Installing a Self-Sustaining Lean-Agile Product Development Culture at Western Digital Corp.
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• WDC Incorporated 1970
• 20B Revenue
• Acquired 11 Companies
• 70,000 Employees
• R&D in 5 countries
• Manufacturing in 9 countries
The Landscape
What constitutes an environment?
What constitutes an environment?
The DCS Story
8 Insights
Insight #1 – Thinking accurately beats the alternative

“If these are the results you wanted, this IS the system you’d build”
Insight #1 – Thinking accurately beats the alternative
You say you want Agile, but I don’t think you know what you’re saying “Yes” to yet.

Insight #2 – “Knowing requires doing”
Insight #2 – “Knowing requires doing”
Insight #3 – Breakdowns reveal progress

The breakdowns you’re having reveal where you are on your journey.
Insight #3 – Breakdowns reveal progress
“Before you can say yes to something you have to have the freedom to say no”

Insight #4 – People value promises
Insight #4 – People value promises
Insight #5 – Performance has consequence

Agile is about as soft & fluffy as a velvet sledge hammer
Insight #5 – Performance has consequence
Insight #6 – What you measure matters

Why argue with the referees when you can change the rules of the game?
Insight #6 – What you measure matters
Re-Prioritizing doesn’t give back time

Insight #7 – Capacity is finite
Insight #7 – Capacity is finite
Get in formation

Insight #8 – Leading is a verb
Insight #8 – Leading is a verb
• Thinking accurately beats the alternative
• Knowing requires doing
• Breakdowns represent progress
• People value promises
• Performance has consequence
• What is measured matters
• Capacity is finite
• Leading is a verb

For further discussion, visit consequentialagile.org