

Case Study

LifeWorks Agile Product Delivery

with



LifeWorks



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LifeWorks Total Well-being Platform is an industry leading, mobile-first solution focused on transforming the well-being of employees.

LifeWorks Total Well-being Platform is an industry leading, mobile-first solution focused on transforming the well-being of employees. By unifying employee assistance, perks & savings, HR communications and community, rewards & recognition and wellness - we enable employees to feel supported, connected, recognised, rewarded and guided - anywhere, anytime.

LifeWorks recognised that, in order to keep ahead of the competition, to respond to market changes and to be fast and nimble in delivery, they needed to have a well-motivated, engaged and aligned delivery team.

Challenges

The development teams at LifeWorks were already using a version of the Scrum framework to achieve incremental product delivery. However, team workflow was not optimised, some roles and responsibilities were not well understood and there was an inconsistent understanding of the intent of some events and ceremonies.

The leadership team were looking to rejuvenate their teams with an initial focus on engagement

and delivery using the Scrum framework. Agility in Mind's focus, therefore, was to help the teams create 'done' increments at the end of each sprint and provide transparency on progress and forecasting to the wider stakeholder group.

In addition, coaching was required throughout the delivery organisation to increase competency in agile software delivery.

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Agility in Mind helped us reduce the frustration of having to rework, by setting a clear workflow, achievable goals and improving transparency and communication.

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Sanjay Lal
Product Owner



Clear workflow



Achievable goals



Transparency and communication

Approach

The first undertaking was to ensure a consistent understanding of Scrum and agile concepts, via training, across all the delivery teams.

This was immediately followed with team coaching, addressing culture and process, to ensure transparency within and between delivery groups.

Agility in Mind identified a specific team, building a new product, as a candidate to test and illustrate good Scrum adoption. The team conducted the following steps:

1. Rapidly built a backlog using story mapping techniques; prioritised by the product owner.
2. Identified tasks, using sprint goals, which would deliver a full vertical slice of functionality.
3. The use of burn charts to facilitate a discussion,

ensuring the team had adequate capacity and to plan in advance.

4. Adoption of Scrum events with clear objectives to deliver usefulness to the team.
5. Delivery of a done increment, on sprint completion, demonstrated to stakeholders.

It was also realised that some of the other teams weren't operating in the complex product domain where Scrum thrives. As a result, these teams adopted a Kanban approach where they could dynamically interact to deliver smaller items of work.

In addition, to help improve quality and reduce rework and waste, behaviour driven development (BDD) was introduced to ensure acceptance criteria were consistently understood and agreed by product owners, developers and testers.

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We are delighted with the help and support we have received from Agility in Mind.

Agility in Mind helped identify the need for two delivery models, using both Scrum and Kanban we are able to better align Product Development with our overall business goals whilst at the same time provide sufficient agility to accommodate unplanned tasks or changing priorities.

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Jon Drake
Director of Development

Agility in Mind is a business agility transformation consultancy.

We use agile principles and practices as enablers for change to help our clients respond better in an increasingly competitive marketplace.

Our services include business agility consulting, coaching and training, combined into a high impact agile transformation model that achieves rapid results.

We work with people throughout an organisation: we help leadership teams better understand the challenges they need to face in a changing world; we show individuals and teams how to better organise their work to fulfil strategic objectives; and we instil a sense of belief that change is possible and action is needed.

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