

FLIGHT LEVELS

THE MISSING LINK TO BUSINESS AGILITY

Dr. Klaus Leopold, September 2021

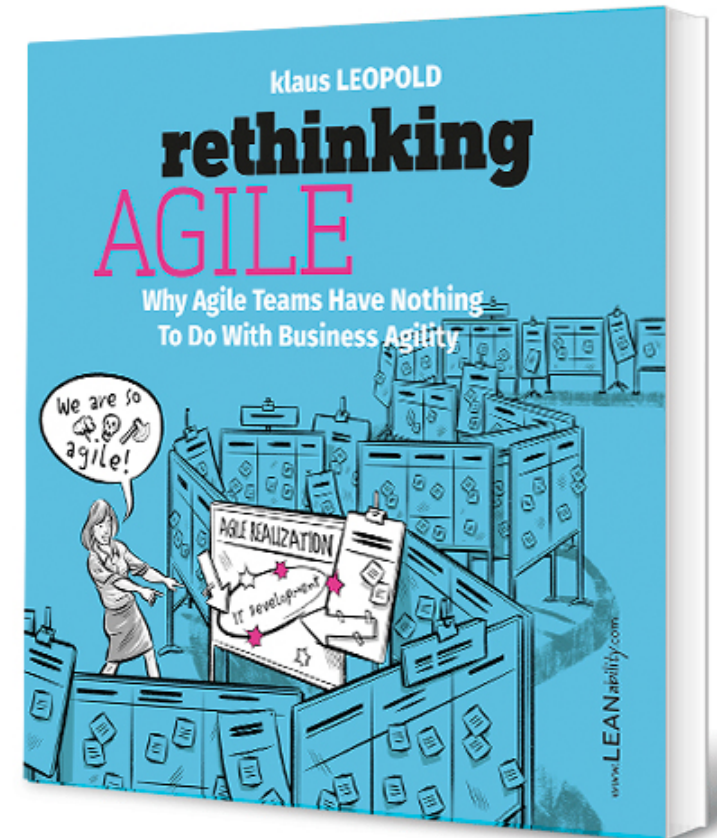
**FLIGHT
LEVELS**
ACADEMY

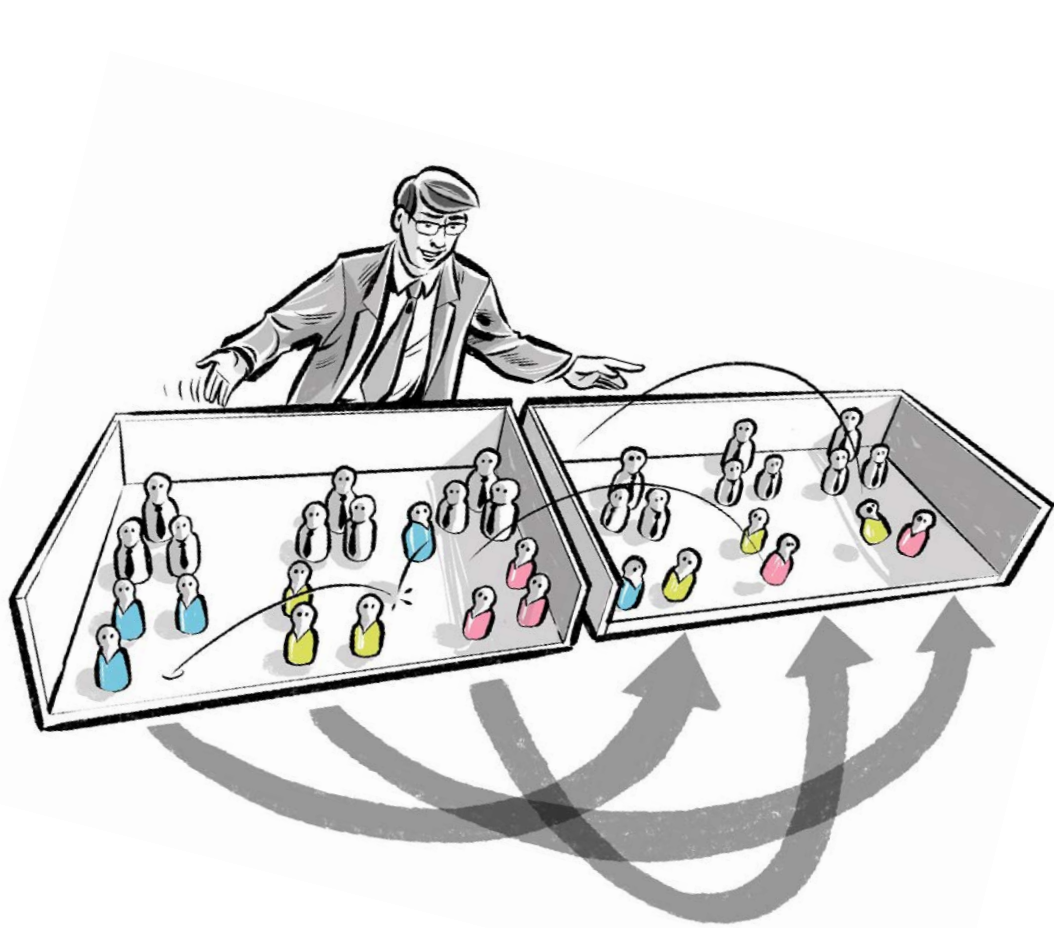
LEAN*ability*

WHY FLIGHT LEVELS?

A story about an Agile transformation

- main goal: decrease time-to-market
- supposed solution: x-functional agile product teams
- result: **increased** time-to-market





Don't go from functional silos to cross-functional silos!

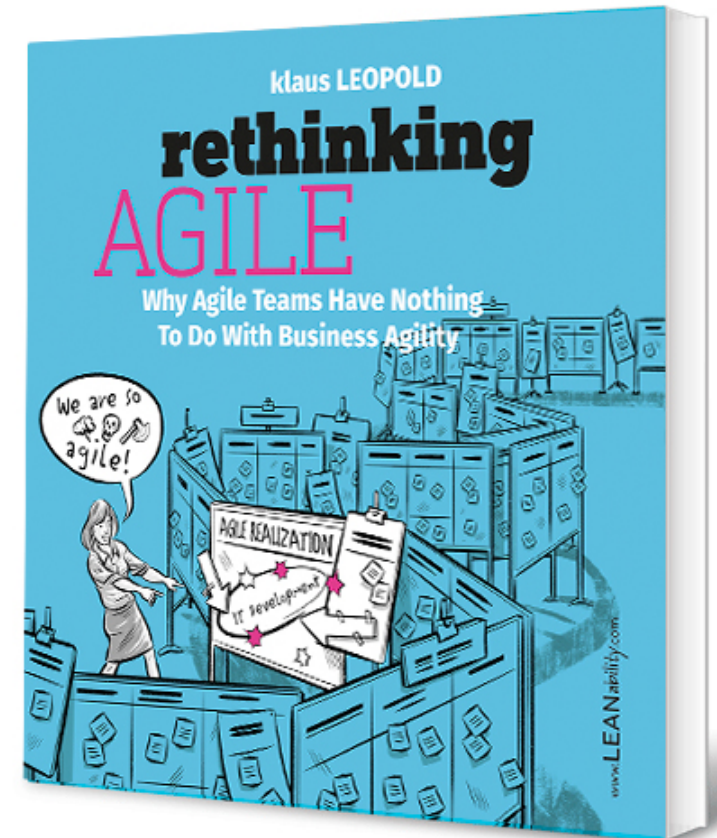
Optimise the **interaction** of the parts.

WHY FLIGHT LEVELS?

A story about an Agile transformation

- goal: improve time-to-market
- supposed solution: x-functional agile product teams
- result: increased time-to-market

Solution: We applied **Flight Levels thinking**



WHAT IS FLIGHT LEVELS?

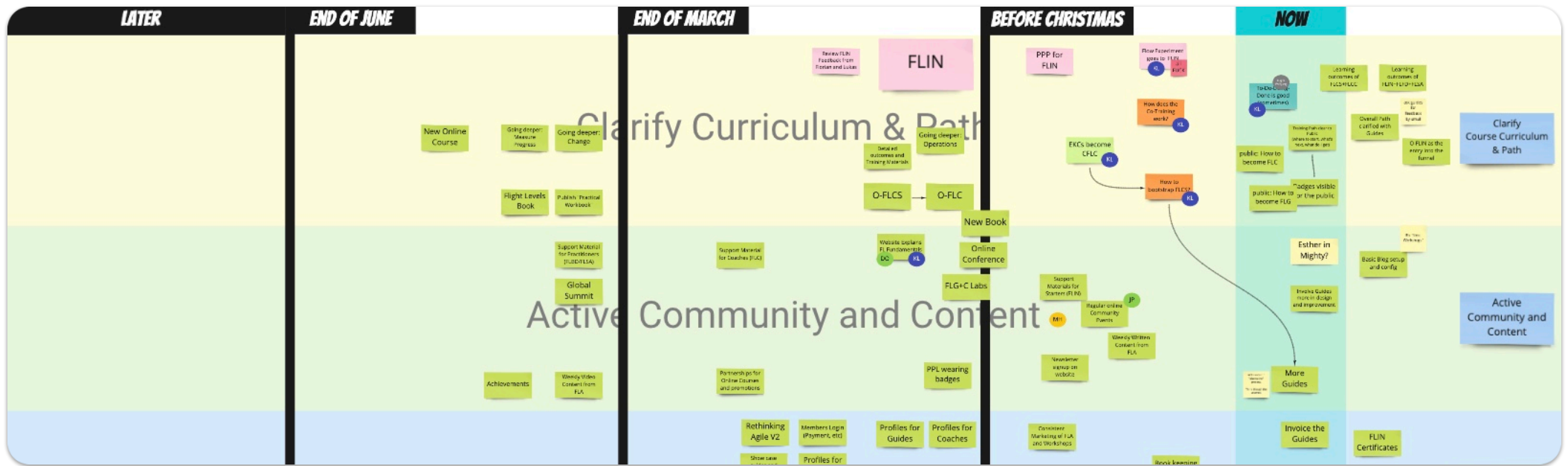
Flight Levels can help you find out **where** in an organisation you have **to do what** in order to **achieve** the **results** that you want to achieve.

5 activities on 3 levels

5 ACTIVITIES

(1) Visualise
Situation

GEPLANT (0)	VORBEREITUNG (13)													DURCHFÜHRUNG (4)				NACHBEREITUNG (1)		DONE (8)						
	ANLEGEN (5)	WARTEN AUF ANMELDUNGEN (12)	AKTIVIEREN (1)		PUSHEN (0)	BESTÄTIGEN (0)		VORBEREITEN (4)		NACHBEREITEN (0)	[ABSAGEN] (1)															
			DOING (1)	DONE (0)		DOING (0)	DONE (0)	DOING (4)	DONE (0)		DOING (0)	DONE (0)														
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5 ACTIVITIES

(1) Visualise
Situation

(2) Create Focus



5 ACTIVITIES

(1) Visualise
Situation

(2) Create Focus

(3) Establish Agile
Interactions



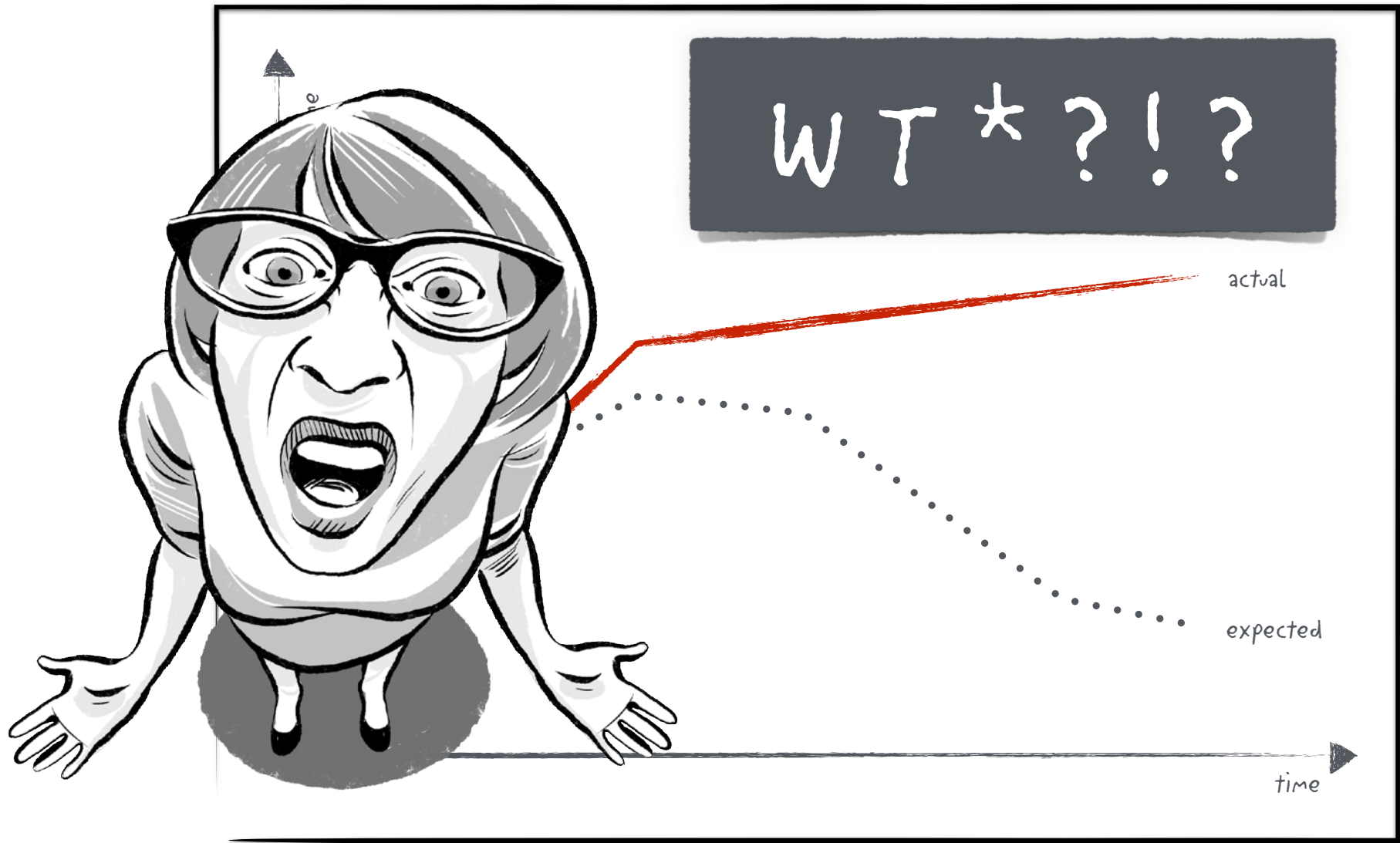
5 ACTIVITIES

(1) Visualise
Situation

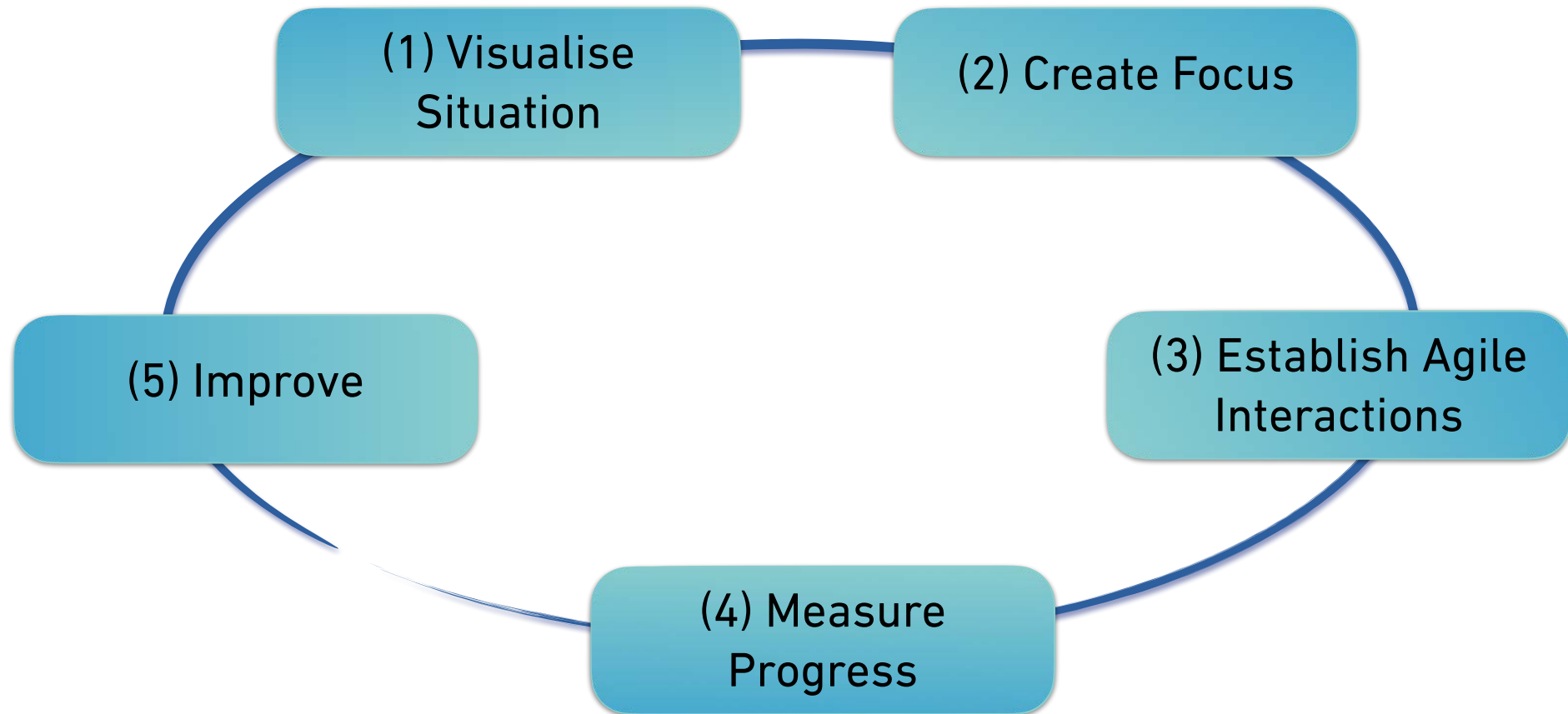
(2) Create Focus

(3) Establish Agile
Interactions

(4) Measure
Progress



5 ACTIVITIES



5 ACTIVITIES

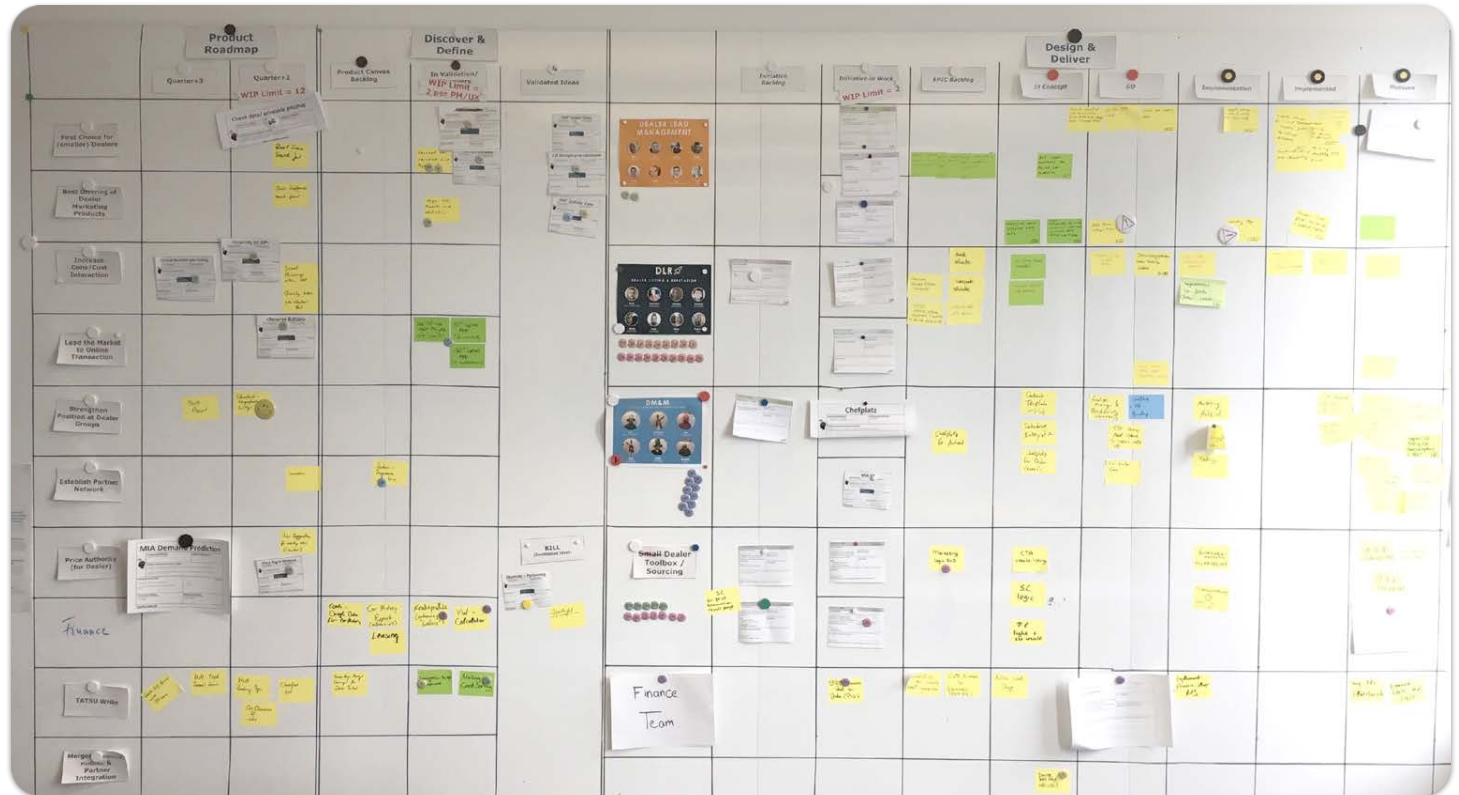
(1) Visualise Situation

(2) Create Focus

(3) Establish Agile Interactions

(4) Measure Progress

(5) Improve



5 ACTIVITIES

(1) Visualise
Situation

(2) Create Focus

(3) Establish Agile
Interactions

(4) Measure
Progress












(5) Improve

You need to **apply these activities** at different **Flight Levels** in your organisation if you want to achieve business agility and not just agile teams.












FLIGHT LEVELS

LEVEL 1: OPERATIONAL

team 1












	A	B	C	DONE
				
				
				

team 2

	A	B	C	DONE
				
				
				

...

team N

	A	B	C	DONE
				
				
				

FLIGHT LEVELS

	A	B	C	DONE
☰	☰	☰ ☰	☰	☰

	A	B	C	DONE
☰	☰	☰ ☰	☰	☰

	A	B	C	DONE
☰	☰	☰ ☰	☰	☰

LEVEL 2: END-2-END COORDINATION

team 1

	A	B	C	DONE
☰	☰	☰	☰	☰
☰		☰		☰
☰		☰		☰

team 2

	A	B	C	DONE
☰	☰	☰	☰	☰
☰		☰		☰
☰		☰		☰

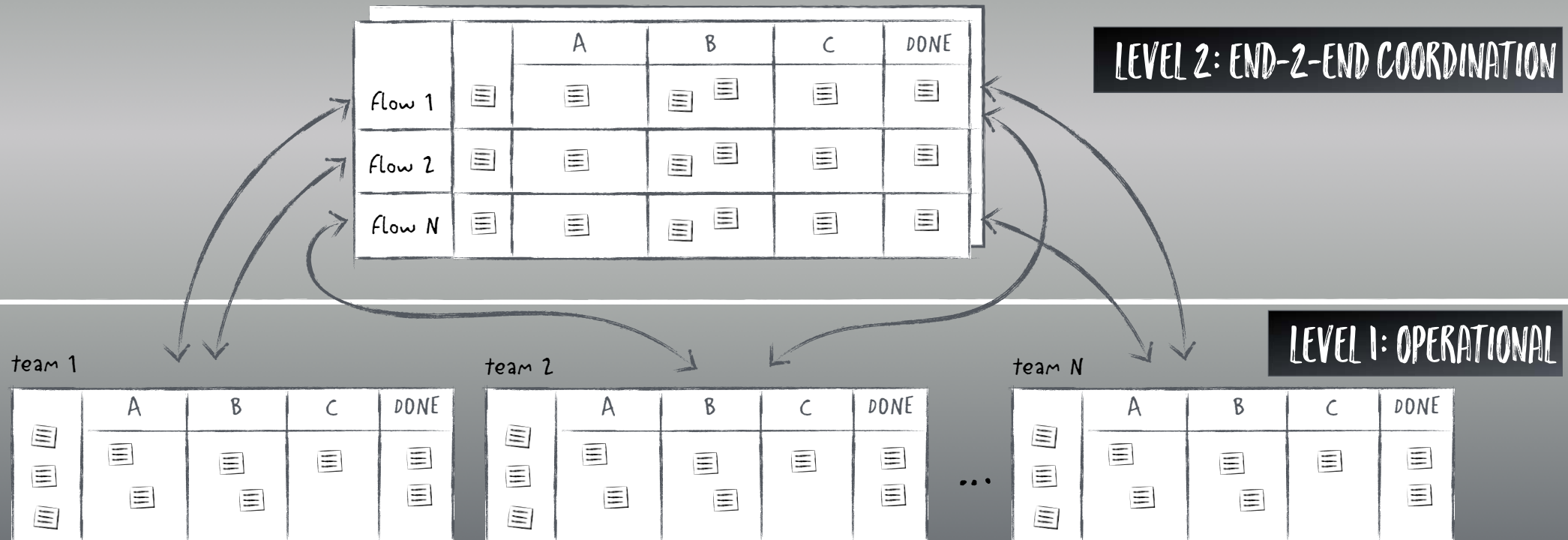
...

team N

	A	B	C	DONE
☰	☰	☰	☰	☰
☰		☰		☰
☰		☰		☰

LEVEL 1: OPERATIONAL

FLIGHT LEVELS



FLIGHT LEVELS

LEVEL 3: STRATEGY

	A	B	C	D

LEVEL 2: END-2-END COORDINATION

		A	B	C	DONE
Flow 1					
Flow 2					
Flow N					

LEVEL 1: OPERATIONAL

team 1

	A	B	C	DONE

team 2

	A	B	C	DONE

...

team N

	A	B	C	DONE

FLIGHT LEVELS

LEVEL 3: STRATEGY

	A	B	C	D

LEVEL 2: END-2-END COORDINATION

		A	B	C	DONE
Flow 1					
Flow 2					
Flow N					

LEVEL 1: OPERATIONAL

team 1

	A	B	C	DONE

team 2

	A	B	C	DONE

...

team N

	A	B	C	DONE

FLIGHT LEVELS

You can map your org chart to the Flight Levels.

LEVEL 3: STRATEGY

Most likely, **you should not** map your **org chart** to the Flight Levels.

Flight Levels is about the
operational structure
and NOT about the
organisational structure!

LEVEL 2: END-2-END COORDINATION

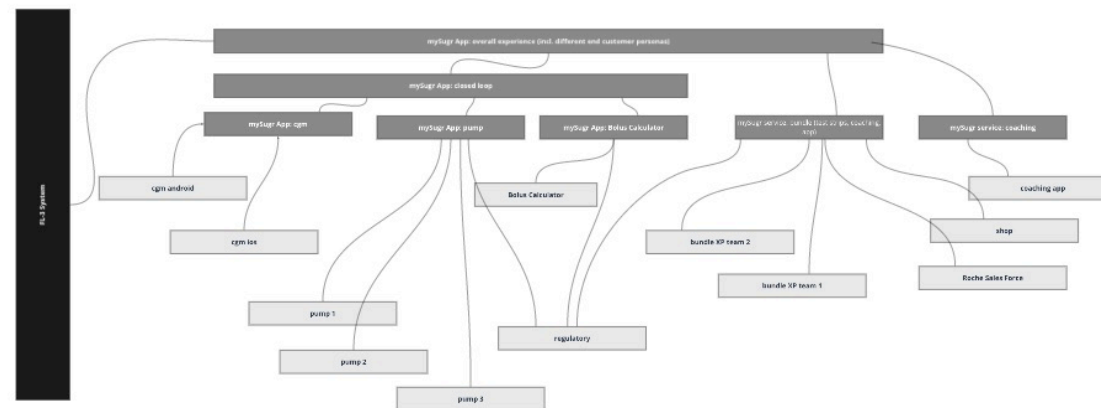
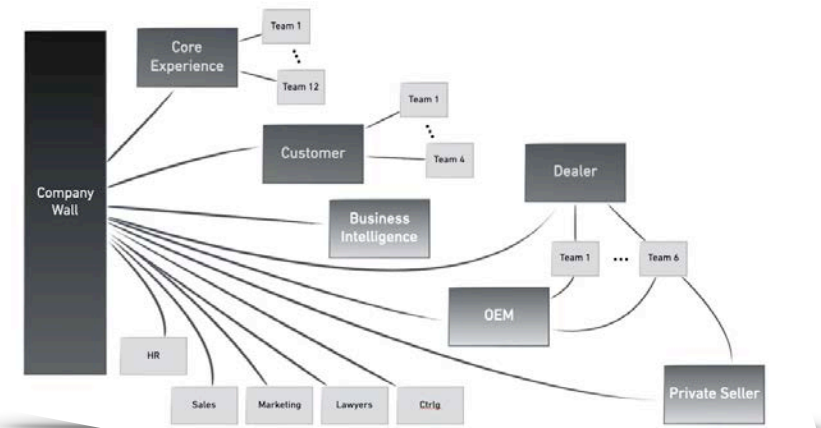
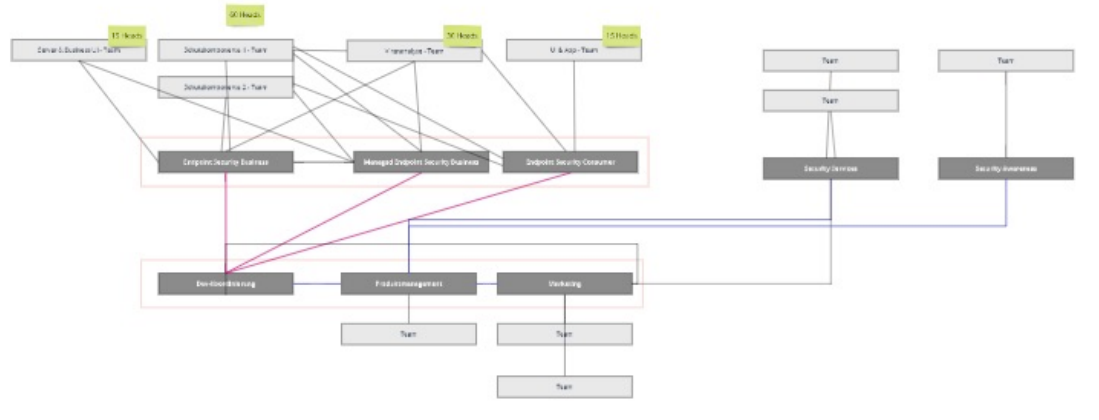
LEVEL 1: OPERATIONAL

team 1

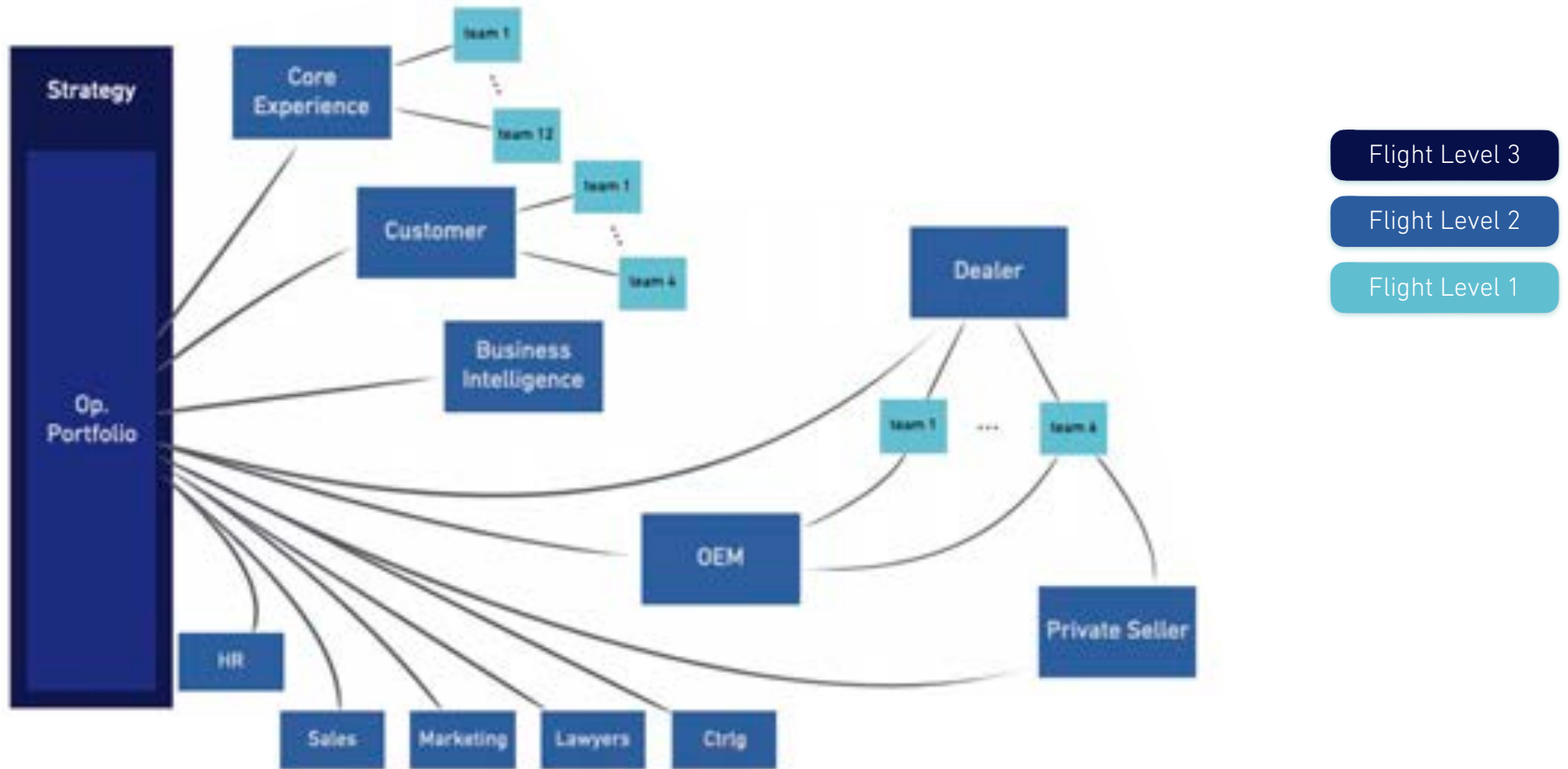
team 2

team N

WORK SYSTEMS TOPOLOGY



WORK SYSTEMS TOPOLOGY



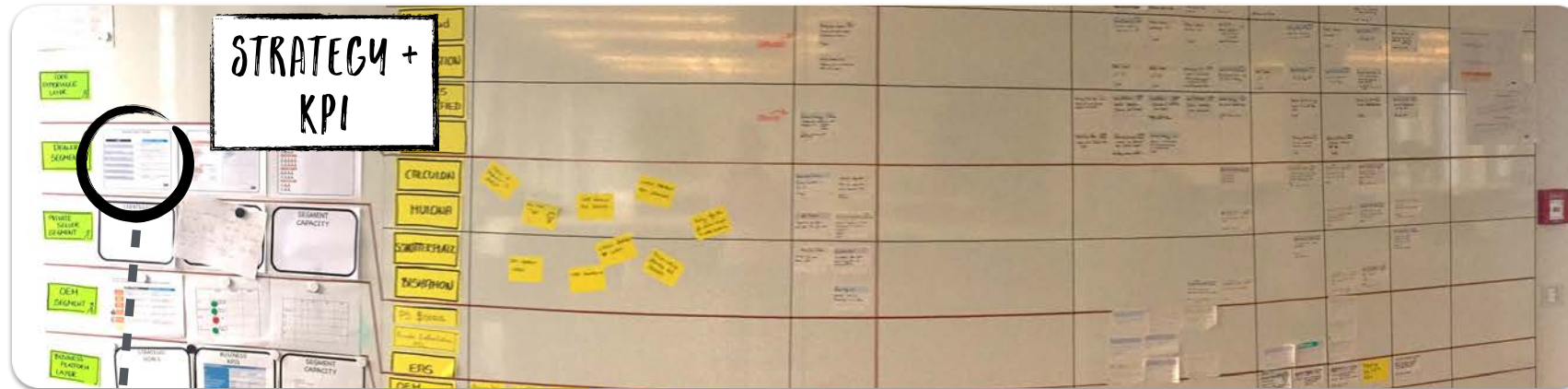
FLIGHT ITEMS

What kind of work is handled on what system?

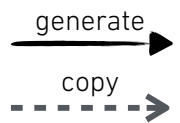


This is just an example!!

FLIGHT ROUTES - DECIDE

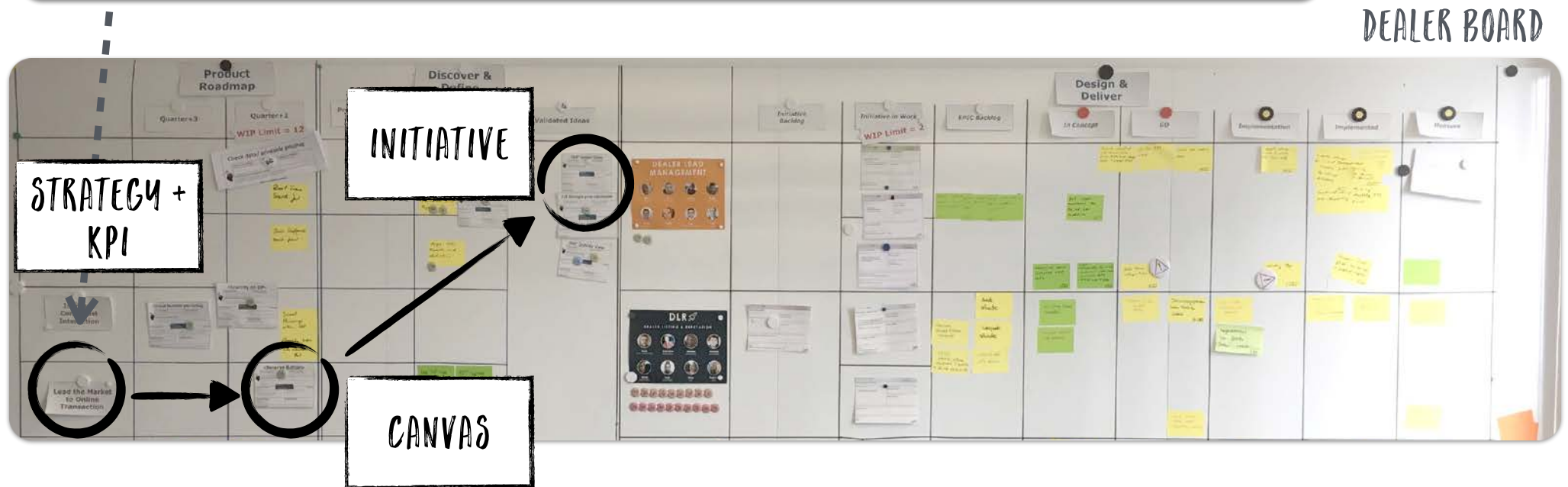
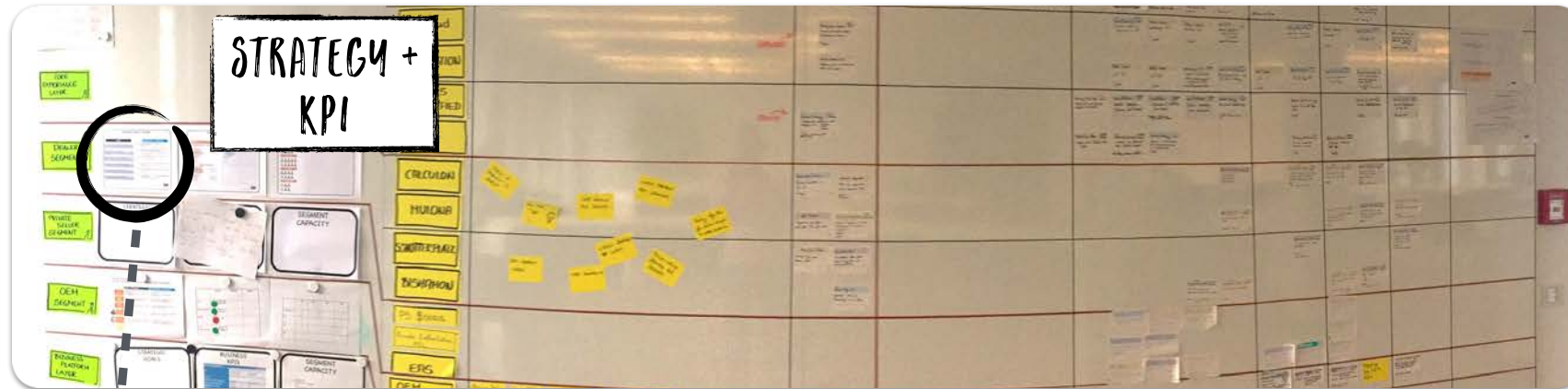


COMPANY WALL

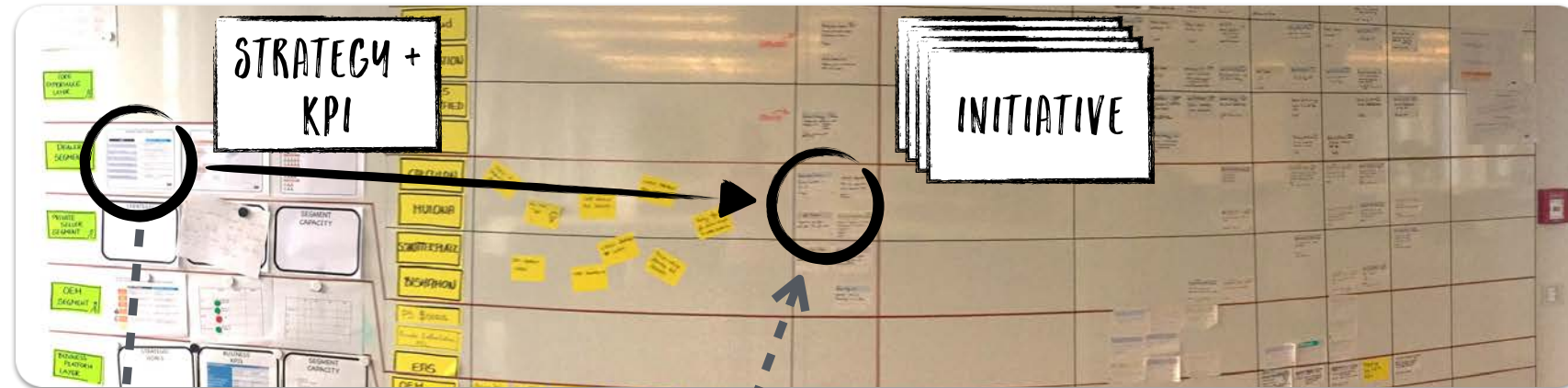


DEALER BOARD

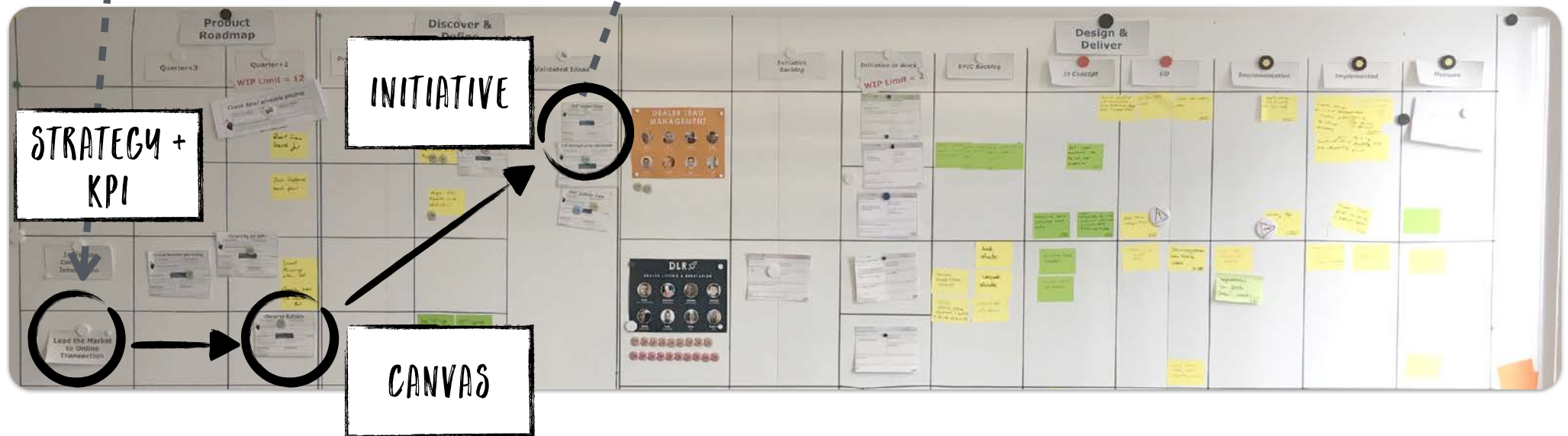
FLIGHT ROUTES - DECIDE



FLIGHT ROUTES - DECIDE

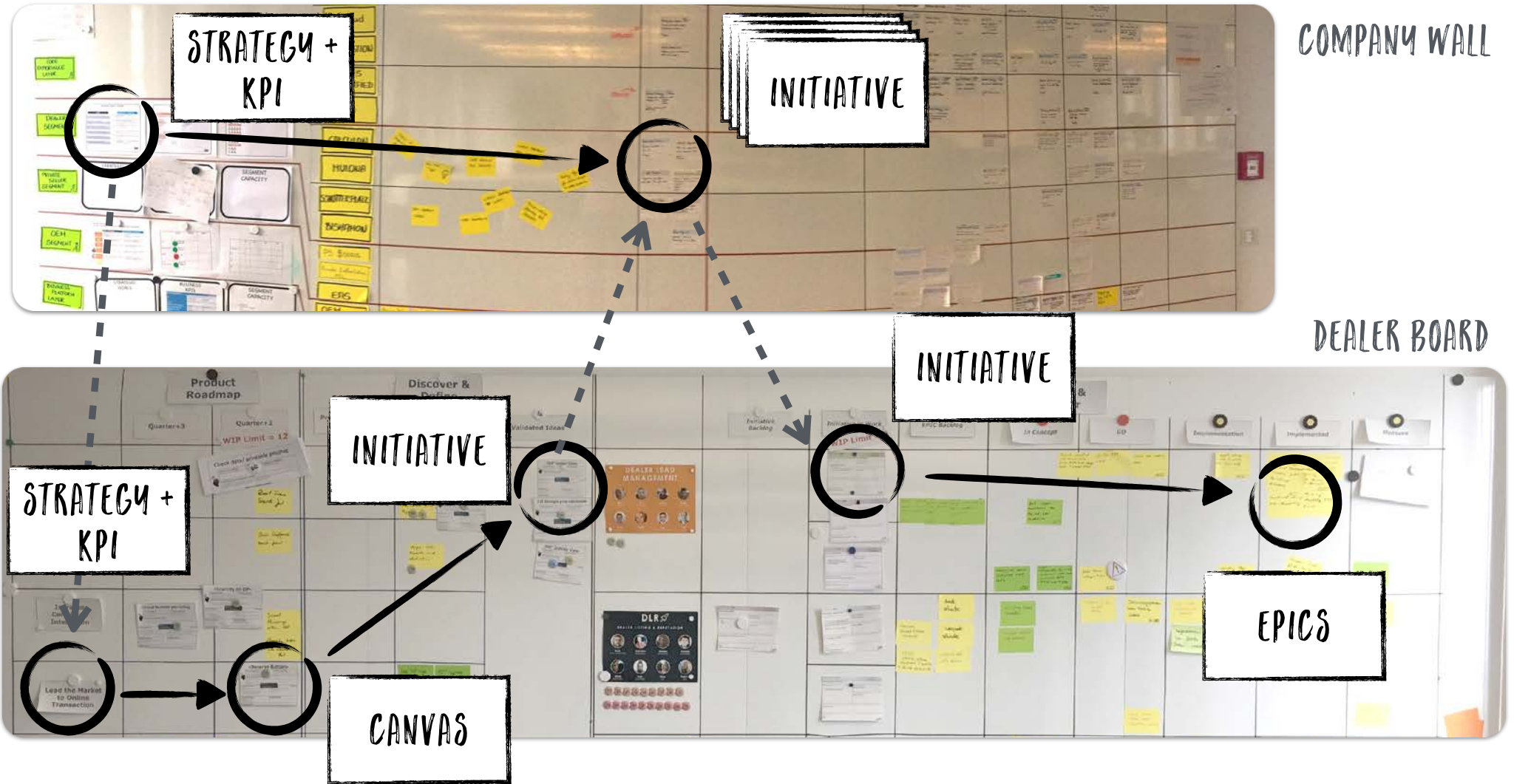


COMPANY WALL

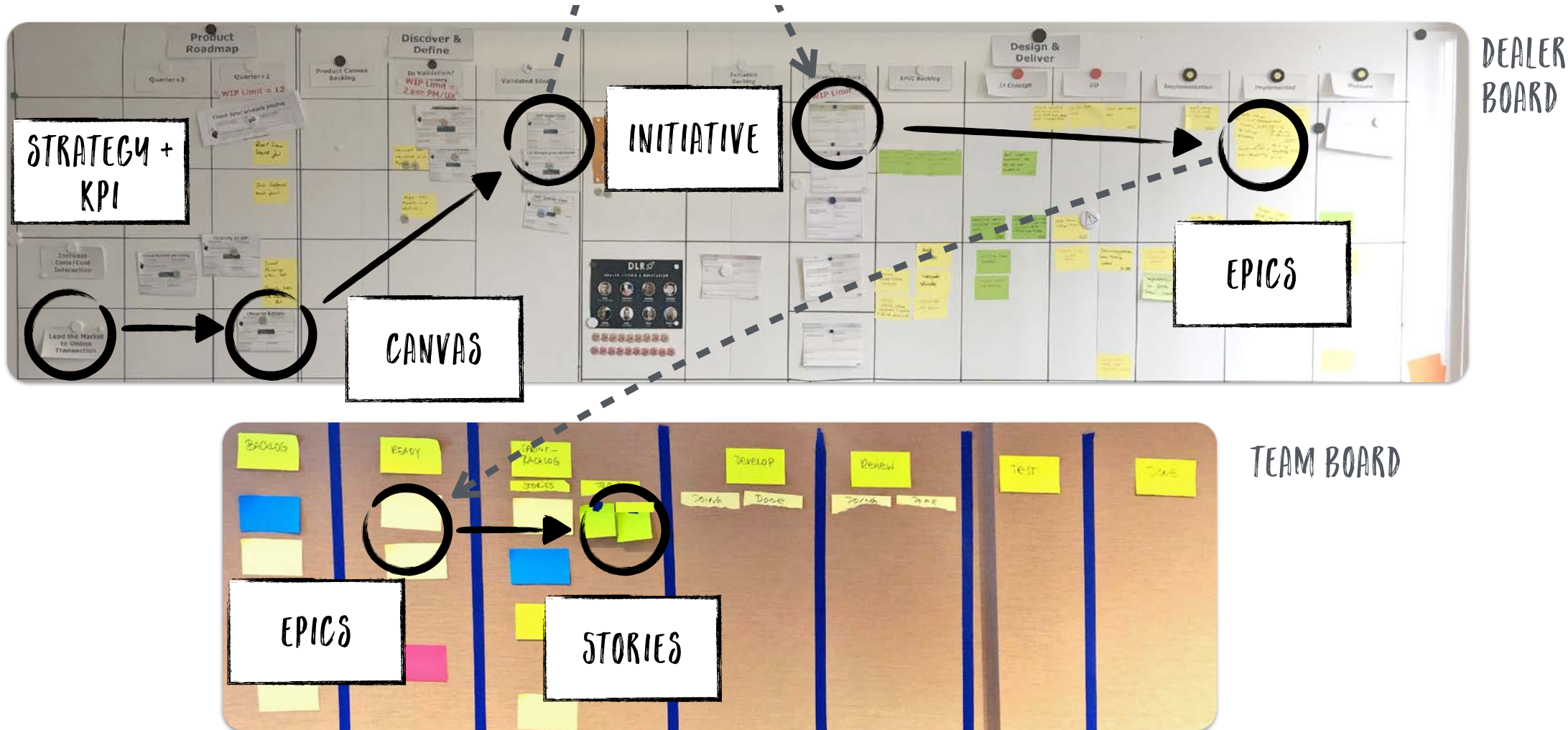


DEALER BOARD

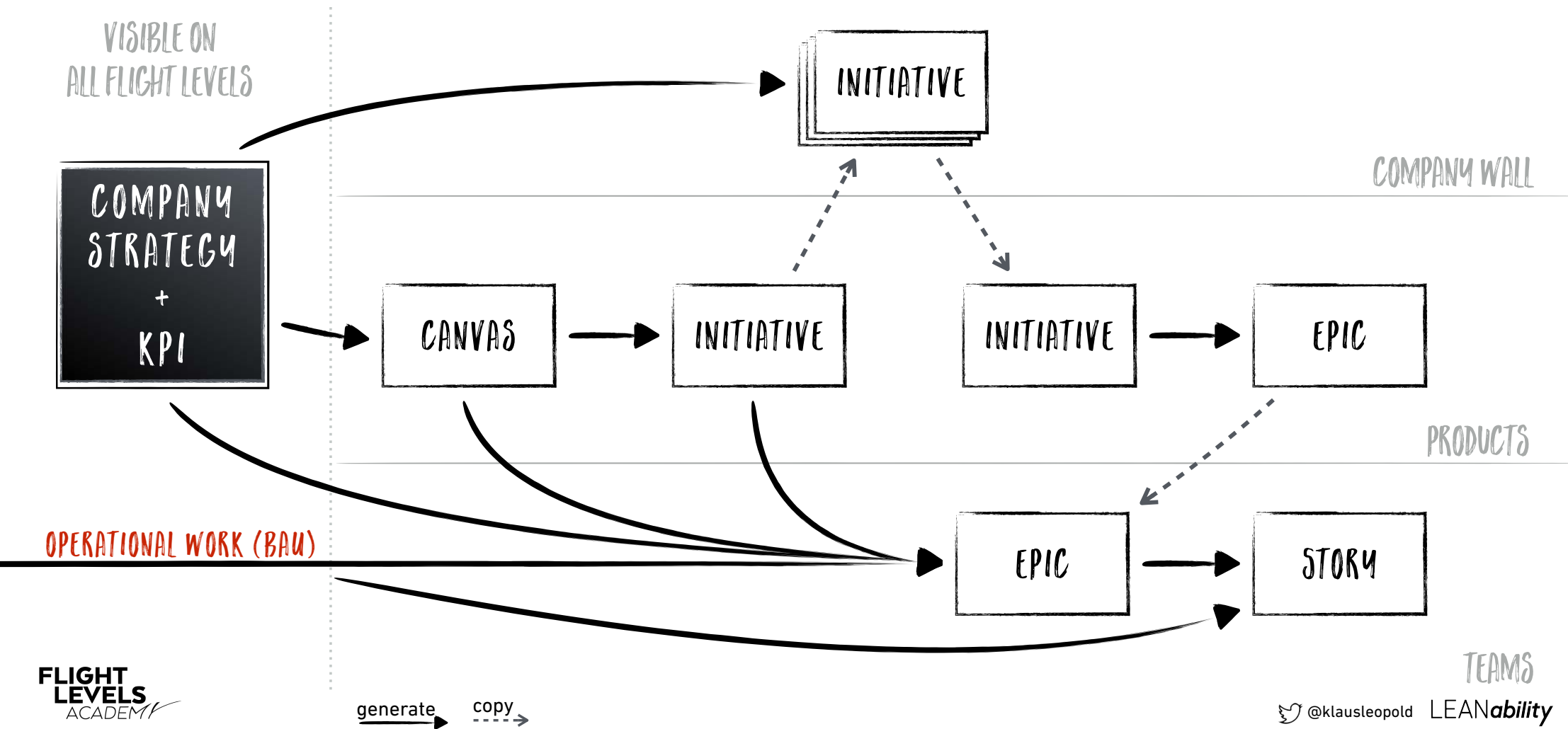
FLIGHT ROUTES - DELIVER

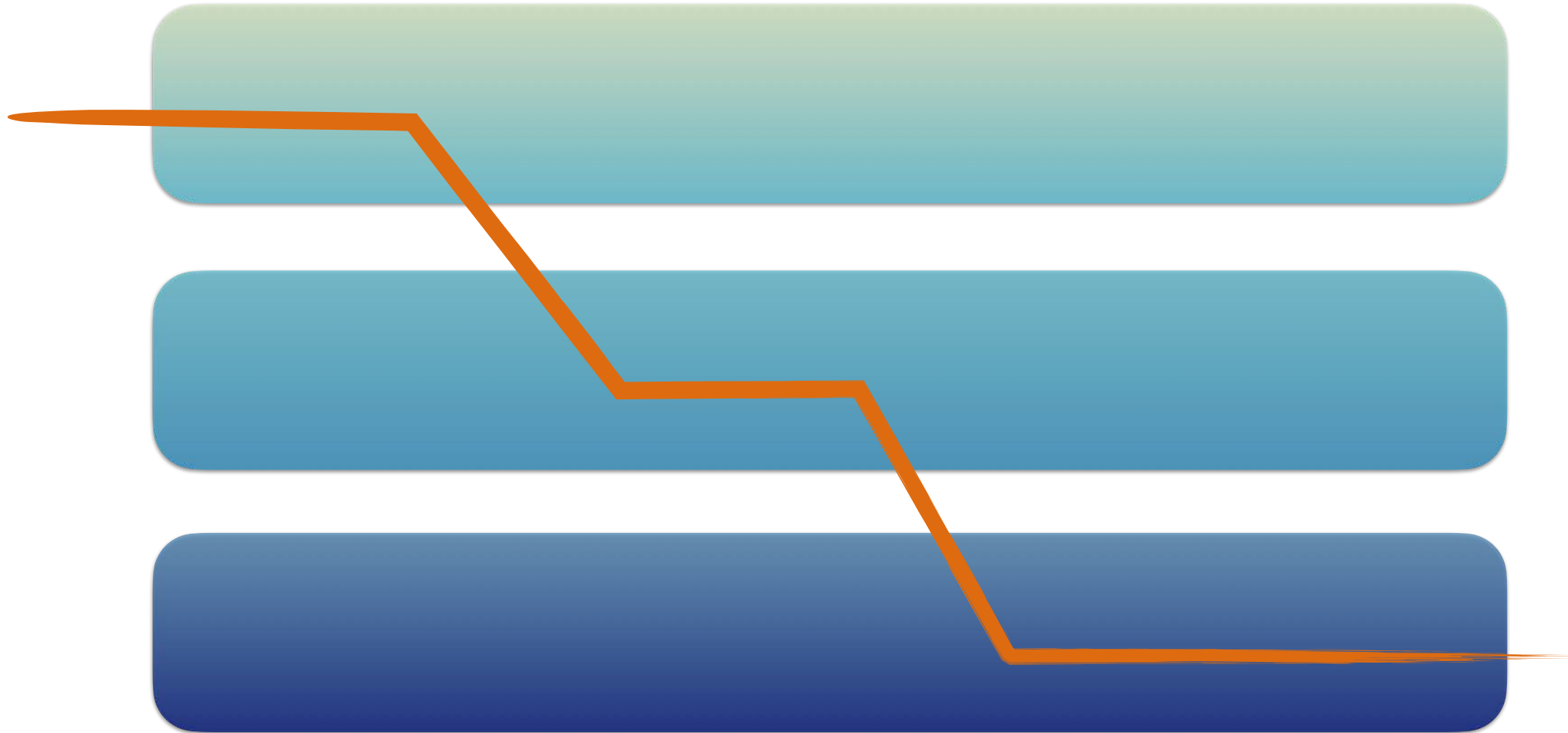


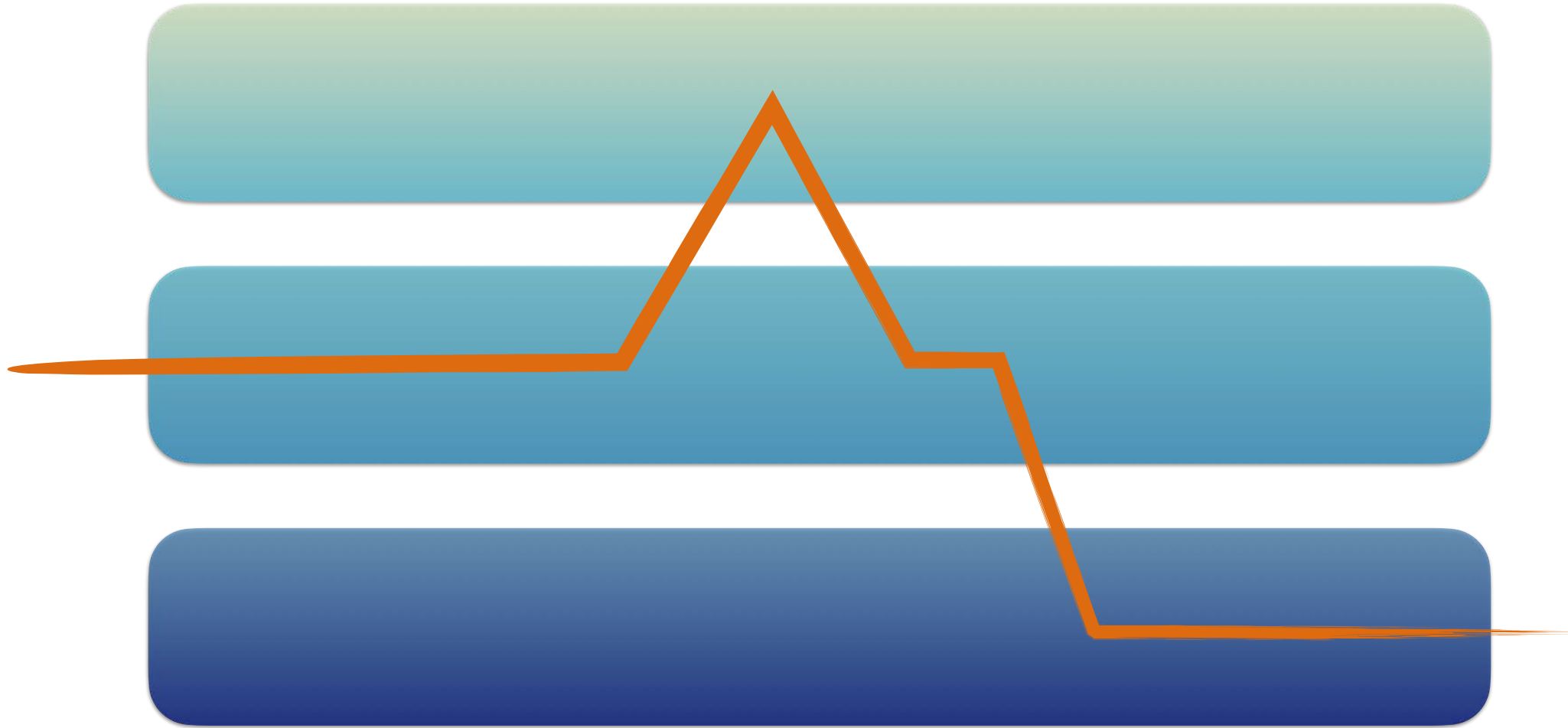
FLIGHT ROUTES - DELIVER

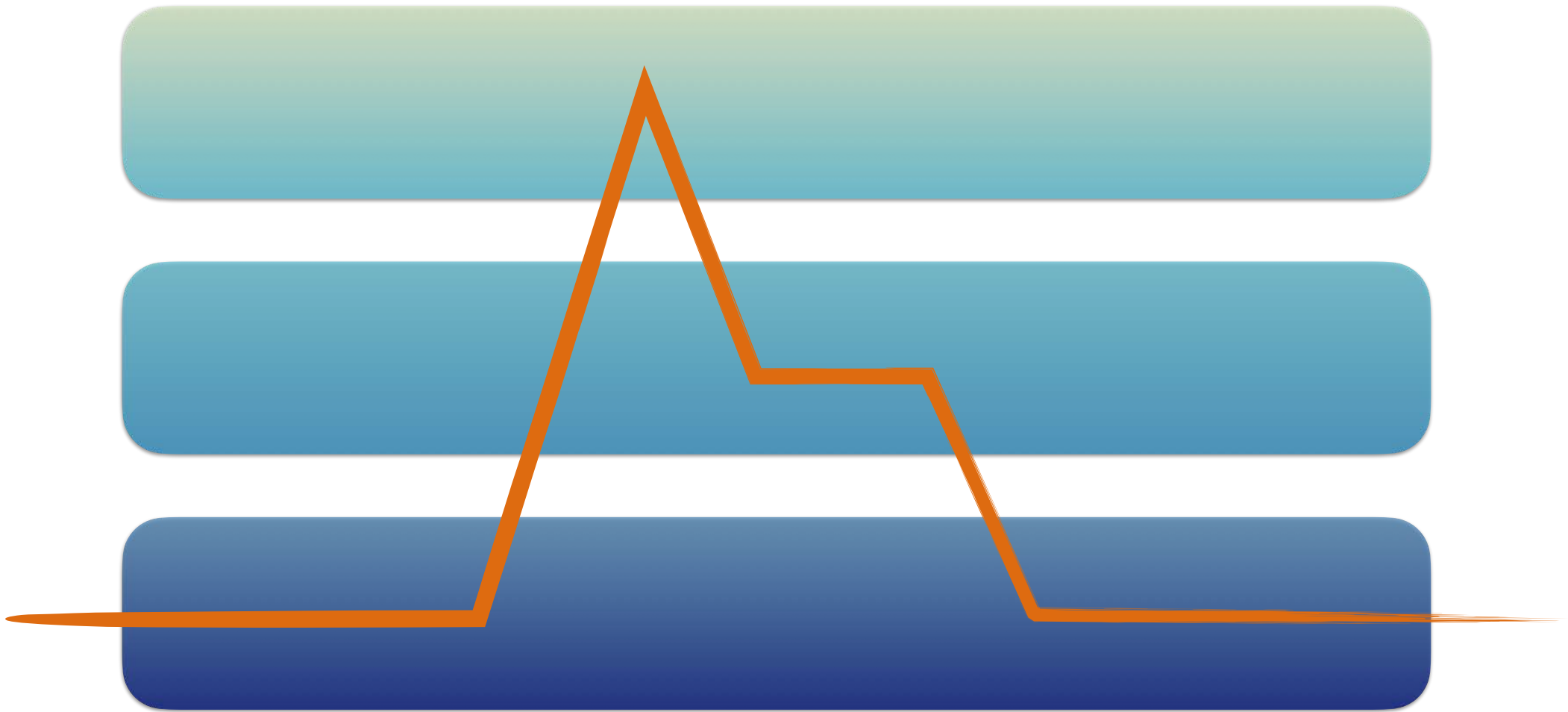


FLIGHT ROUTES IN ONE PICTURE



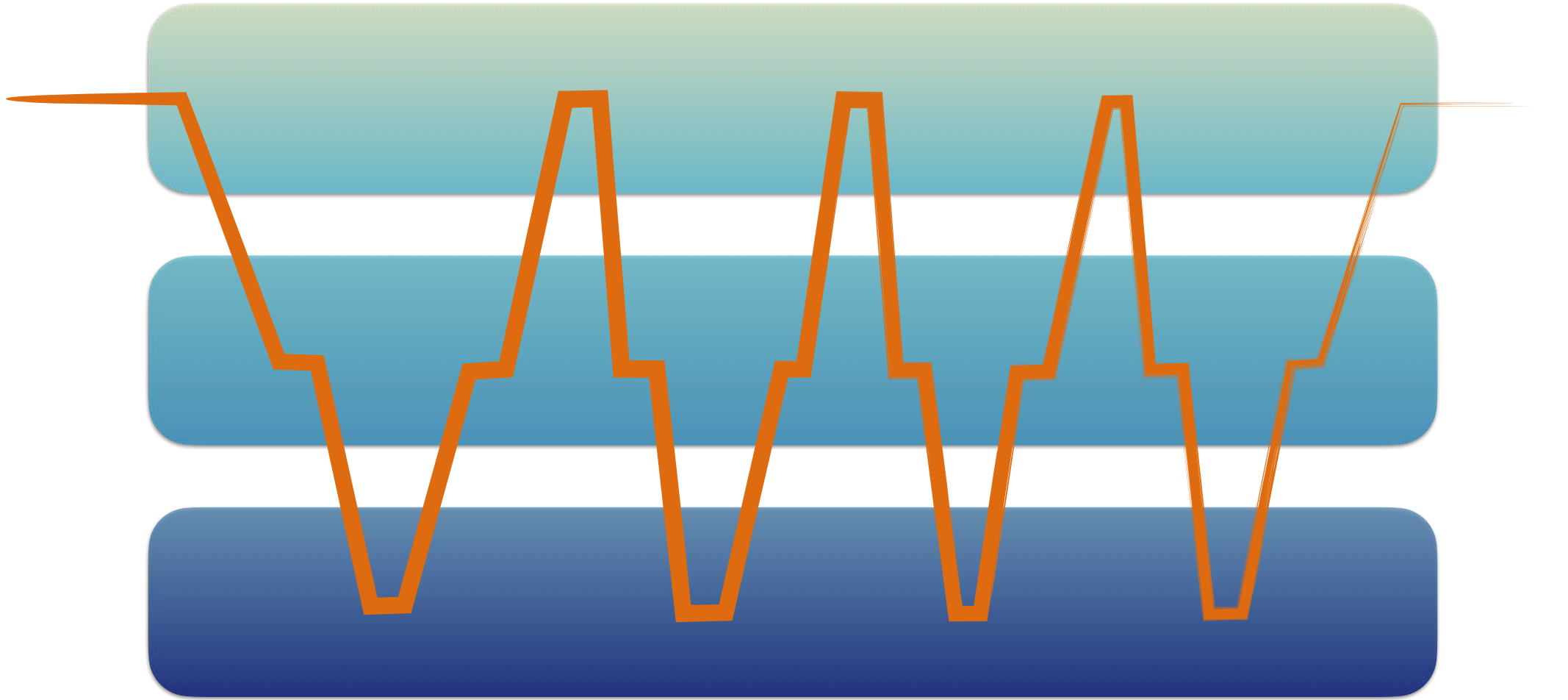














<http://bit.ly/lba-e007>



<http://bit.ly/lba-e003>

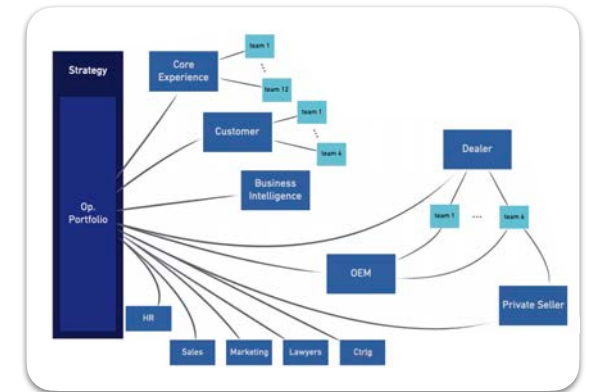


youtube.com/c/LeanBusinessAgility

FLIGHT LEVELS SYSTEMS ARCHITECTURE

Work Systems Topology

What work systems (boards) are required, and how are they connected?



Flight Items

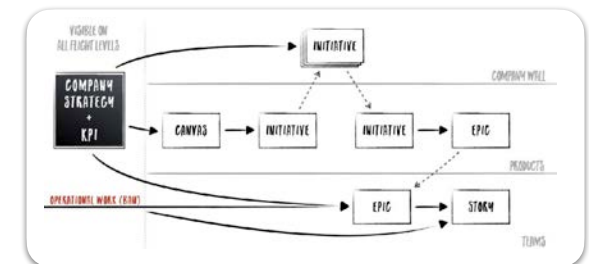
What work is managed on which work system (board)?

EPICS

STORIES

Flight Routes

How is work flying over the work systems (boards)?



FLIGHT LEVELS - WHAT YOU NEED

Flight Levels Systems Architecture

- Work Systems Topology
- Flight Items
- Flight Routes
- Agile Interactions

Flight Levels Flow Design

- Visualise Situation
- Create Focus
- Establish Agile Interactions
- Measure Progress
- Improve

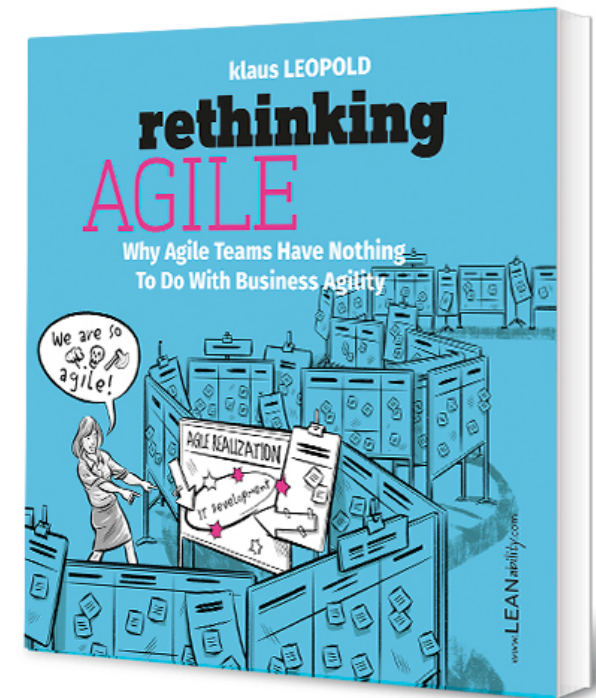
Flight Levels Change Leadership

- Agile Change Process
- Leadership Skills for Agile Transformations
- Large Group Facilitations

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