



PLANVIEW DAY 2022 ROADSHOW

SYDNEY | July 12

Stop Calling it a Transformation

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HYPR

Hello! We're HYPR

Co-founded in 2014

We thrive in the complexity of technology change and bring new thinking to help you scale, adapt and transform software delivery

Based in New Zealand and Australia.
Our clients include...

Strong partnerships

Elevate.to

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BNZ
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Agile transformations are a myth... You need to keep going

“Life is like riding a bicycle. To keep your balance, you must keep moving”

Albert Einstein



Stop







Stop – calling it a transformation

There is no end ...

1. The transformation will be an ongoing series of changes – transition, evolution, adaption, digitisation
2. Be based on your business strategy
3. Identifying missing capabilities
4. The goal is to create a resilient capability in the organisation

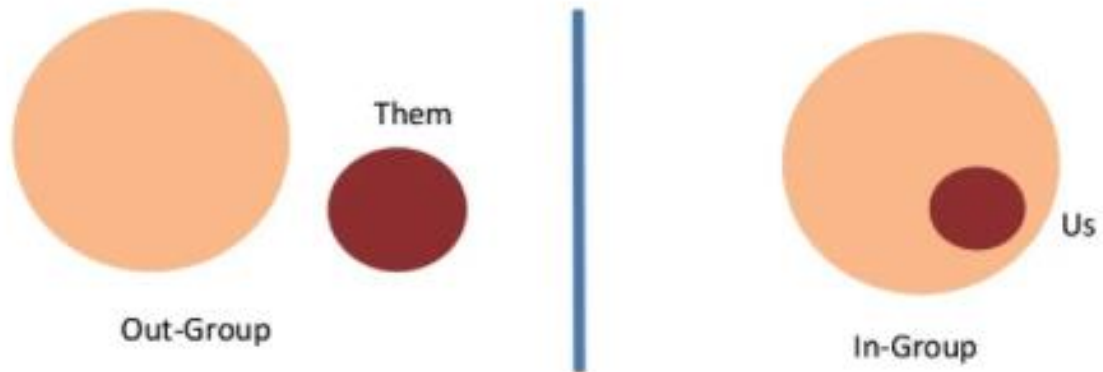




Stop – measuring the number of people training as progress

Training brings awareness...

1. Measuring training will help you spend your budget
2. Training will help with awareness but it is only the beginning...
3. First thing we need to do is to replace old beliefs and habits with ways of working that will foster your strategy
4. To transform, you must disrupt your existing ecosystem





Stop – treating the change in silos

We need to transform the whole, not just the part...

1. Leadership is the worst silo of all
2. Them and us
3. If leaders don't believe, then everyone can see it and follow it...
4. Polarising Conversation – Talking about business and technology as if they are in competition with one another





Stop – Making ‘agile’ a reason for change

Being agile is not the reason you change...

1. Agile enables learning
2. Reason to change is not to challenge the existing rules and processes
3. Agile does not create uniformity
4. Create the psychological safety required to challenge norms







Start – Experiments to identify the new ways of working

Embed experiments as part of your culture now

Plan – Build – Learn – Adapt

Case Study – VicRoads

1. Work out first (of many) experiments
2. Remember you are attempting to influence a series of changes to people, support systems and roles
3. Visualise the experiments and results so there is transparency in the decision making
4. Analyse and embed what works “as the new way”
5. You don’t fix bad habits. You replace with good ones i.e. project > product





Start – Investing in coaching – individuals and teams

Coaching is vital for changing behaviours and mindsets...

1. Acknowledgment of role and work changing is a process of self awareness
2. Finding your “positive deviants” requires someone to be looking objectively and holistically
3. Building in informal dialogue to facilitate individual learning in new possibilities, insights and skills is key
4. Coach in reinforcing feedback loops
5. Coaching must remain adaptive to the methods, techniques and frameworks needed to enable strategy





Focus on Leadership

If people don't have time to change, it won't happen

1. Don't let BAU get in the way
2. *You have to build in the capacity for doing things in a new way*
3. “Come yourself or send no one” – W. Edwards Deming
4. To “learn” means to enhance your capacity through new experiences gained by following a new event or discipline
5. Don't delegate what is most important to your organisation's survival





Start – creating space for change

If people don't have time to change – it won't happen

Case Study – Cuscal

1. Create your Pilot Group...
2. Make clear time for the 'transformation' in everyone's workload (or make sure everyone has a timesheet code)
3. Clear prioritisation of the change work versus reactive/operations efforts
4. Schedule time for focus and concentration and actively measure **non**-participation
5. Building the capability for eliminating “busyness”



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Thank you!

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