

CASE STUDY: US DEPARTMENT OF DEFENSE

Transforming Defense Operations Through Agile Training

A Department of Defense customer needed to transition teams to an agile format for their work on software acquisition and development. Despite having internal training materials and agile certification courses, the department wanted a commercial training organization to bring a broader perspective of industry standards.

CHALLENGE

Legislation mandated the transition to Agile. Teams were resistant to change and varying levels of experience with Agile.

SOLUTION

Custom training program developed including two courses: Working on a Scrum Team & Effective Product Owner

RESULTS

The result was a cultural shift, increased collaboration, and improved operational efficiency.

CHALLENGE

The customer faced several critical challenges:

Mandated Shift to Agile

Legislation mandated the transition from a waterfall development model to agile practices. This shift was essential for improving results such as reduced time-to-value and responding faster to changing requirements, but it also created a time pressure—this change was no longer optional, but imminent.

Customer Engagement

Agile methodologies emphasize close collaboration with customers to gather feedback and refine requirements continuously. For the DOD customer, this was a significant cultural shift as it required more proactive and ongoing engagement with stakeholders.

Skepticism and Resistance

Longstanding employees, some with over 30 years of experience, were particularly resistant. They were comfortable with established routines and processes and hesitant to embrace new methodologies.

Diverse Experience Levels

The workforce had varying levels of experience with agile. Some employees had previous experience and others were completely new to the concept, leading to inconsistencies in understanding and application.

Integration of New Practices

Crucial to success was to ensure the entire team, including high-level managers and operational staff, understood and adopted agile principles.

SOLUTION

Mountain Goat Software designed a comprehensive customized training program to address these challenges. The program included the following courses:



Working on a Scrum Team

Working on a Scrum Team is a configurable two-day training that is popular for streamlining a transition to agile. Team members, regardless of prior experience, build a shared understanding of Scrum through succinct lectures and practical breakout sessions. Attendees troubleshoot current challenges, write and split stories, plan sprints, and conduct effective Daily Scrums. This practical application helps to encourage the cultural shift needed to succeed with agile. The result is a responsive team capable of delivering high-quality software more frequently.



Effective Product Owner

The Effective Product Owner complements Working on a Scrum team for transitioning teams to agile. Also configurable, this two-day course helps product owners, product managers, and analysts discover user needs and capture them in a prioritized product backlog. Participants gained practical experience with user, job, and technical stories through story-writing workshops and story mapping. They learned techniques for prioritizing the backlog to maximize value, improve flow, and eliminate bottlenecks. Additionally, participants learned to create accurate delivery plans with specific features, improving decision-making and stakeholder relationships.

Tailored Training to Meet Objectives



Configurable Curriculum

The curriculum was developed to meet their specific needs and to focus on functional agile and Scrum practices.



Flexible Training Delivery

Live, online sessions provided flexibility and accessibility for all team members, regardless of location.



Interactive Learning

The Team Home Interactive Learning platform makes breakout sessions memorable. Every exercise has a specific interactive space so attendees can practice what they learn.



Continuous Support

Post-training support, including access to mentors, forums, and additional resources, was provided to ensure ongoing learning and problem-solving.



RESULTS

“This training has truly set us on the path to success.” Overall, the training program Mountain Goat Software built empowered the customer to navigate the complexities of transitioning to agile practices. Through customized training, flexible delivery, and continuous support, we enabled the customer to achieve significant improvements in their operations, fostering a culture of collaboration and efficiency.

Increased Proficiency

Historically reliant on contractors for software development, the internal team—now supported by Mountain Goat Software’s training—quickly adapted to agile methodologies. This created a unique scenario in which government employees outpaced contractors in proficiency and implementation.

“It’s like our contractors are not keeping our pace.... The government folks have really grasped this and are rolling, and the contractors are still struggling with what all this means. That’s a unique situation for us to be in.”

Enhanced Collaboration

After the courses, teams had a shared understanding of agile practices, which improved collaboration across teams, breaking down silos and building a more cohesive working environment.

“The hands-on workshops and real-life-scenario practices reinforced their learning and boosted confidence.”

Leadership Support and Culture Change

The training facilitated a cultural shift within the organization, gaining support from leadership and motivating the team to embrace agile practices.

“The training program was invaluable. It brought everyone to the change together.”

Contact Us

For more information on how Mountain Goat Software can transform your organization’s training needs into success with agile, visit our website or contact our sales team today.

[Contact Sales Team](#)