"A strategic approach to agile transformation in the automotive industry"

Continental Engineering Services
BC Process Management

www.conti-engineering.com

Continental Engineering Services

WE ARE…

> An engineering and technology provider.

> A one stop shop – from the idea to the product.

> A gateway to high volume automotive products.

> More than 2,800 experienced engineers & specialists.

> Developers of the technology for future mobility.

Continental Engineering Services

OUR CORE TOPICS

› Network & Architecture.

› Electrification & Emission Reduction.

› ADAS & Autonomous Driving.

› Chassis & Brake Technology.

› Human Machine Interface & Connectivity.

› Digitalization, IT & Data Solutions.

› Software Defined Vehicle.

› New Mobility Ecosystem.

› Acoustic Solutions.

How will a car look like in 10 to 15 years from now?
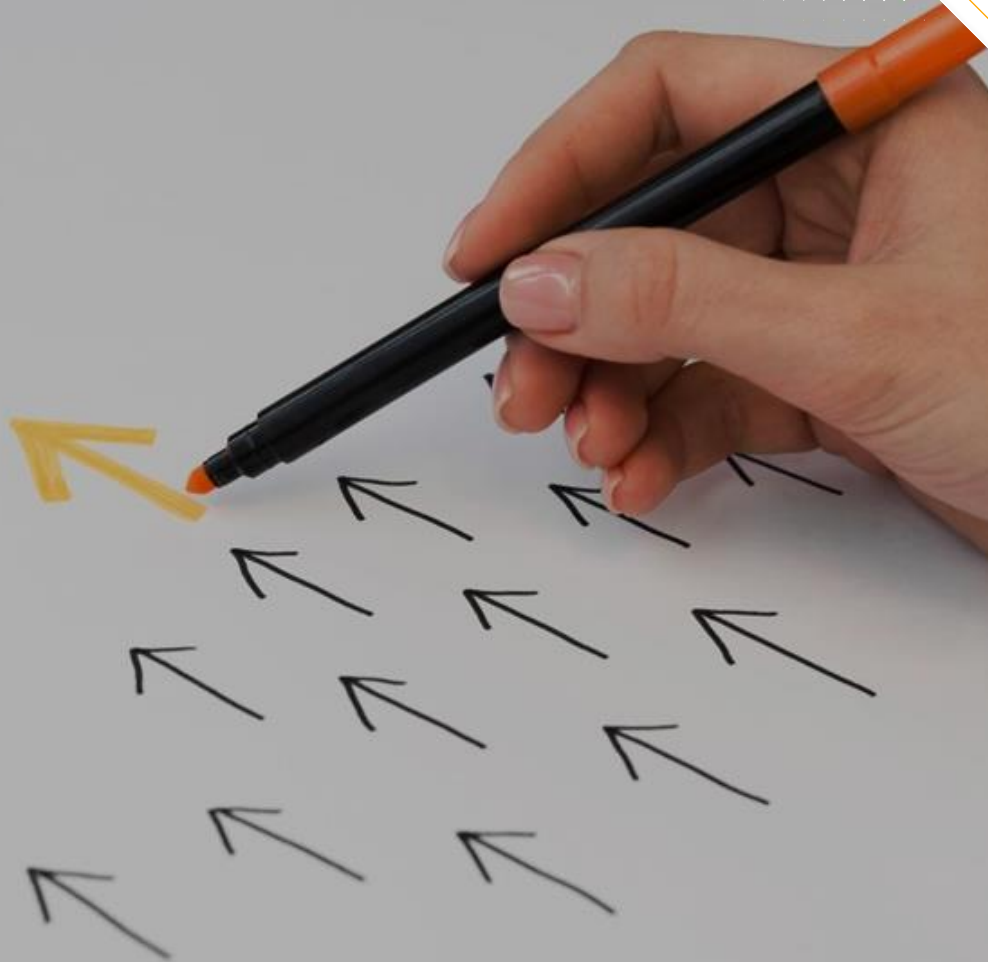
Your organization or project wants to provide better *VALUE to customer* in this VUCA world?

You think going Agile could help. Where do you begin?

Setting Change in Motion

Leadership / Management Support
Vision, Mission, Values

Transparent Communication
Openness

Culture and Mindset
Challenge Status Quo

Organization Structure and Governance
Agile Roles and Responsibilities

Decentralize Decision Making Process
Enable Teams. Build Trust

IT Infrastructure
Supporting Infra

Coaching and Empowerment
Engage; Enable; Empower

Continuous Delivery Pipeline
Continuous Improvement

Change Agents
Change Catalyst

Governance | Process | Tools | People

Commitment to CHANGE

Start with the "WHY"

WHY
Core Purpose, Values
Mission, Vision

Motivation

HOW
The methods, practices, frameworks
How do we want to work in this transformative phase?

WHAT
What will be our outcomes?
What do we seek to achieve?

In complex environments, what will happen is **unknown**.

What has already happened may help in making better _decisions_.

Engage. Analyze. Define.

Product and Service Analysis

› How complex is the product / service that is being delivered?

› What VALUE does it bring to the customer?

› What is the core strategy?

› What are the Value Streams?

› How frequently does the customer want releases?

Vision and Transformation Approach

› What is the end state vision or goal from this transformation?

› What is the transformation approach?

Organizational and Team Structure

› How big is the Project Team / Organization?

› What is the team's Agile Maturity level?

› What is the current Organizational Structure?

Challenges and Decision Making

› What are current challenges?

› What is current decision-making process and timeline?

Understand your ecosystem, current setup, and existing challenges to define the FUTURE.

Create The Unbreakable Bond
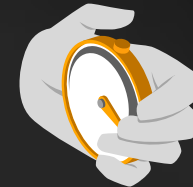
STRATEGIC PLANNING

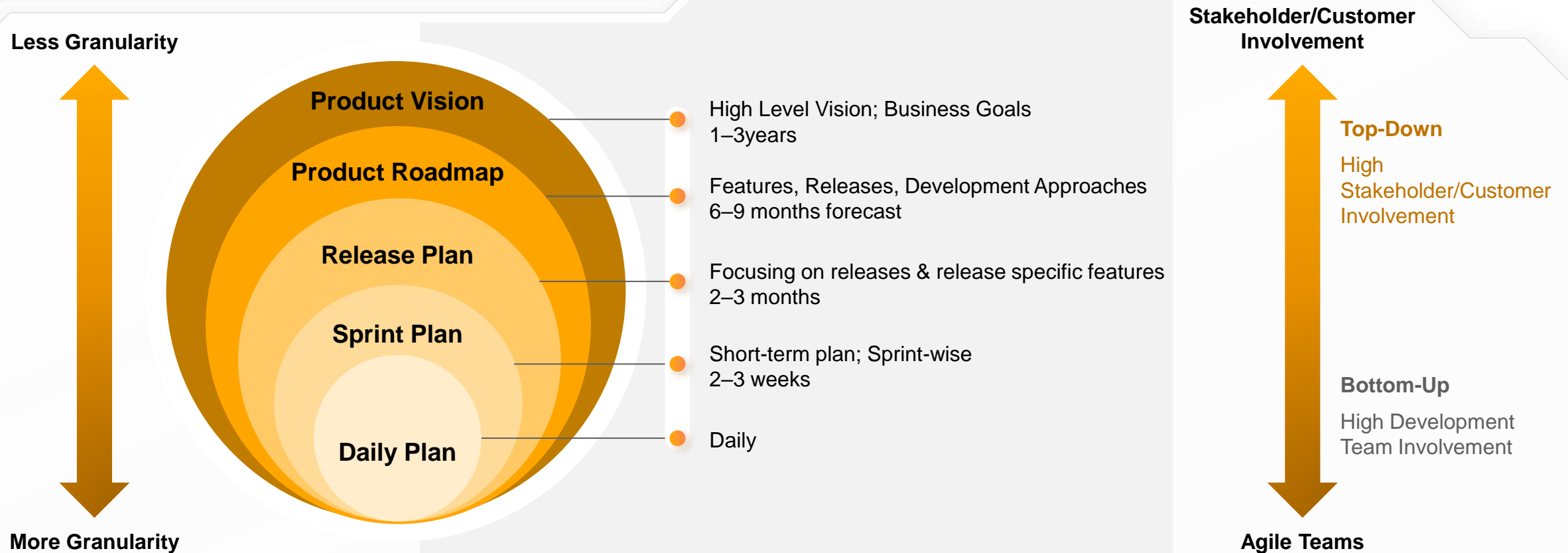**Adaptability**   **Resilience**
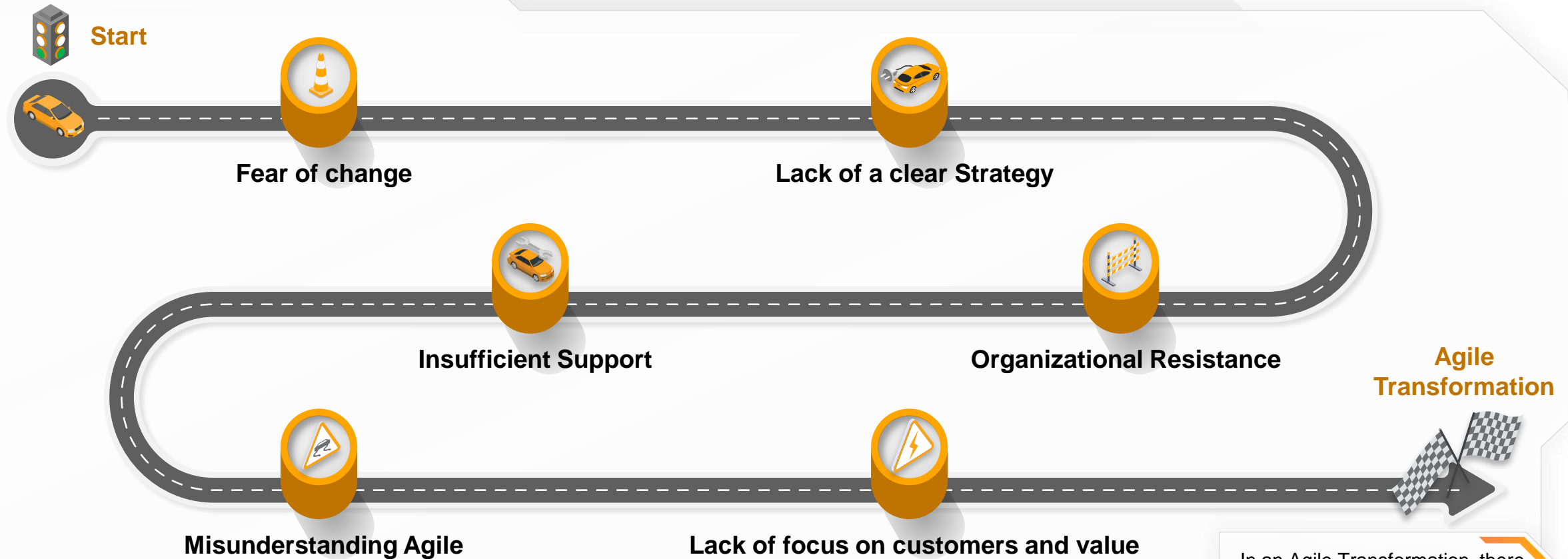
Sustained Success

AGILITY

Strategy and agility are not mutually exclusive forces; when combined, they form an unbreakable bond. Think Big (strategize); Act Small (be Agile).

Agile Planning Horizons

Less Granularity

Product Vision

Product Roadmap

Release Plan

Sprint Plan

Daily Plan

More Granularity

High Level Vision; Business Goals
1–3years

Features, Releases, Development Approaches
6–9 months forecast

Focusing on releases & release specific features
2–3 months

Short-term plan; Sprint-wise
2–3 weeks

Daily

Stakeholder/Customer Involvement

Top-Down

High Stakeholder/Customer Involvement

Bottom-Up

High Development Team Involvement

Agile Teams

A process or an approach is needed to synchronize between the top-down and bottom-up approaches.
Ex: In Scaled Agile Framework, this happens in *PI Planning*.

Need For Change Agents

Start

Fear of change

Lack of a clear Strategy

Insufficient Support

Organizational Resistance

Agile Transformation

Misunderstanding Agile

Lack of focus on customers and value

In an Agile Transformation, there will be various **challenges**. To successfully **navigate** them we need **Agile Change Agents.**

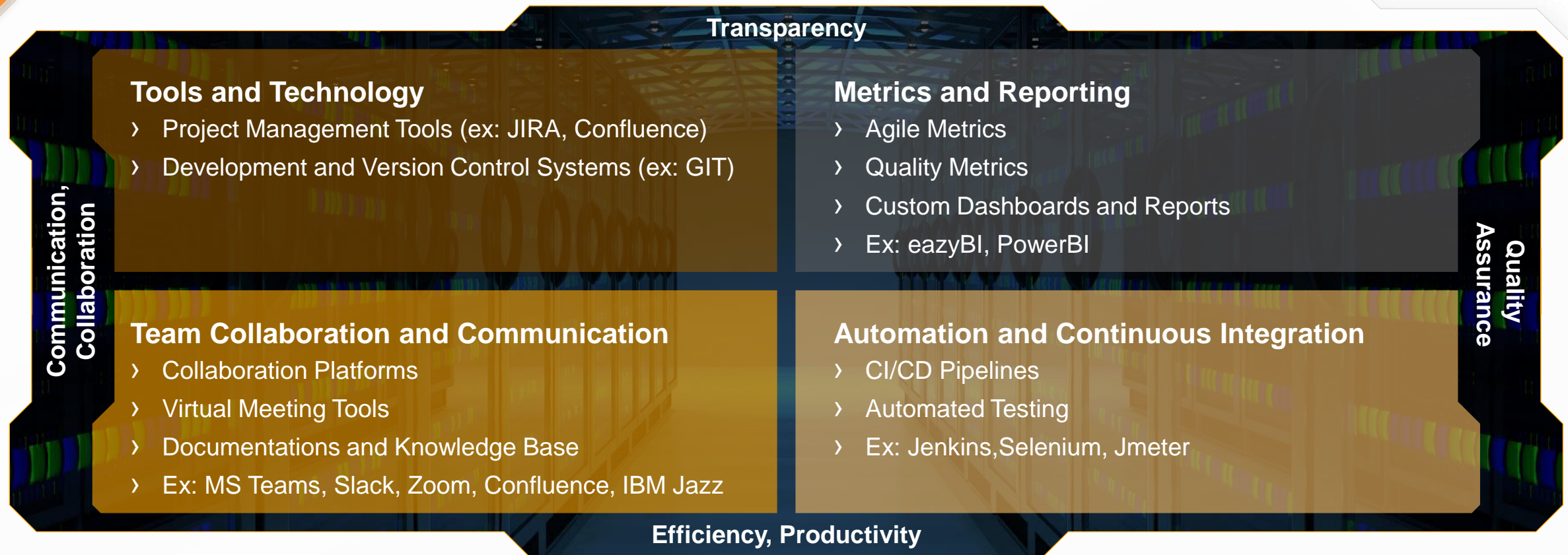*"Agile Change Agents drive the transformations. The act as a catalyst for change."*

Selecting The Right Framework

Kanban SAFe Scrum

Lean SoS XP Scrumban
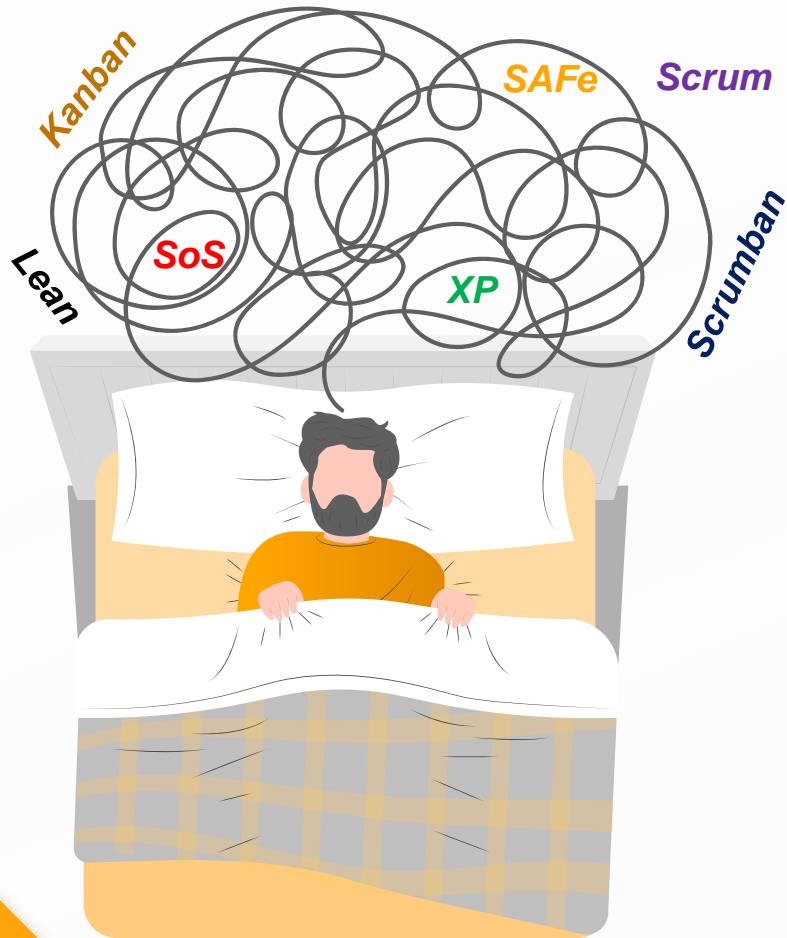
Factors to consider

- › Organizational Goals and Objectives
- › Organizational Culture
- › Team and Organizational Size
- › Team Distribution
- › Project / Product Complexity
- › Existing Process
- › Current Challenges
- › Industry and Type of Work
- › Agile Maturity Level

- › Release Frequency
- › Management Style
- › Customer and Market Requirements
- › Resource Availability
- › Cadence

"Frameworks are like building blocks for innovation – choose wisely, adapt fearlessly, and leverage their power to elevate your vision."

Agile Infrastructure Setup

Transparency

Communication, Collaboration

Quality Assurance

Tools and Technology
› Project Management Tools (ex: JIRA, Confluence)
› Development and Version Control Systems (ex: GIT)

Metrics and Reporting
› Agile Metrics
› Quality Metrics
› Custom Dashboards and Reports
› Ex: eazyBI, PowerBI

Team Collaboration and Communication
› Collaboration Platforms
› Virtual Meeting Tools
› Documentations and Knowledge Base
› Ex: MS Teams, Slack, Zoom, Confluence, IBM Jazz

Automation and Continuous Integration
› CI/CD Pipelines
› Automated Testing
› Ex: Jenkins, Selenium, Jmeter

Efficiency, Productivity

There are various parameters (like compatibility, scalability, integration capabilities, ease of use, customizability, support for automation) that needs consideration when tooling.

Work Breakdown Structure

PROJECT

WORKFLOW

ISSUE

FIELDS

TRANSITION SCREEN

In Progress

Ok   Cancel

DONE
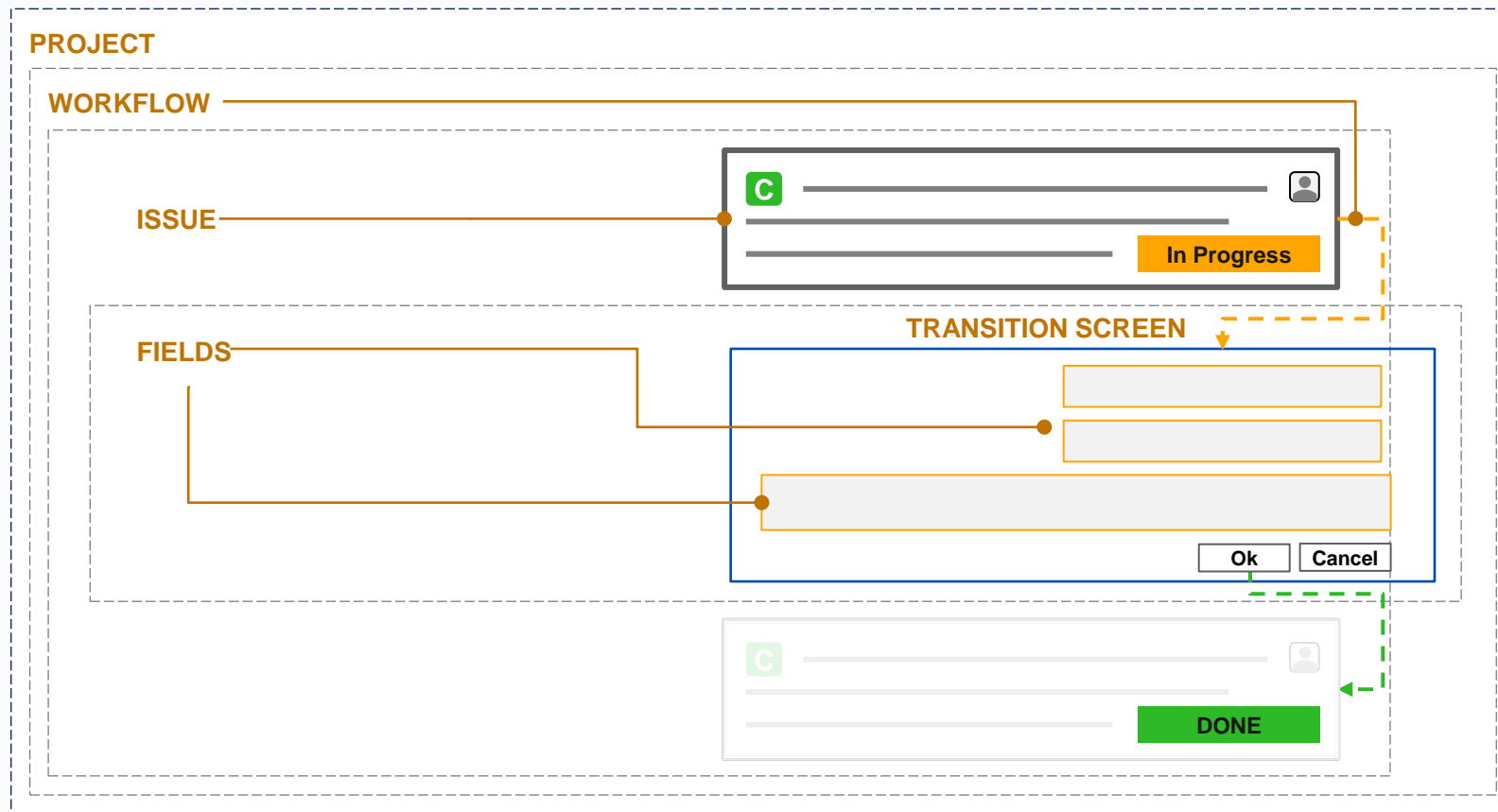
> **Ticket Types / Transitions**
> **Ticket Hierarchy**
> **Planning Period / Cadence**
> **Ticket Links**
> **Ticket Content**

Flexible vs Rigidity

› Teams have autonomy to decide on WBS, timing, duration, collaboration etc.

› Teams have limited flexibility to configure as desired in the tools (like new fields).

› Organization provides the basic framework to be followed.

› Changes required are controlled and approved by special teams.

› **Pro:** Synch across the Organization.

› **Cons:** Teams cannot have complete autonomy.

WBS Flexibility Option

Flexible ⬤

Controlled ⬤
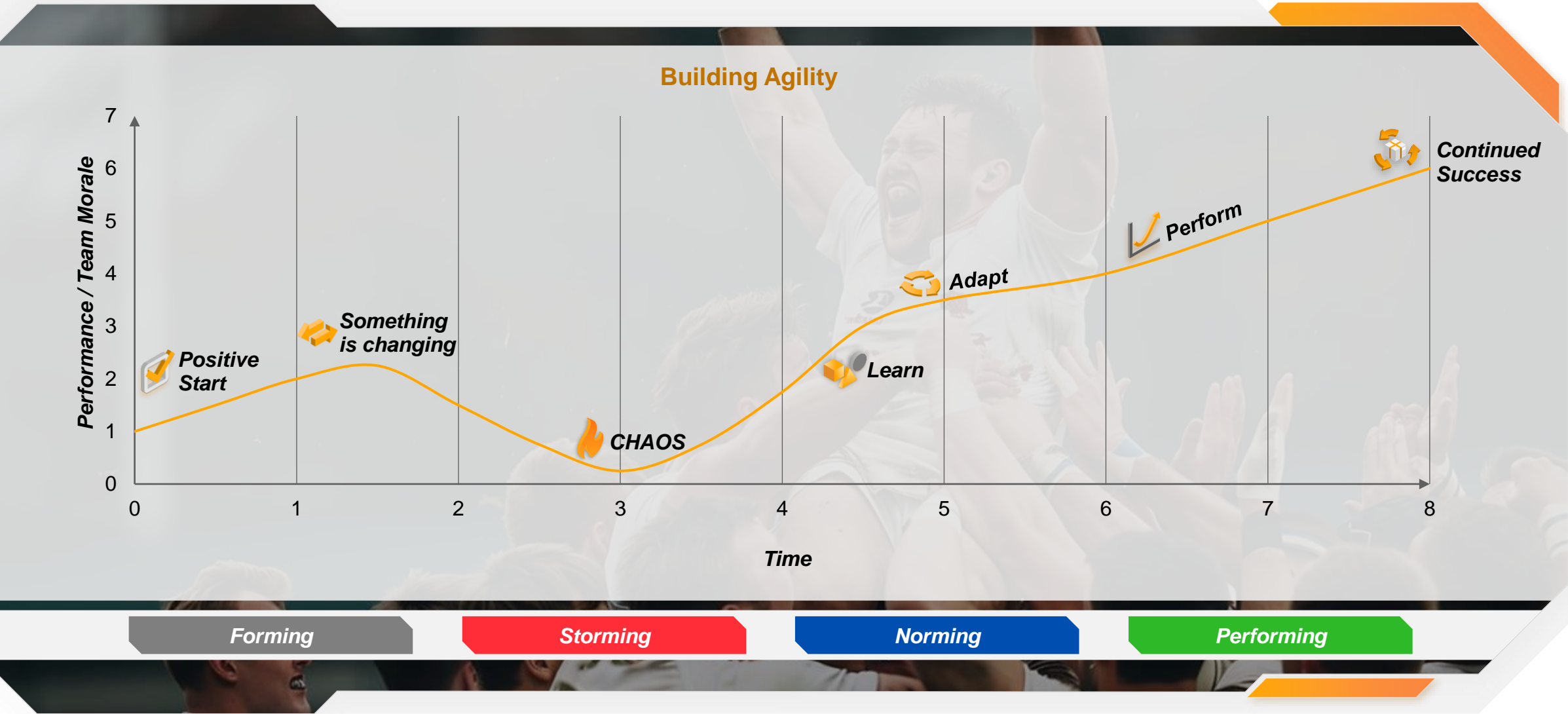
› Teams have the autonomy to decide on *everything* from WBS, workflows, timing, duration, collaboration mode etc.

› Complete Customization: Teams have the flexibility to configure as desired in the tools (like new fields).

› Customizable by project / teams – two project may follow entirely different workflows / strategies.

› **Pro:** Autonomous Teams.

› **Cons:** Poor Synch across Organization.

"Continuous Improvement is better than delayed Perfection"

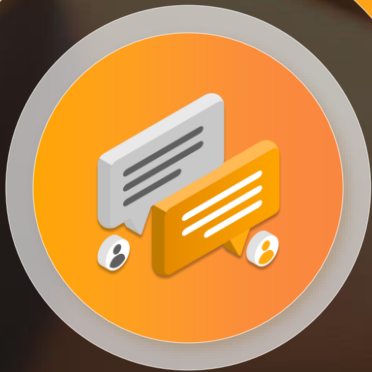**_Individuals and Interactions_ over processes and tools.**

Start. Learn. Adapt. Achieve.

Building Agility

Performance / Team Morale (y-axis: 0–7)

Time (x-axis: 0–8)

- **Positive Start**
- **Something is changing**
- **CHAOS**
- **Learn**
- **Adapt**
- **Perform**
- **Continued Success**

Forming — **Storming** — **Norming** — **Performing**

It's All About PEOPLE.

Culture and Mindset
Cultivating Growth mindset
Collaborative culture

Empower
Empower the teams
Build Trust
Decentralize Decision Making

Transparent Communication
Transformation Plan
Organizational Changes
Roles and Responsibilities

Coaching and Mentoring
Coach on technology
Coach on processes
Mentor the teams to be self-sustaining

Thank You!
Got Questions? Ask us!

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