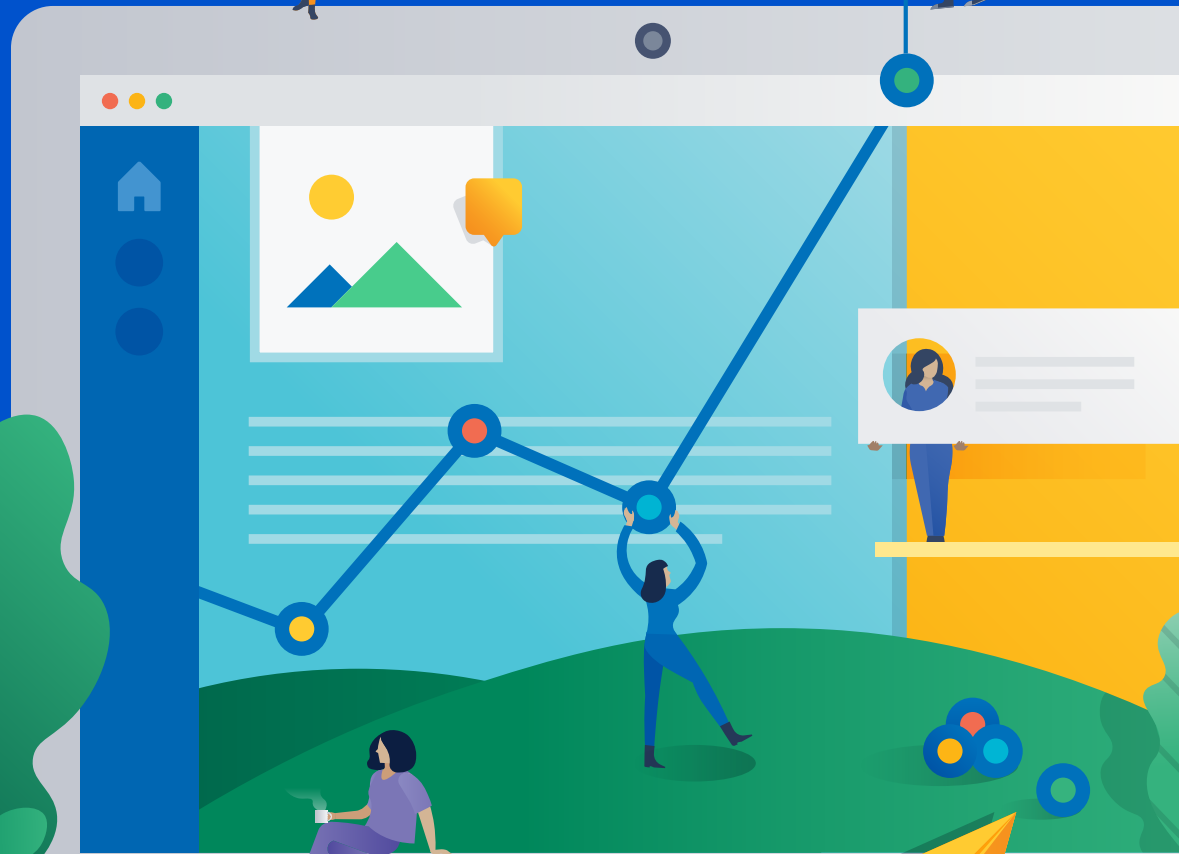
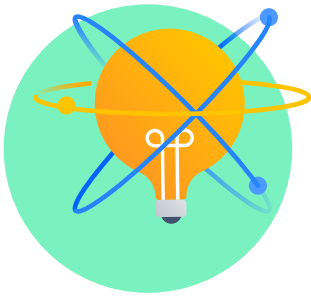


# Survival of the nimblest

Create a flexible, collaborative culture that harnesses the value of change





## **PART 1**

# Innovation in flexibility: Viewing change as opportunity

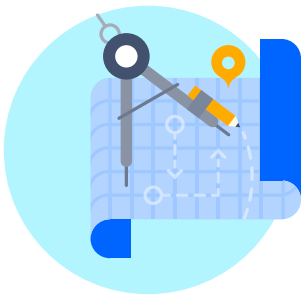
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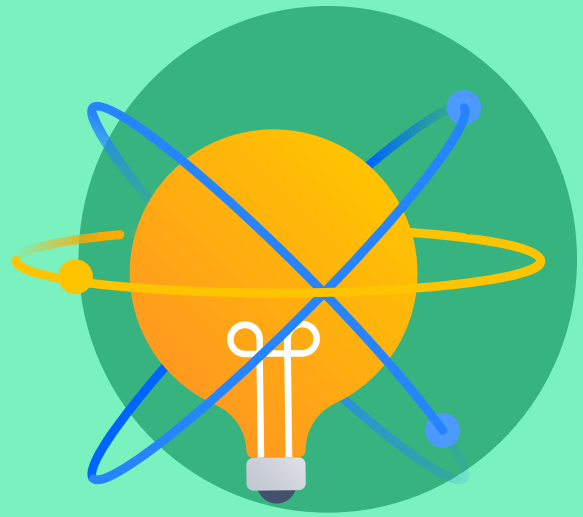


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Author: Kate Berger



Part 1

# **Innovation in flexibility: Viewing change as opportunity**

# Change is the only constant

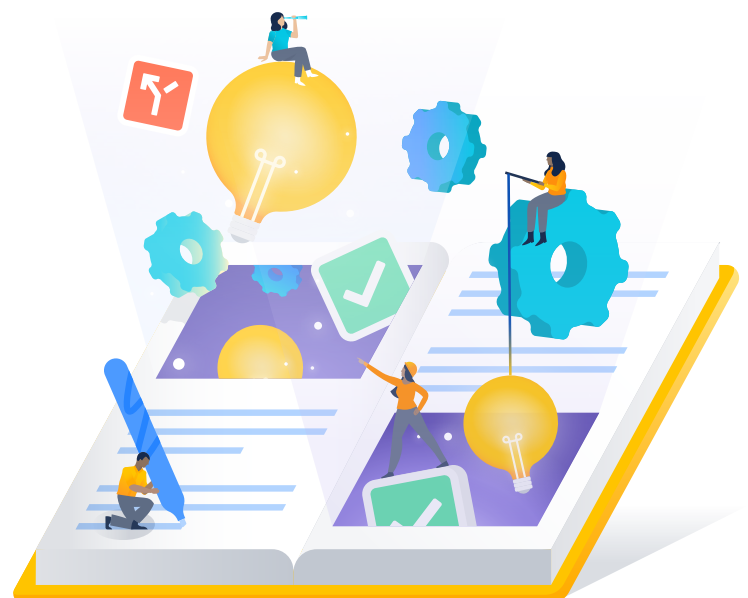
Amazon was a bookseller. Netflix started as a company that mailed DVDs. Google began as a search engine. Shell Petroleum can trace its beginnings to a London antique shop. Even Atlassian is a different company now than it was when we started out in 2002.

For the late Peter Drucker, a political economist and author who pioneered modern social and management theories, these transformations would come as no surprise. “In a period of rapid structural change,” he wrote in his 1999 book *Management Challenges for the 21st Century*, “the only organizations that survive are the change leaders.”

Time has proven Drucker right. Overwhelmingly, businesses that fail to change do not survive, and rigidity is no match for reinvention. When faced with disruption from a competitor, a new technology, or even a global pandemic, an organization’s ability to pivot is essential in establishing its place in the future. Take Netflix, for example: DVDs are now obsolete thanks to streaming, though Netflix is anything but, having pivoted to streaming video just as it was taking off.

As we’ve seen time and again (RIP Blockbuster), a business’s ability to pivot is not only essential to its survival, but to its ability to face what’s next. Some businesses are born disruptive; companies like Uber and Airbnb created new types of economies seemingly overnight. Others have evolved to stay relevant; when magazine circulation began to fall, National Geographic Society CEO John Fahey spearheaded an effort to reinvent the National Geographic brand across different media platforms, including launching National Geographic Channel.

More recently, the spread of the COVID-19 pandemic in 2020 placed most of us – regardless of industry, geography, or size – face-to-face with immediate and total disruption, with an unprecedented impact.



Billions of people have faced abrupt and severe physical, mental, and financial hardships, financial markets remain unstable, and entire industries (even those that seemed untouchable, including travel and hospitality) are struggling to make ends meet.

The pandemic upended the way we live, the way we work, and the way we connect. Though a select few businesses seemed primed to thrive in this new environment (we're thinking of you, Zoom!), hundreds of thousands of others have either closed up shop or significantly shrunk in size. Still, businesses are finding ways to make lemonade from lemons, like restaurants that temporarily converted into general stores, gin distilleries that started making hand sanitizer, and chefs who now make food for home delivery. Necessity is proving to be the proverbial mother of invention, and the ability to pivot is enabling businesses to not only endure these times, but to be strengthened by them.

Of course this isn't the first time that major events have significantly reshaped our work and lives: In the twentieth century alone, two World Wars, the Great Depression, the Cold War all altered the economic and business landscapes. This century, too, the massive disruption of the internet and economic downturns have forced companies to rethink how they operate, what they offer, and the very nature of their customer interactions. Like the crises that came before it, the pandemic is a catalyst for change. What determines a business's survival is not just its ability to pivot, but the ability of its leadership to successfully navigate and manage ongoing change, now and in the future.

## The world is changing. Don't freak out.

According to a recent [B2B Decision-Maker Pulse](#) survey by McKinsey, since the onset of COVID-19, 96 percent of businesses have changed their go-to-market model with an emphasis on increased digital engagement with customers. Similarly, more than 90 percent of executives expect the fallout from COVID-19 to fundamentally change the way they do business over the next five years, with almost as many asserting that the crisis will leave a lasting impact on their customers' needs. And although nearly three in four executives agree that changes brought about by COVID-19 will be a big opportunity for growth, fewer than 30 percent feel confident that they are prepared to address these changes.<sup>1</sup>

<sup>1</sup> Bar Am, Jordan; Furstenthal, Laura; Jorge, Felicitas; Roth, Erik. "Innovation in a Crisis: Why it Is More Critical than Ever." McKinsey.

According to a recent [Forbes survey](#), executives are concerned about everything from virtual onboarding, sales-pipeline restructuring, and performance management to managing layoffs and furloughs, rethinking the customer experience, and creating financial projections with an unprecedented number of unknown factors. One CEO wonders “how to most effectively communicate with all employees remotely and show empathy, while running around with [my] hair on fire trying to save the current business, while at the same time trying to shape the future of the company in a ‘new normal’ environment.”<sup>2</sup> This CEO is surely not alone: A McKinsey survey found that two out of three executives believe this will be the most challenging moment in their executive careers.<sup>3</sup>

Our first bit of advice comes courtesy of Harman Chief Executive Dinesh Paliwal: Don’t freak out.<sup>4</sup> The pandemic has amplified the urgency for flexible business leadership, but COVID isn’t the only driver of change – it’s simply the latest. Companies have been facing complexity and risk for centuries in the form of wars, industry disruptors, nascent technologies, economic shifts, regulatory changes, and social and political upheaval that can upend business for decades.



<sup>2</sup> Groysberg, Boris and Abrahamns, Robin. “What Leaders Can Do to Fight the COVID Fog.” Forbes. June 30, 2020.

<sup>3</sup> Bar Am, Jordan; Furstenthal, Laura; Jorge, Felicitas; Roth, Erik. “Innovation in a Crisis: Why it Is More Critical than Ever.” McKinsey.

<sup>4</sup> Stoll, John D. “For CEOs, a Crisis Is the Time to ‘Step Up’.” The Wall Street Journal. March 13, 2020.

# How to be prepared: The imperatives for creating a nimble, resilient business

What we've experienced in 2020 is dramatic, but it's also simply the latest episode of global disruption and a potent reminder that businesses must approach change with flexibility and innovation in order to survive. American Express was once a horse-drawn delivery service and Western Union started out as a telegraph company. Neither would be viable today, yet both companies are strong in their reinvented form.

Instead of stagnating in past success, these companies and others transformed into industry leaders born of their former selves through their capacity for flexibility, agility, adaptability, and humility. To succeed in a changing world, executives must foster innovation to be ready for change. This flexible innovation model centers on three key concepts:

- 1 People are the drivers behind every business's success
- 2 Change is the only constant – thrive on it!
- 3 Strategic innovation is achieved through experimentation informed by data, insights, and focus

Keeping these three ideas top of mind can help companies manage change with the resilience that provides a lasting competitive advantage. As a company that lives and breathes “innovation to be ready for change,” we at Atlassian find that this framework not only lays the groundwork for flexible leadership, but also empowers knowledge workers, which translates into better outcomes, lower turnover, and even more innovation at every level of the company.



## Atlassian's core tenets for building a culture of innovation every day

1. Innovation and creativity exist in everyone (it's just that some of us have a harder time expressing it).
2. Diversity of thought, skill, and background are essential ingredients for innovation.
3. Innovation can't be forced.
4. People need time and space to let their creative, innovative juices flow.
5. All great human achievements are accomplished by teams.

## 1. Get real about a culture of innovation

Creating and nurturing a corporate culture of collaboration, innovation, and creativity is no easy feat. And in a world now turned upside down virtually overnight, finding new ways to cultivate innovation is challenging even the most seasoned leaders. With the shift to remote work, inevitably came the loss of in-person collaboration, but this doesn't mean your quest for innovation is doomed. Teams are adopting new technologies to stay connected, collaborative, and in many cases even more innovative than before. Building real ways to foster innovation across your company – not just giving it lip service – is critical.

Consider companies like Google that intentionally invest in innovation by encouraging employees to spend 20 percent of their time on side projects. Though it may seem contrary to productivity, simply setting aside time for whitespace innovation can be transformational; Gmail, one of Google's most successful products, was born of this 20 percent approach.<sup>5</sup>

At Atlassian, we run a 24-hour hackathon every quarter where employees drop everything to create something awesome. We call it Shipt, and people across every department – from Engineering and Design, to Legal and Finance – can form ad-hoc teams to pitch in on the push for collaborative ideation. It's part of our open culture: Remembering that great ideas come from all over, we know it's crucial to ask for input early and often instead of waiting for projects, papers, or even ideas to be fully polished before sharing internally.

<sup>5</sup> Robinson, Adam. "Want to Boost Your Bottom Line? Encourage Your Employees to Work on Side Projects." INC., Mar. 12, 2018.



## 2. Build the best brain bank

Every shift is difficult. That was true when cubicles were invented. It was true when companies shifted to open office plans. And now, the pandemic has given way to a new normal of remote work, bringing its own set of challenges and opportunities. The water cooler may now be virtual, but the opportunity for new talent and rich collaboration is anything but watered down.

In fact, as the pandemic spread in early 2020, many of the larger global companies had an easier time of transitioning their workforce to a work-from-home setup than smaller companies with a more local footprint. That's because larger companies, particularly multi-nationals, already had people spread across different locations and time zones, with at least some ability to collaborate in a distributed manner. When the world moved en-masse to remote work, the opportunity to hire and retain the best talent was never greater – because skilled workers could be hired to work from wherever they're based.

However, distributed and in-person teams have different needs, and connecting with your colleagues takes more effort than simply being online. The most effective teams make open communication and mutual respect top priorities, and for good reason: 94 percent of workers [we surveyed](#) said that mutual respect and connection were critical to their team's success, and 19 percent said these two factors are the most important contributors to their sense of well-being at work. Understanding each other on a personal level means we can communicate more effectively, more easily distribute roles and responsibilities across the team, and improve results and innovation in a world of remote work.<sup>7</sup> And with a virtually-unlimited talent pool, the possibilities for innovation are boundless.

With proper performance management, distributed teams can be remarkably accomplished, innovative, and agile. Just take it from us: Atlassian employees can now choose to work wherever they want, whether at home, in an office, or any combination of the two.



In a [2020 survey by KPMG](#), 72% of executives say that remote working has vastly widened and deepened their potential talent pool.<sup>6</sup>

<sup>6</sup> KPMG 2020 U.S. CEO Outlook. KPMG LLP, 2020.

<sup>7</sup> "Special Report: Openness Predicts a Team's Strength." Atlassian, 2020.

We made this shift as a result of COVID but decided to make it permanent, and our employees are delighted with this new, flexible, approach. The shift means we can look for the best fit for each role from talent anywhere in the world – and they never have to leave due to workplace logistics. It’s complicated to manage all the details, but we believe the resulting brain trust is worth it.

### 3. Craft a nimble infrastructure, especially in tech

Legacy systems have always been a barrier to innovation, and for good reason: The complexity and speed of modern business simply doesn’t allow for the drag created by outdated software. From clunky document editing systems to finicky in-house servers, legacy technology holds back the business initiatives that rely on them until, ultimately, a tipping point is reached. In a world of constant change, companies increasingly recognize the limitations of legacy systems, which were often built for an entirely different working model – one that was closed, private, and ruthlessly hierarchical.

“Infrastructure-led disruption leads to business value,” says Mark Cleary, senior director analyst at Gartner. “The days of risk-averse cultures are being swept away as leaders recognize the value of speed and agility in managing new technology, new ways of working, and culture changes.”<sup>8</sup> This can include an emphasis on remote-first practices, such as video conferencing by default;

#### CASE STUDY: REDFIN

Embracing the cloud and software-as-a-service (SaaS) solutions not only encourages collaboration and productivity, but also provides IT with something invaluable: time. When America’s top real estate site, Redfin, looked for ways to save time and money while boosting collaboration and productivity, moving to the cloud was a top priority: “I would much rather be building new things that help us improve than maintaining old things,” said Redfin Director of Engineering Evan Lerer. “If there’s a company that already has amazing products, why not have them do it? That way, we can spend our time working on the things that we’re good at and reduce maintenance and toil.” [Read more about Redfin’s move to the cloud](#)

<sup>8</sup> Costello, Katie. “Gartner Predicts the Future of IT Operations.” Gartner, Feb. 3, 2020.

open-source collaboration models for software development and business ideation; and the rigorous documentation of everything, from meeting outcomes and action items to works in progress.

The ability to adapt, stay competitive, and remain nimble has brought change to even the most highly-regulated industries. Wells Fargo, for example, a bank founded in 1852, now allows for online transactions – something unthinkable just a few decades ago. By layering new technology onto legacy systems, companies that rely on legacy tech can take steps to remain relevant even as consumer demand changes in unprecedented ways.

This competitive advantage no longer lies within the walls of a company, and businesses must leverage a network of knowledge to stay flexible and responsive. The most nimble companies rely on software-as-a-service (SaaS) solutions that encourage open insights and a fluid exchange of ideas among employees, partners, and even customers. These tools are updated by the owners, so users always have the latest version and the capacity for cloud collaboration, to keep everyone on the same page.

When companies are no longer hampered by slow, siloed legacy systems, there's virtually no limit to what they can accomplish. Innovation can come from anywhere, and unleashing the potential in every team starts with unshackling them from the legacy technologies and processes that restrain their best work. Ditch the status quo, build your company values to mimic the 21st-century culture of rapid change and high expectations. And then, think like a disruptor: The cloud's the limit.

#### **CASE STUDY: CANCER RESEARCH UK**

For Cancer Research UK, widespread collaboration is a literal lifesaver. In 2013, the group's projects were tracked in scattered silos, and progress was significantly hampered. Closed tools made for cross-functional frustration and disjointed and slow processes. It was clear that the organization's workflow needed an overhaul, and the team turned to Atlassian for help. Today, Cancer Research UK has increased their pace and quality of delivery by adopting SaaS solutions that allow for increased collaboration, productivity, and innovation. In the end, an organization is only as agile as its tools allow, and for Cancer Research UK, agility is helping them save lives. [Read more about Cancer Research UK's Agile journey](#)



Part 2

# **Practical steps for creating a more flexible business**

# Embracing chaos, managing change

Innovative businesses don't appear overnight; creating a nimble environment requires strong leadership and the ability to implement practical, tangible roadmaps across diverse locations, teams, and timezones. It may not be the easiest thing to accomplish, but executives agree that it's critical: In a survey of more than 800 U.K. business leaders, two-thirds reported that innovation was important to their organizations' success.<sup>9</sup> In this section, we'll break down the tried-and-true tools and templates that can help any business tackle what's happening now and prepare for whatever's coming next.

## The four key elements for building a flexible business

Let's start with the four elements. Like fire, water, earth, and air, these elements are distinct but often work together to create an environment that's responsive, flexible, and built to last. Whether a business is based in one location or in many, achieving these four elements is critical to ensuring success through innovation and flexibility.

The theme that runs through these four elements is wall-to-wall transparency and alignment – and that's difficult to achieve if silos exist within a company's or a team's knowledge, practices, platforms, or even goals. Instituting these elements can be part of the solution to closer collaboration.



<sup>9</sup> "Innovation Matters." PA Consulting, 2017.

1. **Clear alignment** of organizational goals at every level, across all teams – and well orchestrated performance management toward those goals. Setting goals helps propel teams to achieve in more nimble ways while, at the same time, fostering a culture of continuous learning. If innovation is a priority, make it a clear goal for your organization.

# 86%

of respondents from digitally maturing companies say that 10% or more of their work time involves the opportunity to experiment or innovate.

(Source: [MIT Sloan Management Review](#) and [Deloitte](#))

**TIP** Make sure your organization's goals trickle down to directly inform team goals (and, ultimately, individual goals). This approach helps ensure the work being done is meaningful and worth your team's investment. Read more about how [strategic planning can help companies find their focus](#), and try out two plays from the Atlassian Team Playbook: [Goals, signals, and measures](#) and [Setting effective objectives and key results \(OKRs\)](#).

[Atlassian's Team Playbook on alignment](#) contains more plays designed to help teams align on goals and strategy while maintaining company-wide visibility.

- 
2. **An open environment** that fosters collaboration across teams, with a focus on compatible and open ways of working, and sharing knowledge and data. By unifying your company's work with collaborative digital tools, teams can accelerate digital transformation through open teamwork.

# 62%

of high-growth companies plan to invest in technologies that lead to higher rates of innovation, compared to 54% of other companies.

(Source: [Accenture](#))

**TIP** To prevent upstream bottlenecks and unintended downstream effects, identify where information may be siloed, and take steps to unify systems through shared digital technology. This is where Atlassian tools such as [Jira Work Management](#) and [Confluence](#) can help. Learn about [three approaches for effective cross-functional knowledge sharing](#), and try out Atlassian's play for [Dependency Mapping](#), which explores how to prevent bottlenecks.

[Atlassian's Team Playbook for building strong relationships](#) helps teams find the right plays to strengthen their company's ability to break down silos and remove bottlenecks, avoid duplication of effort, eliminate system incompatibility, and build trust and openness across teams.

## Special report: Openness predicts a team's strength

We surveyed over 1,000 team members across a range of industries and found that trust and transparency lead to higher achievement. Open teams are effective teams, and teams with an open work style are 60% more likely to achieve more, faster – and 80% more likely to report high emotional well-being. Adopting open technologies and behaviors can help any team improve their morale and performance.

When companies and teams start to adopt Open, collaborative practices, they build more momentum and deliver faster. Similarly, giving teams agency in how they work together fosters belonging, trust, respect, connection, and good old fashioned happiness. While we can't promise that Open behaviors will magically transform every team into superstars, the differences in the practices of high- and low-achieving teams are significant.

And that's good news regardless of whether your team is struggling or soaring. It means any team can improve their health and performance by shifting the way they work. Small, incremental changes can make a big impact. Long-lasting changes are often born of evolution – not revolution. So don't worry about kicking off a massive "cultural transformation" initiative. It's all about the journey. Enjoy the ride.

[Learn more](#) about our survey about open ways of working.

### What does an open workstyle look like, anyway?

1. The freedom to share information and ideas with colleagues
2. Two-way feedback between people and their managers
3. Opportunities to weigh in on decisions
4. Strong interpersonal connections with teammates

# 94%

of participants feel mutual respect is important to a team's success. 19% point to it as the number one factor in their team's emotional well-being.

(Source: [Atlassian](#))



3. **A culture of continuous improvement and innovation**, with the ability to respond to change with agility and creativity on a small or large scale. Innovation is everybody's job, and that belief must manifest itself in daily business operations. Company leadership must give people the autonomy to create something new, and failure-while-innovating can't be a punishable offense – in fact, it should be celebrated.

# 79%

of C-suite executives say their organizations are tolerant of failure, which is often a key element of innovation. To further inspire employee innovation, respondents report that their companies provide incentives for innovative accomplishments (44%), support for external workshops or trainings (43%), and offer special innovation-focused events, like hackathons (42%). (Source: [EY](#))

**TIP** At the kick-off to every project or when on-boarding a new teammate, make sure to share your excitement and support for innovation and respectful dissent. Try the [Working Agreements](#) play from the Atlassian Team Playbook as a structured way to establish the social contract and collaborate on culture.

Building and maintaining the ability to adapt to change and stay competitive, especially in disruptive markets, is a never-ending challenge for most companies across the world. Whether you're part of a small company or a multinational corporation, [Atlassian's plays for agility](#) will help you find new ways to stay nimble in a world that's always changing.

4. **Confident, capable leaders** who manage teams that run smoothly without facing burnout or major attrition. To accomplish this, many businesses measure outcomes instead of output; this shifts the focus from simply working more to working more strategically. Increase employee satisfaction and decrease turnover and burnout by empowering managers to be more autonomous, leading teams with clarity on how their work aligns with company goals.

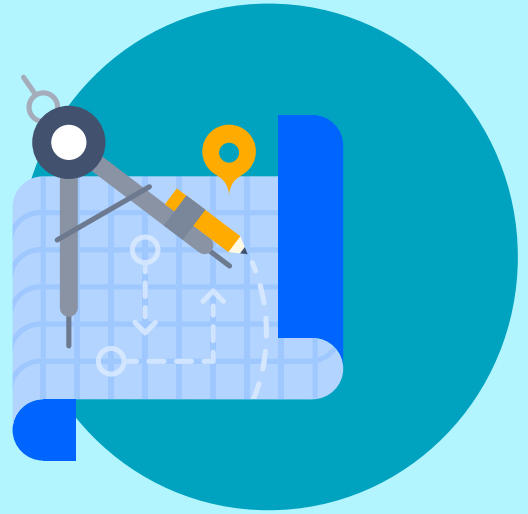
# 42%

More than one-quarter of C-level executives surveyed said they have a designated innovation leader, such as a chief innovation officer, at their organization.

Another 42% say they plan to create such a role to foster innovation. (Source: [EY](#))

**TIP** Let's face it: some things won't get done. Whether it's that email campaign you've been planning or the initiative to consolidate backend systems, some projects will get sidelined. It's important to remember that's okay. Tackling mission-critical work first and making room for innovation is key to success; try the [Prioritization play](#) from the Atlassian Team Playbook to help visualize team and company priorities while making innovation center stage.

While you're at it, be sure you know exactly who is doing which tasks and keep everyone aligned on the same goals. Try the [DACI decision-making framework](#) to get everyone on the same page.



Part 3

# The path to transformation

# Four roadmaps for implementing lasting change

Change is the only constant, yet by nature we're hesitant to accept it – much less embrace it. Innovative organizations understand this natural aversion and take steps to alleviate discomfort during any process of change. Three key steps to make change less painful: transparent communication, a clear plan of action, and team alignment.

Because change is needed for growth, it's no surprise that companies have spent an estimated \$3.2 trillion on innovation and change-related activities over the past five years.<sup>10</sup> Leading successful change management is transformative – for your employees as individuals, as well as for the company as it evolves to face novel challenges.

As the backbone of innovative companies, IT and software teams are often at the forefront of change. In fact, innovation has become synonymous with disruption. By 2022, a full 40 percent of CIOs expect to co-lead innovation in their organizations.<sup>11</sup>

To address everything from shifting priorities to complex business requests, IT has adopted tools and practices that have helped them achieve an “Agile transformation” and keep their work flowing. Today, the vast complexity faced by IT teams for decades is increasingly experienced by business teams such as marketing, sales, HR, and pretty much every team company-wide, who sometimes struggle to maintain effectiveness. To help these teams better set priorities, accomplish more, and keep juggling all the pieces that keep a company running, business teams are now adopting more nimble approaches – and sometimes Agile methodologies – for their own use in the face of this ever-increasing complexity.

## Curious about Agile?

You can borrow the best of the methodology without the tech vocabulary. You don't need sprints or a scrum master to become more nimble at getting things done. Learn how to scale Agile at your organization with the [Scaled Agile Framework \(SAFe\)](#).

<sup>10</sup>“If you're not disrupting from within, you'll be disrupted from without,” YouTube, 17:14: .

<sup>11</sup>Findling, Serge; Strohle, Marc; Pucciarelli, Joseph C. “IDC FutureScape: Worldwide CIO Agenda 2020 Predictions.” IDC, Oct. 2019.w

We've established that innovation is at the core of a company's ability to address complexity in a fast-changing world. Atlassian enables open, flexible teamwork at scale, empowering individuals and organizations alike to adapt to change and deliver innovations to market. Our best-in-breed solutions, integrations, and work management expertise give cross-functional teams the power to collaborate while maintaining focus and alignment to achieve superior results.

Equipped with the power of knowledge and experience, we've put together four high-level sample roadmaps to help your organization become more innovative. These practical roadmaps provide you with options, tools, and frameworks, regardless of your company's maturity, budget, or appetite for change. Simply pick a starting point and gradually proceed to the next stage as you move from small-scale to full-fledged adoption of methodologies for creating an innovative organization able to surf the waves of change.



## Roadmap 1: Start small

Just as running a marathon starts with a single step, small changes in the work environment lay the groundwork for a larger transformation. If your organization is resistant to change (as many are!), start with incremental steps that are easy to implement and can be accomplished almost immediately (think: low-hanging fruit). Pilot just one idea to get people on board and excited about trying more. If your company is further along toward becoming seasoned change-agents, keep looking for small tweaks to optimize how you work.

- **Try it out:** Today's timelines are too tight for outdated project workflows. Instead, try [Trello](#), a visual work management tool that empowers teams to ideate, plan, manage, and celebrate their work together in a collaborative, productive, and rewarding way. Use Trello boards to hold quick brainstorming sessions that encourage even the quietest folks to participate. If your team is distributed, try out [Trello's Distributed Team Brainstorming](#) template to gather input from far-flung team-members about how to tackle a project or goal. It might just spark a great conversation, too!

It's easy to get your entire team up and running with Trello.  
Explore the [Trello Team Playbooks](#) to find all the tools you need to succeed.

“ McCorvey was a paper-based company for 60 to 70 years and went completely digital overnight thanks to Trello. It made a huge impact and – and we absolutely love it.

CHRIS MONDEAU, TECH COORDINATOR, MCCORVEY SHEET METAL.

[Read more](#) about how McCorvey Sheet Metal is making history with a paperless process.

## Roadmap 2: Take the next steps

If you're ready to take your transformation to the next level, try steps that streamline operations for a single team or small group. Launch “experiments” to showcase the results with one team, making it the envy of the company and paving the way for rollout to the rest of the organization. Taking these medium-sized steps is a great way to inspire a cascading effect, as others clamor for change rather than resist it.

- **Try it out:** Experiment with ways to organize and propel a team forward by creating a Confluence presence that serves as your team hub. Use it as the single source of truth for finding information and resources, documenting processes, and tracking team goals and progress. With everyone literally on the same page, there's alignment that helps get the right work done more efficiently and effectively.

Learn how to create and use a [homepage for your team](#) that collects all the info about who you are, what you do, and how to collaborate with your group. Internally, the page will serve as a one-stop shop for team members to find everything they need. For the rest of your org, the page can serve as an intro to your team and a guide to effective collaboration.

“ Before, it was hard to get up to speed and completely overwhelming to find resources because we had so many tools. Now, we treat Confluence like a knowledge base, our encyclopedia.

HEATHER PHYSIOC, MANAGING DIRECTOR, DISCOVERABILITY AT VMLY&R

[Read more](#) about using Confluence to support a team's growth.

## Roadmap 3: Big changes for big returns

Sweeping changes require a larger lift, but can also bring larger returns. Of course, because these changes affect more teams, a greater degree of alignment and coordination is required for success. Rule #1 to making larger changes: Don't shy away from communication. Share ideas early and often. When a division or several teams collaborate on ideas that can propel your company forward, the resulting momentum can drive broader transformational change – and set you up for major new initiatives.

- **Try it out:** Cross-functional reviews are often clunky, and getting input from leaders across teams, locations, and areas of expertise often requires more than a little herding. Automate this process with a simple workflow in [Jira Work Management](#). Not only will the automation relieve organizational headaches, but it can also lead to a more streamlined, productive, and innovative approach to work management. When everyone is using the same system, teams can achieve greater efficiencies of velocity, scale, and standardization. In other words, the company that works together succeeds together.

### WHAT IS KANBAN?

Kanban is the Japanese word for “visual signal.” In work management, Kanban means a system designed to help you visualize your work, limit the demand of work in progress, and maximize efficiency – or flow. Kanban can be a powerful tool for groups that want to improve their team transparency, communication, and alignment. Explore [boards at Jira Work Management](#).

“ Jira Work Management brings so many benefits to any team that does anything following a process.

GEORGE LEWE, SENIOR IT SPECIALIST AND MANAGER, LUFTHANSA SYSTEMS

[Read more](#) about how Lufthansa Systems uses Atlassian to meet the diverse needs of teams worldwide.



## Roadmap 4: Transform your approach for transformative results

If your company is already operating effectively with productive, collaborative, and flexible teams, you're ready for an enterprise-wide transformation. These types of changes affect everyone, and though most large-scale changes happen incrementally, transformational change can happen on any timeline. Sometimes, these changes can be quite rapid. As we've seen, a company's ability to pivot to remain nimble and collaborative – especially in times of crisis – is critical to its ability to innovate, survive, and thrive.

- **Try it out:** Rolling out a company-wide implementation of a Jira system with Confluence collaboration removes silos and bottlenecks to help ideas take flight. Unlock your teams' ability to work together, and with other teams, with collaborative editing, transparent workflows, and open brainstorming. Some employees may find it difficult to let go of the old ways of working; start by simply introducing teams to the tools, and adoption will follow as early adopters rave about the benefits to others.

Humans are often resistant to change. Coaching your team on the value and purpose of changes can help move any laggards forward. Align your team and create a plan of action with the Atlassian [Change Management Kick-Off play](#).

“ With Atlassian, onshore and offshore teams are working together to focus on product goals.

FABIEN LAMAISON, HEAD OF STRATEGY AND INNOVATION AT CAPGEMINI

[Read more](#) about how Capgemini connected their global product team with Jira and Confluence.

## Adopt nimble ways of working

At Atlassian, we believe how you work is just as important as the work you're doing. The ways you choose to work make a difference to your organization and your people. Companies that embrace technology and processes that enable teams to be more productive, collaborative, nimble, and empowered are the companies that succeed. Inspiring innovation – while at the same time working to “effectively communicate with all employees remotely and show empathy, while running around with [your] hair on fire trying to save the current business, while at the same time trying to shape the future of the company in a ‘new normal’ environment” – may sound like a lofty goal, but it's a goal grounded in tangible, practical steps you can start taking right now.

[Learn more](#) about how Atlassian products and practices can support your teams in their effort to get the right work done effectively and efficiently.

➤ Explore Atlassian products and practices for innovation.  
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