

# ENGINEERING CULTURE

StartApp Tagung

München, 30. November 2017

interone

# AGENDA

**01 Vorstellung**

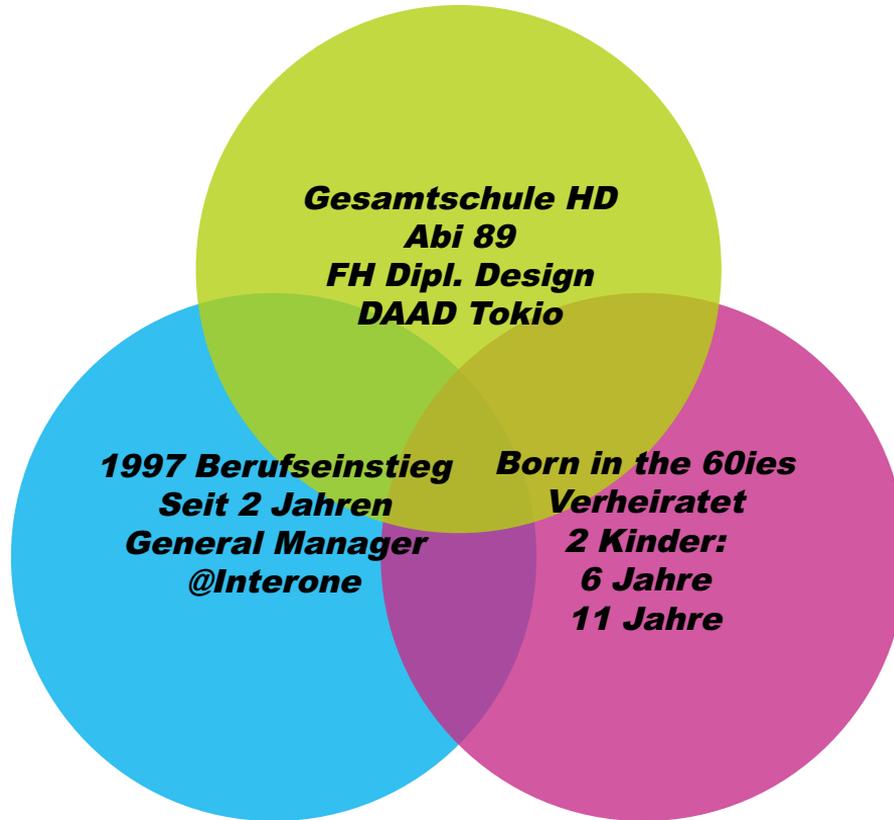
**02 Growth Mindset**

**03 Digitalisierung**

**04 Agiles Arbeiten**

**05 Engineering Culture**

**06 Fazit**



# AUSGEWÄHLTE KUNDEN



*Wir sind eine kreative Digitalagentur.  
Wir helfen unseren Kunden bei der digitalen  
Transformation ihres Business.*

# GROWTH MINDSET



Copyrighted Material

"Everyone should own this book."

—CHIP HEATH & DAN HEATH, authors of *Made to Stick* and *Switch*

# mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN  
LEARN TO FULFILL  
OUR POTENTIAL

1 MILLION  
COPIES  
IN PRINT

- \*parenting
- \*business
- \*school
- \*relationships

CAROL S. DWECK, Ph.D.

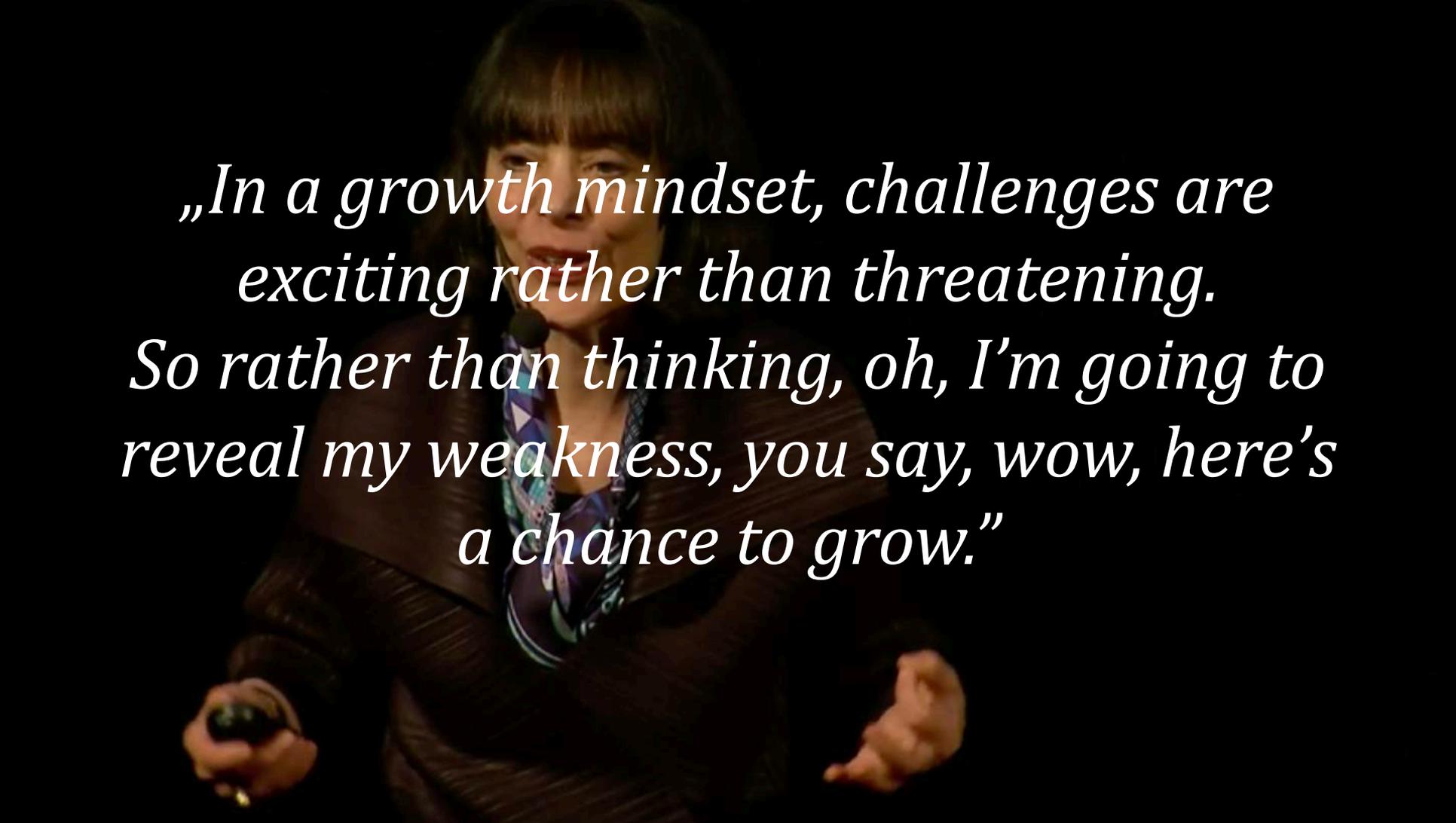
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Carol Dweck

## Selbstbild

Wie unser Denken Erfolge  
oder Niederlagen bewirkt



A woman with dark hair and bangs is speaking at a podium. She is wearing a dark, textured blazer over a patterned scarf. A microphone is positioned in front of her. The background is dark. Overlaid on the image is a quote in white, italicized text.

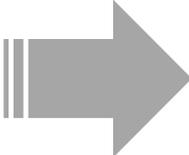
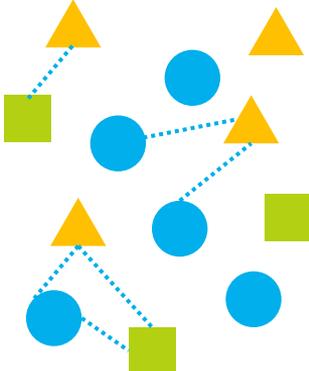
*„In a growth mindset, challenges are exciting rather than threatening. So rather than thinking, oh, I’m going to reveal my weakness, you say, wow, here’s a chance to grow.”*

FIXED MINDSET		GROWTH MINDSET
<ul style="list-style-type: none"> <li>• SOMETHING YOU'RE BORN WITH</li> <li>• FIXED</li> </ul>	SKILLS	<ul style="list-style-type: none"> <li>• COME FROM HARD WORK.</li> <li>• CAN ALWAYS IMPROVE</li> </ul>
<ul style="list-style-type: none"> <li>• SOMETHING TO AVOID</li> <li>• COULD REVEAL LACK OF SKILL</li> <li>• TEND TO GIVE UP EASILY</li> </ul>	CHALLENGES	<ul style="list-style-type: none"> <li>• SHOULD BE EMBRACED</li> <li>• AN OPPORTUNITY TO GROW.</li> <li>• MORE PERSISTANT</li> </ul>
<ul style="list-style-type: none"> <li>• UNNECESSARY</li> <li>• SOMETHING YOU DO WHEN YOU ARE NOT GOOD ENOUGH</li> </ul>	EFFORT	<ul style="list-style-type: none"> <li>• ESSENTIAL</li> <li>• A PATH TO MASTERY</li> </ul>
<ul style="list-style-type: none"> <li>• GET DEFENSIVE</li> <li>• TAKE IT PERSONAL</li> </ul>	FEEDBACK	<ul style="list-style-type: none"> <li>• USEFUL</li> <li>• SOMETHING TO LEARN FROM</li> <li>• IDENTIFY AREAS TO IMPROVE</li> </ul>
<ul style="list-style-type: none"> <li>• BLAME OTHERS</li> <li>• GET DISCOURAGED</li> </ul>	SETBACKS	<ul style="list-style-type: none"> <li>• USE AS A WAKE-UP CALL TO WORK HARDER NEXT TIME.</li> </ul>

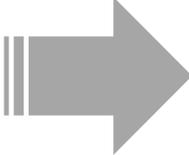
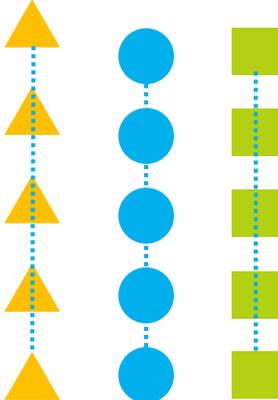
# DIGITALISIERUNG

# DIGITALE TRANSFORMATON

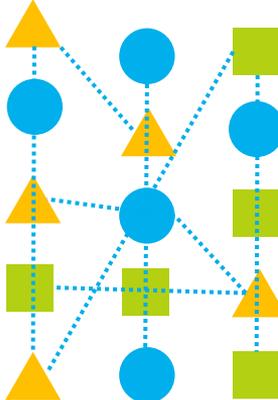
VORINDUSTRIALISIERUNG



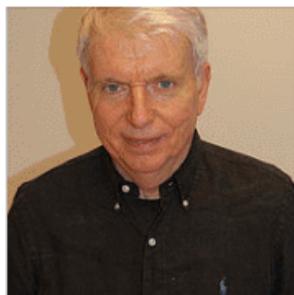
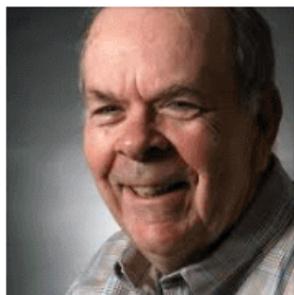
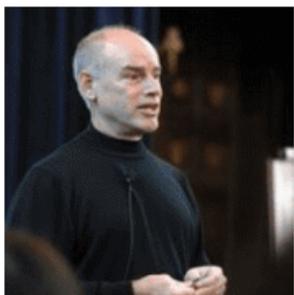
INDUSTRIALISIERUNG



DIGITALISIERUNG



# AGILES ARBEITEN



# AGILES MANIFEST

- ▶ **Individuen und Interaktionen** mehr als Prozesse und Werkzeuge
- ▶ **Funktionierende Produkte** mehr als umfassende Dokumentation
- ▶ **Zusammenarbeit mit dem Kunden** mehr als Vertragsverhandlung
- ▶ **Reagieren auf Veränderung** mehr als das Befolgen eines Plans

# AGILES PRINZIP

- ▶ Fachexperten und Entwickler müssen während des Projektes **täglich zusammenarbeiten**.
- ▶ Errichte Projekte rund um motivierte Individuen. Gib ihnen das **Umfeld** und die **Unterstützung**, die sie benötigen und **vertraue darauf, dass sie die Aufgabe erledigen**.
- ▶ Die besten Architekturen, Anforderungen und Entwürfe entstehen durch **selbstorganisierte Teams**.
- ▶ In regelmäßigen Abständen **reflektiert das Team**, wie es effektiver werden kann und **passt sein Verhalten entsprechend an**.

HIGHEST PRIORITY



CUSTOMER SATISFACTION

Product Manager & Developers

Grow & Work in a cross functional TEAM



Self organizing teams

Identify Understand and Harness the forces of change

Keep it simple

CHANGING REQUIREMENTS ARE welcome

AGILE MANIFESTO

**BUILD PRODUCT around**

- shorter development iteration
- continuous inspection
- continuous delivery
- sustainable development pace
- measure development progress
- working documentation

effective FACE to FACE communication

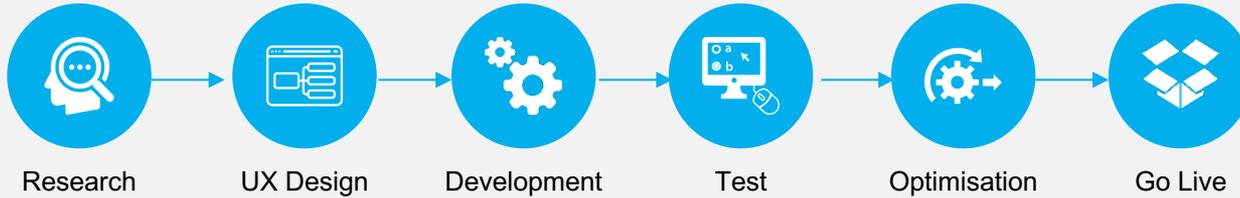


motivated individuals

# Projekt Management & Prozesse

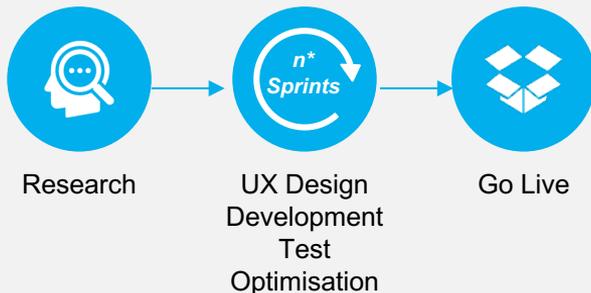
## WASSERFALL VS. AGIL

### WASSERFALL



- + A priori Planungssicherheit
- + Klassische interne Organisation
- Lange Zeitspanne bis zum ersten Test
- Transparenz im Projektfortschritt
- Flexibilität in den Anforderungen

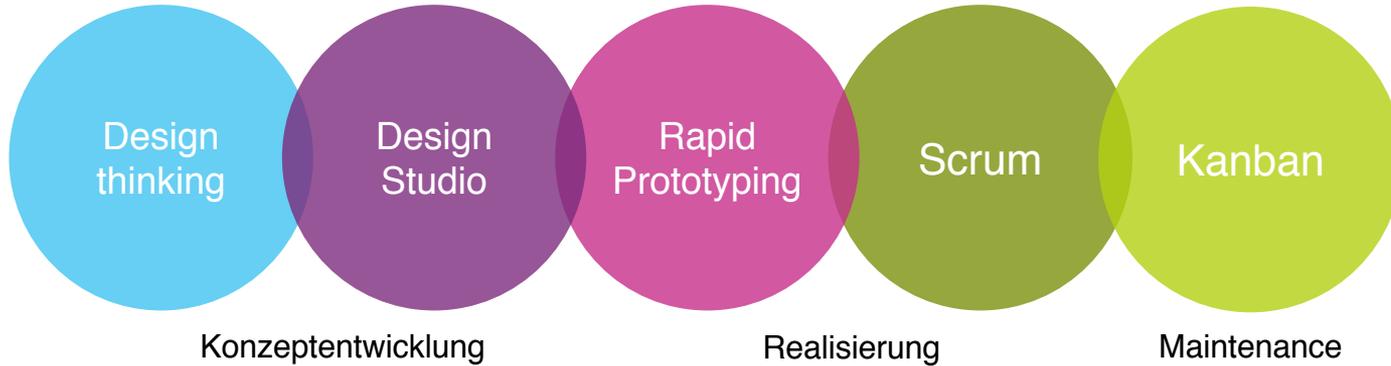
### AGIL



- + Transparenz im Projektfortschritt
- + Flexibilität in den Anforderungen
- + Testbares Produkt nach jedem Sprint
- Keine a priori Planungssicherheit
- Festes Team über gesamtes Projekt

ZEIT →

# AGILE PROZESSE



# DESIGN STUDIO METHODE



# THE AGILE SCRUM PROCESS



————— How **not to build** a minimum viable product —————

			
			
1	2	3	4

————— How **to build** a minimum viable product —————

				
				
1	2	3	4	5

# DAILY

*Web  
Dev*

*Product Owner*

*Backend  
Dev*

*Scrum Master*

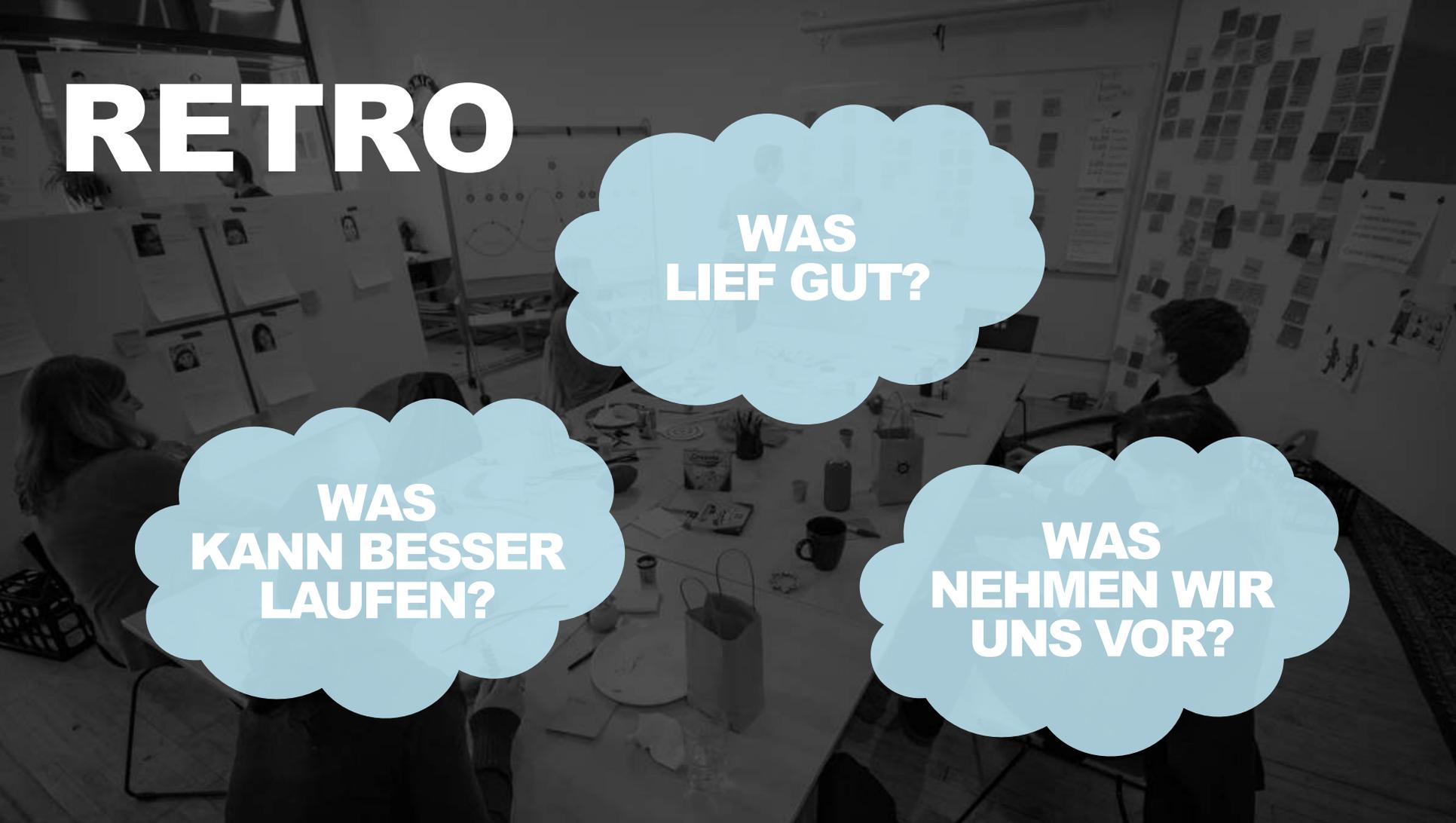
*UX Design*

*Interface Design*

*QS*



# RETRO

A grayscale photograph of a meeting room. Several people are seated around a long table, which is cluttered with papers, a coffee cup, and other items. In the background, there are large whiteboards or walls covered with various documents, charts, and sticky notes. The overall atmosphere is professional and collaborative. Three light blue, cloud-like thought bubbles are overlaid on the image, each containing a question in white, bold, uppercase letters.

**WAS  
LIEF GUT?**

**WAS  
KANN BESSER  
LAUFEN?**

**WAS  
NEHMEN WIR  
UNS VOR?**

# KANBAN



# NEUE PROZESSE & NEUE STRUKTUREN

- ▶ Eigenverantwortliche Teams
- ▶ Schnelle Entscheidungen
- ▶ Flache Hierarchien (Rolle vs. Titel)
- ▶ Keine Silos. Cross-funktionale Teams.
- ▶ Kunde ist Teil des Teams (PO)

# ENGINEERING CULTURE

**ENGINEERING  
CULTURE**

**STRUKTUR**

**PROZESSE**

*1. Raum*  
*2. Denkweise*

# 1. RAUM

- ▶ Umbau
- ▶ Team & Strukturen
- ▶ Formate





# AGILE PROJEKTFLÄCHEN



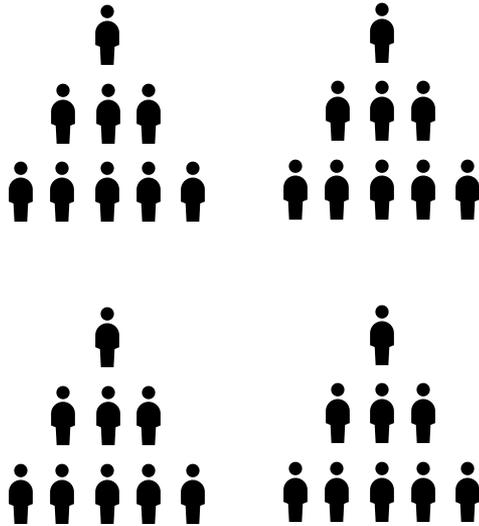
*Kurze Wege*

*Wissenstransfer*

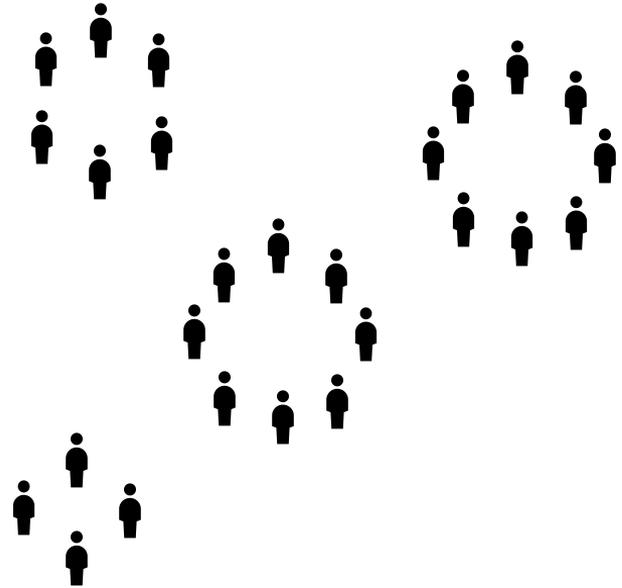
*Flexible  
Arbeitsplätze*

*Kollaboratives  
Arbeiten*

# BISHERIGE TEAMSTRUKTUR



# AKTUELLE PROJEKTSTRUKTUR



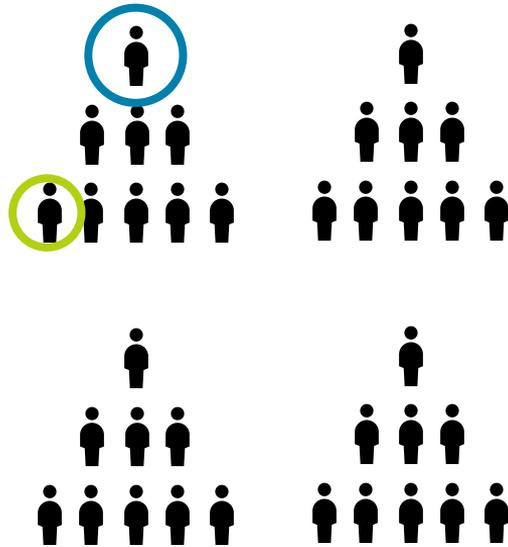
# NEUE ROLLENVERTEILUNG

# VOM CONTROLLING ZUM COACHEN

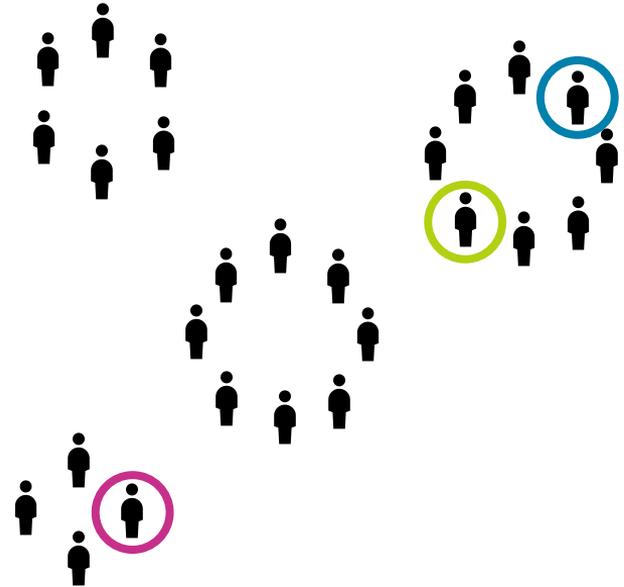


# P2P MENTORING

# BISHERIGE TEAMSTRUKTUR



# AKTUELLE PROJEKTRUKTUR



**DER MITARBEITER WIRD  
ZUM MITGESTALTER.**

A photograph of three people in a meeting. On the left, a woman with her hair in a bun is smiling and looking towards the center. In the middle, a woman with long hair is looking down at a notebook, holding a blue pen. On the right, the back of a man's head and shoulder is visible as he looks towards the other two. The background is a chalkboard with various diagrams and drawings in white and colored chalk. A light blue cloud-shaped graphic is overlaid on the image, containing the text 'AGILE IN A NUTSHELL'.

**AGILE  
IN A  
NUTSHELL**



**LEAN  
COFFEE**

# BROWN BAG LUNCH



# HACKATHON



## 2. DENKWEISE

- ▶ DYNAMISCH. NICHT STATISCH.
- ▶ Wir lernen jeden Tag dazu.
- ▶ Each one teach one.
- ▶ Wir bauen auf das Bestehende auf.
- ▶ Fehler sind erlaubt und wünschenswert.
- ▶ Rollen sind wichtiger als Titel.

## FACHÜBERGREIFENDE KENTNISSE

*DEV*

*UX/UI*

*Analytics*

**EXPERTISE**

**SKILL**

EMPATHIE  
GIBT'S NICHT IM  
APPSTORE!



# FEHLERKULTUR

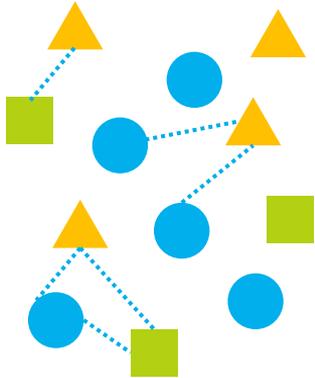
*Kintsugi*

*„It's okay to stumble.  
As long as you fall forward.“*

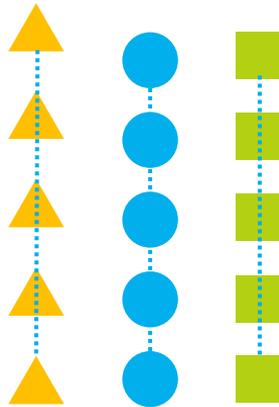
# FAZIT

# WAS HAT SICH VERÄNDERT?

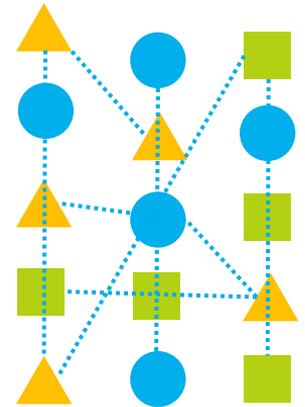
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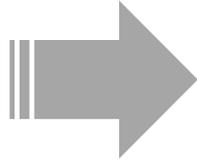
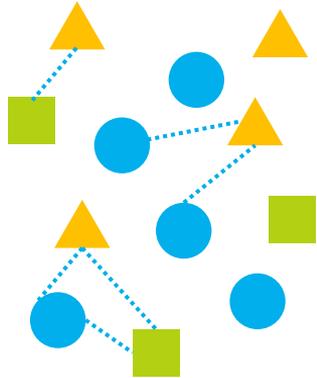


DIGITALISIERUNG

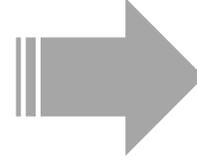
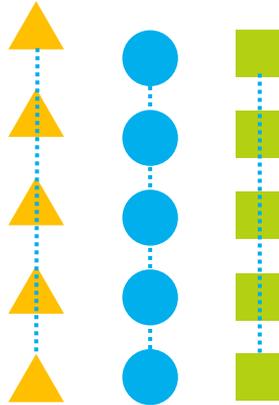


# WAS HAT SICH IM BILDUNGSSYSTEM VERÄNDERT?

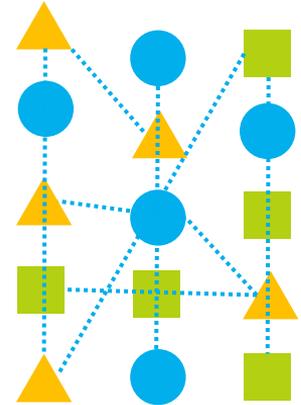
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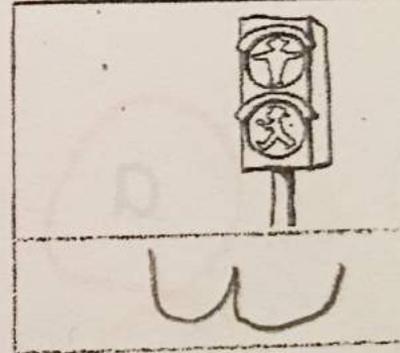
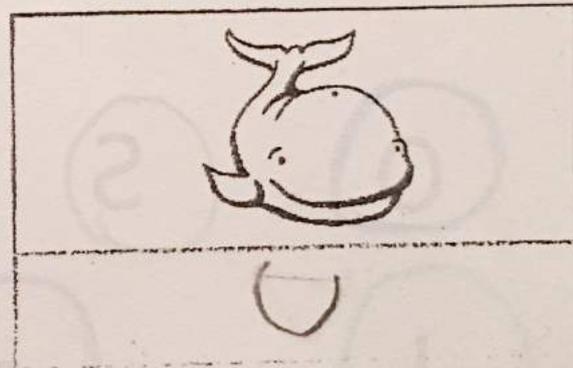
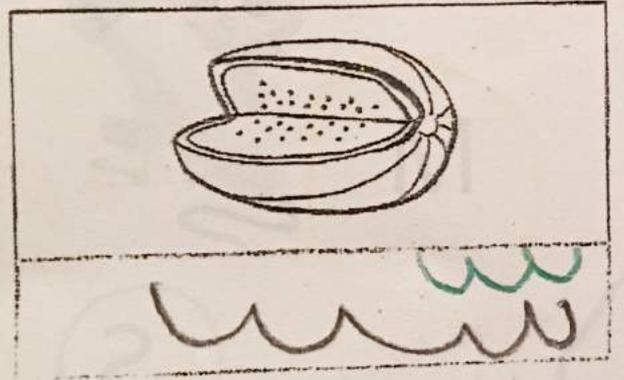
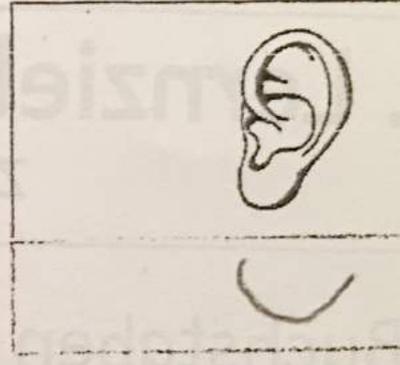
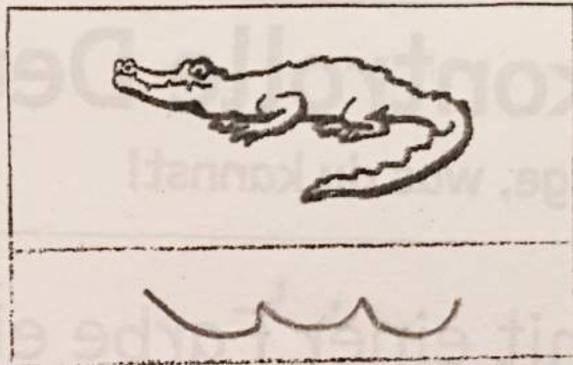
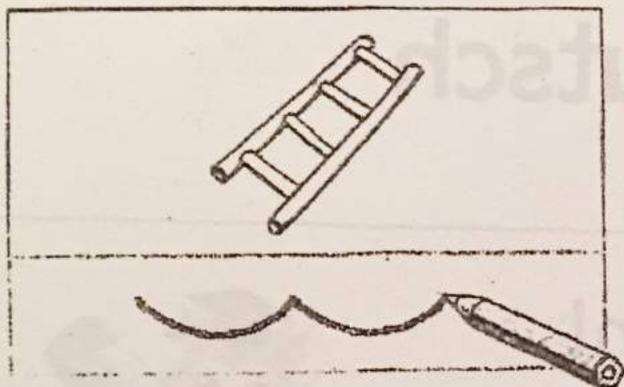
INDUSTRIALISIERUNG



DIGITALISIERUNG



# 5. Zeichne Silbenbögen!



# 6. Wo hörst du den Laut?

## Engineering Culture

# WANTED

- ▶ Eigenverantwortlichkeit
- ▶ Empathie
- ▶ Bescheidenheit
- ▶ Dynamisch (Growth Mindset)
- ▶ Querdenker
- ▶ Teamworker

*Train for skills, hire for attitude.*

# DANKE!

**SHIN.OH@INTERONE.DE**

Seite 54

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