

REVITALIZING A STRUGGLING AGILE TRANSFORMATION AT SIEMENS

A Flight Levels Case Study

SIEMENS

Summary

Siemens AG faced challenges with an unsustainable business model and misaligned agile goals despite a surge in orders during the COVID-19 pandemic. Agile coaches implemented the Flight Levels framework to align strategic goals and visualize initiatives. This approach fostered collaboration and clarified team contributions through regular workshops and check-ins. As a result, Siemens improved strategic planning, enhanced focus and accountability, and ensured sustained innovation and growth.

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Challenges

Siemens AG, a global technology powerhouse, faced significant challenges despite experiencing a surge in orders during the COVID-19 pandemic. The existing business model, successful for over 15 years, was no longer sustainable for future growth and innovation. The company struggled with implementing its future-focused strategy due to a lack of clear guidelines, milestones, and prioritization. Additionally, the agile transformation goals were not aligned with the strategic business objectives, leading to inconsistencies and a disconnect between daily operations and long-term planning.

Solutions

Siemens engaged agile coaches to address these challenges using the Flight Levels framework. This approach provided a holistic view of organizational processes and ensured alignment with strategic goals. They implemented Flight Level 3 boards to visualize and track strategic initiatives, clarifying the contributions of each team member. Through workshops and regular check-ins, continuous feedback and adjustments were facilitated, breaking down silos and fostering collaboration and accountability.

Benefits

The Flight Levels framework significantly improved Siemens' strategic planning and execution. Clear annual targets and milestones enhanced focus and accountability, while better communication and collaboration across departments aligned strategic goals with agile transformation initiatives. Increased engagement and commitment to future projects ensured sustained innovation and growth. Siemens successfully balanced day-to-day operations with long-term goals, integrating strategic ideas into ongoing work and gaining valuable customer insights.



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