



Catalysing the biggest Agile transformation in banking

Transforming over multiple continents and business units

Disclaimer: All references to our client are confidential and subject to contract, therefore we are unable to name the client in this case study.

Situation

This major international bank is one of the biggest players in the financial sector. Their drive for innovation, a high-stakes must, has been part of the company's long history. The bank's Agile transformation is complicated by having 130,000 staff working in dozens of countries over four continents.

Convinced that an Agile and Lean approach would deliver significant improvements compared to previous Waterfall methods, the bank chose to work with the team at Radtac. Key to this decision was our holistic approach to Agile transformation, which meant we were able to empower the bank to adopt, embed and evolve Agile ways of working beyond their initial teams, and out to the entire organisation across all countries.

Task

Determined to join up their 'islands of Agile excellence' which were spread out across the business, the bank had very targeted objectives for the program. Customer satisfaction was the number one goal, followed by growth in shareholder value. The bank needed to accelerate value delivery, drive up work rates, and improve employee satisfaction.



Actions

Radtac's team worked in partnership with the bank's team to catalyse and scale their Agile transformation. Forty three Radtac certified trainers delivered eleven customised workshops and courses to 2,500 employees in different business units across twelve countries and four continents.







Together, the teams from Radtac and the bank developed the courses in an Agile way which meant they were ready to deliver within a very short timescale. They defined the learning outcomes needed for each course, and developed the materials iteratively, holding regular reviews with key stakeholders.

Once each course was completed, it was piloted to ensure the course flow was as expected and that it delivered the learning outcomes required. From the pilot and continuous feedback, the courses were regularly updated to ensure they continued to improve and adapt to business change.

Using Radtac's international network of certified trainers, the training delivery was scaled globally using a paired training approach. Focusing on the high-priority locations first, the teams accelerated from first course pilot to full-scale delivery in just two months.

Results

Working in partnership, Radtac and the bank's teams achieved significant results. This program is now referred to by the bank's senior executives as 'potentially the biggest Agile transformation in banking'. Impacts included:

-  300% increase in throughput
-  50% reduction in code complexity
-  Decrease in production incidents
-  Deployment cycles shortened to 0-4 weeks
-  Team satisfaction improved
-  Agile adopted by more than 800 teams

Following the success of this transformation, Radtac won the **Agile Consultancy of the Year (Enterprise)** Award at the Agile Awards 2016.

