MOZAIC

<u>MEASURING FRICTION</u>

Time spent in managing the flow of work across an IT Enterprise, rather than delivering actual change typically accounts for over 20% of an organisation's effort. This paper explains how by connecting portfolio management, change and operate activities in a seamless flow of work, we can measure the level of Friction between organisation silos, with a view of improving productivity.

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Future Ready

Measuring Friction drives productivity.

Mozaic is frequently asked to help IT and Digital senior leaders to design and deliver change that finds the right balance between:

- **Agility**; Improving the customer's digital experience and reducing the time to market for new products and services

- **Control**; Improving profitability through targeted cost reduction and ensuring systems are demonstrably performing well at all times

These areas are often at conflict with each other, with teams having different styles, cultures and ways of working which are a cause of a large amount friction in the flow of work.

However, through building and automating a seamless flow of work across the organisation, whilst allowing people to work in their natural environments, enables significantly improved performance.

We know that those that have embraced and become expert in using these types of techniques (often found in DevOps) are able to deliver, when compared to those that have not, are able to achieve (source DORA):

- **Frequency**: Over 200 times more frequent deployments
- **Lead Time**: Over 100 times faster lead times from commit to deploy
- **Time to Restore**: Over 2,500 faster to recover from incidents
- **Change Failure**: 7 times less likely for changes to fail

However true productivity measurement underpinning these impressive improvements is much harder to determine. Productivity has long since been the most elusive of measures in IT. Determining a common currency is either impractical (who remembers Function Point counting?) or drives unintended consequences that sacrifice the overall goals of the team. For example, simple metrics such as lines of code, story points, or bugs closed; can mean that one part of the flow of work can drive to a target at the expense of the overarching outcome.

We know, from our own delivery experience, and again from other industry sources, such as DORA, Gartner and Forrester, that we can achieve well over 20% productivity improvements. This paper explains how using a series of simple techniques this can be delivered.

Firstly, understand the key themes of a great delivery capability

Great IT and Digital teams strive towards:

- **Alignment**: A relentless focus on the customer across all of IT
- **Simplicity**: Serving users, providing the easiest route to deliver their needs
- **Velocity**: Delivers these needs as quickly and responsively as possible
- **Security**: Ensuring that environment is maintained against current threats at all time
- **Efficiency**: Driving reusability, matching supply and demand and ensuring all delivery provides value for money
- **Control**: Demonstrating that the organisation is in full control of its delivery capability
- **Insight**: Providing Management with insight to allow appropriate decisions to be made

Secondly, build consensus to how things need to change across each of these themes:

By evaluating a set of Epics, aligned to each of these themes, with leaders across the organisation, teams will understand where improvements can be made in a way that breaks down cultural barriers between the different parts of an organisation.

Likely changes are as shown in the diagram below:
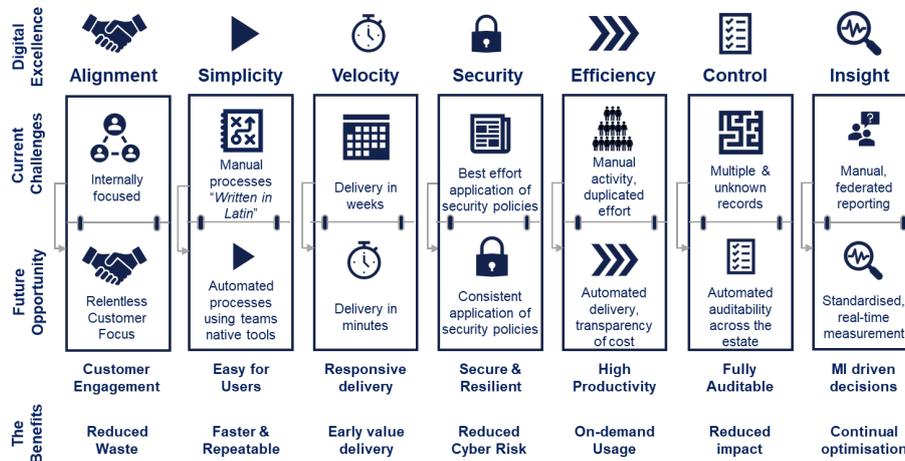
It will quickly become apparent that automation of the IT workflow and use of Cloud technologies are fundamental to moving an organisation towards these attributes of good.

However, it will also illustrate that there is likely to be significant levels of automation within many of the teams, albeit these are likely to be in silos. It will therefore enable an organisation to recognise the need to allow development teams flexibility to choose tools relevant to their development and delivery process, and the need of the operations teams to have full auditability and a system of record for all deployments and changes made to production environments.

Thirdly, get the foundations right to enable these change:

Foundational changes to support these changes are typically:

1. Standardising the general flow of work across the organisation using process orchestration techniques, connecting the Portfolio, Product and Enterprise Service teams together.
2. Building product ownership for this new way of working and establish communities of practice to continually enhance it
3. Codifying the points of connection and interaction between the teams to facilitate flow whilst minimising manual interaction.
4. Migrating Product/DevOps teams into this flow of work whilst (at least initially) allowing them to retain their chosen tools and technologies
5. Creating a set of clear dashboards, that measure across this integrated flow of work.

Drive continuous improvement based on the measurement of Friction

Using these dashboards, measuring the time taken in each of the steps of deployment. Recognising that some of these steps should trend towards zero, analyse where the greatest improvements can be made and drive further enhancement to the levels of automation across the work flow. This will remove Friction from the flow of work.

For example, if significant time (and effort) is taken in gaining acceptance of a change into production, then drive towards a simplified and automated impact and risk acceptance, where

known and proven deployment techniques and recorded test results are recorded in a change record that is created by the process orchestration.

Conclusion

Mozaic believes that measuring Friction is the key to delivering significant productivity improvements. Rather than focussing on the sum of each individuals' achievements, we focus on where improvement can be made, and strive towards a fully automated and standardised flow of work that will bring teams together, deliver business needs quicker and more reliably whilst ensuring that control, efficiency and effectiveness is able to be measured across the enterprise.

About Mozaic

Mozaic is a specialist in IT Consultancy. We offer client-side advice and operational support, always acting impartially to best serve our client's needs.

Mozaic believe we have four characteristics which make our approach a good fit with our clients:

Specialisation - We specialise in IT assessment, operating model design and transformation. Our models and methods have been proven and refined in the field. We are independent, which means our approach is unbiased and recommendations are always focussed on delivering maximum value to our clients.

People - Our people have a healthy balance of operational and delivery knowledge and consulting experience. We are very comfortable working alongside clients to help identify the right recommendations and gain buy-in and acceptance with client teams.

Established materials and method – we use these to quickly understand how you manage IT today, confirm and optimise the form of your future roadmap, and value the benefits that transformation will deliver.

Demonstrable track record – We have experience in working effectively at senior levels in complex organisations, across a wide range of industry sectors.

Please call us on +44 (0)203 709 1625 to discuss your thoughts on our white paper; we would be delighted to hear from you.