



# Which technical practices naturally foster a culture of trust and accountability?

## Organizational transformation with purpose



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The opinions expressed in this presentation are those of the presenter, in their individual capacity, and not necessarily those of Discover.



When Discover crafted their Agile Way of Working, they had a hypothesis:

**We can create more business value by changing the way that we develop and deliver software products.**

“

"Leaders, by their preoccupations, shape a unit's culture. Through their **actions**, as well as **rewards** and **punishments**, leaders communicate what they feel is important.

These preferences then become the preoccupation of the organization's workforce... “

-Ron Westrum

”

# Three Types of Organizational Culture

## Pathological

*(Power Oriented)*

Organizations characterized by fear and threat. People often hoard information or withhold it for political reasons or distort it to make themselves look better.

Low cooperation  
Messengers shot  
Responsibility shirked  
Bridging discouraged  
Failure --> scapegoating  
Novelty crushed

## Bureaucratic

*(Rule Oriented)*

Organizations protect departments. Those in the department want to maintain their "turf", insist on their own rules, and generally do things by the book -- "their" book.

Modest Cooperation  
Messengers Neglected  
Narrow responsibilities  
Bridging tolerated  
Failure --> Justice  
Novelty problematic

## Generative

*(Performance Oriented)*

Organizations focus on the mission. How to we accomplish our goal? Everything is subordinated to good performance, to doing what we are supposed to do

High cooperation  
Messengers trained  
Risks are shared  
Bridging encouraged  
Failure --> Inquiry  
Novelty embraced

# Technical behaviors which help create a culture shift of trust



Automation



Continuous Integration/  
Continuous Deployment (CI/  
CD)



Monitoring  
and Logging



Collaborative Tools



Emphasize Learning and  
Experimentation



Systems (Flow)  
Thinking

# How leaders support the flow of information

Align product vision with technical goals

Amplify Feedback Loops & Frequent collaboration

Prioritize experimentation and learning

Support the technical response to change

Be an internal customer advocate

Live our Values/Behaviors



# Discover Behaviors

We  
Play To  
Win

## We set ambitious goals

Focusing on value and transparently tracking our progress



Set, embrace and achieve ambitious goals  
Prioritize work to create the most value for customers and the business  
Create full visibility into work, including metrics and milestones  
Celebrate meeting goals – then raise them

## We take responsibility

Keeping our promises and getting it done the right way



Establish clear accountability - and follow up  
Deliver timely, high-quality work  
Commit to standard work and controls  
Own and learn from mistakes

## We stay ahead

Looking out for opportunities and risks



Respond with flexibility when new information or shifts in priorities arise  
Anticipate and balance risks when making decisions and investments  
Identify and resolve blockers quickly  
Design and implement controls to ensure quality and mitigate risk

We  
Get Better  
Every Day

## We are curious

Always searching for a better way



Ask “why” often to get to root causes  
Seek inspiration from customers, competitors, and other industries  
Know what customers need next  
Challenge self and others to always do better

## We innovate and simplify

Through problem solving and experimentation



Focus on process  
Standardize, problem solve, repeat  
Test and learn to drive progress  
Eliminate complexity everywhere

## We develop ourselves

Expanding expertise and acting on feedback



Pursue opportunities to build new skills and networks  
Deepen understanding of Discover's business  
Solicit feedback, remain open, and act on coaching  
Enlist team members for help on development goals

We  
Succeed  
Together

## We are good partners

Working as one to deliver the most value



Take an end-to-end perspective to achieve shared goals  
Resolve conflicts in a way that creates the most benefit for all  
Be honest and straightforward in all situations

## We create positive energy

Building a supportive and inclusive environment where all can thrive



Show respect and meaningful appreciation for team members at all levels  
Consider broad input and different perspectives when making decisions  
Value a diverse mix of styles, perspectives, and experiences

## We develop others

Helping everyone to reach their full potential



Create opportunities for everyone to expand their skills  
Provide regular feedback with concrete examples  
Share knowledge and experiences to help everyone learn and grow  
Make decisions as close to the work as possible

# Difficultly driving change in highly regulated environments

- Strict compliance requirements
- Audit and documentation
- Lack of transparency
- High risk



# How AWOW Trust and Accountability manifest

Trust and Accountability had led to successful collaborative open source solutions

Trident Pipelines being implemented across Discover

- Ensure quality and reliability, which in turn increases accountability.
- Automated standard for releasability

OpenWorx & ReUse Library

- Collaborative solutions library available to entire organization with clear authorship
- Encourages experimenting, learning and continuously improving

Accessibility Theme Builder

- First true open source project – turned over to FINOS in q3 2023
- Closes gaps with Digital Accessibility for developers
- Produce consistently accessible products to promote DE&I

# How these practices transform Culture

## Application Engineer

“Capability to complete deployments within 1-2 hours was a huge win for the team. It definitely **increased** team's **morale, trust and confidence** to deploy new feature. Ability to test features before release and easy to back out when we identify issues has given devs **flexibility**.”

“**Enjoyment increased** with the time we got back from faster deployments. We can **focus more** on writing code or researching for stories and **innovation** ideas for our teams”

## Principal Application Engineer

# Let Culture follow Technical Transformation

**Continuous dedication  
to technical excellence**

Gradual & practical guidance  
towards changing culture

Supports innovation

**Empower Technology  
teams with the flow of  
information**

Build cross functional teams who  
collaborate

Radiate transparency

**Diversify teams**

Different perspectives and ideas  
drive innovation

Foster continuous learning



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# Thank you!

Feedback