



„We believe organizations can achieve much more than they actually do ...“



How thyssenkrupp Steel Europe AG achieved significantly more implementation strength

CASE STUDY THYSSENKRUPP STEEL EUROPE

Sector:

Steel industry

Company size:

Group (over 26,000 employees)

Turnover:

EUR 13,156 million (2022)

Headquarters:

Duisburg, Germany

Use case:

Boosting implementation strength

Introduction

Headquartered in the German city of Duisburg, thyssenkrupp Steel Europe AG is the steel-making division of thyssenkrupp AG. Its core business areas are steel production and the manufacture of flat products from carbon steel as well as the provision of services to the steel sector.



EBIT

finally back
in the black



Passion

throughout
the entire team



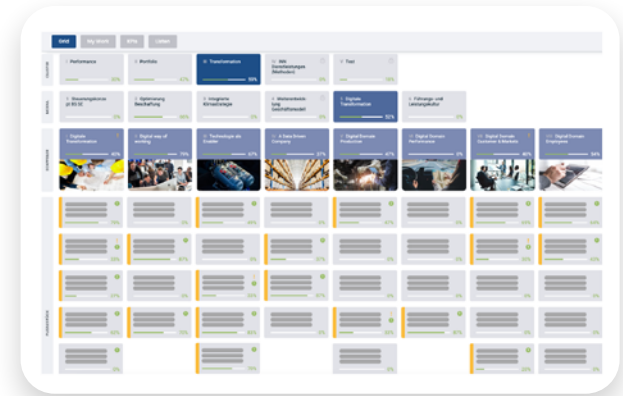
EUR 800 m.

path clear
for investment

Steel Strategy 20–30 clears the way for €800 million investment

Turning the corporate vision into reality

Parent company thyssenkrupp AG was faced with an important decision: Should it sell its subsidiary or instead focus on further independent development? The Executive Board in Essen decided against a sale and resolved instead to invest around 800 million euros in the steel sector. The overarching goal of the “Steel Strategy 20–30” was for tk Steel to regain its leading position in the European steel market.



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Deliberately entering the “discomfort zone”

Specifically, for tk Steel this meant increasing the production of CO₂-reduced steel, developing materials for e-mobility, taking lightweight construction for the automotive industry to the next level and implementing optimized sales and production management.

It was clear to the board members that the upcoming change would also be unpleasant for them personally: familiar management patterns and control mechanisms in the company would have to be completely rethought. In addition, they would have to utilize new and unfamiliar mechanisms to confirm that they were on the right track. Easier said than done.



thyssenkrupp Steel inspires us to enter our “discomfort zone”

The impact of ProgressMaker®:

Organizations that work with ProgressMaker® have told us that silo behaviors are broken down and consigned the past.

The health check for progress

ARE YOU PROGRESS READY?

The whole workforce is on fire again

Something radical and new was needed

CEO Bernhard Osburg, CTO Arnd Köfler and new recruits to the Management Board Carsten Evers (CFO) and Markus Grolms (CHRO) were unanimous: “We don’t have an awareness problem, but rather a massive implementation problem!” The Management Board members also shared another certainty: **We as a company can do better!** At least if the energy of the workforce could be rekindled and the employees could regain their pride.

Successful change involves not just talking about things, but letting things speak for themselves. We therefore only outlined a rough roadmap and presented Vision 2025 as well as its target images together with the four implementation principles: **Clarity on target states, speed, focus on results and discipline.**



Bernhard Osburg
Chief Executive Officer
thyssenkrupp Steel Europe

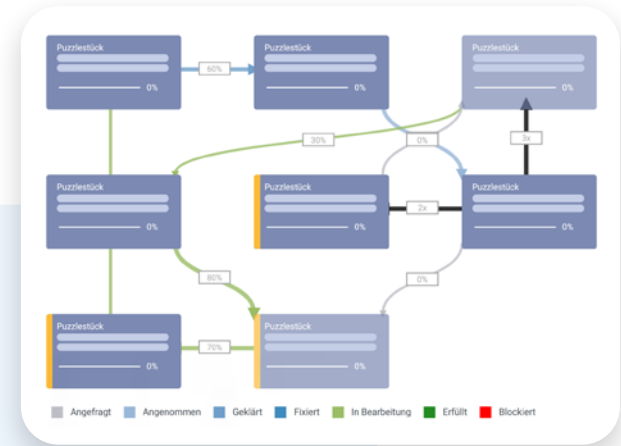
“ProgressMaker® is our single source of truth for strategy implementation.”



And the company was indeed able to do much better

The difference to previous transformation projects was clear. The participants in the modules were not asked to think through what measures needed to be taken to achieve the goals. Nor was it about the process or a specific approach. It was not about the “how”. Instead, the focus was placed on the “what” (i.e. what has to be different?) and the “why” (i.e. what do we want to achieve this target state for?).

The underlying idea was that, in order to achieve implementation strength, two prerequisites must be met: firstly, everyone involved is clear about the target states (What?) to be achieved; and secondly, everyone involved is clear about which objectives (Why?) are to be achieved.



Are you also thinking that your organization could achieve much more than it currently does?

ARRANGE A CONSULTATION

Finally back in the black after just three implementation sprints

Rule 1: An OKR consists solely of outcome or impact

The first golden rule of progress is that an OKR (objectives and key results) consists only of outcome or impact. Realization of this will ensure quick and entrepreneurially relevant effects, so that a company not only has a marketing concept in place after six months, but can already feel the first positive effects in terms of its customers.



Carsten Evers
CFO, thyssenkrupp Steel
Europe AG

“ProgressMaker® is a great help in managing complex programs with many players in a transparent, networked and, above all, results-oriented manner.”



Rule 2: There must be measurable progress at the end of every month

The second golden rule of progress states that, every month within the scope of a six-month sprint, each area of activity must generate measurable progress judged by outcome criteria.

At thyssenkrupp Steel, progress was required to be measurable on a monthly basis. To this end, each OKR must have two to three key results that describe either the progress being made by the team (output) or, even better, what effect the team is achieving (outcome). Results must be on a steady upwards trajectory every month, and that must apply to each individual key result.

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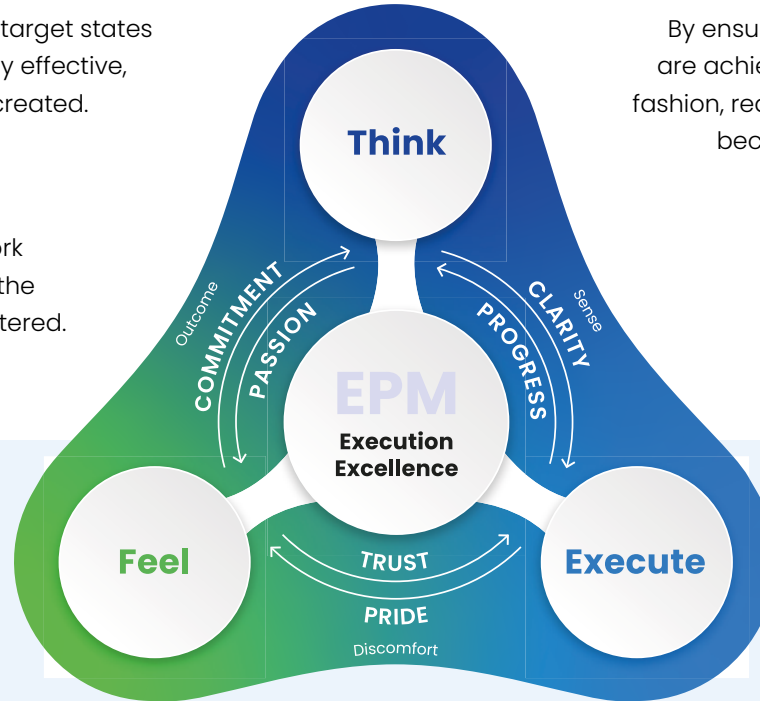
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Orchestrating implementation with ProgressMaker®

By ensuring that target states are emotionally effective, traction is created.

By ensuring that teams work in a disciplined manner on the right target image, pride is fostered.



By ensuring that outcomes are achieved in a disciplined fashion, real progress orientation becomes possible.

By ensuring that progress discipline is carried out in a certain way, pride (and therefore pull) is generated.

By ensuring that status meetings are no longer justification scenarios, trust is engendered.

Achieving extraordinary performance with mindset change and discomfort

The Management Board was aware that only a different and much less comfortable approach than before would lead to the success of the new strategy. Getting started requires effort and perseverance – but once the first hurdles have been overcome, passion and pride develop, as does increasing confidence in one's own abilities. The top team was won over by the concept.



”

“I am firmly convinced that your organization can achieve much more than it already does.”

Together we set higher standards

Results-oriented thinking and action – your roadmap to exceptional competitive strength



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