

Barking up the **RIGHT!** Tree: realizing the Agile paradigm shift at Telenet

BARBARA ARNST
JOHAN MOREL



ABOUT US



● **Barbara Arnst**

VP Agility & Transformation
at Telenet



● **Johan Morel**

VP Billing Experience
at Telenet

● **PhD student at Vlerick**

Topic: Limits of Self-steering Organization
models in large and complex firms



- Telenet's Agile Journey – part 1

- Reimagining and Revitalizing Agile

- Telenet's Agile Journey – part 2

AGENDA



Telenet 2018: decision to transform our business for 2020+



Growth

2018

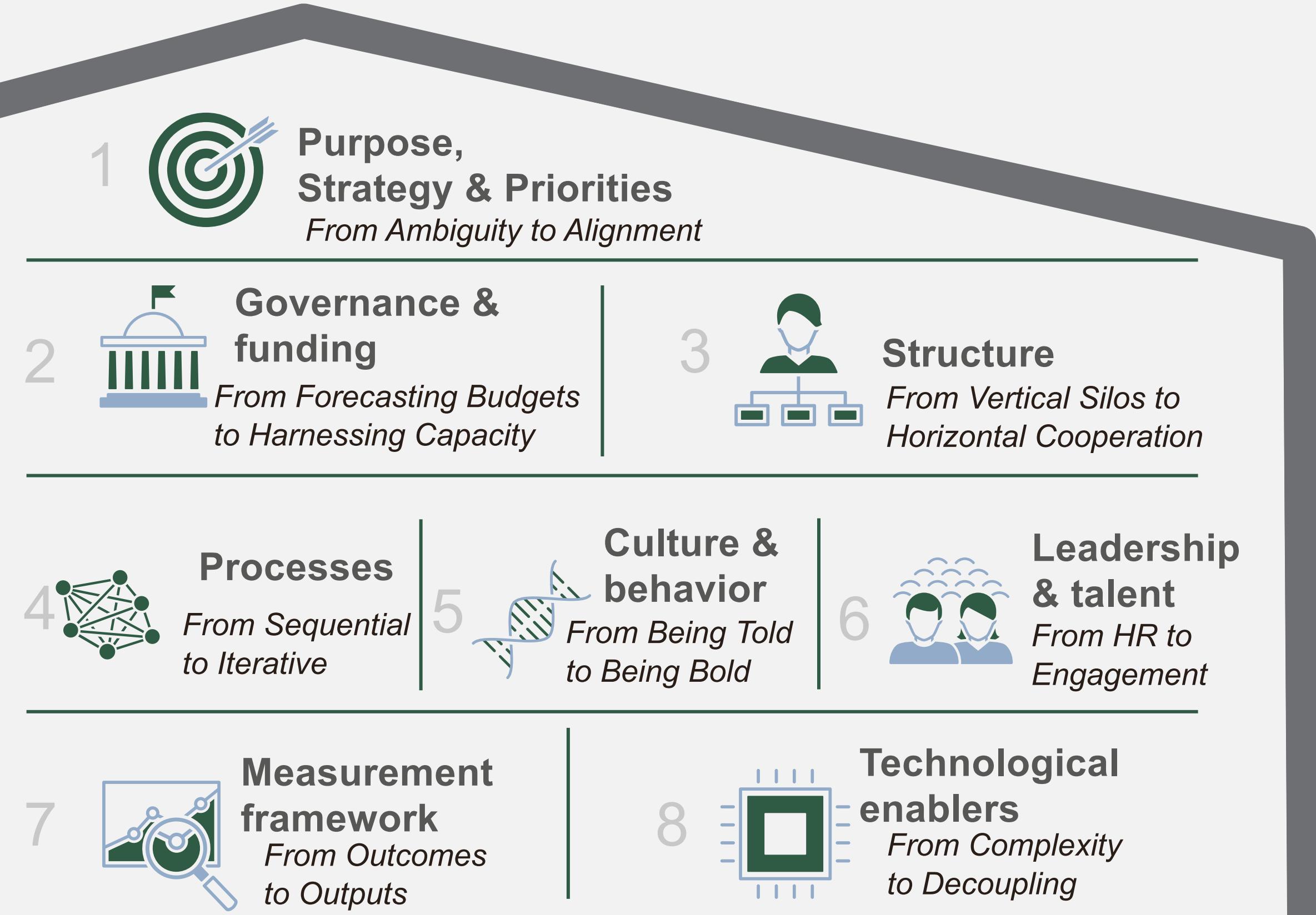
2000s
EMERGING AS A
MARKET LEADER
Innovative
multi-play product

1996
BUILDING A
FOUNDATION
Network superiority

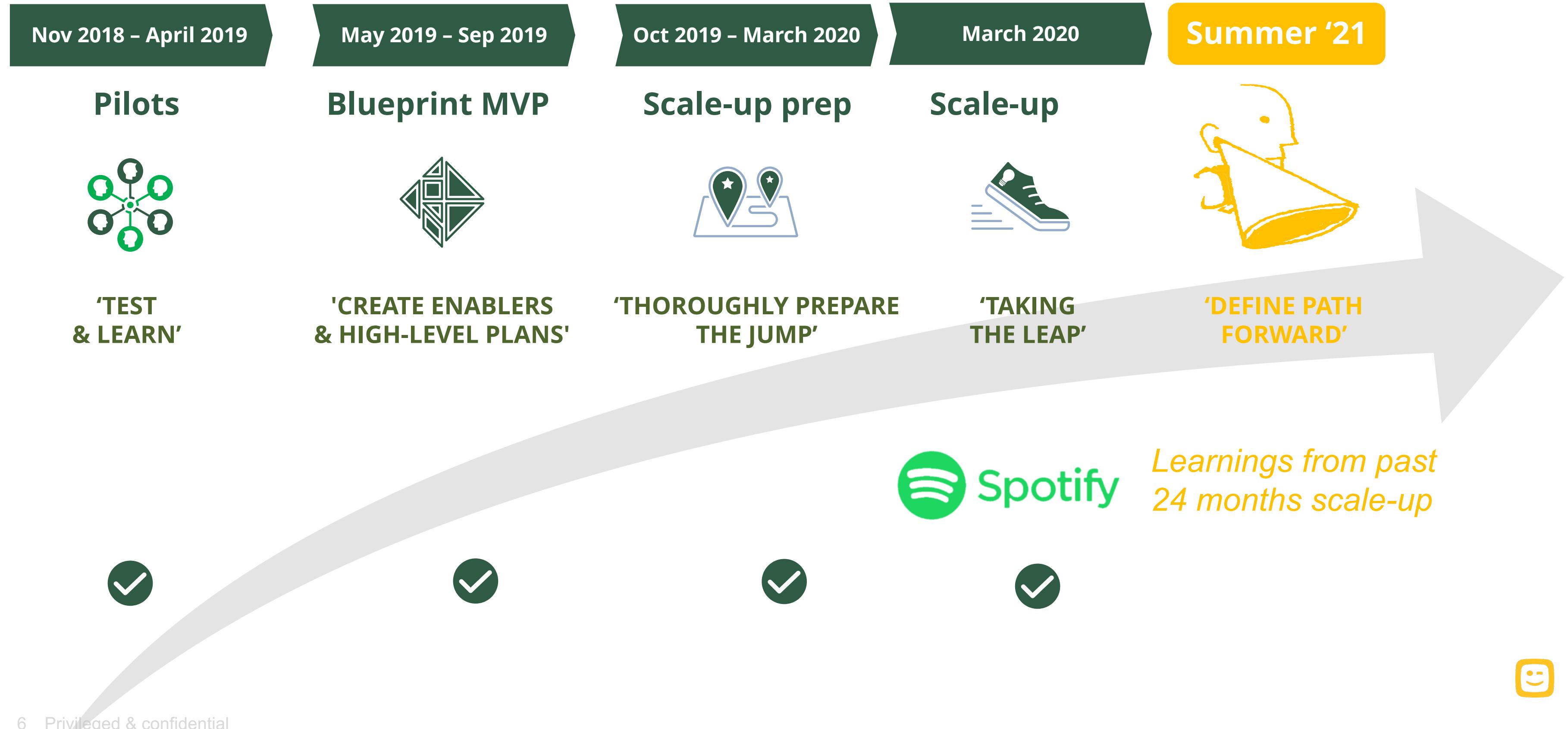
2013
DISRUPTING
THE MARKET
Converged connected
entertainment

2020+
TRANSFORMING
OUR BUSINESS
Agile OpMo
Digital & Data First
Flexible & Future
Proof

2018: overhaul of how we work

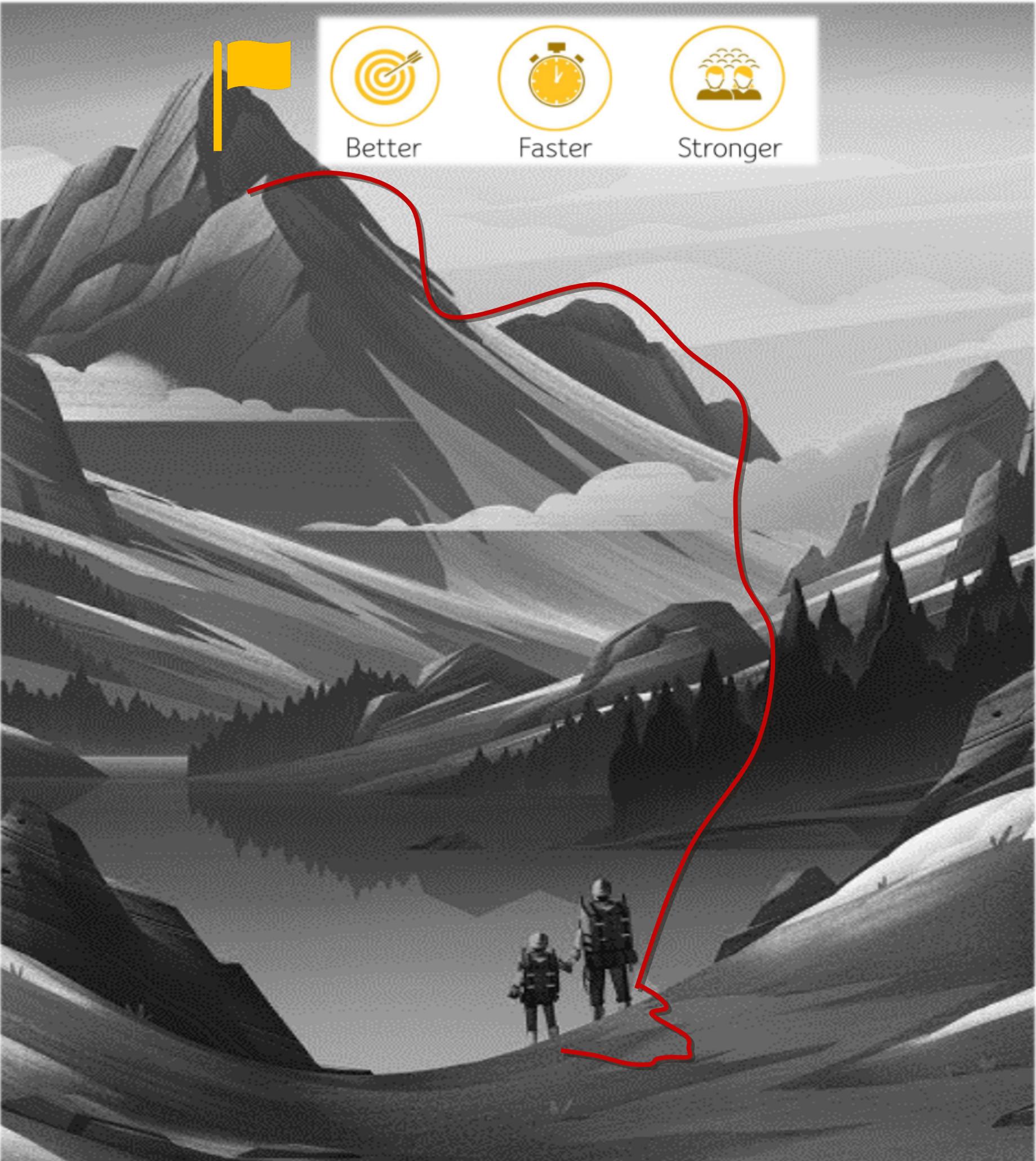


Telenet scaled Agile in 2020



Learnings after 2 years

- The **agile business outcomes** matter more than ever
- We would never go back: Agile has become part of **Telenet's DNA**
- But also, **structural frictions** in our model that inhibit business agility and impact engagement of our workforce



- **Telenet's Agile Journey – part 1**



- **Reimagining and Revitalizing Agile: how?**

- **Telenet's Agile Journey – part 2**

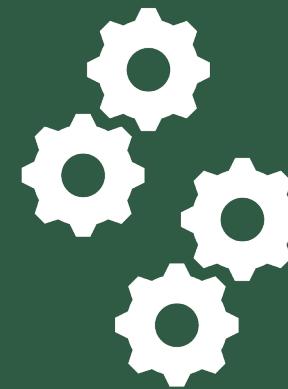
AGENDA



As a leader, where do you start the transformation?

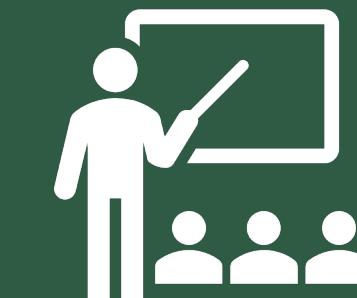
System first! (design agile):

- Org Structure
- Governance
- Incentives



Practices first! (do agile)

- Scrum/Kanban
- Weekly sprint cycles
- Quarterly Bus Reviews
- Big room planning
- MVP

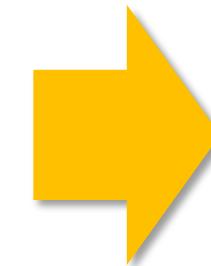


Culture first! (be agile)

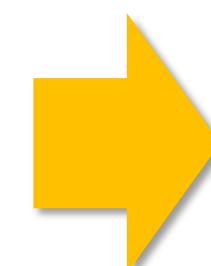
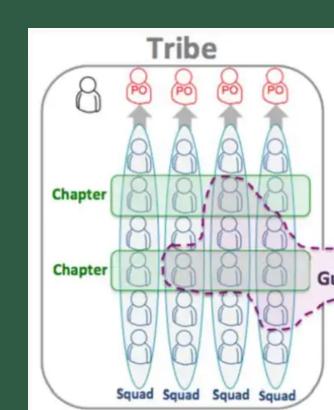
- Servant leadership
- Empowerment
- Delegating decisions
- Agile mindset



Learnings Telenet | (Too much) belief in Culture and Practices



"Spotify model" instilled
in "old" structure



We underestimated the
complexity of interdependencies
(and falsely believed teams could
self-manage these away)



Learnings Telenet | Refocus on creating a *System* that supports Agile

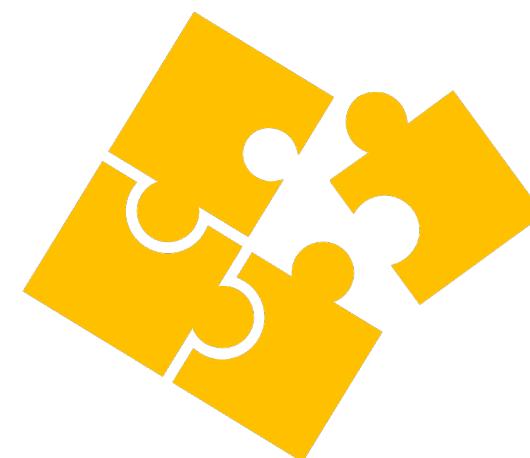
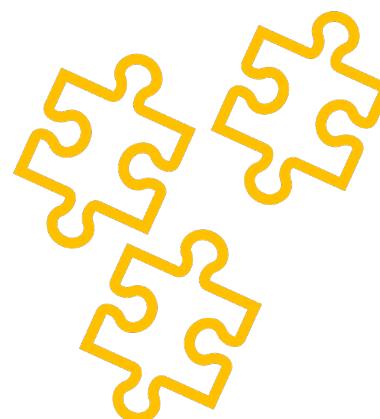


Reimagining Agile:
**role leaders as organizational
architects building a "system" that
removes agile constraints and
empowers people**



Telenet Experience |

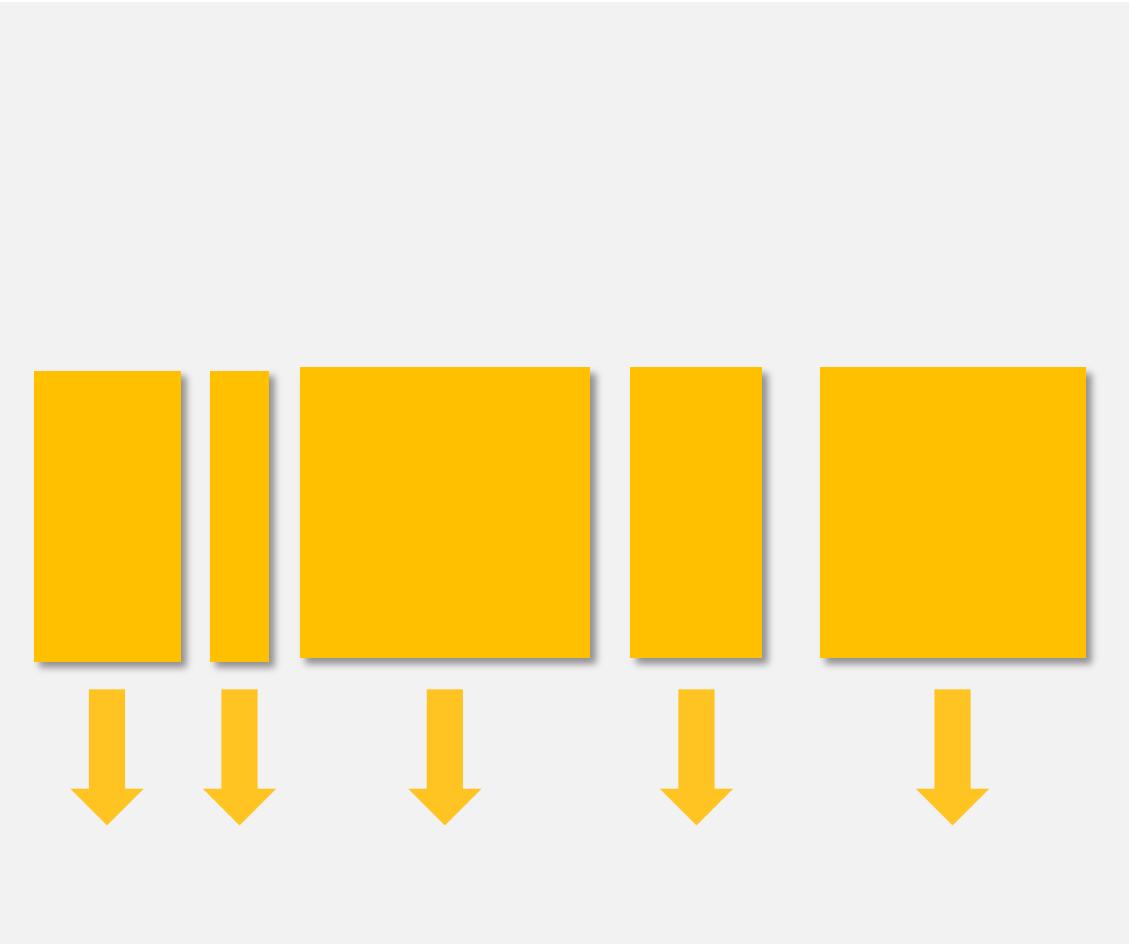
3 steps to creating a sustainable and adaptable system



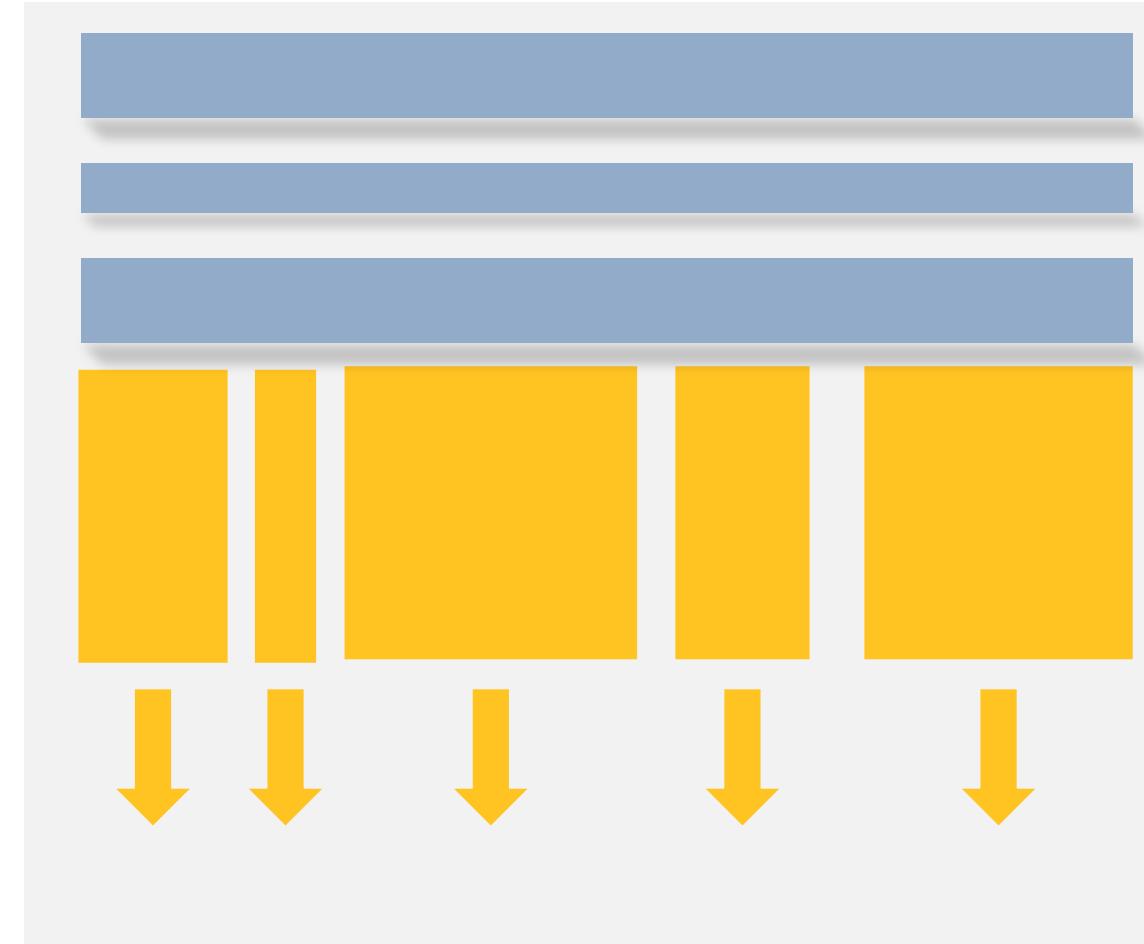
Generic 'tribe' structures, geared towards value | Reorient the entire organization towards the Customer



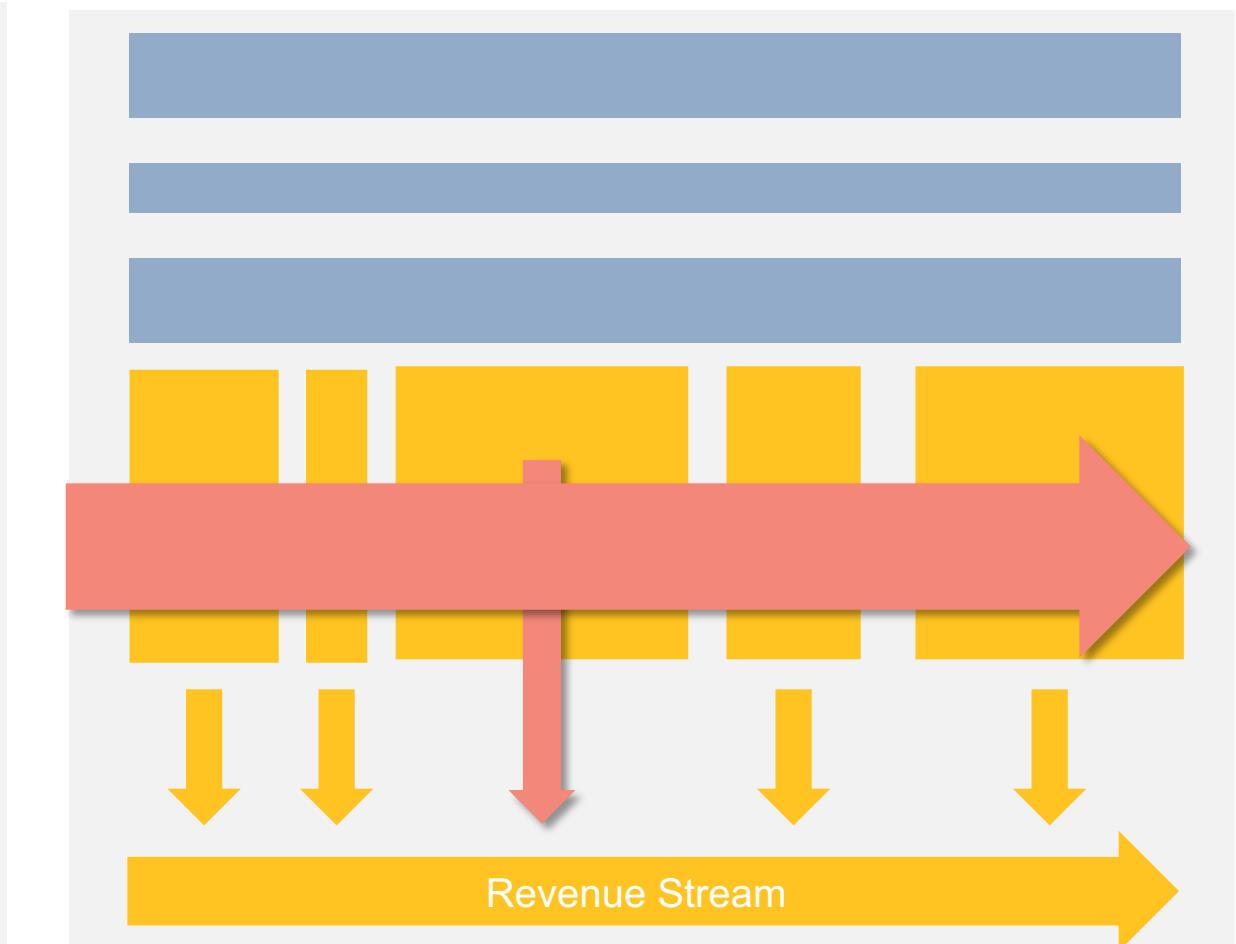
Customer tribes



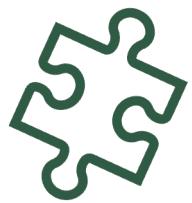
Service tribes



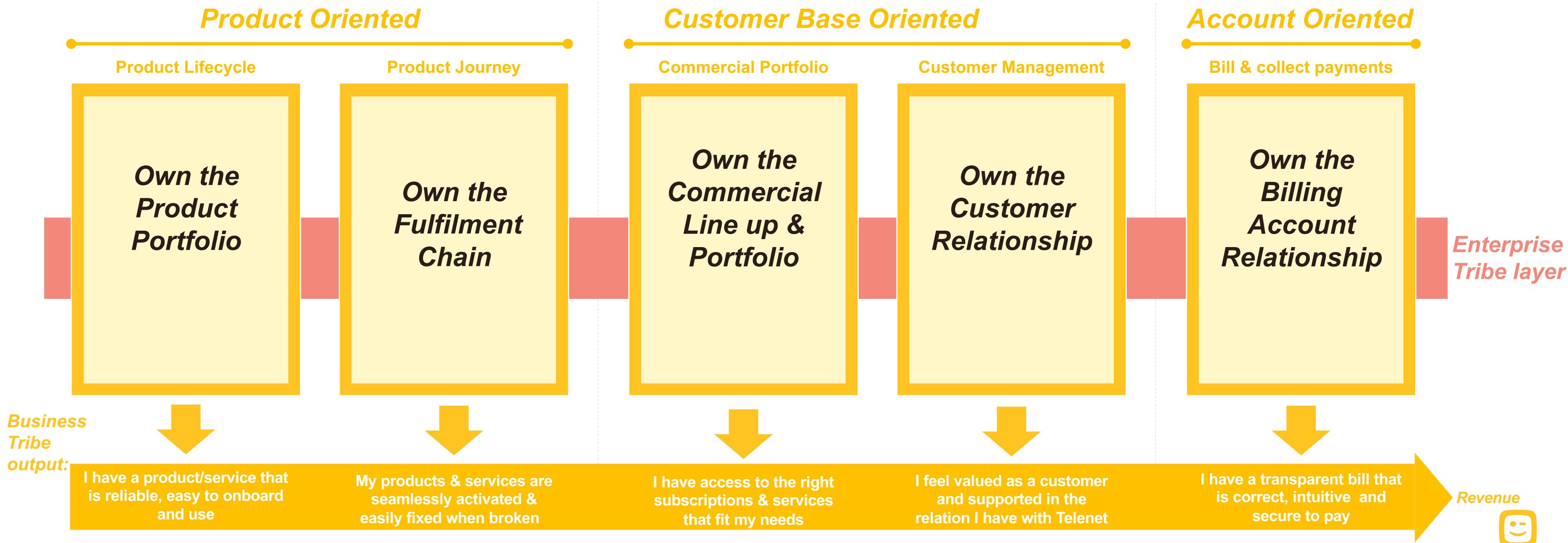
Enterprise tribes



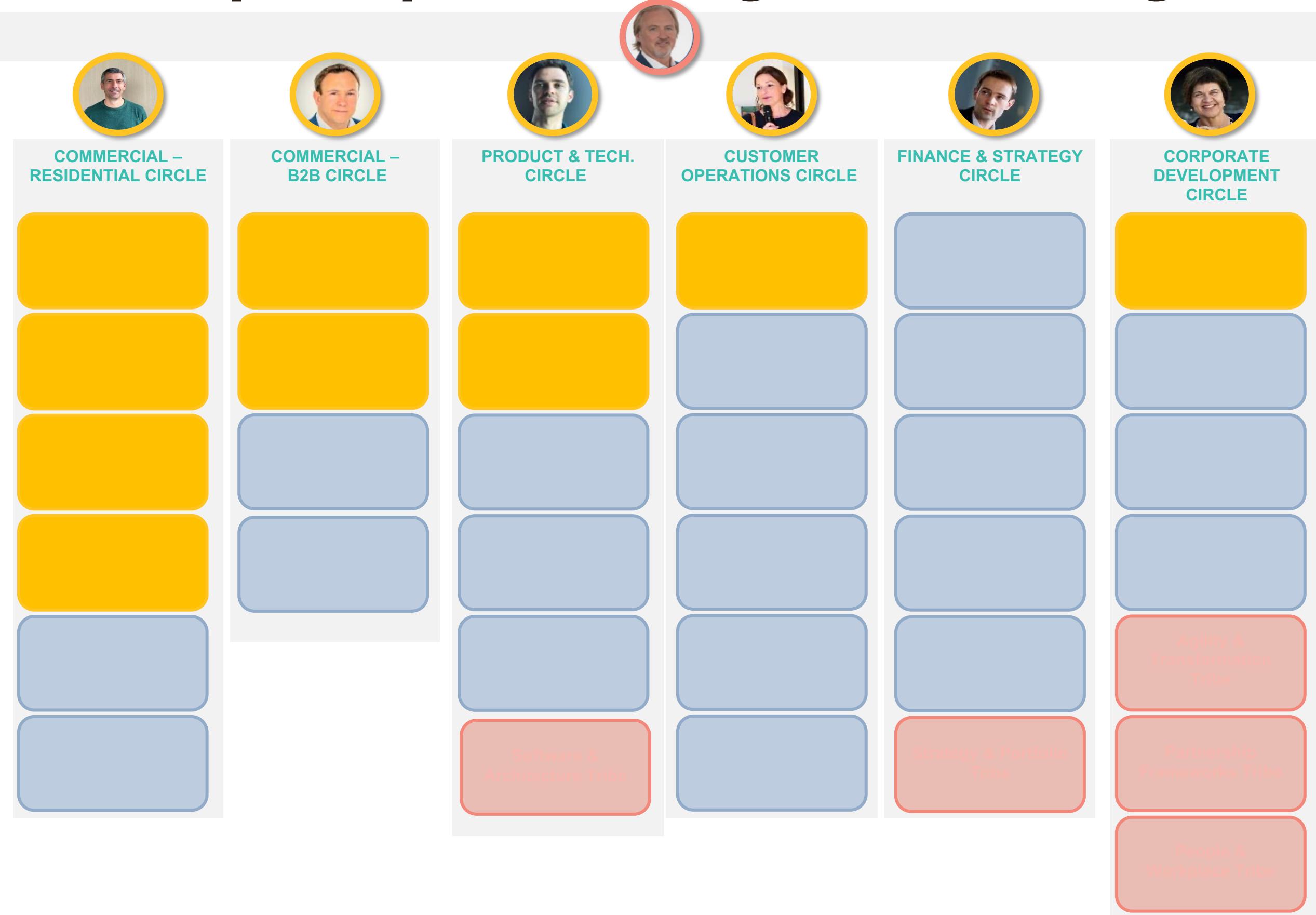
What could it look like? Tribes designed to enable flow of value to customers



SERVICE TRIBES (CAPABILITIES, PLATFORMS & SERVICES)

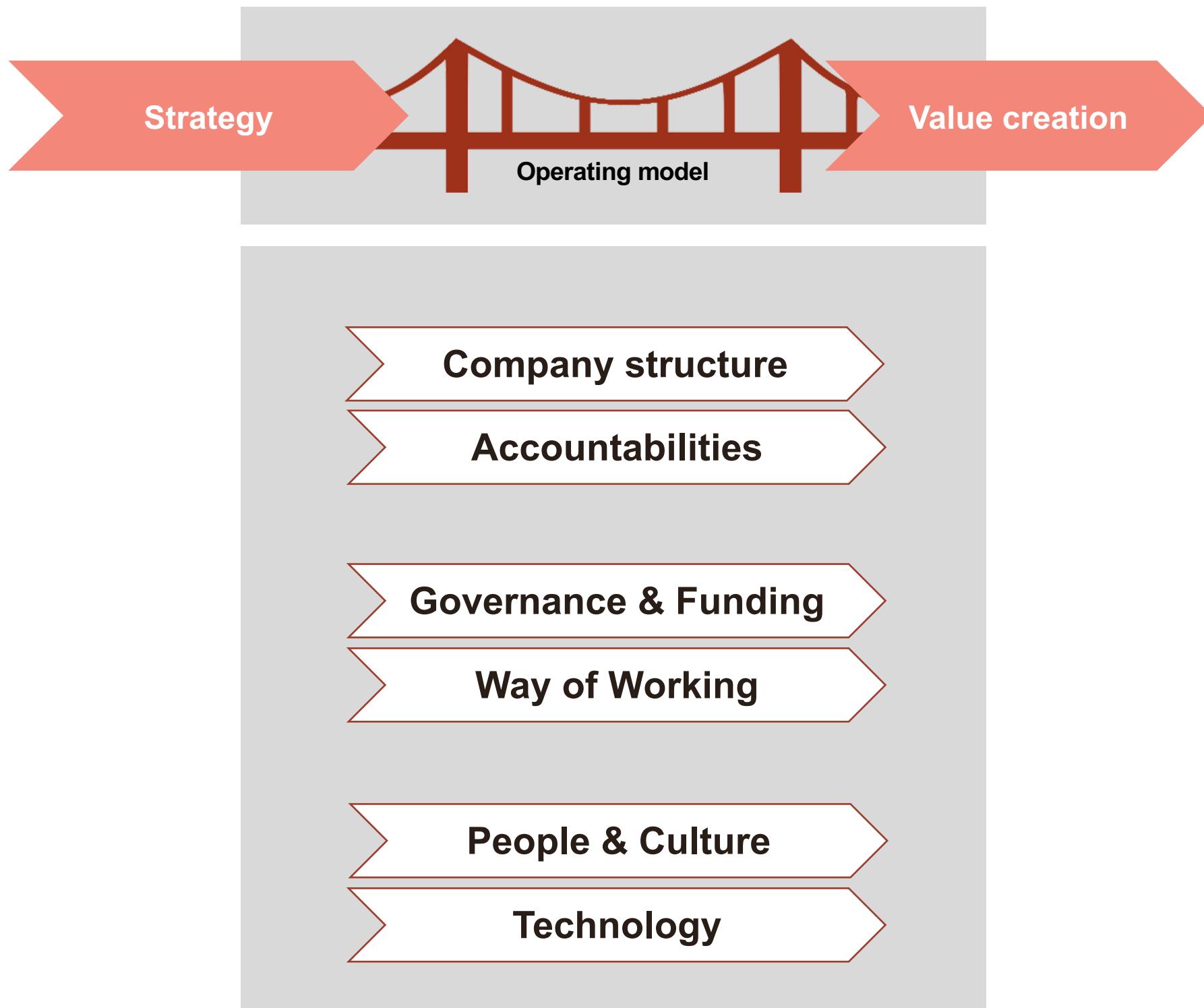


Putting the pieces together for Telenet Telenet's leadership blueprinted using these building blocks





Going forward | The 5 Enterprise Tribes own the Operating Model System



Owned by leaders who have “skin in the game” (and not delegated to a program team)

Learning built into the very structure of the organization itself

- **Telenet's Agile Journey – part 1**



- **Reimagining Agile: how?**



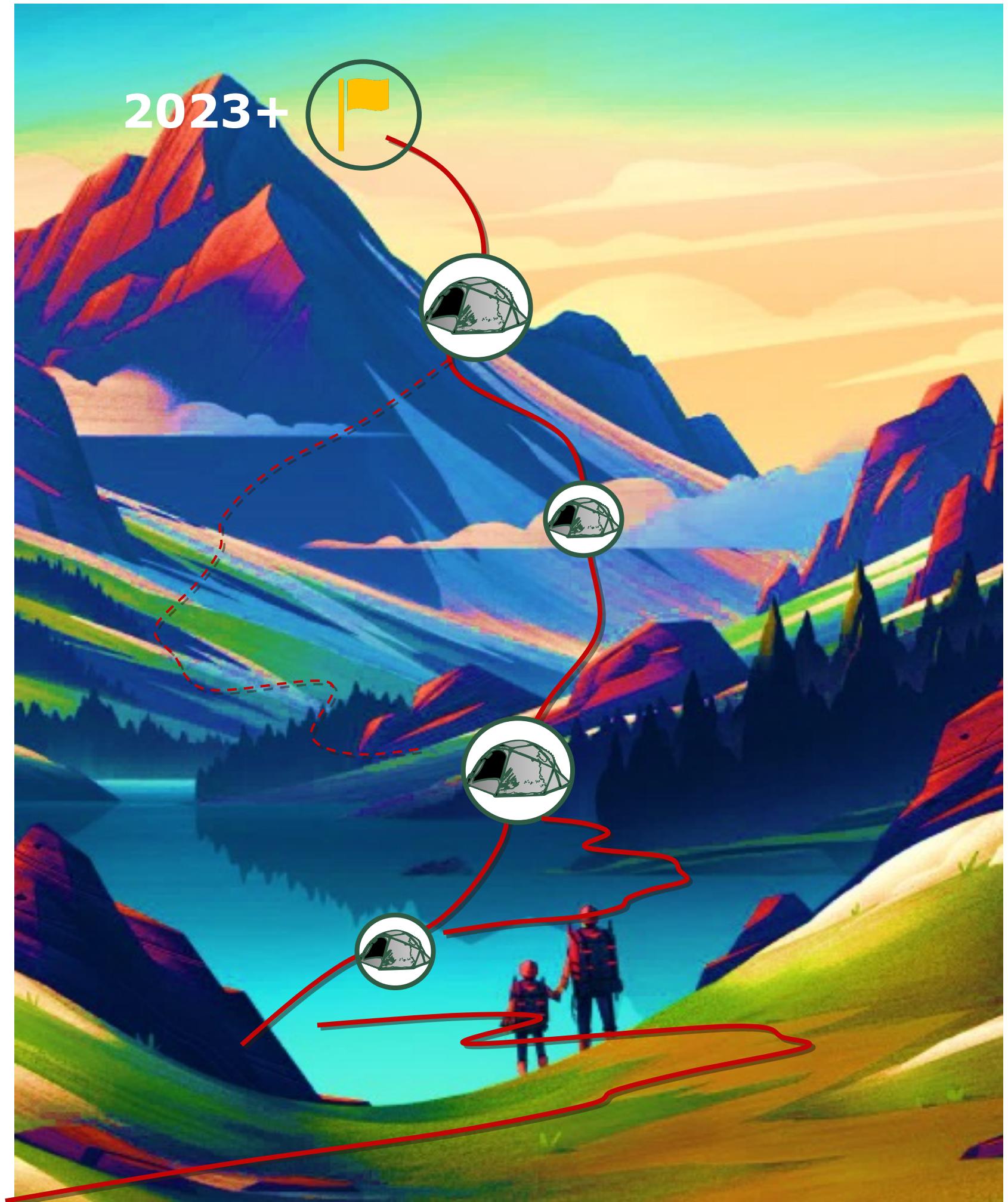
- **Telenet's Agile Journey – part 2**



AGENDA

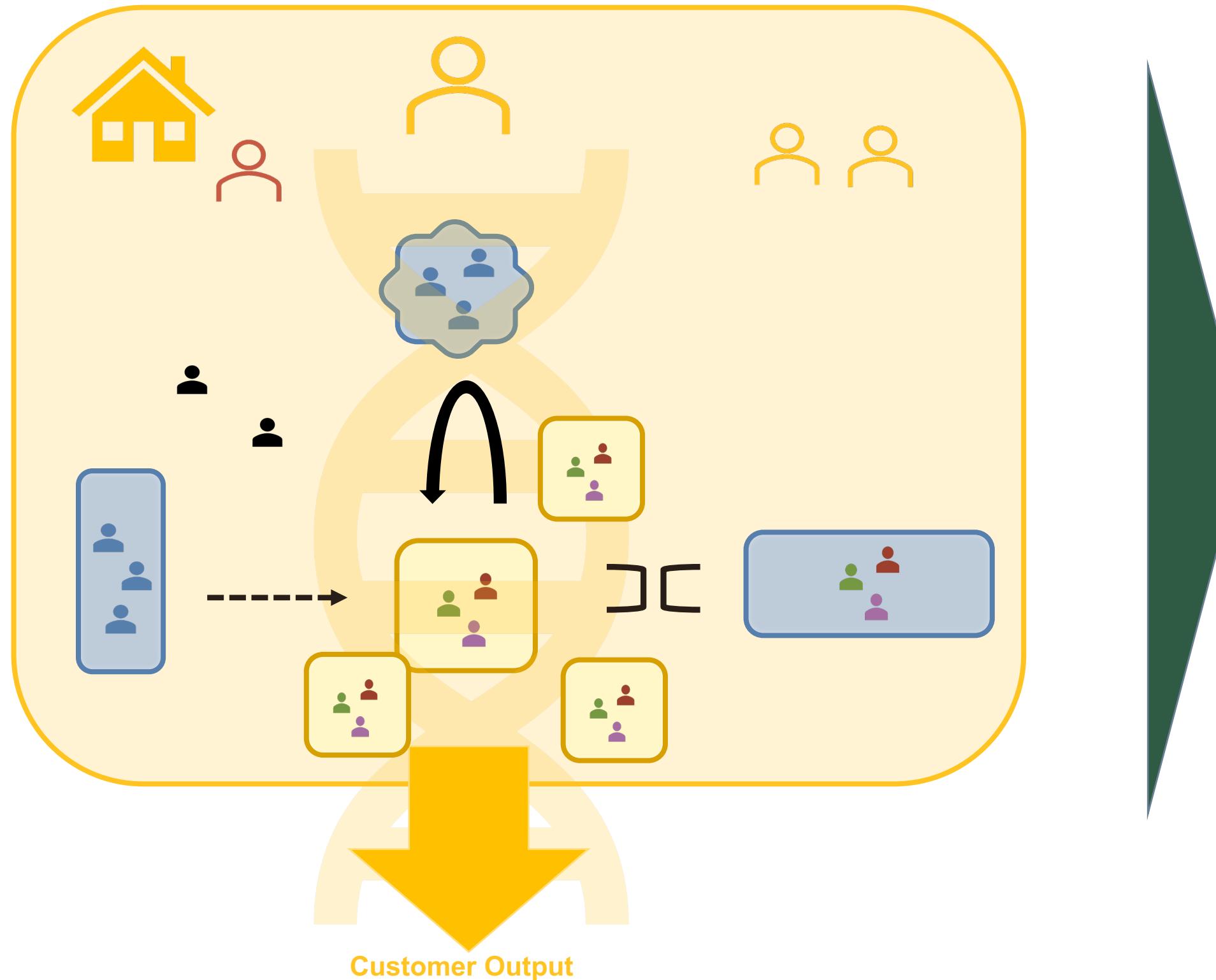
Our journey | part 2

- Transformation is a journey, to be managed deliberately and intentionally
- Agile is an Enterprise level topic (and not just a Team level “thing”)
- Step-change came from *structurally* bringing Business and IT together
- Our culture underpins and continues to guide the transformation



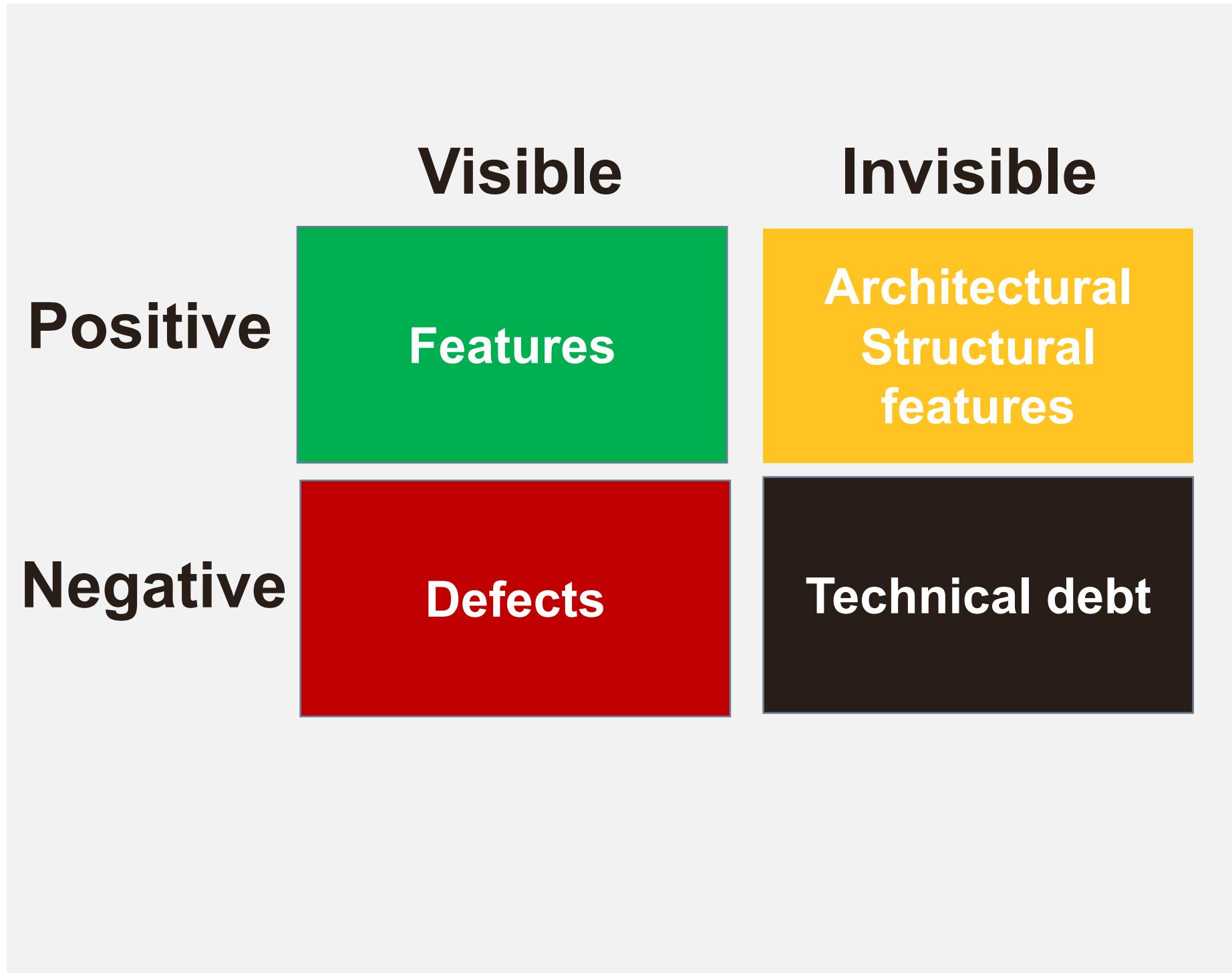
Paradigm shift |

As leaders, we are accountable to design a system that empowers people and optimizes flow



- **Billing Experience Tribe:** from Strategy to Execution, a “micro-enterprise”
- **12 Teams spanning Business, Development and Operations**
- **160 people, working agile**

Paradigm shift | But also, we must do the “hard” software and system work



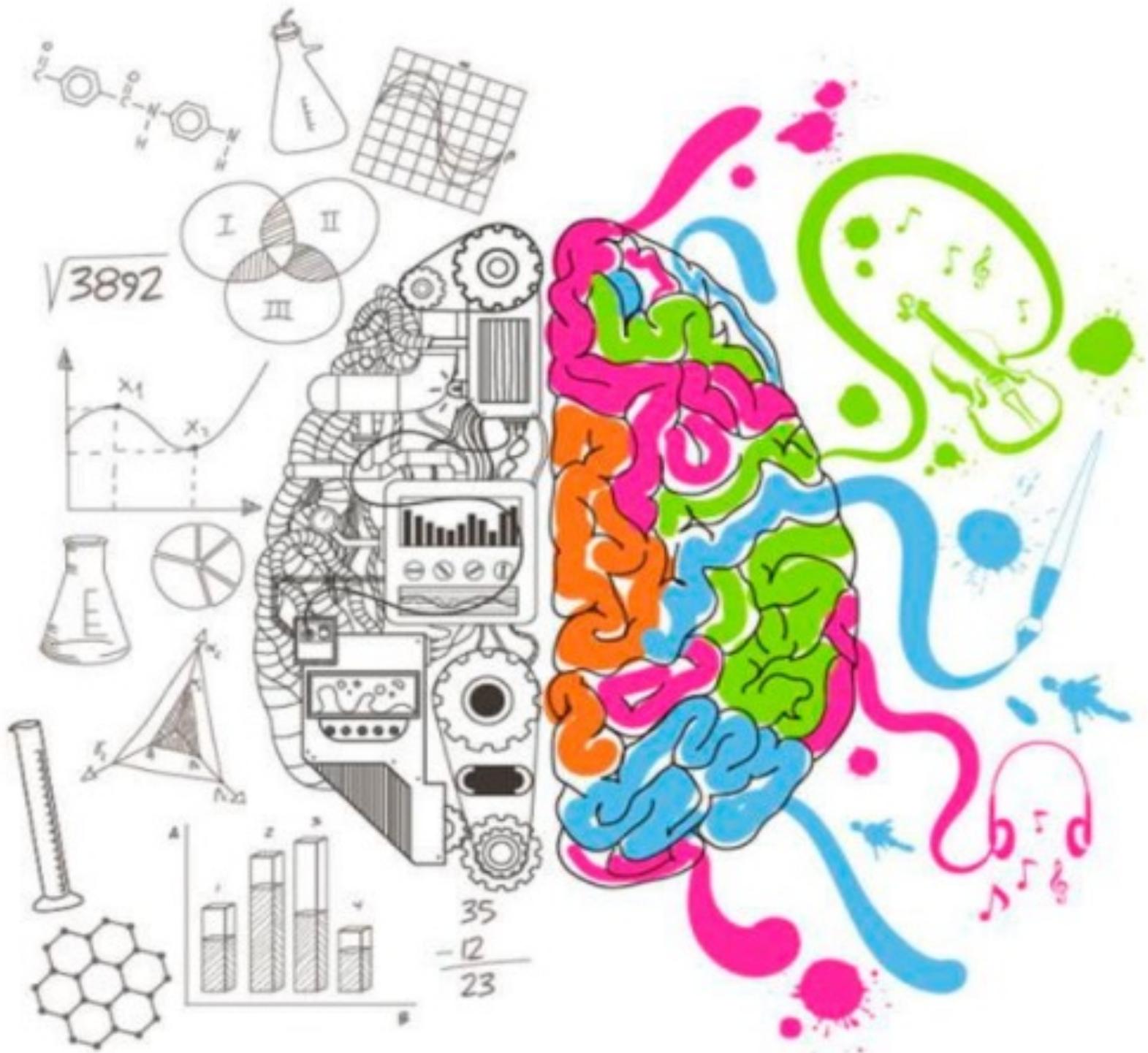
- Software a primary concern for leadership
- From scattered “think-build-run” to “Product Lifecycle” ownership within Tribes
- Accountability (and prio calls) for all four quadrants now resides within a single Tribe

Paradigm shift |

And always: be open and transparent about where we are at



Some final take-aways



- Transformation has both “**left**” and “**right**” brain elements
- To allow teams to transform safely, leaders must **create the right conditions** for them to do so
- No one size fits all: start from **your “Why”** to ground the transformation in principles
- Transformation **is never done**, so enable the organization to **continue to adapt**

● **Telenet's Agile Journey – part 1**



● **Reimagining Agile: how?**



● **Telenet's Agile Journey – part 2**



THANK YOU! QUESTIONS?

Thank you!

Barbara.arnst@telenetgroup.be

Johan.morel@telenetgroup.be