Cars.com Agility Transformation Journey

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LONG DELIVERY CYCLES

WE WANT IT NOW!

20%

40%

45%

10%

SATISFACTION SURVEY

cars.com
The Approach

Phase 1: Context
Engage and Energize

Phase 2: Foundation
Experience and Elaborate

Phase 3: Evolution
Evolve and Embody
PHASE 1 CONTEXT

ORGANIZATION

TRANFORMATION TEAM

DEFINE OUR VALUES

WHY?

PURPOSE PRINCIPLES

BEHAVIORS

LAngUAGe

RELATIONSHIPS

HOW?

ROLES • TASKS

WORK • PRODUCTS

MINIMAL FRAMEWORK

SOCIALIZE

REFINE
Recommendations

Build a Shell Around Your Core Team

Become Comfortable Being Uncomfortable

Balance Discussion Between As-Is and To-Be

Immediately Practice What You Preach

Socialize Early and Often

Really Focus on a Minimal Framework
Use Waves of Pilots – From Simple to Complex

Coach, Coach, Coach!

Go Overboard on Communication

Actively Incorporate Feedback from the Practitioners

Set Expectations on Pull vs. Push

Encourage Grassroots Adoption

Watch for the Shift
Phase 3: Evolution

Framework
Continue Enacting

Oversight
Sustain Well-being and Performance

Transfer Ownership
Communities of Practice

Evolve
Use Dedicated Teams

Let Go of the Framework

Maintain Persistent Focus on the Role Communities

Gently Remove Coaching

Educate and Remind People of the Role and Expectations of Oversight
AGILE FRAMEWORK

OUR CUSTOMERS

DELIVER FREQUENT VALUE

PRACTICE

COMMUNITIES OF PRACTICE

LEARN

EXPERIENCE EXPERTISE

PERSONAL DEVELOPMENT

BE ENGAGED

GROW MY CAREER

REWARDED/RECOGNIZED

OUR PEOPLE

WORK ON SOMETHING MEANINGFUL

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It Is Not Just a Technology Transformation
Move from a Project Culture to a Product Culture
Empowerment + Accountability
(or, How To Deal With the Managers)
Make the Move to Dedicated Teams
Prepare for Bad DNA to Be Exposed
Questions

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