

Achieving Greater Agility:

A NextPert Perspective

Did you know organizations achieve success through a shift in thinking, affording the ability to manage unexpected roadblocks, risks and market changes when “agility” becomes a part of their philosophy?

But what exactly is agility, and what does it require?

Throughout 2017, PMI’s NextPerts—project professionals who are rising stars in their organizations—utilized a design-thinking approach to develop actionable techniques that address agility.

This next generation of project leaders envisions a customer-centric “agilic state” or an organizational utopia with the following characteristics:

- CONTINUOUS IMPROVEMENT
- SELF-SUSTAINING ORGANIZATION
- NEVER A DISAPPOINTED CUSTOMER
- EVERYONE WANTS TO WORK THERE
- ALWAYS THE INDUSTRY LEADER
- HAVING THE RIGHT TEAM

Drivers

The journey to greater agility—or that agilic state—is ongoing and dynamic. It requires a transformation that engages people, improves processes and enhances culture, so that the organization is more nimble and can adapt rapidly to new challenges and opportunities as they appear.

AGILITY NEEDS:

- ADAPTABILITY
- FLEXIBILITY
- DEDICATED TEAMS
- TIME AND TESTING



Process

- **COMMUNICATE FEARLESSLY:** Encourage open communications, knowledge sharing, continuous learning and rapid decision making.
- **ELIMINATE UNNECESSARY LEGACY THINKING:** Recognize that processes are not a single recipe for success. Customize them based on the unique needs of an organization.
- **USE DESIGN THINKING:** Incorporate iteration and experimentation into the project life cycle in a way that won't overly disrupt the business. The approach is solution-focused and action-oriented with the end goal to generate ideas to meet persistent challenges.
- **BE CUSTOMER-CENTRIC:** Engage stakeholders in the process and be sensitive to their needs.

People

- **BUILD TRUST AND DELEGATE APPROVALS:** Trust project leaders and empower them to make the right decisions.
- **BE ASSERTIVE AND RESPECTFUL:** Support flexibility and adaptability to change, and support decisions with a smile.
- **IDENTIFY CREATIVES:** Identify high-potential people who thrive on challenges and can deliver and solve them in creative and innovative ways. Label them as “creatives” to encourage others to follow suit.

EXECUTIVES NEED TO **TRUST** PROJECT LEADERS AND DELEGATE THE RIGHT TO MAKE APPROVALS



CAPITALIZE ON YOUR **CREATIVES**

- TRUST THEM
- EMPOWER THEM
- USE THEM

STAKEHOLDER ENGAGEMENT

IDENTIFY PAIN POINTS

UNDERSTAND THE CLIENT'S NEEDS



IN ORDER TO CHANGE THE CULTURE, YOU NEED TO CHANGE THE MINDSET



Culture

- **ENCOURAGE A MINDSET SHIFT:** Recognize that in order to create an agilic culture, the mindset needs to change first. Encourage all levels of the organization to shift their thinking to be more solution-focused and customer-centric to contribute to that change.
- **MANAGE EXPECTATIONS:** Establish, in advance, what can realistically be achieved. This will help promote transparency and empower employees to take ownership over all aspects of their project efforts.
- **BECOME A LEARNING ORGANIZATION:** Create forums for learning at all levels of the organization. Leadership learning labs can be used to encourage leaders to safely experiment with how best to facilitate a culture of innovation, identifying and volunteering creatives to develop solutions to business challenges across the organization.



How can we create a CUSTOMER-CENTRIC PROJECT culture?



An Agilic State Powered By PMI Global Executive Council NextPerts, #PMINextPerts

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