

The Future of Project Management From Agile to Project-Driven Organizations

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Life

Professor

Corporate Roles

Thought Leader

PROJECTS & Co Transform
Faster, Higher, Stronger – Together

THINKERS 50 RANKING

POWERED BY PROJECTS

LEADING YOUR ORGANIZATION IN THE TRANSFORMATION AGE

ANTONIO NIETO-RODRIGUEZ

Harvard Business Review

Project Management Handbook

How to Launch,
Lead, and Sponsor
Successful Projects

ANTONIO NIETO-RODRIGUEZ

**EVERYONE
is a Project Leader**

POWERED BY
PROJECTS



LEADING YOUR
ORGANIZATION
IN THE
TRANSFORMATION AGE

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**ORGANIZATIONS
are Project-Driven**

**There is one world
that is used more
than AI**



TRANSFORMATION

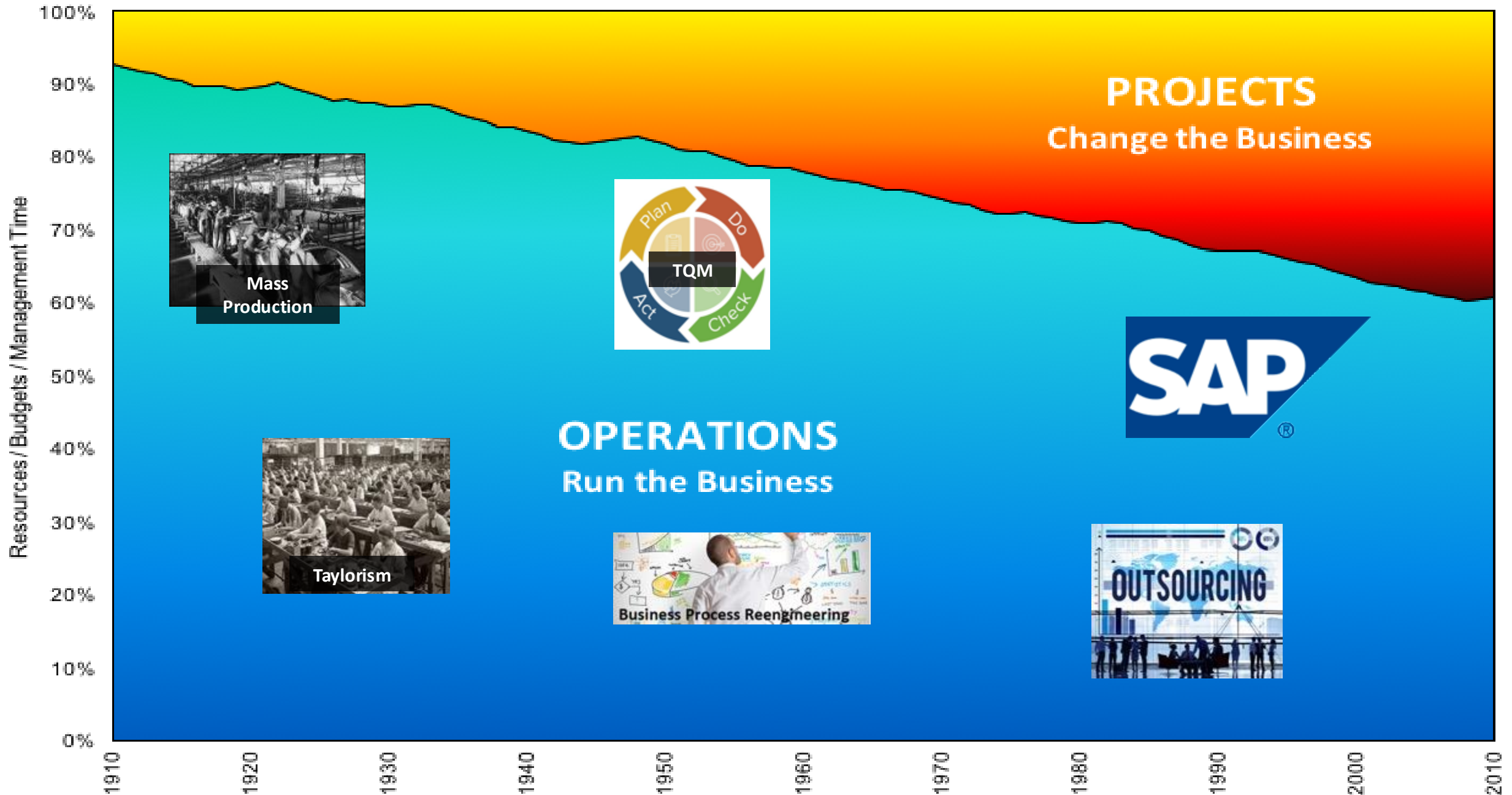
70%

The Transformation Gap

Ambition (100%) – Execution (30%) = 70% Waste

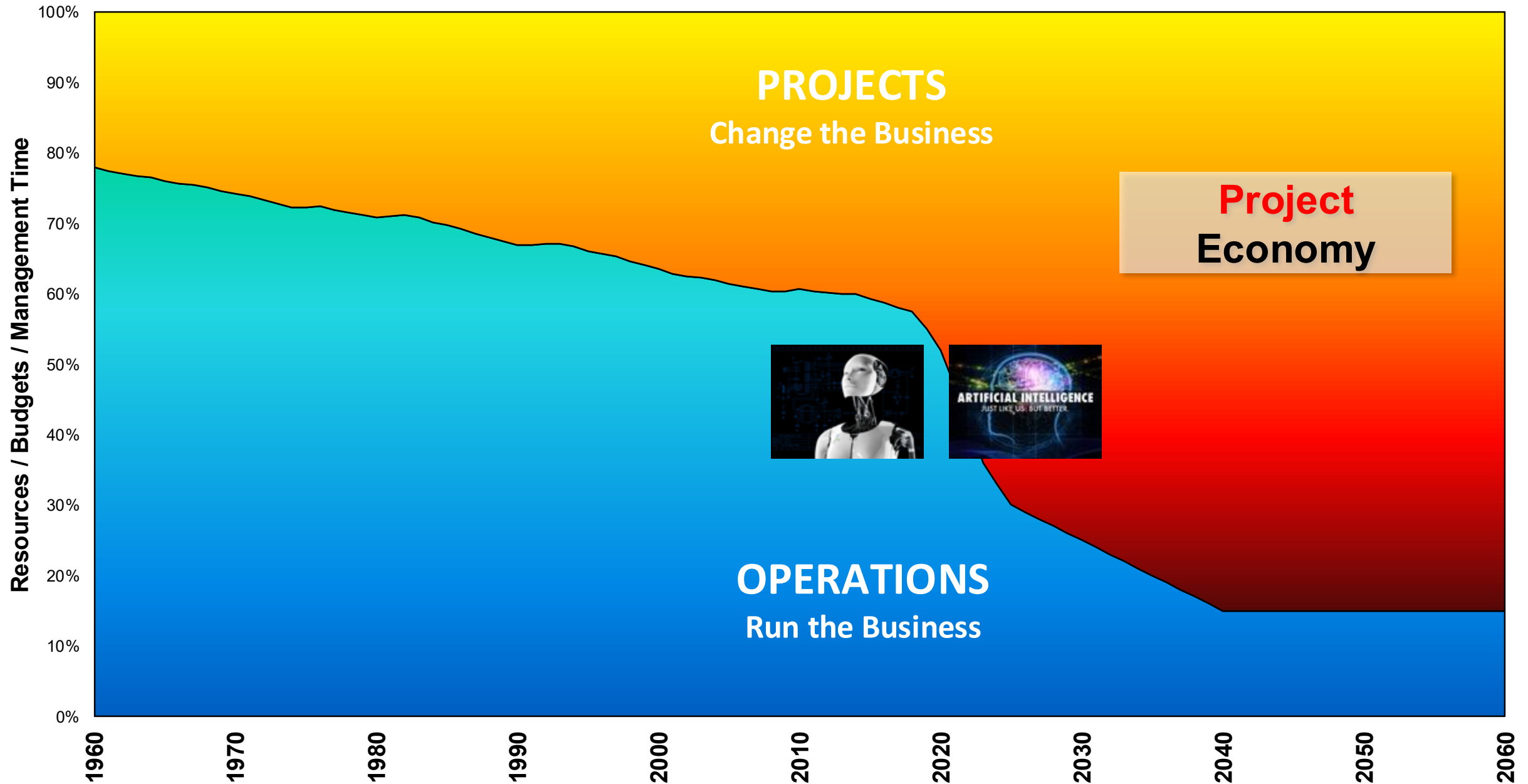


Unnoticed yet Relentless Business Model Radical Shift



Source: Research done on UK's GDP Evolution on economic history

The Future of Work



1. Most Frequent Challenges Faced by Organizations

2. The Project Driven Organization

3. Q&A

Challenges



Organization



Executives



Transformation

- 1. Most organizations aren't built for continuous transformation.**
- 2. Transformations apply top-down, operations-driven cultures and silos.**
- 3. Everything is a priority.**
- 4. Leaders initiate more projects than they complete or stop.**
- 5. Executives prefer their comfort zones over driving real change.**
- 6. 95% of transformations are incremental improvements, while they should be exponential opportunities.**
- 7. Transformation projects drag on for 3 to 5 years — or longer.**
- 8. Transformation capabilities have been outsourced to consulting firms.**
- 9. Transformations are executed by groups of people, not teams.**

Which of these challenges apply to your Organization?

Everything is a priority. (Org)	68%
Most organizations aren't built for continuous transformation. (Org)	40%
Leaders initiate more projects than they complete or stop.(Leaders)	40%
Executives prefer their comfort zones over driving real change. (Leaders)	31%
Transformations are executed by groups, not teams. (Transf)	30%
Transformations apply top-down, operations-driven cultures and silos. (Org)	24%
95% of transformations are incremental improvements. (Leaders)	24%
Transformation capabilities have been outsourced to consulting firms. (Transf)	21%
Transformation projects drag on for 3 to 5 years — or longer. (Transf)	17%

1. Move from stability to projects, with fully dedicated transformation teams.



TOP-DOWN CULTURE

BOTTOM-UP CO-CREATION



2. Co-create from the bottom up, break silos, focus on value.

3. Prioritize ruthlessly, build a habit of killing projects.



4. Leaders love to start projects, not to finish or kill them.



5. Executives should spend 80% outside their comfort zone leading transformations.



6. Aim for 30% of projects to deliver exponential (10x) impact.



7. From 2 to 3 years transformations, to 3 and 6 months projects only

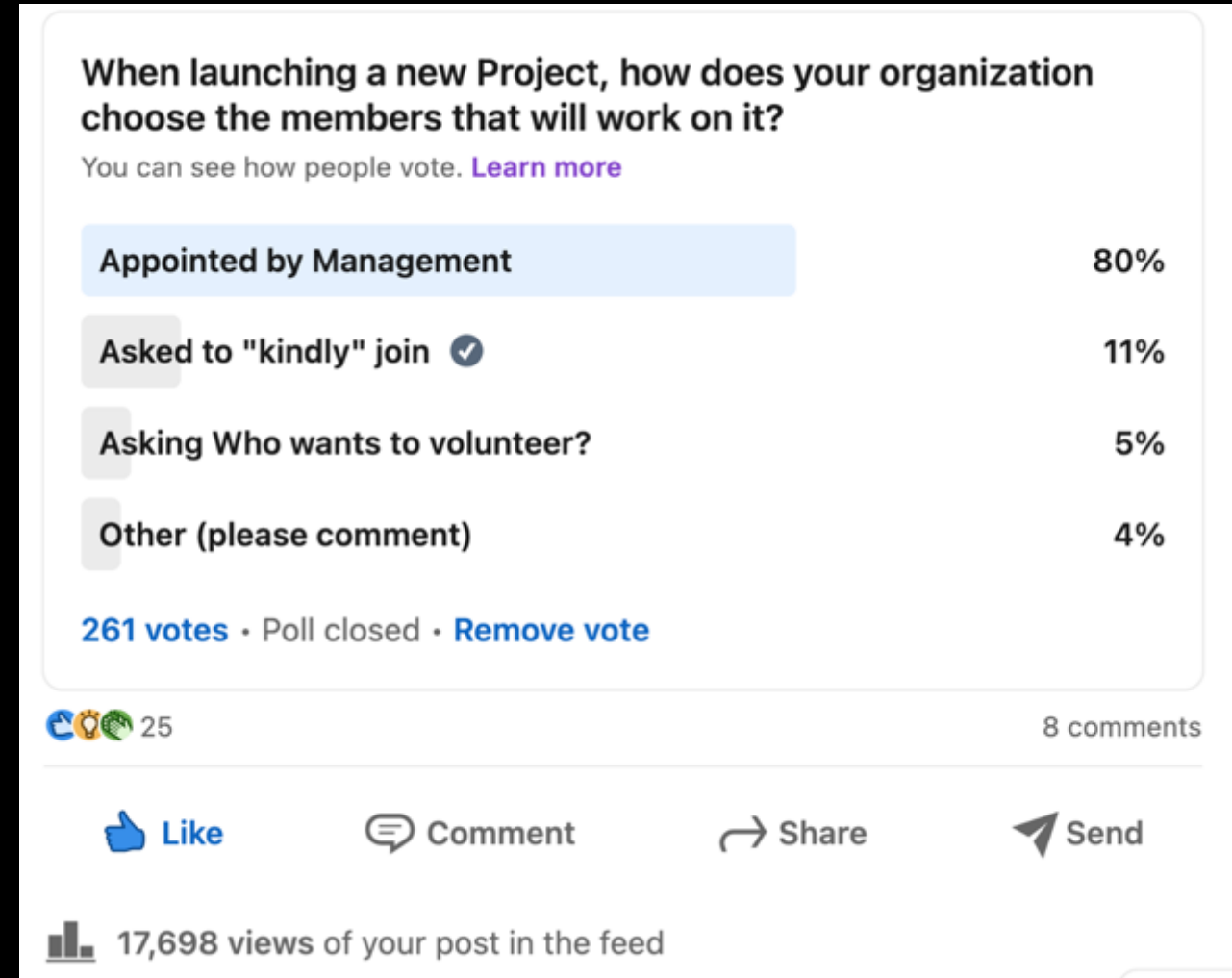


8. Build internal transformation muscle, don't outsource your core.



How do You staff Your Transformation Projects?

The most engaged people in a project are **Volunteers**



9. Form real teams with purpose, not loose groups



9 Steps to **Accelerate**

1. **Run the business through projects, with fully dedicated transformation teams.**
2. **Co-create from the bottom up, break silos, focus on value.**
3. **Prioritize ruthlessly, build a habit of killing projects.**
4. **Never start a transformation if you don't finish or kill 2 or 3.**
5. **Get leaders out of their comfort zones; they should spend 80% of their time leading transformations.**
6. **Aim for 30% of projects to deliver exponential (10x) impact.**
7. **3 months and 6 months projects only**
8. **Build internal transformation muscle, don't outsource your core.**
9. **Form real teams with purpose, not loose groups, they will accelerate your transformations and be proud to work for you**



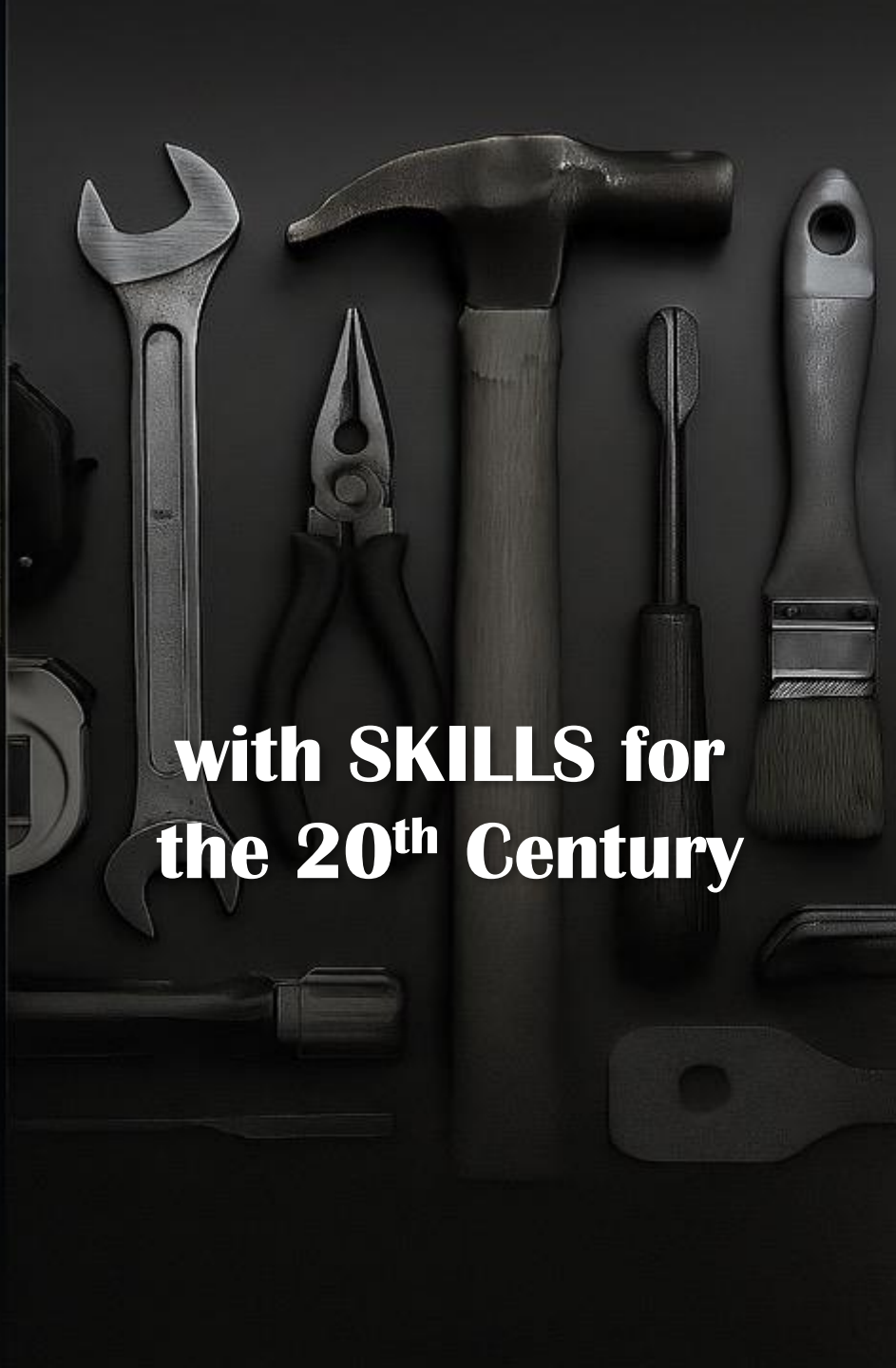
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ORGANIZATIONS
designed for the
19th Century

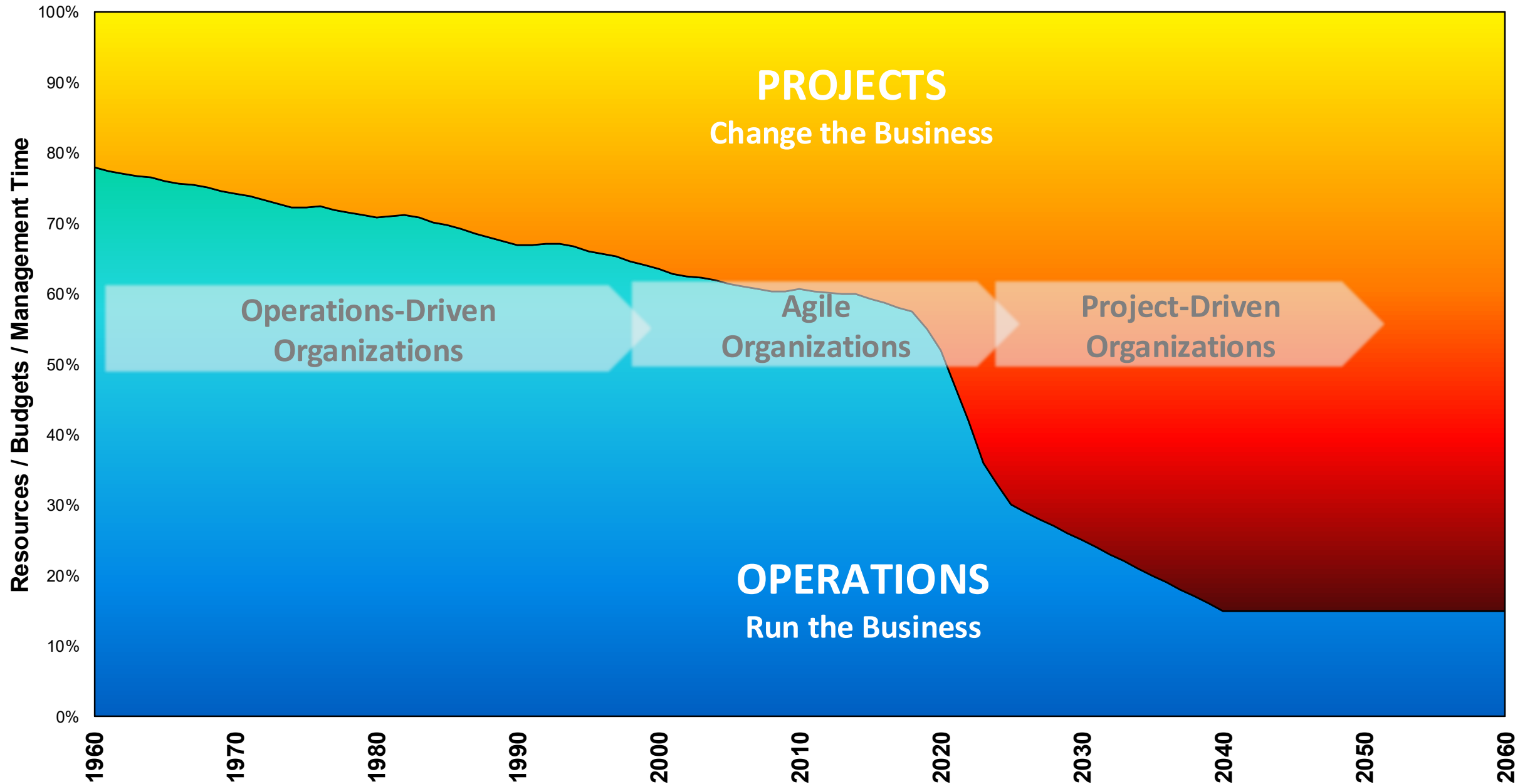


with **SKILLS** for
the **20th Century**



COMPETING in the
21st Century

The Future of Organizations



	Operations-Driven Organizations	Agile Organizations	Project-Driven Organizations
Inception Period	Late 19th to early 20th century	Early 2000s	2025 onwards
Primary focus	Efficiency, stability, and control	Speed and flexibility within teams	Enterprisewide transformation driven by projects
Scope of application	Business units and functional departments (for example, manufacturing and finance)	Mostly software and product development and innovation	Across all business areas—strategy, operations, customer experience, technology
Organizational structure	Hierarchical, siloed departments	Agile teams within existing hierarchies	Flat, decentralized structures where projects are the primary units
Leadership model	Command and control	Enable and unblock teams	Sponsor and align multiple strategic projects
Cultural focus	Standardization and risk aversion	Iterative improvement	Continual transformation and the achievement of impact
Skills	Process execution, compliance, domain expertise	Collaboration, iteration, product thinking	Project leadership, cross-functional execution, value creation

Operations-Driven Organizations

1. **Inherent Resistance to Change** – structures and incentives favor stability; transformation feels disruptive rather than natural.
2. **Slow Decision Cycles** – multi-layered governance and functional silos delay action in fast-moving environments.
3. **Short-Term Efficiency Bias** – KPIs reward cost control, not experimentation or long-term capability building.
4. **Siloed Accountability** – functions optimize locally, leading to fragmented execution of enterprise initiatives.
5. **Leadership Model Based on Control** – managers focus on compliance, not empowerment or strategic adaptation.

Agile Organizations

1. **Local Agility, Global Misalignment** – teams move fast, but without enterprise-wide prioritization or coherence.
2. **Transformation Fatigue** – continuous sprints create burnout and confusion when no clear “north star” connects the efforts.
3. **Lack of Strategic Governance** – agile frameworks excel at delivery but often neglect portfolio-level steering and resource allocation.
4. **Difficulty Scaling Beyond Teams** – methods work in pockets but struggle to coordinate large, multi-functional transformations.
5. **Underpowered Executive Sponsorship** – leaders delegate agility instead of embodying it, leaving a gap between intent and impact.

Project-Driven Organizations

1. Turns Strategy into Execution at Scale

Aligns every initiative with strategic priorities, channeling resources and leadership attention to what truly matters.

2. Builds Lasting Transformation Muscle

Repeated delivery strengthens the ability to adapt, learn, and execute change continuously.

3. Integrates Leadership, Governance, and Collaboration

Replaces silos with mission-based teams and clear accountability connecting the boardroom to execution.

4. Balances Stability and Agility

Combines operational discipline with flexibility, achieving speed **without chaos**.

5. Delivers Measurable and Sustainable Impact

Focuses on outcomes, doubling transformation returns through faster execution and higher engagement.



Future-Ready Organization Diagnostic

Most organizations are designed for the 19th century, with leadership and skills for the 20th century — expected to thrive in the 21st.

Assess your organization's transformation muscles across the eight levers of the PDO model.

This diagnostic measures how ready your organization is to operate as a PDO — one where purpose, people, and performance are fully aligned and change happens continuously.

You'll assess **three dimensions** — Organizational Design, Leadership, and Value Generation — through **eight transformation levers** that define every Project-Driven Organization:

Culture

Structure

Governance

Strategic
PrioritizationHuman
ResourcesPerformance
Management

Operations

Execution

[START THE DIAGNOSTIC](#)

Free Diagnostic
+
Download Preface



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**YOUR PROJECTS
ARE YOUR FUTURE**



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Grazie per l'attenzione!



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