

World-renowned financial giant boosts **enterprise-wide agility**



Impacts

Pilot program serves **300** teams and **4,000** people in **20** diverse business units (BUs)

New version of Rally Adapter for Jira enables **full use of Rally Software** for agile software development and other strategic initiatives

Rally provides **alignment** and **visibility** between business objectives and project execution/delivery

100+ hours of training and agile coaching improves adoption of Rally

Background

The customer sought to scale agility throughout the enterprise. Numerous attempts over several years to implement tooling in support of this directive came up short.

The sheer size of the implementation, and the complexity of work and coordination it entailed, were impediments to success. Frustrated by the absence of a synchronized approach or clearly defined owner to manage the process, many of the company's BUs developed their own solutions or instituted and used several tools, including Rally. While the proactive BUs saw benefits from these initiatives, their efforts did not produce concrete enterprise-wide business value.

Learning of the company's issues, Broadcom invited the Enterprise Studio team at HCL Technologies to join a coordinated initiative to repeat a demo of Rally for the company.

The approach called for Broadcom to supply the software and Enterprise Studio to use its adoption services expertise in a controlled pilot rollout to one of the company's BUs. The pilot revealed several issues in integrating Rally with Jira, a key technical requirement for the customer to fully adopt Rally. The project was put on hold until a solution was available.

That solution arrived when Broadcom announced a new version of the Rally Adapter for Jira.

The customer made the strategic decision to stand on the strength of Rally Adapter for Jira in a much larger, fully coordinated, and scaled five-month pilot program spanning 300 teams and 4,000 people in 20 diverse BUs.

The company also chose to rely on the support of Enterprise Studio and Broadcom as preferred partners: Enterprise Studio led the rollout with its technical services and adoption expertise and Broadcom Rally specialists provided part-time assistance with the Rally Adapter for Jira.



We're all familiar with Isaac Newton's metaphor,

"If I have seen further, it is by standing on the shoulder of giants."

Well, it turns out that even giants like this company need strong shoulders to stand on.



The project in depth: people, process, and tools

Enterprise Studio led the large-scale delivery and its aggressive timeline on three main high-level fronts:

- Implementing and managing the rapid technical onboarding of BUs and teams.
- Ensuring adoption of Rally Adapter for Jira for all onboarded BUs and teams through agility coaching at both management and team levels.
- Scaling the enterprise-wide rollout and supporting the customer through every phase of the transition by creating and aligning standards and best practices across the company.

The Enterprise Studio team worked with Broadcom and the customer to create an onboarding cadence of at least one BU per week.

The Enterprise Studio team aligned the customer's Jira servers with its network security software and connected Rally and Jira to each team's projects in Jira, such as test case management and agile software development.

To improve adoption, the Enterprise Studio team also delivered 100+ hours of training and hands-on coaching to the BUs. The team also frequently helped the BUs implement process changes.



Challenges to transformation

Enterprise-wide transformations always come with challenges, and this pilot proved no different. This transformation's challenges and Enterprise Studio's solutions included:

Competing priorities

The engagement of senior leaders was critical to every BU's success in the pilot. Of course, it's difficult for leaders to balance their engagement in the transformation with the demands of their day jobs, so transformation progress can be a challenge.

Enterprise Studio solved this by continuously setting achievable goals that required leaders to devote relatively small chunks of effort that delivered sequential quick wins. When everyone, leaders and the rank and file alike, sees their efforts produce positive outcomes, their enthusiasm grows, generating a thirst for more success.

Developing trust

For any outside team, navigating a huge environment like the one at this financial giant presents a learning curve. Enterprise Studio worked at a feverish pace to understand the workings of each BU, which gained the trust and confidence of the company's leaders and rank and file.

Enterprise Studio team members soon became well known throughout the organization for the many ways they gave a boost to the company: their business acumen, their contributions as trusted advisors, finding solutions to push agile maturity, and getting things done.

Competing processes

Several subtle intrinsic differences between BUs would have a big impact on how people do their jobs. Some BUs were wedded to their existing customized processes, which couldn't scale across the company and competed against enterprise-wide success.

To overcome this obstacle, the Enterprise Studio team regularly performed business process analyses, stayed in constant communication with change-resistant BUs, and coached BUs on agile best practices



Outcomes and next steps

Early in the BU rollout, a senior manager at the customer proclaimed,

“I didn’t realize how much work we are doing. Finally, we have transparency and visibility into what is happening in our teams!”

Welcome news, indeed, since in essence, the company’s key goal was to leverage Rally to provide alignment and visibility between business objectives and project execution/delivery.

The value of the Enterprise Studio team to the company has increased markedly. BUs seek out Enterprise Studio experts for ideas about changing their tooling and processes to drive discipline and agility in project planning and delivery.

Coaching tailored to each BU addresses BU-specific pain points such as backlog management and OKR formulation while still enabling the BUs to work within the enterprise-wide solution.

Formal feedback shows that the pilot averaged scores of 8 out of a possible 10 for delivering on expected outcomes.

Like Isaac Newton, who stood on the shoulders of major thinkers to make intellectual progress, this financial giant stood on the shoulders of Enterprise Studio’s business and technical expertise and Broadcom’s Rally Adapter for Jira to bolster its strength and agility.

About Enterprise Studio

Enterprise Studio by HCL Technologies provides IT solutions and services to thousands of customers across many industries. We specialize in helping organizations address the challenges of optimizing their technology and transformations.

We use a blend of deep technical skills, advisory and consulting expertise to help you navigate the complexities that come with competing in an inter-connected world. By addressing IT challenges while enabling business and cultural transformation, your IT and business teams can achieve better, more predictable outcomes with long-lasting benefits.

Our global team across North America, Europe, Latin America, India, Australia, and Asia has a relentless focus on customer centricity. Our team's expertise, built upon decades of experience across digital advisory consulting, IT business management (ITBM), cybersecurity, and AIOps, can help you move quickly from idea to value as you build, integrate and adopt resilient enterprise solutions.

Contact us at enterprisestudio@hcl.com for more information



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