

The Journey to a Truly Collaborative Culture

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Using Flow, Cascading “One Thing!”
and the Unified Vision Framework

PfP 2017 in Malmö, Sweden



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Abstract & Key Take-away

PfP 2017 in Malmö, Sweden



- ***The Journey to a Truly Collaborative Culture.*** *In this session, the participant will learn about how to create a truly collaborative culture within their organization. Find out how to boost your productivity with Flow™ and Agile governance. Flow is a new concept on the cutting edge of Agile and Business leadership. And, it is a completely new way to govern and organize enterprises, departments and projects. Flow is your road map on how to reshape your organizational leadership, structure and culture during your transformation to becoming Agile. Andrew will share the stunning results of the 2.5-year journey he helped lead at Nature Publishing Group in NYC from 2011 through 2013 during his time as the Portfolio Manager there heading up the Portfolio Management, the PMO and the Agile Transformation Group.*
- **Key Take-away:** The understanding of the magnitude involved in changing the organization's culture and the road map for getting there!



Introduction

- FCT
- FCP
- MBA
- PMP®
 - Former Board Member, Social Media, Finland Chapter PMI
 - Former Prog. Mgr., Social Media, PMI NYC
- CSP
- CSM
- Portfolio Manager, IPsoft PS
- Enterprise Agile Coach
- Married 32 years, 3 grown sons, 2 daughter-in-laws, & 2 grandchildren
- Co-author:
 - Nehemiah Effect
 - Flow

Vision – Mission - Values

- What is the difference between Vision and Mission?
- What is the difference between Vision and Values?

A handwritten word "flow" in a cursive script, with a horizontal line passing through the middle of the letters.

VISION

“...Amazon is willing to plant seeds and let them grow. We’re **stubborn on Vision** and **flexible on details.**”

- Jeff Bezos (Amazon.com) in Wired, 19.12.2012, pg 244

“...**Simplicity** is the **ultimate sophistication.**”

- Steve Jobs (Apple) in Wired, 19.12.2012, pg 233



flow

VISION

“...business schools reward difficult complex behavior more than simple behavior, but **simple behavior is more effective.**”

- Warren Buffett
- <http://bankling.com/2009/warren-buffett-speaks-25-best-warren-buffett-quotes-on-his-strategies-investments-and-cheap-suits/>



flow

CASCADING THE ORIGINAL VISION REQUIRES LEADERSHIP AT ALL LEVELS

“...“Only three things happen naturally in organizations:

friction,

confusion, and

underperformance.

Everything else requires leadership.”

- Peter Drucker



flow.

CASCADING VISION

“If you are **not led by Vision**, you will be **driven by circumstance**”

- The PMO Brothers

A handwritten word "flow" in a cursive script, with a horizontal line passing through the middle of the letters.

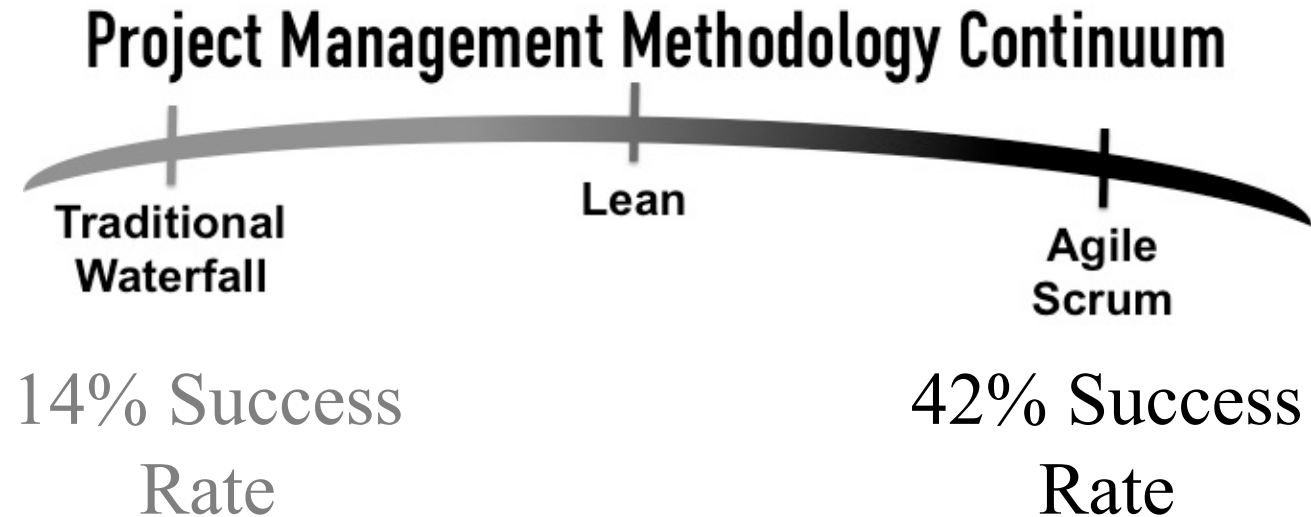
“...**Simple** is **Not Easy!**”

- The PMO Brothers

Vision & Culture

Room for Improvement

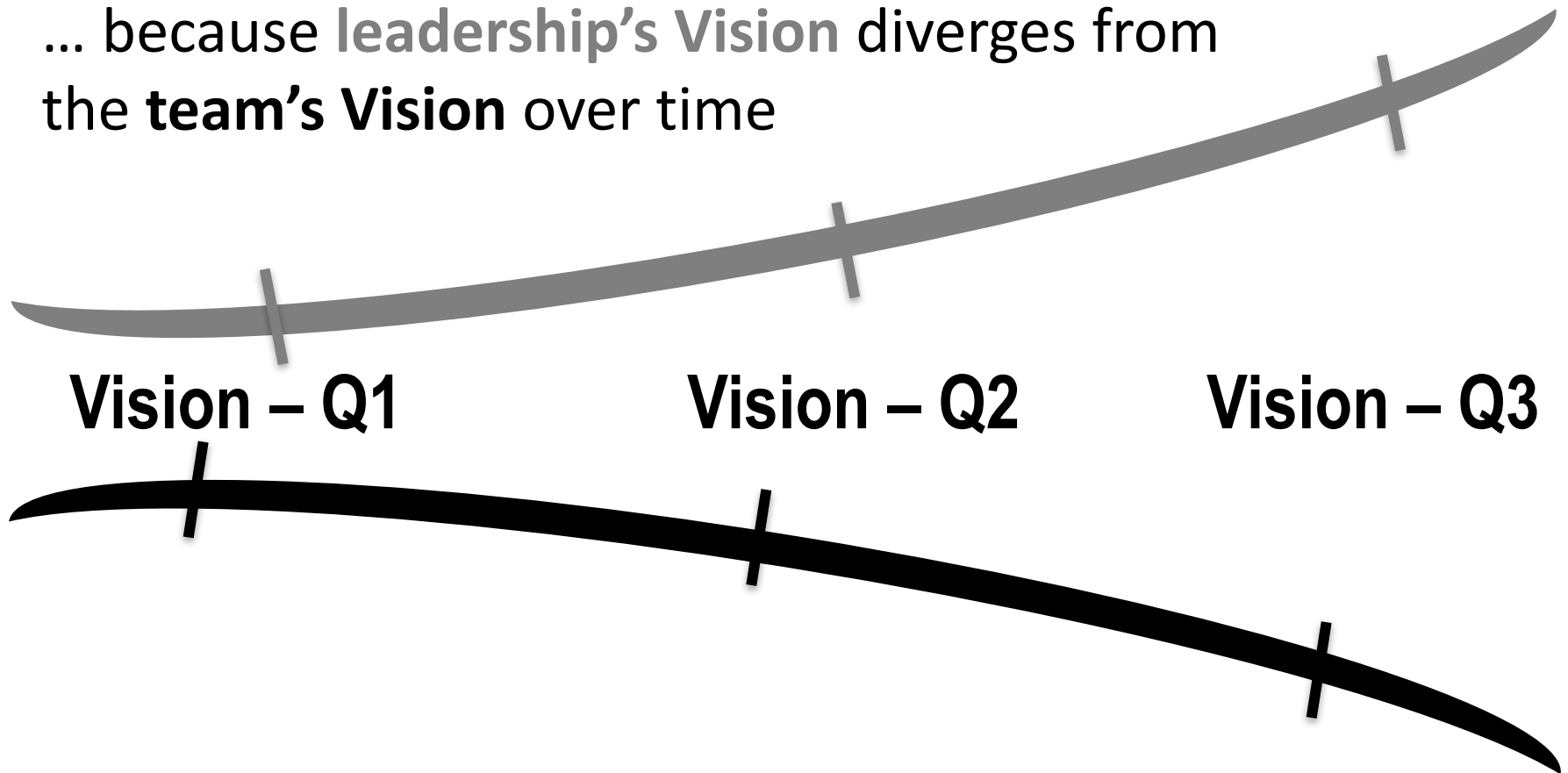
flow.



Source: [the PMO Brothers](#) and Dr. Jeff Sutherland, co-creator of Scrum

Why Teams, Projects, Programs and Portfolios tend to Fail...

... because leadership's **Vision** diverges from the **team's Vision** over time



Changing Vision & Culture is a Journey...

Current Vision

Future Vision



Vision

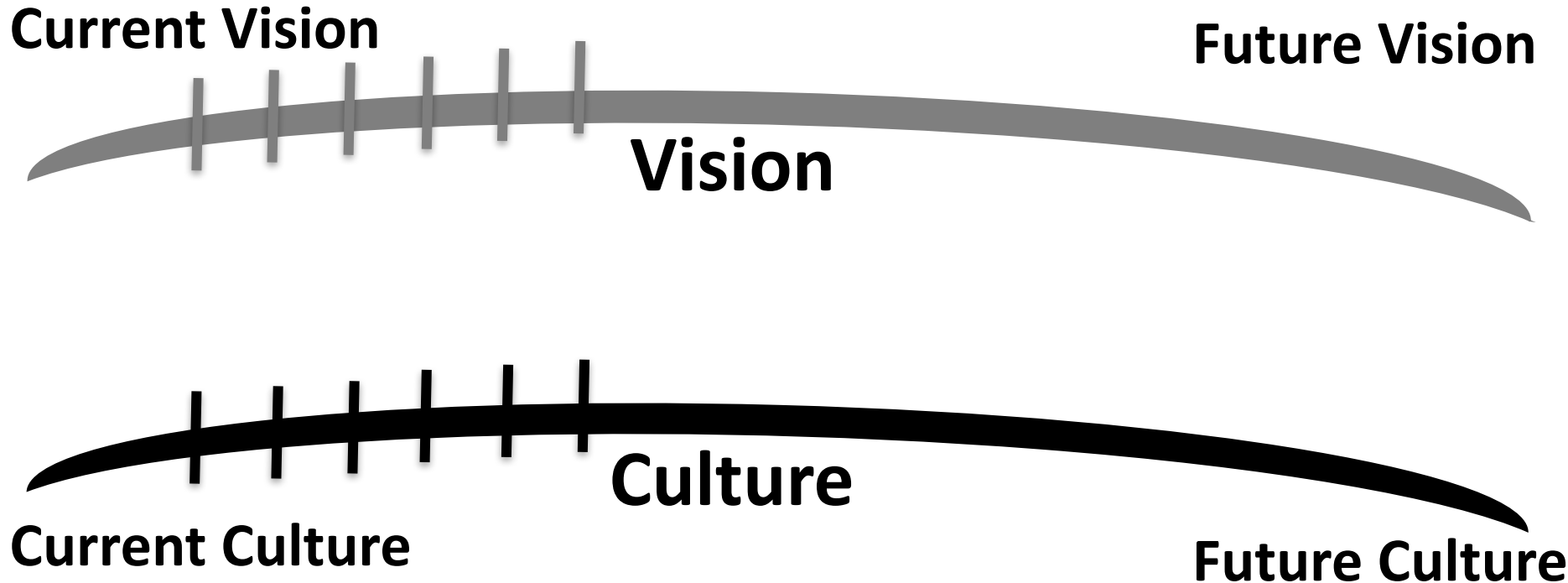
Current Culture

Future Culture



Culture

Changing Vision & Culture is a Journey... one iteration at a time!



Nature Publishing Group

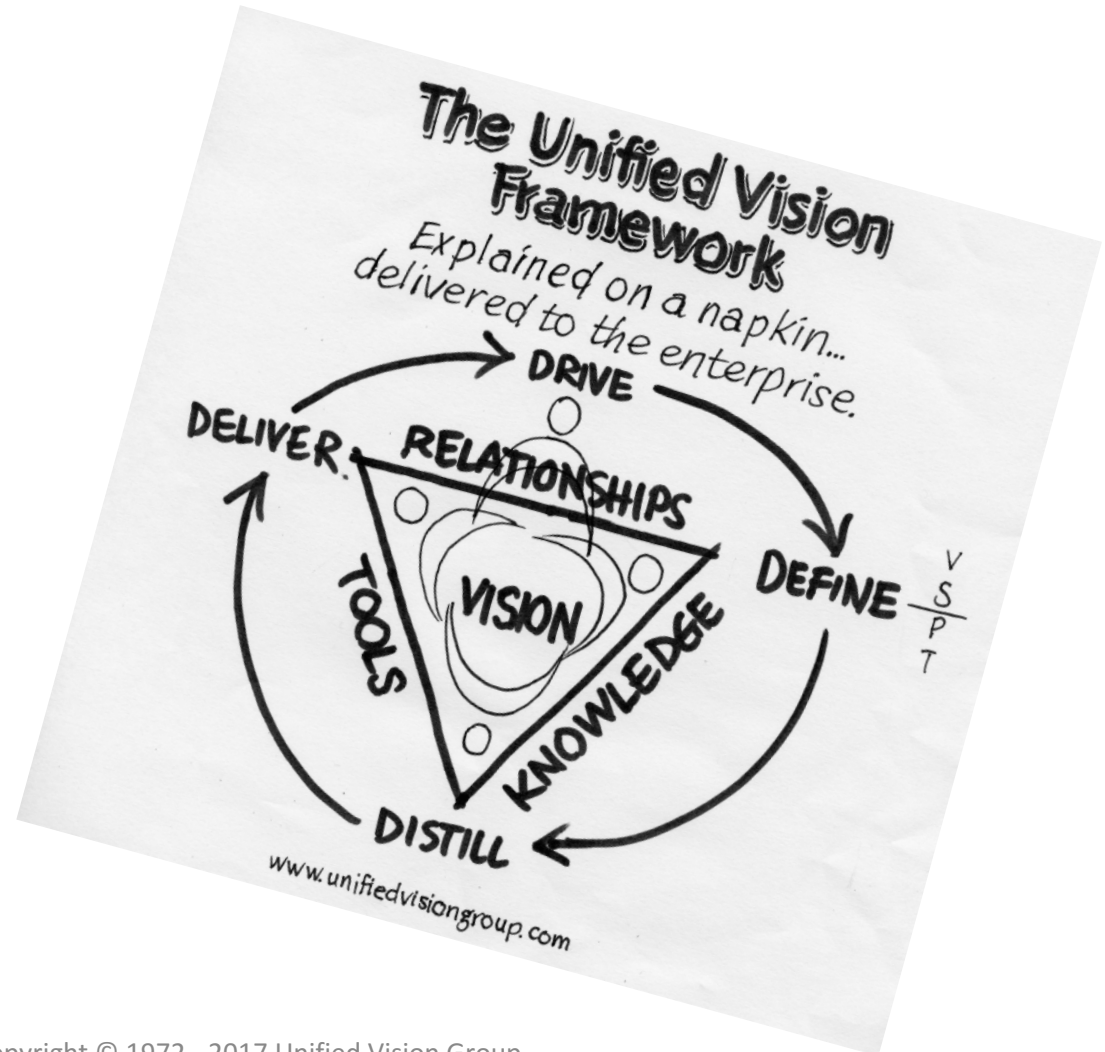
Waterfall-to-Agile Transformation

- 18 Teams
 - 180 Tech team members
 - 70 Operations team members
- 250+ Projects in the queue
 - Project velocity 2010 = 58 per year
 - 4+ years' worth of work
 - Only a one-in-four (25%) "chance" of doing "right" project at right time



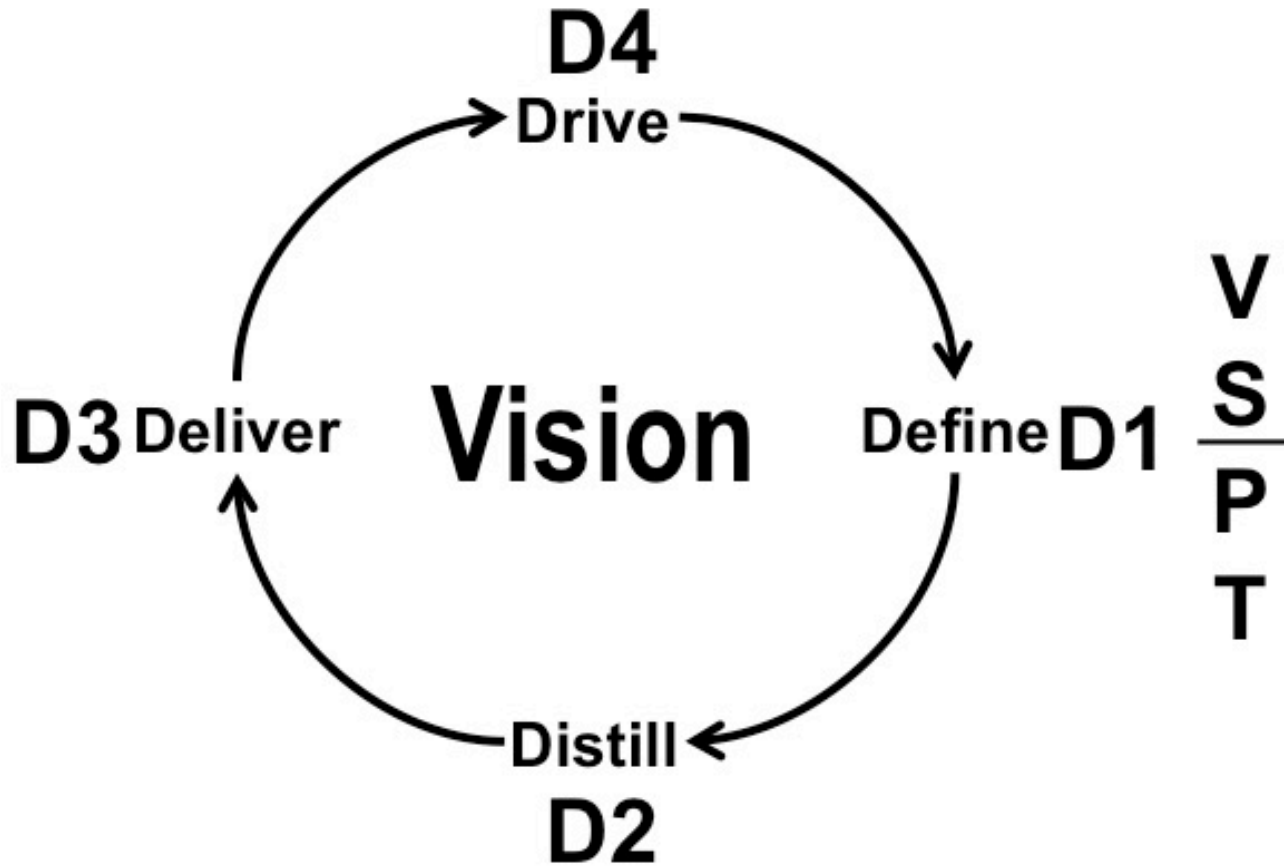
Flow – Simple enough to be explained on a napkin;
and, immediately delivered to the enterprise!

flow.



Napkin - 4D Model

flow.



Napkin - VSPT



Vision
Strategy

People
Tasks

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Nature Publishing Group

Original Vision for NPG - 1869

- Original “Mission” Statement from 11 November 1869

THE object which it is proposed to attain by this periodical may be broadly stated as follows. It is intended

FIRST, to place before the general public the grand results of Scientific Work and Scientific Discovery ; and to urge the claims of Science to a more general recognition in Education and in Daily Life ;

And, SECONDLY, to aid Scientific men themselves, by giving early information of all advances made in any branch of Natural knowledge throughout the world, and by affording them an opportunity of discussing the various Scientific questions which arise from time to time.

To accomplish this twofold object, the following plan will be followed as closely as possible :

Those portions of the Paper more especially devoted to the discussion of matters interesting to the public at large will contain:

I. Articles written by men eminent in Science on subjects connected with the various points of contact of Natural knowledge with practical affairs, the public health, and material progress ; and on the advancement of Science, and its educational and civilizing functions.

II. Full accounts, illustrated when necessary, of Scientific Discoveries of general interest.

III. Records of all efforts made for the encouragement of Natural knowledge in our Colleges and Schools, and notices of aids to Science-teaching.

IV. Full Reviews of Scientific Works, especially directed to the exact Scientific ground gone over, and the contributions to knowledge, whether in the shape of new facts, maps, illustrations, tables, and the like, which they may contain.

In those portions of "NATURE" more especially interesting to Scientific men will be given :

V. Abstracts of important Papers communicated to the British, American, and Continental Scientific societies and periodicals/

VI. Reports of the Meetings of Scientific bodies at home and abroad.

In addition to the above, there will be columns devoted to Correspondence.



flow

Nature Publishing Group

Waterfall-to-Agile Transformation Vision

- Vision Statement 2011 was also the Portfolio breakdown for the Waterfall-to-Agile transformation:
 - **Science for Scientists; and,**
 - **Science for non-Scientists**
- Included Programs for both Portfolios for:
 - Going Digital
 - Business Process and Management
 - Technology / Infrastructure
 - Operational



Nature Publishing Group

Waterfall-to-Agile Transformation

- Agile Transformation / Governance Group
 - Definitions for “NPG Agile”
 - Coaching / Mentoring
 - Lead by Portfolio Manager
- Agile PMO - Training in NPG Agile
 - 250 tech & ops team members
 - Plus, CEO, CTO, COO, Dir of Biz Dev, and Dir of Biz Mgt
 - Direct Reports to C-xx level



The “Flow” Formula

- **Vision**
+ Right People
+ the 4D Model
= Success



flow.

Where there is **no Vision** – there is **no Flow!**



Challenges arise when any part of **Flow** is missing or fractured:

■ + RP + D1 + D2 + D3 + D4 = **Anarchy**

Vision + ■ + D1 + D2 + D3 + D4 = **Anxiety**

Vision + RP + ■ + D2 + D3 + D4 = **Confusion**

Vision + RP + D1 + ■ + D3 + D4 = **Politics**

Vision + RP + D1 + D2 + ■ + D4 = **Chaos**

Vision + RP + D1 + D2 + D3 + ■ = **Division**

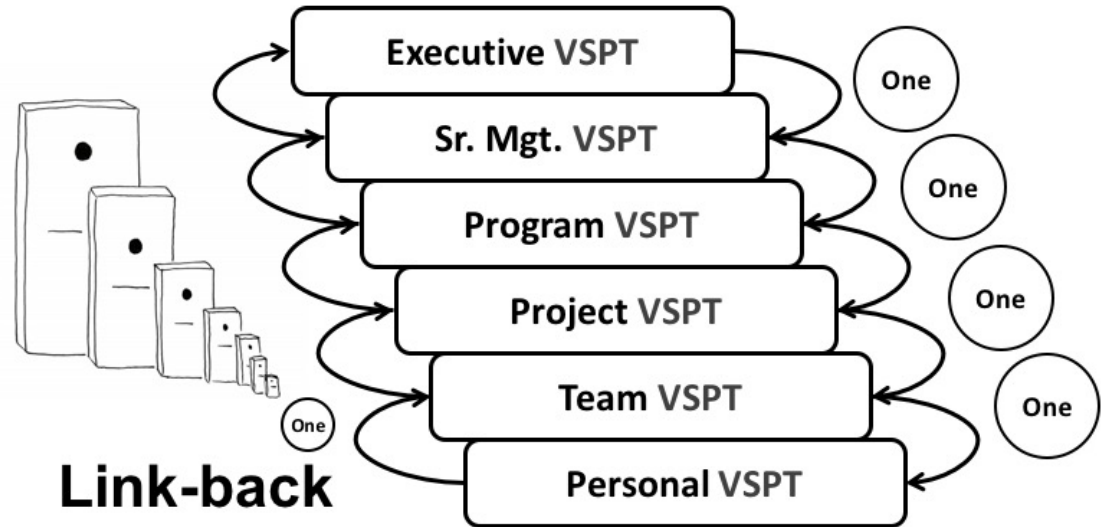
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Cascade & Link-back Vision

flow.

Cascading Vision: the One Thing

Cascade



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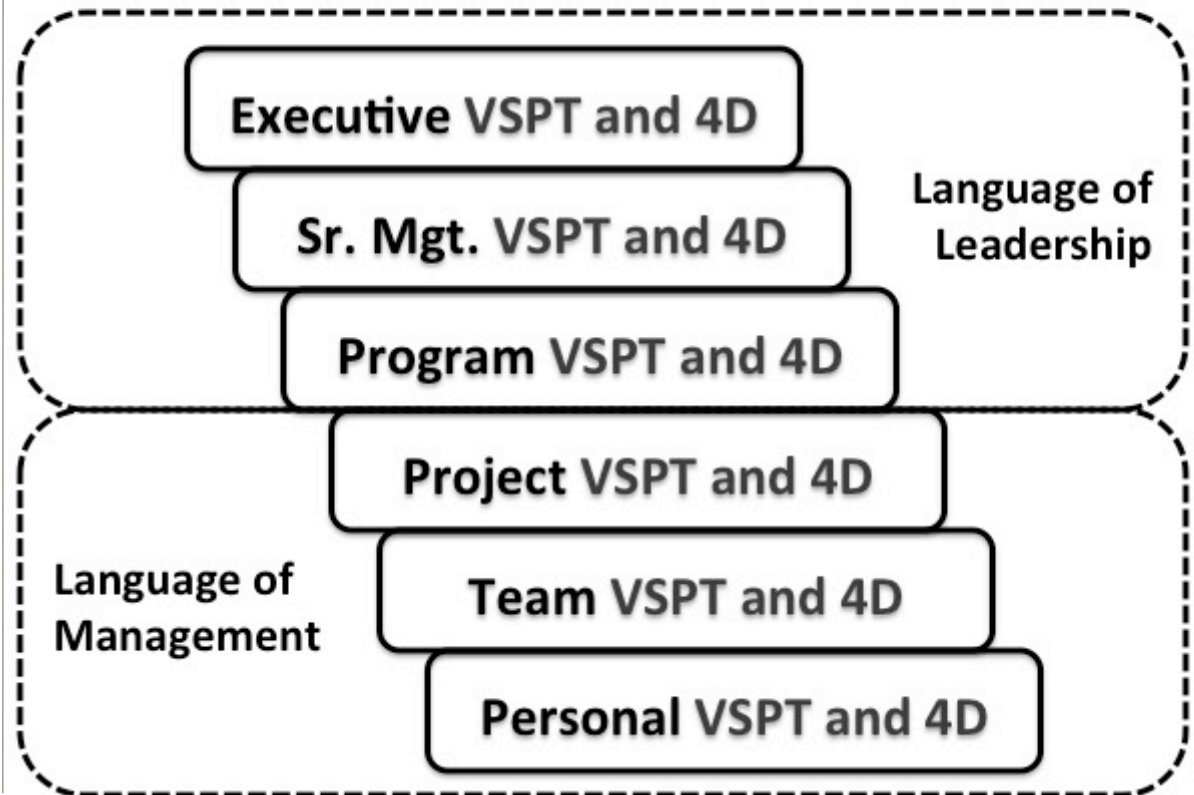
Language:

Blockers, Obstacles and Impediments

Language of Leadership vs. Language of Management

VISION

flow.



Why it's so tough to change...

flow.

I

It

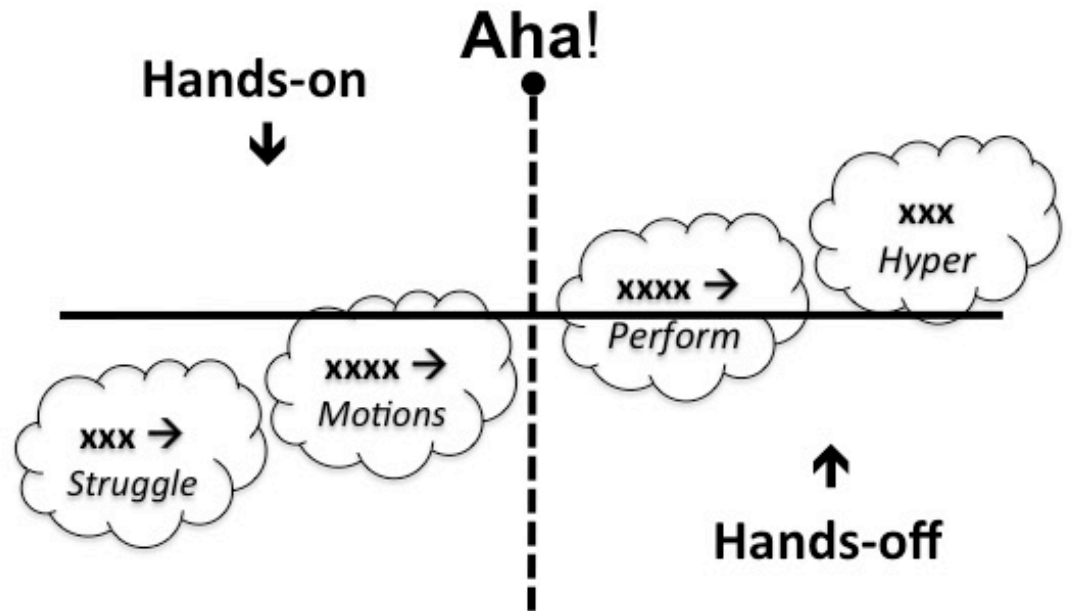
We

Its

Transformation Takes Time!

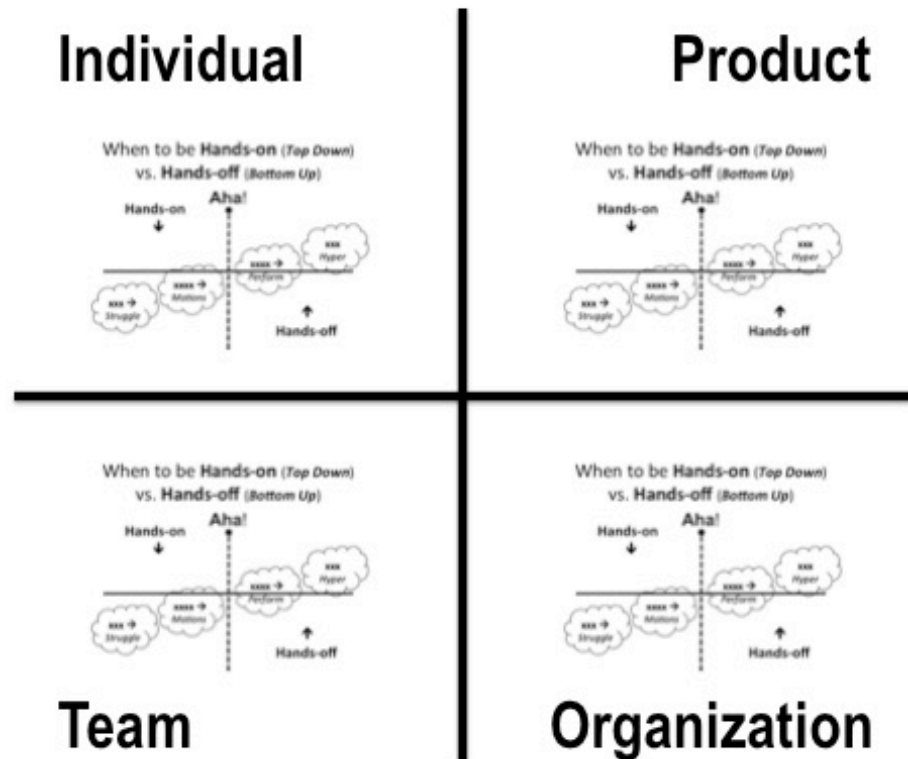
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When to be **Hands-on** (*Top Down*)
vs. **Hands-off** (*Bottom Up*)



Transform all Four Areas

Flow - Aha! Transformations

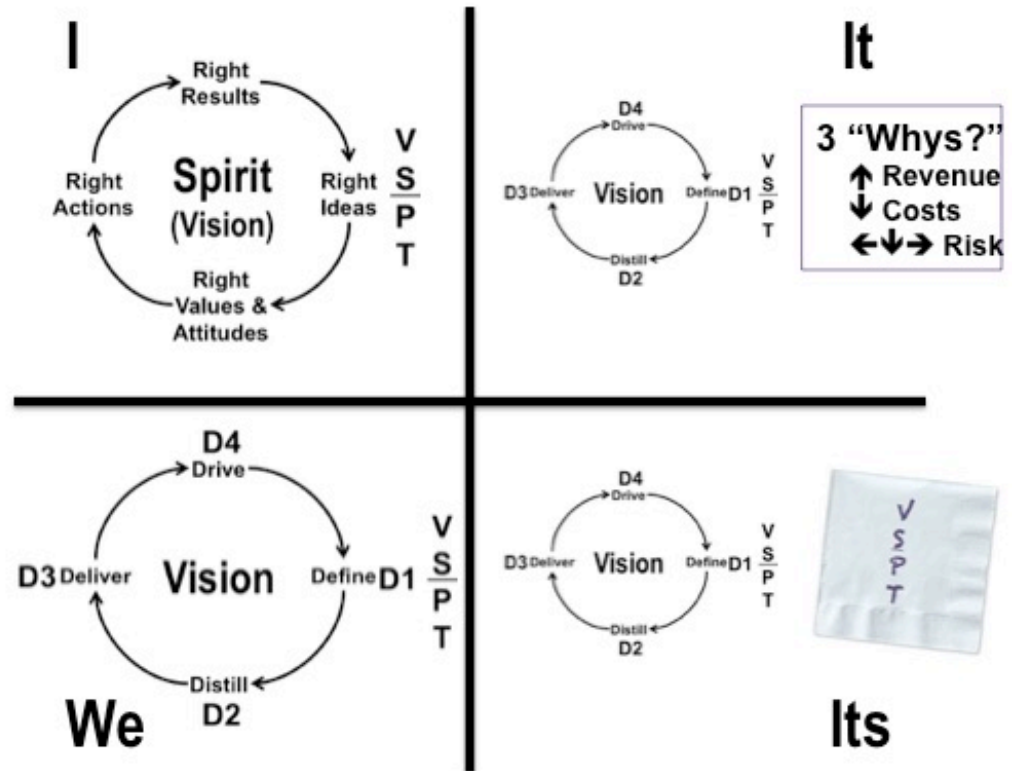


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Flow Transforms Using Vision!

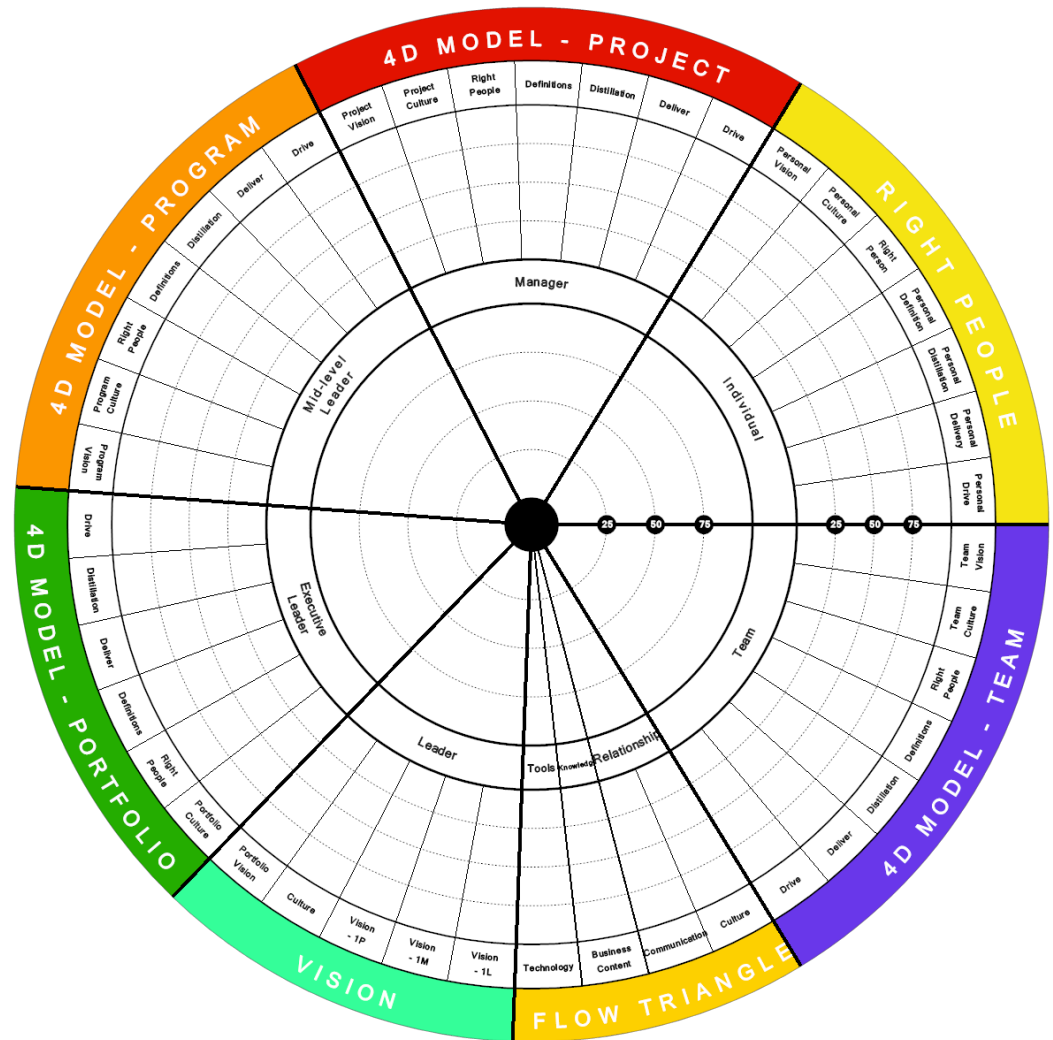
UVF Aligns & Implements Vision in all 4 Areas

flow.



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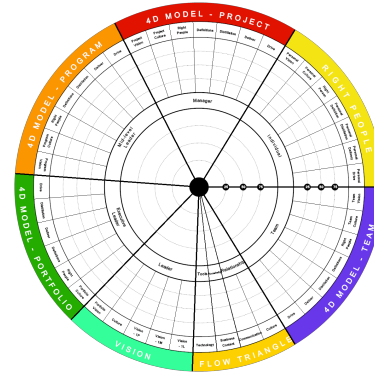
Measure Success with Agility Health Flow Radar...



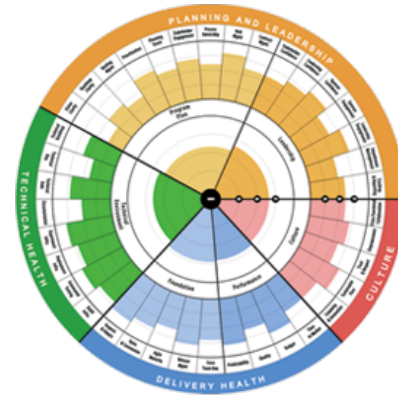
Measuring Success with Agility Health and Flow Radars

flow.

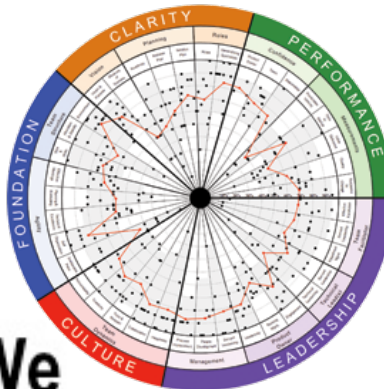
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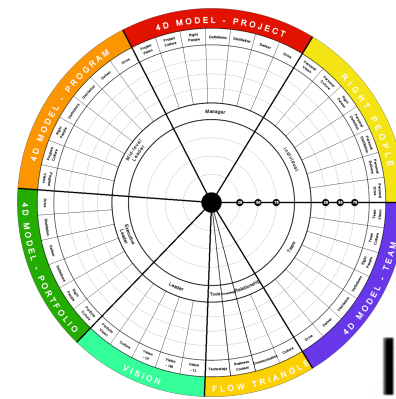
It



We



Its



Nature Publishing Group

Waterfall-to-Agile Transformation



- Team results 2010
 - 2 teams struggling
 - 7 teams going thru the motions
 - 7 teams performing
 - 2 teams hyper-performing
- Team results 2013, mid year
 - 1 team struggling
 - 5 teams going through the motions
 - 9 teams performing
 - 3 teams hyper-performing

Nature Publishing Group

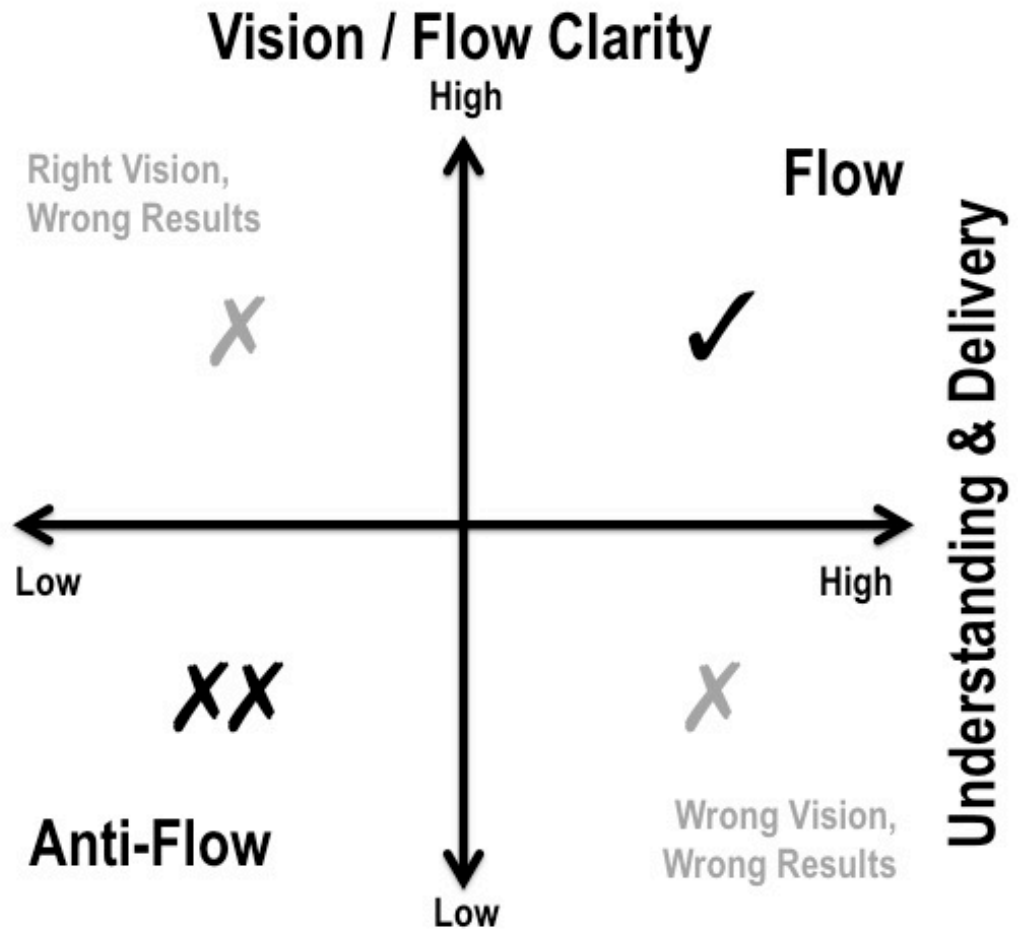
Waterfall-to-Agile Transformation



- Team Velocity
 - 2010 – 58 projects per year
 - 2011 – 72 projects per year
 - 2012 – 98 projects per year
 - 2013 – 124 projects per year
- Project “backlog” completed 2011 - 2013:
 - 294 projects delivered in 3 years!
 - Original 250 delivered by Aug, 2013
- Projected savings / cost avoidance
 - 18 teams * \$1 million per year per team * 1 year
= **\$18 million**

Time to get in the Flow

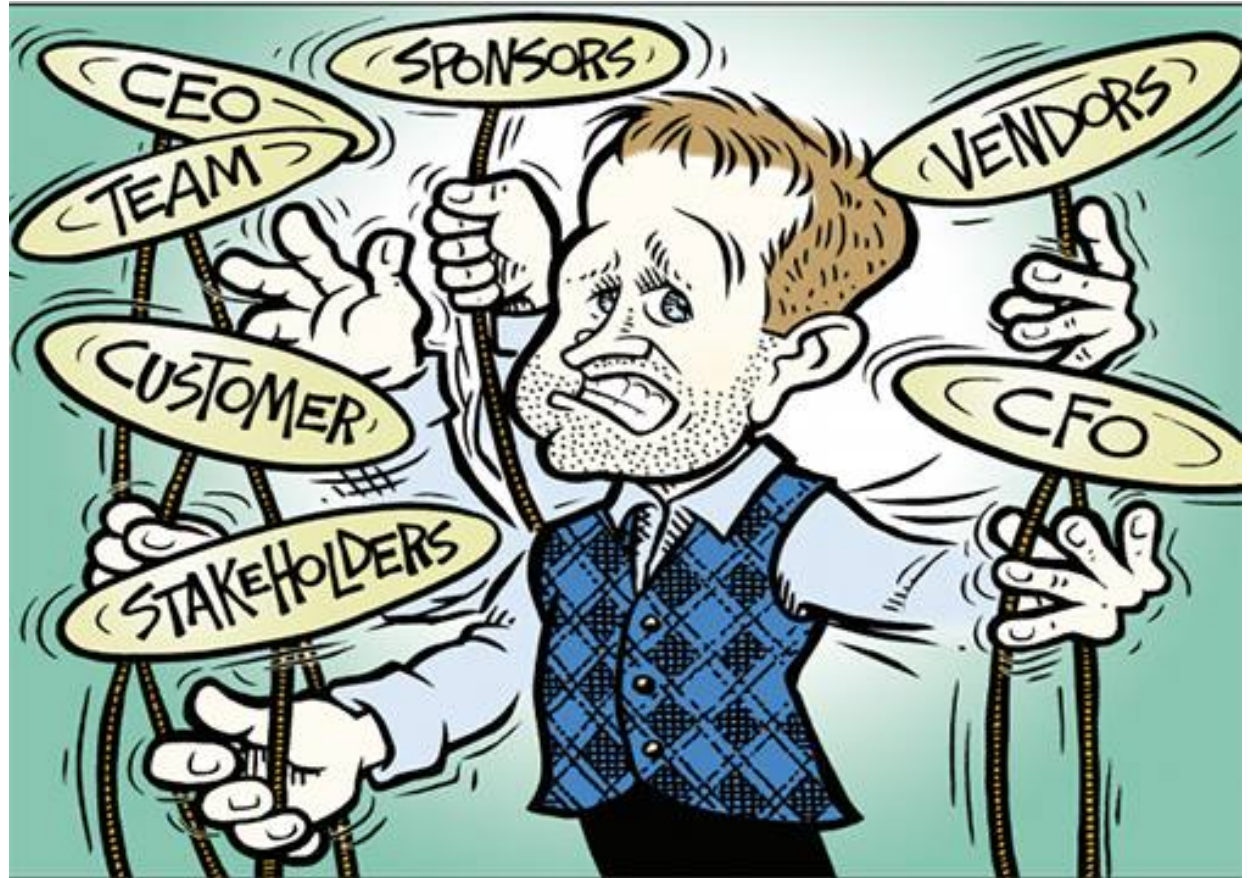
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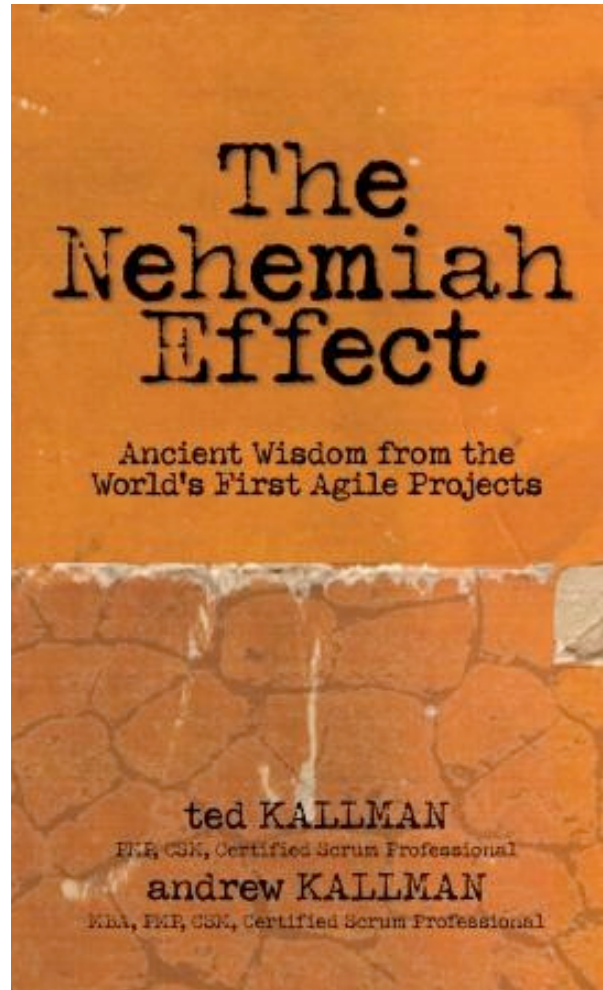
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Flow, in Action...

flow.



The UVF (Unified Vision Framework) is outlined in “The Nehemiah Effect”



- **#1 or # 2** on Amazon.com in the US during 8 different months (in four sub-categories) during the first 20 months after release in 2014
- **Top 10** during most of the time since publication

Thank You!

flow.



The PMO Brothers

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