

Define the End State *Overview*

The LeadingAgile Define the End State (DTES) engagement is a critical step to unlock breakthrough results in an organization.

THE PRIMARY OUTCOME OF A DTES ENGAGEMENT IS A PLAN TO IMPROVE PERFORMANCE THROUGH LEADINGAGILE'S MODEL OF BACKLOGS, TEAMS, AND WORKING TESTED PRODUCT.

With a focus on removal of technical barriers so an organization can achieve Basecamps 3 and above, where the decoupling of teams, systems, and automated delivery practices enable rapid delivery of working, tested products that delight customers.

During the process, we collaborate with a company's stakeholders to answer a set of key questions that become the foundation of a transformation initiative, including:

- *What problems is the company solving for its customers?*
- *What does your organization intend to be? What does success look like?*
- *How is the business system currently designed to deliver?*
- *What needs to change in order to realize the organization's strategy, including people, processes, and technologies?*

A Defining the End State engagement develops execution alignment, identifies systems components that must be upgraded so teams can achieve Basecamps 3 and above. It defines a Transformation leadership team, and with them generates more specific details about the Expeditions needed to realize the end state vision. These engagements typically produce four key outcomes.



LeadingAgile works with subject matter experts and stakeholders to gather information about the company ranging from strategy statements and value propositions to organization models, products, policies, measurements, the portfolio of projects and programs, and technical architecture and applications.



The team defines the business capabilities (combinations of people, processes, and physical assets that generate measurable value) necessary to realize the company's strategy, including strategic links, stakeholder analysis, dependencies, and end state targets by product and capability.



We evaluate maturity of technical practices, organization, applications and infrastructure, and identify components that must be upgraded to enable teams to reach Basecamps 3+. An uplift roadmap is developed from the assessment that is prioritized by the business priorities articulated in the capability model.



The team estimates the potential economic value to be gained through transformation, develops the end state vision, economic hypotheses, and 90-day pilot plan. The business case provides the "true north" for subsequent work as we prioritize the most valuable work, and to ensure that the total value created by the transformation exceeds the company's investment hurdle rate.

The deliverables of this engagement are the End State Vision, Capability Model, Technical Uplift Roadmap, the 90 Day Pilot Plan, and the Business Case. These deliverables in aggregate explain where we are going, how we will get there, and the business benefit of doing the Transformation. Finally, the 90 Day Pilot Plan will detail the scope and activities of the next phase of engaging with LeadingAgile, The Pilot.

Technical Uplift Assessment

The Technical Uplift Assessment is a key element of a Define the End State (DTES) engagement, and its purpose is to define a technical roadmap for eliminating dependencies and inhibitors to throughput to enable organizations to reach Basecamps 3 and above.

We start with the end state definition of an organization's value propositions, key results and business capabilities, focusing on the key capabilities that must become more adaptive in order to delight customers and lead markets. The Technical Uplift Assessment assesses an organization's architecture and software delivery capability, baselined against best in class delivery organizations. Key areas assessed include:



Desired customer experience, user persona development, digital user engagement



Business product ownership, product roadmaps, Agile product management practices



Test Driven Development, build process, test automation, reuse, DevOps, validation of non-functional requirements, security



APIs, distribution of responsibilities to components, coupling and cohesion, resiliency,



Infrastructure, Security, Funding, Release Management



Inventory, sourcing, skill gaps

A Technical Uplift Assessment enables the organization to visualize the applications and infrastructure supporting the capabilities most essential to deliver on its strategy. It highlights areas of waste and impediments to flow. The assessment also provides a plan to improve the technologies and infrastructure that must become more adaptable to support rapid change in the business.

The primary deliverables produced during a Technical Uplift Assessment include the map of capabilities to technical components, enterprise maturity assessment scores, team level maturity scores, baseline metrics, talent assessment and gaps, software engineering resource inventory, enterprise bottlenecks, areas of focus, and recommendations for investment and structural re-alignment.

Why LeadingAgile?

LEADINGAGILE DELIVERS UNPARALLELED VALUE IN THE MARKET FOR ENTERPRISE TRANSFORMATION, BASED ON OUR BUSINESS ARCHITECTURE-DRIVEN APPROACH.

We start with the big picture end in mind, and structure an organization's transformation into concrete steps (treks and basecamps) that rapidly improve teams' abilities to become more adaptable while consistently delivering on commitments. At each step we tie the concrete work back to benefits at the business strategy level, so customers have confidence that the transformation achieves the required strategic and financial benefits.