



"FOCUSED,  
COLLABORATIVE,  
TRANSPARENT"  
HEAD OF BU, HILTI AG



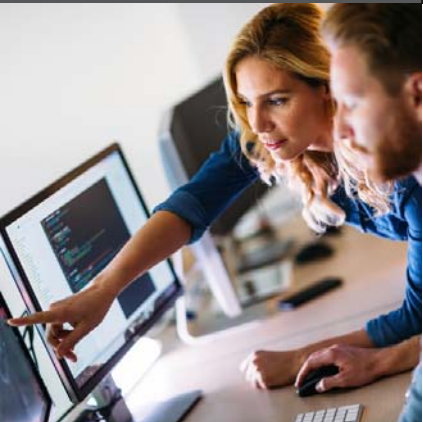
**ALEAS**  
Agile & Lean Solutions



# STAGILE® MANAGEMENT

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HEINZ STUDER | ALEAS AG | MARCH 23



# AGENDA

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Vorstellung ALEAS &  
Heinz



Zusammenfassung, Q&A,  
Diskussion



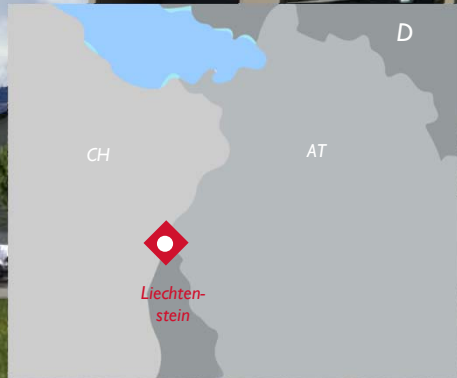
Status Quo  
Management Review



Impuls  
STAGILE MANAGEMENT

# ALEAS AG – AGILE & LEAN SOLUTIONS

## OUR COMPANY



## OUR OFFERING

### PRODUCTS

- STAGILE®
- ALEAS Board
- ALEAS Projects

### SERVICES

- Consulting
- Custom Development

## OUR CLIENTS



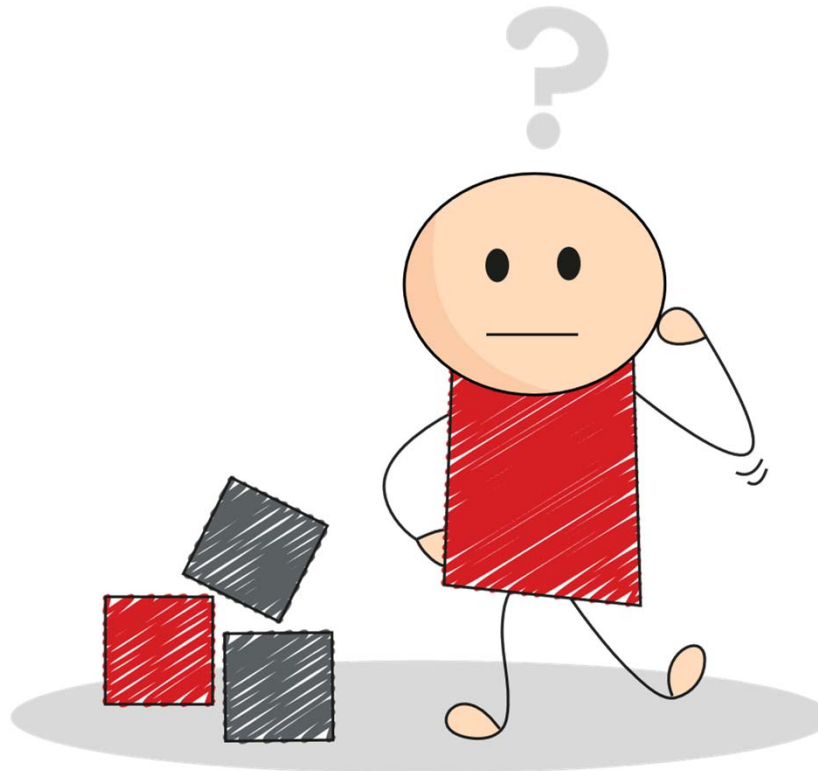
and many more

...

# MANAGEMENT REVIEW – STATUS QUO

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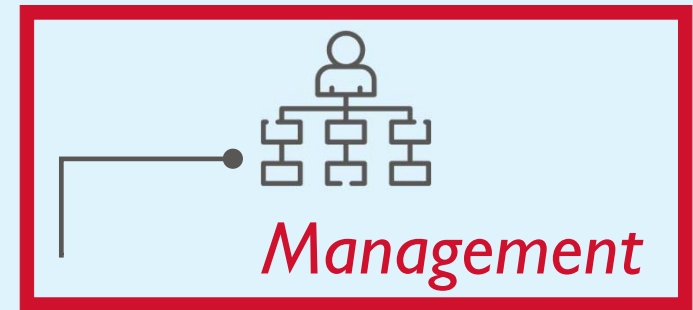
Ich empfinde unsere  
Management Reviews  
als reine  
Papierbefriedigung



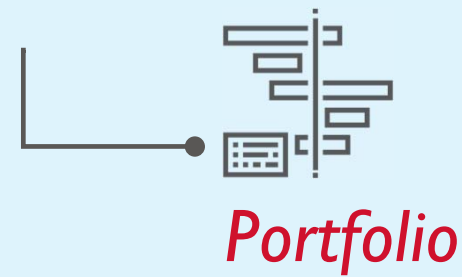
© ALEAS AG

Ich empfinde unsere  
Management Reviews  
als lebendig und  
nutzenstiftend und  
nachhaltig

# STAGILE®

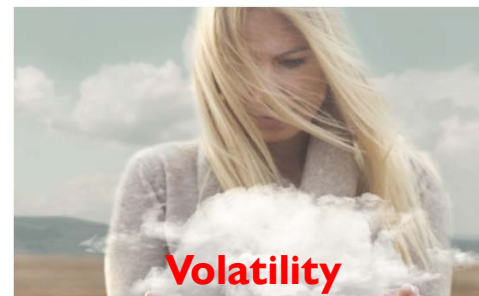


STAGILE®



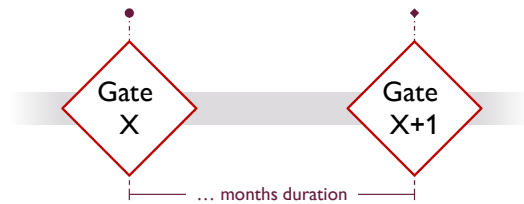
# MANAGEMENT TEAM: CHALLENGES & FORCES

- Companies operate in a **very complex environment**; surprises are more rule than exception. Welcome to the VUCA world!
- **Strategy implementations** often **fails**. Focus is on operational activities rather than on strategy implementation.
- **Continuous improvement** is only done occasionally and **not built into** the management process.
- **Risk and opportunities** are **not actively managed**.
- Meetings, meetings, meetings... and **no time for work**.
- Too many projects and initiatives at the same time – **missing focus**, resulting in very low efficiency.
- **Transparency** of key projects and strategic initiatives is **missing**.
- ...and many more

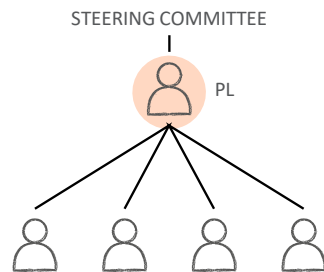


# TRADITIONAL, AGILE & HYBRID

## TRADITIONAL

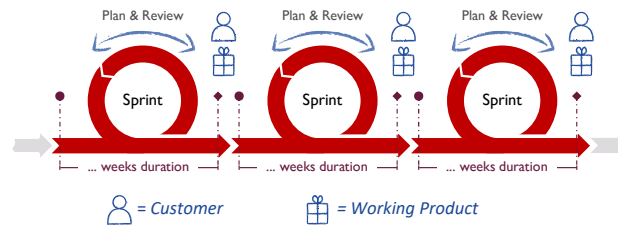


- Phase orientation (at the beginning of the conception phase)
- Clearly defined requirements
- Successive processing of phases and activities

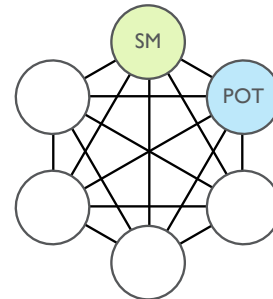


*process-oriented*

## AGILE

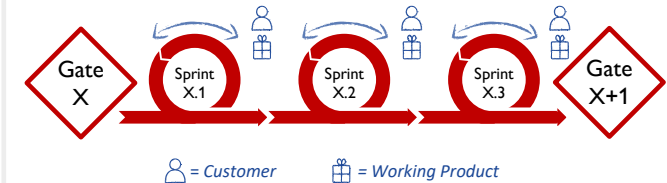


- Self-organization: incremental approach to product realization
- Unclear requirements are iteratively sharpened, implemented and tested

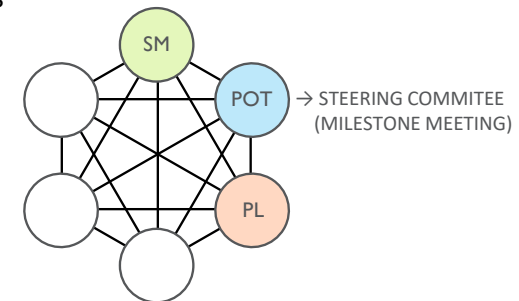


*people-oriented*

## AGILE HYBRID STAGILE®



- Classic setup: project management, risk management, critical path, committees such as steering committee – combined with agile elements
- Agile elements: Scrum, Sprints, retrospectives, team, product owner, Kanban board, backlog, customer integration, POT (incl. PL), agile values & principles



*process- & people-oriented*

# WHAT IS „AGILE“?

Agile is a collection of values and principles that encourage a certain type of behaviour:

Focus on

- Value creation
- Collaboration
- Experimentation

Agile is...

iterative  
(Do-Act-Check-Plan)



people / customer  
centric



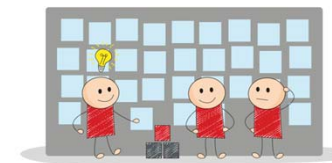
highly  
focused



entrepreneurship  
(self organized &  
empowered teams)



fully  
transparent

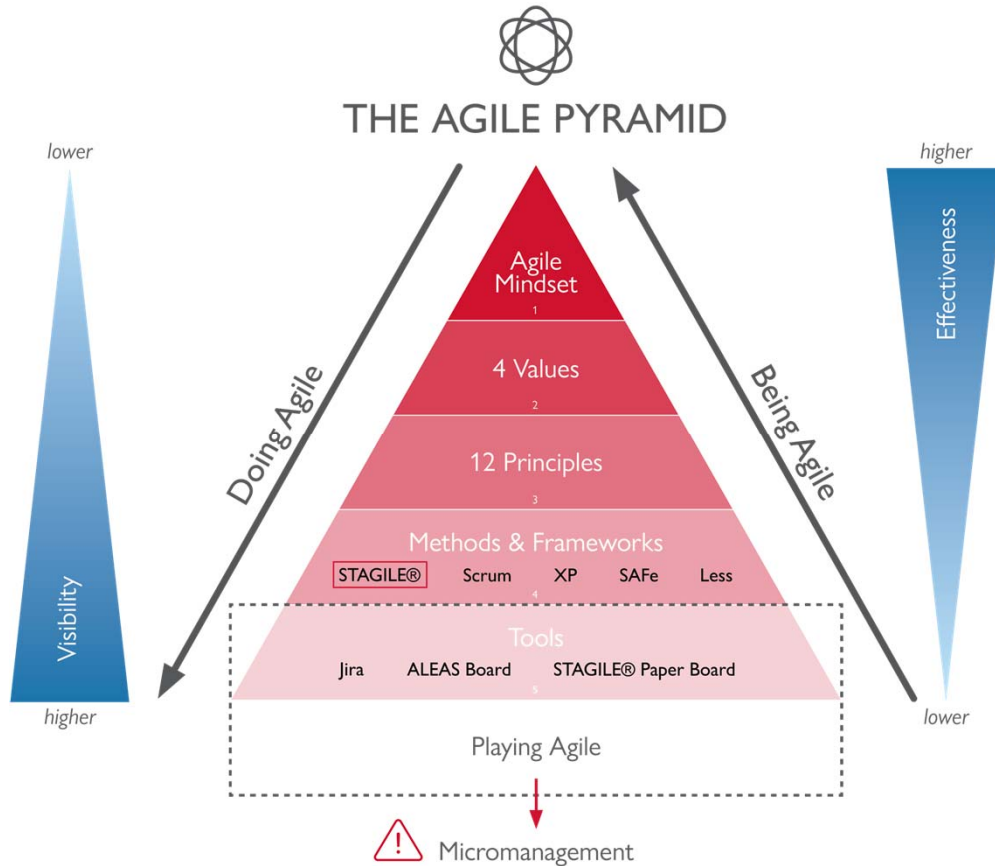


highly adaptive  
(open for  
Changes)





# THE AGILE MINDSET



## THE LEARNING ORGANIZATION

- Pragmatism „Safe enough to try“
- Continuous improvement
- Thirst of knowledge
- Taking decisions
- Willingness to fail -> Failure provides learning opportunity
- Positive and proactive attitude
- Embrace challenge

## OBSERVING THE MINDSET

- People taking over responsibility and are highly committed
- Teams look at failure as learning opportunity
- People are intrinsically motivated, passionate
- Team welcome diversity of thought
- People are having fun at work
- People are focusing on value generation and customer
- Team practice „brutal“ transparency
- People have urge to communicate and collaborate
- People willing to share knowledge
- People are pro active and self organized

...

# THE BEST OF DIFFERENT WORLDS COMBINED



## EXISTING PROCESSES

Roadmap Process, KPIs, Annual Goals, Project Reviews,...



## AGILE

Scrum, Continuous Improvement, ...

## XP

## EXTREME PROGRAMMING

Planning Game, Masterplan, ...



## HOLACRACY

Role Model, Team Meetings, Solution Finding, ...



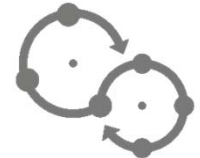
## MANAGEMENT 3.0

Purpose, Kudos,...



## TRADITIONAL METHODS

Risk & Opportunity Management, ...



## LEAN ELEMENTS

Shopfloor Management, Kanban, Kaizen, ...

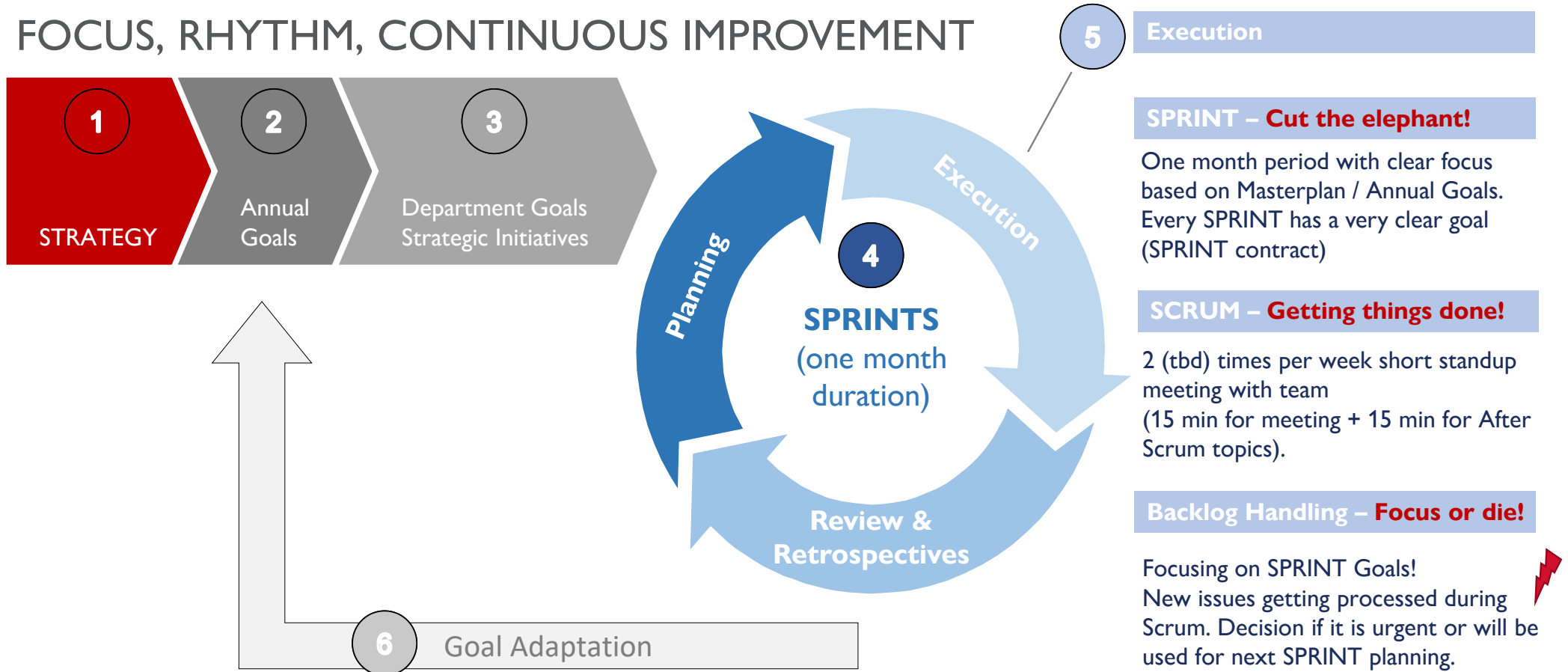
# STAGILE®

## STAGE GATE + AGILE = STAGILE

STAGILE® is an Agile Hybrid Framework combining the best of different management methods to address today's challenges – resulting in an easy to implement but powerful management framework for projects, teams and organizations.

# STAGILE® MANAGEMENT: EFFECTIVE AND EFFICIENT

## FOCUS, RHYTHM, CONTINUOUS IMPROVEMENT



# RHYTHM, FOCUS AND CONTINUOUS IMPROVEMENT

## MASTERPLAN

Yearly Focus

- Masterplan generated by Planning Game (**Collaborative Planning**)
- Based on purpose, vision, strategy, annual goals with quarterly updates
- Divided into smaller milestones (4 week SPRINTS) – **synchronizations points**

## SPRINT

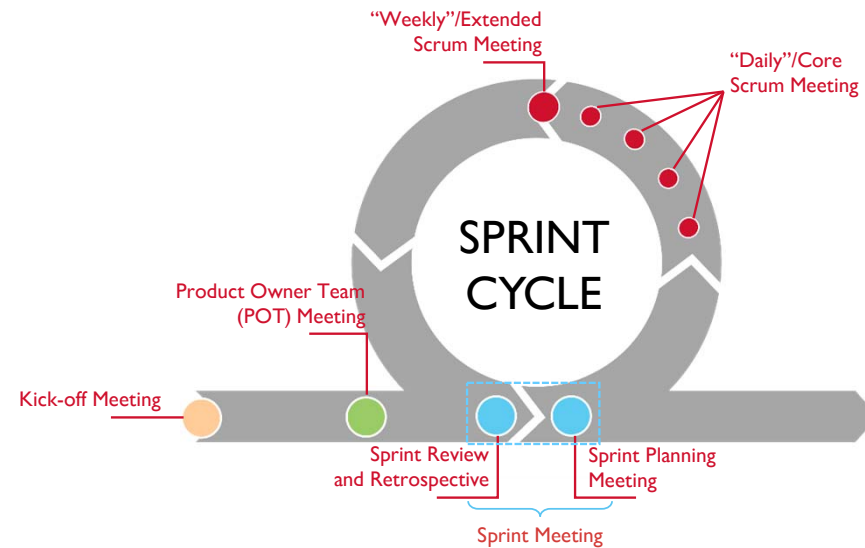
Monthly Focus

- Focus on the next 4 weeks based on a detailed plan
- Contains continuous improvements & Kaizens during SPRINT
- Clear Goals defined by SPRINT Contract

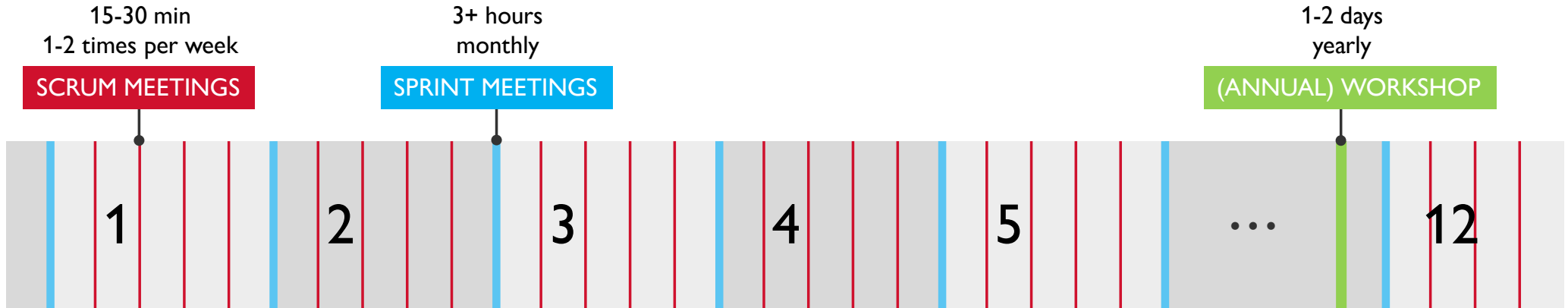
## DAILY

Daily Focus

(Daily/weekly) **Scrum Meetings** (15 min) focusing on 3 questions:  
 (1)What did I do yesterday that helped the development team meet the sprint goal?  
 (2)What will I do today to help the development team meet the sprint goal?  
 (3)Do I see any impediment that prevents me or the development team from meeting the sprint goal?



# STAGILE® MEETINGS



KAIZEN  
NEW INITIATIVES  
DESIGN SPRINTS

AGENDA SPRINT MEETING	
REVIEW	<ul style="list-style-type: none"> <li>- Sprint Closing</li> <li>- Achievements/KPI Review</li> <li>- Problems/Risks/Opps reviewed → Action Backlog</li> <li>- Lessons Learned <i>Getting things done</i></li> <li>- Lessons Learned <i>Continuous Improvement</i></li> </ul>
PLAN	<ul style="list-style-type: none"> <li>- <i>Goals</i> Check</li> <li>- Target Next Sprint <i>Focus</i></li> <li>- Masterplan Update</li> <li>- Sprint Plan Update</li> </ul>
DEEP DIVE	<ul style="list-style-type: none"> <li>- Deep Dives</li> </ul>

AGENDA KICKOFF (EXAMPLE) – YEAR CLOSING	
DAY 1	<ul style="list-style-type: none"> <li>- Sales Review Actual Year</li> <li>- Goals Review Actual Year</li> <li>- Lessons Learned Actual Year</li> </ul>
DAY 2	<ul style="list-style-type: none"> <li>- Strategic GAPS</li> <li>- Review Sales Goals Next Year</li> <li>- Brainstorming Goals Next Year</li> <li>- Synthesize &gt; Prioritize Goals Next Year</li> <li>- Board 2021 (Goals/DoD/Key Activities)</li> <li>- Brainstorming Goals Next Year</li> </ul>
PLANNING	<ul style="list-style-type: none"> <li>- Masterplan</li> <li>- Sprint Plan</li> </ul>

# ELEMENTS OF THE STAGILE® MANAGMENET BOARD

## SPRINT CONTRACT

Summary of the key goals of next Sprint (headline)

## PURPOSE/VISION & LONG TERM TARGETS

Clear boundaries and targets

## SPRINT COLLECTOR

Collection of successes, ideas and Kudos during Sprint cycle

## BACKLOG

Clear processing of new and unplanned topics

## PROBLEM, RISK & OPPORTUNITY RADAR

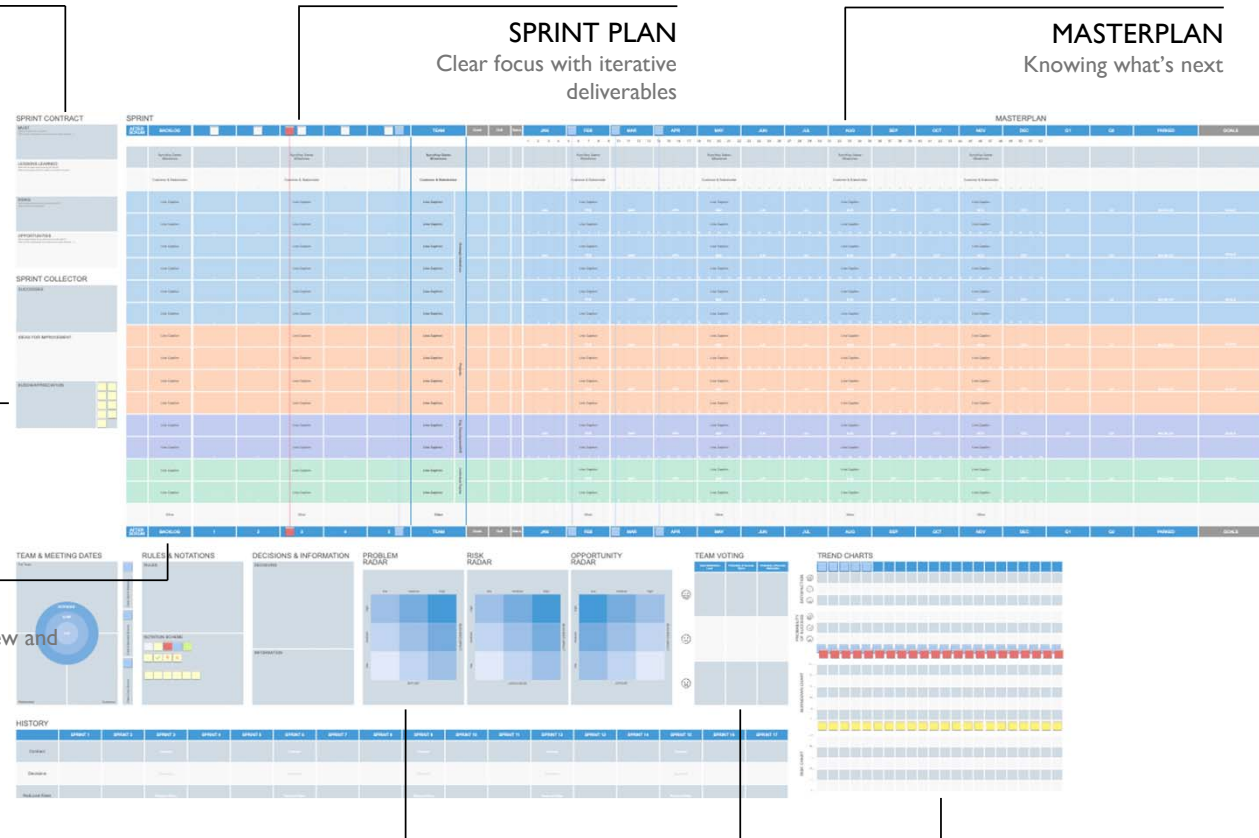
Integrated and active Problem, Risk and Opportunity management

## SPRINT PLAN

Clear focus with iterative deliverables

## MASTERPLAN

Knowing what's next



## TEAM VOTING

Voice of the team

## TREND CHARTS

Shows team trends

# SPRINT & MASTERPLAN WITH DEDICATED FOCUS

SPRINT						GOALS   DOD			MASTERPLAN																																	
AFTER SCRUM	BACKLOG	1	2	3	4	5	TEAM	Goals	DoD	Status	JAN	FEB	MAR	APR	MAY	JUN	JUL																									
											1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29			
											Key Dates/Events											Line Caption																				
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											Kaizen											Line Caption																				
											Employee Communication											Line Caption																				
											Team Relevant Topics											Line Caption																				
											Other Activities											Line Caption																				
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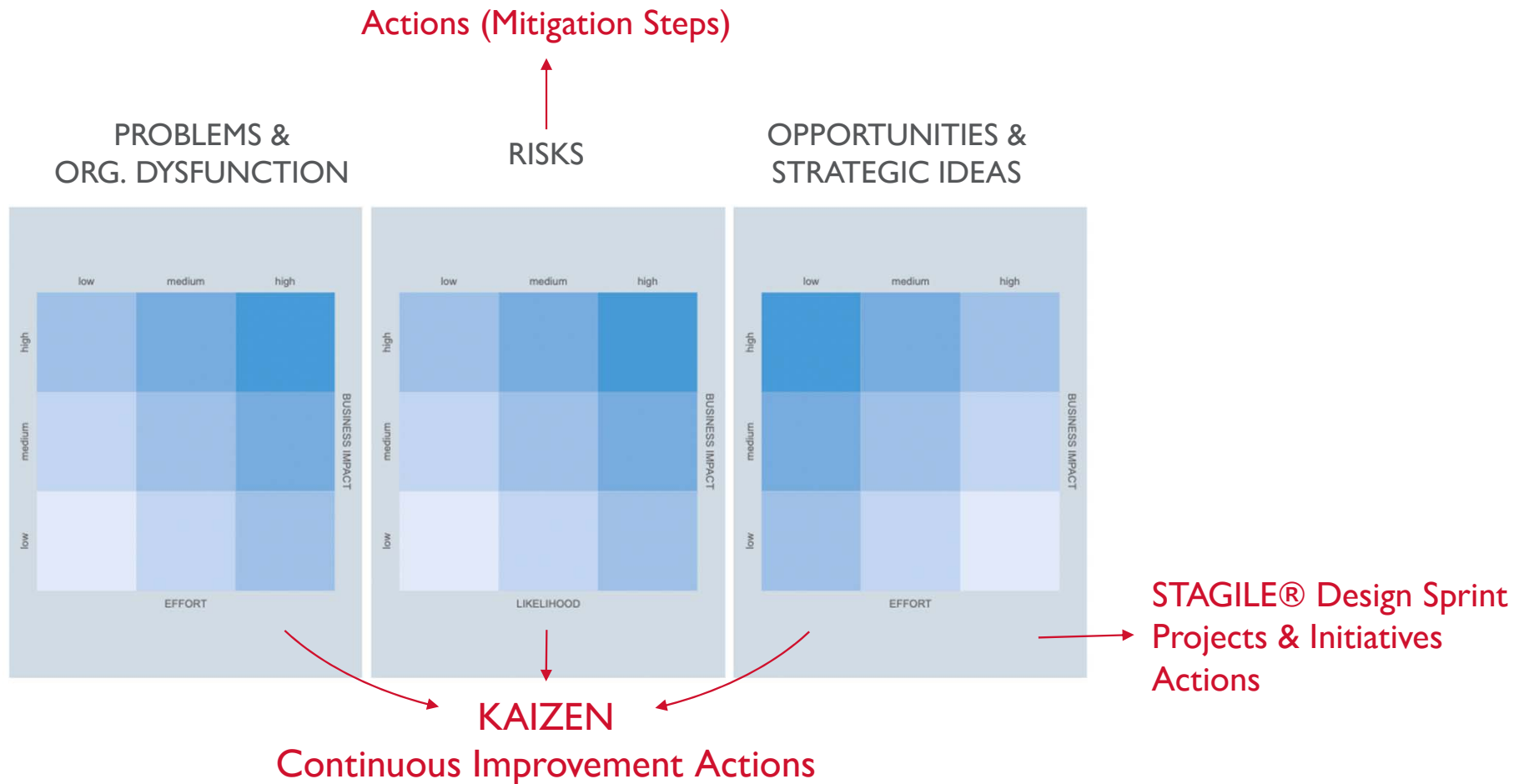
**STRATEGIC INITIATIVE FOCUS**

**PROJECT FOCUS**  
(Key Projects, STAGILE® Design Sprints)

**ORGANIZATIONAL DEVELOPMENT FOCUS**  
(Continuous Improvement, Kaizen, ...)

**MANAGEMENT TEAM FOCUS**  
(Important Team Deliverables, Risk Mitigation)

# CLEARLY DEFINED PROCESSES TO ADDRESS CHANGES



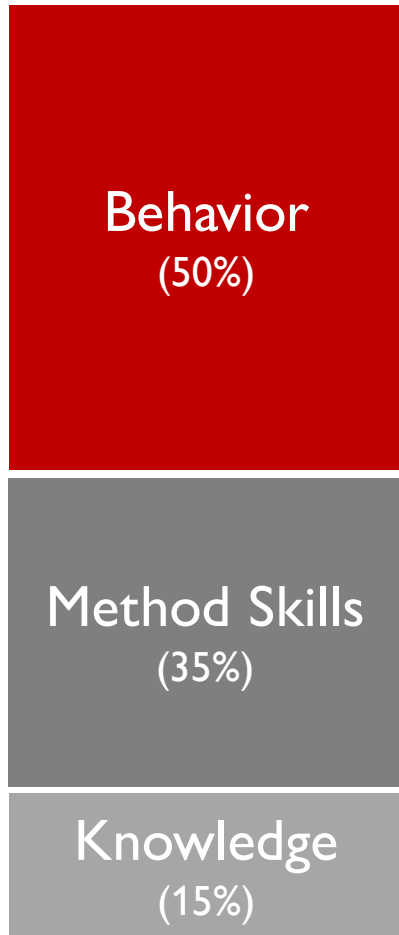


# ROLES

TEAM ROLES	PRODUCT OWNER (TEAM)	SCRUM MASTER	TEAM MEMBERS
WHO?	Manager (+ tbd)	Any team member (rotating tbd)	The Team
PURPOSE?	<b>PRIORITIZE &amp; DECIDE</b> Defining the WHAT and what's next.	<b>FOCUS &amp; DISCIPLINE</b> Making sure the Sprint is a success.	<b>EXECUTION &amp; SUPPORT</b> Getting things done.
WHAT DOES IT MEAN?	The Product Owner Team (POT) is responsible for pre-defining and then agreeing on <b>what needs to be done</b> in each Sprint. The POT decides if necessary.	The Scrum Master is preparing and facilitating meetings and applying the method while <b>helping the Team</b> to resolve issues. Protects the Sprint and solves/removes impediments.	The team members are self-responsible and independently decide <b>how to make sure that the assigned deliverables are on time and on quality.</b>

# EASY TO LEARN

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Do!



Supporting

Can do it!



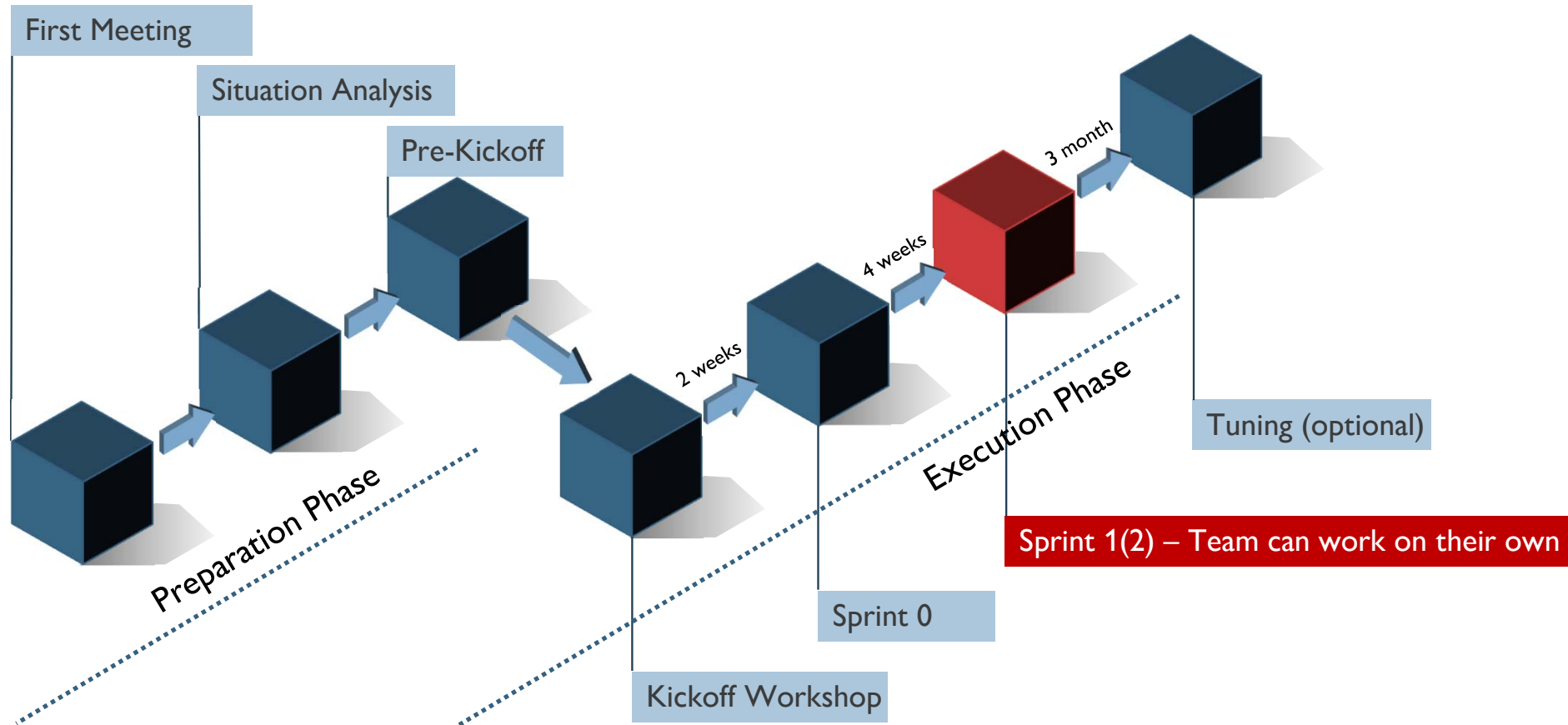
Coaching

Knows how to do!



Teaching

# THE SEVEN STEPS: PERFORMING WITHIN WEEKS



# EXAMPLE: HILTI BU MANAGEMENT TEAM

- Size Management Team: 14 ppl
- Number of Employees: ~800
- Distributed Team (FL, D)
- Running STAGILE® Management since 2017



“After two years of working with Agile I can tell you that it made us more efficient, helped us to achieve results and increased transparency and the engagement of my team in all aspects. Based on that we also have more fun.”

Johannes Huber | Hilti AG

# STAGILE® MANAGEMENT: BENEFITS

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- **Focus** on important elements – strategy, annual goals, key initiatives,...
- **VUCA handling** in a disciplined way.
- **Full transparency and support of remote teams**  
with team board in a dedicated project room (or via ALEAS Board in a digital room).
- **Direct and efficient communication** in regular, very short standup meetings  
– less time in unproductive meetings.
- **Simple** collaboration tools and methods – easy to implement and easy to learn.
- **Short cycles with full focus** on next 4 weeks. Every 4 weeks status check if team is on track regarding strategy and annual goals.
- **Empowerment and self management** by focus on results (deliverables) and not on tasks.
- **Trust** – through collaborative planning.
- **Continuous Improvement** – defined learnings will help to improve from Sprint to Sprint!
- **Active! Risk and Opportunity Management** as part of Sprint contract.



All of the above resulting in **high team commitment, team spirit and better results.**  
**Successes can be shown already after a few weeks!**

# STAGILE® BENEFITS AND RESULTS

## TRANSPARENT

Everyone is on the same page



„STAGILE® helped to achieve results, more efficient, higher transparency and engagement, better fun...”

JOHANNES HUBER | BU HEAD HILTI AG

## EASY

integration into existing setup



## EFFICIENT

Focus on execution: “getting things done”

# STAGILE® MANAGEMENT



## REMOTE

Easy system for distributed teams



## ADAPTIVE

A management & strategy framework for the dynamic (VUCA) environment

## COMMITMENT

Empowered and highly engaged team



## EFFECTIVE

Higher focus on strategy

# STAGILE® COACHES



**KLAUS MADLENER**

- Experience as project leader and managing director in various high-tech companies
- Studies in Software Engineering, MBA in International Management
- Co-Founder and Managing Director ALEAS AG since 2016

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**MARTIN REISCHMANN**

- Experience as Director and Senior Project Manager at Leica Geosystems and High Q Laser
- Degrees in Mechatronics and Integrated Product Development
- Independent consultant since 2019

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**HEINZ STUDER**

- Experience in leading positions in several international companies
- Master Degree in Electronics, MBA in International Management
- Independent consultant since 2013

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THANK YOU FOR  
YOUR ATTENTION.

