Mitchell’s Big LEAP
Enterprise Transformation

- Ryan North

June 04, 2013
A bit about me

**Personal**
San Diego Born & Raised
Married
3 Kids
1 Dog
1 Cat
Plays the Ukulele
Owns a 1927 Ford Model T
Runs, Bikes & Swims
Loves the Pacific Ocean
https://twitter.com/northworx

“Mmm. San Diego. Drink it in, it always goes down smooth.”

**Career**
DEV & OPS (16 Years)
M.S. Software Engineering
B.S. Computer Science
To empower our clients to deliver the best possible outcome and restore their customers’ lives after a challenging event.

Our Mission

We (m)power better outcomes.
Solutions that extend across product lines.

- Over $200M investment to date
- State-of-the-art primary and secondary data centers
- Industry leading up-time and performance
- Easy-to-implement integration options
- Benefits include common functions and platform reporting
Mission:
To empower our clients to deliver the best possible outcome and restore their customers’ lives after a challenging event.

What We Do:
We (m)power better outcomes.

What We Believe:
• Simplifying—Streamlining processes, removing obstacles, and providing creative solutions
• Personal—Loving the customer and fostering strong relationships
• Connecting—Drawing individuals and organizations closer through integration, collaboration, and teamwork
• Integrity—Doing what’s right
• Passion That Delivers Results—Focusing on exceeding expectations, excellence, and winning
• Always Improving—Data-driven, technology-enabled innovation, and staying on top of our game
We made a BIG LEAP

Our Enterprise Lean|Agile Program
"If you give a change a name, you immediately will create resistance to it in your organization."
~ Avery, Christopher
Our Lean|Agile Journey

- Agile teams
- Agile Programs
- Agile Technical Practices
- Agile Portfolio Management & Agile Architecture
- Lean Thinking Enterprise

Our (M)ission

Empower teams to delight our clients, through early and continuous delivery, of the most valuable and highest quality software, quickly and sustainably, within a principled delivery framework, founded upon The Mitchell Way.
Some expected benefits

- Our agile teams introduced 50% less defects into production (confidential)
- Agile teams average 37-50% faster to market (QSM research)
- Makes the work more enjoyable, helps us work together, and is empowering (Medtronic)
- We experienced a 20-50% increase in productivity (BMC Case Study)

Engagement • Time to Market • Quality

Productivity • Business Results
There is just something about a picture
We made a few friends
We did a few things...

2012 Enterprise Lean|Agile Program Rollout

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In 2011 Leadership, Kanban, Scrum Master Training

- **ART QS**
- **Training**
- **PSI Review followed by Planning for next PSI**

Activity Already Completed
Where are we now?
To date we have....

- Launched 5 Agile Release Trains
- Formed ~60+ D/B/T Scrum Teams
- Completed ~21 PSIs
- Completed ~99 sprints
And the trains keep rolling...
Lean Thinking Enterprise (where we want to be)

The Goal: Value

Sustainable shortest lead time. Best quality and value (to people and society). Most customer delight, lowest cost, high morale, safety.

Respect for People

Product Development Flow

Continuous Improvement

Foundation: Management Support

Larman and Vodde (2009)
Reinertsen (2009)
We are creating an environment where engaged people thrive; employ boundary-less thinking; work together in teams; solve the world’s problems; have fun and win.

This means going beyond our technology community.
We Can Do It!
Watch out for interdependencies
Remove the unnecessary ones
Take a pulse check (engagement surveys)

Try: http://www.perceptyx.com/
Align Everyone
Leverage Your Leadership
Give People Autonomy
Choose your team members wisely
If it’s broke, fix it
Know your customers

How can you truly love and delight your customers if you don't know them?
Know your customers

Propose your User Persona

1. Do your research
2. Fill out your proposal form
3. Pick your photos

If you're here, you have probably already realized the power of personas to better equip project teams. By following the steps below, you can propose your very own persona!
Connect people through shared experiences

(m)Body

Rewards and Recognition

It's time to chatter

(m)Chat Central

(m)Community

The Mitchell Way Toolkit

Idea Jam is coming. Thursday 5/23.

Idea Jam

Innovation Facts

Communities of Practice

(m)Power Athletes

Hackathon

(m)Bracing The Cure!

Mitchell is

Lean Agile Program

LEAP

Announcing the AI(m)

ideaobox

For Information:

Contact Sarah Wentling or visit our

(Click here to submit ideas and for more information. You are encouraged to view your submitted ideas.)

Submit an Idea

Id and Status of Employees

The Mitchell Way is a unique way for Mitchell employees to share their leadership, teamwork and to leverage the contributions of our employees toward "Improving Mitchell and its clients by enhancing processes and products." Through this program, we seek to:

- Palace of personal energy, especially those closest to our processes and products.
- Recognize and reward those who have a passion for making things better and for showing leadership in those areas.
- Encourage and promote creative thinking and problem-solving among our employees.
- Foster a culture of innovation and continuous improvement.
Celebrate
Find some nuts

(or grow a pair...)

@chadholdorf #thankyouchad
So... How are we doing?
“Only a Sith deals in absolutes.” ~ Kenobi, Obi-Wan
A few bright spots...

Greatest thing Mitchell has done in the 14+ years I’ve been employed here!
    – A Mitchell Employee

New Agile development process helps – they are making changes, testing & communicating with us.
    – A Mitchell Customer

We have seen a reduction in post release field reported defects of 44%.
    – A Mitchell Case Study

We realized a decrease in the time to deliver on a customer request of ~76%
    – A Mitchell Case Study

Engagement

Time to Market

Quality

Productivity

Business Results
1-Yr later, we are improving

There is effective cooperation between departments.

- Favorable: 53%
- Neutral: 28%
- Unfavorable: 25%
Buy from here!

Growth, opportunity

Come work here!

Customer advocacy

Profitable, sustainable organic growth

Employee advocacy

Excellence, trust, value

Enthusiasm, creativity
NPS +15%
Response to our Lean|Agile Journey

- Favorable: 63%
- Neutral: 24%
- Unfavorable: 13%
What’s next?

- Lean|Agile for Everyone
- Living Our Way Everyday
- Performance Management
- Rewards & Recognition
- DEVOPS
- Women in Technology & Leadership
- Organizational Design
An Open Invitation

Come and See!
Join us in San Diego for one of our PSI events.
A bit more about us...

• YouTube
  • http://www.youtube.com/user/MitchellIntl

• WWW
  • http://www.mitchell.com
We are looking for a few good people.

- ryan.north@mitchell.com
- 951.440.6308
- http://www.mitchell.com/careers/
Thank you!