

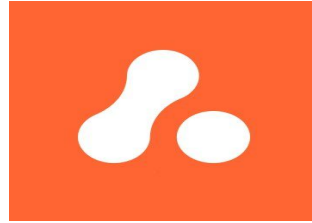
Only the agile can thrive: exploring digital transformation in retail



Platinum
Solution Partner
ENTERPRISE



Platinum
Top Vendor



Adaptavist - Exploring digital transformation in retail - February 2019

John Lewis & Partners

Our Ongoing Organisational Agility Story



- I lead both the Analysis Practice and the Technical Design and Development Practice.
- My career started in JL 34 years ago as an assistant buyer, spent a few years as a developer and the vast majority as an analyst.
- I am also the lead for organisational agility in John Lewis IT

Sandra Christie

Practice Lead of Analysis & Technical Design & Development Practices for John Lewis IT



- I lead Test and Environment Engineers in an award winning, dynamic & driven team. 20+ Years in Testing. Some amazing, Some awful.
- Now focussed on improving our Path to Live

Alex Wotton

Practice Lead of Testing & Environments for John Lewis IT

Who are John Lewis & Partners?

John Lewis Partnership

PRICE MATCH

Today we're matching a competitor's promotion*

Never Knowingly Undersold' (NKU)

85,500 Partners

WAITROSE
& PARTNERS

JOHN
LEWIS
& PARTNERS



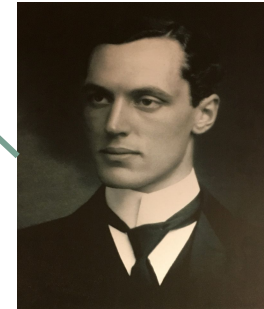
Great place to work



Known as the 'official start' of Christmas

52 John Lewis shops and 323 Waitrose branches across the UK

222 Delivery Partners



A Partnership held in Trust

Our Business is an experiment!

Partnership IT



We're going to talk about our journey...

John Lewis Partnership



- How we've focussed on **CREATING NEW ROLES & CULTURE, VALUE, COMMUNITIES & EXPERIMENTATION**

This will lead to

- **Better Jobs, Better Pay, Better Outcomes for our Business**

Partnership IT 

The imperative to change...



HOUSE OF FRASER



So...what did we do?



- Co-located

- Politely discussed our differences of opinion

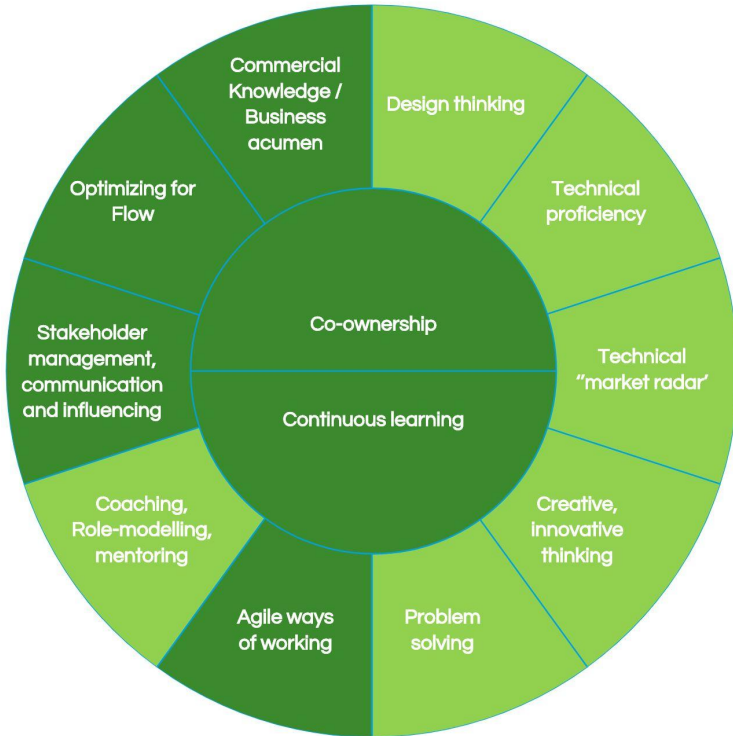
- Did avoid Groupthink!



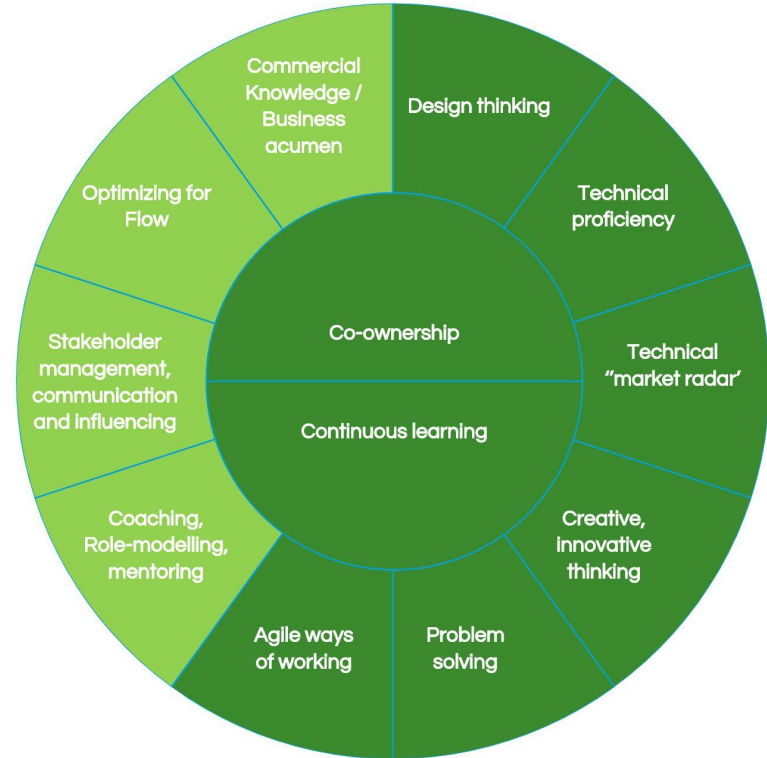


We created 2 new Roles.....

Delivery Lead



Product Engineer



- All Partners are expected to have co-ownership and continuous learning at their core.
- The areas highlighted as 'darker green' are where the balance of skills for that role should be focused.

Training hours invested



2450 Hours Initial

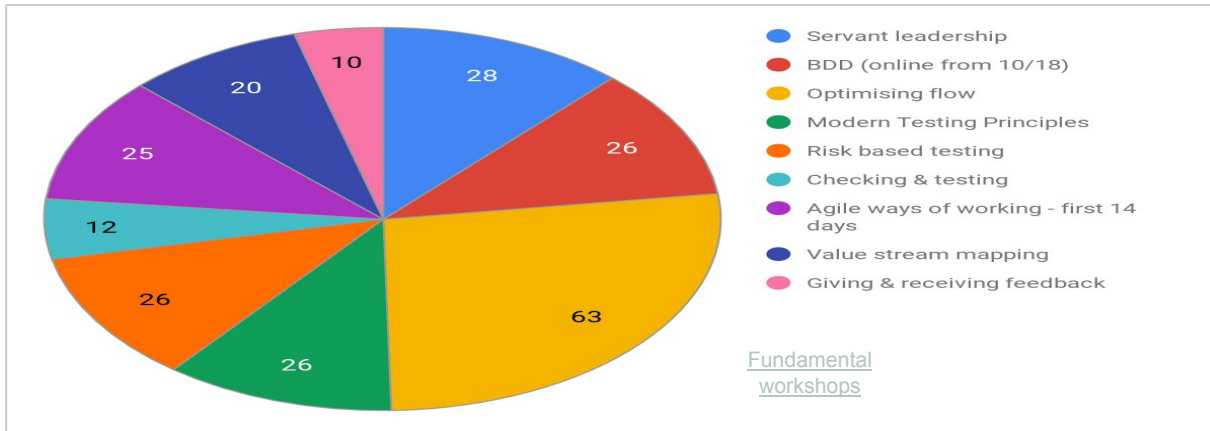


4032 Hours Buildcamp



700 Hours Cp's

Course Attendance (Partners)



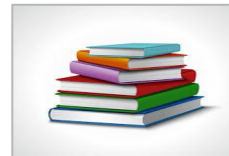
9

Fundamental workshops



153+

Podcasts & ted talks etc



40+

Books in OA library

Training Stats DEC 2018

SNAPSHOT : Additional Learning Resources
DoF-Learning App

Partnership IT



Current Focus - Attracting & Retaining Talent *John Lewis Partnership*



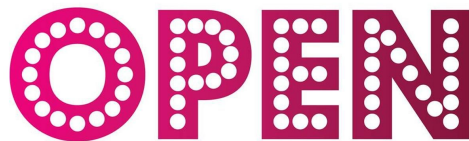
**MAKERS
BOOT CAMP**



<https://www.jlpjobs.com/search-jobs/>
...or see us at drinks!



Support network for ongoing learning, enabling people to drive their own learning journey



Radiating our core skills to ANYONE who wants to learn



Trends and new ways of working relevant to the core skills. Always learning.



The Culture We've tried to create

John Lewis Partnership



- Visible work & Showcases
- Open, Blameless Retros
- Fun!

We needed some help ...



dan@dannorth.net



liz@lunivore.com



HM Revenue
& Customs



GCHQ



ahitchman@equalexperts.com



*“I’m a friend first
and a boss
second..”*



*...Probably an
entertainer third.”*

FROM....

Paternalistic Guidance

Task Management

Feedback twice a year

Directed Learning

Smaller spans of Control

Teams resourced in Practices

Supplier Augmentation

TOWARDS

Renewed Focus on Partner Driven Progression

Self Driven Capability & Skill Building

Regular Peer Feedback

Learning based on 3 needs - Business, Team & Self

Creating Communities and Networks

Teams resourced holistically based on skills

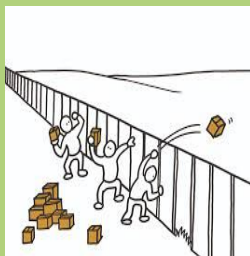
Outcome based Contracting

Increased opportunities for Practitioners to mentor

A Testers Journey

FROM....

- Strategies and Plans
- Scripting & Checking
- Command & Control
- Test as much as we can
- Being a Poor Relation
- Random Offshoring
- Traditional Enterprise Tools
- Learning on our own



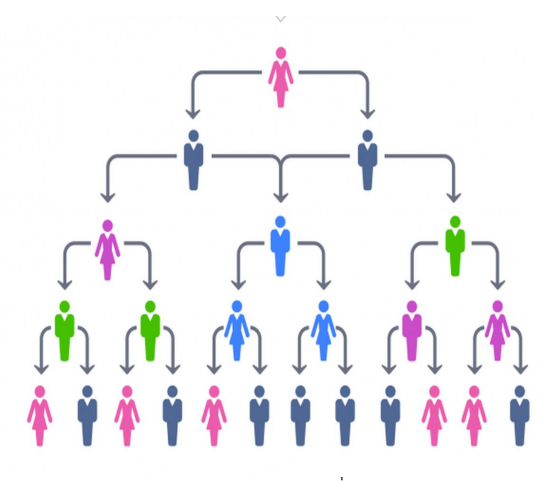
TOWARDS

- Testing Principles
- Exploration and Investigation
- Whole Team Quality
- Dynamic Risk Profiling
- Driving the Delivery Agenda
- Co-location
- What the team needs
- Embracing the Community

& Much More Technically Adept!

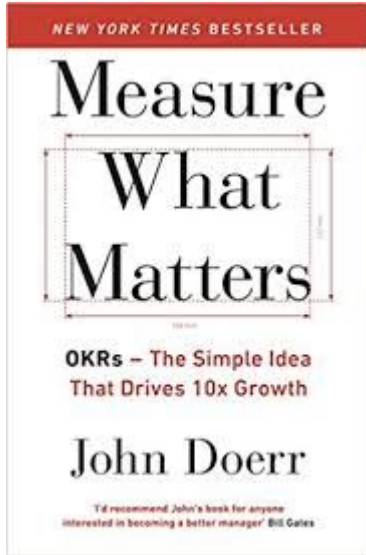


It's not all been plain sailing...



Hypothesis not proven....

OKR's will make us go faster...



Regular feedback will help people rapidly improve...



Not if Partners are really uncomfortable with this change in culture....WIP....

Our training will help people turn into Rockstar Devs overnight.....skills shortage solved!



In time...with lots of support and Pairing.

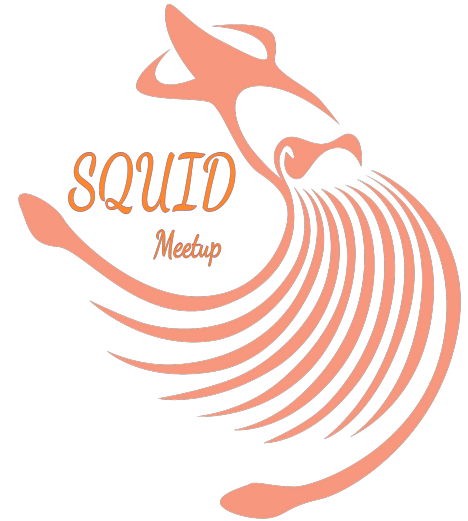




- Partners going from “Contracts to Converse”



- MD quoting our principles
- Other areas of the business asking for help



- Running our own Meetups

https://www.meetup.com/squid_meetup/





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