

What we see over and over again in agile change initiatives....

# #WEHAVEAPLAN

Unfortunately, such transformations often do not lead to the desired success...



Unfortunately, such transformations often do not lead to the desired success...

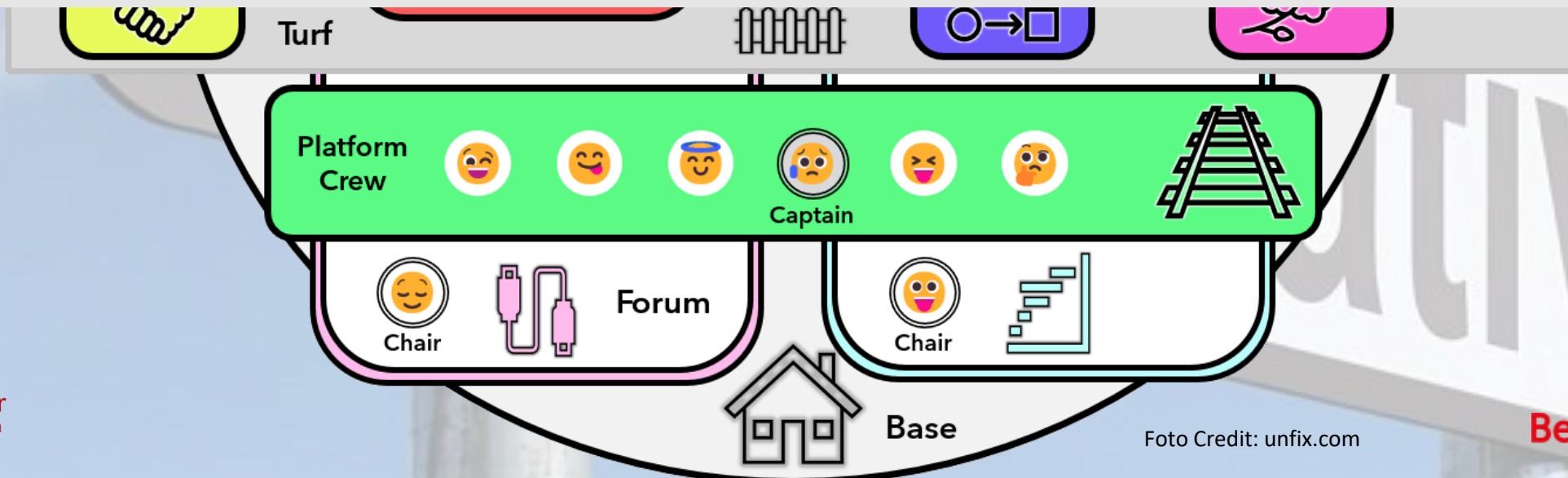
...there may be a lot of change, but mostly not in the direction of more agility!





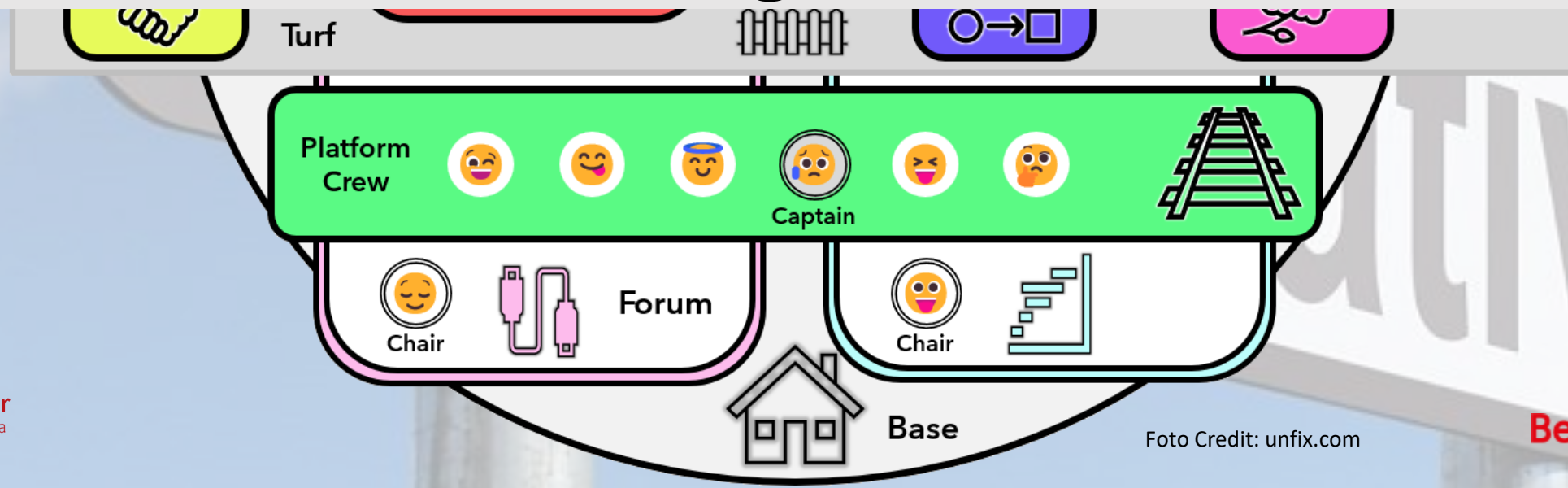


# unFIX – Model for versatile Organisations





# unFIX – die neue Wunderwaffe für agile Veränderungsinitiativen?!?!



May we introduce ourselves...

# A very warm welcome to our talk



**Max Winkler**

AGILE COACH

Expertise:

- Agile Coaching
- Organisational Transformation
- Systemic Coaching



Max Winkler



max.winkler@bearingpoint.com



**Andreas Mitter**

HEAD OF AGILE ADVISORY

Expertise:

- Agile Coaching
- Agile Leadership
- Organizational Transformation

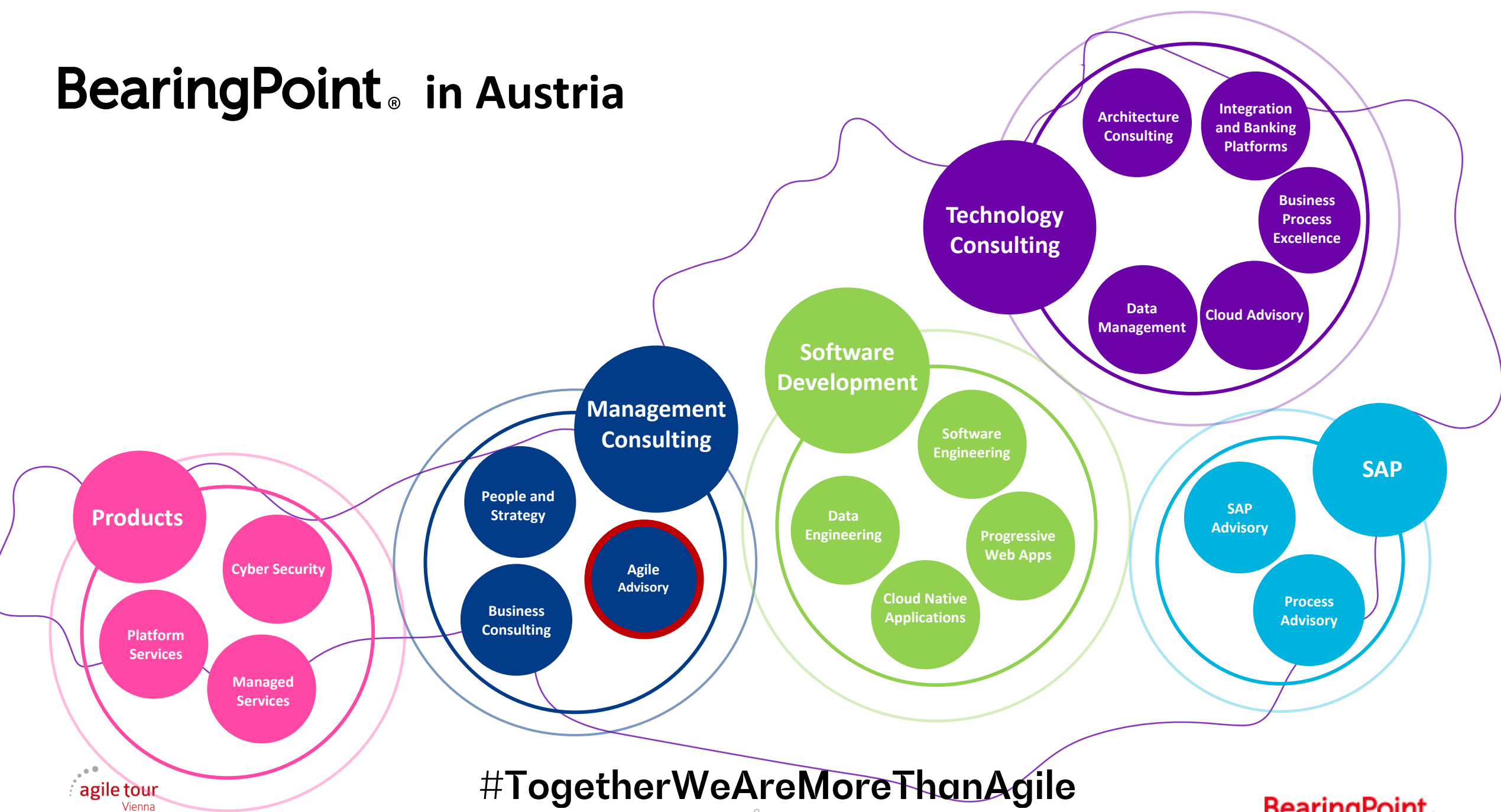


Andreas Mitter



andreas.mitter@bearingpoint.com

# BearingPoint® in Austria



## Reference Case

The Goal:

Digital End-2-End processes within a SAP S4/HANA



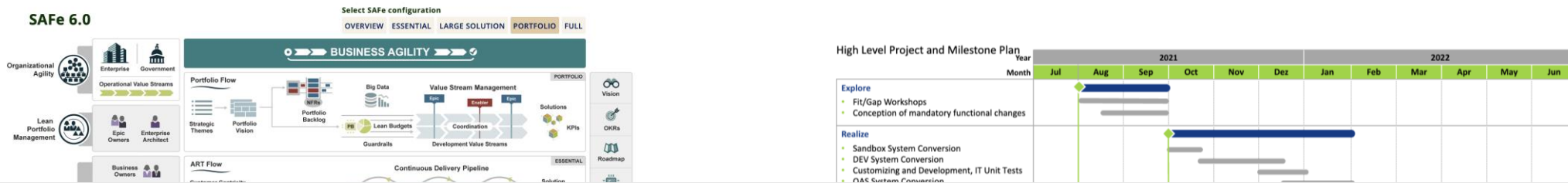
# Programme approach??

- Cost Cutting

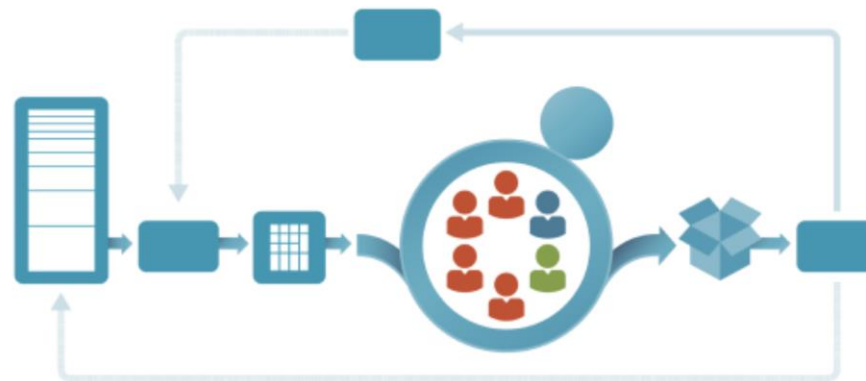
High  
Performance

Cloud  
Expansion

# What is the best approach?



## mix it up + unFIX



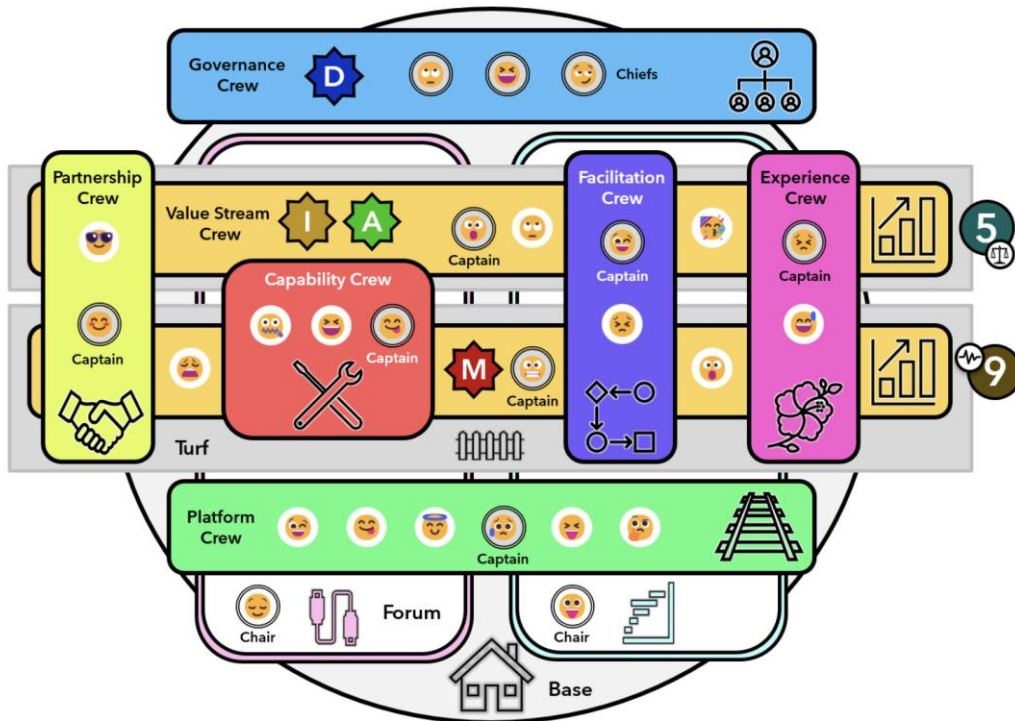


unFIX is a collection of patterns that can be used – just as  
lego bricks...

...to build a versatile organizational design centered around  
the human experience

- NOT a framework, just a pattern library
- Offers NO processes, just organizational structure
- NOT for IT or software development only
- NOT top-down, suggests a bottom-up approach to start small
- NOT a replacement for other models or frameworks, unfix the bad parts and keep all the good bits

## unFIX - 5 Patterns plus principles



- Structural Patterns
- Teaming Patterns
- Decision Patterns
- Goal-Setting Patterns
- Process & Growth Patterns

# The Base is the group where people feel safe and at home

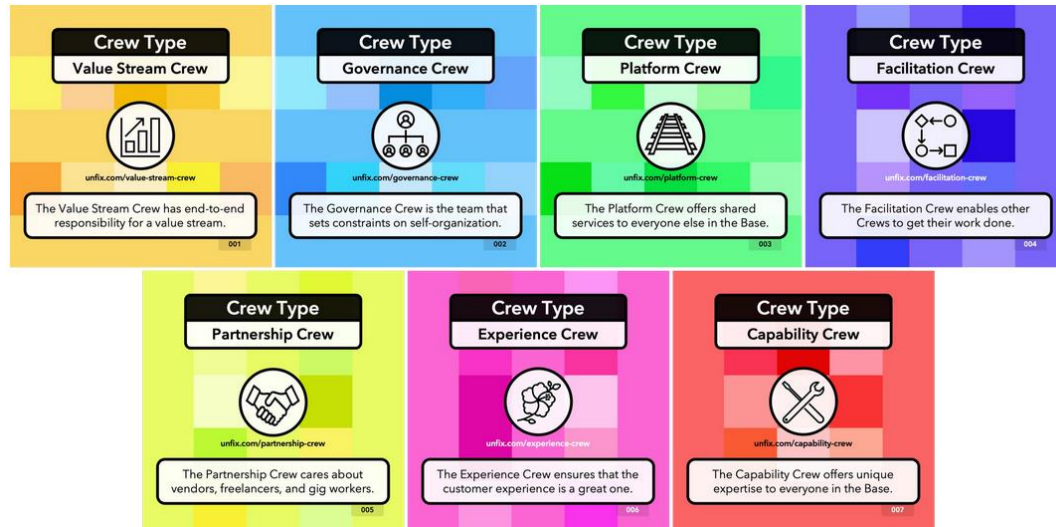
## Base Types



- Base acts a **home for all members**
- Core activity of the Base is a business model focused on value for customers
- a **fully self-supporting business** (contains all the necessary skills to design, develop, and deliver products)

# A Crew is a small team on a mission with a defined goal

Crew Types & Crew in a nutshell

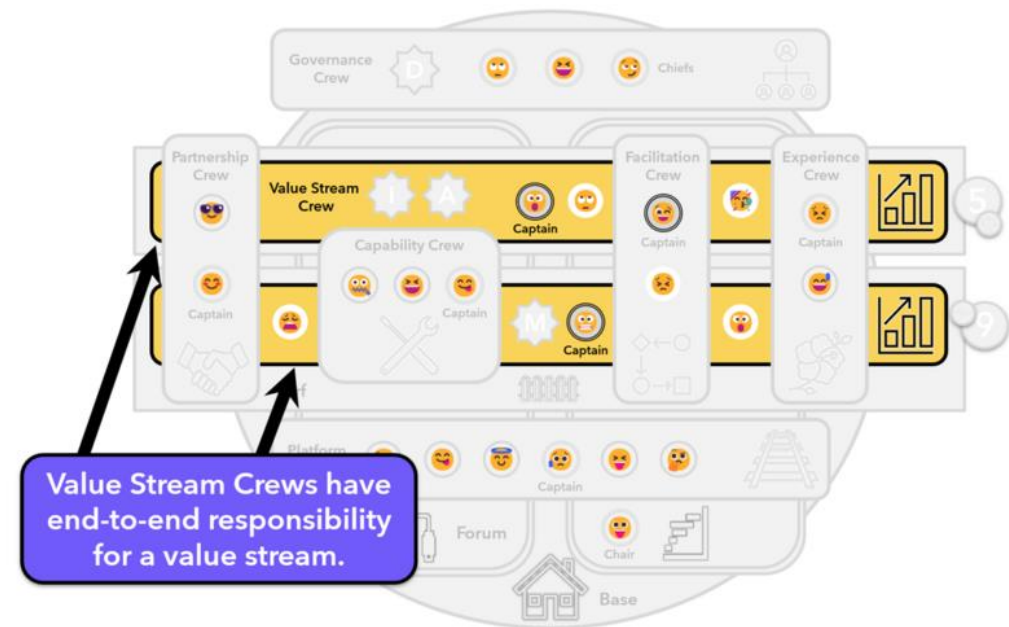


- **Small teams** (3-7 people typically)
- Have **autonomy** to decide on their own objectives, processes, roles, and membership.
- No matter which methodologies is used
- **No line manager** (management happens in Base)
- Inspired by **Team topologies**

## A Value Stream Crew has end-to-end responsibility for a value stream

### Value Stream Crew

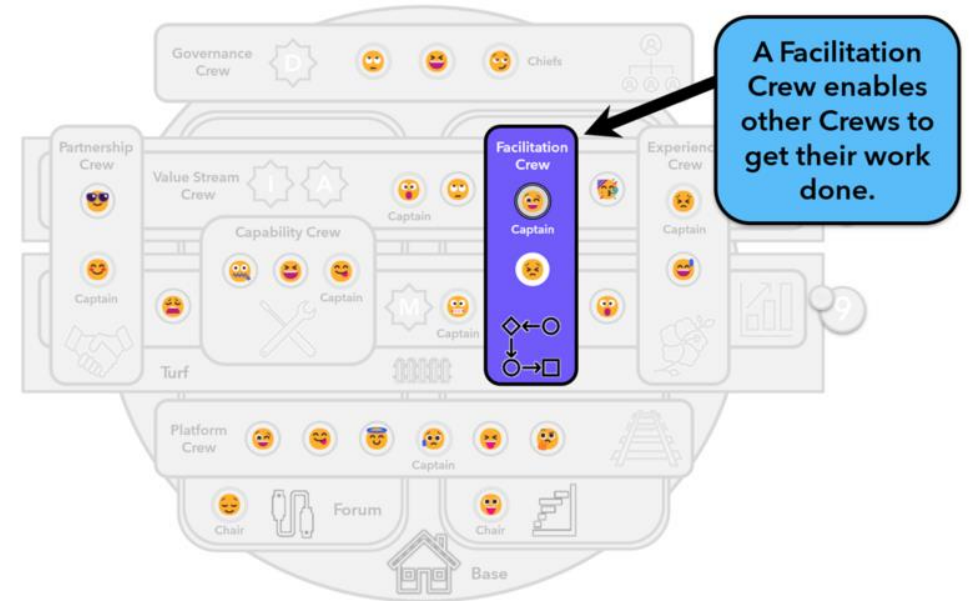
- **End to end responsibility** for a value stream  
with possible no handovers between teams
- Translates customer problems and needs into solutions
- Manages dependencies to other teams
- Has **all the skills** to get their essential **work done**
- Applies lean and agile practices
- Facilitation Crew supports in coordination of multiple value streams



## A Facilitation Crew enables other Crews to get their work done

### Facilitation Crew

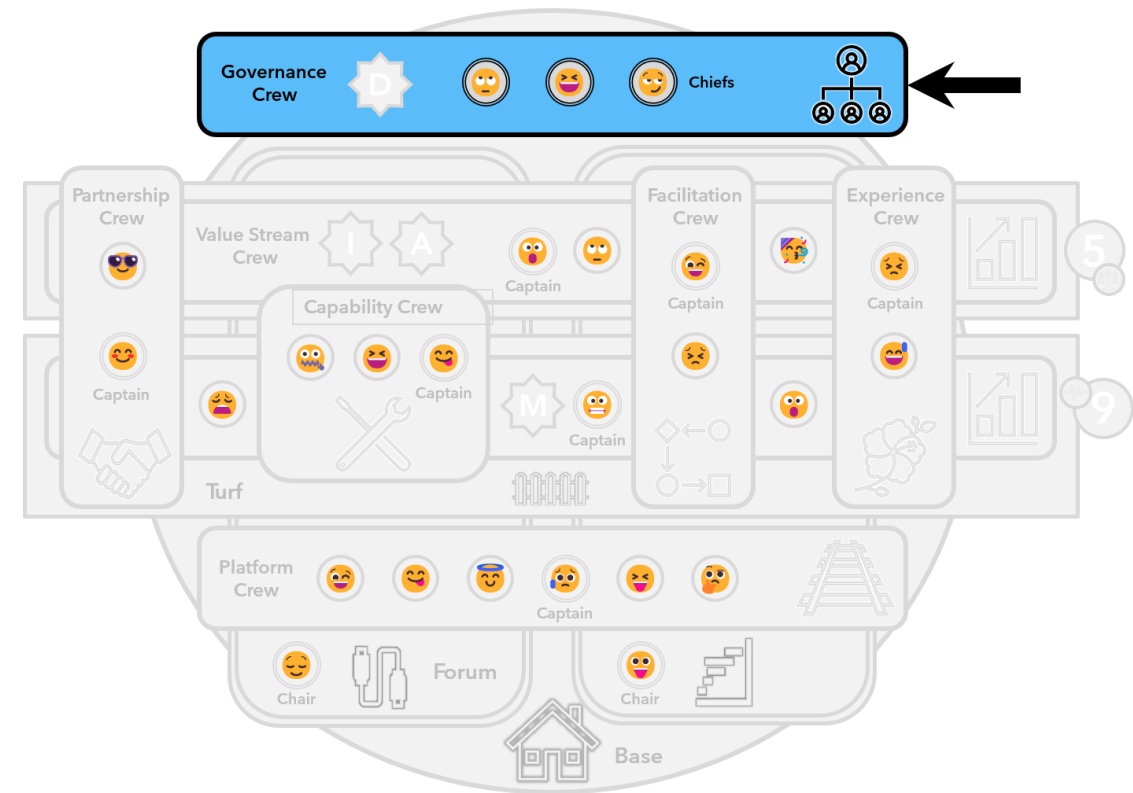
- **Ensure** that the Value Stream Crews in the Base can **operate smoothly** (Example Agile Coaches)
- Strive to understand the problems and obstacles in the value stream in order to effectively **provide or mediate assistance**
- Ultimate goal: **increase autonomy** of value stream crews



# The Governance Crew is the management team

## Governance Crew

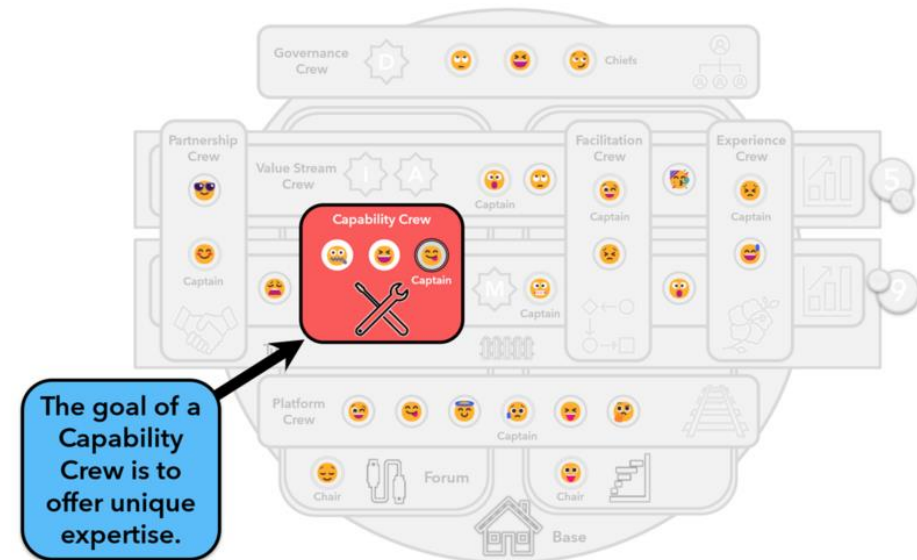
- Consists of **one to several chiefs** (which are the only managers)
- **Two responsibilities**
  - **Leadership** (set vision, strategy and purpose for a base)
  - **Governance** (set the rules of the game)



# The goal of a Capability Crew is to offer unique expertise

## Capability Crew

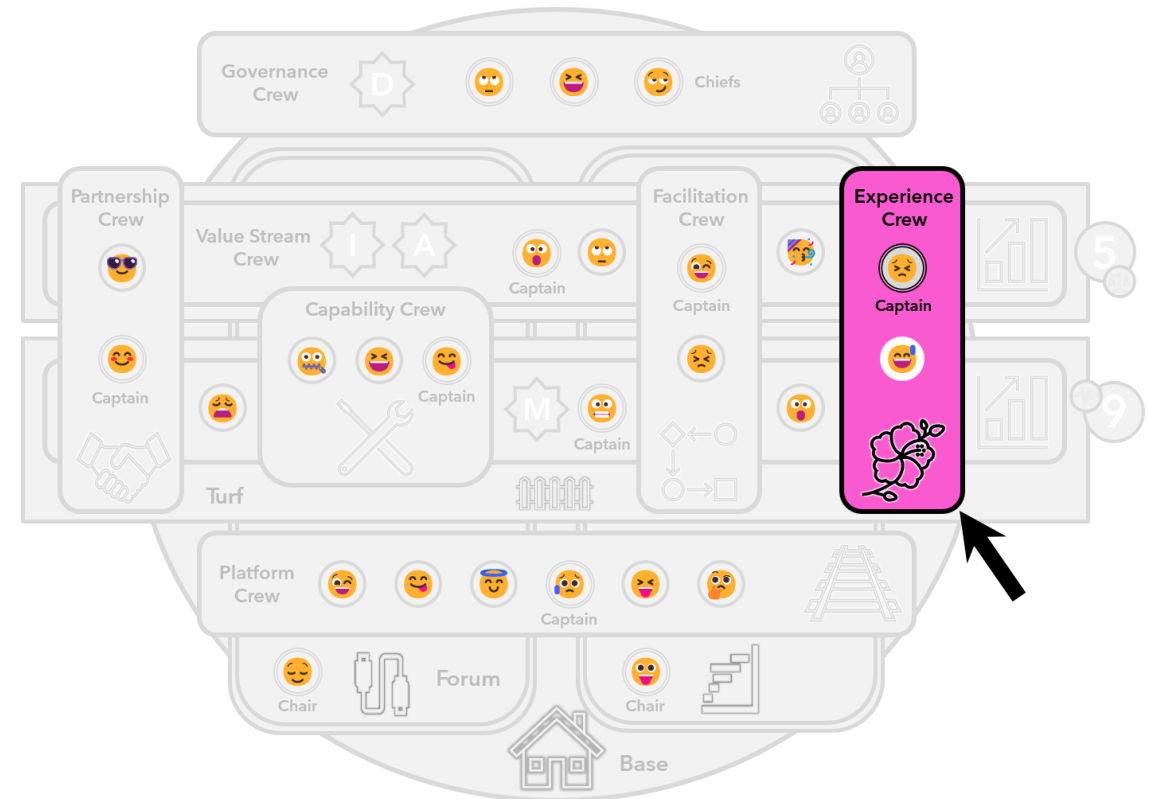
- Includes **specific and rare skills** that cannot be distributed across all Value Stream Crews
- Crews's goal is to **assist** the **other Crews** when their skills are needed
- **Work temporarily within those Crews**



# The Experience Crew ensures that the customer's experience is a great one

## Experience Crew

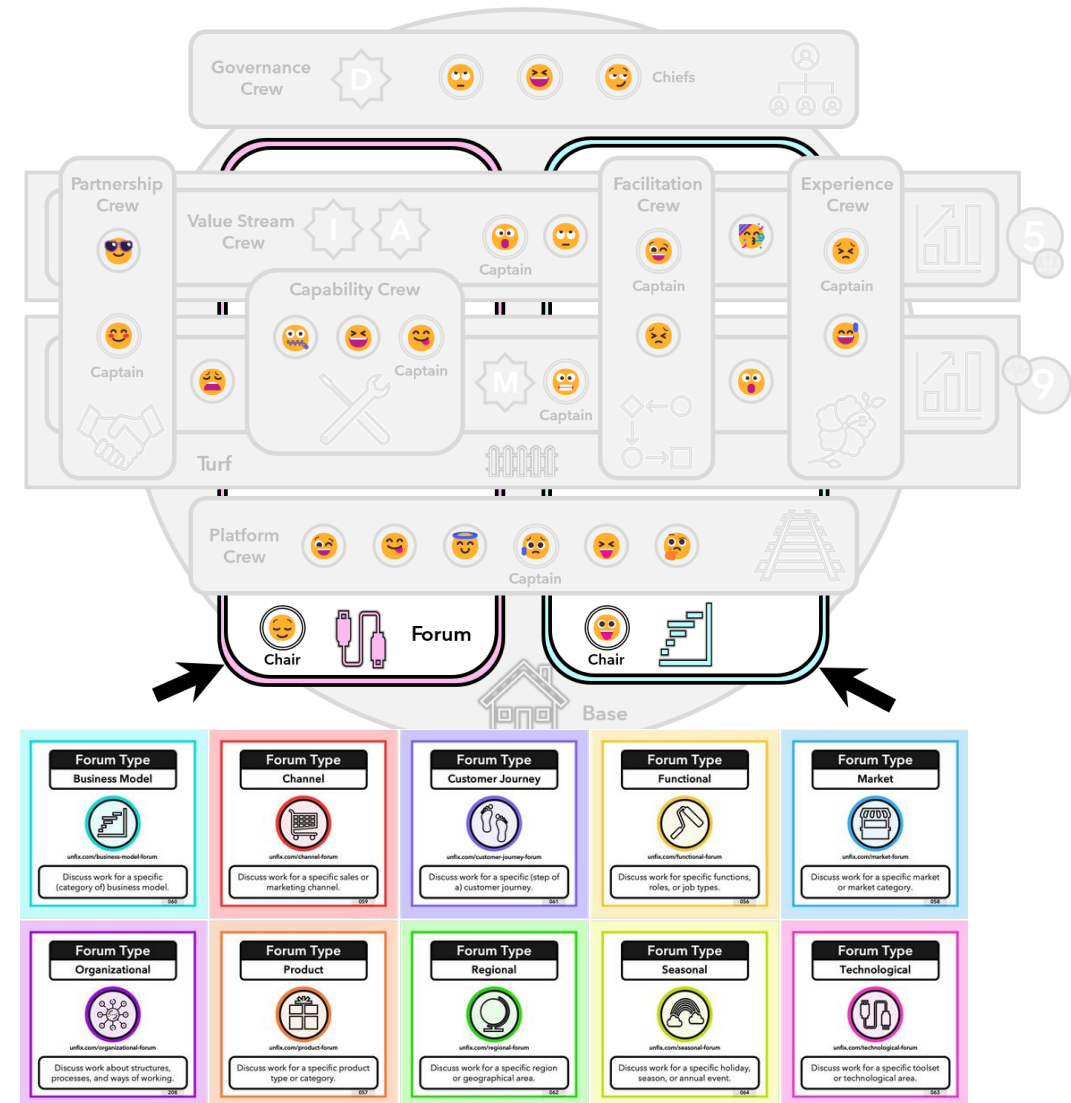
- Acts as **customer-facing "front team"** whose goal is to **optimize the entire customer journey and user experience** in the case of touchpoints across multiple products and various channels.
- Ultimate goal: ensure that the customer's experience is a great one (for the whole business and all products of the company)
- Some kind of special Facilitation Crew



# A Forum is a place to talk and make important decisions

## Forum Types

- In Forums, people **discuss knowledge, trade-offs, and opportunities** that serve the greater good of the Base.
- **Share experiences** and prevent re-inventing the wheel
- There are **no line managers** on Forums
- Forum participants do most of their work on Crews, not on Forums



# People usually have different roles on the Crews they participate in

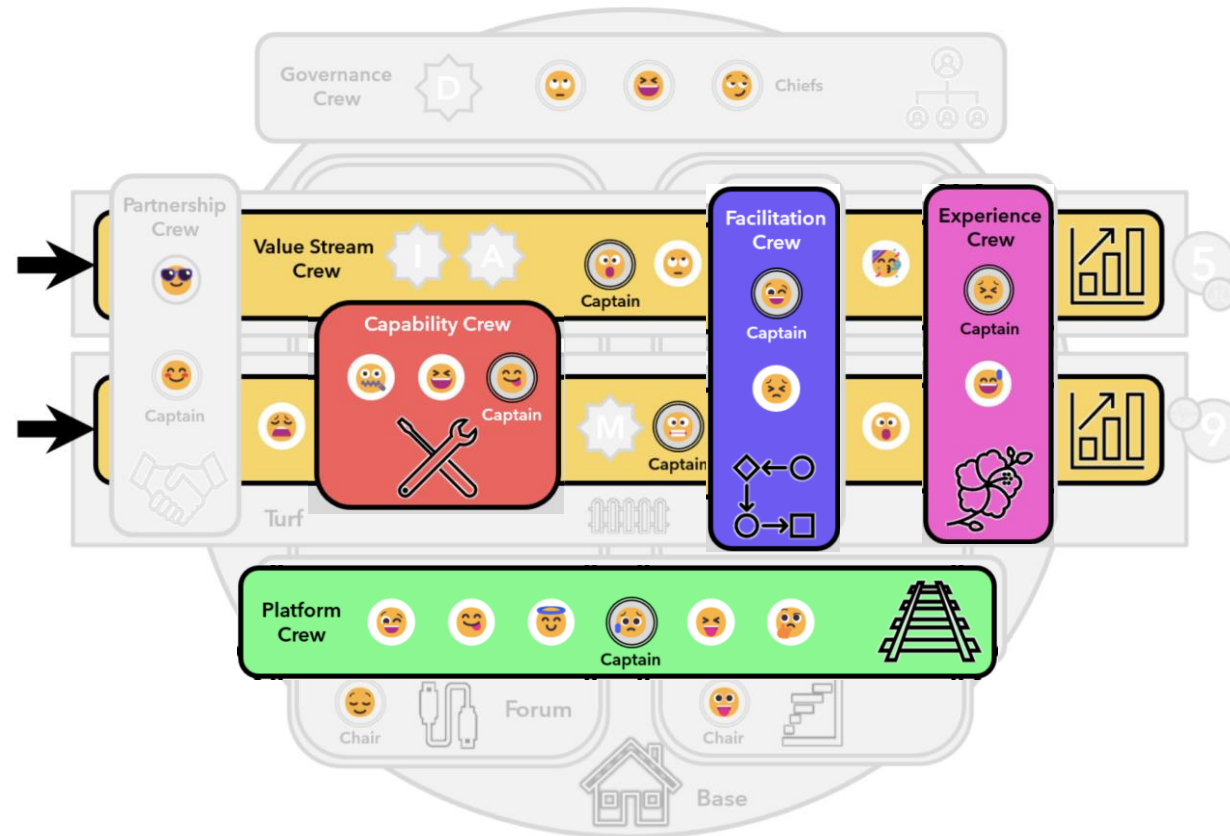
## Role Attributes

### Captain:

- The Captain **represents a Crew** towards Chiefs and other stakeholders
- The Captain may act as a **tie-breaker in the case of difficult team decisions**
- is a leader with a job to do, **not a line manager or people manager**
- **Dynamic assignment**



## Which elements have we chosen in the client case?



# SUMMARY



# Is unFIX the new „Wunderwaffe“? – Our conclusion

# Thank you!

## Looking forward to any questions



**Max Winkler**

AGILE COACH &  
ORGANISATIONSENTWICKLER



Max Winkler



max.winkler@bearingpoint.com



**Andreas Mitter**

HEAD OF AGILE ADVISORY



Andreas Mitter



andreas.mitter@bearingpoint.com

# Agile Austria Conference 2023



[www.agile-austria.org](http://www.agile-austria.org)

**Agility beyond Frameworks:**  
Der Blick über den Tellerrand

**12. & 13.  
Oktober**

KANBAN

BEYOND

LeSS

SAFe

SCRUM



***TOGETHER***  
we are more than business

BearingPoint®