



# **WHEN CAN WE STOP DOING AGILE?**

**Presented at  
Northwest Roundtable**

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**by**

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# Edward Deming

*The job of management is not supervision, but leadership.  
...The aim of leadership should be to improve the  
performance of man and machine, to improve quality, to  
increase output, and to simultaneously bring pride of  
workmanship to people.*

Deming, 1986



## The Effect of the “Revolution”

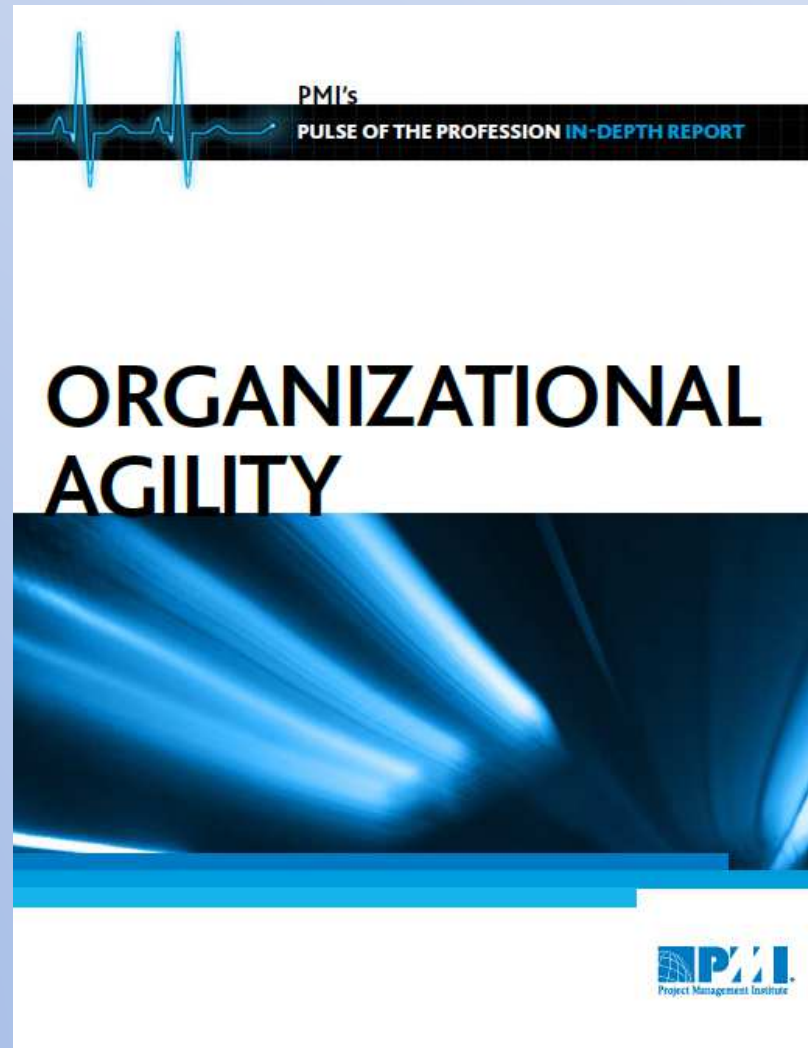
- Tremendous penetration of agile methods in software development
- Initial penetration of agile principles and practices in non-agile projects
- Jobs, jobs, jobs, for agile-literate contributors



## PMI's Response to the “Revolution”

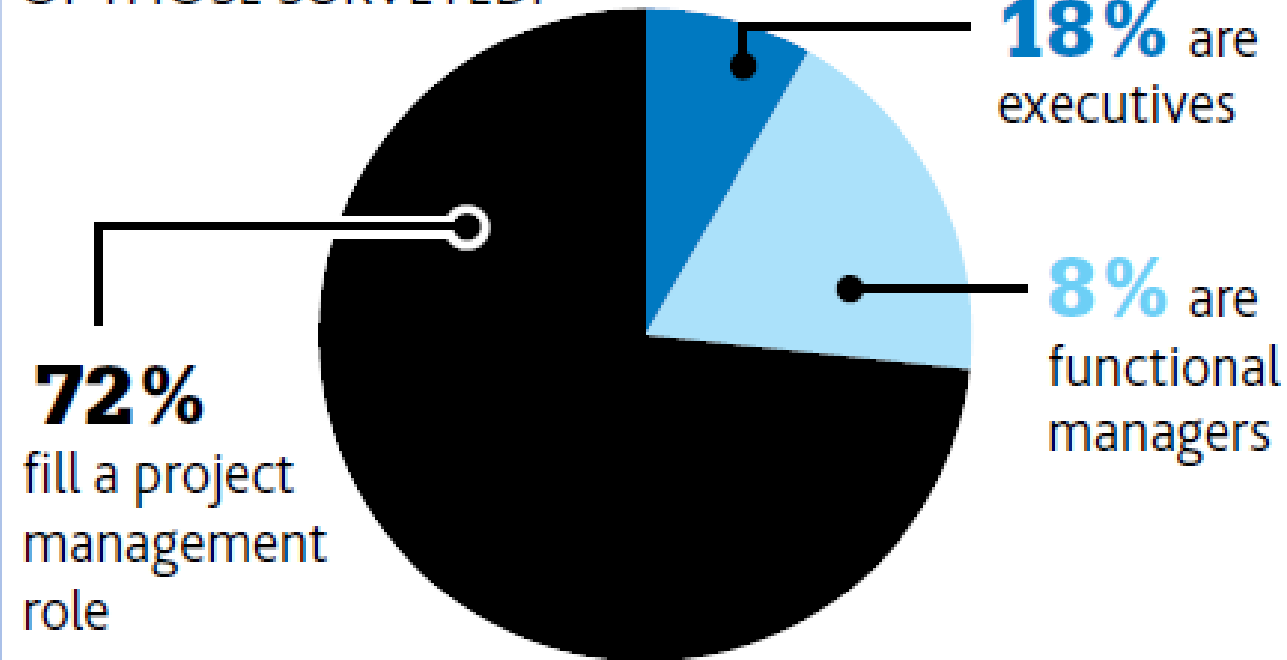
- Instantiation of the PMI-ACP
- Creation of the Agile Community of Practice
- Agile influence on PMBOK 5<sup>th</sup> Edition
- Agile presence in the Software Extension to the PMBOK 5<sup>th</sup> Edition

# PMI Pulse of the Profession 2012: Organizational Agility



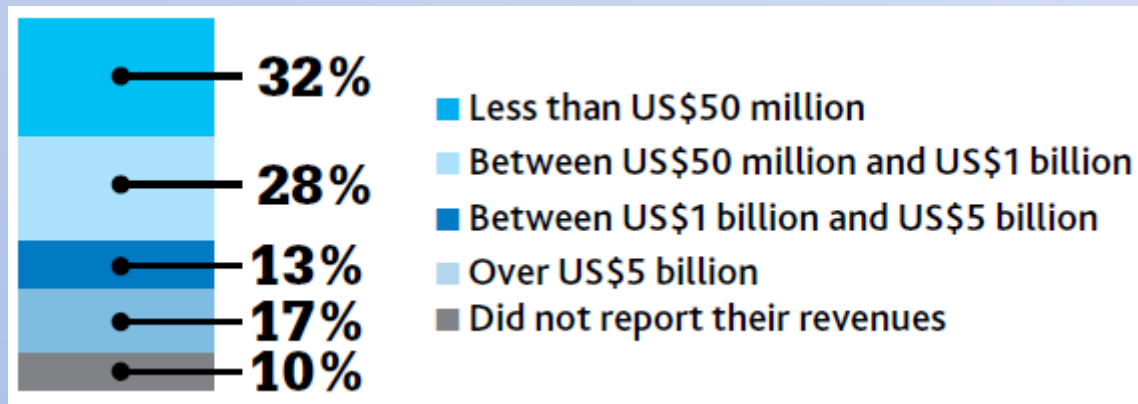
# Roles of Respondents:

OF THOSE SURVEYED:



n=1,239

# Annual Revenue of Responding Orgs



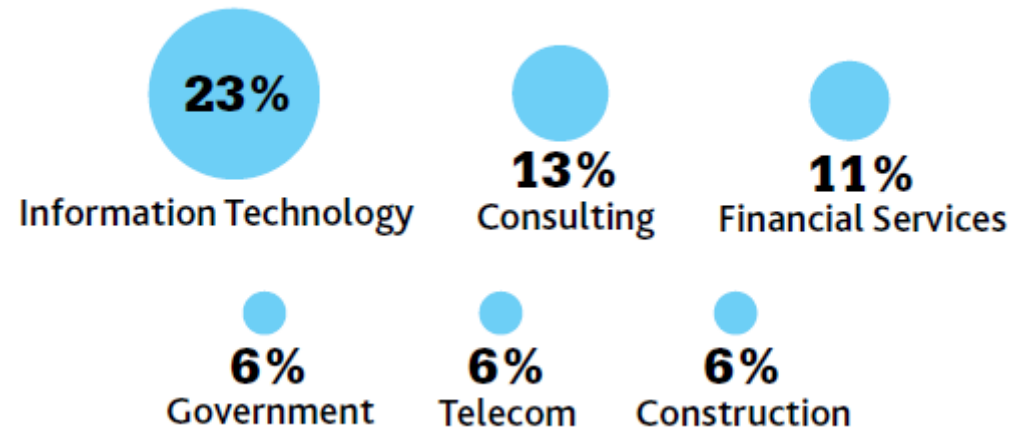


# Management Role and Industry

OF THOSE FILLING A PROJECT MANAGEMENT ROLE:

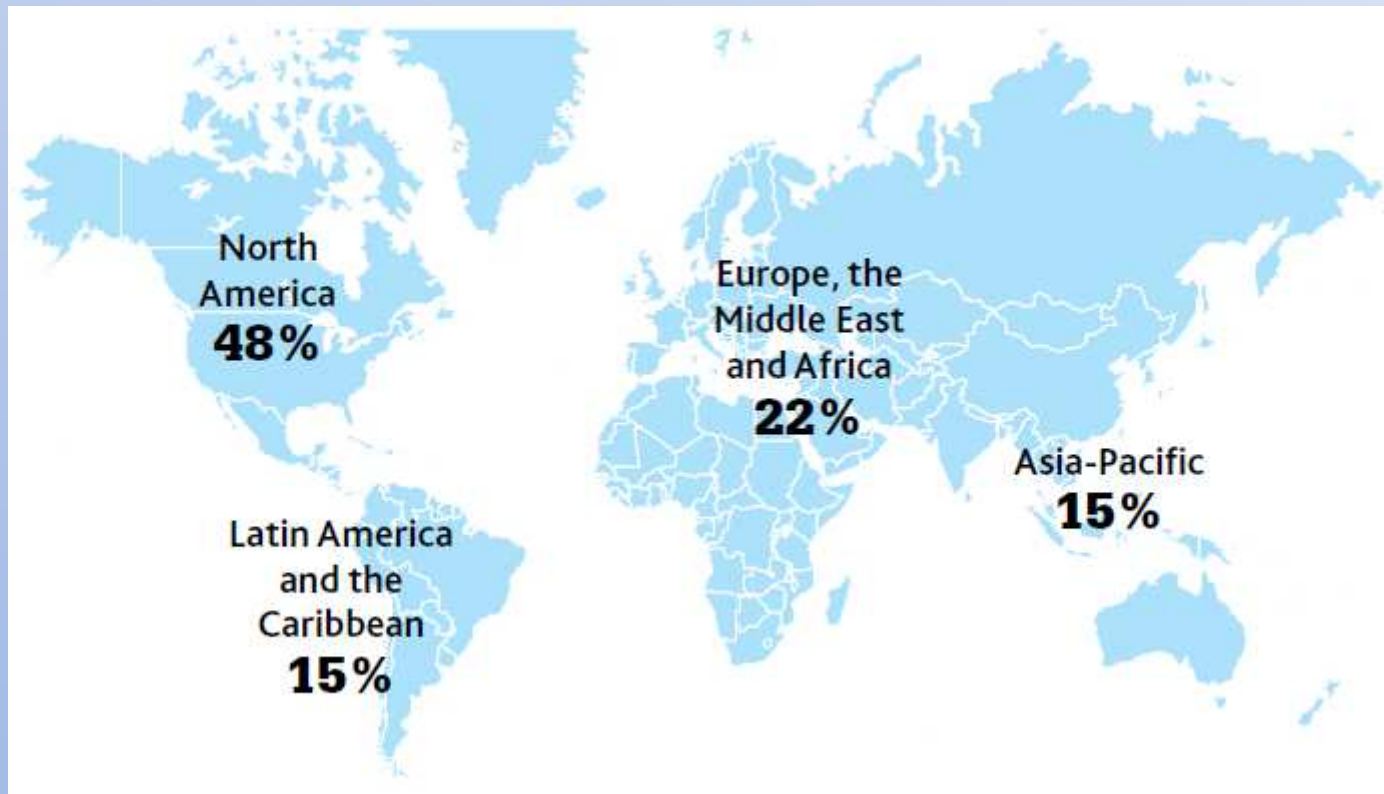
- 22%** are project managers
- 20%** are directors of project management/  
project management office
- 12%** are program managers
- 8%** are portfolio managers
- 7%** are project management consultants
- 4%** are project management specialists

SOME OF THE INDUSTRIES REPRESENTED ARE:



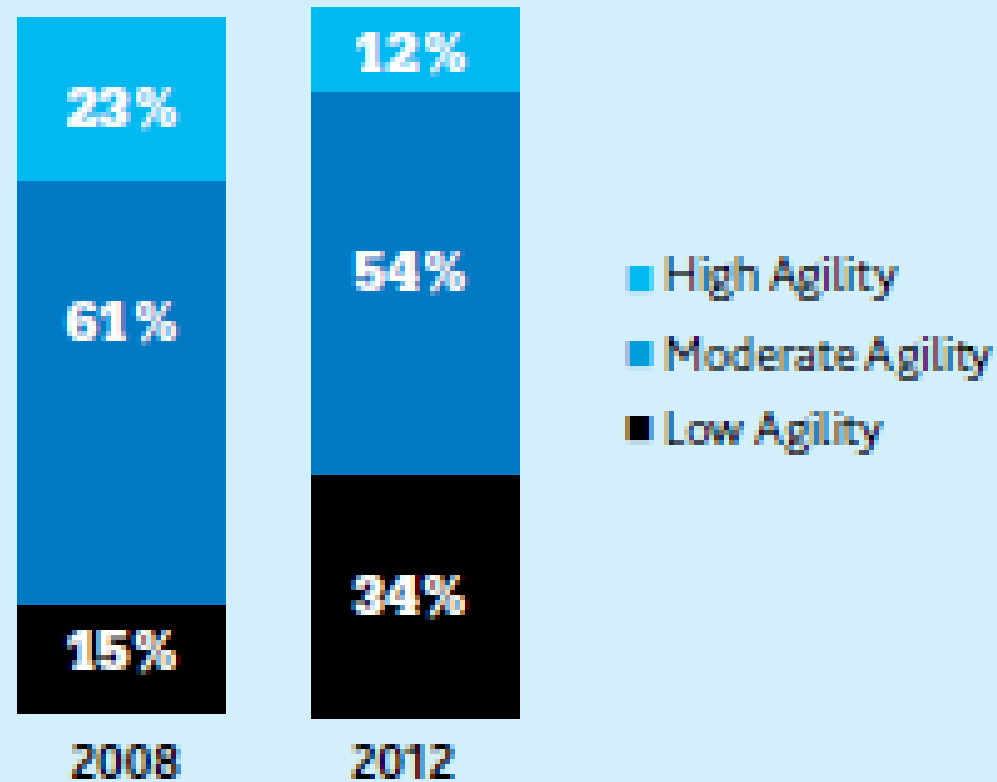


# Countries Participating in the Study



# Agility Has Significantly Decreased

Organizations report they are less agile today



# What Defines “Agility”

Seize  
opportunities

**Flexible**

**Competitive  
edge**

**Responsive**

Identify  
market  
shifts

Quick to adapt

**Maintain  
fast pace**

# The Practices and Characteristics of Agility



**75%**  
Quick response to  
strategic opportunities



**64%**  
Shorter decision/  
production/review cycles



**59%**  
Focus on change  
management



**54%**  
Integrating voice  
of the customer



**53%**  
Focus on risk  
management



**53%**  
Interdisciplinary  
project teams



**53%**  
Elimination of  
organization silos



**51%**  
Contingency  
planning



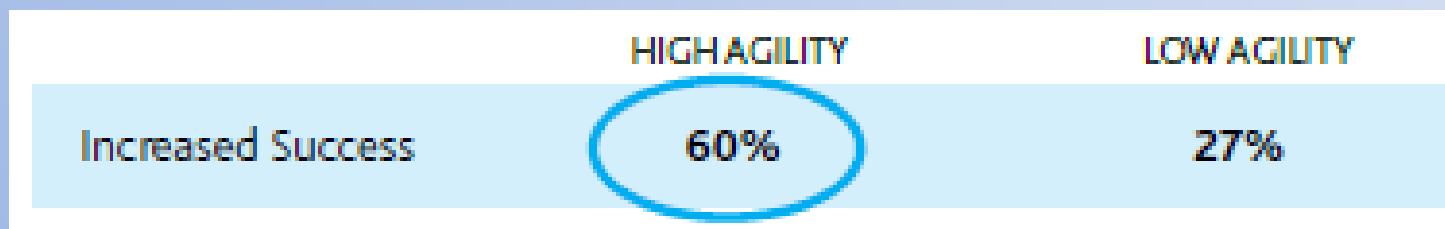
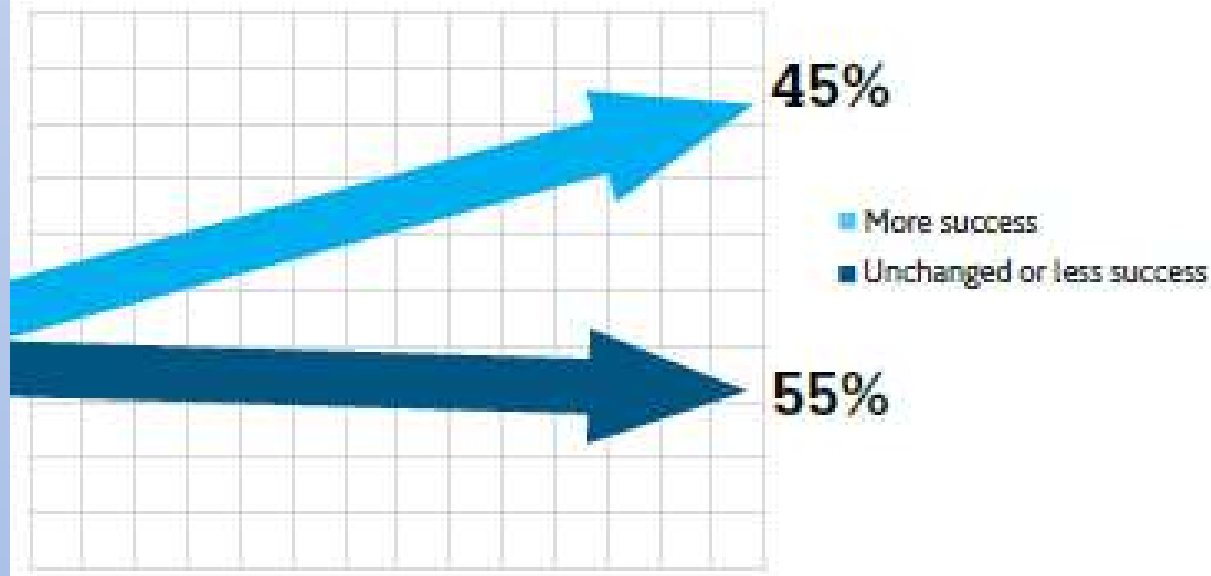
**50%**  
Use of iterative project  
management practices



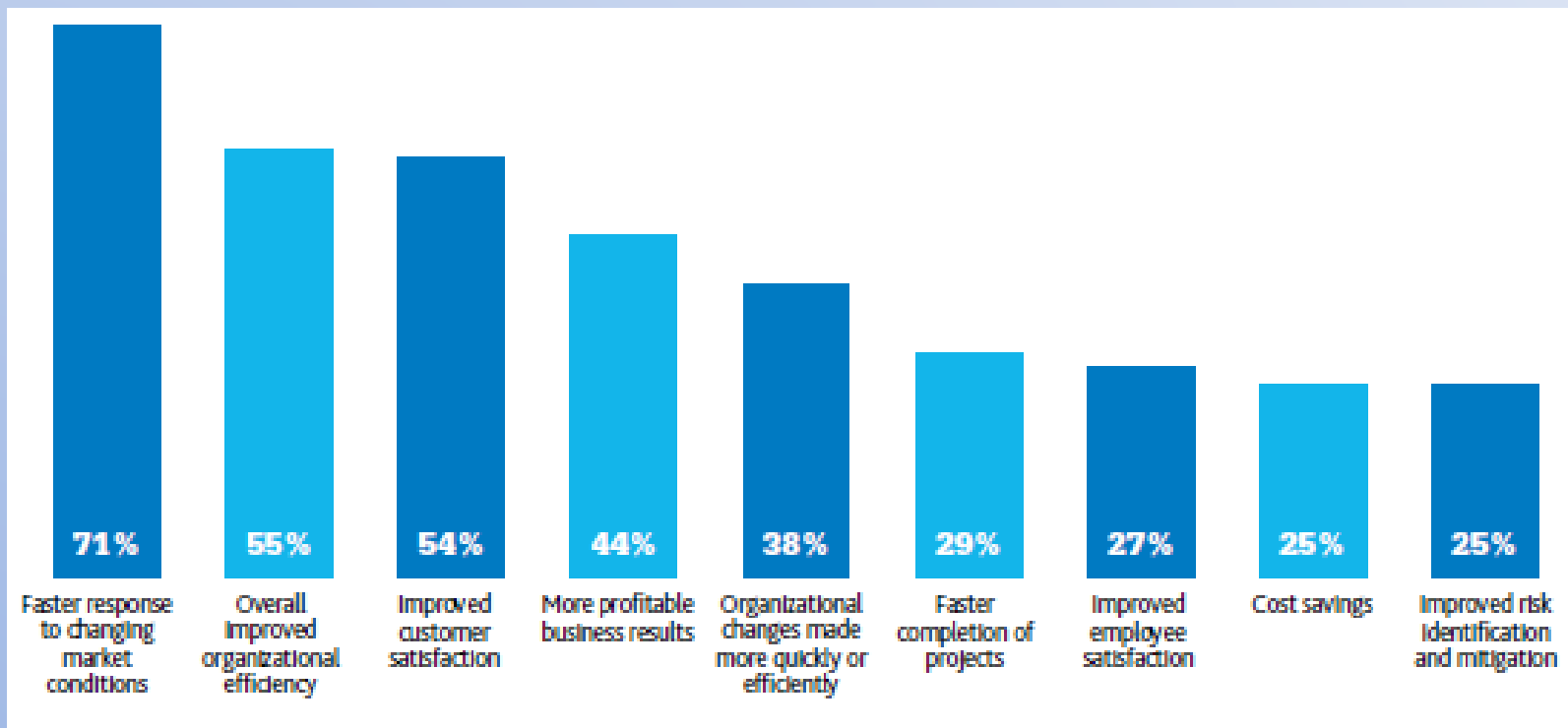
**46%**  
Leveraging  
technology

# Agility as Competitive Edge

SUCCESS WITH NEW INITIATIVES OVER THE PAST 2-3 YEARS

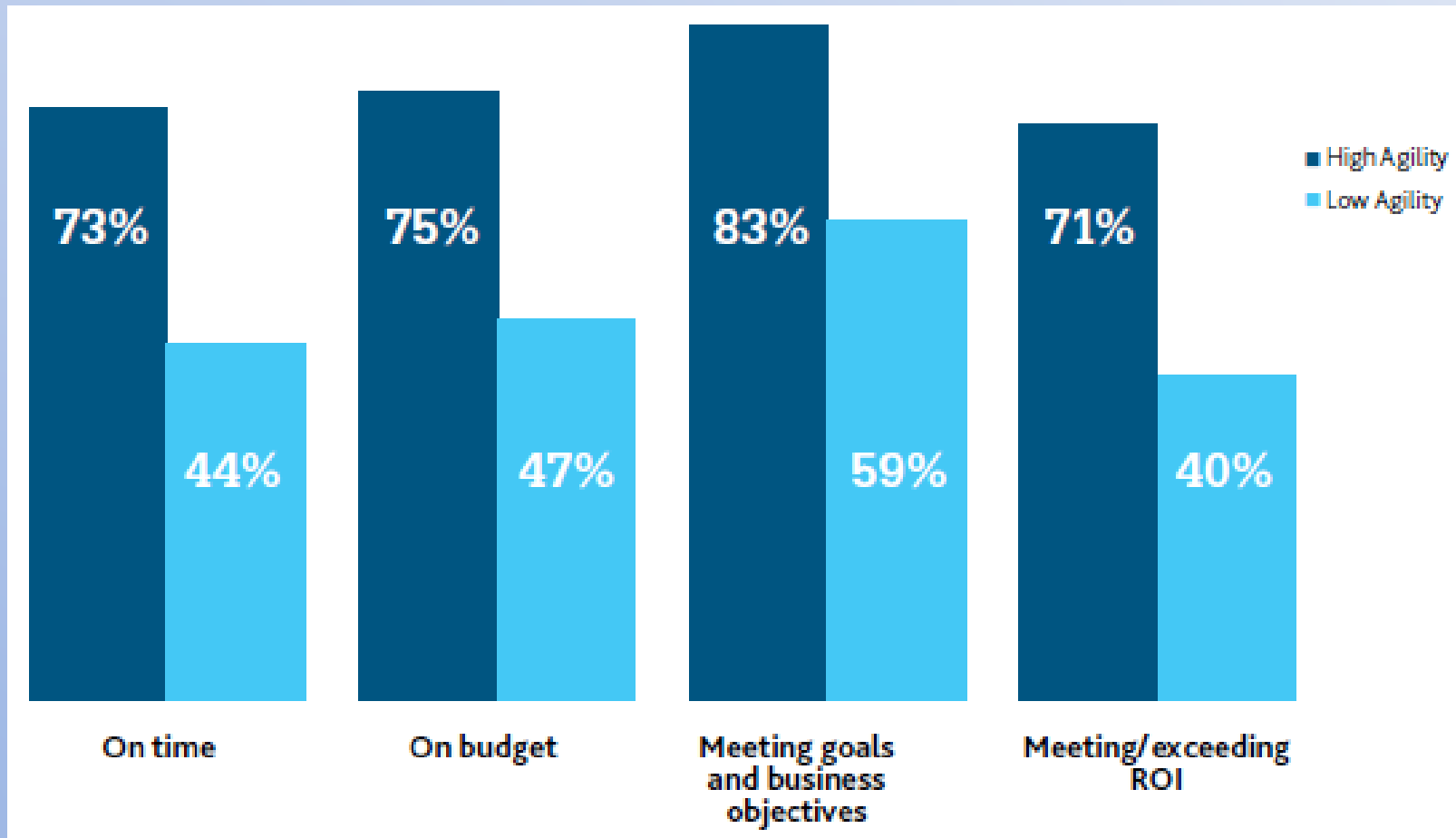


# Benefits of Organizational Agility

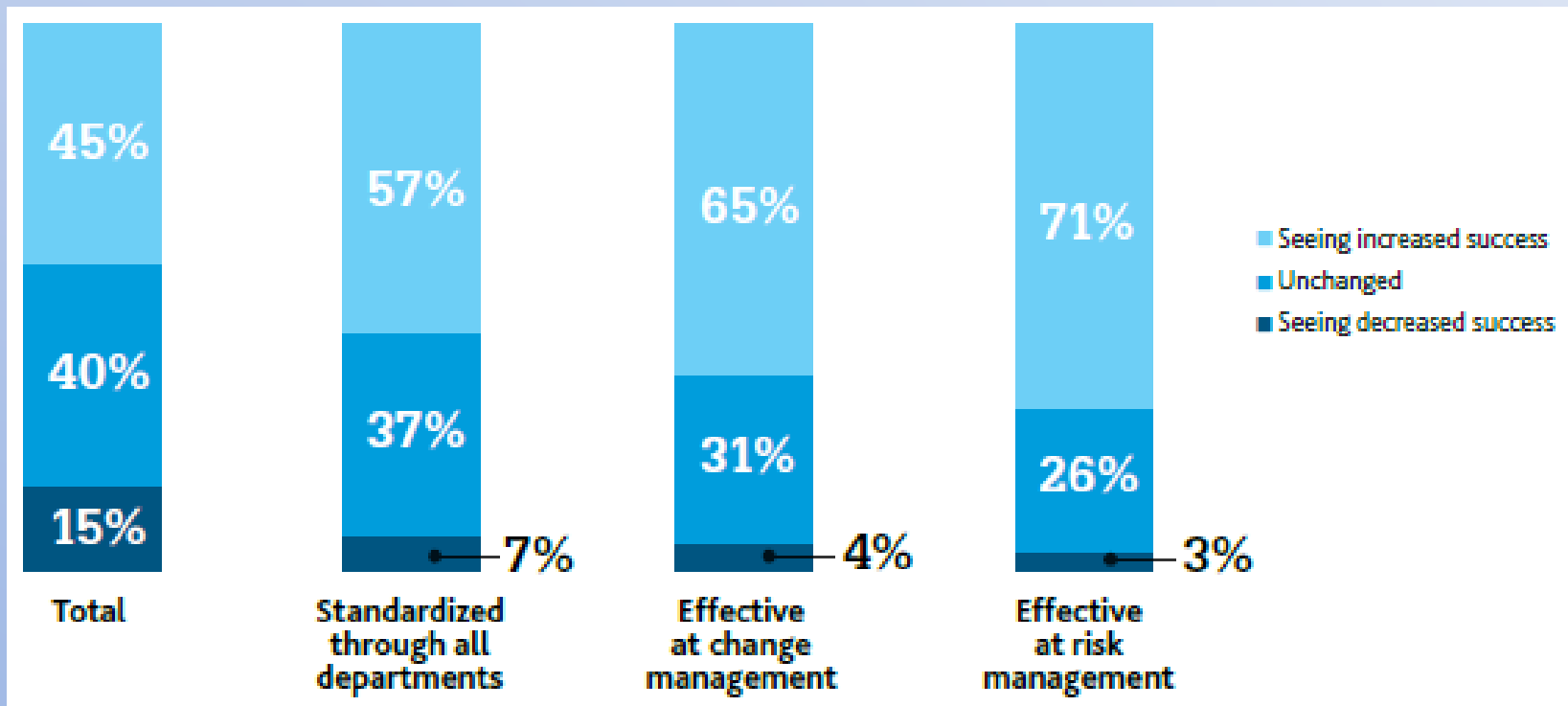




# Project Success Metrics by Level of Agility



# The Practices That Lead to Agility Lead to Greater Success



# PMI Certifications Overall

Statistics through 30 September 2013

## PMI Fact File

More than **4 Million** *PMBOK® Guide* Editions Now in Circulation!

**TOTAL MEMBERS**  
438,357



PMI has  
**265** chartered chapters  
in **84** countries

### CREDENTIALS/CERTIFICATIONS

Total Active Holders of:

**CAPM®** Certified Associate in Project Management 23,793

**PMP®** Project Management Professional 585,040

**PgMP®** Program Management Professional 969

**PMI-RMP®** PMI Risk Management Professional 2,512

**PMI-SP®** PMI Scheduling Professional 1,033

**PMI-ACP®** PMI Agile Certified Practitioner 3,893

### PUBLISHING



4,298,150

Total copies of  
all editions\* of the  
*PMBOK® Guide*  
in circulation

\*includes PMI-published  
translations

# Changes in Hiring Trends


## scrum master, agile project manager Job Trends

Scale: [Absolute](#) - Relative

Job Trends from Indeed.com

— scrum master — agile project manager





# International Project Management Day 2013: Power of the Profession

The problems faced by project managers in large projects regardless of the sector are by nature complex. Once a project or problem is seen as complex, there are implications for its management. That is to say, no longer can traditional project management, leadership strategies, and reductionist methods be applied with confidence . . .  
**. There is increasing evidence that new ways of thinking that draw upon accumulated knowledge of this systems approach can equip project managers and program managers with the methodologies that give better results.**

Fred Payne, President, International Centre for Complex Project Management





# The End of Leadership

Failures of leadership are found everywhere. . . . 77 percent of Americans “agree” or “strongly agree” that the United States has a leadership crisis. . . . 7 percent of employees trust their employers, their leaders and managers; similarly, subordinates do not generally consider their superiors to be either honest or competent. . . . one might sensibly be struck by the persistence of bad leadership in American business.

Barbara Kellerman (2012)





# The Piece for the Mantle

The great enemy of the truth is very often not the lie -- deliberate, contrived and dishonest, but the myth, persistent, persuasive, and unrealistic. Belief in myths allows the comfort of opinion without the discomfort of thought.

John F. Kennedy

# Questions?

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