The Essential Role of Leadership: Successfully Adopting SAFe® and Mastering Organisational Change

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Passion to Perform

October 2016
Scope

- Starting the Agile journey
- The challenges we faced and why we chose SAFe
- The obstacles we met and how we overcame them?
- What does the team look like and how do they work?
- What went well?
- Q&A
dbPalace Emergence in Deutsche Bank

2012
- dbPalace team established with a mission to deliver a strategic Profit and Loss Platform
- Commissioned as an Agile London delivery team

2013
- 1st Release Issued to low volume business & minimum functionality
- Team expanded to near shore delivery teams (UK, US, Spain, Russia)

2014
- 17 businesses on boarded; critical mass established
- Frequent release patterns with Teams based on technical components
- Growing Strains observed
- Differing perceptions of problems

2015
- A Challenging Year Ahead
What we need is a an Approach that ......

• Is Lean and Agile; As we know that works
• That we can agree on
• Has evidence that it works
• Can be adopted globally
• Can be adopted by Vendors
• Has a Common Vocabulary that everyone can understand and learn
• Can grow and scale at an enterprise level
• Can work alongside other Initiatives and Transformations
• Acknowledges that multiple priorities and budgets exist
• Has teams that self manage and self organise
......Be Decisive....What did we do?

- Establish a Leadership Team with a collaborative approach
- Get Key Stakeholders to commit to a framework approach
- Chose SAFe as the Framework for our delivery
- Establish clear roles and responsibilities
- Commit key roles to be qualified in the method (SAFe Program Consultant)
- Include qualifications into Vendor contracts
- Commit to a program of international coaching & briefing for all roles in all locations
- Put enterprise value at the front of demand management; Refine the Backlog Grooming process;
- Commit to move to Feature teams (multi disciplinary)
Where did we find Obstacles?

- Epic Owners didn’t own teams;
  - What we did - Established Brand Owners “Accountable for ensuring the team provides the Features needed to support the successful realization of the Epic.”

- Epic owners acting in self interest not Enterprise interest
  - What we did - Coaching Epic Owners in their responsibility and establishing trust in the delivery team

- Removing application or technology bottlenecks;
  - What we did - Established Component Guardians Accountable for ensuring the technical excellence, and long-term sustainability of a particular component
Establish Clear Roles and Responsibilities

- **Business**
  - Epic Sponsor
  - Epic Owner
  - Subject Matter Experts
  - Users
  - PO Group
  - Stakeholder Forum

- **Content**
  - Product Management Group
  - Product Manager
  - Brand Owner
  - Core BA’s
  - UX

- **Delivery**
  - Program Portfolio Management
  - Program Coordinator
  - RAID Group
  - Business Owner
  - Scrum Master Group
  - Feature Team
  - Technical Lead
  - Ana / Dev / Tester
  - Scrum Master
  - Technical Lead

- **Architecture**
  - Program Coordinator
  - Business Architect
  - Domain Architect
  - Technical Architects (UX/Data etc)
  - System Architect
  - Test Architect
  -component Guardian
  - RAIG Group

- **Programs**
  - Portfolio: P & L IT
  - Program: dbPalace
  - Core Release Train: 1..N

- **Support**
  - Production Support
  - Business On Boarding
  - Dev Ops
  - Release Manager
  - System Team
Planning and Backlog Grooming

**EPIC Planning Board**
- Long range epics and features detailed
- PI Velocity Published
- Relative Sizing applied
- Prioritised using WSJF
- Time critical events monitored
- Competing Epics Rationalised

**PI Planning Board**
- Product Managers Lead the breakdown of the Epics & Features
- Business Design Ideas and optionality reviewed
- Maintain the theme of the EPIC Planning
- Manage committed velocity metrics to Epic Planning Velocity

**Product Owners Board**

Groomed Backlog
Welcome the dbPalace Feature Teams

- Multi Disciplinary fully equipped Feature teams
- Each team comparable and equivalent
- Dialogue is features and value delivery
- Consistent comparable metrics; Sprint by Sprint; PI by PI
- Coaching and Intervention to correct behaviours
- Scalable!
What went well?

- We debated less on process and role definitions and began to correct behaviours
- Our Stakeholders better understood our capacity and prioritisation
- We did the right thing for the bank
- We started identifying and resolving areas where we didn't have scale
- Measurement became meaningful
- We established flow and released value sooner
- Teams established an identity and began to self improve and self manage
- We reduced our WIP and analysis became much more focused
- We reduced our time to release
- We accelerated our knowledge transfer
Summary

To reiterate the core values of SAFe, we saw the following benefits:

• Maximized Business Value & Removed Wastage
• Transparency of Investment
• Shortened the time from definition to delivery
• Highlighted the impediments to scale and enabled growth

The Bottom Line:
“Without establishing a Leadership Team committed to a collaborative approach it would not have been possible to achieve what we did.”

“A genuine leader is not a searcher for consensus, but a molder of consensus.”
—Martin Luther King, Jr.