

AGILE TRANSFORMATION & HUMANE LEADERSHIP

NEUE FÜHRUNG IM ZEITALTER DER DIGITALISIERUNG ENTLANG DER AGILEN REISE DER BMW GROUP IT

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Rolls-Royce
Motor Cars Limited

FOUR LETTERS DESCRIBING OUR WORLD



V

Volatile

U

Unpredictable

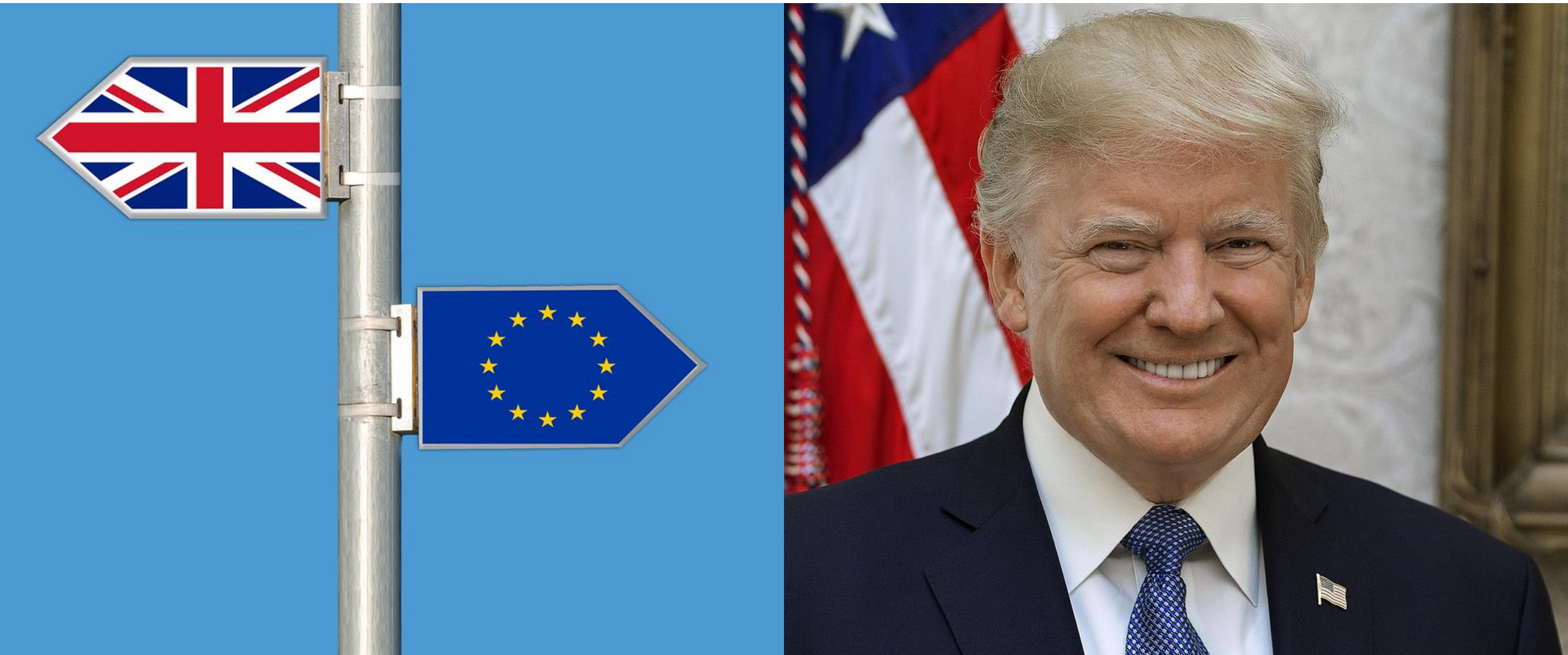
C

Complex

A

Ambiguous

VUCA: MORE THAN EVER!



MANY NEW PLAYERS



... SOGAR DIE POST!

Deutsche Post baut Streetscooter weiter in Eigenregie

Die Deutsche Post will eigentlich kein Autohersteller sein, doch die Elektrotransporter will der Konzern bis 2020 weiter selbst produzieren.

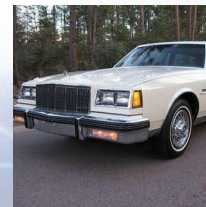


THOUGHT EXPERIMENT: BACK TO THE FUTURE



1955

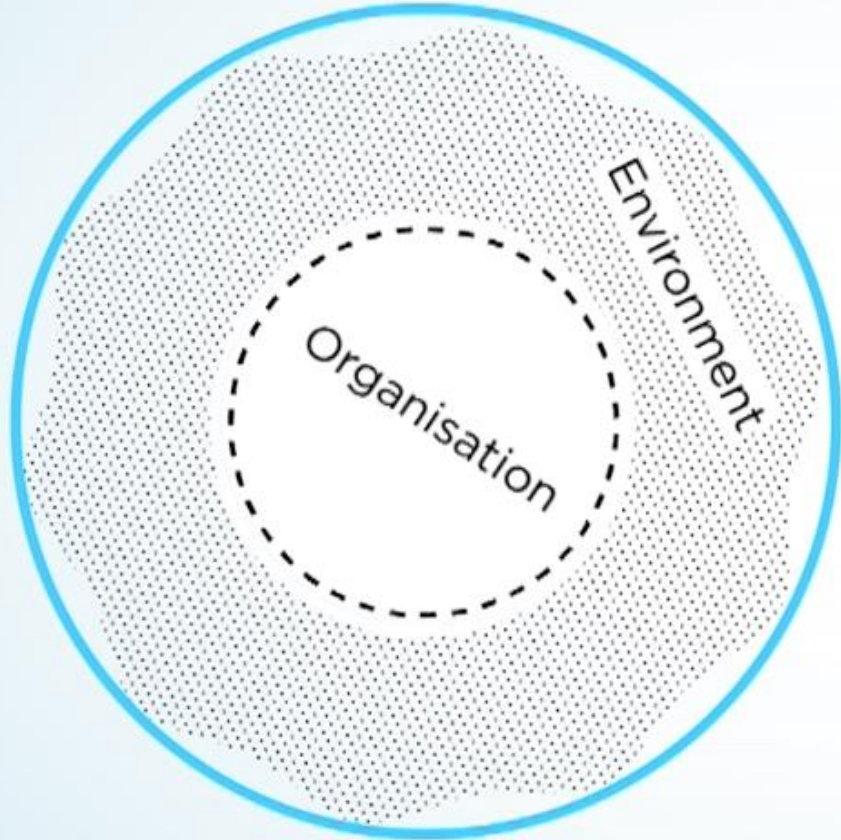
1985



1985

2015





“

If the rate of change outside exceeds the rate of change inside, the end is in sight...

”

JACK WELCH

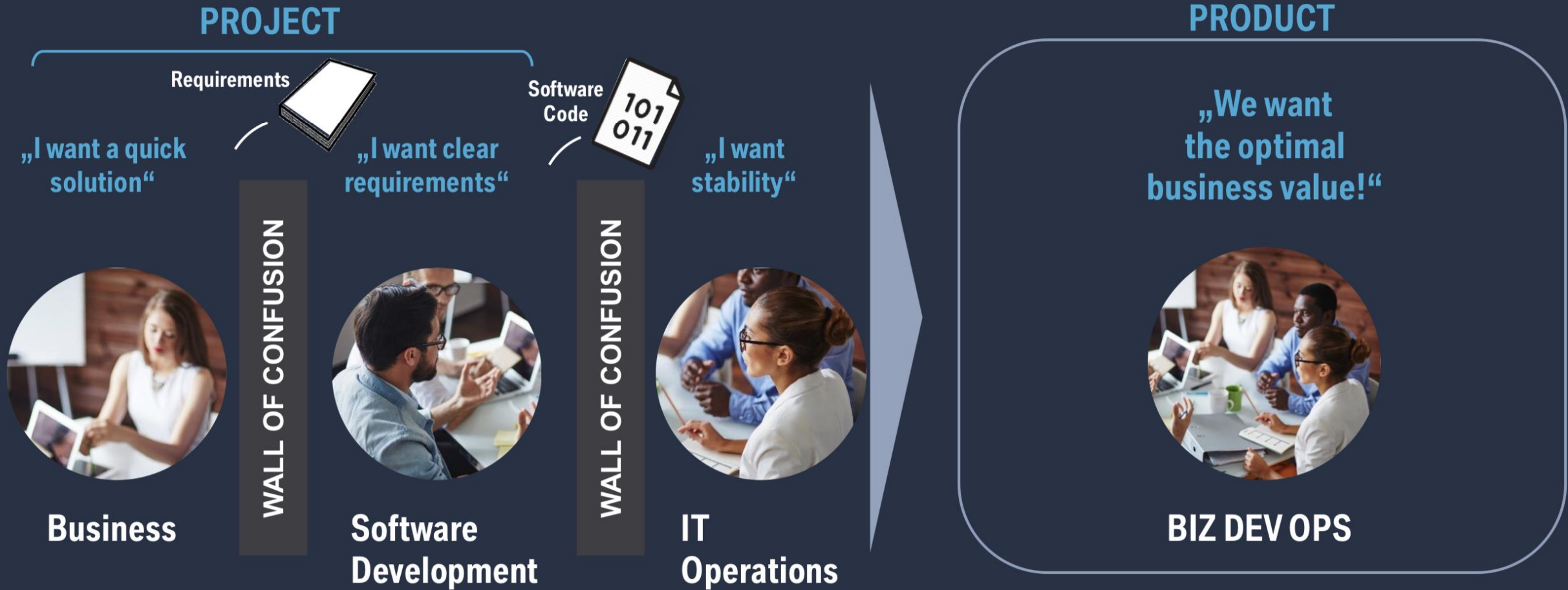
LET'S GO 100% AGILE!





**100% AGILE
WHAT'S THAT**

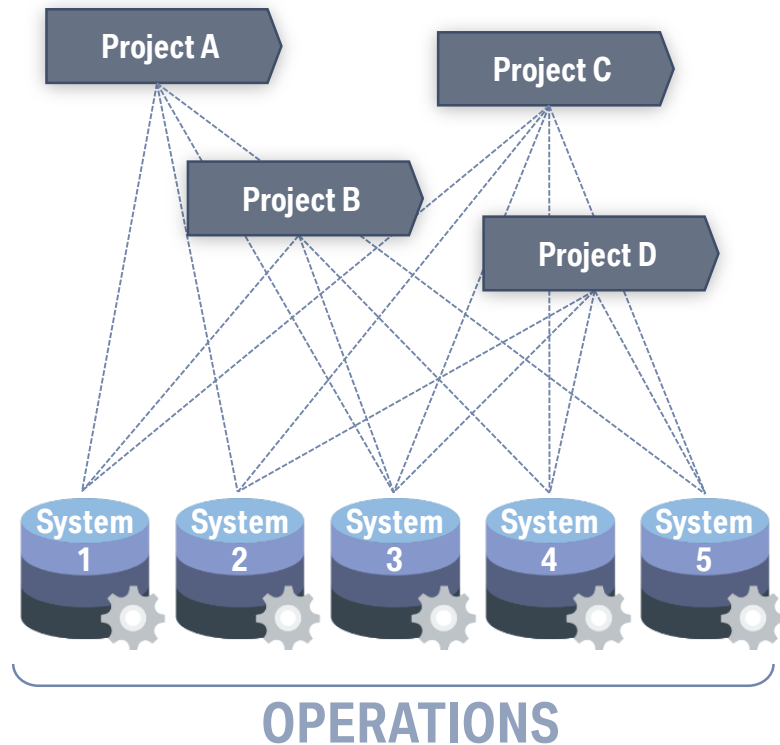
OUR VISION - BUILDING PRODUCTS WITH THE BUSINESS, FOR THE BUSINESS.



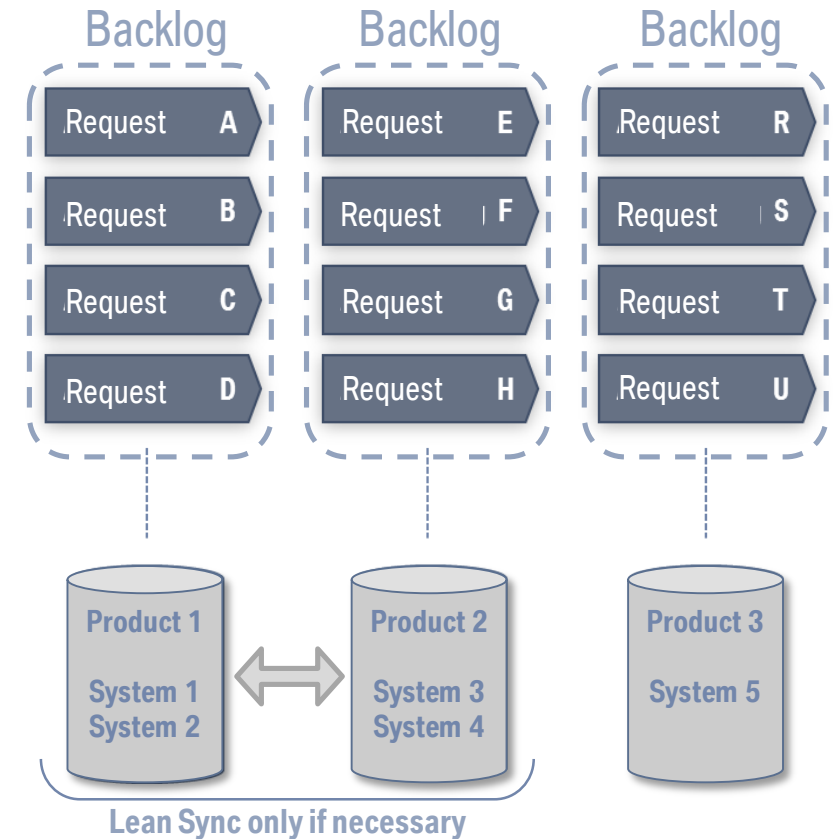
Embedded Teams with **end-to-end responsibility** and **BizDevOps** skills.

THE CORE OF OUR AGILE TRANSFORMATION: FROM PROJECTS TO PRODUCTS

Focus on Projects



Focus on Products



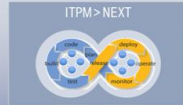
Implementation will exclusively be done within products. Projects are only for synchronization purposes – if required at all.

THE FOUR PILLARS OF OUR AGILE TRANSFORMATION.

PROCESS

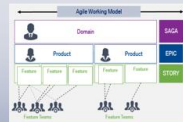
PROCESS: PRODUCT ORIENTATION ENABLES AND ENFORCES DEVOPS AND AGILE DEVELOPMENT.

Product Portfolio
defines **WHAT**



Process Model
defines **WITH WHOM** and **WHEN**


Steering Model
defines **WHEREBY** and **WHERE TO**




Agile Working Model
defines **HOW**

STRUCTURE

**STRUCTURE: NEW STRUCTURE 01.06.2017:
FACTS & FIGURES TOWARDS A 100% AGILE ORGANISATION.**

 **~1,600** change disciplinary manager

 **~2,800** employees with a new department code

Restructuring of:
11 main departments,
47 departments,
152 groups

152 DevOps groups, created with **~2,200** Dev
and **~530** Ops employees with IT product responsibility.

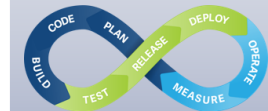
TECHNOLOGY

TECHNOLOGY: WHICH ELEMENTS REGARDING ARCHITECTURE AND TECHNOLOGY ARE MOST RELEVANT WHILE MOVING INTO AN AGILE WORLD?

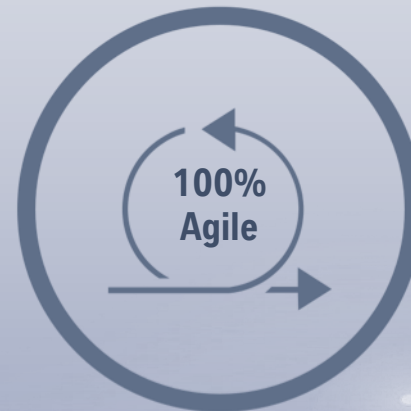
Micro Service Architecture



Continuous Integration /
Deployment



Cloud



CULTURE

CULTURE: APPRECIATION, TRUST, RESPONSIBILITY, OPENNESS AND TRANSPARENCY ENABLE A STRONG LEARNING CULTURE.

Continuous feedback and
**transparent
communication**

The skills of each team
member is important and
appreciated

Self-organizing teams
with end-to-end
responsibility

Be open minded &
exchange best practices
and mistakes

Managers trust their self-
organizing teams
**Feedback and
confession of
failure require trust**



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AGILITY STARTS WITH MINDSET AND CULTURE



Decisions

I pride myself on making as few decisions as possible in a quarter. (...) There are some times I can go a whole quarter without making any decisions.

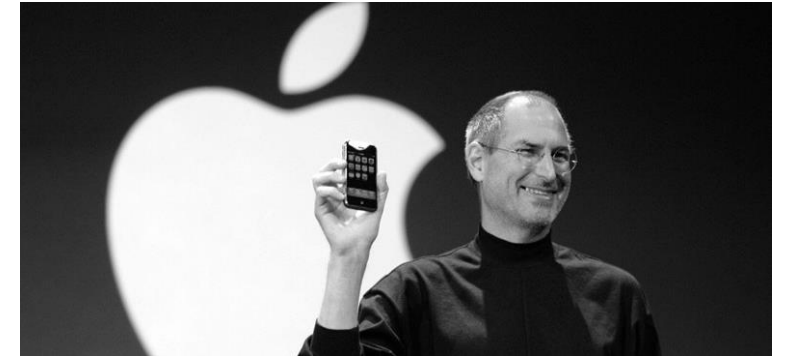
Reed Hastings



Learning

We aim to make mistakes faster than anyone else. But failure without learning is just: Failure!

Daniel Ek



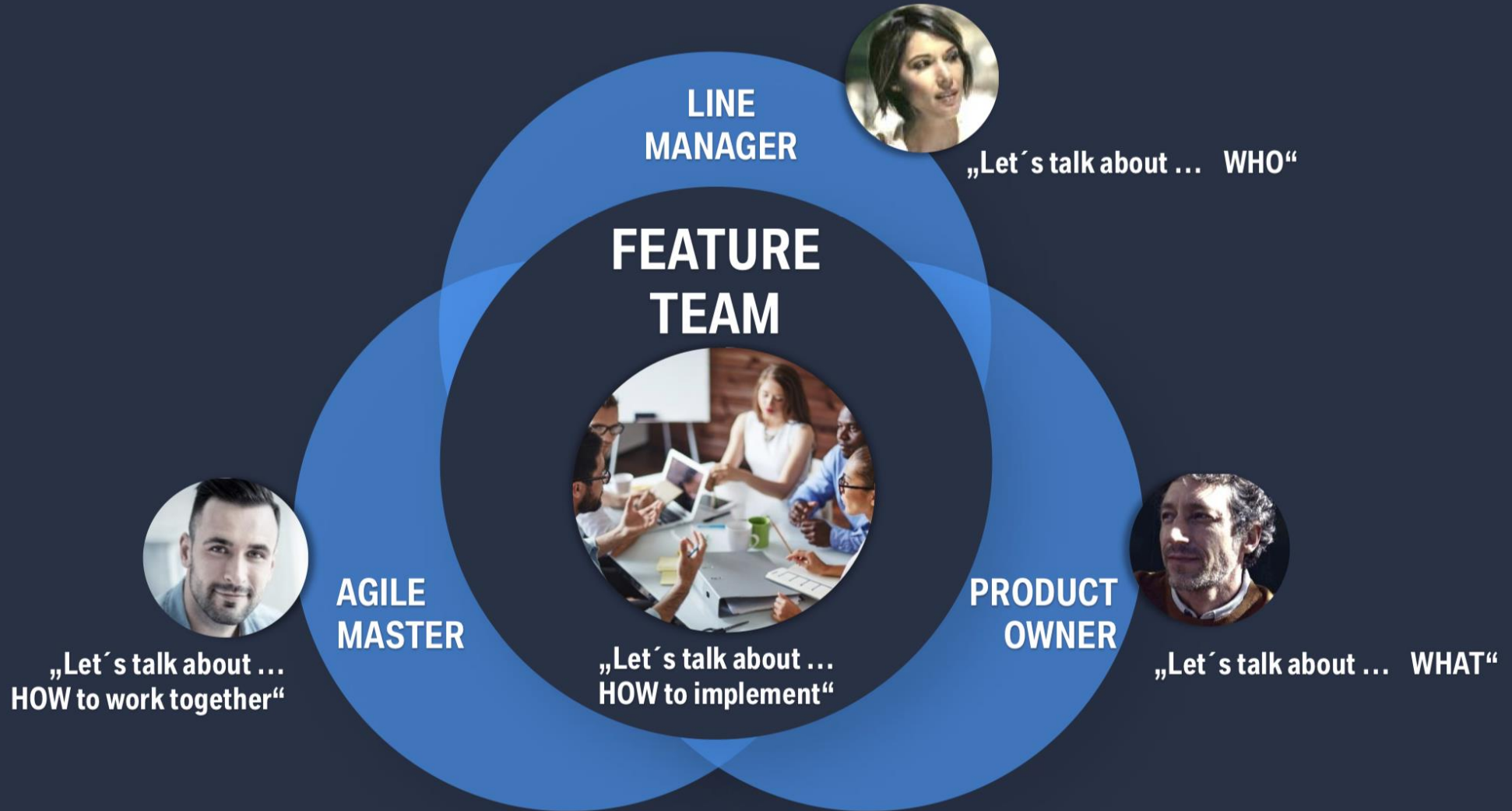
Leading

It doesn't make sense to hire smart people and then tell them what to do, We hire smart people so they can tell us what to do.

Steve Jobs

STRUCTURE 2019: ONE STEP FURTHER

THE CLEAR FOCUS ON EACH ROLE SUPPORTS THE FEATURE TEAMS.



TOGETHER WE LEAD THE PRODUCT TO SUCCESS

AGILITY REQUIRES NEW LEADERSHIP

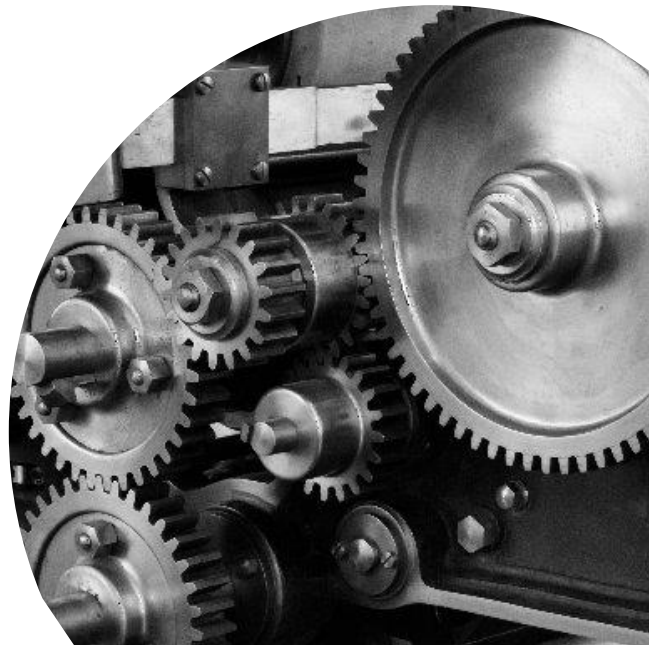




**unleashing
human
potential**



**diversity
and dissent**



over employing
human resources

over conformity
and consensus





**purpose
and trust**



**contributions
to networks**



over command
and control

over positions in
hierarchies





**growing
leaders**

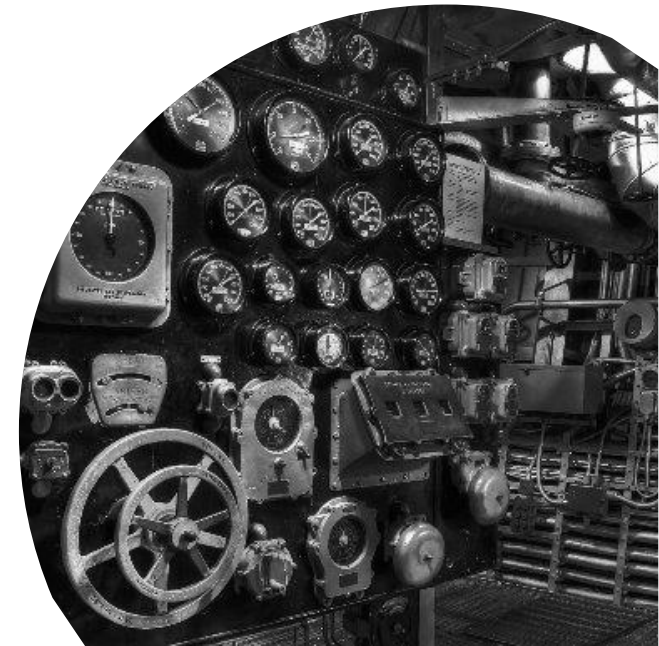


**courageously
exploring
the new**



over leading
followers

over efficiently
exploiting the old



NEUE FÜHRUNG IM ZEITALTER DER DIGITALISIERUNG



Erhältlich als Taschenbuch oder E-Book bei Amazon (DE) oder als E-Book bei Leanpub (DE / EN)

THESE VALUES ARE IMPORTANT TO US:

Unleashing human potential

over employing human resources.

Diversity and dissent

over conformity and consensus.

Purpose and trust

over command and control.

Contributions to networks

over position in hierarchies.

Growing leaders

over leading followers.

Courageously exploring the new

over efficiently exploiting the old.

That is, while there is value in the items on the right, we value the items on the left more.

The big question is always, do we car manufacturers learn to become tech companies more quickly than a tech company learns to be an automotive player?

Peter Schwarzenbauer

