

Development of an Agile Framework and support of the agile transformation Customer Case

Customer : anonymous

Industry: manufacturing

Situation

In this large Austrian manufacturing company IT teams were working with a standardized classic project management standard. In the line organization, agile teams started to emerge whose ways of working differed from each other in direction and degree. This created the need for coordination of the ways of working and the development of a common Agile Framework for all IT teams. One important requirement was the consideration and integration of the existing project management standards in form of a hybrid project management approach. In addition, a concept was to be developed on how the IT teams can work better and more transparently based on the agile framework and deliver more benefits for the various stakeholders of the company.

Solution

Based on several interviews and a comprehensive situation analysis, the Agile Framework was developed as part of a project and coordinated with the stakeholders involved. The framework was created to ensure that the IT teams adopt agility quickly to realize its benefits while ensuring acceptance by the organization and the individual roles to achieve a "first degree of maturity". The Agile Framework is based on "Scrumban" for the line teams and "Scrum" for projects which also forms an integral part of the hybrid PM standard. In addition, the framework detailed selected agile IT agile practices like strategic planning, prioritization, and effort estimation. As part of the Agile Framework project, individual IT teams were piloted and the framework itself was gradually improved and optimized. The complete implementation covers all IT teams with more than 30 teams and 400 employees.

Result

The smooth implementation of the Agile Framework and the completion of the agile transformation for the first set of IT teams was completed as planned. This was achieved by trainings, workshops and coaching based on a defined transformation process and supported by the communication of agile values and principle, continuous change management, transparent execution, and the continuous improvement of the individual parts of the "agile framework". The establishment of an IT-wide "agile community" offers role-specific communities of practice a platform for regular exchange. Additional roles were established to own the continued agile journey to higher level of maturity in the direction of an agile IT organization of the future.