AGILE GOVERNANCE: NOT AN OXYMORON!

BALA BULUSU
TAKE ME FOR INSTANCE

AN IDLE MIND IS…
AN AGILE WORKSHOP!
Societe Generale is one of the leading European financial services groups.

Based on a diversified and integrated banking model, the Group combines financial strength and proven expertise in innovation with a strategy of sustainable growth, aiming to be the trusted partner for its clients, committed to the positive transformations of society and the economy.

Three complementary Businesses

- **Retail banking France (RBDF)**
- **International retail banking and Financial services**
- **Global banking and Investor solutions (GBIS)**
THE VALUES THAT GUIDE ALL OUR ACTIONS

COMMITMENT

RESPONSIBILITY

INNOVATION

TEAM SPIRIT
IT’S A BALANCING ACT

Finding the Minimum Viable Bureaucracy

Henrik Kniberg, Crisp’s Blog
AGILITY IS PART OF THE GROUP TRANSFORMATION

2020 strategic plan:
An OPEN, AGILE and FOCUSSÉD approach
OUR AGILE TRANSFORMATION STARTED 7 YEARS AGO

2011
Lean to Agile

2014
Continuous Delivery

2017
Reorg

2017
Agile@Scale Launched

2020
Goal
WHY AGILE@SCALE?

TO BETTER INNOVATE
and deliver cutting edge solutions to our clients and business partners

TO INCREASE VALUE FOR BUSINESS
increase time-to-market, continuous prioritisation of IT tasks

TO ATTRACT AND RETAIN
talented professionals

TO IMPROVE EFFICIENCY
• IT to Business
• IT to IT

Transformation is successful when it comes from a co-construction with the business. It involves a deep skill & culture change.
INSPIRATION FOR OUR MODEL
OUR TARGET OPERATING MODEL

Feature teams & Tribes

Chapter: similar expertise/function in a Tribe

League: mandatory expertise/function sharing, X Tribe

Guild: voluntary sharing of expertise
**A DEEP CHANGE**

**FINANCE**
- **Budgeting**: Merge of Run & Project budgets
- **Capacity based management**
- **Regular allocation review**, based on Business cases

**HR & SOURCING**
- **HR processes evolution** (objectives, evaluation, job description…)
- **External sourcing model adaptation**

**OPERATING MODEL**
- **Split of responsibilities evolution** between development teams and business
- **Large programs steering** (SAFe, scrum of scrum…)
- **Manager role evolution**
- **Co-location**

**STEERING**
- **Project Portfolio Management**
- **Business value** as main driver
- **IT transformation follow up**

**CULTURE & MINDSET**

**Communication / Coaching & training**
3 STEPS TO SUCCESS

01 STEP
FRAMING

02 STEP
IMPLEMENTATION

03 STEP
CONTINUOUS IMPROVEMENT
BUSINESS BECOMES AGILE

• 12 new jobs
• 7 new roles
• Upskilling program
• For Leadership:
  ○ UpMind program:
    ○ 1000+ in IT, and 500+ in business
  ○ Management 3.0

PRODUCT OWNER: A MAJOR ROLE IN THE “NEW WAY OF WORKING”

PO IS

- Reports to the PMT
- Comes from the business
- Shares the business vision with IT team
- If possible, is collocated with IT team
- Prioritises all items of the Product Backlog

PO IS NOT

- A full time job
- The team manager

The ideal Product Owner

98%
Nominated
DASHBOARD

# Feature Teams Deployed
# Staff transformed
# PO, PMT, IT Satisfaction
# Visibility
# Span of Control
# Role Transformation
# Major Incidents
# Defects
# Technical Debt
# Tools Usage
# Time To Market
# Predictability
# Biz APIs Produced
# Biz API Reused

GOVERNANCE AT ALL LEVELS:
FEATURE TEAM, TRIBE, CHAPTER, AGILE UNIT
COVERING ALL ANGLES

01. A STRUCTURED PROGRAM SINCE 2017, ALONG 6 STREAMS

02. VERY CLEAR OBJECTIVES & INDICATORS

03. ADAPTING TO THE NEEDS OF THE ORGANISATION

04. REINFORCING THE TRANSVERSAL AXES

05. A DEEP CHANGE IN OUR CULTURE & MINDSET

06. A GLOBAL TRANSFORMATION WITH CLOUD AND API

very clear objectives & indicators
WE ALL HAVE A PART TO PLAY

01
OUTPUTS to CUSTOMER

02
CONTROLLER to ENABLER

03
COST CUTTING to SUSTAINABILITY

04
COMMAND & CONTROL to COLLABORATIVE
REMEMBER...

Scaling ahead, caution!

Fail Fast, Adapt, Evolve.

Governance is key to Agility!
MAY THE (AGILE) FORCE BE WITH YOU!!!

THE FUTURE IS YOU