

# 101 ENTERPRISE BUSINESS TRANSFORMATION CASE STUDIES

Pragmatic Reference Guidebook For Simulating  
Business Process Transformation Challenges

"From the author of the books, The Scrum Master  
Guidebook, and The Product Owner Guidebook"

**Chandan Lal Patary**

**101**

**ENTERPRISE BUSINESS  
TRANSFORMATION  
CASE STUDIES**

Pragmatic Reference Guidebook for Simulating Business  
Process Transformation Challenges

**BY**

**CHANDAN LAL PATARY**

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# About the Author

**Chandan Lal Patary**, lives in Bangalore, Karnataka, India, with his wife and two kids. He had commenced his career as an apprentice engineer in an Electrical Machine repairing company. He had started his software career as a Software Trainer, subsequently played various alternative roles like Test engineer, Developer, Technical Lead, Project Manager, Program Manager, Global Program Manager, Engineering Manager, and as an Agile coach for the last several years.

He has been conducting research on Organizational Development and Transformation for a decade. He is a practitioner and captures his analysis and shares his views through his writing.

His focus areas are **Organizational Transformation and Business Agility, Innovation, Strategy, Execution excellence, and correlation with People Leadership** and the impact of all these into Organizational growth.

He is working as an **Enterprise Agile Transformation Coach and Change Agent**.

He has **two decades** of deep experience in developing software products across various domains and has executed many large projects.

He has worked in product development for industries such as retail, oil and gas, banking software, healthcare, aerospace, building automation, power automation, and industrial automation. He has also worked on large-scale application development projects that are real-time mission critical.

He has worked with start-ups and large companies like **GE Medical Systems, Honeywell, ABB, Société Générale, Royal Dutch Shell, Samsung, and H&M**.

He has worked with team members of the **USA, Germany, Sweden, China, Australia, Finland, Switzerland, France, and Poland, London, Korea, and the Netherlands**, which has shaped his knowledge, personality, and skills.

He is a certified PMP since 2008 and Green Belt certified holder since 2005. He is an agile practitioner, a Certified Scrum Master since 2011, and SAFe Agilist since 2017.

He has completed a **Bachelor of Engineering** from the National Institute of Technology (National Institute of Technology–Agartala, Tripura, India) in Electrical Engineering-1998.

He completed a one-year **Executive General Management Program** from the Indian Institute of Management-Bangalore (IIM-B), Karnataka, India, in 2007.

He is the author of the best-selling books, *The Agilist Guidebook - A Reference for Organizational Agile Transformation* (2018), *The Scrum Master Guidebook - A Reference for Obtaining Mastery* (2019), *We Can Lead - A Guidebook of Personal Leadership and Self-Coaching* (2020) , *A guidebook of coaching High-performance team* (2021), *The Product Owner Guidebook* (2022)

He has written seven various free e-books that are accessible for download at SlideShare. On LinkedIn, he has posted more than 700 blogs. As a speaker at different conferences, he has delivered more than 17 talks. He has more than 30 presentations on SlideShare covering a range of subjects. In numerous domestic and international journals, he has published more than 20 technical papers. 19 Dzone papers that he has written.

He has earned many rewards in all the enterprises he has served for. He has received PM World Journal, 2017 Editor’s Choice Awards for the paper *“Increasing Business Agility through Organizational Restructuring and Transformation”*.

His Free e-books,

1. *"Coaching Sutra for Agile coaches"*, has got 3000+ views, 192+ downloads, from SlideShare
2. *"Leadership skills for Scaling Agile"*, has got 3000+ views, 109+ downloads from SlideShare
3. *" The Complete Reference book for Motivating self "*, 1528 views, 47 downloads, SlideShare

*“The Agile Transformation Case Studies”*, has got **3000+** views, **592** downloads

All the **20+** years he has worked on software product development projects and companies have taught him how to build better software while working with world-class team members.

While he was employed by the company Datex Ohmeda, he first had genuine experience creating software products (now known as GE Datex Ohmeda). He had

spent seven months in Finland working with top-notch software architects. He spent more than three years developing a method for tracking the patient's vital signs in urgent situations. He has amassed excellent learning experience in software architecture and real-time system development.

His subsequent outstanding experience was gained while working as a software developer for Honeywell Aerospace's top-notch aviation software division. Many businesses, including Airbus and Boeing, had received products from him for cockpit systems. He had spent seven months working in Redmond, Seattle, at the Honeywell office. For this crucial product development, he collaborated with a large number of aerospace systems engineers and outstanding software architects. In the Honeywell plant in Seattle, he has taken flight tests with the Honeywell aircraft. For him, it was a wonderful experience! On this product, he had labored for more than three years.

His subsequent experience to a top-tier environment was with the Sweden-based ABB Power automation unit. Also, he collaborated with the team members who had developed this system many years earlier while visiting Sweden and Vasteras's office. They are an incredible team with a strong product that has been developed over time. He gained considerable understanding of Distributed Agile software product development in a mission-critical setting through this product development experience. He has spent more than three years developing this.

He has a ton of stories about how these products came to be. His life was drastically altered by the three products that he personally assisted in developing.

In addition to these initiatives, he was engaged in other management roles that provided him with a variety of opportunities to establish stronger teams for the creation of software products. He has experience working with the Honeywell HVAC system, the ABB Industrial Automation control system products, the Société Générale (SG) banking system, the Oil and Gas products in Shell, the Consumer Electronics & Mobile Products in Samsung, and the Retail Omni channel Products in H&M.

He stumbled into being a coach! The Head of Global Product Management from Finland recommended Chandan to his management while he was serving as the global program manager for one of the Industrial Automation projects that Chandan should be their agile coach. His adventure as an agile coach started at this point in

January 2012. His purpose in life was to effect transformational change. He's having fun in the part, too.

Chandan is passionate about building a "**Body of knowledge**" for others to support and improve.

**Purpose:** Share the research I am carrying out with all so that they can reuse a few of my conclusions and workout the Challenges. Collectively we build up a body of knowledge (**BoK**), KNOWLEDGE TREE - GUIDEBOOKS

**Vision:** Let us share all our challenges and results associated with organization transformation **Mission:** Pursue building all the discoveries on a periodic basis to focus on these challenges and disseminate knowledge with all.



# Acknowledgments

The contributions of numerous people have influenced this book. I want to thank everyone who offered feedback, shared tales, or offered suggestions. This book was inspired by all of my friends and coworkers from both my current and past businesses. In order to write this book, I would like to thank all the Scrum masters, Agile coaches, and leaders with whom I have had contact or who I have interviewed. I'd like to thank everyone of my fans and readers on social media for leaving me comments and suggestions so I can get better.

The wonderful people I have had the pleasure of getting to know and working with contributed to this book in a truly collaborative manner. It is an honor for me to work with such supportive coworkers. They offer motivation to write more effectively and pointers for doing study.

The hundreds of team members and clients that I have had the privilege of working with and listening to, coaching, advising, and learning from have allowed me to advance in my proficiency.

I would like to thank all of my colleagues with whom I have discussed ideas and confirmed my knowledge. I appreciate the constant support and criticism from all 26,000+ of my LinkedIn contacts.

My sincere gratitude goes out to all of the prior supervisors and mentors who have molded, supported, and encouraged my professional progress over the past two decades.

I'm grateful to have learned important leadership lessons from each of them, and I owe them for the chances they have provided for me.

I want to express my sincere gratitude to my wife, my children, and my parents, who have all helped, touched, and strengthened me to complete this task.





# Introduction

Case study-based instruction I've been utilizing for a while, and I continue to use so for coaching, training, and mentoring.

The same strategy is being used by my role model coaches and my mentors.

I have discovered significant benefits from my learning method.

In this book, I've attempted to place the reader in a similar simulated circumstance where they can reflect on and use what they've learned.

The lecture model is appropriate for transferring knowledge.

Like any learning model, it has limitations.

One of the extremely significant is that it doesn't promote listeners to think about the content and apply it.

Lectures on organizational business transformation aren't definitely substantial until the learner can exercise the content to issues to adequately understand organizations.

Concepts that are meant to be implemented demand practice opportunities.

The lecture method generally doesn't afford learners the chance for rigorous practice, and learners tend to be classified on the recall of facts.

When learners enter a case-based program, they understandably understand that the regurgitation of case facts is a central task.

In the lecture method, learners receive knowledge from an expert. In the case method, learners make the knowledge with the assistance of an expert.

This vital shift provokes many new case method students to be confused and uncertain about how they should go about understanding.

The **101-case studies of Enterprise Business Transformation** that I have collected over the course of my 20-year career in the product development industry.

These case studies need to be viewed and put into practice in order to fully understand the many principles included in the Scrum Master Guidebook, the High-

Performance Team Coaching Guidebook, the Personal Leadership and Self Coaching Guidebook, and the Product Owner Guidebooks.

In addition to strengthening their interdisciplinary skills and capability muscle, these case studies will assist the readers in practicing group debate, coaching-kata, meetup themes, interview taking, and preparation.

There are various things you may do after reading a case study to further your comprehension and put the lessons learnt into practice. Here are a few ideas:

Take some time to consider the main problems and difficulties the organization in the case study faced as you reflect on it. Think about how these concerns relate to your own struggles and experiences.

Analyze the case study: Examine the elements that contributed to the initiative's success or failure in the case study. Think about the steps the organization took to solve the issue and if those steps were successful.

Identify the major takeaways from the case study, such as best practices and suggestions for dealing with difficulties of a similar nature in other organizations.

Apply the knowledge gained: Use the case study's findings to improve your own work or organization. Think about how you may apply the tactics and methods employed by the organization in the case study to your own circumstances.

Talk about the case study with others to acquire new perspectives and ideas. Talk about the case study with coworkers, mentors, or other professionals. This can also aid in improving your comprehension of the main problems and difficulties raised in the case study.

Research more: Do more research on the subject to better comprehend the problems and difficulties highlighted in the case study. You can use this to get further recommendations for best practices and fixes.

Remember that reading a case study should be done with the intention of applying the lessons you learn to your own business or organization, not just to understand the topic being given. You can gain fresh perspectives and strategies to help you deal with comparable problems in your own work or organization by reflecting on the case study, examining the major problems and difficulties, and identifying best practices and solutions.

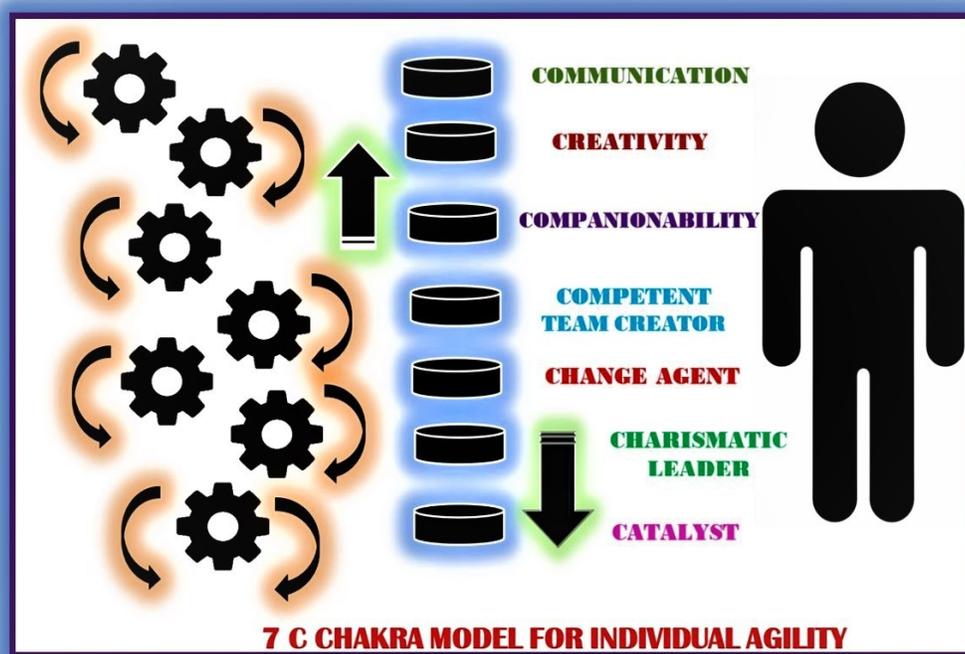
Advice for solving the Case Studies:

I have thought some of the framework from my various books while composing these case studies.

You may would like to use those or apply your own thought process.

Just to highlight a few of those

- **Achieving personal agility**
- In order to answer some case studies, we must use our own unique agility traits, such as the 7c Chakra model for innate agility.



- **Organizational Agility**

When case studies discussed organizational issues, I considered achieving organizational agility by utilizing the **Panch Bhoota Model**.



- Leadership Agility:

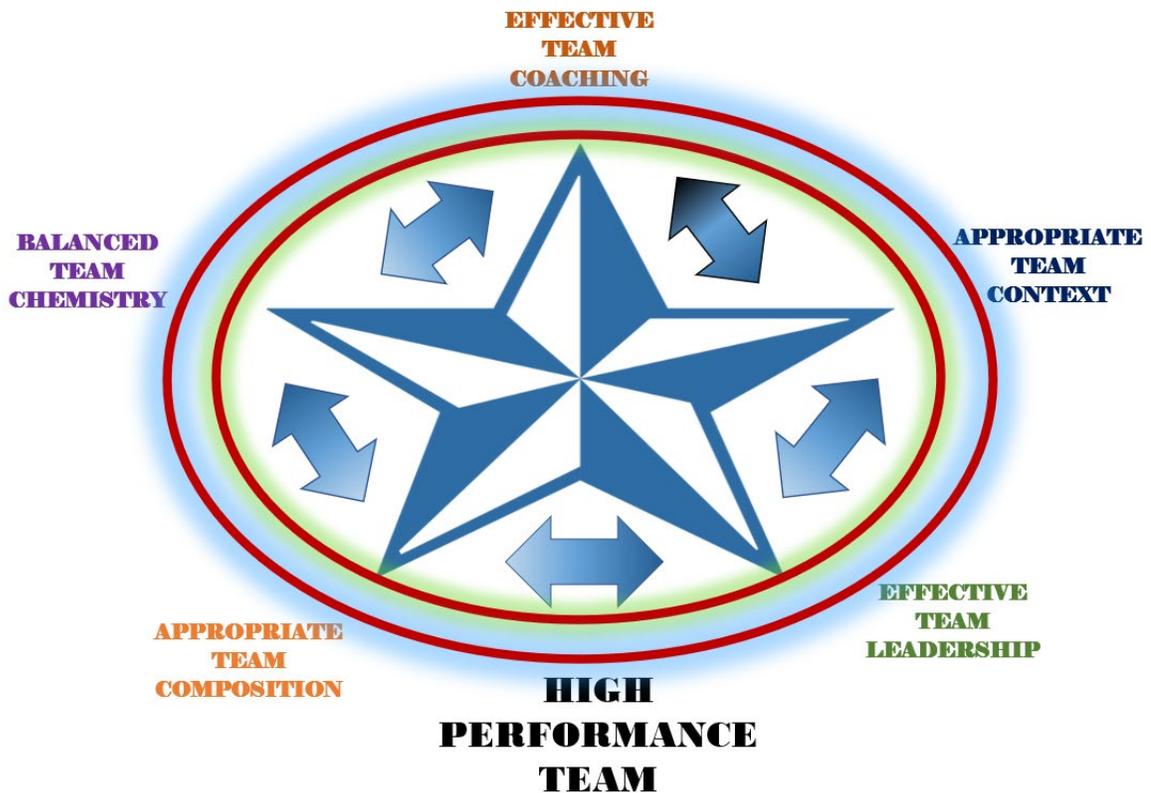
When case studies discussed leadership issues, I considered achieving Leadership agility by utilizing the Personal Leadership and Self Coaching Model.





- **Achieving Team agility:**

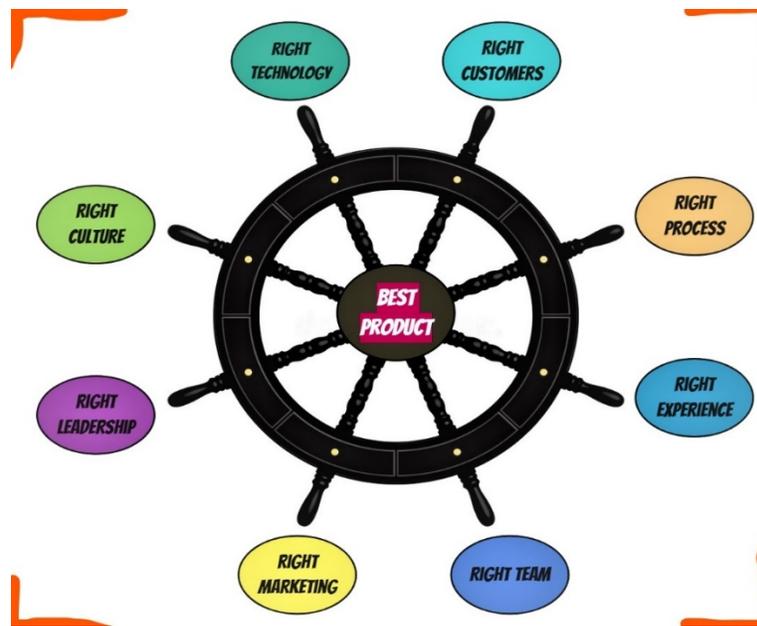
When case studies discussed organizational team issues, I considered achieving team agility by utilizing the **team coaching Model**.



- **Achieving Business Agility:**

When case studies discuss business agility, I try to consider all of these features of the model.

- Right Customer
- Right Technology
- Right Process
- Right Leadership
- Right Team
- Right Culture
- Right Marketing
- Right Experience



The readers' thought processes should be used to answer the case studies; the preceding model is only meant to serve as a general framework.

Also, you can think about below points

- Determine the various options to achieving the goal.
- Consider the cause and effect of each alternative, i.e., consider the result of each action or alternative.

- Work in a school setting.
- The Syndicate strategy.
- The issue (to understand properly)
- Background information on the issue
- Boundary conditions.
- Potential solutions and their assessment.
- Solution 1: advantages and disadvantages
- Solution 2: advantages and disadvantages
- Choosing the best possible option.
- Applied management principles or technical study.
- Plan of Execution
- Feedback.

### **What else can you do with the case study?**

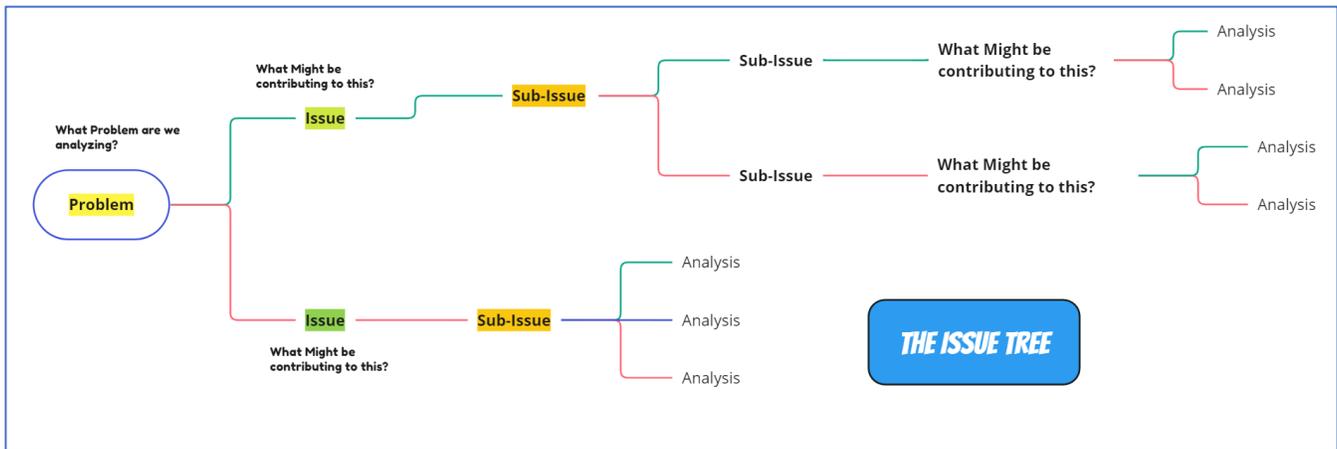
You must determine how to test your client's issue or challenge in the same way that a scientist designs an experiment to test a working theory about an illness.

Issue tree: A logical argument or structure intended to evaluate the correctness of a hypothesis.

An issue tree template used to solve common business problems (must be customized on a case-by-case basis)

Identify all of the branches you intend to examine, and then organize them in the order you intend to examine them. The first branch you examine should disclose the most relevant, critical information – the information most likely to confirm or refute your hypothesis.





You can use this Issue tree to answer all of the case studies.

## How to utilize this book

To educate readers for every circumstance and for jobs that haven't yet been developed, we should teach them how to be exceptional problem solvers. Real-world case studies can be used as a learning tool to impart knowledge and skills, emphasizing reflection throughout the process of problem-solving. Comparable to project-based learning (PBL), PBL emphasizes student creation of an item more than PBL does.

Case studies can be used to investigate, clarify, or characterize events or phenomena in their natural settings.

They can, for instance, assist in deciphering and explaining the causal chains and pathways that come from a new policy initiative.

When trying to answer more explicative "how," "what," and "why" questions, like "how is the intervention being implemented and received on the ground," the case study method works effectively.

In contrast, experimental designs actively change the environment in an effort to test a particular hypothesis.

Case studies can be used to learn more about any delivery flaws or the benefits of a certain implementation strategy. This could then help to develop or improve theory. Is it desirable or even conceivable to conduct a formal experimental investigation in which people and/or organizations are assigned to an intervention or control arm? Are there any other essential factors that should be taken into account while picking the ideal study design?

Or if the goal is to have a more realistic perspective on a situation?

The first should preferably be investigated using a controlled experimental methodology, whereas the second is better investigated using a case study design.

All product coaches and business coaches will benefit from having a wide variety of scenarios to consider thanks to this case study book.

After finishing each case study, consider the plot, immerse yourself in each scene, and consider what you would have done. Then, pose the following questions.

- What issue or challenge does the organization in the case study have to deal with?
- What are the primary factors that contributed to this difficulty or challenge?
- What were the organization's aims or intentions in dealing with this issue?
- What method or plan of action did the company use to solve the issue?
- What were the organization's main stages or actions in putting the plan into practice?
- What outcomes did the organization achieve in trying to solve the issue?
- What were the main elements that determined whether the initiative was successful or unsuccessful?
- What can be inferred from this case study in terms of lessons?
- What lessons can be learned from this case study that can be applied to different circumstances or organizations?
- What are the potential downsides or restrictions of the organization's strategy?



# Contents

About the Author .....	iii
Acknowledgments .....	vii
Introduction .....	ix
Chapter 1: Process Agility .....	1
Chapter 2: Leadership Agility .....	25
Chapter 03: Personal Agility .....	41
Chapter 04: Team Agility .....	57
Chapter 05: Business Agility .....	102
Conclusion .....	284



# Chapter 1

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## Process Agility

### Efficient Executive Health Checkup: Done by Kanban Way!

#### Case study One

“Engineering-driven companies falsely assume that because they build it, the industry will magically become aware and be willing to buy it.” — Brian Lawley

Kanban is two Japanese words put together: Kan, meaning visual, and ban, meaning card. Put together, it becomes something like “visual card” or “signaling card.”

*The Visual record refers to the card used to control the flow of production through a factory.*

Kanban is a pull system and Kanban is Less Prescriptive.

Kanban (sometimes lowercase k, sometimes capital K)—Sometimes refers to a “visual process management system that tells what to produce, when to produce it, and how much to produce”

Kanban executes the Lean thinking in practice (Becker and Szczerbicka, 1998; Chai, 2008). It is one of the key operational management tools in Lean manufacturing (Liker, 2004, 176). It drives project teams to visualize the workflow, limit work in progress (WIP) at each workflow stage, and measure the cycle time (i.e., the average time to complete one task) (Kniberg, 2009).

The origins of Kanban can be traced back to Taiichi Ohno and the Toyota Production System. In its more modern form, David Anderson has identified five core principles that support successful implementation of Kanban.

They are:

Visualize your work so that you can see the work and in the context of other work.

Limit the work in progress (WIP) using a pull system so that there isn't an overflow of work at any step along the way and the pace is understood.

Manage the flow of work and applying measures so that the team knows how much work to commit.

Make the process policies explicit so that improvements can be made to acknowledge the baselines.

Improve collaboratively so that there is an opportunity to improve the working process and the workflow.

Last week I had completed my pending executive medical health checkup at one of the renowned Hospitals in Bangalore where I have observed how efficiently the Kanban practices have been followed and which has simplified my life. I have provided the highest customer satisfaction rating because of the service I have received. Of course, my health report was also good!

## **Practice 1-Visualizing your work**

The first practice in Kanban is to visualize what you are doing. This includes both the steps in the process and what work you currently have in each step.

In my medical checkup curriculum at the hospital, they have provided me, a list of tests that will be done, the sequence has been provided, and the time, the room and places have been provided. They have a similar tracking on the system where they can find the movements and happen. One person is in charge of the flow management. She was guiding us all the time. The complete information has been handed over in the morning when I had arrived at the location.

A complete sequence of the activities and the flow has been provided. Before a food test, after a food test, where to take the food and all the information has been in a single piece of A4 size paper. Including car parking!

The complete information in the checklist sheet has been handed over to us and each item has been ticked when it is done, and next items have been triggered automatically in the system. The next items people are also aware of the sequences of execution, and they were ready.

## **Practice 2-Limiting work in progress**

*The second practice is about limiting work in progress, also called WIP. By setting limits, you are not allowed to bring more work than you are able to handle. If the persons working in the*

*earlier process step works faster than the ones in the next step, then the work stays in the column until there is available capacity in the next step and they are ready to bring it in. Because of rule 2, the earlier steps are not allowed to bring more things in than what its limit allows. This is to prevent you from building queues of half-done work inside the system.*

In Kanban, chaos is limited by directly limiting the amount of work in progress (WIP)— Literally, the number of note cards allowed at each step. Simple, yet effective.

The booking system for the health checkup does not allow one to take more than 20 patients in a day. I had to do the booking for my test one month ago to get the slot.

Early in the morning twenty of us who will undergo the tests were assembled for the test and which took four hours for the complete set of tests, including the doctor's consultation.

### **Practice 3–Managing flow**

*The third practice is about improving the flow of a process so the time-to-market, also called lead-time is decreased.*

*The lead-time is from when we start working on the item until we have deployed it. It would also make sense to measure the time from when the item was requested until it was deployed.*

*Since the third practice tells us to optimize the lead-time, here is where we start changing organizations and the way they work. This is not simply because a selected process tells us to, but because we believe the change will decrease the lead-time. Our belief is that the organization is more willing to change when they know why.*

Last year, the whole day it took for me to complete these executive medical health checkups because of too many patients were allowed, the report was not completed on time, and the doctors were not available etc. But this time it was flawless.

Every time they approached us and checked how things were flowing and they tracked the situation. There was good teamwork among hospital staffs.

### **Practice 4 – Making process policies explicit**

*The fourth practice is about being clear about the process and the policies and principles behind it. This is to make sure everybody involved knows and follows the process and can*



*suggest improvements to it. The reason is that it is very hard to discuss and improve a process unless you know the current process.*

Since morning, several times we have been educated about the flow and the sequences and the team members from the hospital were guiding us regarding the execution and the next steps.

So, we were relaxing and following the process flow as things were moving on its own.

## **Practice 5 – implementing feedback loops**

*What the customers, and the end users think, and will decide how well the product contributes to your company's revenue and wellbeing. Here is where practice number 5 comes into the picture, the need for getting feedback from people outside of your system. There is also a need for feedback loops within a system to make sure you deliver the expected functionality with the right quality.*

We had to give feedback and improvement suggestion at various transactions about the way things are going on and the results we are getting.

I have observed the below lean principle. The right process will produce the right result: I have observed all these steps in the entire flow chain.

Create continuous process flow to bring problems to the surface

Use the “pull” system to avoid overproduction

Level out the workload (heijunka) – work like the tortoise, not the hare

Build a culture of stopping to fix problems to ensure quality right from the start

Standardized tasks are the foundation for continuous improvement and employee empowerment

Use visual control so that no problems are hidden

Use only reliable, and thoroughly tested technology that serves your people and the processes

Overall, I was quite happy as it took less time to complete all these process steps, and it did not take my whole day like the last time! I felt it was only because of the systematic way of applying Kanban practices. Hospital staff will be looking at all these points frequently

Cycle time and lead time was good, which means they were measuring how fast the work is moving through the process and where it slows down.

By measuring lead time, they can see the actual improvement in time-to-deliver/market and predictability. They can also see the due-date performance—whether a certain item is on target against what you think it should be. With the lead time captured, they can also analyze where the work item has spent its time and start tracking lead-time efficiency to see whether the work item is mostly waiting, blocked, being reworked, or actually being worked on. Cycle time refers to the time a work item takes to go through a part of the process.

- What are the biggest obstacles that we are currently facing?
- Are there any risks or potential issues that we should be aware of?
- How are we tracking progress towards the completion of the project?
- Do we have the necessary resources to complete the project on time?
- How are we measuring success and ensuring that we are meeting our goals?
- Is there any additional support or assistance that we may need?
- Are there any lessons learned or best practices that we can apply to future projects?
- How are we communicating progress and updates to stakeholders and team members?
- Are there any changes or adjustments that need to be made to the project plan?
- How can we ensure that we are delivering high-quality results while staying within budget and timeline constraints?

What actions are you going to take from this lesson? Please write using a pen and a piece of paper using a pen and a piece of paper. (DO THIS NOW).

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Lean-ification: Lean-ified everything at the restaurant (Lean Restaurant)**

### **Case Study Two**

**“The art of effective listening is essential to clear communication, and clear communication is necessary for product success.” – James Cash Penney**

We have started a Lean initiative for my friend at his restaurant business. We looked into the Lean philosophy and realized that Lean processes can maximize our customer satisfaction and optimize the process.

Lean thinking emphasizes value-adding services which in turn helps us to achieve high customer satisfaction and profitability.

We have started with the famous quote from Taiichi,

*“All we are doing is looking at the timeline, from the where the customer gives us an order as to where we collect the cash. And we are reducing the timeline by reducing the non-value-added wastes”.*

*– Taiichi Ohno*

We have started this initiative as a batch of waves. The first wave focused on the below steps

**Specify Value:** As we know, the value is defined by the customer in terms of specific products and services. We have taken feedback from the customer what they want as an improvement. Observe the customer and their expectations and brainstorm with the team members for improvements. We came up with certain points which defined the value for all of us and started implementing those points. Identify the Value stream: Map out all end-to-end linked actions, processes, and functions necessary for transforming the inputs to outputs to identify and eliminate waste. We have tracked the flow of operation and figured out different wastes in the end-to-end delivery cycle.

The different wastes we have identified after several observations and discussions. We have used the VSM (Value stream mapping) tool to capture the flow chain. We have several versions of it over a period with the improvements.

**Make Value Flow Continuously:** Having eliminated waste, make the remaining value-creating steps “flow”: The order booking should seamlessly continue. Customer satisfaction rates should be high. Let us design the service from (understand the Current, as-is State as a precondition for the design of the Future, to-be State). That was the key focus area.

**Let Customers Pull Value:** Customer’s “pull” cascades all the way back to the lowest level of the supplier, enabling just-in-time production: At a Restaurant, we do not prepare upfront all the menu fully. All the general materials have to be ready so that we can prepare the menu just in time. We observe the order pattern and predict which items are selling more and those items are kept mostly ready, and other items partially made ready and we prepare them when we get the order.

**Pursue Perfection:** Pursue continuous process improvement, striving for perfection. Several areas we have got improvement ideas from the customers. A couple of ideas have come from our friends as well. Though some ideas implementation cost was high, like creating a parking place, creating more space inside the room, etc. We had several introspective sessions each month to improve the current situation. Every activity, all the teams performing we look for “makes it a world-class solution.”

After executing the above steps for a couple of months, we observe that our feedback rating has improved, and the customer visit also had improved. Now we have one baseline process which we can scale.

As the next step of the improvement, we thought about what other ways lean could help. We are looking at Lean, which is about the focus on Customers, Energizing Workers, Learning First, and Delivering Fast.

*Are all these steps enough for the business? The purpose of business is to maximize long-term shareholder value. Are we doing enough? What else can be done?*

We decided to look at our below factors as kind of a second wave.

Let us analyze fast because of the first wave we did not have to spend much time understanding the below steps.

**Customer:** who are they? What is their profile? Do we have the right customer? Do we have the right items to satisfy the customer? Do we have the right stuff to evoke passion? Let us prepare a story about them.

**Capability:** Do we have the ability to deliver on the organizational and individual promises? Infrastructure, tools, process, and skilled employee's, etc. Do we have enough? What can be done to improve? Let us capture the missing weak factors and improve.

**Control:** Do we have a mechanism to measure and improve the processes, services, and products? We created a few KPIs to start with and which we closely track.

**Coordination:** Do we have an efficient way of understanding the working model with the suppliers and customers along the entire value chain? We have improved the relationship with the supplier within a couple of months and become good vendor list. A Couple of them, we eliminated.

**Context and culture:** Recognize the environment within which the restaurant is operating, including the competitive forces (another nearby restaurant), the culture of the restaurant (North Indian Restaurant), industry dynamics, and the economic environment (e.g., at festival season order booking is high etc.).

We drove these five factors for a couple of months and checked the improvement ideas. Learning in this process was very high. We are becoming smarter in this process and the same thoughts are applied in different restaurants of the chain. There is no negativity due to this initiative, and only positive returns. Employee satisfaction is also improved.

During the Third waves in the fourth quarter, we looked from different angles for deploying lean into the same chain of restaurants for additional improvement. Though the system was almost ready but slight improvement were expected in this initiative.

We looked into the below initiatives.

**Eliminate waste:** - we are focused on these aspects, and we observed what else we can do about this waste reduction.

**Amplify learning:** - what can be done for our cook and waiters and cleaners, accounts, and security guards. We ensure they learn, and we all learn.

**Decide as late as possible:** - do not jump into any small decision, let us discuss every purchase, investment etc.

**Deliver as fast as possible:** - We were capturing the time taken from order booking to delivery to the table and which steps we can automate, and which steps we can optimize further.

**Empower the team:** - all the team members are trained well so that they can decide and later we analyzed the decision if it was the right decision at that moment and we help them to learn better. We appreciate our team members frequently. We build a culture of trust; in whatever possible way it is possible. Let us decentralize the decision-making process.

**See the whole:** Focusing only on some areas cannot make the process flow. We have to check end to end. We have used visual control systems to make problems visible. The entire flow is displayed where we are taking maximum time.

The challenges are many and sustaining all these initiatives with the changing population who are part of this system in the restaurant was very high. We observed our entire process like a Zoologist and improved by doing plan-do-check-act. We go to the happening place and see the thing happening and improve (GEMBA walk).

The Lean initiative helped us to run the business efficiently by knowing what we are supposed to do. We have also used A3 thinking where we are able to see the problems (which is an art) in the first place, and in their apparent absence, to make problems visible, on the general assumption that there are always problems to solve.

Understand the problem correctly and the solutions can be readily identified. The second critical aspect, of course, is actually doing something about the root causes, they are the potential wastes. We remove those wastes from the system.

Improvement is a journey and continues to improve and share the best practices in the next venture.

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# Transform Power Auto

## Case Study Three

**“If we focus on collecting stories in our customer interviews, opportunities will emerge from those stories.” – Teresa Torres, Product Discovery Coach at Product Talk**

The legacy power products of the "Power Auto" company were putting a lot of strain on it.

The items already rule the European market and are moneymakers. The USA is where they are rapidly growing.

This company is unable to grow in the USA market with its current legacy product range.

The price of maintaining a product is increasing far too quickly.

Even if the product already has a sizable user base, the features cannot be upgraded because of the outdated technology it was built on.

Demanding consumers kept adding features to their requests.

The organization features a development center with 35 team members in Germany and a testing center with 20 team members in India.

The project was more than 20 years old, had many legacy issues with older technologies, and some of the original team members are still involved with it.

The company must upgrade its offerings in light of the entry of the millennial generation into the workforce and the advent of mobile technologies.

Within two to three years, top management plans to create a product of a similar nature using the most recent cutting-edge technologies. A quick product lifecycle with the newest features and the shortest feedback time are requirements of the expanding market.

There are team members who have been employed by the business for the past 20 years.

Few team members are knowledgeable with the newest technologies. 50% of the money is allocated to maintaining the present products (bug fixes, issues, and client requests for enhancements). Investment in new developments is never easy.

To meet these demands, the company has decided to change its product into an agile process.

## **Challenges**

1. How can we migrate faster to the latest technology for expanding the market?
2. What should be the strategy the company can take to address such a situation?
3. How can technology migration and up-gradation happen?
4. How to address the existing customer base?
5. How to motivate the team members to learn new technologies and apply at work?
6. The Competitor has already launched a similar solution with the cutting-edge technology. How to beat the competition?
7. How to ensure funding from top bosses for this work?
8. What is the current state of the company's technology infrastructure?
9. What are the company's current technological strengths and weaknesses?
10. What is the current state of the market and the demand for the latest technology?
11. What resources are available for technology migration and up-gradation?
12. How much time and resources are required for technology migration and up-gradation?
13. What are the potential risks and challenges associated with technology migration and up-gradation?
14. What are the potential benefits of technology migration and up-gradation?
15. How does the company plan to train employees on the latest technology?
16. What are the potential costs of not migrating to the latest technology?



17. How will the company measure the success of technology migration and up-gradation?

18. What is the timeline for technology migration and up-gradation?

19. What is the company's long-term vision for technology adoption and integration?

- As a business coach, how can you help the team members?
- What will be the important action steps that you will take initially?
- What is your engagement model and strategy?

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## **Transform Real-data Database Market**

### **Case study Four**

**“A user interface is like a joke. If you have to explain it, it’s not that good”. -Martin Leblanc**

Real-time database market leader "Real Data" was already a market leader.

Its real-time database offering already dominated the industry and was mostly utilized in the Industrial Automation sector.

The management approved the real-time database's expansion into more IoT technologies. Norway serves as the company's headquarters.

The test team had ten people in India and ten in Norway. The US houses the sales and marketing department. It has been on the market for seven years and is a very durable product. It may be customized and tailored to any database area or market because to its strong extendable product features. The business opted to enter the market for wind turbines, shipbuilding, etc.

The same company's several divisions produce products of a similar nature. Both units are engaged in a conflict over their continued survival. Italy houses the other unit. The release management skills are entirely driven from India, as are both of the product testing facilities. The present release cycle is excessive. Regional politics and built-in bureaucracy are present.

To address these problems, the corporation has decided to implement an organizational agile transformation.

## **Challenges**

### **For expanding the product portfolio into other IoT markets:**

- What are the key market trends and demands in other IoT markets, and how can we tailor our product portfolio to meet those needs?
- What partnerships or collaborations can be formed to expand our reach into other IoT markets, and how can we ensure that these partnerships are mutually beneficial?
- What regulatory or compliance requirements must be met in other IoT markets, and how can we ensure that our products are in compliance with these requirements?

### **For breaking internal rivalry for existence:**

- What are the root causes of internal rivalry, and how can they be addressed?
- What steps can be taken to promote collaboration and teamwork across different departments and teams within the organization?
- How can individual and team performance be measured and evaluated, and what role can this evaluation play in promoting healthy competition rather than rivalry?

### **For increasing agility and enhancing feature readiness for IoT:**

- What software development methodologies and practices can be adopted to increase agility and enhance feature readiness?
- What tools or platforms can be leveraged to support faster and more efficient software development and testing?

- What training or upskilling programs can be implemented to ensure that the development team has the necessary skills and knowledge to work effectively in an agile environment?

**For defining the marketing strategy:**

- What is our target customer segment, and what are their needs and pain points?
- What are the key differentiators of our products, and how can these be effectively communicated to potential customers?
- What channels can be leveraged to reach potential customers, and how can we measure the effectiveness of these channels?

**For reducing hierarchies and making it a flat organization:**

- What changes must be made to the organizational structure to support a flatter, more agile organization?
- What impact will a flatter organization have on decision-making and communication, and how can these impacts be managed effectively?
- What training or upskilling programs can be implemented to ensure that employees have the necessary skills and knowledge to work effectively in a flatter organization?

**For improving the release cycle for unit products:**

- What are the root causes of the long release cycle, and how can they be addressed?
- What software development methodologies and practices can be adopted to streamline the release cycle?
- What tools or platforms can be leveraged to support faster and more efficient software development and testing?

As an Agile coach, how can you help the team members? What will be the important action steps that you will take initially? What is your engagement model and strategy?

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## **Transform Soft-Bank**

### **Case Study Five**

**“My biggest regrets are the moments that I let a lack of data override my intuition on what’s best for our customers.” - Andrew Mason**

The fintech industry put the company "Soft bank" under pressure. Despite the success of their current offerings, banks are rapidly losing consumers as a result of virtual currency, mobile wallets, and banking apps. Also, a few new, minor competitors pose a threat to the bank. Having dominated for the past 50 years, the corporation is one of the top three in Bangladesh and is sponsored by the national government.

Many private banks are in direct competition with "Soft bank," and they have quickly gained notoriety thanks to straightforward mobile-based solutions. Also, a lot of startup businesses are posing a threat to Softbank by developing similar banking and mobile applications. Recently, Soft Bank purchased a few startup businesses in Bangladesh in order to enter the digital industry. There are 50 employees in India and 300 in Bangladesh that work for the company.

In order to implement these solutions, the company has chosen organizational agile transformation.

#### **Challenges:**

- ❖ How can a company sustain in a volatile market?
- ❖ How can we quicken the delivery process?
- ❖ How can we help the bank which is running on a legacy system? To move into the digital world?

- ❖ How can we help a company to wed startup and legacy culture (Indian and Bangladeshi culture)?
- ❖ How can we improve innovation in the ecosystem?
- ❖ How can we change the leadership mindset?
- ❖ How can we bring business agility into the organization?
- ❖ How can we handle PMP driven project managers who want the whole show to be run in a waterfall manner?
- ❖ How can we reduce the cycle time?
- ❖ How can you support the team as an Agile coach?
- ❖ What significant beginning steps will you take?
- ❖ What are the model and strategy for your engagement?

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## **Transform Super Health Healthcare company**

### **Case study Six**

**“No matter how good the team... if we’re not solving the right problem, the project fails”. - Woody Williams**

The government and compliance agency control a number of the items that the company "Super Health" sells in the healthcare industry. The company's brand has a strong commitment to its customers. The current product delivery cycle lasts three years. Owing to regulatory concerns, there are numerous entry and exit requirements that must be met for the accredited agency to grant clearance for the products to be sold. Several inexpensive products that are widely available on the market pose a serious danger to the company. The company's headquarters are in Sweden, and its offshore development centers are in the USA and India.

The company has many legacy products and large teams to maintain these monolithic products. The company has many layers in the organization and 20 years of its existence. Within the company there are many silos, the teams are operating as a separate company. There are many kingdoms dominated by different kings within the organization. The quality of the product is very stable. Solutions are remarkably robust. The company has 500 people worldwide. 100 in Sweden, 150 in the US and 250 are in India. Affordability of the product is becoming a question mark. Product acceptances are slowly turning into a question mark (Easy to use criteria). The primary market is in Europe and the US.

The company has decided to adopt organizational agile transformation to address these solutions.

### **Challenges:**

- ❖ How can we bolster compliance while accelerating the delivery process?
- ❖ What can we do to eliminate silos and create a lean organization?
- ❖ How does the value stream assist with organizational restructuring?
- ❖ How should we handle disputes among distributed teams?
- ❖ What solutions do we have for obstinate product owners?
- ❖ How can we persuade the team to produce comprehensive solutions including several different departments?
- ❖ How can senior executives be persuaded that the new adjustment would be successful?
- ❖ How can we persuade the compliance agency and lower hierarchy while also reducing the lobby effect?
- ❖ How can we examine monolithic architecture and make it simpler?
- ❖ Many loves to retire here, yet they are now useless and antiquated. How do we proceed? They have buddies who work for the company and hold powerful positions.

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## Team Transformation

### Case Study Seven

**“The value is in what gets used, not in what gets built.” – Kris Gale**

I work with two teams, and my responsibility is to spread or coach the agile method. At the end of the day, my team and I will be accountable for the success or failure of the agile process deployment. Both teams are distinct from one another in terms of how they are organized, the companies they work for, their clients, and the markets they serve. The fundamentals of software development, however, never change.

The team has to deliver usable software which the customer is expecting.

It has been communicated to the customer that the team will be following the agile process and there are some changes in the delivery process. The customer was getting involved and assessing the delivered software for early feedback.

“Project\_Satisfiedcustomer\_A” is the team which is located in India. Total seven team members are based in India. They are physically collocated. The Product Owner and the Architect are based in Europe. The product is planned to be released in two-years, and it is to be delivered in 2.5 years. The complete product development solutions to be used by a business unit, say a “Power Plant.”

Product development was followed by “Stage Gate Review” process for decision making. Gate-2 to Gate-5 took a two-year timeline which is from concept development to market release. It was a huge successful project from the sales point of view. The team has undergone a complete team building cycle, forming, storming, norming and performing the process, the complete journey. Gate-2 to Gate-5 was an agile software development process.

“Project\_NotsoSatisfiedcustomer\_B” is a different type of a project. The team is based in manifold locations in Europe. The testing activities are done in India. There are seven test team members working with various development teams in Europe. It was a research-based project catering to manifold business units. There were Level 4 cases

(Maintenance cases), which need to be supported by the developers from the various locations in Europe.

There were new technological developments which are experimental in nature. It was a complete distributed agile development where a lot of communication, and collaboration was required. There were many challenges to deploy agile and reduce the cycle time. Product release varies from 1.5 years to 2 years. The project team yet to establish a high customer satisfaction and the value generation (Work in progress).

Both the projects are technologically very complex where the domain expertise (Industrial Automation) plays a critical role.

How can a team ensure success by following certain practices? The end result and customer inputs are the only evidence that the team is performing and producing excellent output.

The roles designated by an agile process to play a significant contribution to success and failure of the project. The leadership skills from each role can play a significant value addition for the project.

All these roles have to contribute continuously, especially the Product Owner and the scrum master.

There is no excuse if these roles are not producing any value. The Product Owner and Scrum master have a major role to play in the entire delivery cycle. The line management organization has to motivate, ease, and energize the team members. Once the energy level goes down it is the line management, the leadership team has to kindle the fire and boost the team's energy.

Agile philosophy believes all team members will be highly motivated, passionate, self-organized, but most of the time team does not have the required expected level of skilled team members.

Customer satisfaction: Have we achieved the highest customer satisfaction for both the project teams? The team was taking input from the customers in every sprint demo meeting and there is a separate feedback form filled by the customer every six months.

The team got inputs from the different channels to improve and satisfy the customer need. In the end, we got a happy customer rating.



**Predictability:** One of the main factors which the team identified initially need improvement is the date when the software will be released, i.e., it improves the predictability of the software release. Teams have started doing better estimation after several sprints and improved predictability. After a few iterations, it was easy for the product owner to commit to the release date.

Face-to-face interactions, the communication which plays a critical role, was missing in the “Project\_ NotsoSatisfiedcustomer\_B” as there was a budget cut (Travel restriction). The team was not able to meet with each other in a distributed agile project which can cause certain soft skill issues. The collocated team was able to resolve all these types of issues rapidly through video conferencing, was an effective discussion but nothing like face to face.

Availability, and knowledge of the product manager were excellent for both the teams, and it was showing excellent results. Sometimes the “Project\_NotsoSatisfiedcustomer\_B” team members did not have the information immediately, but it was available after some time (response time).

**Developer’s competency:** For both the projects, the team members were competent and excellent and had the necessary level to execute the project. “Project\_Satisfiedcustomer\_A” had many young developers where they had the urge and hunger to learn rapidly by executing various approaches. It was a journey to build a mature, and competent “A” class team.

Collaboration with the whole team was not up to the mark for some time for both the projects and it needed elaborate discussions. It had later improved with a lot of workouts. These factors played a significant role in the success and the failure of the project. Cultural fitness also played a role in smoothly handles the issues, and good leadership practices removed all the bottleneck and increased collaboration effectiveness.

**Organization Culture** means that the agile values and principles are accepted as being part of the way the organization works.

**Knowledge sharing:** Was not happening properly to the expected level for “Project\_ NotsoSatisfiedcustomer\_B.” Not much-used wiki, blog, sharing was mostly forced. It has been observed for the project “Project\_ Satisfiedcustomer\_A” sharing has improved significant domain knowledge and understanding about the customer needs.

There were lots of push required to get the work done: Initially, a few team members were self-driven but not all the team members. The culture slowly transformed, but it took some time. Today, most of the team members are self-organized, they need minimal follow-up, and they are self-driven. Both the teams are doing excellent test-driven development, Test Driven Development was being followed at the expected levels. There need some noteworthy improvements needed for the Acceptance Test Driven Development for the team “Project\_NotsoSatisfiedcustomer\_B.”

Indicators of failure: Team members were closely watching the signals for failure and correcting the project situation. They were looking for various smells and discussing at retrospect meetings. As an agile coach, I have always looked for an opportunity to find the points which need to be aligned to meet the agility requirements.

“Project\_Satisfiedcustomer\_A” has fetched more revenue and more orders as the customer was able to use the product and decide quickly.

So, What I am sharing?

Am I comparing one project with another project?

No, I am not comparing apples to apples. What I'd like to share are the lessons I've learned from both of these teams that make them unique and effective. There are a few factors that I discovered have a major influence on successfully deploying agile or bringing agility into the team. As a consequence of these steps, the organization may be able to introduce agility into the system.

Below are the few factors which exhibited fabulous output when we have followed it across all the areas. All these factors are important, and the agile coach has to ensure these have been followed religiously. No excuses in the below process to get excellent output. The team can look for these indicators and ensure that all these factors are running smoothly.

Few good points to mention:

### **Customer Involvement:**

What we have observed is that “Project\_Satisfiedcustomer\_A” team was consistently engaged with the customer and satisfying the need of the end user. The team was correcting the steps wherever required to meet the end result. The customer was

correcting their expectation on a continuous basis and the team was improving their capabilities.

Both the party was understanding each other better and the ambiance led to healthy teamwork. The “You” and “Us” has become “We.” In the absence of these kinds of engagement, the waste is high, rework is high, and the cycle time is high. The Product owner or customer representative can measure the ROI and feedback for all the improvement.

The Product Owner measures the doneness and grooms the backlog accordingly. “Project\_Satisfiedcustomer\_B” was not able to do this kind of an exercise. It was not the full-fledged and it was not consistent. Sometimes the team was doing a demo. There was not much continuous input for improvement has been identified. The customer can come back with changes when the product development is at an early stage and the changes are much easier and less expensive to implement.

Moreover, the customer can raise a concern if some features which are not needed, and we should not develop the same so that we can avoid non-value-added items.

## **Retrospect:**

The Scrum masters and product owners were playing a great role to make continuous improvement. “Project\_Satisfiedcustomer\_A” team was getting most of the input from self and external demonstration about the work. Backlog grooming was a major activity which refines based on the input. The Team retrospect provides refactoring input, and improvement input, which goes into a sprint backlog. Competency development inputs come from retrospect and demo meeting.

The customer was appreciating the sprint-on-sprint improvements. It was necessary for the product owner to calculate value when the team is doing KAIZEN.

The team is identifying all types of risks and sharing the same with all the stakeholders well ahead. Every time the team is reinventing themselves in new ways. There was lots of learning in every sprint. Organizational maturity was growing systematically. Whenever there was a sustainable velocity dip, the team brainstorms and identifies the impediment to improving the velocity in the next iteration. Just to ensure that the team knows how fast or slow they are moving, and the team is on the right track (Self-assessment). “Project\_Satisfiedcustomer\_B” was struggling to do

this exercise as other priority work were taking up most of their time. Most of the team felt that this is not lean, so this is a waste.

### **Team Members are dedicated:**

One of the aspects we have observed team members should focus on one project. If the expertise, and the resources are shared then the team members are disturbed in many assignments and multi-tasking can take-up a lot of time in switching which is a waste. It creates a problem for agility. Any amount of planning will not be helpful. There will be issues. Consistent resources are needed. Team members have to be 100% for one assignment for a sprint. Sharing resources causes lots of long-term issues. The organization needs to find a way to address these issues may be SCRUMBAN could help but the need has to explore. If there is an architect who is being shared with various assignments, he or she will not be able to do justice to most of the assignment (Switching time).

On the surface level everything looks good but most of the time we have always viewed the tip of the iceberg and later we blame the agile process or the team members. I could see the excellent team bonding, energy, and teamwork in "Project\_Satisfiedcustomer\_A." Team members have become like family members. Once a month, all the team members were going for outings funded by them. Most of the team members were on an average with seven years of experience.

### **Top Management Support:**

In the "Project\_Satisfiedcustomer\_A" and B, we have an open culture where a team can experiment and make mistakes. Team members decide which items will take how much time, and they decide more or less about the backlog items.

### **Time to Market:**

"Project\_Satisfiedcustomer\_B" team was something like the research type of the project, which is working on a next-generation technology solution. Whenever the product is ready, a team is supposed to release it. As there are lots of experiments, and prototype involve and the first time something of this nature has to be developed, even end customers also not sure how it looks like, this type of project is having a lot of challenges "Project\_Satisfiedcustomer\_A" was a two-year delivery targeted project at high-level planning.

In the end, the customer was pretty much aware of what is the expected from the deliverable at a very high level. The customer was able to use the features more or less at every sprint. So, in every iteration there is a refinement and something which adds value to the customer.

## **Test Driven Development and Automation:**

“Project\_Satisfiedcustomer\_A” team could be able to achieve the complete automation, unit testing attached with the daily build which deployed automatically which has integrated unit test result showing the coverage and demonstrated build success or failure, also capture the automated regressing test result report. The team has a dedicated developer who worked for a few sprints to automate the test cases. Developers were acting as a tool smith to speed up the automation process. “Project\_NotsoSatisfiedcustomer\_B” team was also following the same approach more or less, but many improvements are on the way and needed.

“Project\_Satisfiedcustomer\_A” has broken the barrier between a developer and a tester. There is some improvement required for “Project\_NotsoSatisfiedcustomer\_B” team. When all these types of checking are happening on a daily basis, team members are well aware where the potential issues are triggered from. The same code is ready after each iteration as potential deliverable which goes for acceptance test at the customer location at the real target system.

These are few observations from both these teams. There are many more, but a few highlighted.

❖ What else is there to be done? What else can we cease doing? What is lacking?

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# CHAPTER 2

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## Leadership Agility

### Leadership Transformation - Sustainability department

#### Case Study Eight

“Roadmaps are evidence of strategy. Not a list of features”. – Steve Johnson.

You have been appointed as a leader to a fresh department established in a healthcare product.

You are aware that the department is struggling from long time to sustain its products in the market.

- What will be the initial few steps as a leader for the first 15 days of your appointment?

This is a new startup company.

The CEO has a lot of ambition in your department. The department does lot of work on Sustainability and circularity.

Once 15 days are over, you get an invitation from your sales team that there could be a million-dollar order in the pipeline for software solution development. They involve you in their initial potential software product development dialog.

What would be your steps as a leader? As a presentation to others, what would you suggest to them?

Let us first look forward to this condition.

After 1 year, your department has 100 + team members, and you are the leader of all of them.

You got an invitation from a potential company in the health care department to take over and integrate the same with your team.

- How can you effectively communicate your goals and vision to the team, and what strategies can be used to ensure that they are understood and embraced?
- What specific challenges or obstacles do you anticipate facing in achieving your goals, and how do you plan to address those challenges?
- What are the key priorities for the department in the coming year, and how will you be allocating resources to support those priorities?
- How can you ensure that the department is operating efficiently and effectively, and what metrics will you be using to track progress over time?
- What strategies can be used to promote collaboration and teamwork within the department, and how can you ensure that everyone is working together effectively?
- How can you create a culture of continuous learning and improvement within the department, and what specific initiatives can be implemented to support this goal?
- What role can feedback, and recognition programs play in motivating the team and promoting performance improvement, and how can these programs be effectively implemented?
- How can you balance the need for innovation and creativity with the need for stability and consistency, and what specific strategies can be used to achieve this balance?
- What role can technology play in driving performance improvement within the department, and what specific tools or platforms can be leveraged to support this goal?
- What are some potential risks or challenges that may arise as the department works to achieve its goals, and how can these risks be addressed and mitigated?

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# Leadership Transformation

## Case Study Nine

**“The utmost thing is the user experience, to have the most useful experience.” – Marissa Mayer, Yahoo!**

You work as an associate director for a business unit that helps the entire company with business transformation. You answer directly to the enterprise's Center head. Cost optimization is a focus for the entire organization. Also, the company is losing a lot of employees. Many of the team's talented individuals have departed the company.

You are under extreme strain and are unable to spend time with your two managers, who are responsible for overseeing the entire program in your business line for transformation.

These 2 supervisors are here with the organization for a long time, and you're comparatively new. There was a consistent allegation that your division isn't competent to assist the organization within the in general change prepare. The change is strikingly moderate and not effective.

Due to tall staff turnover, everybody is taking on more assignments, and the administration are taking note that the group is getting to be exhausted. The group has moreover communicated that they are disheartened by your "glass-half-empty" communication approach. Furthermore, since you did not communicate budgets along with your directors, it is incomprehensible for them to allot assignments to staff individuals in a proficient way.

You also acknowledge that the finance department has not provided you with enough data to complete the budgets. According to the financial department, they have emailed you all the data they have.

The bosses are getting annoyed as the staff becomes upset. They believe that without crucial information like the departmental budget and vision, they are unable to represent their personnel or find solutions to issues. You get the impression that your management aren't particularly skilled in the transformation process. The majority of the time, you were informed that these two managers are at odds with one another.



## You as a leader

- What are the specific areas where employees lack confidence, and what strategies can be implemented to address those areas?
- How can feedback and recognition programs be used to boost employee confidence and motivation?
- What role can training and development programs play in building employee confidence, and how can they be tailored to meet the specific needs of employees?
- How can managers and leaders effectively communicate with employees to build trust and confidence?
- What strategies can be used to foster a culture of transparency and open communication within the organization?
- What specific management and leadership techniques have been effective in the past, and how can they be applied in the current situation?
- What leadership styles have been successful in similar circumstances, and which style would be best suited for this specific situation?
- How can a leader balance the needs of individual team members with the needs of the organization as a whole?
- What strategies can be used to effectively delegate tasks and responsibilities to team members, while also holding them accountable for their performance?
- What role can mentorship and coaching play in building employee confidence and developing leadership skills?
- How can a leader stay motivated and maintain their own confidence in the face of challenges and setbacks?

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# Leadership Transformation -Prasad

## Case study Ten

**“The product vision should be inspiring, and the product strategy should be focused.” – Marty Cagan**

**Prasad** has been employed by this organization for the past 10 years and is currently serving as a department manager. He has worked in IT for two decades in total. He worked hard to advance himself from the post of department manager to this one.

The majority of the team members adore his management style because he is such a spectacular and affable person. He recognizes the suffering of the team members. When need, he lends them support. Several supervisors answer to him. Some people work well under pressure, while others struggle.

**Prasad** does, however, occasionally mentor them. The entire organization underwent a significant reorganization recently, and Prasad was unsure what would happen to his position in light of these changes. He was given the responsibility of managing a 50-person team for a new digital transformation program. Formerly, he had 200 individuals under his control.

- ❖ What will serve as his inspiration or desire to work harder?
- ❖ How will he manage the interests of the stakeholders in a digital product?
- ❖ After beginning this unique role, what should be his first few steps?
- ❖ How will he protect his victory?
- ❖ What would you have done if you had been in his shoes?
- ❖ What are the specific goals and targets set for the digital product, and how can he align his inspiration and desire to achieve them?
- ❖ How will he communicate with and gather feedback from stakeholders to understand their interests and needs in the digital product?
- ❖ What are the potential risks and challenges that may arise during the development and launch of the digital product, and how can he prepare to mitigate them?

- ❖ How can he stay up-to-date with the latest industry trends and advancements to ensure the digital product remains competitive and relevant?
- ❖ How can he build and maintain a strong team culture and motivate team members to work towards a common goal?
- ❖ How can he balance the need for innovation and experimentation with the need for practicality and feasibility in the development of the digital product?
- ❖ How can he effectively measure and evaluate the success of the digital product, and make necessary adjustments and improvements?
- ❖ How can he ensure ethical considerations are taken into account during the development and launch of the digital product?
- ❖ How can he maintain a positive and collaborative relationship with other departments within the company, such as marketing and sales, to ensure the success of the digital product?
- ❖ How can he maintain a healthy work-life balance while taking on this unique role?

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## **Leadership Transformation - Niraj**

### **Case study Eleven**

**“Positioning is not what you do to a product. Positioning is what you do to the mind of the prospect.” – AI Ries**

Project manager **Niraj** was doing a fantastic job, and all parties involved appreciated his dedication to the project. The members of his team have noticed that he constantly manages his projects better. His network skills with the elite are really effective.

He is familiar with the field. He was elevated to the position of new business line lead in an organizational restructuring. He is currently in charge of defining the

product strategy with a 120-person team. Never in his career has he administered to more than 30 people.

He is also in charge of budgeting and sales for new products.

- What should he change, in order to?
- What new information does he need to learn?
- What, if you were in his shoes, would you have done?
- What is missing this story?
- What assumption you would like to take to progress?
- What are the potential risks and benefits of making these changes?
- How can he gather the necessary information and resources to make these changes successfully?
- How can he measure the success of these changes and adjust his approach accordingly?
- What are the potential consequences of not making these changes?
- How can he communicate these changes effectively to his team and stakeholders?

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## **Leadership Transformation - Alok**

### **Case study Twelve**

**“UX design is the art and science of generating positive emotions through product interactions.” – Timer Sharon**

**Alok** was the Domain head. One of the notable young people in charge of this center was him. He is a dynamic learner. He was in charge of 400 employees and a sizable

multimillion dollar retail unit portfolio. He puts forth a lot of effort and has a workaholic personality. His center was recently torn apart and divided into numerous smaller parts. He has a global role with 120 team members to create the organization's first development, operations, and security team.

He kept close company with several talented managers. He has not provided any of the mature individuals in the new structure.

He acquired a brand-new group of team members from a different business that had just been acquired.

- ❖ What are the few obstacles he will have to concentrate on?
- ❖ What is his plan of attack?
- ❖ If you were in his shoes, what would you have done?
- ❖ What assumption you would like to take?
- ❖ How do we measure the progress?
- ❖ What resources does he need to overcome these obstacles?
- ❖ What potential roadblocks could arise during his plan of attack, and how can he prepare for them?
- ❖ How can he ensure that his plan aligns with the overall goals and vision of the organization?
- ❖ What potential risks and benefits are associated with his assumptions, and how can he mitigate the risks?
- ❖ What key performance indicators (KPIs) should be used to measure progress, and how often should they be tracked and reported?

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# Leadership Transformation - Kannan

## Case study Thirteen

**“If you are not embarrassed by the first version of your product, you’ve launched too late.” – Reid Hoffman, LinkedIn**

**Kannan** is a really bad project manager, but he somehow pulled off the act in front of the stakeholders, making them seem like very nice people. He was in charge of testing projects, one of the mission-critical projects. Even if they were modest, he used to advertise his deliverables really well. Everyone knows him, and he used to lead numerous efforts around the company. He frequently participated in CSR initiatives and training sessions.

120 people from 3 different departments were needed to produce this program/product, which required extensive program development effort.

Everyone is familiar with him, which is why he was chosen to be in charge of this big program, but he has never undertaken something this huge.

- What criteria or factors should be used to determine priority, and how can he demonstrate that he meets those criteria?
- What strategies can be used to effectively manage a team of 20 people, and how can he ensure that they are performing at their best?
- What metrics can be used to measure the success of his team, and how can he track and report on those metrics?
- How can he address any potential conflicts or challenges within the team, and what strategies can be used to build team cohesion?
- What are the potential benefits and drawbacks of managing a team of 120 people, and how would his approach differ from managing a team of 20 people?
- How can he ensure that he is effectively delegating tasks and responsibilities to the right people, and how can he hold them accountable for their performance?
- What steps can he take to address any competency issues within the team, and how can he provide training or resources to help them improve?

- How can he identify and recruit talented individuals to join the team and enhance its overall performance?
- What strategies can he used to build relationships and establish credibility with stakeholders within the company?
- How can he stay up to date with industry trends and best practices to ensure that his team is delivering high-quality work?
- What are the potential risks or obstacles that he may face in managing the team, and how can he prepare for and address those challenges?

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## **Leadership Transformation - Balaji**

### **Case study Fourteen**

**“The best customer service is if the customer doesn’t need to call you, doesn’t need to talk to you. It just works.” - Jeff Bezos**

**Balaji** was managing global product, development teams. There was a competitive product being developed in another corner of the world in the same company.

They are marginally varied offering in nature. Most of the time customer was perplexed as both of this product team participate in sales bidding and demo work. **Balaji** was consistently in conflict with one more global manager to demonstrate whose product should remain and which one to drop. This tussle is ongoing and most of the top leaders realize. All the top leaders choose to preserve their buddies on the payroll. As these products have been around for the last few years.

**Balaji** is leading this distributed product development team, and he is retaining the budget. These teams are distributed in 5 different geographical locations. It has developed into challenging to continue this product due to diverse issues, product

issues, people issues, cost issues, license issues, a political issue, internal departmental conflicts, customer issues, etc.

Team morale is down at the highest level

- What are the specific requirements and qualifications for the promotion Balaji is seeking?
- What skills or experiences does Balaji currently possess that can help him achieve the promotion?
- What are the potential barriers or challenges that may hinder Balaji's promotion, and how can they be addressed?
- How can Balaji differentiate himself from other candidates to increase his chances of getting the promotion?
- What opportunities exist for Balaji to showcase his leadership and managerial abilities?
- How can Balaji develop his leadership and managerial skills to make himself more competitive for the promotion?
- What support and resources can be provided to Balaji to help him achieve the promotion?
- What metrics can be used to measure Balaji's progress towards the promotion, and how can they be tracked?
- How can the product coach advise Balaji on developing a career plan to achieve his long-term goals?
- What strategies can be implemented to help Balaji overcome any potential challenges he may face in his career development?
- What role can mentorship play in Balaji's career development, and how can he find a mentor to guide him?
- How can Balaji leverage his network and relationships within the organization to advance his career?



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## Leadership Transformation - Dilip

### Case study Fifteen

**The value is in what gets used, not in what gets built. Kris Gale**

**Dilip** just graduated from college. On a different subject, he completed two masters. He completed an internship with one of the illustrious companies, and one of his concepts won the prize for best idea and was chosen to be turned into a product right away. He was given a full-time position at the company where he had previously worked as an intern for the same product development. He began working as a product development project manager.

Alongside him are 30 team members, the majority of whom have 15 years of experience, 2 product managers, and 4 architects with a combined experience of more than 25 years.

What, in your opinion, ought **Dilip** to be doing as a leader? He is clever, youthful, fast to pick things up, and new to the world of software product development!

- What strategies can be used to build rapport and establish trust with experienced team members?
- How can the new team member leverage the skills and expertise of the experienced team members to enhance the overall performance of the team?
- What are the potential challenges of managing a team with diverse personalities and experiences, and how can they be addressed?
- How can the new team member create a culture of recognition and appreciation to acknowledge the contributions of all team members?
- What are the benefits of acknowledging team members, and how can it improve team morale and productivity?

- What leadership style should the new team member adopt to effectively drive the whole show?
- How can the new team member balance, being a leader while also being a team player?
- What skills does the new team member currently possess that can help him effectively manage the team?
- What gaps in knowledge or skills may exist that could hinder the new team member's ability to lead the team effectively?
- What resources or training can be provided to help the new team member develop the necessary leadership skills?
- How can the new team member measure the success of his leadership and adjust his strategies accordingly?
- What are the potential benefits and drawbacks of pursuing a management degree, and how could it impact the new team member's ability to lead the team effectively?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper using a pen and a piece of paper. (DO THIS NOW).**

## **Leadership Transformation - Shilpa**

### **Case study Sixteen**

**“Our chief want in life, is someone who shall make us do what we can. This is the service of a friend. With him, we are easily great.” - Ralph Waldo Emerson**

**Shilpa** is a technical lead. She is a district topper and extremely bright developer. The organization where she was working, they got a development assignment that they were seeking for some time. But the Organization could not pick up it owing to the resource competency issue. The client was willing to pick up a few developers as an on-site developer. Shilpa was among them. She has gone there at client location for 6 months assignment; it was a C++ work for large-scale product development in the medical system.

There were 25 experienced team members working, **Shilpa** was among them. She turns into an on-site coordinator after 6 months. She got extensions for 2 years and further work started showing up to India. There were few more team members who started traveling to an on-site location for development. Shilpa used to conduct the weekly call with offshore location, every 6 months she used to travel to India and take classes. After 2 years, she came back and decided to marry and relocate to America. **Sharath** will succeed in Shilpa's role and will take up the on-site coordinator role.

- What is the current size and scope of Sharath's business?
- What is the industry in which Sharath's business operates?
- What are the potential opportunities and challenges for Sharath's business expansion?
- What resources (financial, human, technological, etc.) does Sharath have available for business expansion?
- What are the critical success factors for business continuity in Sharath's industry?
- How does Sharath plan to mitigate any risks that may arise during the expansion process?
- What are the long-term goals of Sharath's business?
- How does Sharath plan to measure the success of his business expansion efforts?
- Does Sharath have a timeline for implementing his expansion plan, and if so, what is it?
- What are the potential consequences if Sharath's business expansion plan fails?

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# Leadership Transformation - Narshimma

## Case study Seventeen

**“Don’t worry about being successful but work toward being significant and the success will naturally follow.” - Oprah Winfrey**

**Narshimma** is the transformation lead for the organization's Agile Transformation division. He has been tasked with changing the team within a set deadline. He uses 25% full-time staff and 75% independent contractors to run the business. There was a lot of tracking done to demonstrate the results of the renovation, but the financing was fairly constrained. There was a lot of pressure on the personnel to show improvement.

Calls were placed every day, every week, and every month to monitor the development. International coworkers and the crew are talking on an internal call. There was a constant need to deliver swiftly. Team members were disintegrating, and **Narshimma** was exerting pressure on herself as well because she was expected at the top to move things along.

At one of the international meetings, a few team members complained about **Narshimma**. The world leaders took prompt action, ejecting **Narshimma** from the top position and putting up a replacement.

the newly introduced individual joined the team right away and has no prior knowledge of the transformation program.

What would you like the new employee to do to ensure that the department has a healthy environment?

- What specific activities can be done to increase team spirit?
- How can the lead identify the team's strengths and weaknesses and use them to improve team spirit?
- What are the benefits of having a strong team spirit, and how does it impact the team's performance and overall success?
- What role does communication play in building team spirit, and how can it be improved?

- What are some challenges that may hinder team spirit, and how can they be addressed?
- How can the lead provide opportunities for team members to bond and build relationships outside of work?
- What metrics can be used to measure team spirit and track improvements?
- How does the lead plan to monitor progress and adjust strategies if necessary?
- What are the key objectives and milestones for the 90-day and 120-day plans?
- How do the 90-day and 120-day plans align with the company's overall goals and vision?
- What resources and support will be needed to execute the 90-day and 120-day plans successfully?
- How will the lead communicate progress and results to team members and stakeholders?
- What potential risks or obstacles should be anticipated, and how will they be addressed?

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# CHAPTER 03

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## Personal Agility

### Dealing with Team Transformation

#### Case Study Eighteen

**“There is nothing more beautiful than someone who goes out of their way to make life beautiful for others.” - Mandy Hale**

You are the project's scrum master, and the project's budget is set. The high-level idea has been acknowledged and the scope has been addressed with the top managers. Management showed their faith in the IT delivery team's ability to complete the task on time and within budget. The project is currently in its execution stage. As the project is being carried out, you have begun to use the scrum approach and have begun to elaborate the backlog while presenting the demo to the business stakeholders. You have begun to realize that there are numerous issues that were not taken into consideration during the first scope analysis and budget finalization.

When you look at all these business difficulties, the business always places the blame on IT, claiming that it is unable to do the task.

As a scrum master, you also admit that there are competency difficulties and that many things are not going according to plan with the current team skill set.

You are grappled with below challenges

- Building and managing a high-performing team: This involves hiring and onboarding the right people, setting clear expectations, providing ongoing feedback and support, and fostering a positive and collaborative team culture.
- Managing time and priorities: Leaders often face competing demands on their time and attention, and must be able to prioritize effectively to ensure that they are focusing on the most important tasks and projects.

- Delegating effectively: Delegation is a critical leadership skill, but it can be challenging to delegate tasks and responsibilities in a way that empowers team members while also ensuring that work is completed to a high standard.
- Managing conflict: Conflict is a natural part of any team dynamic, but it can be difficult to manage effectively. Leaders must be able to identify sources of conflict, facilitate open communication and problem-solving, and ensure that all team members feel heard and respected.
- Adapting to change: In today's rapidly changing business environment, leaders must be able to adapt quickly to new challenges and opportunities. This requires a willingness to embrace new ideas and approaches, and to lead the team through periods of uncertainty and ambiguity.
- Developing and communicating a clear vision: Leaders must be able to articulate a clear and compelling vision for the team, and to inspire and motivate team members to work towards common goals. This requires strong communication skills, as well as the ability to listen and respond to feedback from team members.

### **Discussion Items:**

- What you ought to do? The business is quite upset.
- The contract might be lost.
- The final date for go live has a deadline, and business is tense.
- What do you believe a scrum master can accomplish?
- What do you think the key success aspect is that needs to be identified here?
- What is causing the delay in the project delivery?
- How can we mitigate the risks associated with the potential loss of the contract?
- Are there any dependencies on external parties that need to be considered?
- How can we communicate effectively with the business stakeholders to manage their expectations?
- Is there a possibility of extending the deadline for go live?
- How can we prioritize the tasks to ensure timely delivery of the project?

- What measures can we take to prevent similar issues from happening in the future?
- What role can the development team play in addressing the concerns of the business stakeholders?

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## **Transforming Digital product**

### **Case study Nineteen**

**“Be so good they can’t ignore you.” - Steve Martin**

You act as the scrum master for a group of programmers working on the newest digital product; in particular, your group is creating a few microservices APIs. Your manager is an ineffective micromanager who is only responsible for managing the nine members of your small team. A large portion of the team consists of highly skilled developers with 4-6 years of expertise.

He is firmly coaching the squad while being fully committed to the PM way of viewing the world. The scrum meetings are going well, you have three more developers from France working as contractors with this India team, and you have one Product Owner who is there as well. However, you find that people are constantly on your shoulders, pressuring you to do more while requesting minute details, billing hours, and velocity vs. quality defect data.

Every time senior leadership comes to visit, your product is promoted as a digital product development endeavor. You are under enormous pressure to create a higher-quality product quickly. You are experiencing a problem, the team members are underperforming, and the attrition rate is very high.

- How do you drive the transformation?
- What is the best possible outcome?



- What option do you have?
- Who might you ask for help? Who else?
- What are the potential risks and challenges in driving this transformation?
- How do you plan to communicate the transformation plan to stakeholders and get their buy-in?
- What resources and budget are required to drive this transformation, and how do you plan to secure them?
- What metrics or KPIs will you use to measure the success of the transformation?
- How do you plan to ensure employee engagement and adoption of the new processes or systems during the transformation?
- What are the key drivers behind the need for transformation, and what are the consequences of not undergoing this transformation?
- How will the transformation impact different stakeholders, including employees, customers, partners, and investors?
- What are the key capabilities and skills required to successfully implement the transformation, and how will these be acquired or developed?
- What are the key milestones and timelines for the transformation, and how will progress be monitored and reported?
- What are the potential roadblocks and obstacles that could impede the success of the transformation, and how will these be addressed?
- What are the cultural and organizational changes required to support the transformation, and how will these be managed and communicated?
- What are the best practices and lessons learned from similar transformation initiatives in other organizations, and how can these be applied in this situation?
- What are the potential trade-offs and compromises that need to be made in order to achieve the desired outcome of the transformation?
- What is the level of risk tolerance and appetite of the organization, and how will risk management be incorporated into the transformation plan?

- What are the potential implications for the organization's brand, reputation, and social responsibility, and how will these be addressed in the transformation plan?

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## **Transforming DAN-Bank**

### **Case Study Twenty**

**“An entrepreneur tends to bite off a little more than he can chew hoping he’ll quickly learn how to chew it.” - Roy Ash**

As a scrum master for a product-based organization, your team supports a bank's back-office operations (**DAN-Bank**). The scrum team that works on your final product develops it in India. You are reliant on a certain component that is supplied by the vendor company, which is headquartered in Gurugram, India. German users make up your product's customer base. There are 15 people in your team in total, and many of your stakeholders are dispersed throughout several different countries.

You are the senior scrum master for this team and an authority who is expected to reduce some of the serious problems the team is now experiencing. A number of the team members who have been a part of this scrum team for a long time have been questioned. They expressed a gloomy belief that nothing could be done. With your outstanding communication abilities,

- ❖ How can you inspire the group to work harder? Which actions will you undertake?
- ❖ How would you in this situation divide the distributed challenges? Which actions will you undertake?
- ❖ What can be done to lessen disputes between your scrum teams and vendors?
- ❖ What are the main sources of conflict between the scrum teams and vendors?

- ❖ Have you tried any conflict resolution techniques before? If yes, what were the results?
- ❖ Are there any communication gaps that need to be addressed between the scrum teams and vendors?
- ❖ How do you plan to track the progress and success of your actions to address the issues between the scrum teams and vendors?
- ❖ Are there any specific training or coaching needs for the scrum teams and vendors to work together more effectively? If yes, what are they?
- ❖ How do you plan to balance the needs of the scrum teams and vendors to ensure the project's success?
- ❖ What are the risks associated with the current situation, and how do you plan to mitigate them?

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## Transforming Penguin Software

### Case Study Twenty-One

**“Dear entrepreneurs, you can start a thousand businesses, launch 100 projects, and take dozens of company’s publics, but you only have one shot at being part of your kid’s childhood. Your kid doesn’t care about your platform, they care about your presence.” - Jon Acuff**

A small-scale software development company is Penguin Software. They mostly provide software services. A product development firm has given them a subcontract to perform end-to-end automation testing by connecting their team with the scrum team of the product development company.

The goal is to quickly automate all of the end-to-end test suites that the full-stack team members regularly generate.

Every sprint, you will have complete control over the overall product quality as the scrum master. The solution is being developed by the team using cutting-edge technologies. The lack of highly capable team members to run the show is one of the issues you currently face. Yet, your sales team made several promises in exchange for the order. Now that the command has been given, you must realize the vision. The team's scrum master is you.

### **Discussion Items:**

- What do you think about creating a team to work on long-term product development for more than a year?
- How does success manifest itself?
- What do you intend to occur next?
- What would you do if you had unlimited time, money, and resources?
- How will you measure the success of long-term product development?
- How do you plan to prioritize tasks and goals for the team?
- What challenges do you anticipate in managing a long-term development team, and how do you plan to address them?
- What specific skills and expertise do you think would be necessary for the team working on long-term product development?
- How will you ensure that the team remains motivated and engaged throughout the long-term development process?

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## Transforming power world

### Case Study Twenty-Two

**"The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking." – Albert Einstein**

A scrum team for Project “**Power World**” has 40 team members. Five scrum teams exist. The team is geographically dispersed. There were high expectations for this club, and there was a short deadline. After conducting a lengthy search for new members, the team was recently formed. There is one shared product owner and one scrum master for each of these scrum teams.

Between the India teams as well as between the India and Sweden teams, each scrum team was faced with numerous problems. The team's leaders are working very hard to construct the self-organized team and enforce scrum discipline. There were cultural barriers that caused numerous problems, new working practices that annoyed veteran employees, new governance that created certain problems, etc. There was support from the leadership, but only 50%.

By knowing more about human psychology,

- How can each scrum master can Improve the situation?
- What do you do in such situation?
- Can you think of some alternatives? Is there another way?
- What caused the situation to arise?
- What are the consequences of the current situation?
- What are the potential risks of the alternatives?
- Who will be impacted by the decision made?
- What resources will be needed to implement the alternatives?
- How will progress be monitored and evaluated?
- What is the timeline for implementing the chosen solution?
- What is the expected outcome of the decision?

- What lessons can be learned from this situation to prevent it from happening in the future?

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## Transforming Realtime database

### Case Study Twenty-Three

**“Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma – which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.” – Steve Jobs**

You oversee the development of a **Realtime Database** as the scrum master for one of the product teams. This item—a database—is not a stand-alone thing. There are numerous users who will utilize this product, and the airline platform will exploit this database. Although the airline platform team releases in six months, your team releases through sprints.

Your team is not receiving real-time input about the software you are developing because you are moving too quickly for them.

How do you intend to work with the team of more than 100 people who make up the airline platform?

While working with the Airline team, you encounter resistance despite the support of your entire product management team.

As a scrum master, what do you think you will be able to do to control the damage? There is a lot of conflict within the team and outside the team. Teams are based out of Denmark, US and India. You are the senior scrum master and with the team for the last few months.

- What will be your change strategy?

- What would you like to see happen?
- What do you think would be a good first step?
- What are the potential obstacles or resistance to change that you anticipate, and how do you plan to address them?
- How will you measure the success of the change initiative?
- What resources (e.g., budget, staff, technology) will be required to implement the change?
- How will you communicate the change to stakeholders and ensure their buy-in and support?
- What is the timeline for implementing the change and achieving the desired outcome?
- How will you ensure that the change aligns with the organization's overall goals and values?
- How will you involve and engage employees in the change process, and how will you address any concerns or feedback they may have?

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## **Transforming Opto Automation**

### **Case study Twenty-Four**

**"If you are entrusted with bringing about change, you likely possess the knowledge needed to advance the organization, and you might have a plan – but knowledge is not enough. You have to bring yourself to each interaction in a deeply authentic way. People don't care how much you know until they know how much you care." – Doug Conant**

The new generation of Industrial Automation control solutions for the cement mill are being developed by multiple scrum teams at **Opto Automation**.

The team has employed a variety of technologies to accelerate delivery.

The team is using brand-new tools for everything, including coding and design as well as testing and deployment, which is absolutely new to them. There are three geographically dispersed scrum teams with a total of 30 team members (India, Switzerland, and US).

Recently, the organization switched from a waterfall process to an agile one. One of the scrum teams in India has you as its scrum master.

They are already comfortable with the team tools they were using.

### **Discussion Items:**

- How do you ensure all the change initiatives run smoothly and are sustained for the long-term?
- Why do you think culturally divisive teams will listen to you?
- Who might you ask for help? Who else?
- How do you measure the success of change initiatives in the long-term?
- What steps will you take to address resistance to change from employees?
- How will you communicate the need for change and its benefits to stakeholders?
- What resources and support will be necessary to implement the change effectively?
- How will you ensure that the change aligns with the organization's values and goals?
- How will you address any unintended consequences or negative impacts of the change?
- What contingency plans do you have in place in case the change does not go as planned?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Transforming Germ Power

### Case study Twenty-Five

**“Many companies get trapped by the paradox of hitting numbers ‘now’ versus improving sales for future quarters or years ahead.” – Tiffani Bova, growth and innovation evangelist, Salesforce**

Several scrum teams are developing a product at the automotive software business named Germpower. They have received a request to construct a product that must be upgraded from a legacy product to a contemporary technology. The company does not pay well, and the majority of the team members do not have a good history of academic achievement.

Nobody knew where to start using the software because it was so strange.

In this organization, the Scrum master was a senior team member. The Scrum master was one of the top people leaders, and many of his coworkers respected him. He led with integrity and a focus on the needs of others. Everyone chooses to collaborate with him. He promotes and cares about the welfare of the populace; he encourages people to take initiative.

Since the scrum master was a laid-back and jovial person, there were demands made on the teams during the early days of the discovery phase to put up additional effort to learn more about the technology and the legacy system. In order to learn more about the technology and the legacy system, the team members constantly made extra efforts.

Unfortunately, after six months of working on the project, he was offered a long-term opportunity on-site that the company desperately needed, and now he must take his family to Switzerland. You have been chosen to serve as this project's new scrum master.

### Discussion Items:

- What do you think you will be performing to reinstate the old scrum master style?

- Have you considered the potential barriers?
- What are the three areas you wish to develop, enhance, or grow?
- What do you think the key success aspect is that needs to be identified here?
- How do you measure the success of change initiatives in the long-term?
- What steps will you take to address resistance to change from employees?
- How will you communicate the need for change and its benefits to stakeholders?
- What resources and support will be necessary to implement the change effectively?
- How will you ensure that the change aligns with the organization's values and goals?
- How will you address any unintended consequences or negative impacts of the change?
- What contingency plans do you have in place in case the change does not go as planned?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Mega Aero**

### **Case study Twenty-Six**

**“It’s very easy to be different but very difficult to be better.” – Jonathan Ive, former chief design officer, Apple**

The MegaAero system is a product-based company-building solution for the Aircraft cockpit. Recently the organization has started a new solution for the Cockpit Display System. Though the development is with multiple scrum teams, the parameters are fixed (Time, cost, etc.). The contract has been signed, the release date is fixed, team

members are from different departments, and they are billing 50% for this program. You are the scrum master for multiple scrum teams!

An Expert higher than the Product Owner is your boss/Line manager. He is setting everything up and asking on a daily basis about the program's progress. The team members are under tremendous pressure to deliver. You can see the psychological pressure on the teams. They are already burning out due to the pressure. They express their concerns in the many retrospectives which you have started driving.

- What do you think about this scrum program and what should you do, what can you do differently by knowing the motivational factors?
- What specific factors are motivating or demotivating the team currently?
- Have you considered conducting surveys or interviews to gather more data on the team's motivation levels?
- Are there any changes you could make to the work environment or team dynamics that might improve motivation?
- How can you balance the team's motivation with the project's deadlines and goals?
- Are there any training or development opportunities that could boost motivation and engagement?
- How can you communicate with the team about the importance of their work and how it contributes to the overall success of the project?
- What role can the team members themselves play in improving their own motivation levels?
- Have you considered implementing any incentives or rewards to boost motivation? If so, what types of incentives might be most effective?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Transforming RAID team

### Case Study Twenty-seven

**“Digitally transformed businesses typically develop an ecosystem that blurs the lines between supply chain, partner, customer, crowd, and employee, and both strategy and execution are heavily influenced by this ecosystem.” – Isaac Sacolick.**

You serve as the scrum master for the **RAID team**, which is developing a platform solution for various business sectors. After one year of development, the project was extremely well received by the business, which now prefers to create **RAID 2.0** and other business lines have become interested in reusing this platform. This project was first started with a tiny notion. The platform is built in the XYZ cloud web service platform.

Team members from XYZ company were in your scrum team as full-stack developers to establish this proof of concept and ensure the capability of the XYZ cloud platform. Now after one year, your company decided to minimize the contract employee from XYZ as full-time developers. You as a scrum master scared that with the competent team members you have, you will not be able to demo sprint on sprint. As you had experienced at an initial couple of sprints where you were struggling to develop potentially shippable products every sprint, that is why you have hired XYZ full-stack developers with higher prices and XYZ is also involved to establish their cloud platform to be used.

- What do you consider you need to work out as a scrum master?
- What do you feel you should do differently?
- How might you broaden your current line of thinking?

There is pressure from top to get rid of XYZ team members owing to the higher cost.

- Can you provide specific examples of past experiences that have influenced your thinking as a scrum master?
- Have you received feedback from your team or stakeholders on your performance as a scrum master? If so, what areas did they highlight for improvement?

- Have you sought out any training or development opportunities to enhance your skills as a scrum master?
- How do you stay up to date with industry best practices and new developments in agile methodologies?
- Are there any particular challenges or obstacles you've faced as a scrum master that you're still trying to navigate?
- How do you approach conflict resolution within your team as a scrum master?
- What techniques do you use to motivate and empower your team members?
- How do you handle changes in project scope or requirements during a sprint?
- How do you prioritize tasks and allocate resources within your team?
- What strategies have you found effective in ensuring that all team members are actively engaged and contributing to the project?
- How do you incorporate feedback from customers or end-users into the development process?
- What measures do you take to ensure that the project stays on track and is delivered on time and within budget?
- How do you manage dependencies between different teams or departments involved in the project?
- What steps do you take to ensure that the team is continuously improving and learning from each sprint?
- How do you balance the need for documentation and reporting with the need for agility and flexibility in the development process?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# CHAPTER 04

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## Team Agility

### Transforming George' Team

#### Case Study Twenty-Eight

**“We talk about automating operations, about people, and about new business models. Wrapped inside those topics are data analytics, technologies, and software - all of which are enablers not drivers. In the centre of it all is leadership and culture. Understanding what digital means to your company - whether you’re a financial, agricultural, pharmaceutical, or retain institution - is essential.” - Jim Swanson**

**George**, a manager who works with the IT production support team, is incredibly cordial. Ten people make up his team. He is over 15 years old. of expertise in the maintenance and support of IT systems. He always makes time for the team and is a true people person. The team has been working on these production support ticketing and troubleshooting tasks for the previous few years.

**George** has a personal connection to each team member. They frequently attend events held outside of the office and are happy. Every year, there is some attrition and new people join George's team. He still has the team's support and traction, though. The production support team is under a lot of pressure because of IT automation as a result of how quickly technology has developed in recent years. By automation, management intends to cut back on staff and round-the-clock assistance.

This places enormous pressure on **George** to exert more pressure on the team members, cut back on staff, and deal with the most recent competency difficulties inside the team. Although there is production support late at night and weekend labour to meet client needs, **George** manages everything to make his team members happy and is continuously learning new things.

What few of the suggestions you would like to give to **George** to make him ready for the upcoming automation world?

- How might you broaden your current line of thinking?
- What are some concrete steps you could take to achieve this goal?
- What specific skills do you think George needs to develop to succeed in the automation world?
- What are some potential challenges that George might face in adapting to the automation world?
- How might George stay up to date with the latest developments and trends in the automation industry?
- Have you considered any training or education programs that could help George develop the necessary skills for the automation world?
- What are some best practices or successful strategies used by other professionals in the automation field that George could learn from?
- What role can George's current employer play in helping him prepare for the automation world?
- What specific areas or industries within the automation world is George interested in, and what are the key skills and knowledge required for success in these areas?
- What is the current state of automation technology adoption in George's industry or organization, and what opportunities exist for him to contribute to these efforts?
- How might George's previous experience and expertise be leveraged in the automation world, and what transferable skills does he bring to the table?
- What are some potential career paths or job roles within the automation field that George could pursue, and what are the requirements for these roles?
- How might George network with other professionals in the automation industry, and what resources are available for him to do so?
- What are some potential risks or downsides to pursuing a career in the automation field, and how can George mitigate these risks?

- How can George develop a personal development plan to prepare himself for a career in the automation world, and what milestones and metrics should he set for himself?
- What are the future trends and developments in the automation industry that George should be aware of, and how might these impact his career prospects and opportunities?
- What are some potential ethical or societal implications of increased automation, and how can George stay informed and engaged on these issues?
- How can George balance his desire to develop new skills and pursue a career in the automation world with his existing responsibilities and commitments?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Mobile camera Team**

### **Case study Twenty-Nine**

**“In today’s world of exponential change, organisations that get too comfortable with the status quo are at major risk of disruption. If you’re not experimenting and, as a director, if you’re not asking questions about how your organisation is navigating and plugging into disruption, forming new ecosystems, and tapping into open markets, then your organisation is at risk.**

**In the area of talent alone, if you’re not leveraging talent outside your organisation, you’ll never win the war of ideas because the smartest people in the world don’t work for you.” - Andrew Vaz**

I have been coaching many teams. I have been looking for a formula that can guide me to know what exactly I should be doing when I start preparing for a High-performance team.

What problem we are solving?



What are the parameters I should be looking for when I start thinking about a team?

Most of the time I have seen it has to start with an assessment and followed by a working agreement with the team and next having a coaching session to improve the specific scenarios.

Let us explain a use case

A team that is developing a specific feature for the **Mobile camera**. The team is trying to improve the image quality once the photo has been taken. Though in the night photos have to be taken and it will be dark, but the image quality should be automatically improved.

The team has a 6-member team. Most of the team members are experience ranges of 4-7 yrs. of experience. Most of the team members are very sound in technical term about this domain.

None of these team members have any knowledge of agile ways of working. They know how to write better code and deliver their own solutions individually. The team lead is also a technical person, there is tremendous release pressure to meet the deadline. The team has defined their KPI based on the code check-in with respect to time. Every one of the team members is running to meet the deadline, whoever is reaching the deadline fast will get a very good hike. Though it is a team, and they support each other, but huge importance is given to individual delivery and execution speed.

The team is having attrition issues. The work was very good, complete innovating work. Team members are also willing to learn and do.

- As a team coach, what do you think we should improve for this team?
- What are the few questions you will ask?
- What are some concrete steps you could take to achieve this goal?
- What will success look like? How will you know you've achieved your goal?
- How can you involve the team in the improvement process and get their buy-in?
- Are there any specific areas or aspects of the team's performance that you believe need the most improvement?
- How do you plan to track progress and measure success along the way?

- What resources or support might you need to implement the improvements effectively?
- What are the team's current goals, and how do they align with the broader objectives of the organization?
- How does the team currently function as a unit, and what are some potential areas of dysfunction or friction?
- What is the team's current workload and capacity, and are they able to deliver on their commitments effectively?
- How does the team currently communicate and collaborate, and are there any breakdowns or gaps in these processes?
- What are the team's strengths and areas of expertise, and how can these be leveraged to drive further success?
- How do team members currently feel about their roles, responsibilities, and performance, and are there any areas where they feel unsupported or disengaged?
- How have past improvement efforts or initiatives been received by the team, and what can be learned from these experiences?
- How might external factors, such as market or industry trends, impact the team's performance and objectives, and how can these be taken into account in the improvement process?
- How might the team's improvement efforts be integrated into broader organizational change initiatives or strategies?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# Transforming Team Alexa

## Case Study Thirty

**“Every successful organization has to make the transition from a world defined primarily by repetition to one primarily defined by change. This is the biggest transformation in the structure of how humans work together since the Agricultural Revolution.”- Bill Drayton**

The AI/ML Project's committed functionalities are not being delivered as promised by **Team Alexa**. Communication, competency, and numerous other team issues are difficulties that team members are experiencing. The project is being led by John. On this release, he has thirty employees working. In order to aid the team's general position, he is considering what he should do in the following days. John asks his buddies for advice as he attempts to formulate a future plan.

Scully has been selected as the team's coach to help the problem as a whole. John and Scully have been regularly meeting and have begun to plan a coaching approach to deal with the circumstance. What would be your top ten priorities if you were Scully for the next three to four months?

### **Discussion Items:**

A business problem rarely has just one potential solution; therefore, a recommendation should include all of the most workable alternatives.

The main goal of offering alternatives is to demonstrate that they were taken into account and to dissuade people who support them from objecting.

Another justification for providing alternatives is that the chosen strategy might not work. One option may not be selected due to restrictions like budget, timetable, staffing, or vendor prejudice; as a result, only one alternative may be a viable option.

Knowing the list of limitations, risks, and assumptions is helpful when evaluating project proposals for meeting company needs and when carrying out the project planning should the proposal be accepted.

- What are the various team contexts you will look for to start your journey and improve the situation?
- How are you going to know that you've succeeded?

- What are the challenges you anticipate facing while working with different team contexts?
- How will you ensure that your actions align with the goals and vision of the organization?
- What are the potential risks involved in this journey and how will you mitigate them?
- How will you measure progress and track the impact of your interventions?
- What skills or competencies do you think are necessary to effectively navigate and lead teams through change?
- How will you manage resistance from team members or stakeholders who may be resistant to change?
- How will you balance short-term and long-term goals while working with different team contexts?
- How will you ensure that the improvements you make are sustainable and can be continued beyond your involvement?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Reg-Bank**

### **Case Study Thirty-One**

**“In Today’s era of volatility, there is no other way but to re-invent. the only sustainable advantage you can have over others is agility, that’s it. Because nothing else is sustainable, everything else you create somebody else will replicate.”- Jeff Bezos |**

**Debolina** is a fresh scrum master who has joined the **REG-Bank** scrum squad. On significant, stringent regulatory requirements, teams are working. There are

numerous team members that have recently joined the team, as well as team members who have been a part of our team for a considerable amount of time.

**Debolina** can quickly spot conflicts among team members. The product owners are from Finland. There is a sync issue among PO, managers, and team members. There are many production issues that require fixing on an everyday basis.

**Debolina** has experience working with healthcare organisations; she is not from the banking industry. While taking the time to speak their language, she is attempting to engage with the stakeholders.

**Priya** is the coach for the team. The team is not effective at dealing with the release pressure.

### **Discussion Points:**

- What are some of the steps as a coach **Priya** should take?
- What **Debolina** should glance into?
- What context should they look for?
- What can **Debolina** control about this situation?
- What kind of support should the team expect from Priya as their coach?
- How can Debolina and Priya work together to address the issues?
- What are some specific areas that need improvement within the team?
- Are there any potential roadblocks or obstacles that could hinder progress?
- What metrics or indicators can be used to track progress and success?
- What are the current dynamics within the team?
- What are the team's goals and objectives?
- What are the specific roles and responsibilities of each team member?
- What are the team's communication and collaboration methods?
- How does the team handle conflict and disagreements?
- What are the team's strengths and weaknesses?
- What are the team's previous successes and failures?

- What are the team's expectations for their coach?
- What are the team's expectations for each other?
- How has the team's performance been evaluated in the past?
- What resources and support does the team need to succeed?
- What are the team's individual and collective motivations?
- How does the team respond to feedback?
- How does the team handle change and uncertainty?
- How does the team prioritize tasks and responsibilities?
- What are the team's short-term and long-term goals?
- How does the team measure success?
- What are the team's core values and beliefs?
- How does the team approach problem-solving and decision-making?
- What are the team's expectations for themselves and their coach in terms of continuous improvement?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Memory Management team**

### **Case Study Thirty-Two**

**“Because, you know, resilience – if you think of it in terms of the Gold Rush, then you’d be pretty depressed right now because the last nugget of gold would be gone. But the good thing is, with innovation, there isn’t a last nugget. Every new thing creates two new questions and two new opportunities.” - Jeff Bezos**

**Sourav** is a member of a team creating an algorithm to reduce the memory usage of smartphone photographs. The team is facing numerous competency-related

difficulties. The algorithms must be improved with data across numerous round procedures, which is tedious and unclear. Due to competition, there is pressure to launch the app into the market by a certain date. The team's manager has experience testing in the network industry.

He is ignorant of the underlying principles. The knowledge base of the team, which includes many freshmen from prestigious engineering universities, is depleting every nine to twelve months due to significant attrition. All technology directives come from the Hong Kong team, where the product management team is located. Communication and cultural difficulties exist. This team must also build their credibility in order to keep up their performance and prove their ability to reach the amazing milestone.

There are 5 people on the team; 3 are new hires and 2 are veterans. Being a team coach, you want to encourage the team's attitude and improve their methods of operation.

### **Discussion Items:**

A business problem rarely has just one potential solution; therefore, a recommendation should include all of the most workable alternatives.

The main goal of offering alternatives is to demonstrate that they were taken into account and to dissuade people who support them from objecting.

Another justification for providing alternatives is that the chosen strategy might not work. One option may not be selected due to restrictions like budget, timetable, staffing, or vendor prejudice; as a result, only one alternative may be a viable option.

Knowing the list of limitations, risks, and assumptions is helpful when evaluating project proposals for meeting company needs and when carrying out the project planning should the proposal be accepted.

- What are the few steps you will pick up to challenge the prevailing conditions and improve?
- What do you feel is preventing you from learning the knowledge you're after? Have you asked anyone else for help? If so, what happened?
- What resources or support do you need to achieve your goals?

- How will you measure your progress and determine if you're making the desired improvements?
- Have you identified any potential roadblocks or obstacles to your plan, and how do you plan to address them?
- Have you considered alternative approaches or solutions, and how do they compare to your current plan?
- How will you involve and communicate with others who may be impacted by the changes you're proposing?
- How will you maintain momentum and ensure that the improvements are sustained over the long term?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Payment Platform**

### **Case Study Thirty-Three**

**“A successful digital transformation initiative starts with an organization's leadership instilling a culture that supports the idea of the entire business operating under one digital strategy.” - Sajid Mohamedy, EVP, Nisum**

You've begun a coaching assignment with a team (**Team Payment Platform**) and have run into the following circumstance within that setting.

One team member was intensely driven to produce a high-quality result, while the other two were happy to put up minimal effort and were content with only passing the test. For team members, this discrepancy in expectations led to several difficulties and frustrations.

This team's other two members were fierce rivals, which prevented the emergence of an environment where team members depended on one another. They devoted a lot



of their attention to our responsibilities and showed no remorse for failing to understand or offer assistance to those around them who could be in need.

In difficult moments, the team hardly offered support to others and showed little regard for one another. Individuals on the squad were confused and shocked that their comments had angered other individuals. With their remarks and suggestions made to address team issues, they didn't seem to realise they were offending others.

Team members' comments revealed their peers' disregard for their predicament and issues, and they were unwilling to evaluate issues because doing so would only invite criticism and unfavourable remarks. Because the team was put together at random, this prevented individuals from discussing their issues openly or seeking help for them, which may have had disastrous implications for the group. Three of the original team members quickly discussed the project and decided to form a team. When a few additional team members showed up a week later, the team decided to accept them because they needed to form a team of nine.

Expectations and abilities were not consciously analysed; the project manager was the team's youngest member and failed to command the necessary respect. In addition to complaining about team members' tardiness or ineffective contributions, team members frequently criticise team meetings as being a waste of time. One team member felt that he was left out of the decision-making process and that the project manager had not kept him fully informed of the project's development and progress. The majority of the team members realised that the management of this team as a whole was ineffective.

**To improve team coaching, some steps I would take include:**

- Assess the current coaching process and identify areas for improvement.
- Collaborate with team members to understand their needs and create a coaching plan tailored to their specific needs.
- Develop coaching materials, tools, and resources to support the coaching process.
- Provide regular feedback and support to team members to reinforce coaching efforts.
- Continuously evaluate the effectiveness of the coaching process and make adjustments as necessary.

**To determine areas to focus on for exercise, some questions to consider include:**

- What are the team's goals, and how can exercise support those goals?
- What are the team's strengths and weaknesses, and how can exercise help address those areas?
- What types of exercise are most effective for the team, given their personalities, work styles, and interests?
- What resources are needed to support exercise, such as equipment, space, and time?
- How will progress be tracked and evaluated, and what metrics will be used to measure success?

**To discover more about improving team coaching and exercise, some additional questions to consider might include:**

- What past coaching or exercise efforts have been successful, and why?
- What challenges have been encountered in the past with coaching or exercise, and how were they overcome?
- How can technology be used to support coaching or exercise efforts?
- How can coaching or exercise be integrated into the team's overall workflow and processes?
- How can the team be motivated and incentivized to participate in coaching or exercise?

Please validate the learning

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# Transforming UxMaximizer

## Case study Thirty-four

**“Don’t be fooled by some of the digital transformation buzz out there, digital transformation is a business discipline or company philosophy, not a project.” - Katherine Kostereva, CEO & Founder, Creatio**

At predetermined intervals, Team UxMaximizer is expected to deploy software that is functional. Deliverables, however, are not occurring at the proper rate. The team consists of seven people, however the majority of them lack the necessary technical and topic skills.

Significant gaps exist in the necessary skill set. Due to their inability to find a quick solution, there is a lot of tension within the team. The team manager is making a concerted effort to sit down with each member and discuss problems. Nonetheless, it falls short. The crew is trying to reskill itself, but motivation is low. The team members are unwilling to work hard.

Levels of team members' experience are appropriately set. The team consists of both junior and senior members.

The leadership of the top seniors does not provide the best support. The squad is continuously under pressure and blamed for not performing at the required level.

Despite the team manager's best efforts, senior leaders continue to hold her accountable. The group as a whole is not taking ownership of the task. They have over ten years of experience at the company and are skilled at the game!

- What do you believe are the first few steps a High-performance team coach should take?
- How can you specify your immediate and long-term objectives to raise the effectiveness and productivity of your team?
- How do you interpret this item?

Assess the current state of the team, including their strengths, weaknesses, and areas for improvement.

Identify the team's goals and align them with the organization's objectives.

Develop a coaching plan tailored to the team's needs and goals.

Establish clear communication channels and expectations for the coaching process.

Continuously evaluate the effectiveness of the coaching process and make adjustments as necessary.

*To specify immediate and long-term objectives to raise the effectiveness and productivity of your team, some steps I would take include:*

Identify specific, measurable goals for the team, both short-term and long-term.

Align team goals with the organization's objectives.

Develop a plan to achieve those goals, including specific actions and timelines.

Assign responsibility for specific tasks to team members and hold them accountable for results.

Continuously evaluate progress towards goals and adjust the plan as necessary.

To interpret the item in question, we would need more context about the item itself. Without additional information, it is difficult to provide a meaningful interpretation.

*To discover more about high-performance team coaching and productivity, some additional questions to consider might include:*

- What are some common challenges faced by teams, and how can coaching help overcome those challenges?
- How can team members be motivated and incentivized to improve their performance?
- What role do team dynamics and communication play in team performance, and how can they be improved through coaching?
- How can technology be used to support team productivity, and what tools or resources are needed?
- How can coaching be integrated into the team's overall workflow and processes, and what metrics should be used to measure success?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Transforming DAM team

### Case Study Thirty-Five

**“At this time of uncertainty and disruption, strategy design and execution have never been more important. The challenge is not simply to spend time on strategy, but to truly inject courage into strategy – by engaging in courageous conversations, sparking courageous considerations, and ultimately making and acting upon courageous choices.” - Jonathan Goodman, VP, Deloitte**

An algorithm is being developed by the **"Diagnostic Application Monitoring-DAM"** team to enhance the search. When voice search is enabled, accent-based accuracy has to be enhanced. Four people make up the team. The product owner and scrum master are both experts in their fields. There has been a lot of team attrition. The entire product development process belongs to the team members.

The dynamics of the team are suitably set. A reasonable and educational environment exists. The appropriate share and care are given. Yet, the team members are leaving to pursue a different opportunity. Due to the significant learning curve, the team is adding new members, which is slowing down overall delivery speed. Excellent team leadership is evident, as are servant leadership philosophies.

### **Discussion Items:**

A business problem rarely has just one potential solution; therefore, a recommendation should include all of the most workable alternatives.

The main goal of offering alternatives is to demonstrate that they were taken into account and to dissuade people who support them from objecting.

Another justification for providing alternatives is that the chosen strategy might not work. One option may not be selected due to restrictions like budget, timetable, staffing, or vendor prejudice; as a result, only one alternative may be a viable option.

Knowing the list of limitations, risks, and assumptions is helpful when evaluating project proposals for meeting company needs and when carrying out the project planning should the proposal be accepted.

You are the coach for this team.

What are all the varied actions you would prefer to pick up to improve the situation?  
All the project-related meetings are followed in a well-crafted manner as SM and PO are extremely mature and they are the finest in the organization.

- What can you practically achieve between now and next week/month/quarter to take you closer to your goal?
- Have you successfully handled a similar situation before? What else can you think of?
- What are the specific challenges you are facing in achieving your goal?
- What resources do you currently have at your disposal to work towards your goal?
- Are there any external factors that might impact your ability to achieve your goal?
- What is the timeline for achieving your goal, and is it realistic given the current circumstances?
- Have you considered any alternative approaches to achieving your goal?
- What is the impact of not achieving your goal, both short-term and long-term?
- Are there any potential risks involved in pursuing your goal, and have you developed a mitigation plan for these risks?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

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## **Transforming Oil Management team**

### **Case study Thirty-Six**

**“At least 40% of all businesses will die in the next 10 years... if they don’t figure out how to change their entire company to accommodate new technologies.” – John Chambers, Cisco System**

One of my co-workers recently enrolled in one of the more complicated programmes.

Let me give a quick explanation of the programme.

The first drop of oil is extracted from an oil well after ten years.

Furthermore, there is a 1 in 10 chance of receiving the first oil drop from the oil well. We might only get one or two oil rigs even if we drill ten oil wells.

So, what exactly is the topic under discussion? It takes years of cooperation between dozens and dozens of expert engineers to get the first drop of oil.

What then? How can a business turn a profit? The nation's jurisdiction is still another crucial element in this instance. The geopolitical climate has an impact on or a risk for the company.

What issue are we now discussing? How can the use of modern digital technology help us advance the oil exploration industry? Can big data technology be used? Can we utilise cloud computing? and we create solutions with UX? Organizations have been constructing answers around some of the questions they have been asking for a while now.

As a result, my friend joined the team of over 150 different engineers working to solve this challenging issue.

Can we construct the solution by using digital technology?

He has joined as a scrum master for three separate scrum teams, which he will oversee during the course of the multi-year initiative.

The team is dispersed throughout the world.

### **Discussion Item:**

A business problem rarely has just one potential solution; therefore, a recommendation should include all of the most workable alternatives.

The main goal of offering alternatives is to demonstrate that they were taken into account and to dissuade people who support them from objecting.

Another justification for providing alternatives is that the chosen strategy might not work. One option may not be selected due to restrictions like budget, timetable, staffing, or vendor prejudice; as a result, only one alternative may be a viable option.

Knowing the list of limitations, risks, and assumptions is helpful when evaluating project proposals for meeting company needs and when carrying out the project planning should the proposal be accepted.

By reading all these parameters,

- What thoughts come to your mind?
- How do you interpret this item?
- How do you want to guide my friend to start up his journey in a smooth and rapid manner?
- What are the numerous team factors he should examine for the first month, 4 months, and 6 months' timeline?
- If you are a team coach, what would be your advice for him to embed him into a High-performance team?
- Does your friend have any prior experience in starting a new venture?
- What are the key skills and strengths that your friend possesses that will be valuable for their new venture?
- What are the biggest risks and uncertainties that your friend is concerned about?
- What is the target market for your friend's product or service?
- Who are the key competitors in the industry, and what sets your friend's venture apart from them?
- What are the financial goals and projections for the first year of the venture?
- What is the current status of the team, and what roles need to be filled?
- How will your friend balance short-term and long-term priorities in the early stages of the venture?
- What are the potential roadblocks that your friend might encounter, and how will they address them?
- What kind of support and resources will your friend need to ensure a smooth and successful launch of the venture?



**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Hybrid-cloud team**

### **Case study Thirty-Seven**

**“We’ve moved from digital products and infrastructure to digital distribution and web strategy to now into more holistic transformations that clearly are based on mobile, social media, digitization and the power of analytics and we think it’s really a new era requiring new strategies.” - Saul Berman, VP & Global Chief Strategist, IBM**

One of the newly formed teams (**Team Hybrid Cloud**) has you as its Agile Coach. The Product Owner is a consultant who is also new to this team, and the ScrumMaster is new. This team recently welcomed the majority of its members. Several team members have extensive domain knowledge of the system and are subject matter experts. The company is working to create a solution that will address a challenging client issue. The idea is still in its infancy.

The product owner is also not too certain how the product will be expanding and introduced into the ecosystem where the data will be obtained and dispatched. The complete system is emerging.

There is too much turmoil at the team level including the product architecture level. Everyone prefers to contribute and monopolize the meeting. The ideas are widely divergent, and we do not get to any conclusions. The team is a global team with many nationalities working with diverse cultures and backgrounds. You are the team coach for this team. Leadership is calling for help to uphold the team to traverse this perplexed state. Few team members are from the conventional world, and few team members know agile ways of performing.

## Discussion Items:

A business problem rarely has just one potential solution; therefore, a recommendation should include all of the most workable alternatives.

The main goal of offering alternatives is to demonstrate that they were taken into account and to dissuade people who support them from objecting.

Another justification for providing alternatives is that the chosen strategy might not work. One option may not be selected due to restrictions like budget, timetable, staffing, or vendor prejudice; as a result, only one alternative may be a viable option.

Knowing the list of limitations, risks, and assumptions is helpful when evaluating project proposals for meeting company needs and when carrying out the project planning should the proposal be accepted.

- What are the few steps you will start to reinforce the team in this forming stage?
- What is your vision for this performing state?
- What activities are you thinking of for the 3-month timeline?
- What is your assessment of the current team's strengths and weaknesses?
- How do you plan to communicate your vision and goals for the team to the members?
- How do you plan to foster a culture of collaboration and mutual respect within the team?
- How do you plan to manage conflicts and disagreements within the team?
- How will you monitor and measure the team's progress towards achieving its goals?
- What kind of feedback mechanisms will you put in place to ensure continuous improvement?
- How will you prioritize and allocate resources to ensure the team's success?
- How will you encourage innovation and creativity within the team?
- How will you manage expectations and ensure accountability within the team?

- What kind of training and development programs will you provide for the team members to help them develop their skills and achieve their potential?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Ram's Team**

### **Case study Thirty-eight**

**"In carrying out e-commerce, the most important thing is to keep doing what you are doing right now with passion, to keep it up." - Jack Ma**

**Ram** is the manager and team leader for an established team that is responsible for the product, which is the focal point of the commercial transaction. The system handles reconciliation and routine transactions. The team consists of 40 individuals.

The crew is working really hard to maintain the system, which is rudimentary and out-of-date. But both the team and the system have cracks.

The team is dealing with a lot of challenges.

**Ram** typically loses emotional control when there are multiple events because every second costs a lot of money. Team members adhere to Ram as a leader is afraid.

The completion of Ram's work, the ritual of his function, social interactions, and power are all at risk.

**Ram** is intended to demonstrate how to contribute positively by attending to important details and by participating in the company's larger goals, but this is not the case. Ram was unable to demonstrate a passion with learning from setbacks or a sense of sharing credit with others for accomplishments.

**Ram** lacks the leadership skills necessary to define the lines dividing duties both horizontally and vertically. He micromanages most of the time. Ram is unable to guarantee that methods and processes are created by the people who will use them, and that everyone participates in learning from others' achievements and mistakes in managing difficult jobs. Ram casts a blank

glance in the direction of those who flout or disregard formal channels, processes, and norms. The team becomes unstable as a result. Members of the team are unable to divulge private information about their interactions with others and are unlikely to do so. It disturbs the team's members. Ram doesn't pay enough attention to the demands of the team and is frequently unavailable.

## **Discussion Item:**

You are the team coach for this team.

- What coaching stunts will you create for this team to improve team performance?
- In the past, what has worked for you? What did you learn from that?
- Have you considered the potential barriers?
- How do you interpret this item?
- How will you ensure that the team members feel valued and appreciated?
- How will you balance individual goals with team goals?
- How will you help team members build trust and establish positive working relationships with each other?
- How will you leverage the diversity of the team to drive innovation and creativity?
- How will you ensure that the team members have the necessary resources and support to perform at their best?
- How will you measure and track the team's progress towards achieving its goals?
- How will you ensure that the team's goals align with the organization's mission and values?
- How will you foster a culture of accountability and ownership within the team?
- How will you handle underperforming team members?
- How will you ensure that the team's efforts are aligned with the needs and expectations of the stakeholders?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Transforming Assortment Team

### Case study Thirty-Nine

**“Clearly, the thing that’s transforming is not the technology – the technology is transforming you.” - Jeanne W. Ross, Former Director, Center for Information Systems Research, MIT Sloan**

You are a team's coach for the team **Assortment**. You have noted that the team's command-and-control manager is the cause of some of the team's difficulties.

You have a scenario where the manager was causing problems and his staff was having a difficult time interacting with him.

The employees were afraid to speak out.

You are aware that when a manager is the issue, this creates a unique set of difficulties for workers. The main excuse given by workers for not reporting problems at work involving other employees or managers is fear of retaliation.

Workers are aware that if their supervisors discover that they have been talking behind their backs, they will suffer the consequences.

If there is no evidence of harassment or whistleblowing and no one else has complained, retaliation may be difficult to prove.

You came to the conclusion that the manager was a bad communicator. Engineers or other technicians are promoted to management positions inside the same organisation, yet they frequently lack any sort of interpersonal skills. They frequently get promoted because they are the "star pupil," but sometimes it is not a good fit and can be disastrous.

To punish the workers who had complained about the manager, the manager engaged in retaliatory actions. During staff meetings, he would criticise them in front of the other workers, according to complaints. He picked winners and losers among the staff, giving special privileges to those he admired.

They were referred to as "suck-ups" by other workers. When a better opportunity came around, his troops would quickly leave his location due to low morale.

What are some of the actions that you as a coach believe you should take to enhance team performance?

## Discussion Item:

- What do you see as the real challenge right now?
- Have you considered the potential barriers?
- How do you interpret this item?
- What specific goals or outcomes are you trying to achieve?
- How does this challenge fit into the larger context of your work or organization?
- What resources do you currently have available to help you address this challenge?
- Have you identified any potential opportunities that could arise from addressing this challenge?
- Who else is involved in this situation, and how are they impacted by the challenge?
- What strategies have you tried in the past to address similar challenges?
- How are you currently measuring progress or success in addressing this challenge?
- How would you define success in addressing this challenge?
- What support do you need to be successful in addressing this challenge?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Exploring Agile for ERP roll out e.g., SAP

### Case Study Forty

**“The biggest part of our digital transformation is changing the way we think.” – Simeon Preston, Bupa**

According to the latest annual State of Agile Report™, the top three benefits cited by survey respondents for adopting agile are the ability to manage changing priorities, increased team productivity, and improved project visibility.

Why not get the benefits from ERP-based projects, e.g., SAP or Cloud rollout?

Most of the time, team members think that agile is incompatible with ERP rollout.

Organizations can get quantifiable improved results on the application of agile to ERP programs.

Agile approaches, until recently, were looked at to be more suitable to software product development than ERP implementations. SAP AG itself started adopting Agile development around 2010, releasing Agile extensions to ASAP 8 as an essential part of SAP Solution Manager.

When we are thinking of Agile for SAP projects, businesses require to realize that Agile, as it pertains to SAP, is distinct from Agile for a new software solution development.

Software Development Lifecycle (SDLC) is greatly different from a packaged application like SAP versus a new software solution development we make by ourselves.

In the new software solution development, there is no delivered functioning application; We have to develop a working solution by ourselves. In the SAP world, a working solution has been brought to us by SAP.

What we're looking at is we're picking up the functioning application, considering the specifications, and later making a fit/gap analysis. Then we're picking up that and extending into the next set of exercises around process design, configuration, and master data definition. Even though SAP delivers the solution, it has to be configured to meet the requirements of our business.

Core building activities really consist of setting up a business process that crosses business units and spans functional areas. Then there's the testing, which is an unquestionably substantial part of the entire project.

In the conclusion, there's a considerable foundation that has to be established to bring the minimum system of functionality required to add business value. It is always good to move into the MVP model.

MVP1...MVPn to demonstrate the incremental value generation.

Large SAP Projects usually progress through numerous stages: project preparation, scoping (Blueprint), realization, Final Preparation, Post Go-Live support, and closure.

With agile, projects are spread in smaller blocks that experience delivery in small iterations known as sprints. Therefore, businesses require to acknowledge uncertainty when dealing with agile and also admit that solutions will emerge. By this, the risk of publishing improper work also gets reduced.

The formation of teams is an essential element. It should be in a manner where collaboration can be increased. Team members need to find ways or mechanism that work for them. Cross-functional teams need to operate together in a smaller chunk for specific requirements and resolve value delivery.

Stakeholder mapping is one of the essential elements of this cycle. In the rollout process, all the critical stakeholders need to be present for all the rollout cycles.

### **Advantages of Agile in SAP implementation:**

- Fast results within 4 weeks of each sprint cycle.
- Priority-based development as per client requirement. Hence immense gratification.
- Lower the overall IT cost.
- High visibility and quantitative outcomes.
- Stronger coordination. All partners are connected from the initial setup of the project.
- Risks are analysed in the introductory stage and hence handled efficiently.
- Resilience to accommodate changes in each sprint.
- Periodic release of the software.

### **A few challenges we need to address in the SAP project:**

- Formation of the team members consisting of business and partners and product team members



- Incremental goal definition and agreed by all stakeholders
- Identify maximum core functionalities and start working on those in iterative manners.
- Continuous adaptation and learning from mistake
- Silos mindset among the various departments and team members. Collaboration is the way forward.
- Old school of thoughts has to be eradicated with proper training.
- People have to participate in all the events, and they need to find time to contribute.
- Old way of working has to be re-looked at and optimized wherever possible
- Team members have to find a way to implement an Agile way of working on SAP roll-out
- Too many Product Owners could cause issues, let us find one decision-maker in decision making.
- Accept the disruption and changes, find a way out
- Priorities are established on the basis of the most added value for the organization model and design Agile organizational structure
- Project Manager to take care of schedule, status report, project cost, consultancy recruitment, project status meetings, cut over elaboration, integrated testing stages, go, hyper-care, etc.
- Writing user stories in SAP projects for 4 weeks sprint delivery needs to discover and learn from the experiment
- SAP typically requires more upfront preparation before "sprinting" can begin. By building a baseline, we provide an architectural runway for the agile SAP program and enable sprint teams to start delivering user stories related to system functionality. Be ready with this.
- Some business processes in an SAP system are extremely complex and take significantly longer than a single sprint to design and build. It is crucial we have an early and ongoing dialog between the business and scrum teams to stay organized and keep the program on track. Have patience and keep collaborating with all the stakeholders.

**“Agile” is an attitude of flexibility and nimbleness.**

- What are some ways this challenge is impacting you or others?
- What do you feel you should do differently?
- How will you prepare for each step?
- What are some potential consequences if this challenge is not addressed?
- What are some potential benefits if this challenge is successfully addressed?
- What are some of the underlying causes of this challenge?
- Who else can you involve or collaborate with to help address this challenge?
- What are some potential risks associated with the strategies you're considering addressing this challenge?
- How can you leverage your strengths or the strengths of your team to address this challenge?
- What kind of timeline are you working with to address this challenge?
- How will you prioritize different tasks or strategies related to addressing this challenge?
- How will you communicate progress and updates related to addressing this challenge to stakeholders or team members?
- What kind of support or resources do you need to successfully address this challenge?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

- 1.[SITUATION]\_\_\_\_\_
- 2.[ACTION]\_\_\_\_\_
- 3.[RESULT]\_\_\_\_\_

## Transform Reno Bank

### Case Study Forty-one

**“The next 5 years will be more disruptive than the last 15. This is NOT business as usual. A lot of technology that came in three years ago doesn’t work anymore.”**  
– Saul Berman, IBM

Nearly the entire success of the **Reno bank's** Development and Product Support/Maintenance teams may be attributed to their distinctive hiring strategy.

Team members check for a collaborative approach throughout interviews. Although it isn't often the primary factor for selecting individuals, it is used throughout the entire organisation for team development and regular communication. Interview methods are solely based on the life experience attained in accordance with the ideals established by the company.

Examining core behavioural traits like expressiveness, assertiveness, and adaptability as well as fundamental thinking traits like analytical, structural, social, and conceptual thinking is another area of focus.

Many rounds of interviews with the different panellists were conducted to confirm all claims of collaboration.

Also, the Human Resources division looks to hire people who have a variety of thought processes in addition to cultural, gender, and ethnic diversity. Workers are also used as a resource during interviews to make sure that the prospects would complement the particular culture and skill set of that team. The procedure is not uniform; rather, it is tailored to each role.

The **Reno bank's** laudable collaborative environment is a result of important internal processes, including weekly meetings and cross-training initiatives. The development and maintenance support departments put a lot of effort into expressing gratitude to and meeting the needs of other teams because they are aware of their place within the larger organisation. Also, the staff displayed excellent levels of individual accountability.

Development staff members aren't afraid to get their hands dirty and frequently handle minor issues on their own rather than phoning maintenance. Also, the company makes a point of uniting in celebration of its achievements.

## Discussion Item:

- You are the team coach for this team, what are all aspects you will look into to start your coaching?
- How do you interpret this item?
- If all the things are going well, what role are you going to play?

As the team coach, there are several aspects that I would look into to start my coaching. These include:

- Assessing the players' skill level: I would observe each player's performance and identify their strengths and weaknesses. This would help me to tailor my coaching approach to meet the individual needs of each player.
- Setting goals: I would work with the team to set achievable goals that would help them to improve their skills and performance. These goals should be specific, measurable, and time bound.
- Creating a training plan: I would develop a training plan that includes drills and exercises designed to improve the players' skills and fitness levels.
- Establishing team culture: I would work to create a positive and supportive team culture that encourages hard work, respect, and teamwork.
- Communicating with parents: I would establish open communication with parents and keep them informed about their children's progress and any concerns or issues that arise.

Interpreting this item means understanding the situation and context in which the coaching is taking place. It is important to consider factors such as the skill level of the players, the team's goals, and the team culture when developing a coaching approach.

If all things are going well, my role as the coach would be to provide guidance and support to the team as they work towards achieving their goals. I would continue to monitor their progress and adjust my coaching approach as necessary to ensure that they continue to improve.

Additional questions that could be asked to learn more about the situation might include:

- What is the team's current record or level of success?
- How often does the team practice and for how long?
- Are there any specific challenges or issues that the team has faced in the past?
- What is the team's overall attitude and motivation towards training and playing?
- How do the players interact with each other both on and off the field?
- What is the team's overall approach to the game (i.e., offensive, defensive, etc.)?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming RPA (Robotic Process Automation)**

### **Case Study Forty-Two**

**“90% of CEOs believe the digital economy will impact their industry, but less than 15% are executing on a digital strategy.” – MIT Sloan and Capgemini**

At the **RPA (Robotic Process Automation)** division, Jack serves as the Lead Manager. Jack has been engaged to create this department and launch this project within the company. There was an agreement to expand the workforce to meet global needs.

The epidemic has caused the suspension of recruitment. Jack is expected to care for himself independently. There are a few team members who have expressed interest in learning about robotic process automation, but they lack RPA expertise. Together with completing the task, they will be learning from other RPA professionals.

**Jack** has been working on this project for the past six months and is aware that there is no chance of recruiting fresh members. Jack has been given the responsibility of managing the current workforce. There is a persistent demand to show work progress.

**Jack** has laid out the plan and the strategy for what needs to be done and how, but the necessary personnel lacking the necessary skills are not present. Members of the team are anxious because they fear they won't be able to predict what will happen to this new project. Due to their lack of skills, they are unable to do any meaningful employment. Because of the intense need to demonstrate improvement, there is a continual struggle.

There is little indication that the firm will increase its RPA investment. Numerous leadership initiatives failed to provide any signs of advancement. Before making additional investments, the leadership wants to run the show with the current members and demonstrate improvement. There is a standoff right now. Under pressure, Jack's energy is dissipating.

You are the team coach for this team, which consists of 6 people, including the lead manager Jack.

### **Discussion Items:**

- What is your coaching strategy and guideline for this team?
- How can you build this team a high-performance team?
- What is it you want to change, and why?
- How will you hold yourself accountable?
- Can you tell me more about the team's current strengths and areas for improvement?
- What are the team's goals and objectives, and how do you plan to help them achieve those goals?
- How do you plan to foster communication and collaboration within the team?
- Can you give an example of a successful coaching experience you have had in the past?
- How do you plan to address any conflicts or issues within the team?
- What resources do you have available to support the team's development?
- How do you plan to measure the team's progress and success?

- What kind of feedback and support do you plan to provide to individual team members?
- How do you plan to encourage a growth mindset within the team?
- How do you plan to celebrate the team's successes and milestones?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Jayavel's team**

### **Case Study forty-three**

**“One of the factors that I believe is the biggest obstacle to transformation is the fear of cannibalization.” – Ganesh Ayyar, Mphasis**

**Jayavel** is the Product Owner. He is an astonishingly gifted product owner. He is developing a programme for datacentre to cloud migration. The organisation lacks much expertise in this really large, huge programme. To complete his mission, he hires one vendor. But it also affects many other departments, who must support this procedure.

The cloud migration work was the invention of **Jayavel**, who had an inflated sense of self. For this work, he doesn't want to give anyone else any credit! He does all of the transformation work with the vendors, not involving the other department in any way. The department head regards him favourably.

The department director has faith in his skills. The strategic plan to move all units to the cloud has almost been established by him. He didn't want to give the credit to the other product owners; thus, he was lacking the backing of the other team. The tension grows between the **Jayavel** squad and the other scrum teams. Once anxiety has increased to the highest level, the higher management must dissolve the transformation work.

The business is well aware that moving to the cloud is necessary since the costs of operating the data centers and paying license fees are unaffordable.

### **Discussion Item:**

You are the team coach.

- How do you bring in a High-performance team in the whole setup?
- What strategy will you employ here to build a collaborative team?
- How will you hold yourself accountable?
- How do you interpret this item?
- Can you describe the team's current level of performance and what factors you believe are contributing to that level of performance?
- What are the team's specific goals and objectives, and how do you plan to help them achieve those goals?
- How do you plan to identify and leverage each team member's strengths and expertise?
- How will you ensure that the team is aligned and working towards a common goal?
- How will you facilitate effective communication and collaboration within the team?
- How do you plan to provide support and resources to the team to help them achieve their goals?
- How will you monitor the team's progress and success, and what metrics will you use to measure that success?
- How will you address any conflicts or issues that arise within the team?
- How do you plan to encourage and foster a culture of trust and accountability within the team?
- How will you celebrate and recognize the team's successes and milestones?



**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Expanding Gym Membership:**

### **Case Study forty-four**

**“The last ten years of IT have been about changing the way people work. The next ten years of IT will be about transforming your business.” – Aaron Levie, BOX**

Koka is managing his fitness center. His great-grandfather was a very wealthy farmer. Koka has constructed multiple gyms in the various nooks and crannies of the city because he wants to achieve something on his own.

He hired fitness instructors and initially rented out all of these gyms; eventually, he constructed his own facility.

He was doing well, but the Pandemic resulted in a significant loss.

He has trouble getting people to come to his gym!

He made a significant financial investment on the gym's surroundings. a setting made for performing many workouts. To encourage people to stretch more, a motivational poster and theme have been put to the gym walls. He will suffer a great loss if no one shows up to the gym. His online membership is insufficient for his firm to succeed.

He is looking into a variety of ideas to draw people to the gym. (Physical)

To encourage people to go to the gym, he has also started offering healthy snacks and a juice counter afterward.

He wants to expand his gym further.

### **What strategy could he adapt?**

He hired a consultant to provide him with some idea

- He has started giving dress materials to the individuals who show up to the gym. Those clothes are aligning with the sports brand, which inspires individuals to look healthy and feel healthy.

This strategy worked for a few youngsters as they wanted to look attractive to social media time

During or after the gym, they take photos with the new trendy gym cloth, which multiplies their look

It creates some buzz in the individuals and wishes to come to the gym.

- He has established a wall-mounted dashboard for all his gym individuals to exhibit, when they are in the gym, how many calories they are burning, showing as a weekly trend.

He maintains internal rivalry among his gym members to push their boundaries and improve as a result, which creates a fantastic awareness among all of them.

Their mobile device and sports watch, which they are using, transmitted the visual image. Everyone has received a Fitbit watch as a gift, and he urges everyone to track their progress.

The push from society to improve oneself and get healthier did, in fact, work on everyone.

He has created a family atmosphere through his gym membership strategy

- He is sharing WhatsApp news about the latest health trend, and health-related information to create awareness.

Every week, he invites a nutritionist to lecture for 30 minutes at his gym about good behaviors. Ask the experts every Saturday morning and evening.

Several children are listening to this session.

The majority of those who benefited from these sessions were lazy people. They were able to overcome procrastination thanks to repeated messaging.

- Walking and cycling

He was training individuals who were interested in cycling and walking weekly.

All these folks were being urged by him to take part in the neighborhood cycling and marathon competitions.

Several of the people became really enthusiastic about it. His gym members have included winners of 10k marathon competitions.

All of these events are attended by him personally.

Currently, his gym membership is fully booked.

The most active person in the gym can be identified by any of the users.

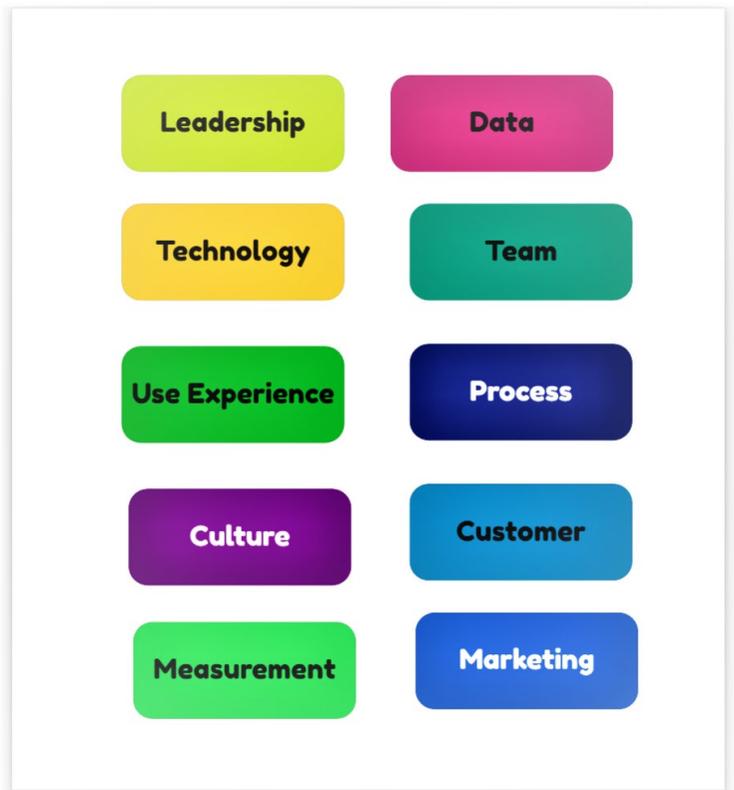
When they reach particular milestones, he rewards them. His instruction has produced a lot of fitness teachers.

He desires a considerably steeper ascent.

What ideas do you have for Koka to grow his business?

How would you have recommended Koka become a household name or a unicorn company in India if you had been the invited consultant?

What advice can you offer for this gym expansion project by using these 10 forces?



## **For Koka's business growth:**

- What is Koka's current target market, and is there potential for expansion into new markets?
- Are there any untapped marketing channels or partnerships that Koka could explore?
- How can Koka differentiate themselves from competitors in the industry?
- Are there any new product or service offerings that Koka could introduce to attract more customers?
- Can Koka optimize their pricing strategy to improve customer acquisition and retention?
- How can Koka leverage technology to enhance the customer experience and streamline operations?
- What is Koka's current customer feedback and satisfaction level, and how can they improve upon it?
- Are there any potential mergers or acquisitions that could benefit Koka's business?
- How can Koka improve their branding and public relations efforts?
- Can Koka explore any international expansion opportunities to diversify their revenue streams?

## **For Koka to become a household name or unicorn company:**

- What are the current market trends and demands, and how can Koka position themselves to meet those demands?
- Can Koka create a unique value proposition that sets them apart from competitors?
- How can Koka scale their business model while maintaining quality and customer satisfaction?
- Are there any potential investors or strategic partnerships that Koka could leverage to accelerate growth?

- Can Koka invest in research and development to innovate new products or services?
- How can Koka optimize their branding and marketing efforts to increase brand recognition and awareness?
- Are there any potential international expansion opportunities that could accelerate growth?
- How can Koka leverage technology and data to make data-driven business decisions?
- Can Koka create a strong company culture and attract top talent to drive growth?
- How can Koka prioritize customer satisfaction and retention to build a loyal customer base?

### **For the gym expansion project using the 10 forces:**

- What is the current market demand for gyms in the expansion area?
- Can the gym differentiate themselves from competitors by offering unique classes or amenities?
- How can the gym optimize their pricing strategy to attract customers and maintain profitability?
- Are there any untapped marketing channels or partnerships that the gym could explore to increase awareness?
- Can the gym leverage technology to enhance the customer experience and streamline operations?
- How can the gym optimize their staffing and operations to maximize efficiency and minimize costs?
- Are there any potential community partnerships or events that the gym could participate in to increase visibility and community involvement?
- Can the gym invest in research and development to innovate new workout equipment or techniques?
- How can the gym prioritize customer feedback and satisfaction to improve retention and loyalty?

- Are there any potential expansion opportunities in nearby areas or cities that the gym could explore?

**To discover the unknown:**

- What are the biggest pain points or challenges facing the business?
- What are the current customer feedback and satisfaction levels?
- Are there any untapped opportunities or potential partnerships that the business has not explored?
- Can the business leverage data and analytics to make informed business decisions?
- What are the current industry trends and demands, and how can the business adapt to meet them?
- Can the business invest in research and development to innovate new products or services?
- How can the business prioritize customer satisfaction and retention to build a loyal customer base?
- Are there any potential mergers or acquisitions that could benefit the business?
- Can the business invest in employee training and development to improve performance and productivity?
- Are there any potential international expansion opportunities that could diversify revenue streams?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper using a pen and a piece of paper. (DO THIS NOW).**

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# Build Drone Service Business

## Case Study Forty-Five

**“When digital transformation is done right, it’s like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar.” – George Westerman, MIT Sloan Initiative on the Digital Economy**

We wish to establish a drone service company! That is what some of my few companions think.

Now where to start?

This is a UAV startup space.

Drones, also known as “unmanned aerial vehicles” (UAVs), are swiftly growing into indispensable tools in a range of industries. The global drone market is expected to grow 57.5% by 2028.

It requires specialized skills to launch a business model.

Aerospace, aircraft hardware, and remote sensing-related skills are needed; at least some core members require to know all of these.

They started collecting these questions and probing the readiness from our side.

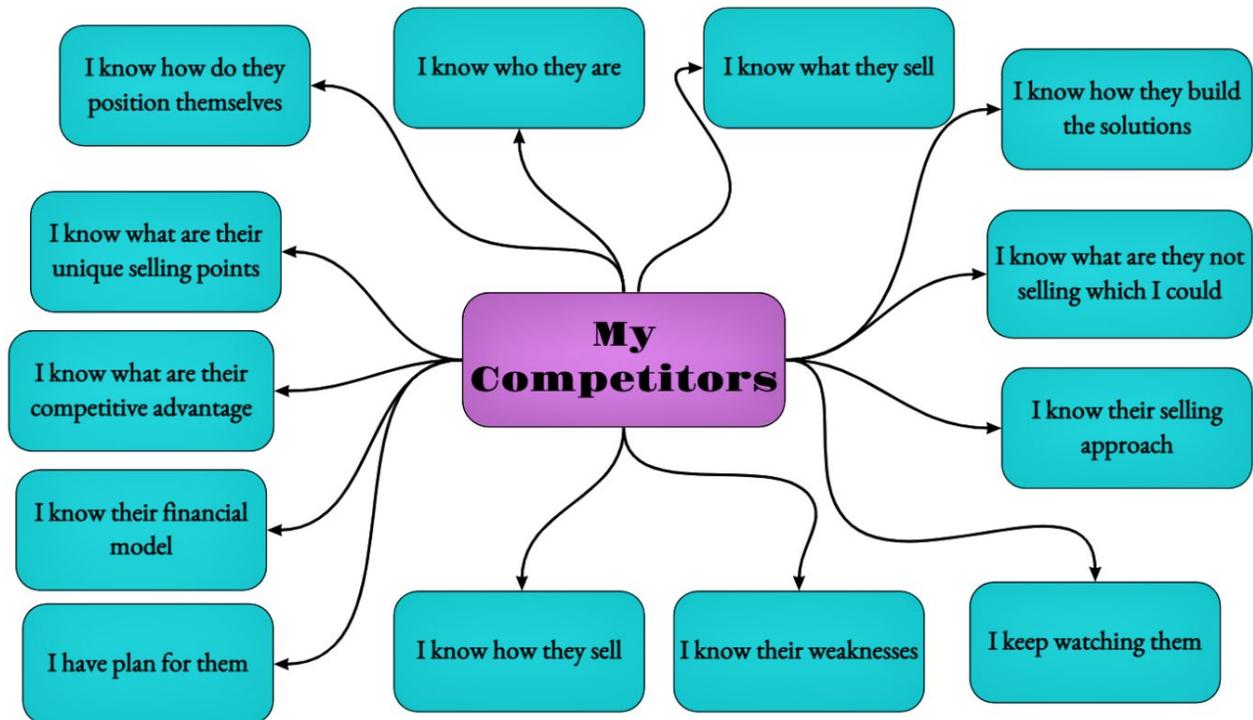
They spent 6 months on these 2 building blocks and came up with the proposals.

### First building block is Customer:



How can we confidently answer all these questions and most of these questions are 100% correct for our business?

Second Building block is my competitors:



How can we confidently answer all these questions and most of these questions are 100% correct for our business?

After 6 months of intensive study, my friends commence the company.

Mostly targeted for the **photographers** and later into the **agriculture segment**

There are many challenges they have to deal with

One of the biggest hindrances around implementing drones on a large scale has to do with national security.

Drones are being utilized to survey and map large areas for various mining and metropolitan expansion purposes. There is a chat that shortly drones will be used in last-mile logistics. What other applications do we have for commercial drones?

- How to improve traffic and Obstacle Detection?



- How to improve the mileage of drones?
- When GPS malfunctions, what is the alternative?

My friend does not have answers to all these challenges!

With all these preparations, after suffering considerable money, my friends have to close down this business recently. They could not withstand the operating cost as it was bleeding without any money inflow.

### **Discussion Item:**

- How could you have proposed to my friends to stay in the business?
- What data would you prefer to look at to uphold their business for future expansion and relevance?
- How will you hold yourself accountable?
- What information do you need to move forward?
- What are the current strengths and weaknesses of the business, and how can these be leveraged or addressed to improve performance and relevance?
- What are the key market trends and customer preferences in the industry, and how can the business stay up-to-date and relevant in this changing landscape?
- What are the current and potential competitive threats to the business, and how can these be addressed or mitigated?
- What are the short-term and long-term business goals and objectives, and how can these be achieved through targeted strategies and tactics?
- What are the key operational and financial metrics that should be tracked and monitored to assess business performance and progress toward goals?
- How can the business differentiate itself from competitors, and what unique value proposition can it offer to customers?
- What are the potential risks and challenges associated with future expansion, and how can these be addressed or mitigated?
- How can customer feedback and insights be gathered and utilized to improve products and services and increase customer satisfaction?

- What role can technology play in the future success of the business, and what investments may be necessary to leverage these opportunities?
- What partnerships or collaborations may be beneficial for the business to pursue, and how can these be approached and cultivated?

What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).

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# CHAPTER 05

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## Business Agility

### Connected Health Business Agility Case Studies

#### Case Study Forty-Six

**“Someone is sitting in the shade today because someone planted a tree a long time ago.” - Warren Buffett**

**“Connected Health”** is a company based in India. It is thoroughly devoted to enhancing the patient experience, discovering fresh approaches to relating patients with providers, and delivering medicine at scale.

They desired to have a complete solution to digitize doctor-patient communications. Develop mobile application and connected health platform that facilitates real-time, HIPAA-compliant communications between healthcare providers and patients. This app enables a patient in needs to schedule an appointment and communicate with a doctor to explore medical help. The doctor also can prescribe medicines online, which can be handed out to the patient from pharmacies.

What are the challenges to attaining these ambitions? What do you think?

- It should be a dedicated platform to carry out doctors, patients, and nurses' collaboration
- It should provide Slot-based appointment booking with doctors
- It should have 24/7 emergency online medical guidance
- It should have live video calls connecting doctors and patients
- It should have an online prescription facility also
- Need to hook up information about local hospitals, healthcare centers, doctors, and clinics to be accessible on the platform
- It should have an appointments facility wherein users can choose time slots

- It should easily send and receive prescriptions from pharmacies & doctors
- It should have the medical record of the user to be displayed and stored within the platform
- The users should be able to store their medical records in one consolidated platform and not worry about losing them.

The telemedicine application facilitates appointment taking and e-prescription authorizes users to avoid irrelevant complexities. The transparency in storing data adds to the advantages of this telemedicine platform.

- What are the challenges to establishing this business to scale?
- What are the diverse technology management challenges you forecast?
- How do you think my friend will be adequate to run the show?
- If you were the product coach for these founding members, what ideas would you give?
- Should they do a competitive analysis? Market analysis?
- Should they develop a Business Model Canvas to identify the complete business landscape?
- How can they secure the funding to launch this business?
- How do they establish product-market fit?
- What could be their marketing and sales strategy?
- How do they validate their idea?
- What is their market proportion?
- How do we ensure legal issues, if any, need to be taken care of?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# Transforming Manual maintenance & Inspection challenges

## Case Study Forty-Seven

### **“Don’t risk more than you can afford to lose!” - The Backroads Bosslady**

The client is based out of Germany and building up a solution that can solve the problem of **manual maintenance and inspection** of various pipes in a cement plant through automation.

It is a **condition-based investigation** process whereby inspection data is compiled via a tablet investigation application, on offshore platforms, remote yards, and workshops across the factories and made accessible to asset owners through a web-based platform. The program, thus, requires a back-end application so that legacy data, manual data entry, and editing can be accomplished.

All apparatus is liable to corrosion and fatigue due to the harsh conditions of chemical water, pressure, and harsh weather.

Therefore, apparatus preservation is key to preventing holes and cracks or damage to the joint threads. Constant investigations can benefit factory owners, singling out any weaknesses in their equipment systems that could put workers at risk. Investigations can again spot glitches in the equipment, spotting minuscule cracks or abrasions before they grow into significant issues. To address the issue of maintaining and storing the investigation data adequately and also to make the process thoroughly automated, the system has to be built on AI and machine learning technologies.

The opportunity of the project is to optimize the present investigation process and establish a platform that supports equipment owners to switch to Condition Based Maintenance. The platform will be an entirely automated system that collects the batch of raw investigation data from diverse sources and is processed by the algorithm implemented on the Data architecture.

- What to do with the raw inspection data collected by the diverse sources?  
Technological challenges, how can we optimize this step?

The team needs help to determine the exact point of fracture or degradation in machines in the factory Handling and prioritizing the monumental amount of data that is fed to the system after the accurate investigation by the teams.

## Discussion Item:

- What do you think about how the product team started working on this approach?
- What could the outstanding product management strategy be?
- How did the team interpret the success criteria in this project?

Do you think of it as a technology-only project? Should we involve the best Product Manager?

- How did the team arrive at this approach? Were there other approaches considered?
- How has the market responded to this approach? Have there been any challenges or unexpected outcomes?
- How does the product team gather and incorporate feedback from customers and stakeholders?
- How does the team prioritize features and updates for the product?
- How does the team stay up to date on industry trends and competitor activities?
- How does the team measure success and track progress towards goals?
- What role does data play in the product management process? How is data analyzed and used to inform decisions?
- How does the team collaborate with other departments, such as engineering and marketing, to bring the product to market?
- What challenges has the team faced in executing this approach, and how have they been addressed?
- How does the team ensure that the product is meeting the needs of its users and providing value to the company?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Save my Transport Business

### Case Study Forty-Eight

**“Service is the rent we pay for being. It is the very purpose of life, and not something you do in your spare time.” - Marian Wright Edelman**

Marc chooses to expand his transport business.

He is taking care of his uncle’s business. His uncle has become old and does not have any other individual to take care of the transport business.

Uncle does not have any children. His uncle tried with many managers, but all managers were not trustworthy enough to delegate complete business to them. Many times, managers took all the money and ran away.

He is having 10 employees to manage the whole show.

He has a tie-up with an automobile spare parts dealer, and a garage to maintain the busses, and park these buses at night.

He does not have much order flow to buy the latest modern bus.

Recently, a rail line started operating on the same line where he is ferrying the passenger has minimized his business margin.

Marc did his MBA from a reputed institute recently and joined his uncle’s business as no one looked after his old established business.

The business model is to transport passengers from Village to the capital city (170 km total to cover in 3-4 hrs.).

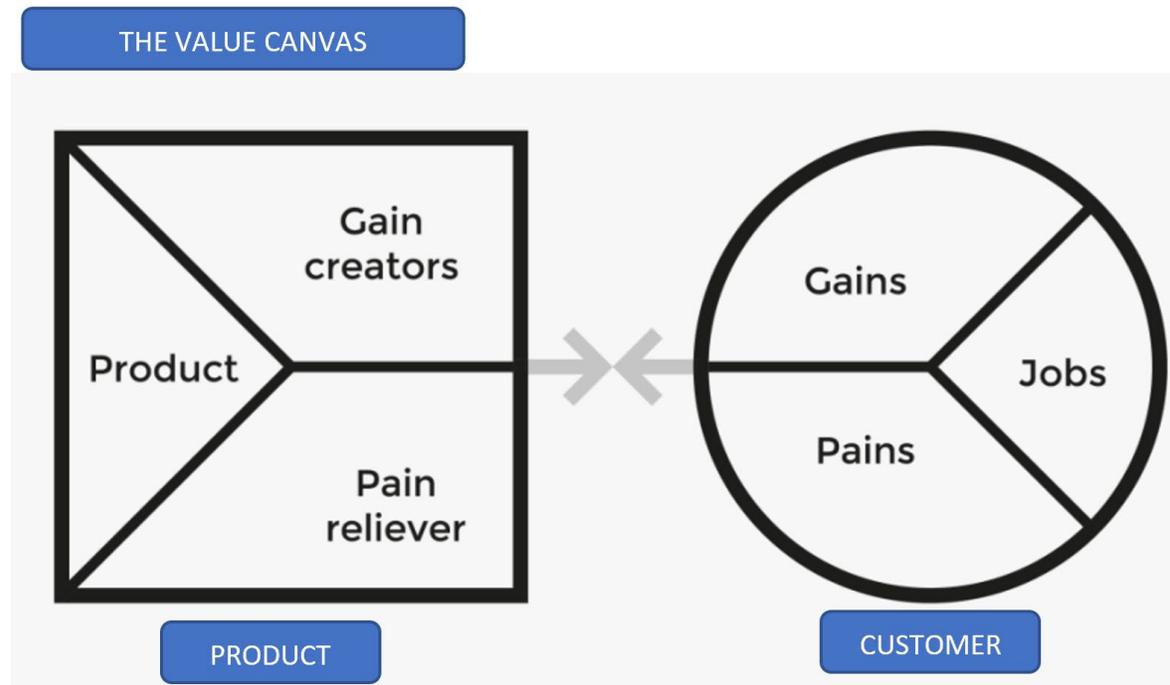
They have 4 buses which cover 2 different towns to and from the capital city, round trip 4-8 times in a day (based on the conditions).

Occasionally it rains heavily (landslides, flooding in the street, etc. cause challenges)

The business is performing ok.

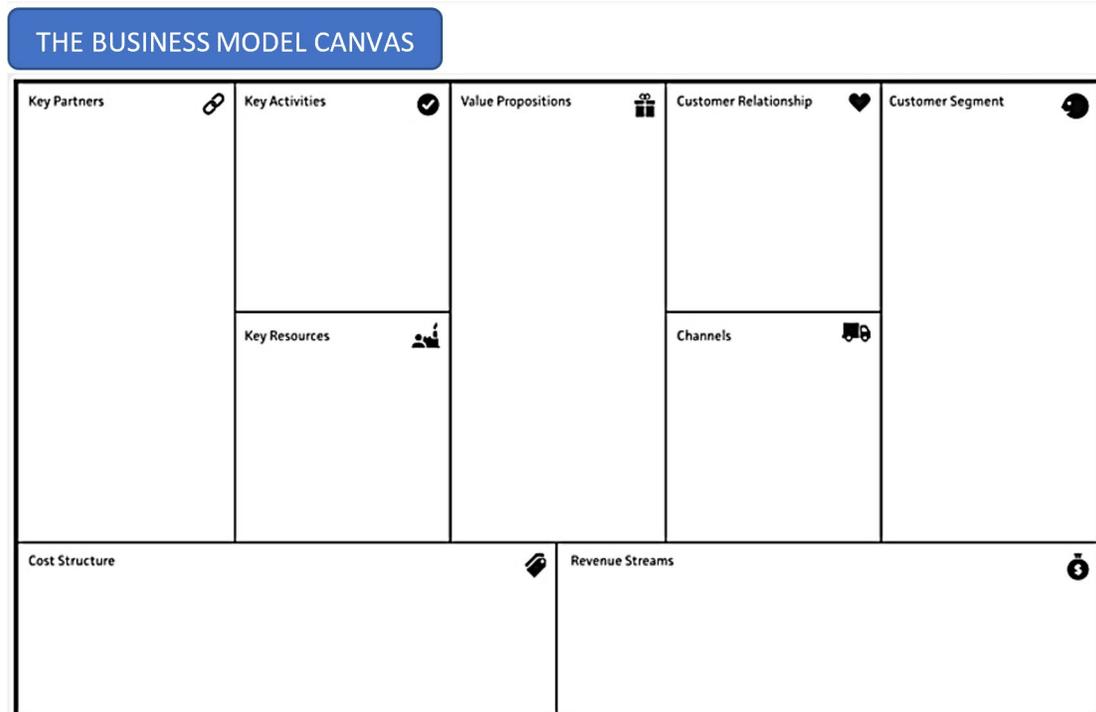
There are many challenges.

Rising fuel price, obsolete technology used to book the passenger details, old buses and high maintenance cost, Dreadful Road conditions on the way to the capital, hooligans, and political influence, etc.



- Marc looked into the Value proposition canvas (and considered a lot)
- Marc analyzed the customer segments and discussed with many of the passengers the service offered by them.
- As a new business owner, what are some of the steps Marc can take to improve the customer experience?
- What should he stop doing and what can he start?
- How can technology adoption enable the business to expand profit?
- When can he resign from his position, saying nothing can be done here better? "I Quit"





Marc is checking with some of the alumni, some of his relatives, and acquaintances in the same business, to obtain some business insights.

If you were the business coach, what are some of the short-term and long-term recommendations you would have provided to build up this business before Marc decides to close down his business?

- What information do you need to move forward?
- What barriers stand in your way?
- What are the potential risks and challenges associated with the business?
- What is the target market for the business? How well-defined is this market, and what are its characteristics?
- What are the core value propositions of the business, and how do they differentiate it from competitors?
- What is the revenue model for the business? How does it generate revenue, and what is the pricing strategy?
- What resources are needed to launch and sustain the business? How will these resources be acquired and managed?

- How does the business plan to acquire and retain customers? What marketing and sales strategies will be used?
- What is the competitive landscape for the business? Who are the key competitors, and what are their strengths and weaknesses?
- What is the overall market size and growth potential for the industry? What are the trends and drivers that will impact the business?
- What regulatory or legal considerations need to be taken into account for the business?
- How will the business measure success? What are the key performance indicators (KPIs) that will be tracked?
- What is the timeline for launching and scaling the business? What are the major milestones and deadlines?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Automobile Service Center: How to Expand the business?**

### **Case Study Forty-Nine**

"I never dreamed about success. I worked for it." - Estée Lauder

I am a product coach!

My companions know that I work with international clients and serve them to establish better products and solutions.

My acquaintance is running an auto service company and wishes to pick up some guidance from me concerning how they can expand that business?

I have discussed with my friend to understand what type of challenges he is confronting today and what he wishes to accomplish?

India is supposed to become the 3rd largest auto manufacturer by 2020 and is expected to reach the 7 million vehicles milestone. It is a lucrative space to be in.

He got some funds from somewhere

He wants to know how to expand this auto service business.

His current shop, though it does not have any branded car tag, it is the place where all the old vehicles come for repair at his place.

One of the biggest problems is the volume of cars that come in for servicing.

He is not able to manage the flow. He is considering how can he modernize and what will be the ROI?

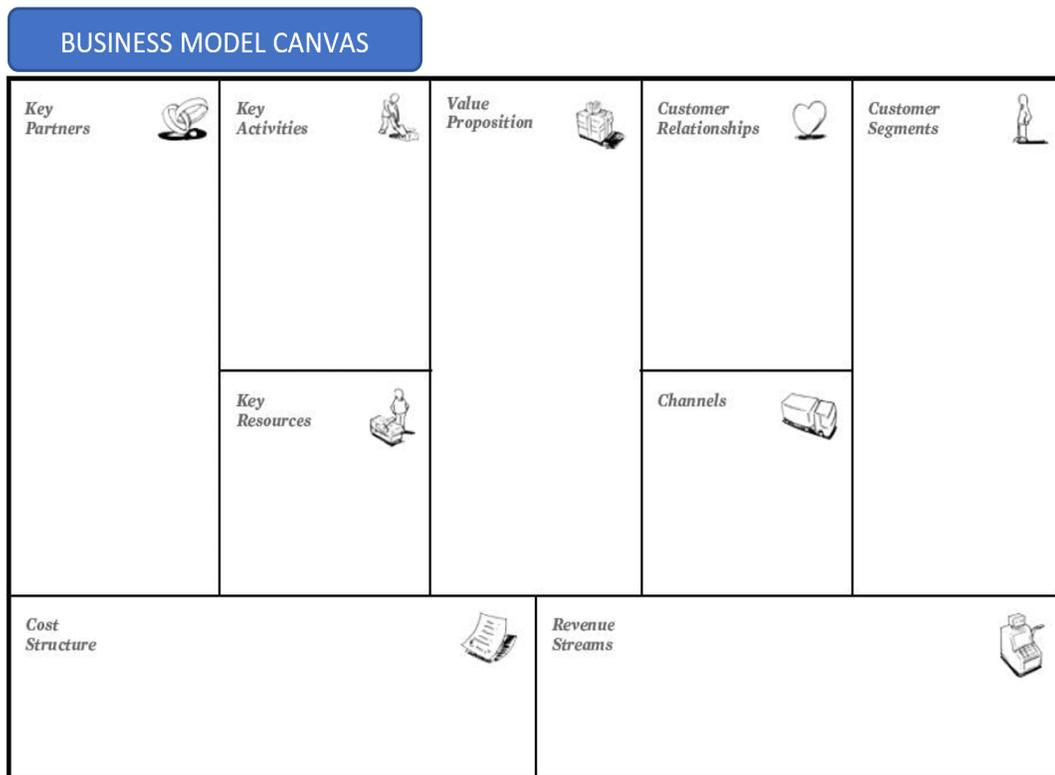
Another thought in his mind is shifting his place to a considerable space for operation with a significant populated place. He is again seeking into the feasibility of location, space, cost, and what could be the ROI?

He has been in this business for the last 15 years. He has 8 employees right now. 5 Employees are with him for a long time and those are good & loyal. He is considering about how many more he can go for and when? What will be the logical points as obtaining an experienced technician is a costly affair? Availability & retaining them are also challenging. He has been changing his stuff several times in a year due to some other reasons!

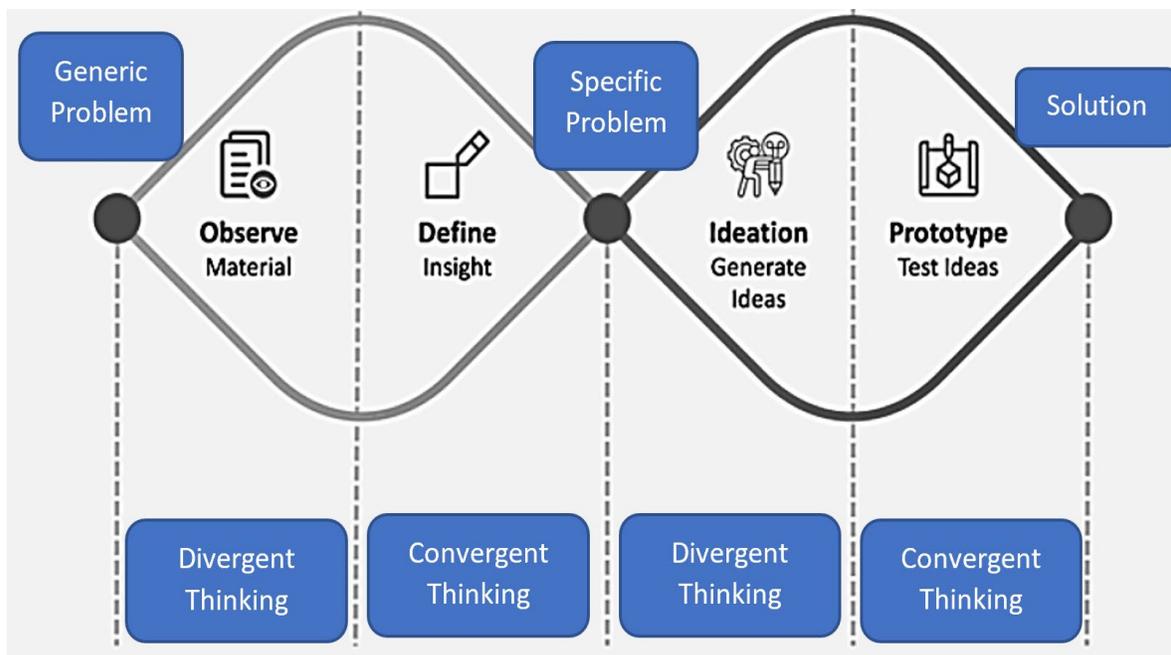
His ongoing significant work is car wash, wheel balancing and alignment, Tyre puncture and repairmen, battery service, and several oil change services like engine oil, gear oil, steering oil etc., He was looking for what more he should offer? Should he get into Electrical jobs like horn, light, etc., or Car body repair services like painting and denting, what will be the ROI?

He was looking for what type of market research could benefit him to decide on all these points? What is his target customer? What could be the marketing strategy he should adopt? What should be the % margin he should opt for which helps him retain the customer and his profit? What is the existing client list? Does he maintain those clients and connect with them? or do all those clients come to him on a need basis? Does he collect after-service feedback to improve his offering?

Which tool, template, or checklist can help him?

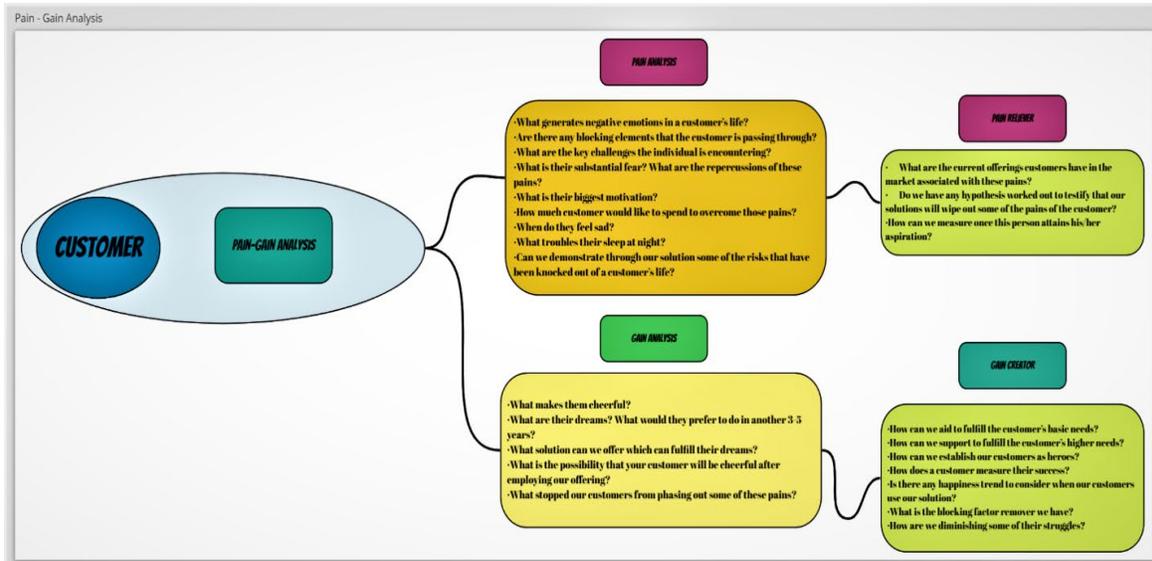


How can design thinking approach help him? As a Product coach, can I help him to expand this service business?



# What would you recommend if you were hired as a consultant to coach him?

I have started the journey from here...



- How can design thinking be applied to this particular business? What specific challenges or opportunities could be addressed using a design thinking approach?
- What resources or expertise does the business currently have in design thinking? How could this be expanded or improved?
- How does the business currently engage with customers? How could design thinking be used to improve customer engagement and understanding of customer needs?
- How could design thinking be used to develop new products or services for the business? What processes or tools could be implemented to support this?
- How does the business currently collect and incorporate customer feedback into its product development process? How could design thinking be used to improve this feedback loop?
- What role does technology play in the business? How could design thinking be used to develop or enhance technology solutions?
- What is the company culture like, and how could design thinking principles be integrated into the culture and ways of working?
- What is the budget and timeline for implementing design thinking approaches? How will success be measured and evaluated?
- How can the coach work with Koka and his team to build design thinking capabilities and foster a culture of innovation and customer-centricity?
- What are the risks and challenges associated with implementing design thinking approaches, and how can these be addressed?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# System Integration Architecture work, what to look for?

## Case Study Fifty

"Don't expect anything from anybody, work hard, put your head down, be good at what you do, and good stuff will happen..." Deborah Meaden

Recently, **Shipconnect** organization purchased a modern cloud-based ERP system to modernize its digital transformation endeavor.

They have many legacies on premise applications and systems which customers are using for their Shipping solutions.

They wish to launch the new system, which cloud-based solution and establish their system integration journey and wondering where to start.

They have many disparate massive systems that require integration to obtain the absolute business benefits.

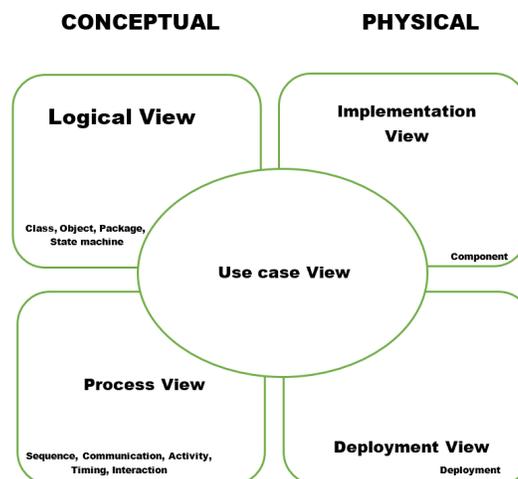
They have thought about the user journey analysis to start with.

They also thought about the data flow diagram to start with.

They have recognized that system complexity is extraordinarily high, and they cannot go ahead with the big bang procedure, so they adopted the MVP approach and iteratively went live.

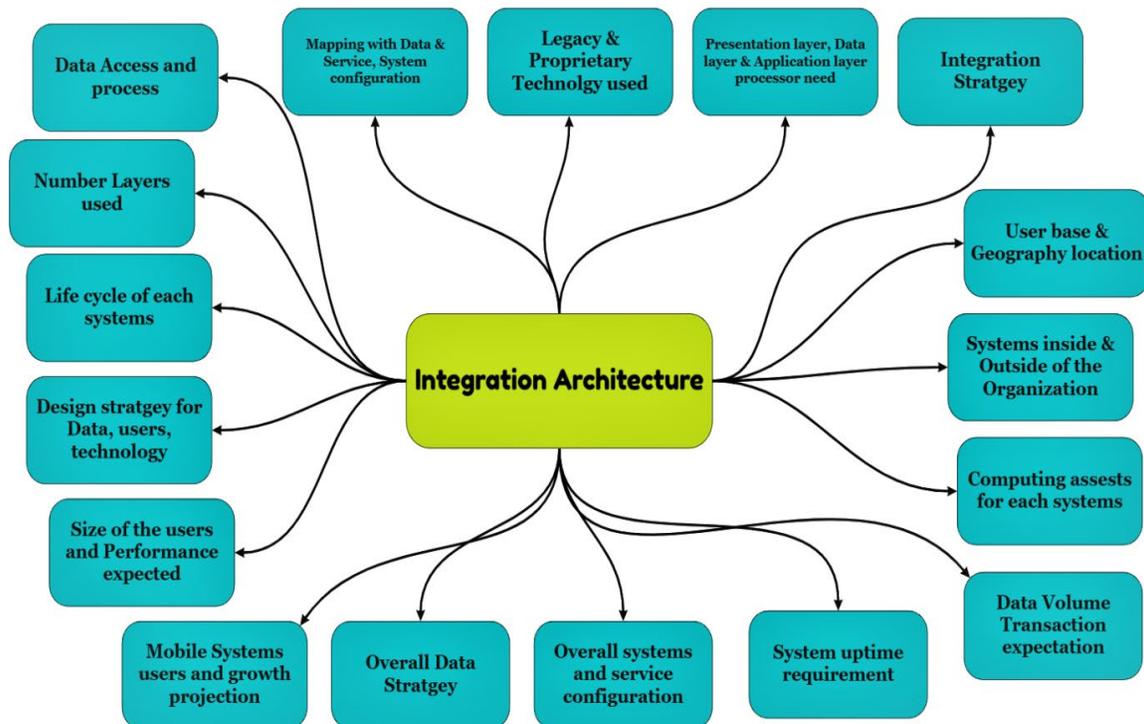
They have commenced using as-is and to-be to identify the gaps.

They looked into **Kruchten's 4+1 views for solution architecture**.



- **Logical view** - describes the functionality that the system serves to end users
- **Development / implementation view** - describes the system from a programmer's perspective and is concerned with software management
- **Process view** - describes the dynamic aspects of the system, reveals the system processes and how they communicate, and focuses on the runtime behavior of the system. The process view addresses issues like concurrency, distribution, integrators, performance and scalability
- **Physical/ deployment view** - describes the system from a system engineers' point of view. It is concerned with the topology of software components on the physical layer, as well as communication between these components.
- **Use cases** - describes a small set of use cases, or scenarios, the fifth view. They are applied to single out architectural elements and to represent and validate the architecture design.

They have also associated all these below points to figure out the systems Integration Architecture work better.





## Discussion Item:

- As a part of product coach, what do you recommend for this Systems Integration work to be successful?
- How do you think business and technology are blending together to figure out the business solution?
- What do you think would be a good first step?
- How do you interpret this item?
- What are the specific goals and objectives of the Systems Integration work, and how will success be measured?
- What are the current challenges or pain points in the business that the Systems Integration work aims to address?
- What is the scope of the Systems Integration work, and what are the key deliverables and timelines?
- Who are the stakeholders involved in the Systems Integration work, and what are their roles and responsibilities?
- What is the current level of technology infrastructure and expertise within the organization, and how will this impact the Systems Integration work?
- How will the Systems Integration work impact other areas of the business, such as operations, sales, and customer service?
- What risks and challenges are associated with the Systems Integration work, and how can these be addressed?
- How will communication and collaboration be managed throughout the Systems Integration work, both within the project team and with other areas of the business?
- How will the Systems Integration work be integrated into the broader business strategy and roadmap?
- What lessons can be learned from previous Systems Integration projects, either within the organization or in similar industries, and how can these be applied to the current project?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **SAP to Salesforce roll-out: How to bring these changes quickly?**

### **Case Study Fifty-One**

**"Everyone should pull their finger out and start a business and to believe in themselves. There is nothing else to it. Anyone can make a £100m. But most people don't go out and try. They just stand in the pub and complain."- Duncan Bannatyne**

Remember days when you had to transfer from one school to another? One city to another due to some family reason?

What was the experience like with these changes (Good, Bad & Ugly)? I had to do such things many times as my father in a job where he has to transfer cities.

It is a significant shift for me, as I have to change my friends, new school in the new city.

New place to play and make new associate.

How do we make such change easy in corporate life when we shift a large system with a more modern system? e.g., SAP system to Salesforce system with many real-time users.

What is risk of losing something? What is the risk of business disruption?

What is the major resistance on the way to adopt this modern system?

- People from the systems users will protest as they have to relearn and redo everything in a new way.
- Leadership is not interested to hear complain from their team members, so they are missing in the show!
- Cost increases a lot of time will go for understanding the system

What do we work out to carry out those transformations smoothly?

How can we carry out this transformation minimum impact?

We have looked into all these areas to take care of the change.

We have set the objective to safeguard our success in this new system adoption journey.

There are a few phases where we maintain all these change steps

- Analysis phase
- Configuration phase
- Data Migration phase
- Parallel run phase
- Decommission phase

We follow this model (ADKAR)

- a) Awareness
- b) Desire
- c) Knowledge
- d) Ability
- e) Reinforcement

We commenced with small pilots. and those feedbacks from the pilot integrated into further work.

We did an impact analysis of the system, identified the target impacted team members

Got their leadership buy-in at this approach.

Let us examine how each area we have enhanced.

### **Awareness:**

Changing into a new system, requires expanding the awareness through Demo, Training, and learning videos, Quiz etc.

There must be a focus group or learning clinic which can promote the people's knowledge.

*When I change to many cities! My elder brother used to do this for me!! Discovering all the unknown and sharing with me!!*

### **Desire:**

A few special schemes have been created to enhance the desire for new systems usages. Competency lead discussed with the team members weekly to ensure the new system adoption. Feedback has been provided for improvement. There is award granted for the finest performer based on the new system usages.

### **Knowledge:**

Special award is offered to complete the online learning course on a definite timeline. People who have completed the mandatory trainings, special acknowledgement has been presented to them. Some of these people have been attracted to community meetings for sharing their insights.

### **Ability:**

With the support of the manager, it has been identified who needed training, and who needs mentoring and who requires long-term coaching. Pair support has been established with experts whenever there are some gaps discovered in system usages with some team members.

### **Reinforcement:**

Newsletter with several rounds of community sessions to ensure new system knowledge is growing. There are many small videos created and run frequent in visible places to ensure change persist. There is weekly article distributed about the improvement done by the team members.

*When I was changing the city, my parents used to invite new families to our home for dinner! My mother is a very good cook! Everyone loved to come to our house for new dishes. I have familiarized the people faster in a process, new friends, new information by sitting at home!*

There were one-to-one coaching sessions formed for many of the system users to find out their concerns. The as-is analysis to “to-be” analysis conducted initially has been revised based on some vital feedback. There are some focus group members formed to drive the education program.

What more could have been done?

## **Collecting and Analyzing Feedback:**

Many teams fall into the trap of completing their change management checklist without listening to what employees have to say. The feedback you gather will be helpful in developing corrective actions and post-implementation change management activities. There are a number of different ways to gather employee feedback, including the employee feedback template.

### **“Feedback is the breakfast of champions.” – Ken Blanchard**

Audit Compliance with the new Process, Systems and Job Roles Changes are successful when they are fully implemented and embraced in an organization. Auditing performance ensures that the change is taking place and that the business is realizing the full benefit of the new improvement. How you audit compliance will be very specific to the change you are introducing. The project team can define what these new processes, systems and roles look like, and they can specify the key metrics that will be measured after the implementation. Methods for measuring compliance include:

- Observation
- Performance reports
- System usage

How often is the “old way of doing things” still used?

Analyze the effectiveness of your change management activities.

Feedback and compliance show how well change management is working. Analyzing these inputs and identifying key lessons provides direction for corrective actions, if applicable. For example, you can use this data to identify root causes, diagnose gaps, and manage resistance.

## **Celebrate Successes:**

Celebrating successes not only increases morale, but it builds support among those that may need to “see it to believe it.”

Constantly seek evidence of major milestones and identify early successes, even if they are small. Here are some hints to creating successful celebrations:

- Organize ways to recognize groups and individuals
- Make it public
- Use normal meetings as an avenue for recognition of achievement
- Ensure key sponsors and stakeholders are aware of these achievements
- Involve managers in the chain of command to award these recognitions
- Provide supervisors with ways to recognize their employees

For low-cost celebration ideas, get your team together and brainstorm.

You will be surprised at the low cost, creative ideas your team comes up with and how well those ideas are received.

### **Conduct After-Action Reviews:**

Perform an after-action review for your project. An after-action review is a post-project analysis of what worked and what did not.

This analysis results in lessons learned for the next project. Learn from your mistakes and also from your successes. Begin to build change management competency into the organization. Keep in mind that the after-action review has several sources of information, besides the change management team including:

- Employees impacted by the change
- Customers and suppliers in the process
- Sponsors, stakeholders, and managers in the organization
- Input from each of these groups should be considered when evaluating your overall performance.
- The outcome of this activity should be documented through lessons learned and changes to the change management process for the next project.

All these steps secured the new system change which has come, adopted faster to all the impacted team members.

We understand that one size does not fit all. Force fitting does not work. So, we continue to change our approach based on the individual's feedback with whom we are working with. We must say as program committee members, we were flexible. We listened a lot for this change.

Of course, we have many best change leaders working with us, who are training change managers in these change initiatives.

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Transforming Health care application**

### **Case Study Fifty-Two**

"The road to success and the road to failure are almost exactly the same."- Colin R. Davis

Children's Hospital of Bangladesh, named Baby Care Hospital, a top-ranking children's hospital in Bangladesh, set out to understand what variables prevented parents from pursuing follow-up care after their child is discharged from the Hospital.

Team members while doing research, identified that the complexity of the discharge process, along with the emotional stress of the transition from the child's hospital to home, makes it difficult for parents to absorb important information about their baby's diagnosis, medication, and care.

In order to understand the journey that new parents and Hospital staff members go through during the Hospitalization experience, the team conducted thorough user research and used research frameworks including but not limited to: Clinical observation, Women, Infants, and Children (WIC) observation, Insurance team members, focus groups, and Care Mapping.

After accomplishing these considerations and interviews, we ended up with an extensive volume of observations. We chose to apply the affinity diagram technique,

as it serves as a powerful graphic tool for establishing large volumes of data into salient points. We entered our affinity diagram workshop meeting with the transcripts of our four focus group sessions. Two hours and 100 sticky notes later, we had found points to influence our designs. In supplement to the affinity diagram, we arranged observations into user personas for us to use as a guiding light about our new parents and alternative caretakers.

What do you think about how you will process the solution? What aspects should the solution take care of?

In the discovering the team was considering, each baby's diagnosis, doctors, and recommended medications are included to their profile, enabling parents to remind relevant information about their baby's diagnosis and treatment when interacting with other care teams about their baby's health. Do you see any technical challenges to implementing and maintaining the same?

They were also thinking predefined checklists or 'To Do's are an excellent source of consolidated information for parents who may not have been able to remember all the next steps for their babies during the discharge process.

### **Discussion Item:**

- What do you think, what data to back this idea we need?
- Are there alternatives?
- Will this go wrong in practice?
- What are the benefits of solving this?
- Who will be affected by this idea, and in what ways?
- What are the potential risks and drawbacks of implementing this idea?
- What resources (financial, human, technological, etc.) will be required to make this idea a reality?
- How long will it take to implement this idea, and what steps will be involved?
- Are there any legal or ethical considerations that need to be taken into account?
- How does this idea fit into the broader goals and strategy of the organization?



- Are there any competing priorities or initiatives that may impact the feasibility or success of this idea?
- What metrics will be used to measure the success of this idea, and how will progress be tracked?
- How will stakeholders be involved and engaged throughout the process?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

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3.[RESULT]\_\_\_\_\_

## **Harbor management system**

### **Case Study Fifty-Three**

**“It’s hard to beat a person who never gives up.” – Babe Ruth**

Mr. James is the product manager for “Port of Bangladesh and Authority” and has a turnover of approximately €200 million. He has 1500 people taking care of the port’s end-to-end management.

He is looking for a digital solution through which he can improve the port efficiency. He is using legacy solutions that badly need to be modernized.

Everything needed to be automated by the machine, which was his team’s ambition.

He needs to manage the harbor traffic management system and incoming and outgoing flow. He has to minimize the increasing traffic congestion happening in the port.

He was asking his partners and service providers for a solution. He is shouting in dreams, more bots! More machine! less human!

He is using a semi-automated legacy harbor management system which is outdated and long pending up-gradation and maintenance work. It was a 15 yrs. old system!

The modern port needs to tackle more traffic than 15 yrs. back. Growing concern about wait times is causing a major business problem that needs to be dealt with immediately.

James wants to replace the system without hurting the existing business. And he wanted it yesterday!

It is already generating major revenue for him, so he does want any downtime.

The port traffic is growing, so what could be the modern technology that can improve efficiency, transparency, and quick decision-making

The latest solution needs intensified information exchange, better coordination between involved parties, and better support of the main Harbor Master processes.

Few vendors approached him and started the bidding process. They want to do POC (Proof of concept) and show the project's prices.

Cost of the lot, initial time, and disturbance of the existing business flow in this busy port.

They decided to buy such solutions by replacing the current system with a new one providing at least the same capabilities.

What do you think, as a product manager, where should you start the journey?

The tremendous challenge here was not the technology and knowledge of design techniques but getting clear information from domain experts and users.

- He has hired one consultant to help me enable this product deployment process.
- From the port side there are many people involved in deploying the bought software. It was not fitting as it is; a lot of iterations were going on a smaller scale.
- They have created a large product backlog with a lot of technical challenges.
- Projection was to replace the whole system in 3-4 yrs. Timeline
- Organization structure, and roles were major challenges
- Multiple IT vendors hired to deploy the solution
- There was the question on the reorganization of the existing setup, why? What do you think?
- How do you think users were involved in the whole flow?

- Do you think any queue management is needed? To manage such a large program.

There was no self-organized, self-managed team concept existing. Does it matter to product deployment? What is the repercussion if not improved?

What do you think about how the teams have done, keep improving effectiveness through better ways of working together, improving the organizational system, and especially with users and stakeholders, instead of introducing new teams or team members?

### **Discussion Item:**

- What skill gaps could be potential bottlenecks in this project?
- How about an open space that could help the team? Do you think it was used in this project? If not, why not?
- How would infra-management take care of such an application?
- Are there alternatives?
- What are the possibilities?
- What are the unique features or benefits of the product or service?
- What are the project's goals and objectives?
- Who are the target users or customers of the application?
- What are the key features and functionalities of the application?
- What are the technical requirements and constraints of the project?
- How would you measure the success of the project?
- What is the estimated timeline and budget for the project?
- What are the potential risks and challenges of the project, and how would you mitigate them?
- How would you ensure the security and privacy of the application and its users?
- How would you ensure the scalability and performance of the application as the user base grows?

- What are the legal and regulatory requirements that the application needs to comply with?
- How would you involve and engage stakeholders, such as users, customers, and investors, in the project?
- What is the development methodology and process that you would use for the project?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Learning from my failed Entrepreneur Colleague**

### **Case Study fifty-four**

**I don't think an economic slump will hurt good ideas. – Rob Kalin, Etsy founder**

My colleague established a company related to online dating sites. In 6 yrs. of this journey, he has to shut his operations!! He made many successful marriages from his site but could not sustain his business.

No alt text provided for this image

He was sharing his ambition; he thought he was doing everything right but could not sustain the business because of a shortage of funds and a scarcity of paid users.

He has let go of many of his employees.

He has borrowed all the money with which he has started the business

He has invested a lot of money in marketing which he could not trace properly.

His product was a web-based, mobile friend app, and service-based model offering. He was remarkably good technically, so he knew how to build the technical product wholly. He was confident about this technical skill.

He acknowledges that he could not pursue his users aptly to opt for his service and paid for the same.

He invested all his earnings and also borrowed from the investors who financed his business.

He hired a few employees when he got some traction from users. He hired sales and administration marketing individuals to expand the business.

His product initially was free and had multiple features; it had. He thinks poor sales were the substantial facilitator for his bankruptcy. There are already products in a similar line in the market. Although his product was attractive, persuading users to switch from the existing product was tough.

He could not influence users to shift from the already using product to his product, a big marketing disaster.

He has invested a lot of money in marketing, like Facebook, SEO, Google campaigns, in-person persuasion, and many things.

He tried to make a revenue alternative revenue model like Google ads, but that was not good enough to run the operation cost for his business.

His business model has flaws in that he did not have a strong revenue inflow model and there was none to focus on in that area. It has gone into a death trap slowly.

His product features did not blossom thoroughly, as no one was absolutely concentrated on that part. Focusing on multiple directions has caused a lot of challenges.

His accountant was not strong enough to analyze the financial data and produce periodic updates about projections; present expenditure, etc. was insufficient.

His investment model was not aligned with cost, ROI, or where to invest in the long run. So recklessly he was investing without realizing the ground reality.

He also feels that he needs to scale the business to meet the operation cost, but he did not have the bandwidth and budget to scale the business! It was a complete deadlock moment. He wishes he could secure at least 5yrs of money to run the business.

He also realized his current users were overloaded with charges and he does not have any new users. His new users were asking for some more features, which he could not build due to money. His new users are going away from his periphery.

His business model was breaking down on numerous facades. He was also not experienced in what to do in this kind of situation. He consulted a few mentors, but not much support came in his way. He searched for investors, but as the business model was not showing longer-term growth, no one came forward.

There was considerable clarity missing in the long-term perspective in this business. He was engaged in all the places of the business, execution, development, marketing, recruitment, customer meetings, sales campaign etc., leading to a lot of time of his going into operation and no bandwidth for deep thinking for the horizon (Strategy). He wished he could have many experienced team members to check all the facades with extensive firmness, focus, and accuracy.

After closing down his business, he joined back to the corporate world with unusual vigor with tons of experience to run the business! No business school will teach this life skill.

### **Discussion Item:**

- Are there alternatives?
- What are the key concepts or idea to look into?
- What are the main challenges or controversies associated with this story?
- What are the potential risks and challenges associated with the business?
- What do you think the key success aspect is that needs to be identified here?
- What is the market demand for the product or service, and how competitive is the market?
- What are the financial projections and ROI for the business?
- How scalable is the business model, and what are the growth opportunities?
- What are the key performance indicators (KPIs) to measure the success of the business?
- What are the ethical considerations associated with the business, and how would you address them?
- What are the legal and regulatory requirements that the business needs to comply with?

- What is the customer feedback and satisfaction with the product or service?
- What is the employee satisfaction and engagement with the company culture and values?
- How would you build a strong brand and marketing strategy for the business?
- What are the potential partnerships and collaborations that could benefit the business?
- How would you manage and mitigate any potential negative impact on the environment or society from the business operations?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

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3.[RESULT]\_\_\_\_\_

## **Expanding chicken shop**

### **Case Study fifty-five**

**We are our choices. Build yourself a great story. -Jeff Bezos, Amazon Founder**

My colleague wishes to establish a chicken shop in our neighborhood.

He wishes to identify if his shop is worthwhile or not. He chooses some kind of data-driven decision-making for this assignment.

He commenced looking into all these aspects

- Ongoing trends, in the Chicken Selling and Buying
- Market forces, in the Chicken selling and Buying
- Market drivers, in the Chicken selling and Buying
- Key processes, in the Chicken selling and Buying
- Services, in the Chicken selling and Buying
- Products, in the Chicken selling and Buying

- **Customer segments, in the Chicken selling and Buying**

- Suppliers, in the Chicken selling and Buying
- Practices, in the Chicken selling and Buying
- Regulations, in the Chicken selling and Buying
- Other factors that impact or are impacted by the industry and related industries.

He again studied the below questions as a data collection.

- Who are the dominant leaders in the Chicken selling and buying in his neighborhood, and localities?
- Which organizations promote or regulate the industry?
- What are the benefits of being engaged with these organizations?
- Who is designing publicity releases, engaging in conventions, and delivering marketing materials?
- What are the comparisons of products and services?
- What are the satisfaction indicators/benchmarking projects that are applicable?
- What are the suppliers, practices, equipment, and tools used by each company, and why do they use them?
- What are the probable impacts of weather, political tension, or natural disasters?
- Who are the target customers and are they the same as the competition?
- What impacts the seasonal cycles for production, marketing, and sales?
- Does it impact staffing or call for adjustments in processes?

After a thorough analysis of all these factors, analyzing the data, he has decided that he will not be profitable if operate in his local chicken stall.

- What else could he have done better? What is missing in his approach?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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2.[ACTION]\_\_\_\_\_



### 3.[RESULT]

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## Learning from Netflix

### Case Study Fifty-six

**“You don’t build a business, you build people, then people build the business.” – Zig Ziglar, American author, salesman, and motivational speaker.**

1997: Netflix is established by Reed Hastings, who is presently the Co-CEO, and Marc Randolph, its initial CEO.

1998: Netflix commences a DVD-by-mail rental service. That same year, Amazon founder and former CEO Jeff Bezos presented to purchase the business.

In his book “That Will Never Work: The Birth of Netflix and the Amazing Life of an Idea,” Randolph wrote that he and Hastings met with Bezos in 1998, who granted them “probably something between \$14 million and \$16 million,” Randolph wrote. But they turned down the offer.

1999: Netflix commences presenting a subscription-based model, in which customers could prefer movies to rent-by-mail for monthly pay.

Netflix gained 239,000 subscribers in its first year, according to Inc. It still gives a DVD service.

2002: Netflix goes public. Randolph quits the business quickly after.

“As you get older, if you’re lucky, you realize two things: what you like, but also what you’re good at,” Randolph told Forbes in 2019 on why he left Netflix. “The answer to both of them [for me] is early-stage companies. I like the chaos. I like the fact that you’re working on hundreds of things at once.”

**“Truly brilliant marketing happens when you take something most people think of as a weakness and reposition it, so people think of it as a strength.” -- Reed Hastings**

2000-2003: Netflix experiences persistent growth. However, despite increases in both revenue and subscribers, Netflix is still operating at a loss. The company announced a loss of \$4.5M in Q1 of 2002 alone. Considerable of this loss is the result of an upsurge in operational expenses over costs revealed in 2001.

**“The best managers figure out how to get great outcomes by setting the appropriate context, rather than by trying to control their people.” -- Reed Hastings**

2003-2006: Netflix progresses to hone the subscriber experience by presenting suggestions and resolutions for future viewing applying the Cinematic ranking algorithm, which serves to personalize movie recommendations. This, in turn, favors subscribers to establish “queues” of titles to borrow that are possible to be of interest based on their rental history and ratings given to individual titles.

2007: Netflix introduces a video streaming service, free for its already-existing DVD-rental subscribers.

Netflix ended 2006 with over 6 million subscribers for its DVD-rental service.

**“Companies rarely die from moving too fast, and they frequently die from moving too slowly.” - Reed Hastings**

2008: Netflix declares it will end DVD retail sales just one week after debuting Watch Now on Mac platforms. The revelation appears less than a month after Netflix declares its partnership with premium American cable TV network Starz, which has provided Netflix subscribers access to a further 2,500 movies and TV shows.

2011: Netflix declares the rebranding of its DVD rental business, which it calls Qwikster. Netflix projected to split its streaming business and its DVD rental business into two definite subscription packages: Netflix for streaming, and Qwikster for rentals.

2012: Netflix debuts “Lilyhammer,” its initial seminal series. The show was formerly broadcast in Norway, but Netflix picked up the rights. It established the groundwork for Netflix’s binge-release model and its rise in authentic programming, consisting of building up into universal markets.

“This was the first time we streamed a show across multiple countries and languages ... and it worked,” Netflix’s current coCEO, Ted Sarandos wrote in a blog post in February.

“It worked because it was a deeply local story that we could share with the world,” Sarandos added.

2013: Netflix ramps up its initial programming with “House of Cards” and “Orange Is the New Black,” which benefit crucial acclaim and Emmy’s recognition (the former is the first streaming original to win an Emmy).

2015: Netflix releases its first original feature film, “Beasts of No Nation.”

“I learned the value of focus. I learned it is better to do one product well than two products in a mediocre way.” -- Reed Hastings

2017: Netflix exceeds 100 million subscribers, a pivotal milestone, 10 years after it commenced its streaming option.

“If the Starbucks secret is a smile when you get your latte... ours is that the Web site adapts to the individual's taste.” -- Reed Hastings

2018: Netflix wins its first feature-film Oscar, for best documentary feature for “Icarus.” Subsequently, this year, it releases “Roma,” which becomes Netflix’s first best-picture nominee the following year.

2020: Netflix names Ted Sarandos, its creative chief, as co-CEO with Hastings. The two have known each other since 1999.

January 2021: Netflix discloses that it outperformed 200 million subscribers, another landmark.

September 2021: Netflix achieves the most Emmys for the first time and nabs best-series wins for the first time with “The Crown” (drama) and “The Queen’s Gambit” (limited).

October 2021: Netflix faces its most public controversy yet after some employees speak out against Dave Chappelle’s Netflix special, “The Closer,” in which he makes comments many criticized as transphobic.

November 2021: Netflix inaugurates its first video games around the world, free as part of a user’s subscription.

April 2022: Netflix reports that it lost subscribers for the first time in a decade in the first quarter of 2022. It lost 200,000 subscribers and said it was expecting to lose 2 million more in Q2.

# Netflix Company Values

## Judgement

- You make wise decisions (people, technical, business, and creative) despite ambiguity
- You identify root causes, and get beyond treating symptoms
- You think strategically, and can articulate what you are, and are not, trying to do
- You smartly separate what must be done well now, and what can be improved later

## Communication

- You listen well, instead of reacting fast, so you can better understand
- You are concise and articulate in speech and writing
- You treat people with respect independent of their status or disagreement with you
- You maintain calm poise in stressful situations

## Impact

- You accomplish amazing amounts of important work
- You demonstrate consistently strong performance so colleagues can rely upon you
- You focus on great results rather than on process
- You exhibit bias-to-action, and avoid analysis-paralysis

## Curiosity

- You learn rapidly and eagerly
- You seek to understand our strategy, market, subscribers, and suppliers
- You are broadly knowledgeable about business, technology and entertainment
- You contribute effectively outside of your specialty

## **Innovation**

- You re-conceptualize issues to discover practical solutions to hard problems
- You challenge prevailing assumptions when warranted, and suggest better approaches
- You create new ideas that prove useful
- You keep us nimble by minimizing complexity and finding time to simplify

## **Courage**

- You say what you think even if it is controversial
- You make tough decisions without excessive agonizing
- You take smart risks
- You question actions inconsistent with our values

## **Passion**

- You inspire others with your thirst for excellence
- You care intensely about Netflix' success
- You celebrate wins
- You are tenacious

## **Honesty**

- You are known for candor and directness
- You are non-political when you disagree with others
- You only say things about fellow employees you will say to their face
- You are quick to admit mistakes

## **Selflessness**

- You seek what is best for Netflix, rather than best for yourself or your group
- You are ego-less when searching for the best ideas

- You make time to help colleagues
- You share information openly and proactively

Values reinforced in hiring, in 360 reviews, at comp review, in exits, and in promotions - Netflix Culture

By reading this story you can easily see how the **Product wheel** has been balanced by the team members. They were persistently maintained the 8 spoke of the wheel.



What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).

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## **Learning from Amazon leadership principles**

### **Case Study Fifty-Seven**

**“In business, you don’t get what you deserve, you get what you negotiate.” – John Mariotti, President/CEO & Founder of The Enterprise Group.**

I have constantly used these leadership principles in my product coaching.

I have reaped significant benefits from doing so, and I encourage everyone to do the same in their own work.

I firmly believe that we do not need to work for Amazon in order to adhere to these values.

Anyone can use these in a big way.

#### **Customer Obsession**

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

- How have you handled the extremely challenging customer?
- When you recognized that you will not be able to meet customer demand, what did you do?

#### **Ownership**

Leaders are owners. They think long term and don’t sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say, “that’s not my job.”

- When there was too much ambiguity, what did you do?
- The tasks were beyond your capacity, what did you do?

#### **Invent and Simplify**

Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by “not invented here.” As we do new things, we accept that we may be misunderstood for long periods of time.

- What experiment failed and how did you surmount it?
- How did you deal with complex tasks execution?

## **Are Right, A Lot**

Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

How did you work with others with divergent thinking and how did you converge all those expectations?

Information was not up to the mark; how did you surmount those?

## **Learn and Be Curious**

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

- Tell me about some powerful questions for a project which stimulated team members to surface the challenge?
- Tell me some story that by applying your knowledge to solve a problem?

## **Hire and Develop the Best**

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

- Share the hiring strategy you applied to recruit a person.

How did you handle the wrong hire once you have realized it?

## **Insist on the Highest Standards**

Leaders have relentlessly high standards – many people may think these standards are unreasonably high. Leaders are continually raising the bar and drive their teams to deliver high quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

- How did you influence team members to go beyond the prescribed boundary?



- How did you deal with the individuals who are not able to meet your expectation?

## **Think Big**

Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

- Tell some examples where you have decided on something bold.
- What is the impact of your bold decision?

## **Bias for Action**

Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.

- Tell us how you dealt with the project risks.
- What initiatives have you taken to address some of the challenges?

## **Frugality**

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency, and invention. There are no extra points for growing headcount, budget size, or fixed expense.

- Tell us a story where you had to take care of considerable work with minimal resources.
- Tell us when you had to beat the competition with nominal support.

## **Earn Trust**

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.

- How did you safeguard trust clings to in the team?
- How do you deal with the stressful work environment?

## **Dive Deep**

Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.

- Tell us about an occasion when finding out the details of a situation supported you arrive at a solution.
- Share some of the complex problems you have worked out.

## **Have Backbone; Disagree and Commit**

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

- Tell us about a time when you did not accept the status quo.
- If team members are not listening to your thoughts, how did you deal with it?

## **Deliver Results**

Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

- How did you manage too much work in the limited time?
- Your team members are 100% loaded; how did you manage to give them further to take care of?

## **Strive to be Earth's Best Employer**

Leaders work every day to create a safer, more productive, higher performing, more diverse, and more just work environment. They lead with empathy, have fun at work, and make it easy for others to have fun. Leaders ask themselves: Are my fellow employees growing? Are they empowered? Are they ready for what's next? Leaders have a vision for and commitment to their employees' personal success, whether that be at Amazon or elsewhere.

## Success and Scale Bring Broad Responsibility

We started in a garage, but we're not there anymore. We are big, we impact the world, and we are far from perfect. We must be humble and thoughtful about even the secondary effects of our actions. Our local communities, planet, and future generations need us to be better every day. We must begin each day with a determination to make better, do better, and be better for our customers, our employees, our partners, and the world at large. And we must end every day knowing we can do even more tomorrow. Leaders create more than they consume and always leave things better than how they found them.

Daily I remind these and apply to my work so that all these become my second nature. You can also try and see what positive benefits you expect soon in your delivery.

- You probably already use the most of these in your current position. You are not?
- Can you identify the leaders or coworkers who are already displaying the same leadership principle?
- How can you make these principles more applicable? What will you do to improve these practices?
- What do you think the key success aspect is that needs to be identified here?
- How can you align your personal values and goals with these leadership principles?
- How can you effectively communicate these leadership principles to your team and stakeholders?
- How would you measure the effectiveness of these leadership principles in achieving the desired outcomes?
- What are the potential challenges and obstacles in implementing these leadership principles, and how would you overcome them?
- How can you continuously improve and refine these leadership principles over time?
- What are the potential risks and benefits associated with these leadership principles?

- How can you encourage and empower your team members to adopt and practice these leadership principles?
- How can you create a culture of accountability and transparency around these leadership principles?
- How can you leverage technology and digital tools to support the implementation and adoption of these leadership principles?
- How can you collaborate with other leaders and stakeholders to promote these leadership principles across the organization or industry?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Learning from Failed Business Stories**

### **Case Study Fifty-Eight**

**“Your most unhappy customers are your greatest source of learning.” – Bill Gates, Microsoft Founder, and former CEO.**

#### **Story -1:**

Quibi

Title: Quibi Is Shutting Down Barely Six Months After Going Live

Product: Quibi

Mobile-focused streaming service **Quibi** shut down in October 2020 just 6 months after commencing.

The platform, which had secured a whopping \$1.75 billion from investors including NBC Universal, Viacom, and Warner Bros. Entertainment, provided members with "on-the-go" television in the form of five- to ten-minute episodes. In a crowded market with streaming services and other short-form content producers like TikTok,

the service was unable to gain user momentum. For less than \$100M, Roku acquired the rights to **Quibi's** programming in January 2021.

As mentioned in the Wall Street Journal, founder **Jeffrey Katzenberg** and chief executive Meg Whitman said in a letter to employees at the time of the shutdown:

*...[T]here were “one or two reasons” for **Quibi's** failure: The idea behind **Quibi** either “wasn’t strong enough to justify a stand-alone streaming service” or the service’s launch in the middle of a pandemic was particularly ill-timed. “Unfortunately, we will never know, but we suspect it’s been a combination of the two,” they said*

Associates claim that the company's demise can still be traced to the co-founders' intransigent leadership, flawed intuition, difficulty marketing their products on social media, and initial smartphone-only strategy, which proved inappropriate for people's watching habits during a pandemic.

Instead of depending on tried-and-true Hollywood formulae handed up by expensive authorized producers and stars, some of whom turned out to be its detractors, the corporation did not do enough to discover the up-and-coming talent that has proven successful on YouTube.

“Quibi took everything that is Hollywood and nothing of what was truly a startup, with its top-down model, OG [old guard] deals, dick swinging, and star f---ing,” says Evan Shapiro, who’s produced or created more than 150 shows, including one for Quibi—Let’s Go, Atsuko! adapted from a popular podcast. “Take the worst parts of Hollywood, bake it into a phone, and that’s what you got,” he says.

Katzenberg also employed his decades of development experience, something present and erstwhile employees report was part of the complication.

The overall results, in the view of some **Quibi** representatives in the target demographic, were underwhelming. “I won’t necessarily care if there’s a ‘star’ in a show as long as it looks good and my friends recommend it,” one of them says. “YouTube is full of unknown names who get billions of views. Why wouldn’t we recruit a few of them and bring their established viewership to us?” Staffers voice pitches centered on online “influencers” were occasionally knocked off, then restored with Hollywood actors assigned.

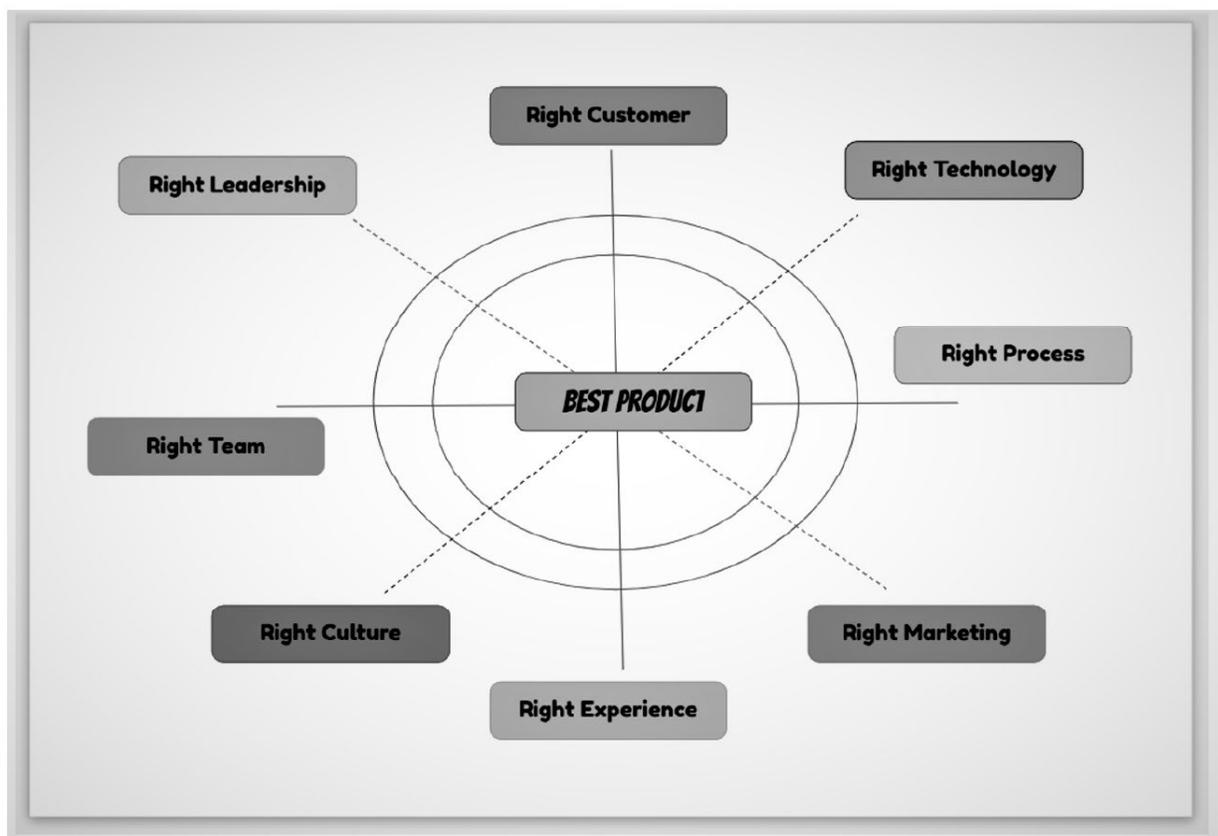
Both current and former employees claim that Katzenberg was a difficult relationship for Whitman to manage. Four of them claim that after a month he

continued to interrupt her and micromanage her workers, she threatened to resign. According to three people with knowledge of the situation, their mutual solution was to communicate as little as possible.

According to three people with knowledge of the situation, Katzenberg and Whitman hired marketing specialists to reassess their approach weeks after **Quibi's** underwhelming debut. The co-founders then allegedly disregarded important suggestions, such as picking a program to actively advertise, like Netflix did with House of Cards back in 2013. However, they added Airplay and Chromecast compatibility to enable TV viewing over Wi-Fi and made it simpler to share Quibi films on social media. However, the product team found it challenging to create apps simultaneously for Apple TV, Android TV, and Amazon Fire TV.

What can we learn from this story? How can our Product wheel help?

### **Spokes of the wheel of the best products**



**Story -2:**

## Mixer

Title: Microsoft is shutting down Mixer and partnering with Facebook Gaming  
Product: Mixer

The interactive game streaming service Mixer, which Microsoft acquired in 2016, allows viewers to communicate with streams by using crowd-sourced controls. Microsoft declared in June 2020 that it would shut down Mixer and collaborate with Facebook Gaming after failing to scale the platform to compete with Twitch and YouTube. based on The Verge.

“We started pretty far behind, in terms of where Mixer’s monthly active viewers were compared to some of the big players out there,” says Phil Spencer, Microsoft’s head of gaming, in an interview with The Verge. “I think the Mixer community is really going to benefit from the broad audience that Facebook has through their properties, and the ability to reach gamers in a very seamless way through the social platform Facebook has.”

Matt Salsamendi and James Boehm founded Mixer in 2016 under the moniker Beam. The business quickly established itself as a rival to the wildly popular Twitch. Nevertheless, despite Microsoft's backing, the business did struggle to distinguish itself from Twitch, which was already well-established and well-known. As a result, Mixer developed and used its money to recruit streamers and market itself, which was a major factor in the service's demise.

It is said in the Mixer article that the deal that added Ninja to the service was worth between \$20 and \$30 million, yet this turns out to be a risky investment. When compared to the 15 million subscribers they have on a dormant Twitch account, the streamer's modest Mixer subscriber total of 3.2 million users is demoralizing.

The co-founders of Beam, Mixer's original name before it was acquired and rebranded, as well as some other senior employees, left the company in the latter part of last year, which made Microsoft's issues worse. Statements show that when they left and Microsoft's new leadership was installed, employee morale declined. Budget cuts and layoffs, according to one former employee, devastated an already undersized workforce, leaving those who remained stressed and dissatisfied.

It is clear that the business was having internal problems. With that kind of work climate, the platform's development staff appeared to be fractured, making it hard for the business to compete with industry heavyweights like Twitch.

According to the article, Mixer was losing money as Ninja and Shroud were signed while internally it struggled to hold onto its creative crew.

What can we take away from this narrative? What role does our Product wheel play?

## **Story -3:**

### **Lasso**

Title: Facebook is dumping its failed TikTok clone Lasso to make way for its other TikTok clone on Instagram

### **Product: Lasso**

Facebook pulled down its other TikTok clone, Lasso, as it got ready for the release of Instagram's Reels. The app, which had limited accessibility in some areas and failed to gain popularity in the US, was discontinued by Facebook in July 2020. According to Business Insider.

“We place multiple bets across our family of apps to test and learn how people want to express themselves,” a Facebook spokesperson said in a statement to Business Insider. “One of these tests was Lasso, our stand-alone short-form video app, which we have decided to shut down. We thank everyone who shared their creativity and feedback with us, which we’ll look to incorporate in our other video experiences.”

Lasso, however, was unable to equal TikTok and gain popularity. Now, Facebook is placing a wager on Instagram Reels. Once more, it is exactly like TikTok, where users can shoot videos for 15 seconds.

The likelihood of success is low when there is already intense competition in the market. Lasso suffered a similar appearance and failed miserably.

According to CNBC, it received 70,000 US downloads in February of last year, versus TikTok's 39.6 million.

The US, Colombia, Mexico, Argentina, Chile, Peru, Panama, Costa Rica, El Salvador, Ecuador, and Uruguay were the main countries where Lasso was introduced.



The app later gained a Hindi feature, although India never saw the release of it.

In 154 different countries, TikTok is thought to have received more than 738 million downloads just in 2019.

What can we take away from this narrative? What role does our Product wheel play?

## **Story - 4:**

### **Stratolaunch**

Title: Space firm founded by billionaire Paul Allen closing operations

Product: **Stratolaunch**

Paul Allen, a co-founder of Microsoft who passed away, founded Stratolaunch, which advocated for satellite launches from aircraft. Just a few weeks after completing its first test flight, Reuters reported on its closure.

One of the four people, Jody Allen, head of Vulcan Inc. and trustee of the Paul G. Allen Trust, and the fifth industry source claimed that the decision to establish an exit strategy was made late last year.

One of the four people claimed that Jody Allen made the decision to let the carrier aircraft take to the air in order to respect her brother's desires and to show that the machine and idea were functional.

Nothing could have foreseen Paul Allen's death in October 2018, which would swiftly seal Stratolaunch's demise despite everything looking admirable on paper and the best minds working together on this project. It became apparent that Stratolaunch had been driven primarily by its founder's vision, which was obviously not shared by those who remained in authority after him.

The company, which had received billions from Vulcan Inc, Paul Allen's investment company, swiftly burned through those funds due to a lack of vision and a lack of a clear path. Finally, it can be claimed about **Stratolaunch** that without its primary founder, Paul Allen, the business was never the same.

The company announced ordinary operations and a change of ownership in October 2019 but did not reveal the new owners identify as Cerberus Capital Management, a company that specializes in buying distressed businesses, until December 2019.

If Northrop chooses to deploy Roc as its new carrier vehicle, it may decide to buy **Stratolaunch** outright. **Stratolaunch** might end up in the same category as other overhyped space start-ups that (in reality) experience "failure to launch" if it is unable to either convince Roc to fly or secure the funding to see it through certification.

- What can we learn from this story? How can our Product wheel help?
- What do you think the key success aspect is that needs to be identified here?
- What is the background or context of the story?
- Who are the main characters or stakeholders involved?
- What is the problem or challenge that the story presents?
- What actions were taken to address the problem?
- What were the outcomes or consequences of those actions?
- What can we learn from this story or situation?
- How can we apply this knowledge to our own work or life?
- Are there any ethical considerations to be aware of?
- What additional information or context do we need to fully understand the story?
- What are the implications of this story for the wider community or society?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Selling more books? How-to pick-up ideas?**

### **Case Study Fifty-Nine**

**“What are the rules and assumptions my industry operates under? What if the opposite were true?” - Phil McKinney, innovation expert**

I have been using the SCAMPER technique for many such use in product development with the team members.

I have understood that this technique is highly compelling to generate ideas.

The problem statement I was practicing, "Creating Bestselling Book"

What are the elements I can work out to build the bestselling book?

With a few of my well-wishers, I have discussed on this

SCAMPER is a well-known idea-generation technique based on the theory that every fresh invention or innovation is, in some way, shape, form, or function, a transformation of something that previously exists or has prevailed.

The word "SCAMPER" is an acronym that serves as an innovator's checklist.

Each letter of the acronym suggests a different way a group can tinker with the characteristics of a product, service, or process to stimulate totally new ideas:

S = Substitute something

C = Combine it with something else

A = Adapt something (another idea, part, process, etc.)

M = Modify, magnify, or minimize

P = Put to other uses

E = Eliminate (or simplify) something

R = Rearrange (or reverse)

Alex Osborn originally established a list of "idea-spurring questions" that are the principle of the technique.



## Substitute:

- What alternative types of factors or objects can be substituted for my book creation?
- What alternative individuals, places, or parts can be substituted for my book selling?
- What alternative methods, processes, or forms can be substituted for my book creation?
- What alternative parts, ingredients, or technology can be substituted for my book creation?
- What alternative potential/strength authority can be substituted for my book publication?
- What else can be taken over from/interchanged for my book formulation?
- What are the most straightforward elements that can be substituted for my book creation?

- What colors, compositions, minutiae, or appearances can be substituted for my book creation?

### **Combine:**

- What factors, components, or parts can be combined to build my book?
- What two or more concepts can be combined to create my book?
- What else could be combined, joined, or blended to sell my book?
- What steps, functions, or processes can be combined to compose my book?
- What features can be combined to sell my book?
- What functions can be combined/associated to create my book?
- How can we combine operations with something else to sell my book?
- How can we combine our endeavors and capabilities with others to accomplish this to sell my book?

### **Adapt**

- What can be reproduced or replicated for my book creation?
- What product, service, or process is worthy of emulating for my book creation?
- How can my book be adapted to provide greater/additional value?
- Which author can I emulate for my book formulation?

### **Modify/Magnify/Minimize:**

- In what ways can my book be adorned, extravagant, or more recognition capturing?
- What unique/added elements can be included in my book?
- In what ways can my book be considerable, richer, durable, or higher enduring?

### **Put to Other Uses:**

- In what means can my book be adopted other than its seminal proposed purpose?
- Who else might be prepared/excited to accept my book?

- What other unmet needs can my book fulfill?
- What unique approaches can my book be applied, advertised, or sold?

### **Eliminate**

- What can be taken away, got rid of, or shortened?
- What parts or sections aren't absolutely significant for my book?
- What would not be misplaced if disposed of?
- What is irrelevant or unnecessary for my book?
- What can be diminished, shortened, or compressed?

### **Reverse:**

- What parts or features can be rearranged?
- How can my book be laid out in a different pattern/configuration?
- What can be redesigned or re-engineered?
- What can be reformulated?

At least I have many steps to follow in the coming few months. Which can perhaps help to create bestselling book

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

### **Collaboration Challenges**

#### **Case Study Sixty-One**

**“If you had to rebuild your organization without any traditional competitive advantages (i.e., no killer a technology, promising research, innovative product/service delivery model, etc.), how would your people have to approach**

**their work and collaborate together in order to create the necessary conditions for success?" -Jesse Sostrin, founder, Sostrin Consulting**

Tribe leader **Anurag** is a passionate leader who has been holding this position for a long time. This tribe is essential for the banking application stacks team that is managing. He wants to succeed in this role. He has grown in the last few years on the corporate ladder.

Missing compelling purpose: In his tribe, 15 squads are working on diverse projects and products. The conflict among these squads is very high. Many coaches are engaged with this tribe to improve their ways of working. Customer complaints are high. Anurag is not amenable to dealing with reality. He is not comfortable facing it. He is a bold leader but not equipped for collaborative ways of working.

Our coaches were helping Anurag and his product owners to do a workshop with a different setup to ensure collaboration elements become norms in this tribe. They tried such attempts for more than 6 months to make this habit the norm. It worked to convey a unified message to all the teams consistently. There are fallbacks, but right persuasion, the unified message came back to routine.

One major point, we realize, is that an obvious, compelling purpose for the transformation is one of the major causes we bring out from our many conversations with many team members. Team members were not finding any reason to collaborate.

The leadership team is excessively busy with their meetings, so no time to connect with the Squad members. There is no common platform or any cadence to talk about progress. Open communication with all the team members was a significant issue.

Though Scrum events are going on like rituals, there is something missing. Team members are not able to connect to all the different releases and their actual benefits. The demos are not connected among teams. As a result, team members do not feel why they should be part of the tribe! Most of the leadership teams are showing emotional outbursts as the pressure to deliver is there. The shared purpose is that one of the items is pending for a long.

One size fitting was another issue! Other tribes are doing certain practices, so "cut and paste" those practices is a failed attempt. Team members are not owning, as it is not their solution. It does not resonate with the team members. The leadership team

is asking why there is no result coming as the new approach has been tried! Everything has been injected as per text but not showing the outcome. Product owners, with the support of coaches, began building a working agreement; when do we say we are successful and what we can do together to accomplish this? We will all commit to this agreement. It did work!

With the help of coaches, constant reinforcement has been provided to abide by the agreement.

The product teams are working hard; it is also new AI and data analytics work area. Most of the time, team members are struggling to solve such problems. There is no moral boost to trying something new on the team. That is one of the tough parts, leaders are only saying we have to do this, do that, but not understanding many real challenges. Many consultants are hired to solve this problem, but cost parameters are increasing. Leaders are also concerned about this. There is a blame game that is high when things are not working on such an assignment.

Mutual respect is one of the keys in such a condition as subjects are complex. Several times in the meeting, it has been observed that individuals are not adhering to this. It is complicating the situation. There are several social events conducted to address this issue, but things have not improved. Whatever little progress individuals are getting, they want to grab that! As a result of that, teams are not helping each other. Individuals are cautious about snatching credit. Anurag did of office workshop on this with the leadership team. Many cultural issues came up in the organization.

Grabbing each other's credit is another issue! An action plan was taken with the director of the unit. HR was also involved in this situation to address this competition culture which spoils the whole collaboration ambient. Things have started showing slight improvement as HR and leaders are actively addressing this situation.

There was a separate recognition construed as a best "collective intelligence" team, where many data points were collected to demonstrate the collaboration. The Squad "data sync" got first this award as the team members demonstrated many such traits of collaboration through which they solve many complex problems. They shared their stories with many team members.

For Anurag and his team, it is a continuous journey of several years to bring about some kind of collaboration among all his squads. Many communities were



established to ensure the recommended mindset grows into the tribe; individuals can visualize the happening so that they can look at the walk the talk by all team members.

There are a few key takeaways:

- Invest time in collaboration; it takes time to identify the unknown, be patient, and keep discovering the unknown with your team.
- Successful collaboration involves a cooperative spirit and mutual respect. Let us guard down a little and extend a little bit of vulnerability. Acknowledge that our ideas may not be the finest ones
- Give credit to all the team members when it is deserved.
- Be an efficient facilitator and facilitate various collaborative conversations
- Identify team impediments and fix those hurdles with the support of team members
- Build a working agreement with many parties and ensure team members follow those.
- Ensures that we continue to build relationships with other departments and teams, covering our team. Enables our team members to associate with many teams and team members
- Help the team to diminish conflict. Good conflict resolution skills, such as empathy, negotiation, and settlement enable teams to minimize team conflicts.
- A belief that collective intelligence is the strongest. A collaborative mindset teams recognize that the finest ideas and solutions come from an array of sources.
- Let us build a community of individuals who learn from each other by sharing many things, including challenges.

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Setting up a laughing club!**

### **Case Study Sixty-Two**

**“What have we done to protect our business from competitive encroachment?” - Tom Stenberg, managing general partner, Highland Venture Capital**

My apartment associate wishes to establish a laughing club at our apartment complex.

It is much simpler to establish something as such, but difficult to sustain.

Be it a business, or a free community service!

We were examining how this could be initiated

We must commence as a free for 6 months and see how to scale it up.

Should we charge token fees? To make it considerably serious participation?

The vital few parts of anything we start should be clear on Purpose, Vision, Mission, and Values.

### **Laughing club Purpose?**

Let us ask a few questions and fill in the message.

- Why does our laughing club exist?
- What significant role does our club play in the community?
- What do we add that is special or unique relative to the other offerings in the community?
- Who are we relevant to and what do they expect of us?
- What would these individuals lose or miss out on if we didn't exist?
- How can we illustrate this complex combination without setting unrealistic expectations?

### **Laughing Club Vision?**

Let us ask a few questions and fill in the message.

- What problem does our Laughing club pursue to solve?

- Why do we believe this problem requires to be focused on?
- Does this problem matter to other individuals?
- Do we truly believe we have the answer to that problem?
- Are there changes we believe our laughing club can create?
- What are the greatest strengths of our laughing club?
- What is our dream for this laughing club?

## **How to establish Laughing Club Mission:**

Let us ask a few questions and fill in the message.

- Customers. Who are our customers? How do we assist them?
- Products or services. What are the main products or services that we offer? Their uniqueness?
- Markets. In which apartment do we operate?
- Technology. What is our basic technology?
- Consideration for endurance. Is the Laughing Club Dedicated to growth and financial soundness?
- Philosophy. What are the primary beliefs, values, and ideologies that guide this Laughing Club?
- Self-concept. What are our club strengths, capabilities, or competitive positions?
- Consideration for community appearance. Is the Laughing Club socially responsible and environmentally beneficial?

## **Laughing Club Value:**

Let us ask a few questions and fill in the message.

At the center of the Laughing, club culture are generally shared values.

- Does meeting a program deadline take preference over over-delivering outstanding performance?
- Are strict working hours more meaningful to us than happy team members?
- In what cases will we say 'no' to a customer or turn down a prospect?

- In what situations is it okay to sacrifice family time for duty?
- What is one high standard we wouldn't sacrifice for anything?
- What draws us to this organization?
- What drives our workplace culture unique?
- What do we do better than anybody else?
- What should we do better than anybody else?

My friend has thought through all this and started his journey. He has also been able to invite many other like-minded people to join her.

Let us see how she sustains this endeavor

- Can you give an example of a time when meeting a program deadline took precedence over over-delivering outstanding performance? How did that affect the outcome?
- How do we measure the happiness of team members? Are there any specific actions we take to ensure our team members are happy?
- Can you share an example of a time when we said 'no' to a customer or turned down a prospect? What were the reasons behind that decision?
- In what situations have we sacrificed family time for duty in the past? How did that affect the team members involved?
- Can you provide an example of a high standard that we have refused to sacrifice in the past? How has that impacted our success?
- What specific aspects of the organization do team members find attractive or motivating?
- Can you describe our workplace culture in more detail? What specific values or behaviors define our culture?
- Can you provide an example of a project or task where we demonstrated excellence or outperformed others in the industry?
- What specific actions or strategies can we implement to improve our performance or differentiate ourselves from competitors?

- How do we measure success or progress towards our goals as an organization?  
Are there any metrics or indicators that we prioritize above others?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Establishing business solutions for the organic farmer**

### **Case Study Sixty-Three**

**“What information is critical to our organization that our executives are ignoring?”-Max Bazerman, professor, Harvard Business School**

Establishing an organic farm solution that can support the customer to do their business adequately.

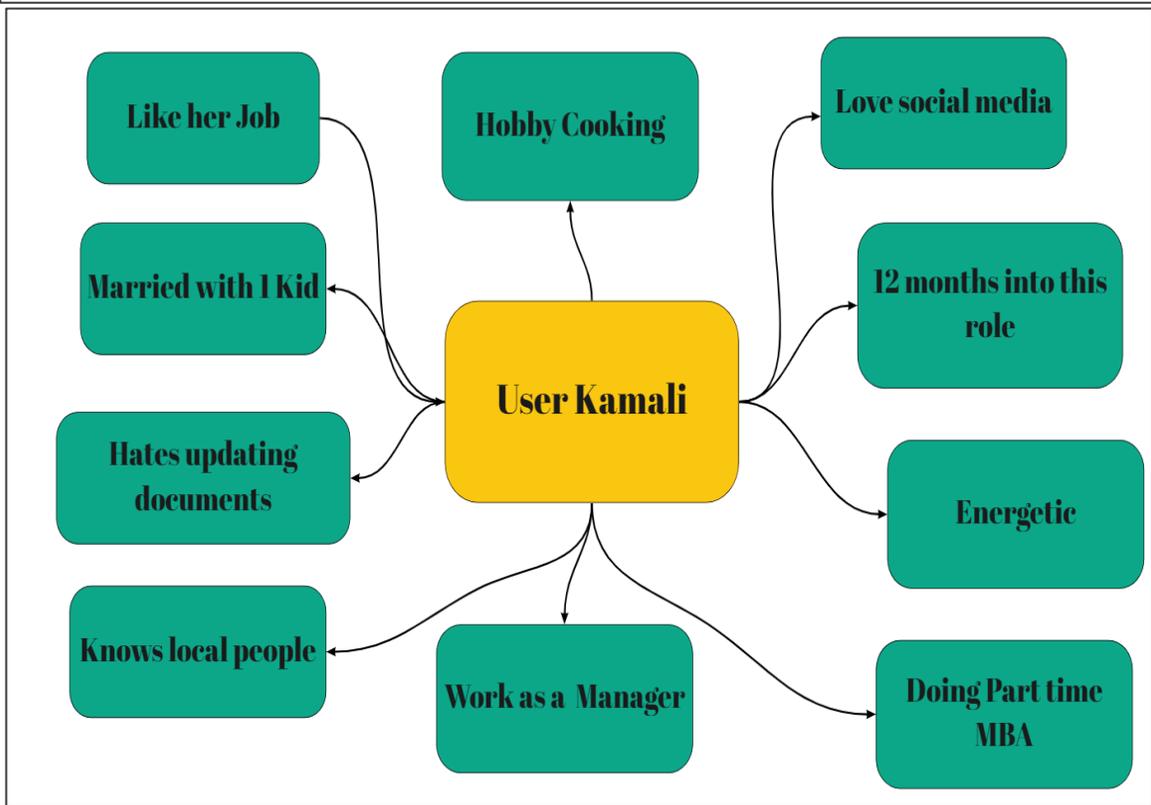
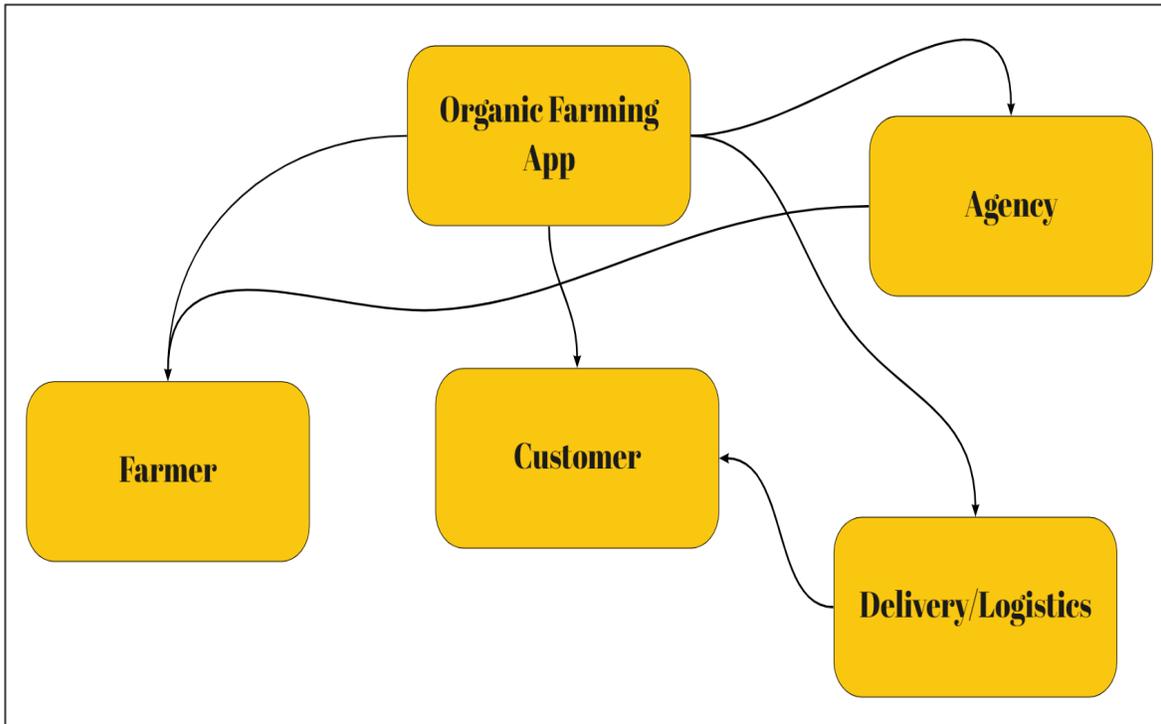
The solution needs to connect the whole community in the ecosystem. Consumer, buyer, and middle layer parties.

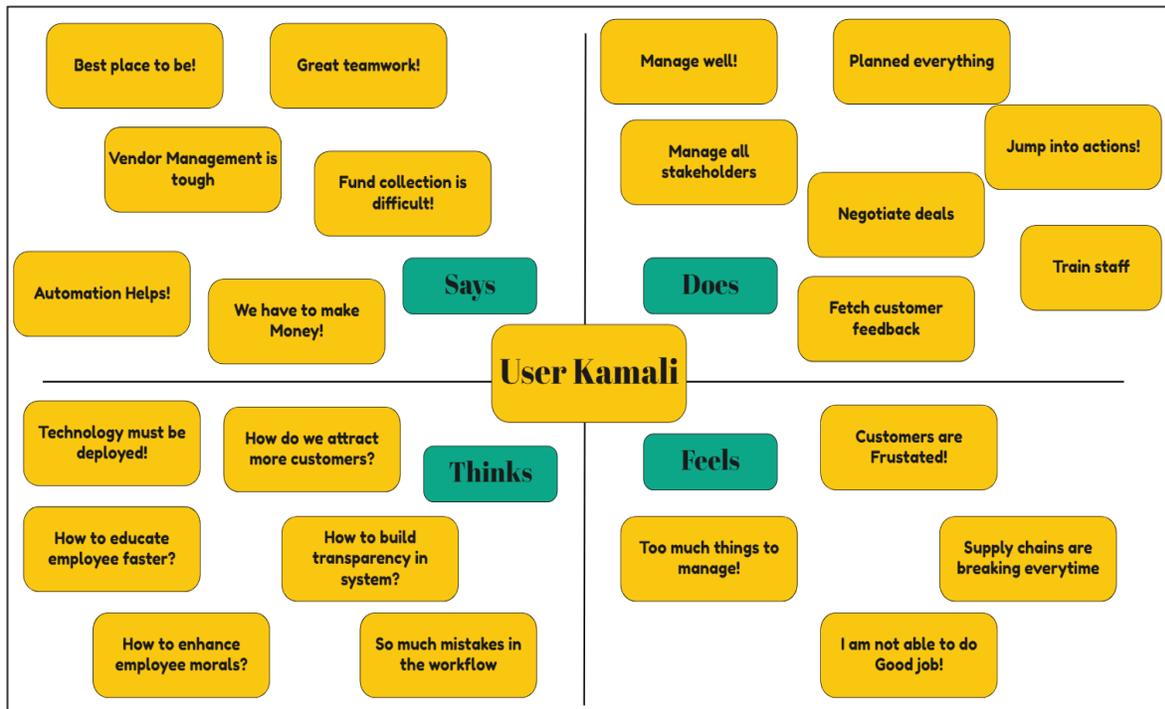
By using this business solution, all the individuals should be able to transaction and accomplish their work smoothly.

The product team member has built Persona and compiled some information.

Based on this information, what thoughts came to your mind about the product roadmap and strategy?

What should we take care of to build the best customer product?





- How should we design the solution based on this knowledge?
- What were the key steps or actions taken by the team to implement the strategy?
- What are the main challenges or controversies associated with this story?
- How quickly can you offer critical business capabilities?
- How do you know if you might be able to produce 90% faster?
- How can business stakeholders and technologists collaborate to link business strategy to software-driven digital assets?
- What specific factors or insights informed the team's decision-making process in designing the solution?
- What were the main priorities or goals driving the team's approach to implementing the strategy?
- How did the team engage with stakeholders (e.g., customers, employees, partners) throughout the process, and what feedback did they receive?
- How has the solution impacted the organization's overall performance and bottom line?
- How does this solution compare to other similar initiatives in the industry or market?

- Were there any particular risks or concerns that the team had to mitigate during the implementation process?
- How did the team address any ethical or social implications of the solution, such as data privacy or labor practices?
- How has the solution evolved or adapted over time, and what factors influenced those changes?
- What lessons were learned from any challenges or controversies associated with the solution, and how have those lessons been applied to future initiatives?
- How might this solution be further improved or enhanced in the future, and what steps would be necessary to achieve those improvements?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Lean Management in Visa Processing service**

### **Case Study Sixty-Four**

**Visa processing services** are offered to citizens by Perfect Computer Service (PCS).

This lengthy visa processing procedure requires significant improvement in a short amount of time.

PCS manage end to end to Visa processing service.

PCS is worried about how quickly terms, approvals, and documentation will be processed because they want to conclude a contract while the applicant is still on the lot.

The leadership team at PCS believed that by streamlining the procedure and drastically lowering turnaround time, lean management's strong customer focus and emphasis on flow would help them achieve their goal.

Currently, PCS only manages 30 visa applicants per day at a particular center.



They want to increase it to 300.

Customers have complained to senior management about the turnaround time, which has been identified as the main factor driving business away from PCS to its rivals.

PCS must find a means to speed up turnaround, ideally using already available resources.

Meetings are being held by a cross-functional management team to design and scope the project. In order to map the value stream and decide how to best accomplish the stated goals, it will then transfer this to a team more local to the work.

The cross-functional management team quickly walked through the current procedure to better grasp it.

It was simple for the management team to decide who should be on the value stream mapping team because they had a thorough understanding of the value stream thanks to the actual walk-through.

The management team then determined the value stream's principal consumers and suppliers. The current state map, which depicts a company's existing operations, serves as the foundation for developing a future state and launching true value stream management.

When choosing the right level of detail for the current state map, the team must take into account the total lead time and total process time for the current value stream. We should pay particular attention to the operations that significantly contribute to both. We also need to comprehend how the data will be derived from the current value stream.

Value stream metrics are meant to aid the team in visualizing a process and finding process problems.

The data the team gathers throughout the documentation of the present state map is used to assess how well the value stream's various components perform in terms of cost, service, and quality.

Consider this work a draught once the team has finished their initial visualization until additional opinions are received. The best course of action is to develop a strategy for sharing this with internal stakeholders who are involved in the value

stream but are not on the mapping team, and then approach them to solicit their views. So, at this stage, think about having others evaluate the present state map with you.

The team went through the value stream in a walk-through. Each process step was observed as it was being carried out to ensure that everyone on the team had a clear and consistent knowledge.

The team should analyze the original business objectives and the present state map, as well as the reflections that resulted from it, before starting to develop the organization's future state.

Every process generates waste to some extent. The idea here is to keep the discussion of this subject at the proper scale and to concentrate on the important components of the value stream.

The office and service value streams frequently have lengthy lead times as a result of mountains of work being "thrown over the wall" and routed further downstream.

Another essential idea of flow is managing the work-in-process (WIP) total across the value stream. In our experience, people work on too many things simultaneously far too often. (Relatively speaking). Lead times might be greatly extended by excessive WIP. Any type of work will take longer to complete the "pipeline" or value stream if there is more work in progress. Additionally, when there is more work in progress, interruptions are more likely.

The team has already created a future state that fundamentally alters the way work will flow and be carried out. The conversation now shifts to how the new value stream will be managed.

All of these exercises assisted the PCS in regaining their business effect, right?

Increasing the daily visa intake from 30 to 250 people

"Correction" waste is the waste that has the biggest influence on turnaround time.

### **Thinking questions:**

- How quickly can you offer critical business capabilities?
- How do you know if you might be able to produce 90% faster?

- How can business stakeholders and technologists collaborate to link business strategy to software-driven digital assets?
- How does the organization define "critical business capabilities," and what factors influence the speed with which they can be offered?
- What specific technologies or methodologies are used to measure production speed and efficiency, and how are these metrics tracked and analyzed?
- What strategies or tools have been implemented to streamline production processes and increase efficiency?
- How does the organization balance the need for speed with the need for quality and accuracy in delivering critical business capabilities?
- What challenges or obstacles have been encountered in the past in trying to produce at 90% faster, and how were those challenges addressed?
- How has the organization's approach to collaboration between business stakeholders and technologists evolved over time, and what lessons have been learned?
- What specific roles and responsibilities do business stakeholders and technologists have in linking business strategy to software-driven digital assets?
- What specific tools or methodologies are used to facilitate communication and collaboration between these two groups?
- What metrics are used to measure the success of this collaboration, and how is feedback gathered and analyzed?
- How has the organization's ability to link business strategy to software-driven digital assets impacted its overall performance and competitive advantage?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## 8 Dysfunction of product management

### Case study Sixty-Five

**“What successful thing are we doing today that may be blinding us to new growth opportunities?” -Scott D. Anthony, managing partner, Innosight**

Last two decades, I have been working with substance product development

In all the places I have worked in the domain of Consumer Electronics, Banking, Healthcare, Aerospace, Building Automation, Power automation, Industrial Automation, Oil & Gas, and Retail under real-time mission-critical product development to large-scale application development I have witnessed universal patterns.

**"There is 8 Dysfunction of product management"**

Though it is not easy to manage these 8 building blocks of outstanding products and solutions

I have been studying these 8 dysfunctions in product management.

Let us talk about 4 foundations of the outstanding products (Internal to the organization)

1. Inept Culture for Product Development
2. Inept Leadership for Product Development
3. Inept Team for Product Development
4. Inept Process for Product Development

and the next 4 are (Extraneous towards the market)

5. Inept Technology for the Product
6. Inept experience for the Product
7. Inept Marketing for the Product
8. Inept Customers for The Product



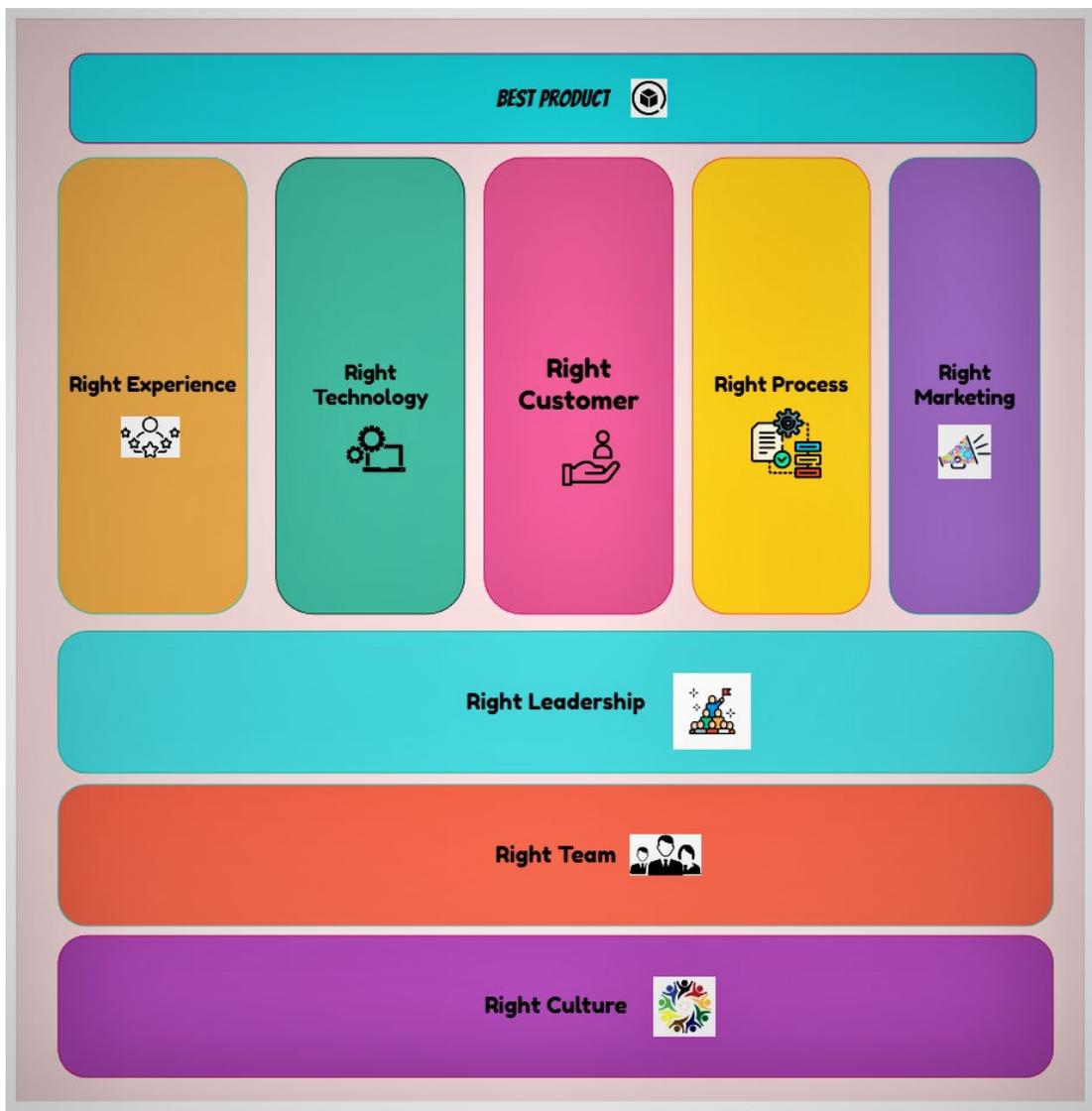
Now, please go back to your own industry and validate the product and solution you are working on, how well all these factors are in place

In product coaching, all these factors are influencing the scalability of the products

Let us share a recent small-town story,

My friend, who is willing to automate the milk distribution in the local neighborhood, I have asked to sketch all **8 dysfunctional areas**.

In a simple **one-page paper**, he has created all these **8 blocks sketched** and discussed around.



He has one shop where he sells milk, curds, and milk products the whole day

In the morning, he and one of the shop people distributed milk and curd packets to a 3-4 km radius of all the houses.

He returned to the shop by 9 o'clock, and he spent 4am to 9am distributing the packets.

He collected the requests from folks who left tangible coupons outside of their homes.

He makes an educated approximation as to how many packets would typically be required for these 3-5 km, all the homes, and all the residents.

He sells the remaining packets to anyone who visits his milk shop for the duration of the day by keeping them in his store's freezer.

He wants to automate and reduce the errors he is making using technology.

While he does provide all the milk they request, his customers do occasionally complain.

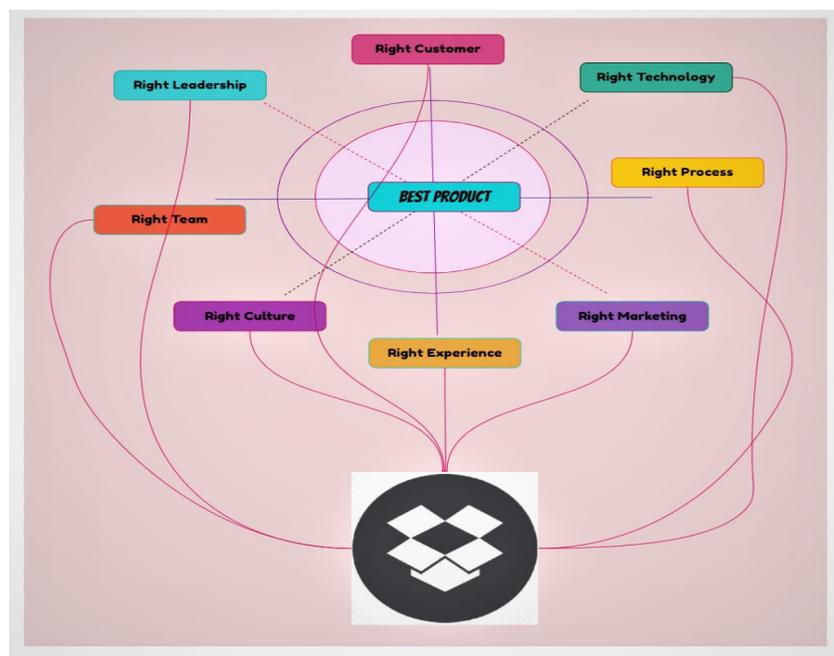
He is unable to satisfy a sudden demand. His store employee steals the coupon and neglects to deliver milk to the homes.

Because his profit margin is insufficient to pay a living wage, he must continually replace the delivery boy.

He distributes the milk using a single, outdated bike that he rents, which results in numerous delays and milk waste as a result of the improper handling of these milk packages.

His customer asks, for many milk options (Fat-less milk, toned-milk think curd, etc.) he cannot offer those due to budget and infrastructure challenges

How can he overcome all these!!



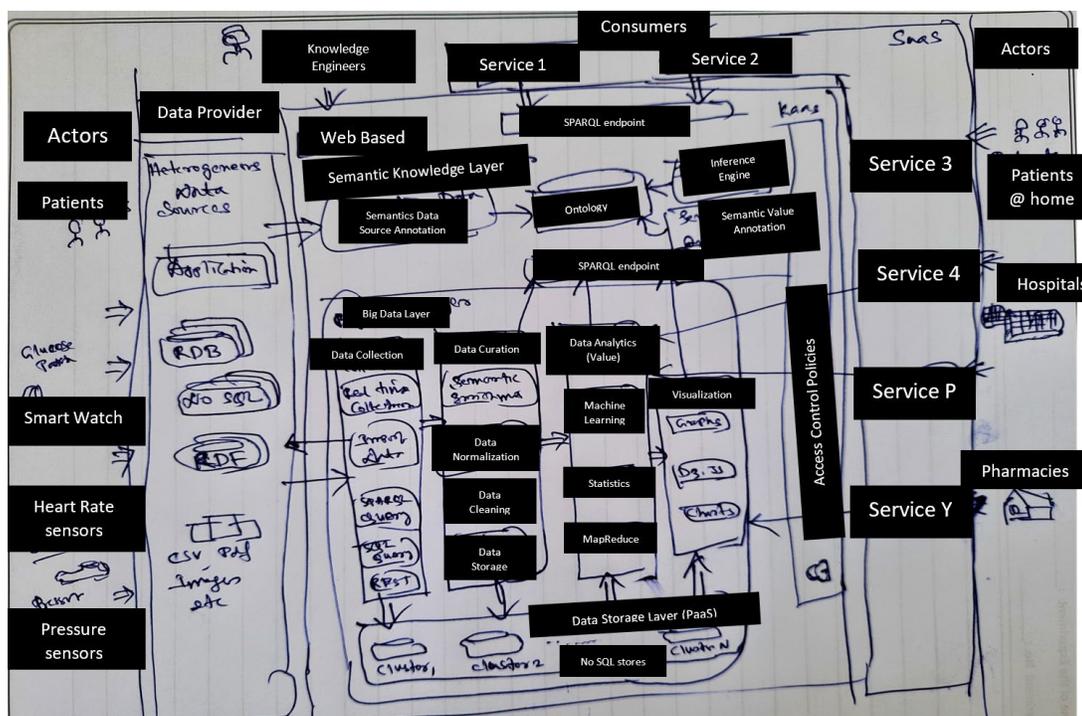
He started addressing them one by one

1. He has to focus on customer needs and fulfill those
2. He has to improve the experience by fulfilling their ask (No packet missing, no leakage milk, 100% provide what they ask for)

3. He has to connect with the customer weekly to know if they are happy with the service (Earlier he used to visit only when the coupon was finished)
4. He has to use the mobile-based app to track, know, the demand exactly, and flawlessly delivers those
5. He wants to improve the delivery process (Minimize mistakes, improve the predictability of the demand, and maintain supply in the shop freezer)
6. Once profit increases, he wants to make his shop boy happy
- 7 & 8. Leadership and culture (he wants to expand the consumer base from 3 to 10 km by employing more employees, enhancing profit, and distributing the wealth among employees and distributors)

A small milk vendor can apply these and correct all the **8 Dysfunctions of Product Management!!**

How about creating such billing dollar Health Care products?





I have seen it is much tougher!!

- What do you think? What else can be done better?
- How quickly can you offer critical business capabilities?
- How do you know if you might be able to produce 90% faster?
- How can business stakeholders and technologists collaborate to link business strategy to software-driven digital assets?
- What is the process for identifying areas for improvement in the organization's delivery of critical business capabilities?
- How are these improvement opportunities prioritized and addressed, and what metrics are used to measure progress?
- What is the organization's approach to agility and responsiveness in delivering critical business capabilities?
- How does the organization balance the need for speed with the need for maintaining high standards of quality and accuracy?
- What specific tools, technologies, or methodologies are used to facilitate rapid delivery of critical business capabilities?
- How is the organization's ability to produce at 90% faster evaluated and measured, and what specific strategies or tools are used to achieve this goal?
- How does the organization ensure that collaboration between business stakeholders and technologists is effective and productive?
- What are the specific challenges or obstacles that have been encountered in the past in linking business strategy to software-driven digital assets, and how have those challenges been addressed?
- How does the organization ensure that its digital assets are aligned with and supportive of its overall business strategy and goals?
- What steps is the organization taking to remain competitive and innovative in an ever-changing technological landscape?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Applying AI power in the Insurance Business**

### **Case study Sixty-Six**

**“Where can we break convention?” -Shane Snow, co-founder, Contently**

Sameer wants to start a business. He did Ph.D. in machine learning a couple of years back.

A couple of his colleagues want to start something in this area.

AI in the insurance sector to gain business benefits to the customer.

#### **Applying AI power in the Insurance Business.**

Team members were thinking about how they could leverage the power of AI to enhance the business, minimize loss, and also minimize fraud claims.

Build a digital tool. Automate everything!

This digital tool optimizes support costs and lowers operational expenses, offers more opportunities to collect data, and provides detailed insights about the target audience, automates claims processing and other business tasks, enhances user engagement, and increases the income of an insurance agency.

Current practice teams are using manual and based on the historical data set. Full of human expertise dependence and full of human error.

The teams which have taken this assignment started to deep research in this area of what problem we are solving with the power of data.

Team members started thinking about what predictive models we were building to solve that business problem.

The claim processes. Can we know through data if the number of claims will come in every month?

From the same predictive model, can we detect if the claim is fraud or not?

- Who are the people who are claiming that anyone is a fraud?
- How can we predict consumer behavior? with time scale!
- By knowing all these cases early, can an organization save money?
- Can the team predict the payment?
- Can we know the (Demographic features of users or customers such as age, gender, occupation, and address, The frequency and recency with which customers or users, The monetary value of a customer's interactions with a service, mix of products or services used etc.)?

Many fraud claims ask for more money, so the insurance company has to go through the investigation process, which causes a lot of time and money, if such a predictive model informs early all the time and money can be saved.

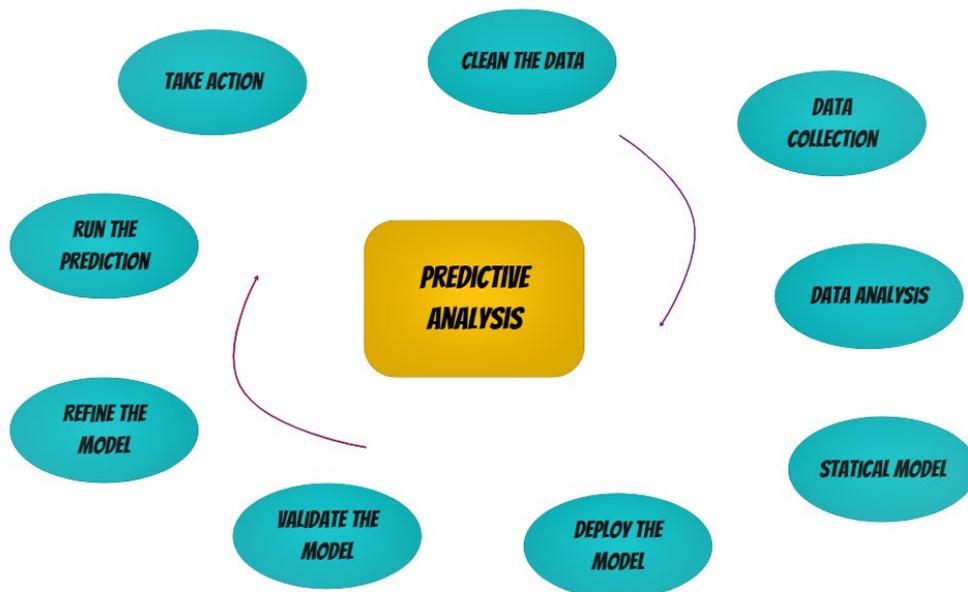
The question to be asked is, do we have enough data to build such a model?

Do we have all the related objects and connections among objects data available, e.g., claims, payment, and all the important connected details with granular information? Both the volume of data and time horizon information.

Based on this, team members need to analyze the feasibility of building the predictive analysis model.

The next phase could be **improving the accuracy of the model**.

Organizations are also deep diving into the legal issues of using the data universally. There are significant differences in legislation in different jurisdictions, but a couple of key relevant principles almost always apply. The team needs to know data protection legislation and, in particular; the rules surrounding the use of personal data.



From the **product coaching** perspective, please research and come out with the proposal

- How do you think you can help the team address some of the challenges? What could be the challenges to implementing this solution?
- How should team members be ready to solve this business problem?
- Do you see any legal challenges the team will experience to implement the solution?
- What could be the design challenges the team will experience to develop the solution?
- What type of infra and competency challenges does the team need to overcome?
- Team members are not able to understand the different data types. What do we do?
- Team members are not able to understand the different data storage! What do we do?
- Team members were not able to design the data architecture. What do we do?
- Team members were not able to extract the data from the source. What do we do?
- Challenges with data transformation and data loading. What do we do?

- How will the team address potential security and privacy concerns associated with the handling and processing of sensitive data?
- What are the specific technical skills and competencies required to develop and implement the proposed solution, and how will team members acquire or improve these skills?
- How will the team ensure that the solution is scalable, reliable, and able to handle large volumes of data over time?
- How will the team ensure that the solution is compatible with existing systems and technologies within the organization?
- How will the team ensure that the solution is compliant with relevant industry standards and regulations?
- What testing and validation processes will be used to ensure that the solution is functioning as intended and meets the needs of stakeholders?
- How will the team communicate the benefits and value of the solution to stakeholders, and what strategies will be used to ensure buy-in and adoption?
- How will the team measure and monitor the performance of the solution over time, and what processes will be used to continuously improve and optimize the solution?
- How will the team ensure that the solution is accessible and user-friendly for all stakeholders, including those with different levels of technical expertise?
- How will the team address potential issues related to data governance, including data ownership, privacy, and compliance?

What else we need to know and take care, please suggest.

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# Cloud Solution for Zeta Railways

## Case study Sixty-Seven

**“Why should people listen to you?” -Dave Ulrich and Norm Smallwood**

**Neural Network Pvt Ltd (NNP)** is a cloud solution-providing organization where they have a solution for distributed middleware for deploying platform-as-a-service (PaaS) offerings.

The company is researching cluster, grid, and cloud computing for high-performance computing (HPC) applications. And developed many solutions around this.

The solution was developed by Microsoft. NET Framework 2.0.

The cloud solution can run Microsoft Windows, Linux, and Mac OS and harness the collective computing power of a heterogeneous network.

The solution also provides a set of tools for administering the cloud, reconfiguring nodes, managing users, and monitoring the execution of applications.

The solution provides services for infrastructure management, application execution management, accounting, licensing, and security.

Their solution is a development and runtime environment, which is available for public use, can be installed on corporate networks, and dedicated clusters, or can be hosted on infrastructure clouds like Amazon EC2. Their solution enables horizontal scaling depending on the overall load in the cloud.

The development environment provides a rich set of APIs for developing applications that can utilize the free resources of the underlying infrastructure.

The organization wants to use this solution for a privately run railway company in Europe named **Zeta Rail service (ZRS)**.

Their (NNP) solution could be enterprise apps that are frequently aimed at solving business problems that touch many areas of the company.

(ZRS) Their typical challenge is to manage the growing operational challenges due to traffic over a certain period of time.

Also, **ZRS** is looking for a solution to increase the organization's ability to predict, respond, and adapt to unforeseen changes. They want to use the solution to gain a competitive advantage.

They have different zone services created in Europe to run their operations. The spike in the crowds sometimes halts the normal operation of the railway system.

In absence of the smooth execution, disturbs customer experience.

Several times system got crashed during pick hours of the rail operation (due to outdated hardware and infrastructure)

There are cases of hacking the railway system, though it was not significant, but it could have caused potential serious damage.

Based on the problem, how should the organization (ZRS) start its cloud solution journey?

How NNP can help?

**Mil Li** is the Product Manager from the NNP and started this engagement.

How are you thinking about building the personas of the users? Who are our users and who are our consumers?

How do you capture the current workflow and design to the to-be state?

Does existing application architecture matter here? They have been using monolithic applications for a long time. How do we separate business problems from technical problems?

How can data solve some of the railway's traffic management problems by using the Neural network solution?

How to design their KPI dashboard and what it should have?

In the exploration process, NNP discovered there are already many vendors already providing many different solutions for different challenges. How do you plan to integrate them?

How to plan the culture shift in the railway organization?

How the MVP-based release rollout solution can be planned?

How to overcome the data silos happening (IT, operations, Marketing) in the railway organization?

We always discover in the core organization there are many solutions and blame games (Engineering team, field operation team, IT team, etc.); how do you plan to overcome those?

- What else does **Mil Li** need to take care of to help **ZRS** organization?
- What will the success criterion look like?
- How quickly can you offer critical business capabilities?
- How do you know if you might be able to produce 90% faster?
- How can business stakeholders and technologists collaborate to link business strategy to software-driven digital assets?
- How does Mil Li plan to prioritize and allocate resources to address the needs of ZRS organization effectively?
- What are the key performance indicators (KPIs) that will be used to measure the success of Mil Li's efforts to support the ZRS organization?
- How will Mil Li ensure that the critical business capabilities are aligned with the overall strategy of the ZRS organization?
- What tools and technologies does Mil Li plan to use to accelerate the delivery of critical business capabilities?
- How will Mil Li measure the actual delivery time and compare it to the projected 90% faster delivery time?
- What are some of the challenges that business stakeholders and technologists may face in collaborating to link business strategy to software-driven digital assets, and how can Mil Li help address these challenges?
- How will Mil Li ensure that the digital assets produced are scalable, secure, and compliant with relevant regulations and standards?
- What are some of the risks associated with the project, and how will Mil Li mitigate these risks?



- How will Mil Li ensure that the ZRS organization's employees are trained and equipped to use the new digital assets effectively?
- What are some of the potential ethical considerations that may arise in the development and deployment of software-driven digital assets for the ZRS organization, and how will Mil Li address them?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Building Dynamic Personalized Pricing Apps for Grocery Stores**

### **Case study Sixty-Eight**

**“To whom do you add value?” -Dave Ulrich and Norm Smallwood, co-founders, The RBL Group**

Ram Charan Singh has online grocery stores.

He has heard about the personalized pricing features. He is, anyway, manually doing the same for many of his customers.

He has recently experienced how hotel industries are using this concept and he has personally experienced the same recently. He got excellent service with this approach. Same with his air travel experience. As a frequent flyer, he always got different prices than his friends.

According to Wikipedia:

*Price discrimination is a microeconomic pricing strategy where identical or largely similar goods or services are transacted at different prices by the same provider in different markets.*

**Dynamic pricing**, also called surge pricing, demand pricing, real-time pricing, or algorithmic pricing, is where the price is flexible based on demand, supply, competition price, subsidiary product prices

Right now, he is doing this based on his many years of shopping experience with his customers.

His employees know who his regular customers are and what they buy.

He wants to scale this with technology as everything he sells goes through online shops.

He wants to give a special discount price for this special customer, distributors who are loyal to him for a long

Based on their buying data, the system should give discounts which is profitable

He wants to encourage mobile app-based buying for the new generation than web-based buying

He wants the discount pricing to be Dynamic.

This fundamental concept demonstrates that some customers are ready to pay more than others for most products. To take advantage of this, pricing managers use techniques to determine – and charge – the precise price that each customer is willing to pay. Customers at the "top of the demand curve," who place a high value on the product, can generate enormous earnings. Meanwhile, if discounts can be given discreetly to customers with a lower readiness to pay, additional sales (and profit) can be realized. As a consequence, the customer base is more profitable, with some customers paying more than others.

Prices are tailored by noting each customer's characteristics and observing their actions. Ram Charan heard that it is complicated to execute this strategy, but he wants to explore and start simple.

It is simulating the behavior when we meet with the buyers. How shoppers dress, the car they currently drive, and answers to seemingly innocuous questions (Where do you live? What do you do for a living?) provide clues. Salespeople also observe actions, such as the other cars people are looking at and how they behave in negotiations (passive or aggressive). Evaluating each shopper's characteristics and actions creates a pricing profile.

**Ram Charan** sing is looking for an organization who can support him in achieving these thoughts.

He was ready to share the data, which is the crucial aspect of this aspect. Sales professionals need to gather and analyze loads of data on prospects. When it's done

right, sellers make maximum profit, and customers are highly satisfied with the value of their dollar.

**Rama Charan** also would like to evaluate how well this approach builds the customer loyalty

**Rama Charan** also would like to evaluate how well this approach expands his markets

**Rama Charan** also would like to evaluate how well this approach engages and excites his customer and get the repeat sales

**Rama Charan** would like to implement the pricing of the product if those products are nearing expiry

**Rama Charan** also would like to evaluate how this approach creates challenges

Does this approach increase operation costs for him? How to balance the profit?

He wants to give more control of customers and generate value

How easy to obtain this data and analysis (user location, IP addresses, web visits, past purchases, click-through speeds, and social media “likes.”, birth date, educational level, occupation details, etc.)

What expertise solution provider have to implement this? Data, algorithms, tech-based tests – all of that requires technology and skilled tech workers and data specialists. What is the investment expected here?

From where does the solution provider start this journey? What could the MVP1 solution include?

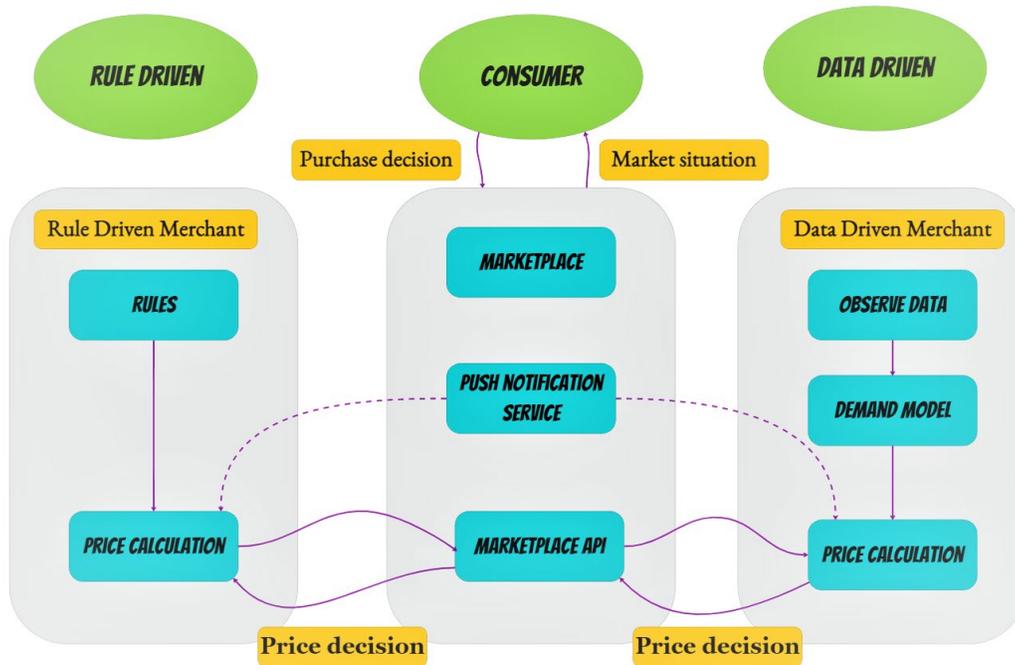
They have asked for these below data to start the work

1.**Supply** [Stock levels, Current cost, Future cost predictions]

2.**Demand** [ Product page views on e-commerce platforms, Seasonality of products]

3. Data about specific **customers** [ Demographic data like age, gender, current location and permanent residence, income, Device-specific data like device brand and model. For example, iPhone users tend to spend more than Android users. Behavioral data]

## 4. Competitions prices



**Rama Charan** wanted this solution to be cloud-based and gave access to his ERP system to extract the data.

- How can you help? As a Product coach
- What do you think the key success aspect is that needs to be identified here?
- How quickly can you offer critical business capabilities?
- How do you know if you might be able to produce 90% faster?
- How can business stakeholders and technologists collaborate to link business strategy to software-driven digital assets?

As a product coach, I can help identify and prioritize product goals, create product roadmaps, facilitate product ideation and discovery, and provide guidance on product development and launch strategies.

The key success aspect that needs to be identified depends on the specific product and business objectives. However, some critical factors that can contribute to success include a clear understanding of the customer's needs, a well-defined product vision, an efficient product development process, and effective collaboration between business stakeholders and technologists.

The speed at which critical business capabilities can be offered depends on the complexity of the capabilities required and the maturity of the existing technology infrastructure. However, agile development methodologies and rapid prototyping can often accelerate the delivery of critical capabilities.

To determine if it is possible to produce 90% faster, it is necessary to analyze the current product development process, identify bottlenecks and inefficiencies, and explore potential process improvements or technology solutions.

Business stakeholders and technologists can collaborate to link business strategy to software-driven digital assets by aligning business objectives with product development priorities, establishing clear communication channels, and leveraging data-driven insights to inform decision-making.

Some additional questions that can help gain a better understanding of the situation might include:

- What is the current product development process and how is it working?
- What are the specific business goals and objectives for the product?
- What are the biggest challenges facing the product development team?
- What resources are currently available to support product development?
- What are the key customer needs and pain points that the product is intended to address?
- How is the success of the product being measured?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# Tracking Himalayan Mountaineers

## Case study Sixty-nine

**“In what way can we redefine the criteria of choice in our category in our favor, as Method introduced style and design to cleaning and Virgin America returned glamor to flying? ”-Mark Barden and Adam Morgan**

**James** is planning to develop a solution that can track mountaineers who are going mountain climbing! End-to-end tracking without any constraints.

The application will be used by the tour operator who is taking a bulk of people to the Himalayan Mountain or such mountains or similar types of assignment.

His plan was for the device to be carried by the mountaineers. The data will be used by all the people who are at different base stations and will guide where each mountaineer is available. The application in the device will have end-to-end connectivity with all the registers consumers.

All interested people should be able to track registered people and their complete mobility. The same app should be able to be used on any other occasion, especially large congregations like the Kumbha Mela, where millions of people are gathered for the bath. To track each other/trace and find the lost one. Locate the ill people quickly or etc., purpose. The data can guide anyone based on the map data, location data, and what could be the best way to track, guide, and locate each other?

Without an internet connection, this activity has to happen or with the internet also.

The **App+Device** automatically sends location updates to their servers (assuming you allow it to). They use that data to dynamically propose the information based on current conditions and to tune their maps.

Users report other information, such as roadblocks, construction, obstacles, vehicles in breakdown lanes, police locations, gas prices, and more. The app then alerts another consumer in those locations.

The App+Device can have a speech guide to help users with their next destination or challenging condition.

The **App+Device** displays dynamically updated visualizations such as alerts and maps. The app also enables the users to interact with the maps by moving them or zooming in and out.

The **App+Device** must use without the internet the device that continuously streams data to the server. This device acts as an IoT streaming service.

It must process, store and analyze that data immediately, to update your device's maps, to display and speak relevant alerts, and possibly to update your driving directions. This requires massively parallel processing capabilities implemented with clusters of computers in the cloud.

- Please recommend what kind of **database** design challenges **James** will experience?
- What kind of **communication** challenges James will experience as the device has to work with the Internet or without the internet?
- What kind of **artificial intelligence** challenges does James will experience as the device has to display the map and guide the users?
- What kind of **IoT streaming** challenges the device needs to deal with?
- How much **cloud** computing can help?
- What kind **UX challenges** he will experience to develop this solution?
- What will all the MVP1 launches cover? and so on regarding release plan
- How can James ensure that the database design is scalable, secure, and optimized for the needs of the device and its users?
- What kind of communication protocols and technologies will be used to enable the device to work with or without an internet connection, and how can James ensure that these are reliable and efficient?
- What kind of AI models and algorithms will be used to display the map and guide the users, and how can James ensure that they are accurate and effective?
- How can James ensure that the device can handle real-time data streaming from IoT devices and sensors, and how can he optimize the device's performance in this regard?

- How can cloud computing be used to offload some of the processing and storage requirements of the device, and what kind of cloud services and architectures should James consider?
- What kind of user experience (UX) challenges will James’s face in designing the interface and interactions for the device, and how can he ensure that they are intuitive and effective?
- What features and functionalities will be included in the MVP1 launch, and how can James ensure that they meet the needs and expectations of the device's target users?
- How can James’s plan and execute a release schedule that ensures that the device is launched on time and with minimal issues or bugs?
- What kind of security and privacy challenges will James’s face in designing and developing the device, and how can he ensure that they are adequately addressed?
- How can James ensure that the device is compliant with relevant regulations and standards in the markets where it will be sold or used?

James is also thinking to use this device for old people who are not able to remember much!

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Hanna Challenges the Microservice World**

### **Case study Seventy**

**“What are we challenging, in the sense that Mac challenged the PC or Dove tackled the Beauty Myth?” -Mark Barden and Adam Morgan, founders, eatbigfish**

**Hanna** has joined as a Product Manager in one of the large Enterprise teams who is doing business for the last several decades in Power Automation products, esp.



Power generation and distribution software products named **PGDS** (*Power generation & Distributed Systems*).

The Product Engineering department wants to move faster and deliver better quality to customers in the USA market.

**Hanna** feels that she fits in at the company and her skills are appreciated.

The organization's power generation and distribution management system are good enough to scale up its products for large grid networks system in developed countries.

This means the service needs to be more resilient than it is now, interact with more different app providers, and scale up to meet the forecasted demand – while also improving the product features and increasing the speed at which it delivers value.

**Hanna** has proposed that the best way to move faster and deliver better quality is to have a microservices architecture.

The current monolithic design has been in use for several decades, and while it is a very robust solution, it is difficult to add new features quickly. Too many changes at once create instability.

The existing architecture is a monolith that has grown over the years with different features.

As the department transitions to this new architectural style, it will scale up from 3 to 10 teams, with each team working in its own area. **Hanna** is confident that this approach will enable the scaling they'll need to enter large new USA markets.

**Hanna** believes that the new microservices architecture does not meet the company's business requirements and that the project may be costing the company market opportunities after a few months of work on the architectural transition. Mismanagement of these services is a problem on par with those encountered during the early phases of transition from monolithic applications.

One year later, **PGDS** has a plethora of different microservices, including the remains of the monolith, all managed by 10 product engineering teams.

However, the new architecture hasn't delivered on the promise of moving faster and delivering better quality to customers.

The teams are not achieving their expected potential, and there are constant issues with the flagship product.

## **How can you help Hanna to overcome this mess?**

- What should they do to successfully overcome some of the challenges?
- What recommendation do you have to manage the various moving parts of the development teams?
- How the failure management needs to deal with (Internal and external)
- How the dependency management esp. cyclic-related needs managed esp. during service upgrades?
- How can monitoring help to discover potential issues and moderate resource utilization?

## **Some of the proposals Hanna tried**

- She focused on the application's logical domain models and related data.
- She decoupled islands of data and different contexts within the same application.
- She defined the contexts and managed them independently.
- She implemented queries that retrieve data from several microservices through API gateways
- She has used eventual consistency between microservices articulated through event-driven communication and a publish-and-subscribe system.
- She has used HTTP (REST)-based microservices, due to their simplicity. She has used HTTP requests and responses just to interact with the microservices from client applications or from API Gateways.

I am sure most of the product teams are today going through these types of challenges and overcoming them by experimenting.

- If you were **Hanna**, what would you have done?
- If you were a product coach for **Hanna**, how would you have helped her?
- What metrics will we use to measure the success of the solution?

- How can we monitor and adjust the solution as needed?
- What factors should **Hanna** consider when deciding whether to replace or upgrade the current system, and how can she weigh the costs and benefits of each option?
- What kind of user research should **Hanna** conduct to understand the needs and pain points of the system's users, and how can she ensure that their feedback is incorporated into the new solution?
- How can **Hanna** work with the IT and business teams to identify the key requirements and objectives for the new solution, and ensure that they are aligned with the organization's broader goals and strategies?
- How can **Hanna** develop a project roadmap and timeline that ensures the new solution is delivered on time and within budget?
- What kind of software development methodologies and best practices should **Hanna** use to ensure that the new solution is scalable, maintainable, and user-friendly?
- What kind of infrastructure and technology decisions should **Hanna** make to ensure that the new solution can be easily integrated with other systems and technologies?
- How can **Hanna** ensure that the new solution is tested rigorously before it is deployed to ensure that it meets the organization's needs and is free of bugs or issues?
- How can **Hanna** work with the IT and business teams to train the system's users and ensure that they are comfortable and confident in using the new solution?
- How can **Hanna** develop a plan for ongoing maintenance and support of the new solution, and ensure that it remains up to date and aligned with the organization's changing needs?
- How can **Hanna** measure the impact and ROI of the new solution over time, and ensure that it continues to deliver value to the organization and its stakeholders?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Blurring Application Boundaries**

### **Case study Seventy-One**

**“Would you rather sell to knowledgeable and informed customers or to uninformed customers?” -Don Peppers, founding partner, Peppers and Rogers Group**

As coaches, most of us are concerned with identifying product value stream.

The challenge is to determine how the value stream evolved and what steps should be taken to optimize the present value flow.

We are all aware that when we find optimized value flow, we also discover disturbing value flow due to the applications hands-off.

The overlapping application landscape creates major bottlenecks in order to minimize lead time.

These apps are driven by the application owners/ departments.

People arise to do a job! They will safeguard their jobs!

They will justify why that job, that flow, that application is so essential, because that organization will no longer exist!

In the value flow discovery, we realize that we need to minimize the application boundaries and remove some of the outdated applications!

We need to find within and outside the organization where can we blur the application boundaries

Among all these, product research, implementation, and consulting, if any, application boundaries need to blur

Where is knowledge flow and information flow stuck due to these applications boundaries?

Irvin is the product manager for a large pharma manufacturing chain

He is thinking about boundaryless organizations. Establishing such is a major challenge for legacy organizations.

Over a period of time, there are thick walls created within the organization

People do not talk elephant in the room due to internal political pressure

To create an innovative product and solution for the fast-paced pharma market, Irvin needs to blur the organization's boundaries. There are many vendors and vendor applications which are helping today to complete the end-to-end flow.

He also has an in-house product created by someone some years back, no more, with the organization.

He was set to consolidate all, and get mad, by looking at the application portfolios!

The amount of money invested to maintain those outdated applications is immense!

This application blurring initiative is a major drive to consolidate and recreate the future. This was a strategic initiative started a few months back by top management to optimize the operation cost.

Where to start? What does Irvin do? Who can help? What expertise is needed to drive such work?

Every product, application, solution, and department are important in the end-to-end value chain!! How can that be true?

**Irvin** did a customer discovery journey mapping exercise. **Irvin** did a user discovery journey mapping exercise.

The exercise was so complex; he had to find skilled people to discover this application landscape.

Some teams are using the out-of-the-box solution, some teams are customizing the out-of-the-box solutions, some teams are building in-house applications, etc.

In the value, chain path

- There are research and Marketing-related applications

- There are Product design and development-related applications
- There are sales & service-related application
- There are suppliers related applications
- There are purchases related to applications
- There is inventory related to the application
- There are costing-related applications

Some of the areas are using out-of-the-box integrated solutions, some are custom made

**Irvin** needs to consolidate these and come out with better digital end-to-end solutions (either build or buy)

What question does **Irvin** need to ask?

There are already users using these pharma products in the market. Business continuation is one of the important elements that need to be taken care of.

- How can we help **Irvin** by discovering below points?
- HR-related applications for managing employee data, benefits, and payroll
- Finance-related applications for managing budgets, invoices, and financial reporting
- Production-related applications for managing manufacturing processes and equipment
- Logistics-related applications for managing shipping, transportation, and supply chain operations
- Quality assurance-related applications for managing product testing and ensuring compliance with regulations and standards

To know more about the applications in each of the listed categories, some additional questions that could be asked include:

- What specific functions do the research and marketing-related applications serve, and how do they help the organization to better understand and reach its target customers?

- What kinds of product design and development-related applications are used, and how do they support the creation of new products and services?
- What kinds of data are managed by the sales & service-related applications, and how do they help the organization to manage its relationships with customers?
- How are suppliers related applications used to manage relationships with vendors, and what kinds of information are tracked?
- What kinds of purchasing-related applications are used, and how are they integrated with other parts of the organization's operations?
- How are inventory-related applications used to manage stock levels and track the movement of goods within the organization?
- What kinds of costing-related applications are used to manage financial data related to the organization's operations, and how are they integrated with other financial systems?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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**A discrepancy with the leadership's vision led to the company's downfall**

### **Case study Seventy-Two**

**“Are you taking your company in the direction of better and revenue or cheaper and cost?” -Michael Raynor, director, Deloitte Services LP**

David Banerji started a company that offers an excellent product that customers value.

The company is growing despite the growing pains that accompany the sprint to liquidity.

As **David** grew old and new leadership was inducted into the board, there were thinking differences in the execution.

One of the growing pains is the mismatch between people who have been at the company for a long time and the new executive team that the CEO hires to prepare the company for an initial public offering.

The company provides solutions that competitors are not able to provide.

The product is for telecom router product space. The competition is high, with large giant corporations dominating this space.

David started the company by working for several years with a giant telecom firm.

He exactly knows the customer's pain points. He tried to improve the products, but the constraints of company culture forced him to come out and start his own.

His solution, which he named "**DeltaCom**" was an instant hit, and there are many customers in this space for his product.

The culture was important to **DeltaCom's** growth, and many employees were happy to work there, but some employees saw gaps between the culture and the conduct of the company's leaders.

David's leadership approach was free from fear, innovative, and hard-working culture. He treats the customer like a friend and the team like a family.

He believes in giving and receiving feedback. And at the biweekly meetings, in which teams review the team's accomplishments, they always celebrate and reward individuals who live the company values.

But the new leadership approaches are different. They are for quick win!

A frantic attitude to setting goals and dealing with initiatives leads to lots of motion but limited tangible success. The loudest and most arrogant voices pick up the most attention and awkwardly set the pace for the rest.

Burnout has set in across the entire company. Both long-term employees and even some fresh faces are already withdrawing or suspecting their future with this company.



The only people remaining are the toxic ones, the ones with some anticipation left to spend, or the people who have been caught off guard by just how misaligned their impressions were with the reality of the situation.

Another deeper problem, **Deltacom's** product was difficult to sell and that its CEO was not hiring the right people. The product used to have an edge, which is gone now due to a lack of strategy. The new CEO is inexperienced. He doesn't know how to lead the company to the next stage and is in over his head appointing the wrong people. The aggressive competition culture though, showed a momentary sales spike but killed the long-term gain.

He hires people that want to bring in their own people, so the company becomes a revolving door for the new people of the new bad leaders the CEO hires

Over a period of time, the company started seeing the impact of internal company culture, which is down grading.

If you are the business coach for this company

What do you do to improve the company culture?

- How do you refine the company culture, values, and communication?
- Anything you would like to improve the recruitment strategy to induct the right people who value the company's original culture which David established?
- What to do with short term vs long-term strategy?
- What do you think the key success aspect is that needs to be identified here?

What else we should focus on through better coaching? Can we consider below points?

- How do you ensure that the company culture, values, and communication are consistently applied across all levels of the organization?
- What steps can be taken to attract and retain employees who share the company's values and are committed to its long-term success?
- How can the recruitment strategy be improved to identify candidates who are a good fit for the company culture, as well as possess the necessary skills and experience?

- How do short-term and long-term strategies intersect, and how can they be balanced to achieve sustainable growth and success?
- What kind of metrics can be used to measure the success of the company's culture, values, and communication efforts, and how can they be continuously monitored and improved?
- How can leaders and employees be trained and developed to uphold the company's culture and values, and ensure effective communication and collaboration?
- How can the company's culture and values be integrated into its products and services, and how can this contribute to its overall success?
- How can the company maintain its original culture while also adapting to changes in the market, industry, and technology?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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**What drives people to prefer digital newspapers over print?**

### **Case study Seventy-Three**

**“Do we have enough freaky customers in our portfolio pushing us to the limit day in and day out?” -Tom Peters**

One of the small-town newspaper publication agencies decided to go digital, looking at the sales drop of their paper.

Their newspaper, **“Dainik Samachar”** was serving the towns for the last 10 years. And also connected with major political parties.

**“Dainik Samachar”** daily circulation and printing was 4,000-7,000 copies.

With the rise of the Internet, digital platforms have been developed to keep up with transforming consumer demands. With respect to newspaper publishers, these

technologies disrupt the newspaper business because they make online news more accessible to readers. These devices include computers, mobile, e-readers, and tablets.

Consumers are moving to digital experiences for all of their needs.

With the latest young generation, the newspaper sales were dropping year after year. The dynamic of consumption is significantly changing.

Newspaper publishers have always depended on advertisers and readers for their revenue. A business based on declining ad revenues and falling circulation posed a serious challenge. Advertisers have not only reduced spending; they have also diverted a portion of their budgets toward online advertising, where rates are very low.

The Internet has also resulted in the growth of news aggregators, websites that collect content from multiple sources. News aggregators are fierce competition for newspapers.

Today, the news is not just about disseminating information, but also about customer experience. Online readers display the qualities of both scanners and methodical readers, whereas print readers are more methodical in their approach.

This mix of digital delivery and real-time customer engagement has resulted in the creation of trends, such as mobile journalism, integrated newsroom, convergence media, and citizen journalism.

The newspaper publication agency hired a digital consultant company named **PrintuX** to help its digital transformation drive.

The **PrintuX** team started with the gap analysis

Number one gaps in people, processes, and systems that were necessary for the very future of the organization

All the mechanisms to collect the information and formulate the newspaper need to be upgraded to a web-first approach

The data structure needs significant design and change to make it social media enabled.

Every information now needs to be built for Digital first from Print-first. The right content at the right time, in order to make our readers almost partners in the business.

**PrintuX** team was also highlighting the type of news coming for digital media also changing. Digital news readers need different stories, and they need more engagement. The print-first approach did not have all those options, which is very much possible in the modern Digital-first approach. Readers' tastes are changing; so are their expectations and means of consuming that information.

The business model also needs to change. In the Print-first model, the business model was based on ad revenue. Classified and other ads provided more than 60% of revenues.

The **PrintuX** team was also highlighting the technology investment needed for the digital newspaper. They have proposed quarter-by-quarter technology investments and validated the long-term benefits. Investment for digital infrastructure, document management system, security, and training, etc.

**PrintuX** proposed an all-in-all transformation for the System, Process, People, Infrastructure, and culture of the organization that needs to reboot in the coming years to multi-years with huge investment.

- How can the **Dainik** Samachar team come up with quality impactful content throughout the day?

Fully integrated multimedia editors and reporters produced content centrally and distributed it through a set of media brands on different platforms; That is the ambition now. It is a massive shift for employees. The people's capability needs significant change and that started with hiring a few young journalists.

“**Dainik** Samachar's top investors understood the need for change, and they were helping in the transformation journey. They have experienced the same in other media organizations in large metropolitan cities. So, they have invited others to come to their office and share their stories with “**Dainik** Samachar team members.

Building a transformative culture needs to start early in the transformation. They want to scale the **Danik Samachar** platform for all the geographies.

You are the product coach. Remco from **PrintuX**. How did you start your coaching journey for the **Dainik Samachar** team?

They want to spread the message with the “go Digital, go green and save the earth” campaign.

- Where do you start? What are your 60 days and 90 days plans? What are your 6 monthly plans?
- How does the new news website attract users? Do they need to be hooked to remain on the website?
- What could upskill and upgrade proposition so that team members can not only write small breaking news but start creating videos, podcasts etc., for social media feed
- How can they build a command center, and constantly push editors and reporters?
- How can you propose a new business model for revenue generation for the newspaper agency, like creating digital archives, news syndication, rental income, and commercial printing and subscription-based model, online paid content?
- How can you help capture readers’ changing behavior and satisfy those with new solutions? For example, Google News is one of the largest news aggregators that allows users to customize their home page with news of their choice and to request selective email alerts.
- A growing trend of consumer participation in the process of online news creation and distribution. How do we enable that to happen with **Dainik** Samachar?
- How do you guide infrastructure adoption?
- What will be the marketing strategy to attract digital users to use **Dainik** Samachar’s social media sites? How do you help them with news media or TV agencies now?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# How to Finance Product development?

## Case study Seventy-Four

**“If our company went out of business tomorrow, would anyone who doesn't get a paycheck here care?” -Dan Pink**

**Xenia** is the product manager for the Gaming application that she and her team members have been developing for the last few years.

There is a budgeting session coming where she needs to get funds from the senior executive for her upcoming roadmap and product expansion. The gaming application needs huge infrastructure investment as the uses based has significantly grown.

She was wondering how she would do the budget pitch and what all need to cover.

**Xenia** has invited her coach to have a dialog with her about sound boarding

In the first round of conversation, all these points appeared that Xenia thought she need to cover quickly

She has the plan to refine these later.

Xenia started compiling all these points in her thinking storyline

- Why this **product idea** is better than any competitor's products in the market? How is technology utilized for product building? Do we have a competitive advantage? What are the top few great features we have?
- The **market** where this product is playing, what is the size of the market? What is the current trend and stage of the market? Do we see market expansion happening in the coming few years? Is the market saturated? Too many players in the saturated market? What are the market opportunities? With the product idea, can we dominate in the upcoming market? What strategy do we have for the coming market? Are we too early in the market or too late in the market? What is the traction of your product?
- How are your current **teams'** competencies and capabilities? How passionate are you and your team members for this product and solution? What are the various patterns you can showcase through which executives will have confidence? What are some of the indicators which give assurance to the senior

leaders for this team? Team expertise with skills competency is one of the great things you can showcase here. The team members deep subject knowledge and their track record build some confidence in senior leader's minds.

- What is the **presentation** flow you will be able to showcase? How attractive is it? How passionately you will be able to present this? What stories can you share in the quickest timeline? How can you showcase your commitment through a presentation? Will you remain there till the end, how will you demonstrate the same to the leaders?
- **Resiliency** of you and your team members. How well have you come to this stage? What learnings have you experienced from your journey or from some failures? Do you and your team members are willing to go beyond the defined boundaries and bounce back after setbacks?

The product manager wants to share some insights from all these areas.

The product manager needs to give confidence to the senior leaders that all the said statements are data backed

What others are missed by Xenia, the product manager for the mobile app team?

- What do you think if **Xenia** gets the investment?
- How quickly can **Xenia** offer critical business capabilities?
- How do she know if she might be able to produce 90% faster?
- What is the budget and resource allocation for **Xenia's** team, and how does she plan to use them effectively?
- What is the target market for the mobile app, and how does **Xenia** plan to reach them?
- What is the revenue model for the mobile app, and how does **Xenia** plan to monetize it?
- What is the user acquisition strategy for the mobile app, and how does **Xenia** plan to attract and retain users?
- What is the marketing plan for the mobile app, and how does **Xenia** plan to promote it to potential users?

- What is the feedback from stakeholders such as investors, customers, and other team members, and how does **Xenia** plan to address their concerns or suggestions?
- What is the roadmap for future updates and improvements to the mobile app, and how does **Xenia** plan to prioritize and implement them?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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**How can you help Shangrila? Should he or not?**

### **Case study Seventy-Five**

**“Why don’t our customers like us?” -James Champy**

How to Pivot Agribusiness to Launch Fishery Business?

Pivot is essentially a shift in the business strategy which is implemented for testing out a new approach associated with the startups business model after receiving specific feedback.

Pivot occurs when a company shifts its business strategy to accommodate changes in customer preferences, industry, or any other factor that impacts its financial bottom line.

It is often believed to entail drastically changing the whole company.

**Shangrila** Mathur has acres of agricultural land.

For the last two decades, he and his family are thriving on the lands by growing diverse crops, and he was still Ok so far until few years ago, crops started failing to yield

Due to climate change, his growth from Agri farming work is not as expected as it was a couple of years back.

He was discussing with his son who is working abroad as a technical consultant



His son recommended Pivoting the business!!

His son shares a story of the **Instagram** journey

*Instagram wasn't always the Instagram that we know today. Meaning: it did not start as instagram.com, the dedicated photo-and-video-sharing social networking application.*

*The platform that exists today was born out of a service called Burbn, a location-based check-in app. After observing the extreme popularity of the app's photo-sharing capabilities as compared to the popularity of its other features, Burbn's leadership stripped the application of virtually every other aspect. They started focusing exclusively on 3 of its functions:*

*Photo, Comment, Like*

***Burbn** ultimately rebranded itself and became Instagram, the big photo-and-video-sharing giant that we know and love today. Which was undoubtedly a terrific strategy - one that culminated in a valuation of over \$100 billion for Instagram by 2018 (Bloomberg).*

The route taken - turning Burbn into Instagram - is an example of a lean methodology concept known as startup pivot.

Should **Shangrilá** Pivot his Agribusiness?

It would be a big strategic change for him.

He knows if he is not changing the strategy it is going to end the existing business.

Before Pivot, his friend asks what alternative he will divert his finances to.

He did a prototype a few years back with a certain portion of his land. He started growing shrimp on the small portion of the land.

The result and return on the investment from that prototype are promising. If he scales up all the land, what is the possibility of major success? Shangrila was wondering...

**Pivoting** his Agri-farmer's business where his core expertise was for so many years?

His market and network were mostly from the Agri farmer industry

But his profit margin has become unpredictable

His dependencies were too much on unknown

His distributing commitments are not able fulfilled, so his investment repayment is getting impacted

Some other farmers in other portions of the town are doing extremely well from the Agri-farming, so distributors are buying from them, as they were able to fulfill the bulk orders. They are big with fat funds, so they were able to manage the water scarcity, insect attacks, fertilizer needs, etc., operational challenges.

He is also struggling with his labor shortage. His old-timers were not coming to the field as he was not able to give them constant work. They are mostly leaving for the city for long-term job assurance or going to rich industrial farmers.

He is not seeing any large orders in the form of expectations coming his way. There is too much effort to sell whatever he produces. It eats ways his profitability

The support system of his family also has drastically changed in the last few years. His family backup is shrinking for the kind of effort Agri-Market is expecting.

Sooner he moved into another revenue model; for him, it is better

He will get an early mover's advantage from his shrimp fishing business

His prototype shows there is a market demand for shrimp export

His prototype shows banks are also ready to invest to create large-scale fishery work

He is reading a proposal where it shows other people are also thinking about converting their land into small fishery farming

He was thinking of taking one small course on fishing so that he can understand end-to-end fishery business and life cycle management

He was thinking of bringing all his loyal workers back to this business to improve the outcome

There is a new export market for shrimp, and it is growing as per the report provided by the local fishery department. There is a growing market and new opportunity landscape appearing here.

The investment is not as agribusiness; uncertainty is not as agribusiness, and dependency on resources is less, and they are known (less unknown)

He heard the slogan, *"Get ready to throw out the old and embrace the new"*

He is seeing evidence of his agribusiness dying (for him, by him)

He knows he needs to acquire new skills at this age for the Fishing business. He has found support systems and assistance from the local fishery office and the latest built-up ecosystem

He has to build a new business model for the fishery business; he knows he cannot use the Agribusiness model here

He is confident in 5-10 years of fishery business expanding and promising

By Pivoting the agribusiness, he will divert all the reusable resources to the new fishery business (people, process, technology, and other resources)

For Sangrila, a pivot is, *"I've changed and redirected my strategy. I was in Agri company, and now I am in a Fishery company."*, *"This is the product we're going to sell, and now this is what we're going to do."*

- What else should he consider for Pivot? Should he or not?
- What problem is he addressing for which customer and what solution is fulfilling for the new customer?
- What new opportunities is he able to see?
- What was the reason behind Sangrila's decision to pivot, and what were the factors that influenced this decision?
- What are the key differences between the Agri and Fishery industries, and how does Sangrila plan to leverage these differences to succeed in the new industry?
- What is the target market for the new product, and how does Sangrila plan to reach them?
- What are the unique challenges and opportunities in the Fishery industry, and how does Sangrila plan to address them?
- What is the competition like in the Fishery industry, and how does Sangrila plan to differentiate his product from other similar offerings?
- What is the revenue model for the new product, and how does Sangrila plan to monetize it?
- What resources and expertise does Sangrila have that will be beneficial in the new industry, and what new skills or resources will he need to acquire?

- What is the timeline for the pivot, and how does Sangrila plan to manage the transition smoothly?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Zen Pharma Goes Digital!**

### **Case study Seventy-Six**

**“What is our Big Hairy Audacious Goal?” -Jim Collins**

One of the renowned pharma companies, **ZenPharma** grew rapidly throughout the 2000s; many different go-to-market models were developed, and some of its businesses used more than one.

**As a result, the expertise needed to solve specific, case-by-case client challenges was not always easily accessible to sales and delivery teams.**

**ZenPharma’s** goal, therefore, was to capitalize on its strengths in Pharma products – strengths that had been created over time and decentralized to enable local value creation – in order to make its capabilities and expertise available to every customer worldwide.

Despite this charge to drive Pharma product leadership across its markets, a key question for senior executives remained:

*What was the main source of competitive advantage moving forward?*

This is one of the major question organizations was asking and thinking as a strategic initiative

There was huge excitement in the company about **digital** potential for new value creation at **ZenPharma** while still using the core strengths of the enterprise

When asked what the best source of competitive advantage would be in three years, **ZenPharma’s** executives responded with an overwhelming agreement:

## **"world-class customer experience"**

This mutual call to action would require substantial work on the product offerings and digitized platforms, but the customer experience was the choice for the company's number-one source of competitive advantage in the digital era.

**ZenPharma** therefore embarked on a three-year internal company transformation program called **"One ZenPharma"**

This connected a diverse set of assets (Applications, equipment, labs, etc.), platforms, people, and brand identity after the company's years of acquisitions

*The goal was to create a central identity for the enterprise so employees across all levels and departments could act in unison to deliver a great customer experience.*

To this end, the One **ZenPharma** program created a highly collaborative, customer-centric work environment.

One of **ZenPharma's** challenges was that through acquisitions, it had accumulated more than 50 enterprise resource planning systems and 150 customer relationship management (CRM) systems in different business units.

To address this challenge, ZenPharma established a new global function called Information, Processes, and Organization (IPO).

This group concluded that **ZenPharma** needed a new 360-degree view of the customer and, therefore, a unified global CRM. Previous experiences in creating in-house shared platforms at **ZenPharma** and other large enterprises had often taken five or more years, with mixed results.

**ZenPharma** needed a faster, more flexible approach, so it opted for a **software-as-a-service cloud solution**.

Two guiding principles were applied: **"Go fast, go good enough"** and **"Deploy only standard functionalities and limit customizations."**

**ZenPharma** IPO implemented the CRM platform in eighteen months at 100 sites in 20 countries.

Connecting all the sales units on the same platform with the same information was important for creating a great customer experience.

This platform has been a major enabler of the 20 percent increase in revenues from cross-selling.

This is a turbulent journey as a transformation change agent when you look back:

- What would you like to address as a tactical plan to enable this transformation to happen?
- What are some of the obstacles you had to overcome to make this journey successful?
- What are the various platform strategies that need to be taken care of?
- How do you plan to communicate and educate stakeholders about the transformation plan?
- What metrics will you use to measure the success of the transformation plan?
- How will you handle any resistance or pushback from employees or other stakeholders?
- What resources, such as technology or personnel, will be needed to implement the transformation plan?
- How will you ensure the transformation plan aligns with the organization's overall goals and vision?
- What kind of support will be provided to employees during the transition period?
- How will you maintain and monitor the new systems and processes once the transformation is complete?
- What kind of training and development programs will be required for employees to adapt to the changes?
- How will you handle any potential risks or challenges that may arise during the transformation?
- How will you ensure the transformation plan is sustainable in the long term?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Paint Company goes Digital!

### Case study Seventy-Seven

**“Do we aggressively reward and promote the people who have the biggest impact on creating excellent products?” -Jonathan Rosenberg**

Our paint company **Narolac** wants to use the digital platform to enhance their sales.

They have been struggling to stay relevant in the digital market.

There are many silos in the company!

**Narolac** is de-align with many silos, each with its own systems, data definitions, and business processes.

The systems are confusing, sometimes duplicative, and often tied together in complex (and sometimes unknown) ways. Generating a common view of customers or products can be very difficult.

Every request for a nonstandard technology; every demand to do things your own way; every choice to go around corporate governance processes so you can move faster, and every integration meeting that Your staff people miss will create more complexity

**Narolac** manager says, we have, through the last fifty years, proliferated our IT systems and applications. We don't retire systems. We just add on top of them, which creates a tremendous amount of expense and complexity.

Companies mired in legacy spaghetti find it difficult to make sense of their information and even more difficult to make change happen.

Research shows that unnecessary complexity in the platform is the number one driver of IT risk in firms; it makes processes harder to change, harder to test, more prone to fail, and tougher to restore after it fails.

A well-designed digital platform is one reason that web-based companies are able to perform analytics and personalization much more readily than traditional firms, as companies don't have a common view of customers. That is what **Narolac** wants to use.

**Narolac** executives know that it's extremely difficult to accomplish advanced customer-engagement techniques such as personalized service or location-based marketing. The challenge grows as you engage in multichannel operations.

It's very difficult to get a good understanding of the customer when customer data is spread across so many systems. The first step, they decided in preparing for digital transformation is to invest—sometimes heavily—in integrating data and processes across the enterprise. In this respect, firms that have already implemented ERP and CRM systems are a step ahead of others

The **Narolac** company needed to invest millions into an ERP system that could help the company to become digital end-to-end. Through unified systems and processes, **Narolac** could improve operations, understand sales patterns, and start to provide seamless service across channels.

Well-structured platforms can also help manage the centralization-versus-decentralization challenge in globalization

Well-structured digital platforms have benefits beyond efficiency and agility good platforms can also help a company scale volume faster than it needs to scale its labor. And they can help to roll out innovations quickly across a large and geographically distributed company.

Great platforms provide clear information to decision-makers. They serve as the bases for advanced analytics capabilities and new digital services.

They are both efficient and agile. And they constantly provide new digital transformation options.

**Narolac** has hired you as a transformation change agent.

- What do you think you will start with?
- What are the challenges you think you will come across and what will be your 60 days, 90 days strategy will be to deal with the digital transformation?
- What are the key goals and objectives of the digital transformation for **Narolac**, and how can they be achieved?
- What is the current state of **Narolac's** digital capabilities, and what areas need improvement?



- How can **Narolac's** digital transformation improve the customer experience and drive growth?
- What kind of resources, such as technology or personnel, will be needed to implement the digital transformation plan?
- How can **Narolac** ensure that the digital transformation aligns with the organization's overall goals and vision?
- What kind of training and development programs will be required for employees to adapt to the changes?
- How can **Narolac** effectively communicate the digital transformation plan to all stakeholders, including employees and customers?
- What kind of metrics will be used to measure the success of the digital transformation, and how can they be tracked over time?
- What kind of risks or challenges may arise during the digital transformation, and how can they be mitigated?
- How can **Narolac** ensure the sustainability of the digital transformation in the long term?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Marriage of IT-Business in Gramin Bank of Hazradesh**

### **Case study Seventy-Eight**

**“What do we stand for--and what are we against?” -Scott Goodson, co-founder of StrawberryFrog**

The Gramin Bank of **Hazradesh**, based in Hazra, of the best bank in the locality

The executives began to understand that their existing online retail platform, while working well, could not scale to the new demands that the company was going to place on it in the future.

Recently they acquired a digital startup company which causes significant friction in the **Gramin Bank of Hazradesh**.

The executive team asked a senior business executive, **Rimal**, and a senior IT executive, **Zian**, to rethink the company's approach to digital retail banking

They worked together for many months.

Starting small, they put together a plan to replace the old platform with a new, more scalable one—a true foundational investment for the company's future digital strategy.

We did the pitch, and the bank supported a program that said, *“Let's build a foundation that will last us for decades to come.”*

The only customer benefits at the end of that new infrastructure will be a fundamentally redesigned user interface and hence user experience

They have started significantly looking at the way IT and business work together

Their team needed to work faster than traditional IT development processes could, they created a new unit that merged both IT and business talents.

Instead of the business providing the requirements and IT delivering the technology, people from both sides of the house worked together to innovate the company's processes

The team took responsibility not only for delivering technology but also for ensuring the business changes that would be necessary to deliver the expected Benefits

Once the basic platform was in place, the team started to take on new challenges such as credit card processing.

The team had extended the platform for retail and also commercial, and then it was absolutely time to re-energize the transformation agenda rather than the re-platforming agenda.

People were asking **Rimal and Zian**, *how have you managed to get such an integrated and symbiotic relationship between IT and business?*

The strong IT-business partnership and the ability to deliver great digital customer experiences, ROI, and flexible technology have paid off for the team and the company.

**Rimal** said, It's not just about technical skills, although they're essential. It's about merging the skills and perspectives of business and IT leaders so that they can drive transformation together.

**Zian** added that when the IT-business relationship is strong, IT people can suggest new opportunities, and businesspeople listen. Businesspeople have an instinct for the problems that poor technical decisions can create, so they make better decisions.

IT and business groups are able to move faster together than they could separately, so they can conduct experiments, launch new capabilities, and transform outdated platforms better than other companies can.

They also acknowledge that shared understanding is the starting point for larger changes in the IT-business relationship and the nature of IT itself

When the relationship is strong, the IT-business partnership merges customer and product knowledge, technical knowledge, organizational change capabilities, and IT capabilities into a single, continuous collaboration.

In one of the meetings **Zian** shared from blame how they have transformed, he highlights critical, from business-like, one business executive we interviewed said, "IT is a mess. Its costs are not acceptable. It proposes things in nine or ten months, whereas external firms could do them in three to nine weeks. We started offshoring our IT, and now our IT guys are trying to change."

You as a Transformation change agent have been working with **Rimal and Zian**. As this task is over. You have been reflecting.

- As a Transformation change agent, what support have you provided to reach this transformation stage?
- What could be your proposal if you have to do the same in another business?
- How did you identify the key areas for transformation in **Rimal and Zian's** business?
- What kind of strategies did you use to communicate the transformation plan to stakeholders, including employees and customers?

- What kind of resources, such as technology or personnel, did you recommend implementing the transformation plan?
- How did you measure the success of the transformation plan, and what kind of metrics did you use?
- How did you handle any potential risks or challenges that arose during the transformation, and what kind of mitigation strategies did you use?
- What kind of training and development programs did you recommend for employees to adapt to the changes?
- How did you ensure the transformation plan aligned with **Rimal** and **Zian's** overall goals and vision?
- What kind of ongoing support did you provide to ensure the sustainability of the transformation in the long term?
- How did you build trust and relationships with stakeholders during the transformation process?
- What kind of best practices and lessons learned can you share from your experience as a transformation change agent for **Rimal** and **Zian's** business?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **How to Help Adopting Digital technology in the Hotel chain?**

### **Case study Seventy-Nine**

**“What are the gaps in my knowledge and experience?” -Charles Handy, author and management expert**

Adoption of digital technology in the hotel business.

One of the traditional hotel companies is open to embracing digital technology.

The present manual booking, phone booking, and silos operations are affecting their profit margin.

It is one of the country's biggest hotel chains in the Northeast.

Employees are not well informed! The executive team is aware of the dangers of digital adoption.

The hotel leadership decided to adopt digital technology in every aspect of the hotel workflow.

**Hotel leadership** knows digital technology is fostering a more transparent sharing of information up and down, but also across the organization. But these hotels are in legacy state!!

They know forums, communities, and new data flows are improving collaboration and decision-making.

They know online meetings, webcasts, and video communications allow employees from all functions, regardless of location, to come together to solve problems or innovate.

## **Power of Digital technology! How can we use this power?**

Leadership knows digitization cannot happen automatically. They are looking for help.

How can you help them? You are the product coach

Leadership team knows that digital is about encouraging adoption to ensure the technology investments benefit the business as intended.

The leadership team needs to fight against organization fragmentation and silo-based thinking.

The leadership team needs to Encourage the transparency, core process standardization, and operations efficiency that digital technologies provide to allow self-organizing teams to solve problems, innovate, and further their vision

They miss the true value of their digital investments: Collaboration among actively engaged users, smarter decision-making, increased sharing of best practices, and, over time, sustained behavior change.

People need to adopt the technology in the hotel.

The leadership team does not want these kinds of digital programs to be treated as technology implementations.

They want their true ROI to come from embedding new work practices into the processes, the workflows, and, ultimately, the culture of organizations.

They want the value of adoption is understood, and cost containment takes over.

When faced with limited budgets, companies focus on the most tangible part first deploying the technology. The difficult training and organizational change required for full adoption are left for later, and often, “later” never comes. This partial implementation drives negativism and can potentially threaten a big part of your digital transformation program. This should not happen in the rollout.

- How can we help?

For the employee behavior, encourage employees to adopt digital tools and technologies, and doing so visibly, through role modeling, gamification, rewards, or any other methods, can have a significant impact on behaviors

The leadership team learned that organizations that focus on the business adoption of digital tools get better returns.

Digital hotels will have all these featured implemented and adopted

- Invest of A high-quality visual experience
- Invest in Enhancing the experience with groundbreaking smart mirrors
- Invest in Sustainability and efficiency through technology
- invest in Smart hotel rooms
- Invest in Mobile check-in service
- Invest in Contactless payments
- Invest in Translation devices
- Invest in Increased internet bandwidth
- Invest in Robots
- Invest in Face recognition technology & Security

- Invest in Revenue management system
- Invest in Chatbots, Metasearch bookings,360-degree videos, Voice search etc.

How can you help as a Product coach?

What will be the end-to-end roll-out strategy? What will the transformation backlog items consist of?

- What is the current state of the product and how can it be improved through coaching?
- How can the product coach work with the product team to identify the key areas for improvement and develop a plan to address them?
- What kind of training and development programs can the product coach provide to help the product team improve their skills and knowledge?
- How can the product coach help the product team align their goals and priorities with the organization's overall vision?
- How can the product coach help the product team effectively communicate their plans and progress to stakeholders, including customers and senior management?
- What kind of metrics can the product coach use to measure the success of the product transformation, and how can they be tracked over time?
- How can the product coach work with the product team to identify and prioritize backlog items for the transformation plan?
- What kind of risks or challenges may arise during the product transformation, and how can they be mitigated?
- How can the product coach ensure that the transformation plan is sustainable in the long term?
- What kind of best practices and lessons learned can the product coach share from their experience working with other organizations?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Microservices for Online Meat shop!

### Case study Eighty

“Who uses our product in ways we never expected?” -Kevin P. Coyne and Shawn T. Coyne, authors and strategy consultants

Let’s shift our consideration to the cutting-edge online meat seller **BestMeat**.

**BestMeat** was recently a brick-and-mortar meat shop chain, but after the pandemic, its business was in a shamble, it concentrated more and more of its efforts online due to customer behavior changes.

The company has a website but considers that now is the time to double down on the online world.

After all, consumers are avoiding coming to shops and visualizing the meat preparation process!

There are many online chickens, meat, and fish shops that are multiplying swiftly to grab the customer base.

Despite being a little behind the curve, **BestMeat** has grand ambitions. Luckily, it has decided that its best chance of taking over the world is by making sure it can make changes as easily as possible. Microservices for the win!

They are thinking about making many services.

As they are aware, if they create small services, one service change will not impact another.

The whole point of a microservice is being able to make a change to one service and deploy it without needing to change any other part of the system. This is really quite important.

In **BestMeat** company, their domain is the whole business in which they are operating. It encompasses everything from the warehouse to the reception desk.

From finance to ordering. They may or may not model all of that in their software, but that is nonetheless the domain in which they are operating.



They prefer to identify **boundaries** within their problem domain that promote establishing that related behavior is in one place, and that communicate with other boundaries as loosely as possible.

At **BestMeat**, their warehouse is a hive of activity – carrying out orders, being shipped out (and the odd return), picking up delivery of fresh stock, including forklifts, truck races, and so on.

Elsewhere, the finance department is perhaps less entertaining, but still retains a highly significant function inside their organization.

These employees deal with payroll, keep the company accounts, and perform relevant reports. Lots of records.

For **BestMeat**, they can then deal with the finance department and the warehouse to be two separate bounded contexts. They both have an obvious interface to the outside world (in terms of inventory reports, pay slips, etc.), and they have details that they need to identify about (forklift trucks, and calculators).

Now the finance department doesn't need to know about the detailed inner operations of the warehouse. It does need to recognize some things, though – for example, it needs to know about stock levels to keep the accounts up to date.

You are the product coach for **Bestmeat**.

- How do you help this team to discover better service? Whose guidance would you prefer to pick up?
- How has the business problem been worked out to deal with applying the technical solution?
- How does the team pinpoint the boundaries by using domain-driven design?
- How do you substantiate the bounded context has been achieved well and serves well here?
- How have micro services designs been done?
- What is the current state of the product at **Bestmeat**, and what areas need improvement?
- How can the product coach work with the team to identify customer needs and develop a better service offering?

- What kind of guidance and best practices can the product coach provide to the team to improve their service offerings?
- How can the product coach help the team apply technical solutions to solve business problems?
- What kind of development methodologies and frameworks can the product coach recommend to the team to improve their product development process?
- How can the product coach help the team use domain-driven design to pinpoint boundaries and develop a better understanding of the business domain?
- What kind of feedback loops and metrics can the product coach recommend to the team to measure the success of their product transformation?
- How can the product coach help the team implement microservices designs to improve the scalability and flexibility of their product?
- What kind of training and development programs can the product coach recommend to the team to improve their skills and knowledge?
- How can the product coach work with the team to ensure the sustainability of the product transformation in the long term?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Data Transformation for the Paisanet company**

### **Case study Eighty-One**

**“Are we changing as fast as the world around us?” -Gary Hamel, author and management consultant**

The **Paisanet** group's Payment division intends to employ technology to improve the payment experience by utilizing data.

Utilize data's persuasive power.

For the benefit of **Paisanet**, the payment service must be updated.

To take advantage of the power of digital transformation, **Paisanet** Corporation plans to update its IT system.

The payment systems of the **Paisanet** Companies are used by numerous significant businesses.

They aim to improve client happiness by offering value-added services as part of their services and providing superior data insights analysis.

The organization calls for data analysis and sharing insights through the power of consultancy services other than product selling.

The company was contemplating how it could quickly transition from the dominant legacy organization to the most cutting-edge digital organization.

*You are the product coach. How can you persuade the teams to support the new modes of operation for the digital company?*

The end-to-end execution process needs to be significantly improved because the existing speed to market is unacceptable.

The enormous issues that businesses are facing are driving a significant amount of cloud migration.

The customer discovery method appears to be out of date as well because they want to shift customer onboarding, customer discovery, and customer co-creation of solutions.

When comparing the actual features being injected with the consumer demands being identified, there are significant gaps and difficulties. Value creation is significantly reduced as a result of this.

All of this demand a profound shift in thinking and an improvement in operating procedures.

Many digital transactions and data are driven by changes in user behavior after the pre-pandemic.

In order to attract new clientele, the company must immediately include the various elements in its product.

What further revelations can data offer? What novel experience can be improved as a result of the data? likewise, lead to growth in business.

Such services are already available from certain rivals. For a larger market share, **Paisanet** must act rapidly.

such as Power Data analysis and conclusions

The present procedure, the cloud, and the API are all problems with the current plan. To allow for automation, the build, data lake, and storage systems must all be prepared.

The current teams lack the necessary resource competencies when it comes to digital technology, and their architecture and silo mentalities are monolithic.

The hierarchical nature of organizational culture dictates that all decisions are made at the top. People seek dependability and consistency in the payment sector; thus, all organizational structure roles have been aligned as a result.

- What changes would you like to make to support **Paisanet**?
- What counts that we are not counting?
- How can you work with the leaders at **Paisanet** to create a more collaborative and inclusive decision-making process?
- What kind of training and development programs can you recommend to the employees at **Paisanet** to improve their skills and knowledge?
- How can you help **Paisanet** identify and prioritize the key areas for improvement in their organizational culture?
- What kind of communication strategies can you recommend to **Paisanet** to ensure that all employees understand and support the changes being made?
- How can you measure the success of the changes being made to the organizational culture at **Paisanet**?
- How can you ensure that the changes being made are sustainable in the long term?
- How can you work with the employees at **Paisanet** to encourage innovation and creative thinking?

- What kind of feedback mechanisms can you recommend to **Paisanet** to ensure that all employees have a voice in the decision-making process?
- How can you help **Paisanet** identify and address any unconscious biases or systemic barriers that may exist in their organizational culture?
- How can you work with **Paisanet** to build a culture of trust, respect, and accountability among all employees?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **How Farmanimalhealth solved animal husbandry challenges?**

### **Case study Eighty-two**

**“Are we relevant? Will we be relevant five years from now? Ten?” -Debra Kaye, innovation consultant and author**

**Farmanimalhealth** is an organization which started a couple of years back to focus on animal health checks.

There are many farmers who are suffering from farm animals dying due to a lack of proper treatment.

Farmers are not aware of the animal’s bad health or any type of contagious situation which they do not know. How can we educate them? How can technology help here?

Most of these could be due to remote places, the non-available for animal doctors in those places otherwise missing regular checkups, or farmer awareness issues. How can technology help?

**Ramu** realized the huge potential in this space. Taking care of the animal husbandry system and supporting farmers could be a great cause.

Being a technology person, he decided to use technology to address this problem space.

During his interview with many farmers in one of the villages, he realized that is a worth problem to look into

He started small with one village.

After 4 yrs. into this business, he has 1000+ villages, 50000 farmers are using his solutions.

He started with one application that record the animal health status.

He has another tablet solution that health care team members carry to the various visit center.

Earlier he was not able to cover many places, now with the advancement of technology, all the data can be traced and tracked from anywhere.

One of the biggest problems he experienced was, how could he and his team members visit all these farmers' houses? They used to visit all of them to collect the data, which was a very rigorous process.

This is a very inefficient process. A lot of time and money was required to increase coverage and satisfy the farmer's needs.

He developed one mobile solution for the farmer

Another laptop or tablet solution for his healthcare team members.

He has also sold the solution to the village veterinary hospital.

So, the farmer, the local veterinary hospital, and his healthcare team all are connected now

The price was nominal to use his service, long-term benefit was huge

The entire end-to-end management tracing system is managed by the laptop application.

Uploaded from remote villages to the central health care team for review of animal health is very critical and continuous.

His solution has also become very complex over a period of time.

The requirement was changing as new villages were added. Diversified animals were listed with various sizes of farmers.

He has to maintain the fund so there are shareholders who are interested to know the development progress and ROI

He has developed a complex scheduling algorithm to enable his healthcare team members to efficiently monitor various remote locations. He was also using real-time data from these healthcare team members about their location and next visit, etc., mobility-related information

He has procured some hardware devices which will be used by the farmer to take the few parameters at certain intervals from the animals. That hardware needed upgrades and maintenance.

He also bought a few third-party solutions that he needs to integrate into his end-to-end solutions.

He has 30-member product development teams who are managing this end-to-end solution

As he was creating this solution for farmers, so the Ux needs to be very simple so that anyone can use

As his business was growing, he was experiencing major challenges maintaining these solutions.

He is experiencing stability issues with his systems to manage a large customer base

How can he maintain innovation speed?

His vision is to take this solution on the global scale and cater to maximum farm animals

As a product coach,

- What do you think he might have missed in the growth process?
- How can help to stabilize his systems?
- How can he enhance Technical Agility?
- How can you ensure his IT team works well with healthcare employees?
- What is the current state of the product at the healthcare organization, and what areas need improvement?

- How can the product coach work with the team to identify customer needs and develop a better service offering?
- What kind of guidance and best practices can the product coach provide to the team to improve their product development process?
- How can the product coach help the team apply technical solutions to solve business problems and improve technical agility?
- What kind of development methodologies and frameworks can the product coach recommend to the team to improve their product development process?
- How can the product coach help the team develop a better understanding of the healthcare industry and work more effectively with healthcare employees?
- How can the product coach help the team use data analytics and customer feedback to make informed decisions about product development?
- How can the product coach help the team identify and prioritize the key areas for improvement in their product development process?
- How can the product coach work with the team to ensure the sustainability of the product transformation in the long term?
- What kind of training and development programs can the product coach recommend to the team to improve their skills and knowledge?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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**Lee is in his job as an IT Operations Manager**

**Case study Eighty-Three**

**“What are the implications of this decision 10 minutes, 10 months, and 10 years from now?” -Suzy Welch, author**

Lee is running an e-commerce company’s IT operations department.



**Lee** is having trouble maintaining the large legacy e-commerce system.

The communication between various systems runs via one or more integration platforms and is monitored, managed, and maintained by Integration Operations teams.

Integration operations teams are grappling with making the system up all the time, especially during crucial sales days. Lee is having a sleepless night!

His Integration Operations teams are responsible for monitoring and maintaining all the integration platforms and supporting applications scattered across the complex IT landscape.

For an e-commerce company, the failure of communication between enterprise systems can induce a loss of order in the worst cases and a significant amount of delay in order processing in the best cases.

Integration Operations teams are here to ensure the smooth performance of middleware solutions.

*Most of the teams are not competent to find the problem in the vast IT landscape.*

*Most of the team members are dealing with most of the things manual.*

**Lee's** Major challenges are to improve the preventing maintenance and predicting the future breakdown

The crucial process of placing an order can already involve multiple systems, such as customer portals, customer relationship management systems, campaign management systems, inventory management systems, payment processing systems, and so on.

These integration platforms, often concealed in the background, play the crucial role of message brokers and business process management engines. Often acting as the pivotal reason for all information exchange between stand-alone systems in an organization.

It is obvious that a failure of communication between any of these two systems can cause a loss of order in the worst cases and a significant amount of delay in order processing in the best cases.

The inability to timely and rapidly handling of these technical failures can have a direct impact on customer satisfaction and overall business in general.

Integration Operations teams, therefore, spend a considerable chunk of their time ensuring the smooth performance of these middleware solutions.

Active system monitoring is carried out with the intention of detecting and fixing errors in the business processes.

Most of the team members rely on **manual active monitoring of various systems**, which is complex and involves **logging into multiple systems** and looking across various screens to **search for an error**.

*This approach is time-consuming, manual, and non-preventive in nature.*

**Lee was looking for a solution** that could pull log information from any application in any data format or could push relevant information to the applications. It will help Integration Operations teams to **monitor, alert, detect, visualize and report errors timely and pre-emptively**.

**He is looking for a solution** where his operations teams can streamline and automate their active monitoring tasks. The ability to visualize data in the form of dashboards and reports helps teams to identify failure points quickly to provide swift solutions. Predictions help gain insights into the future without-of-the-box support for machine learning.

**He is looking for a solution** that can be connected to all the available applications in the landscape. The technical logs such as server logs and network logs should also be sent to the solution. Once the solution has all the logs from various applications, it can help you find associations and correlations and identify errors or anomalies.

**He is looking for a solution** where users should query the data from various applications on one screen. Dashboards can be created on top of the data to show the real-time health of applications at the technical level, along with the functional data flowing through them. The ability to drill down into data is helpful when investigating incidents. Along with this, automated alerting and reporting ensures that no errors are left unnoticed.

You are the product coach for **Lee**. How can you approach this situation?

- How can you coach Lee and his team to improve the situation in 90 days?
- What are the critical aspects you will consider in this situation and prepare the teams?

Share your 90 days, 120 days plan?

- What are the specific challenges that **Lee** and his team are facing in their product development process?
- How can the product coach work with **Lee** and his team to identify and prioritize the key areas for improvement in their product development process?
- What kind of guidance and best practices can the product coach provide to the team to improve their product development process?
- How can the product coach help the team improve their understanding of customer needs and develop a better service offering?
- What kind of development methodologies and frameworks can the product coach recommend to the team to improve their product development process?
- How can the product coach help the team use data analytics and customer feedback to make informed decisions about product development?
- How can the product coach work with the team to improve their technical agility and ability to apply technical solutions to solve business problems?
- What kind of training and development programs can the product coach recommend to the team to improve their skills and knowledge?
- How can the product coach work with **Lee** to build a culture of trust, respect, and accountability among all team members?
- How can the product coach measure the success of the improvements made in the 90-day and 120-day plans, and adjust the approach as needed to ensure sustained improvement?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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# Transforming Food business

## Case study Eighty-Four

**"If opportunity doesn't knock, build a door." -Milton Berle (American comedian/actor)**

This is one of the initial solutions in the food ordering segment which connects the restaurant business chain.

For a restaurant owner, chefs, supplies and customers, this solution was able to connect the whole ecosystem

Once TinyOwl is the fastest food-ordering Mobile app.

It is such an excellent solution, why has it failed to take off?

The company envisions was to merging food and technology to give its users a convenient and seamless experience.

TinyOwl has tie-ups with thousands of restaurants in Mumbai.

It aims to give customers the best experience with food discovery and ordering.

TinyOwl was established in 2014 by 5 IITians.

It has successfully made its presence felt in the online ordering segment.

It is considered the strongest player after funding from various sources like Sequoia, Matrix Capital & Nexus Venture partners.

There were 12 friends who started this company.

It was the initial few such solutions for that value chain

The gap was: Restaurant owners and chefs wanted to grow their businesses but had no resources to do so. The customers did not trust the restaurant, and the restaurant did not know how to acquire a customer.

They wanted to bridge these gaps.

**TinyOwl** ran 4 total rounds of funding between 2014 to 2015 and big investors pitched in. Companies like Sequoia Capital India and Matrix Partners were vying for a piece of the pie. These investors together raised a whopping \$27.7 million in total over just two short years, which set a very successful financial benchmark for the company.

Despite raising \$23 million in funding from Sequoia Capital, Matrix Partners, and Nexus Venture Partners in 2014, it fired 300 employees the next year. In 2016, it shut down its country-wide operations, except in Mumbai.

In 2012, food delivery was not a well-adopted option and thus, the Indian market was fresh and just waiting to be tapped into. Everyone was looking for such a solution and investors also pour in money.

*Their **app** was downloaded by more than 100k in Mumbai and they have more than 100 delivery boys hustling around Mumbai. Their technology team has 40 engineers, and the design team has 15 individuals who are carrying out on enhancing the app. And there is a senior management team that assures the stable functioning of the team, which has grown to 400 in a year.*

*The **app** did essentially everything it could. It' was a modest and amiable user interface; the continually updated menus and prices; everything made the app obvious, convenient, and steady to apply.*

*When you open the **app**, it recognizes your location and provides you a list of adjacent restaurants. You can then determine your dishes/cuisine from the menu and give the order by adding details on where to spot you. You have opportunities to pay via card/cash. It further provides you the convenience of tracking the delivery.*

*The **app** gives not just the food menus; it illustrates each dish and provides you with the chef's profile. Proposals based on your old choices were also presented.*

*'TinyOwl Homemade' **app**, which allows you access to food from home chefs. The homemade app provides you the option of taking home-cooked food and lets you reach the nearest home chef in your locality. The homemade app operated in some parts of Mumbai with an intention to expand its service finally to other cities.*

### **Why has the company had to shut down?**

One day, in late 2016, a major chunk of TinyOwl users received a notification alert on their phones:

“TinyOwl services shall be discontinued in your city starting from 22nd May”.

This alert went out to everyone in the 11 operating cities, except for a few areas in Mumbai where TinyOwl was headquartered.

### **Founder maturity and readiness:**

The 2 co-founders, Harshvardhan Mandal and Tanuj Khandelwal, along with the other three members of the core team were all inexperienced and young. All 5 of them were between 22 to 24 years of age when the company received funding and blew up. They had 600 employees and multiple cities to look over but didn't have enough knowledge or industry know-how.

### **Too much money spent:**

Too much money is spent in too much inefficient a manner!!

It was not well-thought through. The customer acquisition cost was skyrocketed at an unsustainable level

They are over-hired and over-expanded, but didn't have enough organization in the company, especially in the top management, to keep up. Soon, this strategy failed.

They spent too much, and in order to lessen costs, they had to undertake massive rounds of layoffs which didn't go down well in the corporation or with their employees.

### **Technology challenges:**

A dish-based aggregation system. That was like if you opened the app – it would tell you what's today's dish and would give you options on where you could order it from.

The idea turned out to be wrong due to a lack of technical aspects. There was hardly any artificial intelligence used, no data analytics were there, and the pivot tanked with just less than five orders a day.

### **Hiring mistake:**

The right people on the bus in the right seat were significantly missing

There is a major fault in the company roadmap; the wrong hiring multiplied it

Mass layoffs:

It caused panic in the people's minds and created a negative sentiment

The team's performance automatically decreased

Organization structure:

The structure of the organization was not ready to take the scale-up operation required at the peak time

Too much in too little time, with many mistakes to manage in too short time.... cause the ship to sink

What would you do differently if you were the product coach for this company?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Devising a Cloud Load Balancing Solution**

### **Case study Eighty-Five**

**“What is the smallest subset of the problem we can usefully solve?” -Paul Graham, co-founder of Y Combinator**

My product manager friend **Ram Singh** was engaged in producing a modern load balance solution development for one of the cloud initiatives.

**Ram Singh** does not prefer to adopt the standard load balancer that shows up with the cloud services.

- His solution should be vendors agnostic and should be strong in resiliency
- He chose to develop a resilience solution for cloud applications to mitigate present blackouts by providing resiliency at both intra- and inter-cloud levels.
- He wishes to have the probability for pieces of applications to migrate from one server to another.
- The solution should be able to defend applications from several issues, stretching from cyber-attacks to hardware breakdowns
- If the cloud server goes down, the solution itself should be alive and kicking, as resources will be directed to the provider that is still up

- He wants to design and implement load balancing at both the intra- and inter-cloud levels so that all requests are serviced, as well as duplicated data across distinct cloud providers; in order to secure that solution users invariably have access to their prevailing data.
- The solution should be able to run on multiple cloud providers and be stable when various cloud instances are switched off.

### **The solution should satisfy the following**

- Request-level load balancing and queuing between hosts across clouds
- Distributed writes to all database solutions
- Intelligence to read from any healthy database server
- If the database layer of one cloud provider goes down, the application should still function.
- If the compute layer of one cloud provider goes down, the application should still function.
- DNS fail-over so that front-end can consistently be served
- Protection of & restoration from database blackouts

The project launched with a **web application development**. The solution was designed for **AWS and GCP**

On the **GCP** side solution was for the full stack, from cloud CDNs, to compute VMs and databases, and hooked up them collectively.

On **AWS**, the solution utilized EC2 instances for the application and data goolang servers, and while using Compute Engine in the Google cloud.

The **application layer**, front-end, and load balancers all use docker containers.

For **databases**, the solution used AWS RDS and Google Cloud SQL.

### **The prototype phase was established**

- a primary web server running on GCP that can hook up to CloudSQL
- a primary web server running on AWS that can hook up to RDS
- the web app can handle static content & dynamic content



The solution was developed at each layer

## **Data layer:**

To handle various database services across many clouds, the solution is constructed to have a distributed database access layer that ensures consistency across all DBs.

The solution establishes consistency and availability, so writes are distributed across all DBs.

There installs a cluster of data access servers (DAS) in all clouds that park in between the web server and the database service.

If the AWS side of the system receives a request to read from the DB, and the AWS RDS is up, it will directly read from RDS.

If RDS is down, however, the AWS DAS will call for a read from the GCP DAS and information will be fetched from CloudSQL and transmitted to the AWS.

The solution was to investigate the state of the databases at the point of every transaction.

If a database goes down, or if a database is down, moved back to live, on the afterward transaction, the solution data servers will notice this and take action.

## **Application Layer:**

The application layer in each cloud consists of a cluster of request servers.

These servers pick up incoming requests, execute stateless business logic, and ultimately forward the request to the load balancer interfacing with the data layer.

The application layer is stateless and does not require consensus; it can be scaled up and down as much and as fast as necessary. As long as one application server is up, the system will be alive and running.

## **Front-End Layer:**

The solution has CDNs set up in both clouds serving the front-end code to clients

By having the CDN endpoints map to numerous IPs, each for a different cloud, the solution can load balance client requests to either cloud.

This IPs served by the CDN map instantly to the application layer.

## The overall solution should cover all these use-case scenarios

- will handle DB reads, writes, and desirable concurrency issues as a base to address resiliency strategies to
- Offer load balancing between clouds
- Host level load balancing within clouds
- Turning off host instances should not crash the application for an extensive period
- DNS fail-over if the main server goes down
- Turning off all compute instances of a Cloud should not kill the application
- Distributed DB writes
- Distributed reads from any healthy database
- Turning off database instances should not break the application
- Numerous Request servers per Cloud

Test the integrated system by touching the front end and following requests crawled through to the data layer

Hook up all simultaneously in both clouds

As a product coach, I was trying to learn from **Ram Singh**. He has shared the whole story about the cloud implementation project.

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Creating Cloud Security Solution

### Case study Eighty-Six

**“What I've learned from running is that the time to push hard is when you're hurting like crazy, and you want to give up. Success is often just around the corner.” - James Dyson**

My colleague is a part of a team who are working out the **cloud security solution!**

He was coaching the team to strengthen the solution's capability

During his coaching program, he was learning as well as coaching cloud security team members

**Reshma** is the product owner for the **Cloud security solution design team**

Mr. Coach was chatting with **Reshma** on Cloud security Solutions

**Reshma**, what are the initial ones we should consider for a Cloud security solution?

**Mr. Coach**, I would first find the users, assets, business environment, policies, vulnerabilities and threats, and risk management strategies (business and supply chain) that exist within our cloud environment.

I will assess the situation and check their advancement

Great Reshma

What next?

Mr. Coach,

I will describe parameters and policies implemented across users, data, and infrastructure to serve and manage the overall security posture.

This will safeguard those controls are in place

Great **Reshma**

What next?

**Mr. Coach**,

I will spell out the control responsibilities, security configurations, and security baseline automation.

I will incorporate industry standards and regulatory components into the architecture and ensure standards and regulatory responsibilities are matched.

I will preserve and secure traffic in and out of the organization's cloud-based resources, comprising connection points between the corporate network and the public internet.

Great **Reshma**

How do we validate all of these?

That is a valuable question, **Mr. Coach**

We will do the initial penetration test. It allows organizations to assure citizens about the security of their data, as privacy laws involve.

We will do a segmentation check is an array of penetration tests used to validate that less-secure networks are not able to communicate with high-secure networks. we are testing the controls to make sure the segmentation in the business is working properly and doesn't have any security holes.

we will also verify the enumeration of vulnerabilities and risks that are accessible from the Internet – the “hacker’s perspective” – and include expert manual validation and penetration testing.

Great **Reshma**

What next?

I will establish understanding, visibility, and control of all users (people, devices, and systems) that access corporate assets. Permits enforcement of access, permissions, and protocols.

I will safeguard data at rest and crossing between internal and external cloud connection points is encrypted to lessen breach impact.

That is sounds interesting!!

Is there any automation with the tool available?

Great question **Mr. coach!!**

We will secure activities and regular observation (usually automated) of all activity on connected systems and cloud-based services to ensure compliance, visibility into operations, and awareness of threats.

We will integrate tools and processes to ensure visibility across an organizations multiple cloud deployment.

It was a nice exchange, Reshma; I am sure you will incorporate all these during the design phase itself.

Yes, **Mr. Coach**, we ensure architecture design is amply agile to develop and incorporate new components and solutions without sacrificing essential security.

30 mins discussion was excellent insights about the cloud security solution are in place for the team

What more can be done for **Reshma** to be well prepared for the solution?

- What are the potential threats and risks that the solution may face, and how are they being addressed?
- What security controls are in place to protect against data breaches, unauthorized access, and other security incidents?
- How is the security solution being tested and validated to ensure its effectiveness and reliability?
- What is the disaster recovery plan in case of a security breach or outage, and how quickly can the system be restored?
- Are there any compliance requirements or regulations that the solution needs to adhere to, and how are they being addressed?
- How are security incidents and vulnerabilities being tracked, reported, and addressed in a timely manner?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Coaching an entrepreneur**

### **Case study Eighty-Seven**

“Play by the rules but be ferocious.” - Phil Knight

My friend Sam wants to start an online grocery delivery service.

As a product coach, we need to help him with better consultancy support

Sam’s investment plan is 0.5 million taken from the VC

Sam’s partners are good at technology, he knows how to manage technology as he has already crafted, and managed a similar tech platform

**Sam** is very much aware that startups like PepperTap, LocalBanya, Ola Café, Flipkart, NearBy, Townrush, PayTm, etc., all have pulled their plug-in grocery delivery business, as they couldn't survive.

He knows his competition was with, only startups which have survived and are doing good are Grofers and Bigbasket.

Bigbasket is doing 35,000 orders per day.

How can create his space?

From all the previous failed startups, he knows what not be done and what to be done

e.g.

- He has to focus on solving smaller challenges first and develop a profitable and sustainable business model
- He needs to be cautious about the discount model attached to the revenue
- The backbone is the technology, and he cannot ignore technology investment based on the scale model.
- He is also aware that spending on marketing and promotions is one of the vital
- He needs to find a unique selling proposition for the market segment he is operating e.g., PepperTap launched 2 hours delivery model in Tier III cities in 2014
- He cannot completely go with an inventory-less model as well he needs to manage the inventory management continuously
- He has to come out with a business model whereby maintaining the inventory cost + paying the MRP from local stores, bearing the cost of delivery, technology, operations, etc., and still giving the products at a discounted price to its customers.
- He knows it would be nice if he can sell his own product. It would be a must in his control and influence
- He knows he has to pitch for further funding once his business model scale-up for other cities
- He knows he has to ensure quality service provided with great experience

He was looking for his key strengths

- He has his network of farmers to collect the products

His expertise is in the below areas through his own experience:

- His key strength are Order collection, Order execution, and payment collection.
- He needs to rely on marketing, and inventory management where he is weak

His partner will take care of the Grocery app and technology management

What do you think you would like to start coaching him for his new venture?

*How can Sam use AI/Machine learning power (Demand.ai, Operation.ai etc.) to maximize business profit e.g., Demand forecasting solution, Refine Grocery Replenishment for Improved Availability, Waste, and Efficiency solution?*

*What else can help Sam in his business?*

- How is the current demand forecasting process being carried out? Is it manual or automated? How accurate is it?
- What are the current challenges in the grocery replenishment process? Are there any inefficiencies, waste, or issues with product availability?
- How is the inventory being managed currently? Is it being tracked accurately? How are stock-outs and overstocking being managed?
- How is customer demand being monitored and analyzed? Are there any patterns or trends that can be identified?
- What data sources are available for demand forecasting and inventory management? Are there any gaps or limitations in the data that is currently being used?
- What are the business goals and objectives that Sam wants to achieve through AI/Machine learning?
- What are the constraints or limitations on budget and resources for implementing AI/Machine learning solutions?

In addition to AI/Machine learning, other factors that can help Sam in his business could include:

- Efficient supply chain management and logistics.

- Improved customer engagement and loyalty programs.
- Effective pricing strategies that balance profitability and customer demand.
- Robust data analytics and business intelligence tools.
- A strong focus on employee training and development.

What do you think?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **AI-ML power Supply chain Management**

### **Case study Eighty-Eight**

“Every problem is a gift—without problems we would not grow.” - Anthony Robbins

Speedo is a supply-chain enablement company in a small town.

Suresh is the owner of this company.

He wants to use a technology solution to manage his inventory management + Supply Chain work through which all his customers get benefited

Their profit margin is also dependent on his end-to-end delivery management capability

Inventory plays a key role in every retail and e-commerce company.

This aspect of running a trading business significantly influences cash flow, financial performance, and growth possibilities.

That’s why more and more retail and e-commerce companies decide to opt for inventory management using technology esp. AI-ML.

For perishable products, an exceedingly high inventory turnover both in stores and in the supplying distribution centers is a must. This means that the supply chain is



extremely sensitive to quality issues, delivery problems, or abrupt peaks in demand. In cases where store requirements outpace available inventory, rapid returns are of the vital for the business.

Our client Suresh knows this weak link for his business line from his experience.

Suresh wants to focus on this issue step by step.

*The first focus area is Product tracking:*

Most of the time is consumed in the end-to-end delivery chain in checking for the product. *How can we optimize this quest?* By employing technology.

Focusing mainly-on where the products from each category are and should be stored.

Every packet should be checked for compliance with the order, decreasing the order mix-up issue.

This step of the inventory management further rises **customer satisfaction**

## **Optimizing inventory management:**

Suresh is soliciting support to deal with these questions, because these question drives significant operational challenges

- Where are the products stored and how?
- What's our picking and packing strategy?
- How does shipping function in our business?
- How many employees are engaged in formulating orders?

## **Stock anticipating:**

Strong supply chains are essential to maintain steady product availability

AI-ML can help us to **predict** requested stock levels that will match the number of orders. Historical data and predictive analytics enable us a lot. ML algorithms can interpret our past orders and assess future sales levels.

**Predictive analytics** can figure out when extra supplies will be required at specified times of the year.

When we order too many products that we can't sell, they start accumulating up in our warehouse. If these products have a short expiration date or become swiftly obsolete, they become unsellable. They turn into dead stock. **Stock predicting** can help you avoid this complication.

### **Improving user satisfaction:**

When our warehouse operates precisely, our supply chain is impressive, and there are no order mix-ups, our customers are assured.

They get their products on time, and they receive definitely what they requested. This seemingly evident aspect of running a retail company can undoubtedly reform the user experience

### **Improving customer satisfaction:**

AI\_ML can be adopted to cut down transport and warehousing costs by slashing inventory to a lean but healthy level, and can anticipate demand in the near future, allowing for stock to be acquired in time for sales. This enhances customer delivery times and soon or later enhances customer satisfaction.

How can we help Suresh to manage this Value stream?

**Suresh** has secured massive amounts of data on transactions and interactions with consumers, both on- and offline. By employing this massive data, he wants to promote decision making.

He was thinking about how to supplement outdated ways of working by using technologies like statistical analysis and rules-based heuristics

He wants to strengthen the **Demand forecasting solution**.

**Suresh** wants to invest money in Machine learning solution that empowers him to capture the impact of recurring sales patterns, their own internal business decisions, and external factors on demand for more accurate, granular, and automatic short- and long-term demand forecasts.

He has called for his team members contribution in

- Capture persisting demand patterns created by weekdays and seasons,

- Anticipate the impact of promotions, price changes, and other internal business decisions,
- Anticipate the impact of local footfall, events, weather, and other external factors, and
- Observe when unknown factors may be impacting demand.

What do you think we can do more to help Suresh?

- What specific metrics are being used to measure demand, and how are they being tracked over time?
- What type of data is currently being used to analyze demand patterns? Are there any limitations to the data being used?
- How are promotions and pricing decisions currently being made, and what factors are being considered in the decision-making process?
- How is the impact of internal business decisions being measured and evaluated, and are there any tools or systems in place to support this process?
- How are external factors such as local footfall, events, and weather being monitored and analyzed? Are there any partnerships or data sources that can be leveraged to improve this process?
- How are unexpected events or factors that impact demand being identified and addressed? Is there a process in place for analyzing these factors and adapting to changes in demand?
- Are there any opportunities for automation or machine learning to improve demand forecasting and decision-making processes?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Challenges with Data Mapping work

### Case study Eight-nine

**“And the day came when the risk to remain tight in a bud was more painful than the risk it took to blossom.” - Anaïs Nin**

I am a product coach for Data team, who has got engaged in one of the largest data works

#### **What work can we achieve with data mapping?**

It is the process of extracting data fields from one or numerous source files and matching them to their associated target fields at the destination.

This process facilitates consolidating data by extracting, transforming, and loading it to a target system.

It is one of the essential steps to figure out how the data that they have relates to other elements or functions of the organization. Finding key data sources and people responsible for it and analyzing any gaps or risks and reducing these gaps or risks in order to adhere to the General Data Protection Regulation (GDPR).

Enterprise data is getting more separated and voluminous by the day, and that is how challenge also expands

Businesses need to leverage data and transform it into actionable insights.

To start this data Mapping work source data needs to be directed to the targeted database.

Types of data Mapping are data Integration, data Migration, Data Transformation and data warehousing

#### **Challenges to look into**

- How will the disparate data be integrated with the new solution?

Companies use a data mapping template to match fields from one database system to the other using a data mapping solution.

- The level of complexity revolves around the data hierarchy and the discrepancy between the data structure of the source and the destination.

- The business application uses metadata to illustrate the data fields and attributes that constitute the data and semantic rules. How easily can we obtain this information?
- Mapping can have a varying degree of complexity, depending on the number, data types, schema, primary keys, and foreign keys of the data sources.
- Manual data mapping is a tedious and messy journey. One mistake in data mapping can generate substantial problems in the coming days. How can we automate the process?
- There are many use cases in which data mapping needs to deal with. How quickly can we discover those?
- If the volume of data is substantial, we require to use an automated tool to manage the work. There is a learning curve involve
- Challenges in understanding data fields like understanding the tables, fields, and format, etc. information is time consuming
- Missing accurate map data source to the fields of the destination field
- Data transformation "need-finding" and execution is causing alignment and delay, how can we deal with?
- Testing end-to-end data validation to check if all parameters are working well
- Co-ordination among stakeholders for alignment and data gathering is one of the massive works
- Outdated data to be mapped with new data format, data quality issues
- Risk of data sprawl, that is, the unaccounted spread of special data to numerous systems,
- Defining consistent retention policies to cycle out old information?
- Resolving data model issues or changing data model needs, managing all the stakeholders. how easily can we manage?
- Averting information silos. What process to follow to optimize this?
- Poor data management software and dealing with too much data

- The data management process is outdated and has not been updated for a long time
- Whenever the team is starting this data Mapping, Transformation journey, they first workout on all these issues and address these

What else is required to work smartly in data Mapping work? Can those below questions help?

- What data sources are we mapping?
- What specific data fields need to be mapped?
- What are the data types of each field (e.g., string, integer, date)?
- What is the purpose of the data mapping exercise?
- What is the intended output of the data mapping exercise?
- What tools and software will be used to carry out the data mapping?
- What are the relevant standards or regulations that need to be followed in the data mapping process?
- Who are the stakeholders involved in the data mapping process, and what are their requirements?
- How will we handle missing or incomplete data in the mapping process?
- How will we ensure data accuracy and quality control during the mapping process?
- What is the timeline for completing the data mapping exercise?
- How will the data mapping results be communicated to stakeholders?
- What are the next steps after the data mapping is completed?
- How will we monitor and update the data mapping over time as new data sources or fields are added?
- Are there any potential risks or challenges that we need to be aware of during the data mapping process?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Plan to roll out the new changes**

### **Case study Ninety**

**“There’s no shortage of remarkable ideas, what’s missing is the will to execute them.” - Seth Godin**

*As we all know, change can be troublesome, and care needs to be taken to stabilize ‘managing the change’ with the ongoing task of ‘managing the businesses.*

This is one of the major themes in product coaching.

The extremely significant risk during change is business continuity, ensuring that during and after change the business continues to work adequately.

Classifying and evaluating the impact of change permits adequate basic planning and preparation and serves to diminish the effects of non-controlled change.

Let us look into a case.

*Six weeks after the new site went live, the communication system collapsed at one of the contact centers. As part of the business continuity plan, information was to be established on the website to alert customers. With the change on the website and process, team members were not able to reach out to the appropriate person to make the change, as such the customers could not be informed of the status of the issue.*

### **What do you do as a product coach we should have been coaching the team?**

We are supposed to evaluate the impacts on the core business processes in the business continuity plan.

Evaluated other changes to the business continuity plan in relation to other changes that are impacting the key processes.

Assessed the business continuity risks and included them in your change risk register.

During any major organizational changes, it is essential to take care

- Demotivated personnel during downsizing, mergers, and acquisition, which affects productivity or the customer experience in a major way without triggering a continuity event
- Loss of key knowledge or person dependency, as the old is replaced with the new
- A broken process is where systems or people have changed without thinking about or planning for the resulting process changes.
- System interruptions caused by a new or adjusted software release are not informed accurately, leading to lost data or impacted customers.
- New buildings, new contact names, and new systems are not factored into the business continuity plans, and they are not tested as part of the change process.

On the website, the roll-out change topic team must have done

- Acceptable **activity modeling and process mapping** and assessment of the change impact have been done.
- **Cutover processes** are verified effectively, and pilots and parallel runs work well.
- Business readiness is measured for all impacted groups and included the changes to business continuity plans.

**What do you think what else can be added?**

- Develop a communication plan to ensure that all stakeholders are aware of the upcoming changes and understand the benefits and impact of the changes.
- Create a training plan and materials to ensure that all impacted groups are trained on the new processes and systems.
- Develop a monitoring and evaluation plan to track the effectiveness of the changes and identify any areas that need further improvement.
- Establish a change management team to support the implementation of the changes and ensure that any issues or concerns are addressed in a timely manner.
- Conduct a post-implementation review to evaluate the success of the changes and identify any further opportunities for improvement.



- Develop a contingency plan in case of any unforeseen issues or challenges that arise during the implementation of the changes.
- Ensure that the changes comply with any relevant legal or regulatory requirements.
- Review the project budget and ensure that all costs associated with the changes have been accounted for.
- Ensure that all necessary approvals have been obtained before rolling out the changes.
- Establish a process for ongoing maintenance and support of the new processes and systems after implementation.

Can the actions listed above be applicable in this situation?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Product Owner as a People Manager**

### **Case study Ninety-One**

**“If you don’t build your dream, someone else will hire you to help them build theirs.” - Dhirubhai Ambani, entrepreneur**

Sagar is the product owner in one of the leading pharmaceutical corporations

He is working on one of the dominant drug discovery projects. It is one of the high stake’s projects.

Under him, there are 10 team members working on numerous assignments. All of them are Sagar’s direct reports.

For the last several years, his team’s performance has not improved, and productivity is also not at the expected level. Top management assigned Simon as a coach for the team.

Simon is the product coach; how do you prefer to support the team to improve their impressive deliverables? Asked the VP manager James

What are the first steps you would like to suggest? Asked the VP manager James

Simon wants to note the below factors, how well all these factors are in place to start with:

- Mutual trust
- Interdependency
- Accountability
- Valuing individual differences
- Transparency
- Learning and Recognition

and want to chalk out a plan with Sagar to strengthen the weak links

Simon wants to guide Sagar on

a) Setting **direction**, how are the current practices taking place?

b) How Sagar is **empowering** team members and what improvement he has made in the last few years?

c) How is Sagar **enabling** his team members? What is the room for improvement?

d) How is he **reviewing the work** progress?

**Sagar** needs to balance the three circles (John Adair's Action Centered Leadership Model), first tasks need, second individual needs, and third group needs.

**Simon** also coaching on Sagar's leadership style, which has to be situational based

a) *TELLING STYLE: how often Sagar is using this style*

b) *SELLING STYLE: How often Sagar is using this style*

c) *PARTICIPATING STYLE: How often Sagar is using this style*

d) *DELEGATING STYLE: How often Sagar is using this style*

There are many months of coaching sessions have been scheduled on these above points

Review, Reflections, and improvement points to strengthen all these points

**Sagar** is more comfortable now and steering completely with the team members

**Sagar** needs to draw the boundary between the Manager role and the leadership role

He also comes out with many relevant points to improve

- Available to his people (accessibility)
- Result Focused
- Willing to develop and grow people
- Flexible and willing to change
- Open-minded
- Self-Motivated
- Improved sense of humor

**Sagar and Simon** decided to do SWOT analysis every quarter with their team members just to see their department's situation and analyze the next step.

Based on the gaps after asking questions like:

- What new skills, capabilities or situations do you want to develop
- How do you intend to develop these skills and capabilities
- What support will you need to achieve your goals?
- What key activities will you undertake and by when?
- How and when will you review your progress?

Refine the SMART goal for each individual if needed

In the discussion, it has come out that a lot of the people expressed that they are stressed out due to the workload

**Simon and Sagar** looked into the team members preference

- Who are our team Implementors?
- Who are our team coordinators?
- Who is on our team, Shaper?

- Who is on our team, Plant?
- Who are our team investigators?
- Who are our team evaluators?
- Who are our team workers?
- Who is our team's complete finisher?

Based on this input, **Sagar** decided to share the workload. The work priority comes based on the urgency set by the organization in every PI, and OKR has been formulated.

Reminded the SMART goal for each individual every time wherever there are changes in goals and aspiration

**Sagar and Simon** measure the outcome of the product team.

Based on some of insight collected by Simon, he recommends Sagar improve his feedback style with his one-to-one with team members

- Make the feedback as specific as possible.
- Clarify what success looks and feels like
- Probable recommended next steps

**Simon** also discussed with the team members to understand the Manager, understand the manager's goals and think about how best they can support Sagar.

**Sagar** to invest a great amount of time in relationship building (by creating better understanding and trust among team members, making team members feel cared for, By Encouraging team members to be open and authentic)

What else **Simon and Sagar** should to focus on?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Defining SLA agreements for the cloud-based solution

### Case study Ninety-Two

“What would you do if you weren’t afraid?” - Sheryl Sandberg, COO of Facebook

My friend Jimmy is running an end-to-end business solution using a multi-cloud platform.

He was disturbed about his SLA timeline, which is recently drifting many times.

He set up an investigation team to come up with mitigation.

Power demand solution (PDS) uses an IaaS Cloud Service Provider to provide the infrastructure layer, a PaaS provider to provide the application stack layer, and a collection of Software as a Service (SaaS) solutions and third-party APIs for diverse core utility functions.

Each one of these Cloud Service providers that makes up the overall PDS platform has its own SLAs.

PDS must take all of those SLAs into consideration before committing to service agreements with its customers.

My friend ignored to obtain the information about the factors that influence customer expectations are customer characteristics, the criticality of the services provided, and the type of interactions between the provider and the consumer

My companion did not set up the cloud services that provided all this data.

Cloud Service providers granted directly to consumers for non-mission-critical services do not provide SLAs around performance, uptime, and reliability.

Cloud Service providers knows the stronger the SLA, the more it costs to manage and maintain it.

My friend’s business running in a regulated environment.

Customers who require services in a regulated industry require exceptional stronger SLAs than those in a non-regulated industry

The criticality of the service is a key factor in defining SLAs, as well, and my friend has many such services running to drive his power demand forecasts and support.

My friend was considering picking up the customer characteristics to be singled out and the criticality of each component of the architecture needs to be evaluated. The next step is to take an inventory of all of the actors involved in both providing and consuming the cloud services.

The SLA of every Cloud Service provider involved in building the cloud solution should be reviewed and a risk assessment should be performed.

He was studying into these KPI

- Overall uptime of application/service
- Page-load times
- Transaction processing times
- API response times
- Reporting response times
- Incident resolution times
- Incident notification times

+ more like

- Security and privacy safeguards
- Published incident response plan
- Web vulnerability scans and reports
- Published disaster recovery plans
- Safe harbor agreement
- Data ownership declarations
- Backup and recovery processes document

All of the major cloud vendors, whether they are IaaS, PaaS, or SaaS, has made it a priority to develop into compliant with most of the major regulations.

**Power demand solution (PDS)** needs to provide guaranteed service to the consumer.

What is missing in this story? What does Jimmy need to do more or less?

What do you think about these below points?

- **Security:** Verify that the provider has robust security measures in place to protect your data and applications, and that they comply with relevant industry and regulatory standards.
- **Compliance:** Ensure that the provider is compliant with any relevant regulations, such as GDPR or HIPAA, and that they have policies and procedures in place to ensure ongoing compliance.
- **Performance:** Verify that the provider can meet your performance requirements, such as uptime, response times, and scalability, and that they have sufficient capacity to handle your expected workload.
- **Support:** Check that the provider offers adequate support, including technical support, customer service, and training, and that their support services are available when you need them.
- **Costs:** Understand the provider's pricing structure and ensure that you can afford the services you need, both in the short and long term.
- **Data portability:** Verify that you can easily move your data and applications to another provider if needed, and that the provider has policies and procedures in place to facilitate data portability.
- **Business continuity:** Ensure that the provider has plans in place to ensure business continuity in the event of a disaster or other disruption, and that these plans are regularly tested and updated.
- **Vendor lock-in:** Verify that you are not locked into a long-term contract or proprietary technology that could make it difficult to switch providers in the future.
- **Reputation:** Research the provider's reputation and track record in the industry, and check references and customer reviews to gain a better understanding of their strengths and weaknesses.
- **Service level agreements (SLAs):** Ensure that the provider offers SLAs that are in line with your requirements, and that these SLAs include appropriate penalties or compensation if the provider fails to meet their commitments.

What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).

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## Helping Organizations from financial Collapse

### Case study Ninety-Three

**“Dreams do not come true just because you dream them. It’s hard work that makes things happen. It’s hard work that creates change.” - Shonda Rhimes, producer**

**Ramu** is running a factory which is manufacturing handmade woolen clothes.

He is not doing profitable business nowadays, as his handmade woolen clothes demands have come down. Handmade woolen clothing is turning out of fashion.

Clothes were piling up in his inventory. The sales are not happening.

He collects those woolen clothes from numerous villages. Around 50 such villages he visits and establishes a reliable setup there.

Villagers who are working for him are not aware of the sales market and they continue creating those woolen clothes. Though they are not getting paid for months.

But they are seeing their clothes in **Ramu’s** go down settling there for months. The winter seasons are dwindling, and they last for 2-3 months and max 4 months in many places.

He is struggling to sell the clothes in hill stations where winter is always there, but transport costs are increasing

**Ramu** employs traditional IT systems to track his production and sales. He is not able to invest in modernizing this system to make intelligence from the system

So sometimes his inventory goes extremely high and not able to sell. Later he gives a considerable discount to clear off some of the clothes to accommodate contemporary designs coming in to attract more customers.



His distribution channel needs significant training to make the channel on time, efficiently and fulfill customer demand.

As the technology was not used appropriately, there are gaps in the whole chain of lines.

Some of the villagers are elderly and make a lot of mistakes in their clothes creation. He has to send them back. In a process lot of transaction costs and time involved.

**Jerome** is the Business process consultant and **Ramu's** uncle's brother

He visited India and heard this story

He was enthusiastic to support Ramu with free advice and a proposal

**Jerome** started a whiteboard discussion to understand the end-to-end flow of **Ramu's** business.

and discover the value stream map for the woolen clothes

He suggests pull-based, just-in-time production. Jerome has gone to the village to meet major support to educate them about these new changes (Not to produce anything bulk until confirmed)

Though villagers were also concern as they will not have a full-time job, if there was no bulk order, they will rather spend their time in some other work

**Jerome** made some agreement on minimum production by applying a prediction algorithm

**Jerome** made some rules to avoid establishing wrong products and acceptable criteria (avoid late rejection)

**Jerome** recommended minimizing hands-off, from numerous people in between the supply chain line

**Jerome** proposed a simple app-based tracking for communication to minimize confusion and communication and manage the whole offline/online communication with the involved parties. Earlier time, Ramu and his team members had to consolidate a lot of data, which required a lot of time.

**Jerome** also observed the skill gaps that appeared in the whole value chain and spoke with the villagers about reskilling their woolen material design and creation process.

Also proposed a few new tools to be procured to accelerate the product creation process for the villagers through bank loans etc. assistance

How else can you support Ramu without costing him much money?

What else could Jerome have done or Ramu could look into more? Like below aspects

- Are there any new trends or emerging markets that he can tap into with his handmade woolen clothes?
- Can he diversify his product offerings to include other handmade goods or clothing items that are currently in demand?
- Can he adjust his pricing strategy to make his handmade woolen clothes more affordable or competitive?
- Can he improve the quality or design of his handmade woolen clothes to differentiate them from competitors and attract more customers?
- Can he expand his distribution channels to reach new customers, such as through online marketplaces or partnerships with retailers?
- Can he leverage social media or other marketing channels to promote his handmade woolen clothes and generate more demand?
- Can he collaborate with other artisans or manufacturers to create new products or reach new markets?
- Can he explore government programs or funding opportunities that may be available to support small businesses in his industry?
- Can he seek feedback from customers or other industry experts to identify areas for improvement and better understand the changing demands of the market?
- Can he assess his cost structure and identify any areas where he can reduce expenses or improve efficiency to increase profitability?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Enabling the Global NGO to improve their ways of working

### Case study Ninety-Four

**“Do what you love, and success will follow. Passion is the fuel behind a successful career.” - Meg Whitman, CEO of Quibi**

My friend heads a Global NGO that goes to different neighboring countries for various social work.

The challenge she is facing is to harmonize with other NGO workers in other countries to achieve the shared goal, as well as her own NGO team members.

It is not easy, as it calls for major soft skills up-gradation from all involved team members.

She realizes that her organization needs to come out with a plan so that widely different situations, which have developed and carried out joint programming for the implementation of global NGO norms and standards

She realizes the importance of long-term commitment and support

In complex contexts where the national legislation and practice may not be fully aligned with the international standards

She has started formulating international norms and standards which are the bedrock of the Global NGO's work at different country levels.

The guideline needs to demonstrate the Global NGO's commitment and driving force for an integrated, people-centered approach to 'leave no one behind

Human rights and gender equality are at the heart of all, regardless of the target group concerned Member States widely recognize the Global NGO as an impartial, trusted, and consequently preferred development partner.

Leadership development in the **Global NGO** System is crucial. Having a focal point with the strategic vision, commitment and leadership contributes immensely to the success of the strategy.

She acknowledges the human factor-are key elements of success that must be recognized and incorporated into the planning of strategic interventions.

She was also coaching on ensuring common understanding, language, and advocacy regarding international norms and standards.

Ensure long-term commitment and support to the core **Global NGO** values.

Develop staff capacity and skills to advocate the fundamental values of the Global NGO international norms and standards.

She and her team members were always supporting civil society organizations to facilitate interaction between victims of the conflict and the different stakeholders.

Major efforts were on a building understanding of lead members expectation, providing technical knowledge to the government and other stakeholders.

Supporting the creation or strengthening of constituencies of conflict victims as advocates for necessary standards in the stakeholders understanding and resolution process is also another essential part.

She faced major challenges in

- An incomplete and fragmented approach toward stakeholder analysis and implementation.
- Victims' needs analysis was not perfect based on their sociocultural & economic situations.
- Building the understanding and networking of conflict victims has the challenge of adopting methods that foster common ground rather than lead to competition and polarization of victim groups
- Missed in establishing a common understanding among the stakeholders.

She was looking for help on how to make her **Global NGO** better at dealing with the international workplace.

- What type of coaching support makes her team better at dealing with conflict?
- How her team can be better at understanding & mastering the following the constitution, international law, human rights instruments, principles of justice, and past Supreme Court verdicts to guide its work

What do you think as a coach, how can you help her team members to be globally ready?

How much-distributed product team coaching experience can be applied here?

Can she also try below steps?

- Invest in cross-cultural training: Providing cross-cultural training for staff can help improve their ability to understand and work with colleagues from different cultures and backgrounds. This can help reduce misunderstandings and conflicts.
- Develop clear communication protocols: Establishing clear communication protocols can help ensure that everyone is on the same page and reduce the likelihood of misunderstandings. This could include guidelines for email communication, virtual meetings, and other forms of communication.
- Foster a culture of respect: Creating a culture of respect where all team members feel valued can help reduce conflicts and improve collaboration. This could include developing a code of conduct that emphasizes the importance of respectful behavior and setting up mechanisms for reporting any breaches of the code.
- Build relationships with local partners: Building relationships with local partners can help the NGO better understand the local context and cultural norms. This can help the NGO to be more effective in its work and reduce the likelihood of conflicts arising.
- Foster a learning culture: Encouraging staff to continuously learn and develop their skills and knowledge can help them to better understand and navigate the complex legal and cultural landscapes they may encounter in the international workplace. This could include providing training opportunities and creating a culture of continuous improvement.
- Ensure diversity and inclusion: Ensuring that the NGO's staff and leadership are diverse and inclusive can help ensure that a wide range of perspectives and experiences are represented. This can help reduce biases and assumptions and improve the NGO's ability to effectively navigate the international workplace.

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## Transforming Timon's Team

### Case study Ninety-Five

**"I got lucky because I never gave up the search. Are you quitting too soon? Or are you willing to pursue luck with a vengeance too?"** - Jill Konrath, sales strategist

Timon is a Product Manager and was placed in charge of a Multiyear project. It is one of the complex programs.

Several of the work packages had to be accomplished by the Previous manager and required 10 people to be assigned full time for the duration of the project.

When the project was originally proposed, the previous manager estimated that he would assign 5 of his Sr Architect employees to execute the work.

Unfortunately, the start date of the project was delayed by three months, and the department manager was forced to assign the resources he planned to use to another project.

The resources available for Timon's project at the new starting date were 3 tech lead and 2 senior architects.

The department manager assured Timon that these 5 employees could adequately perform the required work and that Timon would have these 5 employees full time for the duration of the project

Furthermore, if any problems occurred, the department manager made it clear to Timon that he personally would get involved to make sure that the work packages and deliverables were completed correctly.

Timon did not know any of the 5 employees personally. But since a grade 9 which is senior architect grade was considered a senior subject matter expert pay grade, Timon made the grade 9 the lead engineer representing his department on the project.

It was common practice for the senior most person assigned from each department to act as the lead and even as an assistant project manager. The lead was often allowed to interface with customers at information exchange meetings.

By the end of the first month of the project, work was progressing as planned.

Although most of the team seemed happy to be assigned to the project and team morale was high, the two tech leads team members in the Department were disenchanted with the project. Timon interviewed those employees to see why they were somewhat unhappy.

The team members were not at all happy with the operating style of the senior architects.

**Timon** was unsure how to handle the situation. Resources are assigned by the department managers and usually cannot be removed from a project without the permission of the department managers **Timon** understood what the department manager said but was not happy about the situation. Forcing the grade 9 to be removed could result in the assignment of someone with lesser capabilities, and this could impact the quality of the deliverables from the Mechanical Engineering Department. Leaving the grade 9 in place for the duration of the project would alienate the two grade 6 employees, and their frustration and morale issues could infect other team members.

- What options are available to Timon?
- Is there a risk in leaving the situation as is?
- Is there a risk in removing the grade 9 employee?
- you are the product coach for the Timon, what recommendation you would have to improve the team members working styles?
- What specific behaviors or actions are causing the conflicts between the grade 9 employee and other team members?
- Have any efforts been made to address the conflicts and improve communication between team members?
- What is the role of Timon as a leader in managing the conflicts and improving team dynamics?
- Are there any cultural or organizational factors that may be contributing to the conflicts or making it difficult to resolve them?

- What are the goals and priorities of the team, and how can they work together more effectively to achieve these goals?
- Are there any training or development opportunities that could help team members improve their communication and collaboration skills?
- How can the team build trust and improve relationships between team members?
- Are there any structural or process-related changes that could be made to improve team dynamics, such as changes to team meetings or decision-making processes?
- How can Timon ensure that all team members feel valued and respected, and that their contributions are recognized and appreciated?
- Are there any external resources or support that could be leveraged to help the team improve their working styles, such as external coaches or consultants

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Transforming Ramu’s vegetable business**

### **Case study Ninety-Six**

**“We entrepreneurs are loners, vagabonds, troublemakers. Success is simply a matter of finding and surrounding ourselves with those open-minded and clever souls who can take our insanity and put it to good use.”- Anita Roddick, founder of The Body Shop**

**Ramu** had a vision that their vegetable shops and their online store would collaborate to produce a better customer experience where the customer flows, or moves easily, between and across channels. For the purpose of giving customers a consistent experience and maximizing the benefits of each channel, the hitherto independent activities in shops and online would be combined. The business would gain a major competitive edge as a result.



To achieve this vision, a cross-functional team investigated the shopping experience of customers and identified the major irritations caused by separate channels and highlighted the opportunities to do more for customers by bringing these channels together.

Having identified some key future customer journeys that, they believed would win with customers, they designed these journeys in detail.

These journeys were service scenarios that described how customers would be engaged through the experience of shopping for a handset and tariff. The strengths of each channel were capitalized on, and at key points devices were designed that would enable customers to cross channels smoothly. For example, customers who began their journey in-store would be able to take an offer home and complete it online. Customers starting online would be able to pick up their order in-store and complete it with a supporting advisor who would ensure their successful setup.

The team was able to be extremely specific about the experience they were delivering and why by developing an engagement approach that supported clients through the process and across channels as a key framework.

The specifics of what was expected of each channel could then be discussed in depth.

This main project supplied the strategy for a number of work streams, including the creation of a new retail operating model and employee retraining, as well as the construction of the e-commerce platform.

- How would like to start your coaching journey to help **Ramu**?
- What are the various product development design for experience traits you would like to apply?
- What fresh sources can **Ramu** research to make things better?
- What are the potential risks or challenges in implementing the solution and how can we mitigate them?
- What is the current stage of **Ramu's** product development process?
- What are the biggest challenges that Ramu is facing in terms of product development?

- What is the target audience for **Ramu's** product, and what are their needs and preferences?
- What is the budget and timeline for **Ramu's** product development, and how flexible are they?
- What are the strengths and weaknesses of **Ramu's** existing product design, and how can they be improved?
- How does **Ramu's** product compare to competitors in the market, and what can be learned from their successes and failures?
- How can **Ramu** ensure that the product is user-friendly and intuitive, and what strategies can be used for testing and feedback?
- What resources and expertise does **Ramu** have access to for product development, and what additional support may be needed?
- How can **Ramu** measure the success of the product, and what metrics will be used to track its performance?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Pull System in Bread Business**

### **Case study Ninety-Seven**

**“Quality means doing it right when no one is looking.” - Henry Ford, founder of the Ford Motor Company**

**Ramu** Pulled into the Pull Model!!

**Ramu** was fed up with the inventory. He is always producing extra. He is having a bread shop.

He prepares the bread. His bread is well known in his locality.

Most of the time, his bread expires as most of the over production. He used to push everything. Prediction does not work accurately, so the push gets into waste.

**Shamu** is the Lean black belt holder.

**Ramu** meets with **Shamu** in one of the marketplaces where **Shamu** is selling the 'lean way of manufacturing'

**Ramu** got interested in minimizing his waste and apply Pull-based bread preparation.

**Ramu** learned that a pull system is mainly to save on resources and reduce wastage.

A pull system is a lean manufacturing process used in the production process to reduce waste. Pull helps optimize resources, increasing flow efficiency.

The pull system allows **Ramu** to start new bread preparation only when there is customer demand for it.

**Ramu** felt it would reduce overhead and optimize storage costs.

**Ramu** realizes the pull system is to build products based on actual demand and not on forecasts. Ramu wants to avoid producing extra and minimize his financial loss.

**Ramu** wants to spend money on advertising his bread in nearby localities to create demand, create a buzz so that consumers can come to buy.

With this Pull approach, **Ramu** is able to buy exact materials to prepare bread. How much quantity, when and which vendor to approach, etc.

In the earlier Push mechanism, he used to buy all these materials ahead and keep his storage place. Bulk purchases from the suppliers. Now he buys only there is demand and storage shows a reduction, no over-purchase.

In order for this system to work effectively, the pattern of customer orders must be well understood.

**Ramu** has built a **visual workflow** where all valuable information can be recorded and tracked. Establish a full overview of the work process and catch all important **signals**. Once **Ramu visualizes** the flow next, he establishes the **control** to drive the pull system **efficiently**.

Also, **Signals** establish strong **collaboration** among team members.

He established a staged process flow and controlled each stage to maintain the system flow optimally. All the team members are focused on doing single tasks at a time. Fully focused on one task by minimizing work in progress.

**Ramu** is getting high benefits from switching from a push to a pull system. **Ramu** is developing high-quality products compared to the push system, since they are in small quantities. It can be easy to identify products with damaged or poor-quality products since they are not in mass numbers and there will not be a big loss.

*When Pull is not possible, Ramu got another idea from Shamu, which is FIFO*

**Ramu** has created a system for controlling the materials throughout the process.

The most common form of controlling inventory is with FIFO lanes.

FIFO (First In, First Out) relies on a controlled area, where the material is most often moved into a lane at one end and pulled out at the next process step at the other end of the lane in order to always use the oldest material first. The controls are based on the maximum number of pieces of work allowed in the lane at one time.

When the maximum is reached, a **signal** tells the process step feeding the FIFO lane to stop producing and wait until there is room to add more work. If the lane remains full for too long, this should be interpreted as a signal of a potential problem downstream, and the next step in the process should be looked at to see if a problem exists at this point or beyond.

- You are the product coach. What do you think what more **Ramu** can do to improve his business process?
- What is the current marketing strategy for **Ramu's** bread shop, and how effective is it in reaching new customers?
- What is the pricing strategy for **Ramu's** bread products, and how competitive are they compared to other bakeries in the area?
- What is the level of customer satisfaction with **Ramu's** bread products, and what feedback has Ramu received from customers?
- What is the supply chain process for **Ramu's** bread shop, and are there any opportunities to optimize or streamline it?

- What is the level of employee satisfaction and productivity in **Ramu's** bread shop, and are there any areas that could be improved to increase efficiency?
- What is the level of financial stability for **Ramu's** bread shop, and are there any areas of the business that are not profitable?
- How can Ramu differentiate his bread products from competitors and create a unique selling proposition?
- What is the level of community involvement and engagement with **Ramu's** bread shop, and are there any opportunities for partnerships or collaborations with local organizations?
- How can Ramu use technology to improve his business processes and enhance the customer experience?
- What else is not listed here, which is the obvious bottleneck in **Ramu's** bread shop?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Comprehending School Process enhancement**

### **Case study Ninety-Eight**

**“Don’t ever make decisions based on fear. Make decisions based on hope and possibility. Make decisions based on what should happen, not what shouldn’t.”- Michelle Obama, lawyer and former first lady of the United States**

**Bluehill Modern English Medium High school** is one of the big schools in Bhatnagar, Assam with over 3400 students and over 140 faculty members.

The student population is very diverse caste/tribe background and students from a variety of socioeconomic levels.

The campus is divided into an East Campus that consists exclusively of freshmen students and a West Campus that consists of Juniors through seniors.

The leadership team consists of a principal, 2 assistant principals, and a few senior teachers.

**They want to be the best school in the nation!! That is the Vision!!**

They were looking for opportunities to enhance the school's various initiatives to make it happen

They want to start with student attendance, student code of conduct adherence, and classroom management and discipline.

A committee has been created suggested by a few process consultants and recommendations are

- Create a culture of academic rigor and relevance.
- Recognize all students, faculty, staff, and community for their achievements
- Use data to identify what is essential to know
- Set high expectations that hold students and adults accountable for improvement
- Create a curriculum framework that drives instruction
- Provide students with real-world application of skills and knowledge.
- Create multiple pathways to rigor and relevance based on the student's individual strengths.
- Obtain parental and community involvement
- Provide sustained professional development focused on improving instruction.
- Offer effective leadership development for administrators, teachers, parents, and community

The consultants started by analyzing the **whole system**.

The intention was to look into **key subprocesses** in an effort to make recommendations for **system-wide improvement**, thus improving the overall academic environment.

The consultants start the surveys and take many parents, teachers, and administrator interviews.

The consultants come out with process improvement, provided training, one-to-one discussions with the administration, leaders, teachers, etc.

The first step was to **define the problem to be solved** and provide a scope of the process to be improved.

The major problem was **inconsistency and inefficient** process.

The classroom discipline process varies as well as the discipline consequences given for various discipline infractions.

The student had to wait for a long time to clarify their counts.

Teachers are overloaded and taking a lot of time to address the concerns.

A **stakeholder analysis** was also **performed** to identify the **critical customers and stakeholders** that are impacted by the process to be improved.

The recommendation also highlights the *classroom discipline process, action tracking process and closure regularly*, and attendance improvement resolution

The consultant show case the **value stream map, process flow diagram and key metrics for improvement**

All issues will be **documented** through weekly team meetings by the team secretary.

**Issues for resolution** at the team level shall be settled by the team collectively.

Some of the **people** aspects also need changes

e.g.

- Be as open as possible
- Everyone is responsible for the success
- Be a team player. Respect each other's ideas. Question and participate.
- Respect differences
- Be supportive
- Practice self-respect and mutual respect
- Criticize only ideas, not people.
- Be willing to make mistakes or have a different opinion

To execute all these, a **detailed plan** has been created.

A responsible person was identified to drive this plan.

Potential benefits to improving the discipline process include an enhanced academic environment to facilitate student learning, decreased discipline issues of repeat offenders, and decreased probability of potential liability issues regarding faculty usage of the disciplinary process

*What do you think else can be done to make Bluehill the best school in the nation?*

What else consultant did?

- Map the current process.
- Gather initial data and determine current process performance.
- Confirm key customer requirements of the process.
- Organize and stratify all data collected.
- Understand the root causes.
- Understand the capability of the processes.
- Develop relationships between variables.
- Analyze the process for value-added and non-value-added activities.
- Identify and eliminate process waste.

**What do you think else can be done to make Bluehill the best school in the nation?**

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

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## **Investment management to maximize operational excellence**

### **Case study Ninety-Nine**

**“It’s important that leaders are consistent. You can change your mind but change your mind against a consistent framework.”- Indra Nooyi, former CEO of PepsiCo.**



A financial ecosystem that is burdened with silos of legacy technology, customized software, and third-party services that don't communicate with one another and prevent the flow of information is present in the majority of established organizations.

Asset management companies frequently use multiple systems to oversee operations in each of their core business divisions.

These systems may include ones for managing investments and marketable securities, partnership accounting, alternative investments, and perhaps bill-paying systems which is another big application

**James** is frustrated by the numerous complaints he has been getting from different business units.

He is unable to see the integrated data report to obtain the most recent information on the business flow overall.

Accessing, analyzing, manipulating, consolidating, and reporting data from various sources is known as data aggregation. It is difficult to gather data and, more significantly, to unite it in order to optimize business processes.

Our **James** hardest problem is connecting the dots across all entities, systems, and data sources. These include paying bills, investing, and performing other business-related chores.

James just wants to automatically merge everything into a single, easily accessible "private investment bank" solution. Manual methods take over as the standard when information cannot be exchanged between systems readily. **Jame's** team spent up to 40% of their time performing manual chores. That represents a considerable time and resource drain.

Accounting and reporting software needs to be seamlessly connected to best-in-class solutions in order to provide the full range of functionality that today's businesses require. *The future is clearly paved with apps and APIs.*

James learned about this Apps and API solution and immediately began to use it.

Salesforce, DocuSign, Atlassian, and Microsoft 365 are some of the most widely used applications in the financial sector.

On the other side, data aggregation is made feasible by application programming interfaces (APIs).

To access the capabilities of best-in-class systems, they offer seamless connectivity. For example, Tableau APIs allow users to import raw data into the software to create complex visuals and analyses.

*APIs can be utilized to automate routine processes.* That is what James is looking for.

## **Where to start and how can portfolio management help James to start this, Journey?**

In a typical context, multiple teams operate with their own tools and solutions without giving them a holistic view of where they fit into the larger system. In such situations, promoting organizational-wide transformation can only be accomplished through the meaningful integration of various disjointed systems, enabling stakeholders at higher portfolio levels to obtain a greater sight of the "big picture".

**James** was advised to try the Portfolio Kanban technique by someone.

Instead of focusing on a few local adjustments, Kanban promotes a Systems Thinking approach that helps seek system-wide global optimization.

We have a powerful enterprise management framework for fostering real transformation when interrelated, co-dependent key services are aggregated at higher levels - as a Portfolio Kanban or an Enterprise Kanban - with significant data integration of their task tracking/monitoring tools.

**James'** office is currently on its transformational journey.

- What could the change agent possibly miss? How else can we assist James?
- What alternatives are available to the decision-maker?
- What key facts should be considered?
- What is the scope and scale of the transformational journey that James' office is undertaking, and what are the desired outcomes?
- Who are the key stakeholders in the transformation process, and what are their roles and responsibilities?

- What is the current level of buy-in and support for the transformation, both within James' office and from external stakeholders?
- What are the potential risks and challenges associated with the transformation, and how can they be mitigated?
- What is the timeline for the transformation, and how will progress be measured and evaluated?
- What resources are available to support the transformation, both in terms of personnel and funding?
- How can communication and transparency be maintained throughout the transformation process, and what strategies can be used to address any concerns or resistance?
- What training and development opportunities are available to ensure that staff are equipped with the necessary skills and knowledge to support the transformation?
- How can the transformational journey be aligned with the broader organizational strategy and goals?
- What role does leadership play in driving and supporting the transformation, and what qualities are essential in a change agent?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_

## **Expanding Online old goods selling market**

### **Case study Hundred**

**“Too many companies believe people are interchangeable. Truly gifted people never are. They have unique talents. Such people cannot be forced into roles they are not suited for, nor should they be. Effective leaders allow great people to do the work they were born to do.”-Warren G. Bennis, scholar**

**Sinha** started an online selling platform for old stuff.

He was mainly targeting the new generation of the young population in the Villages.

He started with the small-town mobile apps and covered nearby towns within 3 months of the first launch

Launching the online selling platform and connecting with the buyers took very little time. Later, to keep up with the high demand, the platform was switched to a cloud-based solution.

His company has grown too fast and got into much trouble managing with many orders he is receiving

He has 20 developers working out of IT city where it is easy to get the developers and 20 salespeople spread in many remote villages. They expand orders, collect requirements and pass the requirements to developers for many different modules.

His target market is mainly remote villages where his salespeople are operating. He wants to focus on the sustainability, reusability, and circularity of many old materials.

His requirement inflow for implementation as software release is one of the major challenges

A lot of time and money has been going into this mismanagement and confusion.

He has decided that next few months his focus should be

The focus of the engagement was to increase the predictability, and visibility of work to be delivered, bring in open, transparent, and proactive ways of communication among team members, improve the elicitation of requirements, and build a one-team mindset.

He is using Scrum and Kanban practices to inject agility into the whole business.

He is bringing structure to his setup regarding who does what and basic OKR for all of them

He hired one product coach to help him optimize the whole flow.

He has set the rhythm of 2 weeks release

Discipline and regimen were brought in across all product team members as good delivery practices.

A blend of both scrum and Kanban practices was introduced in the customer support team to better manage production issues.

To improve their leadership and problem-solving abilities, leadership sessions were held for the leaders.

Establishing transparency regarding what will be done and by when. By enabling the commercial / sales staff to comprehend release dates more clearly and commit them to customers, this also helped to ensure levels of dependability.

The emphasis moved from merely providing functionality to providing the customer with additional **value**.

**Sinha** was able to enhance better outcomes by injecting all these practices. But after some time, some different challenges popped up!!

Sustaining the changes in one big challenge.

What else Sinha can try to enhance the business expansion?

- How can we sustain continuous improvement culture?
- What specific changes has Sinha implemented thus far to enhance business expansion?
- What are the specific challenges that Sinha is facing in sustaining these changes?
- What is the current organizational culture like? Is there resistance to change or a willingness to embrace new ideas?
- Are there specific skills or resources that the organization needs to further improve and expand?
- How is Sinha measuring success in terms of business expansion and continuous improvement? Are there key performance indicators (KPIs) in place to track progress?
- Is there a formal process in place for identifying and addressing areas of improvement? How are these improvements prioritized and implemented?
- Are employees actively engaged in the continuous improvement process? How are their ideas and feedback incorporated?

- How does Sinha plan to stay ahead of competitors and adapt to changes in the industry?
- Are there any external factors (e.g., economic trends, regulatory changes) that could impact business expansion and continuous improvement efforts? How is the organization preparing for these potential challenges?
- How does the organization foster a culture of innovation and experimentation to drive continuous improvement?

**What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

- 1.[SITUATION]\_\_\_\_\_
- 2.[ACTION]\_\_\_\_\_
- 3.[RESULT]\_\_\_\_\_

## **Digital Heartbeat Recorder**

### **Case study One Hundred and One**

**“You have to believe in yourself when no one else does – that makes you a winner right there.”-Venus Williams, tennis player**

**Xian Xu** wants to create an all-time heartbeat recorder device that can help his parents to give them a better life.

His parents are old and have pressure fluctuation issues as they are 75+ years of age.

He has created a watch that will constantly measure the parent's heartbeat and send the data through Bluetooth to his mobile phone.

When the threshold is touched, it will alert him, then he will call his support members to take appropriate action.

This model is working well, now after seeing this model, one old age NGO would like to procure similar solutions for all its NGO

They feel it will make their life easy

**Xian Xu** does not have the expertise to scale this hardware-software solution

NGO chalk a plan.

They build a team in India to make this solution at scale.

They hired many developers and hardware will be supplied by **Xian Xu** from his know suppliers in another country

They Manage to get the Funds from Germany, so the sponsors will be from Germany. If the expansion is successful in India, this solution can be expanded to other countries

Dependencies are high on hardware suppliers.

They hired one product coach to help set up this team.

As the MVP is already ready team needs to just scale up the solution

After several months of efforts, solutions are still not ready.

There are a lot of challenges cropping up, conflict among the team, tussling hardware and software teams, well-set governance missing, so sponsors are frustrated.

The product coach was trying hard to mitigate Resolved challenges of Distributed teams like language, cross-culture & time zone differences.

She also encourages to use of cross-team technical knowledge-sharing groups to benefit from the economy of scale. Metrics & reports to bring visibility to all including clients, Improvised project management tool – JIRA and made it more relevant.

Things started showing after a few releases as the team maturity and team chemistry also improved

Today **Xian Xu** is a successful businessperson, as he pioneered the solution to address the need of old people's healthcare

- What might some of the learning **Xian xu** might have experienced during this transformation journey?
- What measures will **Xian** employ to assess the project's success?
- What was Xian Xu's motivation for developing the healthcare solution for the elderly?
- What specific challenges did Xian Xu face in developing and implementing the solution?

- What was the process for identifying the needs of the elderly and designing the healthcare solution?
- How did Xian Xu fund the development and implementation of the healthcare solution?
- How did Xian Xu build a team to support the development and implementation of the healthcare solution?
- What was the response from the elderly and their families to the healthcare solution?
- What measures were put in place to ensure the quality and effectiveness of the healthcare solution?
- How did Xian Xu promote the healthcare solution to potential users and stakeholders?
- What were some unexpected challenges that arose during the transformation journey?
- How did Xian Xu adapt to changes in the market or industry to ensure the success of the healthcare solution over time?
- **What actions are you going to take from this lesson? Please write using a pen and a piece of paper (DO THIS NOW).**

1.[SITUATION]\_\_\_\_\_

2.[ACTION]\_\_\_\_\_

3.[RESULT]\_\_\_\_\_



# Conclusion

This is a book for reflection.

All of my readers are expected to write their thoughts down. With your friends, hold a discussion in a group.

Put your assumption and theory out there. Support those hypotheses. Use these case studies to practice everything you have learned about end-to-end system administration.

In the case studies, there is no conclusion offered.

Every problem has a different set of answers. It defined the bounds of the issue.

Readers are allowed to infer, apply their own context, and situate the problem there.

The solution space can be expanded by considering the same problem from different perspectives.

There is no proper or incorrect response when thinking about the solution.

Just keep in mind that complex domains are always like this and that the more experience we have working with complex domains, the better equipped we will be.

I have no question that you will succeed as change agents if you can address each of the 101 potential scenarios with a range of plausible assumptions and a likely resolution. You are equipped with a strong base and ready to take on the world. There will undoubtedly be more obstacles to conquer, but you will be more assured and ready. You've improved your emotional toughness.

**THE RESULTS OF ALL OF THESE CASE STUDIES CAN BE USED TO WRITE YOUR OWN BOOK!**

Simply add your own experiences to those action lists to turn them into the book's content.

For any additional inquiries, you can reach me at [chandanpatary.com](http://chandanpatary.com)

# THANK YOU

