



Phil Gadzinski

Group Global Head of Enablement
Bupa

Phil Gadzinski is Group Global Head of Enablement with Bupa, based in Australia. He has been practicing agile for more than 15 years. In his current role he is leading Bupa to navigate through VUCA world using Agile and Flow principles and thinking.

A circular portrait of a man with dark hair and glasses, wearing a light green polo shirt. He is smiling and looking directly at the camera.

Adarsh Mehrotra
Industry Principal Consultant
Infosys

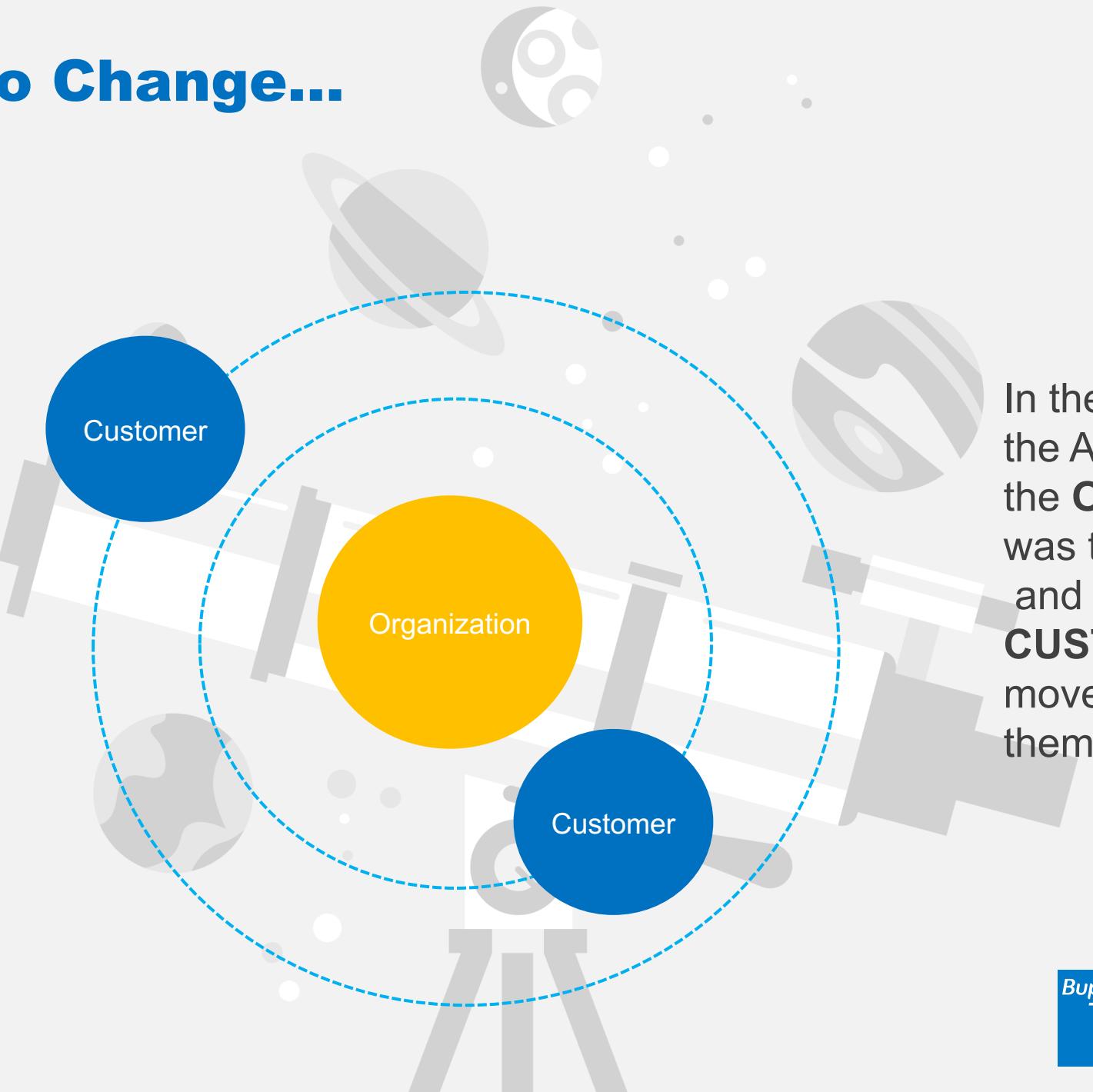
Adarsh Mehrotra is an Industry Principal with Infosys, Bangalore. He has 16+ years of experience leading DevOps and SRE practices. In Bupa, he had been part of Enablement team under Phil driving Flow & DevSecOps adoption across multiple market units.





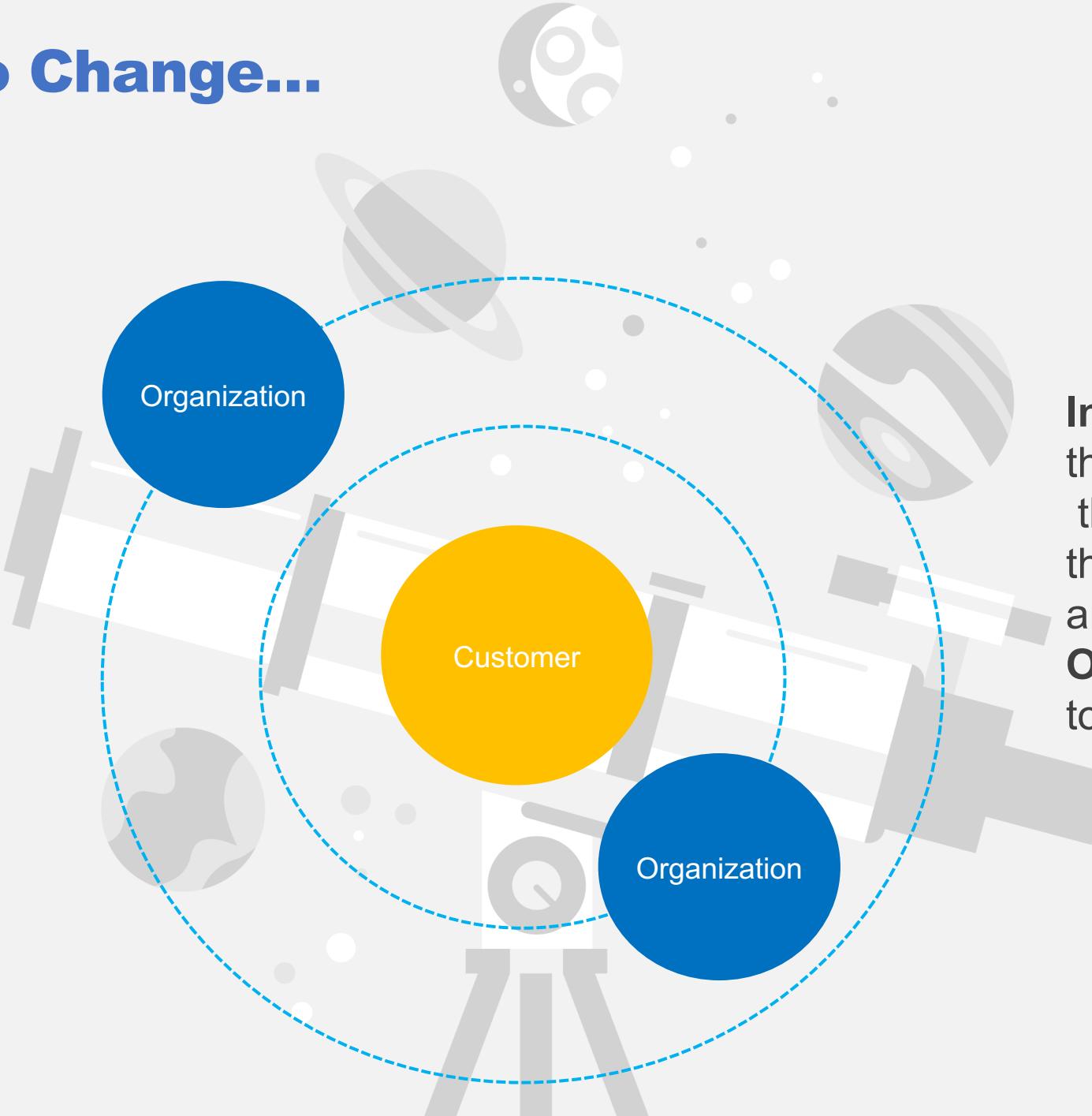
What's
changing in the
world?

Responding to Change...



In the **old world**,
the Analogue world
the **Organization**
was the **SUN**,
and expected the
CUSTOMER to
move around
them.

Responding to Change...



In the digital age,
the new world,
the **CUSTOMER** is
the **SUN**,
and we expect the
ORGANISATION
to move around us !

The world is VUCA



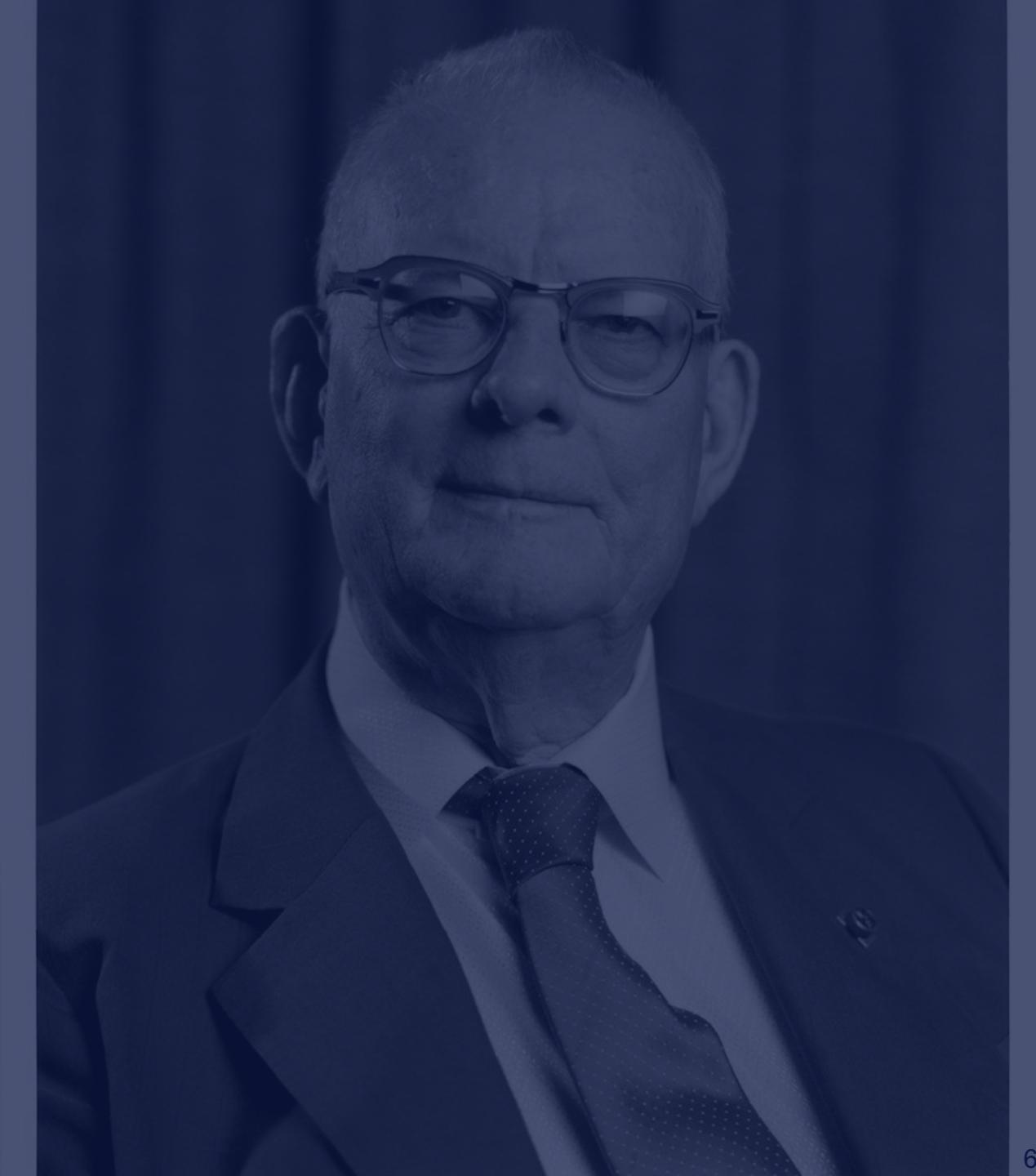
Rethinking Organizational Transformation

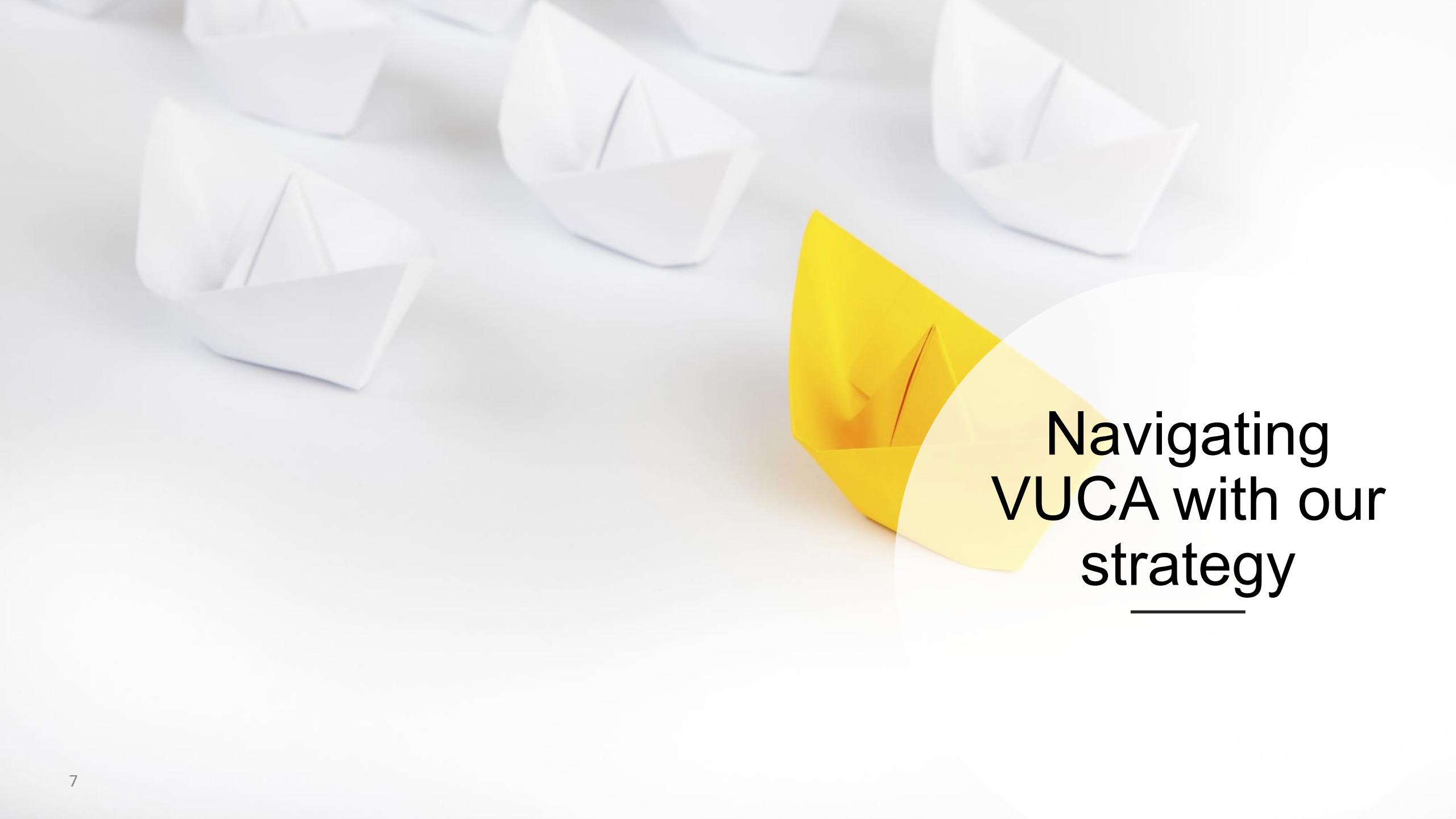
Dynamic moving landscapes, the modern VUCA world, requires constant re-thinking, re-tweaking and re-organizing of capability to serve customer needs – this is accelerating.

1. Create constancy of purpose for improving products and services

2. Improve constantly and forever every process for planning, production and service

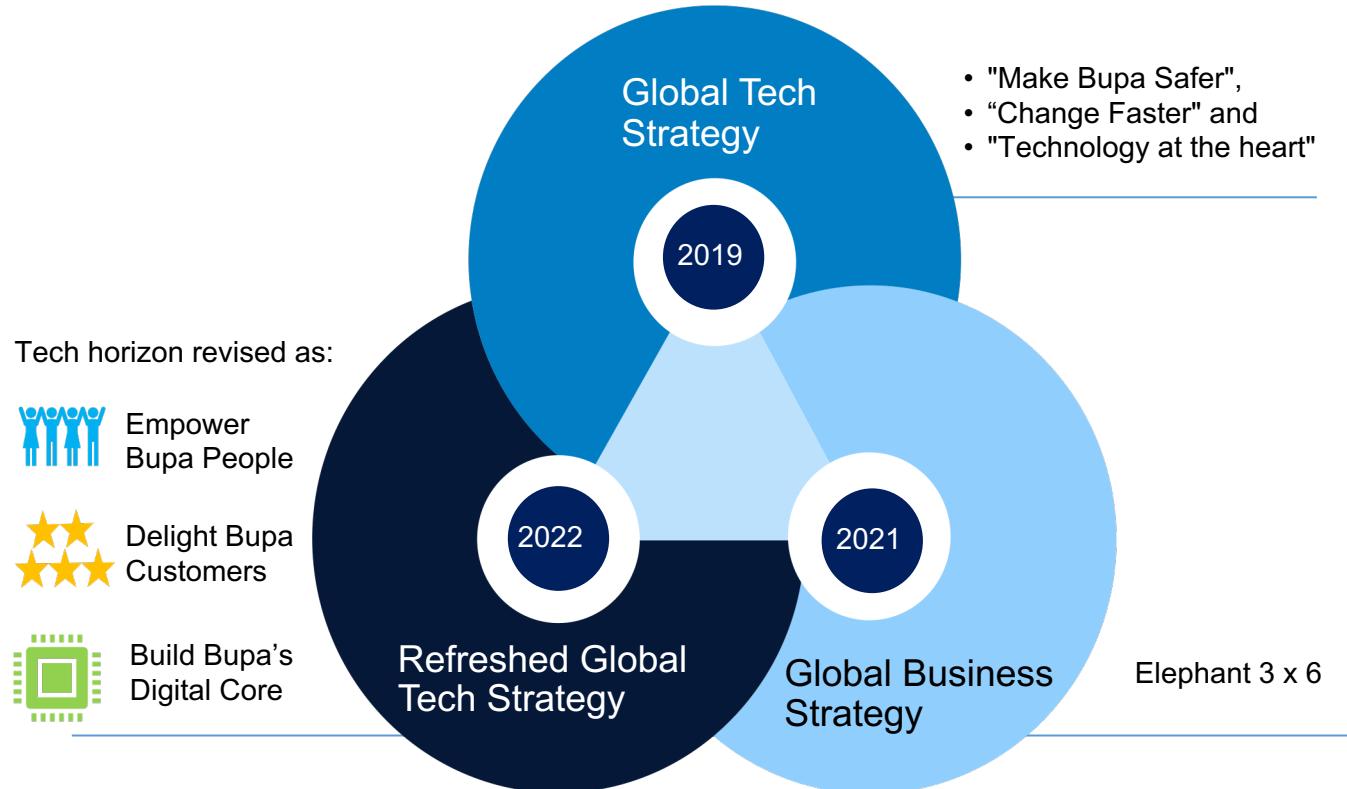
3. Put everybody in the company to work accomplishing the transformation



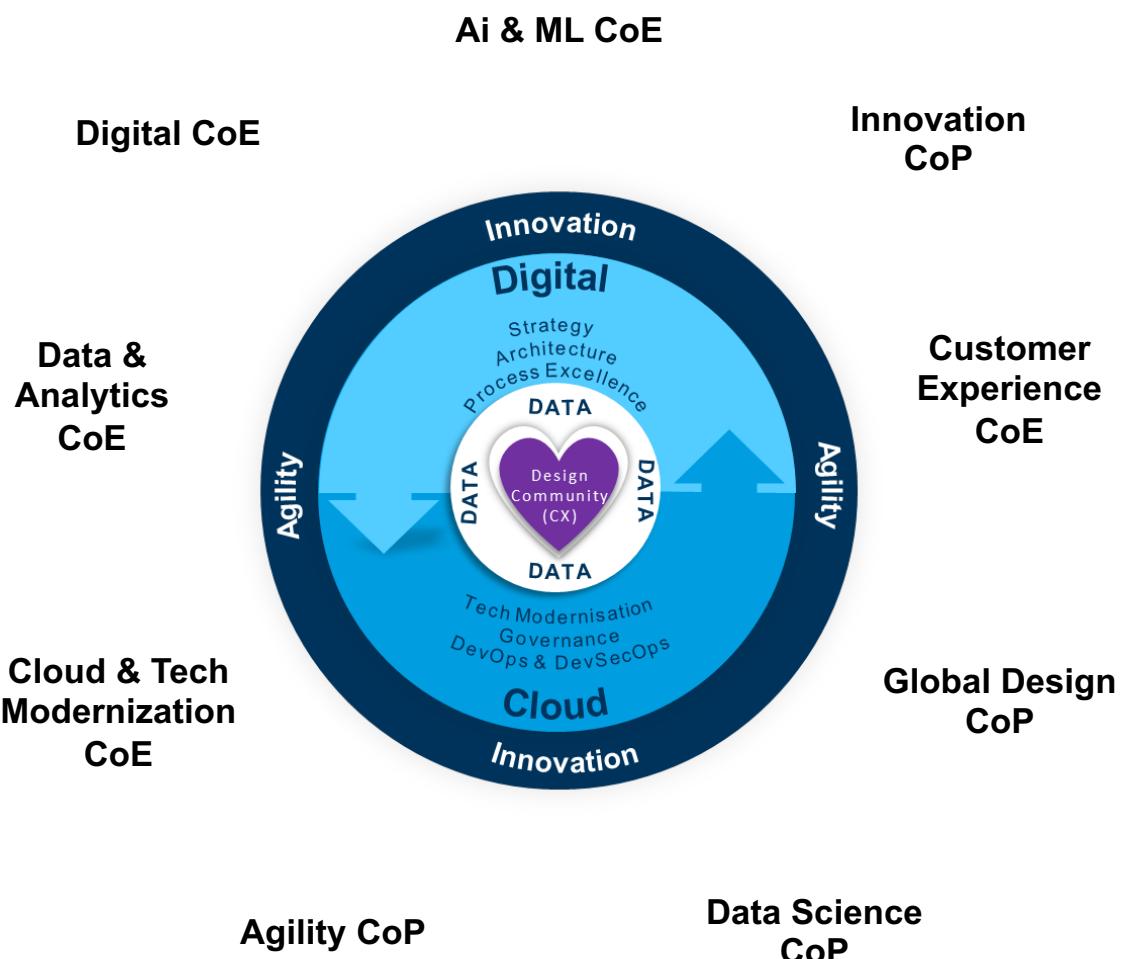


Navigating VUCA with our strategy

Evolving our strategy



Engagement Overview



Innovation
CoP

Customer
Experience
CoE

Global Design
CoP

Data Science
CoP

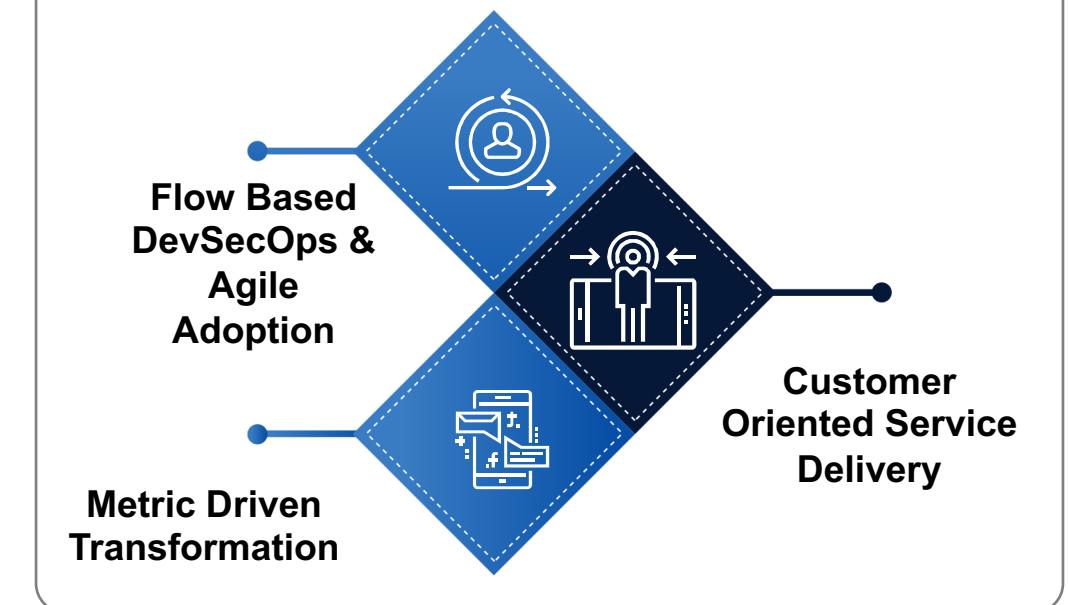
Agility CoP

Cloud & Tech
Modernization
CoE

Data &
Analytics
CoE

Digital CoE

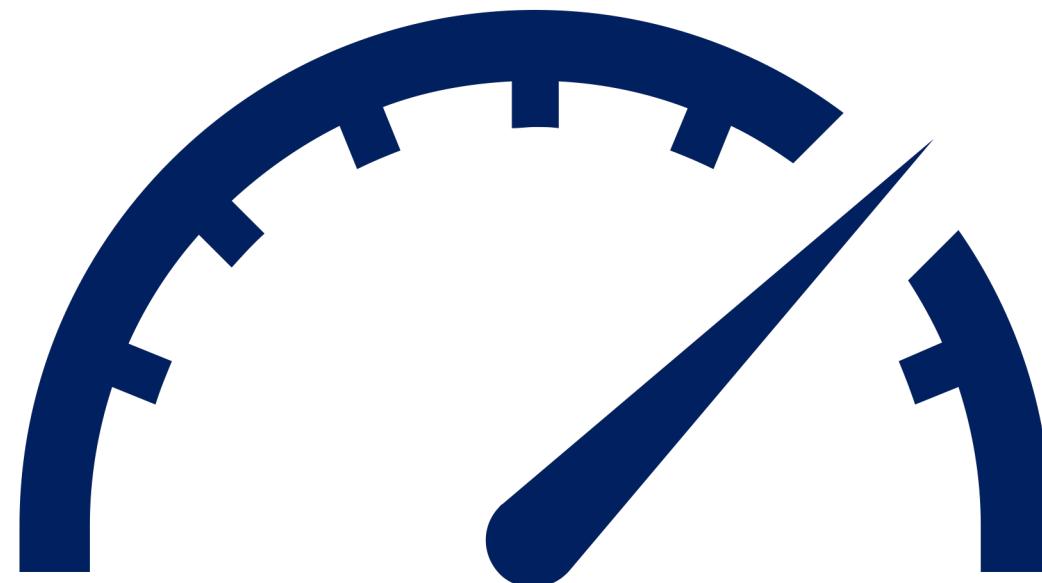
CoE Structure helps us achieve





Flow as the Enabler

Speed of information flow is the Limiting Factor



We prioritised adopting Flow



We adopt Designing for Flow as an Organisational Goal



=flow=

A large, bold word "flow" is written in blue. It is flanked by two horizontal bars: a thick grey bar above and a thin blue bar below. Small blue circles with lines through them are positioned at the ends of these bars, resembling electrical terminals or connection points.

To achieve long lasting transformation goals, we use Flow Principles holistically

01

**Flow as an
Operations Strategy**

30-50% operational
performance improvement

02

**Flow as an
Improvement Driver**

+20 to +30 points increase
in employee engagement

03

**Flow to reimagine
Delivery Performance**

+10 to +30 points increase
customer satisfaction





Transition Matrix



Level 05

Leading
Organizational flow



Level 04

Optimized MU/
system level flow



Level 03

Consistent value
stream flow



Level 02

Repeatable team
driven flow

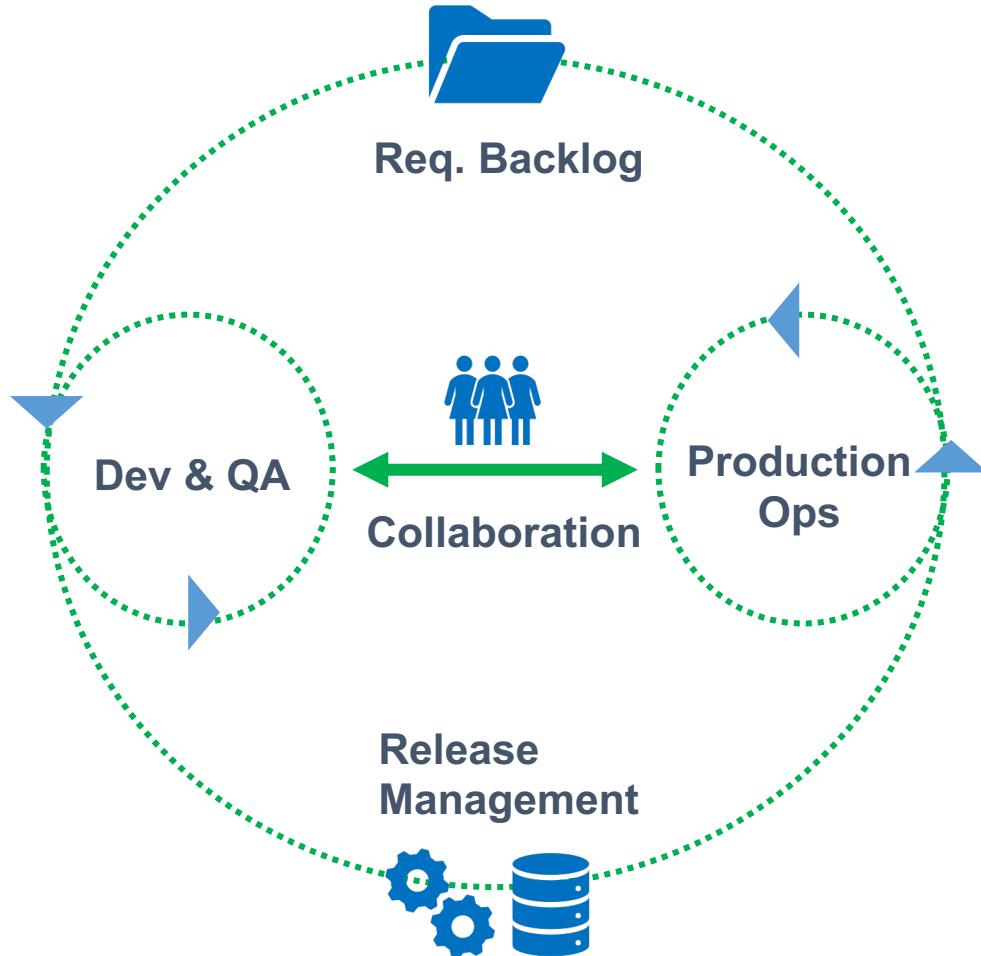


Level 01

Ad Hoc task focus –
no flow

The Three Ways of DevOps – Start with the Flow

A new paradigm of creating collaboration across software delivery value stream - DevOps



The Three Ways



Flow /Systems Thinking

- Visualise the work to create clarity
- Focus on entire system



Amplify Feedback Loops

- Fast feedback loops are key to flow
- Help include customer needs as and when required



Experiment and Learn

- Frequent and early small releases
- Quality Built-In

Our Solution - With DevOps and Flow



DevOps hasn't meant only Pipeline & Automation. For us, the journey has been-

- Value Stream based Team construct with full stack teams
- KPI- driven Agile - DevSecOps Maturity Model
- IaaS - with Azure DevOps & Self-Service CI-CD pipelines for multiple technologies
- Scaled out Model with 'Waves' of adoption
- Training & Enablement Program



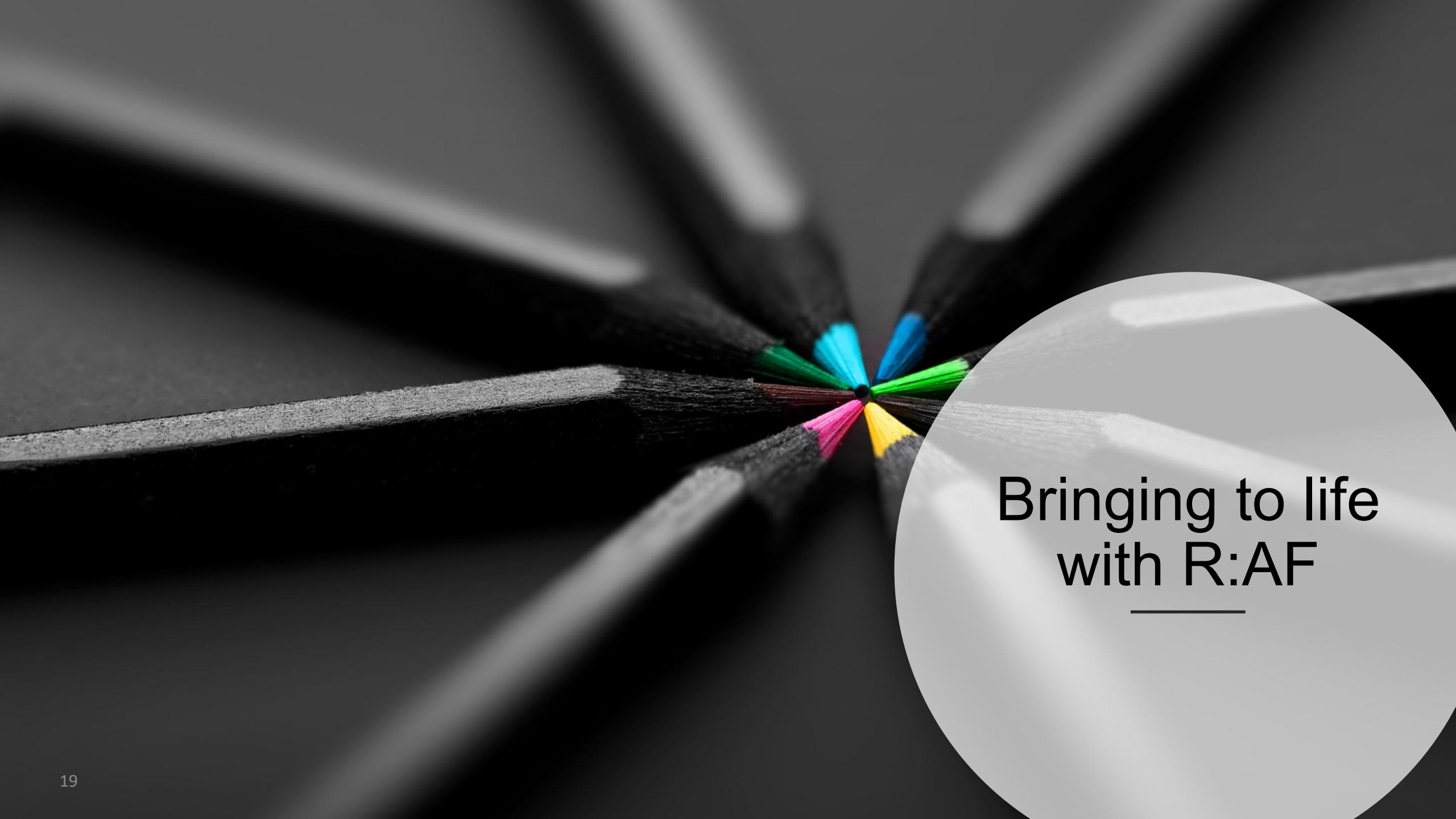
Power of measurement & Value stream thinking

- Metrics & KPI based improvements
- Gamification to sustain the momentum



Flow at Scale





Bringing to life
with R:AF

Co-designing for FLOW

Bupa

Systems of Work

1 Our Landscape



2 Our Measures



3 How we make decisions



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Bupa

Remote team alliance

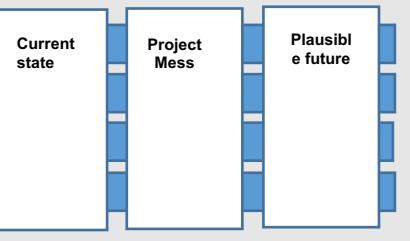
1 Our purpose

2 Values and Behavior

3 Key people

4 Teams and interactions

5 How will we grow



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Bupa

Operational cadence

cadence annually quarterly monthly fortnightly weekly

Event purpose

Key events

Tools available

Async activity or comms

Sync activity or Comms

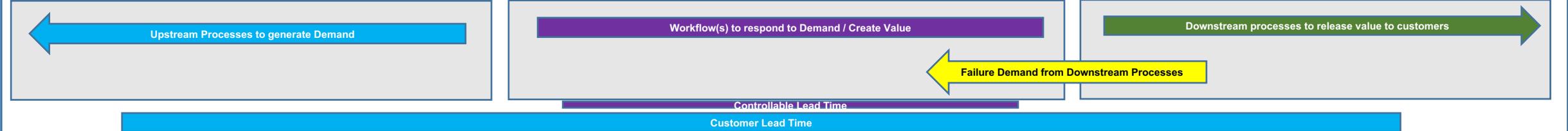
Guiding policies

Any gaps



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4 Our work



Bupa

Launch Plan

Key Milestones

Week 1

Week 2

Week 3

Week 4

Week 5

Week 6

Activities

Activity Details

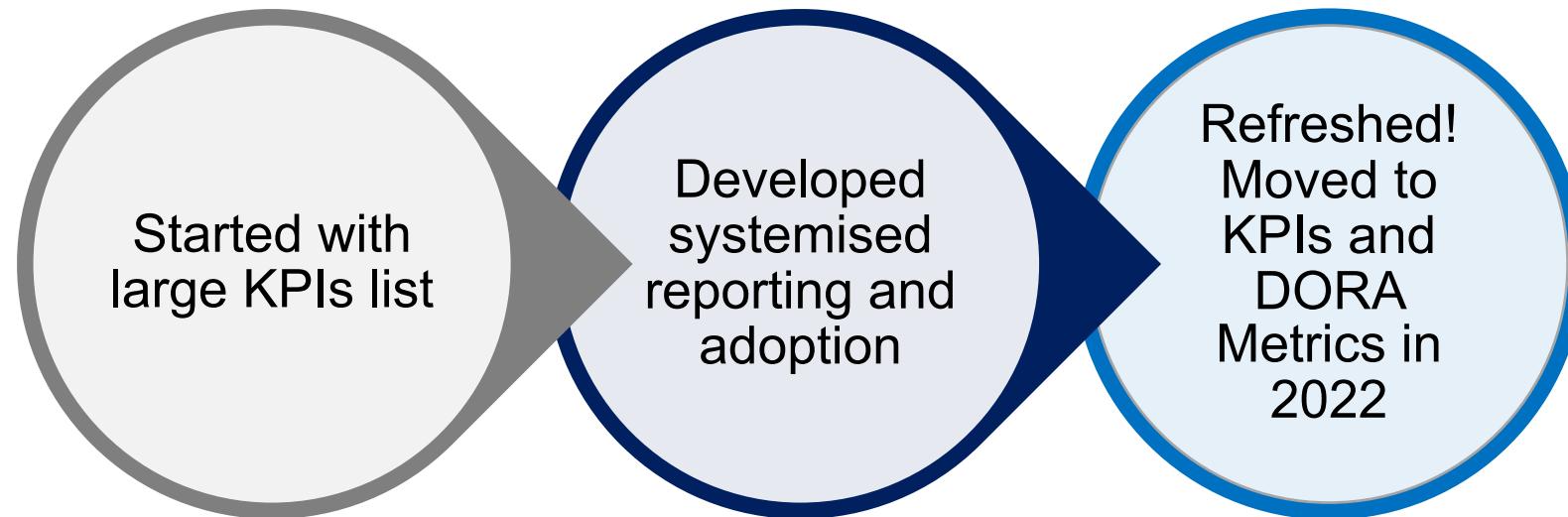
Leadership training	Op model	Talent selection	Env prep	Backlog prep	Team training	All hands planning	Team launch	CoP design	Product inception	Embed coaching	Other activities
Description	Description	Description	Description	Description	Description	Description	Description	Description	Description	Description	Description
Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation	Team Allocation
Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants	Participants

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Evolving our
metrics

Metrics and Reporting – KPIs and DORA



KPIs are outcomes/goals – Business and Tech Strategy

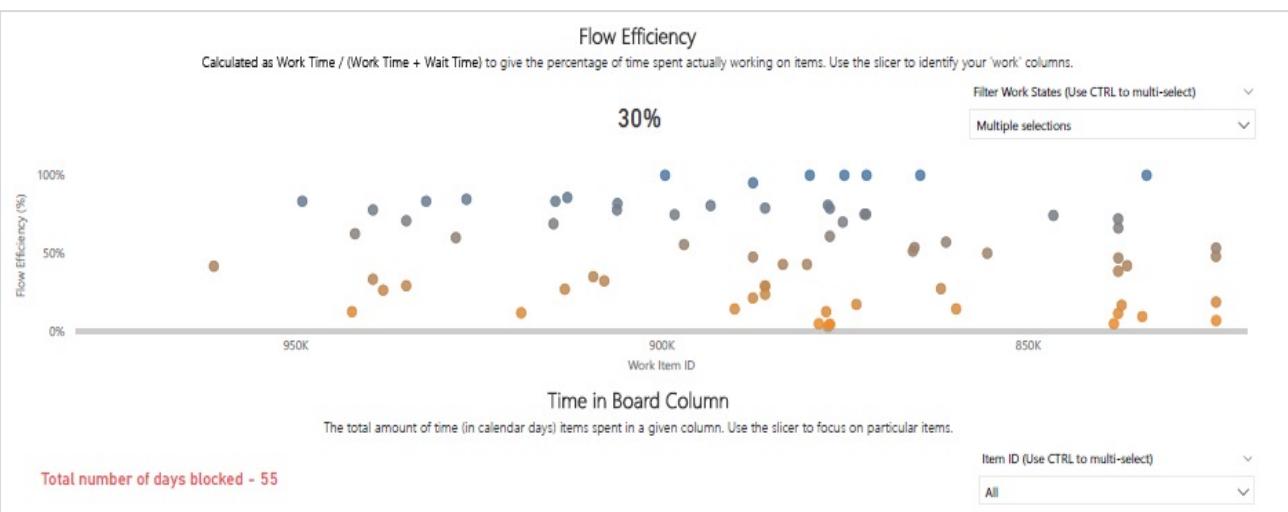
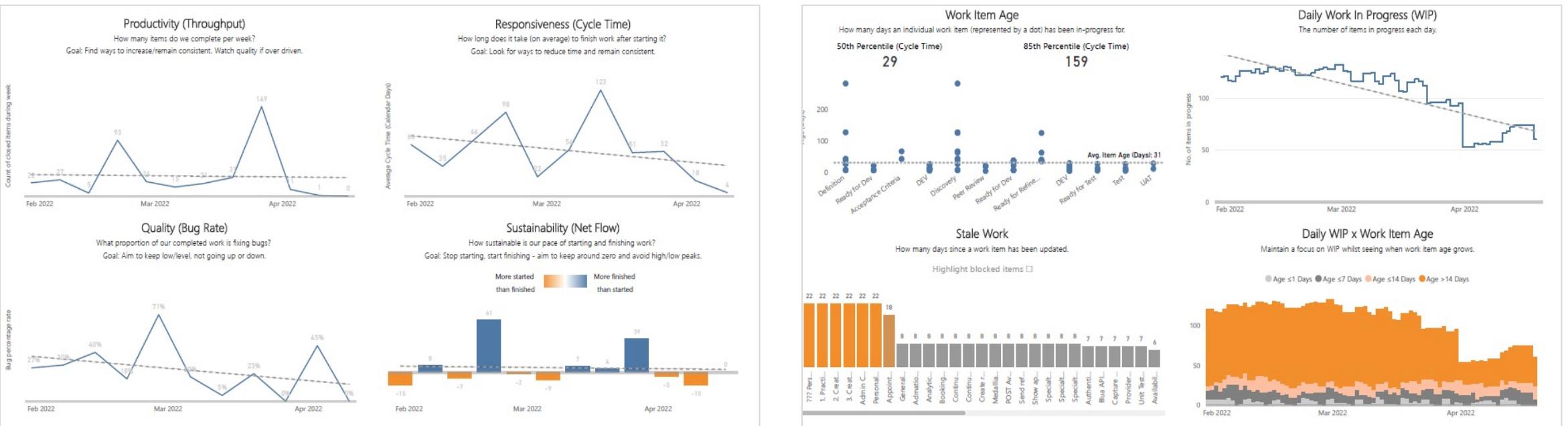


Dora metrics are performance instrumentation



Success!

Metrics at Team & Portfolio Level

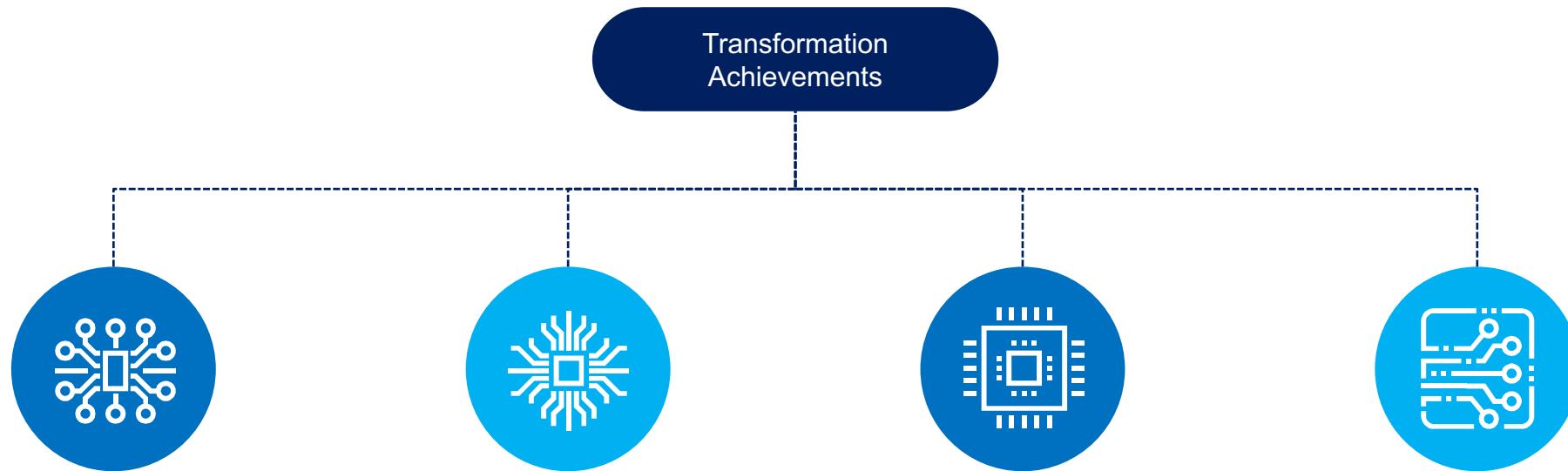


...and we have also tasted early success in **Business Agility** and **Cultural change** across all market units

Achievements



In last 6+ months, we have made progress on quite a few initiative. Some of them are as below



Flow Based Agile Adoption

Reuse and E-2-E
Automation

Cloud and Data Platform
Adoption

Automated Metrics
Reporting for Global KPI's



Ercument Turkeli
Business Lead – Digital Healthcare
BUPA

“

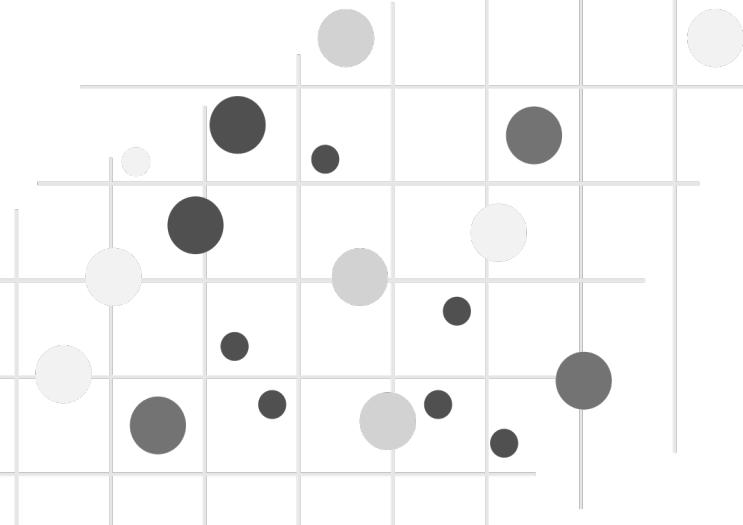
We have started reaping the benefits of Flow adoption in the last 1.5 years with decreased cost & productivity gain.

We do this by focusing on continuous improvement opportunities that increase the delivery system's productivity. It also improves the employee experience, which is a critical success factor for the digital world.

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Key Challenges & Remediations



KEY CHALLENGES

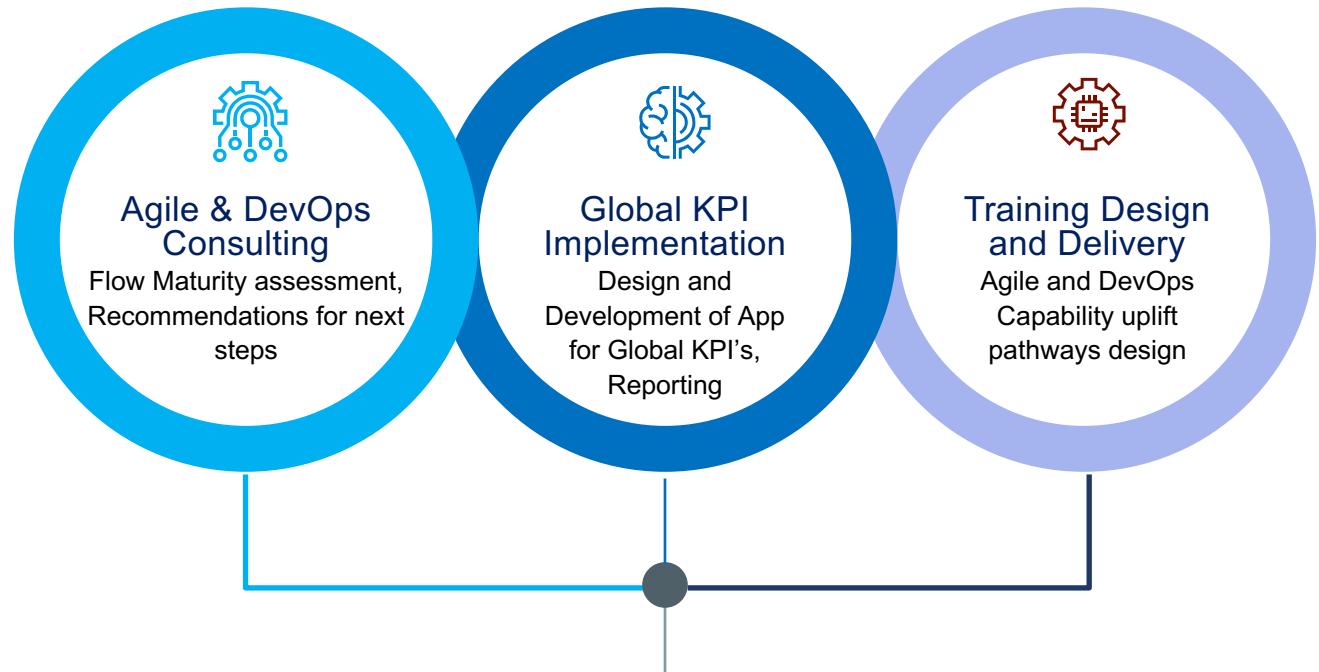
- Federated nature of Organization (Bupa)
- Link between technology and business is not strong
- Project mindset
- Risk averse culture in pockets

REMEDIATIONS

- Create Centralized CoE – community-based approach
- Build enabler and reusable artifacts
- Moving towards Project to Product mindset
- Minimize risk with flow implementation

Our partnership is going strong...

- Infosys is helping us to assess Flow maturity across MU's
- Design Training program, skill assessment framework
- Assisting us to finalize Global KPI's, automate and report it using tools
- Design and implement Application to capture live data and KPI's



We are leveraging Infosys service for Advisory and Implementation services. This includes DevOps and flow assessment & implementation, Global KPI design and Reporting, App Development for E2E Reporting, Training design and delivery





QnA!