



# Building a bridge to change Is that enough?

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ING One Agile Way of Working  
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**Gather a Team,  
Set up the Expedition,  
Sail through the Waves,  
Explore beyond Horizon!**



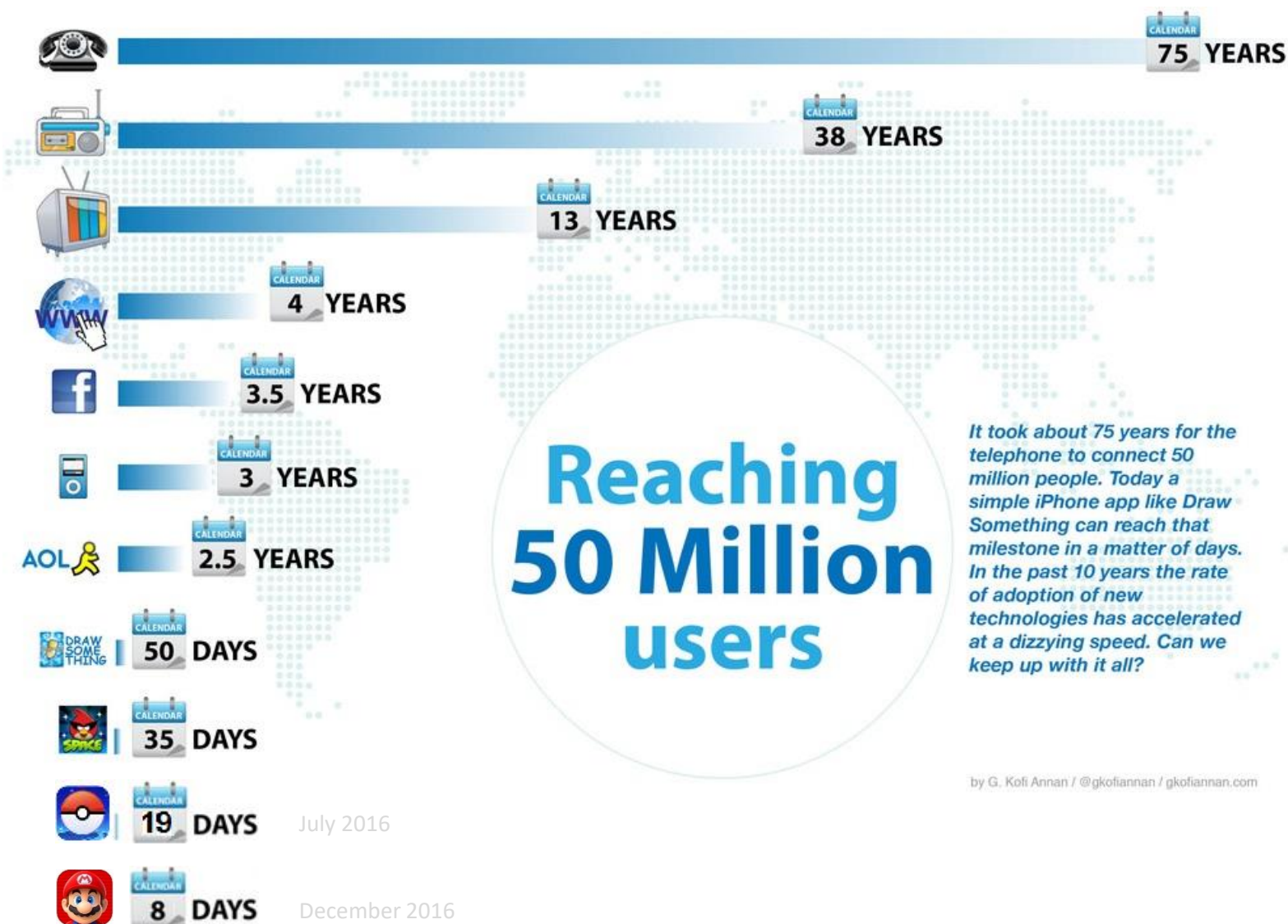


**It's not about discovering new landscapes but about seeing things in a different way**



**So why should we change?**

# The time to volume decreases rapidly





# Things are changing at an increasing pace

A young woman with long brown hair, wearing a blue baseball cap with a circular logo, a denim jacket, and a light-colored scarf, is holding a black smartphone to take a selfie. She is smiling slightly. The background is a blurred crowd of people, suggesting a busy public event or festival. The lighting is warm, indicating it might be late afternoon or early morning.

If I can't get it  
in 3 seconds,  
I'm gone...



The elephant is  
inspired by  
smaller  
greyhounds





# We formulated 3 goals

## Time to Volume



Respond faster to changing customer requirements

## Remove silo's



Break down organizational silo's

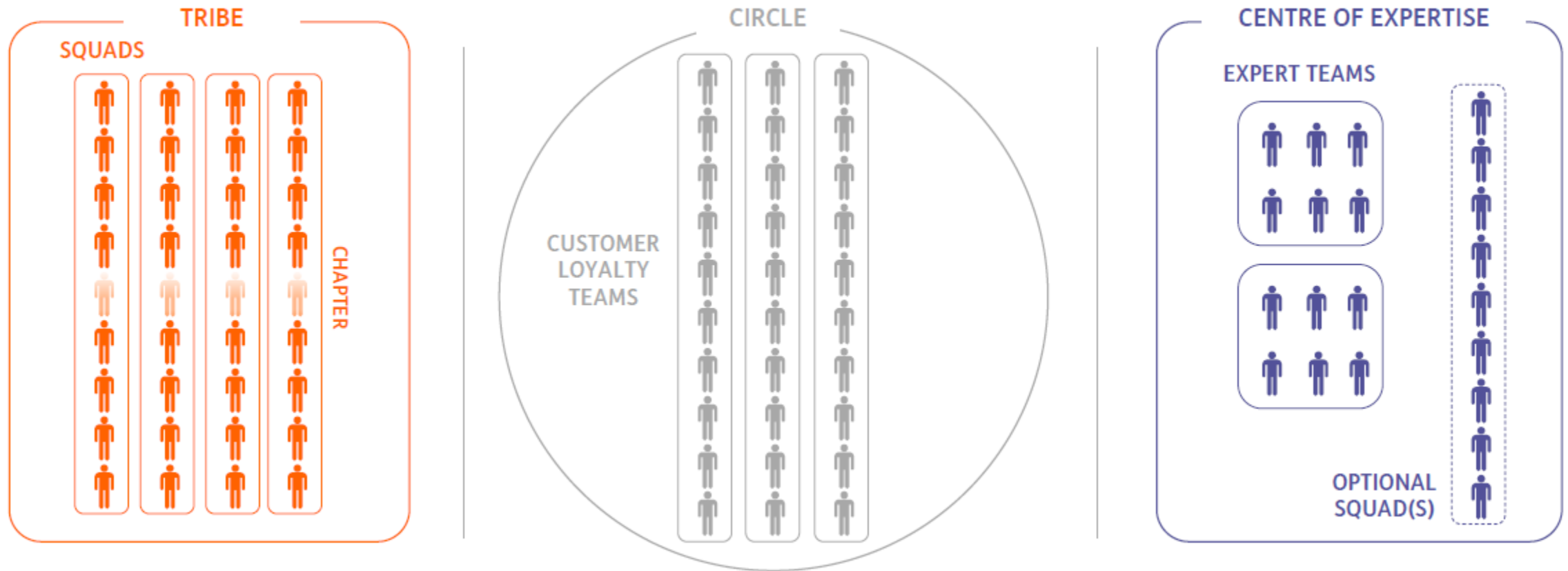
## Engagement



Retain and attract digital talent



# Design to kick-off ING One Agile way of working



# What you do not see when creating the design





**Transformation is a journey  
impacting our  
behaviour &  
mindset**





# Building our house with multidisciplinary teams





# Creating our own culture - The Orange Code



you take it  
on and make  
it happen

THE  
ORANGE  
CODE

you help  
others to be  
successful

you are  
always a  
step ahead

**We inspire and work through  
shared purposes**



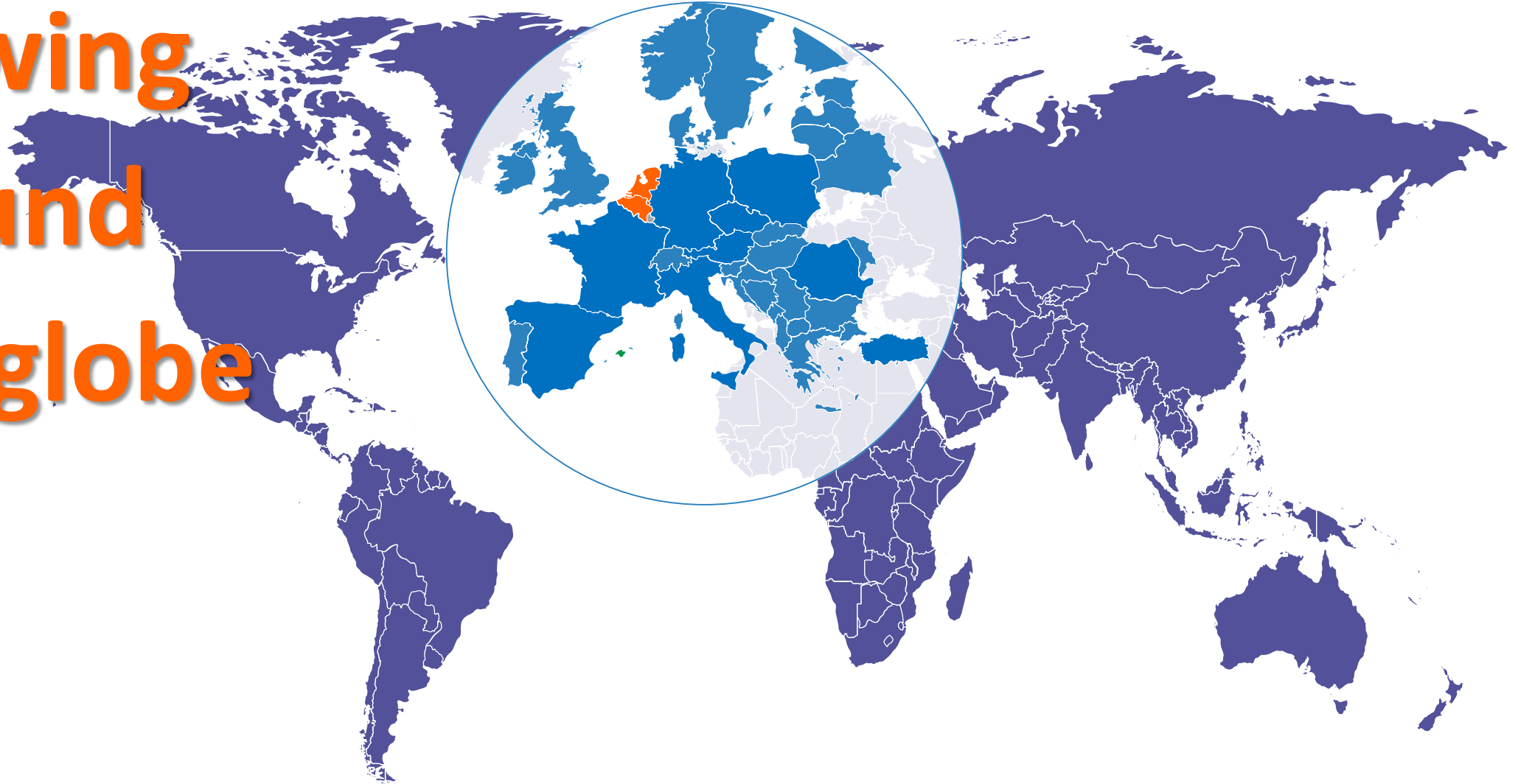


**We experiment & learn  
continuously**



# ING One WOW & Mindset

growing  
around  
the globe





**We build bridges together**





**Empowering people to stay a step  
ahead in life & business**

