

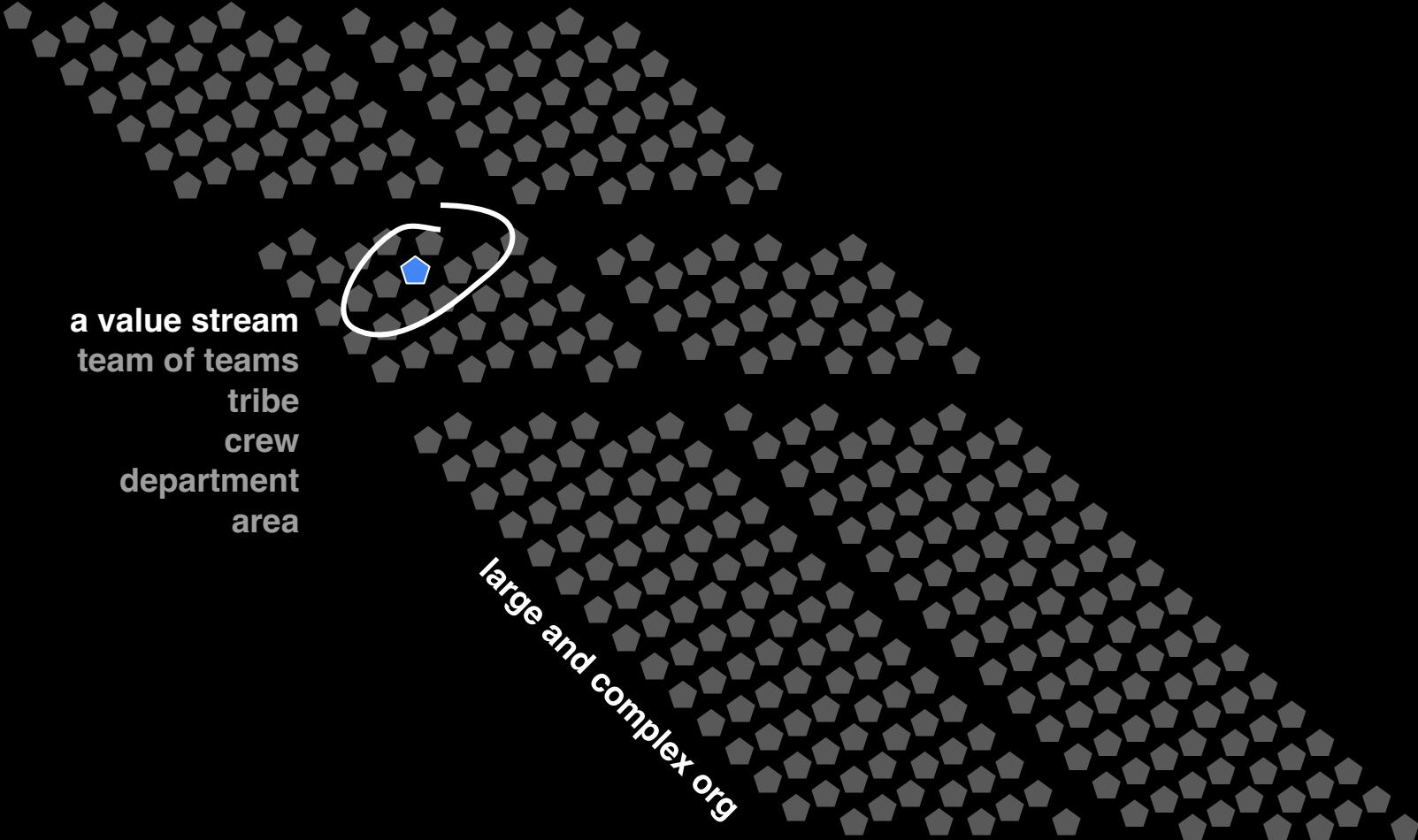


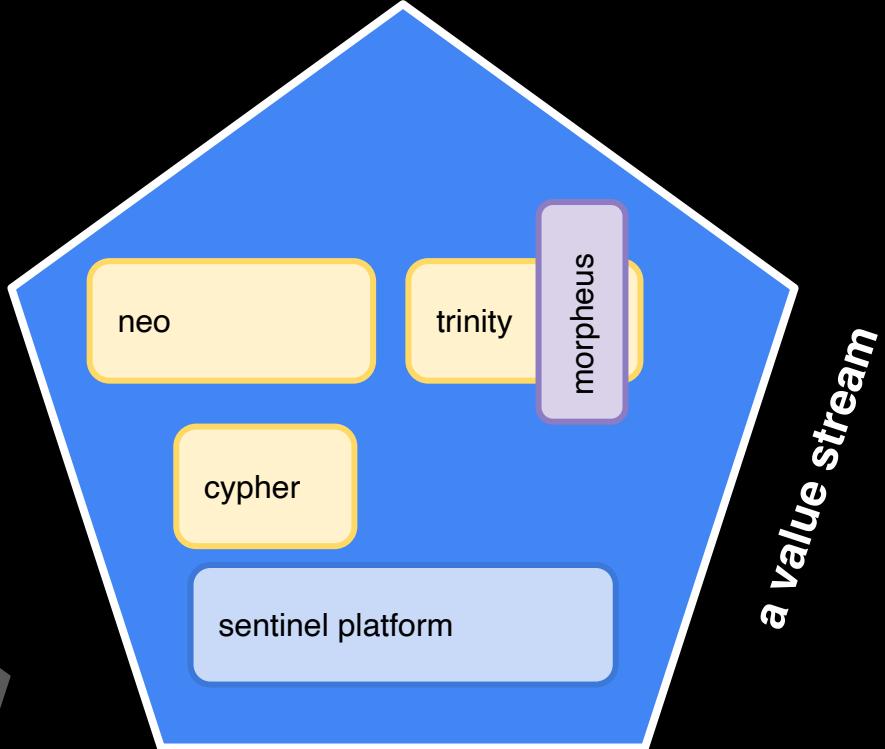
Making it stick

*large and
complex*
Rewiring organisations
for outcomes & continuous change

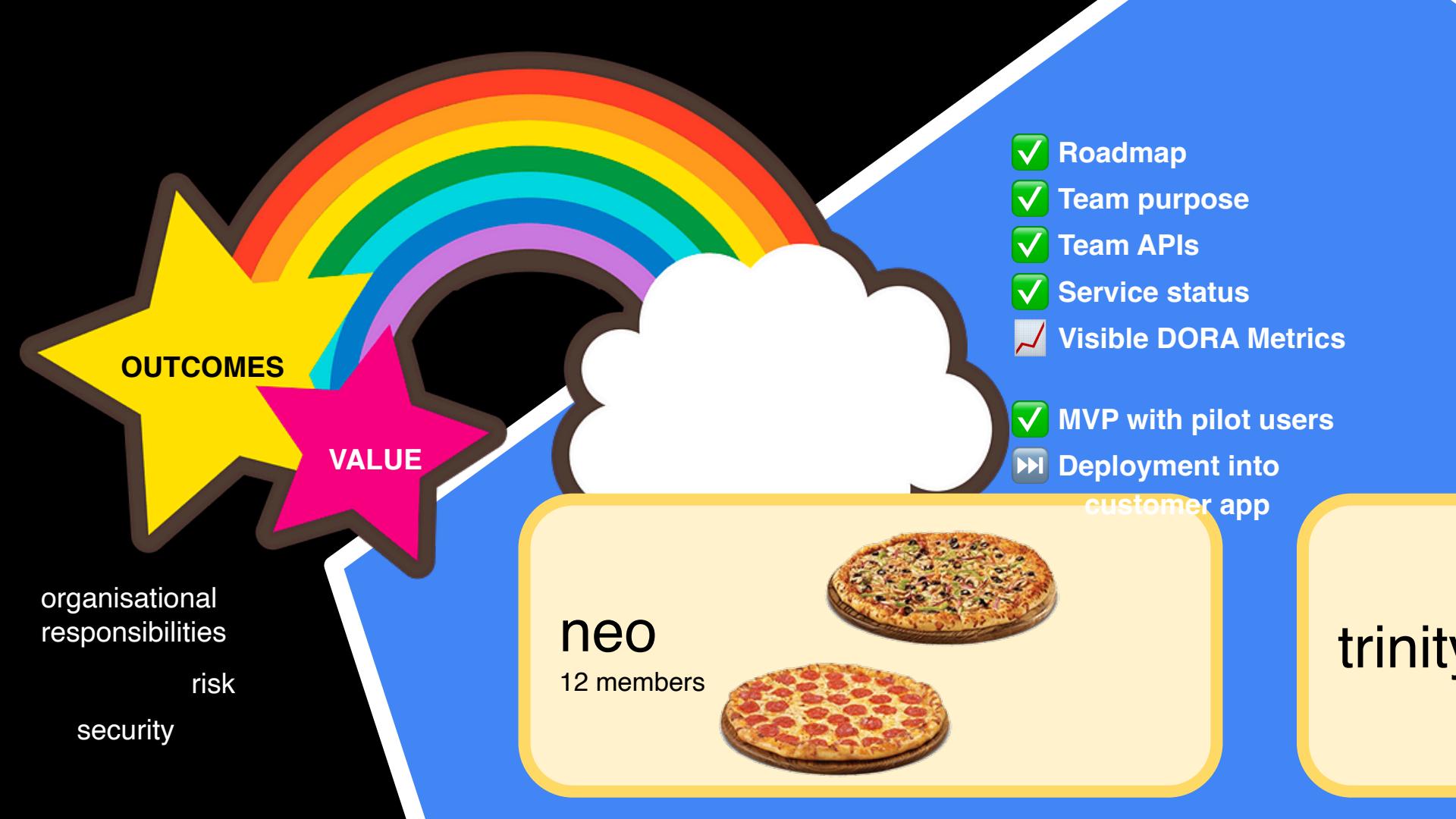
Agenda & outcomes

- Finding your why
- Complexities in wiring up a complex adaptive system
- Of all the things... one thing you could start doing





a value stream



OUTCOMES

VALUE

organisational
responsibilities

risk

security

neo

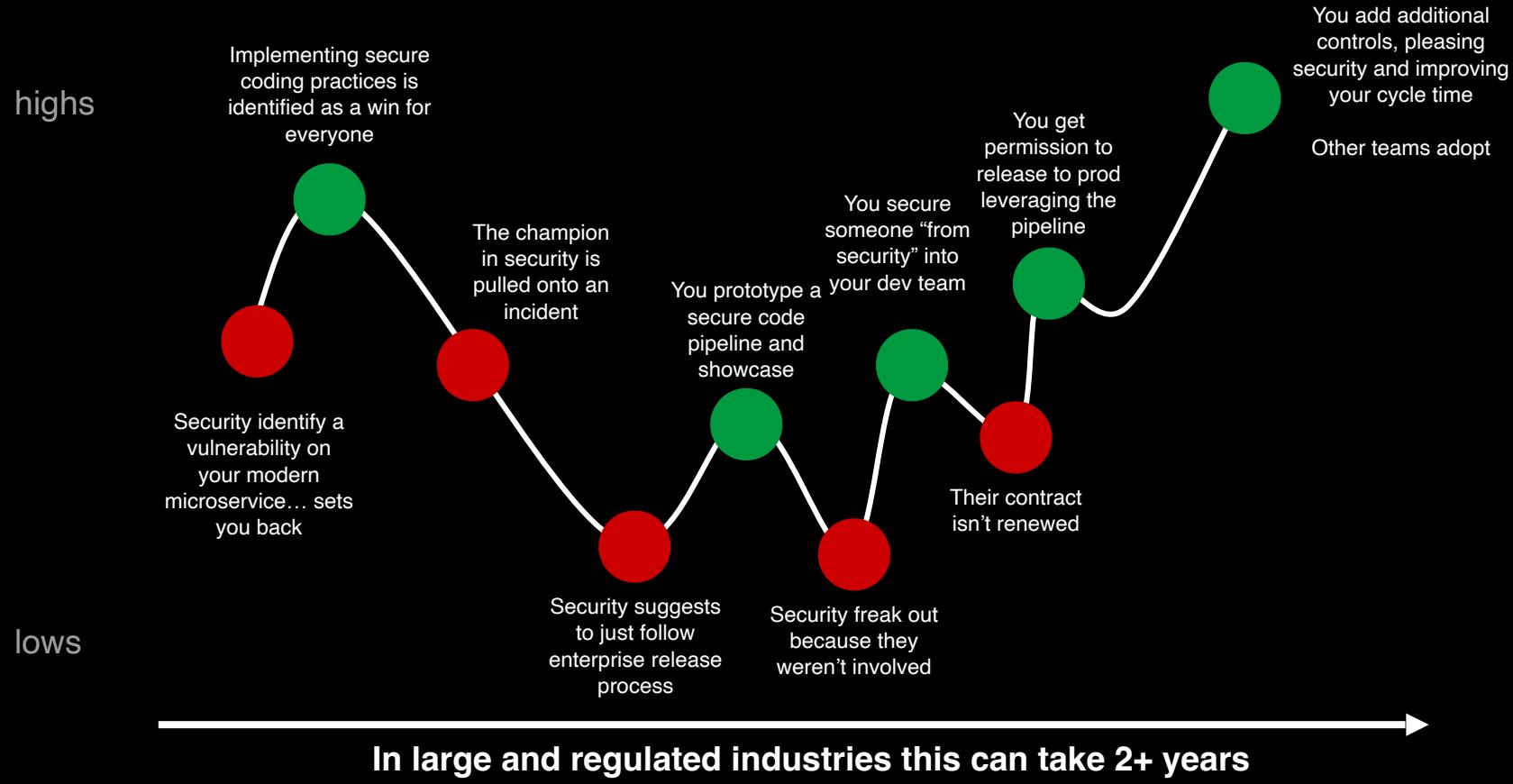
12 members

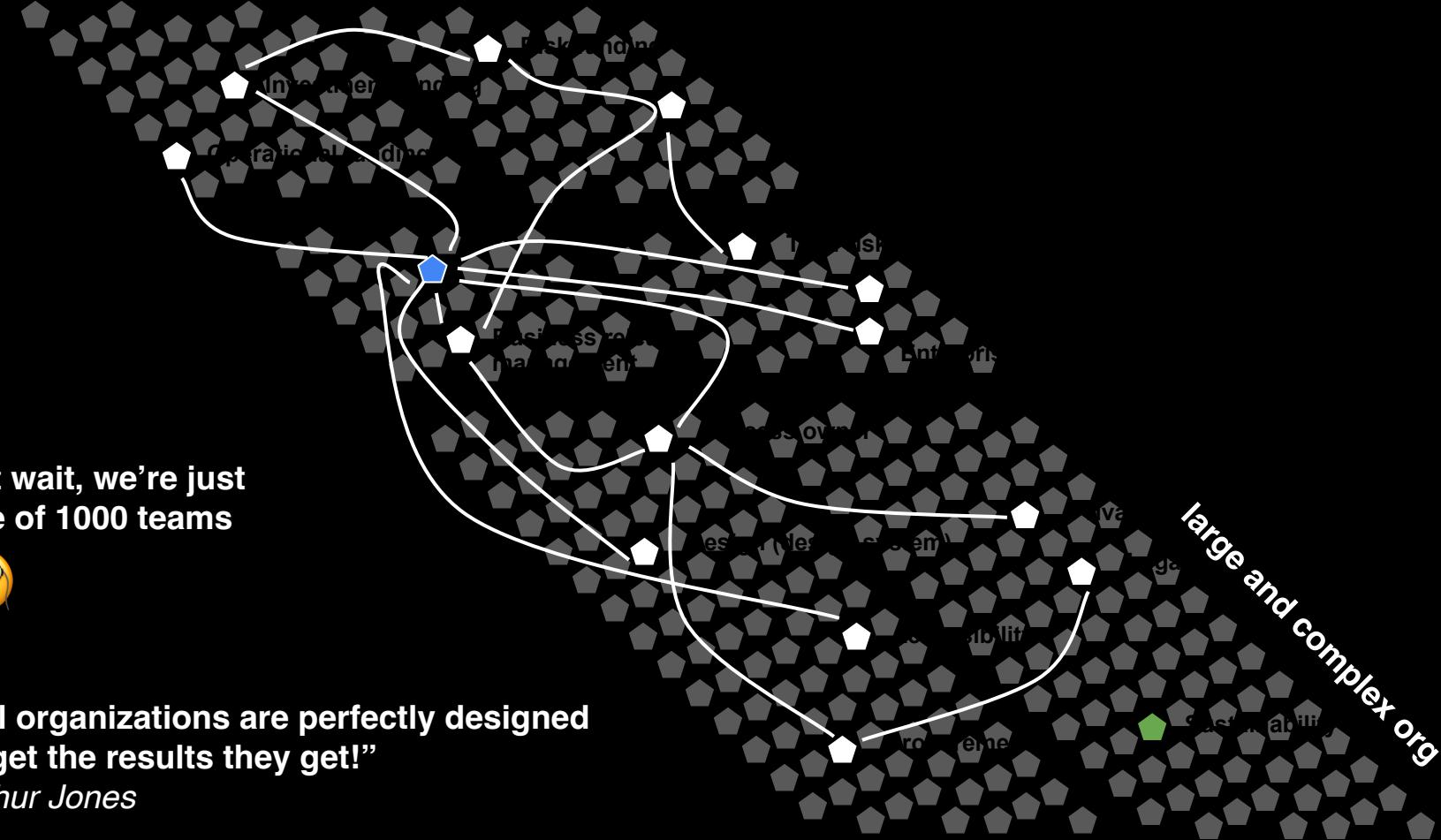


- Roadmap
- Team purpose
- Team APIs
- Service status
- Visible DORA Metrics
- MVP with pilot users
- Deployment into customer app

trinity

A taste of change: Neo's journey influencing security to shift-left





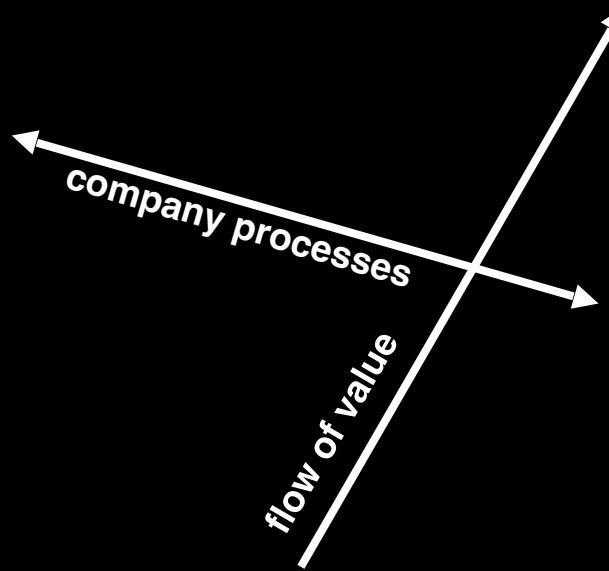
But wait, we're just
one of 1000 teams



**"All organizations are perfectly designed
to get the results they get!"**

Arthur Jones

Many traditional organisations are living 90% in wait time



Traditional orgs experience:
10% flow efficiency
90% time spent wait time!
#bvssh

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Path 1. Work on the system

- Large scale change is a thankless multi-year journey rewiring the organisation
- Likely high chance of failure, personal targeting and frustration
- Solve some really complex problems

Path 2. Work in the system

- Empower your teams to deliver value and show what great can look like despite the constraints
- Voice the impediments (after you've solved what you can)
- Partner to challenge and test the wiring



Path 1. Work on the system

- Large scale change is a thankless multi-year journey rewiring the organisation for flow
- Likely high chance of failure, personal targeting and frustration
- Solve some really complex problems by connecting the system

~~HEALTH WARNING~~

Path 2. Work in the system

- Empower your teams to deliver value and show what great can look like within the constraints
- Voice the impediments (after you've solved what you can)
- Partner to challenge and test the changes coming down the line



Find your why

- What motivates or drives you
 - why would **you** take on such a task
 - for **who** are you taking on the task

Tip: Work out what is truly motivating others



Congratulations... you've just taken on all of these (even if not directly)

Business Unit 1



Business Unit 2



Business Unit 3



Technology



Corporate Functions



Then you realise... each unit has embedded their own approaches



There's always....

annual planning



delivery
of priority
outcomes



There's always.... a bigger fish

performance
Incentives

annual planning

delivery
of priority
outcomes

You do the sums



X

Leadership mindsets
Strategy
Goal setting and performance
Investment and funding model
Risk and controls
Colleague & customer experience
Organisation design
Delivery practices
Project to product shift
Work taxonomy
Governance
Security practices
DevOps
Tooling
+ delivering actual outcomes ?

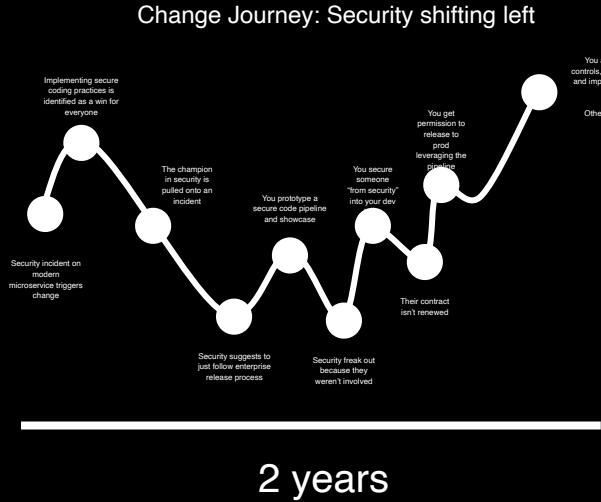
You do the sums



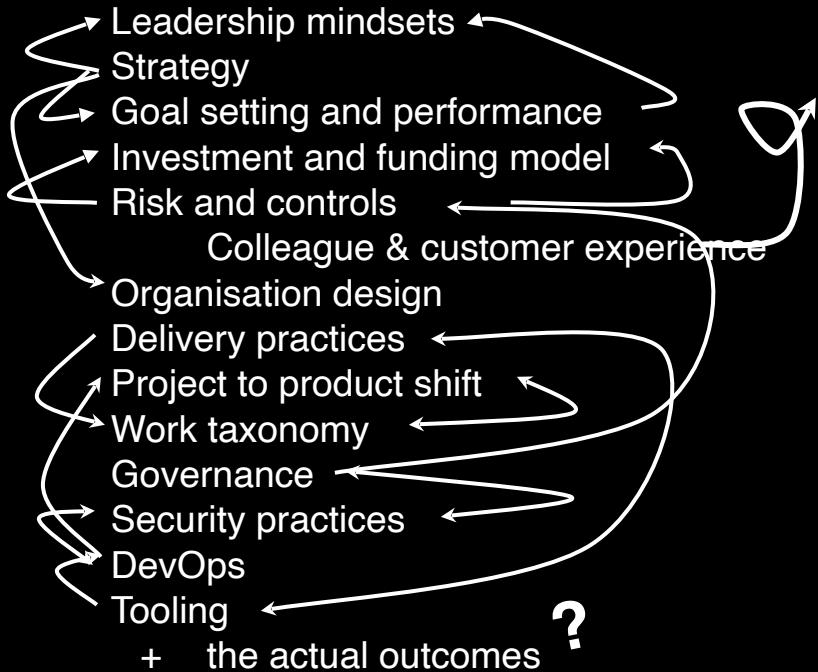
X



You do the sums



X



Not possible to push this on the organisation...

You need to distribute the ownership and create a pull through

What are the highest order opportunities that everything else flows from...

Situation:

Outcomes are not visible across the company, silo mentality, prioritisation frameworks unclear, no clear linkage from work to strategy, teams distracted trying to satisfy central processes

Opportunity:

- 1. Make work visible - Strategy & outcomes are transparently shared across the organisation and re-used for central process avoiding unnecessary asks of teams***
- 2. Enabling alignment occurs at the right moments at the right level on a known frequency - teams focus on value delivery***

One place to start - creating a pattern interrupt

01

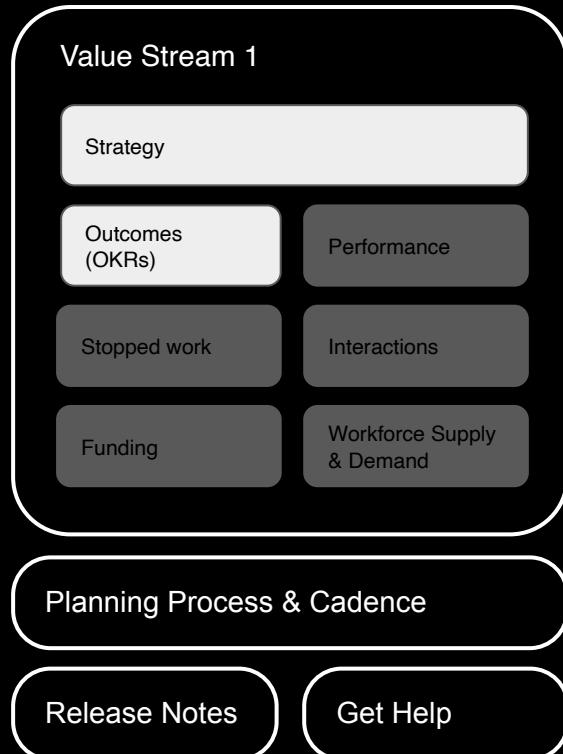
Leverage a **quarterly business review** to

1. Establish a common tempo and vehicle to deploying change
2. Foster transparency and alignment across the teams



Treating a Quarterly Review process and artefact as a modular “Product”

QBR Artefact - *Product*



- Start small with sharing outcomes (OKRs)
- Scale across organisation
- Utilise as a vehicle to progressively rewire the system
- Set the tempo

Design Principles:

- Addresses indisputable needs
- Light-weight
- Ability to scale to the whole business
- Open & transparent
- Componentised
- Distributed ownership
- Actually retires 3+ old things

Familiar? Applies lessons we've all learnt from modern software delivery, architecture and product practices

Create expectation of continuous feedback/change/improvement

Published Product Backlog & Roadmap

To-do

- Funding/investment
- Risk
- Benefits
- Workforce Supply & Demand
- Software
- Security

Doing

- Company Goals
- Work Stopping

Done

- Purpose
- Outcomes (OKRs)
- HL Dependencies

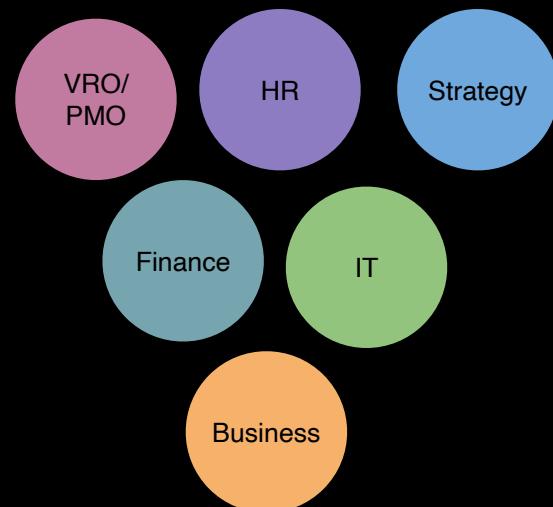
Feedback cycles - build for next quarter during current quarter

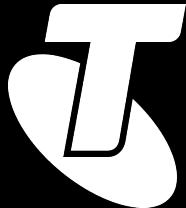
Published release notes

Progressively connect the data

Onboard enabling teams to use the cadence (eg security lead is aware of goals)

Delivered as a cross functional team,
components owned by process owners



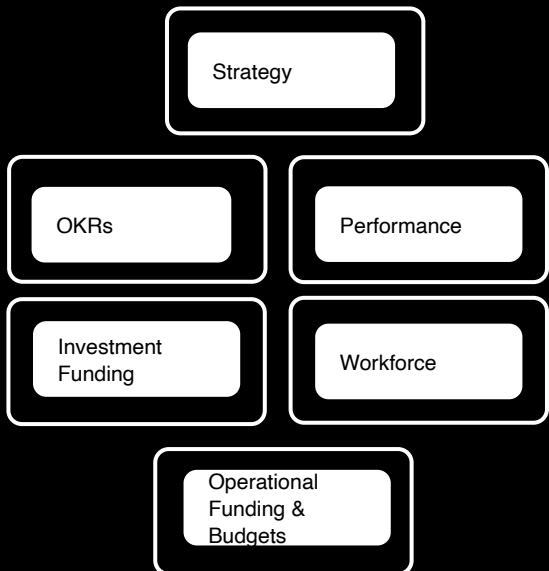


*“QBR has allowed us to bring together the organisation through a period of intense change supporting our T22 and T25 transformation strategies, since launching **we have iterated the QBR process on a quarterly basis** bringing together the company to align around our strategic outcomes and **have scaled it across all leaders**. In the last 18 months our published OKRs have been **viewed internally 17,000 times** providing transparency & alignment for our people”*

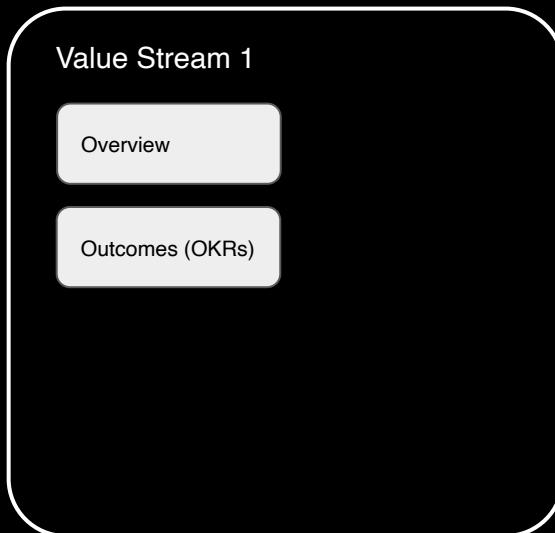
**Tom Beach, Planning & Performance Executive
Telstra**

Modular approach of deployment and distributed ownership

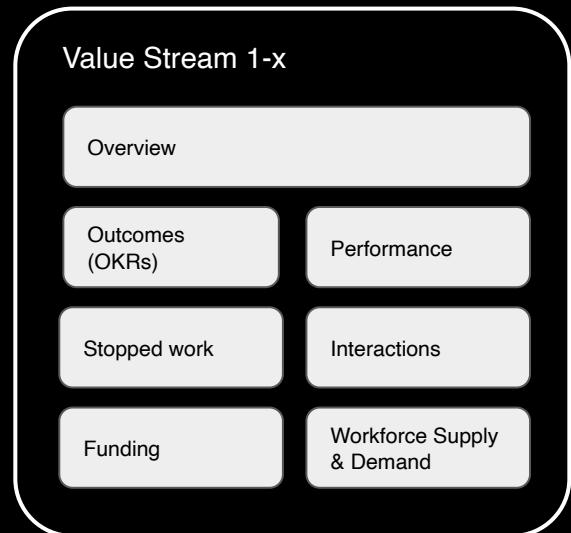
Current State - *Planning Artefacts*
Excel, PowerPoint, PPM



QBR Artefact - *Product v1*
Confluence, SharePoint



QBR Artefact - *Target State*
Integrated/connected tooling



Existing Planning Process & Cadence

Quarterly Business Review
3-5 Pilot Areas > 2 BUS > Business & Tech

All leaders* across all Business Units
eg DRs to CEO's LT, Value Streams

Wiring the organisation using modern software architecture principles

Company wiring	From	To
Understandability	Black box, limited to leaders and those in the tent, catches out new leaders	Planning is demystified, clear process understood by all, using common language & dependable cadence
Observability	Data stored in PPT, XLXS, Miro cannot be accessed or aggregated for insights, trends and interventions	Outcomes are shared across all business units, data input into artefact is leveraged by enabling teams (finance, risk) reducing re-keying and versioning issues
Interoperability & modularity	Business observes the planning system as disjointed, overlapping accountabilities	Each component has clear ownership (Strategy, OKRs, Performance, Dependencies, Funding) and interaction models
Usability	The same information is asked by every independent process owner, endless selling to central teams distracting from delivery	Only asking for the minimum information once, planning UX that noticeably improves over time with your feedback
Reliability	Planning delayed by latest squirrel, completed after the fact, disjointed asks disrupt work in flight	Resilient to fires, commitment to hold/leverage to the cadence as a key element of the system
Testability	Business need to re-work in planning artefacts due to central versioning issues and misaligned asks	Changes to components are tested & validated as compatible with the overall system
Scalability	Each BU has solved for planning locally making it difficult to align across the company, find efficiencies	Light-weight process that can scale across all areas of the business (over time...)

Progressively rewire the system

Leverage the quarterly change vehicle to progressively rewire your organisation for fast(er) flow

02
System of work
“the golden thread”

03
Capacity funded teams

04
Interaction models

05
Intelligent control & tooling

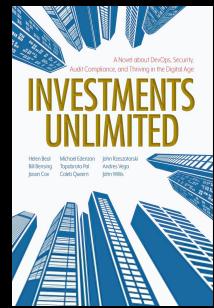
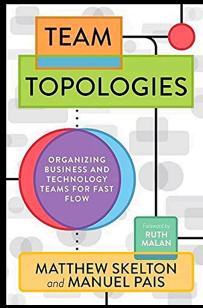
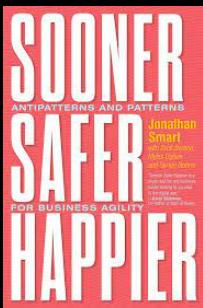
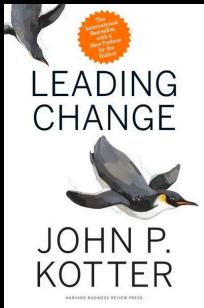
06
Project to product

07
Workforce Supply and demand

08
Shifting left on all the things

09
Software licensing

Recommended reading



Here's the help I'm looking for:

- More war stories where things have gone wrong in the wiring when working at scale - unintended consequences

Here are the problems that still remain:

- How can and should we try to speed the change journey for large & complex organisations?



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*Driving change is hard:
Reach out if you ever
need to chat*