Helping Life Leap Forward

Creating our Agile Operating Model at John Deere

JOHN DEERE

Your presenters today

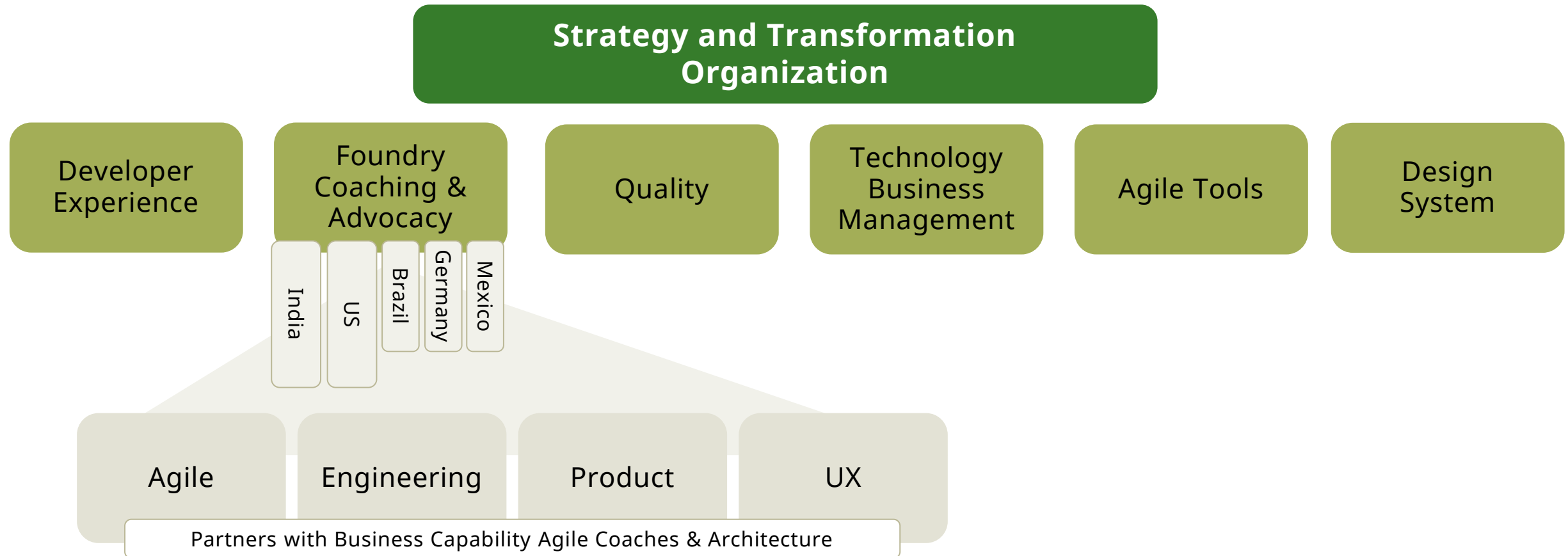**Matt Ring**

Sr. Product & Engineering Coach
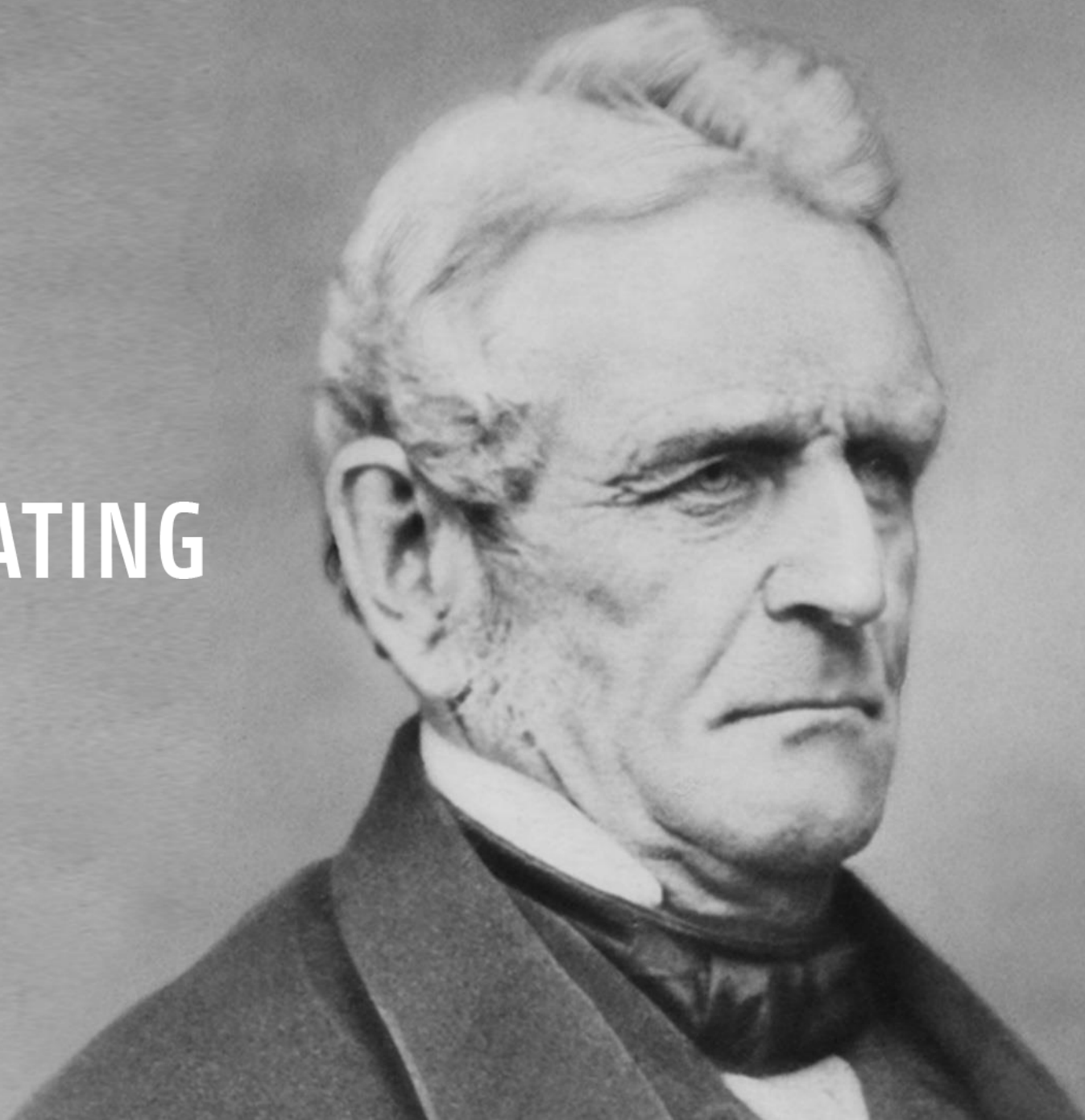Foundry Coaching & Advocacy

Amy Willard

Group Engineering Manager,
IT Strategy & Transformation

Public

How we are organized

Strategy and Transformation Organization

| Developer Experience | Foundry Coaching & Advocacy | Quality | Technology Business Management | Agile Tools | Design System |

Foundry Coaching & Advocacy:
- India
- US
- Brazil
- Germany
- Mexico

| Agile | Engineering | Product | UX |

Partners with Business Capability Agile Coaches & Architecture

INNOVATING   SINCE 1837

MORE THAN 100 LOCATIONS GLOBALLY

75,600 EMPLOYEES

John Deere - a Technology Company?

Total Connected Machines
(Ag & Construction)

440,000+

The Catalyst for Transformation

John Deere's process maturity was strong, but **we were struggling to evolve quickly** enough to meet rapidly changing market needs.

- Grassroots, localized Agile variants with limited effectiveness.

- Project teams incentivized to deliver on time, in scope, within budget.

- Teams had very limited customer feedback and interactions.

- Multiple handoffs between teams slowing time-to-market.

- Work was dictated by extensive up-front business analysis and heavy portfolio management processes.

- Managers largely incentivized to direct and prioritize work for their teams'.

Changing the way we worked

A product model that drives funding choices and prioritization

A strong Product Management function established *within* the business units

Persistent, cross-functional teams organized around products and services

A shift from "know-it-alls" to "learn-it-alls" (growth mindset)

Ensure all product employees have access to coaching and training

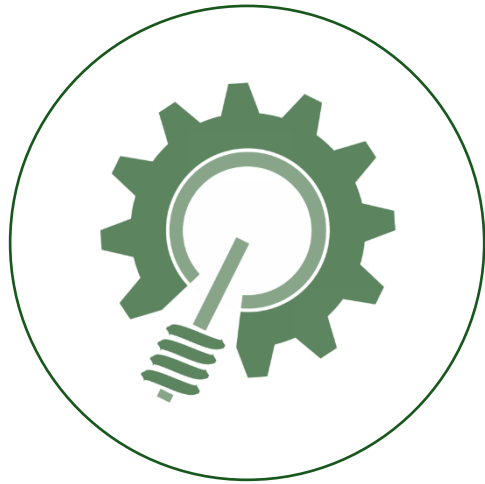Insource a greater number of our engineering talent

Significantly increase our use of cloud technologies and automation

This level of **transformation** could not occur without holistic change.

Our Agile Operating Model

Introduced May 2019

What we work on

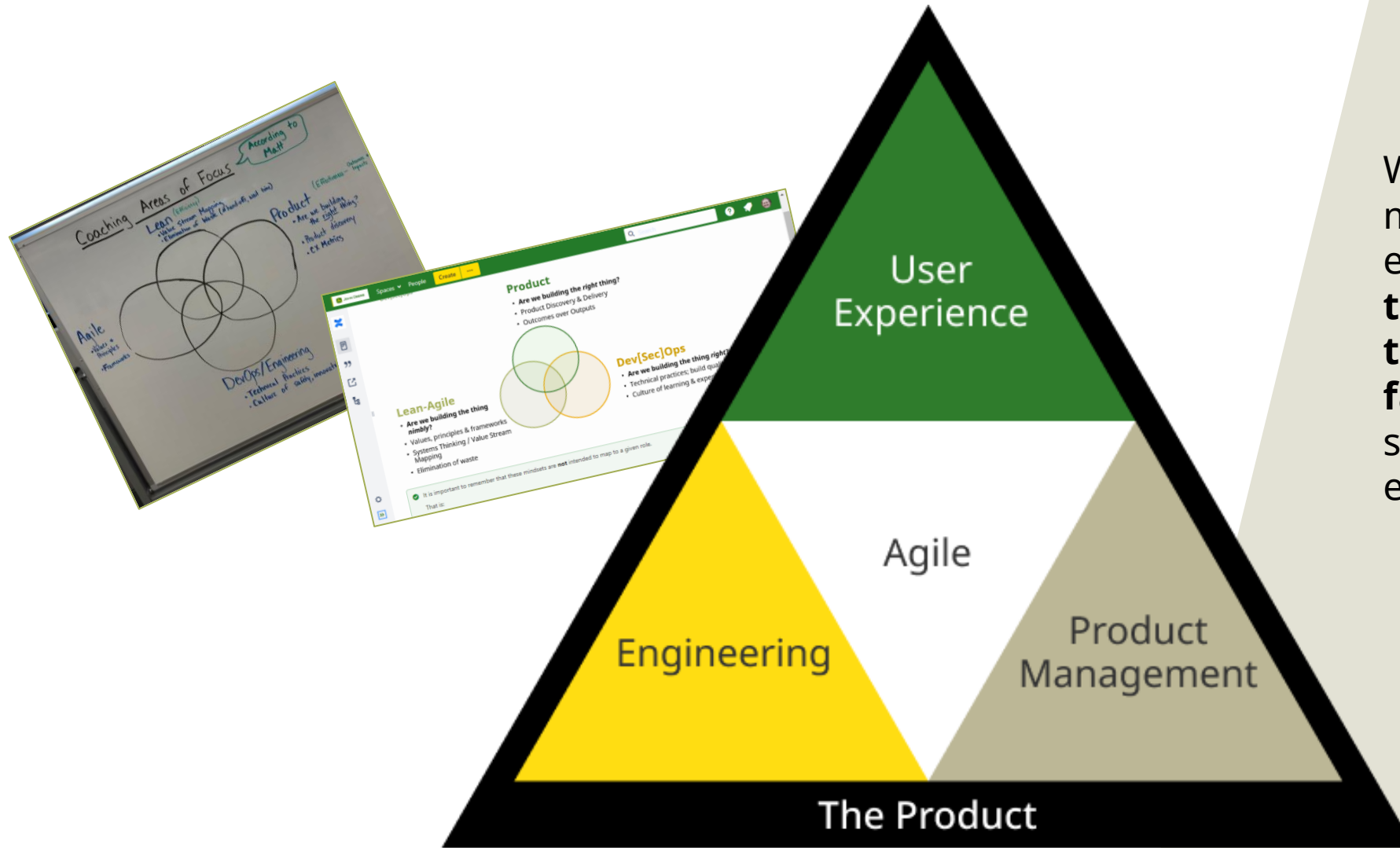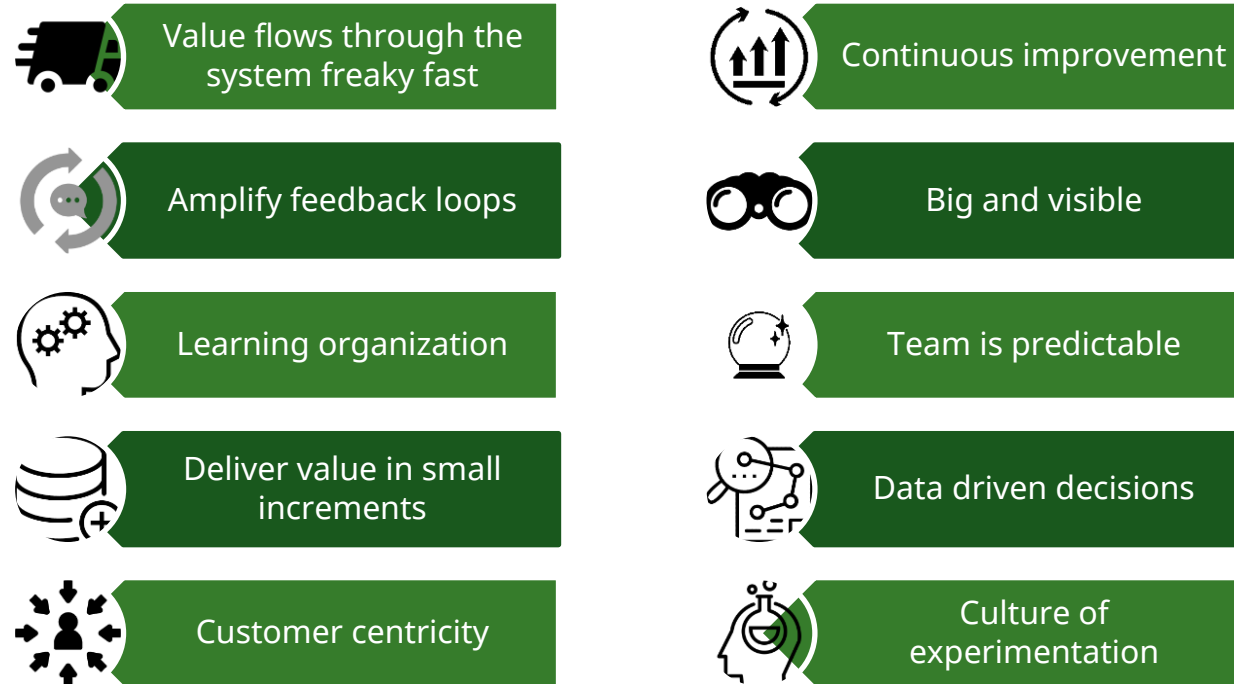**How we work**

Our foundation

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We Focused on Shifting Mindsets

While each of these mindsets could be embraced individually, **the combination of them is the accelerating factor** for creating a strong digital product experience.

We Focused on Coaching

via our Ten Immersion Principles (TIPS)

Value flows through the system freaky fast	Continuous improvement
Amplify feedback loops	Big and visible
Learning organization	Team is predictable
Deliver value in small increments	Data driven decisions
Customer centricity	Culture of experimentation

Coaches meet teams and leaders *where they are* and use the above principles to identify new ways of working aligned to their specific problems and context.
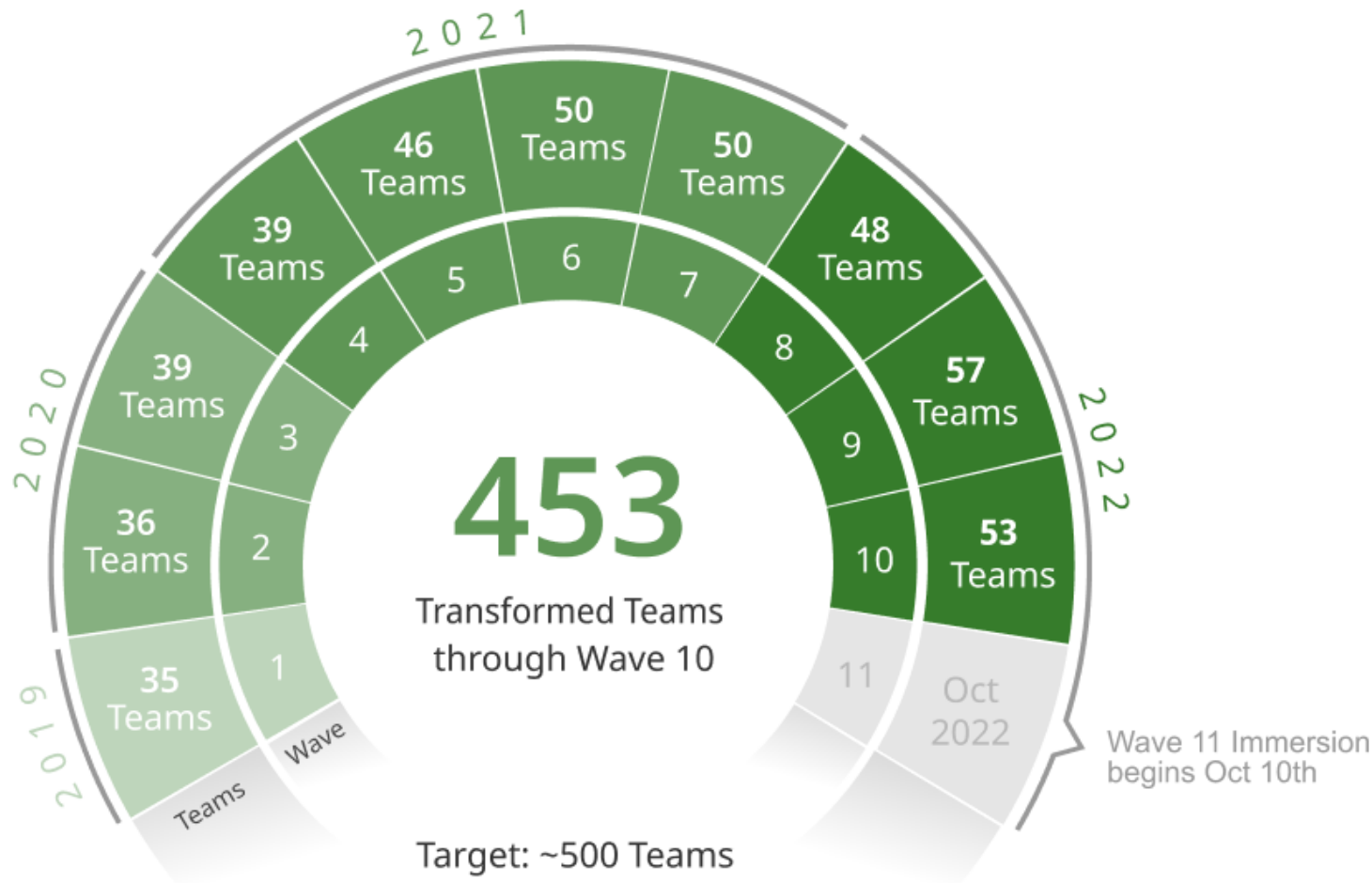
The Foundry

An immersive learning environment where individuals, teams and leadership work side-by-side with coaches on **real business problems**...

... while adopting new ways of working across **Agile**, **Software Engineering**, **Product** and **User Experience** disciplines.

We Focused on Coaching
via our Wave Immersion program

Wave Program

- **10-week prep** (org review, training, product prep)

- **10-week immersion** (active team, 1:1 and leadership coaching)

- **Sustain & Evolve:** Org-aligned coaches, Scrum Masters, leadership continue and discover better ways-of-working

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We Focused on Measuring for Outcomes
and avoiding Agility Theater

Three Years In…

Value	• OKRs + Product KPIs • User Satisfaction
Quality (Better)	• Availability • Mean Time to Resolve (MTTR)
Delivery (Sooner)	• Time-to-market (Lead Time) • Functions Delivered (Flow Velocity) • Deployment Frequency
Security (Safer)	• Phishing awareness • Attack closure rate
People (Happier)	• Employee NPS (eNPS) • Engineering Ratio

- Time to market decreased by **60%**
- Output (throughput) increased **280%**
- Deployment frequency increased **390%**
- Team eNPS up to **+68**
- Achieved ROI **>100%**

In their words

" [AOM] created the conditions so that **those who *do* the work, and know it best, are free to figure out the most effective way to get it done.** That, to me was the big game-changer. Because now you have the **collective brainpower... to figure out the best solution.** "

Karen Powers, Sr. Group Product Manager, Supply Management

" This year we've delivered an order of magnitude more value and a bottom-line impact to John Deere in the ERP space than in any previous year. **Every quality measure has improved.** We're **delivering at speeds previously not thought possible.** And we're doing it with fewer people. "

Josh Edgin, Director, IT Manufacturing Operations

" **Agile Operating Model is going to be a catalyst for making the company not just a smart industrial , but a smart industrial *leader*.** I think that's what you're going to see in five years. "

Raj Kalathur, President, John Deere Financial and Chief Information Officer, Deere & Company

Key Learnings from the past three years

Get comfortable being uncomfortable
You do not need to have all the answers. Lead with intent and empower those around you.

Grow a Learning ecosystem
Foster communities that allow people to innovate, experiment and learn whenever the opportunity strikes

Continuous attention to {*} excellence
Holistic focus across better Product, UX, Agile and DevOps ways of working.

Build trust through action
Focus on early adopters. Show, don't tell. Promote experiential learning.

Use data to drive action
Leverage metrics and measure to gain insights that help inform your actions.

Our next
Leaps

Value Maximization

Technology Stack Transformation

Digital Mastery

Our Agile Operating Model

The Help We're Looking For

- **Connection.** Connect with other companies and transformational leaders to learn from and share stories, learnings, challenges.

  🔗 linkedin.com/in/amy-willard-5985846/

  🔗 linkedin.com/in/matt-ring-3793b365/

- **Feedback is a gift.** Please give us session feedback in the Sched app.

- **Learn more about our journey.**
  scruminc.com/agile-unleashed-scale-john-deere-case-study/

johndeere.com/techcareers

Thank you!

#alwaysLearning   #betterEveryDay