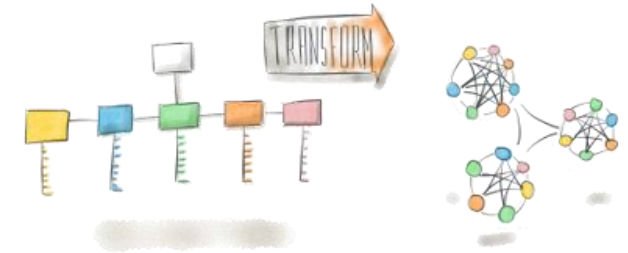




boris**gloger** consulting GmbH



Hybrid agile method approach in a large scale automotive logistics project

- *Challenges & success stories as part of the change process*

Sven Rothfuß (DAI) | Bernd Handke (bg consulting), 26.11.2018

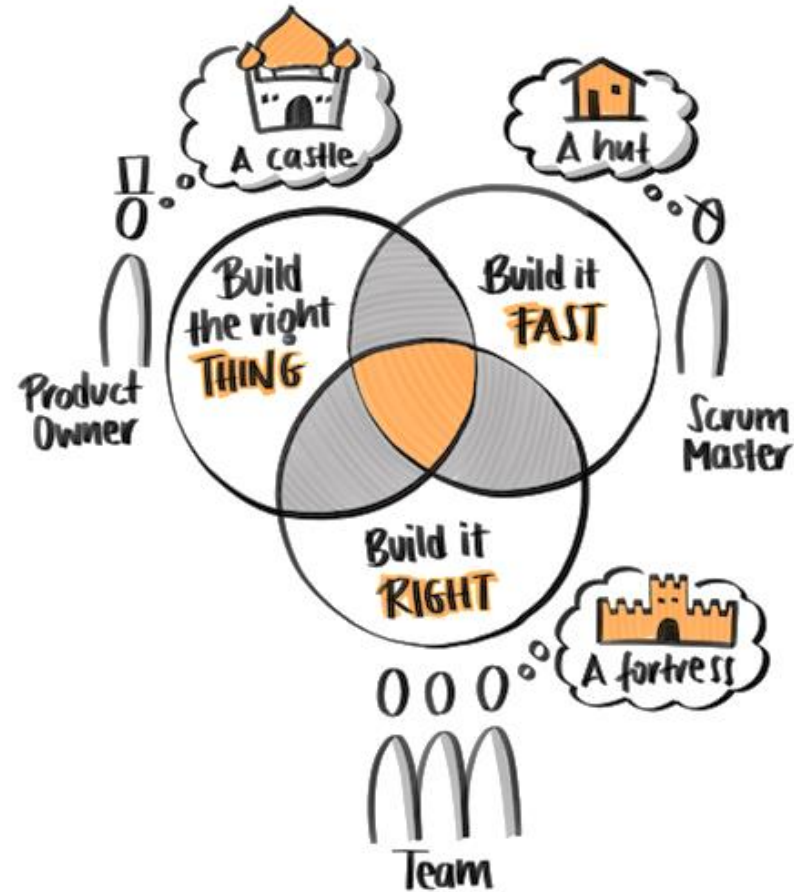
Project background – where the journey started DAI@Germersheim

- One of the largest automotive **sparepart warehouse** in the world
- Goal: **harmonization of diverse IT architecture landscape** across hubs worldwide



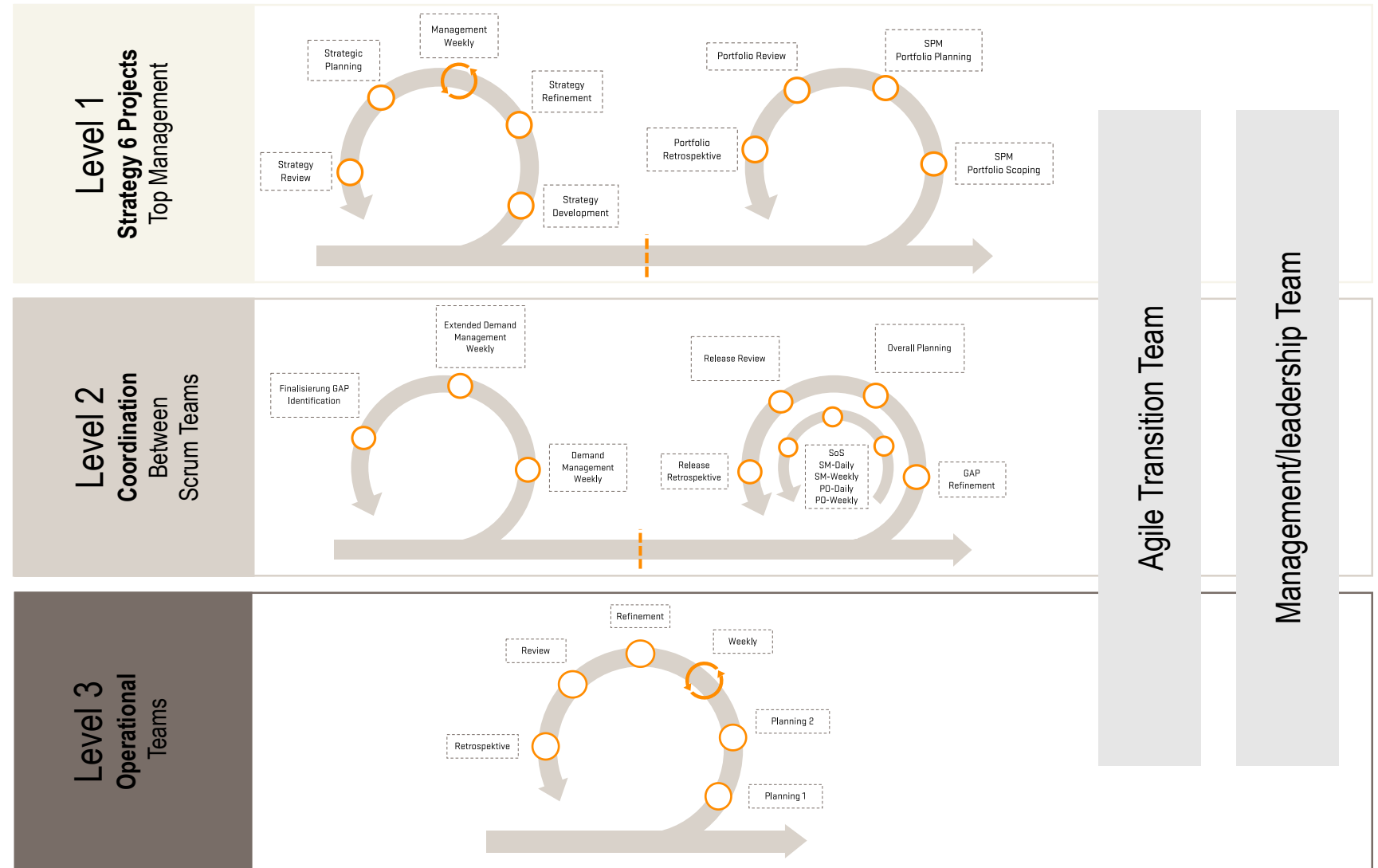
The goal: to integrate perspectives..

- Several different IT components
- Switch from traditional waterfall approach with separate entities, multiple & scattered responsibilities to a combined agile approach



Holistic approach: our current agile working model

- 250 people involved
- Flight Level System supports collaboration & value chain
- Frameworks: Scrum, Scrumban & LeSS
- Iterations monthly-quarterly, yearly



Starting and Managing the Agile Transition: focus on Transition Team

When did we need it?

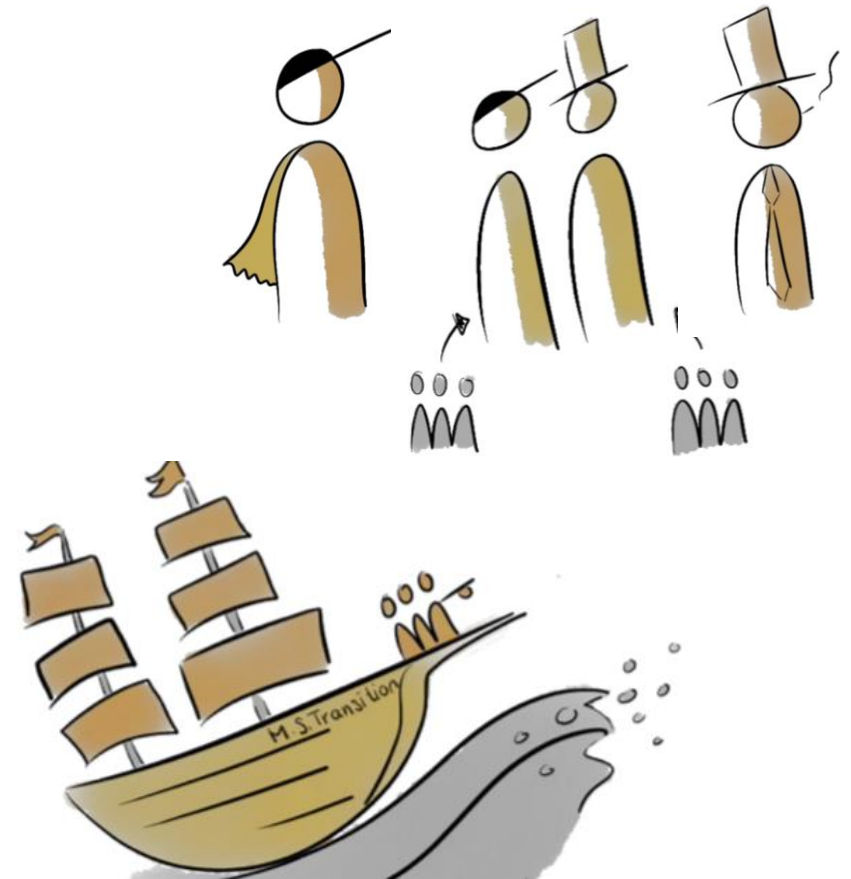
- Agile way forward been communicated & trainings in place
- First pilot teams started

It's Role

- Connector between levels
- Representatives from all levels: voluntary, capacity & mindset
- Pushes transformation, Mgmt buy-in needed

Focus

- Ownership: vision, exchange with stakeholders & keeping transformation backlog in order
- Authority, “horizontal eight” & deep understanding of methodologies



Focus on Management / Leadership Team

It's role

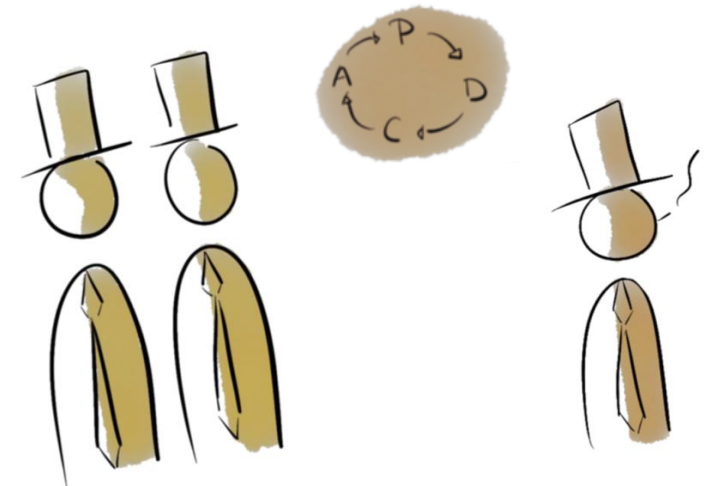
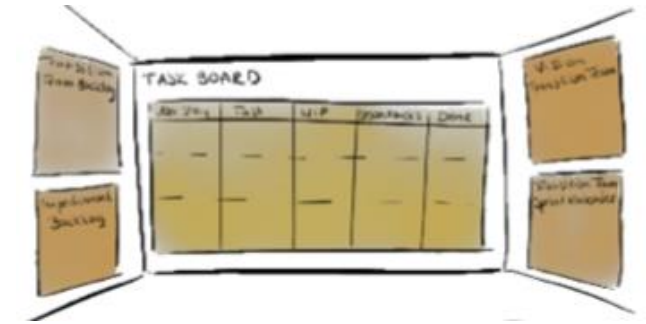
- Vision and sponsoring needed
- Acts as role model
- Servant leadership skills needed

The working model

- Obeya Portfolio Management System
 - Portfolio + Performance (Goals & KPIs) - Forecast
 - Improvement Wall (con. Improvement)
 - Leadership Action Wall (high rank Impediments)
- Quarterly Business Review & Planning; bi-weekly synchronisation

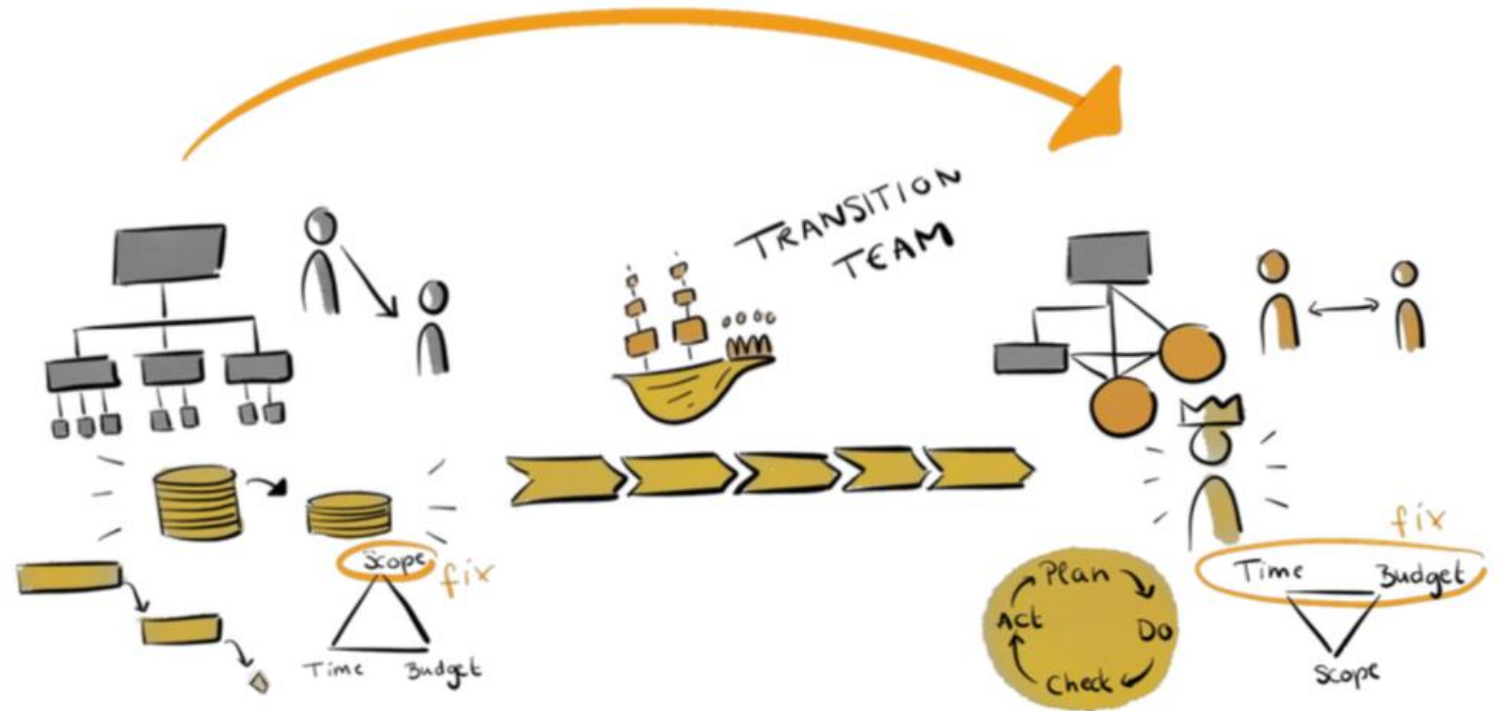
The goal

- Celebrating successes & outlook upcoming 3-4 months
- Orientation and focus; transparency, on-site collaboration
- Reducing dependencies and impediments



Challenges we faced

- **Hierarchy & mindset**
- **Expert silos** – communication patterns
- **Transparency** – make work visible
- **Capacity** – stop starting, start finishing

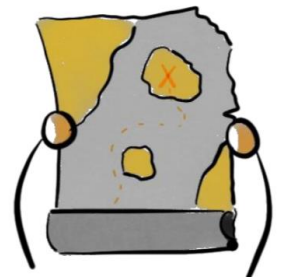
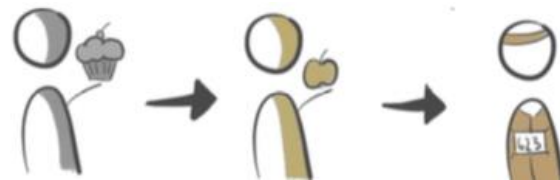


Success stories to share

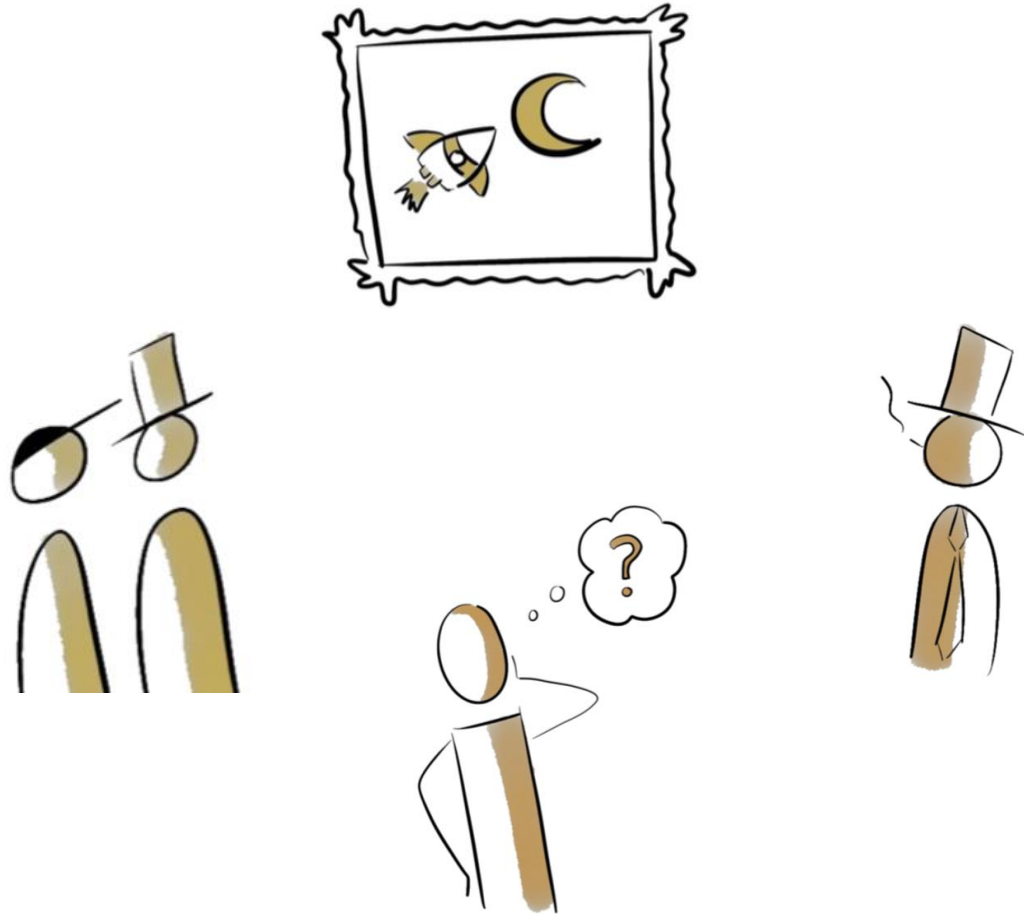
- **Learning** – interdisciplinary teams & pairing – end-to-end, no silos
- **Quality** check / early Riskmanagement
- **Time-to-market** & fail fast
- **Communication** – less waste, holistic 3 levels approach
- **Transparency** – overall backlog incl. all activities within project

In the end transition is like a diet

– you need to change your behavior in a sustainable matter to stay in form 😊



Questions and Answers



Further Questions? Get in contact with us 😊



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