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# Integrating agile into organisational transformation

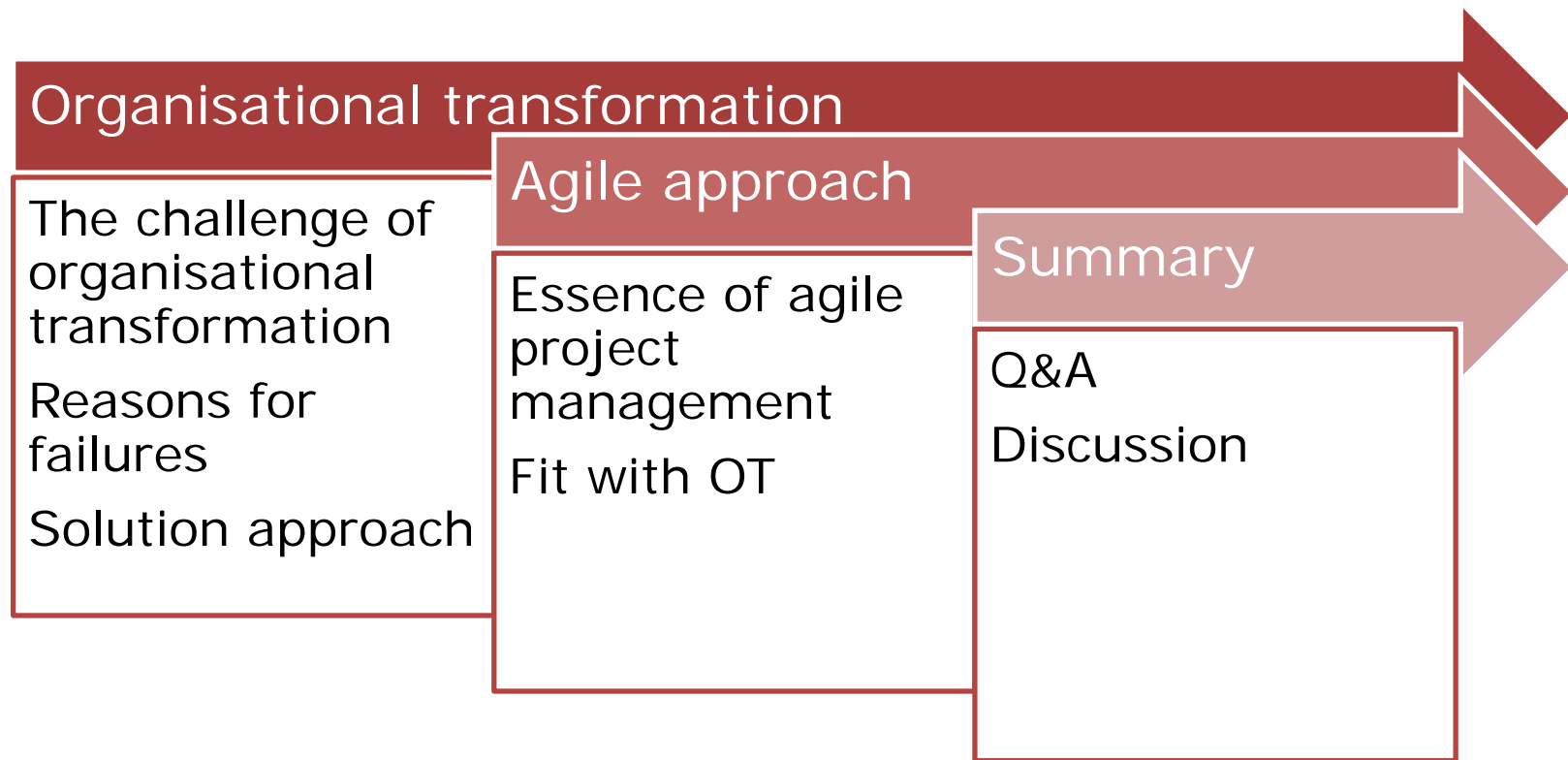
Kolloquium, Wedel, 20.10.2017

Latendorf & Doggaz GmbH  
Karl-Juch-Str. 28,  
D - 45219 Essen  
Phone: +49 2054 9392 930  
Fax: +49 2054 9392 931

Geschäftsführer:  
André Gilbert Latendorf  
Nadine Doggaz-Latendorf  
info@latendorf.biz  
www.latendorf.biz

Zentrale  
Amtsgericht Essen  
Handelsregister HRB 25036  
Steuernummer: 112/5748/1674  
Ust-ID: DE 266 427 857

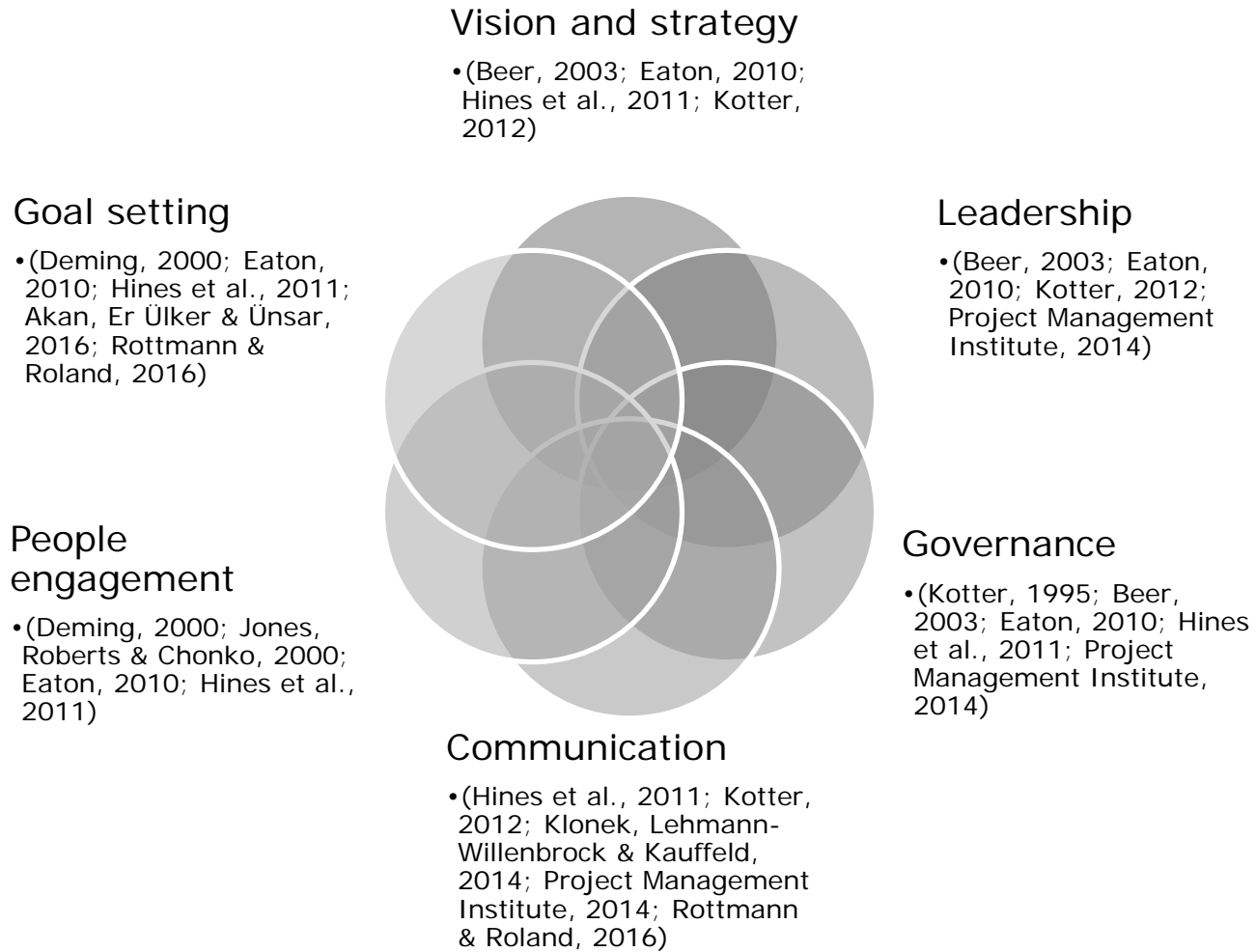
# Agenda



## Question to audience:

Why do transformation projects fail?  
What do you think?

# Reasons for failures in organisational transformation



# About my research

## Objective

- Develop an e-mobility readiness model for car manufacturers
- Develop an e-mobility transformation blueprint to implement the above

## Model construction

- Literature review and dissection of existing models
- Identification of strengths and weaknesses of each model
- Aggregation and reconstruction

## Model validation

- Social media study
- Interviews with different manufacturers and selected markets
- Interviews with corporate customers in those markets

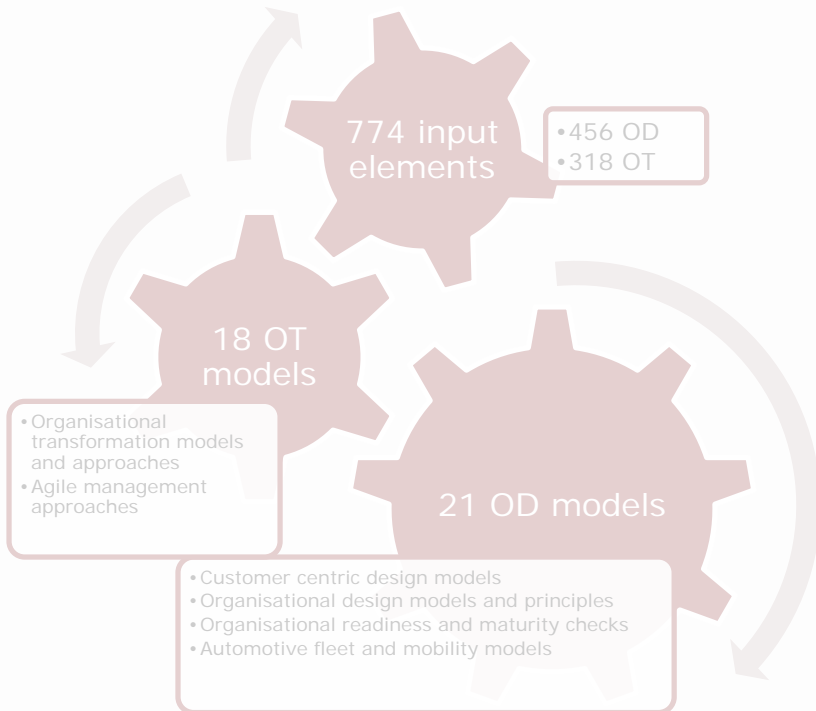
# Overview and categorisation of analysed models

	Organisational design					Focus today		
	OD readiness	CC model	OD model	OD principle	Automotive	Organisational transformation		
						OT model	OT approach	Agile
Accenture digital readiness model	x							
ADKAR model						x		
Agile Manifesto OT								x
Burke and Litwin's causal change model			x					
Chan Kim and Mauborgne's Tipping Point Leadership							x	
Deloitte Digital maturity model	x							
Deloitte Digital readiness check	x							
Deming's 14 points				x				
Edosomwan's 7 steps						x		
EFQM	x							
Ernst and Young digital maturity	x							
Fayol's 14 principles				x				
Forrester digital readiness	x							
Galbraith's star model		x						
Hayes's change approach						x		
Hines, Found, Griffiths et al's lean change							x	
Kienbaum digital readiness	x							
Kienbaum industry 4.0 readiness	x							
Kotter's 8 steps						x		
Leather's blueprint		x						
Lewin's 3 phases						x		
Lippitt' 7 phases						x		
McKinsey's 7 S				x				
McKinsey's 7 transformation decisions							x	
McKinsey's leading transformations							x	
Nadler and Tushman's congruence model						x		
Nadler and Tushman's orga design			x					
Pasmore's 9 steps						x		
Phillips's 4 steps						x		
Porras and Silvers's components			x					
Proff and Proff's change steps							x	
Project management phases								x
Prosci change model						x		
Super_Car_2011 fleet sales implementation checklist					x			
Super_Car_2012 fleet and mobility strategy					x			
Super_Car_2014 fleet and mobility sales strategy					x			
Taylor's 4 scientific principles				x				
Weisbord's six boxes			x					
Wysocki's Project Portfolio Management Life Cycle								x
<b>Sum</b>	<b>8</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>10</b>	<b>5</b>	<b>3</b>
<b>Total</b>			<b>21</b>				<b>18</b>	

# Organisational design and transformation model input and output

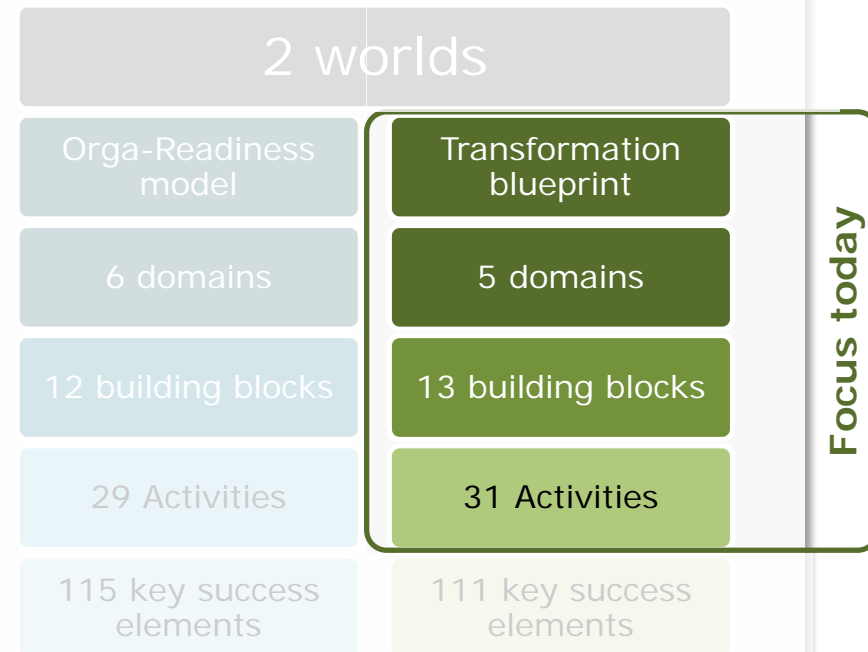
## Input

### OD and OT Models



## Output

### An e-mobility readiness framework





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## Question to audience:

What is the difference between traditional and agile project management?

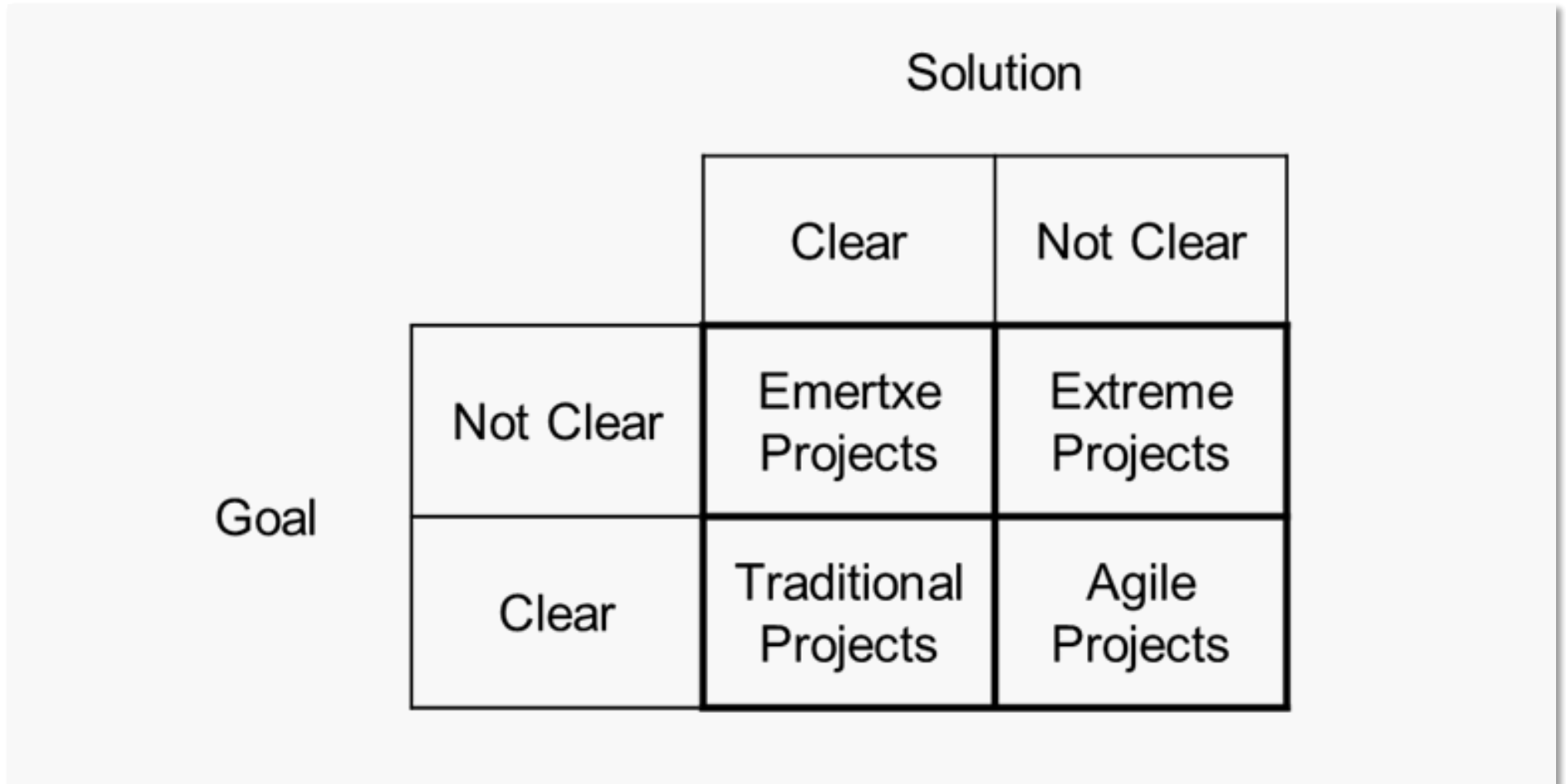
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## Project landscape quadrant (Wysocki, 2014)



# Essence of the agile approach

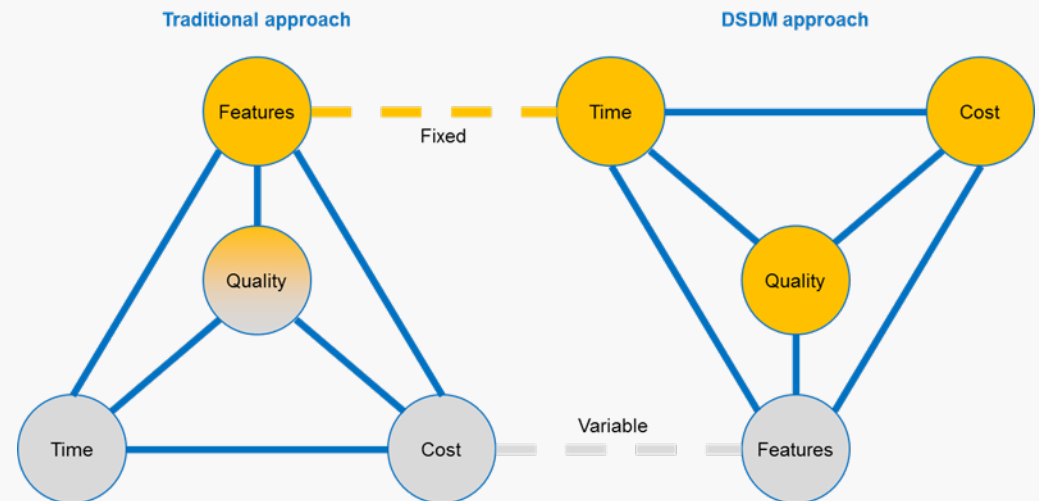
## Scope triangle (Wysocki, 2014)

- Scope and quality
- Cost, Time, Resources



## DSDM vs. traditional approach (Agile Business Consortium Limited, 2017)

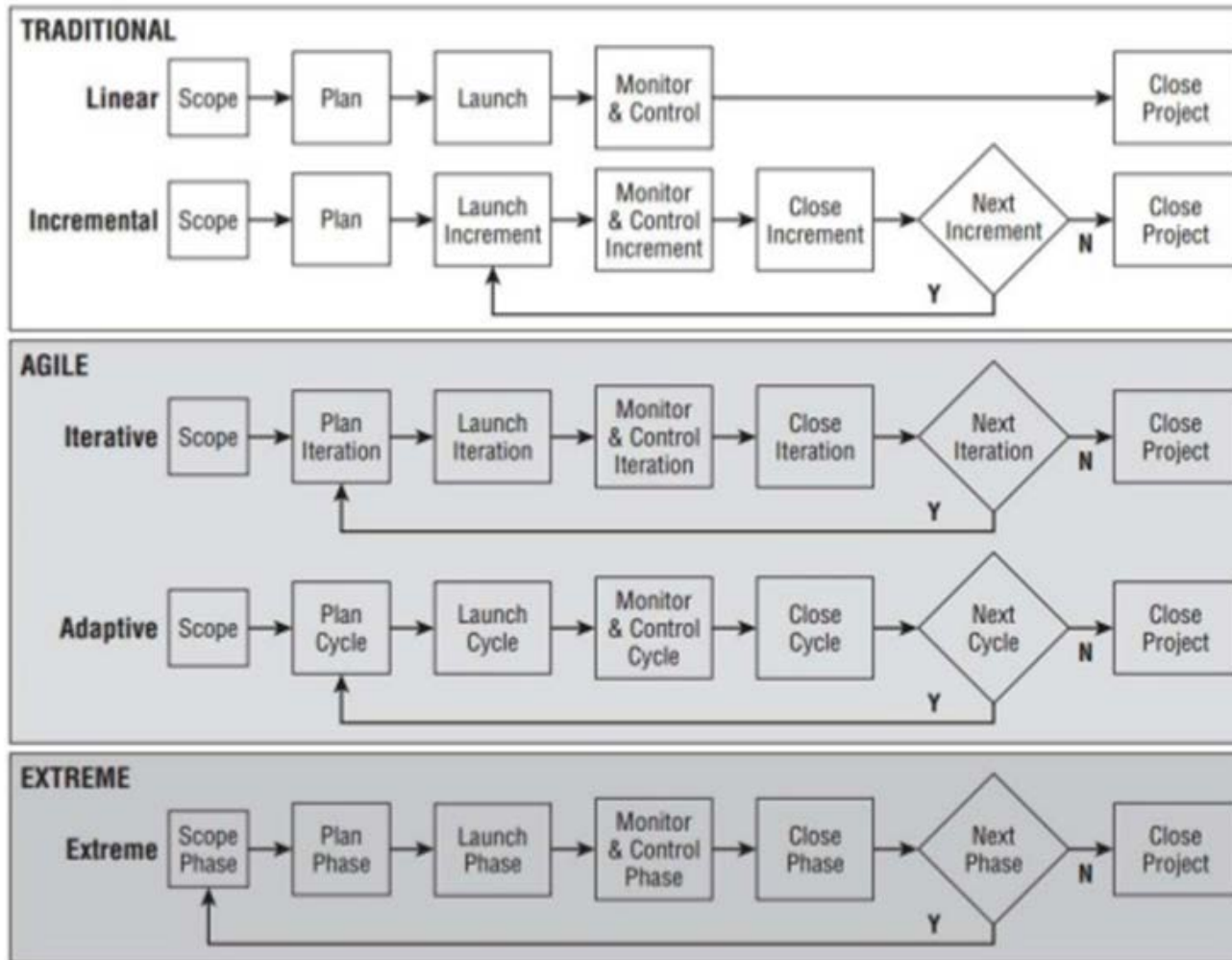
- Traditional: "I want this!"
- Agile: "What can I get with...?"



# Examples of agile management in automotive

Aspect	Traditional	Agile
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Planning with a known solution</li> <li>• Iterations and changes are a problem</li> <li>• Large and long meetings with people doing their e-mails instead of listening</li> </ul>	<ul style="list-style-type: none"> <li>• Planning with an unknown solution</li> <li>• Iterations and changes are the rule and needed to advance</li> <li>• Short, frequent, active and small team meetings</li> </ul>
<b>Steering</b>	<ul style="list-style-type: none"> <li>• Detailed 5 year plans (changed every year)</li> <li>• Clear picture of the solution</li> <li>• Lengthy budget allocation and approval process</li> </ul>	<ul style="list-style-type: none"> <li>• Planning rounds 5 times a year</li> <li>• Fixed time and budget projects with unclear outcome</li> <li>• Frequent feedback loops</li> </ul>
<b>Key questions</b>	<ul style="list-style-type: none"> <li>• How many XXX will you sell me for \$1m investment?</li> <li>• How many XXX will you sell in 5 years in country XY?</li> </ul>	<ul style="list-style-type: none"> <li>• What can you deliver with \$ 1m and 5 people in 6 months time for this topic?</li> <li>• What would be an approximate outcome?</li> </ul>

# Project management phases (Wysocki, 2014)



# How the agile aspect enhances the transformation model

2 worlds	
Orga-Readiness model	Transformation blueprint
6 domains	5 domains
12 building blocks	13 building blocks
29 Activities	31 Activities
115 key success elements	111 key success elements



Domain_ID	Domain_Description	Building_Block_ID	Building_Block_Description	Activity_ID	Activity_Description	Organisational transformation																
						OT model							OT approach			Agile						
						Lewin	Lippitt	Phillips	Pasmore	Kanter	Eberson	Nadler & Tushman congruence	ADKAR	Prosci	Hayes	Tipping Point Leadership	Hines Found Griffiths	McK transformation	McK decisions	Proff and Proff	Agile Manifesto	Project phases
21	Prerequisites	1	Transformation Re	1	Elaborate future requirements	x	x	x	x			x	x	x			x	x			x	x
				2	Assess current organisational capability	x	x										x	x				x
				3	Define priorities																	x
					<b>Transformation Requirements</b>																	
					<b>Prerequisites</b>																	
22	Strategic preparation	1	Sense of Urgency	1	Create sense of urgency	x	x	x									x	x				
				2	Display sense of urgency													x	x			
					<b>Sense of Urgency</b>																	
				2	Sponsorship / Lead	x																
				1	Form transformation leadership																	
				2	Ensure committment																	
				3	Define leadership roles																	
				4	Define leadership style																	
					<b>Sponsorship / Leadership</b>																	
				3	Strategy																	
				1	Develop vision																	
				2	Develop strategy																	
					<b>Strategy definition</b>																	
					<b>Strategic preparation</b>																	
23	Operational preparation	1	Goal setting	1	Set goals and objectives	x																
				2	Break down goals and objectives																	
					<b>Goal setting</b>																	
				2	Requirements and																	
				1	Define transformation requirements																	
				2	Assess impact and change forces	x	x															
					<b>Requirements and Impact Analysis</b>																	
				3	Rewards	x																
				1	Define reward scheme																	
				2	Define change reward scheme																	
					<b>Rewards</b>																	
					<b>Operational preparation</b>																	
24	Implementation	1	Communication	1	Define tone and message	x																
				2	Select channels and frequency	x																
				3	Establish two way dialogue	x																
					<b>Communication</b>																	
				2	Steering																	
				1	Formalise governance																	
				2	Build momentum																	
					<b>Steering</b>																	
				3	Implementation	x	x															
				1	Empower people																	
				2	Enable people																	
				3	Remove obstacles																	
					<b>Implementation</b>																	
				4	Quick Wins																	
				1	Plan quick wins	x	x															
				2	Ensure quick wins																	
					<b>Quick Wins</b>																	
					<b>Transformation</b>																	
25	Consolidation	1	Institutionalisation	1	Operationalise activities	x	x	x														
				2	Ensure continuation	x																
					<b>Institutionalisation</b>																	
				2	Review and Closure	x	x															
				1	Review and amend approach	x																
				2	Celebrate success																	
					<b>Review and Closure</b>																	
					<b>Consolidation</b>																	



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Questions?

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Great balls of fire!

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