

organisational agility

“In life, as in football, you won’t go far unless you know where the goal posts are.” Arnold H. Glasgow

By **James Bawtree** FAIPM CPPD, IPMA Level A®
Chief Executive Officer, PMLogic

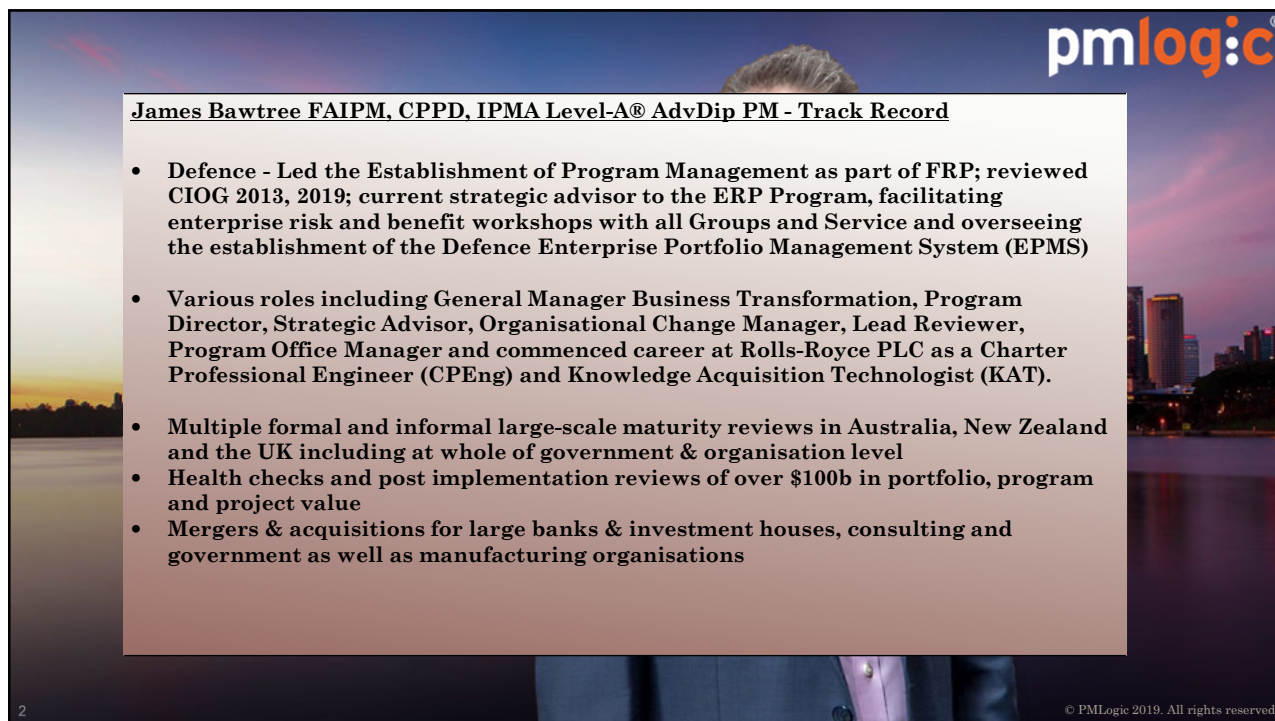
AdvDip PM, AgileSHIFT®, MSP®, PRINCE2 Agile®, P3O® Approved Trainer

Accredited Caliper Capability Assessor, Prosci®
Certified Change Manager

President, NSW Chapter, Australian Institute of Project Management (AIPM)

Author “Strategy Implementation Gap” due 2019

pmlogic®



pmlogic®

James Bawtree FAIPM, CPPD, IPMA Level-A® AdvDip PM - Track Record

- **Defence - Led the Establishment of Program Management as part of FRP; reviewed CIOG 2013, 2019; current strategic advisor to the ERP Program, facilitating enterprise risk and benefit workshops with all Groups and Service and overseeing the establishment of the Defence Enterprise Portfolio Management System (EPMS)**
- **Various roles including General Manager Business Transformation, Program Director, Strategic Advisor, Organisational Change Manager, Lead Reviewer, Program Office Manager and commenced career at Rolls-Royce PLC as a Charter Professional Engineer (CPEng) and Knowledge Acquisition Technologist (KAT).**
- **Multiple formal and informal large-scale maturity reviews in Australia, New Zealand and the UK including at whole of government & organisation level**
- **Health checks and post implementation reviews of over \$100b in portfolio, program and project value**
- **Mergers & acquisitions for large banks & investment houses, consulting and government as well as manufacturing organisations**

2


© PMLogic 2019. All rights reserved.




Our Principles



© PMLogic 2019. All rights reserved.



PMLogic's approach - we understand your why; that is, why a project or program is to be or has been undertaken, why it is where it is, and where we can add most value as well as **DELIVER** immediate results through our proven strategy implementation approach.



Discover Evaluate Learn Implement Validate Evaluate Reinforce

Some of Our Clients and Partners





Bring organisational agility through improved alignment to deliver greater capability and value in large and complex organisations

Agility

Noun:

Ability to move quickly and easily.

"though he was without formal training as dancer or athlete, his physical agility was inexhaustible"

Ability to think and understand quickly.

"games teach hand-eye coordination, mental agility, and alertness"

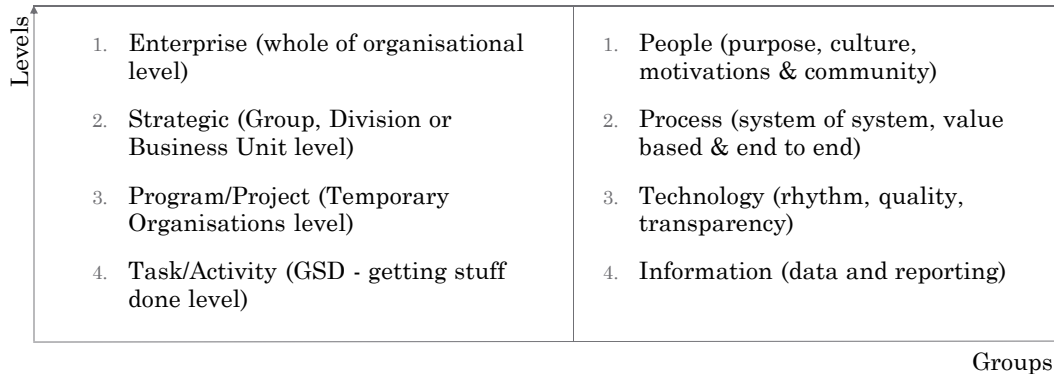
© PMLogic 2019. All rights reserved.



Organisational Agility

My Definition: *Organisational Agility is the ability of an organisation to sustain measurable responses to a changing environment*

Organisational Agility can only be achieved if the organisation is able to operate as a system across four layers and four groups:



© PMLogic 2019. All rights reserved.

Why is Organisational Agility important?

Organisations need to be able to respond to VUCA through:

- Digital disruption
- Innovation
- Security
- Rapidly changing customer needs

Warning!!

Recent studies suggest only 24% achieve short and long term value from their transformation programs!

© PMLogic 2019. All rights reserved.

Agility through improved alignment

- With 76% of organisations challenged to adapt to the changing environment and needs driven by digital disruption, innovation, security and customer expectations what can be done?
- What about for government organisations who are risk adverse, hierarchical and procedural based?

© PMLogic 2019. All rights reserved.

How to develop the right culture?

Noun:

The ideas, customs, and social behaviour of a particular people or society.

synonyms: civilization, society, way of life, lifestyle

There is also a verb:

Maintain (tissue cells, bacteria, etc.) in conditions suitable for growth.

© PMLogic 2019. All rights reserved.

People

Needs

- Purpose, communication and sense of community

High performing culture

- Culture is how your organisation behaves (good and bad)
- Repeatable behaviors can be thought of as habits
- Organisations need people to develop high performing people who combine functional, technical, and leadership habits
- These habits need to be built at a rapid pace, so they match the new speed of business

Benefit

- Right people doing the right things the right way

© PMLogic 2019. All rights reserved.

Value based processes & standards

Challenges

- Large organisations often follow processes that are not value or customer orientated
- This causes significant delays and addition effort to complete similar tasks in our benchmarking studies.

Opportunities

- Leverage a hybrid of global best practice standards including Axelos AgileSHIFT®, MSP®, PRINCE Agile®, P3O®, ITILv4® and PMI's PMBoK, CMI's CMBok, DAMA's DMBok,
- Leveraged techniques such as Design Thinking, Earned Value and Soft Systems Thinking

Benefits

- Higher maturity due to a consistent and measurable approach to GSD
- Enhance transition and operations management improving adoption rates and the time it takes for new resources to come up to speed.

© PMLogic 2019. All rights reserved.

PROGRAM MANAGEMENT

Project Management → Program Management → Target Operating Model

CHANGE MANAGEMENT

KOTTER'S MODEL OF CHANGE

1. Make it stick
2. Don't let up
3. Create short term wins
4. Enable action
5. Communication for buy in
6. Get the Vision right
7. Build guiding teams
8. Increase urgency

BENEFITS MANAGEMENT

CHECKLIST FOR ORGANISATIONAL CHANGE:

- Who has asked for what we are delivering?
- How do they achieve their objectives from our deliverables?
- Who is impacted by our project's deliverables?
- What level of impact will they feel and when?
- What happened last time we worked with this group or delivered to them?
- Will they get what they need?
- Are they ready to use our project deliverables?
- What level of support do they need?

CHECKLIST FOR BENEFITS MANAGEMENT:

- Why are we running these projects? (align benefits with strategy)
- Who owns the objectives? (apply effective governance)
- Are these objectives achievable? (performance Management)
- How do the deliverable align to these objectives? (portfolio view)
- What gaps are there with achieving the objectives? (start with the end in mind)
- How are we going to measure progress in achieving these objectives? (Value culture)
- How do we re-align to changing objectives? (utilize successful delivery methods)

PROGRAM MANAGEMENT IMPLEMENTATION TIPS

- Assess strengths and weaknesses
- Set up the right level of governance
- Educate program vs project
- Establish an operating rhythm
- Review and improve

James Bawtree CFEng FAIPM
e. james.bawtree@pmlogc.com.au
pmlog:c
http://www.pmlogc.com.au/

Illustration by Gravity Labs © 2015

15

© PMLogic, 2019. All Rights Reserved

Supporting technology

Needs

- Full end-to-end and integrated portfolio, program and project management capability based on industry best practices

Features

- Solution for managing, tracking, analysing and governing enterprise programs and projects.
- Solution should integrate with Microsoft Project to capture and display schedule related project information
- Each program/project/work package must link to collaborating/sharing site where reviewing, analysis and reporting of information done.
- It also must hold various lists to capture the Benefits, Risks, Actions, Assumptions, Decisions, Dependencies, Issues, Changes, Communications, Actions, and Lessons Learned.

Benefits

- Enhanced program, project and task management capability
- Reduce cost of change with greater progress and threat transparency

Click the HOME icon in any of the reports to return to this page

© PMLogic 2019. All rights reserved.



STATUS REPORT

(Approved & Closed Only)

Program/WW
ERP P2M Tool Rollout

STATUS	MSG STATUS	ID	OWNER	PROGRESS	CURRENT STATUS	TOR	STATUS DATE	START DATE	FINISH DATE		
Yellow	Amber	67	PAO One	Up	Cliff David	None/plan	Approved	ERP Program/ERP P2m Tool Rollout	13/12/2018	24/06/2019	8/03/2019

STATUS COMMENTARY

ERP environment is running 8 weeks behind planned date which has impacted PROD Go-Live - now planned for 25-1-19

Power BI license keys have been obtained and have been passed on to LEOCS for installation. The current major issue is the need to get a new contract in place for the BI cycle team. The current contract days will run out last week of 2019. If a contract cannot be put in place by 18-1-19 the Production Go-Live will be impacted.

The solution to be implemented into Production will also be impacted as very little further work can be done within the existing contract without a new purchase order being in place.

PROCESSES THIS PERIOD

- Processes and Procedures reviewed
- Work commenced on action tracking table
- Final updates made to Assumptions Log
- Recovery of suggested future work published for review

MAJOR DELIVERABLES

DELIVERABLE	START DATE	FINISH DATE	% COMP	FINISH VARIANCE
Deployment ODR Infrastructure and Environment ready	24/09/2018	11/01/2019	84	
Deployment Prod Infrastructure and Environment Ready	23/12/2018	30/01/2019	5	25
Deployment UAT Infrastructure and Environment Ready	23/11/2018	18/01/2019	49	43
Project Review 1 Comparison Assessment	24/09/2018	26/11/2018	100	11
Project Review 2 Comparison Assessment	24/09/2018	18/11/2018	98	5

PLANNED NEXT PERIOD

- Configuration copied from Project Online
- UAT/Prod Processes and Procedures
- Final Change Log
- Finalise Change Reporting
- Database user to Test, Test and deviate Processes

COMPLETED MILESTONES

MILESTONE	FINISH DATE	FINISH VARIANCE
Info Architecture defined & endorsed	24/09/2018	0
P2M Tool Contract Signed	24/09/2018	0
Project Server Installed in DEV	0/11/2018	
Ready for End to End Testing	22/11/2018	-1
Ready for End to End Testing	24/11/2018	8
Ready for Transport to UAT	24/09/2018	-49
START	24/09/2018	0

UPCOMING MILESTONES

MILESTONE	FINISH DATE	FINISH VARIANCE

Data Last Refreshed: 10/05/2019 9:53:42 AM +1...

17

© PMLogic, 2019. All Rights Reserved



RISKS DASHBOARD

(Approved & Closed Only)

Program/WW
ERP P2M Tool Rollout

Risks by Category and Status

Legend: Approved & Closed (Green), Pending Review (Yellow), Action Required (Red)

Category	Approved & Closed	Pending Review	Action Required
Governance & Decision Making	1	1	1
Resources	1	1	1
Program Dependencies	1	1	1
Standards/Policy/Procedures	1	1	1

Risk Matrix

Risks by Consequence Category and Status

Category	Approved & Closed	Pending Review	Action Required
Schedule	2	1	1
Quality	1	1	1
Compliance	1	1	1

Right Click Risk to 'Drill Through' to view Mitigation Actions where Response text is green. Response text in red indicates that no mitigating actions have been found.

ID	Title	Line	Project	Owner	Current Rating	Response	Status	Raised
1	Availability of Production environment will continue to go	16	ERP P2M Tool Rollout	Cliff Davidson	10	Acceptance	Approved & Closed	31/10/2018
2	SIVCS Will be Available when required	17	ERP P2M Tool Rollout Project	Mika Turner	10	Reduction (Mitigation)	Pending Review	12/02/2019
3	Assumptions may not be required in addition to Risk	18	ERP P2M Tool Implementation	Geoff Houston	10	Reduction (Mitigation)	Pending Review	21/09/2018
4	Key Dependencies are not available as required	19	ERP P2M Tool Implementation	Mika Turner	10	Reduction (Mitigation)	Approved & Closed	12/02/2018
5	Assumptions available & in place	20	ERP P2M Tool Rollout Project	Geoff Houston	10	Reduction (Mitigation)	Closed	21/09/2018
6	Wireless	21	ERP P2M Tool Rollout Project	RWOD Test	10	Reduction	Closed	20/09/2019

© PMLogic, 2019. All Rights Reserved



OVERDUE ITEMS

30/09/2019 10:34:42 AM +11:00

Mission Owner: All | Issue Owner: All | Risk Owner: All | Program/WP: All

OVERDUE RISKS

ID	Title	Link	Project	Owner	Control Rating	Due Date	Status
6	Dev environment will not be ready until end November		RACD Example 4	Ger Houston	3 - High	30/11/2019	Approved & Open
5	DEV environment performance		RACD Example 10	Ger Houston	3 - High	30/10/2019	Pending Review
4	Availability of Production environment not confirmed to go		RACD Example 9	Ger Houston	3 - High	27/10/2019	Approved & Open
3	PM logs may not have content in time to support Secure B-2-19		RACD Example 10	Ger Houston	3 - High	21/10/2019	Pending Review
2	Assumptions may not be ready in addition to Risk		ERP P2M Tool Implementation	Ger Houston	3 - High	21/01/2019	Pending Review

OVERDUE ISSUES

ID	Title	Link	Project	Owner	Control Rating	Due Date	Status
18	DEV environment will not be ready until end November		ERP P2M Tool Implementation	Ger Houston	3 - High	30/10/2019	Approved & Open
1	Resources not available to exclude program activities		RACD Example 5	Ger Houston	4 - Very High	31/10/2019	Approved & Open
1	DEV Environment may not be available until after 30-11-19		ERP P2M Tool Rollout	Ger Houston	3 - High	30/11/2019	Approved & Open
1	RACD Tool Endpoints will not be available until end December		RACD Example 7	Ger Houston	3 - High	16/11/2019	Approved & Open
2	Dev environment will not be ready until end November		RACD Example 6 with Workflows	Ger Houston	3 - High	16/11/2019	Approved & Open
8	Dev environment will not be ready until end November		RACD Example 6 with Workflows	Ger Houston	4 - Very High	16/11/2019	Approved & Open
7	Production Environment will not be ready before the system backup		RACD Example 6 with Workflows	Ger Houston	2 - Med	20/11/2019	Approved & Open

OVERDUE MITIGATING ACTIONS

ID	Action Title	Mitigation Task Name	Project	Start	End	Team Member ID	Owner	Search	% Complete
3	Risk Mitigation	Review RACD tool before deployment on DEV environment	Operational Prod Infrastructure and Environment	20/10/2019	20/11/2019	1030			0
3.2	Risk Mitigation	Project Server and Config Scripts tested on RACD Dev	Operational Prod Infrastructure and Environment	20/10/2019	20/11/2019	1030			0
3.4	Risk Mitigation	Environment Testing	Operational Prod Infrastructure and Environment	20/10/2019	11/12/2019	2230			0

© PMLogic, 2019. All Rights Reserved



ESCALATIONS

Data Last Refreshed: 30/09/2019 10:34:42 AM +11:00

Escalation Owner: Multiple selections | Program/WP: All | Status: All

Escalations by Title

Legend: Approved & Open (Green), Cancelled (Red), Closed (Blue), Pending Review (Grey)

Title	Link	Project	Escalated By	Created	Ter	Status
Assumptions Have Been Made regarding		ERP P2M Tool Rollout Project	PMO One	6/02/2019	Program	Pending Review
Equipment Delivery Sign-off		RACD Example 6 with Workflows	Ger Houston	27/11/2019	Project	Approved & Open
Escalation #1		RACD Example 6 with Workflows	Mike Turner	17/11/2019	Program	Closed
Escalation #2		RACD Example 6 with Workflows	Ger Houston	17/11/2019	Phase/Termite	Cancelled
Escalation #3		RACD Example 6 with Workflows	PMO One	21/11/2019	Program	Closed
Escalation #4		RACD Example 6 with Workflows	PMO One	27/11/2019	Phase/Termite	Cancelled
Escalation to Test track implementation of Project Server Dev environment		RACD Example 7	WIG McGeerney	16/11/2019	Project	Pending Review
Escalation to Test track implementation of Project Server Dev environment		RACD Example 10	PMO One	4/10/2019	Program	Pending Review
Full track Phase B acquisition process		RACD Example 10	PMO One	4/10/2019	Phase/Termite	Pending Review
Need the Assumptions Workflows Completed		ERP P2M Tool Rollout Project	PMO One	25/01/2019	Project	Pending Review
Need to Test track approval of Portal Software for DEV environment		RACD Example 6 with Workflows	WIG McGeerney	19/11/2019	Program	Approved & Open
Need to Test track the adoption and implementation of Issue 6		RACD Example 6 with Workflows	Ger Houston	22/11/2019	Program	Pending Review
Resources to be identified for handover of the P2M operation		RACD Example 6 with Workflows	PMO Two	23/11/2019	Program	Pending Review
Test 1		ERP P2M Tool Rollout Project	PMO One	23/01/2019	Project	Pending Review

Escalations by Owner

© PMLogic, 2019. All Rights Reserved

The screenshot displays a network diagram titled "Project Outputs Example 2". The diagram consists of various nodes connected by lines, representing relationships between different project elements. A legend at the bottom identifies the nodes by color: Objectives (blue), Objectives (red), Objectives (yellow), Objectives (green), Objectives (black), and Objectives (purple). The nodes are arranged in a complex web, with some nodes having numerical values. The interface includes tabs for "Availability", "Outcomes", "Benefits", and "Objective".

© PMLogic, 2019. All Rights Reserved

The screenshot displays two main sections: "Resource Engagements" and "Resource Availability".

Resource Engagements: This section features a bar chart showing resource usage over time, with a secondary bar chart below it. A legend on the right lists resource types: ACT Work Control, Admin Control, Admin Office, Admin Office, Design Team, Engineering, Engineering Team, and Operations. A table below the charts shows resource usage for various categories.

Resource Availability: This section shows a line chart representing resource availability over time. A legend indicates "Availability by team and resource" with values 100%, 50%, and 0%. Below the chart is a table showing resource availability for different teams and resources across months from January to December.

© PMLogic, 2019. All Rights Reserved

pmlogic

Governance & Quality

Schedule Quality Inspector

Select a Project: DevOps Software for Home Privilege

View Performance: 0 0

Total Score: 30 (50% Needs Review)



Total Tasks: 16	Inactive Tasks: 0	Milestones: 7	Deadline Tasks: 0	Critical Tasks: 1	Completed Tasks: 6
Logic: 0%	Leads: 38%	Lags: 0%	Linked Summary Tasks: 0%		
Constraints: 0%	Deliverables: 0	Tasks not Baseline'd: 0	Project Status Date: 14/01/2019		
In Progress Tasks No Progress: 3	Future Tasks Complete: 2	Past Tasks Not Complete: 3	Manually Scheduled Tasks: 0		

© PMLogic, 2019. All Rights Reserved

Agility through improved alignment

All these new practices should be reinforced using a standard set of fit for purpose tools by organisational leaders, resulting in:



- Improved transparency of information,
- Better accuracy (currency and quality),
- Greater maturity (consistency) in ways of working,
- Trust in the decision making information,
- Greater satisfaction and value from all stakeholders.



Thank you!

Please linked to me
www.linkedin.com/in/bawtree

25 © PMLogic, 2019. All Rights Reserved



Supporting Slides

26 © PMLogic, 2019. All Rights Reserved

7-stage representation of SSM:



- Feasibility study
- Investigation of the current environment
- Business system options
- Requirements specification
- Technical system options
- Logical design
- Physical design



PMLogic Company Profile

- PMLogic is a leading Australian-based strategy implementation company.
- Our team have supported the implementation of strategic plans across many client organisations with the most recent being the ERP Program at the Department of Defence, improvements at Defence Science and Technology, Western Sydney University review and improvements, the NSW Government Strategic Conservation Planning Program, and establishment of the NSW Office of Environment & Heritage EPMO. Each of our team members are certified and experienced consultants bringing more than 15 years of proven experience to the table, to help strategise, tailor and deliver exceptional quality solutions.
- PMLogic is known and respected for our people-centred approach. We believe this underpins the success of our clients' projects. Right down to an individual level, we help assess, match and harness the right talent in the right roles to ensure genuine engagement, active empowerment and cultural harmony with the transformation, long after we have left the building.
- It is these intangible benefits alongside the measurable deliverables, that brings increased return on investment, heightened value to our service, and sees many of our clients return time and again.
- We strive to consistently be market leaders who are redefining the profession of project management via cutting-edge innovation, world-class training and enduring, meaningful results.
- PMLogic's CEO, James Bawtree is a highly regarded project management industry leader and is the elected NSW President of the Australian Institute of Project Management, the premier, longest-serving *body* for project management in Australia. PMLogic's team have helped developed many of the national project, program and portfolio management qualifications and standards, international Axelos and APMG frameworks as well as ISO standards. We partner with our clients to transfer knowledge and skills. This helps people and their organisations think differently about how to create and execute a strategic plan in the right way, in the right timeframes, with the right people, to deliver the right results.

About Us



OUR PHILOSOPHY

- Proven principle-based approach
- People centric way of being
- Globally accredited best practice organisation
- Empower cultural harmony
- Grow organisational intreprenuer mindset

WORKING WITH US

- PMLogic is an award-winning thought leader in business transformation
- Certified and qualified in strategy implementation
- Contributing to global best practice approaches
- Socially conscious, support sustainable organisations
- Indigenous coaching and mentoring

29

© PMLogic, 2019. All Rights Reserved