RETAIL / CONSUMER GOODS

PATH TO AGILITY FRAMEWORK

CASE STUDY | A GLOBAL FOOTWEAR COMPANY

From Overloaded Teams to Predictable Delivery: An Agile Transformation in 4 Months

A global footwear company had ambitious teams working hard but not working well. In 4 months, Agile Velocity launched 3 teams, established key metrics, and built the leadership alignment and internal capability needed to sustain transformation independently.

4 Months
Engagement Duration

3 Teams
Launched in 4 Months

3+ Metrics
Established & Tracked

4 Streams
Scoped for Future Initiatives

THE LANDSCAPE

The Situation

A global footwear company came to Agile Velocity with a problem most digital organizations face: teams were working hard, but not working well. Capacity was chronically overloaded, cross-team dependencies were invisible, and leadership had no reliable signal on whether commitments would be met.

The organization had the ambition for agility. What it lacked was the structure, the habits, and the leadership alignment to make it real.

DIAGNOSTIC SURVEY: LOWEST-SCORING AREAS

1.73 / 5 — Teams have working agreements published for how they will work and collaborate

2.0 / 5 — Enough capacity exists to handle the level of work needing to get done

2.09 / 5 — The organization limits the amount of work in process it can reasonably handle

2.13 / 5 — Adequate time is spent understanding a problem before starting a solution

2.16 / 5 — Cross-team dependencies are visible and effectively managed

2.2 / 5 — All work by teams is made visible — no hidden work is being done

THE TRANSFORMATION

The Approach

The approach focused on partnering closely with leadership, building internal capability, and creating the conditions for teams to sustain transformation independently, without relying on external support.

1 Leadership Alignment

Launched and trained the Agile Leadership Team (ALT). Established a compelling purpose for change co-created with leadership — not handed down from above.

2 Team Structure

Redesigned team structure so QA was integrated into delivery teams rather than siloed. Three full team launches completed within the engagement period.

3 Metrics & Visibility

Identified and embedded key metrics: Say/Do Ratio, Team Happiness, and Kaizen tracking. Created the feedback loops leadership needed to make informed decisions.

4 Process Redesign

Defined a new intake process for ideas. Overhauled how Daily Scrums, Planning, Refinement, and Retrospectives were run — turning ceremonial meetings into real working sessions.

THE CULTURE SHIFT

Sustaining the Transformation

Agile Velocity provided the company's leadership with a clear roadmap for sustained momentum, four prioritized streams of work to carry the change forward independently.

1. **ALT Monthly Support** — Ongoing coaching for the Agile Leadership Team, including bi-weekly progress reviews and quarterly strategic reviews of the transformation roadmap.
2. **Team Launches** — Cohort planned using a train-the-trainer model. Scrum Masters co-facilitate, building internal capability rather than external dependency.
3. **Transformation Backlogs** — Teams own their improvement backlogs. Coaching support structured to enable team-led progress tracking.
4. **Enabling Team Ownership** — Communities of practice established for Scrum Masters, Product Owners, and people leaders to solve problems and learn from each other.

PATH TO AGILITY®

Transformation Progress

1 Align	2 Learn	3 Predict	4 Accelerate	5 Adapt

The company is in the **Learn** stage, having established foundational agile practices and a culture of learning. With the ALT operational, key metrics in place, and a train-the-trainer model for future team launches, they are building the predictable cadence needed to move into the Predict stage.

OUTCOMES ACHIEVED

The Results

✓ Agile Leadership Team (ALT) formed, trained, and operational

✓ Compelling purpose for change defined and embedded across the organization

✓ Three team launches completed with full coaching support

✓ QA integrated into delivery teams, eliminating the handoff bottleneck

✓ Say/Do Ratio, Happiness Index, and Kaizen tracking established as ongoing metrics

✓ New idea intake process defined to control WIP and improve focus

✓ Leadership given a recommended team structure for scale

✓ Facilitation quality lifted across all Scrum ceremonies

"Empower teams through agile to create an organized and transparent environment where teams control their workload. Foster simplicity, collaboration, and celebrate continuous improvement while delivering optimal customer experience."

— Compelling Purpose for Change, co-created with the company's leadership

Ready to Write Your Own Success Story?

Every transformation starts with a conversation.

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