

A hand is shown adjusting a dial on a speedometer. The speedometer has a scale from 0% to 130% with major markings at 20%, 40%, 60%, 80%, 100%, and 130%. A red needle is pointing towards the 100% mark. A white diamond-shaped icon containing a book and a rocket is positioned above the text. The background is dark, and the speedometer is illuminated.

PPM Leaders: Accelerate Agile in Times of Uncertainty



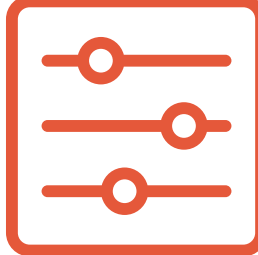
ANDY JORDAN

TODAY'S PRESENTER

President @ Roffensian Consulting

- Global thought leader on project management related topics
- LinkedIn Learning instructor, author, keynote speaker

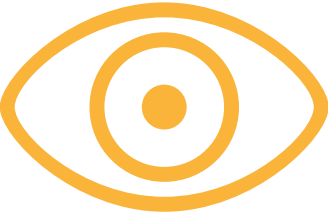
Today's Agenda



ONLY THE STRONG SURVIVE

ORGANIZATIONAL AGILITY

THE ELEMENTS



IMPROVING YOUR BUSINESS

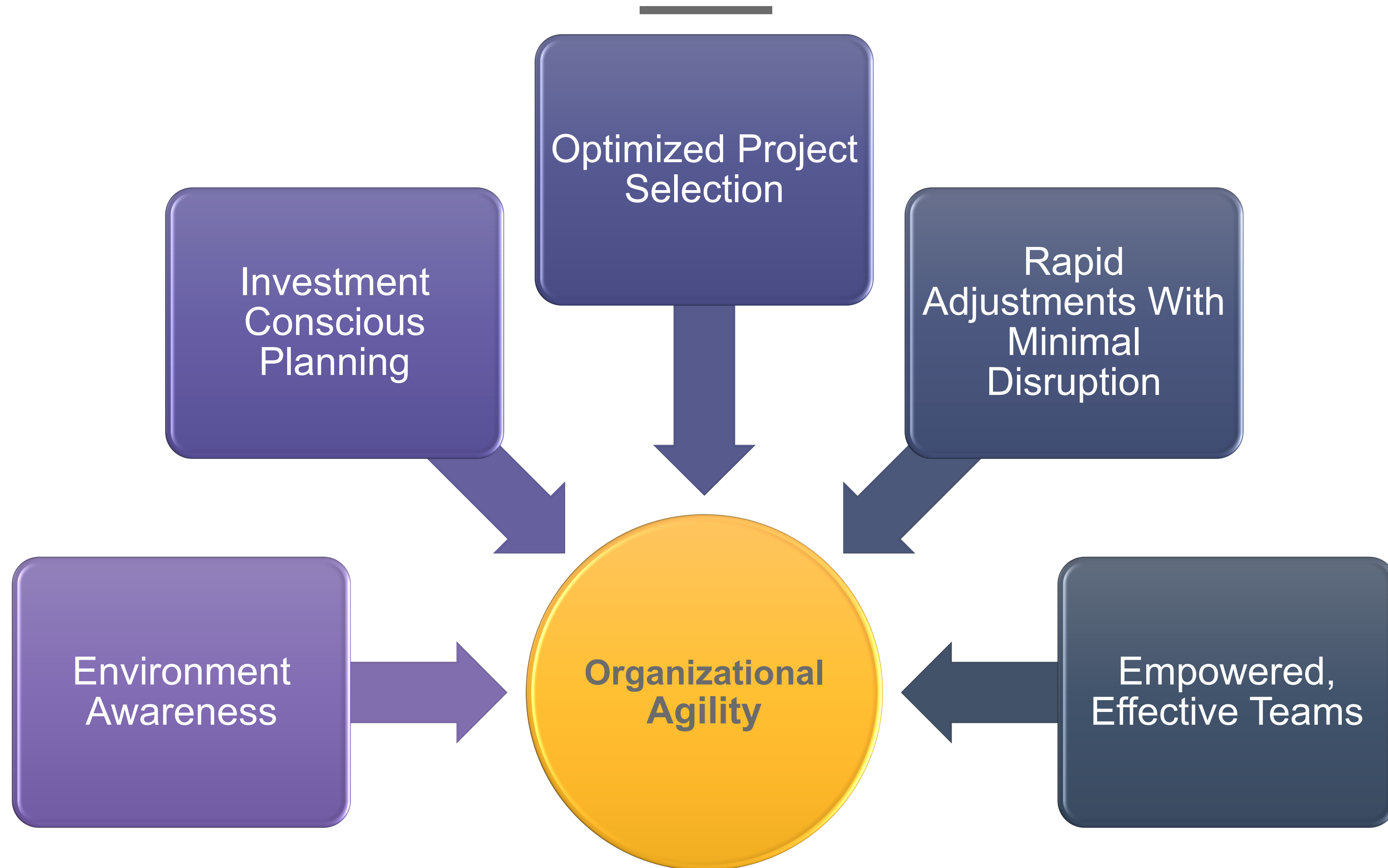
ABOUT KEYEDIN

QUESTIONS

Only the strong survive

- **In good economic times everyone can do well**
 - But those times don't last forever
 - Successful organizations succeed in all economic conditions
- **Reacting to uncertain economic times is never the right strategy**
 - You need to prepare proactively
 - Building an organization designed to optimize performance at all levels
- **Optimized performance must be not just what you do, but what you are**
 - Anticipating disruption and uncertainty
 - Embracing the opportunity to improve performance

The Only Solution Is Organizational Agility⁵



But...

What does that really mean in the context of economic uncertainty?

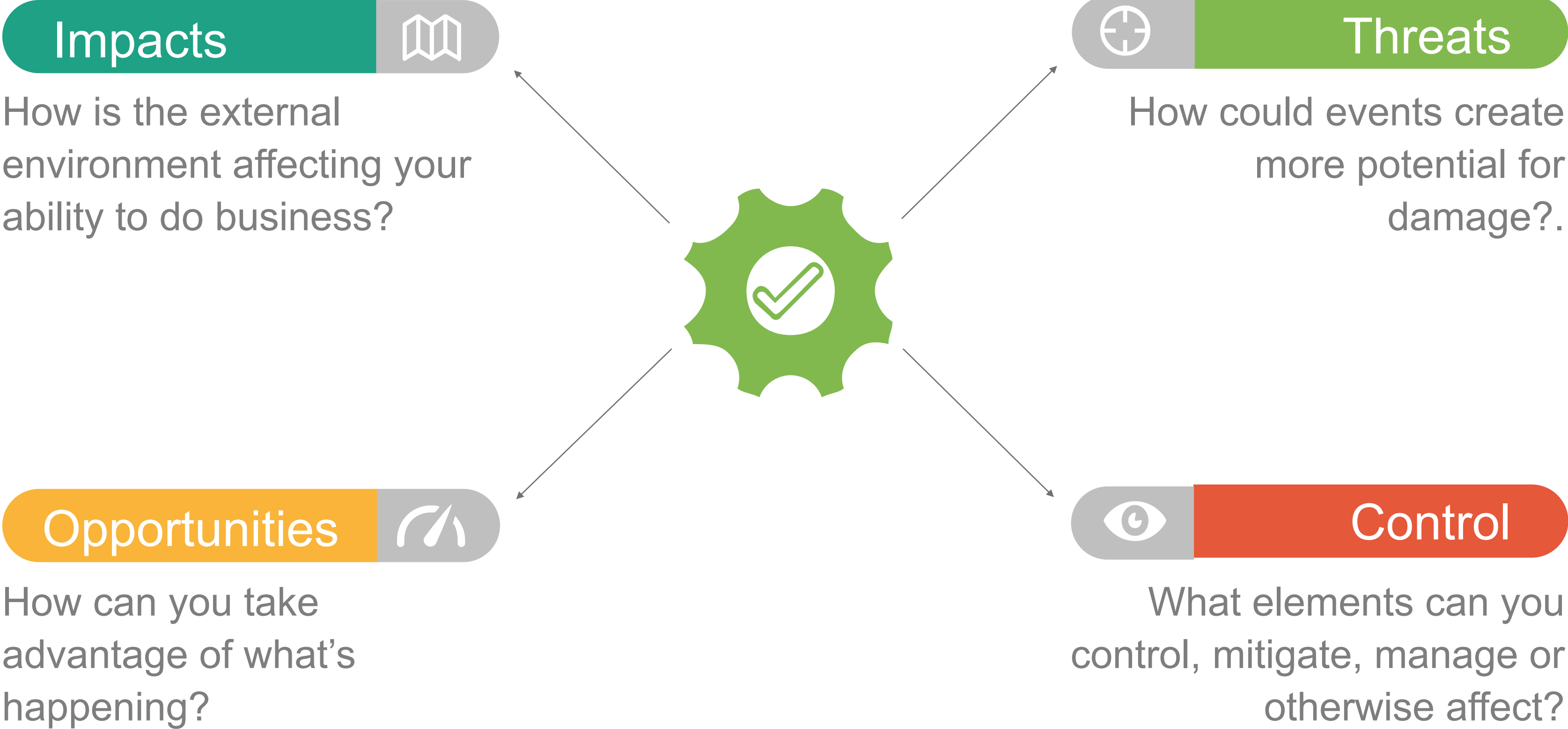
Well...

- **The more you understand what's happening**
 - The better you can respond
- **The more you recognize how limited your investment budgets become**
 - The greater the focus on return on investment
- **The more you understand how few projects can actually deliver**
 - The greater the incentive to fund the right initiatives
- **The more you realize the impact of wastage**
 - The less likely you are to do it
- **The more you realize how effective your project teams can be**
 - The less likely you are to stop them



Understand And Respond

The world drives your actions





Understand and Respond

- **In uncertain economic conditions it's more important than ever to understand the operating environment**
 - Down times are externally driven – that's where threats are coming from
 - But it's also where opportunities first appear
- **Aligning internal work with external needs is crucial**
 - Customer and market needs don't disappear, but they do shift
 - Understanding that new reality is key to meeting needs – and succeeding
 - The outside world is your map to success

Improved Investment Planning

Agile Portfolio Management



- ✓ Top Down
- ✓ Strategically Focused
- ✓ Based on Optimizing the Return on Investment
- ✓ Drives Immediate Recovery Without Compromising Long Term Value
- ✓ Prioritizes Innovation & Time to Solution

Improved Investment Planning

- **In bad economic conditions there are fewer funds available to invest**
 - Every dollar has to generate the best return possible
 - The ability to drive ROI will fuel the recovery from a down period
- **Return expectations are different in a bad economy**
 - Financial performance is always important
 - But stability, risk reduction and reputational enhancement become more important
- **Investments cannot mortgage the future**
 - When things improve you still need to perform
 - Long term strategy must be preserved

Funding The Right Projects

Because every one has to be the right one



Funding The Right Projects

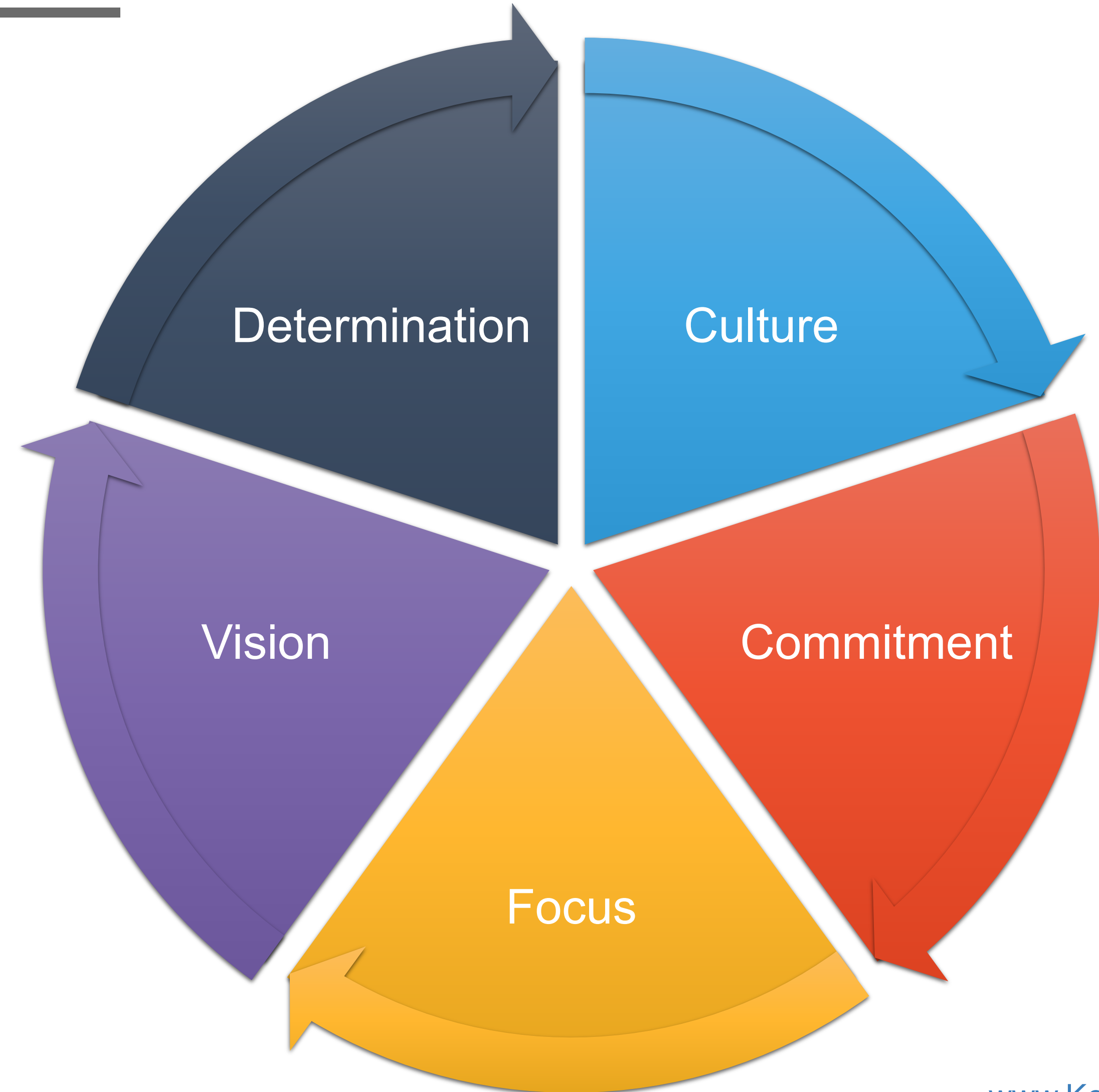


- **Every project must serve a purpose now**
 - No room for 'nice to have' initiatives
 - Priority given to most immediate benefits rather than largest benefits
- **More checks and balances required before commitment of funds**
 - Any money spent can never be recovered, so it has to be spent wisely
- **More checks and balances needed during delivery**
 - Situations and needs are more likely to change in an economic downturn because all stakeholders are working to minimize impact

Rapid Adjustments, Minimal Disruption

One step in the wrong direction requires two steps to correct

- Culture of **challenging** every assumption, every piece of data and every event
- Drives a commitment to delivering the **best possible solution** no matter the circumstances
- And a focus on ensuring that **nothing gets missed**, no matter how small the potential issue
- It requires the vision to **continuously** understand how cause connects to effect, and
- The determination to achieve success **every time** – which further drives a results focused culture



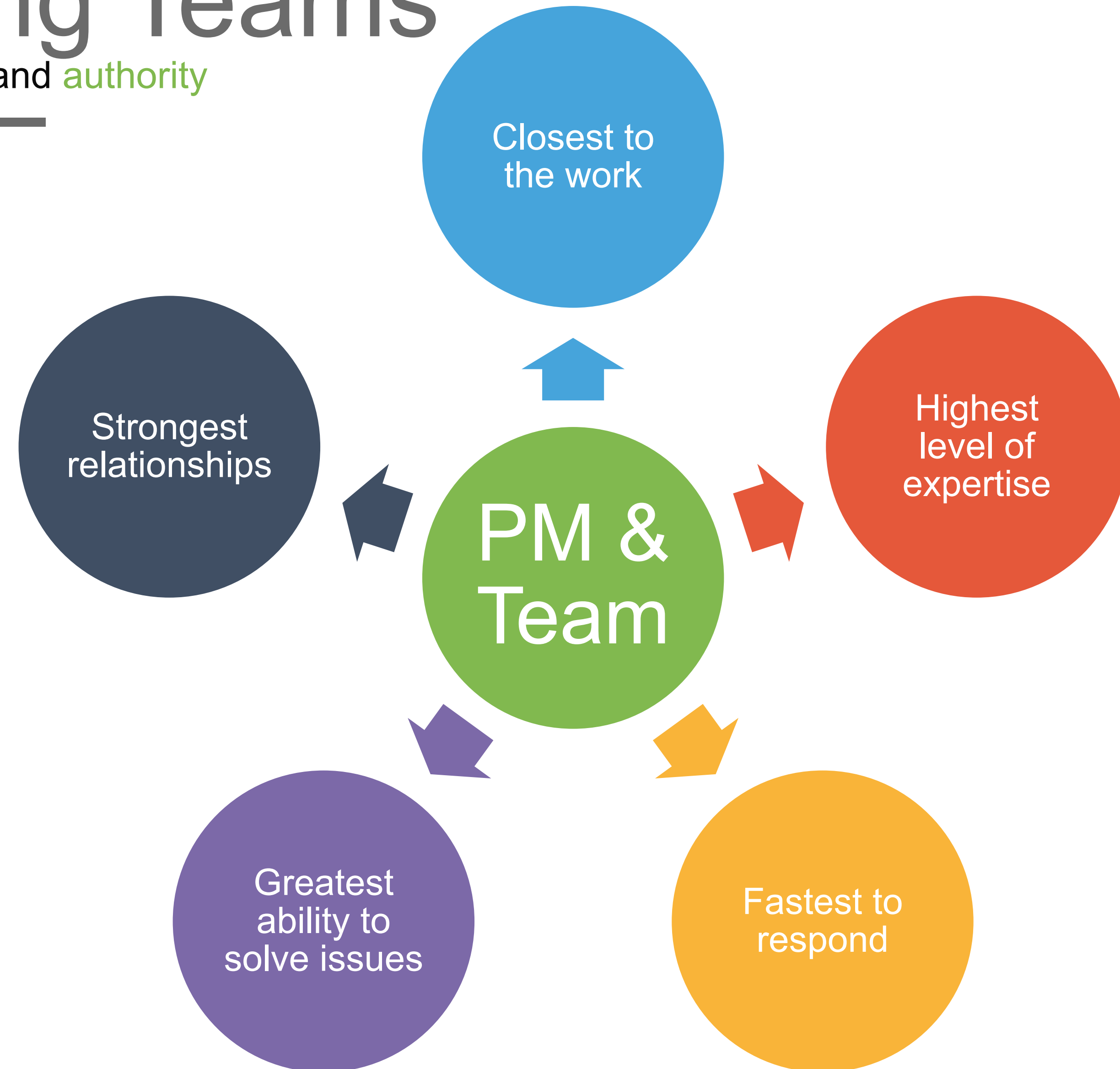
Rapid Adjustments, Minimal Disruption

- **In a down economy decisive action is needed**
 - Swift decisions allow for rapid adjustments
 - Additional analysis may result in an inability to deliver results
- **Conservative strategies are prioritized**
 - Minimize risk, evolve rather than revolutionize
 - But there is still room for innovation when appropriate
- **Subjective decision making becomes key**
 - Organizations invest in talent, tough times are when that investment pays off

Empowering Teams

With **capability** and **authority**

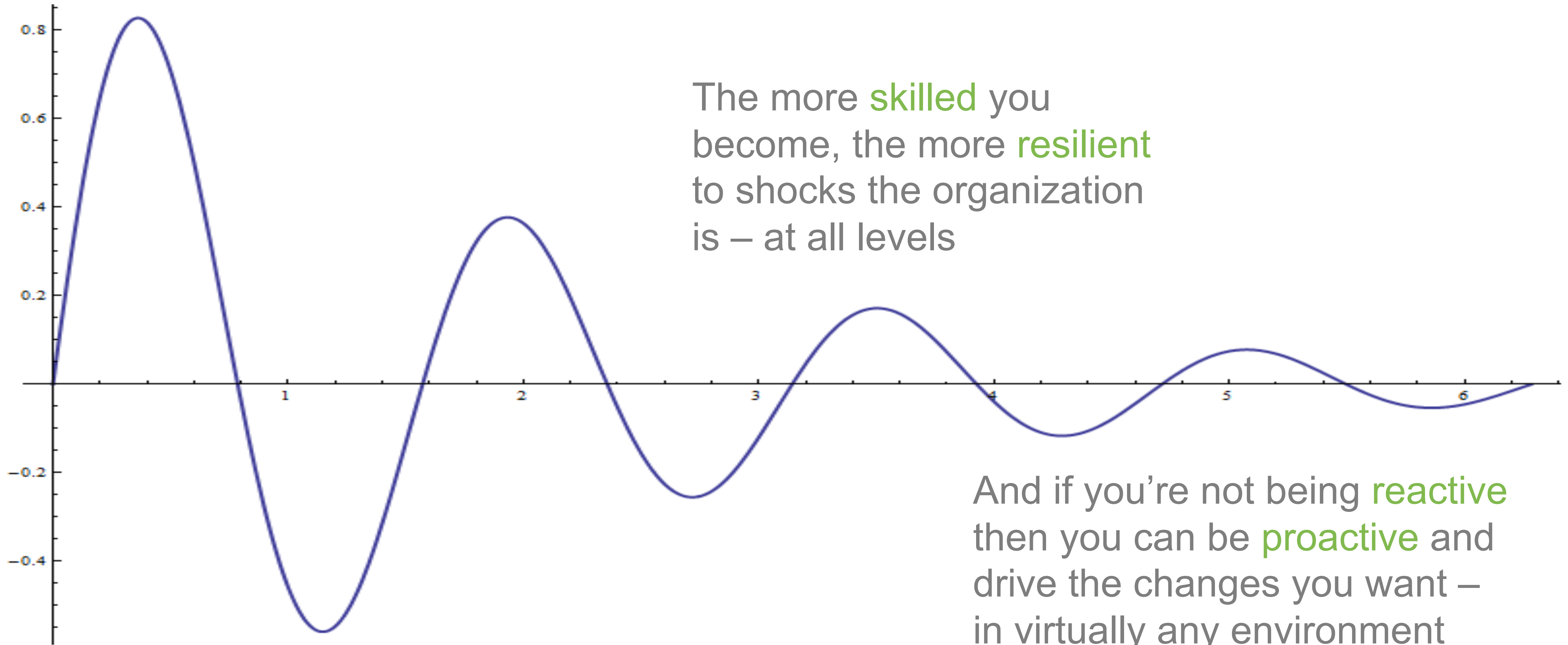
Teams are your best weapon against poor performance and bad decisions, but they must be **trusted** to act, they cannot be second guessed, and they must be provided with the **context** for the project so their decisions always support the business need



Empowering Teams

- **The best decisions come from the people with the best insight**
 - And those are the people closest to the work
 - Leaders don't have enough visibility to drive decisions
- **Accountability comes from ownership and trust**
 - Project delivery environments that prioritize engaged and motivated teams that own the solution will thrive
- **Empowered teams must still be supported**
 - And their decisions cannot be second guessed
 - Trust takes a long time to build and no time to destroy

Organizational Agility Smooths The Business



OK, But...

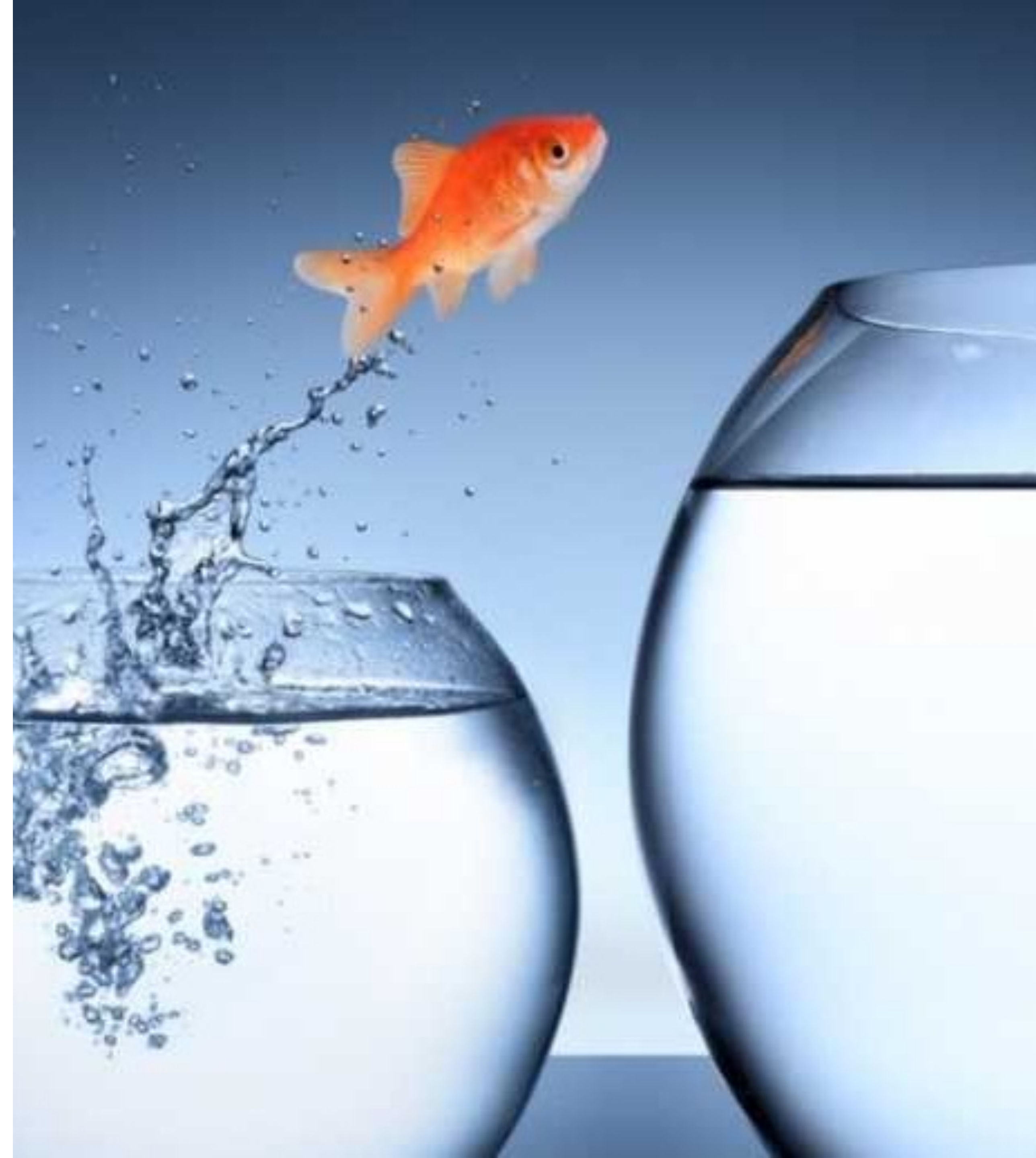
**We're already suffering from the impact of an economic downturn.
What do we do right now?**



**KEEP
CALM
AND
IMPLEMENT
ORGANIZATIONAL
AGILITY**

No, Really

- **The concepts can be applied now and will deliver immediate benefits**
 - Identify and address bad investments and the wrong projects
 - Empower teams to make better decisions faster – and give them the tools to do it
 - Increase your awareness of the operating environment and what it means to you
- **And you will never master the principles of organizational agility**
 - New challenges and opportunities will always arise
 - Digital transformation is real and will disrupt your business
 - Today's excellence will be tomorrow's inadequate – that's just how it goes





- Founded in 2011
- HQ is in Minneapolis, MN; offices in Manchester, UK, San Francisco, CA
- Serving 500+ global customers; 1 million users; NPS score: 9/10
- 2019 Gartner Peer Awards Winner



CEO - LAURI KLAUS

<p>50%</p> <p>IMPROVEMENT</p> <p>Speed of Reporting</p>		<p>60%</p> <p>INCREASE</p> <p>Forecast Accuracy</p>		<p>50%</p> <p>SAVINGS</p> <p>Project Management Cost</p>	
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Agile Portfolio Management

Applying Agile Principles to Top Down Portfolio Decision Making

- Invest in the projects or products that have the biggest impact
- Manage projects as you would a product for better results
- Prove better PMO value by delivering on strategic objectives



- Centralize projects and products regardless of methodology
- Allocate the right resources to the most valuable initiatives
- Communicate with the business and make data-driven decisions

Place the Right Bets



Turn Quickly

- Easily pivot when business priorities shift
- Prioritize continuous improvement
- Embrace change rather than resist it to yield better results

Deliver Faster



“What Our Clients Are Saying”

User Reviews from Gartner Peer Insights

“ KeyedIn Projects is an intuitive platform that is easy to use and streamlines the process of project implementation and lowers the chances of project failure and helps us in gaining value for invested amount. The best gain that we have acquired from using KeyedIn is its ability of bringing the participants and involved parties together in a mutual collaboration and teamwork to ensure that all of our projects are implemented on time and that we gain value for our time and money. ”

- CxO in the Education Industry

“ KeyedIn was a welcome change from our previous ad-hoc implementation of Zenhub for our scrum project planning and helped us visualize and monetize our developers much more efficiently. The charts and project management tools provided are easy to use, easy to set up, and provided a quick ROI within our department. ”

-Enterprise Architecture and Technology Innovation in the Services Industry

“ While we selected the product based on best fit for our need, it was the employees at KeyedIn that made for an outstanding experience. We had many "asks" and "how to" questions - more than I think any past customer had posed. They remained patient and responsive. Great company to partner with! ”

-Portfolio Manager in the Manufacturing Industry



QUESTIONS?

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THANK YOU
