

The Power of Three

The Journey of an Agile Leadership Team

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Once upon a time...







IG

DOING

Handwritten notes on a blue sticky note.

Handwritten notes on a pink sticky note.

Handwritten notes on a blue sticky note.

Handwritten notes on a yellow sticky note.

Handwritten notes on a blue sticky note.

Handwritten notes on a pink sticky note.

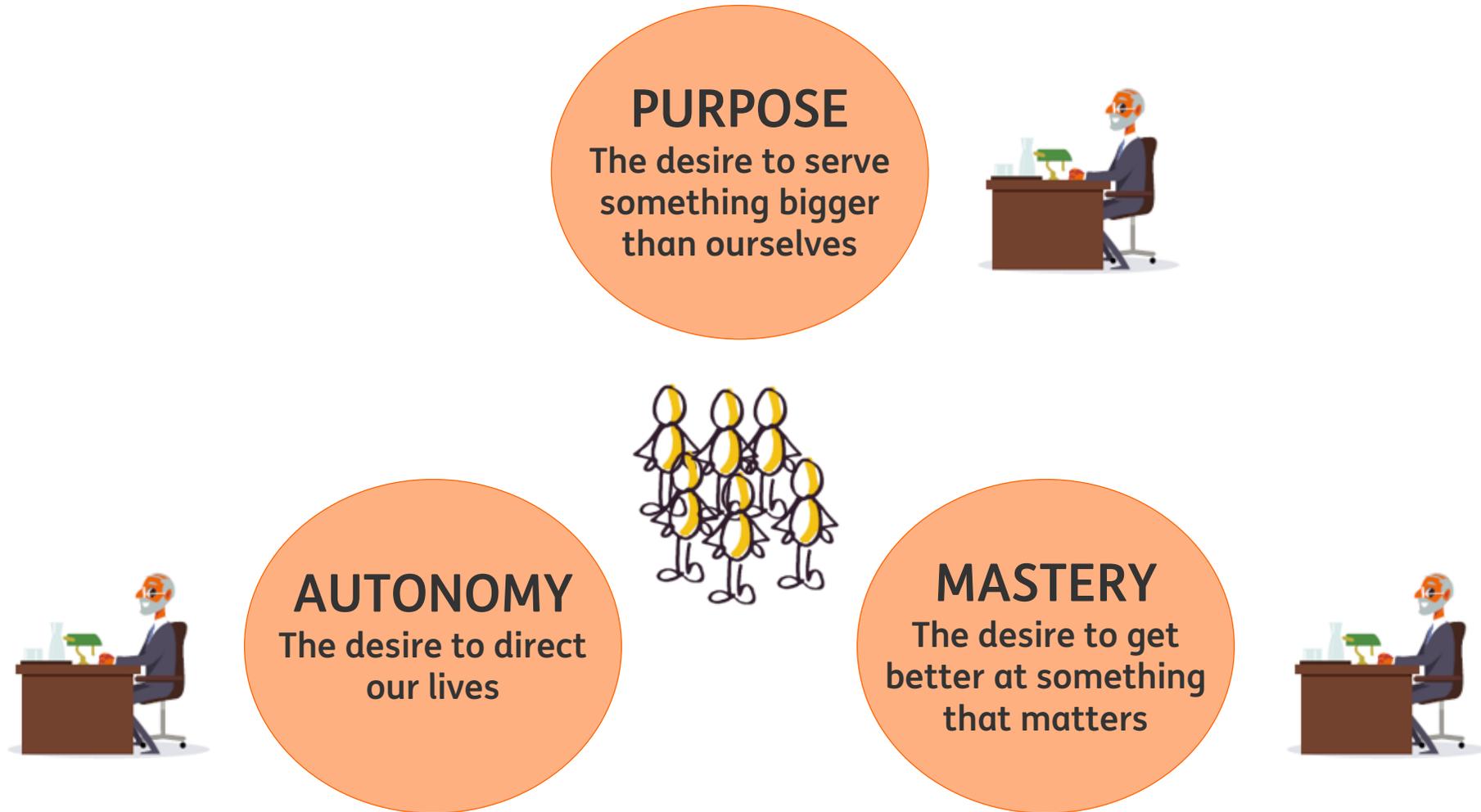
Handwritten notes on an orange sticky note.

Handwritten notes on a blue sticky note.

Handwritten notes on an orange sticky note.

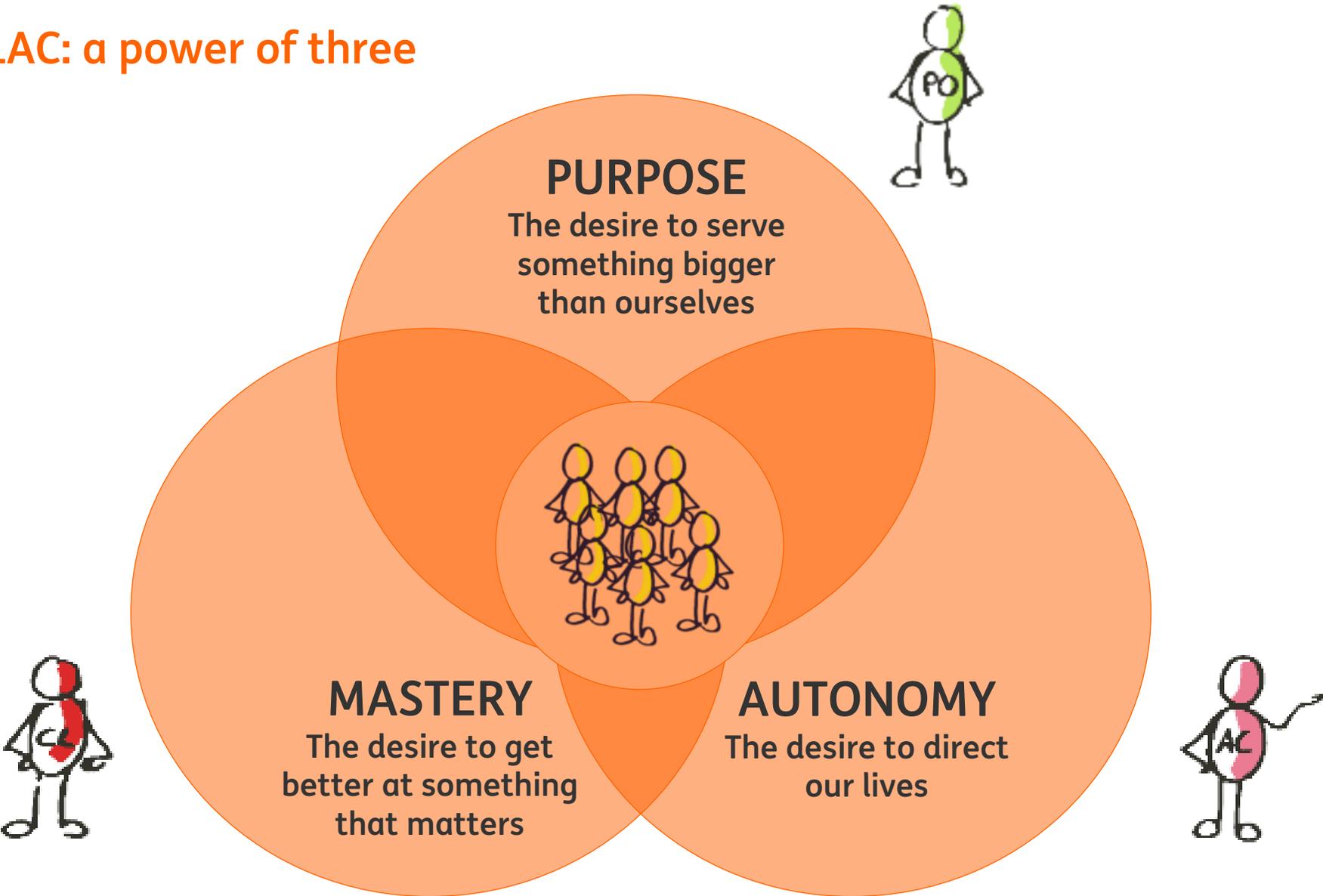
Handwritten notes on a blue sticky note.

Drive – The manager served it all



Inspired by “Drive” of Daniel Pink

The POCLAC: a power of three

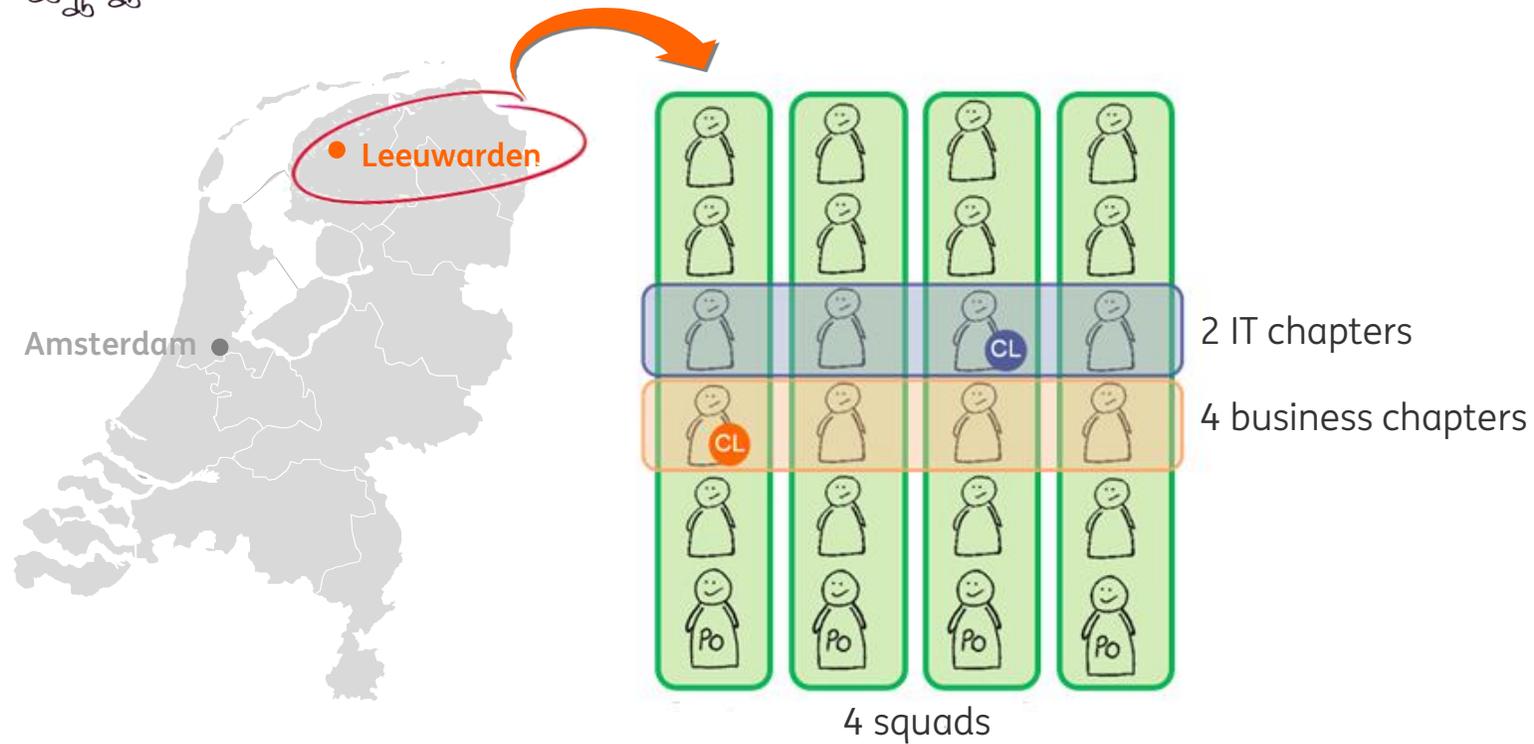
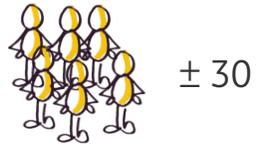


Our journey



Background

Tribe “Daily Banking Services”



Scope

Building, maintaining and improving frontend and middleware components of the customer journeys:

- Open a new current account
- Close a current account
- Change a current account
- Life events impacting current accounts

POCLAC structure improvements

What

What is the scope of our POCLAC?

Continue to combine multiple squads

Who

Who is part of the POCLAC?

In theory: POCLAC = all Product Owners, Chapter Leads and Agile Coaches

In practice: Chapter Lead representation

Our ideal leadership team size: 9 people

How

How do we structure our meetings?

Rules of the game

- ...
- ...
- ...
- ...
- ...

POCLAC meeting structure

Weekly POCLAC meeting (duration: one hour)

Goal:

Create optimal conditions for the squads to deliver their Purpose, as represented by the Product Owners

Mastery:

Question to Product Owner: are you able to deliver the work on your backlog with the expertise currently available in your squad?
What do you expect for the future? Which expertise should be added or developed?

Autonomy:

Question to Product Owner: did you spot a request for coaching that seems structural, based on input from the Retrospective or individual feedback?

Behaviour:

Question to all: what do we think of the behaviour shown in the squad(s)? To what extent is the behaviour aligned with our Orange Code? Is there anything we need to act on now?

Tips & Tops:

Question to all: what additional tips & tops would you like to share regarding individuals or squads?

Rule:

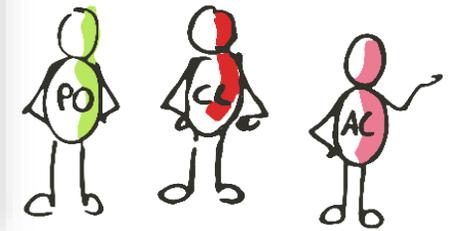
Feedback for individuals and squads should also be shared with the individuals and squads

Turning point: from component teams to feature teams

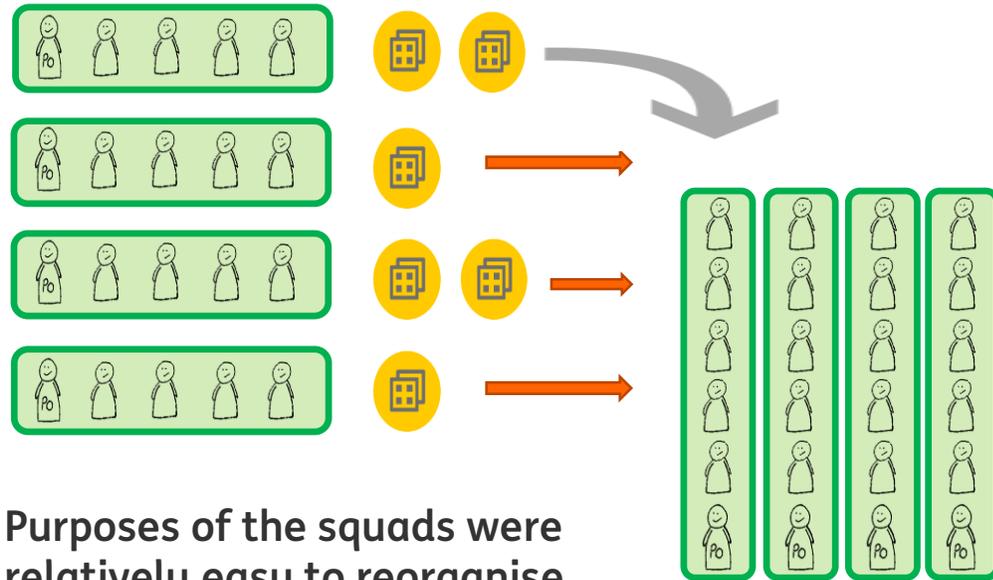
A feature team is a long-lived, cross-functional, cross-component team that completes many end-to-end customer features one-by-one

Large Scale Scrum (LESS)

Let's try this out!



From component teams to feature teams - success factors



Purposes of the squads were relatively easy to reorganise



Squad formation through self-selection



POCLAC acts as a team, supporting a common goal



Autonomy

Find a solution **for** the teams

vs.

Help the teams find a solution themselves

How to value autonomy?

It seems that I don't have frontend capacity during the holiday of Jane. The frontend skills of John are being developed by Jane, but John is not yet able to work alone during her holiday. Both engineers are in your Chapter, please help.



I'm not sure we actually have a problem here. This might be happening in other squads too, without us knowing about it. I propose that John first reaches out to his colleagues of the same Chapter who are working in other squads to see if they can be his backup during the holiday of Jane, before we do anything.





Conflicting interests

To get this new feature live as soon as possible, I really need more Tibco skills. John and Jane have these skills, so they are now fully applying those skills. Of course it's temporary.



I disagree. It's important for their future as an engineer, aligned with the future of ING, that John and Jane develop their Java skills. Their personal development is seriously harmed if they cannot use Java. Moreover, we both know that 'temporary' isn't that temporary. We need to find another solution.



Hiring together

I'm going to interview two candidates on Tuesday for squad X and Y, who is going to join me?



Is our performance as a leadership team
good enough to face the challenge?

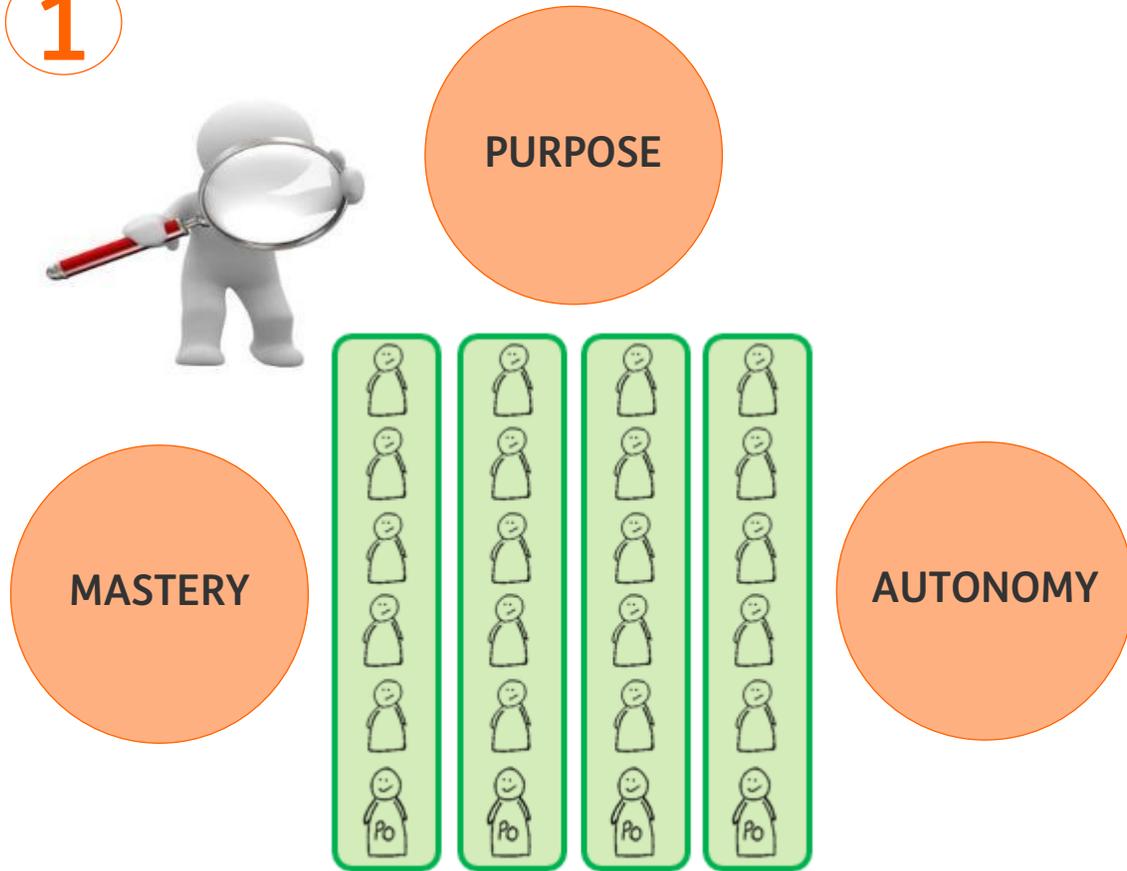
Is the performance of the squads good
enough to face the challenge?



evaluation needed!

Inspect & adapt: squad performance

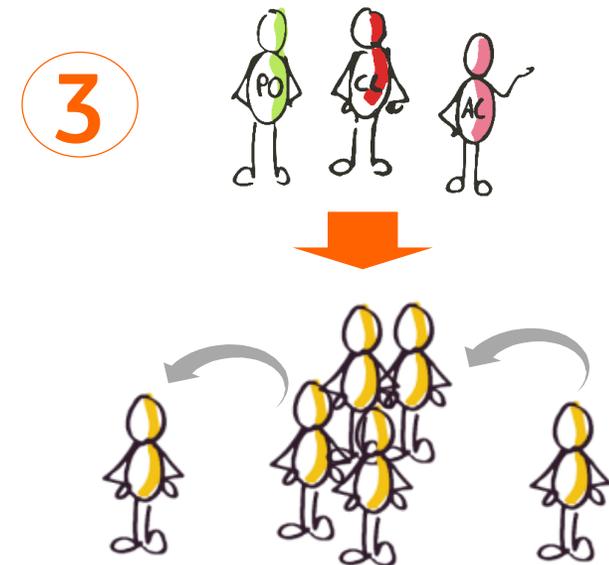
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3





Autonomy

Help the squads find a solution themselves

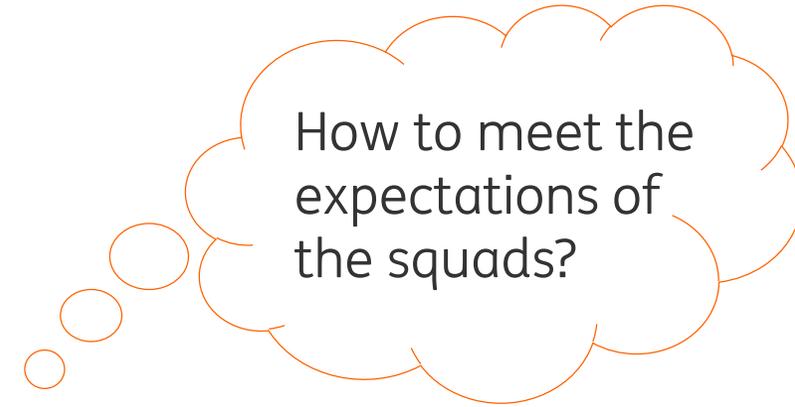
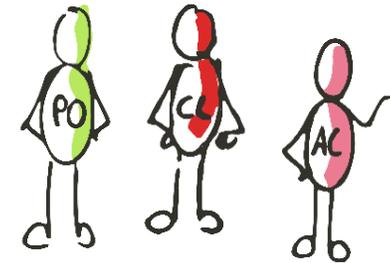
vs.

The squads **expect** that they can find a solution themselves

Inspect & adapt: our own performance



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Inspect & adapt: the POCLAC meeting structure



Weekly POCLAC meeting (duration: one hour)

Goal:

Create optimal conditions for the squads to deliver their Purpose, as represented by the Product Owners

Per squad:

- Question to all: looking back at the squad in the past week, what made you proud?
- Question to all: is the squad able to deliver the work on the backlog with the expertise currently available in the team?
 - What do you expect for the future? Which expertise should be added or developed?
- Question to all: did you spot a request for coaching that seems structural, based on input from the Retrospective or individual feedback?
- Question to all: what do we think of the behaviour shown in the team? To what extent does is the behaviour aligned with our Orange Code? Is there anything we need to act on now?
- Question to all: what additional tips & tops would you like to share regarding individuals or teams?



Key learnings

- Stay focused on your shared goal and be explicit about it
- Be prepared for the moment that your culture actually changes
- Know who you work for and respect them
- Never stop evaluating. Don't wait to take action
- The agenda of your meeting matters. A lot.



Thank you



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