



**“Use the resulting power of collective performance.”**

## Success Factors for „Efficient Engineering Organizations“

### 1 Effective communication

Focus on the target group and apply “real” and effective engineering communication. Do not only communicate e.g. via email or newsletter. Reduce the complexity of communication to make it more efficient (“going global only if you have to”). Spend more time talking, listening and being accessible to the team instead of only reporting (“communicate in both directions”).

Be aware of the importance of communication: it is the „fuel for the people engine“.

### 2 Streamline on one common objective

Define and communicate a “north star” as a common objective to align and streamline the organization. Convey it effectively and get a buy-in by the people. Use the resulting power of collective performance instead of individual performance to reach the common objectives.

Visualize your objectives and the way towards it e.g. have a strategic plan or a common project plan including budget, timeline, resources.

### 3 Establish full accountable organizational units

Establish full accountable organizational units and co-locate responsibility especially in a global context.

Try to avoid an extended workbench approach when you have to go global. Decompose your organization like a system regarding its purpose and main functions. But don't be too detailed, cut it in meaningful pieces.

### 4 It's all about people

Be on the site where the people and the work are. It's all about the way you keep your people moving. Apply cross functional teams and establish necessary communication platforms. Train the people on competencies to

work and communicate in integrated teams (system competencies). Build up or strengthen also differentiating core competencies. Identify individual strengths and where the person fits best according to phase of development. Stimulate an atmosphere where persons are also able to learn from trial and error beside execution of fixed and structured processes. The people within your organization are like a booster to reach the overall objectives.

### 5 Management instead of micro management

Management is about decision making. The most important decisions are in early phases in projects or product development. It's also about protecting people to focus on their work. E.g. pipeline management to prevent permanent overload. Avoid trying to be an expert or doing micro management. Your focus is leadership, strategy, culture,

processes, having an overview and control the situation.

### 6 Be open for Innovation

Be open for influences from the environment of your organization. Try to create innovations out of your network. Reflect ongoing activities in the outside world and be prepared for impacts, e.g. apply the Plan Do Check Act Cycle. Apply also the system view on your organization to be able to adapt under different influences.

Our next Management Summit will be held on January 30th, 2015.

In focus: „Global Product Development 2015 – stepping into the future“

Does this topic interest you?  
Would you like to attend?

Then write to us:  
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