



Lean & BizDevOps Journey

To HR Digital Experience
At T-Mobile



Shaaron A Alvares

Sr. Agile Transformation Coach, Product & Technology

T-Mobile in 2015 and since 2017

News Reporter and Editor, InfoQ

Speaker: Product School, DOES, ADDO



Disruption Is Our DNA

#1

Customer
Satisfaction

J.D. Power 2019



52,000 Employees

\$43.3 Billion

Revenues 2018

16,400 Stores

Nationwide

32.3 Million Invested
in Communities

Best
Workplace



#49 F500
Women #30
Millennials
#47

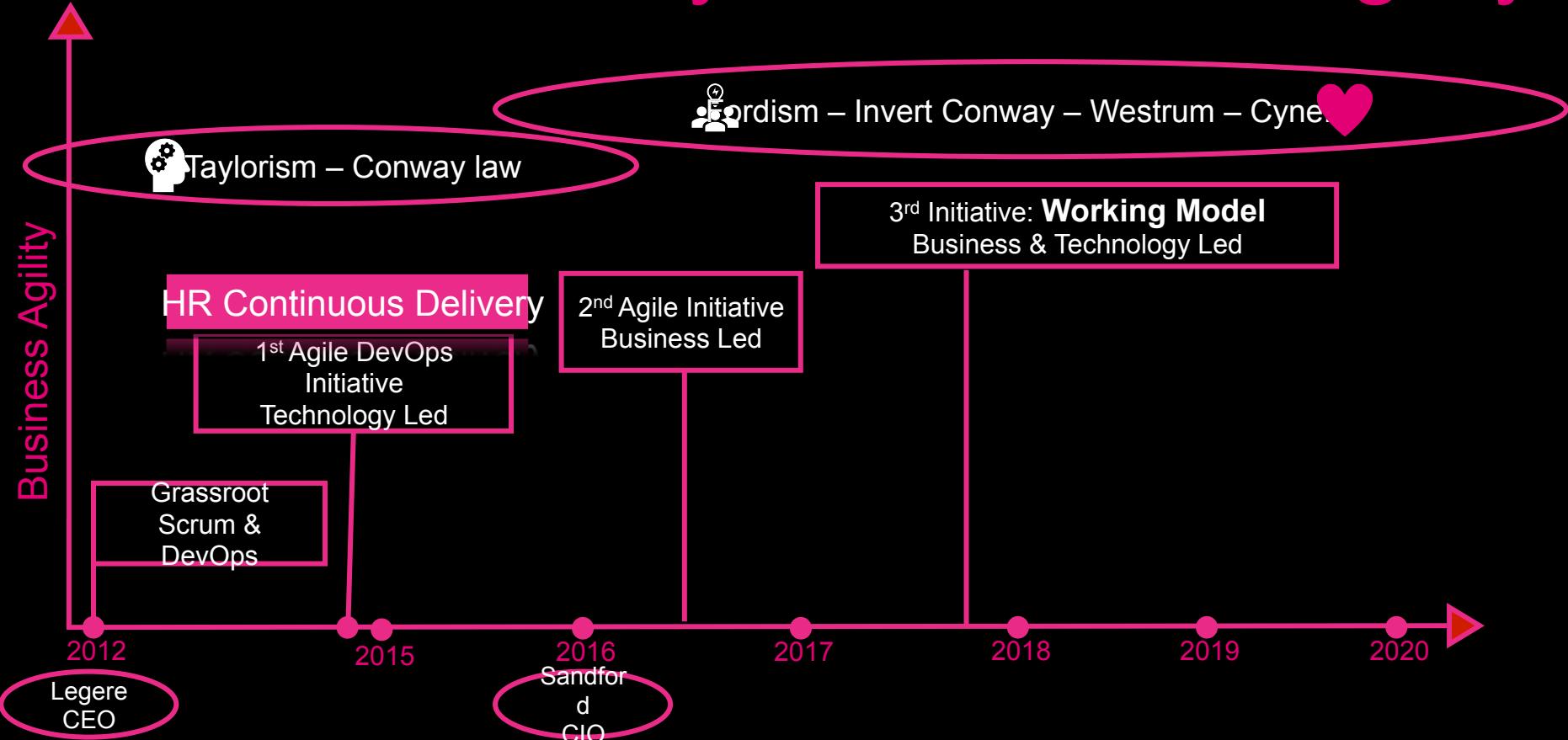
First To Offer
Un-Carrier
2013

79.7 Million Customers

Founded in
1990
5G



T-Mobile Journey To Business Agility



HR Conditions for Change



EMPLOYEE DEMOGRAPHICS

Millennials & Gen Z

Inclusion

TALENT WAR

Candidate Market
& Demanding Competition



WORK EXPECTATIONS

Value and Experience Driven



TECHNOLOGY & PRODUCTIVITY

100% Digital & Seamless
Experience

“**Listen to your employees**, listen to your customers, shut the f— up, and do what they tell you!”,
John Legere, CEO, 2018

“We want to give you reasons **why you wouldn't want to work anywhere else** and we want to create an environment **where you wouldn't want to work anywhere else**”,
Cody Sandford, CIO, 2019

HR Domain Ecosystem



Organization Management



Learning



Talent Management



Talent Acquisition



Timekeeping



Workforce Management



Payroll



Benefit Administration



Analytics



Workday



Cornerstone



Workday



Kenexa



Kronos



Kronos



ADP Vantage



Alight



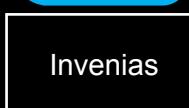
Kronos WFAN



WalkMe



Avature



Invenias



SaaS Application



Hosted Application



On-premise Application

OPERATIONAL EFFICIENCY

- Timely delivery of data to downstream systems
- Improve time to business value by re-using services
- Improve telemetry with logging and monitoring

HR Continuous Delivery Journey

Before 2015



On-premise
Waterfall

Episode 1
2015-2016



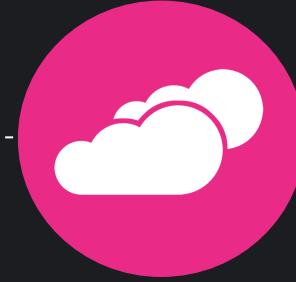
Agile
Scrum & DevOps

Episode 2
2017-2018



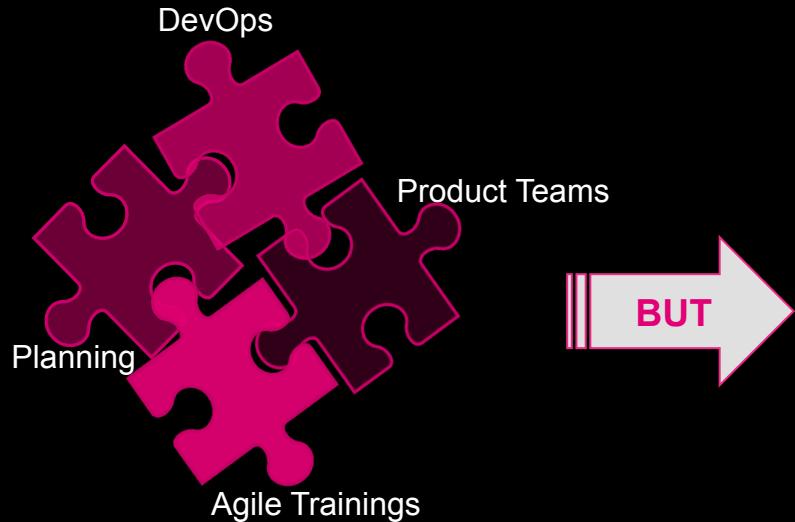
Lean
BizDevOps

2019-2020



90% Business Digital

Episode 1 – We Are *Doing* Agile



- IT cross-functional teams
- Release from 12 months to 2 weeks
- Beginning of a Product Capability



- Misunderstood Principles leading to hybrid practices
- Change and Agile fatigue
- Different planning cycles
- Many roles overlapping and handoffs
- Mistrust

The Old Transformational Paradigm

The Problem

- ✓ We have implemented **Agile!**
- ✓ We have implemented **New Technologies!**
- ✓ We have certified **Processes!**

So why is the Business Still Unhappy?



[Ref. Carmen DeArdo](#)

Traditional Transformational Approaches:

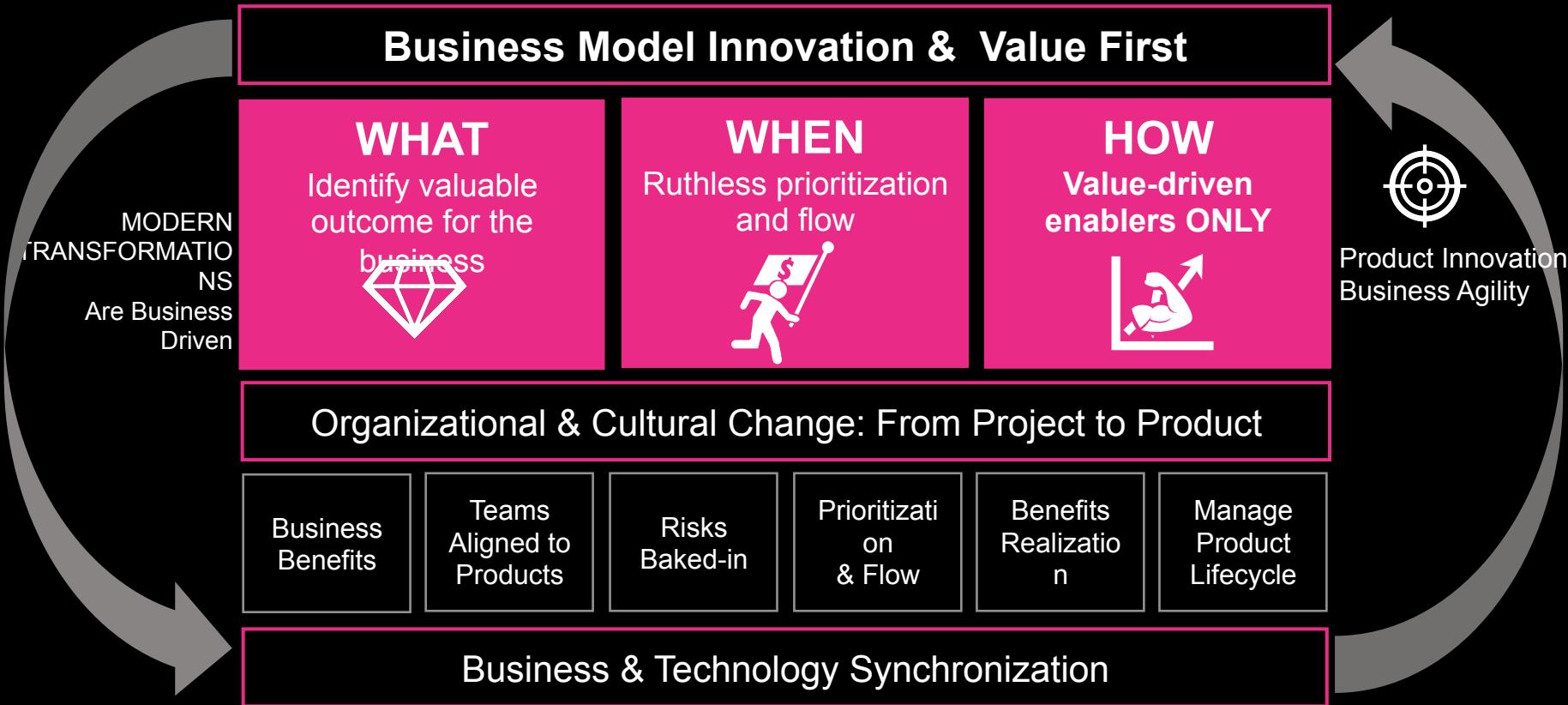
- Enablers Driven: Agile & Technology
- Driven by Legacy Waterfall Thinking



Strategy
Org Structure
Process
People
Technology
Operating Model

Ref. McKenzie, 2018

The New Transformational Paradigm



Episode 2 – One True North

One
Leadership
Product Team
Culture



From Good To Great: Business Agility

Value & Ruthless Prioritization



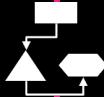
Value & Outcomes Aligned to HR Business Drivers



Single HRIT Portfolio Intake



Quarterly Big Room Planning



Shared Prioritization RoB

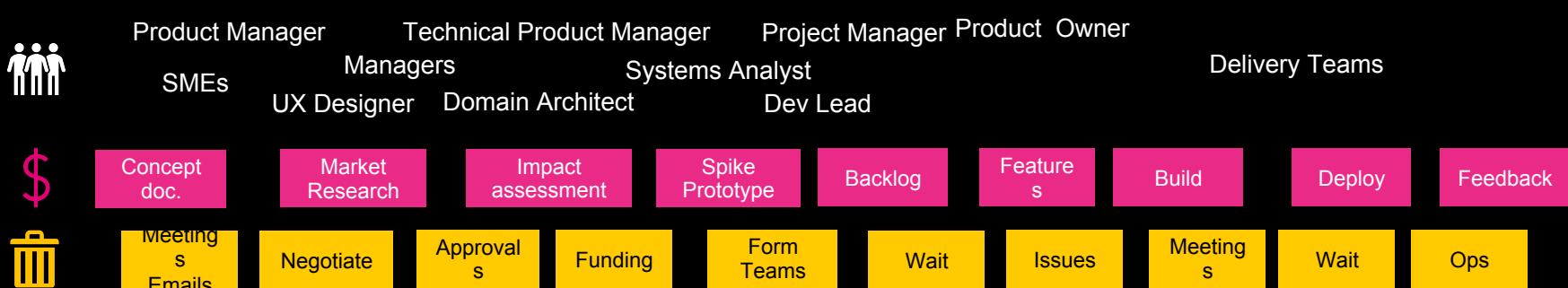


Continuous Prioritization
Continuous Planning
Continuous Feedback



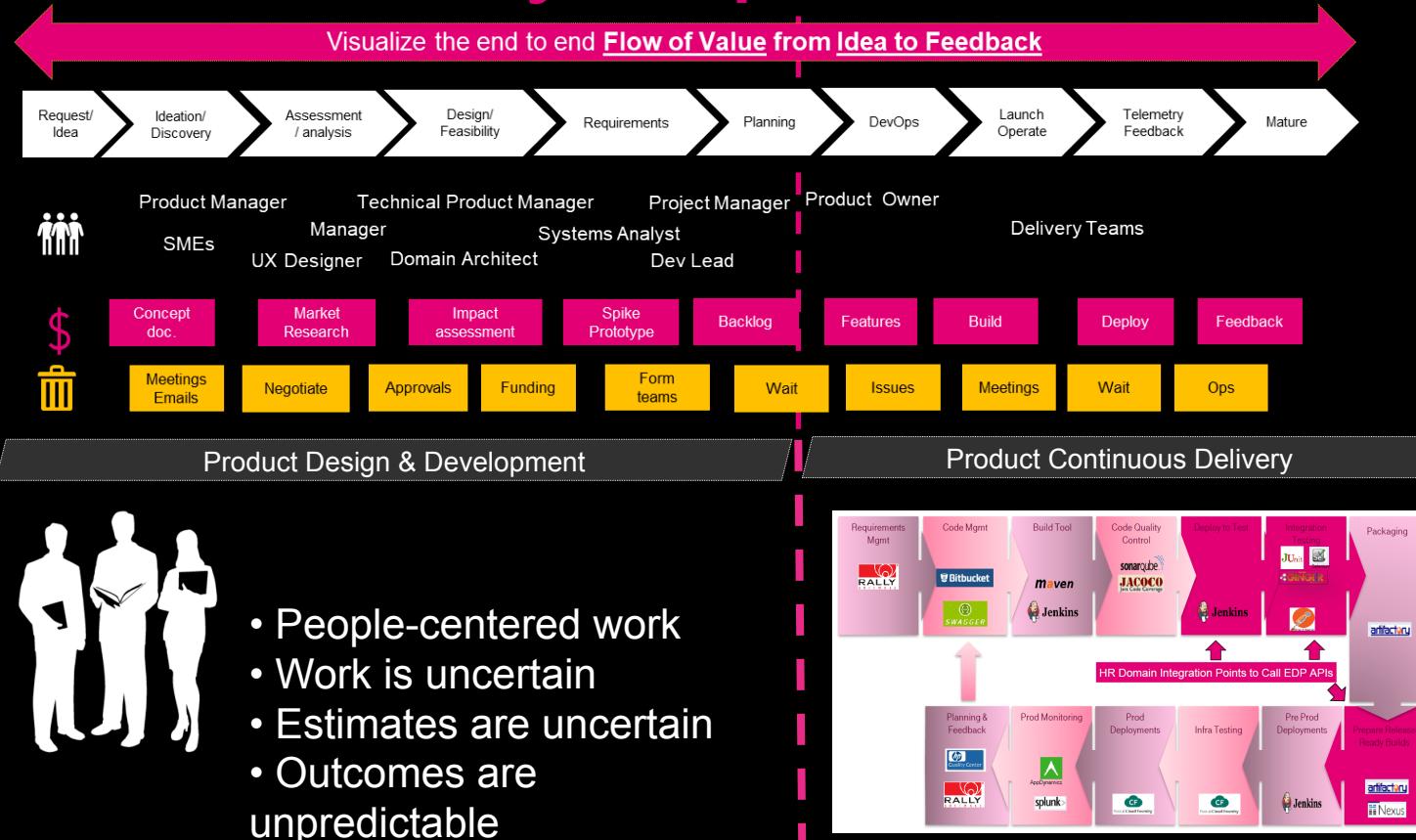
Know Your Flow & Lead Time

Visualize the end to end Flow of Value from Idea to Feedback



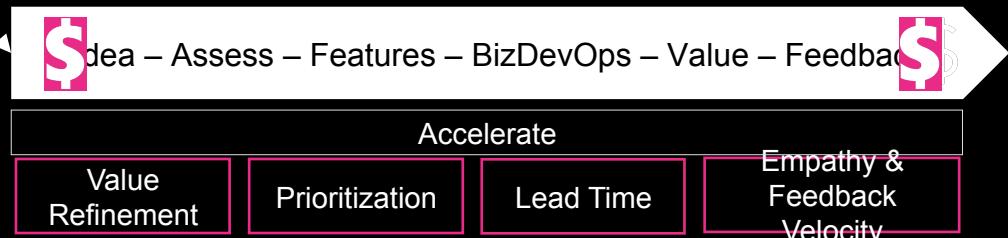
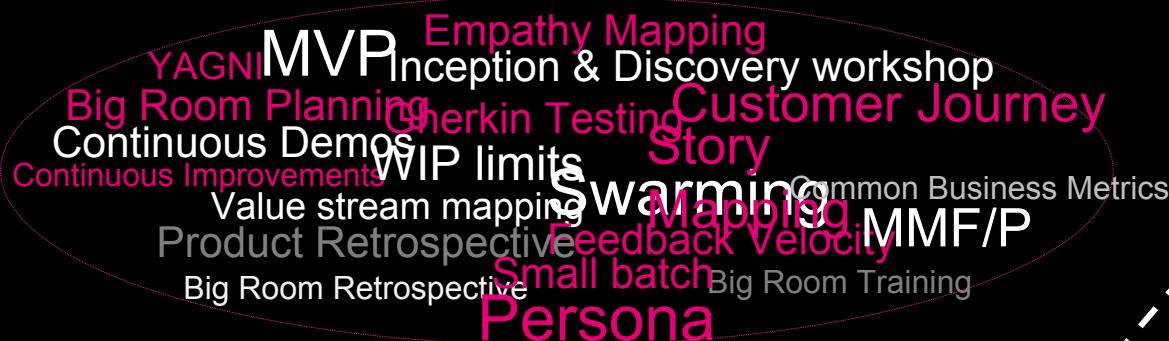
- People Interactions
- Tools Interactions
- RoB/ Reports/ Metrics
- SLAs, Vendors

Flow Key Impediments



Value & Flow-First Patterns

Visualize the end to end Flow of Value from Idea to Feedback



*Cross DevOps Teams Story Mapping

*Breaking down Silos between Product management & Development

Accomplishments

Better



Sooner



Cheaper



Happier



↑ On-Time Delivery

↓ Escaped Defects
P1 Incidents
Change Fail
MTTR

↑ # Deployments
Throughput

↓ Feature Lead Time
User Stories Cycle Time

↓ Cost of Delivery
Cost of Delay

↑ HR Business Satisfaction
Teams-Business
Relationship
Alignment
Transparency & Trust
Consistency of Reporting
Tons of Fun

.... In the Business Own Words

“Big kudos for driving forward improvements and building out a unified team to support HR Continuous Delivery. Great job enabling all our achievements, and in moving us forward towards a collaborative culture of delivery excellence.”

- HR Business Manager, 2018

“Thank you for the excellent job leading the HR domain delivery, improving our agile delivery model and building out a unified team to support HRCD and **deliver more with our HR business partners.**”

- Corporate Services, Sr. Director, Product & Technology, 2018

“Awesome job leading HR domain Agile delivery and **scaling broader to** Corporate Service teams.

- HRCD Sr. Manager, Product & Technology, 2018

100% Empathy Resilience

Joy “It’s not What you do, it’s How you do it”,
- Bob Sutton, “The No Asshole Rule”



Change Catalysts & Success Factors

Our Westrum Leadership



From Sponsorship to Commitment

From Certainty to **Empathy & Curiosity**

From Authority to **Empowerment**

From Feedback to **Continuous Conversationn & Appreciation**

From Telling to **Listening & Actively Improving**

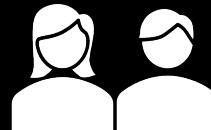
From Who and Why? to **What and How?**

Everybody's a Product & Culture Coach

Participative Change



- ✓ Leverage SMEs (Architects too) to champion the change to Product
- ✓ Enable Agile & Product CoPs (Product Conference)
Offer Continuous & Just In Time Training



- ✓ Include Managers
 - Lean Change Leaders
 - Innovation & Product Managers

Recap & Takeaways

We Speed Value Delivery



Demonstrate Value Early

Identify, measure and communicate business success



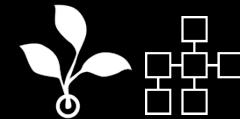
Lean BizDevOps

Apply Lean Thinking & Lean Software Development to deliver value sooner



Continuously Improve

Align org to the flow of value
Refactor your Value Stream

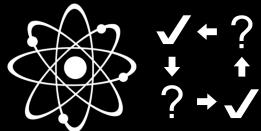


We Speed Exploratory Innovation



Embrace Complexity

Apply System Thinking & Holistic Agility



Walk The Talk

Use agile to implement agile
Productize the Transformation
Everyone models Agility & Safety



Build In Knowledge

Rapid experimentation & learning cycles
Continuous JIT Training



TIMELY RECYCLE FLOW WASTE & OLD PARADIGMS

Help, Research, Collaboration

- ★ Automate Agile (not Agility): Work artifacts, reporting, impediment backlogs, ceremonies' tasks, etc.
- ★ Map the Minimum Viable value stream processes – future state. And develop a Playbook to get there
- ★ Models & Software for measuring business value and impact: Lean OKR? Domain Product North Star?
- ★ Refactor organizational & cultural Debt to achieve an innovative Product Mindset at scale

