

Enhancing Business Agility by Increasing Speed to Market with Higher Value Technology Solutions at a Lower Cost and Timeframe

**Multinational Fortune 500
Manufacturing Company**
Milwaukee, WI

Industry
Manufacturing & Technology

Employees
170,000+

“Trissential was instrumental in helping us understand in practice terms, methods and actions, what it takes to truly transform how we get work done and how we think about work in a Lean/Agile way. What I loved most was they didn't just want to train or consult us, they taught us how to fish so we could continue the journey on our own.”

- CIO Business Efficiency Division

CHALLENGES

Client's Building Efficiency division (BE) manages a global IT project portfolio of about \$100M/yr, broken into approximately 100 projects, all in flight at any given time. Like many other large organizations handling multiple projects, the BE division faced challenges in delivering market value with their technology solutions fast enough and at a price point they could justify. Large scale projects with dependencies on multiple globally distributed teams experienced obstacles, delays and failures. The BE division needed much more agility and performance in program execution with greater collaboration, effectiveness and efficiency in building and delivering complex and global technology solutions.

SOLUTION

- Trissential quickly studied the current BE division's portfolio prioritization, funding allocation and organization structures. They provided recommendations on systematic thinking in terms of allocating budgets to initiatives that are aligned with the enterprise strategy and meet the market needs. They leveraged lean agile principles to effectively manage prioritization and effective execution of the initiatives with strong fiscal governance
- Trissential created a communication plan that helped all levels of BE division's leadership to communicate effectively in a timely manner on the status and progress of the transformation
- Trissential created a comprehensive learning and development plan tailored by role. This included formal trainings and informal discussion forums, community of practices, lunch-n-learns and hands on workshops. This allowed people to step into their new roles with confidence
- Trissential coached the client's leadership and internal change agents to effectively lead and manage the Agile transformation within the organization, via email communication, discussion forums and by publishing information on SharePoint site
- Trissential helped the BE division alter the way work is completed with a complex set of managed services external vendors. Contracts are now based on Feature delivery (Value), and the estimation is now based on relative sizing by the actual team members rather than their onsite managers. With this approach, strong partnerships have been forged with a common understanding of context, work and priority. The metrics now focus on collaboration and 'feature' completion and value delivery
- Trissential helped the BE division scale these agile methods within the Scaled Agile Framework (SAFe) and aligned the various levels of roles and responsibilities to collaborate beyond the boundaries of the traditional organization silos or hierarchy. The roles were designed to empower people to take ownership, accountability and to make the necessary decisions at the right time. These roles, along with the ceremonies and cadence, were part of an Agile Playbook that Trissential created for the BE division to help align, plan, execute, and deliver programs more effectively

RESULTS

Client's BE division has transformed the way they manage their technology portfolio from a traditional phase gate waterfall approach to lean agile mindset. This Lean, System Thinking, and Continuous Improvement occurred from portfolio to the teams across the entire global organization. Their portfolio has been mapped into two value streams that are delivered using six Agile Release Trains. These diverse teams meet at a consistent cadence of every ten weeks to plan, identify cross-team dependencies, risks and impediments. Planning, executing, and delivering in this way has not only brought the agility and consistency in their program execution, but also fostered the alignment that has helped the BE division deliver something of greater substance and market value than what could be produced in the past.

Trissential had a well thought out strategy and exhibited exceptional leadership and professionalism, and worked well with client's BE division change agents to effectively manage the agile transformation within a very tight timeline and budget. Trissential left the BE division better, stronger and faster than ever.

