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

Executive 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.



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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.

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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.



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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.**

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Executive Summary

The Global IT organization at Kelly was a capable enterprise function quietly losing ground to its own complexity. Work entered from six different channels, IT delivery teams had to manage competing priorities from business units, the leadership team had limited shared visibility into the backlog of work to be done and was unable to measure organizational capacity to deliver against commitments. Only 35.4% of projects were reported as being delivered successfully; 53.8% were challenged, 11.8% failed, and zero percent of participants rated the existing intake process as healthy.

In a twelve-month partnership with Agileon, Kelly piloted an integrated operating model, One Way to Work, that consolidated intake, established a governed prioritization forum, unified the delivery tool, standardized release governance, and replaced manual reporting with automated flow metrics. In a single pilot cycle, Organizational Effectiveness moved from 81.1% to 83.1%, with Goal Approach improving +5.3 points and Competing Values +4.3 points. The pilot also surfaced a structural capacity gap previously invisible to leadership, enabling targeted headcount and skill-mix decisions. The model is now being scaled to Shared Services, Global Services, and Data Management.

Organizational Effectiveness

81.1% ▸ 83.1%

A standardized measure of how teams plan, prioritize, and deliver, re-assessed in the Front Office pilot group after One Way to Work using the same instrument that established the baseline across Global IT. (Front Office pilot group, n=26)

Intake Channel Consolidated

6 Channels ▸ 2 Channels

Two governed pathways, one for project and enhancement work and one for operational and KTLO, replace six formal and informal channels, surfacing every request before it consumes capacity.

Manual Reports Replaced

5 Reports ▸ 3 Reports

Three automated dashboards drawn from standardized Azure DevOps data replace five manually compiled artifacts, making reporting a byproduct of the operating model rather than a parallel effort.

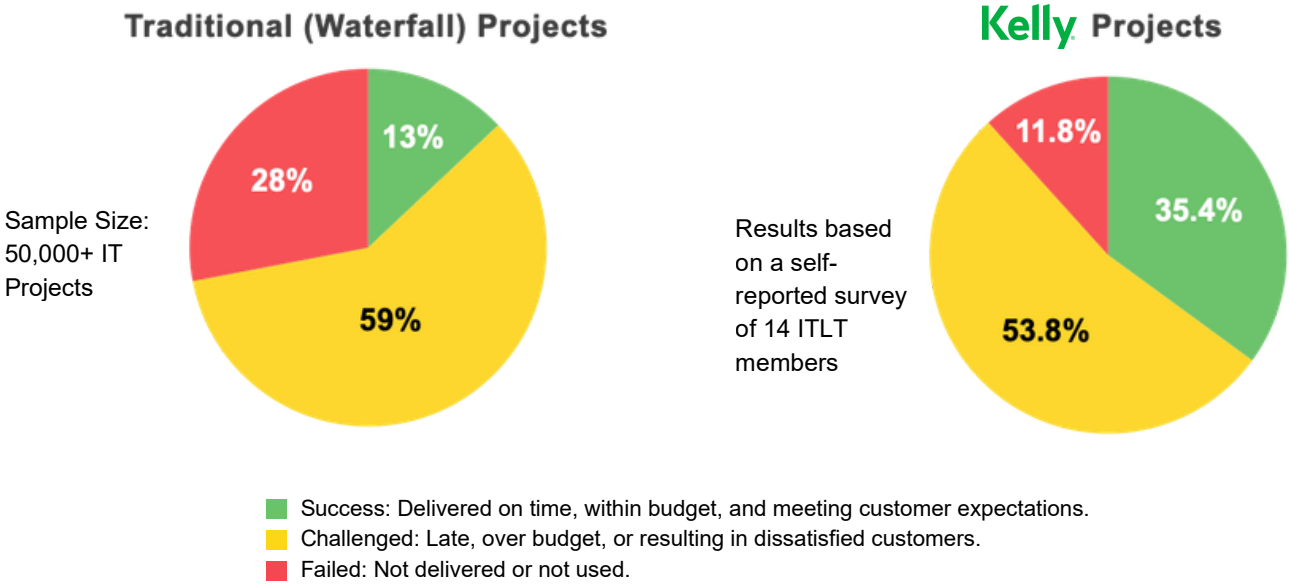
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The Starting Point

What was the situation facing the client entering the engagement?

Kelly is a global workforce-solutions firm with decades of history and enterprise scale, serving clients across manufacturing, science, education, engineering, professional services, and technology. Its Global IT organization supports every aspect of the business; sales, recruiting, payroll, customer platforms, and internal shared services, and was performing at Level IV (81.1%) on a standardized organizational effectiveness measurement.

On conventional indicators, the organization looked healthy. But structural friction was accumulating. Work was entering Global IT through six different channels, some formal (Power Apps, ServiceNow, project managers) and some informal (email, hallway conversations). Leadership had no reliable view of total demand before capacity was consumed. Prioritization happened locally and inconsistently, with frequent reversals driven by escalation rather than judgment. Delivery tooling had been configured independently by each team, producing a fragmented landscape in which teams using the same tool effectively operated as if in different systems. Release management was tracked in three different ways across the portfolio. And reporting, five distinct manually maintained artifacts, trailed reality by days and required heroic effort to produce.



A Leadership Challenges Workshop captured the scale of the underlying issue: by the leadership team's own assessment, only 35.4% of IT projects were identified as successful, well above the industry benchmark (13%). A health assessment of the intake process produced the most striking finding of all: 0% of participants rated it healthy.

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What Kelly Set Out to Achieve

The objectives, and how success was defined.

Sean Perry, CIO at Kelly, and Tracie Myska, PMO Senior Director, articulated a set of outcomes. They wanted to strengthen alignment between enterprise strategy and day-to-day execution; improve delivery consistency; gain long-term visibility into portfolio commitments and capacity; reduce operational silos and context switching; enable faster, data-driven prioritization; and support scalable growth without sacrificing responsiveness.

The IT leadership at Kelly wanted an honest picture of the system they were already working in; followed by a value delivery system design that could be co-built and sustained internally.

How Success was Measured

Demand Visibility	Intake consolidation and shared visibility into work before it consumes capacity.
Prioritization Quality	Consistency of sequencing decisions against shared criteria.
Delivery Predictability	Commitment stability across the portfolio and reduced mid-cycle disruption.
Organizational Effectiveness	Re-assessed at the close of the pilot using the same instrument that established the baseline.
Pilot Mandate	Prove a new operating model under real conditions in one portfolio before committing the organization to a broader rollout.

Framing success in operational, measurable terms gave the engagement a clear standard to work against. The criteria above were not aspirational; each one corresponded to a specific gap the diagnostic would identify and a component One Way to Work would address. The pilot mandate kept the scope honest: prove the model in one portfolio before asking the organization to move. That controlled sequencing is what made the results credible when they came.

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The Approach; Two Phases and Four Steps

Phase 1: Diagnosis. Agileon began the engagement with a structured diagnostic before any solution was proposed. The goal was to understand the actual nature of the problem across the Global IT function - not as leadership assumed it to be, but as the data and the people doing the work described it.

Step 1: Establish the Baseline

Before designing anything, Agileon needed an objective, organization-wide measure of effectiveness and working conditions.

Activities:

- Ways of Working survey across Global IT (n=119)
- Organizational Effectiveness Measurement baseline (n=145)

Outcome: OEM score of 81.1% (Level IV) established. Ways of Working data surfaced practitioner-level friction patterns not visible at the leadership level.

Step 2: Surface Leadership's Assessment

A structured workshop brought the leadership team's own read of delivery performance into the open.

Activities:

- Leadership Challenges Workshop (14 ITLT members)
- Self-reported project delivery performance assessment
- Intake process health assessment

Outcome: 35.4% of IT projects rated fully successful - above the 13% industry benchmark. 53.8% challenged, 11.8% failed. 0% of participants rated the intake process as healthy.

Step 3: Audit the Tools and Systems

With the organizational picture established, Agileon examined how the tooling layer was actually being used across teams.

Activities:

- Gap assessments across Azure DevOps, ServiceNow, and Smartsheet
- Structured interviews with practitioners and team leads
- Release management practice review across the portfolio

Outcome: Delivery tooling had been configured independently by each team, same platforms, different systems in practice. Three separate release tracking methods. No shared data model to support cross-team visibility or reporting.

Step 4: Synthesize and Name the System

The final diagnostic step translated findings across all instruments into a structural diagnosis.

Activities:

- Cross-instrument synthesis of all data sources
- Pattern analysis across survey, workshop, and audit findings
- Stakeholder validation of diagnostic conclusions

Outcome: Five interlocking structural gaps identified: widespread intake, no unified prioritization, inconsistent delivery practices, unstructured release planning, and decisions not anchored in data. Each reinforced the others - which meant the intervention had to be integrated, not modular.

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The Approach; Two Phases and Four Steps

Phase 2: Design. The diagnostic findings drove the design. Each of the five structural gaps the diagnosis identified became a component of One Way to Work. The five components were built as a reinforcing system; not a menu of improvements, because the gaps themselves were interlocking. A modular response would have left the underlying system intact.

Step 1: Design the Operating Model

Five components, each mapped to a diagnostic gap, built to function as one integrated system.

Activities:

- Enterprise Intake Visibility: two governed pathways replacing six channels
- Delivery Forum: single cross-functional prioritization body using a 12-lens framework
- Unified Azure DevOps architecture: consistent work hierarchy across all teams
- Release Planning and Governance: one lifecycle across PowerApps, Smartsheet, and ADO
- Value-Centric Reporting: three automated dashboards replacing five manual artifacts

Outcome: One Way to Work: a complete, five-component operating model designed as a system, not a collection of workstreams. Each depends on the others to hold.

Step 2: Select the Pilot Environment

Deployment was structured as a controlled pilot and the environment was deliberately chosen.

Activities:

- Evaluated candidate portfolios against two criteria: system representativeness and leadership readiness
- Selected Front Office portfolio (sales, recruiting, payroll, customer platforms)
- Confirmed sponsorship with Leslie Kavanaugh and her direct reports

Outcome: Front Office selected as the pilot group: representative enough to exercise the full operating model, led by leadership willing to model new behaviors and expose real constraints. Pilot mandate: prove the model before scaling.

Step 3: Build Adoption into the Design

Adoption was treated as a design requirement with structural supports built in from the outset.

Activities:

- Open office hours established for practitioner access
- Named operational leads: Dee Rhoda (Front Office PMO bridge), Ruben Marquez II (ADO lead)
- Deliberate cadence of reflection built into the pilot schedule

Outcome: Teams shifted from waiting for direction to proposing how the system should work; a cultural signal observed throughout the pilot and documented in post-engagement interviews.

Step 4: Prove Under Real Conditions

The pilot ran against live cross-functional demand, with teams carrying existing commitments. No sheltered environment.

Activities:

- Five-session Delivery Forum kickoff sequence (August-September 2025)
- Full intake consolidation, ADO re-architecture, and dashboard deployment in one pilot cycle
- OEM re-measurement at close of pilot using the same instrument as the baseline

Outcome: OEM improved from 81.1% to 83.1% in a single cycle. Goal Approach +5.3, Competing Values +4.3, Adaptation +3.3. Structural capacity gap surfaced. Architecture, framework, and lessons documented for scale into Shared Services, Global Services, and Data Management.

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One Way to Work

Five Component Operating Model

Each component addresses a specific gap, and depends on the others to hold.

Enterprise Intake Visibility

Gap: Widespread Intake

Consolidated six channels into two governed pathways (project/enhancement and operational/KTLO). Each required a minimum set of intake fields (context, intent, ownership, work type) so requests arrived ready for triage.

Delivery Forum

Gap: No Unified Prioritization

Single recurring cross-functional governance body, convened through a five-session kickoff sequence in August–September 2025. Used a 12-lens policy framework for prioritization, producing a decision log of what was accepted, deferred, or de-scoped each session.

Unified Azure DevOps Architecture

Gap: Inconsistent Practices

Re-architected around the operating model rather than team-local preferences. Consistent work hierarchy (Initiative ▸ Epic ▸ Feature ▸ Story ▸ Task) mapped to planning horizons (annual, quarterly, monthly, bi-weekly, daily). Area paths organized by functional area.

Release Planning and Governance

Gap: Unstructured Releases

Unified lifecycle across three systems. PowerApps for Change Request ownership; Smartsheet as integration bridge; ADO for delivery execution. Connected bi-directionally via Unito, enabling automated pipeline integration where every deployment traces to its Change Request.

Value-Centric Reporting

Gap: Data Not Anchoring Decisions

Three interconnected dashboards (Intake, Delivery Forum, Release Planning) drawn from standardized ADO data. Five flow metrics (throughput, WIP, cycle time, lead time, time-in-column) replaced manual status updates.

Adoption as a design objective.
Open office hours, named operational leads (Dee Rhoda as the Front Office PMO bridge; Ruben Marquez II as ADO technical lead), and a deliberate cadence of reflection were built in from the outset. This created the conditions for teams to shift from waiting for direction to proposing how the system should work; a cultural shift observed throughout the pilot and captured in post-engagement interviews.

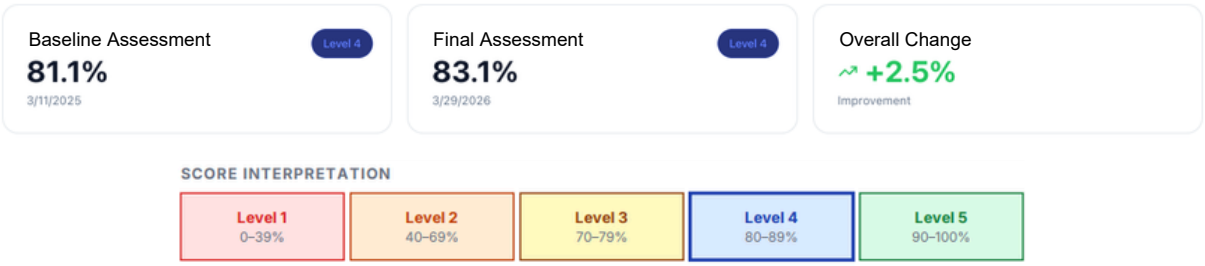
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What Changed

Quantitative, Operational, and Qualitative outcomes.

Organizational Effectiveness, re-measured at the close of the pilot using the same instrument, moved from 81.1% (Level IV) to 83.1% (Level IV) in a single engagement cycle; a refinement story inside an organization already performing at a high baseline. The component-level results were more telling:

Organizational Effectiveness Measurement (OEM) Survey



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

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What Changed

Operational Outcomes

Dimension	Prior to Intervention	Following the Intervention
Intake	Six channels, mix of formal and informal. Significant demand invisible until it had already consumed capacity.	Two governed pathways. All work surfaces before consuming capacity.
Release Management	Three tracking methods across the portfolio. No reliable way to audit release activity.	One unified lifecycle. Every deployment traces to its originating Change Request through automated pipeline integration.
Data Reconciliation	Manual reconciliation across Smartsheet, ADO, and ServiceNow. Hours of weekly manual effort.	Unito bi-directional sync. Manual reconciliation eliminated.
Reporting	Five distinct manually maintained artifacts, trailing reality by days.	Three automated dashboards. Reporting is a byproduct of the operating model, not a parallel activity.
Capability Visibility	Business Analyst-to-development ratio imbalance invisible to leadership.	Structural capacity gap surfaced; targeted headcount and skill-mix decisions enabled.

> *"We moved from reactive to deliberate. A shared view of priorities and pipeline now shapes how the team plans and executes."*
> **Antony Brahin | Development Manager, Front Office Pilot**

Taken together, the operational outcomes describe a shift in the conditions under which Global IT works; not just a set of improvements in individual processes. Demand is visible before it consumes capacity. Releases are traceable end to end. Reporting is a byproduct of the operating model, not a separate task. A structural capacity gap that was invisible to leadership is now named and addressable. These results came from a single pilot cycle in a single portfolio. The architecture that produced them was designed from the start to be carried forward.

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What Made the Pilot Hold

Five Design Choices that Carried the Work.

Five specific choices separated this pilot from engagements that produce activity without lasting change. Each one is worth naming, because together they explain not just what was built, but why it held.

1

The engagement began with diagnosis, not prescription.

A multi-month structured diagnostic of surveys, workshops, tool audits, and interviews established the actual nature of the problem before any fix was proposed.

2

The intervention was integrated, not modular.

The five components of One Way to Work were deliberately designed as a reinforcing system. Each depends on the others to hold.

3

The pilot proved the model under real constraints.

The Front Office pilot was run in a live portfolio with real cross-functional demand across sales, recruiting, payroll, and customer platforms, with teams carrying existing commitments.

4

The outcomes were honest.

A measurable refinement in a capable organization, delivered in a single cycle, with specific gains in the dimensions the intervention targeted. It also names what remains to be built: adoption discipline, leadership visibility, and the sustained use of governance forums.

5

The model is replicable.

The architecture, measurement framework, and lessons are now being carried into Shared Services, Global Services, and Data Management.

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What Made the Pilot Hold

The Shift at a Glance

BEFORE

Work entered through six channels and consumed capacity before leadership could see it. Prioritization happened locally, with reversals driven by escalation. Teams using the same delivery tool operated as if in different systems. Releases were tracked three ways. Reporting trailed reality by days.

ONE WAY TO WORK

One integrated operating model: two governed intake pathways, a single cross-functional Delivery Forum, a unified Azure DevOps architecture, a standardized release lifecycle, and three flow-based dashboards. Built in Front Office. Designed to scale.

WHAT'S NOW POSSIBLE

Kelly can see all demand before it consumes capacity. It can sequence competing work in one forum using shared criteria. It can compare throughput and capacity across the portfolio from a single system of record. It can trace every deployment to its originating Change Request. And it can carry this model into Shared Services, Global Services, and Data Management using the same architecture, measurement framework, and lessons.

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Perspectives from Inside the Work.

The View from Inside the Engagement.

Three people inside Kelly Global IT describe the shift in their own terms; what moved, what is still taking hold, and what the operating model feels like in the daily work.

> *"Kelly IT is beginning to operate as one portfolio rather than a collection of competing priorities. This is a journey. The foundation is there, but we are still building the muscle."*
> **Tracie Myska | PMO Senior Director, Kelly**

> *"The most impactful change was moving from a fragmented, every-team-for-themselves approach to a single, unified way of working in ADO."*
> **Ruben Marquez II | Technical PMO Operations Manager, Kelly**

> *"I am hearing less of tell me what I am supposed to do and more of let us try this or I think it should work like this."*
> **Dee Rhoda | Operational Bridge, Front Office and PMO, Kelly**

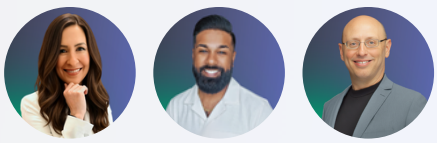
AVAILABLE ON REQUEST

Full Length Version of this Case Study.

The full document includes a detailed diagnostic of root causes, the exact transformation approach applied across people, process, and technology, real examples of how intake, prioritization, and delivery systems were redesigned, and before-and-after comparisons showing measurable improvements in visibility, alignment, and throughput. It also covers the governance model, including the Delivery Forum and Prioritization Council, how decisions were operationalized, lessons learned, and the trade-offs made throughout the engagement.

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

Contact us at connect@agileon.com



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ABOUT KELLY

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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.

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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

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