Agile transformation approach
Building blocks of an agile transformation

Initiating an enterprise-level transformation requires a holistic approach

A flattened organizational structure that can help increase speed through:
- Empowered business roles, such as product owners
- Smaller, more nimble IT team structures
- New talent models focused on building the breadth and fungibility of contributors

Consistent education and communication of the new operating model to staff through:
- Contextualized and real-world training programs
- Immersive and simulation-based components
- Just-in-time approaches to deepen learning

Methodological guardrails that can help teams move fast but also safely through:
- Just-enough software development life cycle process for scrum/Kanban adoption
- Agile tooling standards
- Need-based agile and engineering practice adoption

A future operating model that can help drive alignment across the enterprise through:
- End-to-end business and IT interaction modelling
- Need-based scaling for portfolio layer and release trains
- Business case development and executive alignment roadshows

A technical foundation that can help support the change through:
- Productized architecture aligned to business capabilities
- Automated and continuous delivery pipeline
- Dev and Ops integration

A focus on building the maturity and continuous improvement mindset of teams through:
- Embedded, hands-on agile coaches
- Impediment identification and rerouting to transformation leadership
- “Coach the coach” model that accelerates the self-sufficiency of adoption

“Process training”
Team agility

“Business agility”
Operating model and alignment
Investing in a new set of capabilities
To be effective, new capabilities are needed across business and IT, with impacts on supporting areas

**Portfolio**
- Portfolio planning
- Product strategy
- Enterprise architecture

**Value and cost of delay metrics**
- Value stream management
- Governance and controls

**Portfolio management**
- Financial management

**Program**
- Infrastructure and operations planning
- Launch and release train management

**Continuous delivery**
- DevOps management

**Team**
- MVP design
- Release planning
- Solution architecture

**Velocity forecasting**
- Backlog management
- Continuous integration and test automation

**Team governance**
- Sprints

**Production support**
- Technical debt management
- Analytics

Support Areas
- Marketing
- Business development
- Servicing
- Business op readiness

Business agility
Scaled agility
Basic agility

Copyright © 2017 Deloitte Development LLC. All rights reserved.
Key team and enterprise-level changes

Transforming from a traditional organization requires significant changes that we can help you navigate and persevere.

- **Project teams and functional resource management**: Fixed, cross-functional product teams. Traditional delivery organizations typically operate on a functional model, while team agility requires building static cross-functional teams.

- **Funding and strategic planning**: Capacity based funding by product. Central to agile is shifting from traditional project-based funding to team-based funding so that costs can be fixed and time and scope can vary.

- **Business engagement, job families, and talent**: A formal product owner organization. Changing the business organization and talent is critical to achieve business agility and requires investment in formal product owner roles and reskilling.

- **Supporting functions outside of core delivery**: Agility across support functions. Enterprise agility requires not just changes to core delivery roles, but also to how supporting functions, such as marketing, servicing, and others interact with agile teams.

- **Leadership and people management**: Increased empowerment and self-organization. Leadership and management is the foundation for a sustainable agile transformation; changes to how leaders and managers are evaluated and behave are critical.
Our enterprise agile transformation playbook

Deloitte has an established transformation approach that uses agile to help organizations become agile

**Lean change:**
An agile approach to change

**Structured enterprise agile transformation playbook**

- **Pilot**
  - Work streams:
    - Operating model, alignment and organization design
      - Establish agile vision and success criteria
      - Define base operating model and road map
    - Architecture and DevOps
      - Assess architecture and DevOps capability
      - Componentization and DevOps strategy
    - Team process and practices
      - Define core agile SDLC method for pilots
      - Define agile tooling stack
    - Training and coaching
      - Train the pilot groups
      - Coach pilot groups

- **Refine**
  - Stand-up agile change and ops team
  - Refine and extend
  - Stand-up organization and team structures
  - Mature architecture and DevOps

- **Adopt**
  - Establish enterprise wide agile COE
  - Integrate and extend across the enterprise
  - Apply and refine agile SDLC method
  - Stand-up tooling enablement team
  - Execute training program (executive, management, PO, scrum master, RTE, team)

- **Scale**
  - Transition portfolio, programs, and teams by waves
Getting started?
Contact us for more information

Jeffery Mischka
Principal | Deloitte Consulting LLP
jmischka@deloitte.com

Alexis Hui
Senior Manager | Deloitte Consulting LLP
alehui@deloitte.com

Jared VandeWeghe
Manager | Deloitte Consulting LLP
javandeweghe@deloitte.com