

# 5 years ago...



# Stink eye!





A TRUE STORY

# STINK EYE on STEROIDS



Jill Mead

# About Me



## PROFESSIONALLY

- Product and Agile Transformation Coach
- Worked for large bureaucratic organizations since 2005.

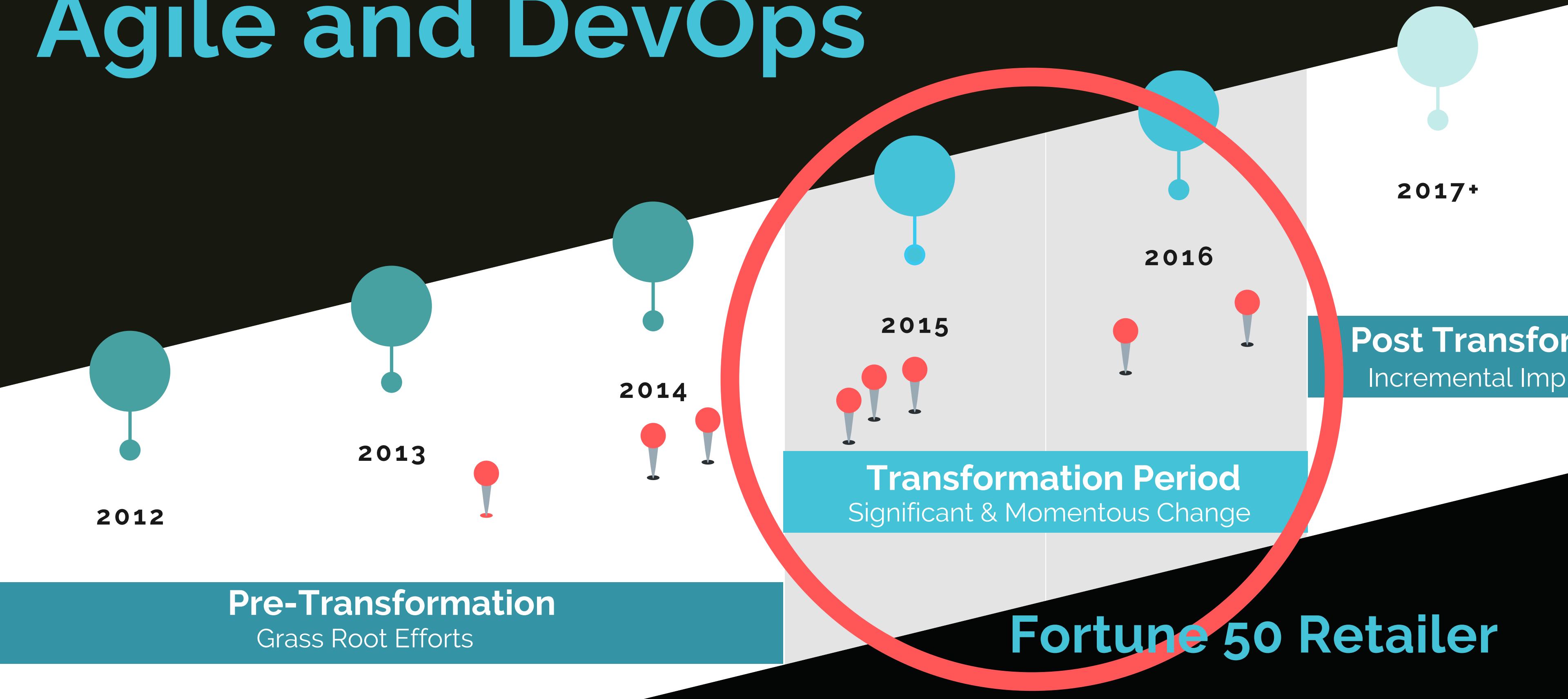
## FAMILY

- Mom to 3 kids (6, 6, 3)
- Boxer mom
- Wife to Paul
- Country bumpkin

## HOBBIES

- Holistic Health
- CrossFit and Bodybuilding
- Youth Soccer Coach
- Design Junkie
- Hybrid Learning Extraordinaire 😜
- Creative Writing

# Transformation to Product, Agile and DevOps



# A Few of the Challenges Among Many



Lack of support from  
executive leadership



Project minded  
organization



Frumpy processes and  
procedures

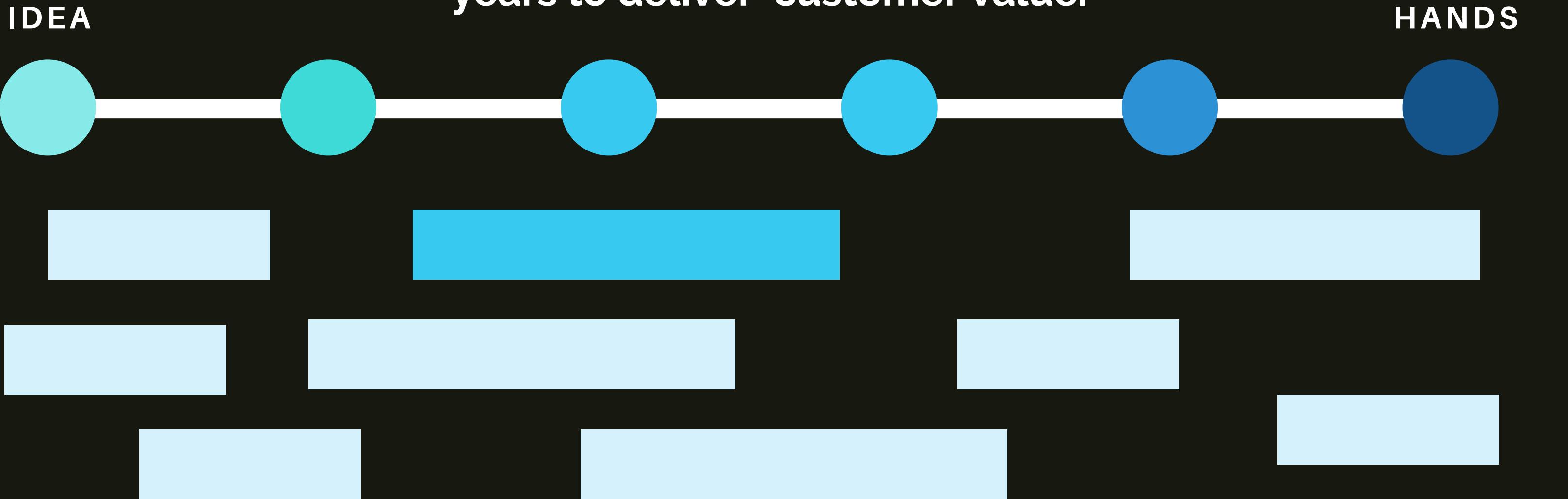


Truth  
Bomb 1

There is a deep fundamental problem when governance processes take longer than it takes to engineer the thing.

# The Value Stream

Often takes 1-2+  
years to deliver customer value.

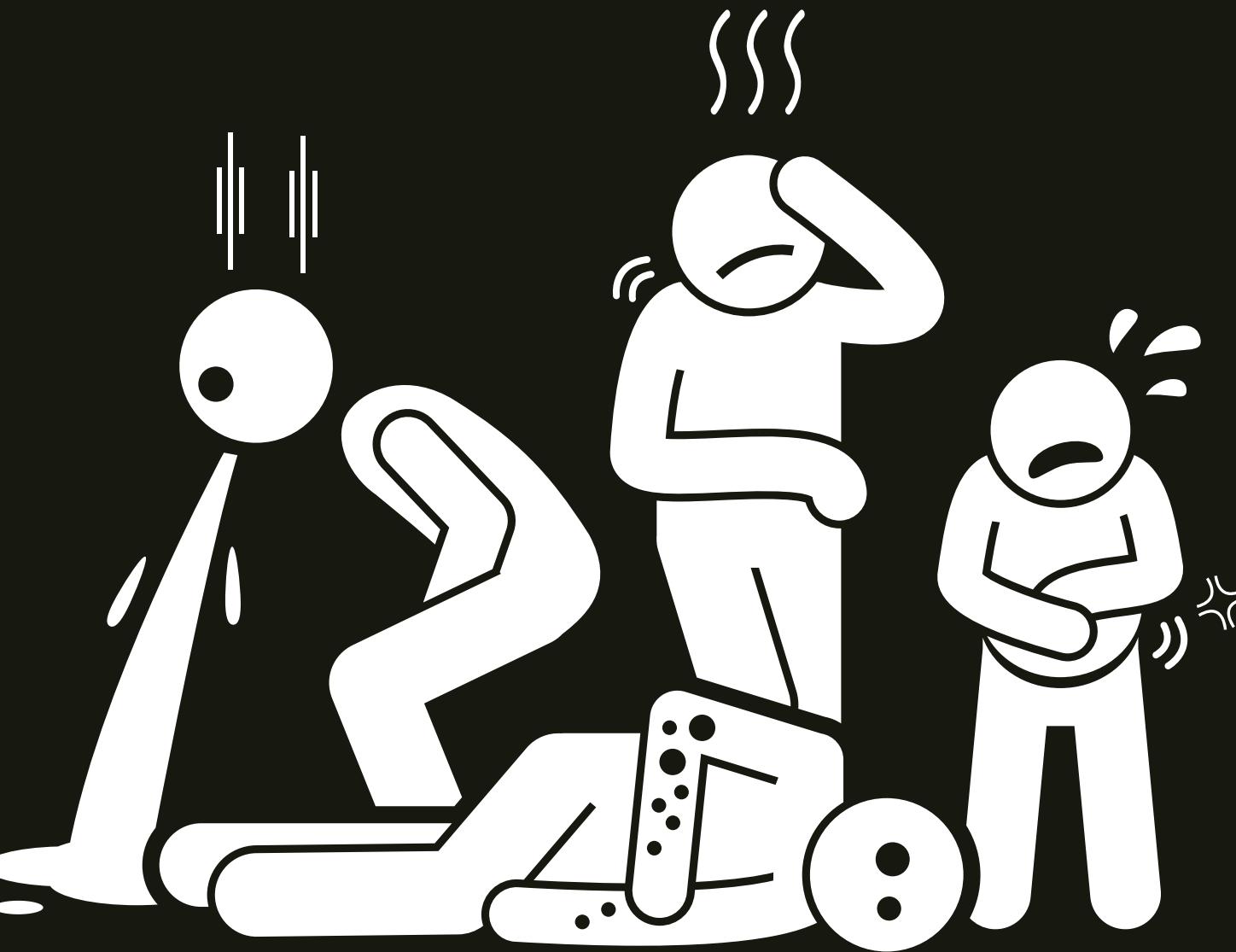


Actual Engineering  
Work

Lead times, approval gates, manual governance forms, approvals, required data fields, circus acts and wild escapades.

This is where the  
story really begins.

**Our organization was plagued  
with a significant amount of  
process fatigue.**



# Traditional Governance Processes



Bloated. Lethargic. Dictating.  
Manual. Costly. Painful. Strict.



PAIN

# The Painful Process Campaign

- Transformation progress was slow with the amount of process friction in our landscape.
- Painful processes were identified and voted by the team members across technology.
- This was a way to heighten visibility and awareness to teams that were impeding transformation progress.

# The **Top 5**



# Just Kidding...

Wanna Place  
Some Bets  
First?



# The Most Painful



ITIL CHANGE  
MANAGEMENT



TECHNOLOGY  
ACCESS REQUEST



HARDWARE LAPTOP  
PROCUREMENT



SECURITY  
PROCESSES



RISK  
PROCESSES

The campaign was a pivotable  
part in the transformation.

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Particularly for  
governance teams.



Wait...

My baby  
is ugly?

What is worse than having a  
product everyone hates?

---



# The Product Owner



**Height:** 5' 9"

**Natural Hair Color:** Dishwater Orange

**Extra Curricular Activities:** Supposedly, making customer's lives miserable.

**Lifetime Achievement Award:**

Product Owner of a Top Painful Process in a Fortune 50 Company - 2015

The days in my life  
during a momentous  
DevOps  
Transformation.



**Customers  
randomly walk  
out of meetings a  
few minutes after  
they start.**

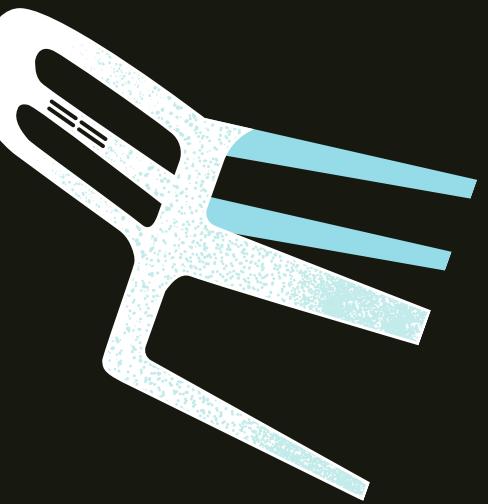


JUDGE  
JILL





**Flying chairs  
became a  
business as usual  
activity.**





The engineering  
customers created  
an emoji in our  
honor.

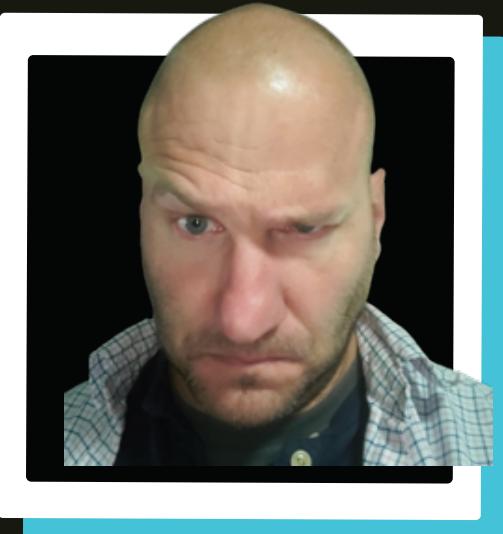
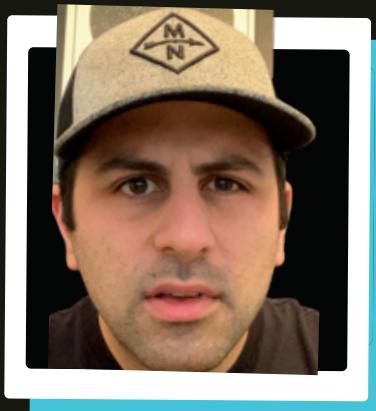


Flaming Hot  
Dumpster Fire

**And wait for it...**



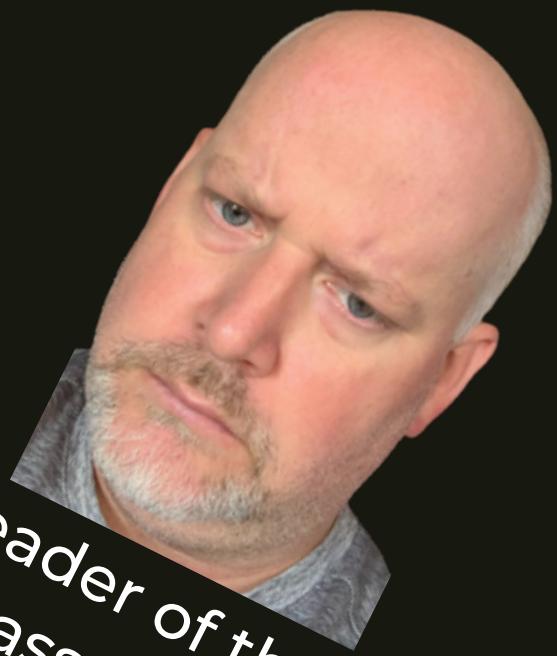
**Stink eye!**



There was no  
escaping when your  
customers are  
everywhere.



DevOps  
Body Guard



Leader of the  
Grass Roots  
**Movement**



# Bad

# Dreams

**How bad was my bad  
process?**

# The Painful Customer Experience

**75+**

REQUIRED  
DATA FIELDS

**100+**

BUSINESS  
RULES

**14**

DAY LEAD TIME  
TO CAB

**\$1.1+**

MILLION DOLLARS ON  
CAB EVERY YEAR

**2-4**

APPROVALS

**200**

HOURS AVERAGE  
CHANGE DURATION

**0**

API'S AVAILABLE

**100+**

CLICKS

PER NORMAL MANUAL CHANGE RECORD E2E

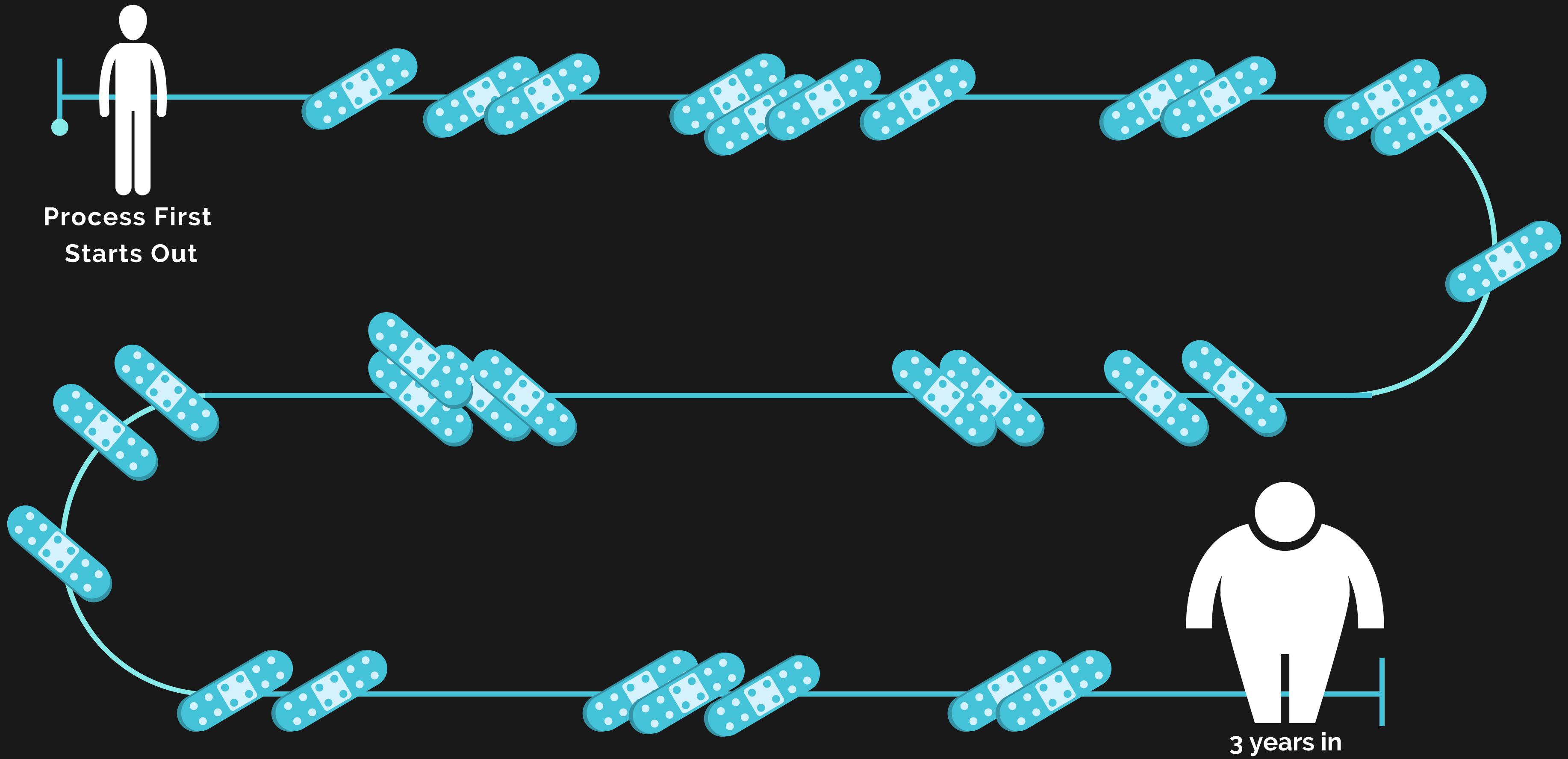
# Honorable Mention

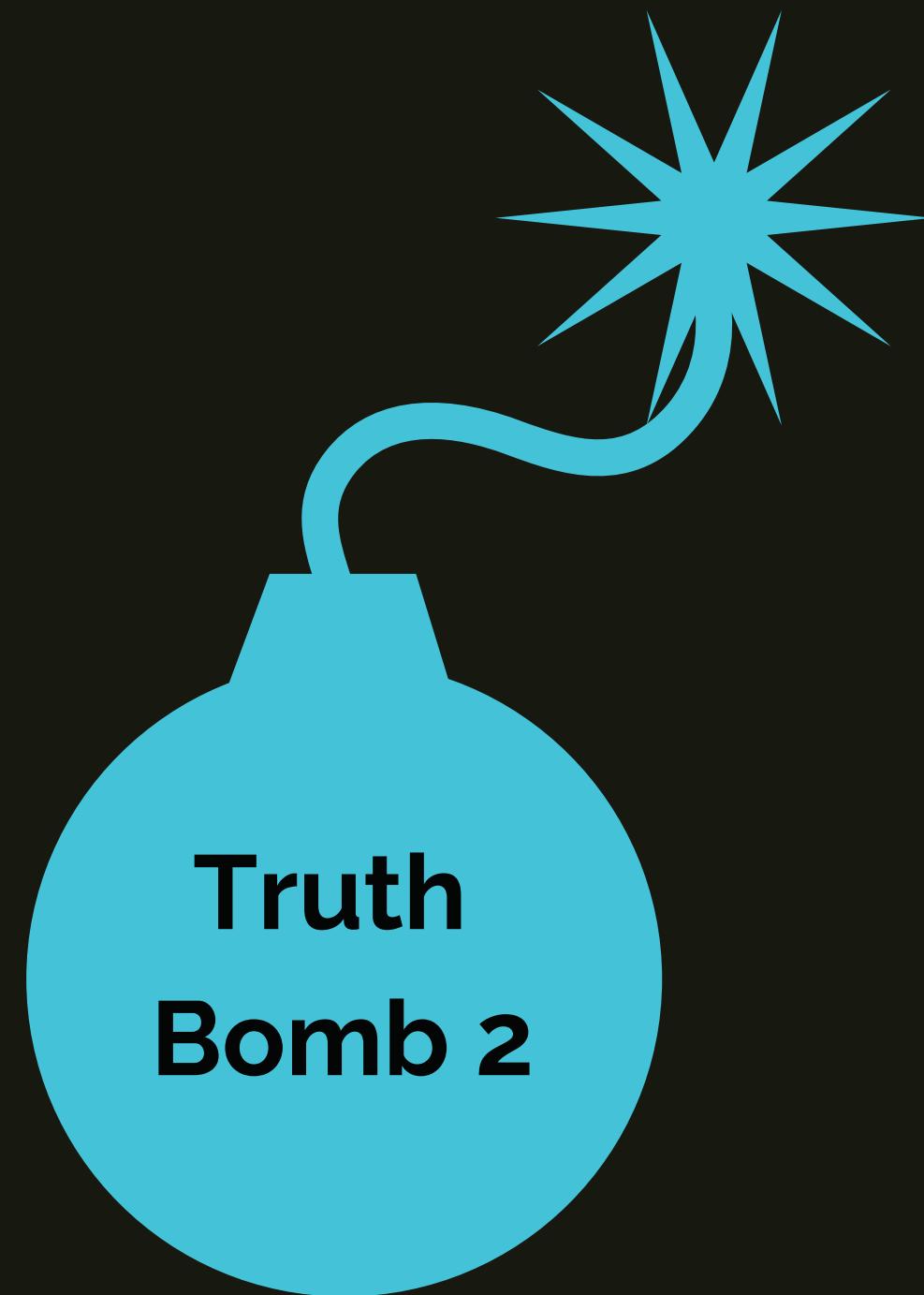
- The Change Approval Board (CAB) rarely rejected a change.
- We required a meeting before the CAB Meeting.
- Customers would create 1 change for multiple changes spanning over several weeks to avoid the process.



How did it get so  
bad?

# Death By A Million Band Aids





Truth  
Bomb 2

**Heavy manual process often  
adds more risk (not less) to  
the organization.**

# More Manual Process. More Risk.

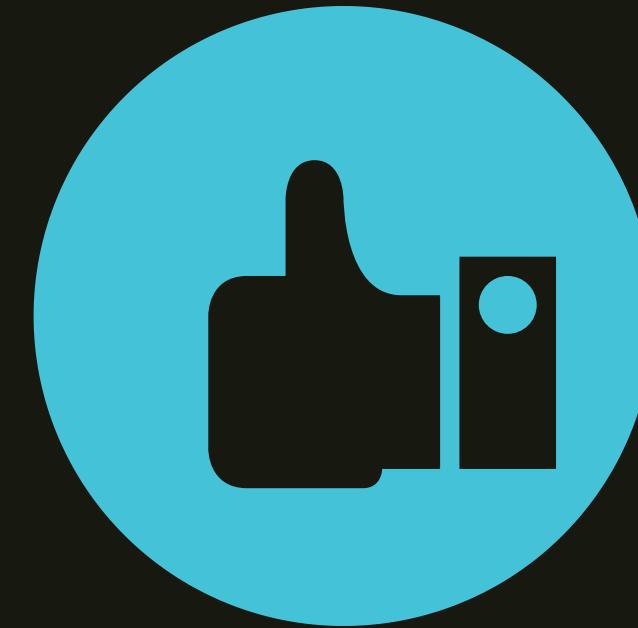
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Data quality tanks.



People will find the path  
to least resistance.  
AKA cow paths.



Manual actions lead to  
lack of consistency and a  
increase chance of errors  
and impact.

# Modern Processes in the Digital Age



Simple. Lean. Empowering.  
Flexible. Automated. Creative.  
Experience Centric.  
Decentralized. Embedded.

Every sports season  
has an inspiring  
comeback story.

Right?

This was our  
wild card  
moment.



We started  
with our team  
mindset.

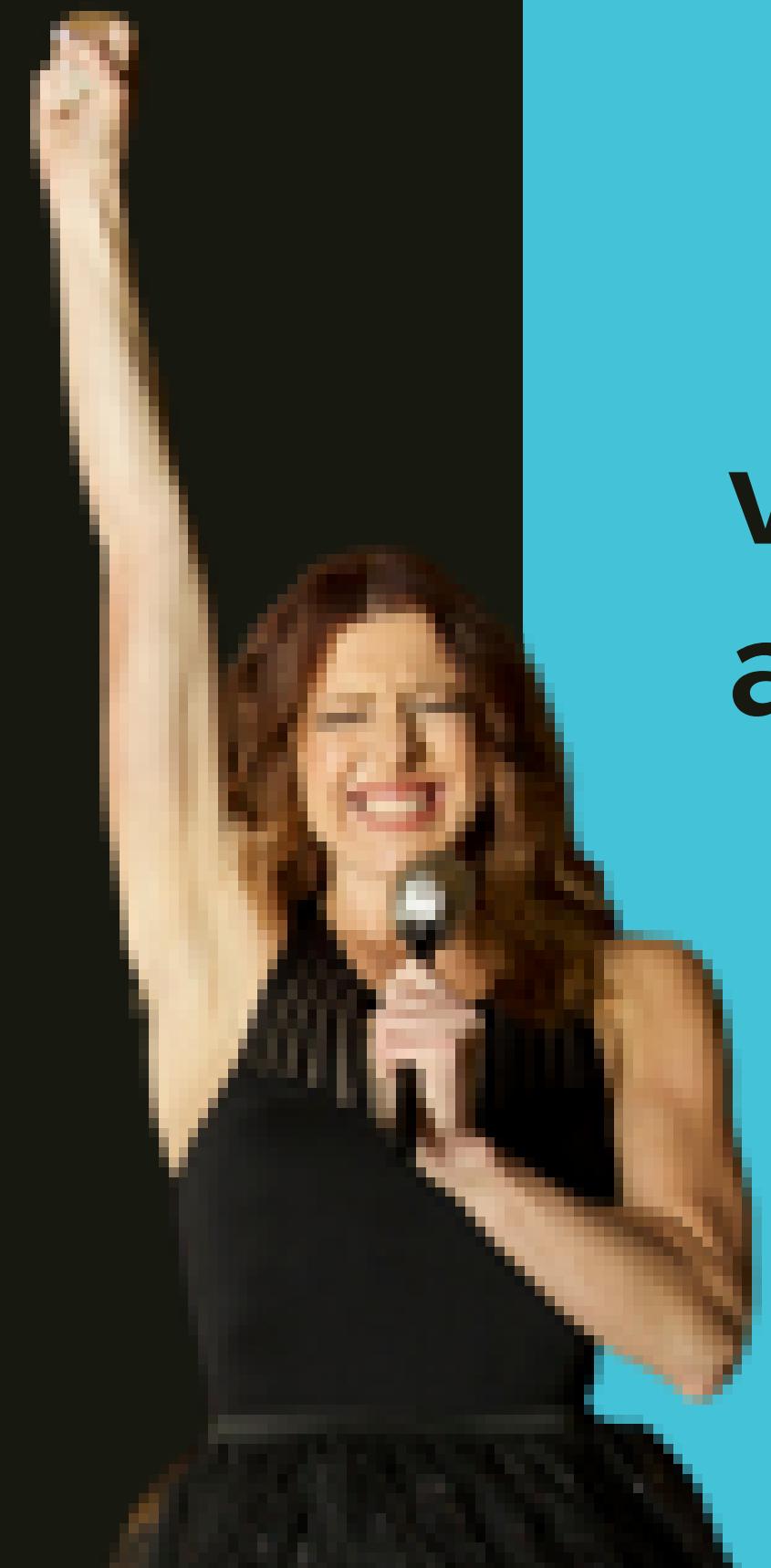


No longer thought of ourselves as a governance team.

#### **Our New Mindset:**

- Customer Centric
- Enabling
- Empowering
- Empathic
- Collaborative
- Guiders

- To understand the customer, we became the customer.
- Developed increasing trust and credibility with our consistent approach.



We were  
**extremely**  
**visible, involved**  
**and transparent**  
**with our**  
**customers.**

We threw our  
current process  
out the door  
and started  
fresh.



- Focused on creating a simple and strong change process foundation to allow for flexible and creative engagement.
- Our goal was to create a easy experience for all types of users.

- Initially, we had major internal organizational resistance.
- Understand and utilize your players strengths.



We identified the key people with the right attitude, ability to lead and influence the change.

We executed a  
creative  
organizational  
change  
management  
strategy.

- Relevant, provocative and consistent communication and engagement was a top priority.
- Product Marketing and Branding at its finest.



# The Results

# Manual User Experience

	<u>FROM</u>	<u>TO</u>
Manual Data Fields (High Risk)	75+	12
Business Rules Built in Change Tool	100+	26
Centralized Enterprise CAB	\$1.1 mill +	Decentralized
Average Change Duration	200 hours	8 hours
Approvals	2-4	1
Clicks	120+	22
Net Promoter Score	Bottom of the barrel	60

# Automation User Experience

Manual Data Fields  
Business Rules Built in Change Tool  
Centralized Enterprise CAB  
Average Change Duration  
Approvals  
Clicks  
Net Promoter Score

FROM

75+

100+

\$1.1 mill +

200 hours

2-4

120+

Bottom of the barrel

TO

0

NA

\$0

<1 minute

1

0

100

# Honorable Mention

- No rise in incident counts. In fact, incident decreased.
- Our engineering customers made the decision (not us) to retire the flaming dumpster fire emoji.
- We created an inspiring domino effect across the organization.
- I have no fear of falling asleep.



Tips to  
walk away  
with.



1

Lose the  
Governance  
Ego.

2

Commit  
to a  
Identity  
Change.

3

Productize  
Your  
Governance  
Process.

4

Don't be  
afraid to  
start over.

5

Put emphasis  
on a  
organizational  
change  
strategy.

**BONUS**



Persevere and  
stay strong.

**E-Guide  
Part 1  
Available  
Today!**



## WEBSITE

[www.jillchristinemead.com](http://www.jillchristinemead.com)

## LINKEDIN

Jill Mead

## TWITTER

@JillMead20

**Let's talk!**



# THANK YOU

