About the Presenters

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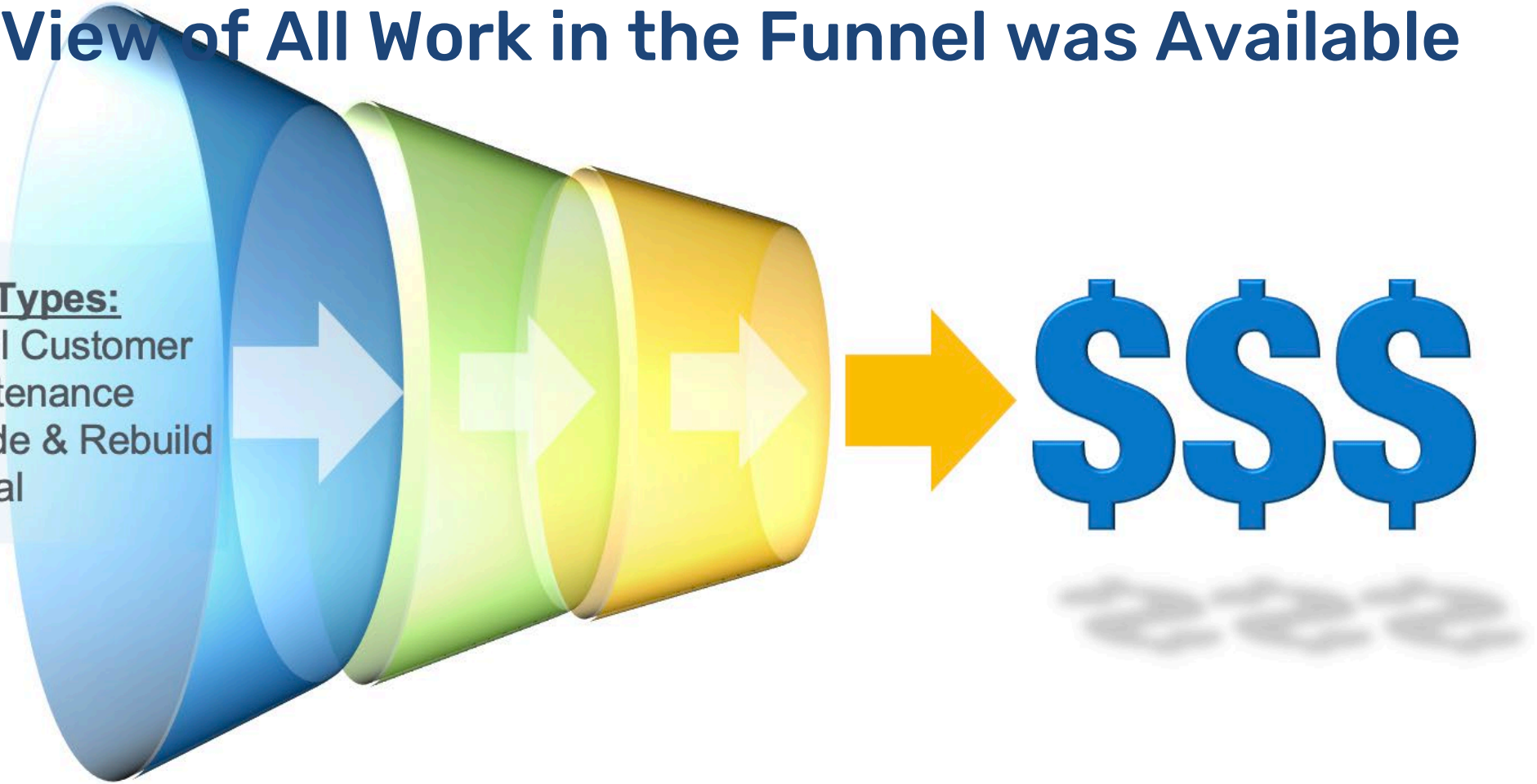*Sr. Director*
Product Delivery
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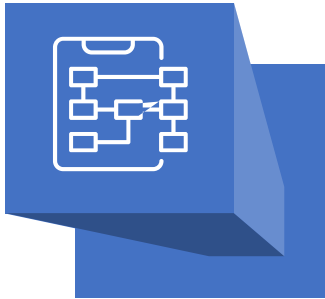# No Single View of All Work in the Funnel was Available

All Construction Types:
- New Residential Customer
- Repairs & Maintenance
- Network Upgrade & Rebuild
- New Commercial

WHAT PROBLEM WERE WE TRYING TO SOLVE?

E2E Workflow Management

Construction **Status Visibility**

Detailed Cost of a Job

Business Partner **Accountability**

Consolidation Into 1 Source of Truth Requires Organizational Change

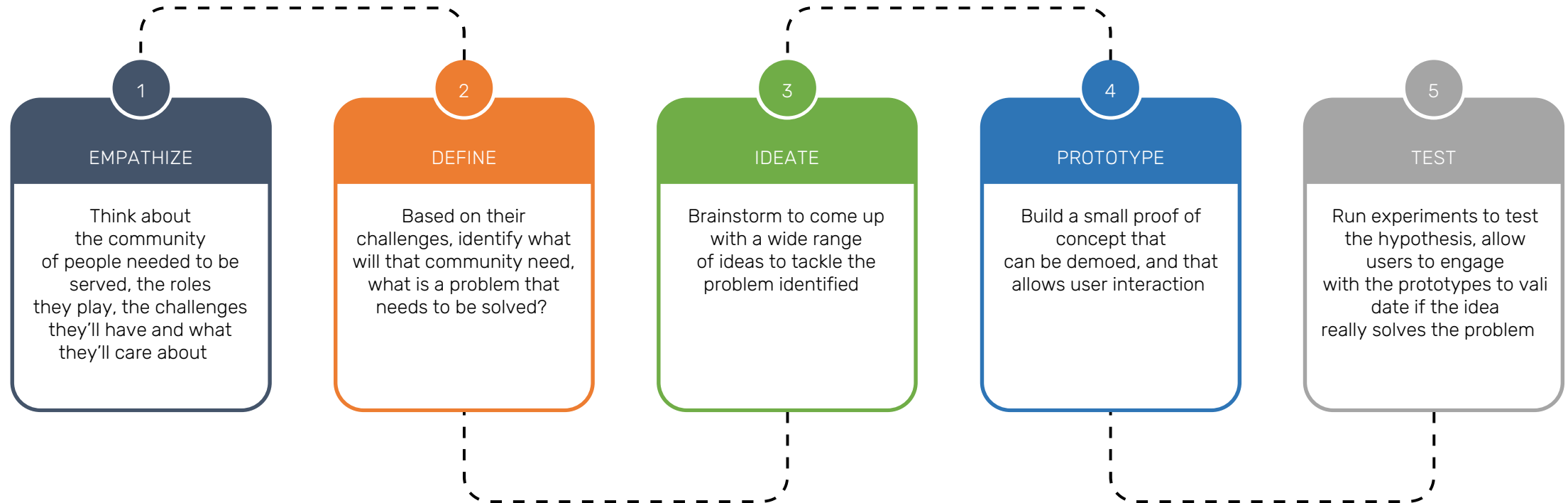## THE CHALLENGE

- Network construction was mostly managed by local markets and no one wanted to change the way they were operating

- A National Tool meant process changes for most Regional teams

- A tool had been in development for some time but hadn't launched yet

> *In organizational change management, do People, Process and Technology need to move together at the same pace to drive change?*

Use a Design Thinking Framework

APPLY A USER-FOCUSED, ITERATIVE APPROACH

1 EMPATHIZE	**2** DEFINE	**3** IDEATE	**4** PROTOTYPE	**5** TEST
Think about the community of people needed to be served, the roles they play, the challenges they'll have and what they'll care about	Based on their challenges, identify what will that community need, what is a problem that needs to be solved?	Brainstorm to come up with a wide range of ideas to tackle the problem identified	Build a small proof of concept that can be demoed, and that allows user interaction	Run experiments to test the hypothesis, allow users to engage with the prototypes to validate if the idea really solves the problem

Design Thinking: For Our Construction Teams

APPLY A USER-FOCUSED, ITERATIVE APPROACH

1 — EMPATHIZE
- Construction & Design Engineering teams
- Internal & Business Partners
- Very busy, juggling many things, including new types of work.
- Automate where possible
- Communications & work hand-off

2 — DEFINE
- Need clarity on what work is assigned to them
- Need ability to communicate & receive work
- Less manual updates

3 — IDEATE
- Proactive Network upgrade build process
- Invoicing

4 — PROTOTYPE
- Built rapid POCs to allow user interaction

5 — TEST
- Invited SMEs from each Region to participate in Conference Room Pilot (CRP)

CRP = Conference Room Pilot
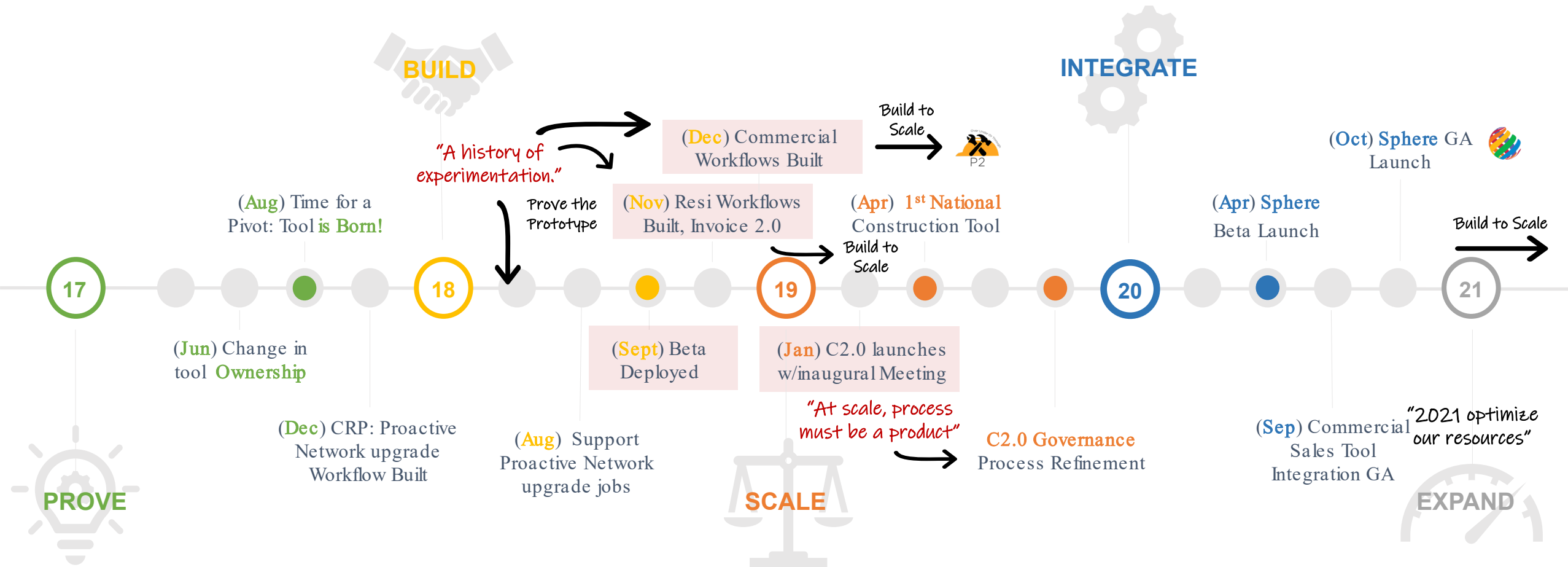
INTERACTIVE FOCUS GROUP

Goal

1. To Demo and engage with prototype

2. To hash out disagreements

3. Vote on controversial topics, to share their voice on issues

4. Leave with shared commitment, based on votes

Benefit → Building advocates and "owners" in the commitments

104 Agreements & Key Takeaways were split by five categories

NOW	NEXT DAY	POST-CRP	BACKLOG	GOVERNANCE
In-room changes	Requires testing	Required for launch	Future Enhancement	Requires SLT alignment
34	28	20	17	5

62 changes during CRP   dev team committed prior to deployment   Items to be discussed on next Governance call

ITERATIVE DESIGN, OVER TIME

A HISTORY OF APPLYING USER-FOCUSED, ITERATIVE CHANGES TO ESTABLISH TRUST IN SCALING KEY FUNCTIONALITY FOR OUR USERS.

BUILD

INTEGRATE

"A history of experimentation."

Prove the Prototype

(Dec) Commercial Workflows Built

Build to Scale

(Nov) Resi Workflows Built, Invoice 2.0

(Apr) 1st National Construction Tool

(Oct) Sphere GA Launch

(Aug) Time for a Pivot: Tool is Born!

(Apr) Sphere Beta Launch

Build to Scale

Build to Scale

17 — 18 — 19 — 20 — 21

(Jun) Change in tool Ownership

(Sept) Beta Deployed

(Jan) C2.0 launches w/inaugural Meeting

"2021 optimize our resources"

(Dec) CRP: Proactive Network upgrade Workflow Built

(Aug) Support Proactive Network upgrade jobs

"At scale, process must be a product"

C2.0 Governance Process Refinement

**(Sep)** Commercial Sales Tool Integration GA

PROVE

SCALE

EXPAND

How to Show Empathy & Build Relationships

PRODUCT OPERATIONS

Goal

Voice of the Customer and Learning portal solution to empower our user community with a platform to become tools experts and partners in improving the overall experience

1. Submit and collaborate on new enhancement ideas with the user community and Division SME's

2. Review learning videos & documentation (job aid, playbook, release notes, FAQs); register to attend live learning sessions

3. Participate in newsletter interviews to share your experiences
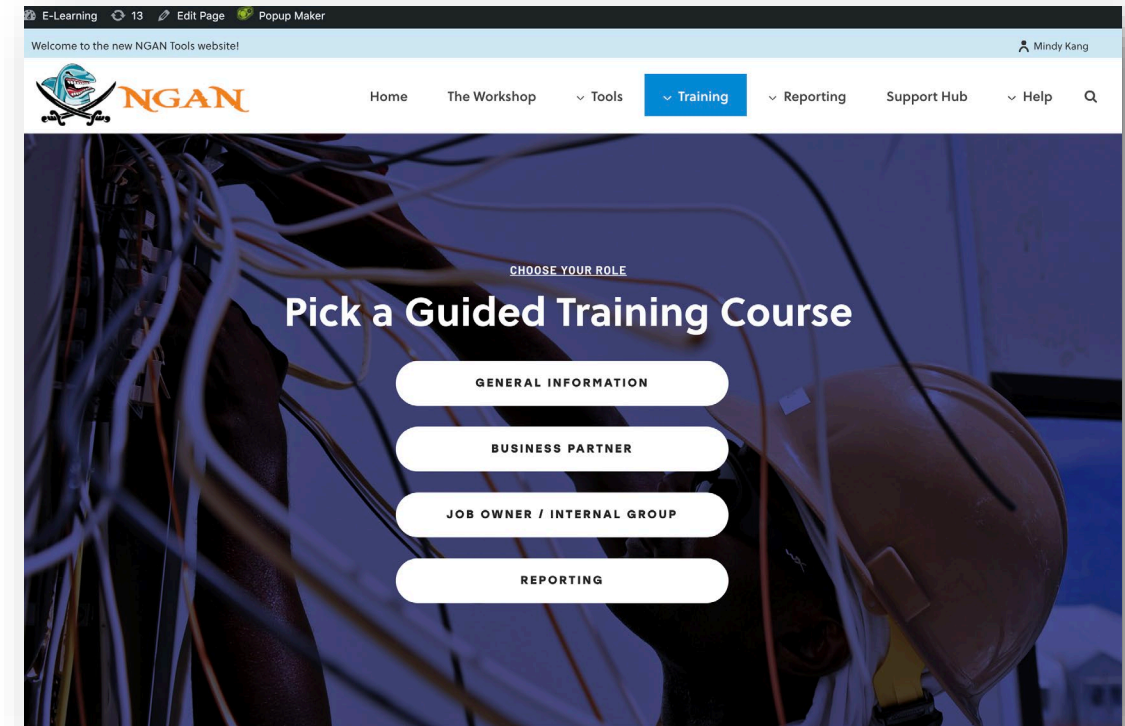
Construction 2.0 Executive Summary

A construction business operations ecosystem that compliments the strategy of fast, efficient growth through standardization and alignment of roles and responsibilities, processes and procedures, tools and reporting, and performance management.

INVESTMENT

- Maximize capital investments through optimization of builds
- Accelerate revenue recognition through streamlined process's
- Standard payback criteria
- Standard post-job evaluation
- Facilitate and support the expansion of products and services

DATA / REPORTING

- Standard internal/external KPIs
- Definition dictionary to drive a common language
- Tools and reporting/analytics to drive growth and efficiency
- Improved forecasting accuracy

COMPLIANCE

- Align to minimum requirements to support structures and standards
- Enhance Business Assurance practices to include new compliance standards
- Establish and foster a quality centric culture across the enterprise

EFFICIENCY

- Standard processes and procedures
- Standard operating model (tools/roles and responsibilities)
- Standard business partner management
- Right size Resources
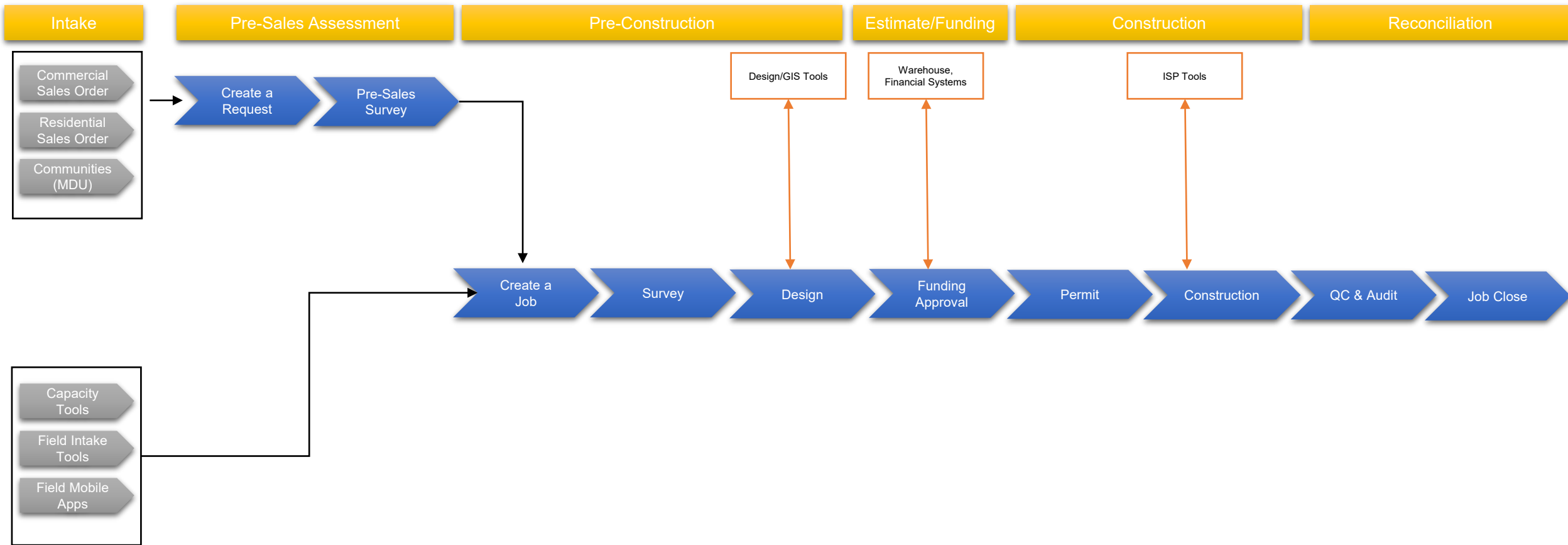
When driving change, you can start small...

- Technology can be used to push those small, iterative steps into changed behaviors

- As the new behaviors and their impact grow, your processes will also change

- When you look back, those incremental changes over time, you will have created a Movement