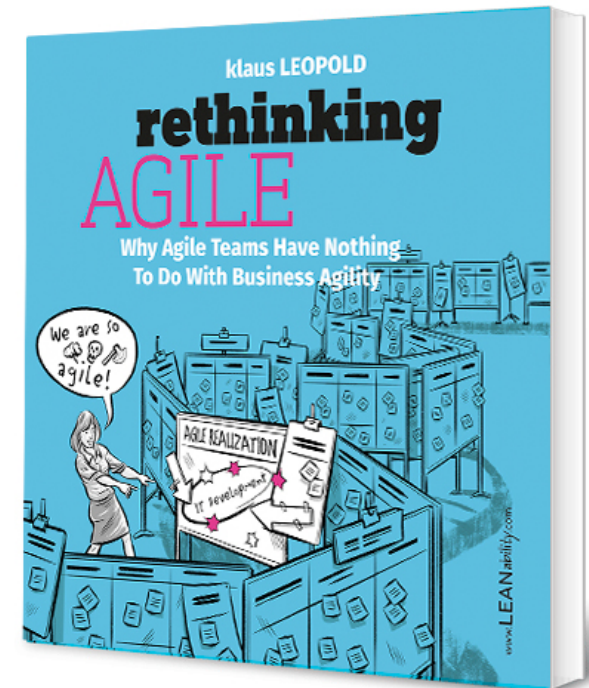


FLIGHT LEVELS®

CONNECT YOUR ORGANIZATION TO ENABLE ENTERPRISE FLOW

Dr. Klaus Leopold, September 2024



THE PROBLEM

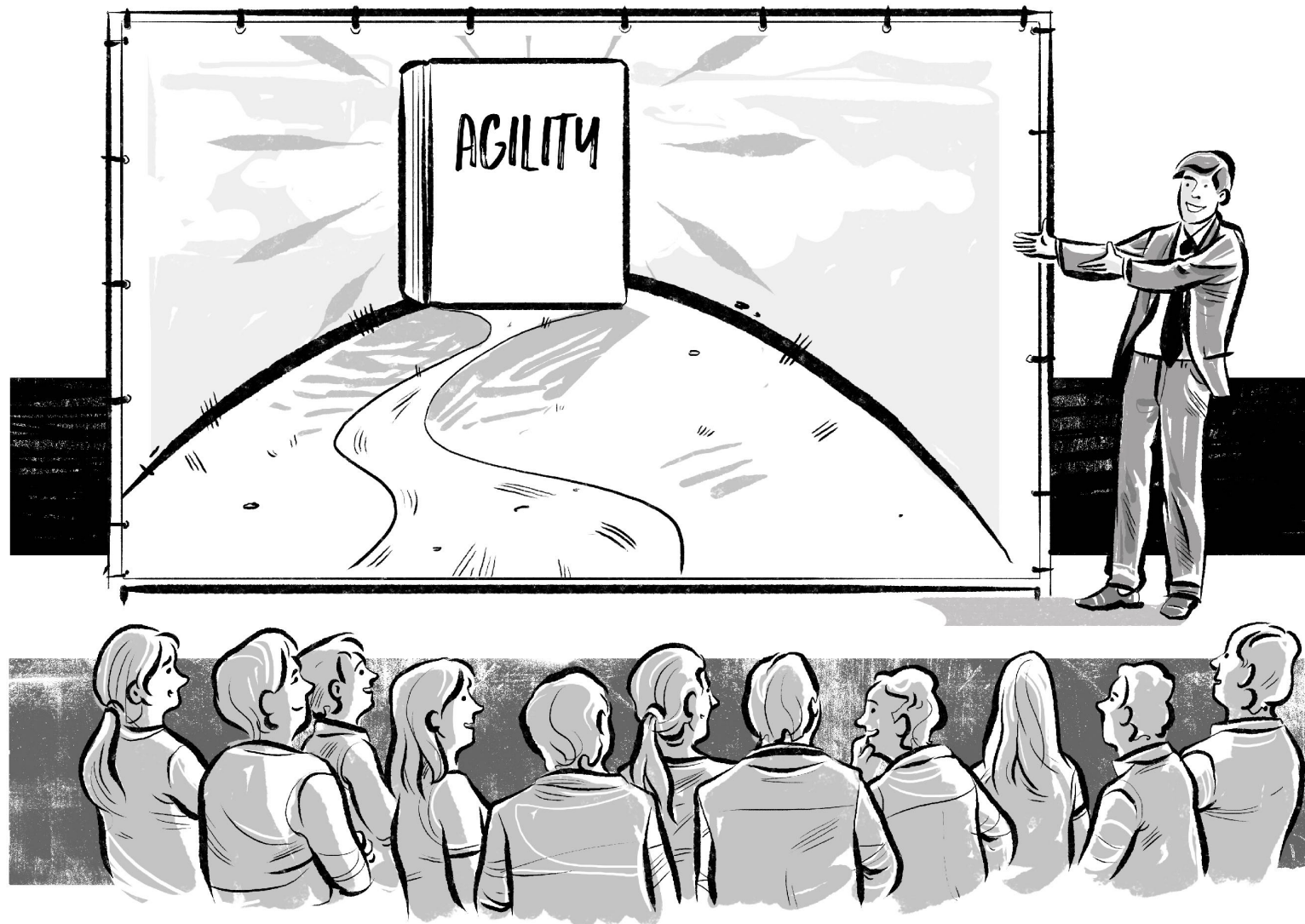


INITIAL SITUATION

a company wants to improve
time to market of projects

- be **proactive** on the market —
- exploit **opportunities** in the market —
- be **prepared** for continuous change—

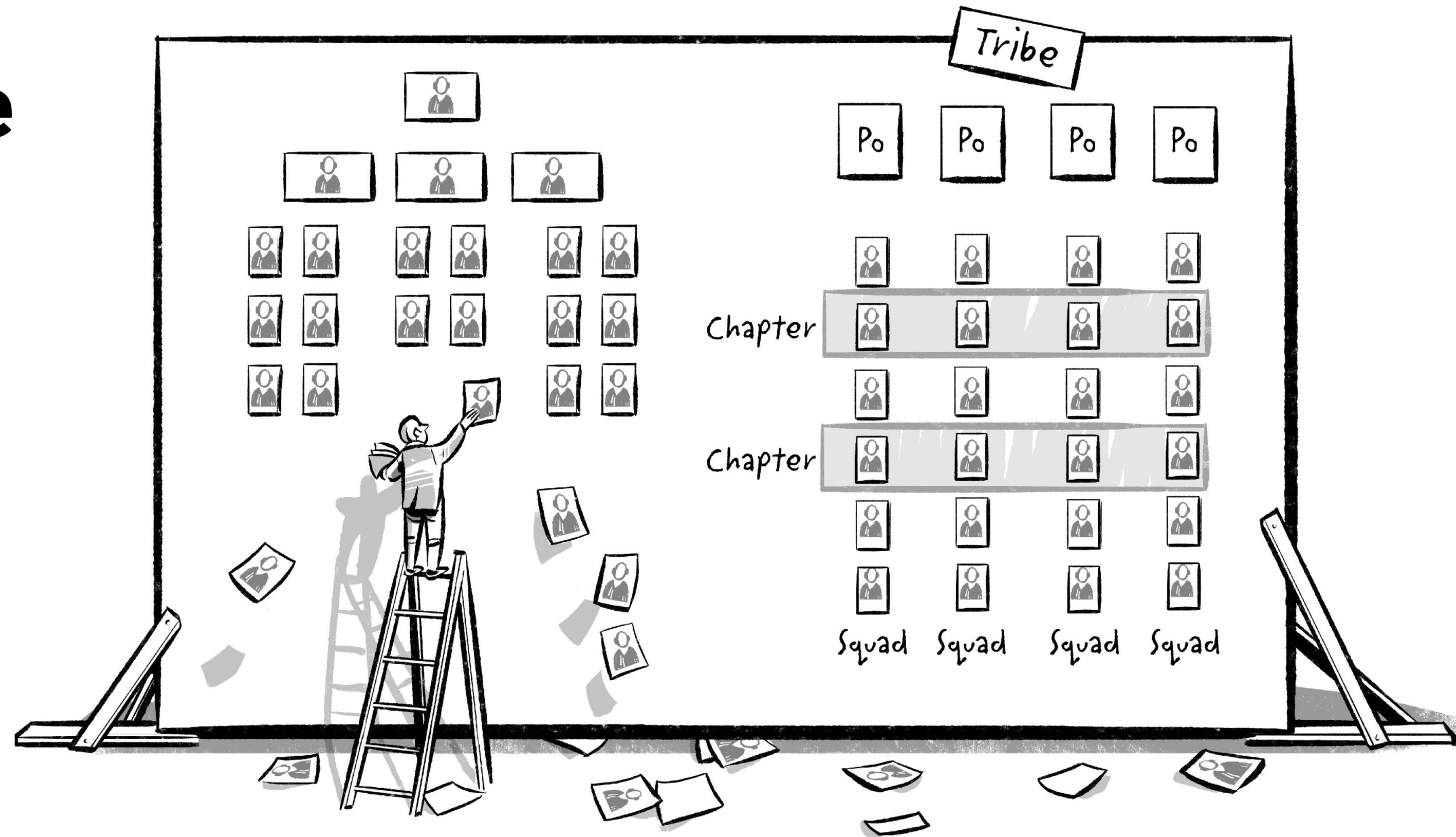




THE TRANSFORMATION

Let's reorganize

It's going to be fun!

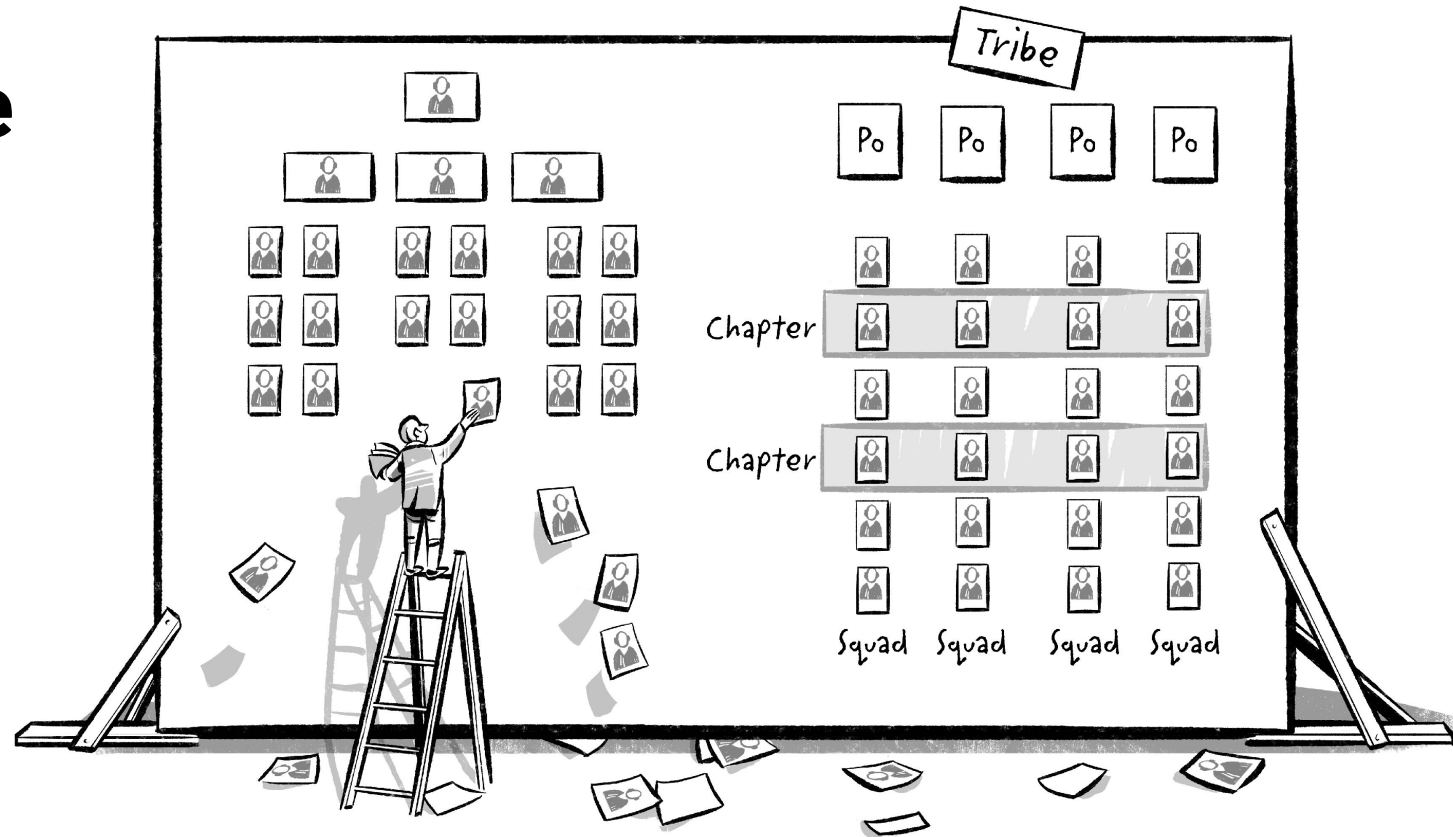


THE TRANSFORMATION

Let's reorganize

It's going to be fun!

- cross functional teams

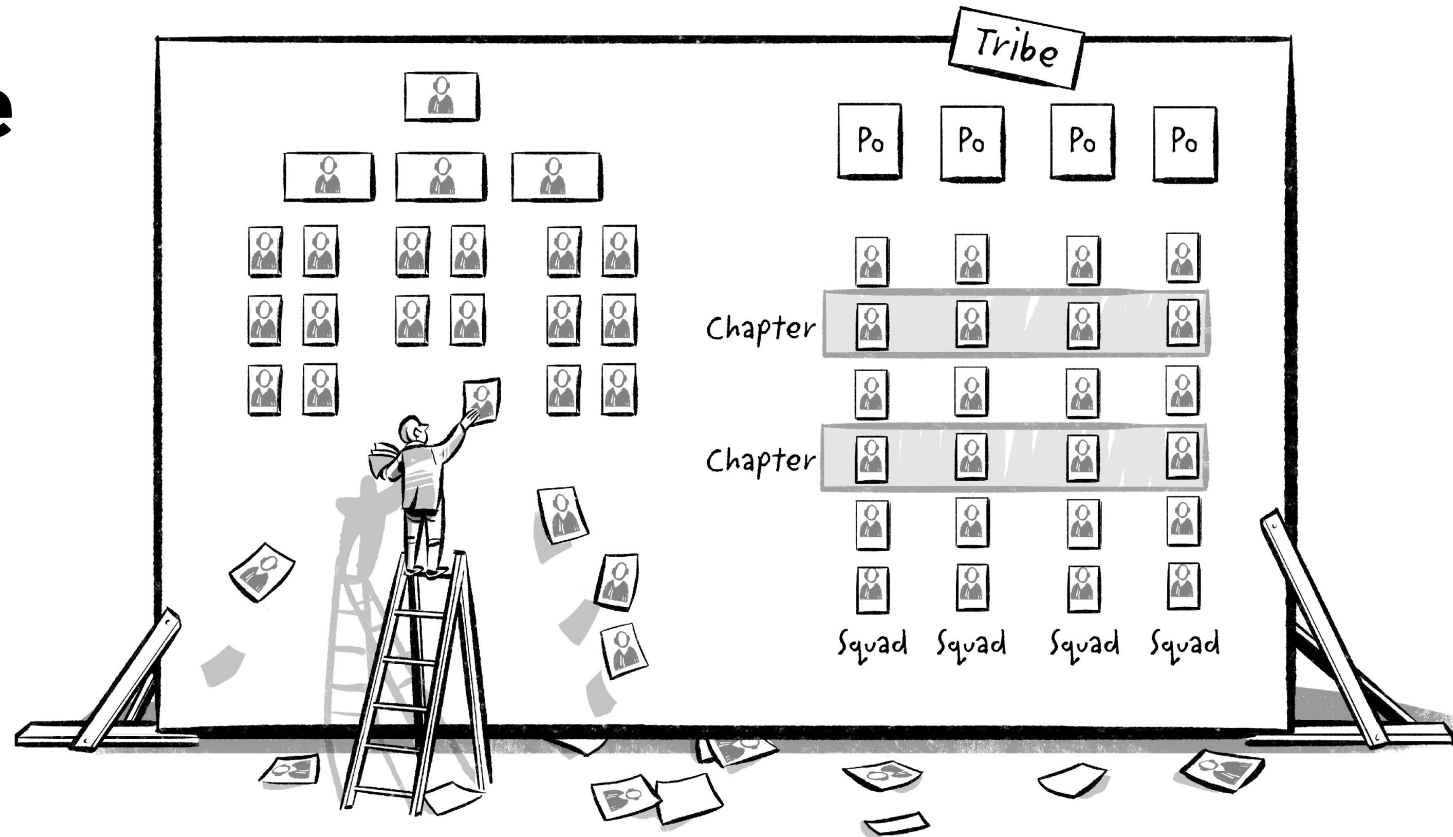


THE TRANSFORMATION

Let's reorganize

It's going to be fun!

- cross functional teams
- product/service teams

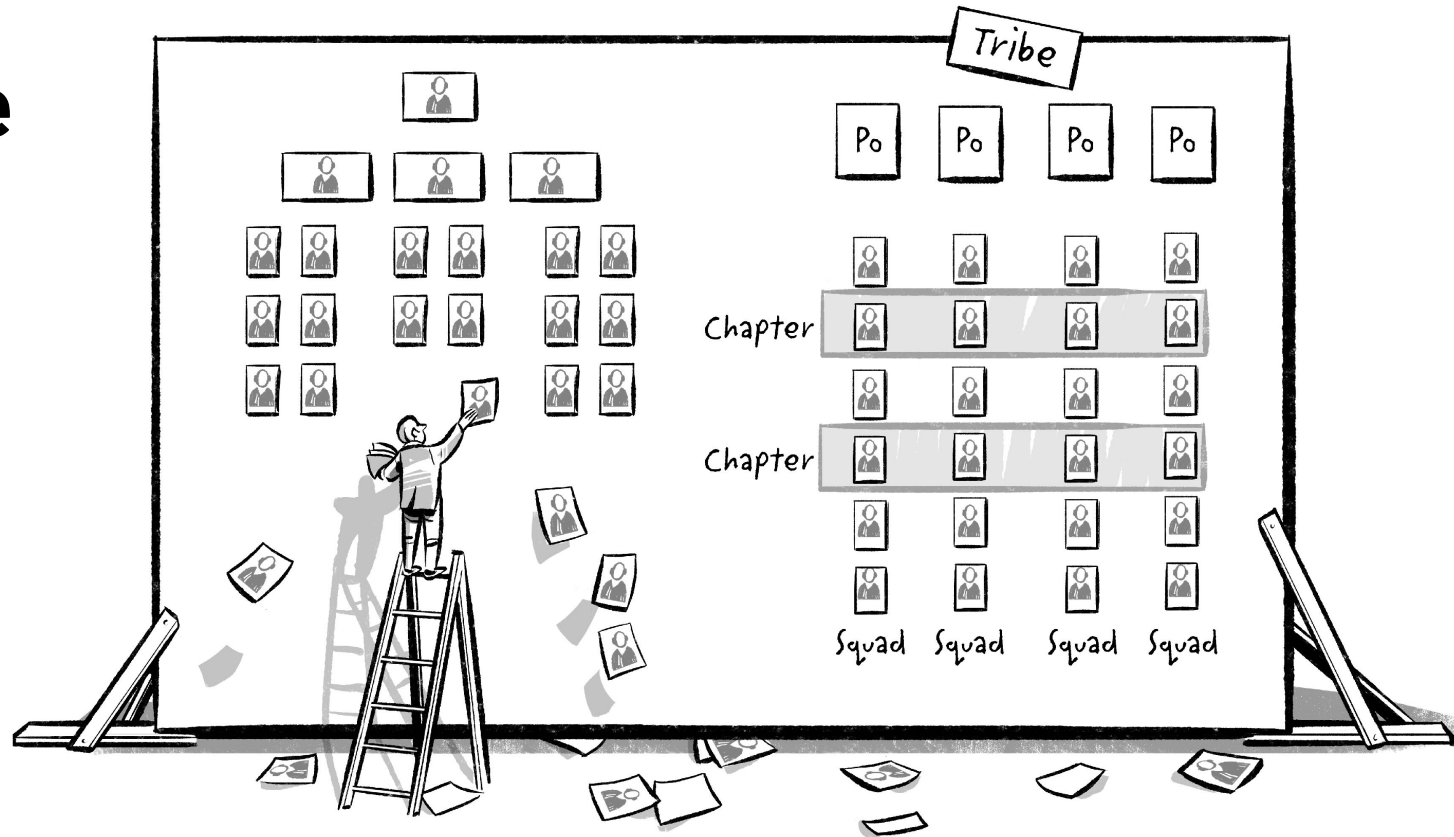


THE TRANSFORMATION

Let's reorganize

It's going to be fun!

- cross functional teams
- product/service teams
- teams shall use an Agile method of their choice



HOW WAS THE TRANSFORMATION DONE?

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1.5 year **transformation project** was set up

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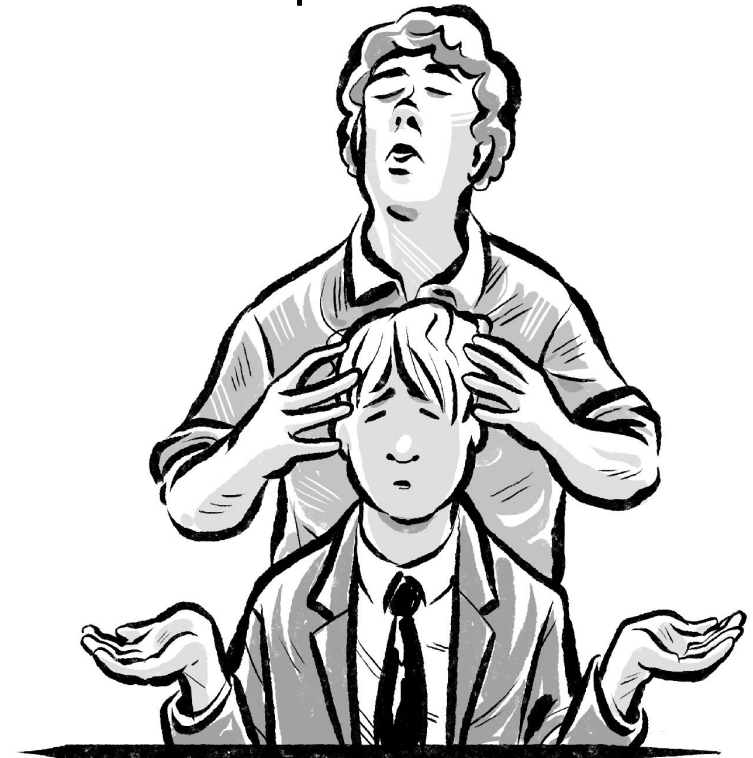
- 600 people received basic agile training

HOW WAS THE TRANSFORMATION DONE?

1.5 year **transformation project** was set up

- 600 people received basic agile training

“Agile Mindset”



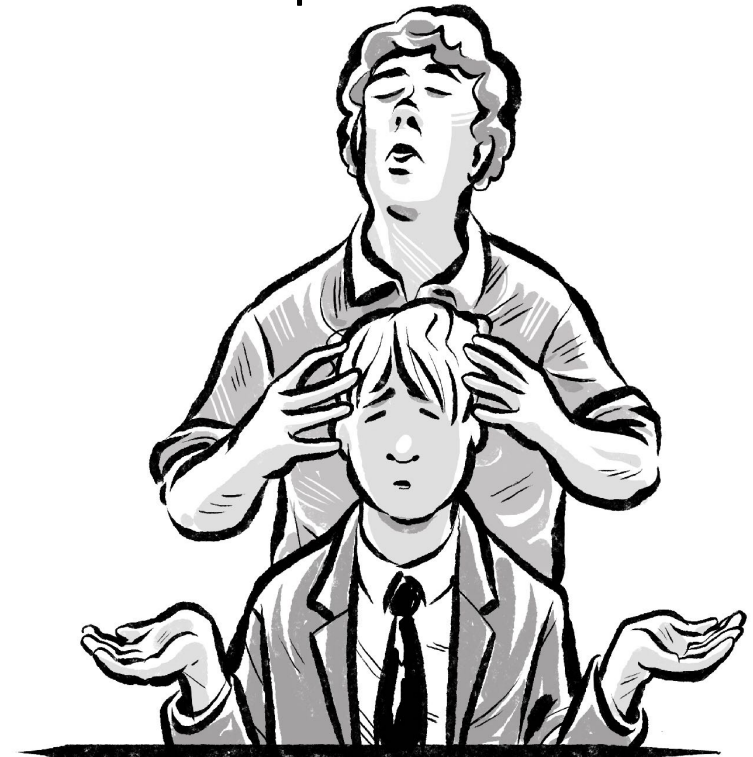
HOW WAS THE TRANSFORMATION DONE?

1.5 year **transformation project** was set up

- 600 people received basic agile training

“Agile Mindset”

- reorganisation was carried out
- AGILE was implemented team by team
- support of 16 external coaches
- 11 internal Agile Coaches were established

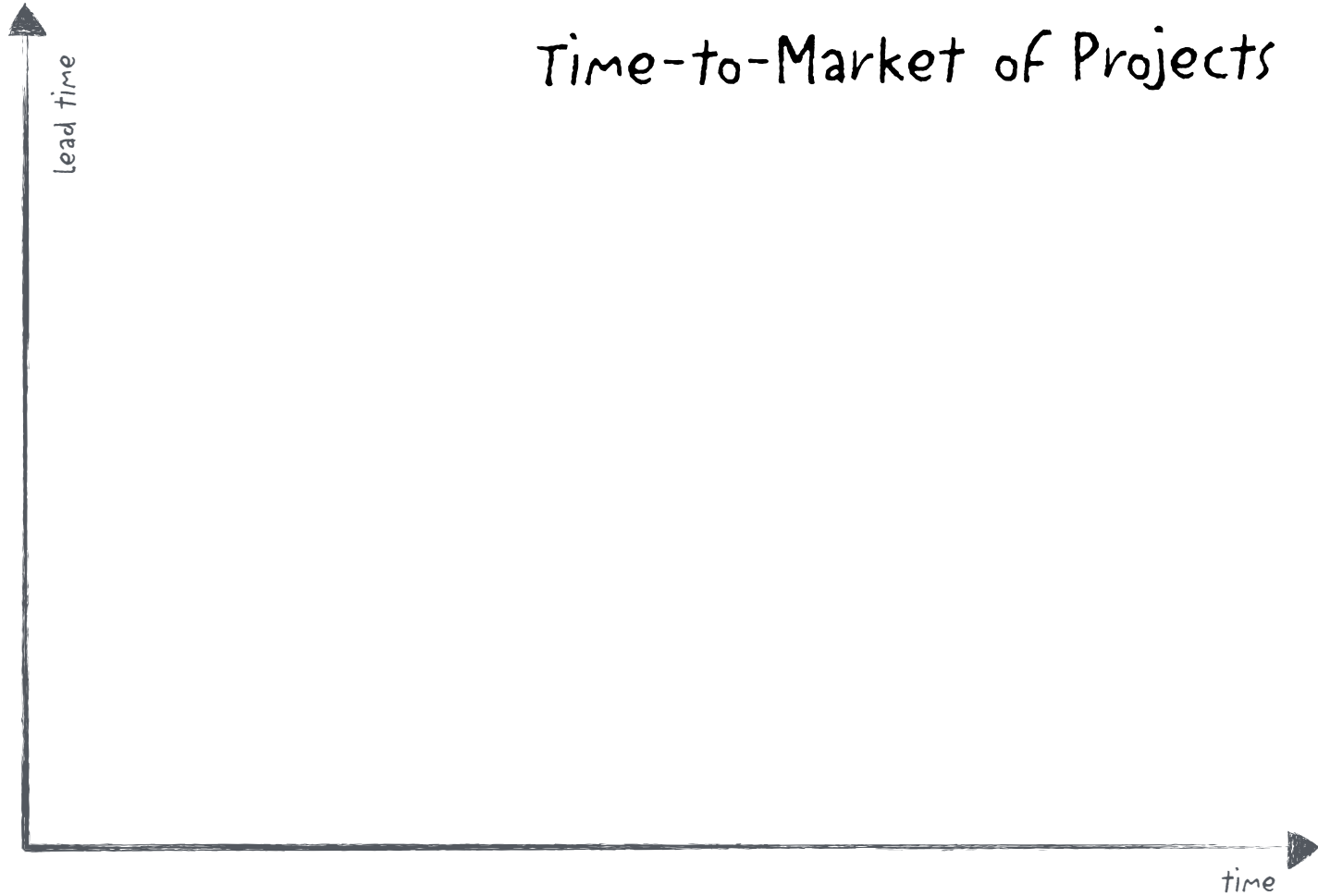


RESULTS AFTER ~12 MONTH

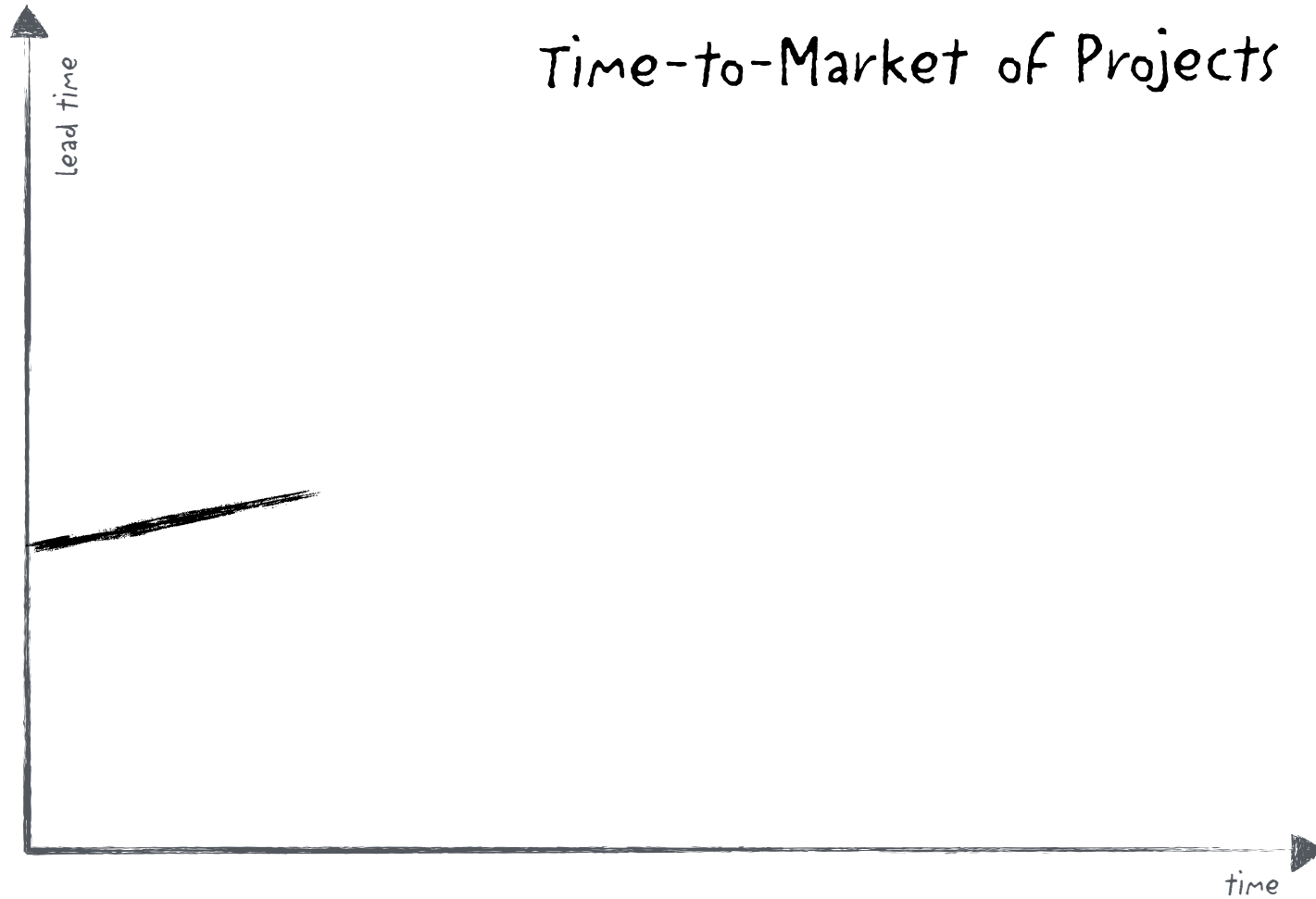
~80% teams were “fully transformed”



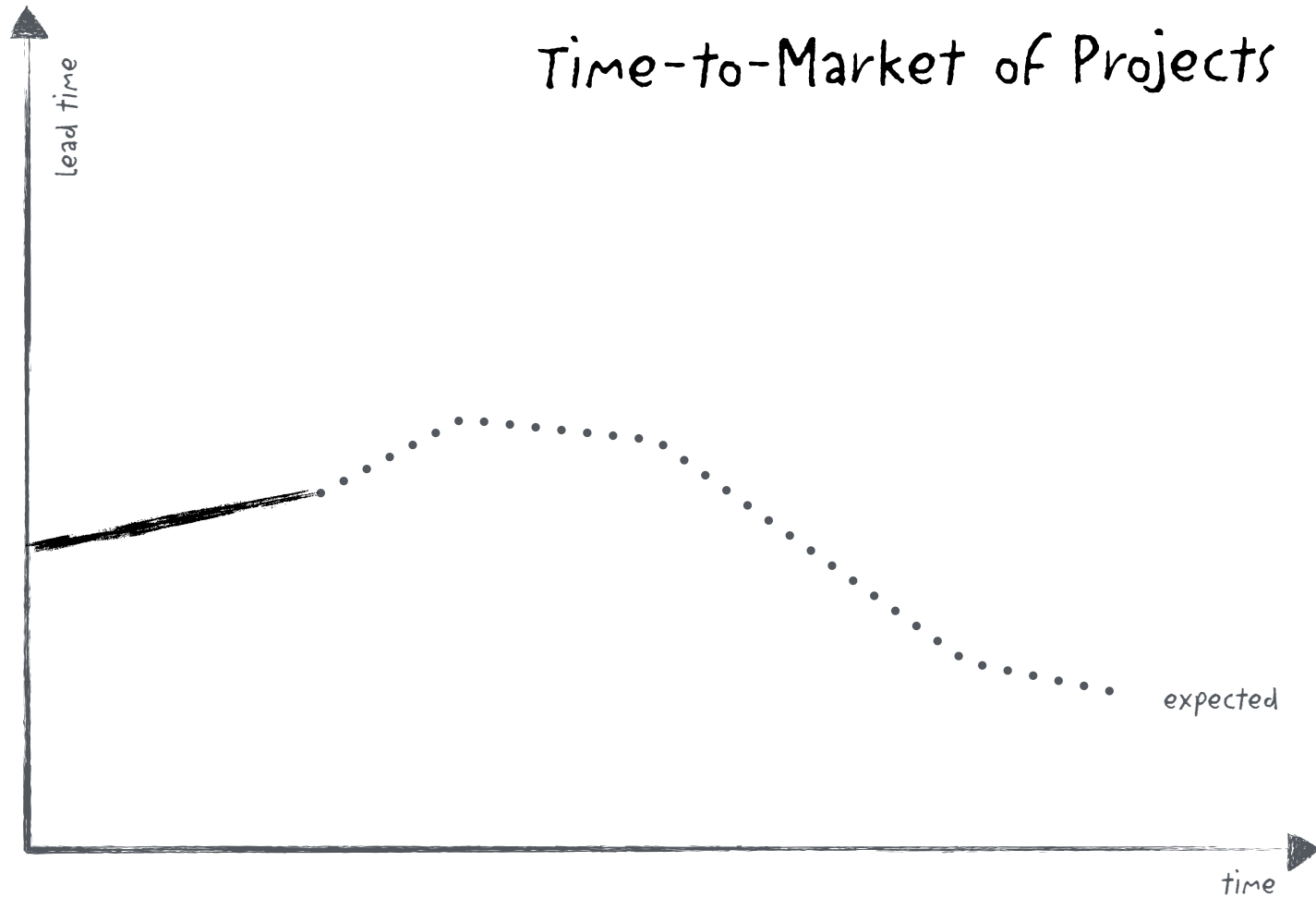
Time-to-Market of Projects



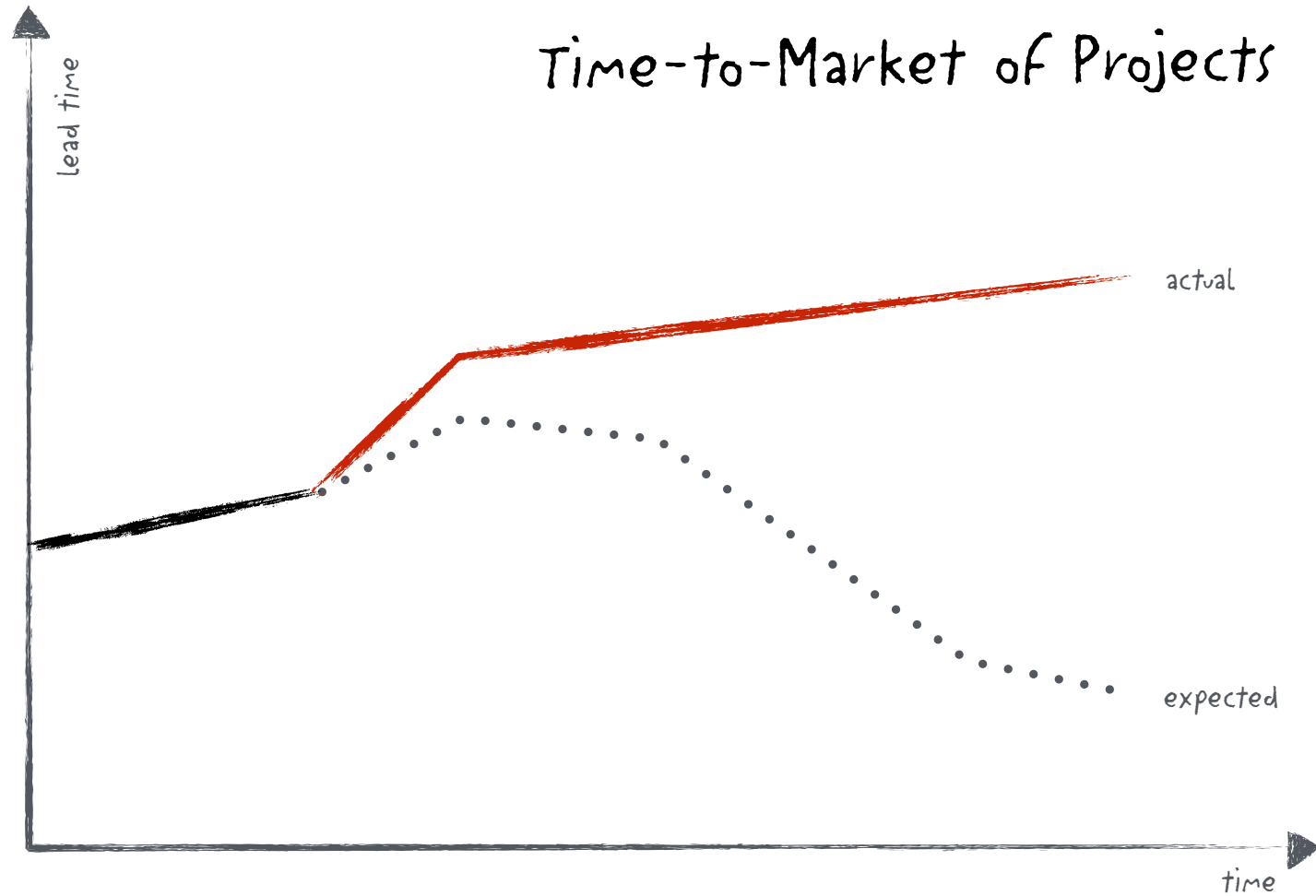
Time-to-Market of Projects

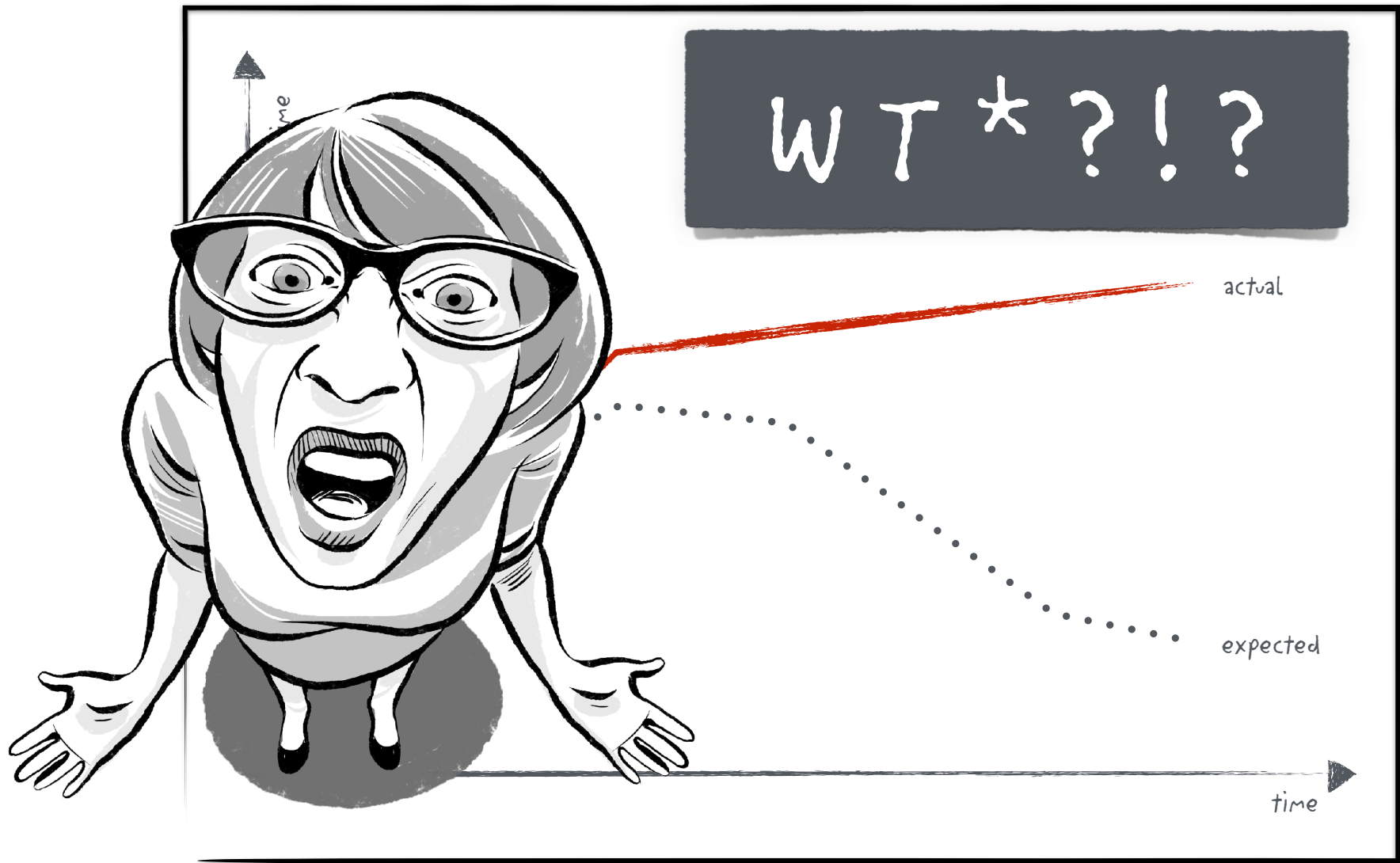


Time-to-Market of Projects



Time-to-Market of Projects

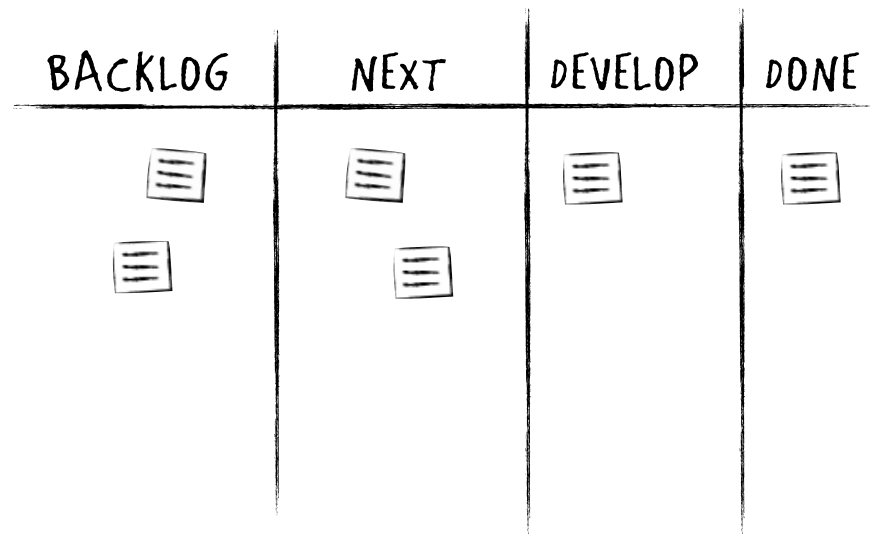




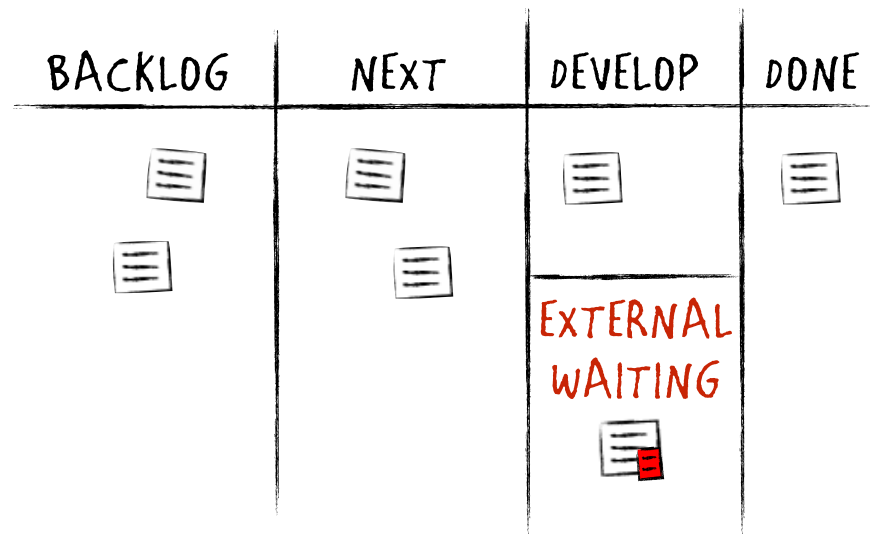


THE SEARCH FOR THE CAUSES








a typical (simplified) team board










a typical (simplified) team board



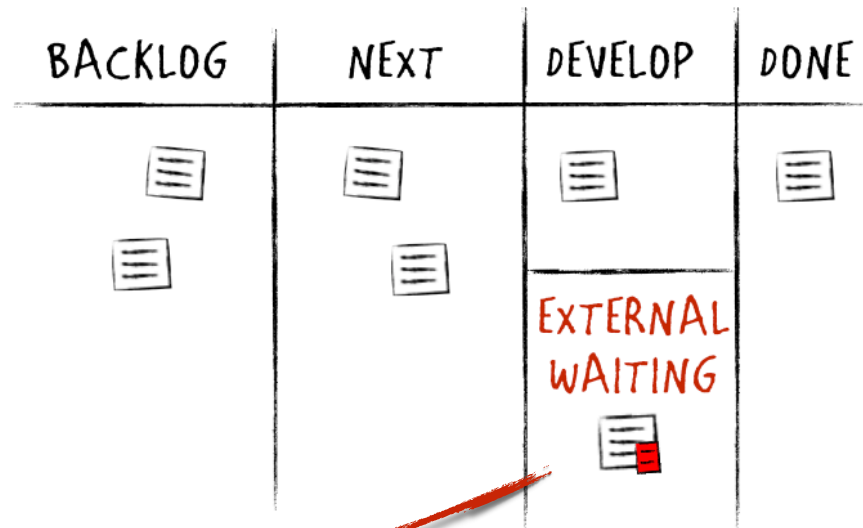
TEAM 1

BACKLOG	NEXT	DEVELOP	DONE
 	 	 <div>EXTERNAL WAITING</div> 	

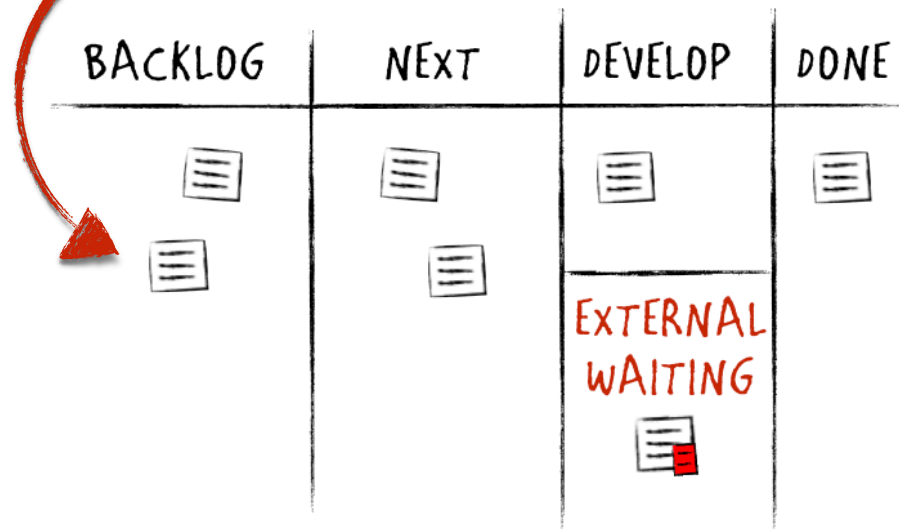
TEAM 2

BACKLOG	NEXT	DEVELOP	DONE
 	 	 <div>EXTERNAL WAITING</div> 	

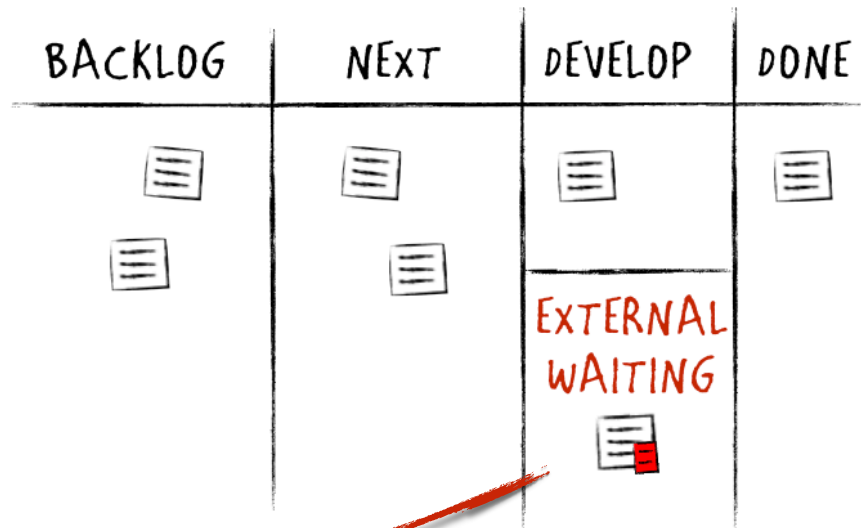
TEAM 1



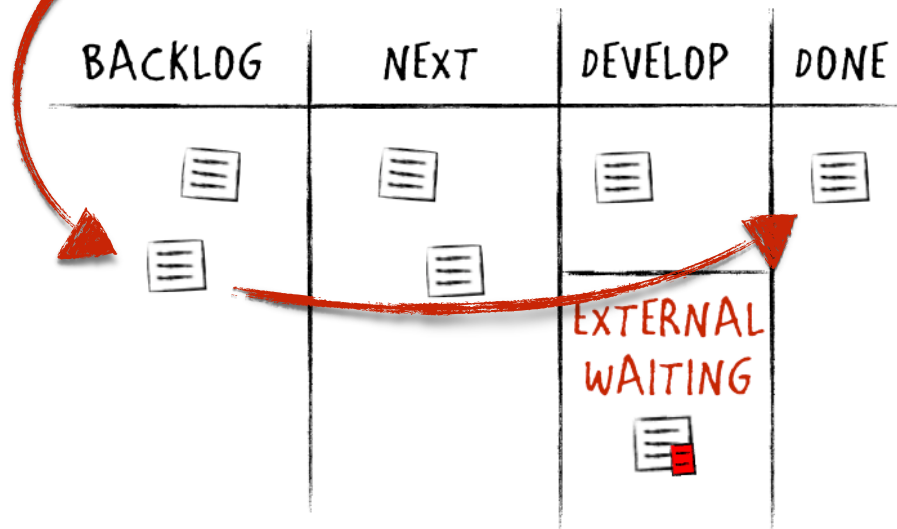
TEAM 2



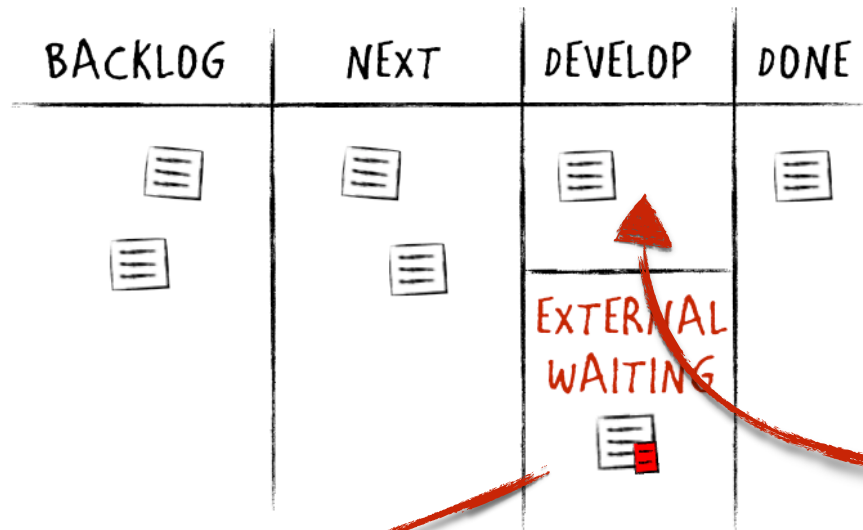
TEAM 1



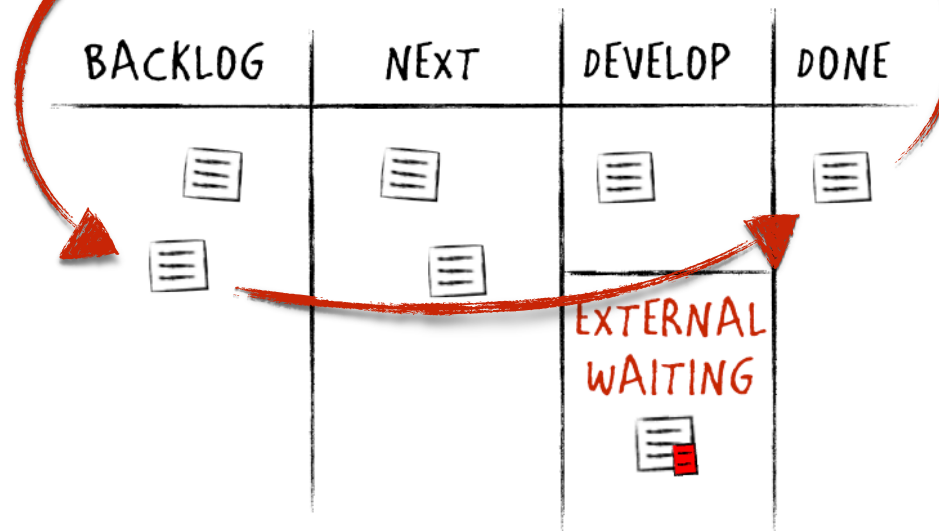
TEAM 2



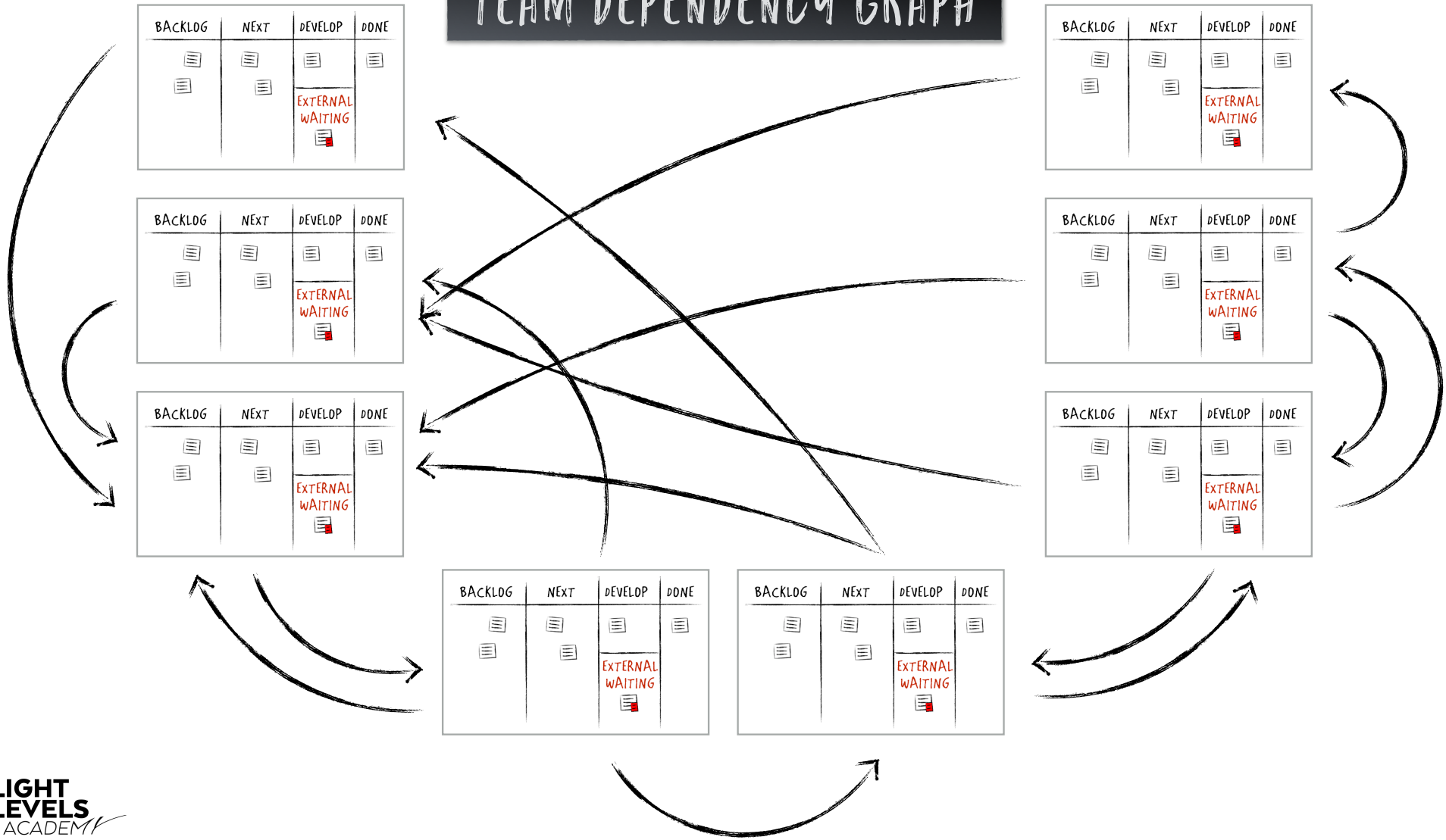
TEAM 1



TEAM 2



TEAM DEPENDENCY GRAPH



TEAM DEPENDENCY GRAPH

why are there still so many dependencies?

BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

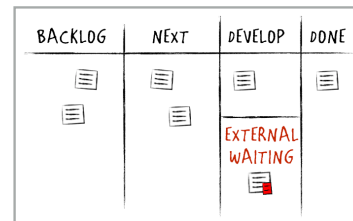
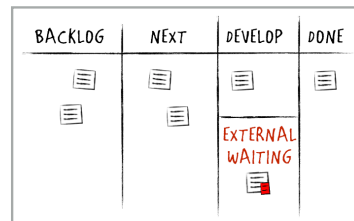
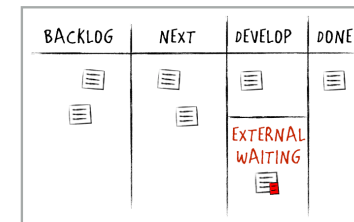
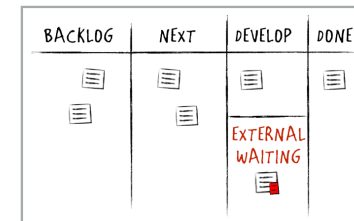
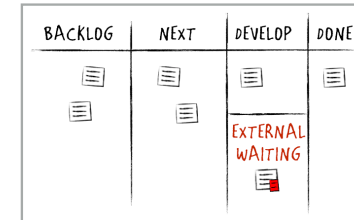
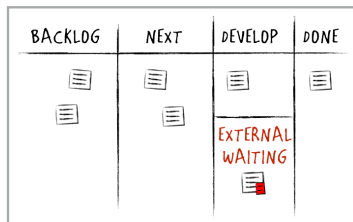
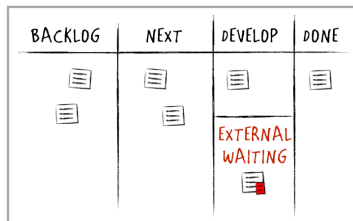
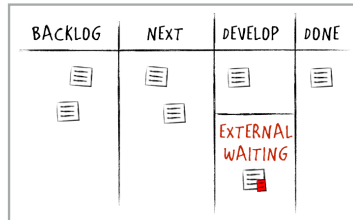
BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

BACKLOG	NEXT	DEVELOP	DONE
☰ ☰	☰ ☰	☰ EXTERNAL WAITING ☑	☰

TEAM DEPENDENCY GRAPH

why are there still so many dependencies?

- multiple **teams** work on one product
- **products** are not completely independent
- we are talking about **600 people**





customer wish: write a love letter

team 1 →

team 2 →

team 3 →

team 4 →



customer wish: write a love letter

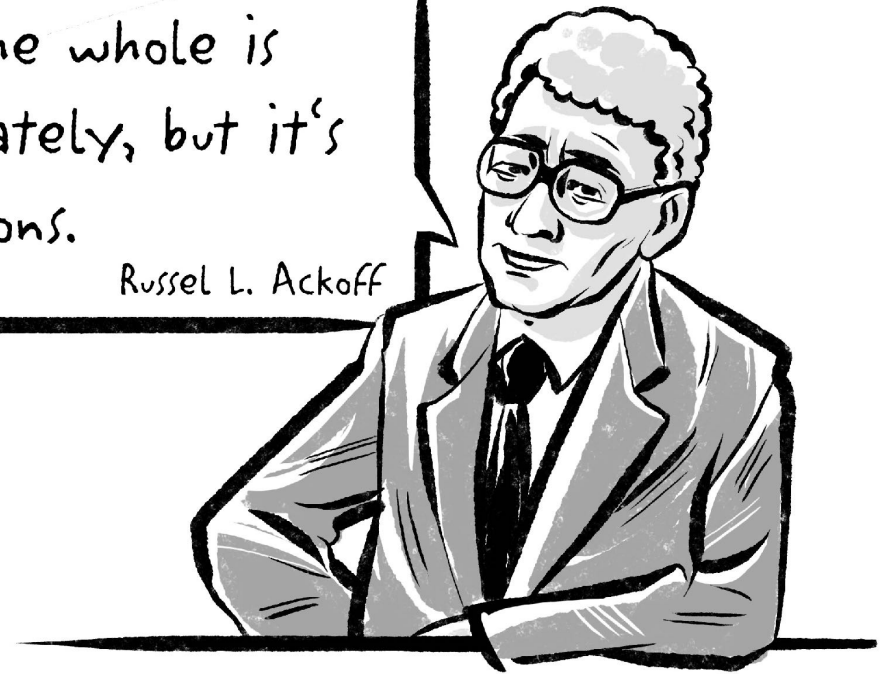


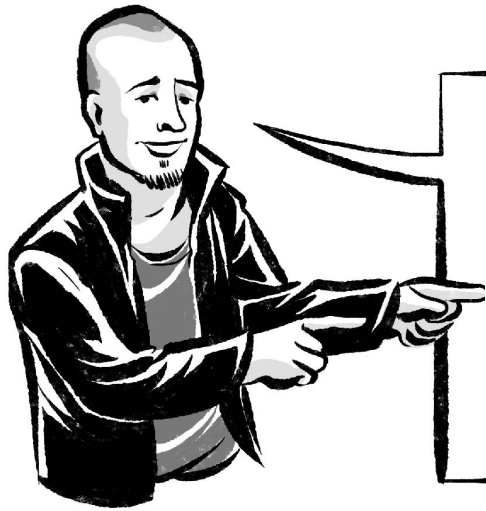
customer wish: write a love letter



And therefore, the performance of the whole is never the sum of the parts taken separately, but it's the product of their interactions.

Russel L. Ackoff

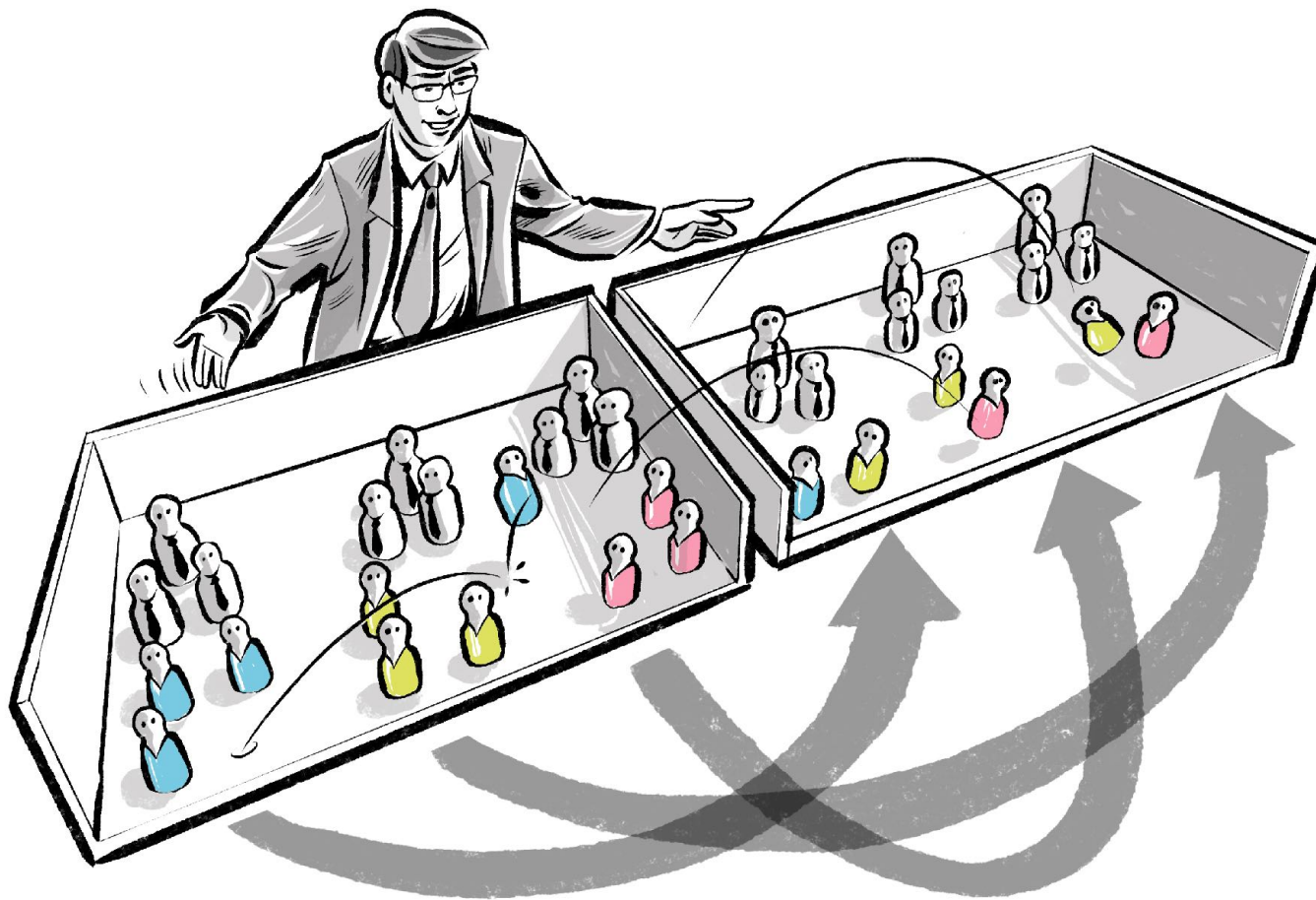


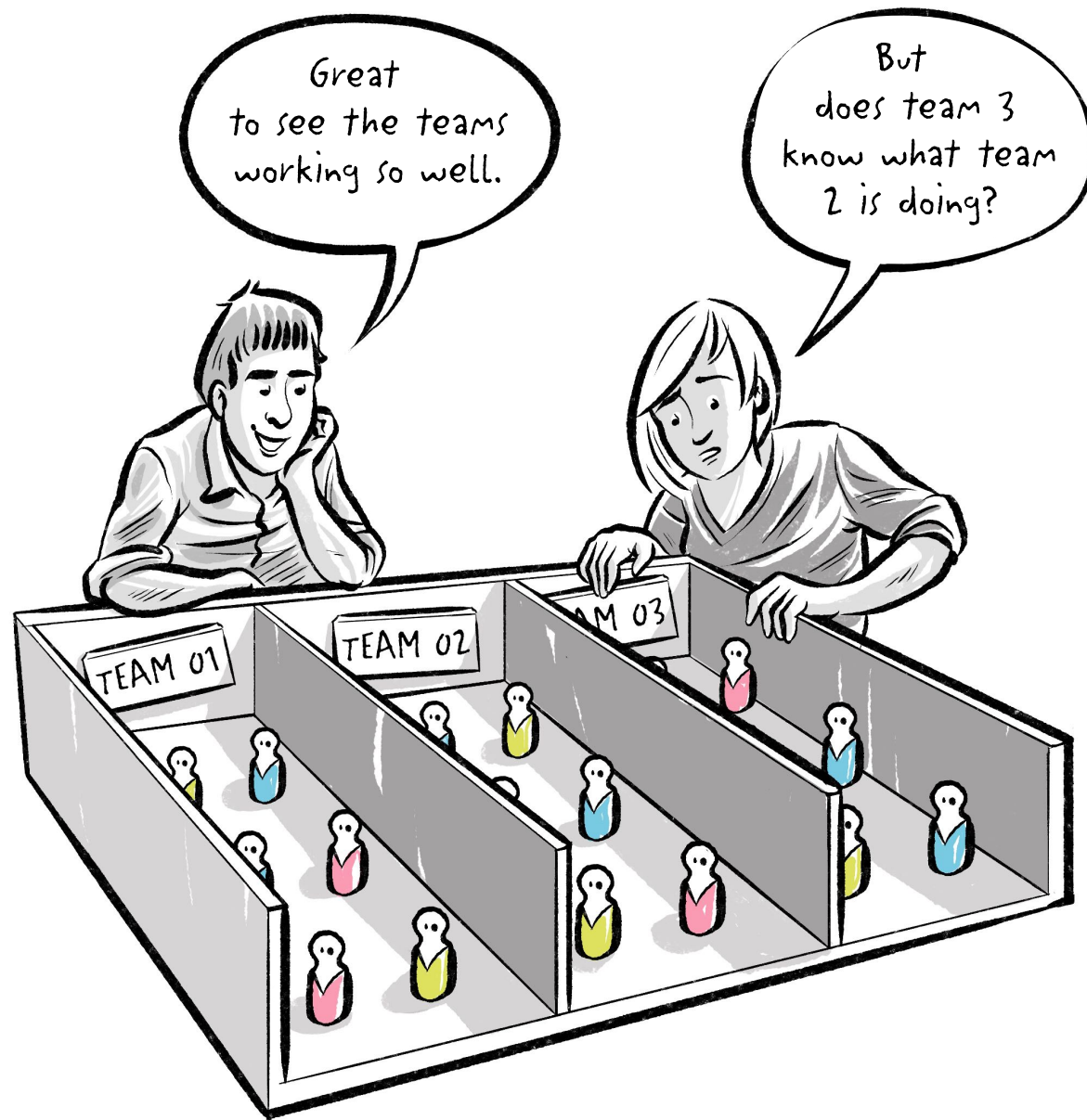


Organizational performance is not about having
many high-performing (agile) teams.

Organizational performance is about having
agile interactions between teams.

Klaus Leopold







IDENTIFIED CAUSES

NO AGILE INTERACTIONS BETWEEN TEAMS

IDENTIFIED CAUSES

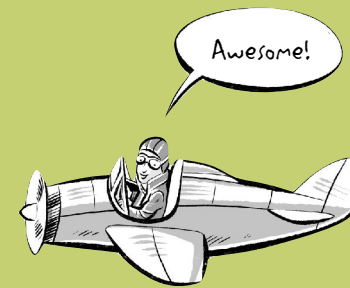
NO AGILE INTERACTIONS BETWEEN TEAMS

NO END-2-END FLOW

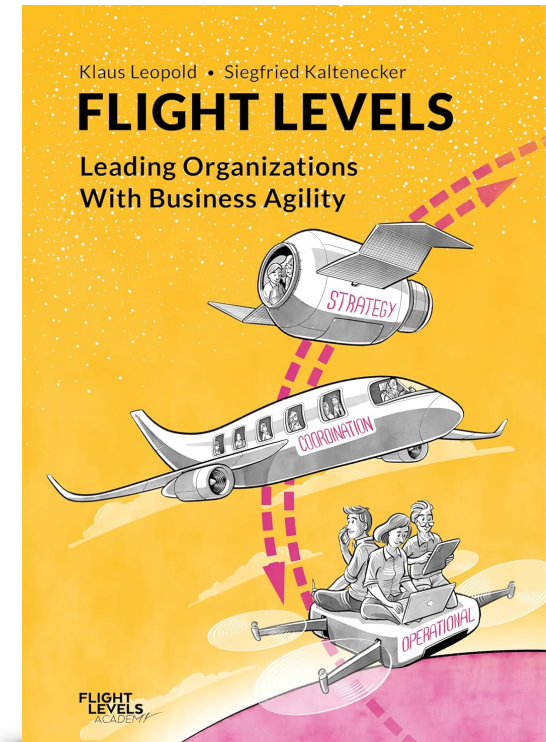
NO AGILE STRATEGIC PORTFOLIO

NO AGILE CHANGE PROCESS

FIRST SOLUTIONS



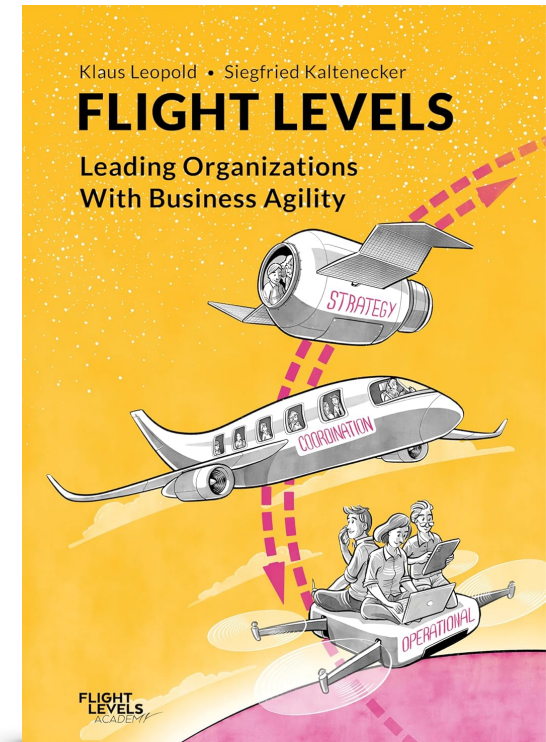
WE INTRODUCED FLIGHT LEVELS®



WE INTRODUCED FLIGHT LEVELS®

Flight Levels® is a **lightweight** and **cost-effective** approach to creating your optimal working environment by...

1. building cross-team delivery capabilities;
2. connecting strategy to operation;
3. establishing organization-wide collaboration



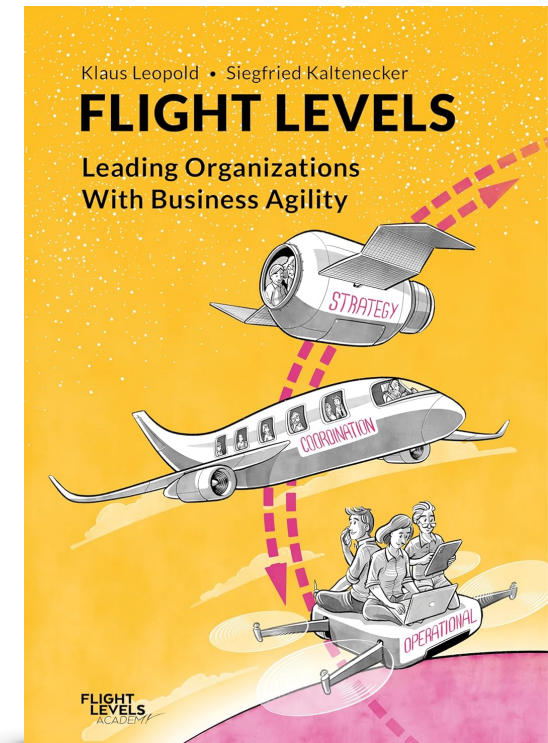
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Flight Levels is not a blueprint.

It's a **management toolbox** that helps you **identify** your **real problems** and helps you to figure out **where** in your organization **to do what** to solve them.



WE INTRODUCED FLIGHT LEVELS®

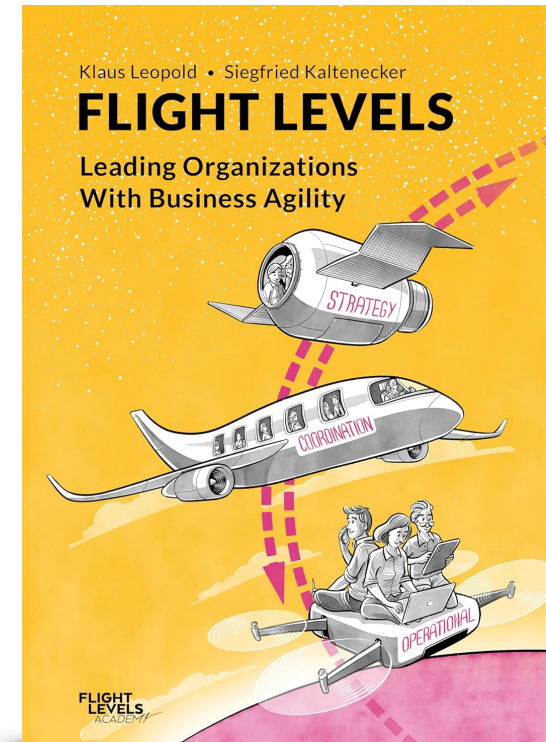
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Establish 5 Activities on 3 Flight Levels in your organization!



5 ACTIVITIES

5 ACTIVITIES

1. Define and measure outcomes

5 ACTIVITIES

1. Define and measure outcomes
2. Visualize situation

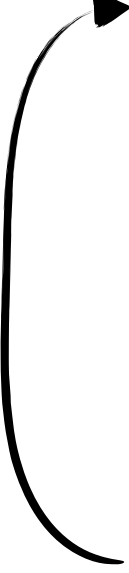
5 ACTIVITIES

1. Define and measure outcomes
2. Visualize situation
3. Create focus

5 ACTIVITIES

1. Define and measure outcomes
2. Visualize situation
3. Create focus
4. Establish agile interactions

5 ACTIVITIES

- 
1. Define and measure outcomes
 2. Visualize situation
 3. Create focus
 4. Establish agile interactions
 5. Improve

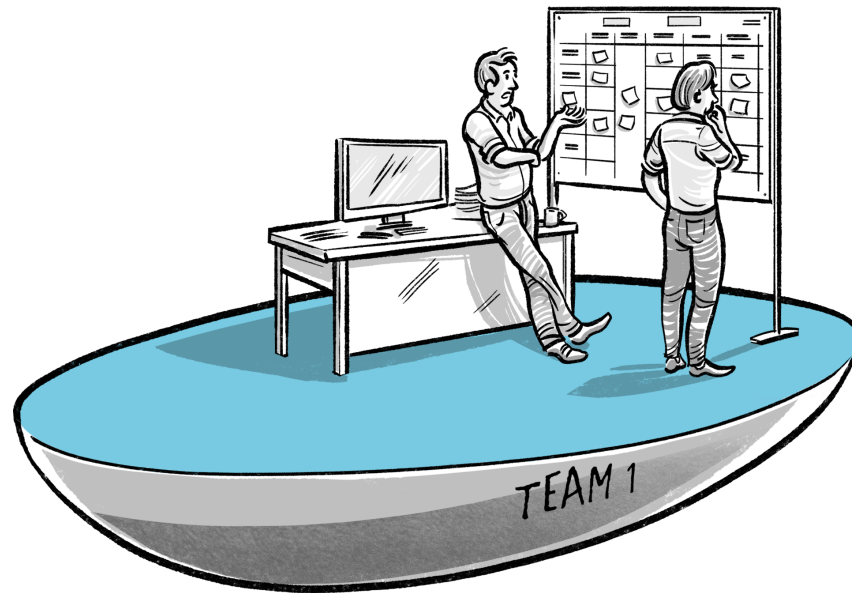
5 ACTIVITIES

1. Define and measure outcomes
2. Visualize situation
3. Create focus
4. Establish agile interactions
5. Improve

You need to **apply these activities**
at all **Flight Levels** in your
organization if you want to make
substantial improvements.

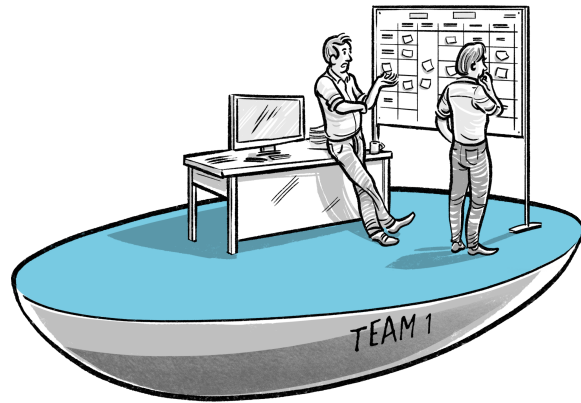
FLIGHT LEVELS

FLIGHT LEVELS



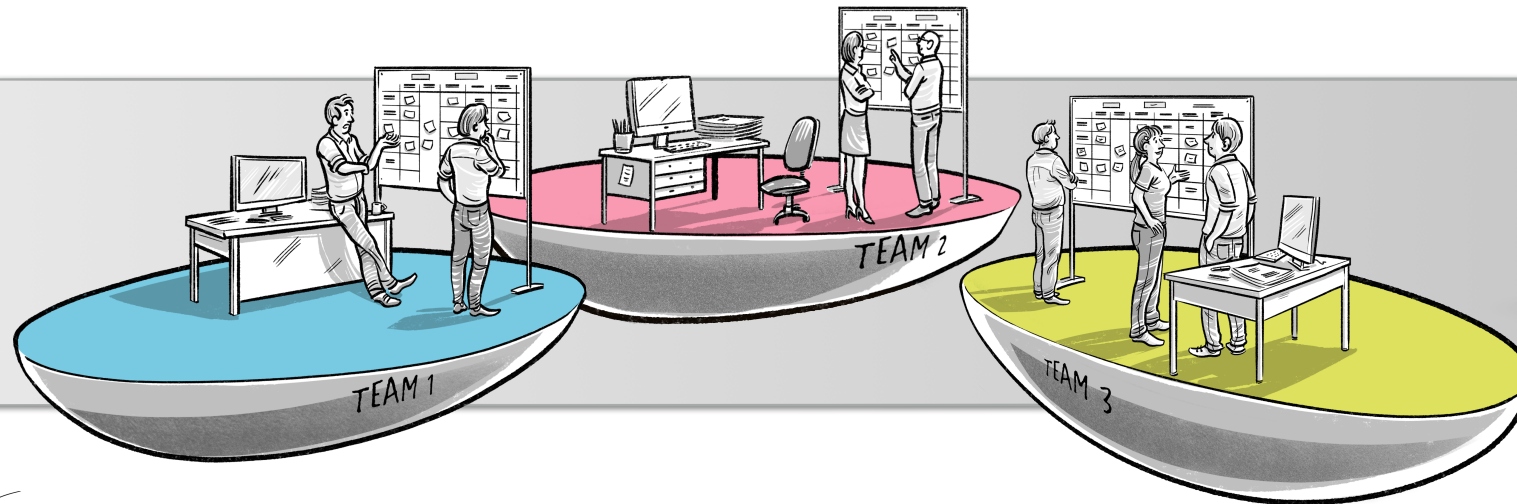
Flight Level 1
operational level

FLIGHT LEVELS



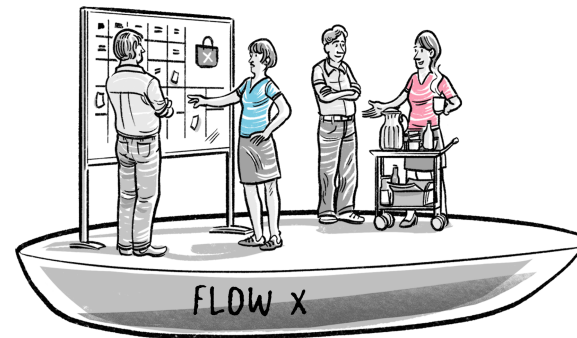
Flight Level 1
operational level

FLIGHT LEVELS

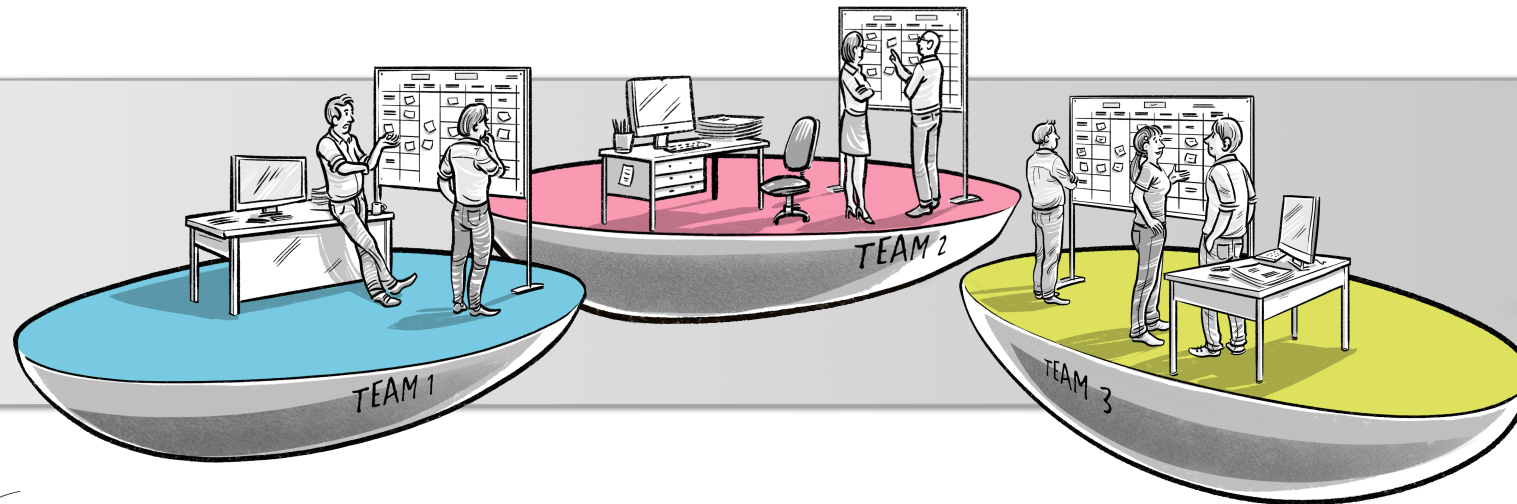


Flight Level 1
operational level

FLIGHT LEVELS

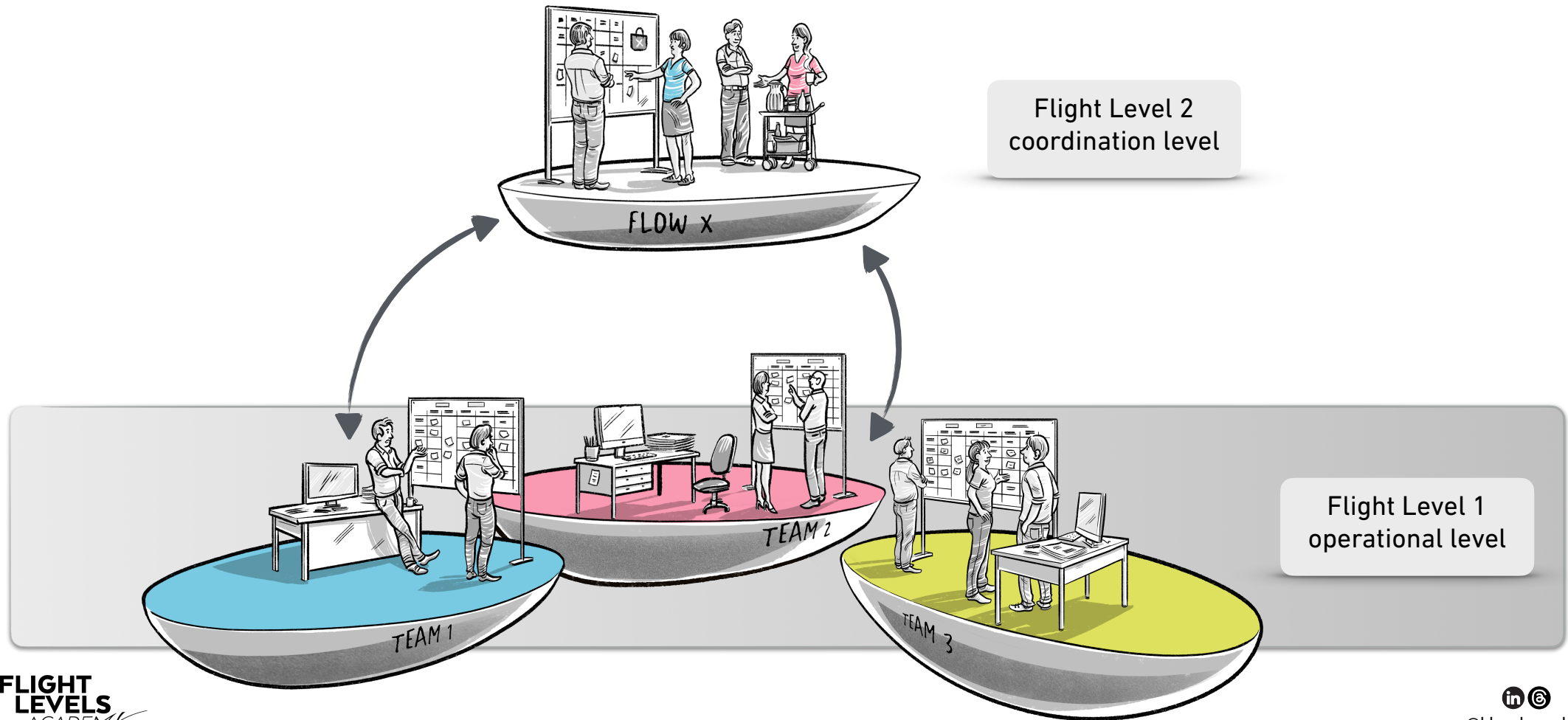


Flight Level 2
coordination level

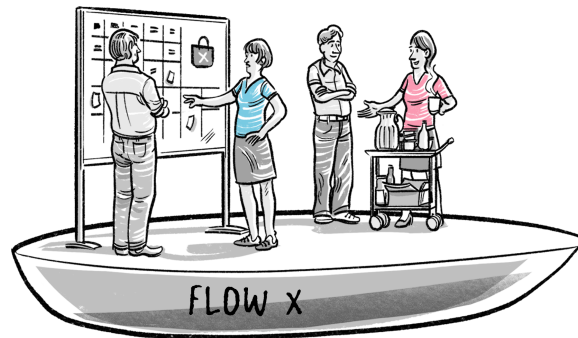


Flight Level 1
operational level

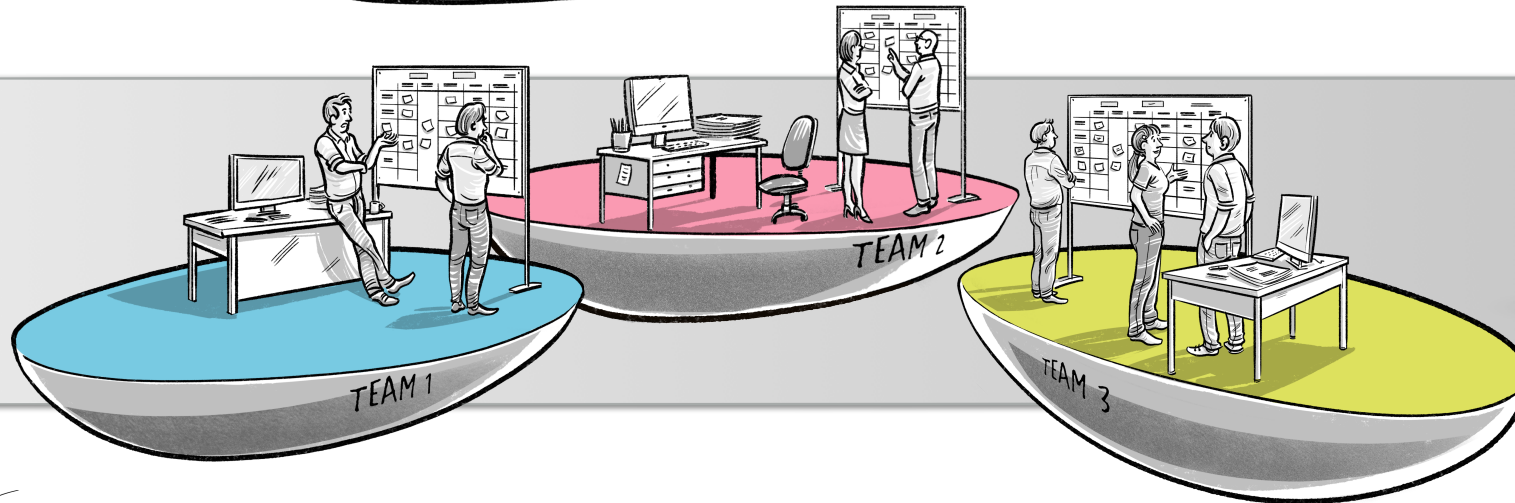
FLIGHT LEVELS



FLIGHT LEVELS

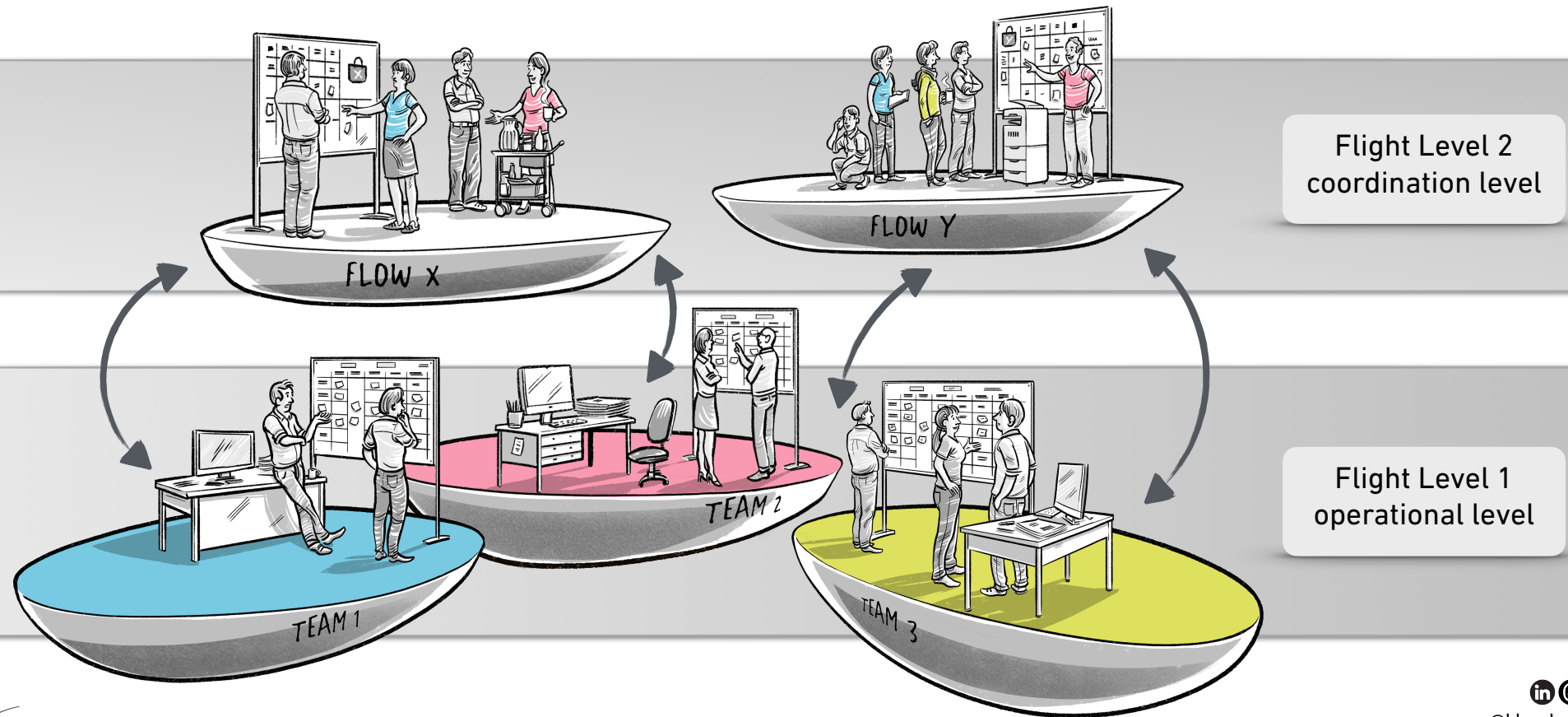


Flight Level 2
coordination level

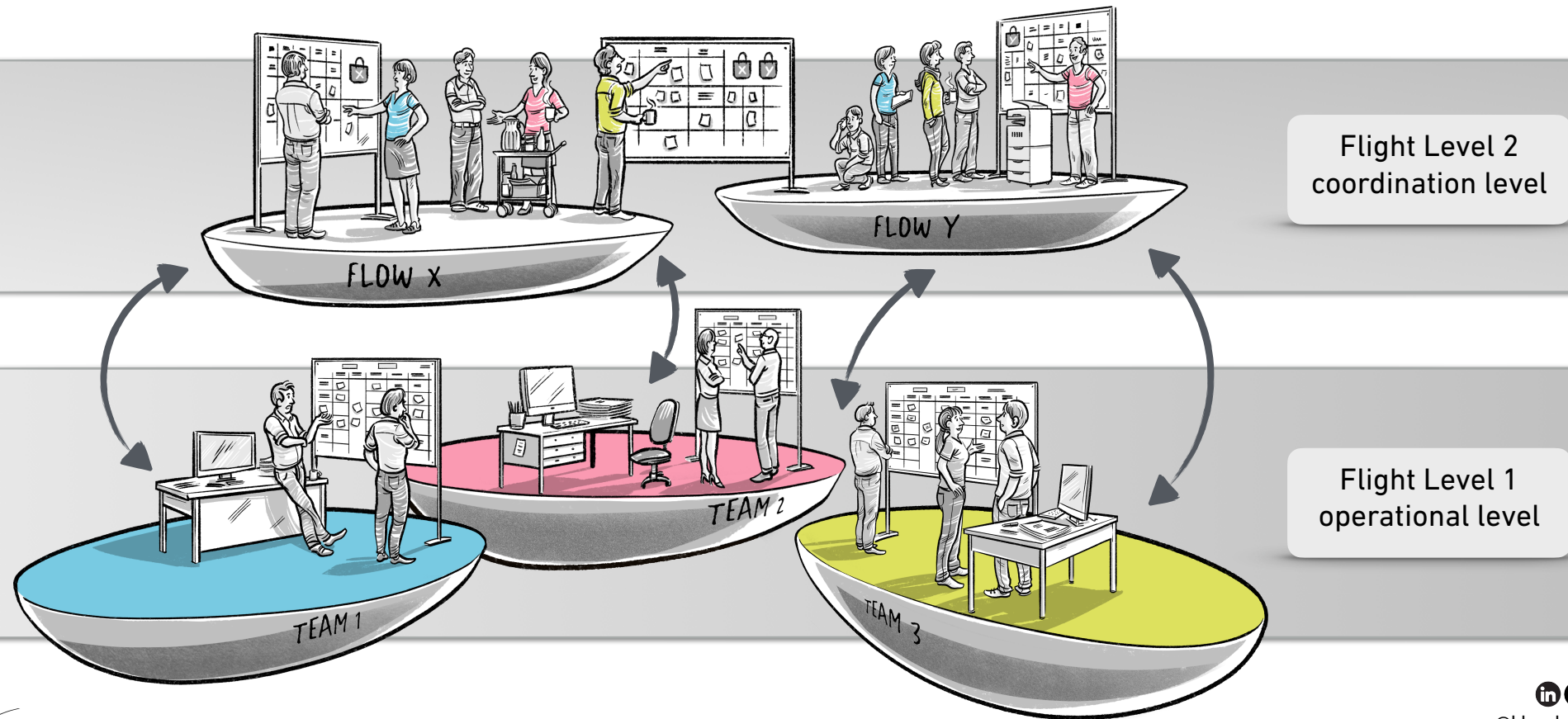


Flight Level 1
operational level

FLIGHT LEVELS



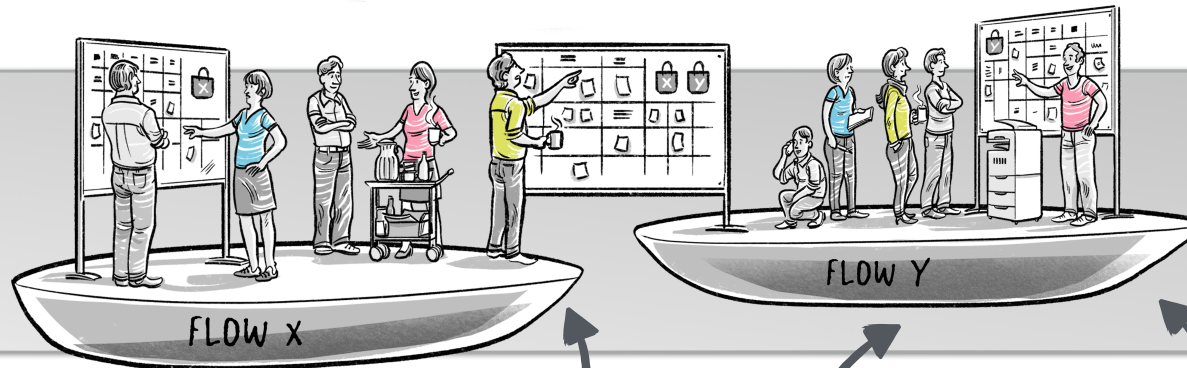
FLIGHT LEVELS



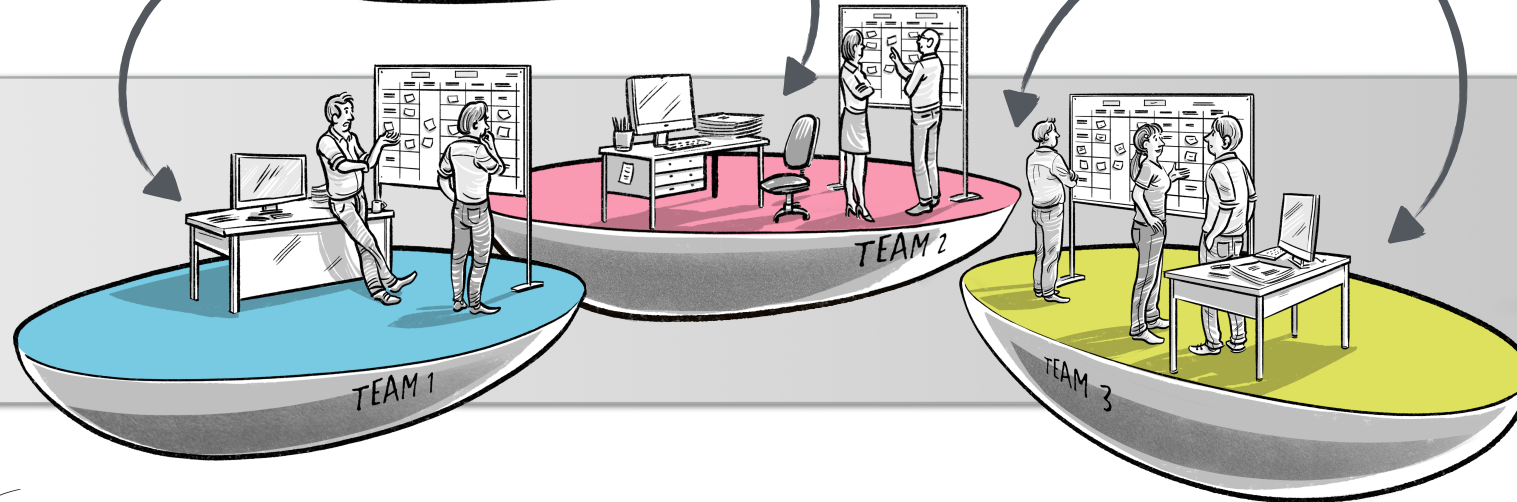
FLIGHT LEVELS



Flight Level 3
strategic level

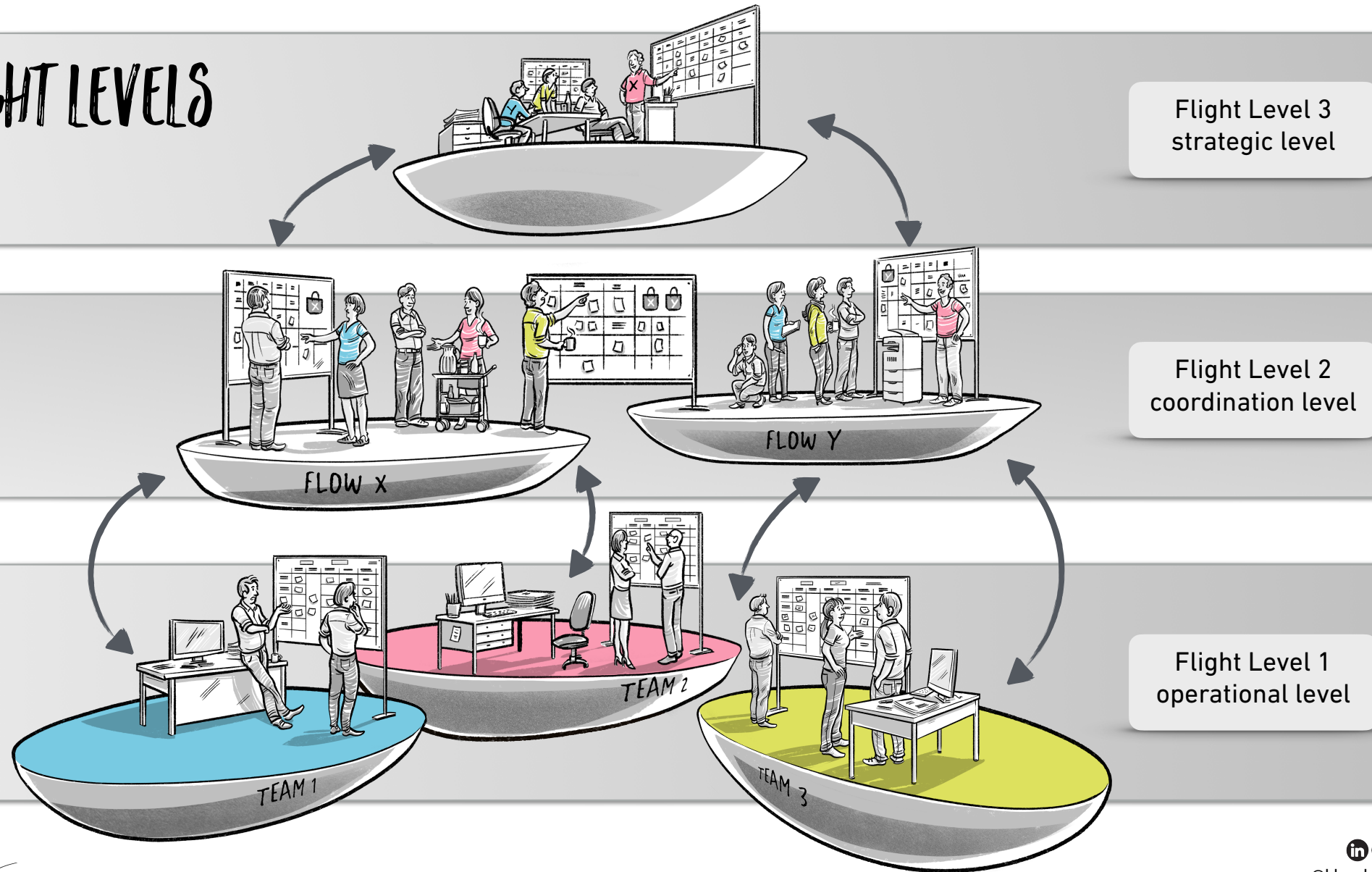


Flight Level 2
coordination level



Flight Level 1
operational level

FLIGHT LEVELS

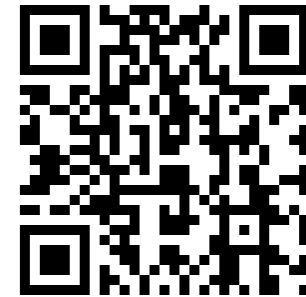


IDENTIFY YOUR FLIGHT LEVELS®

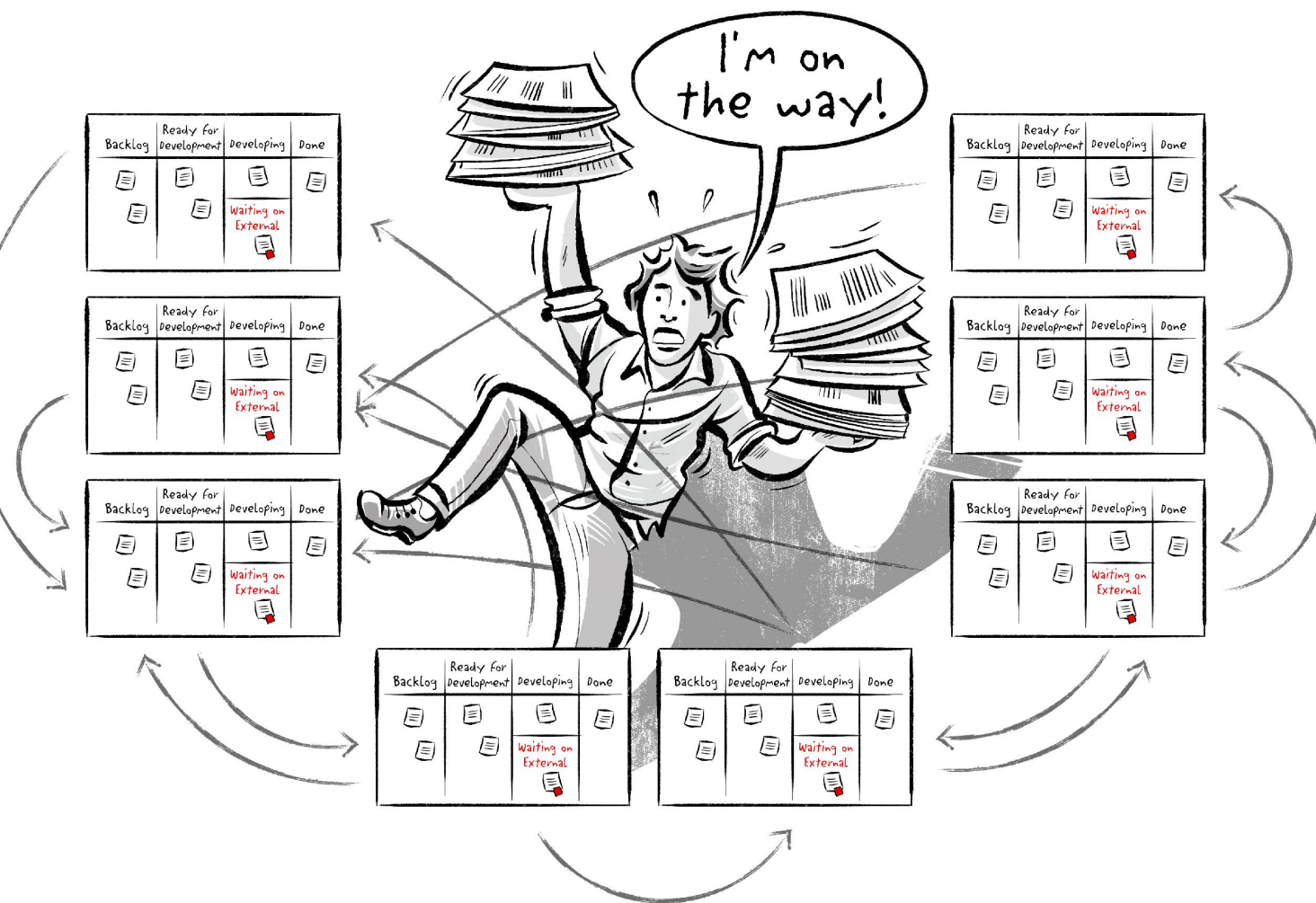
- Identifying your Flight Level 1,2,3 systems is a challenging task.
- The **Flight Levels Systems Architecture** workshop shows you how to do it in a very accessible and practical way.

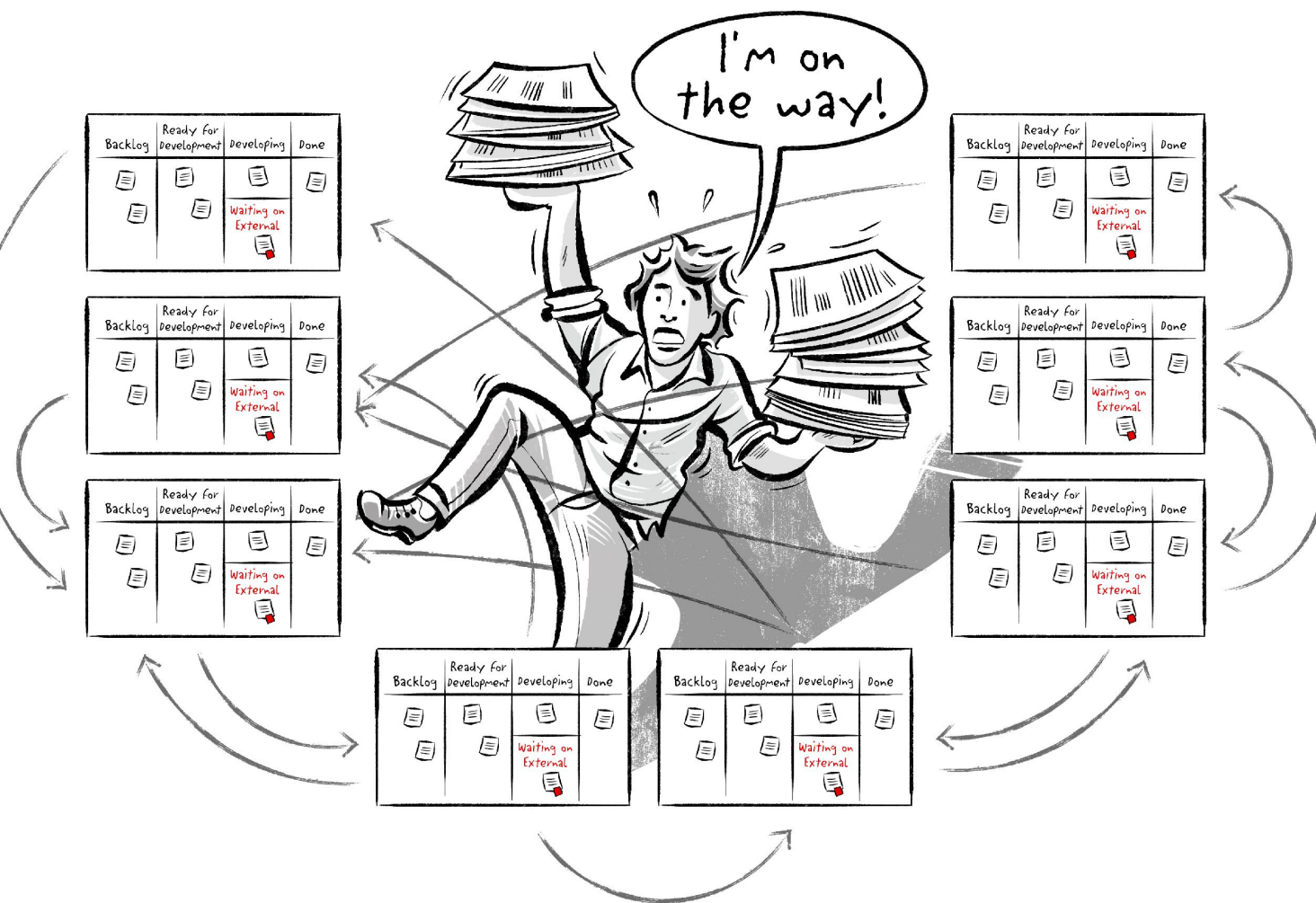


start today and save up to **€600**
FlightLevels.io/event-intersection-2024-09



tinyurl.com/23buzhqb

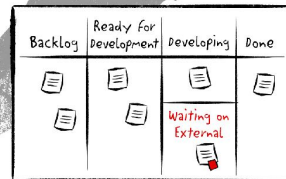
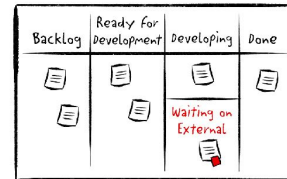
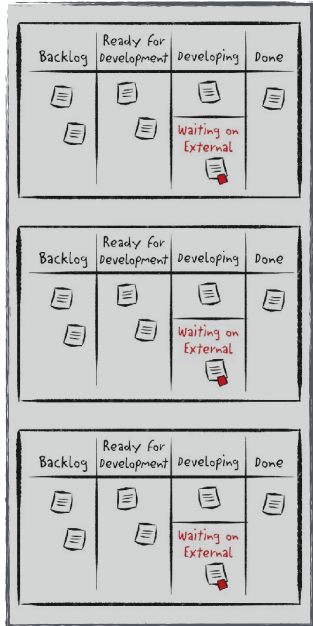




WE BUILT FLIGHT LEVEL 2
SYSTEMS TO MANAGE TEAM
DEPENDENCIES



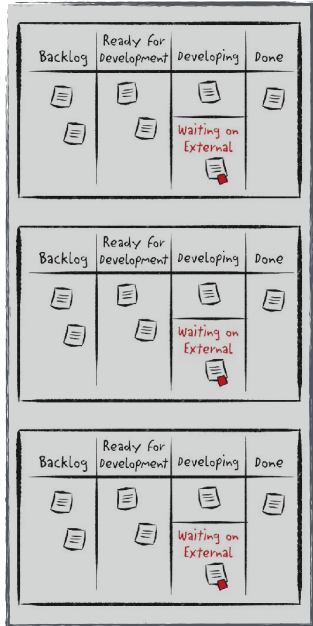
product 1



WE BUILT FLIGHT LEVEL 2
SYSTEMS TO MANAGE TEAM
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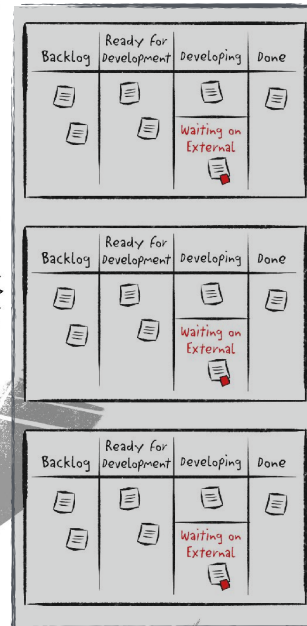


product 1



I'm on the way!

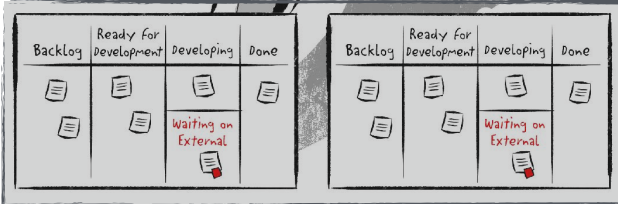
product 2



WE BUILT FLIGHT LEVEL 2
SYSTEMS TO MANAGE TEAM
DEPENDENCIES



product 3



do NOT optimize
organizational structures (=teams)!

optimize
value delivery (=products/services)!

An organization is full of Islands.

Connect the Islands of your Organization.

Build a Flight Levels Systems Architecture

Establish Enterprise Flow

Book your Flight Levels Workshop at
FlightLevels.io/event-intersection-2024-09

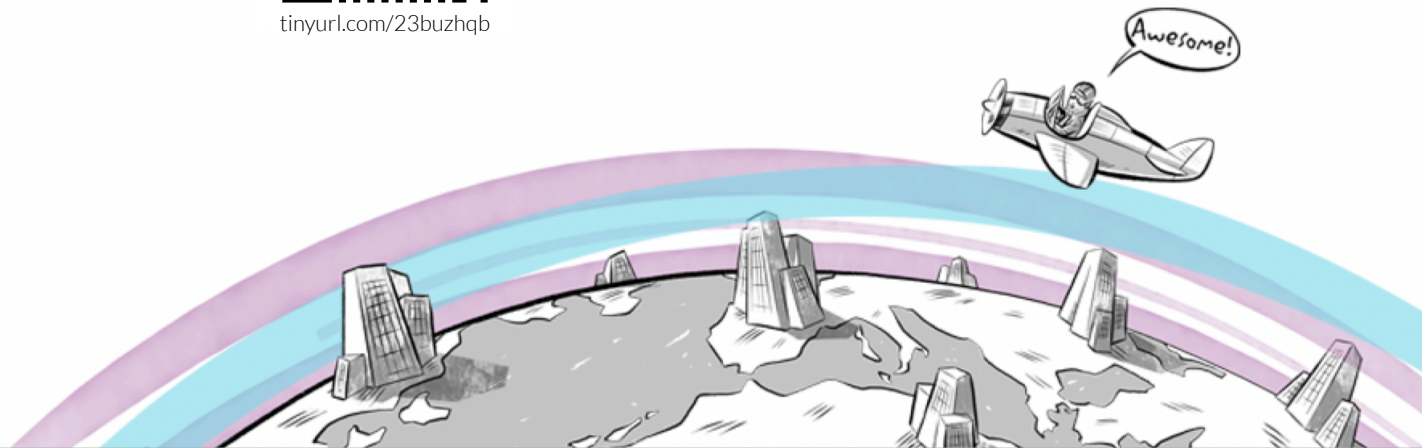
**FLIGHT
LEVELS**
ACADEMY



start today and save up to **€600**
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Flight Levels - Establish Enterprise Flow