

# **Wir haben transformiert...**

# **Warum sich trotzdem nichts**

# **verändert hat**

**A story about leadership when reality does not follow the map**

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# Agenda

- 1 One of the largest transformations in Europe
- 2 A similar experience at a smaller scale
- 3 Connecting the dots
- 4 Open discussion

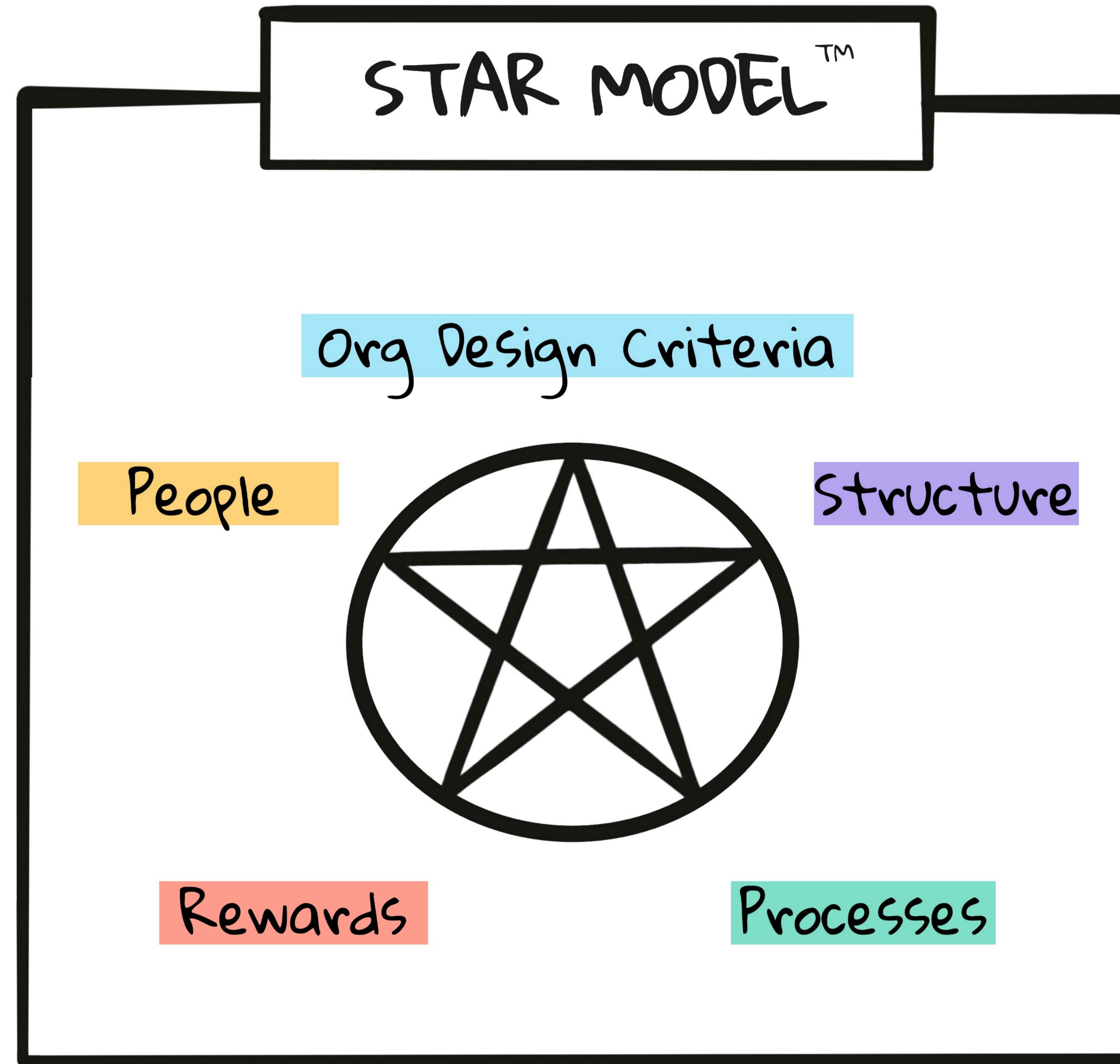


# BMW Autonomous Driving

One of the largest transformations in Europe - The LeSS Huge adoption

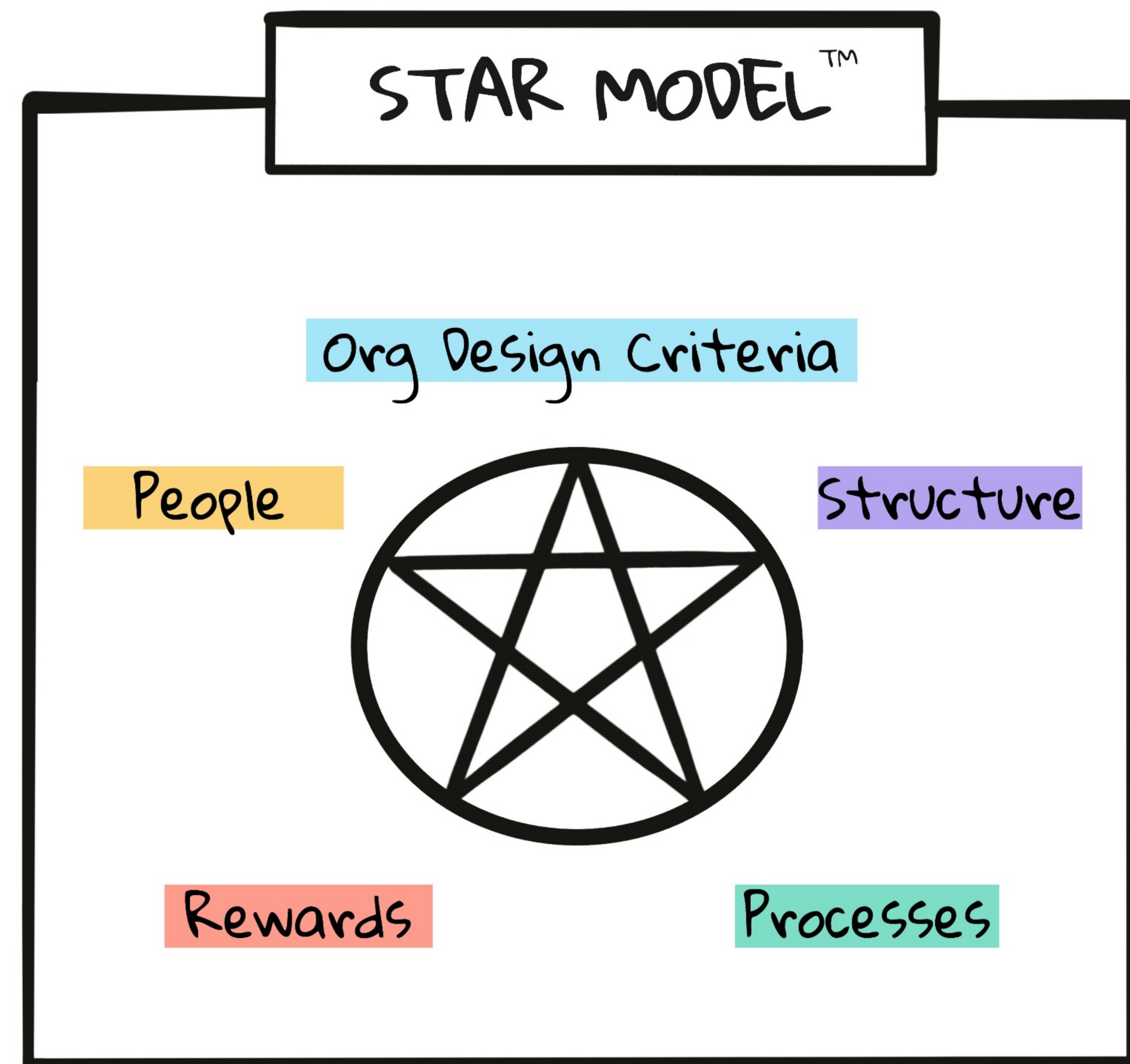
**A similar experience at a  
smaller scale**

# Star Model



Star Model™, Jay R. Galbraith

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## Organisationsziel

Schnelle, zuverlässige Bereitstellung kundenrelevanter Innovationen im Cloud-Produktumfeld

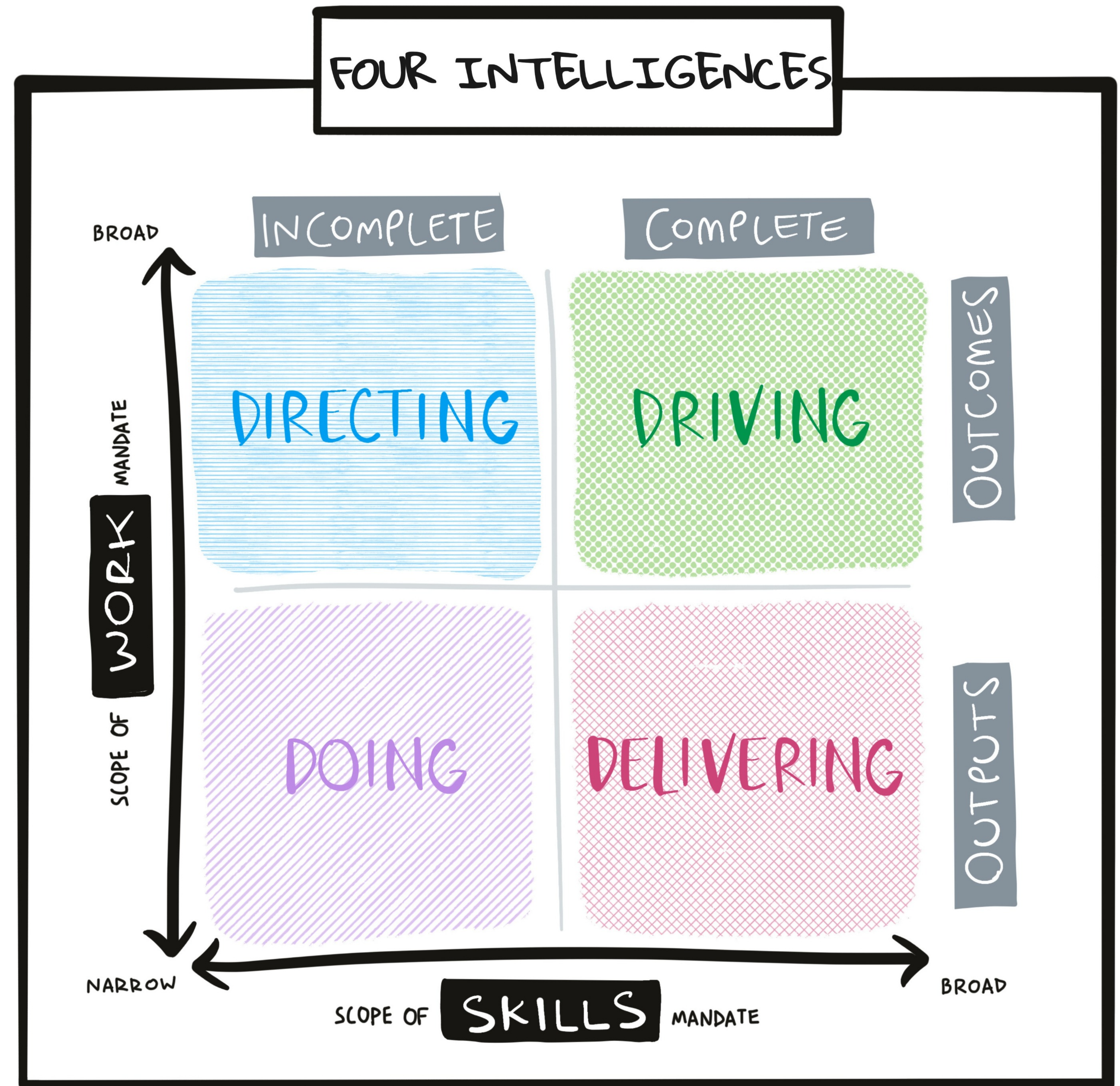
=> **Capabilities** abgeleitet und auf das STAR Model gemapped

# Org Topologies (Structural Map)

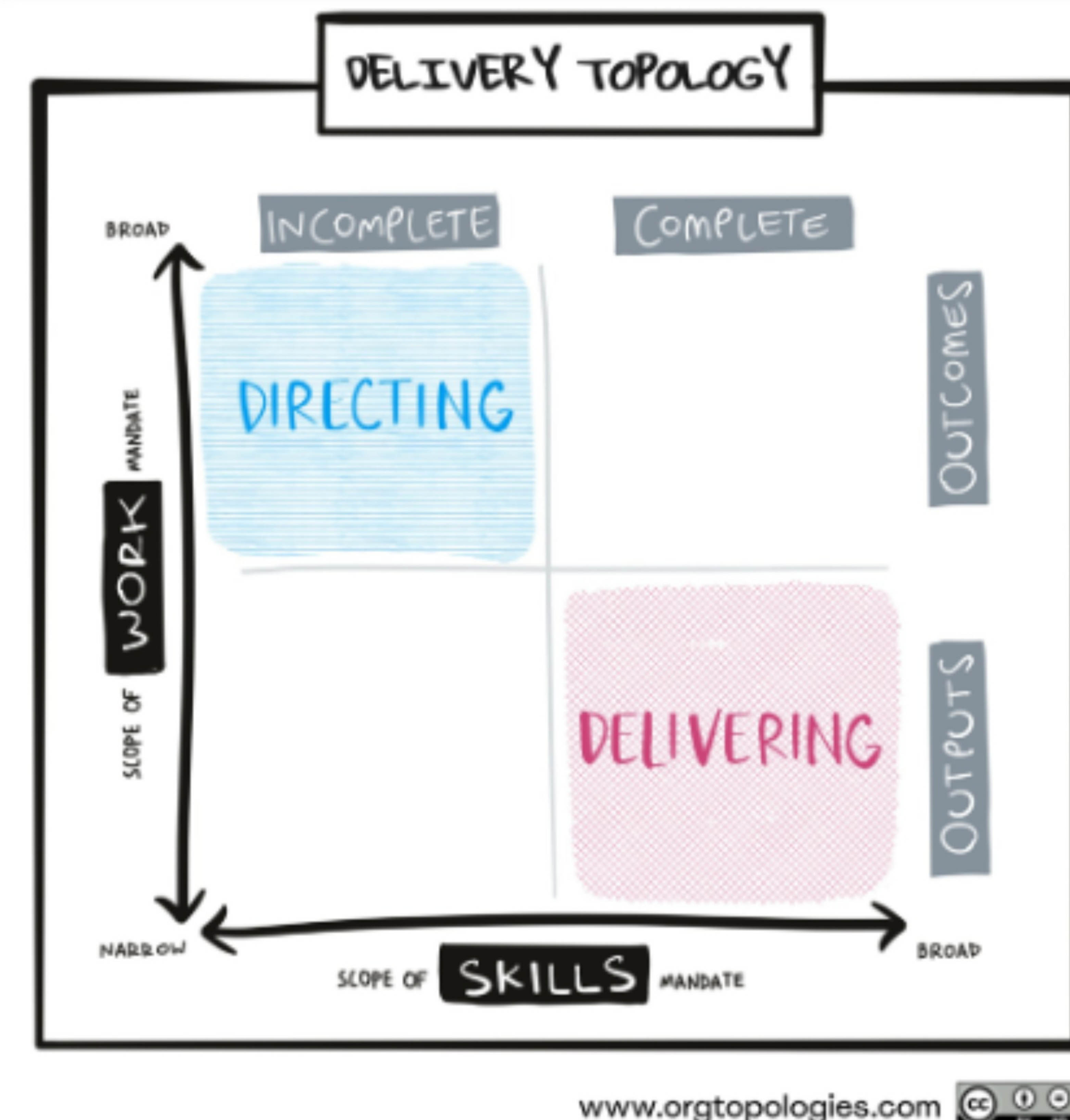
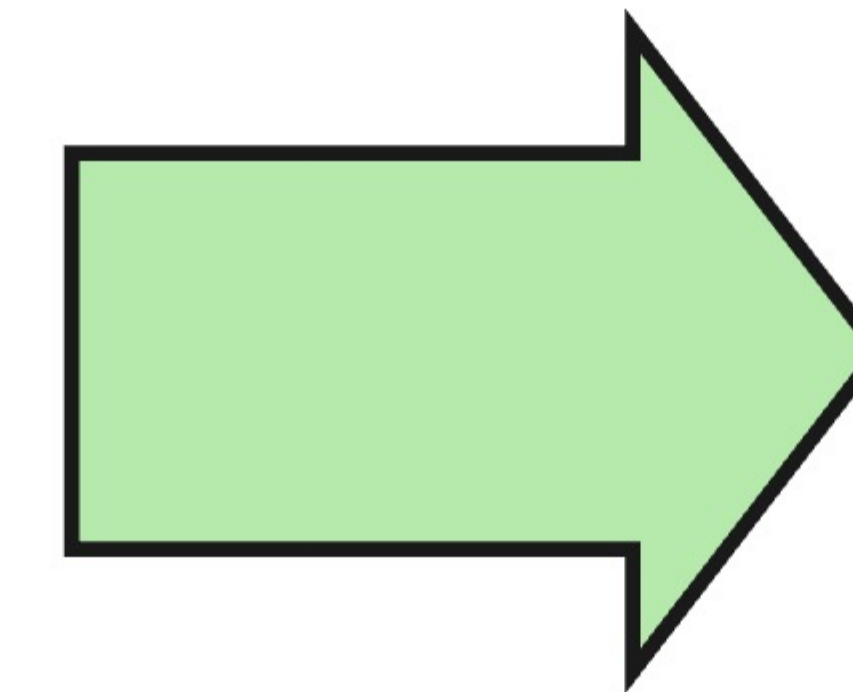
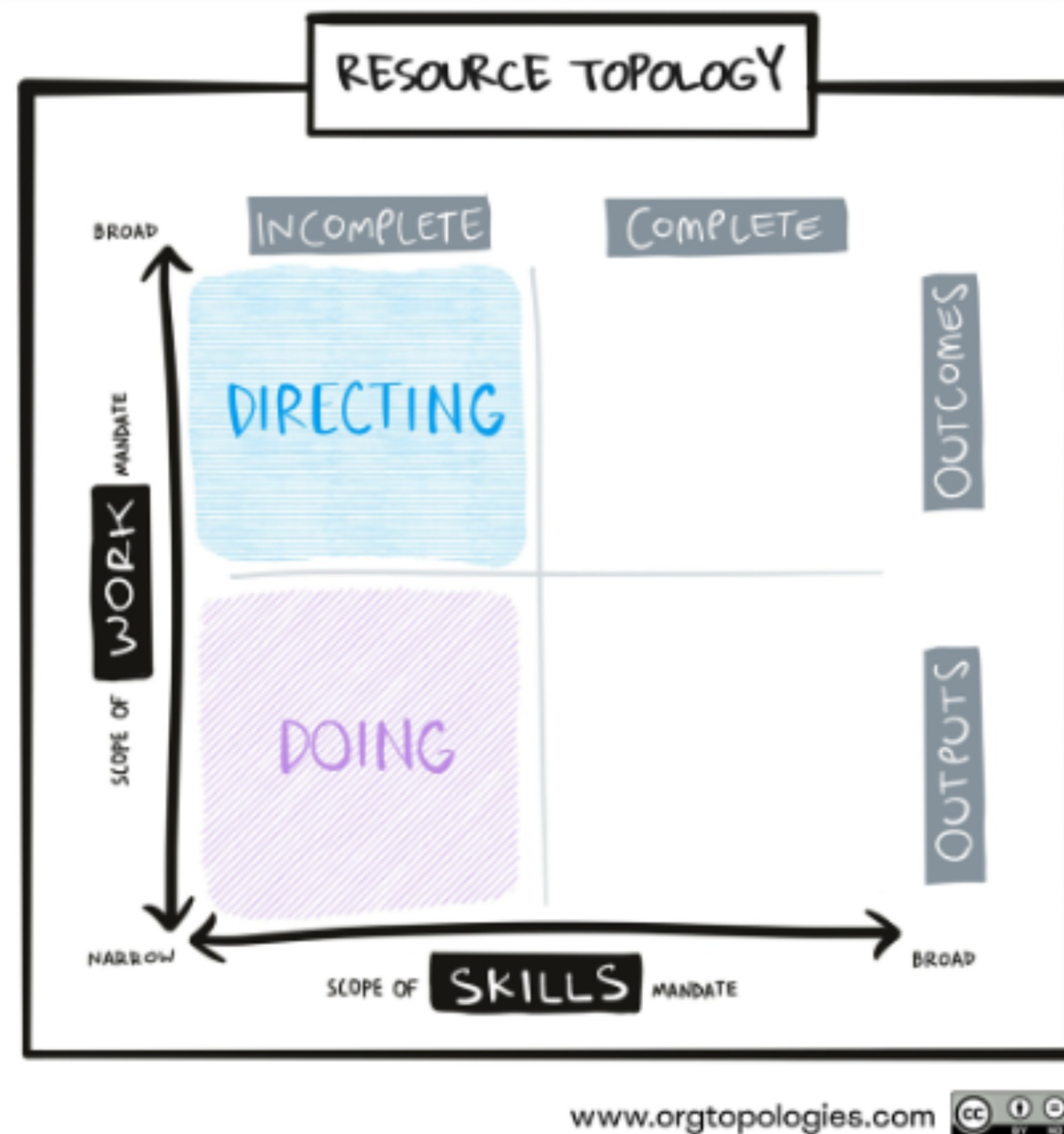
**Resource/Doing** = siloed, specialist, handoff-heavy, optimize for utilization

**Delivery** = cross-functional teams, optimize for flow of output

**Adaptive** = teams that discover and deliver, optimize for learning and outcomes



# Org Topologies (Structural Map)



# Wir haben alles richtig gemacht

- Reorganized around value streams
- Moved from component to product teams (self-selection team workshop)
- Adjusted roles, processes, structures, incentives
- ...

# But then... Everything snapped back

One of the senior leaders started asking 'just have a quick look' before anything went live. -> **Entscheidungen wurden zentralisiert**

Then the Product Owner joined the dailies. Within two months, the daily mutated to an informal status report to the PO. Team members were waiting to be told what to do. -> **Ownership schrumpfte**

From a product team with full E2E ownership, we landed in a “one-man” silo setup, with all kind of dependencies. Everyone was 100% busy. However the team's cycle time tripled. -> **Silos kehrten zurück**

# Leadership Circle Profile (Human Map)

**Creative** = leading from purpose, vision, authentic relating, achieving through others

**Reactive** = leading from fear — controlling, complying, protecting



# The Connection between the Maps

The **insight** that hit us too late:

1. The two maps are connected.
2. Each topology needs a different kind of leadership to actually function.
3. **Resource** runs on Reactive leadership.
4. **Delivery** needs leaders who are shifting toward Creative.
5. **Adaptive** only works with Creative leadership.

# Reactive vs. Creative Leadership

|   | Reactive          | Creative              |  |
|---|-------------------|-----------------------|--|
| 1 | Control           | Ownership             |  |
| 2 | Risk avoidance    | Learning              |  |
| 3 | Central decisions | Distributed decisions |  |
| + |                   |                       |  |

1. **Delivery** design needs **Creative** leadership
2. An organization improves under pressure only if leadership behavior changes under pressure.
3. The org design didn't fail. The leadership operating system was incompatible with the design (system lacked coherence\* under pressure). And nobody — including me — saw it in time.

**Reactive** = need for certainty, control, protection

**Creative** = ability to stay open, decide with incomplete info

\* The ability of an organization to maintain its identity, purpose, and decision logic while continuously adapting to change.

# What happens under pressure

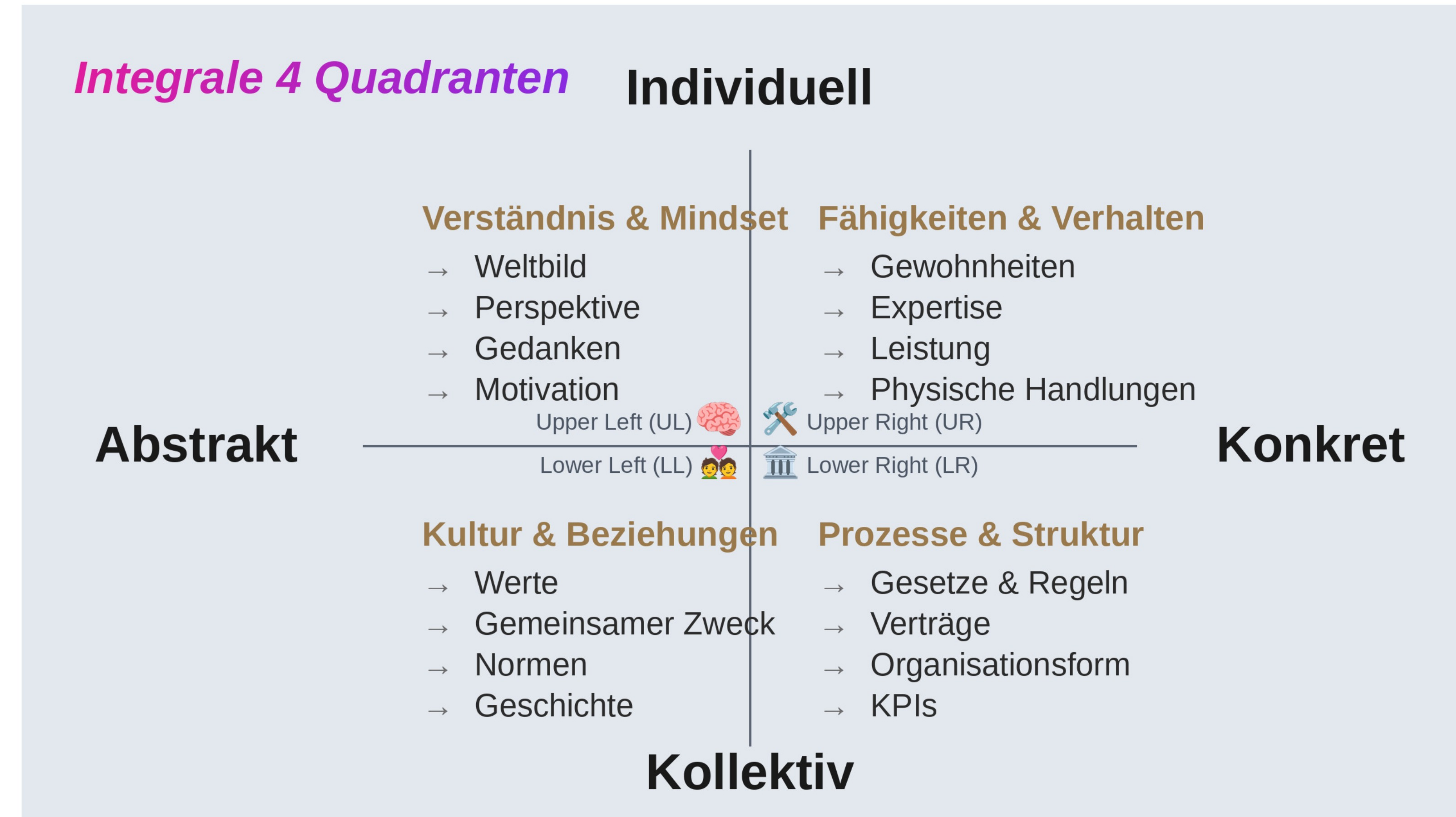
Pressure reveals the real system

- people don't follow org charts
- they follow **what is safe**

"And what feels safe is defined by how leadership behaves."

We didn't fail because we lacked knowledge. **We failed because under pressure, we couldn't hold the uncertainty.**

# Connecting the dots



Mit dem Vier-Quadranten-Modell, angepasst aus der integralen Theorie von Ken Wilber, lässt sich Transformation überblicken und ganzheitlich verstehen. Organisationen werden dabei systemisch betrachtet, also als komplexe, lebende Systeme.

# Summary

- Pressure doesn't break systems. Pressure reveals them.
- A topology can only survive if leadership behavior supports it.
- Reactive leadership often recreates Resource behaviors even inside a Delivery or Adaptive design.
- Relationship is the currency through which performance emerges. Under pressure organizations often sacrifice relationship for speed.
- Sustainable transformation requires coherence across all four quadrants (Integral Theory).
- AI amplifies everything. It amplifies coherence and also amplifies incoherence. => A fragmented organization becomes fragmented faster. A coherent organization learns faster.

# Thank You

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# Conclusion

- Unter Druck fehlte dem System die Kohärenz\*
- Führungsstil und Org-Topologieentwicklung müssen sich gemeinsam weiterentwickeln.
- Technologische Beschleunigung (AI), Org-Topologieentwicklung und Leadership müssen sich gemeinsam weiterentwickeln.