



Jakub Szczepanik

# HOW TO INVOLVE BUSINESS IN AGILE TRANSFORMATION?

||| **Jakub Szczepanik**

CSP, PSPO, SPS

Lead Agile Coach



@Kuba\_Szc

*Agile247.pl*





# Disclaimer(s)

- Don't copy my advice
- Context matters
- I might be wrong and I simplify things
- Inspiration, not a recipe



# The structure of the talk

- Short case study of mBank transformation
- How we cooperated with Business
- General comments about agile transformations



# Why mBank wanted agile?





# Advices & Opinions

- Mr Know-It-All:

Do just XYZ and voila!

- Mr Know-It-All<sub>2</sub>:

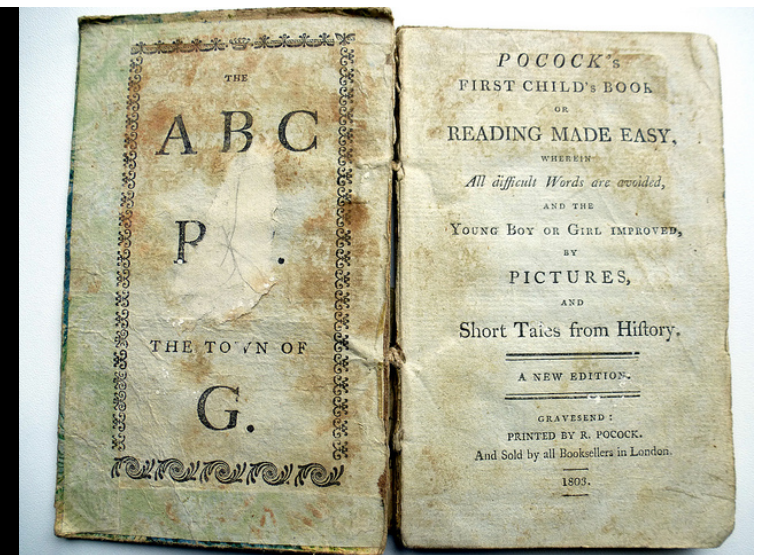
Agile in a bank is impossible



# How to transform?

mBank way:

- Evolutionary
- Adaptive
- Middle-out
- Focus on Productivity





# Where mBank started?

- Brownfield, not greenfield
- We want disciplined Agile  
= Scrum
- First change practices,  
values will follow



# Leader of the change

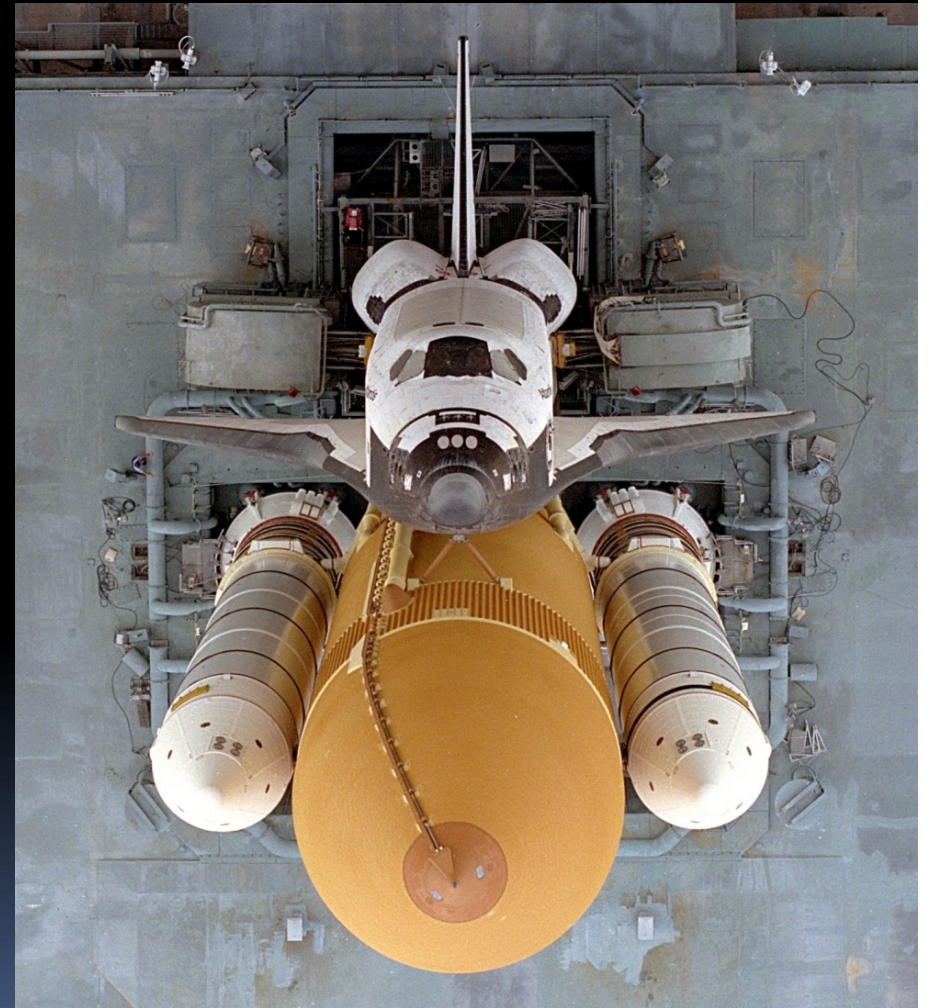
- CIO worked on his level
- ... soon every Board member was familiar with agile concepts
- Created an alliance of Business top managers to support change

... or at least do not stop it



# Pilot Scrum teams

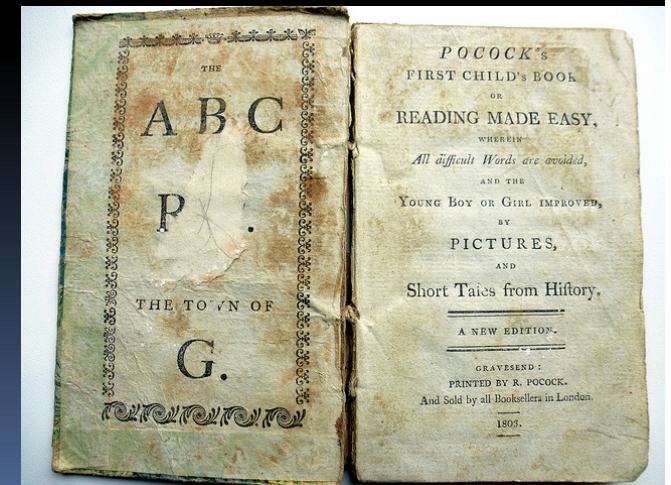
- „Let's start and observe"
- Pilot agile teams, scattered across the organization
- Always Product Owner from the Business side
- Only if there is a chance for permanent team





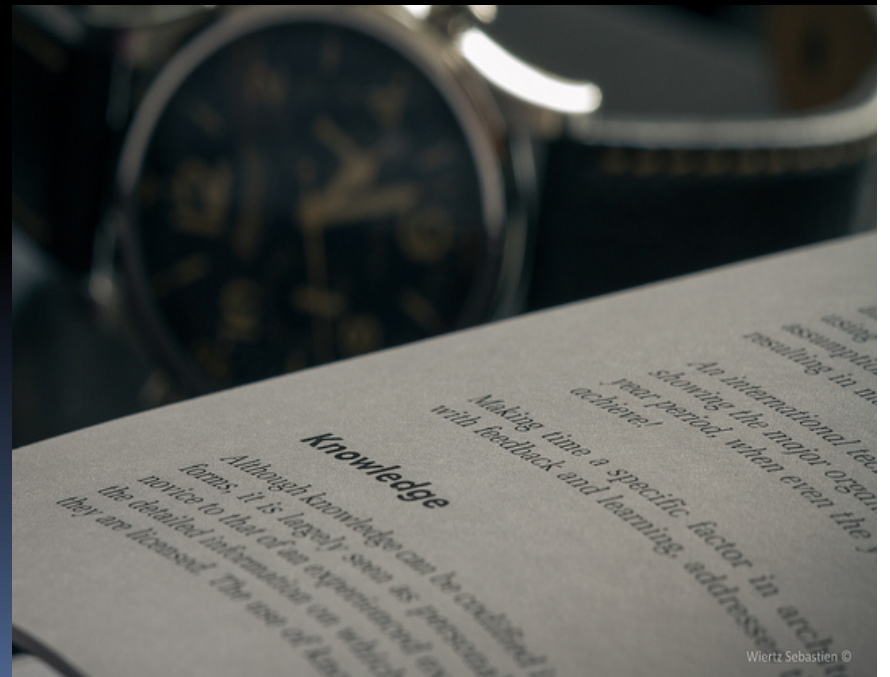
# Succes stories

- Prepare yourself to promote first successes
- Over-communicate
- People will believe in facts from the inside, will remain skeptical about the outside (Not Invented Here Syndrome) also known as:  
„We are special company“



# Huge educational investment

- Internal and external agile coaches
- Whole IT trained on workshops
- Whole Business invited
- Custom made workshops for Biz
- Agile workshops for top management



# What worked

- Invitation for Business to workshops
- Explanation of everything
- Case studies from the industry & different companies
- Custom made workshops (storymapping, scrum city game) together with HR





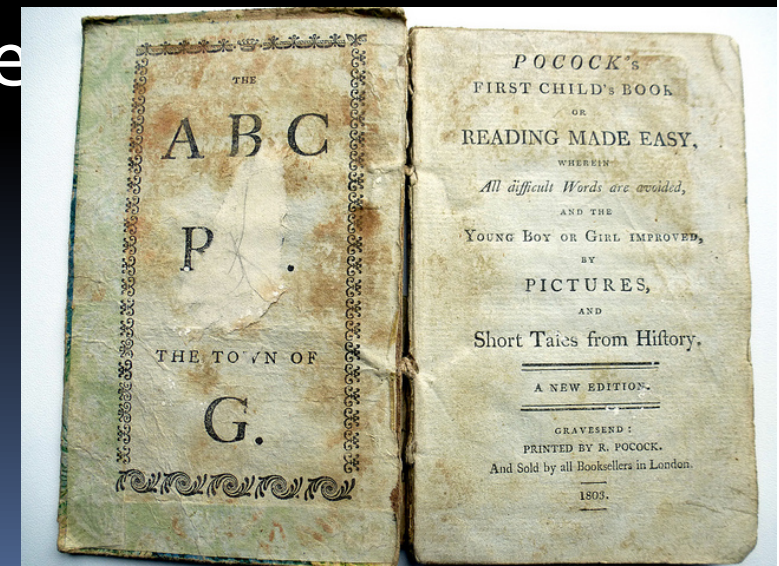
# Could be better

- Custom made workshops for Business Execs about agile values and „philosophy“
- Business Execs wanted information about the mechanics and practices
- We were close to failure



# Communicate, a lot

- Explain agile in simple terms
- Explain why are you changing
- Promote those brave, that decided to start the pilots
- Use the chance to influence the culture



# Transformation decomposition

- Initiation of pilot teams was good start, but not enough to finish
- IT Organizational structure was changed to reflect business part
- Drive of the transformation moved to leaders of the parts of organization
- Refactor the company piece by piece



# Opportunistic approach

- Priority to the teams where the business support is real
- Do not waste energy in too many places
- Time will come to others





# Agile resulted in reorg

- Permanent product teams with all the competences inside to develop product
- Responsible for whole product end-to-end
- Inspecting and adapting in short cycles



# Results: Frequent delivery

- Shortened release cycle (6 months to 2 weeks)
- Unblocked initiatives





# Results: Biz-IT cooperation

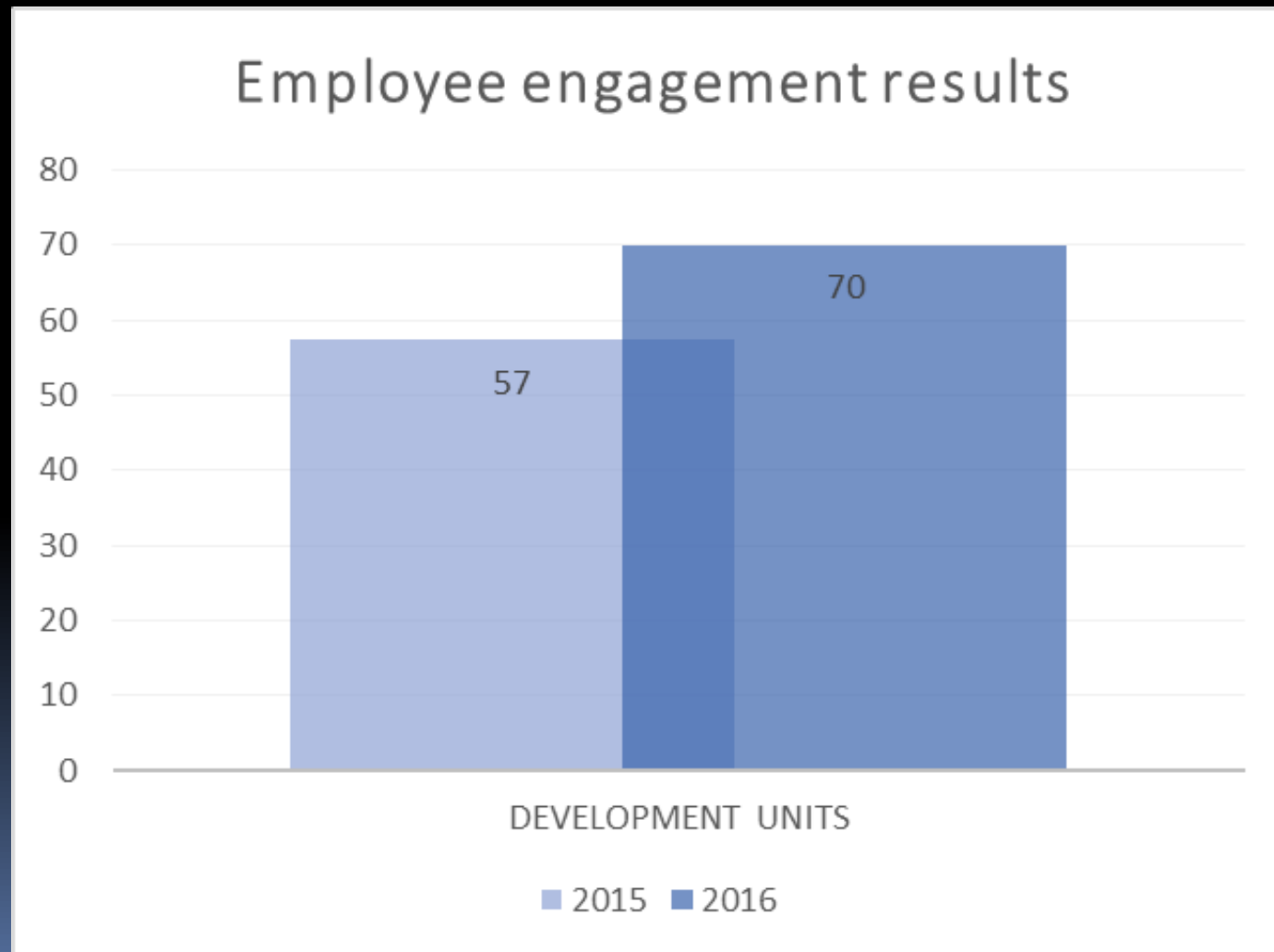
*Comments from business*

„During meetings with guys [from IT] I **know immediately**, whether something is easy or not“

“Thanks to Sprint Review I could talk directly to all the others responsible for **development of the product**“

“I really can **see the progress**, I know who is doing what and can reach them directly when necessary“

# Results: Employee engagement



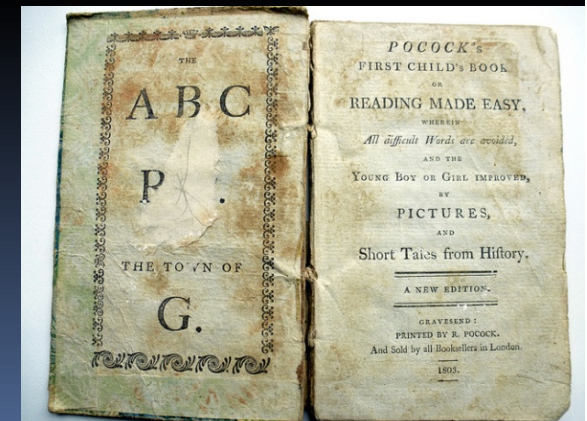
# Still ahead of us

- Scrum in all teams
- Improvement of release processes
- Improvement of planning process
- Getting better at scaling



# We wouldn't plan that

- Cynefin: Probe – Sense – Respond
- Use hypothesis
- Check how the orgs is changing
- Adjust and go further&deeper



# It might take 4-6 years

- Be patient, big change will always take time
- Mechanics change fast, but not the culture



# What worked for us?



- Adaptive change, piece by piece
- Helping others understand how to change
- Solving all the issues found by agile adoption
- Helping managers with understanding their role
- Doing the change hand in hand with Business



# Thank you



[kuba.szczepanik@gmail.com](mailto:kuba.szczepanik@gmail.com)



[@Kuba\\_Szc](https://twitter.com/Kuba_Szc)



[kubaszczepanik.pl](http://kubaszczepanik.pl)



[pl.linkedin.com/in/jakubszczepanik](https://pl.linkedin.com/in/jakubszczepanik)

Feedback, questions, advice are welcomed