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 (siloed) 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

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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 Fitnesse	**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 skils • Dissolving boundaries of functional departments (Dev, QA, BA) and restructuring functional groups into cross-functional teams • Moving groups from Contracts to true Collaboration