

**ELIASSEN GROUP SERVICES:
ENTERPRISE AGILE
TRANSFORMATION**

**INDUSTRY:
BANKING**

BACKGROUND

A Fortune 150 bank planned an aggressive enterprise-wide Agile transformation that would affect 12 lines of business and nearly 5000 associates.

ELIASSEN GROUP AGILE PRACTICE APPROACH

Eliassen provided a team of high-quality Agile coaches to meet to guide the Agile transformation. Working with a central change management office, the coaches directed a multi-dimensional effort that included large-scale training and critical improvements to change management, software delivery, enterprise architecture, and company culture. In addition, Eliassen worked with individual lines of business to provide team-level Agile coaching for hundreds of newly formed Agile teams.

VALUE REALIZED TO DATE

Within three months, Eliassen's Agile Coaches delivered proof-of-concept teams in each line of business. The coaches worked to stabilize projects that had cost over-run of tens of millions of dollars, and rebuilt many of them using Agile techniques. The Agile coaches also tackled intractable problems such as how to handle Enterprise Architecture within a large-scale Agile implementation, how to provide quality assurance at scale, how to perform portfolio management in an Agile environment, and how to develop and maintain a culture of continuous improvement.