Jonathan**Schauer**

Christopher**Schwartz**

Immersive Learning in the Target Dojo

a bit about us

54 years of service
341,000 team members
1,792 stores

6 HQ locations
38 distribution centers
3 data centers

Christopher**Schwartz**
Agile Coach 2 years
Scrum Master 4 years
Target 12 years

Jonathan**Schauer**
Agile Coach 3 years
Scrum Master 5 years
Target 6 years

Brent**Nelson**
Years at Target 27
DevOps Evangelist 3 years
Dojo Operations the beginning

#DOTGT

our story begins with common themes …

culture

organization

system complexity

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and involves not so unique challenges …

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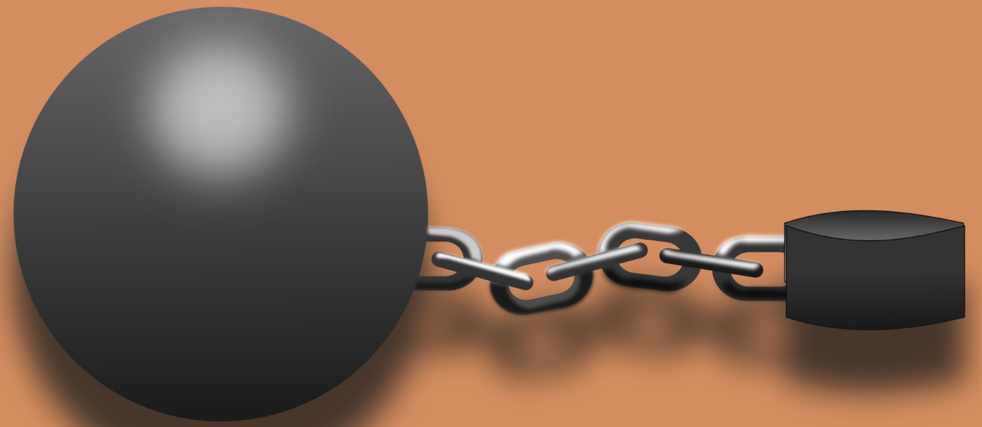
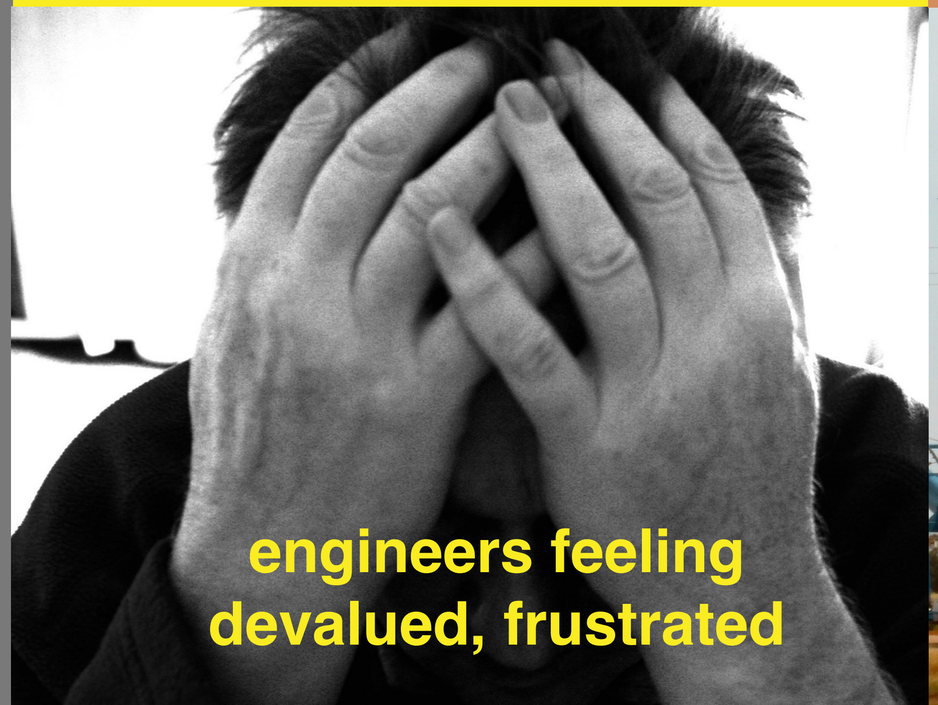
zombie projects consuming time, money, and people

loss of agility





engineers feeling devalued, frustrated

silos, silos, and more silos

there was work to be done and we needed to …

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how we (re)built an engineering culture

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enabling, unleashing

change agent(s)

cultivating, growing a

grassroots

movement

getting

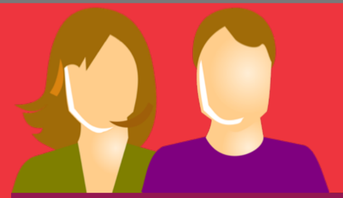
tops down

alignment

figuring out how to

scale

across the enterprise



change agent(s)

creating communities of change agents

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internally coordinated events inspired by external conferences featuring mix of external and internal voices

DevOps@TGT

Rob Cummings

Michael Ducy

Fletcher Nichol

Jeff Sussna

Sean O'Neil

Ian Malpass

Jez Humble

Tom Duffield

Matt Konda

Andy Domeier

MxMW

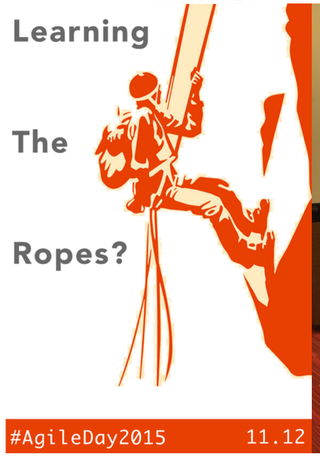
Mid by Midwest

Product • Lean • Agile • DevOps

August 4, 2016

agile

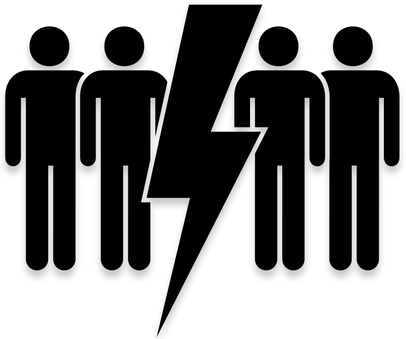
A More Agile Target



grassroots

growing your roots out

FLASHBUILD



purpose	makeup	approach
• build MVP for specific need in < 5 days • encourage cross-team collaboration in silo-based organization	• team size based on engineers with required knowledge, skills, tools and access to complete work • no managers (they're invited to attend demos)	• 2 "sprints" per day including planning, demoing, and retrospectives • engineer calendar cleared for duration, managers provide "air cover" to enable focus • engineers colocated in large conference room with food, beverages and free of distractions

observations

✔great for bringing engineers from different teams together, breaking down silos
✔great for achieving rapid velocity and building MVP
✖limited overall cross-training as engineering focus on tasks requiring their expertise
✖taxing on participants, limiting long-term sustainability as day-to-day work model

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learn more @ target.github.io | *target flashbuilds*

Argus

30-day Challenges

Saranyu

Creating quick, nimble services for bare metal and the cloud

grassroots

growing your roots out

purpose	makeup	approach
• build, iterate on MVP for specific need in 30+/- days • enable cross-training/learning between engineers	• team size based on engineers with required knowledge, skills, tools and access to complete work • no managers (they're invited to attend demos)	• 2 sprints per week including planning, demoing, and retrospectives • engineer calendar cleared for duration, managers provide "air cover" to enable focus • engineers colocated in large conference room with food, beverages and free of distractions

observations

✔teams were happier, less stressed with increased time to deliver
✔improved learning opportunities to shift from I to T shaped engineers
✔increased pool of engineers advocates for Agile/DevOps work model
✖securing extended engineer time away from core team a challenge
✖engineers returned to teams that didn't understand Agile/DevOps work model

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learn more @ target.github.io | *outage resolution through automation*

tops down alignment

need, value of change was recognized

modernize tools, methodologies

adopt Agile and DevOps

increase speed, agility

pay down tech debt

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the **BIG** question

"How in the hell are we going to **scale** adoption of skills *and* culture?"

tops down alignment

the big, big, BIG picture

#DOTGT

make structural changes	• operating model • delivery model • modernization strategy
connect important dots	• converge internal Agile & DevOps movements • connect experts to drive learning • align priorities, maintain laser focus
build an internal incubator	• create space to enable colocation, visibility of work • teams work in “to be” operating, delivery models
develop, expand learning service offerings	• create pool of Agile and Tech coaches • invite others teams to do Challenge focused on their product, service • offer twice weekly Open Labs led by service providers
prioritize demand based on constraints	• work aligned with key strategic priorities • teams ready to learn, change

scale

answering the next BIG question

#DOTGT

how would we level up the skills of thousands of engineers?

individual training ≠ team transformation

scale

enter the Dojo

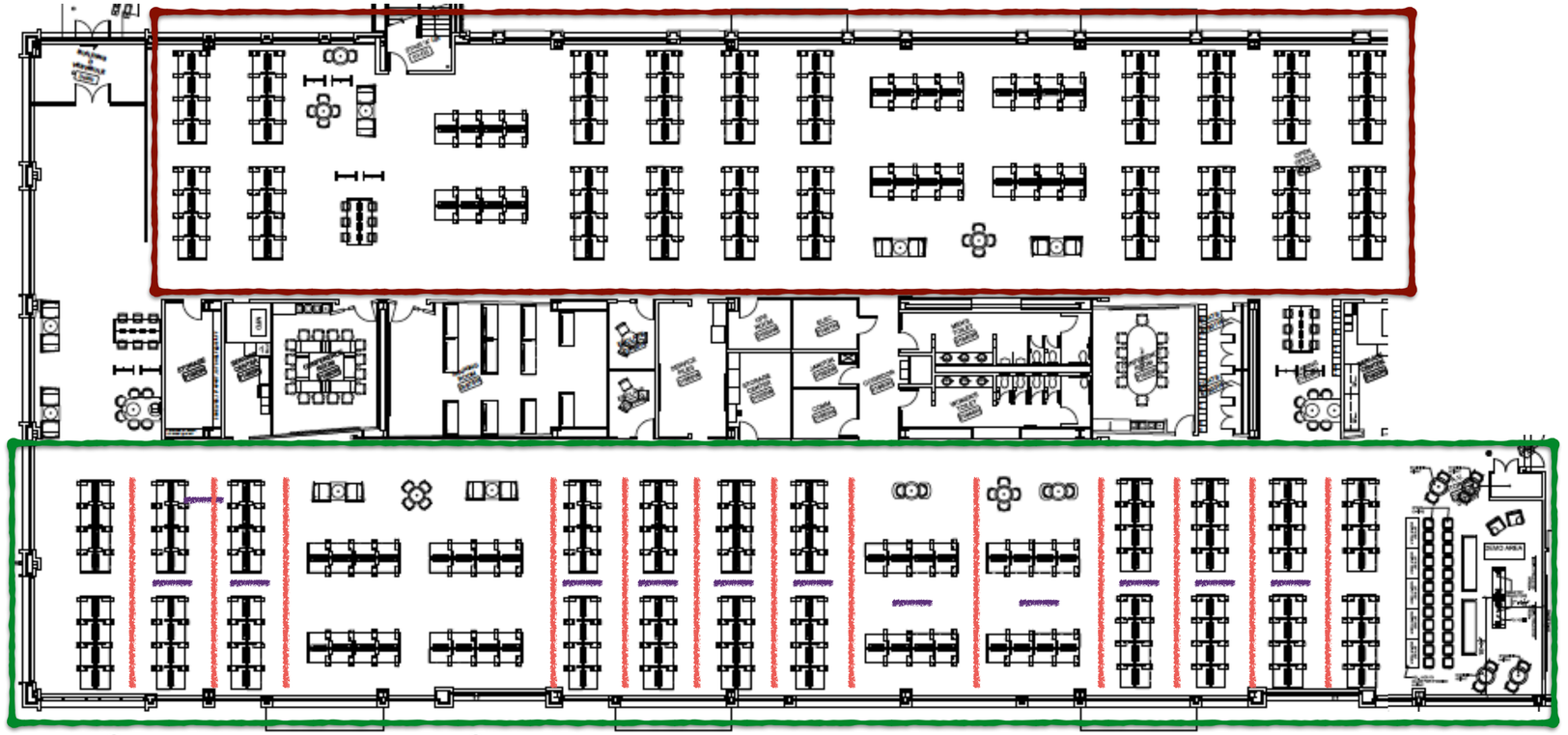
#DOTGT

source: pixhdr.com

space for teams to learn, #DO

practices / services

teams focused on enablement, measurement & data visualization, deployment pipeline tools, web environments



demo lounge

learn

initial Dojo space

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create an immersive learning environment

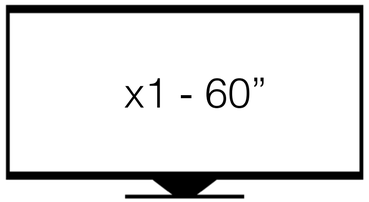
team colocated vs. cubed
sometimes for the first time

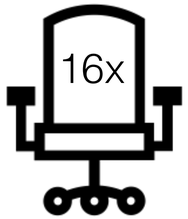
learn power of transparency
backlog, WIP, blockers, spikes

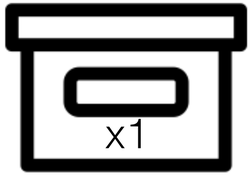
hyper-sprints
accelerate, reinforce learning
quickly realize results

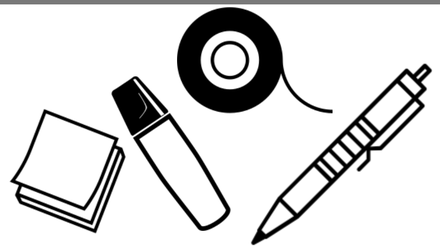
embedded coaching
Agile and Tech coaches guide, mentor and provide assistance

tactical & practical details for each scrum pod









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with a defined capacity, rhythm

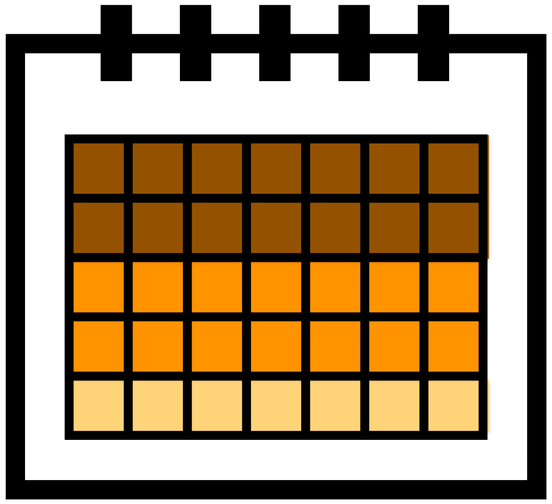
capacity for # of concurrent Challenges

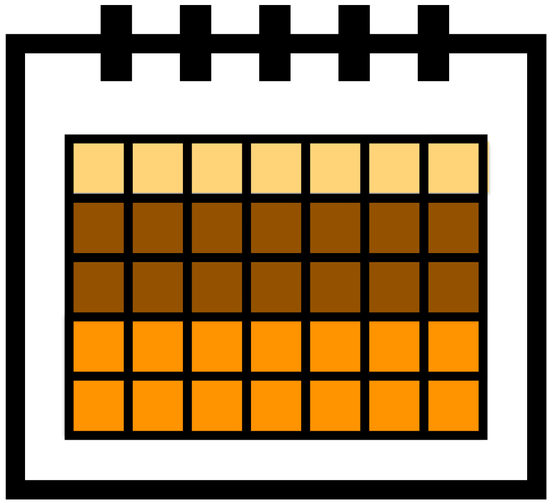
9

# of Challenges starting every 2 weeks

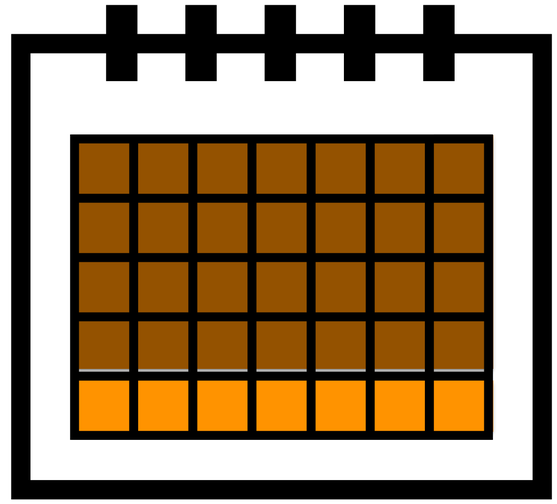
3

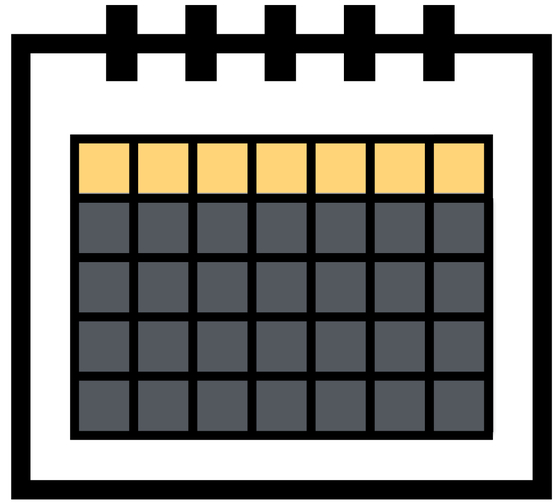
Agile coach rhythm





Tech coach rhythm





level of “hands on” embedding needed

high | medium | low | service team

#DOTGT

build awareness, interest, demand, doors wide open

formal, informal meetings with teams and leaders to solicit/encourage participation

use internal social media, reference tools to share information across enterprise

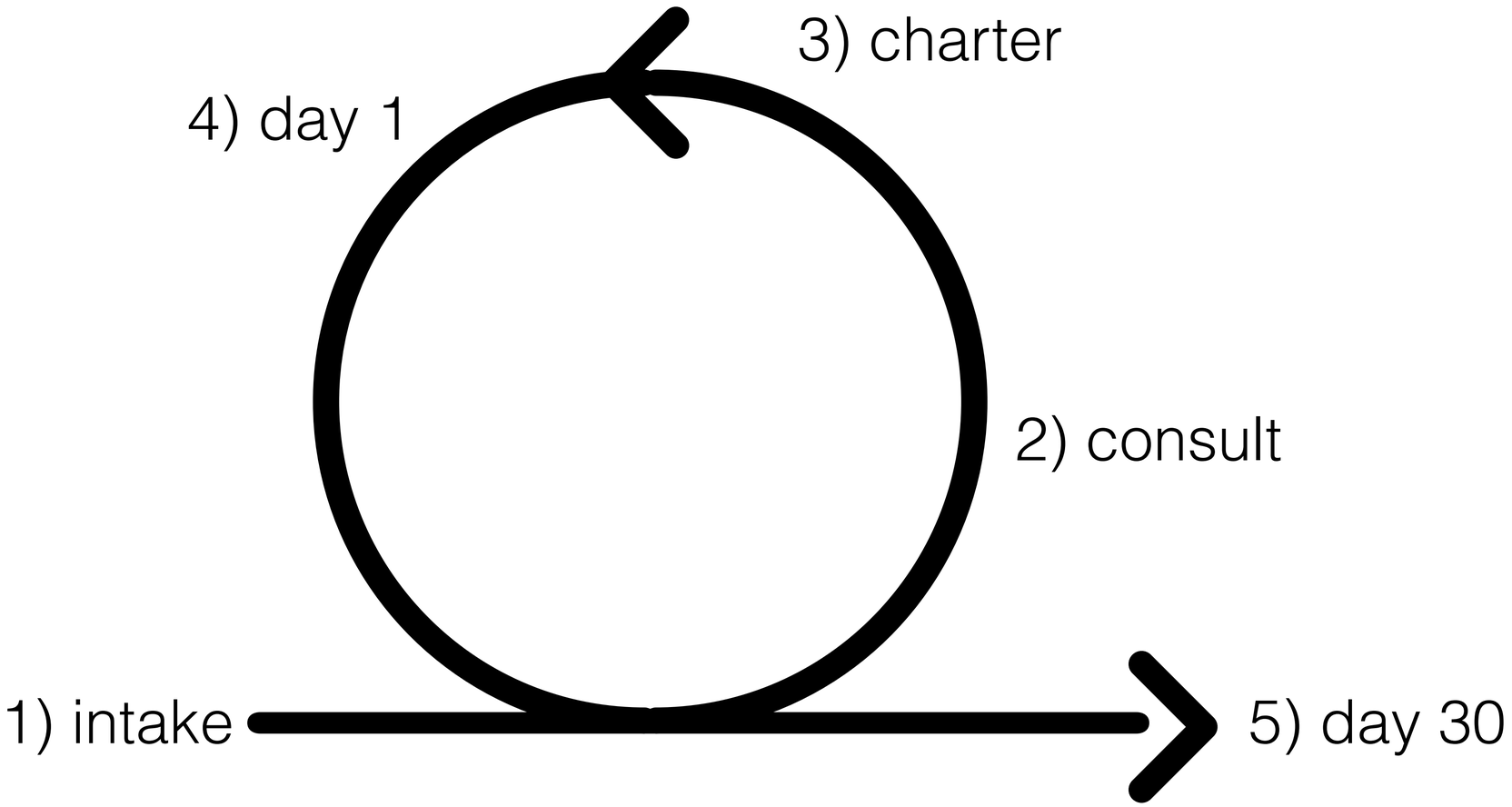
individual, group tours of Dojo providing overview of services and experiences

services are offered to **all** HQ teams; technology teams given scheduling priority

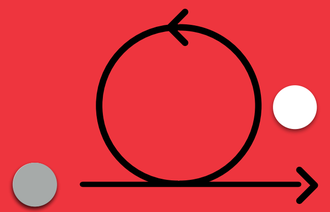
#DOTGT

keep lightweight for smooth flow to keep movin' forward

#DOTGT

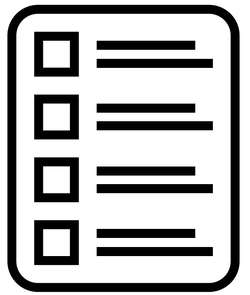


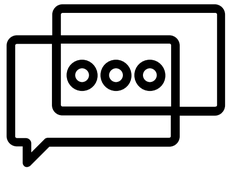
verify they know what they think they know



#DOTGT

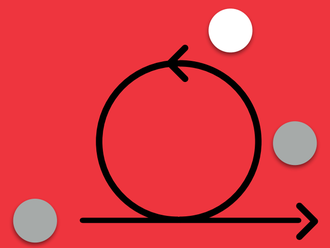
requests are submitted using a lightweight web form accessible to anyone at Target HQ; form is reviewed by Agile coach



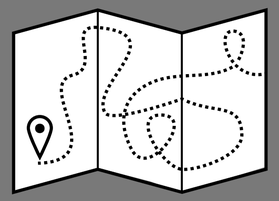


a 30-minute phone consult to verify information, assess team readiness for Dojo experience

on your marks, get set, CHARTER

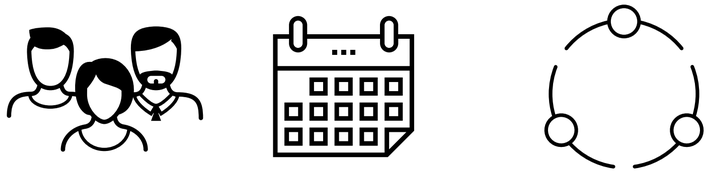


#DOTGT



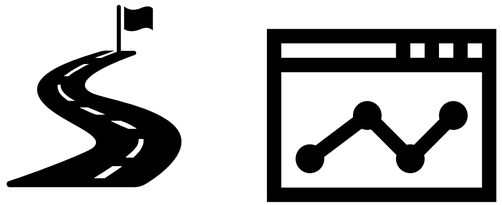
chartering is critical for success (and to avoid getting lost on your journey)

overview



elevator pitch - duration - community

goals & measures



how do we know we've arrived?

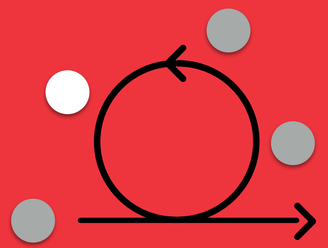
skills matrix

do we have the skills to succeed?

working agreements

how do we work well together?

let the journey begin …



#DOTGT

review charter & agreements

overview

elevator pitch - duration - community

goals & measures

how do we know we've arrived?

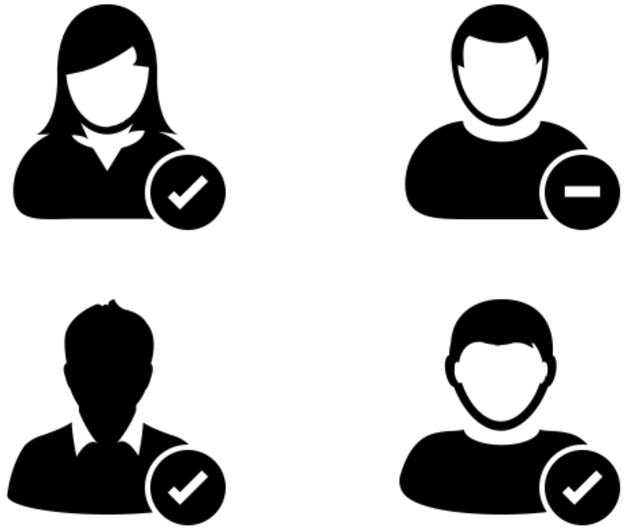
skills matrix

do we have the skills to succeed?

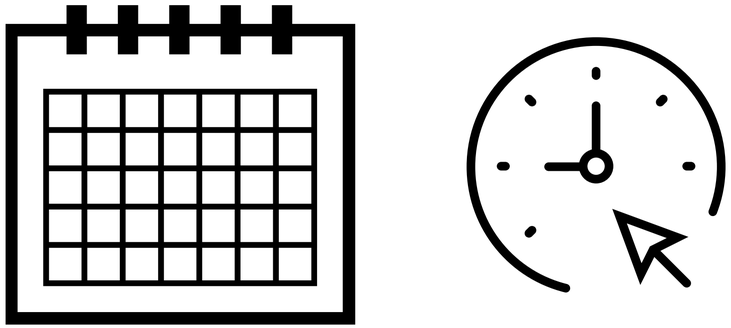
working agreements

how do we work well together?

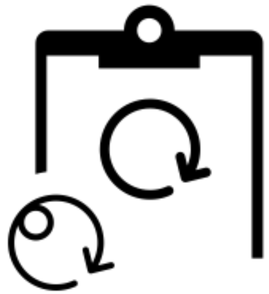
verify pre-work complete



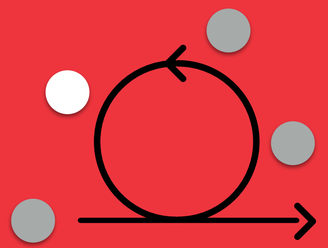
setup ceremonies schedule



build backlog



along the way we might run into …



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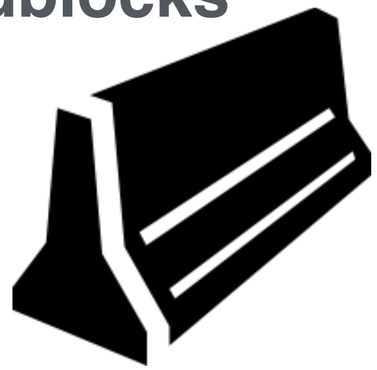
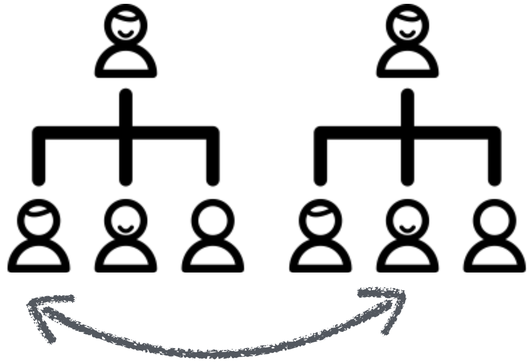
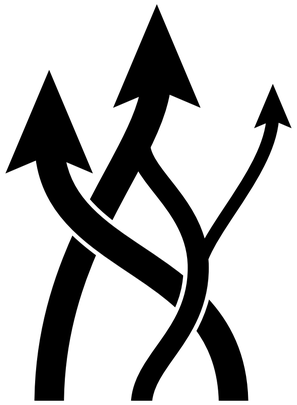
roadblocks



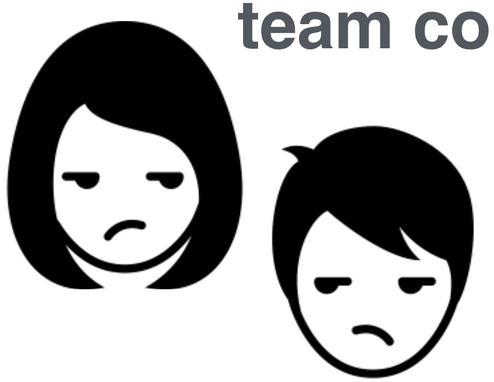


organizational changes



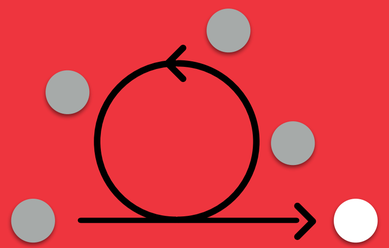
multiple paths to solution

team conflict



moments of sheer brilliance

concluding the team's journey in the Dojo



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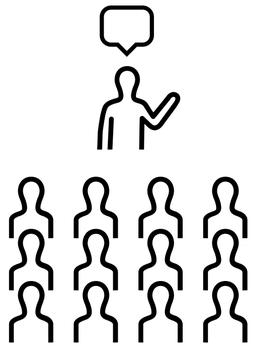
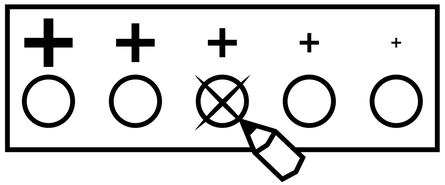
final demo

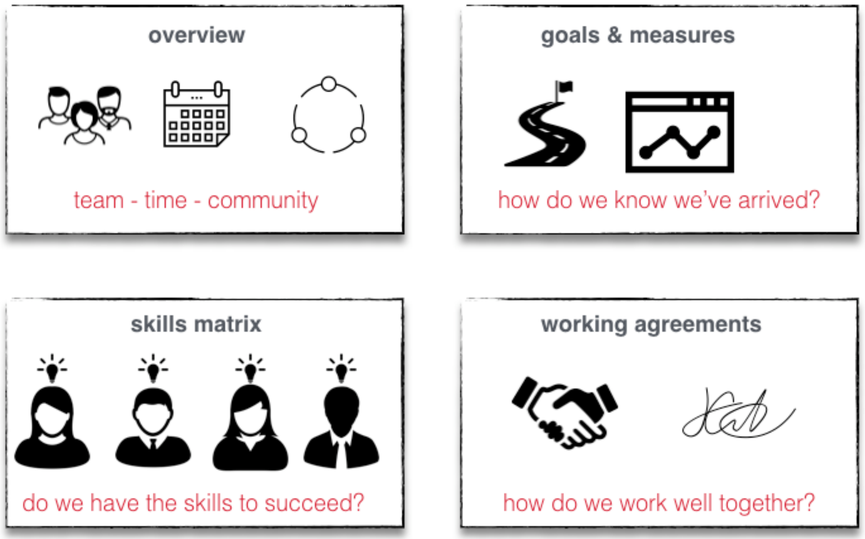


celebration

feedback survey



recharter



ongoing support outside of Dojo

what we've added …

Challenges define outcome measures based on Agile & DevOps principles, practices

- value
- stability & quality
- speed & adaptability
- happiness

provide teams with a diagnostic tool on entry/exit from Dojo covering

- Product
- Lean
- Agile
- DevOps

dojo 4ever

#DOTGT

looking back on what we've achieved so far …

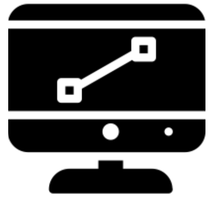
#DOTGT

Challenges 62 11 24

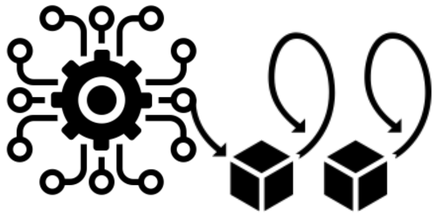
Dojo@**TNC** & Dojo@**TI** **completed** **active** **backlog**

with results that have included …

accelerating individual & team (trans)formation



leveling up technical skills across entire Challenge teams (including non-engineers)



helping teams discover power & value of MVP, CI/CD, TDD for themselves

enabling teams to build, gain, sustain velocity

celebrating as teams reduce delivery time, increase quality, stability and customer happiness

being called the "best space we have in technology" by CIO in Forbes magazine interview

things we've learned so far

branding & marketing important to drive demand

befriend your landlord

MVPs rock!

expect the unexpected

communicate, celebrate success

#DOTGT

our advice to others?

start**NOW**

it's a journey that takes time, no need to wait

be**HUMBLE**

nothing kills learning like arrogance and condescension

stay**COOL**

be that place people ***want*** to be in, not the place they ***have*** to go to

be**VOCAL**

tell your story to ***everyone*** in as many ways as possible

#DOTGT

#make**AWESOME**happen

keep in touch …

@codwithtarget #DOTGT #AgileTGT

Target Tech Blog	target.github.io
Target Pulse Blog	pulse.target.com
A Bullseye View	abullseyeview.com

Christopher Schwartz

Jonathan Schauer

@jonathanschauer

@lilydalekid

- #make_awesome_happen
- Agile@Scale
- #ProductDNA

#DOTGT