Adopting a new way of work

Problem Statement

Across the enterprise, teams were asked to operate differently - bringing product and tech teams together under agile methodologies. These practices were new to most associates and we not only needed new operating rhythms but also different mindsets.

How do you quickly get an organization to adopt a new way of working?

Actions taken

- Collected feedback from entire team
- Highlighted team that was farther along
- Demonstrated practices: held leadership standups in the open where everyone could see / hear, leaders sat on the floor with teams
- Partnered with stanford d.school and leaders from other product-focused organizations
- Held team-wide product and demo fairs
- Tested dramatic focus practices with Labs (did not work out)
- Celebrate product teams and demos - LT attendance, asked questions, etc
- Offered design thinking training for everyone
- Incorporated tech partners into the leadership team, operated as one organization

Outcomes

- Associates felt heard throughout the process, fears were addressed
- Teams were willing to try new practices, with support
- Org seen as early adopters across the enterprise
- Teams looked forward to demos & showcasing their work for peers and leaders
- Information exchange increased - teams saw what others were doing and made organic connections
- Increased ability to attract internal & external talent - 'cutting edge' brand

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