Our Obeya:
a space where we learn how to achieve our strategic goals

Ingeborg ten Berge
Liedewij van der Scheer

ING

Who are we?

Ingeborg

Liedewij

ING

Our Company

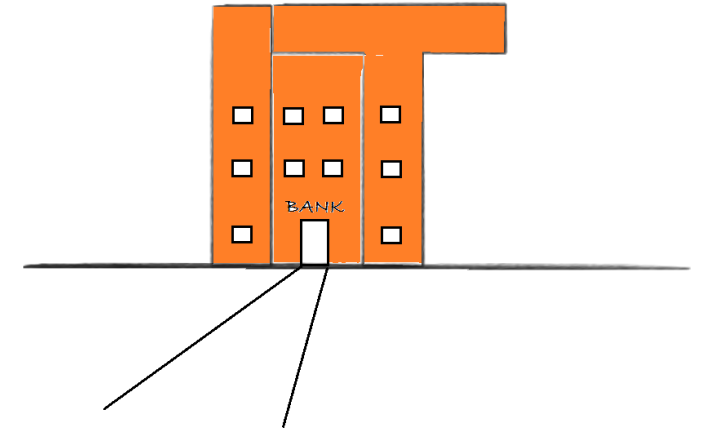- ING Worldwide (Multinational Bank):
  - 51,000 employees
  - 37 million customers
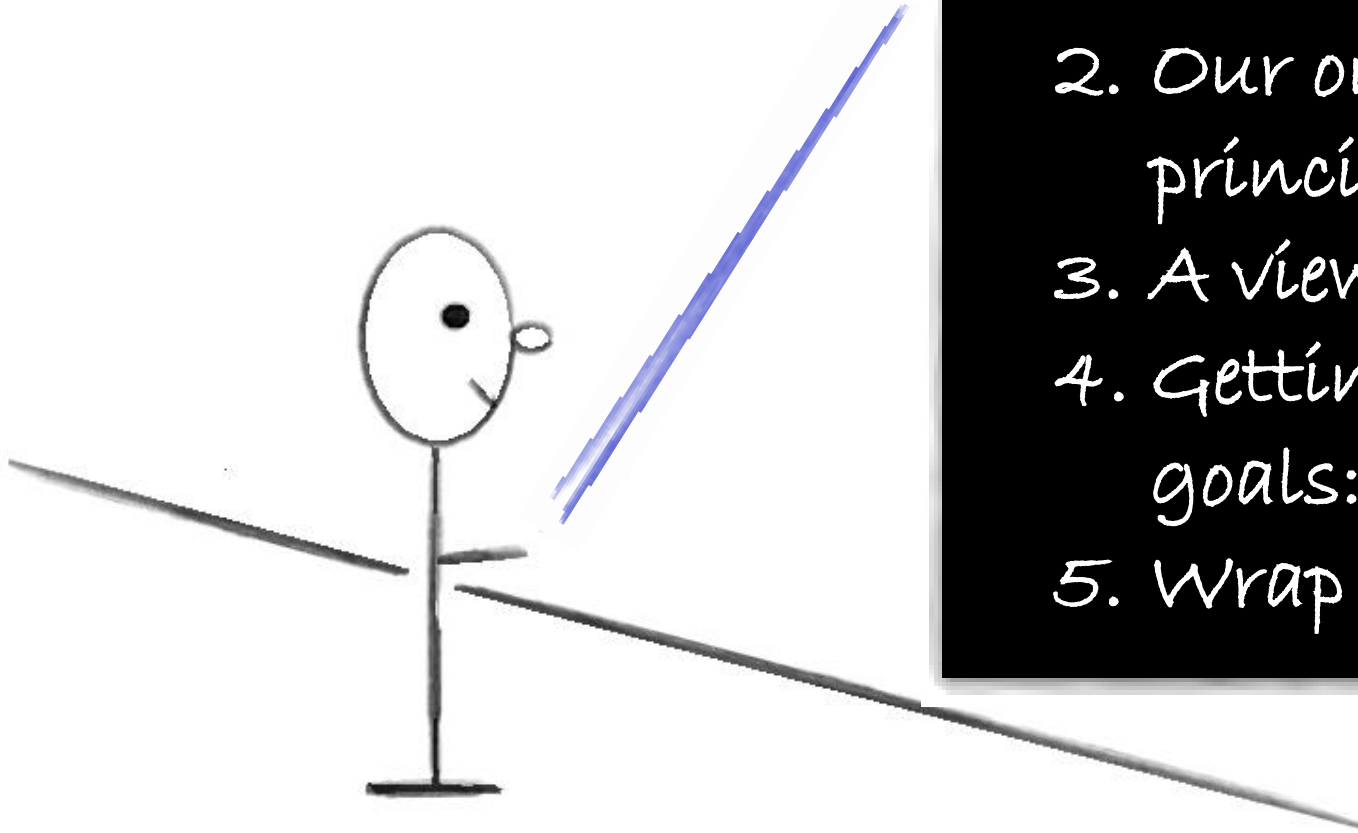 - Offer services in over 40 countries

- ING Netherlands Retail

- Omni Channel

- Scope Omni Channel:
  - Mobile app, Internet Banking
  - applications Call Centre and Branch offices
  - ATM's
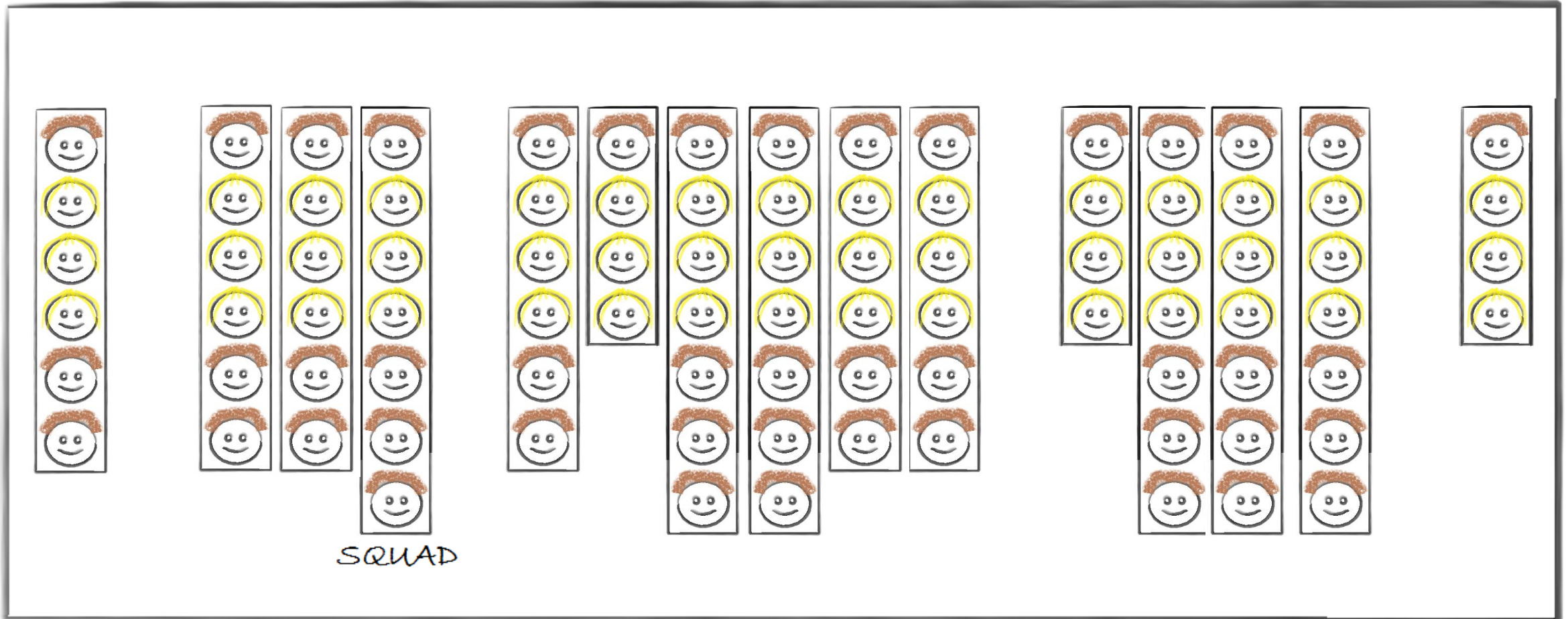
ING

What do we want to share today

1. Organizational Challenge: same direction
2. Our one way of work Obeya principles
3. A view of one of our Obeya's
4. Getting closer to our strategic goals: continuous improvement
5. Wrap up

ING

16 – 350 - 2200

TRIBE

SQUAD

ING

How do we ensure teams are going in the same direction

How do we provide context

- consistent alignment on the strategic direction

- constant flow of information from bottom to top and vice versa on:
  - the strategic direction
  - Where we stand
  - What we need to improve
  - Our validated learnings

ING

One
Way of Work
Obeya

ING

What do we want to share today

1. Organizational Challenge: same direction
2. Our one way of work Obeya principles
3. A view of one of our Obeya's
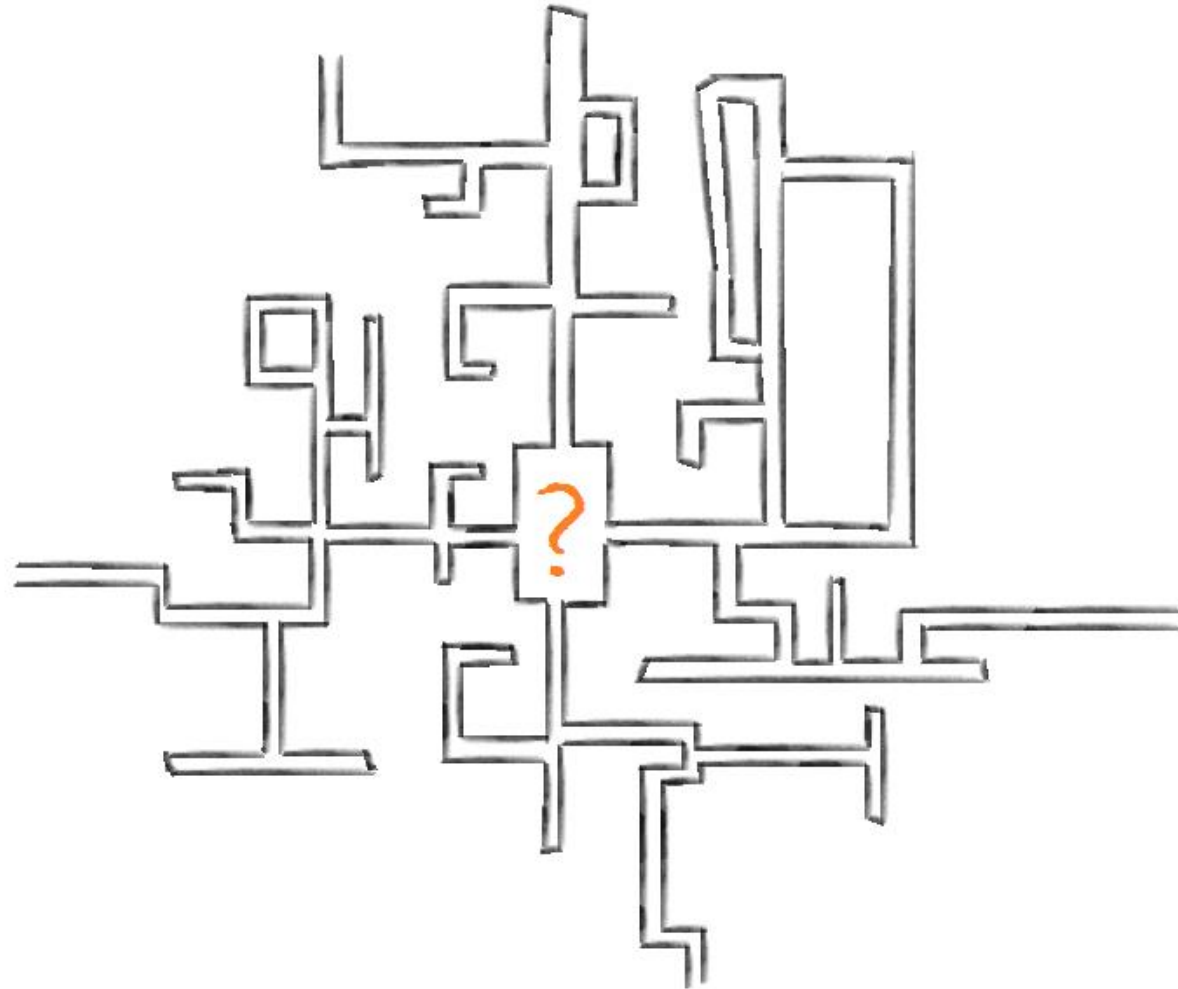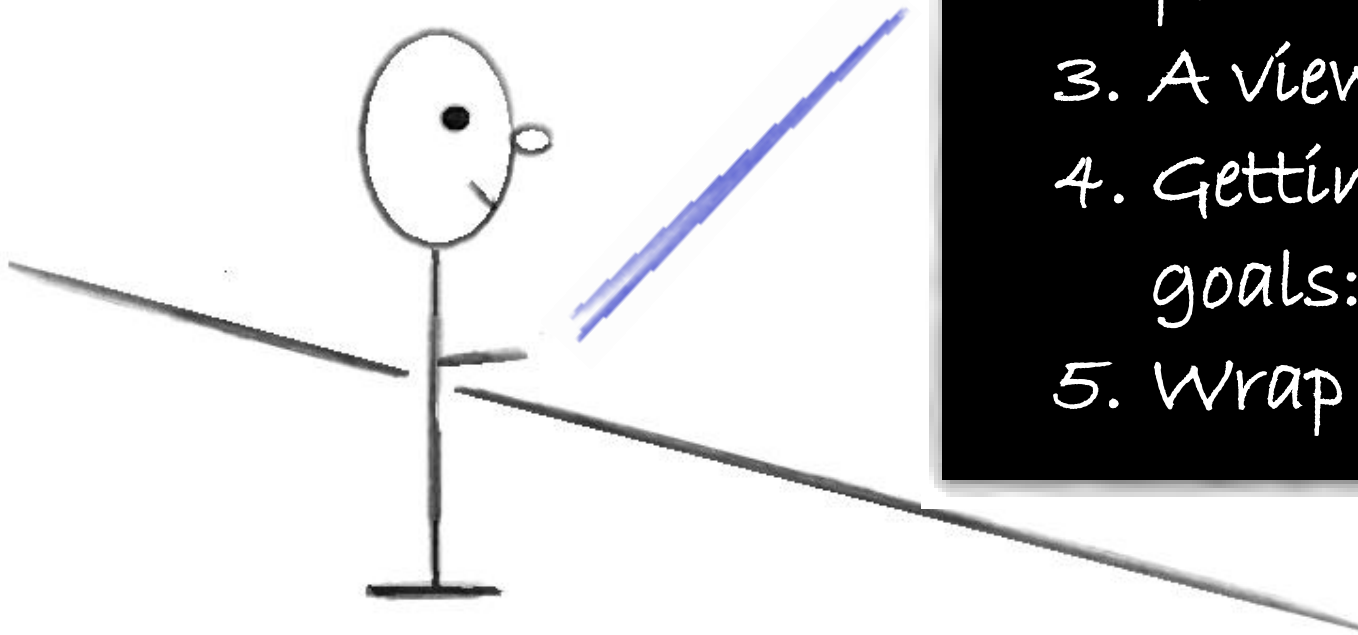4. Getting closer to our strategic goals: continuous improvement
5. Wrap up

ING

Obeya (big room) is:

"a space, in which we come together regularly, to create context, engage in interaction and share our validated learnings"

David, 2017

ING

Principles Way of Work Our Obeya

Principle #1:   360° overview

Principle #2:   Cascaded system

Principle #3:   Constant and consistent communication

Principle #4:   learning area (improve & validate)

ING

Some help...

Catchball & Accountability

Visual Controls

~~Discipline~~ = Rhythm & Routine

Principles Way of Work Our Obeya
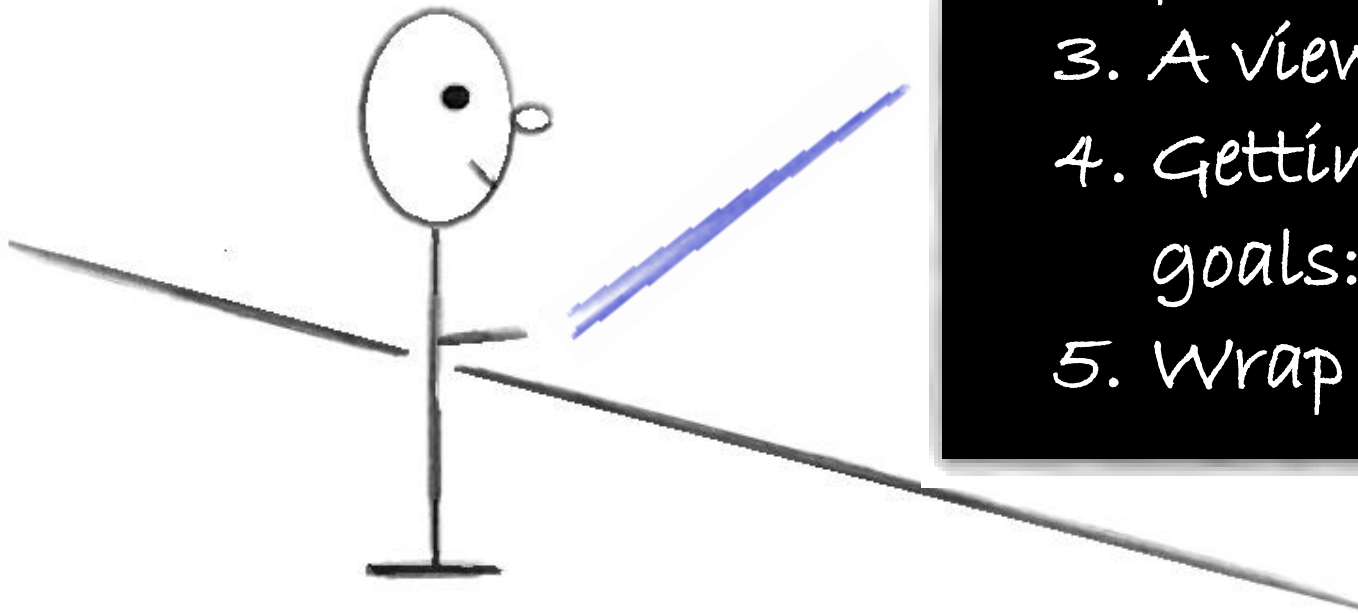
Principle #1:   360° overview

Principle #2:   Cascaded system

Principle #3:   Constant and consistent communication

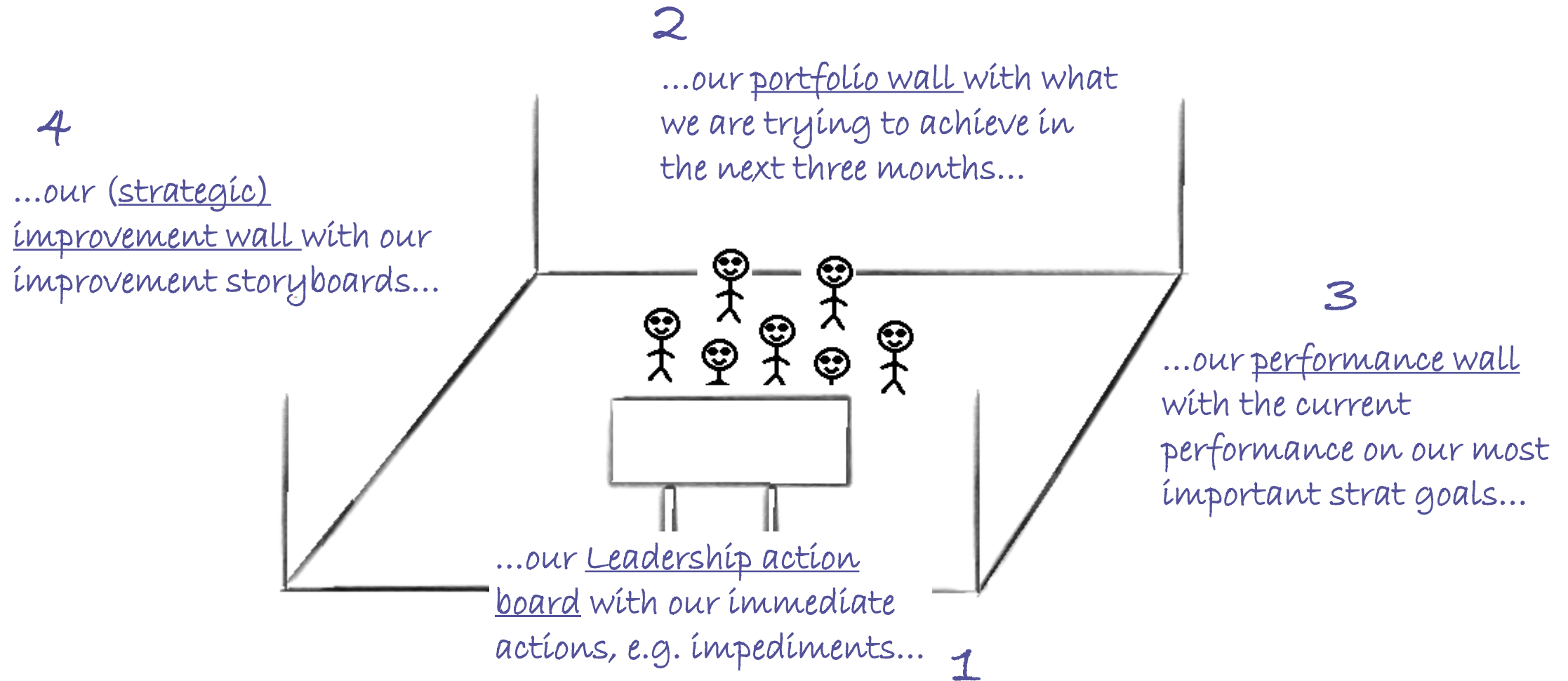Principle #4:   learning area (improve & validate)

ING

What do we want to share today

1. Organizational Challenge: same direction
2. Our one way of work Obeya principles
3. A view of one of our Obeya's
4. Getting closer to our strategic goals: continuous improvement
5. Wrap up

ING

360° overview
(where we stand and where we are going)

2
…our portfolio wall with what we are trying to achieve in the next three months…

4
…our (strategic) improvement wall with our improvement storyboards…

3
…our performance wall with the current performance on our most important strat goals…

…our Leadership action board with our immediate actions, e.g. impediments…
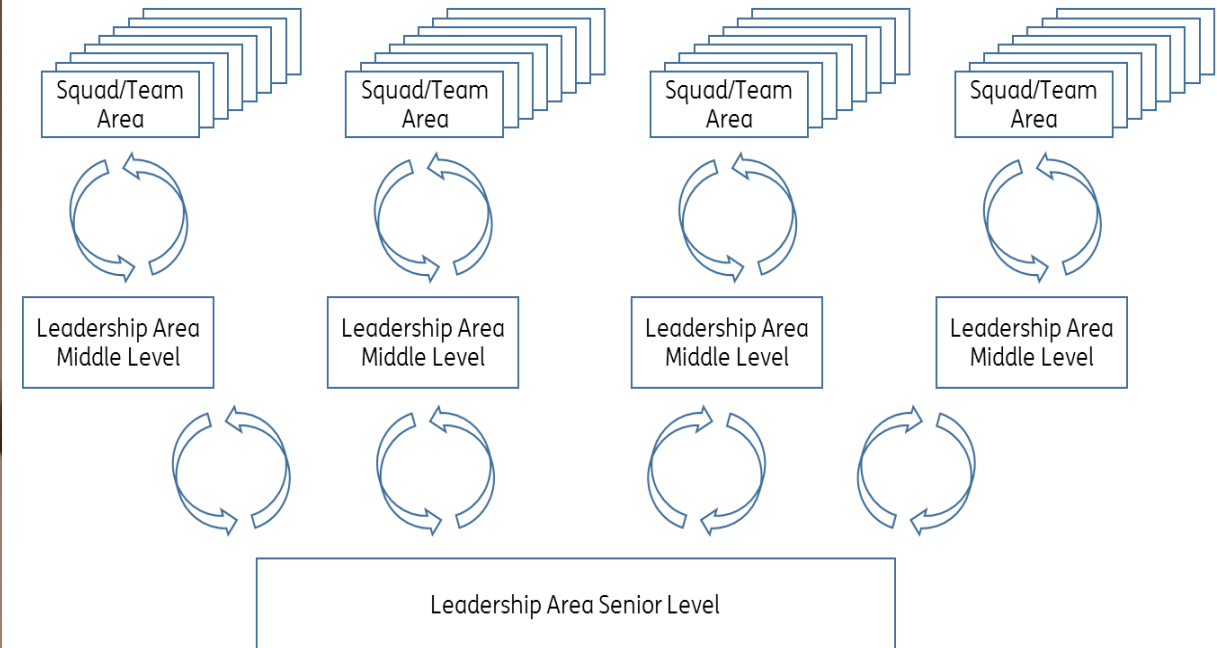
1

ING

Performance wall and Portfolio wall

Portfolio Wall and Strategic Improvement wall

Strategic Improvement wall and Leadership Action Board

Leadership Action Board

Squad/Team Area → Leadership Area Middle Level (×4)

Leadership Area Middle Level → Leadership Area Senior Level
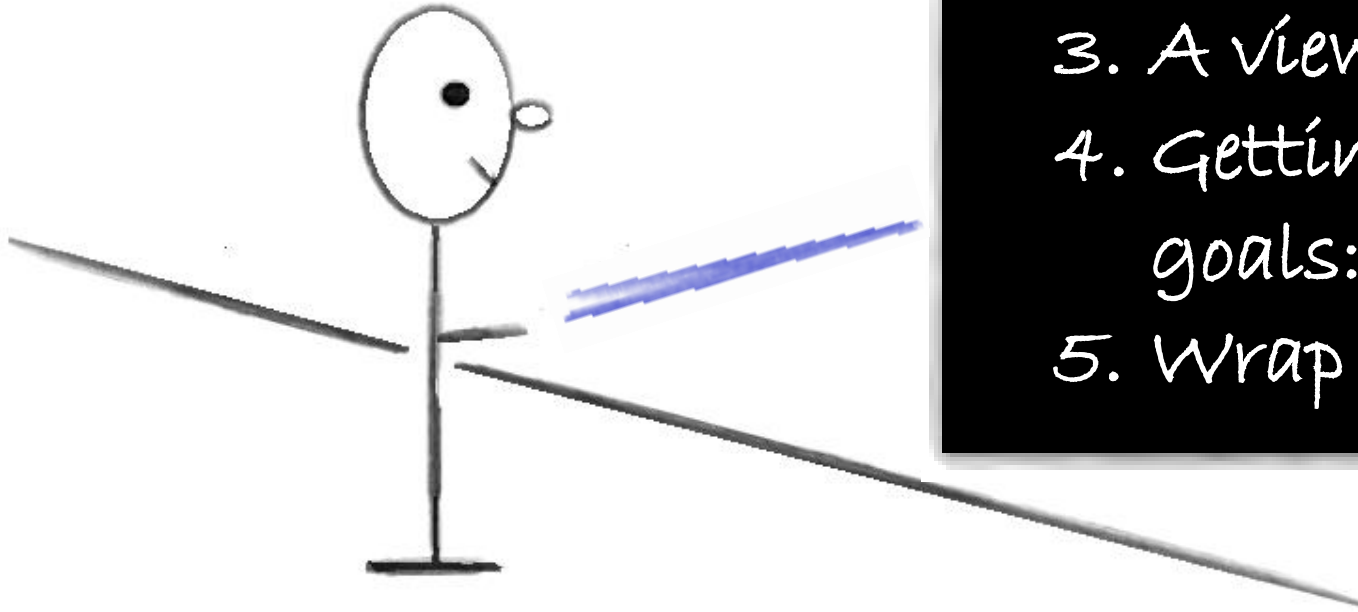
ING

Portfolio Wall

Performance Wall

(Strategic) Improvement Wall

What do we want to share today

1. Organizational Challenge: same direction
2. Our one way of work Obeya principles
3. A view of one of our Obeya's
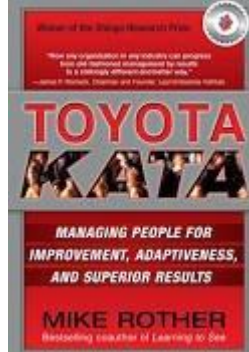4. Getting closer to our strategic goals: continuous improvement
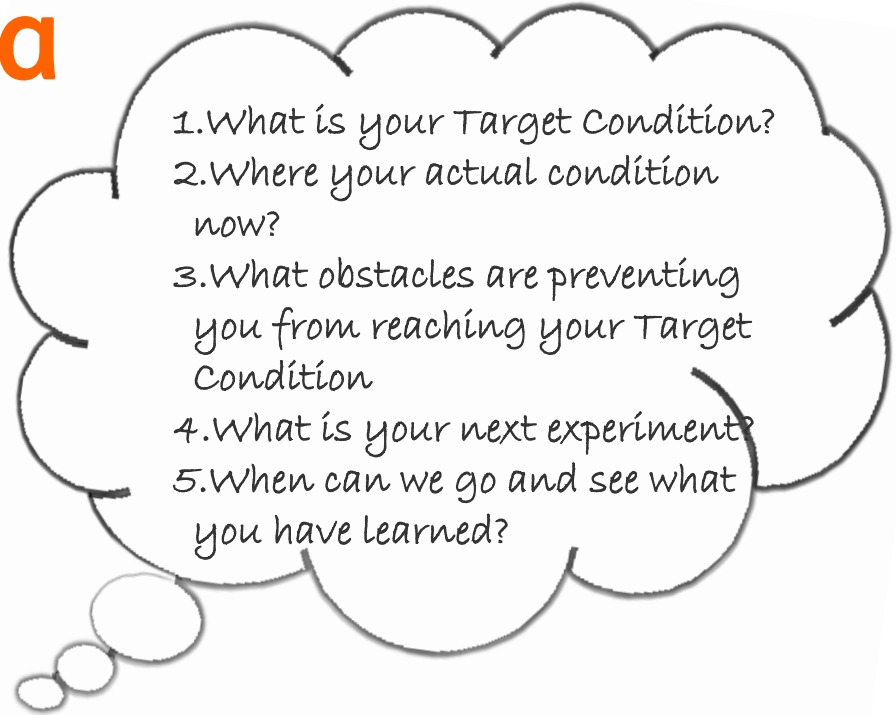5. Wrap up

ING

(Strategic) Improvement Wall

Improvement Kata

Challenge: # + noun

Target Condition

Result: # + noun

- - - - - - - - - - - - - - - -

Condition

☐ # + noun

☐ # + noun

☐ # + noun

☐ # + noun

☐ # + noun

☐ # + noun

Current Condition

Result: # + noun

- - - - - - - - - - - - - - - -

Condition

☐ # + noun

☐ # + noun

☐ # + noun

☐ # + noun

☐ # + noun
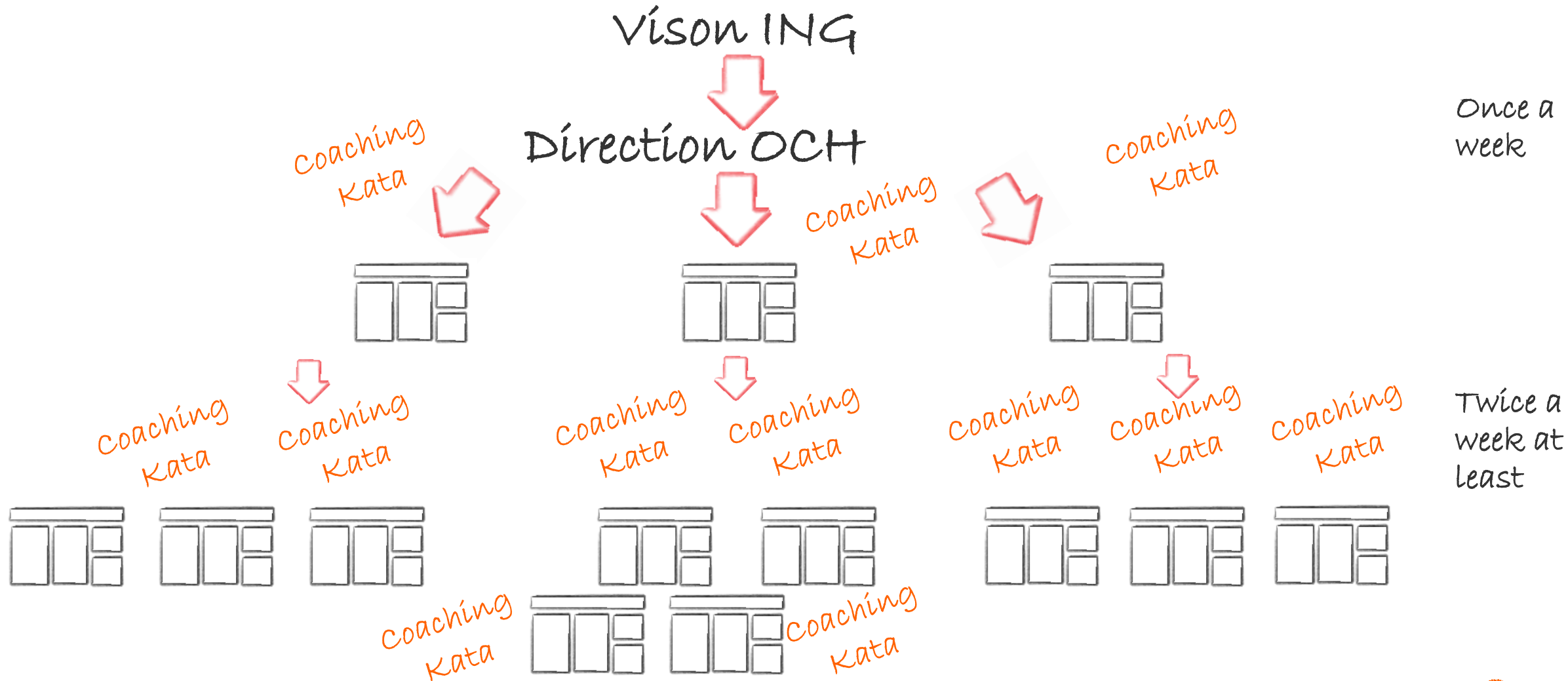
☐ # + noun

Experiments

Obstacles

☐
☐
☐
☐
☐
☐

Coaching Kata

1. What is your Target Condition?
2. Where your actual condition now?
3. What obstacles are preventing you from reaching your Target Condition
4. What is your next experiment?
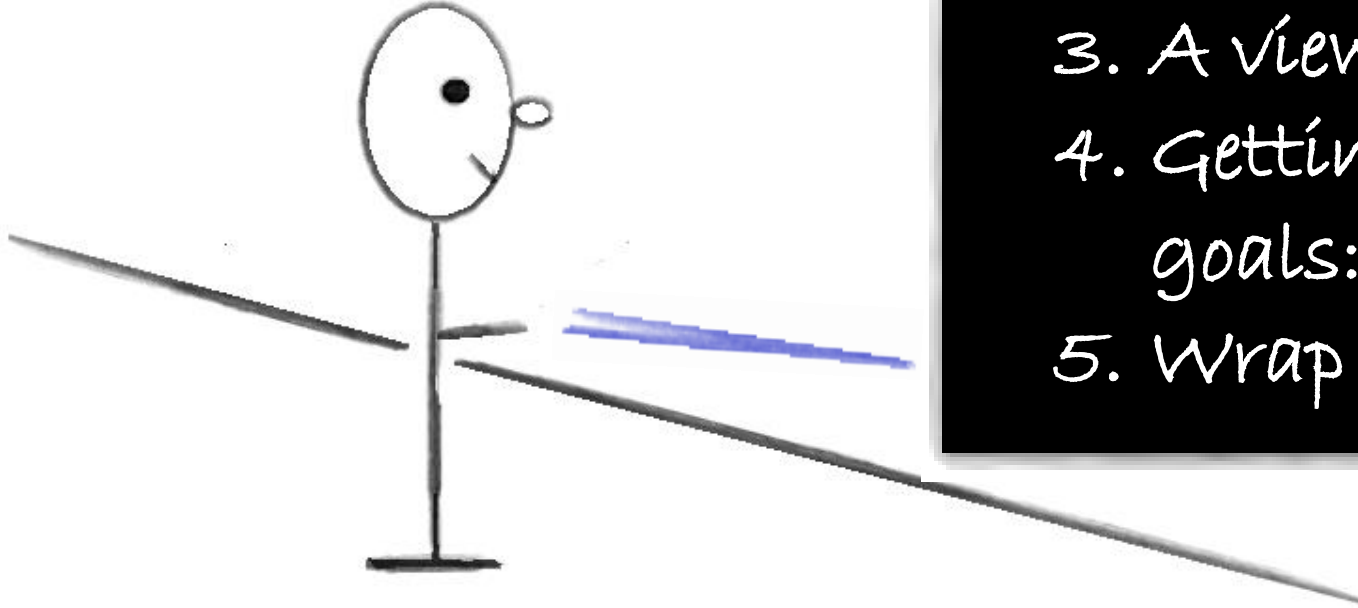5. When can we go and see what you have learned?

ING

Strategy deployment by using Kata

Based on 'cascaded obstacles' and on 'what we need to improve'

Vison ING

Direction OCH

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Coaching Kata

Once a week

Twice a week at least

ING

What do we want to share today

1. Organizational Challenge: same direction
2. Our one way of work Obeya principles
3. A view of one of our Obeya's
4. Getting closer to our strategic goals: continuous improvement
5. Wrap up

ING

To summarize

Obeya's help us...

- Provide context to our autonomous teams

- We do this by creating: catchball & accountability and visual controls.

- We create a working pattern: rhythm and routine for everyone in the organisation

- To make sure we get better and better we organise continuous improvement

ING

It's a long way home

The future of Banking
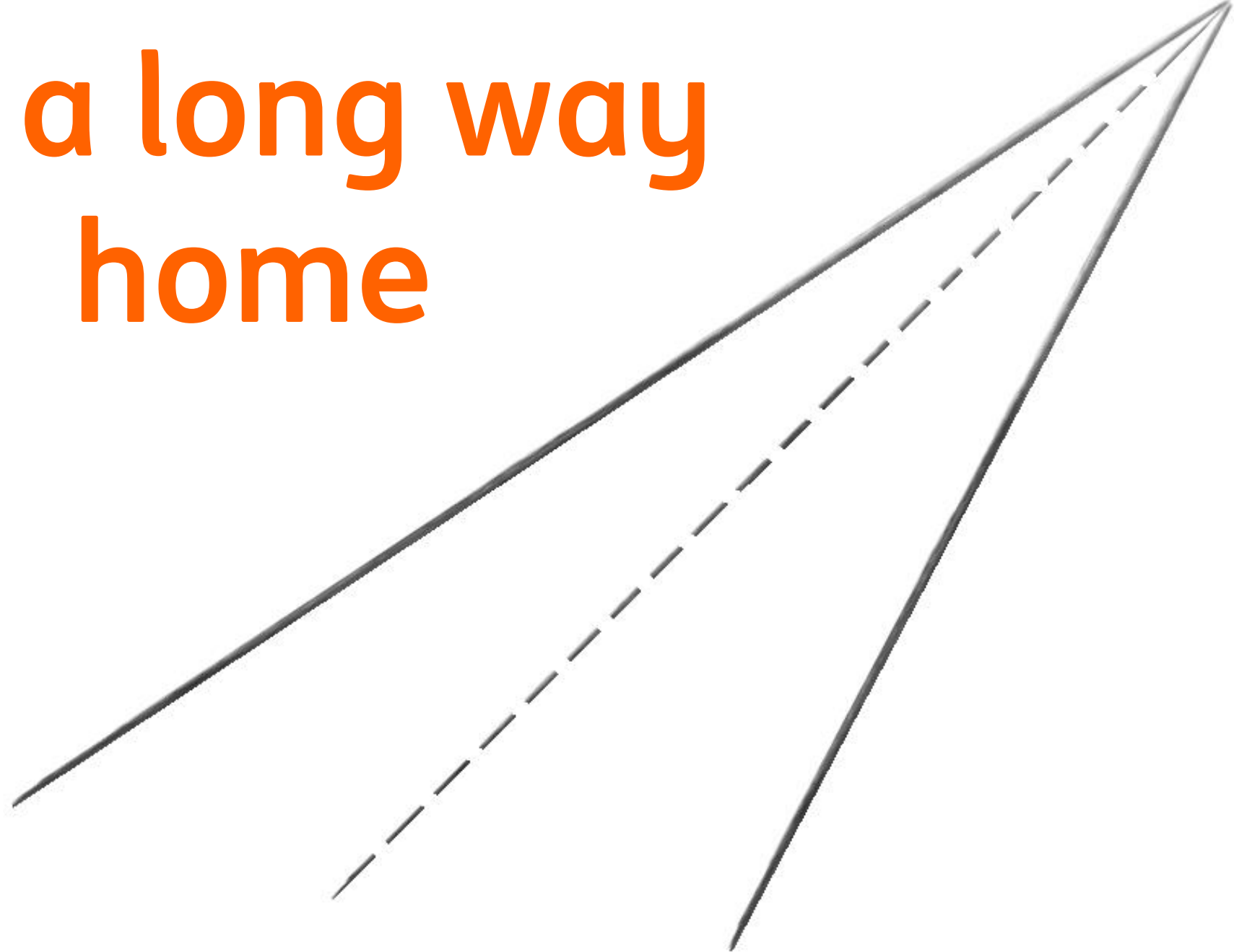
Contact:
Ingeborg.ten.berge@ING.com
Liedewij.van.der.Scheer@ING.com

ING 🦁