

Rebooting a Behemoth

FinTech Agile Transformation and Agile Tool Enablement

INDUSTRY

Financial Technology

SIZE

+50K Associates

TRAINING AND COACHING

Agile Portfolio Management, Scrum & Kanban, Value Stream Mapping, Scaled Agile Framework (SAFE), Business Agility, Lean-Agile Leadership, and Team Empowerment

PRODUCTS

Atlassian Cloud, Jira Software, Confluence, Jira Align, DevOps & Automation, Atlassian Access Management with Jira

When ezTagile first began working with FinTech, the Financial Technology company had already adopted agile. However, like many large organizations seeking change, they struggled to fully and consistently adopt agile practices. FinTech knew that old habits, their 50,000 plus associates, and distributed teams had left them in a limbo of inefficiency somewhere between their old style and agile.

The investments they had made in the hopes of higher productivity were beginning to seem like more trouble than they were worth. However, FinTech knew that there was still hope, and it was here that ezTagile’s work began.

DISCOVERY

Keeping with best practices, ezTagile started with a discovery where we found a number of pain points. Some were things that FinTech was already aware of but did not fully understand, such as issues with change resistance, inconsistent agile practices, and problems associated with distributed teams and reverting to old ways of working. Additionally, they were struggling to implement agile practices, and failed to correctly and consistently make use of the agile collaboration and development tools they had purchased. This was largely due to deep-seated issues concerning trust and communication within the company.



“One of the keys to innovate and succeed with some clients is taking some of the things that the company is already using and putting them together in a new way”

—Bridgette Wilson
ezTagile

“The best leaders have patience. They know that the process starts with training across the departments. FinTech’s challenges were related to the vast size of the organization as well as its distributed teams.

ezTagile proposed training on orchestrating and streamlining product delivery platforms and other DevOps automation tools such as Jira, Confluence, and Jira Align.”

—ezTagile Team

HIGH LEVEL GOALS

- Overcome change resistance and commit to agile ways of working
- Correct inconsistent use of agile practices
- Correct inconsistent use of agile collaboration and development tools
- Better organize and work with distributed teams
- Improve trust and communication issues

PROPOSAL

ezTagile was able to work with FinTech to create a list of high-level objectives on which our interactions needed to be focused. We submitted a proposal to reboot a behemoth that included a series of workshops geared at fully educating FinTech’s leadership and team members on agile practices and frameworks.

The second part of the proposal was focused on providing training on both Scrum and Kanban frameworks as well as Portfolio Management. For coaches and leadership, there would also be training on building and sustaining agile structures and teams.

These thorough and widespread information sessions would not only help FinTech to better understand agile but help them buy into the new style and, with that, combat the overwhelming change resistance it faced and the inconsistency with which its existing agile practices were held up.

Lastly, ezTagile proposed training on orchestrating and streamlining product delivery platforms and other DevOps automation tools such as Jira, Confluence, and Jira Align, thus solving FinTech’s issues with communication and development tools, and helping to improve wider issues centered around poor communication and lack of trust throughout the company. By the end, FinTech would have a full-scale transformation and be free of the limbo in which it had been stuck.

At ezTagile we encourage executives, sponsors, and senior leaders to take the first step and be the champions for agile. Enterprise leaders need to be the model they want their management team to display.

—ezTagile Team

IMPLEMENTATION

With a plan in place and FinTech's enthusiastic approval, ezTagile set straight to work. As mentioned above, many of FinTech's challenges were related to the vast size of the organization as well as its distributed teams, and this was an issue ezTagile had to contend with during our transformation and tool enablement process. However, commitment from both ezTagile and FinTech along with a solid plan and an accommodating schedule was enough to gather and organize everyone involved so they could receive the necessary training and the automation, development, and communication tools could be fully in place.

What's more, the uphill battle against old habits and change-resistant staff was won slowly but surely with every session. The better everyone understood the why's and how's of agile and the easier habit, training and effectively set up tools made everyone's jobs, the more buy-in we received.



RESULTS

After several months of hard work and commitment on all sides, ezTagile was able to see FinTech to the end of our contract having met all goals and properly equipped for true agility. With improved trust and communication as well as an improved, company-wide understanding of agile, its frameworks, and the development and communication tools at FinTech's disposal, the organization was rearing to move forward.

The success was hard-won, but even big organizations skeptical of change can embrace it given the proper structure and support.

*At the end of our contract and after months of hard work and commitment on all sides, we were able to see FinTech equipped for true agility. The leadership team took full responsibility and helped their team create an environment where **agility naturally emerged**.*

—ezTagile Team