

# „Die Wunderwaffe der Agilität: Mittelmanager“

Agile Sixpack

## Die Firmenvertreter

Nils Kaupe

Leiter Data and Processes



Heiko Mosig

Bereichsdirektor Personal



Harald Schirmer

Manager Digital Transformation & Change



## Die Berater

Irmgard Barth

GF P2 Team

Frank Edelkraut

GF Mentus GmbH



Boris Kneisel

GF herontix GmbH

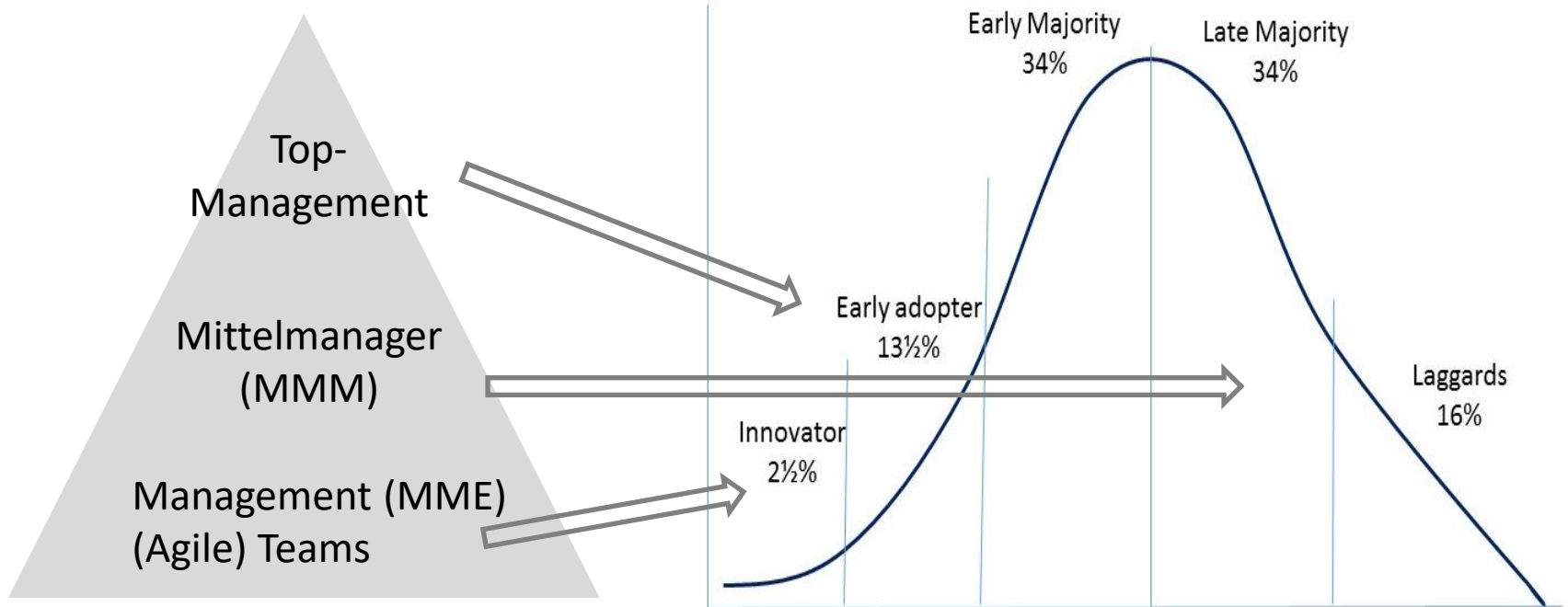


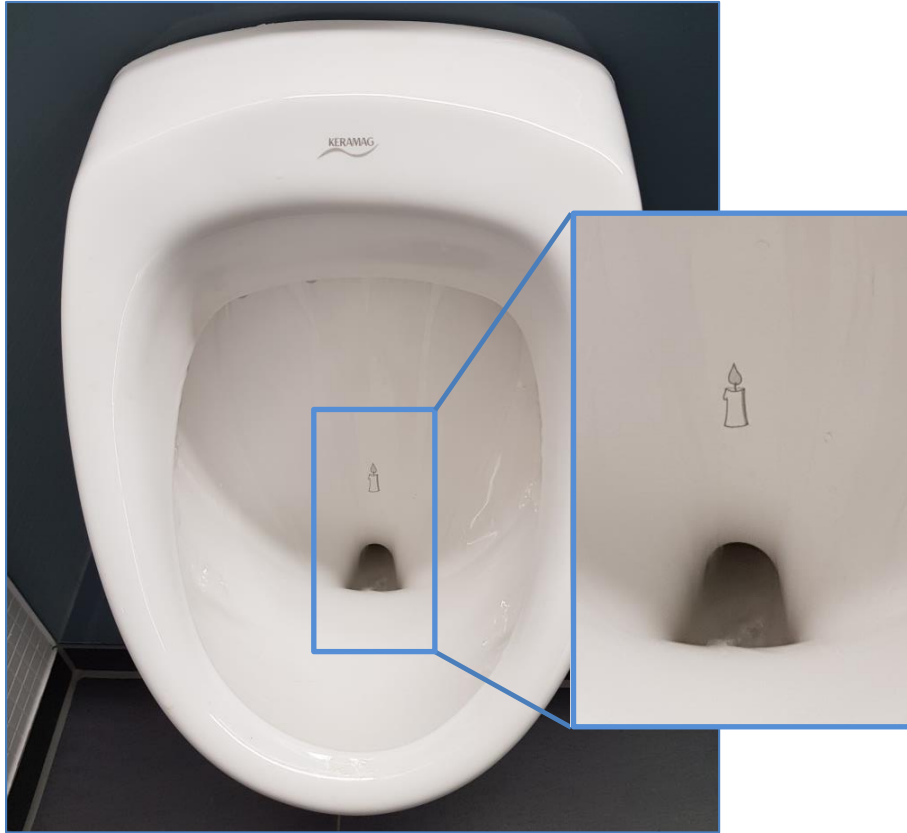
Leitfrage:

**Welche Rolle spielt das Mittelmanagement in einer Agilen Transformation?**

...oder wie kann ich aus dem vermeintlich größten Hindernis den wichtigsten Förderer machen?

## Innovation Theory

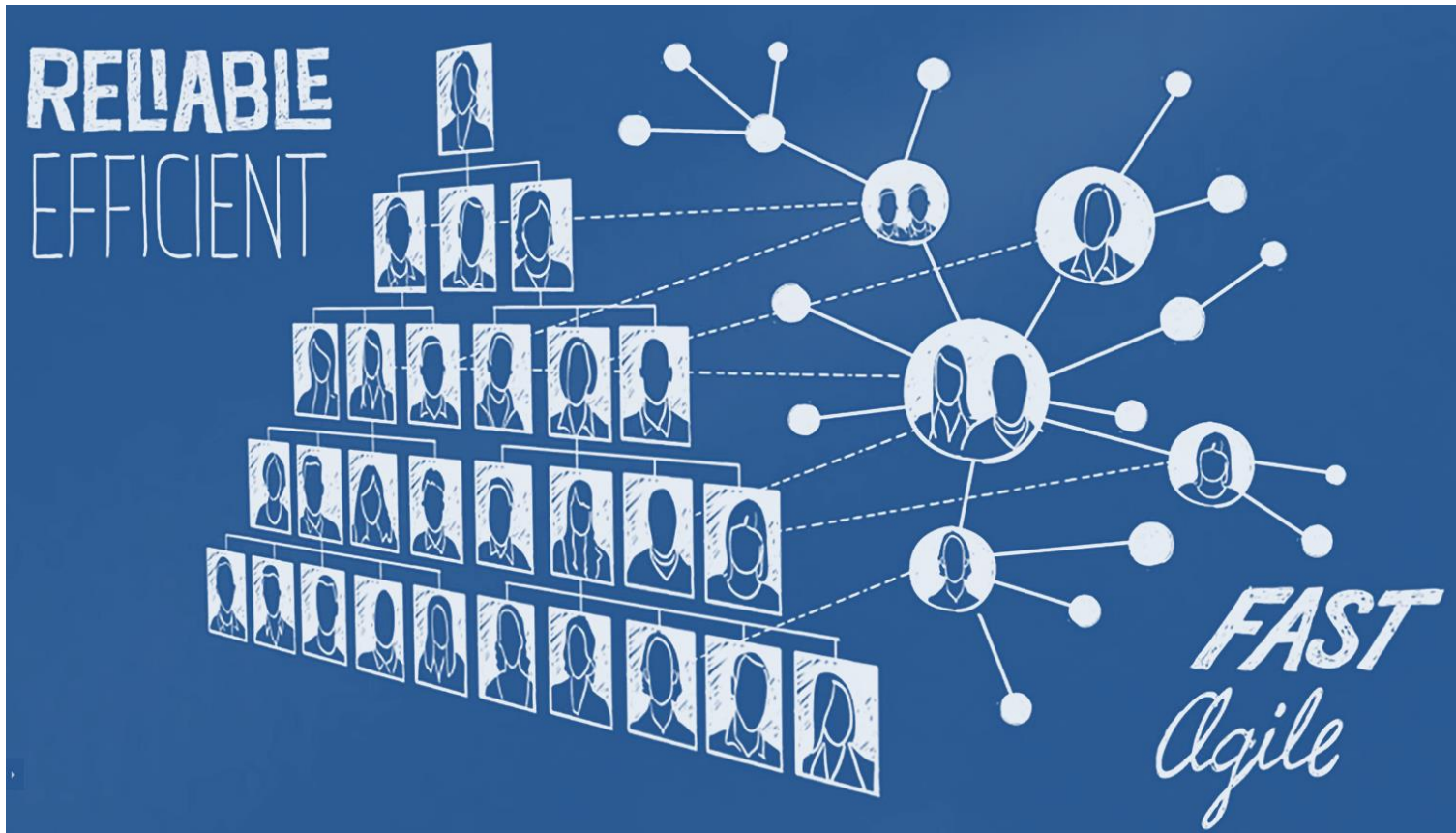






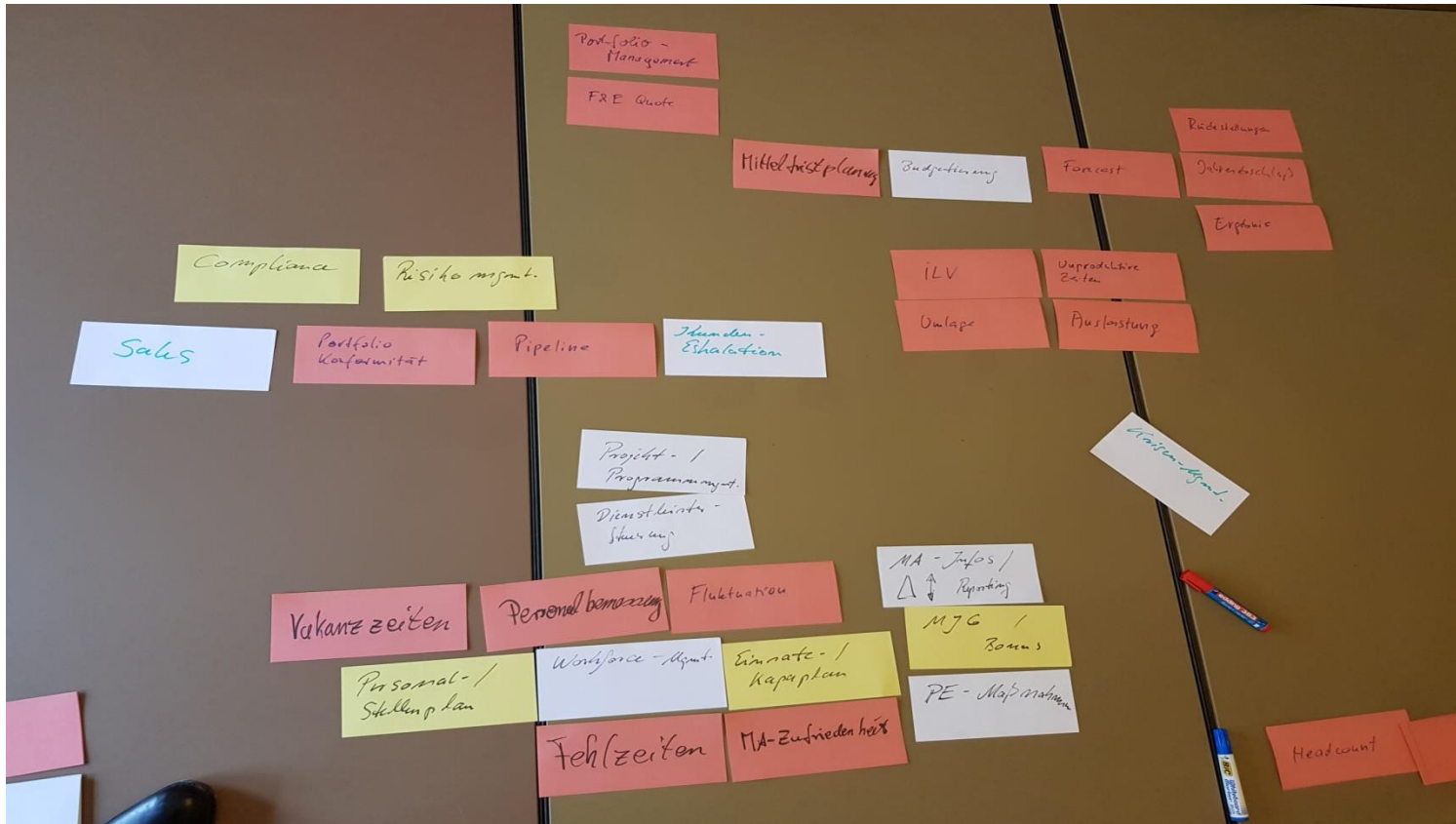
**DESIGN**

**USER EXPERIENCE**



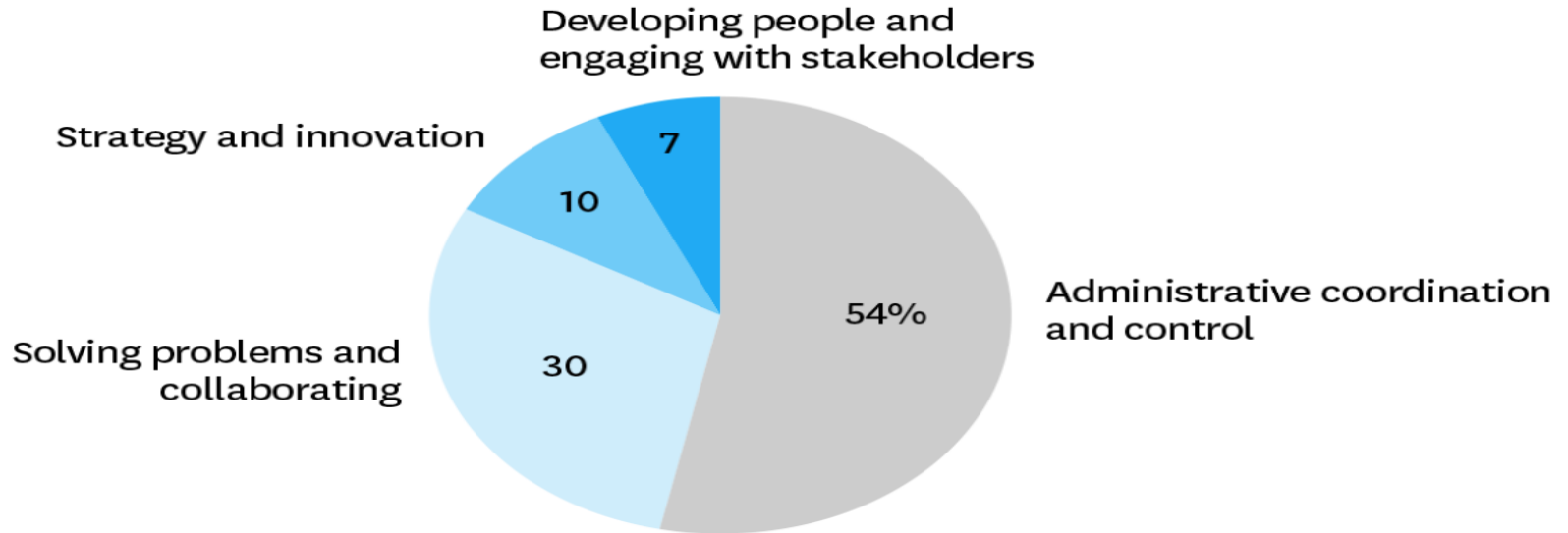


# Die Situation der Mittelmanager





## PERCENTAGE OF TIME RESPONDENTS SPEND ON CATEGORIES OF WORK



SOURCE ACCENTURE SURVEY OF 1,770 FRONTLINE, MID-LEVEL, AND EXECUTIVE-LEVEL MANAGERS FROM 14 COUNTRIES

© HBR.ORG



Flexibler

Organisations-  
Design

WIP -  
~~Limitierung~~  
Steuerung

MA sind eh da,  
wer beurteilt „Unprod.“  
→ Selbstbestimmung  
zur Selbstoptimierung

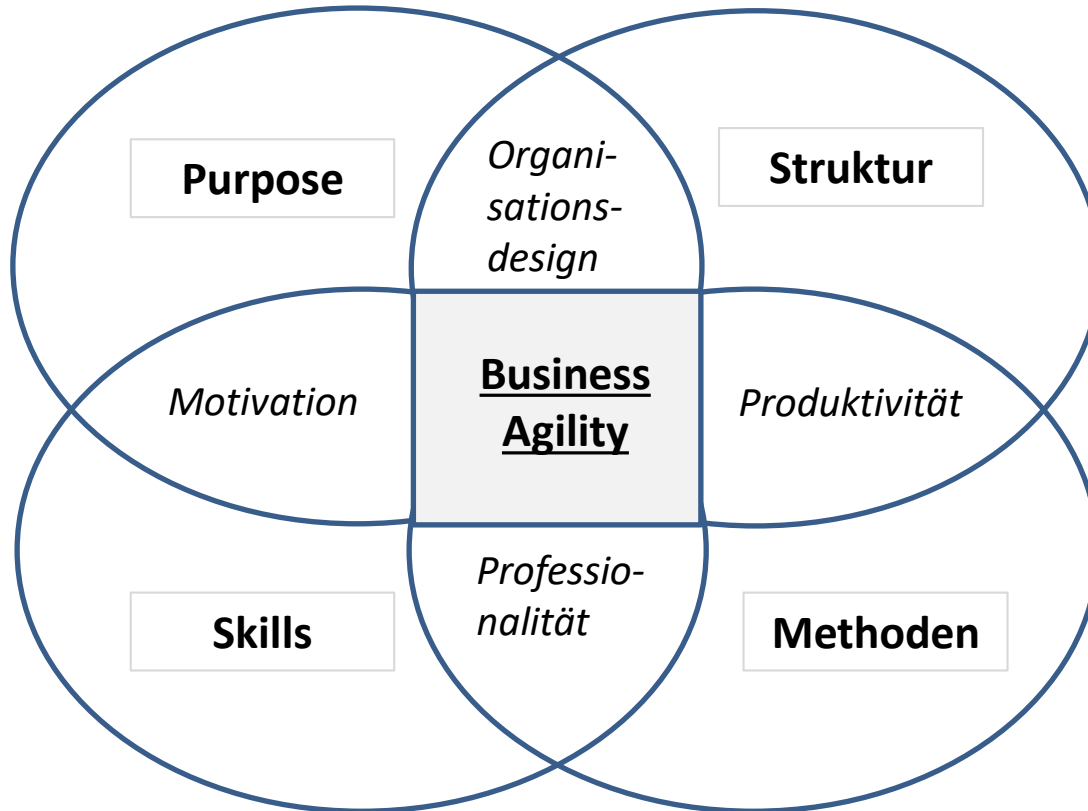
Strategie  
Maßnahmen-  
planung  
(Strat. Backlog)

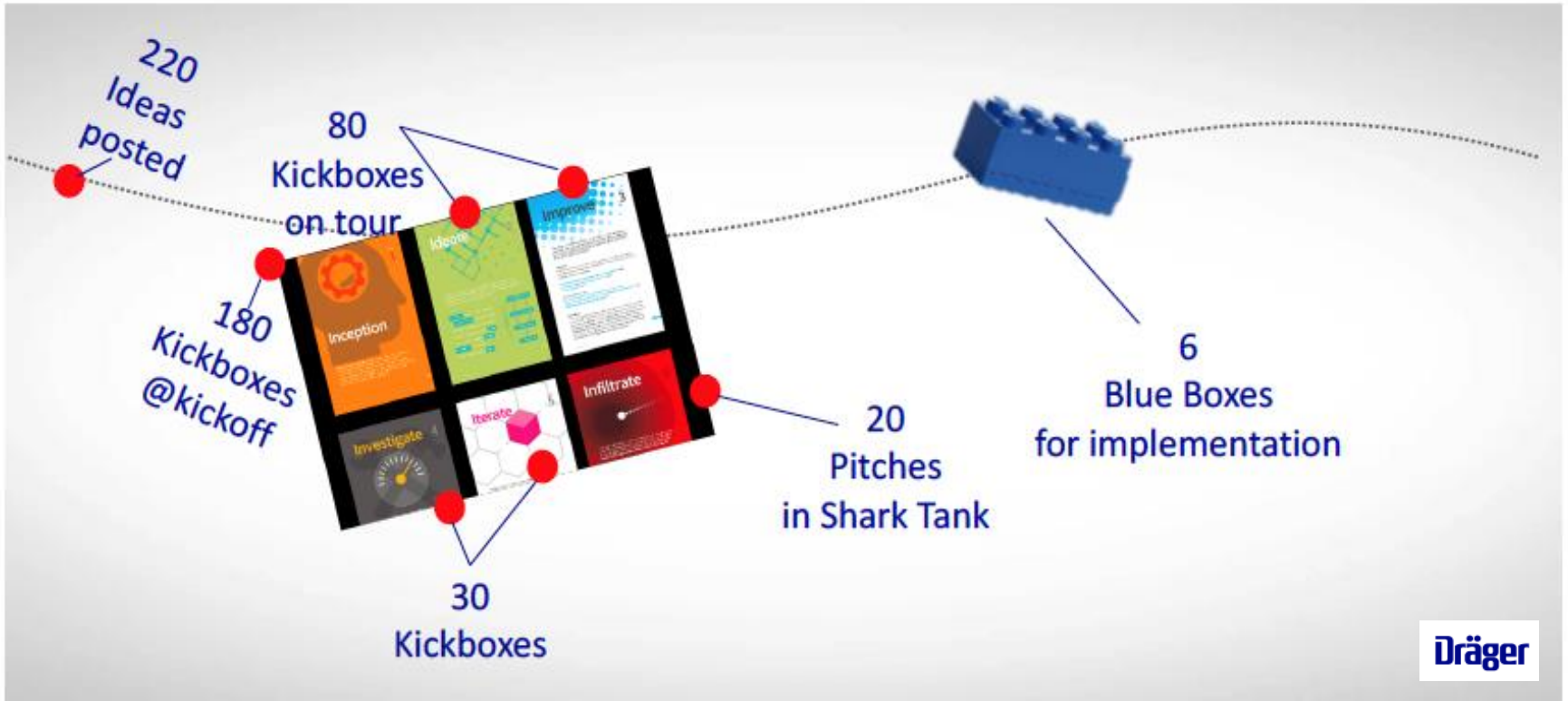
~~WIP - Limitierung~~  
End 2 End  
+ Rollierende  
Zweck → Ergebnis orientiert

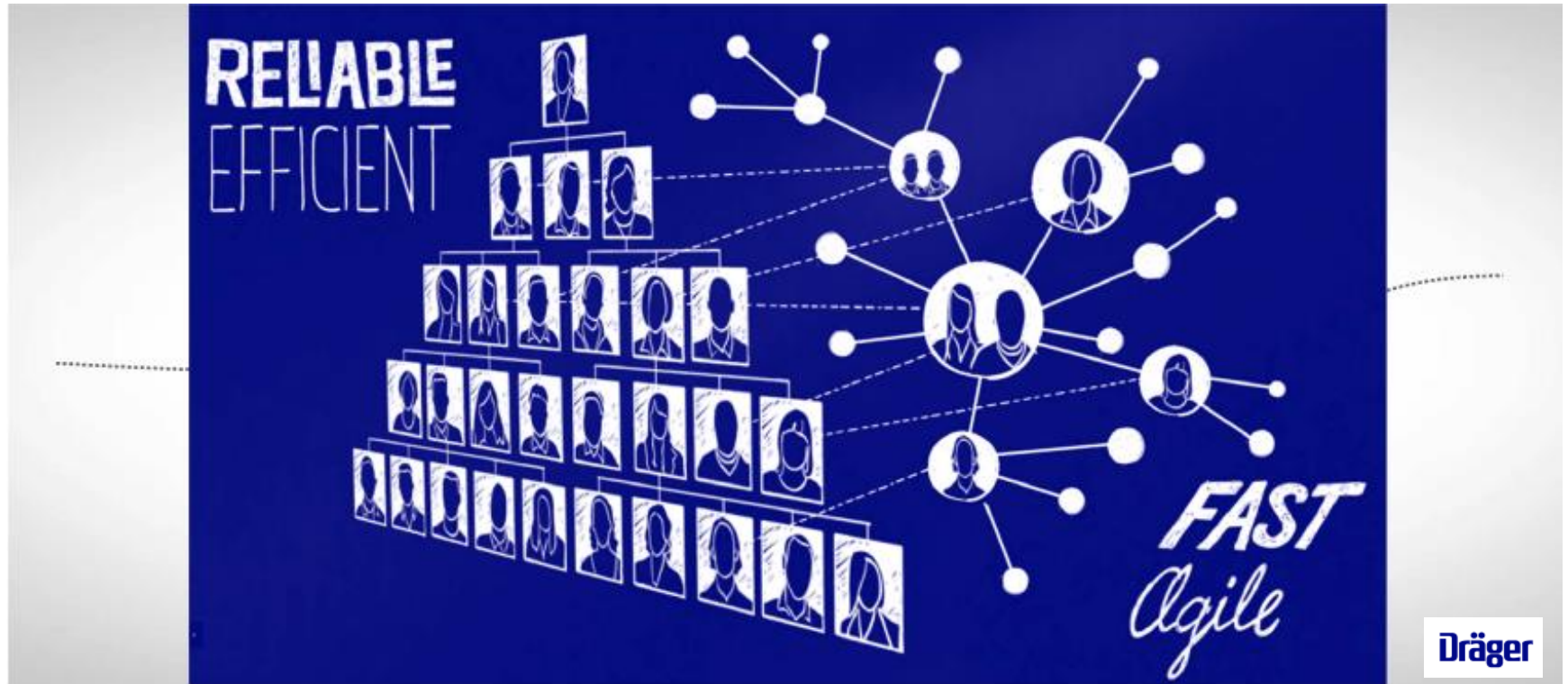
Skill-  
Transparenz  
→ Management

Agile Designing  
Menschl. (operativ)  
(Organisation)  
Lernen

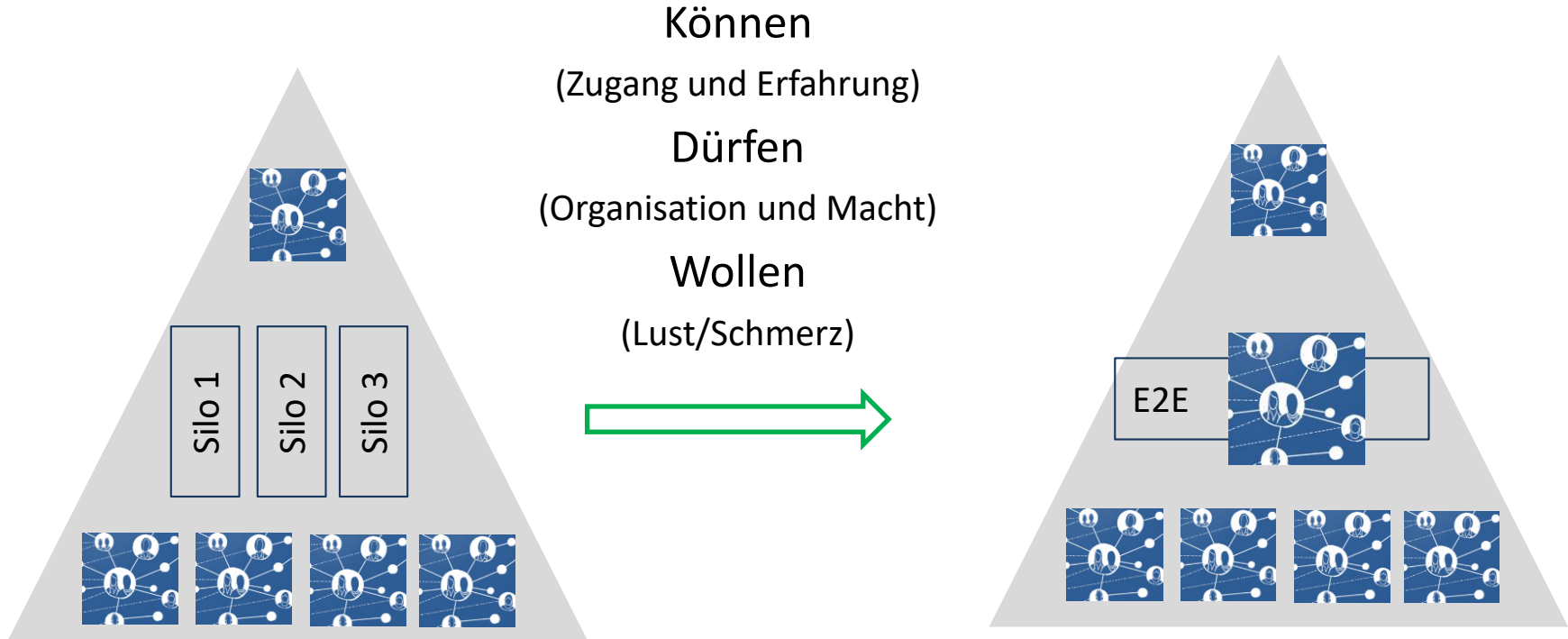
Portfolia Risiko  
Operatives Risiko  
Zusammen









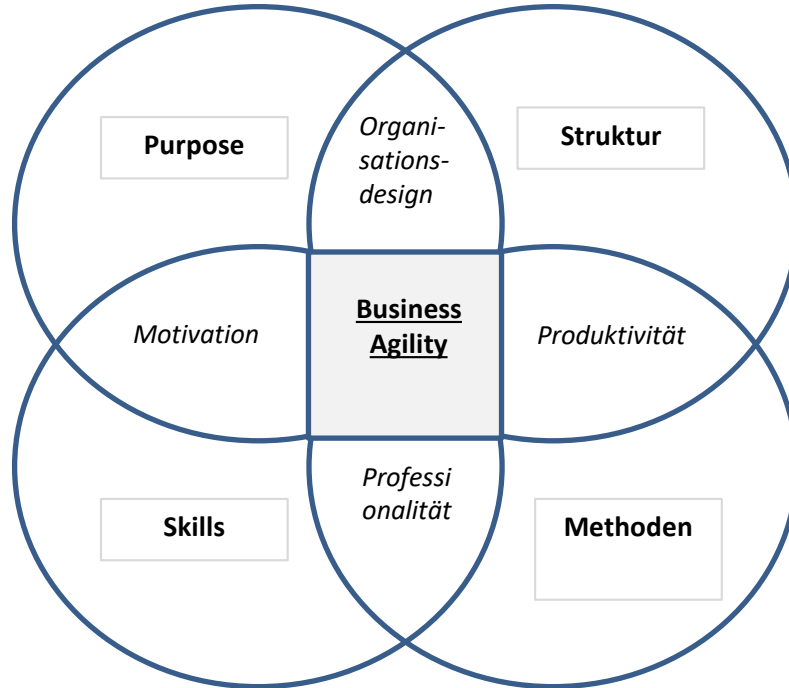






Squads, Tribes, Team of Teams ...KPI

TED Talk  
...  
Fuck-up Nights  
Simulationen



Garage  
Blue Box / Red Box  
DI Lab  
Fedex Day

2d – Schnupperkurs / 12d - Einführung

## Top leadership now works in Scrum teams; leadership across the company lives agile values

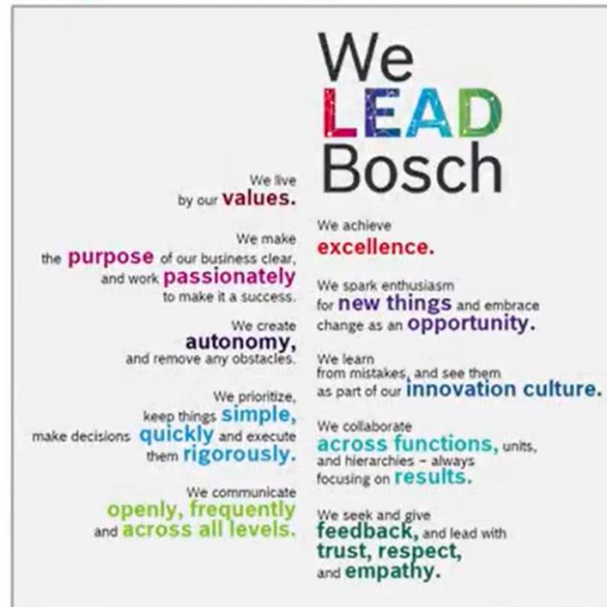
- Started with top executives and the Board; the **Steering Committee is not steering anymore**, they are working
- **Agile leadership teams consist of 5-6 executives** with a **Product Owner** and an **Agile Master**
- Moved to **interactive format for Board meetings** where participants stand, use plan walls, and constantly ask what are the next steps in our journey
- Adopted **continuous planning cycles** instead of annual planning
- Started to see **common barriers across the company** with visible progress on key initiatives for all

“It’s the **leaders’ responsibility to drive this change** and **it’s continuous work**; it’s nothing you can delegate to a project or to a department - every leader has to do it.”

*Felix Hieronymi, VP Agile Transformation, Bosch*

Case Study by Annie Howard

Source: Bosch company website, expert interviews



**We LEAD Bosch**

- We live by our **values**.
- We make the **purpose** of our business clear, and work **passionately** to make it a success.
- We create **autonomy**, and remove any obstacles.
- We prioritize, keep things **simple**, make decisions **quickly** and execute them **rigorously**.
- We communicate **openly, frequently** and **across all levels**.
- We achieve **excellence**.
- We spark enthusiasm for **new things** and embrace change as an **opportunity**.
- We learn from mistakes, and see them as part of our **Innovation culture**.
- We collaborate **across functions**, units, and hierarchies - always focusing on **results**.
- We seek and give **feedback**, and lead with **trust, respect**, and **empathy**.

SCRUM @SCALE

- Das Organisationsdesign ist in der Praxis der kritische Faktor für den Erfolg einer agilen Transformation.
- Das Organisationsdesign wird vom Mittelmanagement verantwortet und kann von diesen Personen am besten verändert werden.
- Die Mittelmanager sind am besten qualifiziert und mandatiert, sie brauchen und einen „agilen Anschub“. Ihnen fehlt nur das Handwerkszeug.



Kontakt:

Dr. Frank Edelkraut

[fe@mentus.de](mailto:fe@mentus.de)

[www.mentus.de](http://www.mentus.de)

+49(0)171 / 6806893