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)
IMPLEMENTATION OVERVIEW

Kick-Off DT Workshop
Pilot 2
Dubai
1st Iteration
Pilot 1
Mannheim
1st Prototype
Pilot 3
Melbourne
2nd Iteration
Tune-Ups
Beijing
Tune-Ups
Bangaluru
Kick-Off TTT
Group 1
Stuttgart
Kick-Off TTT
Group 2
São Paulo
Tune-Ups
São Paulo
Start SAG
Group 1
End SAG
Group 1
Start SAG
Group 2

OCT 2018
NOV 2018
DEC 2018
JAN 2019
FEB 2019
MAR 2019
APR 2019
MAY 2019

DEVELOPMENT PHASE
IMPLEMENTATION PHASE (ROLLOUT)
# LEARNING & IMPROVEMENT DURING DEVELOPMENT

<table>
<thead>
<tr>
<th>Pilots</th>
<th># Tune-ups</th>
<th>Major learnings</th>
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| Mannheim     | 1          | - More visualization and active Two-list exercise  
- Short explanation of terms and an example for pre-load  
- Present the difference to weighting rating calculating (WRC)  
- 2 pages with the essentials of CBA as follow-up  
- Frame the topic in context to Leadership 2020 and the Decision Making squad |
| Dubai        | 1          | - Better explanation of sound decision-making  
- Figure with the steps of the Tabular Method next to the template for the Tabular exercise  
- Simplify the theoretical part of the presentation |
| Melbourne    | 4 (in 2 days) | - Max. number of workshop participants  
- Max. number of group participants for CBA Tabular exercise  
- More visualization of the examples in the presentation |
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 of 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!