Enable agile teams for the Digital Transformation
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Something like "Agile"

The Digital Transformation leads to a different way of collaboration.
Let us invite you to revisit our journey and learn how we build the basis for our transformation.

Agenda

- Definition

- Digital Transformation at DBAG

- The Challenge & Additional Requirements

- Agile Organizations

- Tools to support the Transformation

- Conclusions made during our journey

- Lessons learned

Digital Transformation
The process of change

Definition by Gartner: **Digitalization** is the use of digital technologies to change
a business model and provide new revenue and value-producing opportunities;
it is the **process of moving** to a digital business [1].

If a company likes to „move" something, it means Changes. The Change will be done

by people, supported
by tools and processes.

Digital Transformation at DBAG
Example unit CRM

Start Scenario

SAP DevOpTools

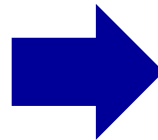Lotus Notes as Collaboration Plattform

On Premise Technology

Monolithic Architecture

Strong dependencies

Waterfall driven Development

7 Internal Employees
35 external Service Providers

Target Scenario

DevOpTool Chain

Outlook, SharePoint, Slack, as collaboration tools

Cloud Technology

Micro Service Architecture

Loose dependencies

Agile, Business driven Development

26 Internal Empl. (Lux/Fra)
external Service Providers only in peak times

Additional Challenges
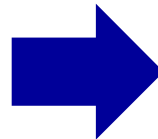## Example unit CRM

Challenges

Team size was tripled (7 to 26)

Co-Located Team

- Luxembourg
- Eschborn

14 Nations, Different seniority

SAP Backend has its own DevOpsTool Chain

Requirements

Share existing knowledge

Achieve good information flow within the team, across the physical borders

Diversity within the team, to gain the maximum result

Integrate new cloud technology and combine it with new DevOps Tools to achieve CI and CD

The Challenge: Agile Organizations
Adaptation for Deutsche Börse Group

Definition by McKinsey: "The ability to quickly reconfigure strategy, structure, processes, people, and technology toward value-creating and value-protecting opportunities—is elusive for most" [2]

Continuous and quick ability to change is a challenge!

Solution
Reconfiguration can only be achieved…
… if the information flow is given,
… if processes that support the change are implemented,
… and if the organization is willing to enable people to change!

Agile Organizations
General View

…to be agile, an organization needs to be both dynamic and stable… [3]

Agile **does not** mean unstructured, unplanned or not following any processes! [5]

When looking more closely at standardized ways of working, the agile units excel most in two actions:

The unit's processes are **enabled by shared digital platforms** and tools
(91 percent, compared with 54 percent for others),
and **processes are standardized**, including the use of a common language and common tools
(cited by 90 percent of agile respondents and just 58 percent of all others). [2]

Tools to support the transformation process
Tools as obligatory precondition

Jira as a workflow platform for development
(Project Management Tool)

Github as the source of truth

Jenkins to combine all other tools to ensure CI and CD

Sharepoint as a collaboration platform

Skype for Business to overcome the physical borders
(Co-located teams and remote working team)

The Agile way of working to drive change
Agile ceremonies replace static process to support change

Daily Standup
- Keep the information flow
- Combine co-located team

Weekly Planning Session
- Ensure the changes are planned
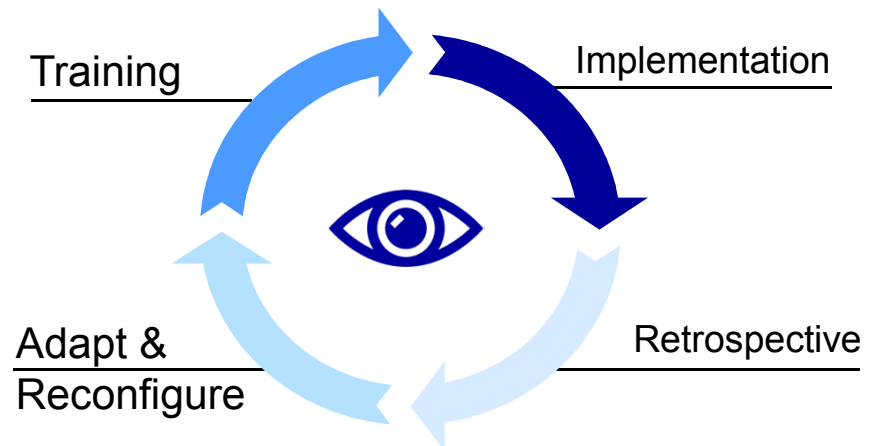- Plan improvements
- Plan trainings

Bi-monthly Retrospective
- Reflect what was good,
- Refect what can be improved
- Input for the planning session

Buiness Driven Development
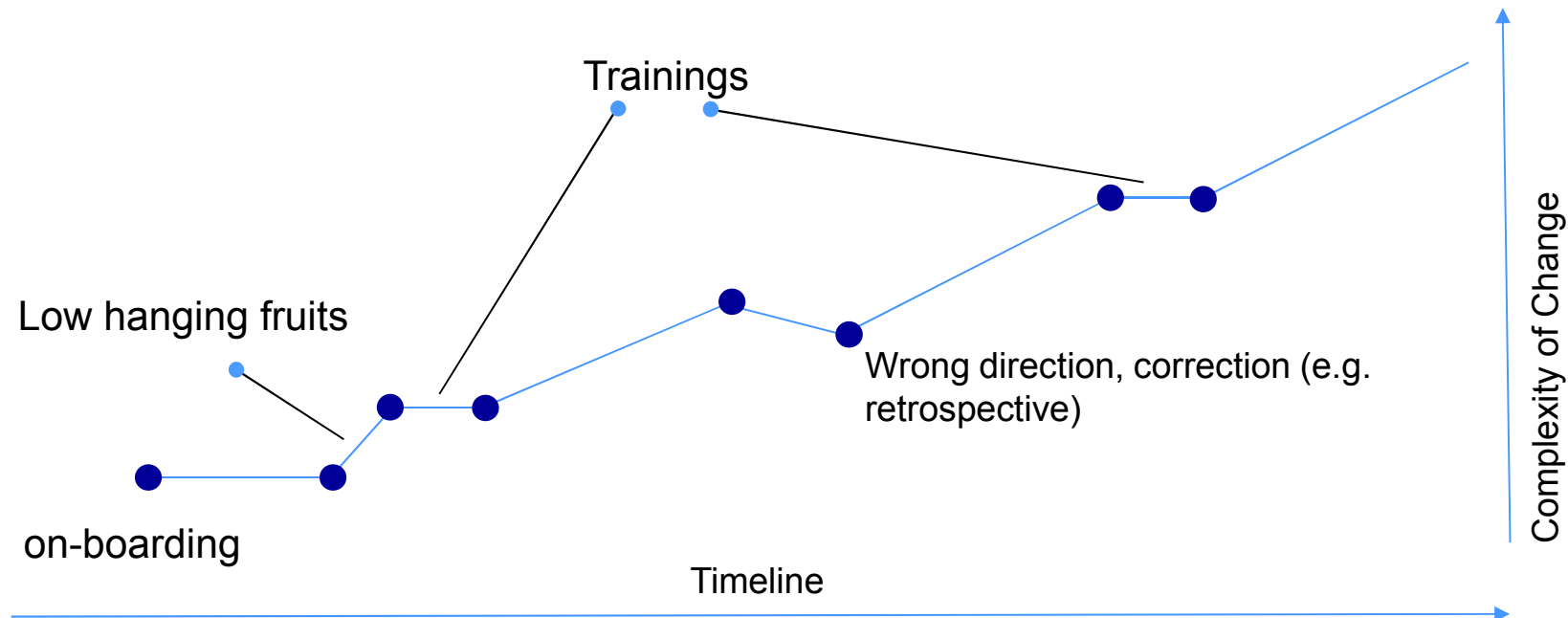- Design Thinking Workshops
- Prototyping
- SCRUM

Digital transformation is a iterative process to deliver innovation

Training — Implementation

Adapt & Reconfigure — Retrospective

Regular Trainings Sessions (Hot Topics)
- Share Knowledge
- Topics from the Daily for deep dive

Conclusions: The digital transformation journey

- Change without training will fail.
- Sometimes you aim for the wrong direction (technology, process, collaboration, tools). A review mechanism must be in place.
- Good Information flow is mandatory to keep everybody involved.
- With the time being the ability to change will become more easy.
- The frequency of change has increased dramatically.

Lessons Learned

Digital Transformation is an iterative process of change. (keep moving).

The Enablement of the people via a best fitting toolset and with processes which allow change, will lead to an efficient transformation process.

Don't focus on technology, focus on the people and the processes as well.

Overcome the „change" resistance by making everybody part of the change.
Good information flow is mandatory

Identify „champions" – process owners.

- process owners lead different areas and own the process responsibility will result into ownership [3]

Information exchange on strategy, technologies, process and any change is mandatory.

Not everybody enjoys his/her work but everybody likes to have results [4]

Let the people make decisions. The best ideas have to win, not the hierarchy.

References

[1] https://www.gartner.com/it-glossary/digitalization/

[2] https://www.mckinsey.com/business-functions/organization/our-insights/how-to-create-an-agile-organization

[3] The ITIL Process Manual
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    Verlag: Van Haren Publishing; Auflage: 01 (7. November 2012)
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[4] Managing Performing Living: Effective Management for a New Era
    Fredmund Malik
    Campus Verlag, 2006
    3593382784, 9783593382784

[5] Wouter Aghina, Aaron De Smet, and Kirsten Weerda, "Agility: It rhymes with stability," McKinsey Quarterly December 2015