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WANT TRUE AGILITY? GIVE EMPLOYEES A VOICE

MARCH 2018
BUSINESS AGILITY CONFERENCE

THE BUSINESS AGILITY ONION

BUSINESS AGILITY

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Steve Denning's 3 laws of agile
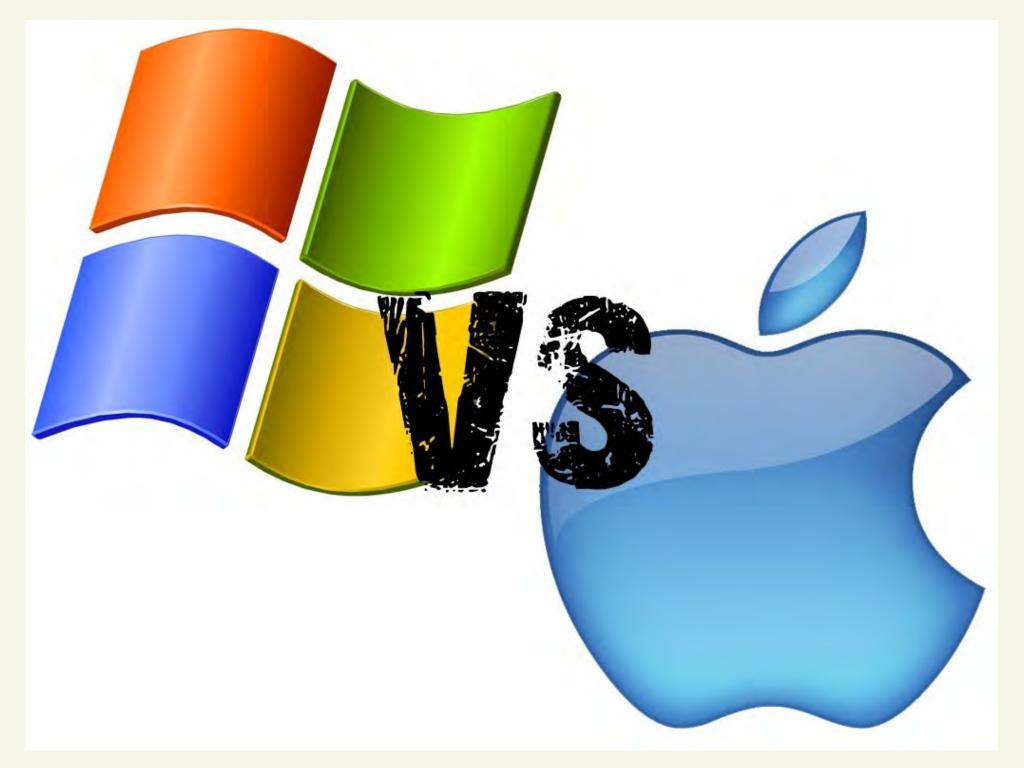
01 The Law of the Small Team

02 The Law of the Customer

03 The Law of the Network

Company Alfalfa Sprouts

vs

Company Brocolli

Company
Alfalfa
Sprouts

vs

Company
Brocolli

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EMPLOYEE ENGAGEMENT

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How does Company Alfafa Sprouts encourage Employee Voice?
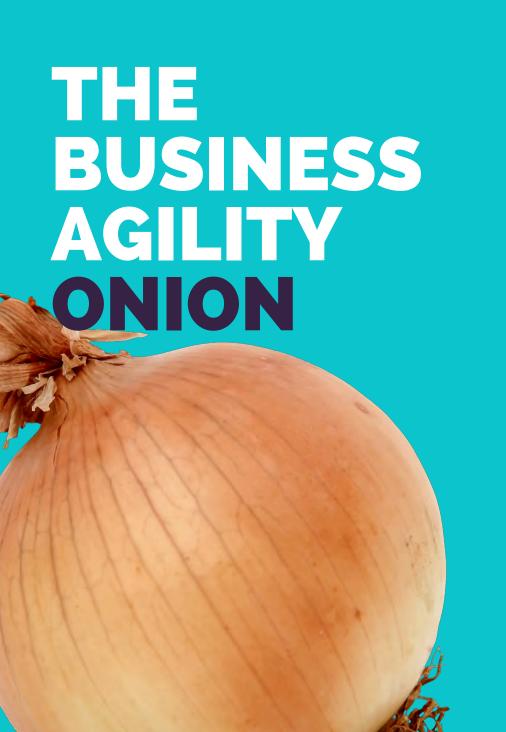
Suggestion Boxes!

Annual Employee Surveys!

Townhalls!

For Employee Voice to be effective:

feedback must be
REGULAR

responses must be
TIMELY +
IMPACTFUL

REMIND YOU OF AGILITY?

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RETROSPECTIVES

WAIT A SECOND.

CAN RETROSPECTIVES REALLY GIVE ME A VOICE?

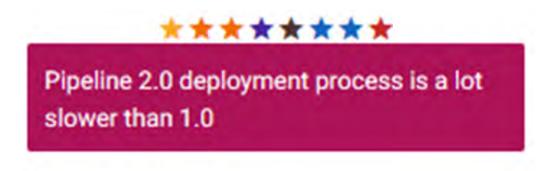# How teams at REI Systems found their voice

This is how we work

photo courtesy Colleen "Flicka Rancher" Berg

How we tried to remove external impediments

Then one day, we decided to <u>radiate to</u> <u>the organization</u> the single biggest impediment we faced that we couldn't solve.

★★★★★★★★

Pipeline 2.0 deployment process is a lot slower than 1.0

We put the radiator where management was

Management noticed and within 2 sprints, the problem was fixed.

BUT WHAT HAPPENED NEXT WAS EVEN MORE AMAZING!

The true impact:
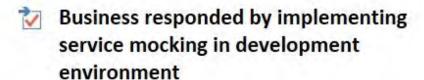
More ideas for improvement

Dependencies

★★★★★★★

Dependencies from other teams should be accounted for before starting stories (ie. common components not being built yet)

The IAM and portal outages in Dev is really impacting Productivity and how many stories can be closed in the Sprint.

Business responded by implementing service mocking in development environment

Program Communication

★★★★★★★★★★★★★★★★★

communication + collaboration with other vendors has been more difficult since osm slack went down

Are we sharing enough information with other team members when we do any kind of code refactoring?

Ever since OSM Slack was deleted there's not really a good way to report minor issues to other teams.

New way of reporting incident on BSP doesn't help us at all. When we submit a request, we don't capture the following: - Whether the request was successfully created or not at that moment - Most of the times it takes longer to get the an email notification - A good visibility on the status of this request Another issue is that we don't have direct contact with BSP platform using this way, because specially at the end of sprint we need a fast support to resolve bsp issues that prevents us from getting stuff done quickly

☑️ **Business responded to shortage in collaboration by procuring Slack for the whole program**

External Communication

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IV&V defect questions should be streamlined to prevent interruptions

There is a lot of email exchange with i.e. external vendors - can we make sure that some of us are included to be more up to date or followup on imporatnt issues on timely manner

Many emails from devops through the sprint. Improve process/transparency would be ideal

☑ **Business responded by increasing inclusivity of communications with external vendors**
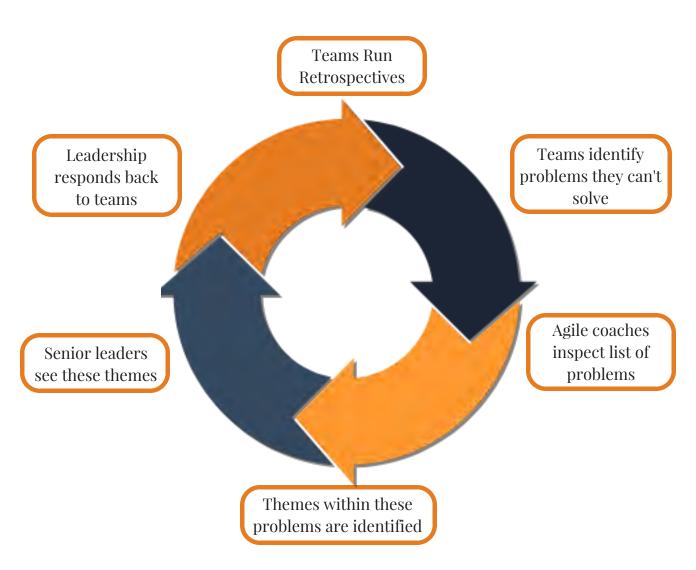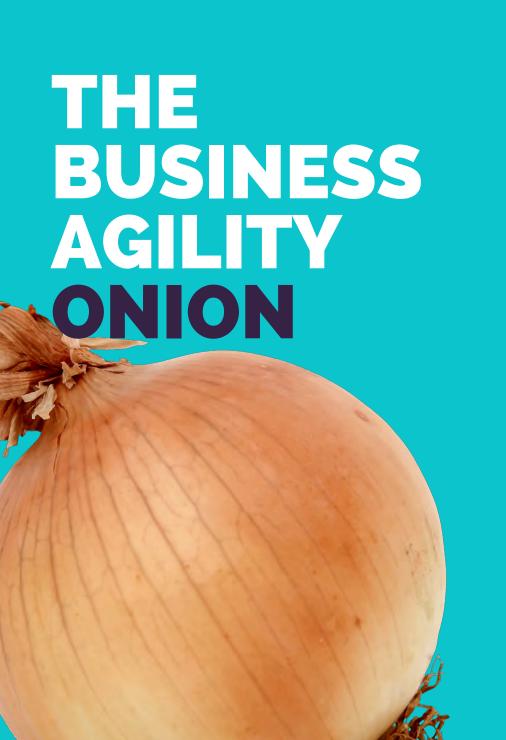
The Retrospective Radiator

Learnings	Talk to Us If...	Hypotheses & Experiments	Action Items	Impediments
Communicate with the PO throughout sprint	You want to learn how we reduced bugs by 25% in the last month		In the next sprint, we will get feedback from our PO at least twice a day	Unable to purchase tooling we need
Pair programming increases code quality	You want to help facilitating your retrospectives			Management increases WIP at the last moment
Using facilitation software for our retrospectives helps!	You want to hear about our 20% time initiative			

How retrospectives can create Employee Voice

- Teams Run Retrospectives
- Teams identify problems they can't solve
- Agile coaches inspect list of problems
- Themes within these problems are identified
- Senior leaders see these themes
- Leadership responds back to teams

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RETROSPECTIVES

THANK YOU FOR YOUR TIME!

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