BARCLAYS

The Yin and Yang of Speed and Control

An experience report

Jonathan Smart @jonsmart Business Agility Conference, NY, March ‘18

Barclays moves, lends, invests and protects money for customers and clients worldwide

- 327 years old, founded 1690
- 80,000 employees in 40 countries, 29,000 in Technology
- Annual revenue ~£20bn (US$26bn)
- 48m customers
- 30% of the annual UK GDP processed every day, ~£600 billion per day
- Meet a financial need for almost 50% of adults in the UK
- £1 in every £3 spent is through Barclaycard
- Operating in the most regulated industry

Lessons Learnt

Want to scale agile?
Don't

Descale the work first
Achieve big through small

Want to do an Agile Transformation?
Don't

Focus on the Outcomes
Flow, Quality, Happiness, Value
Be the best at being better

Better Value Faster
Safer Happier

From Productivity to Value-tivity

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Whole Enterprise Agility

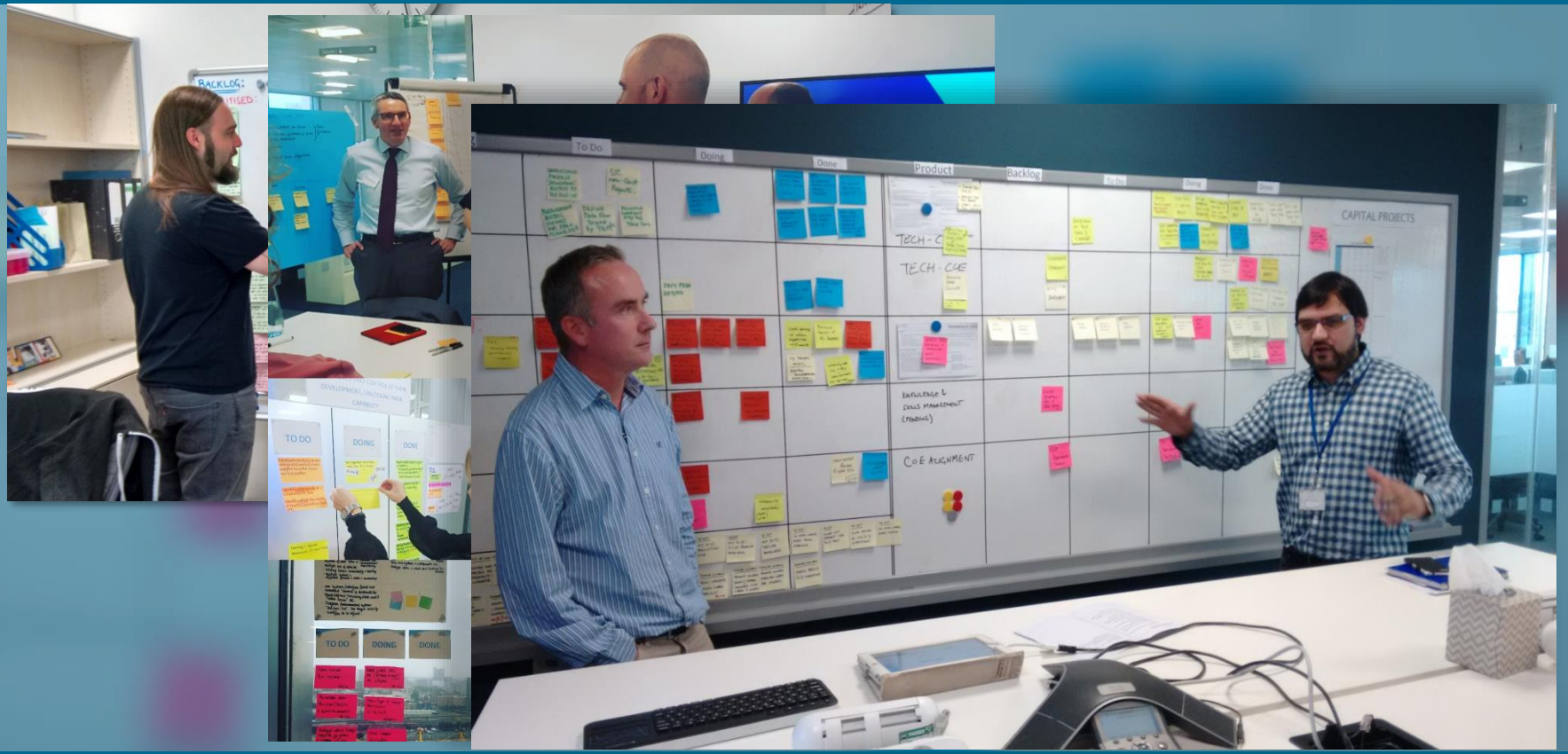
The speed and effectiveness with which an organisation can generate new insights, adapt and respond to them*

Network of Interdependent Services

Purpose driven, self managing, Shape Shifters

* credit: Dan North

Agile Outside IT



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Speed & Control

Control Tribes

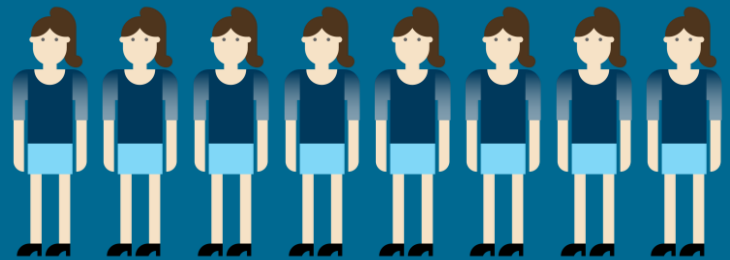
From

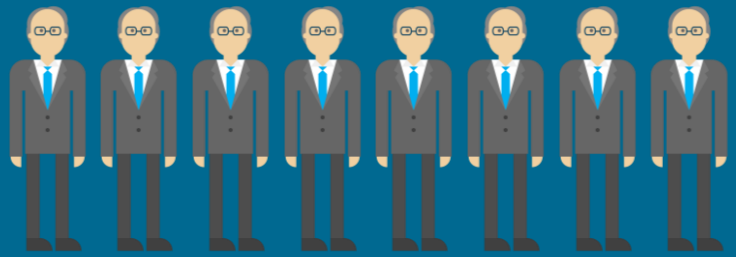
To

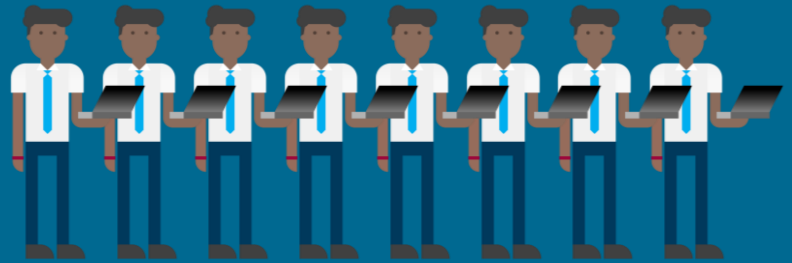
e.g. InfoSec

Data Privacy

Fraud







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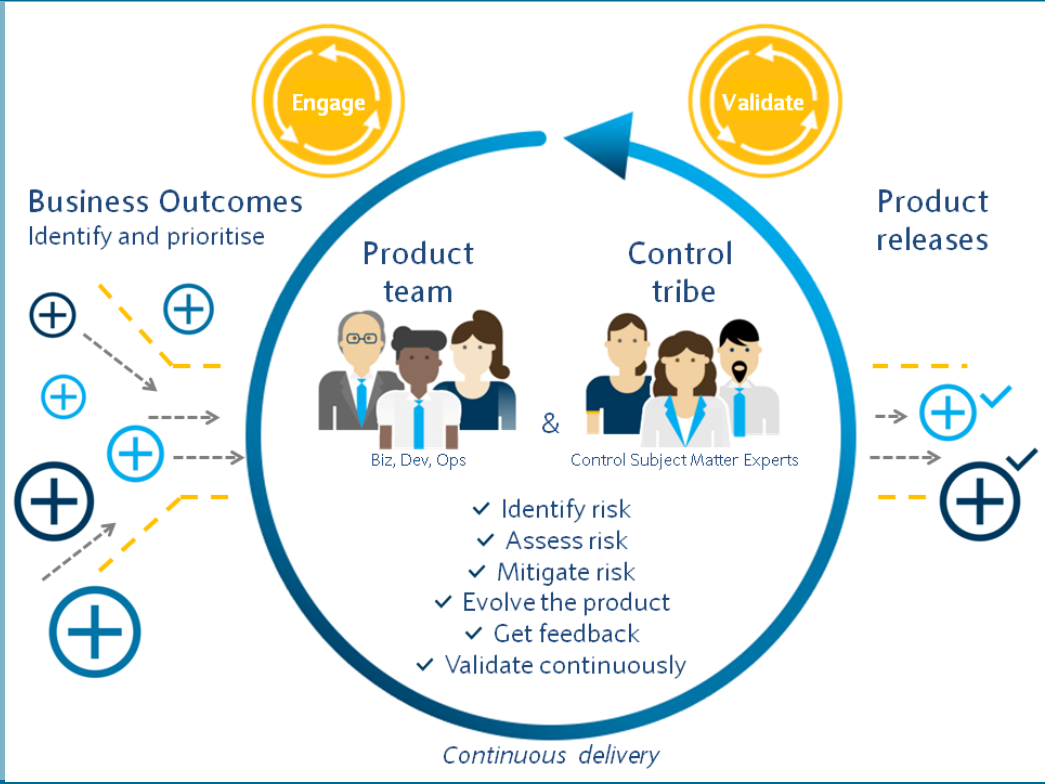
Control Tribes

From		*To*
Aligned by role	→	Multi-disciplinary Team (Tribe)
Early & Late Engagement	→	Early & Often Engagement
Time-sliced	→	Long lived, by Value Stream
Engagement via email	→	Engagement health andon cord
Contract	→	Conversation
Linear Project	→	Quarterly Business Outcomes

Lean Control Process

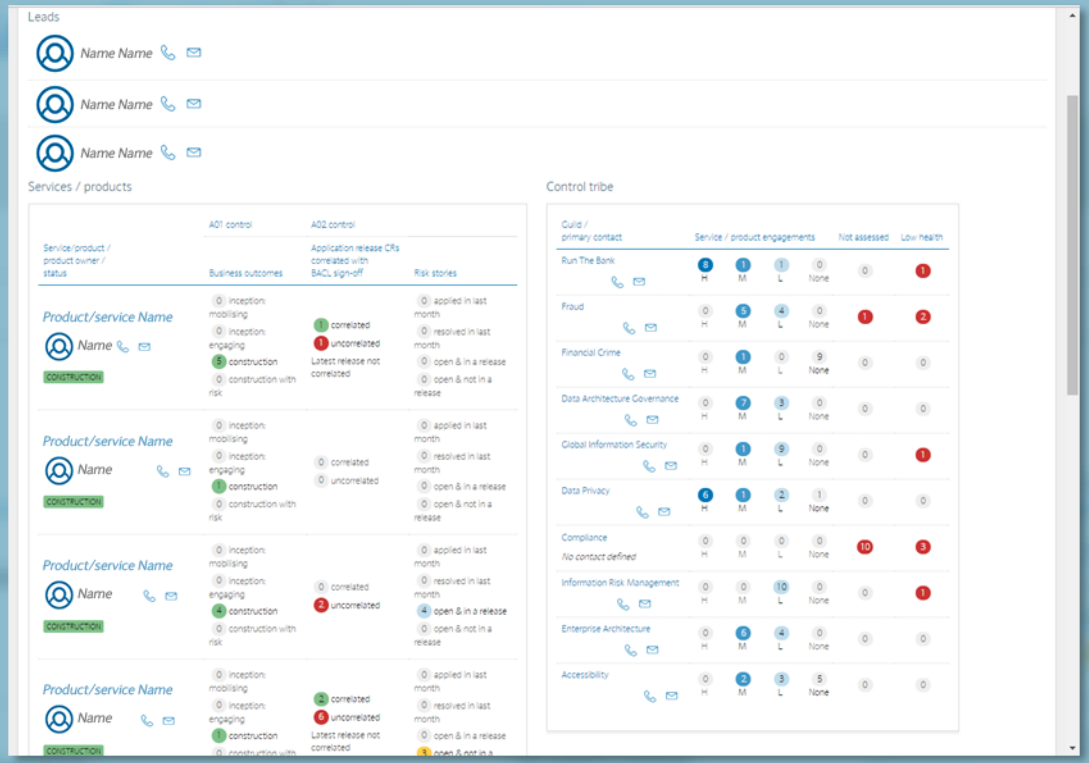


Lean Control Tool

People ➔ Process ➔ Tool

- Menu of risk stories
- Tailored to context
- Prompts conversation with Control Tribe
- Integrated
- Engagement Health Indicator

Lean Control Tool



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Backlog Item Refinement
BID Refinement
Acquisitons
Prioritised Feature Ready to pull
Feature in Refinement
Team Ready to Pull
Black Box
Talisker
Tetris
TWAIN
Delta
Servicing
Estrella