

# Assignment Report

## Delivery improvements in an international private bank

An international private bank developed its own digital banking solution. While this offered flexibility, the teams developing and maintaining the product had increasing difficulties to provide expected enhancements on-time, while quality problems became more frequent. A fatal production release finally lead to the conviction that the way these teams were working had to be substantially improved.

### Assignment Goal

The goal of the assignment was to review and improve the digital banking IT area, consisting of five development teams globally. To stabilize the delivery approach we had to address the huge and unstructured product backlogs, teams and staffing of critical roles as well as the collaboration and knowledge exchange across the teams. Finally, the main goal was to stabilize the solution by reducing the huge incident backlog while transforming the five teams into a cycle-based, predictable delivery organization.

### Our Contribution

Spark Mind acted in the role of a hands-on RTE (governance lead) and transformation coach. We facilitated the formulation of organization principles with management to guide our journey. Then team staffing was improved, backlogs were reworked and Kanban boards were adjusted for increased transparency. A weekly production deployment cycle was introduced that supported the teams to release completed work early, obtain feedback and allowed them to slowly transition to a predictable feature delivery mode.

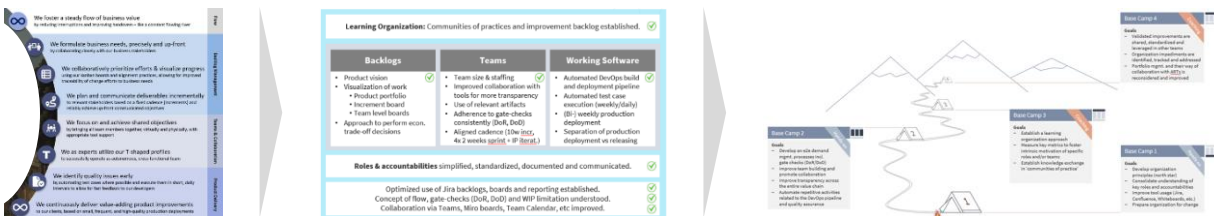


Figure: A structured change journey, initiated with principles and guided by our base camp journey.

Conclusion: with our structured change approach we have supported to transform a 50 people unit into a delivery organization, that can predictable deliver given commitments per increment cycle, allowing their business stakeholder to manage priorities in shorter iterations, what we call business agility.