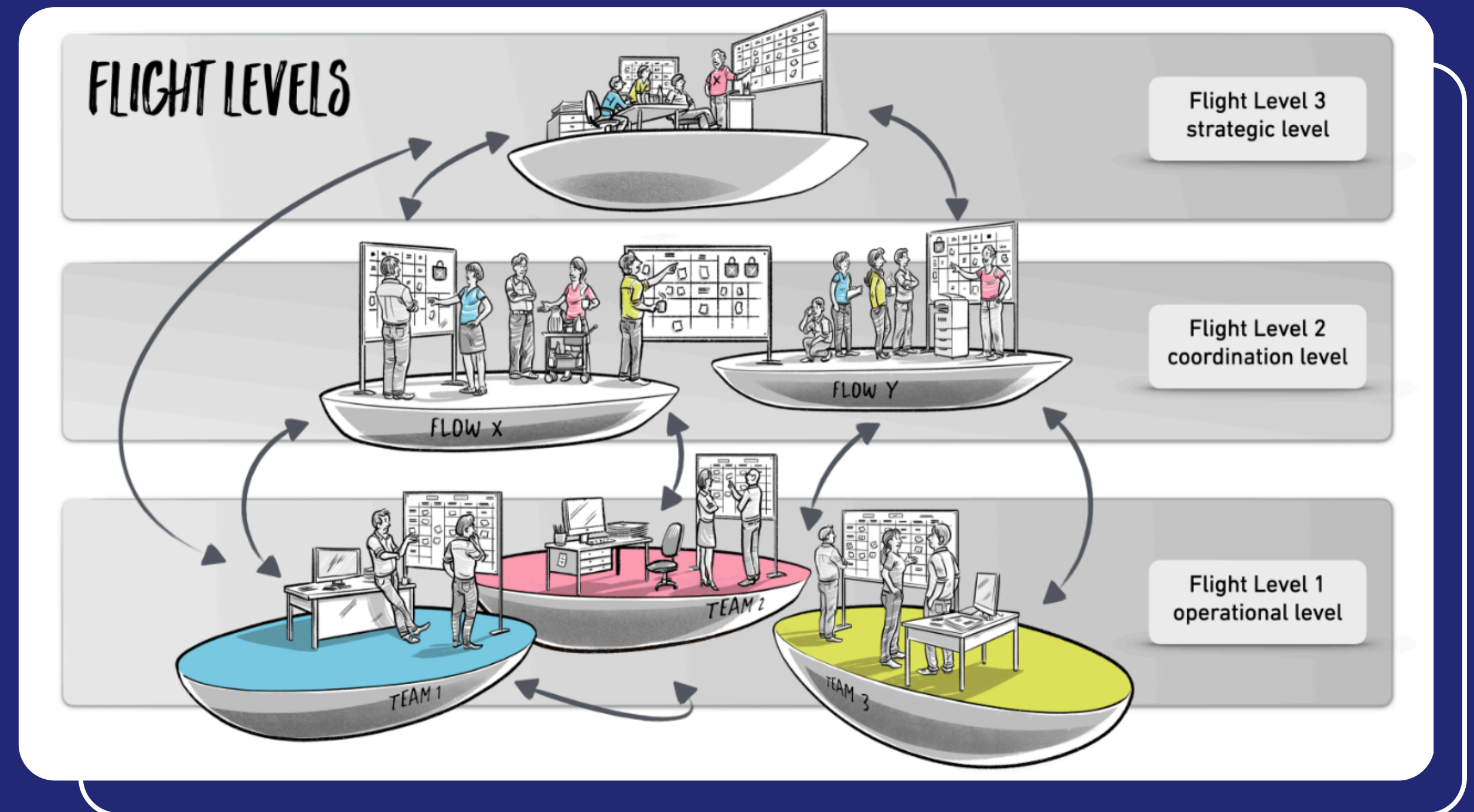


The Flight Levels Effect:

How Enterprises Align on Strategy & Double Operational Efficiency

Examples from CTT, Bosch and Siemens

This whitepaper is a collaboration between Flight Levels Academy and Businessmap - the go-to digital platform for strategic alignment with Flight Levels by Klaus Leopold.

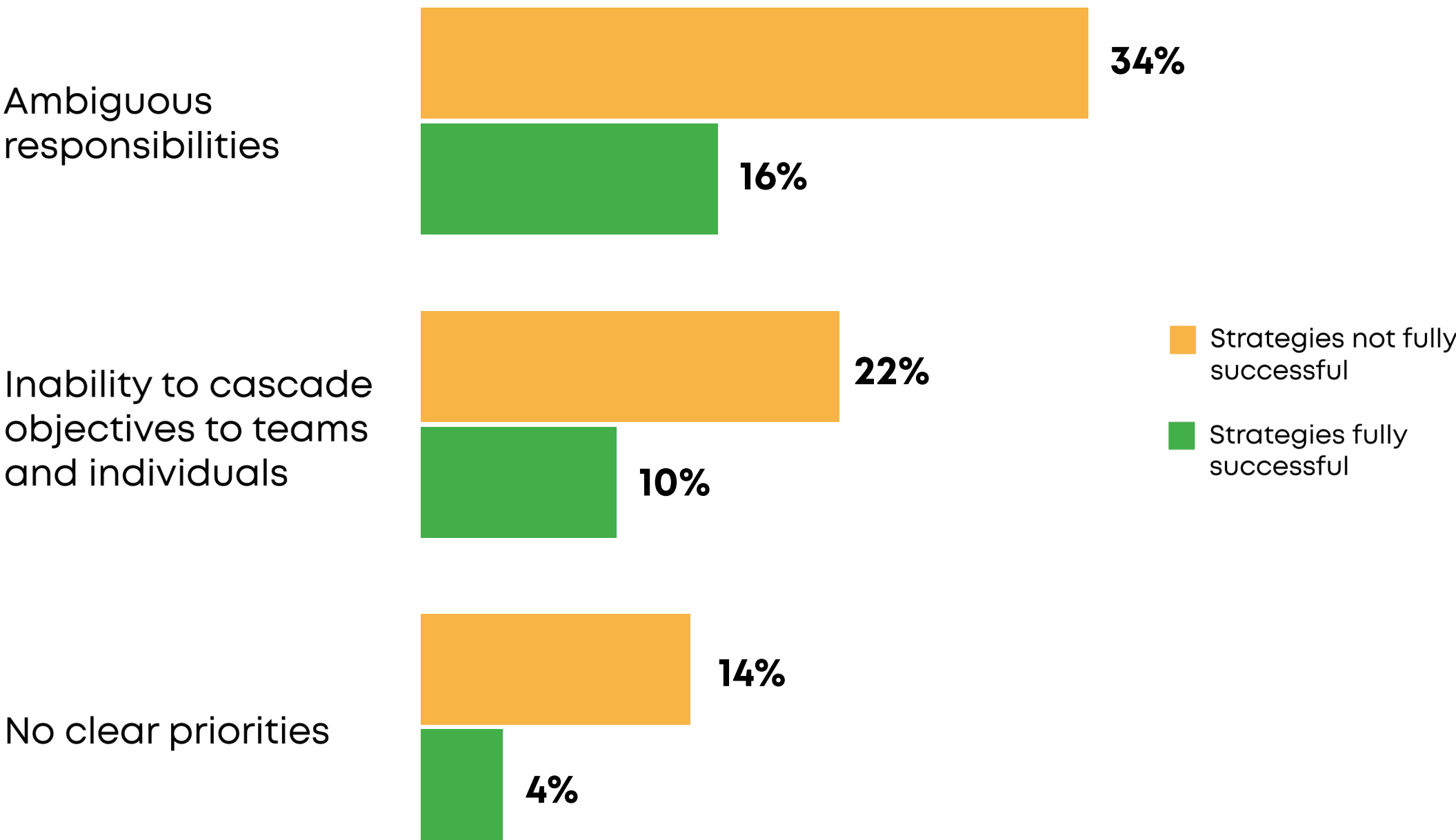


Executive Summary

This guide presents the value of strategic alignment in today's world. We will show you how the Flight Levels concept developed by Klaus Leopold helps enterprises such as Bosch, CTT (Portugal's national postal service), and Siemens reduce lead times and bring strategic initiatives to life.

But first, why is alignment so crucial for businesses in today's rapidly changing world?

3 Key Challenges Impacting Successful Execution of Strategic Objectives



Gartner, 2023, *The five pillars of strategy execution*

Why Misalignment Is Expensive?

Misalignment isn't just a hurdle—it's a high-cost risk. With most transformations failing due to poor execution and strategy gaps, the data is clear: without alignment, organizations fall behind.

These aren't just statistics—they're signals. Companies that don't address these gaps will continue to lose momentum, talent, and market relevance.

70%

of transformations fail due to poor strategy execution. ([McKinsey](#))

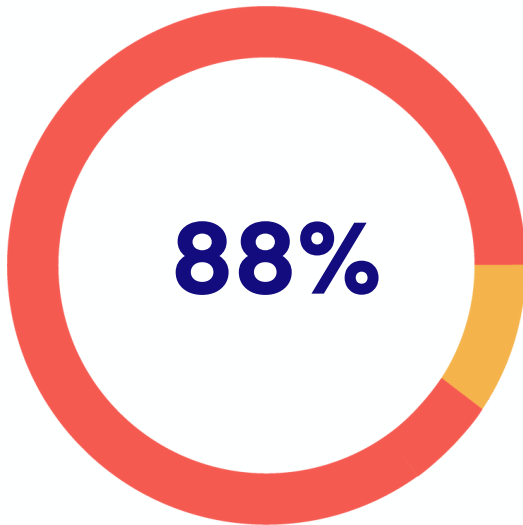
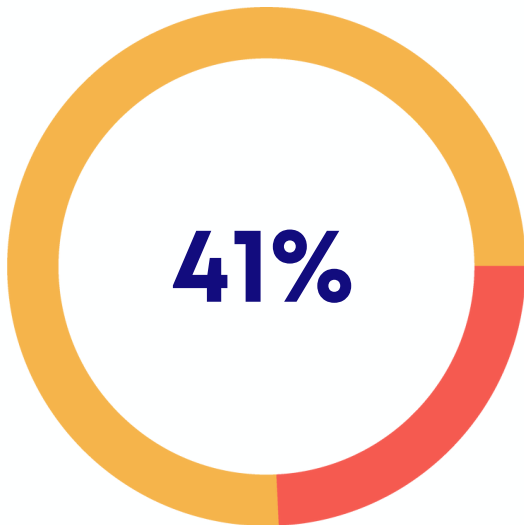
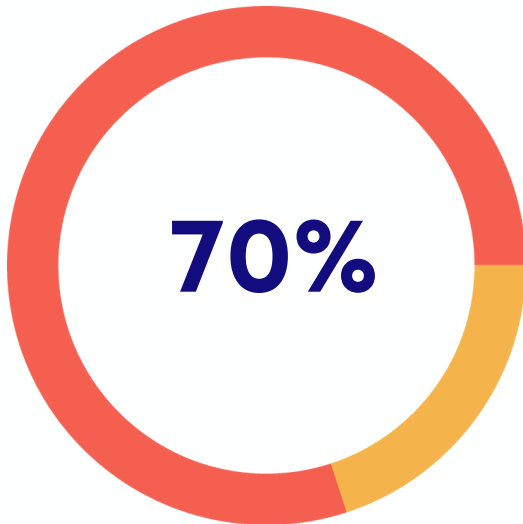
41%

Only 41% of organizations align their decisions with corporate strategy —yet those that do are 2.9 times more likely to outperform their competitors. ([McKinsey](#))

88%

of transformations fall short of their goals, often due to unclear prioritization and future-readiness gaps. ([Bain & Company](#))

The Cost of Misalignment



The Solution to Misalignment: Flight Levels

What Is Flight Levels?

“Flight Levels is like Google Maps for your organization. Less traffic jams, more clarity, and finally arriving where you want to go.

With Flight Levels, it’s not about working harder but smarter. Coordination across teams and aligning strategy and execution clearly.”



Klaus Leopold
Creator of Flight Levels®

Flight Level 3: The Strategy Control Center

Flight Level 3 serves as the organization's strategic hub. This includes:

- What we aim to achieve (strategic goals)
- How we measure success (OKRs)
- How we prioritize initiatives (decision logic and sequencing)

It's here that leadership sets the vision, aligns around impact, and defines the boundaries of focus.



Flight Level 2: The Coordination Center

Flight Level 2 is about organizing the "how." This level coordinates initiatives and dependencies across the value stream. It focuses on:

- What we'll work on to support strategic objectives
- Which teams are involved, and
- How teams are connected through dependencies and shared goals

Flight Level 2 connects efforts across teams to keep strategy moving forward.

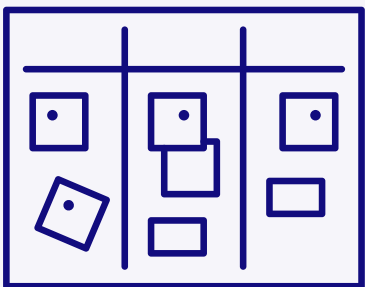


Flight Level 1: The Execution Center

Flight Level 1 focuses on teams delivering work using their preferred method —Kanban, Scrum, or traditional approaches. They:

- Translate coordination into concrete deliverables
- Organize and manage their workflows
- Provide visibility into what's done - and what's blocking progress

Flight Level 1 enables outcomes without prescribing methods.



Driving Enterprise Success: 3 Practical Flight Levels Examples

- # 1** Bosch: Accelerating Innovation in Autonomous Driving
- # 2** CTT: Doubling Delivery Speed in a Legacy Institution
- # 3** Siemens: Aligning Strategy and Accelerating Future Readiness



SIEMENS

1 Bosch: Accelerating Innovation in Autonomous Driving

The Challenge

Bosch’s 750-person ADAS team across seven countries was tasked with building a Level 3 autonomous system—but faced rising delivery friction, including:

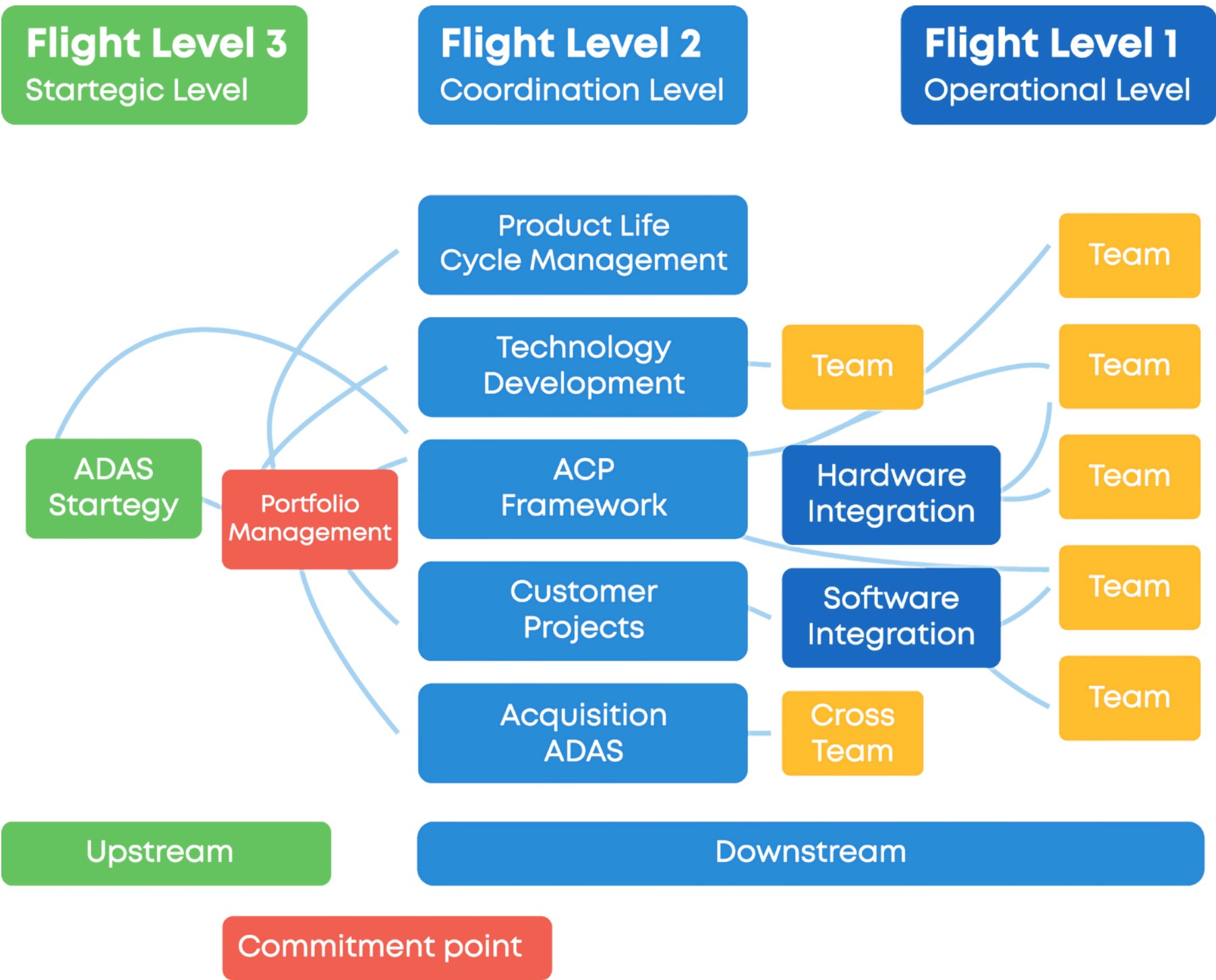
- ❌ Deep interdependencies across global teams.
- ❌ Lack of clarity in cross-functional workflows.
- ❌ Delays caused by poor coordination and unclear decision points.
- ❌ Fragmented understanding of how work progressed end to end.

The Goal

Establish flow, eliminate bottlenecks, and accelerate time-to-market.

The Flight Levels Solution

To move from organizational "jungle paths" to high-speed coordination, Bosch implemented Flight Level 2—the coordination layer—over a 6-month transformation.



1 How Bosch Applied Flight Level 2 In Practice?

1. Diagnosed the Organizational Landscape

- ✓ Identified 3 major dependency clusters and 2 coordination hubs through a tool called Design Structure Matrix (DSM).

2. Mapped Real Workflows

- ✓ Investigated how work moved across departments and condensed that into nine core workflows.
- ✓ Analyzed trigger points (like RFQs) and repeatable steps across projects.

3. Developed the Work System Topology

- ✓ Built a clear map of how Flight Levels 1 and 2 connected to strategy, with a Portfolio Management board serving as a point in the process where prioritization happens.
- ✓ Ensured teams knew when and why to act, reducing unnecessary delays.

4. Simulated Visual Representation of Coordination Paths

- ✓ Created visual representations of coordination paths, excluding unnecessary strategic noise to stay focused on delivery speed.
- ✓ Involved all relevant teams in simulation workshops, which surfaced gaps, and process misalignments early.

5. Designed Coordination Boards Iteratively

- ✓ Created columns based on real activities.
- ✓ Prototypes were tested using real scenarios; terminology was adjusted until teams reached a common understanding.

6. Aligned Through Structured Feedback Loops

- ✓ Introduced simulation reviews and co-creation sessions with stakeholders to build shared ownership of coordination.

1 Bosch: Key Results & Next Steps

Key Results

Delivery alignment improved across 7 countries and 30+ teams.

End-to-end system architecture prototype developed and launched.

9 core workflows distilled from dozens of scattered processes.

”

We now understand exactly how our workflows should function going forward, and how we can visualize them.

“

Bosch ADAS Team

Next Steps

Formalize and scale the coordination framework.

Strengthen upstream-to-downstream integration (FL3-FL2-FL1).

Optimize and sustain through continuous simulation and feedback.

2 CTT: Doubling Delivery Speed in a Legacy Institution

The Challenge

As CTT—the Portuguese national postal service—modernized its services, the IT department struggled with:

- ✗ Fragmented alignment between strategic, coordination, and operational efforts.
- ✗ Inability to visualize dependencies and work-in-progress across teams.
- ✗ Unpredictable delivery cycles and a lack of measurable flow metrics.
- ✗ Disconnected OKRs and difficulty integrating tactical work with strategic goals.

The Flight Levels Solution

CTT adopted and interconnected all three Flight Levels within its IT organization of 156 people, using a structured yet adaptable rollout that tackled both strategy execution and operational flow.

The Goal

— ” —

Our greatest need was to create predictability and clarity in work, seeking to shift from a push model to a pull model.

— “ —

Régis Borges Amorim, Director of Digital Experience and Head of Agile

2 How CTT Implemented Flight Levels?

Flight Level 1

Execution at Team Level

- ✓ Each of the 46 teams owns its individual operational board, managing its planning and delivery.
- ✓ Work is pulled from FL2 coordination boards, ensuring alignment with broader initiatives.
- ✓ Teams plan their sprints or flow independently (Kanban/Scrum) while still contributing to strategic outcomes.

Flight Level 2

Lean Portfolio & Dependency Management

- ✓ Implemented a Lean Portfolio Management (LPM) Board to oversee all projects tied to strategic initiatives.
- ✓ The portfolio flow moves through four clear stages: Ideation → Inception → Pitch → Execution.
- ✓ Each of the five IT areas manages its own coordination board to plan capacity and monitor involvement in portfolio initiatives.

Flight Level 3

Strategic Alignment via OKRs

- ✓ Created a dedicated Strategy Board to track and discuss organizational OKRs.
- ✓ Used whiteboard-style ideation sessions to collaborate on long-term strategic objectives.
- ✓ Enabled rapid reprioritization: when OKRs change at the top, teams receive updated signals within days.

2 CTT: Key Results & Next Steps

Key Results

47% faster delivery cycles.

Reduced average lead time from 120 to 63 days.

30% productivity gain.

Team workflows became more predictable and focused.

Alignment across 46+ teams.

Teams connected daily work directly to organizational OKRs.

”

This alignment was a game-changer. We're now more assertive and connected to our company's goals.

“

César Ribeiro, Director of IT Governance and Portfolio

Next Steps

Expand Flight Levels across the organization.

Strengthen real-time strategic feedback loops.

Institutionalize governance for flow and compliance.

3 Siemens: Aligning Strategy and Accelerating Future Readiness

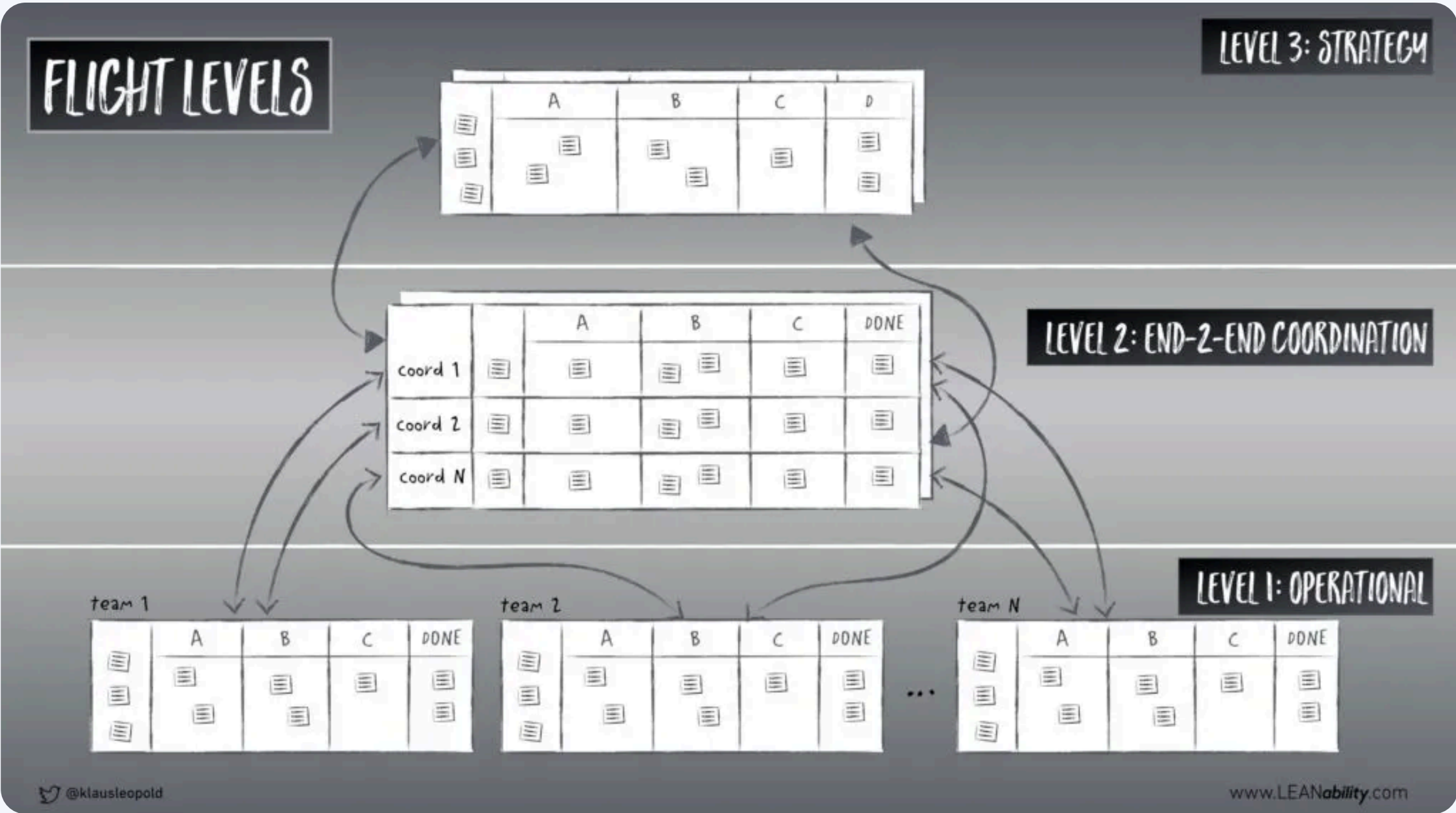
The Challenge

A successful Siemens business unit had thrived for over 15 years with its current portfolio. However, leadership realized that sustaining growth would require a strategic shift toward new products and long-term innovation. Despite having a clear vision for the future, progress stalled due to challenges like:

- ✗ A disconnect between current and future portfolio execution.
- ✗ No structured prioritization or milestones for future initiatives.
- ✗ Fragmented alignment across multiple strategic layers.
- ✗ An agile transformation that lacked visible links to business outcomes.

The Flight Levels Solution

To bridge the gap between strategy and execution, Siemens adopted the Flight Levels model, integrating it with their existing Hoshin Kanri approach to strategic planning.



3 How Siemens Implemented Flight Levels?

Flight Level 1

Team Execution + Feedback Loops

- ✓ Short-term deliverables were tracked via team boards and regularly reviewed.
- ✓ A "lessons learned" column and an "impediment parking lot" were introduced to surface recurring issues, feeding ongoing system improvements.

Flight Level 3

Strategy Development + Alignment

Launched a PDCA (Plan-Do-Check-Act) strategy cycle focused on prioritizing the most critical innovation themes. The priorities were mapped onto a dedicated FL3 board, where:

- ✓ Long-term "breakthrough goals"/"outcomes" were defined.
- ✓ Outcomes were clearly stated and broken down into Flight Items (deliverables).

This strategic board became the control center of change.

Flight Level 2

Cross-Team Coordination + Portfolio Execution

Structured coordination via deployment workshops.

Each department contributed Flight Items (project-level commitments), which were linked directly to strategic outcomes.

To manage these Flight Items effectively:

- ✓ Teams used coordination boards to visualize project dependencies and team contributions.
- ✓ A weekly stand-up with C-level and target owners ensured real-time alignment and rapid escalation of blockers.
- ✓ Quarterly PDCA cycles reviewed progress, adjusted plans, and refined objectives based on operational feedback.

3 Siemens: Key Results & Next Steps

Key Results

Strategic innovation goals became visible and actionable.

Teams understood how their work contributed to future readiness.

A culture of continuous improvement replaced passive execution.

“
Flight Levels are not an instrument for strategy development, but they help implement strategies.”

Roland Pürzer, Lean Development Expert & Agile Coach

Next Steps

Consolidate and operationalize the strategic board (Flight Level 3).

Reinforce vertical and horizontal flow between strategy and execution.

Expand the agile interaction model and make it lightweight.

Start at the top

Visualize your strategic portfolio and define high-impact priorities

Bridge the gaps

Use Level 2 to connect teams and unblock dependencies

Empower the base

Give teams visibility and ownership at Level 1

Establish cadence

Run regular reviews to evaluate progress and realign

Scale smart

Begin where you have influence, then expand organically

Applying Flight Levels in Your Organization

Take Your Next Steps with Flight Levels



About Businessmap

Businessmap is a Lean portfolio management platform that helps organizations align strategy with execution.

As the first trusted tool for Flight Levels, Businessmap empowers transformation leaders in their change initiatives.

Interested to learn more? Contact our team to see how Businessmap enables Flight Levels across the organization.

[Get a free Flight Levels Demo](#)



About Flight Levels Academy

The Flight Levels Academy is the premium training institution that stands behind the Flight Levels approach to business agility.

Flight Levels Academy and its global partner network help organizations scale Lean/Agile with a lightweight, practical approach.

Get started with Flight Levels SELF-PACED training with our **25% discount. Use code: FL-BM-KICKSTART-25.**

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