Sample Transformation Paths

**KPI: Quality  Outcome: Stable and sustainable solutions**

- Shift testing from a title to a role shared across the team
- Move to common continuous deployment and integration environment
- Rigorous refactoring, code reviews and unit tests
- Automated functional/customer testing
- Reduce feature and technical complexity
- Reducing technical debt to allow for more robust, extensible and maintainable code
- Identify under-performing features/solutions and improve or deprecate them

**KPI: Productivity  Outcome: Persistent, dedicated high-performing teams**

- Form as close to persistent, dedicated teams as possible
- Develop and understand ceremonies, roles, and artifacts necessary to maximize value delivery
- Learn how to share roles and responsibilities across team
- Move from a cooperative to collaborative team dynamic
- Enable for team to become a self-organizing unit
- Focus on delivering value through improved flow and pull system
- Have a spirit of continuous improvement and learning

**KPI: Responsiveness  Outcome: Faster Time to Market**

- Define your portfolio - value streams, planning cadence, and inventory of current work
- Align teams and programs to each value stream
- Define initiatives into Epics that can be delivered within a program
- Have an intake process to validate critical initiatives
- Decouple supply with demand to understand capacity
- Determine your investment areas and the budget you will allocate across them
- Plan, track and evaluate portfolio backlog items against known capacity

**KPI: Predictability  Outcome: Consistent and Reliable Delivery**

- Identify individuals filling program roles
- Teams plan and execute on synchronized iterative cadences
- Teams develop velocities that enable mid range program level planning
- Product management team develops a vision and roadmap for the program and grooms the program backlog of features
- Teams are able to resolve dependencies and integrate often to a releasable state

**KPI: Customer Satisfaction  Outcome: Meeting customer needs with innovation solutions**

- Learn more about your business and competitors to determine value proposition
- Talk to real customers by “getting outside of the building”
- Prototype possible solutions before investing
- Test different solutions to small groups of customers to validate
- Implement proven experiments
- Determine how to launch products to the market
- Measure results with data to make future decisions

**KPI: Employee Engagement  Outcome: Motivated, loyal employees with solid leadership**

- Develop Transformation Team (Agile CoE) to help initiate efforts
- Gain shared mindset around agility
- Provide training needed to learn behaviors and capabilities
- Develop communities around learning and knowledge sharing
- Develop leaders to enable others
- Hire people with desired Agile mindset and skills
- Reward outcomes achieved/exceeded by teams