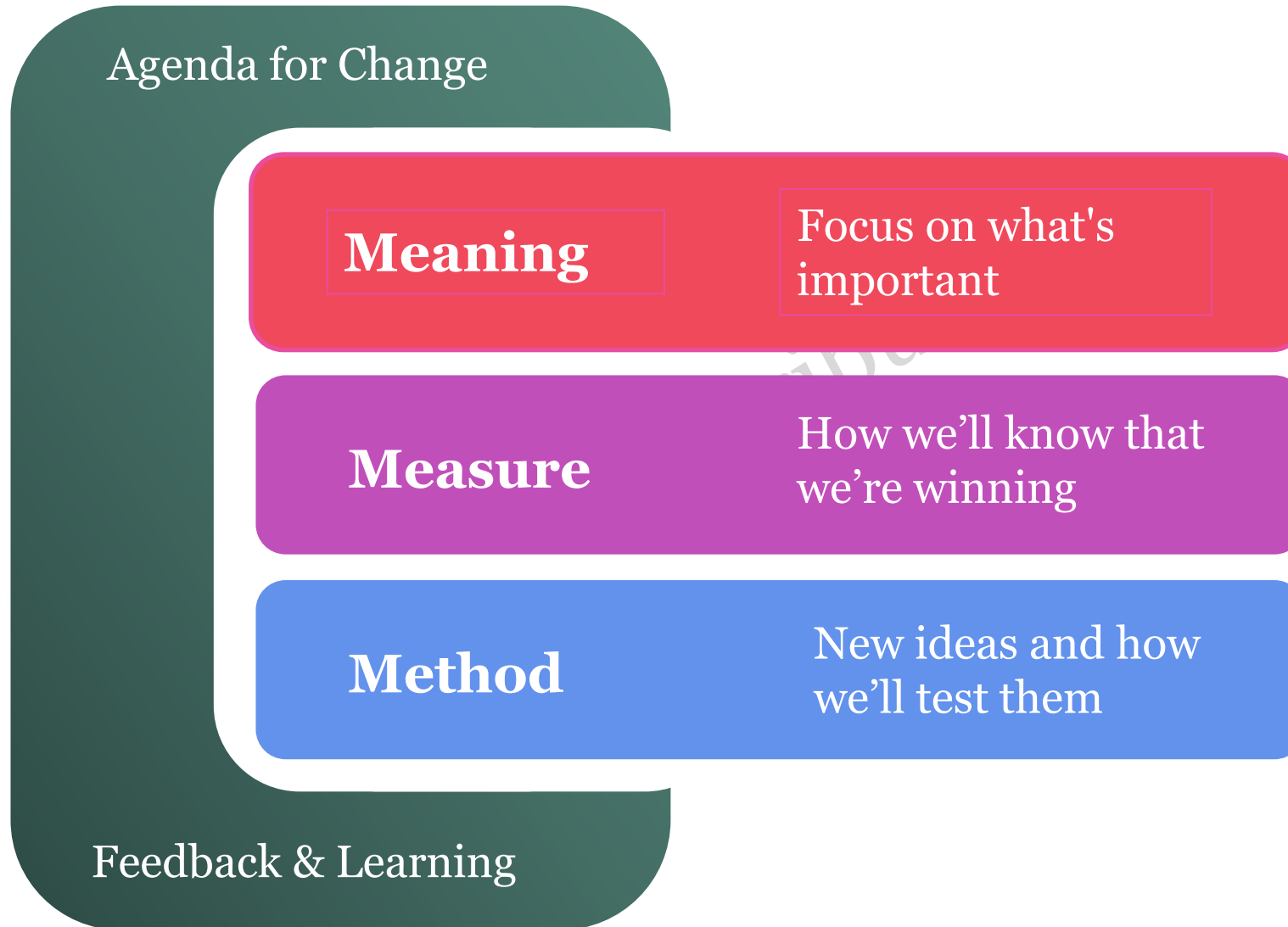
Do not Distribute

The Agendashift Experiment A3

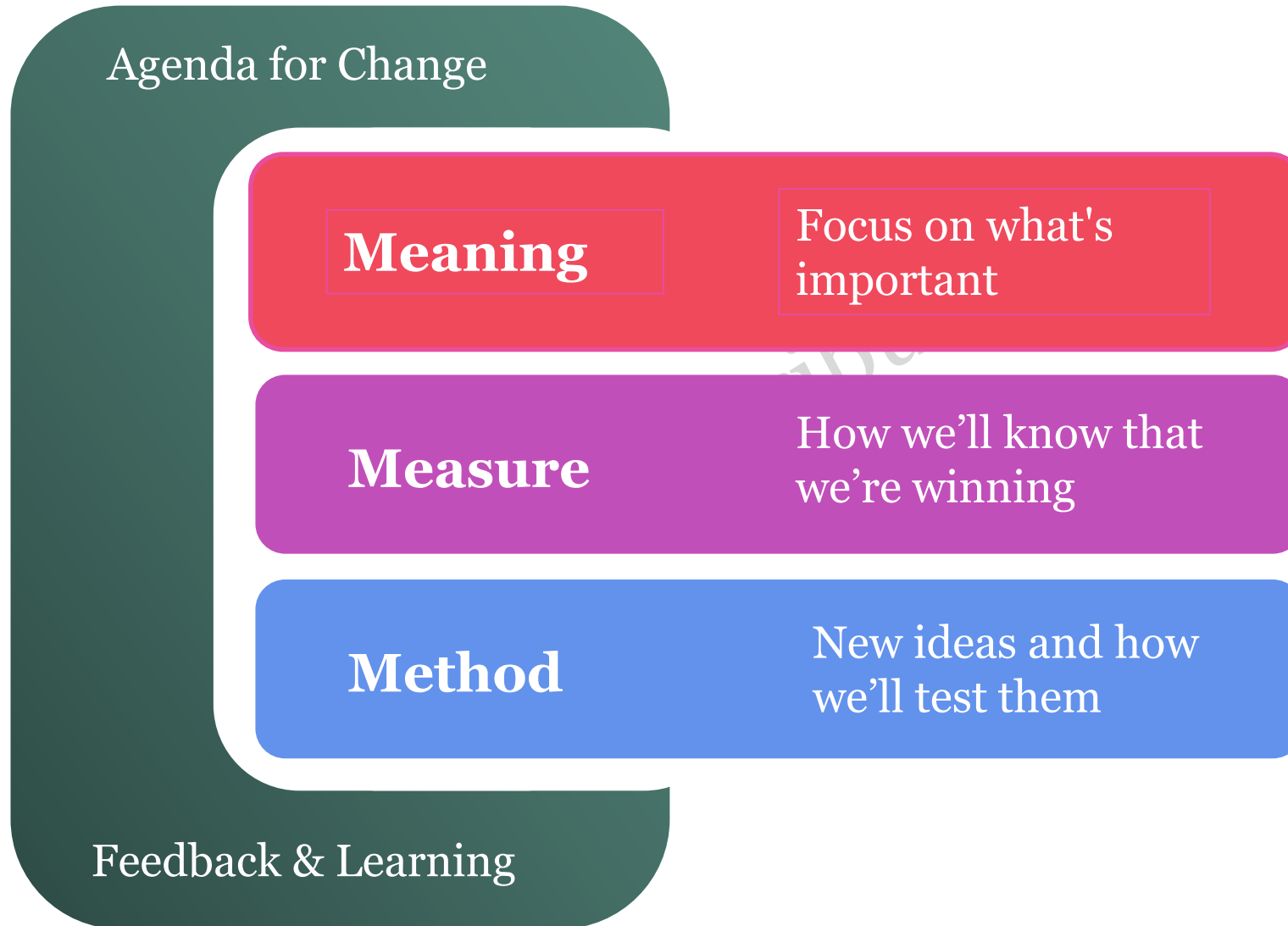
Hypothesis		Assumptions & Dependencies	
We believe that will result in If successful, we might expect to see:		Assumptions (to be validated)	Dependencies (to be resolved)
Risks		Pilot experiments (new A3s)	(owner)
Downside (to be avoided/mitigated)	Upside (potential to be nurtured)		
People		Insights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



An Outcome-Oriented Innovation Pattern

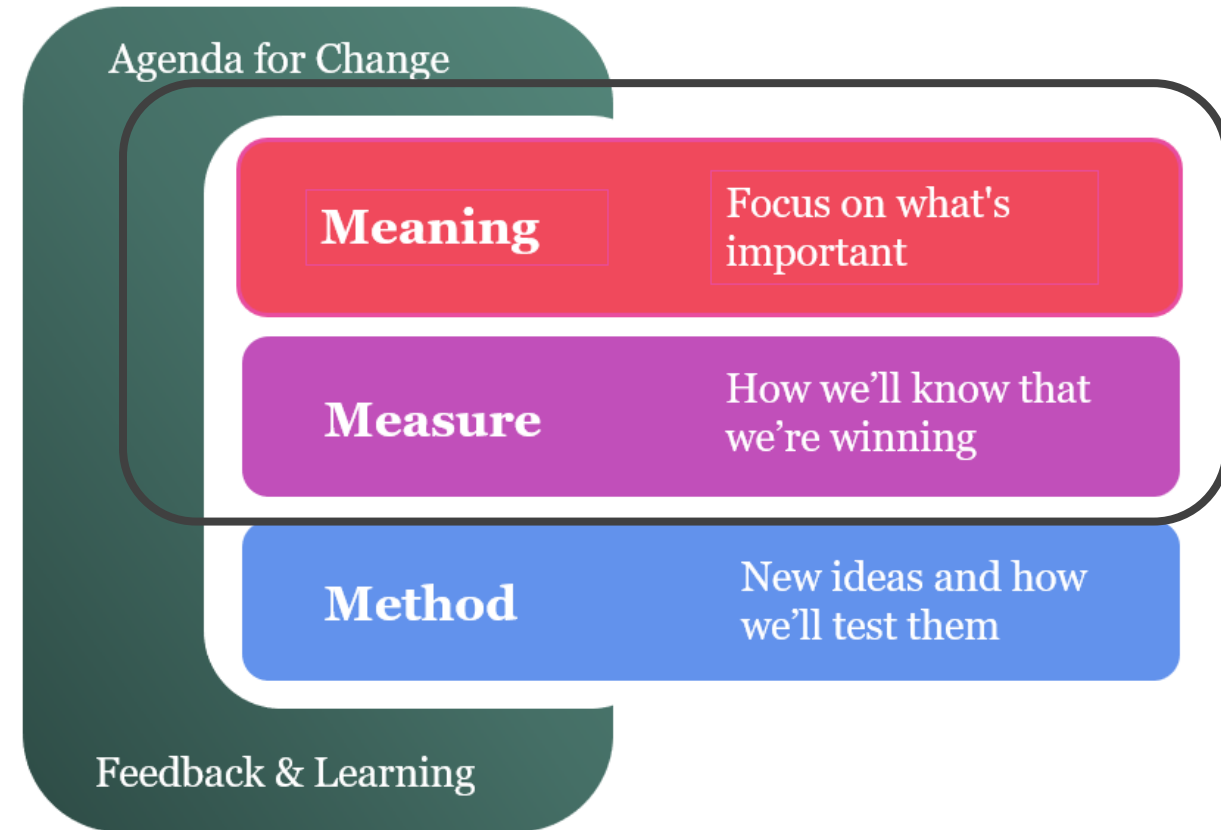


Meaning before Measure



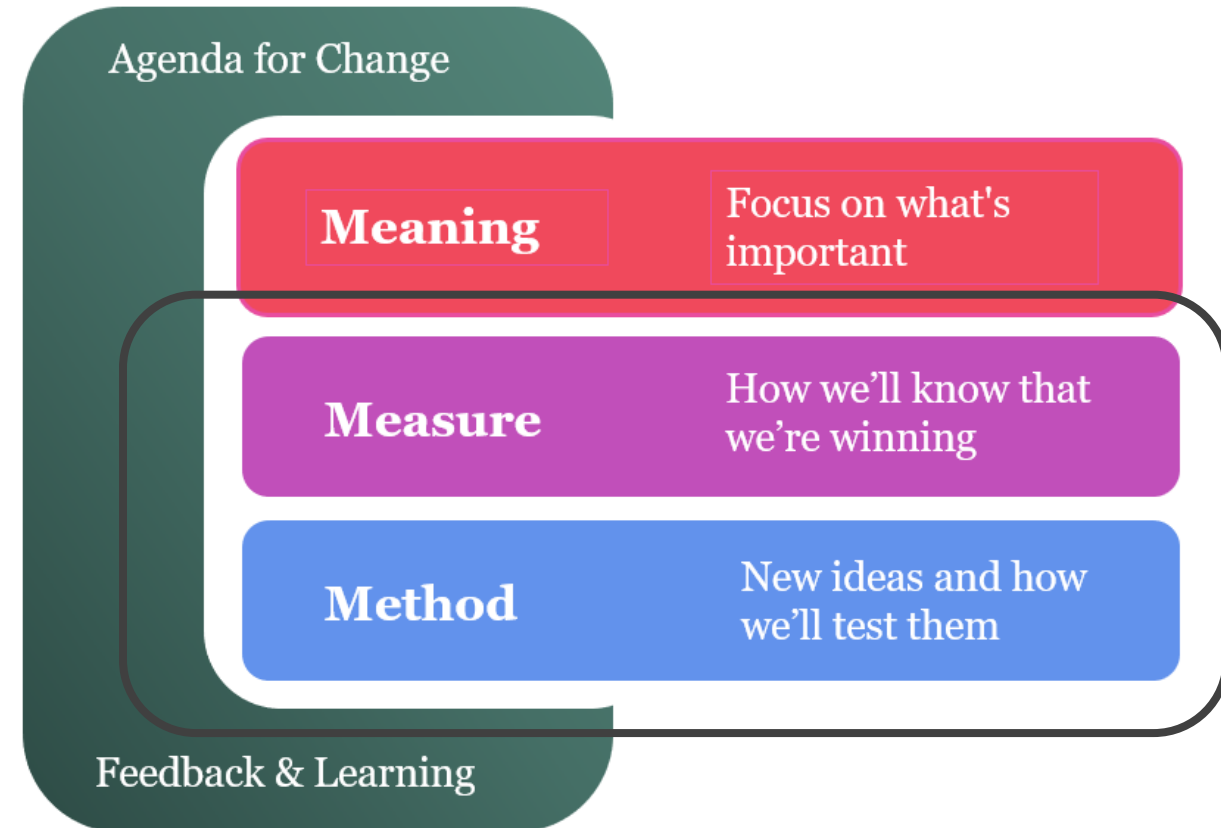
Meaning before Measure

- Really worth remembering as a principle
- This is about
 - not being driven by numbers,
 - but by being focused on the right things, making sure that they are meaningful to everyone involved

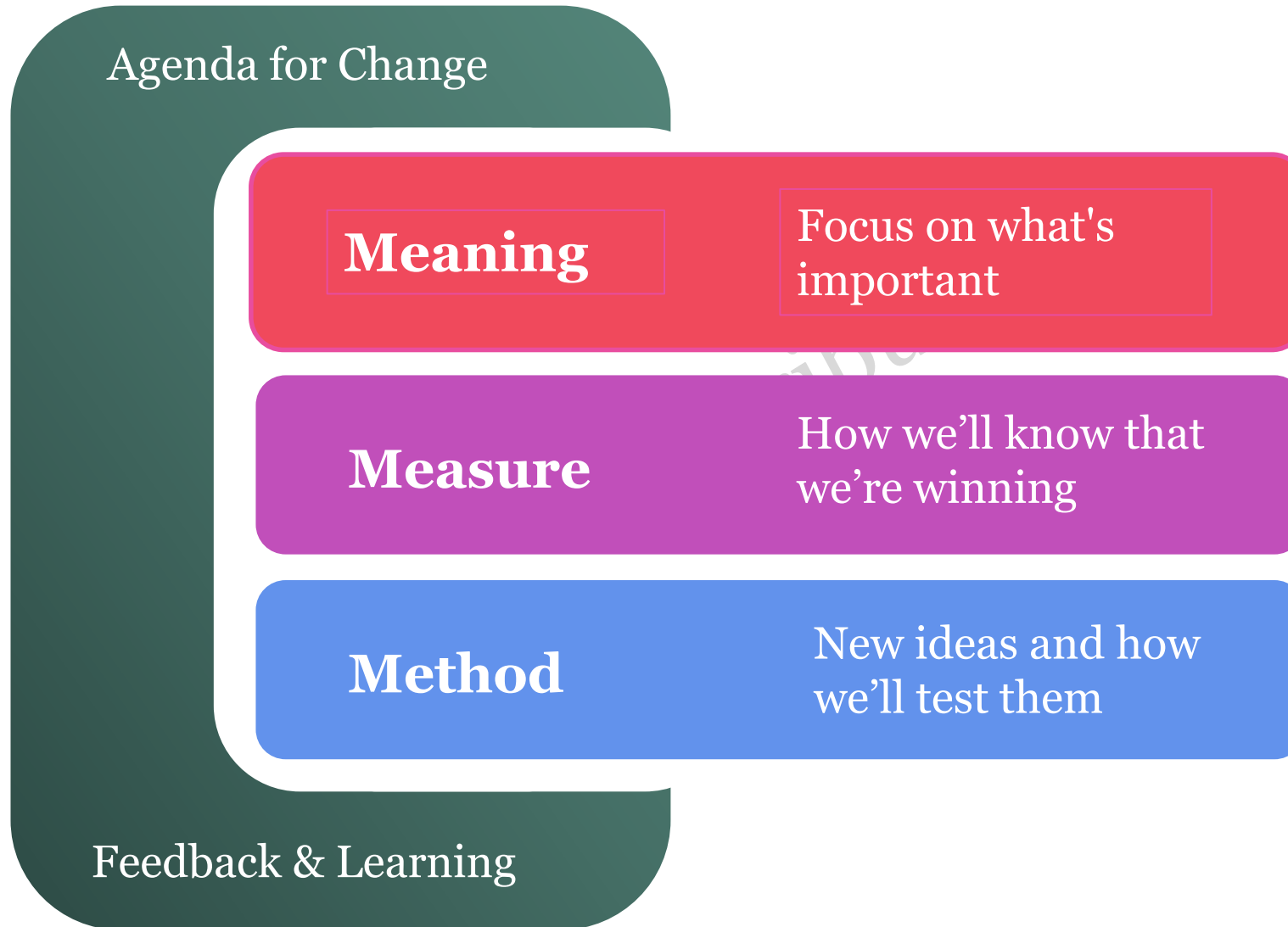


Measure before Method

- Making sure how we will know judge our solutions before we choose them.
- Avoid being merely solution-driven, us getting sucked into the implementation of solutions without regard for the business benefits that are going to be delivered.



Set up for maximum feedback and learning



Discovery

Exploration

Mapping

Elaboration

Operation

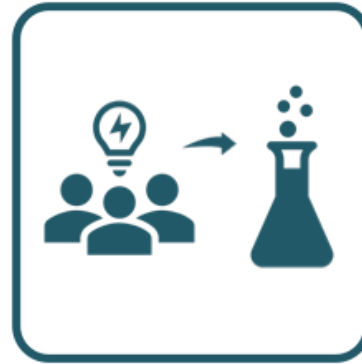
Hypothesis-based change as real work

Additional material / exercises may cover:

- Stories, situations of need, and hypotheses
- Challenge Mapping
- The Agendashift adaptability assessment



Changeban (I):
A process of
knowledge discovery



Options to
experiments



Experiment A3



Changeban (II):
Double loop
learning