

1. Fields of action

Based on corporate goals and market strategy, 5-15 thematic fields of action, each with a core team of 4-7 people.

2. Target picture

A 2- to 4-page long written target picture story (forces you to think, no PowerPoint!) for each field of action describes from a future perspective (time travel) what will be different and the effects after the field of action has been exceptionally successful. No "how", only the "what" and "why" is described. Illustrated with examples and tangible, non-abstract "nonsense".

3. Target picture puzzle

What are 6 to 10 central themes of the respective target picture story? These are the cornerstones of the target image puzzle. And what are the central 3 to 5 individual target statements (=puzzle pieces) from the story for the respective cornerstone? This is the final target puzzle for each field of action, which systematically shows at a glance which individual target statuses (puzzle pieces) are to be achieved.

4. Interdependencies

All core teams take a look at the target image story and the target image puzzle of the other fields of action: where are there overlaps, where are there interdependencies? Some pieces of the puzzle are relocated and fine-tuned in terms of content. All participants also sign the target images for which they "only" have to fulfill conditions and commit to them.

5. Prioritization

The correspondingly revised target image puzzles provide thematic clarity regarding what will be different in 3-5 years with what effect; what their relation to the company goals is and their interdependencies among each other. This is the basis for well-founded priorities - for which 4-7 puzzle pieces do we want to make a leap forward in the next 6 months?

6. Communications

From the target image stories for each field of action, essences can be well drawn and summarized in a target image mission. This paired with the respective target image puzzle is a wonderful medium to share, communicate and discuss the target status. This could take the form of a large town hall meeting or be in the individual areas.

7. Sprint preparation

The same principle as for the big picture (target image

stories + target image puzzle) is now applied on a smaller scale: a mini six-month journey forwards in time for each prioritized puzzle piece: What is different (=Objective) after 6 months in relation to the respective puzzle piece? And how do we notice each month that we are getting closer to this objective (=Key Results)?

8. Six-month sprint

Go! From month to month it is now necessary to strive against the objectives by growing all (!) key results every month (progress constraint). Every month the steering committee reflects for 20-30 minutes on the progress of each field of action (module). This is done without the usual "grooming": no report on what was done last and what is planned next. The "no how" motto applies! Instead, management triple jump: 1.) Do you still believe in the target state? 2.) What progress are the key results making? And 3.) What are the non-urgent conditions / decisions?

9. Review

Good implementation management is not a marathon, but consists of sprint, recovery, training, sprint. At the end of each 6-month sprint, reflect on how you did in the "sprint": What went well, what went badly? The focus is on common initial experiences such as reducing the objectives too much or relapsing into planning addiction and too little focus on the key results. During the content review, the sprint change is prepared: basically, Steps 4 (Interdependencies), 5 (Prioritization) and 7 (Prepare OKRs) are run through again. As sprints progress, usually from Sprint 3 onwards, target images and target puzzle need in-depth content reflection before the next prioritization.

10. Momentum

If the first sprint is usually associated with a lot of uncertainty and resistance ("What's all this nonsense about?", "Why don't we just do it the way we used to? Clear project plan, with milestones & Co.?"), by the second 6-month sprint at the latest, core experiences become so widespread that it is perceived as "cool" and satisfying to have achieved a business-relevant contribution (outcome / impact) after 6 months, to no longer have to justify work performance; who has done or not done what by when; and that this monthly progress orientation with the compulsion to make progress everywhere (no matter how much!) has something very motivating about it. There is more passion and trust and the different kind of progress management ("no how" motto) systematically avoids emotions such as shame and despair, which are unintentionally provoked by classic project management. A transformation momentum is created.