



**COMMON GROUND
WEBINAR SERIES**

COMMON GROUND

KEY TAKEAWAYS DOCUMENT



**Project
Management
Institute.**

Common Ground Webinar Series

Theme: Agile project management

SEASON 1 | EPISODE 1

FEATURED SPEAKERS

Session 1



Pankaj Rai

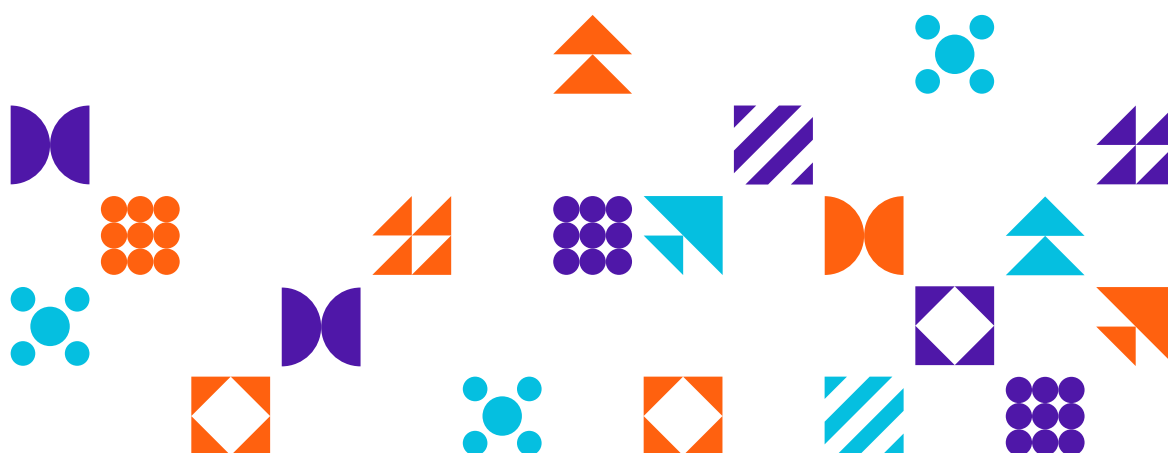
Senior Vice President
Strategic Thinking,
Wells Fargo

Session 2



Scott Ambler

Vice President and
Chief Scientist for
Disciplined Agile (DA), PMI



Session 1: Agile Methodologies



Pankaj Rai, senior vice president - strategic thinking at Wells Fargo, is responsible for creating a culture of 3Es (effectiveness, efficiency, and experience) in the company's shared services operations in India and the Philippines. In his total experience of over 25 years, he has led large teams, and set up and managed shared services operations in various organizations such as Dell, EMC, GE Capital, and Standard Chartered Bank.

Summary

Pankaj Rai applied insights from his vast experience in organizational transformation to look at how individuals and enterprises must change themselves for the post-COVID world. To understand how different the future of work will be, professionals must first look at the belief systems of the past that have led to their actions in the present. Unless they change those thoughts and beliefs, they will not be able to pivot to the new normal.

Unlike in the past, the future will be non-linear and unpredictable. For instance, an auto company in the linear world might have survived with incremental, continuous improvements. But now companies are competing with not just traditional auto manufacturers but also new entrants from technology sectors like Tesla and Apple, and they must reinvent themselves to stay ahead. Similarly, a professional cannot be content with a degree alone; they must be open to acquiring new skills. They must also be open to pursuing different careers along the way, and not just different jobs. A project manager will need to supplement traditional project skills with industry domain specialization and digital skills.

Mr. Rai believes professionals must also acquire some of the softer skills that will be in short supply in the future. He spoke about his 5C framework of skills and attitudes that will be critical in an increasingly de-globalized world – compassion, conviction, creativity, curiosity, and communication.



Key takeaways:

- Be prepared for a non-linear, unpredictable future.
- Be versatile – if earlier a job needed a knife, now it needs a Swiss knife.
- Develop skills and attitudes from the 5Cs that will be in short supply in the future – compassion, conviction, creativity, curiosity, and communication.
- Re-educate and reinvest yourself to find a fit in the new normal.
- Re-craft your identity to go beyond job descriptions; discover your purpose in the long-term.
- A generation is a metaphor for change; now since change is happening faster, one generation lasts shorter.
- There will be two types of roles in the future – a thinker who defines a function and a deliverer who gets things done. Choose what suits you.
- Today is about work-life integration, not work-life balance. Define your own normal.

Develop skills and attitudes from the 5Cs that will be in short supply in the future – compassion, conviction, creativity, curiosity, and communication.



Session 2: Introducing Basics of Disciplined Agile



Scott Ambler, vice president and chief scientist for Disciplined Agile (DA) at PMI, is a Disciplined Agile Fellow and the author and co-author of over 20 books. He co-developed DA with Mark Lines. He is also the creator of the Agile Modelling and Agile Data methodologies.

Summary

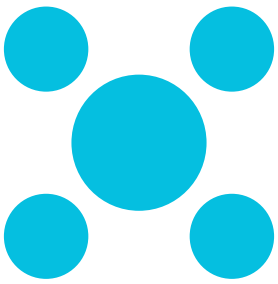
What works in one situation does not work in another; what brings success to one team could spell disaster for another. This is a premise on which the Disciplined Agile (DA) framework and toolkit were developed. And then came COVID-19. The chaos that ensued proved to be the perfect ground to validate this hypothesis. It is now clear that teams of the future will need choice to apply a method that works for their own unique situation.

DA is a non-prescriptive approach that embraces the uniqueness of people and organizations. Scott Ambler explained what it means to have a DA mindset, how to use the DA toolkit, and how teams and enterprises can choose their own way of working (WOW). These will be important in the post-COVID world when organizations will need to be more flexible, and change their strategy often and quickly.

He defined the DA mindset as having a set of principles such as be pragmatic, context counts, and organize around products/services; promises such as accelerate value realization, collaborate proactively, and improve continuously; and guidelines such as validate learnings, apply design thinking, and adopt measures to improve outcomes. The DA toolkit provides technique options and the trade-offs so that teams can make smarter choices.

Mr. Ambler also spoke about the guided continuous improvement technique that aims at faster improvements and early success, and the lean governance approach that organizations can use as a guide to adopt the DA framework.





Key takeaways:

- Kick off DA in the current stage of your agile journey; learn and evolve as you go.
- There is no best practice; every single practice has advantages and disadvantages.
- DA is a hybrid approach, put your context into it.
- Don't be a 'framework prisoner'; retain your option to choose.
- Evolve your WOW – identify problem, identify solution, try it out, assess effectiveness, adopt/abandon, and share learnings.
- Know the trade-offs before you make a choice.
- Make better choices, fail less often, and improve faster.
- A one-size-fits-all governance approach is bureaucracy; a consistent, lean approach is empowering.

Make better choices, fail less often, and improve faster.

