The Power of Three

The Journey of an Agile Leadership Team

Nienke Alma, Agile Coach at ING
Once upon a time...
Drive – The manager served it all

PURPOSE
The desire to serve something bigger than ourselves

AUTONOMY
The desire to direct our lives

MASTERY
The desire to get better at something that matters

Inspired by “Drive” of Daniel Pink
The POCLAC: a power of three

**PURPOSE**
The desire to serve something bigger than ourselves

**MASTERY**
The desire to get better at something that matters

**AUTONOMY**
The desire to direct our lives
Our journey
Background

Tribe “Daily Banking Services”

± 30

Scope
Building, maintaining and improving frontend and middleware components of the customer journeys:
- Open a new current account
- Close a current account
- Change a current account
- Life events impacting current accounts
First things first: POCLAC structure improvements

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<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>How</th>
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<tbody>
<tr>
<td><em>What is the scope of our POCLAC?</em></td>
<td><em>Who is part of the POCLAC?</em></td>
<td><em>How do we structure our meetings?</em></td>
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<td>Continue to combine multiple squads</td>
<td>In theory: POCLAC = all Product Owners, Chapter Leads and Agile Coaches</td>
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<td>In practice: Chapter Lead representation</td>
<td>Rules of the game</td>
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<td>Our ideal leadership team size: 9 people</td>
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Turning point: from component teams to feature teams

A feature team is a long-lived, cross-functional, cross-component team that completes many end-to-end customer features one-by-one

Large Scale Scrum (LESS)

Let’s try this out!
From component teams to feature teams - success factors

Purposes of the squads were relatively easy to reorganise

Squad formation through self-selection

POCLAC acts as a team, supporting a common goal
Autonomy

Find a solution for the teams vs. Help the teams find a solution themselves
Conflicting interests

To get this new feature live as soon as possible, I really need more Tibco skills. John and Jane have these skills, so they are now fully applying those skills. Of course it’s temporary.

I disagree. It’s important for their future as an engineer, aligned with the future of ING, that John and Jane develop their Java skills. Their personal development is seriously harmed if they cannot use Java. Moreover, we both know that ‘temporary’ isn’t that temporary. We need to find another solution.
Is our performance as a leadership team good enough to face the challenge?

Is the performance of the squads good enough to face the challenge?

New challenge ahead

evaluation needed!
Inspect & adapt: squad performance

1. PURPOSE
2. MASTERY
3. AUTONOMY

Your input please!
Autonomy

Help the squads find a solution themselves vs. The squads expect that they can find a solution themselves
Inspect & adapt: our own performance

How to continuously meet the expectations of the squads?

Rules of the game

• ...
• ...
• ...
• What makes you proud?

New!
Key learnings

• Stay focused on your shared goal and be explicit about it
• Be prepared for the moment that your culture actually changes
• Know who you work for and respect them
• Never stop evaluating. Don’t wait to take action
• The agenda of your meeting matters. A lot.
Thank you

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Read the full Experience Report online:
https://www.agilealliance.org/resources/experience-reports/the-power-of-three-the-journey-of-an-agile-leadership-team/