

Case Studies

Case Study 1

Case Study 2

Case Study 3

Company Name: Confidential
Industry: Publishing
Company Type: Publishing and Rating Company
Company Size: 20, 000+ employees
Company Location: Global
Number individuals involved: technology 40 people

Company Name: Confidential
Industry: Financial
Company Type: Global Investment Bank
Company Size: 250,000+ employees
Company Location: Global
Number individuals involved: technology 55 people

Company Name: Confidential
Industry: Financial
Company Type: Global Investment Bank
Company Size: 250,000+ employees
Company Location: Global
Number individuals involved: technology 60 people

Overall engagement duration:
12 months originally with multiple short re-engagements (re-assessments)

Overall engagement duration:
8 months originally with multiple short re-engagements (re-assessments)

Overall engagement duration:
13 months originally with multiple short re-engagements (re-assessments)

Problem Statement:

- Too many Project Managers and Analysts
- Lack of cross-functional developers
- Multiple development sites, with local management
- Lack of customer voice (too many competing priorities)

Problem Statement:

- Predominantly, componentized development in IT
- Lack of cross-functional developers
- Many independent Scrum teams sprinting ad-hoc
- Fake portfolio management, across fake projects
- Lack of test automation, no CI/CD

Problem Statement:

- Hostility and internal competition between developers. Too much emphasis on individual performance
- Strongly pronounced functional (siloes) organizational design, with independent departments continuously involved in an internal Contract Game

Proposed Solution and Approach (usually standard):

- Experiment with LeSS framework for a limited number of fully dedicated people (including business, technology, HR, Operations, PMO and senior leadership)
- Organizational assessment and informed consent from senior leadership. Identification of organizational niche (on IT side), consisting of 50-60 multi-skilled developers + biz. partners
- 2-3 months of preparation (role identification, simplifications of reporting structure, creation of fully collocated on-site teams, backlog creation, re-design of business structure in support of product owners) + and organizational flip
- 3-day training for technology and business partners, followed by continued coaching (6-9 months). Gradual disengagement, followed by periodic short-phase reassessments

Outcomes:

- Reduction in non-hands-on roles and increase of T-shaped people (through hiring and cross-training)
- Closing down a few remote sites and consolidating development teams under the same roof
- Streamlining and fine-tuning flow of business demands/needs via effectively structured Product Ownership team (including SMEs and stakeholders)
- Shortening cycle time of product development and extending Definition of Done to production-ready code

Outcomes:

- Reorienting development from Components to Features (reducing Local Optimization in backlogs)
- Introducing Communities of Practice and Mentorship for developers → cross-training → becoming T-shaped
- Synchronizing Teams on cadence and implementing one Scrum, done by many teams - concurrently
- Dramatically reducing Portfolio Management overhead by broadening product definition
- Introducing Jenkins, Bitbucket and Fitness

Outcomes:

- Putting more stress on team performance and collaborative ownership
- Revisiting job families and creating roles that offer a career path for developers that want to grow organizationally, yet retain hands-on skills
- Dissolving boundaries of functional departments (Dev, QA, BA) and restructuring functional groups into cross-functional teams
- Moving groups from Contracts to true Collaboration