

# MANAGING A CHAOTIC REQUIREMENTS SITUATION

*This case shows the importance of Agile practices in making sense and getting a clear picture of complex problems and in focusing improvement efforts on the highest-priority challenges.*

## INITIAL SITUATION

A team of 200 people developed an application for global customers. The finished application was handed over to a maintenance team of 15 people, located in 3 different countries. The task of this team was to implement small corrections as well as developing some minor customizations for different customers. The team members in each country had their specific know-how, each different from the rest.

## CHALLENGES

Coordinating the team members was difficult because they each reported to a different functional manager. They were working in a multi-task environment in which priorities were unclear and these particular teamwork activities were not the main priority.

They also had a steady flow of requests coming in from many different stakeholders but the requests were not being properly channelled to the corresponding recipients. Some requests concerned corrections to the original program, originating from all the different areas where the application was used, while others were customer adaptation requests from the specific markets in each country where the team members were located.

On top of all this, the team was under an excessive workload in relation to their capacity. Due to the many customer complaints, from internal as well as external customers, it was concluded that the situation had to be tackled.

## THE GREENLIGHT PROJECT MANAGEMENT SOLUTION

GreenlightPM led the implementation of Agile practices in order to improve the prioritization of work and the visibility of results. By implementing workflow practices, stakeholder requests were brought under control, priorities were established and channelled and the current status of all work was made visible. In addition, the organization was now able to identify bottlenecks and risks that were affecting the efficiency of the work teams.

## RESULTS

1. Adoption of new ways of working that are agile and flexible in their execution, while maintaining a strong focus on goals.
2. Better productivity thanks to better teamwork.
3. Improvement of R&D practices within this department, which is of vital importance to the company image.
4. Human capital involvement