Go for a successful agile transformation

Transformations fail every day

Transformations, whether technological or otherwise, **do not always produce a satisfactory return on investment**. Not that the particular transformation's outcome was not good, rather, it may be that the **transformation was insufficiently thorough** with regard to mindset and culture, or implementation throughout the organization.

This definitely applies to agile transformations. After all, organizations often focus too narrowly on setting up agile practices such as scrum ceremonies, without paying enough attention to the cultivation of the right **mindset**. While the **IT department** has embraced agile methods, they may have **failed to include the business in outcome-oriented collaboration towards concrete, measurable objectives**. Then they will not be able to take full advantage of the transformation's potential benefits. New ways of working and thinking mean **cultural** change requiring careful guidance, while the business also needs to remain operational.

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Positive digital flow

Going farther

To successfully transition to an agile organization, your efforts must extend beyond the technical aspects. The key to success is to achieve a **change in mindset** throughout all layers of your organization. You need to reinforce people's behavior through the right culture, one that starts by asking, "how can we **create as much value** as possible?" Leave no stone in your organization unturned and include all the layers based on the right strategy.

An integrated approach makes all the difference

Individuals, teams, departments and organizations all need to be agile and have the ability to adapt constantly in this ever-changing world. Transforming an organization into an agile, smoothly running machine offers many benefits, including shorter lead times for a faster time-to-market and ROI, easier collaboration, increased value of products or services, and greater agility and control over future events.

What makes for a successful transformation?

To ensure a successful agile transformation, we adopt an **integrated approach:** not just implementing agile ceremonies for your IT department, but also an agile mindset; not just implementing agile methods within development teams, but also a broader, value-oriented mindset throughout the business; not just agile development teams, but **value flow and efficiency throughout your organization**. Success is not just about doing, it is also about thinking, at every level.

Our coaches, change managers and business analysts take a look at the situation of all of your organization and approach the transformation process based on mindset, focusing on factors that are often hidden beneath the surface. By focusing on motivation, trust, informal hierarchies, etc., you can foster a **growth mindset**, so that people will inspire and reinforce each other.

They start with your organization's **ecosystem** , investigate what agility means to your teams and tailor their work to your individuals, teams and departments. They ensure a pleasant working atmosphere and use empowerment and greater autonomy to work towards a successful, sustainable organizational transformation.

It's all about value creation. Our coaches can work on both **horizontal and vertical** optimizing and flow generation. They can support customers on strategic, tactical and operational levels, using a **combined bottom-up and top-down** approach.

How is this achieved in practice?

Inetum-Realdolmen has developed an iterative approach in five phases for the implementation of quality transformations.

We do not necessarily proceed through each of these phases in turn. We continue adjusting our approach based on new insights gained along the way; sometimes that means a return to an earlier phase. These iterations have already been taken into account and will not affect the budget.
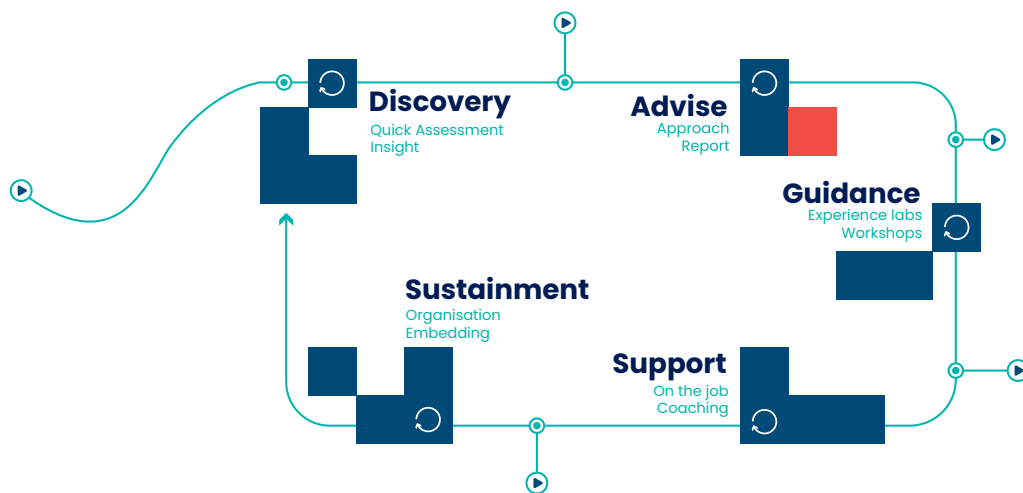
- **Discovery**: We explore the context and needs. This can be on an individual, team or organizational level or all of them We listen in order to understand. Based on these insights, we then draw up improvement proposals divided into "must-haves", "should-haves" and "nice-to-haves".
- **Advice**: In this phase, we validate all findings with the various stakeholders. We involve the levels as needed to ensure sufficient support. Together, in co-creation, we define the desired situation to be, and determine how to get there from your as-is.
- **Guidance**: We share and build knowledge in your organization. It can be through training, experience labs and/or coaching. Our labs are experience-oriented, and coaching provides links to practice.
- **Support**: We support implementation of the required adjustments. To ensure lasting change, we prefer an agile approach, thanks to this method's high engagement and iterative nature.
- **Sustainment**: We embed the implemented ways of working horizontally in teams and departments and vertically throughout the organization, ensuring that they will endure beyond the transformation project's conclusion.

The five phases provide a transparent process with clear deliverables. As our customer, you will receive an **advisory report** after an initial round of visits to gather the necessary insights. We will draw up a **roadmap** and determine our approach in consultation. It will then be implemented through **concrete actions** continuously adapted via co-creation. In these times of tight budgets, we don't just keep costs low by providing targeted advice, we also support the subsequent implementation ourselves. Our integrated approach helps ensure your desired outcome.

These organizations previously achieved successful transformations

There's no such thing as "one size fits all". We tailor our approach to your specific needs. These cases demonstrate possible variations in the support process.

A government agency wished to promote agile working and thinking throughout its organization. Following an assessment, a visual presentation of the as-is situation served as a first step in raising awareness of the need for new ways of working. Then support was built from the top down, meaning management was the first layer to be introduced to agile thinking. Finally, we **linked the value stream to the strategy** and used value stream mapping to explain it, make it measurable and optimize it for the operational layers.

An international automation, engineering and consulting company wanted to increase its agility as an organization. With this customer, we started by adjusting their operations through agile doing. After these quick wins, we expanded our implementation of the agile mindset. Primarily through experience labs, we rapidly and efficiently introduced the majority of their staff to **agile doing and thinking**.

An insurance institution wished to develop an **agile ecosystem**. Using experience labs, we quickly promoted an agile mindset among many of the people involved. For scalability, the leadership layers received special support to help them set the example with regard to the desired culture. Along with other key figures, they acted as **ambassadors** of the change process. To be able to coordinate all the various change initiatives and make meaningful progress, we used guilds, tribes, chapters and squads. Agile coaches and consultants supported all layers while also helping them adapt their daily operations to the new ways of working.

Ready for a successful transformation?

Inetum-Realdolmen is happy to help explore ways for us to support your transformations and achieve your desired outcome. You can also rely on our expertise regarding adjustments to take your projects or teams to higher levels of value creation.
For more information, please reach out to your contact person
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