ACCELERATOR ORIGIN STORY

HOW HARD YARDS ADAPTED TO THE NEEDS OF A GLOBAL HEALTHCARE COMPANY

MCKESSON HEALTHCARE

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I truly appreciate the opportunity to participate and the knowledge everyone has shared. And to the instructors, a special Thank You for so eloquently taking us on this journey! I plan to shamelessly use the knowledge, tools, and techniques you have shared.

Jeanne Porter, McKesson Corporation

M:KESSON

THE PROBLEM

As technology innovation advances, prices increase, and new players enter the marketplace, the healthcare industry needs to be more flexible than ever. However, this dire need is often blocked because of current business practices, put into place in order to provide stability in a high-risk environment.

THE NUMBERS

Study Conducted by Bain and Company

60%

agreed that speed to market is a priority

75%

of agile teams outperformed regular teams.
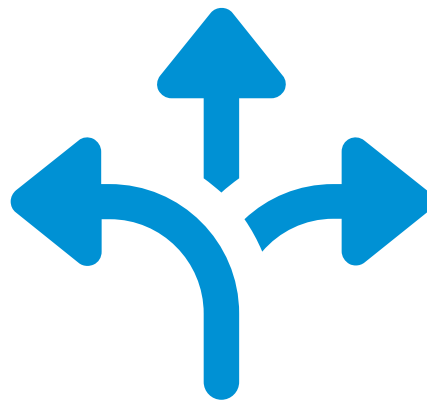
Benefits of Agile in Healthcare

Faster cycles

Adaptability

Client-focused

Empowerment

Healthcare companies have turned to agile methodologies that prioritize user-centered design. Agile enables the healthcare industry tocare for a patients' needs while also implementing the newest and most advanced technology.

The Customer

MCKESSON

Who

A perennial Fortune 10 company and global healthcare leader, worked with Hard Yards as a client partner in order to help lead an enterprise-level Agile transformation.

Goal

A wholesale transition of McKesson Technology, a newly-formed global IT business unit, to a new operating model.

Barrier

Most agile companies train at a one to one ratio, but this would prove too costly and inefficient to implement.

THE SOLUTION

In order to address the client's core problem, Hard Yards Team created and branded the prototype to what subsequently has become one of our most highly-demanded and highly-rated products: the Hard Yards Accelerators.

EPIC: A BODY OF WORK THAT CAN BE BROKEN DOWN INTO SMALLER USER STORIES AND TASKS BASED ON END USER OR CUSTOMER NEEDS.

With Agile tenets guiding every step of this engagement, the Hard Yards team started by dividing the engagement into a series of "Epics."

ORIGINAL EPICS

- ASSESSMENT
- EXECUTIVE COACHING
- TRAIN THE TRAINER
- DIGITAL TRAINING
- COACH DEVELOPMENT
- PRODUCT MANAGEMENT
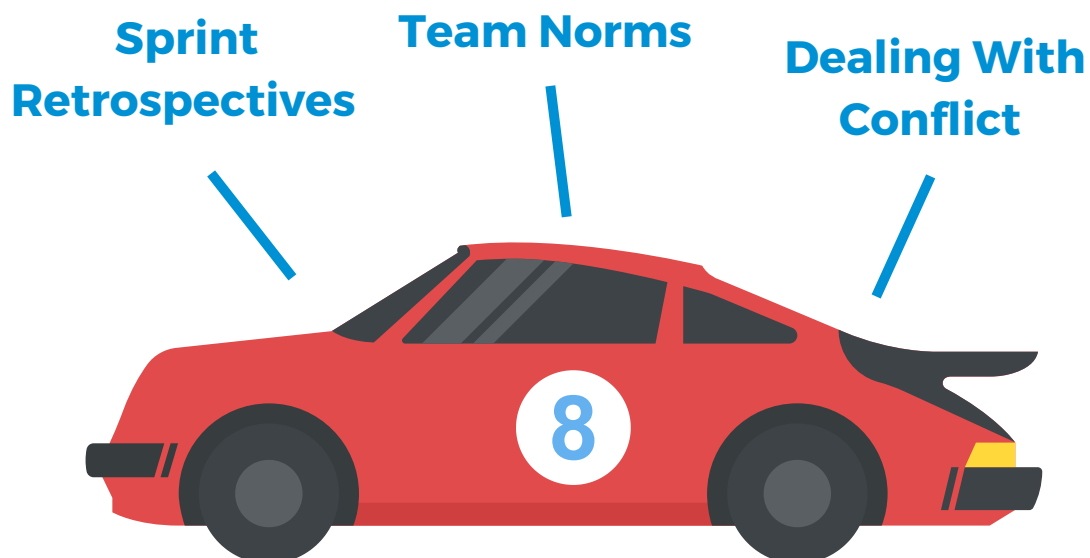
The Accelerator

What is it?

Our Accelerators are a proprietary curriculum and methodology for delivering structured coaching. We think of it as coaching, distinct from training.

What is truly unique about the Accelerators is that the curriculum content is curated by the cohort to address existing organizational problems during each instance of the course. Put differently, our Accelerators are like snowflakes, no two are exactly alike.
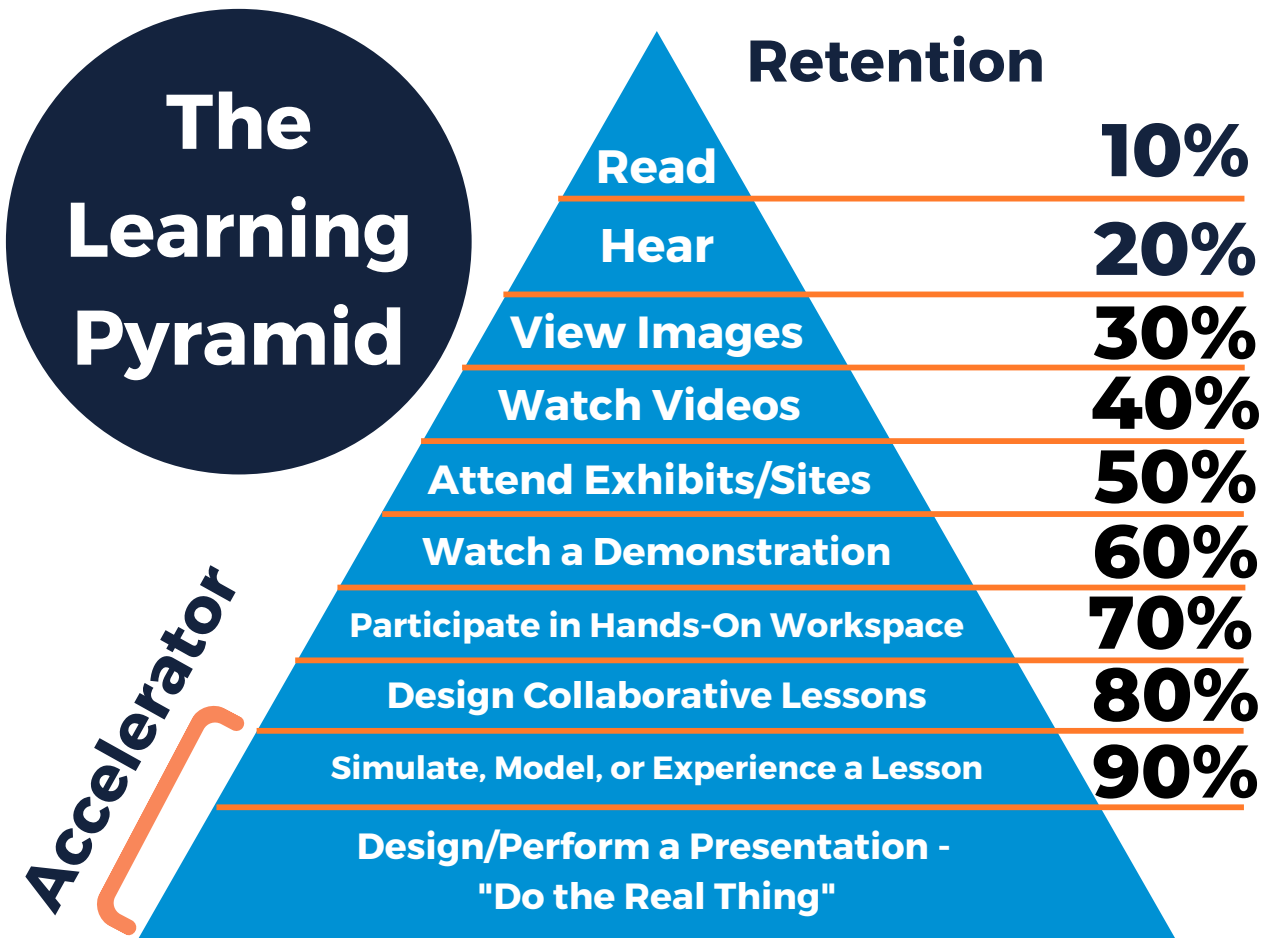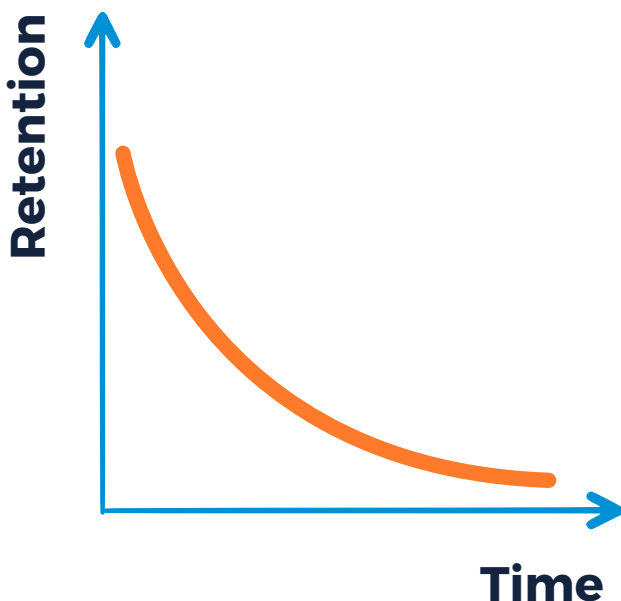
Customize your vehicle to success

We engage in a deep process of discovery to understand the cohort's needs, then build the Accelerator. It's similar to how you choose the features for your car!

Sprint Retrospectives

Team Norms

Dealing With Conflict

How it Works

The Learning Pyramid

Level	Retention
Read	10%
Hear	20%
View Images	30%
Watch Videos	40%
Attend Exhibits/Sites	50%
Watch a Demonstration	60%
Participate in Hands-On Workspace	70%
Design Collaborative Lessons	80%
Simulate, Model, or Experience a Lesson	90%
Design/Perform a Presentation - "Do the Real Thing"	

Accelerator

The Forgetting Curve

Retention

Time

The forgetting curve shows that learners will forget an average of 90% of what they have learned within a week. The Accelerator pairs structured coaching intervals and real-world applications to ensure that our clients are not only learning, but retaining information

In Action

Generate Conversations

In this exercise, the cohort is asked to identify blockers, impediments, and obstacles. This particular team originally put "culture of meetings" within the Obstacle category. However, the team began to question whether this obstacle could instead be described as a "blocker" the team could solve on its own.

Learn From Peer Connections

In this exercise, the cohort is asked to evaluate the health of their Product Backlog across several dimensions. The resulting discussion helps individuals understand what technique might work best for them.

Embrace Differences

In a separate module, we ask cohort members to describe when they believe their laundry is "done." Not surprisingly, everyone has a different answer. The same thing happens when most teams create a definition of done for their work. In this way, the Accelerator creates a low-pressure environment for individuals to discuss nuanced topics and reach alignment. This was one of the first exercises where we saw McKesson teams applying our Accelerator language to their real-world projects.
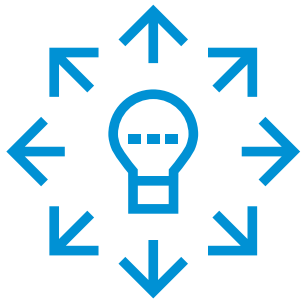
THE IMPACT

As often happens in the application of Agile, we could not have predicted the need for the Accelerators at the outset of our engagement with McKesson. But with several years of client data revealing positive outcomes, we've demonstrated the Accelerator is a highly effective product that creates enduring value.
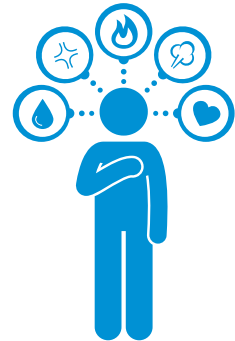
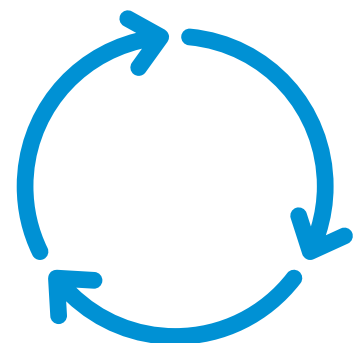## BENEFITS

Scalable

Repeatable

Tailorable

RESULTS

Reduced Dependencies

Lowered Costs

Decreased Cycle Times

CONCLUSION

When the COVID-19 pandemic forced us all to change the way we work, the Hard Yards Team was able to successfully adapt, and ultimately thrive, under the new conditions. Through scalable coaching, portfolio, and change management consulting, the McKesson engagement was a success.

What made this McKesson engagement even more successful than envisioned, and in ways that we couldn't have predicted, was the development, maturation, and productization of the Accelerator. McKesson Corporation served as an important incubator for what has today become our most important and impactful client offering. Our proprietary Accelerators prove time and again their effectiveness by enabling Agile transformation at scale. They create a one-to-many relationship with the coach and a repeatable way to train the trainer. This was an absolutely critical component of the McKesson engagement and McKesson's path to Agile transformation.

HARD YARDS