

DevOps International Summit Beijing 29 June 2018

# *Agile Transition - our journey to a True Learning Organization*

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Liedewij van der Scheer

# Who are we?



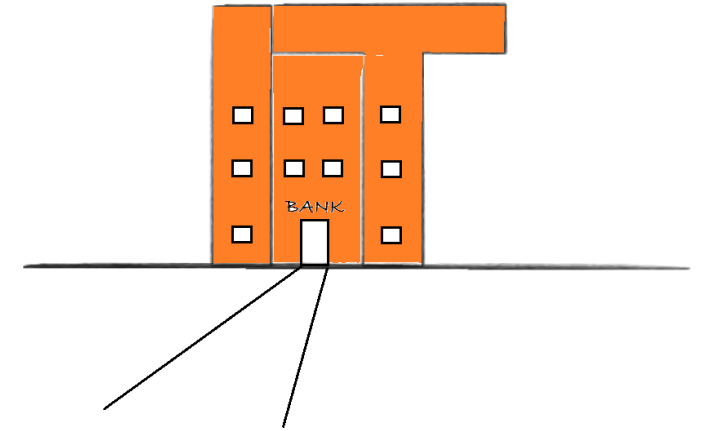
Ingeborg



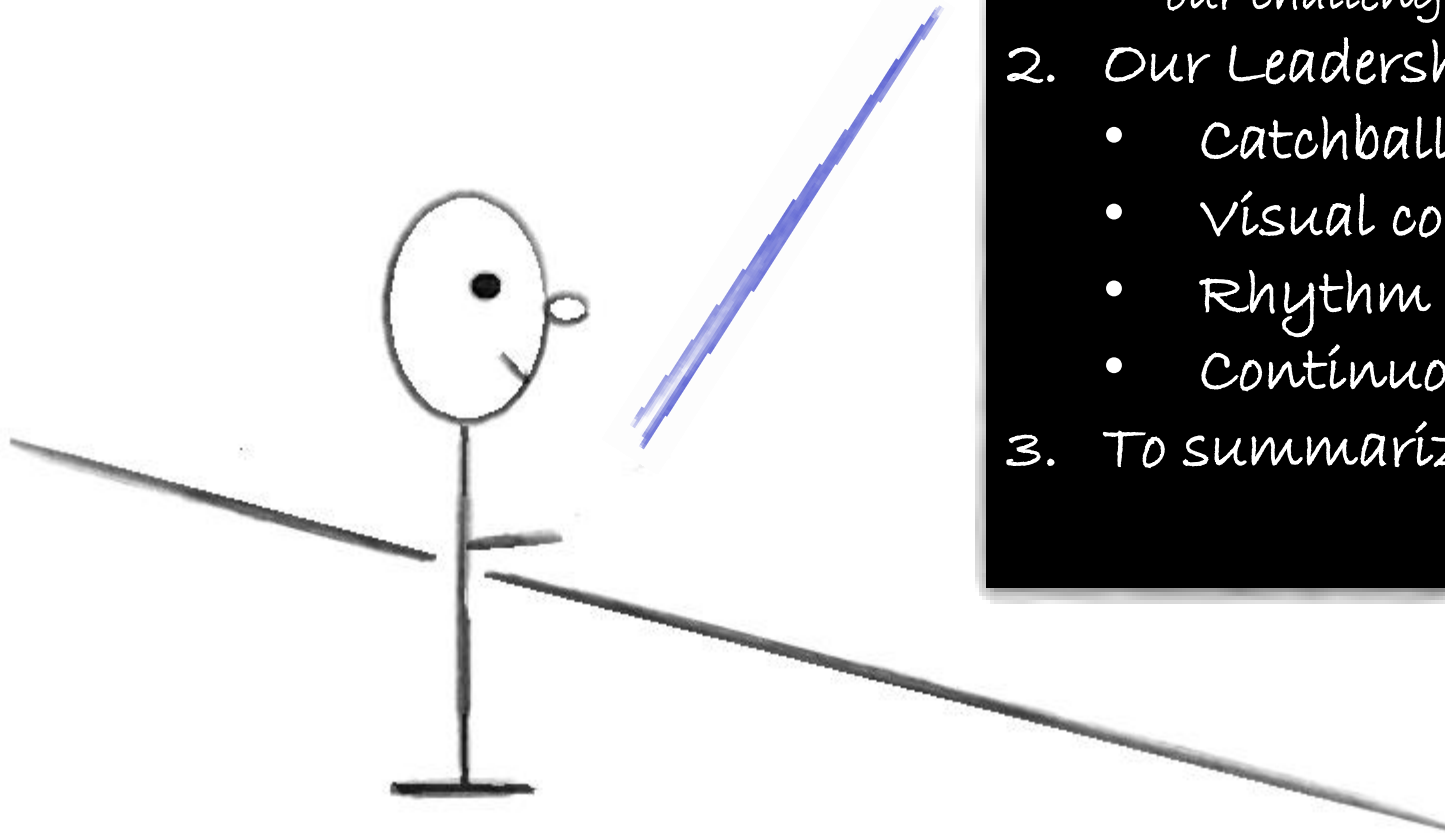
Liedewij

# Our Company

- ING Worldwide:
  - 51,000 employees
  - 37 million customers
  - Offer services in over 40 countries
- ING Netherlands Retail: 2200 employees
- Omni Channel
- Scope Omni Channel IT:
  - Mobile app, Internet Banking,
  - applications Call Centre and Branch offices
  - ATM's

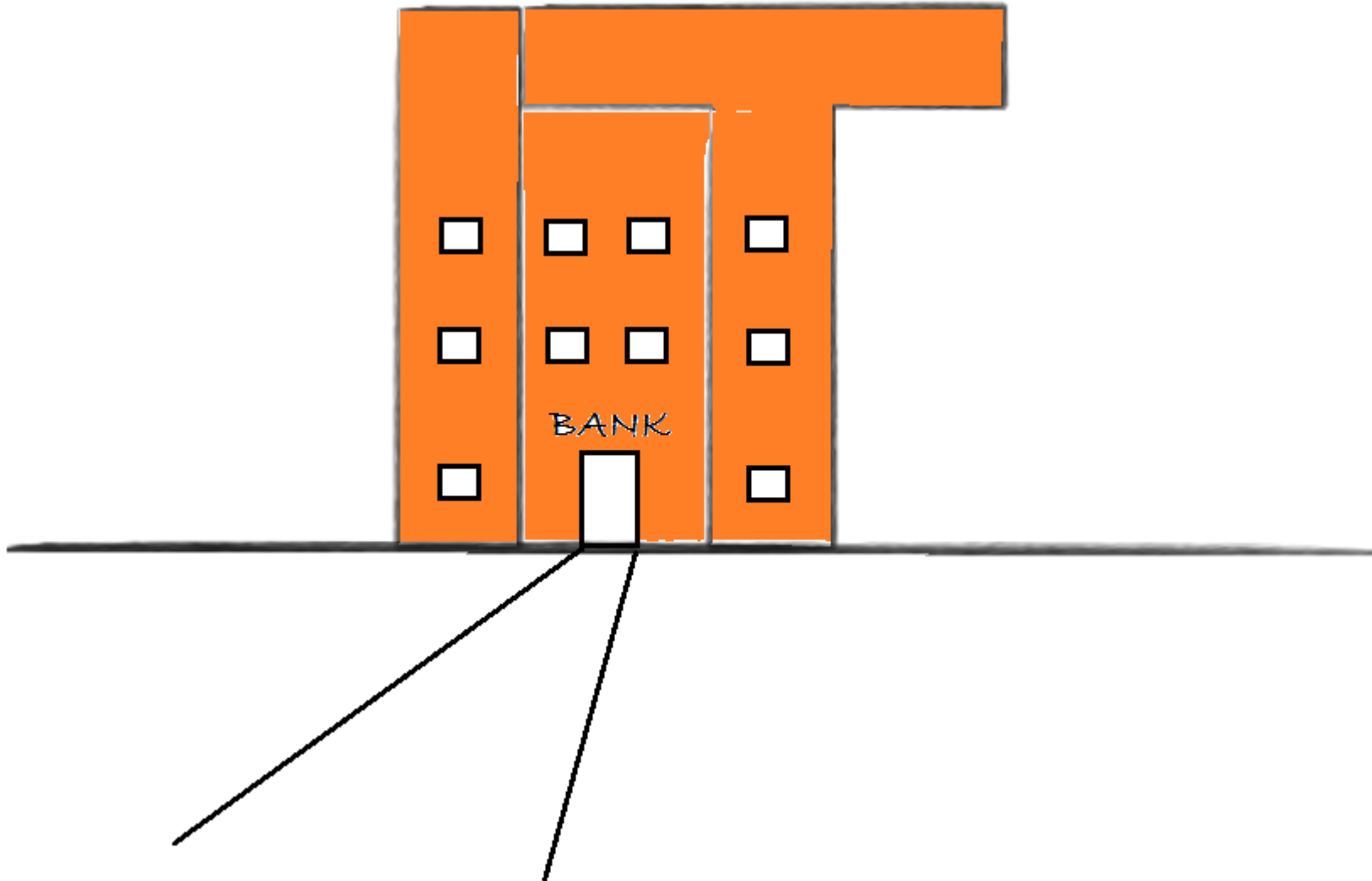


# What do we want to share today

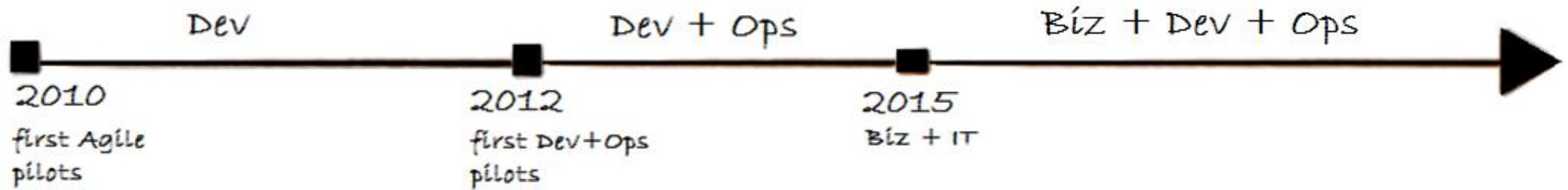


1. A reflection on our journey so far:
  - Autonomous teams by killing hand offs
  - our challenge: providing context
2. Our Leadership system - 3 elements, 1 driver:
  - Catchball and accountability
  - Visual controls
  - Rhythm and routine
  - Continuous improvement
3. To summarize

# Bank = IT = Bank



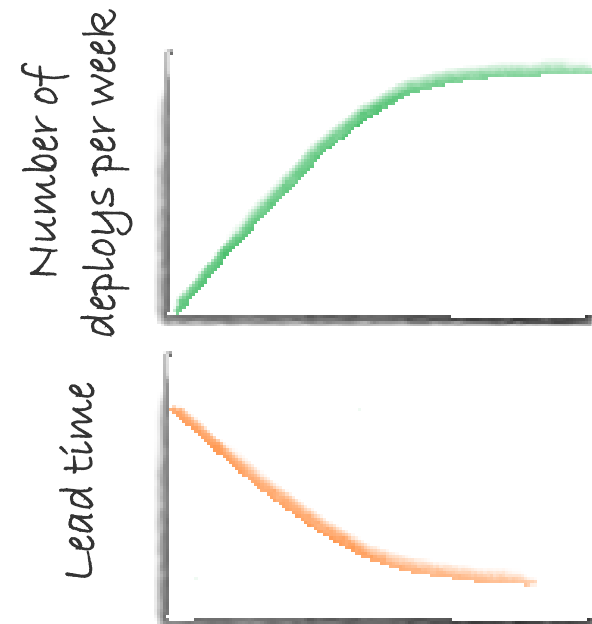
# Our transformational journey so far



## Number of agile teams

2010 3 pilot teams  
2011 ~80 teams  
2013 ~150 teams  
2017 ~350 teams

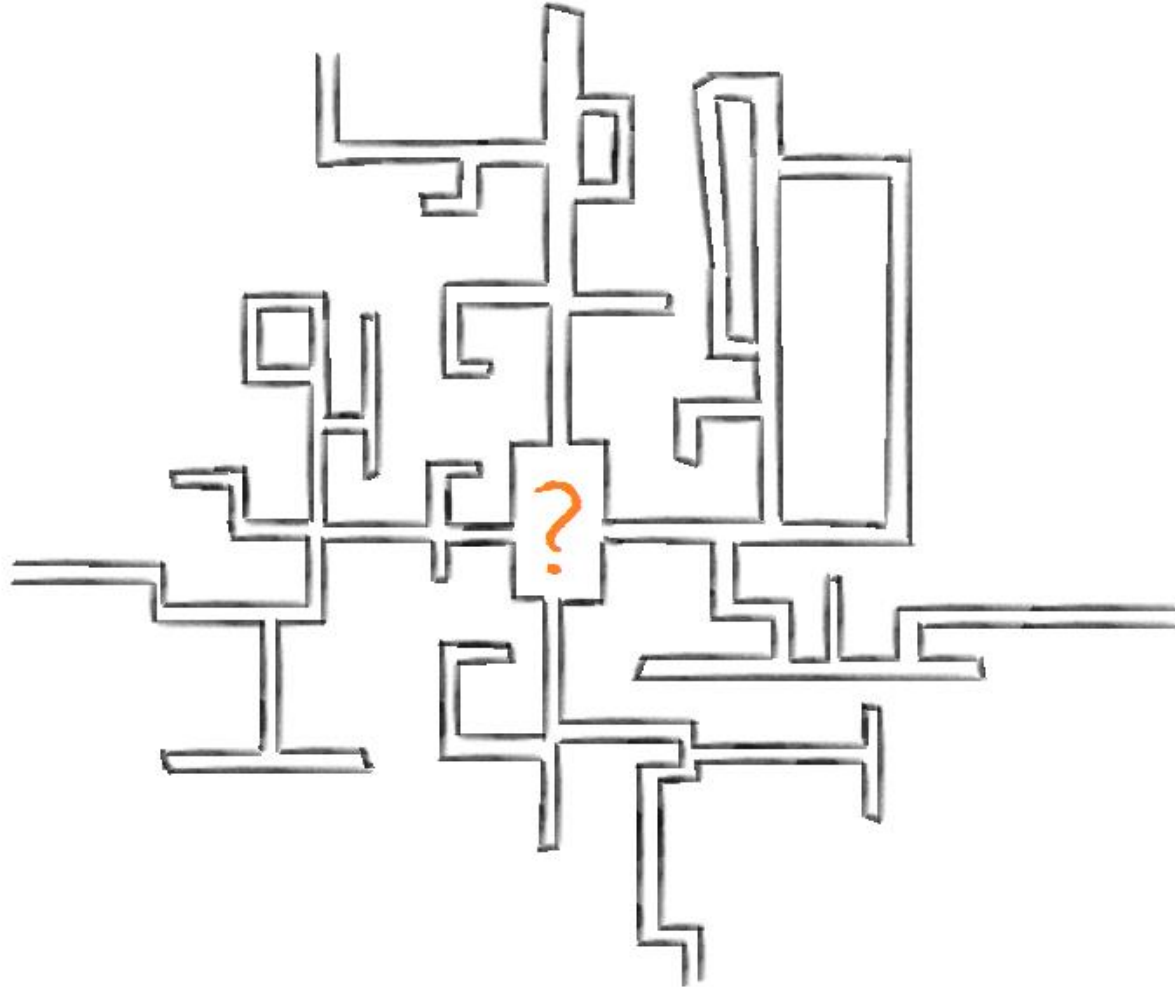
## Some results





(...killing Handoffs)

# How do we ensure teams are going in the same direction





# How do we provide context

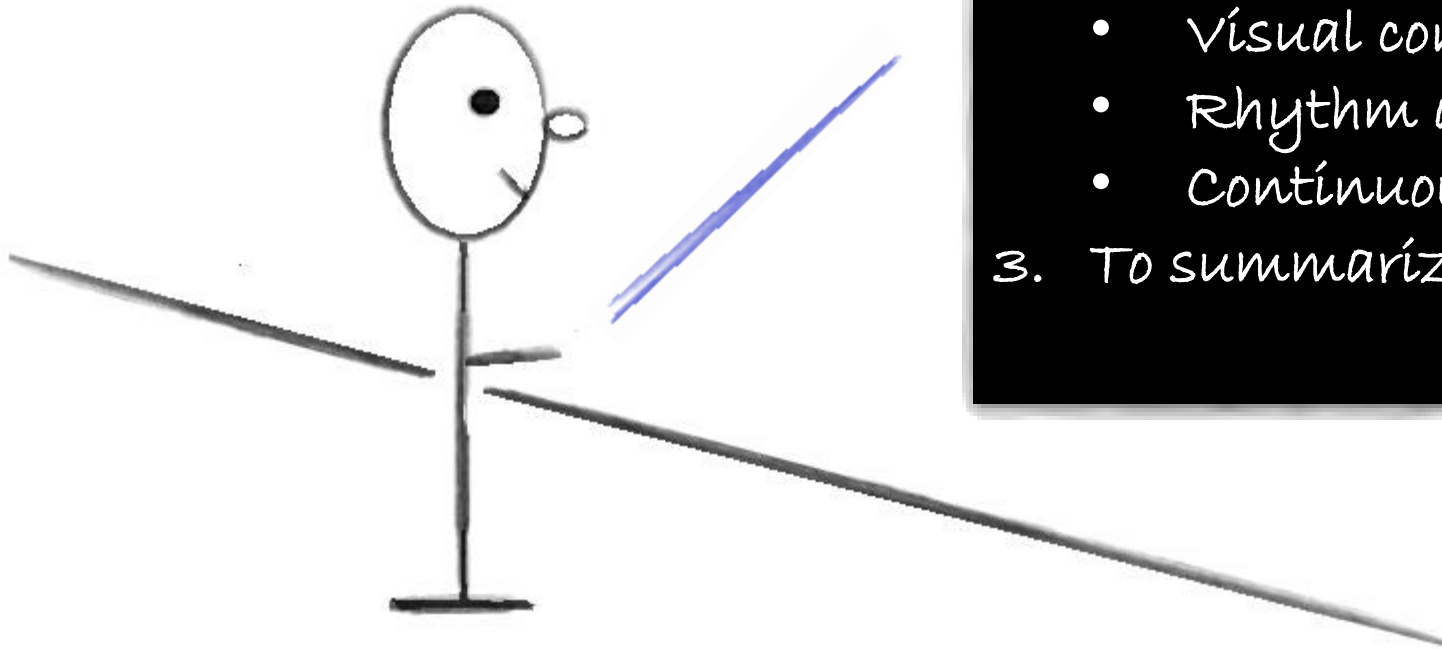
- consistent alignment on the strategic direction
- constant flow of information from bottom to top and vice versa on:
  - the strategic direction
  - Where we stand
  - What we need to improve
  - Our validated learnings

Our world  
is  
already complex,  
thus

# Our models should be simple

(3 elements + 1 driver)

# What do we want to share today

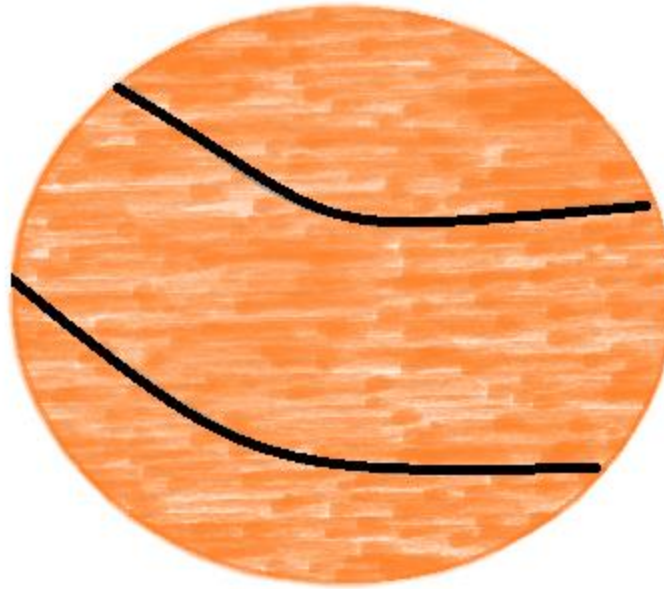


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1

# Catchball & Accountability

(...3 elements, 1 driver)



# Visual Controls <sup>2</sup>

(...3 elements, 1 driver)



*On everything*

(...3 elements, 1 driver)

~~Discipline~~ =

3

## Rhythm & Routine

*For everybody, also for leaders*

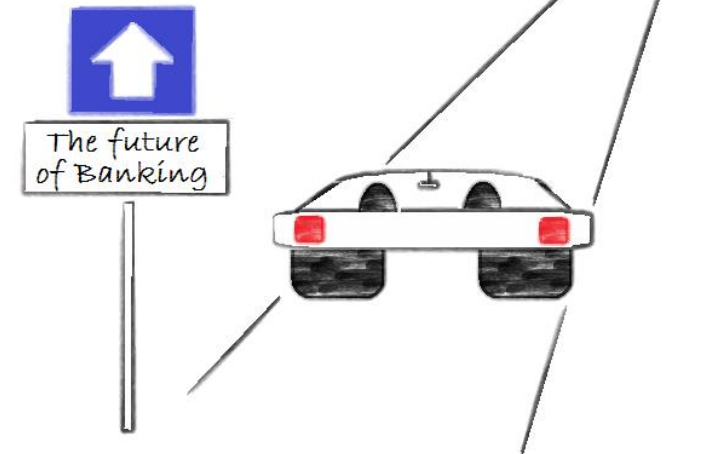
# And this all should drive...

(...3 elements, 1 driver)

Continuous improvement...

*But than for real*

...towards our strategic challenges



# Organizing Continuous Improvement

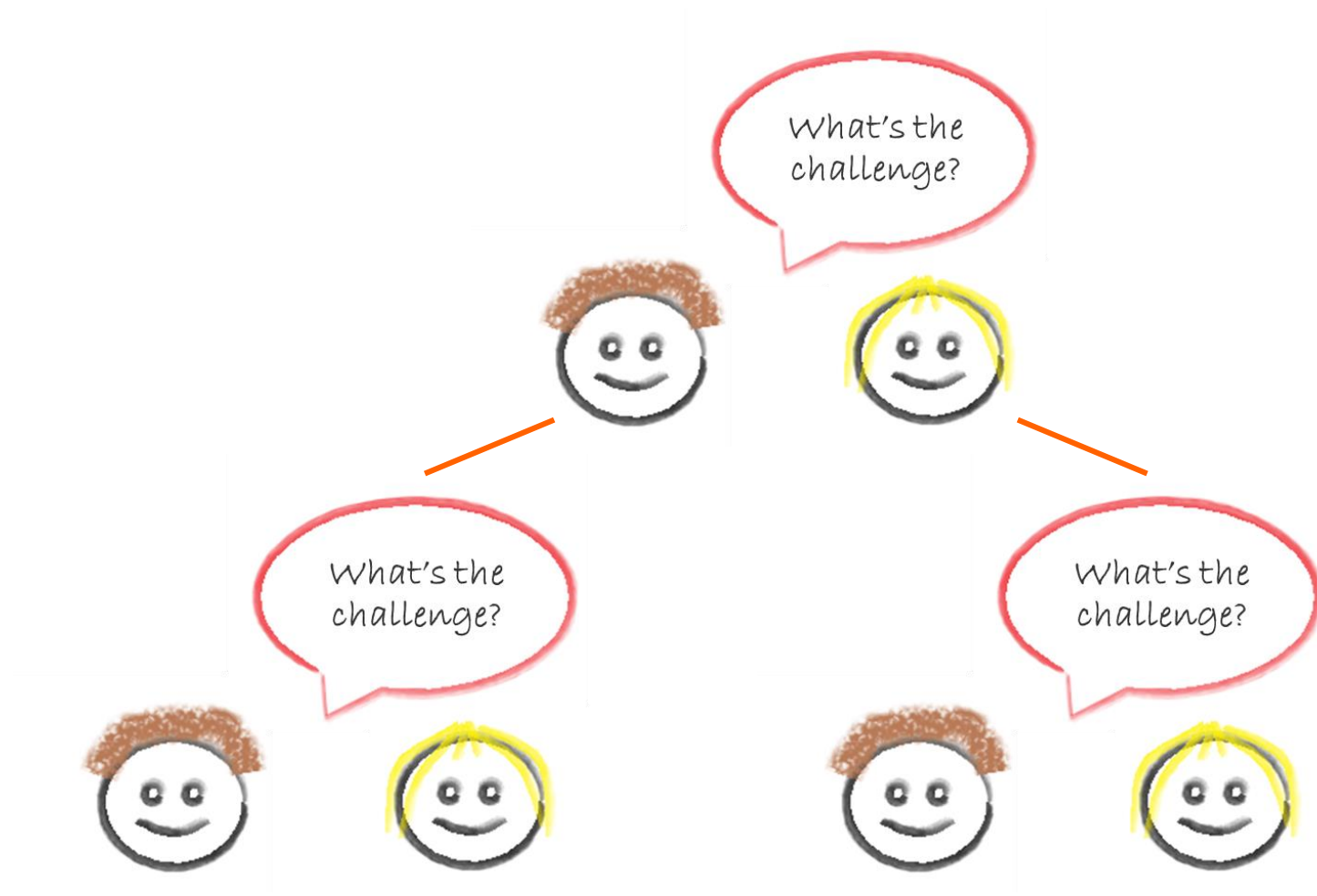
Right challenge, right person





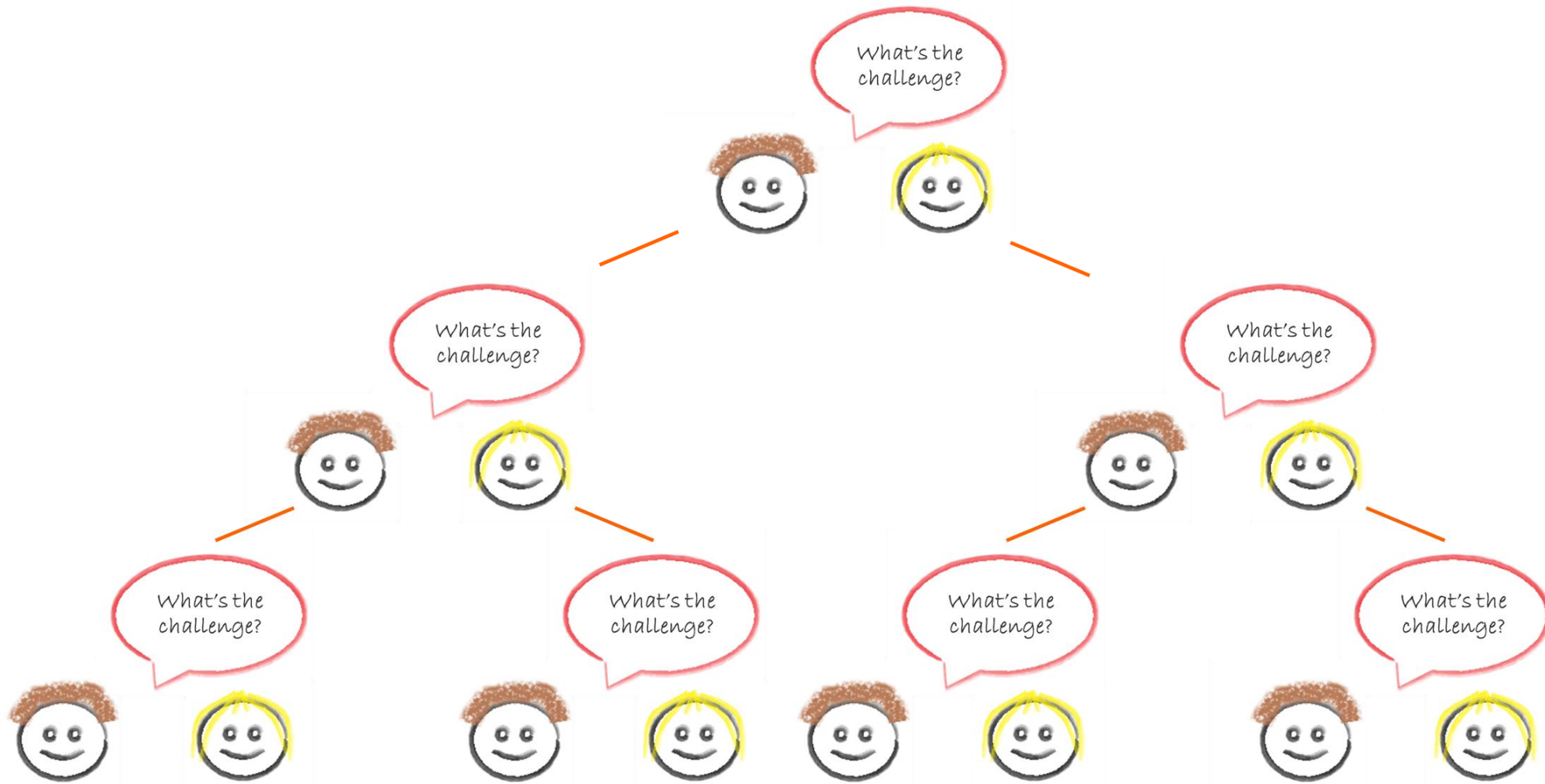
# Continuous dialogue on challenges

Right challenge, right person



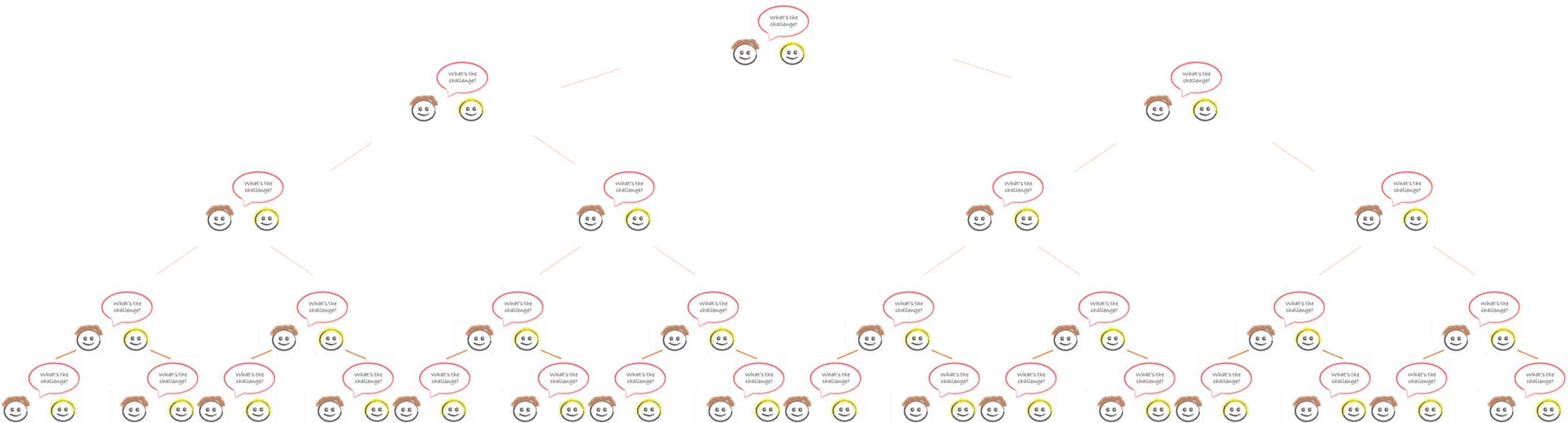
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Right challenge, right person

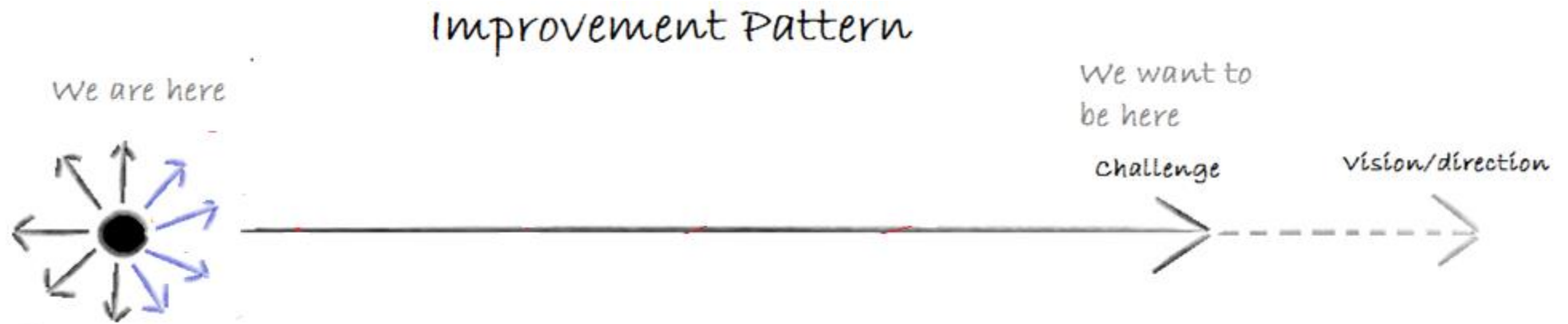
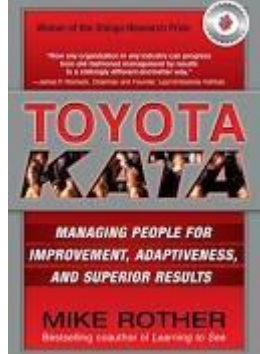


# Continuous dialogue on challenges

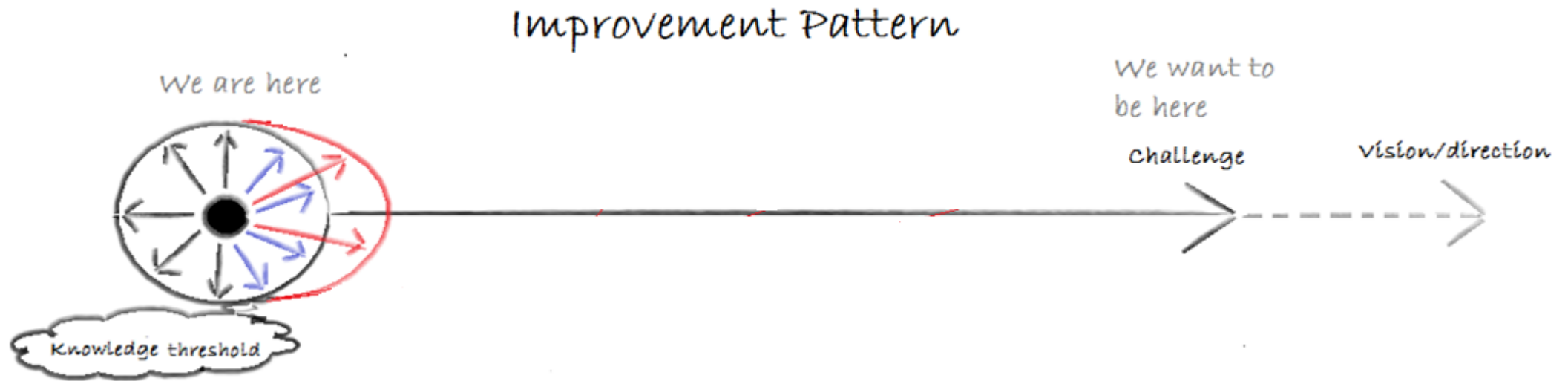
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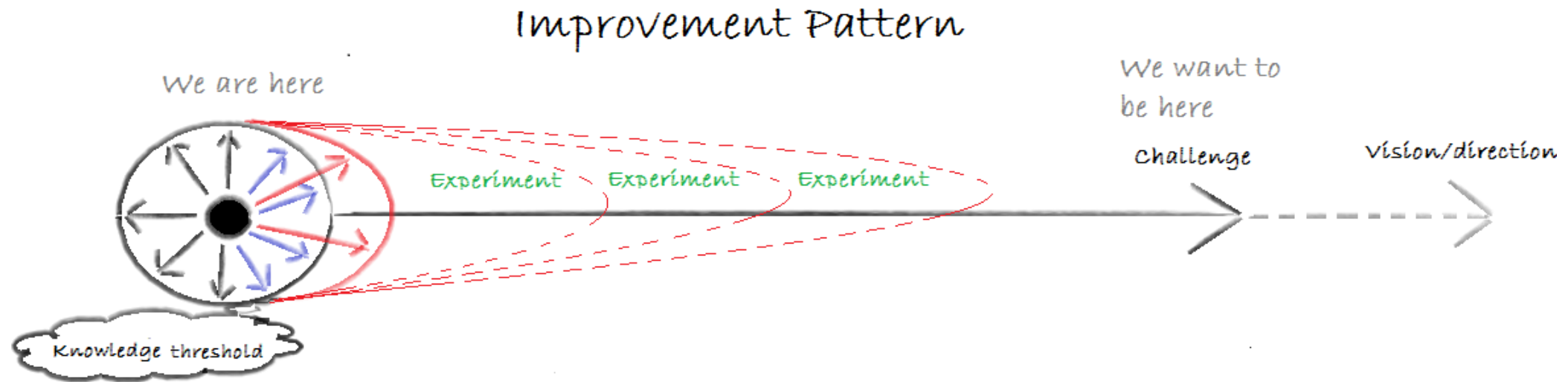
# MUST What ~~can~~ we improve



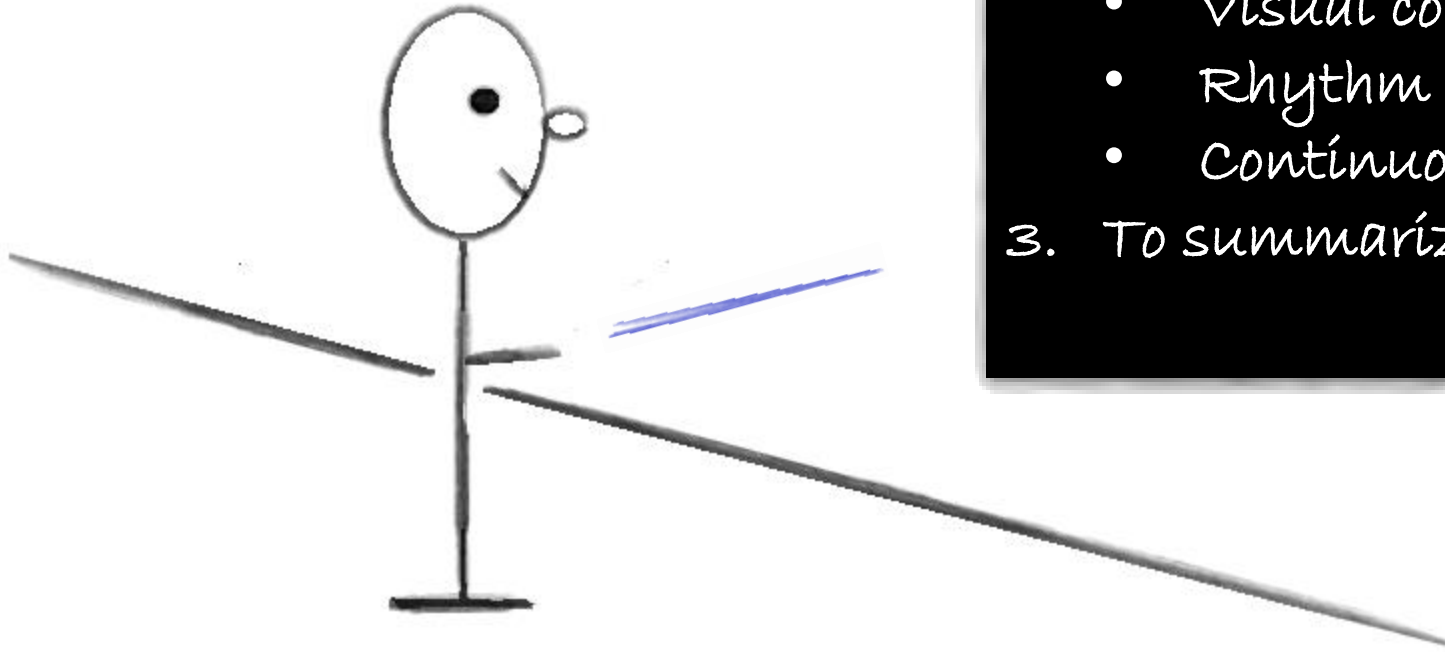
# Beyond our Knowledge Threshold



# Experimenting instead of Guessing



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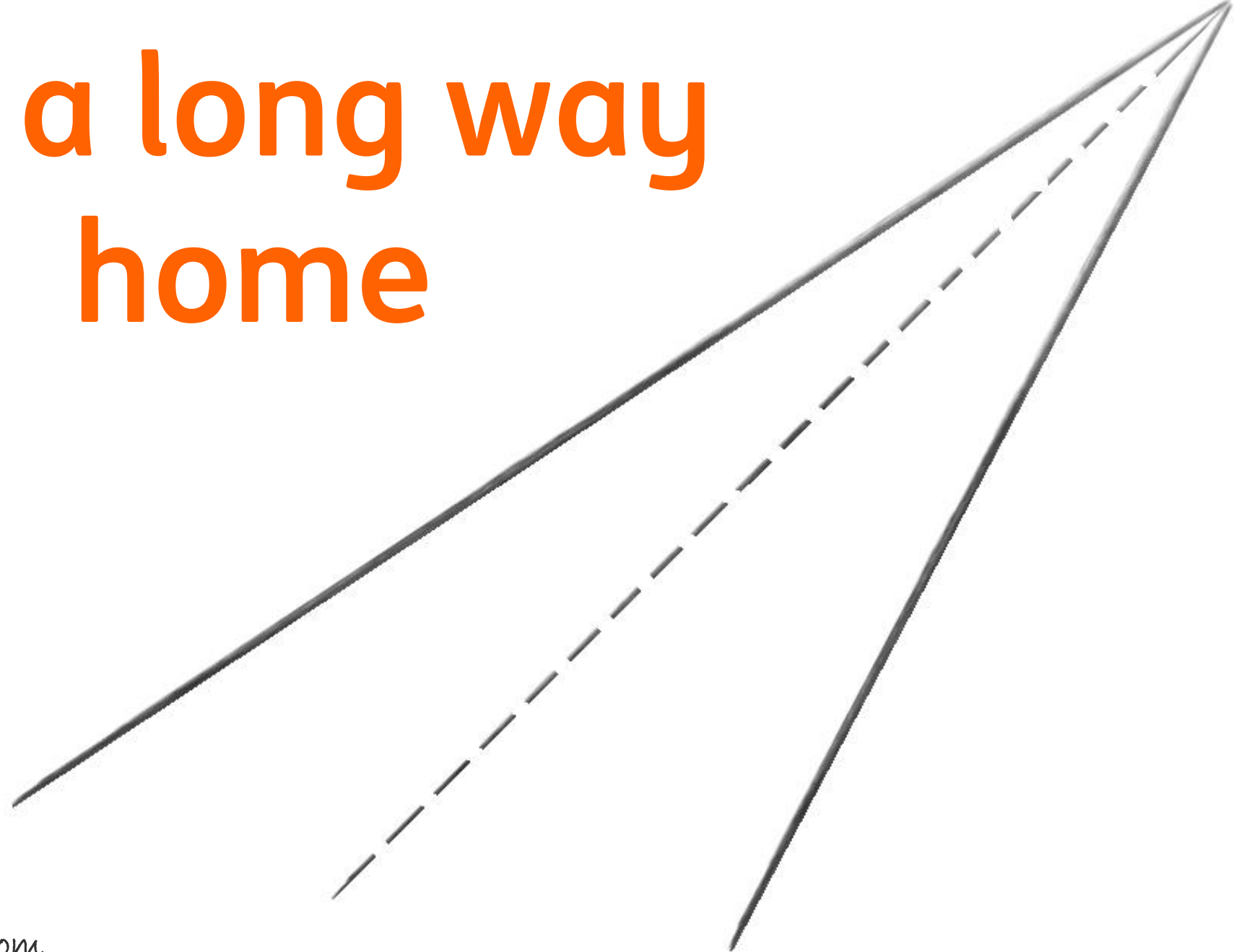
# To Summarize

*Our agile journey so far:  
getting a step closer to a true learning organization*

- “killing handoffs & minimising dependencies to increase the autonomy of all teams
- Meanwhile providing context to everybody
- 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



# It's a long way home



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