gkhconsultancy.com

UNLOCKING THE TRUE VALUE OF AGILE ™
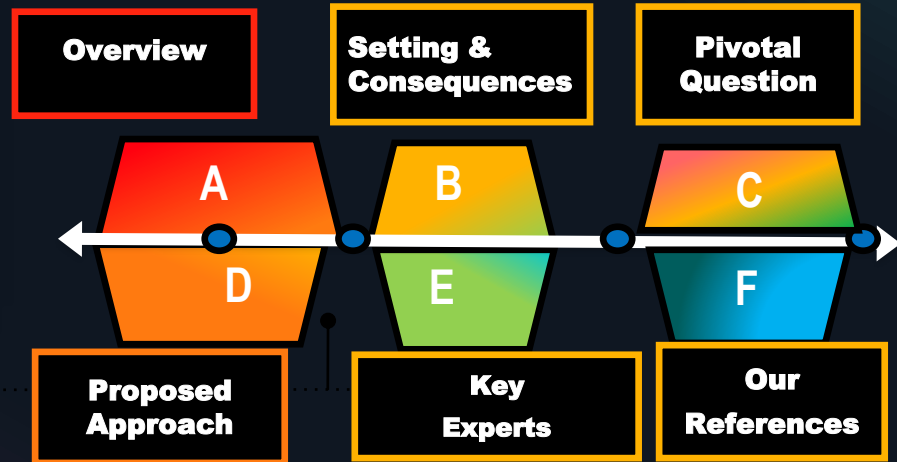
SUSAGILE ©

CONSULTANCY FRAMEWORK FOR ADDRESSING PRODUCTIVITY & PERFORMANCE ISSUES

An Australian Innovation by Ocean 11
Ocean11.com.au

AUSTRALIAN MADE

Thought Leadership & Innovative Management For A Better Tomorrow

OVERVIEW

OVERVIEW

"*Agile successful implementation requires a holistic and well-thought-out approach*"

Agile frameworks have ushered in a truly transformative change in the realm of project management and product development

Beyond just processes and workflows, Agile promotes a cultural shift. It fosters a collaborative environment where cross-functional teams work cohesively.

The iterative nature of Agile, with its regular feedback loops, ensures that the voice of the customer is continuously integrated into the development process.

Only 42% of Agile projects can be classified as successful, implying that a majority encounter some form of difficulty.

Lack of experience and understanding of Agile methodologies, cultural resistance, misaligned organization practices, and team bonding are some of the reasons that led to failures

The Agile Revolution

Agile frameworks have ushered in a truly transformative change in the realm of project management and product development. At its core, Agile emphasizes adaptability, collaboration, and customer-centricity, challenging the traditional, linear approaches of the past. Instead of rigidly adhering to a set plan, Agile methodologies prioritize flexibility, allowing teams to respond to changes and unforeseen challenges swiftly. This dynamic approach ensures that the product or solution being developed remains relevant and aligned with user needs, even in rapidly changing environments.

Beyond just processes and workflows, Agile promotes a cultural shift. It fosters a collaborative environment where cross-functional teams work cohesively, breaking down silos and promoting open communication. Decision-making becomes decentralized, empowering team members at all levels and instilling a sense of ownership and accountability. The iterative nature of Agile, with its regular feedback loops, ensures that the voice of the customer is continuously integrated into the development process. This not only leads to products that resonate more with users but also cultivates a mindset of continuous improvement and innovation within organizations.

The Chaos Report, a renowned research publication by the Standish Group, has shed light on various challenges faced during Agile implementation. One of the most striking revelations from the report is that while Agile projects have a higher success rate compared to traditional projects, a significant percentage still either fail or face considerable hurdles. The report indicates that only 42% of Agile projects can be classified as successful, implying that a majority encounter some form of difficulty

Several challenges underpin these statistics. The report underscores that organizations often grapple with a lack of experience and understanding of Agile methodologies, leading to improper or incomplete implementation. Cultural resistance is another significant barrier, as teams entrenched in traditional methodologies find it challenging to adapt to the collaborative and iterative nature of Agile. Additionally, inadequate training and support, misaligned organizational practices, and the absence of a clear vision or strategy for Agile transformation further exacerbate the challenges. The value of these insights from the Chaos Report is paramount, emphasizing that while Agile offers transformative potential, its successful implementation requires a holistic and well-thought-out approach

SETTING &
CONSEQUESENCES

The Agile Journey

Roots of Agile

- Contrary to common belief, Agile has been around since the 50s, Lean and subsequently, Toyota Production System could be perceived as the grandparents of Agile.
- In the '90s, a plethora of Agile frameworks and methodologies e.g. DSDM, Scrum, XP, and Crystal emerged challenging the traditional, rigid waterfall model.

Agile Manifesto

- In February 2001, 17 software developers met in Snowbird, Utah.
- The 5 values and 12 principles offer a philosophical foundation for many agile methodologies like Scrum, Kanban, and Lean software development. They emphasize adaptability, collaboration, and delivering value.

Emergence of Agile Practice

- Agile framework and methodologies' prominence grew after the new millennium.
- Newer tools e.g Jira, Trello, Asana , Kanban flow began to emerge.
- Similarly, techniques were also streamlined resulting in higher productivity and better results e.g. CD/CI, Core Protocols, ART, Lean UX
- Frameworks like the Scaled Agile Framework Scrumban, (SAFe), Large Scale Scrum (LeSS), and Disciplined Agile Delivery (DAD) emerged

Current Trends

- Agile methodologies began to be adopted outside of the software industry e/g. Marketing, HR, Education, Retail, Sustainability
- Most Fortune 500 have adopted Agile Methodology and Framework
- Agile popularity has grown significantly in Malaysia. Frameworks like Scrum. Kanban, Scrumban, SAFe are gaining much popularity .
- Most large corporations in Malaysia have embraced Agile in the realm of project management and product development.

The Challenges (Part I)

Low Rate of Success

- Only 42% of Agile projects can be classified as successful, implying that a majority encounter some form of difficulty.
- Lack of experience and understanding of Agile methodologies, cultural resistance, misaligned organization practices, and team bonding are some of the reasons that led to failures

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Impact on Triple Constraints

- Often times the overall value delivered to the client is reduced. At times, the entire project needs to be scrapped
- Missed deadlines are a common anomaly, teams struggle to meet their sprint goals or even manage their backlog efficiently.
- Resource inefficiencies may lead to increased cost
- An ill-designed feedback process could well lead to not meeting customer's need thus impacting the triple constraints
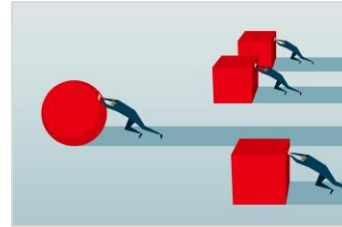
Inefficient Process and Roles

- Integrating an Agile mindset with a waterfall could result in communication breakdown, reduced velocity, and inefficient stakeholder management.
- Contrasting roles such as directive project managers in an Agile environment often result in tension and misalignment, as the traditional top-down approach clashes with Agile's emphasis on team collaboration and adaptive planning
- Inefficient roles and process could also lead to low team morale

Technical Debts

- When burdened by technical debts, teams might make decisions based on the existing debt rather than what's best for the product or the end-users.
- Deliverables that are constantly plagued by defects or that don't meet performance expectations can erode trust between the development team and stakeholders.
- With a high amount of technical debt, even small changes can take a long time to implement, leading to slower response times to market demands.

The Challenges (Part II)

Inefficient Team Dynamics

- Team is integral to any Agile adoption, however inefficient team dynamics could have an adverse effect on project delivery and product development
- Inefficient team dynamics can lead to a higher burnout rate and may even jeopardize the project
- Maintaining a high performing team dynamics is essential in an Agile environment.
- A high level of psychological safety is needed in an Agile team

Misunderstanding of Agile

- Viewing Agile merely as a set of practices rather than a mindset can lead to a superficial implementation
- Often times, cherry-picking certain Agile practices without fully committing to its principles, leading to a fragmented approach
- Believing that purchasing an Agile tool or software automatically leads to Agile transformation without focusing on people and processes.

Lack of Experienced Agile Coaches

- Without experienced coaches, organizations might only adopt surface-level practices without understanding the underlying Agile principles, leading to ineffective implementation.
- Without proper guidance, different teams might adopt varying Agile practices, leading to inconsistencies and integration challenges across the organization.
- Mistakes and inefficiencies due to lack of proper guidance can lead to increased costs in the long run.

Cultural Resistance & Power Distance Index

- Employees accustomed to traditional methodologies might resist the changes associated with Agile, fearing the unknown or potential job displacement.
- In high PDI environments like Malaysia, there might be a reluctance to take risks or challenge the status quo, which can hinder Agile's iterative and experimental approach.
- In high PDI societies. managing this change can be challenging, given the deep-rooted respect for existing hierarchies and structures, which often leads to low levels of psychological safety

GLOBAL KNOWLEDGE HOUSE

Despite Agile's promise, the Chaos Report shows a 42% success rate, underscoring the need for deeper understanding and cultural adaptation. Is there a structured approach that can yield a better outcome thus increasing the success rate while unleashing the true potential of Agile?

PROPOSED
SOLUTION

SUSAGILE ©

"SUSAGILE©: Bridging Knowledge Gaps, Overcoming Resistance, and Assuring Your Path to Agile Success"

Adopts a distinct approach designed to enhance project success and align with solutions to the challenges faced by organizations while adopting Agile.

Focuses on bridging the knowledge gap by offering comprehensive training modules and resources that demystify Agile

Draws its inspiration from the Agile Manifesto Lean, Kanban, Scrum, System Thinking, and Emotional Intelligence.

Offers a holistic approach to Agile adoption. The Agile Manifesto's core values emphasize customer collaboration and responsiveness to change, which are foundational to any Agile transformation

Facilitates the technical implementation of Agile but also cultivates an adaptive and collaborative organizational culture, guaranteeing that your Agile adoption realizes its full potential

SUSAGILE © the key to Sustainable Agile Transformation

Our revolutionary framework, SU/SAGILE©, adopts a distinct approach designed to enhance project success and align with solutions to the challenges faced by organizations while adopting Agile. Designed to enhance the success rate of Agile projects, SUSAGILE© focuses on bridging the knowledge gap by offering comprehensive training modules and resources that demystify Agile methodologies. it also aims to counter cultural resistance by fostering a collaborative environment that aligns with Agile principles. Furthermore, the framework provides a roadmap for organizational alignment, ensuring that existing practices are harmonized with Agile objectives.

SUSAGILE © draws its inspiration from the Agile Manifesto Lean, Kanban, Scrum, System Thinking and Emotional Intelligence. By integrating the principles of these diverse methodologies and concepts, SUSAGILE© offers a holistic approach to Agile adoption. The Agile Manifesto's core values emphasize customer collaboration and responsiveness to change, which are foundational to any Agile transformation. Lean principles focus on maximizing customer value and eliminating waste, ensuring that organizations streamline their processes for efficiency. Kanban and Scrum provide structured frameworks for iterative development and continuous improvement..
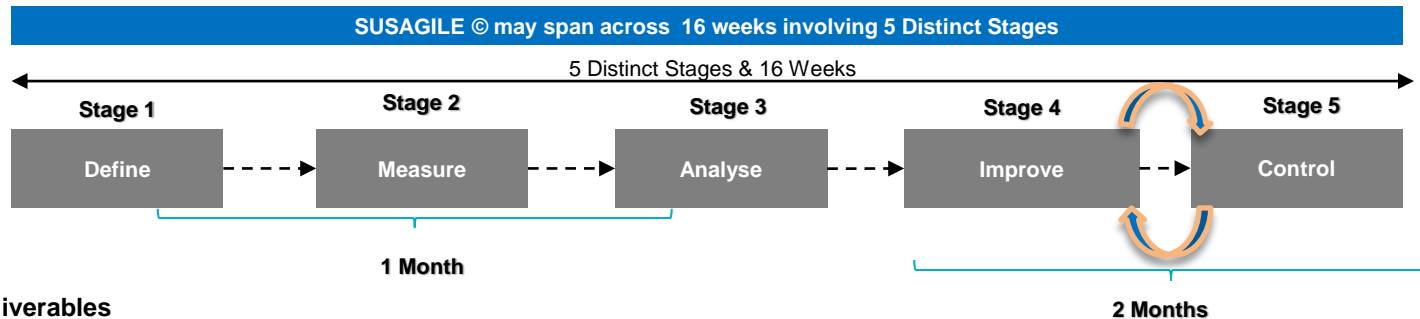
Systems Thinking offers a broader perspective, emphasizing the interconnections within organizational processes. By incorporating Emotional Intelligence into its framework, SUSAGILE© recognizes the importance of self-awareness, empathy, and effective interpersonal relationships. This emphasis on emotional intelligence ensures that the human-centric challenges of Agile adoption are addressed, fostering a collaborative and adaptive organizational culture. Together, these inspirations can guide an organization towards a successful and sustainable Agile transformation

his holistic approach ensures that SUSAGILE® not only facilitates the technical implementation of Agile but also cultivates an adaptive and collaborative organizational culture, guaranteeing that your Agile adoption realizes its full potential.. By choosing SUSAGILE®, you're not just adopting a framework; you're embracing a philosophy that believes in the potential of your organization. Together, we can make a difference!

SUSAGILE's © DMAIC Framework

Our framework is similar to Lean's DMAIC, which involves 5 distinct stages. The DMAIC framework begins with "Define," pinpointing the problem and setting clear goals. "Measure" establishes a performance baseline, quantifying the issue. "Analyze" delves into data to unearth root causes, while "Improve" implements and verifies solutions. "Control" ensures sustained improvements, embedding them into regular practices.

SUSAGILE © may span across 16 weeks involving 5 Distinct Stages

5 Distinct Stages & 16 Weeks

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Define	**Measure**	**Analyse**	**Improve**	**Control**

1 Month

2 Months

Deliverables

Our structured approach begins with the **'Define'** phase, where we map out the current process and identify its present state, focusing on four critical aspects: people, process, tools, and culture. The **'Measure'** phase primarily assesses the baseline performance and capability of existing processes. In the **'Analyze'** phase, we scrutinize the data to pinpoint root causes, aiming to narrow them down as much as possible. The **'Improve'** phase, arguably the most vital, addresses these root causes and establishes a framework that effectively encompasses people, process, tools, and culture. The final phase, **'Control'**, emphasizes continuous monitoring to ensure the process remains on track. Both the 'Improve' and 'Control' phases are cyclical, during which we work closely with the team to refine performance levels. Additionally, we provide training on various tools and techniques to further enhance team performance.

Details on Our Proposed Approach

The details of our proposed approach encompass five pivotal phases: 'Define', 'Measure', 'Analyze', 'Improve', and 'Control'. Central to this strategy is the optimization of people, process, tools, and culture. We meticulously address root causes, with the 'Improve' and 'Control' phases operating cyclically for consistent refinement. Furthermore, our approach integrates specialized training to elevate team performance

		Key Deliverable Scope	
Stage	Summary	Specialised Training	Detail Scope
Define (Stage 1)	**'Define'** phase, where we map out the current process and identify its present state, focusing on four critical aspects: people, process, tools, and culture	Training Needs Analysis (TNA): Identifying the gaps between current & and expected performance. **Introduction to Agile & defined framework (Scrum / Kanban) Implementation of Information radiators**	Observe team dynamics, particularly leader behaviour, including autonomy, inclusion, and predictability.. Inquire into issues raised by teams, and issues identified but not raised. Observe learning and unlearning behaviours in the teams. Observe on the Agile / Project Mindset Conduct interviews & surveys to understand previous training initiatives. Analyse results to determine current knowledge, skills, & capabilities. Analyse the end to end flow, from " requirement in" to " product out", Current Process, tools and strategies followed, Pain points and Objectives to be potentially achieved.
Measure (Stage 2)	**'Measure'** phase primarily assesses the baseline performance and capability of existing processes	Kirkpatrick`s evaluation model – x4 stage model to assess overall effectiveness of training & performance	From observation and (optionally) brief questionnaires, assess the level of psychological safety and identify contributing factors Assess the openness of communication within the team and to leaders Assess the level of unreported issues that have impacted delivery and quality Measure of Agile/Project performance Evaluate the information from Information radiators - Necessary actions to be taken Determine effectiveness of training – ROI

Details on Our Proposed Approach

The details of our proposed approach encompass five pivotal phases: 'Define', 'Measure', 'Analyze', 'Improve', and 'Control'. Central to this strategy is the optimization of people, process, tools, and culture. We meticulously address root causes, with the 'Improve' and 'Control' phases operating cyclically for consistent refinement. Furthermore, our approach integrates specialized training to elevate team performance

Stage	Summary	Key Deliverable Scope	
		Specialised Training	Detail Scope
Analyse (Stage 3)	**'Define'** phase, where we map out the current process and identify its present state, focusing on four critical aspects: people, process, tools, and culture		Identify teams that are high and those that are low in psychological safety; identify the main contributing factors that need to be improved Continuous Improvement on process, tool, and techniques. Analyse the data from Information Radiator Analyse senior management expectation and involvement Analyse the effectiveness of the tools and technqiues Analyse the knowledge and skill gap Conduct a gap analysis exercise 5 Whys and Ishikawa Diagram
Improve (Stage 4)	The **'Improve'** phase, arguably the most vital, addresses these root causes and establishes a framework that effectively encompasses people, process, tools, and culture	Psychological Safety: The heart of the high performing team Identify how training can be leveraged to improve capability & performance Leadership in the Agile Age	Deliver training and coaching to leaders on how to create conditions for psychological safety in their teams Facilitate training to ensure new processes are embedded and new behaviours are adopted/reinforced Recommend new changes as required Enable the senior management to empower the team while pushing for improvement Evaluate, select, and optimize the best solutions. Setup systems for champions to steer the team to accepted performance

GLOBAL
KNOWLEDGE HOUSE

Details on Our Proposed Approach

The details of our proposed approach encompass five pivotal phases: 'Define', 'Measure', 'Analyze', 'Improve', and 'Control'. Central to this strategy is the optimization of people, process, tools, and culture. We meticulously address root causes, with the 'Improve' and 'Control' phases operating cyclically for consistent refinement. Furthermore, our approach integrates specialized training to elevate team performance

Stage	Summary	Key Deliverable Scope	
		Specialised Training	Detail Scope
Control (Stage 5)	**'Define'** phase, where we map out the current process and identify its present state, focusing on four critical aspects: people, process, tools, and culture	The Psychology behind Continuous Improvement and Continuous Development	Define and implement any structural changes that are required to improve, embed, and encourage psychological safety Follow up on any situations to overcome Continuous review of the team's performance and process optimization Continuous review of leadership support and alignment Alignment of continuous development and continuous improvement cycle Monitor the process to ensure it remains in control Plan for continuous improvement Rewards for progress

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TEAM

Special Advisory Panel Comprising Some of the World's Leading Thought Leaders

Our Special Advisory Panel, comprising some of the world's most renowned professors, brings a wealth of academic brilliance and expertise. Their collective insights and experiences elevate our discussions, driving innovation and excellence in our endeavors

Prof. Dr.Thomas D Anthopoulos
Prof. of Material Science at King Abdullah University of Science and Technology, Saudi Arabia,Visiting Prof. Imperial College London,PhD Physical Electronics

He has over 15 years of teaching and research experience on emerging material technologies for application in the renewable energy sector, personalised health, and IoT device ecosystem. He published over 400 research articles and is the Editor and member of the Editorial Board of several highly reputed international journals. For 2021 and 2022, he was recognised as a Highly Cited Researcher, by being listed in the top 1% by citations globally (ClarivateTM).

Key Projects: Field tests of emerging printed photovoltaic panels in Saudi Arabia, validating molecular additives in state-of-the-art printed organic photovoltaics manufactured in industry-relevant settings, and for emerging industries; developing nanomanufacturing technologies.

Key Skills: Management of R&D programs on Renewable Energy technologies, Research Translation & Commercialization and People Management.

Prof. Dr. Franco Gandolfi
Distinguished Professor of Management, California Institute of Advanced Management (CIAM), Full Professor of Business and Leadership (Adjunct) , Georgetown, Co FounderSwiss Institute of Mangement and Innovation, Doctor of Business Admin

Senior university leader and executive board member with a diverse background as an academician, entrepreneur, and international business consultant. Specializes in strategic management, leadership development, HR management, and organizational change. Boasts vast industry experience and a notable publication record. Has spearheaded major change initiatives, globally implemented leadership programs, and taught courses across all academic levels, both in-person and online.

Key Projects: Distinguished professor of management CIAM, Professor of Business &Leadership Georgetown University, Board Member at various organizations across Asia, Europe, and US, Published hundreds of research papers, books, book chapters, articles in academic journals

Key Skills: Leadership, Management, Business, Entrepreneurship,

Prof. Dr. Nanak Kakwani
Inventor pf Kakwani Index Professor of Econometrics, University of Sydney Mahalanobis National Gold Award Winner, Ph.D Economic Development

Professor Nanak Kakwani is a distinguished economist known for his work in welfare economics and income inequality. He introduced the Kakwani Index to assess tax system progressivity. Affiliated with the University of New South Wales, he extensively researched poverty dynamics in developing countries and authored numerous influential publications.

Key Projects: Director and Chief Economist, International Poverty Centre, UNDP, Technical Advisor UNDP, ADB, World Bank. Published more than 100 papers in leading international journals and six books under major publishers. Regressivity of tax systems as part of poverty reduction initiative across 5 continents

Key Skills: Applied Econometrics, Economic Analysis, welfare economics, income inequality, and poverty, public policy, Income Distribution

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Industry practitioners with strong knowledge and expertise in Agile and Project Management

Our experts possess a deep understanding of various Agile and Project Management factors. Consequently, we can translate our knowledge into insights that assist organizations in achieving the Organisation's Transformation Goal

Sashi Kumar Sivam
PMP®, PMI-ACP®, CSM® ,CSPO® ,LSσGB®,AOWD®, B.Sc (Hons) Comp. SC, LLB

With over 25 years of experience in strategic management consulting, Agile, and Waterfall. Sashi has held various key positions in the past including the Chief Advisor on Technology to the Government of Rwanda. He also worked alongside Dr.Jeff Sutherland in the US, father of Scrum, during the early days of Scrum. Sashi is the current lead of PMI Sydney's Agile Movement

Key Projects: More than 80 in 9 distinct countries. Various large integration project implementation in both public and private sector. Some exceeding USD 1 Billion

Key Skills Agile, SCRUM, PMO, Kanban, Lean, Waterfall, Resource Planning, Continuous Improvement, Collaboration:,, Communication, User Stories, Backlog Prioritisation, Strategy, Leadership

Dr. Peter Brace
PhD Philosophy of human behavior in complex systems
B Sc Psychology

Dr Peter Brace is a Psychological Safety Consultant and works to empower leaders and employees in the Asia-Pacific region by assessing and improving psychological safety in the workplace. He has developed a unique perspective on psychological safety for the Asia-Pacific region, taking into account the cultural norms of high power-distance cultures,. He has broad and deep experience in the use of technology to improve business outcomes.

Key Projects: Strategic direction for Australia's largest companies, Asia-Pacific region for prominent multinational organizations such as IBM and BMC.

Key Skills: Public Sector & Government Management, Strategy Management, Investment Management, Programme & Project Management.

Marc Levingston
BCom, GCert Proj Mgmt, GDip Com, GDip Ed, MBA, PMP (Cand)

Combining experience in project management and corporate learning, Marc has successfully led and delivered large scale projects for reputable brands throughout the Telecommunications, Agriculture, Banking & Financial Services, Education, and Not-for-Profit industries. Marc is an active member of the Sydney Chapter of the Project Management Institute and has successfully completed postgraduate qualifications in business, project management, and education.

Key Projects:. Successfully led the design, development, & deployment of a Cyber Security Essentials training programme for 12,000 employees worldwide at OCBC Bank. Additionally, successfully project managed the development of multiple corporate training programmes with Optus.

Key Skills: Senior Stakeholder Management, Agile, Project Management, Training, Organisational Culture, & Human Resource Management

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Jan Vemuelen
M.Comm (Industrial Psychology), Certified Industrial Psychologist, Certified HR Practitioner

Jan is a recognized thought leader in Organisational Development. He has held several prominent positions globally, including a tenure at Maastricht where he taught Industrial Psychology and Organisational Development. Jan has contributed to numerous UN projects and authored a book on the subject. Additionally, he led a team of Harvard University professors in developing an organizational framework for one of Africa's largest pension boards.

Key Projects: Sustainable economic development, International learning programmes, strategic benchmarking and effectiveness and impact measurement. & Project Management at Nokia

Key Skills Organisational Development, change management, Psychometric evaluation and mentoring

Laetitia Callegari
MBA, PMI-ACP, CSM, SAFe5 PO/PM, F.ISRM
MBA, PMI-ACP, CSM, SAFe5 PO/PM, F.ISRM, PRINCE 2,Master in NLP, Leadership Coaching, ISO 31000,ISO 45001, ISO 22301

A governance & technology expert with global experience in managing complex integration projects and business process design. Skilled in overseeing cross-functional teams during large-scale projects. Successfully manages multiple projects simultaneously, ensuring excellence. Rapidly adapts to various industries and systems. Has ensured effective stakeholder engagement for over 17 years.

Key Projects: Managed transformation projects around the globe (London, Paris, Belgium, Hong Kong, Sao Paulo, Sydney, Melbourne, Boston, Thailand, Singapore). Managed agile coaching and system implementation training across APAC (Sydney, Malaysia, Singapore, Vietnam, Hong Kong & Thailand).

Key Skills: Project & Program Management, Stakeholder Management, Agile, Project Management, Training, Business Analysis, Change Management, Strategy, Leadership, ISO certified.

Lalith de Silva
BEng, GAICD, FAIML

Lalith, previously Group CEO of Sri Lanka Telecoms, has extensive experience in leading and transforming businesses in the Telecommunication and IT sectors, including roles at IBM Australia. A passionate leader and advocate for digital transformation and innovation, he actively supports startups and emphasizes engaged leadership and cultural transformation for optimal business outcomes.

Key Projects: Sri Lanka Telecom, IBM Australia, MobiTel, Saudi Telecom, Sri Lankan Airlines, STC Saudi

Key Skills: Leadership, Business transformation. Telecommunication, IT Digital Transformation,

GLOBAL KNOWLEDGE HOUSE

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Naveen Nanjundappa
AIPM, CST, PMP, MSC Solid State Physics, B.Eng (E&C)

Naveen is a Certified Scrum Trainer and for 22+ years,, he has served various organizations such as Wipro, Network Programs India ltd, Symbian, Nokia, Solutions IQ & 12 Principles Consulting. During this period having experience as a Programmer, Test Engineer, Project Manager, Scrum Master, Product Manager and Enterprise Agile coach. His passion is coaching people to achieve higher effectiveness in people, process, organizational & and leadership agility.

Key Projects: Agile Coach at GE Healthcare, Paypal, Symantec, Trained 12000+ people from various different organizations on Agility, Scrum & Product thinking, Product & Project Management.

Key Skills Agile, Project Management, Product Management, Business Analysis, PMO, Coaching and Mentoring

Kavita N. Subramaniam
MBA in Operational Management
LLB (Hons)

Clocked over 26 years of experience in business reengineering and management consulting, Kavita started out with start-ups and SMEs and transitioned to management consulting. She has played several roles, including Director and board Member. A strong team coach with years of experience in team performance and bonding.

Key Projects: Worked with teams from Papua New Guinea, Indonesia and Malaysia on more than 40 consulting projects that include business strategy and change management, project management

Key Skills:: Project & Program Management, Business Reengineering, Social Impact Assessment, HCV Training, Strategies and Mitigation Analysis.

Krishnan Srinivasan
PMP, DA, MBA, ACMA, CA(M), LS

Krishnan - Chartered Management Accountant, Project Manager & Investor in Voluntary Carbon start-ups worldwide. Active volunteer with PMI & PMI Malaysia Chapter for the last 10 years – Chapter President from 2015-2021. Appointed as Director on PMI-Global Accreditation Centre Board (2023-2025). His interests includes ESG, Education and Health.

Key Projects: Start-up Sustainable Dairy Farm - Bio-gas Digester, Solar Lighting, Recycle Dung as Manure & Rainwater Harvesting. Global IT Project Upgrade in 60 Countries & 300 Sensitive security sites; Team member of 25 year PFI Tender for Surrey County, UK for Total Waste Management Solution; Refinanced GBP100m Energy from Waste Plant..

Key Skills: Cross-cultural Leadership, Finance, Project Management, Strategy, Sustainability, Cost Reduction & Customer Service

GLOBAL KNOWLEDGE HOUSE

Industry practitioners with strong knowledge and expertise in Agile and Project Management

Our experts possess a deep understanding of various Agile factors. Consequently, we can translate our knowledge into insights that assist organizations in achieving their Agile Transformation Goal

Harish Kumar
B.Tech, PMP, CSM

Technology professional with extensive experience delivering projects on platform transformation, remediation, migration, DevOps, cloud services and regulatory changes across banking, financial services, insurance, retail, telecom, healthcare and gaming. Ensured cross functional stakeholder relations, governance/control mechanisms and risk management to accomplish business objectives.
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Key Projects: Aristocrat Gaming, Westpac BT Advice Remediation, Singtel Optus, Thomson Reuters Wealth Management, Target Retail,

Key Skills: Delivery Management, Stakeholder Relations, Business Analysis, Leadership, Process Improvements, Agile, DevOps Practices

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Resident Project Managers/ Scrum Masters

Project managers will be stationed at the client's location for a duration of up to one year. Their primary role will be to act as the liaison between the advisory team and the client. Additionally, they will handle day-to-day activities involving the client, while providing guidance on navigating the issues around performance and productivity.

Lohita B. Naidu
B.Sc. Computer Engineering, Iowa State University

Manninder Singh
BEng (Hons)
MSc

Dave Solara
Higher Diploma in Computer Science

He comes with 15 years of experience in various industries and roles from business analyst, trainer, capital market development, strategic consultant, business development and social media planner. He has a unique skill set that bridges the impacts of industry initiatives to productivity and performance

Over 8 years of experience in executing a wide spectrum of functions across a wide range of industries ensuring on time, within budget and within scope project completion. Enthusiastic in solving management and communication problems by providing necessary strategies using Well versed in the areas of project scheduling & monitoring, crisis management, operations management, preventative maintenance, occupational health & safety, along with progress reporting; coupled with exceptional communication, negotiation, presentation, and marketing skills

Professional IT Consultant with over 10 years of experience. Skilled in Sales, Services, and Support of IT Infrastructure. Problem Solving focused. Valued by deliverable to both Management and
Clients.

Key Projects: Rollout of ETBS (Exchange Traded Bonds & Sukuk Financial product, Development of Property Risk Assessment System, Advertising Campaigns, Investor Educational Programs, Social Campaigns

Key Projects: MAS, Air Arabia, NHS, Falcon Flying School, London, KLM

Key Projects: AT&T, HP, Dell, Leblanc, Solara

Key Skills: : Business Analyst, Trading, Social Market Analysis, Advertising, Capital Market, Account Management.

Key Skills: Project Management, Risk Mitigation, Data Analysis, TQM, Data Analysis, Lean and Six Sigma, Forecasting, Digital Market,

Key Skills: Telco, Data Centre, Project Management, Infrastructure, Security

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GLOBAL KNOWLEDGE HOUSE

Resident Project Managers/ Scrum Masters

Project managers will be stationed at the client's location for a duration of up to one year. Their primary role will be to act as the liaison between the advisory team and the client. Additionally, they will handle day-to-day activities involving the client, while providing guidance on navigating the issues around performance and productivity.

Sakthivel Thangavelu
PMP, TS, B.Sc E&E

Over 10 years' proven expertise in spearheading end-to-end project management, team management along with technical operations management in delivering set objectives. Possess strong exposure in the areas project planning and control, resource optimization, project procurement, human resource management along with financial management. Known as a versatile and charismatic professional with strong leadership and people management qualities.

Key Projects: TNB, TestComm, ERS, GE Power,Paoch, TNB

Key Skills: : Project Management, Cost Control, Integration, Test, Project planning, Capex/OPEX, Renewable Energy, Hydrogen, Procurement, Constructiont

Group Structure

OCEAN 11

Special Advisory Panel designed to drive innovation and excellence

Thought Leadership & Domain Expertise

Industry Experts with strong knowledge and expertise in Agile, Productivity and Performance
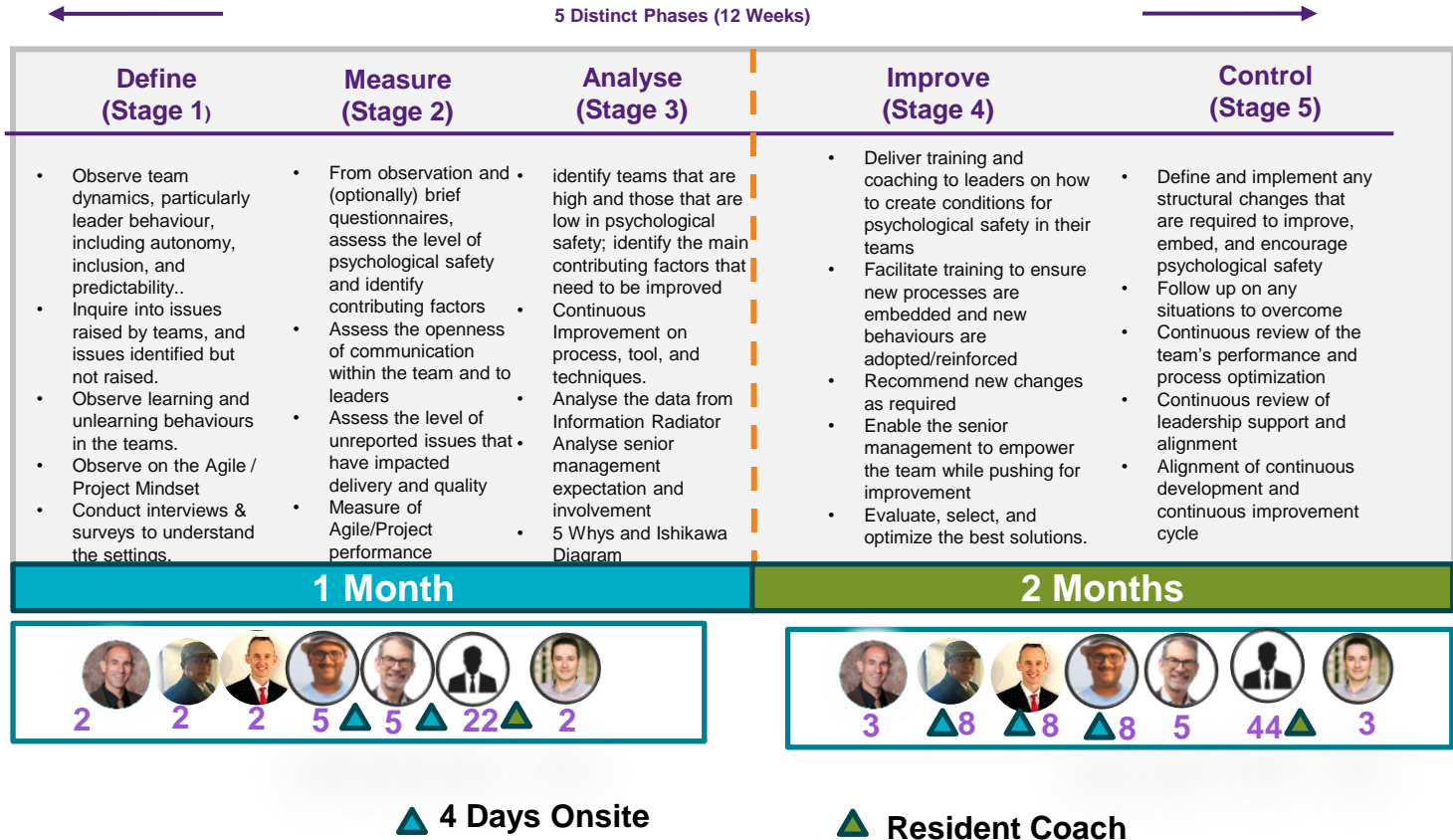
Industry Expert Group

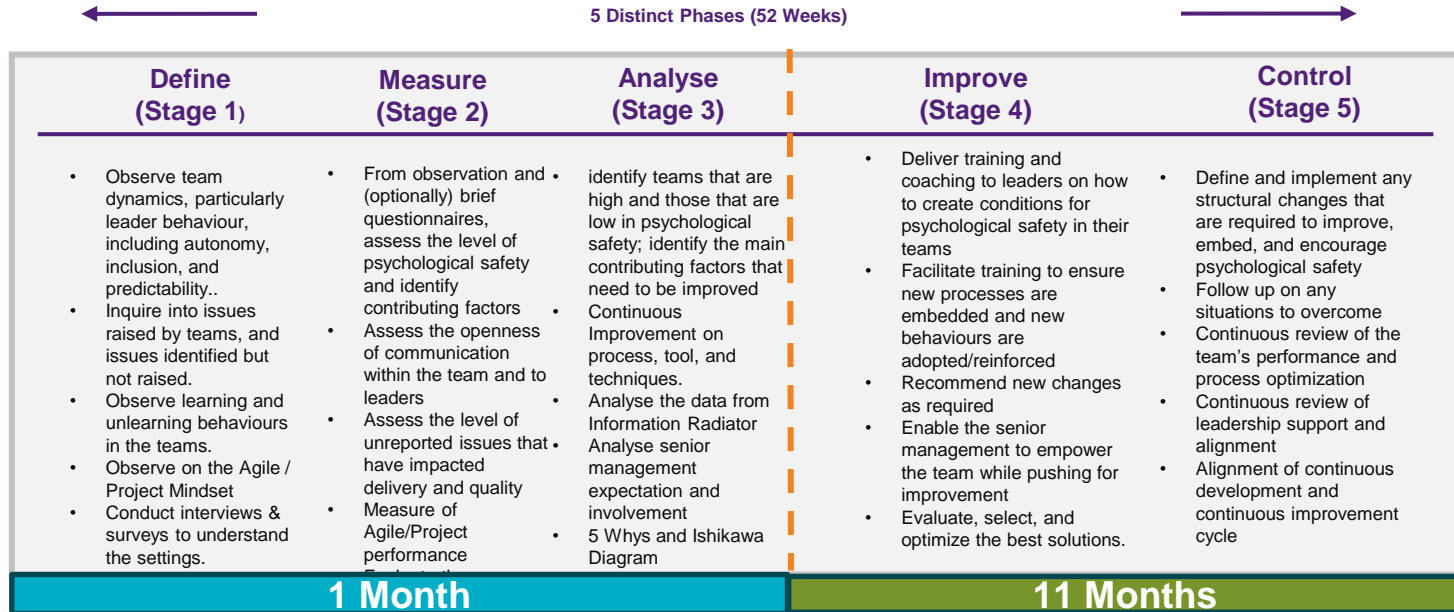Resident Project Managers/ Scrum Masters to handle day to day project work

On-Site Project Manager /Scrum Master

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Sample Time Line, Milestone & Resource Utilization (Model 1 – Short Engagement)

5 Distinct Phases (12 Weeks)

Define (Stage 1)	Measure (Stage 2)	Analyse (Stage 3)	Improve (Stage 4)	Control (Stage 5)
• Observe team dynamics, particularly leader behaviour, including autonomy, inclusion, and predictability.. • Inquire into issues raised by teams, and issues identified but not raised. • Observe learning and unlearning behaviours in the teams. • Observe on the Agile / Project Mindset • Conduct interviews & surveys to understand the settings.	• From observation and (optionally) brief questionnaires, assess the level of psychological safety and identify contributing factors • Assess the openness of communication within the team and to leaders • Assess the level of unreported issues that have impacted delivery and quality • Measure of Agile/Project performance	identify teams that are high and those that are low in psychological safety; identify the main contributing factors that need to be improved • Continuous Improvement on process, tool, and techniques. • Analyse the data from Information Radiator • Analyse senior management expectation and involvement • 5 Whys and Ishikawa Diagram	• Deliver training and coaching to leaders on how to create conditions for psychological safety in their teams • Facilitate training to ensure new processes are embedded and new behaviours are adopted/reinforced • Recommend new changes as required • Enable the senior management to empower the team while pushing for improvement • Evaluate, select, and optimize the best solutions.	• Define and implement any structural changes that are required to improve, embed, and encourage psychological safety • Follow up on any situations to overcome • Continuous review of the team's performance and process optimization • Continuous review of leadership support and alignment • Alignment of continuous development and continuous improvement cycle

1 Month	2 Months

1 Month: 2   2   2   5 ▲   5 ▲   22 ▲   2

2 Months: 3   ▲8   ▲8   ▲8   5   44 ▲   3

▲ **4 Days Onsite**   ▲ **Resident Coach**

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Sample Time Line, Milestone & Resource Utilization (Model 2 – 1 Year Engagement)

5 Distinct Phases (52 Weeks)

Define (Stage 1)	Measure (Stage 2)	Analyse (Stage 3)	Improve (Stage 4)	Control (Stage 5)
• Observe team dynamics, particularly leader behaviour, including autonomy, inclusion, and predictability.. • Inquire into issues raised by teams, and issues identified but not raised. • Observe learning and unlearning behaviours in the teams. • Observe on the Agile / Project Mindset • Conduct interviews & surveys to understand the settings.	• From observation and (optionally) brief questionnaires, assess the level of psychological safety and identify contributing factors • Assess the openness of communication within the team and to leaders • Assess the level of unreported issues that have impacted delivery and quality • Measure of Agile/Project performance	• identify teams that are high and those that are low in psychological safety; identify the main contributing factors that need to be improved • Continuous Improvement on process, tool, and techniques. • Analyse the data from Information Radiator • Analyse senior management expectation and involvement • 5 Whys and Ishikawa Diagram	• Deliver training and coaching to leaders on how to create conditions for psychological safety in their teams • Facilitate training to ensure new processes are embedded and new behaviours are adopted/reinforced • Recommend new changes as required • Enable the senior management to empower the team while pushing for improvement • Evaluate, select, and optimize the best solutions.	• Define and implement any structural changes that are required to improve, embed, and encourage psychological safety • Follow up on any situations to overcome • Continuous review of the team's performance and process optimization • Continuous review of leadership support and alignment • Alignment of continuous development and continuous improvement cycle

1 Month | **11 Months**

2 2 2 5 ▲ 5 ▲ 22 ▲ 2

8 ▲ ▲ 13 ▲ 13 ▲ 10 10 232 ▲ 8

▲ **4 Days Onsite (Malaysia)** ▲ **Resident Coach**

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Key
Considerations

Unique Value Proposition

- **Industry Leaders:** Collectively, we have served over 100 clients and delivered over 1000 projects

- **Holistic Approach:** SusAgile© integrates principles from Agile Manifesto, Lean, Kanban, Scrum, Systems Thinking, and Emotional Intelligence, offering a comprehensive solution for Agile adoption

- **Enhanced Success Rate**: Specifically designed to boost the success rate of Agile projects, ensuring your transformation journey is more likely to succeed.

- **Certified Agile Coach and Team Doctor:** A unique program that includes a CST and Industrial Psychologist in its framework

- **Bridging Knowledge Gaps:** Our comprehensive training modules and resources demystify Agile methodologies, ensuring your team understands and can effectively implement Agile practices.

- **Combatting Cultural Resistance**: We prioritise fostering a collaborative environment that aligns with Agile principles, helping your organization overcome resistance to change**.**

- **Organisational Alignment:** Our framework provides a clear roadmap to ensure your existing practices harmonize with Agile objectives.

- **Efficiency and Value:** Drawing from Lean principles, we help organizations streamline processes, maximize customer value, and eliminate wasteful practices

- **Emphasis on Emotional Intelligence**: By recognising the importance of self-awareness, empathy, and effective interpersonal relationships, we address the human-centric challenges of Agile adoption.

- **Specifically addresses psychological safety:** Agile teams must be psychologically safe; our program ensures that they are.

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Our Reference & Clienteles

Case Study 1: Agile Development of Cyber Security Essentials Training Programme

OCBC is a multinational Singaporean Bank with S$560 Billion dollars of assets. With 400 branches located throughout ASEAN and mainland China, OCBC is the second largest financial services organisation in Singapore.

Overview & Situation

In a highly regulated and targeted industry, cyber criminals are continuously seeking new opportunities to acquire confidential data and financial information from clients. Proactively, the OCBC Board decided to upskill approximately 12,000 employees to identify and minimize the impact of potential cyber threats. Specifically, this was identified as an important development opportunity for employees working in non – I.T related positions.

Our Approach

The diversity of backgrounds and opportunity for 12,000 employees to successfully undertake and complete training required a tailored approach.   To understand the needs and challenges to learning employees confronted, we utilized the 'design thinking' methodology. As a result, employees identified training time as their primary challenge.

To mitigate this challenge, we developed a programme which comprised x 5 online modules. Each module focused upon a specific topic, also incorporating the importance of communication and consulting skills. The modules were engaging and encompassed a strong element of 'social learning', whereby learners had the opportunity to engage and share their knowledge and experiences with their colleagues.

Results

Approximately 12,000 employees located throughout Singapore, Taiwan, Japan, Hong Kong, the U.S.A, and China participated throughout the programme.

The initial cohort of employees reported a high level of satisfaction with not only the content. However, employees also appreciated and enjoyed ongoing interactions with their colleagues.

We were engaged by OCBC to work on developing and implementing a suite of leadership programmes for senior management.

Case Study 2: Measure and Improve Psychological Safety

A not-for-profit was concerned about big variations in effectiveness and engagement across their teams. They engaged us to find out why.

Overview & Situation

A large not-for-profit organization, with teams in multiple locations, found that some teams had very low levels of engagement, were reporting multiple people-related issues, and had high levels of unscheduled leave. They also had low performance in some key performance indicators, in contrast to most of the teams that were performing well, with high levels of employee satisfaction.

Our Approach

After interviews with the executive team, we informed team leaders of our intention to measure and assess the level of psychological safety across several parts of the organisation. We also let them know that results would be shared with them and that workshops, training and coaching would be provided to assist the leaders to make improvements where necessary.

The measurement process not only confirmed the suspicions of the executives about which teams were feeling psychologically unsafe, but also identified the leadership factors that were contributing to that outcome. We were then able to deliver a highly targeted coaching program to team leaders, and to run a series of workshops with the teams who needed it most.

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Results

A reassessment after our remedial work, revealed that psychological safety, engagement and performance had improved across the board.

The executive team expressed their appreciation for our data-driven, evidence-based approach.

The teams with the greatest needs had received the most attention, leading to significant improvements in outcomes for key performance measures, as well as far greater satisfaction in the workforce, despite the inherently stressful nature of their work.

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Case Study 3: Benchmarking Human Resource Management

Addressing the perception that South African Human Resource Management is unimportant in the pursuit of the bottom line.

Overview & Situation

To incarnate the adage of the human resource being the most important resource in any business, several corporate organisations across various sectors expressed a need to quantify the value of their investment in human resources instead of treating it as a necessary cost.

Our Approach

We invited interested organisations for a series of workshops to understand the HR management role in the company's success and how to quantify this contribution for it to be communicated similarly to that of financial resource management

Results

A programme called HReffectSA was developed that participating organisationscan use to regularly track their own ratios. Measures are standardized and comparable and tracked for management and operational staff separately. These ratios are regularly uploaded in a survey where companies are able to understand their position relative to others in similar or across sectors

Five key areas of strategic HR management were identified with supporting measures vide; Attracting and deploying HR (recruitment – eg. Average time to fill a vacancy, average length of service, etc.), Maintaining HR (Renumeration and Industrial Relations – eg compensation as a ratio to total organisation expenses, absence, staff turnover, etc.), Equipping HR (Training and Development – days employees trained, training cost as ratio to total expenses, etc), Utilising HR-effective deployment, - compensation revenue ratio or COMPREV, COMPEX, etc. and finally the effectiveness of the HR Dept itself – HRMEX, employee ratio, etc.

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Case Study 4: Leap-frogging to Digital Economy

As part of the MDG objectives, Rwanda aimed to transition from an agrarian economy to a knowledge-based one. We played a pivotal role in designing some of its most significant initiatives

Overview & Situation

Under the UN's Millennium Development Goals (MDG), we were commissioned to lead two crucial UN initiatives: The National ID program and the establishment of the Rwanda Development Board. Both were essential for achieving the MDGs and stand as hallmarks of Rwanda's post-genocide development. The primary challenge with these programs was the tight timeframe and restricted budget. Additionally, the project resources available lacked the requisite knowledge and expertise for such an endeavor

Our Approach

We required something innovative as the knowledge gap and culture posed a challenge even for the most seasoned project professionals. We invented a hybrid framework using Kanban, Lean, and Waterfall. We further simplified the approach and techniques enabling some 200 PMO members could quickly adopt and apply it as part of the project execution.
We paid close attention to culture and team bonding and within three months, the team was performing like a well-oiled machine. The project spanned two years, and we smashed all sort of records throughout its duration.

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Results

Achieved the distinction of leading the fastest implementation of a National ID system in the world.

Developed a strategy road map and business plan meeting MDG goals and charting on how Rwanda could leapfrog to a knowledge-based economy

We upskilled over 200 project managers who subsequently played a key role in assisting Rwanda's transition to a knowledge-based economy

Contributed to Rwanda's rise to second in Africa's Competitiveness Index, surpassing South Africa.

Our principal, Sashi earned the title of "Man with a Blueprint for the New Land," while serving as the Chief Advisor on Technology to the Rwandan Government,

Case Study 5: Agile Transformation at HeiTech GBS

HeiTech Global Business Service harbored ambitions of becoming a global powerhouse. We facilitated their journey by introducing a suite of Agile innovations, empowering them to respond more swiftly and effectively when vying for international contracts

Overview & Situation

HeiTech Global Business Service had a vision: to establish itself as a dominant player on the global stage. Recognizing their ambition, we stepped in to be their catalyst for change. By introducing a comprehensive suite of Agile innovations, we transformed their operational dynamics. This not only streamlined their processes but also gave them a competitive edge. As a result, HeiTech was better equipped, more agile, and significantly more effective when competing for international contracts, setting them on a trajectory towards global recognition

Our Approach

HeiTech Global Business Service had a deeply rooted culture, which often influenced their approach to global opportunities, sometimes to their detriment. Determined to shift this paradigm, we introduced a series of Agile methodologies, including Kanban and Scrum. These changes not only streamlined their operations but also enhanced their adaptability and responsiveness. As a result of this Agile transformation, HeiTech emerged as a more agile and formidable competitor, instilling a sense of caution in their rivals when vying for international contracts.

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Results

Shortlisted and won a handful of global projects across Africa, Oceania and South East Asia

We upskilled some 20 project personnel while enhancing their adaptability and responsiveness

Created a very strong team culture

This newfound prowess and efficiency did not go unnoticed, leading to their acquisition by Silverlake.

Case Study 6: Agile Transformation and Scrum Implementation at Symantec

Implementation of Scrum Framework and agility mindset in department working on software platform used by US attorney.

Overview & Situation

Being a dynamic tech company, one of the new department with over 100 people embarked on an Agile transformation journey to revamp its development processes and embrace the Scrum framework. The primary objective was to foster an Agile mindset throughout the department, improve operational efficiency, and deliver projects more effectively.

Our Approach

The transformation began with an in-depth analysis of existing pain points, followed by the definition of Agile processes tailored to Symantec's needs. These processes were meticulously mapped into a streamlined workflow. Scrum framework was introduced and events such as daily scrum, sprint planning, sprint review, sprint retrospective were introduced to facilitate collaboration and transparency. Coaching and mentoring played a pivotal role in guiding teams and leadership toward the principles of Agile and Scrum, emphasizing continuous improvement

Results

The Agile transformation at the department yielded remarkable outcomes. Team members embrace an Agile mindset, resulting in heightened organization and adaptability.

Management expressed satisfaction with the newfound effectiveness of processes. Notably, operational efficiency increased, leading to the early delivery of a product, surpassing initial expectations by nearly a month.

This transformation was accomplished in just 90 working days

Case Study 7: Large scale Agile Transformation at financial and payment gateway platform

Coaching and mentoring played a pivotal role in guiding teams and leadership toward the principles of Agile and Scrum, emphasizing continuous improvement.

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Overview & Situation

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Coaching is largely divided 3 levels with specific focus areas

Coaching Level 1 - Training

Coaching Level 2 - Facilitation & Mentoring

Coaching Level 3 - Coaching Teams & Management for 2X, 3X returns

Results

The Agile transformation at the department yielded remarkable outcomes. Team members embrace an Agile mindset, resulting in heightened organization and adaptability.

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Case Study 8: Optimisation of Engineer Resources, Enhancing Customer Experience and Cost Savings

DELL is a US IT multinational with a Global Customer Footprint. It offers warranties and extended warranties for Products sold. The Standard Warranty SLA is Next Business Day Onsite. In the South Asia and Taiwan Region, it had 300,000 Service Actions Annually with an Annual Cost of USD 10m.

Overview & Situation

In a highly Competitive and Cost Sensitive Environment where Product Margins are low single digit, the company is continuously looking for ways to reduce cost and improve customer satisfaction. One way of achieving this was to outsource the Field Engineers. To keep cost low in large volume Countries, at least 2 Outsourced Providers were appointed. Contracts were different in each country. Reverse Auctions were the norm to cut prices to the bone.

Our Approach

RFP's without using reverse auctions were deployed in all 4 countries. Standard draft contracts were attached to each RFP. Vendors were briefed on the expectations and intent of the RFP's. Specific attention was paid to Outsourced Service Providers Points of Presence, Field Engineer skillset in Each Country coupled with the Zone Charges applied for travel outside Zone 1.

Using Historical call data, install base data and financial cost data, we collaborated with each vendor to concentrate work orders around their Engineer Points of presence. In the spirit of partnering, we were able to appraise each Vendor on how many work orders they could expect so that they could scale resources up/down. In a similar manner we were able to share concerns both ways so each party could offer solutions with the Customer experience being the primary focus.

Vendors with a better National Point of Presence footprint and perhaps a larger workforce, benefited with a greater call volume, although the intention was to share the call volume 50:50. When there was Customer Satisfaction degradation, Call Volume was redistributed between Vendors after Root Cause Analysis was done. Call volume redistribution and rebalancing was done in active consultation and collaboration with Vendors.

Results

Standard Outsourced Contracts were deployed to all 7 Countries in the South Asia Taiwan Region;

Regional Customer Satisfaction was raised from below 90% to 95%;

Annual Cost Savings Realised was USD 1.5m or 15%;

Onsite Engineer Productivity was enhanced, delivering more Service Actions Daily;

Outsourced Service Providers Cost was Optimised, resulting in less Headcount Requirements;

Spirit of True Partnering between Dell and its Outsourced Service Providers was realized and

2 Green Belt Projects were realized that validated the Savings and Improvements.

This was a Transformation Project that realized Multiple WINS – every Stakeholder WINS! - a feat rarely experienced – often in a Vendor, Customer relationship, we achieve sub-Optimal Outcomes where we only experience WIN:LOSE outcomes.

Case Study 9: Transformation at an Asset Maintenance department, enhancing customer experience

Helping an asset maintenance service company in Australia using Agile coaching and doing an Agile Transformation

Overview & Situation

An asset maintenance department, was seeking to provide improved services by uplifting their team's capabilities in Asset Management throughout Australia.

They required a bespoke training series for employees and contractors from diverse backgrounds to embed a consistent approach to asset management thinking, terminology and methodologies, with a priority on taking a customer-centric approach across a variety of different services.

They were also seeking the learnings to become a repeatable, scalable framework with templates that can be extended to other services.

Our Approach

We designed a 12-week training series, including elements such as service model canvas, OKRs, service roadmaps, breaking down work, adopting a customer-centric mindset

The training series were highly interactive, using real world scenarios to model and provide real life examples to cater for services in their different lifecycle

Delivered follow up small group coaching sessions to integrate the new learnings to selected organisation's products

Facilitated Showcases for the different teams to celebrate and share learnings

Developed a Playbook that summarised the learnings, with reusable templates along with examples of the frameworks in their context to establish consistency in future adoption of the approach

Results

99% understand the fundamentals of asset maintenance service lifecycle management

97% understand asset service management terminology and methods

93% are adopting a customer centric mindset in approach of services

We saw a 17% increase in confidence to apply service management principles

We saw a 19% increase in ability to articulate roles and responsibilities in asset management

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Past clients

Client Portfolio

Disclaimer

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THANK YOU!

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