

CASE STUDY:

Strengthening Agile Consistency Across 50+ Scrum Teams

Organization & Role Context

A global technology company with over a thousand engineers wanted to improve internal efficiency, delivery predictability, and consistency across more than 50 Scrum teams. The organization was sales- and date-driven, with a culture of high-velocity feature releases.

The Engineering Operations leader served as a connector between teams and executive stakeholders, working across levels to streamline roadmaps, improve delivery processes, and reduce rework.

"My job is figuring out how to help engineers work smarter, more efficiently, [and] be more accurate in their roadmaps."

Challenges Before Training

The organization had embraced agile broadly, but unevenly. While some teams practiced agile principles effectively, others struggled with overcommitment, rework, and inconsistent delivery.

Inconsistent Agile Maturity

Some teams were highly functional; others lacked structure or clarity. *"There are some teams that do it absolutely great. But I would say many more struggle."*

Lack of Guardrails

Teams were given freedom to self-organize, but without shared baselines or clear expectations. This led to some cases where agile was simply equated with constant change. *"Agile doesn't mean chaos. Agile doesn't mean you can just change everything whenever you want."*

Rework and Delivery Gaps

Engineering teams were frequently rebuilding features due to unclear or shifting requirements. *"We do a lot of building to the MVP and then onto the next thing. So we're trying to shift that."*

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One example of Mountain Goat Software's influence came from a \$500 million U.S. government contract. Previous contractors had used waterfall approaches, all of which failed to deliver.

"We were the first contract to use Agile. And we followed Mountain Goat to a T on that project... We level set with everybody: here are the rules, here are the walls of the sandbox. Here are the very basics to agile."

The program delivered a year ahead of schedule, under budget, and received recognition as the top agile program within that government agency.

"Software contracts were to be modeled after the way that we did things...I credit you guys for that government contract. That was a \$500 million contract, hundreds of jobs. The success of that was really credited to following Mountain Goat."

Why Mountain Goat Software?

The engineering operations team wanted to introduce structure while maintaining autonomy. They leaned on trusted principles and resources from Mountain Goat Software to define shared guardrails without prescribing rigid frameworks.

"I always say, we're going to define the guardrails or the walls of the sandbox, and then you can do what you want. The rules of the road are usually what Mountain Goat has laid down."



Although they hadn't yet rolled out formal training, the organization used Mountain Goat's blogs, tools, and course-informed practices to build their internal framework. Team members who had taken Mountain Goat Software public classes were frequently cited as high-performing. "Those individuals... are hands down the best people that I've ever worked with. You can tell [they trained with Mountain Goat Software] because they know their stuff."

"Mountain Goat Software helped us bring clarity to what agile should look like at scale. Their principles gave us a structured foundation to build on, while still allowing our teams the freedom to adapt. We've seen the difference in how people work—those who follow the Mountain Goat way just get it. It's been a valuable guide as we continue evolving how we work." – Engineering Operations Lead