

5 OCTOBER 2023  
Paris

HR Innovation Roundtable®  
Workshop hosted by **THALES**

# Culture of Agility & Customer Centricity

Scaling Agile Principles & Mindset Beyond Software;  
Iterating with Customers for Innovation; Instilling Servant Leadership;  
Nurturing a Customer Oriented Culture

## SPEAKERS

ThalesAlenia  
a Thales / Leonardo company Space



**Vincent Clot**

Business & Open  
Innovation Director

ThalesAlenia  
a Thales / Leonardo company Space



**Jose Manuel Jimenez**

Industrialization and  
Production Manager

**HEINEKEN**



**Ronald Maas**

Interim Director Agile  
Transformation



**Nils Michaelis**

Head of Digital Product  
Operations

**Schneider Electric**



**Audrey Chatel**

Customer Experience  
Strategy Director

**SIEMENS**



**Dennis Willkomm**

Head of Agile  
Enablement for Process  
Automation Software

## TOPICS

**Agility:** Driving Agile beyond Scrum and Software Teams: Dos and Don'ts • Fostering Change the Agile Way: Organizing and Setting up Effective Interventions • Taking an Experience-Based Approach to Support Leaders in Transitioning to Agile • Creating Anchors to Maintain New Behaviors: Changing Mindsets and Driving Agile Practices • Key Pillars of Agile Leadership: from New Capabilities to the Role of a Catalyst • Managing the Two Speeds of Agile Transformation: System Improvements and Speed Limits • Bridging Agile and Non-agile: Creating the Structure to Link the Methods' Different Aspects • Fostering Cross-Functional Collaboration and Infusing Intrapreneurial Mindsets

**Customer centricity:** Driving Customer Centricity: Focusing On Customer Outcomes & Organizing around Audiences • Engaging Leadership in Driving Customer-Centricity: from Adapting Incentives to Prioritization • Supporting People in Adopting Human-Centric Tools to Drive Change across the Board • Embedding Customer Centricity into Everyone's Jobs: Bringing People Closer to Customers • Taking a User-over-Customer Approach: Leveraging Lean Startup to Identify Needs and Iterate

## AGENDA OUTLINE

08:30 - 09:00 Registration & light breakfast  
09:00 - 17:00 Workshop (incl. lunch and coffee breaks)

**Thales Alenia Space** • Driving a Culture Shift: Fostering Agile Mindsets, Infusing Intrapreneurial Culture and Taking a Customer-Centric Approach to Innovation  
Vincent Clot • Business & Open Innovation Director  
Jose Manuel Jimenez • Industrialization and Production Manager

**HEINEKEN** • Driving Agile Transformation: Building an Integrative Learning Approach and Managing Pushbacks  
Ronald Maas • Interim Director Agile Transformation

**Roundtable Discussion I:** Insights and challenges

**The LEGO Group** • Transforming to Agile within a Product Company: Changing Ways of Working in the Digital Space and Collaborating & Fostering Customer Agility  
Nils Michaelis • Head of Digital Product Operations

**Siemens** • Fostering Agile Mindsets and Leadership: Anchoring New Behaviors and Ways of Thinking & Acting  
Dennis Willkomm • Head of Agile Enablement for Process Automation Software

**Roundtable Discussion II:** Topics of choice

**Schneider Electric** • Driving Customer Centricity – and Leveraging the Six Thinking Hats to Bring Detractors on Board  
Audrey Chatel • Customer Experience Strategy Director

### Panel & Plenary Sharing

17:00 - 18:00 Drinks on the premises

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## Culture of Agility & Customer Centricity

Scaling Agile Principles & Mindset Beyond Software; Iterating with Customers for Innovation; Instilling Servant Leadership; Nurturing a Customer Oriented Culture



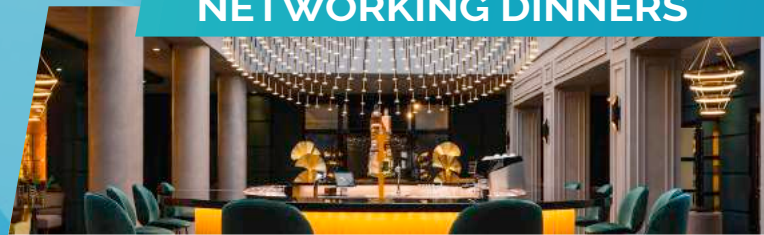
**THALES**

**Thales Global Services**  
19-21 Avenue Morane Saulnier,  
78140 Vélizy Villacoublay, France

✈️ Only 25 min, Charles de Gaulle 60 min

Venue, directions, parking and recommended hotels on p. 7-8

## NETWORKING DINNERS



On the evenings of **3 and 4 October**, attendees will have the opportunity to meet for dinner (at own expense) at the **Augustin Bistrot restaurant** in Paris (3 Oct) and the restaurant **L'Alcôve** in Versailles (4 Oct).

Details & registration info on p. 5 (NB: register by 27 September)

## CONNECT • LEARN • SHARE

Our workshops are **attended by 120-150 participants** from multinational corporations, with no vendors or consulting firms. This creates an intimate environment enabling in-depth exchange between peers during roundtable discussions, facilitated exercises, and informal networking breaks.

This event is part of both the HR Innovation Roundtable® and Innovation Roundtable® programs, enabling networking and exchange experience between **corporate HR and innovation executives**, on how to identify ways to align culture & people to drive innovation & transformation in large firms.



**HR Innovation Roundtable® facilitates connections between human resource & innovation professionals in multinational corporations, in a setting where they can learn about best practices, discuss selected topics, and share experiences with their peers**

Our events, hosted by leading firms, are designed to optimize networking and knowledge sharing amongst peers and provide their companies with transferrable insights, inspiration and new ideas.

To discover our network, membership benefits and our calendar of workshop and Summits for corporate HR professionals, please visit [hr.innovationroundtable.com](https://hr.innovationroundtable.com)





**Jose Manuel Jimenez**

Industrialization and Production Manager



## Driving a Culture Shift: Fostering Agile Mindsets, Infusing Intrapreneurial Culture and Taking a Customer-Centric Approach to Innovation

Jose Manuel Jimenez and Vincent Clot will talk about Thales' culture transformation. Jose will introduce the organization's culture manifesto to zoom in on driving agile mindsets. He will share an HR team's agile transformation journey and discuss lessons learned. Vincent will hone in on how the organization implements the pillars of 'test and learn' and 'user over customer' into practice through infusing startup mindsets internally and leveraging lean startup.

- The six pillars of culture transformation – from empowerment over control through users over customers to failure over not trying
- Driving agile by positioning it as new ways of working to go beyond scrum and software teams – what worked and what didn't
  - Taking an HR team on an agile transformation journey – and

implementing agile ways of working including retrospectives, sprints, and a day for life

- Lessons learned including getting top management to communicate the importance of change, the need for a coach, and more
- Fostering culture change – bringing external startups and intrapreneurs into the same environment to enable cross-fertilization and infuse intrapreneurial mindsets
- Taking a user over customer approach – leveraging the lean startup approach to explore the market, identify customer needs, and iterate



**Vincent Clot**

Business & Open Innovation Director



## Driving Agile Transformation: Building an Integrative Learning Approach and Managing Pushbacks

Ronald Maas is leading the agile transformation at HEINEKEN. He will share initial insights on the journey and draw on his past experiences to distill lessons learned on making the transformation stick. Ronald will detail how to drive agile the agile way and manage pushbacks from the system.

- Leading agile transformation at a federative FMCG company with local IT
- Driving change the agile way – setting up effective interventions and organizing towards a successful transformation
- Incorporating learning interventions into agile transformation – creating a learning approach that addresses people's needs and enables them to learn on and for the job with peers
- The two speeds of agile transformation – continuous improvement within the boundaries of the system and the system-based limitations that slow down advanced teams
- Getting senior leaders to embrace agile – driving agile practices rather than agile leadership and adapting the learning approach to their preferences



**Ronald Maas**

Interim Director Agile Transformation



**Roundtable Discussion I • Insights & challenges** • Each attendee makes an illustration or writes a text to summarize or highlight a key aspect or challenge in one of the key topics of the day. The group discusses the input one person at a time. Discussion tables will be divided into B2B, B2C and B2B2C.



## Nils Michaelis

Head of Digital Product Operations



## Transforming to Agile within a Product Company: Changing Ways of Working in the Digital Space and Collaborating & Fostering Customer Agility

LEGO is on a two-year ongoing journey to transform from classic IT to agile. Nils Michaelis will talk about the transformation within the digital product part of the organization. He will share the approach, pivots, and lessons learned on the journey including:

- Starting the transformation with reorganizing and hiring people – and the challenge if not including the stakeholders from the start and getting them on board
- Embracing agile ways of working and enabling cross-functional collaboration – changing conversations with stakeholders and managing the interaction of agile and non-agile teams
- Pivoting to investing more in people, onboarding them, and building a community
- The changing role of leadership – and the need for them to shift to offering guidance instead of answers and accept a different environment with less clear deadlines
- Customer centricity – shifting from output to outcome focus and organizing around audiences



## Dennis Willkomm

Head of Agile Enablement for Process Automation Software



## Fostering Agile Mindsets and Leadership: Anchoring New Behaviors and Ways of Thinking & Acting

Dennis Willkomm has made the journey from developer to agile coach to head of the Agile Enablement. He will talk about how this department supports the organization and coaches leaders in their transition to agile project development. Dennis will share insights on:

- What agile leadership is about – personal development, building new capabilities, recognizing patterns, and transitioning from an expert to a catalyst who empowers teams
- Supporting leaders in the transition from classical to agile project management
  - Distilling insights from personal experience to focus more on how leaders think and see things than on methods and specific behaviors – recognizing leaders' orientation and limitations as the first step in the transition to agile leadership
  - Creating anchors and coaching leaders to help them avoid reverting to old behaviors – asking the right questions and showing behaviors
  - The ability to be flexible and adapt to the context is at the heart of agile leadership
- The need for the management team to create the environment and empower the people to be agile – and be clear on the need for agile
- Finding bridges between agile and non-agile – creating the structure that brings together the different aspects within a certain timeframe

**Roundtable Discussion II · Topics of choice** · Each attendee selects one discussion topic within the overarching themes of the day, based on the inputs emerging from the first roundtable discussion.



## Audrey Chatel

Customer Experience  
Strategy Director



## Driving Customer Centricity – and Leveraging the Six Thinking Hats to Bring Detractors on Board

Audrey Chatel will give a short lead-in presentation to the panel. She will introduce Schneider Electric's approach to driving customer centricity. Audrey will describe how the organization leverages the six thinking in the effort to build a culture of customer centricity and how the method enables the organization to bring

both the stakeholders and detractors on board. In the lead-in and the panel discussion, Audrey will touch upon changing mindsets, getting people on board, and embedding customer centricity into work processes.

**Panel and Plenary Sharing** · Plenary feedback session and a panel with speakers from the day.

## NETWORKING DINNER

Before the workshop, on the evening of Wednesday 4 October, there will be a dinner (at own expense) at the restaurant L'alcôve in the Hôtel Le Louis, Versailles Château, located near the Palace of Versailles.

Participants can meet at the restaurant for drinks from 18:45; the dinner will start at 19:45.

3-course dinner drinks (incl. ¼ wine, water and hot drinks):  
€75.50

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Wednesday

Register and pay by **27 September** at  
[innoround.co/dinners](https://innoround.co/dinners)

 **L'ALCÔVE, Hôtel Le Louis, Versailles Château**  
2 bis avenue de Paris 78000 Versailles  
[lelouis-versailles-chateau.com](https://lelouis-versailles-chateau.com)





We recommend the following readings with insights and cases related to the workshop themes:

## #Agility

- [6 Principles to Build Your Company's Strategic Agility](#)  
Michael Wade, Amit Joshi, and Elizabeth A. Teracino, 2021 – Harvard Business Review – Free access\*\*
- [Agility: The Business Model of Today](#)  
Kevine Coker, 2022 – Forbes – Free Access
- [Agility Hacks](#)  
Amy C. Edmondson and Ranjay Gulati, 2021 – Harvard Business Review – Free access\*\*
- [Have We Taken Agile Too Far?](#)  
Colin Bryar and Bill Carr, 2021 – Harvard Business Review – Free Access\*\*

## #Customer Centricity

- [What Is the Optimal Pattern of a Customer Journey?](#)  
Julian De Freitas, 2023 – Harvard Business Review – Free Access\*\*
- [The Neuroscience of Customer Experience](#)  
Paul J. Zak, 2022 – MIT Sloan Management Review – Free Access\*
- [The Three Building Blocks of Successful Customer-Experience Transformations](#)  
Victoria Bough, Ralph Breuer, Nicholas Maechler, and Kelly Ungerman, 2020 – McKinsey – Free Access
- [Customer Centricity in the Digital Age](#)  
Zoran Latinovic and Sharmila C. Chatterjee, 2019 – MIT Sloan Management Review – Free Access\*
- [6 Ways to Build a Customer-Centric Culture](#)  
Denise Lee Yohn, 2018 – Harvard Business Review – Free access\*\*
- [How Customer Obsession Creates Accountability for Change](#)  
Carlene Li, 2019 – MIT Sloan Management Review – Free Access\*
- [Designing a Seamless Digital Experience for Customers](#)  
Christian Terwiesch and Nicolaj Siggelkow, 2021 – Harvard Business Review – Free access\*\*

\* You can register as a Site Member on [sloanreview.mit.edu](https://sloanreview.mit.edu) and access up to 5 articles for free each month. Yearly subscription with unlimited access to articles: USD 69.

\*\* HBR.org allows unregistered users to access up to 2 articles for free every month.



**Thales Global Services**  
19-21 Avenue Morane Saulnier  
78140 Vélizy Villacoublay, France

## From the airports

The venue is located South-West of Paris. It's recommended to fly to **Paris Orly** and reach the venue by taxi (25-40 min).

Should you fly to **Paris Charles De Gaulle**, a taxi ride may take between 70 min and 2 hours: it is therefore **recommended to take the RER B train to Bourg-La-Reine** (12 stops, 60 min). From there you can take a taxi (25 min) or the bus 390 (25 stops, 40 min) to the Vélizy 2.

## From central Paris

The venue can be reached by car from central Paris in approx. 45 minutes.

The venue is also served by **tram line T6** (stops Dewoitine), departing from Châtillon-Montrouge station in the south of Paris (26 min from there). Several other options via metro / tram / bus from central Paris are possible (estimated journey time 45-50 min), with several busses connecting to metro, RER, SNCF and tram stations from the Vélizy 2 hub.



## ACCESS

Participants are requested to show a valid ID at the entrance.

## PARKING

Visitor parking available underneath the venue.

## INTERNET

You will receive WiFi access at the venue.

## CONTACT

For inquiries, please call us: **+45 4050 8686**



**Recommended Hotels** - Attendees can book rooms at the following hotels, all located close to the workshop venue. Please note that we do not have booking agreements with many of those hotels and price and availability is subject to change. Therefore it is suggested that you reserve your room as soon as possible.

## Hôtel Forest Hill Meudon-Vélizy ★ ★ ★ ★

[foresthill-hotels.com](http://foresthill-hotels.com)



- 40 Av. du Maréchal de Lattre de Tassigny, 92360 Meudon, France
- 11 min (walk) to venue; 1 hour (drive) from CDG Airport/ 24 min drive to Orly Airport
- Standard Room, double bed €165; excl. breakfast
- Reservation on the hotel's website or booking portals

## ibis Styles Paris Vélizy ★ ★ ★

[accor.com](http://accor.com)



- 39 Av. de l'Europe, 78140 Vélizy-Villacoublay, France
- 6 min (walk) to venue; 1 hour (drive) from CDG Airport/ 27 min drive to Orly Airport
- Standard room, twin bed €137; incl. breakfast
- Reservation on the hotel's website or booking portals

## Hôtel Mercure Paris Vélizy ★ ★ ★ ★

[accor.com](http://accor.com)



- 22 Av. de l'Europe, 78140 Vélizy-Villacoublay, France
- 13 min (walk) to venue; 1 hour (drive) from CDG Airport/ 27 min drive to Orly Airport
- Standard room, double bed €147; excl. breakfast
- Reservation on the hotel's website or booking portals

## Best Western Plus Paris Vélizy ★ ★ ★ ★

[bestwestern.com](http://bestwestern.com)



- 1 Pl. de l'Europe, 78140 Vélizy-Villacoublay, France
- 3 min (drive), 15 min (walk) to venue; 1h and 10 min (drive) from CDG Airport/ 24 min drive to Orly Airport
- Superior room, king bed €181; incl. breakfast
- Reservation on the hotel's website or booking portals.