



KB GOING AGILE
—
HOW TO MAKE THE
CHANGE WORK?



SEPTEMBER 10-11, 2018

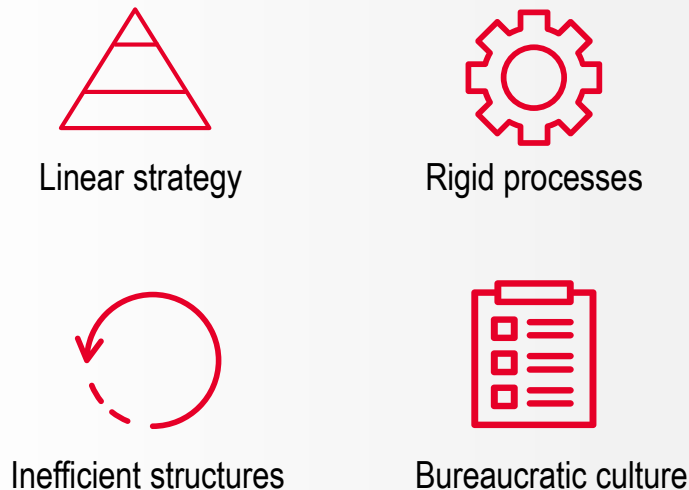


WHY AGILE@KB?



OUR ENVIRONMENT IS CHARACTERIZED BY INCREASING COMPETITIVE PRESSURE AND CUSTOMER DEMANDS

On the other hand, our former operating model was not equipped to quickly respond to change...



FOR KB, AGILITY IS NOT A GOAL ITSELF, BUT A MEANS TO IMPLEMENT OUR STRATEGY

WE HAVE CHOSEN TO BE AGILE FOR THREE IMPORTANT REASONS



We can innovate faster **with shorter time to market and** so improve customer satisfaction



We are **more efficient and more flexible**



We are **more attractive employer**, our employees have more freedom and responsibility.





HOW DO WE GO ABOUT IT?



AGILE@KB IS MAINLY CHANGE OF CULTURE, NOT CHANGE OF DEVELOPMENT METHOD

processes

Focusing on **people**

control

Focusing on **trust**

ego

Focusing on **cooperation**

avoiding mistakes

Trying to **learn from** them



WHAT DO WE BELIEVE IS A CORE FOR A SUCCESSFUL AGILITY JOURNEY IN BIG INSTITUTION?



Define a clear **purpose**



Align leadership and be willing to let go



Approach change **holistically**, not individual levers



Dare to **jump in the unknown**, let go & **learn**



Find your **best answer** – no single formula



It is all about the **people**



Culture is king



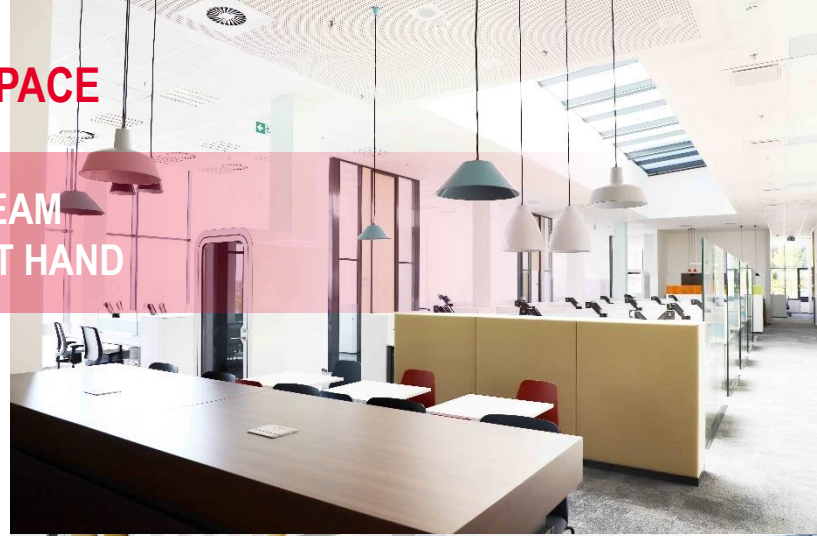
Balance **autonomy** and **alignment**



WE ALSO DON'T FORGET ABOUT THE AGILE WORKSPACE

OPTIMIZED FOR COLLABORATION AND FLEXIBILITY, WHERE TEAM MEMBERS CAN GATHER INFORMALLY TO SOLVE PROBLEMS AT HAND

- Creative workspace for team stand-ups
- Plenty of wall space for our boards
- Meeting rooms for cross-team working sessions
- Tribe works in a large, collaborative workspace, where people can talk to each other freely
- Each Squad sits together in the Tribe floor



TO SUMMARIZE OUR EFFORTS, WE ARE MOVING FROM “CENTRALIZED CONTROL” TO “AUTONOMY WITH ALIGNMENT”

Specialized **teams organized hierarchically** by function, often in **silos**

Cooperation through **projects** and coordination through various “**governance mechanisms**”, with **escalations** and **handovers**

Trying to build “**accountability**” and “**engagement**” as if “**despite**” the system

Management by process with many **centralized elements** and “**points of control**”

Despite many control points, **efficiency lacking** with projects often **delayed**, **over budget** or **misaligned** with initial delivery requirements

Cross-functional, autonomous teams organized by their **purpose** and **deliverables**

Cooperation displayed in **service**, not handovers

Full “end to end” ownership, resulting in **natural accountability**

Alignment built through clear explicit strategy, shared backlog of work; frequent “conferences”

May feel like “less under the control” with many smaller, rather autonomous teams, but ultimately **more influence on what is happening**



ZOOM ON LIGHTHOUSE TRIBE



THE PATH OF BUSINESS FINANCING TRIBE – OUR LIGHTHOUSE TRIBE

TRIBE LEADER WITH NO FORMER EXPERIENCE
IN AGILE? NO PROBLEM!

Launch of tribe **30.7.2018**

*How did the first months after my announcement as
a tribe leader look like?*

What was the first challenges I needed to face?



WHAT EXACTLY WE CALL A LIGHTHOUSE TRIBE?

FIRST TRIBE CREATED AND LAUNCHED
THE ONE, WE ARE LEARNING ON THE MOST



Serves to **set up the agile** way of working in the entire bank



Very important position – **creating, testing the new ways of working and structures** and **giving feedback**



LIGHTHOUSE TRIBE: WHAT DO WE FACE CURRENTLY?

HOW TO BUILD A TRIBE IN A BIG CORPORATION? *PROPOSAL FROM BUSINESS FINANCING TRIBE*



Identify **products** & **processes**



Identify **applications** you interfere with



Find the logic & divide tribe into **squads**

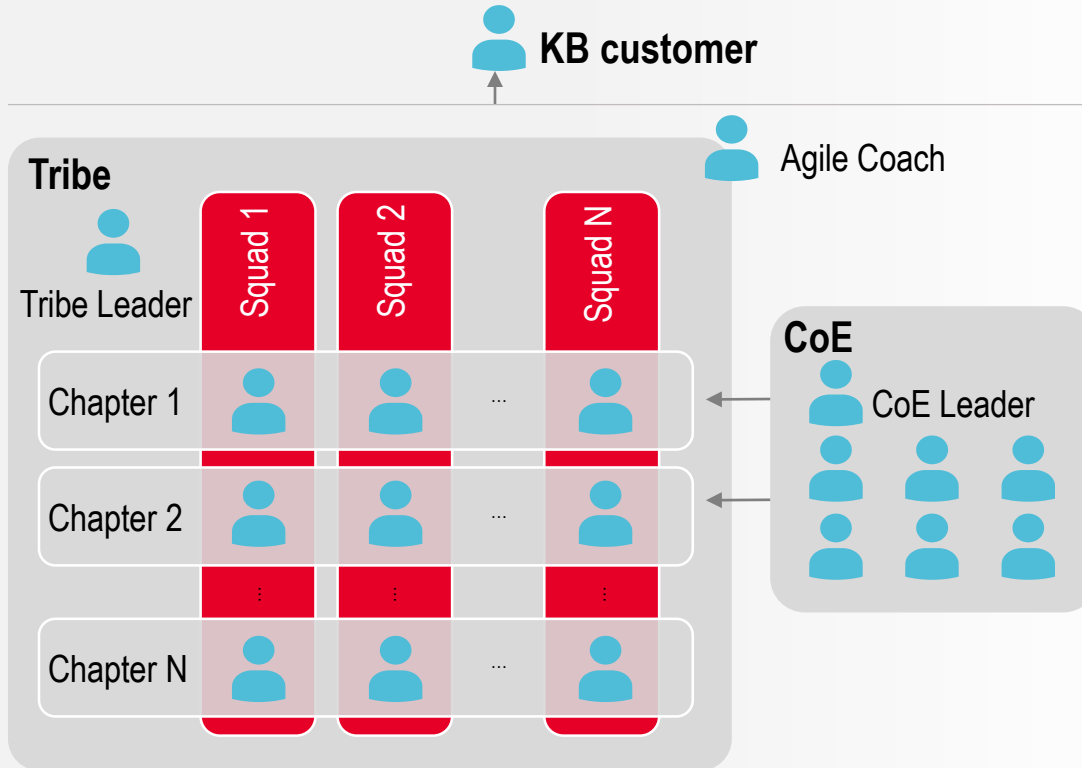


Staff your squads with **people**



Solve **operative issues**

BUSINESS FINANCING TRIBE USES COMPLEX SYSTEM OF CROSS-FUNCTIONAL TEAMS. THE SAME SYSTEM WILL BE USED FOR THE ENTIRE DELIVERY ORGANIZATION.



We are transforming in:

- Tribes
- Squads
- Chapters
- Centers of Expertise

New roles and positions:

- Tribe Leader
- Agile Coach
- Product Owner
- Chapter Leader

LIGHTHOUSE TRIBE: WHAT DO WE FACE CURRENTLY?

HOW TO MAKE THE TRIBE WORK?

WHAT ARE THE QUESTIONS I WAS SEARCHING ANSWERS FOR?



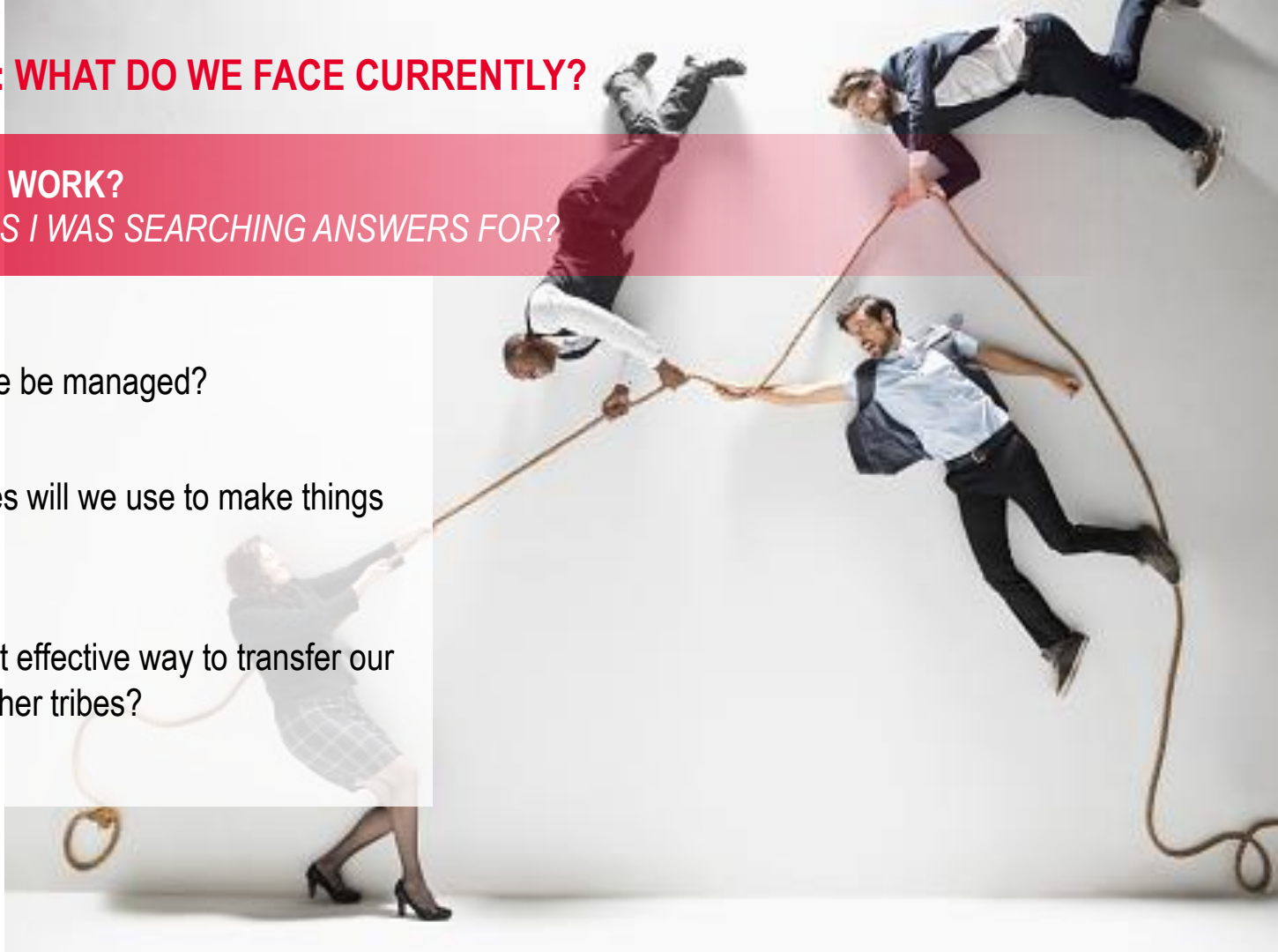
How will the tribe be managed?



What ceremonies will we use to make things work smooth?



What is the most effective way to transfer our experience to other tribes?



Support your
team

Be patient

Don't be afraid
of mistakes

Understand „Why“

Share

Stay optimistic



THANK YOU