sketch development
Better Teams // Better Software

Sketch Guides Payment Processor to Successful First Value Increment

> "Working with Sketch has made all the difference for our team in terms of standing up a scaled agile structure that we can grow from. Our Coach's positive energy, teacher/coach style and relatability made it not only educational, but fun to engage and learn from his lessons and tools provided to our team. We are excited to be in our first sprint of PI, and to have gotten through the first planning event successfully. Thank you, Sketch, for an amazing engagement!"
>
> — **Director,** *Intelligence Automation*

CHALLENGE

The world's most used online payment processing vendor was struggling with how to manage credit and risk on their broad platform. The vendor needed strong risk analysis tools and an analytics dashboard to answer risk-related questions for both merchants and consumers.

As this new initiative was funded and kicked off, a group of high-performing engineers and business analysts were pulled together to form a product platform team. This team, led by a highly experienced platform engineer, began to develop features for technical capabilities that would comprise the new intelligence automation platform. It quickly became evident that this team was on a mission to build an intelligence platform – not how to solve a customer problem. They were missing a critical part of the picture – the voice of the customer. What did a credit risk analyst need in order to make risk trade off decisions?

The director for this product quickly realized the need to step back, build a strategy and align teams for value outcomes.

SOLUTION

The customer engaged Sketch as an expert who could provide a guiding hand to the newly formed team. **Together, we agreed that the primary objective for this phase of the engagement was to successfully plan the first value increment. Additionally, it was determined that this team would adopt proven Agile mindset concepts and best practices, which were new to the team.**

Sketch leveraged our value framework that outlined core elements for team success. First up: create alignment to a common purpose and publish a product vision. This grounded the team and drove direction and decision making.

The team needed visible goals to ensure they were always working on the right things at the right time for the right reason. Multiple facilitated working sessions yielded a high-level roadmap along with the beginnings of a leadership backlog. This leadership backlog provided delivery and enablement teams a clear escalation path to quickly mitigate risks, dependencies and impediments.

Once the vision, goals and mitigation plans were established, it was time to re-think the structure of the team. To move away from a team organized to build an intelligence platform and toward teams organized by customer value; six cross-functional, value-aligned delivery teams were formed. This structure supported the requirement of quickly responding to changing business priorities. With six small teams (versus one large one), the teams needed to establish working agreements with each other. This critical step offered clearly defined missions, customers, team roles and team norms for optimized delivery and dependency mapping. As a group, the six teams and business stakeholders envisioned a cadence of working that optimized enterprise engagement while minimizing time spent in meetings.

RESULTS

One of the goals of this effort was to *iteratively* and *incrementally* build a secure, reliable and responsive data platform. In order to do that Sketch worked with the teams to build the foundation necessary to operate in a continuous integration/continuous delivery (CI/CD) environment. Sketch also played a key role providing coaching support for team members to gain clarity on virtually any topic related to continuous delivery.

After two and a half months the team had set meaningful goals, built an execution plan, aligned themselves with customers and stakeholders, and were guided by a Product Roadmap. The Risk Assessment Platform Teams were now ready to deliver their first value increment.