Assignment Report

Delivery improvements in a Swiss technology firm

A Swiss technology company has seen its workforce grow steadily in recent years. In the course of this development, teams were split up and collaboration between different teams became increasingly challenging, while at the same time several development teams were struggling with the ever-increasing workload. Instead of hiring more staff, it was decided to improve the way of working.

Assignment Goal

The goal of the assignment was to review and improve the way of working within the specific technology domain. There were six product teams providing a holistic service offering to their clients that requires several different technologies. A core challenge was the "project" mindset and, hence, the way new requirements were provided to the respective teams, combined with hardly any global prioritization of the various initiatives and ad-hoc requests.

Our Contribution

Spark Mind acted in a coaching role. During a first phase, two product teams were onboarded and a set of guiding principles were formulated. Backlogs were reworked, feature size was reduced and teams started to commit feasible deliverables per increment. Over time, additional teams were onboarded, ad-hoc work reduced and team focus and predictability increased. Finally, an operating model was collaboratively shaped covering all activities from portfolio level to team level.
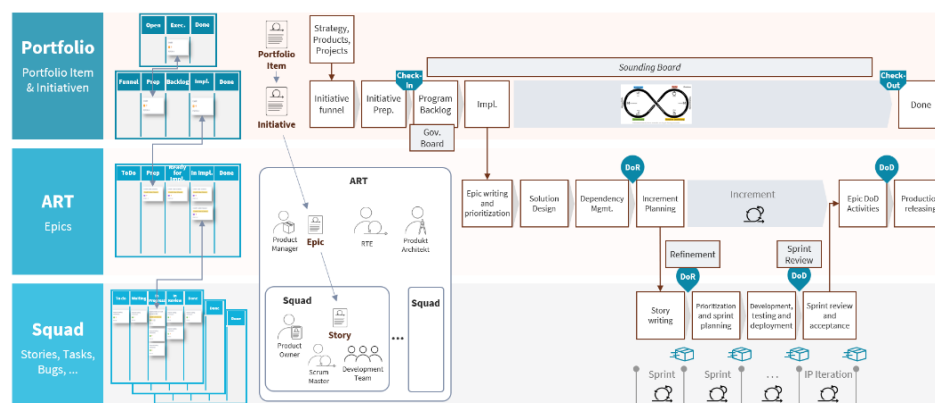

Figure: A holistic operating model for an iterative and incremental delivery organization.

Conclusion: reducing parallel work as well as ad-hoc requests improved predictability of deliverables and increased output across the whole domain by over 50%, compared to their previous situation.