

CASE STUDY

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# A Global Technology & Consulting Services Firm

*From Project Delivery to Product & Portfolio Capability at Scale*

| INDUSTRY                         | SERVICES USED                      | ENGAGEMENT MODEL                                      |
|----------------------------------|------------------------------------|-------------------------------------------------------|
| Technology & Consulting Services | Enterprise Capability Architecture | Enterprise Capability Architecture Program (6–12 Mo.) |

*"Agile rituals existed, but outcomes did not."*

## Executive Summary

This global technology and consulting services firm was running hundreds of delivery teams at once. The ceremonies of Agile — stand-ups, sprints, backlogs — were fully installed. The portfolio-level connective tissue that turns those ceremonies into predictable, strategy-aligned outcomes was not.

The Helix Group's leadership team built the strategy-to-execution architecture that scaled disciplined delivery across more than 200 teams, replacing governance-by-reporting with governance-by-learning.

|                                                                  |                                       |                                                      |                                                    |
|------------------------------------------------------------------|---------------------------------------|------------------------------------------------------|----------------------------------------------------|
| <b>200+</b><br>Teams Scaled on a<br>Shared Delivery<br>Ecosystem | <b>25–40%</b><br>Cycle-Time Reduction | <b>20–35%</b><br>Improvement in<br>Decision Velocity | <b>Zero</b><br>Reliance on Command-<br>and-Control |
|------------------------------------------------------------------|---------------------------------------|------------------------------------------------------|----------------------------------------------------|

## The Situation

The firm was operating hundreds of delivery teams simultaneously, with fragmented delivery practices and low predictability across the portfolio. Leadership had adopted Agile broadly, but the organization's actual delivery reality remained largely disconnected from what its portfolio strategy assumed.

This is a common pattern in organizations at this scale: the rituals of Agile are visible everywhere, which makes it easy to assume the underlying capability exists too. It had not, in this case, kept pace with the size and complexity of the delivery organization.

## The Challenge

- Agile rituals were in place across the organization, but the outcomes those rituals were meant to produce were not materializing
- Portfolio-level decisions were disconnected from stated strategy
- Leaders lacked visibility into value delivered, flow of work, and the trade-offs being made beneath them

## The Approach

Helix's leadership team treated this as a portfolio-architecture problem, not a team-level coaching problem — the pattern Helix's Enterprise Capability Architecture methodology calls Capability Theater: high activity, low compounding, no lasting capability. The fix was not more Agile ceremony; teams already had that. It was connecting portfolio-level decision-making to metrics that reflected what delivery teams were actually producing.

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|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PHASE 0</b><br><b>Capability</b><br><b>Readiness Review</b>                          | A structured diagnostic across all five domains of the Helix Capability Model™, mapping current capability maturity and confirming that a full Enterprise Program — rather than a narrower Accelerator — was the right fit for a 200-plus-team portfolio.                                                                                               |
| <b>WEEKS 1–4</b><br><b>Deep Diagnostic &amp;</b><br><b>Architecture Design</b>          | Helix's leadership team embedded directly with portfolio and delivery leadership to assess governance structures, operating model, and execution infrastructure. The architecture — the integrated system to be built — was co-created with the firm's own teams, not delivered to them.                                                                |
| <b>WEEKS 4–20</b><br><b>Integrated</b><br><b>Implementation</b>                         | Portfolio-level OKRs built top-down from strategic priority, and Jira and Jira Align ecosystems scaled across more than 200 teams, were implemented in parallel with a leadership shift from reviewing status reports to reviewing what the delivery data actually showed. Behavioral and delivery measurement ran continuously at 30, 60, and 90 days. |
| <b>ONGOING</b><br><b>Capability Maturity</b><br><b>Reviews &amp;</b><br><b>Handover</b> | At 90-day intervals, formal capability maturity reviews were run against the original baseline, with ownership of the OKR infrastructure and delivery governance transferred to the firm's own portfolio leadership domain by domain as each reached maturity.                                                                                          |

## What the Client Built

- Strategy-to-execution capability architectures connecting portfolio decisions to delivery reality
- Portfolio-level OKRs tied to real delivery metrics rather than reported status
- Jira and Jira Align ecosystems scaled across more than 200 teams
- Leadership enablement that shifted governance from reporting-based oversight to learning-based oversight

## Outcomes at a Glance

|               |               |                    |
|---------------|---------------|--------------------|
| <b>25–40%</b> | <b>20–35%</b> | <b>Predictable</b> |
|---------------|---------------|--------------------|

|                      |                               |                                      |
|----------------------|-------------------------------|--------------------------------------|
| Cycle-Time Reduction | Decision-Velocity Improvement | Delivery Without Command-and-Control |
|----------------------|-------------------------------|--------------------------------------|

**CAPABILITY DOMAINS ADDRESSED**

- ✓ Product and portfolio thinking
- ✓ Outcome-driven execution discipline
- ✓ Cross-enterprise alignment muscle

# Measurable Impact

- 25–40% reduction in cycle time
- 20–35% improvement in decision velocity
- Predictable delivery achieved without reverting to command-and-control management

# Why This Worked When Other Solutions Did Not

The organization's prior approach — installing Agile ceremonies team by team — had already been tried, and it had produced ritual without outcome. Adding more coaching at the team level would only have deepened a capability that already existed at that layer.

Helix's approach worked because it targeted the layer that was actually missing: the portfolio. Tying OKRs to real delivery metrics, and giving leadership a way to govern by what the data showed rather than what was reported up the chain, is what let a 200-plus-team organization move faster without leadership reverting to command-and-control to force predictability.

*The gap was not at the team level. It was at the portfolio level — the connection between what teams were producing and what leadership was deciding. Fixing the wrong layer would have produced more of the same.*

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**ABOUT THE HELIX GROUP**

The Helix Group is an enterprise capability builder — partnering with complex organizations to align leadership, execution, and AI-enabled performance into systems that produce durable, compounding results. Our services include Capability Readiness Reviews, Capability Accelerators, Enterprise Programs, AI Enablement, and the ADAPT© immersive learning program — twelve cohort-based learning paths designed to build the organizational capability that framework adoptions alone cannot produce.

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