Global **PM Days**

[2021 | RESOURCEFULNESS]

borisgloger consulting GmbH

How **agility can boost**

resourcefulness in your projects

Global PM Days | 29th of May 2021

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SELBST SICHER ZUM ERFOLG

Agility is increasingly used in almost all types of projects

Resourcefulness

<u>Resourcefulness</u>

- The ability to **make decisions** and **act on your own** (Cambridge Dictionary)
- The ability to **deal skillfully** and **promptly with new situations**, **difficulties**, etc. (American Heritage Dictionary)
- The ability to **cope with difficult situations**, or **unusual problems** (Wiktionary)
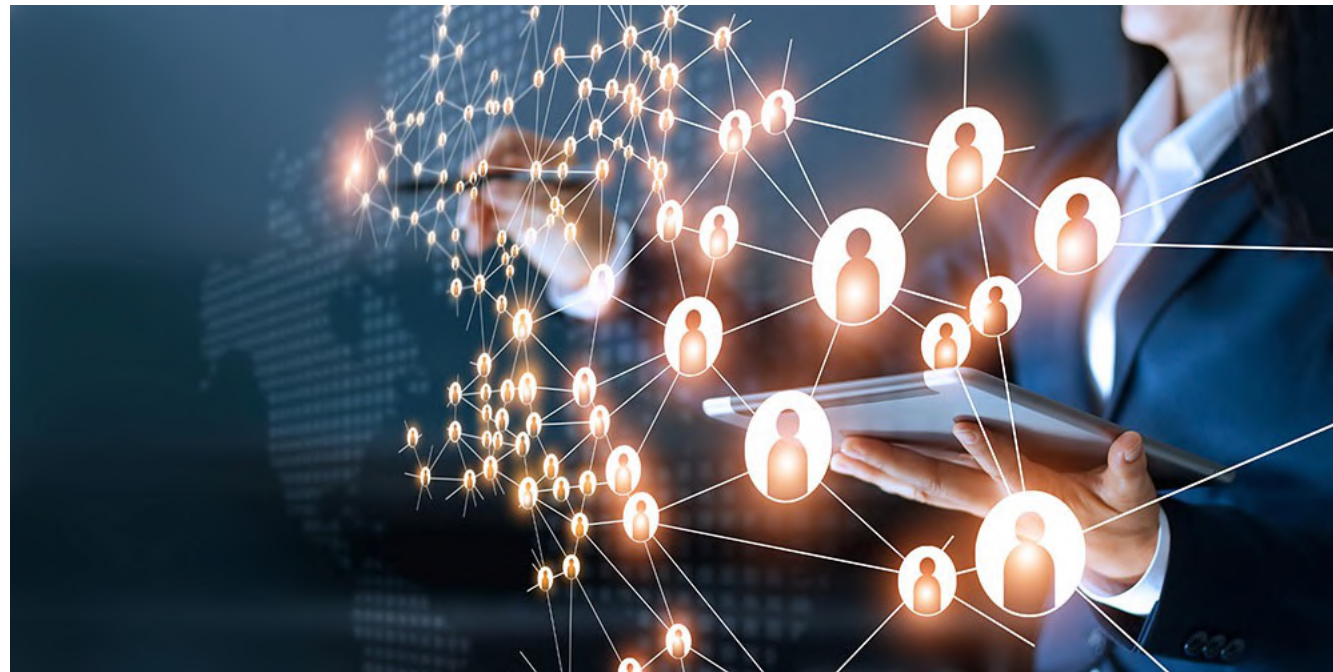
Stimulate and support an open and creative environment
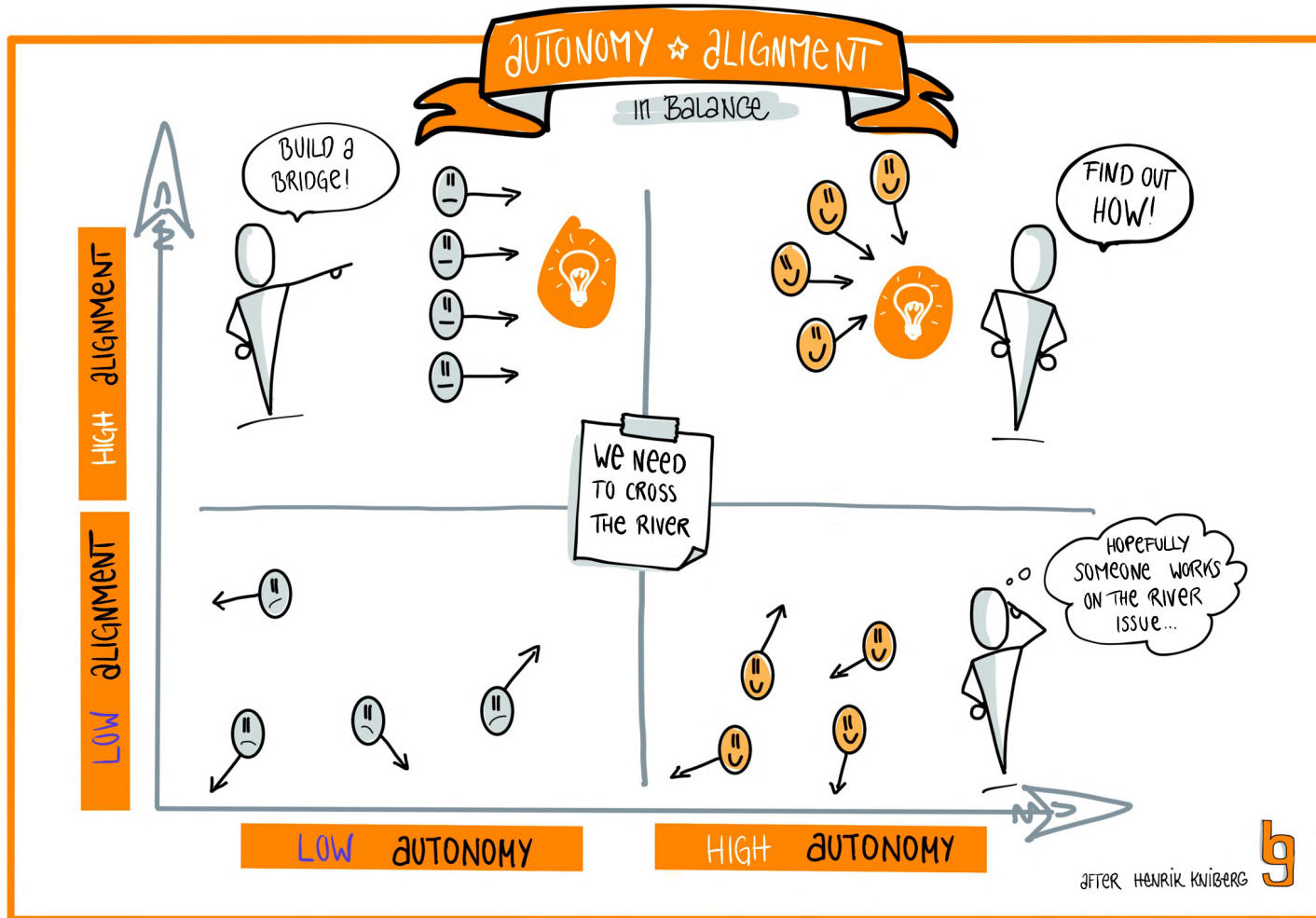
Psychological safety is key...
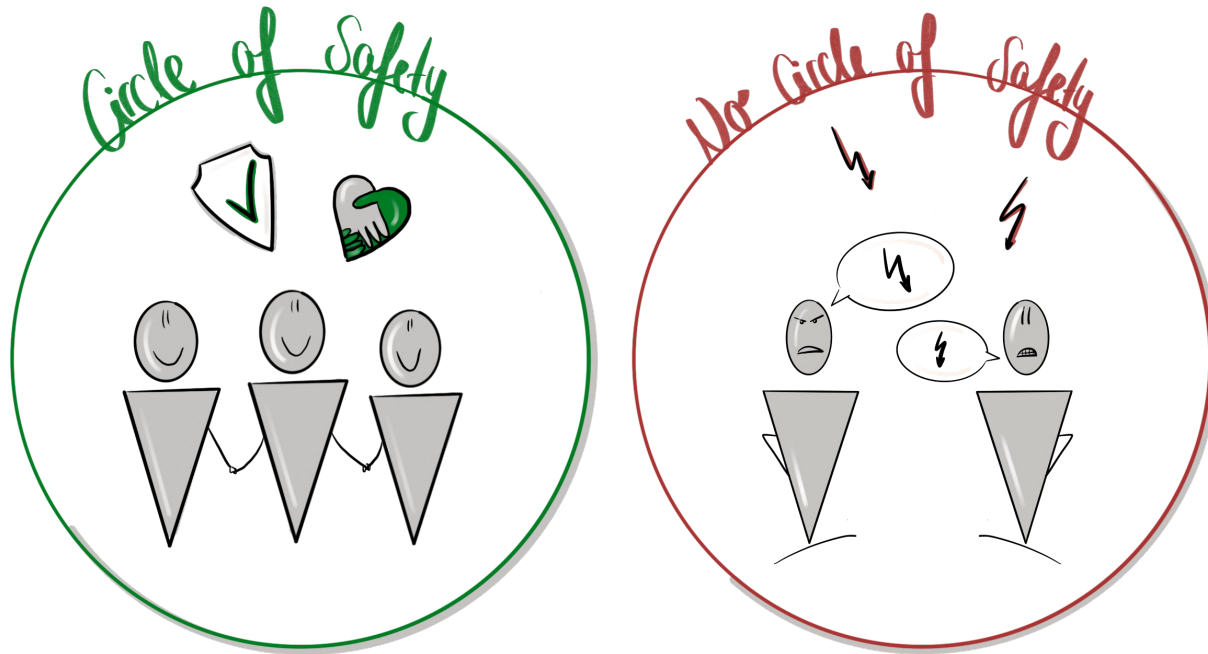
When there is no circle of safety, we force our employees to expend their energy to protect themselves from each other, and as such, they're less productive.
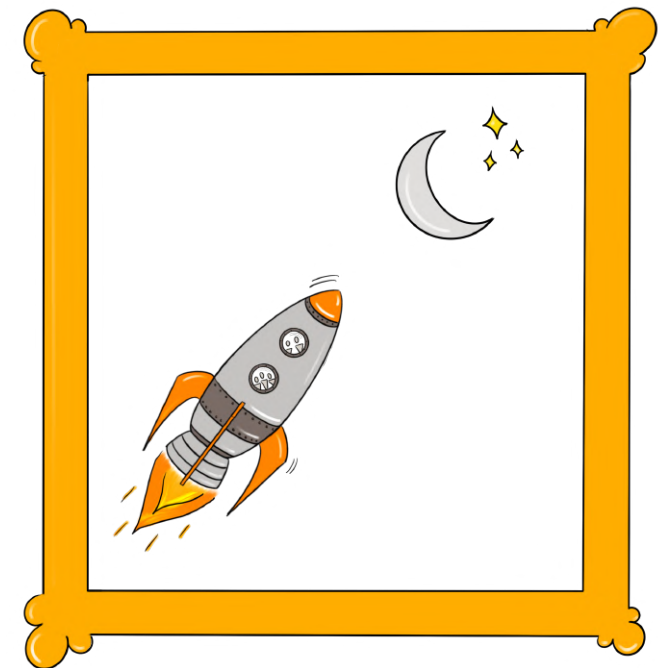
Source: Simon Sinek

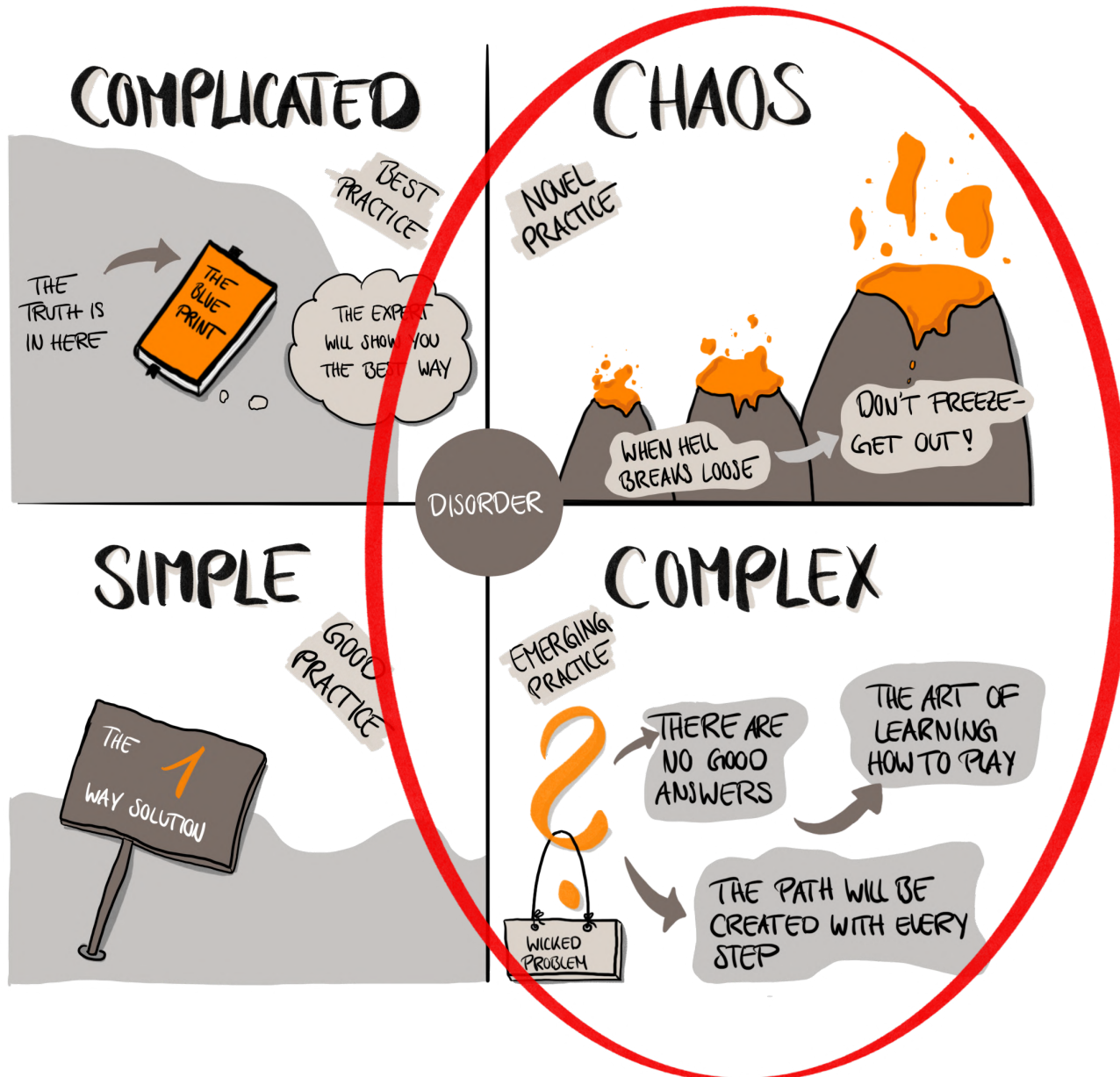... and agility therefore even gives this aspect its own role
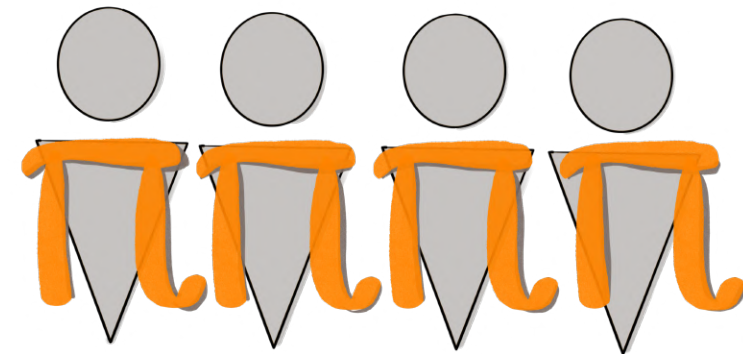
Leading is about giving the vision...

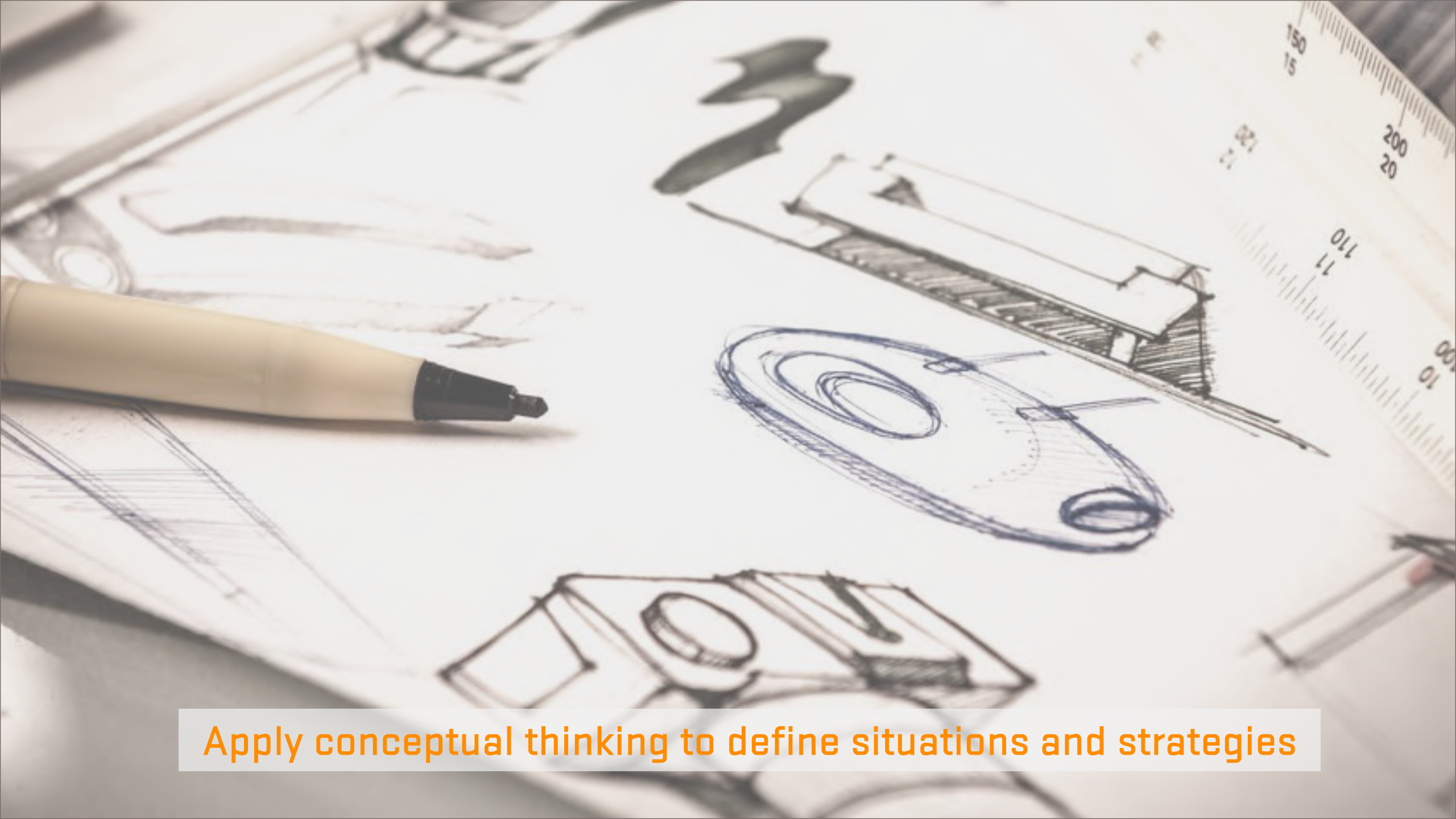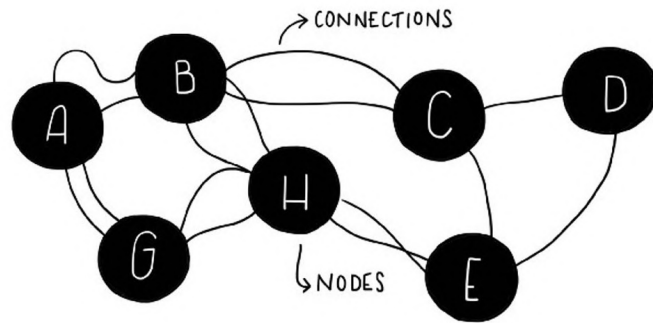... however, clear constraints are also crucial

Build on ideas of others

Build a pi-shaped team

Apply conceptual thinking to define situations and strategies

Be visual and use your pi-shaped team

CONNECTIONS

NODES

A B C D G H E

How to make toast exercise:

TOM WUJEC
GOT A WICKED PROBLEM? FIRST, TELL ME HOW YOU MAKE TOAST
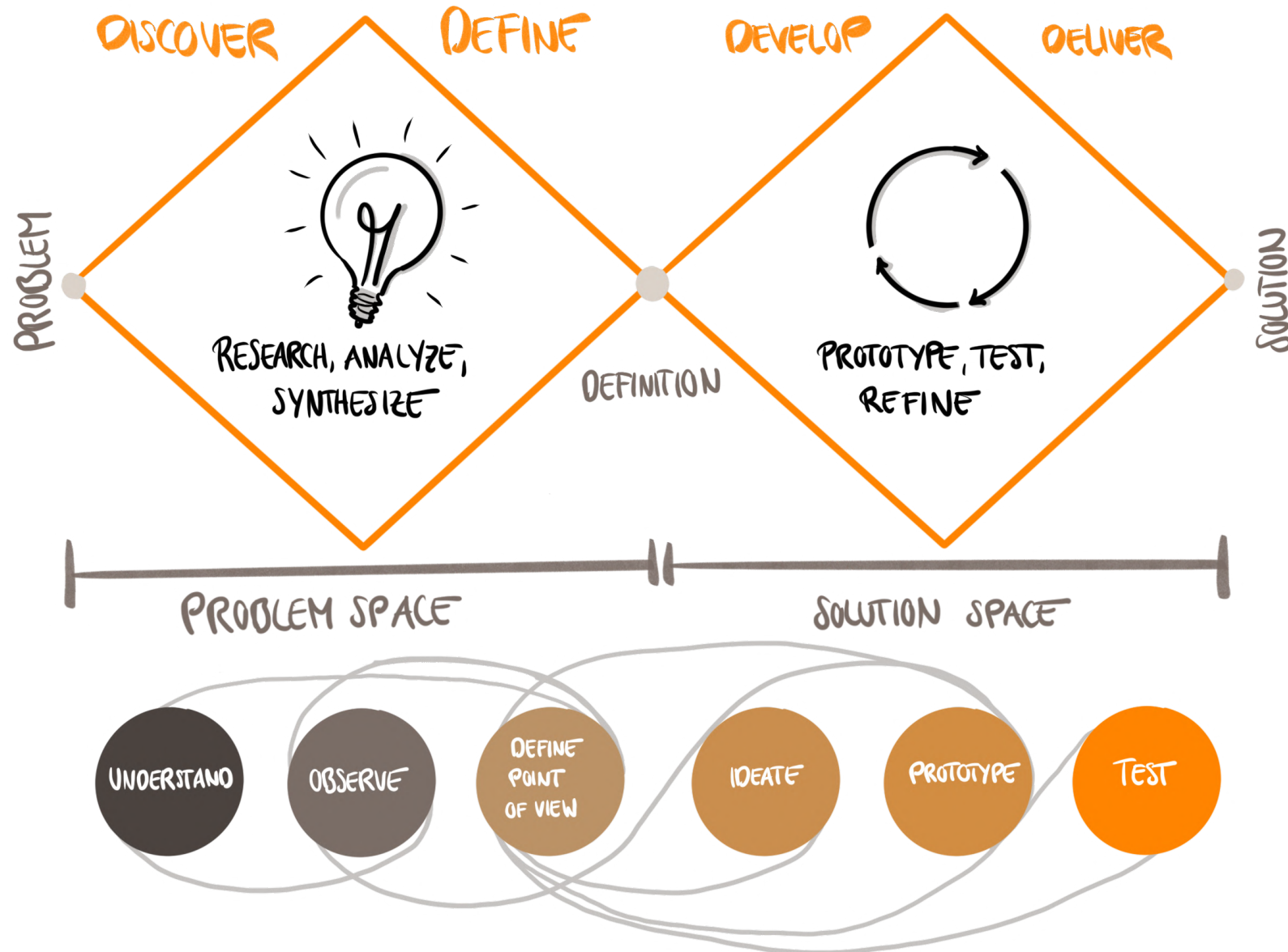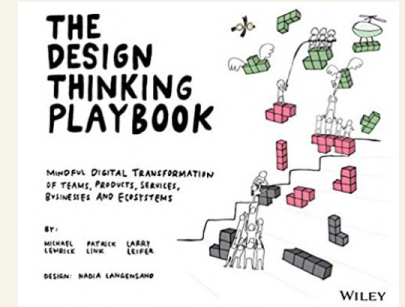TED

https://bit.ly/3y7dmzE
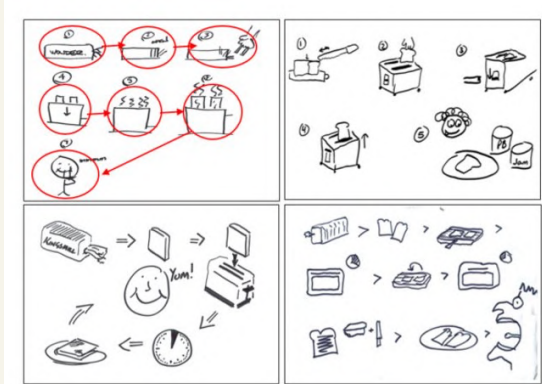
Promote and apply creative techniques to find alternatives and solutions

Double Diamond

DISCOVER · DEFINE · DEVELOP · DELIVER

PROBLEM — SOLUTION

RESEARCH, ANALYZE, SYNTHESIZE

DEFINITION

PROTOTYPE, TEST, REFINE

PROBLEM SPACE — SOLUTION SPACE

UNDERSTAND · OBSERVE · DEFINE POINT OF VIEW · IDEATE · PROTOTYPE · TEST

Books:

THE DESIGN THINKING PLAYBOOK
MINDFUL DIGITAL TRANSFORMATION OF TEAMS, PRODUCTS, SERVICES, BUSINESSES AND ECOSYSTEMS
BY: MICHAEL LEWRICK   PATRICK LINK   LARRY LEIFER
DESIGN: NADIA LANGENSAND
WILEY

https://amzn.to/2RQca2Y

THE DESIGN THINKING TOOLBOX
A GUIDE TO MASTERING THE MOST POPULAR AND VALUABLE INNOVATION METHODS
Michael Lewrick
Patrick Link
Larry Leifer
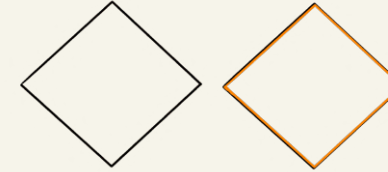Illustrations: Achim Schmidt
WILEY

https://amzn.to/3fhvRsv

Two of my favorite methods are...

Value Proposition Canvas
(by Alexander Osterwalder)
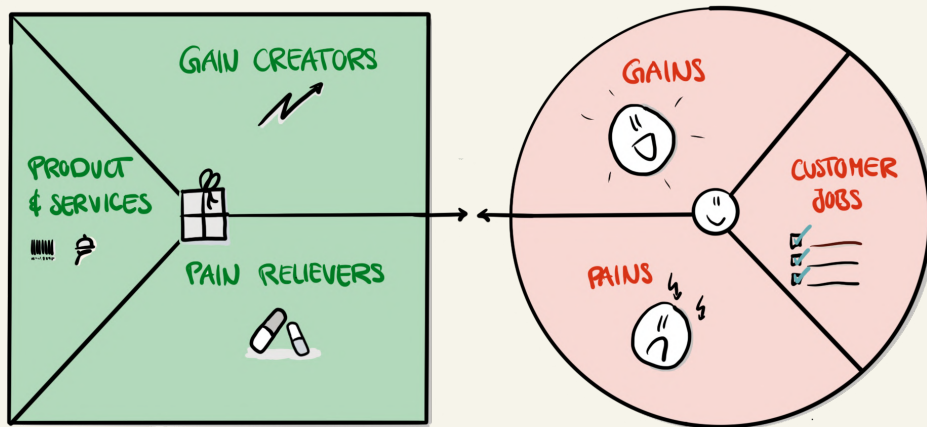
Prototyping
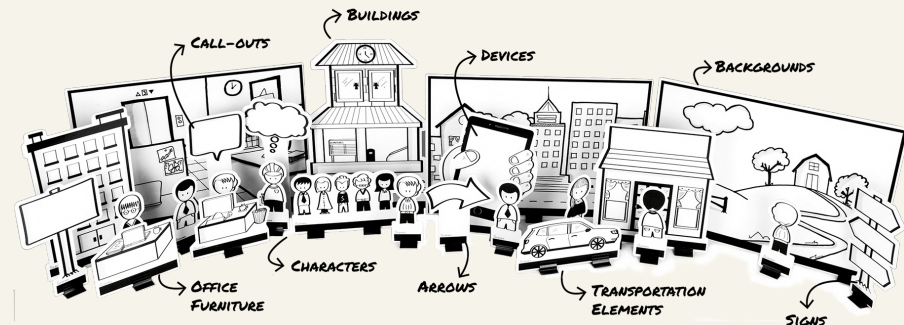
© SAP Scenes
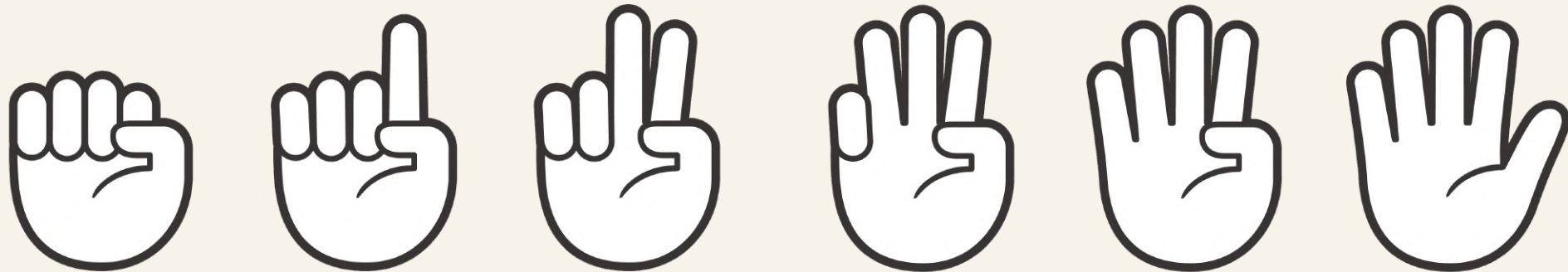
Improve decision-making by promoting a holistic view

Decisions should be made at that point where the information is available

- Move the authority where the information is
  - … but at the same time this means that all relevant information must be transparently available

- *"If you want your people to think, don't give them instructions, give them intent."*
  - … because this transfers the psychological ownership to the team!

- This leads to
  - better decisions with much fewer delays and
  - higher employee satisfaction
  - … because employees think they matter

Book:

L. DAVID MARQUET
CAPTAIN, U.S. NAVY (RETIRED)
FOREWORD BY STEPHEN R. COVEY

Turn the
Ship Around!

A TRUE STORY OF
TURNING FOLLOWERS
INTO LEADERS

SIMON SINEK
author of Start with Why

https://amzn.to/3yaohJ2

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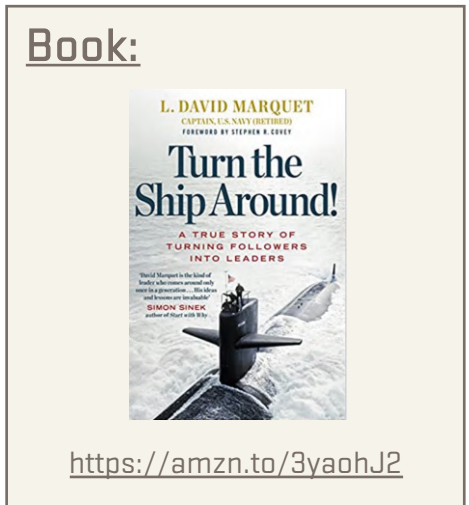
Consent decision-making

Fist of Five

NO

Different shades of YES

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