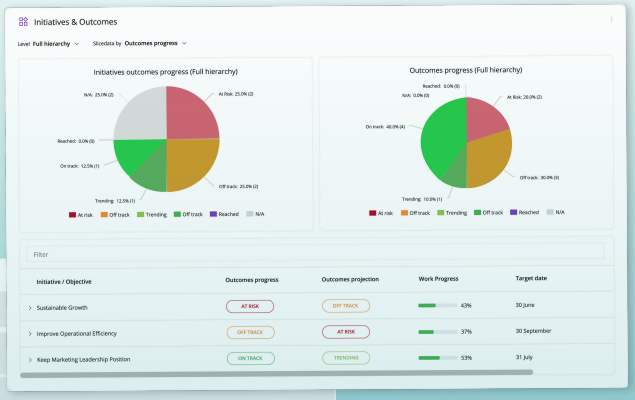

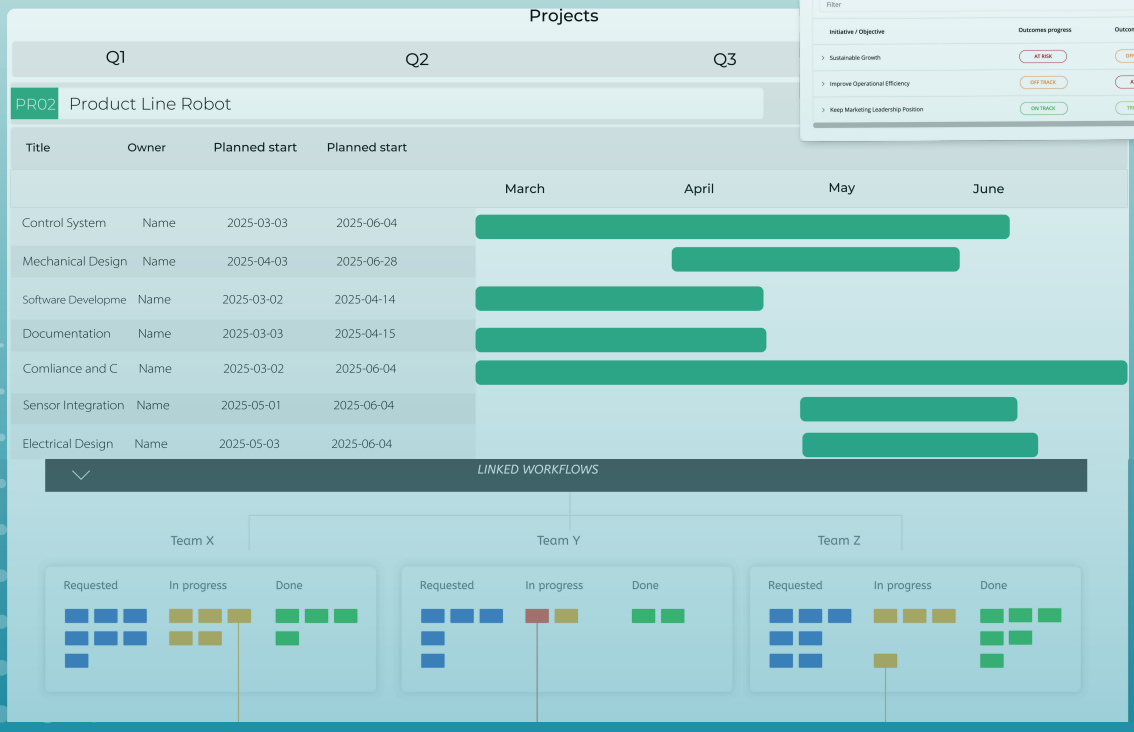

A Guide To Enterprise Agility For Project Organizations

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businessmap

A Guide to Enterprise Agility for Project Organizations

"The Businessmap Way" - An evolutionary enterprise management model to achieve strategic alignment and a stable, predictable flow of results.

Introduction

Project organizations in industries such as engineering, energy, pharmaceuticals, and financial services today operate under increasing pressure: growing technical complexity, deep interdependencies between teams, shorter timelines, and the need to make informed decisions faster than ever before. However, most of them continue managing their day-to-day with models built for much more stable realities.

Managers know this paradox: speed, accuracy, and adaptation are required, but the tools, processes, and governance are not ready for it.

And while plenty of revolutionary proposals exist - Agile transformations or massive restructuring - in practice they often generate resistance, uncertainty, and more disruption than results.

"The Businessmap Way" offers a completely different alternative:

- a pragmatic, safe and progressive evolution,
- without the need to reorganize the company,
- without imposing frameworks alien to the reality of the business,
- and focused on solving the root causes of poor organizational performance.

This guide is written specifically for project-driven organizations that deliver their core business through complex, interdependent initiatives which require coordinated planning, execution, and governance. Its focus is on building systems that address the unique challenges for project organizations and support faster decisions, higher predictability, and more adaptive delivery without unnecessary disruption. Although the Businessmap Way explicitly addresses project management and governance-related challenges, its fundamental principles also apply to organizational units that manage pure operational or transactional workflows. In this way, a homogeneous organizational management model is created.

Why Project Organizations Need a New Management Model

The main problems of the projects are in the system that should manage them.

Most project organizations, regardless of size or industry, experience the same chronic challenges that come from how the **management system** that connects people, teams, projects, strategy, and decision-making is designed and works.

1 Operational Problems: Where Chaos Manifests Daily

- Insufficient visibility into the actual status of projects, operations, and associated risks.
- Endemic delays, constant emergencies, and frequent rethinking.
- Structural overload, multitasking, and dependence on key people.
- Difficulty coordinating specialized teams with different priorities.

> "Only 35% of projects achieve their objectives." (HBR, 2024) [2].

2 Portfolio and governance issues: Where strategic focus is lost

- Conflicting or changing prioritization.
- Decisions based on fragmented information.
- Lack of predictability in milestones, deliveries, and commitments.
- Scarcity of reliable data for strategic decision-making

> "Organizational overload and prioritization are the main causes of project challenges." (HBR, 2025) [3].

3 Cultural Problems: The Silent Root of Many of the Failures

- Functional silos and little collaboration across areas.
- Little sense of joint responsibility and accountability.
- Reactive culture: firefighting instead of building a system that prevents them from appearing.

4 The new challenge: The emergence of Artificial Intelligence

Today, companies face three new AI-related pressures:

- Artificial Intelligence (AI) demands consistent, high-quality data.
- Decisions need to be made faster because AI speeds up cycles, but decision-making ability does not progress at the same pace.

> "68% of companies admit to having **fragmented** and low-quality data, a critical factor in project management." (Gartner, 2023) [**Error!**

- AI eliminates administrative tasks, but it does not eliminate dependencies, conflicting priorities, bottlenecks, reactive culture, or lack of strategy connected to execution.

These difficulties are not solved by adding more control, more meetings, or more tools. They persist because **the system that connects people, projects, and decisions is not designed to function as a coherent whole**.

The advent of AI makes it even more urgent to have a model that turns management into a **visual, fluid, aligned and adaptive system**, ready for a new era of accelerated complexity.

The "Businessmap Way" addresses precisely the roots of these problems.

What is "The Businessmap Way" and what makes it different?

"The Businessmap Way" is an evolutionary enterprise management model that integrates holistic vision, workflow, and culture through an integrated visual infrastructure.

It is specifically designed to help organizations **solve their chronic challenges**, manage their growing complexity, and build an adaptive, predictable, strategy-aligned work and governance system **without disruption**.

The model is founded on the KPPM (Kanban Project, Program and Portfolio Management model), developed by Teodora Bozheva [1] and is further extended to respond to the enterprise needs related to governance and strategy deployment.

The fundamental idea of "The Businessmap Way" is that **project management achieves better results when the system that supports it improves.** The approach is based on **three conceptual pillars** – which explain how the organization works – and an **enabling pillar** – which allows putting these principles into practice throughout the company. These four pillars form a robust foundation that allows reforming the business management without restructuring or implementing complex methodologies.

ONE OF THE MOST IMPORTANT STRENGTHS OF **THE BUSINESSMAP WAY** IS THAT IT IS NOT A THEORETICAL FRAMEWORK BUT A THOROUGHLY VALIDATED MODEL, PROVEN THROUGH ITS APPLICATION IN DOZENS OF ORGANIZATIONS ACROSS INDUSTRIES AND SCALES. ITS PRINCIPLES, PRACTICES, AND OUTCOMES HAVE BEEN REPEATEDLY TESTED IN REAL BUSINESS ENVIRONMENTS, PRODUCING MEASURABLE IMPROVEMENTS IN FLOW, PREDICTABILITY, STRATEGIC ALIGNMENT, AND ORGANIZATIONAL ADAPTABILITY. THESE RESULTS ARE DOCUMENTED IN A SERIES OF PUBLICLY AVAILABLE CASE STUDIES, WHICH PROVIDE CONCRETE EVIDENCE FOR THE

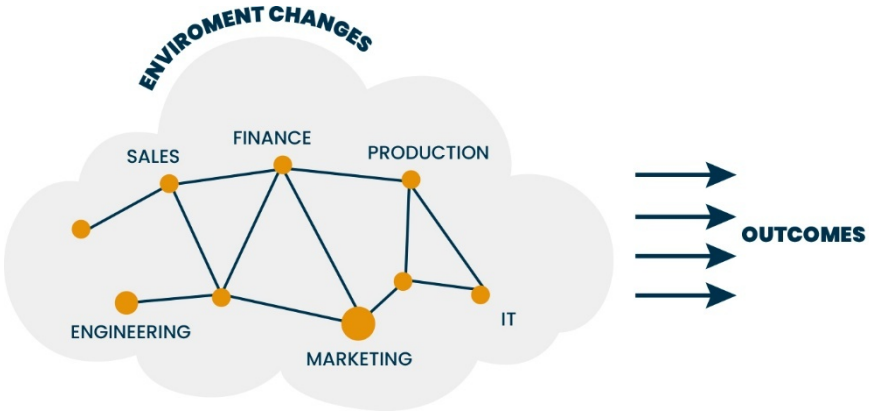
CLAIMS WE MAKE. YOU WILL FIND REFERENCES TO THESE CASE STUDIES LATER IN THIS PAPER.

1 The four pillars of the model

1.1 Systems Thinking

Understand managing the company as a living and interdependent system.

Most companies manage projects with rigid departmental structures, where each area optimizes its own work. However, **projects are not delivered by departments individually: they flow through the entire organization**, and it is in those interactions that delays, blockages, waiting for dependencies on others, conflicts over resources, unexpected emergencies and cost overruns are generated.



Systems thinking allows the organizations to understand how interactions between teams, departments, and projects and how changes in the business environment affect the overall results of projects and the company. It is the foundation for building a cohesive operating model and making decisions that optimize global performance, not just local ones.

1.2 Flow Thinking

Manage workload and flow for fast, sustainable, and predictable delivery of results.

The second pillar addresses the operational heart of project work: **the value stream**.

In most organizations, project work is managed as tasks and activities, often without explicit information about the relationships between them and the volume of all work in progress. Because of this, they suffer from overloading, multitasking, reckless interruptions, bottlenecks, lack of visibility into actual progress, and chronic delays.

Flow thinking shifts the focus from managing tasks to managing the flow of value through the system.

It introduces clear mechanisms to:

- Monitor work in progress and limit overload.
- Manage bottlenecks and balance demand with capacity.
- Anticipate and avoid delays.
- Make decisions based on real data from the system.
- Use reliable metrics for day-to-day and portfolio management.

1.3 Culture of Collaboration and Purpose

Strengthening the way of thinking and acting that allows the system to function properly and adapt successfully to changes in its environment.

Without the human element, no technological system works.

In classical organizations, cultural problems are not anecdotal: they are structural. Silos, little transparency, reluctance to communicate unwelcome news, slow decisions or decisions based on intuitions... all this harms the optimal processes functioning.

This pillar develops behaviors that align the organization to their business objectives and helps it adapt to changes in its environment:

- real and frictionless transparency,
- cross-cutting collaboration,
- focus on results and purpose,
- distributed leadership,
- continuous learning,
- evolutionary improvement.

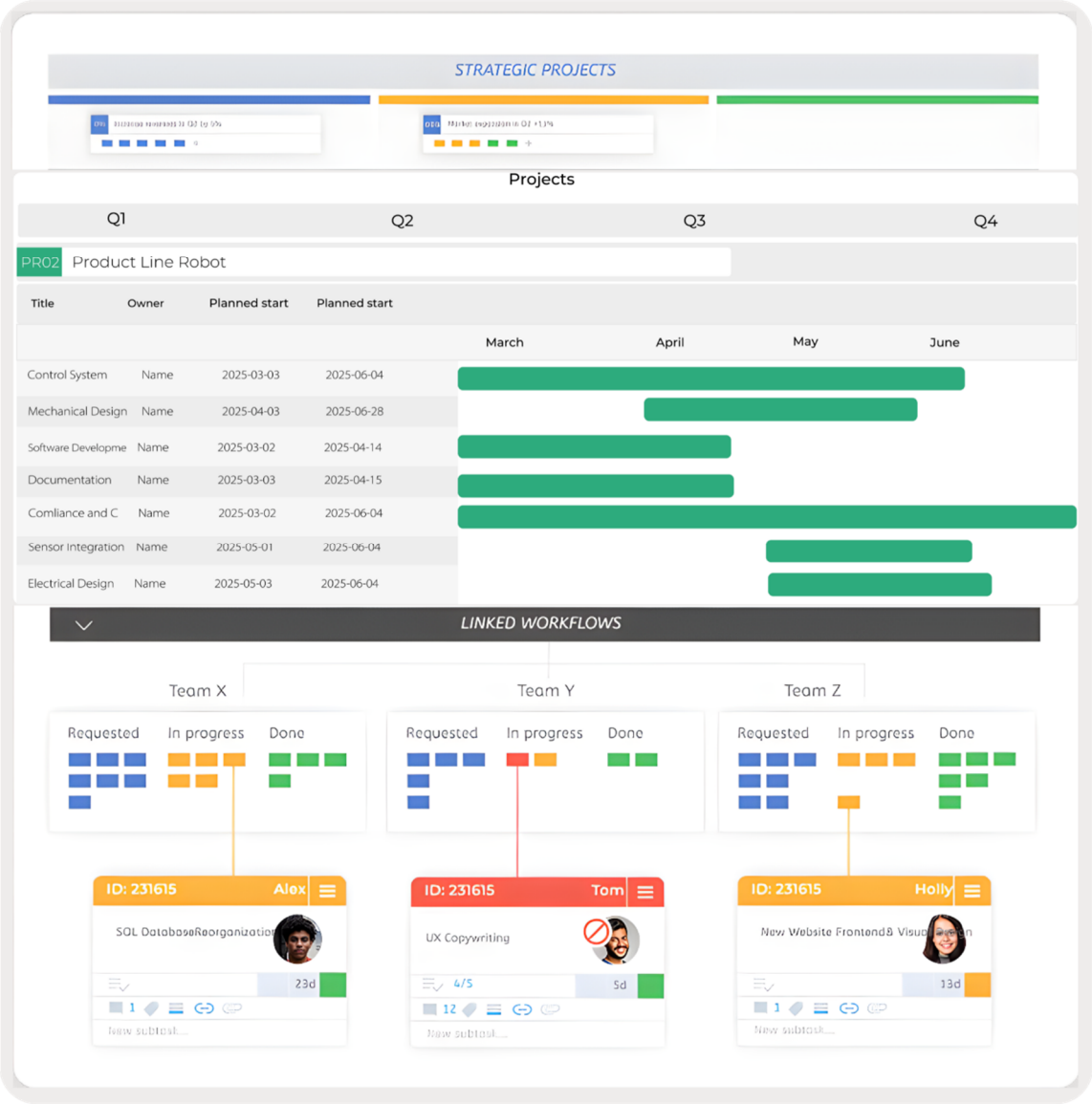
This pillar creates an environment in which organizational culture stops braking and becomes an engine of progress. It makes teams, middle managers and managers work with a **shared understanding** and the **same decision-making logic**.

1.4 Integrated visual management and governance system (enabling pillar)

The holistic system that turns principles into practice and acts as the organization's management nervous system.

The above three pillars define how a modern organization should function. The integrated global visual system is the pillar that makes it a reality.

It consists of a network of interconnected visual boards-teams, projects, programs, portfolio, and strategy-that reflect how the company operates. Each board works like a local flow system, with its own policies, metrics, and governance. Together, they form a holistic system that acts as **the organization's nervous system**.

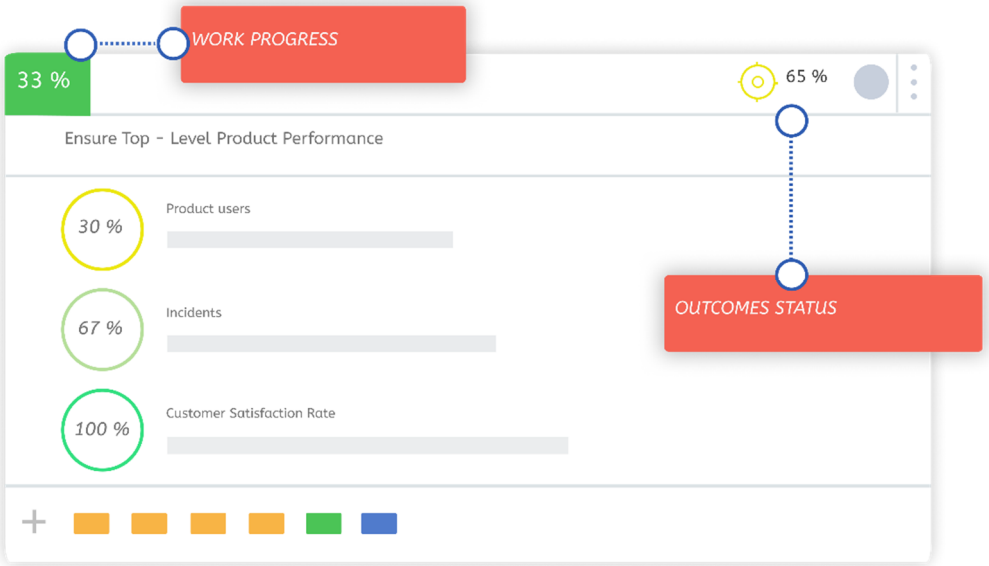


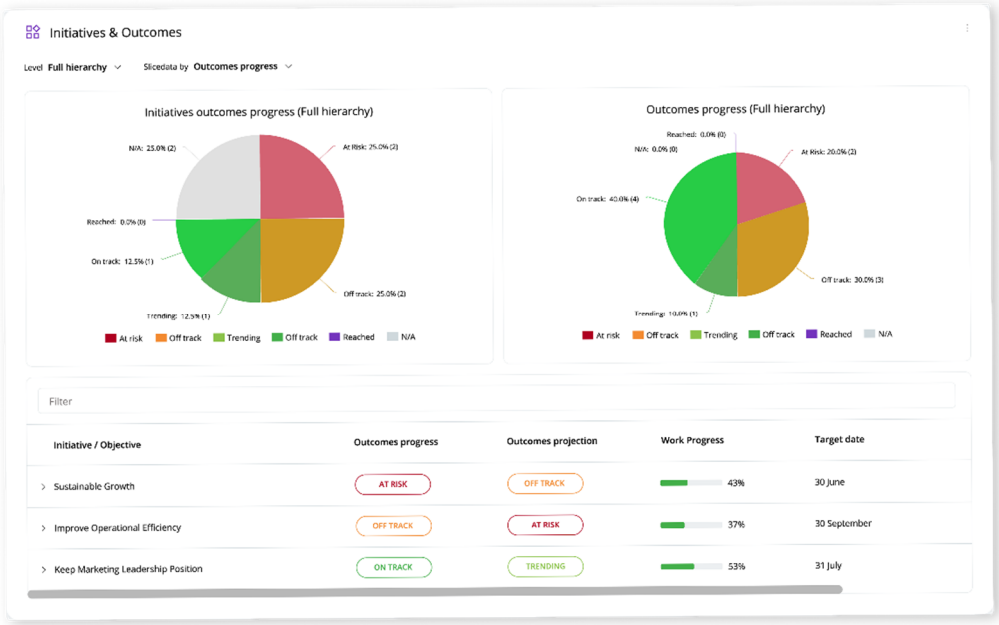
What makes this system unique:

- It connects strategy, execution, and results through a visual flow that unites:

  OKRs → Portfolio → Programs → Projects → Teams → Metrics → Decisions

- It provides real, automatic metrics.
- It has become the foundation for modern governance, supplying real-time data and facilitating informed and intelligent decisions.





This integrated infrastructure can be implemented by means of different tools, but **the Businessmap platform is specifically designed to deploy it accurately, quickly, and robustly**.

2 The four practice groups of "The Businessmap Way"

The Businessmap approach uses a body of practices organized into **four groups** that encompass all essential management functions in complex project organizations:

2.1 Plan

The practices of this group are focused on how to structure the work of projects and portfolios from teams to strategic objectives with clarity and stability.
They include practices such as:

- Visualization of the project and its work breakdown structure (WBS).
- Definition of milestones and dates.
- Visualization of dependencies, criteria of prioritization and work execution.

These practices provide **end-to-end clarity** and prevent deviations and overloads.

2.2 Communicate and Align

This group of practices ensures that all areas use common priorities, criteria, and policies.
It includes practices such as:

- Regular feedback loops.
- Explicit decision-making policies.
- Coordination mechanisms between projects, teams, and portfolios.

Enabling **effective communication** is key in sectors where different organizational areas must collaborate without friction.

2.3 Monitor and Adjust

The practices of this group transform project management into management based on real flow data.
They include:

- Management of blockages, risks, and work ageing.
- Use of flow, capacity, and performance metrics.
- Resolution of bottlenecks to balance workflow.
- Waste elimination to increase quality and flow efficiency.

Together, they allow for quick, objective, and informed decisions.

2.4 Learn and Adapt

These practices build an organization capable of continuously improving its management and governance system.
They include:

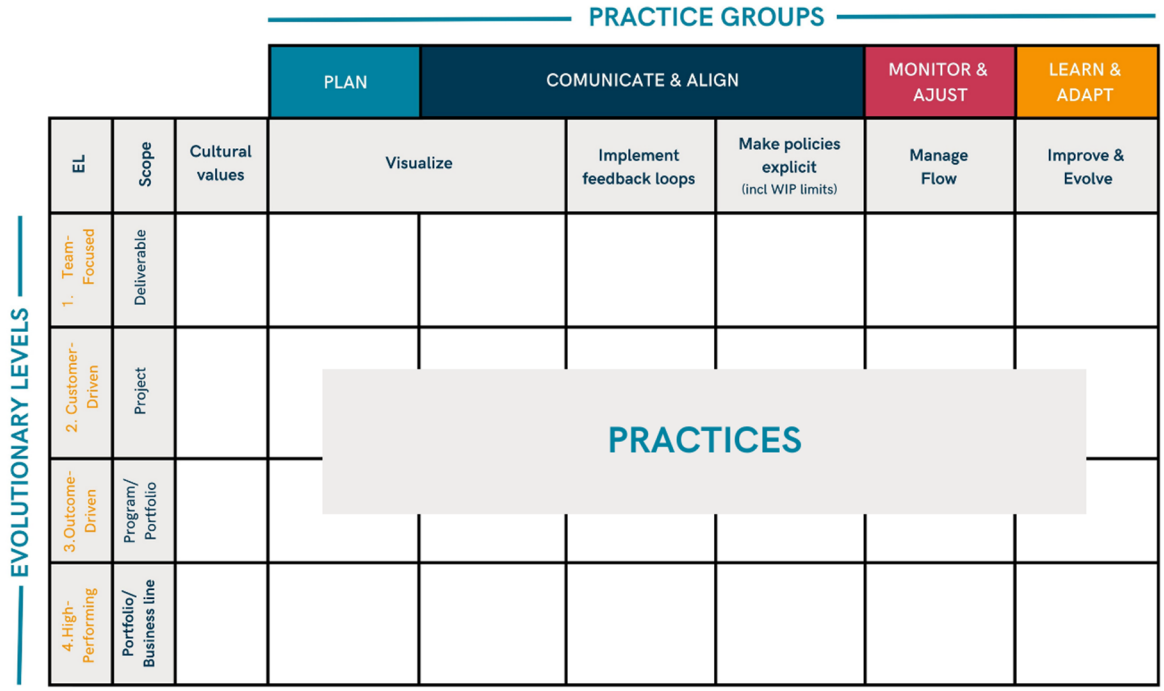
- Root cause analysis.

- Conducting experiments and organizational learning and improvement.
- Evaluation of the performance of the system and definition of the next evolution cycle.

It is the element that makes transformation sustainable.

3 A clear and proven four-level evolution

One of greatest strengths of “The Businessmap Way” is its evolutionary nature. It does not prescribe disruptive transformations or significant restructuring. Instead, it guides organizations through a structured four-level step-by-step path**,** validated across multiple organizations.



Level 1: Team Focus on any level in the organization

Focus: visualization, focus and stability at the level of a team or organizational area.

Result: less chaos, more clarity, quick wins.

Level 2: Customer-Driven Organization

Focus: end-to-end flow management and coordination between areas.

Result: more reliable deliveries, less rework, clear priorities.

Level 3: Outcome-Driven Organization

Focus: integrate strategy, portfolio, and execution.

Result: Increased predictability, modern governance, strategic PMO.

Level 4: High-Performing Organization

Focus: A resilient, adaptable, and value-oriented system.

Result: Timely decisions, speed of adaptation and adequate responses to unforeseen events.

An evolving, secure, and non-disruptive roadmap

Most transformations in project organizations fail because they try to change too much, too quickly, and without an understanding of the actual system of work. Adopting ”The Businessmap Way” is an evolutionary process that adapts to the starting point of each organization.

Step 1: Ways-of-work Diagnosis: Understand the Real Work System

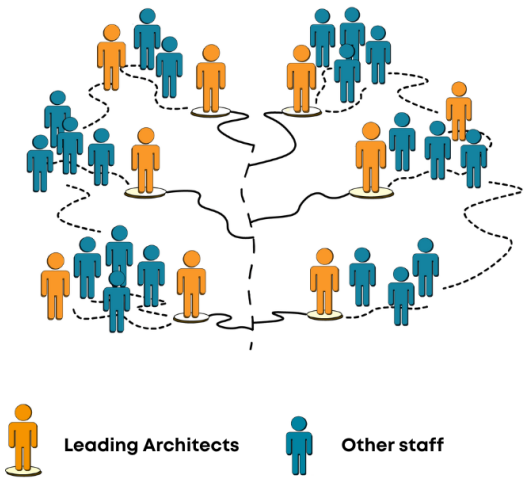
The path begins with an initial assessment that allows understanding of the current functioning of the organization:

- Management practices
- Culture of decisions
- Workload
- Critical dependencies
- Main pain points and root causes
- Frictions between strategy, portfolio, and execution.

Based on this understanding, a **realistic roadmap** for the development of the organization's holistic solution and the introduction of new ways of working is defined.

Step 2: Selecting the leading architects team

A team of leading architects is created. It includes PMO members, PMs, business area managers and other change agents. Their mission is to **design and extend the organization's management system**. It is important that people with roles or functions from all levels of the organization are involved to ensure that the design of the solution addresses their needs.



This team is directly involved in the following:

- design the initial system of team, project, program, and portfolio boards,

- define initial policies and decision criteria,
- visualize the dependencies between areas and establish initial policies for their management,
- analyze flow data from the perspective of all roles in the organization,
- facilitate and guide the expansion of the system to the entire organization without bureaucracy.
- Facilitate continuous improvement of the system and processes.
- leading cultural change in the organization.

Step 3: Design the initial integrated visual management system

The team of architects designs the initial solution that includes:

- Complete visibility of work through interconnected dashboards,
- Work policies,
- Coordination mechanisms between teams and projects,
- Prioritization criteria
- Automatic flow metrics and support for fast, data-driven decisions.
- Connection between strategy, capacity, and execution,

Step 3. Validate the initial solution through a Pilot

The designed solution is used for managing real projects to validate if the system supports typical business decisions, dependencies, and flows.

At the end of this step, the results of the pilot are analyzed, and the acquired learning is used to plan the next steps.

Step 4. Progressive expansion and continuous improvement

- Integrate new operational teams into the solution by guiding them in adopting Level 1 and 2 cultural practices and values relevant to them.
- Adjust the current system and work management policies, if necessary. This adaptation of the system typically includes the forms and criteria of decision-making and prioritization, the metrics necessary for the management of projects, processes, and governance, as well as the feedback loops necessary for a frictionless operation of the organization.
- Increase the agility of the part of the organization that is already using the system. Levels 2, 3 and 4 cultural practices and values guide this progress.

Expansion is done in short cycles, about 2-3 months long, to maintain a stable pace of progress and evolution of the organization. Each cycle begins with a clear definition of the outcomes that are expected to be achieved at its completion. It ends with a

retrospective and an analysis of what has been achieved versus what was expected. This learning is used to plan and conduct the next cycle.

Visible results in the first few months, sustainable in the long term

Companies that adopt our model see simultaneous improvements in three dimensions:

1 Strategic impact

- Decisions based on real data, without waiting for late reports.
- Consistent prioritization based on value, risk, and capability.
- Better focused and governed portfolio

92% Organizations achieve their goals.

2 Operational impact

- Less multitasking and fewer interruptions.
- More stable and predictable flows.
- Seamless coordination between functional areas
- Shorter and more predictable delivery times.
- Teams with greater focus and less wasted effort.

250% Increase of productivity

+30% reduction of meetings time

3 Cultural impact

- Real collaboration between areas.
- Shared responsibility.
- Reduced stress and organizational friction.

100% admit they would not go back to old ways of working.

How key roles evolve with the Businessmap Way

As the organization moves through the levels of model evolution and transforms its project management system and portfolios, each role undergoes a progression in its role and a clear expansion of its capabilities.

Executive Directors (CIO, CTO, CEO)

They move from decisions based on partial visibility to governing with complete data on portfolio, capacity, and systemic risks.

PMO Directors

The PMO evolves from operating as a reporting center and becomes a guarantor of the management system, facilitating predictability and alignment.

Project Managers

They evolve from coordinating tasks to managing flow, risks, dependencies, and data-driven forecasts.

Area Directors

They direct the work of their areas based on clear load data and priorities, experiencing fewer interdepartmental conflicts.

Operational teams

They gain focus, sustainability, and greater autonomy.

AI as an accelerator of enterprise agility

The emergence of Artificial Intelligence is transforming all industrial sectors. More complex projects, shorter lifecycles, higher customer expectations, and increasing pressure to decide faster require organizations to have robust, visual, and data-driven management systems.

Businessmap's model provides a holistic visual system and reliable, structured data. When combined with AI, the effect is multiplying because AI converts system information and data into actionable insights. The result: a system that not only shows what is happening, but also interprets, alerts, and recommends. More specifically, AI brings capabilities that previously required hours of manual analysis or were simply not possible:

- Continuous workflow analysis

  AI identifies patterns, bottlenecks, variability, and anomalies in real-time, without the need to manually review reports.

- Early detection of risks

  Risks that were previously detected late (imbalanced workload, ageing work, dependencies, stressed staff) are automatically anticipated.

- Assisted prioritization

  AI analyzes impact, delay cost, blocking probability, and criticality to suggest what needs to be done first and why.

- Automated reports and executive summaries

  Status reports, forecasts, summaries for management and PMOs are automatically generated, freeing up hours of work and reducing errors.

- A "proactive" system instead of a reactive one

  Instead of finding out about problems late, the system helps prevent them.

Overall, the management system ceases to be a mirror of work and becomes an intelligent assistant that interprets and anticipates.

The Businessmap Way and other methods and models

Organizations are increasingly opting for a hybrid fit-for-purpose approach that combines predictive and agile practices to respond to varying complexity. The Businessmap model is designed precisely to enable this hybrid management. The solution it builds makes the use of different methods visible and configurable: it can support predictive planning components (WBS, milestones, phases) together with agile components (iterations) in a network of interconnected dashboards. The application of systems and flow thinking enable the adaptation capabilities of the entire system - teams, projects, programs, and portfolio.

In this way, managers and PMOs can choose the right approach for each initiative without dismantling the existing governance structure, aligning capacity, value, and risk in a single decision-making system.

Ways of Working	Adaptive methods and frameworks.	Visualization and project flow management practices based on a systemic understanding of the organization.
Business Acumen	Value-based decisions.	Aligns strategy, project portfolio, and execution through a holistic flow system.
Power Skills	Leadership, communication, collaboration.	Enhances a culture of collaboration, outcome orientation, and continuous adaptation.

The Businessmap model reinforces the three dimensions of the **PMI Talent Triangle** [5]:**Error! Reference source not found.**

- **Power Skills:** The model develops collaboration, transparency, and distributed leadership.
- **Business Acumen:** Connects work, capacity, and strategy in a unified visual system.

- **Ways of Working:** Provides a modern flow-based operating model and evolutionary improvement.

The result: a more aligned organization, with less friction and greater ability to continuously deliver value in changing environments.

The role of the Businessmap platform in the success of the enterprise evolution

The ideas of the Businessmap Way can be implemented by means of different tools. However, the Businessmap platform is designed to maximize its benefits in a single place:

The Businessmap platform allows:

- A network of interconnected dashboards from the operational level to the strategy level.
- Automatic metrics for flow, capacity, risks, and dependencies.
- Executive dashboards with real-time data.
- Full support for OKRs, initiatives, and strategic direction.
- Integrations with ERP, PLM, and other corporate tools.
- AI to accelerate strategy deployment, analysis, reporting, and decision-making.

In short, the Businessmap platform turns the ideas of its foundational model into a living, operational system, where every person – from teams to C-level – works with the same information, the same language, and the same decision criteria.

Conclusion

The Businessmap Way is the safest and most effective option to modernize project and portfolio management in organizations with high technical complexity, deep interdependencies, and a growing demand to deliver reliable results.

Its strength lies in the fact that it:

- addresses the root causes of inferior performance,
- avoids unnecessary disruptions,
- allows for an evolutionary transition,
- and creates a management system that connects people, processes, and strategy.

With the Businessmap platform, this model becomes a visual, analytical, and collaborative infrastructure that delivers exactly what leaders in engineering, pharmaceuticals, banking, insurance, and other intellectual labor industries need today:

- alignment
- predictability
- flow
- decision speed,
- tangible results.

Success stories

Find a number of case studies, interviews, and presentations by leaders of companies that use the Businessmap Way model on the following sites:

- “Align. Adapt. Advance. – Stories by Managers for Managers”, https://www.youtube.com/@businessmap_spain
- HolaFlow presentations: https://businessmap.io/es/casos-de-exito-video
- Reports and case studies: https://businessmap.io/kanban-resources/case-studies

About Teodora

Teodora Bozheva guides industrial, financial, pharmaceutical, and service companies to solve chronic management problems such as systematic delays, lack of visibility, overload, strategic misalignment, and decisions based on insights rather than data. Thanks to this, organizations such as ITP Aero, BBVA, Línea Directa, Grupo Azkoyen, Ulma Handling Systems, among many others, have been able to:

- Improve coordination between teams, areas, and portfolios.
- Implement successful hybrid management models.
- Increase predictability and speed of delivery.
- Create customer-oriented cultures and results.

Teodora is the author of "KPPM: Kanban Project, Program and Portfolio Management" model – an evolutionary approach that enables complex companies to connect strategy, projects, operations, and organizational culture into a single, coherent system of value delivery.

As Head of Professional Services at Businessmap, she leads the development of the Businessmap Way, ensuring that each implementation together with the Businessmap platform achieves predictable results, sound practices, and an outcome-oriented culture.

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