



Experience the commitment®

The background of the slide is a composite image. It features a blurred photograph of a person's hand holding a silver pen, poised to draw a white line on a surface. Overlaid on this are several abstract data visualizations: a network of nodes (red, orange, and grey circles) connected by thin lines in the upper left; a series of blue vertical bars of varying heights in the lower left; and a white line graph with data points across the middle. The bottom of the slide is a solid red band containing the title text.

A value-based approach to agile transformation

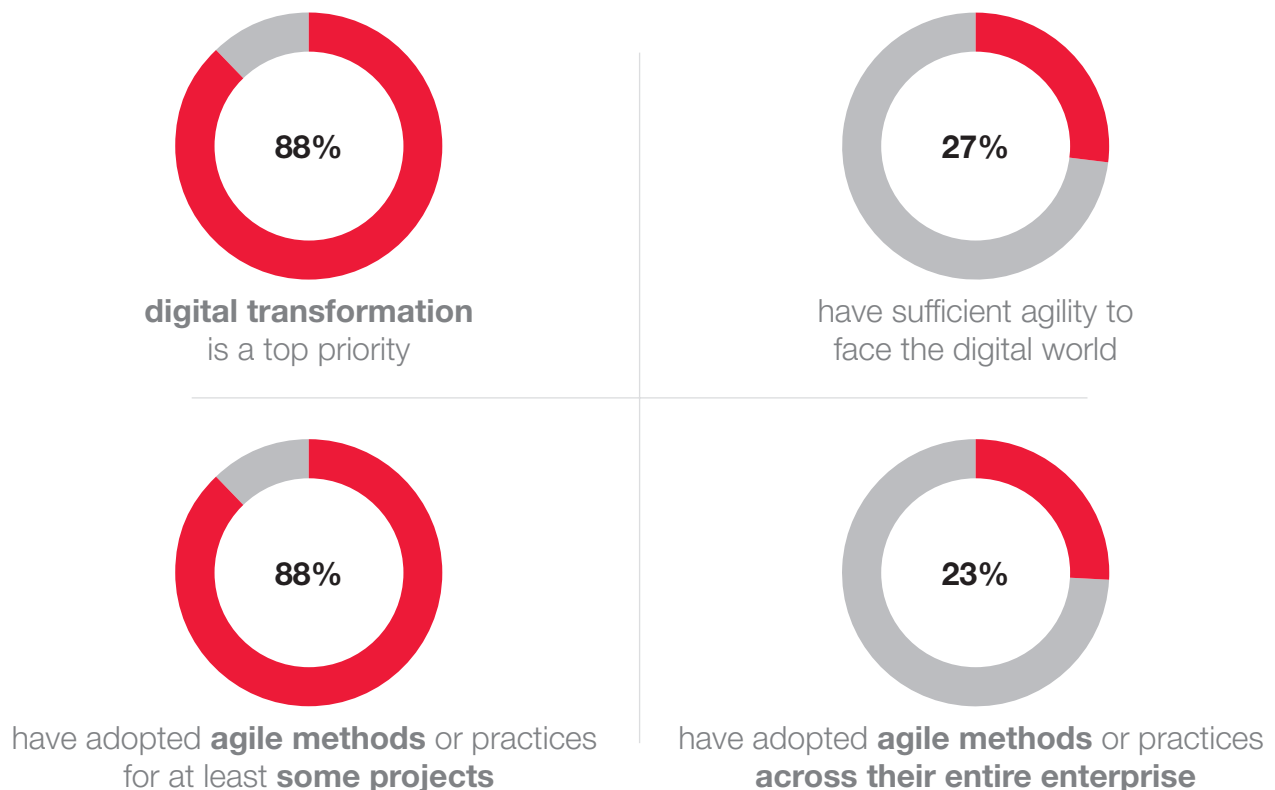


Key drivers of agile transformation

Changing market demands are driving organizations to find new ways to increase innovation and agility to add value to their customers and citizens and differentiate their products and services. Mobile technology and greater connectivity have made access to information much easier, fueling the need for instant gratification. As organizations move to generate ideas and value faster, becoming digital has become a priority, and becoming more agile—including agile methods, principles and mindsets—has become an imperative.

According to the CGI Client Global Insights, particularly in our interviews with Canadian executives, we see a large gap between the percentage of executives who have a priority to transform digitally (88%) and those having sufficient agility for such transformation (27%). As a result, there is strong need for many organizations to accelerate their agile transformation to become more efficient and react faster to changing user needs.

According to Canadian client executives from in-person interviews in 2019:









Source: 2019 CGI Client Global Insights in-person interviews with 256 business and IT executives in Canada

Driving pace and scale in a dynamic market

CGI has helped clients achieve large-scale agile transformation programs across the country and around the globe. Through these engagements, we have learned that becoming an agile organization requires a cohesive, end-to-end DevOps delivery system, a strong governance system that supports and fosters maximum flow of value, and agile leadership at all levels. We also understand that agile change agents need more than a directive to “go convert people” to be successful. They require appropriate direction, alignment, milestones and goals. As a result, our pragmatic, value-based, end-to-end agile transformation approach encompasses the strategic consulting as well as hands-on practitioners, trainers and accelerators needed to design and implement successful transformations.

Comprehensive and innovative services

CGI's agile experts help clients gauge their agile readiness and maturity and develop comprehensive and innovative agile transformation strategies and roadmaps. We develop and deliver tailored training programs in Lean, Scrum and Kanban. We also provide clients' agile teams with ongoing coaching and support and augment their teams with our experienced and certified agile practitioners. In strategic engagements, we collaborate with clients to plan and execute long-term agile transformation programs. In addition, we deliver many of our application development projects by employing a proven agile delivery model.

 Agile readiness assessment	 Agile training	 Agile support and coaching	 Agile resource augmentation	 Agile transformation enablement	 Agile delivery model
Recommendations for next steps of agile transformation based on readiness assessment	Training curriculum and courses on agile tailored for your organization's needs	Tailored coaching plan developed by CGI's agile coaches to take your agile teams to the next level	Augmentation of your agile team through CGI's certified agile practitioners—from individual roles to complete teams	Long-term partnership to guide your agile transformation, including coaching, agile model design, agile roadmap development, KPIs, etc.	Critical application(s) developed by CGI using an agile delivery model

Proven results



A disciplined agile approach to improve performance for a large government agency

Objectives: This large provincial agency technology department sought to adopt agile methods, build its agile resources and knowledge, and evolve to an agile mindset to reduce development cycle time while increasing productivity and quality.

Solution: CGI's comprehensive guidance and services for this agile transformation program included an evolutionary strategic transformation planning approach with objectives established every four months, then reviewed and adjusted for the next milestone. We established an Agile Transformation Office, with a Steering Committee, to orchestrate adoption and bring together all managers affected by the transformation. We also worked with the client to modernize their methodology frameworks for agile development, project management and governance, and provided coaching for development and maintenance teams. We used enterprise agile frameworks such as the Scaled Agile Framework (SAFe) and enabled continuous measurement of team maturity. We also implemented modern software engineering practices to enable automated testing and alignment of information systems with strategic organizational needs (DevOps). Additionally, we guided the development of agile leadership at all levels. This ranged from revising job classifications to include new agile roles, to establishing competency development paths and skills development courses. Since the new agile approaches required changing the organizational culture, we provided essential change management guidance to help the agency evolve to a more agile way of working. Throughout the engagement, we sought to maximize knowledge transfer to the agency's internal resources to ensure new gains were sustainable.

Key benefits:

- 30% reduction in average time required to complete a business case
- 40% reduction in average time required to complete a call for tenders
- 15% average increase in project productivity
- 57% reduction in time needed to stabilize the production environment after a major delivery
- Significant increase in collaboration and transparency at all levels
- Significant improvement in the skills of all human resources involved in this change

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Agile-lean organizational transformation helps large financial enterprise remain competitive

Objectives: Having seen positive results from agile experiments, this financial services firm sought to deploy agile approaches across the enterprise. The goal was to ensure investments based on expected value for customers and employees produce that value quickly and sustainably, and rely on dynamic, committed teams to ensure continuous performance. The company launched a major transformation initiative to shorten time between ideation and first delivery, increase annual deliveries, improve efficiency of work teams, and eliminate business and IT boundaries.

Solution: CGI's Agile Center of Excellence team assisted in this major endeavor, directly supporting the organization at the team, program and portfolio levels, designing a complete end-to-end delivery pipeline. This included training and coaching all team members and their stakeholders. We also provided strategic consulting at the executive level making sure the transformation mission aligned properly with other organizational strategic initiatives, including the cultural transformation led by the human resources department. In total, more than 500 people were coached on both the IT and business sides of the organization.

Key elements in the engagement included a readiness assessment, creation of the transformation governance structure (Agile Transformation Office), strategic roadmap, comprehensive training programs for key roles, delivery pipeline and governance mechanism design. Frameworks used included scrum, Kanban, disciplined agile and Scaled Agile Framework® (SAFe®).

Key benefits:

- Significant reduction in project launch time
- Greater accountability of business lines for their investments
- Stabilization of multidisciplinary teams in efficient and sustainable “delivery trains”
- Increase the number of releases while decreasing their size

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Fostering empowerment, engagement and collaboration at a large government agency IT

Objectives: This large federal agency IT department initially was concerned about attrition of their development staff who desired to work in more agile ways. However, as CGI started to work with the client, it became apparent that their agile transformation also would support their key strategic objectives to increase empowerment and engagement, improve collaboration across siloed departments, and improve the client experience.

Solution: CGI's consulting engagement began with agile coaches who trained the client's teams on the principles of agile ways of working, including products and product ownership, and adopting an agile mindset. The effort expanded to develop a broader framework to address the client's specific needs to support engagement, empowerment and collaboration. We first formed a transformation team that worked in agile ways around the transformation itself. Product backlog items are designed as experiments around changing the organization, for example, building a product-based, cross-functional team to deliver value more frequently, with better quality, and a more satisfied client. CGI also provided coaching to other teams that have started on the agile journey. Teams were encouraged to self-organize and choose their way of working rather than having it dictated to them. All training is based on interactive, experiential learning and practical experiences. The transformation team learned to understand what it means to "let go" without losing control, and how to empower the teams being formed. Our agile coaches also worked to keep teams from falling back into old ways.

Key benefits:

- Transformation team learned to challenge current, sub-optimal, funding and resource allocation processes
- Transformation team created conditions for innovation and risk-taking
- Value stream focus increased collaboration and reduced friction between silos
- Workshops focused on adopting an agile mindset were held for employees

CGI and agile

A true agile partner to accelerate your end-to-end transformation journey and improve your time to market

CGI has more than 40 years of experience in providing strategic consulting, systems integration and managed services to the largest, most distributed and complex enterprises in the world. We have proven agile transformation experience in Canada across multiple industries. CGI believes there is no one size fits all for business agility. Agile solutions must be tailored to a client's unique needs. We put humans first to enable teams to adapt their organizational culture, adopt the right solutions and create the right environment. We develop and deliver tailored training programs in Lean, Scrum and Kanban. In addition, we deliver the entire Scaled Agile Framework® (SAFe®) certification training curriculum. In fact, we have 170+ certified SAFe trainers and are a Scaled Agile Global Transformation Partner.

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Learn more at cgi.com/agileincanada

