

# **From Concept Development to Implementation: Choosing by Advantages across an Organization**

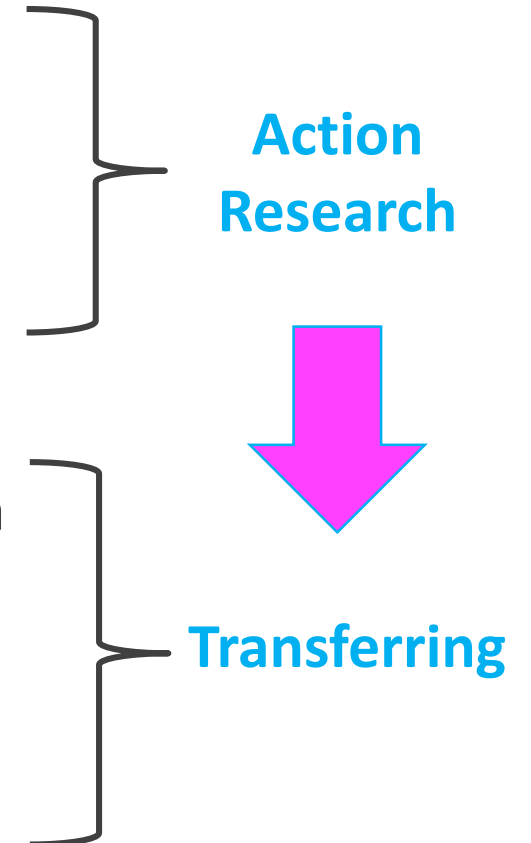
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# RESEARCH QUESTIONS & METHOD

1. How to implement CBA effectively?
2. How to train users and trainers in the CBA method effectively?
3. How to globally rollout CBA across a whole organization?
  
4. How can the training concept be transferred to the construction industry?
  - a) Are there challenges that need to be considered in comparison to the automotive industry?
  - b) Does the concept need to be adjusted?



## CASE STUDY: DAIMLER AG

### Realize empowerment, agility and trust

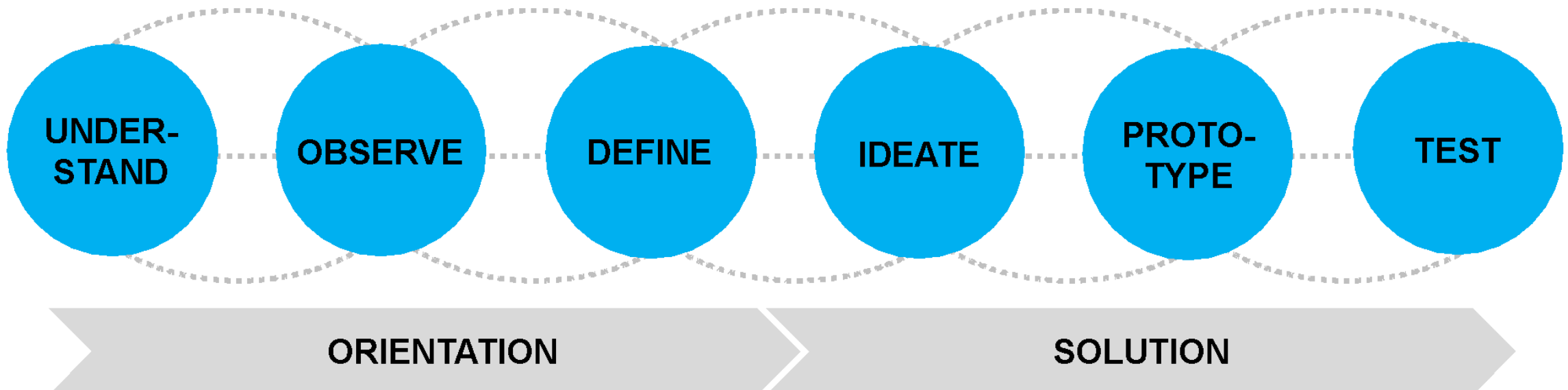
- 2015 bottom-up initiative Leadership 2020 was launched
- Game changer: Decision Making



# DESIGN THINKING

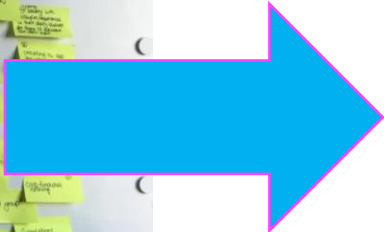


Identify human needs and develop new and unexpected ideas based on rational and end-user-focused problem solving



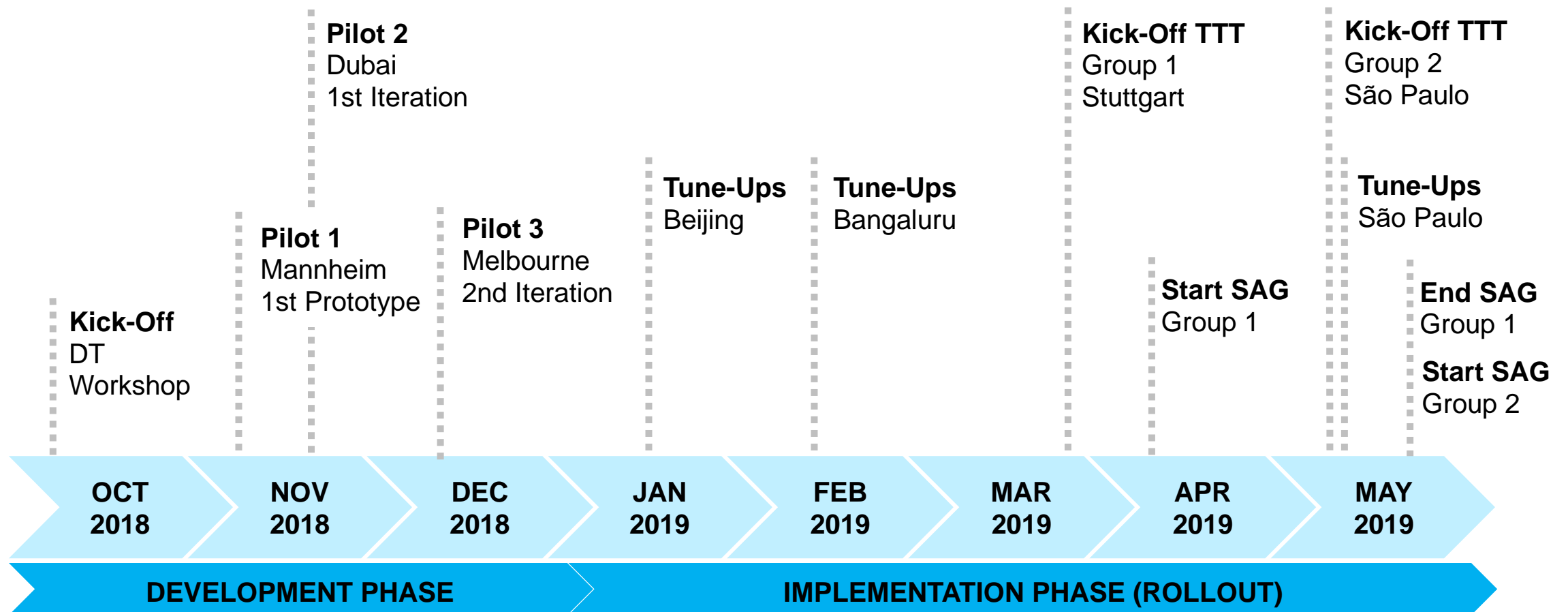
(Based on Plattner et al. 2009)

# DESIGN THINKING



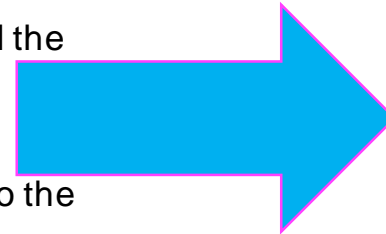
**Prototype**

# IMPLEMENTATION OVERVIEW



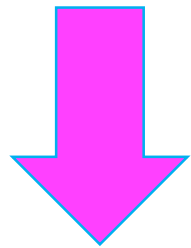
# LEARNING & IMPROVEMENT DURING DEVELOPMENT

Pilots	# Tune-ups	Major learnings
Mannheim	1	<ul style="list-style-type: none"> <li>- More visualization and active Two-list exercise</li> <li>- Short explanation of terms and an example for pre-load</li> <li>- Present the difference to weighting rating calculating (WRC)</li> <li>- 2 pages with the essentials of CBA as follow-up</li> <li>- Frame the topic in context to Leadership 2020 and the Decision Making squad</li> </ul>
Dubai	1	<ul style="list-style-type: none"> <li>- Better explanation of sound decision-making</li> <li>- Figure with the steps of the Tabular Method next to the template for the Tabular exercise</li> <li>- Simplify the theoretical part of the presentation</li> </ul>
Melbourne	4 (in 2 days)	<ul style="list-style-type: none"> <li>- Max. number of workshop participants</li> <li>- Max. number of group participants for CBA Tabular exercise</li> <li>- More visualization of the examples in the presentation</li> </ul>



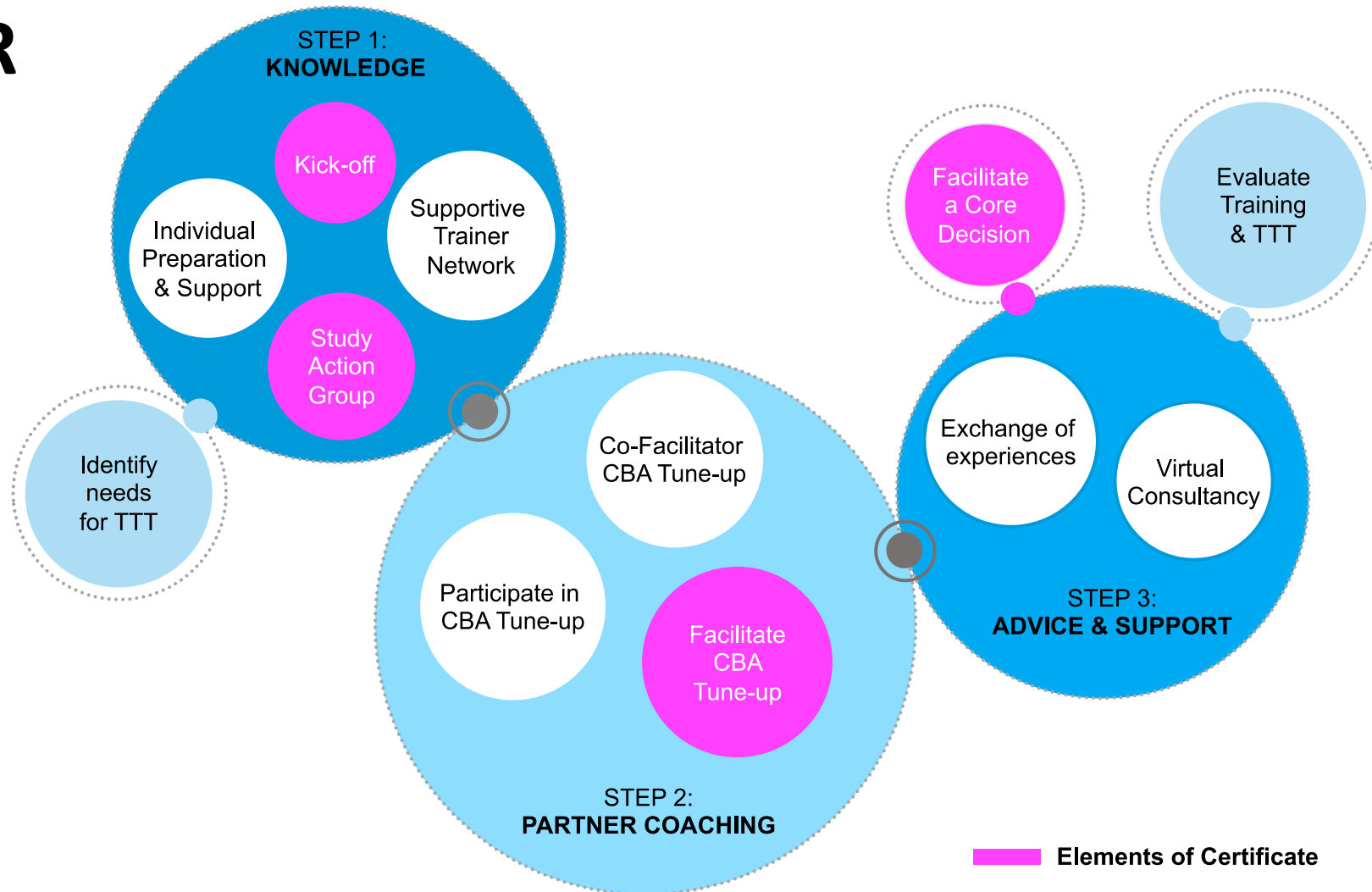
PDCA

# TRAIN THE TRAINER



**Multiply**

Continuous exchange of knowledge and experiences





# FINDINGS

## How to multiply?

- Developing a CBA expert network
- Considering cultural difference
- Experience the benefits and communicate those benefits
- Introduced CBA in a hands-on, content rich and time-efficient workshop format
- Facilitators are necessary to support the decision-maker

# TRANSFER TO THE CONSTRUCTION

## Take advantage of the project-based attribute

Project team consists a different organizations with different cultural backgrounds

- Need to develop a common understanding/ language
- Need to align expectations to create a common mind-set



...but, you can multiply quicker by rotating team members across projects

# CONCLUSION

## Implementation requires a thoughtful plan

- 1 Start the implementation in a specific project, so the benefits of CBA can be communicated within different organizations.
- 2 Start with a DT workshop to understand users' needs.
- 3 Adjust the content of the training to the project team or the organizational team.
- 4 Spread the method by transferring experienced team members from project to project

**THANK**



**YOU!**