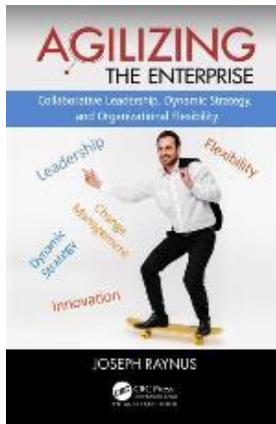


## PM WORLD BOOK REVIEW



Book Title: ***Agilizing the Enterprise: Collaborative Leadership, Dynamic Strategy and Organizational Flexibility***

Author: **Joseph Ravnus**

Publisher: CRC Press, Taylor & Francis Group

List Price: \$79.95 Format: Hardcover, 240 pages

Publication Date: June 2018 ISBN: 13:978-1-138-19797-8

Reviewer: **Arthur L Jones**

Review Date: Sep 2018

### Introduction

As an executive, imagine losing your rising leaders and innovators, they walk out. In story, Joe describes agility and dynamic strategy as a competitive edge required in today's business environment to a former student, a rising star about to walk away from a business that does not engage him. This book encourages executives to utilize their organizations in dialog and recognize people as sources of knowledge and analytical skills. Without saying it, the book infers good people will checkout or leave if they are not engaged.

Written for the entrepreneur, executive, Author, Joseph Ravnus, uses a story to present these concepts through a disenchanted rising start with his business' annual strategy and planning retreats that ignore his insight and experience. He arrives to engage then reduced to audience receiving decisions.

### Overview of Book's Structure

Narrative and story present agile and dynamic strategy. In story form, a professor meets Bill by chance in an airport, as Bill returns home from another annual strategy meeting. Dissatisfied with his company's perfunctory annual ceremony that fails to improve the business, the professor begins a mentor relationship. As a rising talent, the professor describes what an aware company can do to engage Bill while addressing business challenges directly and effectively.

In early chapters, concise well paced narratives inform the reader of dynamic strategy and agile flexibility in a VUCA environment (VUCA, (Volatile, Uncertain, Complex, and Ambiguous). The narration illustrates through historic events, some concepts, and recent corporate successes and failures.

The author offer a personal transition story, with some emotion, in a series of conversations as professor Joe mentors a former student 10 years after graduation through a decision to leave his present company and find a more vibrant organization. Joe describes what an effective agile company does to thrive in this time of change.

## Highlights

Jose Raynus aptly points out our current markets and economics with VUCA and how staff recognizes some salient problems may go neglected, ignored, undetected by some leadership. This drives the Bill and his professor's conversation from airport to coffee to dinner to Antwerp.

The conversations' journey through historical examples, today's chaotic times, change management, strategic leadership, holacratic systems, innovation hubs, and breaking rules. The book's two characters celebrate the conclusion in Antwerp, with Professeor Joe drawing the book's only drawing on a napkin in the final chapter

the business to engage in analysis with a broader leadership, With it they miss the bigger picture the posits VUCA (Volatile, Uncertain, Complex, and Ambiguous) drives business into Agile, aka flexibility, organization responsiveness, and pooled knowledge. Joseph speaks directly to readers looking for career satisfaction. Business, particularly USA enterprise, and US professions need to heed hiss message to succeed.

## Highlights: What I liked!

The book presents Agile from a personal perspective and weds it to strategic thinking that is presented more through narrative. This approach balances the personal emotional side with the rational. The book tips the hat to time honored leadership methods while recognizing our complex and ambiguous choices in world markets, global logistics, and global connectivity.

I enjoyed the discussion of agile with dynamic strategies, change management, and other theories. The discussion recognizes the strengths of people to select the right tools rather than wed a team to a single method.

## Who might benefit from the Book?

The book's approach offers another way to present agility, emphasizing an approach without methodology. Executives and management will receive an overview on their terms without the obfuscation of methodology.

## Conclusion

This book offers perspective on agile as it applies to business, mixing agile thought with other tools of executive leadership. The conversation and narratives wed

people, purpose, and direction as promised in the subtitle of “Collaborative Leadership, Dynamic Strategy, and Organizational Flexibility”.

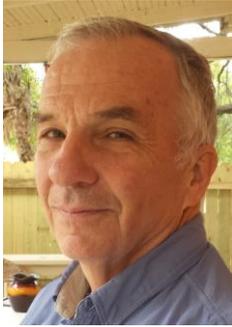
Read this if you are an executive or want to rally executives to embrace agility.

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For more about this book, go to: <https://www.crcpress.com/Agilizing-the-Enterprise/Ravnus/p/book/9781138197978>

*Editor’s note: This book review was the result of a partnership between the publisher, PM World and the [PMI Alamo Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Alamo Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Alamo Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

## About the Reviewer



### **Art Jones**

San Antonio, Texas, USA



Art Jones delivers results through others. He establishes approaches and strategy, leads efforts through completion, and realigns derailed projects. Agile describes a lifelong practice and mindset in his work delivering applications, infrastructure, and process change. Proven, with deliveries in retail, technology, financial, utility, and academic business environments. With a BS in Computer Science from North Carolina State University, Art developed project management and strategic planning during recession times in fast-passed entrepreneurial and corporate assignments. His most valued learning came through relationships, people, and community.

Art sees possibilities for new business and town partnerships to develop profit with talent. Excitement intrigues him and his colleagues with today's change and uncertainty in business from the store front to the supporting manufacturer, farmer, and service provider. How will business balance interdependence? This question has Art's attention. Art's a member of PMI, practicing success in San Antonio, Texas.

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