



Embracing Open Agility:

Tales and Fails From Our Company-Wide Agile Journey

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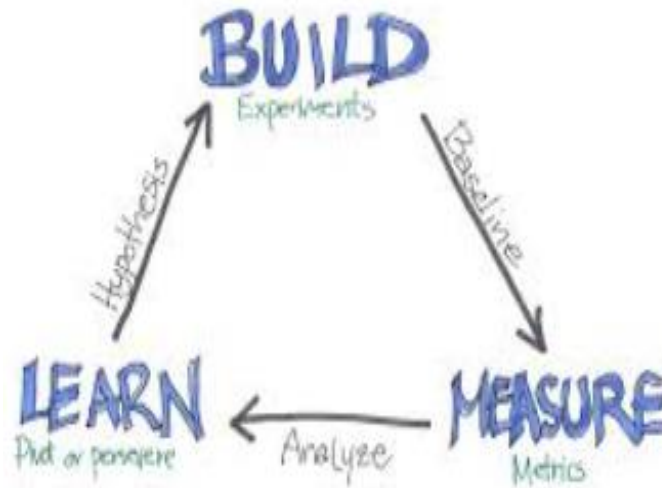
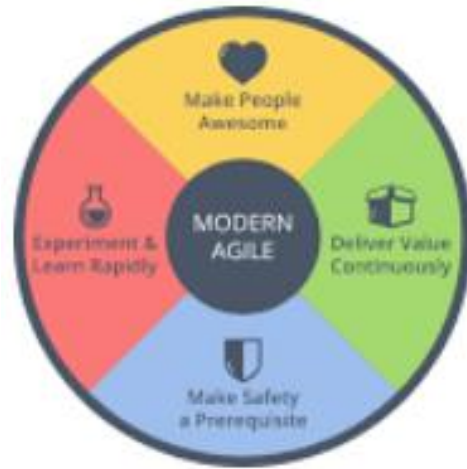
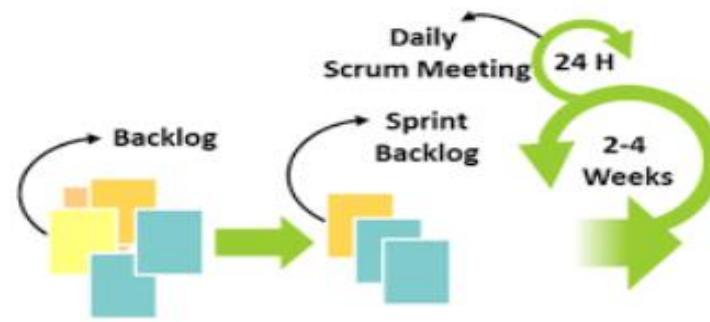
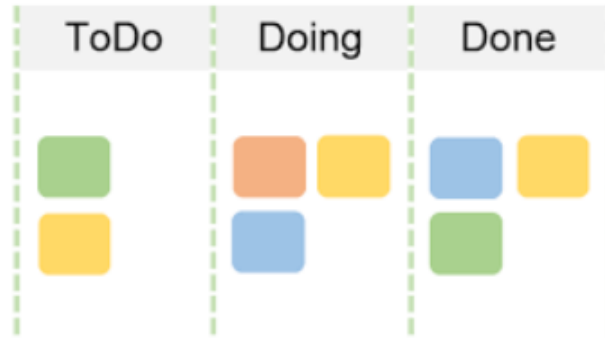
Parcel Shipping is Complicated... We Make it Simple.

Uncover meaningful parcel savings and important growth opportunities.



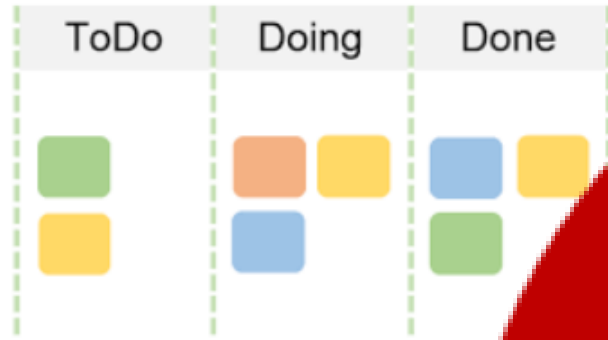
- Parcel Auditing
- Contract Negotiation
- Parcel Pay
- Data Analytics

What "Agile" Means To Us...

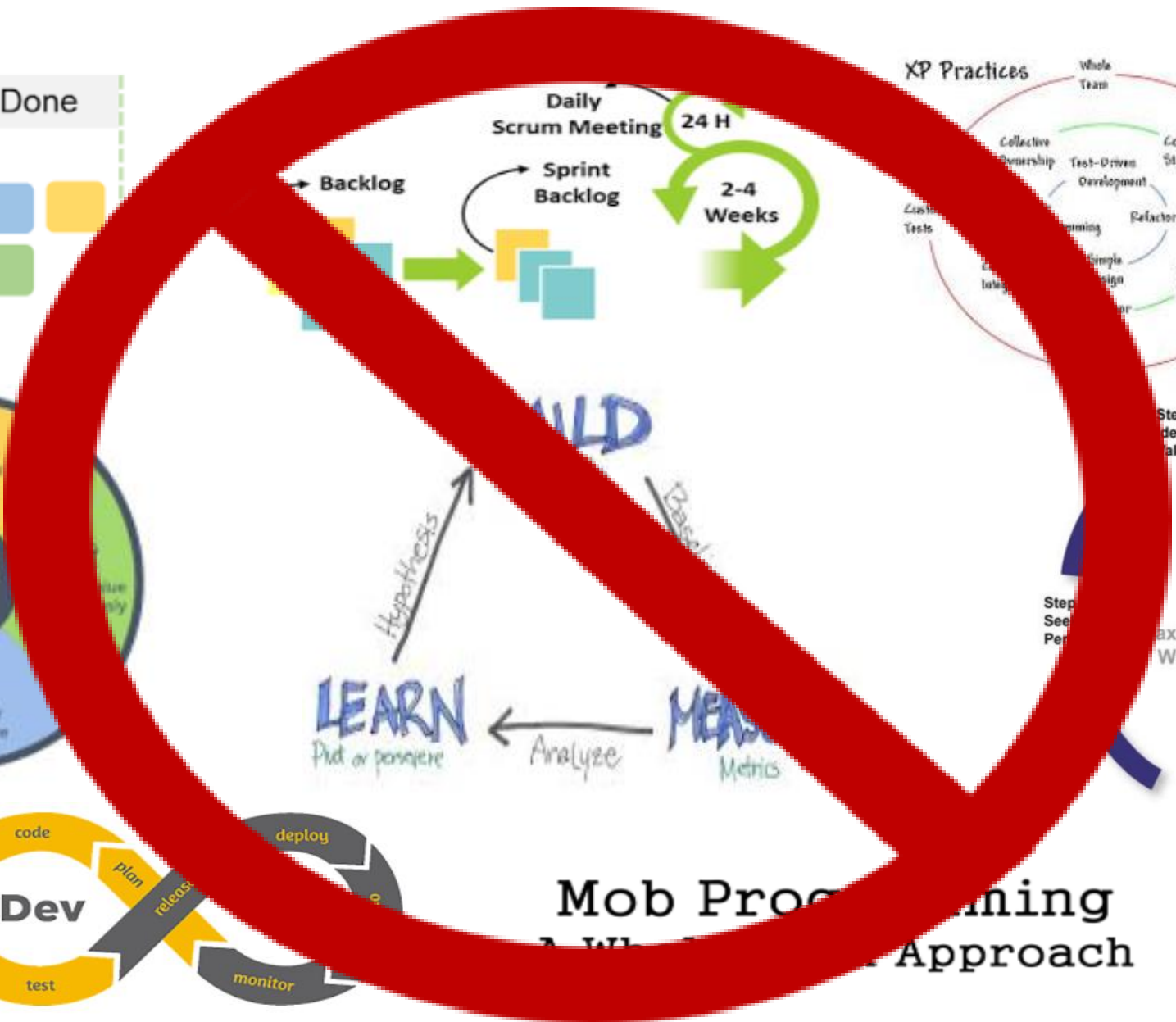


Mob Programming
A Whole Team Approach

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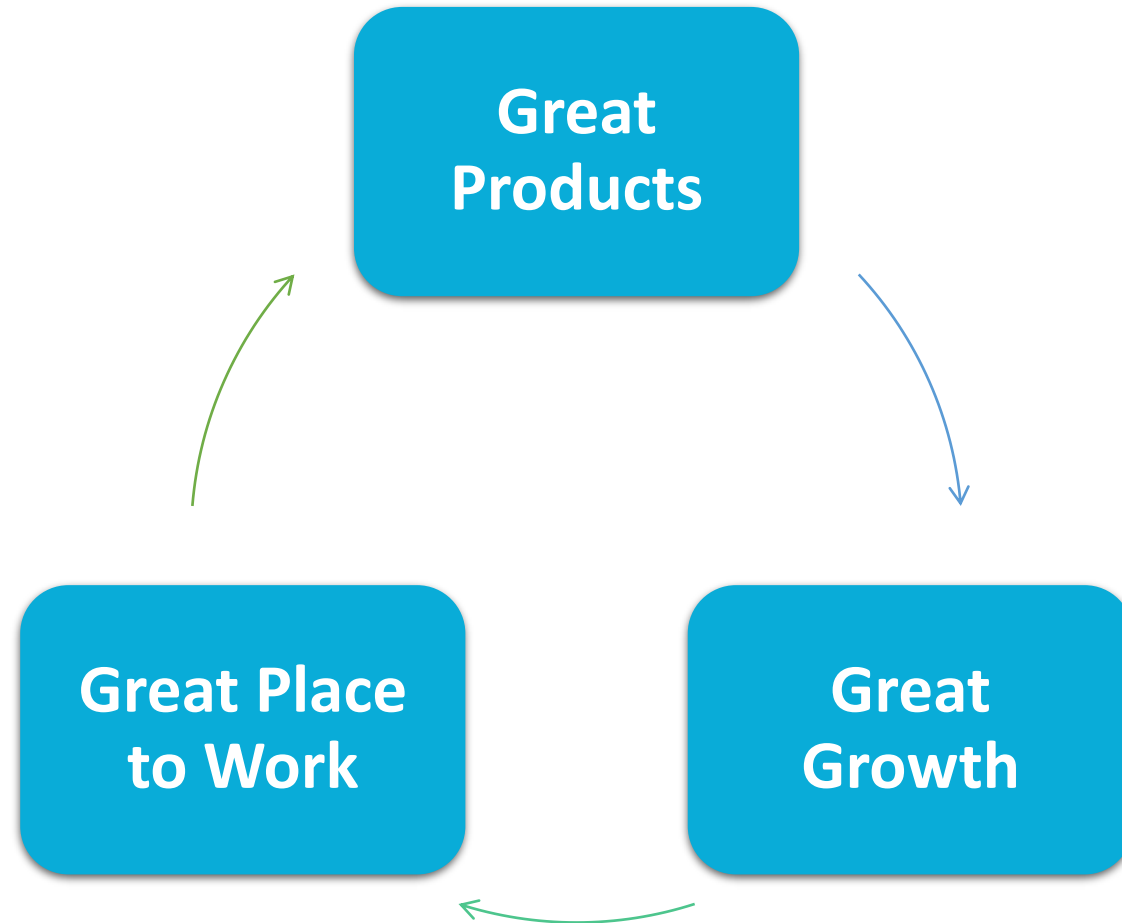


Mob Programming
A Whole Team Approach



**“Agile” = Frameworks
Be Great**

We Use Agile Methodologies To Drive Towards Our Goal: Be Great



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.*

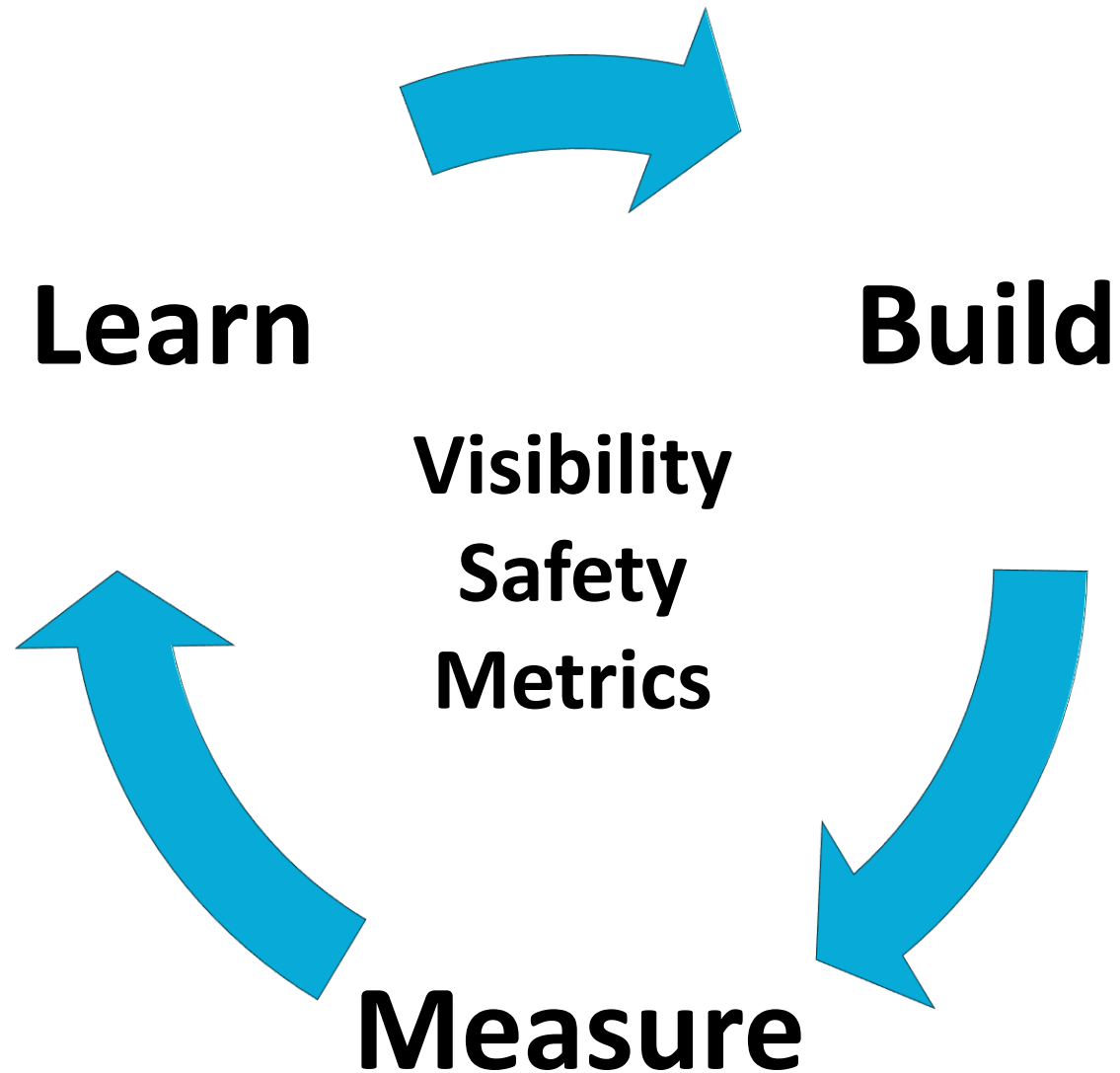


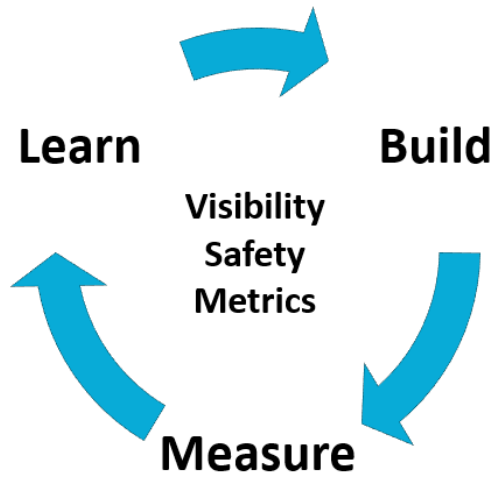
Our Company Structure

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

- People Operations/HR
- Data Science/Analytics
- Operations
- Product
- Marketing

How Do We Experiment?





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

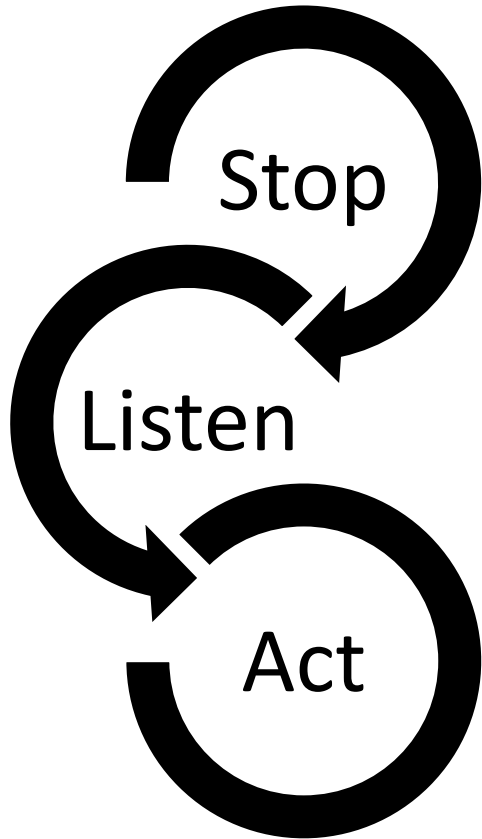
Transitioning From JIRA To Trello

- ≡ 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

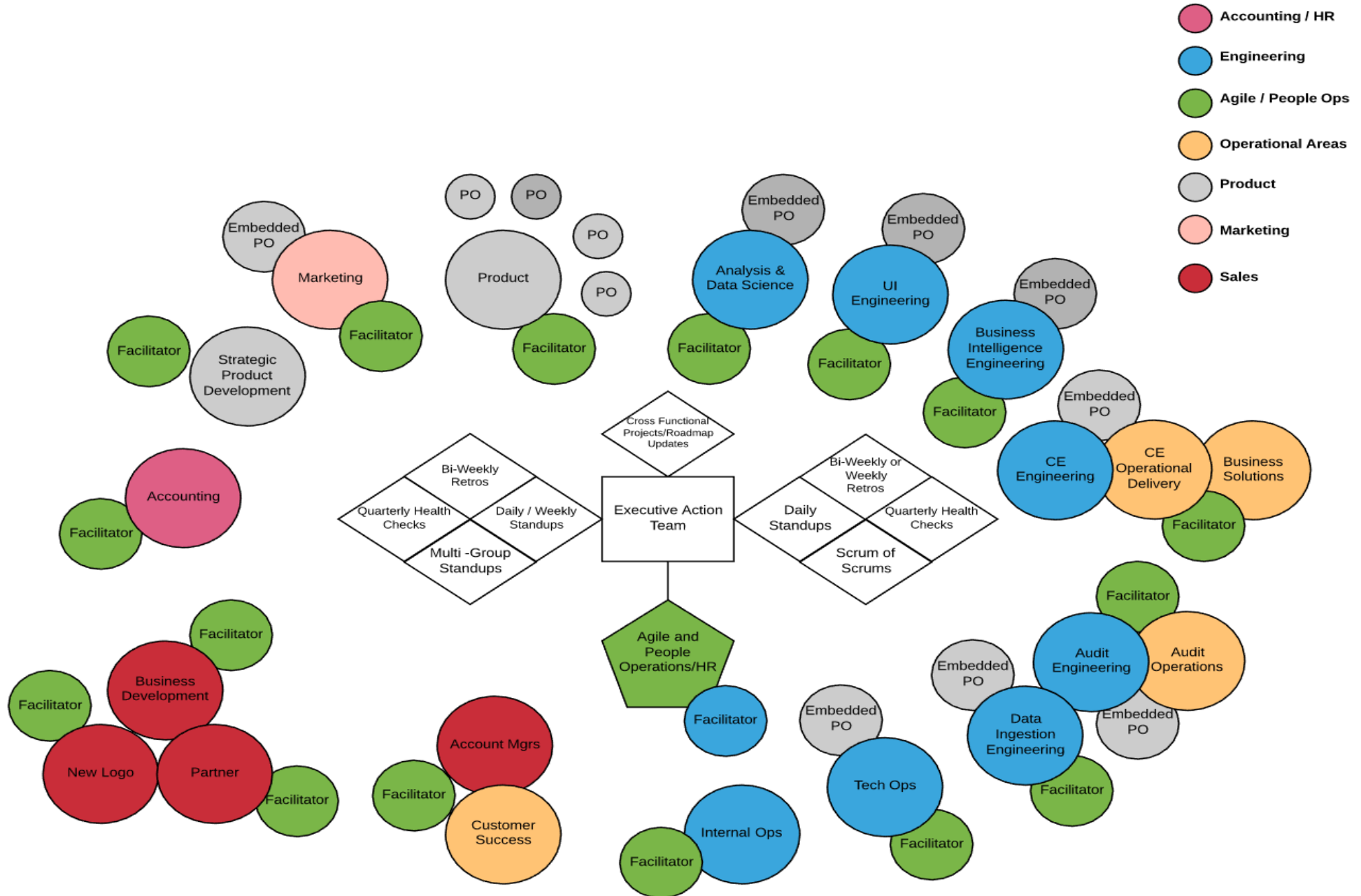
- ≡ Not Team Exclusive
- ≡ Increased Visibility and Communication Surrounding Work
- ≡ Failures
 - ≡ Making the Time Meaningful

Company – Wide Feedback Sessions



- ≡ Gives People a Voice
- ≡ “Openness” Can be Scary
- ≡ Quick Feedback Loop + Action!
- ≡ Failures
 - ≡ Know Your Audience
 - ≡ Awkwardness

Cross-Functional Teams



Roadmaps

- ☰ Company-Wide Visibility Into:
 - ☰ Product Segmented Roadmaps
 - ☰ Cross-Departmental Projects
- ☰ Failures
 - ☰ Not Enough Communication
 - ☰ VeriHub

As Visibility Was Increased...

Visibility



Safety





Step Two: Safety

In a team with high psychological safety, teammates feel safe to take risks around their team members.

Agile, People Operations & HR

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



BEST PLACES TO WORK
KANSAS CITY BUSINESS JOURNAL



Your Words Matter

- ≡ 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 /Engineereing vs. Product Delivery**
- ≡ **Sales Moneyball**
- ≡ **Strategic Conversations (How Much & Who?)**
- ≡ **Visibility – Too Much vs. Not Enough**
- ≡ **Objects and Key Results (OKR's)**

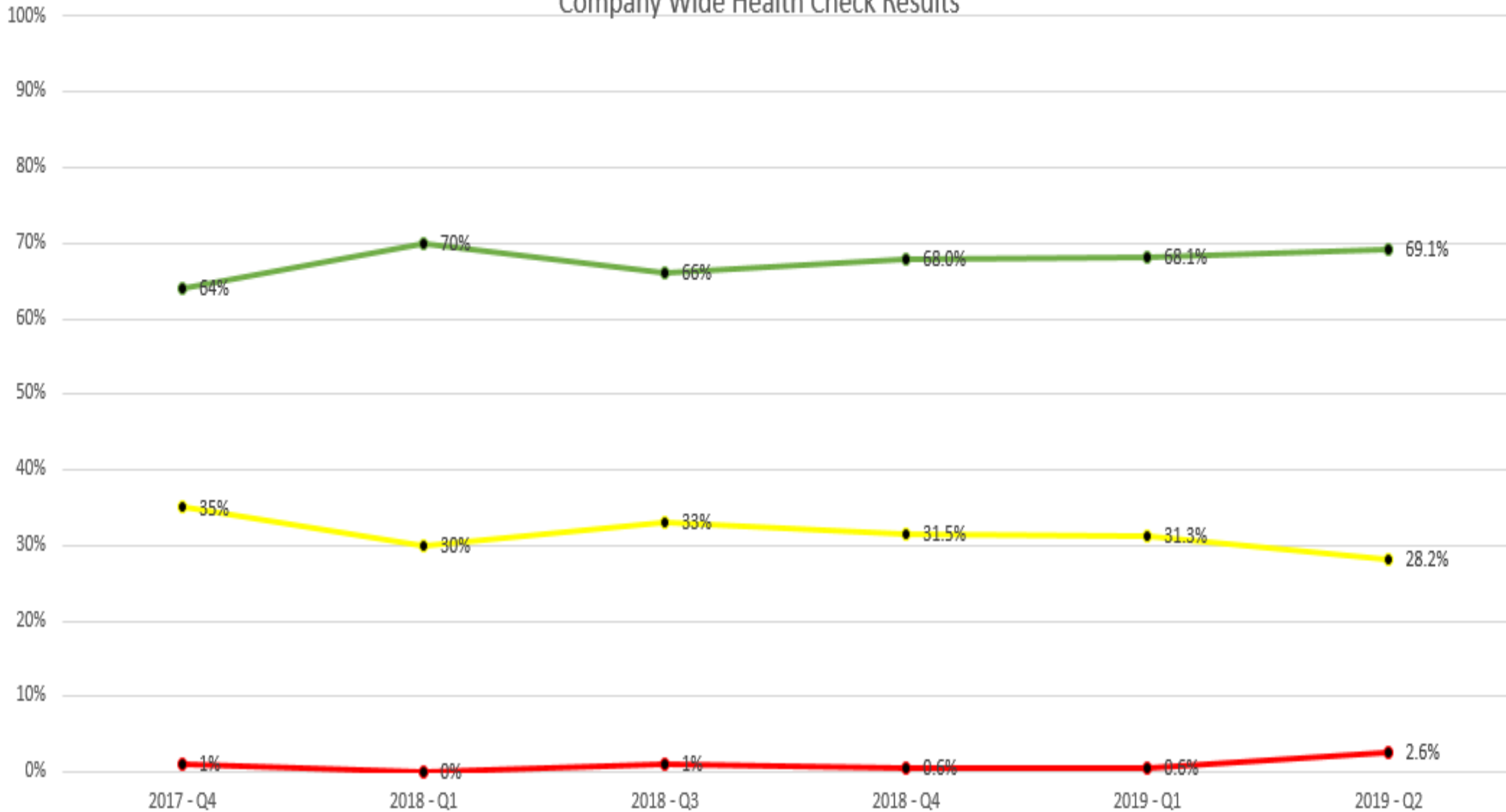
- ≡ **Takeaways**
 - ≡ **Be Intentional**
 - ≡ **Track Metrics**
 - ≡ **Share Data & Next Experiment Design**
 - ≡ **Never Finished**

Quarterly Health Checks

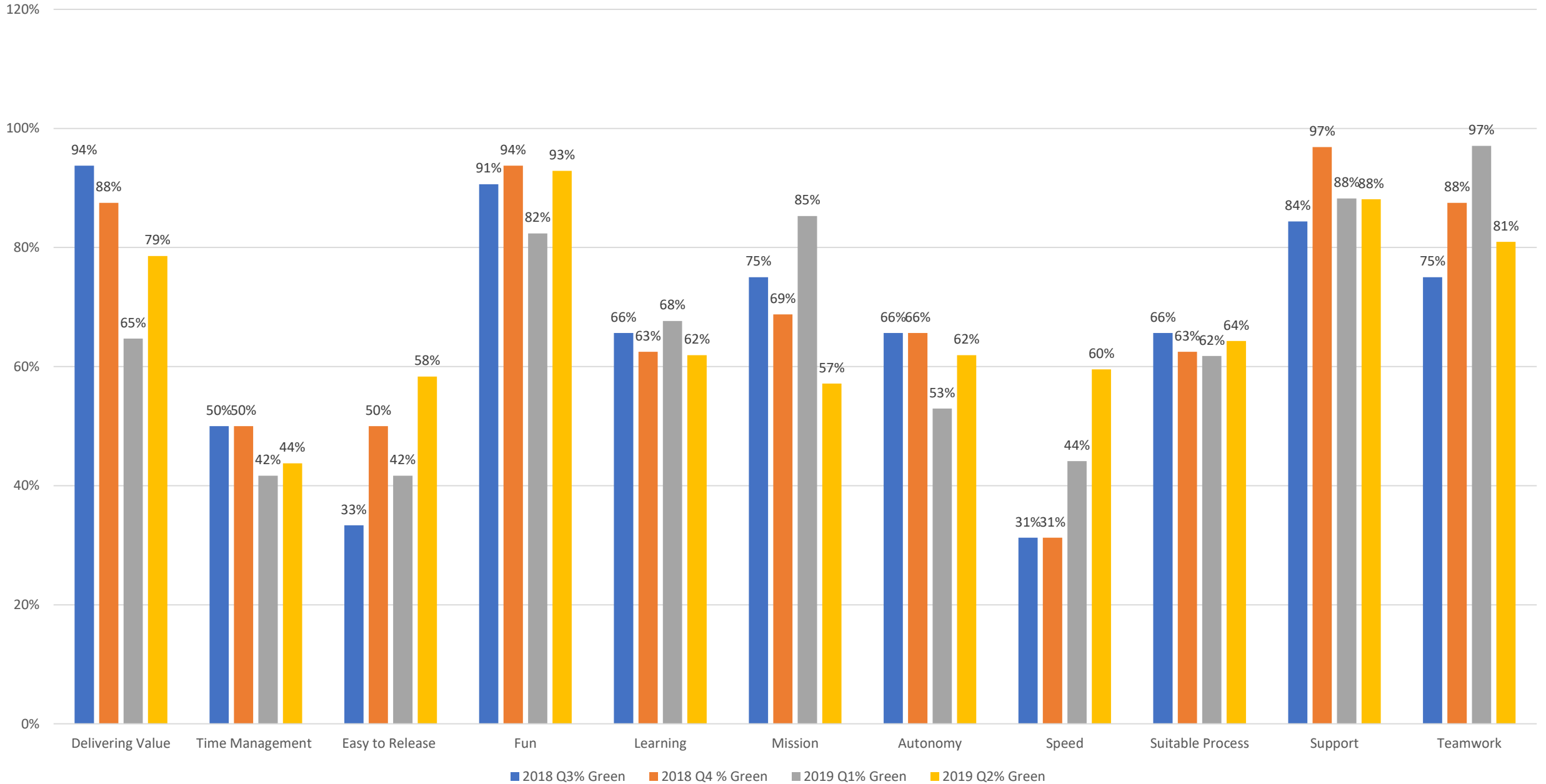
- ≡ **Completed Company-Wide**
- ≡ **Provides Insight Into How Teams Are Feeling**
- ≡ **Company-Wide Themes Emerge**
- ≡ **Take Action!**



Company Wide Health Check Results



Percentage of Green Responses by Topic





In Summary

Companies That
Complete The Loop
The Fastest Win.

Learn Fast

Learn

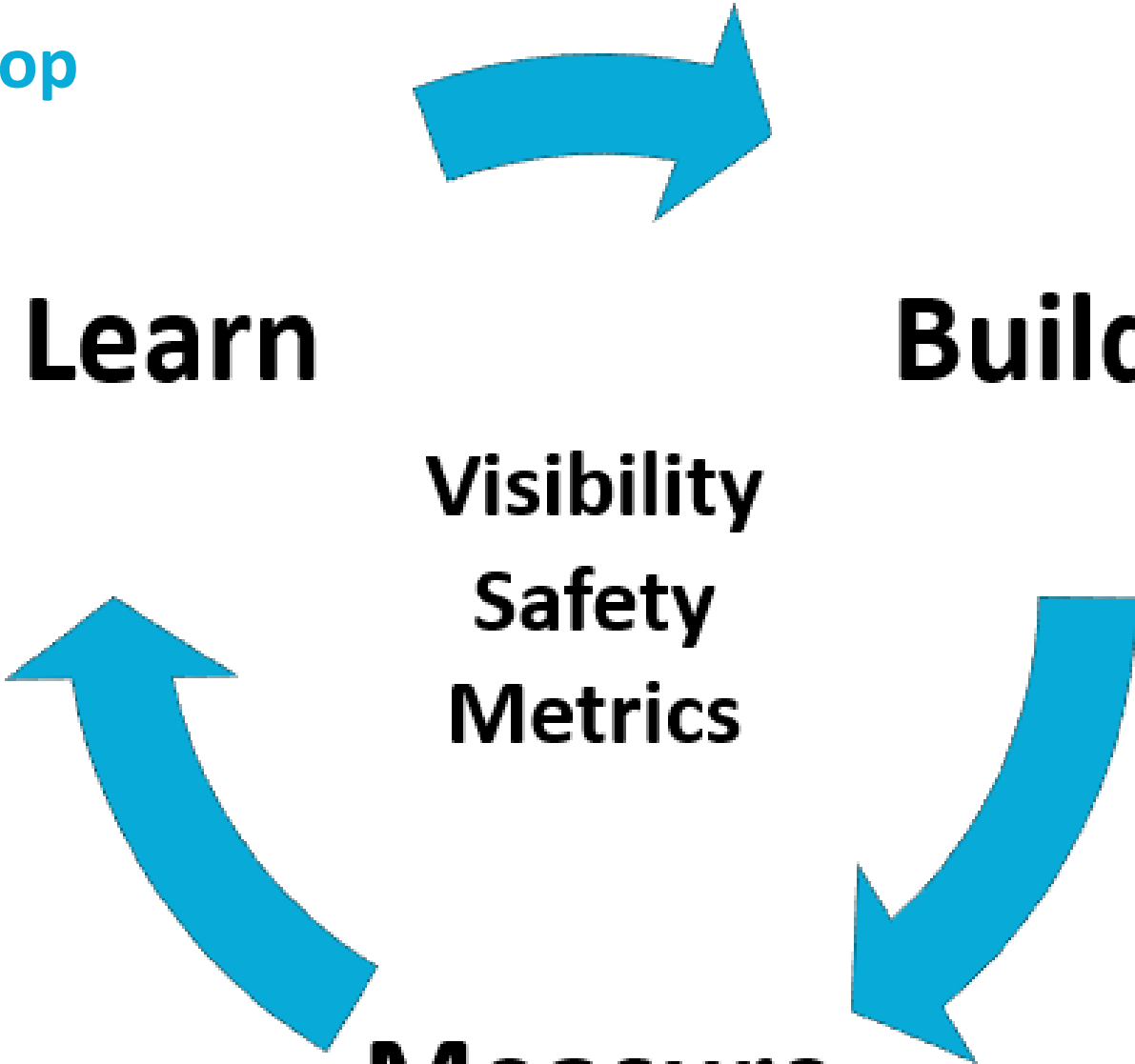
Build

**Visibility
Safety
Metrics**

Experiment
Across All
Departments

Failure Is
Rarely Fatal

Measure



Next Experiments



Questions?