

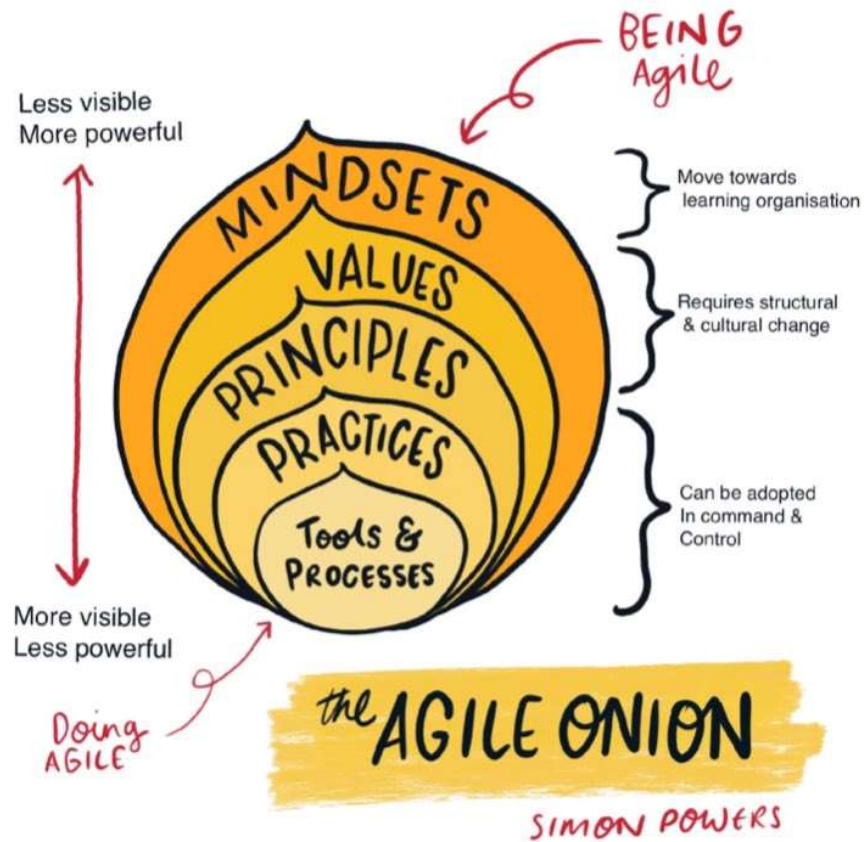


First Challenge – The team structure

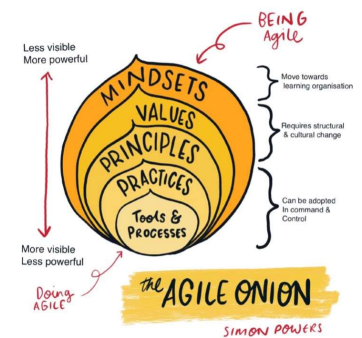
Your leader has asked you to propose a structure for the new area “Manufacturing Platform Technology”. The area initially consist of 5 products (PLM/Teamcenter, Machine Edge/EMMA and Product tracing plus 2 products for Model Production (Operations & Product development). Task:

- Please describe how you would set the team up, including which parameters you are considering
- Please describe what success look like for the team on a 30-60-90 days horizon after implementing the new structure

Feel free to make any assumptions and fill in the blanks to be able to complete this challenge.

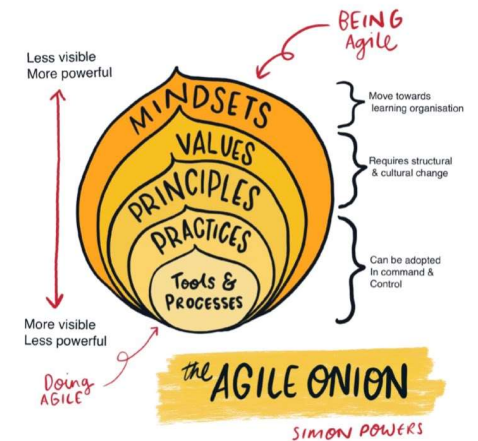


Belief	Children are our role models			
Mission	Inspire and develop the builders of tomorrow			
Vision	A global force for Learning-through-Play			
Idea	System-in-Play			
Values	Imagination • Fun • Creativity • Caring • Learning • Quality			
Promises	Play Promise Joy of building, Pride of creation	People Promise Succeed together	Partner Promise Mutual value creation	Planet Promise Positive impact
Spirit	Only the best is good enough			



Guiding Principles

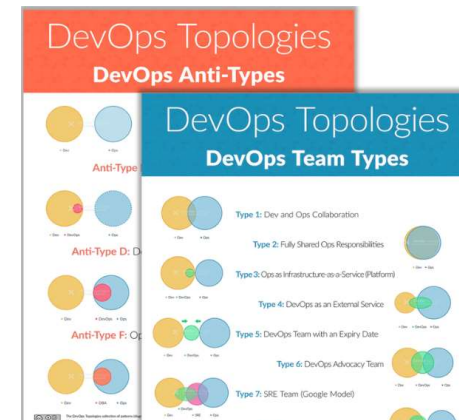
- Manufacturing Platform Technology consists of **aligned** and **empowered teams** with **motivated individuals**.
 - We focus on **delivering value** to our clients and stakeholders
 - We are **innovative** and technologically inquisitive
 - We **continuously learn** and **improve**
 - We ensure that everyone feels **included** and valued for the **different perspectives and competencies** they bring
- The OMP strategy and maintenance obligations form the basis for the team competency profile and structure.
- Technology and Product roadmap influences team competency profiles.
- We recruit, develop, inspire and motivate individuals and teams based on our values and principles.



Disclaimer

In real life, I would do this together with my team of leaders, but for the sake of answering the question here is how I would set up the new area.

There are plenty of practical models, starting with DevOps team topologies more than 10 years ago, I am intentionally avoiding that level of detail.



How would you set the team up, including which parameters you are considering

Assumption

- Each product is significant enough to be covered by one dedicated team. I can normally decide that based on product complexity, resource availability, strategic importance, etc.

Practice

- **The area is a *team of teams*, consisting of 5 Product teams.**
- **Each team has clear ownership and accountability.**
- **We build it, we run it, we *own* it!**

How would you set the team up, including which parameters you are considering

Assumption

- While products and product teams are separate, there are commonalities that we can leverage

Practice

- Teams are composed of not only cross functional skills that are needed to deliver the value, but also a good blend of specialists and generalists.
- Enable collaboration among the product teams to foster knowledge sharing, innovation, and best practices

How would you set the team up, including which parameters you are considering

Assumption

- While we talk about Agile, DevSecOps, SRE, Platform Teams etc. engineers might fail to see the big picture and stick to old habits.

Practice

- **Proactive measures will be defined to avoid potential single-person dependencies and bottlenecks.**
- **Local optimization and short term gains are avoided.**

How would you set the team up, including which parameters you are considering

Assumption

- Talent is scarce; female colleagues are underrepresented

Practice

- Invest in growing talent, and make it part of senior professionals' responsibility
- While we aim for a good balance of different levels of seniority; trust in new graduates, we can also learn from them
- Be conscious about biases and processes that repel female applicants, and aim for min 40% female employees

Please describe what success look like for the team on a 30-60-90 days horizon after implementing the new structure



Second Challenge –The future

Your leader has asked you to consider how the team of within Manufacturing Platform Technology should work, going forward Task:

- What would be the focus of your considerations
- What is most important and why
- How would you implement changes if you propose any

Feel free to make any assumptions and fill in the blanks to be able to complete this challenge.

What would be the focus of your considerations

Making it

easy (faster/cheaper/scalable)

for our users to

run (use/consume/

our services

What is most important and why

We build a foundation of self-service APIs, tools, services, knowledge and support.

Our business colleagues should be able to make use of the platform to deliver at a higher pace, with reduced coordination.

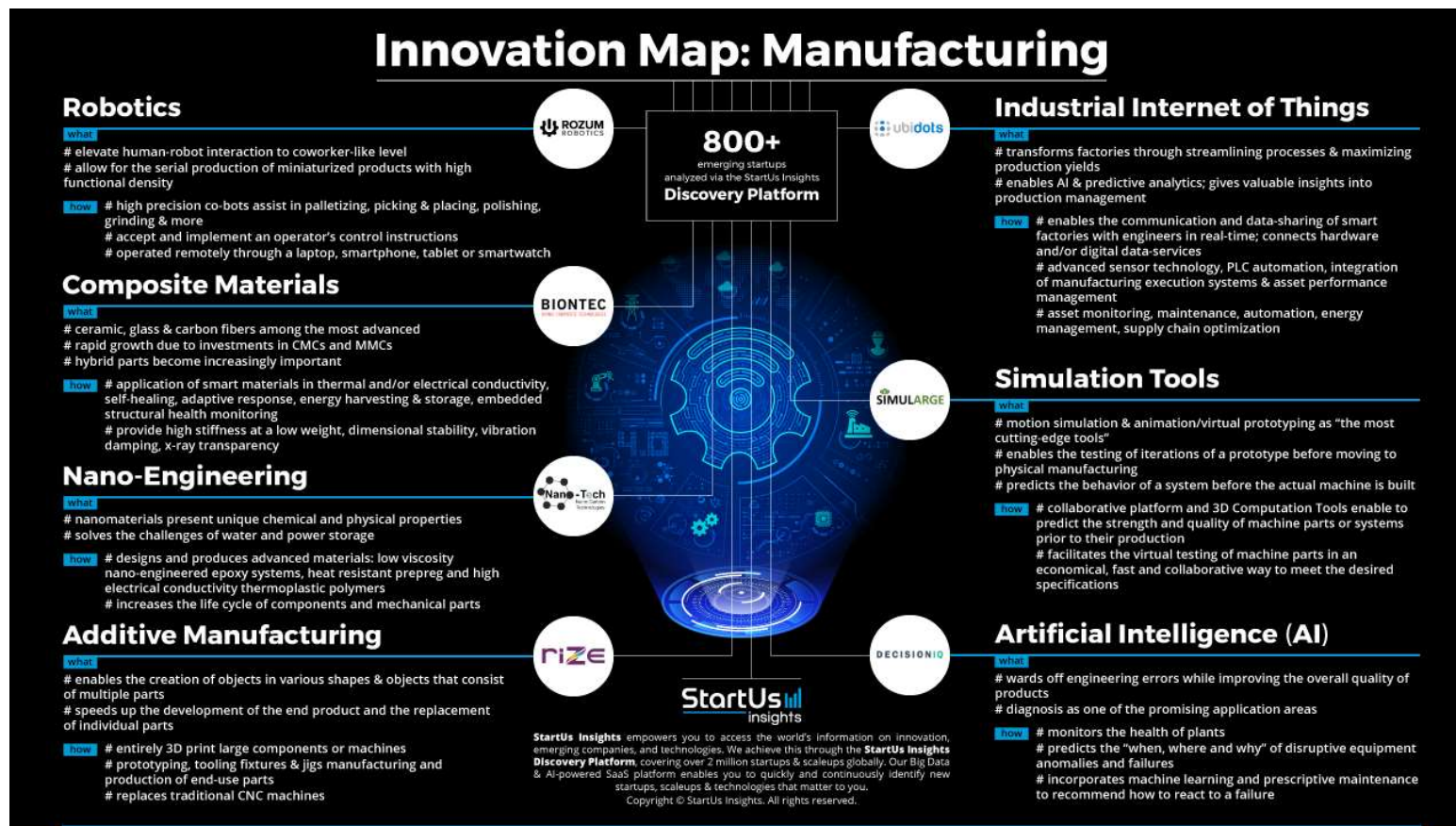
What would be the focus of your considerations

Focus on
common
problems

What is most important and why

Platform teams prevent other teams from reinventing the wheel by tackling shared problems over and over.

How can we innovate



Strategy Localisation

