



PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



BUSINESS AGILITY – LET’S CREATE A LEARNING ORGANIZATION

Avinash “Nash” Tripathi

2020 Project Management Symposium

- **The Systems Thinking**
- **The Red Queen Effect**
- **The Strategic Execution Framework
(SEF) for Agility/Adaptability**
- **Organizational Evolution – Up or
Down ?**

You will be
intrigued
about...

Go to www.menti.com and use the code 64 92 52

What is a LEARNING Organization? - Share your Thoughts 

Learning Organization

Learning Organization

- Learning organizations [are] the organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.

Peter Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization*, page 3



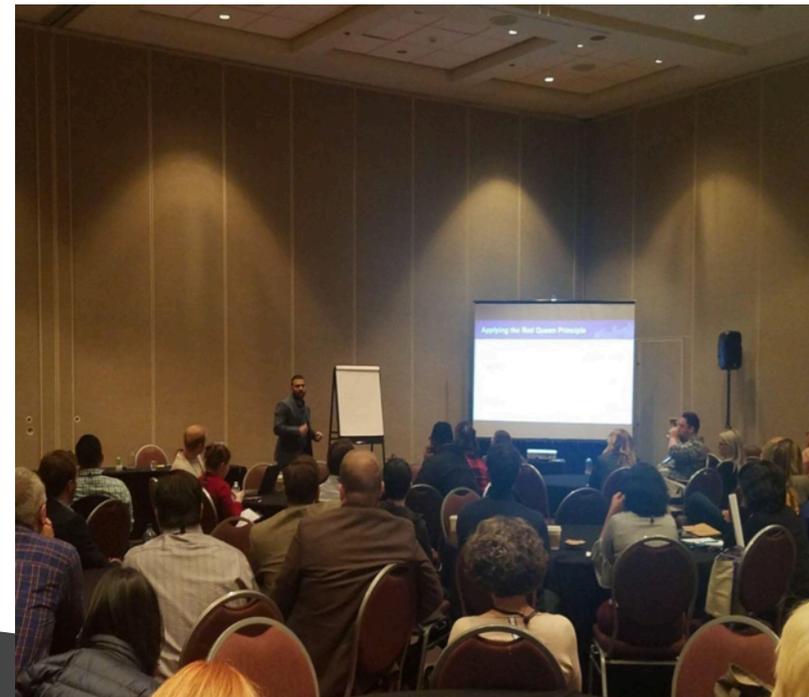
Avinash "Nash" Tripathi

Organization Change Consultant | TBR Certified - Trainer |
Agile Coach | Servant Leader | Scrum Master

 avinashtripathi01@gmail.com

 @nashtripathi

 <https://www.linkedin.com/in/nashtripathi/>



Project Management Professional (PMP)
Project Management Institute



Agile Certified Practitioner (ACP)
Project Management Institute



Stanford Certified Project Manager (SAPM)
Stanford University



Certified Agile Leadership (CAL)
Scrum Alliance



Certified Scrum Professional (CSP-SM)
Scrum Alliance



Certified Scrum Master (CSM)
Scrum Alliance

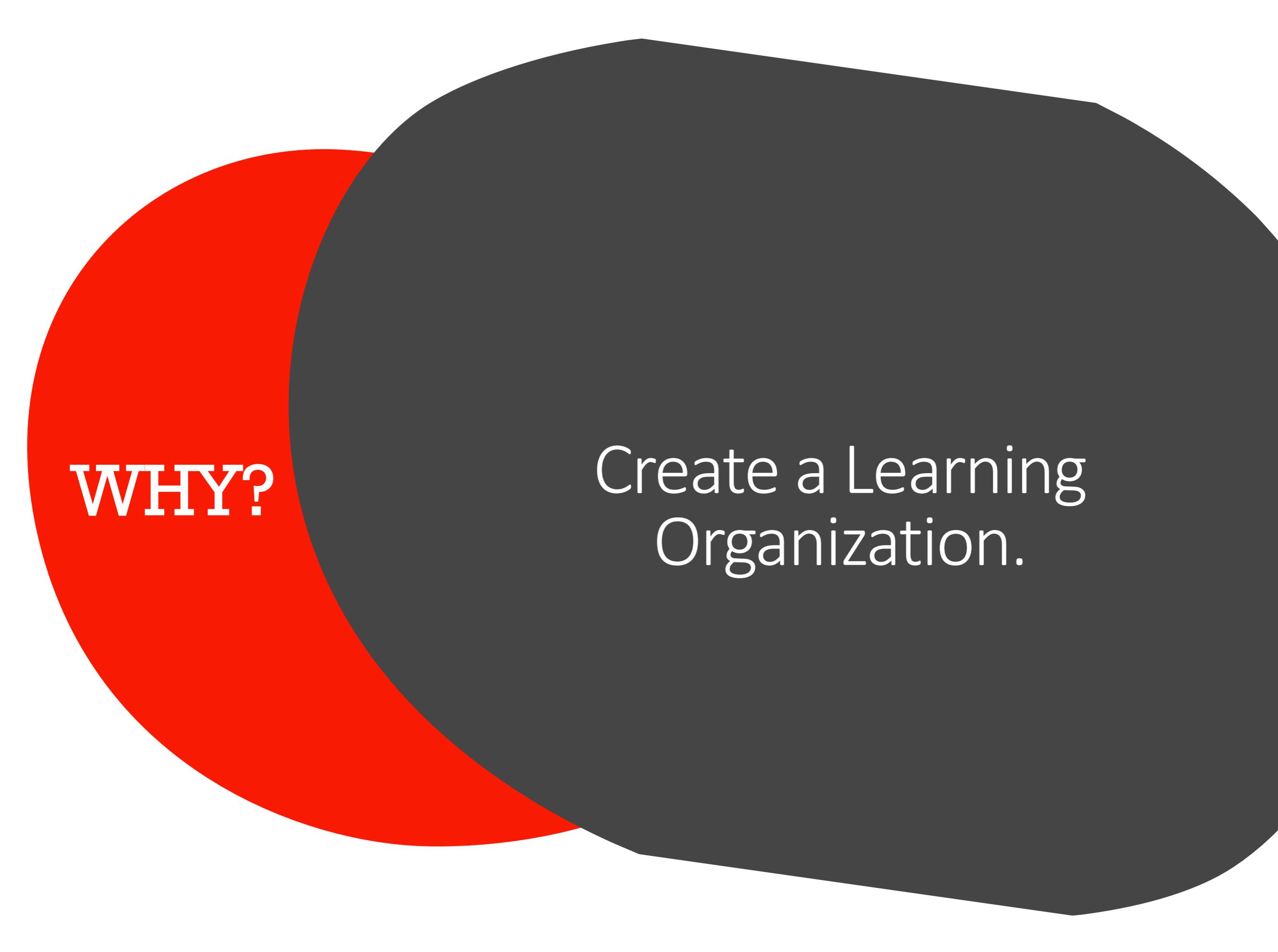


Scaled Agile Framework (SAFe) SAFe Agilist (SA)
Scaled Agile



Scaled Agile Framework (SAFe) SAFe Program Consultant (SPC)
Scaled Agile

Speaker



WHY?

Create a Learning
Organization.

Through The Looking Glass - Lewis Carroll

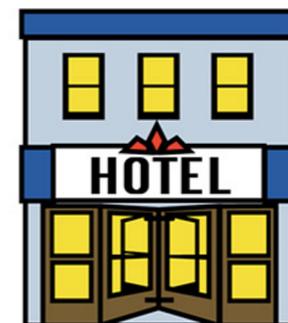


- It takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run twice as fast as that

The Red Queen Effect

The Red Queen Effect

Toys R Us



amazon



NETFLIX

airbnb

An
Organization

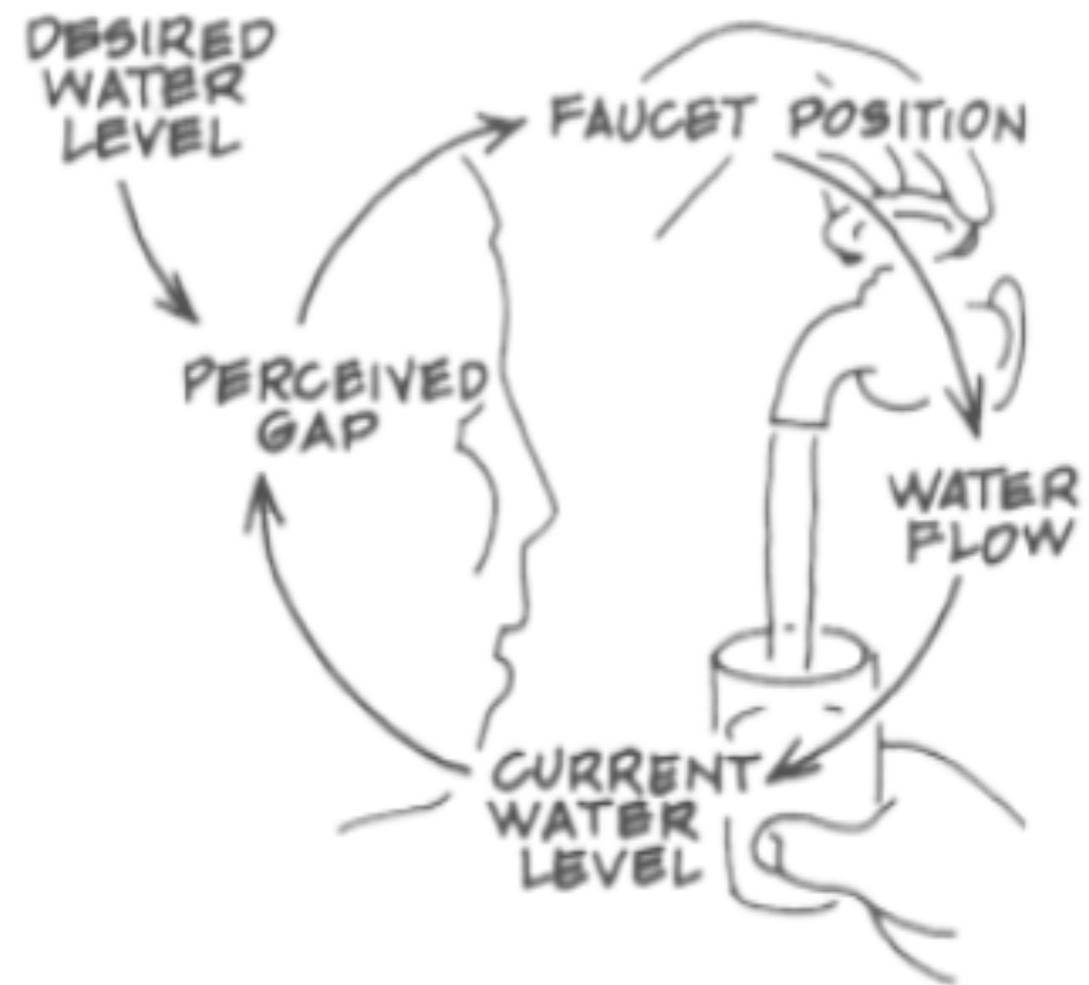
Thinking as a system

- **SYSTEM** is the product of the interactions of its parts and that the structure of the system causes its behavior

What is a
System?

Example

1. the desired water level
2. the current water level
3. the gap between the two
4. the faucet position and
5. the water flow



Above pictures are from Senge's book The Fifth



Glossier.

Organizational Clarity

- **Build a RIGHT product**
- **Build the product RIGHT**
- **Seek for FEEDBACK frequently**
- **Inspect and Adapt based on the feedback**

- **Do the RIGHT projects**
- **Do the Projects RIGHT**
- **Inspect and Adapt to REALIGN the above two**

Creating
Organizational
Clarity



A Learning Organization

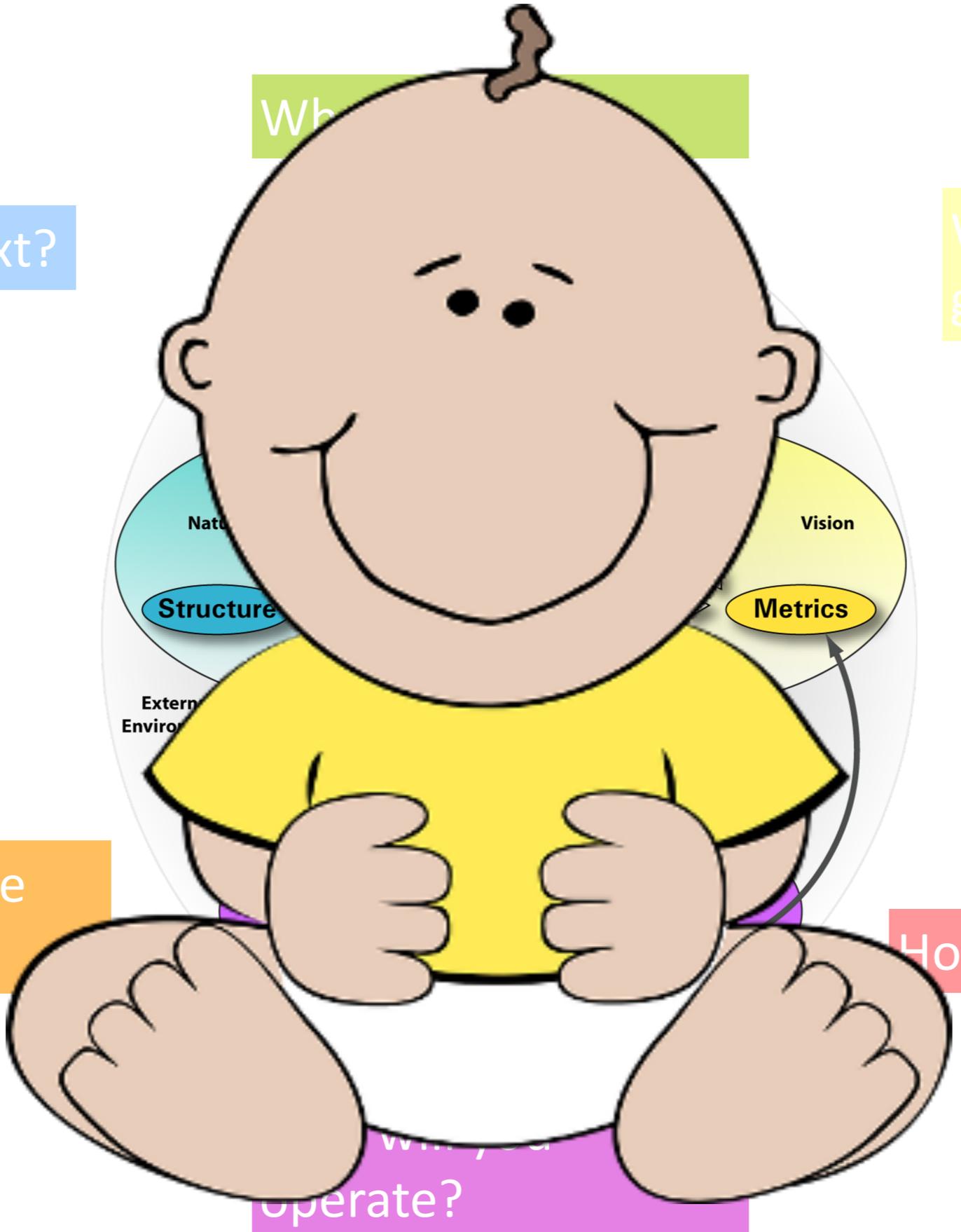
As an example for simplicity

I N V E S T

Wh

What is the context?

Where are you going?



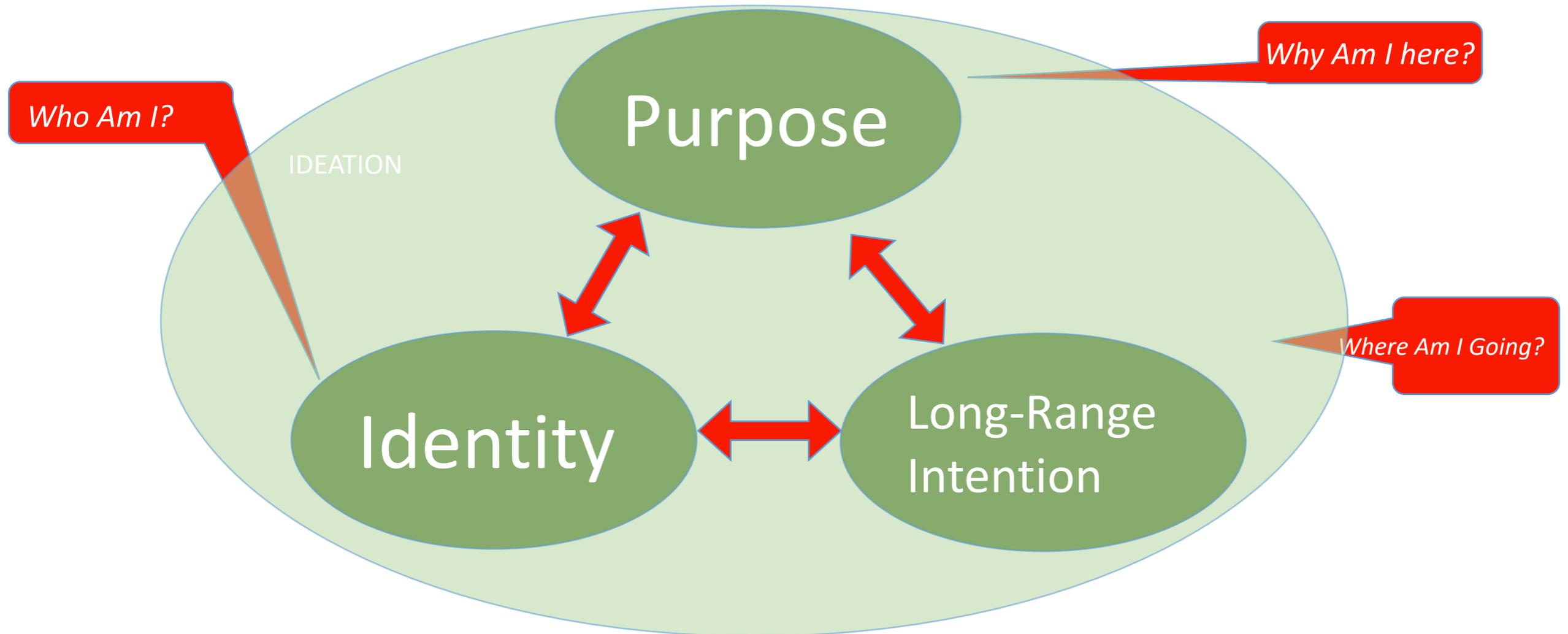
What needs to be created?

How will you do it?

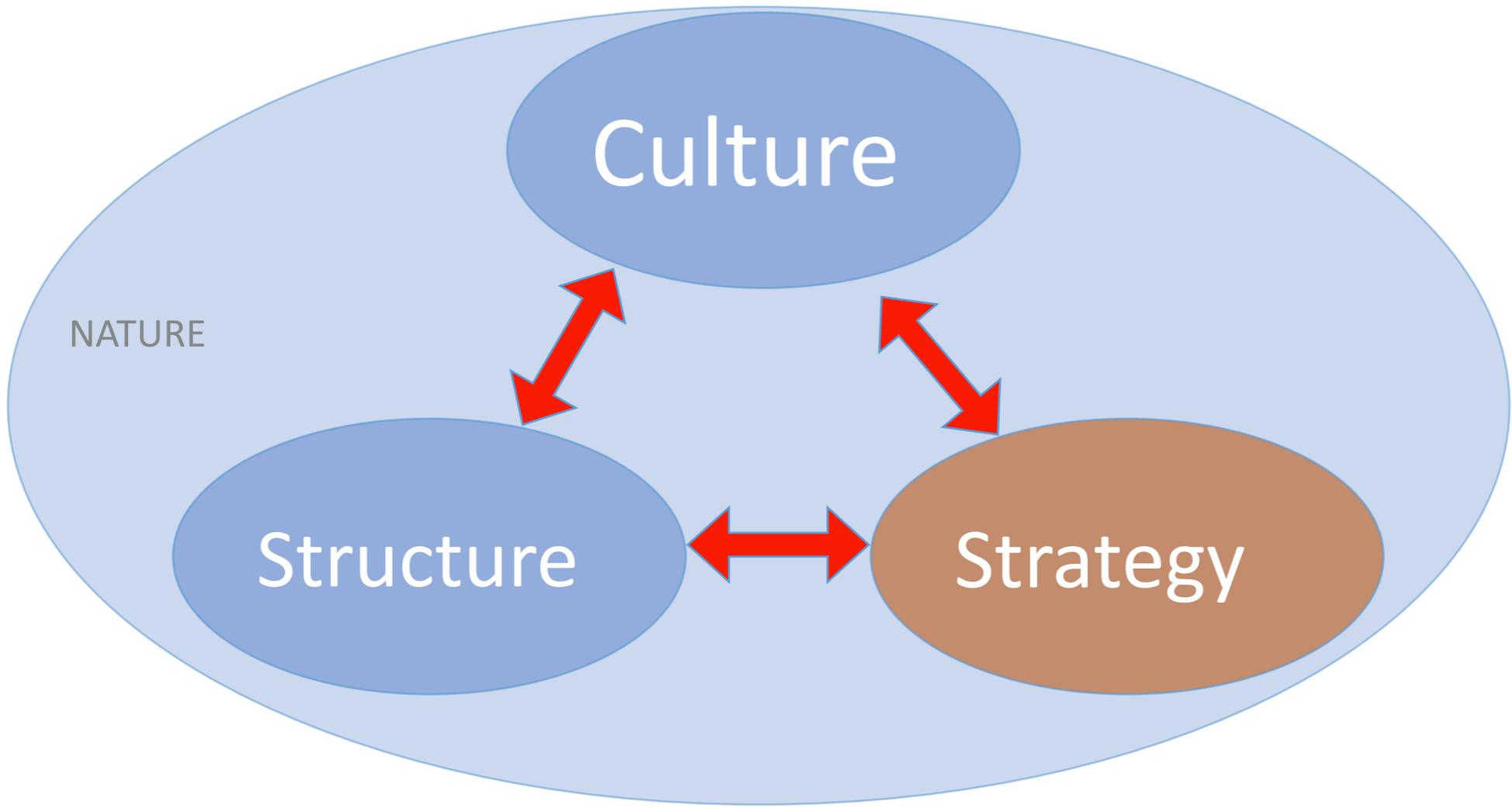
Why you operate?

The (I)deation Domain

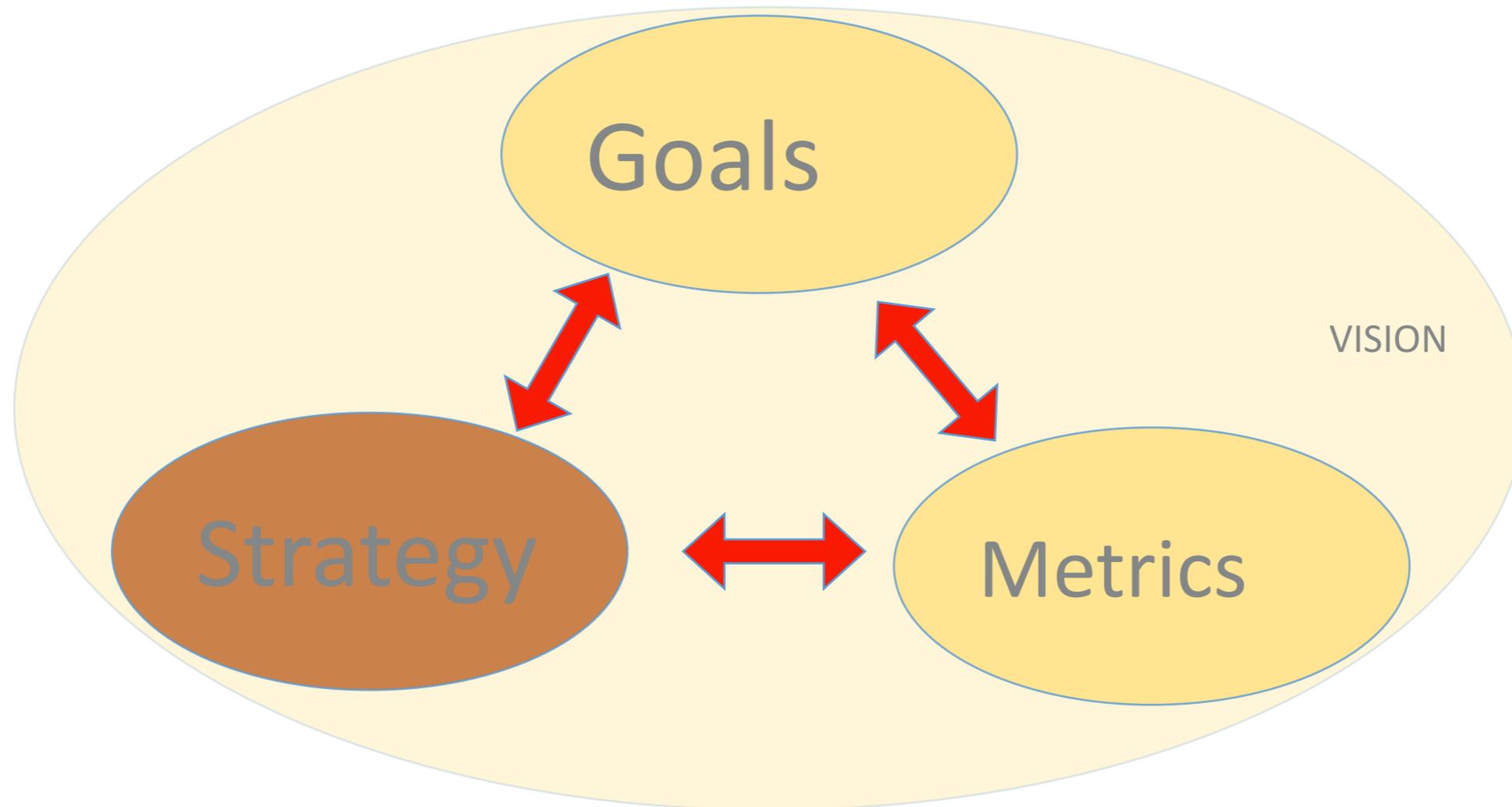
Who are you? —gaining self awareness



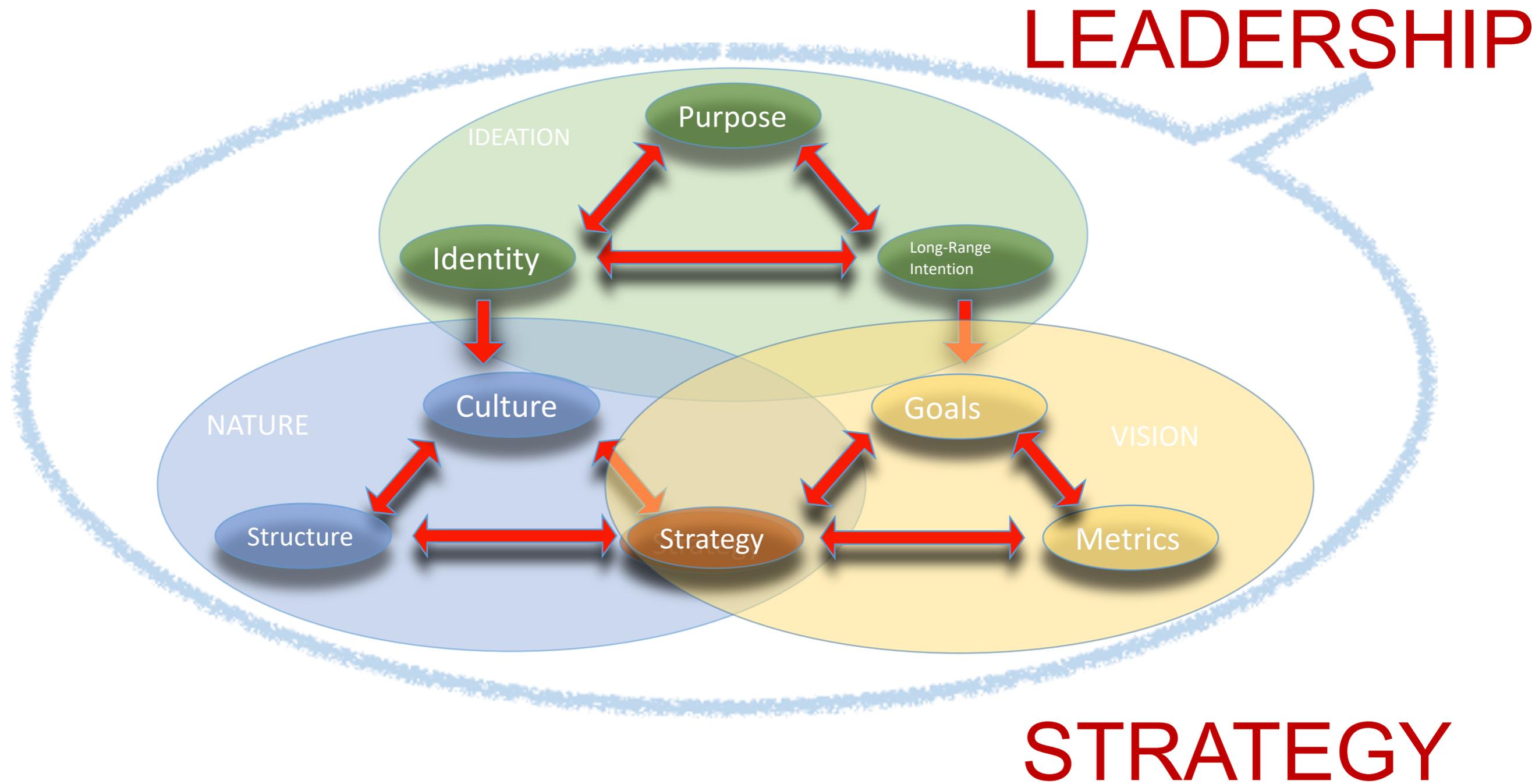
The (N)ature Domain



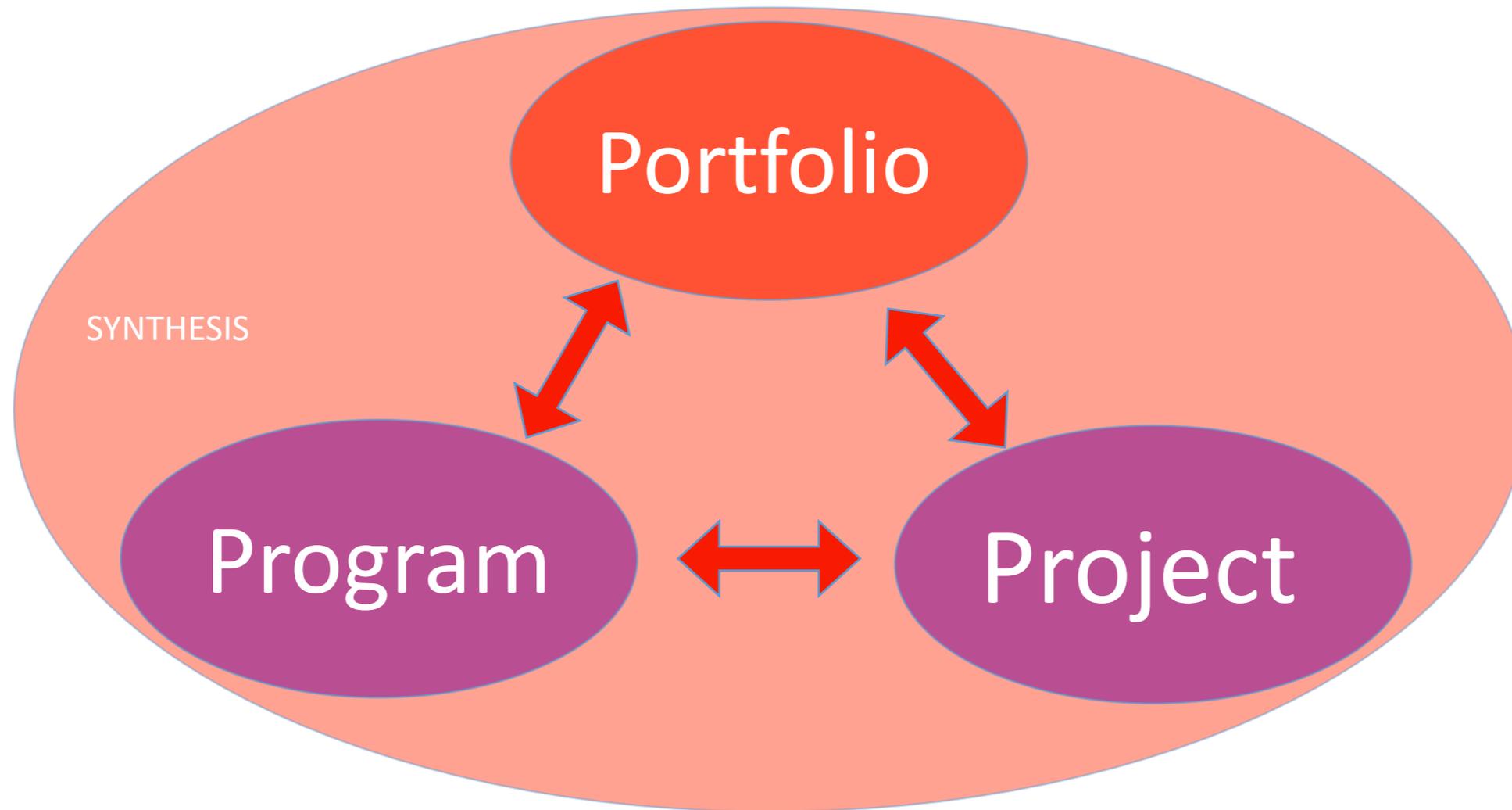
The (V)ision Domain



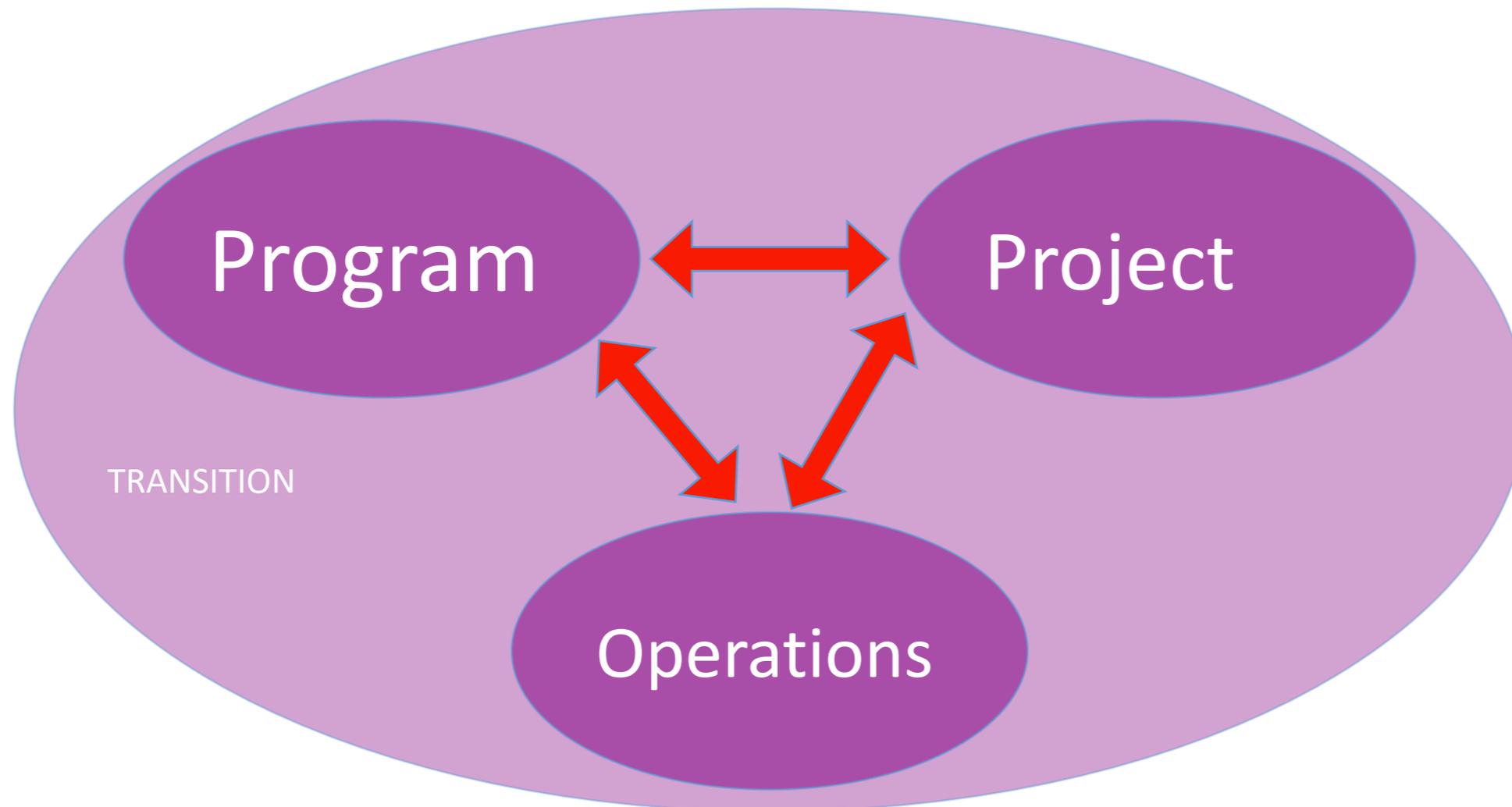
In essence...



The (S)ynthesis Domain

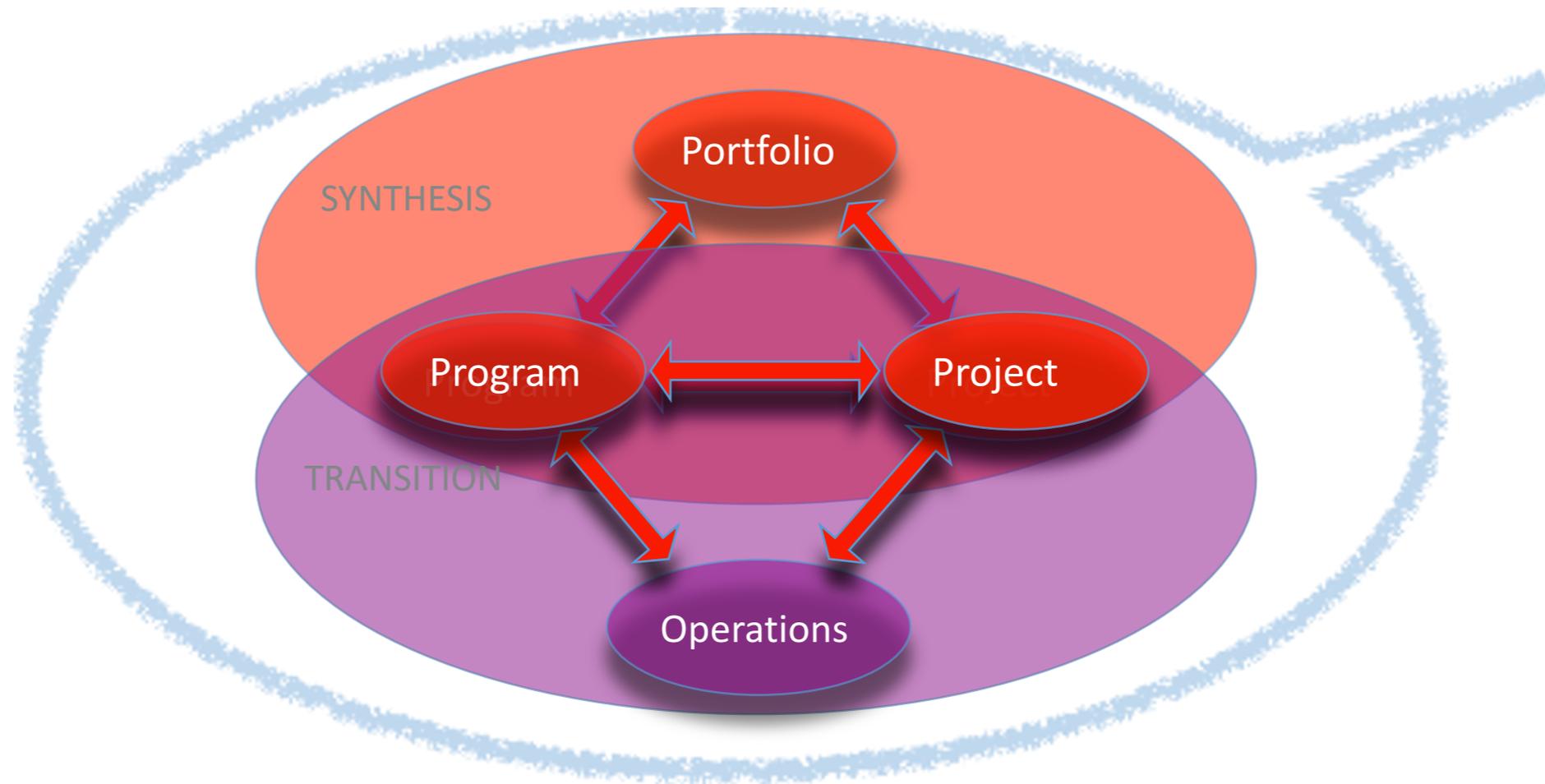


The (T)ransition Domain



In essence...

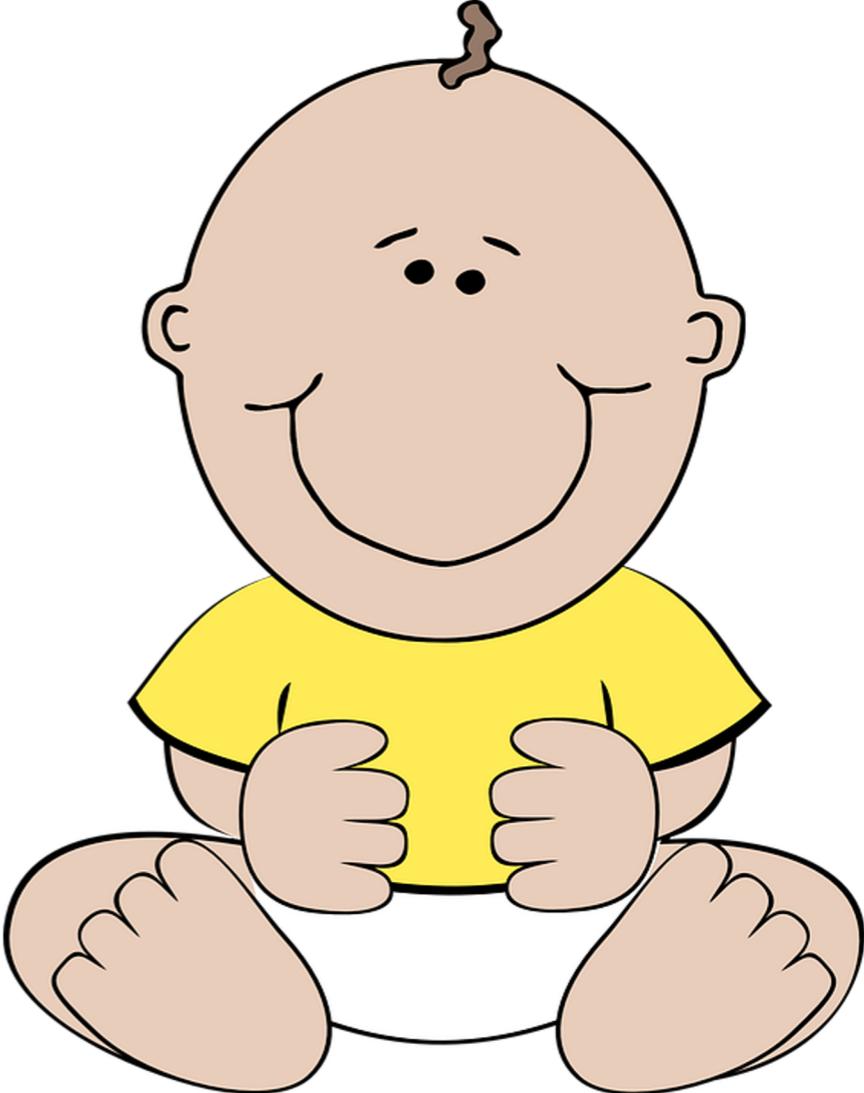
Management



Execution

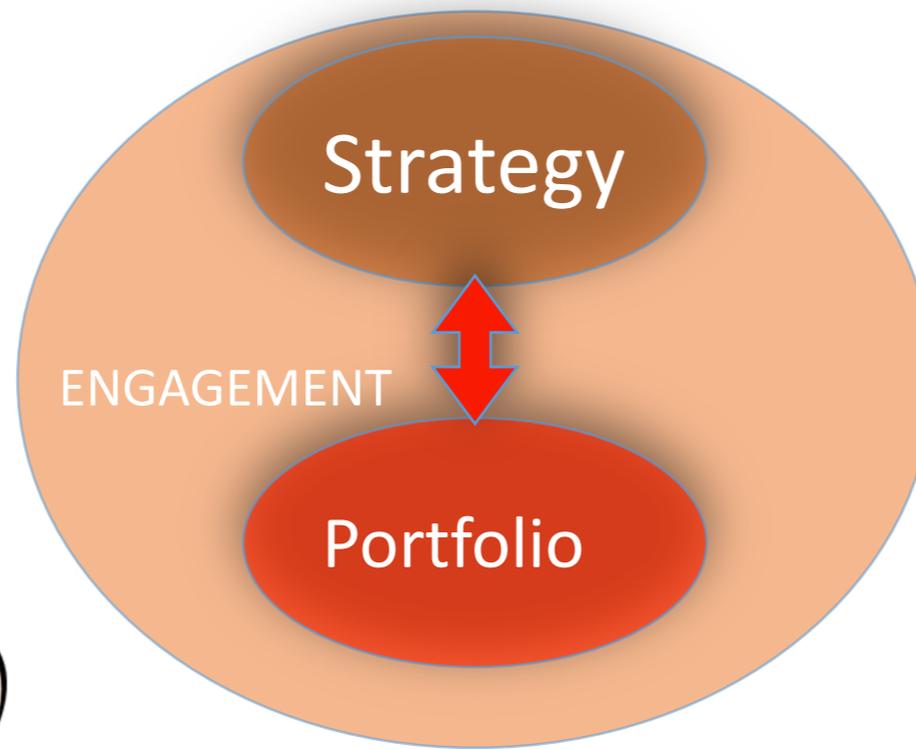
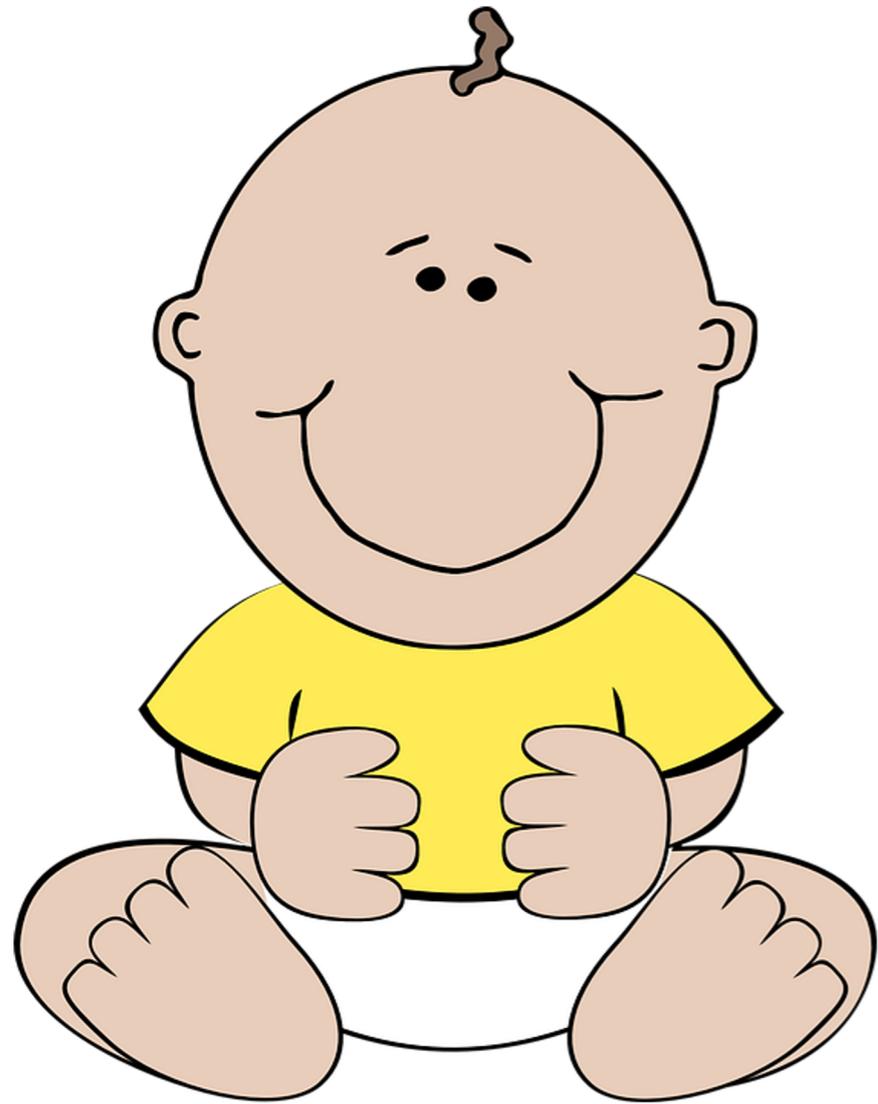


Leadership
&
Strategy

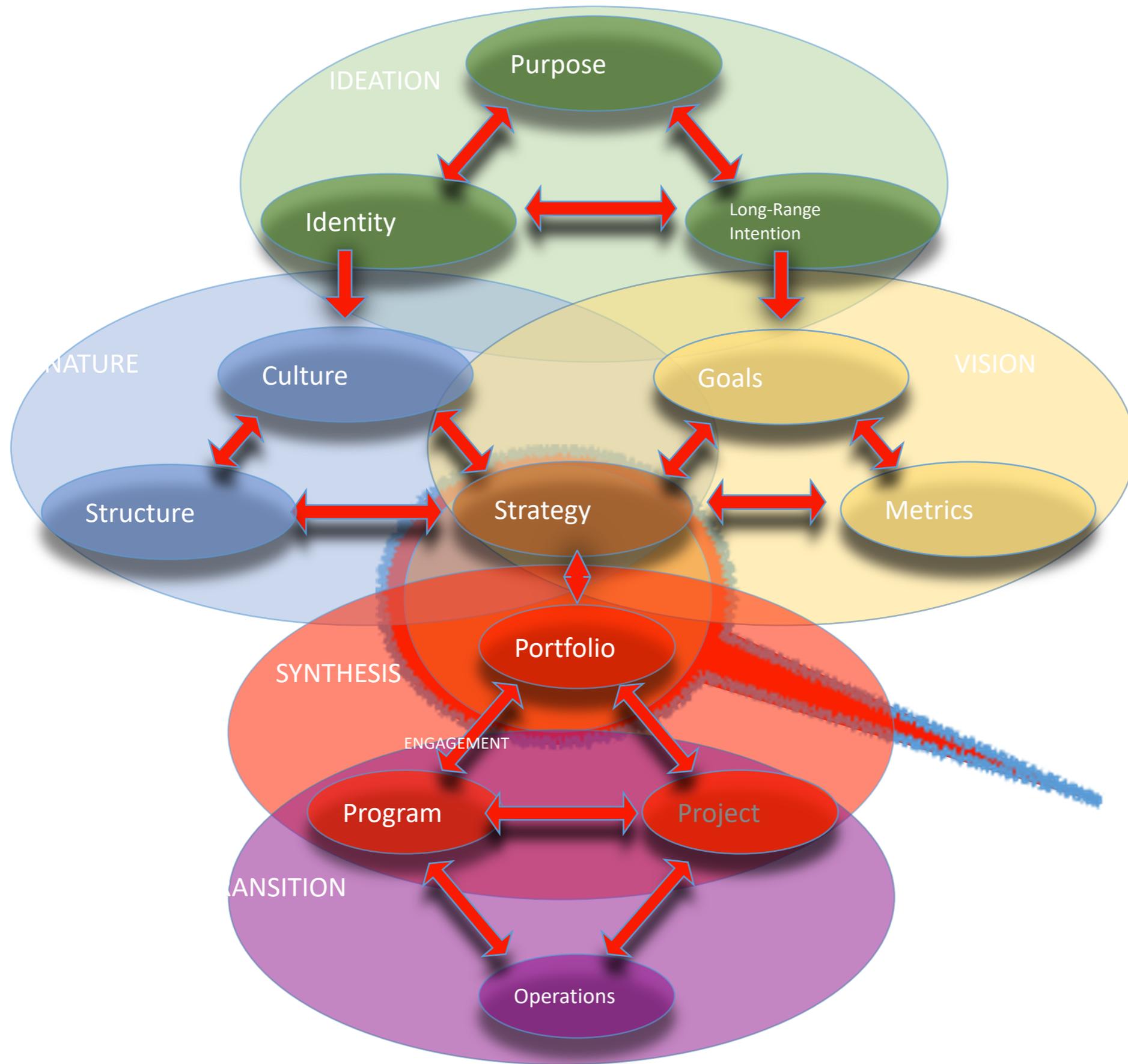


Management
&
Execution

The Alignment



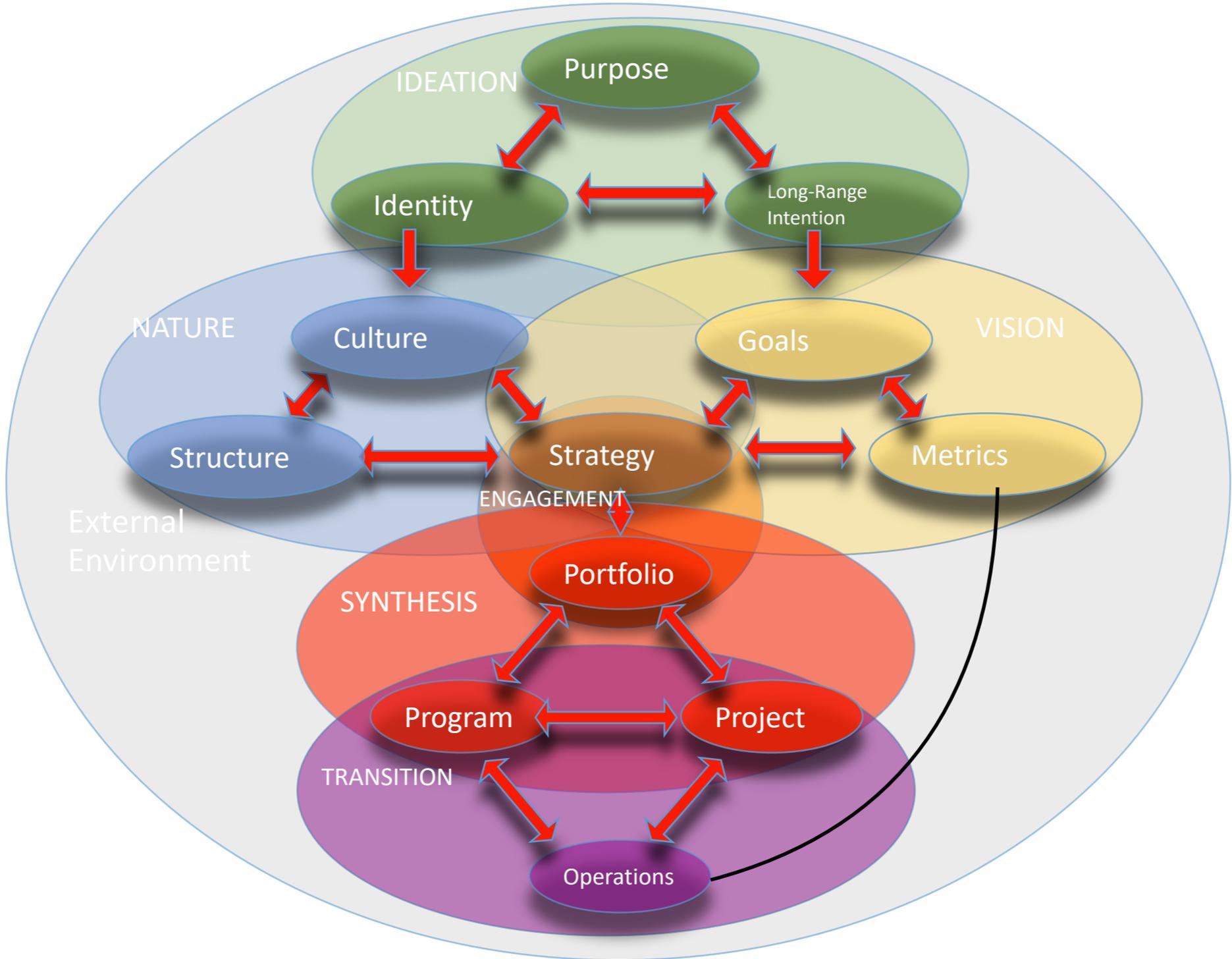
The alignment
of
STRATEGY
with
EXECUTION



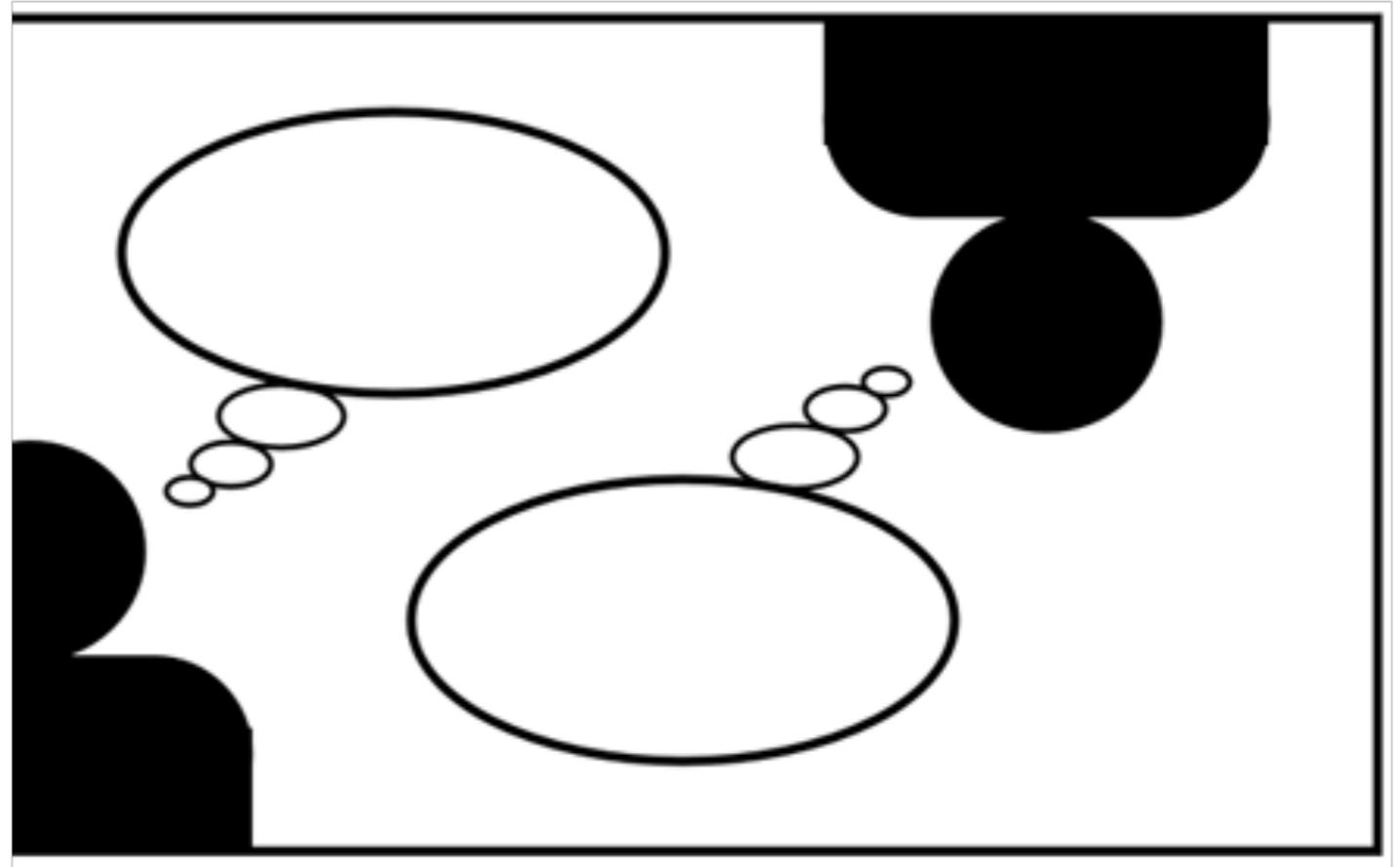
THIS IS WHERE
LEADERSHIP
&
MANAGEMENT

COME
TOGETHER

The Red Queen Hypothesis



Top Down or Bottom Up ?



- Optimize the System for 'Learning'
- Slow down to Speed Up
- Avoid systemic failures: Systems Thinking for achieving long lasting results

