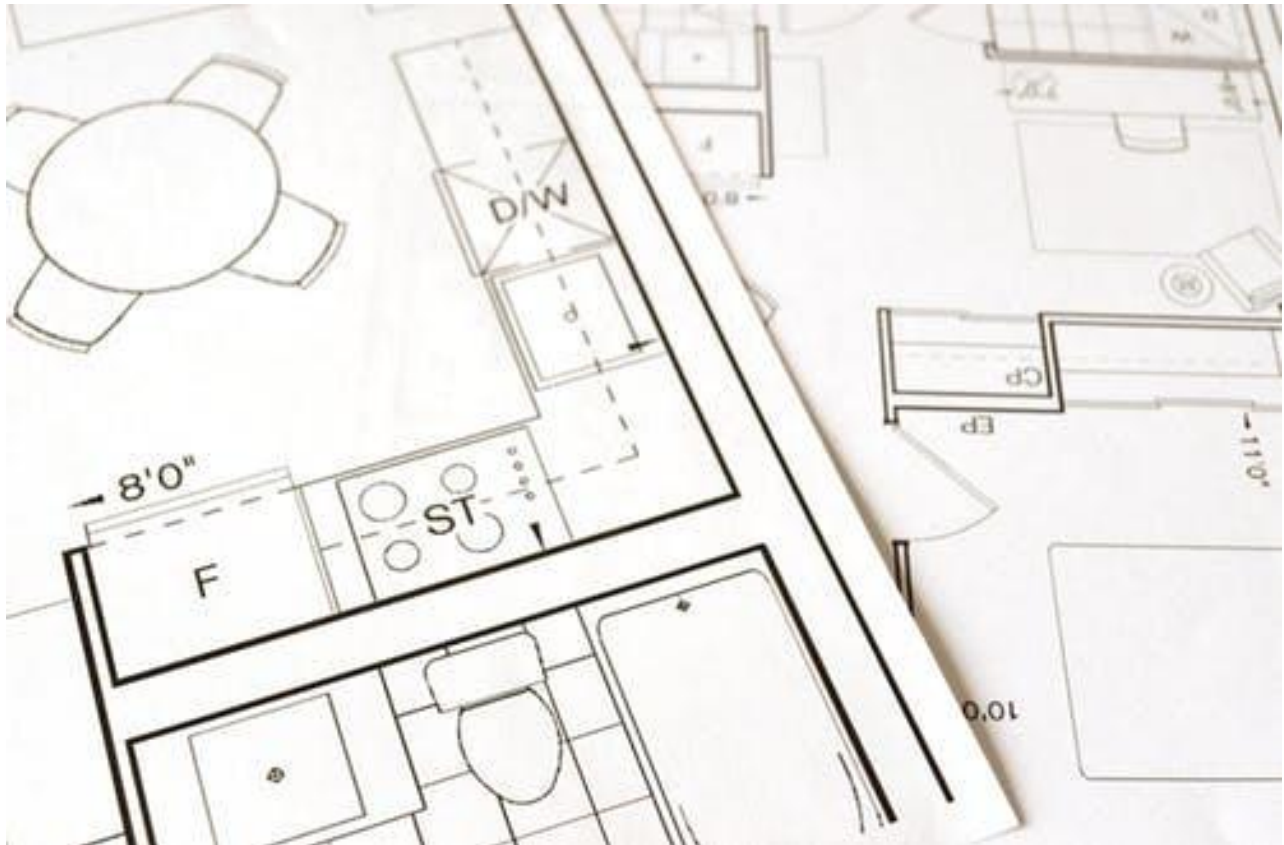


# Agile Transformation for NON-IT Organisation (Structural Engineering Company)

Leadership Tribe

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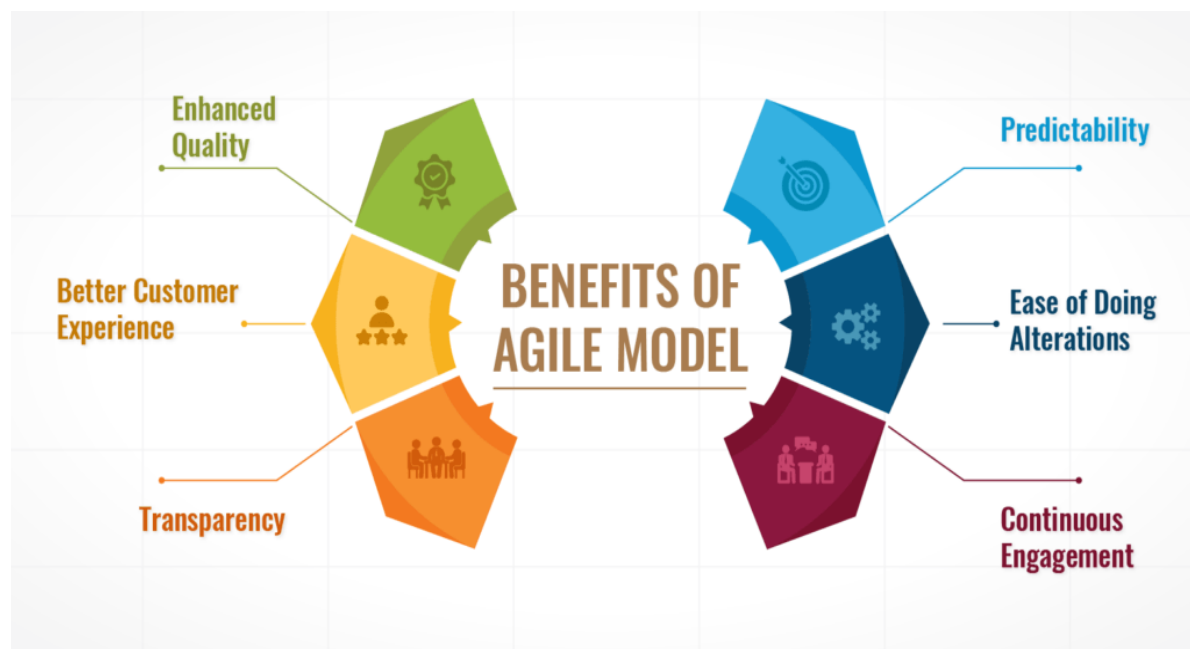
Even though the concept of agile project management is associated with Software development projects, it offers the same value when managing non-software projects. Leadership Tribe has been working with organization's globally to develop and deploy better, faster, cheaper, products and create happier employees and customers.



## The Need

A **structural engineering company** which provides multi-disciplinary solutions in connection design, 3D Modelling, Steel Detailing and Project Management Consulting for clients across North America, Europe and Asia was facing unpredictable profit margins due to growing competition and complex client relationship.

The company operated from a legacy-based approach of traditional engineering practices within a silo-based organisational structure. Needless to say, the need of the hour was to transform into a people-centric and responsive enterprise to adapt readily to prevailing market dynamics. The strategic leadership desired a future where growth was more inclusive, and leadership was self-driven with the rank and file contributing to a shift in the cultural landscape in which the company operated. A culture which was to be aligned to an adaptive business environment while fulfilling aspirational current needs.



## Goal of Agile Transformation for NON-IT Organisation

The intended outcome of Agile transformation is clear: “the ability of the organisation to renew itself, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment” as well as

The ability to quickly reconfigure strategy

Structure

Processes

People

Technology towards value-creating and

value-protecting opportunities.

Yet implementing Agile itself is a means, not the end. The goal is to enable the organisation to generate instant, friction-less, intimate, incremental, risk-free value at scale, and the financial rewards that flow from that capability.



## Take Stock - Understanding the Current State

On examining the various current states of the nation with the primary stakeholders. The top management found areas which are not working and learnt what progress they have made to date as well as what constraints they were facing. Strategic leaders along with Leadership Tribe established a joint strategy founded on the following core issues and also considered how the firm's own management relates to the world of Agile management and what challenges lie ahead on an Agile journey.

The initial step was to fully integrate with the top management and first-line leadership to identify the issue of primary pain points. Issues that are not apparent yet impact the outcomes of the business.

Our team of Agile Coaches facilitated a series of retrospectives to bring forth issues that were working, not working and need to be abandoned as per the prevailing perceptions. To affect a more robust and enduring implementation road map, pilot project teams were created and then scale across the operational teams.

- Defining a clear North Star (Vision, Mission)
- Articulated an engagement model based on specific Objectives with Key Results (OKR's)
- Designed an Agile implementation program incrementally
- Measured what matters for the organisation



## Why Pilot Teams?

The value outcomes from the pilot teams would serve as a template to facilitate transformation for other teams. The intent was to work on a ‘small chunk’ and then scale across. Through extensive and sustained coaching, facilitating and training interventions we measured, created and supported issues of right-sizing teams, improving product cycle time, managing span of control, identifying rework, improving the quality of client-specific relationships and causing growth opportunities. Concurrently, we supported key stakeholders in a change implementation process, with clearly defined roles, responsibilities, competencies and key performance indicators at each level. The governance model was also calibrated to facilitate the transformative process.

*“The intent of the transformation is ‘way of being’ than a mere ‘method of doing’. This we achieved by co-opting new age coaching and facilitation techniques, such as NLP, Emotional Intelligence, Combat Leadership and team performance and Agile frameworks”*

Quoted by the Strategic Leader

A transparent, productive and collaborative stance based on mutual trust, openness and respect were created with the board members and key stakeholders.



## Outcome delivered by Pilot Teams

Pilot teams adopted new ways of working with Agile Transformation and the leaders from the pilot teams are now implementing the second phase of the transformation. The following outcomes validated by the top management teams.

- Reduction in work in process
- Early delivery to customers
- Improve Quality and reduced rework
- Higher interaction with customers to remove blockers, commit delivery schedules and deliver on time
- Team members are more cohesive and are working like teams rather than aggregation of individuals
- Enhanced productivity and higher revenues

*“We have been successful in co-creating cross-functional teams, ensured seamlessness and alignment across verticals and creating team happiness and synergy”*

Quoted by the Chief Operating Officer



## Opportunities and Possibilities

Adapting to Agile Mindset has created opportunities for responsive and more effective decision loops. The agile governance model has created a possibility for a culture of partnership and shared learning to thrive. The process of measuring key success attributes has enabled faster resolution of customer issues, shortened rework and clear communication, thus improving overall customer relationship.

The added benefit from this initiative is that implementing Agile has made the company leaner and more value focused. With the optimization of 40 to 55 per cent of the internal workforce and improving the quality of client interaction by 60 per cent, the company has improved the economic value and expected to increase more as we are underway into the second phase of the transformation process.

*“If you’re a non-IT team that wants to adopt the Agile mindset, you will likely encounter some resistance to change. This is good. Criticism of Agile can help your application of its values to improve. To encourage the implementation of Agile in non-development teams, you should first demonstrate the value that an Agile mindset can deliver”*

Quoted by Pilot Team Lead

Most of the areas that Agile framework contribute to include project streamlining, improving team collaboration, expediting project



deliverables and timely results. Our Team of Consultants have worked in both IT and non-IT project management for over 30 years.

Our experience in Agile project management helps teams think of a project first in terms of large goals at the strategic level, and then at a tactical level has us think in terms of delivering production ready results.

The popularity of the Agile frameworks has further been backed by a report by PwC that has cited Agile projects to be 28% more successful than traditional projects.

Reach out to us to book an innovative day to identify areas to drive value through your organisation pipeline.

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