



eXplain

Mastering Legacy
Transformation: Coaching
as a Key Discipline for
Consistent Success.

An **enhanced coaching offering** that combines subject matter and field expertise in legacy transformation with proven processes and methods from classical coaching.



June 2024, the last board meeting before the holidays at a globally operating bank headquartered in Frankfurt – **a factual report:**

Today, the 18 most important managers from across Europe are gathered here, and the top item on the agenda is: How can we finally achieve a breakthrough in transforming our core banking systems? Much has been tried and undertaken over the past two decades: The radical attempt to switch everything to a standard banking system had to be abandoned due to a lack of expertise; the complete redevelopment with an offshore partner did not progress beyond rudimentary functionalities even after more than 10 years.

The fact is: COBOL and the IBM mainframe are still indispensable for daily business operations in many areas. Another fact: The retirement of system experts is leading to increasing risks in operational business; it seems impossible to attract young talent for succession; the banking supervision has repeatedly pointed out deficiencies; the immense IT maintenance costs burden the group's results; a recently commissioned report by a leading management and technology consultant urgently advises moving more to the cloud to save costs, gain flexibility, and finally become future-proof in terms of skills and technology.

Today, the two department heads for IT operations and application development are invited as internal experts to provide their recommendations on the next steps. The two enter the room separately. Hans, responsible for the data center, has been with the company for 30 years and worked his way up from an apprentice banker to IT. Marcel, a young, aspiring leader, has been on board for five years and is responsible for software development. He comes from a FinTech start-up and has implemented cloud-based solutions from the start. It quickly becomes apparent: The two have little in common, although they are jointly responsible for the same systems. While Hans defends the strengths and irreplaceable importance of today's platform, Marcel speaks of the advantages of cloud-based and agile software development. For one, it is impossible and unnecessary to change much about the current setup – except perhaps to find a few young talents, but that's not really a problem, it just needs to be done. For the other, it's just a matter of will and budget because everything is more flexible, cheaper, and simply better in the cloud. For the attending managers, the situation becomes increasingly unclear, as it is evident that they cannot really expect a solution to the escalating problem from the internal experts. Frustrated and disillusioned by their own leaders, the chairwoman ends the presentation and dismisses Hans and Marcel from the meeting.

What went wrong here?

All established companies with legacy applications on IBM Z or IBM Power are currently facing the challenge of adapting their mature, often monolithic architectures and highly individualized software solutions to the rapidly changing demands of their respective markets and regulatory requirements. However, the resources still available for this purpose, in the form of IT and business experts, have become as scarce as the remaining time: Many seemingly „simple“ options, such as complete replacement with off-the-shelf systems or lift-and-shift to the cloud, have proven to be ineffective or fraught with functional, technological, or cost-related pitfalls. Therefore, it is not surprising that current studies confirm what IT managers have long known: While there may be a visionary target in the form of global IT strategy papers („we want to move towards...“), there is a lack of clear understanding of the current system („we want to move away from...“) as well as a motivated and capable team („we can do it, come what may...“) willing and able to collectively navigate the path to the goal.

LACK OF STRATEGY AND COMPLEX ARCHITECTURES SLOW DOWN APPLICATION MODERNIZATION

Which of the following statements regarding the current application landscape apply to your company?



Which of the following statements regarding the current application landscape apply to your company?; Scale from 1 = "strongly disagree" to 4 = "strongly agree"; answers shown refer to "somewhat agree" and "strongly agree"; all participants; n = 160

Source: Lünendonk® study: Application modernization and cloud transformation; Lünendonk & Hossenfelder GmbH



Treading water in the hamster wheel

It is understandable that managers and implementers are now resigned to the fact that the hamster wheel has been spinning faster and faster for many years and at the same time no real progress can be made. This inevitably leads to the exhaustion of individuals and entire teams and an increasing longing for functioning solutions, successful projects and appreciative cooperation.

- Young employees and new talent are looking for meaningful but affordable work. In the legacy context, they often find themselves in a Sisyphean situation.
- Experienced experts do not feel valued when systems that have grown too easily and have enabled the company to be successful for decades are to be replaced with simplistic approaches.
- Managers feel overwhelmed by the complexity and multidimensionality of the problems and the completely different mix of opinions among internal and external experts.

This has fatal consequences for the future of companies:

- IT becomes incapable of acting, as the complexity and dependencies in the existing systems constantly increase due to constantly increasing due to ongoing, necessary adjustments. Managing and maintaining legacy systems is tiring and is a radical overload or simply not an option for the next generation.
- The specialist department suffers from poor Time2Market and fears for market share and customer reputation. Under pressure, cloud and/or purchased solutions are postulated as a guarantee of success and the internal circumstances, as well as valuable process expertise, are carelessly ignored.
- The company risks losing its competitive edge, as many mature business processes that are currently in the legacy system are completely lost due to a lack of transparency about the existing systems and have to be painstakingly relearned at a later date.

When we talk to those responsible for the **legacy transformation**, we hear the same **key questions** again and again:

- Who can help us out of the current labyrinth without losing control of business-critical applications and their transformation process?
- How do we manage to focus in such a way that we can consistently and successfully shape the legacy transformation?

The **key to the answers** to these questions is provided by an extended coaching offering that combines the specialist and field expertise of legacy transformation with proven processes and methods from classic coaching.

Extended coaching offer **from PKS**



eXplain



**30 years of experience
in project work**



**Powerful team of architects,
developers, project managers &
consultants**

Coaching

proven processes,
methods and models

What is **coaching**?

The term originally comes from the sports field. In line with this, coaching is generally understood as medium-term support. Coaching is the professional and day-to-day support of executives, employees, and teams. The focus is on the professional role and the organization. Coaching is a process-oriented approach where the coach takes on the role of a companion, supporting clients in developing their own solutions and achieving personal and professional goals. The coach primarily asks questions and provides substantive impulses, reflecting together with the client and using techniques aimed at improving self-awareness and self-management. The goal is to promote the client's independence so that they can ultimately do without the coach in the long run.

The extended coaching approach of PKS for legacy transformation is characterized by holistic thinking and integrated action. In doing so, we take into account the **ambidexterity triplet of complex change processes**, which are characterized by three pairs of opposing requirements that those responsible for legacy transformations face, requiring them to demonstrate „ambidexterity“ in three dimensions:

1 **Ambidexterity:** Combining classic and new technology

The aim is to combine today's technological conditions and new technological possibilities in such a way that an operationally viable path from today to tomorrow is found for the company.

2 **Ambidexterity:** Enabling efficiency and appreciation in multi-diverse teams

It is important to support experienced and young experts, men and women, specialists and technology experts as well as people with different cultural backgrounds in respectful cooperation and communicative efficiency.

3 **Ambidexterity:** Deciding between „build“ and „buy“ in line with the company's needs

The company-specific mix of purchased standards and individual IT solutions creates the basis for an efficient and resource-oriented target image.

Legacy transformation is becoming increasingly demanding as it has to meet several conflicting requirements at the same time. Without professional support, this challenge often seems unsolvable - like squaring the circle. With the specialized coaches from PKS, however, the transformation does not get stuck at pretty PowerPoint charts, but becomes concretely feasible and successfully implementable.

Heidi Schmidt
Managing Partner (CEO) at PKS Software



Against this background, our **extended coaching offer** is based on three pillars:

1. Pillar: Our coaching approach

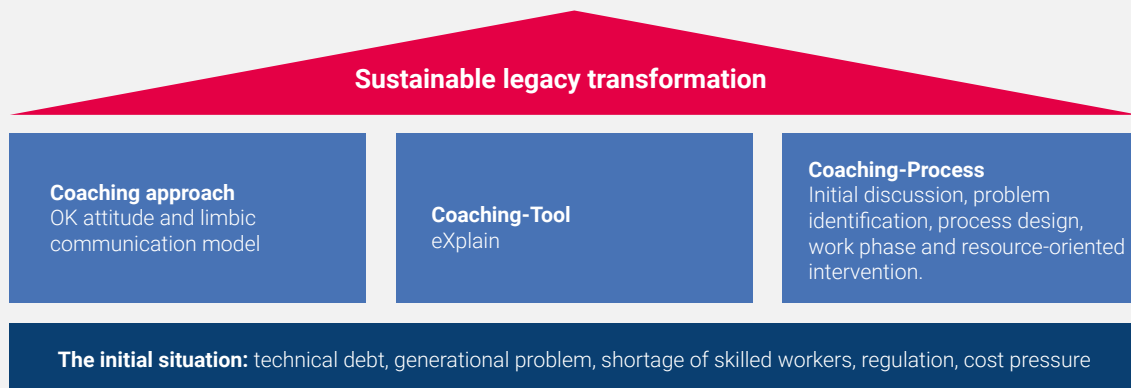
We work at eye level and with the OK-OK attitude model, valuing collaboration with you, your team, and all key stakeholders. We use the latest findings from neuroscience to help you find holistic solutions and work on the self-development capability of your organization and each individual. In this way, we promote self-responsibility and decision-making ability and support the implementation of new ways of thinking and behaving in the real world.

2. Pillar: Our coaching tool

For successful coaching in legacy transformations, understanding and transparency in the current system are fundamental factors. Often, there is a lack of fact-based access to the characteristics, volume metrics, and specifics of the current core systems. Through a thorough technical and functional analysis of the source code and its qualitative measurement, we can create the clarity you need for efficient and goal-oriented work using our tool, eXplain.

3. Pillar: The joint coaching process

Over many years, often entrenched, homeostatic structures in established setups must be identified and dissolved without collateral damage to the organization. For this purpose, we use tailored coaching processes that support you and your team in thinking systemically and thus addressing the causes of today's problems in a resource- and future-oriented manner. This is done primarily through the use of methods, interventions, and questions that correspond to this approach.

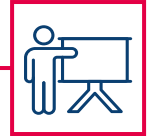


The work in the three pillars requires respective agreements or contracts, which we define with you on a client-specific and situation-related basis. As a rule, there are two types of contract:

- A** A contract between your company and PKS at the commercial and strategic level
- B** A contract between PKS and the relevant employees at the operational level

Let's delve further into the three pillars of the extended coaching offer together:

The 1. pillar: Our coaching approach



The fundamental orientation of our coaching is not to give advice, but to accompany with an open perspective. In doing so, we use the OK-OK attitude from Transactional Analysis. Transactional Analysis is a theory and method for examining communication and interaction between people, developed in the 1950s by Eric Berne. The OK attitudes are a central component of this theory and refer to the basic attitudes that people adopt towards themselves and others.

I am O.K +/-
You are O.K

Concerns or problems are challenges that I tackle myself or with the help of others.

I am O.K +/-
You are not O.K

The others are no help to me, whatever you do. I help myself, only I can help myself properly.

I am not O.K +/-
You are O.K

Whatever happens, I can't help myself. Others are much better at it.

I am not O.K +/-
You are not O.K

Nobody can help me anyway, neither I nor others are able to solve my problems.

We support managers and project leaders in recognizing obstructive attitudes and accompany teams on their way to greater appreciation and problem-solving skills. In doing so, we pay particular attention to recognizing the strengths, development opportunities and chances in every situation, thereby strengthening the resilience of individuals, teams and the company. This leads to an increase in mental strength to deal constructively with stress and pressure in project work.

Conclusion:

The model of OK attitudes is very helpful for teams in challenging projects, as it makes it clear that the key to achieving an „I'm OK, you're OK“ attitude is awareness of one's own attitude. It is important to be open to feedback and maintain solution-oriented communication.

In addition to the OK attitude model, our work as coaches also incorporates the latest findings from brain research. We use the limbic communication model very successfully here.

What is the limbic communication model?

The Limbic Communication Model is based on findings from neuroscience and deals with the emotional and unconscious processes in the human brain. The limbic system is a central part of the brain responsible for processing emotions, motivation, and long-term memory. The model describes how different stimuli and communication strategies can address and influence the limbic system. It uses these insights to develop effective communication strategies that target the emotional and motivational core of individuals.

How does this help us in the context and for the benefit of legacy transformation projects?

Communication is a critical success factor in legacy transformation projects. Transforming old IT systems and structures into modern, future-proof solutions requires not only technical expertise, but also the ability to motivate and involve all stakeholders involved. This is where the Limbic Communication Model comes in.

1. Emotional connection and motivation:

The limbic communication model helps us to understand and specifically address the emotional needs and motivations of the employees involved. By recognizing and addressing individual drives and fears, we can reduce resistance and increase the willingness to change. This is particularly important in transformation processes, which are often associated with uncertainty and fear of change.

2. Building trust:

Trust is a decisive factor for the success of change processes. The limbic communication model helps to build authentic and trusting relationships by focusing on transparent and empathetic communication. By consciously addressing the limbic system, an environment is created in which employees feel safe and valued, which promotes cooperation and commitment.

3. Promoting personal responsibility and initiative:

The model strengthens employees' self-awareness and self-management. Targeted questions and impulses encourage personal responsibility, so that employees can actively shape the transformation and develop their own solutions. This leads to greater identification with the transformation goals.

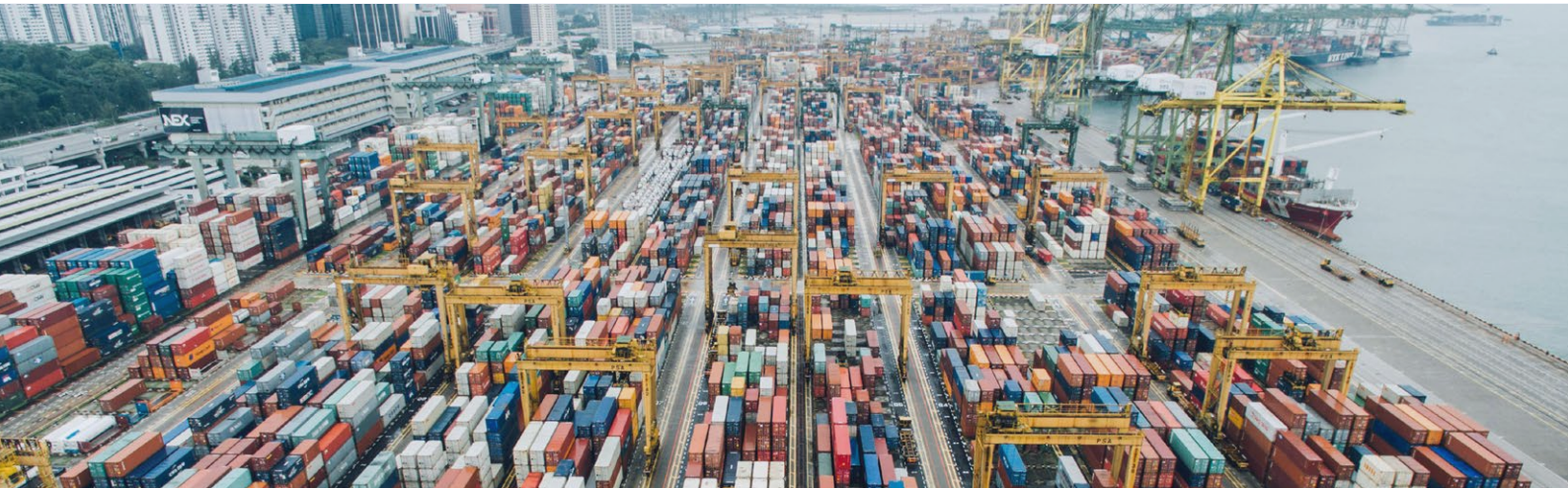
4. Support in implementing new ways of thinking and behaving:

Legacy transformations often require a paradigm shift in the way we think and work. The Limbic Communication Model offers techniques to establish new ways of thinking and behaving. By combining cognitive and emotional approaches, new working methods and attitudes can be anchored more effectively.

The limbic communication model is an integral part of our extended coaching approach. It enables us to address the deep emotional and motivational levels of those involved and thus ensure a sustainable and successful legacy transformation. Through the targeted use of these findings from brain research, we create an environment that promotes change, minimizes resistance and strengthens employees' personal responsibility. In this way, we lay the foundation for a transformation that is not only technically successful, but also humanly successful.

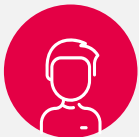
Conclusion:

Both models, the OK attitudes and the limbic communication model, have also been used by PKS itself for over 20 years. We benefit enormously from this through high efficiency in everyday project work, low fluctuation and economic success and are therefore happy to pass this experience on to our customers.



Group case study

Limbic motive and emotion profile & O.K/O.K attitude:



Hans

Prefers structures, a focus on detail, security and consistency. Places value on proven processes and has a strong tendency to minimize risks.



Marcel

Combines analytical skills with creative and innovative approaches. He is solution-oriented, likes to see the big picture and is open to new technologies and methods.

Hans is OK, Marcel is not OK:

Situation:

Marcel made a suggestion to switch to cloud-based solutions that overlooked some details.

Hans' Reaction:

„I can't believe you would suggest something so risky without considering all the details. You should be more attentive!“

Marcel's Feeling:

Marcel feels criticized and incompetent because his innovative idea is rejected.

Strategie zur O.K-O.K-Haltung:

Hans could acknowledge Marcel's creative and analytical approach and give constructive feedback: *„Your idea is interesting, Marcel. Let's go through the details together to make sure we've covered all the risks.“*

Hans is not O.K, Marcel is O.K:

Situation:

Hans is unsure whether the cloud solution is really secure and stable enough.

Hans' Statement:

„I'm not sure if we should really do this. It all seems too risky.“

Marcel's Reaction:

Marcel might feel superior and think that Hans is not open to new ideas.

Strategie zur O.K-O.K-Haltung:

Marcel could take Hans' concerns seriously and value his experience:

„Hans, your concerns are justified. Let's carry out a risk assessment together and see how we can ensure safety and stability.“

Hans is O.K, Marcel is O.K:

Situation:

A problem arises with the integration of the new cloud solution.

Both Reactionen:

Hans and Marcel discuss the problem objectively and look for a solution together. Hans says: *„That's an interesting problem. How do you think we could solve it?“* Marcel replies: *„I have some analytical approaches and creative ideas. Let's go through them together.“*

Result:

Both feel valued and competent.

Maintaining the O.K-O.K attitude:

Continuing open communication and mutual support, recognizing each other's strengths and working together on challenges.

Hans is not O.K, Marcel is not O.K:

Situation:

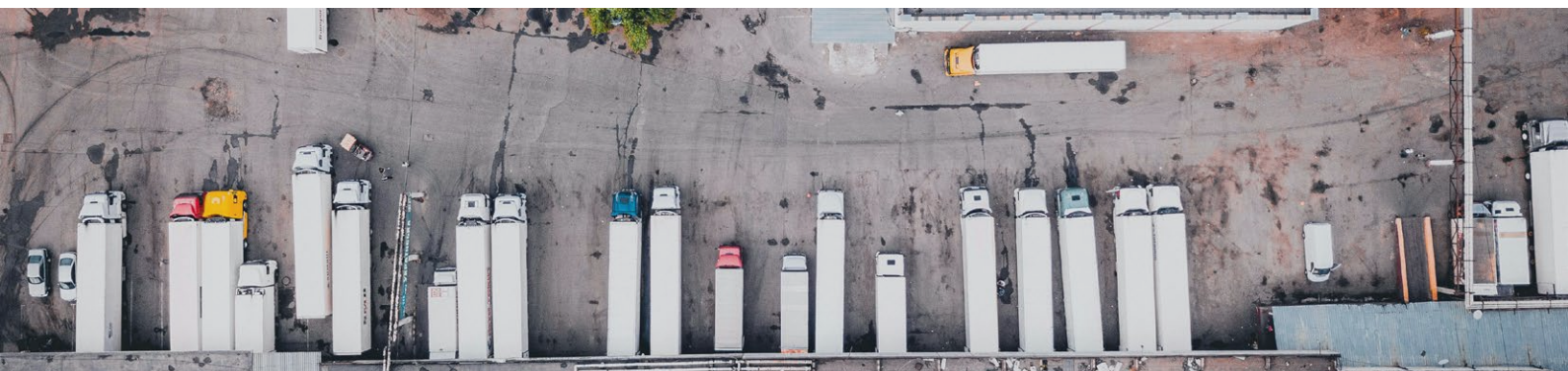
Stress and pressure in the project lead to tensions between Hans and Marcel.

Both reactions:

Hans says: *„Why can't we do it? It seems like we both just can't manage it.“* Marcel replies: *„I don't know either, it's all too much.“*

Strategy for the O.K-O.K attitude:

Both could try to de-dramatize the situation and seek support to relieve the pressure. You could say, *„Let's take a step back and think about our next course of action. We can do this if we work together.“*



The 2. pillar: Our specific coaching tool eXplain

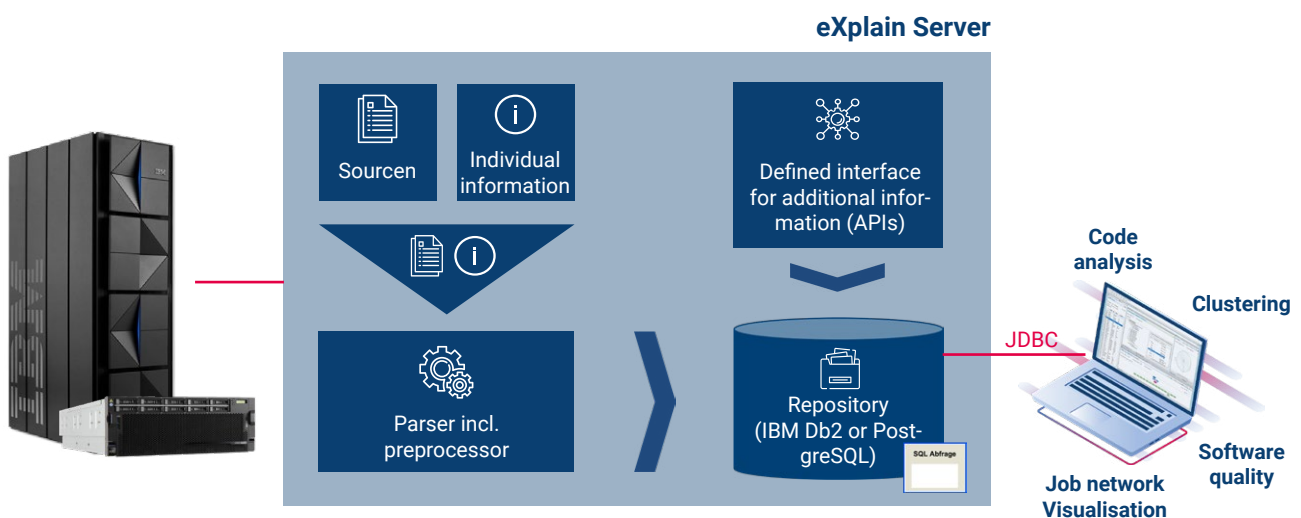


Often, there is only fragmented, partially outdated knowledge about legacy systems, their specific volumes, data flows, and usage. However, without knowing the starting point of a journey, the path to the goal cannot be reasonably planned. Therefore, PKS has been developing a technology for over 20 years that can be specifically used for code-based re-documentation of legacy applications. The result is the market-leading tool eXplain, which provides you with the necessary clarity at the beginning of the legacy transformation from both a technical and functional perspective.

Exemplary reference customers of PKS:



The following diagram provides an overview of the structure of eXplain and its integration into a typical customer environment:



The legacy source code is loaded from the IBM Mainframe or IBM Power i (AS400) (shown on the left in the image) onto the eXplain server. The repository on the eXplain server represents the central knowledge base. It is fed by the outputs of the eXplain parsers and can be enriched with additional information such as object usage evidence or defined APIs (e.g., for connecting wikis with relevant information). eXplain users access the repository for various analysis use cases via an eXplain client and can also run their own SQL queries. In doing so, eXplain essentially supports four dimensions of source code analysis:

The technical code analysis:

Provides a comprehensive overview of the existing legacy code. This gives you a complete overview of today's legacy system at a technical level: quantity structures, dependencies and data flows are presented graphically and can be analysed interactively. This enables a new, fact-based approach to the characteristics and special features of today's systems.

The technical/structural clustering:

It enables structuring technical content in a business logic, which improves communication between IT and the business department. Clustering helps to structure the technical content in a business logic. These can be, for example, the individual business entities or business processes in which your system operates. The exciting and valuable aspect is that you can visually overlay the two levels of technical expression in the code and the business structuring, and also interactively dive in and out here. This particularly creates a good communicative foundation for the business dialogue between IT and the business department and helps in „breaking down“ monolithic systems.

The software quality measurement:

Uses metrics and rule sets to evaluate the state of the system and measure the success of actions. Trend analyses also make it possible to visualize the success of individual measures. But be careful: Metrics and rules are based on definitions and thresholds. Valid conclusions and well-founded decisions can only be made in collaboration with an experienced eXplain consultant.

The job network visualisation:

Visualises complex job networks and data flows to identify critical paths and optimisation potential. In addition to pure source code and valuable data, the functionality of legacy systems usually also lies in a sophisticated and complex system of job networks that control and automate batches/night processing. When transforming such environments, it is absolutely essential to be able to visualise the job networks, identify data flows and thus also make critical paths visible during conversions or optimisations. This is exactly what eXplain does.

With eXplain in the coaching process, companies can create a sound basis for the transformation of their legacy systems and ensure that all relevant aspects are taken into account.

The great thing about it:

eXplain is permanently deployed in your environment so that you have continuous access to up-to-date and consistent information throughout the transformation without having to invest manual effort in updating it. This happens because the eXplain parser picks up any changes in the existing system and transfers them to the repository.

Conclusion:

Thanks to the well-founded technical and functional analysis dimensions and their qualitative measurement, it is possible to create the clarity you need for efficient and targeted work in legacy transformation.



Homeostasis refers to the state of balance and stability in a system. In biology, it describes the ability of an organism to maintain a stable internal environment despite external changes. Applied to organizations, homeostasis means the effort to maintain and stabilize existing structures, processes, and behaviors. This often happens unconsciously and is a natural reaction to changes that are perceived as potentially threatening.

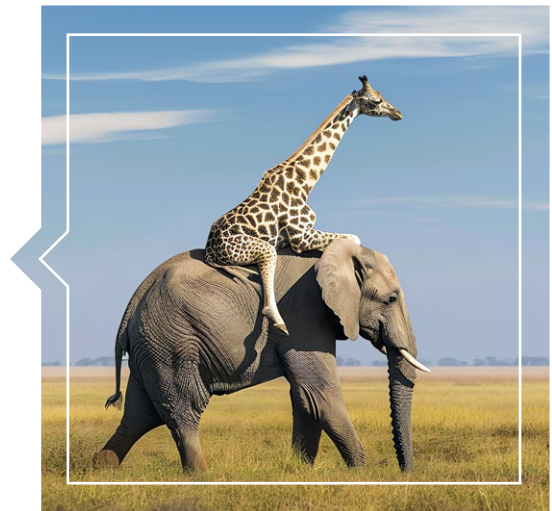


Challenges of homeostasis in legacy transformation projects:

Homeostasis is a significant challenge in legacy transformation projects. Organisations and their employees tend to cling to tried and tested methods and technologies, even if these no longer meet current requirements. This resistance to change can even cause the transformation to fail.

Transformation as a counter-principle to homeostasis:

Transformation, on the other hand, requires the conscious and targeted change of existing structures, processes and behaviours. It aims to adapt the company to new challenges and market conditions. This requires not only technological innovations, but also a change in corporate culture and working methods.



Slowing down the transformation process as a positive impulse:

A key aspect of the successful balance between homeostasis and transformation is consciously slowing down the transformation process. This slowing down does not serve as an obstacle, but as a valuable impulse to gain deeper insights and develop sustainable solutions.

Coaching-Process: Overcoming homeostasis, utilising deceleration and promoting transformation

Our extended coaching approach aims to find and effectively manage the balance between homeostasis and transformation. Here are some key steps and methods we use in the coaching process:

Create awareness

A key first step in the coaching process is to raise awareness of existing homeostatic tendencies among managers and employees. This is achieved through targeted reflection questions and by analysing the current working methods and company structures. By demonstrating the necessity and benefits of transformation, the willingness to change is increased.

Building security and trust

Transformation can trigger uncertainty and anxiety. Our coaching approach therefore attaches great importance to creating an environment of trust in which employees feel safe. This is achieved through transparent communication, an open feedback culture and the active involvement of everyone involved. Security and trust are crucial in order to promote the willingness to change.

Slowdown as a strategic process

Deliberately slowing down the transformation process enables deeper insights to be gained and sustainable solutions to be developed. By deliberately pausing and reflecting, problems are analysed more thoroughly and creative solutions are found. This phase of slowing down encourages a deeper examination of the challenges and enables well-founded decisions to be made.

Change process design

The coaching process supports the development of concrete, realisable steps towards transformation. This includes the definition of clear goals, the development of a roadmap and the continuous review of progress. Both the technological and cultural aspects of the transformation are taken into account.

Anchoring sustainable change

To ensure long-term change, it is important to anchor new behaviours and structures sustainably. This is achieved through regular reflection, continuous feedback and the adaptation of coaching methods to the changing needs of the organisation. The aim is to enable the organisation and its employees to react independently and flexibly to future challenges.

Support with self-organisation

A central goal of our coaching approach is to strengthen the self-organisation and personal responsibility of employees. By teaching methods and techniques for self-management and problem-solving, the organisation is empowered to manage future transformations independently.

Coaching is always involved:

- a two-way process: listening and speaking, giving and receiving
- a multi-way communication - compared to a book that I read or a YouTube video that I watch I watch: these mean one-way communication
- further development through mutual dialogue

Conclusion:

The balance between homeostasis and transformation is crucial for the success of legacy transformation projects. Our coaching process aims to achieve this balance through targeted interventions, transparent communication, and the strengthening of self-responsibility. The deliberate slowing down of the process is used as a positive impulse to gain deeper insights and develop sustainable solutions. This creates the foundation for a sustainable and successful transformation that encompasses not only technical but also cultural and structural changes. With our extended coaching approach, we lay the groundwork for a transformation that is successful not only technically but also on a human level.



Global bank case study

The joint coaching process

1. Create awareness:

Situation:

The mainframe team, led by Hans, prefers tried-and-tested processes and is sceptical about major changes. The cloud team, led by Marcel, sees the benefits of new technologies and wants to implement them quickly.

Coaching approach:

Awareness of the existing homeostatic tendencies is created through targeted reflection questions and by analysing the current working methods and company structures. For example, the coach could ask the mainframe team: „What specific risks do you see in switching to cloud-based solutions?“ and the cloud team: „How can we utilise the benefits of cloud technology while addressing the mainframe team’s security concerns?“. All team members reflect on their own limbic motive and emotional profile and understand opposing and different motive structures. Instead of frustration and struggle, there is mutual complementarity and expansion.

2. Building security and trust:

Situation:

Die Transformation kann Unsicherheit und Ängste auslösen, insbesondere beim Mainframe-Team, das Stabilität bevorzugt.

Coaching approach:

A trusting environment is created in which employees feel safe. This is achieved through transparent communication, an open feedback culture and the active involvement of everyone involved. Marcel could say: „I understand your concerns, Hans. Let’s develop a plan to minimise these risks. With an eXplain analysis, we can really bring the truth to light and discover dormant risks in the code in good time.“ The cloud team also receives emotional support by having their concerns recognised and appreciated by the mainframe team.

3. Slowing down as a strategic process:

Situation:

The cloud team wants to see rapid progress, while the mainframe team has concerns about stability.

Coaching approach:

By pausing and reflecting, problems are analysed more thoroughly and creative solutions are found. Hans could say: „Let’s analyse the impact on our current system in detail before we proceed.“ Marcel could then present a detailed risk analysis. By using the eXplain coaching tool, both move their arguments on a factual basis and can thus detach themselves from their primary limbic emotions and make clear decisions with the cerebrum.

4. Designing change processes:

Situation:

Concrete, realisable steps towards transformation must be defined.

Coaching approach:

The coach supports the development of clear goals and a detailed roadmap. Both the technological and cultural aspects are taken into account. Hans and Marcel could jointly develop a roadmap that includes both short-term security measures and long-term innovation goals.

5. Anchoring sustainable change:

Situation:

Neue Verhaltensweisen und Strukturen müssen dauerhaft etabliert werden.

Coaching approach:

Regular reflection, continuous feedback and adaptation of the methods promote a sustainable anchoring of the changes. The coach could schedule regular check-ins to assess progress and make adjustments. Stability and control combine perfectly with continuous improvement and iterative progress.

6. Support with self-organisation:

Situation:

Both teams should gradually be able to react independently and flexibly to future challenges.

Coaching approach:

By teaching methods and techniques for self-management and problem solving, self-organisation is strengthened. The coach could offer workshops on problem-solving techniques and self-management. eXplain can also be made available to new team members and kept up to date on an ongoing basis.



Quintessence:

Through work in and along the three described pillars, we create an environment where sustainable improvements are not only possible but the norm. Each pillar contributes to ensuring that the transformation is lived and supported daily by each individual with a deep understanding and genuine commitment to the achievable outcomes. This establishes the foundation for a sustainable and holistic legacy transformation and enables your organization to handle current legacy challenges innovatively, as well as providing the tools for successful leadership and change processes overall in the long term.

Take advantage of our extended coaching services for your legacy transformation projects - **we let customers do the talking**

Advantage 1:

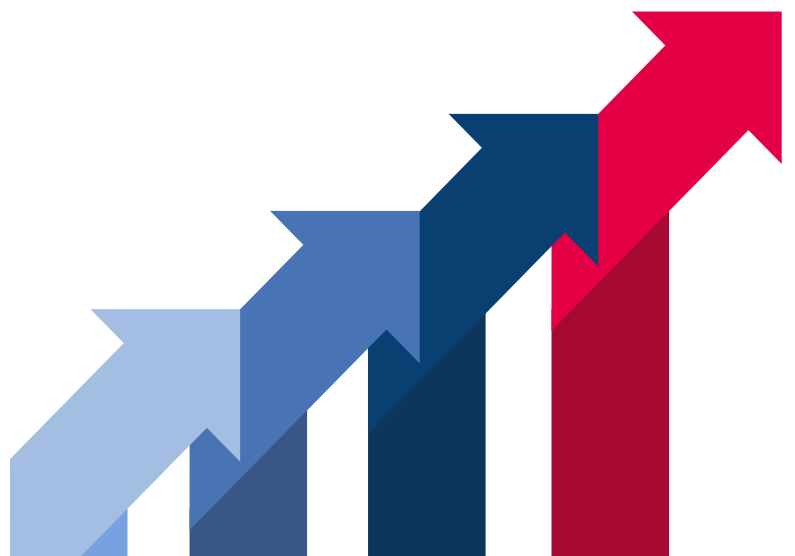
Your career gets a real boost

- Through our in-depth analyses and the eXplain coaching tool, we create transparency and clarity about existing systems. This enables more efficient processes and increases the overall success of the transformation project: increased efficiency.
- Our coaching approach helps you to define clear and achievable goals. This ensures measurable success and sustainable improvements: targeted transformation.
- Our approach to balancing „build“ and „buy“ enables you to make informed decisions that ensure the long-term success of your company: improved decision-making.



Before we started the coaching process with PKS, I was struggling internally to convince all stakeholders of our real challenges with the legacy applications and their transformation. With the help of an individual „Train the Boss“ workshop, we not only managed to create a constructive dialogue between all those involved within just one day, but above all I was able to strengthen my position in the company, identify viable paths and successfully pursue them with a team that was completely behind the solution. This took me a big step forward in my career, because just three months later I was given the task of programme management for the introduction of a new warehouse.

Head of application architecture for a logistics group



Advantage 2:

Security and control make the transformation successful

- With over 30 years of legacy transformation experience at PKS, you can be sure that all relevant aspects that determine the success or failure of the legacy transformation are taken into account. You have access to experience in all legacy transformation options, from replacement and re-platforming to code conversion and modernisation: Leverage experience.
- By consciously slowing down and applying the principle of homeostasis, we develop profound, sustainable solutions that are viable in the long term: Sustainable solutions.
- By addressing employees' emotional needs for security and stability, we minimise resistance to change and promote a positive attitude towards transformation: Reducing resistance.



It was very important for us to make decisions based on a solid knowledge base and not on the gut feeling of individual people. Thanks to the PKS tool eXplain, we were initially able to analyse the entire code base on which we had to start within just 6 weeks: and that is the legacy code. This gave us a lot of security and we were able to continuously monitor and secure the rest of the process. There were few „landmines“, and our standing in top management also increased bit by bit, enabling us to make extensive investments and directional decisions that ultimately made the transformation successful.

Programme Manager for mainframe modernisation at a financial institution



Advantage 3:

More fun at work creates meaning and brings energy

- Our coaching approach promotes appreciation and communication within multi-diverse teams, which strengthens collaboration: Strengthening cohesion.
- By involving all stakeholders, teams work together on the transformation goals, which increases commitment and collective responsibility: Joint goal pursuit.
- The OK-OK attitude promotes an environment in which employees feel safe and valued, which supports cooperation and commitment: Trusting cooperation.



We were particularly impressed by the motivation and holistic thinking with which the PKS coaches accompanied and inspired us. It was always about the people who were affected and had to be taken along. At the same time, there was this technical depth that always showed us at eye level when we were heading for a dead end or threatened to get bogged down in team-dynamic discussions. Without PKS, we would not have been able to have experienced and inexperienced top performers in the company working together in such a constructive and appreciative way, complementing each other and making the impossible possible. After just two months, we had created a completely new climate, which also enabled us to inspire new talent for our IT team in the generation change.

IT manager at an industrial company



Advantage 4:

Coaching for legacy transformations is pure innovation

- Our coaching approach and the use of the limbic communication model promote creative solutions. Employees are encouraged to develop innovative ideas and actively contribute to transformation: Promoting innovation.
- The transformation is perceived as an exciting challenge that boosts employee motivation and commitment: Increased motivation.
- By decoupling the monolithic applications on the basis of eXplain clustering, it is possible to find the right cutting edges and thus get to the really exciting project tasks in the New World more quickly: Agility and flexibility.



I have been fascinated by PKS's new approach from the beginning: Finally, a partner who brings together the three essential success factors, namely people, strategy, and technology, mastering new insights from all three areas and approaching the matter methodically in a completely different way than anything we had tried before. This enabled us to make a real quantum leap. It was often challenging, but with the PKS team by our side, we were able to overcome all the challenges. Today, we have cleaned up the legacy issues in our existing system and can fully focus on developing new features such as online tracking services, sustainability offerings, mixed reality in the warehouse, etc., in a modern architecture. As a result, we were able to improve our time to market by almost 50%.

CFO Managing Director of a wholesale company



How can you get **started now?**

If you would now like to get started with us, we will show you the specific steps and phases that we will go through together in order to successfully implement your legacy transformation. This approach has been tried and tested in many projects and yet is always adapted to the individual customer situation so that we can make progress at the optimum speed in line with the resources and situation:

Phase
1

Analysis and target definition (3-4 Months)

1. Initial stocktaking:

Technical and functional analysis:

With the help of our eXplain tool, we carry out a comprehensive analysis of your current IT systems and processes. This creates transparency and clarity about the existing structures.

Stakeholder surveys:

We hold discussions with key stakeholders to understand their needs, concerns and objectives. This promotes safety and control as well as team and solidarity aspects.

2. Objectives and roadmap creation:

Target definition:

Together, we define clear, measurable goals for the legacy transformation that take into account both short-term gains and successes as well as long-term innovation and sustainability.

Creation of a roadmap:

Based on the results of the analysis, we develop a detailed roadmap that defines the necessary steps and milestones.

Phase
2

Planning and preparation (2-3 Months)

3. Planning the transformation initiatives:

Resource planning:

We identify the required resources and ensure that everyone involved is well prepared. This promotes security and control over the process.

Workshops and training courses:

Through targeted workshops and training courses, we prepare your teams for the upcoming changes, strengthen cohesion and promote motivation for innovation.

4. Communication and change management:

Transparent communication:

We develop a communication strategy that continuously informs and involves all stakeholders. This strengthens trust and team spirit.

Change management strategy:

We develop a strategy to minimise resistance and increase acceptance of the transformation.

Phase
3

Realisation and support (>12 Months)

5. Implementation of the transformation measures:

Step-by-step realisation:

We implement the transformation initiatives according to the roadmap, using a deliberate slowdown to gain deeper insights and develop sustainable solutions. Our technological expertise and the eXplain tool help us to maximise efficiency and make progress visible.

Ongoing coaching:

Our coaches accompany your teams throughout the entire implementation process, provide continuous feedback and support and promote profit and success as well as innovation and sustainability.

6. Monitoring and customisation:

Continuous monitoring:

We regularly monitor the progress of the transformation - also using eXplain - and adjust the measures if necessary. This ensures the success and sustainability of the changes.

Feedback loops:

We encourage employees to organise themselves and take responsibility through regular feedback sessions, which further strengthens the team and solidarity aspects.

Phase
4

Evaluation and stabilisation (ongoing)

7. Final evaluation and assurance of knowledge:

Evaluation of the results:

Once the implementation is complete, we carry out a comprehensive evaluation to assess the success of the transformation and secure the findings.

Documentation and knowledge management:

We document the knowledge gained and ensure that it is anchored within the organisation.

8. Sustainable anchoring and further development:

Anchoring new structures and processes:

We support you in sustainably anchoring the new structures and processes so that your organisation benefits from the changes in the long term.

Continuous further development:

We promote a culture of continuous improvement and innovation that makes your organisation fit for the future and prepared for emerging challenges.

Summary:

Through these concrete steps and phases, we ensure the start of a successful and sustainable legacy transformation that takes into account all aspects of people, strategy and technology. Our holistic coaching offer, based on our technological and technical expertise, the eXplain tool and our 30 years of experience, provides you with clear structures, security and control, promotes team spirit and solidarity as well as innovation and future viability. Together, we lay the foundations for long-term success and sustainable change in your organisation.

What to wait for now?

Are you ready to take the next step in your legacy transformation and benefit from our extended coaching services? Then let's walk the path together. You can start now:



Get in touch with us:

Arrange a no-obligation initial consultation with our experts. We will take the time to understand your specific challenges and goals and present you with a customised solution.



Register for our events:

Take part in our next event, where we will present practical examples and success stories from companies that have successfully implemented their legacy transformation. Or experience eXplain in a live demo and convince yourself of the benefits for your project environment.



Subscribe to our newsletter and never miss an update again:

Join the successful companies that are already benefiting from our extended coaching services and successfully mastering their legacy transformation.

Contact us today and lay the foundations for a sustainable future!



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