

**TAMEST** *The Academy of Medicine,  
Engineering & Science of Texas*



**INNOVATING  
TEXAS**

*TAMEST ★ 2020 Annual Conference*

**RESEARCH TO COMMERCIALIZATION**

**#TAMEST2020**  **TAMEST.ORG/2020**



# Transform to Innovate

January 9, 2020

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# POWERING PROSPERITY AROUND THE WORLD

ONE **intuit** ECOSYSTEM



Personalized Experiences

Trusted Open Platform

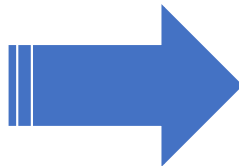
Indispensable Connections

# Transformation Journey - Playbook

# What Drives the Need for Culture Change?

## Challenges

- Slow to market
- Little to no innovation
- Little to no process
- Poor application performance
- Low employee engagement
- “Can’t” versus “can” mindset



**Transformation is hard**  
**Most Efforts Fail**





# Stage the Environment

## Important Facts

### Great Talent

Teams has achieved greatness & can do it again

### Make a Statement

Help those who can't make the leap move on

### Recognize Early

Many people desperately want the change

### Leverage Change Agents

To accelerate change and influence others

## Ingredients for Success

### Autonomy

Safety net for tough decisions  
Hiring, financial, technology, process, etc.

### Fearless HR Partner

To help drive necessary change

### A Clear Vision & Setting Grand Challenge

Do this broadly and frequently

### Competence & Persistence

Demonstrate progress & know good things take time



*You hire  
employees  
and people  
show up*





## Listen & Learn

- Talk to every team member
- Use a script
- Make it safe
- Be genuine
- Assemble the themes
- Capture quotes





# Culture Defined Through Quotes



*"I'm stale right now."*

*"I have implementation fatigue."*

*"We know what we're doing, but leaders don't"*

*"Everything is a priority."*

*"Our cycle time is way too long."*

*"There is no collaboration or E2E thinking."*

*"We don't learn from our mistakes."*

*"We don't have the tech skills to build resilient apps"*

*"Every one of our releases, causes and outage."*

222 Comments – These define a Culture





## Kick Start the Journey

- Get people out of the office
- And out of their comfort zone
- Group teams to tackle issues together
- Bring Burning Platform to Life
- Vote on top 3 Issues to tackle
- Define Next Steps



- People
- Process
- Platform







## Start with People

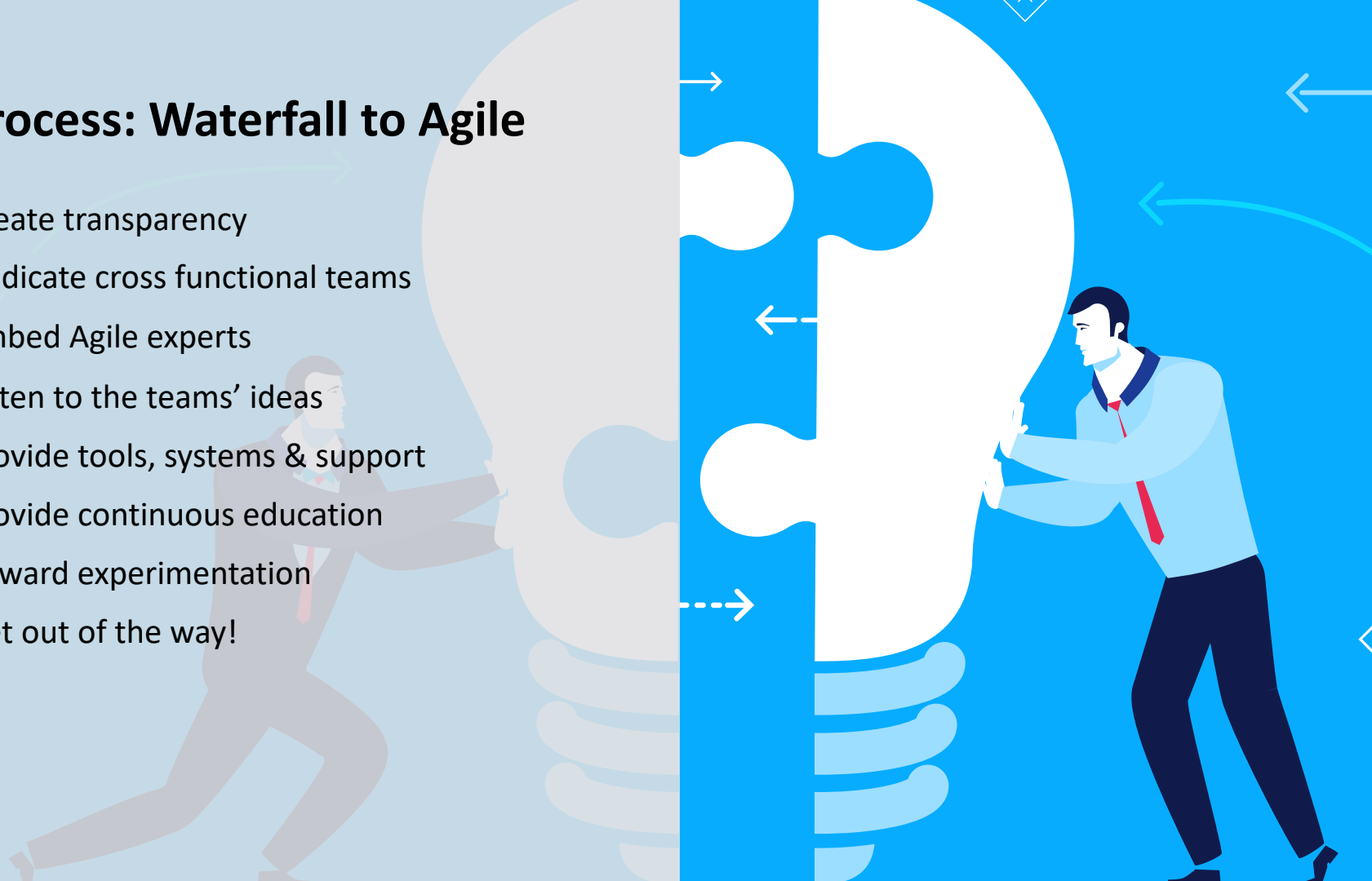
- Set expectations
- Make tough decisions early
- Let people shine
- Listen and adjust often
- Celebrate, recognize, & have fun





# Process: Waterfall to Agile

- Create transparency
- Dedicate cross functional teams
- Embed Agile experts
- Listen to the teams' ideas
- Provide tools, systems & support
- Provide continuous education
- Reward experimentation
- Get out of the way!



# Platform – Technology Transformation

## **Ecosystem – scaling beyond platform**

Micro-services, 3rd Party Integrations

## **Security and public cloud**

AWS, Adaptive Security Architecture, Standard Tools & Processes

## **Intelligent systems**

AI/ML, Distributed Ledger, CUIs & VR/AR

## **Reduce tech complexity**

Increased Efficiency and Productivity

**... all in service to unleashing INNOVATION**



# Commitment to Stay the Course – It's a Journey

- Communicate, listen, & adjust when needed
- Develop your teams and leaders
- Be Customer Obsessed
- Showcase the team's innovation
- Recognize and celebrate team milestones and wins



# After 18 Months



*“We have passionate and committed people.”*

*“We are working better together.”*

*“The new infusion of talent is awesome!”*

*“We are constantly improving.”*

*“We have the right focus, on our customers.”*

*“We are starting to drive faster outcomes.”*

*“Love the shift!”*

*“The opportunity to innovate is awesome!”*

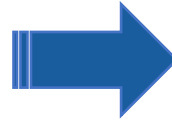




# Extraordinary Results in 18 Months

## From...

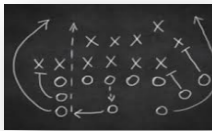
- Siloed applications
- Vertical Scaling: 83% uptime
- Quality: 90% Assurance
- Process: 0
- Innovation: Limited to none
- Talent Growth: Stagnant
- Software: Proprietary
- QE/QA Ratio: 1:3
- No Analytics
- Employee Engagement: Low 70s



## To...

- Platforms: QBOA, CTP
- Horizontal Scaling: 99.87%
- 90% Engineering
- 100% Agile with engineering excellence
- Quarterly Innovation Days (20-30 innovations)
- >40% team update; 100% leadership change
- Open Source
- QE/QA Ratio: 5.1
- Big Data and Data Lake
- Employee Engagement: High 80's





# The Playbook Essentials – Successful & Repeatable



## Create the Right Environment

- ❑ 100% leader support
- ❑ Autonomy to make tough calls/decisions
- ❑ Strong HR partnership to drive necessary change
- ❑ Competency to demonstrate progress & drive trust
- ❑ Frequent and consistent communication of vision and strategy
- ❑ Persistence...good things take time



## Capture Hearts and Minds

- ❑ Talk to everyone, ask the same questions
- ❑ Make it safe and be genuine
- ❑ Capture quotes/themes
- ❑ Get out of the office and comfort zone
- ❑ Bring the burning platform to life
- ❑ Tackle issues in small teams; vote on top 3
- ❑ Get out of the way



## Commitment: Stay the Course

- ❑ People:
  - Set expectations
  - Let people shine
  - Listen and adjust often
  - Celebrate, recognize, have fun
- ❑ Process:
  - Create transparency
  - Dedicate cross functional teams
  - Parachute in experts
  - Listen to teams' ideas
  - Provide tools, systems & support
  - Continuous education
- ❑ Platform/Infrastructure
  - Eco-system, scaling beyond platform
  - Security and public cloud
  - Intelligent systems
  - Reduce tech complexity



## Recognize it's a Journey

- ❑ Communicate, listen, & adjust when needed
- ❑ Develop and invest in your teams and leaders
- ❑ Focus on Customer Driven Innovation & Designing for Delight
- ❑ Customer Obsession:
  - Customer Problem Statements
  - Deep Customer Empathy
  - Go Broad to Go Narrow
  - Rapid Experimentations with Customers
- ❑ Showcase the team's innovation
- ❑ Recognize and celebrate team milestones and wins

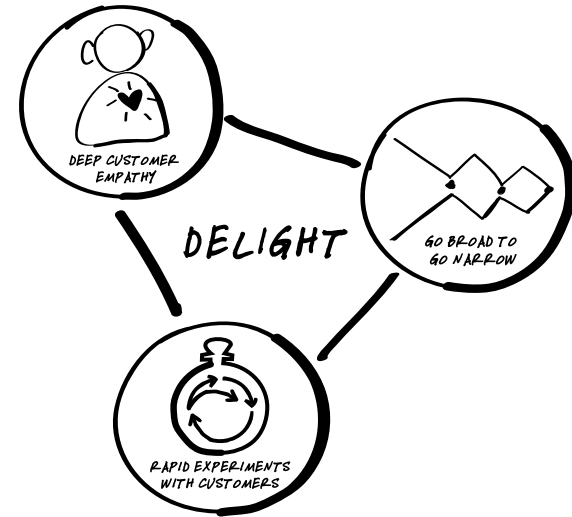


# Intuit's Innovation Framework

Customer Driven Innovation  
How we choose problems



Design for Delight  
How solve problems



# Why Texas Has a Great Culture for Innovation

## Affordability

- Cost of doing business is up to 7% lower in DFW than the national average
- 0% personal & corporate income tax

## Economic Diversity

- The DFW economy is 83% as diverse as the U.S economy

## Workforce Scale & Quality

- DFW labor force: 3.95M
- Students in higher education: 380,000
- Annual population growth: 131,000

## Education

- 353,825 students enrolled in higher education
- 44,849 Bachelor's, Masters, PhDs





# Improving the Innovation Culture in Texas

Do more for underserved children through education and associations

- Girl Scouts STEM Center of Excellence & Girls Who Code After-School Club

Partner with the local Texas Chamber of Commerce

- Sponsorship opportunities available to fund up to 200 events a year, such as the Dallas Hackathon & Young Professionals Summit

Partner with other top companies who innovate to learn and share best practices

- Intuit, Texas Instrument, State Farm, Toyota, & AT&T

Partner with Universities such as UTD & UNT

- Capstone Projects, Hackathons, & Meet Ups



**Questions?**