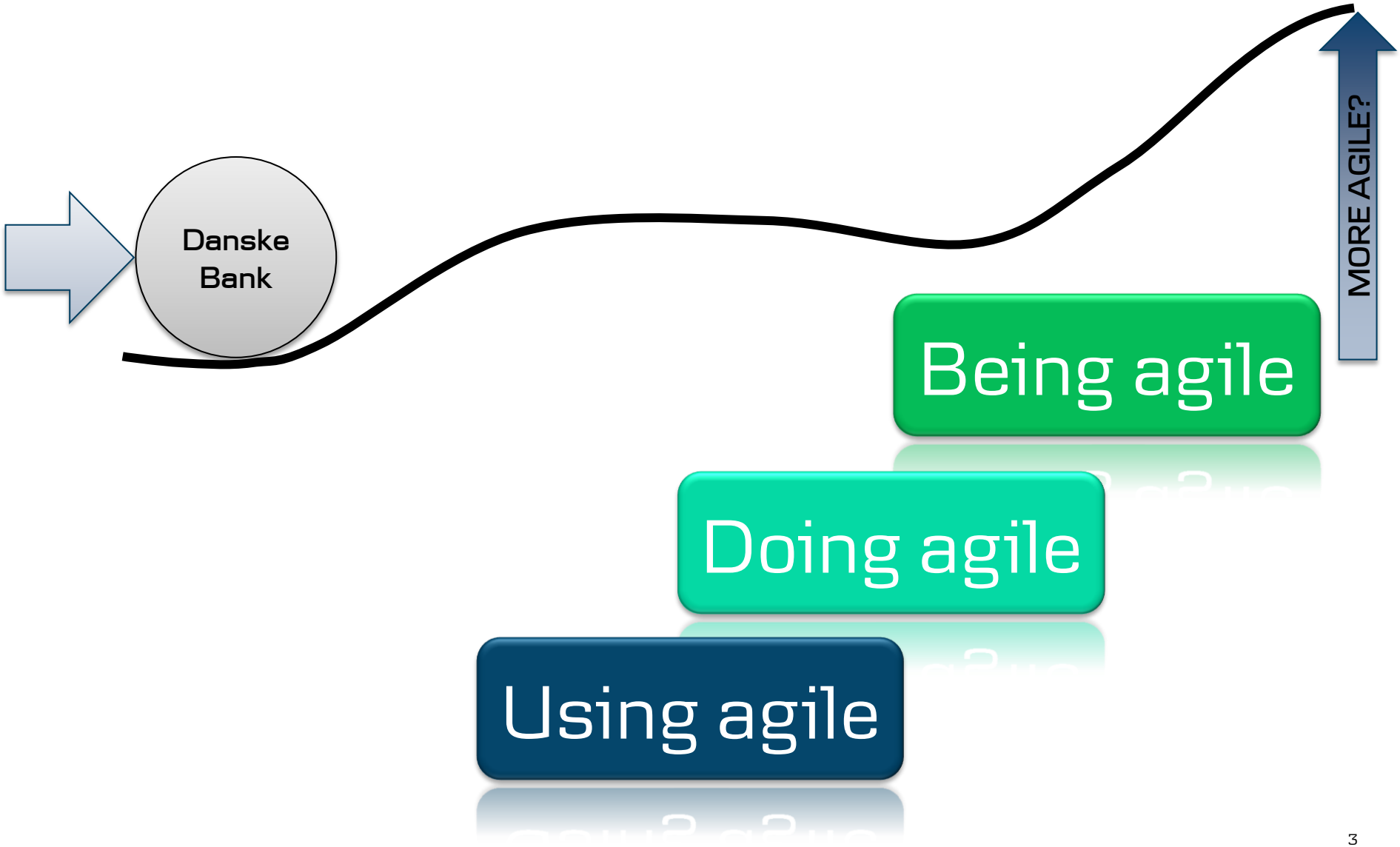
Large scale agile enablement – can you do it?

Scrum Forum 29 August 2012

Sune Lomholt

The goal ...



Higher quality

Higher return on investment

Increased productivity

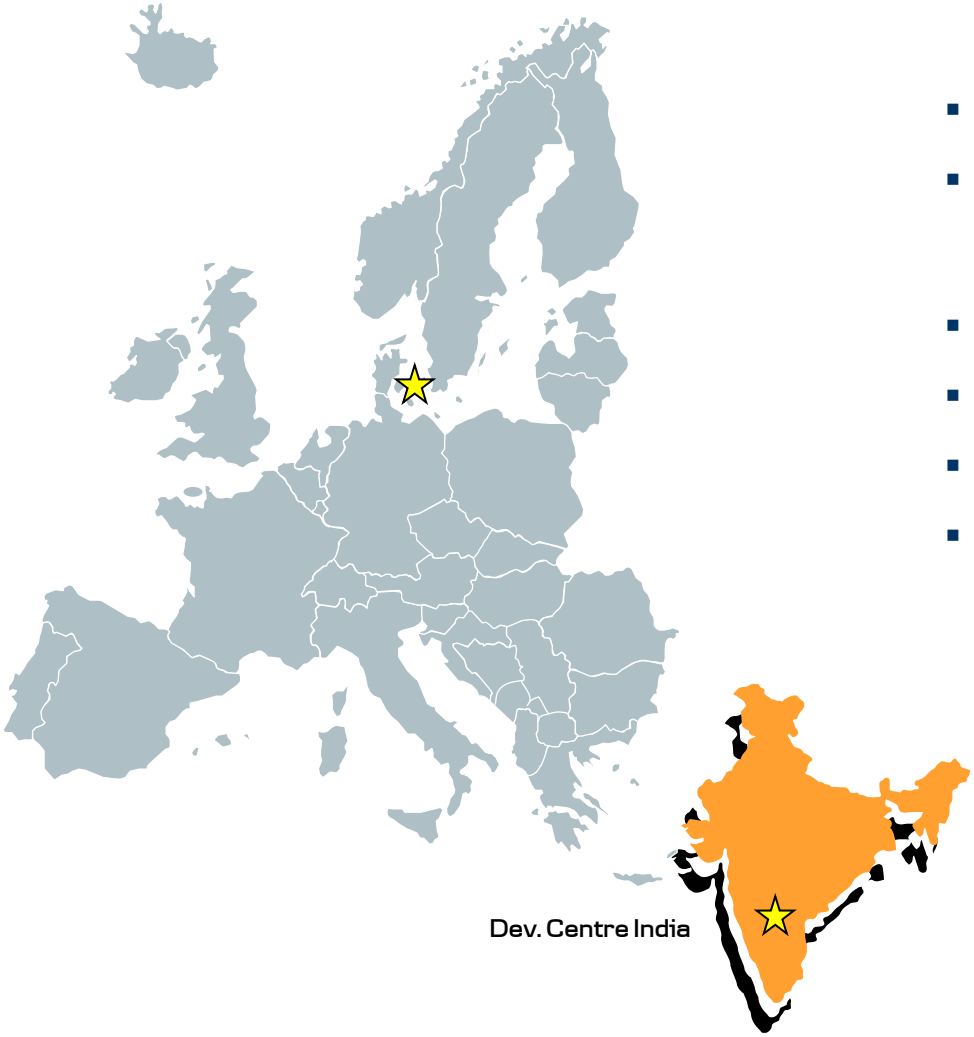
Agile@Danske Bank

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 ...

Don’t throw the baby out with the bathwater …

Image: Flickr - ©Stefano Corso

Accept that it is challenge ...

Its change management

not process implementation

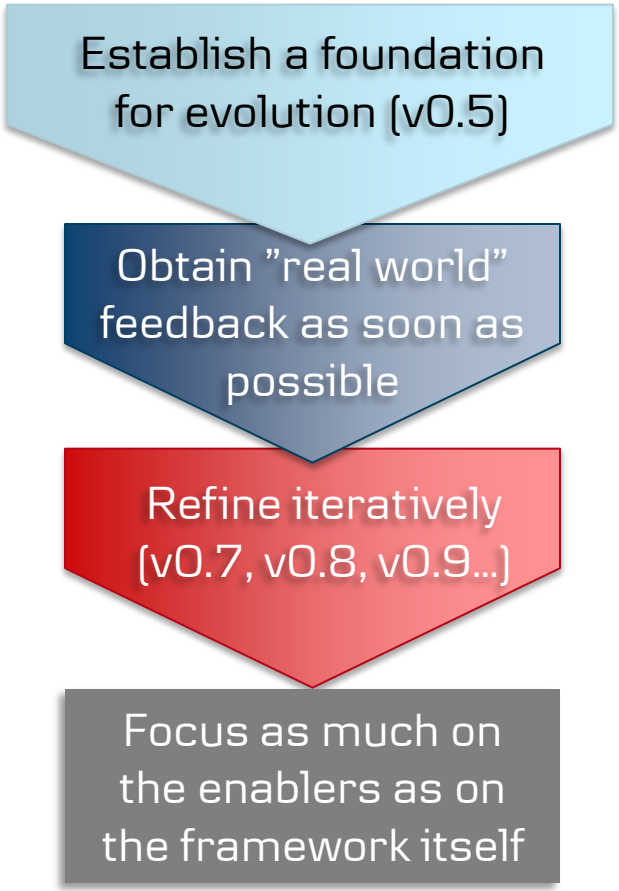
Image: FreeDigitalPhotos.net

Commitment from management

Images: FreeDigitalPhotos.net

Piloting and getting experience

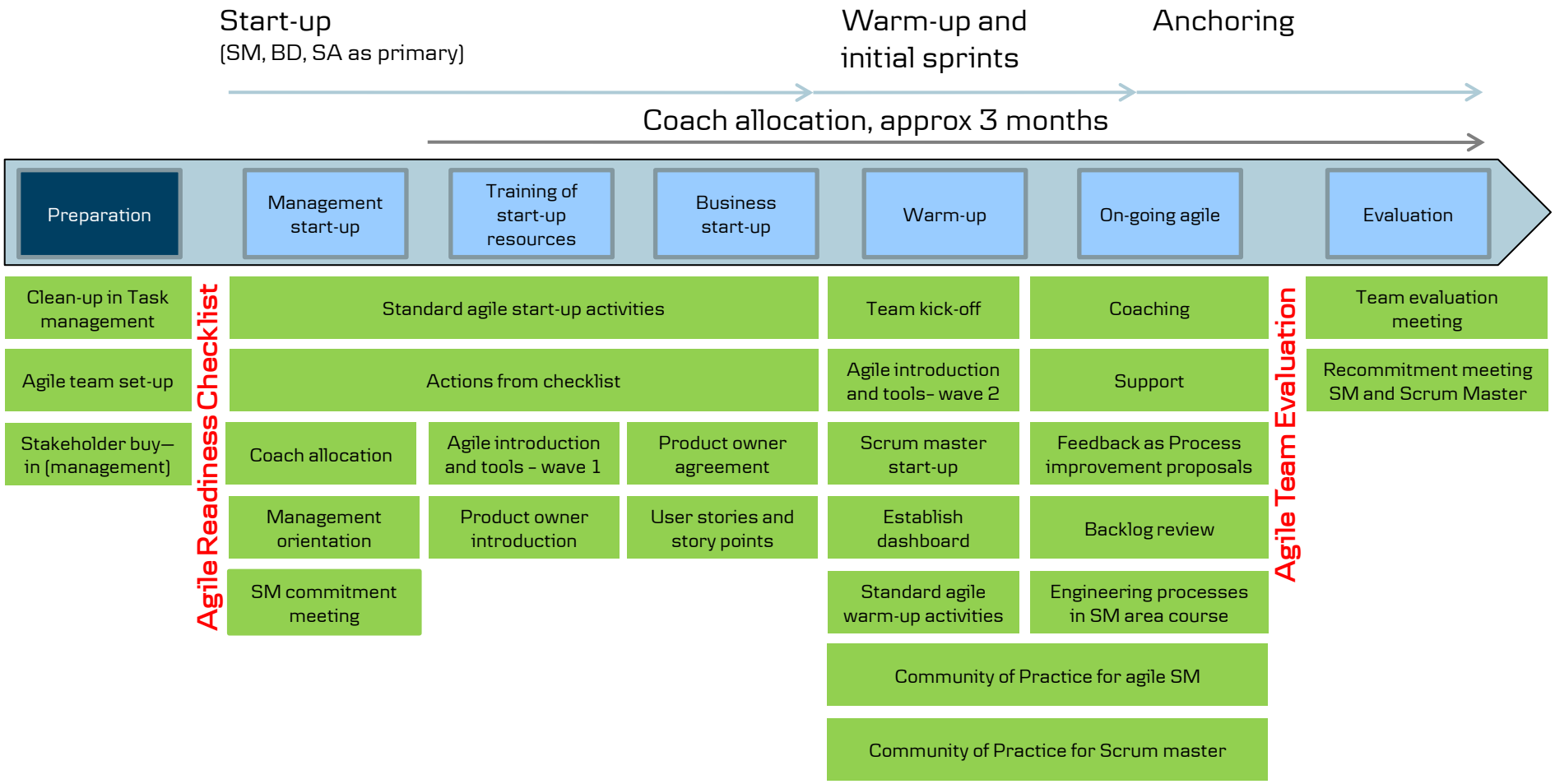
- **Mitigating risks**
  - Base on well-established frameworks
  - Learn from other companies
  - Try it
  - Refine iteratively based on experience ”from the field” (Pilots)
- **Focusing on enablers**
  - Changing mindset
  - Enabling change



You need **good coaches**

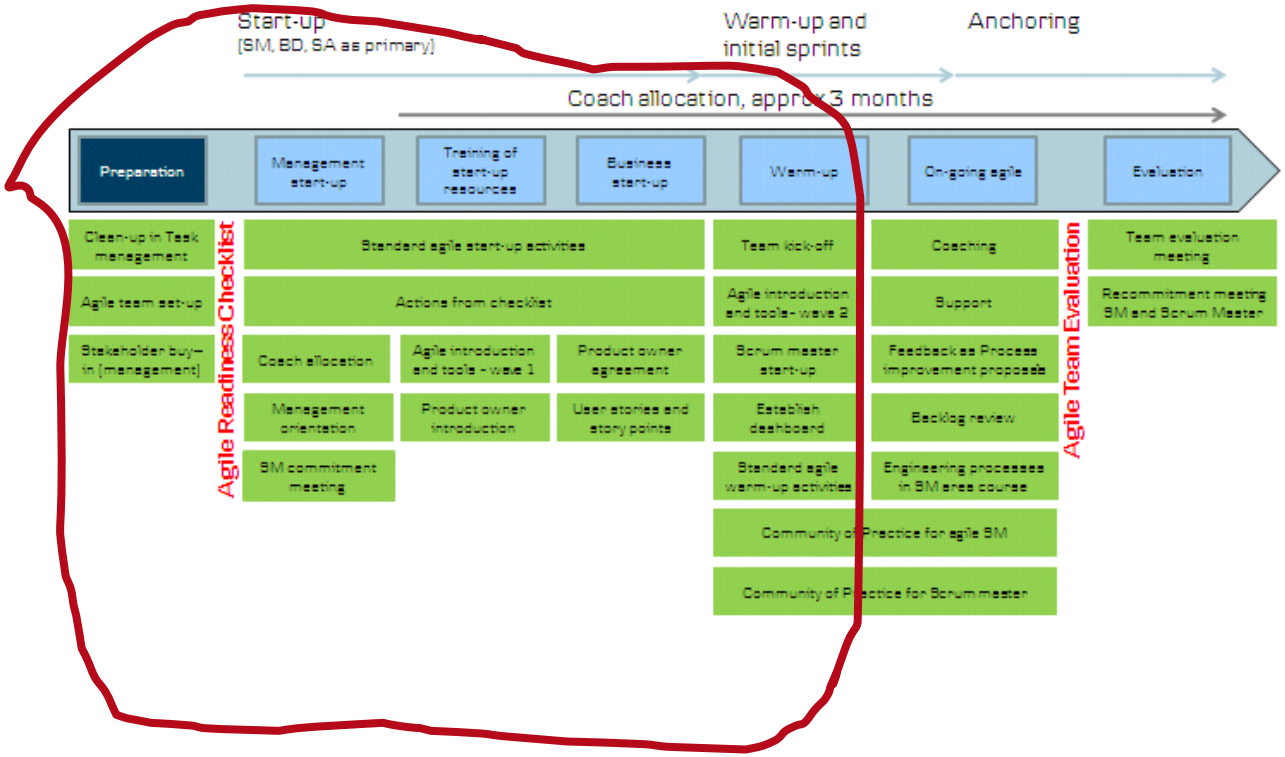
Image: FreeDigitalPhotos.net

Enablement concept



Sprinting and scrum ceremonies is not enough

- Start-up
- Warm-up
- Values
- Some traditional project management

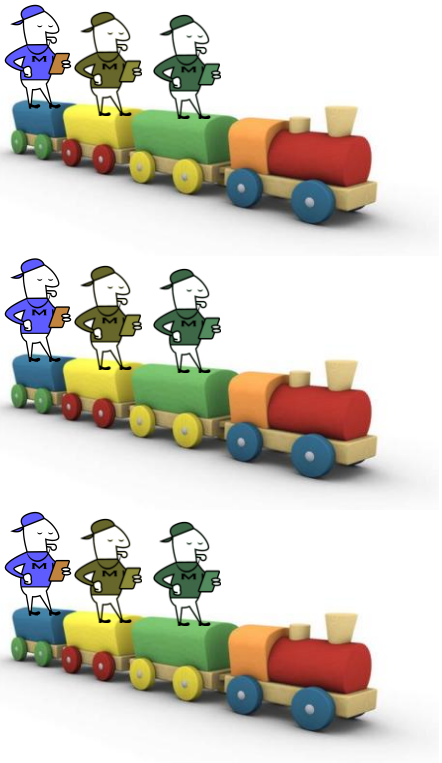


Coaches and trains

Project or system management area

Gate

Platform



Action plan

.....

What have we achieved ...

20 TRAINS

80 PASSENGERS

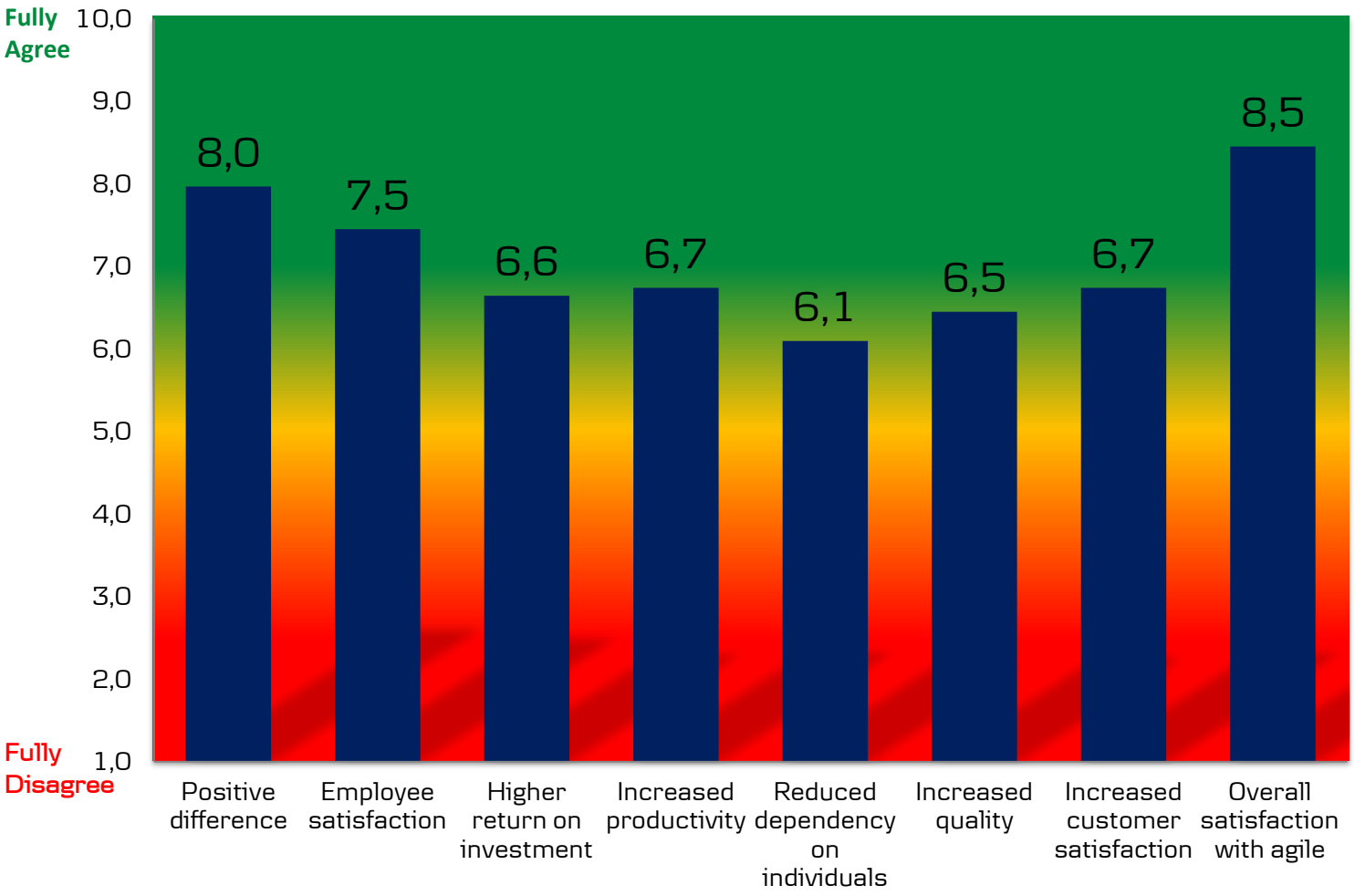
112 TEAMS

891 PEOPLE

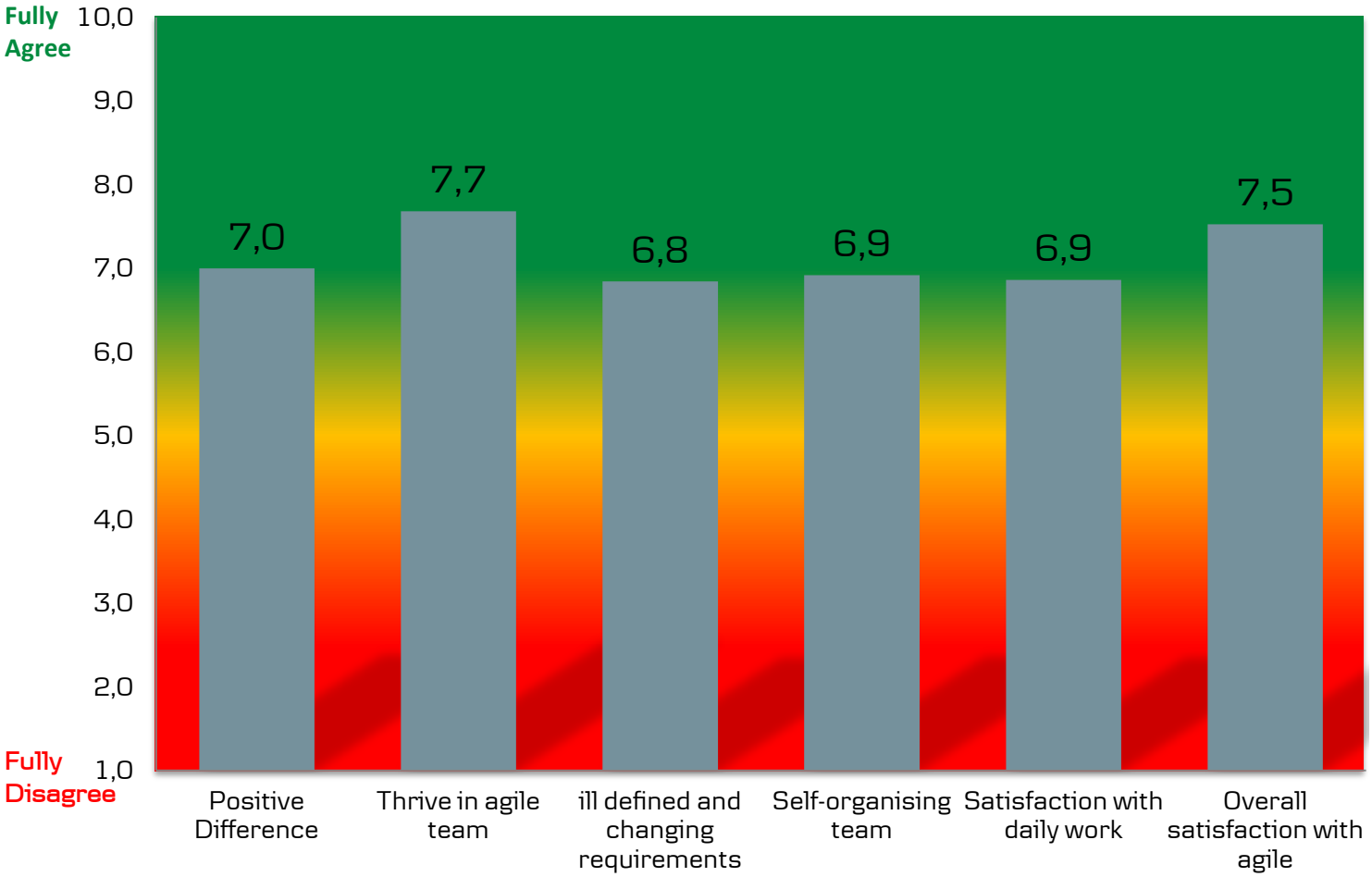
Measurements

- Qualitative
  - Surveys
- Quantitative
  - Not possible!

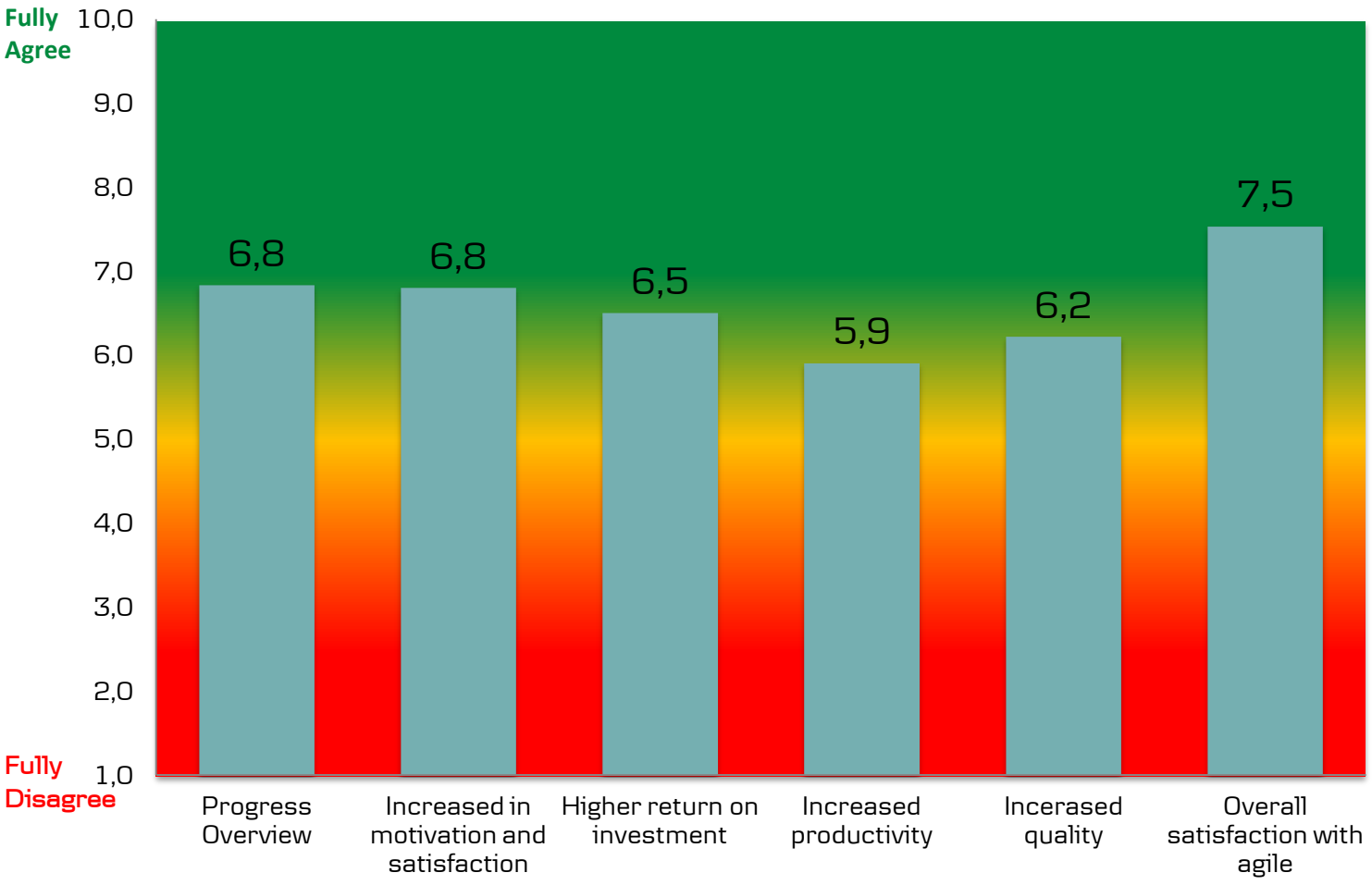
Direct managers survey



Employee survey



Business and high-level management survey



Changed the mindset in IT

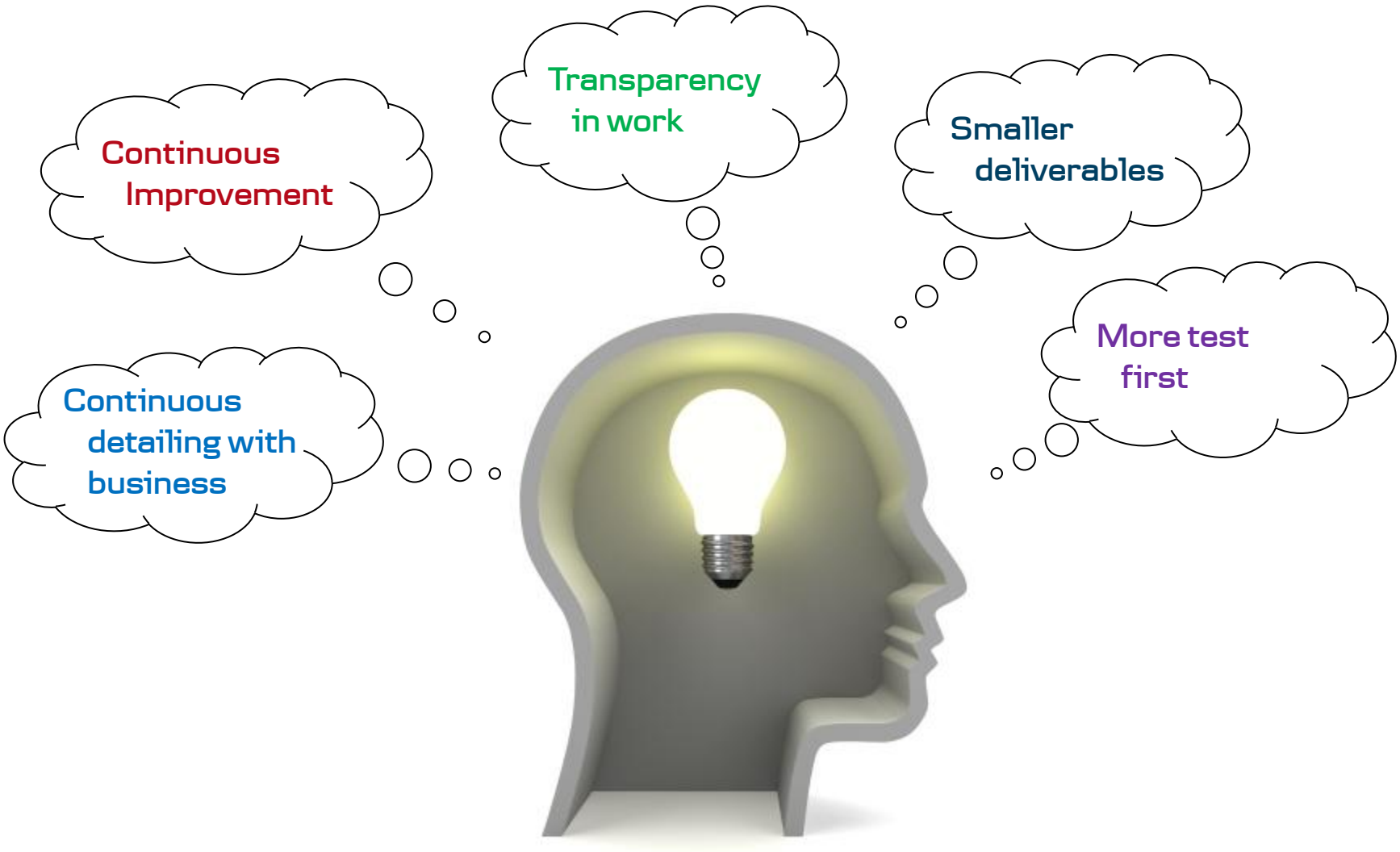
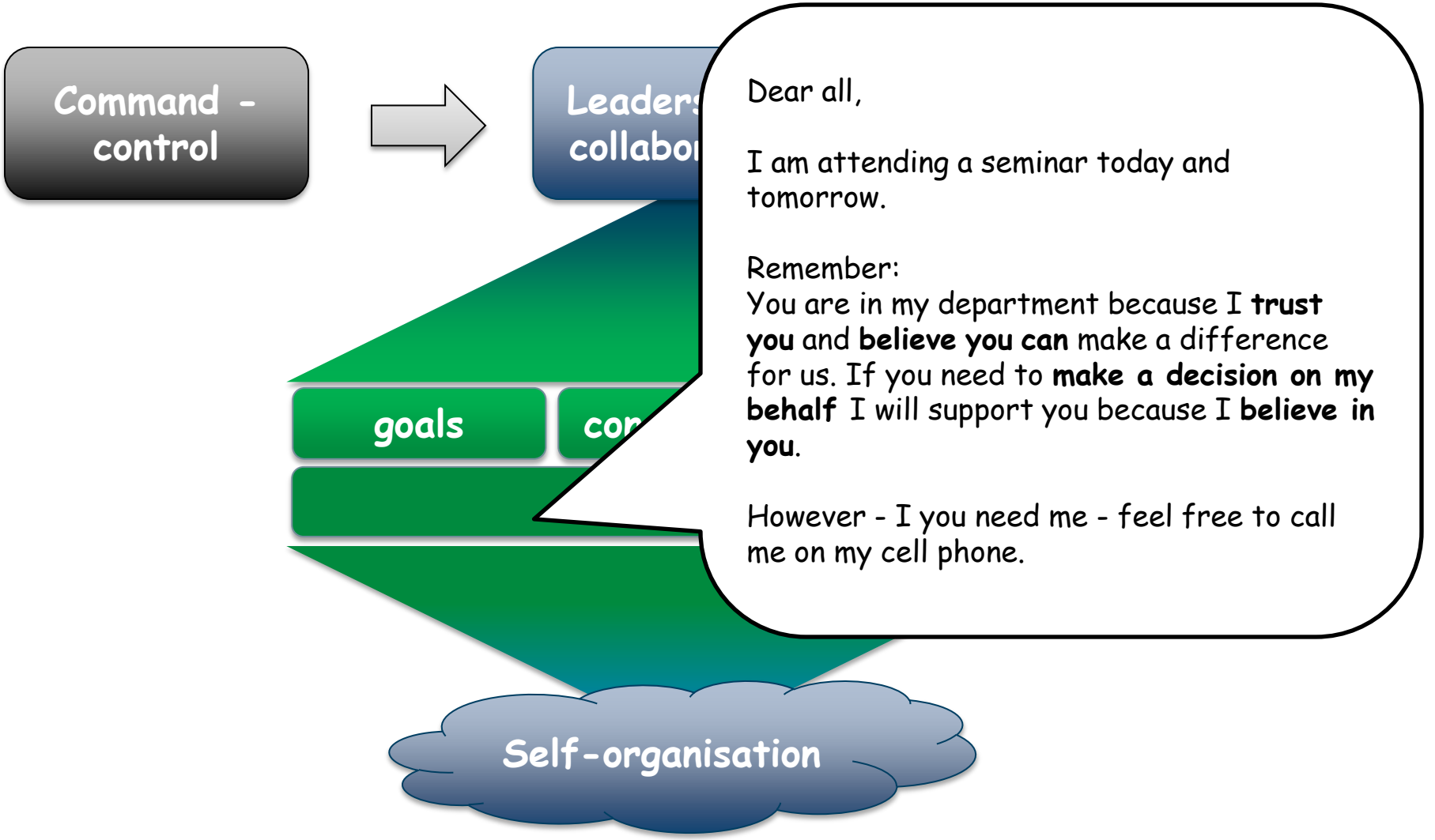


Image: FreeDigitalPhotos.net

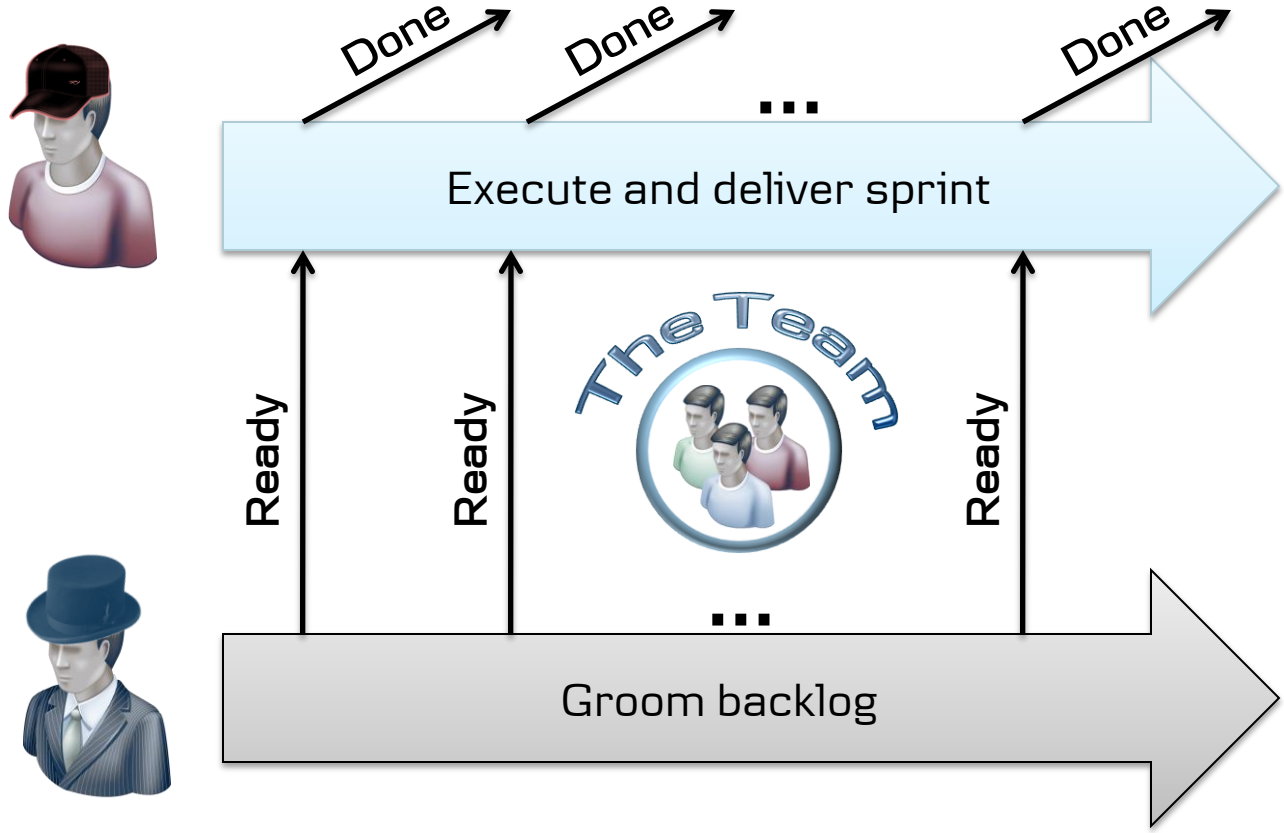
Most important learnings ...

Image: FreeDigitalPhotos.net

From management to leadership …



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** ...

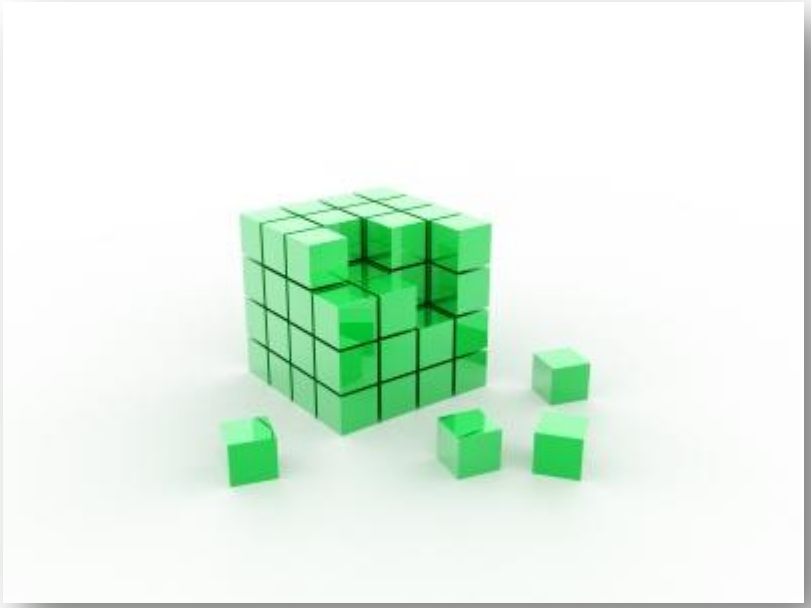


Image: FreeDigitalPhotos.net

the **improvement** mindset

and **elevating** impediments

Image: FreeDigitalPhotos.net

measure **progress** in **team**

Image: FreeDigitalPhotos.net

Beware the Law of unintended **Consequences**

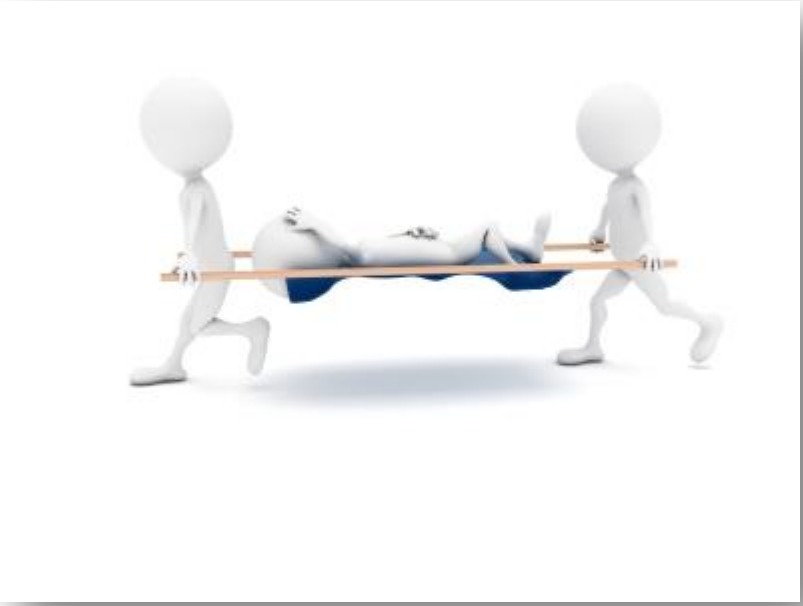


Image: FreeDigitalPhotos.net

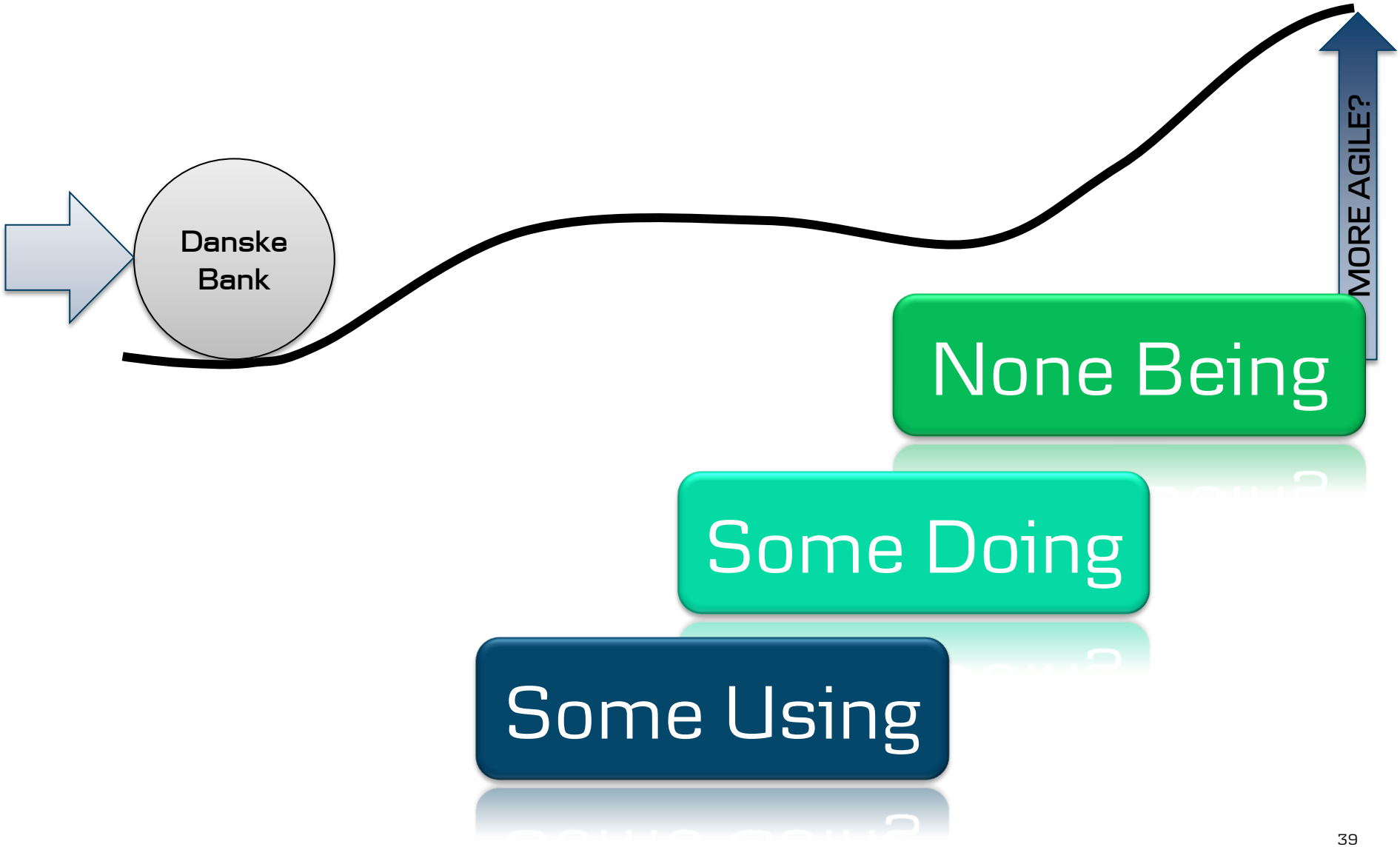
Nurse and improve the concept

Image: FreeDigitalPhotos.net

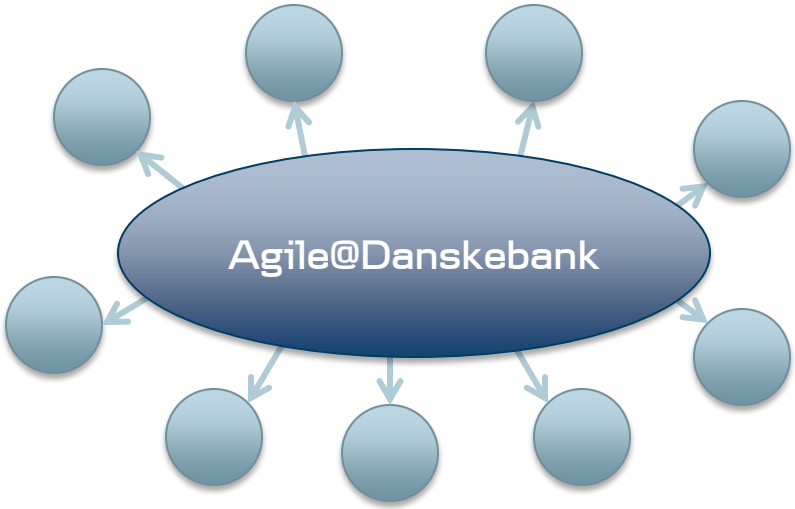
less **disruptive** approach to
avoid **frustration**

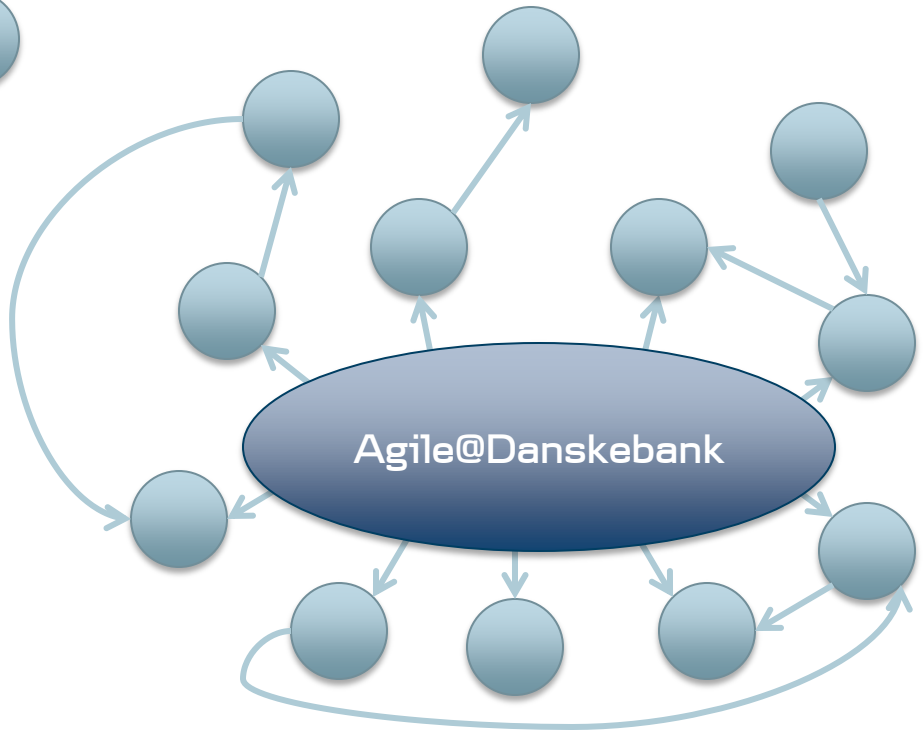
Image: FreeDigitalPhotos.net

Agile has settled



Gaining traction …





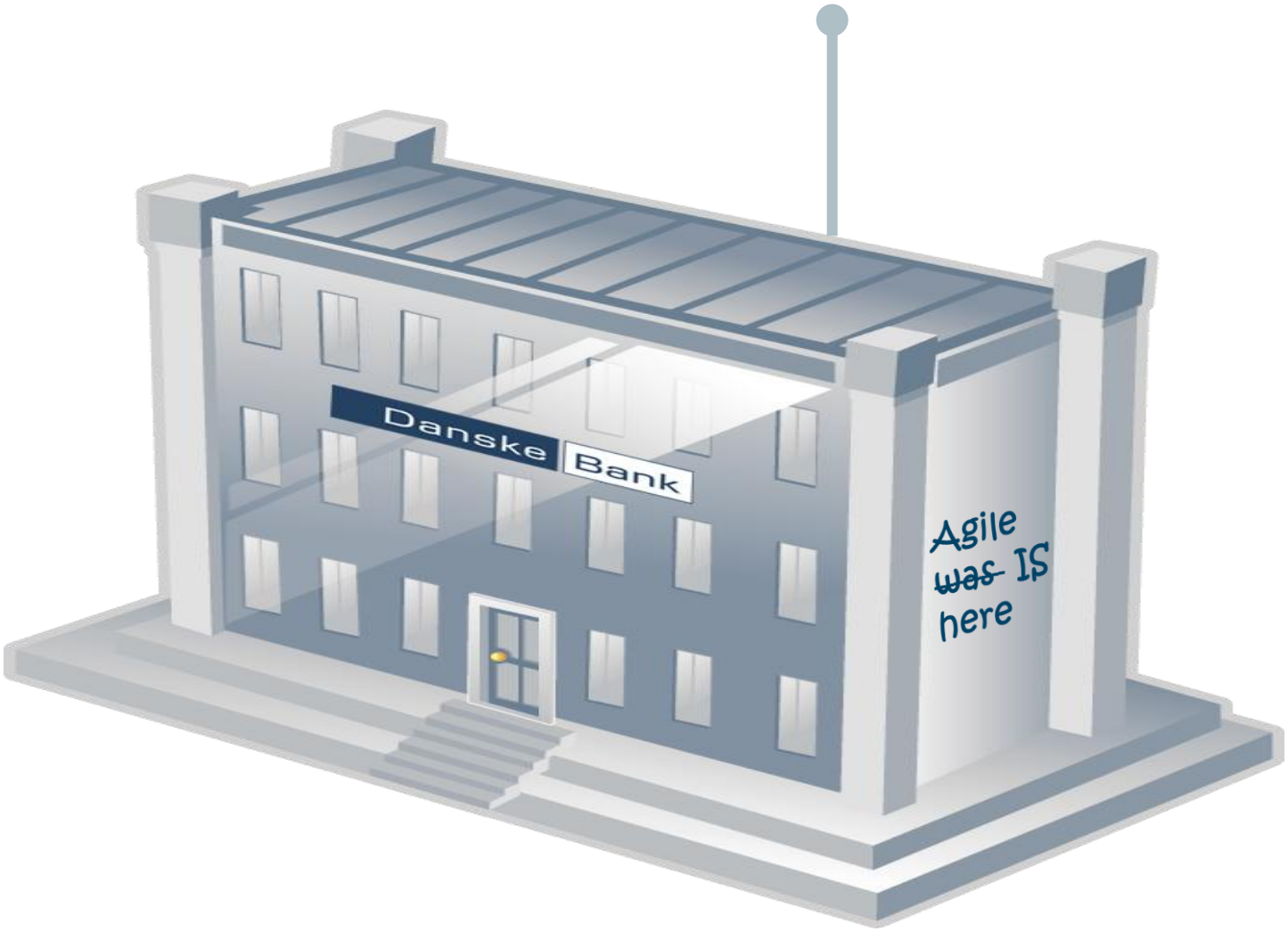

Danske Bank
Agile
~~was~~ IS
here

Image: FreeDigitalPhotos.net

Agile-Lean Learning Experience

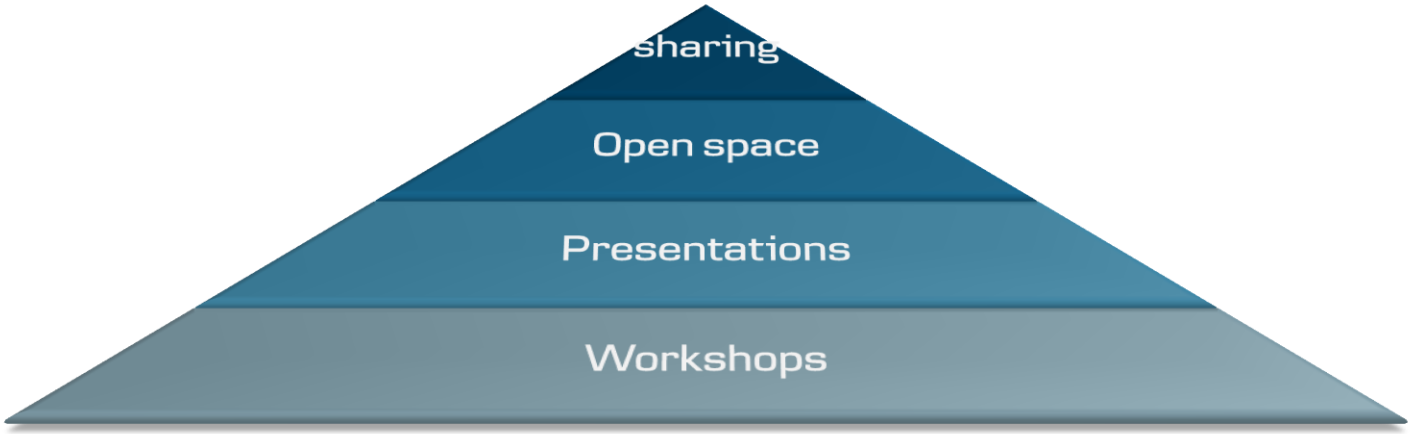


Image: FreeDigitalPhotos.net

QUESTIONS?

Image: FreeDigitalPhotos.net