

Welcome

Technical setup



Everyone is on mute

- You cannot see the other participants
- Ask questions in the Q&A section
- This session will be recorded (Q&A not included)



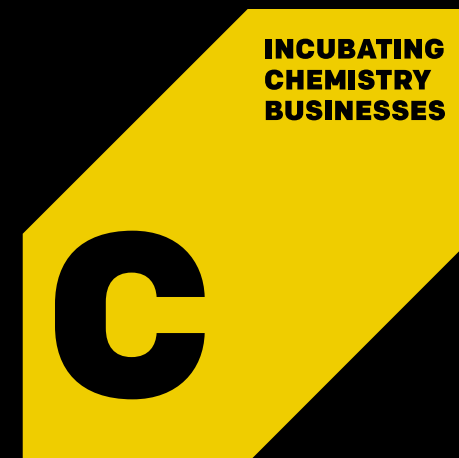
For optimized bandwidth use:

- We recommend VoIP (call using computer function)
 - If it causes issues, call via phone



Your camera should be turned off

CHEMOVATOR



Insights Training:

“Agile Methods” on May 20, 2020

by Tobias Grab

A subsidiary of
BASF – We create chemistry

Insights Training: Agile Methods



Tobias Grab

🔍 New Leadership?

- Integration of „Servant Leadership“
- Create bubble of sanity
- Focus on:
 - communication
 - culture
 - **processes (Scrum, OKRs)**
- Even under pressure?! (e.g. Crisis)
- Trying to use old habits playfully - and under current self reflection





Program

- Problem: Leading teams in agile markets (and structures)
- Solution 1: Scrum
- Solution 2: OKRs
- Practical training: implement an agile process



Disclaimer

- Processes are only tools!
- I am not an expert, just did it maybe 20 times
- Agile methods make you maybe more efficient, but does not necessarily lead to better results (strategy)
- Starting something new always leads to storming and norming
- It's not only fun.



Goal

- My goal: motivate you to try agile methods in your work or private life - think in „stories“ and „DOD“
- My offer: experiences, reflections and learnings (interviews) in implementing agile methods in startups
- My take away: agile is easy to start and an ideal combination to a servant leadership approach



My agile story

- Classical leadership: I tell you what I need, till when
- The „Soul story“ and the „Lego example“ ...
- Micro management, very „agile = inconsistent“ management“
- „Über“ summative intelligence?
- Scrum, but with „freaky Fridays“



Scrum

- **Why?**

- work more productive, happier and (fully) remote
- better alignment of (strategy &) execution

- **How?**

- work transparent, clear, open, self motivational
- helping & serving leadership approach (PO!)

- **How?**

- clear meeting structures, every day, clear goals, definition of done,
- reflection on performance and culture, strategy alignment



Scrum - Roles

- **Product Owner**

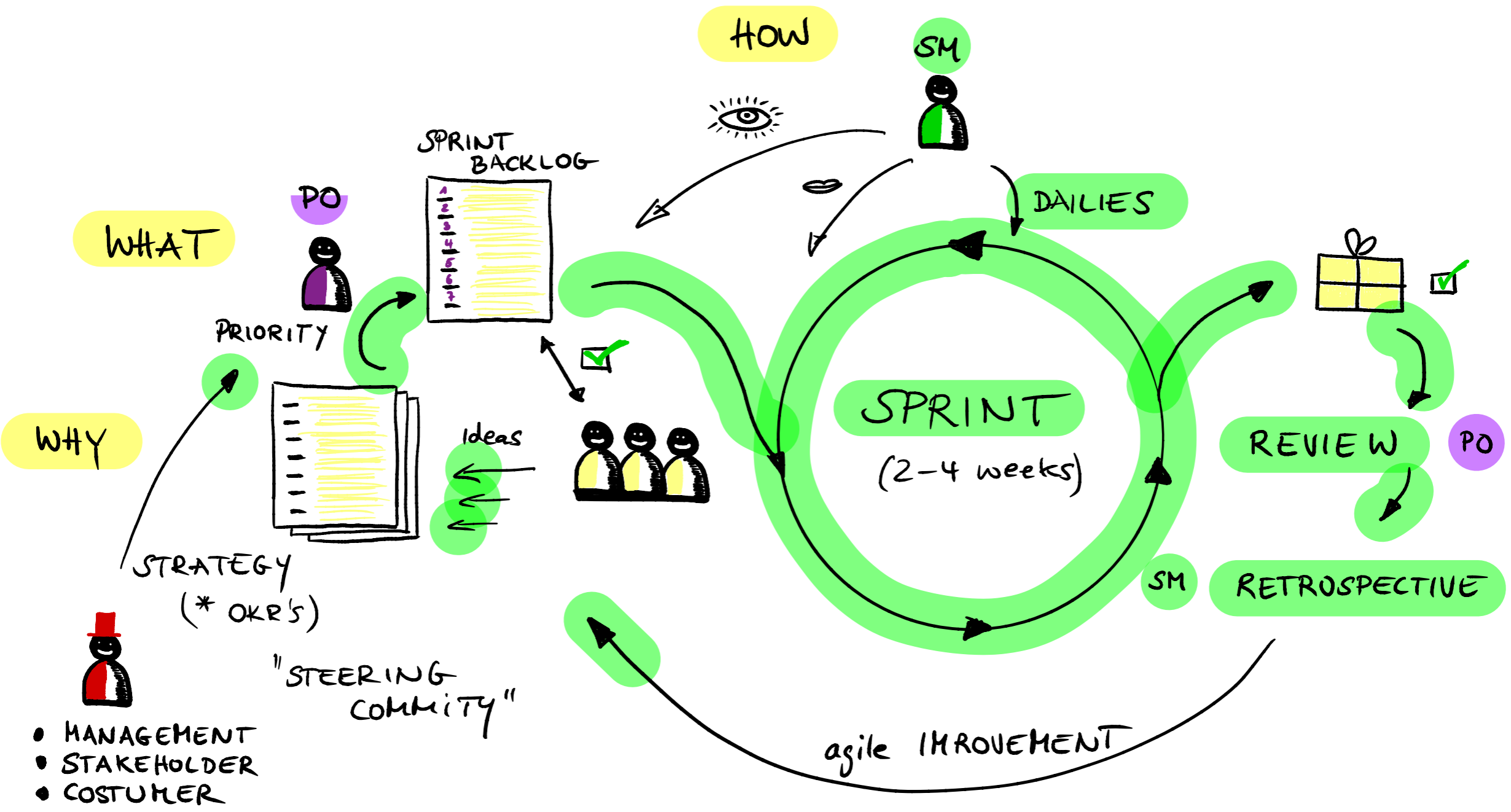
- explains „why“ and „what“, prioritizes stories, serves the team
- provides the „vision of the product“
- deep understanding of customer needs

- **Scrum Master**

- protects the process, organize meetings, creates learning culture
- communicator, keeps the flow, provides support, remove constrains

- **Team**

- supports the serving PO, challenges the PO, happily working
- builds the product, fulfills definitions of done



HOW

SM

WHAT

PO

SPRINT BACKLOG

PRIORITY

WHY

STRATEGY
(* OKR'S)

Ideas

DAILIES

SPRINT
(2-4 weeks)

REVIEW

PO

RETROSPECTIVE

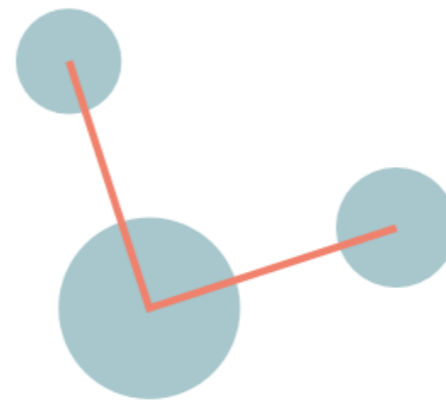
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agile IMPROVEMENT

"STEERING COMMUNITY"

- MANAGEMENT
- STAKEHOLDER
- CUSTOMER

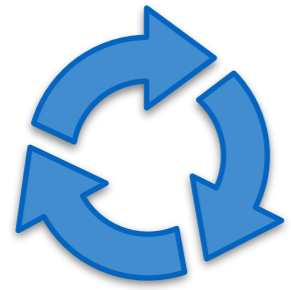
demo & interview



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SATELLITES

COWORKING



Scrum Meetings

- **Planning**
- **Dailies**
- **Review**
- **Retrospective**
- **Strategy Meeting**



Scrum Strategy

- **Roles**
- **Tool**
- **Story, definition of done**
- **Complexity**
- **agile strategy?**
 - **OKRs, 3Ps**



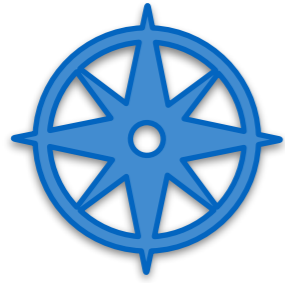
OKR

- Objectives and Key Results
 - O: defines a fished Goal, clear picture
 - KR: measures and indicates the results
- Father of OKR: Andy Grove (Intel)
- Book: John Doerr: „Measure What Matters“



OKR @ Google

- Total alignment from CEO (over VPs, team-, project leader) to intern
- Everybody's work is important to reach company goals
- Waterfall approach? timing...
- Somehow between KPI and balanced scorecard methods
- See „OKR Playbook“ whatmatters.com



OKR: How to start

	A	B	C	D	E
1					
2					
3		Company OKRs			
4					
5	Confidence Level	Grading Forecast	Key Result	Crossfunctional Alignment (Referenz in anderen OKR Sets innerhalb der eigenen Abteilung oder auf gleicher Hierarchiestufe)	Support Function (keine Referenz in anderen OKR Sets erforderlich)
6					
7		Objective 1			
8	0,5	o	Key Result 1		
9	0,5	o	Key Result 2		
10	0,5	o	Key Result 3		
11	0,5	o	Key Result 4		
12					
13					
14		Objective 2			
15	0,5	o	Key Result 1		
16	0,5	o	Key Result 2		
17	0,5	o	Key Result 3		
18	0,5	o	Key Result 4		
19					
20					
21		Objective 3			
22	0,5	o	Key Result 1		
23	0,5	o	Key Result 2		
24	0,5	o	Key Result 3		
25	0,5	o	Key Result 4		
26					
27					
28		Objective 4			
29	0,5	o	Key Result 1		
30	0,5	o	Key Result 2		
31	0,5	o	Key Result 3		
32	0,5	o	Key Result 4		
33					



OKR: Leadership

A	B	C	D	E	F
0					
0	0	0			
o Weekly Meeting Agenda Leadership Team					
Objectives and Key Results					
Confidence Level	Grading Forecast	Key Result	Fortschritte	Probleme / Entscheidungen	Learnings
0	0	0			
o Objective 1					
0,5	0	Key Result 1			
0,5	0	Key Result 2			
0,5	0	Key Result 3			
0,5	0	Key Result 4			
0	0	0			
0	0	0			
o Objective 2					
0,5	0	Key Result 1			
0,5	0	Key Result 2			
0,5	0	Key Result 3			
0,5	0	Key Result 4			
0	0	0			
0	0	0			
o Objective 3					
0,5	0	Key Result 1			
0,5	0	Key Result 2			
0,5	0	Key Result 3			
0,5	0	Key Result 4			
0	0	0			
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o Objective 4					
0,5	0	Key Result 1			
0,5	0	Key Result 2			
0,5	0	Key Result 3			
0,5	0	Key Result 4			
0	0	0			
0	0	0			

COMPANY OKRs | TEAM 1 | TEAM 2 | TEAM 3 | TEAM 4 | TEAM 5 | TEAM 6 | TEAM 7 | **Blueprint Leadership Meeting** | +

demo & interview

REPLIQUE 



Goal

- My goal: get you interested in agile methods, lower the barrier to start
- If you chose SCRUM or OKR (or anything else), just start, maybe first with yourself and/or family
- Chose your tool, start acting „catholic“, become „agnostic“ later



Thank you!

- Stay healthy, be agile
- follow [Chemovator](#)



Books

- John Doerr: Measure What matters
- Ben Horowitz: The Hard Thing about Hard Things
- Peter Thiel: Zero to One
- Ashlee Vance: Elon Musk
- Mark Manson: The Subtle Art of Not Giving a F**k
- Michael Bungay Stanier: The Coaching Habit
- Jim Collins: Good to Great
- Brent Schlender: Becoming Steve Jobs
- Daniel Kahneman: Thinking fast, thinking slow



Q&A

- Type your questions in the chat