An established industry manufacturing leader was looking to meet the challenges of competing in the increasingly crowed space of fulfillment providers. Areas of focus included: 1) Meeting deadlines and expectations of internal and external stakeholders 2) Tackling the fear of change 3) Limited resources 4) Varying experience with Agile vs. Waterfall.

Contract Description:

Centurion was engaged to help adopt a transformation to Agile, perform Agile Scrum efforts, and Project Management. Centurion identified three areas that had to be addressed to make the transition from a strictly waterfall shop to a more Agile development organization:
1.   Find early adopters to champion the cause.
2.   Collaboratively develop and set a clear strategy.
3.   Collectively set realistic expectations.

Roles and Responsibilities:

Finding Early Adopters: Centurion worked with our client to make the decision to transition to the Agile Methodology. The move to Agile represented not only a shift in a technical development approach, but a shift in culture. Team members were identified who were familiar with Agile to promote the benefits of the methodology and what it really meant, and additional Agile professionals were engaged so that they promote and speak to the benefits and successes of past efforts. Rather than impose change, Centurion help engage and enroll all stakeholders and technical personnel as a part of the process. By promoting ownership in the change, people were less resistant to it.

Set a Clear Strategy: In collaborating with our client, Centurion defined a roadmap of when and how the transformation would take place. Projects that were in progress using the waterfall approach would continue as waterfall. Collectively projects were identified and as tagged to be "Agile" and through consultation with team members, we were able to properly define roles, responsibilities, and timeframes. Engaging Certified Scrum Masters to facilitate scrums and train individuals on how to operate in the Agile environment (e.g. writing user stories, managing backlogs, sprinting) helped drive effective transformation in the methodology and cultural change. Start small and build on the successes.

Set Realistic Expectations: Centurion recognized that the transition and transformation to Agile was going to be a "process" and that some projects were going to be easier than others to undertake in this manner. To accommodate this, some projects were allocated for a hybrid approach, which allowed for some documentation and processes to be altered to fit the need and in some cases the comfort level of stakeholders. Teams could initially define their own sprint durations to find out what their limits were as worked within the new methodology.

Outcome

Centurion assisted our customer in formally adopting Agile methodology as the preferred SDLC approach and has seen marked improvement in its ability to scope, manage, and deliver projects that it holds to the process. Keeping in mind that the transformation was a process, not an endpoint, Centurion continues to serve and collaborate with our client to help improve, train, and refine its Agile practice.