

ONCE UPON A TIME IN NORDEA



*Large Scale Agile @ Nordea – building the
new Core Banking Platform
– Stories from the trenches*



*FRANK OLSEN
3RD LEVEL AGILE
COACH,
CORE BANKING
PROGRAMME*

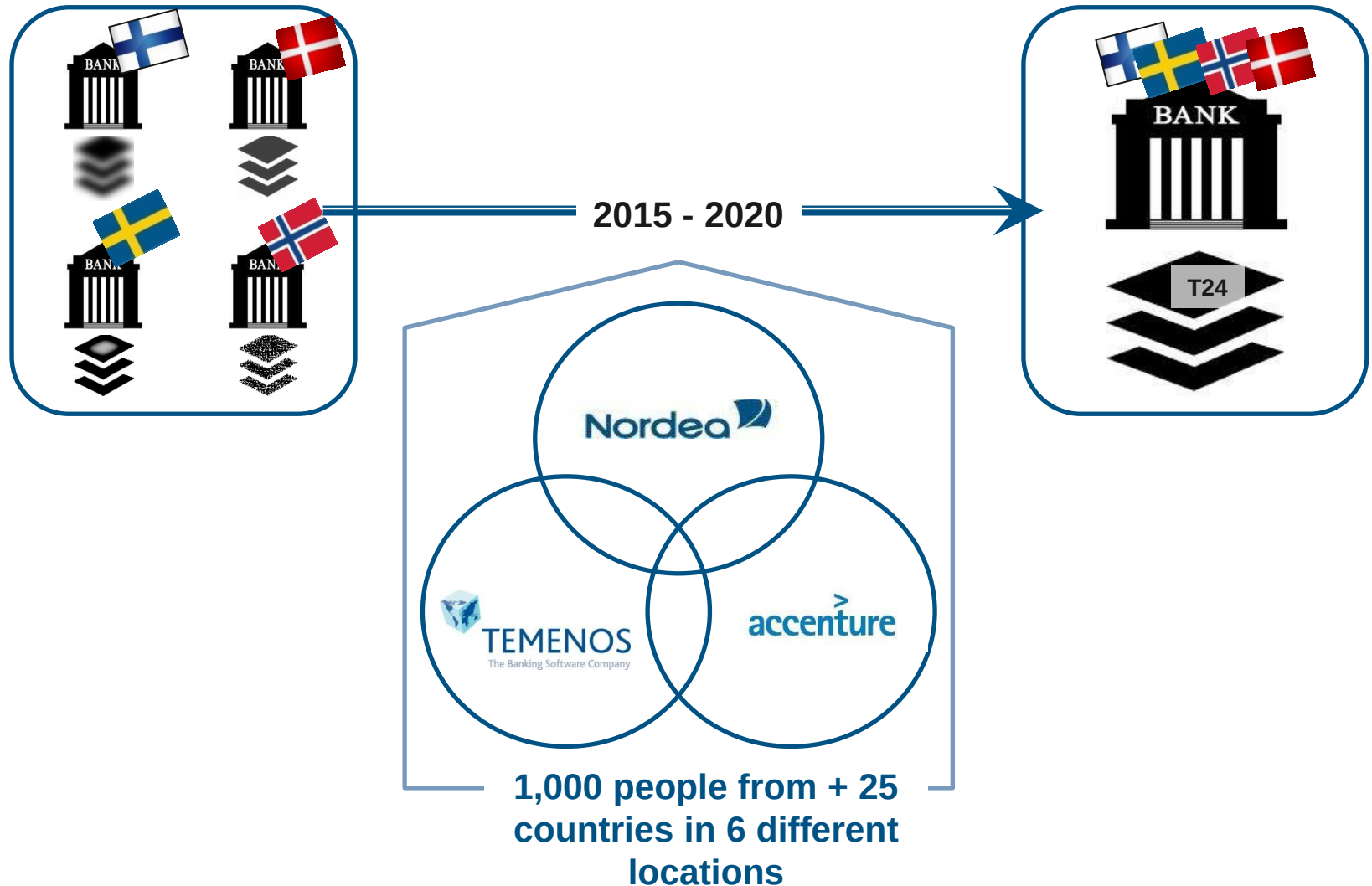


*PIET SYHLER
2ND LEVEL AGILE
COACH IN CORE
BANKING
PROGRAMME*



*NATHALIE HAMMERING
DSM FOR CBP PILOT IN
CORE BANKING
PROGRAMME*

Why building the new Core Banking Platform?



BOUNTY HUNTERS ATTENTION!

WANTED

4 GILE

- THE NEED FOR PLANNING AND PREDICTABILITY
- BUILDING UP A LEARNING ORGANISATION
- SELF-ORGANIZING RESULT IN PARALYSIS
- THE LOCAL OPTIMIZATION THINKING MISTAKE
- MR BEST FAST

\$5,000 REWARD!

NOTIFY NEAREST LAW ENFORCEMENT AGENCY

The case today:

Pilot - to test and learn

- Technology
- Integrations
- Planning & WoW
- Organisation

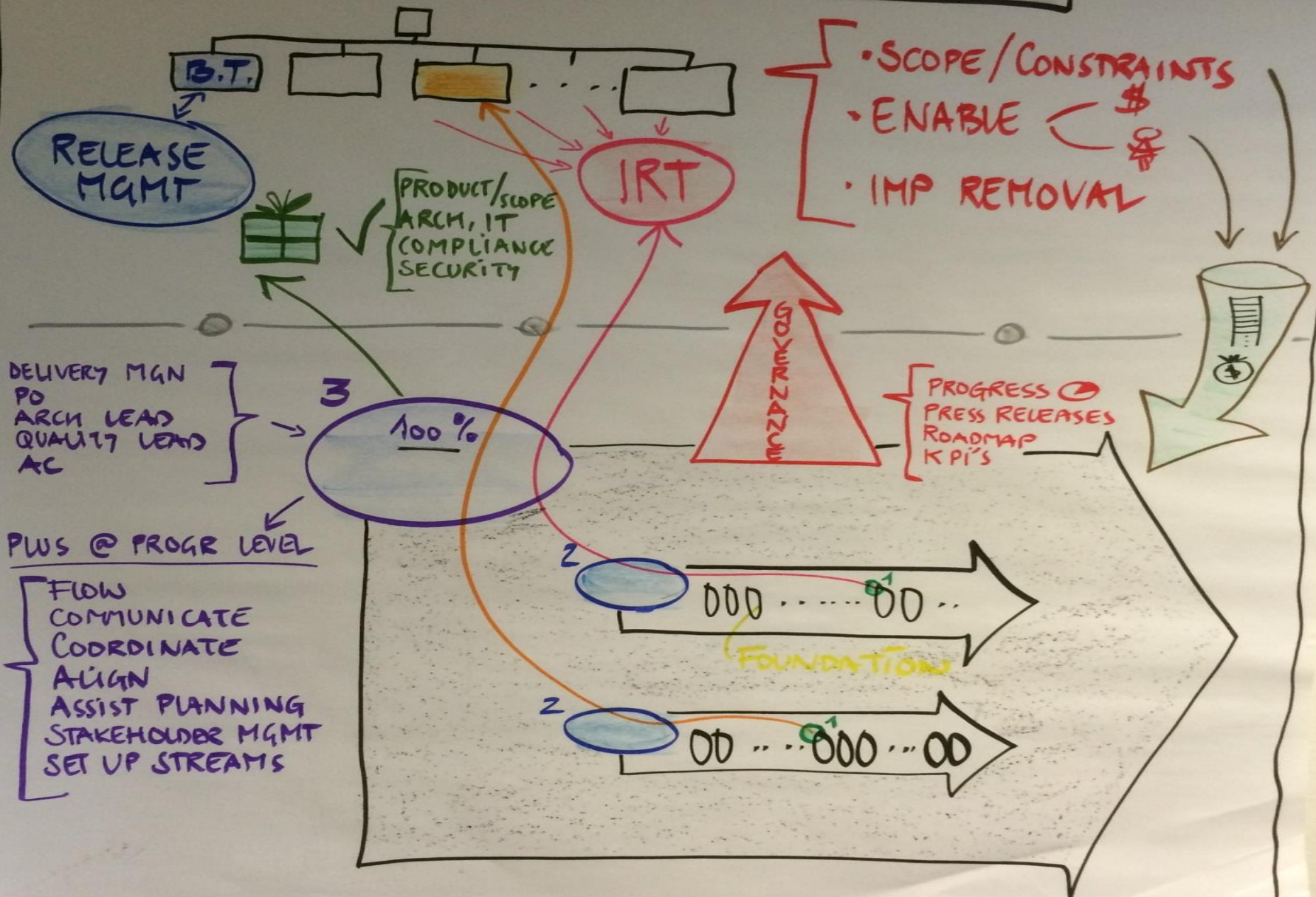


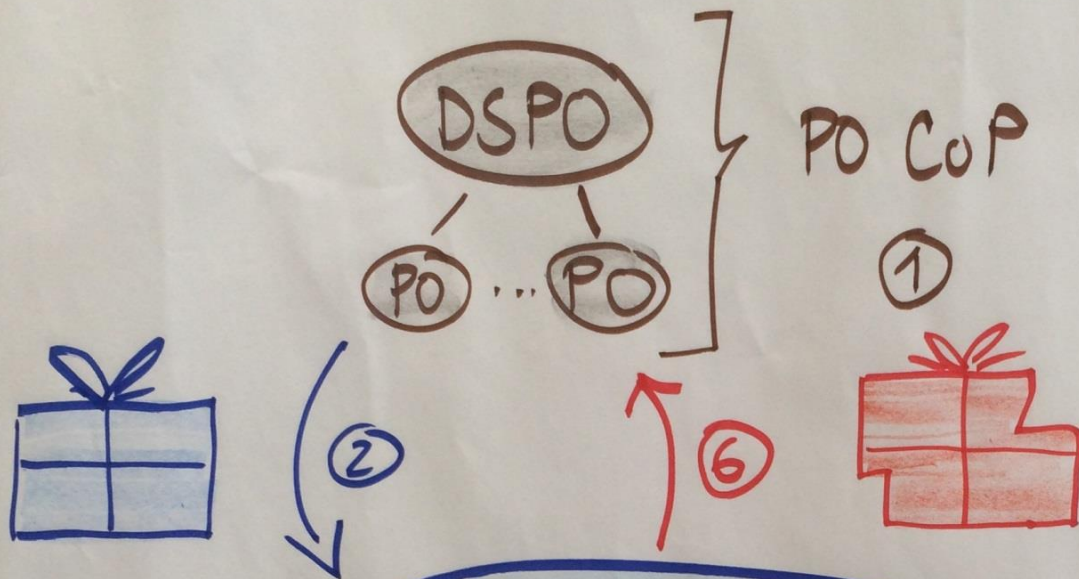
The starting point

The execution

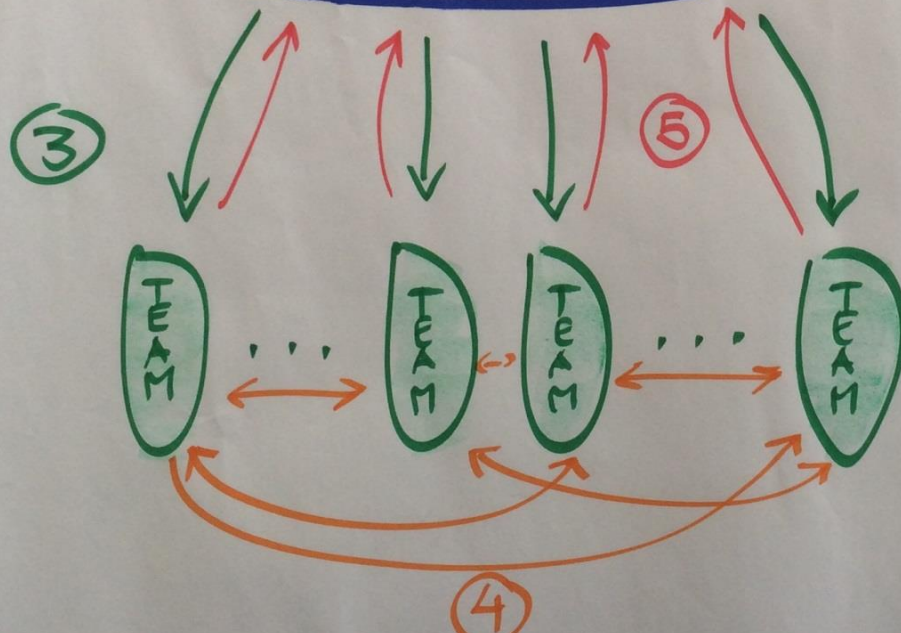
The learnings

DELIVERY / EXECUTION WORK



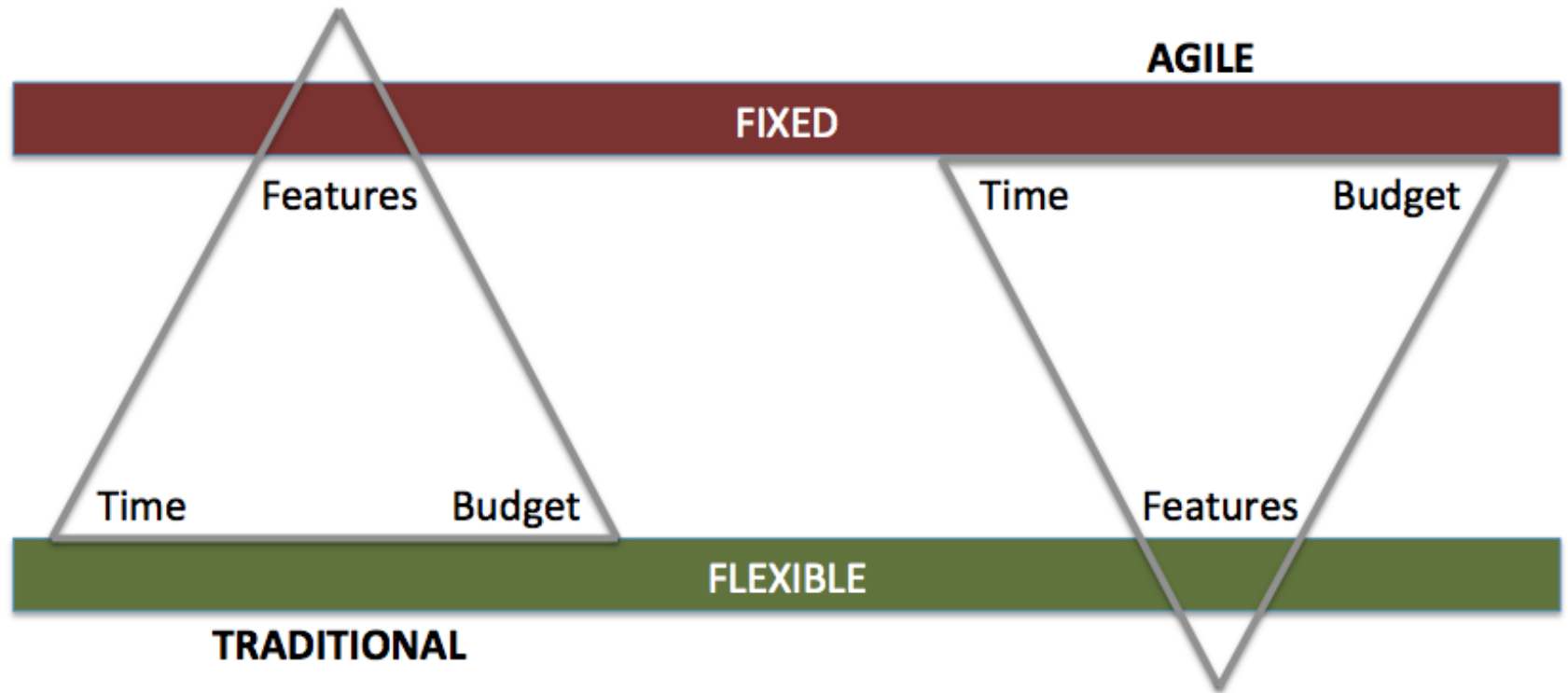


VIRTUAL TEAM



⑦ "PRESS RELEASE"

The Iron Triangle



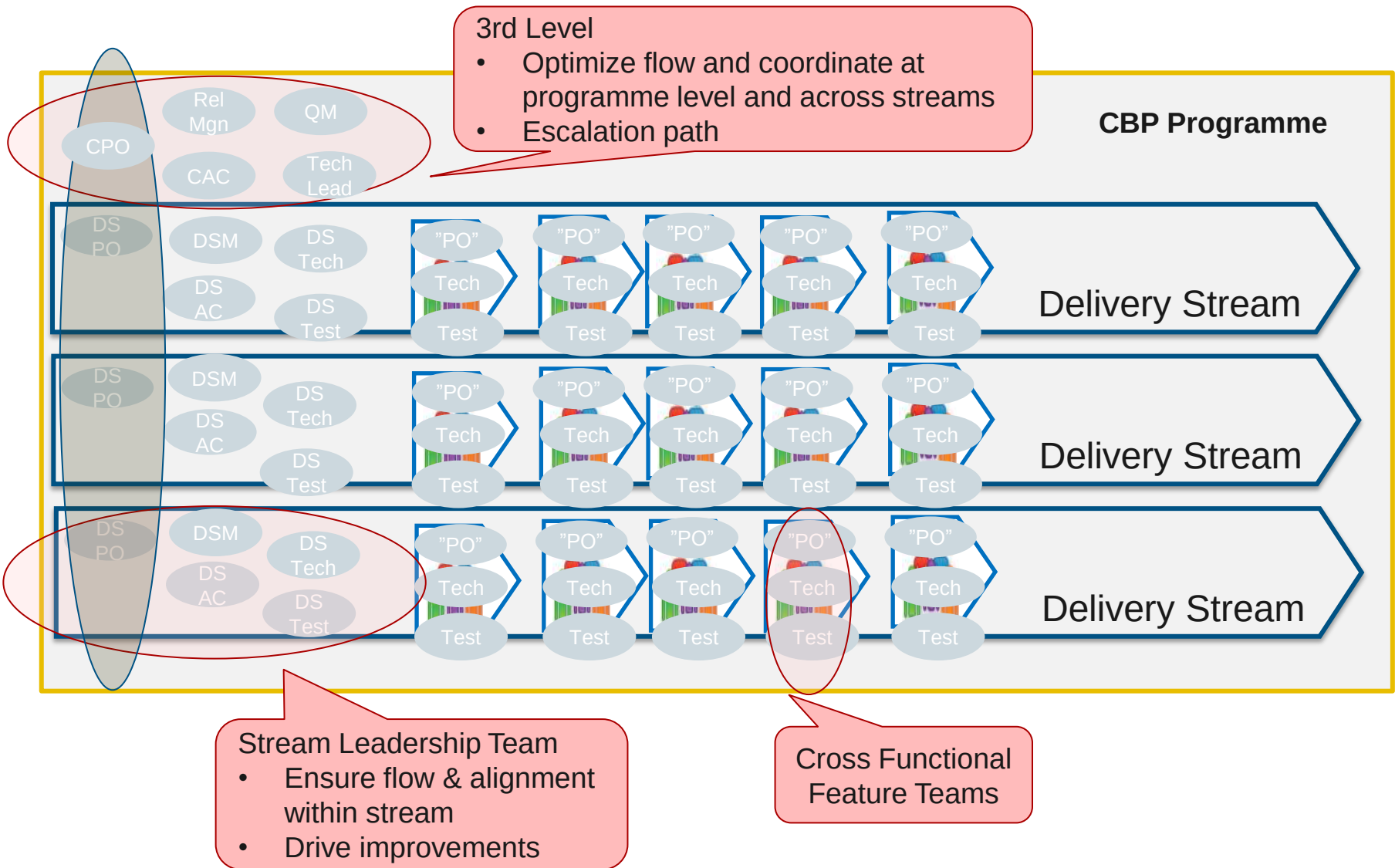


The starting point

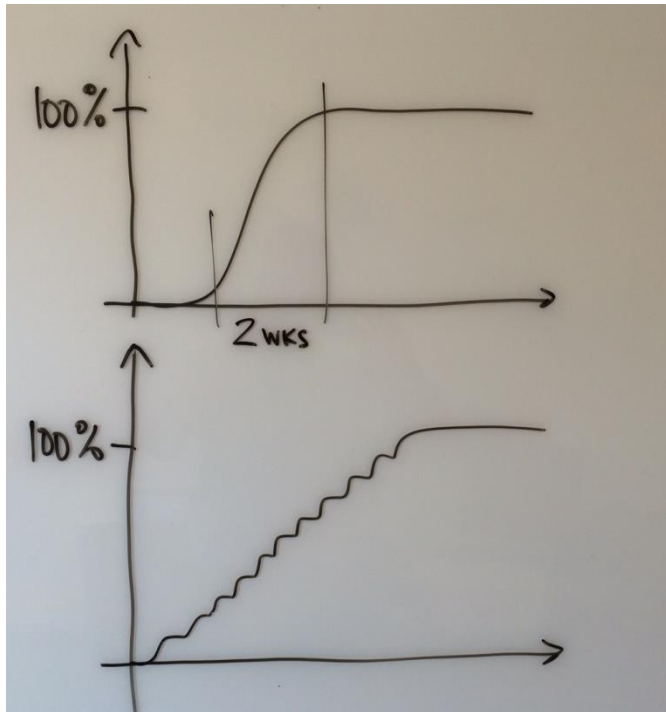
The execution

The learnings

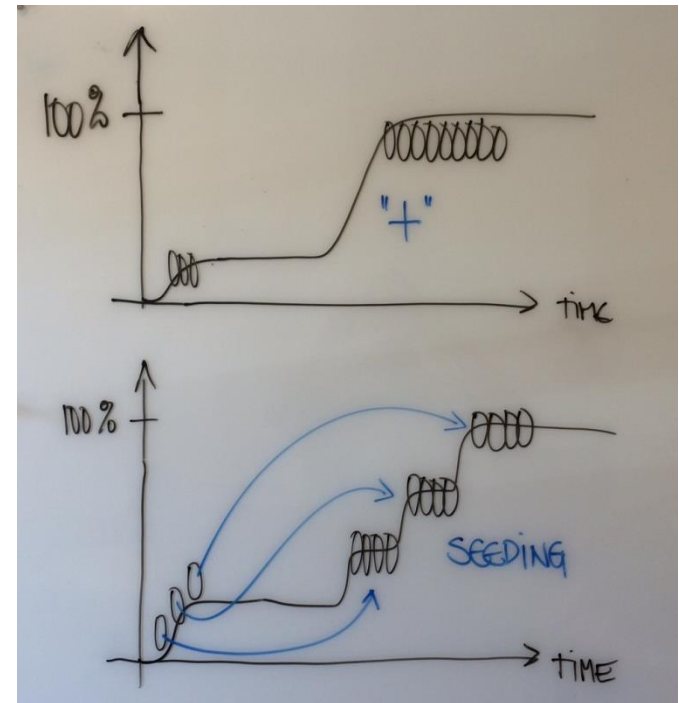
Delivery Stream Organisation



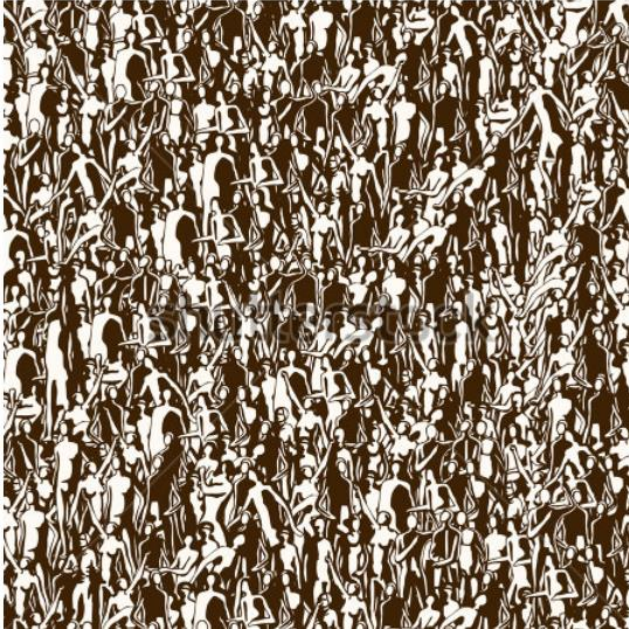
Big bang vs ramping/seeding



VS



Team formation & self organization



VS



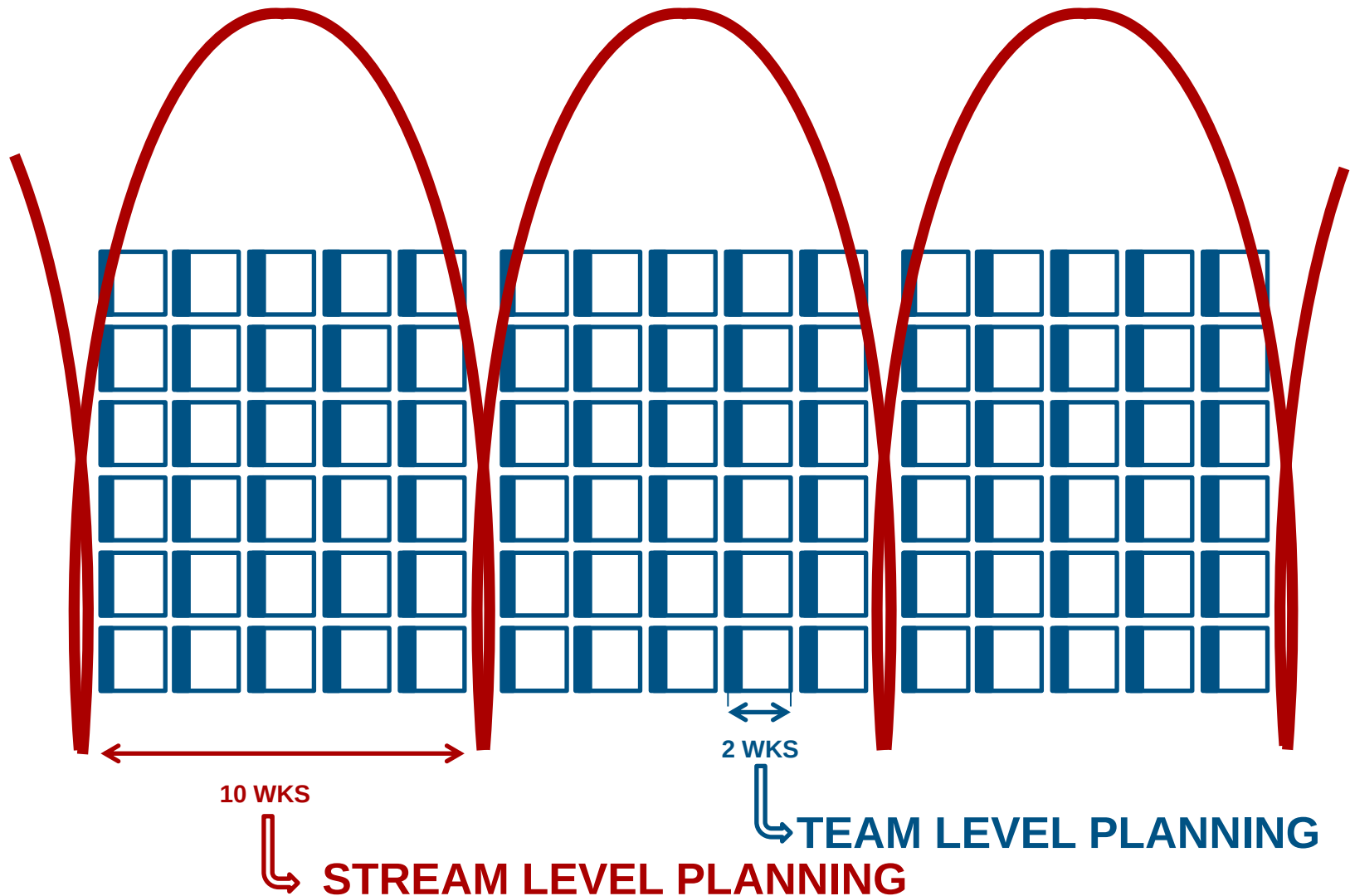
Agile Coach vs Scrum Master



VS



2 Planning Cadences





The starting point

The execution

The learnings

Achievements

Fast scaling – 1 month to onboard and train +100 people, form teams and set up delivery stream

Vendor collaboration - From 1st to 3rd level

Travel & Co-location

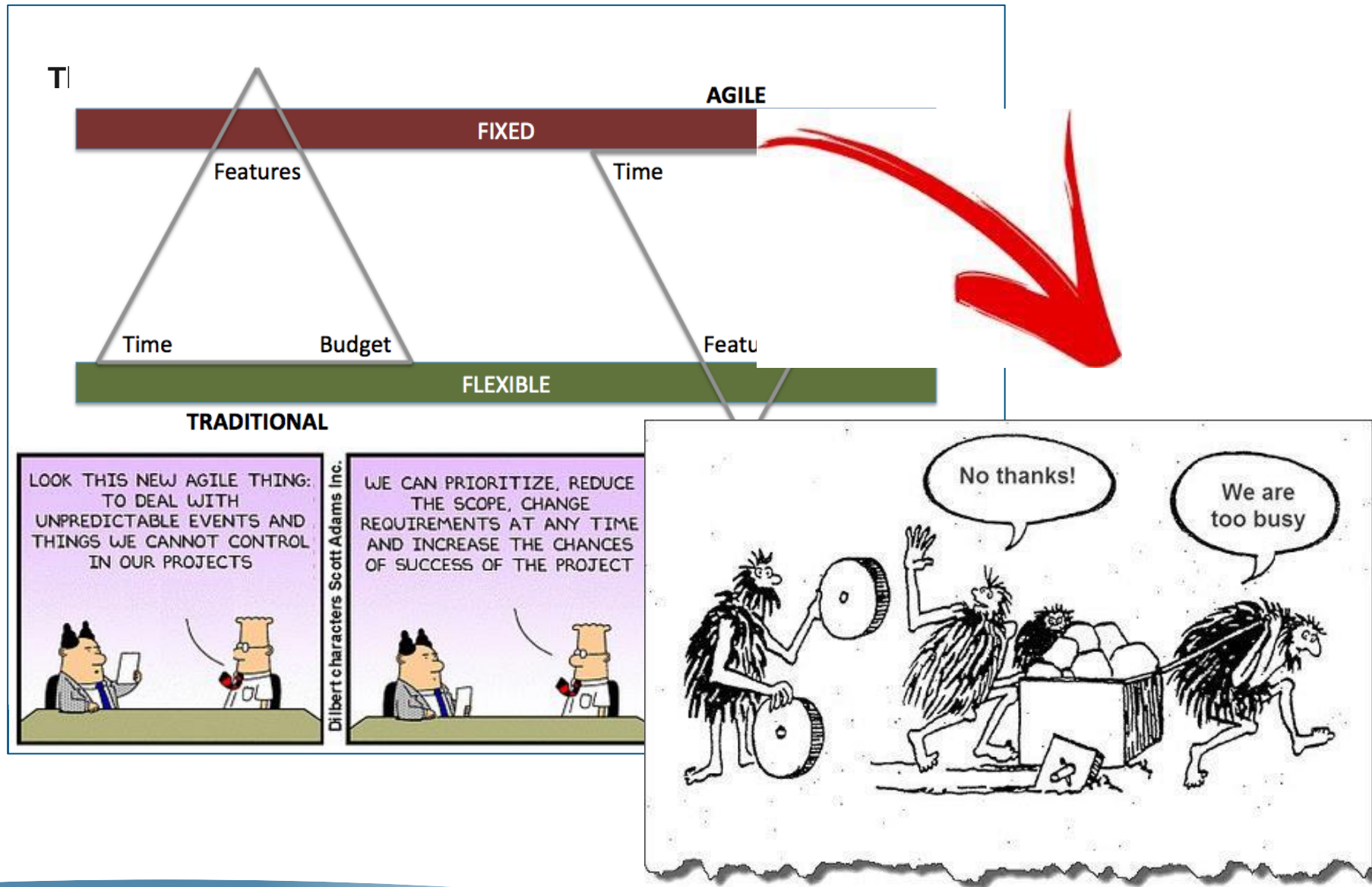
CoPs – AC's, Testers, Tech leads, POs

Pilot product deployed to PROD on time – 7 calendar months from team formation to delivery



Learnings (1/3)

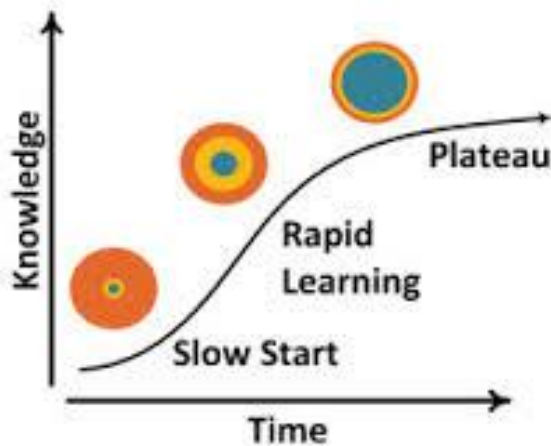
The need for planning and predictability



Learnings (2/3)

The S-curves

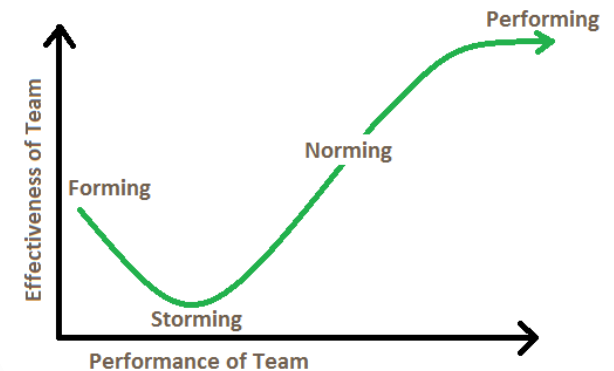
Learning curve



- Agile WoW - mindset
- New technology
- 3 partners, +25 nationalities, 6 locations
- Scale
- Limited time

People side of change

Tuckman's Team & Group Development Model



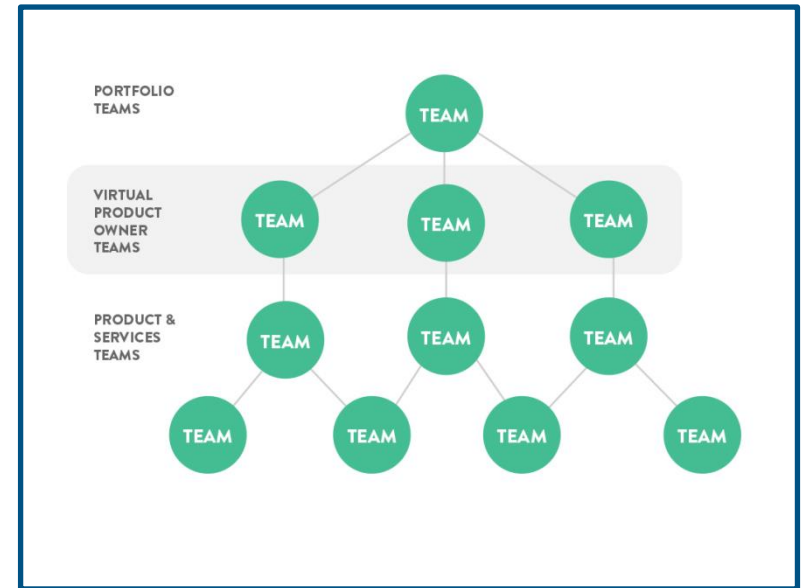
- Cannot be forced

Learnings (3/3)

SME culture -> specialisation + batch sizes



+



SME culture -> team specialisation and dependencies

Too big batch sizes distributed to teams -> one team scrum mindset

Questions

