



WoW! AGILE

The WoW! Agile QuickStart™ Case Study - Handelsbanken PLC

From organisational overload to predictable delivery under regulatory pressure

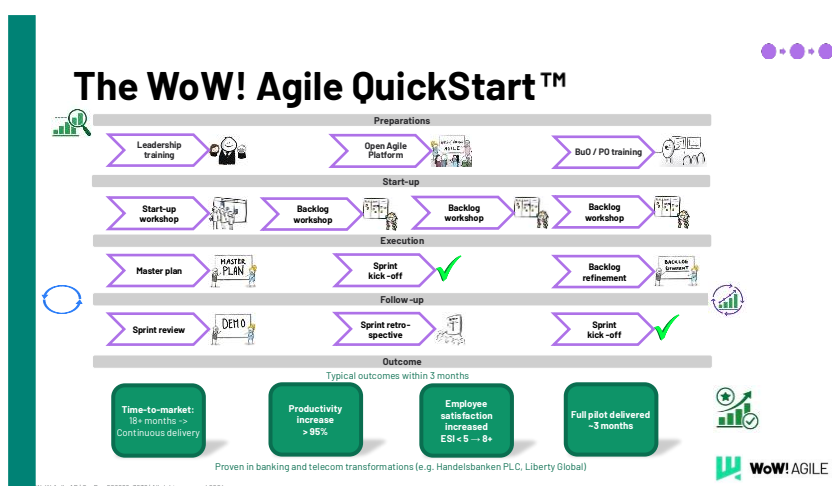




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Case Study: Handelsbanken PLC (HPLC)

From organisational overload to predictable delivery under regulatory pressure.

Context

Handelsbanken PLC (HPLC), part of the Handelsbanken Group, operates retail and investment banking services in the UK.

Following Brexit, the bank faced **regulatory requirements to separate from the Swedish parent organisation**, while simultaneously accelerating the digitalisation of internal systems.

The Digital Transformation Group (~40 people) was responsible for delivering this change.

The Challenge

The organisation faced a critical execution gap:

A hard regulatory deadline required significant digital transformation within a limited timeframe.

However, the current delivery capability made this target unattainable.

Key issues included:

- Time-to-market of 3-6 months for smaller initiatives and up to 18 months for larger ones
- Continuous inflow of work from across the organisation, creating severe overload
- Increasing pressure on staff, leading to sick leave and retention challenges
- Limited ability to prioritise effectively across competing demands
- Complex dependencies across teams and geographies
- Lack of predictability and transparency in delivery

With the current way of working:

The organisation would not meet regulatory deadlines.

The Approach: QuickStart to Establish Execution Capability

HPLC initiated a focused transformation using the **WoW! Agile QuickStart™**, targeting the Digital Transformation Group.

The objective was clear:

Rapidly establish a predictable and scalable execution capability—without disrupting ongoing delivery

The approach focused on business outcomes rather than frameworks:



- Align leadership on priorities, objectives, and success criteria
- Redesign the organisation into **cross-functional, delivery-focused teams**
- Introduce a **fully transparent, prioritised backlog**
- Establish clear planning horizons through a **PI-based roadmap (quarterly)**
- Enable continuous delivery of business-relevant features
- Reduce dependencies and clarify ownership

Instead of committing to long-term plans:

Only the **next quarter (PI)** was committed

→ creating both **focus and flexibility**.

Execution: From Overload to Continuous Delivery

The QuickStart was executed over approximately **3 months**, while maintaining ongoing delivery.

Within this period:

- A structured backlog replaced fragmented demand
- Delivery became visible and prioritised based on business value
- Teams began working in a consistent cadence with clear goals
- Dependencies were reduced through better organisational design
- Stakeholders gained transparency and confidence in delivery

Most importantly:

Continuous delivery of features was established

- No feature took more than **3 months to deliver**
- Typical delivery ranged from **1 week to 3 months**
(with most features delivered within 1-6 weeks)

This marked a fundamental shift:

From unpredictable, delayed delivery

→ to **controlled, transparent and continuous execution**

Results (within months)

This shift translated directly into measurable business impact:

- **Productivity increased by approximately 500% within six months**
- Delivery became **predictable and continuously flowing**
- **Employee Satisfaction Index improved significantly (e.g. ~6.6 → 8.6 within three months)**
- **eNPS improved from -59 to +46**, indicating a major shift in engagement
- **Customer Satisfaction Index increased from 6.1 to 8.1 within three months**



In addition:

- Workload became more sustainable
- Teams gained clarity and ownership
- Stakeholders experienced **increased transparency and trust**
- Prioritisation improved significantly through the PI roadmap

Critically:

Delivery capacity was maintained throughout the transformation

Scaling the Transformation

The QuickStart successfully established a **new execution baseline** and was designed to scale further across the organisation.

However:

- Broader rollout was **paused due to external budget restrictions from the parent company**

Despite this:

- The initial transformation proved the model
 - The organisation demonstrated a clear path to scalable execution
 - The results created a strong foundation for future expansion
-

Key Takeaways

1. **Execution capability can be established rapidly—even under significant pressure**
Regulatory deadlines were met by improving how work was done—not by adding more work.
 2. **Predictability creates more value than volume**
Transparent backlogs and PI-based planning created trust and control.
 3. **Continuous delivery fundamentally improves both speed and organisational confidence**
Moving from long lead times to 1–12 week delivery cycles changed how the business operated.
 4. **Employee engagement follows clarity and control**
Significant improvements in ESI and eNPS reflected reduced pressure and better structure.
 5. **Customer satisfaction improves when delivery becomes predictable**
CSI gains were driven by transparency and reliability—not just speed.
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What this demonstrates

This case demonstrates how the WoW! Agile QuickStart enables organisations to:

- Rapidly stabilise overloaded organisations
- Establish continuous, predictable delivery
- Improve both employee and customer satisfaction
- Deliver measurable business results within months

Most importantly:

It enables organisations to move from reactive and overloaded to structured, predictable, and outcome-driven execution.

Importantly, these results were achieved without introducing additional capacity—only by changing how work was structured and executed.

Appendix A – Transformation Metrics Overview

Overview

The following metrics were captured during the QuickStart implementation and the initial months following the transformation.

They illustrate the measurable impact on **productivity, employee engagement, and customer satisfaction**.

1. Productivity Improvement

- Productivity increased by approximately **500% within six months**
- Delivery shifted from long, unpredictable timelines to **continuous flow of features**
- No individual feature exceeded **3 months delivery time**
- Typical delivery ranged between **1 week to 3 months**
(with most features delivered within 1-6 weeks)

What this demonstrates:

The organisation did not simply improve efficiency—it fundamentally changed how value is delivered across the organisation. By moving from fragmented, delayed delivery to continuous flow, existing capacity was unlocked and translated into significantly higher output without increasing workload.

2. Employee Satisfaction (ESI)

Measured during the QuickStart phase:



- April: **6.6**
- May: **8.0**
- June: **8.6**

This represents a rapid and significant improvement in team morale and engagement.

What this demonstrates:

Improvements in employee satisfaction reflect more than morale—they indicate that the organisation regained control over workload, priorities, and ways of working. A well-structured system reduces pressure and enables teams to perform sustainably.

3. Employee Net Promoter Score (eNPS)

- April: **-59**
- May: **0**
- June: **+46**

A substantial shift from negative to strongly positive engagement within three months.

What this demonstrates:

The rapid shift from negative to strongly positive engagement highlights a fundamental change in how people experience the organisation. When clarity, ownership, and transparency are introduced, engagement follows naturally.

4. Customer Satisfaction Index (CSI)

- Increased from **6.1 to 8.1 within three months**

This improvement was primarily driven by:

- Increased transparency
- Predictable delivery
- Clear prioritisation through the PI roadmap

What this demonstrates:

Customer satisfaction improved not primarily due to speed, but due to predictability and transparency. When stakeholders understand what will be delivered and when, trust increases—even in complex delivery environments.

Appendix B – Measurement Approach

The transformation included the establishment of a **baseline and continuous measurement model**, enabling ongoing tracking of performance and improvement.

Key principles:



- Metrics collected from the start of the QuickStart
- Regular measurement aligned with sprint and PI cycles
- Combination of:
 - Delivery metrics
 - Employee engagement metrics
 - Customer satisfaction metrics

This enabled:

- Objective evaluation of progress
 - Data-driven decision-making
 - Continuous improvement at both team and organisational levels
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Appendix C – Organisational Development Model

The QuickStart established a new execution model based on:

- Cross-functional, delivery-focused teams
- Shared and prioritised backlog
- Clear ownership and accountability
- Reduced dependencies across teams
- Continuous feedback loops (reviews, retrospectives, metrics)

This created:

- Faster decision-making
 - Improved alignment between business and delivery
 - Sustainable workload and improved working conditions
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Appendix D – Delivery Model (QuickStart Execution Flow)

The QuickStart implementation followed a structured but adaptable model:

1. Preparations

- Leadership alignment
- Baseline measurement
- Training and organisational design

2. Start-up

- Backlog creation and prioritisation
- Initial team setup

3. Execution

- Sprint-based delivery



- Continuous backlog refinement
- Transparent progress tracking

4. Follow-up

- Sprint reviews and retrospectives
- Continuous improvement
- Ongoing measurement

This model enabled:

- Rapid start of real delivery work
 - Immediate feedback loops
 - Continuous adaptation to business needs
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Appendix E – Key Structural Change

One of the most significant changes was the introduction of:

A fully transparent, prioritised backlog with PI-based planning

Instead of:

- Long-term commitments
- Large queues of unstructured work

The organisation moved to:

- Committing only to the **next quarter (PI)**
- Maintaining flexibility beyond that horizon
- Continuously re-prioritising based on business value

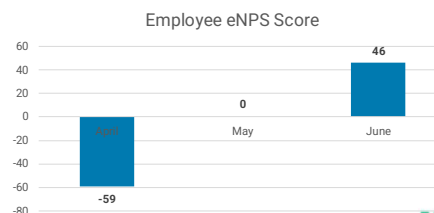
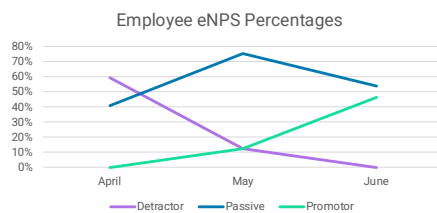
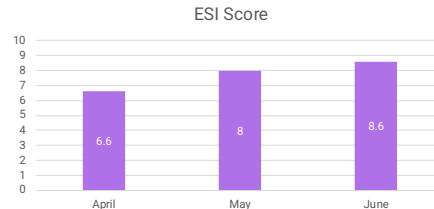
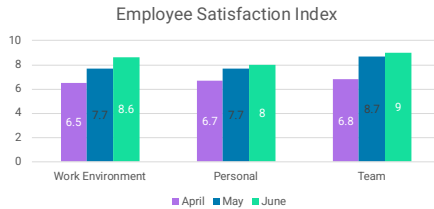
This was a key driver behind:

- Increased predictability
 - Improved stakeholder alignment
 - Higher customer satisfaction
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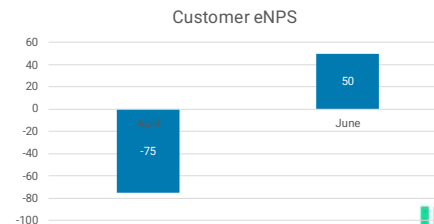
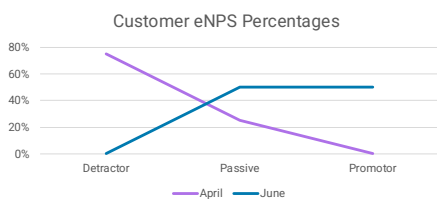
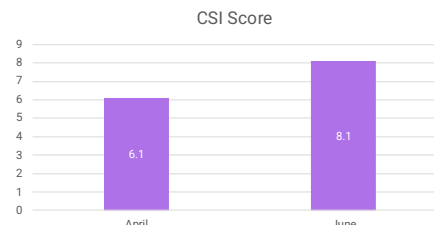
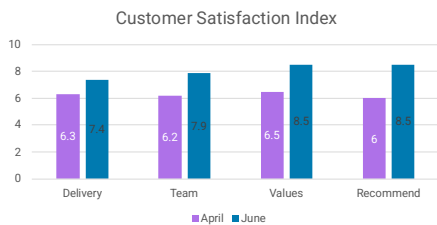


Appendix F – Example Metrics (Visuals)

Employee Satisfaction Index and Net Promoter Score



Customer Satisfaction Index and Net Promoter Score





OAP – Course and QuickStart evaluation

- OAP 4-day course
NPS 36 (11 respondents)
- QuickStart concept
NPS 40 (15 respondents)

