

Case Study

Skills Placement Industry EAT Is the Difference



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BEFORE

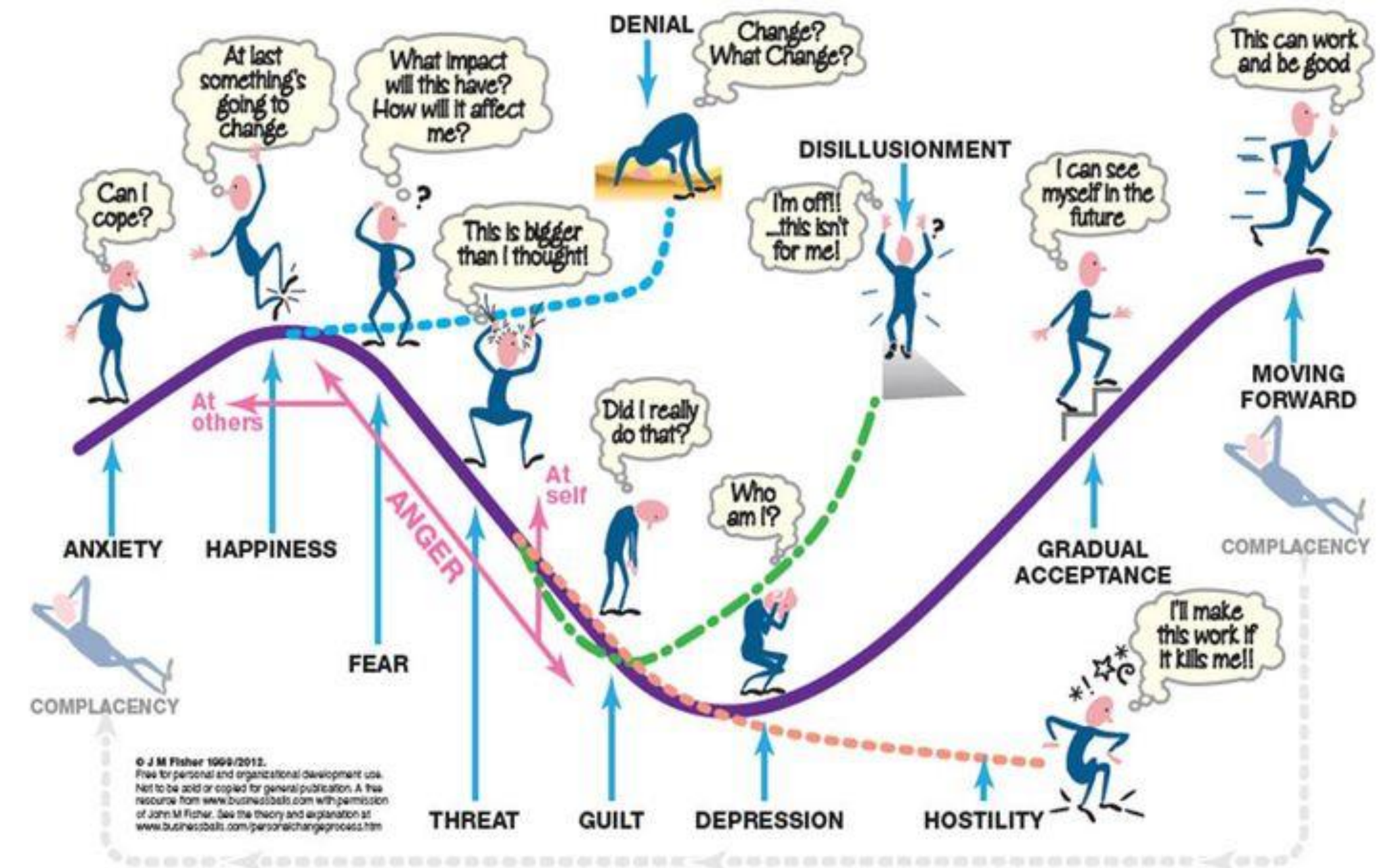
- An evident disconnect between business and technology
- False urgency for all incidents to be resolved immediately: The Business placed all their requests through the emergency incidents desk.
- Incidents were a way to have project work completed without having to go through a governance structure that was within the PMO.
- This pattern of behavior was sanctioned by the organization at large and given its own title “interrupts” because no-one wanted to wait as projects were always delivered late.
- There was no prioritization and accountability was an issue
- There was no voice of the business to the teams to explain the challenges and dynamic environment that plagued the business daily.

The Change Affects The Change Within

"Kotters Eight Steps of Change"



The Process of Transition - John Fisher, 2012 (Fisher's Personal Transition Curve)



- 'Interrupts' habit had the organization churn stage 1 which fostered anxiety through to threat within middle management and teams. Although it has been instituted to help the business move their issues forward.
- The forming of the EAT initiated stages 2 to 6 which stimulated gradual acceptance enabling forward movement
- The implementation of the Value definition and validation created the engine that made stages 7 to 8 iterative rather than eventful
- This is why it is necessary implement a change program underneath a transformation model because people changing makes organizational change possible.

AFTER

- Dedicated Scrum Teams were formed
- Leadership defined their path using principles from the agile manifesto and acted like guides constantly reinforcing the message of personal agility
- The organization implemented Value as the key method of prioritization
- Governance model was adapted to give the business the option to choose to do scrum or not based on a survey
- Labs were created for innovation efforts
- Agile Portfolio of projects were given autonomy to self govern and the sprint review was used to provide read out to the stakeholders on progress and deliverables
- Planning and execution were run in collaboration with the actual business
- Value was adopted as a criteria within personal performance reviews
- Constant efforts were made to build and foster a partnership collaboration with the business

Struggles in Adoption

- Internal corrosion within the Scrum teams because ScrumMasters were Project managers who had not really bought into the Scrum framework
- Perception: training everyone would make the change happen
- Executives and leaders not being trained - just teams not leaders
- PMO being burdened to drive the adoption without the power to make change
- Product owner role was not recognized as an important investment

Executive Engagement Made It Real

- Executives attended their own private training
- They did the work to put together their vision after understanding what agile is
- They made the decision to use Scrum as the primary framework for their projects
- Executives began to scrum their organizational change
- They took the time to go shopping for dedicated Product Owners and made it a full time role
- They positioned themselves to ensure they were reachable by teams
- They formed a MetaScrum for each product line
- The Sprint Review became the place where the EAT and MetaScrum would inspect the delivery
- MetaScrum were tasked with raising impediments that were organizational for the EAT to consume and remove

CPO Accountability

- 3 Lenses of Value Technique was used as point for inspection and adaptation
- 4 Corners of Value Technique was used to justify investment and prioritization for staffing and skills utilization
- All release planning was attended by meta scrum and associated scrum teams

PLUG-IN

4Corners Of Value Technique

Technique to support definition & isolation of Value



The 4 Corners Of Value

HOW IT WORKS

- Understand how the organization or department places value in the 4CV windows
- Apply score metrics to the 4CVs as that will become the foundation of balance between cost vs benefit
- On projects and products being built introduce the 4CV window to frame their context
- Ask the Products Owner to speak to 4CV with the lenses of validation - **WHO WHEN HOW**
- MMF Minimal Marketable Features should always delivery value to one or more of the windows within **4Corners Of Value**

\$MONEY CORNER



- WHAT MAKES US MONEY?
- WHAT MAKES US PROFIT?
- WHAT WILL GET US TO PROFIT SOONER THAN LATER?

THE 3 SIMPLE QUESTIONS

LEADERSHIP FIRST ANSWER THESE QUESTIONS

AMBITION Corner



- WHAT ARE OUR CORPORATE AMBITIONS ?
- WHAT CORPORATE AMBITIONS CAN BE ATTAINED NOW?
- WHAT ARE OUR CORPORATE STRATEGIES TO MAKE IT HAPPEN ?

THE 3 SIMPLE QUESTIONS

LEADERSHIP FIRST ANSWER THESE QUESTIONS

CUSTOMER Corner

- WHAT GETS US CUSTOMERS?
- WHAT MAKES OUR CUSTOMERS BUY FROM US?
- WHAT WILL KEEP OUR CUSTOMERS OUR CUSTOMERS?



CUSTOMER

THE 3 SIMPLE QUESTIONS

LEADERSHIP FIRST ANSWER THESE QUESTIONS

EMPLOYEE Corner



THE 3 SIMPLE QUESTIONS

- WHAT IS A GREAT EMPLOYEE?
- WHAT MAKES GREAT EMPLOYEES STAY WITH US?
- WHAT MAKES GREAT EMPLOYEES LEADER WE WANT AND NEED?

LEADERSHIP FIRST ANSWER THESE QUESTIONS