Making Agility relevant

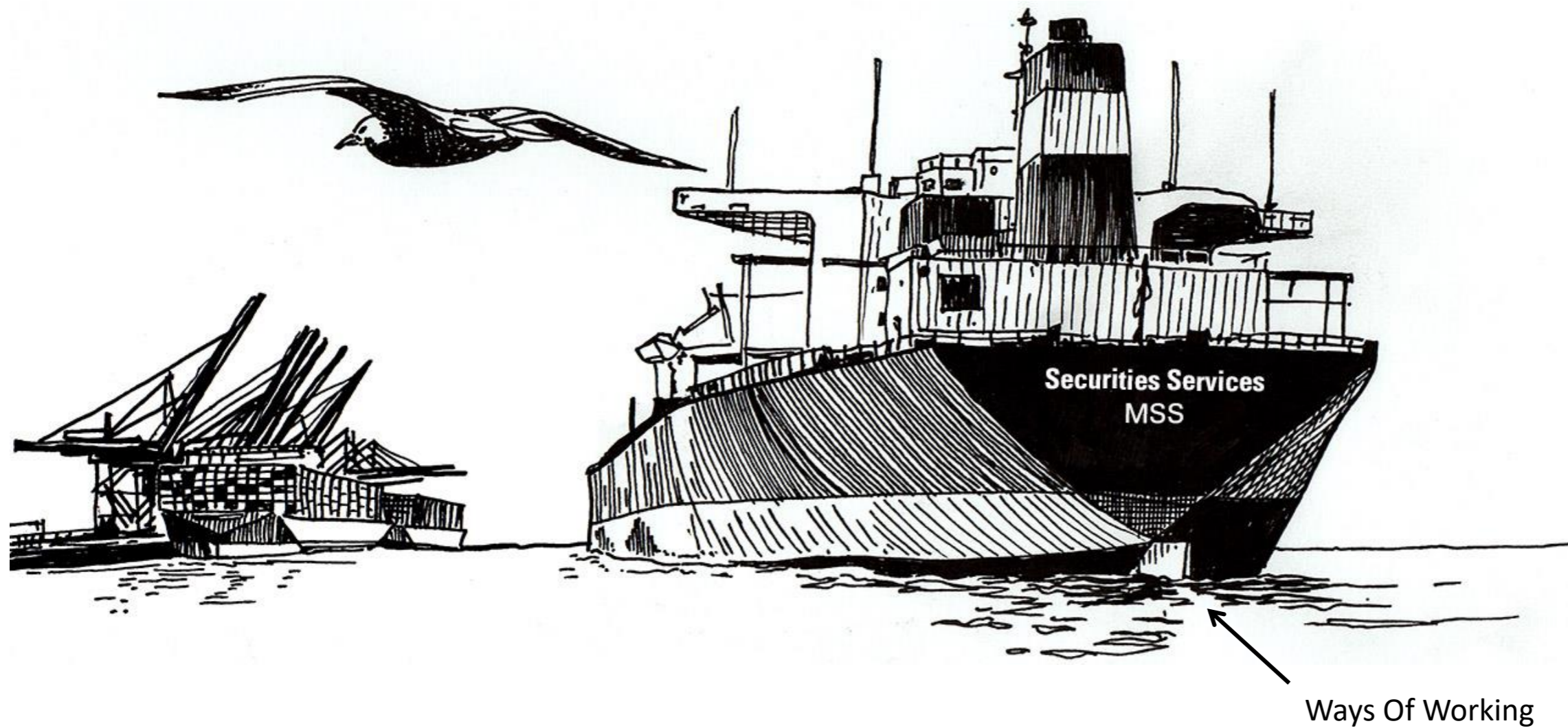# Our Securities Services journey

Date: March 2022

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Who am I and why do you care

Chris Orson – Ways of Working lead

Securities Services
MSS

Ways Of Working

Business context

What are we here for – Securities Services 2021

Intro to Ways of Working (WoW)

Genesis and evolution

Improve:
Business performance
Client satisfaction
Employee engagement
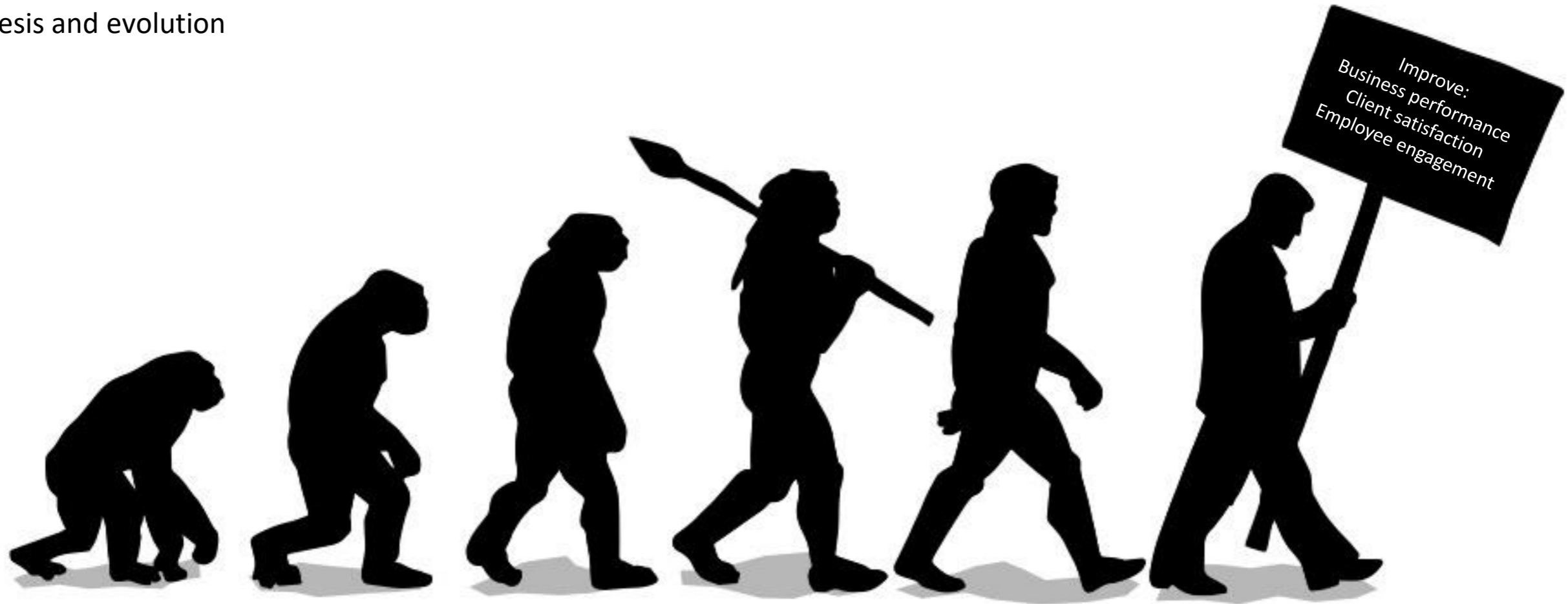
| 2017	2019	February 2020	February 2021	December 2021	2022
DevOps transformation in Tech: Double production releases, Half minor incidents, Quarter major incidents	Strategy refresh driver for bringing WoW into the Business Focus on change delivery	Pandemic focus on protection of clients Distributed teams Remote working Empowerment and autonomy	Launched Securities Services WoW framework Agile delivery capability in the Business	Launch initial Value Streams Complete flow experiment Launch coaching framework	Complete & embed Value Streams Expand & integrate flow Coaching as integrated part of operating

Where we are now

Transformation through 3 lenses

These 3 tracks support how we execute as part of the Ways of Working practice, with a core objective to make Securities Services a more efficient organisation

Coaching for success

Refinement and delivery of the coaching framework

◆ **Leadership coaching** – Embedding a coaching leadership culture – servant leadership principles

◆ **Agile coaching** – Specialist agile coaches to support teams with new practices, tools and techniques

◆ **Ecosystem managers** – Embedded roles to drive team level insight
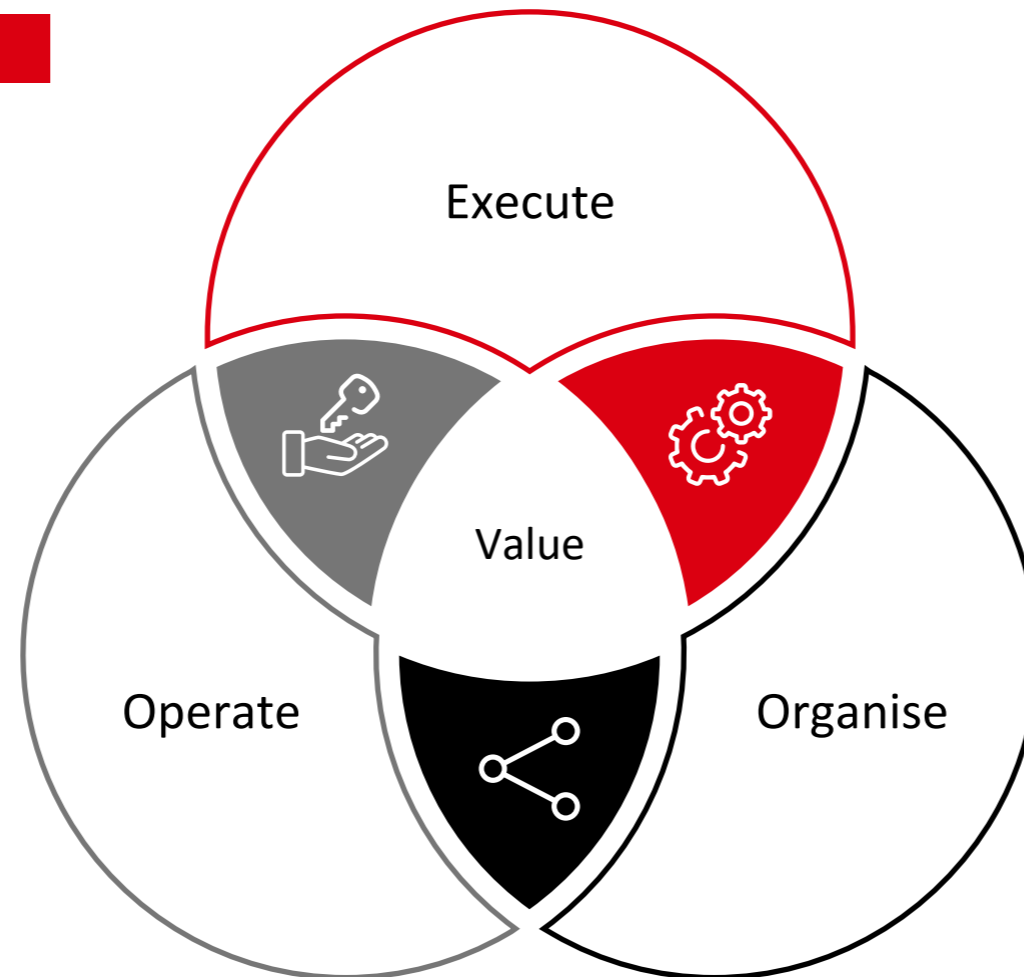
Focus on Flow

Understanding our delivery performance with a focus on reducing lead time to value. Providing insight to value streams to enable optimisation of flow. Initially focussed on our value of deliver.

Value Stream organisation

Bring together Product, Operations, Tech and Delivery into value streams – focussed on:

◆ **Ideation** – solution design, product vision – where are we heading?

◆ **Deliver** – Execution of change (where our CTB is spent)

◆ **Run** – Delivery of the service to the client

Execute

Value

Operate

Organise

Why Flow Matters

LEAD TIME

	Q1	Q2	Q3	Q4
Average Lead Time 2020	113	86	66	45
2021	57	35	22	33
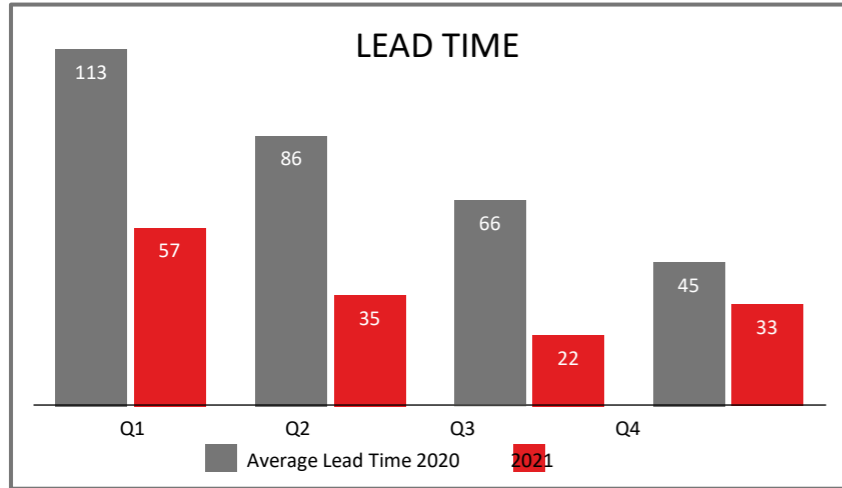
This team have been using **FSHR dashboard** (since 2020) and an **internal Flow Metrics tool** (since 2021) to provide **rapid feedback loops on experimental pod practices**. This enabled data driven decision making and has seen **lead time decrease** + **release efficiency increase** alongside **improved risk metrics**.

This has resulted in:
- Happier clients! – client satisfaction now Green
- Reduced delivery risk – incidents have reduced by 90%
- Backlog transitioned away from 'yesterday' and towards 'tomorrow'
- Reduced and more stable investment spend

The ongoing change is achieved by focus on continuous improvement and 3 key levers:

1. Increased Release Cadence

Releases have gone from platform level & monthly to pod-owned and multiple per week

- **Increased automation** and dev ops
- Using **flow metrics** to **identify blockers** and catch issues early
- Monthly retrospectives feeding the **exchange of ideas** and problem solving to identify further improvements
- Greater **pod ownership and empowerment** on releases means less/no time waiting for the next communal release
- Principle of **release small and often** embedded in the team

2. Multi-Skilled Teams

Reduce handover time and empower pod members to use all their skills. **Flow metrics proved this** in one pod; the principle was then rolled out to all

- Where appropriate skills exist, BAs get involved in development, testers get involved in analysis, engineers get involved in testing. One person is able to see something through end to end and **reduce 'context switching'**
- Problems are given to a **'pod within a pod'** to do upfront analysis together and agree the best solution.

The principle of collective responsibility is integral to pods with **everyone responsible** for the final delivery of business value.

3. Collaboration Across Functions

Ops have not been involved in Flow Metrics analysis (yet) but have given incredibly positive feedback on results and the new ways of working. In 2021 active efforts have been made to include Ops in scrums and improve lines of communication:

- **Increased flow of dialogue**, Ops familiarity with JIRA, and agile ceremonies. Ops are part of scrums and release management calls.
- **Efficient Prioritisation** Ops decide priority for their items and the delivery teams respond quickly. If an Ops item misses one release due to critical item taking precedence, the **increase of release frequency** means that this is less of an issue.

What have I learned?

The Business has to care
Agility is not a goal in itself.
Traction through focus on what's important

How do you change successful people?
Changing an embedded organisational culture is really hard

External network
Help is available!
People experiencing the same challenges
Fresh thinking, fresh ideas
We're not alone

Trust, trust, trust
Sometimes your biggest allies come from where you least expect
You have to be open minded