Status Quo And Potentials - Lean & Agile In The Automotive Product Development Process

Automotive Agile PEP

Berlin, November 26, 2018

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Prof. Dr. Ayelt Komus

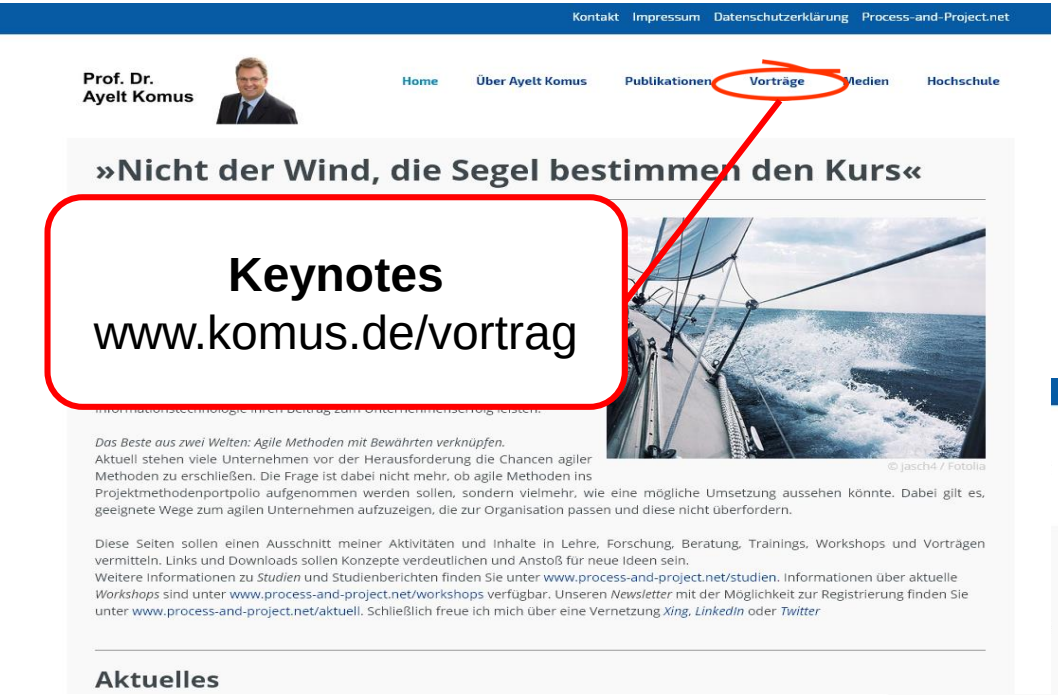
- Professor of Organizational Design and Information Systems
- Co-Initiator of „Modellfabrik Koblenz“ (Model factory Koblenz)
- Scientific advisory board Heupel Consultants
- Thought Leader for Management with Complex Contexts and Agile Methods
- Studies / Surveys like „Status Quo Agile“, „agile PMO“ (2012, 2014, 2016), „Status Quo PEP – lean and agile“
- 80+ publications,
  150+ keynotes/ lectures,
  150+ interviews/ media reports

Further information, latest publications, keynotes… visit ***www.komus.de***

You can find me on:

XING

Networking, Keynotes, Studies, ...



Keynotes
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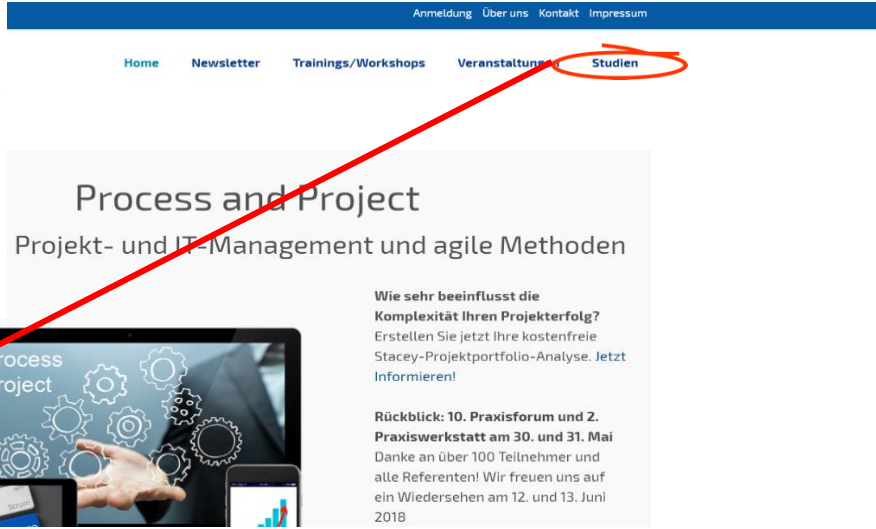

Study reports
www.process-and-project.net/studien

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Companies, that our colleagues have accompanied successfully

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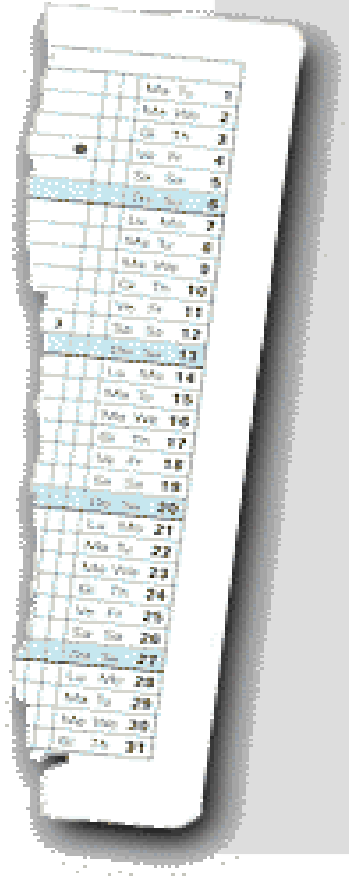
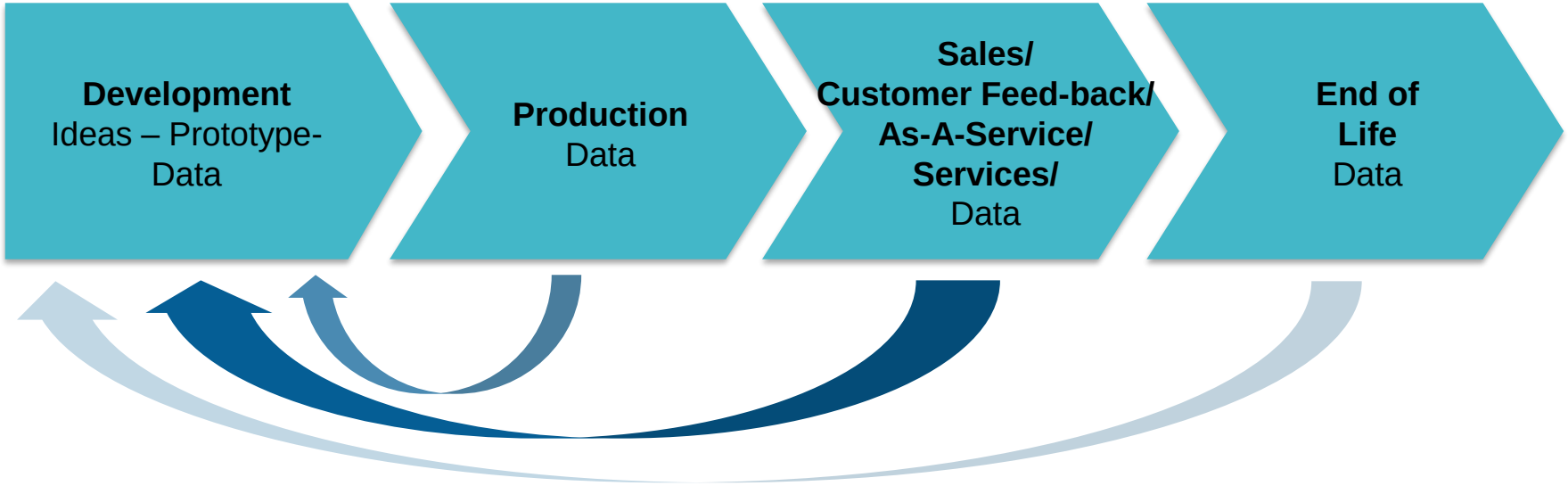


- ❒ **Building Bridges**
- ❒ **Agile And Lean In Product Development**
- ❒ **Next Level Agile: Scaling Beyond Team Level**
- ❒ **Why Implementing The Latest Agile Methodology Just Isn‘t The Point**

Building Bridges

Autonomous Driving, MaaS Etc. Enables And Demands For New Dimensions Of Understanding And Learning



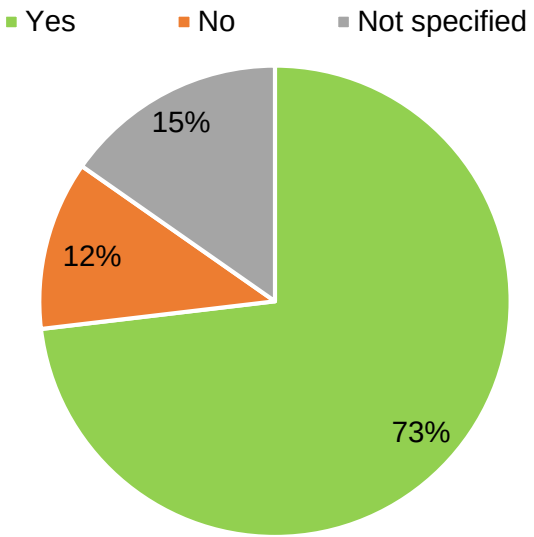
Agile and Lean in Product Development

Key Learnings „Status Quo PEP –
Lean and Agile in the Product Development“

Improvement Of Results And Efficiency

Study "Status Quo Agile"

Did the usage of agile methods lead to improved results and efficiency?



for comparison
SQA 2014
Yes: 80%
No: 7%
N.sp.: 13%

n=733

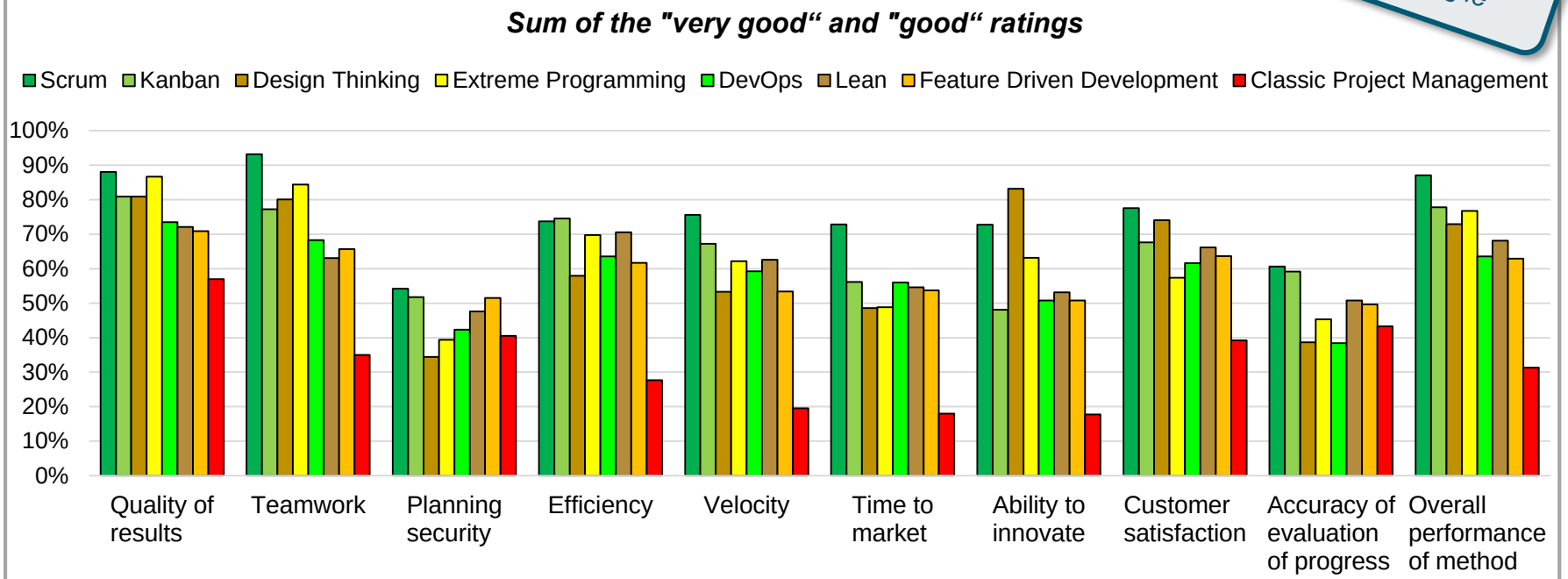
(Responses from the categories "Consistently agile", "Hybrid" and "Selective" – single choice)

Source: Status Quo Agile 2016/2017

www.status-quo-agile.net

Success Rates Agile Versus Classic PM

Study "Status Quo Agile"



*n: see individual evaluations**

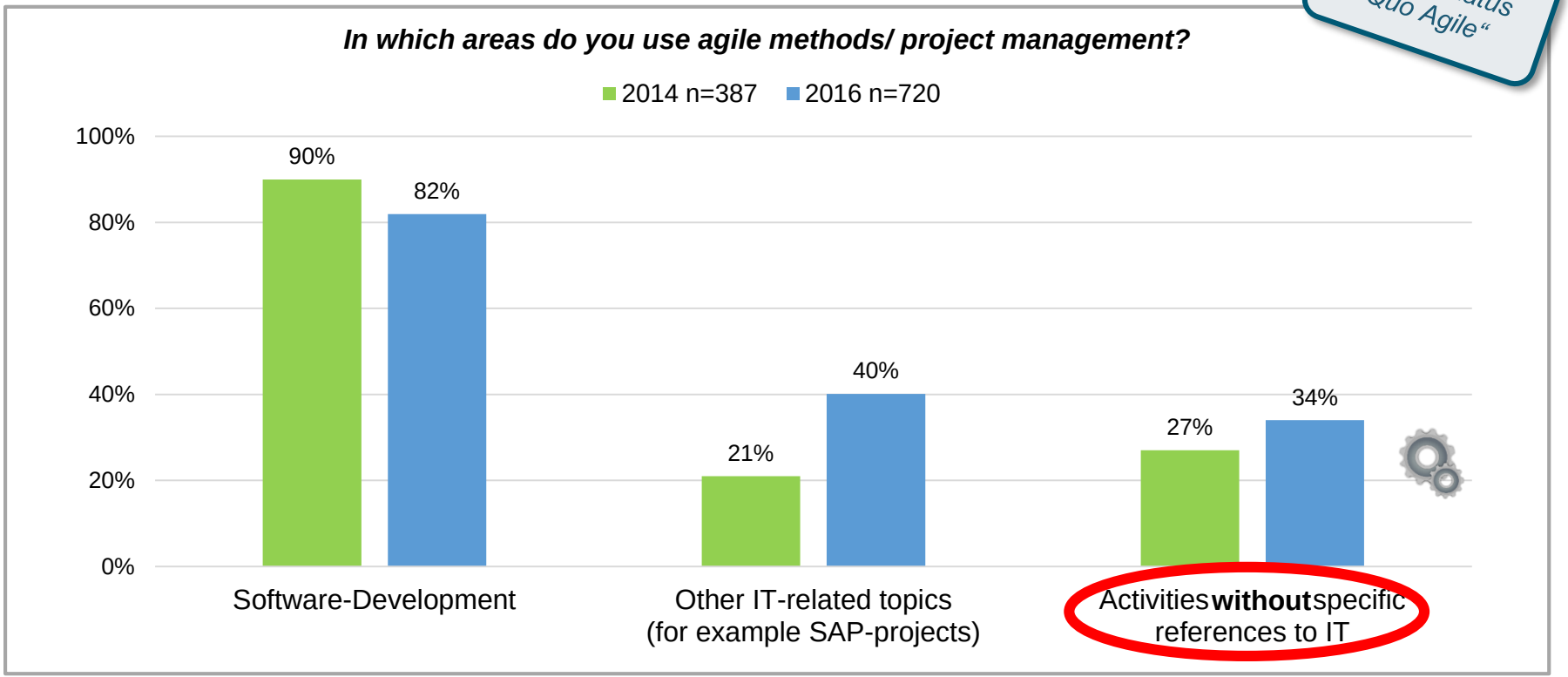
(Responses from the categories "Consistently agile", "Hybrid", "Selective" and "Consistently classic project management" – single choice)

Source: Status Quo Agile 2016/2017

www.status-quo-agile.net

Fields Of Application And Usage

Study "Status Quo Agile"



Source: Status Quo Agile 2016/2017

www.status-quo-agile.net

Empirical Results

Study report published in Q3 2018 (Sorry, German only)

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Status Quo PEP

Lean and Agile in the Product Development

130+ participants, 30+ expert talks

https://www.process-and-project.net/studie-status-quo-pep/

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agilean

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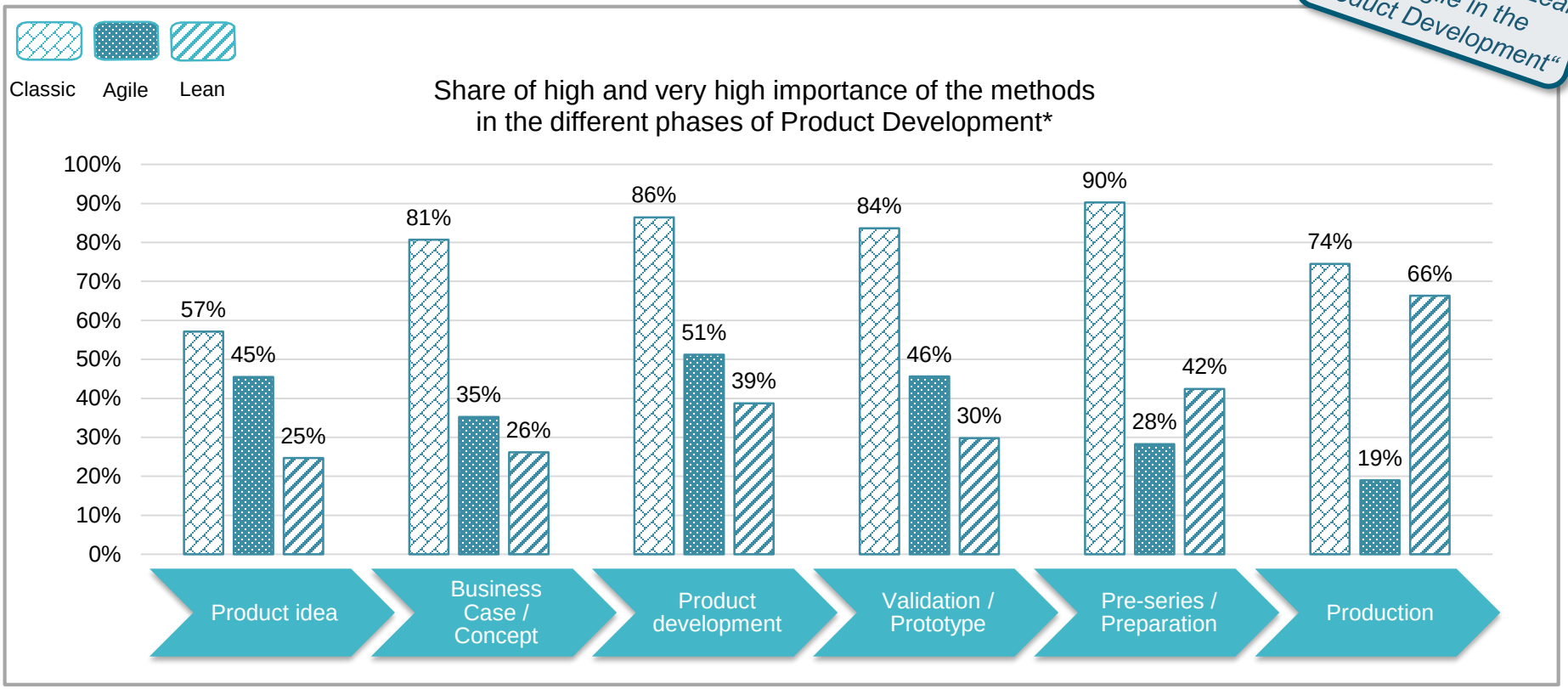
Impressions From Expert Talks

www.hs-koblenz.de/SQ-PEP

Importance Of Methods In Phases Varies

Studie "SQ PEP - Lean and Agile in the Product Development"

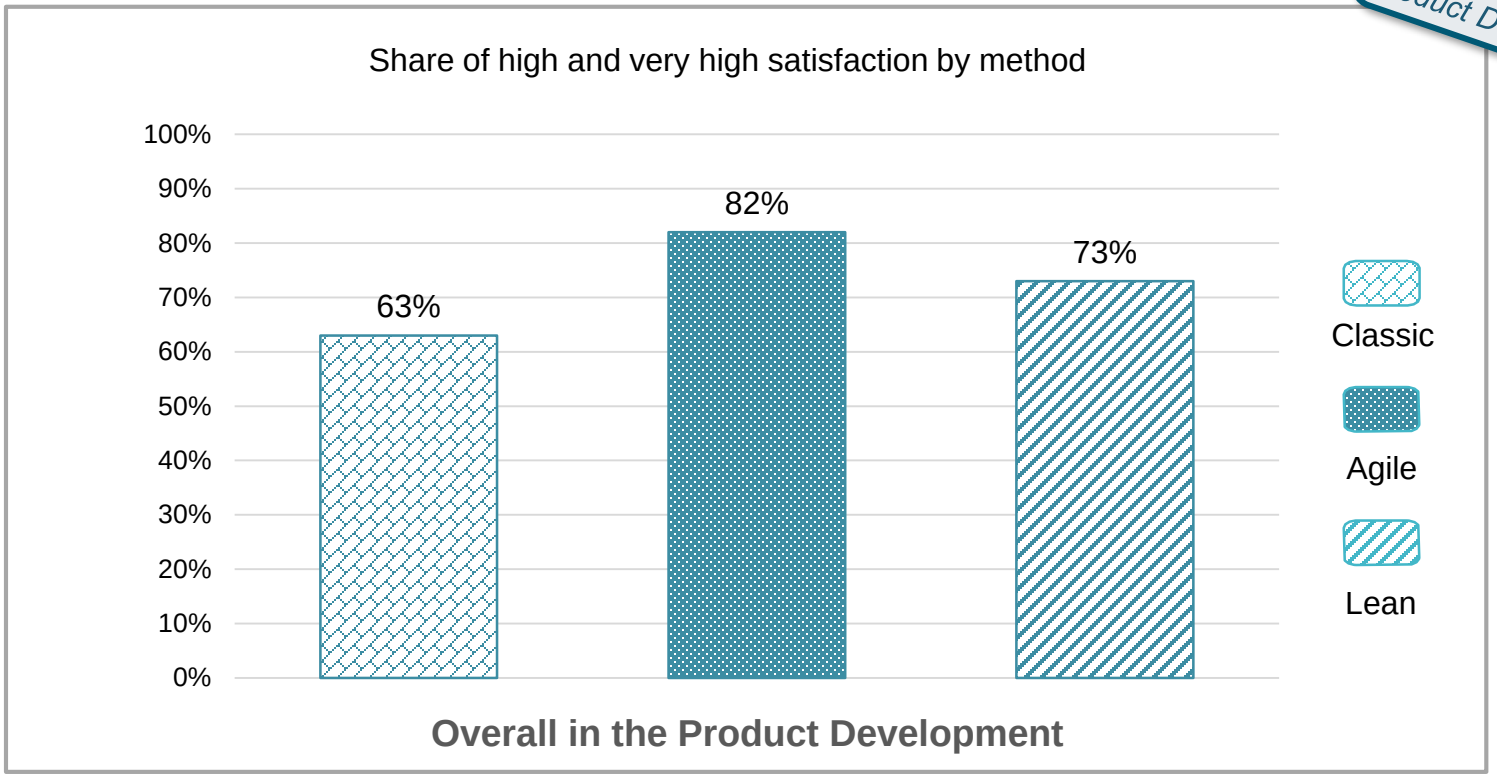


** (Share of total "very high importance" / "high importance" in relation to the question: "How strongly do [...] methods characterize the phase [...]?")*
Further information on "n" etc. see Study Report SQ-PEP.

www.hs-koblenz.de/SQ-PEP

Satisfaction With Methods

Studie "SQ PEP - Lean and Agile in the Product Development"



** Share of total "very satisfied / satisfied" in relation to the question: "How satisfied are you with the methods you use in the individual phases of the product development and in total?") Further information on "n" etc. see study report SQ-PEP.*

www.hs-koblenz.de/SQ-PEP

Top Success Factors

Studie "SQ PEP - Lean and Agile in the Product Development"

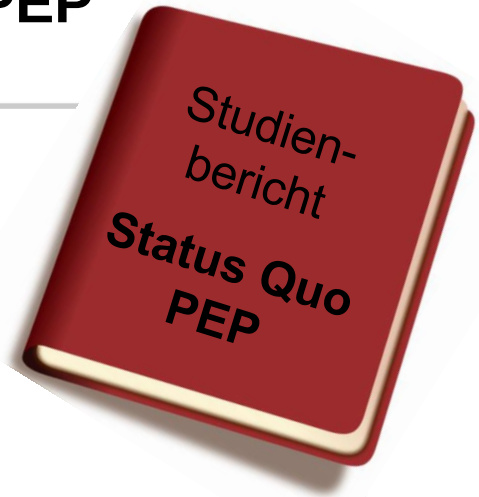
Rank	Factor	Effect-Size	p-Value
1.	There is a close contact between team and external client.	1,20	<0,001
2.	Roles and responsibilities in the team are clearly defined.	1,16	<0,001
3.	Close coordination between development and production.	1,08	<0,001
4.	Progress manifests itself in "taingible" results, not just reports or degrees of completion.	1,08	<0,001
5.	Goals and the current progress are transparent and understandable documented.	1,04	<0,001
6.	There is a close contact betrween team and internal client.	0,93	<0,001
7.	Compleated and upcoming tasks of the project team will be discussed at a Task Board.	0,92	<0,001
8.	The teams are composed cross-functional.	0,91	<0,001
9.	Decisions will be made in realtime and bindingly.	0,88	<0,001
10.	Direct communication from face to face.	0,88	<0,001

Source: Status Quo PEP - 2018

www.hs-koblenz.de/SQ-PEP

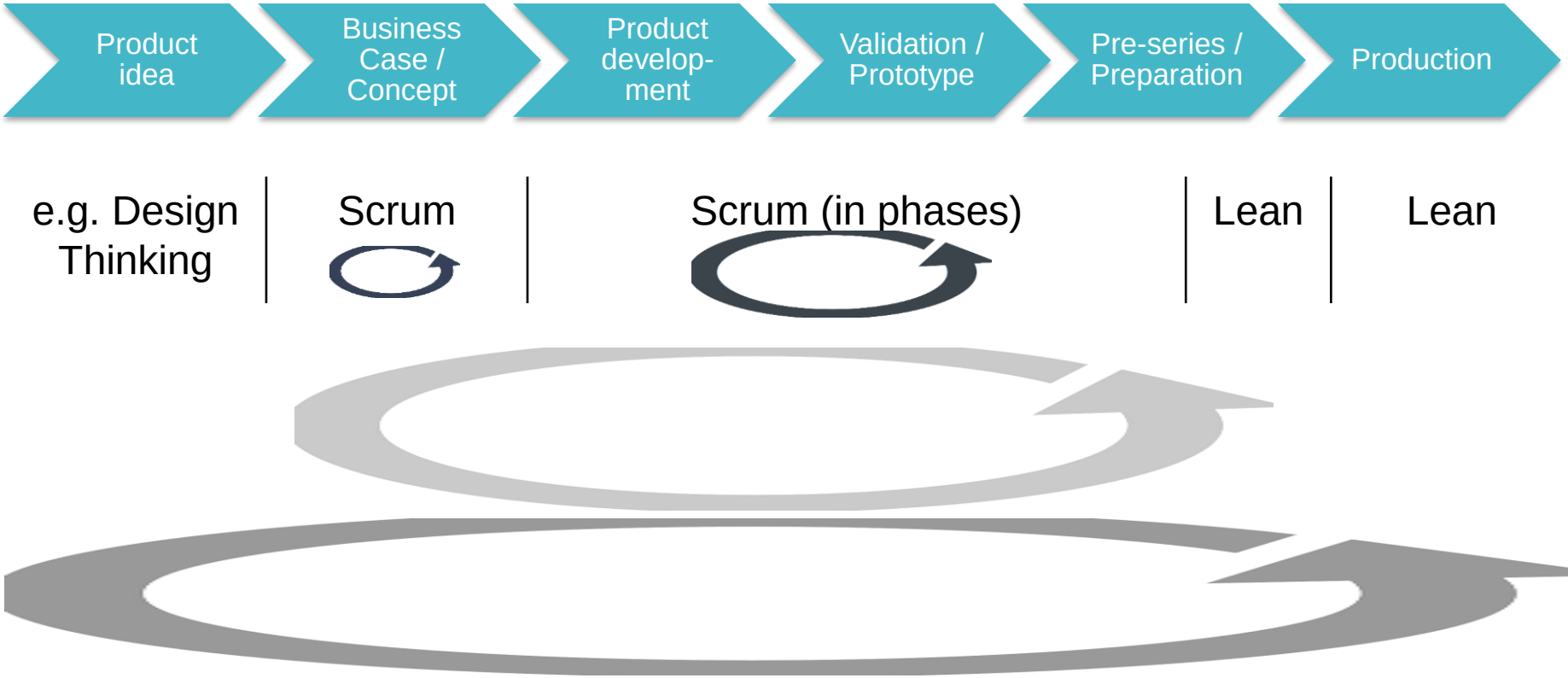
Recommendations

Conclusions - Recommendations Based On SQ PEP



- Make use of the potentials of agile and lean!
- Develop your own mix of methods/approaches
- Big vision, small steps
- Live the success of agile and lean in your PEP
- Be a role model
- Environment, superiors and clients are the key to success
- Drive change systematically
- Challenge your daily doing
- It‘s living principles and values, not artefacts, processes, roles

Practices In The Product Development Process



Next Level Agile:
Scaling Beyond Team Level

Agile On Team-Level: Piece Of Cake

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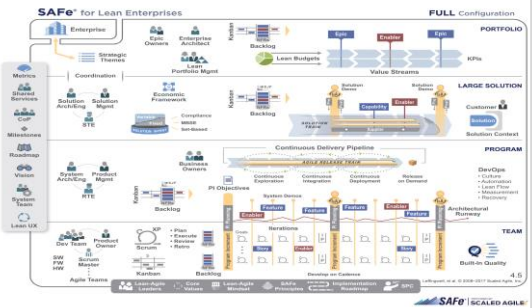
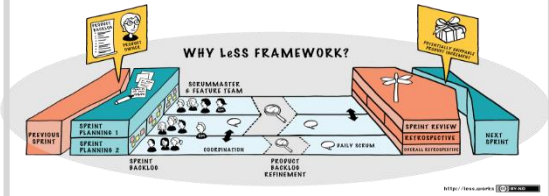
Scaled Agile Frameworks

SAFe



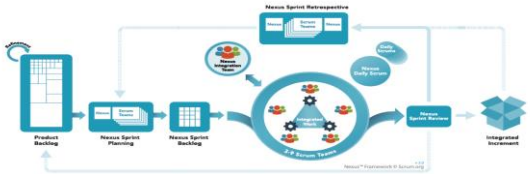
© Leffingwell – Scaled Agile Framework

LeSS



Source: http://less.works

Nexus

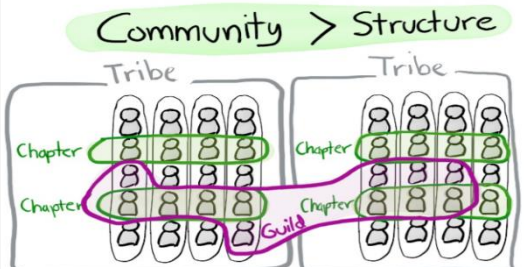


Source: Nexus-Guide (Schwaber et. al.)

Scrum@Scale

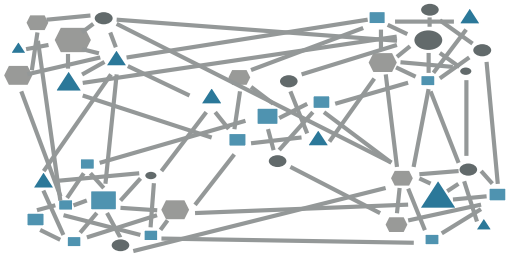
Source: The Scrum @ Scale Guide
Sutherland and Scrum.Inc

Spotify Model



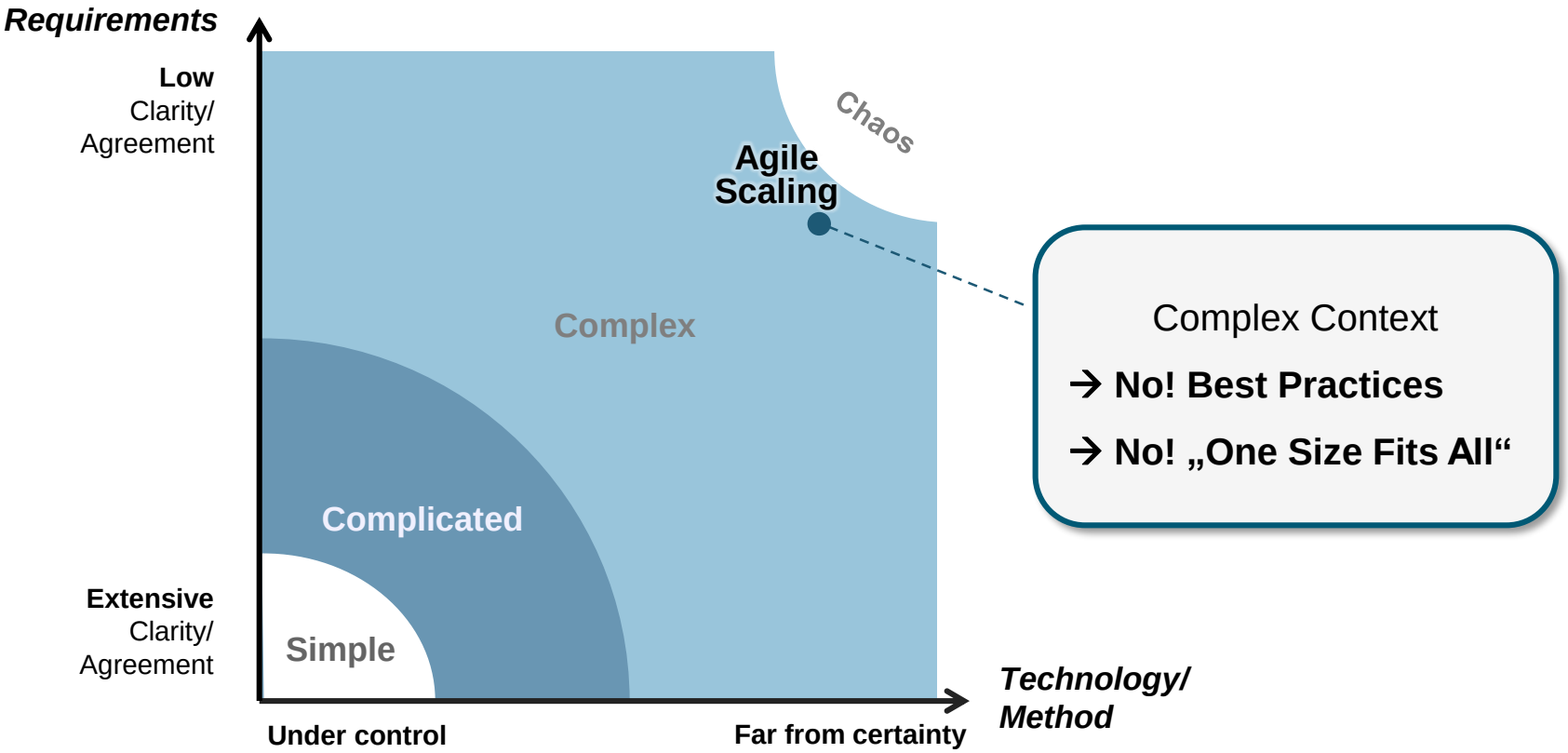
Source: Henrik Kniberg
(https://labs.spotify.com/2014/03/27/spotify-engineering-culture-part-1/)

Team of Teams



Based on: S. McChrystal: Team of Teams

Agile Scaling: A Complex Challenge



Descaling over Scaling

What is Large Scale Scrum?

~~How can I implement agile methods in my large, complex organization?~~

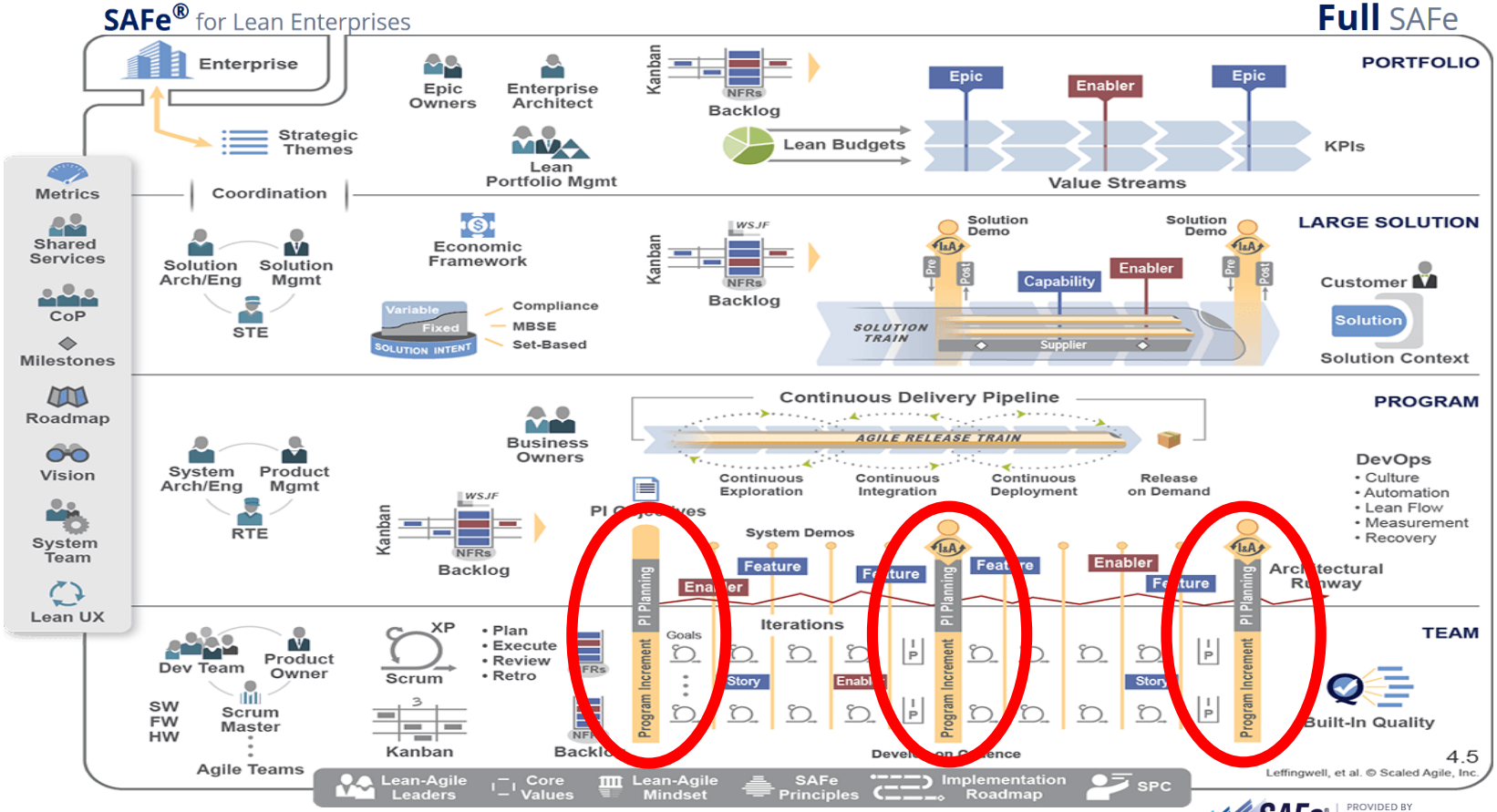
How can we simplify unnecessarily large and complex structures in the organization?
- "be agile" instead of ”act agile" -

LARGE SCALE – Don‘t!
MULTISITE – Don‘t!
OFFSHORE – Don‘t!

BY-NC-ND

https://less.works/en

SAFe – Heartbeat (Program Increment)



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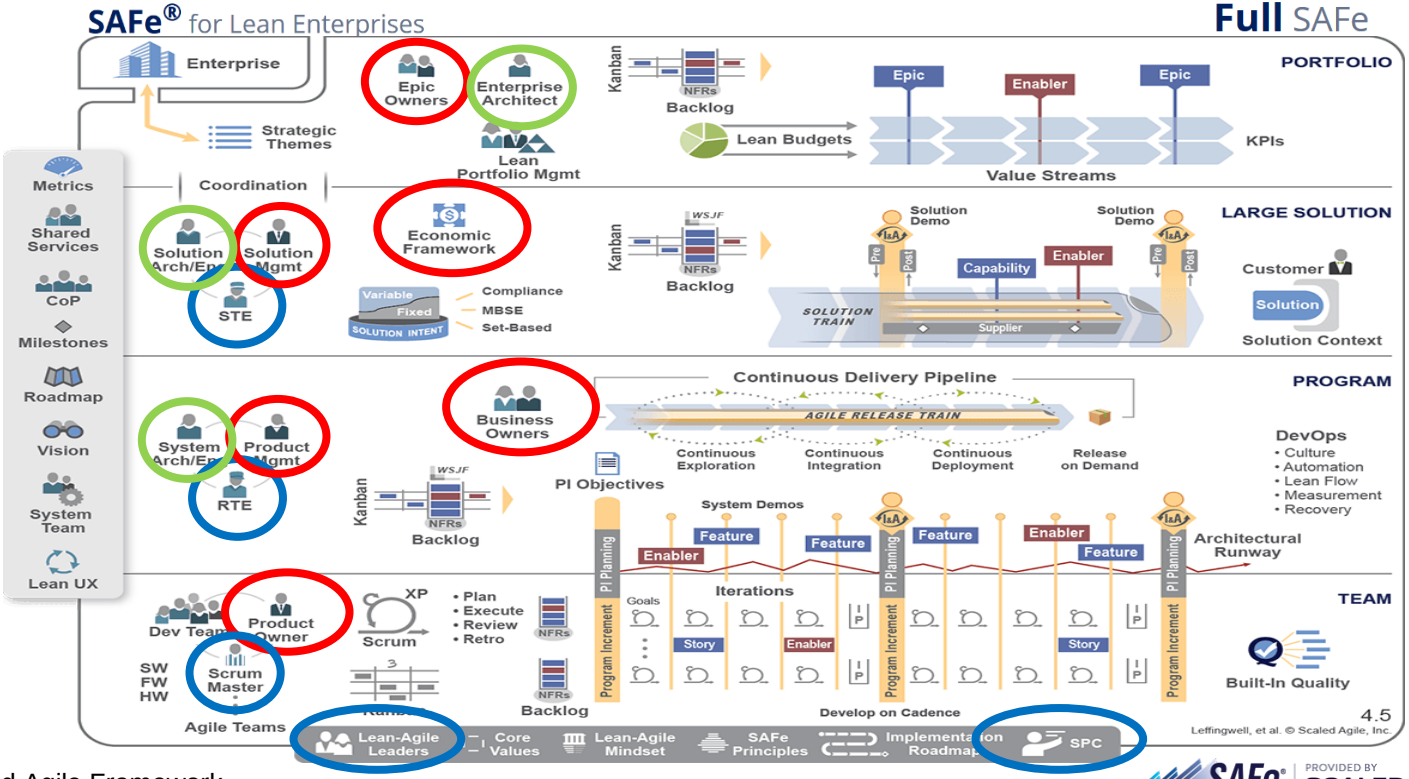
Separation Of Roles

Method and Facilitation | **Product Ownership** | **Architecture**



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Why
Implementing The Latest Agile Methodology Just Isn‘t The Point

Value-Oriented Approach- not an „Agile Monstrance“

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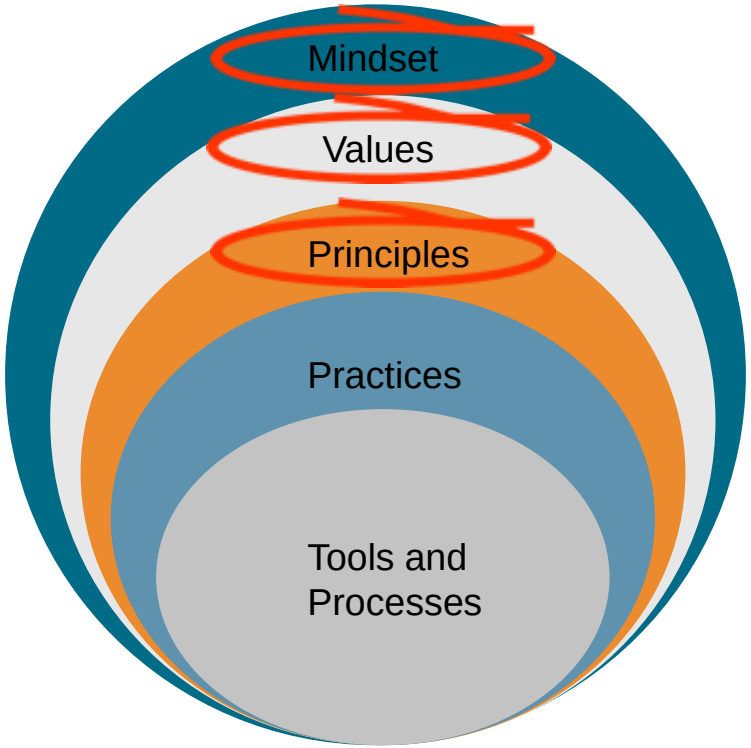
It‘s Mindset, Values And Principles!

Less visible
- more powerful



More visible
- less powerful

More towards
learning organisation

Requires structural
and cultural change

Can be adopted
in command and
control

Agile Onion by AWA, Simon Powers

Agile Process of Agile Transition

1. Determine the need for action

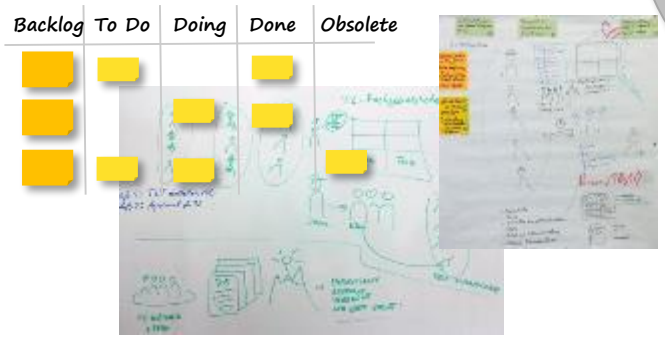
- Agile Assessment
- Point of view Transition Team
- External assessment

2. Develop & agree on objectives

3. Create and coordinate phase planning

I			II	
1	2	3	1	2

4. Create sprint planning



What it‘s all about…

The point is…

*„agile methods have to be lived actively.“**

* *Participant „Status Quo PEP – 2018“*
https://www.process-and-project.net/studie-status-quo-pep/

Process and Project

1. PEP – Round Table:
07. Dezember 2018 in Koblenz bei Canyon Bicycles GmbH

Anwenderaustausch Produktentstehungsprozess – von Anwendern für Anwender

Rückmeldungen und Anmeldungen an: komus@hs-koblenz.de

Weitere Informationen unter:

https://www.process-and-project.net/veranstaltungen/pep-round-table/

Praxisforum

12. Praxisforum Prozess-, Projekt- und IT-Management

Im Spannungsfeld zwischen Kontinuität und Agilität

Am 21. und 22. Mai in Höhr-Grenzhausen bei Koblenz

Infos und Anmeldung www.praxisforum.net

Let‘s connect!

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