



From Oil Tankers to Speedboats

An Experience Report

Jonathan Smart @jonsmart May 2017

Context

Barclays moves, lends, invests and protects money for customers and clients worldwide



327 years old

Founded 1690

Four years before the Bank of England



120,000 employees in 40 countries

Personal banking, credit cards,
corporate and investment banking and
wealth management

48m customers

Mission Critical

Barclays processes payments worth 30% of the UK GDP
every single day

~£600 billion a day, £220 trillion per annum

12 retail banking digital transactions every second

£1 in every £3 in the UK was spent through Barclaycard

Met a financial need for almost 50% of adults in the UK

Highly Regulated

222 Financial Regulatory Authorities globally¹

Financial Services is the most regulated industry²

Hundreds of internal standards

Waterfall Lifecycle, 7 gates, 28 artefacts

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1. Source: Wikipedia
 2. Source: The McLaughlin-Sherouse List: The Top 10 Most Regulated Industries in 2014 (Depository and Non-depository)

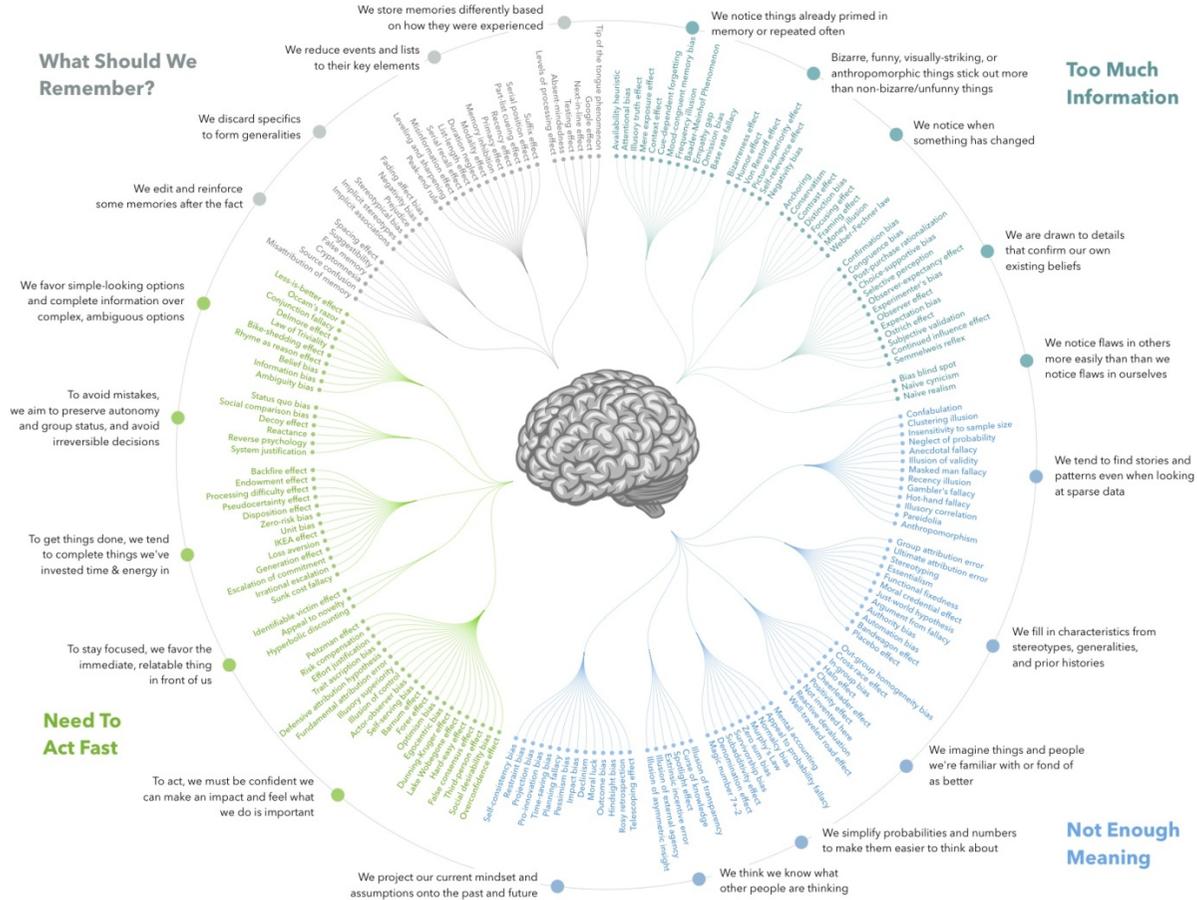


Culture

is huge

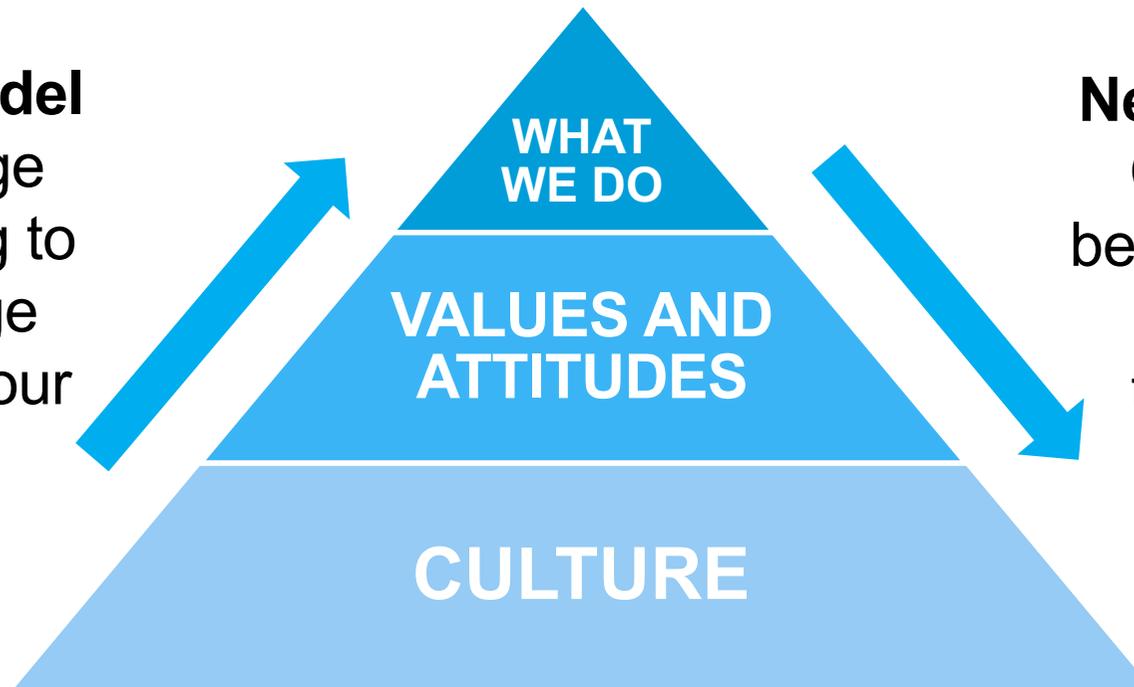
Nurture Culture

COGNITIVE BIAS CODEX



NEWS!

Old Model
Change
thinking to
change
behaviour



New Model
Change
behaviour to
change
thinking



John Shook's Change Model

It's easier to
act your way to a new way of thinking
rather than
think your way to a new way of acting

John Shook
Edgar Schein

“A bad system will beat good people every time”, Deming

“A fool with a tool is still a fool”, Grady Booch

Aiki...

...is to pull when you are pushed
to push when you are pulled

It is the spirit of slowness and speed
of harmonizing your movement
with your opponent

合氣

Blending not clashing

Use of Internal Strength

Leading the assailant

Blending not clashing



Better Products Faster
Cheaper Safer Happier

Blending not clashing

One Size Does Not Fit All

Blending not clashing



Invite vs. Inflict

Blending not clashing

Ruthless Smart Patient

Kevin Meyer, 2008

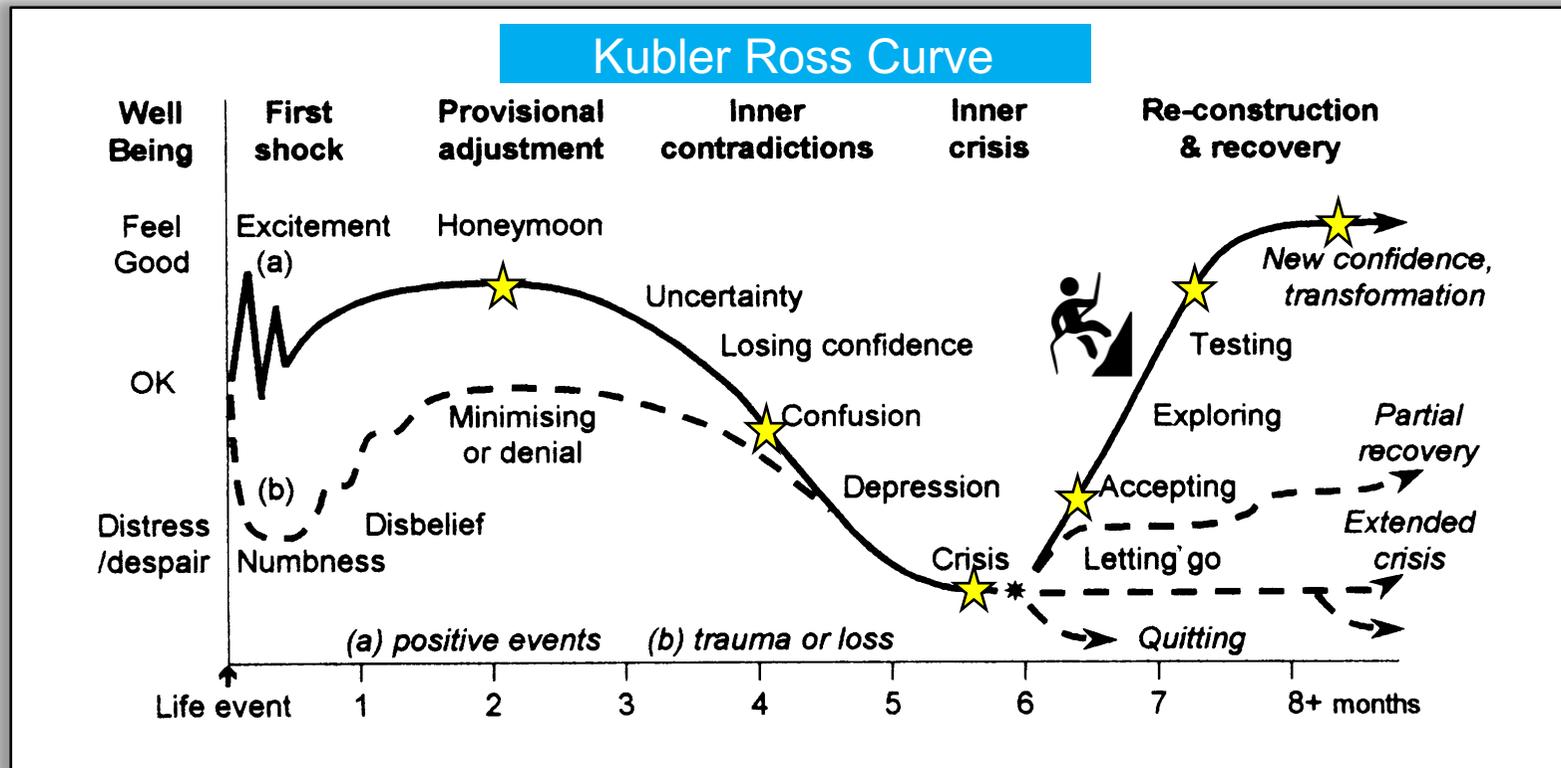
Blending not clashing

To scale agility, don't
de-scale the work first

Achieve big through small

Blending not clashing

Use the force Luke

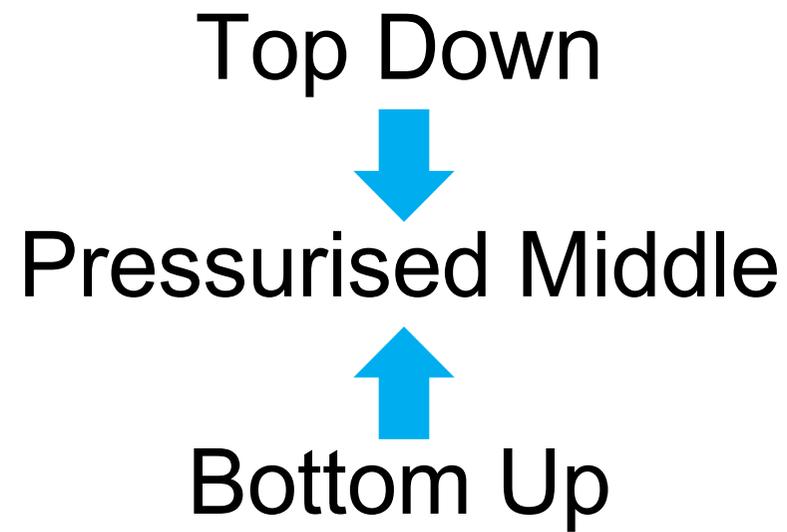


Blending not clashing

Use of Internal Strength

Leading the assailant

Use of internal strength



Use of internal strength



Psychological Safety

Use of internal strength

Champions, Fence Sitters and Critics



Communicate three more times than you think you need to and you're a third of the way done

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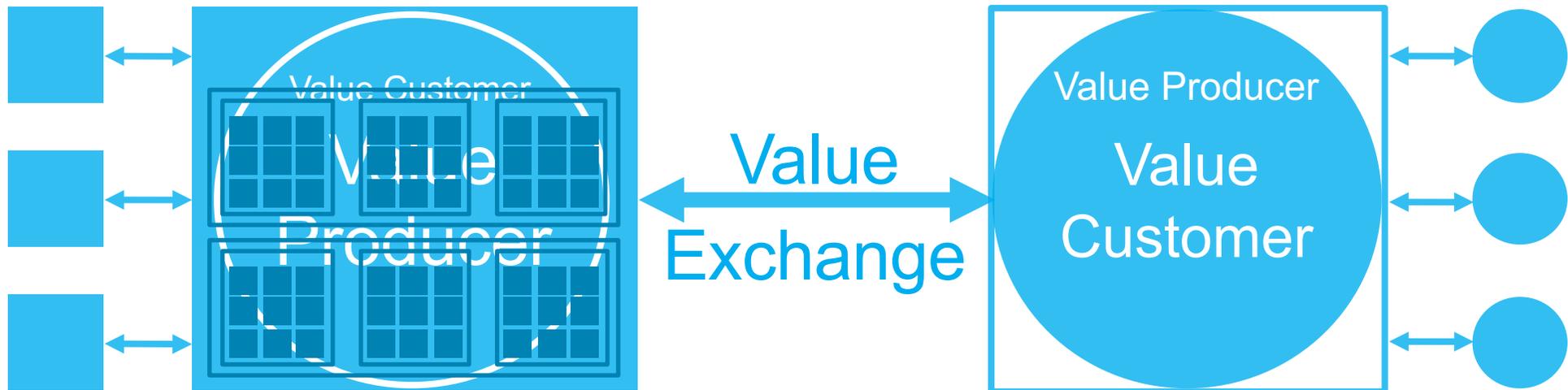
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Blending not clashing

Use of Internal Strength

Leading the assailant

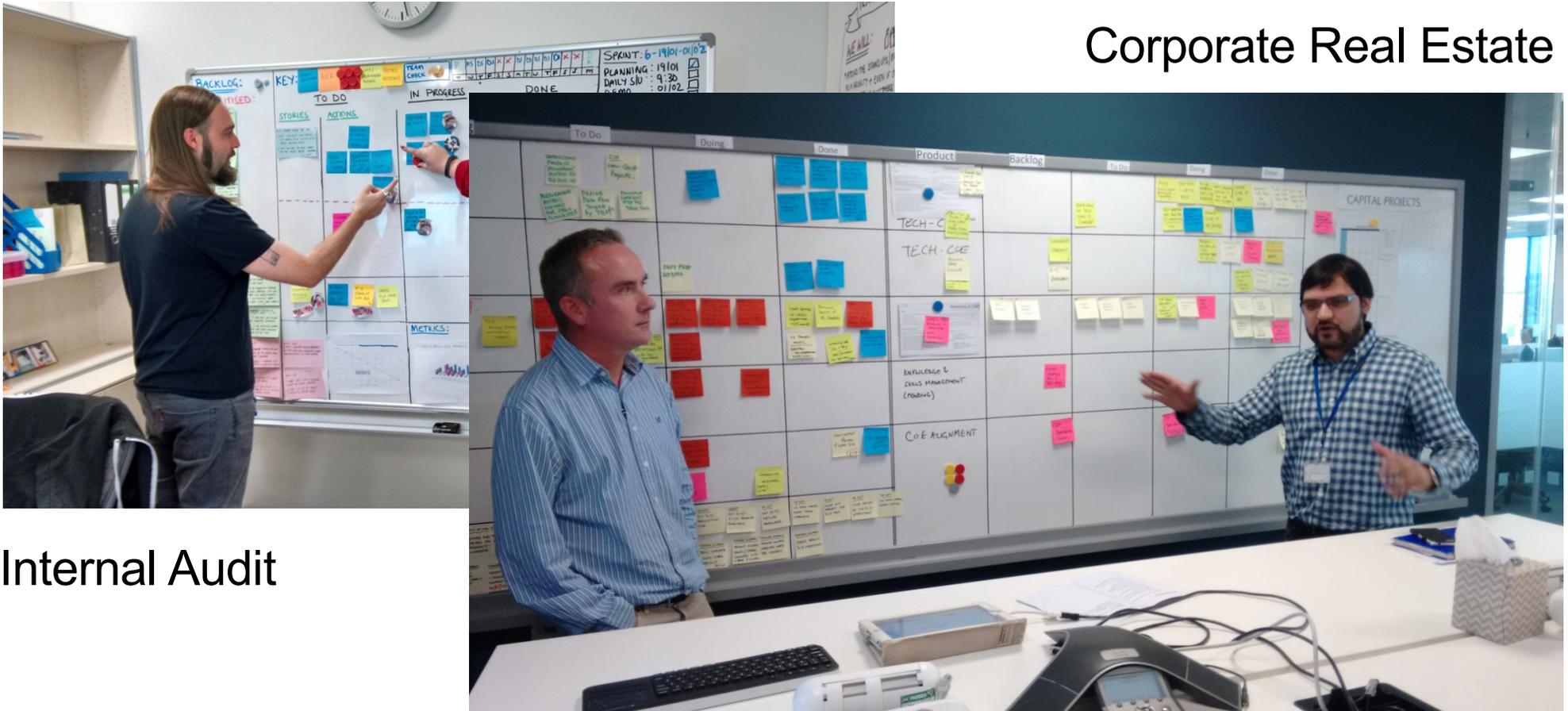
Whole Enterprise Agility



Producer, Customer and Exchange all need agile properties
CustBizFinancePMOHRLegalComplianceAuditDevSecOpsCust
Purpose driven self managing Shape Shifters

Leading the assault

Corporate Real Estate



Internal Audit

@jonsmart



Leading the assailant



Lead Time
Quality
Control
Happiness
Outcomes

Leading the assailant



Lean Control Process
Lean Portfolio Management
Hypothesis Driven Investment
Quarterly Outcomes
Rolling Wave Process

Aiki...

Blending not clashing
One size does not fit all

Use of Internal Strength
Champions, Leadership, Communication

Leading the assailant
Holistic Agility, Change the System of Work

How are we doing after 24 months?

From 4% to 60% of spend on strategic change being spent with agile principles and practices

~1,000 additional teams now working with agile practices (~15,000 people)

30,000+ training attendances

How are we doing after 24 months?

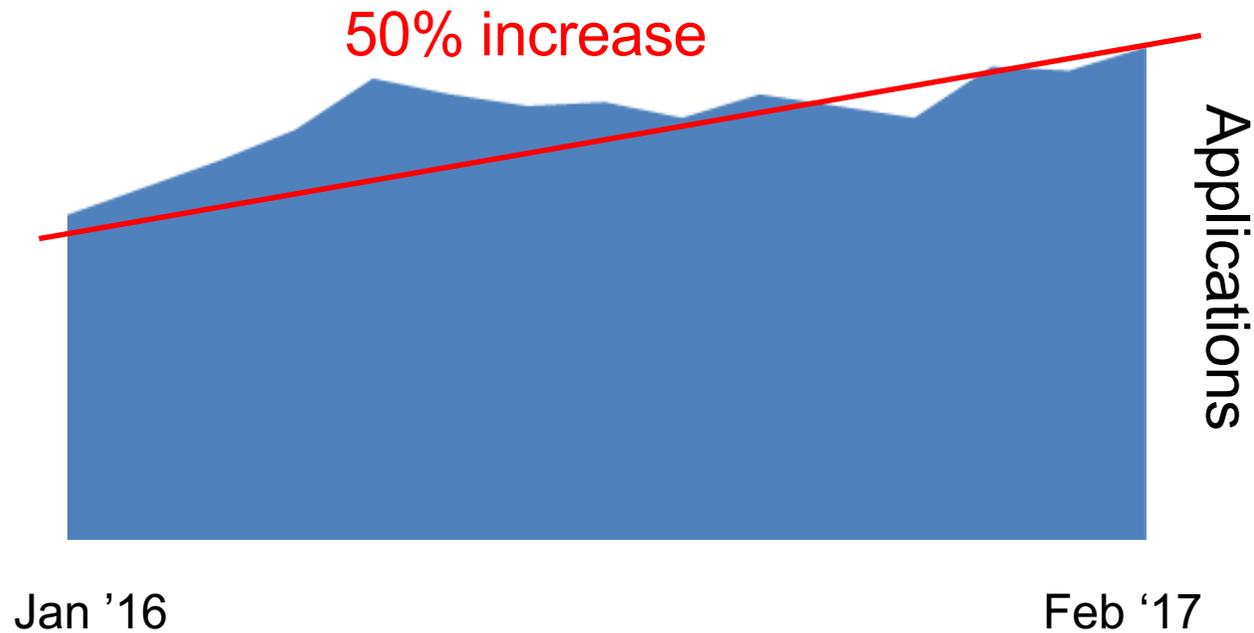
50% increase year-on-year in apps deploying every 0-4 weeks



How a

50% incr

Number of applications deploying at least every 4 weeks for a rolling 6 months



eks

How are we doing after 18 months?

50% increase year-on-year in apps deploying every 0-4 weeks

Lead Time ↓



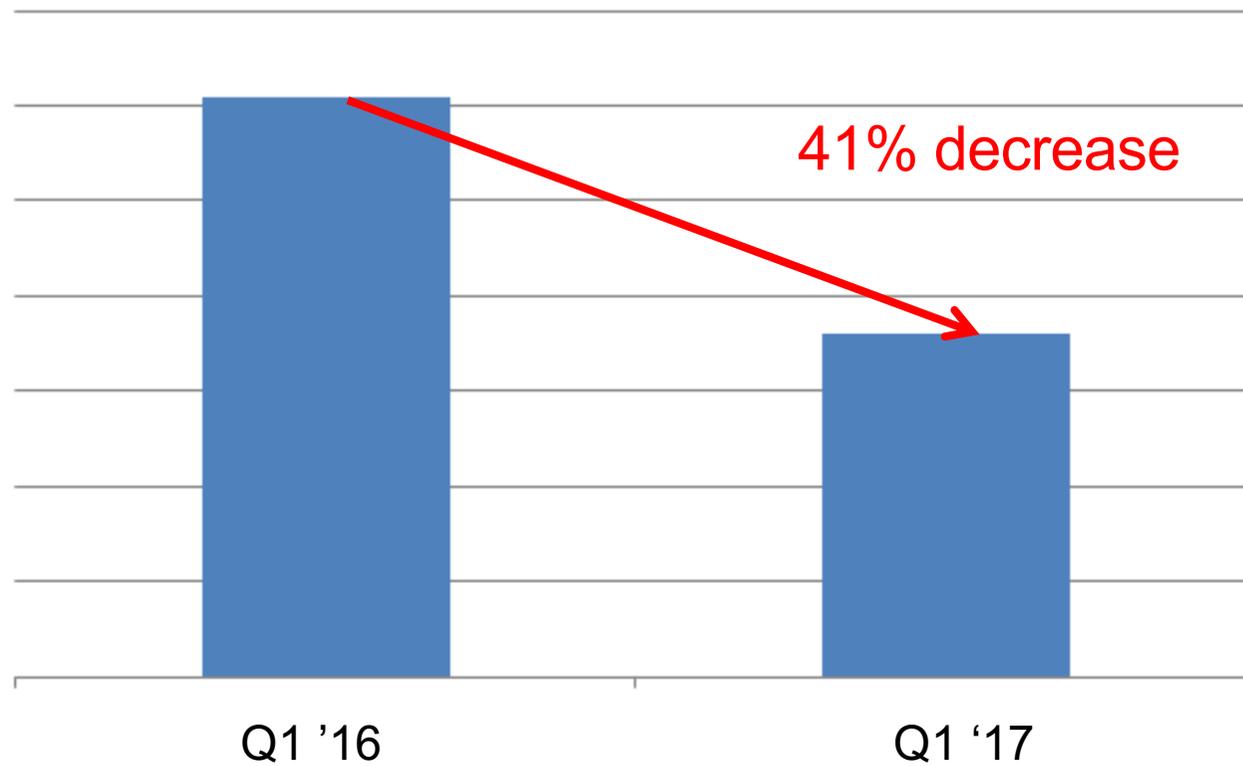
How a

Lead Time: 85th percentile (deep agile exemplars)

50% incr

Lead Tim

eks



How are we doing after 18 months?

50% increase year-on-year in apps deploying every 0-4 weeks

Lead Time ↓

Quality ↑



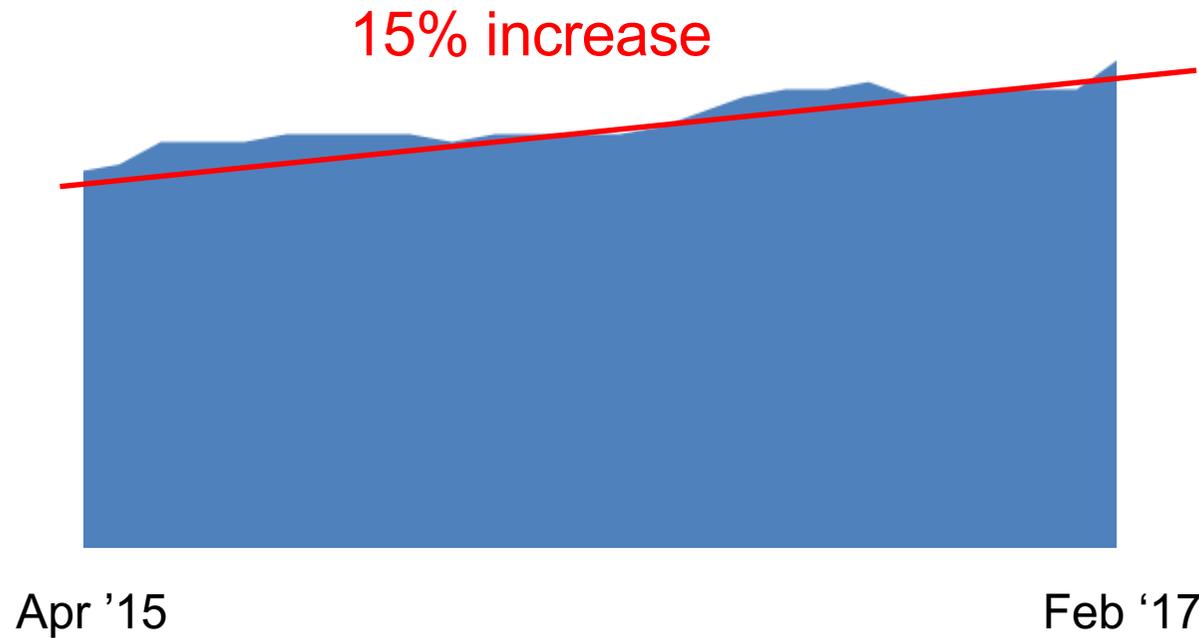
How a

50% incre

Lead Tim

Quality 

Test Code Coverage average per app (n=385)



eks

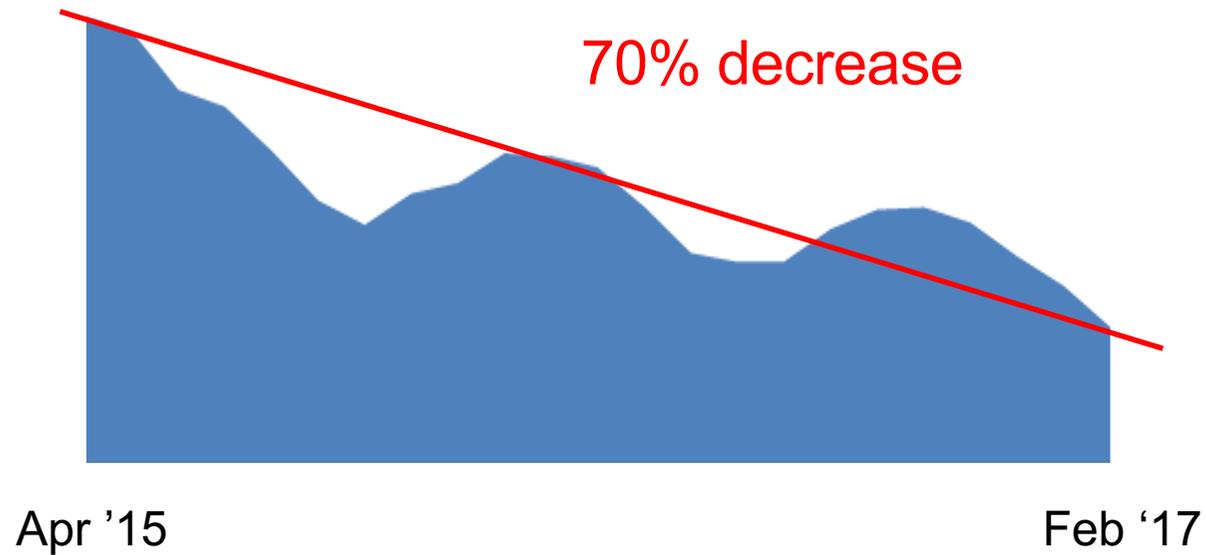
How a

50% incre

Lead Tim

Quality 

Average incidents per app per month (deep agile, n=43)



eks

How are we doing after 15 months?

50% increase year-on-year in apps deploying every 0-4 weeks

Lead Time ↓

Quality ↑

Happiness ↑



How a

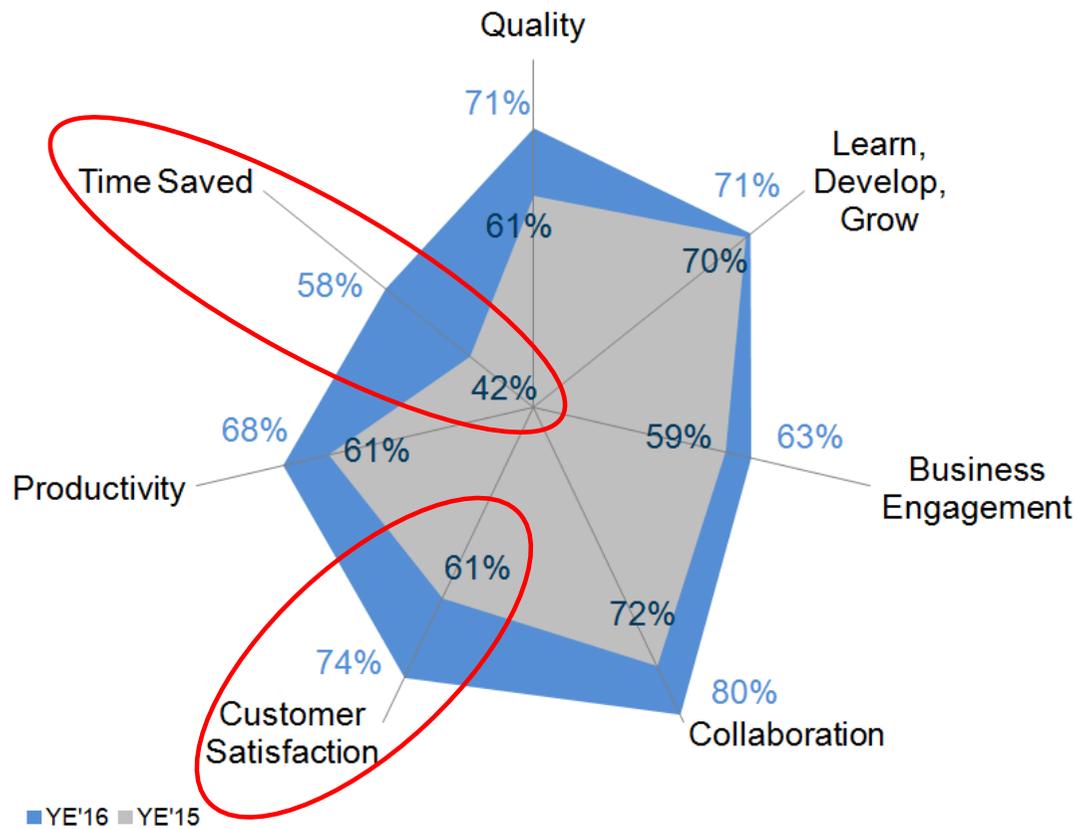
50% incre

Lead Tim

Quality ↑

Happines

Survey Feedback: Better & Much Better (n=1000+)



eks

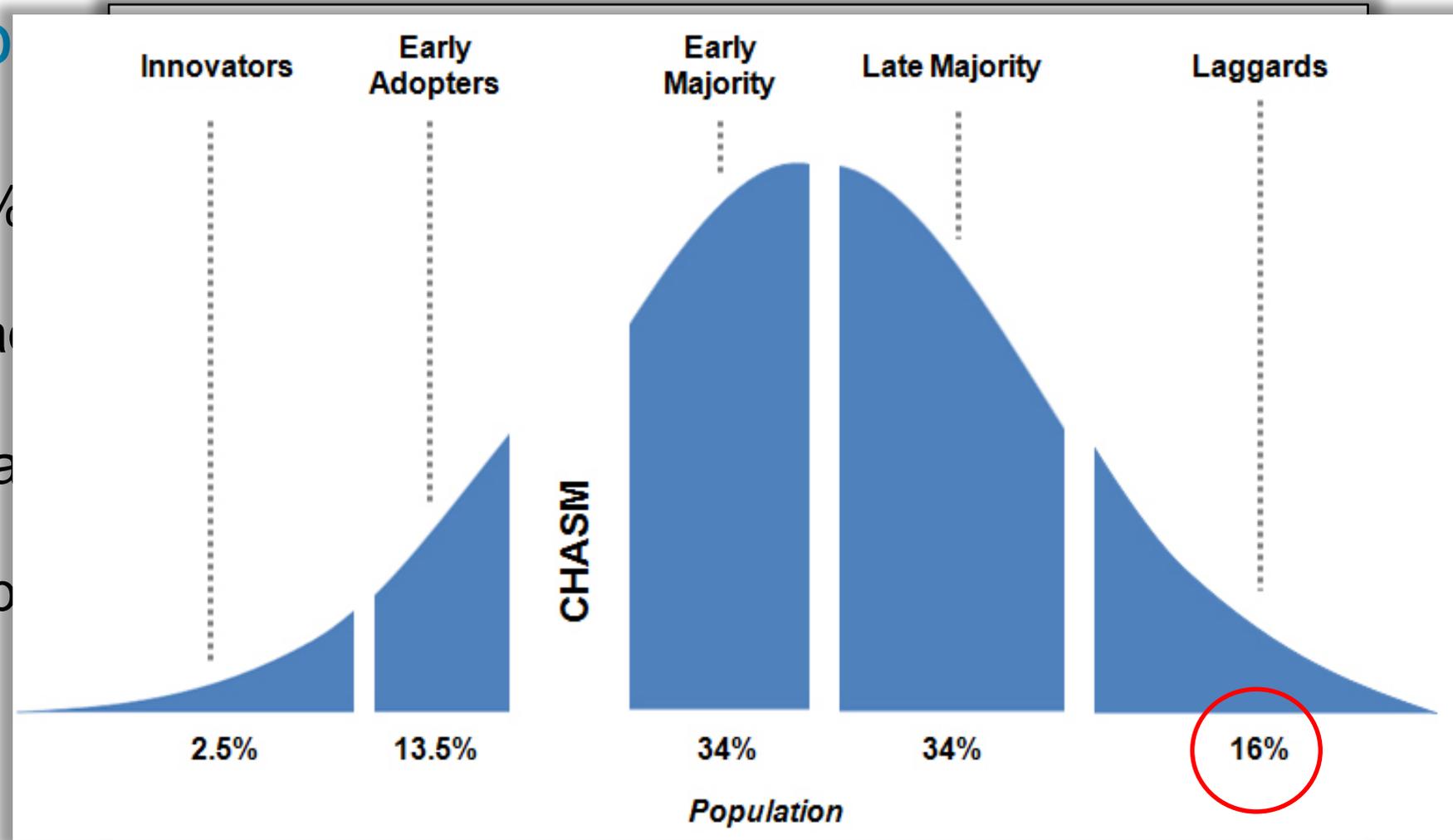
Ho

50%

Lead

Qua

Hap



How are we doing after 24 months?

You don't have to be a unicorn

Lasting culture change takes years

We still have lots to do



The forward path...

Focus on Flow

Speed & Control

Rolling Wave

Whole Enterprise Agility

From Hierarchy to Network

Evolutionary Revolution

Continual and sustainable change is a competence

Thank You