Cars.com's Agility Transformation Journey

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Cars.com and Coaches

Cars.com

- Clay Johnson
- Jacque Harper
- Jim Sanders
- John Manganaro
- Jonathan Yenkin
- Len Lagestee
- Mahi Inampudi
- Nick Hummer

SPR/Redpoint

- Mark Ferraro
- Larry Schoeneman
- Si Alhir

Benchmark Communications, Inc.

- Judith E. Glaser

Who is Cars.com?

- Cars.com provides consumers with the complete set of tools, research and listings they need in order to find the right new, used, or certified vehicle.

- Cars.com is the leading online automotive destination with more than 13 million visitors a month.

- Dedicated informational sections provide insight into all aspects of automotive ownership and puts car buyers in control of the car shopping process.
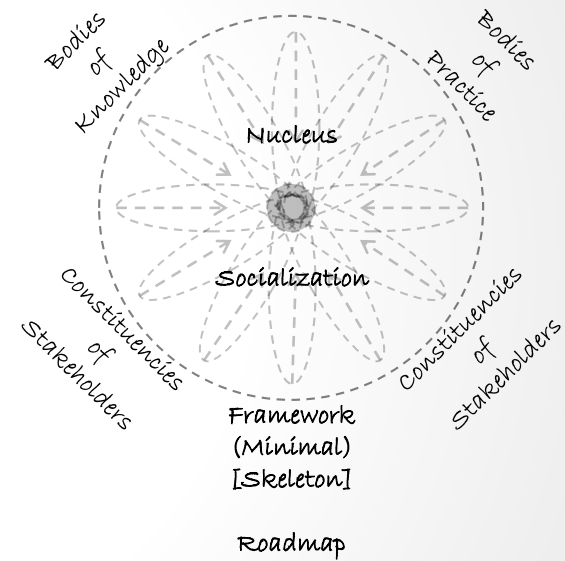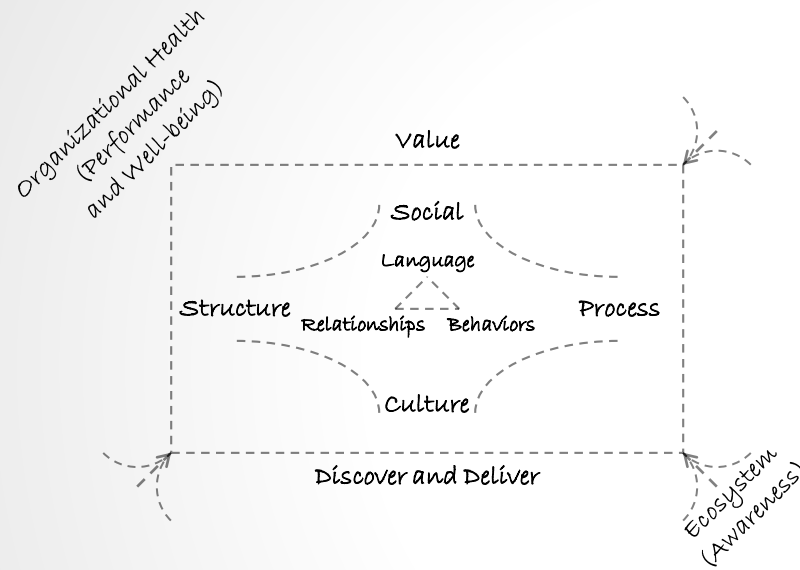
Why Agility and Transformation?

- Long delivery cycles
- Continuous resource contention and constraints
- Overall employee satisfaction
- Prior focus and priority on re-architecture impeded advancements in Product Development

How?

- Transformation involves fundamental change that fosters organizational health (performance and well-being)

- Phase I: Context (Aspects) – Engage and Energize
  - Establish a transformation team
  - Derive a "minimal" framework
  - Socialize and refine the framework

- Phase II: Foundation (Dynamics) – Experience and Elaborate
  - Enact and elaborate the framework
  - Renew value-creation capabilities

- Phase III: Evolution (Wholeness) – Evolve and Embody
  - Enact and evolve the framework
  - Renew oversight capabilities
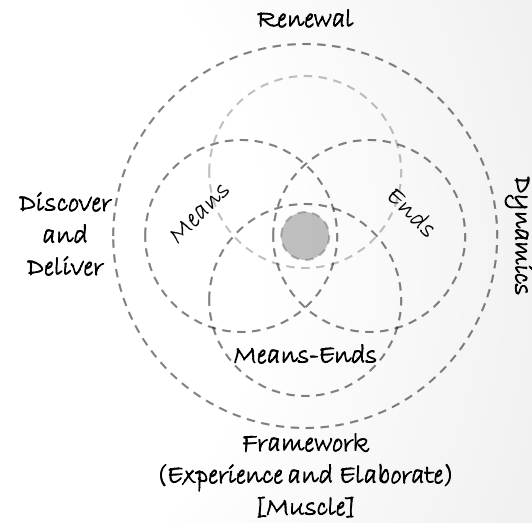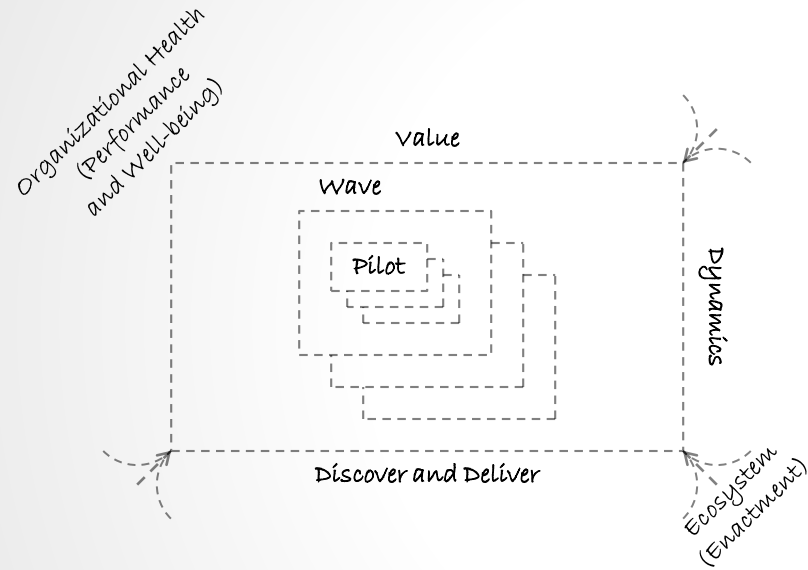 - Foster communities

Phase I: Context

- Focus on a Minimal Framework
  - It's easier to add than subtract
- You have to be comfortable feeling uncomfortable
- Immediately practice what you preach: time-box everything
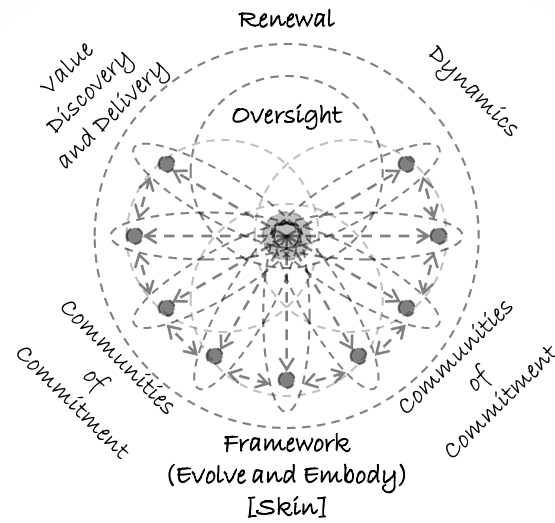- Build a "shell" around a strong cross-functional core team

Phase II: Foundation

Phase II: Foundation Experiences and Recommendations

- Coach, Coach, Coach! Coach through discomfort

- Incorporate feedback from practitioners

- Encourage grassroots adoption

- Push v. Pull – reset expectations

- Strong Communication: go overboard.
  - Champion wins by pilot teams

- Teams do shut down and blow up

Phase III: Evolution

- Maintain persistent focus on CoPs

- Dedicated teams: just get started

- Let go of the Framework

  - Push responsibility down

  - Peer learning & coaching: value of pilot team experience

  - When/how does formal coaching stop?

Conclusion: Overarching Recommendations

- It is not a Technology Transformation
- Empowerment + Accountability
- Move from Project Culture to Product Culture
- Maintain Focus, don't bring presumptions or "baggage"
- Prepare for Bad DNA to be exposed

Thank You