RTE Role Evolution to Strategic Leader

Growing by consequence, not title: what changed, why it mattered, and how we knew.

Come curious! We'll trace the inflection points, and test them together.

ⓘ Don't worry, no PIs were harmed in the making of this story.

YOU

My Platform Team

All medical diagnostics instruments share common challenges we help tackle

Accelerate Time-to-Market

Drive Financial Efficiency

Improve Quality & Reduce Risks

Foster Innovation & Scalability

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The Context: Leading Across Boundaries

95 people. 8 countries. 7 device projects.

ⓘ This complexity paved the way for my RTE role to evolve, from coordinating tasks to creating conditions for distributed collaboration in a highly dependent system.

Platform Contribution per Technical Domain

Offerings and range of customers lead to highly complex planning and ad-hoc working mode

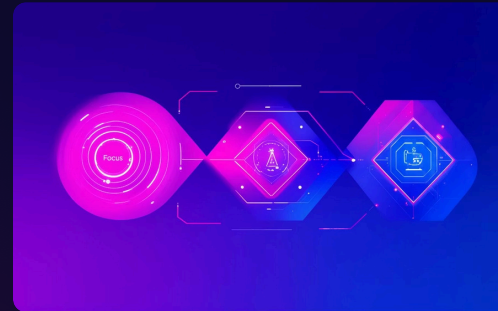| Domains	Require-ments	Customer Experience	Hardware	Software	Connecti-vity	Interopera-bility	Cyber Security	Apps
OnMarket1	x	x	x	x	x	x	x	x
Dev1	x	x	x	x	x	x	x	x
Dev2	x	x	x	x	x	x	x	x
OnMarket2		x						
OnMarket3					x			
Dev3	x	x		x	x	x	x	x

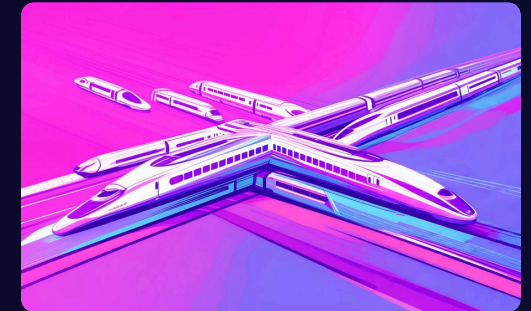ProMinds

Success with custom-tailored SAFe
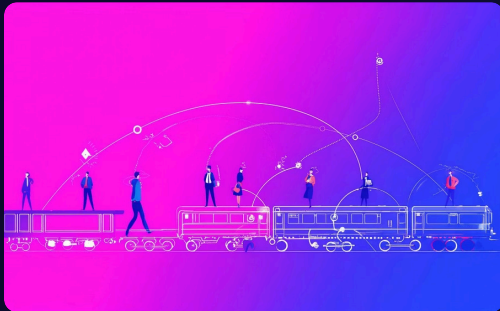
Managing teams across Europe
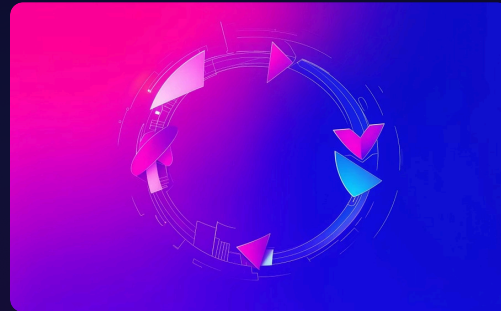
12-week cycles, focusing on dependencies

Prio: Portfolio / business priorities, intake process, one backlog

Supporting unaligned release timelines

ⓘ   Used in regulated, hardware-enabled, multi-site program

The Evolution Curve: My Path of Becoming

I never left the RTE role. I just expanded its surface area. Cadence, Scrum of Scrums, PI events remained my baseline. The shift was in intent: from keeping flow alive to shaping conditions for flow.

Technical & Relational Depth (Jan-Apr 2023)

RTE & Scrum Master role, team building, coached execution. Focus: relationship building, technical fluency, expanded networking.

You can't influence what you don't understand technically, or emotionally.

System & Stakeholder Influence (Jun-Oct 2023)

Mapped stakeholder constellation, streamlined SteeCos. Decision partnerships, won internal Gold Award. Shifted from facilitation to **co-leadership** in budget. Decision latency dropped from ~72h to <24h.

That's when people stopped seeing me as a meeting host.

Enterprise Impact (2024-2025)

SME for multiple domains, built Community of Interest. Co-hosted first SAFe R&D Summit. Sparring partner for LACE & leadership. Invited speaker at SAFe Leadership Forum Switzerland. Recently asked to become Enterprise Agile Coach.

Influence grows where trust, clarity, and results intersect.

1 — **2** — **3** — **4** — **5**

Strategic Foundations (May 2023)

House of Goals: values, business value & customer value. Defined roles, processes, intake path, escalation guardrails. First time program budget became transparent.

System design starts when you stop fixing symptoms.

### Organizational Maturity (Late 2023-Early 2024)

Platform Manifesto, internal SME, DevOps funnel. High performance. Coached leaders.Proxy for Program Manager.

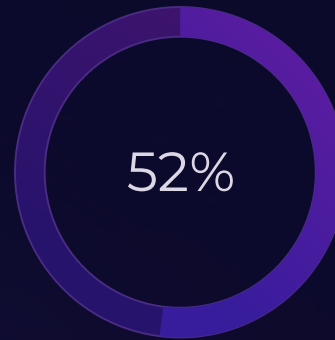*Scaling agility means scaling sense-making and impact.*

ⓘ The transformation isn't about leaving your role behind, it's about expanding what that role can become.

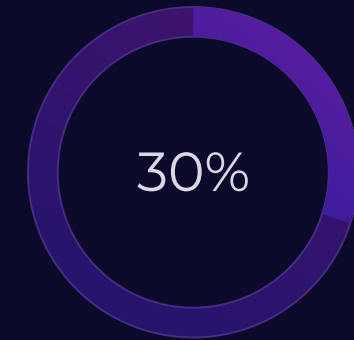ProMinds

Case Evidence: When Impact Changes Behavior

67%
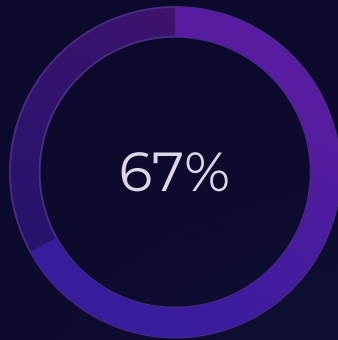
Faster Decisions

From 72h to <24h

52%

Less Carryover

From 23% to 11%

30%

Better Engagement

Business participation quality

Before

- Chaotic demand & ownership
- Endless discussions & overload
- Decision latency: ~72 hours
- Carryover: 23%

After

- Single intake, clear prioritization
- Visible accountability
- Decision latency: <24 hours
- Carryover: 11%

Strategic Impact Beyond RTE:

- Enterprise Agile Coach role possibility offered
- Invited speaker at SAFe Leadership Forum Switzerland
- Trusted sparring partner for LACE & leadership
- Co-hosted first SAFe R&D Summit

The RTE's job is no longer to keep the train moving, it's to ensure the track still leads somewhere worth going.

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Practical Framework: 30 Days to Elevate Your Influence

01

Week 1: Reset Intent

Meet 3–5 key stakeholders. Ask: "What outcome are we truly after?"

02

Week 2: Pilot Structure

One small experiment: intake rule, cadence tweak, or boundary pair

03

Week 3: Measure Signal

Decision latency, carryover, participation quality — pick one

04

Week 4: Share Evidence

One slide, one sentence: "Here's what changed and why."

Strategic leadership proves itself through **quiet evidence**, not loud activity.

Reflection: What would a 30-day experiment look like in your context?

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Your Journey Continues

The transformation lies ahead of us, and it's about **being different**. Shaping your individual way.

Connect with Me

Embark on the next chapter of your leadership evolution by connecting with me:

- **Visit My Homepage**: pro-minds.de

- **Connect on LinkedIn**: linkedin.com/in/nicolereiss

Transcending Framework Limitations

No worries, I will return:

Where will **you** begin? The journey of impactful leadership is an ongoing odyssey. I invite you to step forward, embrace the challenge, and join a vibrant community dedicated to fostering profound change and empowering emergent leaders. Let's create a future where every track leads somewhere truly worth going.

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