

Case study - Kanban Support Team

From Chaos to Flow: A 6× Revenue Growth Story

How strategic agile coaching transformed a struggling support team into a \$1.5M revenue driver—proving that using Motion Coaching's approach generate measurable returns.



Context

A global organization ran multiple teams using Scrum, but experts faced wildly inconsistent workloads—peaks of overwork followed by valleys of underutilization. Delivery efficiency suffered, predictability was low, and the model wasn't working.

The hidden cost? Unoptimized processes were eroding margins, talented developers were disengaged, and clients faced unreliable delivery timelines.

In early 2022, leadership restructured the division into a **shared-service, matrix-based organization** and adopted Kanban to balance capacity and create visibility across teams.

Role

Motion Coaching's founder, Claudia Labrosse, joined mid-transformation as **Kanban Coach**, providing **strategic outsourcing** expertise to accelerate the transformation. Transitioning from a Product Owner role, she replaced a departing coach and partnered with a director, two coaches, and two subject-matter experts.

The mandate centered on Motion Coaching's core values:

Empathy — Educate the division on collaborative principles and foster peer mentoring, putting human needs first.

Creativity — Optimize delivery workflows through experimentation, delivering innovative solutions to complex problems.

Connection — Build transparency through shared dashboards, metrics, and tutorials that unlock collaboration.

She also supported other experts and project managers across the division (50% time allocation), amplifying impact beyond the core team.



State of Affairs

Before the transformation, the division faced challenges :

- New team members lacked technical onboarding support
- Weak collaboration between consultants and developers
- No structured approach to continuous improvement
- Unbalanced workloads across delivery teams
- Low predictability and unclear service ownership
- Unclear and poorly communicated priorities
- Limited visibility into work-in-progress
- No shared dashboards or metrics for decision-making

Key Actions

Building momentum across all three pillars:

People — Healthy Culture

- ✓ Fostered peer mentoring across experience levels
- ✓ Facilitated retrospectives to drive ongoing learning
- ✓ Encouraged acts of leadership and playful moments
- ✓ Improved communication between business and technical roles

Processes — Optimized Delivery

- ✓ Introduced **visual management** to clarify priorities
- ✓ Co-developed a **service catalog** and working agreements
- ✓ Created structured feedback loops with delivery teams
- ✓ Introduced metrics to monitor work-in-progress and identify bottlenecks

Tools — Profitable Technology

- ✓ Promoted transparency through **shared dashboards and metrics**
 - ✓ Created tutorials for Jira, Confluence, and Tempo
 - ✓ Embedded continuous improvement into the weekly rhythm
 - ✓ Supported autonomy while maintaining shared standards
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Ongoing Improvements

Building trust and sustainable habits:

As the transformation gained momentum, we expanded ownership beyond the core delivery team. Regular process reviews kept everyone aligned, and the team increasingly drove their own improvements.

The combination of **empowerment**, **clear workflows** and **data-driven decisions** created a self-reinforcing cycle of improvement.

Challenges

Growing through obstacles:

- Staff turnover impacted process stability
- Limited technical seniority slowed ramp-up speed
- Balancing speed and quality required trade-offs
- Maintaining engagement during heavy change was tough
- Scaling success across other teams took time
- High demand occasionally disrupted planned improvements

Each challenge reinforced a key lesson: sustainable change requires patience, iteration, and shared accountability.

Results

Every dollar invested generated measurable returns:

- **Annual revenue grew from \$250K to \$1.5 million** while **lead time reduced by ~25%** and **backlog cut by more than half**—demonstrating optimized delivery processes and eliminated waste.
 - **80% renewal rate** for support contracts and clients multiplied projects due to trust—maximizing return on acquisition costs through predictability and responsiveness.
 - **Developers achieved 85% billable ratio**—maximizing return on recruitment and training expenses through better capacity management and reduced idle time.
 - Clients expanded engagements beyond initial scope, identifying new business opportunities based on improved delivery confidence.
 - Shared dashboards and metrics enabled data-driven decisions, protecting technology investments with measurable adoption.
 - Client satisfaction increased notably and service leadership recognized achievements—a healthy team culture generated long-term value and performance.
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Lessons

- **Trust** was key to early adoption. **Putting human needs first** turned team members into drivers of innovation. Happy employees created happy customers and sustainable business success through engagement and ownership.
- **Staying curious** through experimentation provided structure and flexibility that fit clients' needs. **Delivering innovative solutions** protected margins and freed up capacity for growth by transforming vision into action.
- **Building safe spaces** where diverse ideas flourished enabled smarter decisions. **Relationships that unlock collaboration** were crucial for scaling. Strong connections amplified team capabilities and created lasting competitive advantages.

Sustainable change required shared accountability and solution co-creation—the transformation integrated empathy, creativity, and connection to generate tangible value and lasting impact.



Transform Your Investments into Sustainable Growth

Let's discuss your situation and explore your company's potential together.

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