

CASE STUDY | GLOBAL AUTOMOTIVE COMPANY | GLOBAL (NORTH AMERICA, UK, INDIA)

From Team Enablement to Enterprise Agility: Installing the Operating System for Sustainable Change

A global automotive organization spanning three continents evolved from a simple training request into a leadership-led, roadmap-driven transformation — achieving 22% capability improvement in just 2 months and installing the foundations for sustainable enterprise agility.

23% at start

Baseline Maturity

22%+ in 2 months

Capability Gains

**11 teams trained, 4
coached**

Enablement Scale

400+ people across 3 continents

Scope

339 people assessed

People Assessed

THE STORY

From a Training Request to a Transformation

A global organization spanning North America, the UK, and India initially engaged Agile Velocity with a straightforward goal: deliver Agile and Scrum training and coach three teams.

But early findings told a different story. Agile was being practiced, but only in pockets. Without shared standards, leadership alignment, or an enterprise roadmap, progress was fragmented and hard to sustain. Leaders could feel the inconsistency and lack of predictability, but the full depth of the system constraints wasn't visible yet.

They knew change was needed, but they lacked clarity on what to change, where to start, and how to scale responsibly.

THE LANDSCAPE

Making the Invisible Visible

We started by making the invisible visible. Using a custom survey across 339 people, complemented by one-on-one and group interviews, and Path to Agility® assessments at both the organizational and team levels, we established a clear baseline.

At baseline, the organization measured a 23% overall maturity. Many core Agile capabilities — execution, backlog management, flow, quality, team ownership, and continuous improvement — were clustered around 25% maturity, signaling that agility was not institutionalized.

Leadership and governance capabilities were even lower, and in some areas effectively non-existent. Scaling was impossible without changing the operating model, not just coaching teams.

THE TRANSFORMATION

Team Enablement Creates Pull for Enterprise Change

The original scope was training plus coaching for three teams. But early traction created pull — expanding coaching to a fourth team and widening enablement across the enterprise.

Across 11 teams trained in North America, the UK, and India and 4 teams deeply coached, the results were measurable and immediate. One team improved from 71% to 83% in approximately 2 months, with multiple capabilities reaching 100%. Another jumped from 51% to 73% — a 22% improvement.

But the most revealing result came from a team that dropped from 71% to 63%. Rather than a failure, this was a breakthrough signal — exposing dependency on leadership systems, decision latency, and operating model constraints that no amount of team coaching could resolve.

Team improvements weren't the finish line. They became the evidence leadership needed.

THE BREAKTHROUGH

A team's decline from 71% to 63% wasn't a failure — it was the breakthrough that exposed systemic constraints only leadership could address.

THE CULTURE SHIFT

From Ad-Hoc Adoption to a Leadership-Owned System

The engagement expanded into standing up and coaching an Agile Leadership Team (ALT) and defining the transformation operating model. Leaders were coached on governance, prioritization, and change ownership.

Enterprise Agile standards were defined. Definition of Ready and Definition of Done were institutionalized. A leadership-owned transformation roadmap, grounded in Path to Agility® data, replaced ad-hoc adoption.

By the end of the engagement, the organization had shifted to a roadmap-driven, leadership-owned transformation system. The ALT operates with clear ownership and cadence. Standards and common execution expectations are institutionalized across regions. Path to Agility® was adopted as a continuous steering mechanism, not a one-time assessment.

We didn't just improve teams. We installed the operating system for sustainable agility.

Transformation Progress



The organization has established its baseline, enabled teams, and built the leadership structures needed for sustained transformation. With the ALT operational and a data-driven roadmap in place, they are positioned to move from **Learn** into **Predict** as enterprise-wide practices take hold.

OUTCOMES ACHIEVED

The Results

- ✓ 22% capability improvement in approximately 2 months
- ✓ Multiple teams reached 100% in key Agile capabilities
- ✓ Agile Leadership Team (ALT) established and operational
- ✓ Enterprise Agile standards and Definition of Ready/Done institutionalized
- ✓ Transformation roadmap built using Path to Agility® data
- ✓ Shared language and operating rhythm across three continents
- ✓ Operating model shifted from team-level optimization to leadership-owned transformation system

Ready to Write Your Own Success Story?

Every transformation starts with a conversation.

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