

Grundfos case study: Going Agile to Innovate

Thomas Høj

HR Director

Global Technology & Innovation, Grundfos

GRUNDFOS 

Possibility in every drop

The most global pump company in the world



1945

when it all started



#1

pump manufacturer in the world



20,154

employees



100+

companies worldwide



16,000,000

units produced per year



DKK 28.7

billion net turnover in 2021





2 MAJOR TRANSFORMATIONS FOR OUR BUSINESS

WATER SOLUTIONS | While strengthening our core business, we establish water solutions as a new growth platform – accelerating our water business and impact



DIGITAL SOLUTIONS | We are a true digital solution and service provider – winning end-users with system-focus and digital offerings



1 PURPOSE

We pioneer solutions to the world's water and climate challenges and improve quality of life for people

3 FUNDAMENTALS IN HOW WE DO BUSINESS



MARKET LEADERSHIP | Through clear focus and prioritisation, we want to become #1 or #2 in the business areas we compete in



INNOVATE TO DIFFERENTIATE | Differentiation is our main source of competitiveness



OPERATIONAL EXCELLENCE | We consistently strive to do everything in better, faster and simpler ways

Organised to Pioneer | A restructuring of Grundfos into a divisional set-up

We are in a strong position

Healthy financial records, high customer loyalty and high EMS score

Industry trends are changing

Increased competition and digitalisation and a changing channel landscape

We are doing it for our customers

DBS, CBS, WU and IND have increasingly different needs and we are doing this to better serve them

We are struggling with lack of...

Innovation power, end-to-end accountability and simplicity and speed

We are doing it to achieve our Strategy 2025

Succeeding will give us a strong position in the market

We want to achieve our collective potential

With an organisation geared to fulfil our purpose, achieve our strategy – that delivers increased value to our customers

We organised our Agile transformation into the core of the Innovation organisation



Group Technology & Innovation | INNOVATE to DIFFERENTIATE

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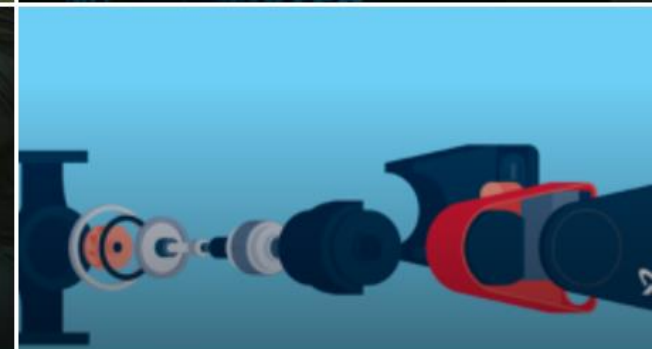
[Organisation](#) ▾

[Tools & Insights](#) ▾

[Focus areas](#) ▾

[Insite / Group](#)

☆ Not following



The Agile Transformation is centered around 4 capability areas



Organisation & Structure

Processes

Knowledge & Skills

Tools & Systems

DELIVERY MANAGER	GLOBAL PROGRAM DEV. MGR. (GPDM)	CAPABILITY MANAGER	TECHNICAL PRODUCT OWNER	DELIVERY TEAM
Leads roadmap/release plans balanced with capabilities	Leads E2E execution of larger DP deliveries	Leads development of world class capabilities & innovation skills in PU PD	Leads the backlog of all technical activities within a product program	Consists of a scrum master and engineers
Key responsibilities <ul style="list-style-type: none">Lead 5-year roadmap/release plans balanced with skillsDeliver roadmap/progress transparencyDrive resource allocation and spendDrive cross-PU PD prioritisation	Key responsibilities <ul style="list-style-type: none">E2E project execution of larger DP deliveriesStakeholder mgmt. across the value chainDrive roadmap planning incl. quality assurance of content	Key responsibilities <ul style="list-style-type: none">Lead capability development in PDBuild teams that can deliver releases as defined by the TPOLead capabilities outside PU ArchitectEnsure product tool deployment	Key responsibilities <ul style="list-style-type: none">Manage program dev. backlog incl. budget and prioritisationDevelop short-term release plans; provide	Key responsibilities <ul style="list-style-type: none">Develop, test and validateDeliver (technical) progress transparencyHandle deviations in

GRUNDFOS IDEA TO MARKET 2.0

Agile Introduction

#BEAGILE

Agile Leadership

Learning plans

- Introduction to Psychological Safety
- Introduction to Scaling Frameworks
- Scrum Master Competencies Introduction

Agile Topics

Objective

„Where do I need to go?“

Key Results

„How do I know I'm getting there?“

Initiatives

„What will I do to get there?“

Objective are statements that inspire and set direction.

Key Results measure progress toward an Objective.

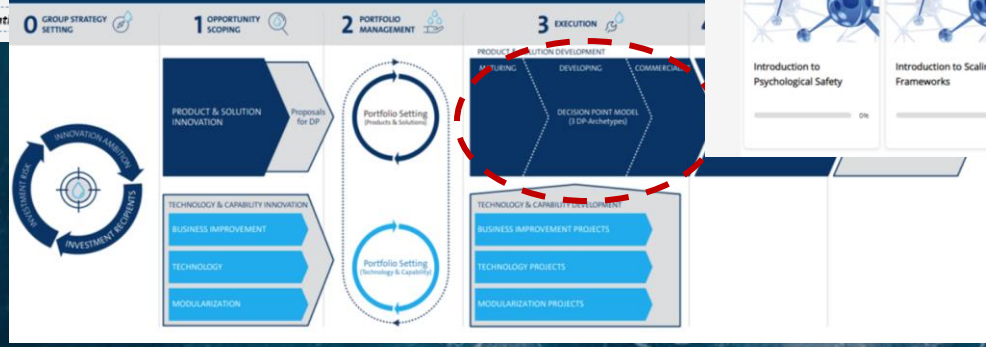
Initiatives describe the work required to drive progress on Key Results.

Communities of Practice (CoP) Site

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PLAYBOOK FOR Communities of Practice

Zoltán Gergely Viragh
Chief Capability Specialist
Published 6/8/2022



Our transformation journey so far...



Awareness

Do we understand Agile

- Shared understanding of **WHY** we need to change...
- ...but still with limited attention to **WHAT and HOW** Agile will be able to help
- Agile is a **means** and not the **goal** in itself

Silent versus Loud launch...

Desire

Do we want to engage

- Engagement has been established **bottom-up** via Agile teams in closed environments
- A paradigm shift away from classical org. hierarchies towards **self-managed teams** has helped fueled the engagement

Stakeholder Management

Knowledge

Do we have the skills to engage

- Comprehensive **training curriculum** has been rolled-out for key roles (e.g., Scrum Masters)
- Leaders have been upskilled on a more **voluntary** basis
- Agile is everywhere and nowhere...

Shared (corporate?) language

Ability

Do we translate knowledge into behavior

- **Agile principles** have been implemented fairly rigidly to install a new team behavior and culture
- We face challenges when **collaborating with colleagues** in non-Agile organisations with waterfall practices

Non negotiables

Reinforcement

Do we continuously learn and grow

- We track **progress of flow** in the Agile teams to lift maturity at the right speed
- We are **testing our People processes** towards our Agile principles
- **OKRs** must be shared across

Minimum Viable Products in HR



GRUNDFOS

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