Nothing beats engineering talent
...the agile transformation at ING

DevOps Enterprise Summit

Ron van Kemenade CIO ING

London
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thinkforward

ING

Video – The Change to DevOps

Ron van Kemenade – CIO ING

|	
Responsible for:	All banking technology in ING
ING IT Staff:	9.000+
In this position:	over 3 years

@RonvanK1965

I find the impact that the IT has on the customer experience very motivating.

Quality of IT is more defined by skills and knowledge of people, rather than process adherence.

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ING is a global financial service provider servicing more than 34 million customers

Where we operate

We operate in more than 40 countries in Europe, North America, South America, the Middle East, Asia and Australia

Legend:
- Market leaders Benelux
- Challengers
- Growth markets
- Wholesale Banking
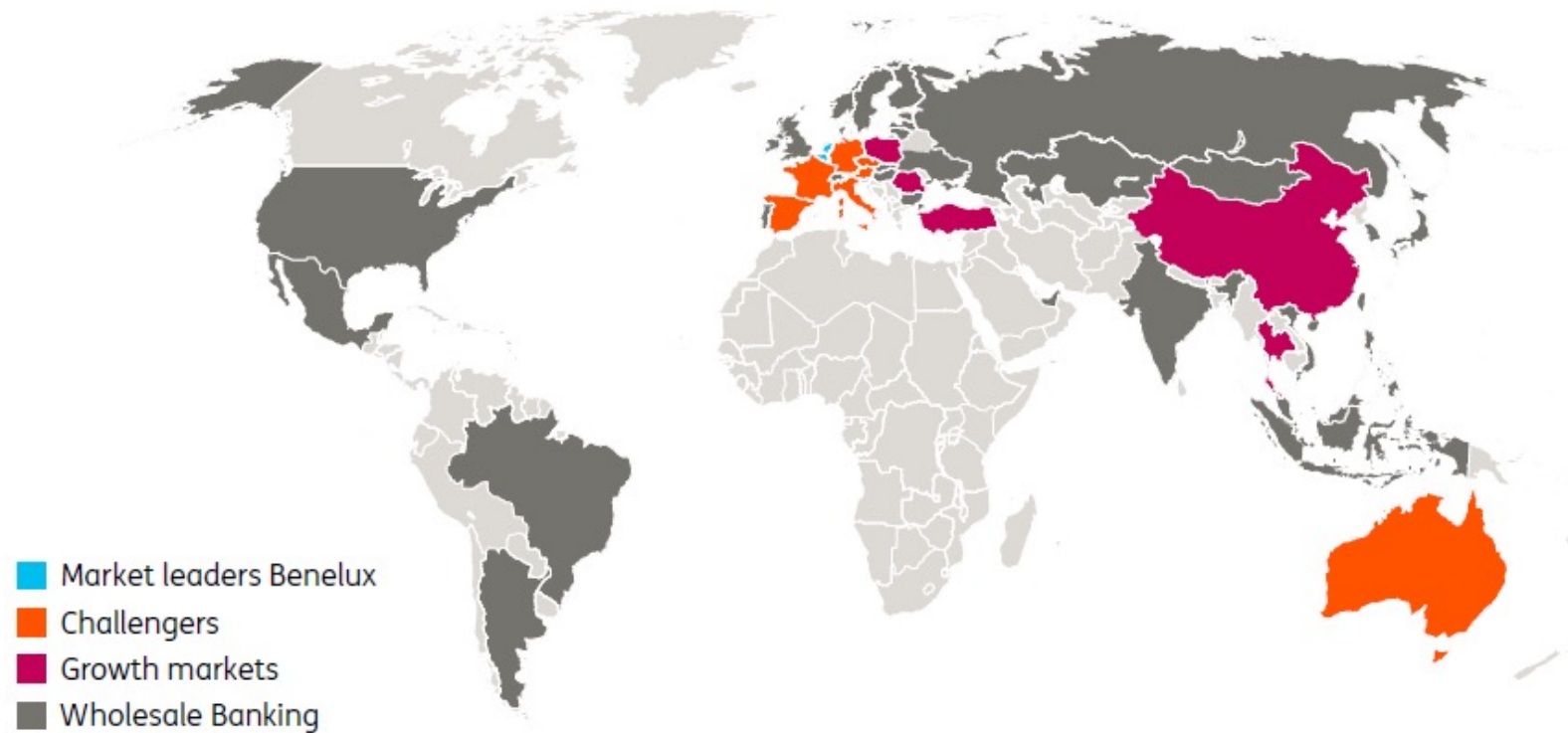
(2015)	
Customers:	34.4m
Employees: (by headcount)	>52.000
Market Capitalization:	€ 48 bn
Total assets:	€ 842 bn
Income:	€ 16.5bn
Underlying net profit Banking:	€ 4.2bn

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We aim to empower people to stay a step ahead in life and in business

Purpose

Empowering people to stay a step ahead in life and in business.

Customer Promise

Clear and Easy   Anytime, Anywhere   Empower   Keep Getting Better

Strategic Priorities

Creating a differentiating customer experience

1. Earn the primary relationship
2. Develop analytics skills to understand our customers better
3. Increase the pace of innovation to serve changing customer needs
4. Think beyond traditional banking to develop new services and business models

Enablers

| Simplify & Streamline | Operational Excellence | Performance Culture | Lending Capabilities |

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Looking back to 2010 our IT would not have been able to serve this strategy

Starting position

Technology is a commodity	**"Everyone can do it"**
We have internal customers	**"So let's give them an SLA"**
IT is a cost center	**"So let's cut the budget"**
Quality through process adherence	**"CMMI rules the world"**
Lot of manual work & handovers	**"Let's wait for something to be delivered"**
Multiple sourcing partners	**"Who do I call to know what is happening"**
Scattered IT landscape	**"Is there anybody left who knows how to fix it?"**
Non-functionals provided by infra	**"Business just cares about functionality"**

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To spark the change we addressed the engineering culture first

Coming from my blog: Proud to be IT – the Java community (June 2010)

- "IT is a beautiful profession…."

- "Sometimes however, we get lost in governance, procedures, documents, controls and alignments. Don't get me wrong; it's all necessary, but …."

- "You simply forget IT is a great profession. How often do we really feel proud and get recognition for real craftsmanship?..."

- "Instead of complaining …. we pick up the challenge …"

- "Let's feel proud again, and show the organisation that IT is a great profession!"

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To get the fire going we set the example by creating a new mobile app Dev team

Make people aware of the change that needs to happen	We started a Guerilla campaign
Make the change visible	We put the team in the middle of the building
Let the movement spread	We allowed people to copy the experiment and learn for themselves
Celebrate success	We organized the engineer award event
Join the movement yourself	We showed up frequently and interact with the teams

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Our transformation journey has been marked by several moments of truth

Date	Milestone	Trigger
Jan 2010	Willingness to change	New IT Management team
Jun 2010	An engineering culture	Google IO
Oct 2010	First scrum teams	New Mobile app development
Apr 2011	Start with automated deployments	Continuous Delivery (Jez Humble; David Farley)
Feb 2012	Platform-as-a-Services	Discussion "who runs production?"
May 2013	First DevOps	JavaOne
Sep 2014	Web scalable architecture	Netflix (triggered by ING Resilience issues)
Jun 2015	BizDevOps	Spotify
Nov 2015	Professionalise IT engineering profile	Dreyfus model

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During our transformation we have faced serious challenges

Transformation of	Challenge	Key question
Capabilities	- Significantly different knowledge and competencies are required - Adaptability of the workforce	- How do you train your people? - What is the right balance between training, hiring and sourcing?
Business involvement	- Not only the IT side is required to change, but also the business side - New interaction model needs business people to get much more involved in IT delivery	- How do you effectively onboard the business?
Technology	- Large part of traditional application technologies are in legacy technologies with limited support for modern tools	- Where to invest in DevOps and continuous delivery tooling for legacy? - And where to move away?

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The paradigm throughout the journey has consisted of three coherent elements

Simplify **Automate** **Highly Skilled Engineers**
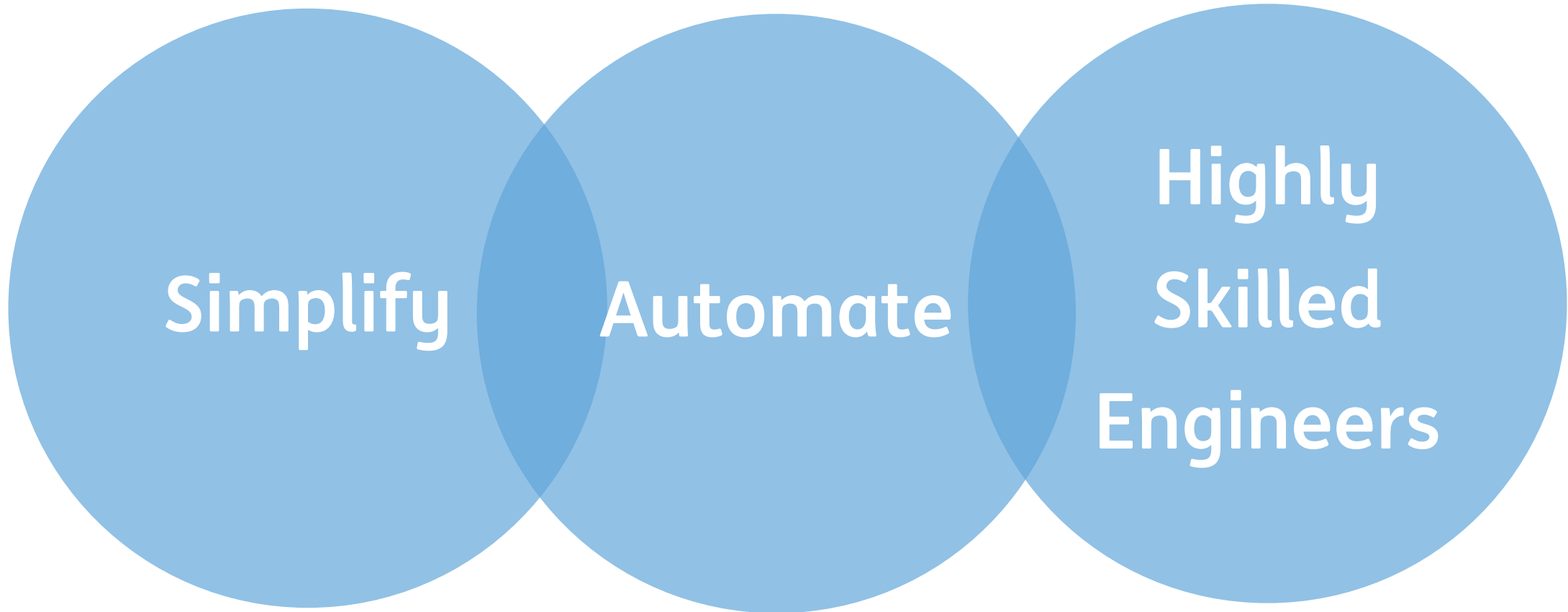
We call this "the Power of IT"

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We learned there are several levels of adopting change (the Psychology of Change)

1. Externally regulated behaviour	You want to be compliant
2. Introjected regulated behaviour	You want to proof that you can do this as well
3. Regulated through identification	You understand the rationale
4. Integrated regulation	Continuously guides your behavior and choices

(4 states of Organismic Integration Theory - Deci & Ryan

Source: Blog of Sal Freudenberg

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Now let's see how we all have dealt with these challenges in our own transformation journey

1   Only 5 questions

2   There is no right or wrong

3   All answers are anonymous

4   This helps us all to understand the challenges

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Prepare to vote

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TXT ①

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Twitter ① ②

Voting is anonymous

Test question:
What do you think about this presentation so far?

A.   sorry, I can't read the slides

B.   cool, but completely useless

C.   I am transformed beyond the point of recognition

The question will open when you start your session and slideshow.

Votes: 0   🔴 Closed

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What do you think about this presentation so far?

A.   sorry, I can't read the slides

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We will set these example results to zero once you've started your session and your slide show.

33.3%

In the meantime, feel free to change the looks of your results (e.g. the colors).

66.7%

100.0%

🔴 Closed

1. We have an agile way of working; in the process from idea to the market we have eliminated

A. handovers between design and build

B. handovers between Dev and Ops

C. handovers between business and IT

The question will open when you start your session and slideshow.

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66.7%

100.0%

🔴 Closed

2. We organise in a DevOps model

A. we keep development and IT operations separate

B. we have DevOps teams dedicated to projects and programs

C. we have permanent DevOps teams responsible for their own backlog

The question will open when you start your session and slideshow.

Votes: 0   🔴 Closed

2. We organise in a DevOps model

A. we keep development and IT operations separate   0.0%

B. we have DevOps teams dedicated to projects and...   0.0%

C. we have permanent DevOps teams responsible for...   0.0%

🔴 Closed

3. We have product owners; and they are

A. from IT

B. from a dedicated pool of product owners

C. mandated business representatives

The question will open when you start your session and slideshow.

Votes: 0   🔴 Closed

3. We have product owners; and they are

A. from IT

0.0%

B. from a dedicated pool of...

0.0%

C. mandated business...

0.0%

🔴 Closed

4. We do continuous delivery

A. no, not yet

B. yes, some automation is in place to deploy and we have quarterly / half year releases

C. yes, we have full continuous delivery in place and we release every sprint

The question will open when you start your session and slideshow.

Votes: 0   🔴 Closed

4. We do continuous delivery

A.   no, not yet

0.0%

B.   yes, some automation is in place to...

0.0%

C.   yes, we have full continuous delivery in...

0.0%

🔴 Closed

5. We learn by failing fast (through minimum viable products)

A. we take customer survey feedback into account

B. we prioritize and unsuccessful products get less resources to execute their roadmap

C. we use customer feedback to set the roadmap and even take unsuccessful products out of production

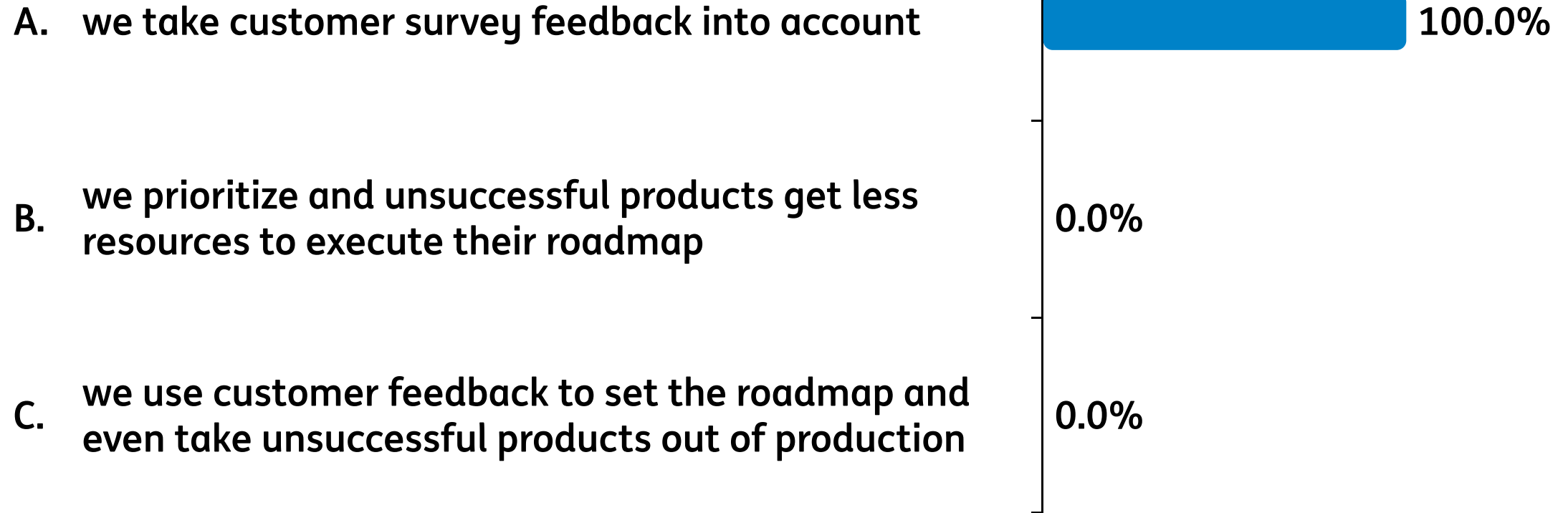*The question will open when you start your session and slideshow.*

Votes: 0   🔴 Closed

5. We learn by failing fast (through minimum viable products)

A. we take customer survey feedback into account 100.0%

B. we prioritize and unsuccessful products get less resources to execute their roadmap 0.0%

C. we use customer feedback to set the roadmap and even take unsuccessful products out of production 0.0%

Closed

"This is all cool, but where do I start the transformation?"

Everybody feels unhappy	But you need to take the first step
Everybody fights against you	So, you need to be brave
Nobody wants to admit failure	So, you need to declare it
Everybody wants fast success	So, you need to layout the journey
Management wants to push it	So, you need to keep the mandate at the teams to learn and experiment

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It is a never ending story

There was a beginning, but there will be no end

So, everybody is continuously looking for answers

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