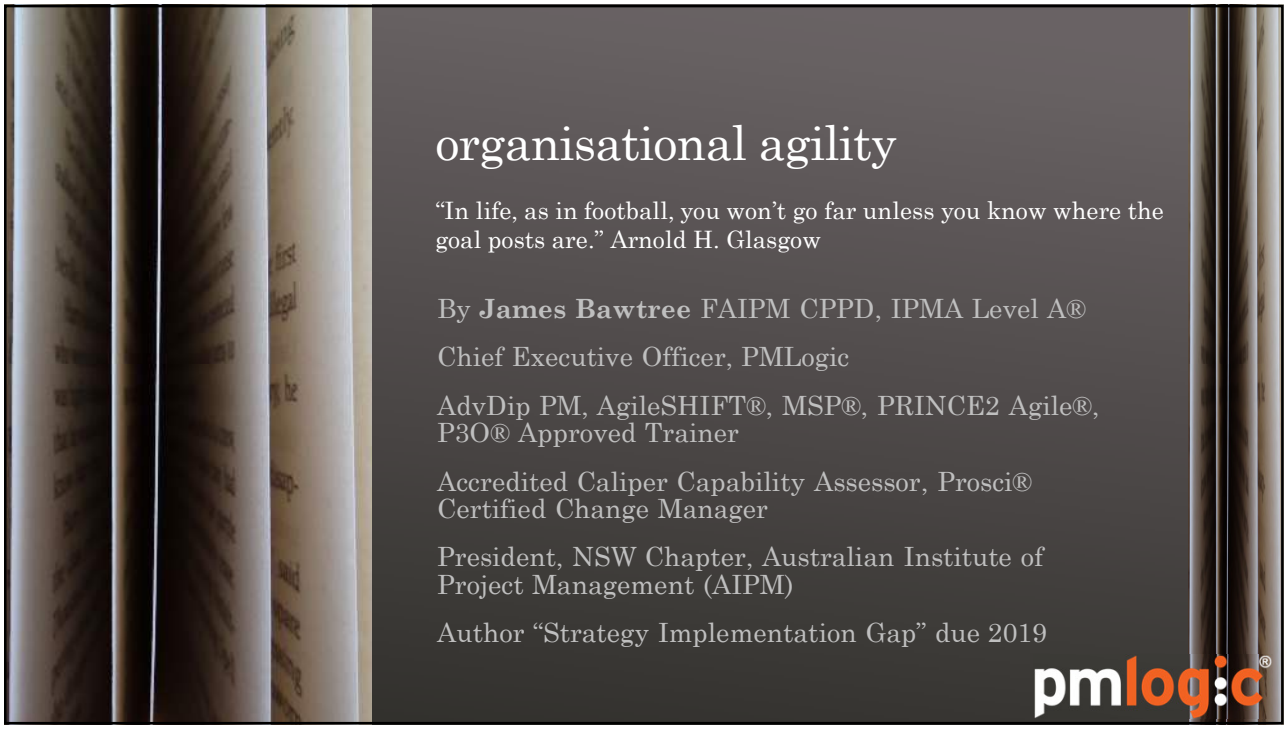
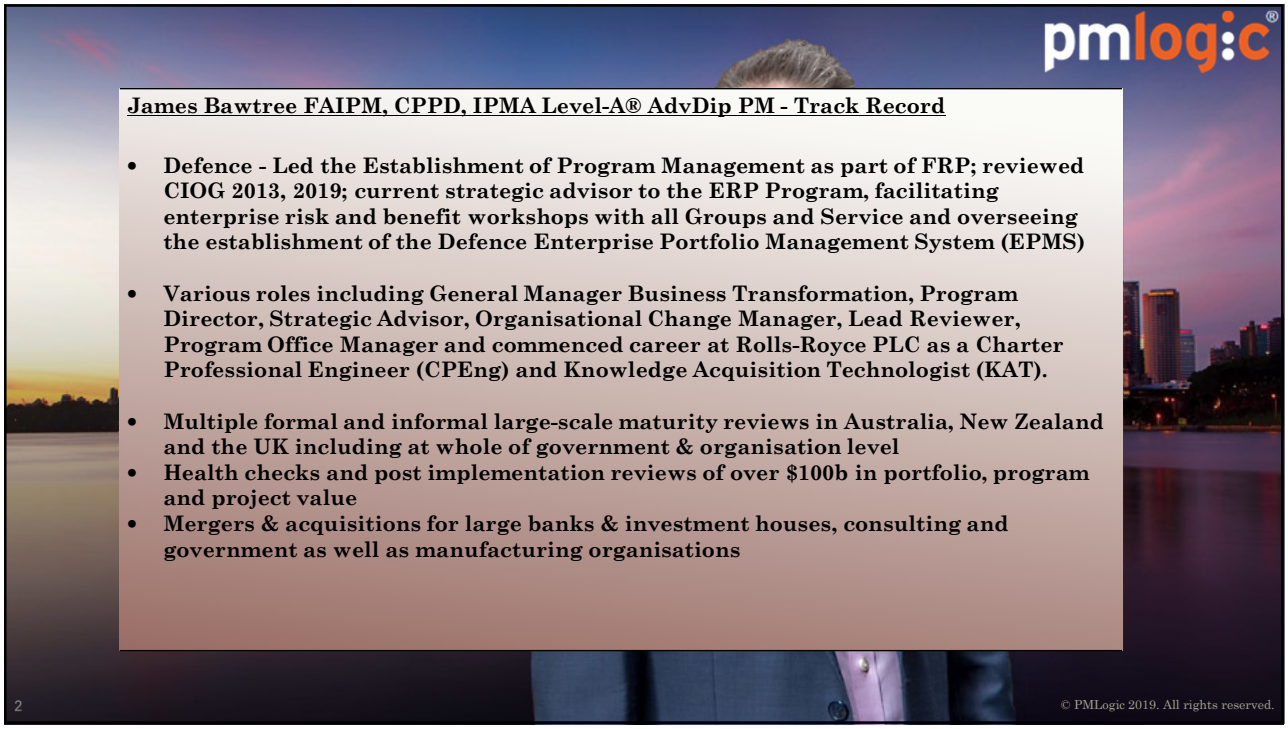

organisational agility
"In life, as in football, you won't go far unless you know where the goal posts are." Arnold H. Glasgow
By **James Bawtree** FAIPM CPPD, IPMA Level A®
Chief Executive Officer, PMLogic
AdvDip PM, AgileSHIFT®, MSP®, PRINCE2 Agile®, P3O® Approved Trainer
Accredited Caliper Capability 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
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Our Principles

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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 we 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

ANZ, AMP, bankwest, nab, CommSec
BT Financial Group, Westpac, eftpos, Suncorp
KPMG, pwc, CommInsure, Telstra, Service NSW
airservices, Stockland, ActewAGL, Cuscal, APA Group
Australian Passport Office, AFP, Rolls-Royce, Australian Government Australian Taxation Office, ASIC
BlueCare, SKM, nikko am Nikko Asset Management, Australian Government Department of Immigration and Border Protection, Raytheon Australia
Australian Government IP Australia, Queensland Government, Queensland Government, NSW Police Force, Australian Government Department of Defence
smart service QUEENSLAND, Ministry of Social Development, Housing New Zealand Housing New Zealand Corporation, CITEC, Department of Labour

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“

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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:

Levels

1. Enterprise (whole of organisational level)	1. People (purpose, culture, motivations & community)
2. Strategic (Group, Division or Business Unit level)	2. Process (system of system, value based & end to end)
3. Program/Project (Temporary Organisations level)	3. Technology (rhythm, quality, transparency)
4. Task/Activity (GSD - getting stuff done level)	4. Information (data and reporting)

Groups

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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!

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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?

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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.

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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

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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.

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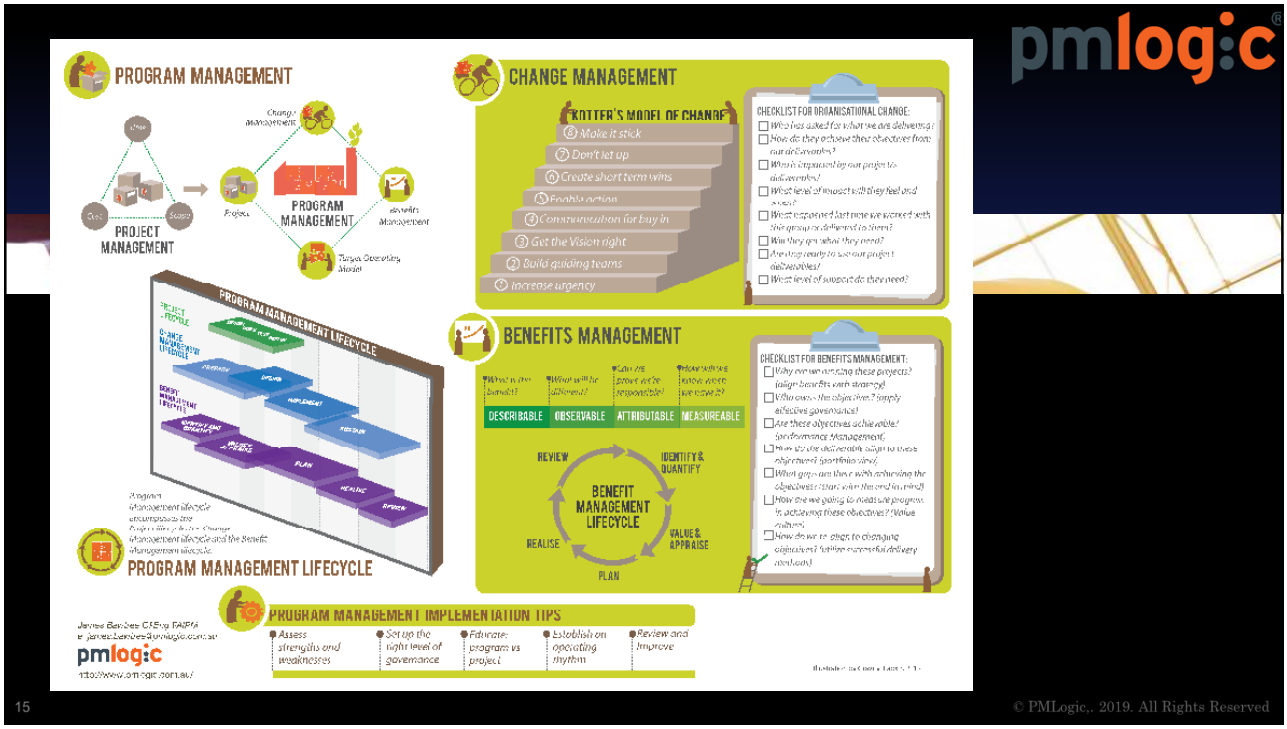
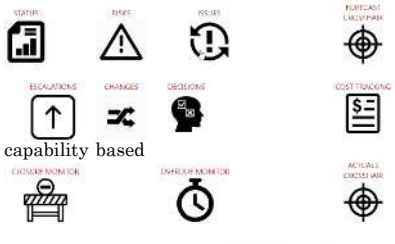


Supporting technology



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

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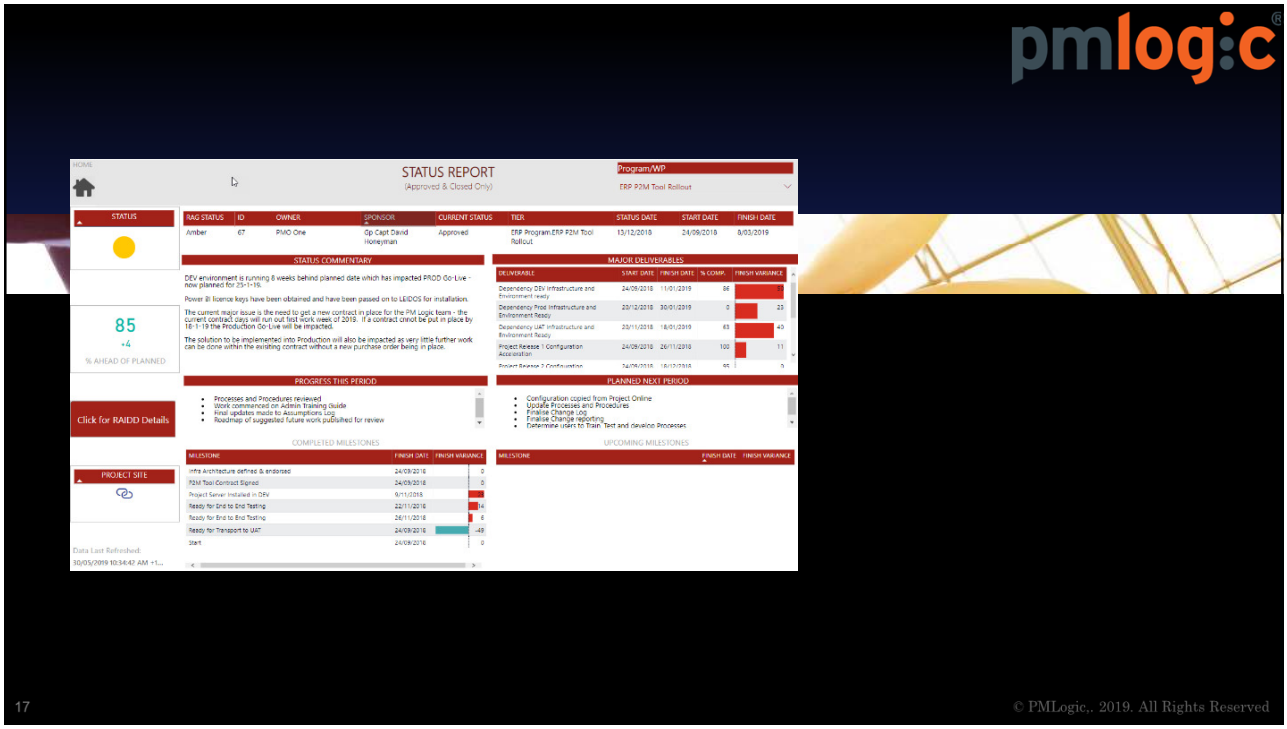
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STATUS REPORT
(Approved & Closed Only)
Program/WP
ERP P2M Tool Rollout
STATUS
RAG STATUS
ID
OWNER
SPONSOR
CURRENT STATUS
TIER
STATUS DATE
START DATE
FINISH DATE
Amber
67
PMO One
Gp Capt David Honeyman
Approved
ERP Program,ERP P2M Tool Rollout
13/12/2018
24/09/2018
8/03/2019
STATUS COMMENTARY
MAJOR DELIVERABLES
DELIVERABLE
START DATE
FINISH DATE
% COMP.
FINISH VARIANCE
85
+4
% AHEAD OF PLANNED
Click for RAIDD Details
PROJECT SITE
PROGRESS THIS PERIOD
PLANNED NEXT PERIOD
COMPLETED MILESTONES
UPCOMING MILESTONES
MILESTONE
FINISH DATE
FINISH VARIANCE
Infra Architecture defined & endorsed
P2M Tool Contract Signed
Project Server installed in DEV
Ready for End to End Testing
Ready for End to End Testing
Ready for Transport to UAT
Start
Data Last Refreshed:
17
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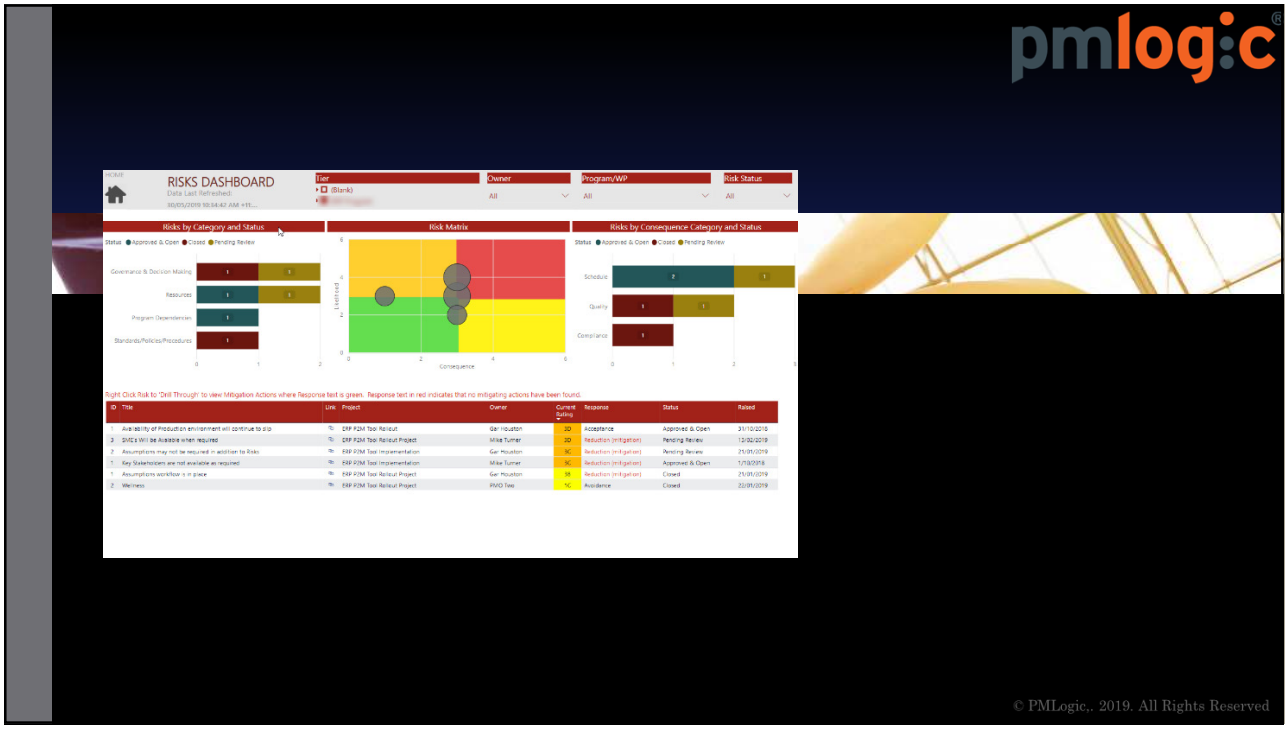
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RISKS DASHBOARD
Data Last Refreshed:
Tier
Owner
Program/WP
Risk Status
(Blank)
All
Risks by Category and Status
Risk Matrix
Risks by Consequence Category and Status
Likelihood
Consequence
Right Click Risk to 'Drill Through' to view Mitigation Actions where Response text is green. Response text in red indicates that no mitigating actions have been found.
ID
Title
Link
Project
Owner
Current Rating
Response
Status
Raised
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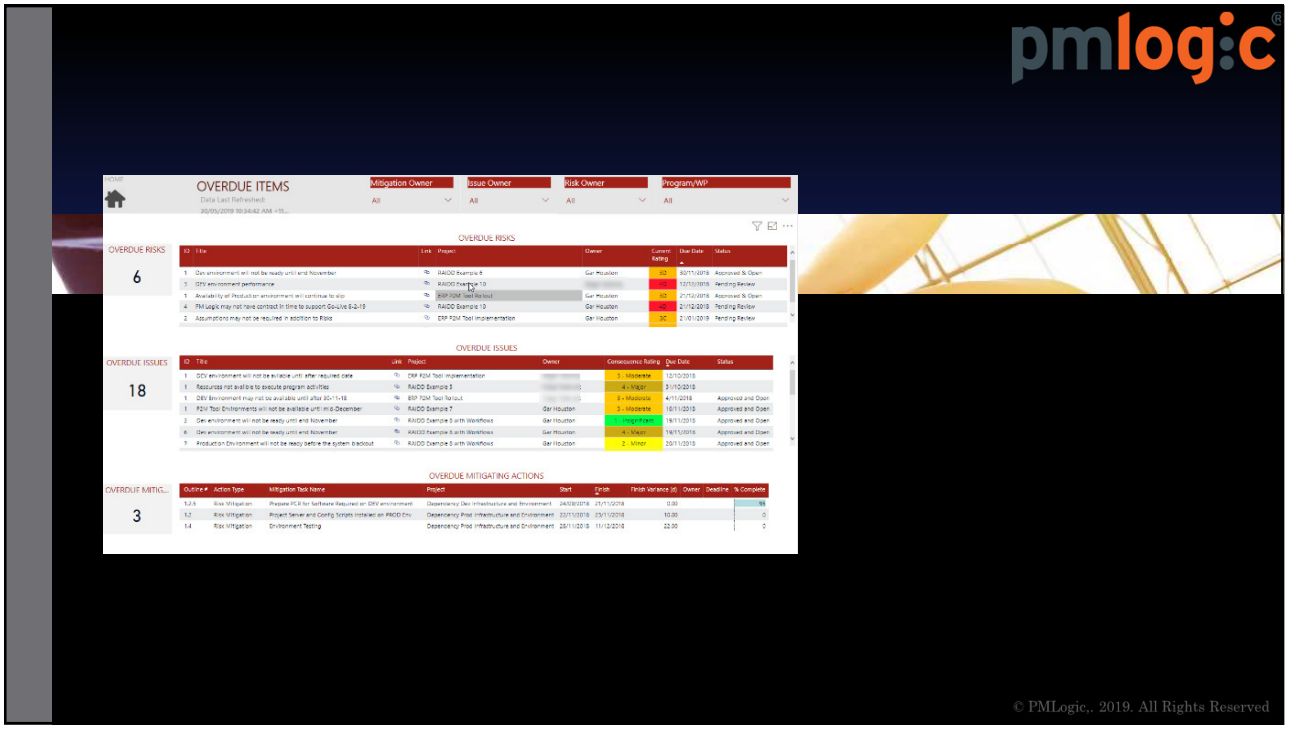
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OVERDUE ITEMS
Mitigation Owner
Issue Owner
Risk Owner
Program/WP
OVERDUE RISKS
6
OVERDUE ISSUES
18
OVERDUE MITIGATING ACTIONS
3
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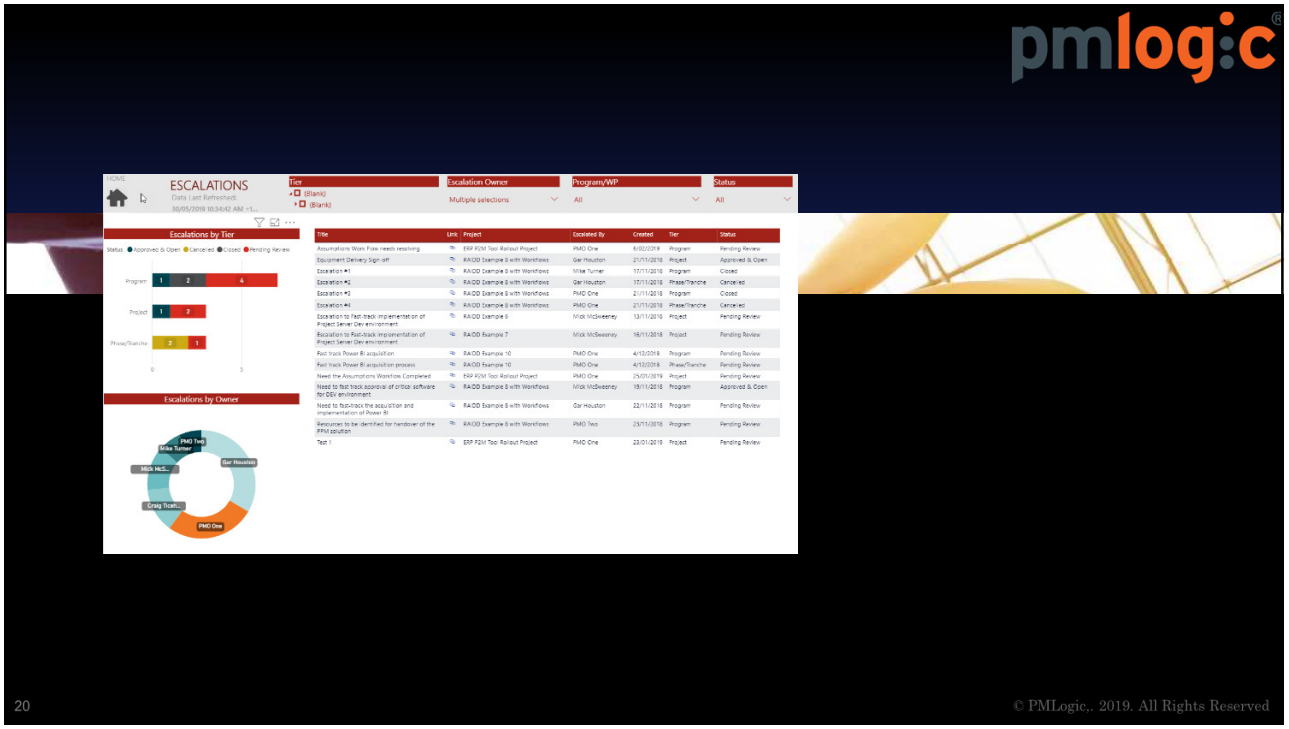
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ESCALATIONS
Tier
Escalation Owner
Program/WP
Status
Escalations by Tier
Escalations by Owner
20
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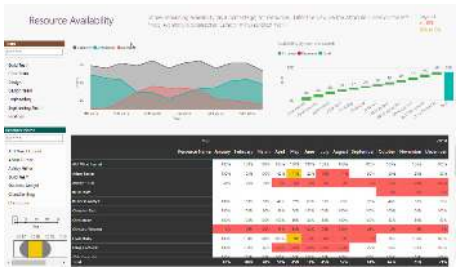

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Resource

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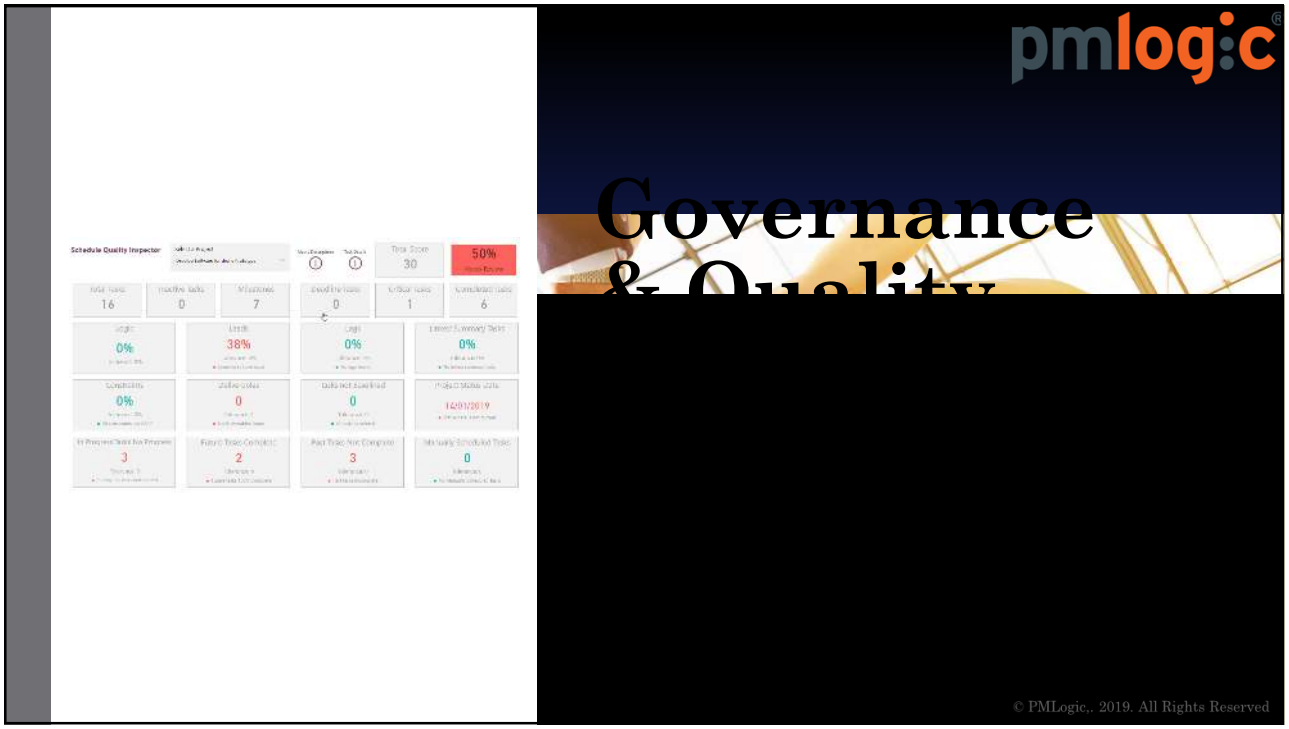

Agility through improved alignment

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.

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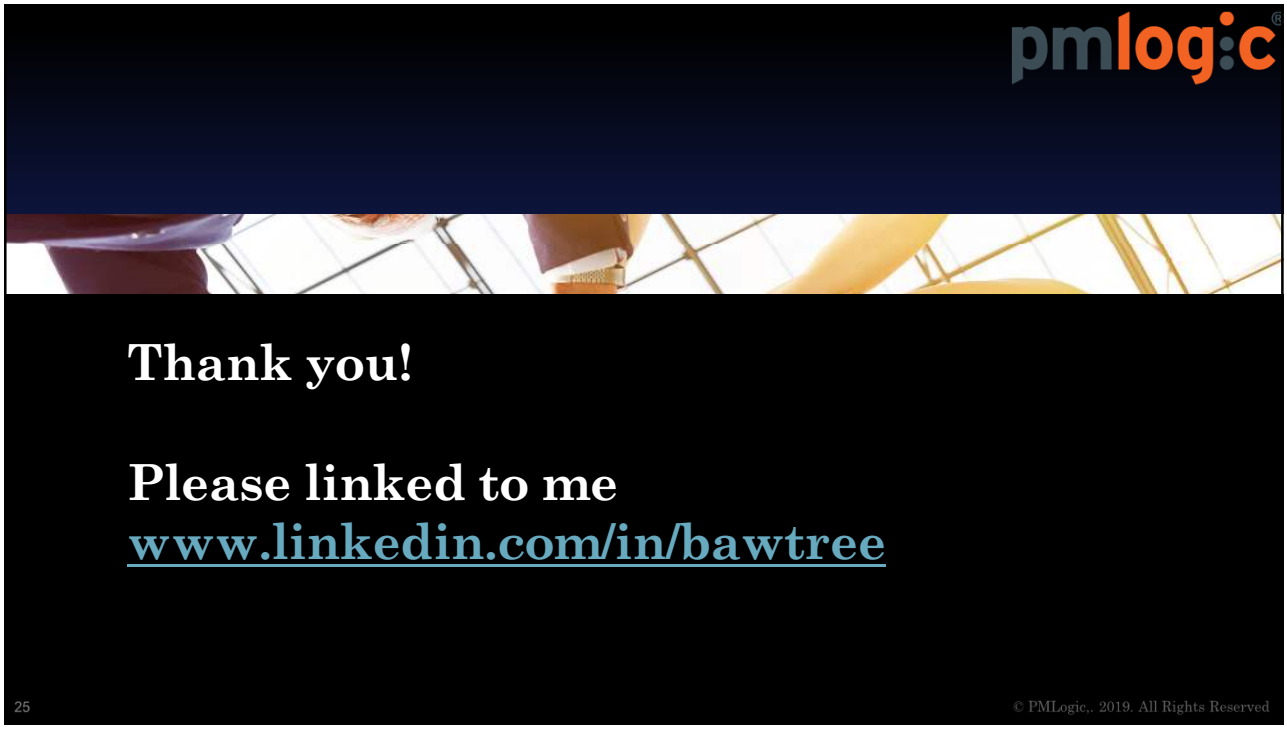
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Thank you!
Please linked to me
www.linkedin.com/in/bawtree
25
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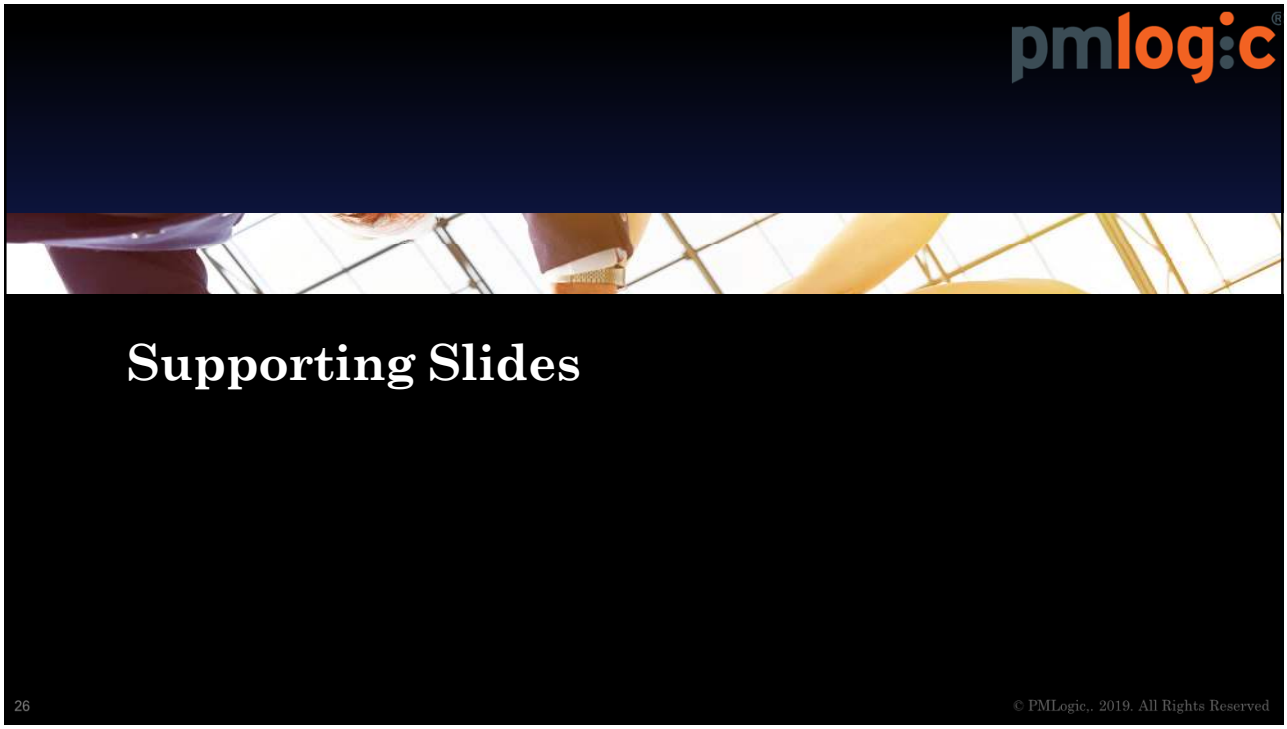
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Supporting Slides
26
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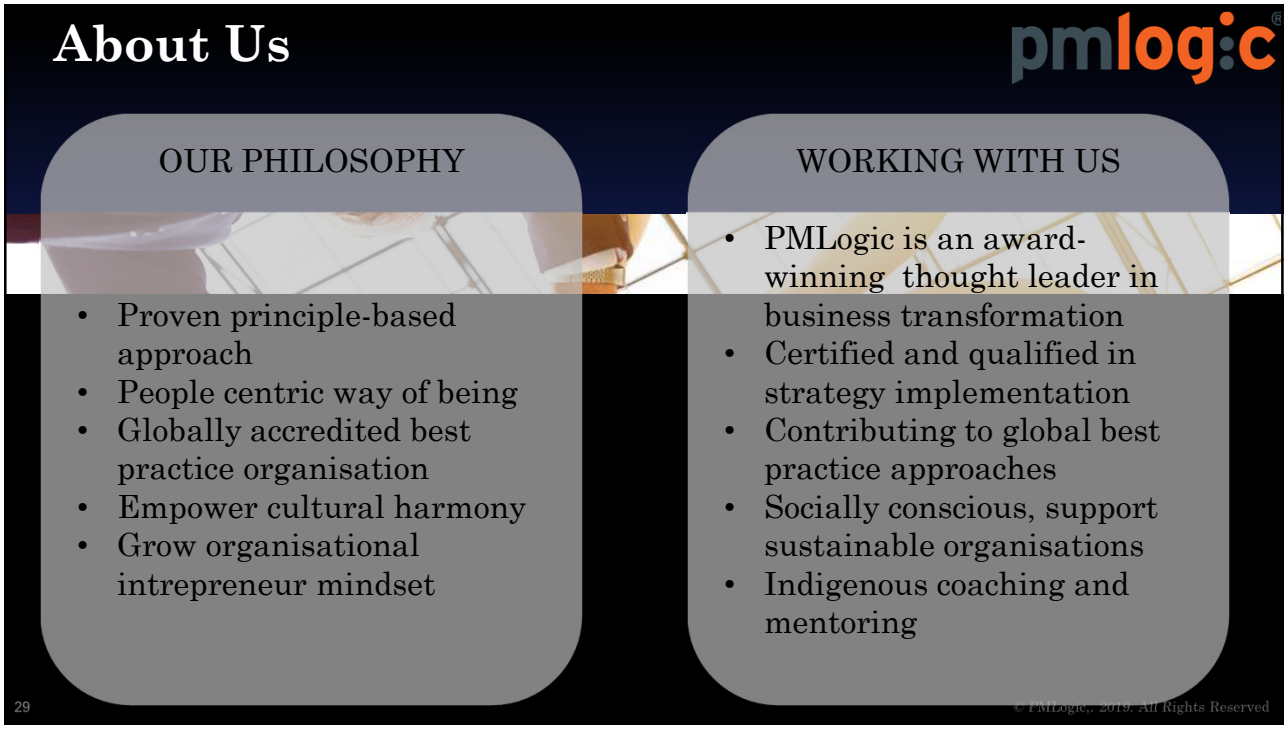
7-stage representation of SSM:

- 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
pmlogic
OUR PHILOSOPHY
Proven principle-based approach
People centric way of being
Globally accredited best practice organisation
Empower cultural harmony
Grow organisational intrepreneur 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
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