



valtech.

# Innovation and Contracting? Heaven or Hell?

20<sup>th</sup> May 2021  
Michael Mai

# My Background

## / Senior Agile Consultant

Practice: Organizational Design and Culture Change

## / Agile Experience:

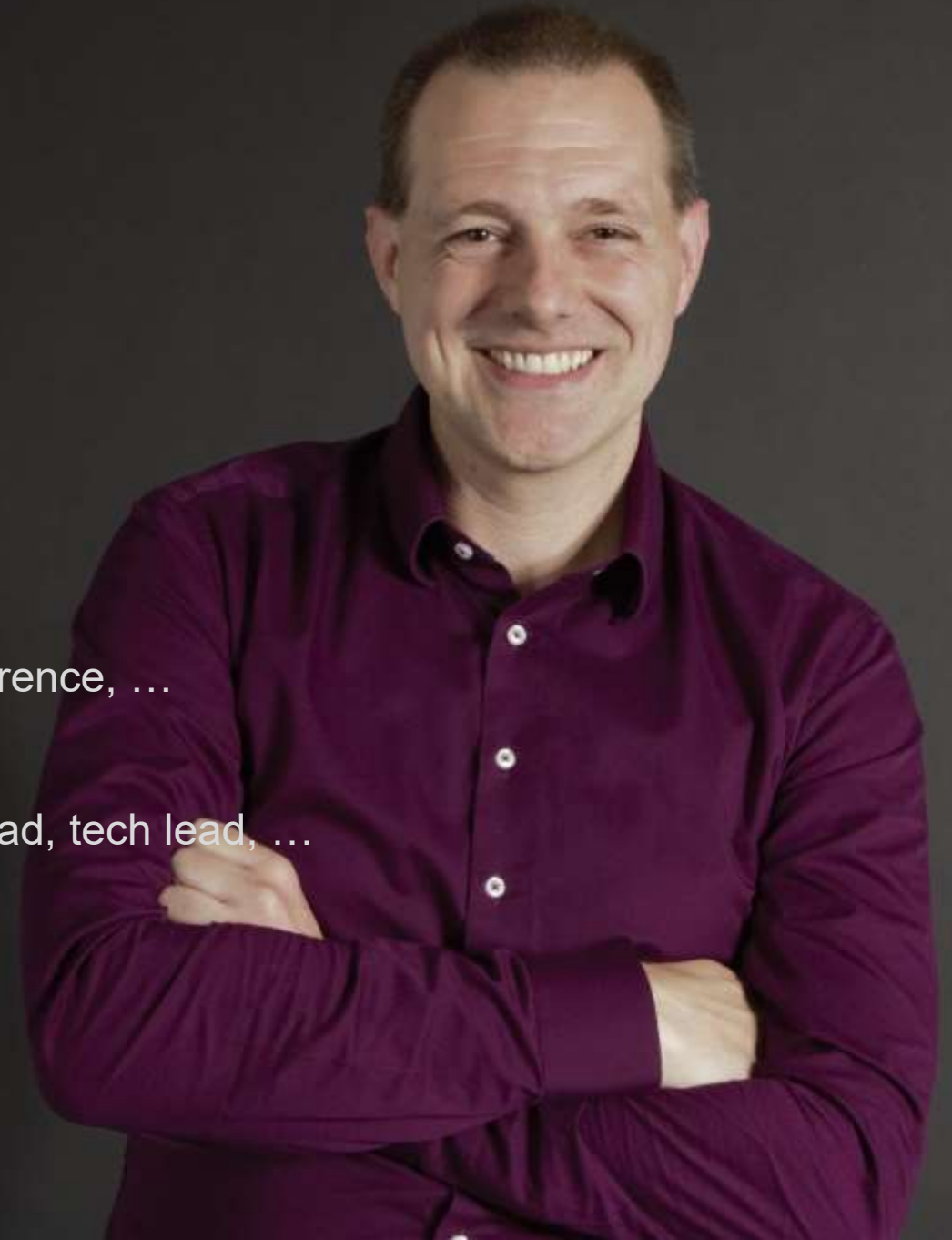
- LeSS Trainer Candidate
- LeSS Practitioner, scrum.org Trainer, SAFe Agilist, ...
- Speaker at Manage Agile, Scrum Gather, LeSS conference, ...

## / Software development experience

- Since 2005 developer and software engineer, team lead, tech lead, ...

## / Business area

- Automotive, insurance, retail and e-commerce



# Agenda

- 01 Innovation
- 02 Contracts
- 03 Hell
- 04 Heaven





# Innovation

**Innovations that changed the world  
– saved lives**

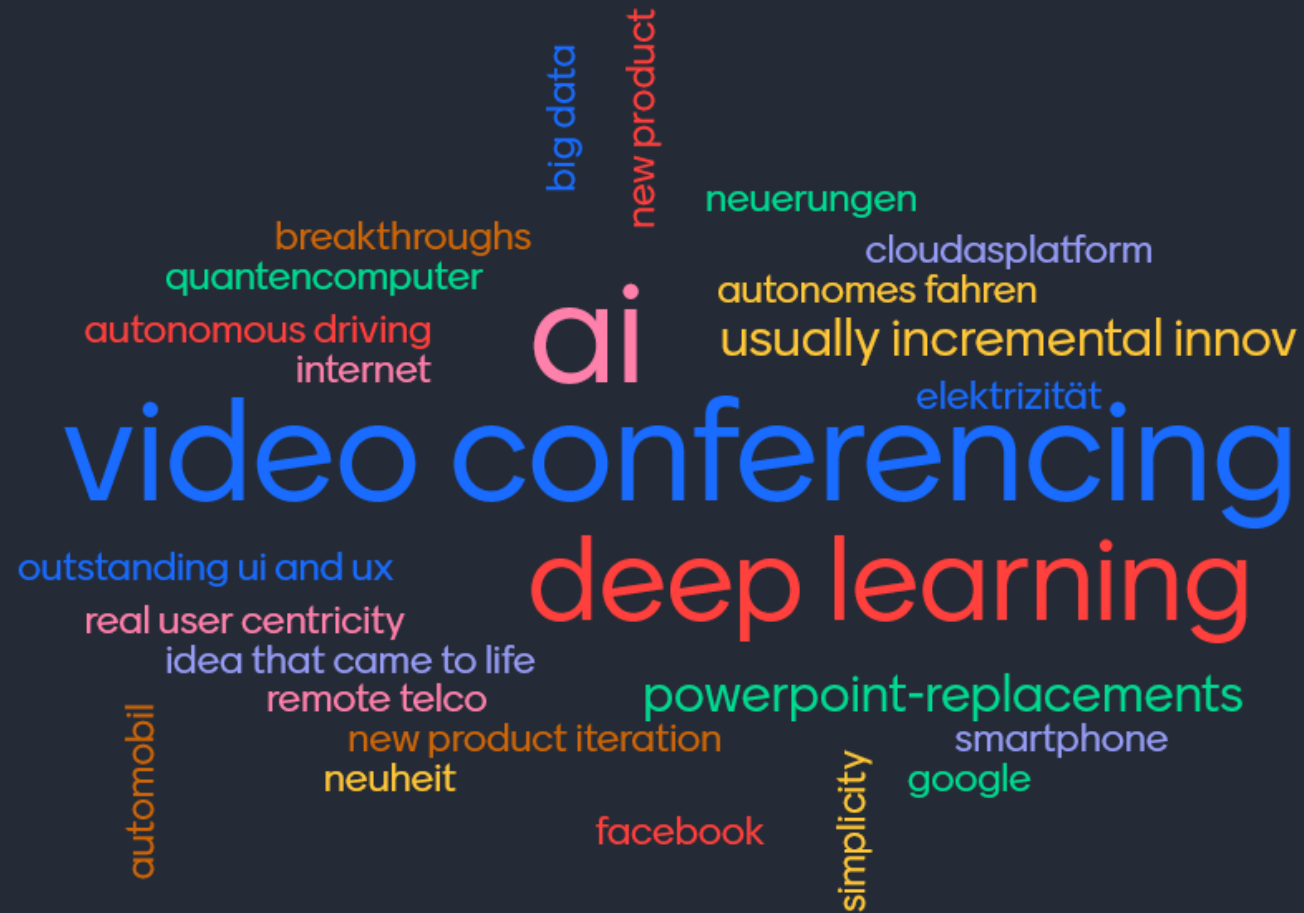
/ Immunology

/ Communication

/ Mobility



# What is Innovation for you in technology?



# To Innovate Needs Support

/ Broad



/ Expertise



/ Experiments



/ Pooling of brilliant minds



**If done alone**

- **High risk**
- **Costly**



# Contracting Collaboration



# Forms of collaboration

/ 1 Person

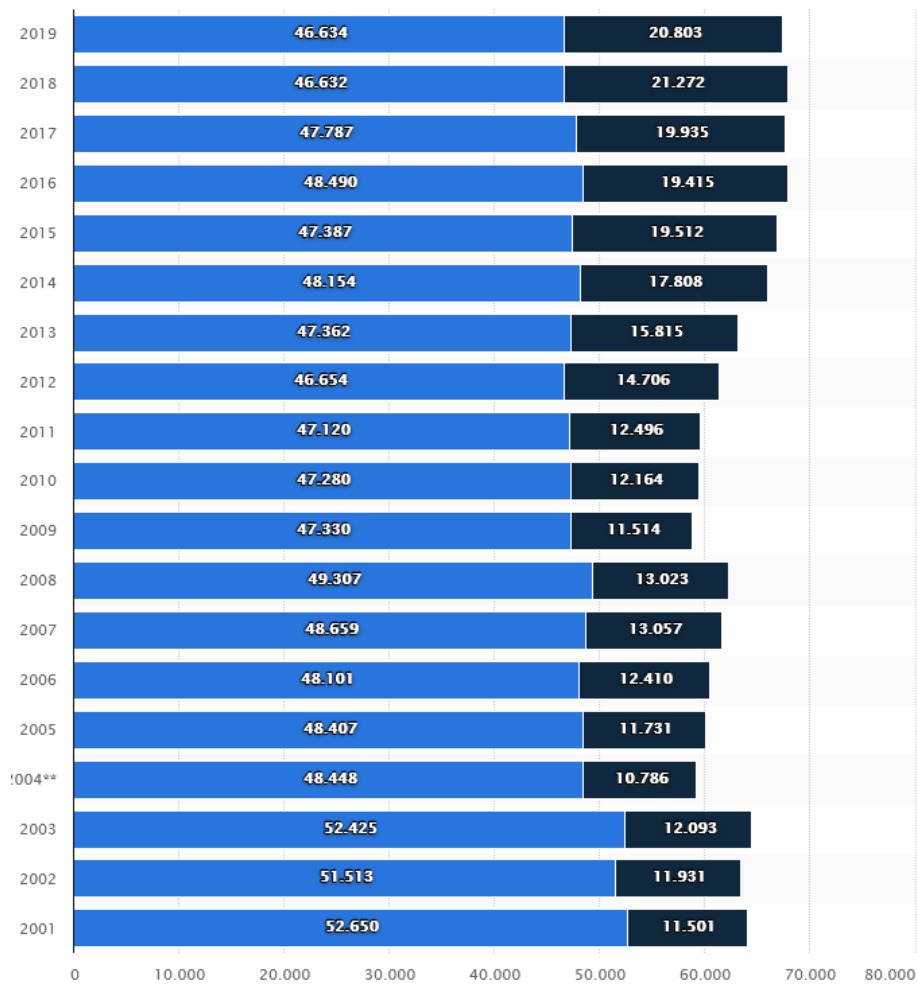
/ N Person

/ 1 Team

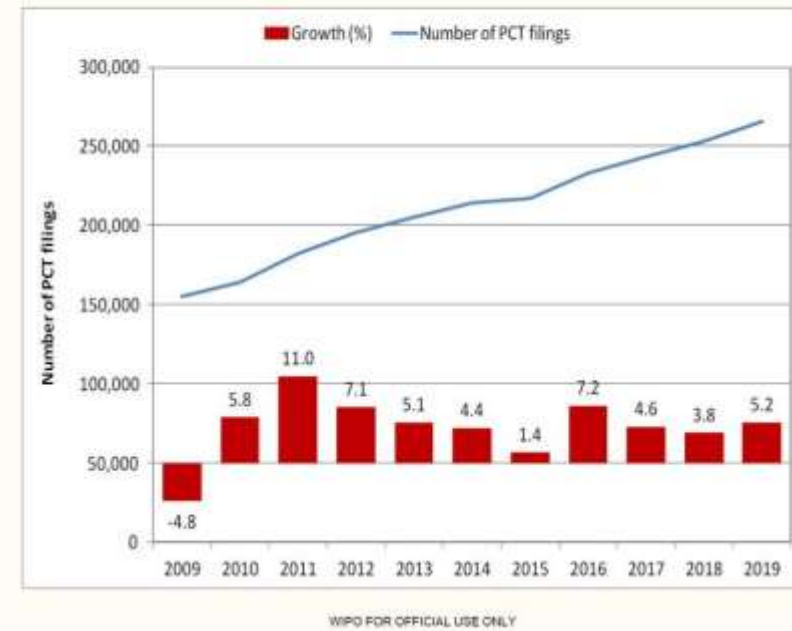
/ N Team

/ “All”





International patent applications filed via the PCT System grew by 5.2% in 2019



# German Labor & Company Law



## German Law for Starters

**If you contract an independent party, the contractor must stay independent.**

No legal consul by  
valtech or the presenter

# Level of Engagement

## / Money-for-Time

- / Work on agreed work results
- / Direction only work result related
- / Agree on technical integration

## / Benefit-for-Risk

- / Spontaneous ideation
- / Leeway to explorer business opportunities
- / Independence of directions





# **Innovation & Contracts**



# Innovation & Contracts

/ Long-term

/ Eye-level

/ Trustful

/ Granting thinking space

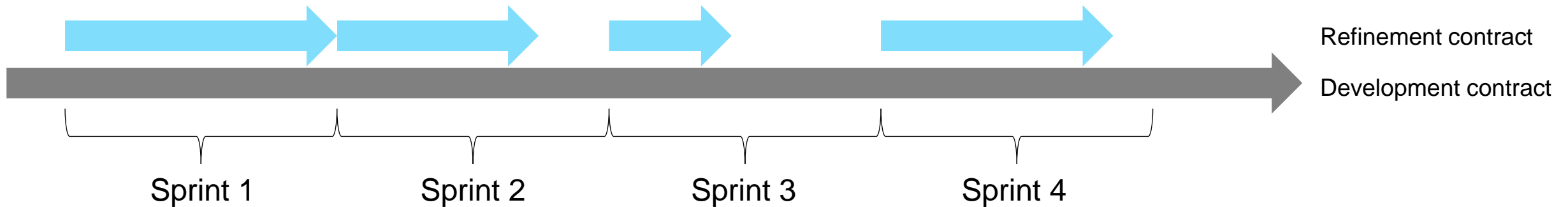
/ Full technical integration

/ Integrate partners into ideation process as much as possible

# Co-Creation

/ Refinement and refinement contracts

Refinement contracts define the **deliverable: Refined Product Backlog Item**



\*) Ensure (legally) independent work while executing the refinement contract!

# Structure of Scrum: Direction on Deliverables only

/ Direction via Challenges, Questions, Problems,  
... through (real) PO

/ Self-managed exploration of problem and  
solution

/ Motivate instead of Dictate

/ Lead-by-Example

/ Enable the Team to achieve great things  
(no wipe)



# Org. Design and Culture Supporting Innovation

- / Self-managed teams
- / Long-lived teams
- / Everyone is focused on the product and business value
- / Direct communication (no directed communication)
- / Team manage their own Sprint Backlog
- / Exchange as needed in Communities
- / Nurturing culture of technical excellence – only with excellent tech you are agile enough to swiftly switch ideas and gain opportunities
- / Inspect and adapt on all levels (tech, org. and people)

... sounds like LeSS!



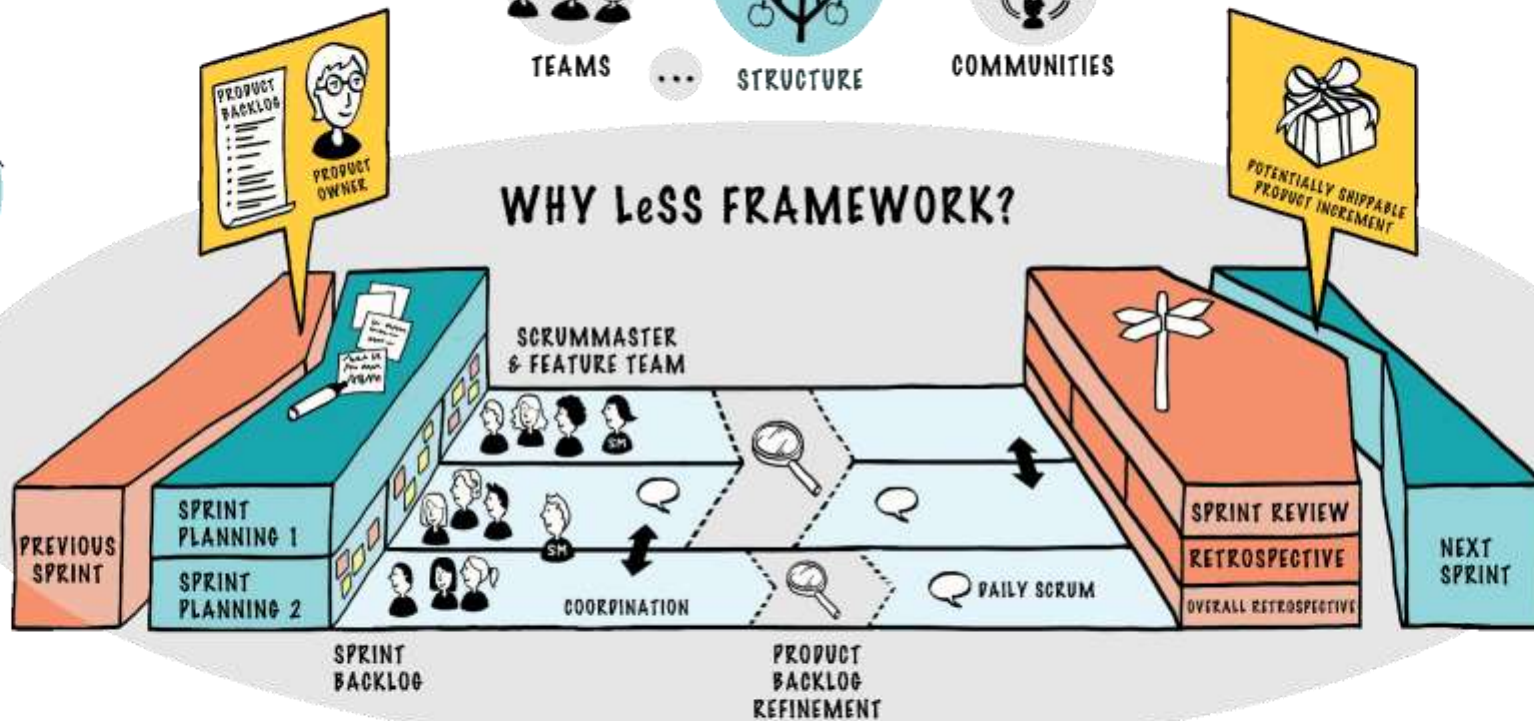
## FEATURE TEAMS




...



## WHY LESS FRAMEWORK?



PO APO APO

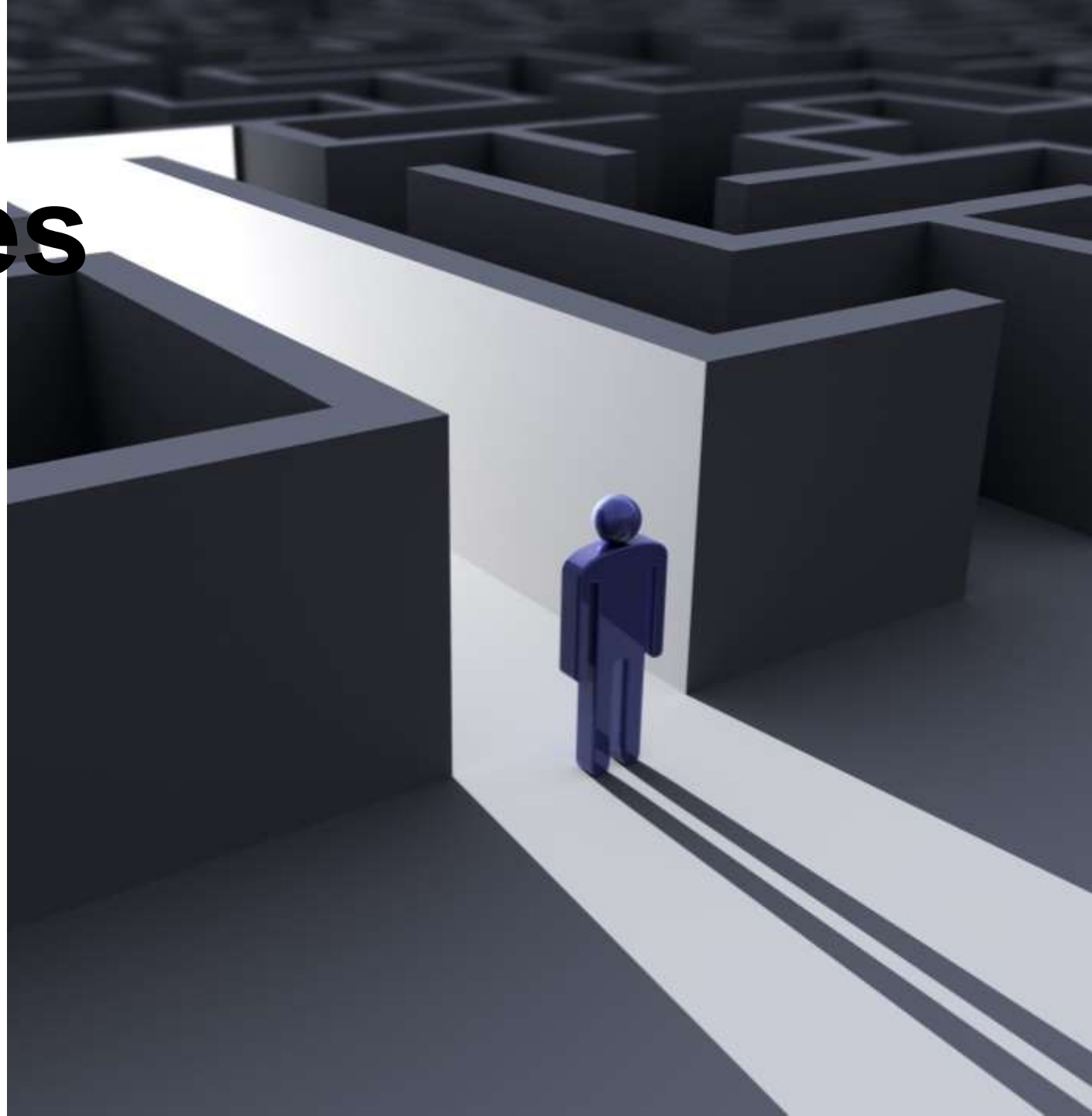


## REQUIREMENT AREAS

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# Some legalizes

- / How to behave?
- / How to phrase to avoid confusion of motivational direction and contract direction?
- / Acquiring addition knowledge and expertise. Who is responsible and paying for?
- / How much leeway of uncertainty to secure opportunities and secure freedom of contractor?
- / Colleague or partner?





# Thank You

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[michael.mai@valtech.com](mailto:michael.mai@valtech.com)

+49 173 3921803