



# Virtual Summit 2022

# Exchange in a Digital World

REGISTER TODAY!



Thursday March 3, 2022: Conference using ZOOM

1pm GMT	Welcome – Peter Palmér, LPPDE & Juha Tammi, Lean Association of Finland
1:05pm-	<b>Martin von Weissenberg</b> , Agile Coach and Trainer, Agile 42 – <i>Complex organizational culture seen through the Cynefin framework</i>
1:45pm-	<i>Short break</i>
1:50pm-	<b>Paolo Sammicheli</b> , Agile Education and Scrum @ Scale – <i>Efficient and Effective, the best of the two worlds</i>
2:30pm-	<i>Breakout rooms - Reflections and interaction</i>
2:40pm-	<i>Reflections and questions to the speaker</i>
2:50pm-	<i>Break</i>
3:05pm-	<b>Anders Hugnell</b> , Implement Consulting Group – <i>Value Flow Mapping in Product Development</i>
3:45pm-	<i>Short break</i>
3:50pm-	<b>Christer Lundh</b> , AUFERO – <i>Mission Command in Technology Development Context</i>
4:30pm-	<i>Breakout rooms - Reflections and interaction</i>
4:40pm-	<i>Reflections and questions to the speaker</i>
4:50pm-	Final reflections and remarks
5:00pm	End

REGISTRATION FEE for one LPPDE Digital Summit: 99 € / three summits €250 / or all year (10 summits) €600  
 Registrations through Lean Association of Finland: <https://www.lyyti.in/virtualLPPDE>  
 More information: [www.lppde.org](http://www.lppde.org)



**Peter Palmér, LPPDE and Juha Tammi**, Lean Association of Finland  
Peter and Juha represents the two organizations who organize these virtual events and will moderate the Virtual Summit.



**Martin von Weissenberg**, Agile Coach and Trainer, Agile 42 – *Complex organizational culture seen through the Cynefin framework*

This presentation is on organizational culture. We will dive into complex management using the Cynefin framework, various ways of visualizing the culture, and how to use storytelling, rituals and identity to change it.



**Martin von Weissenberg** is a Certified Enterprise Coach® and CAL Educator with more than 11 000 professional coaching hours and 1 200 training hours. He teaches leaders at all levels, from executives to Scrum Masters, to become better servant leaders and agile coaches, and shows them how organizations can gain focus and work smarter using agile methods.

Behind the scenes, Martin is one of the authors behind the agile42 book "The Hitchhiker's Guide to Agile Coaching". He's also writing a doctoral thesis in organizing for agility and working as a volunteer for the Scrum Alliance and for Agile Finland.



**Paolo Sammicheli**, Agile business coach, registered scrum trainer and author, Agile Education and Scrum @ Scale – *Efficient and Effective, the best of the two worlds*

How to combine Agile, Scrum, and Lean to get the best of the two worlds: Effectiveness and Efficiency together.

In this talk we'll see a case study showing a Scrum implementation into an Oil&Gas company to create and build the production line of a Home Gas Regulator.



**Paolo Sammicheli** is an Italian entrepreneur with +30 years of experience, International Speaker, and Author of the books "Scrum for Hardware," the first significant publication in the world on the topic, and "Scrum in AI - Artificial Intelligence Agile Development with Scrum." Today Paolo works as an Agile Business Coach, specialized in Scrum, Scrum@Scale, Kanban, Design Thinking, and Lean Startup, helping organizations uncover better ways of delighting their customers. Scrum and Scrum@Scale Trainer for Scrum Inc, Lean-Agile Procurement Trainer, and Management 3.0 Facilitator. Passion about Technology, Innovation, Online Communities, Free Software, Events, Communication, Design, Marketing, and Startups.





**Anders Hugnell**, Partner, Implement Consulting Group – *Value Flow Mapping in Product Development*

Value Flow Mapping is a tool many people love in a repetitive production flow. As many people say it is not possible to use in Product Development, they even say it is dangerous to use in an Innovation flow. This presentation highlights how you should do an effectful value flow mapping in Product Development, as well as what you should avoid doing.

**Anders Hugnell** has a Ph.D. in ME with focus on product development and Lean. Anders has over 25 years of experience in running both academic and industrial training programs in OPEX, Lean, product development. He started and ran the KTH (Royal Institute of Technology) Lean center for three years. Anders has also written books on Lean Management and he has been keynote speaker at several conferences in different countries.



**Christer Lundh**, Founder and President, AUFERO – *Mission Command in Technology Development Context*

The target audience is primarily leaders driving innovation and technology development. Speed has become an increasingly important foundation for successful innovation and technology development. To achieve speed and full potential of Agile and Lean in technology development, leaders have a lot of valuable learnings to make from the leadership philosophy of Mission Command. Its origin from Auftragstaktik while proven its worth for over two centuries, it is still a modern leadership principle. Auftragstaktik is a German expression describing a rapid military tactic, designed to dismantle enemy forces through the use of mobile forces.

Those who recognize the turbulent nature of innovation and technology development at speed, Mission Command principles provides for fast, flexible, and decisive action in a complex environment characterized by uncertainty, fluidity, and rapid change. Leader's that apply Mission Command, informs what his/ her intention is, sets clear achievable objectives. It is the leader's responsibility to specify the objective and the framework within which the subordinates have to accomplish the mission. The leader provides all resources required to carry out the mission. Acting based on an intent empowers subordinates' decision-making, decentralized execution and provide room for initiatives appropriate to the situation. The planning and execution itself become the executor's responsibility. Together the leader and their teams represent the strong bond and mutual trust, built through shared values and experiences of overcoming adversity. Hereby the whole organization attain speed and start creating outcomes beyond the means.

Successful leaders within this organization foster an environment of experimentation, mistakes and uncertainty, giving room for rapid adaptation. Since the world is fundamentally complex and uncertain, organizational change is non-linear. Mission Command enables to comprehend, shape, adapt to, and in turn be shaped by an ever-changing, uncertain and complex environment that creates mismatches and new opportunities.

Mission Command can provide the leader applying Agile and Lean for innovation and technology development the best means to succeed. As Mission Command leader you seek to exploit trust, cooperation, judgment, focus, and implicit understanding to lessen the effects of uncertainty, fluidity, and rapid change. As leader you rely on Mission Command to provide the flexibility and responsiveness to deal with uncertainty and to generate the speed which is recognized as a key element of success in innovation and technology development.

Differences in 'Mission Command' and 'Command and Control,' and reflect them in a Technology Development context will be covered.



**AUFERO**

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**Christer Lundh** continued.

**Christer Lundh** has a long and deep understanding of lean product development. Over the past fifteen years, in different leader positions, he has effectively implemented, and applied product development process based on Flow and Knowledge Based Development (KBD) at several companies.

To empower people, Christer has successfully adapted development teams around 'Function / Value' recognized by customers. Small cross-disciplinary Function Teams, applying Cadence and Flow on two-to-three-weeks takt, using Kanban Flow Boards and Daily Stand-up. And training and mentoring leaders and engineers, on the job training, of A3 process for problem solving / gap closing.

Christer has worked in lean set-up as Entrepreneurial System Designer leading a start-up. With speed and focus, rapid and valuable customer feedback and great sense of urgency, the development teams swiftly improved on every new prototype. Enabled teams to learn about customers' true needs. With present leadership, challenging targets and empower of people, teams quantify and make gaps visible. To see, transparency, boost motivation. Applying homing, with multiple quantified countermeasures, teams together close their gaps, and the best – them owning the solutions.

At Kongsberg Automotive Christer initiated a companywide transformation implementing Knowledge Based Development in 2008. He led that strategic transformation during 2009 working together with Michael Kennedy (TCC). Thereafter Christer led the pilots as trainer that pioneered a full global roll out during 2010-2013. Christer is founder and president of AUFERO AB. Embedded, as a transformational "catalyst", he offers help to leaders to succeed with Agile and Lean Product Development.

### Exchange



Following the spirit of Lean Product & Process Development EXCHANGE there will be good possibilities to Exchange knowledge with other attendees as well as with the speakers. After two presenters we have a session "Reflections and interaction" where you will reflect and interact on the learnings from the presenter.

Afterwards we hope the Exchange will continue on our LinkedIn site [The Science of Improving Innovation – LPPDE](#) and our LinkedIn group [LPPDE - The Science of Improving Innovation](#)

And our website [www.lppde.org](http://www.lppde.org)

# The Science of Improving Innovation



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