How to Drive Transformative Change

Al Zeitoun and Stuart Easton
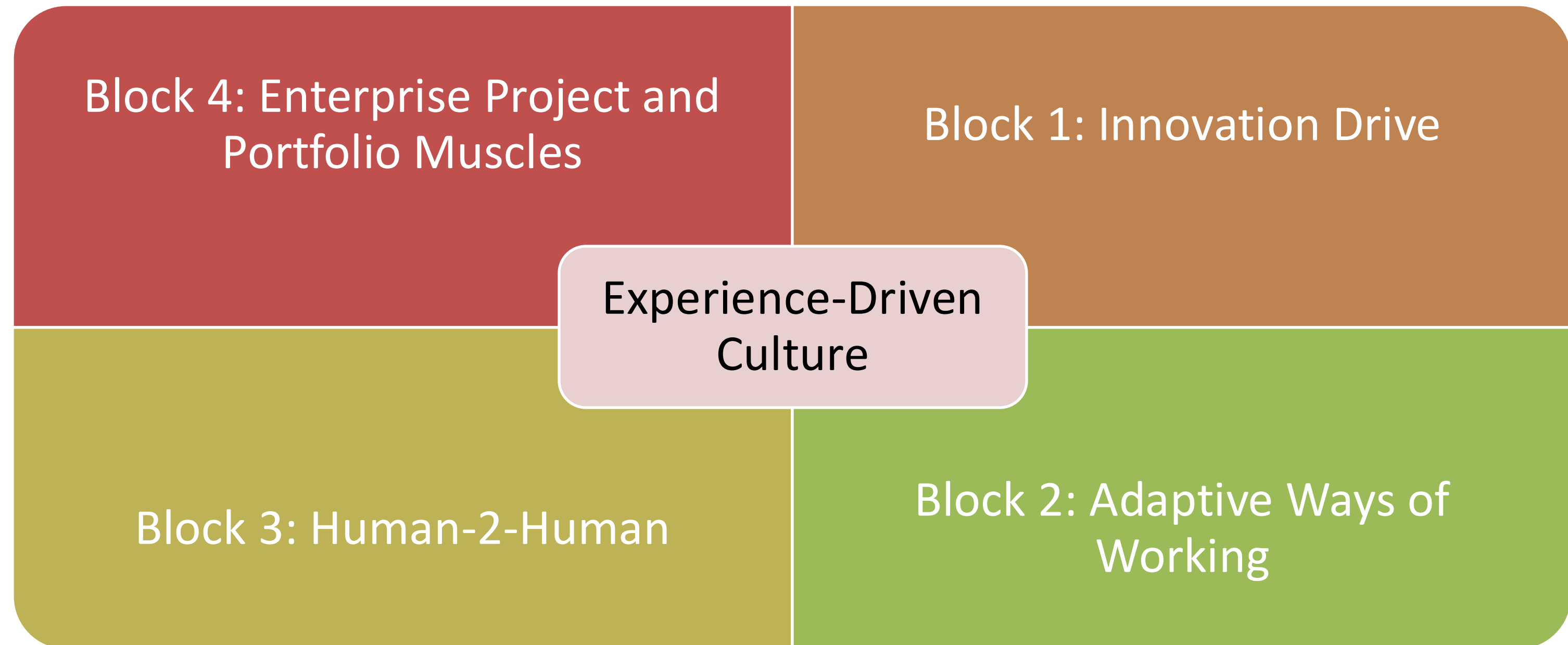
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Experience-Driven Culture

- The intentional approach we choose to design an organization that creates the inspiring and effective environment for workers, partners, customers, and extended group of stakeholders.

- The assumption is that these cultures work well for organizations on the path of transforming and that execute their transformation work in the form of portfolios or projects and programs.

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Experience-Driven Culture Model

Block 4: Enterprise Project and Portfolio Muscles

Block 1: Innovation Drive

Experience-Driven Culture

Block 3: Human-2-Human

Block 2: Adaptive Ways of Working

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Innovation Drive

Poll 1

Where do leaders in the future organization increasingly spend their time?

A) Thinking again for a change

B) Galvanizing Stakeholders

C) Aligning across Organizational Boundaries

D) Adapting to Customers' Demands

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Poll 1

Where do leaders in the future organization increasingly spend their time?

Thinking again for a change 27%

Galvanizing stakeholders 0%

Aligning across organizational boundaries 18%

Adapting to customers' demands 55%

Based on LinkedIn Open Polling

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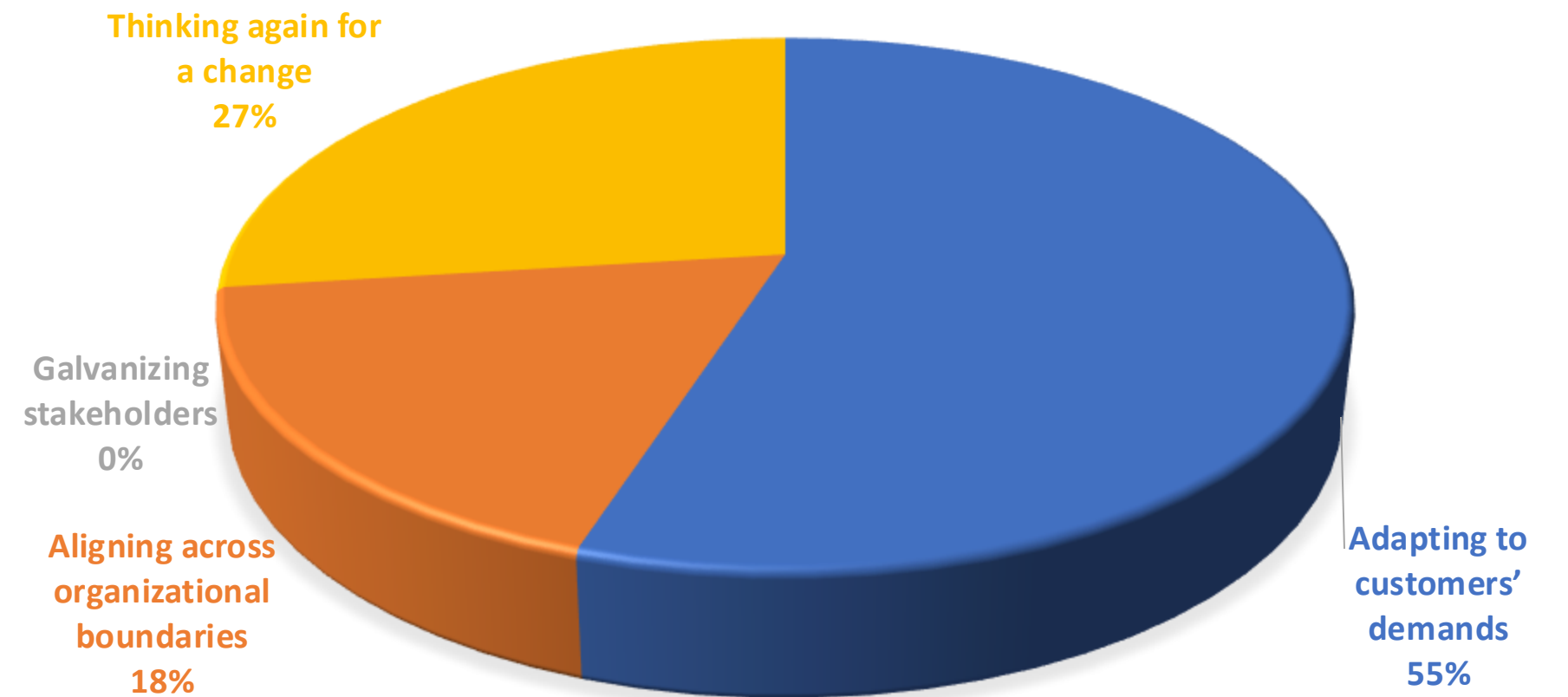
Getting to Value across Stakeholders
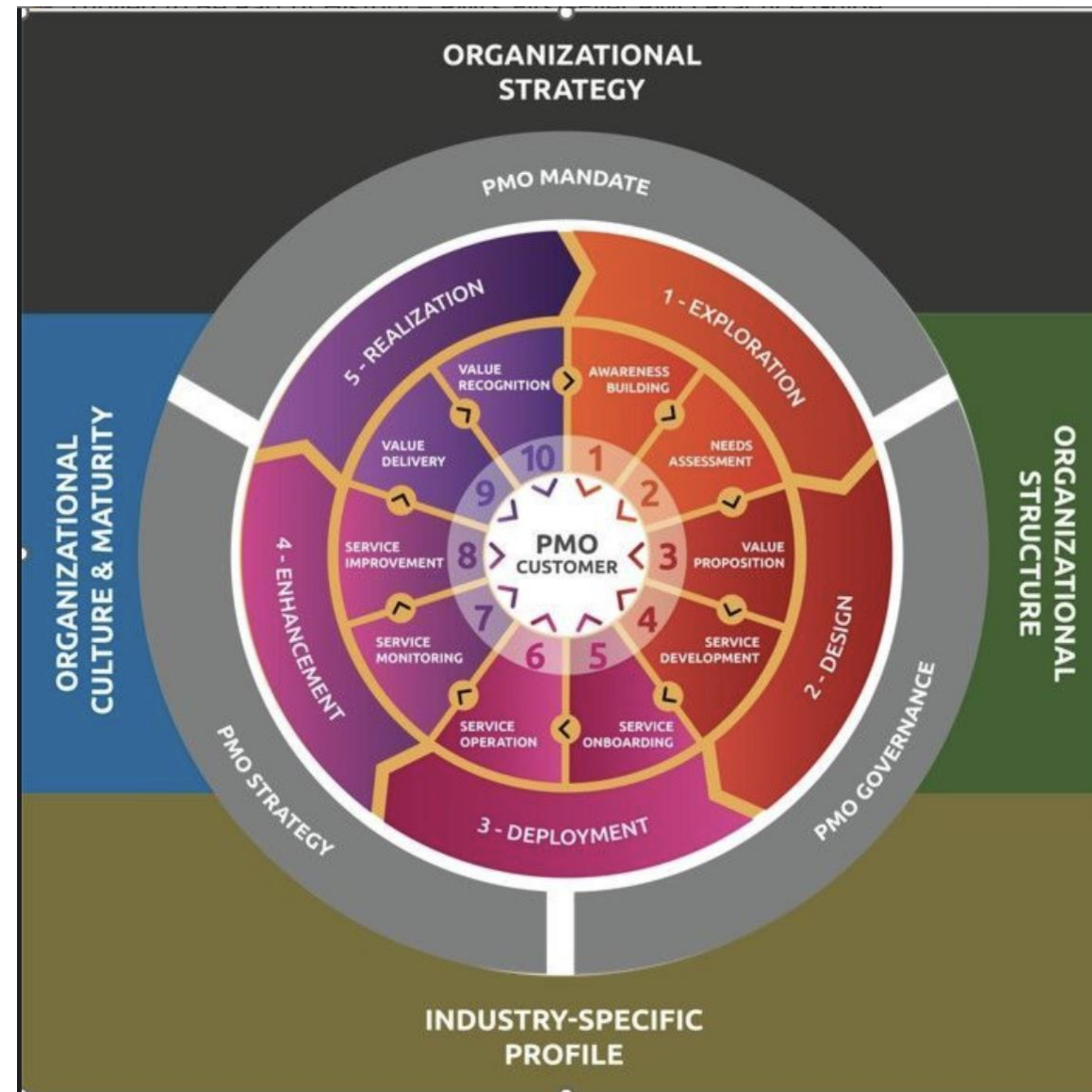
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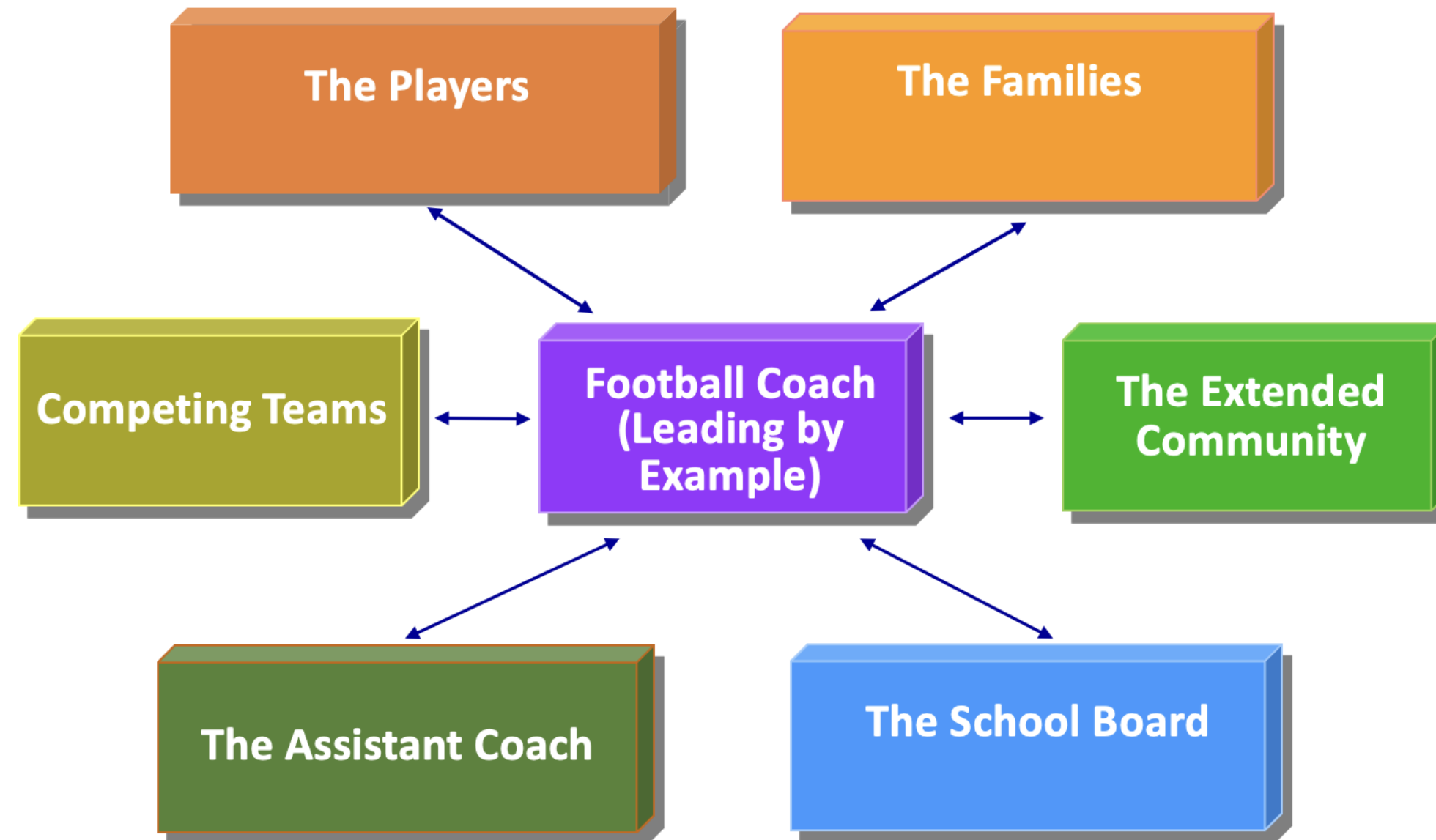
Adaptive Ways of Working

The Value Focus

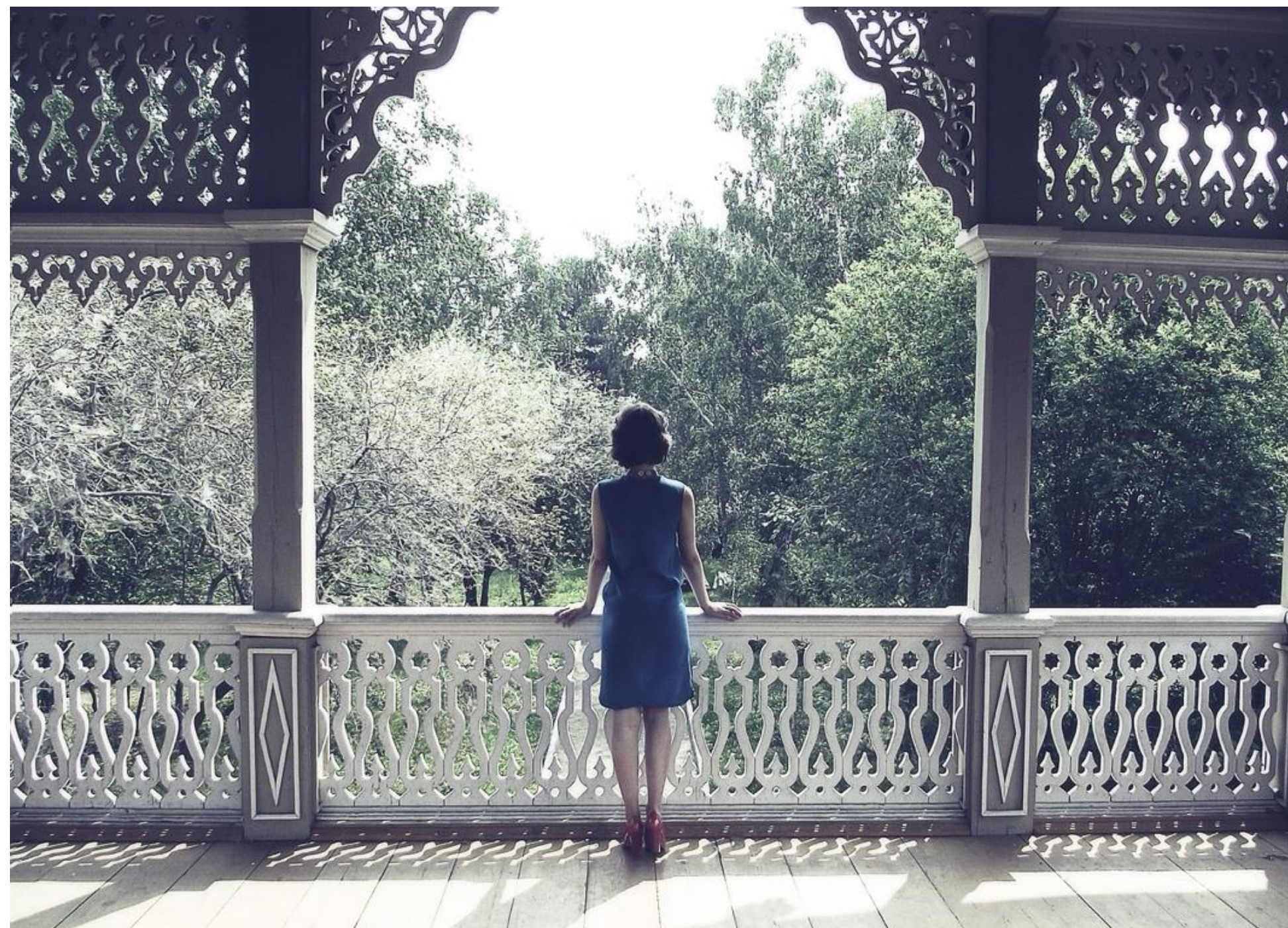# PMO Value Ring Framework Example

Reference: PMI – PMO Practice Guide, Figure 9-1, Page 103

The Need for Holistic View

Adapting with the 3 Hs

Value

Hand: Ease of Decision/Action

Heart: Emoting Language

Clarity and Focus

Head: Logic and data

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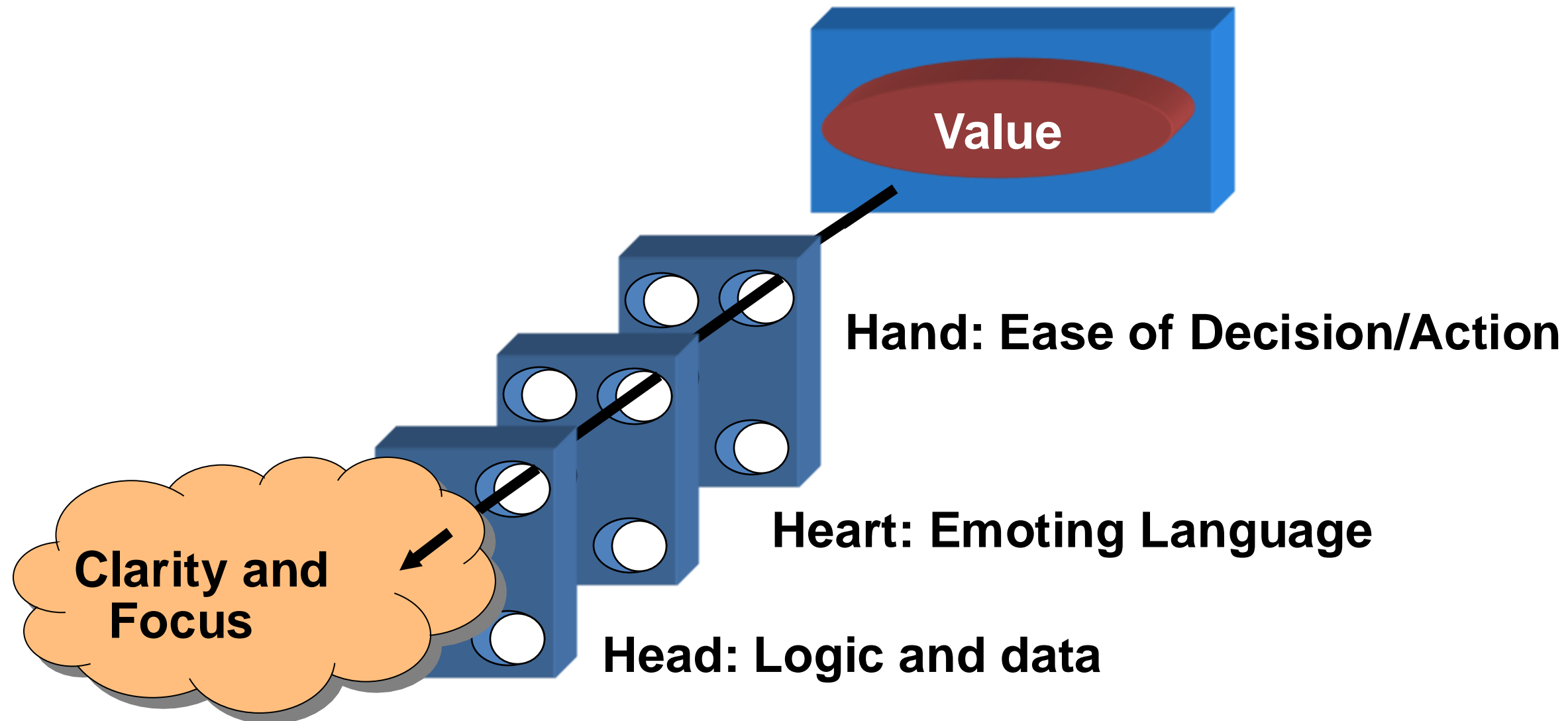
Poll 2

What do PMO Leaders focus on to drive change?

A) Cultural transparency

B) Higher risk appetite

C) Vulnerable leadership

D) Rewarding change

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Poll 2

What do PMO Leaders focus on to drive change?

- Cultural transparency — 42%
- Higher risk appetite — 9%
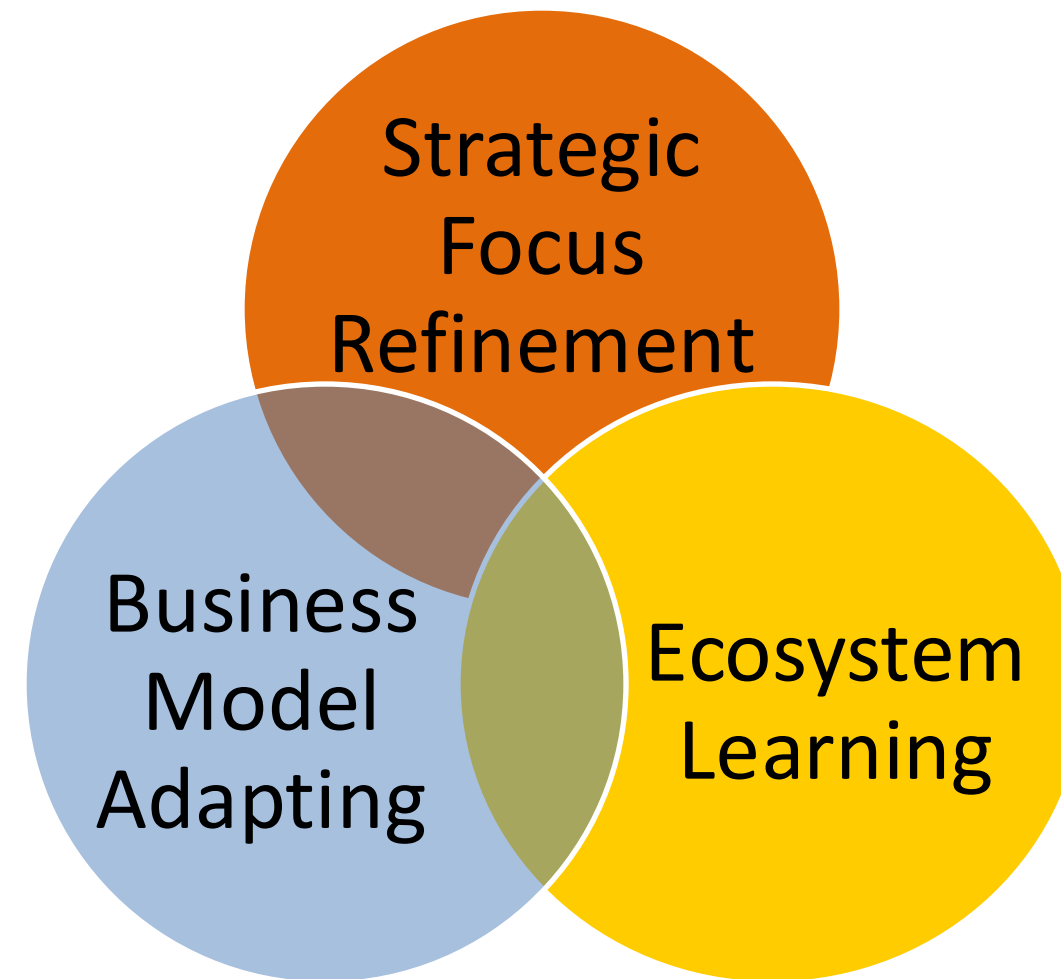- Vulnerable leadership — 20%
- Rewarding change — 29%

Based on LinkedIn Open Polling

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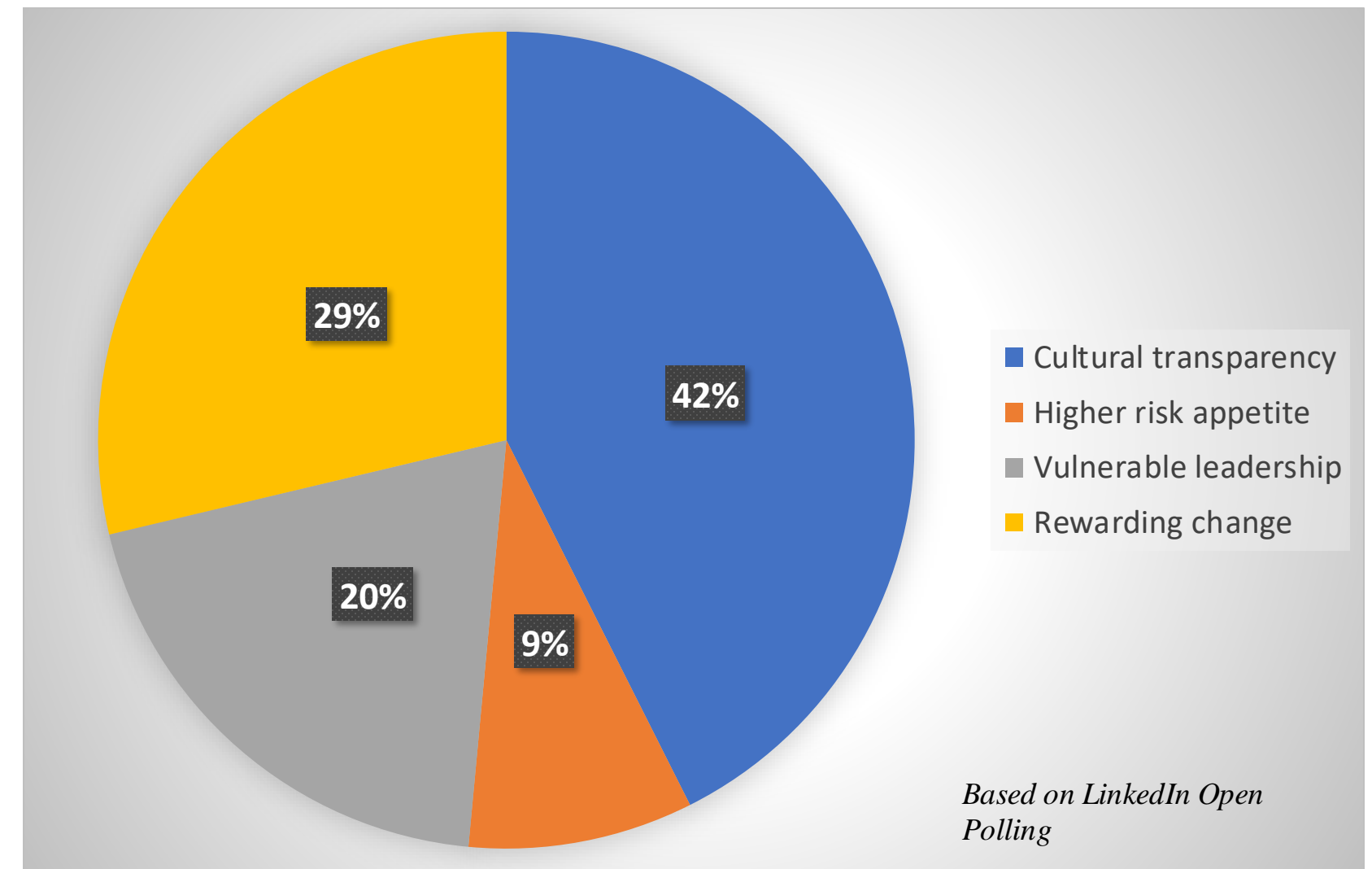
Continual Adapting Building Blocks

Human-2-Human

Inspirational Leadership Competencies

AI Edge

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Poll 3

How effective will digitalization be in empowering powerful human experiences?

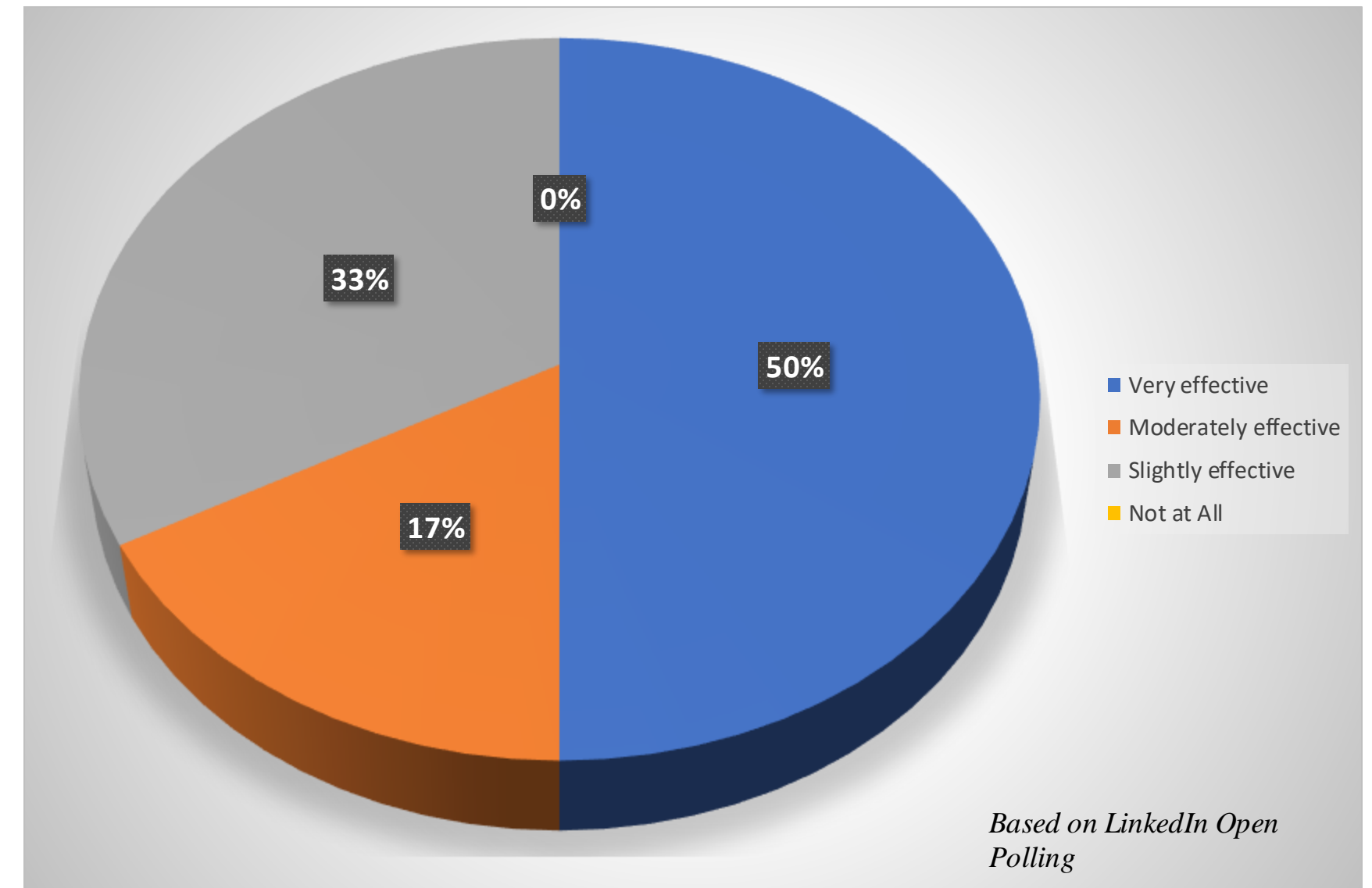A) Very effective

B) Moderately effective

C) Slightly effective

D) Not at All

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Poll 3

How effective will digitalization be in empowering powerful human experiences?

- ■ Very effective
- ■ Moderately effective
- ■ Slightly effective
- ■ Not at All

0%

33%

50%

17%

Based on LinkedIn Open Polling

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Member of the NASA Team

The Trust Currency
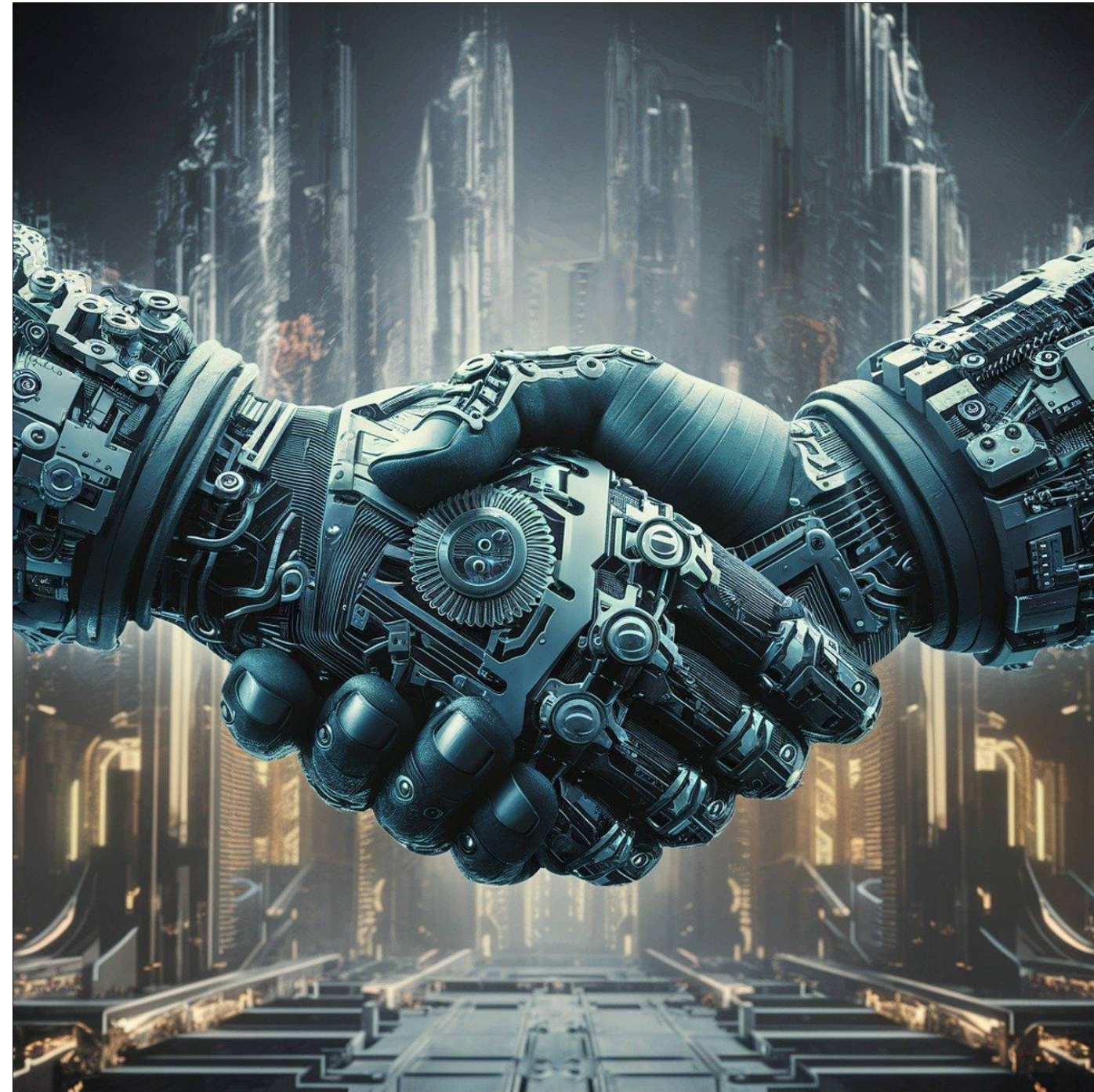
Poll 4

What contributes the most to sustaining value creation across the organization?

A) Use of AI

B) Investment in enhancing processes

C) Mindset shifts towards value

D) Building a learning organization

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Poll 4

What contributes the most to sustaining value creation across the organization?

Based on LinkedIn Open Polling

	Value
Use of Artificial Intelligence	9
Investment in enhancing processes	0
Mindset shifts towards value	65
Building a learning organization	26

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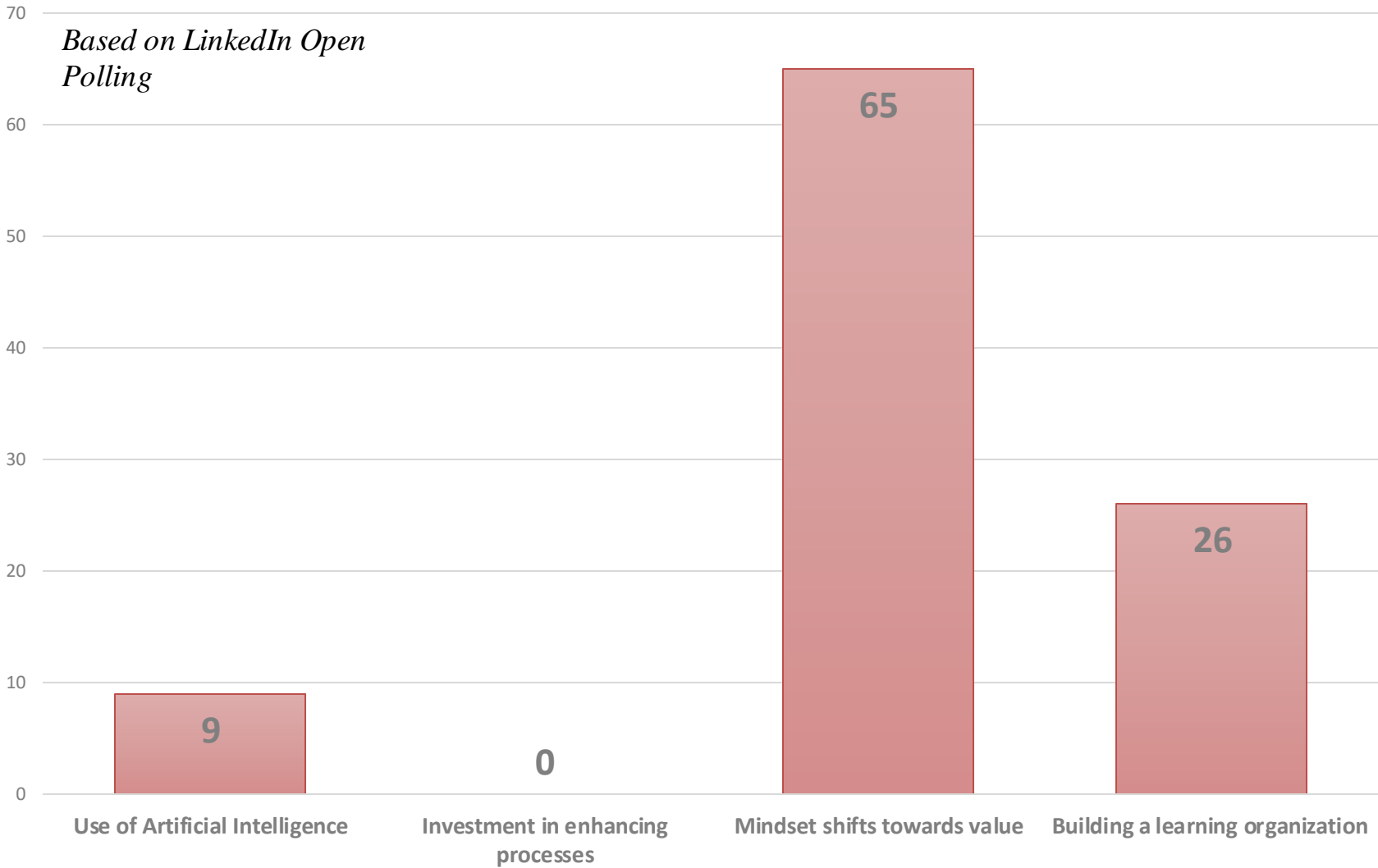
Enterprise Project and Portfolio Muscles

Portfolio Management Skills

Portfolio Management Skills

PMI Standards

Experiencing Culture

- Strategic Mgmt.
- Methods & Techniques
- Stakeholders Engagement

- Leadership
- Risk Mgmt.
- OCM
- Systems thinking

- Curiosity
- Adaptability
- Resilience
- Choice-making

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Poll 5

What contributes the most to the success of strategically managing organizational portfolio of projects?
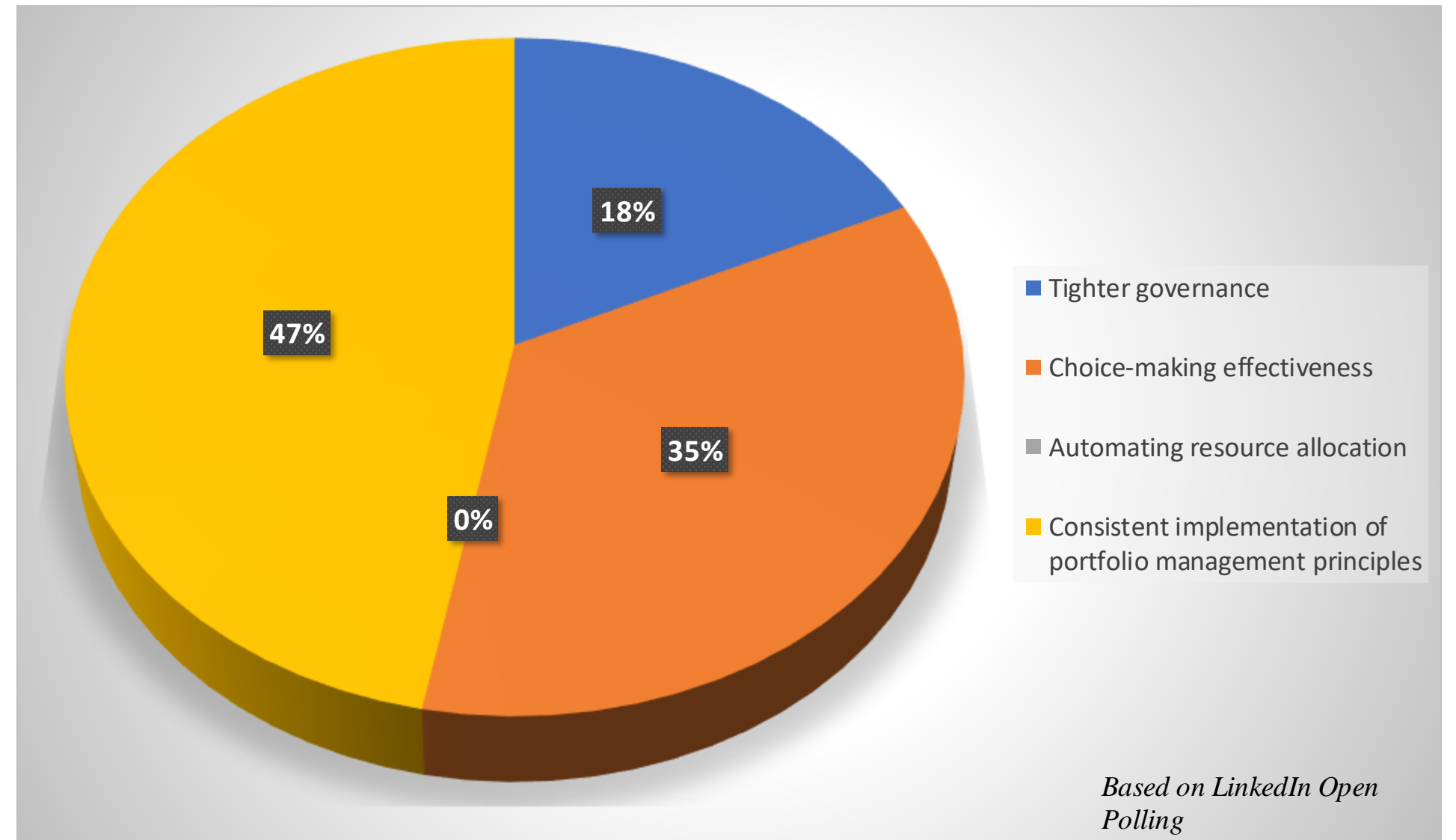
A) Tighter governance

B) Choice making effectiveness

C) Automating resource allocation

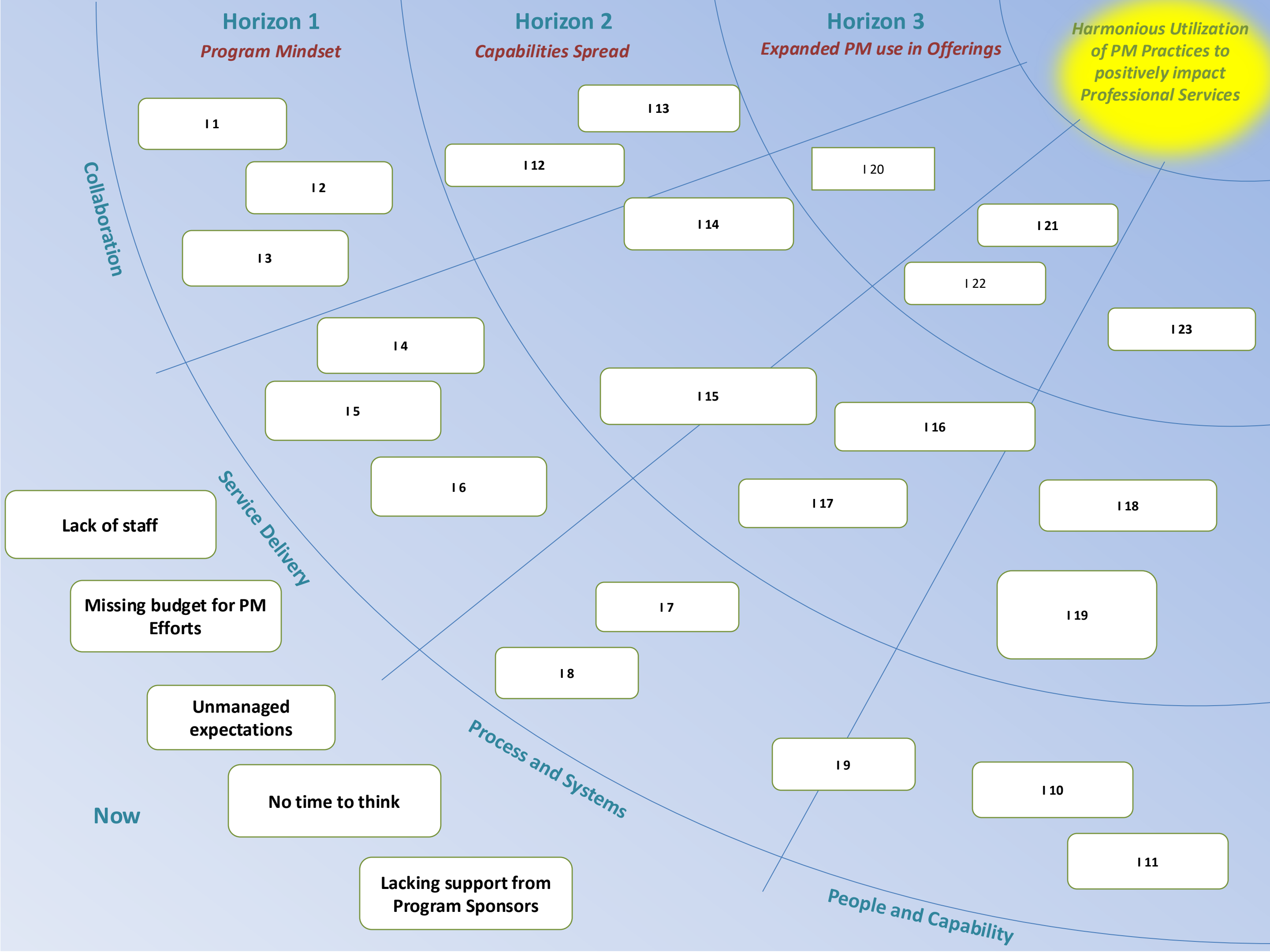D) Consistent implementation of portfolio management principles

Poll 5

What contributes the most to the success of strategically managing organizational portfolio of projects?
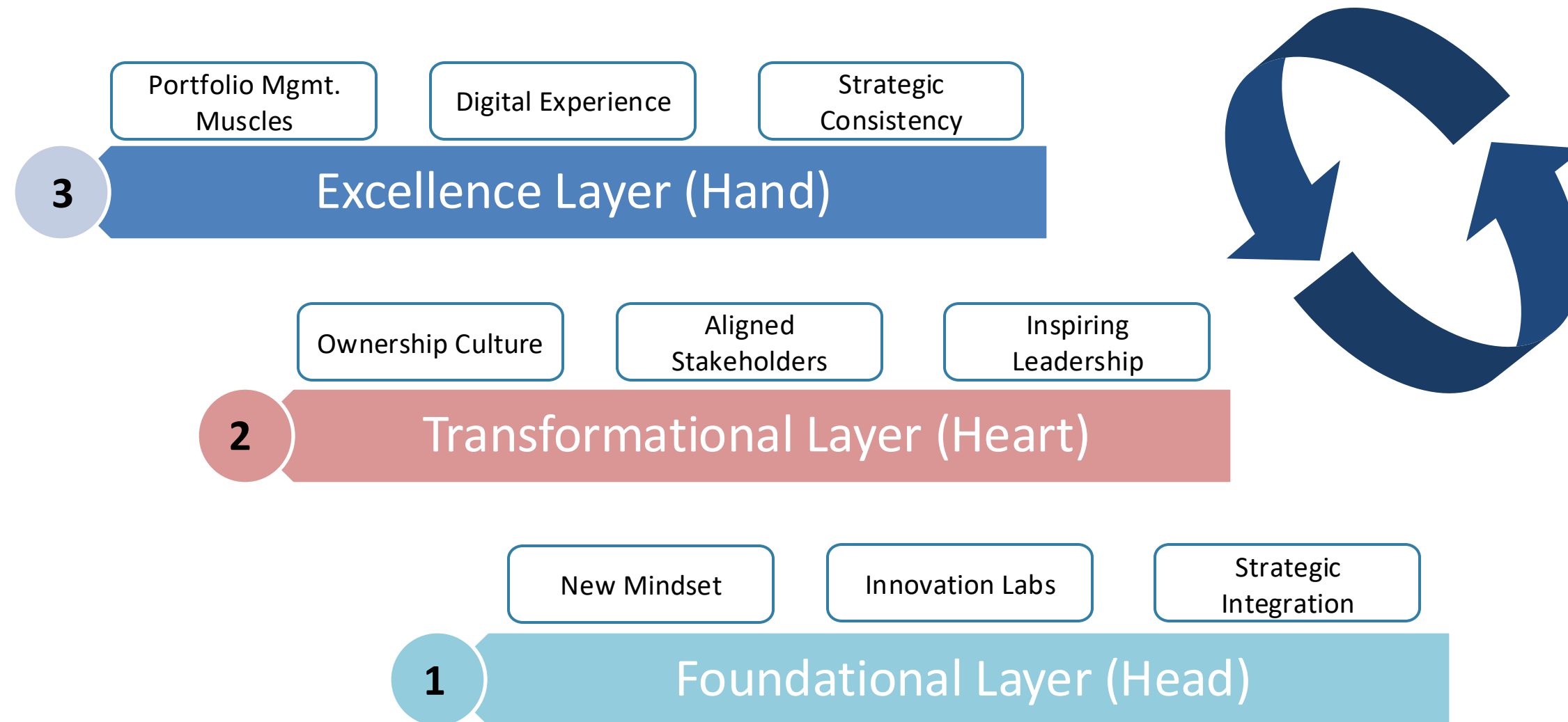

- 18% — Tighter governance
- 35% — Choice-making effectiveness
- 0% — Automating resource allocation
- 47% — Consistent implementation of portfolio management principles

Based on LinkedIn Open Polling

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The Co-Created Value Achievement Plan

Horizon 1
Program Mindset

Horizon 2
Capabilities Spread

Horizon 3
Expanded PM use in Offerings

Harmonious Utilization of PM Practices to positively impact Professional Services

Collaboration

Service Delivery

Process and Systems

People and Capability

Now

I 1

I 2

I 3

I 4

I 5

I 6

I 7

I 8

I 9

I 10

I 11

I 12

I 13

I 14

I 15

I 16

I 17

I 18

I 19

I 20

I 21

I 22

I 23

Lack of staff

Missing budget for PM Efforts

Unmanaged expectations

No time to think

Lacking support from Program Sponsors

Path Forward

Experience-Driven Culture Compass

Portfolio Mgmt. Muscles	Digital Experience	Strategic Consistency

3 Excellence Layer (Hand)

Ownership Culture	Aligned Stakeholders	Inspiring Leadership

2 Transformational Layer (Heart)

New Mindset	Innovation Labs	Strategic Integration

1 Foundational Layer (Head)

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Two points

Culture

Experience-Driven Culture solves the challenge of the culture eating strategy for breakfast and adapts to the design of the future organization.
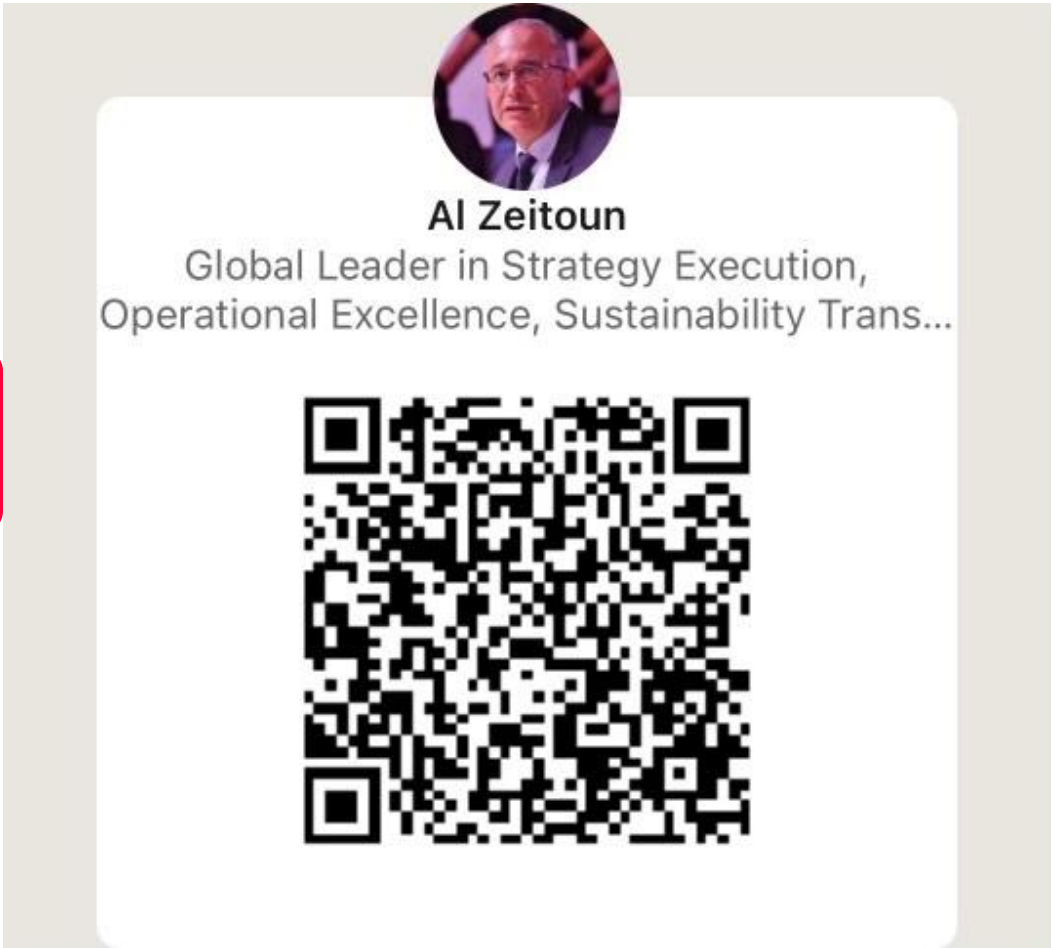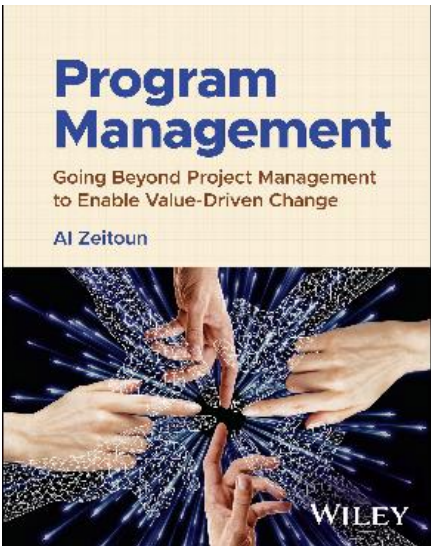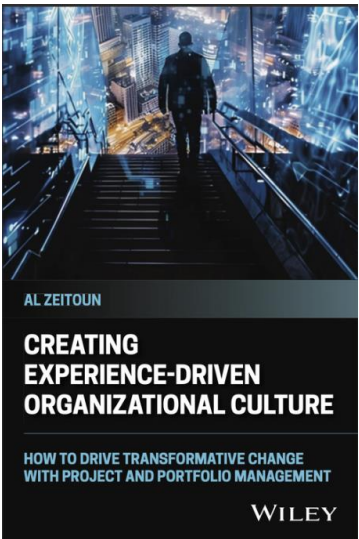
Human Digital Thread

The end-2-end ecosystem of human and technology enablement will determine the success ratio of tomorrow's portfolio of projects.

Questions

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Zeitoun Books

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Al Zeitoun
Global Leader in Strategy Execution, Operational Excellence, Sustainability Trans...

Thank You

For Your Attention

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