



That is, while there is value in the item on the right, we value the items on the left more.





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#### Introduction:

#### Harald Wild Head of IT

Verband der Privaten Krankenversicherung e. V. (Association of Private Health Insurance)

Stop f Applied Computer Science (Diploma) tudy of T Business Management (MSc) Certified Agile Leader (A) Certified Agile Leader (A) Certified Scrum Master Certified Product Owner Certified Computer Scientist - Technical (Constics Certified IT Business Manager - Project manageme

10 years as founder & managing director at Wild Technology10 years in various management positions in the insurance industry



#### Verband der Privaten Krankenversicherung



Gustav-Heinemann-Ufer 74 C 50968 Cologne, Germany https://www.pkv.de

#### Introduction:

#### Verband der Privaten Krankenversicherung e. V. (Association of Private Health Insurance)

- 41 insurance companies as full members and seven associate members
- Its member companies cover almost the entire private full health insurance and supplementary insurance market in Germany
- Represents the general interests of the private health insurance, the private care insurance as well as its member enterprises
- takes a stand on social and regulatory issues, takes part in parliamentary hearings and brings PKV positions into national and european legislation



#### - Chapter 1 -Starting from the trenches



and a state of the state

## Imewarp

#### Founded first Company Software & Web Engineering Networks & Infrastructure Smart Home

#### Linear, traditional Software Development until...

OOR



# Time for change

# 2005



#### Transition to Scrum

#### Once in a lifetime opportunity...



### ... to do everything wrong,

## for the first time



## Status?



### No clue about agile values

### Little knowledge about agile leadership Basic knowledge of frameworks

We actually had read the agile manifesto...





# Opportunities?

### Learn early!

### Fail fast!

### Fail hard!\*

\*highly recommended as optional!



#### - Chapter 2 -The bridge to insight

# Agile Story

# Timewarp

# 



### Switched to the insurance environment in 2009

#### Transition of dev teams to Scrum...





### Scrum training for the team

### Experienced Scrum Master integrated

Constant coaching by an agile coach

Involved the customer early



## Status?



Little knowledge about agile values Some knowledge about agile leadership Deeper knowledge of frameworks

Until we really started we thought we had done the right things...





## Outcome?

### Low velocity Impediments in the team

Text book scrum process

No real improvement

After a lot of pain we finally had learned our lesson...







### After a lot of struggle,

### the team works with scrum ever since





#### - Chapter 3 -Setting out for new shores

## Agile Story



## Imewarp

# 2016



Association of Private Health Insurance Preparing for an agile transition

#### Do the right things at the right time...



## New Shores? We use a top down approach

### Management was first to transform itself!

The general management was... ... on board right from the start!



## We have started employee development in the traditional world...

Conceptual ability Self organisation ...by teaching method competence

Well-founded decisions

Team organisation



## We have used the known linear environment to create growth in safety

Emplyees can then relate to that knowledge when they organize themselves in the agile world





We have established interdisciplinary self organizing non agile teams

Invite employees to the teams and let them join willingly





### We transparently communicated our efforts

This created a first container of trust because we cared and everybody knew!



### Agile Values? We have made sure agile core values have been really understood!

People need to reflect, adapt and...

...comfortably leave the comfort zone



#### The container of trust is more than its parts

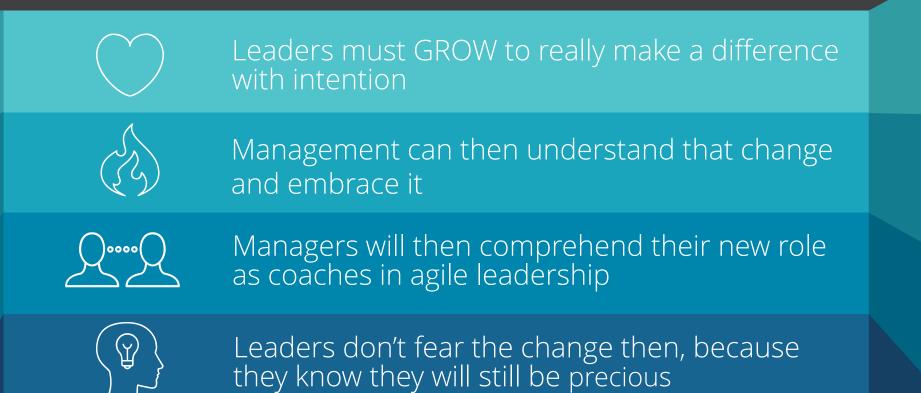
### Agile values

Respect Trust Care Commitment Responsibility Courage Transparency Tolerance

Openness Focus Simplicity

Communication

### Leadership



#### Management has been certified

by @OlafLewitz and the temenos approach

#### Certified agile Leader-Scrum Alliance

CAL1: Two day workshop



leadership challenge and deep dive



## Frameworks?

### After everybody was OK to move on...

...we have then started to transform the work processes into agile approaches





## Implement a synchronized iterative approach over all departments of the IT unit

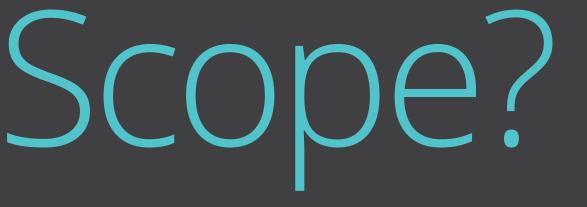
Use planning, retrospectives and reviews for organizing synced iterations



As developing complex software with several teams is a task, where tools and approaches are well known, we want to benefit from that knowledge.

We will use analogous approaches for the complex tasks of the IT unit.





### This is not an IT only transition.

We have also started the transition in HR, finance, central purchasing, services



### Building a self-organized team structure



Human Ressources Finance Central Purchasing Services Interdisciplinary selforganized business unit team



## Success?

888



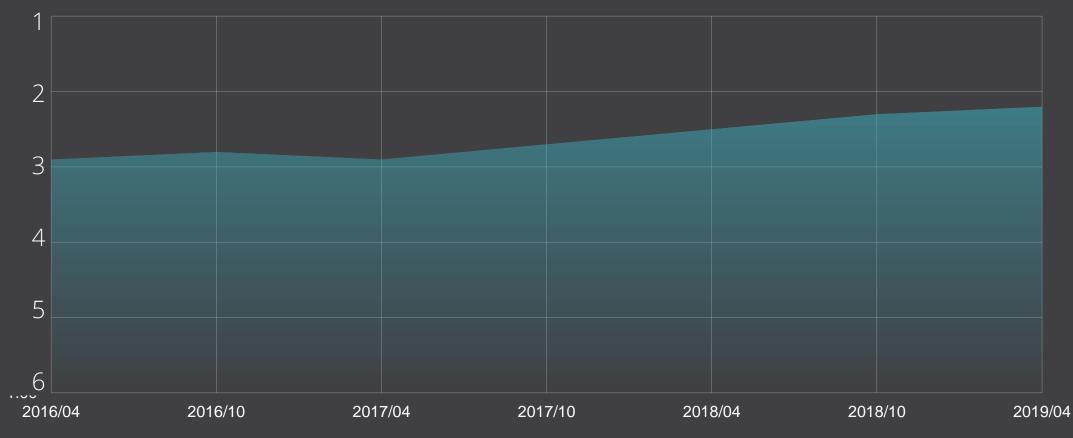
And through regular one on one feedback meetings with our colleagues



#### Customer satisfaction in the IT unit

Grades between 1 (very good) and 6 (very bad)

#### Cumulated to an overall score





## Status?



### Deeper knowledge about agile values Deeper knowledge about agile leadership Iterative approach to implement agile methods and frameworks



## Conclusion?

- 1. Train methodical skills for preparation
- 2. Grow to understand agile core values
- 3. Understand and start living agile leadership
- 4. Start implementing agile frameworks

Build a foundation on which the transition can achieve healthy and sustainable growth



#### Thank you for listening!

# Agile Story

- To be iteratively and incrementally continued -



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Agile Leadership: Make a difference with intention, as if it really mattered! - Olaf Lewitz -

