



### Adaptive Execution of Strategy (XAPM 223)

#### Sample Syllabus

##### **Introduction**

*John Warren*

We will explore the many facets of agility and discipline through an innovative, dynamic team-based exercise. Then explore the context for the course and our learning for the next three days.

##### **Contingency Framework and Application**

*Raymond Levitt*

Each project has unique goals and constraints; and projects are executed within different organizational contexts. In these two sessions, Ray will lay out a BDA contingency framework that can guide managers in deciding how much to decentralize decision making about *Who*, *When* and *What* for a particular program or project. A breakout exercise will have attendees apply the contingency framework to a project or program in their organization, to choose the work process and organization that optimizes the balance of discipline vs. agility. The sessions will conclude with a discussion of emerging best practices for portfolio management and PMO structures and policies that can address the mix of both agile and traditional projects that increasingly co-exist in many organizations.

##### **We Collaborate to Succeed: Agile Transformation**

*Lane Desborough*

The introduction of a new management approach - even when it is in the organization's best interests - is often met with resistance. For instance agile methods, which seek to eliminate waste and maximize value, can be difficult to implement in an organization. The sources of this resistance will be explored, and a variety of agile techniques for rapidly delivering customer value will be revealed through three case studies.

##### **Managing a Mixed Portfolio of Traditional and Agile Projects**

Some companies have begun to find ways to organize and manage a strategic portfolio of projects in which:

- Some projects are executed traditionally with detailed specifications, time and cost estimates, stage gates and top-down control;
- Other projects are executed more agilely, with rough estimates, high level scope descriptions and decentralized execution; and
- A third set of projects employs elements of both traditional and agile delivery.



## Stanford Advanced Project Management Certificate



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##### **Implementing A Different Approach to Project Management: A Case Study**

*John Warren*

Using the SAPM Guide to Adaptive Execution of Strategy, we will develop options for Salesforce.com as it considers how to significantly improve the execution of its critical project-based work. Working in small teams, we will develop alternatives for addressing the various factors affecting Salesforce.com's success. We will compare our recommendations with what was actually done; one of the leaders of that effort, Steve Green, will be with us in a later module.

##### **Leveraging Value Chains for Agility**

*Hau Lee*

To meet the dynamic and uncertain business environments, companies need to develop capabilities to be agile in their operations. Such agility requires sound management of information flows, leveraging the partners in the value chain to accelerate operations processes, putting in the right buffers at strategic positions, designing products and processes to allow flexibilities, and to have the right culture and mindset for the people. In this session, we will discuss the common roadblocks to agility, the innovations that leading companies have used to gain agility, and how to align the incentives of partners to achieve a higher degree of agility. As an exercise for the participants, we will consider an example of a product development project. We will have breakout groups to discuss how to address a common challenge of managing a partnership to gain agility, taking the right degree of risk but putting in the right steps to ensure success in this project.

##### **Agile at Salesforce.com vs. Twitter**

*Steve Greene*

Following a widely acclaimed, organization-wide transition from traditional waterfall development to agile software development at Salesforce.com, Steve Greene and Chris Fry are attempting to do the same at Twitter. Drawing on this experience, Steve will discuss the differences in organization and software architecture that affect the adoption and implementation of agile software development methods in these two organizations.

##### **Leading Globally Distributed Teams with Discipline and Agility**

*Moderated Panel by John Warren*

Successful implementations of agile approaches to project delivery have generally been with small co-located teams. A panel of leading industry experts who have been applying agile project management approaches to distributed teams will share their experiences, highlighting both their successes and failures. Panelists will share what's worked and what has not, including failures they have learned from. Class participants will have a chance to ask questions and share their own perspectives. John L. Warren will moderate this panel discussion.