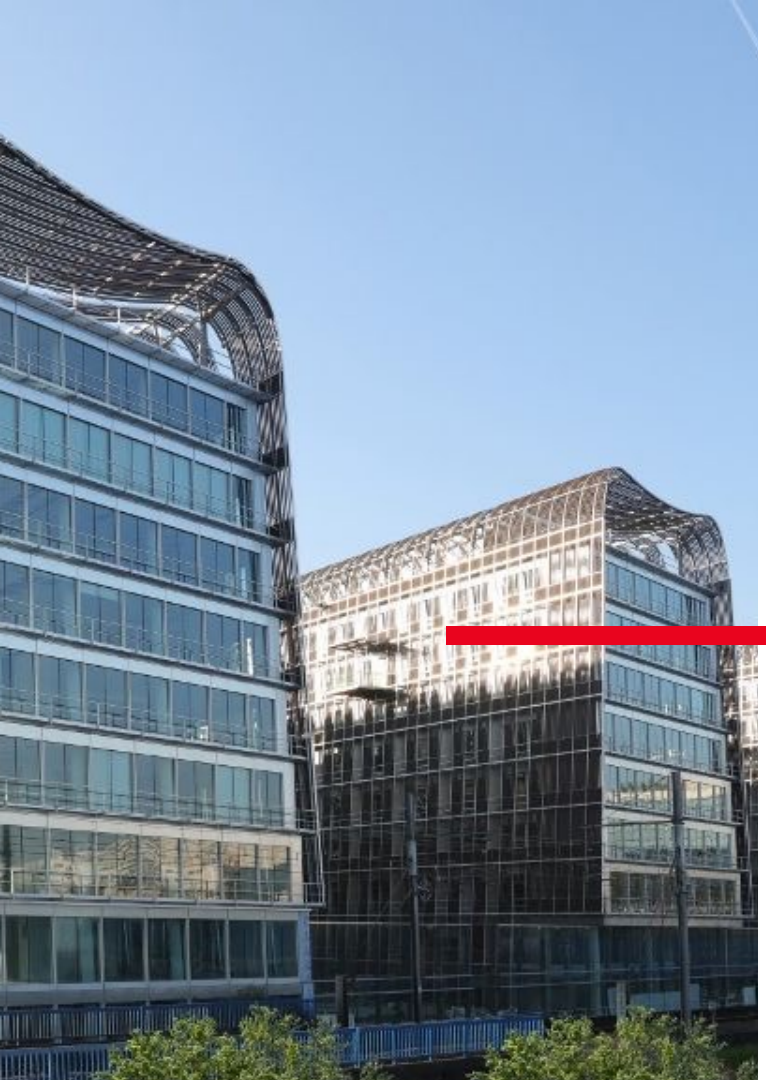


BUSINESS AGILITY CONFERENCE INDIA 2018

AGILE GOVERNANCE: NOT AN OXYMORON!

BALA BULUSU

THE FUTURE IS YOU

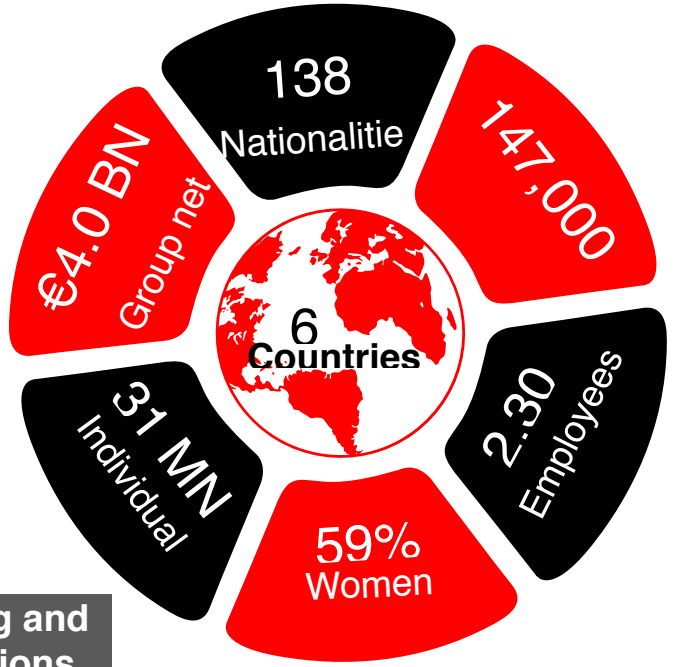
SOCIETE GENERALE

AN IDLE MIND IS…
AN AGILE WORKSHOP!

A TRUSTED PARTNER TO CLIENTS

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

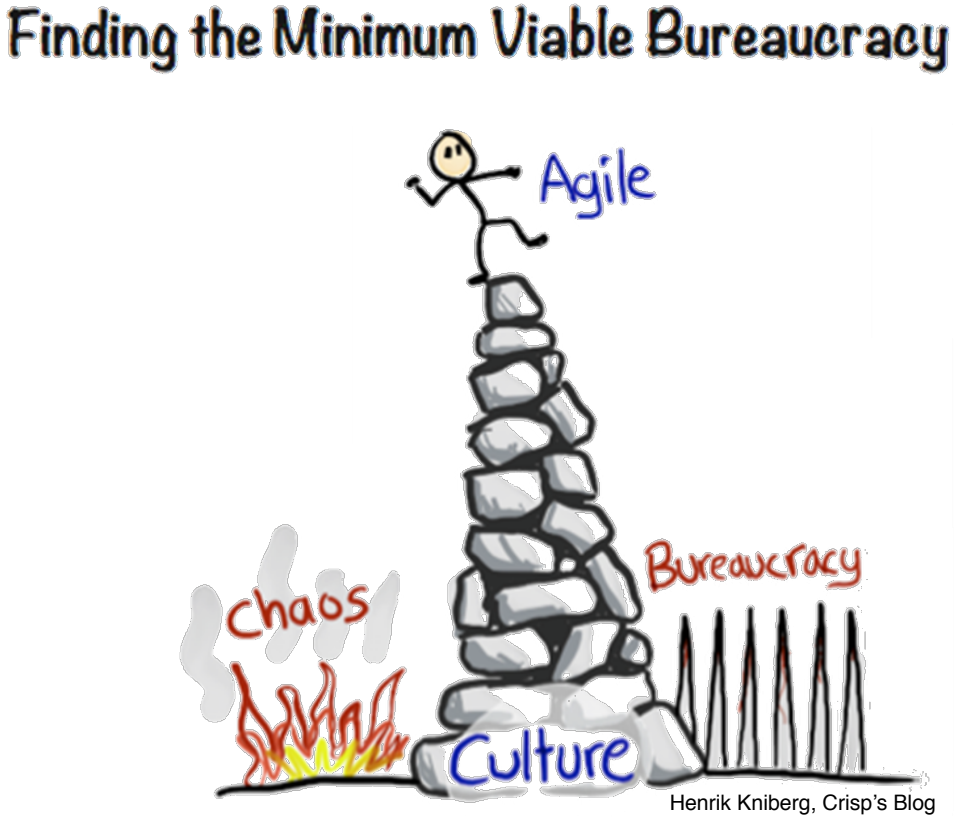
COMMITMENT

RESPONSIBILITY

INNOVATION

TEAM SPIRIT

IT'S A BALANCING ACT

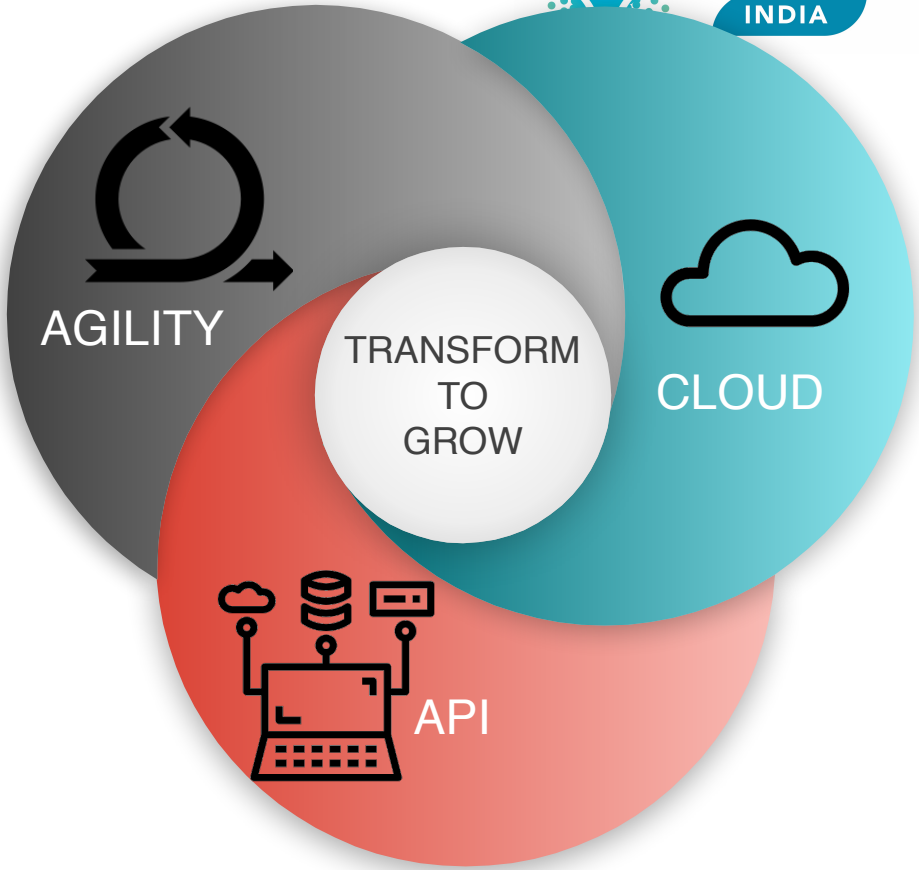


Henrik Kniberg, Crisp's Blog

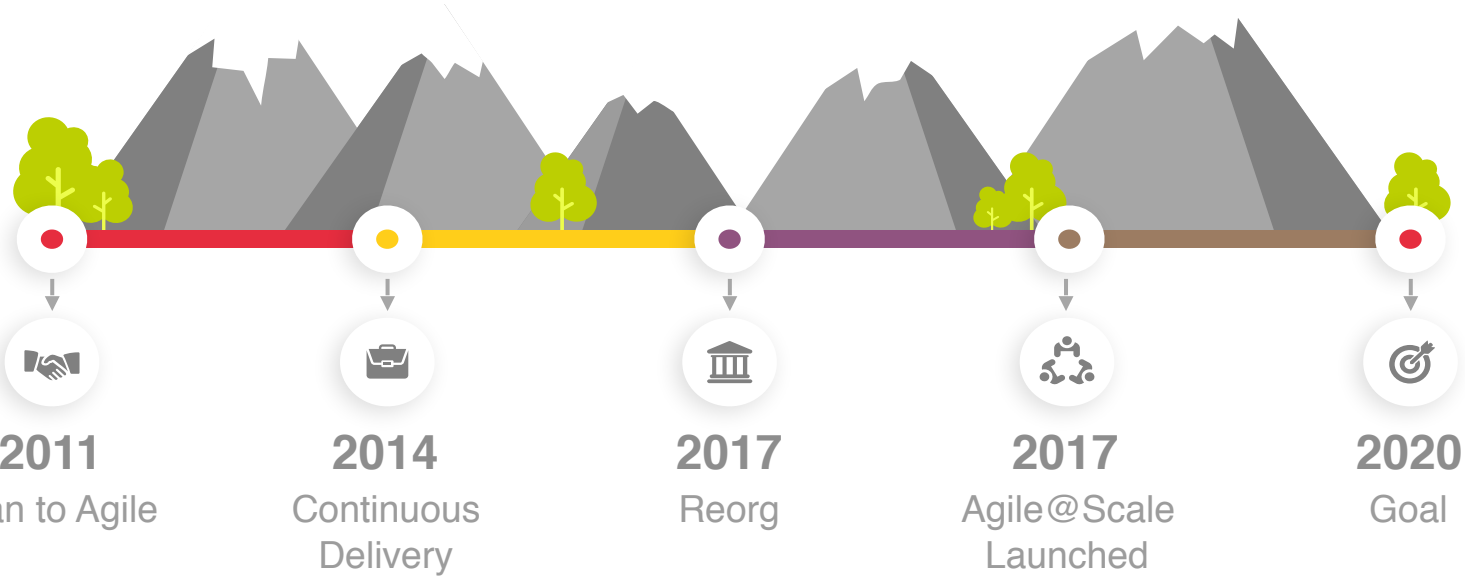
AGILITY IS PART OF THE GROUP TRANSFORMATION

2020 strategic plan:

An OPEN, AGILE and FOCUSSED approach



OUR AGILE TRANSFORMATION STARTED 7 YEARS AGO



WHY AGILE@SCALE?

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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

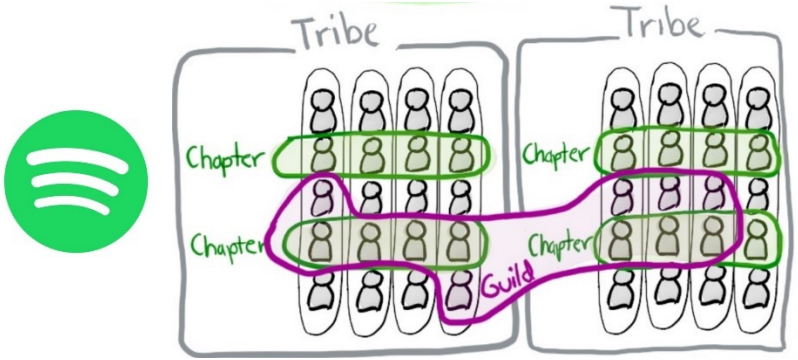
talented professionals

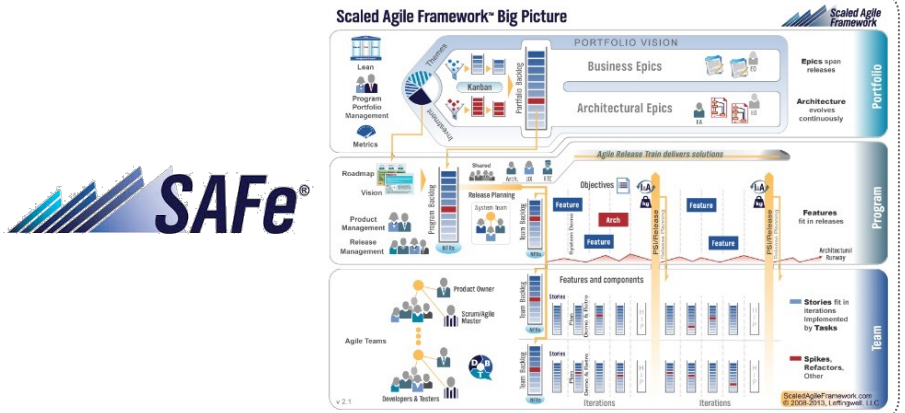
TO IMPROVE EFFICIENCY

- **IT to Business**
- **IT to IT**

Transformation is successful when its comes from a **co-construction with the business**. It involves a deep skill & culture change.

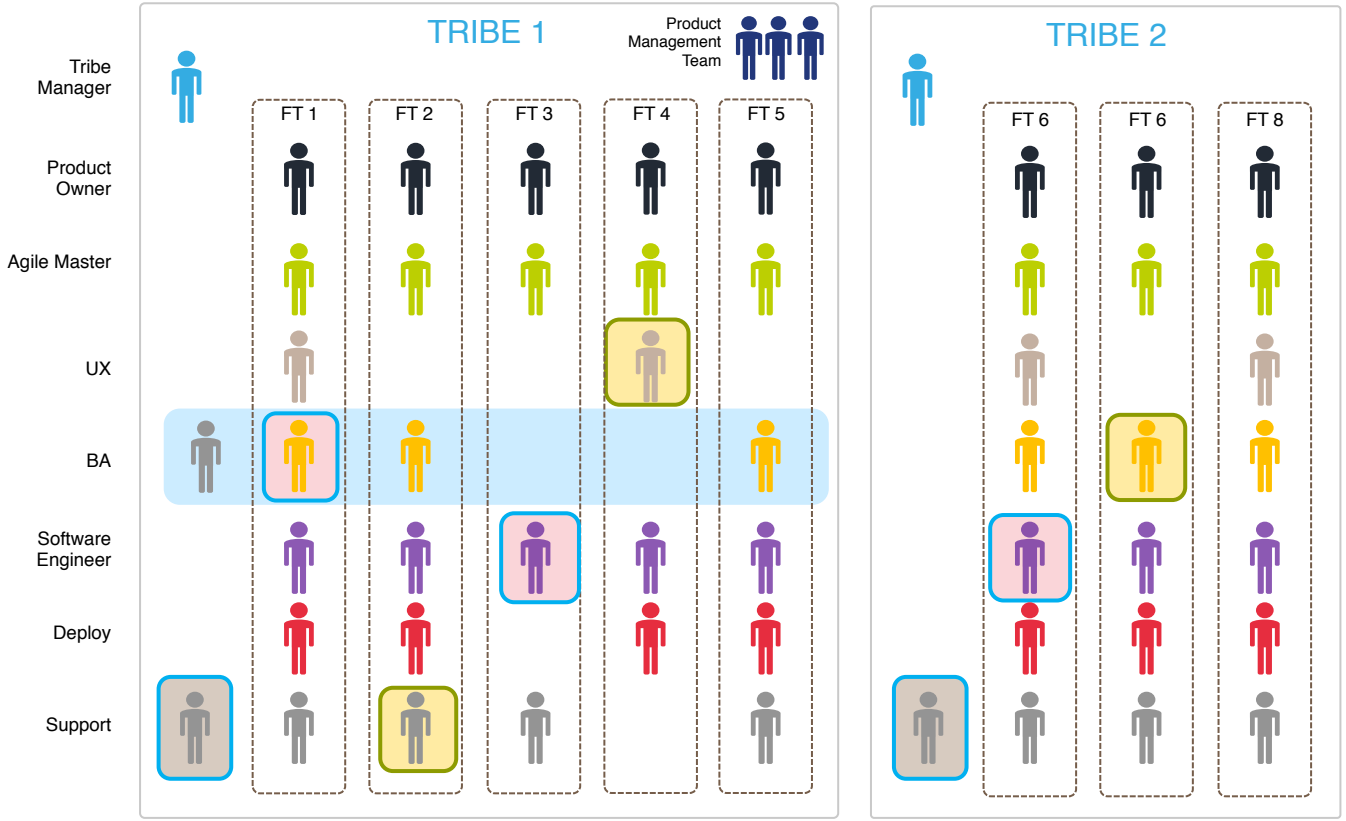
INSPIRATION FOR OUR MODEL





SOCIETE GENERALE

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

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FINANCE

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

OPERATING MODEL

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

HR & SOURCING

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

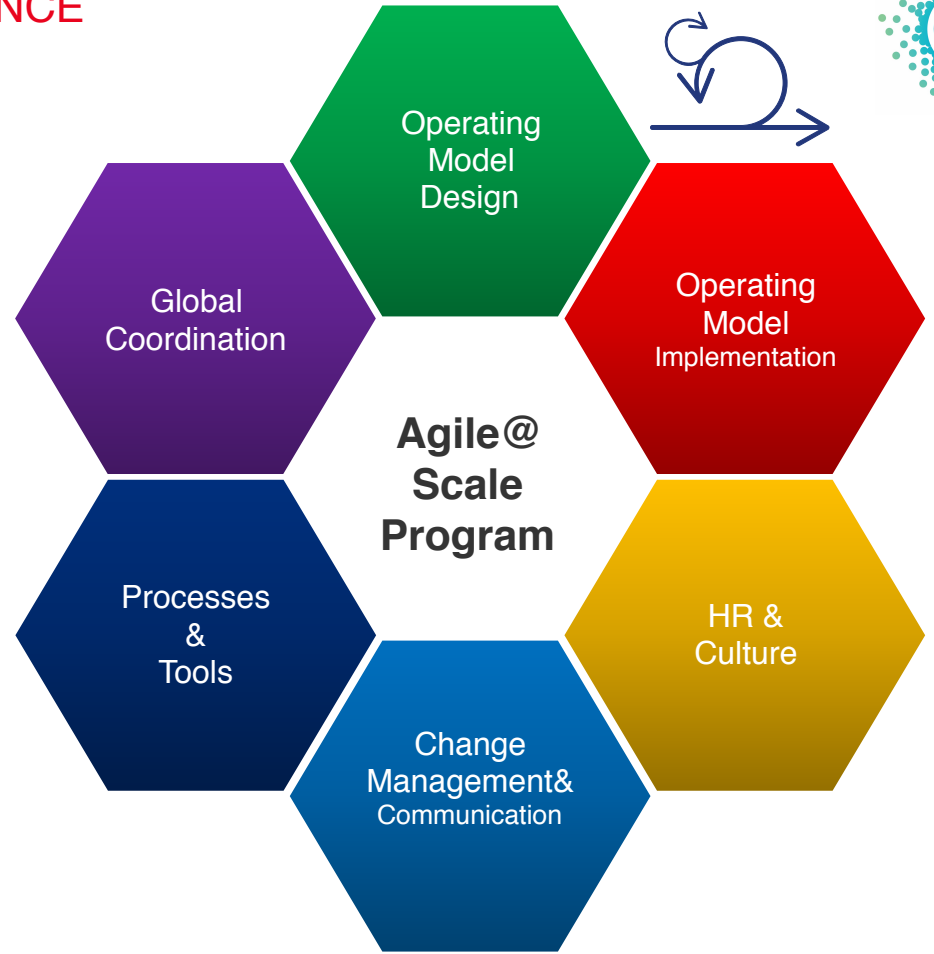
STEERING

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

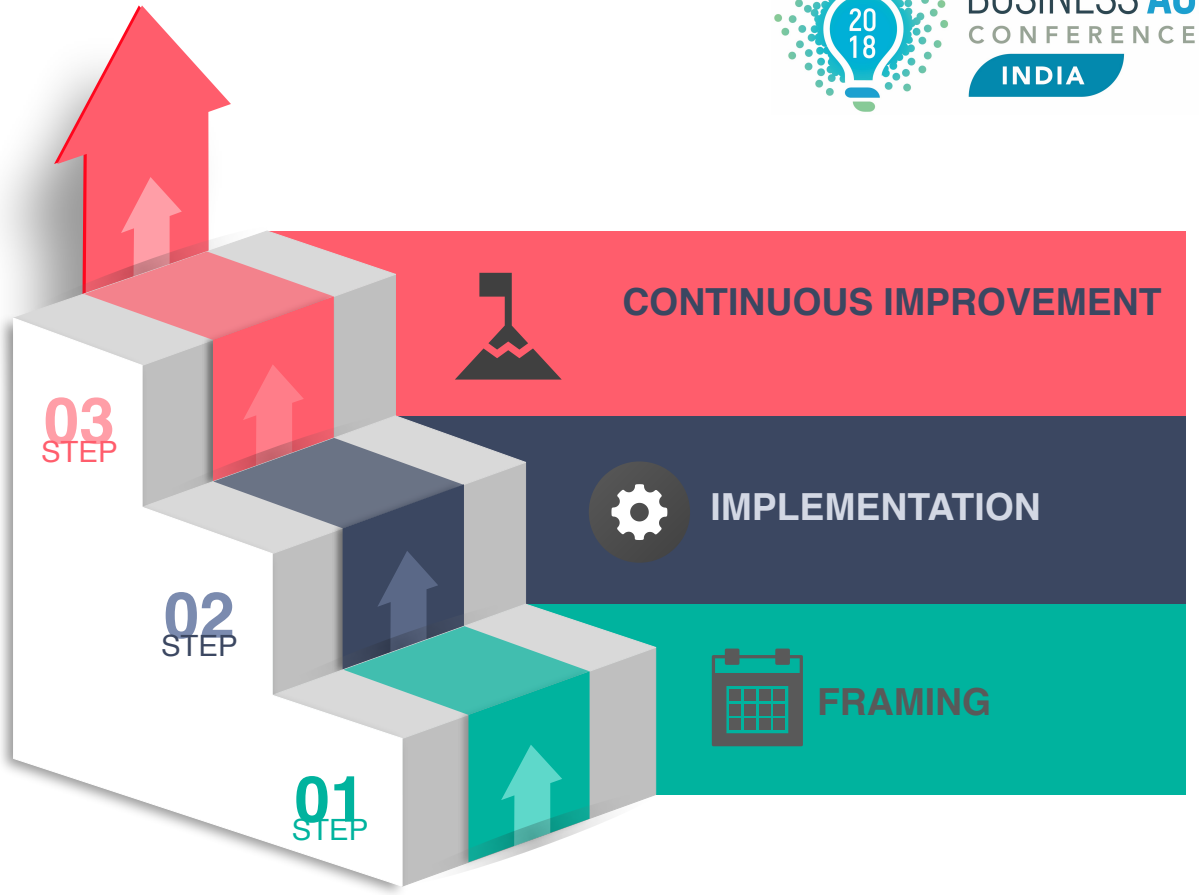
Communication / Coaching & training

SOCIETE GENERALE

PROGRAM GOVERNANCE



3 STEPS TO SUCCESS



BUSINESS BECOMES AGILE

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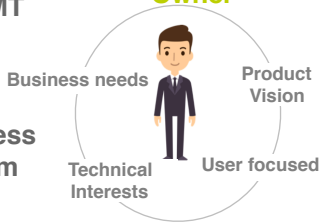
PRODUCT OWNER:
A MAJOR ROLE IN THE "NEW WAY OF WORKING"

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**

The ideal Product Owner



P.O IS NOT

- **A full time job**
- **the team manager**

98%

Nominated

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

SOCIETE GENERALE

DASHBOARD

Feature Teams Deployed
Staff transformed

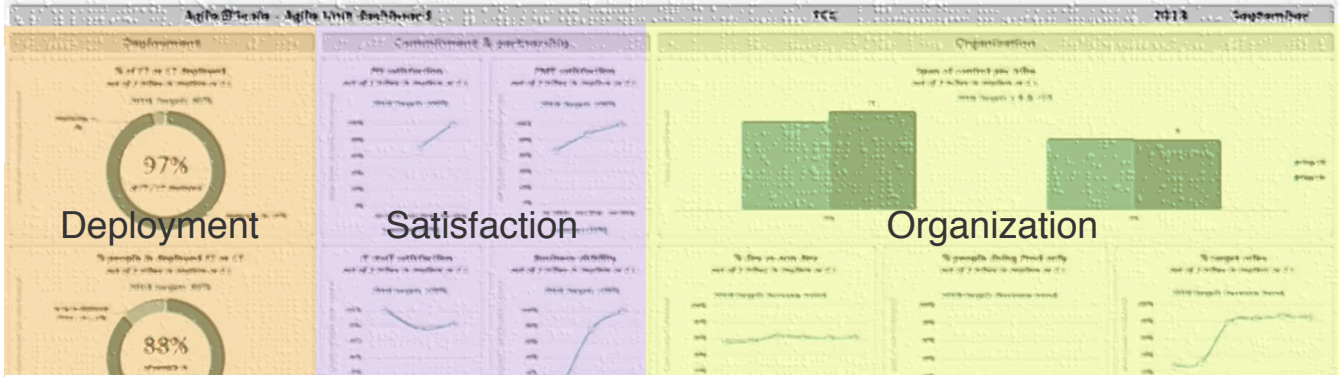
PO, PMT, IT Satisfaction
Visibility

Span of Control
Role Transformation

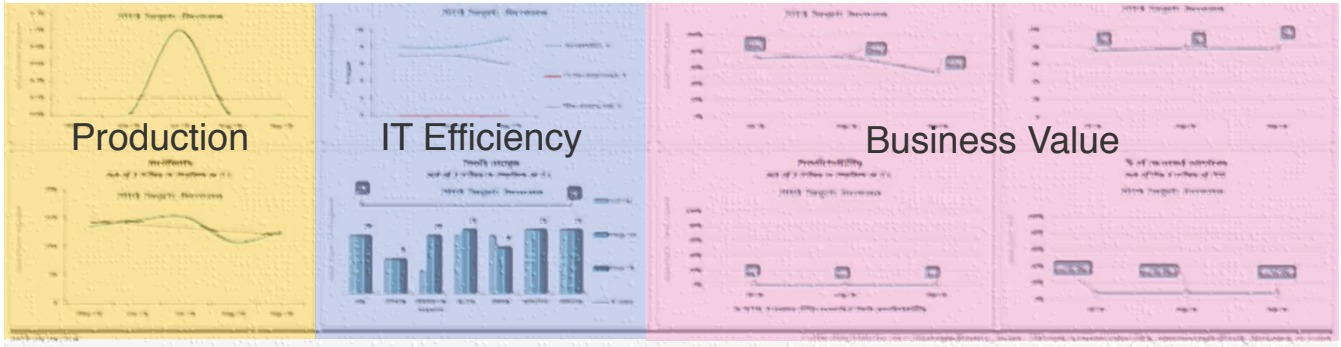
Major Incidents
Defects

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

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03 ADAPTING TO THE NEEDS OF THE ORGANISATION

04 REINFORCING THE TRANSVERSAL AXES

02 VERY CLEAR OBJECTIVES & INDICATORS

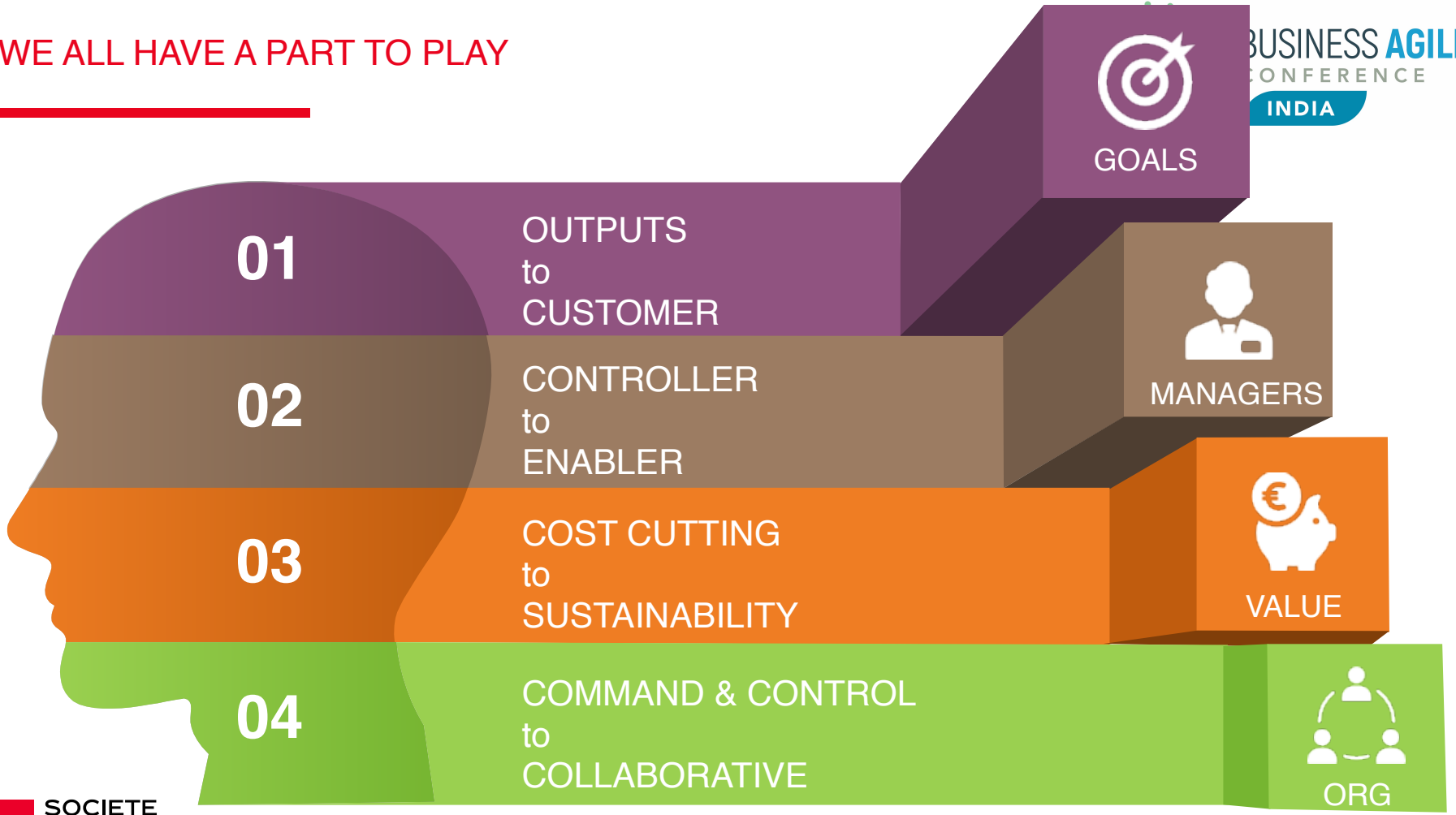
05 A DEEP CHANGE IN OUR CULTURE & MINDSET

01 A STRUCTURED PROGRAM SINCE 2017, ALONG 6 STREAMS

06 A **GLOBAL TRANSFORMATION** WITH CLOUD AND API

SOCIETE GENERALE

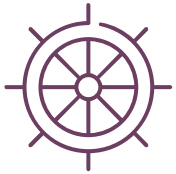
WE ALL HAVE A PART TO PLAY



REMEMBER…

Scaling ahead, caution!

Fail Fast, Adapt, Evolve.



Governance is key to Agility!

MAY THE (AGILE) FORCE BE WITH YOU!!!

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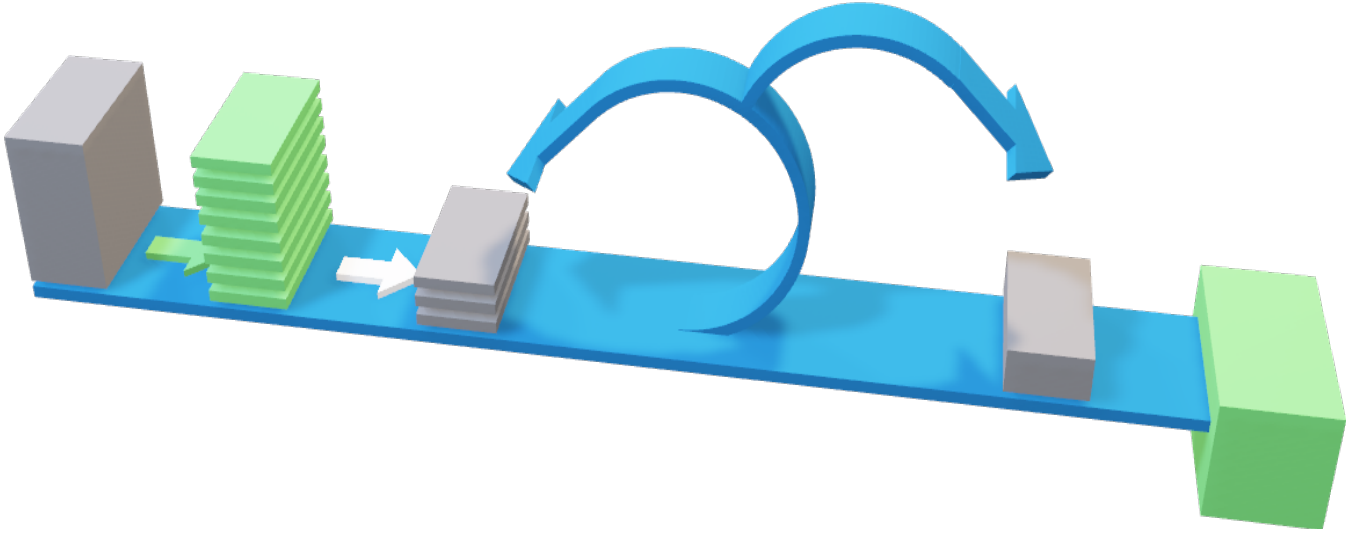

THE FUTURE IS YOU

SOCIETE GENERALE