basic info to Karlsruhe:
The city counts about 300,000 inhabitants.
The city administration includes about 6000 employees (civil servants and employees).
The main administration consists of round about 30 organizational units. They have their own responsibility for resources.
This 30 organizational units are divided into 6 departments.
What was our initial situation?

We have a communication in silo structure: We have 6 departments for different disciplines
Classical way of services
Basic idea:
One person doesn’t have to stress with things from another area
That would not be a problem, if there were really no points of proof
In particular in an increasingly complex world there are points of contact

Long communication and decision-making channels
Especially for topics / tasks that touch multiple areas
If there are conflicting objectives in the silos
Then: Bothersome and time-consuming working on the classic way of service

Information islands
Ignorance of ongoing activities in other silos in the individual subsections
The further "below" in the hierarchy, the less information
Result: At working level often missing overview knowledge

Dublication structure which leads to inefficient work

to detail
Through hierarchy and intensive competence culture we work too detailed
Can reliability and thoroughness (both positive characteristics) lead to an individual + organizational perfection culture
Rules at the management level also control culture
Errors are not a chance to learn, but dominate search for responsible / guilty

These aspects make the management slow and sluggish and reduce the efficiency.
Against the background of a highly complex, networked, socio-mobile, fluid and active urban society, it becomes more difficult. Especially projects aimed at the development of new qualities are influenced negatively by this culture.

To escape this development, we started the IQ-Proces. It stands „I“ für Innovativ and „Q“ for crosslinked.

Our intention is an attractive future city Karlsruhe.

**The aim is an urban community**
Where achievements become tangible and comprehensible for citizens and participants and progress is visible.

**We force early networking**
IQ process starts here:
We would like to implement a new way of working on selected projects.
Focus is on early networking internally and externally.

**We would like to enable innovation**
No completed process instead learning on doing
It shows an internal development process for city administration in the form of experimental laboratories
For this: feedback and support structures

I will show you an example on the next slides.
IQ stands for innovativ und quer that means in English innovative and crosslinked (IC-Projects), in the sense of an agile, creativity-promoting and innovative way of working - Cross-linking across hierarchical boundaries, to the companies and the citizenship.

After discussion and consideration process we created six corridors, oriented to our departments. The result is an Thematic cross-structure that opens into a matrix structure.
The picture shows you the corridors with their headlines:
Future downtown
Modern administration – works inside
Social city
Economic and scientific city
Green city
mobility
All the others act outwards in public.
In a next step we started the identification of new cross-network projects. The ambition was that’s this projects should
• especially benefit from this process
• not be too far advanced

It arises a total of 21 projects throughout the city administration. That makes about 5 projects per corridor.
To give you an impression, I have listed the projects.

Six corridors, oriented to our departments
Future downtown
Modern administration
Social city
Economic and scientific city
Green city
mobility

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<th>Corridormein</th>
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| Future downtown | - Downtown from the perspective of students  
- Redevelopment area downtown East  
- City report Future viability of the city as a retail location  
- Countdown strategy (autumn 2017)  
- Urban upgrading of the transitions (2018) |
| Modern administration | - Online public participation processes  
- Metropolitan Service Center  
- Business Process Management: lean processes with digital support  
- Internet platform karlsruhe.de - further development and modernization |
| Social city | - White Paper -ohl-auses  
- "Colorful City" (places of learning for cultural diversity and democracy) |
| Economic and scientific city | - Infrastructure and areas  
- karlsruhe digital  
- Expansion of congress location  
- Development central station south + bus station  
- Action-program Zukunft Karlsruhe |
| Green city | - My green quarters  
- My green street  
- My green space |
| mobility | - umbrellas brand mobility  
- Bicycle city Karlsruhe  
- Sustainably mobile district |
flyers with information on the overall process, the way of working and rules for communication and decision making
Our vision is to introduce a new way of working into the administration.

This includes...

**Starting with new working methods**
Structured project work with the aim to gain more clarity
We support innovative working methods
Intention: lateral thinking, new ways, synergies

**Internal communication creates internal transparency**
The projects should not be an end in itself
prevents double structures
Create identification

**Rooms for meeting**
We are in surche of ne rooms for co-working.
The rooms should be equipped with workplaces, bar tables, lounging furniture.
To create a work environment that encourages creativity.
Protected space for project work.

We would like to support an iterative & learning way of working
In practice this looks like this:

**Inclusion of new working methods**
For the whole process: Regularly meeting for all project coordinators for networking and Exchange of best practices.
We introduce agile methods or try to include them in the meeting. With that you will experience it immediately. For example, we always start with a stand up; every person reports 30 seconds from her project. And as we can see on the picture we show our backlog for the IQ process. So that the participants get orientation.

**Iterative & learning way of working**
The projects should provide space to make mistakes. They are a kind of experimental laboratory / exercise area. We would like to be a learning organization.
One project is about Business Process Management. It focuses on lean processes with digital support. The project aims to connect all city-wide digitalization projects.

In the first picture you see a timeline. Each line represents a project. Important events and tasks were presented. On the second picture you see the backlog for the project.

To create transparency, these two posters hang in our hallway.
Internal communication creates internal transparency

Finally, I would like to show you our new intranet (employee portal). It should create the necessary transparency. Includes personalized access, protected work spaces, and versatile tools for communication and collaboration.

The heart of this is a timeline, which is maintained individually for each project. Important events for politics and top management are mirrored on a separate management level. In the future, all important information should be available to the actors involved in a timely manner. In addition, overlaps should be avoided, for example, in important public events.
Contact

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