



FLOW QUESTIONNAIRE

PURPOSE AND CONTEXT

This is the long version of the questions we ask when we do interviews for the Transformation Sprint. We never ask all these questions. What they represent is a considered view of what you might ask. We never use them as multiple choice either, though you could extract some of these for a brief online poll of a particular team or set of teams.

We have drafted question areas below based on work we have done previously in looking at value centred work, which is the concept we want to get at when we do the interviews.

VALUE IN GOAL DEFINITION AND RESOURCE ALLOCATION (SMALL STEPS)

1. Do you feel that overall your work aligns well with what you know of the company's goals?
.....
2. Do you have regular access to the end users of your product/service or features?
.....
3. Do you have a strong sense that your work creates success for the people using the outputs?
.....
4. If you have moved to microservices or continuous delivery, do you spend sufficient time breaking work down so that you can write to the main codeline?
.....
5. Do you get regular show and tell opportunities so you refine your understanding of user needs?
.....

6. How rigid would you say your ROI parameters are? Do all projects need an ROI before being given the go ahead?
.....

7. I work alongside people from the business in holistic teams.
 Yes No

8. Pivoting out of wasteful work is not something we do well.
 True False

9. We think about the value of our work to end users most of the time.
 True False

VALUE CENTRED SOLUTION DESIGN AND WORKFLOW (EFFECTIVE HIERARCHY AND INTERNAL NETWORKING)

10. A question about learning:
 We are well resourced to learn about about new techniques in order to design solutions

We need more resources to keep up to date with the latest techniques

11. We can always stop the clock in order to ensure our solution designs are best in class
.....

12. Our leaders tend to lead the discussion or design of solutions rather than coach us into creating solutions
.....

13. We are very diligent about setting goals for each of our sprints
.....

14. We are equipped to assess the value of any feature we create
.....

15. We are always able to challenge business sponsors if we think work does not have enough value

.....

16. Not being able to challenge business sponsors means we do wasteful work

.....

17. Typically we get to work on a project end-to-end without interruption v most of our work is interrupted by the need to take on other tasks

.....

18. We put a lot of emphasis on the use of collaboration tools like JIRA and Confluence and

- This is very constructive
- Sometimes gets in the way of actually collaborating face to face
- Always gets in the way of actually collaborating face to face

19. The handover of work from one team or department to another:

- Is minimal and not challenging at all
- Happens from time to time and has a manageable impact
- Is a major challenge for productivity

VALUE IN PROCESS DESIGN (ECOSYSTEM ORCHESTRATION)

20. Which of these is most true:

- Our offshore teams have an end-to-end responsibility for solution design and quality of solution design
- We interact regularly with our offshore teams to iterate and pivot our solutions
- Our offshore teams take our requirements and try to deliver a solution back as best they can

- 21.** We regularly review our work processes across the value chain in order to improve processes
 True False
- 22.** We have customer feedback loops integrated into work design and solution design
 True False
- 23.** We have a well developed external API strategy
 True False
- 24.** We actively encourage third parties to create business opportunity for themselves around our products and services
 True False
- 25.** People in junior or middle positions get the opportunity to have their voice heard at the highest levels
 True False
- 26.** We are actively engaged with open source community for major parts of our infrastructure and tools not just as a user but also as a contributor
 True False
- 27.** We arrange a variety of events to include third parties in our design activities, such as hackathons
 True False
- 28.** We have a well developed policy and model for working with startups, permitting interaction with them at the developer level
 Yes No
- 29.** We are actively encouraged to share our expertise at meetups and conferences
 Yes No

PULSE CHECK (ENGAGEMENT AND DIVERSITY)

QUERY THE FOLLOWING:

30. Interviewee's perception of leadership's technology vision
31. Quality of social interaction in meetings (equal share of voice)
32. Visualisation in work design
33. Diversity and inclusion in developer pool (gender, ethnicity, work practices)
34. Diversity and inclusion in leadership groups (gender, ethnicity, work practices)
35. Personal aspirations of the interviewee (what's your purpose?) and capacity to realise these within NWM
36. Fault line perceptions of interviewee (what do they perceive as major challenges; probe through - how would they solve key problems?)
37. Aspirations / potential of NWMs / Is NWM a great place to work?
38. Level of confidence in IT leadership
39. Level of confidence in the business strategy

METHODOLOGY (AGILITY)

40. Which of these describes the current agile methodologies used with NWM
- We use agile methodologies like scrum across IT
 - We use different methodologies but aim for agile scrum
 - Our methodologies are not consistently applied but scrum is our model
 - We have no real model for how agile should be deployed

41. We are in the process of scaling agile techniques using:
- LeSS
 - Scrum at scale
 - Scaled agile framework
 - Kanban for Scrum
 - other
42. Acceptance testing tends to be
- very formal based on test suites written at the start of the project
 - Very formal but adaptive in that we can change test requirements
 - Informal and based on the good judgment of peers
43. We do not work in formal sprints but instead are able to write code to the main codeline
- True False
44. With out existing agile techniques we experience the following problems:
- Code collisions
 - Software integration problems
 - Context switching
45. Our current cycle-time, or how long it takes to complete a fully defined task is measured in
- Months
 - Weeks
 - Days
 - Hours
46. We tend to be under pressure to get code or features ready for use rather than plan for the right solution or get the most valuable feature ready first
- True False

47. We find estimating resources needed on a product, process or feature easy to do

True False

48. IT and business have a constructive dialogue around most issues making it easy to pivot when we see the possibility of creating more value by changing tack:

True False

49. We have invested in reliability engineering so that we can easily deprecate wasteful projects and phase out wasteful legacy systems

True False

50. How would you describe your capacity to deal with larger software projects

We have strong project management but sometimes at the expense of being able to reshape a project when needed

Our project management finds it hard to deal with larger projects because of pressure from above to deliver outputs that may not be relevant to the market

We excel at large projects