

winning

Implementing an Agile Operating Model

Case Study

Implementing agile ways of working from scratch, requires not only strategic guidance and quality control on deliverables as well as key coaching activities to the teams before and during agile transformation.

1 Challenges

Pharmaceutical companies are changing not just how they do things but also how they think in order to get past the rigid, plodding processes that often stop innovation: following the technology, the customer and the outcome to help them improve their R&D teams.

2 Framework

To meet the objectives and challenges presented to us, Winning focused on 3 essential topics:

- **Way of working definition:** Provide guidance and quality control on outcomes writing and metric definition, aligning the understanding of deliverables concepts, prepare for the first planning session;

- **Autonomy facilitation:** Coach and support the teams on running the agile ceremonies, co-creation workshops with customers and align the expectations with the Agile Transformation Team;
- **Behaviors and skills evolution:** Provide guidance and coaching on agile mindset, skills, and capabilities, support other functions in the ways of working.

3 Impact

- **Innovation and co-creation:** Teams are able to think outside of the box by co-creating value within customers and other external stakeholders;
- **Outcome-based company:** Teams are working for outcomes more than outputs;
- **Iterative and focused decision-making process:** Teams are prepared to decide based on previous iterative planning sessions and focused on the outcome company view.

Self-organized teams...

1. Focus on the organization's objectives.
2. Take time to set themselves up to succeed, adapting and taking accountability for how to operate as a group.
3. Seek expertise and collaborate where it's needed so that decisions are made by the appropriate person.
4. Individuals own, develop and demonstrate agile behaviors.
5. Support & challenge each other via providing feedback to support innovation.

Principles

Individuals and teams

- Increase trust and respect for each other
- Opportunities for personal growth and fulfilment
- Develop new skills and learn from others
- Increased self-awareness

Organizations, individuals and teams

- Customer and patient-focused
- Freedom and Flexibility
- Focusing on the right work
- Team spirit
- Less red tape
- Increased employee engagement
- Faster decision making
- Increased innovation and creativity

Benefits

We Inspire Action Through Science.

For further details, feel free to reach out to us. Simply click below to get in touch.



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