

Creating a Highly-Adaptive Learning Organization

David Bogaerts, Jannes Smit

Lean Summit

Houston | March 27 – 28, 2019



Creating a High-adaptive Learning Organization

Jannes Smít
David Bogaerts

Houston, 28th of March, 2019



~~Creating a High-adaptive
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Contact:
David.Bogaerts@ing.com
Jannes.smit@ing.com

The problem is us

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David Bogaerts

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Contact:
David.Bogaerts@ing.com
Jannes.smit@ing.com

Who are we



Jannes



David



Our company



54,000+ employees,

...in 40 countries,

...with one purpose,

...serving 37+ million customers



Disclaimer

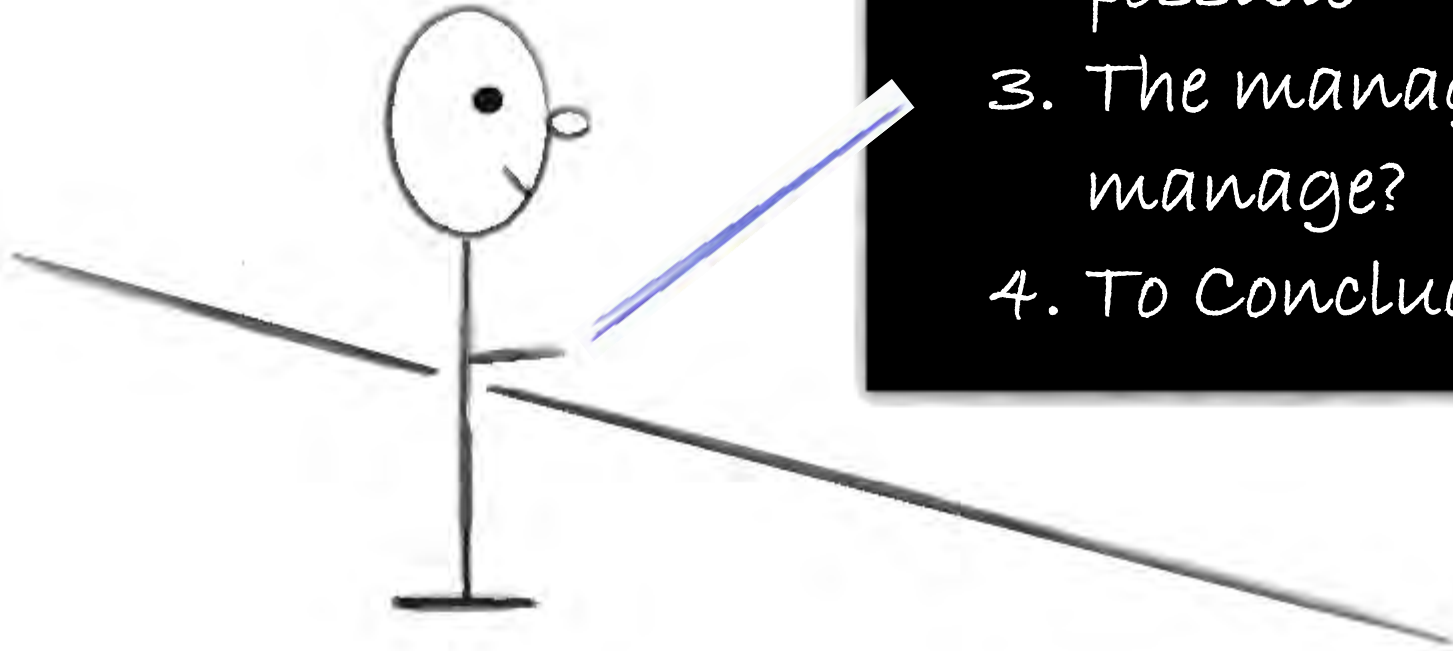
This story is partly what we are and partly what we are trying to become.

We try to learn and adjust continuously. That's why every story we tell is a combination of the past, present and the desired future state.



What we want to share today

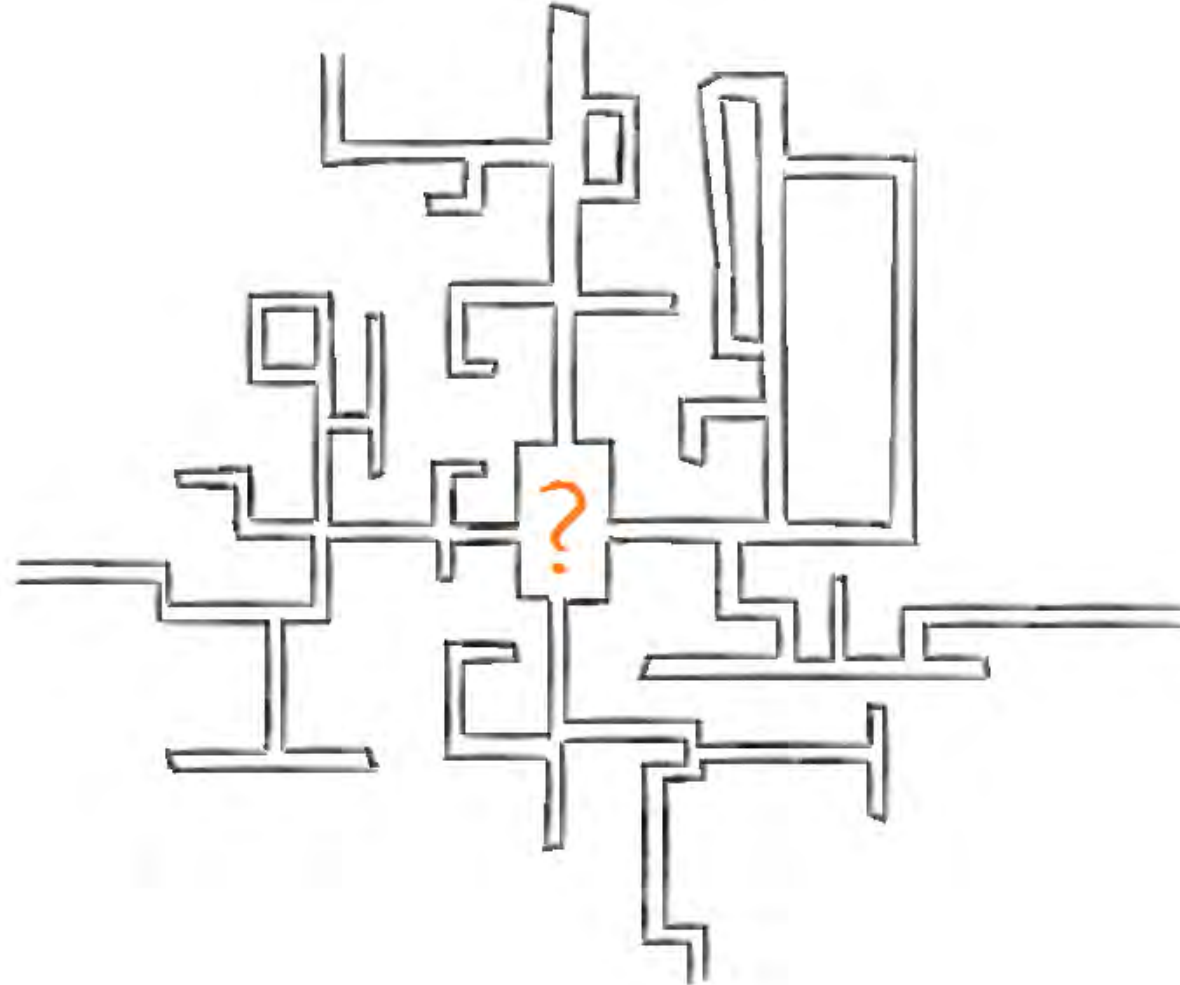
1. Setting the scene: drivers of our transformation journey
2. The Team: as independent as possible
3. The manager: what is left to manage?
4. To Conclude: transformation





We live in a complex world

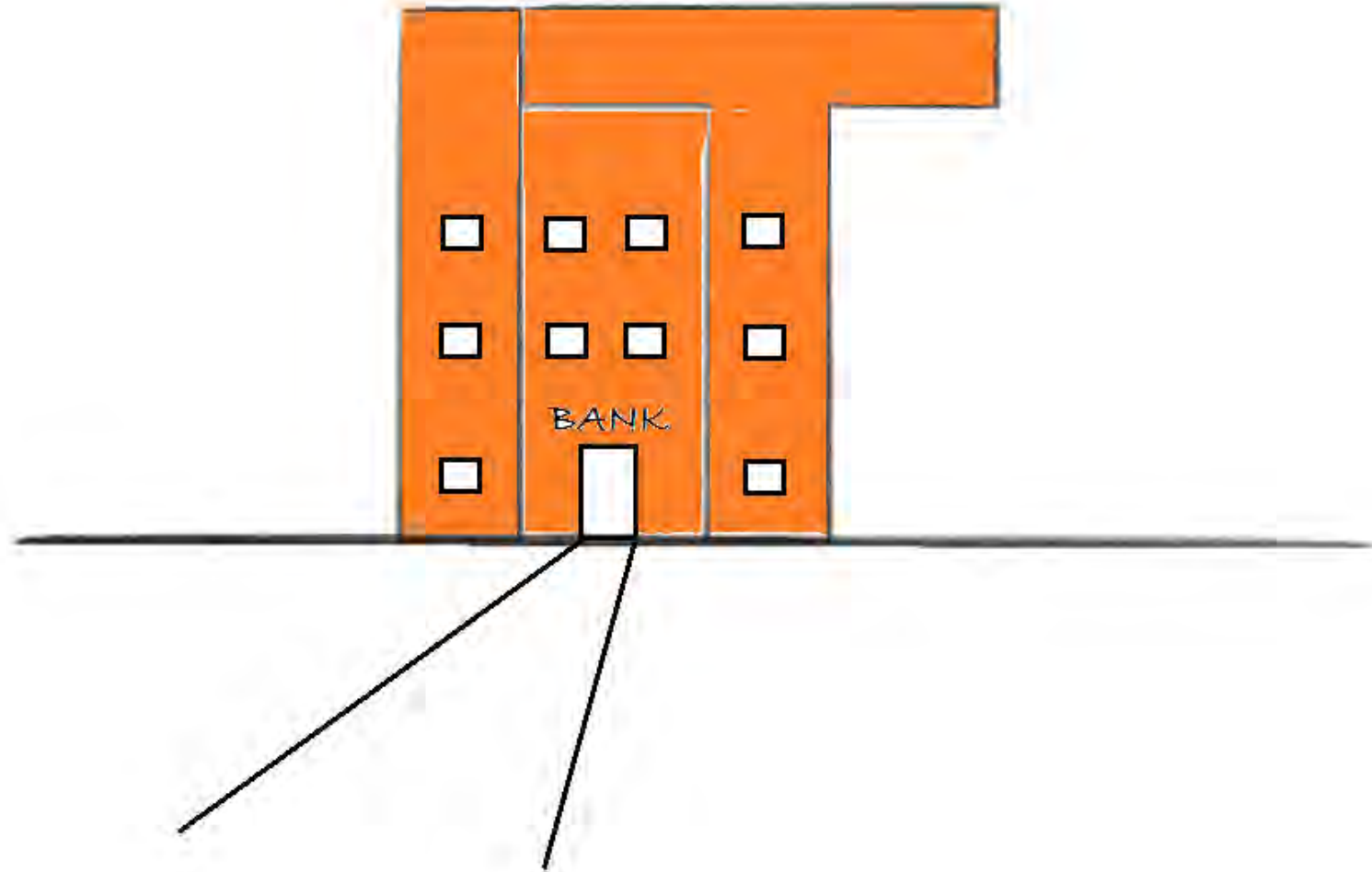
One guy calling the shots ain't gonna work no more





IT = Bank = IT

...and Tech giants DO shape our customers' expectation





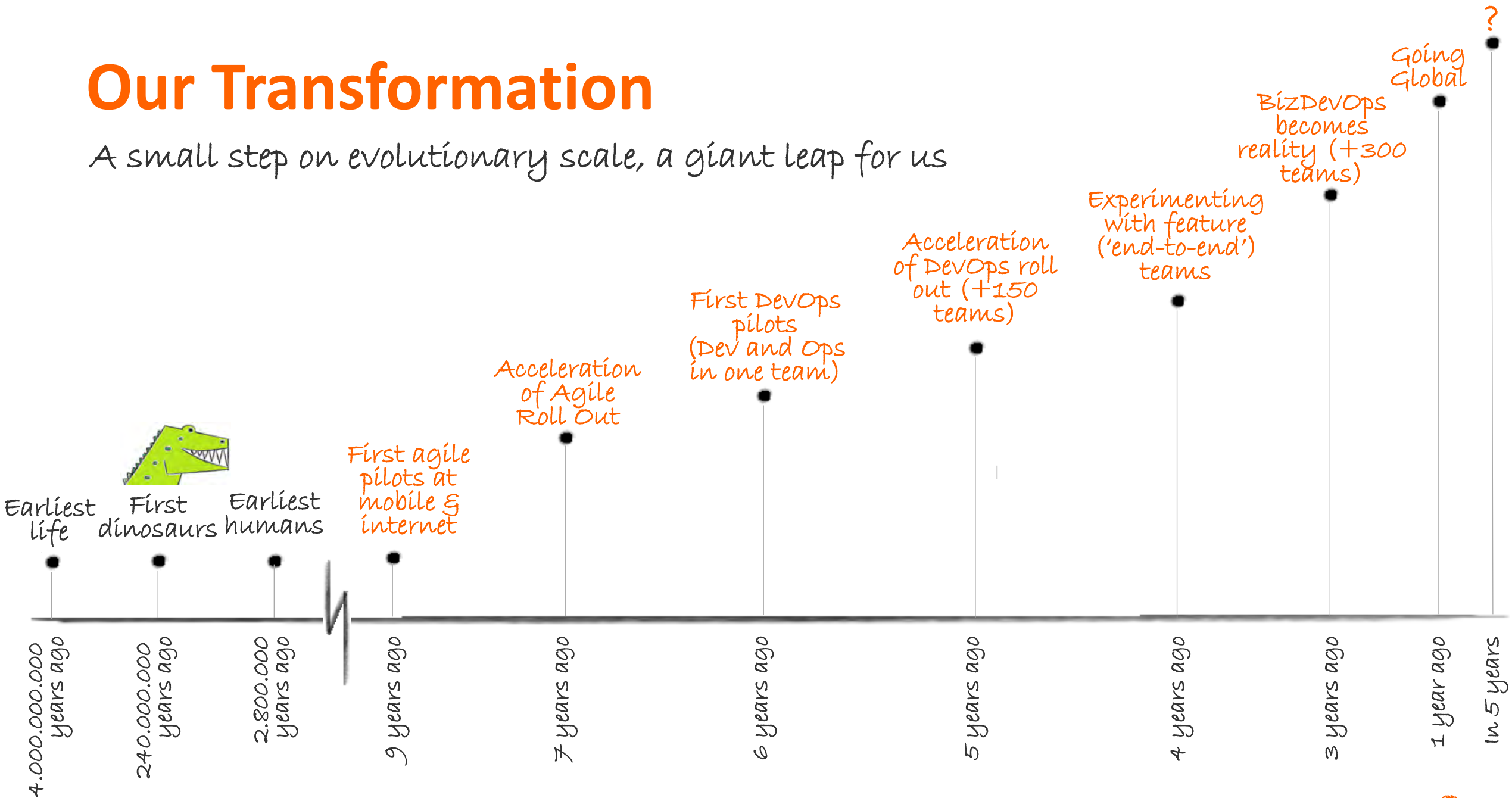
We must transform

**The way
we do
IT**

Fundamentally

Our Transformation

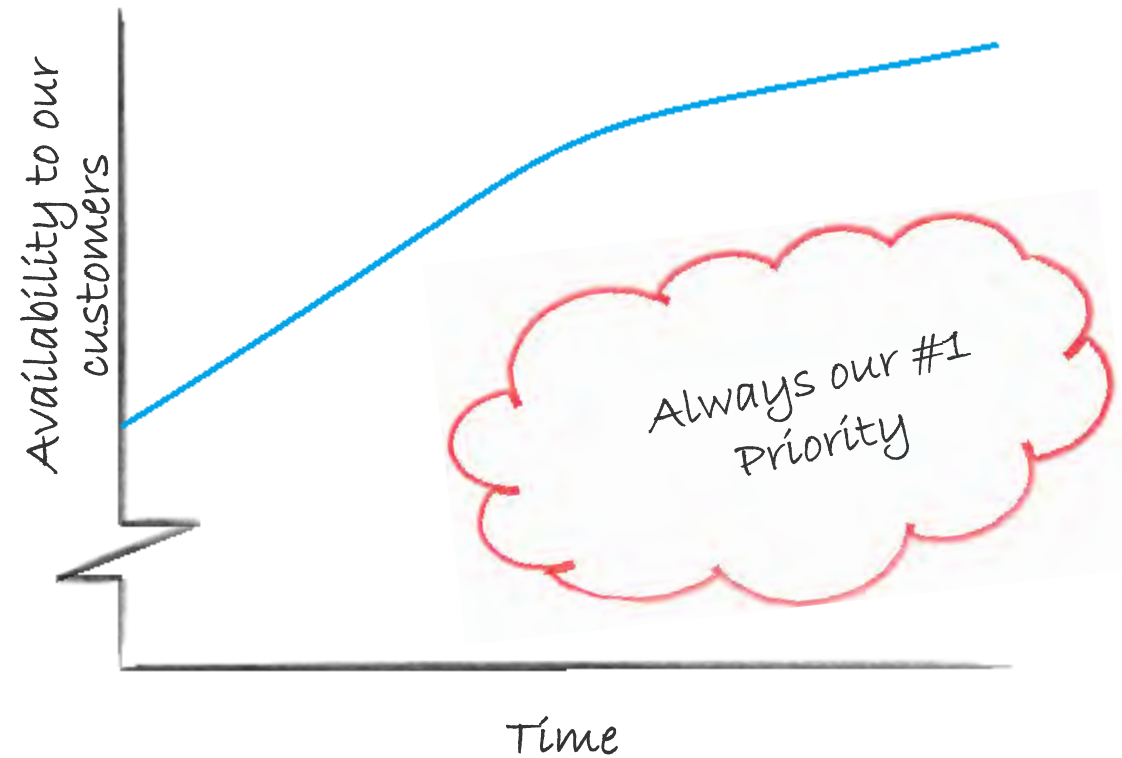
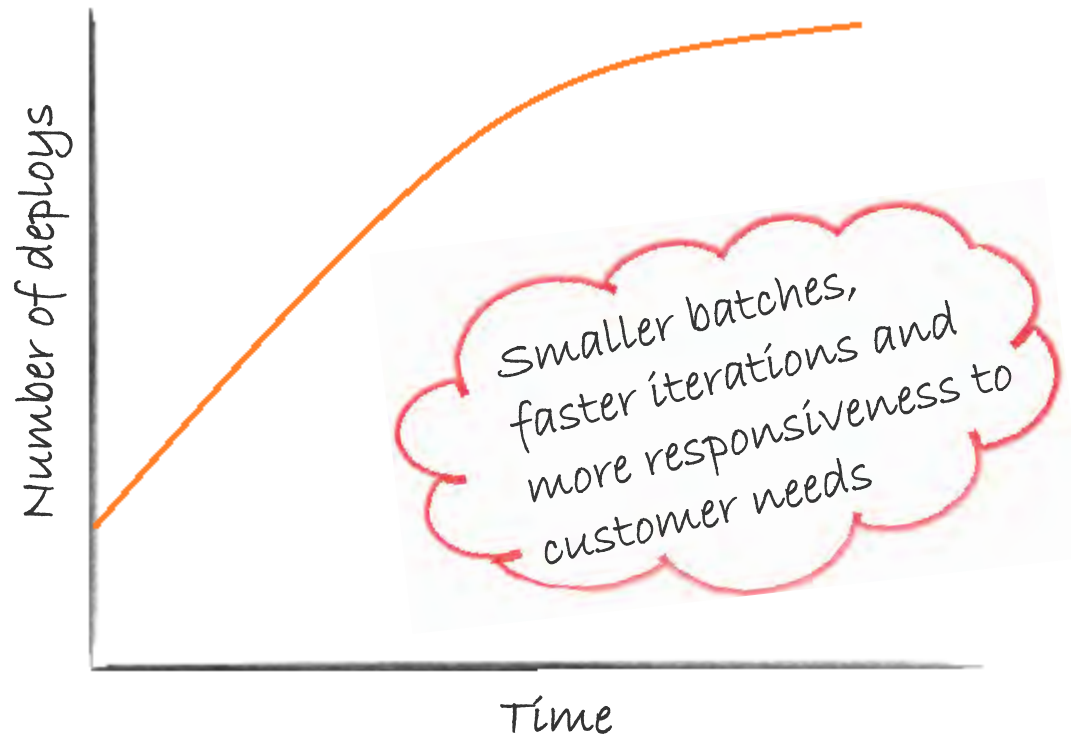
A small step on evolutionary scale, a giant leap for us





We are doing much better

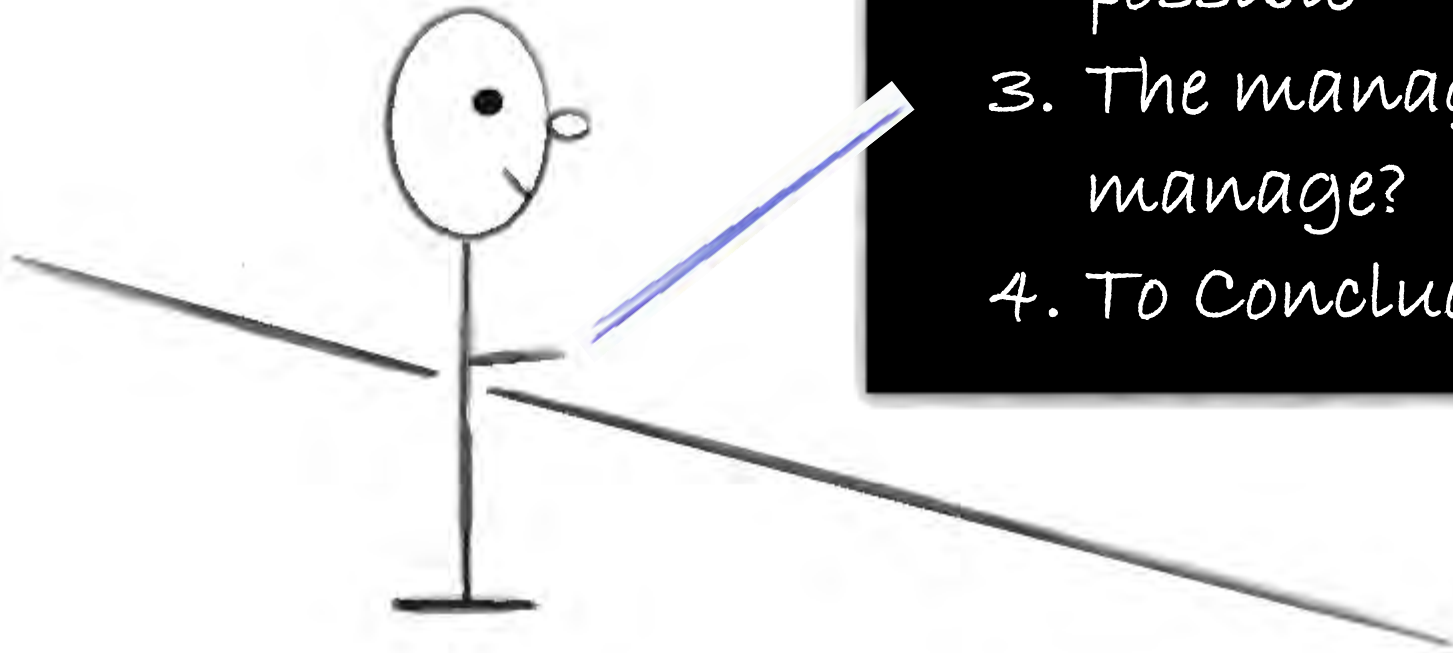
More responsiveness to customer needs and higher quality





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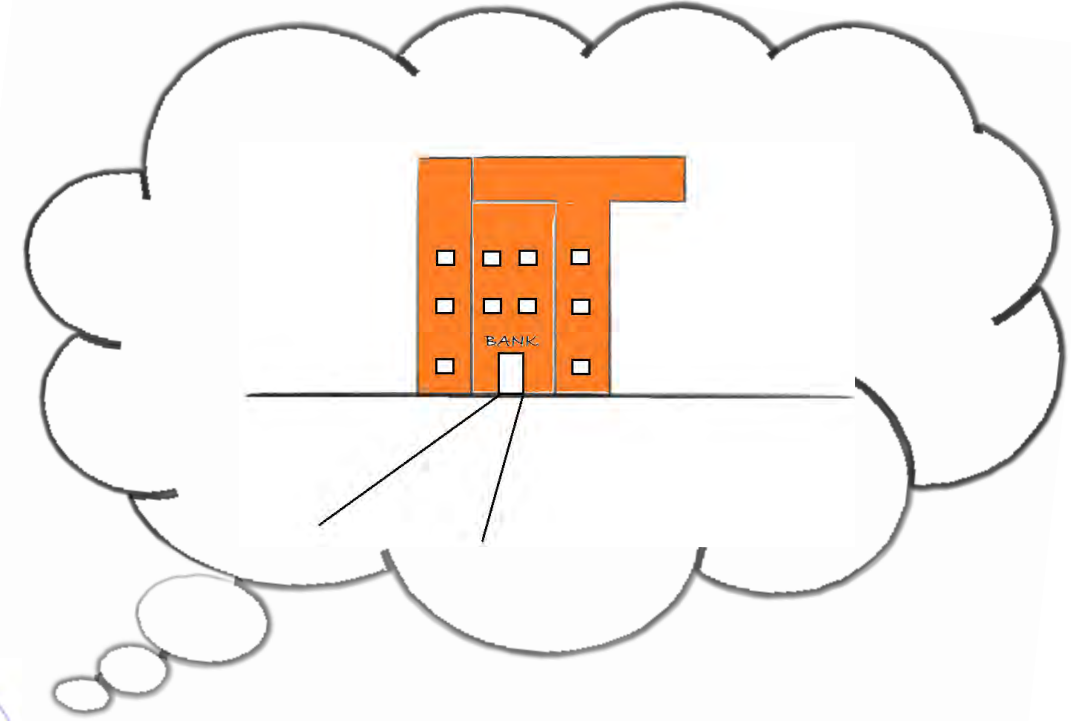
Leading a complex system

Requires a different style

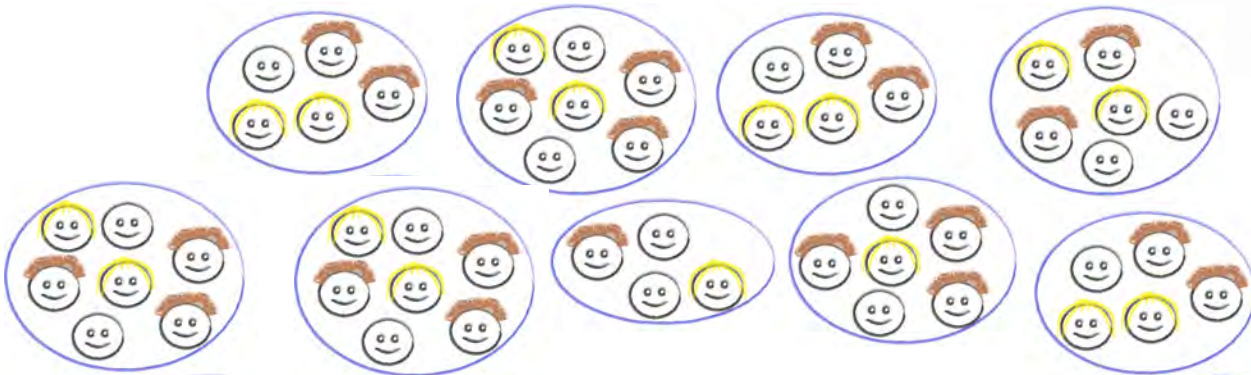


Guided Autonomy

a necessity to realise our strategic objectives



Autonomous teams





Our teams

Teams with a high degree of ~~self steering~~
autonomy

- ✓ Purpose driven
- ✓ Stable
- ✓ Multidisciplinary
- ✓ High degree of freedom on way of working
- ✓ Pull vs. Push



As independent as possible

*'Autonomy is defined by the degree to which
a team can fulfil its purpose independent
from other's'*

David, 2018



autonomous teams

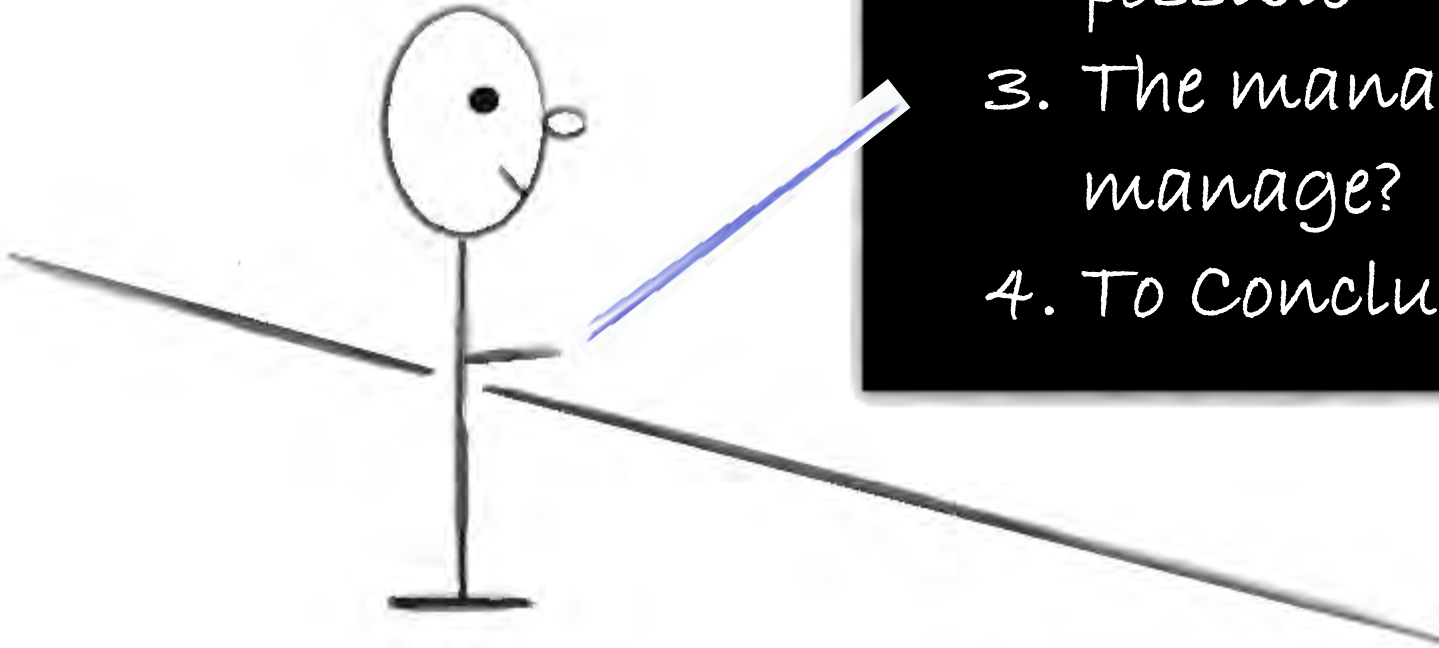
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achieving strategic results



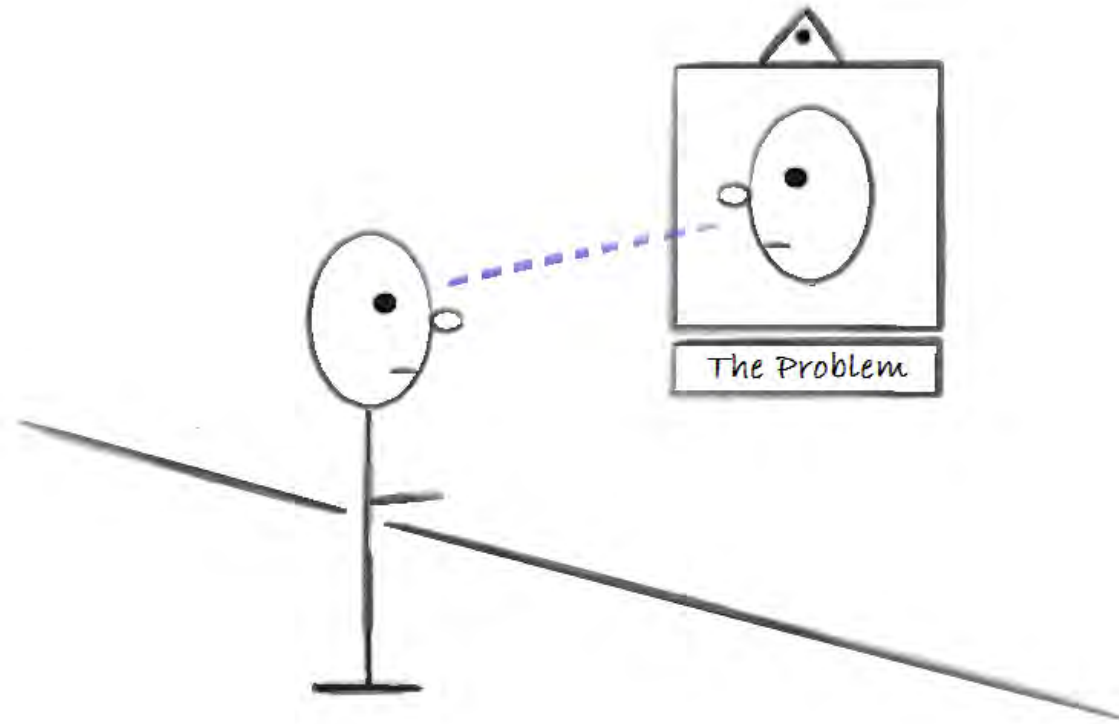
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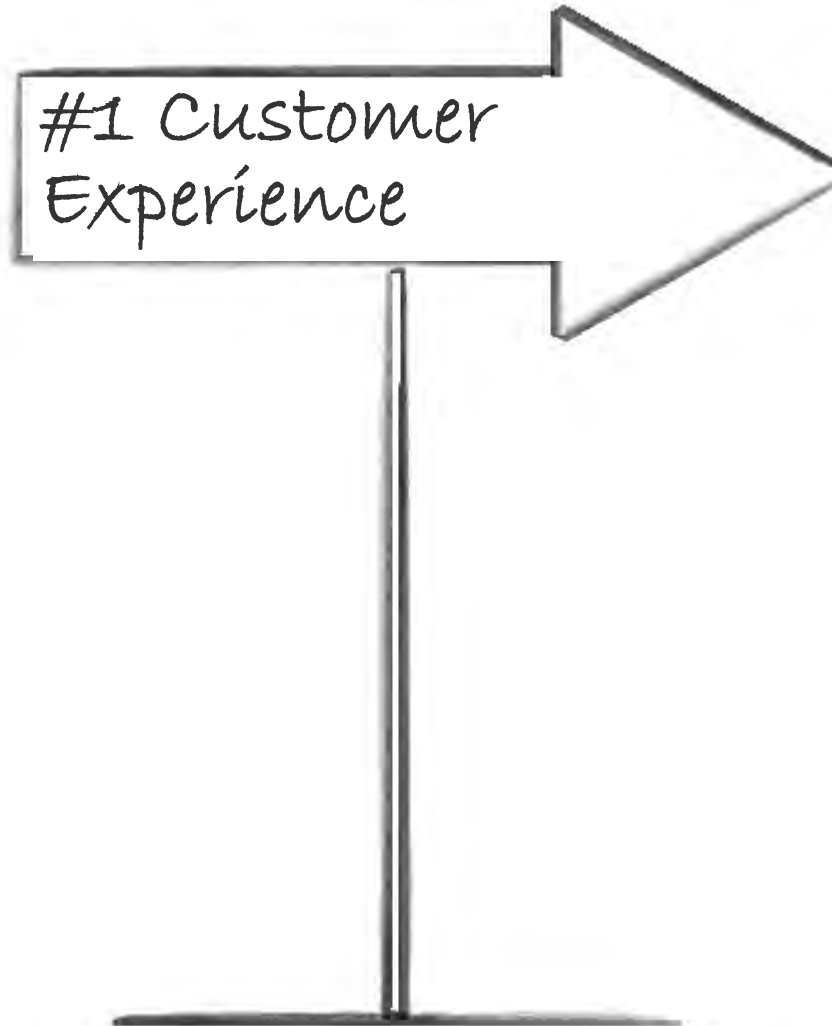
How to organize improving

That's our job





Focus on what we ^{need to} ~~can~~ improve



Create Context

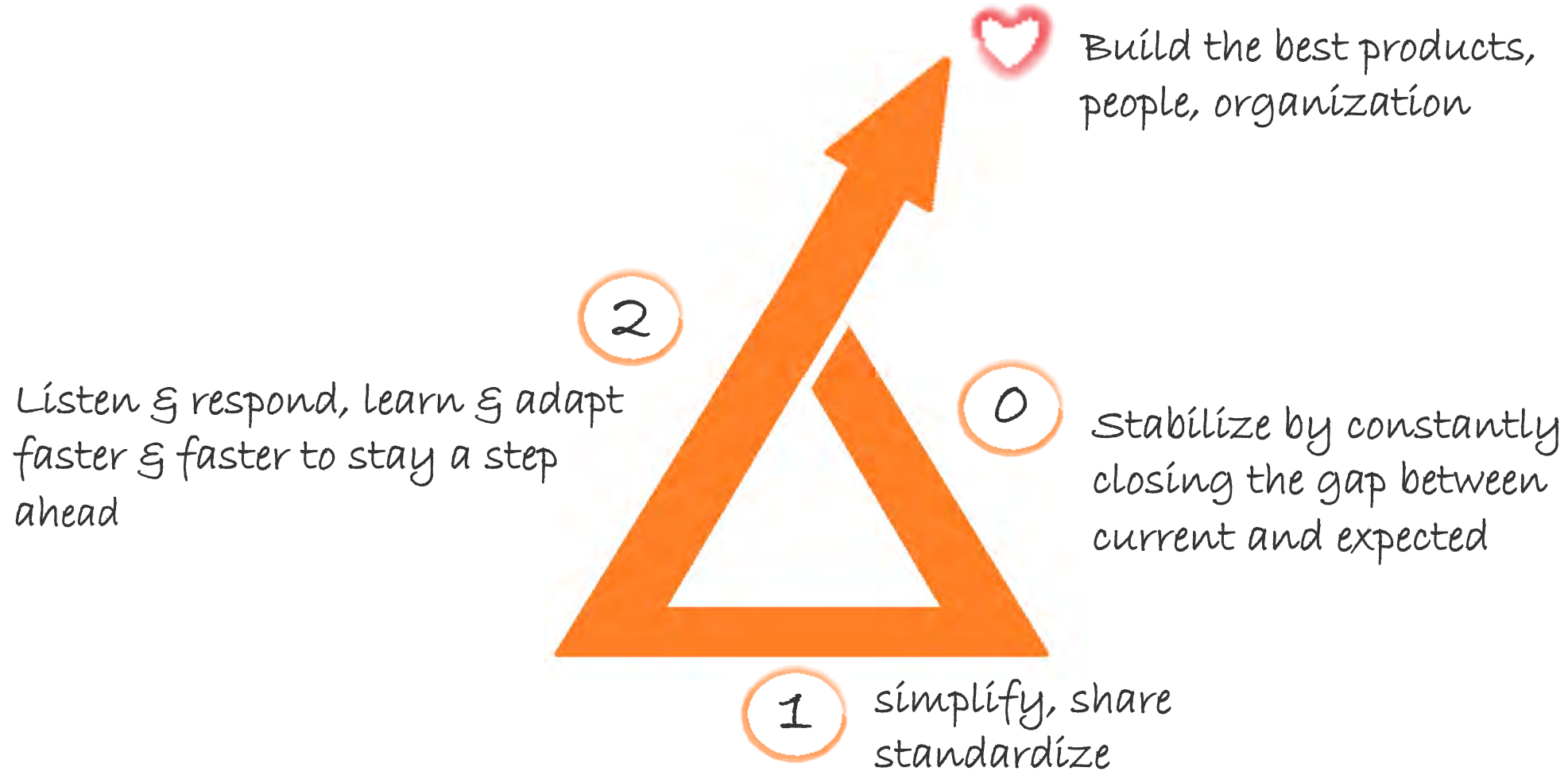
Context

=

Everyone has the necessary information
to know what problem to solve

Create Context

...a context that reflects the way we want people to act



Continuous dialogue on challenges

Creating context



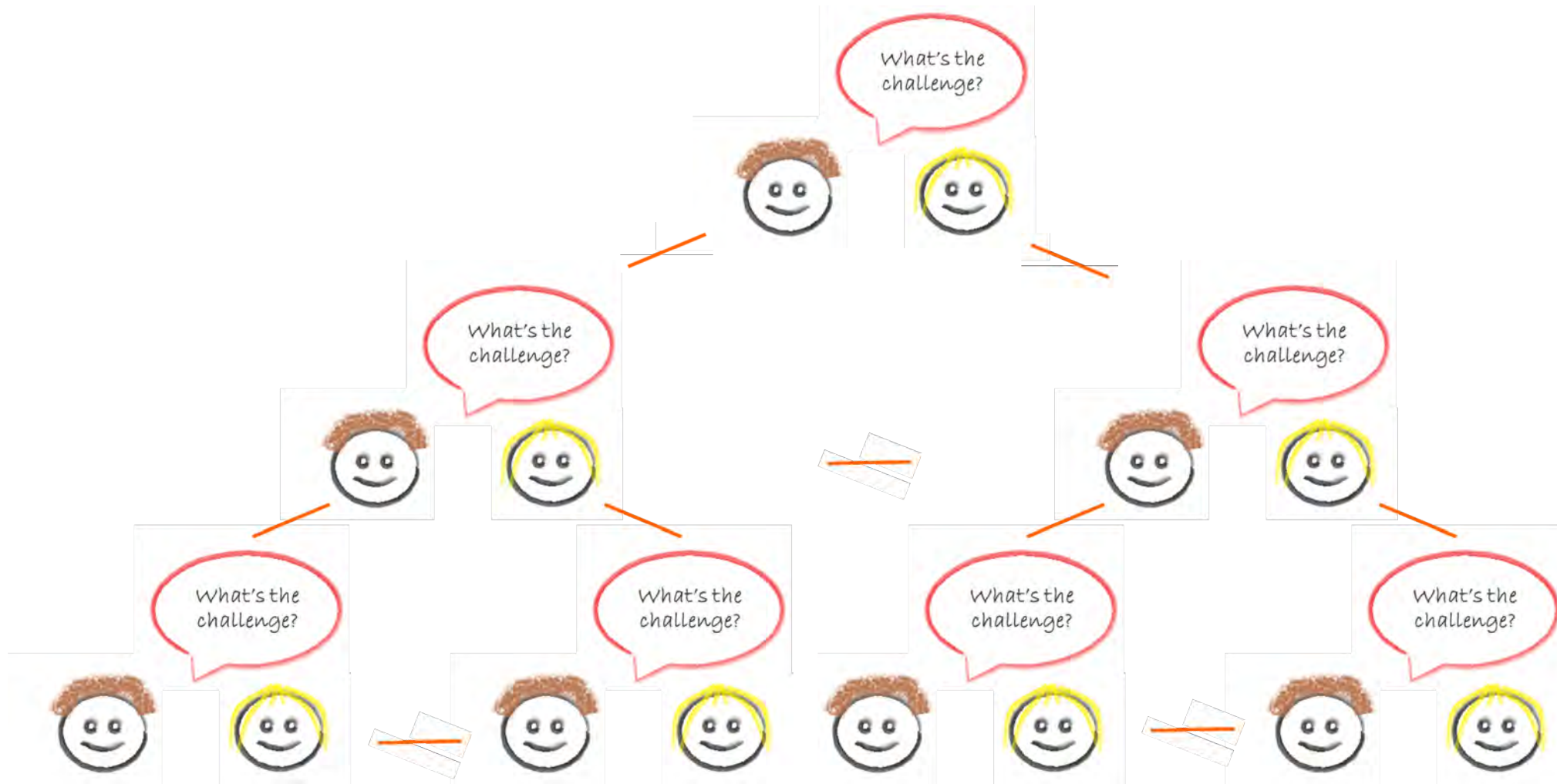
Continuous dialogue on challenges

Creating context



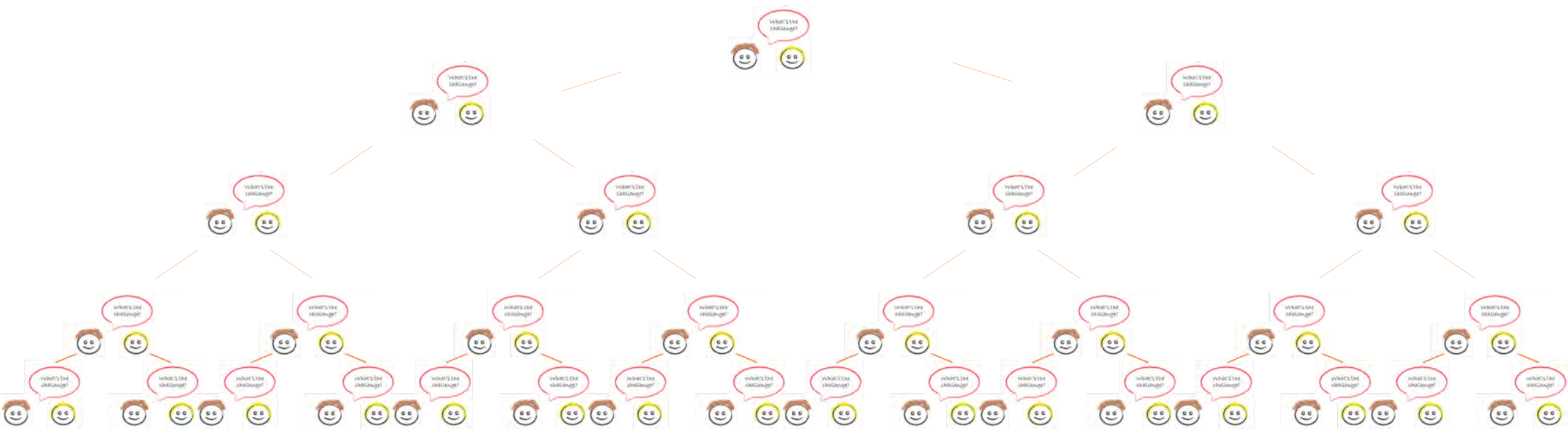
Continuous dialogue on challenges

Creating context



Continuous dialogue on challenges

Creating context





Our Obeya

Helps in creating Context





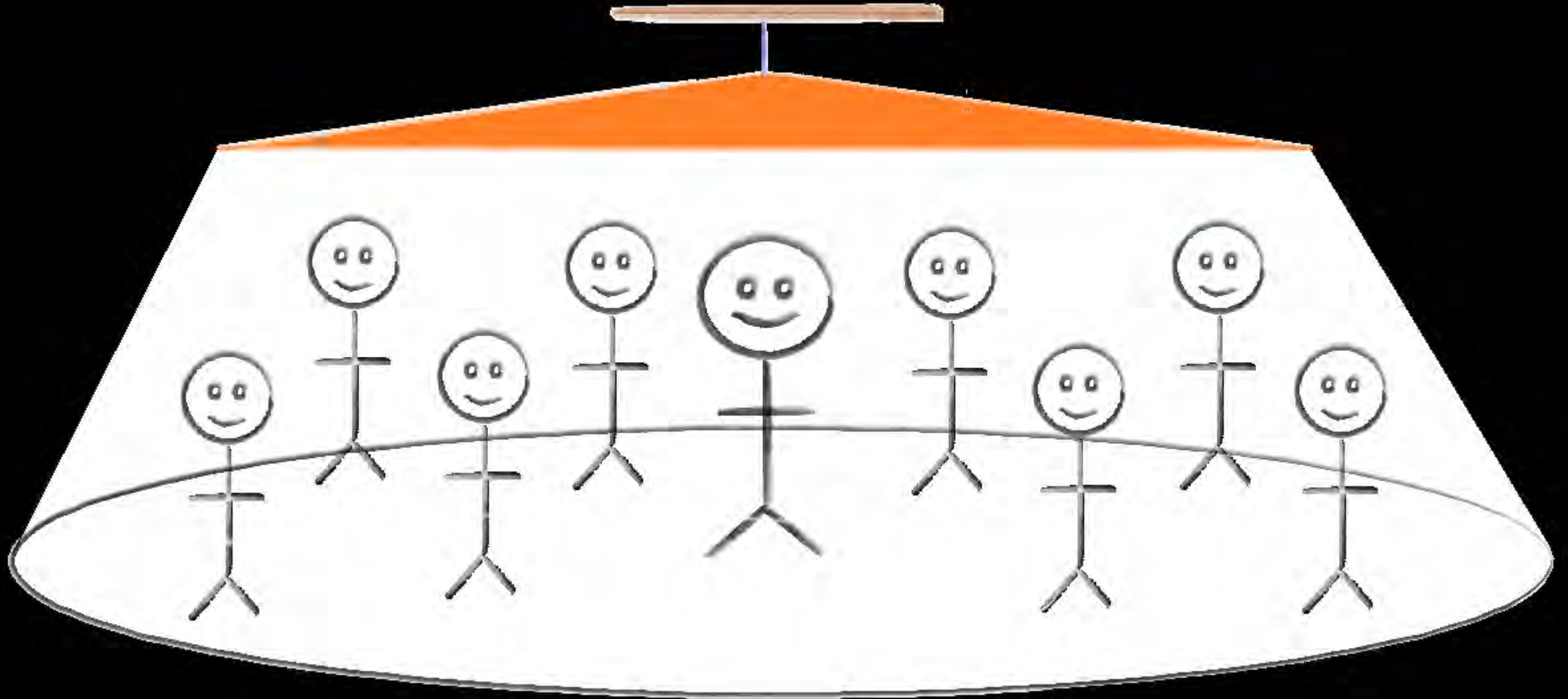
We know that we don't know

We haven't been there before so there is no clear path to follow



Creating context

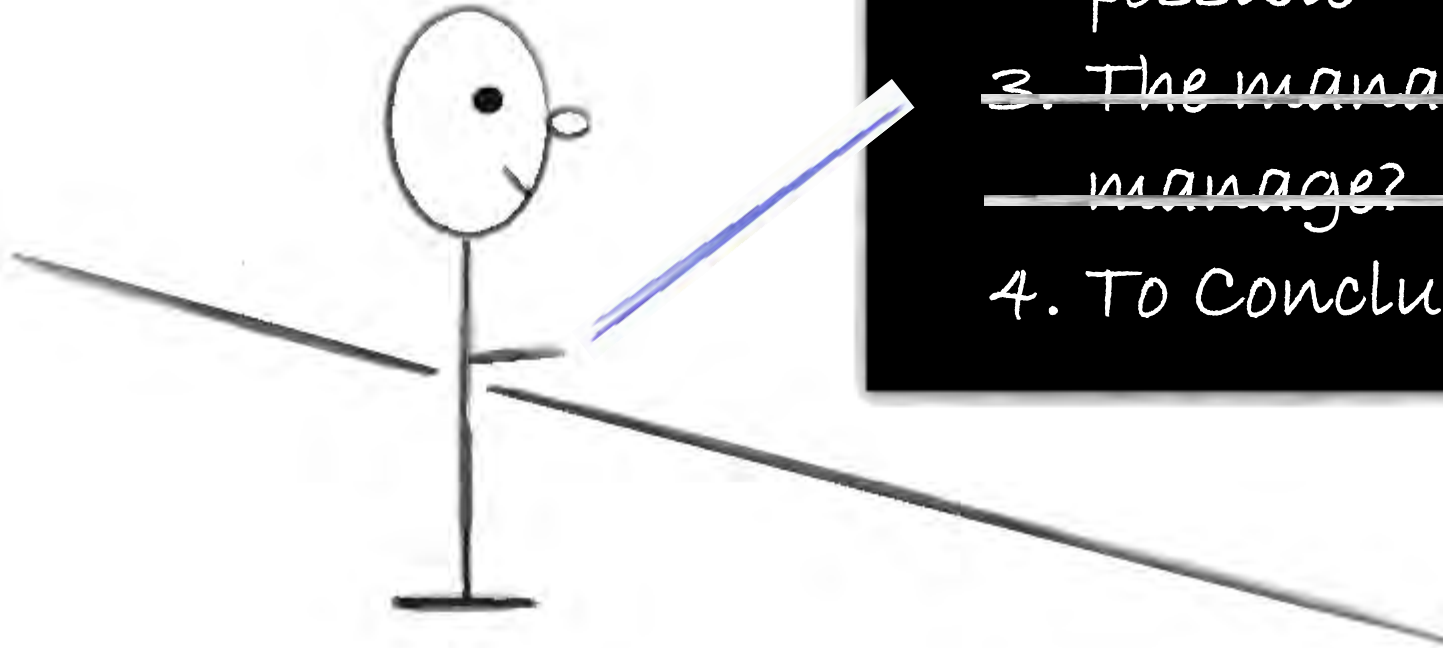
That's leadership





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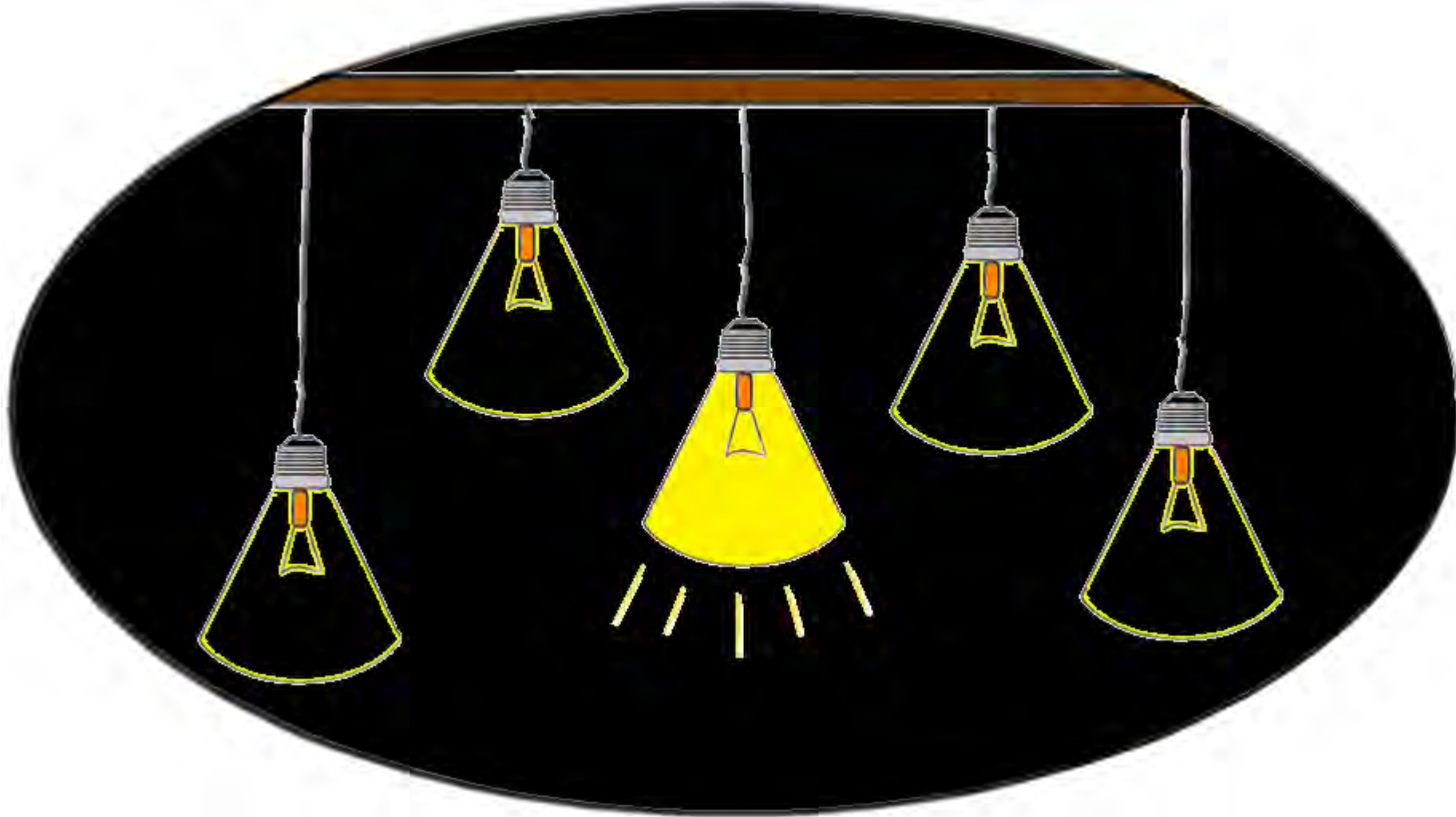
- ~~1. Setting the scene: drivers of our transformation journey~~
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Transformation

Turning some lights on





Transformation

From: 'One guy giving solutions for all'



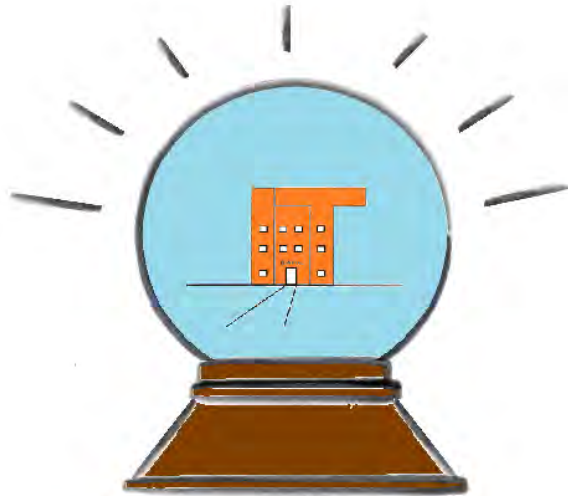
To: 'People engaging in interaction to learn together'





Transformation

From: 'Predicting the future upfront'



To: 'Apply validated learning every day'



Scientific Thinking



Transformation

Create the context in which people can take it on and make it happen

Purpose, not just a Paycheck

want to have

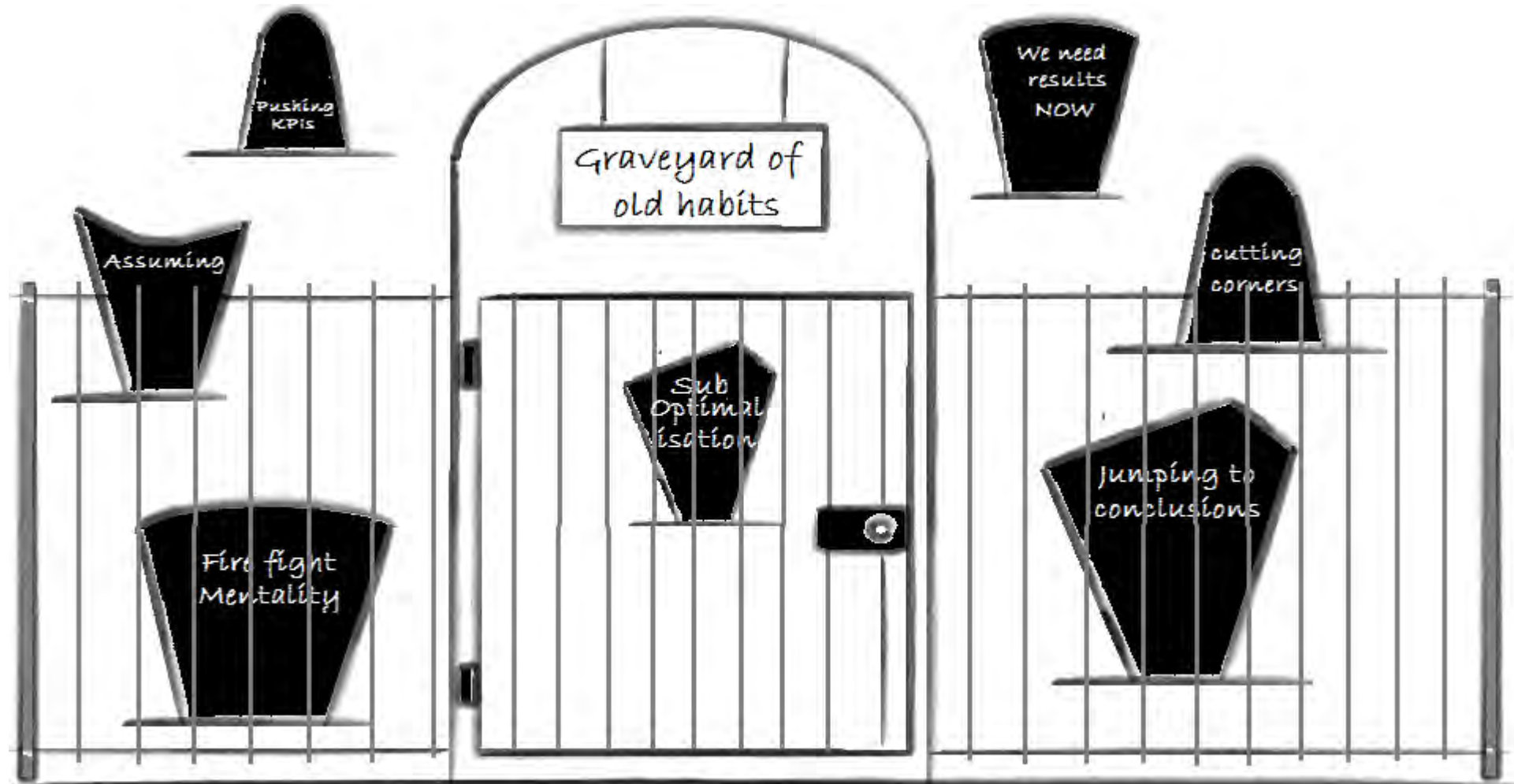
~~Demanding~~ Impact by taking on our biggest Challenges

want

~~Need to learn together~~

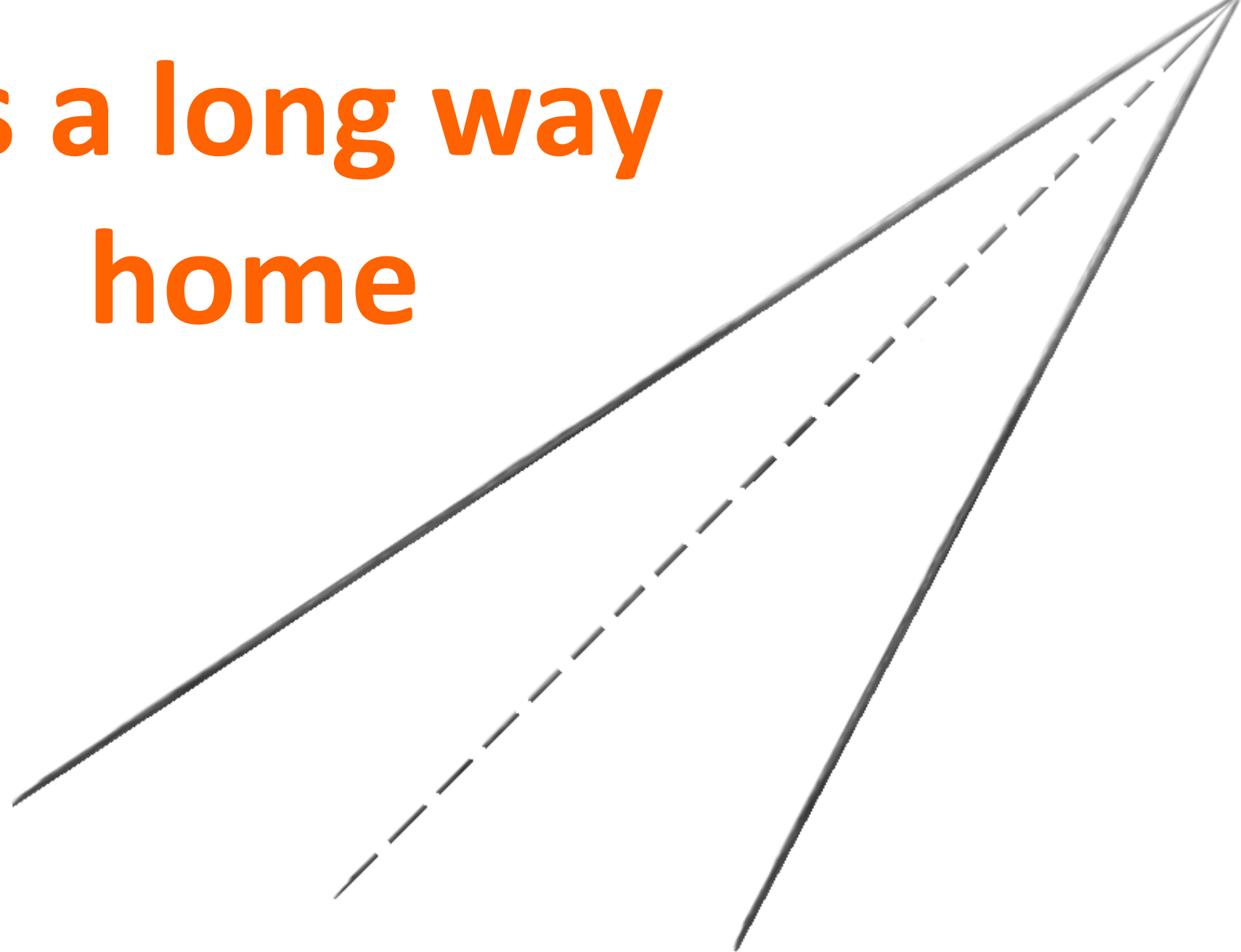


Old habits die slow





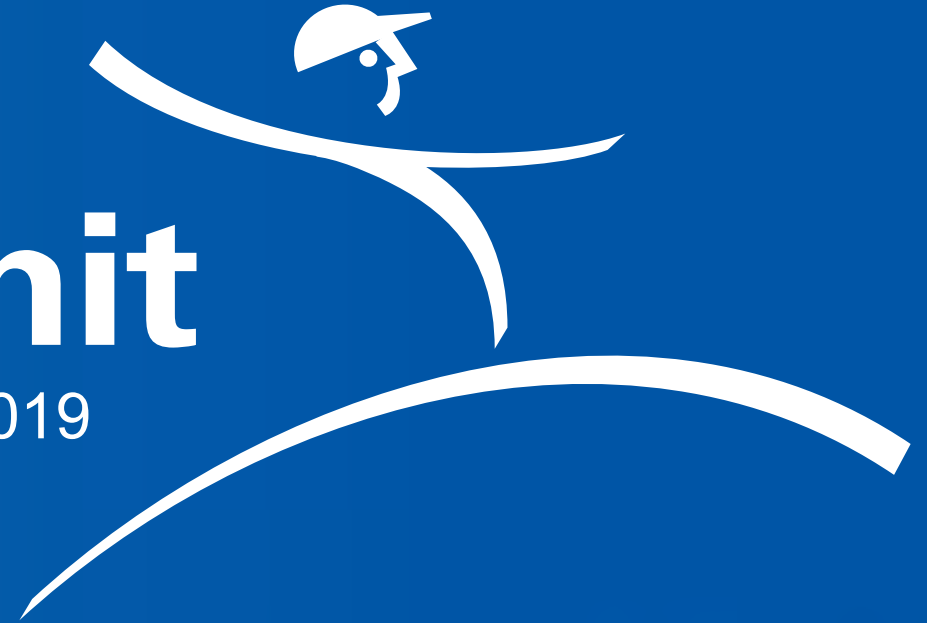
It's a long way home



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**Next Gen Learning and
the Challenge of Sustainability**