Nationwide's Journey to Agile\Lean Delivery

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Agilelowa Meeting

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Who We Are

WE ARE A STRONG MUTUAL COMPANY
BUILT TO SERVE OUR MEMBERS

16+ MILLION POLICIES

$195.2 BILLION IN ASSETS

#1 CORPORATE LIFE WRITER

#1 WRITER OF FARMOWNERS

$25.3 BILLION IN REVENUE FOR 2014

33,000 Nationwide associates serve customers in every state

A+ STANDARD & POOR'S

A1 MOODY'S

A+ A.M. BEST

FOUNDED IN 1926
BY MEMBERS OF THE OHIO FARM BUREAU

$345 MILLION
CONTRIBUTED TO NONPROFITS AND COMMUNITIES SINCE 2000

#1 PET INSURER & SMALL BUSINESS INSURER

8th LARGEST COMMERCIAL INSURER

#85
ON THE FORTUNE 500 LIST

FORTUNE 100 BEST COMPANIES TO WORK FOR 2015

7th LARGEST HOME INSURER

8th LARGEST AUTO INSURER

IN THE U.S.

ADC Services

The Application Development Center (ADC) partners with Business Solution Areas (BSA) to deliver high quality software solutions, and provides consulting services for various technology domains.

Software Development

- Leads and executes the design, development and implementation phases for programs and projects across various technology domains

Technical Domains

- Provides expertise in a broad range of technology domains which can be leveraged across all of our engagement models

Flexible Engagement Models

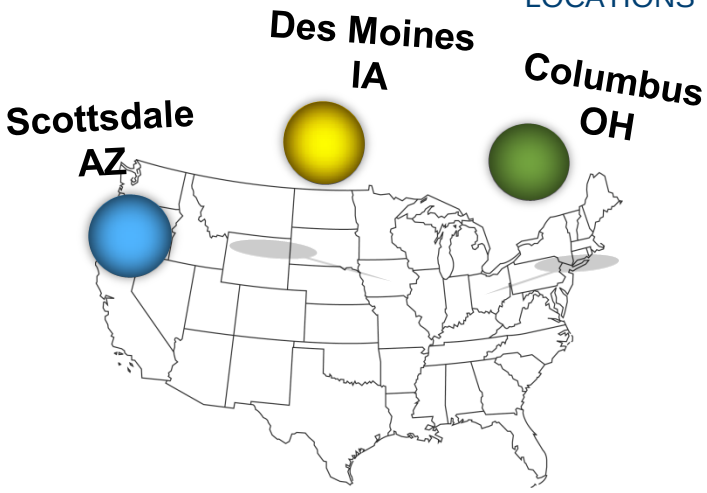
- **Programs and Projects –** typically build work greater than $500k
- **Bundled Demand –** bundled work for a single BSA
- **Fractional Ownership** – same asset or technology impacting multiple BSA's
- **Technical Consulting –** delivery and software engineering consulting

450+

IT Professionals

3

PRIMARY LOCATIONS



CMMIDEV/3 SM
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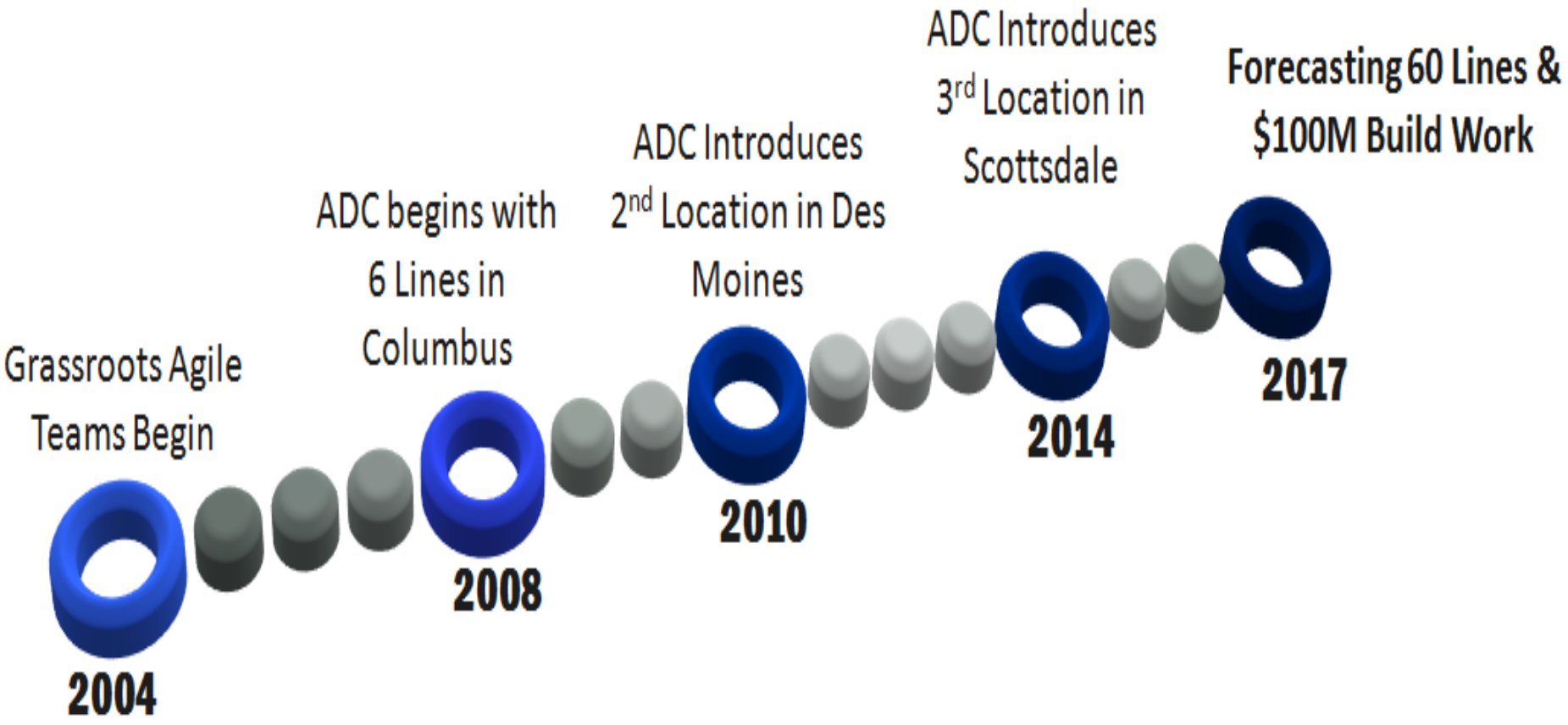
Technology Domains

- **Transactional Systems:** Java, Cobol, .Net
- **Mobile & Web:** Java, Grails, Cold Fusion, Worklight, .Net
- **Data:** Data Provisioning, MDM, Big Data
- **Package:** Guidewire, Salesforce
- **Test Automation:** Ruby, QTP
- **Rules / Workflow:** ODM, BPM
- **SOA:** EJB, Java, Grails
- **Reporting:** Business Objects, MicroStrategy

ADC Milestones

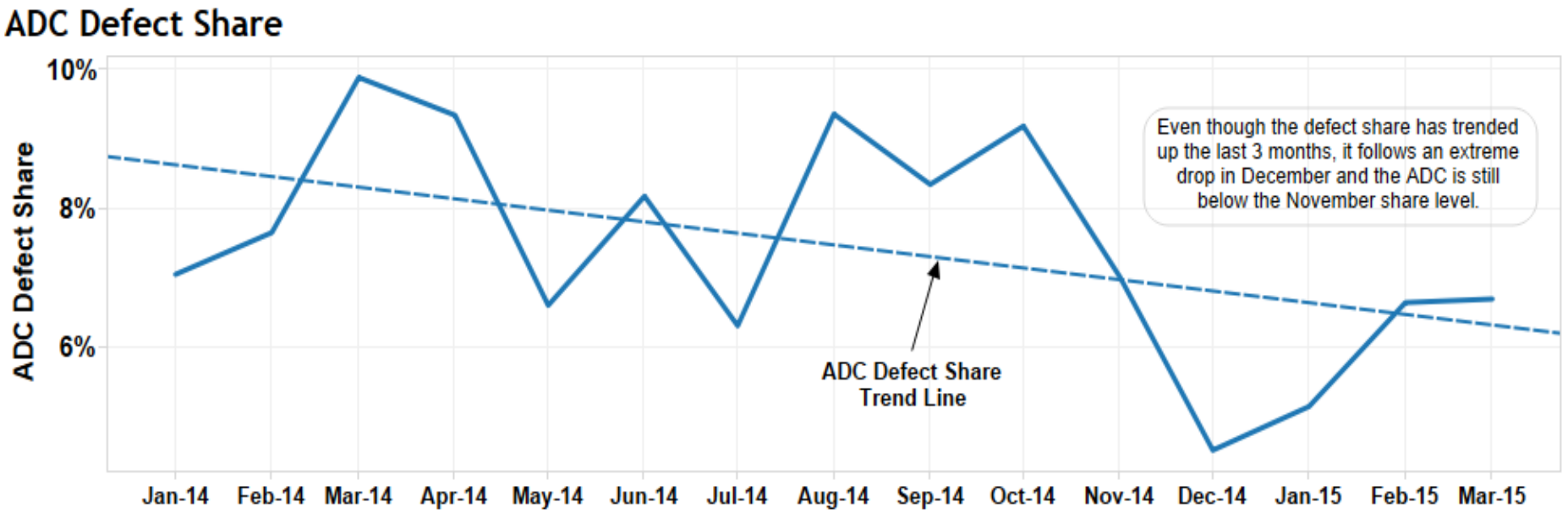


Real Results

High and critical defects in a 4-year positive trend

20% Cost Reduction

Productivity levels significantly higher than industry

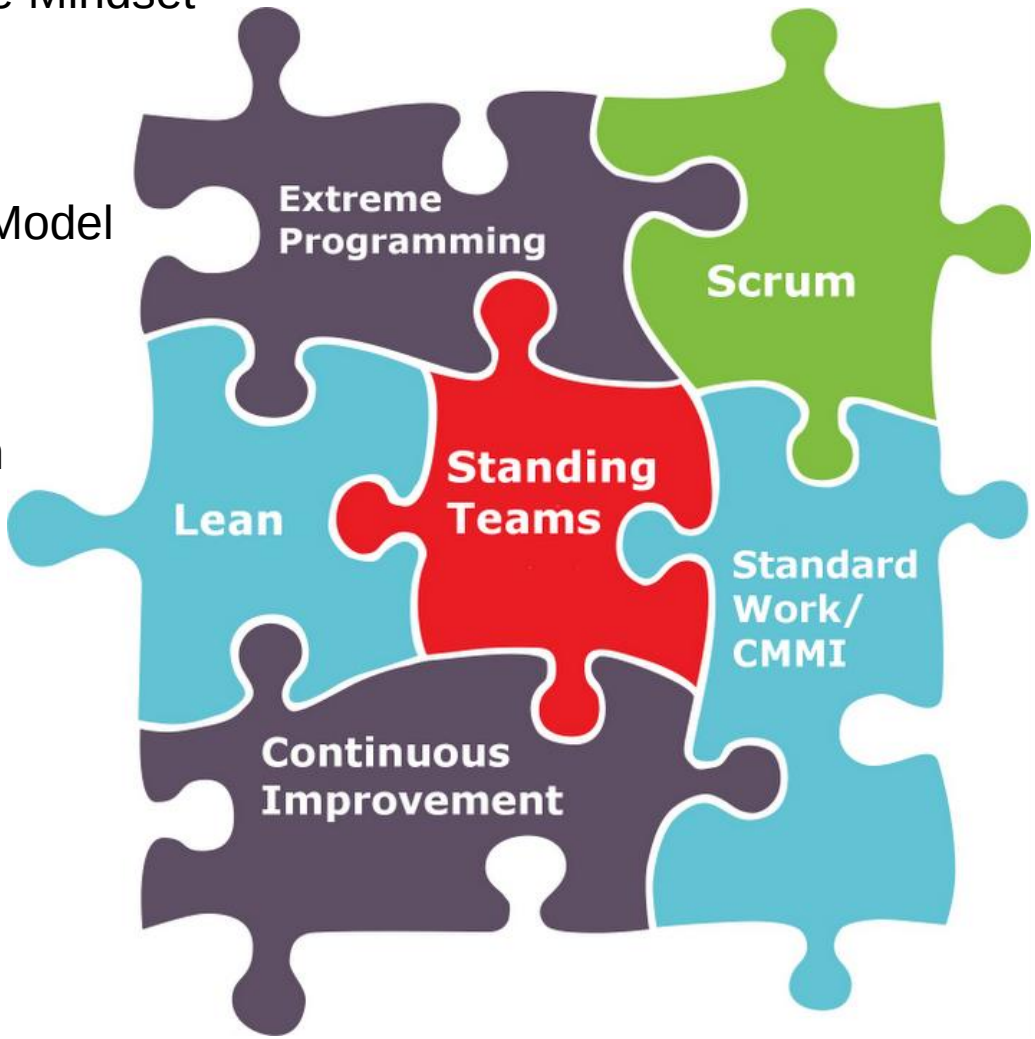


What We Learned on our Journey

Nationwide®

Key Focus Areas

1) Establish and Teach Lean\Agile Mindset
2) Create a Visual Environment
3) Build a Foundational Delivery Model
4) Define Core Standards
5) Maintaining the Mindset in Run
6) Continuously Improve



What is Lean?

Lean is a holistic system derived originally from manufacturing philosophies. It was first implemented in the Toyota Production System. Lean thinking and tools have been applied to various industries, including knowledge work, to efficiently deliver increased value to customers.

Lean is:

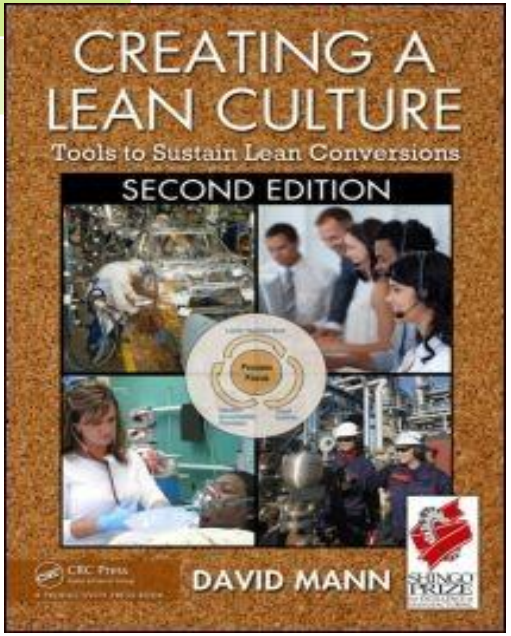
- An idea to maximize customer value, while minimizing waste
- Creating more value for customers with fewer resources
- Empowering our associates to rapidly solve problems and continuously improve

Lean at Nationwide IT

Nationwide IT is a leader in the deployment of Lean IT. Our use of Lean to scale agile development teams through the Application Development Center is industry leading. We are the primary benchmark for large non-technology companies looking to create world-class Agile capabilities. We have hosted more than 100 companies from across the world, who are looking to duplicate our success. This collaboration allows us to showcase Nationwide and continue our own improvement journey.

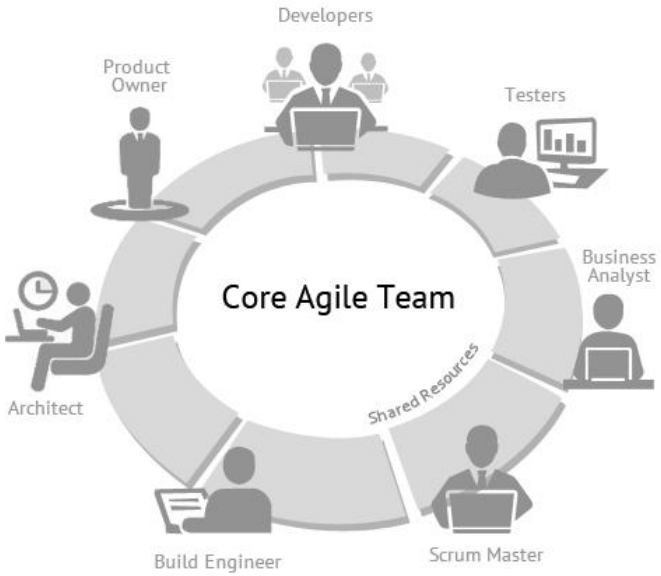
2 – Create a Foundational Delivery Model

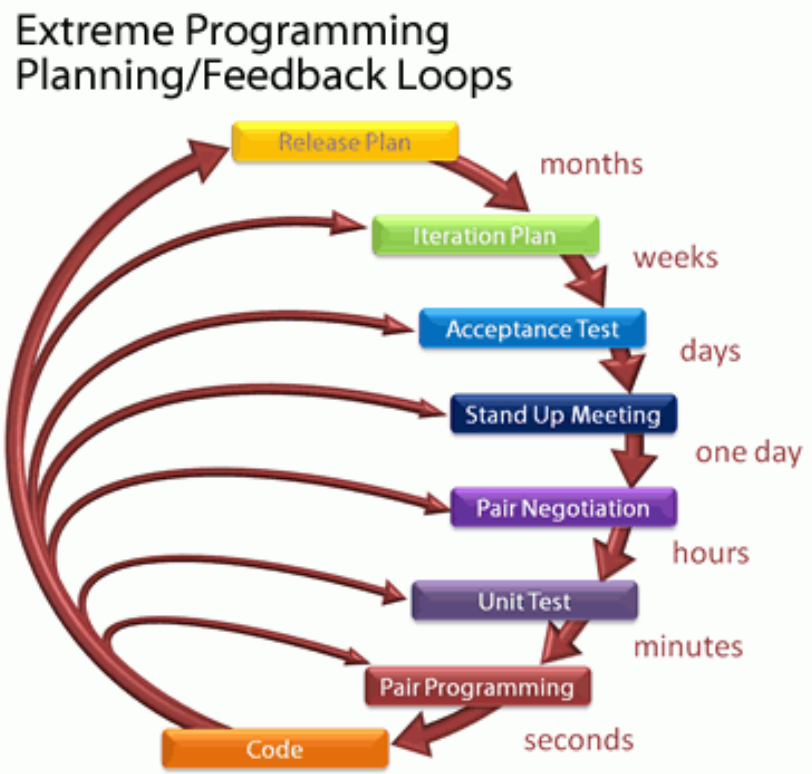
Traditional Systems	Lean Systems
Authority	Responsibility
Results Focused	Process Focused
Expert “Staff” Functions	Expert Workers
Jump to Solutions	Root Cause Problem Solving
Corner Office Management	Go See Management
Report Analysis (delayed)	Visual Management



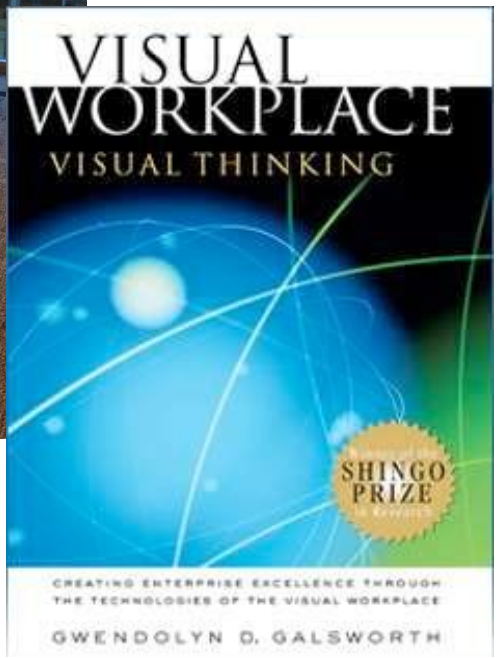
2 – Create a Foundational Delivery Model

Standing Teams





3 – Establish a Visual Workflow



3 - Visual Controls and Metrics

Standard Work Legend

- 90-100% Satisfied
- 80-89% Satisfied
- 70-79% Satisfied
- Below 70% Satisfied

Standard Work Assessment

ADC																															
Jain															Kolp																
Heinrich			Taylor		Speas			Waddell			McFarling			McClintock			Newlin				Vatti				Potts						
	Mantis	Navigators	Trailblazers	Incredibles	Swarm	Meethi Chai	RFBF	Radiohead	JediKnights	Outliers	Legion of Doom	Relentless	Marshmallows	Narcoleptic Penguins	Seniors Sed	Caddyshack	Nerf Herders	Zombees	Vegas	Valkyrie	Nirvana	Animal House	Groundhogs	Autobots	Firehawks	Pulverizers	Avatar	Evergreen				
Last Review	12/11	5/12	12/11	4/12	8/12	7/12	8/11	11/11	12/11	7/12		7/12	8/12	11/11	8/12	4/12		4/12	12/11	5/12	8/12	5/12	8/12	8/12	4/12	5/12	5/12				
Next Review	6/12	11/12	6/12	10/12	2/13	2/13	6/12	6/12	7/12	2/13		7/12	2/13	6/12	2/13	10/12	8/12	10/12	5/12	11/12	2/13	11/12	2/13	2/13	10/12	11/12	11/12				
ASSESSMENT AREA																															
Analyst & Business Lead																															
Architect																															
Iteration Manager																															
Developer & Dev Lead																															
Tester & Test Lead																															
ADL																															
Overall																															

4 – Define Core Standards

Daily Accountability

Leader Standard Work

Tier 4
- CTO Management System

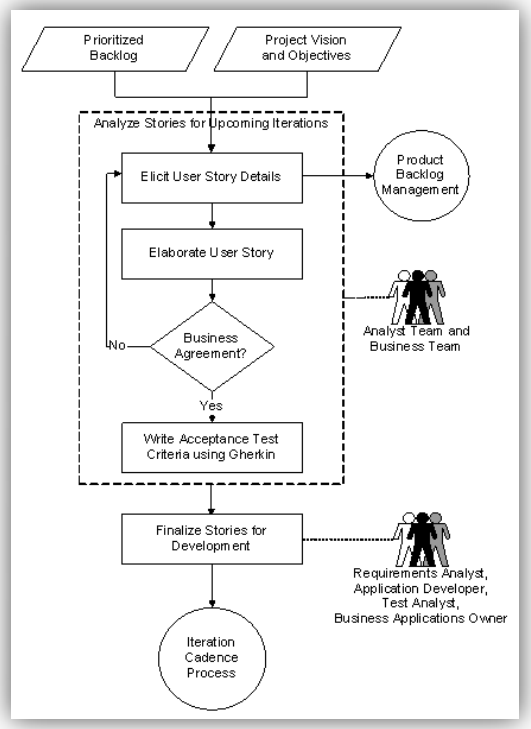
Tier 3
- ADE Management System

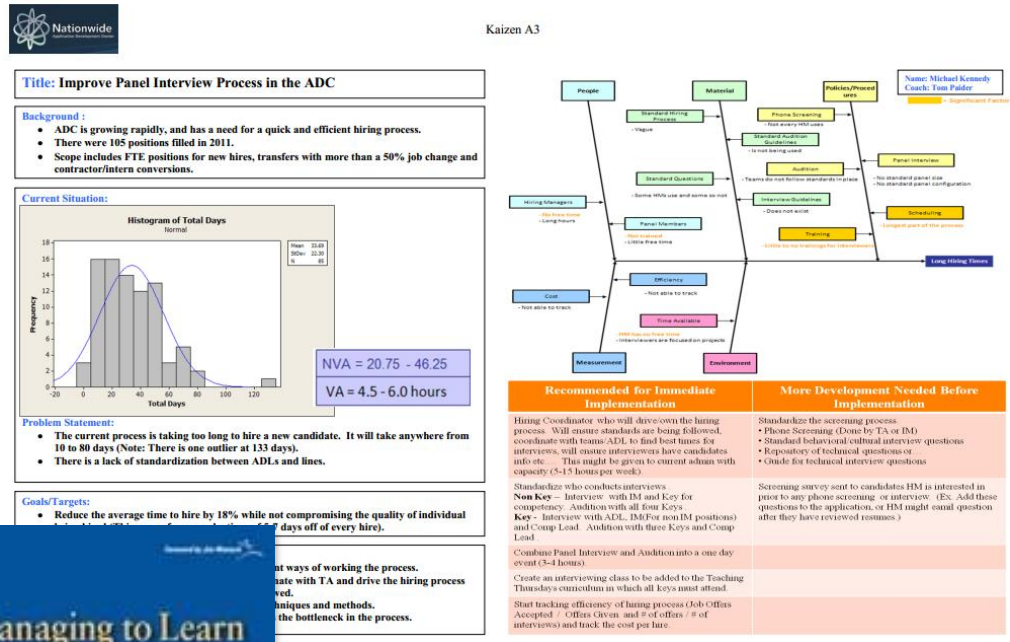
Tier 2
- ADL Management System

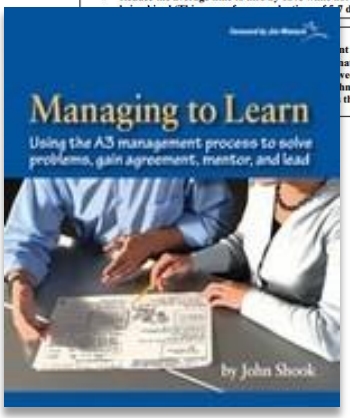
Tier 1
- Front Line Management System

4 – Define Core Standards

Standard Work







Continuous Improvement

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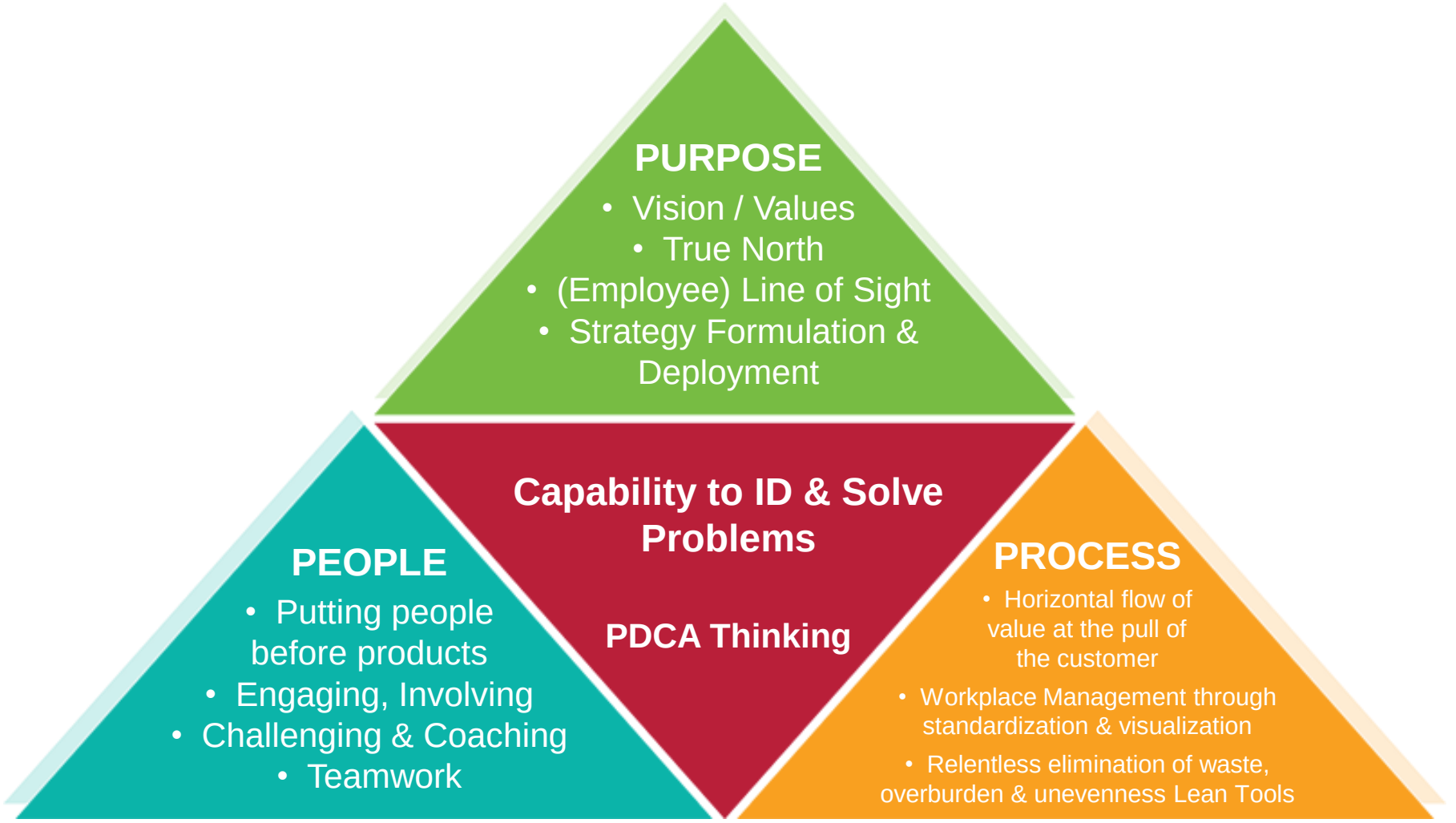
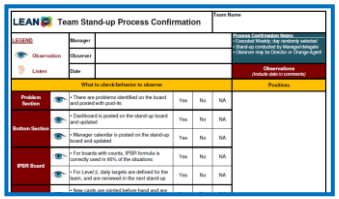
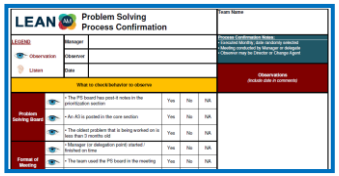
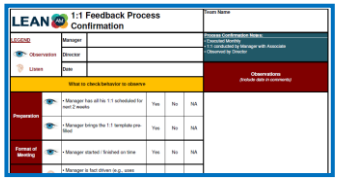
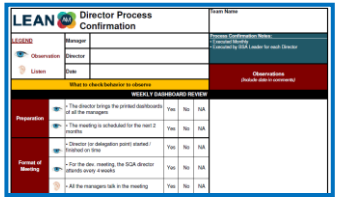
5 – Maintaining the Mindset in Run



LEAN ORGANIZATION

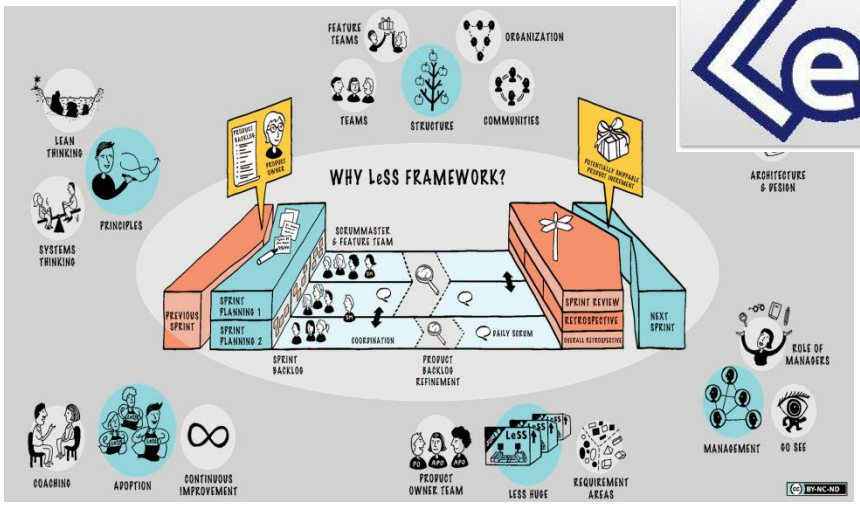
5 – Maintaining the Mindset in Run

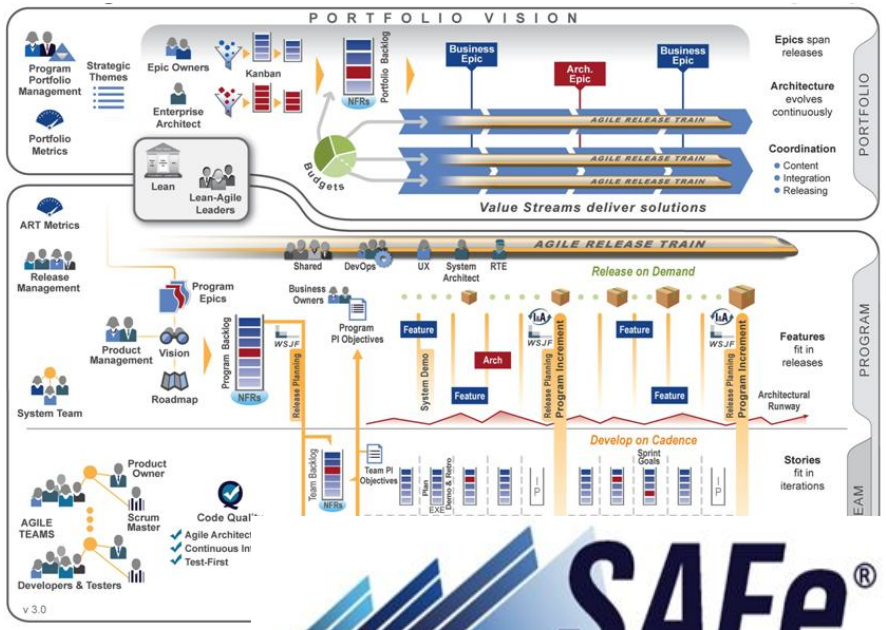
Process Confirmations Process

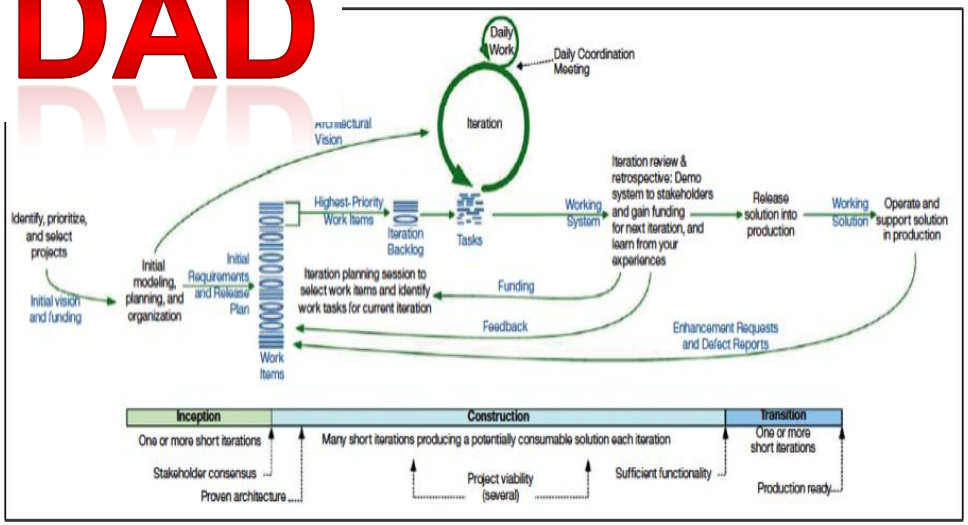
	Lean Activity	Conducted by	Frequency	Completed by
	▪ Team Stand-up	▪ Manager/ delegate	▪ Weekly	▪ Director
	▪ Problem Solving	▪ Manager/ delegate	▪ Monthly	▪ Director
	▪ One-on-one Feedback	▪ Manager, ▪ for each Associate	▪ Monthly	▪ Director
	▪ Director Stand-up, Weekly Dashboard Reviews	▪ Director	▪ Monthly	▪ BSA leader

Where is our Journey Headed Next

Scaling Agile







Q/A

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