

# ThoughtWorks®

#XP2018 | @mattp hilip

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# THRIVING THE FIRST YEAR

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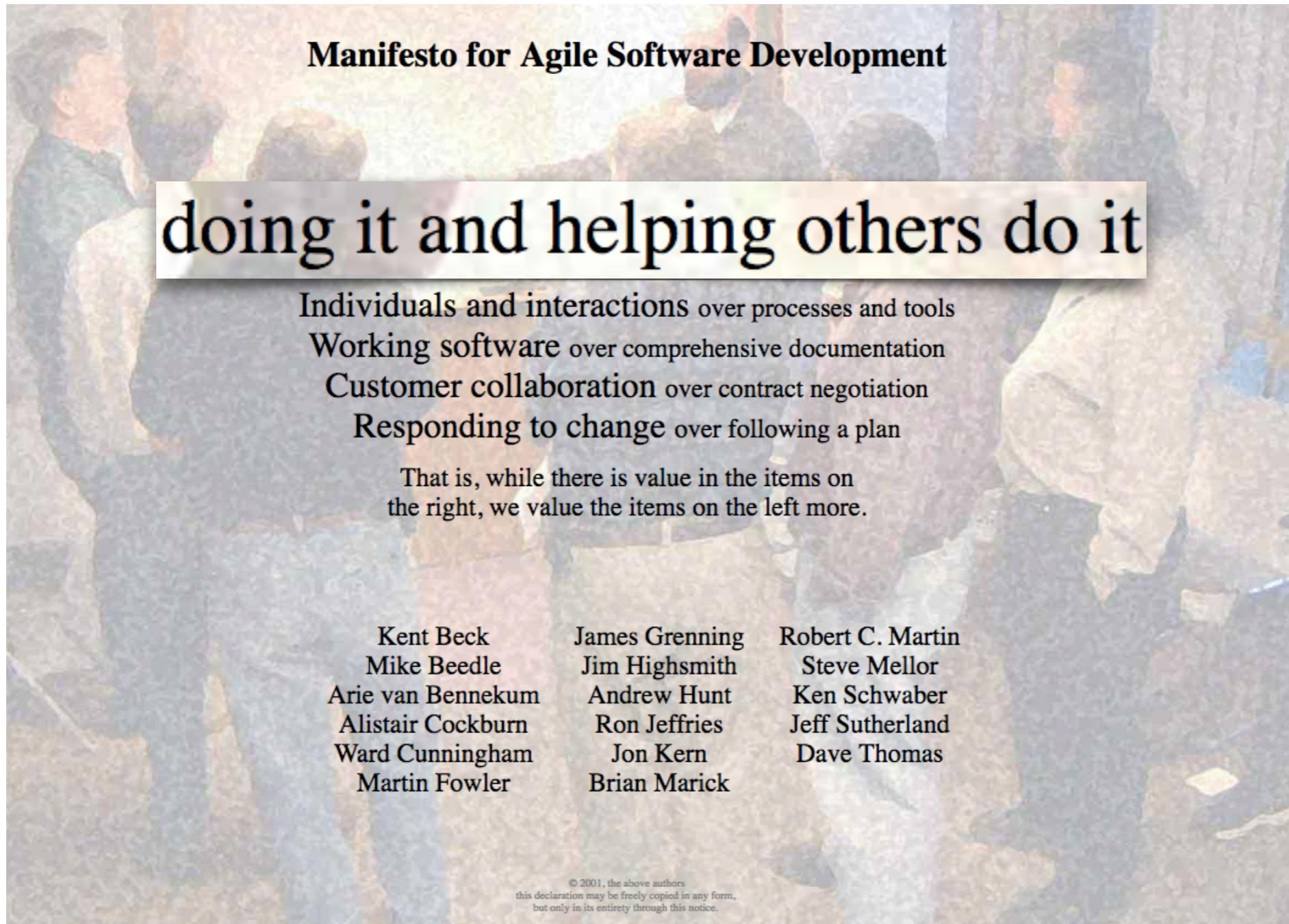
(Not Merely Surviving)



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# WHAT WE DO

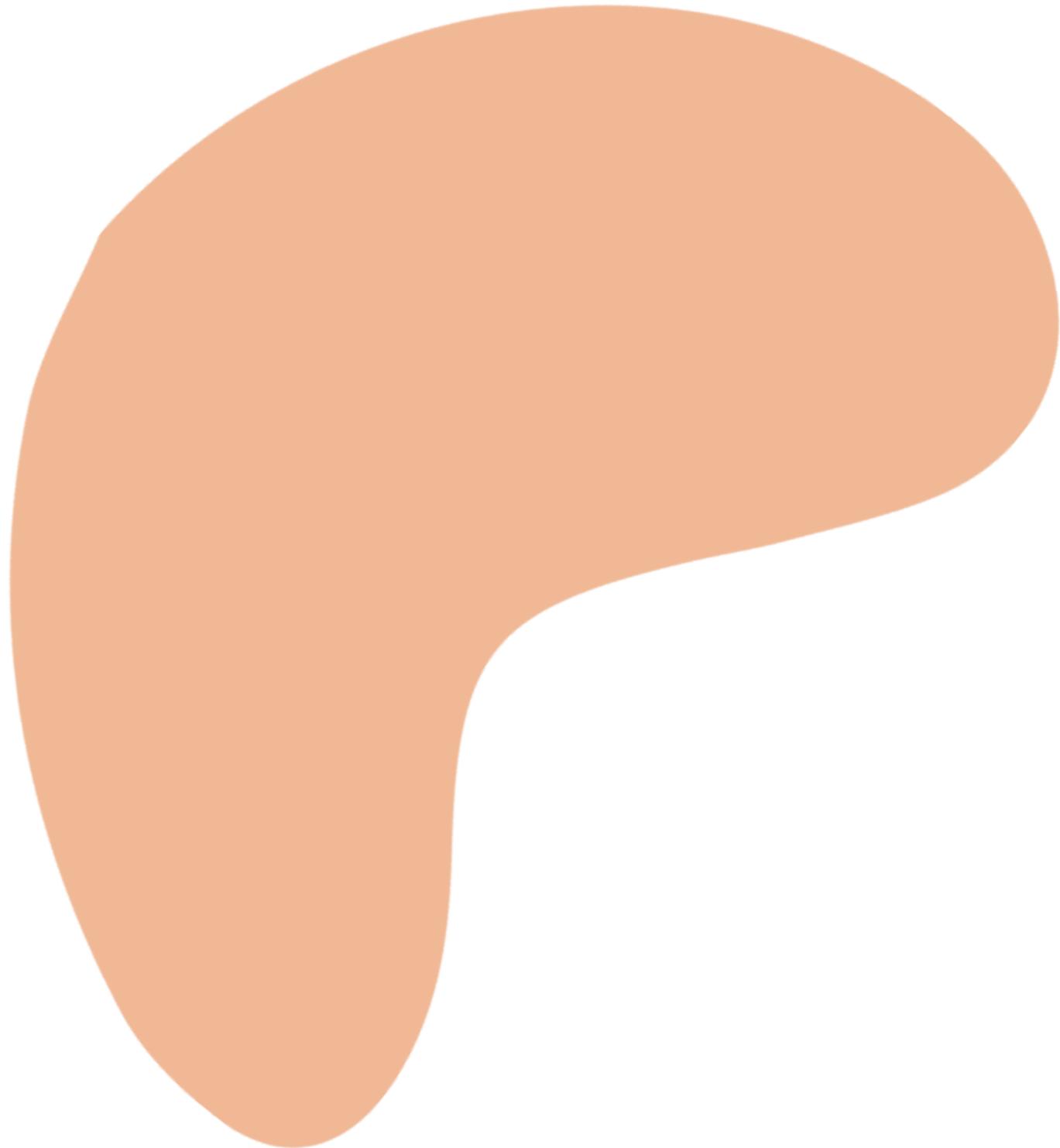
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# I'M A BOOMERANG

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# THOUGHTWORKS: OUR CURRENT CONTEXT

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- Revenues growing 24% year-over-year
- Just reached the milestone of 5,000 ThoughtWorkers
- Celebrating our 25th birthday this July
- Building operations to support our growth while ensuring that operational expenses grow more slowly than revenues



# THOUGHTWORKS: OUR CURRENT CONTEXT

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## 2018 Strategic Priorities

### **CONSISTENT PORTFOLIO**

Consistent, growth-orientated client portfolio  
with globally aligned offerings

### **DIGITAL THOUGHT LEADERSHIP**

Thought leadership & premium market positioning  
in data empowered digital transformation

### **GROW CAPABILITIES**

Intentionally grow capabilities aligned to  
our portfolio while increasing diversity

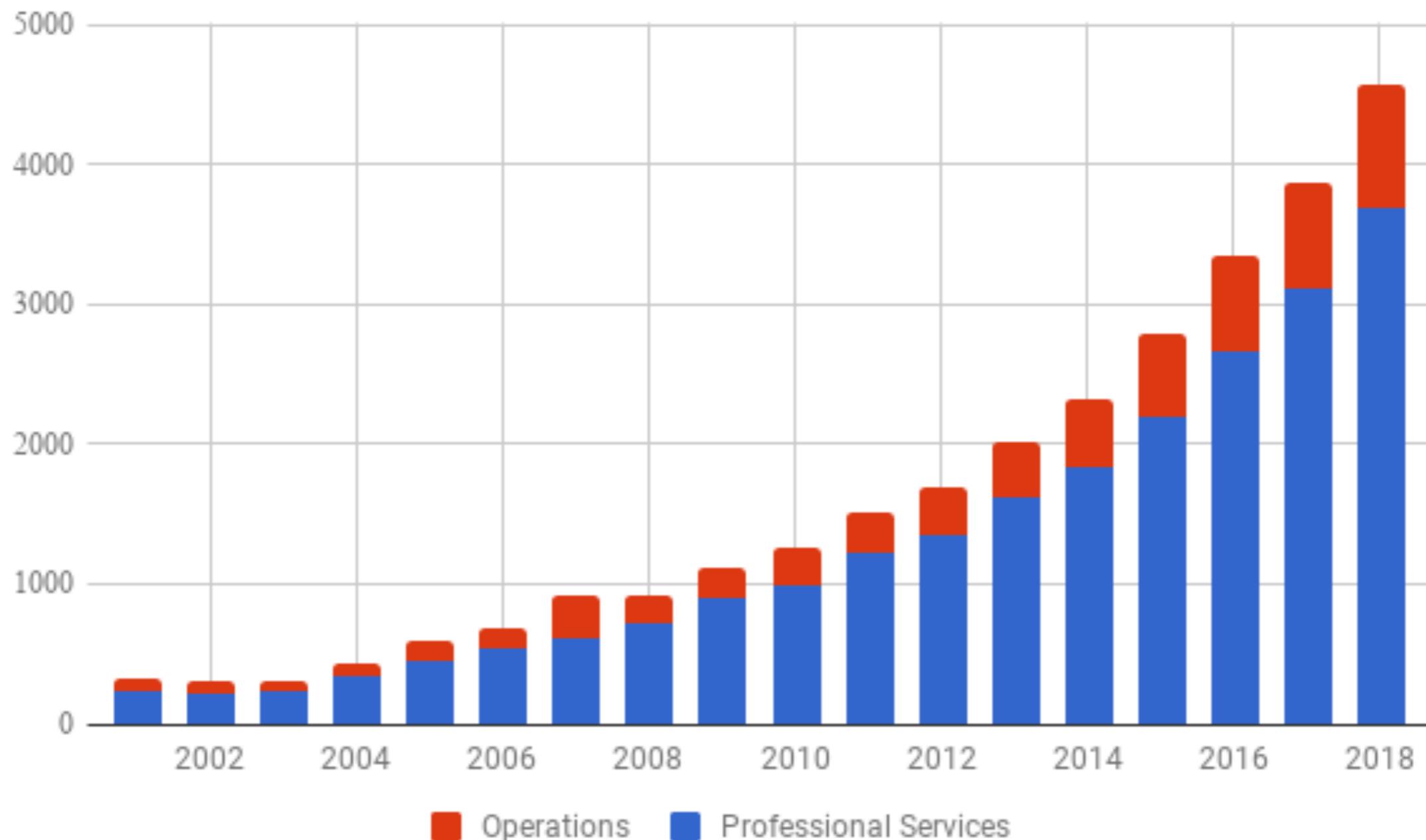
### **SCALABLE SG&A**

Scalable SG&A at 31% of revenue  
to support future growth

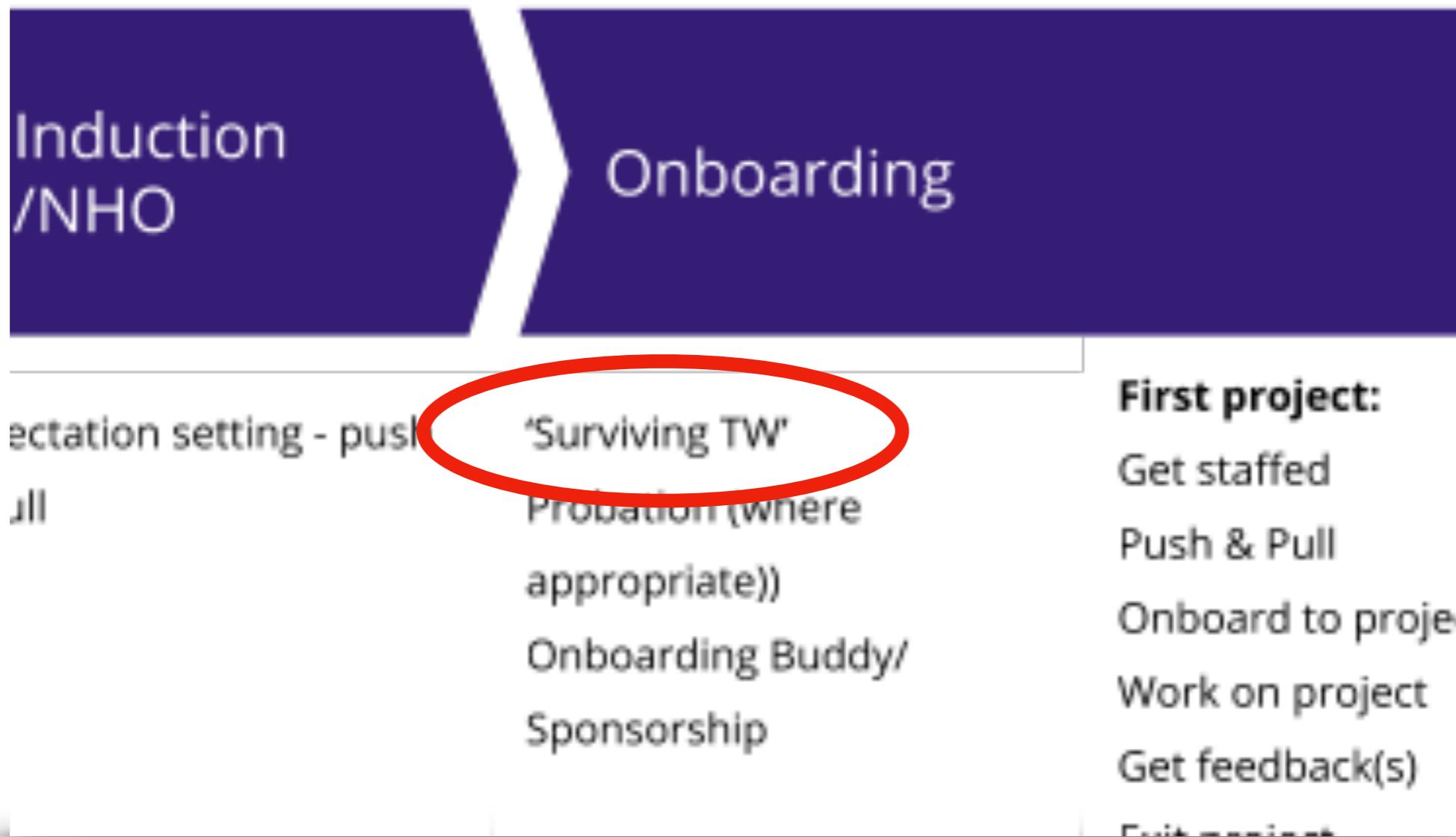
©ThoughtWorks 2018 Commercial in Confidence

# SCALING UP

ThoughtWorks Employees Over Time



# MOVING FROM SURVIVING...



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... TO THRIVING

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ThoughtWorks®

# Thrive: Global Onboarding Program Playbook

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*A guide for helping ThoughtWorkers Thrive in their first year*

## WHAT PEOPLE ARE SAYING ON GLASSDOOR

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- It's easy for some people to get lost in the flat structure
- I would like to see individuals who have more say in the company reaching out to those who are newer.
- Career paths for senior folks are unclear
- We're a growing company but our internal systems and processes haven't caught on with our size and our ambition. We need to fix that so that our people (our most valued asset!) don't fall through the cracks.
- There is no empathy from management, as they're sociopaths.

# THRIVE: PROGRAM BRIEFING

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## Context

We believe that providing to regions a customizable standard onboarding program with competency-building components will allow regions to reduce their capability gaps while ensuring that our operational expenses grow at a pace that is slower than revenues.

## Freedoms

- Regions can customize up to ~20%
- Regions can decide who executes

## Constraints

- Is cost-neutral to global (region-funded)
- Integrate with ThoughtWorker Experience map
- Use standard Key-Performance Indicators (KPIs)

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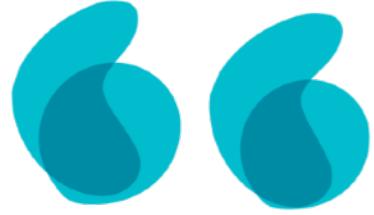
# THOUGHTWORKS UNIVERSITY

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# COINCIDENCE?

	New-Grad Hires	Lateral Hires
Program	ThoughtWorks University	?
Retention (After 1 year and 3 years)	High	Low



*We need Kool-Aid for laterals.*

— fellow ThoughtWorker



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# ONE VIEW OF ONBOARDING

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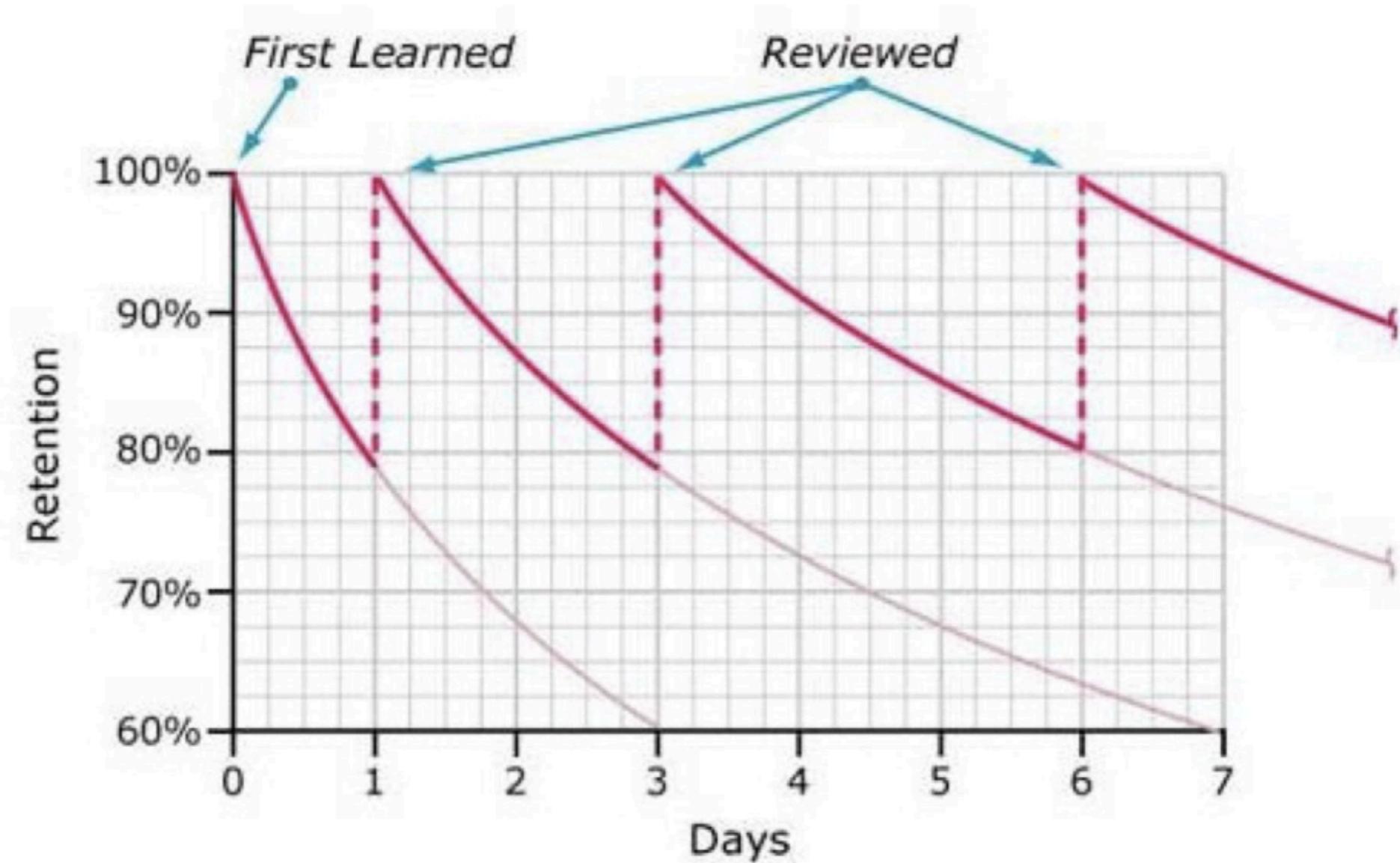
3 days

Orientation

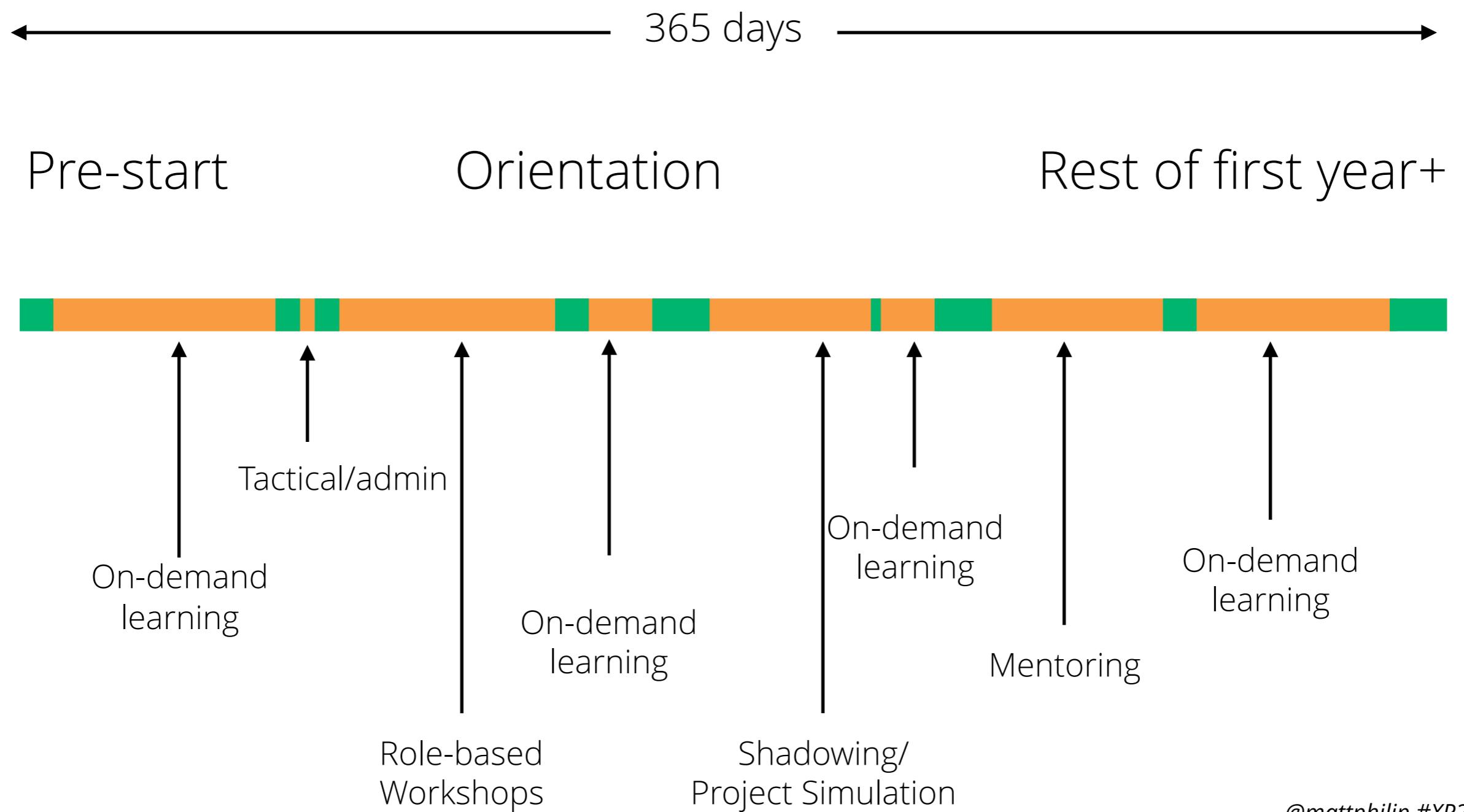


# ORIENTATION BRAIN DRAIN

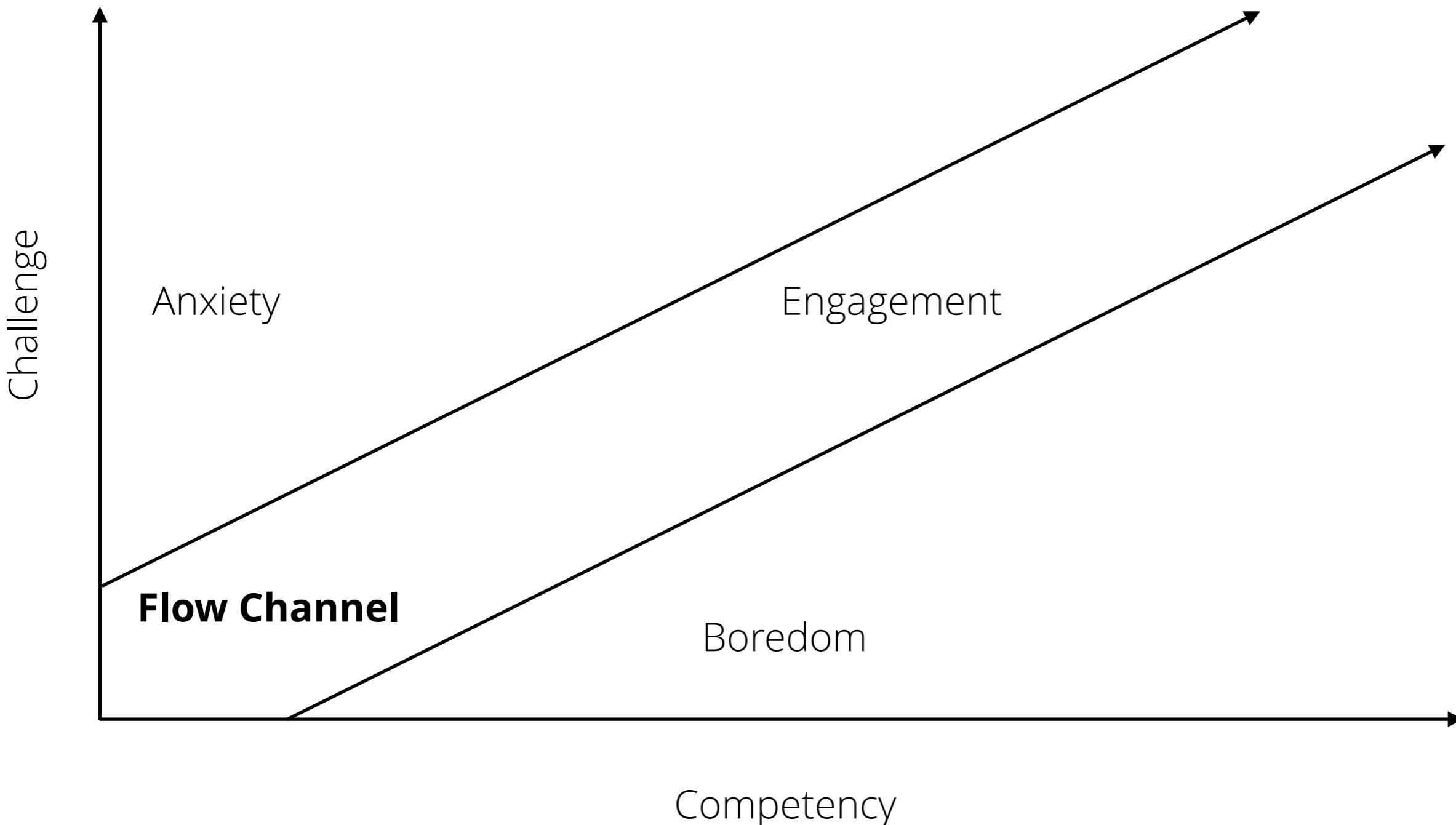
Typical Forgetting Curve for Newly Learned Information



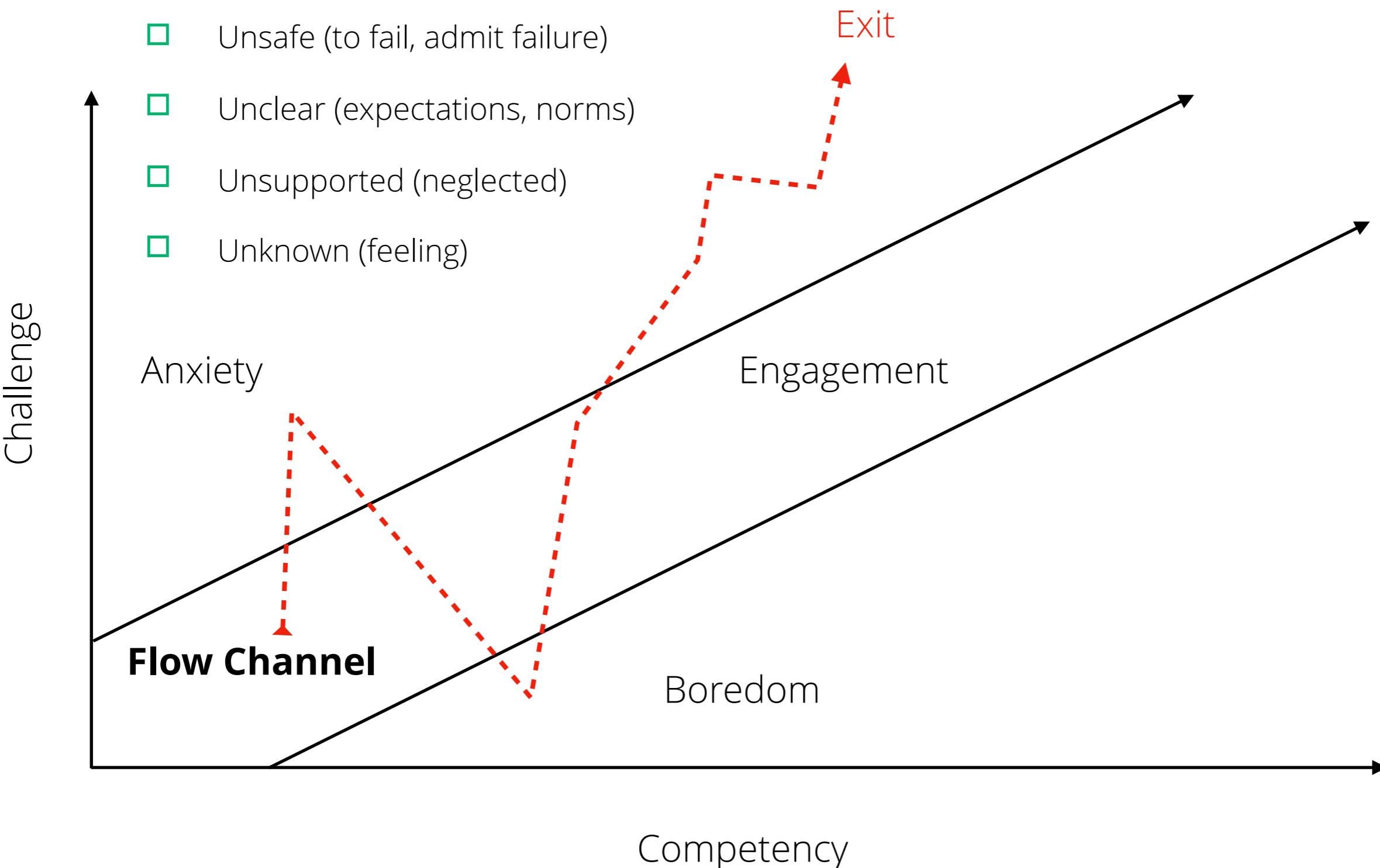
# A MORE HOLISTIC VIEW OF ONBOARDING



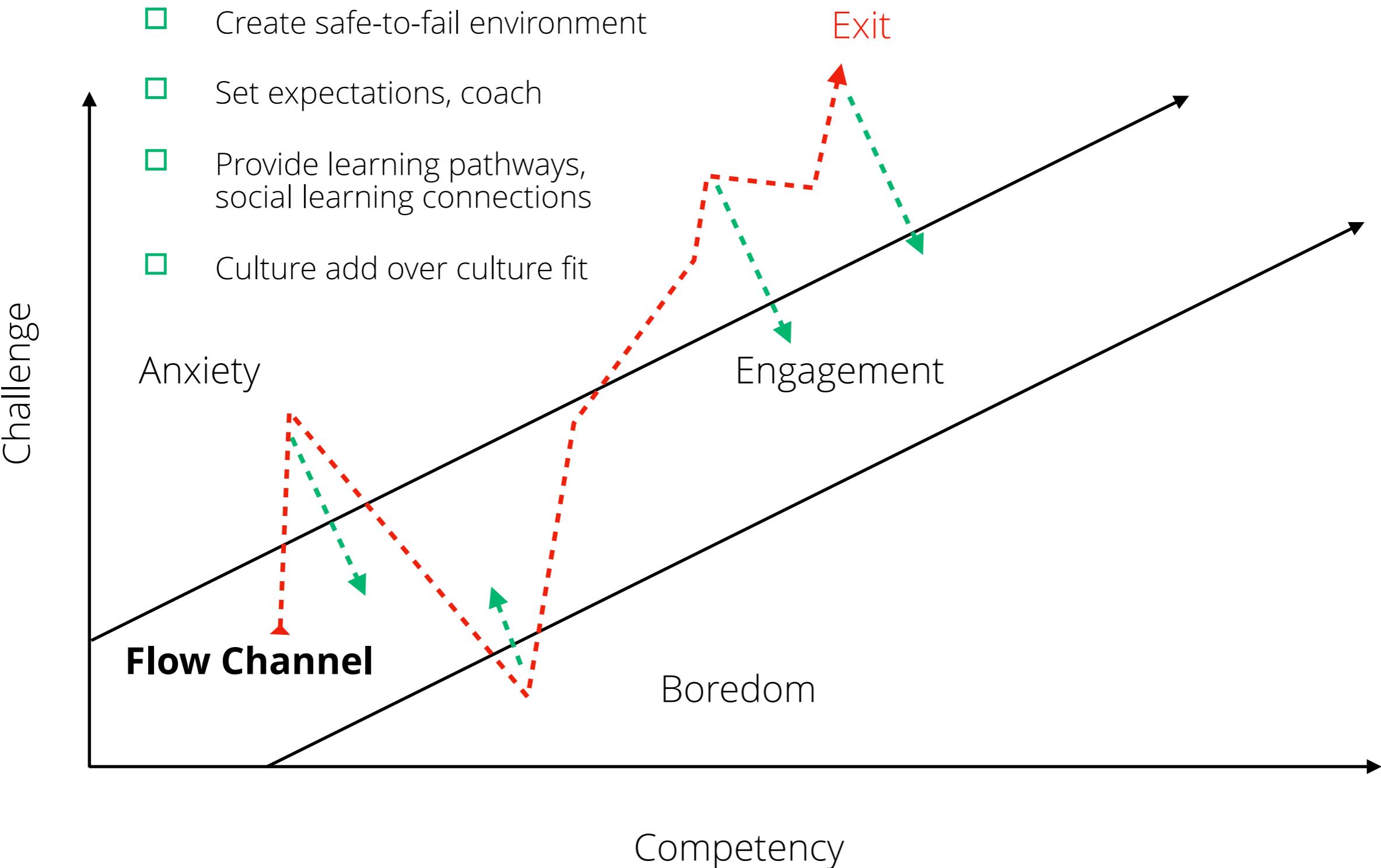
# PSYCHOLOGICAL FLOW



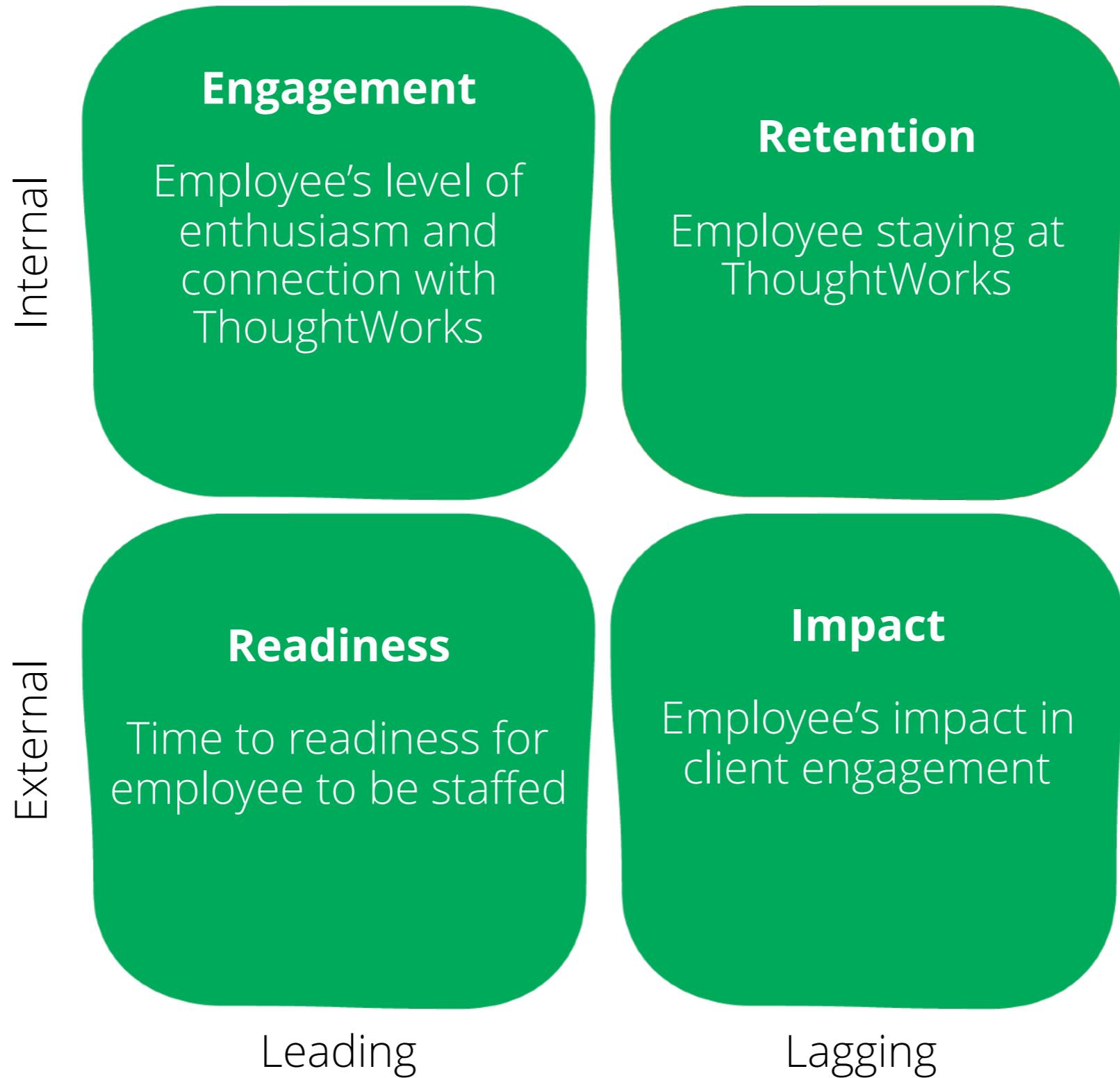
# WORKING OUTSIDE THE CHANNEL



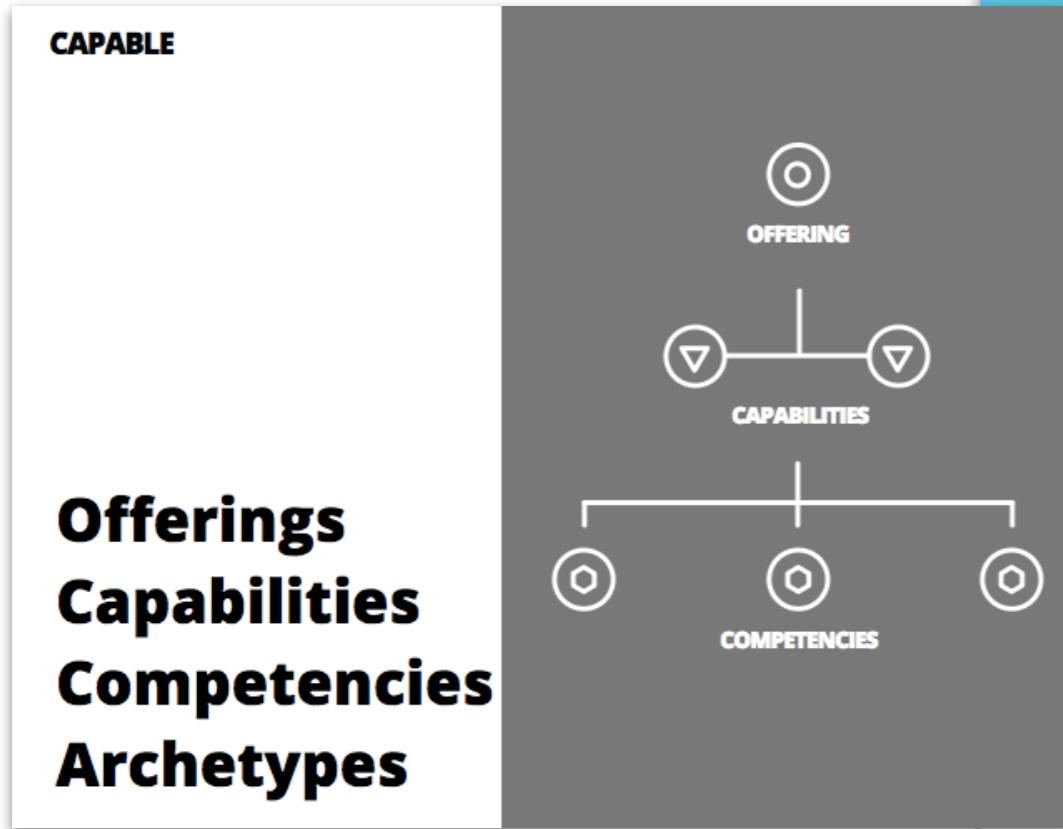
# DESIGN TO PULL PEOPLE BACK IN



# THRIVE: KEY-PERFORMANCE INDICATORS



# ALIGNING WITH CAPABILITY MODEL



## Competencies

Valuable behavior shown by individuals

```
graph TD; Offering((OFFERING)) --- Capabilities((CAPABILITIES)); Capabilities --- Competencies((COMPETENCIES))
```

**Groups**

- Business Analysis
- Consulting
- Data
- Design
- DevOps
- Development
- Mobile
- People Management
- Quality
- Security
  - Security Hygiene
  - Secure Delivery Leadership
  - Incident Response

**Security**

### Security Hygiene

Knows the basics of security thinking in our professional and personal lives, protecting data and communicating safely

[See details](#)

**Secure Delivery Leadership**

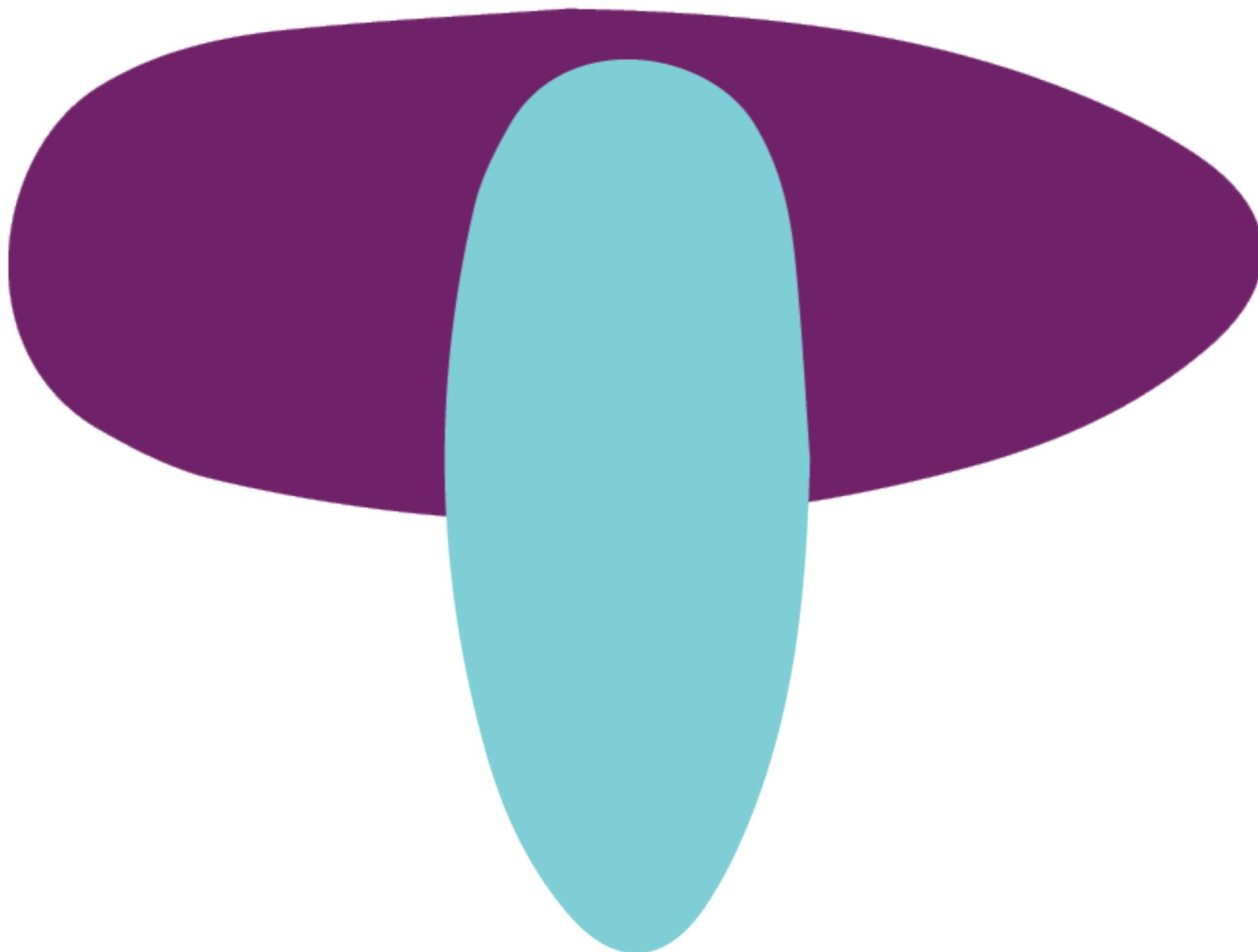
As a delivery leader, knows how to comply with client security requirements, protecting sensitive data on a project, driving the right behaviors in the team

[See details](#)

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# T-SHAPED PEOPLE

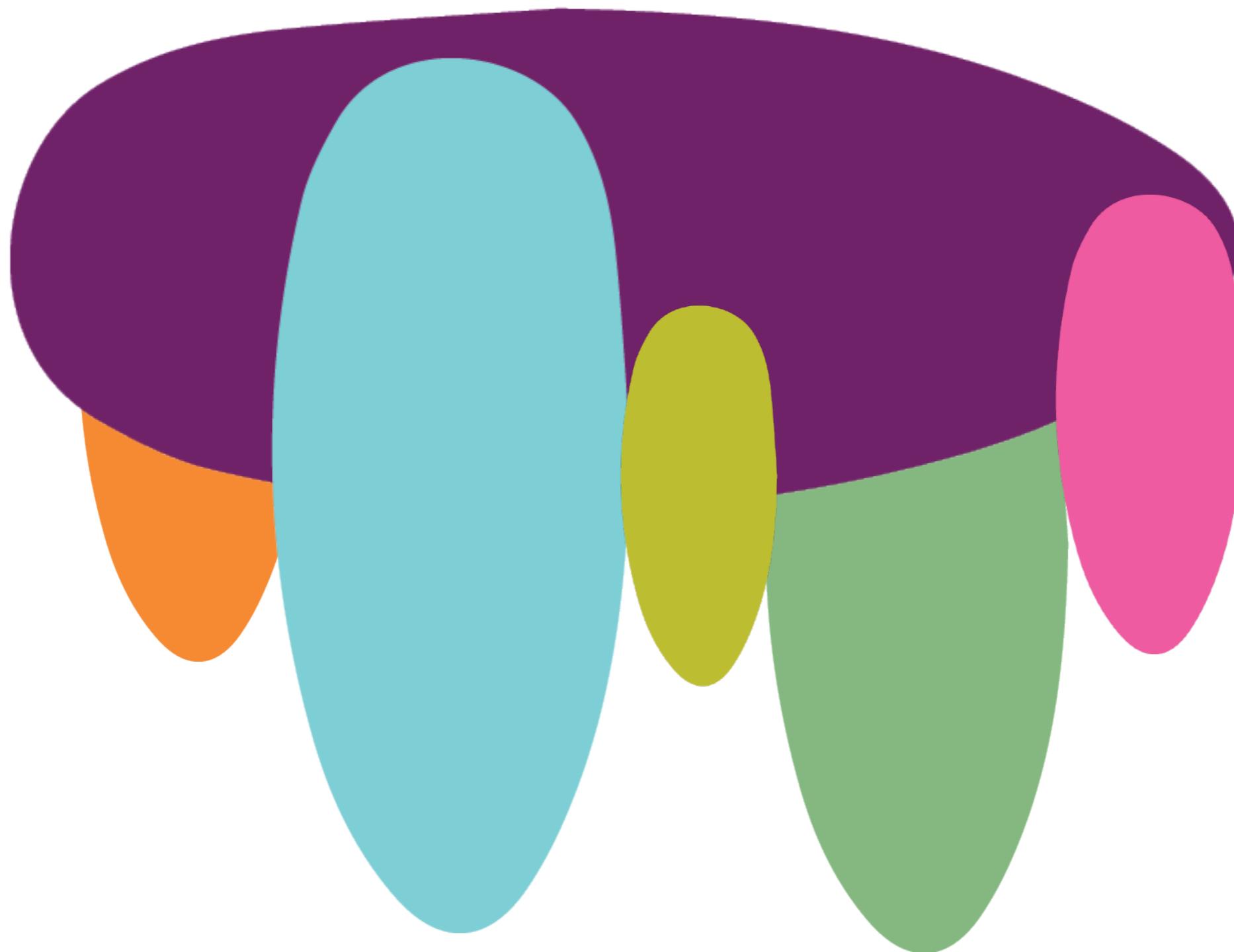
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# PAINT-DRIP-SHAPED PEOPLE

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# THRIVE: DESIGN PRINCIPLES AND CORE COMPONENTS

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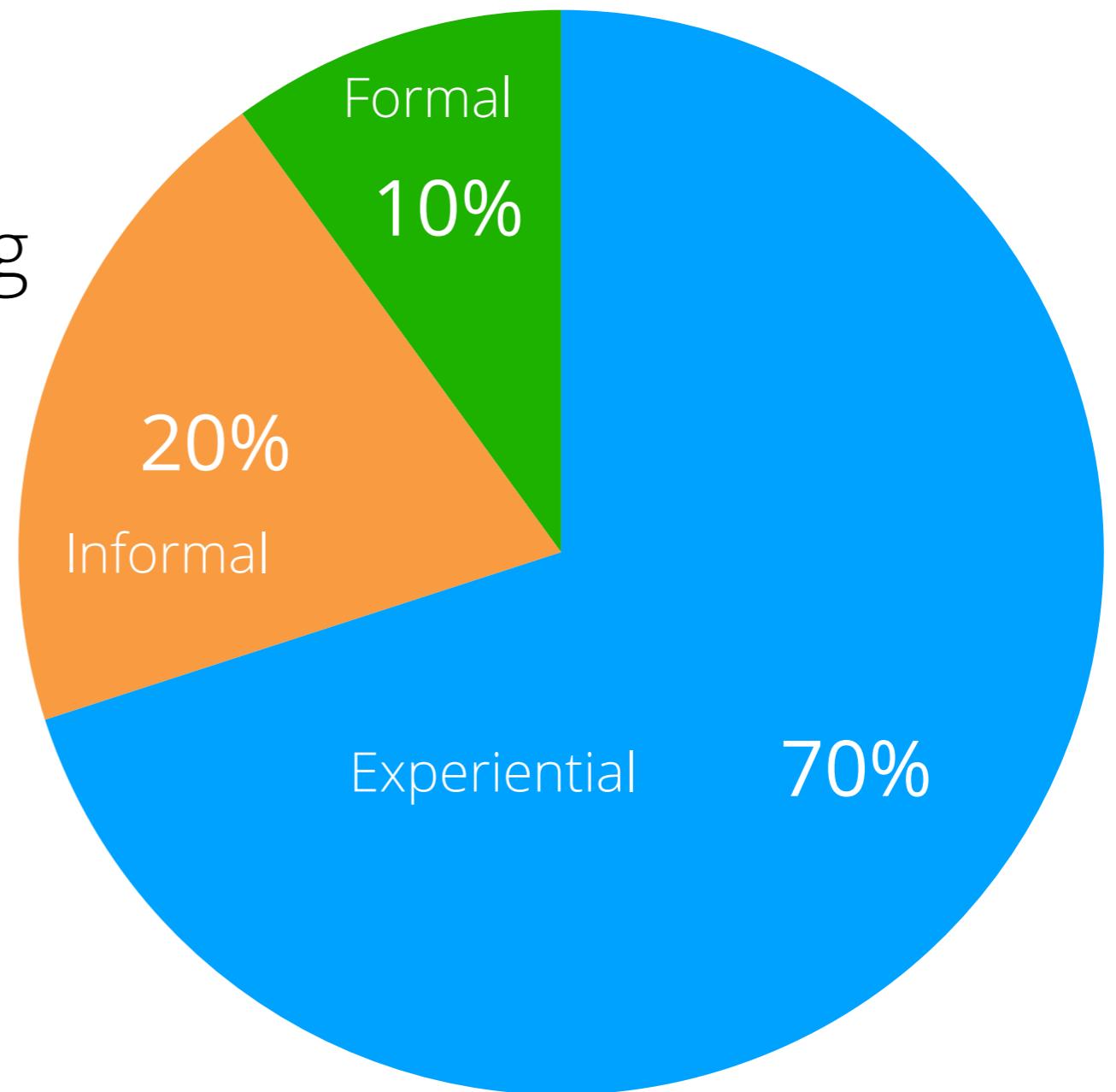
- Personal Kanban with milestones at 30, 90, 365 days
- Agilist Learning Pathway for every ThoughtWorker
- Role/archetype-oriented competency building
- Project-simulation teams
- Tactical *and* Relational onboarding activities
- Practice-based learning (shadowing, +1 technique)
- Social learning and communities
- Spaced learning (onboarding over a year period)
- Flipped classroom approach to orientation
- “Assignmentology”

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# 70:20:10

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- Learning pathways
- Coaching/Mentoring
- Workshops
- Project simulation
- Shadowing
- Pairing
- Assignmentology



# PERSONAL KANBAN

The dashboard features a top navigation bar with links to Dashboard, Global Onboarding: ThoughtWorks Agilist, Analytics, Edit Workflow, Search, and user profile. A sidebar on the left contains a 'Backlog' section with four items: 'First week', 'First month', 'First 90 days', and 'First year', each with a progress bar and estimated duration (38d, 38d, 17d, 38d). The main area displays two Kanban boards:

**INITIATIVES WORKFLOW**

Column	Count	Sub-Columns
Requested	[4/0]	
In Progress	[0/0]	
Done	[0/0]	

**CARDS WORKFLOW**

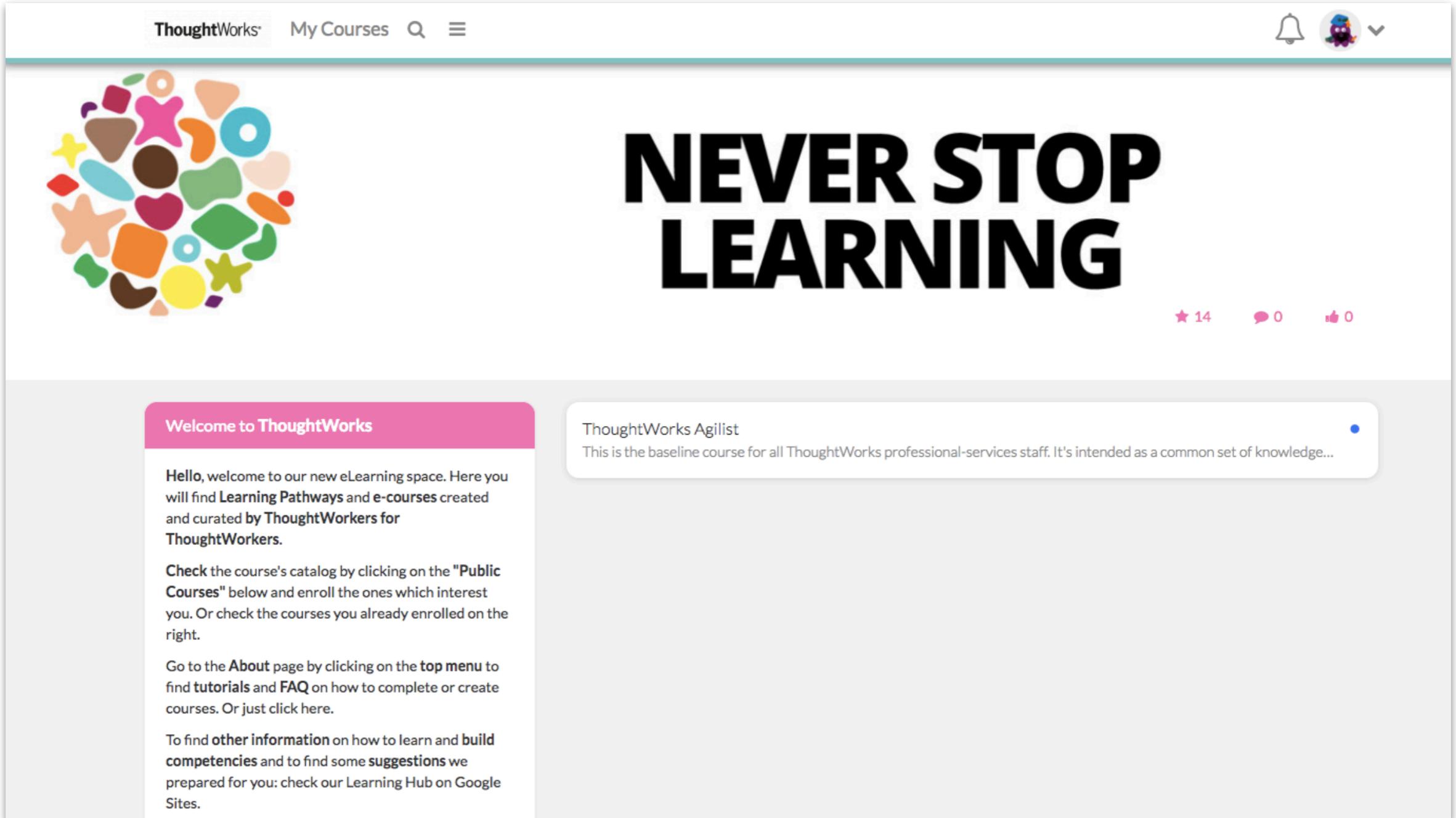
Column	Count	Sub-Columns
Requested	[13/0]	
In Progress	[0/0]	
Done	[0/0]	

The 'Cards Workflow' board shows three cards under 'Requested':

- Card 1400: Initial meeting with career concierge (None) - First week (38d)
- Card 1411: New-hire orientation (None) - First week (38d)
- Card 1405: Meet local-office people (None) - First week (38d)

A vertical sidebar on the far left lists backlog items: 'Initial meeting with career concierge', 'New-hire orientation', and 'Meet local-office people'. A vertical toolbar on the right provides navigation and management functions.

# LEARNING PATHWAYS



The screenshot shows the ThoughtWorks Learning Pathways platform. At the top, there's a navigation bar with 'ThoughtWorks' logo, 'My Courses' link, a search icon, and a menu icon. To the right are icons for a bell, user profile, and a dropdown menu.

The main area features a colorful circular graphic on the left and a large, bold text 'NEVER STOP LEARNING' in the center. Below it are engagement metrics: 14 stars, 0 comments, and 0 likes.

On the left, a pink header box says 'Welcome to ThoughtWorks'. The main content area contains several course cards:

- ThoughtWorks Agilist**: Described as the baseline course for all ThoughtWorks professional-services staff. It's intended as a common set of knowledge... (with a blue dot icon)
- Welcome to ThoughtWorks**: A general introduction to the eLearning space, mentioning Learning Pathways and e-courses created by ThoughtWorkers for ThoughtWorkers. It includes links to the course catalog, Public Courses, and About page.
- Check the course's catalog by clicking on the "Public Courses" below and enroll the ones which interest you. Or check the courses you already enrolled on the right.**
- Go to the About page by clicking on the top menu to find tutorials and FAQ on how to complete or create courses. Or just click here.**
- To find other information on how to learn and build competencies and to find some suggestions we prepared for you: check our Learning Hub on Google Sites.**

# SHARING WHAT WE KNOW

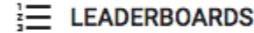
ThoughtWorks® My Courses  

**ThoughtWorks Agilist**

This is the baseline course for all ThoughtWorkers, operations and professional services staff alike. It's intended as a common set of knowledge for anyone doing delivery as well as working internally in operation -- after all, agility isn't only for software development! After you complete it, you will be a ThoughtWorks Agilist.

14/60 XP

 LEADERBOARDS

 UNENROLL FROM COURSE

 MY COURSES

**Agile 101**

Complete all the levels in this group



Delivery Basics

4/24 XP

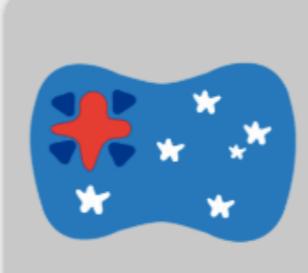


The ThoughtWorks Way

9/22 XP

**Regional Orientation**

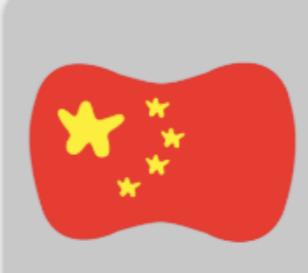
Complete a single level in this group



Australia



Brazil



China



Ecuador

# SHARING WHAT WE KNOW

bliki: ThreePillars 1 XP Comment on this object for max XP (+4) ✖

**MARTINFOWLER.COM**



**ThreePillars**

 *Martin Fowler*  
11 May 2011

ThoughtWorks is an unusual company, which is why such a corporate-skeptic as myself has hung around for a decade here. An important feature of ThoughtWorks is that we take a broader view of our purpose than simply a commercial entity. Over the last couple of years we've been using a three-pillar model to describe the way we like to think of ourselves.

The model was stolen from Ben & Jerry's - the ice cream company. It says that there are three pillars to a company: Sustainable Business, Software Excellence, and Social Justice<sup>[1]</sup>. Each pillar has its own definition of success and for the company to be successful it has to balance the aims of all three pillars. While the pillars are not fundamentally in conflict, they are often in tension - which is where the balancing comes in.

The Sustainable Business pillar is about ensuring we have a financially viable business. We've done pretty well on this one over the years, which is why we are still around. We've now weathered two recessions - and I've always considered that a company's performance in a recession is where you find out how strong it is commercially. We've also grown a lot over the last decade, from around 300 people in the US when I joined to about 1800 globally.

What challenges do you see with our three pillars? Did any of them factor into your decision to join ThoughtWorks?

Add to the discussion

SUBMIT

Most Recent ▼

There are no comments yet for this object. Why not add to the discussion?

Displaying threads 0-0 of 0 1

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# CULTURE ADD OVER CULTURE FIT

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# HOW TO SCALE?

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Enterprise  
Services  
Planning



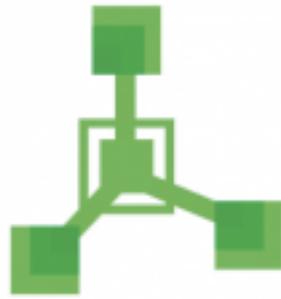
**DISCIPLINED AGILE**  
CONSORTIUM



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# HOW TO SCALE?

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Enterprise  
Services  
Planning



**DISCIPLINED AGILE**  
CONSORTIUM



*Invest in building your people.*

# OBRIGADO!

*Questions?*

ThoughtWorks®

@mattphilip #XP2018