The World of Work is Changing: Will You Evolve or Be Left Behind?

Be the catalyst for organizational agility and flexibility – no matter how your teams work

planview™

Introduction

The DNA of today's business is changing. The adaptations that create these changes are born from organizational challenges, as well as opportunities, evolving in response to internal and external factors such as new workforce and skillsets, advancing technologies, upstart competitors, and shifting customer demands.

As an entity develops and transforms, its systems must adapt. New opportunities and challenges are generating new approaches to work across the enterprise. From lean and agile to collaborative to iterative and beyond, teams are applying different work methods to get the job done.

If your organization doesn't support and drive these changes based on company strategy and direction,

the risk is dysfunction, stalled realization of value, and even demise. To maintain competitive advantage, success for today's business requires a new level of flexibility and agility.

Business leaders and the PMO must seek the right balance of delivery approaches to create market-leading products, services, and customer experiences, both for today and the future. At the same time, enterprises must drive toward integrated strategy and portfolio plans, ensuring organizational alignment as well as balancing capacity and demand across all work and delivery methods.

Channel adaptability in this new world of work: Be the catalyst for organizational agility and flexibility.

> "*An agile transformation fundamentally changes the way work is done and, therefore, blueprinting also needs to identify changes to the people, processes, and technology elements of the operating model.*"
>
> *— McKinsey & Company, Journey to an Agile Organization*

New Work Methodologies Emerge in the Changing World of Work

Satisfying today's customer demands is becoming more complex, especially when much of the work focuses on creating interconnected, digital products, services, and experiences. The shift from phased-gate and project team-driven work towards cross-functional fixed team-driven delivery has made an impact on how new work is defined. This now means that the end-goal is the objective, not just if projects were completed on-time/on-budget. Rather, organizations must ask "Did the work bring measurable value?". Work delivery is a constant, improving process, shifting from a project-centric to product-centric mindset. It all depends on the outcomes that the company is expecting to achieve.

Consider the following: Learning and uncertainty are part of the journey toward agility and transformation, and your teams are now taking on huge challenges. Evolving methods will be necessary to deliver interconnected applications, technologies, services, solutions, products, locations, and other business components.
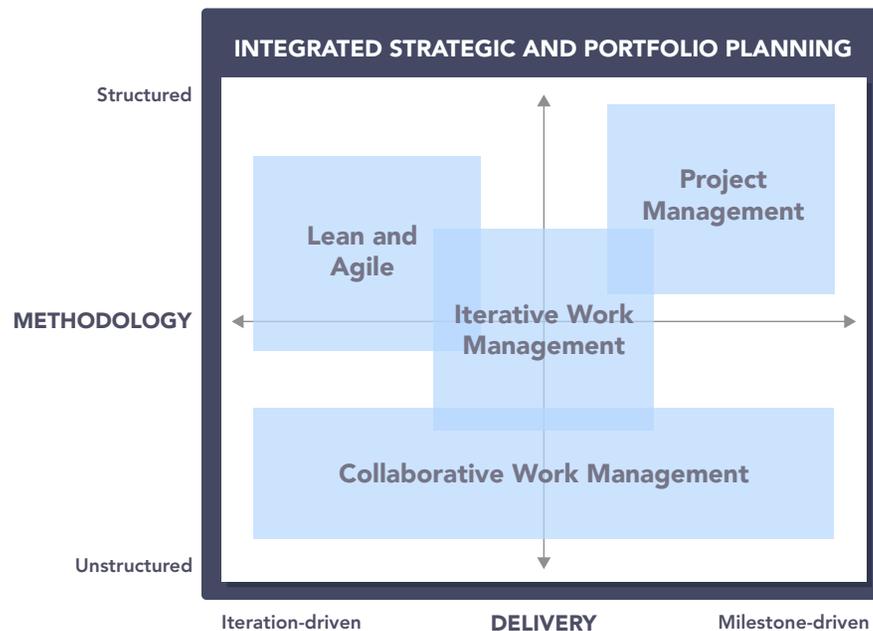
"The future of work demands that organizations build the flexibility to accommodate whatever skills, capabilities, and project delivery approaches are needed for specific work."

— Project Management Institute 2019 Pulse of the Profession: The Future of Work

INTEGRATED STRATEGIC AND PORTFOLIO PLANNING

Structured

Project Management

Lean and Agile

METHODOLOGY

Iterative Work Management

Collaborative Work Management

Unstructured

Iteration-driven   DELIVERY   Milestone-driven

A one-size-fits-all way of working is no longer sustainable. Teams are rising to this challenge by embracing agile processes applying different approaches such as:
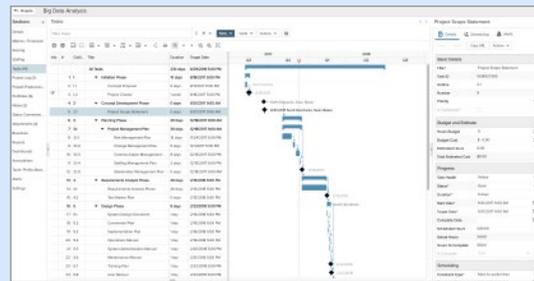
- **Waterfall or "traditional" methodologies:** Milestone-driven, more formal project work. While the majority of work is still currently done this way, the balance is shifting quickly.
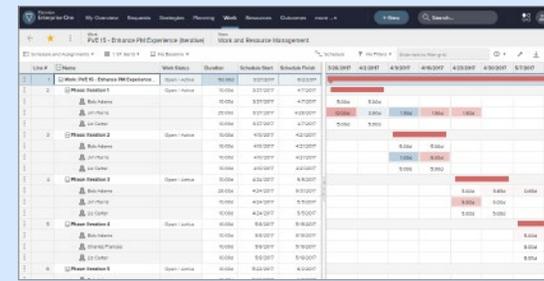
- **Iterative work management:** A hybrid sprint or iteration-driven approach to project work. This approach is often taken as a step to bring shorter duration and agility to traditional methods.
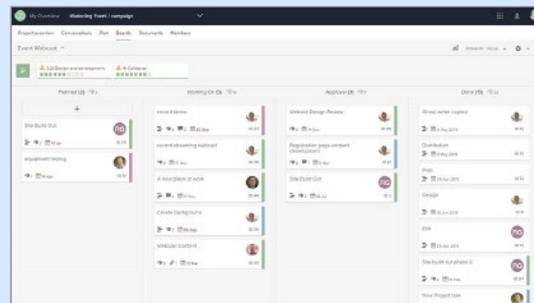
- **Collaborative work:** Task-based work, by teams across functions, locations, and languages. Accidental project managers and cross-functional team members leverage this approach to effectively get work done.

- **Lean-Agile delivery:** Happening in software development, engineering teams, and dedicated or fixed delivery teams; practices are extending to broader business involvement that use lean practices to deliver process-driven work.

Integrating the Strategic Plan and Alignment of Work to Portfolios

In this new world of work, you and your organization must become more strategic and collaborative, yielding day-to-day execution to your delivery teams so that you can focus on:

- **Translating strategy** into measurable goals and actionable roadmaps enterprise wide

- **Planning and managing complex programs** that encompass people, teams, departments, and ways of working to support strategic outcomes

- **Managing dependencies** across the organization to minimize risk

- **Optimizing iterative funding and balancing capacity and demand** across all work and delivery methods through continuous planning

- **Connecting strategy to the investments and outcomes** that drive transformation and delivery of innovative products and services and maximize ROI and value

- Embracing a **lean approach to portfolio management**

Ultimately, you want to be able to reassess and pivot quickly as priorities shift, conditions change, and new opportunities surface.

Continuous planning enables you to do this, ensuring that work is constantly delivering value to the business while portfolio management lets you manage capacity constraints, mitigate risks, and allows the organization to be able to pursue innovation.

Insights and analytics into delivery trends helps to foster continuous improvement at every level. With so much more at stake, gaining visibility into all work approaches and progress into delivery of initiatives across portfolios is critical. The right program and portfolio-level dashboards, reporting, and analytics will enable you to communicate high-level priorities, manage cross-team dependencies, and provide executive-level performance visibility. Having information that's accurate and reliable, in formats that are easily accessible and relevant to each viewer, empowers better decision making.

With new work methodologies **come new funding models**. Traditional budgeting becomes too rigid in this new fast-paced, trial-and-error manner to creating new products and services. Organizations are now moving away from yearly, project-based funding to iterative funding, enabling reallocation as products die, priorities shift, and new, promising ideas surface. Funding in increments based on the value delivered helps ensure that the organization is working and spending money on the right things at all times, even if things change.
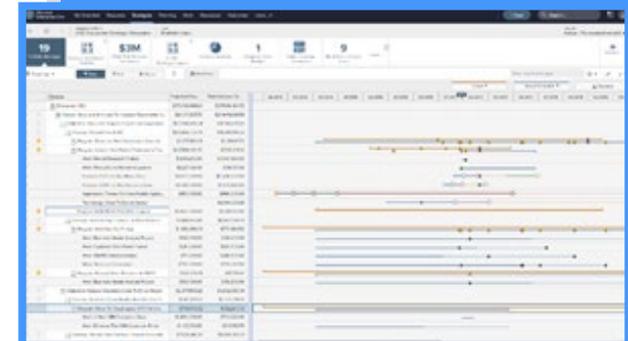
Roadmapping and Planning
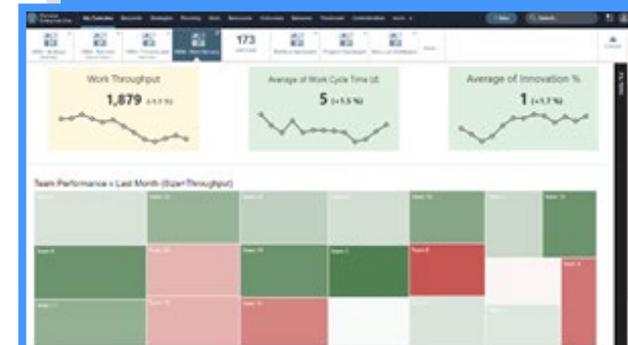
Dashboards, Reports, and Analytics
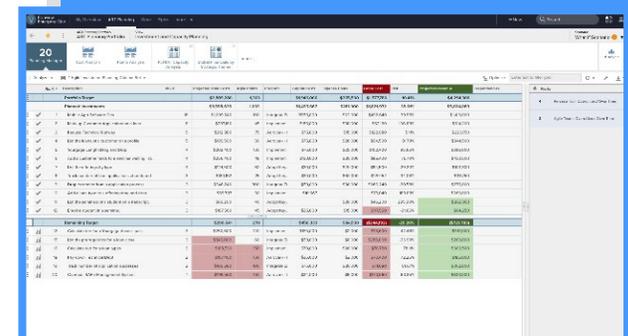
Scenario Planning and What-If Analysis

Evolving Toward New and Hybrid Ways of Working

Adapting to the changing world of work is a balance. Today's most competitive enterprises match the best-fit delivery approaches with the intended outcome or objective. While traditional project management methodologies are still relevant for certain work, gone are the days when this approach was the only answer.

Hand-in-hand with supporting all the ways teams work today, you should also provide them the flexibility to adjust as requirements and priorities change, or even have the ability for users to easily shift across delivery of different work that may be happening concurrently.

Organizations are combining work methodologies in different ways. A hybrid approach may allow you to pilot and steadily migrate toward agile, retaining some of the structured parts of traditional work that bring value to your business.

"*Program and portfolio management leaders must get out of their traditional project delivery comfort zone. The time to elevate enterprise-level support and coordination across the emerging product, program and distributed portfolio capabilities for digital business is now.*"

– Gartner Predicts 2019: PPM Leaders Must Do a Digital Business Reality Check

The changing world of work means that hybrid is the new normal. There will always be different combinations of work types and the right methods today may not be the best methods tomorrow, from one team to the next.

Here are some examples of how organizations are adapting to incorporate different methods to work delivery and the benefits that come along with bringing together the right work with the right approach.

Collaborative Work + Traditional PPM
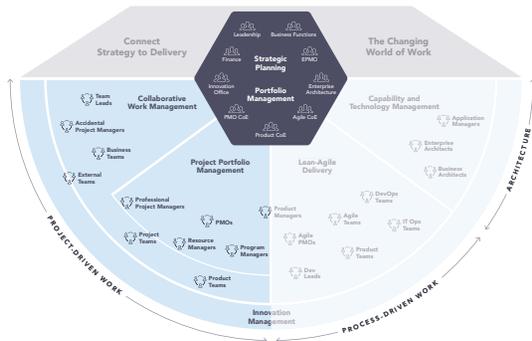
A global manufacturing company leverages PPM for their R&D organization to track engineering project work, innovation programs, as well as status and progress of portfolios.

- The business realized a need for collaborative work tools for task management, team organization and cross-functional project delivery collaboration for thousands of users and teams across the globe

- With limited training needed, teams and accidental project managers (some as high as VP-level) have gained value within the collaborative experience

- Time-to-market improvements leading to greater profitability and revenue have been realized in this hybrid approach

Lean-Agile Delivery + Traditional PPM
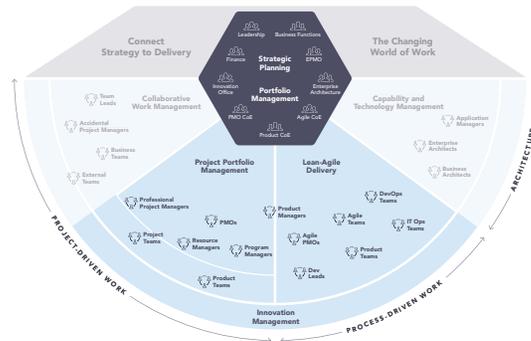
A major banking institution has embarked on an agile transformation initiative to stay ahead of the competition.

- Regulatory and compliance requirements are still an important aspect of how they use PPM for portfolio management

- Teams are now empowered to use lean and agile methods and enterprise Kanban to continually improve their unique processes and workflows

- The PMO and stakeholders have visibility into flow, blockers, and dependencies, and teams can better coordinate work planning, execution, reporting, and alignment with value streams and strategy

- The organization is optimizing strategy to delivery and taking next steps toward incremental funding with lean portfolio management, maintaining a clear line of sight along their transformation journey with this hybrid approach

Collaborative Work + Lean-Agile Delivery + Traditional PPM
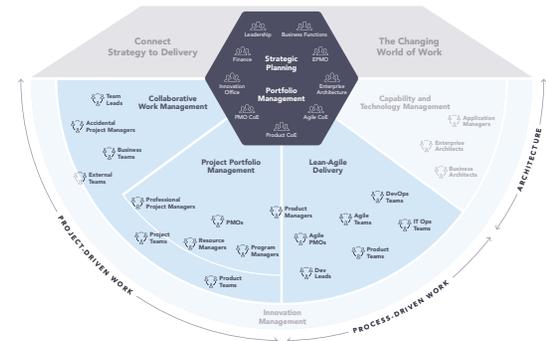
The PMO at a national insurance company uses its enterprise PPM solution for all their standard strategic initiatives, IT, and keep-the-lights-on projects. The visibility they have today has been a valuable outcome in their portfolio management journey.

- Varying processes and ways that teams are working across the organization is requiring the PMO to be more adaptable in work delivery. They now offer new tools such as a lean-agile experience for teams delivering process-centric work and collaborative work management for cross-functional teams

- Teams are achieving great results and are more effective on all work and projects. Executives and the PMO are seeing progress on strategy, are able to set up scenarios, prioritize work, and improve decision making across the organization by embracing hybrid work delivery

—— **Real-world customer examples of hybrid delivery approaches shows how organizations like yours are embracing the changing world of work.** ——

Proliferation of Processes and Tools Within the Organization

Another sign of the changing the world of work is all the new processes, tools, and frameworks that accompany these work approaches. Complexities arise when work execution varies from team to team across the organization. How do you and your leadership keep track? The old adage "You don't know what you don't know" is never more real than now.

Because these emergent processes don't fit into a static, one-size-fits-all model, business leaders and PMOs find it hard to incorporate the varying processes as part of portfolio work or as contributors to the greater strategy.

Subsequently, an excess of disparate tools characterizes how work is evolving. For example, different software development teams within a single program or "team of teams" may use different tooling and even deliver distinctly within their own siloed and configured instances and process of the same tool.

According to the 2018 Study of Project Collaboration, teams in general are using an average of more than five collaboration-type tools to get work done. To make matters worse, one-quarter of these teams say no one uses the same set of tooling to deliver work.

In order to break away from the propagation of tools, gain prospective on what you really need from your

PPM solution and how the work to accomplish that is being done, the configuration and integrations that bring data in, and what you ultimately want to achieve with portfolio management. The ability to transform comes from proactively looking ahead at the big picture in favor of connecting high-value delivery and the organization's strategy together.

Ability to Transform Strategy to Delivery

It's no secret: Organizations with high agility – those able to quickly adapt to changing conditions using a variety of work delivery approaches – are able to achieve better performance. Businesses that are successfully navigating the changing world of work are driving customer value and speeding time-to-market.

According to PMI's Pulse of the Profession study and in-depth report, Achieving Greater Agility, 75 percent of organizations with high agility reported a minimum of 5 percent year-over-year revenue growth, compared to only 29 percent of organizations with low agility. These high performers not only embrace and combine different delivery methods effectively, but they also ensure that it is accounted for in enterprise-wide strategy and portfolios of work - on a frequent and perpetual cadence.
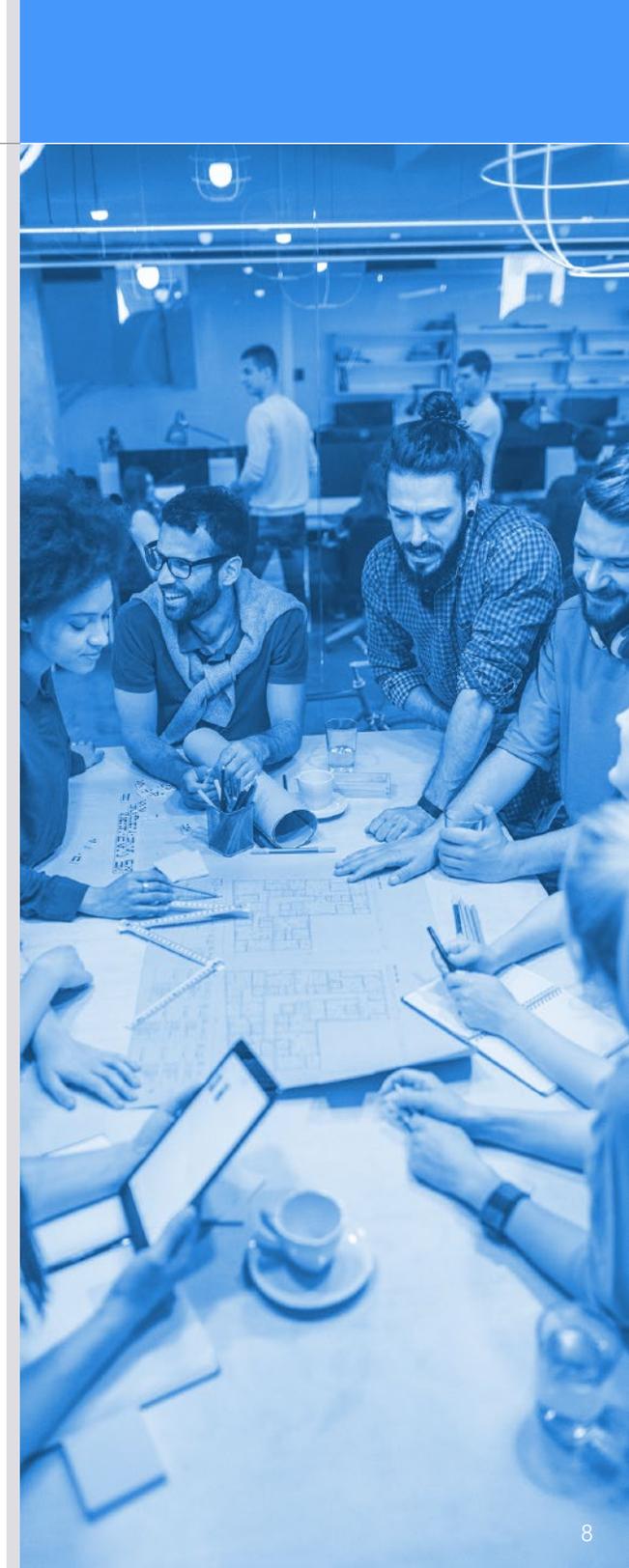
Embrace the Changing World of Work… Today

The world of work is changing – and it's moving fast. Don't fall behind. By embracing a combination of these work approaches, you can increase the success rate of strategic delivery. It won't be as easy as flipping a switch, where all work becomes either collaborative or Lean-Agile. The reality is that a mix of work methods will be as unique as each organization. Teams will continue to use different tools, methodologies, and processes suited to the work.

Can you harness all of this work in support of your strategic initiatives? Do you have knowledge of and visibility into all work and are you able to measure performance and achieve the outcomes set forth by the organization? Can you visualize the data and make decisions based on the information?

Can the organization streamline and achieve efficiency needed to reducing time-to-market and increasing revenue and innovation?

The common denominator to manage all this complexity is the use of technology to support the people and processes. This includes the right tools and software, to connect strategy, planning, and delivery for the enterprise.

"PMO strategies and disciplines are the practices allowing the PPM leader to enable project, program, product, and portfolio management. As new digital business practices foster rapid and continuous delivery across the organization, the PMO's role must help clear the confusion of continuous change."

– Gartner, PMO Strategies and Disciplines Primer for 2019

Your Partner Along the Journey

Planview empowers organizations to support team delivery, no matter how the work is done. Embrace new ways of working and give your teams the ability to use the right work experience and tool for delivery – Lean-Agile, collaborative, and traditional PPM. Team members can easily work in whichever experience best suit their work and outcomes, even as ways of work, competition, and the market continue to shift and evolve.

With Planview FLEX, the work delivered is tied back into the integrated strategy plan through portfolio management, ensuring that the right people are working on the right initiatives. Incorporating all work methods means you can better measure performance, provide stakeholder visibility, shift toward a product-centric model, make informed investment decisions, and enable enterprise-wide transformation. You and your teams can deliver the products and services your customers are demanding, faster than the competition.

Today the companies that adapt to agility along the journey will thrive. No matter where you are and where you aspire to be along your organization's journey, be flexible and adaptable – don't be left behind and accelerate success for your business.

For more information and to learn more about connecting strategy to delivery in the changing world of work, visit **Planview.info/Changing-World-Of-Work** or email **market@planview.com**

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