




TECHTALK 

John P. Kotter


“The world is now changing at a rate at which the basic systems, structures, and cultures built over the past century cannot keep up with the demands being placed on them.”




In a world of digital disruption, we must think differently about how organizations are working and software products are created ...



A *disruptive change* is a term from innovation research and describes a transformation that fundamentally changes or even makes existing business models, products, or services obsolete.



A *disruptive change* can be triggered by new technologies, business models, or market entries from new competitors.



In contrast to incremental changes that improve or optimize existing products or services, a *disruptive change* leads to a fundamental change in the way a market functions.


Companies that are unable to respond to a *disruptive change* may lose their competitiveness or even disappear from the market.

What we need is *Resilience!*



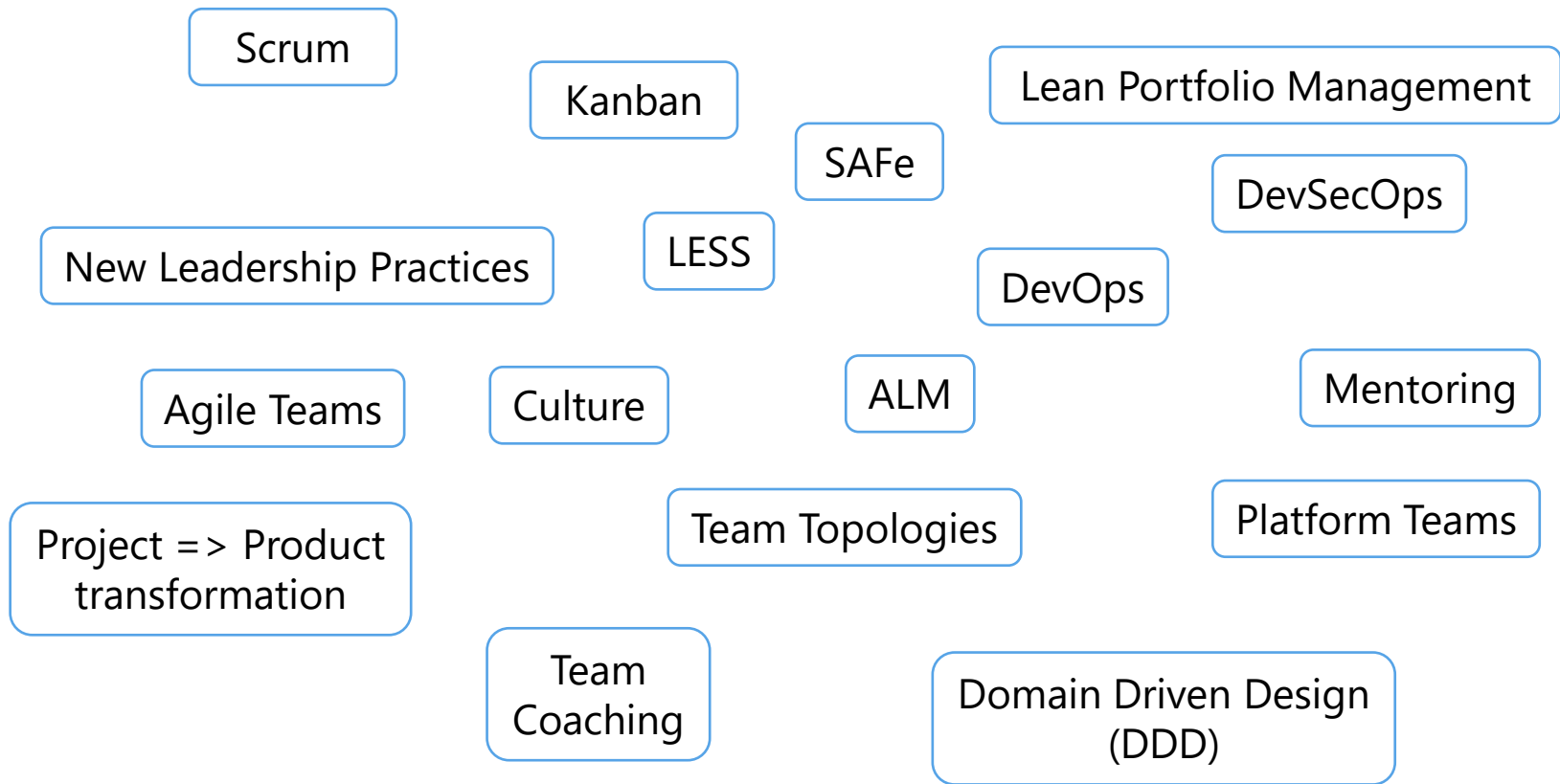
COMO: The Collaborative Revolution – Modelling a Resilient Future

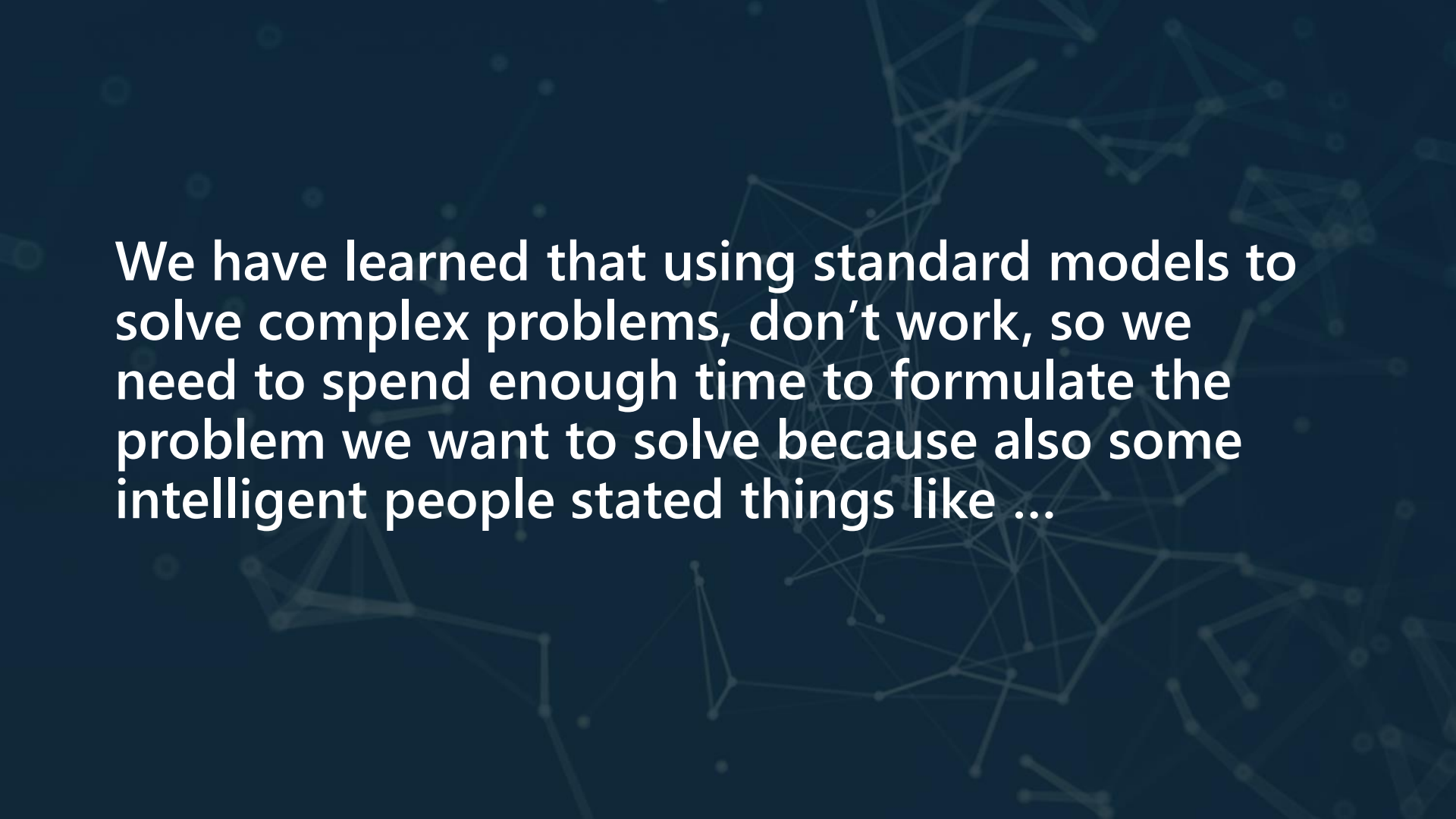
Agile Tour 2023




How many of the following methods are you applying in your company, without knowing which problem you want to solve?

aka applying “best-practices” without a problem statement






We have learned that using standard models to solve complex problems, don't work, so we need to spend enough time to formulate the problem we want to solve because also some intelligent people stated things like ...




**A problem well stated,
is a problem half solved.**

Charles Kettering, head of innovation at General Motors



If I had only one hour to save the world, I
would spend 55 minutes defining the problem
and only 5 minutes solving it.

Albert Einstein



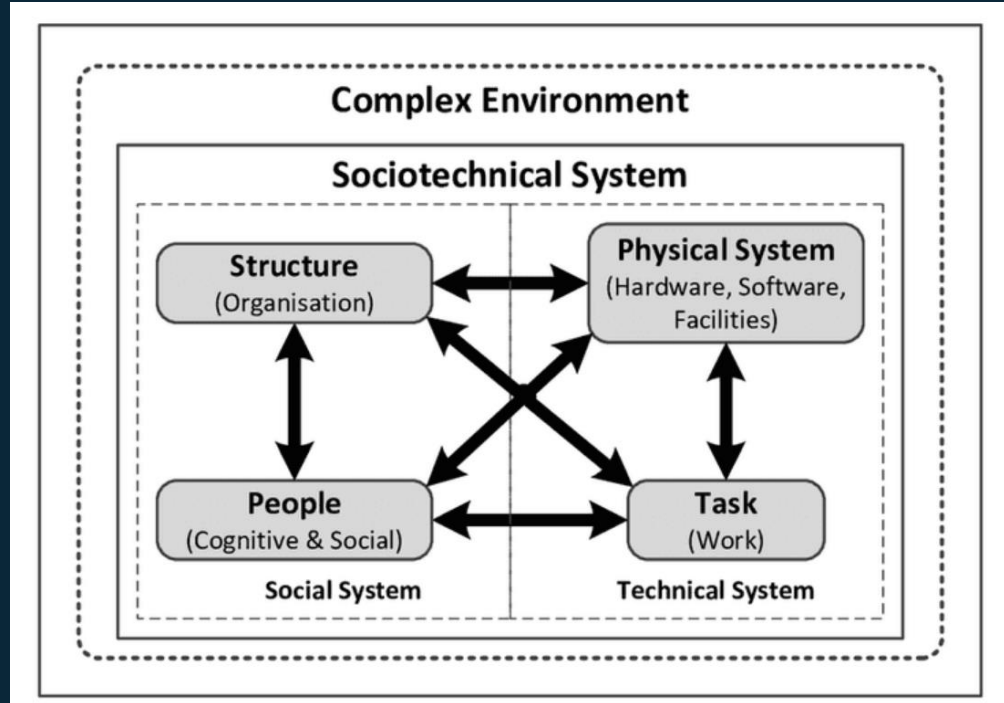
Almost everywhere, we see that teams and organizations are not aligned, on the problems they are trying to solve ...

Daniel Sack, Richard Brenner



But why is it so complex, to formulate and align
a problem statement ...

Because we operate in sociotechnical systems





How we tackle these kind of situations?



We know at least since 2001 that ...

“Business people and developers must work together daily throughout the project.”

And we believe that this is now true more than ever on a strategic level as well as on team level

Hint: agilemanifesto.org 😊

What we experience since the early 2000s

Problems are getting more complex because

- IT made it possible, to support complex business models
- we have a lot of existing software systems to maintain
- business models are changing much faster
- more often, companies have multiple business models in parallel
- ...

RATE
OF
CHANGE

stretching our teams/org & creating
complex processes => increasingly
messier social and technical systems
(⚠ Conway's Law)

INNOVATION,
MARKET,
EXPECTATIONS

COMPUTER
MAINSTREAM

INTERNET
MAINSTREAM

ORGANIZATIONS
OPERATING
MODELS

TIME

RATE
OF
CHANGE





*..... In short: everyone should have experienced
now that we live in a VUCA world*



So we need an approach to solve complex problems in a complex environment in order to succeed with disruptive changes

We do not just want to survive but we strive to become more resilient!

We have experienced that we need

a set of guiding principles for our collaboration

an organization and leaders within that incentivize solving the concrete problem above all other personal or political agendas

a toolset that enables us to break down complex problems into manageable pieces so that we can start working on the solution step by step with an empirical method that allows us for fast decision making

Important guiding principles for the collaboration are

- trust
- transparency
- alignment

... real psychological safety

LEARNING, EXCELLENCE & CHANGE



The Fearless Organization
(Amy C. Edmondson)

TECHTALK

BUILDING SOFTWARE
THAT MATTERS

PRAGMATIK

Von der Idee bis zum
messbaren Erfolg

EXPERTISE

Spezialisiertes Know-How
und Projektunterstützung

AGILE

Trainings, Coaching
und Werkzeuge

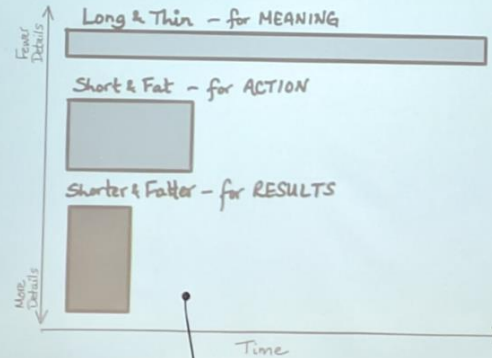


Organizational environment preconditions

People who are *incentivized to solve the problem* and not their political or personal agendas

Ideally, the organizational DNA changes in a way, that *teamwork and collaboration is incentivized* above silo thinking and the leadership model is based on collaboration

PLAN TOGETHER ACROSS THE ORGANIZATION



3-Level Planning
(Ole Jepsen)

TECHTALK

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Let's look at what's in our toolbox

- Event Storming
- User Story Mapping
- Impact Mapping
- Domain Storytelling
- Storystorming
- Context Mapping
- Example Mapping
- Business Model Canvas
- Bounded Context Canvas
- Scenario Casting
- Event Modeling
- Heuristics Mapping
- ...





So how does this work in reality

A metamodel to tackle disruptive change initiatives

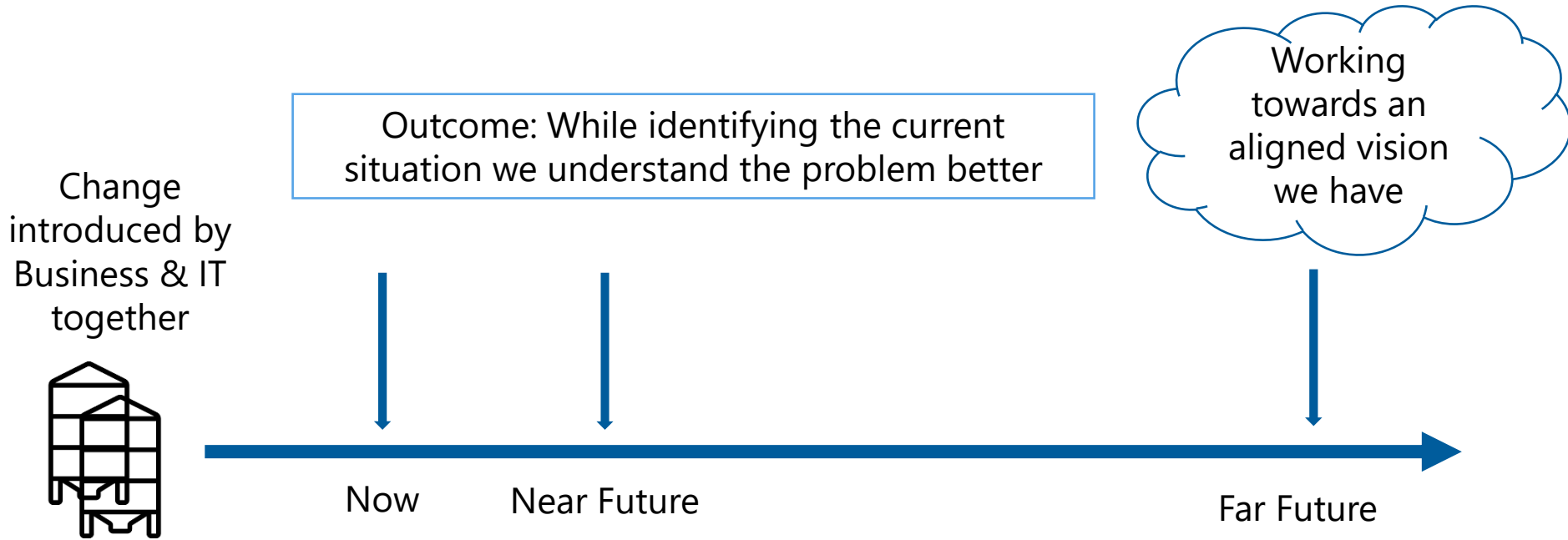


First step.. Work on a joint business/IT vision

Change
introduced by
Business & IT
together

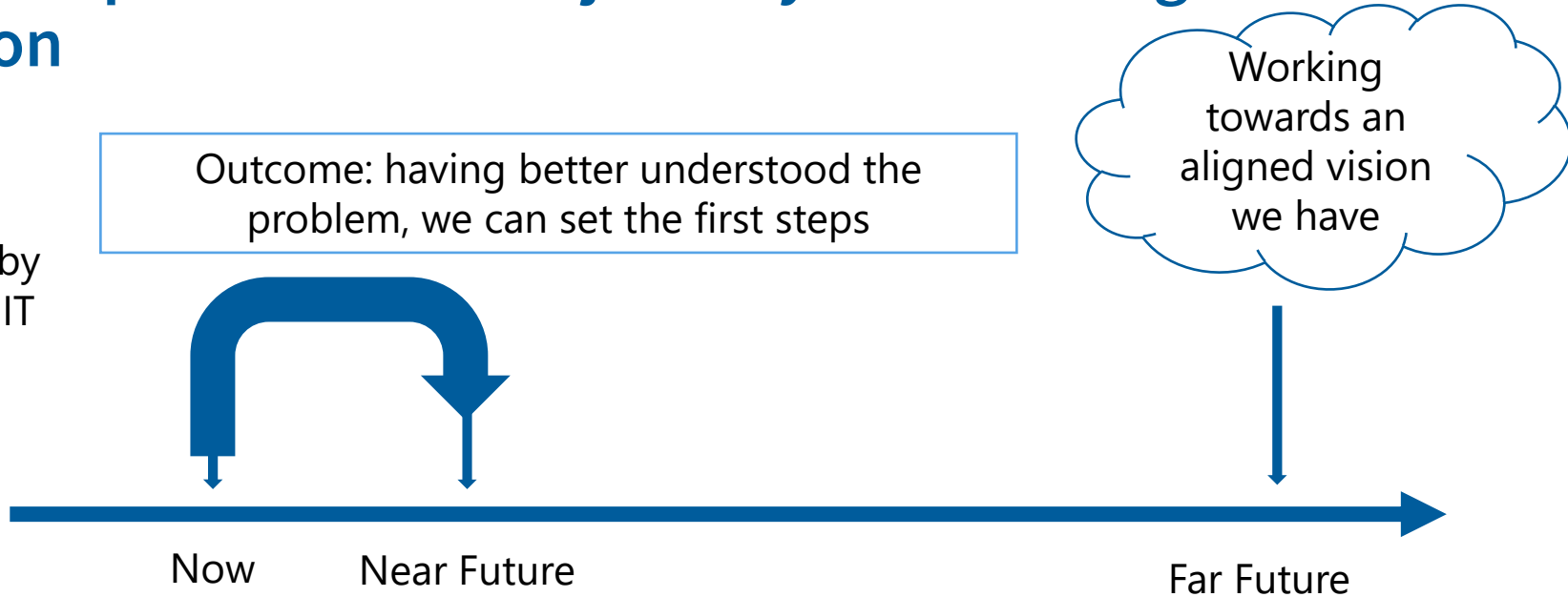


Step 2: Identify where you are on achieving that vision



Step 3: Identify the first measures that bring you one step further on the journey to achieving the vision

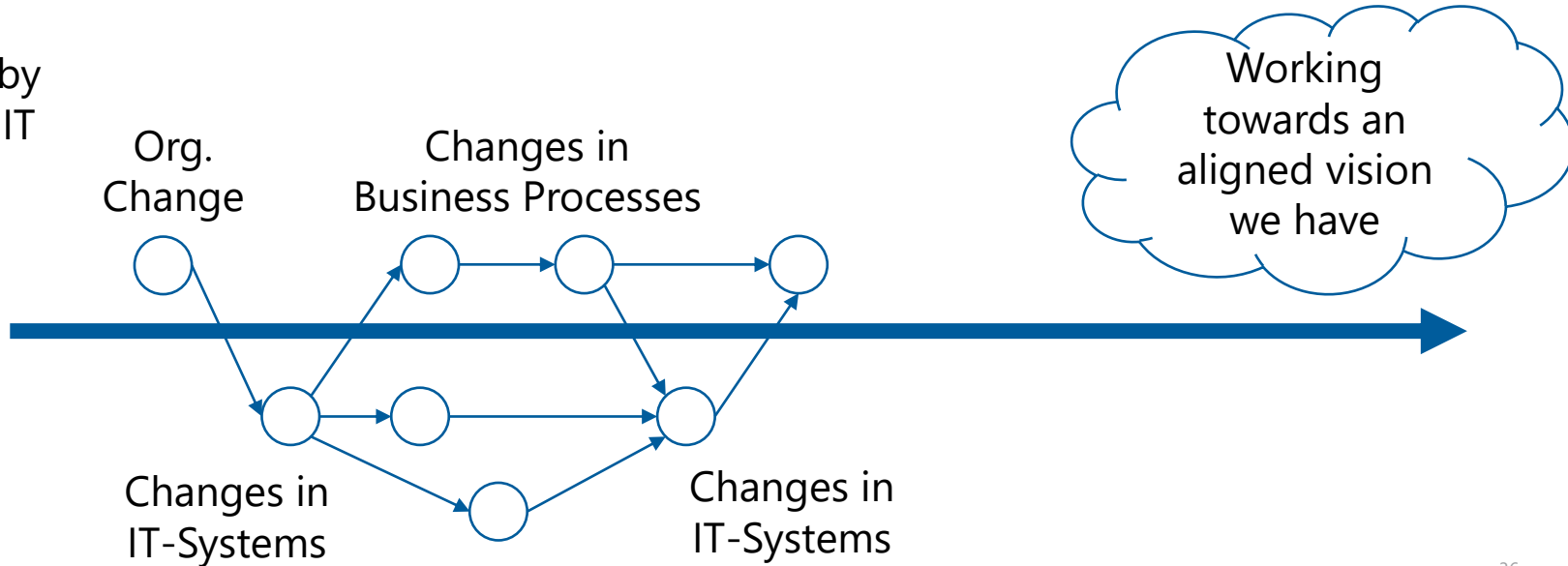
Change introduced by Business & IT together



Think in journeys ...

Important: consider a joint organization and architecture vision

Change
introduced by
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together



Our Key Learnings

Collaboration Business/IT is key to change, especially disruptive changes

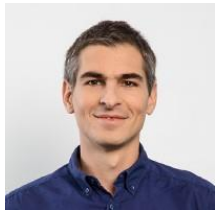
A lot of tools already exist which can support us

Don't talk about agile, "schon gar nicht Agile Transformation" but use the tools and live it without talking too much about it

Find the vision for your own context and collaboratively model your resilient future



Ihre Ansprechpartner



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