

AGILITY CRAFTSMANSHIP AND MINDSET

A Buzzword made tangible
Rainer Grau, Juropera GmbH, www.juropera.com

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Working breakfast with Federal Chancellor of Germany Angela Merkel and President of France Emmanuel Macron

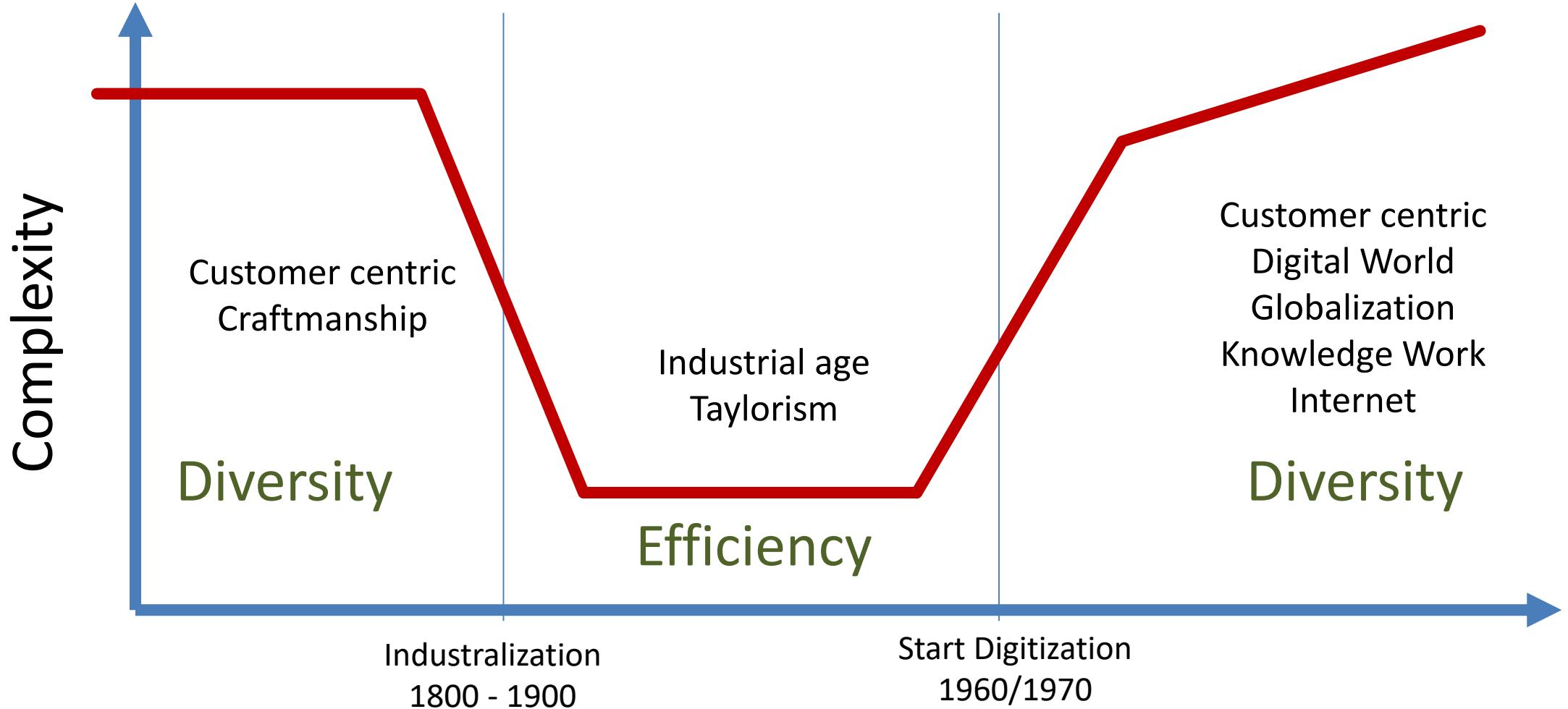
WHY ?!

a VUCA World



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Increasing complexity



Buzzword answer one: Agility

The ability to move and change
the direction and position
quickly and effectively
while in control



Buzzword answer two: Lean

Reduce waste



HOW ?!

**CRAFTSMANSHIP
&
CULTURE, MINDSET**

Transparency



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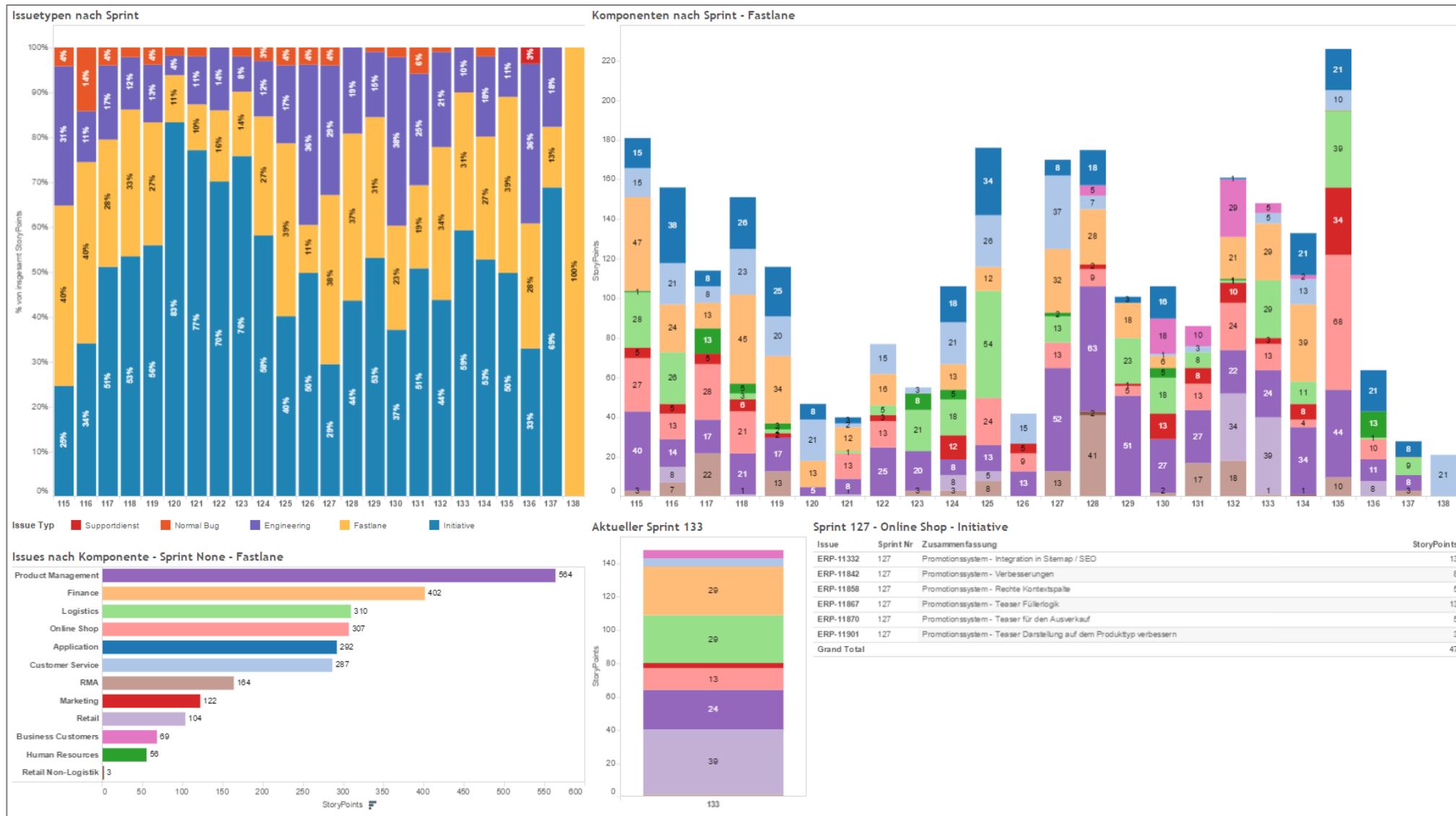
Everybody has access to all information



No hidden agendas, no undercover work



Impact measured and transparent by indicators



Managing Queues



Managing “work in progress” queues



Department's innovation board



Company wide portfolio queue

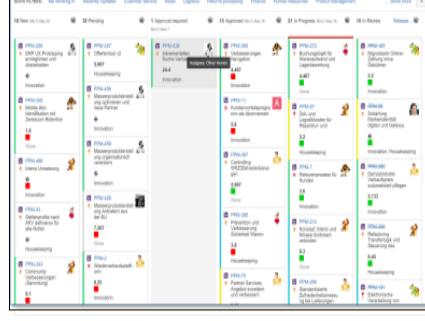
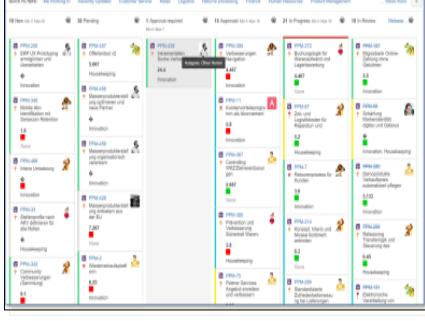
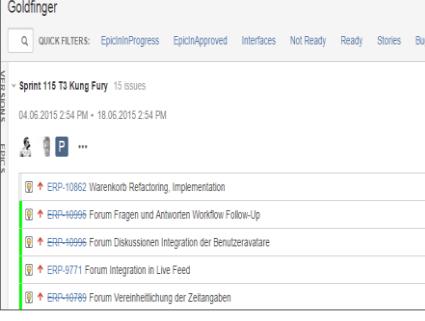
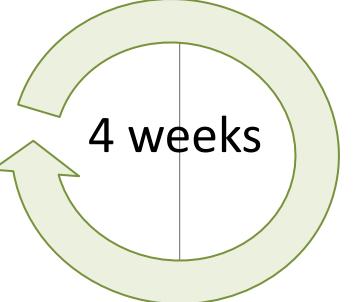
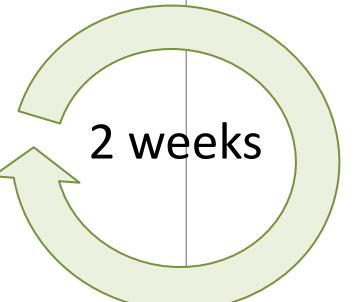
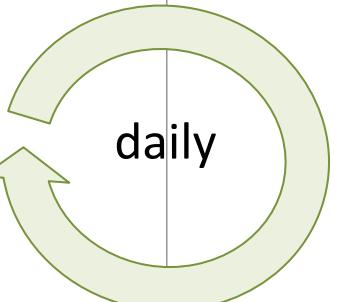
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18 New Min 0 Max 20	38 Pending	1 Approval required	15 Approved Min 5 Max 16	21 In Progress Min 5 Max 16	10 In Review	Release...				
PPM-256 ERP UX Prototyping ermöglichen und überarbeiten Innovation	PPM-457 Offertool v2 5.667 Housekeeping Innovation	PPM-438 Inkrementellen Suche Verbesserung Assignee: Oliver Herren 24.4 Innovation 	PPM-395 Verbesserungen Navigation 4.467 Innovation 	PPM-272 Buchungslogik für Warenaufwand und Lagerbewertung 4.467 None 	PPM-157 Migrosbank Online-Zahlung ohne Gebühren 5.5 Innovation 					
PPM-348 Mobile Abo Identifikation mit Swisscom Retention 1.6 None Innovation	PPM-456 Massenprodukterstellung optimieren und neue Partner Innovation	PPM-11 Kundenvorteilsprogramm als Abonnement 5.8 Innovation A	PPM-87 Zoll- und Logistikosten für Reparatur- und 5.2 Housekeeping 	PPM-367 Controlling WKZ/Zielvereinbarungen 2.667 None 	PPM-7 Retourenprozess für Kunden 3.6 Innovation 	PPM-280 Demoprodukte Verkaufspreis automatisiert pflegen 5.133 Innovation 				
PPM-466 Interio Umsetzung Innovation	PPM-459 Massenprodukterstellung organisatorisch verankern Innovation	PPM-380 Prävention und Verbesserung Sicherheit Waren- 3.8 Housekeeping 	PPM-214 Konzept: Interio und Micasa Sortiment anbinden 8.3 None 	PPM-75 Partner Services Angebot erweitern und verbessern 6.05 Housekeeping 	PPM-266 Standardisierte Zufriedenheitsmessung bei Lieferungen 9.1 Innovation 	PPM-298 Refactoring Transferlogik und Steuerung des 6.45 Housekeeping 				
PPM-33 Stellenprofile nach AKV definieren für alle Rollen Housekeeping	PPM-426 Massenprodukterstellung Anbietern aus der EU 7.267 None 	PPM-2 Wiederverkaufsplattform 6.25 Innovation 	PPM-214 Konzept: Interio und Micasa Sortiment anbinden 8.3 None 	PPM-75 Partner Services Angebot erweitern und verbessern 6.05 Housekeeping 	PPM-134 Elektronische Verarbeitung von 9.1 Innovation 					

Cadence and Synchronization



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The organization dances a common takt

Strategy	Portfolio	Product	Team	Individual
				
Strategic Alignment	Prioritization and Focus	Customer needs and derived product features	Team contribution to realize customer needs, progress & forecast	Daily feedback and synchronization, Kaizen process
				

Synchronization queues of four dev teams



team backlog – idea of continuous flow

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VERSIONS EPICS

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ERP-13186 F&F Refactoring Einbuchprozess Teil III (b) IntegrationsTest	Innovation	F&F: Konzept & Re...	13
ERP-12934 Zubehör scannen bei der Demoerstellung	Innovation	Workflow RMA Zub...	13
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Dezentralized Control

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The team – the smallest value generating cell



Constraints, decisions and delegation

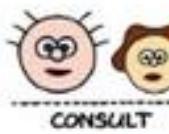
Use the **Seven Levels of Authority**



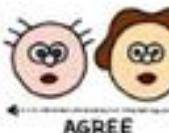
1. Tell: make decision as the manager



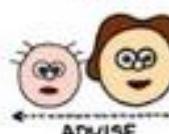
2. Sell: convince people about decision



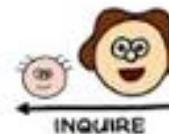
3. Consult: get input from team before decision



4. Join: make decision together with team



5. Advise: influence decision made by the team

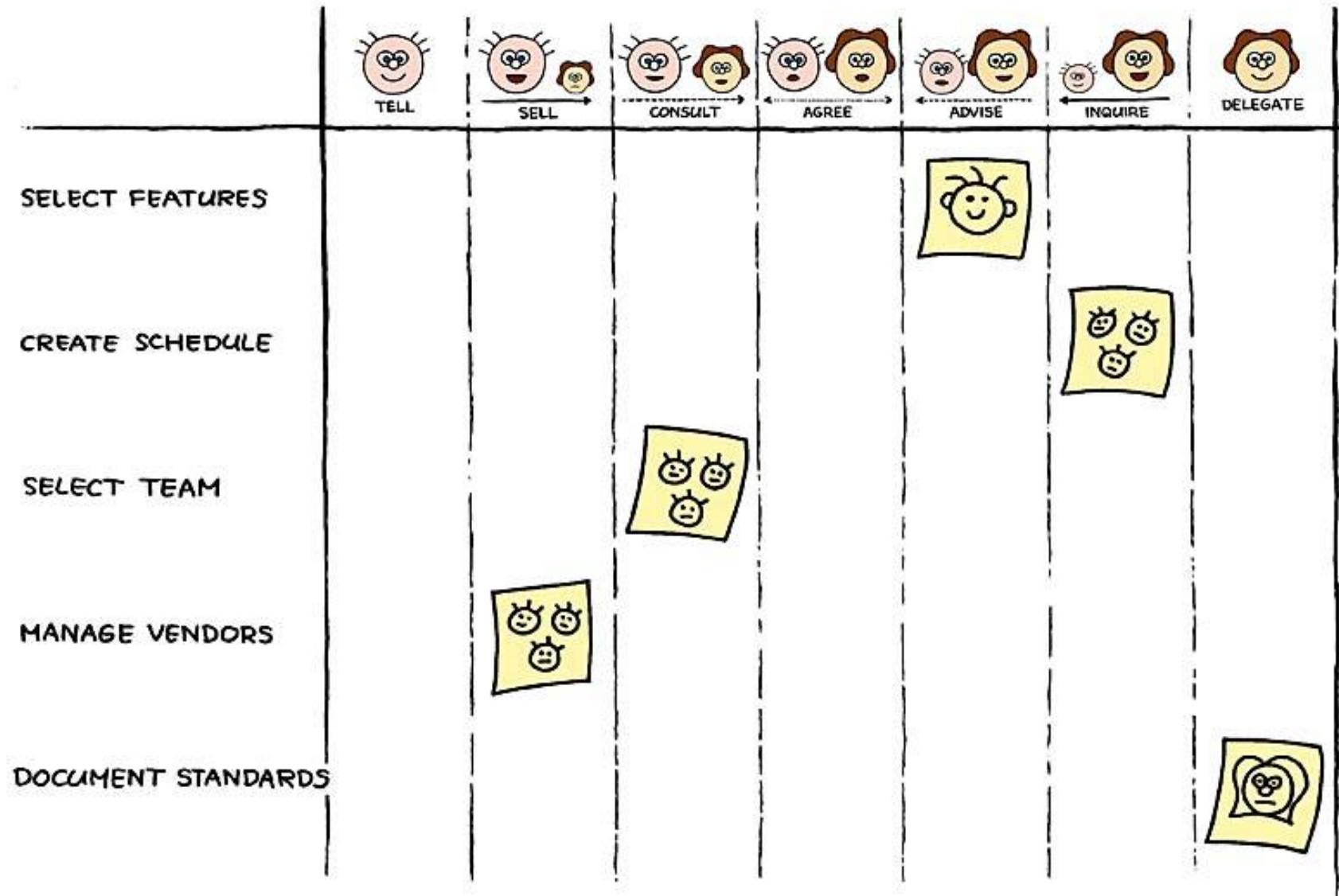


6. Confirm: ask feedback after decision by team

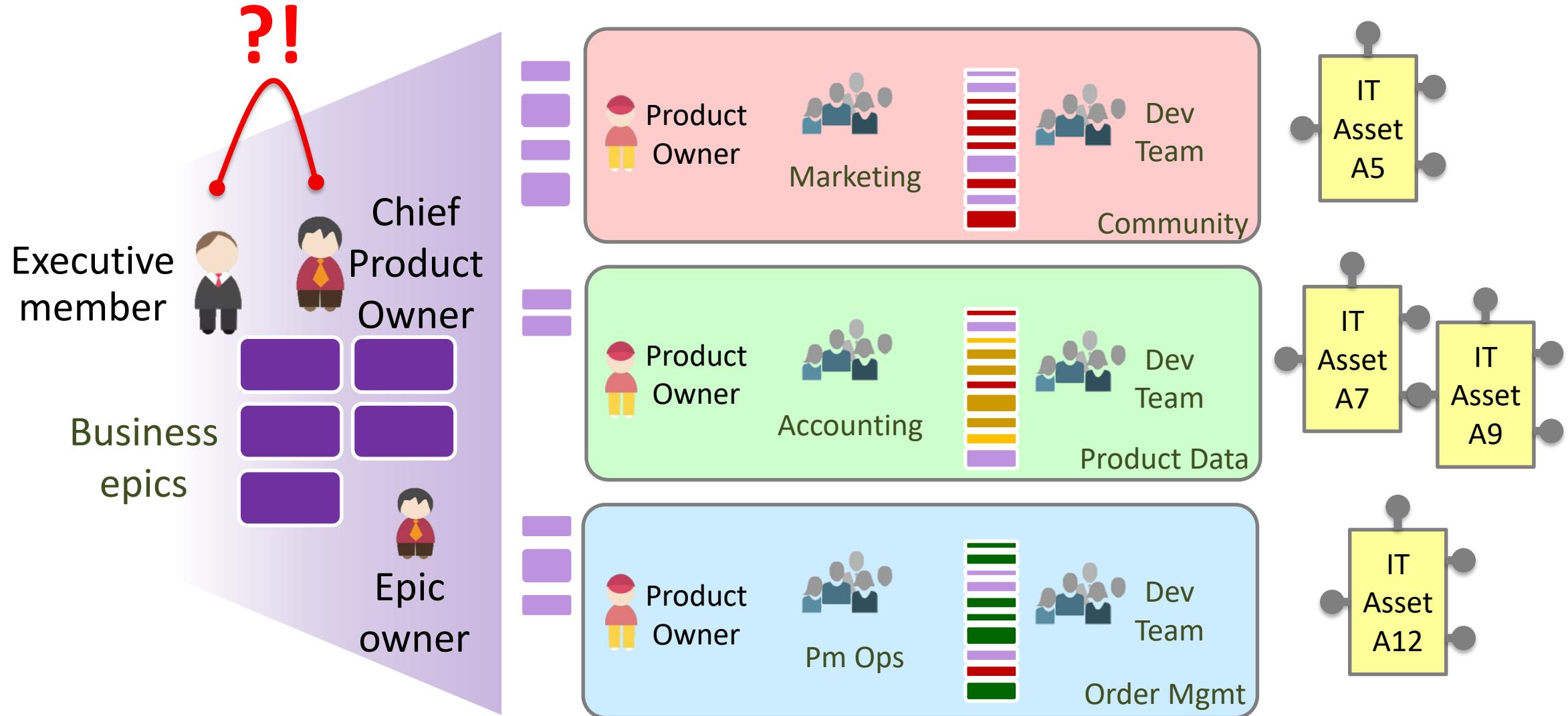


7. Delegate: no influence, let team work it out

Clarify decision rules



Scale on organization - pattern of collaboration



Personal conflicts in delegation, roles, raci

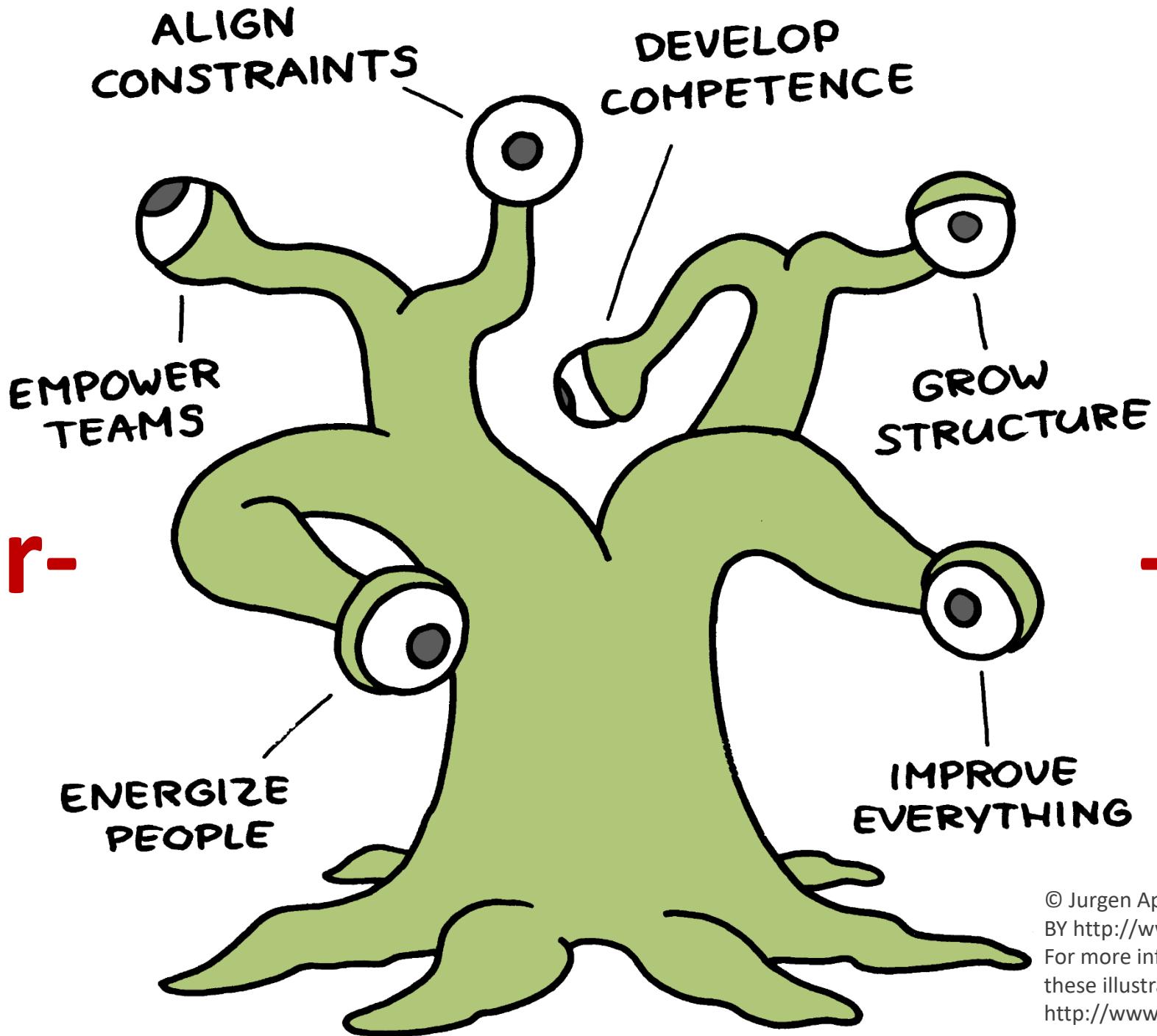


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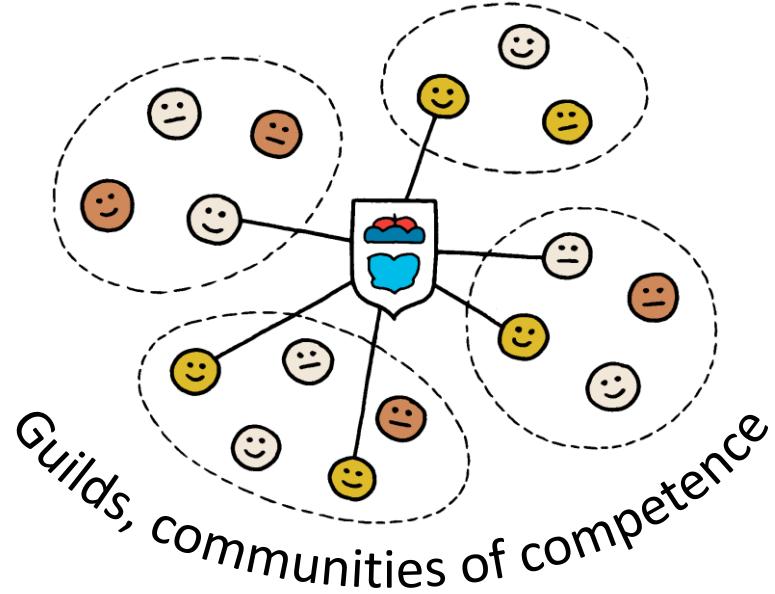
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Leader--ship

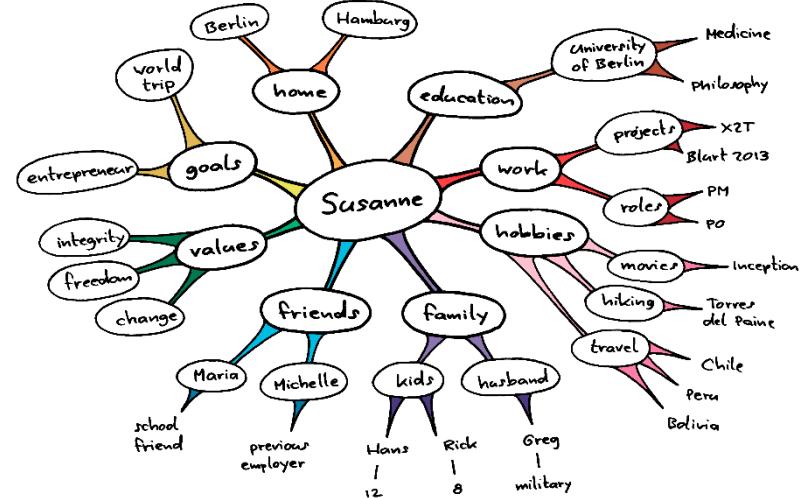


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Many instruments for empowerment

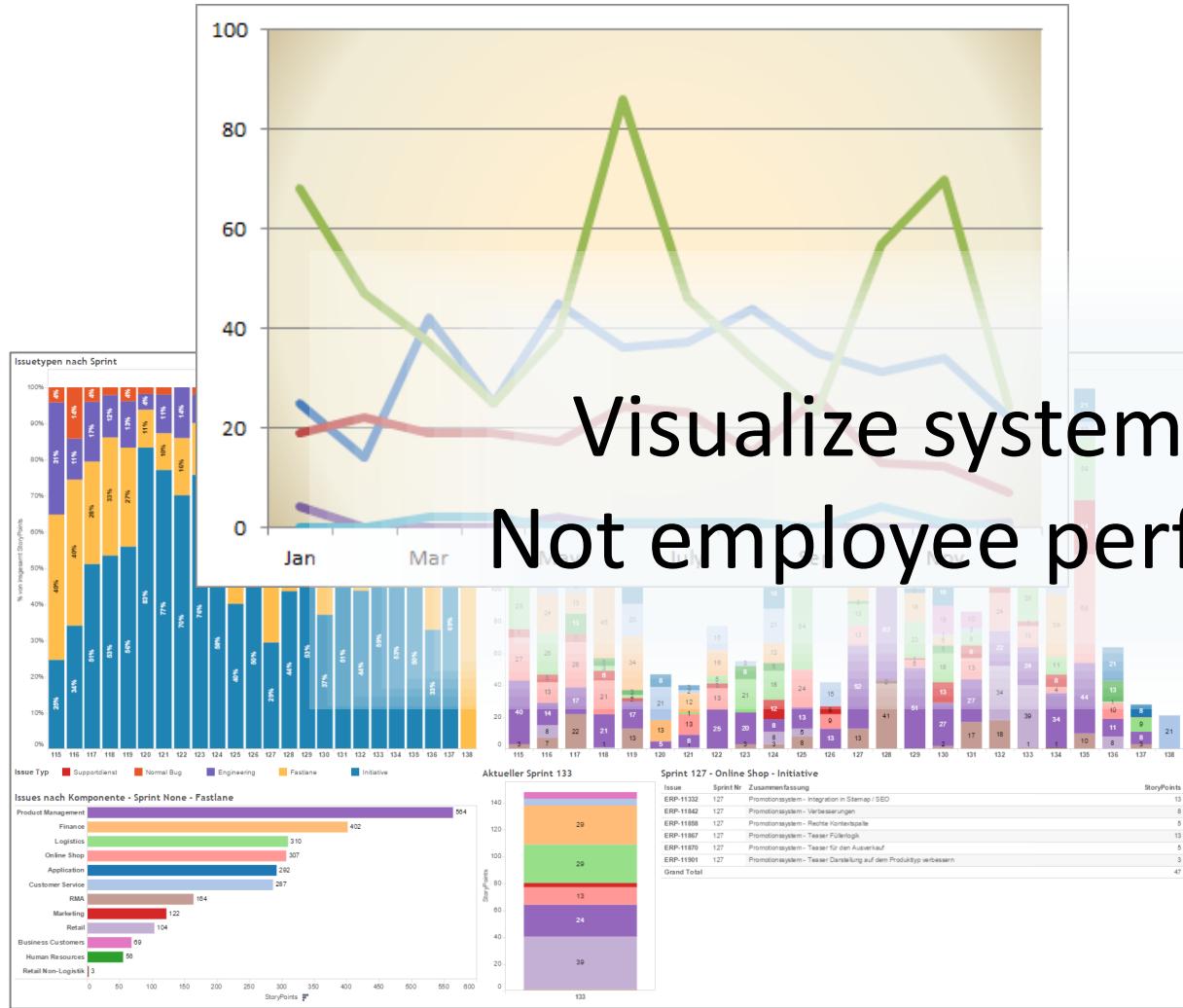


free time, slack – be creative

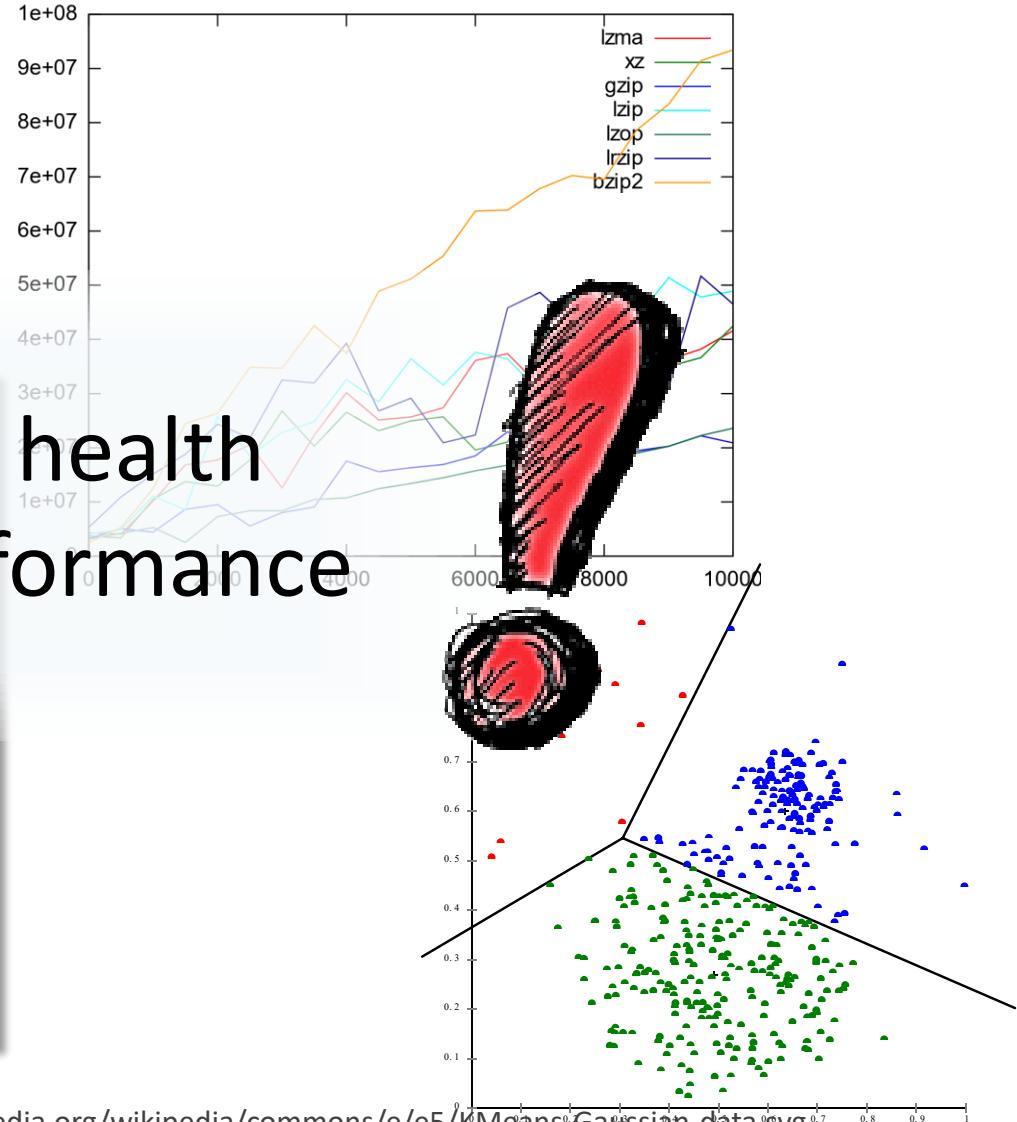


Personal maps – be curious

Use ambitious benchmarks as motivation



Visualize system health
Not employee performance

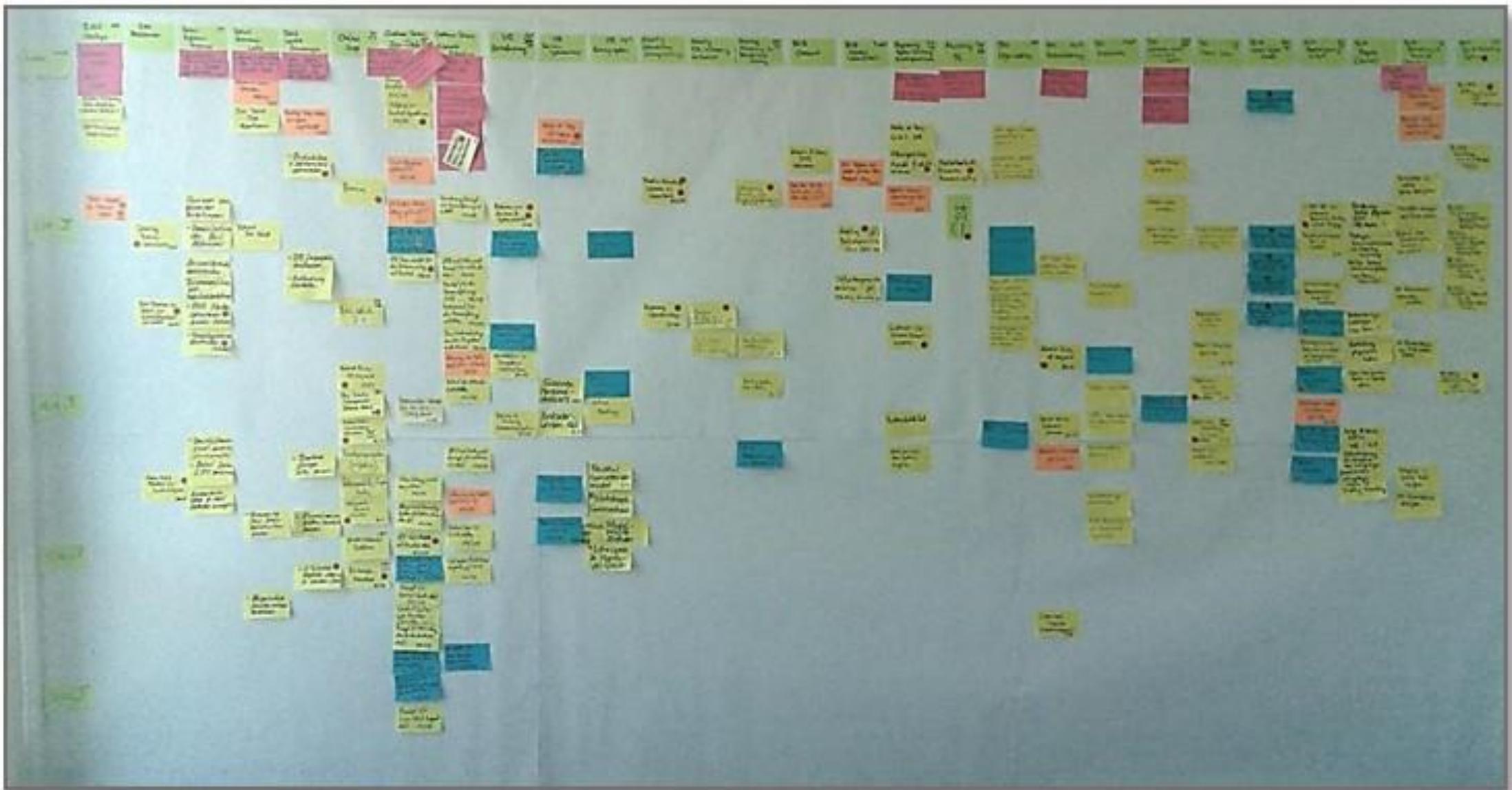


Optimize the whole

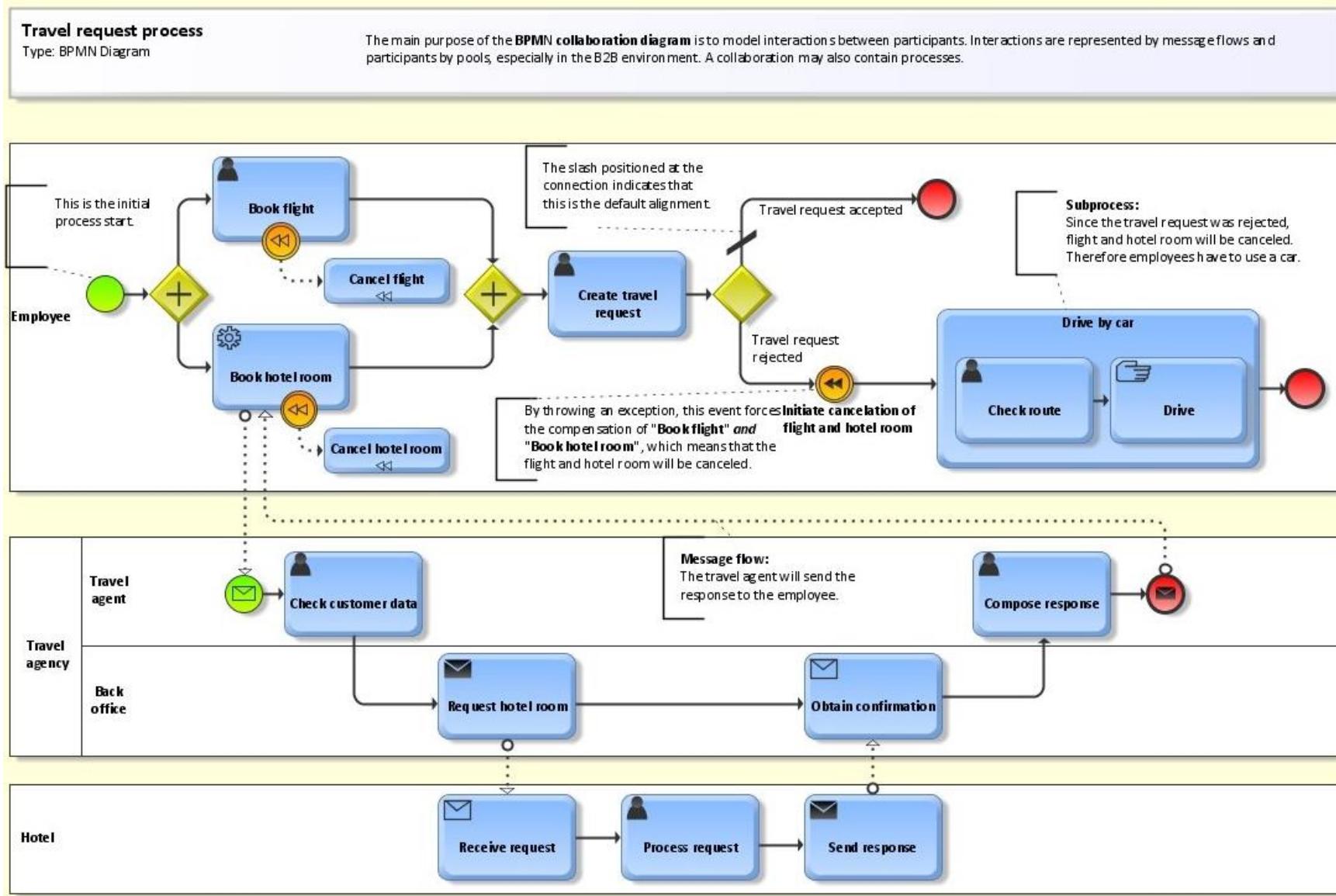


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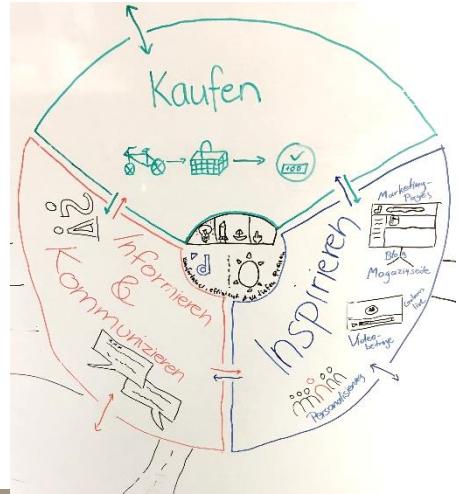
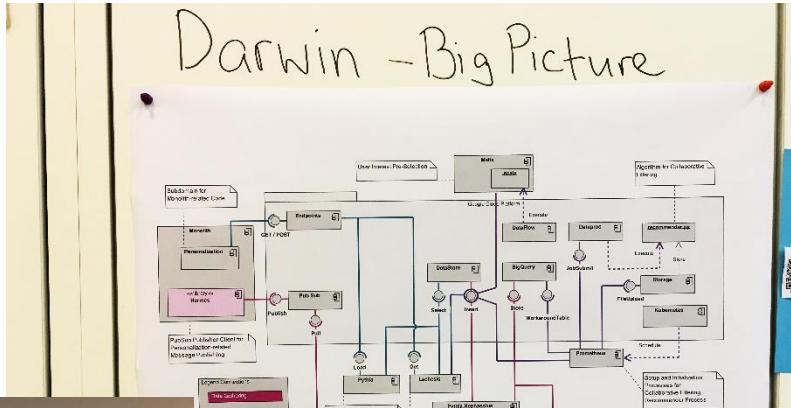
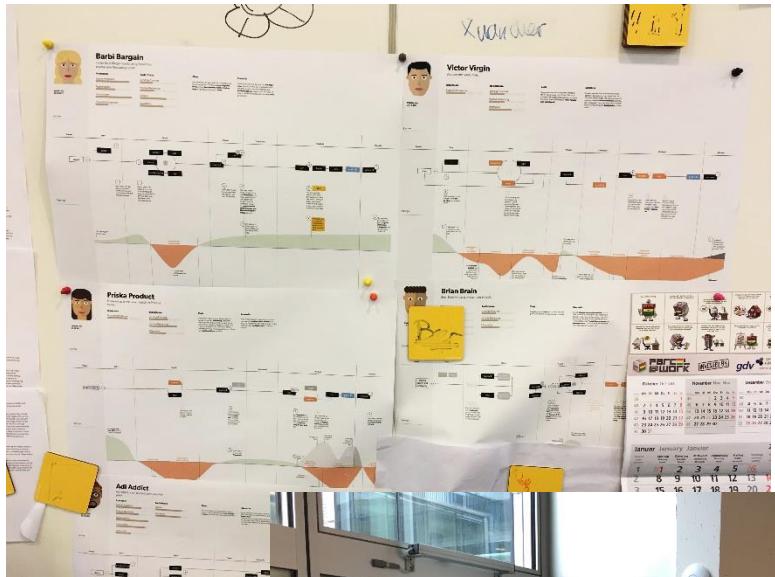
Haptic: regular physical portfolio standup



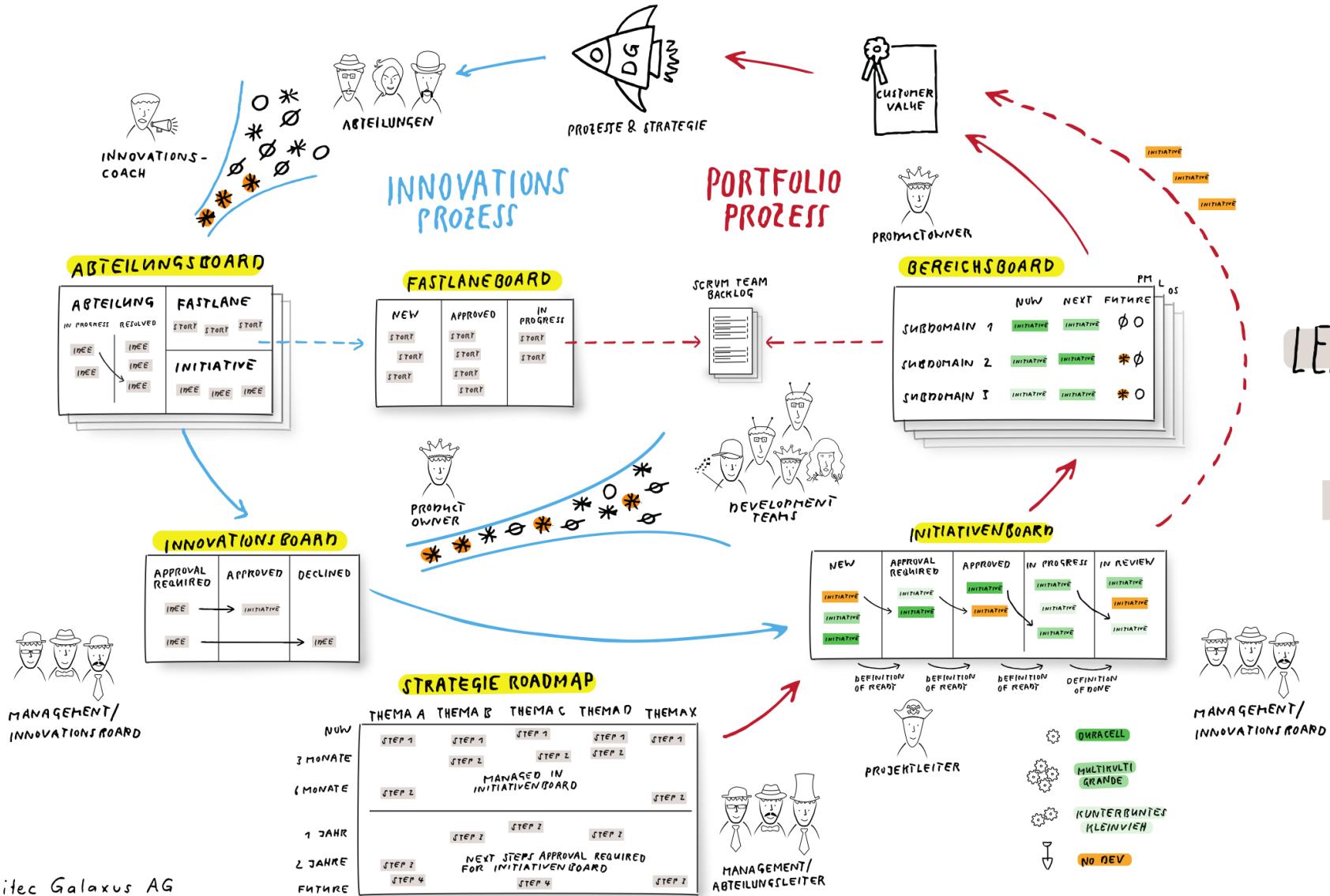
Visualize core business processes



Foster interaction, communication



Establish and coach meeting & decision culture



LEAN AND AGILE
PORTFOLIO
MANAGEMENT

Power, influence, status, money, greed, ...



What about you ?!

