

# Agile Unleashed at Scale in John Deere

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# John Deere, being Agile!

*Adaptive to change is the key to success!*

- **Founded in 1837 (186 years)**
- **84<sup>th</sup> in Fortune 500**
- **Manufacturing to Technology shift**
- **Transform through Agile**



Agriculture



Lawn & Garden



Construction



Landscaping & Grounds Care



Golf & Sports Turf



Forestry



Engines & Drivetrain



Government & Military Sales



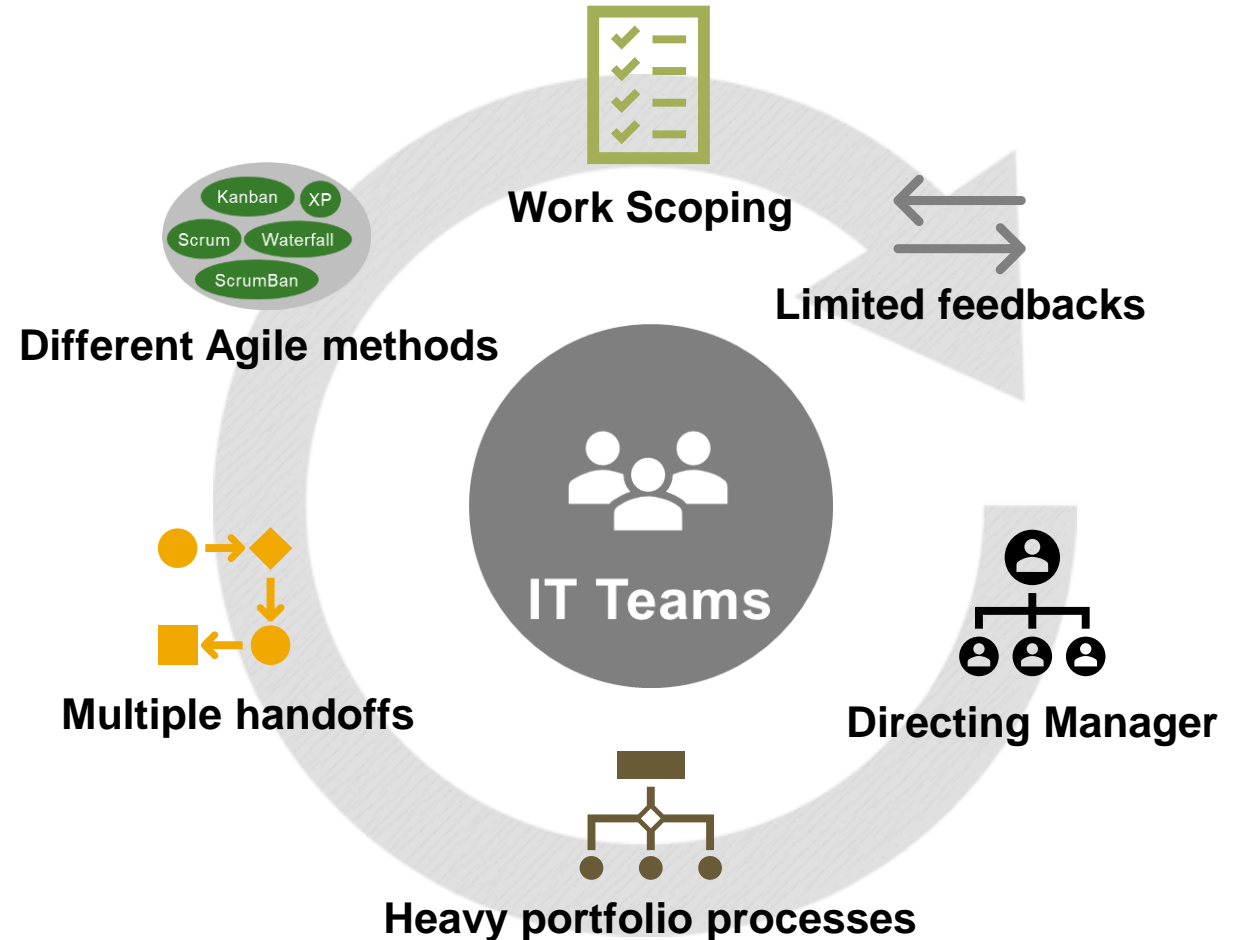
Rental Sales

# Looking back on our IT journey

Rapidly changing customer needs



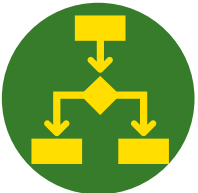
Teams were struggling to evolve quickly...





**Have you  
experienced these  
same challenges?**

# An Org Transformation is amalgamation of several changes!



Structure



Products



Processes



Tech Stack



Mindset



Leadership Behaviors



Budget



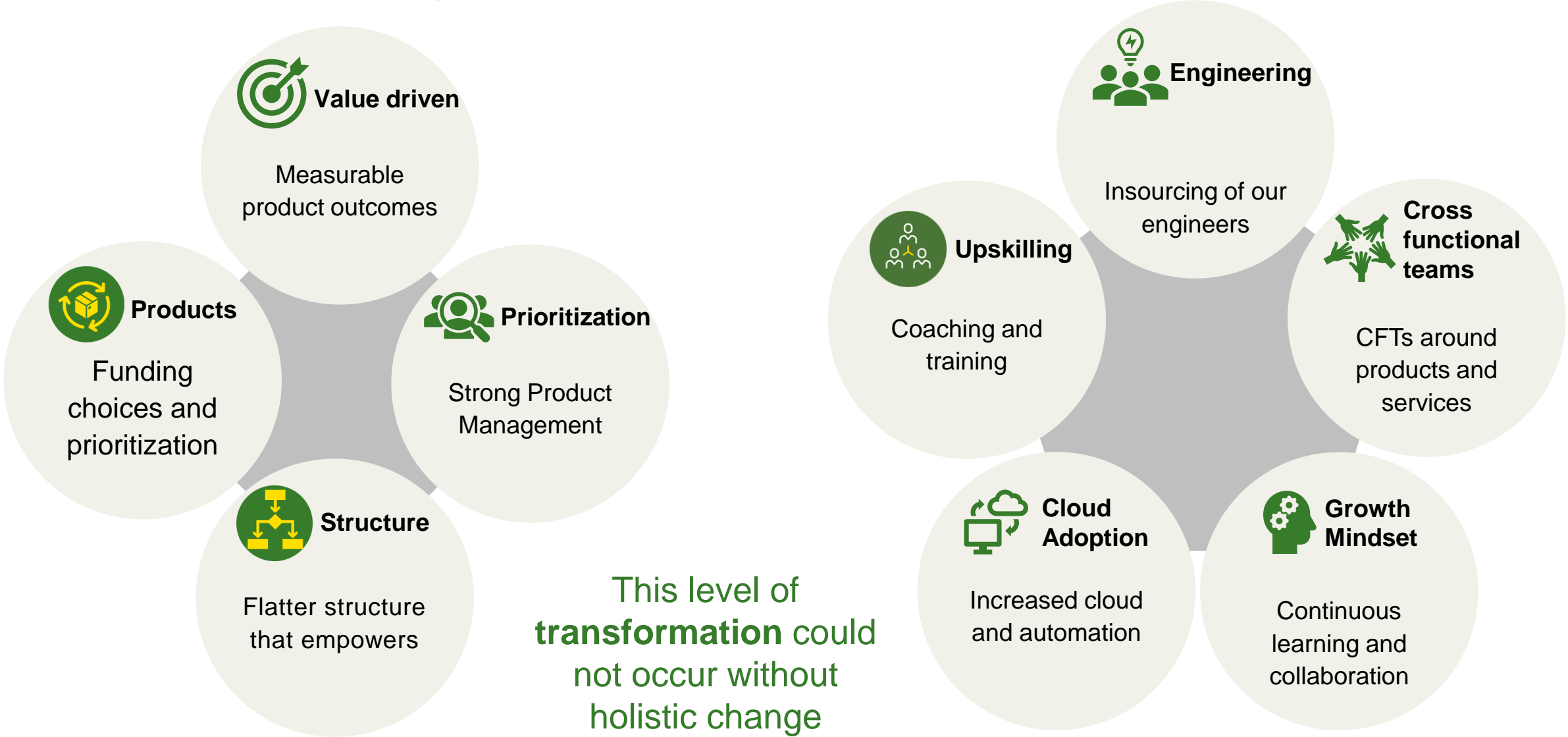
Metrics

*And many more...*



a thorough or dramatic change in form or appearance

# We had to change the way we worked



# Our Agile Operating Model

*Introduced May 2019*



## What we work on

We are committed to offering industry-leading digital products that provide measurable value to our users.



## How we work

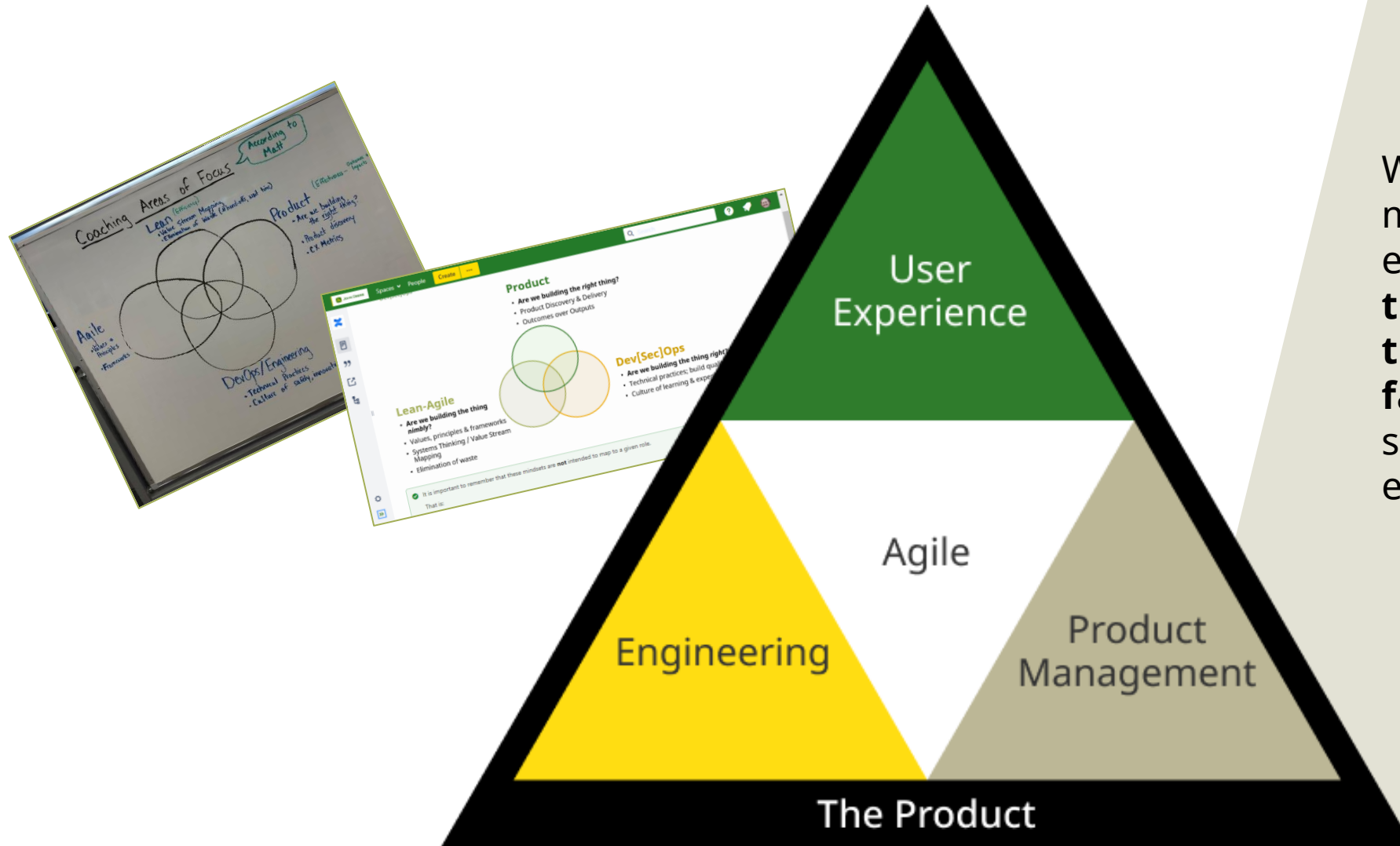
Our teams are focused on agility and innovation, with collective responsibility for the end-to-end lifecycle of their products.



## Our foundation

We embrace continuous learning and are invested in attracting, developing and retaining high-quality digital ready skills.

# We Focused on Shifting Mindsets



While each of these mindsets could be embraced individually, **the combination of them is the accelerating factor** for creating a strong digital product experience.



# We Focused on Coaching

via our Ten Immersion Principles (TIPS)



Coaches meet teams and leaders *where they are* and use the above principles to identify new ways of working to their specific problems and domain context.

## The Foundry

An immersive learning environment where individuals, teams and leadership work side-by-side with coaches on **real business problems...**

... while adopting new ways of working across **Agile, Software Engineering, Product and User Experience** disciplines.

# We Focused on Coaching

via our Wave Immersion program

## Wave Program

- **10-week prep** (org review, training, product prep)
- **10-week immersion** (active team, 1:1 and leadership coaching)
- **Sustain & Evolve:** Org-aligned coaches, Scrum Masters, leadership continue and discover better ways-of-working



Successfully completed Wave 11 Immersion in December 2022.

# We Focused on Measuring for Outcomes and avoiding Agility Theater

**>50%** (40%)  
*Reduction in Time  
to Market*

**>250%** (125%)  
*Increase in  
Throughput*

**>300%** (125%)  
*Increase in Deployment  
Frequency*

**>100%**  
*Return On  
Investment*

**>50%**  
*Cloud Footprint*

**>68** (+20)  
*Team eNPS*



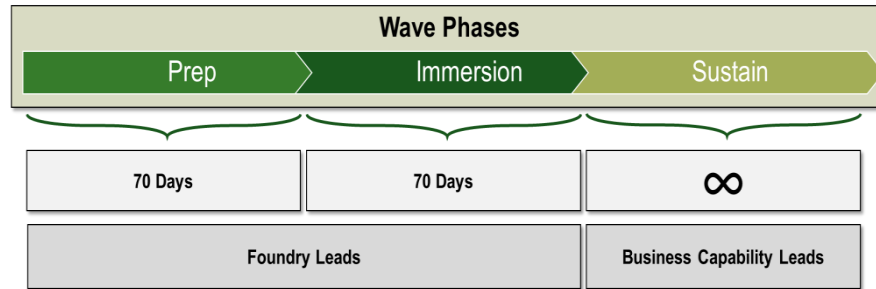
**What do you see  
as your biggest  
opportunity?**



**Sustaining *Agility* in a *Changing* world!**

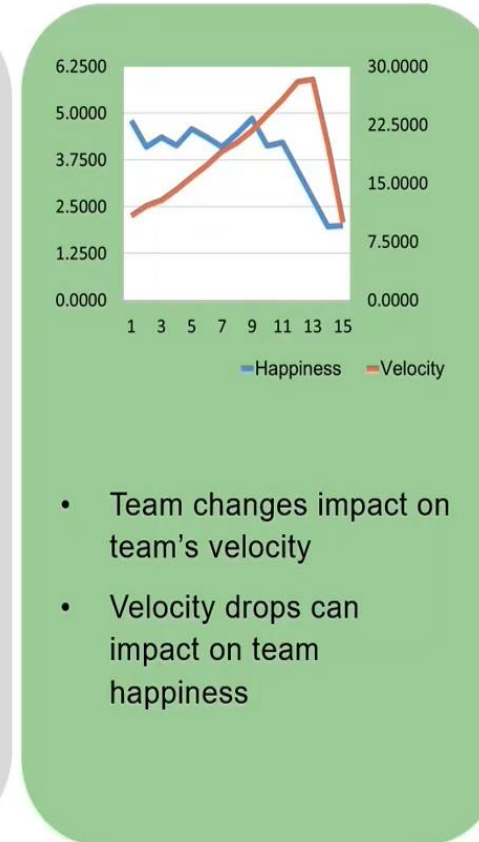
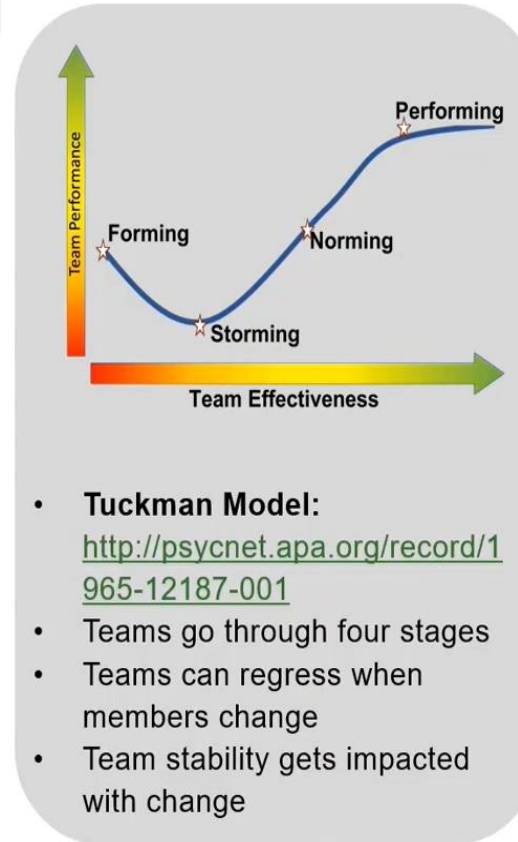
# “The only constant in life is change” – Heraclitus

## *Sustaining Agile in an ever-changing environment*



Scrum teams face significant changes during Sustain phase:

- Developers, Scrum Masters, Product Managers, Engineering Managers do turn
- Growth may create new scrum team(s)
- Team stability is always tested



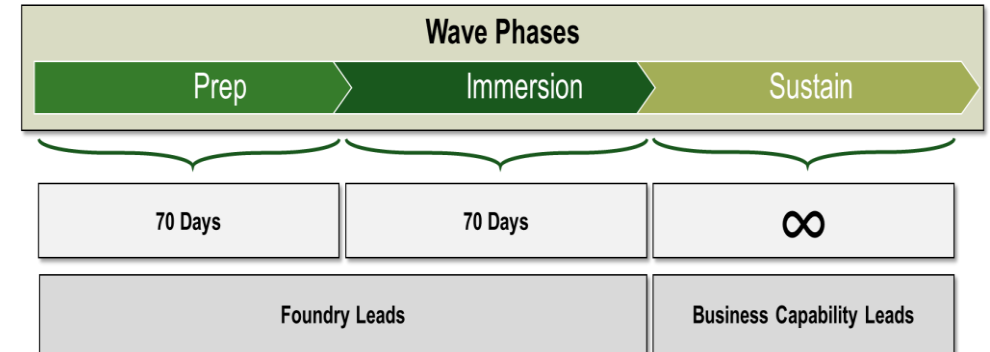
The icon depicts a person with a speech bubble containing a lightbulb, with two large horizontal arrows pointing in opposite directions above it, symbolizing knowledge loss and the need for a reset.

- Teams lose knowledge with changes
- SHU HA RI gets reset
- Can impact speed to market, quality and throughput

# Mini Wave – Agile at Scale

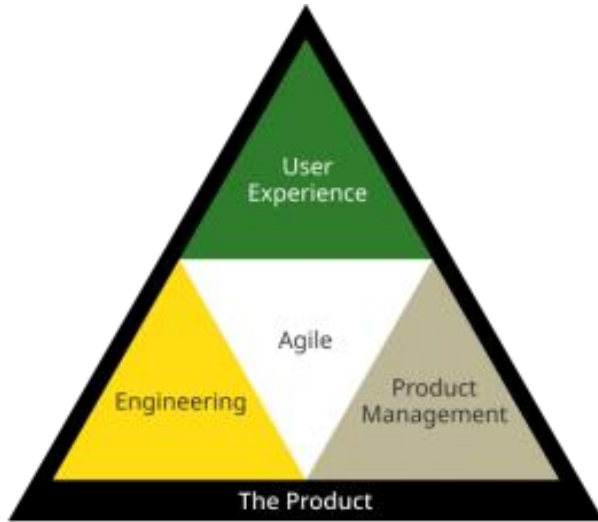
*Our solution to sustain Agile in an ever-changing environment*

- **Outcome 1:** Every person or team in the Business Capability Area (BCA) is brought to the same Agile foundation (change management).
- **Outcome 2:** The BCA has expanded capabilities to train and coach (force multiplier).
- **Outcome 3:** BCA give back to the community from its gains of the Foundry immersion (knowledge sharing).



# Mini Wave Execution Plan

*Built on 4 Agility Mindsets and 10 Immersion Principles*



As a Business Capability Agile Coach, I need to follow a framework to provide a mini-wave experience to all the **new team members** who have joined my BCA, or to a team that is created after the org goes through Foundry immersion, so that **all teams start from the same coaching foundation.**

**Mini Immersion Framework (MIF)**

Qualification criteria

Mini Immersion DOR

Mini Immersion Plan

Prep (learn key concepts) | Immersion (experiential learning, inspect and adapt)

Prep (1 to 2 weeks)	Sprint 0 (1 to 2 weeks)	Sprint 1 (2 weeks)	Sprint 2 (2 weeks)
<ul style="list-style-type: none"> <li>Product Definition</li> <li>Product Requirements</li> <li>Product Backlog</li> <li>Product Roadmap</li> <li>Customer Story</li> <li>Customer Journey</li> <li>Customer Value</li> </ul>	<ul style="list-style-type: none"> <li>Team Setup</li> <li>Team Roles</li> <li>Team Structure</li> <li>Team Processes</li> <li>Team Metrics</li> <li>Team Culture</li> <li>Team Norms</li> </ul>	<ul style="list-style-type: none"> <li>Product Strategy</li> <li>Product Vision</li> <li>Product Goals</li> <li>Product Features</li> <li>Product Benefits</li> <li>Product Risks</li> <li>Product Dependencies</li> </ul>	<ul style="list-style-type: none"> <li>Customer Engagement</li> <li>Customer Feedback</li> <li>Customer Support</li> <li>Customer Success</li> <li>Customer Retention</li> <li>Customer Growth</li> <li>Customer Innovation</li> </ul>

Prep phase:  
**Build Product Mindset**

Sprint 0:  
**Setup 3-5-3 (Agile Mindset)**

Sprint 1:  
**Continuous Flow (Eng. Mindset)**

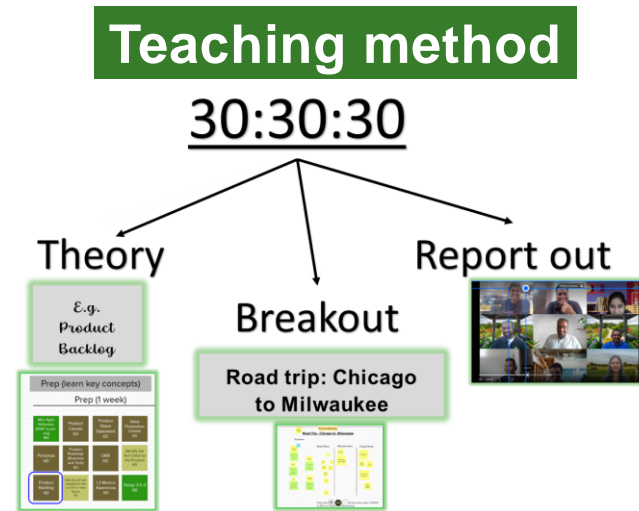
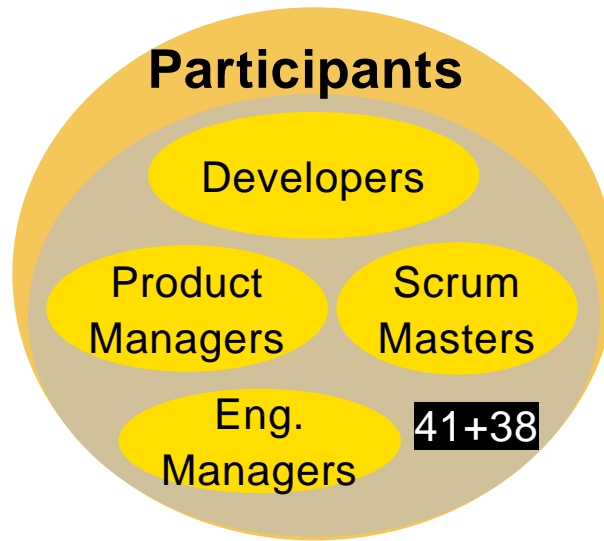
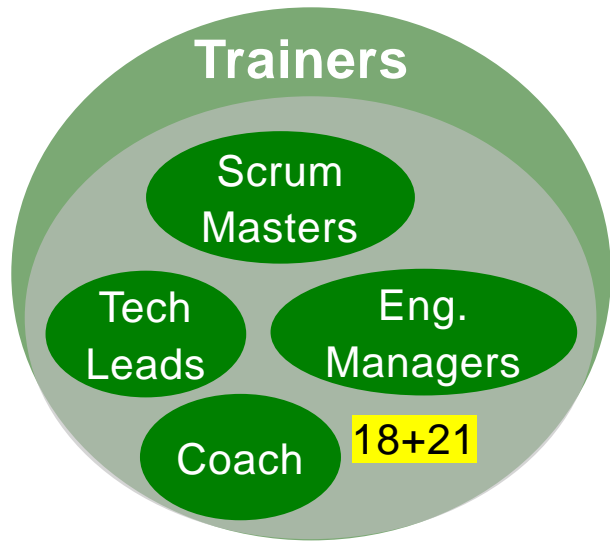
Sprint 2:  
**Customer & Value Mindset**

**Total Release Size – 50 topics, 4076 points (75 hrs.)**  
~6 sprints with 12% Sprint Velocity



# Mini Wave – guaranteed to sustain Agility!

Ran 2 in consecutive years (2022 – 40 and 2023 – 38) in DA&CS

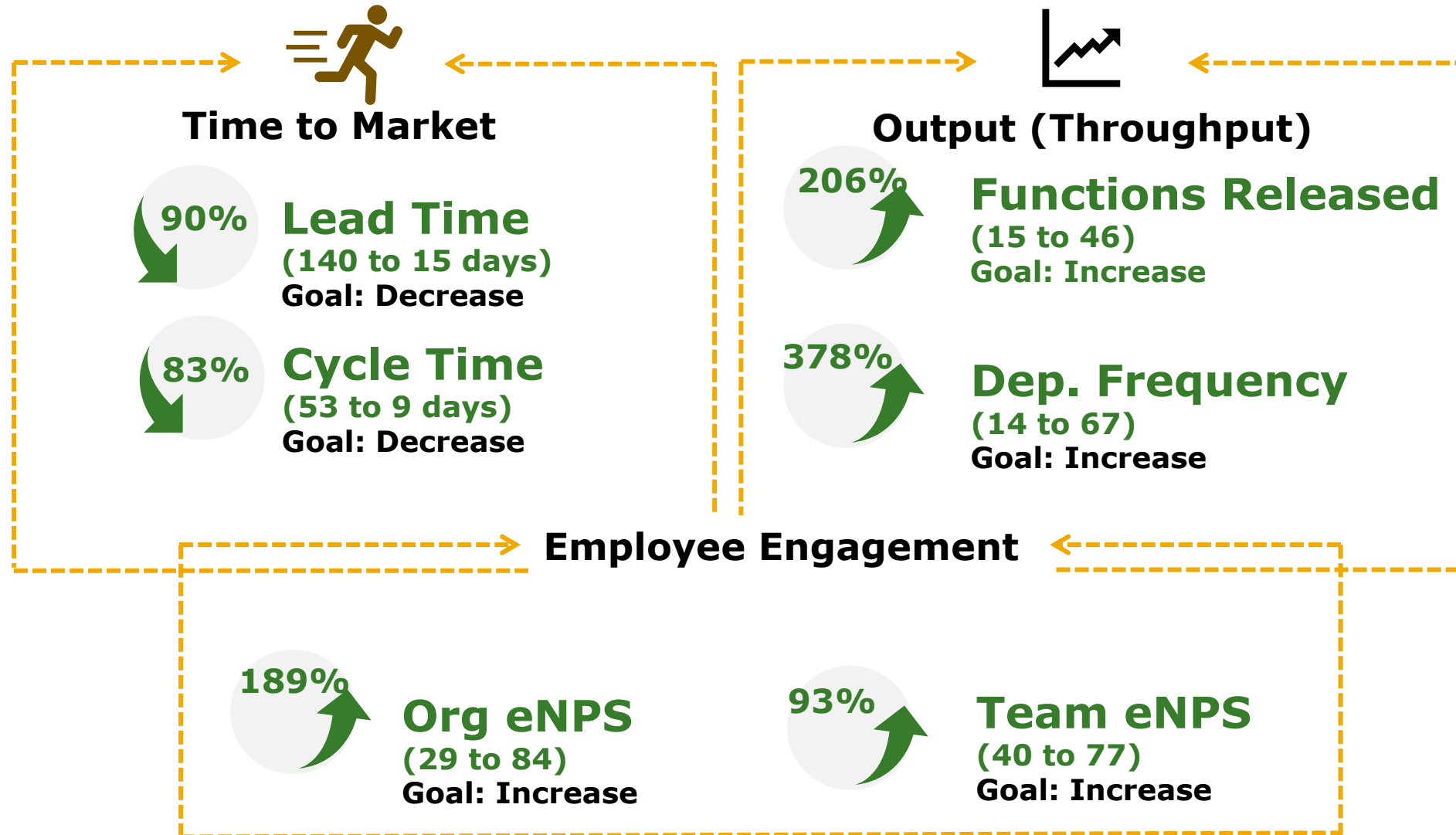


- 30-theory, 30-practice, 30-reportout
- Hands-on, debriefing on videos, scrum anti-pattern skits, teach backs, case studies and lean coffees.
- Skits used to teach values, psychological safety, and scrum anti-patterns.

- Participants formed into 5 scrum teams
- 4076 story points training / coaching delivered
- 6 Sprints (3 months) of commitment
- Covered 78+ new employees from 12 product teams
- 95% Sustainable Participation across 6 sprints

# Transformation of 14 A&CS scrum teams!

*Solid Sustain of Agile Amidst Significant Org Change*



# Closing: *Sustainable Agile Transformation*



Agile transformation is a continuous process.



Have indicators / measures that help teams to inspect and adapt.



Scrum Masters and Agile Coaches to continuously assess the team Agile maturity and fill any gaps.



Invest in building broader coaching capabilities across the Business Capability Areas: mindsets, product, process and technical.

**Thank You**

**Q&A**



**JOHN DEERE**