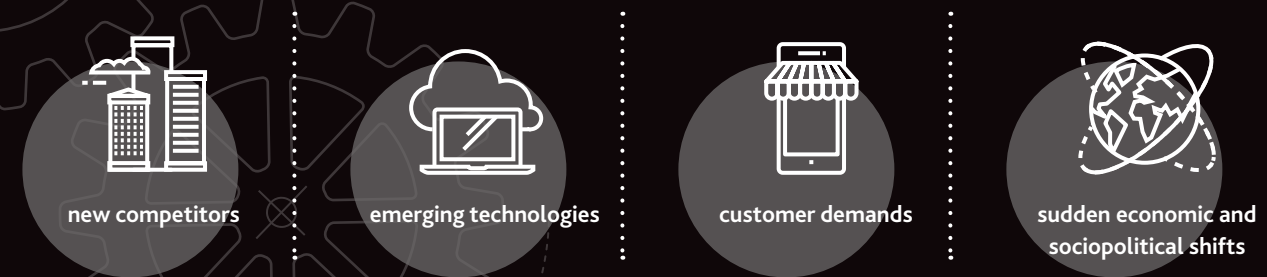


RAPID REACTIONS

When change accelerates, the old ways of doing things become obsolete—and organizations must adapt reflexively.

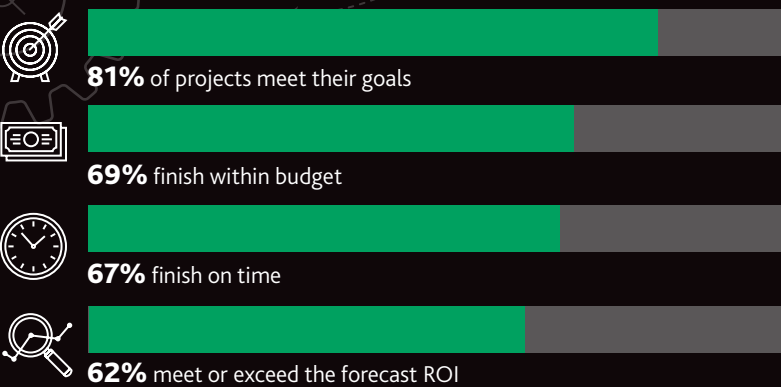
By Donovan Burba

Organizational agility is the ability to change or adapt rapidly in response to market conditions or other external factors including:



The Payoff

Organizations with project teams that are more **collaborative, communicative** and **flexible** have significantly better project outcomes. At organizations where teams excel at all three:



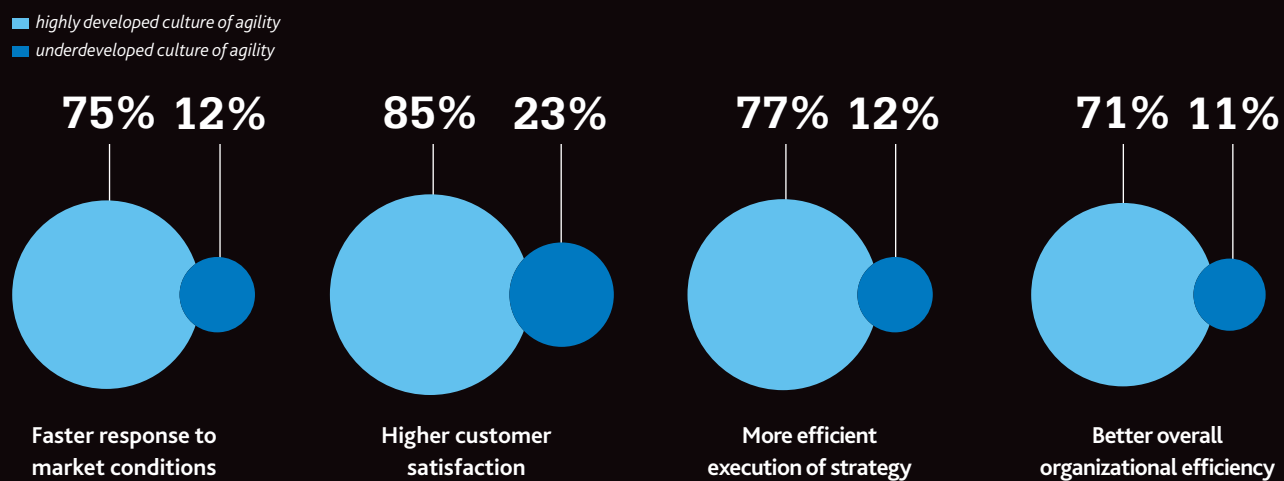
The 7 Fundamentals

The most important characteristics of agile organizations are:

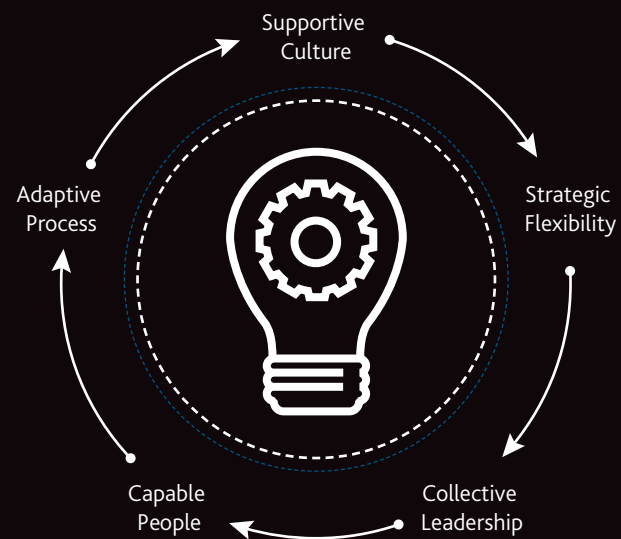
1. Flexibility and adaptability
2. Open communication
3. Receptiveness to change
4. Empowered team members
5. Experiential learning opportunities
6. Rapid decision making
7. Strong customer focus

The Bottom Line

Organizations with a highly developed culture of agility are far more likely to see the following benefits:



A Virtuous Cycle



Strategic Flexibility



of organizations report that being flexible and adaptable is the most important characteristic of an agile organization

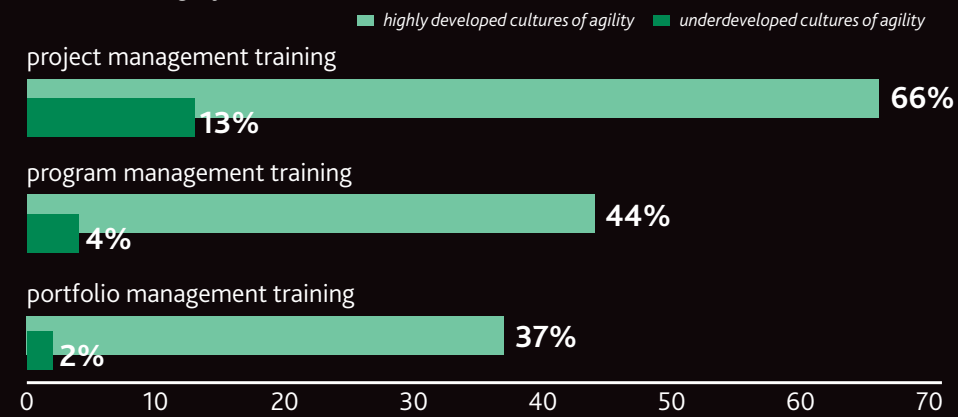
The three biggest obstacles to effective organizational change:

1. Lack of transparency or effective employee communication
2. Lack of senior management support
3. Organizational inertia

People-Powered Agility

Talent is the bedrock of organizational agility: When organizations view project and program managers as strategic talent, they are more prepared to quickly seize opportunities.

Those with highly developed cultures of agility focus on training and development far more than those with low agility:



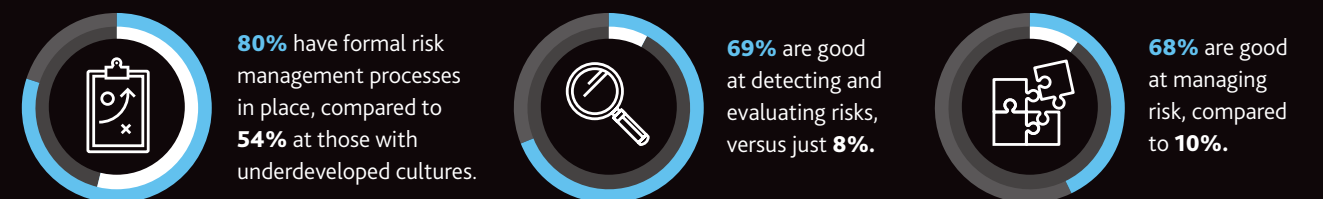
Yet a minority—**41%**—of organizations are extremely or very focused on the training and development of employees in project management.

At Agility's Core

To be more flexible and manage obstacles more fluidly, organizations need to commit to consistent **risk management practices**.

While **two in three** organizations report having a formal risk management process in place, **only 35%** say they are proficient at detecting, evaluating and managing risk.

The correlation between risk management and organizational agility is strong. Among organizations with highly developed cultures of agility:



Source: PMI Pulse of the Profession®: Capturing the Value of Project Management Through Organizational Agility, September 2015. Survey conducted in June 2015 with 1,397 project management professionals and senior leaders around the world.