

Evolving in your agile journey

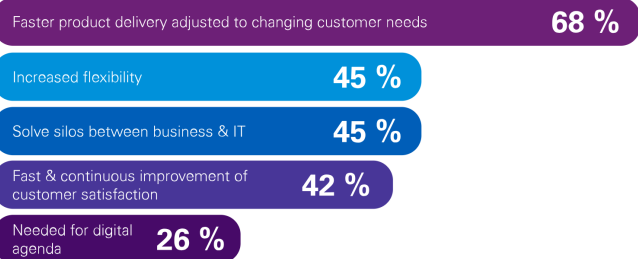
Agile delivery & coaching
KPMG Advisory

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The move toward increased agility

In today's rapidly evolving business landscape, organizations across industries are increasingly turning to agile methodologies to adapt, innovate, and stay ahead of the competition. Agile practices offer a flexible and iterative approach that enables teams to deliver high-quality results while fostering collaboration and responding swiftly to changing customer needs. However, despite its numerous advantages, the successful implementation of agile principles often faces several challenges that hinder organizations from fully harnessing its potential.

This whitepaper aims to explore the key hurdles that organizations encounter when adopting agile practices and provides insights into overcoming these challenges. By shedding light on the issues of continuous learning being underutilized, maintaining traditional governance and behavior, difficulty in planning, and the perceived loss of control, we will delve into strategies and practices to enhance organizational agility and achieve desired outcomes.



Common drivers for an agile transformation

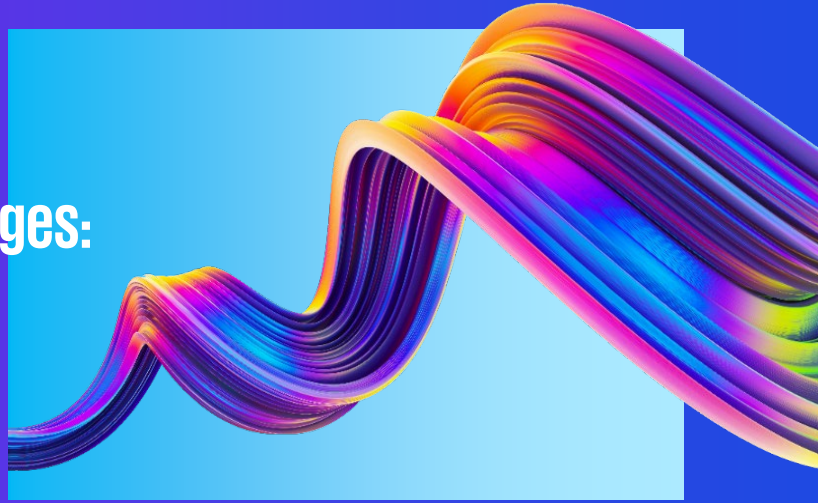
Source: KPMG's Agile Survey 2019

Typical implementation challenges

- 1 Continuous learning: a missed opportunity**
- 2 Traditional governance and behavior: a barrier to agility**
- 3 Agile planning: navigating complexity**
- 4 Achieving alignment and autonomy: aligning the paradox**
- 5 Navigating the loss of control: embracing empowerment**

Navigating Real-World Challenges: Insights in Practice

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An important driver for shifting towards an agile way of working is increased flexibility and collaboration, and this should come as no surprise. In our digital age, industries are rife with disruption. Having the flexibility and quick collaboration to adapt when faced with change is crucial to avoid becoming irrelevant.

Continuous learning: a missed opportunity

Despite the emphasis on continuous learning within agile methodologies, many organizations struggle to effectively capitalize on this principle. What we often see is that organizations reflect on what could have been done better, but then fail to act on it. This often results in repeating the same mistakes or following the same pattern of failing to deliver. This can be due to time constraints, lack of resources, or a rigid organizational culture.

Traditional governance and behavior: a barrier to agility

What we often see is that organizations struggle after a successful implementation at team level. The next step is to change the governance model and

traditional behavior which is a big step and requires a 'leap' into new behavior and the development of a new operating model. But how do you choose an operating model that works for your organization?

Agile planning: navigating complexity

Often, organizations embarking on agile assume that planning is no longer possible or necessary. This is a common misconception. Planning in an agile environment at multiple levels is complex and daunting because the changing parameter is the scope, not time and capacity.

Achieving alignment and autonomy: aligning the paradox

One of the core objectives

of agile methodologies is to achieve alignment across teams while empowering individuals and fostering autonomy. However, finding the right equilibrium between these two seemingly contrasting ideals can prove to be a significant challenge, as it requires leadership around goals and vision, the why and what, rather than defining the how.

Navigating the loss of control: embracing empowerment

Adopting agile practices can give rise to concerns among leaders and stakeholders who fear losing control. The controls should change with becoming an agile organization. What we see instead is that organizations maintain their existing controls, which can lead to less adaptability.

Client transformations with our support



Financial institution | Agile coaching

One of our clients, a financial institution, was setting up its new agile operating model based on value streams. We supported the client in launching the newly created teams and value streams, through individual coaching. We coached individuals in roles within teams, in roles leading the value streams, and in executive roles defining the vision of the company's transformation and business development.

The challenge was to help instill the right continuous learning mindset, while at the same time giving enough clarity to the changes everyone's role was going through.

Broker | Agile implementation

For a global brokerage firm, we supported the client in implementing scrum principles at team level. This approach led to a more structured way of working and a more inspiring working environment by improving collaboration and communication.

The scrum concept was new to the client. The challenge here was to change the team's mindset and the way of working in this new system. Guidance was needed to foster an agile mindset.



Tax organization | Agile implementation

This organization faced challenges in shifting from a traditional hierarchical control structure to an agile framework. During implementation, teams struggled with the shift in control dynamics and role ambiguity, which led to confusion.

To mitigate this, we helped this organization design and implement an agile framework that met their unique needs and goals.

How can we help you?

The agile journey is never simple, and we understand the challenges companies face on this path through years of experience. As a result, we have created three lines of service aimed at supporting organizations in their agile practice, regardless of their sector, geographical spread, size, and current level of agile maturity.



Agile coaching for individuals

We empower individuals with the knowledge, skills, and mindset needed to thrive in an agile environment. Our experienced agile coaches guide you through the transformational journey of adopting agile principles and practices, emphasizing continuous learning, collaboration, and adaptability.



Agile coaching and training for teams

We offer agile coaching and training programs to enhance team performance and maximize outcomes. Our experienced agile coaches work closely with your team, providing guidance and support to foster an agile mindset and improve collaboration, communication, and productivity. We do this through interactive training sessions and hands-on coaching.



Agile framework adoption

We help organizations design and implement agile frameworks that align with their unique needs and goals. Our expert consultants work closely with you to assess your organization's current state, understand your challenges and objectives, and co-create a tailored agile framework that drives agility, collaboration, and innovation. With this service, we'll help you embrace agile principles, foster cross-functional collaboration, and enhance your organization's ability to adapt and thrive in a rapidly evolving market.

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