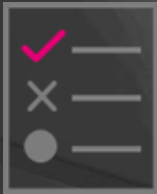




## **AGILE JOURNEY @ MAGENTA TELEKOM**

Alexandra Eichberger, Vice President Change & HR Excellence

# ALEXANDRA EICHBERGER



# Magenta<sup>®</sup>

Magenta Telekom employs roughly 2,400 people.

Over 5 million customers count on us.

Our infrastructure is essential for Austria. We invested 268 million Euro in 2020.

In 2020 we generated a revenue of 1.3 billion Euro.

In 2020 we were able to achieve an EBITDA of 496 million Euro.

We are part of the Deutsche Telekom Group.

# AGILE JOURNEY @MAGENTA



“By ‘**agile**’ we mean the **ability** to react **quickly** and **effectively** to **current challenges** and **customer needs** in order to **create more value**.

This requires a **holistic change** in six dimensions, in which the right **balance of stability and flexibility** is in the foreground.”

# OUR EXPECTATIONS – BUSINESS AGILITY

**BETTER QUALITY FOR OUR  
CUSTOMERS BY MORE  
INTERACTION AND  
COMMITMENT**

**IMMEDIATE REACTIONS TO  
CHANGING MARKETS BY  
FAST IMPLEMENTATION  
PACE**



**MORE JOB SATISFACTION  
AND MOTIVATION FOR  
EMPLOYEES BY MORE SELF  
EFFECTIVENESS**

**ESPECIALLY IN A COMPLEX SITUATION**

## WHY AGILITY?

# MAGENTA TELEKOM IS THE ULTIMATE PROMIS FOR THE DIGITAL FUTURE OF AUSTRIA

Agile development for  
fast time-to-market and  
to quicker gain  
customer insights

User-centric methods  
for simplification and  
digitalization

Foundation for E2E  
responsibility to create  
seamless CX

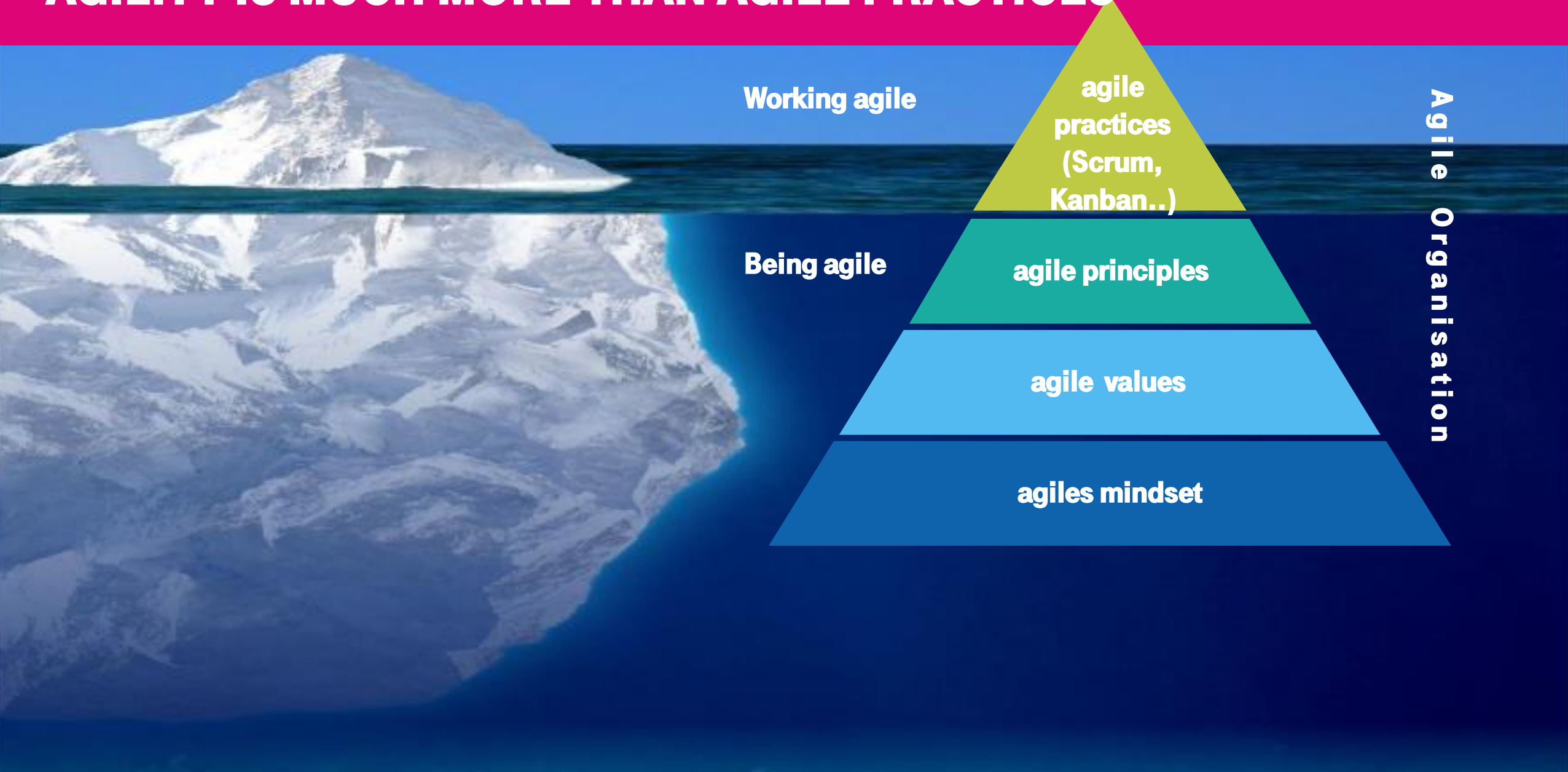
Increase service quality  
by systematic and  
customer-oriented  
review of processes

Reduction of  
redundancies by fail-  
fast approach

Continuous  
improvement cycles to  
automate process



# AGILITY IS MUCH MORE THAN AGILE PRACTICES



## TO SUM IT UP

**AGILE IS  
SOMETHING THAT YOU **ARE**,  
NOT SOMETHING THAT YOU DO**



## AGILE REQUIRES LEADERS...

**...WHO ACT AS VISIONARIES  
AND COACHES, WHO SHARE  
POWER BY DECOUPLING  
FUNCTIONAL & DISCIPLINARY  
RESPONSIBILITY.**



# HOW MUCH ARE YOU WILLING TO GIVE UP?

## FROM

- Command and control
- Decisions through hierarchy
- Success defined by size of team
- Big, perfect, slow

## TO

- Empowering and coaching
- Autonomy through alignment
- Success defined by value delivered
- Pace over perfection

# ... AND THE ADOPTION OF AN AGILE MINDSET

- Start small, but start
- Look at failure as a learning opportunity and experiment often
- Welcome different perspectives and diversity of thought
- Share knowledge willingly and freely
- Be radically transparent
- Act as if you were an entrepreneur
- Focus on your customers 'needs
- Be eager to improve everything
- Respond to change over following a plan
- Be creative, but pragmatic
- Support, trust and motivate other people

AGILE REQUIRES ...

... A **DYNAMIC PEOPLE MODEL**  
THAT IGNITES, PASSION,  
PERFORMANCE AND  
GROWTH



# WHAT CAPABILITIES DO WE EXPECT FROM OUR PEOPLE IN AN AGILE ENVIRONMENT?

- ▶ strong emphasis on customers' needs
- ▶ be eager to collaborate
- ▶ problem-solving and conflict resolution skills
- ▶ and passion
- ▶ self-reflection and responsiveness
- ▶ a commitment to be lean and nimble in all work
- ▶ flexibility and an openness to change
- ▶ prioritization skills
- ▶ willingness to invest (extra) time to learn and grow (e.g. writing blogposts, moderating meetups, ...)

# AGILE COMPASS @DEUTSCHE TELEKOM

## LIFELONG LEARNING, MOTIVATION & ENGAGEMENT

- Willingness to learn & improve continuously
- Role mobility to address needs of business
- 360° performance orientation of entire organization
- Cohesive, engaged and skilled employee community fostered through targeted selection process and continuous development

## FASTER AND BETTER OUTPUT

- Clearly defined and standardized core processes; commonly agreed ways of working supported by efficient processes
- Rapid iteration and experimentation to strengthen customer orientation and thereby increase value to customers
- IT-Infrastructure seamlessly integrated with key processes and responsive to changing business needs

## COLLABORATION SUPPORT

- Physical and virtual work environment that encourages knowledge sharing, accelerates employee productivity and increases the flow of creative ideas
- Usage of digital collaborations tools, which improve collaboration among co-located and distributed teams



## TEAMS WITH FOCUS ON CUSTOMER VALUE

- Organizational structure adapted to meet changing business priorities with decision authority on lowest possible organizational level
- Individuals work in small teams with clearly defined end-to-end accountabilities; all required capabilities and skills present in the team

## STRENGTHENED SENSE OF RESPONSIBILITY

- Leaders effectively foster innovation, collaboration, and empowerment across the organization
- Empowered teams with entrepreneurial drive and a sharing mindset

## QUICKER REACTIONS TO CHANGES OF REQUIREMENTS

- Agile teams experience new levels of autonomy within a given frame through Agile Business Steering; resources are allocated flexibly
- Clear governance / set of rules established about how agile and non-agile units interact and co-exist



# AGILE JOURNEY @MAGENTA

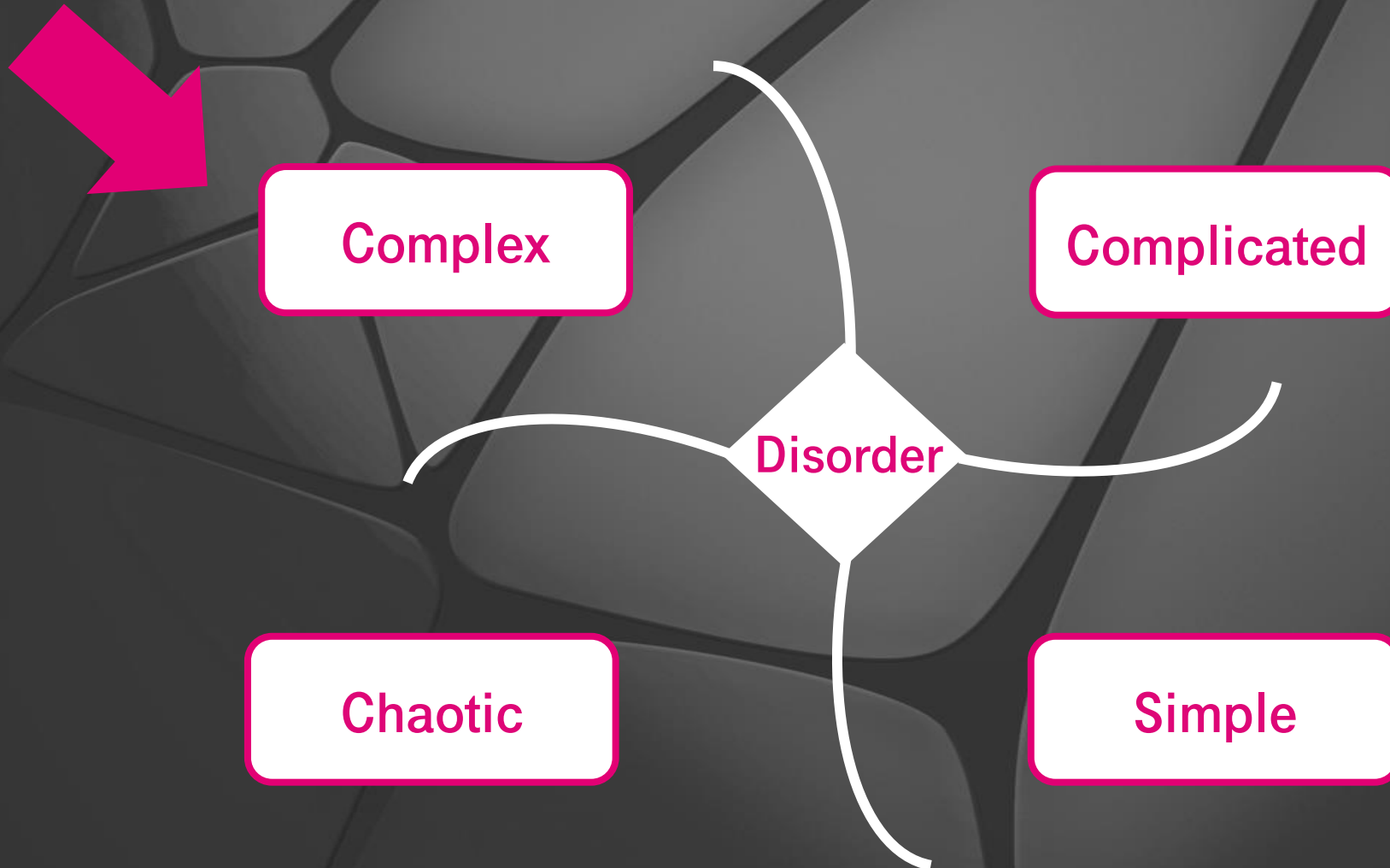
**NO  
MASTERPLAN**



**AGILE EXPERIMENTS,  
CONTINUOUS LEARNING &  
ADAPTION**

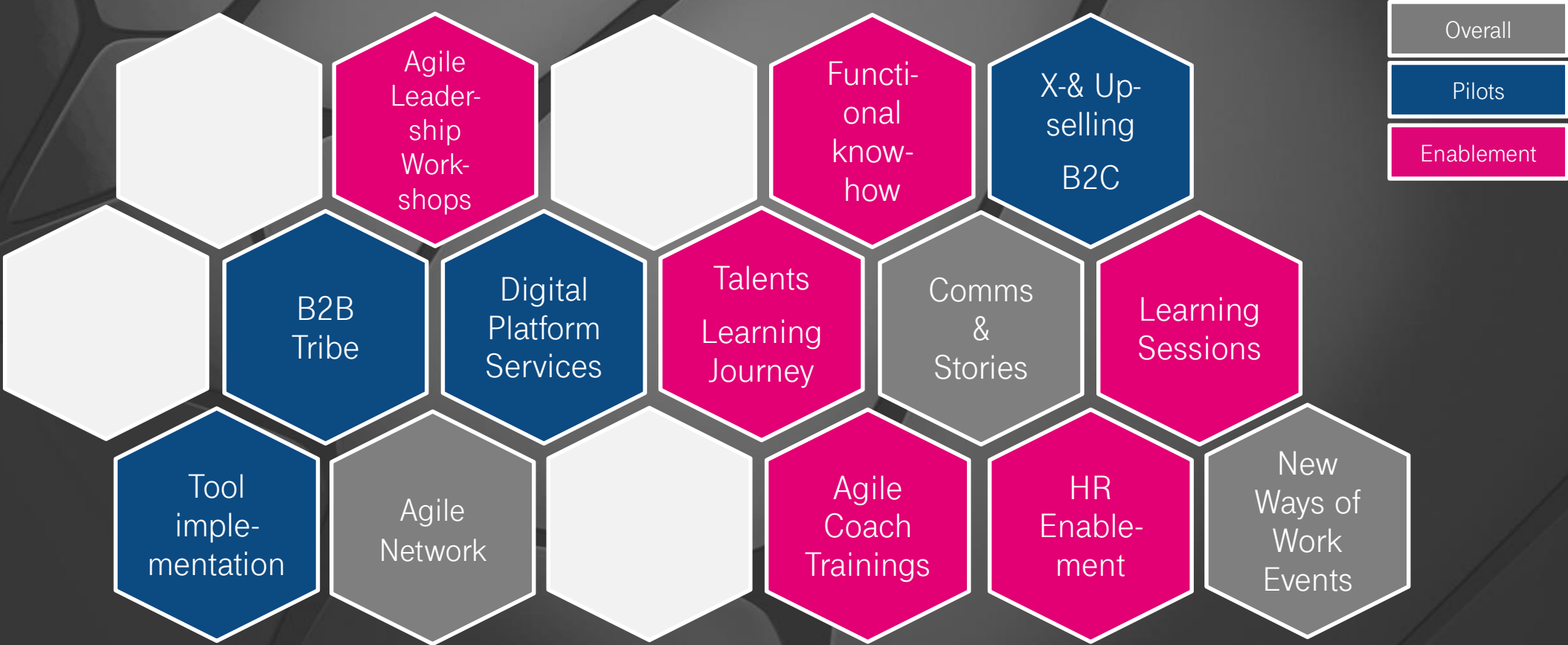


# USE CASES FOR AGILE CYNEFIN FRAMEWORK

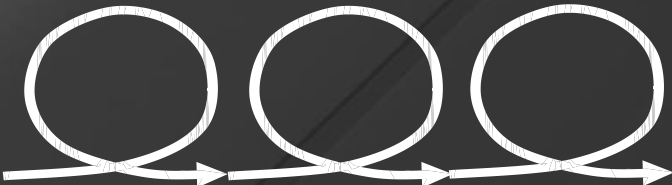


# AGILE JOURNEY @MAGENTA

## OVERVIEW INITIATIVES (EXCERPT)



AGILE JOURNEY @ MAGENTA  
IT'S MORE THAN A SINGLE INITIATIVE ... IT'S A PROCESS



# PITFALLS

- Governance, Roadmap Planning, Finance-, Purchasing & HR Processes

- Skill and Personnel Planning
- Organizational Setting

- Leadership (Empowerment)

- Premises and collaboration Tools

- Role and Responsibility of HR

- ...

# OUR LEARNINGS

Start,  
even if you start small

Create a common ground  
and foster learning –  
individually and across  
departments and  
hierarchies

Find influencer & drivers  
to steer the  
transformation and insist  
on board commitment

Enable willingness to  
reflect and adapt and  
appreciate letting go of  
familiar paths

Use external partners to  
get new, fresh  
perspectives and ideas

Collaboration between  
Corporate Functions &  
Business

## FOCUS ON EMPLOYEE EXPERIENCE!

The engagement of your employees  
is not a nice to have,  
it's crucial for your success.



# LET'S DISCUSS

