



# Leadership and agile core values over frameworks

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

## Introduction:



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

Study of Applied Computer Science (Diploma)  
Study of Business Management (MSc)  
Certified Agile Business Coach – 123Agile  
Certified Agile Leader – ALP – Scrum Alliance  
Certified Scrum Master – CSM Scrum Alliance  
Certified Product Owner – SCPO Scrum Alliance  
Certified Computer Scientist - Technical Informatics  
Certified IT Business Manager - Project management

*Trust me I'm certified;-)*

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



Verband der Privaten  
Krankenversicherung



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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

- Preface -

Unleash the potential

# Business Agility Story

# Empower value!

People create **great value** when

they are **valued themselves**

Unleash their **power** by letting them work **freely**

Business value will follow...

“

It doesn't make sense to hire smart people and then tell them what to do.

We hire smart people so they can tell us what to do.

- Steve Jobs -

”

# Hire smart!



Hire for **values**...  
...train for **skills**.

It's more important to fit your value set...  
**than to be a perfect skill match!**

# Enlightenment!

Enlighten Management...



...to embrace *values*.

Management must understand agile  
*values* and become role models!



# - Chapter 1 - Setting out for new shores

The way to business agility in the  
association of private health insurance

# Business Agility Story

# Timewarp

# 2017



**Association of Private  
Health Insurance**  
Preparing for an agile transition

# 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 people development  
in the traditional world...

Conceptual ability

Self-organization

...by teaching method competence

Well-founded decisions

Team-organization

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

People can then **relate** to that **knowledge** when self organizing in the **agile world**



We have established interdisciplinary self organizing “non agile” teams

Invite employees to the teams and let them join voluntarily



We **transparently** communicated our efforts

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

# Agile values?

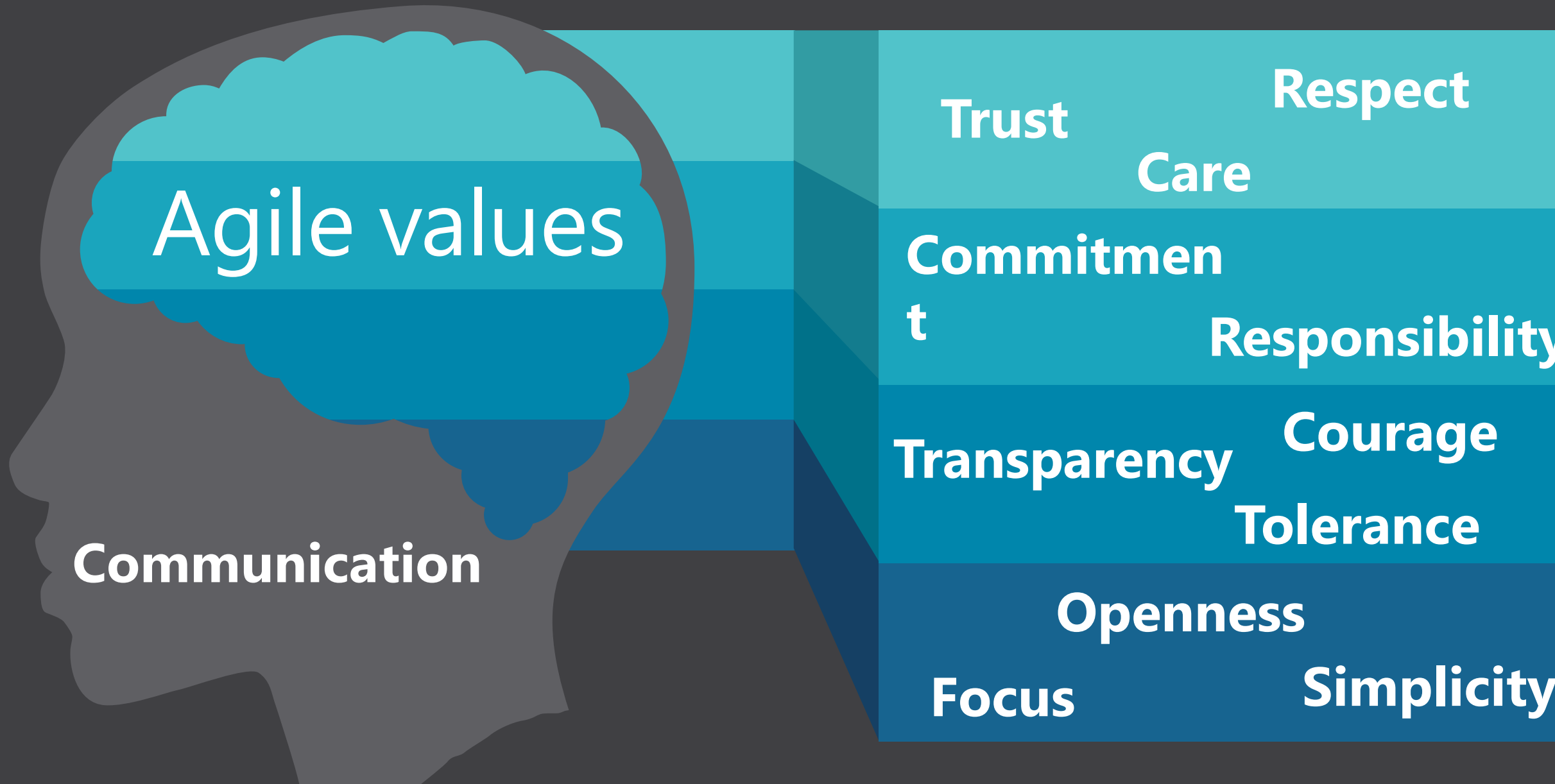
We have made sure agile core values have been deeply understood!

People need to reflect, adapt and...

...comfortably leave the comfort zone



# The container of trust is more than its parts



# Leadership



Leaders must GROW to really make a difference with intention



Management must understand that change and embrace it



Managers must comprehend their new role as coaches in agile leadership



Leaders don't fear the change, because they know they will be even more precious as coaches

Management has been certified  
by @OlafLewitz and the temenos approach

## Certified agile Leader-Scrum Alliance



CAL1: Two day workshop



CAL2: Several months of guided

leadership challenge and deep dive

# - Chapter 2 - Implementing Frameworks

Visualize a value based work environment  
and put yourself in the picture

## Business Agility Story

# Frameworks?

After everybody was OK to move on...

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

# Status IT?

Implemented a **synchronized iterative** approach over all IT departments

Using **planning, retrospectives and reviews** for organizing synced iterations

# Challenge?

Iteration synchronizing for **all** IT departments is **difficult to settle**

**Planning** and **prioritization** is difficult.

Implemented **boards** to address this.

# Challenge?



One of our  
IT Boards

The board  
of boards



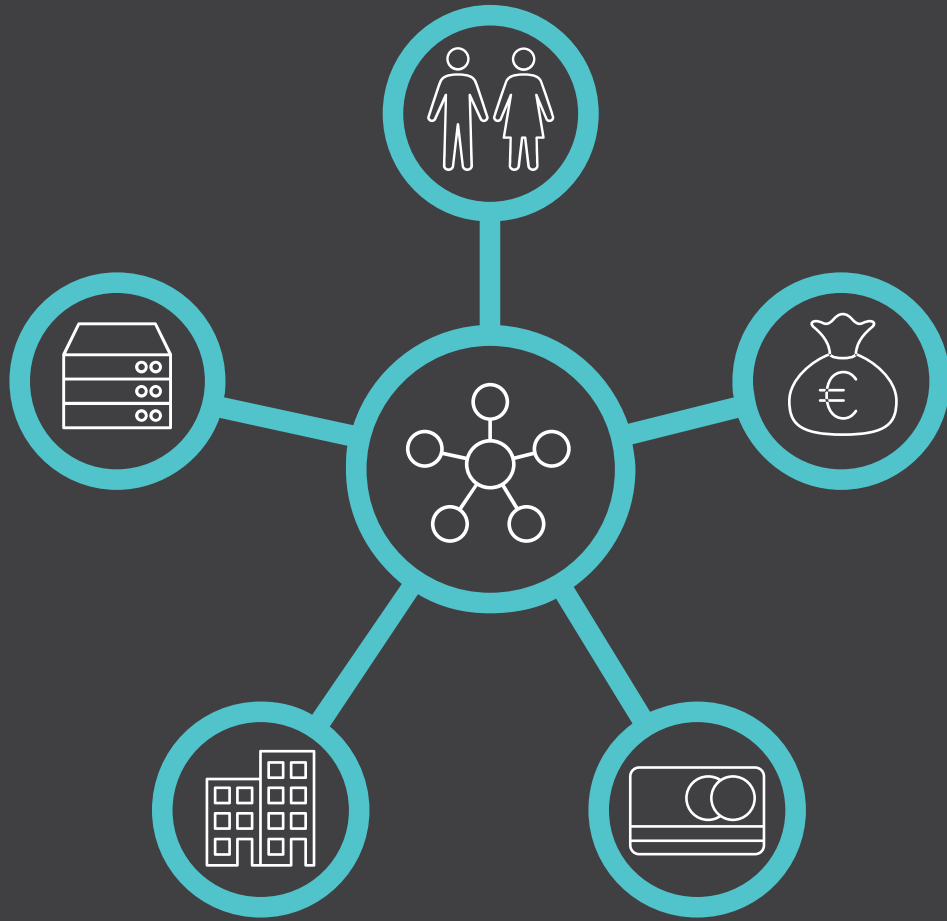
# Scope?

This is **not** an IT only transition.

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

We do not use the term human resources!

# Building a self-organized team structure



Personnel

Finance

Central Purchasing

Services

IT

Interdisciplinary self-organized business unit team

# Challenge?

Our north star and the why of our business agility transition was not transparent enough


Workshops to synchronize and coach.

General Management being the driver.

# Success?



We measure success through customer satisfaction surveys

And through regular one on one  feedback meetings with our colleagues

# Mindset!

Adopting an agile mindset and agile values in health business is the next logical step...

..for many companies in this...

...particular business area! So just do it!

Thank you!

# Business Agility 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 - ”