

DEAL AGILE

Safe Time

Brussels, 22 June 2025

Preliminary scope and work content

- Deal Agile (ciDA – for “clean industrial Deal Agile”) offers **empowering guidance for all stakeholders of heavy industry decarbonization** projects through method application of **LEAN and AGILE principles: The declared mission is a game changing support to reach climate neutrality targets safely and timely.**
- ciDa is located as NGO in Brussels to consequently consult with European Industry Associations, European Trade Unions and the European Commission. Its mission from there extends locally to national projects, where its professional experts perform operative independent consulting. The applied methods shall support and extend the **social dialogue by empowerment of the workforce.**
 - o ciDA focusses first on the **steel industry**, which in impressive ways
 - Shows the **risks** of inadequate project execution and its consequences on workforce, economical/business data and climate,
 - Will in a good case serve as a **role model** for innovation of technology to align social-economical targets with climate targets,
 - Is crucial for EU-originated **supply** of other heavy industries,
 - As a summary can create a **PULL factor** on the Green/Clean Industrial Energy sector.
 - o ciDa picks up the stakeholders at the implementation of LEAN principles, which are represented widely in the steel industry to improve efficiency and profitability in operations, yet until today remain at a **low maturity level**
 - LEAN in **operations** is often called “World Class Manufacturing” and relies on the so called “Toyota system” of the automotive industry. It optimizes processes in a systematic way by reducing waste and focusing on customer and stakeholder value.
 - The application of LEAN principles in **project management** has lead fast moving industries (not steel and other heavy industries yet) to AGILE.
 - Key is the **involvement and empowerment of workforces on all levels** to tackle uncertainties in every project state and develop adequate **problem solving competences.**
 - o ciDA is putting the risk of traditional hierarchies in the focus **to develop a socially balanced organization and thus to reflect expectations of stakeholders of the Clean Industrial Deal:** LEAN and AGILE methods are using **swarm intelligence** in a structured way and are a **benchmark** to
 - establish **safe workforce environments** and improve **quality of employment by empowerment**
 - keep **quality, timing and costs of taxpayer funded Clean Steel projects on track**
 - assess risks and execute action plans to achieve the above
- **Pre-Mortem Analysis:** a powerful tool in AGILE project management is to assess the – yet avoidable – root causes of a potential failure of Clean Steel and to eliminate them.
 - o The steel and heavy industries are facing multiple challenges today like: energy prices, market risks (as dumping and tariffs), shareholder requirements, daily risks in hazardous areas, availability of skilled workforce, supply chains with special focus on subcontracting in heavy industries, etc
 - o A failure of the Deal can be **caused by a lack of operational and innovative skillsets – which need to be implemented and trained** upfront the full immersion of the rebuilt of the industry: thus get fit and avoid too late learnings – the impact of delays can be financial, social or missing climate targets.

- The high level of funding and investment in the Clean Industrial Deal and its targets shall not be risked by singular risk management & decisions, which bypasses the workforce problem solving capacities and leaves the workforce - represented by trade unions - behind. Other affected stakeholders are funding providers to reach climate neutrality, i.e. EU-citizens, represented by the Commission.
- **Consequences of Pre-Mortem/ Recommendation for action to achieve Clean Steel:**
 - Introduce transformation and transition methods, as proven in other fast-moving industries: the (financial/to be funded) effort to **raise the overall level** of problem solving competences on all stakeholder working levels is appropriate. ciDA will introduce LEAN & AGILE result- and target-oriented methodologies at a **mastering level** in steel and heavy industries from training to execution.
 - Due to **traditional organizational structures** in steel and heavy industries, those methodologies are today under-represented. It is a widespread misunderstanding that only certain environments allow full roll outs of new methodologies including toolboxes and mindset. Indeed, overall environment and work organization shall be developed to allow a **full scale effect**.
- **Roadmap for a workforce driven holistic and sustainable transformation:**
 - **Gather status:** In case studies and expert talks, ciDA has started to identify the directional approaches by giving stakeholders of all working levels and contracting levels a voice (also anonymously) and establishing a dialogue with ciDA to review their working methods and identify gaps.
 - **Supply chains and value streams:** highlight critical factors and support solution demonstration.
 - **Pilot consulting with stakeholder's organization:** based on the conducted gap analysis, ciDA starts a transformative continuous improvement process with stakeholder. Workshops shall be conducted depending on the organization size in 1 to 5 days workshops and identify needed actions.
 - **cLEAN academy:** To continue and consolidate the findings of the pilot consulting, an adequate strategy and deployment for the requesting entity needs to be elaborated. LEAN and AGILE follow principles, yet blueprints are not recommendable, as effort shall not be used to squeeze the industry in a "one fits all" program. However, basics can be trained in cooperation with existing EU-funded learning academies. Exercises shall include CO2-reduction targets in existing environments prior implementation of new technologies.
 - **Safety in hazardous areas:** a special industry fitted mindset to support fast changes shall be developed to avoid delay creating over-regulation and replace it by qualification programs for empowerment. The Deal is operating on "the open heart", therefore productivity of steel plant risks to jeopardize the expectation of stakeholders. ciDA further looks at the workforce in total: Sub-contractor roles shall be raised according their labor contribution, thus be early involved and contribute actively to operational safety.
 - **AGILE Project Management:** EU-funded projects shall be consulted for milestone and risk management. ciDA can in this scope monitor the resilience of supply chains of investments and services.
 - **Governance & NGO project management:** ciDA shall share results and continuously develop methods according to funding rules and regulation. Its purpose is to contribute to leading NGOs for the Deal and to share learnings within the industry in a joint effort to reach climate neutrality.
 - **Timeline:** ciDA orients on the Deal and related NGO and project timelines. Through ciDA's LEAN & AGILE project management background, it is planned to break down deliverables as appropriate to support overall targets.
 - **NGO status:**
 - a registered AISBL in Brussels will be renamed/dedicated to/for ciDA: it had a different purpose (EU-ascension of a meantime member state) and was not applying for any funds yet.
 - Qualification: the team relies on LEAN and AGILE field experience with proven successes in heavy industries and steel. These content carrying experts are guided by experts in EU-legislation, industrial relations and data analysis.