# The Project-Centric Organization

Placing projects, not operations, at the center of value creation.

Project Centricity

- **Project-Centric Organization Main Theme:** Why Leadership must put projects, not operations, at the center of how companies create value.

- **Context:** In an era of constant change, projects are the primary engines of evolution, adaptation, and growth.

- 💡 **Idea Bulb:** Stop viewing projects as "extra work." In the Project Economy, projects *are* the work.
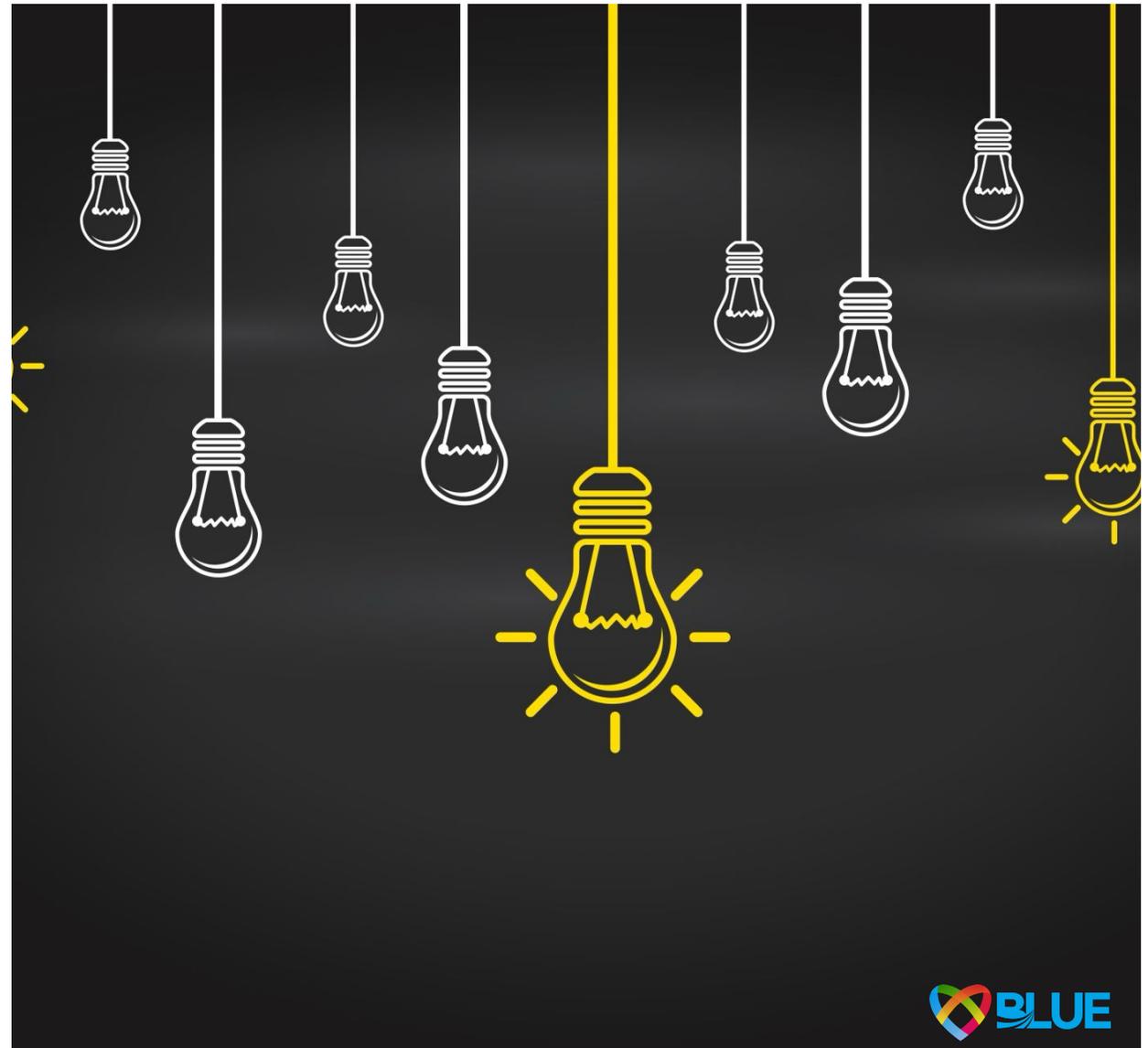
The Turning Point Operations vs. Projects

* Traditional View: Value created through scale, efficiency, and operational excellence.

New Reality: Projects are now the primary drivers of value.

The Pandemic Proof: Covid-19 forced organizations to transform in days, not years, through urgent project execution.

💡 **Idea Bulb:** Treat every strategic shift as a time-bound project to ensure it actually gets delivered.

Why We Still Fail?

'cause of the Operational Mindset Trap Despite more training. Failure rates remain high because we apply old operational thinking to new project needs:

- Spreading resources too thin.

- Mistaking "output" for "value."

- Fear of killing underperforming initiatives.

- 💡 **Idea Bulb:** Measure what matters (impact), not

just what is easy to track (hours/activity).

Beyond Agile
The Next
Evolution

*** Agile (2000s):
Focused on team
speed and software
iteration.**

Project-Driven (2025+): Focuses on enterprisewide transformation.

The Shift: Redesigning the entire organization—not just the dev team—around dynamic, empowered, cross-functional units.

💡 **Idea Bulb:** Agile is a tool; a Project-Driven mindset is the entire organizational operating system.

The 8 Levers of Transformation A Framework for Leadership

1. Organizational Design: Culture, Structure, Governance.

2. Leadership: Strategic Fluidity, Human Resources, Performance.

3. Value Generation: Operations, Execution.

💡 **Idea Bulb:** You cannot change execution without first changing the culture and structure that supports it.

Lever 1 – Changing Culture From Risk Avoidance to Embracing Change

* Case Study: Haier. Dismantled hierarchy for 4,000+ self-managed microenterprises.

- **The Goal:** Judging employees by value delivered to end-users, not by how well they follow internal processes.

- 💡 **Idea Bulb:** Celebrate "fast failures" as strategic learning opportunities rather than liabilities.

Lever 2 – Changing Structure From Functional Silos to Project Teams

* **The Problem:** Traditional structures lose momentum as work moves between departments.

The Solution: Build teams around the project.

Example: Shimizu Corp uses "Volunteer Champions" to lead projects regardless of their formal department.

💡 **Idea Bulb:** Assemble talent based on the project's needs, not based on who reports to whom.

Lever 3 – Changing Governance From Steering Committees to Real-Time Decisions

* The Bayer Model: Eliminated 95% of middle management to shorten decision pathways.

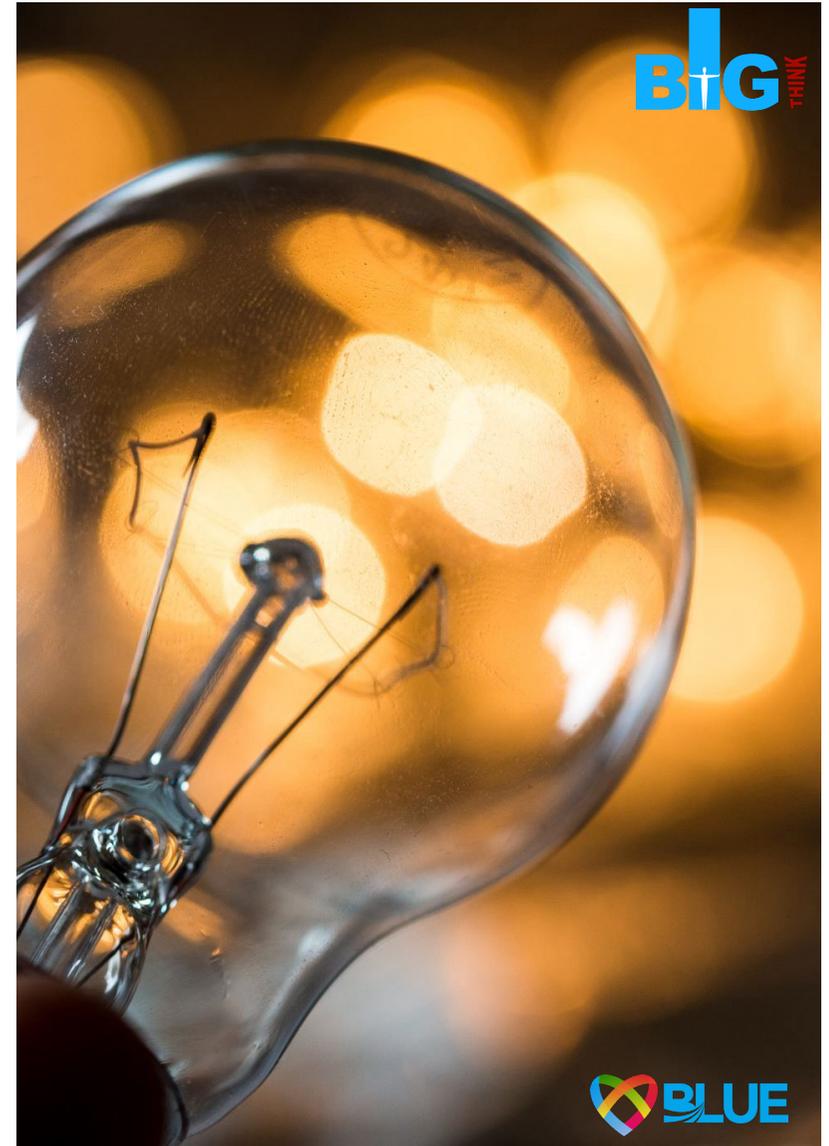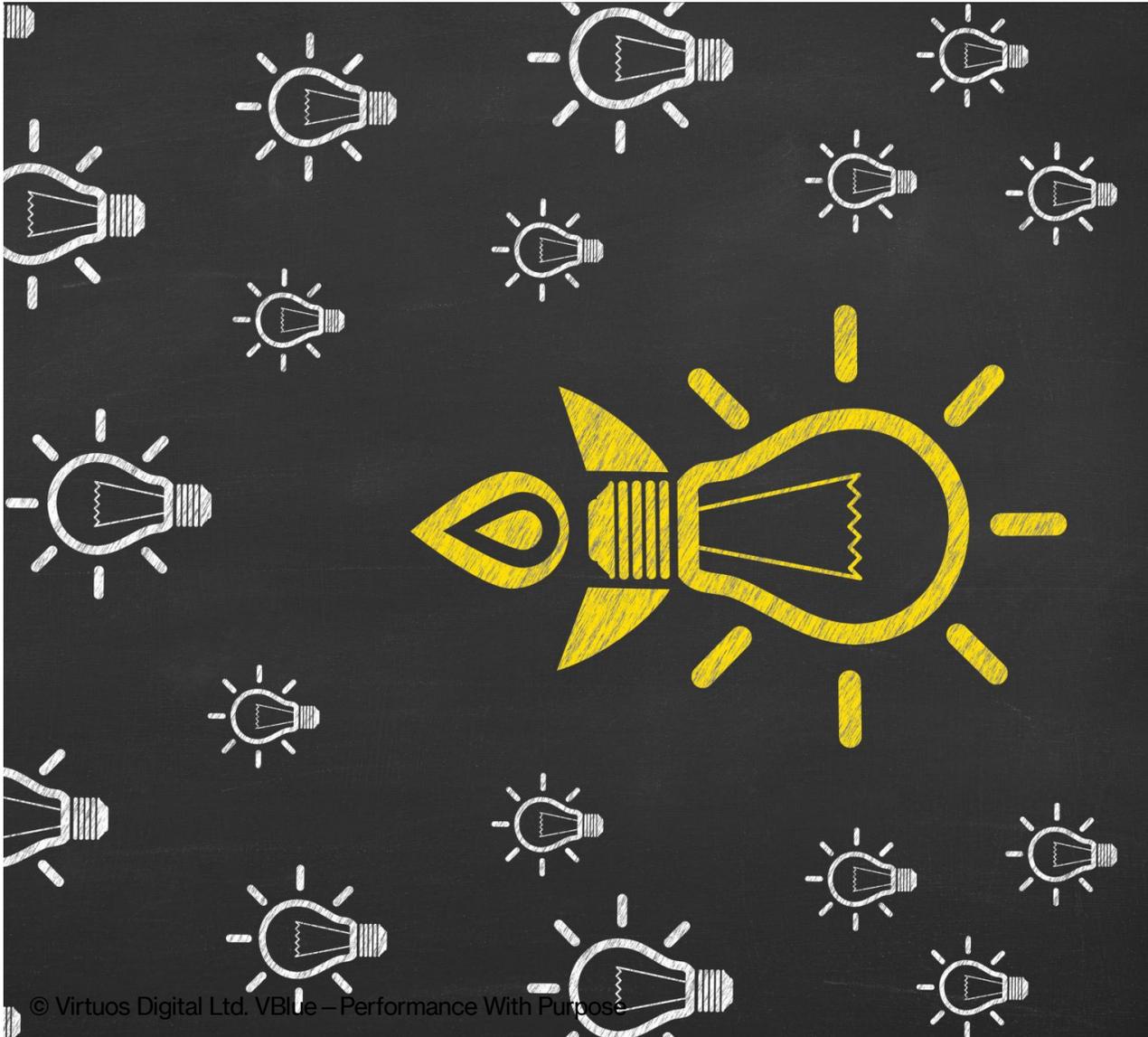**Dynamic Shared Ownership:** 5,000+ autonomous teams operate on 90-day cycles.

💡 **Idea Bulb:** Replace lengthy monthly reviews with live dashboards and high-frequency, lightweight check-ins.

Lever 4 – Strategic Fluidity Start Less, Finish More

- **Focus: A small number of high-value initiatives that *everyone* can name.**

- **Example: Repsol.** Filtered 450 ideas down to a few core priorities, resulting in 9 million users for their Waylet app.

- 💡 **Idea Bulb:** If you have 50 "top priorities," you actually have zero. Stick to a Top-3 list.

Lever 5 – Fluid Human Resources Moving Talent to Impact

- **The Myth of Part-Time:** Strategic projects fail when people "squeeze them in" around their real jobs.

- **The Project-Driven Way:** High-priority initiatives get **100% dedicated teams.**

- 💡 **Idea Bulb:** Stop "fractionalizing" your best people. Dedicate them fully to the projects that will change the company's future.

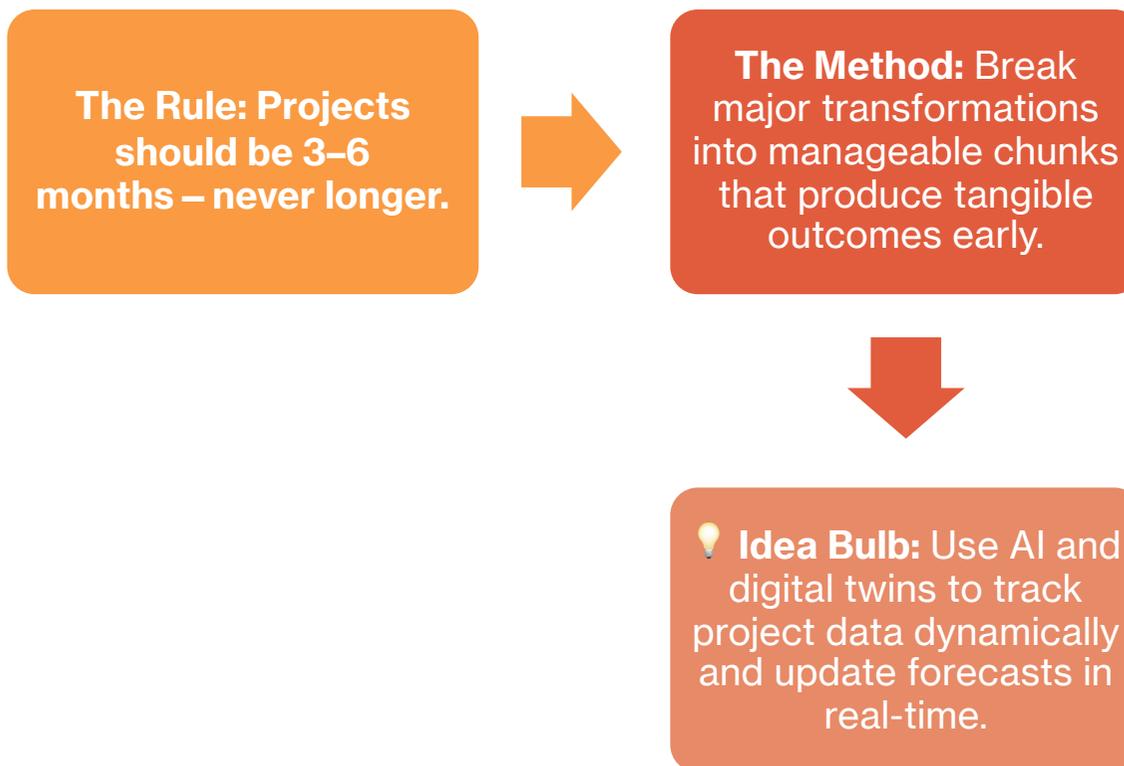## Lever 6 – Impact Performance Measuring Value, Not Efficiency

- **The Wrong Metric:** "On time and on budget" doesn't mean the project created value.

- **The Right Questions:** * What customer benefit was realized?

  - What organizational learning occurred?

💡 **Idea Bulb:** Tie rewards to team project success rather than individual siloed achievements.

Lever 7 – Reimagining Operations From Gatekeepers to Enablers

- **Automation: IBM automated 90% of routine HR, allowing staff to move to strategic projects.**

- **Support as a Service:** Internal functions (Legal, IT, HR) should act as partners to project teams, not hurdles.

- 💡 **Idea Bulb:** If an operational process slows down a high-priority project, fix the process, don't blame the project.

Lever 8 – Iterative Execution Fast, High-Impact Delivery

The Rule: Projects should be 3–6 months – never longer.

The Method: Break major transformations into manageable chunks that produce tangible outcomes early.

💡 **Idea Bulb:** Use AI and digital twins to track project data dynamically and update forecasts in real-time.

Historical Context The Shift of Focus

20th Century: Focus on Efficiency and Stability (Hierarchy).

Early 2000s: Focus on Speed and Flexibility (Agile Teams).

2025 onward: Focus on Enterprisewide Transformation (Project-Driven).

💡 **Idea Bulb:** Survival today depends on your ability to execute change, not just maintain

The New Leadership Model

Moving from General to Coach Leadership in a project-driven world must:

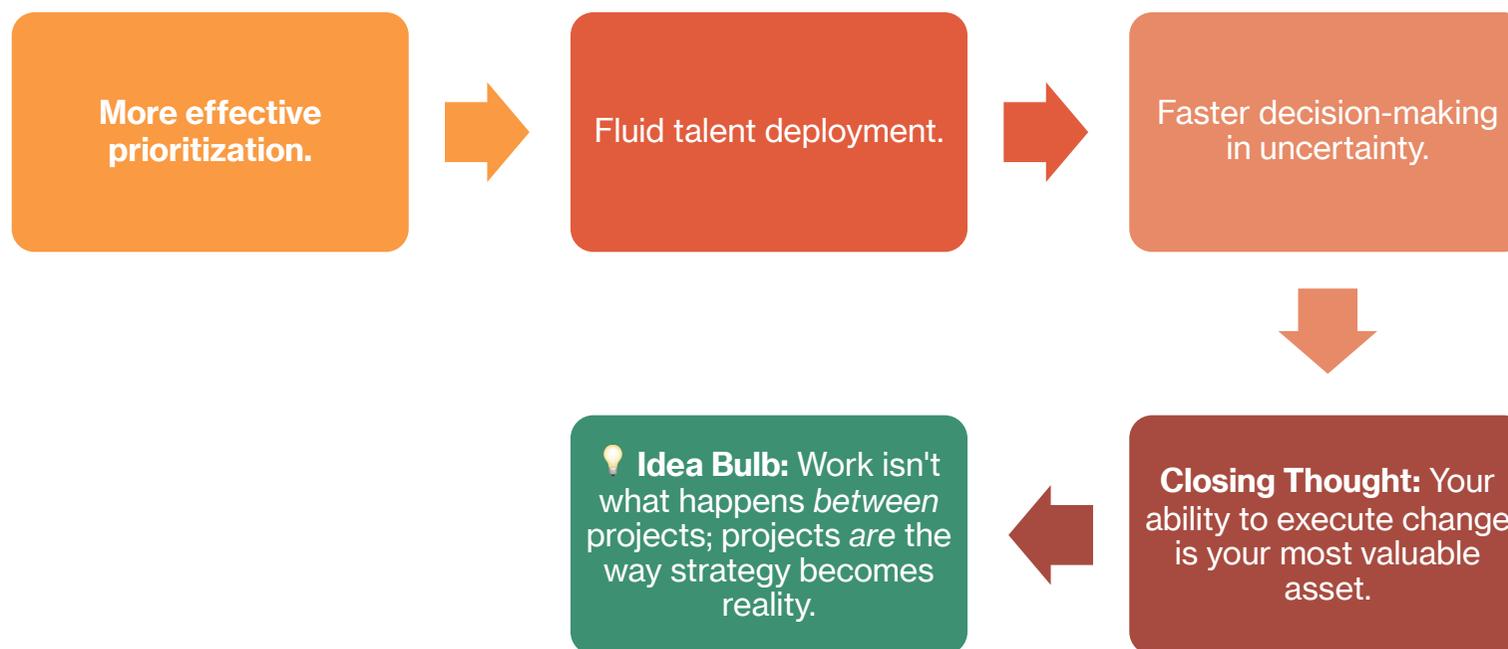**Sponsor** rather than just "approve."

Align resources with strategy.

Unblock paths for autonomous teams.

💡 **Idea Bulb:** Leadership's primary job is to provide strategic clarity so teams can make their own decisions.

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Conclusion – A Project-First Mindset Summary of Gains

More effective prioritization. → Fluid talent deployment. → Faster decision-making in uncertainty.

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Closing Thought: Your ability to execute change is your most valuable asset.

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💡 **Idea Bulb:** Work isn't what happens *between* projects; projects *are* the way strategy becomes reality.

Thank you