



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

Descal 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

Whole Enterprise Agility

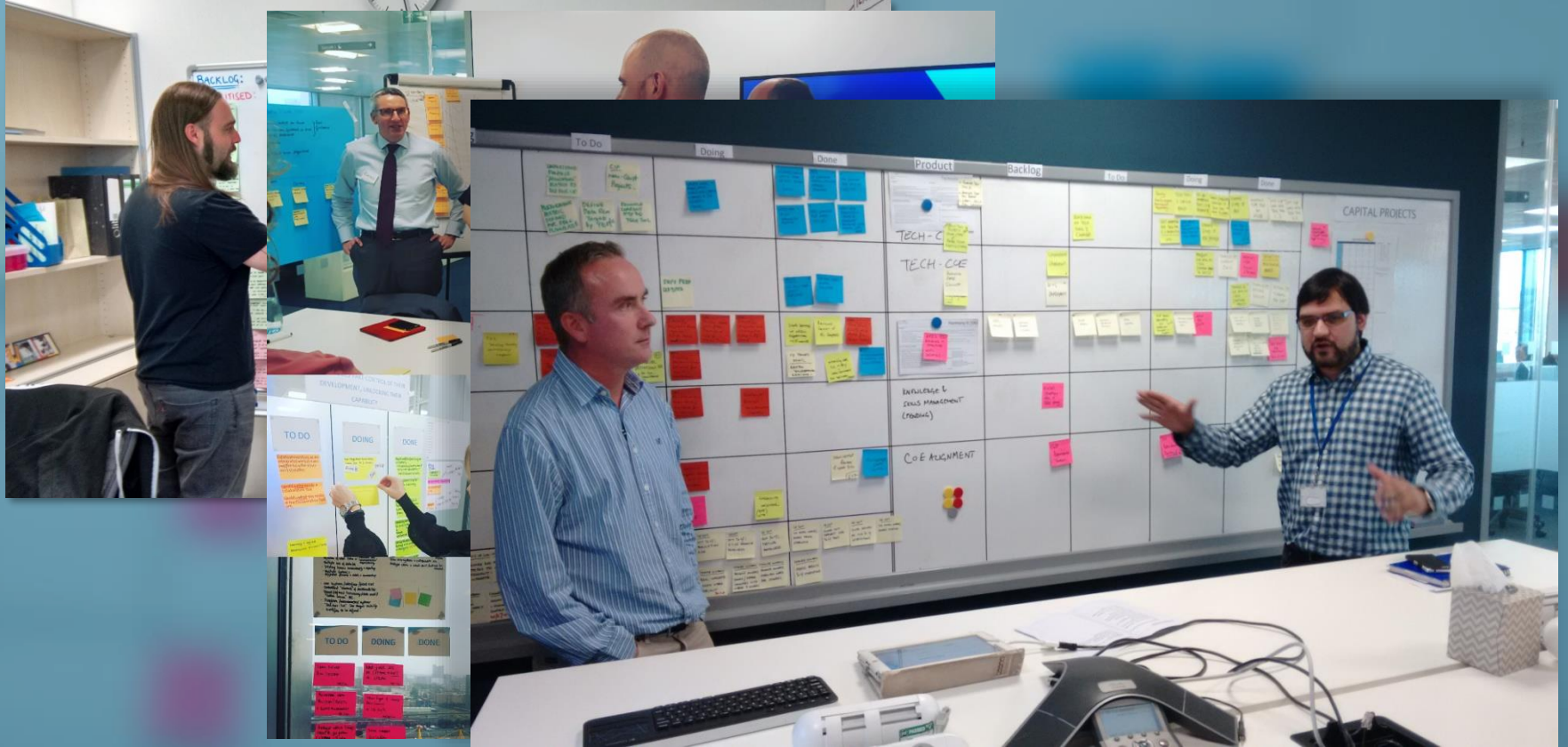
The speed and effectiveness with which an organisation can generate new insights, adapt and respond to them*

Network of Interdependent Services

Purpose driven, self managing, Shape Shifters

* credit: Dan North

Agile Outside IT

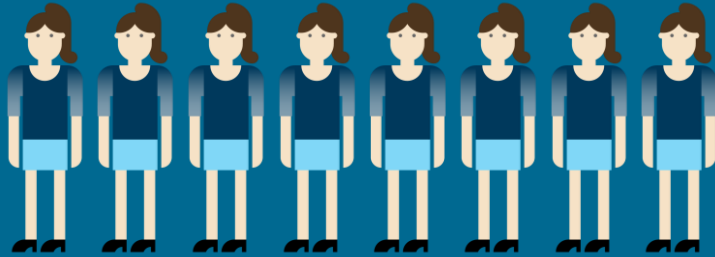


Speed & Control

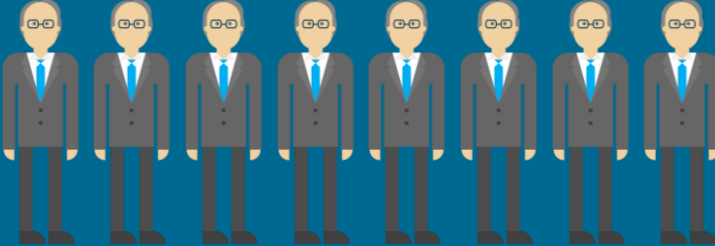
Control Tribes

From

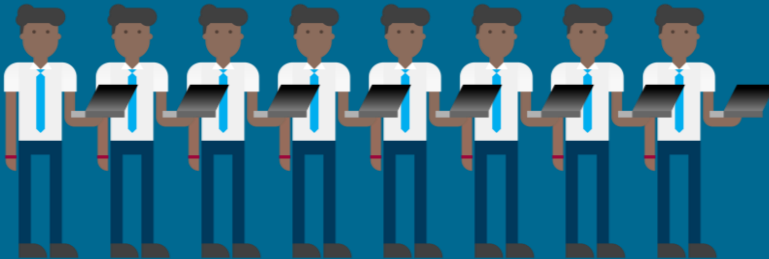
e.g.
InfoSec



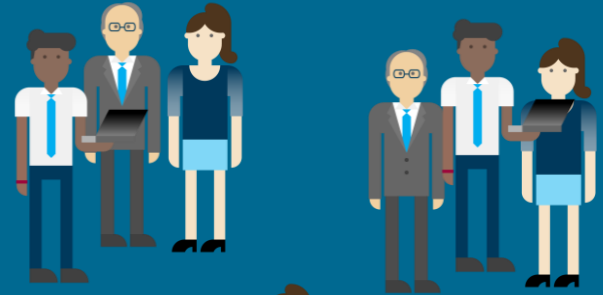
Data
Privacy



Fraud



To



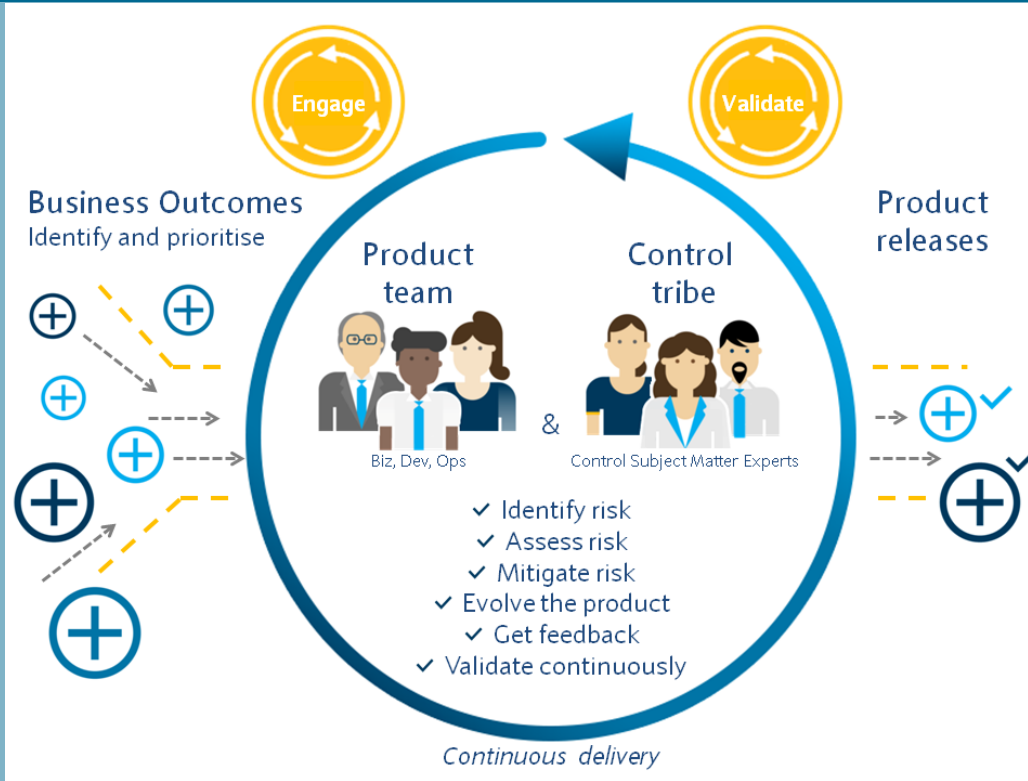


Control Tribes

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 and on 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

Leads

- Name Name
- Name Name
- Name Name

Services / products

Service/product / product owner / status	A01 control	A02 control	Risk stories
	Business outcomes	Application release CRs correlated with BACU sign-off	
Product/service Name Name CONSTRUCTION	<ul style="list-style-type: none"> 0 inception: mobilising 0 inception: engaging 5 construction 0 construction with risk 	<ul style="list-style-type: none"> 1 correlated 1 uncorrelated Latest release not correlated 	<ul style="list-style-type: none"> 0 applied in last month 0 resolved in last month 0 open & in a release 0 open & not in a release
Product/service Name Name CONSTRUCTION	<ul style="list-style-type: none"> 0 inception: mobilising 0 inception: engaging 1 construction 0 construction with risk 	<ul style="list-style-type: none"> 0 correlated 0 uncorrelated 	<ul style="list-style-type: none"> 0 applied in last month 0 resolved in last month 0 open & in a release 0 open & not in a release
Product/service Name Name CONSTRUCTION	<ul style="list-style-type: none"> 0 inception: mobilising 0 inception: engaging 4 construction 0 construction with risk 	<ul style="list-style-type: none"> 0 correlated 2 uncorrelated 	<ul style="list-style-type: none"> 0 applied in last month 0 resolved in last month 4 open & in a release 0 open & not in a release
Product/service Name Name CONSTRUCTION	<ul style="list-style-type: none"> 0 inception: mobilising 0 inception: engaging 1 construction 0 construction with risk 	<ul style="list-style-type: none"> 2 correlated 2 uncorrelated Latest release not correlated 	<ul style="list-style-type: none"> 0 applied in last month 0 resolved in last month 0 open & in a release 1 open & not in a release

Control tribe

Clvd / primary contact	Service / product engagements				Not assessed	Low health
Run The Bank	4 H	1 M	1 L	0 None	0	1
Fraud	0 H	5 M	4 L	0 None	1	2
Financial Crime	0 H	1 M	0 L	9 None	0	0
Data Architecture Governance	0 H	7 M	3 L	0 None	0	0
Global Information Security	0 H	1 M	9 L	0 None	0	1
Data Privacy	4 H	1 M	2 L	1 None	0	0
Compliance No contact defined	0 H	0 M	0 L	0 None	10	3
Information Risk Management	0 H	0 M	16 L	0 None	0	1
Enterprise Architecture	0 H	6 M	4 L	0 None	0	0
Accessibility	0 H	2 M	3 L	5 None	0	0

