



# Speed and Control

## An experience report

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# Barclays moves, lends, invests and protects money for customers and clients worldwide



327 years old, founded 1690

120,000 employees in 40 countries,  
29,000 in Technology

Annual revenue ~£20bn (US\$26bn)

48m customers

30% of the annual UK GDP processed every day, ~£600 billion per day

Meet a financial need for almost 50% of adults in the UK

£1 in every £3 spent is through Barclaycard

Operating in the most regulated industry

# Lessons Learnt

Want to scale agile?  
Don't

Descale the work first  
Achieve big through small

*“you don’t scale a complex system by aggregation or imitation,  
but by  
decomposition to an optimal level of granularity  
followed by  
recombination in context”*

Dave Snowden

<http://cognitive-edge.com/blog/scaling-in-complex-systems/>

Want to do an Agile Transformation?  
Don't

Focus on the Outcomes  
Flow, Quality, Happiness, Value  
Be the best at being better

Better Value Faster  
Safer Happier

From Productivity to Value-tivity

Flow      Faster  
Quality      Better  
Control      Safer  
Happiness      Happier  
Business      Value  
Outcomes

*“There is nothing so useless as doing  
efficiently that which should not be done at all”*

Peter Drucker

# Whole Enterprise Agility

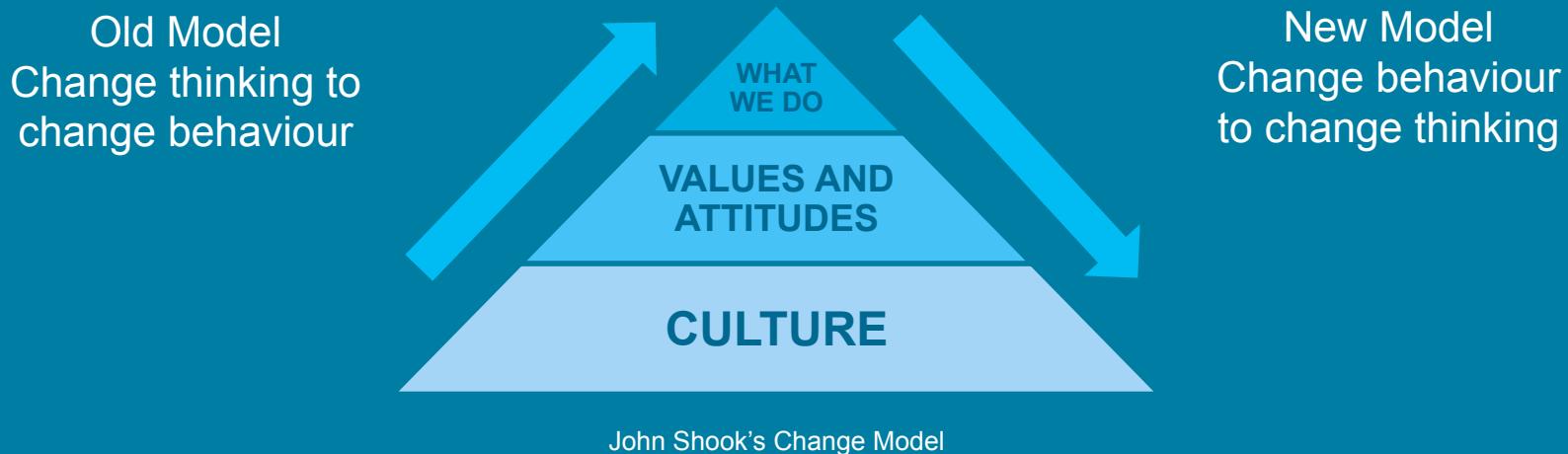
The speed and effectiveness with which an organisation can generate new insights, adapt and respond to them\*

Purpose driven, self managing, Shape Shifters

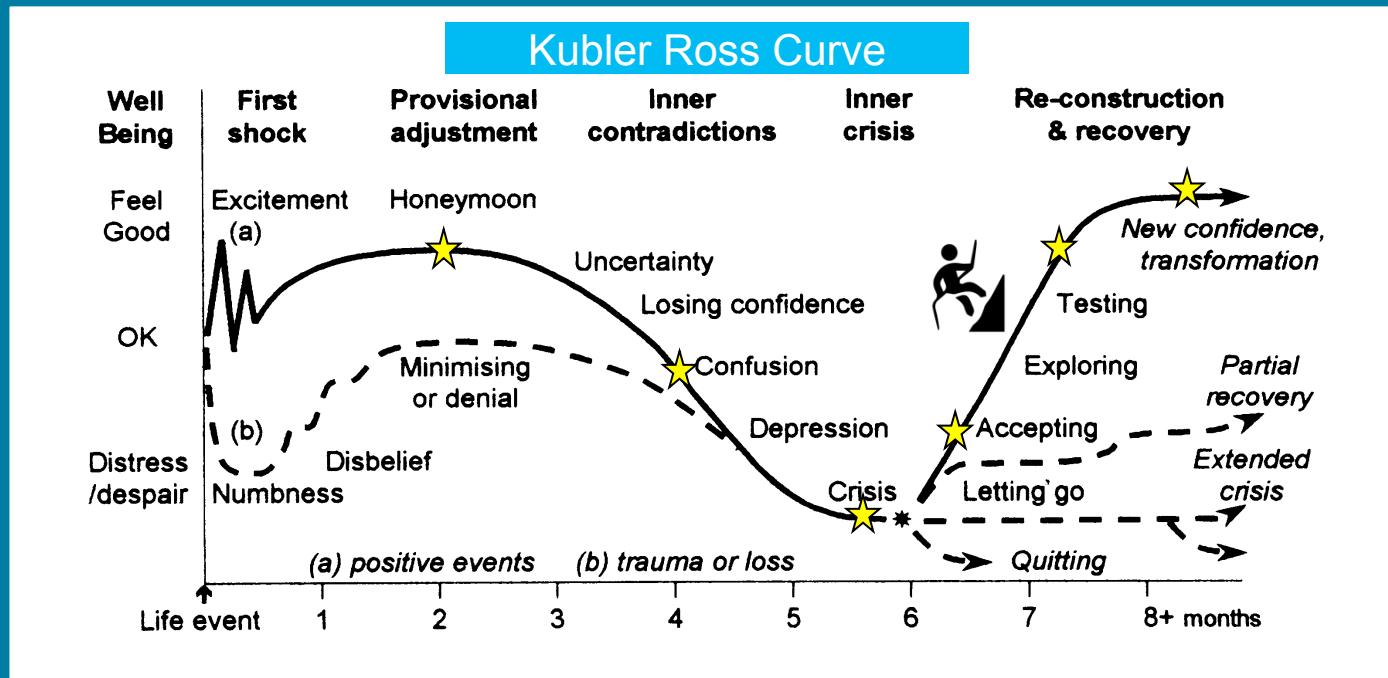
Thixotropic

\* credit: Dan North

It's easier to  
act your way to a new way of thinking  
rather than  
think your way to a new way of acting



# Use the force Luke



# Lean Control

(do the thing right)

# Lean Portfolio Management

(do the right thing)

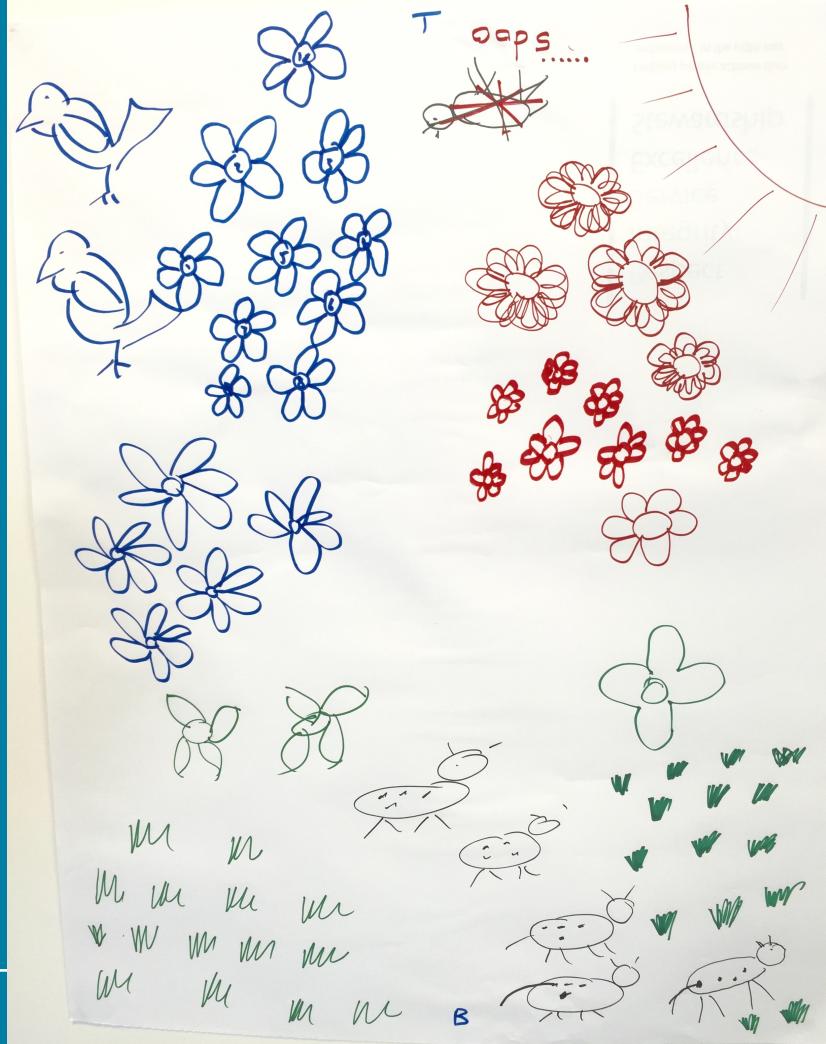
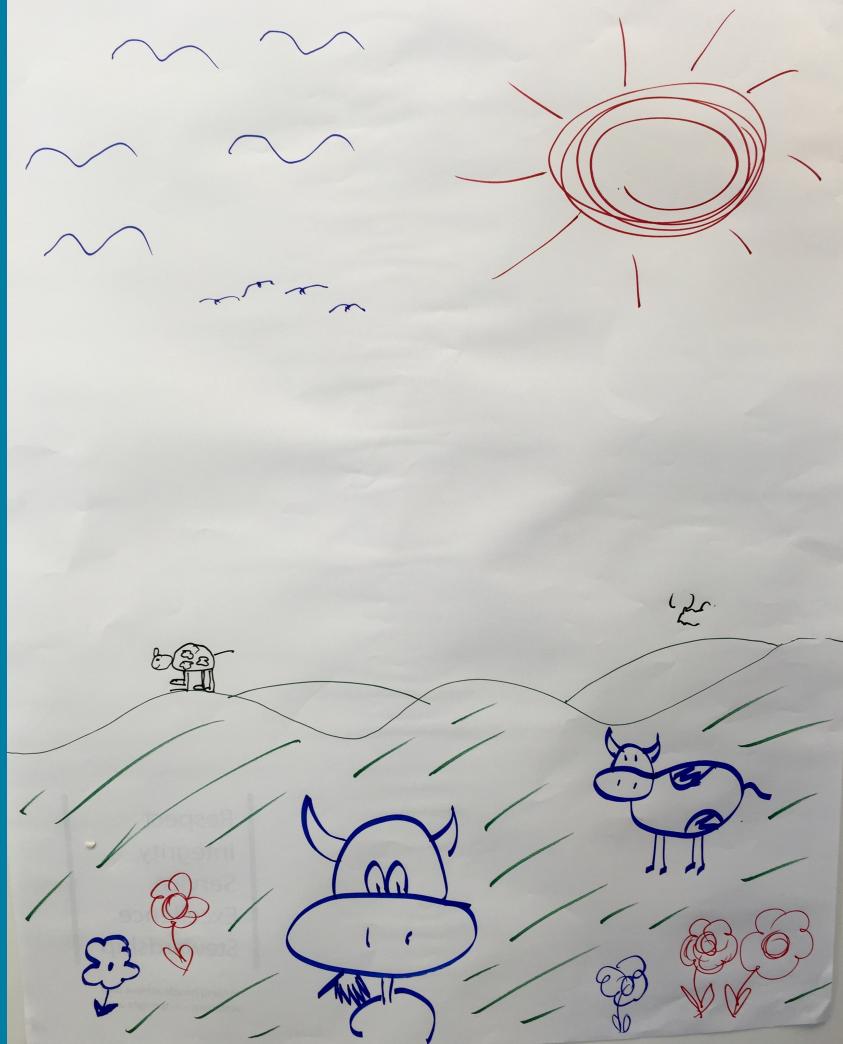
# Lean Control

(do the thing right)

# Cows in the Meadow Game

Draw a beautiful summer meadow with blue and red flowers in green grass, some cows and birds under a shining sun







# Control Tribes

From → To

Early & Late Engagement → Early & Often Engagement

Time-sliced → Long lived, by Value Stream

Aligned by role → Multi-disciplinary Team (Tribe)

Engagement via email → Engagement health andon

Contract → cord

Linear Project → Conversation

Quarterly Business Outcomes  
 BARCLAYS

# Lean Control Tool

People → Process → Tool

Menu of risk stories 

Prompts conversation with Control Tribe 

Engagement Health Indicator 

Tailored to context 

Integrated 

# Lean Control Tool

Tailored to context 

Long lived Products & Business Outcomes 

Menu of risk stories 

Conversation with Control SME 

Engagement Health Indicator 

Not only ‘automate all the things’

CAMS for Control

# Lean Portfolio Management

(do the right thing)

# Hypothesis Driven Investment

# Hypothesis Driven Investment

We believe <*this capability*>

Will result in <*this outcome*>

We will have confidence to  
proceed when

<*we see a measurable signal*>

credit: @barryoreilly

Hypothesis Driven Investment  
Quarterly Business Outcomes over Milestones  
Rolling Wave over Annual  
Learning & Optionality over Sunk Cost  
Incremental build of business case  
Obeya Rooms



# Here's the help I'm looking for

Stories of Thawing the Frozen Middle

Stories of Lean Portfolio Management

Stories of Flow Efficiency

# Forward Path

Continue to enhance end to end system of work

Lean Product Management

Deep Agile Exemplars

Whole Enterprise Agility

DevOps Culture

Technical Excellence

