Embracing Open Agility:
*Tales and Fails From Our Company-Wide Agile Journey*

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Parcel Shipping is Complicated... We Make it Simple.

Uncover meaningful parcel savings and important growth opportunities.

- Parcel Auditing
- Contract Negotiation
- Parcel Pay
- Data Analytics
What “Agile” Means To Us...

Mob Programming
A Whole Team Approach
What “Agile” Means To Us...
“Agile” = Frameworks
Be Great
We Use Agile Methodologies To Drive Towards Our Goal: Be Great

- Great Products
- Great Place to Work
- Great Growth
Our entire organization works every day utilizing various methodologies and approaches to promote **VISIBILITY, SAFETY, and CONTINUOUS IMPROVEMENT** in the workplace.
Our Company Structure

- Accounting
- Sales
- Business Solutions
- Customer Success
- Software Engineering

- People Operations/HR
- Data Science/Analytics
- Operations
- Product
- Marketing
How Do We Experiment?

Learn

Visibility
Safety
Metrics

Build

Measure
Step One: Visibility
Defining Visibility Can Mean Different Things to Different Areas and Products

- Accounting
- Sales
- Business Solutions
- Customer Success
- Software Engineering
- People Operations/HR
- Data Science/Analytics
- Operations
- Product
- Marketing
Creating a Culture Of Automation

- Test Driven Development
- Dev Ops
- Automation
Expansion Outside of Software Engineering
Over Engineering of a Simple Process Lead Us Here
Needed a Seamless, Simple Solution
Gaining Buy In
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
  - Awkwardness

Change begins (circa 2014 - 2018)
Change begins (circa 2014-2018)

Cross-Functional Teams
Company-Wide Visibility Into:
- Product Segmented Roadmaps
- Cross-Departmental Projects

Failures
- Not Enough Communication
- VeriHub
As Visibility Was Increased...
Step Two: Safety
In a team with high psychological safety, teammates feel safe to take risks around their team members.

Google’s Project Aristotle
In order to succeed in any Agile transformation, you must first **BUILD A RELATIONSHIP**.

**People Ops** = Culture, Collaboration, Safety

**Agile** = Experiment, Adapt, Evolve

**Human Resources** = Being Legal & Recruiting
Avoid Using Agile Terminology
Use Terms That Everyone Can Understand
Embracing Failure vs. Embracing Learning
My Favorite “What’s Agile?” Story
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 And Communities

Guilds
- Leadership
- Culture
- Engineering Learning
- Data Lookout
- Sustainability
- Harry Potter
- Creative
- Hackers
- Dungeons and Dragons
- Yarn
- Meditation
- Healthy Living

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** Successes and Each Other (Kudos!)

Make **Incremental** Changes (Think Small)

Be **Transparent** With Failures (Experiment)

**Organic Growth** vs. Formal Plans
Step Three: Metrics
INTENTIONAL EXPERIEMENTS
Experiments

- Team Leads / Managers
- Product / Engineering vs. Product Delivery
- Sales Moneyball
- Strategic Conversations (How Much & Who?)
- Visibility – Too Much vs. Not Enough
- Objects and Key Results (OKR’s)

Takeaways
- Be Intentional
- Track Metrics
- Share Data & Next Experiment Design
- Never Finished
Quarterly Health Checks

- Completed Company-Wide
- Provides Insight Into How Teams Are Feeling
- Company-Wide Themes Emerge
- Take Action!
Percentage of Green Responses by Topic

Delivering Value
- 2018 Q3: 88%
- 2018 Q4: 65%
- 2019 Q1: 50%
- 2019 Q2: 65%

Time Management
- 2018 Q3: 42%
- 2018 Q4: 44%
- 2019 Q1: 33%
- 2019 Q2: 42%

Easy to Release
- 2018 Q3: 50%
- 2018 Q4: 58%
- 2019 Q1: 33%
- 2019 Q2: 58%

Fun
- 2018 Q3: 94%
- 2018 Q4: 66%
- 2019 Q1: 66%
- 2019 Q2: 93%

Learning
- 2018 Q3: 66%
- 2018 Q4: 63%
- 2019 Q1: 66%
- 2019 Q2: 68%

Mission
- 2018 Q3: 85%
- 2018 Q4: 75%
- 2019 Q1: 66%
- 2019 Q2: 69%

Autonomy
- 2018 Q3: 66%
- 2018 Q4: 66%
- 2019 Q1: 62%
- 2019 Q2: 57%

Speed
- 2018 Q3: 60%
- 2018 Q4: 44%
- 2019 Q1: 60%
- 2019 Q2: 31%

Suitable Process
- 2018 Q3: 66%
- 2018 Q4: 66%
- 2019 Q1: 62%
- 2019 Q2: 64%

Support
- 2018 Q3: 84%
- 2018 Q4: 88%
- 2019 Q1: 88%
- 2019 Q2: 75%

Teamwork
- 2018 Q3: 97%
- 2018 Q4: 88%
- 2019 Q1: 88%
- 2019 Q2: 81%

Legend:
- 2018 Q3 Green
- 2018 Q4 Green
- 2019 Q1 Green
- 2019 Q2 Green
In Summary
Change begins (circa 2014-2018)

Companies That Complete The Loop
The Fastest Win.

Learn Fast

Learn

Build

Visibility

Safety

Metrics

Experiment Across All Departments

Measure

Failure Is Rarely Fatal
Next Experiments
Questions?