

Lean Summit 2019



# Continuous Delivery

*Thriving in the age of VUCA*



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Digital Lean Strategies



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# What is the Problem we're trying to solve?

The rate of change is actually accelerating and that alters the logic by which we need to operate.

*Forbes*

**V**olatility

**U**ncertainty

**C**omplexity

**A**mbiguity

# What is our Current Condition?



**SURVEY**



SURVEY

## Key Takeaways

- ✓ Unanimous recognition that digital competence is essential to achieving strategic goals.
- ✓ Many interdependent communities of practice with similar/shared principles and goals are often competing and sub-optimizing.  
*These communities are NOT collaborating.*

# Countermeasures

*Hint: the answer is not just more technology . . .*

# Principles for the High-Performance Learning Organization

1. Superlative Customer Value and Experience
2. Optimal Flow of Value and Knowledge
3. Culture of Continuous Improvement
4. Data-driven Problem Solving and Decision Making
5. Data Integrity and Actionability
6. Innovation by Leveraging Uncertainty while Mitigating Risk
7. Generative Leadership

Excerpt from ***THRIVE - Creating and Sustaining a High Performance Learning Organization***, Steve Bell and Karen Whitley Bell (Release date TBD)

# 1. Superlative Customer Value & Experience

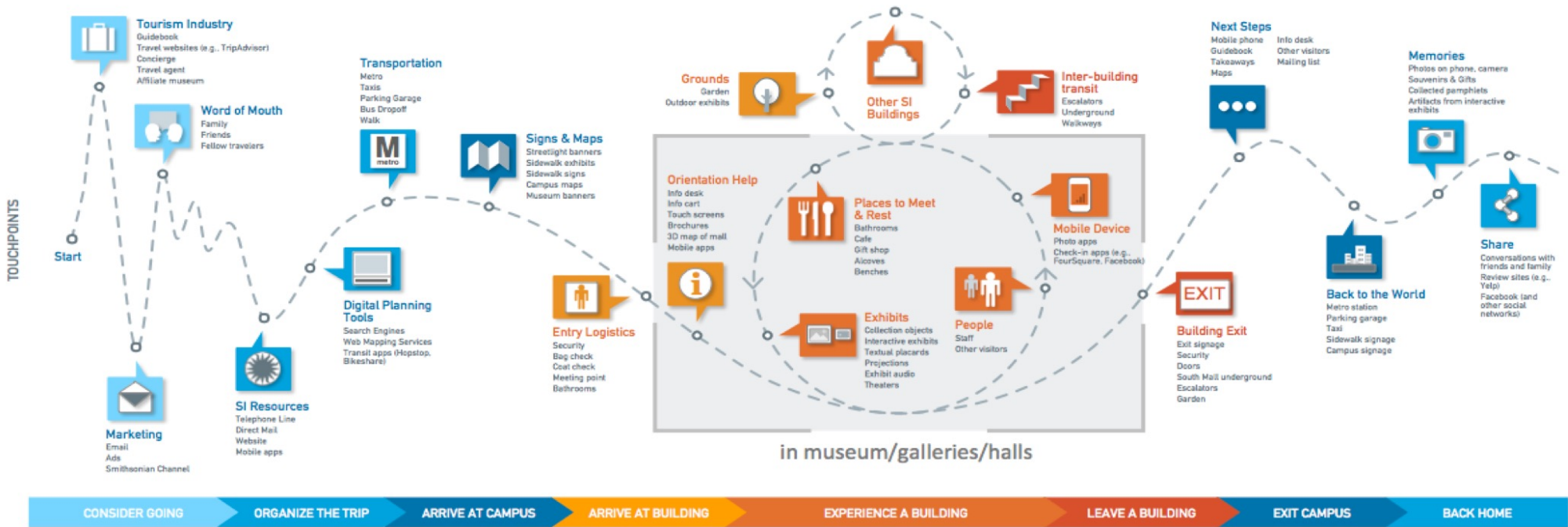
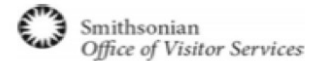
## Omnichannel Experience



Image source: TTEC Customer Strategist

# 1. Superlative Customer Value and Experience

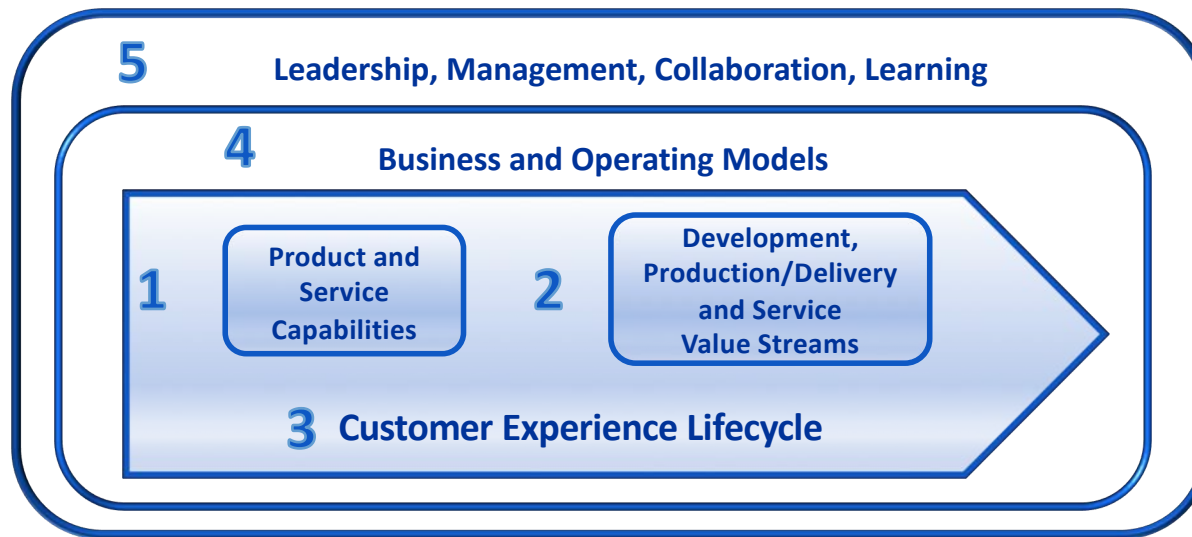
## The South Mall Visitor Journey SUMMARY OF VISITOR MOMENTS



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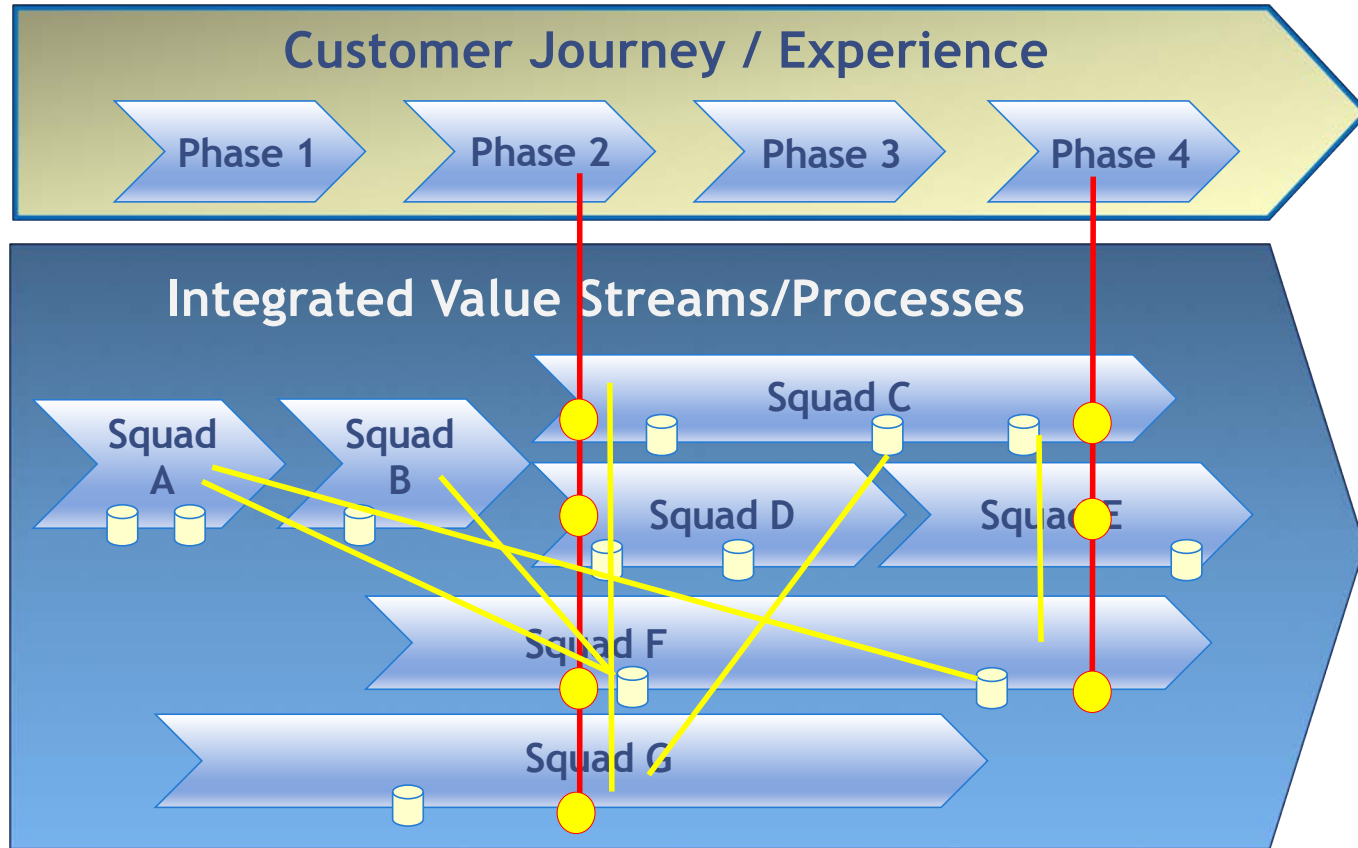
## 2. Optimal Flow of Value and Knowledge



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## 2. Optimal Flow of Value and Knowledge

Product Focused Team



## 3. Culture of Continuous Improvement

Improving...

- the culture for learning
- the capabilities for learning
- the physical environment for learning



## 4. Data-Driven Problem Solving and Decision Making

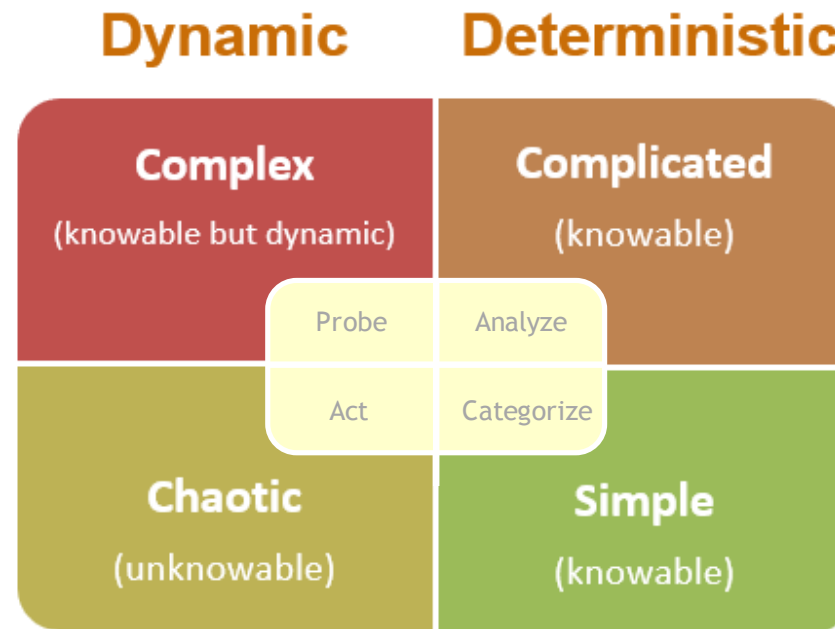


Image source: [Cynefin framework](#)

## 5. Data Integrity and Actionability

### Gemba

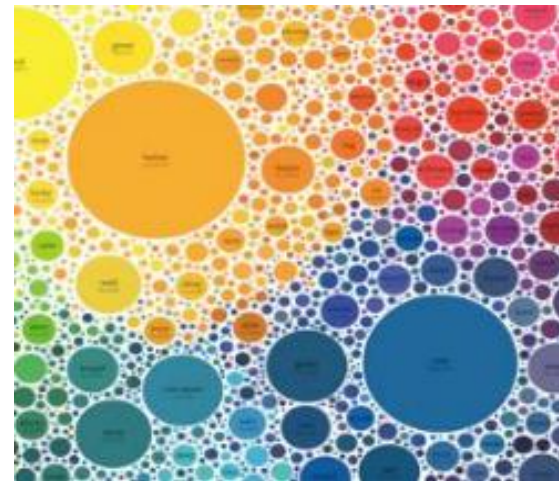
Direct Observation  
and Experience



+

### Virtual Gemba

Discovering hidden  
patterns and relationships in  
Data Volume, Velocity and Variety



## 5. Data Integrity and Actionability

### Integrity

- Quality (clear, correct, complete, consistent)
- Relevant
- Timely
- Context & Scale
- Secure

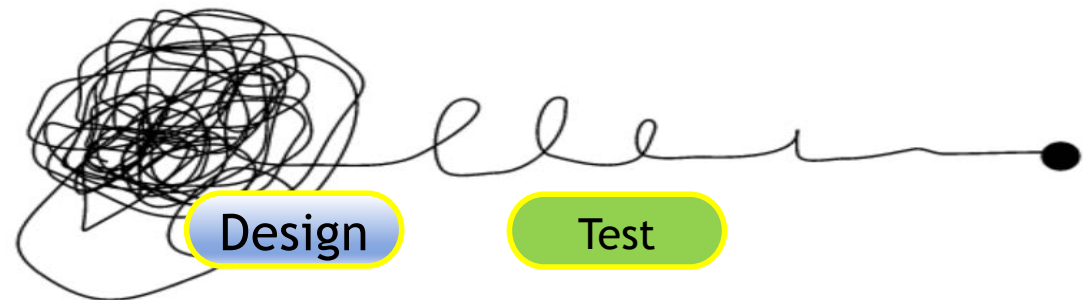
### Actionability

- Discoverable
- Accessible
- Usable
- Capable

## 6. Innovation by Leveraging Uncertainty while Mitigating Risk

✓ Strategy has become more emergent, collaborative and Bayesian.  
*Saul Kaplan*

✓ Key to successful innovation: rapid, low cost, data-driven experimentation, coupled with enterprise-wide omnidirectional learning.

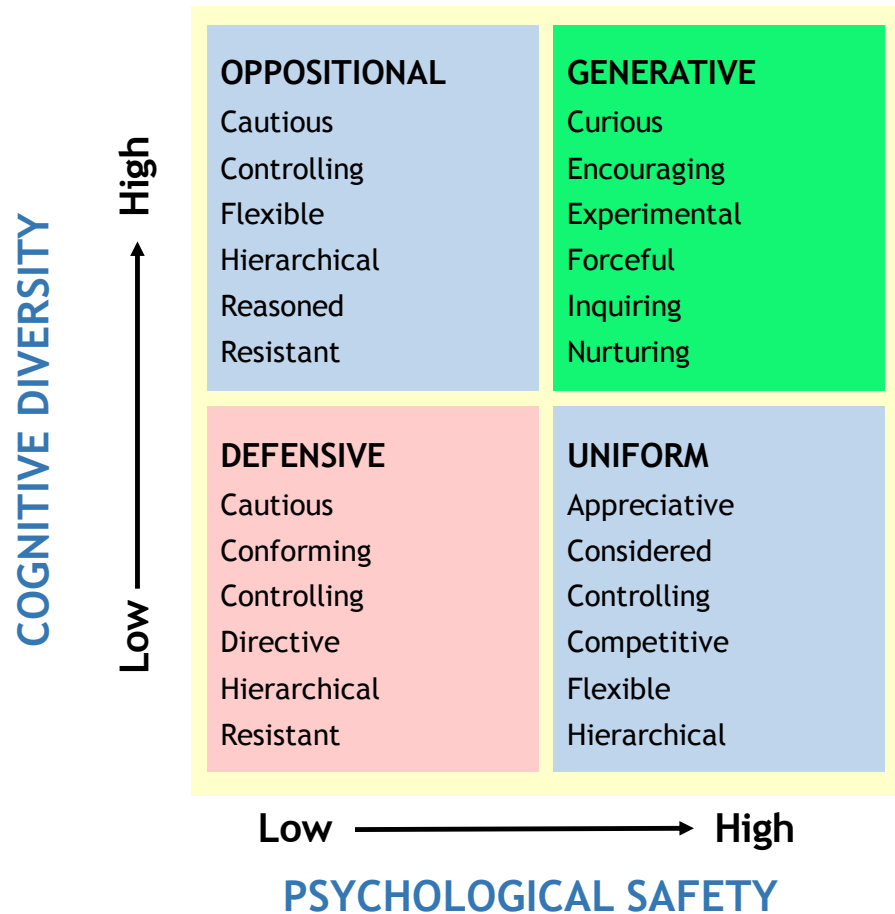


## 7. Generative Leadership

**Gen·er·ate** *(verb)*

*To create, to cause something to come about*





## The Two Traits of the Best Problem-Solving Teams

Source: Alison Reynolds and David Lewis, HBR, April 2, 2018

