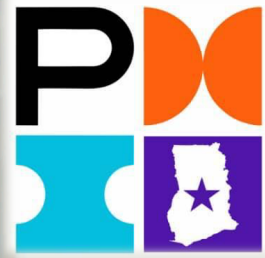


LEADING THROUGH UNCERTAINTY BY LEVERAGING ON ORGANISATIONAL CULTURE AS PART OF BUSINESS AGILITY.

Cyril Awere | PMI Chapter Ghana

14 AUGUST 2020





**Project
Management
Institute.
Ghana**



**PMI Ghana
Volunteers**





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Ghana**

**WELCOME
TO**
Project
Management
Institute.
Ghana
THINGS
YOU



PMI Ghana Team

AGENDA

WHAT ARE OUR VALUES & PRINCIPLES

WHY BUSINESS AGILITY

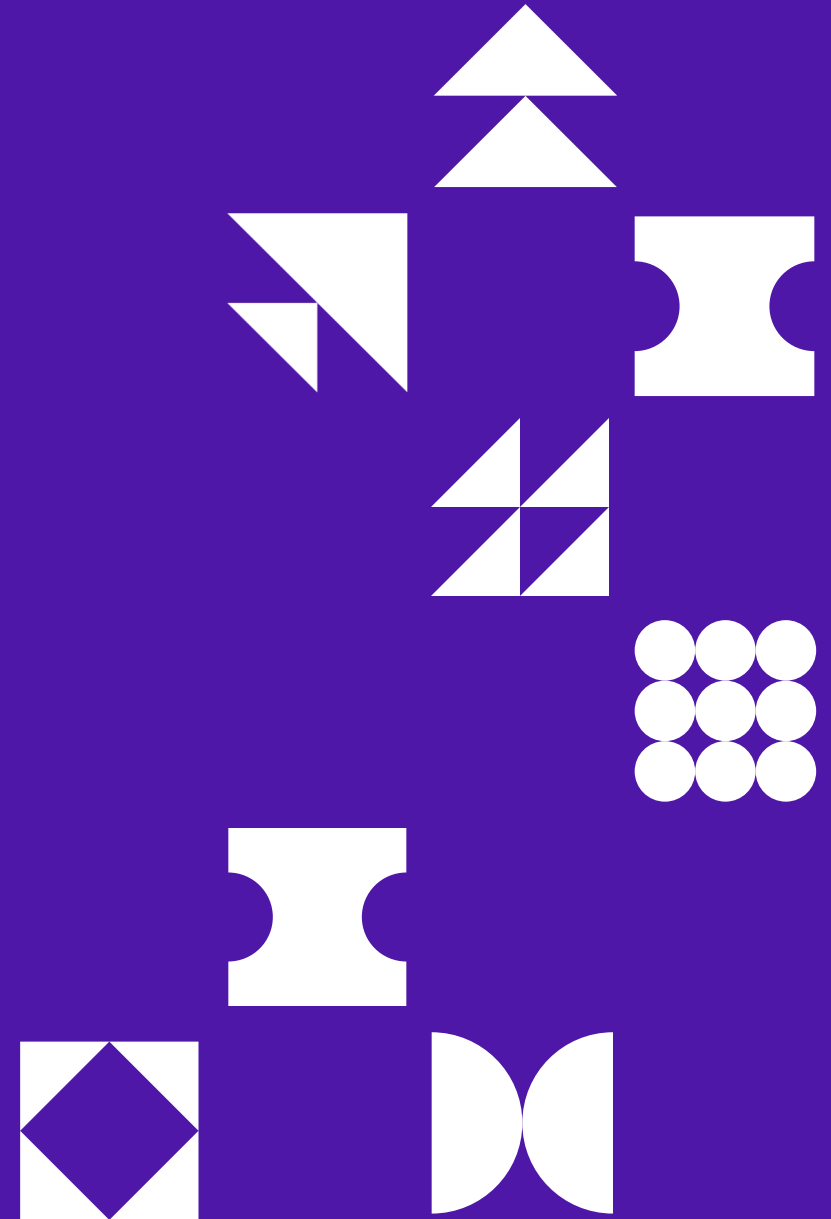
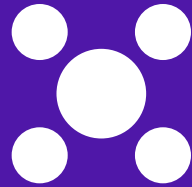
KEY COMPONENTS OF BUSINESS AGILITY

WHAT'S AGILE LEADERSHIP

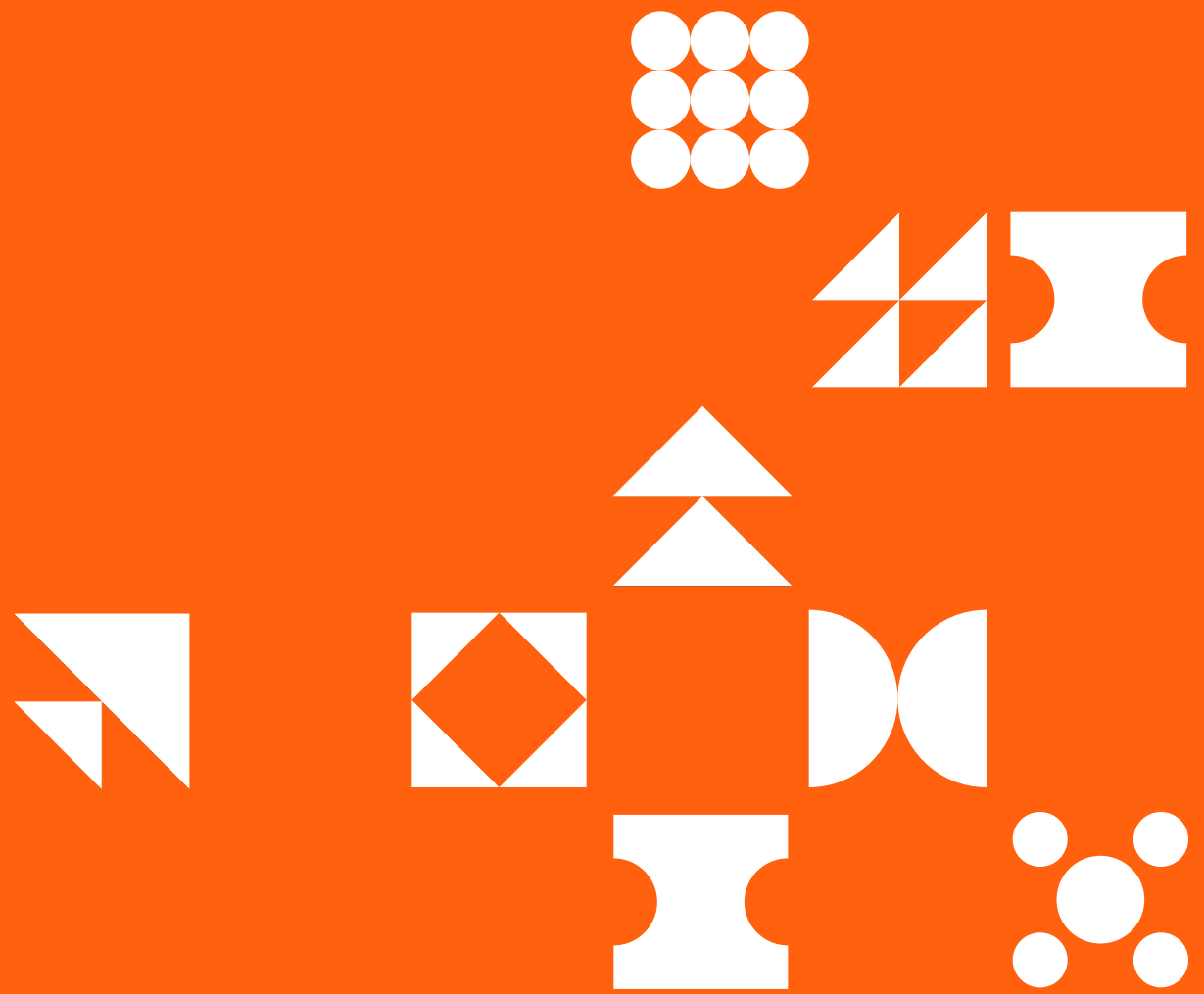
HOW DO WE CREATE THE RIGHT CULTURE

WHAT DO THE NUMBERS SAY ABOUT BUSINESS AGILITY

SOME PRIZES UP FOR GRABS



WHAT ARE OUR VALUES & PRINCIPLES?



Agile Manifesto - Values



Individuals & Interactions
over
Processes & Tools



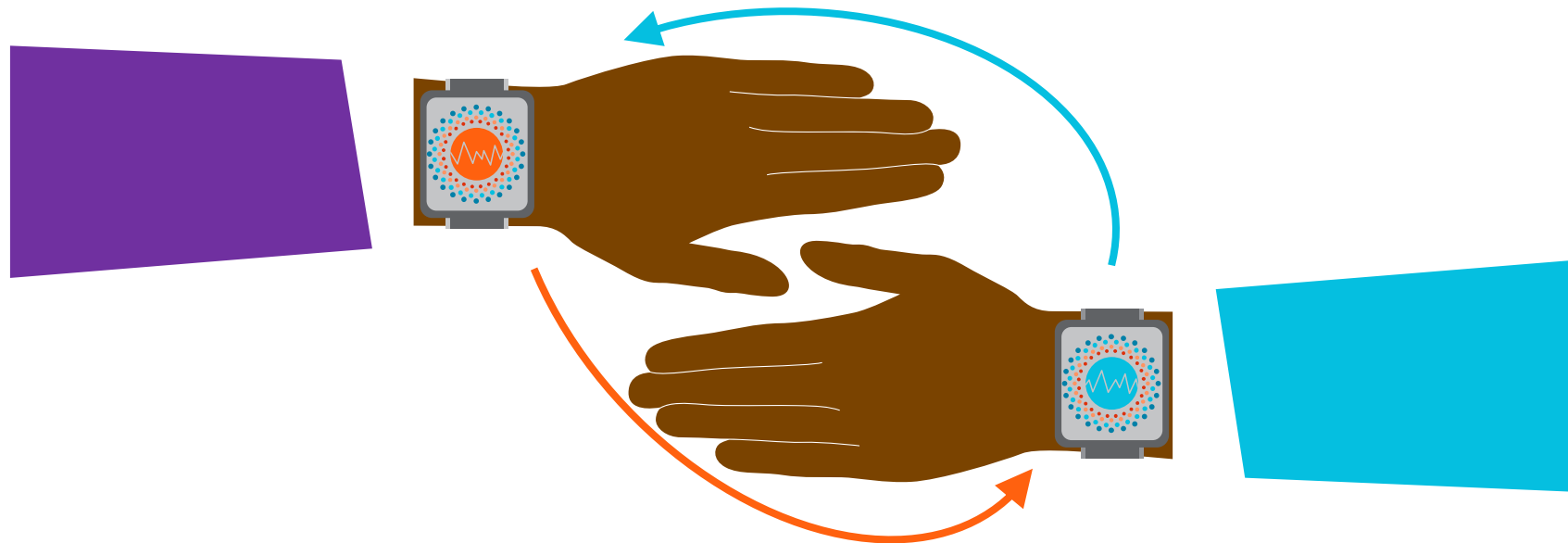
Working software
over
Comprehensive
documentation



Customer collaboration
over
Contract
negotiation



Respond to change
over
Following a plan



Agile Manifesto – Principles 1 – 4



Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.



Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.



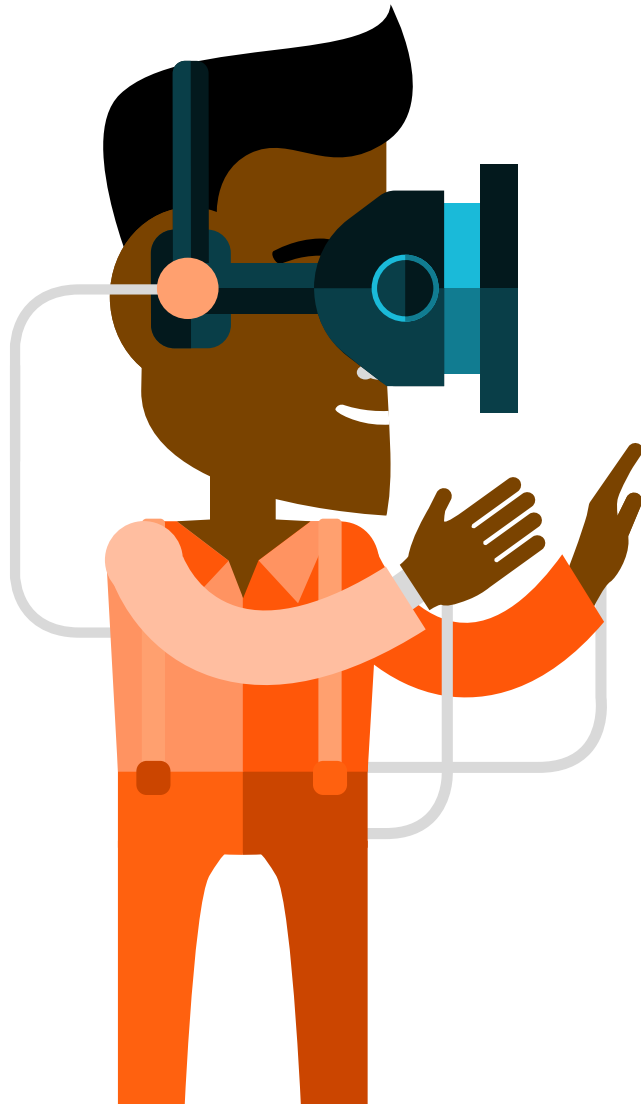
Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.



Business people and developers must work together daily throughout the project.



Agile Manifesto – Principles 5 - 8



Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.



The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

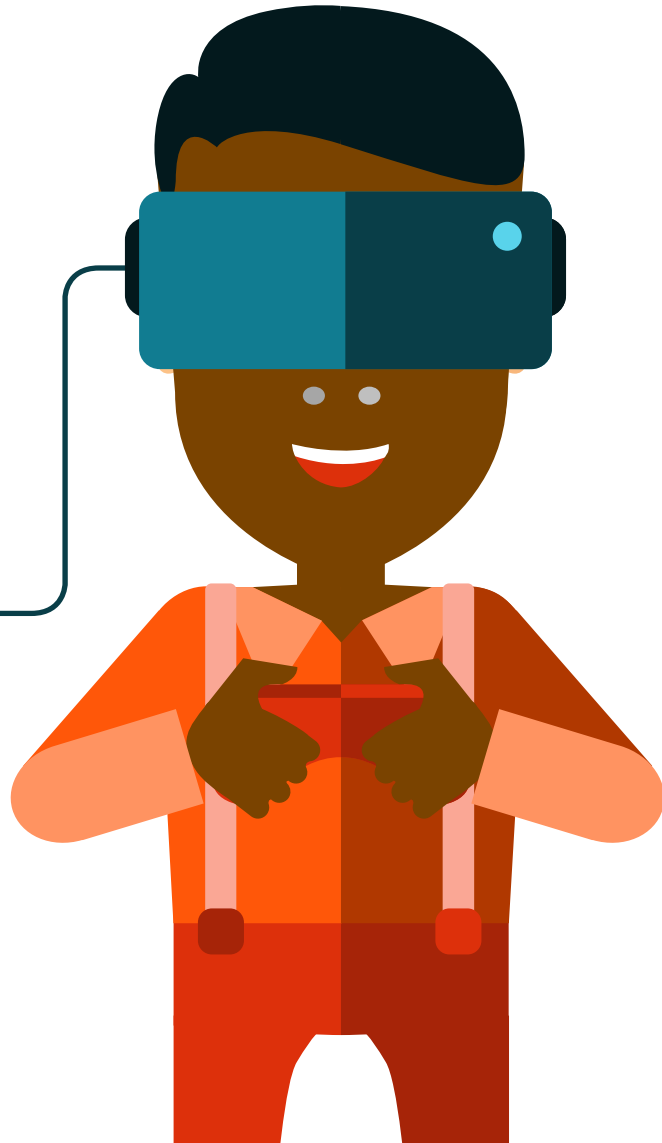


Working software is the primary measure of progress.



Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Agile Manifesto – Principles 9 - 12



Continuous attention to technical excellence and good design enhances agility.



Simplicity—the art of maximizing the amount of work not done—is essential.

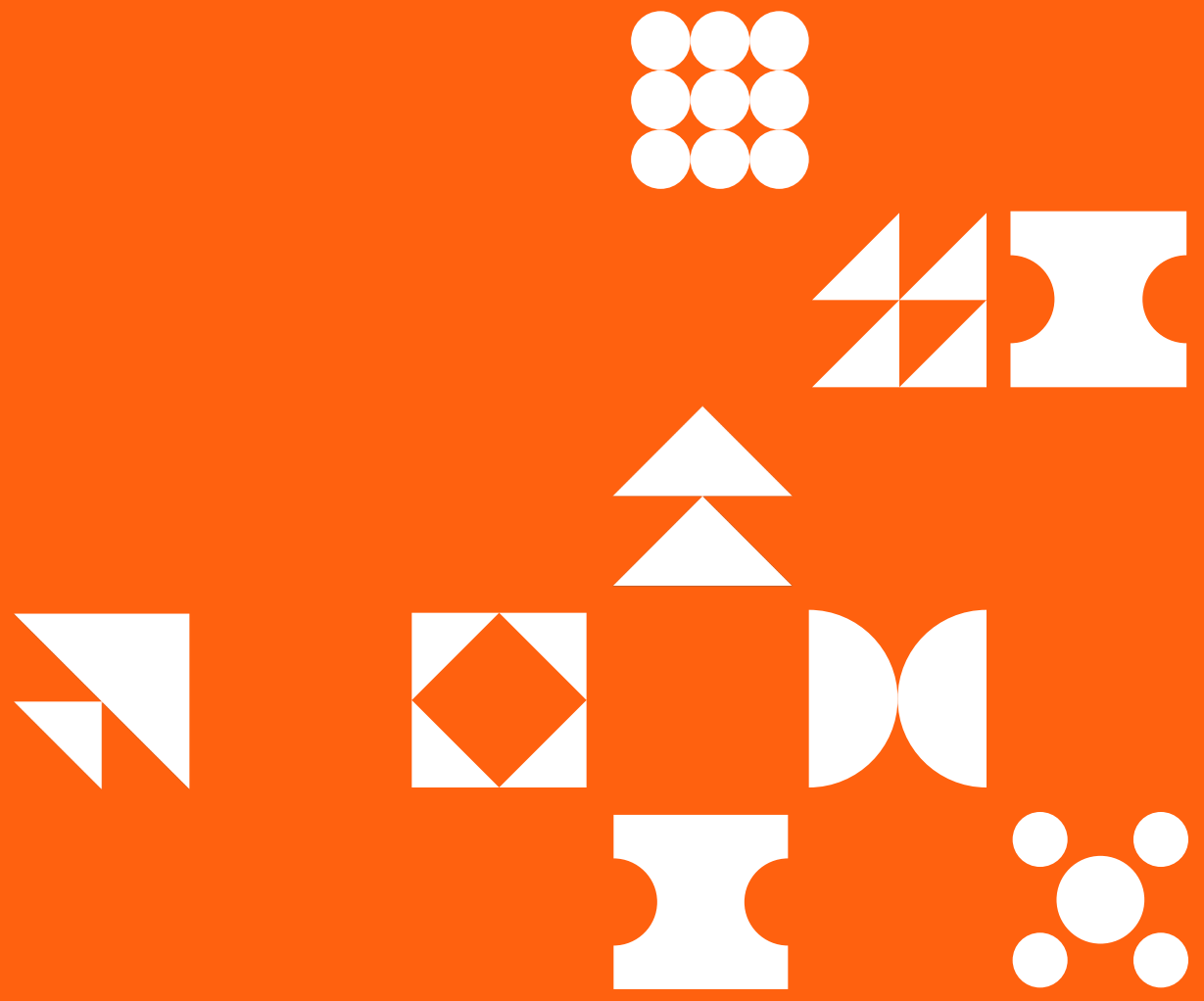


The best architectures, requirements, and designs emerge from self-organizing teams.

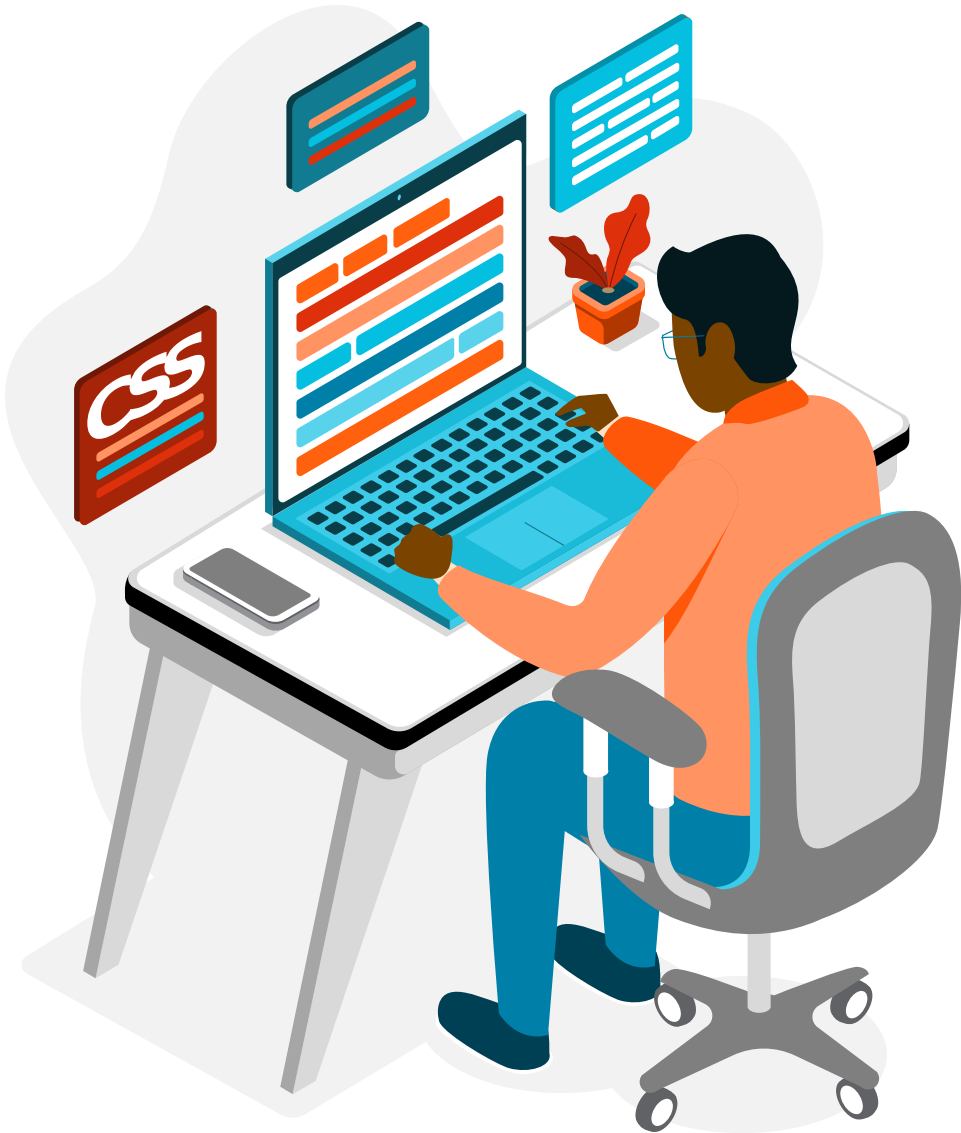


At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

WHY BUSINESS AGILITY?



Volatility, Uncertainty, Complexity, Ambiguity (VUCA)



Volatility

High rates of unpredictable change



Uncertainty

Not knowing everything at the outset



Complexity

Our world is increasingly interconnected like never before



Ambiguity

Looking at things holistically and applying systems thinking

Key Business Organisational Challenges



Lack of industry data



Teams are afraid to make mistakes



Cash Flow Management



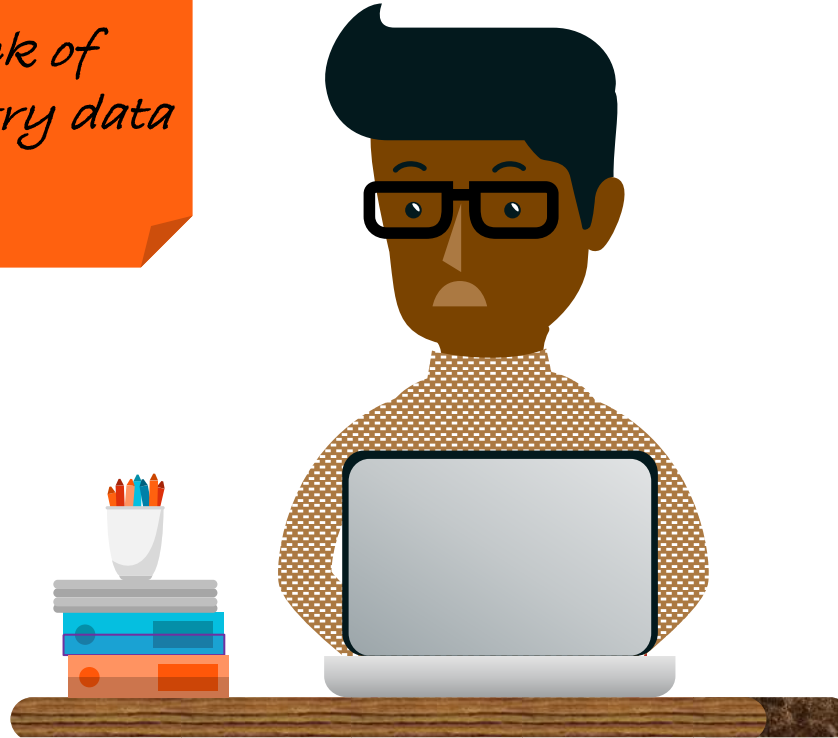
Lack of trust/integrity



Finding & retaining the best talent



Corruption



Organisations that have failed to adapt to market conditions



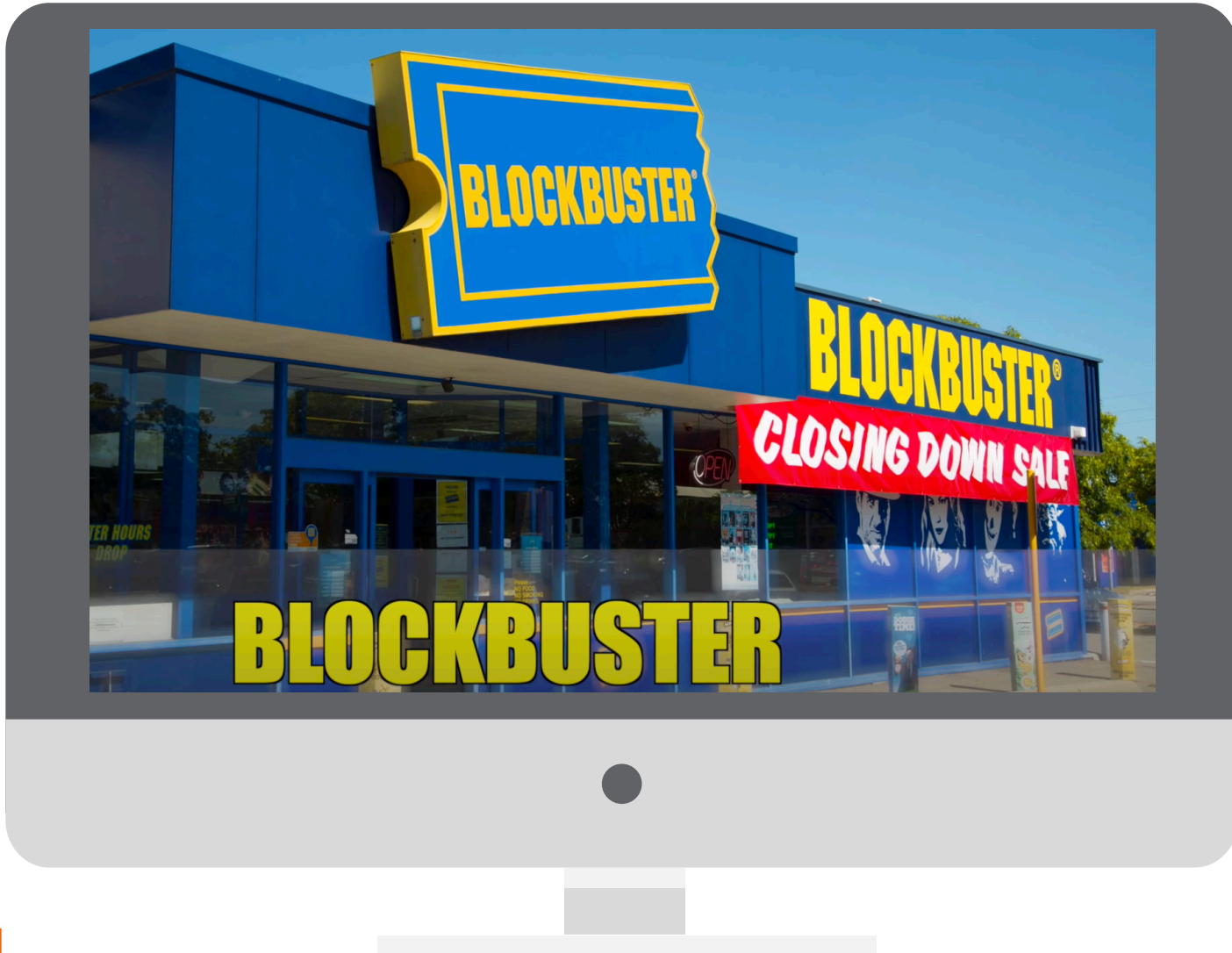
✓ Before - What went well

- Nokia was a leader in the mobile phone market
- Blackberry had 80 million users

✗ After - What went wrong

- Nokia and Blackberry failed to adapt to Apple's touch screen-based technology
- Other phone manufacturers adapted much more quickly leading to a drop in interest for their phones

Organisations that have failed to adapt to market conditions



✓ Before - What went well

- Blockbuster once employed 80,000 people with 9000 outlets globally

✗ After - What went wrong

- Rise of Netflix on demand streaming services
- Blockbuster failed to change its business model to respond to changing market conditions

Organisations that have failed to adapt to market conditions



✓ Before - What went well

- Kodak was a market leader in photographic film sector

✗ After - What went wrong

- Developed its first digital camera but failed to continue with exploring the concept
- An increasing range of digital products such as mobile phones on the market rendered Kodak obsolete

Organisations that have failed to adapt to market conditions



✓ Before - What went well

- Myspace was the biggest social website in the world between 2004 and 2009
- Orkut was very popular among the young, enabling people to stay connected with their school mates

✗ After - What went wrong

- Facebook came into the market with a better user experience leading to the demise of both myspace and Orkut

Organisations that have failed to adapt to market conditions



✓ Before - What went well

- GM was one of the leading car manufacturers for more than a century
- One of the largest companies in the world

✗ After - What went wrong

- Failed to innovate and ignored the competition
- As at 2019, it was ranked 13th in the Fortune 500 list of US companies based on total revenues.

Organisations that have failed to adapt to market conditions



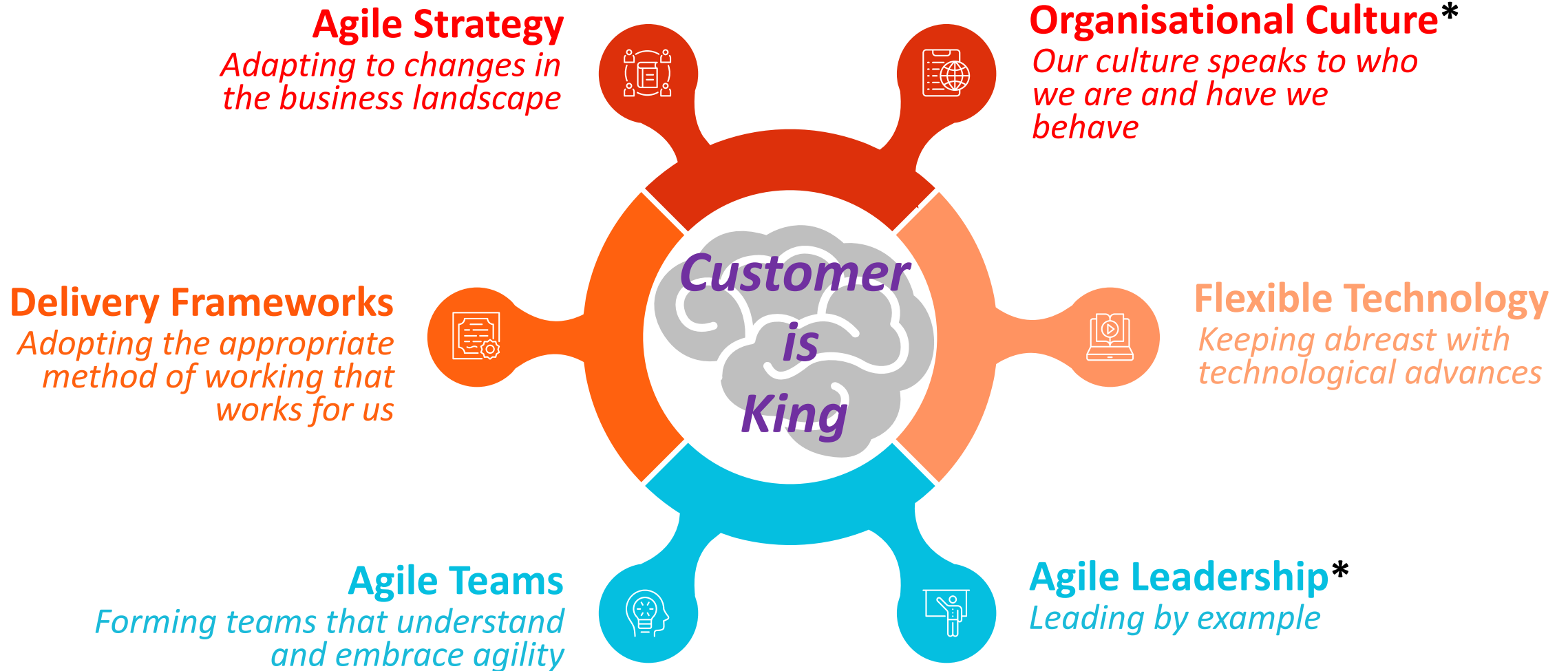
✓ Before - What went well

- Global leader in the selling of records, cassettes, videos and branded merchandise

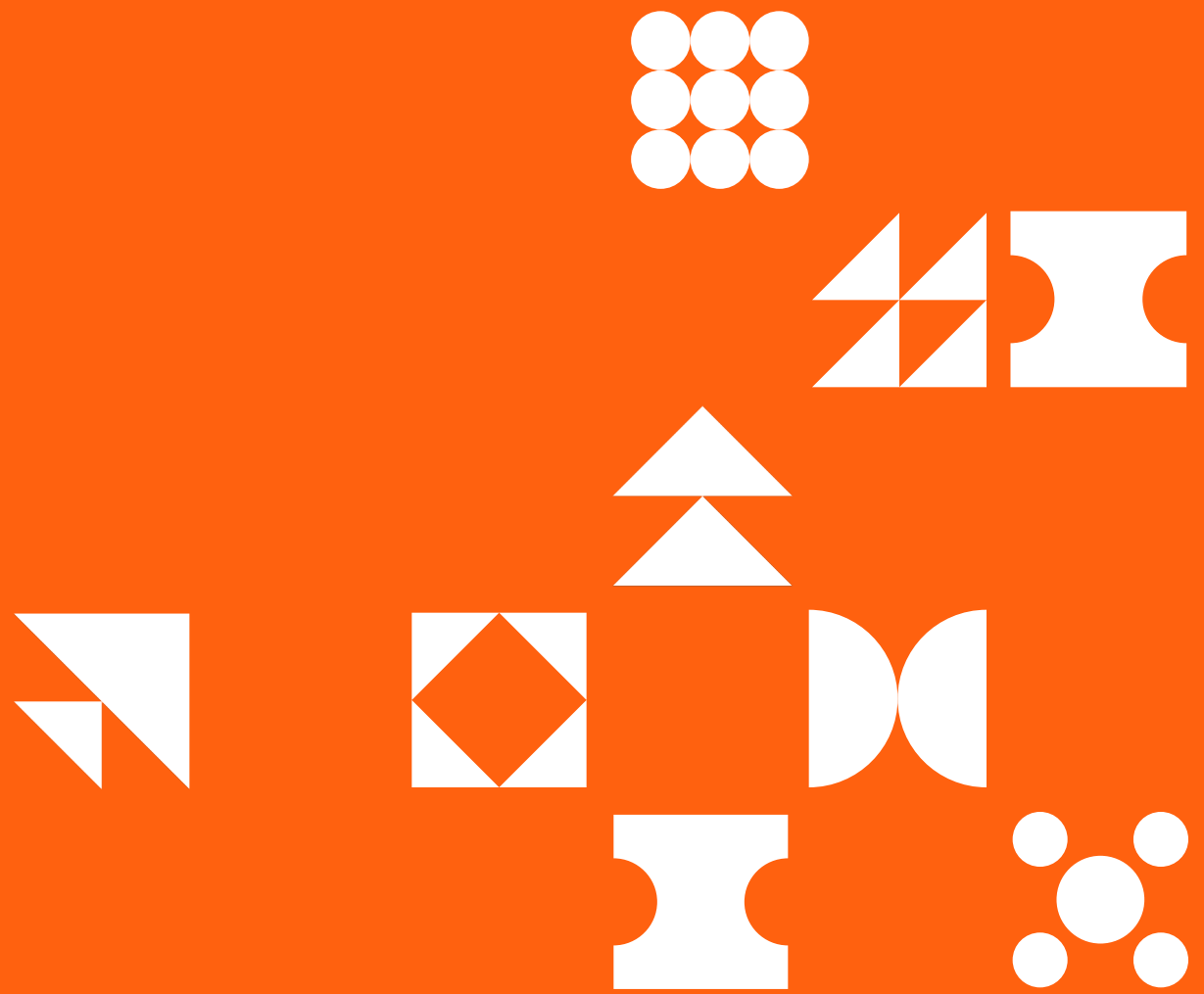
✗ After - What went wrong

- Could not keep up with digital disruptions such as Spotify and iTunes

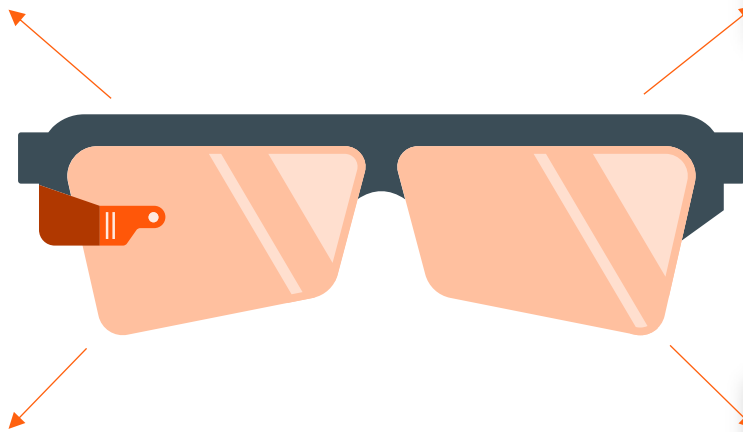
Business Agility



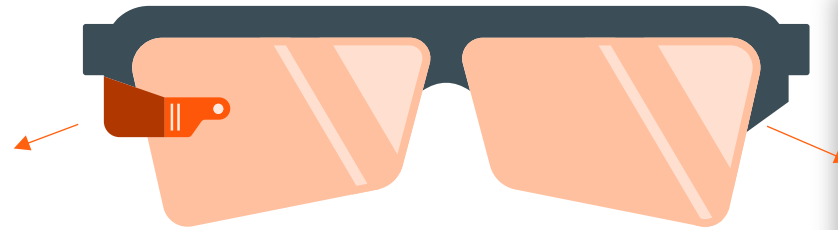
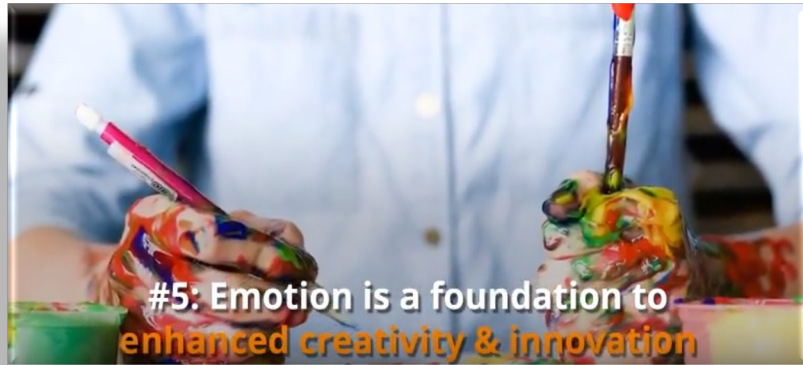
WHAT'S AGILE LEADERSHIP?



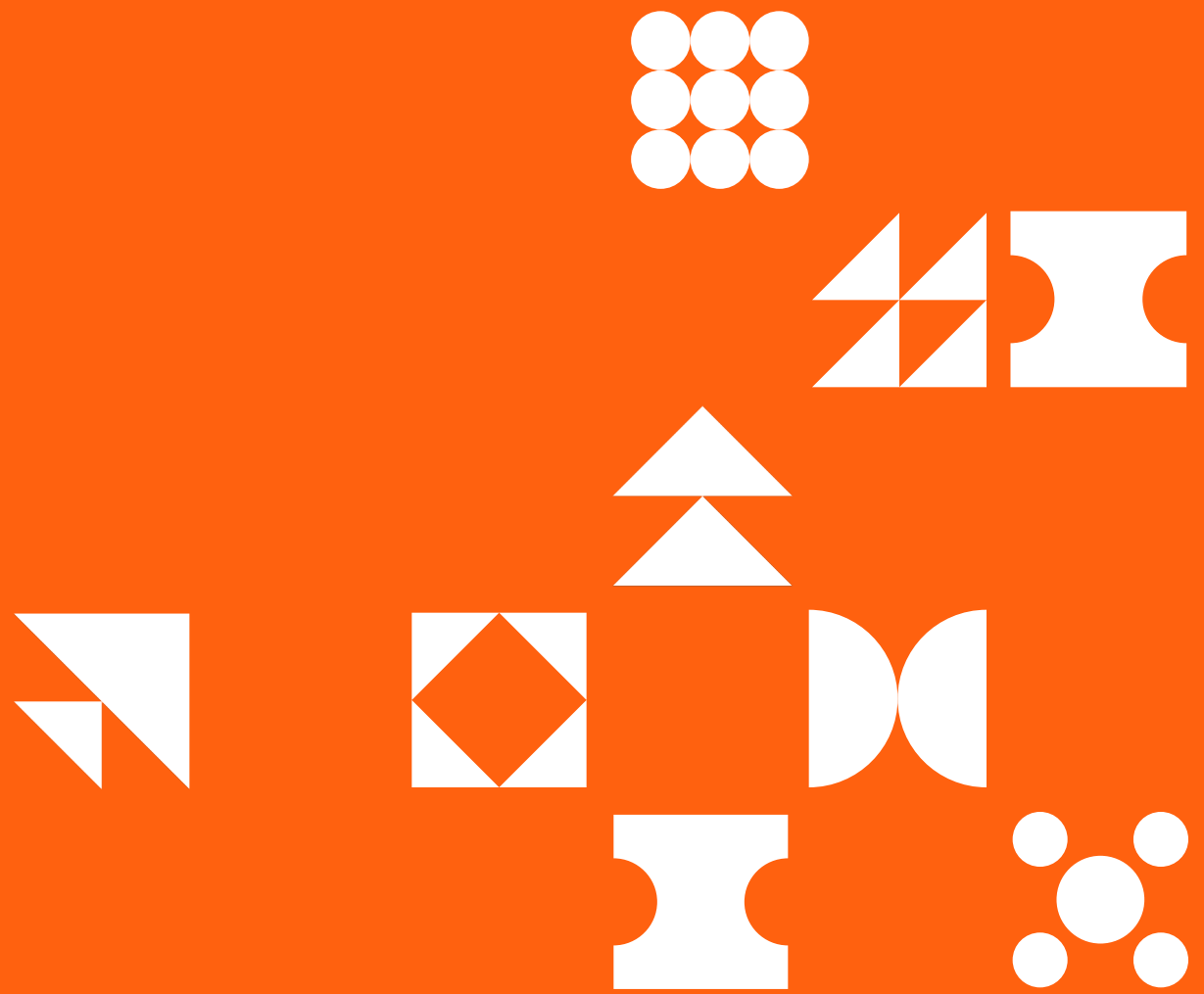
Leadership Principles (1 – 4)



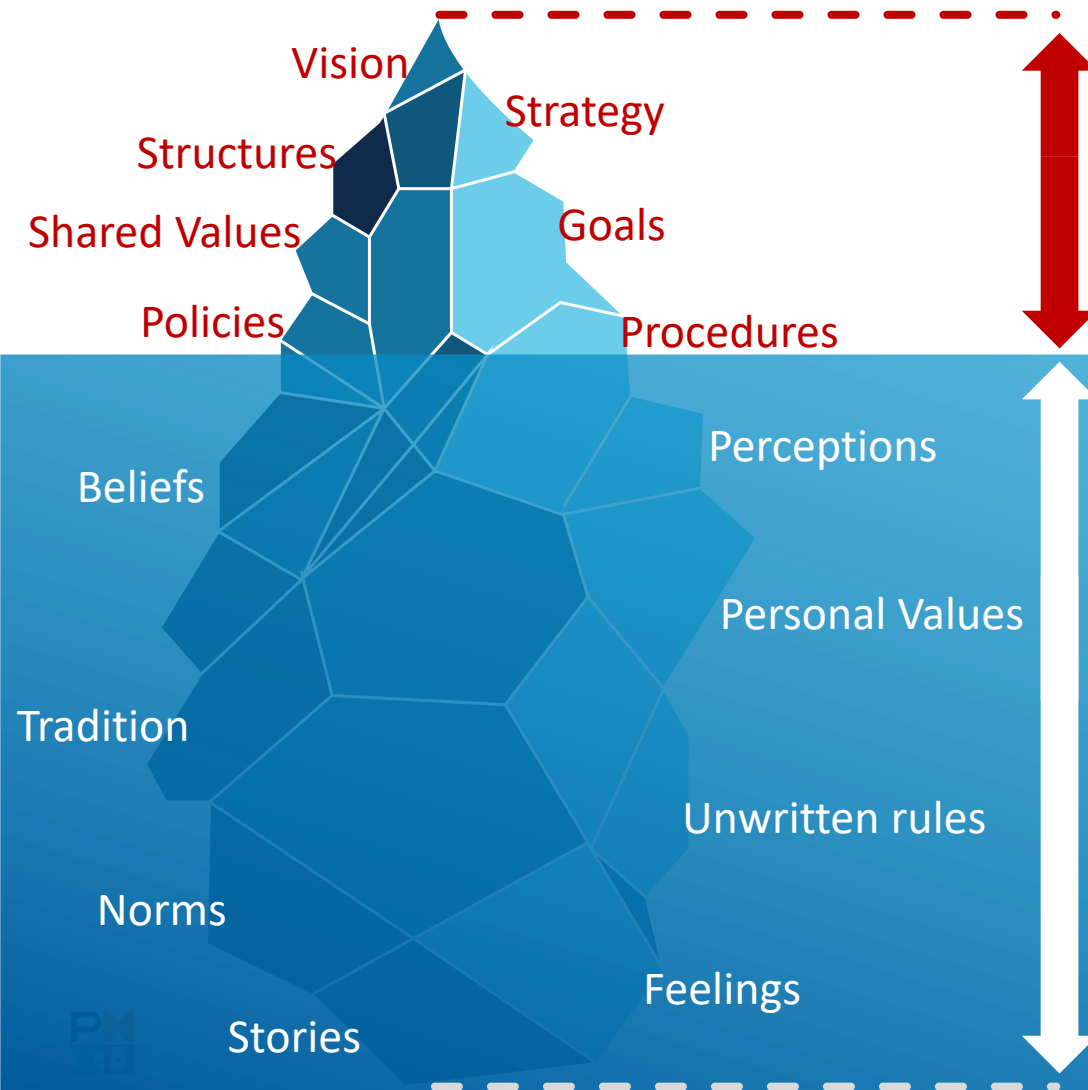
Leadership Principles (5 - 9)



HOW DO WE CREATE THE RIGHT CULTURE?



Organisational Culture Components



Visible Organisational Culture

The way we say we get things done

Invisible Organisational Culture

The way we really get things done

Example Vision Statements

Nike

“Bring inspiration and innovation to every athlete in the world

Tesla

To accelerate the world’s transition to sustainable energy.

Facebook

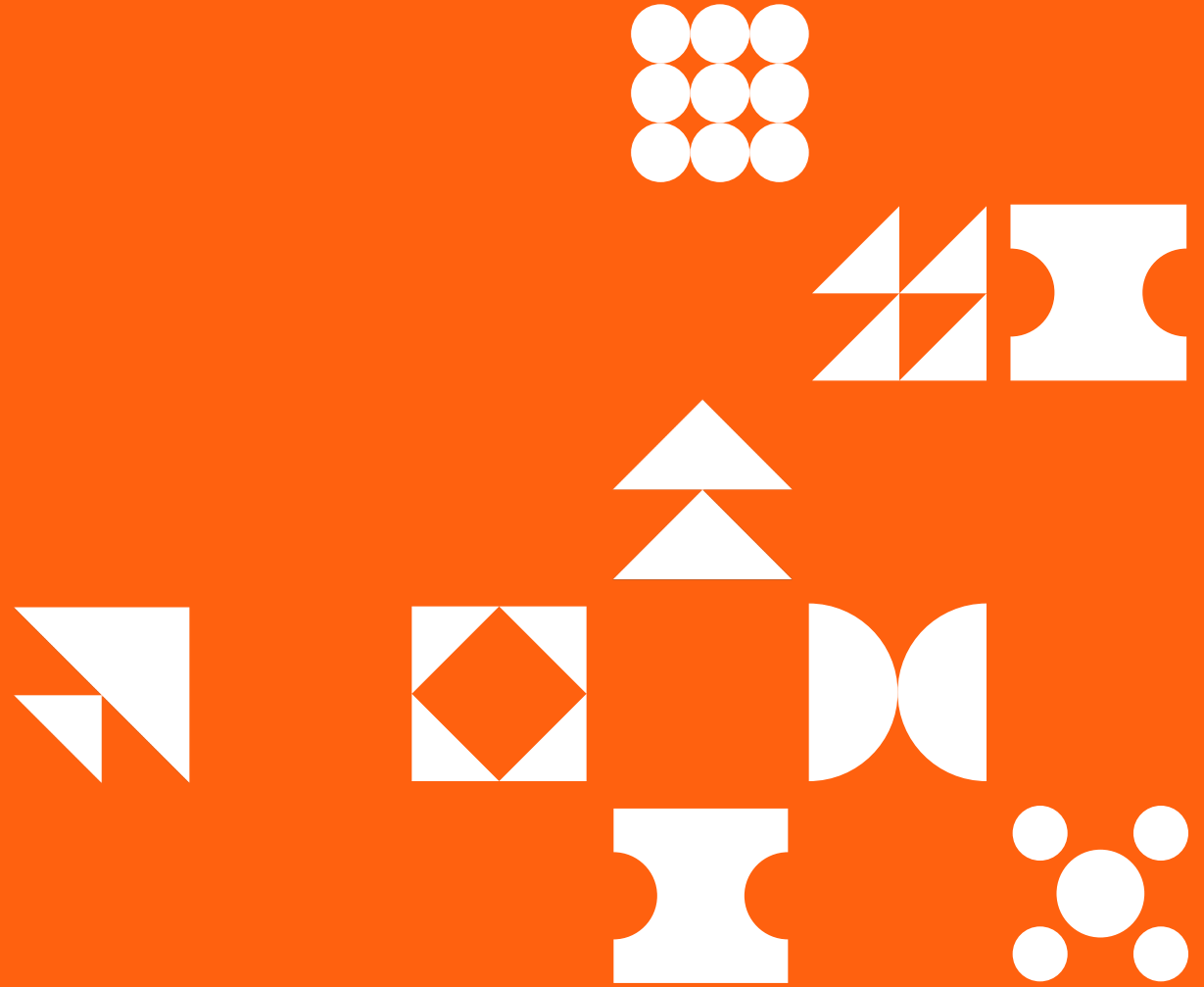
To give people the power to share and make the world more open and connected.



Organisational Cultural Change Journey



WHAT DO THE NUMBERS SAY ABOUT BUSINESS AGILITY?



What's Trending

CULTURE IS STILL A THING

The highest-ranked challenges to adopting and scaling Agile continue to be related to organizational culture. General organizational resistance to change, inadequate management support and sponsorship, and organizational culture at odds with Agile values remain in the top 5 challenges. A new choice this year, not enough leadership participation, also ranked in the top 5.

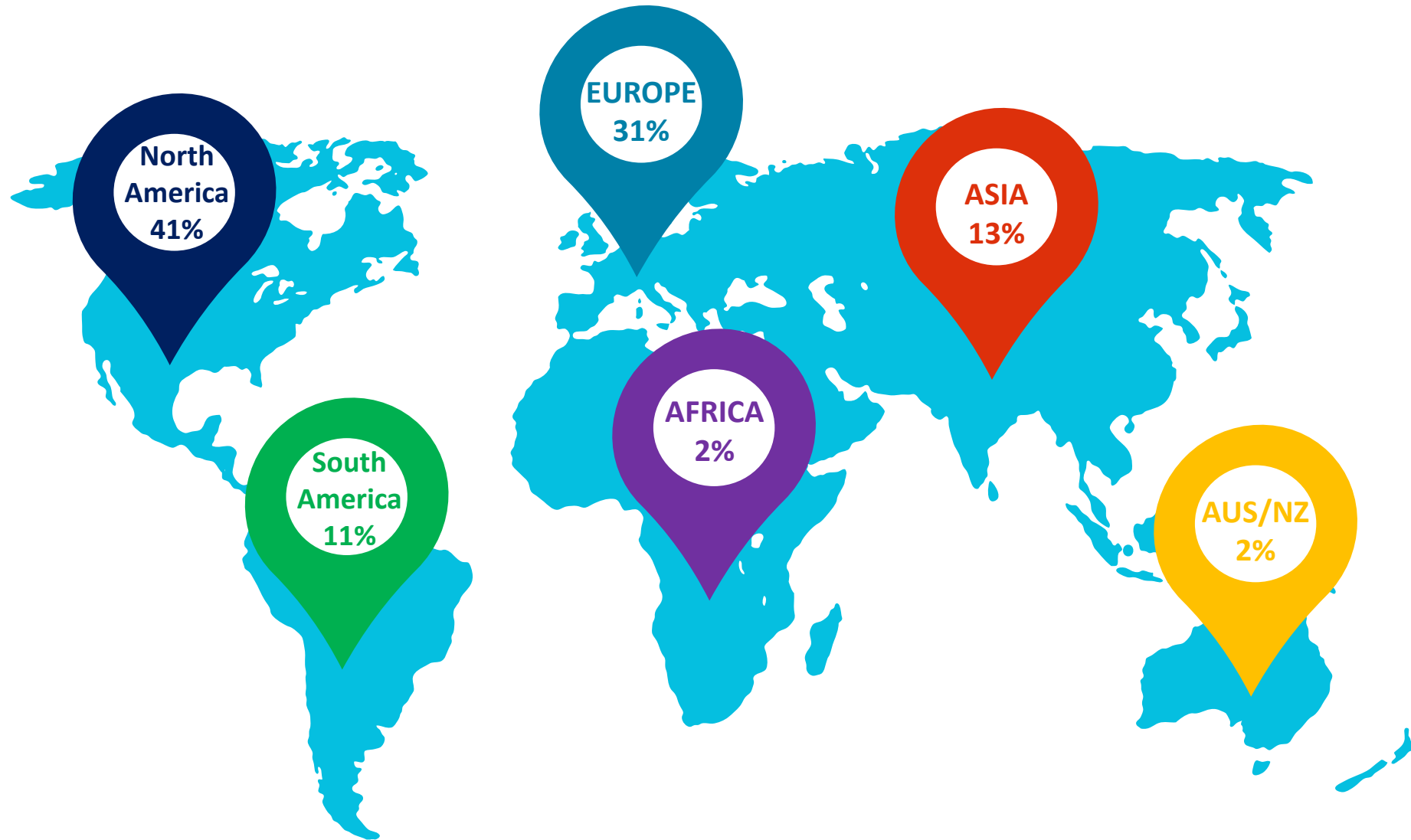
SCRUM AND SAFE® REIGN SUPREME

Scrum is the most widely- practiced Agile method/ framework, with at least 75% of respondents practicing Scrum or a hybrid that includes Scrum. SAFe® is again the scaling framework of choice, leading with 35% of the respondents. This is up 5% from last year.

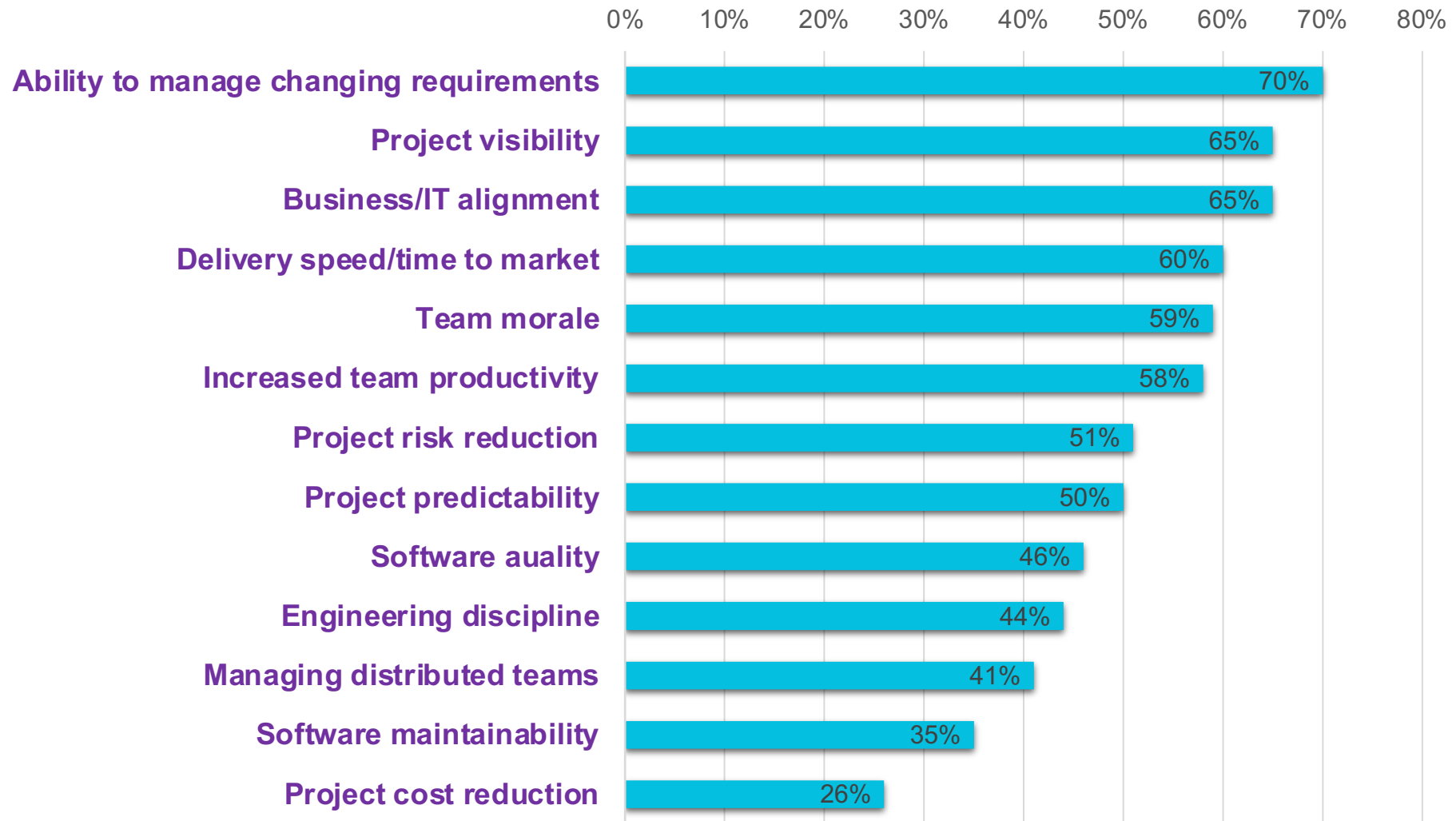
AGILE EMPOWERS ADAPTABILITY AND VISIBILITY

This year again, ability to manage changing priorities and project visibility are the top 2 capabilities reported as having improved as a result of Agile implementation. The other improved capabilities that continue to round out the top 5 are business/IT alignment, team morale, delivery speed/time to market, and team productivity.

Locations of respondents of Survey

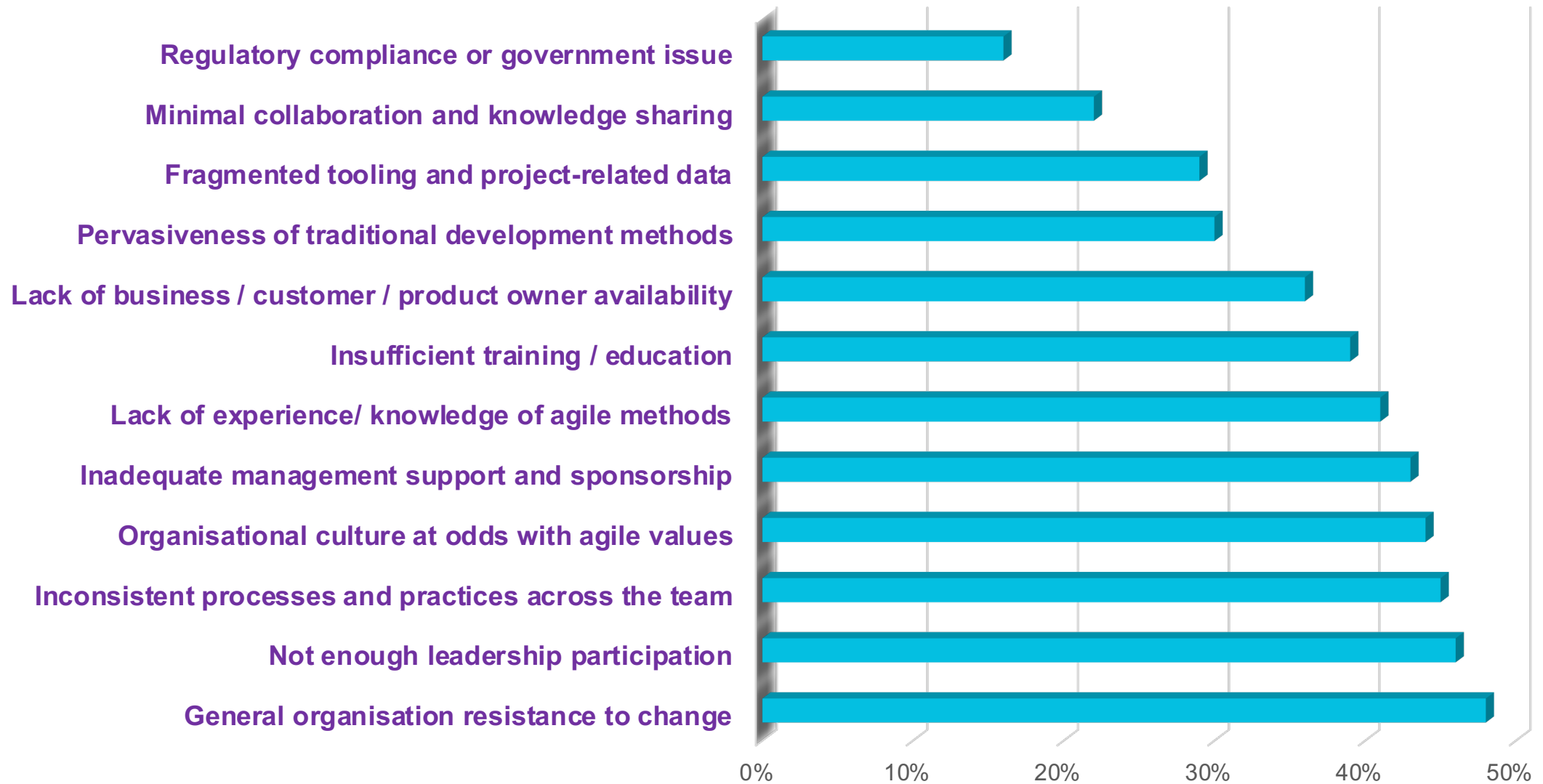


Benefits of adopting Agile



Source: 14th annual STATE OF AGILE™ REPORT - © 2020 Digital.ai

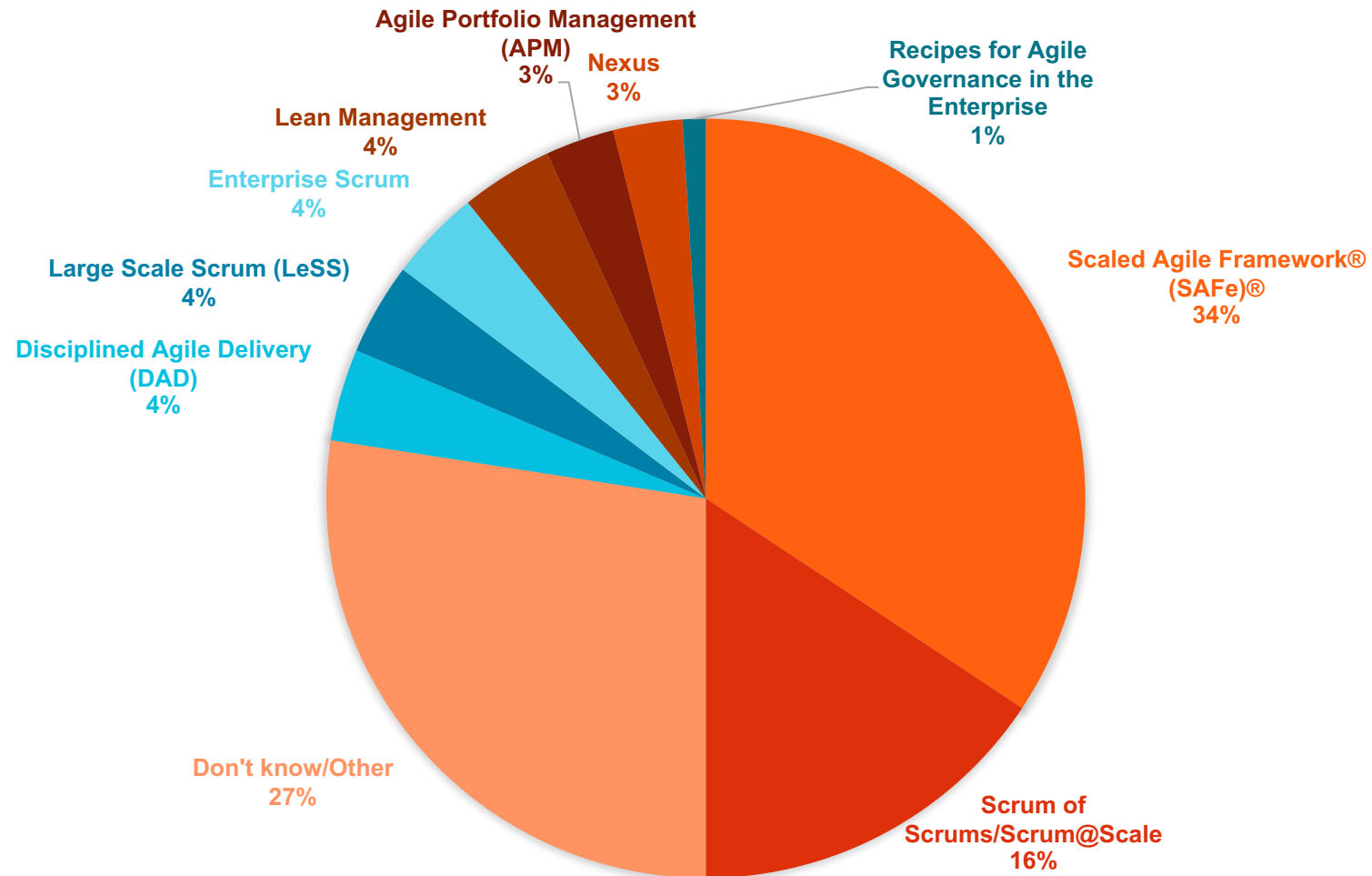
Challenges experienced while adopting Agile



**Respondents were able to make multiple selections*

Source: 14th annual STATE OF AGILE™ REPORT - © 2020 Digital.ai

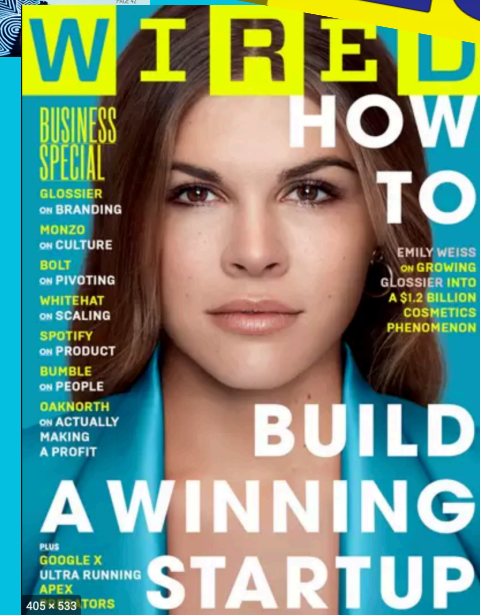
Scaling Methods & Approaches



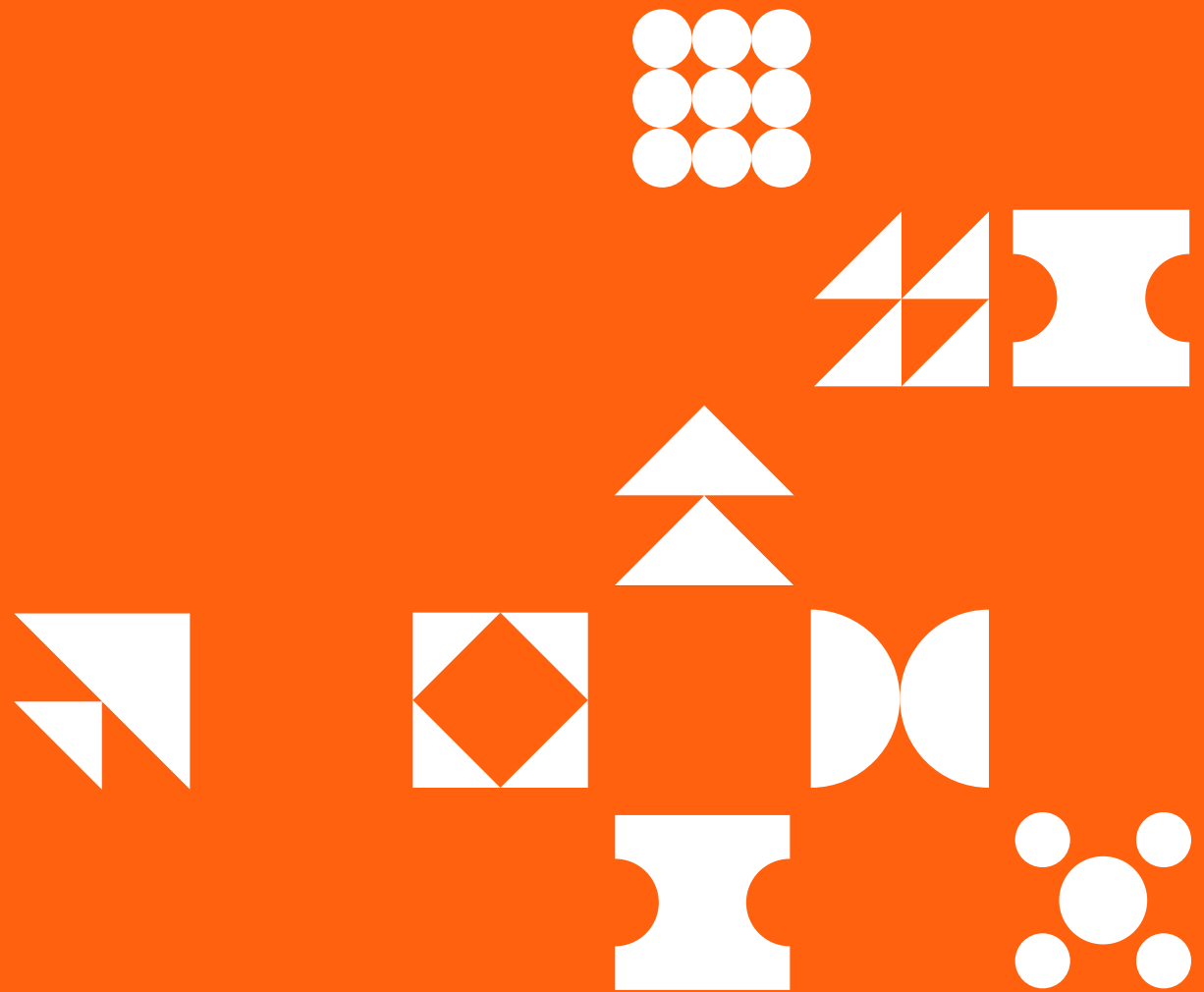
**Respondents were able to make multiple selections*

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What does the media say about Business Agility?

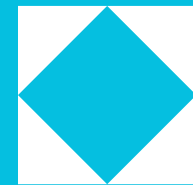
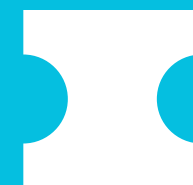
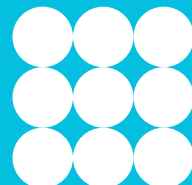
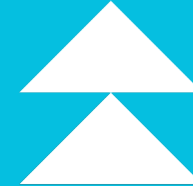
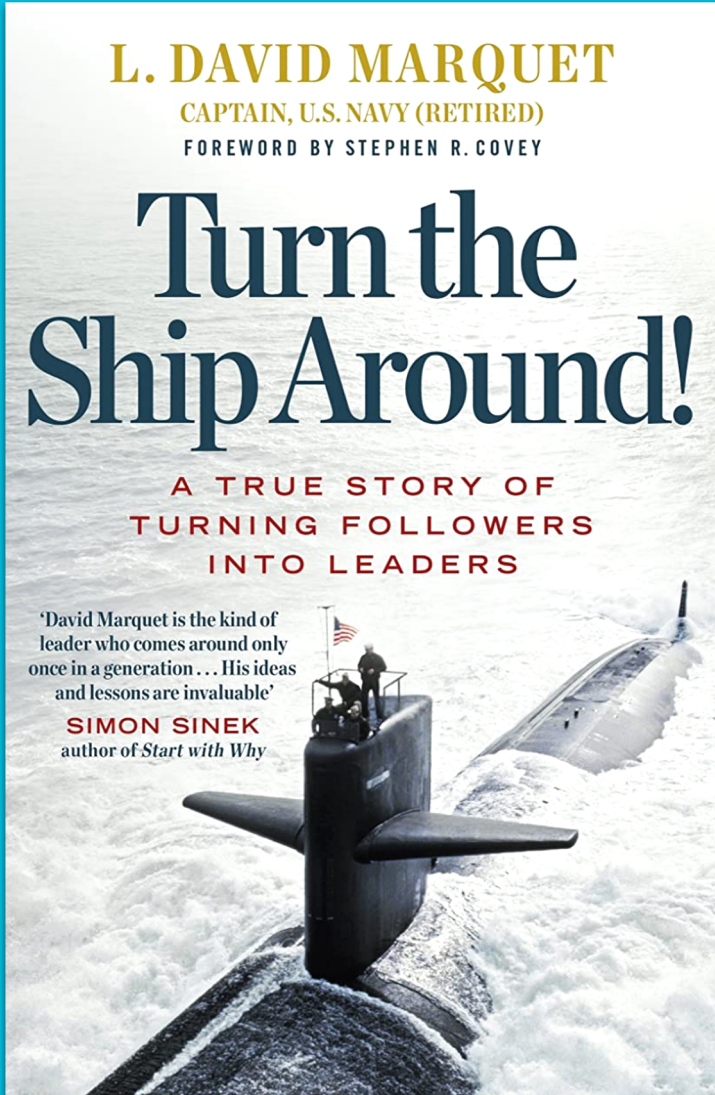
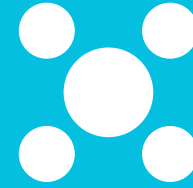


SOME PRIZES UP
FOR GRABS!



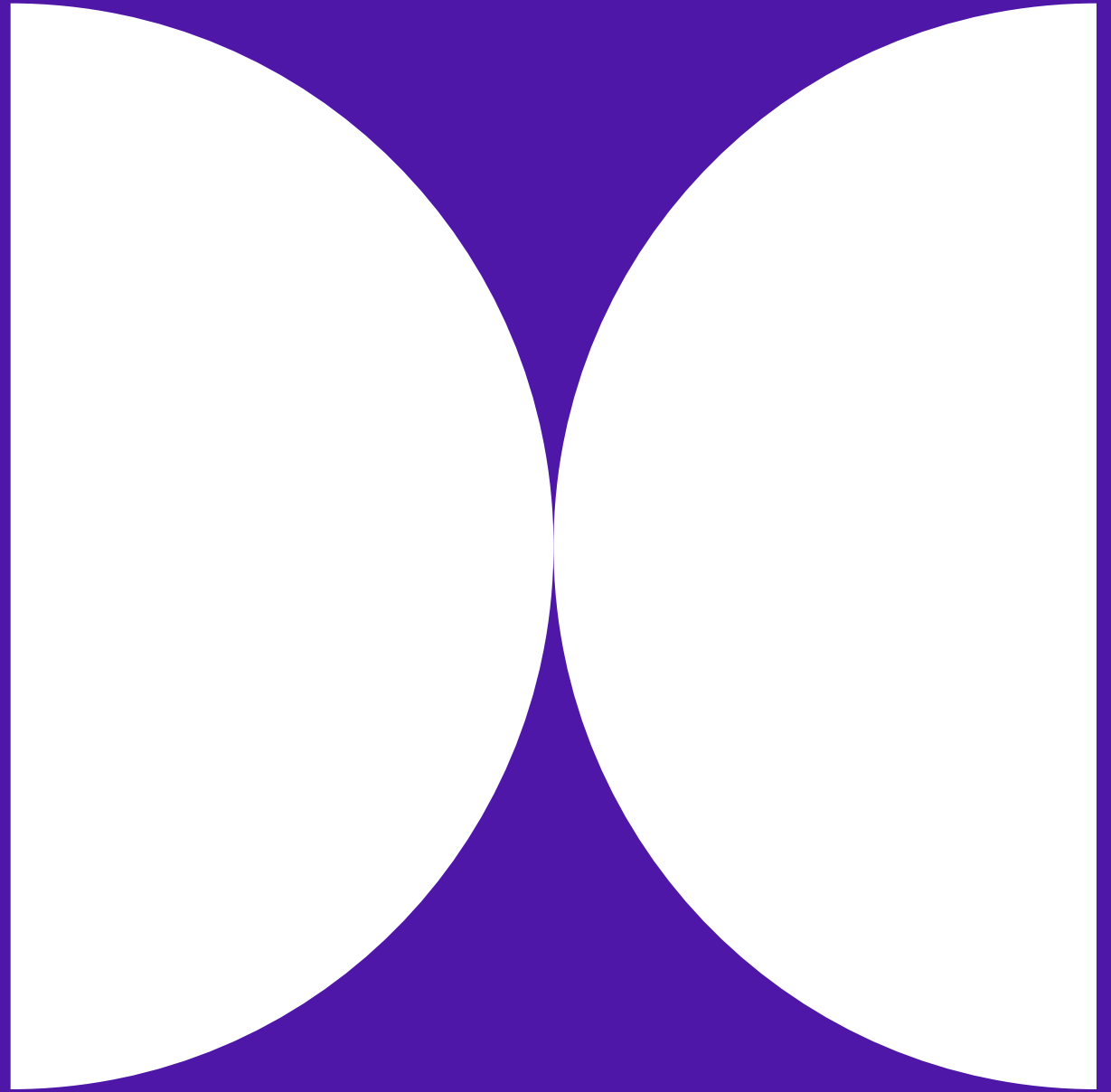


3 book prizes up for grabs!



WHAT DOES THIS
SYMBOL MEAN?

COLLABORATION



WHAT DOES THIS SYMBOL MEAN?

VISION

SERVE TO BUILD AND RETAIN CHAPTER MEMBERSHIP

THROUGH REWARDING PROGRAMS, VIABLE

NETWORKING AND OFFERING PROFESSIONAL

DEVELOPMENT PROGRAMS TO FURTHER ENHANCE

THE PROJECT MANAGEMENT PROFESSION.



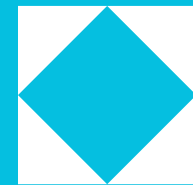
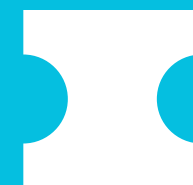
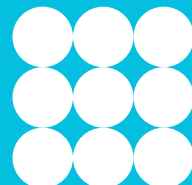
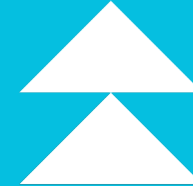
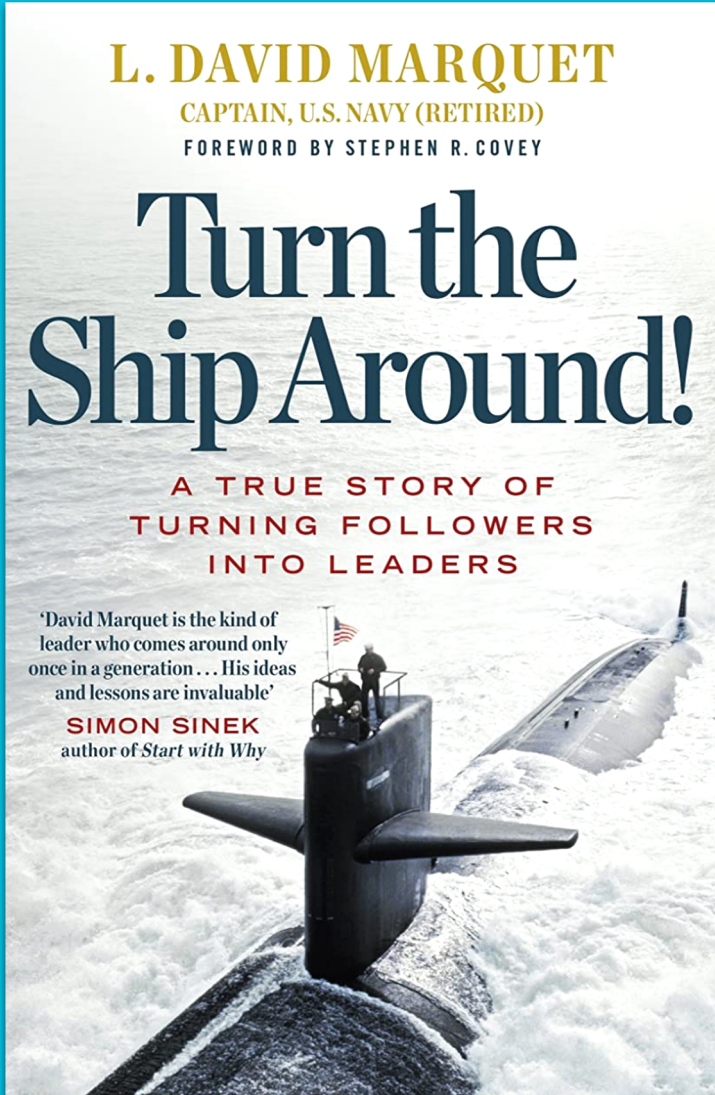
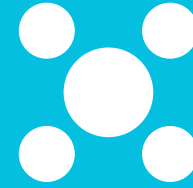
WHAT DOES THIS
SYMBOL MEAN?

DETERMINATION





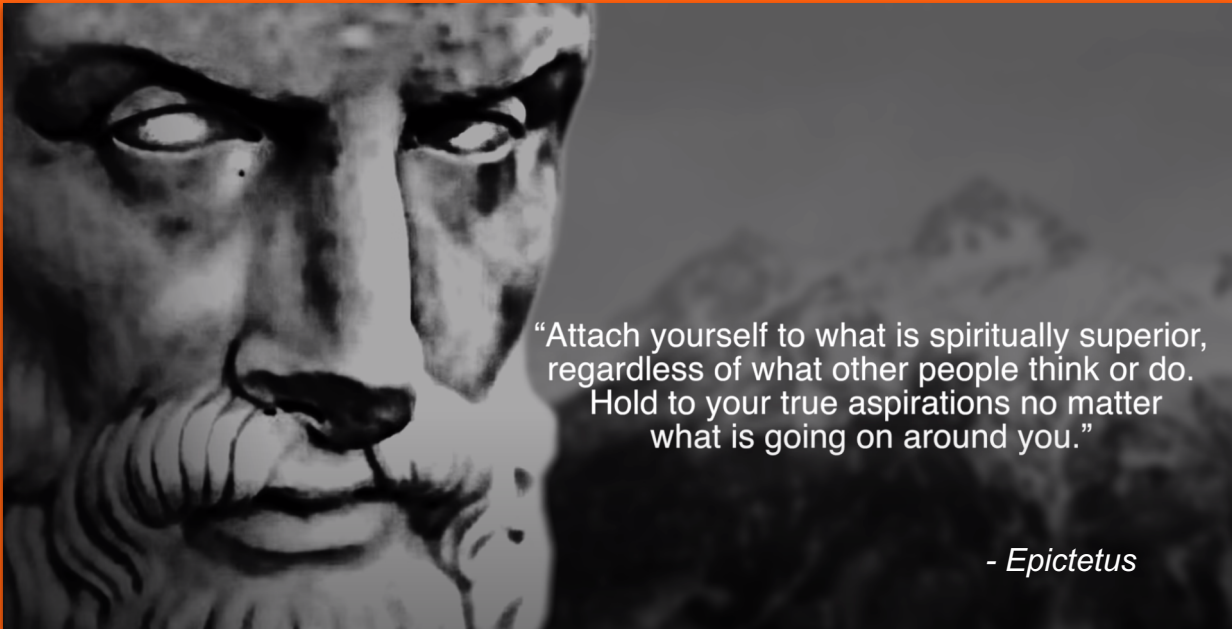
Congrats to our 3 winners





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**WE HAVE INFINITE POTENTIAL WITHIN
US WAITING TO BE EXPLORED SO WE
CAN DO GREAT THINGS TOGETHER**



What are these locations in Ghana?



NINGO PRAMPARAM. GREATER ACCRA REGION. GHANA

The 3 winners get free personal coaching from Cyril



THE ROYAL SENCHI HOTEL

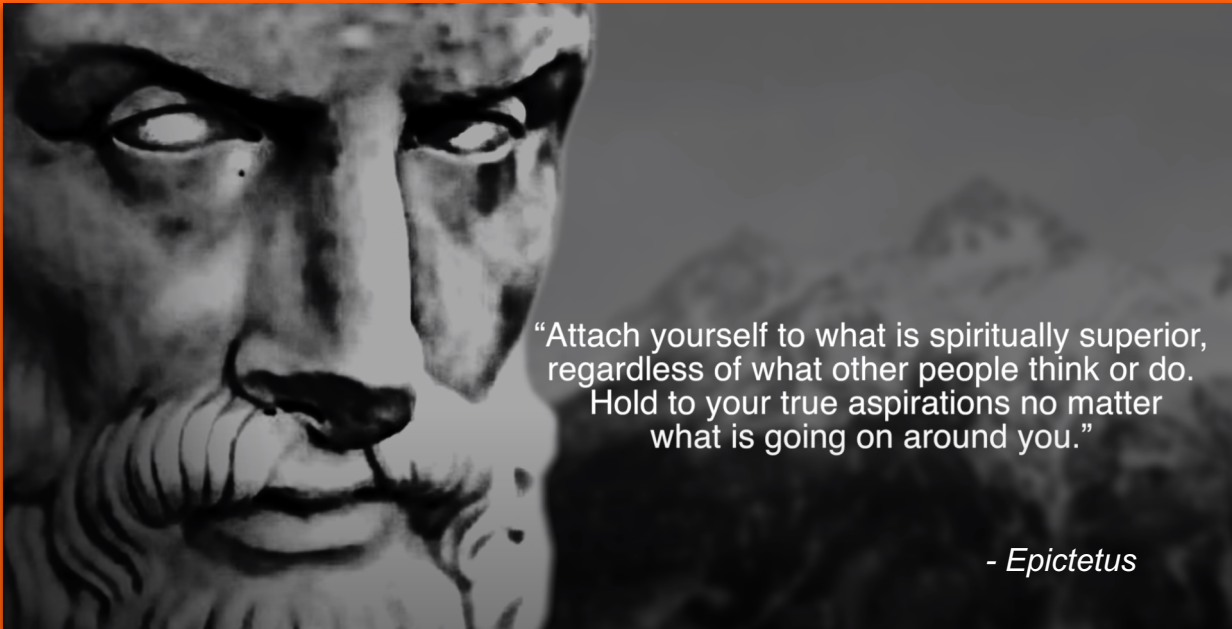


AKOSOMBO. EASTERN REGION



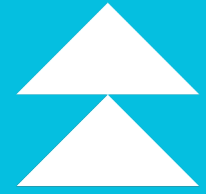
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CONGRATULATIONS TO OUR 3 WINNERS FOR FREE COACHING

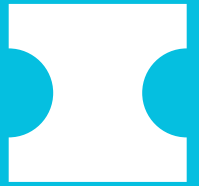
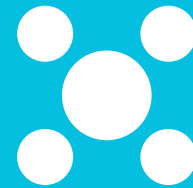
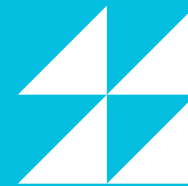
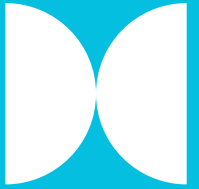
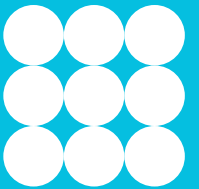
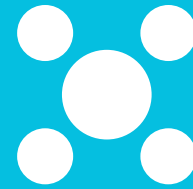
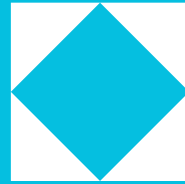




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THANK YOU



LinkedIn 

www.linkedin.com/in/cyril-awere/

END OF
PRESENTATION

