EMBRACING OPEN AGILITY:
Tales (and Fails) From Our Continuing Company-Wide Agile Journey
WHO WE ARE

Parcels Shipping is Complicated. We Make it Simple.

- Auditing
- Contract Negotiation
- Data Analytics

VeriShip
Parcel Accountability

Jared Steinshouer
CTO and COO

Jill Parsons
Agile Coach and People Operations
WHAT "AGILE" MEANS TO US
“Agile” = Frameworks

Be Awesome
We use Agile methodologies to drive towards our goal: BE GREAT

Great Products

Great Place to Work

Great Growth
Our Story of “Agile Experimentation”

....or how to learn fast (or fail fast)

Our entire organization works every day utilizing various methodologies and approaches to promote visibility, safety, and continuous improvement in the workplace.
How do we experiment?

VISIBILITY
SAFETY
METRICS

LEARN

BUILD

MEASURE
Step One: Visibility
Transitioning from JIRA to Trello
Company-Wide Standups

- Not Team Exclusive
- Increased Visibility and Communication Surrounding Work
- Failures:
  - Making the Time Meaningful
Company-wide Feedback Sessions

- Gives People a Voice
- "Openness" can be scary
- Quick Feedback Loop + Action!
- Failures:
  - Know Your Audience
  - Not Prepared For Awkwardness
Embedding Cross Functional Teams
VeriHub + Roadmaps

- Company-Wide Visibility Into:
  - Cross-Departmental Projects
  - Product Roadmaps
- Failures:
  - Not Enough Communication
  - VeriHub Initial Plans
As Visibility Was Increased...
Step Two: safety
In a team with high psychological safety, teammates feel safe to take risks around their team members.
Avoid Using Agile Terminology
Use Terms That Everyone Can Understand
Embracing FAILURE vs. Embracing LEARNING
Failures:
- What's a retro?
- Isn't that just for software engineering?
- Innate Fear of Failure
Deadlines

- Deadlines
- Target Dates
- Emerging Dates
Celebrate Wins and Lessons Learned Along the Way
Create Safe Spaces & Communities

- Guilds
  - Leadership
  - Culture
  - Public Speaking
  - Excel
  - Data Lookout
  - Dungeons and Dragons
  - Healthy Living
  - Movies
  - Beer!

- Failures
  - Over-Engineered
  - Beware of the Working Group!
  - It’s OK to Let Go
Find Your Champions

• These are the people that believe in what you are doing
• Celebrate Success (Kudos!)
• Incremental changes (think small!)
• Be transparent with failures (experiment!)
• Organic Growth vs. Formal Plans
Step Three: Metrics
INTENTIONAL EXPERIMENTS
• **Team Leads / Managers**
• **Product/Eng v Product Delivery**
• **Sales Moneyball**
• **Strategic Conversations (how much / who?)**
• **Visibility – Too much vs. Not Enough**

• **Takeaways**
  • **Be Intentional**
  • **Track Metrics**
  • **Share Data + Next Experiment Design**
  • **Never Finished**
Quarterly Health Checks

- Completed company-wide
- Provide insight into how teams are feeling
- Company-wide themes emerge
- Take Action!
In Summary...
Companies that complete the loop the fastest win.

Learn Fast

Failure is rarely fatal.

Experiment across all departments.
Next Experiments
Things We Like…

THE OPEN ORGANIZATION

THE LEAN STARTUP

MODERN AGILE

Making Work Visible

SPOTIFY

GOOGLE

SLACK

HUDL
Interested in hearing more? Come see us!

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