Release Type	Release Date
A Partnership Case Study Between Agileon and Kelly	*July 24, 2026*

Implementation Overview

How Kelly Built a Scalable Enterprise Work Management System

Discover how Kelly replaced fragmented intake and tooling with a value management system, unifying prioritization, execution, and reporting to increase visibility, stabilize commitments, and improve predictability across Global IT.

© Agileon. All Rights Reserved.

Agileon Engagement Group

Agileon is a specialized professional services firm that designs and implements operating models helping organizations navigate change, optimize performance, and deliver value at scale. Founded by Jessica Crowley, Roy Nanku, and Avi Schneier, the firm brings together deep expertise in enterprise agility, organizational development, portfolio governance, and delivery systems.

Our modular services span Leadership and Governance, Portfolio and Prioritization, Delivery Flow and Coordination, Measurement and Insights, Team Operations, and Coaching and Sustainment. We work across industries including defense, global IT, manufacturing, transportation, and research; partnering with organizations to co-create structures that work and sustain long after the engagement ends.

The Kelly engagement is a defining example of what Agileon does: starting with deep diagnostic listening, designing a system-level response, proving it in a real pilot environment, and building the internal capability for the client to sustain and scale it themselves.



Jessica Crowley, D.B.A. leads organizational alignment and team enablement, building the conditions for clarity, resilience, and sustained performance. She designs change initiatives that resolve friction, strengthen decision-making, and create shared ownership of outcomes. Her work ensures leaders and teams have the structures and rhythms to keep progress steady and intentional.



Roy Nanku is the enabling force that shapes and sustains the systems driving lasting change. He curates the structures, processes, and leadership interactions that connect strategic intent to daily execution. His approach blends operational design with change enablement, ensuring that every improvement becomes embedded, scalable, and measurable. His systems are built to hold under pressure and scale with intent.



Avi Schneier shapes the leadership narrative and operational model to ensure strategy is understood and acted upon at every level. He guides teams through complex transformations, turning ambiguity into coordinated action. His facilitation bridges vision and execution, keeping focus sharp and momentum intact. He ensures leadership clarity endures well beyond the room where it starts.

© Agileon. All Rights Reserved.

About Kelly

Kelly® (Nasdaq: KELYA, KELYB) doesn't just understand the future of work, it's defining it. For over 80 years, Kelly has sourced specialized talent, built agile workforces, and shaped growth strategies for employers around the world. Today, its recruiting, outsourcing, and consulting services provide the talent and solutions organizations need to move faster and grow smarter. Kelly delivers meaningful impact by connecting people to work that enriches their lives, and companies to people who drive innovation and growth. Each year, Kelly places more than 375,000 job seekers in new roles spanning science, engineering, technology, telecom, education, manufacturing, and more.

Context

Kelly desired to evolve its operating model to meet enterprise demands. The IT department identified an opportunity to strengthen visibility, alignment, and coordination across IT delivery teams.

The focus was particularly on:

- Strengthening alignment between enterprise strategy and day-to-day execution
- Improving delivery consistency across functions
- Gaining long-term visibility into portfolio commitments and capacity
- Reducing operational silos and context switching
- Enabling faster, data-driven prioritization decisions
- Supporting scalable growth without sacrificing responsiveness

The complexity of enterprise delivery required a more integrated work management approach; one that could connect strategy, intake, prioritization, and execution within a unified system.

Approach

To address these goals, Kelly partnered with Agileon to implement and operationalize the “Game Plan: One Way to Work” Value Management System. The engagement focused on refining enterprise work management practices, clarifying governance structures, and establishing shared planning horizons across functions. We co-designed a scalable operating model that connects strategic goals to portfolio planning and execution-level delivery.



© Agileon. All Rights Reserved.

The People at the Center of this Study

Every transformation is ultimately a story about people who decided to do something different. At Kelly, a group of IT leaders made a deliberate choice to invest in getting the system right and their sponsorship, candor, and willingness to engage made everything that followed possible.

Sean Perry
Chief Information Officer and Executive Sponsor who brought Agileon in and provided the organizational mandate needed to pursue a system-level intervention.

Tracie Myska
PMO Senior Director and the driving force behind the engagement. Tracie recognized that the challenges were systemic, sought out the right external partner, and championed the work at every stage.

Leslie Kavanaugh
Front Office Senior IT Director and the leader who made the critical decision to bring her team forward as the pilot group. Leslie's belief in the potential of the model and her willingness to expose real constraints made the Front Office pilot meaningful.

Dee Rhoda
PMO Technical Portfolio Manager who served as the operational bridge between Front Office and the broader PMO. Dee's day-to-day coordination and liaison work kept the pilot moving and grounded in reality.

Ruben Marquez II
PMO Technical PMO Operations Manager who was the Azure DevOps (ADO) Lead on the engagement and brought deep ADO expertise to the re-architecture effort. Ruben's technical partnership was central to building the unified work management system.

The Front Office Leadership Team
Tammy Eldridge, **Antony Brahin, Salah Ali, Arun Vishnu, David Julien, and Senthil Vijayakumar** who were members of Leslie's leadership team and who actively engaged in the pilot, role-modeled new behaviors, and gave their teams the permission and space to change how they worked.

The Portfolio Management members **Heather Spencer, John Dube, Sarah Edwards, Tammy Swanson, and Kevin Singles** who played a key role in co-designing the One Way To Work transformation plan and worked to convert the diagnostic findings into a targeted change initiative.

The IT Leadership Team members that helped to ensure the One Way To Work was applicable across all IT contexts: **Hope Bradford, Jerry Doherty, Todd Haynes, Yogesh Lalwani, John Rosenbaum, Alexander Britov, Suzanne Dix, and Kathy Ogurek.**

© Agileon. All Rights Reserved.

The Starting Point

A Proactive Choice, Not a Crisis Response

As Kelly has grown to connect hundreds of thousands of people with meaningful work each year, it needed to evolve its strategic focus. Its Global IT organization faced a challenge familiar to enterprise IT functions at scale: how to deliver more value, more predictably, with greater confidence in an environment of growing demand, competing priorities, and constant change.

What distinguished this change effort from other consulting engagements at Kelly was how it began. Sean Perry, the CIO, and Tracie Myska, Senior Director within the PMO, recognized that delivery by Global IT was reactive, that the organization had an opportunity to sharpen its data infrastructure and improve the quality of insight available to leaders, and that the friction teams experienced every day was rooted in something structural, not individual. They chose to bring in a partner who would listen before prescribing, and who would design with them rather than for them.

> *"We weren't looking for someone to tell us we were broken. We were looking for a partner who could help us see the system we were already working in and show us a better way to design it."*

What the Data Said Before the Work Began

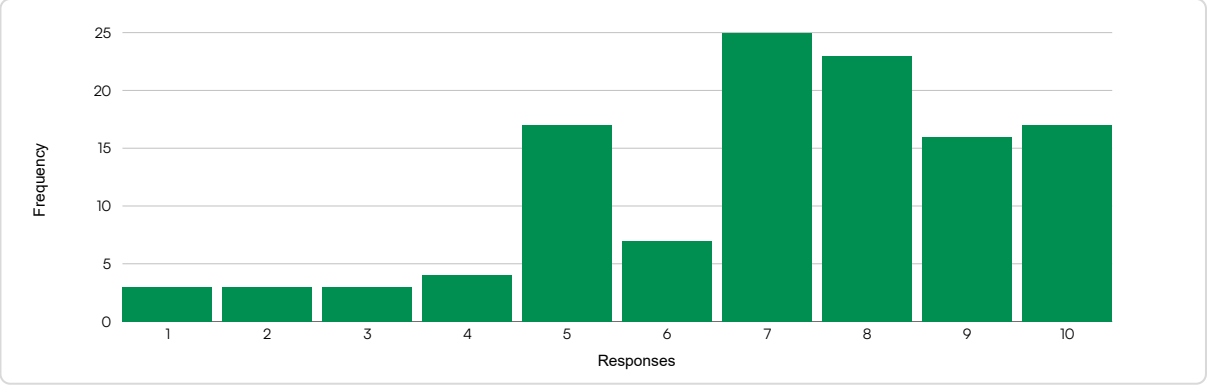
Before any recommendations were made, Agileon conducted a comprehensive diagnostic. This included a Ways of Working Survey (119 respondents), an Organizational Effectiveness Measurement (OEM) baseline (145 respondents), leadership workshops, gap assessments across Azure DevOps, ServiceNow, and Smartsheet, and structured interviews with practitioners and leaders.

Ways of Working Survey	Organizational Effectiveness Measurement Survey
7.08 / 10	**81.1%**
Mean Understanding Score	*Level IV with Variability Across Themes*
119	**145**
Ways of Working Survey Respondents	*Organizational Effectiveness Measurement Survey Respondents*

© Agileon. All Rights Reserved.

The Starting Point

Ways of Working (WOW) Survey



Key Findings

- Most responses fell between 5 and 10, indicating that participants believe they have a moderate to strong understanding of how work gets done
- A smaller group, those responding between 1 and 4, signaled perceived gaps in ways of working clarity that warranted further attention
- Mean: 7.08, Median: 7.0, Standard Deviation: 2.22, Range: 1 (lowest) to 10 (highest)

Insights and Implications

- The data reflects broadly positive self-reported understanding across the organization, though variability across respondents suggests that confidence is unevenly distributed
- The lower-scoring segment, while small, points to pockets where additional training, communication, or structural clarity would reduce friction and bring the organization closer to a shared baseline

Organizational Effectiveness Measurement (OEM) Survey

81.1%

Level 4 Organization

SCORE INTERPRETATION

Level 1	Level 2	Level 3	Level 4	Level 5
0–39%	40–69%	70–79%	80–89%	90–100%

Your organization shows relatively balanced scores across all OEM dimensions (77.9% to 84.5%), suggesting a well-rounded approach to organizational effectiveness. This balance can be a strength, though you may benefit from more intentional prioritization aligned with strategic goals.

- Consider which dimensions should be priorities given your strategic context
- Balanced scores may indicate unclear strategic focus or successful value integration

THEME SCORE SUMMARY

RANK	THEME NAME	SCORE	LEVEL
1	Productivity	84.5%	Level 4
2	Competing Values	83.6%	Level 4
3	Adaptation	81.4%	Level 4
4	Goal Approach	80.8%	Level 4
5	Resource Optimization	80.7%	Level 4
6	System Resource Approach	79.0%	Level 3
7	Stability	77.9%	Level 3

Survey Report Finalized: 3/11/2025

© Agileon. All Rights Reserved.

The Starting Point

The **Organizational Effectiveness Measurement** established a critical baseline: an overall score of 81.1% (Level IV), with component scores ranging from 78% (Stability) to 85% (Productivity). This was not a failing organization. It was a capable one; but one where the system around the people was creating friction that would compound over time if left unaddressed.

Lack of Process Alignment Across Teams

- Different teams operate with varying workflows and governance structures, leading to inconsistencies and inefficiencies.
- Teams struggle to measure capacity in a unified manner, impacting prioritization and delivery.

Challenges in Decision-Making and Work Visibility

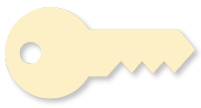
- Gaps in how work is requested, processed, and tracked create bottlenecks and misalignment.
- Portfolio managers face difficulties in forecasting and prioritizing project work across delivery teams.

Tooling Fragmentation and Integration Gaps

- Multiple tools such as ADO, SmartSheet, Lean IX, and Time Control are being used, but they lack cohesion.
- Teams need an integrated system to streamline work visualization and reporting.

Making Changes without Data Driven Insights

- The focus is on identifying pain points through assessment and analysis before implementing changes.
- The pilot is meant to test solutions before scaling to ensure they drive measurable improvements.

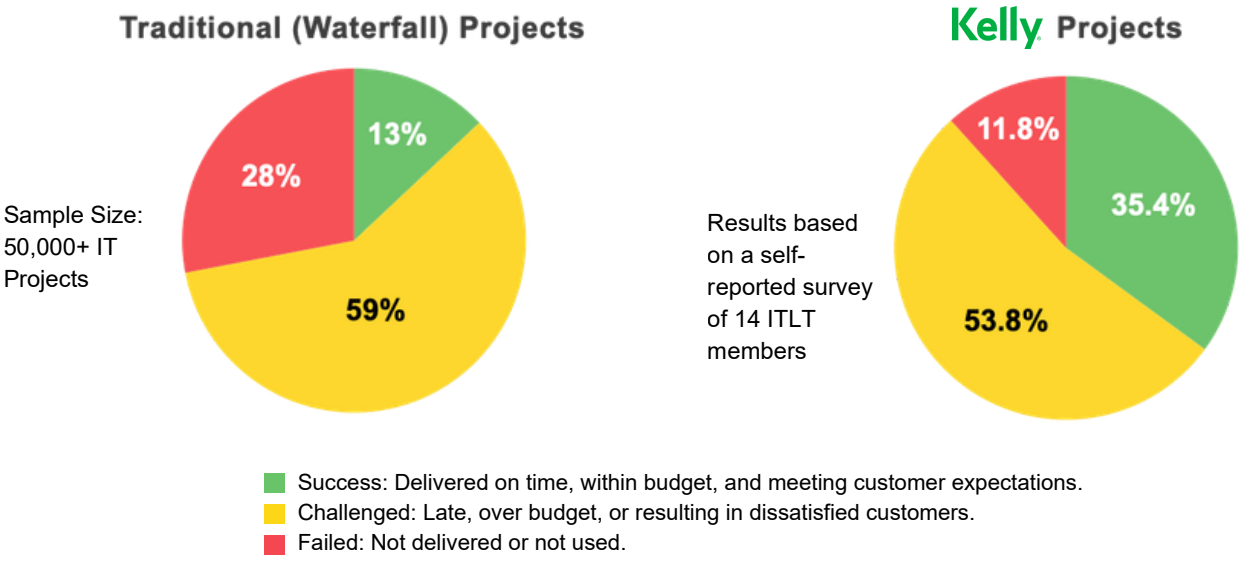


These four key drivers were identified as the foundation for co-developing a change pilot at Kelly, establishing the rationale for intervention and the collaborative design philosophy that would guide it.

© Agileon. All Rights Reserved.

The Starting Point

A Leadership Challenges Workshop surfaced something equally important: based on a survey of 14 IT leadership team members assessing their own project outcomes against a modified Standish CHAOS framework, 35.4% of Kelly IT projects were rated as fully successful, 53.8% were challenged, and 11.8% failed or were not delivered. While the success and failure rates compared favorably against industry benchmarks, more than half of all projects were still running late, over budget, or resulting in customer dissatisfaction. That volume of delivery friction, concentrated in the challenged category, was what gave the change a sense of urgency and direction.



Compared against the industry benchmark, Kelly self-reported results are favorable in two of three categories. Its success rate of 35.4% significantly outpaces the 13% industry benchmark, and its failure rate of 11.8% is well below the industry's 28%. Its challenged rate of 53.8% is broadly consistent with the industry's 59%. But with more than half of IT projects still running late, over budget, or resulting in customer dissatisfaction, the challenged rate represented the clearest opportunity for structural improvement and the highest volume of recoverable delivery value.

Interpretation: IT projects often face delays, cost overruns, or customer dissatisfaction due to multiple factors. The four primary challenges to achieving project success include:

- Prioritizing features or services within the product.
- Meeting delivery timelines.
- Aligning team structure and skillsets with project needs.
- Operating within an organizational culture that supports execution.

© Agileon. All Rights Reserved.

The Starting Point

Five Interconnected Gaps

Across all data sources, five structural gaps emerged and what made them significant was not their individual severity, but how they reinforced one another in a self-perpetuating cycle of reactivity:

Widespread Intake

Work entered through six formal and informal channels. A significant portion of demand was invisible to leadership at the point it consumed capacity, making every downstream decision reactive by design.

No Unified Prioritization

Prioritization happened locally, informally, and inconsistently. There was no shared forum, shared criteria, or shared view of capacity across the organization. The result: constant reshuffling, contested decisions, and delivery teams spread across too many competing commitments.

Inconsistent Delivery Practices

Teams had adopted Azure DevOps in varied, locally optimized ways. Different hierarchy structures, workflow states, and estimation approaches made cross-team visibility impossible and reporting unreliable.

Unstructured Release Planning

Release planning was reactive and disconnected from delivery capacity. Cross-functional readiness activities, including User Acceptance Testing (UAT), surfaced as late-stage scrambles rather than planned checkpoints, eroding stakeholder confidence.

Decisions Not Anchored in Data

Data existed across the organization, but reporting was fragmented, manually compiled, and often questioned. Leaders supplemented dashboards with meetings and escalations. Data described activity rather than enabled decisions.

© Agileon. All Rights Reserved.

Designing the Response

Why Five Components, Not One Fix

The diagnostic revealed something critical: none of the five gaps could be addressed in isolation. Each one reinforced the others, meaning any single fix would inherit the dysfunction of the gaps left untouched.

Enterprise Intake Visibility

Gap: Widespread Intake

Consolidated demand from the six entry channels into two governed pathways. Introduced lightweight triage expectations and ownership accountability at the point of intake. Made all work visible before it consumed capacity; the prerequisite for everything downstream.

Portfolio Prioritization Forum

Gap: No Unified Prioritization

Established a formal, recurring forum where IT and business stakeholders evaluate and sequence work using shared criteria: value, urgency, and available capacity. Transformed prioritization from contested and informal to transparent and repeatable.

Unified Azure DevOps Architecture

Gap: Inconsistent Delivery Practices

Re-architected ADO around the operating model rather than team-local preferences. Introduced a consistent work hierarchy (Initiative → Epic → Feature → Story), shared workflow states, standardized taxonomy, and custom fields connecting every work item to business context, urgency, value score, and delivery dates.

Release Planning and Governance

Gap: Unstructured Release Planning

Introduced structured release cadences and cross-functional readiness discipline. Aligned release planning with intake and prioritization decisions. Established feedback loops so delivery could become a learning system, not just a series of one-time events.

Value-Centric Reporting

Gap: Decisions Not Anchored in Data

Built three interconnected dashboards: Intake, Delivery Forum, and Release Planning, powered by the standardized ADO data. Flow metrics (throughput, work-in-progress (WIP), cycle time, lead time, time-in-column) replaced manual status updates. Reporting was tied directly to governance forums where decisions were made.

© Agileon. All Rights Reserved.

Designing the Response

Why Five Components, Not One Fix (Cont.)

The intervention was designed around Engagement Outcomes (EO) creating one integrated operating model; five reinforcing components that each addressed a specific gap while depending upon the others to hold. Kelly named this framework, "One Way to Work".

EO1
Engagement Outcome 1
Enterprise Intake Visibility

EO2
Engagement Outcome 2
Portfolio Prioritization Forum

EO3
Engagement Outcome 3
Unified Azure DevOps Architecture

EO4
Engagement Outcome 4
Release Planning and Governance

EO5
Engagement Outcome 5
Value-Centric Reporting

Choosing Where to Start: The Front Office Pilot

Rather than attempting an enterprise-wide rollout, Agileon's advice helped Kelly make a deliberate design choice: start with a controlled pilot that would test the full system under real delivery conditions and generate the evidence needed to scale with confidence.

The Front Office portfolio, led by Leslie Kavanaugh, was selected because it met the criteria on both dimensions: representative enough to exercise the full system, and ready enough to make the pilot productive. It managed a diverse mix of project, product enhancement, "keeping the lights on" (KTLO), and vendor-driven work. It had cross-functional demand across sales, recruiting, payroll, and customer platforms. An essential ingredient for success, Leslie and her leadership team, Antony Brahin, Salah Ali, Arun Vishnu, David Julien, Tammy Eldridge, and Senthil Vijayakumar, were willing to engage honestly, surface real constraints, and model new behaviors.

> *"The pilot implemented the One Way to Work Value Management System in an area of IT that would be relatable organization-wide, with the explicit goal of building internal evidence and capability before scaling across the IT portfolio."*

© Agileon. All Rights Reserved.

How the Work was Done

What follows is the specific work delivered in steps for the following Engagement Outcome: the artifacts, the processes, the methods, and the decisions made at each stage of the engagement.

EO1 | Enterprise Intake Visibility

The objective was to make all demand visible before it consumes capacity, and consolidate six intake channels into two governed pathways.

EO1
1

Step 1: Mapping Every Current Intake Point

Before anything could be redesigned, the team needed to understand exactly how work entered the Front Office. **Dee Rhoda** from the PMO was central to this phase. Research was conducted across the delivery teams to document six distinct work types and map a separate intake flow for each: IT Enhancements (ITEs), Projects, Incidents, Problem Records, Requests, and Research. Each flow was traced from the moment work was initiated through triage, estimation, approval, and assignment into ADO.



The six work types defined for Front Office

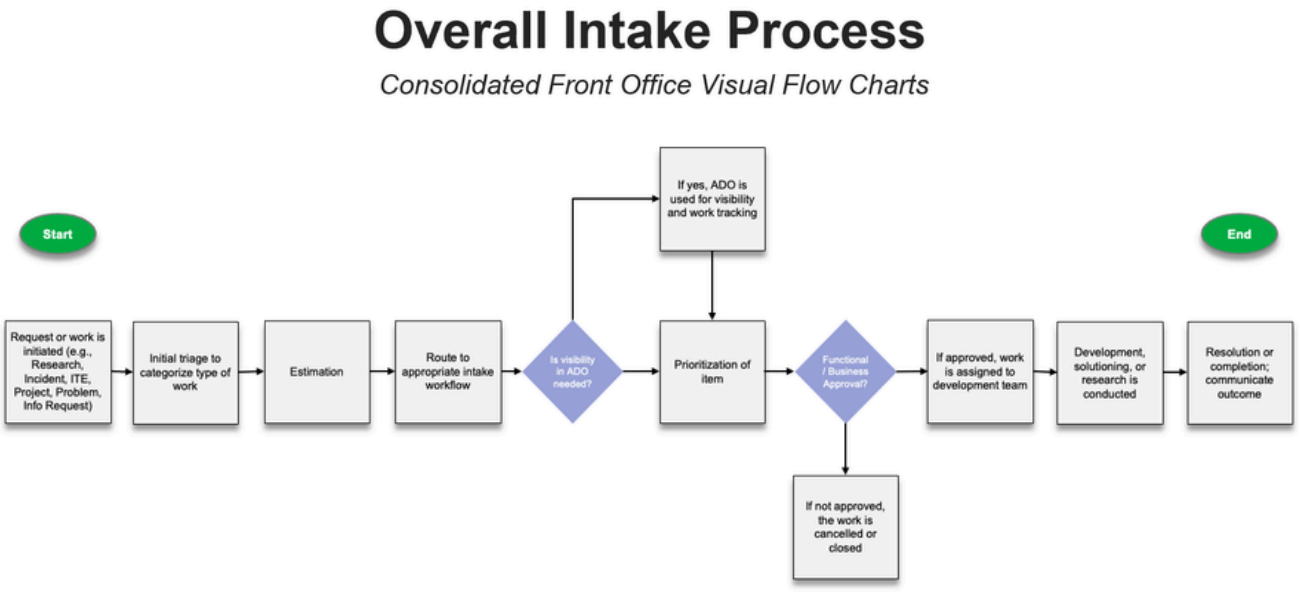
© Agileon. All Rights Reserved.

How the Work was Done

EO1

1

Step 1: Mapping Every Current Intake Point (Cont.)



The consolidated (overall) intake process; regardless of work type

The resulting flow charts established the baseline. What they revealed was a system where every work type followed a different path, used different tools, and had different ownership expectations. ITEs were initiated through Power Apps and routed to functional area owners for estimation before approval. Projects arrived through project managers or emails. Incidents came through ServiceNow with SLA-governed escalation tiers (P1 through P4, each with defined response and resolution windows). Problem Records were identified internally by IT, not business users, and followed a separate prioritization path against technical debt. Requests were ad hoc inquiries that might go undocumented entirely if they could not be categorized. Research was self-initiated and only entered ADO if it was approved for prioritization.

The key finding was that these six parallel flows operated with no shared governance, no unified visibility point, and no consistent way for leadership to see total demand across all channels simultaneously.



© Agileon. All Rights Reserved.

How the Work was Done

EO1

2

Step 2: Health Assessment of the Existing Process (Cont.)



Kelly
WORK TYPE

ITEs

ITE stands for IT Enhancement and refers to a request for enhancements or modifications to IT-managed applications, platforms, or systems.

These are typically small-to-medium changes that do not rise to the level of a full project but may still require:

- Business stakeholder input
- IT functional area ownership
- Solutioning and estimation
- Approvals
- Work tracking

ITE work type; defined with triage, ownership, and ADO tracking expectations

EO1

3

Step 3: Redesigning the Intake Model

With the current state documented and the health assessment complete, the PMO Portfolio team co-designed the future-state intake model with Agileon. The consolidation target was clear: reduce six entry channels to two governed pathways. One pathway handled project and enhancement requests through Power Apps into ADO. The other handled operational and KTLO work. Each pathway established consistent required fields: context, intent, ownership, and work type, so that requests arrived in the system ready for triage rather than requiring re-clarification downstream.

© Agileon. All Rights Reserved.

How the Work was Done

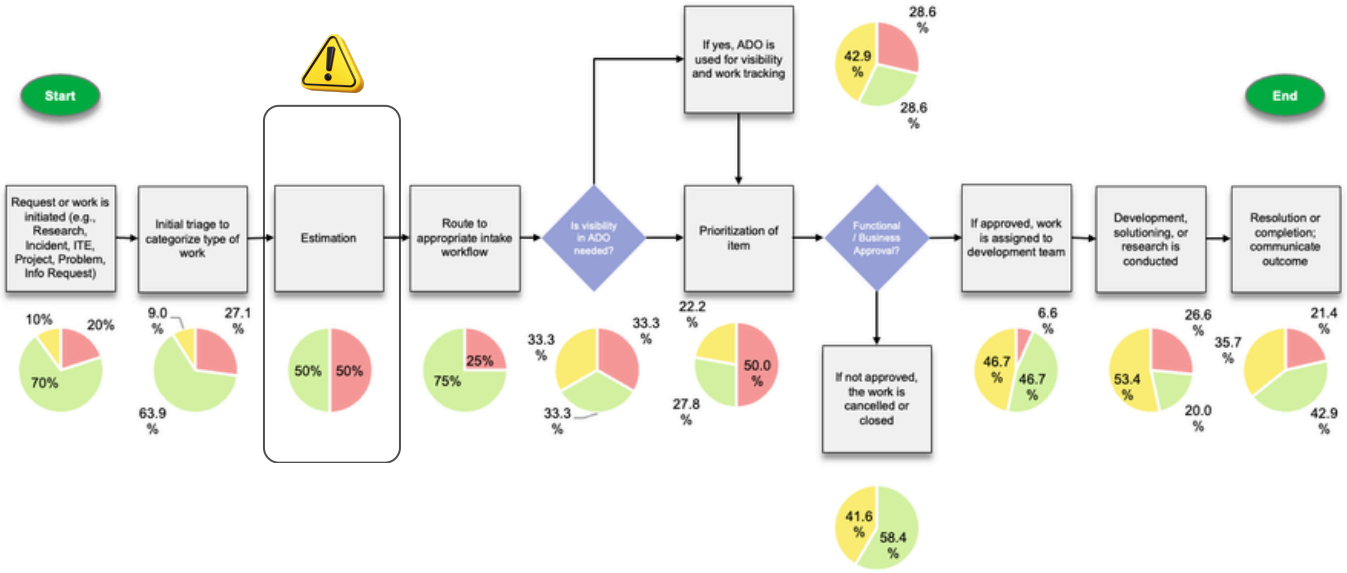
EO1

2

Step 2: Health Assessment of the Existing Process

In parallel with flow mapping, Agileon facilitated structured health assessments of each intake step with Front Office participants. Using a red/yellow/green assessment, teams evaluated their own processes candidly. Zero percent of participants rated the existing intake process as healthy. Fifty percent called it critical; fifty percent called it at risk.

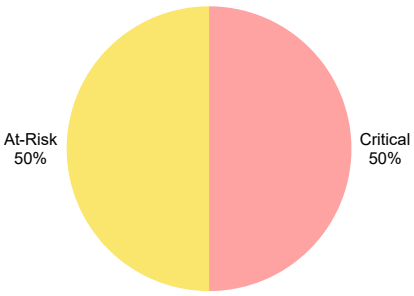
- Critical issues and participants shared what is not working.
- At risk, and participants shared the risk concerns.
- Healthy and participants shared why it is healthy.

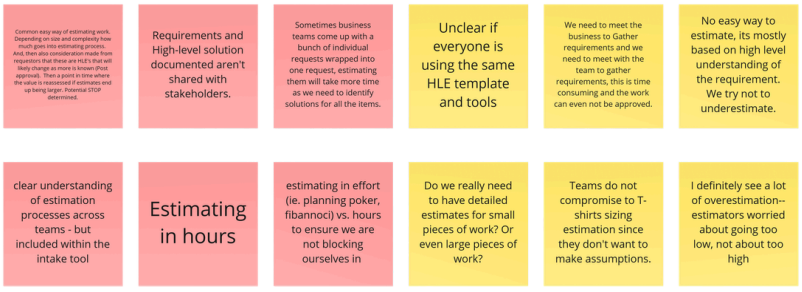


Consolidated Process Step 3

Estimation of Work Items

The specific concerns surfaced in these sessions shaped the redesign directly: **teams were estimating incoming work with no common approach and systematically over-estimating how much work could be done in a given time period.**





© Agileon. All Rights Reserved.

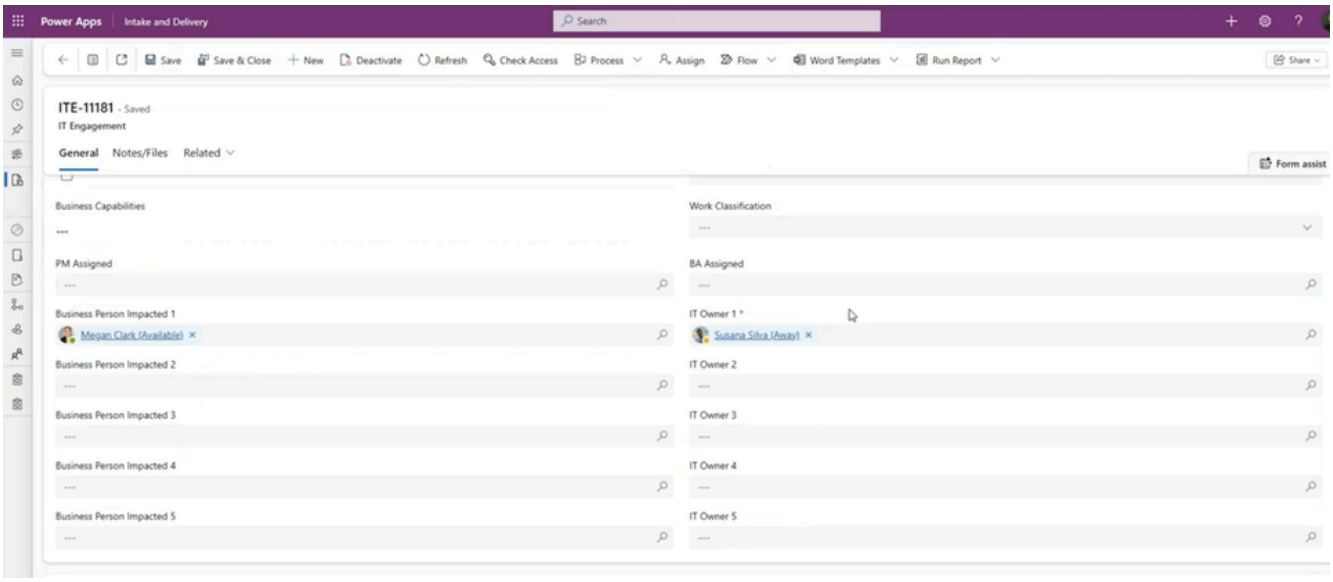
How the Work was Done

EO1

3

Step 3: Redesigning the Intake Model (Cont.)

Ruben Marquez II from the PMO was central to this phase. His technical knowledge of how Power Apps, ServiceNow, and ADO interacted, including which fields synced, which required manual update, and where data was lost in translation, ensured the redesigned intake model was grounded in operational reality, not aspirational tooling assumptions. The connection between the tooling landscape and the governance model was explicit: intake redesign and tool integration had to move together.



The screenshot shows the IT Engagement form within Power Apps used by business and IT leaders to initiate enhancement requests. It highlights key fields such as ITE ID, IT Owner 1–5, Business Person Impacted 1–5, Estimated Hours, and Status. Currently, all field updates are performed manually in Power Apps, with no automation or bi-directional integration to Smartsheet or ADO.

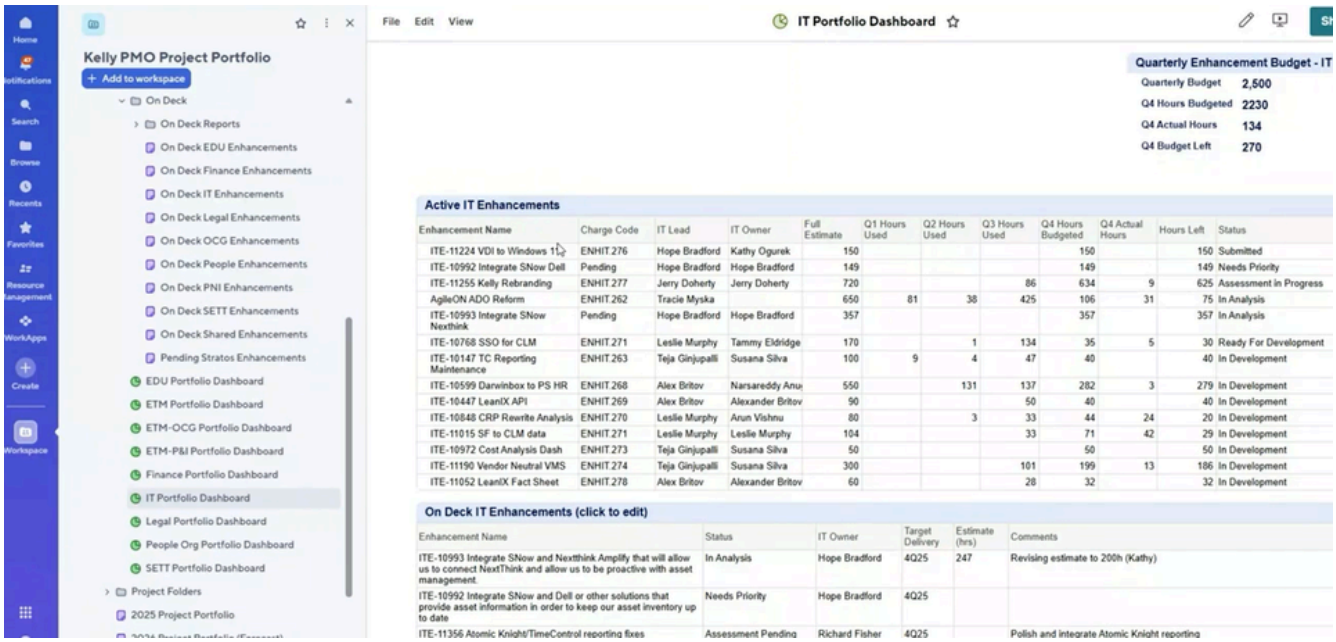
© Agileon. All Rights Reserved.

How the Work was Done

EO1

3

Step 3: Redesigning the Intake Model (Cont.)



This Smartsheet dashboard combines Active and On Deck enhancement records across IT functional areas. It provides a real-time snapshot of enhancement progress, estimates, and target delivery dates, serving as the PMO's primary source of intake and estimation visibility before items are promoted into ADO.

© Agileon. All Rights Reserved.

How the Work was Done

One of the foundational technology decisions in the One Way To Work implementation was the introduction of Unito as the synchronization layer connecting Smartsheet, Azure DevOps (ADO), and ServiceNow (SNOW). Rather than treating these platforms as separate systems requiring manual reconciliation, Unito enabled bi-directional, real-time data flow across the tooling ecosystem, eliminating redundant data entry and establishing a single version of truth from demand intake through delivery closure.

Why Unito Was Selected

Prior to implementation, data across Smartsheet, ADO, and ServiceNow was siloed. Enhancement requests managed in Smartsheet had no live connection to the work items being executed in ADO. Incidents tracked in ServiceNow were manually linked, or not linked at all, to corresponding delivery tasks. The result was fragmented visibility, manual reconciliation work, and reporting that lagged reality.

Unito was selected because it provides native, no-code connectors between enterprise tools with configurable field mappings, filter rules, and directional synchronization controls. It operates as a middleware layer, monitoring changes across connected platforms and propagating updates automatically based on defined rules, without requiring custom API development or ongoing engineering maintenance.

Integration Architecture

The Unito integration design established the following system connections:

Connection (CX)	Directionality	Sync Mechanism
CX1: Smartsheet ↔ ADO	Bi-Directional	Unito
CX2: ServiceNow ↔ ADO	Bi-Directional	Unito

© Agileon. All Rights Reserved.

How the Work was Done

CX1: Smartsheet ↔ Azure DevOps: Closing the Intake-to-Delivery Gap

The most significant integration established was the bi-directional sync between Smartsheet and ADO. In the prior state, Smartsheet served as the PMO's portfolio visibility tool, while ADO was the delivery system of record for IT teams, but the two were disconnected. Enhancement requests approved in Smartsheet had to be manually re-entered in ADO as Epics, creating duplication and version drift.

With Unito in place, approved enhancements automatically flow from Smartsheet into ADO as Epics, pre-populated with key fields including the ITE Number, title, description, estimated hours, IT owner, and business value score. Updates made in ADO, such as state changes, effort refinements, and delivery dates, are reflected back into Smartsheet in real time, giving the PMO a live view of delivery progress without requiring manual updates from either side.
This integration closed the most critical visibility gap in the Front Office operating model: the ability to see a work item from the moment it enters as a business request through to its completion in delivery, without switching systems or waiting for a manual data refresh.

CX2: ServiceNow ↔ Azure DevOps: Linking Incidents to Delivery Work

The second integration connected ServiceNow (SNOW) to ADO, enabling operational incidents and change requests to be traced directly to the delivery work they generated or impacted. In the prior state, an incident resolved through a code change in ADO had no formal linkage back to the ServiceNow record, creating an audit gap and making it difficult to assess the operational impact of delivery decisions.

Through Unito, when a ServiceNow incident or change request is linked to an ADO work item, both systems maintain synchronized identifiers. The ADO Change Request Number (CR#) field is populated with the corresponding SNOW CR ID, and the SNOW record carries an ADO Work ID field auto-populated via Unito. This creates a continuous, traceable thread from operational event to delivery resolution, supporting compliance, post-incident review, and capacity analysis.

> *The integration created a closed data loop across all stages of demand and delivery: from business request entry in Power Apps, through PMO review in Smartsheet, to execution and incident management in ADO and ServiceNow, all connected without manual hand-offs.*

© Agileon. All Rights Reserved.

How the Work was Done

What follows is the specific work delivered in steps for the following Engagement Outcome: the artifacts, the processes, the methods, and the decisions made at each stage of the engagement.

EO2 | Delivery Forum *(previously: Portfolio Prioritization Forum)*

The objective was to establish a single, recurring governance forum where competing work is evaluated and sequenced using shared criteria and real capacity constraints.

EO2
1

Step 1: Assess the Current State of Prioritization and Capacity

Before building the Delivery Forum, Agileon conducted a comprehensive baseline assessment documenting the current state across three dimensions: service-level agreements, prioritization practices, and delivery capacity. The findings were specific and actionable. SLAs were clearly defined but inconsistently integrated into intake systems; incident SLAs existed on paper (P1: 15-minute response, 1-hour resolution; P2: 30-45 minute response, 4-10 hours resolution) but were not reliably enforced across informal intake channels like email and direct conversation. Prioritization was fragmented and informal, with no unified triage method or rubric. Delivery capacity analysis based on Q2 time tracking revealed that over 80% of available hours were consumed by KTLO and project work, leaving minimal room for enhancements or strategic initiatives.

The result was a disjointed operating environment where high-value work competes with operational noise, and where work is initiated faster than it can be collectively assessed, scheduled, and delivered. To address these challenges, Agileon recommended four foundational actions:

Establish a Centralized Delivery Forum: A single decision-making body for intake and prioritization across all work types.

Operationalize SLAs: Automate SLA tracking and governance within systems like ServiceNow and Azure DevOps.

Adopt Capacity-Based Planning: Allocate work types intentionally based on known capacity thresholds.

Standardize Prioritization Criteria: Define and apply a shared logic for evaluating all requests consistently.

Together, these formed the groundwork to redesign the Front Office's operating model, moving from fragmented execution toward a transparent, value-driven system that enhances delivery predictability and strategic alignment.

© Agileon. All Rights Reserved.

How the Work was Done

EO2
2

Step 2: Assembling the Right People

A Delivery Forum is only as effective as the people in the room. Agileon worked with Leslie Kavanaugh and Dee Rhoda to identify and convene a cross-functional participant roster representing every capacity dimension of the Front Office portfolio. Each member was selected for their functional expertise and their ability to provide visibility into real constraints. The roster included Leslie Kavanaugh as Executive Sponsor, Dee Rhoda as Process Facilitator, Arun Vishnu as Engineering Lead, Antony Brahin as Development Manager, Senthil Vijayakumar as Data Science Advisor, Salah Ali as Support and Admin Lead, Mrinal Pratap as QA Lead, Heather Spencer as Portfolio Integration Advisor, and Tammy Elridge as Business Analysis and Solution Design Lead.



Leslie Kavanaugh

Executive Sponsor; provides vision and direction for prioritizing competing business unit demands



Heather Spencer

Portfolio Integration Advisor; reflects on prioritization impacts for broader portfolio review



Dee Rhoda

Process Facilitator; provides guidance on alignment and collaboration, supports adherence to prioritization process



Senthil Vijay Kumar

Data Science Capacity Advisor; supports engineering insights and resource visibility



Arun Vishnu

Engineering Capacity Lead; provides development capacity and roadmapping insights



Mrinal Pratap

Quality Capacity Lead; provides QA commitments and availability insights



Antony Brahin

Development Manager; supports engineering work planning and capacity sharing



Tammy Eldridge

Business Analysis & Solution Design Lead; responsible for visibility into BA/design resource commitments



Salah Ali

Support & Admin Capacity Lead; offers administrative workload transparency and delivery readiness

The Delivery Forum participant roster; cross-functional leaders selected to represent every dimension of Front Office delivery capacity

© Agileon. All Rights Reserved.

How the Work was Done

EO2
3

Step 3: Building the Forum Through a 5-Step Kickoff Sequence

Agileon designed a structured five-session kickoff experience for the Delivery Forum than ran from August 2025 through September 2025. Each session had a specific purpose that built on the previous one, so that the forum was operational by the end of the sequence.

Step	Date	Action(s)
Step 1: Orientation & Operating Cadence	Aug 25, 2025	Participants are introduced to the forum's purpose, responsibilities, meeting norms, and cadence. Participants align on decision-making protocols and reflect on stakeholder communication needs.
Step 2: Intake Process & Value Mapping	Sep 4, 2025	Members examine the current intake process, mapped pain points, and align on future-state intake design. They also define value categories and agree on intake tooling integration (SNOW, Power Apps, ADO).
Step 3: Capacity & Workload Transparency	Sep 18, 2025	The group builds a shared understanding of how capacity is measured, visualized, and used to inform delivery commitments.
Step 4: Backlog Compilation & Prioritization	Sep 25, 2025	Participants finalize backlog views, defined prioritization rules (value, risk, urgency, strategic alignment), and build a prioritization checklist to guide future discussions.
Step 5: Roadmapping & Quarterly Planning	*Sep 29, 2025*	The forum converts the prioritized backlog into a quarterly roadmap. Members clarify visualization expectations in ADO, defined release windows, and agree on change buffers and feedback loops.

The Five-Step Delivery Forum Kickoff: from orientation and operating cadence through quarterly roadmapping

© Agileon. All Rights Reserved.

How the Work was Done

EO2
4

Step 4: The Prioritization Framework: 12 Policy Lenses

The prioritization method that emerged from this process was not a simple scoring matrix. The Business Partners were guided by Agileon to develop prioritization logic, which organically evolved into a custom 12 lens policy framework that ensured every dimension relevant to a sequencing decision was explicitly considered. Work was evaluated through lenses including: strategic value and business impact, urgency and time sensitivity, compliance and regulatory requirements, dependency and sequencing constraints, risk of inaction, resource availability and team composition, work item size and type, mid-execution change risk, capacity limits, seasonal factors, delivery team skillsets, and existing commitments.

Policy Lens	Description
Work Type	KTLO P1s & P2s in critical systems, followed by Projects, Enhancements, then KTLO P3s & P4s.
Application Impact	Applications with significant business impact, ease of execution, or strong funding support may be prioritized higher.
Business Unit (BU) Alignment	Requests supported by multiple BUs, or aligned with strategic initiatives, are elevated.
Business Value	Work that delivers measurable value (cost savings, time savings, risk reduction, reputation, compliance) is prioritized over lower-value requests.
Urgency & Impact	Regulatory, legal, compliance, or customer commitments drive higher urgency; only critical, time-bound requests qualify.
Workflow Phase / Stuck Items	Items stalled in discovery, initiation, or planning may be prioritized to ensure progress and avoid bottlenecks.
Mid-Execution Changes	New urgent work may pause or reprioritize in-progress items, but paused items retain visibility and are resumed when capacity allows.
Work Item Size & Type	Smaller items may be prioritized to maintain throughput and clear queues; larger efforts require additional planning and sequencing.
Capacity & Limits	Prioritization reflects usable delivery capacity; work cannot move forward without available resources.
Seasonal Factors	Year-end deadlines, holidays, and planning cycles may alter urgency and available capacity.
Delivery Team Composition & Skillsets	Specialized resource availability and cross-team coordination requirements may affect sequencing.
Current Commitments	Existing commitments are honored before accepting new work, unless urgent P1/P2 items override.

© Agileon. All Rights Reserved.

How the Work was Done

What follows is the specific work delivered in steps for the following Engagement Outcome: the artifacts, the processes, the methods, and the decisions made at each stage of the engagement.

EO3 | Unified Azure DevOps Architecture

The objective was to re-architect ADO so it functions as a consistent system of record across all Front Office teams - not a collection of team-local configurations.

EO3 1

Step 1: Redesigning the Area Path Structure

There was a problem with the existing ADO Setup, where ADO was already in use across Front Office but the diagnostic had confirmed that each team had configured it independently to meet their individual needs.

The result was a fragmented landscape: different hierarchy structures, inconsistent workflow states, varied naming conventions, and no shared area path model.

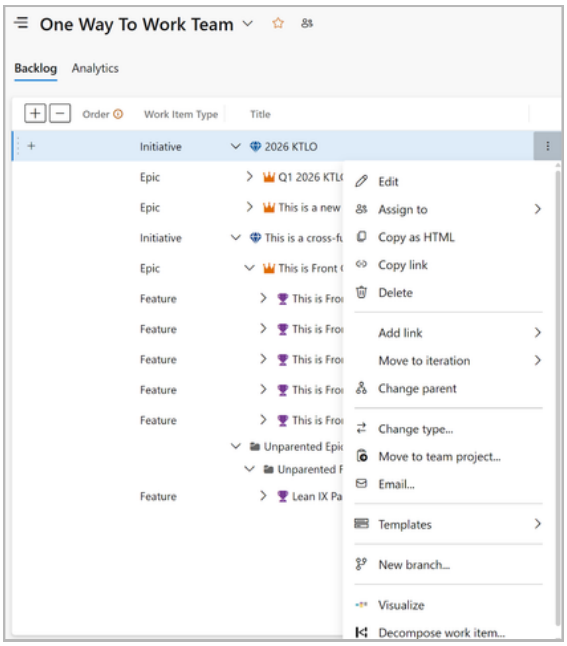
Essentially, teams using the same tool were effectively operating as if in different systems. Cross-team visibility was impossible without manual aggregation. ADO produced reports were difficult to trust or compare. And because the tool reflected team autonomy rather than organizational structure, leadership had no reliable way to see how work related to business capabilities, functional areas, or shared services.

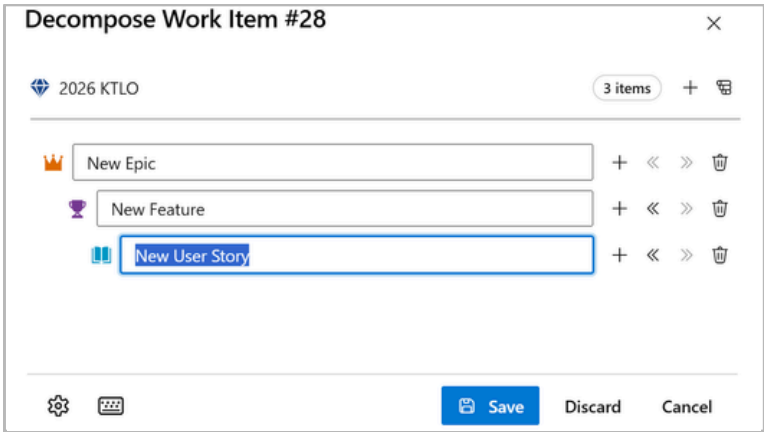
The first and most consequential change was the introduction of a consistent Area Path structure that mirrored how the Front Office was actually organized.

Previously, teams created their own project spaces with no naming convention or structural alignment. The redesigned model organized work by functional area and business capability, so leadership could view throughput, capacity, and delivery performance at meaningful organizational levels without needing to export, reconcile, or interpret data manually.

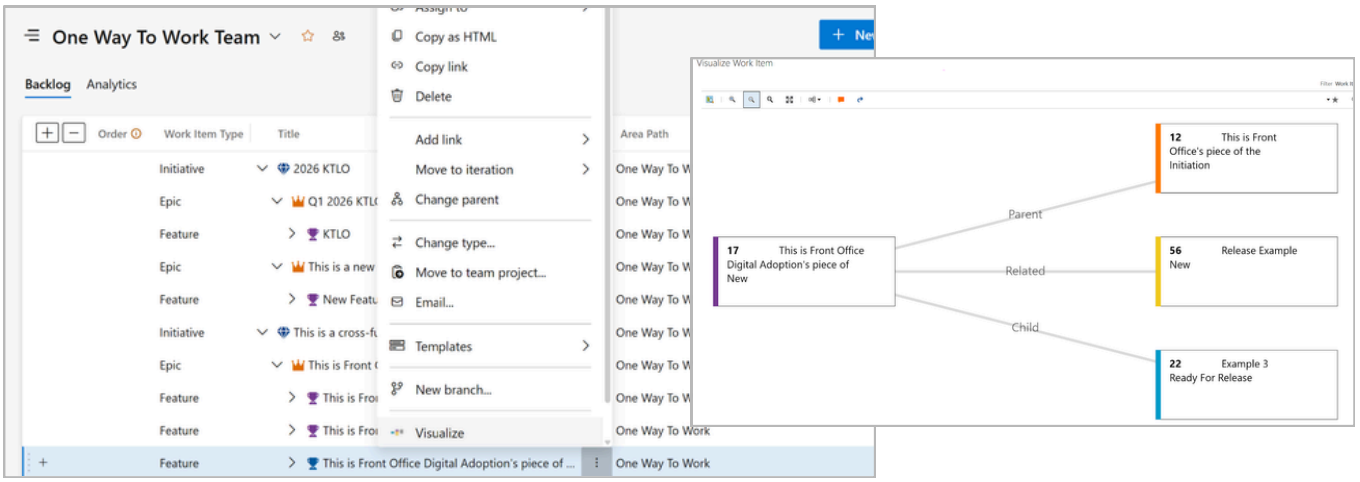
© Agileon. All Rights Reserved.

How the Work was Done





Rapid backlog decomposition: breaking work items into the correct hierarchy levels within ADO



Dependency visualization: using ADO's built-in 'Visualize' tool to surface parent, child, and related work item relationships

© Agileon. All Rights Reserved.

How the Work was Done

EO3

2

Step 2: Establishing the Shared Work Hierarchy and Taxonomy

The Agileon re-architecture introduced a clear, consistent work hierarchy applied across all teams regardless of work type: Initiative (annual strategic commitments), Epic (quarterly priorities), Feature (monthly work packages), Story (bi-weekly and daily execution), and Task. Each level had explicit definitions and decomposition guidance so that a project, an enhancement, a KTLO item, and a research effort could all be structured consistently and compared at the appropriate planning horizon. This alignment between the ADO hierarchy and the planning calendar was a deliberate design choice. It meant that reporting at each level of the hierarchy corresponded directly to a governance conversation at the same level.



The ADO work hierarchy mapped to planning horizons

© Agileon. All Rights Reserved.

How the Work was Done

EO3

3

Step 3: Security Config, Dependency Management & UAT Access

This Objective also addressed three operational enablers that are often overlooked in ADO re-architecture efforts. First, dependency management: Agileon standardized the use of ADO relationship types, Parent/Child, Predecessor/Successor, and Related, to make cross-team sequencing visible and manageable.

Teams could now use ADO's built-in visualization tool to see how any work item related to other items across the portfolio, including which items were blocking progress and which were blocked.

Second, security configuration: area path-based permissions were enforced using a least-privilege model, ensuring contributors and leaders operated within appropriate visibility and control boundaries without requiring manual access management.

Third, UAT roles and access: UAT participation was handled dynamically through scoped area path assignments, allowing business testers to access relevant work items without broadening security exposure to the broader ADO environment.

© Agileon. All Rights Reserved.

How the Work was Done

What follows is the specific work delivered in steps for the following Engagement Outcome: the artifacts, the processes, the methods, and the decisions made at each stage of the engagement.

EO4 | Release Planning and Governance

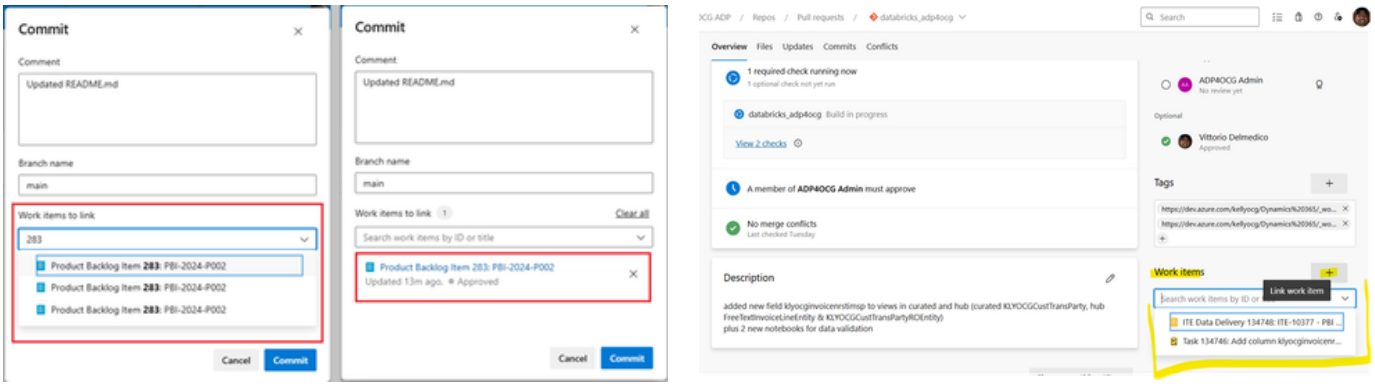
The objective was to standardize how releases are planned, tracked, and governed in ADO; turning releases from informal milestones into traceable, accountable delivery events.

EO4 1

Step 1: Understand the Current State

The diagnostic had found that Kelly IT teams handled release management in three documented distinct ways. Some tracked releases using custom fields. Others used manually entered Change Request numbers. Others simply applied tags, labels like 'Change Request' or 'Scope Change', to work items and pipeline runs.

While each approach served local needs, the result across the portfolio was inconsistent tracking, fragmented visibility, and no reliable way to report or audit release activity at the enterprise level. PowerApps was the system of record for Change Requests, but there was no automated or bidirectional connection to ADO, meaning updates made in one system did not propagate to the other.



Current state: fragmented commit-to-work-item linking across teams

© Agileon. All Rights Reserved.

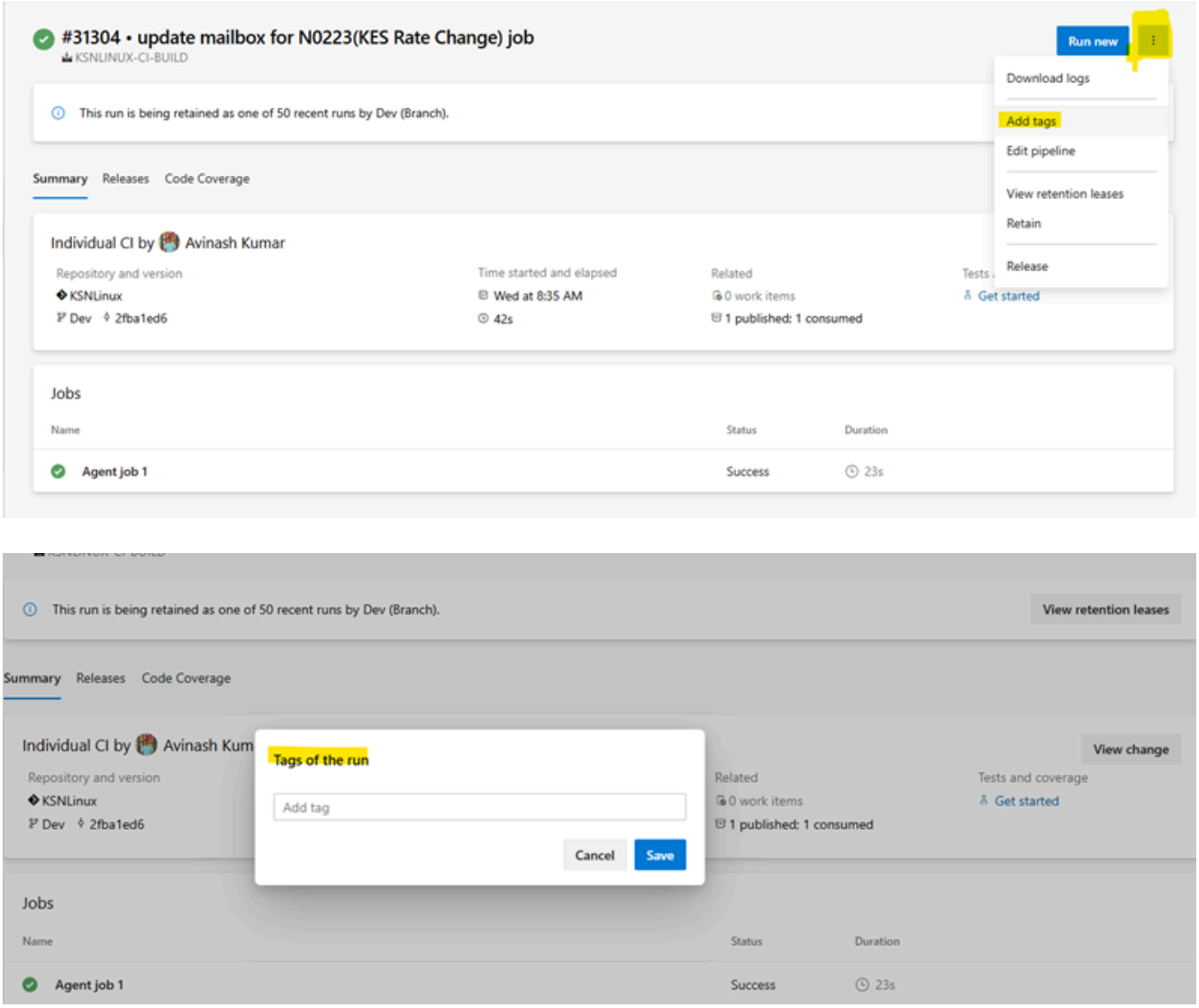
How the Work was Done

EO4

1

Step 1: Understand the Current State (Cont.)

Some teams simply apply tags such as “Change Request” or “Scope Change” to releases or work items to identify them for tracking and reporting purposes Release Management - Change Request.



Current state: release tagging approach 'Change Request' tags applied inconsistently to pipeline runs

© Agileon. All Rights Reserved.

How the Work was Done

EO4

2

Step 2: Future State: Release Governance and Data Alignment

Agileon designed and documented a unified release governance model that replaced the three fragmented tracking methods with a single, standardized lifecycle. The Release Governance Guide defined how every release would move from initiation through deployment and closure across three connected systems, each with a clear role: PowerApps as the system of record for Change Request creation and ownership, Smartsheet as the integration and visibility bridge via Unito, and Azure DevOps as the system of record for delivery execution, release tracking, and reporting.



PowerApps remains the system of record for all CR creation, ownership, and updates.



Smartsheet functions as the integration and visibility bridge, enabling bi-directional synchronization between portfolio data and ADO.



ADO becomes the system of record for delivery execution, release tracking, and reporting.

© Agileon. All Rights Reserved.

How the Work was Done

EO4

2

Step 2: Future State: Release Governance and Data Alignment

The architecture established a closed loop. Change Requests originate in PowerApps and sync to Smartsheet on an automated three-hour cycle. Through Unito's bi-directional connection, each CR automatically creates a Release Work Item in ADO, pre-populated with CR metadata including the CR number, application, environment, downtime, and rollback plan. From that point forward, ADO owns execution. Teams plan and manage releases using standardized Release Work Items linked to related Epics, Features, Stories, commits, and pull requests, with automated pipeline integration ensuring that every deployment traces back to its underlying Change Request without manual linking.

CR Initiation (PowerApps)

A new CR is created by Business or IT; it gets a unique CR number and the app retains ownership of all CR field data.

System Sync (PowerApps → Smartsheet)

PowerApps sends the CR to Smartsheet via a one-way connection that auto-refreshes every 3 hours.

Item Creation (Smartsheet ↔ ADO)

Through Unito's bi-directional sync, a Smartsheet CR auto-creates an ADO Release Work Item, after which ADO is the system of record for execution and delivery tracking.

Planning & Execution (ADO)

Teams plan and execute releases in ADO using standardized Release Work Items linked to related Epics, Features, Stories, commits, and pull requests.

Automated Traceability & Pipeline Integration

Enable Pipeline→Options→Integrations→Report Deployment Status to Work so work items, builds, and release runs auto-link and each deployment traces to its underlying CR; commits/PRs flow via build artifacts to the release record.

Release Management

Standardize pipelines as DEV→TEST→Change & Release→STAGING→PROD, capturing approvals in the Change & Release stage between TEST and PROD.

Closure (PowerApps)

When the CR is complete, finalize and close in PowerApps; closure status flows to Smartsheet and is reflected in ADO for history and reporting.

Future-State Release Lifecycle (Overview, One-page View)

© Agileon. All Rights Reserved.

How the Work was Done

EO4

2

Step 2: Future State: Release Governance and Data Alignment

The governance model introduced a structured leadership workflow where each Release Work Item progresses through defined states, from New through Discovery, Initiation, and Planning, before work decomposes into delivery team backlogs.

Phase	Purpose
New	Newly created release record awaiting initial awareness and confirmation of ownership
Not Started	Validates that the release is relevant to the portfolio and has the correct data
Discovery	Explores dependencies, scope, and business impact
Initiation	Aligns stakeholders and confirms readiness for planning and decomposition
Planning	BA decomposes the Release Work Item into Stories and Tasks, linking them via Associated Links. Work then transitions into delivery boards

Releases cannot advance to production unless CR linkage is verified, downtime and rollback fields are documented, testing evidence is attached, and both the Functional Leader and Change and Release Manager have recorded their approvals. Upon closure, status flows back through Smartsheet and is reflected in ADO for historical reporting and audit traceability.

A commitment made in the Delivery Forum about when work would be delivered now had a corresponding release governance structure ensuring that commitment could be tracked, readiness could be verified, and outcomes could be evaluated. The feedback loop from delivery back into planning, one of the most consistently missing elements identified in the diagnostic, was now embedded in the system.

© Agileon. All Rights Reserved.

How the Work was Done

What follows is the specific work delivered in steps for the following Engagement Outcome: the artifacts, the processes, the methods, and the decisions made at each stage of the engagement.

EO5 | Value-Centric Reporting

The objective was to replace fragmented, manual, activity-based reporting with automated, flow-based dashboards that connect all levels of the org to the same decision-relevant data.

EO5
1

Step 1: Documenting What Reporting Actually Looked Like

Before designing the future state, Agileon conducted a current-state reporting assessment that catalogued every report being produced across Kelly IT and evaluated each one against a consistent set of criteria: who produced it, how often, from what source, and what decisions it was designed to support. Five distinct reports were identified.

- The Project Status Update was produced biweekly by project managers, pulling from Smartsheet, ADO, and time-tracking tools, then distributed as an Excel spreadsheet via email.
- The Project Portfolio was managed in Smartsheet by the PMO with inputs from various systems useful for oversight, but with inconsistent financial fields and no source data integration.
- The ITSC Deck was a monthly manual PowerPoint produced by Tracie Myska to summarize portfolio status for executives; it required heavy manual effort to compile and could not be drilled into dynamically during review sessions.
- The Portfolio Dashboard, maintained by Ruben Marquez II, was an interactive Smartsheet view, a meaningful step toward automation, but relying on cumbersome data extracts and inconsistent updates that created duplication across ADO and Smartsheet.
- The ADO Extract was a biweekly Excel-based report generated manually by project managers, providing transparency into open work items but duplicating effort already maintained in Smartsheet.

The assessment confirmed a high level of data awareness but low data utilization. The organization knew what was happening, but only through considerable manual effort, and never in real time. The recommendation was clear: stop building reports as separate artifacts and instead build reporting as a connected layer on top of the operating system already established in Engagement Outcomes 1 through 4.

© Agileon. All Rights Reserved.

How the Work was Done

EO5
2

Step 2: Building the Data Schema That Powers Everything

The reporting architecture began not with dashboards but with data. A comprehensive set of custom fields was standardized across all ADO work items so that every piece of work carried the same structured attributes regardless of team, work type, or planning horizon. These fields were not created for reporting purposes alone, they were the same fields used to make intake, prioritization, and delivery decisions. Reporting was therefore a byproduct of the operating model, not a parallel effort imposed on top of it.

Field	Purpose
Business Unit	Segmenting work by functional portfolio
Application	Linking work to the specific system or platform impacted
Work Category	Project, Product, Enhancement, or KTLO
Urgency and Impact	Standardized Likert-scale scores from the EO2 prioritization framework
Value Category and Value Score	Derived from the value measurement framework in EO1, covering cost reduction, risk mitigation, compliance, strategic alignment, and revenue generation
Affinity Sizing	Relative effort sizing introduced in EO3: XS, S, M, L, XL
ServiceNow Priority	Providing traceability between ServiceNow incidents and ADO work items
Planned Delivery Date and Forecasted Completion	Anchoring delivery performance comparisons
Request Type and Request Source	Identifying whether demand originated from business partners, system events, or internal improvement efforts

© Agileon. All Rights Reserved.

How the Work was Done

EO5

3

Step 3: Flow Metrics as KPIs for Performance Measurement

With the data schema in place, the measurement framework was built around five flow metrics that provided an objective, system-level view of how work moved, not what individuals were doing, but how the system was performing.

Field	Purpose
Throughput	The number of work items completed within a defined period. Reflects delivery velocity and allows leadership to see productivity trends, evaluate capacity utilization, and monitor how output evolves over time.
WIP (Work in Progress)	The number of active work items at any moment. WIP management ensures stable flow and prevents the overextension that slows delivery. High WIP is a leading indicator of bottlenecks, not a sign of productivity.
Cycle Time	Duration between when work starts and when it finishes. Provides a direct measure of execution efficiency and informs realistic forecasting by work type.
Lead Time	Total time from request submission to completion; capturing the full end-to-end experience from the requestor's perspective, including time spent waiting in the backlog.
Time in Column	How long items remain in each workflow state. This metric pinpoints exactly where work slows or stalls; whether in intake, refinement, development, review, or UAT, enabling targeted improvement.

© Agileon. All Rights Reserved.

How the Work was Done

EO5
4

Step 4: 3-Connected Dashboards Tied to Governance Forums

The final element was the dashboard layer: three interconnected views built directly on the standardized ADO data, each aligned to a specific governance forum and decision context.

The Intake Dashboard provided transparency into the volume, age, and throughput of incoming requests, showing how efficiently work moved from intake through triage and into prioritization. It was designed to support the Delivery Forum by giving members a shared view of what was in the queue before each session, eliminating the need to compile status separately.

The Delivery Forum Dashboard tracked performance against delivery plans, visualizing throughput trends, WIP limits, and the decisions recorded during each Delivery Forum session. It included a decision log, a running record of what was accepted, deferred, or de-scoped in each forum, creating accountability and traceability between governance decisions and actual delivery outcomes.

The Release Planning Dashboard connected backlog items to upcoming and past release windows, linking planning decisions to actual deployment outcomes. This was the reporting layer that closed the feedback loop established in EO4: every release commitment made in the Delivery Forum was now visible in a dashboard that tracked whether it was met, and what the delivery data showed about why.

The full reporting ecosystem, from the custom field schema to the three dashboards to the flow metrics, was designed as one connected layer on top of everything built in EO1 through EO4. The data entered at intake, the decisions made in the Delivery Forum, the work tracked in ADO, and the releases governed through EO4 all flowed into the same reporting foundation. Reporting was no longer a separate activity. It was a byproduct of doing the work the right way.

© Agileon. All Rights Reserved.

What Changed

Outcomes Across Five Dimensions

The impact of the intervention was measured through organizational effectiveness surveys administered before and after the pilot, delivery data from Azure DevOps, and structured interviews with participants across roles and functions. The results were not limited to process metrics, they reflected a genuine shift in how work was experienced.

Dimension	Prior to Intervention	Following the Intervention
Demand Visibility	Work entered through six channels. Significant demand was invisible until it had already consumed capacity. Leadership could not see the full queue. Data existed in pockets and it was hard to answer basic questions about work.	Consolidated to two governed intake pathways. All work surfaces before consuming capacity. Leadership has a shared, system-level view of demand. Teams established a regular cadence for discussing the flow of work from one group to another, and cross-team handoffs, previously invisible, became a shared point of attention across the Front Office. Though full clarity and consistent expectation-setting with business partners is still maturing.
Prioritization	Made locally, informally, and inconsistently. Frequent reversals driven by urgency and escalation. No shared criteria or capacity constraints.	Delivery Forum with shared value, urgency, and capacity criteria. Decisions are transparent, explainable, and documented. Operating as one portfolio instead of a collection of competing priorities.
Delivery Predictability	Commitments made without full demand visibility. Mid-cycle disruption common. Variability was invisible and unmanageable.	Smaller, capacity-constrained commitments. Mid-cycle disruption reduced. Variability is visible and explainable, enabling proactive adjustment. The pilot also surfaced capacity gaps that had been invisible; specifically resource mix mismatches between business analysis and development.
Data and Reporting	Fragmented, manual, inconsistently trusted. Leaders supplemented reports with meetings and escalations. Activity-focused rather than decision-enabling.	Automated flow-based dashboards from a single system of record. Consistent definitions. Leaders and teams work from shared, real-time data.
Organizational Effectiveness	Baseline OEM score: 81.1% (Level IV). Variability across dimensions. Reactive culture, with uneven clarity and confidence across roles.	Post-intervention OEM survey: 83.1% (Level IV) showed meaningful improvement across multiple dimensions, particularly in clarity of direction and confidence in decision-making.

© Agileon. All Rights Reserved.

What Changed: Organizational Effectiveness

Organizational Effectiveness Measurement (OEM) Survey

Baseline Assessment	Final Assessment	Overall Change
81.1% (Level 4)	83.1% (Level 4)	+2.5%
3/11/2025	3/29/2026	Improvement

SCORE INTERPRETATION

Level 1	Level 2	Level 3	Level 4	Level 5
0–39%	40–69%	70–79%	80–89%	90–100%

Baseline Assessment (n=145)

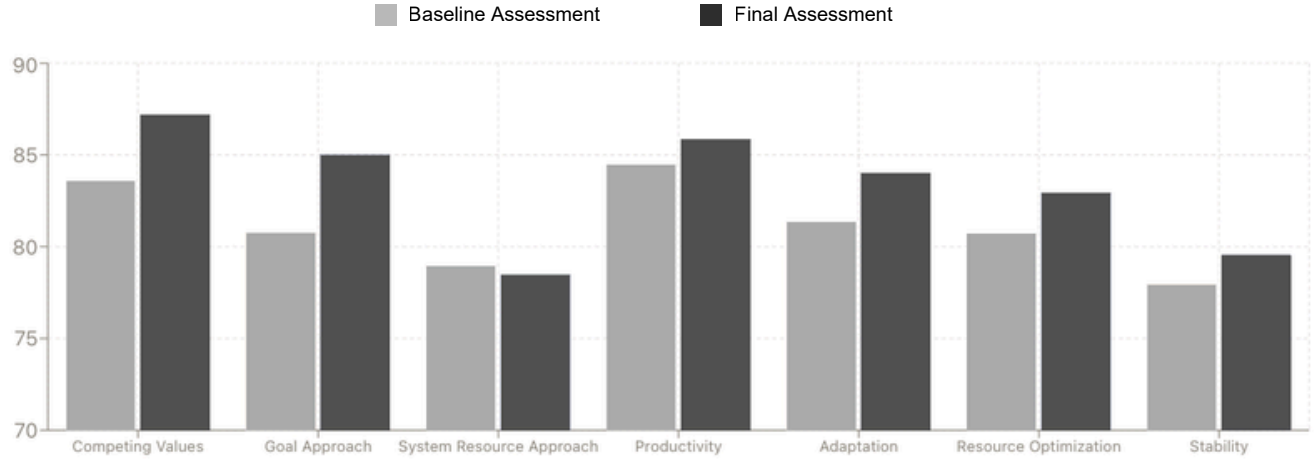
RANK	THEME NAME	SCORE	LEVEL
1	Productivity	84.5%	Level 4
2	Competing Values	83.6%	Level 4
3	Adaptation	81.4%	Level 4
4	Goal Approach	80.8%	Level 4
5	Resource Optimization	80.7%	Level 4
6	System Resource Approach	79.0%	Level 3
7	Stability	77.9%	Level 3

Survey Report Finalized: 3/11/2025

Final Assessment (n=26)

RANK	THEME NAME	SCORE	LEVEL
1	Competing Values	87.2%	Level 4
2	Productivity	85.8%	Level 4
3	Goal Approach	85.0%	Level 4
4	Adaptation	84.0%	Level 4
5	Resource Optimization	82.9%	Level 4
6	Stability	79.5%	Level 4
7	System Resource Approach	78.5%	Level 3

Survey Report Finalized: 3/27/2026



© Agileon. All Rights Reserved.

What Changed: Organizational Effectiveness

What the Measurement Tells Us

The baseline OEM was administered across all of Global IT, drawing 145 responses and establishing a broad, organization-wide view of how work was experienced before the intervention. The final assessment was scoped to the Front Office pilot group and captured 26 responses from the leaders and practitioners who had been operating inside the One Way to Work system for the duration of the engagement.

The overall movement from 81.1% to 83.1% in a single engagement cycle, within an organization already performing at Level IV, is not a turnaround story. It is a refinement story, and that is harder to produce. Kelly IT was not broken. It was capable but structurally misaligned, and the friction from that misalignment was invisible until the diagnostic surfaced it. What the OEM data confirms is that the One Way to Work operating model did not just change processes. It changed how the pilot group experienced their ability to plan, prioritize, decide, and deliver.

The Front Office pilot proved the model works under real constraints with real functions and teams. The remaining IT portfolios were measured in the baseline but have not yet operated inside the system. Their scores are already captured. As each group comes online, the organization will have a direct, measurable comparison between where they started and where they land after adoption, using the same instrument and the same methodology. The pilot did not just test the operating model. It built the measurement infrastructure for scaling it.

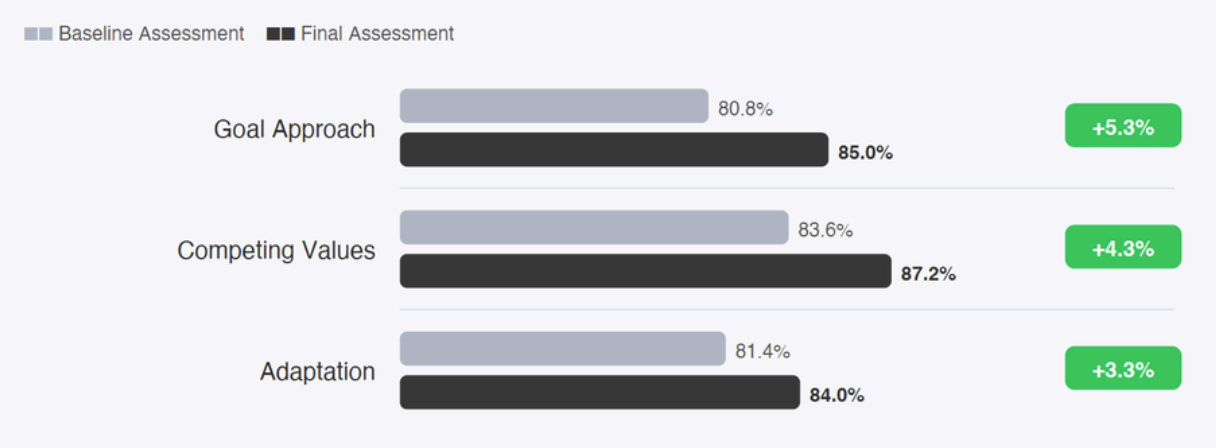
RANK	THEME NAME	BASELINE	FINAL	CHANGE	STATUS
1	Competing Values	83.6%	87.2%	+4.3%	■ Improved
2	Productivity	84.5%	85.8%	+1.6%	— Stable
3	Goal Approach	80.8%	85.0%	+5.3%	■ Improved
4	Adaptation	81.4%	84.0%	+3.3%	■ Improved
5	Resource Optimization	80.7%	82.9%	+2.7%	■ Improved
6	Stability	77.9%	79.5%	+2.1%	■ Improved
7	System Resource Approach	79.0%	78.5%	-0.6%	— Stable

© Agileon. All Rights Reserved.

What Changed: Organizational Effectiveness

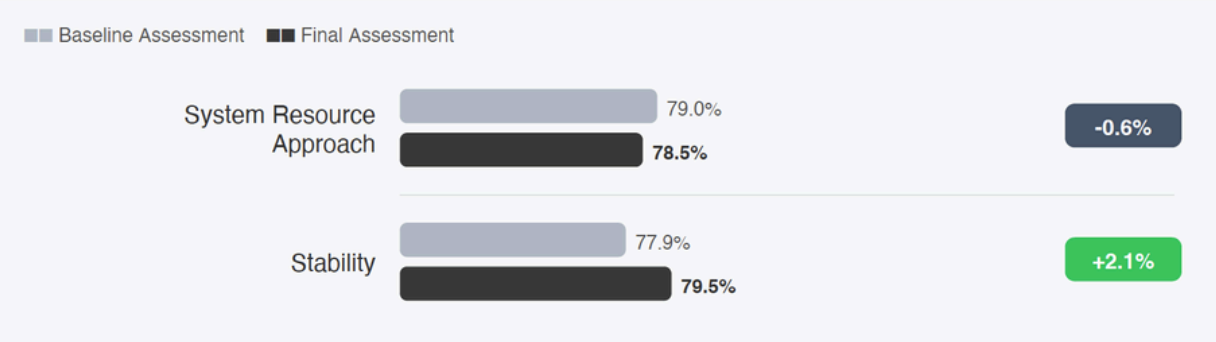
What Moved

Goal Approach, Competing Values, and Adaptation all improved meaningfully. Strategic clarity strengthened, alignment across competing priorities increased, and confidence in the organization's ability to respond to change rose despite the introduction of more structure, not less. Collectively, these three dimensions reflect the direct impact of structured prioritization, shared planning horizons, and a governance model that made sequencing decisions visible and repeatable.



What to Watch

System Resource Approach declined slightly and remains the lowest dimension in the assessment. At the statement level, "My group can acquire resources" scored 70.0%, the lowest individual score in the survey. Teams are performing within the system, but friction in obtaining what they need creates drag that compounds over time. Stability improved modestly, though "You feel stable while working here" scored 71.5%, the second lowest individual score. System-level operational stability has not fully translated into a felt sense of individual security, a gap worth monitoring for retention and sustained engagement as the model continues to mature.



© Agileon. All Rights Reserved.

What Changed: Qualitative Outcomes

Quantitative outcomes matter. But the qualitative shift was equally significant. Post-intervention interviews described a change not just in tools and processes, but in how people experienced their work and their organization:

Stronger accountability through shared visibility
Front Office Pilot Teams could see how their work connected to priorities and commitments; making it easier to own outcomes rather than manage ambiguity.

More productive prioritization conversations
The conversation shifted from 'we need everything' to 'here is what we can actually deliver.'

Faster delivery through clearer structure
Front Office Pilot Teams spent less time navigating ambiguity and more time executing. Backlog clarity reduced the cognitive load of knowing what to work on next.

Greater openness to discussing trade-offs
Psychological safety around difficult conversations improved as the system, not individuals, held the trade-offs. Constraints became shared problems, not personal failures.

What the People Said

Seven people closest to the work share what the shift looked like from where they stood. **Tracie Myska**, PMO Senior Director, offers the most expansive view of what changed and what the organization is still building toward. **Dee Rhoda**, who served as the operational bridge between Front Office and the broader PMO, speaks to the cultural movement from direction-seeking to self-direction. **Tammy Eldridge**, Business Analysis and Solution Design Lead, brings a ground-level view of intake, prioritization, ADO adoption, and a structural capacity gap the pilot made visible. **Salah Ali**, Manager of Technology Enablement, reflects on how work arrives and gets prioritized differently now. **Antony Brahin**, Development Manager, describes the shift from reactive to deliberate and what a shared view of priorities and pipeline has meant for how the team plans and executes. **David Julien**, Front Office Leadership Team, describes the shift in tracking, visibility, and the cross-team handoffs that remain a work in progress. **Ruben Marquez II**, Technical PMO Operations Manager, points to the structural transformation in the design and use of Azure DevOps for work visualization.

© Agileon. All Rights Reserved.

What Changed: Qualitative Outcomes

Tracie Myska, PMO Senior Director

Tracie Myska offered the most expansive view of what has changed and what remains. Before the pilot, demand visibility was fragmented. Information existed in pockets across tools and teams, but there was no single, reliable view of what was actually in flight or coming next. That made it hard to answer basic questions with confidence, and even harder to make tradeoffs.

The shift has been meaningful. A single intake path and a more consistent way of capturing work now give the organization a much clearer picture of demand. It is not perfect yet, but day to day, less time goes toward chasing information and more toward actually managing the portfolio. The Delivery Forum has been one of the more consequential changes. Before, prioritization happened in silos and decisions were often inconsistent or revisited after the fact. Now there is a shared space where priorities are discussed and aligned at an enterprise level. The quality of decisions has improved, but more importantly, the consistency has. Kelly IT is beginning to operate as one portfolio rather than a collection of competing priorities.

What's Working	What Remains
• Better visibility into demand and capacity • A clearer intake model and governance structure • Growing alignment across IT and the business • The shift from push to pull is beginning to take hold	• Adoption and behavior change: tools and processes are in place, but consistency is still developing • Capacity discipline: a tendency to overcommit and fragment teams continues to slow delivery • End-to-end flow: intake, prioritization, and delivery are connected, but not yet seamlessly • Organizational friction: some of what looks like confusion is the natural resistance of new ways of working taking hold

> *"This is a journey. The foundation is there, but we're still building the muscle."*

© Agileon. All Rights Reserved.

What Changed: Qualitative Outcomes

Dee Rhoda, Operational Bridge, Front Office and PMO

Dee Rhoda's vantage point came from the open office hours held throughout the pilot to answer questions about the One Way to Work. From that position, what she observed most was a cultural shift that the data alone could not fully capture. Teams that had been waiting for direction began shaping the system themselves. The movement was gradual but unmistakable: as visibility into how work was governed increased, people stopped asking what they were supposed to do and started proposing how things should work.

> *"I am hearing less of tell me what I am supposed to do and more of let's try this or I think it should work like this."*

Tammy Eldridge, Business Analysis and Solution Design Lead

Tammy Eldridge brought a view from inside the delivery teams that captured both the progress made and the work still ahead. Reactive intake patterns have not fully resolved, but the process has introduced more shared understanding of what should be prioritized. The Delivery Forum created more consistency in sequencing decisions, though aligning expectations with the business remains ongoing. ADO gave the team consolidated visibility into their work in a single place, even as standardization of how work is entered continues to develop. Most significantly, the pilot surfaced a structural constraint that had previously been invisible: the team is short on Business Analysts relative to what the development team can absorb.

Area	What Shifted
Intake	More shared understanding of what should be worked on
Prioritization	More consistency in what gets worked on and why
ADO Adoption	Consolidated visibility, all work visible in one place
Delivery	Surfaced a structural capacity gap between BA and development

The pilot did not resolve every constraint, but it made them visible. And for Tammy, that visibility, knowing what the work is and how much of it there is, was the most significant shift of all.

© Agileon. All Rights Reserved.

What Changed: Qualitative Outcomes

Salah Ali, Manager of Technology Enablement

Salah Ali offered a perspective from the front lines of daily delivery. Before the pilot, work arrived through multiple channels with little clarity about how it connected to broader priorities. That dynamic has meaningfully shifted. The structure around how work arrives and gets prioritized is fundamentally different, and the Delivery Forum has become the mechanism that keeps people aligned and focused on what actually matters.

> *"There is now far more structure in how work arrives and gets prioritized, and the Delivery Forum keeps people aligned and focused on what actually matters."*

David Julien, Front Office Leadership Team

David Julien captured both the practical shift in how work is tracked and the friction that still remains. Before the pilot, work landed through manager direction or a shared SharePoint list, with production support able to interrupt project work at any time. Project and operational streams ran separately with little unified visibility across either. That dynamic has begun to shift. Priorities are now visible in ADO, and the system's emerging ability to document what happened along the way to completion is something the team simply did not have before in one place. The challenge that remains is cross-team handoffs: when a story moves from development to QA, visibility can be lost, and the team is actively working through a solution.

> *"Management now has visibility into priorities without relying on a separate tool, and the hierarchy that ADO provides will make it much easier to look back on the work and understand how it progressed."*

© Agileon. All Rights Reserved.

What Changed: Qualitative Outcomes

Antony Brahin, Development Manager, Front Office Pilot

Antony Brahin described a team that had been operating in a reactive posture, work arriving through uncoordinated channels with no single view of the queue. The Delivery Forum brought structure to prioritization and reduced ambiguity around sequencing. The team adopted the new Azure DevOps architecture for daily tracking and sprint planning, with visibility an immediate win, and early sight into incoming work improved the team's ability to forecast and commit more realistically.

> *"We moved from reactive to deliberate. A shared view of priorities and pipeline now shapes how the team plans and executes."*

Ruben Marquez II, Technical PMO Operations Manager

Ruben Marquez II, Front Office IT Lead, points to the structural transformation in how Azure DevOps is used across the organization as one of the most significant changes to come out of the pilot. Before One Way to Work, every group within IT configured ADO independently, with each project and organization functioning as its own isolated data container. There was no standardized experience and no way to construct a holistic picture of what IT teams were working on. The concept of an ADO "project" was frequently conflated with a PMO project, scattering work across disconnected sub-buckets. When new work appeared, the default response was simply to open a new project, compounding the fragmentation over time.

The pilot changed that fundamentally. The team discovered that Area Paths could create folder structures within a single project, making ADO workable across an entire department without spinning up separate containers for every effort. Integrating Smartsheet and ServiceNow with ADO eliminated redundant work tracking and delivered the holistic demand picture that had previously been out of reach. A shared taxonomy and hierarchy gave delivery teams a common language for the first time. The results have been tangible. Full visibility into everyday work exposed team strengths and gaps, enabling more targeted support. A new intake process in early 2026 reduced the volume of incoming requests and sharpened focus on prioritized work. Teams that were once uncomfortable with ADO have found their footing and are actively helping each other work more efficiently in the tool.

> *"The most impactful change was moving from a fragmented, every-team-for-themselves approach to a single, unified way of working in ADO."*

© Agileon. All Rights Reserved.

What We Learned

The Front Office pilot surfaced lessons that are directly shaping how this work is being expanded at Kelly and how similar engagements should be designed by Agileon in the future.

The Delivery Forum Requires Its Own Adoption Investment

Standing up a governance forum and sustaining it are two different challenges. The Delivery Forum was launched, structured, and operating, but by the close of the pilot it had not yet fully become the place where intake and prioritization decisions were actively worked. The conversations were beginning. The behaviors were not yet consistent.

The root cause was familiar: stakeholders expressed support for the forum early without fully understanding what regular, disciplined participation would require. When year-end pressures arrived, the forum was among the first commitments to be quietly deprioritized, sometimes without that decision being communicated openly. The lesson is that a governance forum is a change initiative of its own, not a byproduct of setting up a schedule. It requires the same readiness assessment, named champions, and protected leadership attention that any other component of the operating model demands.

Scaling from Pilot to Portfolio

The honest picture from the Front Office is that the system is a work in progress. One Way to Work is not yet being used consistently as a tool to visualize and collaborate on work within and across Front Office teams. The diagnosis is clear: it reflects a leadership adoption challenge, not a design flaw. The system is sound. The next body of work is ensuring that the leaders responsible for it use it visibly and consistently enough that teams experience it as the way work actually happens, not as something running parallel to how decisions are really made.

As Shared Services, Global Services, and Data Management come into the system, the Front Office pilot transitions from an experiment into a foundation. The evidence, the architecture, and the lessons are in place. What the next wave offers is both scale and renewed momentum, a chance to carry forward what worked, correct what did not, and demonstrate that the Front Office pilot was the beginning of something, not the whole of it.

© Agileon. All Rights Reserved.

What's Next to Come

Why This Case Matters Beyond Kelly

The challenges Kelly IT faced are not unique to their industry, their technology stack, or their organizational structure. They reflect a pattern that appears across enterprise IT functions and beyond: work enters faster than it can be governed, tools are in place but not integrated around a shared model, and teams adapt rationally to a system that rewards urgency over planning.

What made this engagement different was the diagnostic discipline to understand the system before designing the solution, and the design discipline to treat the five components as one integrated operating model rather than a menu of independent improvements.

> *A shared taxonomy and hierarchy now give delivery teams across IT a common language, enabling them to plan, communicate, and visualize work in a consistent and comparable way for the first time.*

A Replicable Model

For any organization considering a similar investment, the Front Office pilot offers a clear path forward. Start with a diagnostic that reveals the system. Design an integrated response that addresses root causes. Choose a pilot that is representative enough to generate real evidence. Invest in adoption infrastructure. Measure flow, not just activity.

The Front Office pilot was not the whole of it. It was the proof.

Ready to build your Enterprise Value Management System?

We partner with leaders who are ready to move from reactive execution to intentional, scalable delivery.





agileon

www.agileon.com

Contact us at connect@agileon.com

© Agileon. All Rights Reserved.

Release Type	Release Date
A Partnership Case Study Between Agileon and Kelly	*June 1, 2026*

ABOUT KELLY

Kelly® (Nasdaq: KELYA, KELYB) doesn't just understand the future of work, it's defining it. For over 80 years, Kelly has sourced specialized talent, built agile workforces, and shaped growth strategies for employers around the world.

Today, its recruiting, outsourcing, and consulting services provide the talent and solutions organizations need to move faster and grow smarter. Kelly delivers meaningful impact by connecting people to work that enriches their lives, and companies to people who drive innovation and growth.

Each year, Kelly places more than 375,000 job seekers in new roles spanning science, engineering, technology, telecom, education, manufacturing, and more.

ABOUT ONE WAY TO WORK

One Way to Work is a Value Management System, a structured operating infrastructure that connects how work gets planned, delivered, measured, and improved into one authoritative model.

Agileon specializes in building these systems for complex organizations; designing the upstream conditions, leadership practices, and performance reporting that determine whether execution actually works.

IN PARTNERSHIP WITH agileon

© Agileon. All Rights Reserved.