Large scale agile enablement - can you do it?

Scrum Forum 29 August 2012

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The goal ...

Danske Bank

Being agile

Doing agile

Using agile

MORE AGILE?
Increased productivity

Higher quality

Higher return on investment

Increased employee satisfaction and motivation
Banking is changing – rapidly!

Danske Bank is investing heavily in digitalising banking
Danske Bank – IT set-up

- USD 375 mill. development budget
- 2000 IT- employees
  - 1500 working at 4 different DK locations
  - 500 working out of Bangalore, India
- Open Architecture (SOA)
- 70% IBM mainframe
- 30% Microsoft platform
- Operations and technical infrastructure outsourced to IBM
The challenge is variation in:

- Context
- Culture
- Technology
- Process maturity
Don’t throw the baby out with the bathwater ...
Accept that it is challenge...
Its change management
not process implementation
Commitment from management
Piloting and getting experience

• **Mitigating risks**
  – Base on well-established frameworks
  – Learn from other companies
  – Try it
  – Refine iteratively based on experience "from the field" (Pilots)

• **Focusing on enablers**
  – Changing mindset
  – Enabling change

Establish a foundation for evolution (v0.5)

Obtain "real world" feedback as soon as possible

Refine iteratively (v0.7, v0.8, v0.9...)

Focus as much on the enablers as on the framework itself
You need **good coaches**
Enablement concept

Start-up [SM, BD, SA as primary]

Warm-up and initial sprints

Anchoring

Coach allocation, approx 3 months

Preparation

- Management start-up
- Training of start-up resources
- Business start-up
- Warm-up
- On-going agile
- Evaluation

Agile Readiness Checklist

- Clean-up in Task management
- Agile team set-up
- Stakeholder buy-in (management)

Agile Team Evaluation

- Coach allocation
- Agile introduction and tools - wave 1
- Agile team set-up
- Product owner agreement
- User stories and story points
- Scrum master start-up
- Establish dashboard
- Backlog review
- Standard agile warm-up activities
- Engineering processes in SM area course
- Community of Practice for agile SM
- Community of Practice for Scrum master

Actions from checklist

Standard agile start-up activities

Team kick-off

Coaching

Agile introduction and tools - wave 2

Support

Feedback as Process improvement proposals

Recommitment meeting SM and Scrum Master
Sprinting and scrum ceremonies is not enough

- Start-up
- Warm-up
- Values
- Some traditional project management
Coaches and trains

Gate

Project or system management area

Platform

Action plan

.......

19
What have we achieved ...

20 TRAINS

80 PASSENGERS

112 TEAMS

891 PEOPLE
Measurements

- Qualitative
  - Surveys
- Quantitative
  - Not possible!
Direct managers survey

<table>
<thead>
<tr>
<th>Statement</th>
<th>Fully Agree</th>
<th>Fully Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive difference</td>
<td>8,0</td>
<td>1,0</td>
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<tr>
<td>Employee satisfaction</td>
<td>7,5</td>
<td>1,0</td>
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<tr>
<td>Higher return on investment</td>
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<tr>
<td>Increased productivity</td>
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<tr>
<td>Reduced dependency on individuals</td>
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<tr>
<td>Increased quality</td>
<td>6,5</td>
<td>1,0</td>
</tr>
<tr>
<td>Increased customer satisfaction</td>
<td>6,7</td>
<td>1,0</td>
</tr>
<tr>
<td>Overall satisfaction with agile</td>
<td>8,5</td>
<td>1,0</td>
</tr>
</tbody>
</table>
Employee survey

- Positive Difference: 7.0
- Thrive in agile team: 7.7
- Ill defined and changing requirements: 6.8
- Self-organising team: 6.9
- Satisfaction with daily work: 6.9
- Overall satisfaction with agile: 7.5
Business and high-level management survey

<table>
<thead>
<tr>
<th>Area</th>
<th>Score</th>
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<tbody>
<tr>
<td>Progress Overview</td>
<td>6.8</td>
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<tr>
<td>Increased in motivation and satisfaction</td>
<td>6.8</td>
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<tr>
<td>Higher return on investment</td>
<td>6.5</td>
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<tr>
<td>Increased productivity</td>
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<td>Increased quality</td>
<td>6.2</td>
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</tbody>
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Fully Agree

Fully Disagree
Changed the mindset in IT

- Continuous Improvement
- Transparency in work
- Smaller deliverables
- Continuous detailing with business
- More test first

Image: FreeDigitalPhotos.net
Most important learnings ...
Dear all,

I am attending a seminar today and tomorrow.

Remember: You are in my department because I trust you and believe you can make a difference for us. If you need to make a decision on my behalf I will support you because I believe in you.

However - if you need me - feel free to call me on my cell phone.
Ready state enables done and small increments
Identifying the **right** Product Owner *set-up* is **crucial**
Working in **inch pebbles** is very, very, very **difficult** …
the **improvement** mindset and **elevating** impediments
measure **progress** in **team**
Beware the Law of unintended Consequences
Nurse and improve the concept
less **disruptive** approach to avoid **frustration**
Agile has settled

Danske Bank

None Being

Some Doing

Some Using

MORE AGILE?
Gaining traction ...
Stay agile
Agile-Lean Learning Experience
QUESTIONS?