



THE TRANSFORMATION PARADOX

Developed by :

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“Why Organizations Want Change **but** Struggle to Deliver”

Keynote Speaker Profile



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- Global ICT Program Director and Head of DMP Program Roll Out in Ericsson MOAI (Market Unit South East Asia Oceania and India)
- Seasoned Global Program Management Professional and Director of PMO with more than 26 years of experiences focus on program execution, strategic planning, PMO, Business Development, and operations in cross industries including for Multinational companies such as Ericsson and Hewlett Packard Enterprise
- Senior Trainer, Mentor, Coach and Consultant at Avenew Indonesia and Avenew Group
- Senior Trainer, Mentor, Coach and Consultant at Briktru Indonesia
- Senior Trainer, Mentor, Coach and Consultant at eNetwoQ Servit Indonesia
- Double Hat Trick 1st Place BEST MENTOR TRAINER PMI Indonesia Chapter 6 years in a row (2019 – 2025)
- Board of Director of Education Project Management Institute - Indonesia Chapter (2023 – 2026)
- Post Graduate at Master's level in Business and Project Management from the University of Vancouver Community College (VCC) Canada
- Authorized Training Partner Instructor for International PMI Certification
- Certified PMI Project management professional (PMP) and Agile Certified Practitioner (ACP), PRINCE2 Practitioner (P2P), Agile Scrum Master, Lean Six Sigma green Belt (LSSGB), EPM, ITIL4
- Results-driven global project management professional with more than 25 years of experience in delivering complex projects and programs in IT, Telecommunication, banking, education, government, retail & manufacturing.
- Agile Scrum Master who is expertise in Agile methodologies, project and program management, business development, & leadership



Agenda

Part	Topic	Focus
1	Context & Paradox	Why is transformation a necessity and why do we fail?
2	Root Problems of Failure	Diagnosing the gap between Strategy and Execution.
3	Solution: Agile & Hybrid	Bridging the gap with new discipline and mindset.
4	Case Study: Ericsson	Real-life proof of how Agile saves transformation.
5	Your Roadmap	Practical steps to initiate successful change.

Part 1: Context & Paradox

It's Not the Idea. It's the
Execution.

THE WANT VS THE REALITY

Failure Rate



70%

The Shocking Statistics

Digital transformation is a top priority for over 90% of CEOs, viewing it as critical for survival and growth.

However, research from McKinsey, BCG, and others consistently shows that **~70% of these large-scale transformations fail** to meet their original goals, resulting in wasted resources and market opportunities

Part 2 : The Root Causes

It's Not the Idea. It's the
Execution.

ROOT CAUSE 1: Strategy Vs Reality

Misaligned – Strategy

- Leadership's vision is disconnected from team-level priorities. The C-suite wants "AI integration," but teams are measured on "closing support tickets."

The "Why" is Missing

- Employees are told *what* to do, but not *why* it matters. This leads to low engagement and "malicious compliance" with new processes.

Siloed

- Marketing, IT, and Operations are all "transforming" in different directions, optimizing their own silo while fragmenting the customer experience.

ROOT CAUSE 2: Lack of PM Discipline

Rigid Project Management

- Using 2-year Waterfall plans to respond to a 6-month market shift. The plan is obsolete before the first line of code is written.

Cultural Resistance

- McKinsey reports 70% of failures are due to employee resistance and a culture that fears change, new skills, and transparency.

Fear of Measuring

- Projects run for months or years with no real validation. "We'll check if it worked at the end." By then, it's too late to pivot.

THE CORE CONFLICT

Organizations are trying to execute a
21st-century digital strategy using a
20th-century management model

— The Transformation
Paradox

The Vicious Cycle of Failure

Big Idea → Massive Upfront Plan → Poor Execution → Missed Goals → Blame &
Burnout → Fear of Future Change

Part 3: The Solution

Breaking Paradox With Agility

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THE OLD WAY VS THE NEW WAY

The "Big Bang" Transformation

This is the traditional, **Predictive (Waterfall)** approach. It involves a huge upfront plan, a fixed scope, and a 2-3 year timeline. Value is only delivered at the very end, making it incredibly high-risk.

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HOW AGILE SOLVES “Misaligned Strategy”

Prioritized Backlog

Strategy is directly translated into a prioritized list of work. What's most valuable gets done first. Always.

Frequent Demos

Leadership *sees* working software every sprint. This allows for rapid feedback and course correction, ensuring alignment.

HOW AGILE SOLVES “Lack of Discipline”

Daily Discipline

The ****Daily Stand-up**** isn't a status meeting. It's a high-discipline commitment and impediment-removal session.

Sustainable Pace

Agile PM focuses on ***finishing*** work (WIP limits), not just ***starting*** it. This prevents burnout and exposes bottlenecks.

Real-Time Measurement

****Velocity**** and ****Burndown Charts**** provide real-time data on progress, allowing for adaptation, not year-end reports.

THE AGILE FLY WHEEL

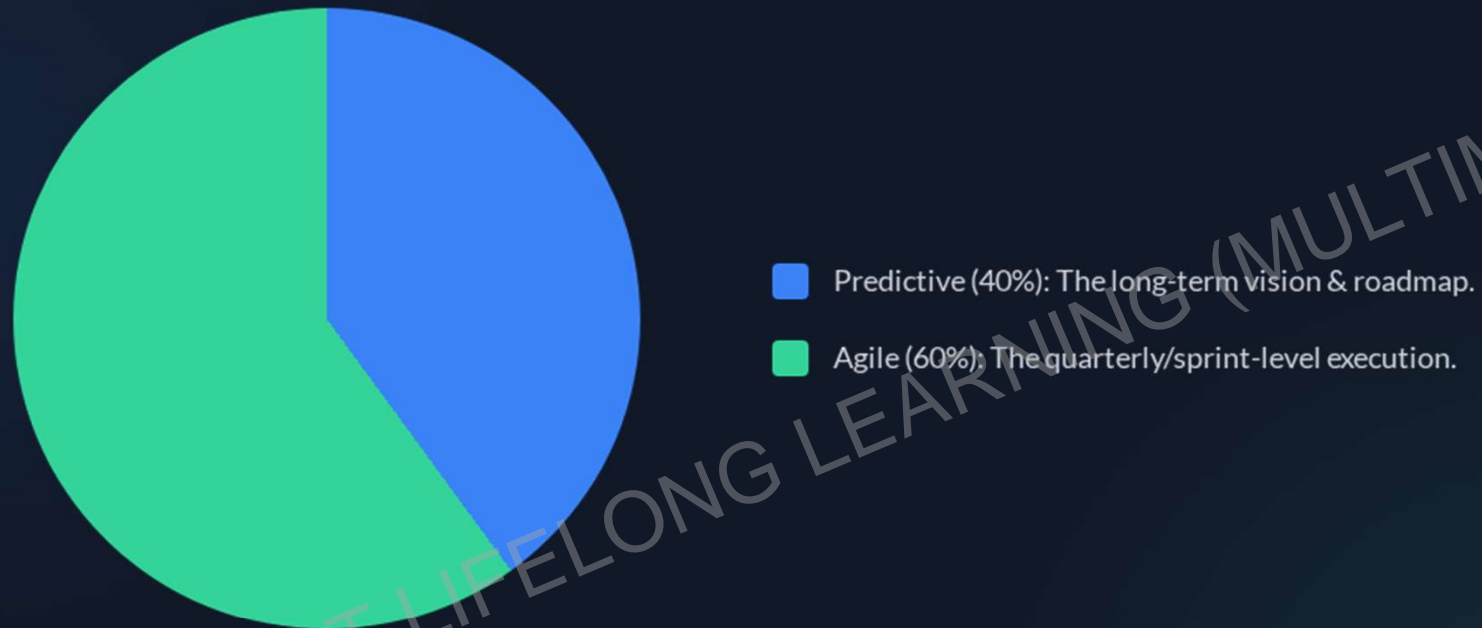
From Vicious to Virtuous Cycle

- ✓ Plan a small, valuable increment.
- ✓ Execute and deliver the increment.
- ✓ Measure the result and learn (Retrospective).
- ✓ Adapt the next plan based on that learning.

This constant feedback loop *is* the discipline. It connects strategy (the plan) directly to execution (the delivery) and back again.



AGILE IS A HYBRID APPROACH



"Agile" doesn't mean "no planning." It's a **Hybrid** model. You still need a long-term strategy (Predictive), but you execute and adapt it with an Agile mindset (Adaptive).

THE AGILE IMPACT ON EXECUTION

3x




More Likely to Succeed

Strategy Connected to Delivery

Organizations that fully embrace Agile methodologies are not only faster and more adaptive; their transformations are ****three times more likely to succeed****.

Why? Because Agile provides the "how" (execution) that is capable of delivering the "what" (strategy) in a world of constant change.

THE KEY ROLES THAT CONNECT THE DOT

-  **Product Owner: The "Strategy"**
This role owns the "Why" and the backlog. They are the single point of accountability for ensuring the team is building the most valuable thing at all times.
-  **Scrum Master: The "Discipline"**
This role is the guardian of the process. They are a *facilitator* and *coach* who protects the team from distraction and enforces the Agile framework.
-  **Development Team: The "Execution"**
A cross-functional, empowered team that owns the "How." They are responsible for delivering a high-quality, working increment at the end of every sprint.

THE MINDSET SHIFT

Agile is not just a process. It's a mindset of responding to change, empowered by a disciplined framework.

— The Agile Solution

Part 4: Real-World Proof

Case Study: The Ericsson
Turnaround

The Challenge: A Giant in Trouble

In the late 2000s, Ericsson, a telecommunications **hardware** giant, was facing a market demanding **software** and **services**.

Their traditional, hardware-based (Waterfall) PM processes were too slow. They were losing to nimble, software-first competitors.

Their problem wasn't the **idea** (pivot to software), it was the **execution**.



Ericsson's "Execution" Problem



The "Cargo Ship"

Problem

Leadership struggled to get a "believable picture" of project status. Projects were delayed and quality was poor, despite heavy PM oversight.



The Failed First Attempt

Their initial "training-only" approach to Agile was doomed to fail. It didn't change the underlying culture, management, or processes.



The Scaling Crisis

A later attempt to scale from 30 to 120 teams in 9 months *failed*, causing the program to "grind to a halt." They were applying Agile without the discipline.

The Real Solution: Discipline & Culture



Coach the Coach Model

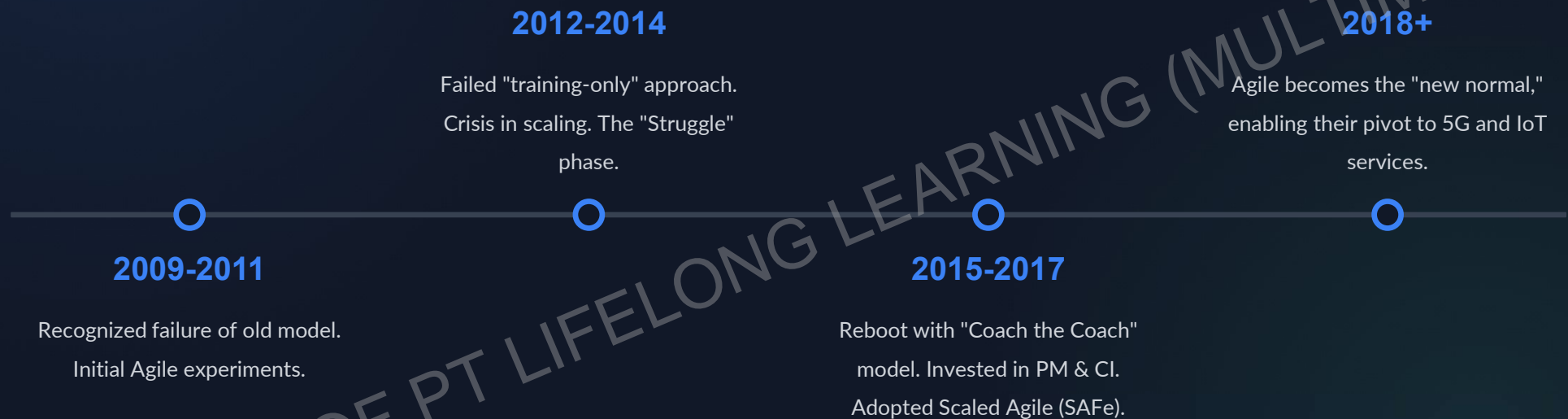
Instead of just training, they invested in internal *coaches*. They realized Agile is a *mindset* and a *culture*, not just a process. This created sustainable change from within.



Invested in PM & CI

They "retrospected" on their failure and invested heavily in their ****Project Management capability**** and ****Continuous Integration (CI)**** infrastructure. They learned to tackle big problems in small, manageable chunks.

Ericsson's Agile Journey



The Results: Strategy Delivered

50%

Cycle Time Reduction

Agile Delivered What Waterfall Couldn't

By implementing a *disciplined* Agile framework, Ericsson achieved:

- ✓ Significantly improved **Predictability** (finally giving leadership a clear picture).
- ✓ **50-75% reduction** in time-to-market.
- ✓ Ability to release complex functionality **ahead of schedule**.

Key Takeaway from Ericsson

"

We didn't just 'do Agile.' We used Agile principles to change how we think, plan, and execute. It was a cultural transformation, not just an IT one.

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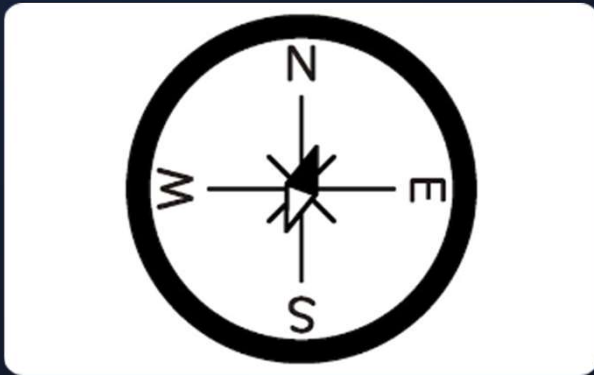
— Paraphrased from Ericsson
Leadership

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Part 5 : How to Start

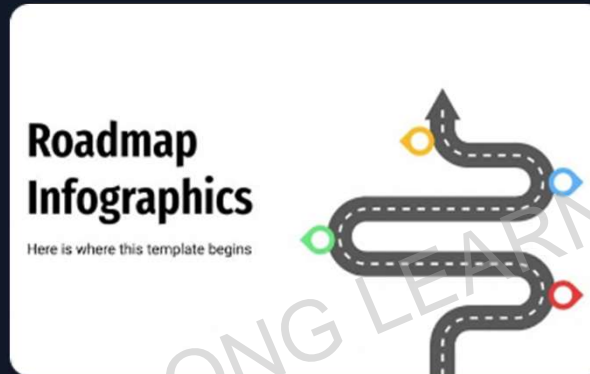
Your Roadmap to Delivering
Change

Step 1: Align the Strategy



Define the "Why"

Clearly articulate the *one* most important business goal for the transformation.



Create a Public Roadmap

Make the strategy visible to everyone. Show *how* today's work connects to the future goal.



Appoint Product Owners

Empower leaders to own the *value* and *strategy* for a product, not just manage the *tasks*.

Step 2: Build the Discipline



Start Small

Pick **one** important project. Don't try to "boil the ocean." Create a single success story.



Timebox Everything

Use 2-week ***sprints***. This forces decisions, limits waste, and creates a rhythm of delivery.



Run Retrospectives

Make **learning** the most important discipline. After every sprint, ask: "What worked? What didn't? What will we change?"

Where to Focus Your Efforts



*The tools are the easy part. The real transformation is changing mindsets and culture. Focus on the **people**, not just the **process**.*

The New "Paradox"

The only way to achieve ****disciplined execution**** in a chaotic world is to embrace ****flexible, adaptive management****.

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Questions?

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THANK YOU

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