

# Driving Business Value Through Agile Evolution



Increased Employee Engagement



Instituted Common Agile Delivery Language



Instilled Value-Focused Mindset

## ABOUT THE COMPANY

Our client is a major player in their industry, with member-based facilities in the United States and Canada. They employ a significant workforce of approximately 36,000 people and generate estimated annual revenue exceeding \$7 billion.

## ABOUT THE TECHNOLOGY TEAM

agilityIRL engaged with the client's technology team, which is comprised of 200 people across 20 teams who use software data and analytics to create meaningful technology experiences for their member community and well as employees. The culture is fast-paced, creative and embraces a spirit of experimentation.

## ▶ BUSINESS CHALLENGES

The teams were *using* Agile but were not yet *optimized* in Agile. There was a disconnect between what the broader business needed and the work the teams were doing.

- **Project > Product Mindset:** Teams had a *Project-mindset* and prioritized their work according to team capacity, rather than a *Product-mindset*, focusing on *business value*. Without an overarching goal linked to business value, team success was measured using *quantity*, not *value*.
- **No Common Language:** As teams grew and changed over time, they lacked a common understanding of Agile and Scrum, impacting *productivity and employee engagement*.
- **Inefficiencies within and across teams:** Within teams, work was assigned to individuals and performed individually, resulting in *knowledge silos*. Across teams, there dependencies on other teams and management to complete work, often *causing delays*.

## AT A GLANCE

### ▶ Business Challenges

- Project > Product Mindset
- Lack of common Agile language
- Inefficiencies within and across teams

### 💡 agilityIRL Approach

- Observed, learned and built trust
- Customized training to match the company culture and teams' Agile maturity
- Supported team members through change with coaching

### ✔ Results

- Doubled engagement NPS scores
- Reduced new hire ramp up time
- Established a common language
- Evolved from a capacity-based project mindset to a value-based product mindset
- Improved throughput and efficiency

“From the start, the team carefully listened and took the time to learn our needs and opportunities. From there, a tailored plan was designed to help us address those needs, while also delivering the support needed to navigate change across a large technology team. The result was a consistent framework that helped us continue to accelerate our digital transformation and build on an already strong foundation of agility and customer-centric thinking.”

VP Software, Data, Analytics and Executive Engagement Sponsor

## THE APPROACH

**Design** a flexible engagement that allows for change

**Customize** training with specific examples to make it "real"

**Train leaders** on how to support an Agile organization

**Get to work!**  
Coaching to support the teams through change

**Observe and learn.**  
Create a coaching backlog to prioritize change

**Establish** new team norms (Working Agreements, Definition of Done, etc.)

**Train project teams** on Agile and Scrum

## THE RESULTS

With agilityIRL, our client has made notable improvements in **throughput** and **efficiency**. **Employee engagement** and culture have experienced significant positive shifts, reflected in the **doubling** of the Employee **Net Promoter Score** (NPS) within a year. A cultural change towards prioritizing **delivered business value** (product-based) over mere output (project-based) has **enhanced productivity** and **alignment across teams**. Additionally, the establishment of a **common language** and understanding of effective Scrum practices has built a strong foundation, creating enhanced team structures and smarter ways of working.

### ✓ KEY BUSINESS OUTCOMES

- **Delivering more, on time:** Improved throughput and efficiency
- **Culture changed for the better:** Increased employee engagement scores
- **New hires ready to go, sooner:** Decreased new employee onboarding time
- **Customer-centered thinking:** Evolved from a project to product mindset, focused on value creation
- **Built a strong foundation:** Established a common language of what "good" Scrum looks like, within and across teams

### WHY AGILITYIRL?

- **Agile Experts with Practical Experience:** Our ability to apply Agile principles in a real-world environment, drawing on our background as Agile practitioners was critical to support our client's Agile evolution.
- **Tailored Solutions:** Offering a diverse range of certified and customizable training and coaching options, we could customize the engagement according to company's unique needs and organizational culture.
- **Change Management Skills:** Our ability to build trusting relationships, empowering teams to succeed and be engaged, even as they navigate change.

### HOW CAN WE HELP YOU?

✉ [Info@agilityirl.com](mailto:Info@agilityirl.com)