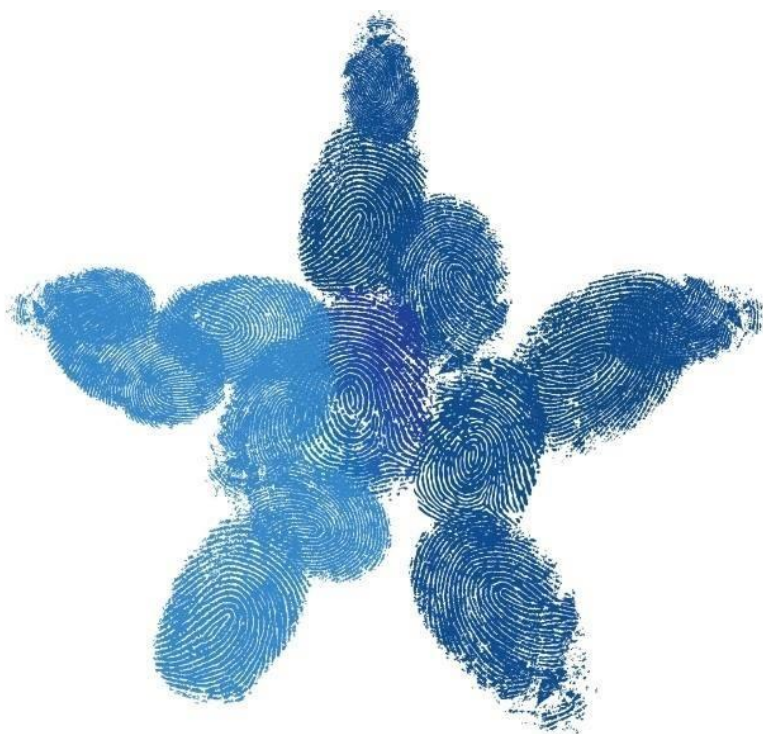


IRIS NETWORK NEWSLETTER DECEMBER 2020

THIRD IRIS NETWORK REGIONAL SOCIAL ACADEMY

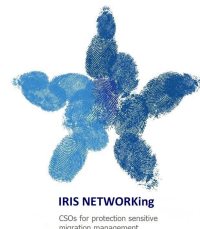


IRIS NETWORKing

CSOs for protection sensitive
migration management



Funded by
the European Union



INTRODUCTION

The third Iris Network Regional Social Academy is successfully completed – three days, 36 participants, exchange of experiences, and shared know-how for the benefit of all participants and their organizations. We talked about the application of agile methods in management, as well as the structural changes that this way of management brings.

Although in an online environment, this Academy has had the added importance of connecting Iris Network members, for their exchange of opinions, experiences and knowledge about both agile management and the work of their organizations.

ACADEMY OVERVIEW

26/10/2020	Session 1 (10:00-11:00)	Session 2 (11:00-12:00)	Session 3 (13:00-14:00)	Session 4 (14:00-15:00)
	Impact Focused Strategy	Agile (Project) Management; Agile Methodologies	Combining traditional top-down and agile bottom-up approach	Planning, Tracking and Monitoring
27/10/2020	Session 1 (10:00-11:00)	Session 2 (11:00-12:00)	Session 3 (13:00-14:00)	Session 4 (14:00-15:00)
	Ensuring Delivery of Value and Quality in Agile Projects; Risk Management	Budgeting and budget management	Leading an Agile Team	Managing Stakeholder Engagement
28/10/2020	Session 1 (10:00-11:00)	Session 2 (11:00-12:00)	Session 3 (13:00-14:00)	Session 4 (14:00-15:00)
	Agile Project Management Tools and Techniques	Leading the Agile Organisation	Leading the Agile Organisation	Measuring & Managing Impact Communicating Impact Effectively

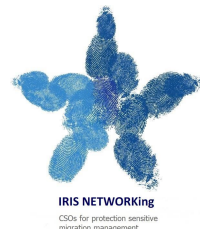


This Newsletter will feature the most important learnings from the Academy, as well as the impressions of the participants.

Iris Network aims to strengthen the role of civil society organizations social service providers through SEE and to ensure that these organizations are recognized as equal partners by public sector.



Funded by
the European Union



Reactions of the participants from the third Iris Network Regional Social Academy

Academy participants were asked to share their impressions and how they see the application of agile management in their organizations.

Teo Petricevic, Director of the ACT Group, highlighted that in agile management, one should lead by example. He emphasized that the transition process from traditional to agile takes time and patience. Teo and the entire team of trainers have been extremely satisfied with the participation, engagement, exchange of knowledge and experiences with the participants.

Nearly all participants expressed the willingness and readiness to incorporate agile management tools and methodologies into their everyday operations and organizations. Some IRIS Network members shared that after the Academy they have recognized aspects of agile within their business culture and organizations. The majority of participants are ready to embrace the changes and challenges that come with agile management.



Funded by
the European Union



Biljana Zgonjanin, [LIR CD](#)

IRIS Network Regional Social Academy

2020

IMPRESSIONS

Biljana Zgonjanin...

1. Do you consider agile methodologies being applicable in the work of your organization?
"Some of the Agile methodology tools such as KANBAN, impact measurement, terminology used in Agile management, theory of change can be applicable in smaller organizations."

BILJANA ZGONJANIN

LIR CIVILNO DRUSTVO / LIR CD

This project is funded by the European Union

IRIS Network Regional Social Academy

2020

IMPRESSIONS

Biljana Zgonjanin...

2. Do you think that the application of an agile approach to project planning and implementation can have a positive impact on social service providers and in what domain?
"Probably yes, but it will take time and resources to implement agile approach. I think agile is more applicable for smaller projects and the smaller teams are more adaptable and therefore the transition from traditional to agile management could be applied faster."

BILJANA ZGONJANIN

LIR CIVILNO DRUSTVO / LIR CD

This project is funded by the European Union

Denita Cota, [Nisma për Ndryshim Shoqëror, ARSIS](#)

IRIS Network Regional Social Academy

2020

IMPRESSIONS

Denita NISMA-A...

1. What are the key learning points from third Iris Network Academy in your point of view?
"1. Promote the organizational agile practices
2. Steps of building and leading an agile organization
3. Boost the model to regional level for the effectiveness of agile methodology presenting the model of implementation."

DENITA ÇOTA

NISMA PER NDRYSHIM SHOQEROR ARSIS

This project is funded by the European Union

IRIS Network Regional Social Academy

2020

IMPRESSIONS

Denita NISMA-A...

2. Do you consider agile methodologies being applicable in the work of your organization?
"Agile methodologies seem to be very effective models that can empower the organizational structure of my organization. These methodologies need to be adopted to our Albanian context and to be applicable for each team engaged on projects we are implementing in different areas. In my opinion they may increment the performance of the organization and provide an approach that is very flexible and helps planning, tracking and monitoring all processes. The design thinking, programming and tracking are some components that I assume are very important in our team work. Even if it needs a cycle of training for the teams and to change the hierarchy of responsibilities and duties, this is a change that our organization needs.."

DENITA ÇOTA


NISMA PER NDRYSHIM SHOQEROR ARSIS

This project is funded by the European Union



Funded by
the European Union

IRIS Network Regional Social Academy
2020
IMPRESSIONS





Denita, NISMA-A...

3. Do you think that the application of an agile approach to project planning and implementation can have a positive impact on social service providers and in what domain?

"The application of the agile approach may influence positive results for service providers because they can plan activities and services in measurable goals, timely and according to the quality of services. The domain where this approach can be applicable could be the bottom line of problem detection, the adaptive planning, the stakeholder engagement in the process and influence on team performance.."

DENITA ÇOTA
NISMA PER NDRYSHIM SHOQEROR ARSIS

This project is funded by the European Union

Bojana Vuletić, [Initiative for Development and Cooperation, IDC](#)

IRIS Network Regional Social Academy
2020
IMPRESSIONS



Bojana Vuletić - I...

"The fact that we can incorporate impact strategy in each part of our project management and organization management was very significant for me. The agile approach to everyday tasks, as well as long-term planning is something that inspires for a more in depth research on the topic and, moreover, introducing such practices in the project planning and implementation in the future. Putting people first, together with the positive impact we can make for them is a valuable asset in the improvement of our organization, impact and relation to the beneficiaries."

BOJANA VULETIĆ
INITIATIVE FOR DEVELOPMENT AND COOPERATION IDC




This project is funded by the European Union

IRIS Network Regional Social Academy
2020
IMPRESSIONS



Bojana Vuletić - I...

"Agile methodologies make a positive change to the steady and firm approach that most of the donors have when it comes to the project management. The agile approach would be compatible with the IDC management due to the fact that we are needs driven organization and focused on the positive impact in our community and on our beneficiaries. If we could increase this impact and be more adaptable to the needs of our beneficiaries thanks to this approach, it would definitely improve our work and enhance our mission."

BOJANA VULETIĆ
INITIATIVE FOR DEVELOPMENT AND COOPERATION IDC




This project is funded by the European Union



"Since one of the basic principles of agile management is to lead by example, IDC would once again be a pioneer in this field of work, setting example to our partners, donors as well as stakeholders on how we could all improve our work and expand our impact. Agile mindset and principles can provide guidance on how we need to change, adapt and acknowledge the difficulties of the realities we live in, especially in the current circumstances."



Irena Stojadinović, [PIN - Psychosocial Innovation Network](#)




1.What are the key learning points from third Iris Network Academy in your point of view?

"The key learnings are new methods and techniques in project management, leadership, organizational planning and development."

2.Do you consider agile methodologies being applicable in the work of your organization?

"I could say that in my organization, PIN, we already apply most of the mentioned agile methodologies in various levels of organization and fields of work, or that we are in process of transforming from the traditional methodologies to the agile. So, I would say that the agile methodologies are very applicable in the work of my organization."


**IRIS Network Regional Social Academy
2020
IMPRESSIONS**



3. Do you think that the application of an agile approach to project planning and implementation can have a positive impact on social service providers and in what domain?

"I think it could have really positive impact on social service providers. First of all, some sort of flexibility in work and goals that an agile approach provides, is necessary for social service providers, because of the dynamic field of work, impact of various factors and constant social changes. This enables changing directions of project implementation if it proves to be necessary and more useful to beneficiaries, which is not rare case in practice. Also, planning, tracking and monitoring processes within an agile approach are providing sustainability and continuity of implementation and wider perception on subject of matter.


**IRENA STOJADINOVIĆ
PSYCHOSOCIAL INNOVATION NETWORK PIN**



This project is funded by the European Union

Predrag Radulović, [UG Osmeh](#)


**IRIS Network Regional Social Academy
2020
IMPRESSIONS**



1. What are the key learning points from third Iris Network Academy in your point of view?


"Of the 12 lessons we covered, for me the key learning points were those parts of the lessons concerning the business model of running organizations, since our organization is non-profit and we have a problem with finances, ie business projection of business. Also, KLP was a series of lessons for me regarding the improvement of the work of the organization, ie its development from a small organization with two or three operatives, to a larger organization with more operatives and where jobs are delegated in accordance with long-term plans and business model, instead of short-term project cycles."

**PREDRAG RADULOVIĆ
UG OSMEH VLASOTINCE**



This project is funded by the European Union


**IRIS Network Regional Social Academy
2020
IMPRESSIONS**



2. Do you consider agile methodologies being applicable in the work of your organization?

"Completely, because our organization is in the period of transformation from a small organization to a larger one, that is, we have managed to increase the number of employees to over 50 people per year and this approach will allow us easier and faster business development."

**PREDRAG RADULOVIĆ
UG OSMEH VLASOTINCE**



This project is funded by the European Union



IRIS Network Regional Social Academy
2020
IMPRESSIONS



Predrag Radulović...

3. Do you think that the application of an agile approach to project planning and implementation can have a positive impact on social service providers and in what domain?

"Agile approach can certainly have a positive impact on social providers, especially in the field of business model development of organizations, which will make them more independent and flexible in the labor market."

**PREDRAG RADULOVIĆ
UG OSMEH VLASOTINCE**



This project is funded by the European Union



Azrina Mulić, [Association for development LEDA](#)

IRIS Network Regional Social Academy
2020
IMPRESSIONS



Azrina - LEDA

"Application of an agile approach to project planning and implementation can surely have a positive impact on providers of social services types of organizations, but domains are different considering types of the organisations".

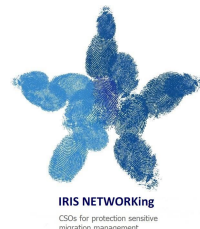
**AZRINA MULIĆ STUPAR
ASOCIJACIJA ZA RAZVOJ LEDA**



This project is funded by the European Union



Funded by
the European Union



Iris Network Regional Social Academy Key Learnings

In this Newsletter, we aim to convey to you a summary of the teachings of agile management and inspire you to further develop your knowledge in this field. Although only a summary is presented here, we hope that through this Newsletter you will get an insight into the steps that need to be further researched and applied within your organizations.

During the three days of the Academy, we went through the following sessions:

- Impact Focused Strategy
- Agile Project Management; Agile Methodologies
- Combining traditional top-down and agile bottom-up approach
- Planning, Tracking, and Monitoring
- Ensuring Delivery of Value and Quality in Agile Projects; Risk Management
- Budgeting agile projects and budget management
- Leading an Agile Team
- Managing Stakeholder Engagement
- Agile Project Management Tools and Technologies
- Leading the Agile Organisation
- Measuring & Managing Impact
- Communicating Impact Effectively

Impact Focused Strategy

The goal of this session was:

- To assess current organizational strategy and impact
- To improve an organization's overall mission
- To think, plan and do a business systematically
- To design concrete and measurable business models & plans that have quantifiable business outcomes and definitive societal impacts

More information about impact strategy - [EU Policy Lab | Social Economy Canvas \(europa.eu\)](https://blogs.ec.europa.eu/eupolicylab/portfolios/social-economy-canvas/)

IMPACT STRATEGY - POSITION YOURSELF!

EC SOCIAL ECONOMY CANVAS - <https://blogs.ec.europa.eu/eupolicylab/portfolios/social-economy-canvas/>

LANDSCAPE / IDENTITY / PROCESS

- 1/ Map your crew
- 2/ Map your beneficiaries
- 3/ Map the neighbors / other stakeholders
- 4/ Map the types of exchange (monetary, labour, resources, social, knowledge...)



Funded by
the European Union



Agile Project Management; Agile Methodologies

- To understand agile values and principles
- To make changes in your project management environment using agile principles
- To design agile method that work best for your context

WHAT IS AGILE?

AGILE IS A GROUP OF METHODOLOGIES/Frameworks THAT VALUES A PRAGMATIC MIND-SET AND A FLEXIBLE APPROACH.

Scrum, Lean, Kanban, Prince2 Agile...

There is much that you do not know. You and your customer/beneficiary are always learning. Things change with little warning. It is difficult to predict work more than a few weeks or months out.

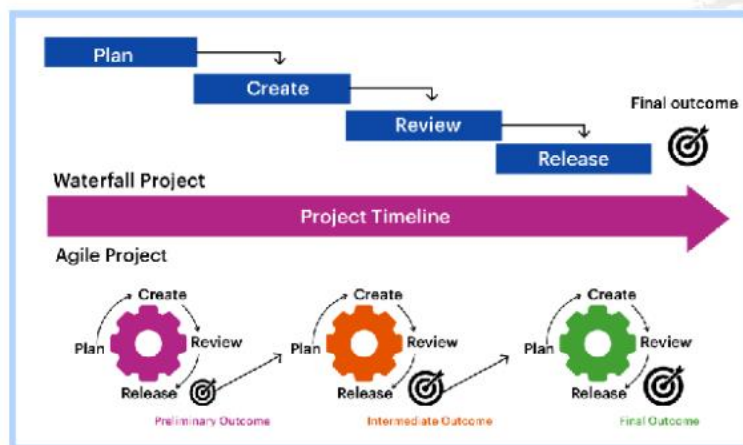
Maximize customer satisfaction through early delivery of product/service. Adapt as you learn and as the project progresses. Harness the strength of your team through self-organization.



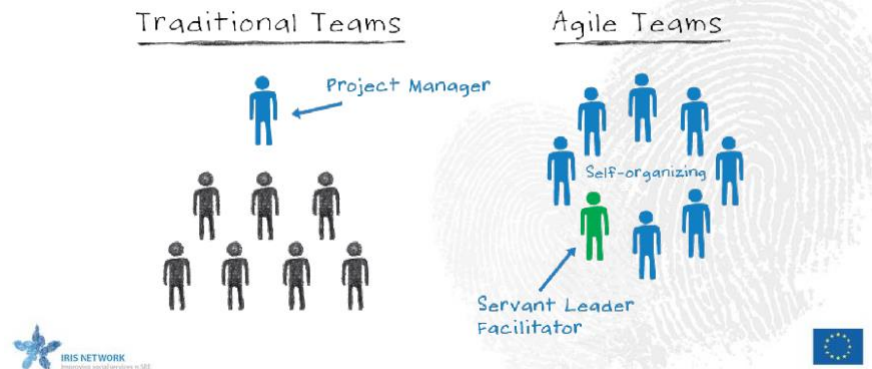
Combining traditional top-down and agile bottom-up approach

The goal of this session was to understand how to set agile methods in current project management processes.

BUSINESS CASE - TRADITIONAL/AGILE



ORGANIZATION - TRADITIONAL/AGILE

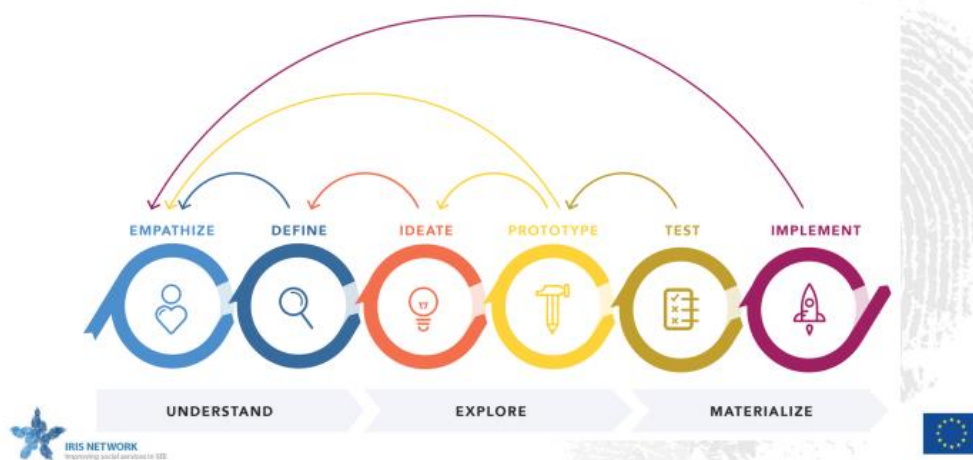


Planning, Tracking and Monitoring

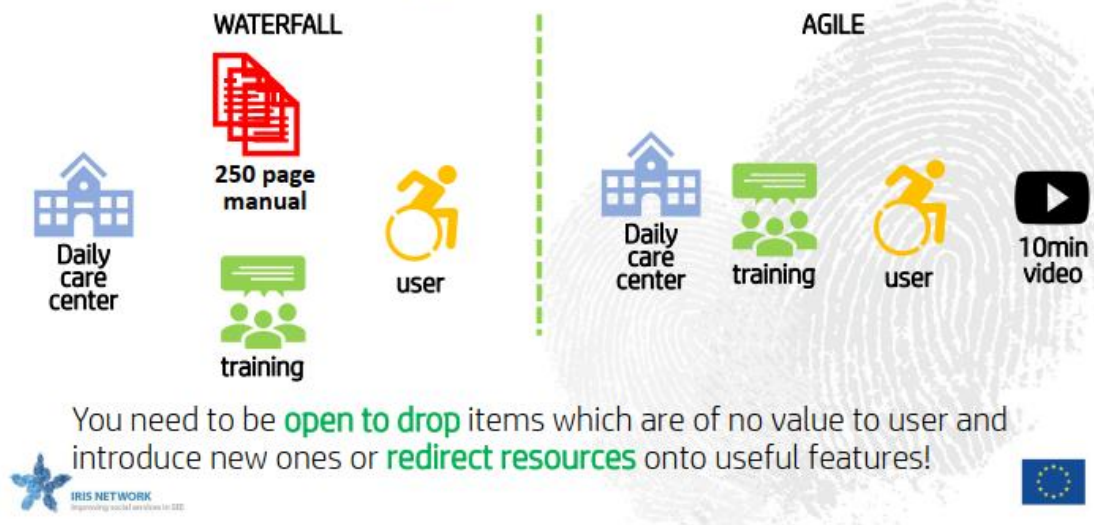
Agile is a proven way to transform your organization, catalyse innovation, and accelerate growth. Why Agile?

- Working with Agile methods and principles:
- Planning is improved and becomes customer responsive
- Tracking is structured
- Monitoring KPIs is more effective

Design thinking



1. Flexibility on what is delivered



Ensuring Delivery of Value and Quality in Agile Projects; Risk Management

Agile approach helps deliver better value and quality by: Faster 'speed-to-market'; Higher user satisfaction; Better quality of final product/service; Increased efficiency; Lower cost; Better team satisfaction.

Better team satisfaction



:: Teams are self-organised

:: Reduced documentation and no lengthy report-writing

// How to measure it? Staff turnover/satisfaction

Minimising risk in Agile



:: Expose everything you are doing to wider teams so everyone can see quality risks early

:: Make sure MVP is functional and can be improved

REMEMBER: *Agile processes harness change for the customer's competitive advantage.*



Budgeting Agile Projects and Budget Management

In this session we learn about:

- Traditional vs. Agile Budgeting
- Projects/Grants limitations
- Recommendations for transition

Agile Budgeting & Planning

- budget and plan in smaller batches with horizon-adjusted precision;
- budget and plan in more frequent increments;
- fast and flexible resources allocation to swarm to emergent value;
- decentralized decision making – trust replaces need for wasteful and ineffective top-down command and control;
- culture of transparency regarding what we know and what we don't know;
- stable Teams



Recommendations for transition

- have diversity of funding sources; create financial reserves;
- plan roughly for the long-term and more accurately for the short-term;
- prefer experimentation (knowledge acquisition) over a desire for precision;
- allocate a specific lump sum to support innovation and quality;
- focus more on adapting and re-budgeting and re-planning than conforming to the original budget or plan;
- empower „mission command“ - fast, additive, decentralized decision-making rather than having teams delay waiting for permission to proceed;
- remove the control and rely on trust, optimize budgeting and planning at levels above teams and projects;
- fund (mostly) products/solutions, not projects



Funded by
the European Union

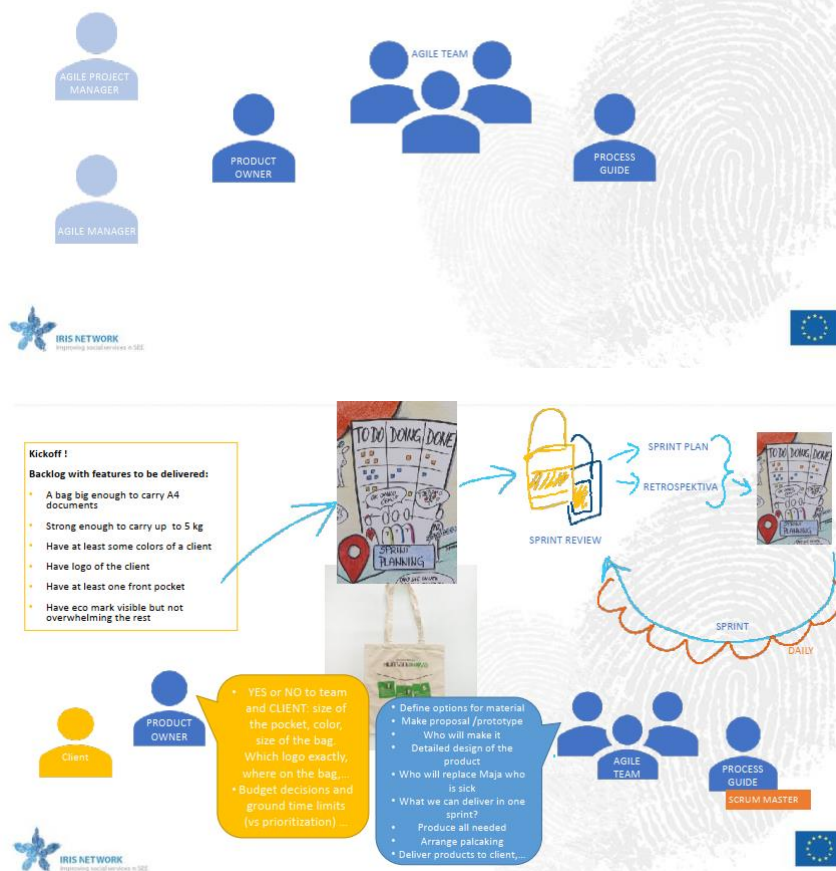


Leading an Agile Team

We talked about:

- Who is who – key roles in agile teams which drive participatory leadership - agile coach, product owner, team members
- Team lead/project manager role aka agile coach and how is that different from traditional PM
- Team meetings (ceremonies) and how they support purpose oriented and cross-functional teams
- Importance of retrospectives for leading agile team and how to do it

Leadership in Agile processes



Managing Stakeholder Engagement

- Systemic panorama of agile projects – internal and external stakeholders
- Why and how stakeholders become part of the team, how they interplay with agile processes
- Stakeholder map
- Understanding stakeholders expectations – which value they get or give each stakeholder

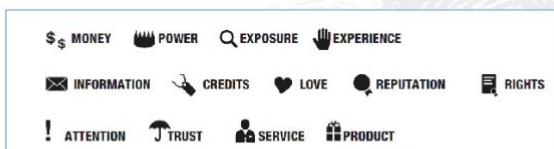




- Strategic and operational communication with stakeholders - defining channels that fit to each, synchronization and timing
- How to assess risk and manage changes in your stakeholder map

Who is your Stakeholder?

Those who have the interest and influence to impact your product, team, or project



Agile Project Management Tools and Technologies

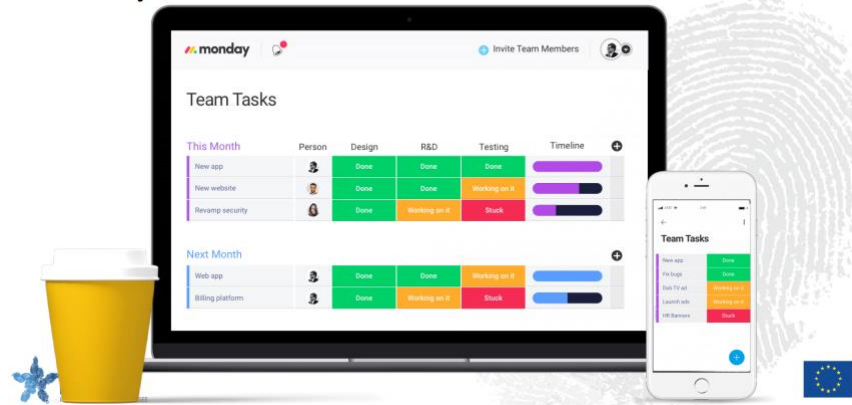
We learned:

- To apply basic techniques of agile and lean approaches in your environment
- To be familiar with modern project management tools for agile management

Kanban Board



Monday.com



Leading an Agile Organisation

- Characteristics of the traditional and agile organization
- Agile leadership mind-set & skills
- Agile transformation - business model, structure, processes, people and technology – steps in agile transformation

WHAT IS AN AGILE ORGANIZATION?

The new paradigm: organizations as living organisms

AGILE ORGANIZATION

- a network of teams within a people-centered culture that operates in rapid learning and fast decision cycles which are enabled by technology, and that is guided by a powerful common purpose to co-create value for all stakeholders
- **ability** to quickly and efficiently reconfigure strategy, structure, processes, people, and technology toward value-creating and value-protecting opportunities
- a critical source of competitive advantage in volatile, uncertain, complex, and ambiguous conditions

AGILE LEADERSHIP MINDSET & SKILLS

AGILE LEADERS:

- actively seek out feedback
- have the courage to take risks
- learn from mistakes
- are open to criticism
- are committed to positive change
- try out new perspectives
- adapt to changing circumstances
- seek to build new knowledge
- test existing assumptions
- acknowledge current weaknesses



THE AGILOMETER - IRIS NETWORK



Measuring & Managing Impact

- Understanding what is Impact and SIMM
- Participants can easier identify the benefits, opportunities and challenges of implementing SIMM in their organization
- New skills / knowledge of new tools and information
- Better understanding of a basic framework for SIMM implementation in their organization

More information - [vp in a nutshell 3 impact measurement rfc.pdf \(admical.org\)](#)

[Finance4SocialChange - YouTube](#)

[Economy for the common good – An economic model for the future \(ecogood.org\)](#)





KES ISSUES AND CHALLENGES/ORG.

- Motivation / Why are we doing this?
- Readiness / Vision, Mission, Understanding the problem, Change, Leadership?
- Capacities / Resources and how it will affect/burden the Organization
- Which type of impact / Social + Economical + Ecological...)
- Tools / IMP-Impact Management Project, B-Analytics, Common Good Matrix / Balance Sheet, SROI / SOCIAL VALUE, Development tracker, Outcomes star, Socialsuite... - different in complexity, demand of time/knowledge to use them, price, focus - customers, users, organization, digital tools integrations...
- Use of standardized tools / standardized indicators => comparison with others (benchmarking)?
- ...



Why, Scale, Depth and System



Communicating Impact Effectively

Agile teams try to promote face-to-face communication and to reduce the channels of communication in general.

- On communication - how, where, to whom, strategies, plans, tools
- Storytelling - bring what you do closer to your target audience in a way that they understand
- Effective communication - dos & don'ts, tips & tricks
- How to communicate your impact
- The power of visual content

When preparing a communication document, reply to 5Ws:

1. **What?** Thinking of **What** initiates the process of understanding the basics of issue, problem or scenario at hand. It is about cognitive mapping of the scope of the issue, problem, or scenario.
2. **Why?** Asking **Why** entails clarifying why the issue, problem or situation at hand occurred. It aims to identify the triggers and rationalizes the occurrence of an issue or a problem.
3. **When?** This element is about time-stamping the occurrence of an issue or a problem. Understanding the time of occurrence could help in sequencing the triggers and impact of the issue, or problem.
4. **Where?** This element is used to pinpoint the location or place of occurrence and hence could be helpful in identifying the people and other things present / existing at that location which may have contributed to the occurrence of an issue or problem.
5. **Who?** This is about identifying people who may have direct or indirect involvement in causing or contributing to the issue or problem.



WHAT ARE YOU REPORTING / COMMUNICATING AND WHY?

Make sure you consider:

- ★ **Whom** you'll be reporting to.
- ★ What your **objective** with the specific report is.
- ★ What **content** will be relevant and interesting for the intended audience.
- ★ How **often** and on what occasions reports should be made.
- ★ What **type** of report is appropriate.



I'm telling you a story





I'm telling you a story

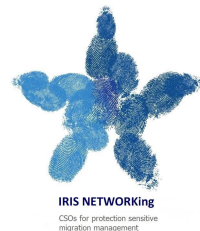
Tips&tricks

- ★ Keep it short, say one thing per sentence.
- ★ Use clear, plain language and explain a complex topic in simple words.
- ★ Get your audience interested and inspired - why should anyone be interested in your story?
- ★ Be precise. Whenever you present a character - a person or an institution - state your full name, function and role. Show who is the responsible person in the action you are reporting.
- ★ Help readers review additional information; use hyperlinks and references.
- ★ Communicate only what you know and what is true.
- ★ Share your opinions and views but be clear about what the fact is and what your personal experience is.
- ★ Always try to reach people's emotions, their worries, needs and aspirations.

I'm telling you a story

Tips&tricks

- ★ Avoid passive!
- ★ Avoid information about funding, duration or project partners names at the beginning of the text.
- ★ Avoid using too many logos.
- ★ Avoid bureaucratic language, meta-language and professional terminology.
- ★ Avoid excessive use of acronyms and abbreviations. If necessary - explain them.
- ★ Subheadings and bullet bullets can be useful to facilitate the "digestibility" of data.
- ★ Use quotes to provide insight, not information.
- ★ Avoid oversized and bulky emails



THANK YOU!

IRIS NETWORK



Funded by
the European Union