

In the decade LGd has existed we have often been asked to provide case studies on the concepts we teach. While we consistently work to vigorously protect our clients' identities, we believe such examinations can be powerful learning tools. Therefore, we have obtained permission to release the following case study. As part of our agreement we have changed the names of the client organization and all non-LGd individuals. However, all other elements of the scenario are real and true facts to the best of our knowledge.

Industry: Large Multi-Media IT

Term: 2011-Current

Client: One of the largest multi-media organizations in the world.

Portfolio Size (Approx.): \$45.5 Billion U.S.

Scope of Work: LGd serves as the consultant of record implementing the Agile Methodology Scrum and supporting governance model.

Story: In early 2011 LGd was contacted to see if we could assist a large IT organization attempting multiple large system deployments simultaneously. The five teams were struggling and the organization had already attempted to use two different Agile consulting firms without achieving the desired results. The teams had been taught the basics of Scrum and were successfully completing Sprints, but the results were not meeting the business' needs. The initial contract was to provide a single Scrum Emersion class and a rapid assessment.

LGd completed the initial assessment and found that although the team members understood the concepts of Scrum, they did not understand why they were doing the different aspects of Scrum. The client also did not have any way to integrate their Agile methodology with the goals of the organization. The company had a strong organizational strategy, but the organizational strategy had not translated to an IT strategy that was understood by the entire organization. Because of the disconnect the teams were building some great features, but they were often features that did not lead to achieving real business objectives.

The initial class went so well LGd was contracted to provide five additional classes. As these classes were occurring, LGd was brought in to several organizational discussions about where the organization was going. Eventually, LGd was brought in to implement a portfolio governance structure. This conversation led to other needs which eventually led to the creation of an Agile University that includes both live traditional training, online training, and coaching. The Agile University included LGd's customizable SCORM compliant



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Results:

Over the 18 months since LGd has taken over with this client they have seen a 27% improvement in schedule performance and a 19% reduction in project budgets. A recent executive survey showed a dramatic increase in the belief that the IT organization had a well thought out strategy and was doing the right projects.



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