

AGILITY CRAFTSMANSHIP AND MINDSET

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

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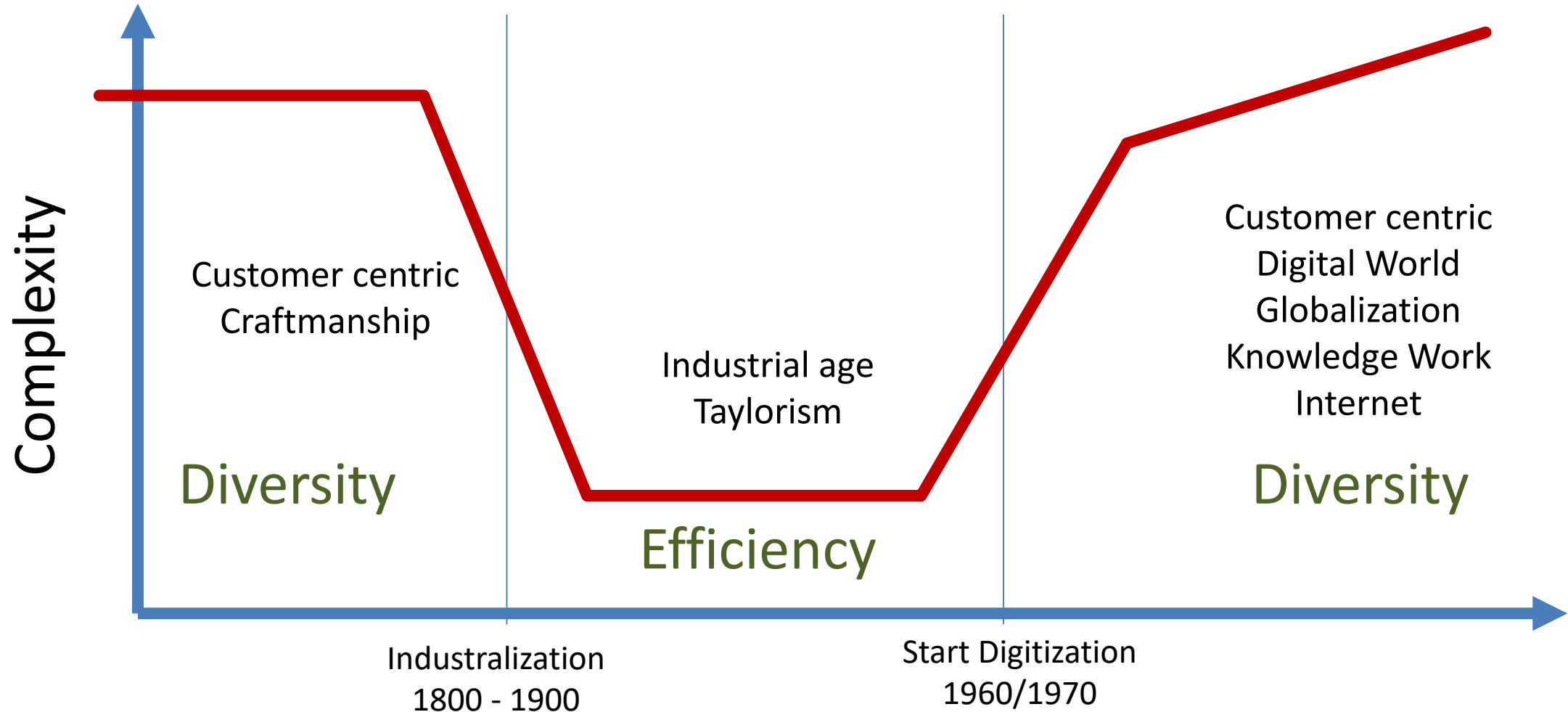
Working breakfast with Federal Chancellor of Germany Angela Merkel and President of France Emmanuel Macron

WHY ?!

a VUCA World



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**

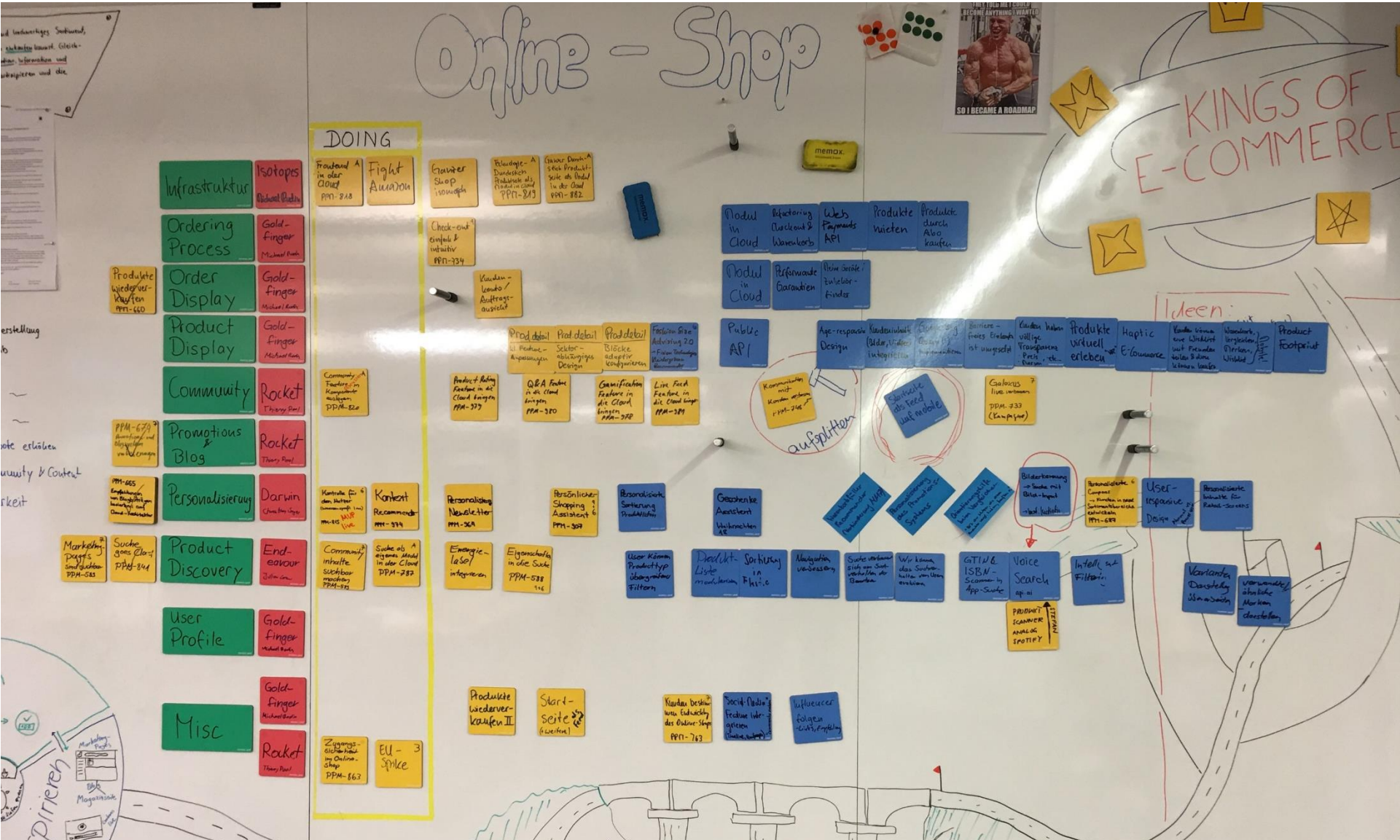


Transparency

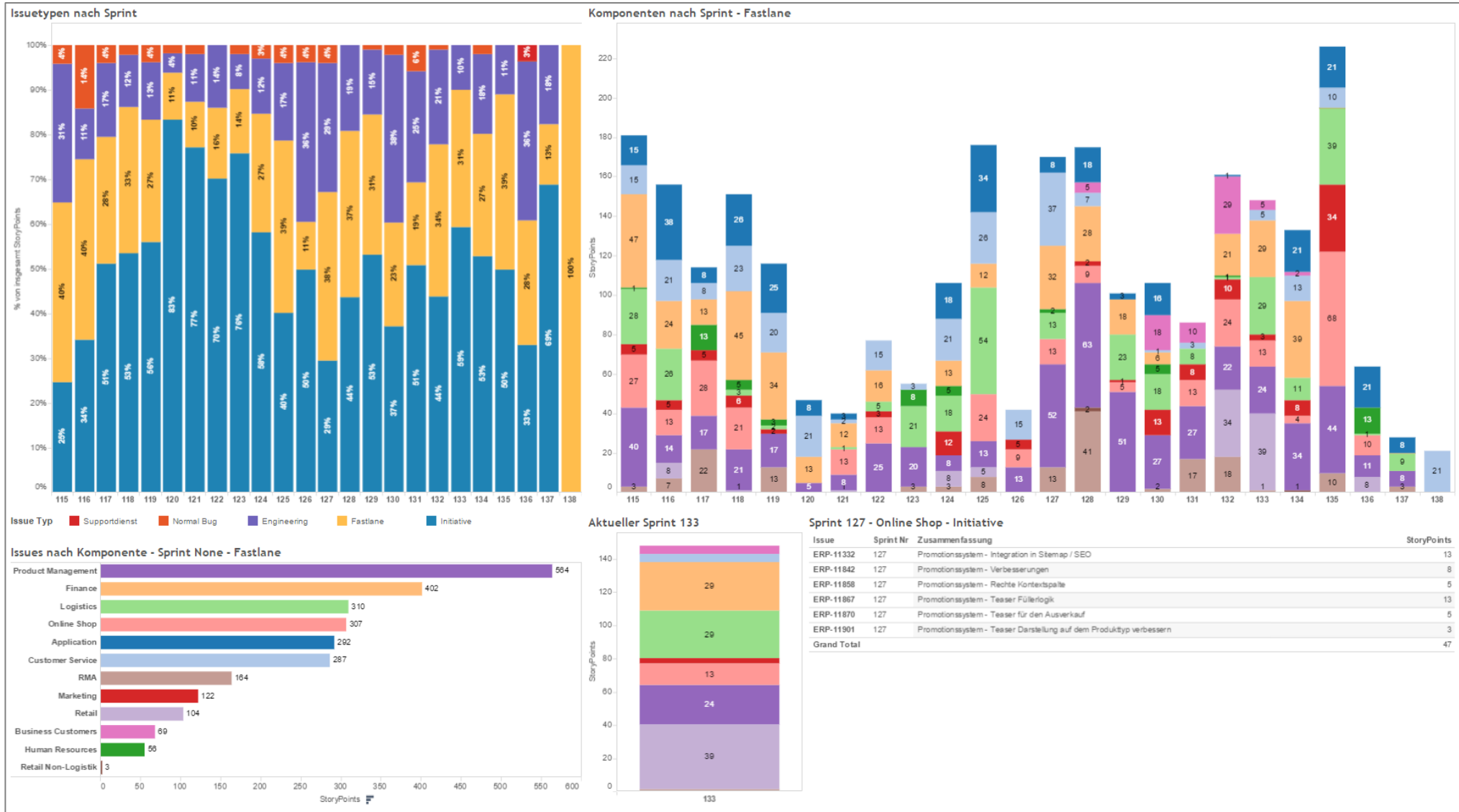
Everybody has access to all information



No hidden agendas, no undercover work



Impact measured and transparent by indicators



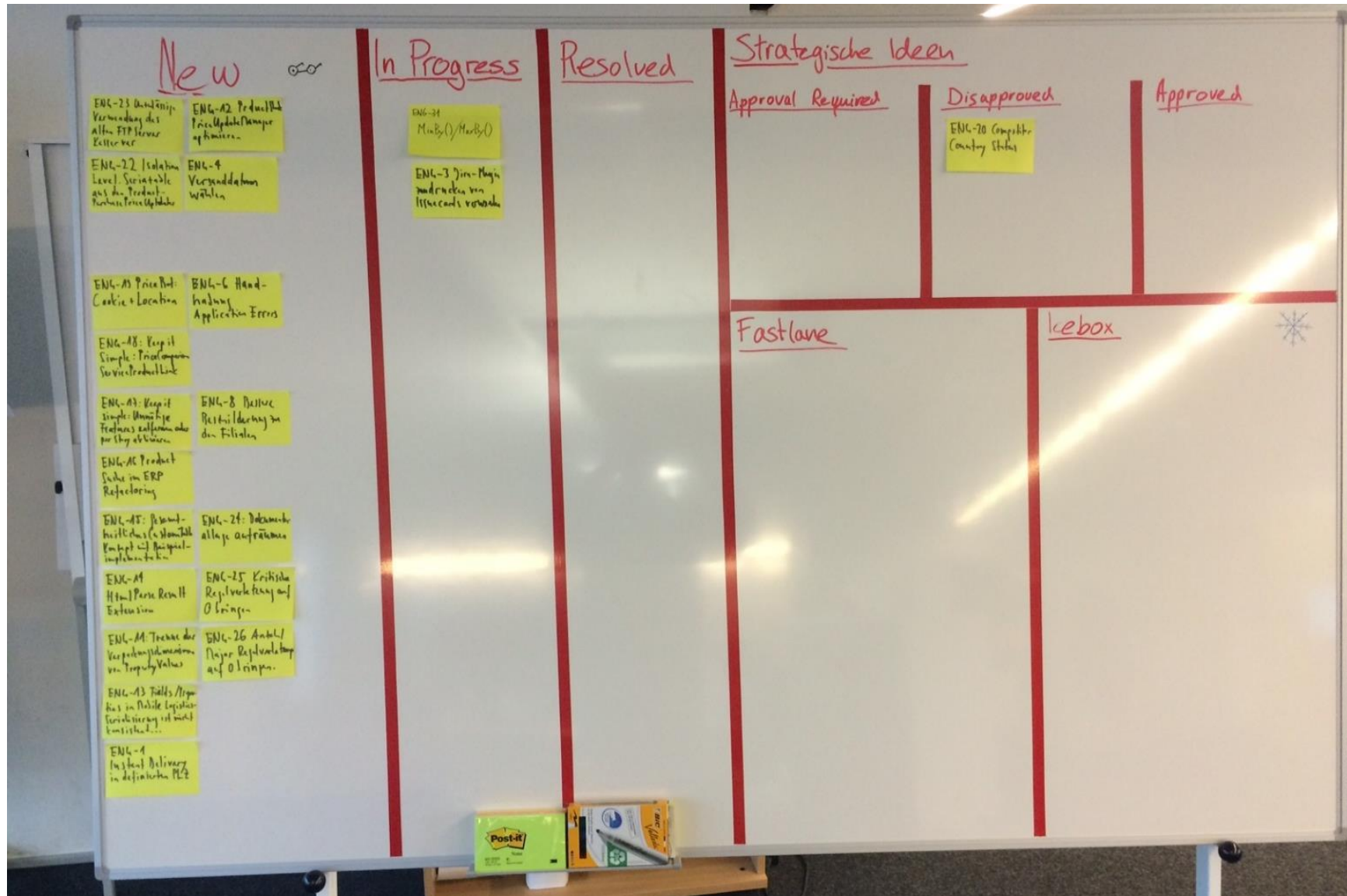
Managing Queues



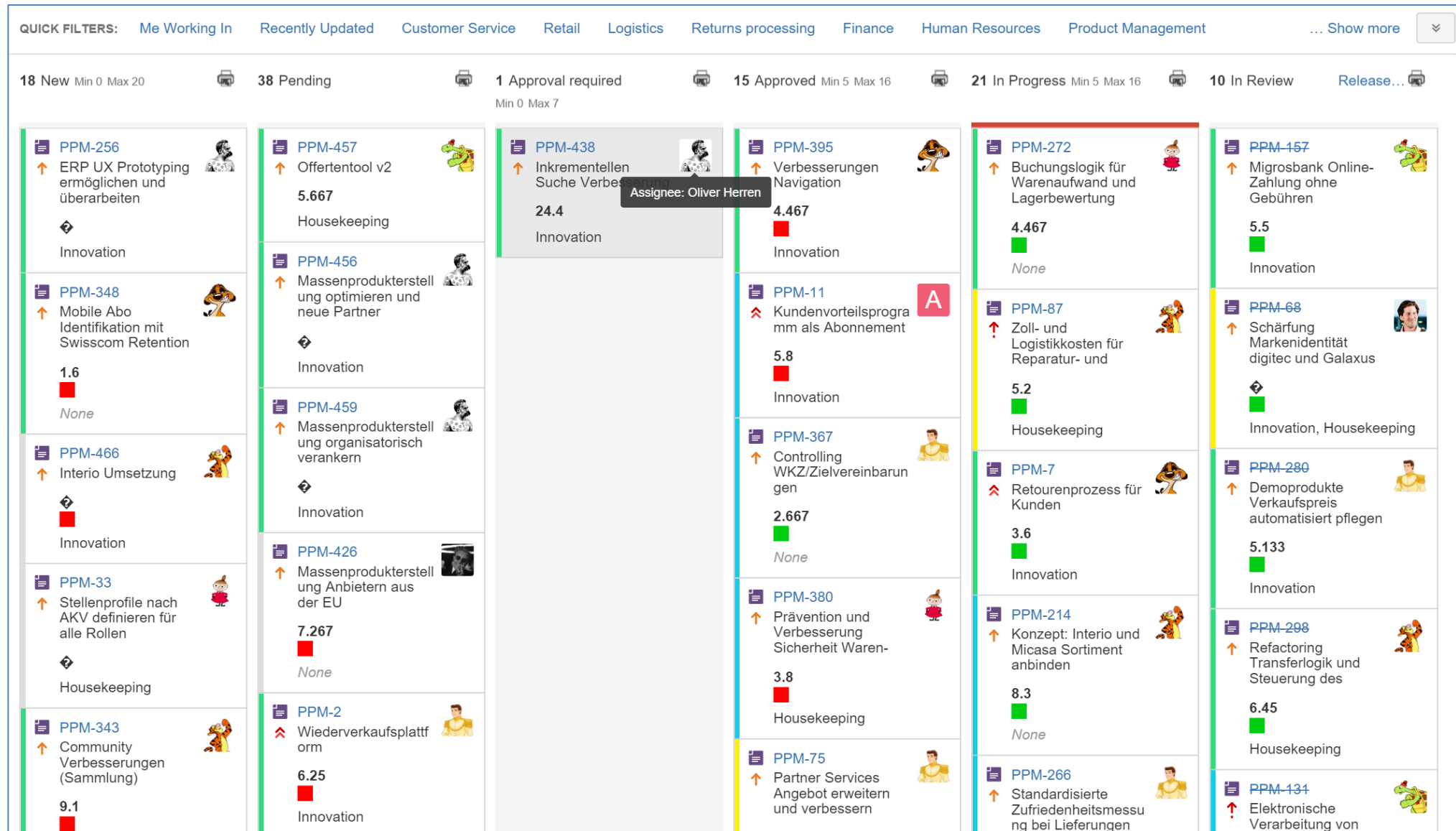
Managing “work in progress” queues



Department's innovation board



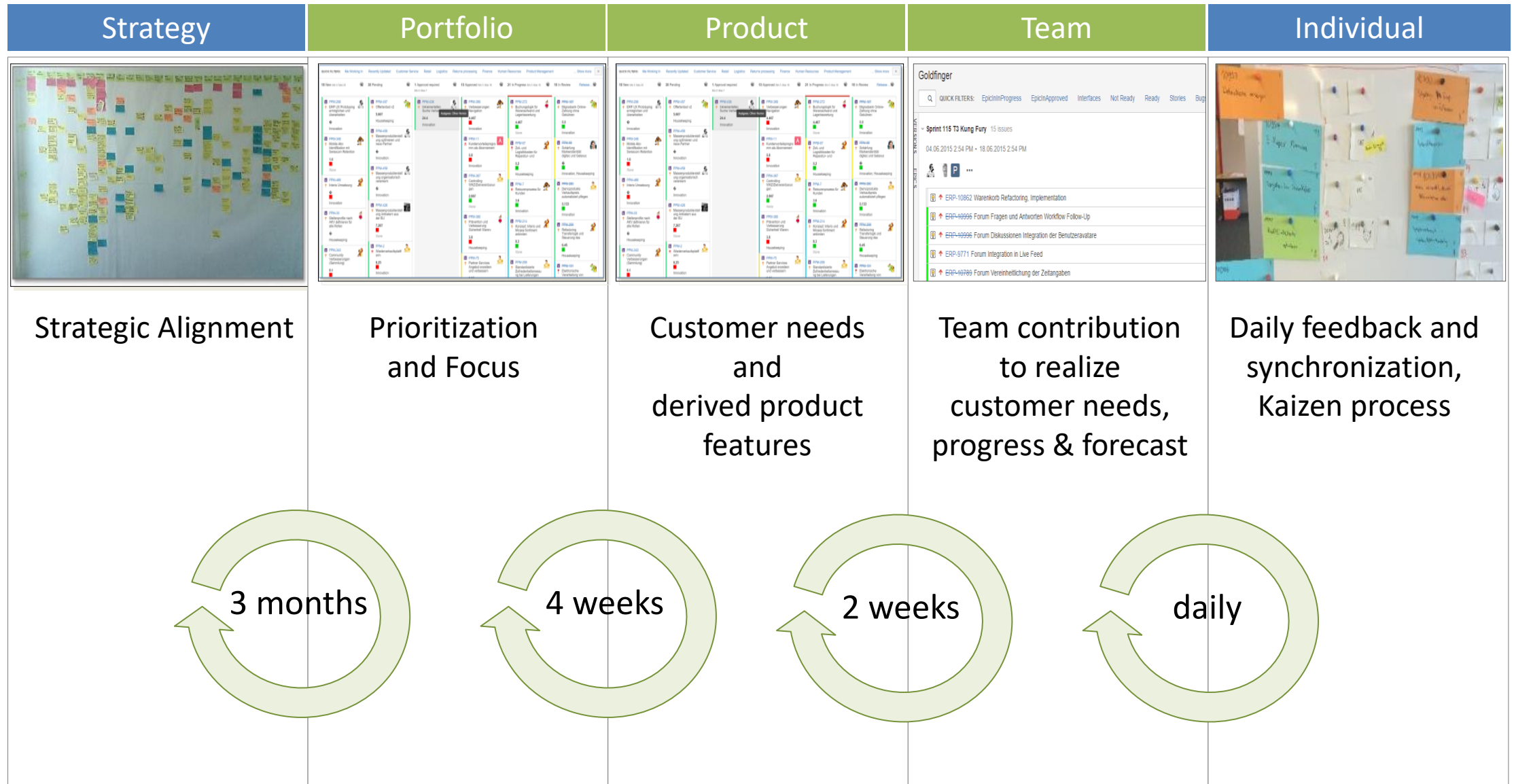
Company wide portfolio queue



Cadence and Synchronization



The organization dances a common takt



[illegible]

team backlog – idea of continuous flow

The screenshot displays the Jira team backlog interface for the organization "Digitec Galaxus AG". The top navigation bar includes links for Dashboards, Projects, Issues, Boards, and a "Create" button. A search bar and utility icons are also present.

The main view is titled "Backlog" and shows a list of tasks organized into sprints. The current sprint is "Sprint 146 T1 11.8" with 12 issues. Below it, the next sprint is "Sprint 147 T1 25.8" with 17 issues. The tasks are listed in a table format, showing their ID, title, category, and status.

ID	Title	Category	Status
ERP-13344	Clean UP RMA Erfassung Workflow	Innovation	Workflow RMA Erf...
ERP-13252	[Timeboxed] Review Story Goldfinger "Stockwerklieferung"	Innovation	Lieferung an Verwe...
ERP-13186	F&F Refactoring Einbuchprozess Teil III (b) IntegrationsTest	Innovation	F&F: Konzept & Re...
ERP-12934	Zubehör scannen bei der Demoerstellung	Innovation	Workflow RMA Zub...
ERP-13287	F&F Kanaltrennung - Walking Skeleton	Innovation	F&F: Kanaltrennun...
ERP-13338	Anpassung Einbuchungsprozess für Kanaltrennung	Innovation	F&F: Kanaltrennun...
ERP-13289	F&F Kanalauswahl - Mini in LHM buchen	Innovation	F&F: Kanaltrennun...
ERP-13350	LHM in Container buchen	Innovation	F&F: Kanaltrennun...
ERP-12956	Für im Retail erfasste Rma-Fälle soll der Review Prozess über Scan der HandlingUnit gestartet we	Innovation	Workflow RMA Tra...
ERP-12957	Bei vorerfassten Rma Fällen kann der Review Prozess gestartet werden	Innovation	Workflow RMA Tra...
ERP-13255	Sammelstory Verbesserungen Zubehör Workflow	Innovation	Workflow RMA Zub...
ERP-13261	RMA Label automatisch drucken	Innovation	Workflow RMA Erf...



Dezentralized Control

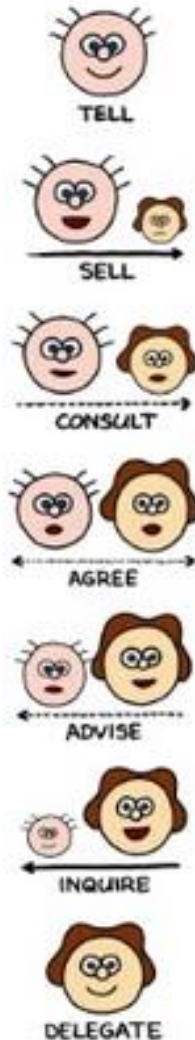
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The team – the smallest value generating cell



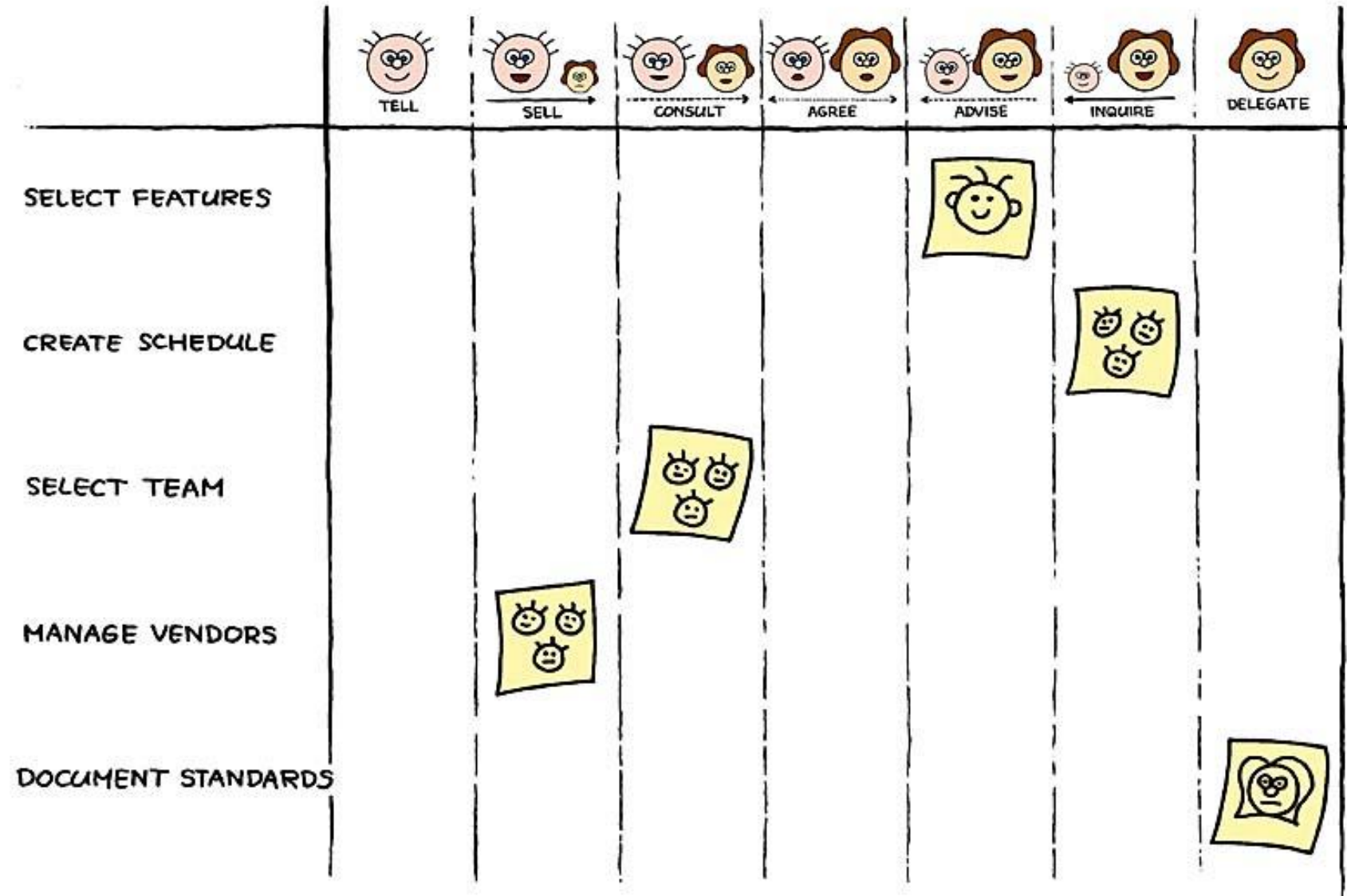
Constraints, decisions and delegation

Use the **Seven Levels of Authority**

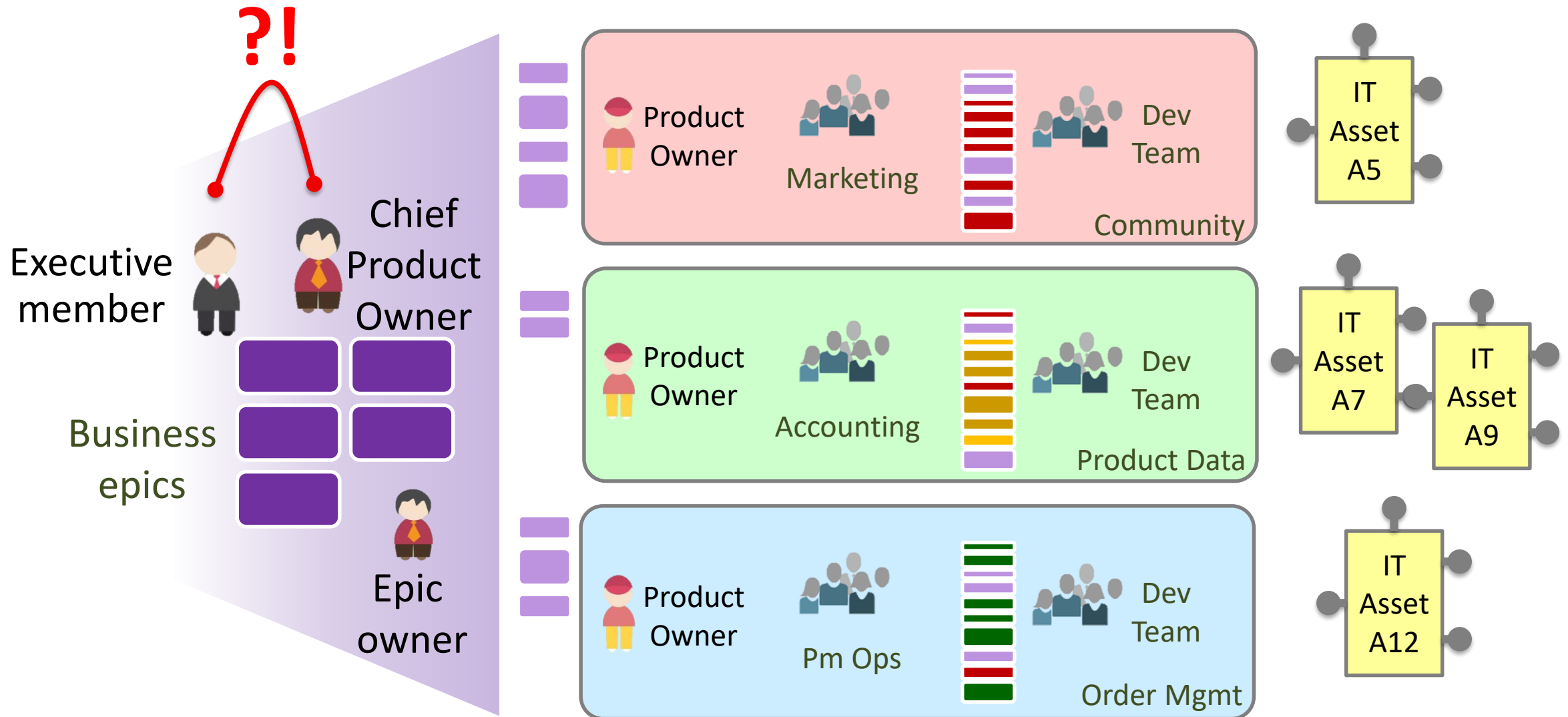


1. **Tell:** make decision as the manager
2. **Sell:** convince people about decision
3. **Consult:** get input from team before decision
4. **Join:** make decision together with team
5. **Advise:** influence decision made by the team
6. **Confirm:** ask feedback after decision by team
7. **Delegate:** no influence, let team work it out

Clarify decision rules



Scale on organization - pattern of collaboration



Personal conflicts in delegation, roles, raci



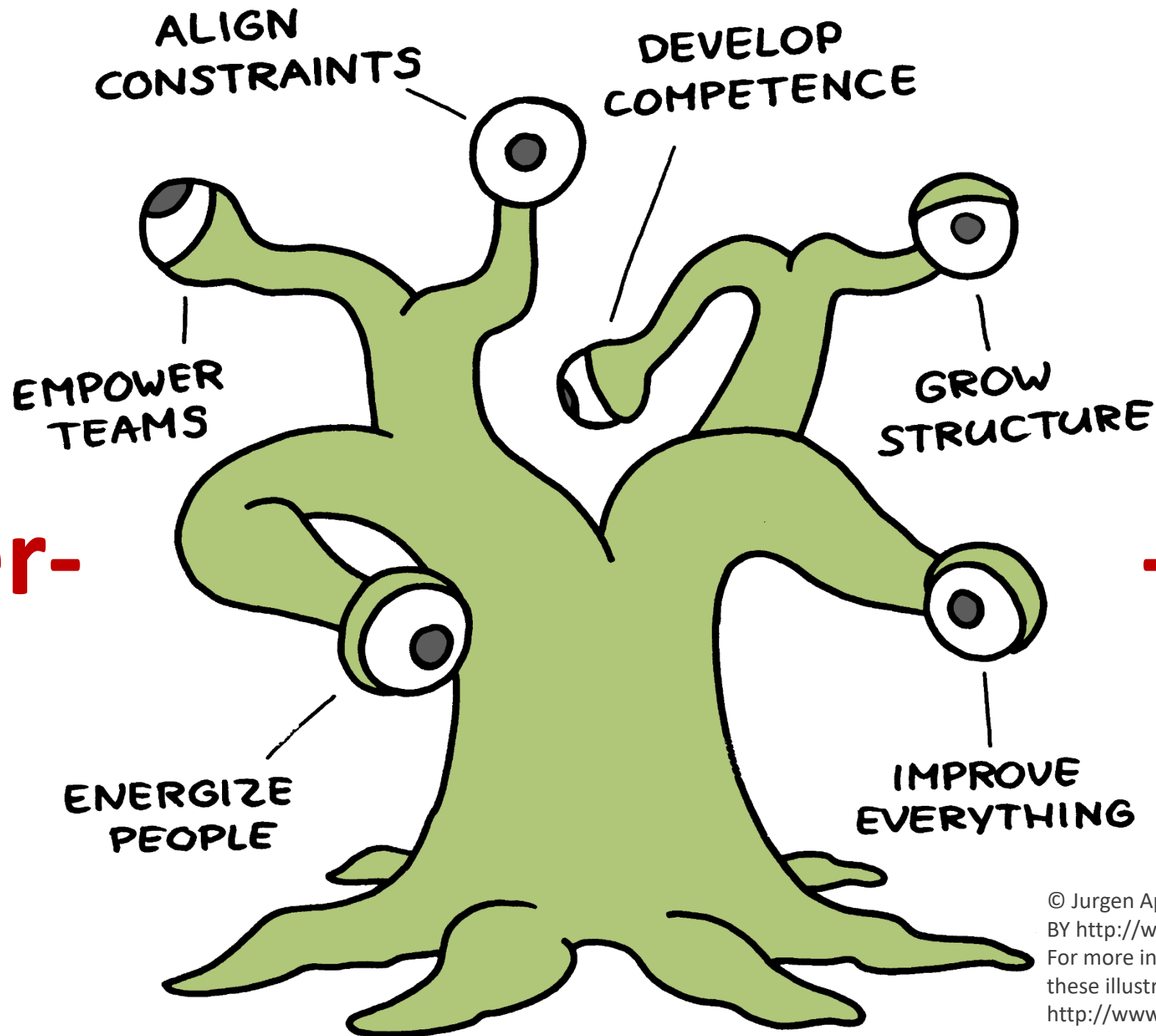
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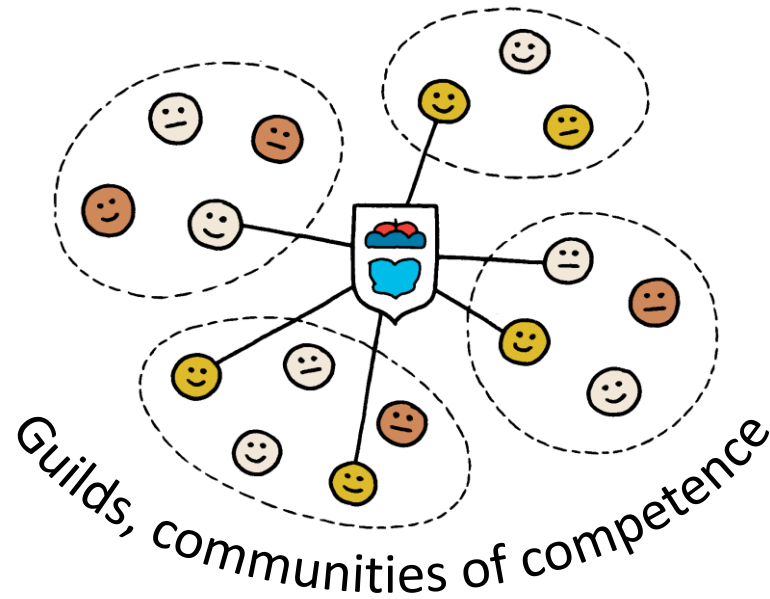
Leader-

-ship



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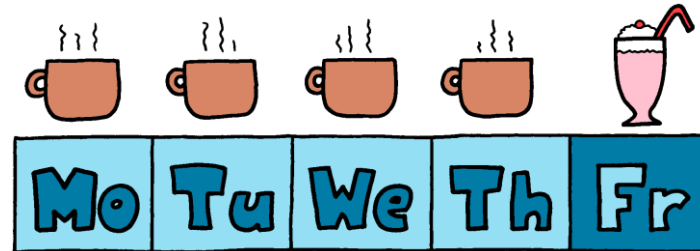
Many instruments for empowerment



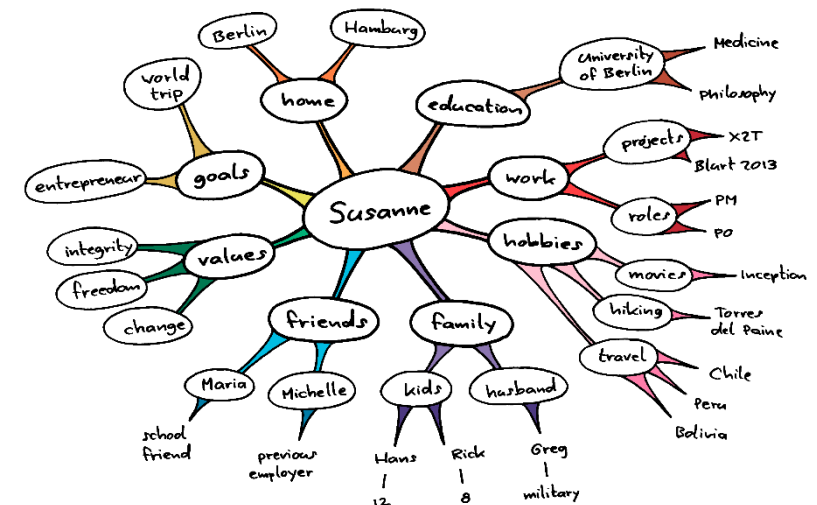
Kudo Box – thank you



On2One's, coaching



free time, slack – be creative

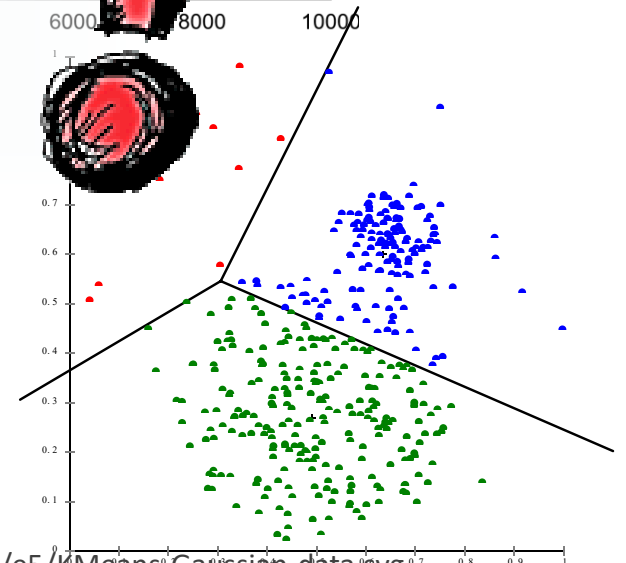
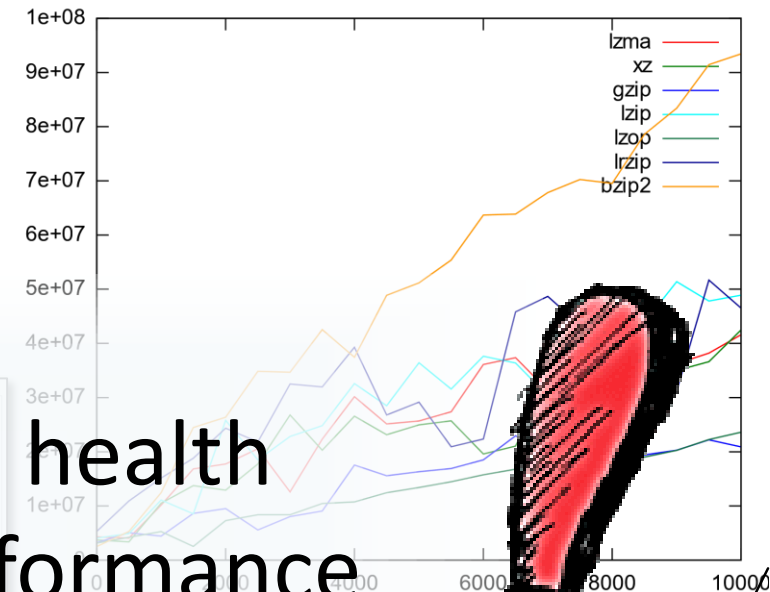


Personal maps – be curious

Use ambitious benchmarks as motivation



Visualize system health
Not employee performance



Optimize the whole



Haptic: regular physical portfolio standup

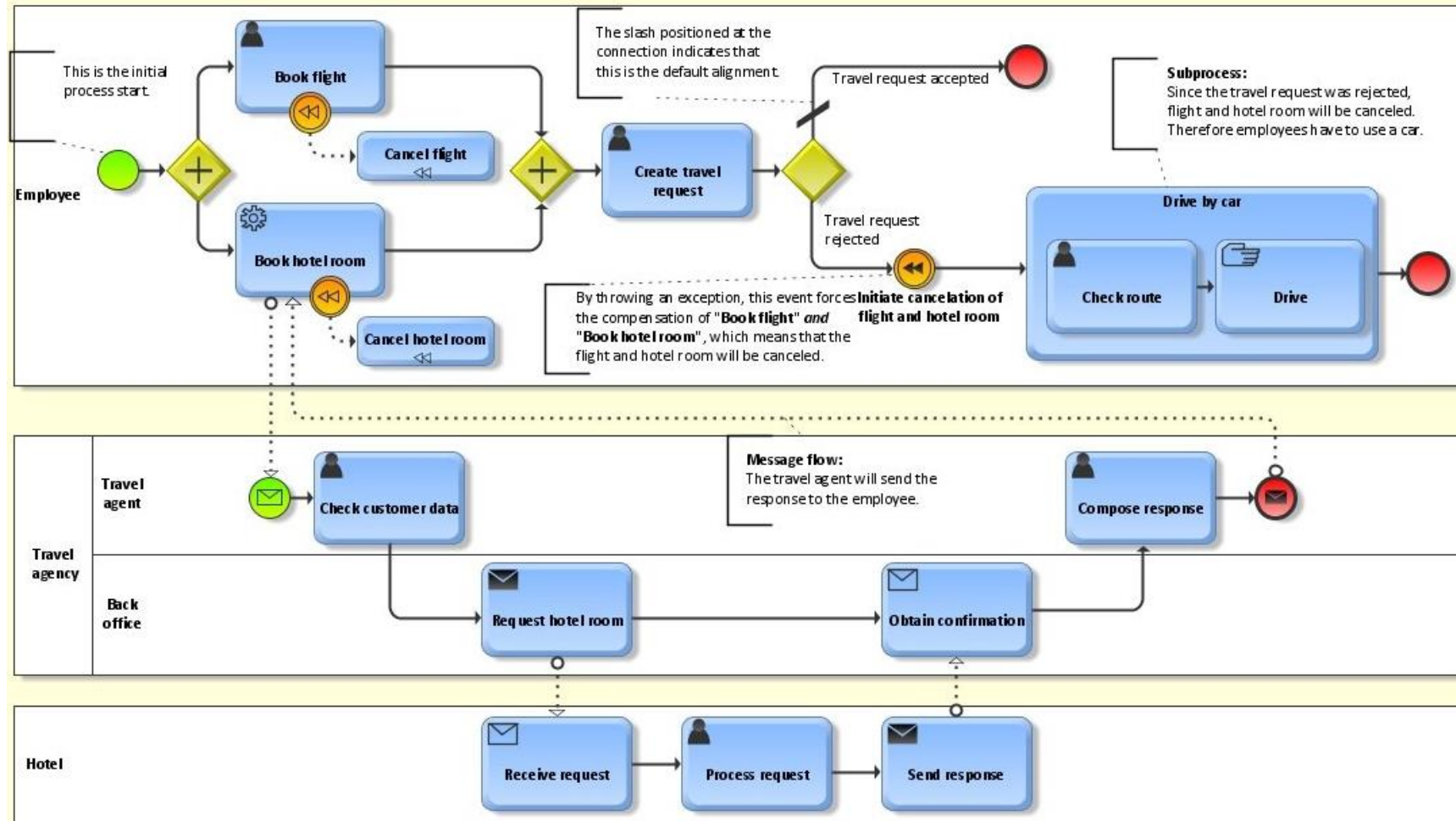


Visualize core business processes

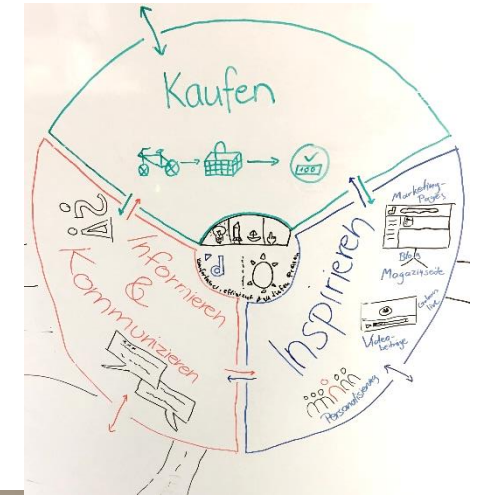
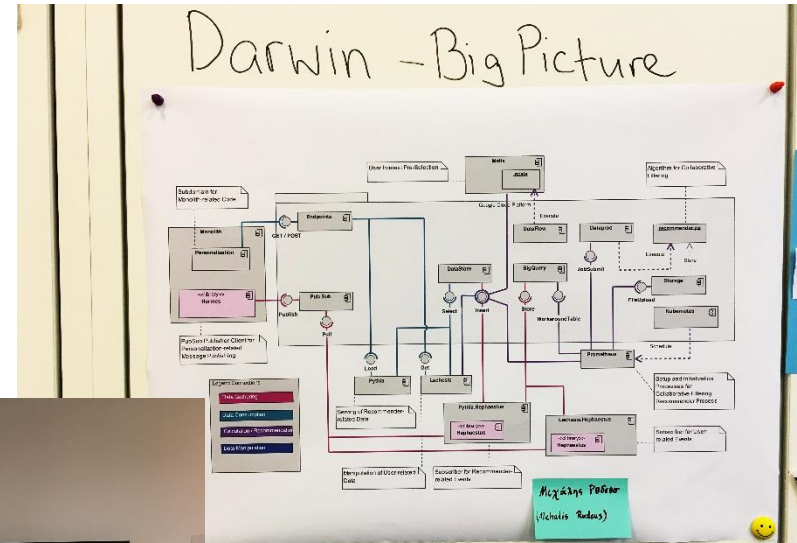
Travel request process

Type: BPMN Diagram

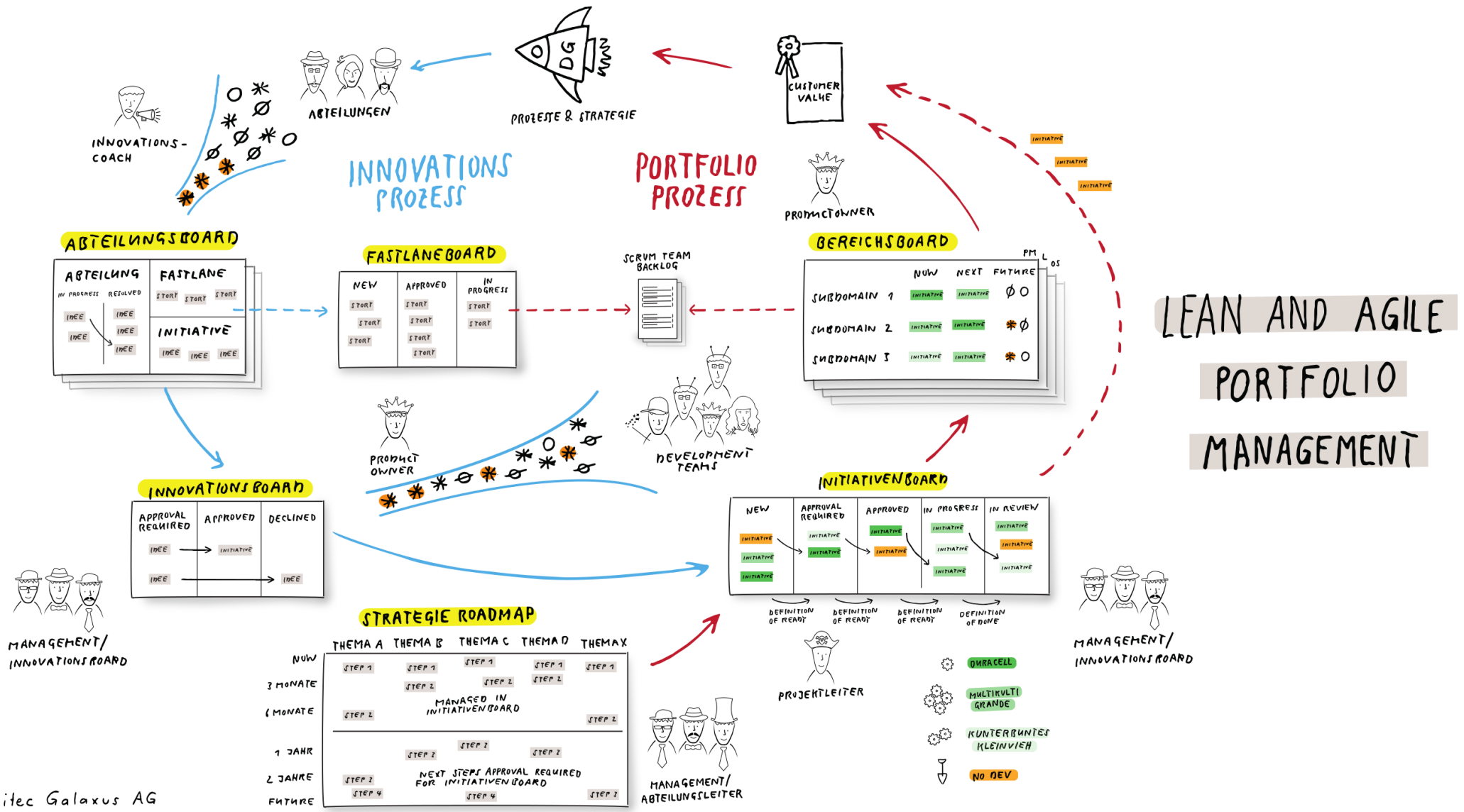
The main purpose of the **BPMN collaboration diagram** is to model interactions between participants. Interactions are represented by message flows and participants by pools, especially in the B2B environment. A collaboration may also contain processes.



Foster interaction, communication



Establish and coach meeting & decision culture



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



What about you ?!

