

||| MHP

A PORSCHE COMPANY

HOW ORGANIZATIONS SET-UP FOR AGILE WORK AND WHAT IT TAKES TO SUCCEED

- A look beyond Agile methodology -

Martin Akar | LuxInnovation L-DIH Episode 3

Who is...

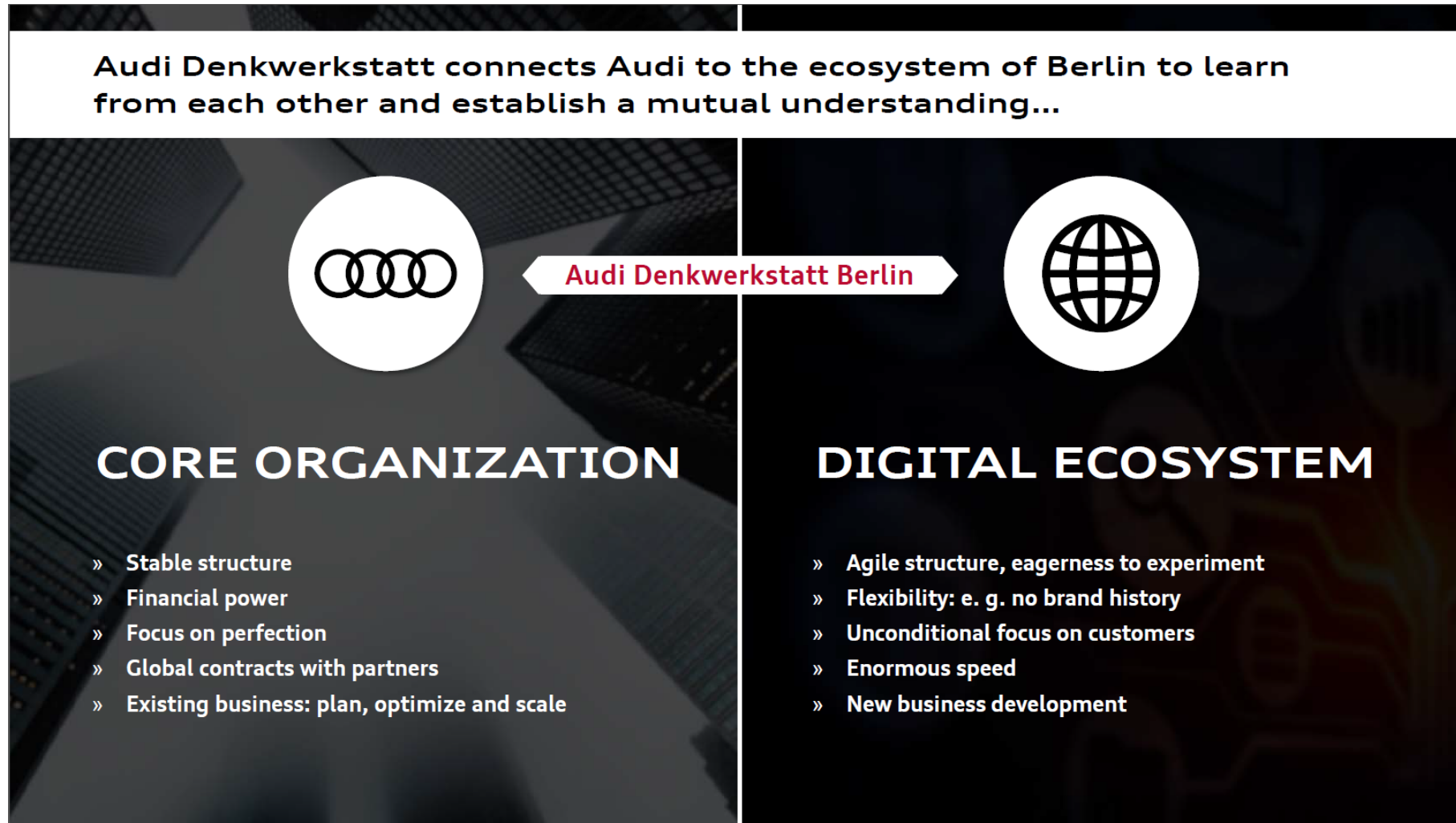
1. Martin Akar | Passion on Organization Development and Processes
2. ...MHP – a Porsche Company is an E2E Digital Transformation Consulting company
3. ...for more information check: www.mhp.com

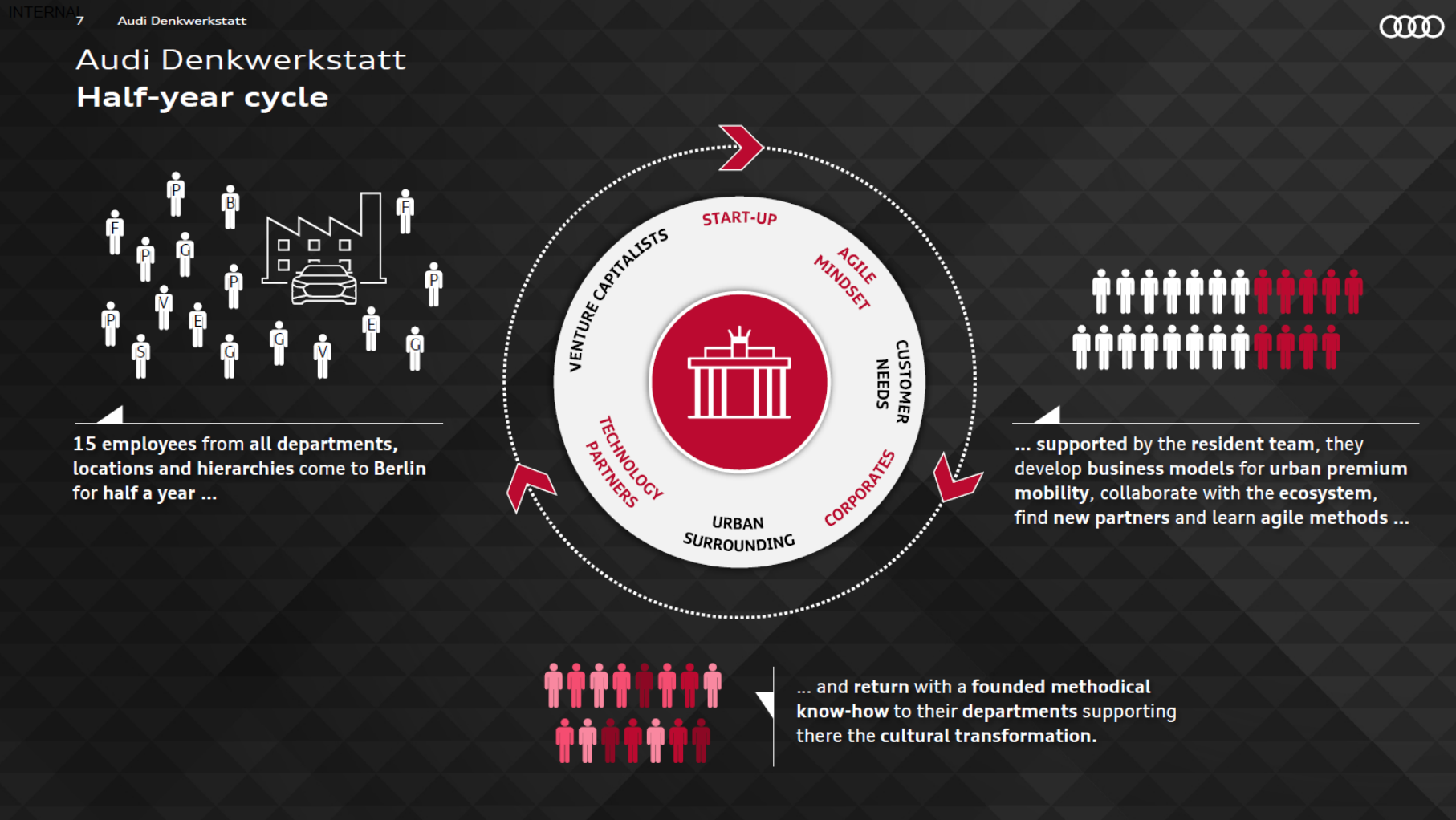
You find me on **LinkedIn**. I am happy to connect with you!


Introduction of Audi Denkwerstatt



www.audi-denkwerstatt.de






INTERNAL 6 Audi Denkwerkstatt 


VISION

Audi Denkwerkstatt
contributes to Audi's future viability as
premium mobility provider.


MISSION

CONTEXTUAL FOCUS


We develop **solutions** answering the **needs**
of our **customers** in **urban** areas.


Connecting partners and start-ups
with **Audi departments**

TRANSFORMING CORPORATE CULTURE

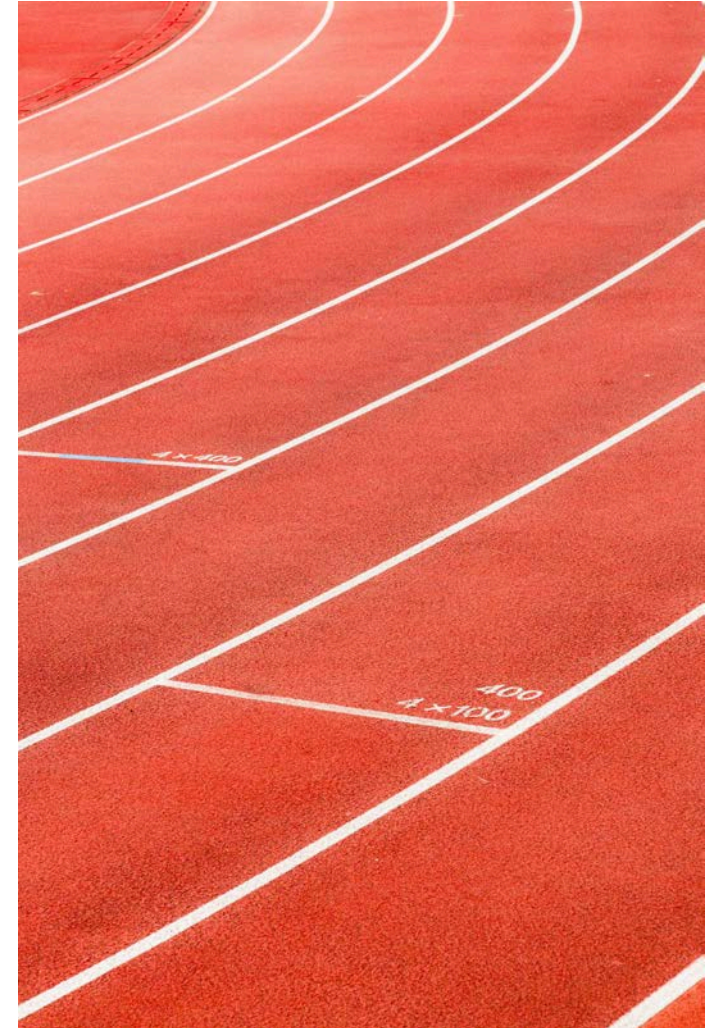

Operating model
Understanding and applying design thinking
and agile development methods

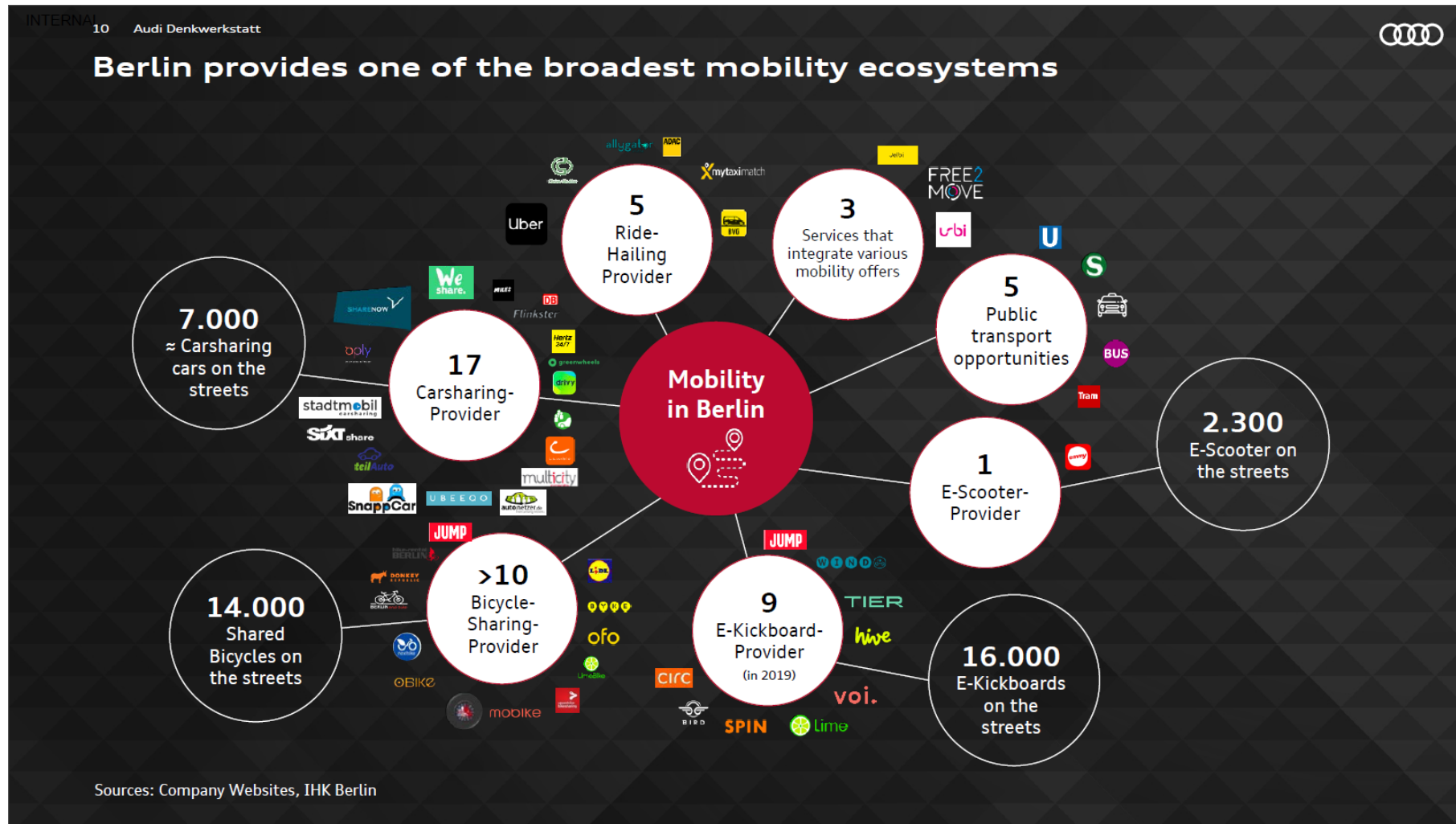
Working culture
Organizing autonomous, cross-functional
teams without top-down hierarchy

Working environment
Experiencing urban mobility, co-working
and different influences

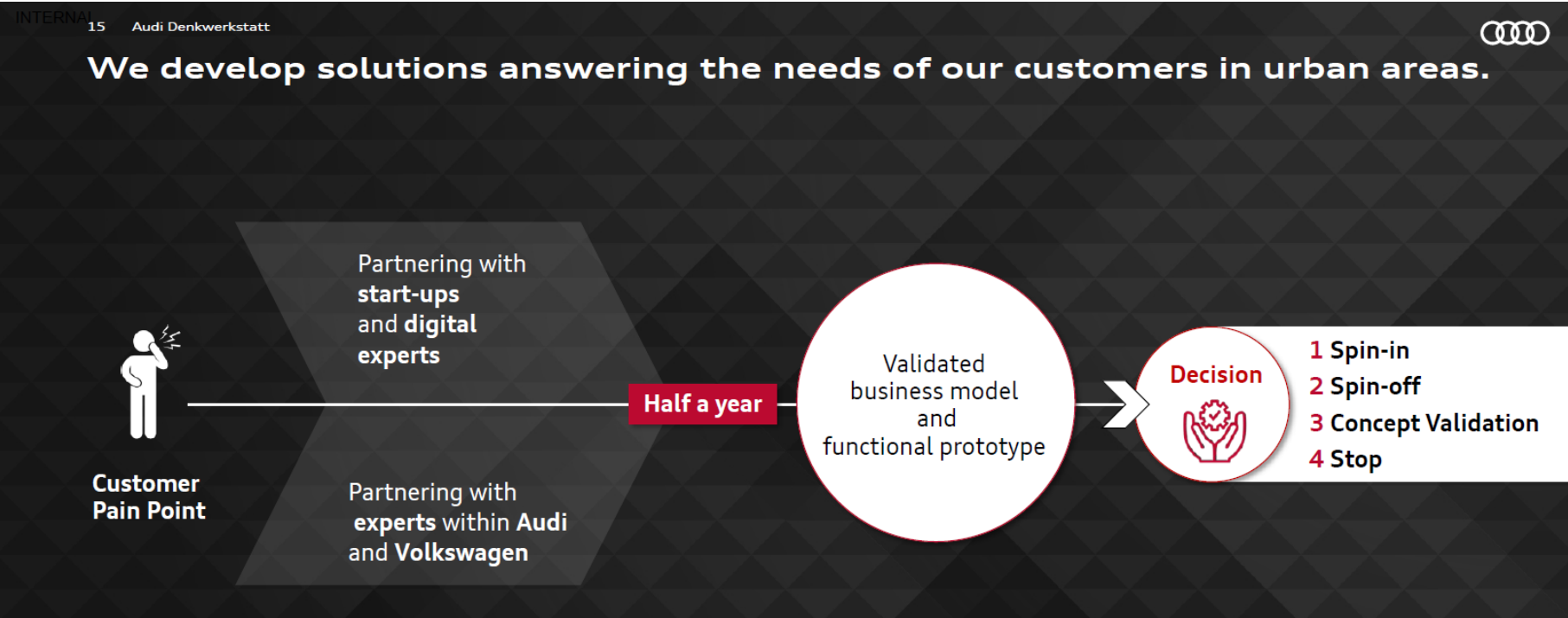
Lessons Learned I

1. It takes **both** structures (Core vs. Digital Ecosystem) in order to be successful – don't be judgemental, e.g. "We are the cool ones!" Ask your sprint team to be humble and understand both sides.
2. Work with a **clear** mandate (including budget!), work transparent and communicate the benefit you create for the Core Organization! It will take time to deliver outstanding change, the sponsors of the program have to understand this.
3. Participation in this way of working is a **privilege** and made available to those employees who apply for it. Agile is not forced upon them. With this strong commitment employees become students of practice.





From Customer Pain Point to Decision



Results within the last 2 years:
16 PROJECTS

1. Spin in: back to Audi
7 projects

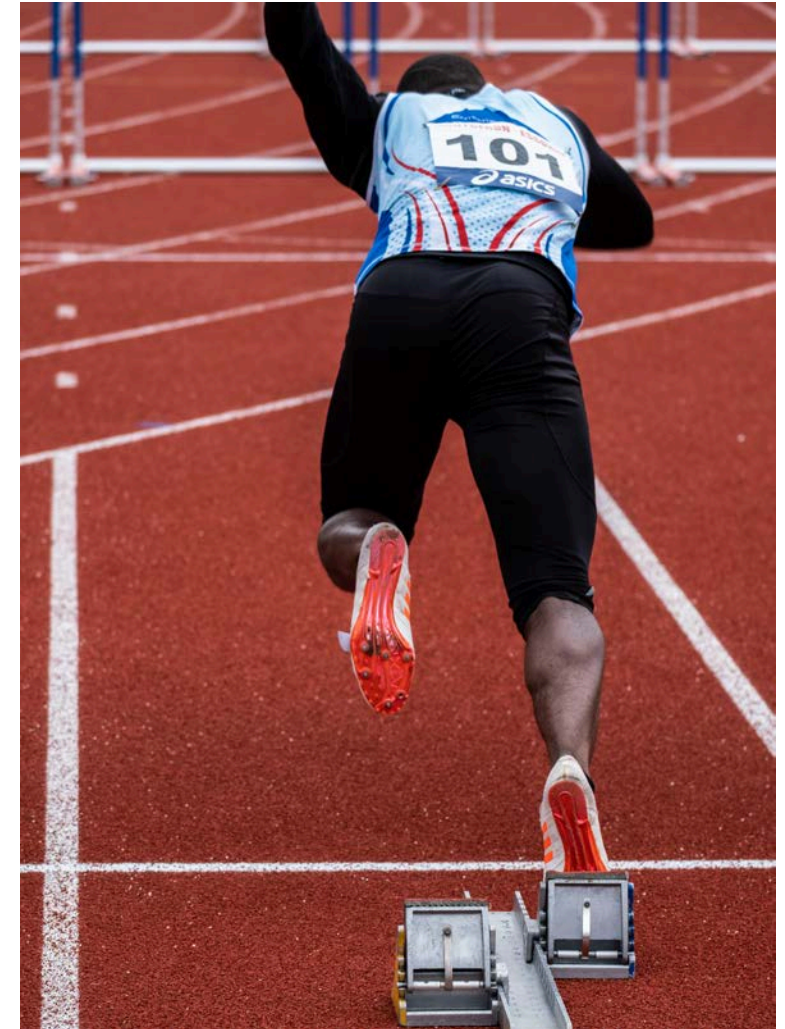
2. Spin-off
2 projects

3. Concept Validation
1 project

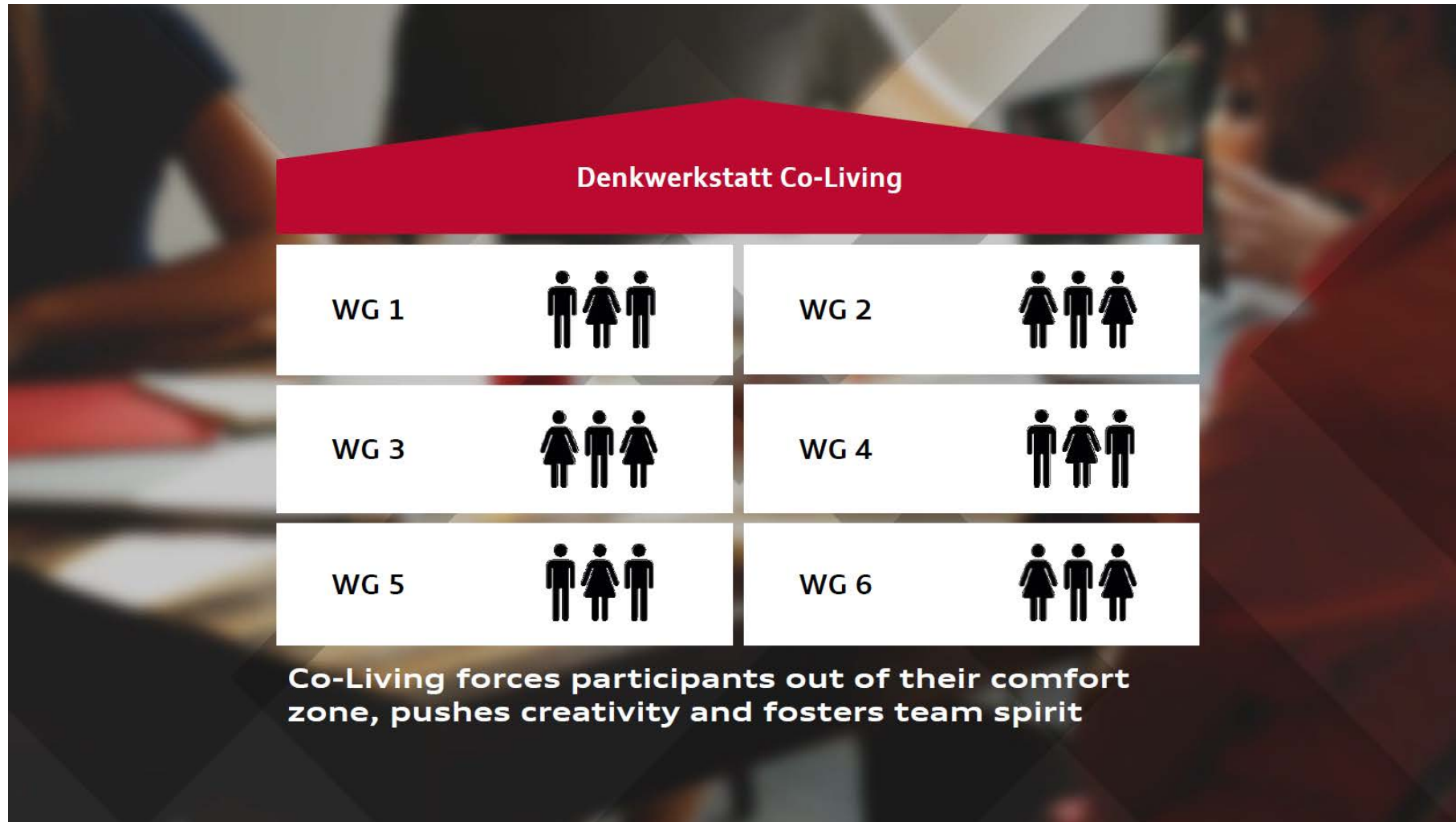
4. Stop
6 projects

Lessons Learned II

1. Define search fields of work which are of high **relevance** (!) to the Core Company
2. Understand that there is **no** best practice – only practice! Connect, learn and adapt to your culture. The only “KPI” is “Getting things done”.
3. Identify where the hype is geographically – so you have **pressure** and access to the test pool in real life







1. Create a **framework** of:
 1. social proximity (the entire team works in a tiny space and live in a shared flat!)
 2. request reviews daily stand-ups and pitches in front of a relevant audience
 3. Foster decision making power in the team through the review process
2. The **teams** are cross-functional, methodically trained and have psychological safety.
3. It takes a resident team to **clear** administrative obstacles with the Core organization and to provide technical, methodical and ecosystem guidance to the sprint team



Major take-aways from this session...

1. Look beyond (agile) methodology.
2. Adapt practices to your needs – get used to the uncomfortable.
3. Focus on –fast– value creation!

