

RESPONDING TO TURBULENCE

SURVIVING & THRIVING ON
TODAY'S PROJECTS

Feb. 7, 2023

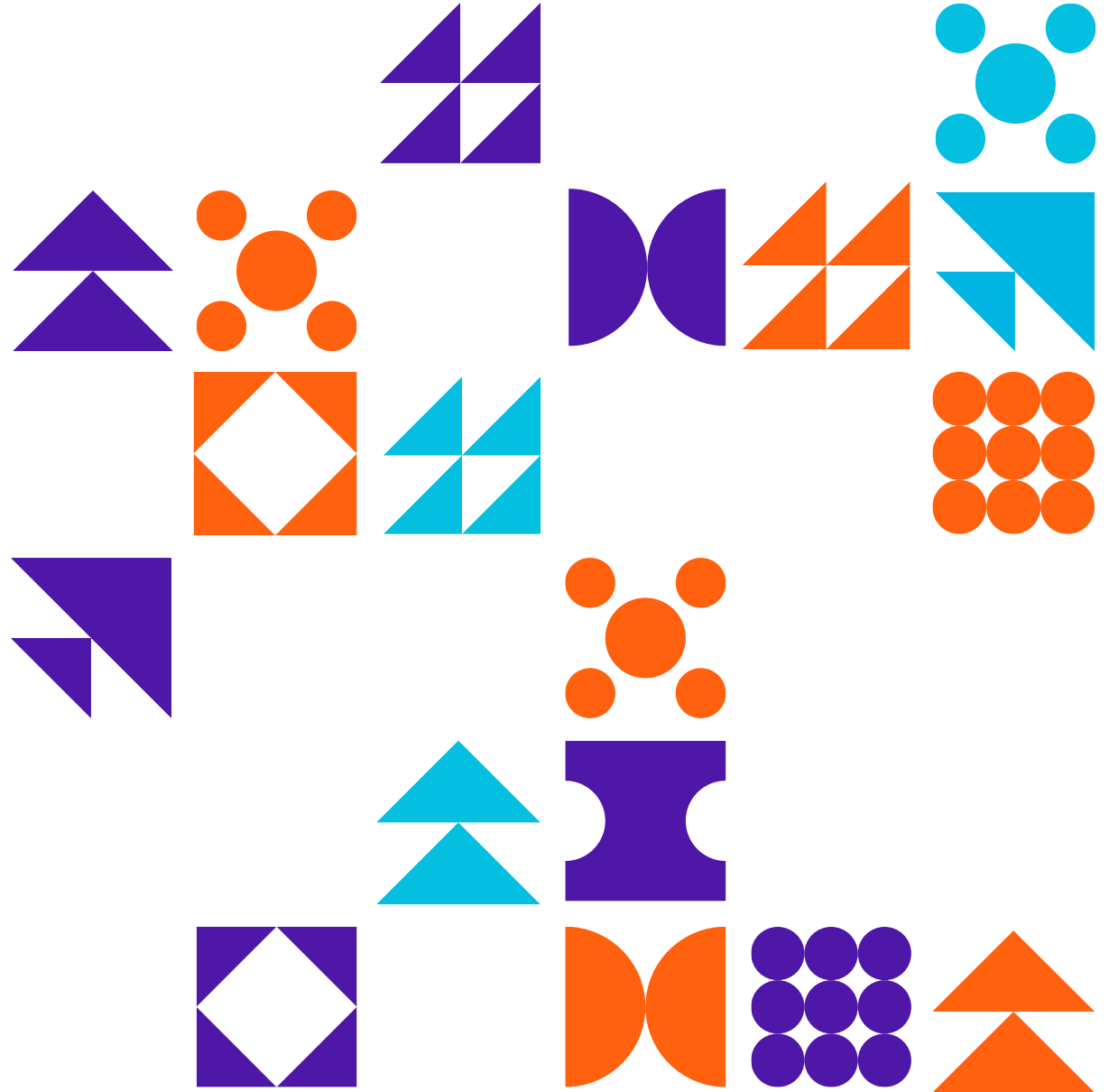



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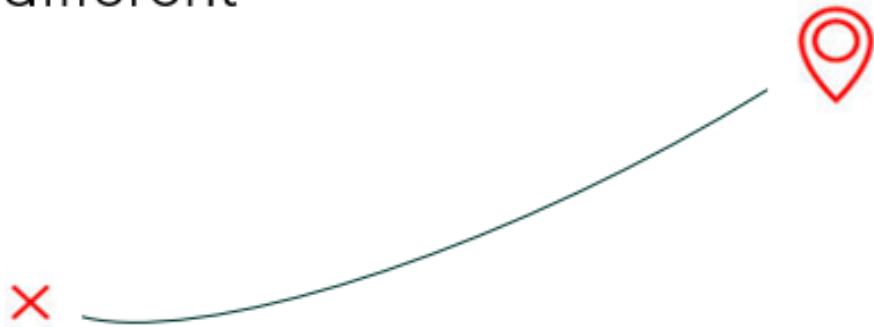
“THE GREATEST DANGER
IN TIMES OF TURBULENCE
IS NOT THE TURBULENCE;
IT IS TO ACT WITH
YESTERDAY'S LOGIC.”

PETER DRUCKER

NAVIGATING THROUGH TURBULENCE

Change

Make something or someone different

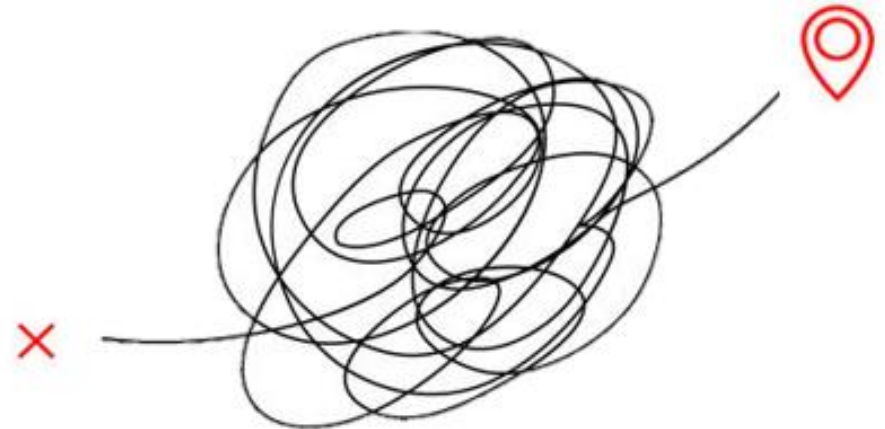


Synonyms:

Switch; amend; modify; adjust; transition

Tur·bu·lence

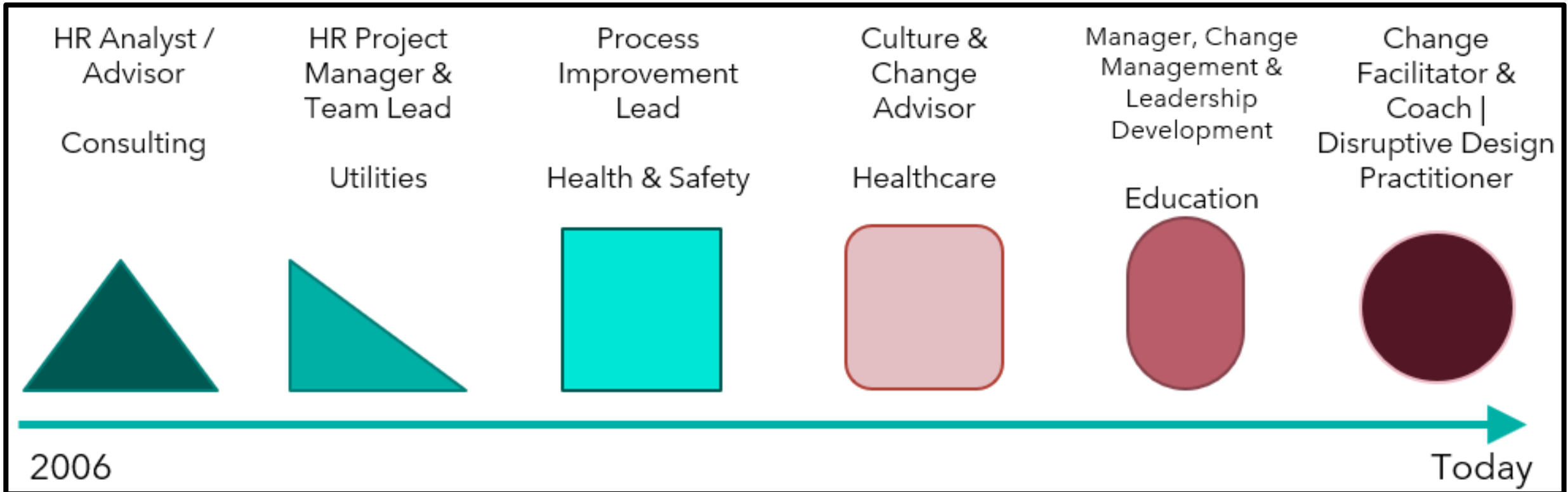
An unsteady movement



Synonyms:

commotion; conflict; confusion; agitation

WHAT TYPES OF TURBULENCE DO YOU EXPERIENCE?





WE LIVE IN A TURBULENT ERA

**TURBULENCE HAS ALWAYS BEEN
A PART OF OUR PROJECTS, BUT
EVEN MORE SO NOW WITH THE
'QUICKENING' OF CHANGE**

WHAT TOOLS OR PRACTICES DO YOU USE THAT MAY BE OUTDATED?

- Slows you down
- Adds complexity
- Quick-fix or band-aid
- ‘This worked before so it will work now’
- Demands perfection over progress
- Leads to *over-planning* (What you planned isn’t what happened) or *analysis paralysis*

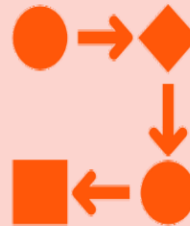


WHY DO 70% OF CHANGE EFFORTS FAIL?

We are not adapting our project tools so that they are responsive:



Progress
is prioritized
and
celebrated



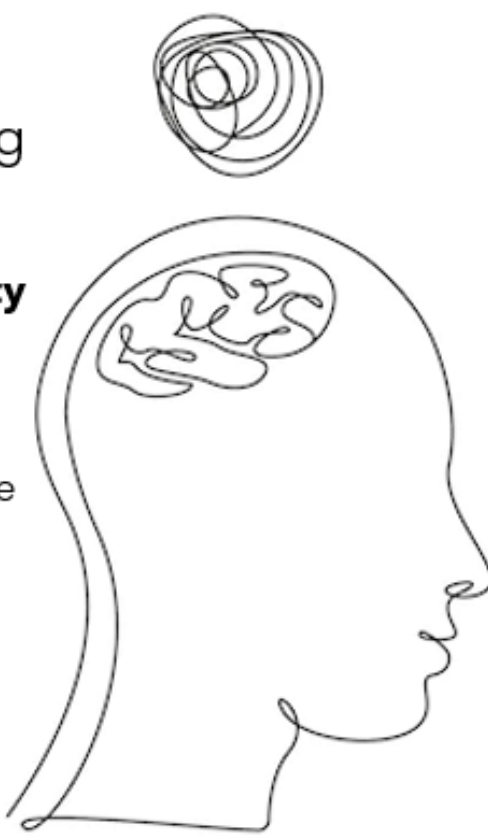
Processes
are clear and
easy to follow
and adapt



People
are mobilized

MAKING THE SHIFT FROM SURVIVING TO THRIVING

SURVIVE
Threat-seeking




Seek out certainty and control by:

- Focus on the problem
- Maintaining the status quo
- Making assumptions

Emotions:
Fear, anxiety

THRIVE
Opportunity-seeking



Seek out certainty and control by:

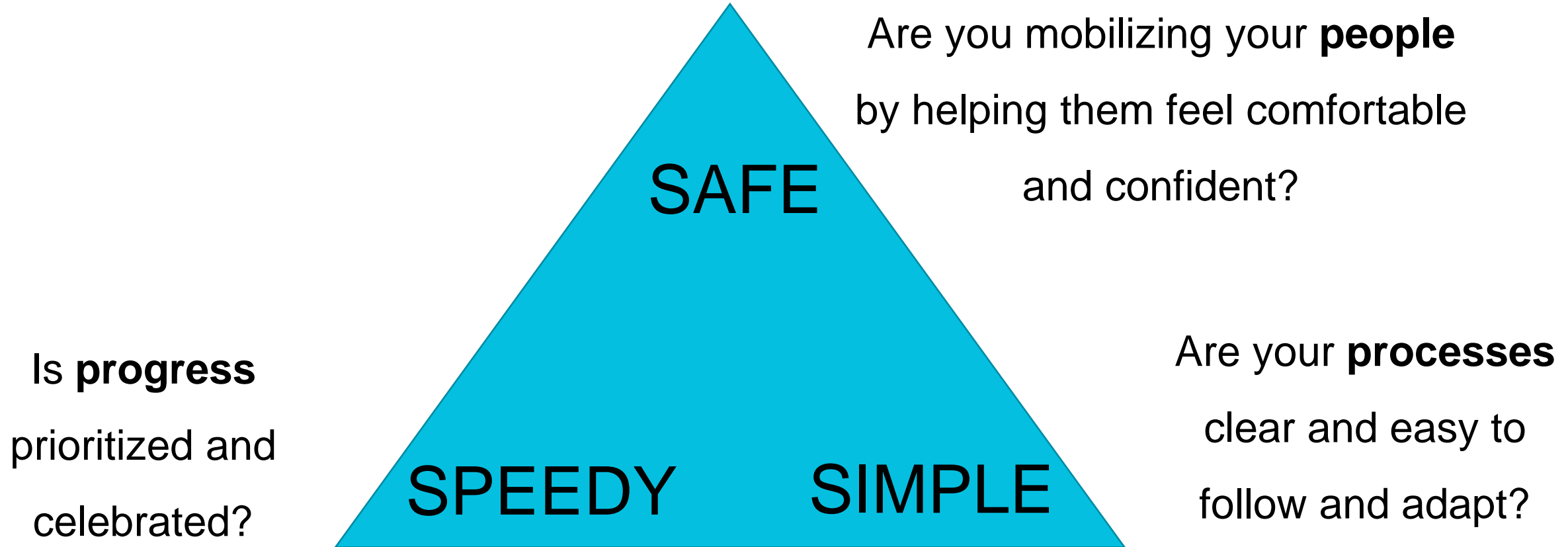
- Focus on the process
- Maintaining progress
- Broadening perspective

Emotions:
Passion, excitement

Adapted from Kotter (2021), Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times

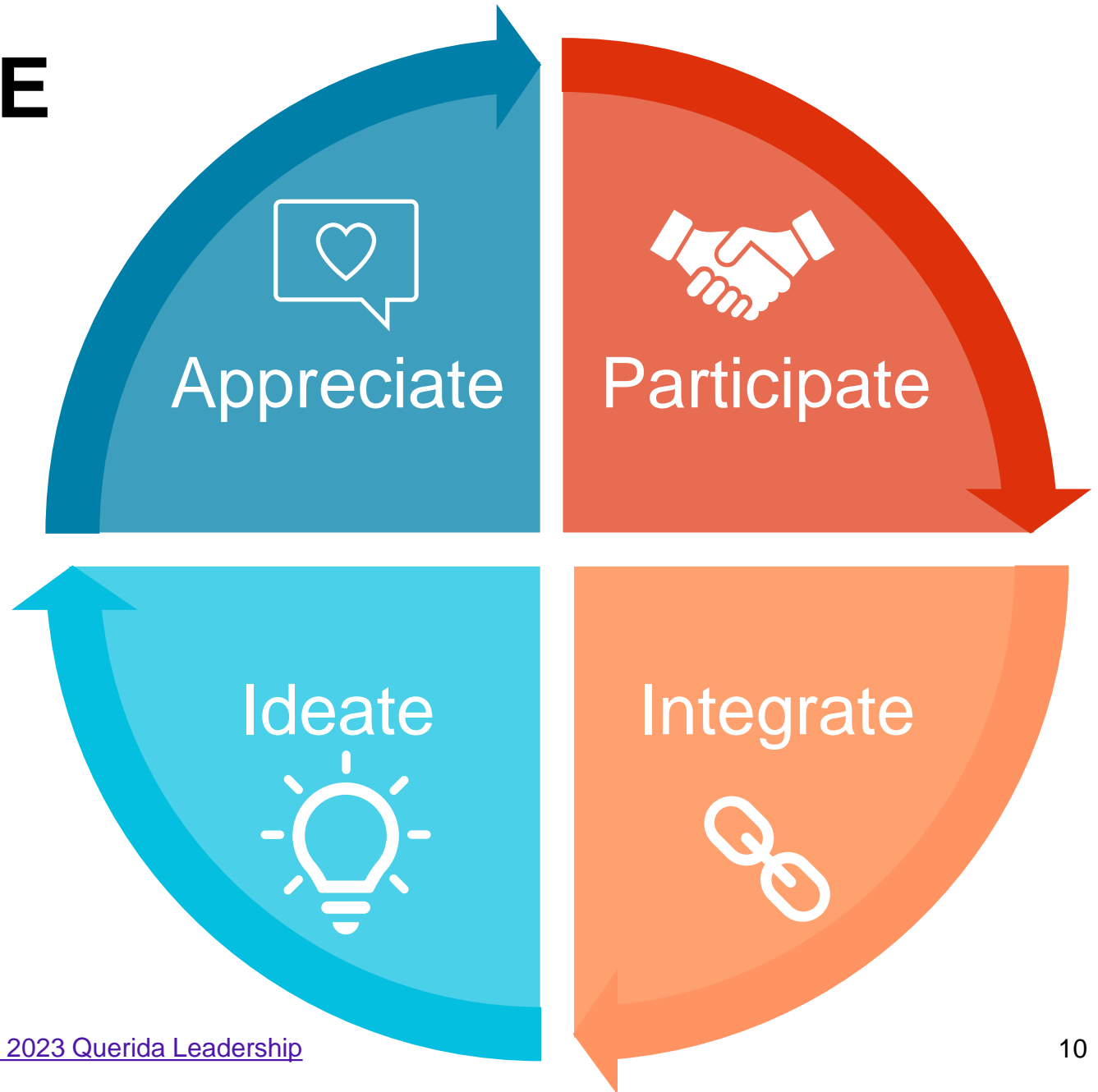
THE NEW PROJECT TRIANGLE

WHAT ARE YOU STRONGEST AT? WHAT NEEDS MORE WORK?



RESPONSIVE CHANGE MODEL

To become more responsive and harness the power of turbulence we need to make it **SAFE, SIMPLE** and **SPEEDY** to:



PARTICIPATIVE LEADERSHIP

EMPOWERING MANY CO-PILOTS INSTEAD OF 1



Making it SAFE, SIMPLE and SPEEDY to PARTICIPATE means shifting:

FROM	TO
Siloes	A shared identity
Ineffective collaboration	Conviction that your opinion matters
Over-dependence on a few to communicate	Stronger two-way communication networks

INTEGRATIVE LEADERSHIP

REBUILDING THE PLANE WHILE FLYING IT



Making it SAFE, SIMPLE and SPEEDY to INTEGRATE means shifting:

FROM	TO
Mistakes being covered up	Mistakes being celebrated
Decisions being deferred	Decisions being delegated
Conflict and feedback is avoided	Conflict and feedback are welcomed

INNOVATIVE LEADERSHIP

IGNITING THE ENGINES OF OUR THINKING



Making it SAFE, SIMPLE and SPEEDY to IDEATE means shifting:

FROM	TO
Cultures that are risk-adverse	Cultures that are innovative
Defaulting to the status quo	Trying new things
Rules-based organizations	Freedom to reach our potential

APPRECIATIVE LEADERSHIP

FILLING UP OUR TANKS



Making it SAFE, SIMPLE and SPEEDY to APPRECIATE means shifting:

FROM	TO
People leaving	People staying
Checked out	Engaged and motivated
Uncommitted	Committed to making change happen

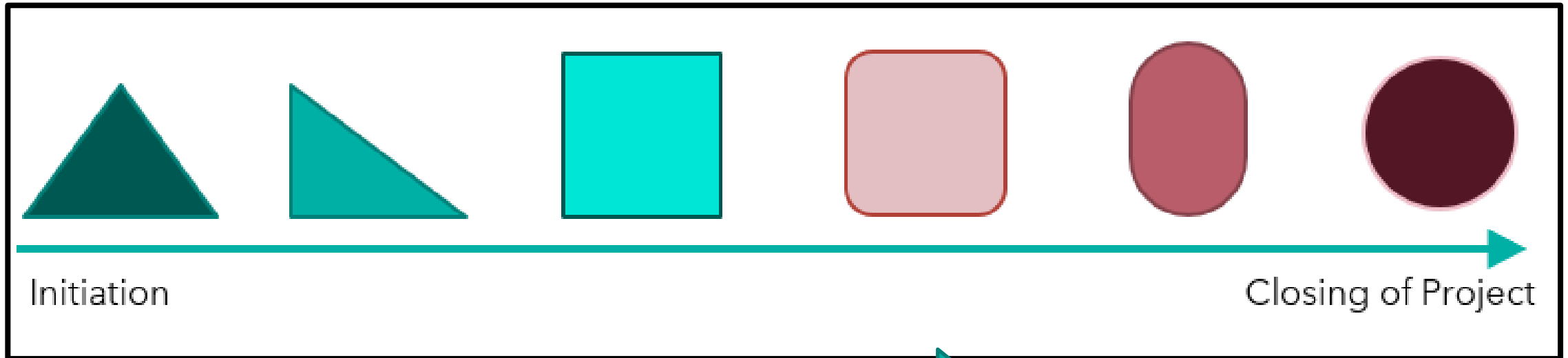
A RESPONSIVE CHANGE TOOL

SEE THE DIFFERENCE OF A
RESPONSIVE CHANGE TOOL. GET
A MEETING TEMPLATE AND A
COPY OF THE SLIDES USING THE
QR CODE.



EXPANDING YOUR PM TOOLKIT FOR AN ERA OF TURBULENCE

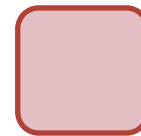
In today's turbulent world project requirements are continuously evolving.



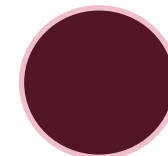
With traditional methods the customer gets



With agile methods the customer gets



Combined with responsive model the customer gets

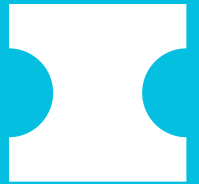
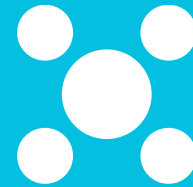
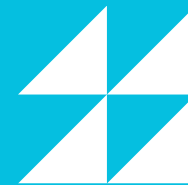
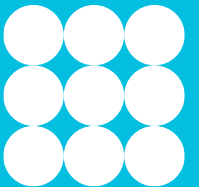
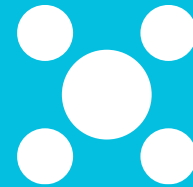




THANK YOU



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INTERESTING READS ON RESPONDING TO TURBULENCE

- **The Quickening:** <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/five-fifty-the-quickening>
- **Surviving and Thriving:** <https://hbr.org/2021/09/our-brains-were-not-built-for-this-much-uncertainty>
- **Participation:** <https://www.leaderfactor.com/psychological-safety>
- **Integration:** <https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/learning-from-googles-digital-culture>
- **Ideation:** <https://www.atlassian.com/blog/inside-atlassian/how-to-build-culture-of-innovation-every-day>
- **Appreciation:** <https://www.forbes.com/sites/forbescommunicationscouncil/2021/01/25/appreciative-inquiry-getting-more-of-the-good-stuff/>