

“As business becomes more dependent on **knowledge** to create value, **work becomes more like art.**”

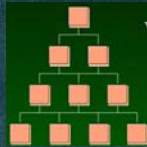
In the future, managers who understand **how artists work** will have an **advantage** over those who don't.”

- Rob Austin & Lee Devin
Harvard Business School

Does Your Project
DANCE?

How do you manage
the **DANCE?**

Mechanical vs. Organic Knowledge-oriented Mindset



Mechanical mindset:

Projects manufactured in a factory using structured processes in a controlled environment that can deliver predictable and consistent outputs each time...

Relies on manuals, step-by-step instructions, recipes, detailed specifications and mechanics



Organic mindset:

Knowledge-oriented based on information, knowledge, people and connections...

Relies on experience, insights, intuition, judgment and artistry

Project Mechanics	Project Artists
Thinks like an engineer—wants to spell out the details and provide a mechanism to execute the vision	Thinks like a designer—seeks to provide form, function and structure to ensure the feasibility and viability to enable the vision
Relies on manuals, step-by-step instructions, recipes and specifications	Relies on experience, insights, intuition and judgment
Follows instructions and rules	Follows guidelines and improvise
Replicates and relies on established practices	Re-conceives and re-creates practices
Takes linear and sequential approaches	Takes non-linear and iterative approaches
Utilizes formal tools, documentation and communications	Besides formal tools, also relies on informal tools and communications
Favors hierarchical organization of plans	Favors visual and contextual organization of plans
Takes a reductionist breakdown approach	Takes a holistic integrative approach
Manages change	Manages change and also influences and causes change
Is an analytic problem-solver	Is a creative opportunity seeker
Total Score	Total Score

Thank You!

