



**Cars.com**  
**Agility**  
**Transformation**  
**Journey**

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**<http://salhir.wordpress.com>**





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# Hello from Chicago!

Our culture changed from adversarial to collegial almost overnight.

I learned I can try out things without fearing failure.

Retrospectives are therapeutic!

Agile is my favorite workout regime.

Agile saves trees.

Agile Rocks!

More meetings (-)

Agile helps us stay competitive!

Meeting rooms unavailability (-)

Agile helps us take a break after drinking under the table!

SELF Governing Teams

Quality Product

Agile is my favorite workout regime!

I learned that I wasted a lot of time debating & documenting.

Get comfortable with not knowing everything - focus on what we know now, what's important, learn and iterate.

AGILE SALES

SALES

I learned I can try out ideas without fearing failure.

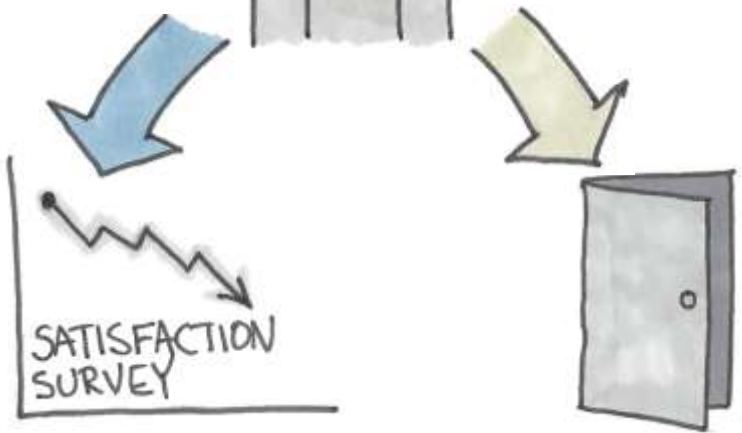
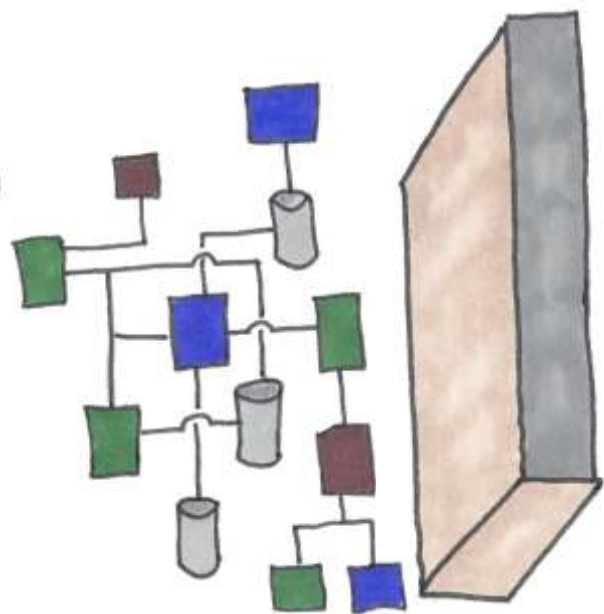
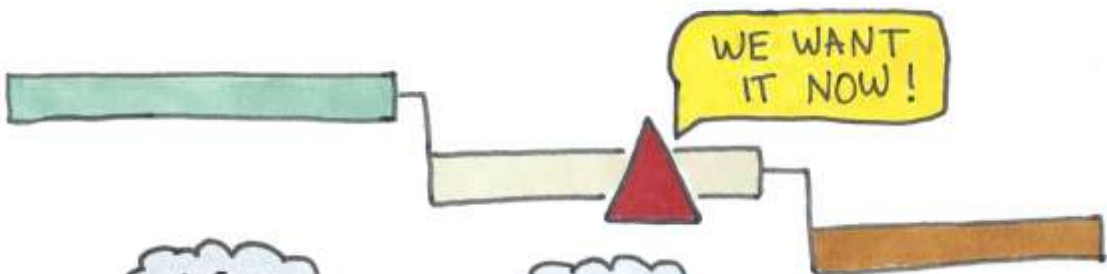
Our Culture changed from Adversarial to Collegial almost overnight

design facilitation is not design by committee.

Retrospectives are therapeutic!

Agile is always changing and improving!

# DELIVERY CYCLES



# THE APPROACH

PHASE 1 CONTEXT

**Engage and Energize**

PHASE 2 FOUNDATION

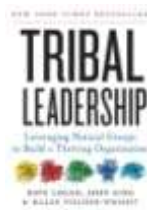
**Experience and Elaborate**

PHASE 3 EVOLUTION

**Evolve and Embody**



**Leadership & Culture**



**Leadership & Culture**



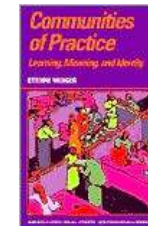
**Agility**



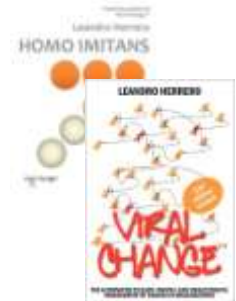
**Coaching**



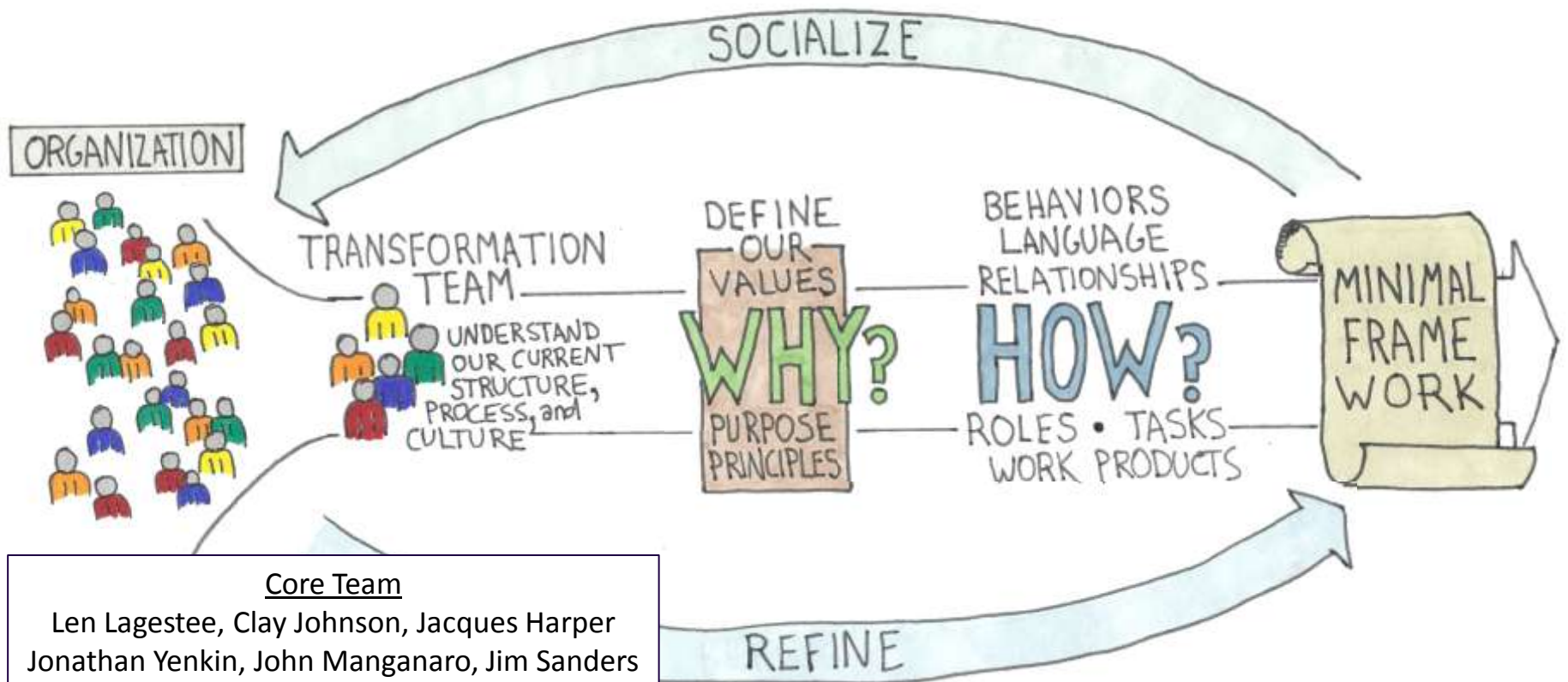
**Culture**



**Community**



**Transformation**



Core Team

Len Lagestee, Clay Johnson, Jacques Harper  
Jonathan Yenkin, John Manganaro, Jim Sanders

Coaches

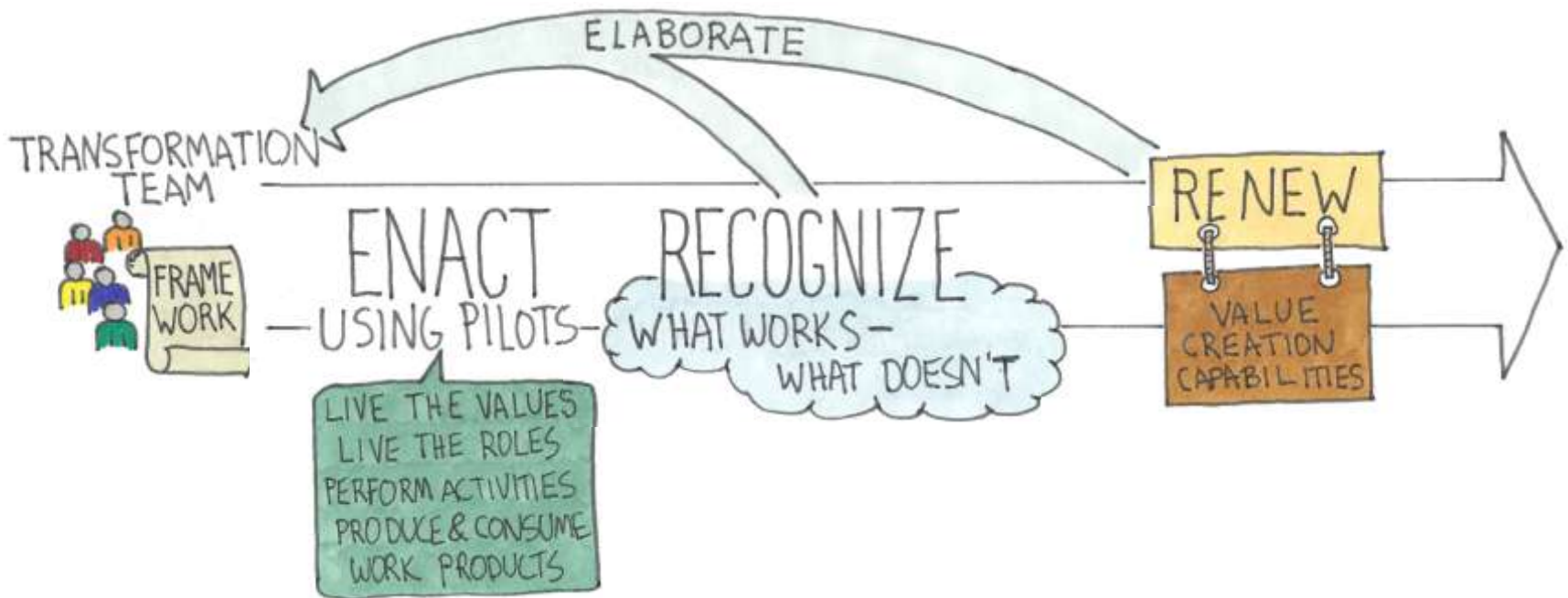
Si Alhir (phase 1, 2, and 3)  
Mark Ferraro (phase 2 and 3)  
Larry Schoeneman (phase 1)

PHASE **1** CONTEXT

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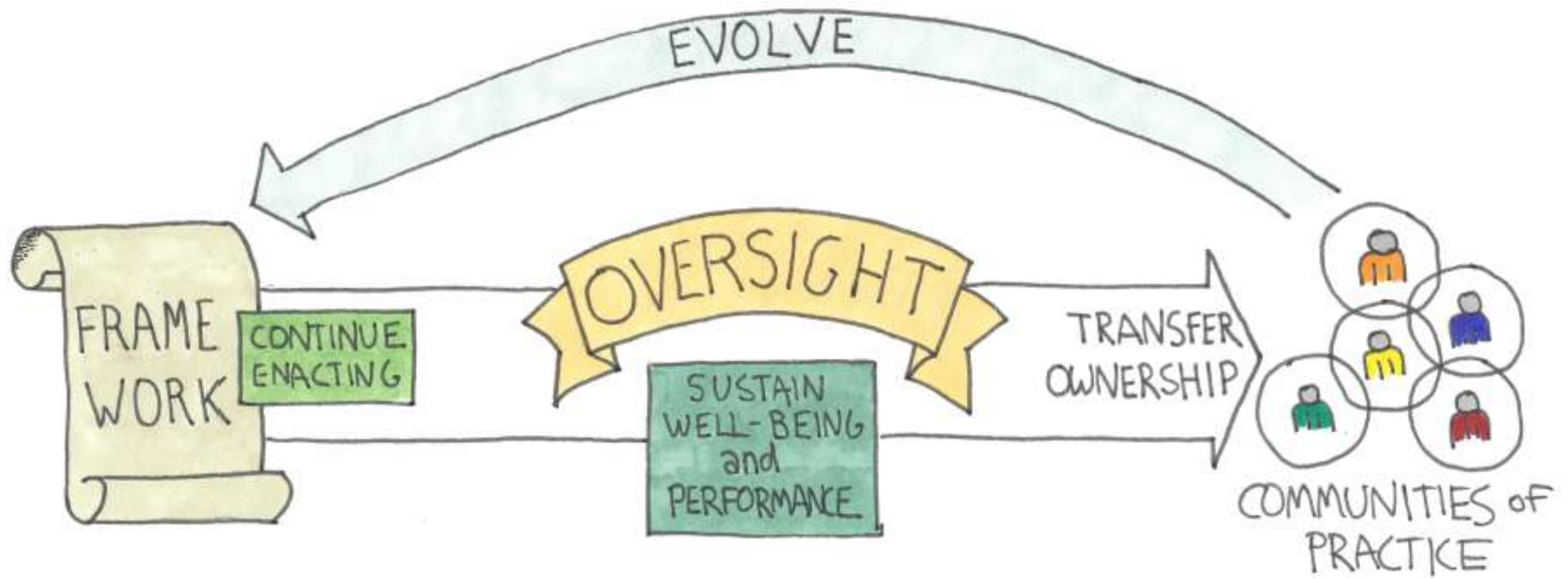
# PHASE 2 FOUNDATION



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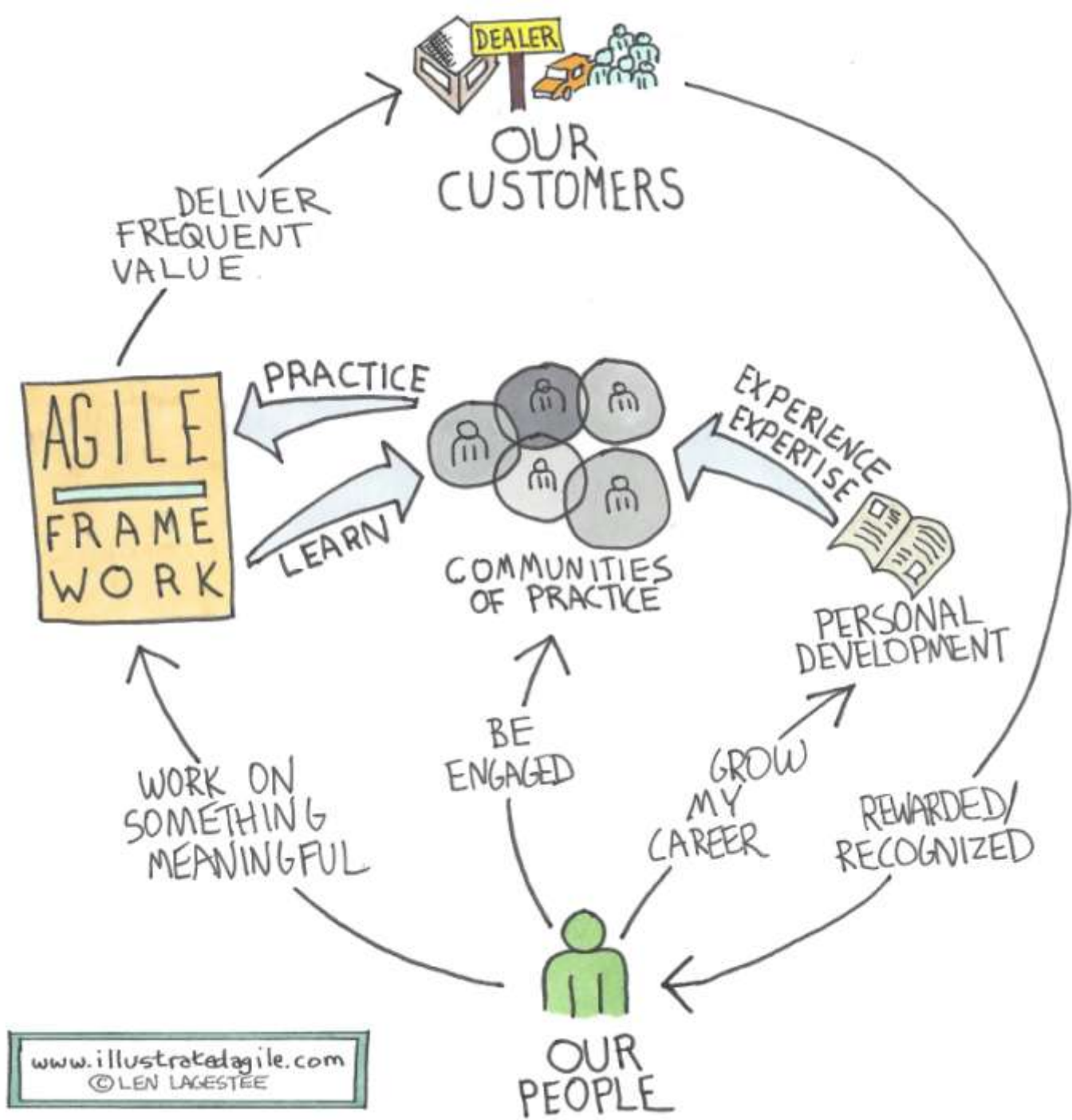




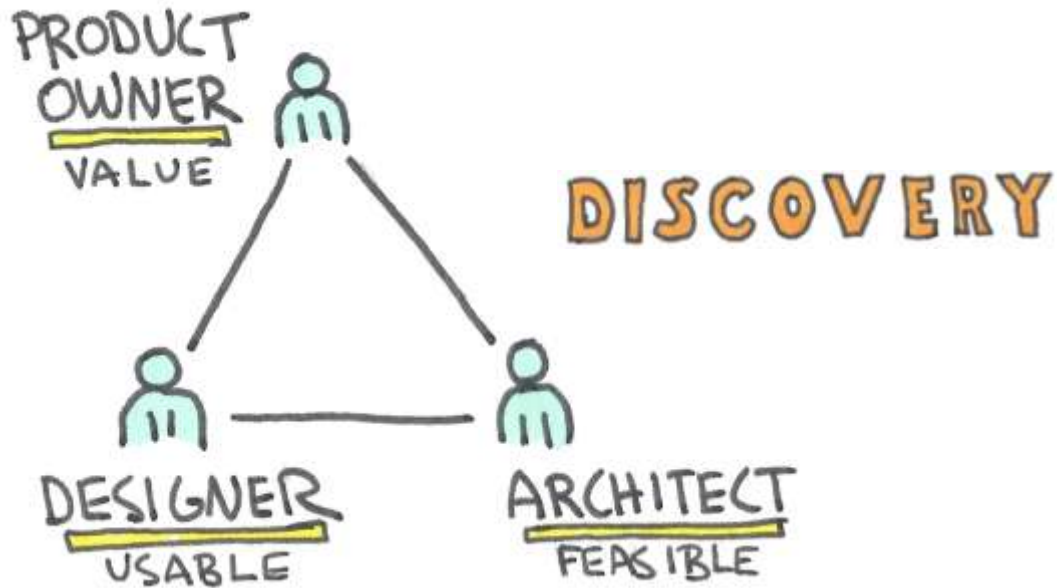
# PHASE 3 EVOLUTION

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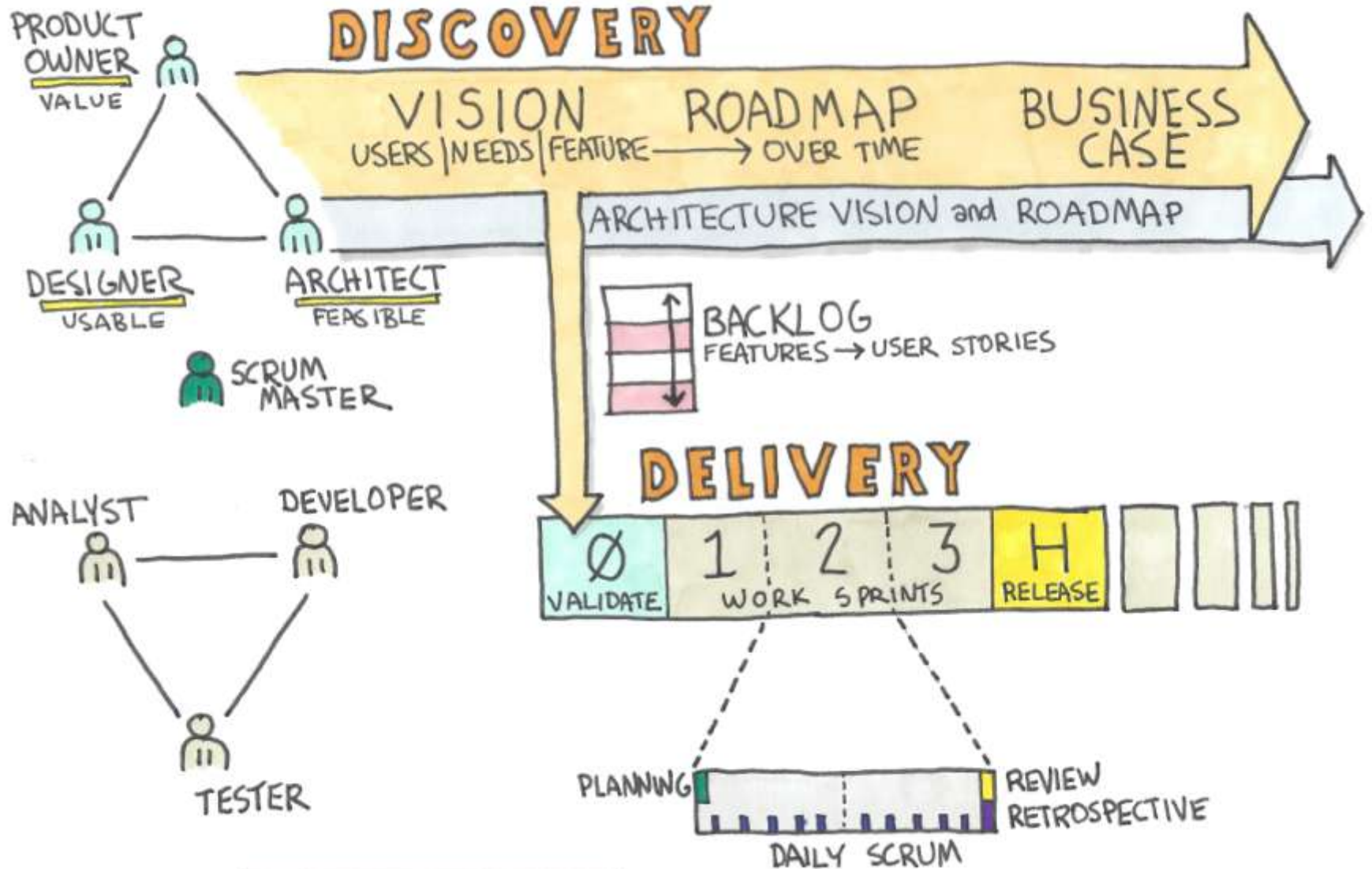


BALANCE

FOCUS

# TEAM

# AGILE FRAMEWORK



SENIOR LEADER

OVERSIGHT DIRECTOR

PRODUCT OWNER + TEAM

ENCOURAGE & MONITOR

SUPPORT

CREATE THE VISION

REMOVE BIG IMPEDIMENTS

PLAN

PARTNER

IMPLEMENT and DELIVER

PREPARE

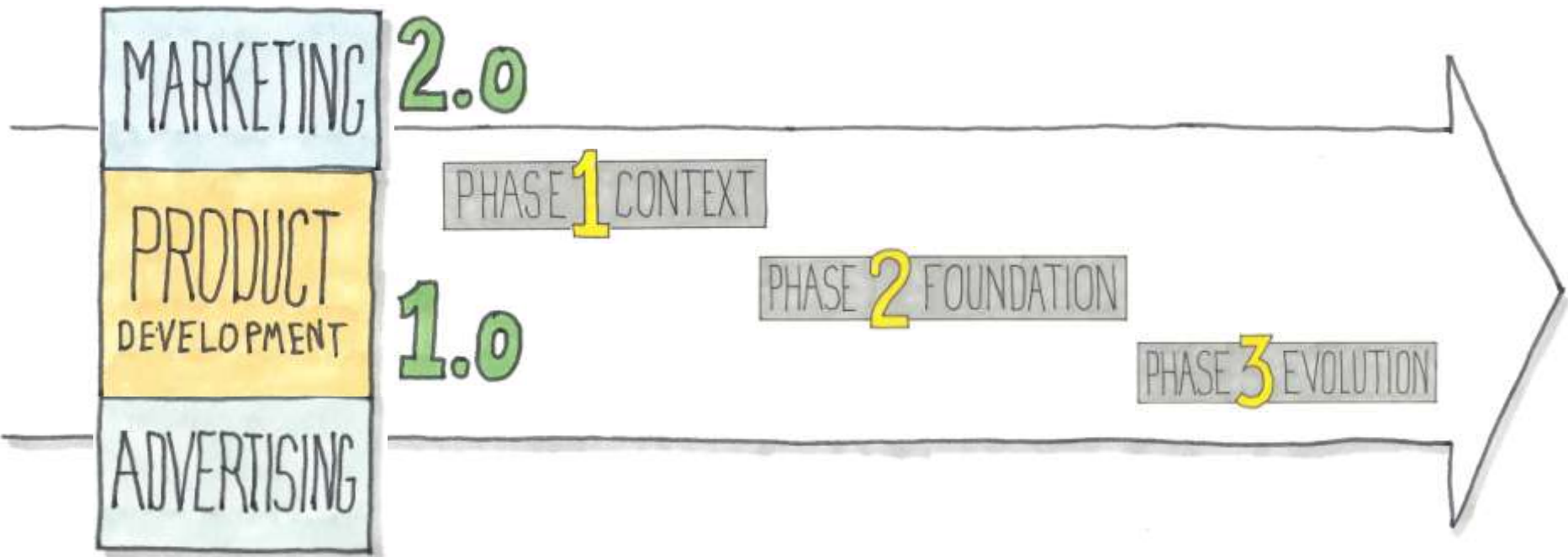
Learn

DISCOVERING

SHORT TERM

MID TERM

LONG TERM



# OVERALL RECOMMENDATIONS

**Make the Move to Dedicated Teams**

**It Is Not Just a Technology Transformation**

**Prepare for Bad DNA to Be Exposed**

**Maintain Persistent Focus on the Role Communities**

**Become a Value-Centric Culture Instead of a  
Project-Centric Culture**



# QUESTIONS

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