

Deutsche Bank



# Implementing a Scale Agile Approach (SAFe®) within Deutsche Bank

*Passion to Perform*

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May 2017

# Scope



- **Starting the Agile journey**
- **The challenges we faced and why we chose SAgile**
- **The obstacles we met and how we overcame them?**
- **What went well?**
- **Q&A**

# Starting the Agile Journey

## Run

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

## Kickoff

dbPalace team established in London  
Mission : Deliver a strategic P&L Platform

2008  
Crash



## 2011 Inception

**Bang**

- Agile idea adoption
- Work starts in Component Groups
- Architecture evolves and is still changing.

## 2012 Assembling



- Application starts assembling.
- Architecture is consolidated.
- Interactions across teams slow deliverables

## 2013 Agility



- More velocity is needed.
- Teams are asked to start working in Scrum
- Challenges of Geographic spread

## Disorder

17 businesses on boarded  
Critical mass established  
Growing Strains observed  
Differing perceptions of problems



## 2014

### Scrum of Scrums

- Scrum teams are disconnected
- Stakeholders don't have visibility
- Go Live dates slip
- Program evolution is risky



2015



## dbPalace

The bank wide strategic initiative to bring Profit & Loss representation and control into a single cross asset class solution



# The Challenges Ahead

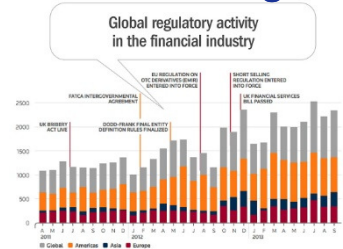
## Business Drivers

### Management Challenges

- Competing Business Priorities
- Challenging Operational Change was required
- Finite Capacity
- All to be done without stopping

### Operational Challenges

#### Increased Regulation



#### Continued Rollout & Expansion



#### Cost Reduction



#### Multiple Locations



#### Multiple Vendors



#### Operational Inefficiency



#### Org Transformation



#### Strategic Alignment

# What we need is a an Approach that .....



- **Is Lean and Agile**

- As we know that works

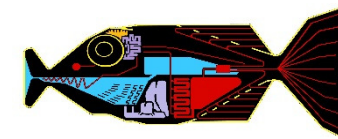


- **Everyone agrees it can work**

- Evidence based
- Vendors & People around the world can buy into



- **A Common Vocabulary**



- **Enterprise Level Thinking**

- 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....”Just Do It”



- Establish a Leadership Team with a collaborative “Just Do It” approach
- Chose SAFe as the Framework for our delivery
- Put enterprise value at the front of demand management

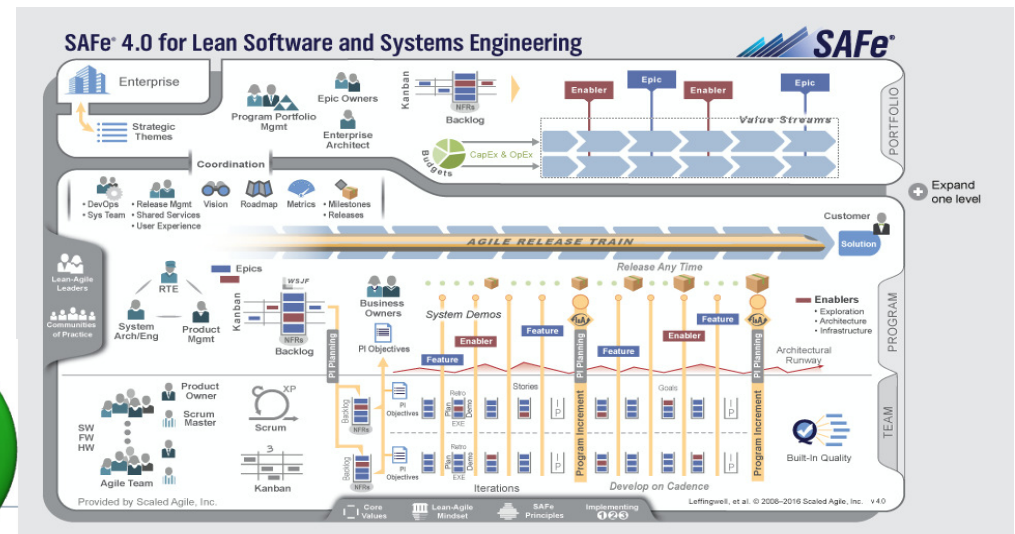
Decide

- Get Key Stakeholders to commit to a framework approach
- Commit to move to Feature teams
- Commit key roles to be accredited as SAFe Program Consultants

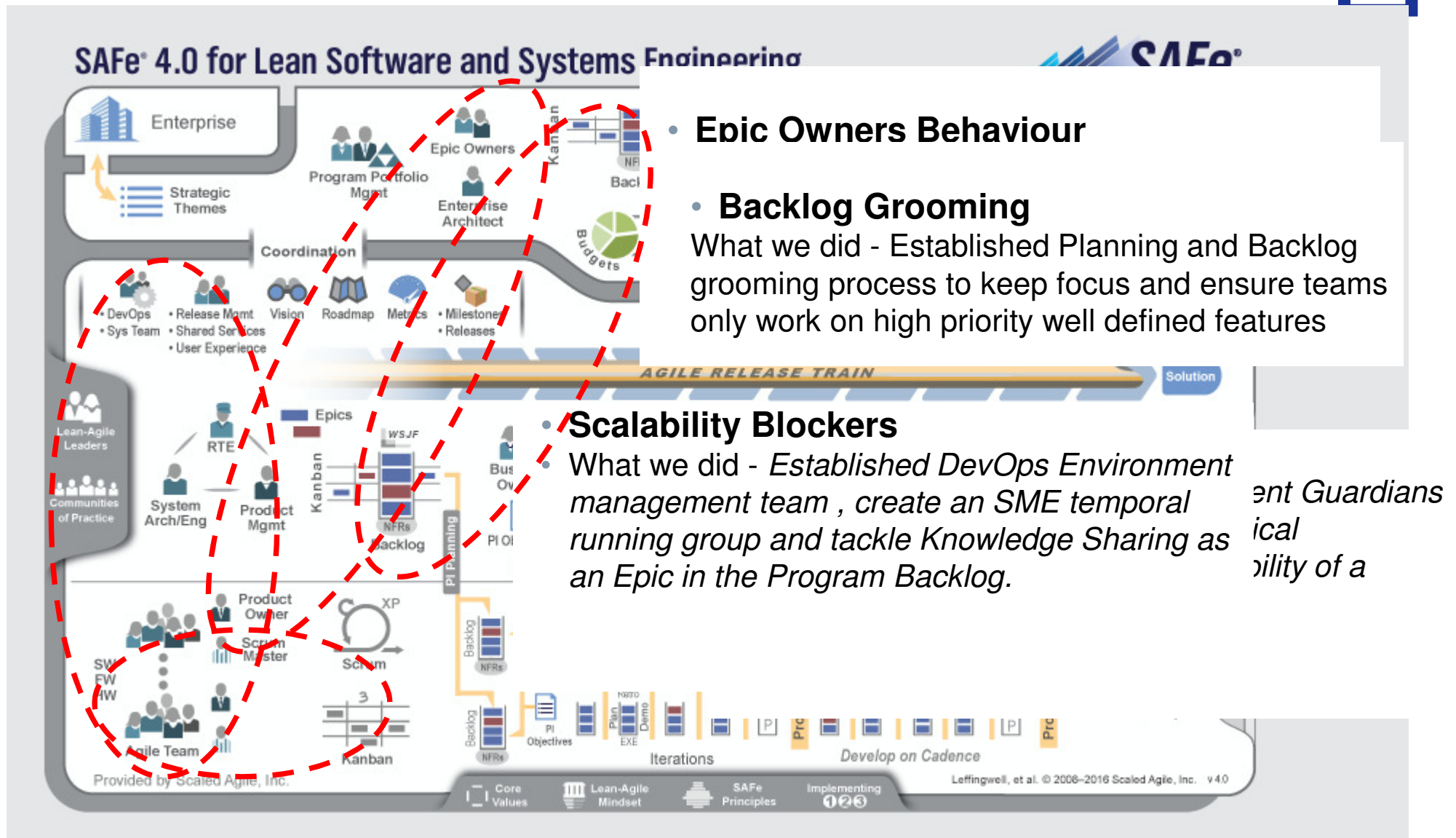
Commit

- Refine the Backlog Grooming process
- Undertake to a program of international coaching & briefing for all roles in all locations
- Include qualifications into Vendor contracts

Improve



# Where did we find Obstacles?

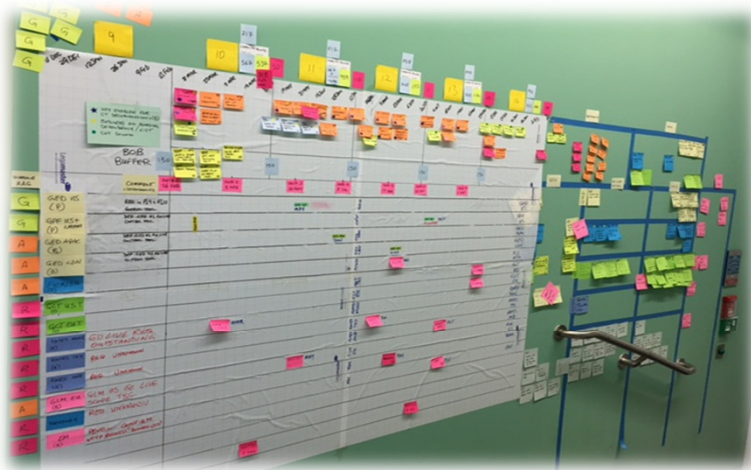




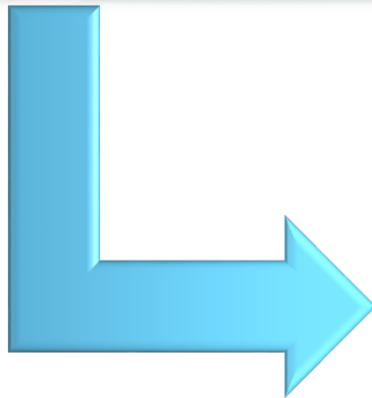
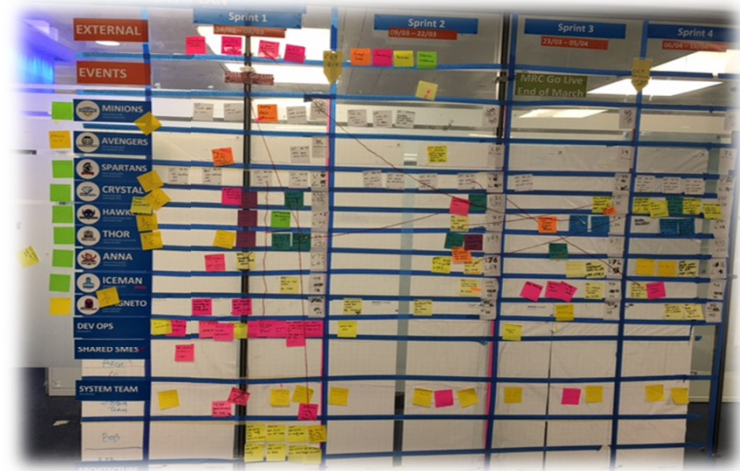
# Planning and Backlog Grooming



EPIC Planning Board



PI Planning Board



Product Owners Board





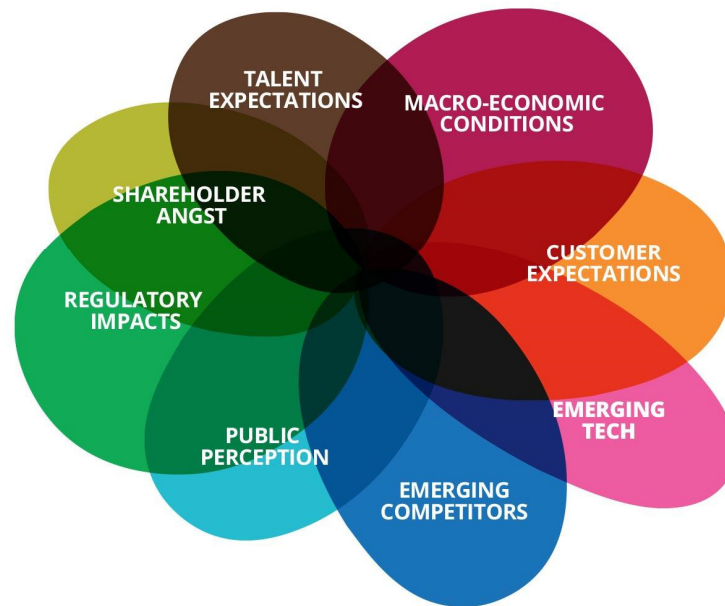
# What we achieved lead us to...

Kick-off  
& Assembly

2011

**2011 Inception**

**THE FINANCIAL SERVICES INDUSTRY  
IS IN THE MIDDLE OF A PERFECT STORM.**



Source:

*Financial Services 2025: Eight Strategic Forces that are Transforming the Industry (Thought Works)*

Alignment



**Onboard SAFe**



Increased stakeholders confidence.  
Sustainable growth (+65 FTE)  
Target delivery flow achieved  
Global vision increased team  
Mentor and motivation  
Mindset spread across all  
levels.

**2016/7**



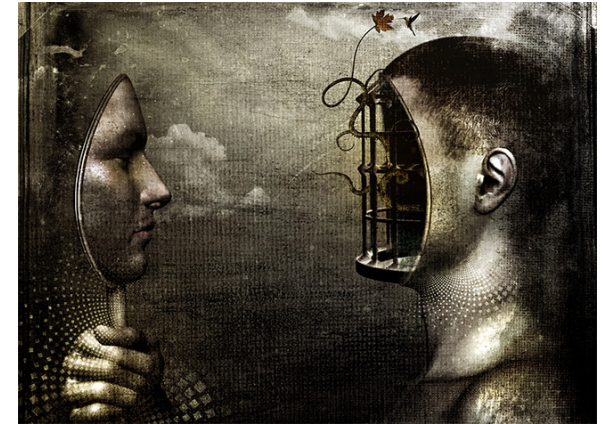
**READY FOR  
SCALE!**

- Talent Management
- Develop strategies to address behaviors & failings
- Refine organizational structures
- Cross fertilisation of process into other domains;
- Best Practise recognised
- Reinforce, Remind and Reinvent

# What went well?



- ★ We did the right thing for the bank by managing priority across the portfolio
- ★ We debated less on process and roles and more on behaviours
- ★ The Delivery Team and the Stakeholders all understand our capacity & priority
- ★ We started to understand how to scale and release value sooner
- ★ We gained identity and began to self improve and self manage
- ★ Productivity stabilised AND increased across all teams
- ★ Focus on Talent Management
- ★ Happy, Innovative and Engaged Team Membership
- ★ Flexibility and ready to handle future challenges



**“Without establishing a Leadership Team committed to a collaborative approach and a “Just Do It” approach it would not have been possible to achieve what we did.”**

