By using an Agile, ING has undergone a transformational change. This has allowed them to form entirely new teams and create a more flexible and dynamic work environment. The aim this restructuring was to improve communication, effectiveness and market responsiveness.

ING may start the Agile transition with cross-functional teams that could deliver specific products or projects. These teams ensure that relevant knowledge and skills are integrated across all teams to foster collaborative success and outcomes. Communication is essential to the success of such a major organizational change. ING needs to take a more open and inclusive approach. You could even hold an all-hands meeting or town hall to explain why the reorganization is necessary and the benefits it will bring. Keep employees informed of progress and address issues and questions with regular updates via email, intranet, and team meetings.

ING must encourage employee participation and create a supportive environment to face expected moral challenges. Employees can be given the opportunity to voice their concerns and give feedback. Employees should be encouraged to voice their opinions and participate actively in the decision-making process through open and honest interactions. Additionally, providing training and development opportunities to improve employee skills and confidence helps reduce moral hardship and promote good attitudes throughout the shift.

Recommended actions are aligned with Agile concepts, values, principles and practices. By building cross-functional teams, ING emphasizes collaboration and customer-focused agile values. These teams allow self-management and empower employees. They reflect the agile mindset of empowering individuals to make decisions based on their expertise. Agile's philosophy of encouraging open and frequent engagement is underpinned by regular communication and transparency. Finally, addressing moral issues through employee engagement aligns with Agile ideals of valuing individuals and providing a supportive work environment.