



THE ICONIC

FOCUSING ON CULTURE TO FASTTRACK AGILITY

LEARNING
#CULTURE

WHO WE ARE



**ANZ's #1 FASHION
AND SPORTSWEAR
ONLINE RETAILER**

13M+ visits / month



LEADING CUSTOMER EXPERIENCE
MARKET LEADING NPS



**AUSTRALIA'S FASTEST GROWING
RETAILER AT 40% YOY**



**FASTEST DELIVERY IN ANZ,
3H IN SYD, SAME DAY TO 70% OF AU**



**1,000+ LOCAL & INTL BRANDS /
60,000+ PRODUCTS ONLINE**



2M+ APP DOWNLOADS



**75% / 25% FEMALE TO MALE
SPLIT OF CUSTOMERS**



THE ICONIC



Paul Hiffmeyer/ Disneyland Resort

AGILE MINDSET

1. Respect (Trust)
2. Collaboration
3. Improvement and learning cycles
4. Pride in ownership
5. Focus on delivering value
6. Ability to adapt to change
7. Transparency



WHAT IS CULTURE?

It's how we think, what habits we create and what we do when we're interacting with each other every day.



CULTURAL MOVEMENTS

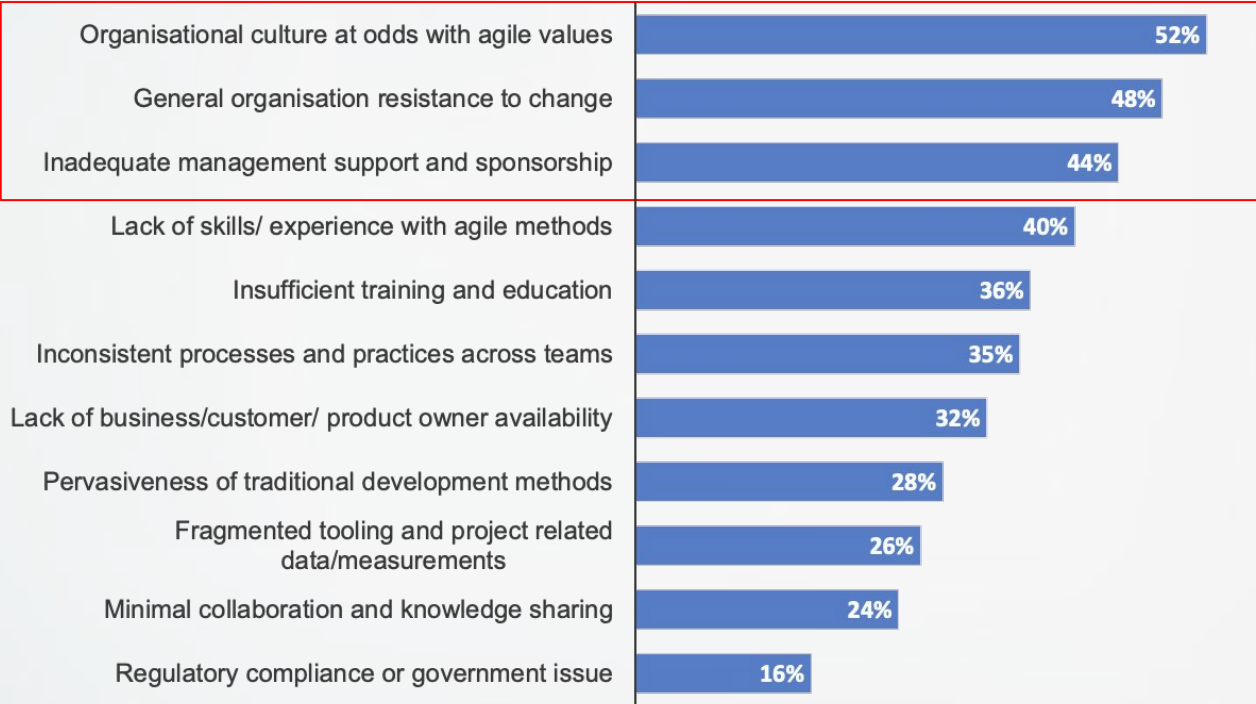
A change in your culture that starts small, catches on and builds momentum.




Photo by [Stephen Arnold](#) on [Unsplash](#)

CULTURE & AGILE

Challenges Experienced Adopting & Scaling Agile

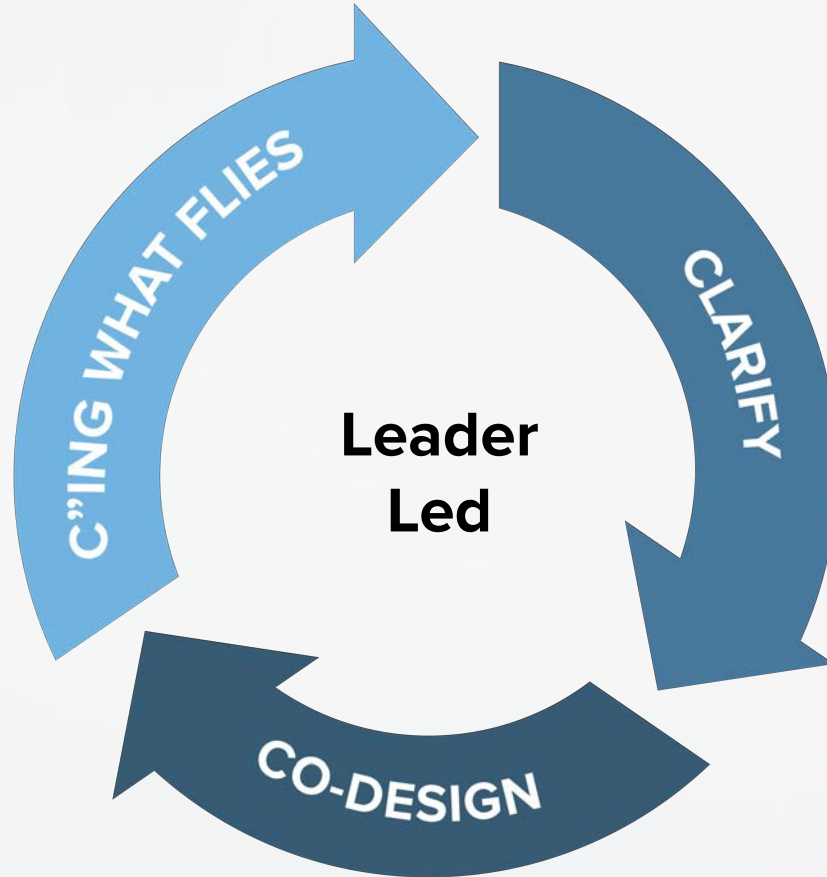


Source: VersionOne State of Agile Survey 2018 over 1,300 companies responded

A fashion advertisement featuring two women on the stone steps of a grand classical building with tall columns. The woman on the left is wearing a red leather motorcycle jacket and matching pants, looking upwards with her eyes closed. The woman on the right is wearing a red sequined top and a long, flowing red skirt, looking towards the camera. The scene is lit with warm, golden light, suggesting late afternoon or early morning. The text is overlaid in the center in a white, italicized font.

Agile is not just a set of tools and ways of working, it is a culture & a DNA, that's the foundation. It's up to you to create the cultural movement.

CULTURAL MOVEMENT FLYWHEEL (3C'S)



CULTURAL MOVEMENT FLYWHEEL (3C'S)





STORIES ALONG THE WAY



OUR VALUES & PRINCIPLES

CLARIFY



PROBLEM:

We loved our values but needed more clarity for our people on what behaviours aligned with our aspirational culture.

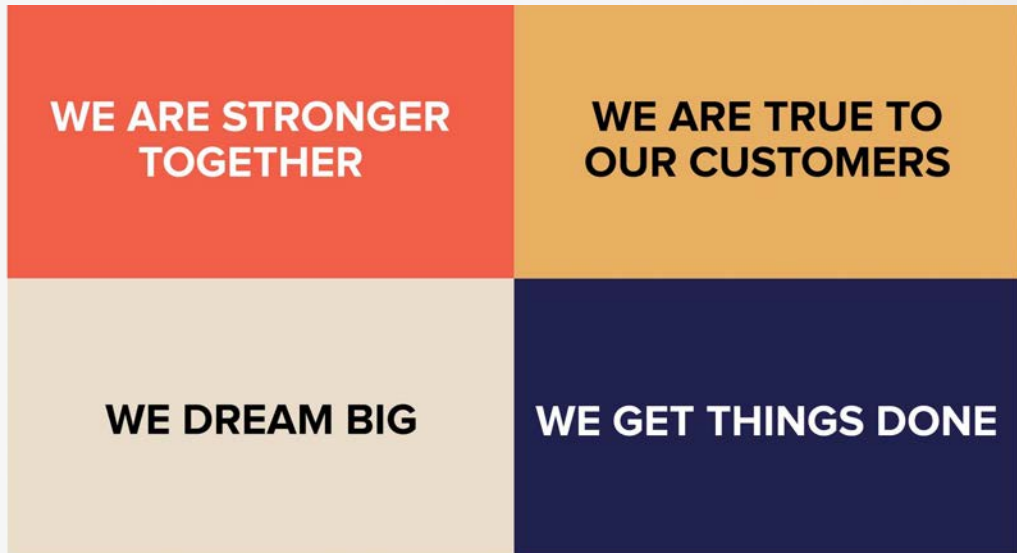
OUTCOME:

We needed a DNA CODE to unite us and set a standard of what we can expect of each other.

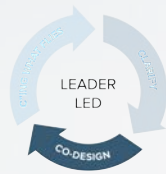
CHAMPION:



NIC our CPO (Chief People Officer)



CO-DESIGN



THE COALITION:

Formed a coalition of the willing - 50 leaders
What did we want to stand for at THE ICONIC?

LEADERSHIP PRINCIPLES WERE BORN!

Over a 6 month period we iterated, sought feedback, tried them on & then we were ready to launch

CODESIGN LAUNCH

Leadership off-site & launch

Leadership huddles

Principle a week #launch to all Company

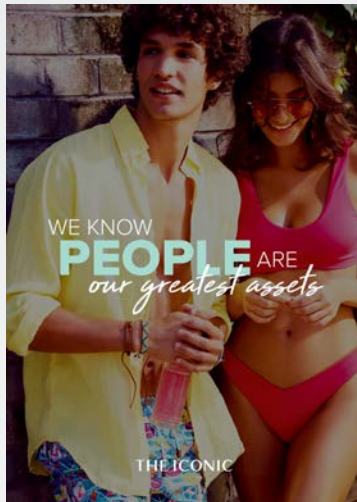


THE ICONIC



WE ACT TO DELIVER A
BRILLIANT
customer experience

THE ICONIC



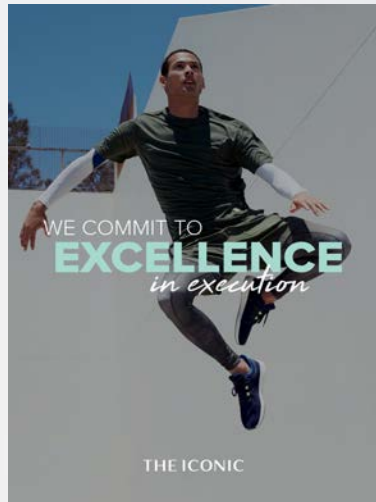
WE KNOW
PEOPLE ARE
our greatest assets

THE ICONIC



WE
TRUST
AND
ENABLE
each other

THE ICONIC



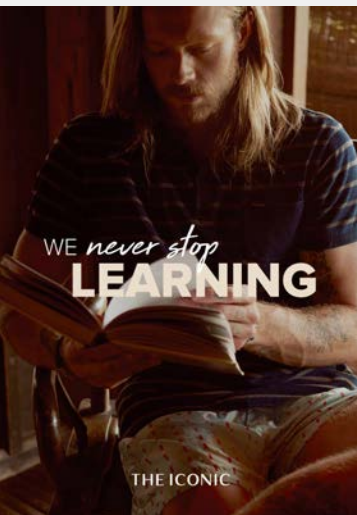
WE COMMIT TO
EXCELLENCE
in execution

THE ICONIC



WE
CHALLENGE
the status quo

THE ICONIC



WE *never stop*
LEARNING

THE ICONIC



WE ACT TO CREATE A
SUSTAINABLE
and healthy world

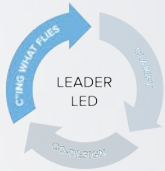
THE ICONIC



WE BELIEVE
EXCEPTIONAL
TALENT *belongs*
IN OUR TEAM

THE ICONIC

C'ING WHAT FLIES



The wall display features two posters for 'THE ICONIC'.

WEEK 1
30/04 - 04/05

WEEK 2
07/05 - 11/05

WE ACT TO DELIVER A BRILLIANT customer experience

- Delivering personalized customer experiences is the next frontier of THE ICONIC. As customers visit our physical and digital stores, they can expect more.
- We use our Best Practices to drive digital customer experiences by a better customer experience.
- We use technology to personalize customer experiences.

WE KNOW PEOPLE ARE OUR GREATEST ASSET

- We know our customers and their needs better than anyone else in the industry. We know our customers are not just people, they are people with stories.
- We know our customers are not just people, they are people with stories. We know our customers are not just people, they are people with stories.
- We know our customers are not just people, they are people with stories. We know our customers are not just people, they are people with stories.

THE ICONIC

THE ICONIC

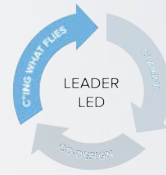
#WeActToDeliverABrilliantCustomerExperience

#WeKnowPeopleAreOurGreatestAsset

Decorative elements include a yellow Pac-Man character, a pink ghost, and a blue ghost.



— LEADERSHIP PRINCIPLES —

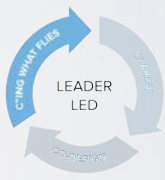


WE BELIEVE EXCEPTIONAL TALENT BELONGS IN OUR TEAM

- We seek and welcome diversity in our local and global search for the best talent.
- We create high performing teams through an inclusive culture that welcomes different perspectives.
- We keep our hiring bar exceptionally high to
- continuously raise our own standards.
- We hire for values and potential over current-day skills, and prefer to develop and promote from within.
- We hire not for a specific job but for life, knowing people will change and evolve as they grow.

THE ICONIC

C'ING WHAT FLIES

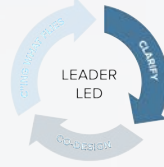


OVER 150 POSTS FROM ALL AREAS & LEVELS IN THE BUSINESS!!!!



CREATING PSYCHOLOGICAL SAFETY

CLARIFY



PROBLEM:

How do we maintain an inclusive and innovative culture with a growing team?

OUTCOME:

Psychological Safety... a culture where people feel safe saying what needs to be said

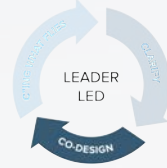
CHAMPION:



ZOE our CTO



CO-DESIGN

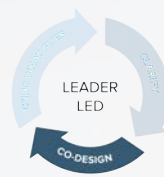


WORK SESSION #1

- 30 cross-functional leaders
- What is Psychological Safety?
- Why do we want it?



CO-DESIGN



WORK SESSION #2

How might we:

- Raise awareness about Psychological Safety
- Create more Equal Voice
- Get to know each other better as humans

14 solutions to implement!!!

Zoe Ghani to **Things You Should Know...**
August 22, 2018 · 📍

This morning with a handful of our tech leads reviewing the psychological safety survey results and discussing next steps.

Did you know that in order for us to succeed in creating an amazing tech culture we need 3 key things?

We all need to contribute to the following;

- 1) raise awareness of what psychological safety is
- 2) nurture an environment where we have equal voice meaning everyone gets to speak and feels that they can speak their mind
- 3) grow empathy for each other as humans

The grou...
[See More](#)
— with [Ben Berger](#) and [9 others](#).

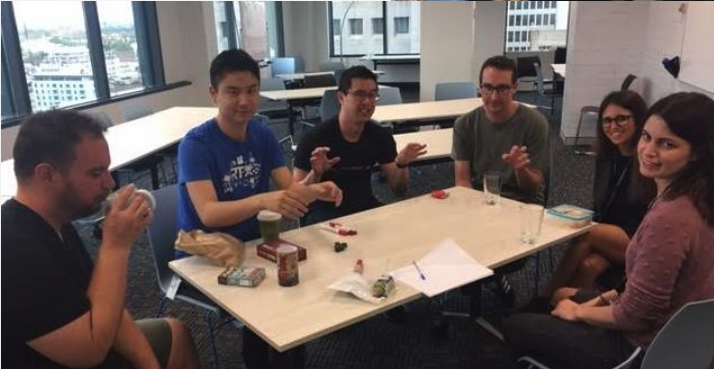
👍❤️ You, Max Antonov, Abraham Atiya and 11 others 3 Comments

👍 Like 💬 Comment

C'ING WHAT FLIES



Coffee Buddies

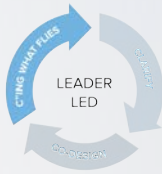


Board Games Lunch



Supper Club

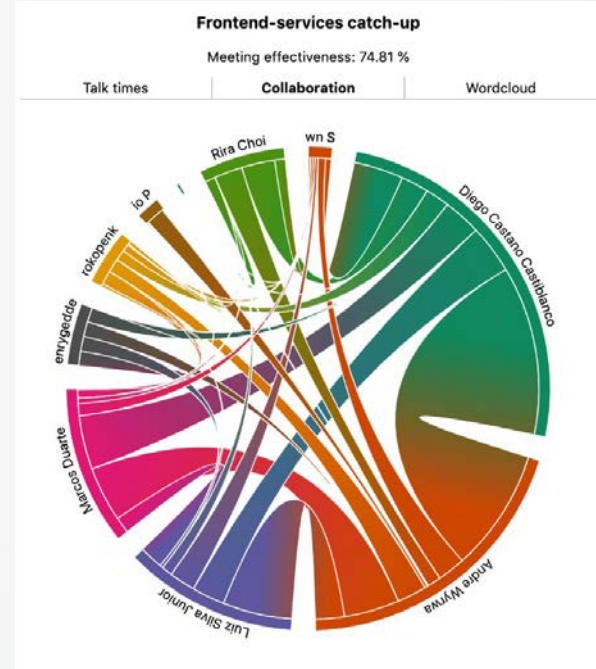
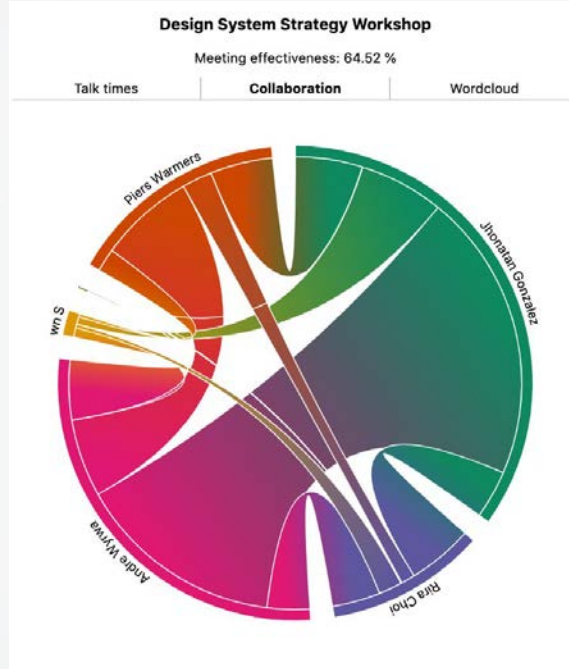
C'ING WHAT FLIES



Zoom add on for calculating Equal Voice



ANDRE, Software Engineer



TAKING
RISKS at
THE ICONIC

C'ING WHAT FLIES



HELLO!

We are Pedro, Alex and Jorge.

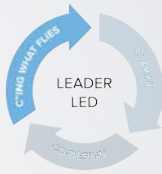
We are Tech Managers and today we want to share some stories with you.



WE WANT YOU TO
FEEL SAFE 



C'ING WHAT FLIES



WHY IS TAKING RISKS IMPORTANT (!)

We want you to feel safe.

Nobody is perfect. We expect you to fail.

After any failure, we can improve processes.

If you don't fail, you are probably not trying hard enough.

Our competitive advantage: **INNOVATION.**

We have all made these mistakes already.

C'ING WHAT FLIES

Psychological Safety Survey (10 questions):

↑ 7 ↓ 2 1 question, no change

Positive Results:

Familiarity with the term Psychological Safety **+38pp** from 54% to 92%

Feel comfortable asking for help **+12pp** to 86%

Feeling safe to take a risk **+10pp** to 77%

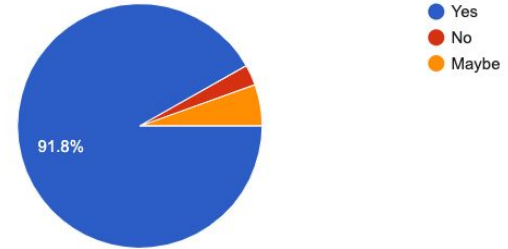
Not So Positive Results:

People always bring up problems and tough issues **-9pp** to 49%

My unique skills and talents are consistently valued and utilised **-6pp** to 71%

10. Are you familiar with the term Psychological Safety?

73 responses



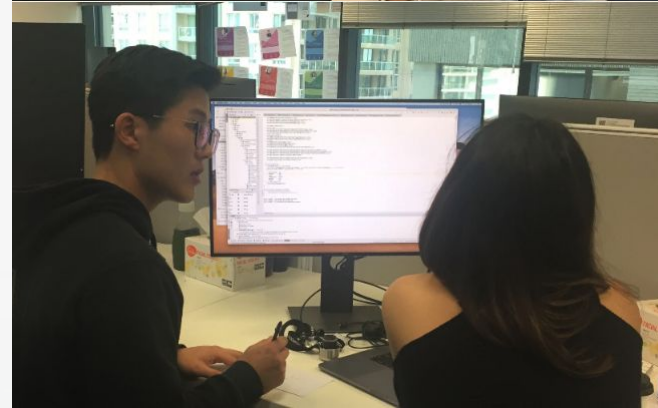
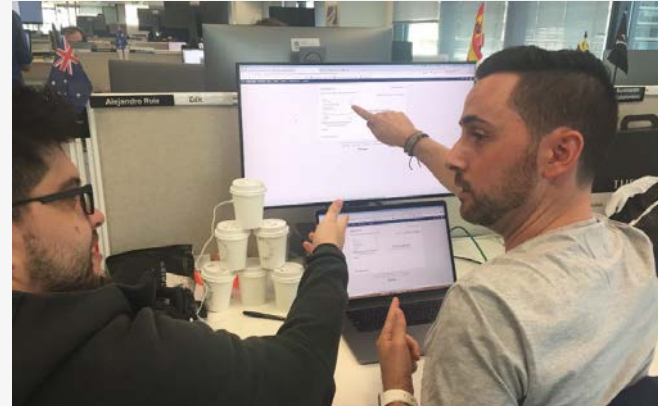
HOW DID IT FASTTRACK AGILITY

BETTER COLLABORATION (Retros)

INCREASED INNOVATION (Risk taking & getting help)

THRIVING TEAMS (Self managing teams)

RIGHT ENVIRONMENT FOR SQUAD SELF SELECTION





POWER TO THE PEOPLE

CLARIFY



PROBLEM:

Is there a more effective way, other than having managers decide, to figure out who works on which squad?

OUTCOME:

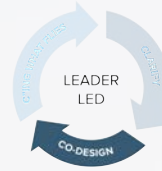
Introduce Squad Self Selection

CHAMPION:



MANUEL our Director of Tech & Customer Product

CO-DESIGN

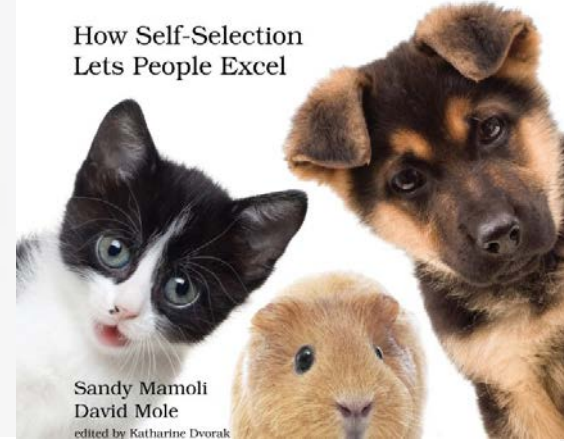


The Pragmatic Programmers

Pragmatic exPress

Creating Great Teams

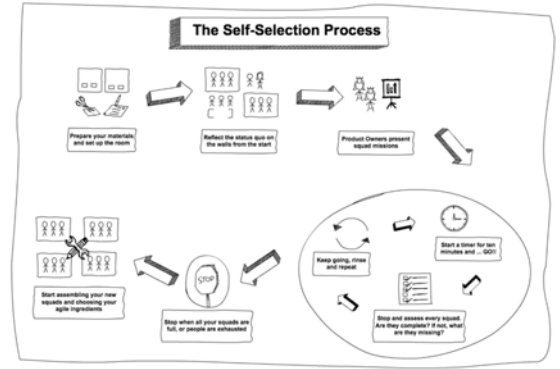
How Self-Selection Lets People Excel



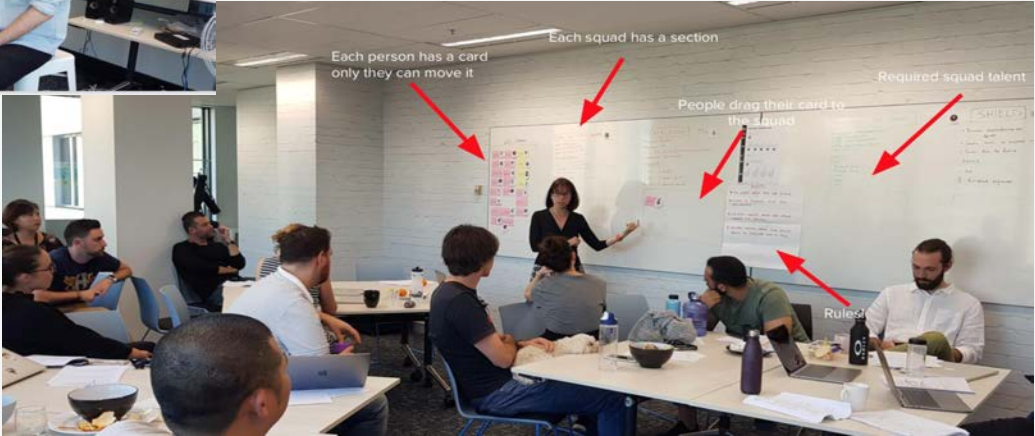
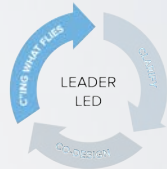
Sandy Mamoli
David Mole
edited by Katharine Dvorak

SQUAD SELF SELECTION PLANNING

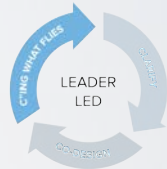
- Planning Team - Manuel, the POs & Agile Coach
- 5 Squads
- Sandy Mamoli & David Mole's book & blogs



C'ING WHAT FLIES



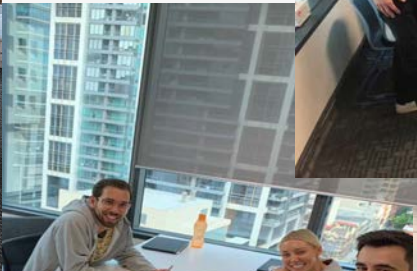
C'ING WHAT FLIES



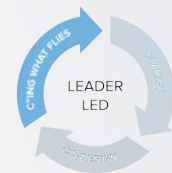
77% loved it
20% liked it

THEN THIS HAPPENED...

STRATEGIC PRIORITIES COALITION



AND WE HAD SO MUCH FUN!



THE ICONIC



244
BS-USAU
D/NO: 0553
STYLE: 20381BEIGE_USAU
COLOR: BEIGE
C/NO: 15/15
G.W: 9.2 KGS
N.W: 7.7 KGS
MEAS: 55X38X44CM
UNITS: 10 PCS

THE ICONIC
THE ICONIC
THE ICONIC
147-151 NEWTON ROAD
WETHERILL PARK
NSW 2164

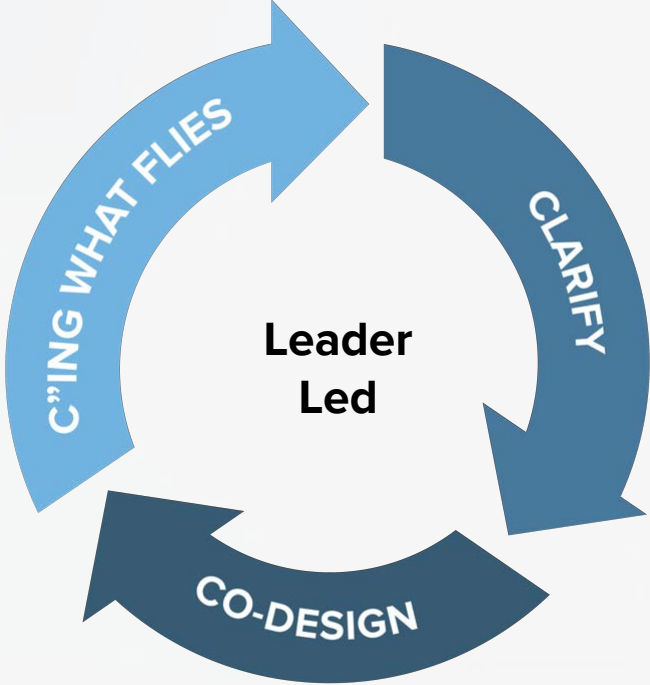
PL001245
100ZE
1/160

ORDER NO.: WFL001244
STYLE NAME: DREAM
CARTON NO.: 17/160
MADE IN CHINA

SUPPLIER/BRAND: VALOR FASHIONS/SPUR
P.O.#: WFL001245
INVOICE # : WFL22324-3
STYLE NAME: TASHA SLIDES
STYLE NUMBER: SUSP0046
COLOUR: WHITE
QUANTITY: 12 PPS
C/N# : 17
TOTAL CARTONS: 160
SIZE: 5 6 7 8 9 10 11

52
SUPPLIER/BRAND: VALOR FASHIONS/SPUR
P.O.#: WFL001245
INVOICE # : WFL22324-11
STYLE NAME: JOA PEEP TOE PUMPS
STYLE NUMBER: SUSP0043
COLOUR: BLACK MESH/LURE
QUANTITY: 12 PPS
C/N# : 24
TOTAL CARTONS: 43
SIZE: 5 6 7 8 9 10 11

CULTURAL MOVEMENT FLYWHEEL (3C'S)



IT'S A WRAP

CULTURE FIRST

Culture first and agility will follow

LEADERS ON BOARD

Leader & Influencer led

SEE WHAT FLIES

Paper planes not Jets...

Start small, see what flies & iterate



Photo by Andrey Larin on Unsplash

