

Webinar

# COVID-19: Learnings from our experience in China

ThoughtWorks®

# Your speakers



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**Facing the COVID-19 Outbreak:  
How ThoughtWorks China Responded**

**THE OUTBREAK**

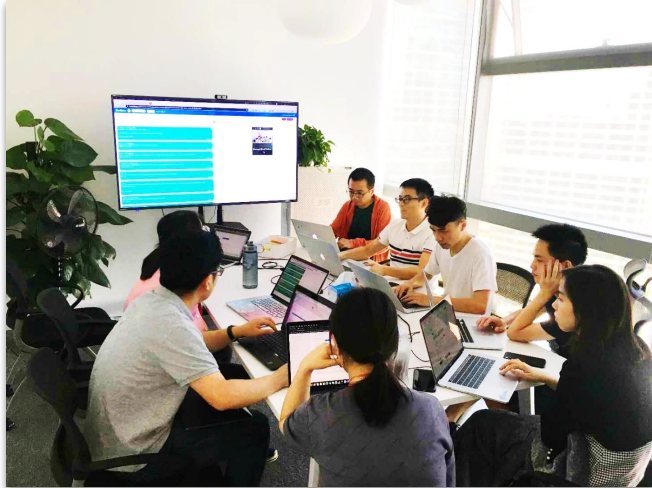
till early Jan 2020

Dec 2019

Jan 2020

Feb 2019

Mar 2019



**Outbreak status**

Minor news and reports on media, people starting to prepare for the coming Chinese New Year.

**Key Action TW Internal**

Working onsite or distributed as usual.

**Key Action to Client**

Client communication and project governance as usual.

till Jan 21st

Dec 2019

Jan 2020

Feb 2019

Mar 2019

## 关于武汉市新型冠状病毒感染的肺炎新增病例有关情况

(2020年1月18日)

发布机构：武汉市卫生健康委员会 | 发布时间：2020-01-19 00:43:40 | 点击数：96382 | 字号：大 中 小

国家和省市专家对全市各社区卫生服务中心筛查的、各医院发热门诊发现并床表现、流行病学史，以及采用优化后的检测试剂盒检测出的新型冠状病毒感染的肺炎病例17例。

性12例、女性5例；60岁以下9例，60岁及以上8例，年龄最小的30岁，年龄最首发症状为发热、咳嗽或发热伴咳嗽；3例为重症，其余病情稳定，除2例病运至武汉市金银潭医院集中治疗。

相关流行病学调查正深入进行，其密切接触者也正在追踪中。

继续扩大搜索范围，确定疑似病例，并开展采样检测。



### Outbreak status

More news about the novel coronavirus on media, however no government announcement. Panic starts to grow in some cities.

### Key Action TW Internal

TW Wuhan emergency team formed. Pick-up the news and start to communicate with our people on health status.

### Key Action to Client

Start the communication and project governance plan with client on working from home.

Dec 2019

Jan 2020

on Jan 21st

Feb 2020

Mar 2020



#### Outbreak status

More confirmed infection cases on media. Panic grows but most business and life are as usual.

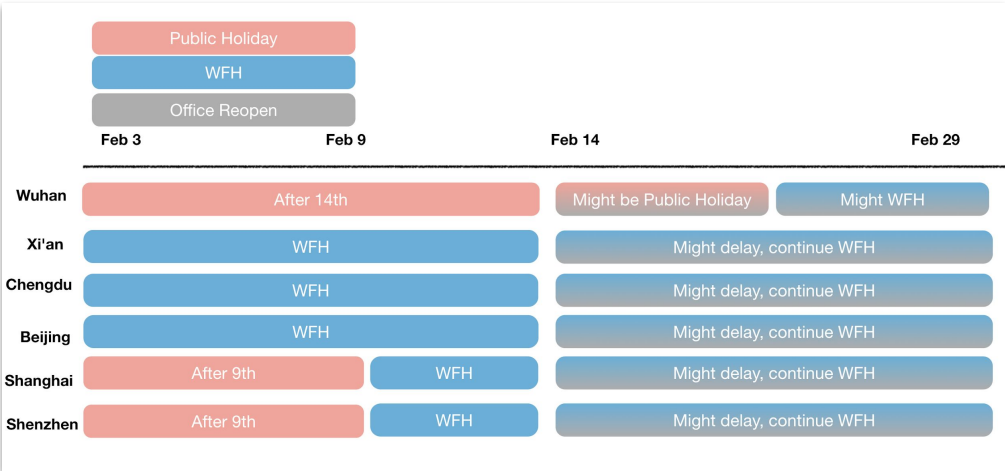
#### Key Action TW Internal

TW Wuhan office closed. Emergency team checking with all TW employees on health of themselves and family members.

#### Key Action to Client

Communication with clients officially start working from home for all TW Wuhan projects.





**Outbreak status**

Official government announcement on Wuhan city lockdown.

**Key Action TW Internal**

TW China emergency team formed and announcement, including extended leadership team and unit heads. Plan for all TW China projects working from home. People team - all employee health check for potential symptoms; Workspace team - VPN bandwidth enhancement; Finance & Admin team - special budget for purchasing masks, disinfectants, etc

**Key Action to Client**

All market unit heads and project leads communication with clients on updating the outbreak status, plan for working from home.

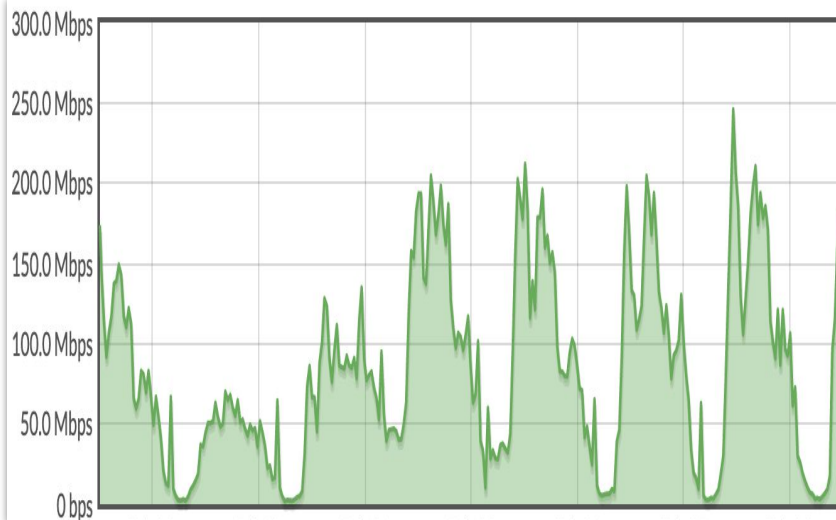
extended New Year holiday till Feb 3rd

Dec 2019

Jan 2020

Feb 2019

Mar 2019



### Security Guidelines for Working From Home CHEATSHEET

**Golden Rules**

- ✓ Abide ThoughtWorks security policies (Information Security Policy, Acceptable Use Policy, Endpoint Security Policy, etc.)
- ✓ Get written permission from the client before working from any place other than ThoughtWorks or client offices
- ✓ Security requirements from the client must always be followed

**Acceptable Use**

- ✗ Do not use ThoughtWorks' Information Systems for personal use
- ✗ Do not use ThoughtWorks systems for any purpose that is not in compliance with ThoughtWorks policies, interferes or conflicts with your duties of employment, contravenes any legal requirements, infringes any third party rights (e.g. copyright infringement), or negatively impacts the security and effectiveness of our systems

**Endpoint Security**

- ✓ MDM (Mobile Device Management) program installed
- ✓ Anti-virus program installed and up-to-date
- ✓ Password policy enabled and strong password set

#### Outbreak status

Fast development of the outbreak and all Hubei province under lockdown, government extended the new year holiday.

#### Key Action TW Internal

Emergency team update all ThoughtWorks with status and our actions.  
People team - continue employee daily health check and people care, collecting government policies and news.  
Workspace and InfoSec team - TW VPN bandwidth and throughput upgrade, checking laptop, security, and flexible internet solutions for remote.

#### Key Action to Client

Formal outbreak status and TW employee health status update to clients. Discuss options and timeline for remote working.



Dec 2019

Jan 2020

Feb 2019

Mar 2019



**Outbreak status**

The outbreak continue develop fast all over the country, all China in emergency mode and everyone is requested to stay at home.

**Key Action TW Internal**

Set-up account / project level delivery guideline, define remote performance key metrics.  
 Conduct remote inceptions and workshops as needed.  
 Continue employee daily health check and people care, extended Employee Assistance Program and mental health consulting 24\*7 hotline.

**Key Action to Client**

Proactively daily delivery highlight report on project level.  
 Weekly remote performance and delivery assurance report to client all stakeholders.  
 Weekly outbreak status and people health status communication with all clients.

Dec 2019

Jan 2020

2nd&3rd week WFH

Feb 2019

Mar 2019



### Outbreak status

Medical and resource support from all country to Wuhan as the dramatic outbreak development.

### Key Action TW Internal

Remote activities on project teams to reduce stress and keep motivation.  
Continue daily health check and people support.

### Key Action to Client

Continue with the reports and communications.  
Mobilising travel options to support new projects.

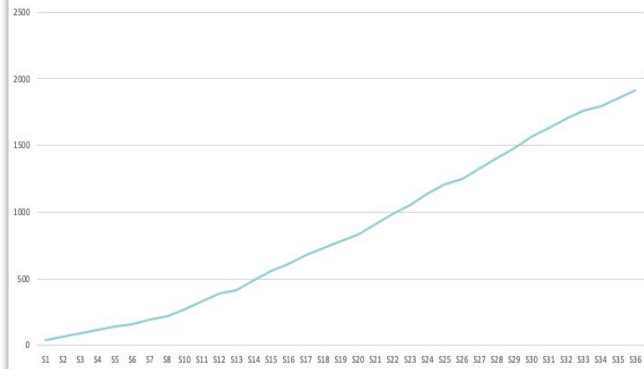
Dec 2019

Jan 2020

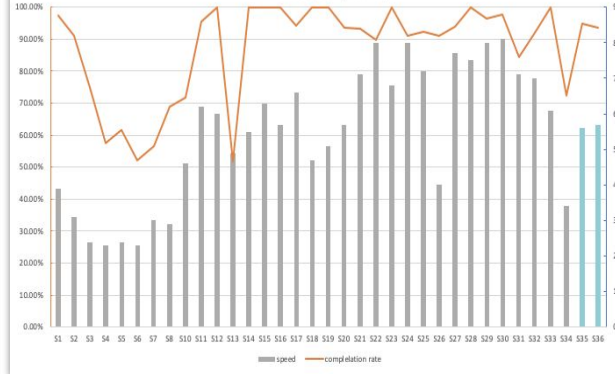
Feb 2020

Mar 2020

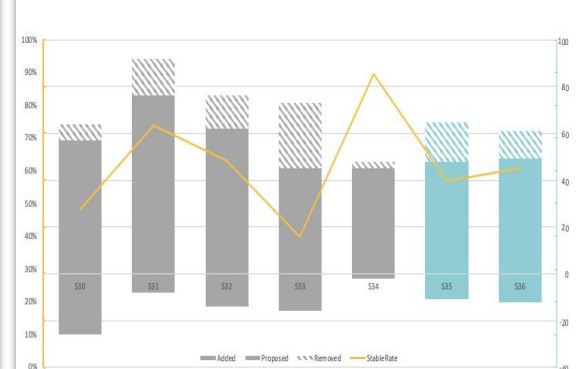
Delivered Story Points (WeChat)



CR & Speed (WeChat)



Scope Consistency



**Outbreak status**

Medical and resource support from all country to Wuhan as the dramatic outbreak development. The outbreak peak has passed.

**Key Action TW Internal**

Continue all project activities and people support.

**Key Action to Client**

Continue with the reports and communications.  
Extended governance meeting and reports to verify remote productivity and performance.



Dec 2019

Jan 2020

Feb 2019

Mar 2019



**Outbreak status**

The outbreak finally under control and new daily increase case drop. Outside Hubei, most business are back to normal.

**Key Action TW Internal**

Prepare project teams back to office, with all risk prevention methods.  
Continue all project activities and people support.

**Key Action to Client**

Continue with the reports and communications.  
Most project back to TW offices with a 50% in-office 50% remote set-up.

Dec 2019

Jan 2020

Feb 2019

Mar 2019





# REMOTE DELIVERY GOVERNANCE



# Key guidelines

- Fast reaction
- Over communication
- Remote infrastructures ready
- People health tracking and support
- Remote performance metrics

# Internal delivery assurance

## Team guidelines:

- Trust
- Define daily working hours
- IM online
- Tools and licenses
- Always-on zoom number
- Remote team building events

# Communication with our clients

## Before starting remote:

- The overall health status of team members, and the TW office location city outbreak status
- Remote infrastructures and security ready
  - Laptop to use: TW laptop or client laptop, with all security protections and MDM installed
  - TW or client VPN: bandwidth and throughput, maximum connections, back-up plans
  - Internet: all team member have access to high-speed internet, supporting 4G sim-cards otherwise
  - Headphones and other hardwares
- Align the working from home period, and keep it updated

## During remote:

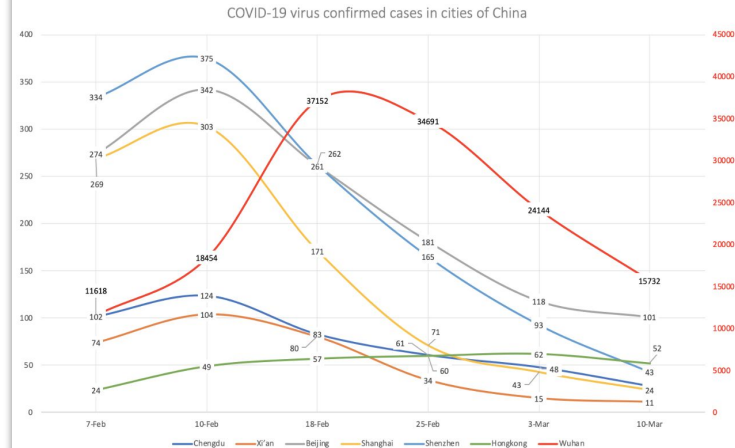
- Over communication
- Daily progress highlights, weekly official updates and reports, monthly governance showcase
- Infrastructure adjustment if necessary

Hi XXXXX(client name),

Here is the COVID-19 virus update about ThoughtWorks China.

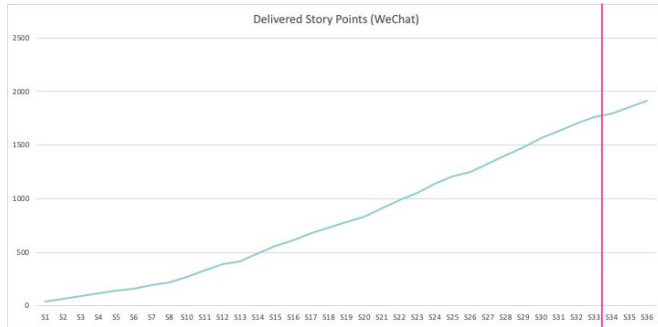
### 1.COVID-19 infected Cases

City	Existing confirmed cases (This week/Last week)	ThoughtWorks cases (Suspected/Confirmed)
Wuhan	15732/24114	0/1
Chengdu	38/48	0/0
Xi'an	11/15	0/0
Beijing	101/118	0/0
Shanghai	24/43	0/0
Shenzhen	43/95	0/0
Hongkong	52/62	0/0

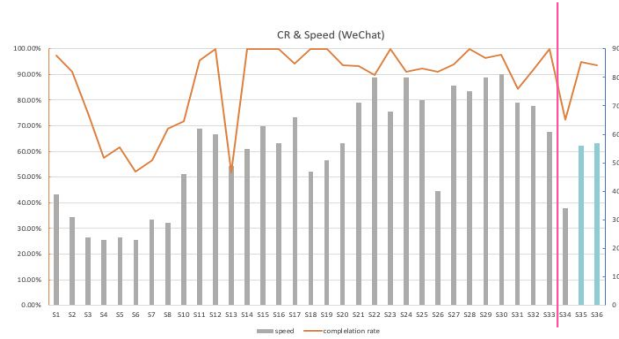




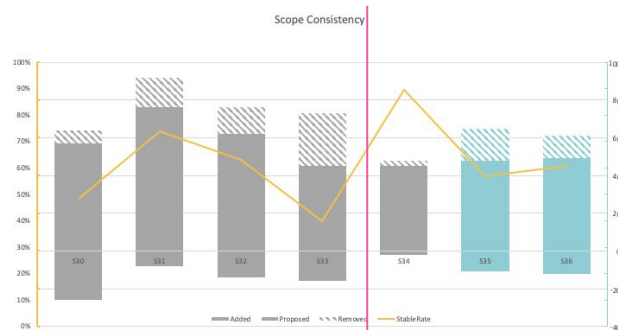
# Remote performance metrics to track progress



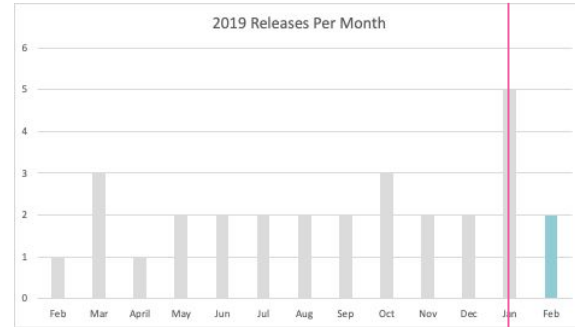
**Velocity -- Accumulated Story Points Delivered**



**Stakeholder collaboration -- Scope Stability Sprint on Sprint**



**Stakeholder collaboration -- Story Points Delivered and Completion Rate**

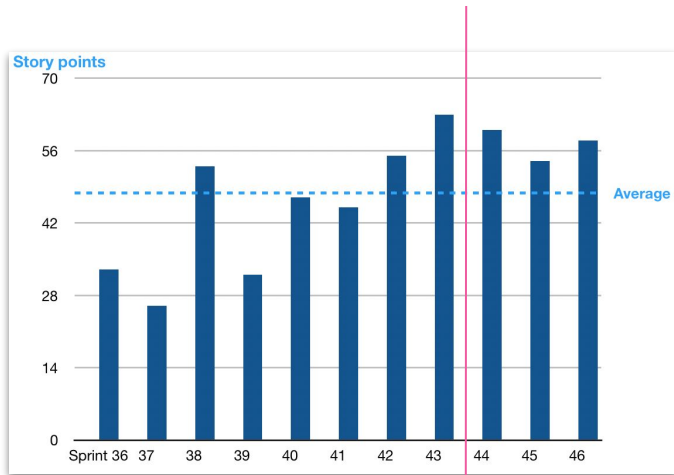


**Automation -- Release frequency**

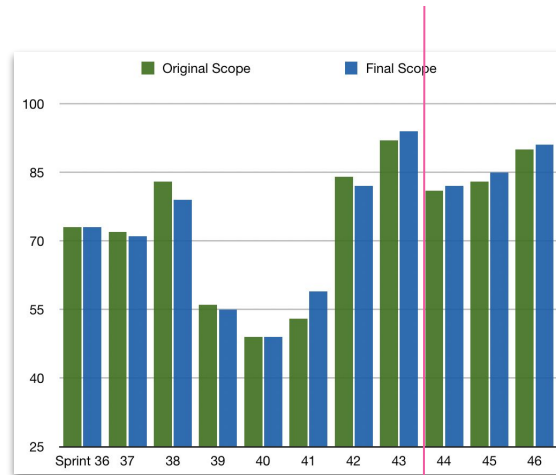
Examples

# Remote performance example (a Shanghai onsite team)

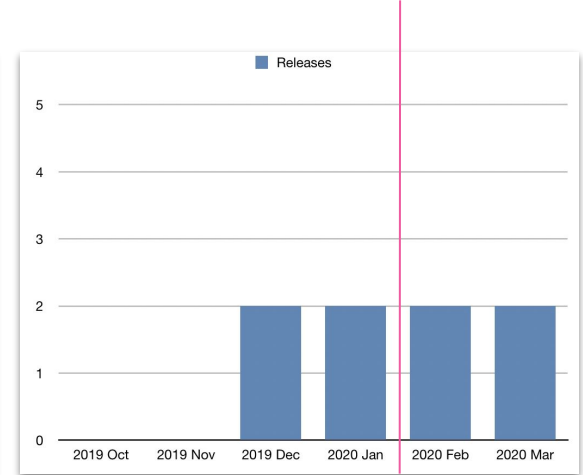
Examples



Velocity -- Delivered Story Points for each Sprints



Stakeholder collaboration -- Scope Stability



Automation -- Release frequency

\* This is a Shanghai client onsite based team performance dashboard. The team started to work remote on Feb 3rd. All numbers after the red line of the each chart are the results during full remote working so far.

# ThoughtWorks®

“During this health crisis, the ThoughtWorks and China Merchant Bank delivery teams have collaborated remotely, using technology to persist with agile delivery practices such as Daily Standups, Code Reviews, Pair Programming, and Always-On Communication to successfully meet our delivery schedule.”

## **Zhanwen Chen**

DevOps Advocator, IT Department Headquarters  
China Merchant Bank



# The story of ThoughtWorks IT

# How did we move to remote working so fast?

- Future focus - constant evolution of our IT organization
- Product thinking - anticipating ThoughtWorker and client collaboration needs is our job
- Using the tools we already know

# Our own ambitious mission: “we are the future of work”

As the world of work continues to be reinvented, reimagined, ThoughtWorks leads the way, with:

Empowered  
individuals and  
teams

A people-centric  
approach to  
technology

The power  
of a networked  
organisation.



# Background - move to the cloud

(in the beginning...)



# Background - move to the cloud

- Users start to demand 'consumer grade' applications

# Background - move to the cloud

- Users start to demand 'consumer grade' applications
- Pressures build with 'shadow IT'

# Background - move to the cloud

- Users start to demand 'consumer grade' applications
- Pressures build with 'shadow IT'
- Increasing scale and distribution



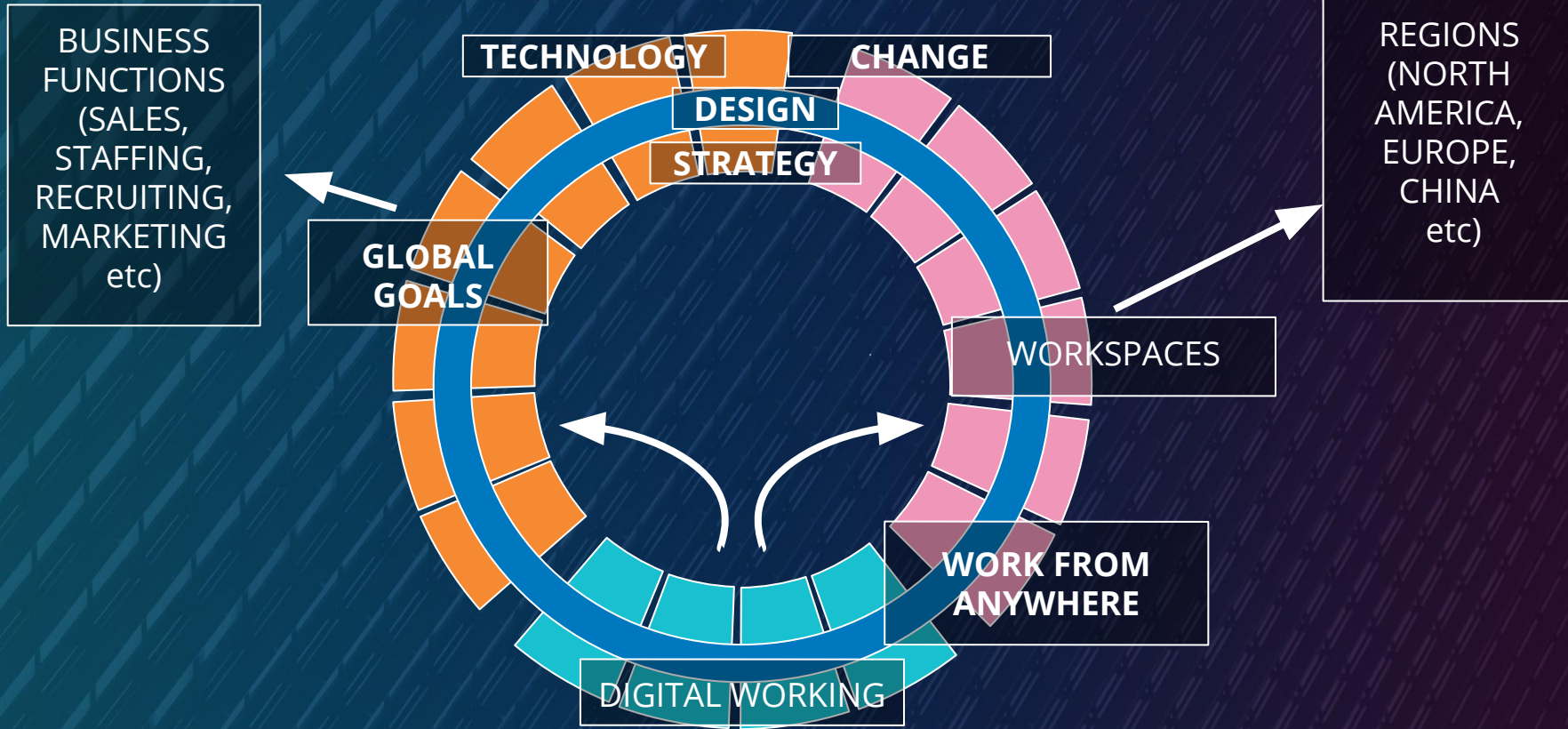
# Our challenge - life @ ThoughtWorks

- Growth for impact - not just size, but diversity of needs
- IT as a strategic partner to the business
- Rapid change - requires flexibility for our colleagues



“Organizations, who design systems,  
are constrained to produce designs  
which are copies of the communication  
structures of these organizations”

- Melvin Conway, 1967



# What's next?

# Start where you are now

- Use the tools you already have - they likely do 80% of the work you need
- Focus on what is truly core, offer flexibility for the 20%
- Think of collaboration and connection as products and services
- Explore ahead - what is your future of work?



# Thank you

More resources are available on the ThoughtWorks COVID-19 hub page:

[\*thoughtworks.com/covid-19\*](https://thoughtworks.com/covid-19)

- Webinar - Remote leadership strategies to amplify collaboration, 30 April
- The Remote Work Playbook Series
- Blog - Remote-first: A behavioural pattern for product team design

Get in touch with us at:

[info-uk@thoughtworks.com](mailto:info-uk@thoughtworks.com)

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