

Herzlich willkommen bei RTC-online



Thema heute, 05.09.2018:

**„Agil, was nun? – Professionalisierung Agiler Coaches,
Organisationsentwicklung im agilen Umfeld auf dem
Weg zur agilen Organisation“**

Lars Zapf

Beginn: 18:00 Uhr

Ende: 19:30 Uhr

Bitte beachten:

Alle Rechte dieser Präsentation liegen bei den ReferentInnen.

Weiterverwendung - auch auszugsweise - bedarf der schriftlichen Zustimmung der ReferentInnen.

Verlinkungen auf diese Veranstaltungsdokumentation sind möglich und erfolgen ausschließlich auf die Seite
<http://www.roundtable-coaching.eu/rtc-online/>

Bei Rückfragen senden Sie bitte eine Email an
online@roundtable-coaching.eu

Vielen Dank für Ihre Fairness.

AGIL, WAS NUN? - PROFESSIONALISIERUNG AGILER COACHES;

ORGANISATIONSENTWICKLUNG IM AGILEN UMFELD AUF DEM WEG

ZUR AGILEN ORGANISATION

// LARS ZAPF, RTC-ONLINE, 05. SEPTEMBER 2018

The screenshot shows a web browser window displaying the homepage of larszapf.de. The page has a dark background. On the left is a vertical navigation menu with icons and links: Home (house icon), About (person icon), Work (briefcase icon), Impressum (speech bubble icon), and Datenschutz (hand icon). The main content area features a large white text block: "HIGH-PERFORMANCE TO THE NEXT LEVEL.". Below this, under the heading "LARS ZAPF", there is a list of services: "creating & transforming agile, lean and digital organizations" and "building high-performance teams in sports and business". At the bottom left is a yellow button with the text "LEARN MORE" and a downward arrow. The top of the browser window shows standard controls like back/forward, search, and tabs.

The screenshot shows a web browser displaying the website roundtable-coaching.eu. The page features the Roundtable logo with a blue and orange swoosh. A navigation bar at the top includes links for RTC, Über den RTC, Profession Coach, **RTC-online** (which is highlighted in red), and RTC-online Archiv. A search icon is also present. The main content area has a light green header with the text "RTC-online". Below this, there is descriptive text about RTC-online, its purpose, and its mission to support coaching. To the right, there is a sidebar for "Anmeldung RTC-online" with fields for Vorname, Nachname, E-Mail-Adresse, and a red "Anmelden" button.

RTC-online

RTC-online ist ein Angebot des Roundtable der Coachingverbände.

Der RTC ist eine Interessengemeinschaft der größten und wichtigsten deutschsprachigen Coachingverbände. Ziel des RTC ist es, Coaching in unserer Gesellschaft zu fördern und zur Qualitätssicherung im Coaching beizutragen.

Da Coaching nicht geschützt ist, ist eine fachliche Auseinandersetzung mit allen wesentlichen Aspekten erforderlich. RTC-online bietet diese Möglichkeit.

Wir laden Sie herzlich zu unseren Online-Diskussionsabenden ein. Wir wollen inspirieren, Experten-Know-How auf hohem Niveau austauschen und Coaching-Themen für die Zukunft setzen. Dazu laden wir kompetente Speaker ein, die auch mal den Blick über den Tellerrand hinaus wagen. Bei RTC-online haben Sie Gelegenheit, unterschiedliche Sichtweisen und Methoden zum professionellen Coaching kennenzulernen, Fachdiskussionen mit Experten zu führen und gleichzeitig neue Kontakte zu knüpfen.

Anmeldung RTC-online

Ja, ich möchte den RTC Online Verteiler mit Einladungen zu den Veranstaltungen und Infos zu RTC abonnieren.

Vorname

Nachname

E-Mail-Adresse
 Ihre E-Mail Adresse

Anmelden

AGIL, WAS NUN? – PROFESSIONALISIERUNG AGILER COACHES; ORGANISATIONSENTWICKLUNG IM AGILEN UMFELD AUF DEM WEG ZUR AGILEN ORGANISATION

The screenshot shows a computer browser displaying the German Wikipedia page for the acronym **VUCA**. The page title is "VUCA". The main content discusses the acronym as an **Akronym** for *volatility, uncertainty, complexity und ambiguity* (Volatilität, Unsicherheit, Komplexität und Mehrdeutigkeit). It explains that the term originated in the 1990s at a US military academy to describe post-Cold War strategic conditions, and later spread to business and politics. A sidebar features a "Wiki Loves Monuments" banner for the European Heritage Year 2018. The page includes sections for **Literatur** (with two book references) and **Weblinks**, and lists categories like Betriebswirtschaftslehre and Wort. At the bottom, it notes the page was last edited on July 3, 2018, and that the text is licensed under Creative Commons Attribution/Share Alike.

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Die freie Enzyklopädie

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ENTRAG ZUM
EUROPAISCHEN
KULTURERBEJAHR 2018
SHARING
HERITAGE

Wiki Loves Monuments im
Europäischen Kulturerbejahr

VUCA

VUCA ist ein **Akronym** für die englischen Begriffe *volatility, uncertainty, complexity und ambiguity* (deutsch **Volatilität** (Unbeständigkeit), **Unsicherheit**, **Komplexität** und **Mehrdeutigkeit**). Es beschreibt schwierige Rahmenbedingungen der **Unternehmensführung**. Der Begriff entstand in den 1990er Jahren in einer amerikanischen Militärhochschule und diente zunächst dazu, die **multilaterale** Welt nach dem Ende des **Kalten Krieges** zu beschreiben. Später breitete der Begriff sich auch in andere Bereiche strategischer Führung und auf andere Arten von Organisationen aus, vom Bildungsbereich bis in die Wirtschaft. Eine Strategie zum Überleben in der VUCA-Welt leitet sich ebenfalls von der Abkürzung ab, nämlich: **vision** (Vision), **understanding** (Verstehen), **clarity** (Klarheit), **agility** (Agilität).

Literatur

[Bearbeiten | Quelltext bearbeiten]

- Oliver Mack, Anshuman Khare [u. a.] (Hrsg.): *Managing in a VUCA World*. Heidelberg, New York: Springer 2016. ISBN 3-319-16888-6
- Robert Johansen: *Leaders Make the Future. Ten New Leadership Skills for an Uncertain World*. 2. ed. San Francisco: Berrett-Koehler Publ. 2012. ISBN 978-1-60994487-2

Weblinks

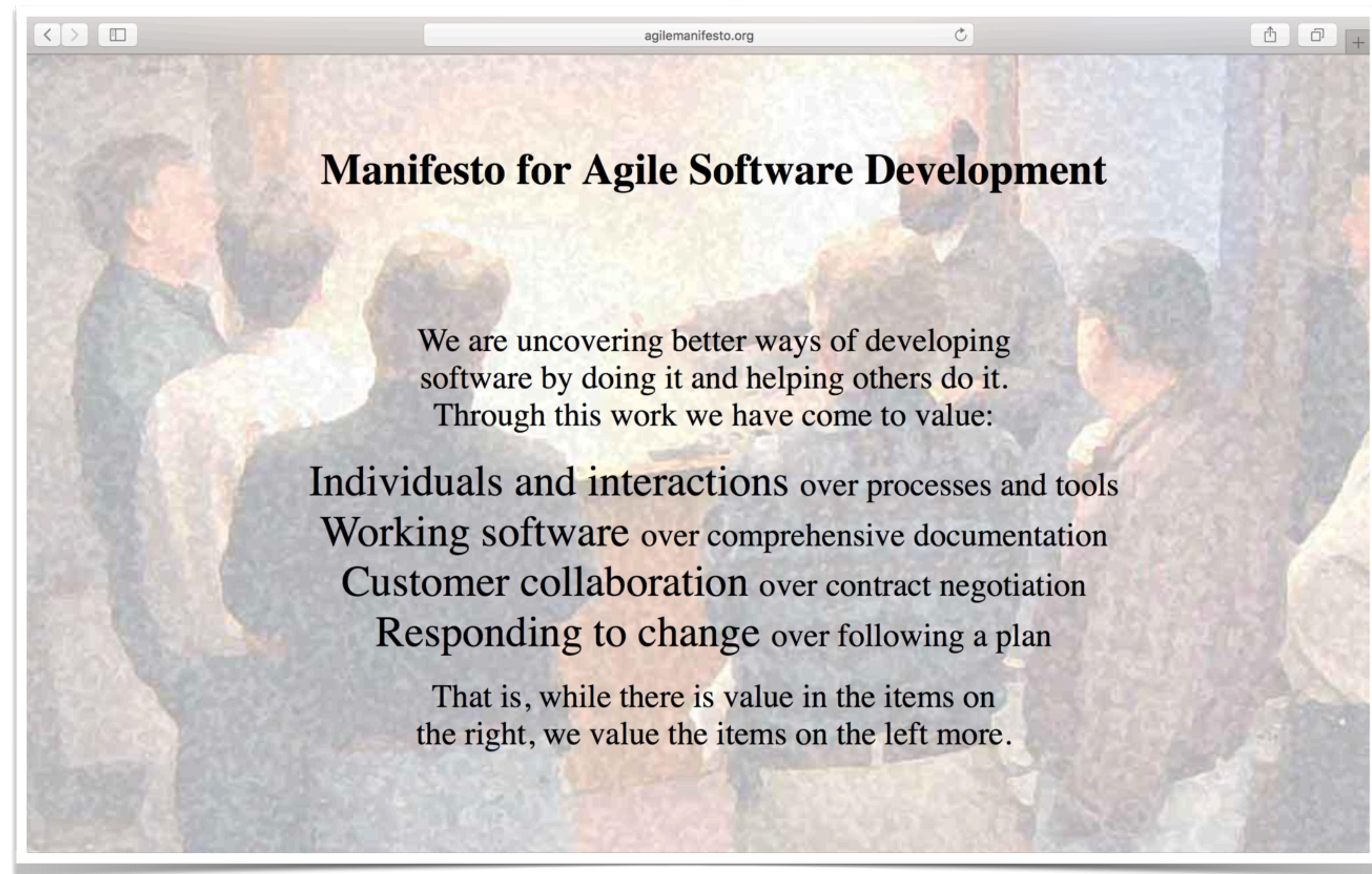
[Bearbeiten | Quelltext bearbeiten]

Kategorien: [Betriebswirtschaftslehre](#) | [Wort](#)

Diese Seite wurde zuletzt am 3. Juli 2018 um 13:11 Uhr bearbeitet.

Abrufstatistik

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The image is a screenshot of a web browser displaying the Agile Manifesto website at agilemanifesto.org. The page features a background photograph of several people in a workshop or office environment, focused on a task together. Overlaid on this image is the title "Manifesto for Agile Software Development" in a large, bold, black font. Below the title is a block of text: "We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:" followed by a list of four principles: "Individuals and interactions over processes and tools", "Working software over comprehensive documentation", "Customer collaboration over contract negotiation", and "Responding to change over following a plan". At the bottom, a note states: "That is, while there is value in the items on the right, we value the items on the left more." The browser's address bar shows the URL, and the top right corner has standard window controls.

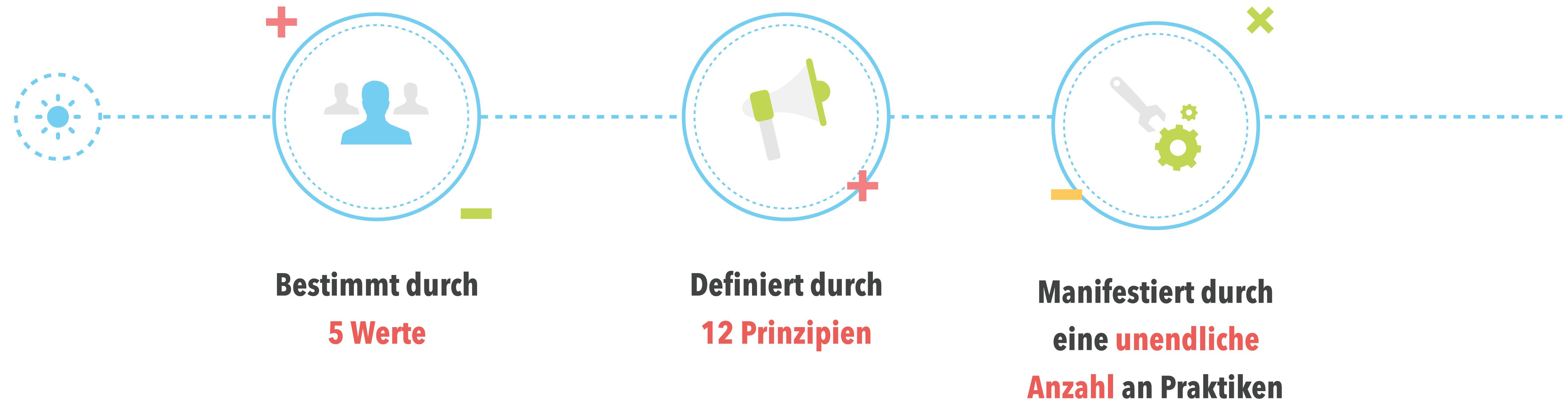
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions** over processes and tools
- Working software** over comprehensive documentation
- Customer collaboration** over contract negotiation
- Responding to change** over following a plan

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

AGIL IST EINE HALTUNG



PAGE 12

The screenshot shows a web browser displaying the homepage of the State of Agile Survey. The URL in the address bar is stateofagile.versionone.com. The page features a large, stylized '13th' in white and orange, followed by 'annual STATE of AGILE SURVEY' in white. The background is divided into three horizontal sections: blue on the left, dark navy in the center, and orange on the right. A 'TAKE IT NOW' button is located at the bottom of the central section. Below the main title, there's a section titled 'VIEW THE 12TH ANNUAL REPORT' with four bullet points: 'BENEFITS OF AGILE ADOPTION BEING REALIZED', 'ORGANIZATIONAL CULTURE MATTERS', 'AGILE IS EXPANDING WITHIN THE ENTERPRISE', and 'CUSTOMER SATISFACTION IS OF UTMOST IMPORTANCE'. Each point has a small icon and a brief description. At the bottom, there's a graphic of a document with a circular arrow diagram.

stateofagile.versionone.com

SPONSORED BY: COLLABNET VERSIONONE

WELCOME TO THE LARGEST AND LONGEST-RUNNING AGILE SURVEY IN THE WORLD

the 13th annual STATE of AGILE SURVEY

TAKE IT NOW

VIEW THE 12TH ANNUAL REPORT

BENEFITS OF AGILE ADOPTION BEING REALIZED

Four of the top five reported reasons for adopting agile are also reported in the top five areas most-impacted as the result of adopting agile.

ORGANIZATIONAL CULTURE MATTERS

This year's survey is consistent with that of recent years in that organizational culture stands out as a critical factor in the success of adopting and scaling agile.

AGILE IS EXPANDING WITHIN THE ENTERPRISE

The survey provides indicators that agile adoption is growing within organizations, both more broadly and deeply.

CUSTOMER SATISFACTION IS OF UTMOST IMPORTANCE

One of the most notable changes from last year's survey is the importance of Customer/User Satisfaction in measuring success.

The top section shows a search result for "hierarchical organization agile organization". It includes:

- A hierarchical organizational chart with a central CEO at the top, followed by various levels of management and staff.
- A diagram of a hierarchical organization as a pyramid, showing decision-making at the top, policies and budgets in the middle, and clear paths of accountability and standardization at the bottom.
- A comparison between "Hierarchical" and "Holacracy" organizational charts, highlighting differences in structure and management style.
- A diagram of a hierarchical organization on the left and an agile organization on the right, illustrating the shift from a rigid hierarchy to a more fluid, networked structure.

The main content area features two side-by-side organizational charts:

- Hierarchical Organization:** A traditional top-down structure where decisions flow from the CEO down through management and supervisors to employees, who then interact with customers.
- Agile Organization:** A decentralized structure where management is at the center, connected to teams, roles, and customers. Decisions and know-how are distributed throughout the organization, and there is a focus on self-determination and individual responsibility.

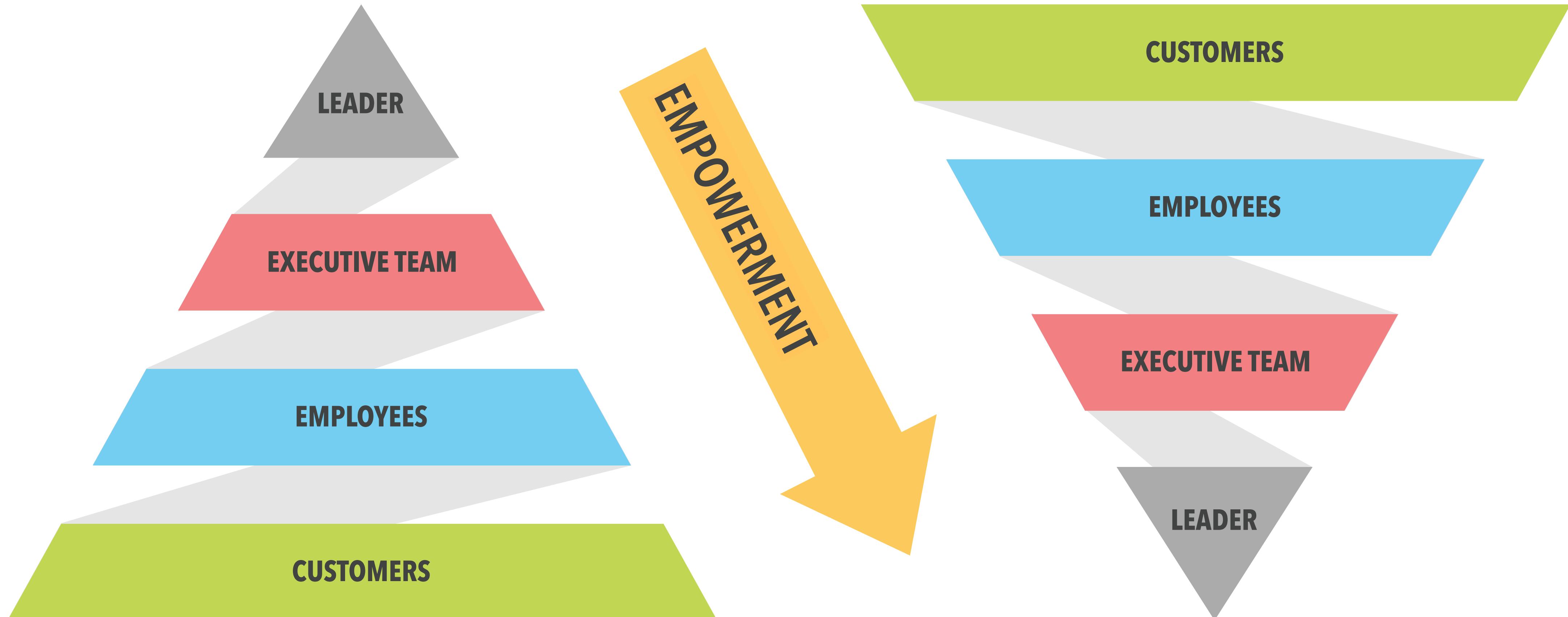
Below these charts is a section titled "Agile Corporate Culture | AOE" with the subtitle "Agile Culture: Individual Responsibility and Self Determination". It includes buttons for "Besuchen", "Speichern", "Gespeicherte Inhalte ansehen", and "Teilen".

At the bottom, there are two additional sections:

- Traditional Business:** Described as "THEY REALLOCATE THE WORKING TIME OF THEIR TEAMS". It contrasts traditional business with agile models, showing a shift from a rigid hierarchy to a more dynamic, team-based structure.
- Growth of Agile Business:** Shows the evolution of business units from a central "Enterprise Coordinator" to "Business Unit" and "New Coordinator" levels, indicating a shift towards more decentralized and cross-functional teams.

SERVANT LEADERSHIP

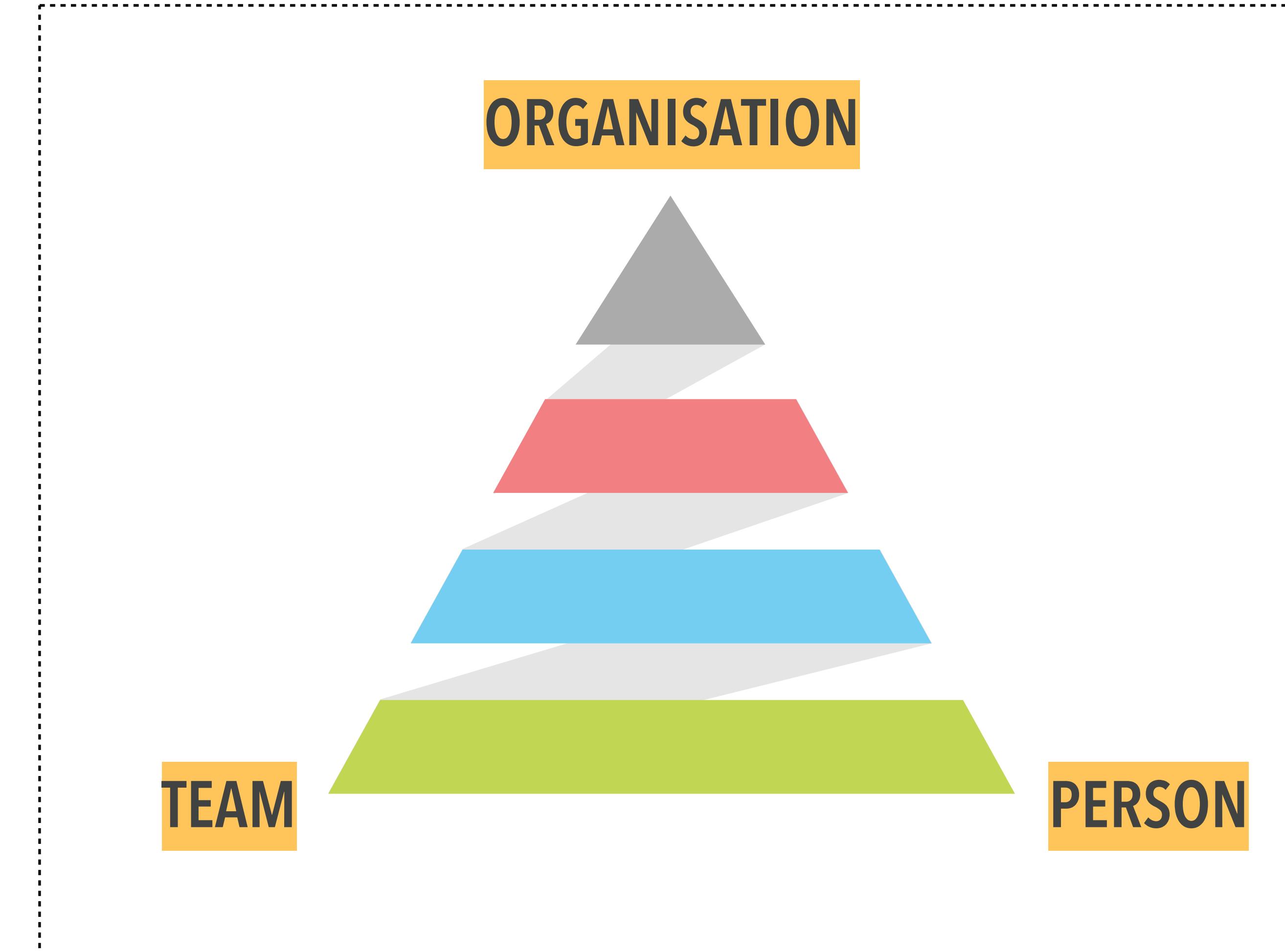
10



The collage consists of five separate browser windows:

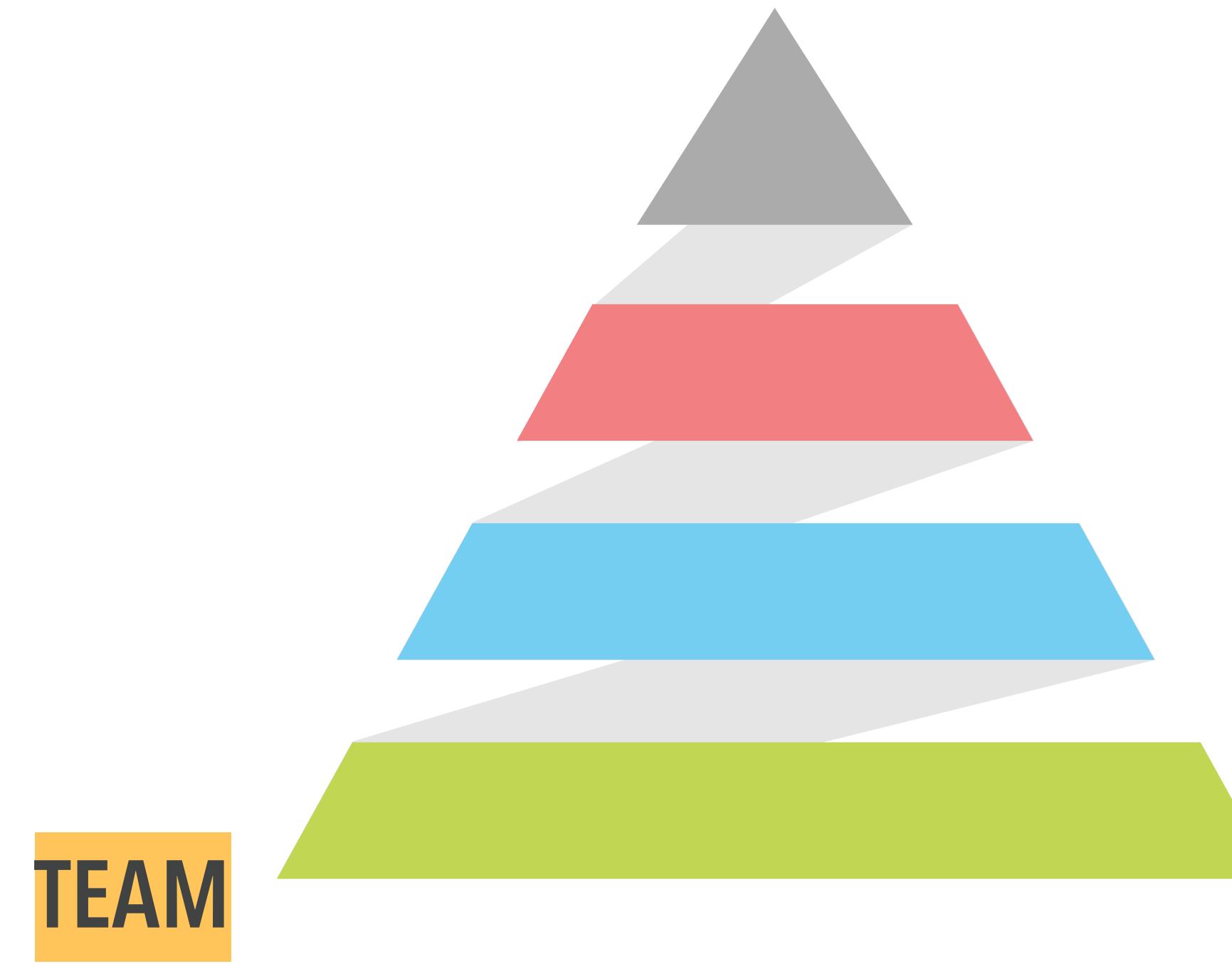
- Top Left:** A screenshot of a website titled "DAIMLER AGIL – AUF DEM WEG ZUR SCHWARMORGANISATION". It features a large image of a person in a dynamic pose with the text "CHANGE THE GAME LEADERSHIP 2020". Below it is a sidebar with categories: Agilität, Digitalisierung, Enterprise 2.0, Featured, and Innovation.
- Top Middle:** A screenshot of a blog post titled "Future Banking – Was Banken von FinTechs lernen können". The post discusses how banks can learn from FinTechs. It includes social sharing buttons and a snippet of the text: "Banken und Sparkassen haben derzeit mehrere Probleme, unter anderem die anhaltende Niedrigzinspolitik, den Wettbewerbsdruck, veraltete Mainframearchitekturen und einen fehlenden Nutzerfokus. Alle diese Probleme haben FinTechs nicht. Banken könnten von den jungen Finanz-Startups einiges lernen."
- Bottom Left:** A screenshot of the Preventicus website. It features a large image of a smiling man in a suit holding a smartphone. The text on the page reads: "Neun von zehn Schlaganfällen sind vermeidbar.¹" and "Regelmäßiges Messen des Herzrhythmus beugt vor." It also mentions that the app is available on the App Store and Google Play.
- Bottom Middle:** A screenshot of a website for "V&S Neuer Maschinenbau". It features a large image of two people working on machinery. The text on the page discusses "Agiler Maschinenbau" and "Theorie & Praxis". It includes a section about practical simulations and a list of questions under "Theorie & Praxis".
- Top Right:** A screenshot of a website for "V&S Neuer Maschinenbau". It features a large image of two people working on machinery. The text on the page discusses "Agiler Maschinenbau" and "Theorie & Praxis". It includes a section about practical simulations and a list of questions under "Theorie & Praxis".

**OE IST IMMER IM
KONTEXT ZU SEHEN**



Gesellschaft, Kultur, Zeitgeist, ...

**OE IST IMMER IM
KONTEXT ZU SEHEN**



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Scrum's Simple Rules

3 Roles • 5 Events • 3 Artifacts

3 Shares

f 0
t 3
in 0
G+ 0

The diagram illustrates the core components of Scrum:

- Roles:** Product Owner, Scrum Master, Team.
- Events:** Sprint, Sprint Planning, Daily Scrum, Backlog Refinement, Sprint Review, Retrospective.
- Artifacts:** Product Backlog, Sprint Backlog, Product Increment.

Without the 3-5-3 you are not doing Scrum.

scruminc.

Importance of the 3 Roles

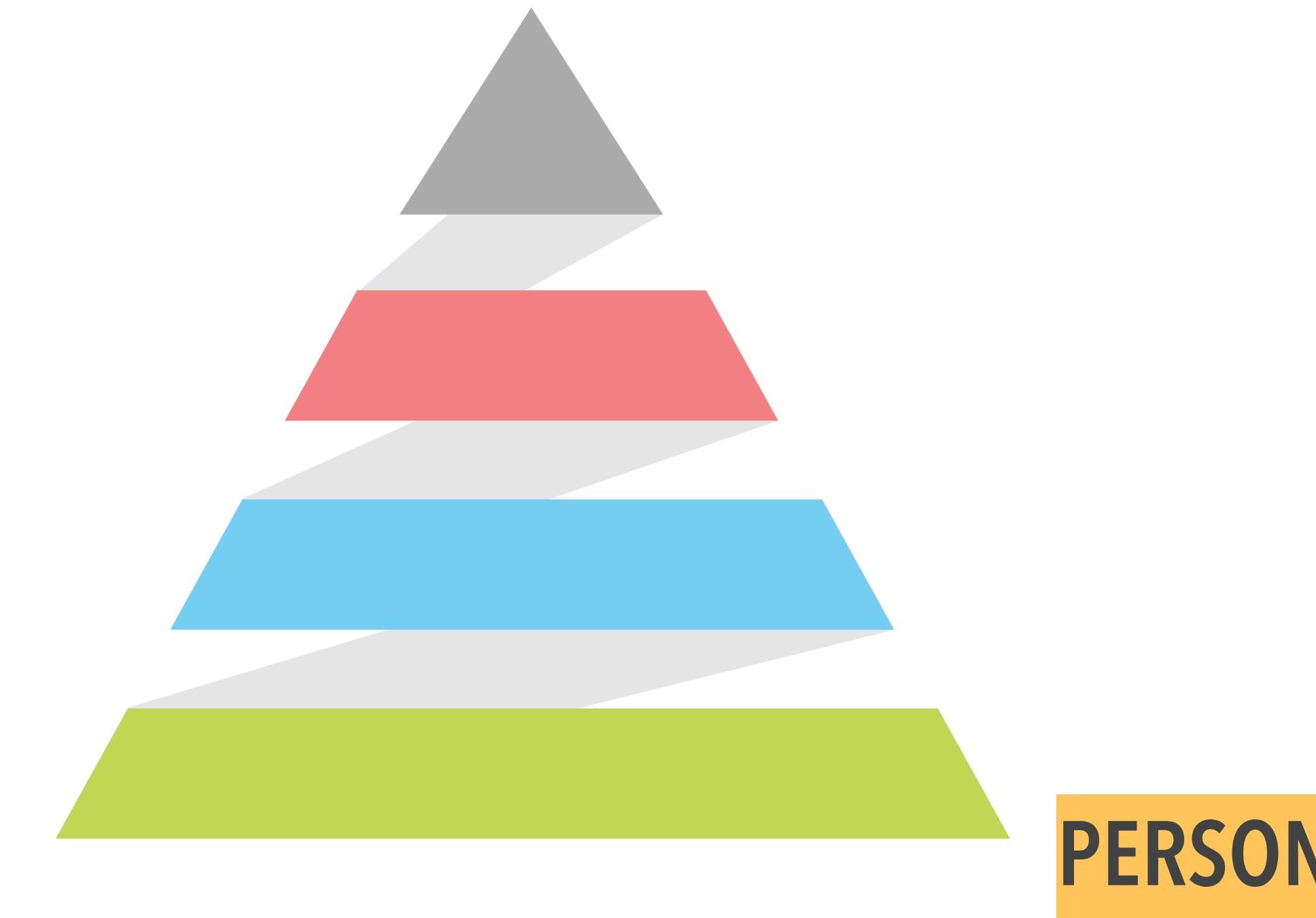
DAS BEDEUTET FÜR DIE TEAMS

- **Selbstorganisation, pull statt push**
- **Selbstverwaltung**
- **Permanente Validieren von Hypothesen und Transparenz**
- **Interdisziplinarität und end-zu-end Befähigung**
- **Leaner Denken und just-in-time Lieferung**
- **Permanente Verbesserung und Anpassung**
- **Servant Leadership und Mindsetarbeit**

**BEWÄHRTE PRINZIPIEN, DIE IN IHRER
KOMBINATION DAS NEUE AUSMACHEN**

The screenshot shows the Retromat website interface. At the top, there's a banner with a green and white floral pattern containing the text: "Planning your next agile retrospective? Start with a random plan, change it to fit the team's situation, print it and share the URL. Or browse around for new ideas!" Below this, a call-to-action button says "Is this your first retrospective? Start here!". A newsletter sign-up form asks for an email address and has a "Subscribe" button. It also includes links to "Look at past emails" and "Privacy Policy". The main content area features a dark green background with white text. On the left, it says "Current ID: 122-19-8-88-112" with navigation arrows. In the center, it displays the title "Positive and True (#122)", a subtitle "Boost everyone's energy with tailored questions", and a source note "Source: Veronika Kotrba and Ralph Mlarka, adapted from Nancy Kline". It then describes the activity: "Ask your neighbor a question that is tailored to get a response that is positive, true and about their own experiences, e.g." followed by a bulleted list: "• What have you done really well in the last iteration?
• What is something that makes you really happy?
• What were you most happy about yesterday?". On the right, there's a "SET THE STAGE" button and a "EMENDARE" logo with the tagline "POSITIVE KRÄFTE ENTFESSELN".

**OE IST IMMER IM
KONTEXT ZU SEHEN**



The screenshot shows a web browser displaying the official Scrum Guide at scrumguides.org. The page has a teal header and sidebar. The sidebar on the left contains a 'Table of Contents' with the following structure:

- Purpose of the Scrum Guide
- Definition of Scrum
- Uses of Scrum
- Scrum Theory
- Scrum Values
- The Scrum Team
 - The Product Owner
 - The Development Team
 - The Scrum Master
- Scrum Events
 - The Sprint
 - Sprint Planning
 - Daily Scrum
 - Sprint Review
 - Sprint Retrospective
- Scrum Artifacts
 - Product Backlog
 - Sprint Backlog
 - Increment
- Artifact Transparency
 - Definition of "Done"
- End Note
- Acknowledgements
 - People
 - History

The main content area on the right starts with a section about the Scrum Master's role in the Development Team, followed by a section about the Scrum Master's role in the Organization. Below these are sections on Scrum Events and The Sprint.

Scrum Master Service to the Development Team

The Scrum Master serves the Development Team in several ways, including:

- Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value;
- Understanding and practicing agility; and,
- Facilitating Scrum events as requested or needed.

Scrum Master Service to the Organization

The Scrum Master serves the organization in several ways, including:

- Leading and coaching the organization in its Scrum adoption;
- Planning Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact Scrum and empirical product development;
- Causing change that increases the productivity of the Scrum Team; and,
- Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization.

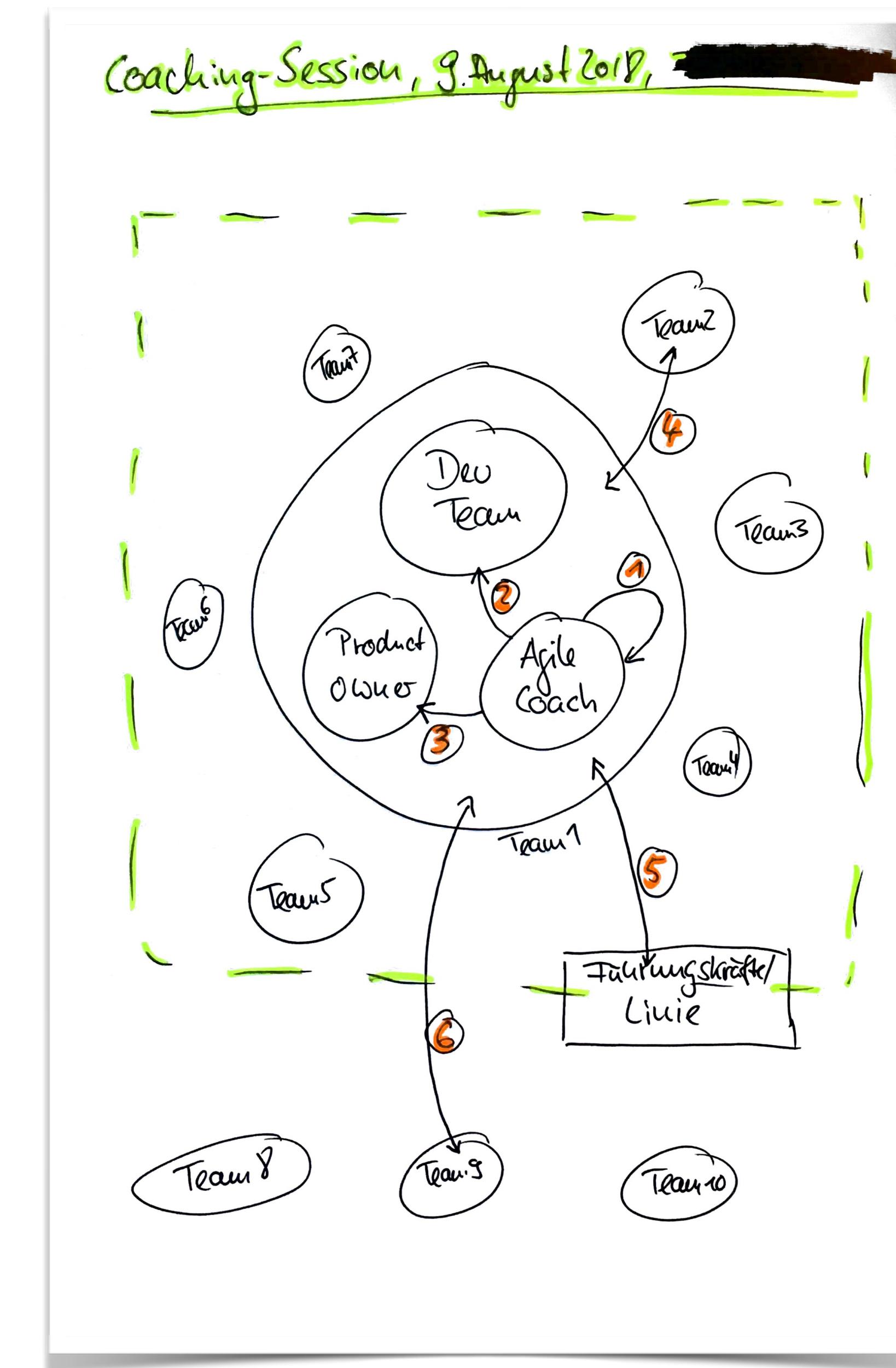
Scrum Events

Prescribed events are used in Scrum to create regularity and to minimize the need for meetings not defined in Scrum. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

Other than the Sprint itself, which is a container for all other events, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt.

The Sprint

The heart of Scrum is a Sprint, a time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the



The screenshot shows a web browser displaying the website zoe-online.owlit.de. The page is for the journal **OrganisationsEntwicklung**, which is described as a "Zeitschrift für Unternehmensentwicklung und Change Management". The navigation bar includes links for AKTUELLES, ZEITSCHRIFT, INHALTE, DATENBANK (highlighted in orange), VERANSTALTUNGEN, SERVICE, and MEDIASALES. Below the navigation bar are links for Recherche-Startseite, Letztes Suchergebnis, Letztes geöffnetes Dokument, and Bibliothek. On the left, there's a sidebar for **Handelsblatt FACHMEDIEN** featuring a thumbnail of the journal cover and links for Gefundenes Dokument and Verwandte Dokumente. The main content area shows the title **Klassiker der Organisationsforschung (29)** by Thomas Klug. It includes a "Drucken" (Print) button and a "Vollbild" (Full Screen) button. Below the title, there's a link to "Mehr Autoreninfos". A section titled "Artikel-Inhalt" lists topics under the heading "Mit dialogischer Haltung auf Sinnsuche in Organisationen": Fragmentierung, Denken und Wahrnehmung, Bewusstsein als subjektive Beziehung zur Welt, Weltbild und Ganzheit, and Explizite und implizite Ordnung. At the bottom of this section is a link to "Dialogische Haltung". To the right, a sidebar titled "Das aktuelle Heft" shows the cover of the current issue of the journal, which is titled "Leistungs-FREUDE". A link "» zum Inhalt" is at the bottom of this sidebar.

Suchen. Finden. Wissen.

Organisations**Entwicklung**
Zeitschrift für Unternehmensentwicklung und Change Management

AKTUELLES ZEITSCHRIFT INHALTE DATENBANK VERANSTALTUNGEN SERVICE MEDIASALES

Recherche-Startseite Letztes Suchergebnis Letztes geöffnetes Dokument Bibliothek

VORHERIGER TREFFER NÄCHSTER TREFFER

Drucken Vollbild

ZOE vom 15.07.2018, Heft 03, Seite 90 - 97, ZOE1273664

OrganisationsEntwicklung > Klassiker > Aufsatz

Klassiker der Organisationsforschung (29)

Thomas Klug

Mehr Autoreninfos

Artikel-Inhalt

- ⌚ Mit dialogischer Haltung auf Sinnsuche in Organisationen
 - ⌚ Fragmentierung
 - ⌚ Denken und Wahrnehmung
 - ⌚ Bewusstsein als subjektive Beziehung zur Welt
 - ⌚ Weltbild und Ganzheit
 - ⌚ Explizite und implizite Ordnung

⌚ Dialogische Haltung

Das aktuelle Heft

Leistungs-FREUDE

» zum Inhalt

DIALOGISCHE HALTUNG

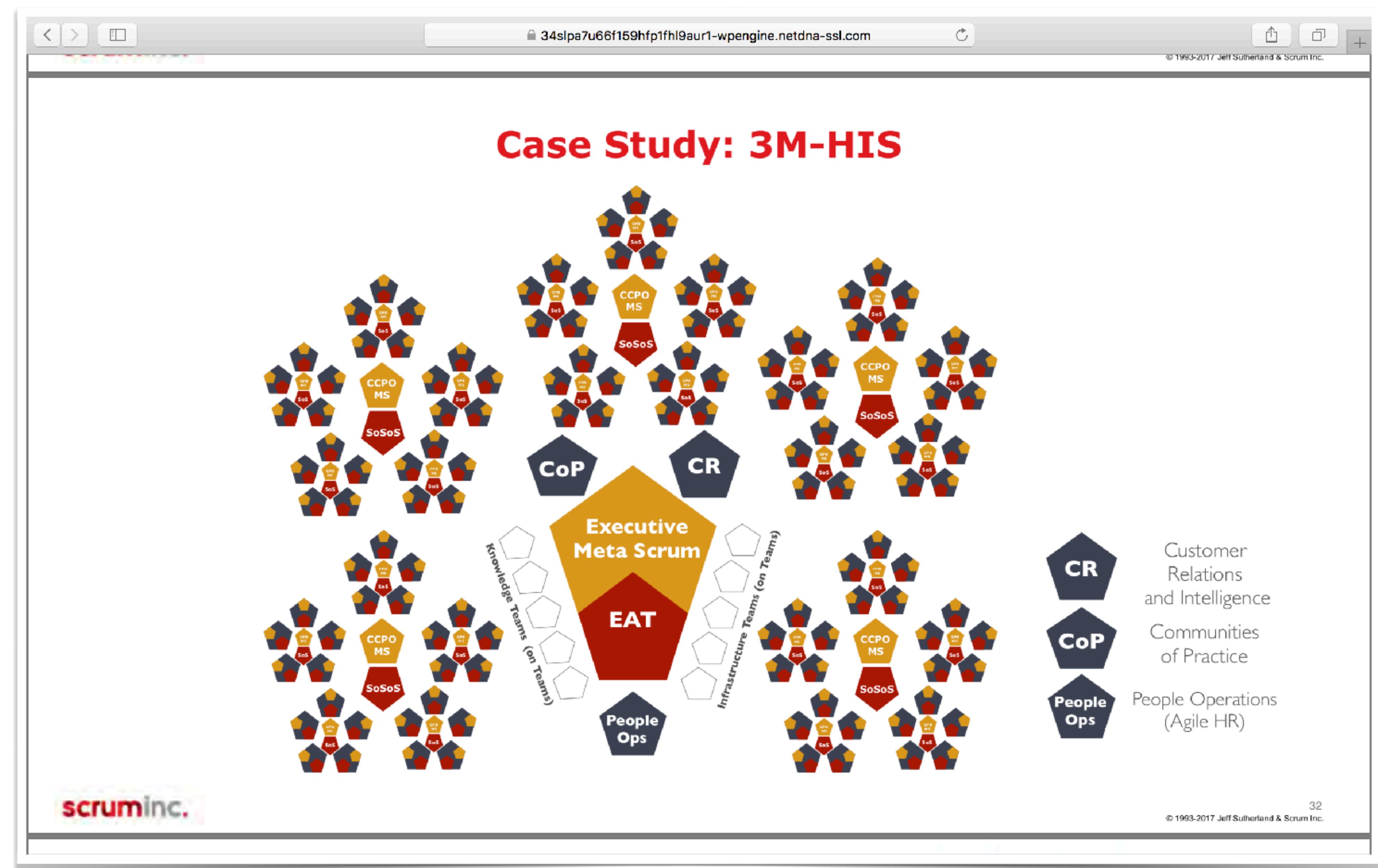
- **Haltung und Grundeinstellung führt nicht zu Fragmentierung**
- **Neugierig, lernen, erkunden**
- **Andere überzeugen und mitnehmen, nicht nieder diskutieren**
- **Bewusst werden über die eigenen Annahmen**
- **Kohärenz in Denken und Handeln**
- **Vom Herzen sprechen, nicht als Funktionsträger**

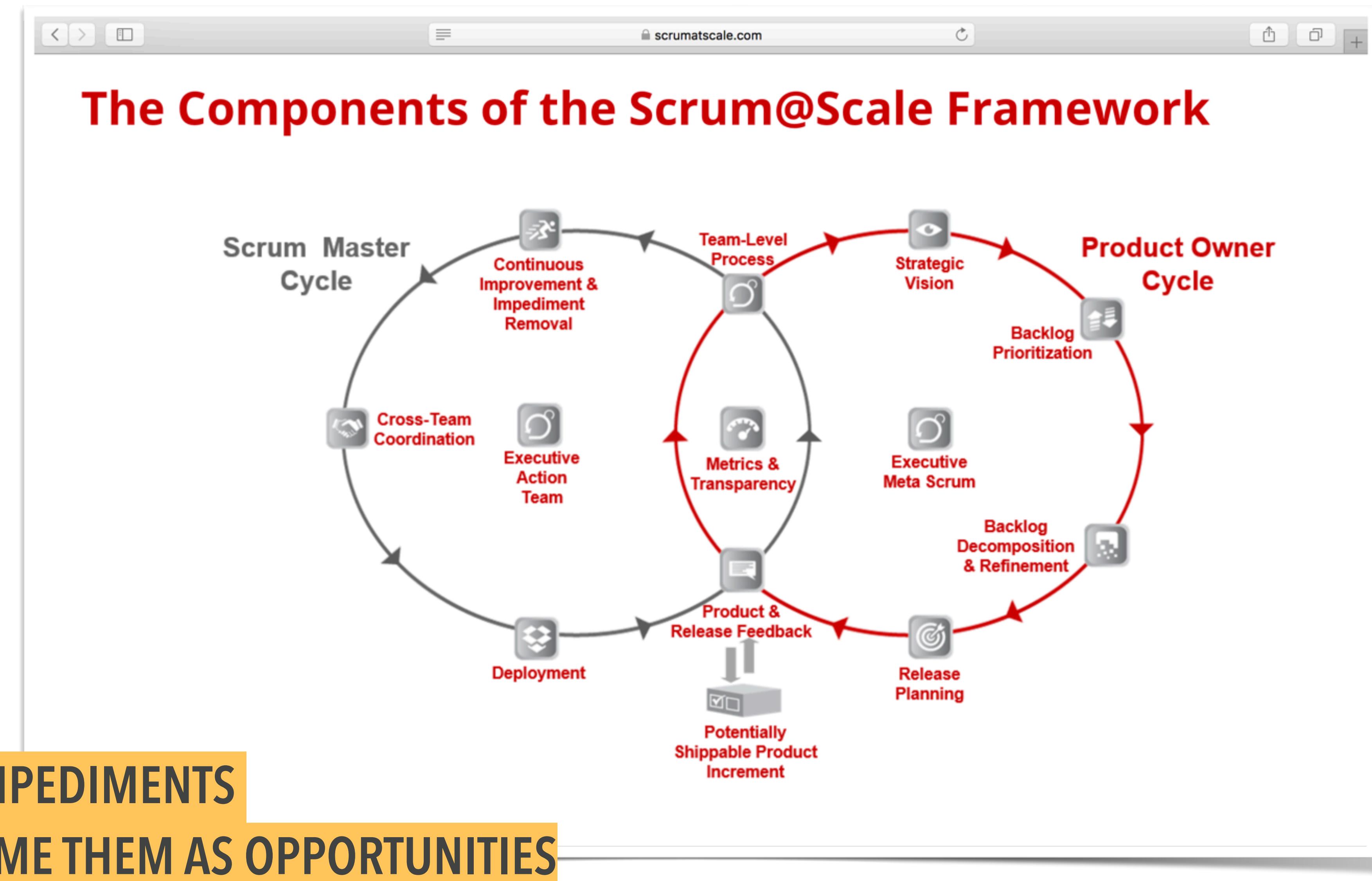
**KERNQUALIFIKATION IM
AGILEN KONTEXT**

**OE IST IMMER IM
KONTEXT ZU SEHEN**

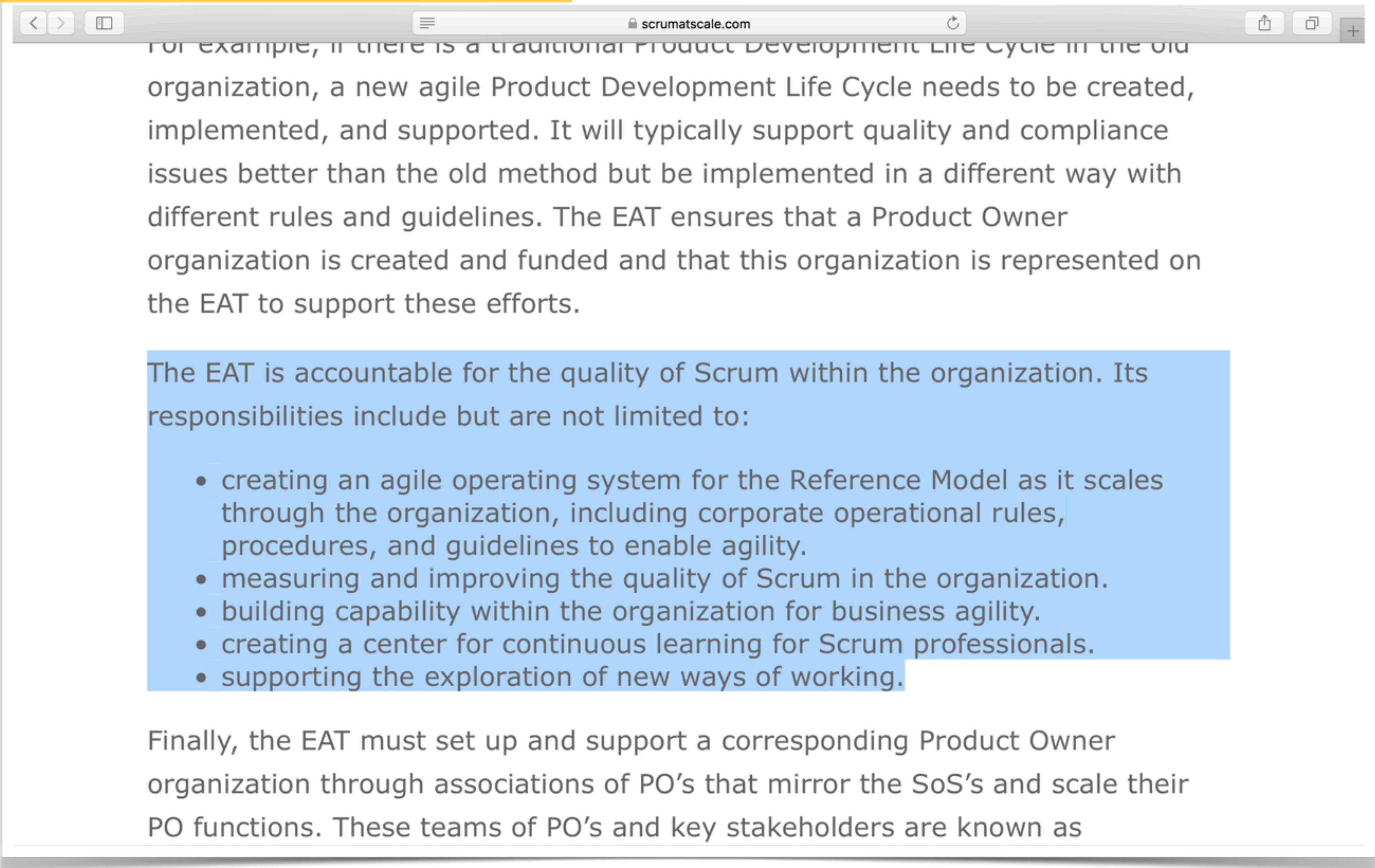
ORGANISATION







THE EXECUTIVE ACTION TEAM



For example, if there is a traditional Product Development Life Cycle in the old organization, a new agile Product Development Life Cycle needs to be created, implemented, and supported. It will typically support quality and compliance issues better than the old method but be implemented in a different way with different rules and guidelines. The EAT ensures that a Product Owner organization is created and funded and that this organization is represented on the EAT to support these efforts.

The EAT is accountable for the quality of Scrum within the organization. Its responsibilities include but are not limited to:

- creating an agile operating system for the Reference Model as it scales through the organization, including corporate operational rules, procedures, and guidelines to enable agility.
- measuring and improving the quality of Scrum in the organization.
- building capability within the organization for business agility.
- creating a center for continuous learning for Scrum professionals.
- supporting the exploration of new ways of working.

Finally, the EAT must set up and support a corresponding Product Owner organization through associations of PO's that mirror the SoS's and scale their PO functions. These teams of PO's and key stakeholders are known as

HAYS Recruiting experts worldwide

Alle Artikel Arbeiten 4.0 Arbeitsmarkt Karriere-Tipps Job-Suche

Seite durchsuchen

Jetzt Blog abonnieren

AGIL IST EINE HALTUNG – WARUM UNTERNEHMEN BEI DER EINFÜHRUNG SCHEITERN, WENN SIE AGILITÄT ALS EIN SET VON METHODEN VERSTEHEN

17. Juli 2018 | Karriere-Tipps | Gastautor | Keine Kommentare



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Gastautor

In regelmäßigen Abständen schreiben Guestautoren für den Hays-Blog: die Speaker des Hays-Forum, Wissenschaftler und Forscher, freie Redakteure, sowie Kooperationspartner.

We write in the year 2002. The [Agile Manifest](#) is only a few months old. At the CeBIT, the company T-Systems presents its new [Handheld-Lösung](#) Ron Sommer and Steve

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The screenshot shows a web browser window with the URL rework.withgoogle.com. The page content discusses a four-step approach to business-driven organizational change called "ChangeRules," driven by four analytical questions:

- Phase 1 Why?** The need for change. This is "why" this change is happening.
- Phase 2 What?** The vision for the change (future state, "what" you want to do).
- Phase 3 Who?** Key/ critical stakeholders "who" are impacted by the change.
- Phase 4 How?** "How" the change will be executed (feedback loops & measurement).

Below the phases, there are three tabs: **Decision Validation**, **Alignment**, and **Engagement**. The **re:Work** logo is at the bottom.

Phase 1 - "WHY?"

The screenshot shows a web browser window displaying the Owlit digital library at zoe-online.owlit.de. The page is for the journal **ZOE** (Zeitschrift für Organisationsentwicklung) from July 2018, issue 03, pages 71-76. The article title is **Agil agiler werden**.

Header: The header includes the Owlit logo (**Owlit** with a small owl icon), the journal title **OrganisationsEntwicklung**, and the subtitle **Zeitschrift für Unternehmensentwicklung und Change Management**. The navigation menu bar contains links for **AKTUELLES**, **ZEITSCHRIFT**, **INHALTE**, **DATENBANK** (which is currently selected), **VERANSTALTUNGEN**, **SERVICE**, and **MEDIASALES**. Below the menu are links for **Recherche-Startseite**, **Letztes Suchergebnis**, **Letztes geöffnetes Dokument**, and **Bibliothek**.

Left Sidebar: A sidebar titled **Handelsblatt FACHMEDIEN** shows a thumbnail of the journal cover and lists the journal's name (**ZOE**, **Zeitschrift für Organisationsentwicklung**). Below this are links for **Gefundenes Dokument** and **Verwandte Dokumente**.

Article Details: The main content area shows the article details: **ZOE vom 15.07.2018, Heft 03, Seite 71 - 76, ZOE1273647**. The article is categorized under **OrganisationsEntwicklung > Reflexion > Aufsatz**. The title is **Agil agiler werden**. The subtitle is **Agilität in der Organisationsentwicklung**. The authors are listed as **Mag. Alexander Chenet / Mag.a Nina Obernosterer / Mag. Bernhard Pieber**. There is a link to **Mehr Autoreninfos**.

Text Preview: A preview of the article content states: "Agilität bedeutet, sich an sich verändernde Umwelten rasch anpassen zu können. Durch Agilität werden festgefahrenen, große Projekte wieder auf Kurs gebracht. Agile Organisationen haben einen wesentlichen Vorteil – aber wie werden Organisationen agil? Jedenfalls nicht durch klassisches top-down Change Management, sondern durch einen Weg, der selbst schon agil gestaltet ist."

Article Content: The first section of the article content is titled **Artikel-Inhalt** and includes the heading **Neuer Weg oder Hype?**



„IN POTENTIALENTFALTUNGSGEMEINSCHAFTEN
GIBT ES KEINE HIERARCHISCHEN ORDNUNGEN
MEHR.“

— GERALD HÜTHER

TOP MYTHS ABOUT AGILE

- Agile is a silver bullet.
- Agile is anti-documentation.
- Agile is anti-planning.
- Agile is undisciplined.
- Agile requires a lot of rework.
- Agile is anti-architecture.
- Agile doesn't scale.
- Agile is new.
- Implementing agile is easy.
- Agile has no hierarchy.
- In an agile team everybody has the skills to do anything.
- Agile gives instant benefit.
- Agile only relates to software delivery.
- Agile should replace everything all at once in a big bang transformation.
- Agile doesn't work for fixed deadline projects.
- Agile doesn't work on Brownfield projects.
- Agile doesn't work on Greenfield projects.
- Now is not the right time.

**„MAN KANN
NUR AGIL
AGILER
WERDEN.“**



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"By not following your true passion, you live
other people's life. Change, now!!"

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