Precisi⌒n
Technologies Corp.

Client Issue

Our client, a Fortune 500 insurance company, had been working in Waterfall methodology throughout their existence. They were facing issues: failed development launches and defects that were only being identified at the end of the projects with high financial and lost opportunity costs.

They wanted to establish a consistent development methodology that would allow them to increase collaboration, create a culture of accountability, uncover defects early and would create greater transparency to their efforts. Additionally, they did not have a clear understanding of how long various development efforts took and wanted an approach to address all of their challenges.

They understood that Agile was an approach that would address and potentially resolve these issues. They also knew that Agile required the business to be involved throughout the development project and their team was both prepared and appreciated the need. However, this has been tried in the past and the Agile transformation effort didn't succeed.

They were facing issues that included:
1) a lack of collaboration,
2) teams working in silos (teams distributed over four time zones),
3) a lack of accountability,
4) poor facilitation,
5) a lack of transparency through the development process, and as mentioned earlier
6) a great deal of defects that were uncovered at the end of projects halting the release of many projects.
7) Lack of alignment in other areas of the enterprise

Our Solution

We kicked off the transformation initiative by meeting with the key stakeholders to gain a full understanding of the huge and complex client environment. Through these sessions, our overall approach became clear. The previous attempt to go to Agile had failed because not everyone on the team was bought in and there had been resistance to change. With that in mind, our strategy was to have shorter coaching sessions that were followed by assistance during the actual work that needed to be performed.

The first project was previously in maintenance, but required new development that needed to be integrated. Stories were written to detail and agreements on the needs of the project and sprints were established. Agile ceremonies were implemented with the team that included the business. Our goal throughout the beginning of the project was to establish trust in order to avoid the previous resistance to change. We began facilitation by working directly with the team and educating on the key elements of Agile and how to work within an Agile environment.

We introduced them to Agile slowly and patiently building the stories and, with only a little resistance, we were able to establish a routine. Once we were able to gain success on specific areas, we then increased the effort. As a result, we were able to calculate the velocity and create a repeatable rhythm for development projects. Each member of the team was able to see how important collaboration and accountability was to work in Agile and stepped up to the challenge.

Through JIRA and Confluence, we were able to increase the visibility/transparency of the development efforts. Test driven development was not a good option for this team, so we implemented a testing protocol to ensure that defect detection was both conducted and was productive. With the distributed team, we were able to set meeting times that worked for the entire team and within two months, the team was well into their Agile journey. Product viability was ensured and the first development project was delivered with minimal interruption, defects or challenges. We continued our efforts through other projects coaching and guiding the team and four months later they had completed over 40 sprints and satisfaction was high. We continue to work with the client further enhancing and driving success.

Key Benefits

The client was looking to address several areas that each could be considered blockers to success; however, they adapted and the benefits were obvious.

- Successfully transitioned to Agile (all development is now done in Agile)
- The adaptability of the technical team grew on realizing that each sprint was an opportunity for incremental value addition
- Collaboration increased dramatically between development and the business, between development and the monitoring team and testing team irrespective of their silos
- Dependencies to projects are now identified early and addressed
- Converted a distributed team that was not used to working with one another into high performing, cross-functional Agile team irrespective of time zones
- Defects were and continue to be identified and resolved early in the projects along with sprint work
- Eliminated throw away development
- The client now has full visibility & trackability across all the initiatives in a Scaled Agile environment

Ready to learn how we can assist
your Agile transformation?

About Precision

Precision Technologies Corp. (PTC) is a leading full stack IT Company with a diversified portfolio comprising staffing services, application development, and mobility solutions and beyond. Since 2010, our clients have leveraged our staffing and consulting experience to obtain escalated technical services across the industries. We often are told that our solutions are very precise, cost-effective and process driven, thereby delivering intended results.
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