

Enthusiasm vs Readiness

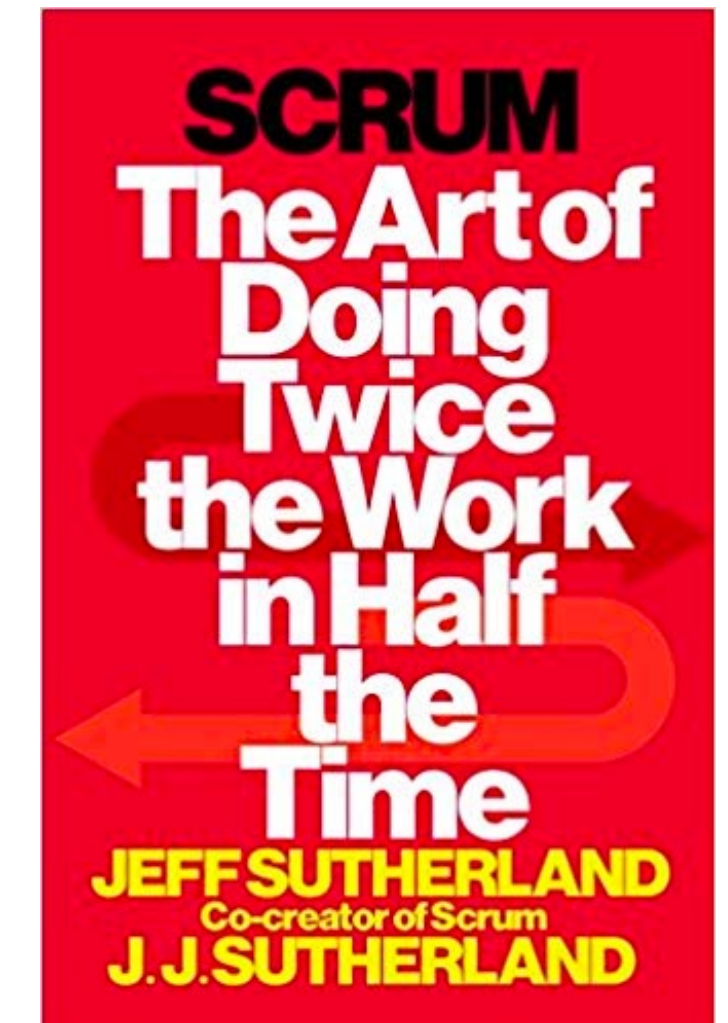
Sustainable Pace for Organizational Change

A Financial Services Company on the Rise

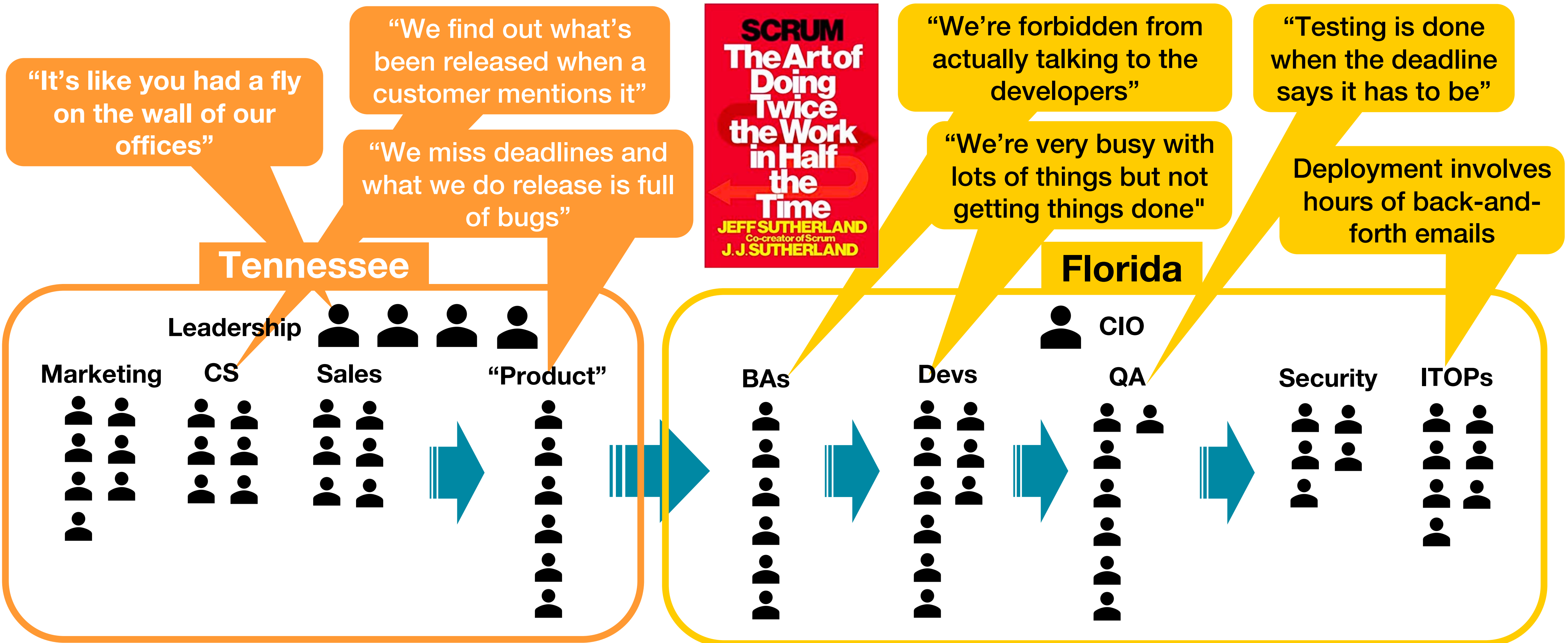
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Inc.
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AMERICA'S
FASTEST
GROWING
PRIVATE
COMPANIES

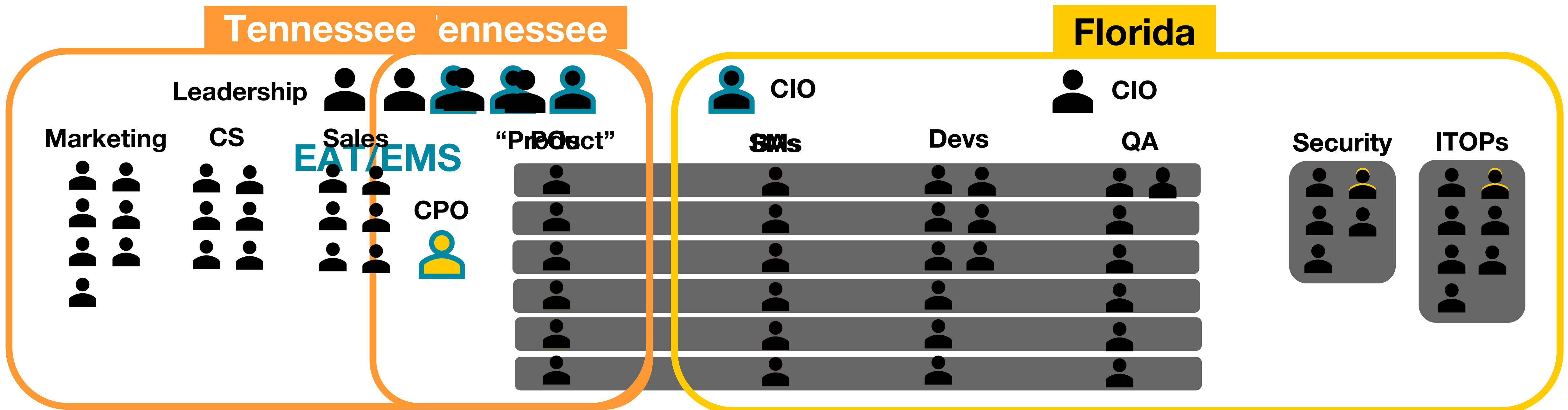


Over the Waterfall in a Barrel



Refactoring Florida

- 6 cross-functional teams – Security/ITOPs remained siloed
- 1 week sprints
- Some details of CPO and EAT/EMS structure not shown



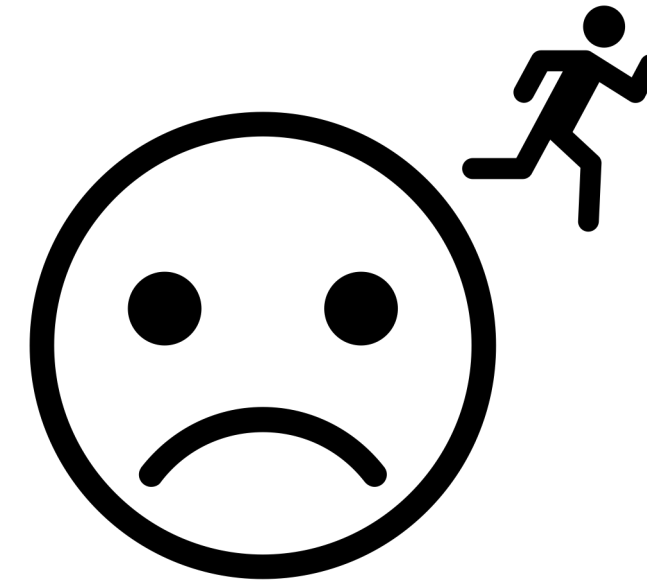
Signals of Friction



CPO:
Where's my empire?



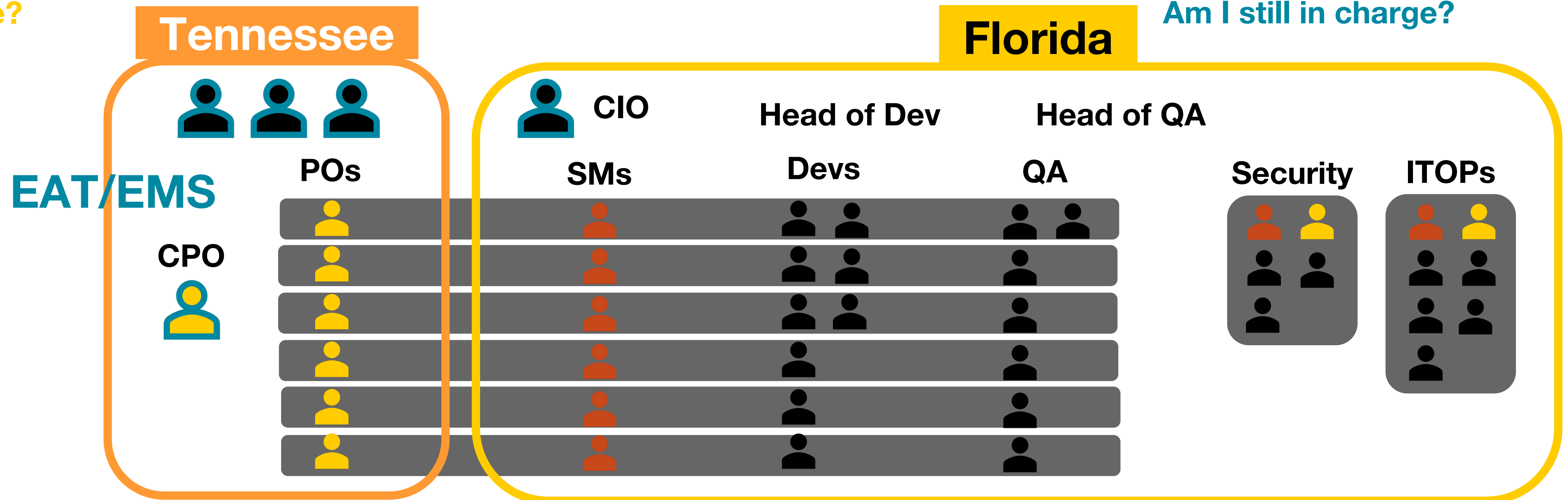
Team Members:
Who's in charge of us?



Head of QA
I'm just another tester now



CIO:
Am I still in charge?



What we learned

- Enthusiasm \neq Readiness
 - Looking forward to big change can make you forget where you are now

Jan 2nd



Jan 3rd-6th



- Clarify and maintain a sustainable pace
 - Make sure you're **fully aware** of the starting state
 - Make sure **everyone** is clear on what **will** and **won't** change
 - Look for **signals of friction** to see if you're off pace or something wasn't made clear

Results

- **Survey on their big issues (~8 sprints):**
 - **Communication Adequacy improved** from 1.9 to 3.6
 - **Prioritization improved** from 1.7 to 4.1
 - **Transparency improved** from 2.0 to 3.9
- **Team velocity increased** 4x for the redesign team. Around 2x for the legacy code teams
- **Higher quality:** Prior to Scrum they had a backlog of 100 open bugs and growing. After 8 sprints that was down to 17.