



EXPERIENCE DIGITAL BUSINESS UNIT

SPLIT & CONQUER AI: TWO ARTS FOR MORE FLOW AND FOCUS



SITUATION

The Digital Business Unit (DBU) faced a noticeable problem in the 10th Program Increment (PI): A single Agile Release Train (ART) was oversized with around 140 employees. This led to the following challenges:

- High operational complexity
- Bottlenecks due to cross-team dependencies
- Delayed decision making
- Pressure on the flow due to different team and architecture logics
- WSJF prioritization came up short
- High time expenditure for substantive debates, clarification of technical questions, coordination agreement and change of context

OUR APPROACH

- Support for the participatory design of the two new ARTs
- Facilitation of a workshop for the development of a split plan and elaboration of the role and team assignment
- Establishment of peer review instead of top-down assignment of responsibility
- Help with storytelling about the new organizational structure



RESULT



- WSJF decisions faster and data-based; significantly fewer escalation loops.
- Rollover rate has dropped noticeably.
- Planning and delivery are more closely interlinked.
- Clear responsibilities per domain and team; fewer votes across many teams.
- Critical dependencies have been reduced: from 47 to 15 – Flow is no longer slowed down by couplings.
- More efficient PI planning: Total duration and coordination effort have decreased noticeably (e.g. 8 h → 5 h).
- Key performance indicators improved: approx. +12% velocity, approx. –30% lead time after the first joint PI.
- Sustainable flow: Value stream-oriented cutting prevents overload and keeps structures lean.





CUSTOMER QUOTES

“The data-based preparation has shortened discussions; the new setup delivers noticeably faster. The mixture of analytical depth and direct effect was convincing.”

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