



# PMINJ Chapter Symposium - 06 May 2019

*Embracing Disruption:  
Unleashing the Power of Teams*

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# Corporate Messages These Days

Innovate !

Change !

Use New Technologies !

Be Agile !

Disrupt or Be Disrupted !



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# Standard Approaches:

- Corporate Strategic Planning
- Consultants
- Deploy new Technologies
- Corporate mandates
- Training



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But, How are Companies Leveraging their Teams?

# Why Are Teams Important?



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They Do The Work and Understand How It Gets Done!

But, they need new approaches and techniques to succeed in the Digital Transformation

# To Succeed, A Mindset Change is Needed

- How problems are approached and ideas generated
- How teams work together
- How work is done

"mindset" {noun}  
*a set of beliefs or a way of thinking that determines one's behavior, outlook and mental attitude.*

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# How We Introduced and Reinforced These Concepts To Teams

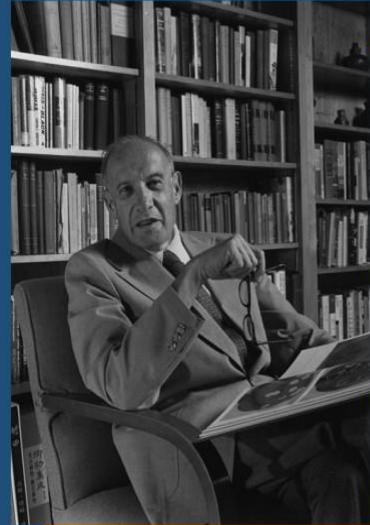
- Committed leadership team
- Created and led our own training
- Leader-led workshops, cascaded to field locations
- IT and Business learn together
- Gamification was key
- Showcased successes with u-tube type videos
- Engaged Senior Management
- Continued reinforcement, experimentation, learning and “Walking The Talk”



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# Change How Problems Are Approached and Ideas Generated

- 5 Whys
- Skip It
- Use the resources you have differently
- How Might We
- Create a disruptive hypothesis
- Anticipatory thinking
- Meet with customers



“The most common source of mistakes in management decisions is the emphasis on finding the right answer rather than the right question.”

Peter Drucker

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# Change How Teams Work Together

- Design Thinking

- Customer-centric
- How Might We approach
- Empathize, Define, Ideate, Prototype, Test
- Customized training applied to real problems
- Cross-org members enable end-to-end view; encourages different points of view
- Results: process duration reduced from hours to minutes; combining steps across organizations

- Hackathons

- Generate solutions in a time-boxed setting
- Should be cross-organizational when solving for process or product
- Flexibility to determine “how”
- Scalable: 20 to 2500 participants
- Requires organization (set-up, communication, judging, prioritization)
- Can be any kind of “a-thon” (ideas, bug fixes, hack systems for vulnerabilities)
- Results: production ready solutions in 48 hours, technical debt reduction.
- Learning: a good “muscle” to exercise, but should not be over-used



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# Change How Teams Work Together

- Crowdsourcing

- Collective intelligence; People want to be part of a solution
- Internal use: grouped small teams of developers, designers and testers
- Contest with points for automation, service virtualization
- Results: production-ready work packages in a 72 hour period
- Also applied to migration/automation of apps to Cloud platforms

- Technology exchange with customers: IT to IT

- Moved IT from the back office to the table with Sales
- Prepared IT leaders to speak at Executive Briefings and on-site visits
- Topics: Approaches to IT challenges, How we use the products we sell, Product Co-Innovation/test beds
- Results: Increased customer confidence and trust, early adopters of product, vendors become partners



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# Change How Teams Work Together



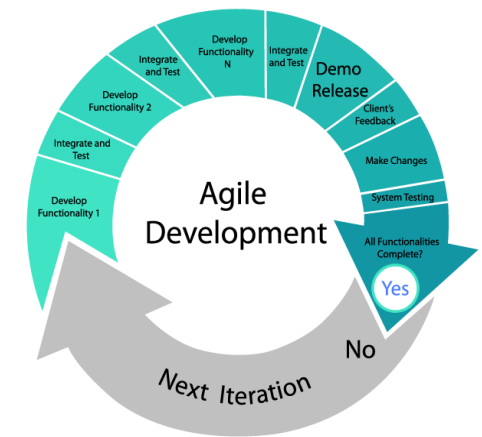
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- Teambuilding
  - Learning games
  - Problem solving
  - Competitive challenges
  - Skits
  
- Let Teams dedicate time for:
  - Technical backlog
  - Brainstorming
  - “Day in the life” of a user
  - Mini-hackathon
  - Social time

# Change How Work is Delivered

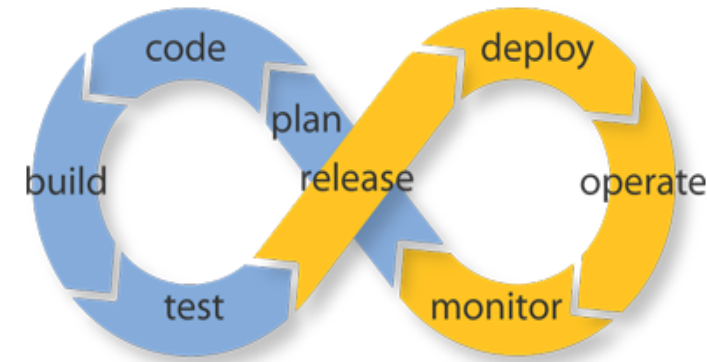
- Agile / Scrum

- Customized, face-to-face training (Business and IT)
  - Agile mindset, User story writing, Roles using real projects
- 50+ sessions across all key locations
- Executive training
- Phased out BRDs; only user stories accepted
- Every project must have a Business and IT partner
- Results: 75% reduction in time; months to weeks (product concept to delivery)
- Progressed to MVP and scaled Agile (PI planning; 90 day increments)



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# Change How Work is Delivered



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- DevOps

- Automation software delivery (code build, security check, testing, deployment)
- Accelerate value delivery, increase quality and security
- DevOps Cup competition among Dev teams (annual)
  - Points for degrees of automation, sharing solutions, re-using / building upon
  - Judged internally and externally (by selected technology vendors)
- Continuous improvement each year
- Results:
  - Ability to securely deploy code within minutes
  - Accelerated Cloud migration

# Results

- Product delivery in hours/days vs weeks/months
- Siloed organizations became teams
- Significant progress in adopting Agile and DevOps
- Reduced “routine” workloads, enabling more “thinking/problem solving time”
- Ownership of outcomes
- Proactive (vs Reactive)
- Common Language (Skip It, How Might We....)
- Willingness to experiment and learn
- Engaged and motivated teams



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# Humans Will Still Be Relevant in The Workforce of The Future!

- Creativity
- Judgment
- Relationships
- Problem Solving
- Peer learning
- Negotiation
- Collaboration
- Expertise
- Communication
- Change Agent



Project  
Manager

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# Your Action Plan

- Learn the concepts
- Share with peers
- Compare / partner with others using these concepts
- Get a Champion(s)
- Try something (small)
- Get feedback
- Try more
- Showcase results
- Include more participants



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# Discussion and Q&A

# Resources

- Daniel Burrus, The Anticipatory Organization, Greenleaf Book Group Press, 2017
- Daniel Burrus, TedxNASA Talk, Nov 2010
- Warren Berger, The Secret Phrase Top Innovators Use, Harvard Business Review, Sept 17, 2010
- Luke Williams, Disrupt, Pearson Education, Inc, 2016
- Paul Romer, The recipes we use, Strategy + Business, Nov 20, 2001
- Ross Dawson, The Next 25 years, customized keynote speech
- IDEO Design Thinking: <https://designthinking.ideo.com>
- A virtual crash course in Design Thinking: <https://dschool.Stanford.edu/resources-collections/a-virtual-crash-course-in-design-thinking>