

Agile Transformation For First in Flight, Inc.

INDUSTRY

Aerospace and Defense

USERS

78K Associates

SERVICES

Agile Transformation

First in Flight, Inc. with its global presence, is a top information management solutions firm with a strong reputation for customer focus. The company has helped to shape aerospace and contributed to historical moments in the industry with cutting-edge solutions.

Working with First in Flight, Inc. one of the leaders of technology and intelligent solutions in the aerospace and defense industry, was a meaningful experience for ezTagile. In an age of uncertainty, this big enterprise trusted in our services and ezTagile believes that our success is based on our customers, how they perceive us, and the trust that they put into business in the first place.

DISCOVERY

In the discovery phase, we realized that some of the leadership had some knowledge of agile and wanted to re-train the staff on this approach while other leaders didn't understand the full value of the agile transformation. We also identified the below impediments:

- There was buy-in in on the Engineering leadership team, but limited shared ownership, alignment, and accountability across the end-to-end product delivery lifecycle
- Some of the agile roles were not leveraged appropriately with clear responsibilities
- Finally, the metrics were not clear and needed to align with the vision of the company



“Top-down agile doesn't work, the agile manifesto emphasizes on building projects around motivated individuals and self-organizing teams...and trusting them to get the job done.”

—ezTagile Team

These impediments are not new, and in fact, are common pitfalls for large enterprises. When the business and development team does not get enough information to work efficiently, there is a continuous cycle of misunderstanding and few collaborations between teams.

One of the reasons that agile was failing in this organization was the fact that they were using *some* agile practices, but ignoring the rest. First in Flight, Inc. didn't have an agile culture from the beginning to the mastery level, and they were applying agile incorrectly.

EZTAGILE RECOMMENDATIONS

- Ensuring leaders share accountability for the agile transformation vision and communicate a “one team” concept across IMS to drive an end-to-end product delivery lifecycle
- Building-in cadence, synchronization, and alignment through the portfolio to the teams (i.e. Business, Engineers, Testing, etc. must align to succeed)
- Deciding on a single, dynamic, agile planning tool for the organization and configuring it to provide transparency, traceability, and progress at all levels of IMS Engineering
- Empowering individuals to perform their prescribed roles and provide agile training and coaching for individuals and teams to get the roles back on track
- Measuring achievable objective milestones to track the progress of true value delivered to the customer

RESULTS

The leadership of First in Flight, Inc. was able to open their mind to new possibilities so ezTagile was able to start the training with them. Our goal was to remove the old and centralized system of management and create a transparent environment to empower the team to generate new ideas and innovate.

First in Flight's agile implementation was divided into two phases. In the first phase, we covered several agile leadership workshops. The team learned about roles, responsibilities in an agile framework, industry trends, and how to solve challenges with Scrum, Kanban, or a scaling framework. We also covered, Portfolio Management practices.

Next, we demonstrated how to cultivate a culture of purpose and autonomy, how to develop self-organizing teams, and how to empower the team to become high performing. We were thrilled by the amazing work from the IMS Leaders, Engineering Management, Product Management, and team members that worked hard to understand the process of agile adoption and portfolio management across their organizational units.

We finalized the first phase with great feedback and high expectations on the next steps. We are looking forward to working with First in Flight, Inc. on the second phase shortly.

“Agile is not a methodology intended to set rules or a fix-all the company problems. Agile is designed to make the teams faster. We like to use the term “agile umbrella” which is a term for methods that follow the values and principles described in the Agile Manifesto.”

—eztagile Team