Client Issue

Our client, a Fortune 500 insurance firm, has used the Waterfall approach for its entire history. They were dealing with challenges such as failed development launches and faults that were only discovered at the conclusion of projects, resulting in large financial and lost opportunity costs.

They desired to build a consistent development technique that would allow them to boost cooperation, foster an accountability culture, detect errors proactively, and promote transparency in their efforts. Furthermore, they lacked clear knowledge of how long certain development tasks required and desired a strategy to solve all of their difficulties.

They saw Agile as a method for addressing and perhaps resolving these difficulties. They also understood that Agile demanded that the business be involved throughout the development process, and their team was both prepared and appreciative of this requirement. However, this has been attempted in the past, and the Agile transformation effort failed.

They were dealing with challenges such as:
- Lack of collaboration
- Teams working in silos (teams distributed across four time zones)
- Lack of accountability
- Poor facilitation
- Lack of transparency throughout the development process
- And, as previously mentioned, a large number of defects were discovered at the end of projects, halting the release of many projects.
- Other elements of the company are not aligned.

Our Solution

We initiated the transformation endeavor by meeting with key stakeholders to acquire a comprehensive grasp of the massive and complicated client ecosystem. Our entire strategy became evident throughout these talks. The previous Agile attempt had failed because not everyone on the team was on board and there was reluctance to change. With this in mind, we devised an approach that included shorter coaching sessions followed by support with the actual work that needed to be done.

The first project had previously been under maintenance, but it required fresh development that needed to be incorporated. Stories were created in depth, and project needs and sprints were established. Agile rituals were introduced with the team, which included the company. Our objective from the start of the project was to build trust in order to prevent the prior opposition to change. We began facilitation by working

directly with the team and teaching them on the fundamental aspects of Agile and how to function in an Agile environment.

We introduced them to Agile gradually and methodically, constructing the tales, and we were able to establish a pattern with no opposition. We intensified our effort once we had achieved success in key areas. As a consequence, we were able to compute velocity and construct a repeatable rhythm for development initiatives. Each member of the team recognized the importance of cooperation and accountability in Agile work and stepped up to the plate.

We were able to boost the visibility/transparency of the development processes by using JIRA and Confluence. For this team, test driven development was not an option, therefore we built a testing strategy to guarantee that defect detection was both done and productive. We were able to schedule meeting times that worked for the whole team with the scattered team, and the team was well on their Agile journey within two months. The feasibility of the product was ensured, and the first development project was completed with minimum interruption, flaws, or obstacles. We maintained our efforts by teaching and leading the team on new projects, and four months later they had completed over 40 sprints, with great satisfaction. We continue to collaborate with the customer in order to improve and accelerate results.

Key Benefits

The client wanted to solve various issues that may have been considered roadblocks to success; yet, they adapted and the benefits were clear.

- Agile was successfully implemented (all development is now done in Agile)
- The technical team's flexibility developed as they realized that each sprint represented a chance for additional value creation.
- Collaboration improved drastically between development and the business, between development and the monitoring team, and between development and the testing team, regardless of their silos.
- Project dependencies are now detected and handled early on.
- Converted a scattered team that wasn't used to working together into a high-performing, cross-functional Agile team that worked across time zones.
- Along with sprint work, defects were and continue to be detected and remedied early in the projects.
- Eliminated wasteful development
- Provided complete visibility and trackability across all activities in a Scaled Agile environment