

Learning From The Essence Of Agile Methods

Success Principles Of Leadership And Management In A Complex World



Customer Day
xxx Global IT

Online - October 27, 2021

Prof. Dr. Ayelt Komus

komus@hs-koblenz.de

 [linkedin.com/in/komus](https://www.linkedin.com/in/komus)

 [xing.com/profile/Ayelt_Komus](https://www.xing.com/profile/Ayelt_Komus)

www.komus.de

www.process-and-project.net

www.heupel-consultants.com



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 in Complex Contexts and Agile Methods
- Studies / Surveys like „Status Quo (Scaled) Agile“, „agile PMO“ (2012, 2014, 2016, 2020), „Status Quo PEP – lean and agile“, „CIO Today - Driving or driven?“
- 80+ publications,
150+ keynotes/ lectures,
150+ interviews/ media reports

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



You can find me on:



Agile – What's All The Excitement About?



Short Crisis...



12.03.2020
Deutschlands Industrie betroffen

Where Corona is already causing supply problems



Warnung vor Lieferproblemen

Germany orders entry bans because of Corona

dpa, 16.03.2020 - 00:28 Uhr



BÖRSEKURSE BRECHEN EIN

Black Thursday

AKTUALISIERT AM 12.03.2020 - 17:27



Die Furcht vor den wirtschaftlichen Folgen der Corona-Pandemie sorgt für dramatische Kursverluste an den Aktienmärkten. Der Dax verliert 12 Prozent, der Dow verzeichnet stärksten Kurssturz seit 1987.

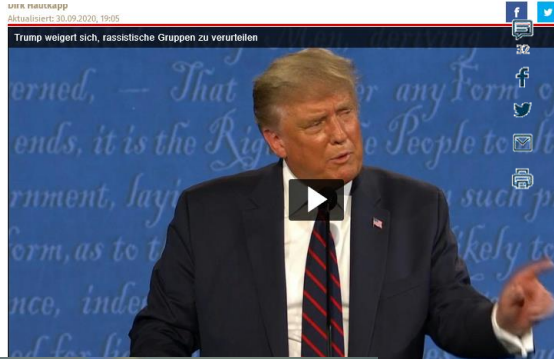


Bundeskanzlerin Angela Merkel und Gesundheitsminister Jens Spahn: Wichtig ist ein abgestimmtes Handeln - auf allen Ebenen.

Empty shelves in supermarkets – customers join in with toilet paper hoarding

... Or Structural Change Of Times?

TV duel against Biden - disaster in sections



Charli d'Amelio masters the supreme disciplines of TikTok

Veröffentlicht am 17.04.2020 | Lesedauer: 7 Minuten

Von Laura Sophia Jung



Dank der App TikTok wurde Charli d'Amelio berühmt. Wer wissen will, welche Musik morgen angesagt ist, muss nur der 15-Jährigen folgen. Für die Musikindustrie entwickeln sich durch TikTok ganz neue Möglichkeiten.

Quelle: WELT/Laura Fritsch

AUTOPLAY

Donald Trump und seinen Wahl-Herausforderer...

THE FUTURE OF ARTIFICIAL INTELLIGENCE

7 ways AI can change the world for better... or worse

von Thomas

7.10.2019

AI is going to change the world more than anything in the history of mankind. More than electricity. AI will create and venture capitalist Dr. Kai...

to understand how AI is changing the world. (Photo: iStockphoto.com)

Vertrauensbeweis für Elon Musk
SpaceX-Erfolg schiebt Tesla an

Stand: 02.06.2020, 08:39 Uhr



Die bemannte Raumfahrt-Mission des US-Unternehmens SpaceX ist geglückt. Und prompt schießt die Aktie von Tesla nach oben. Für Elon Musk, der beide Unternehmen führt, ist der Trip ins All ein Schritt auf der Erde ein Glücksfall.

German companies fall well behind

Nur SAP und Allianz zählen laut einer aktuellen Studie noch zu den Top 100 der Welt. Die Techkonzerne liegen nahezu uneinholbar vorne.

von SOF-DEUTSCHLAND



Der Softwarekonzern SAP ist Deutschlands wertvollstes Unternehmen. FOTO: ULRICH SCHNEIDER

Deutsche Konzerne fallen im Ranking der weltweit wertvollsten Unternehmen immer weiter zurück. Mit SAP und der Allianz stehen aktuell nur noch zwei Konzerne unter den besten 100 - die Vaidorf Software-Schmiede auf Platz 52, der Versicherungskonzern auf 98. Ende 2018 zählte auch noch Siemens zur Top 100. Ende Juni schafften es die Münchner nach Rang 94 im vergangenen Jahr nur noch auf Platz 107.

THE PIONEER
SPIRIT LIVES ON.

19. August 2020, 17:02 Uhr Börse
Apple worth more than 2 trillion dollars for the first trillion the company needed 37 years - for the second only 2



Apple ist nun zwei Billionen Dollar wert. (Foto: REUTERS)

Für die erste Billion brauchte das Unternehmen 37 Jahre - für die zweite nur noch zwei.

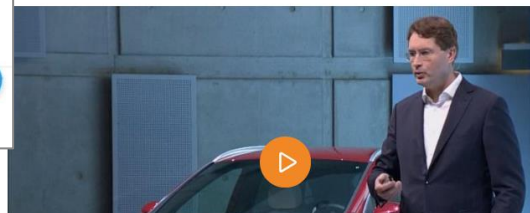
WIRTSCHAFT

GEWINNEINBRUCH

An indictment of leadership - this is how bad Daimler's crisis management is

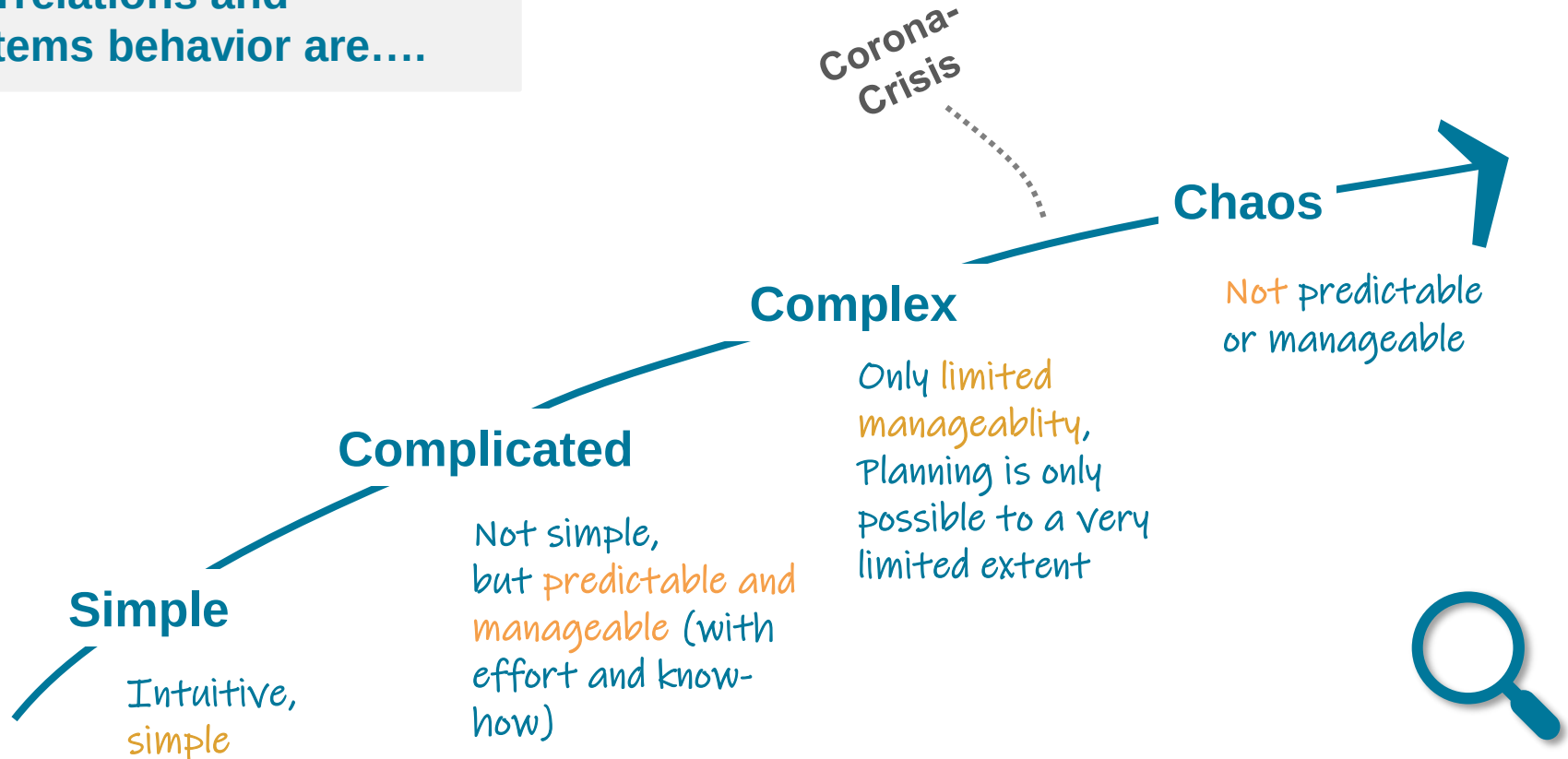
Veröffentlicht am 11.02.2020 | Lesedauer: 7 Minuten

Von Florian Gehm
Redakteur Wirtschaft und Finanzen



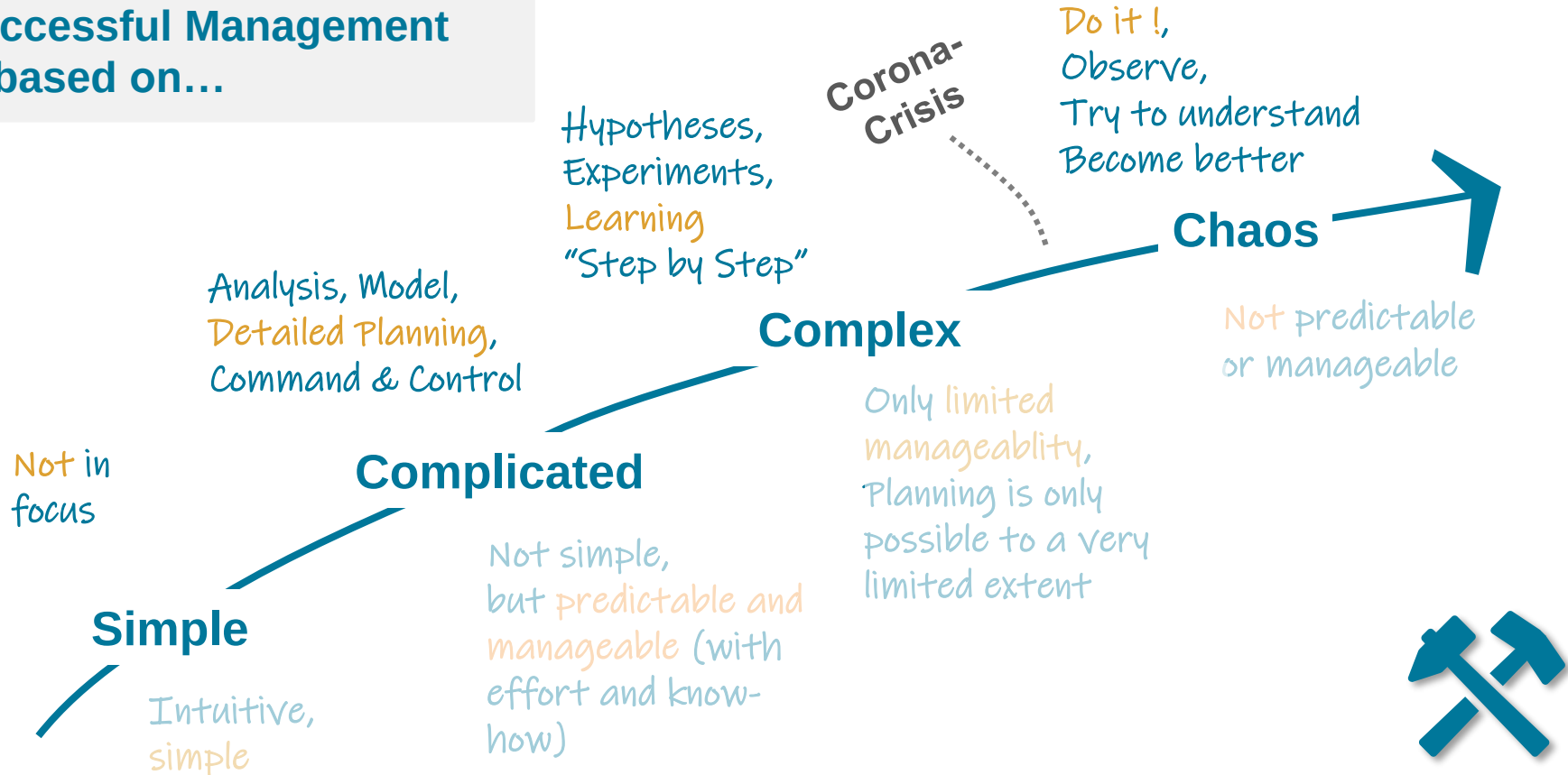
Management-Contexts - Classification

Interrelations and
systems behavior are....

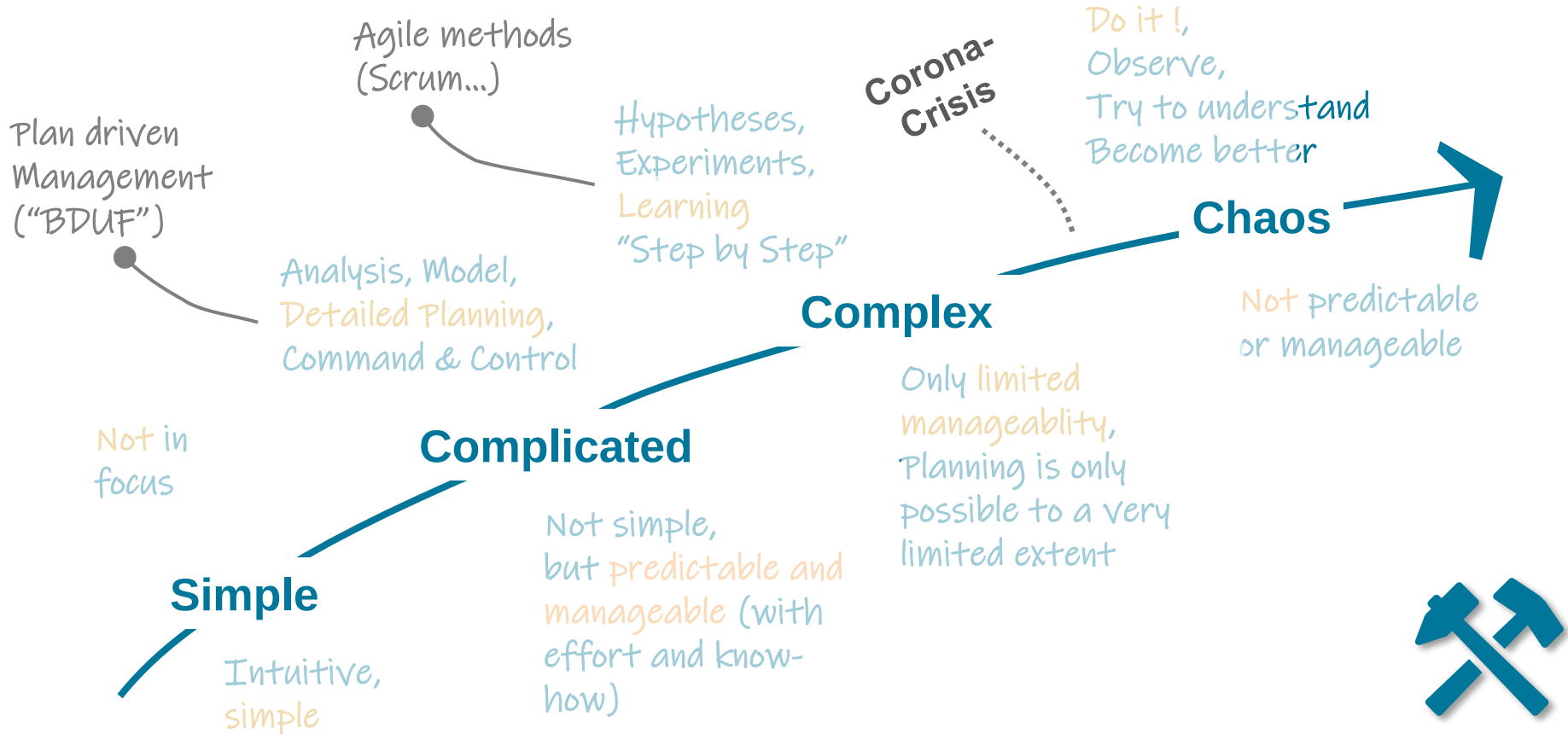


Management-Contexts – Principles Of Action

Successful Management
is based on...



Management-Contexts – Principles Of Action



9 Principles Of Success For Leadership And Management In A Complex World

1. Learning beats knowing
2. Smart Planning
3. Decision-making on the right level
4. Planning is everything – the plan is nothing
5. From “Command and Control” to leadership
6. Manage simple!
7. Focus!
8. Understand the context
9. Be humble and positive 😊

Learning Beats Knowing

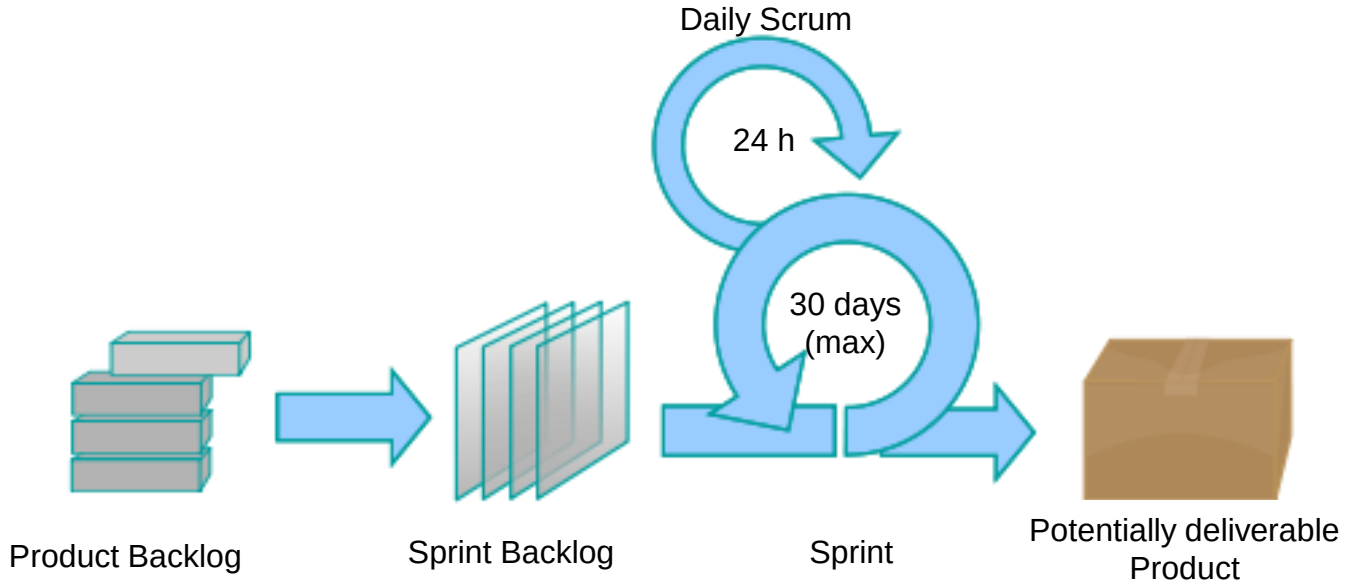
1. Learning beats knowing!

Fail early

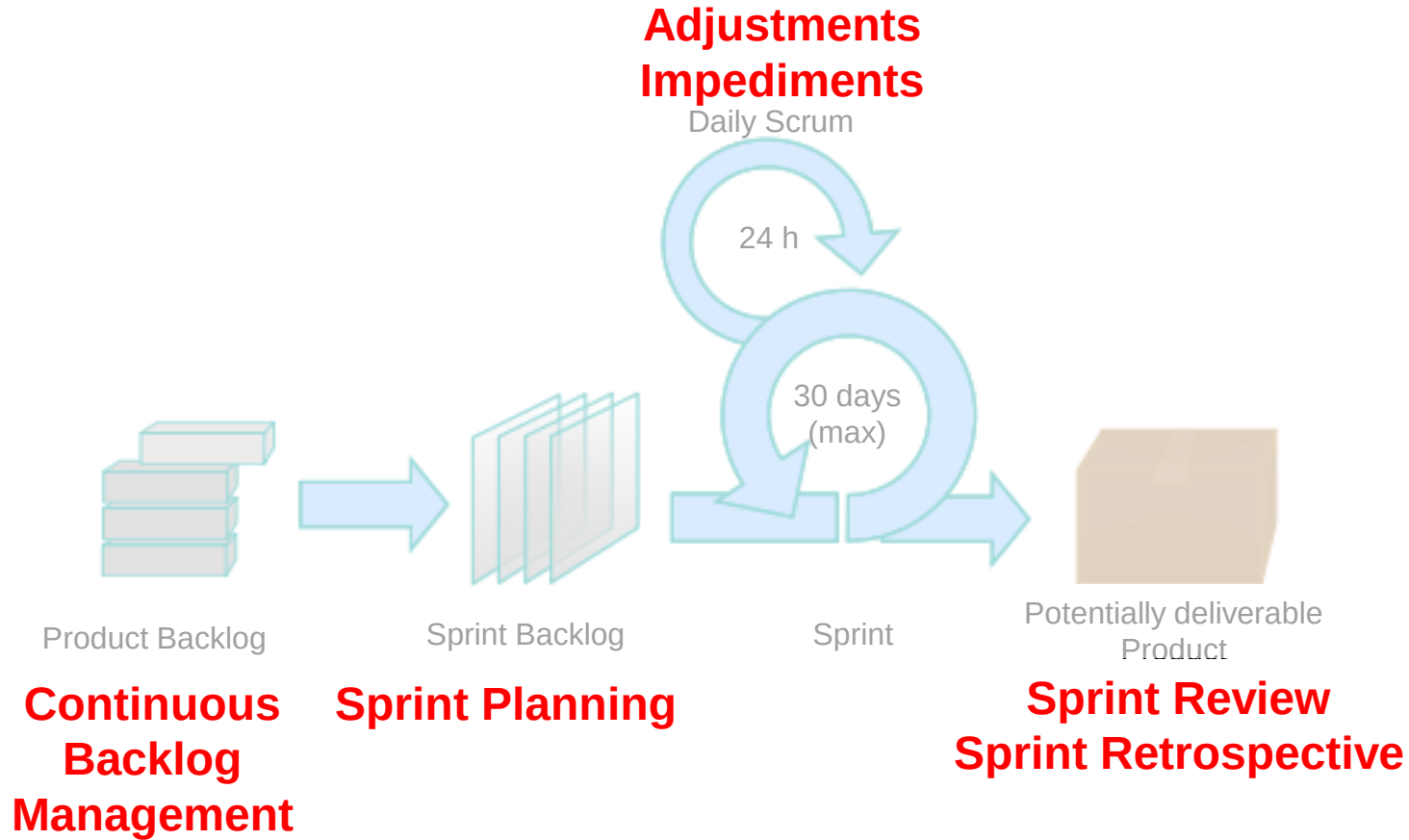
Fail often

Fail cheap

Scrum – It's All About Continuous Learning and Adjusting



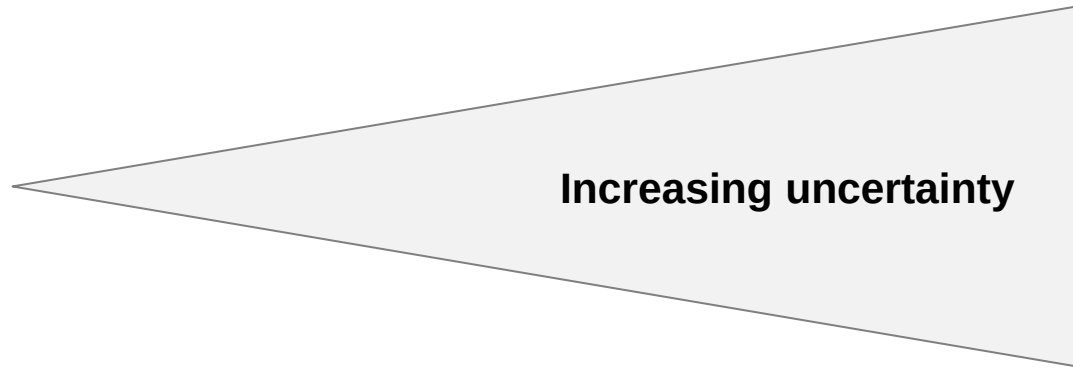
Scrum – It's All About Continuous Learning and Adjusting



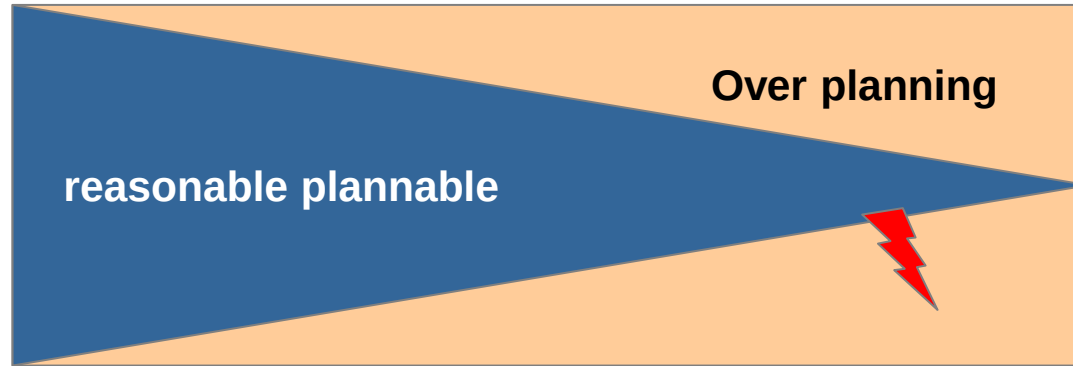
Smart Planning

Smart Planning

*Knowledge/
Prediction
Uncertainty*



*Level of
detail
Planning*



Today

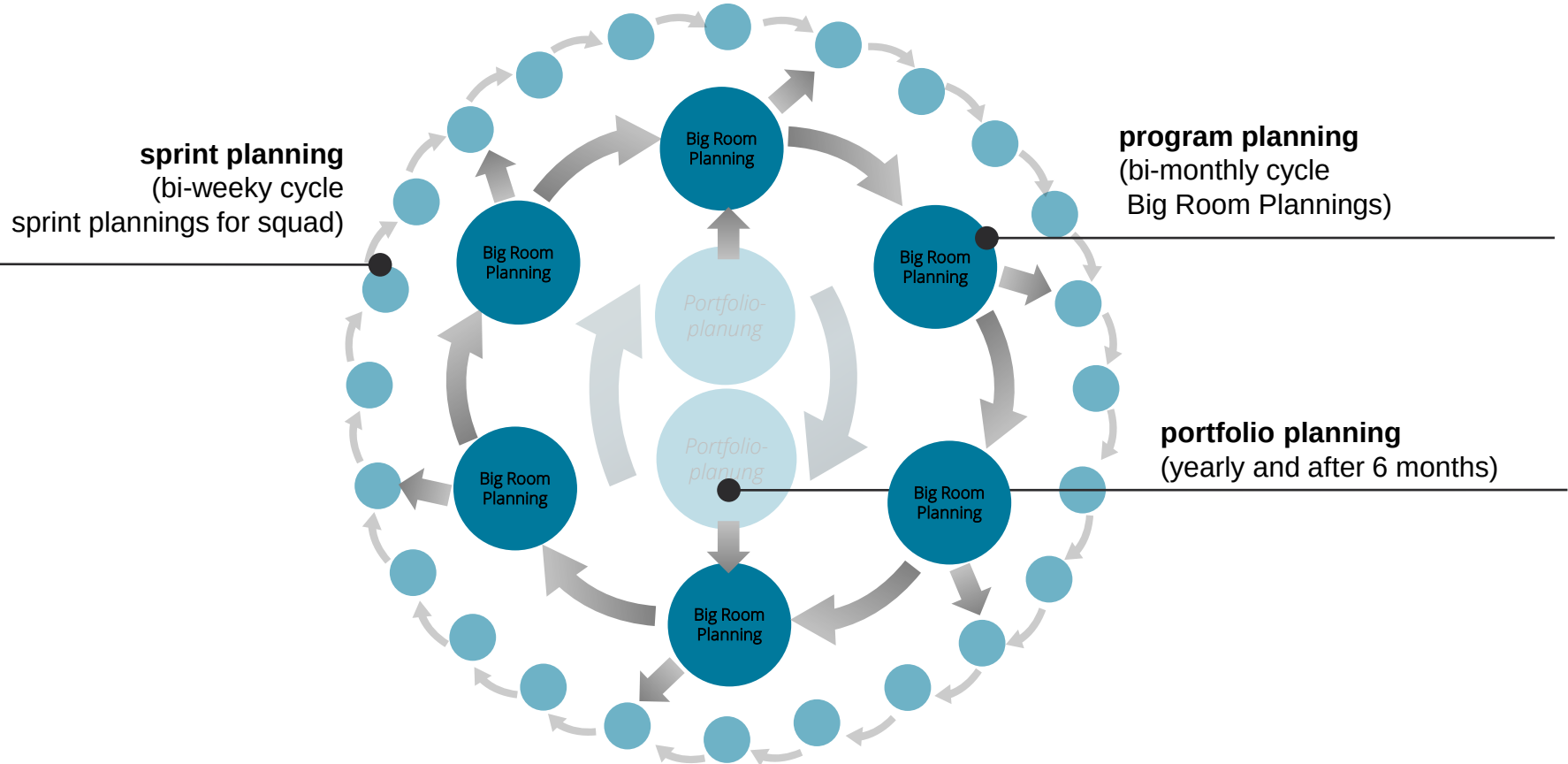


Future

Aufgabend auf Idee Schlereth, CanDo

Decision-making on the right level

Example - Planning And Flight Levels



Courtesy Heupel Consultants

Planning is everything
The plan is nothing

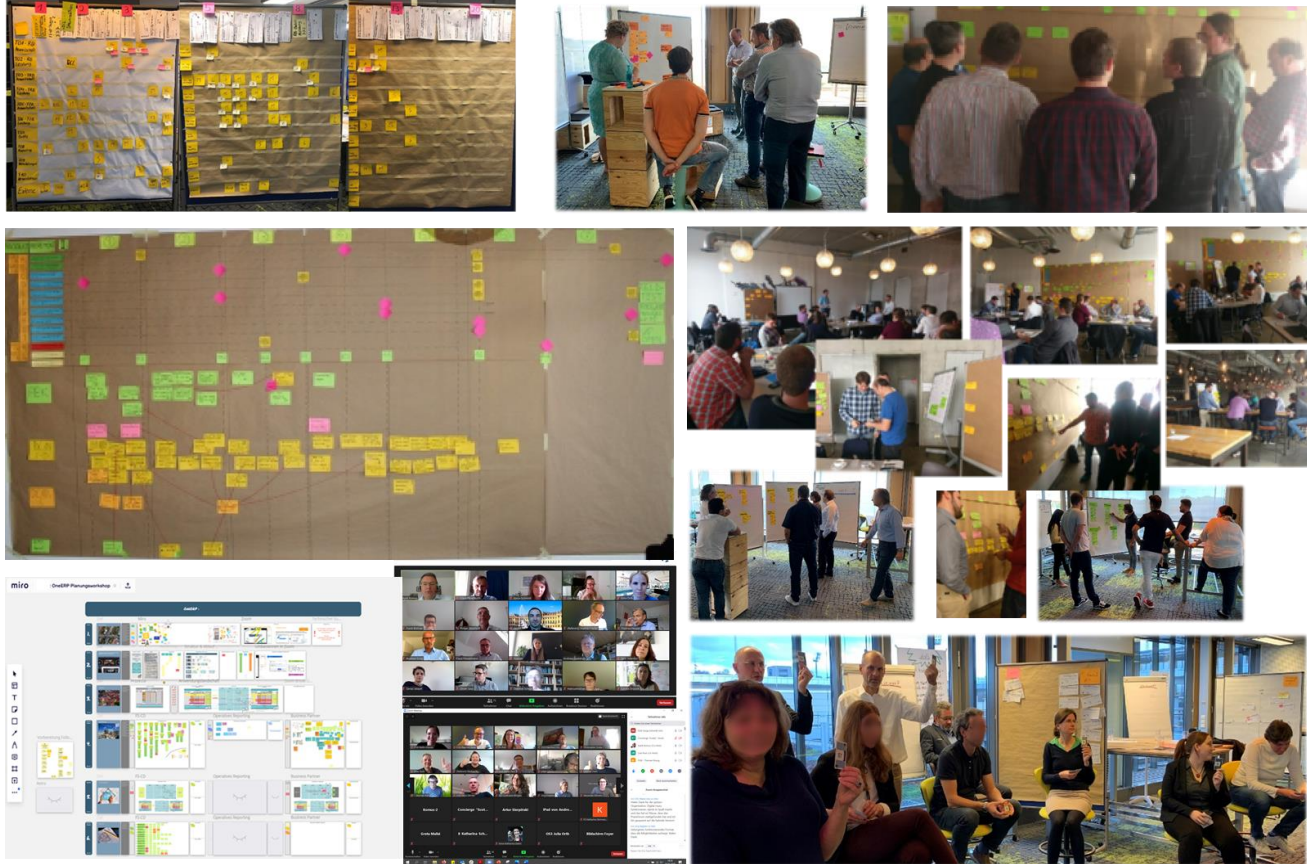
Planning Is Everything – The Plan Is Nothing

Planning is everything
- the plan is nothing



*„Plans are worthless,
but planning is everything.“
- Dwight D. Eisenhower*

Big Room Planning – Developing Common Vision, Understanding And Motivation



Alle Bilder: Heupel Consultants

From Command and Control to Leadership

From “Command And Control” To Leadership

Do managers still matter?
...Result: **Managers play a major role!**

Google Oxygen research study

- 1 Is a good coach
- 2 Empowers team and does not micromanage
- 3 Creates an inclusive team environment, showing concern for success and well-being
- 4 Is productive and result oriented
- 5 Is a good communicator – listens and shares communication
- 6 Supports career development and discusses performance
- 7 Has a clear vision/strategy for the team
- 8 Has key technical skills To help advise the team
- 9 Lives the cross company collaboration in daily work routine
- 10 Is a strong decision maker

Source: <https://hbr.org/2013/12/how-google-sold-its-engineers-on-management>
<https://rework.withgoogle.com/blog/the-evolution-of-project-oxygen/>
<https://rework.withgoogle.com/print/guides/5721312655835136/>



Psychological Safety is the Key to effective teams!

Google's „Project Aristotle“

What Does “Leadership ” Mean?

(Servant) Leadership

- Provide Vision
- Guidance and Support
- Shield the team from disturbances
- Empower and Inspire Trust
- Purpose, Autonomy, Mastery

Learning and Understanding My New Role



Source: Foto Heupel Consultants; Idee S. Waschk

Manage simple!

Manage Effectively – Not Impressively (And Not To CYA)

Will it really work?

Do we implement it only because we believe we have to?

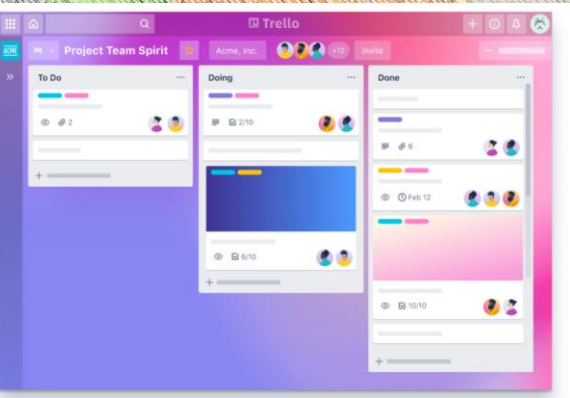
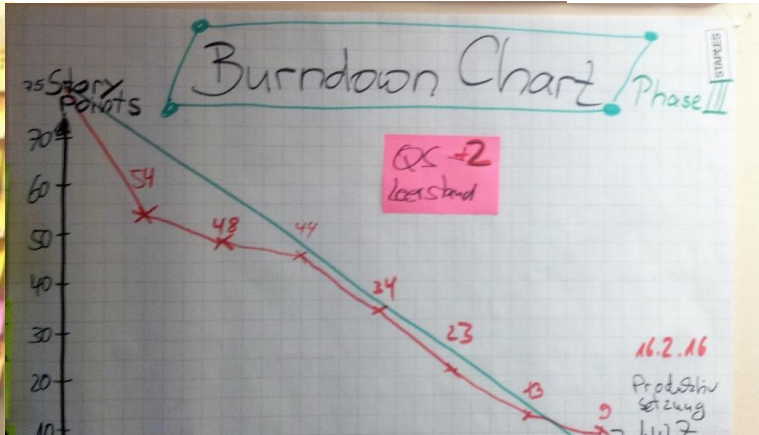
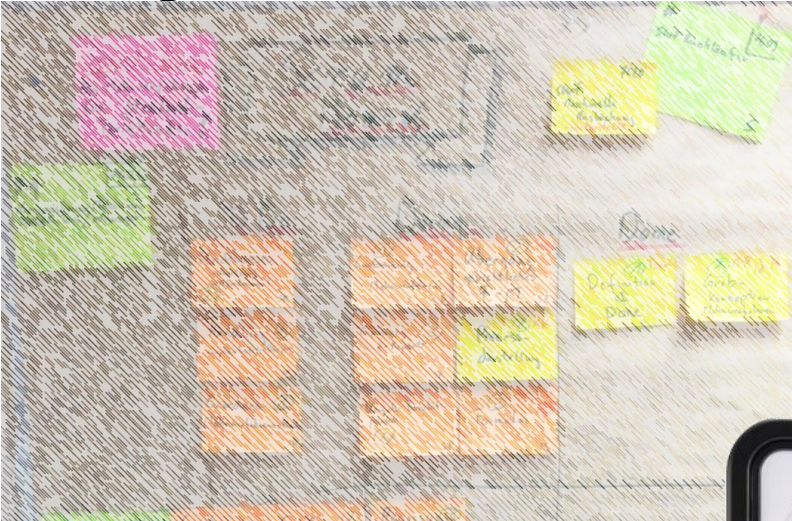
Is it easy to understand?

What will the waterboiler talk sound like?

Does it have to be this complex?

What good will it do for the daily job in the long run?

Manage visible!



Quelle: Heupel Consultants, April 2016

Focus!

Multitasking

I know you know it-
Multitasking just doesn't work
Live up to it!

Limit Work in Progress!

Powerful And Simple To Limit Work In Progress: Kanban-Board



Quelle: <http://kausbuckalassen.blogspot.de/2015/12/agile-home-routines.html>

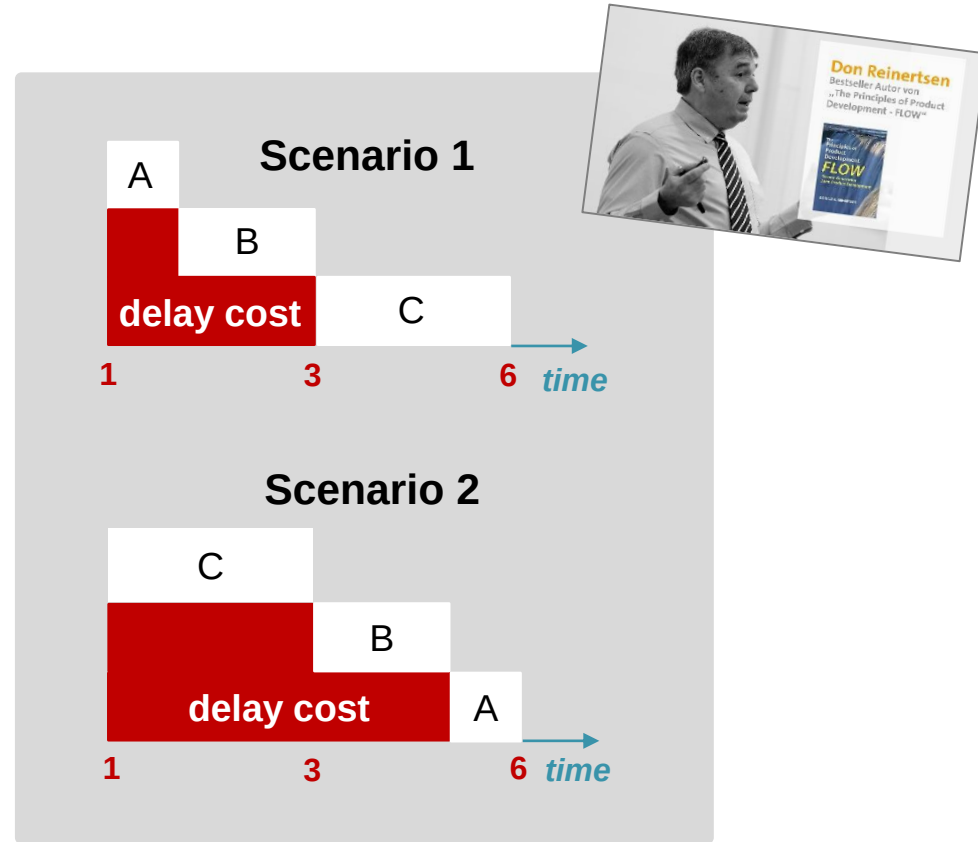
Flow - Weighted Short Job First

$$\text{WSJF} = \frac{\text{Cost of Delay}}{\text{Job Duration (Job size)}}$$

*If effort and CoDs are different,
do the Weighted Shortest Job First!*

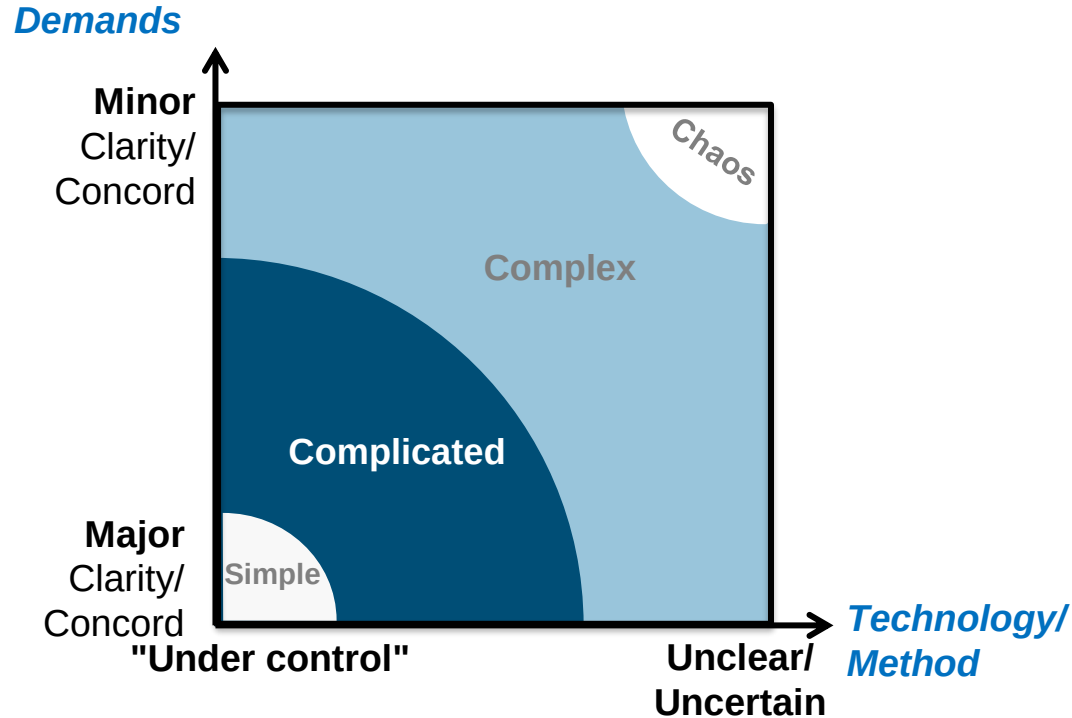
$$\text{Cost of Delay} = \text{User-Business Value} + \text{Time Criticality} + \text{Risk Reduction and/or Opportunity Enablement}$$

Nach Reinertsen, Don
Flow – The Principles of Product Development Flow



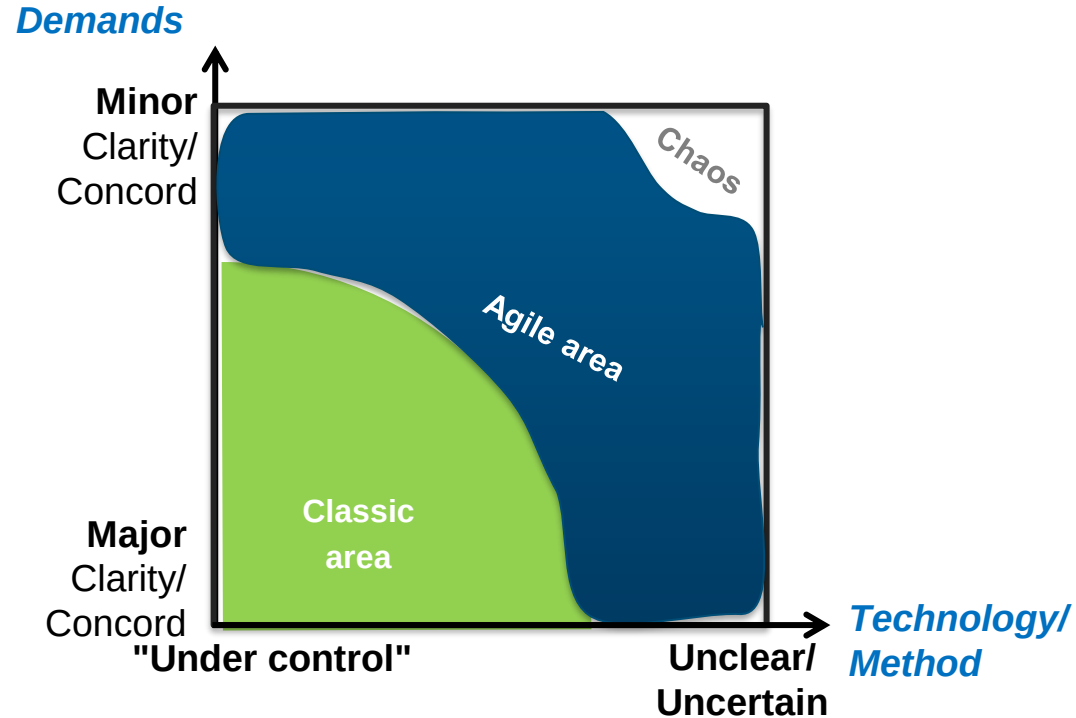
Understand the context

Complex or just Complicated? – Stacey Matrix



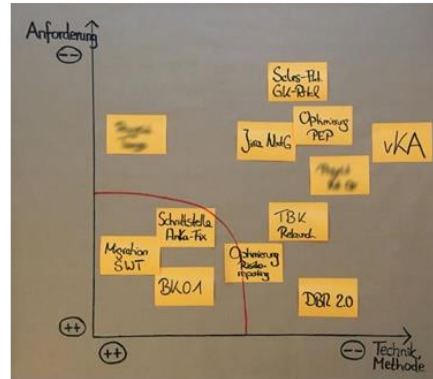
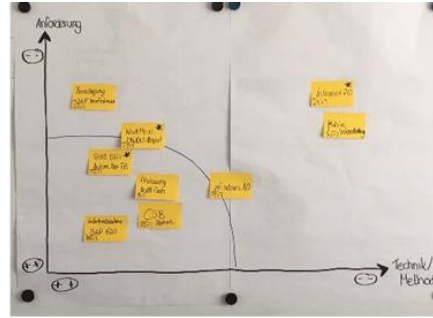
Nach: Ralph D. Stacey: Strategic Management And Organisational Dynamic: The Challenge of Complexity

Manage According To Context



Nach: Ralph D. Stacey: Strategic Management And Organisational Dynamic: The Challenge of Complexity

Let The Complex-Versus-Complicated-Thinking Become A Part Of Your Daily Routine



- Classic PM
- ◇ Mixed / Hybrid
- Agile
- Successful
- Rather successful
- Rather less successful
- Less successful

Project example

Courtesy of Heupel Consultants

Vgl: Komus, Schmidt (2018): www.projektmagazin.de/artikel/mit-der-stacey-matrix-zur-richtigen-pm-methode_1128468

Be humble and positive

A scenic landscape at sunset or sunrise. The sun is a bright, glowing orb in the center of the sky, casting a warm orange and yellow light. The sky is filled with wispy, golden clouds. Below the sun, a thick layer of white and orange-tinted clouds stretches across the horizon. In the foreground, the dark silhouettes of mountains and hills are visible against the bright sky. The overall mood is serene and inspiring.

**Break the rules
that don't exist!**

Let's Connect!



Xing: www.xing.com/profile/Ayelt_Komus



LinkedIn: <http://de.linkedin.com/in/komus>



Twitter: [@Ayelt Komus](https://twitter.com/Ayelt_Komus)

www.komus.de

www.process-and-project.net

www.heupel-consultants.com

www.praxisforum.net

