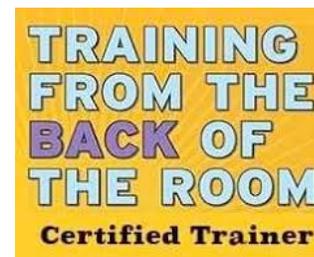


Do you need an Agile Coach?

How IAGL is evolving

22 February 2022





John@agileaffinity.com



Twitter: @CoachJohnUK



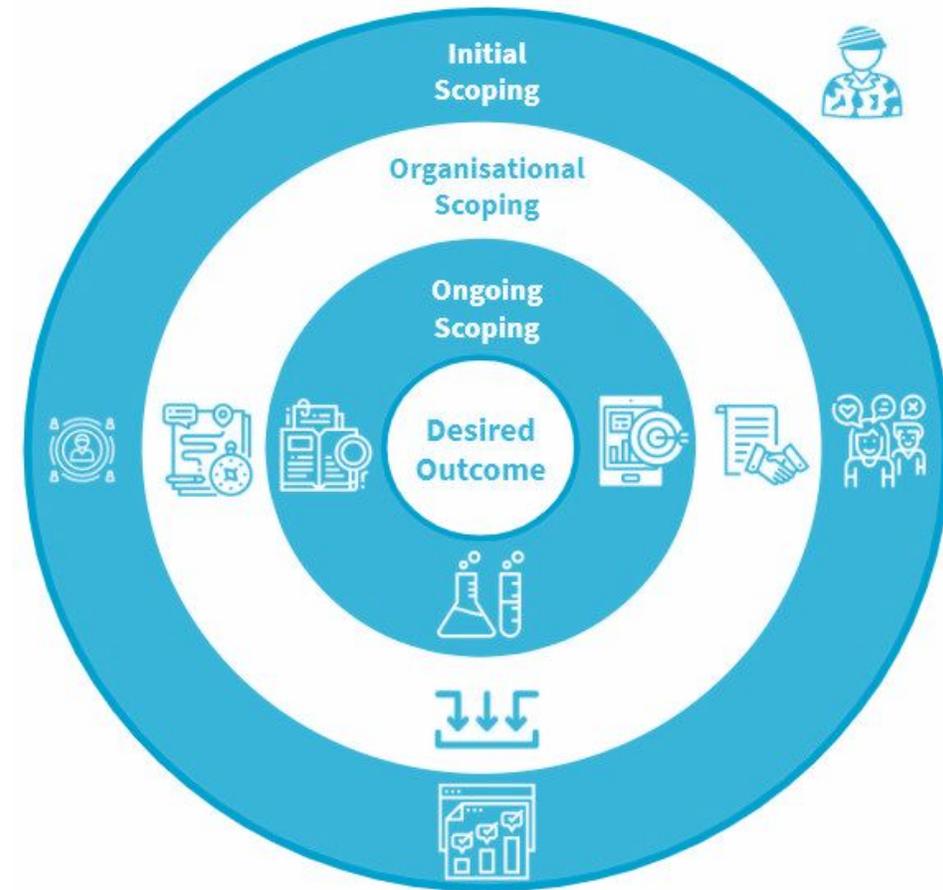
Who is the Client?

ING Loyalty 

The Approach

An evolutionary and inclusive process, starting from the current context

One of our key success criteria is that IAG Loyalty will be able to self-sustain continuous improvement widely through the organisation after I disengage



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The IAGL Why

Customer First Approach



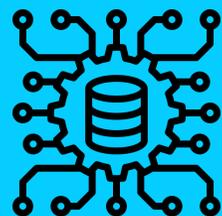
Speed to Market



Colleagues Feel Empowered to do their Best Work

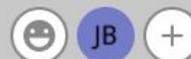
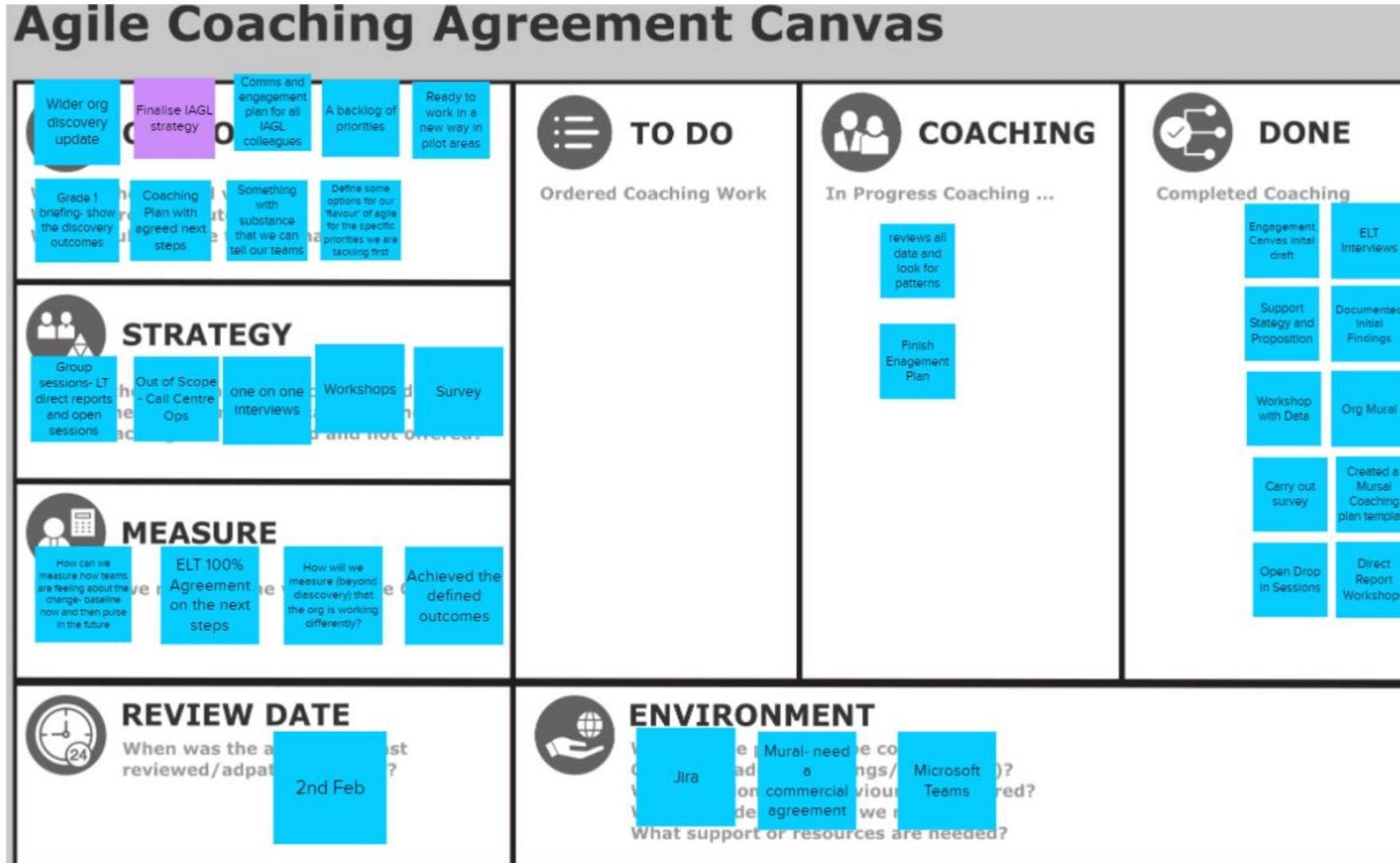


Expansion of Digital & Data Capabilities

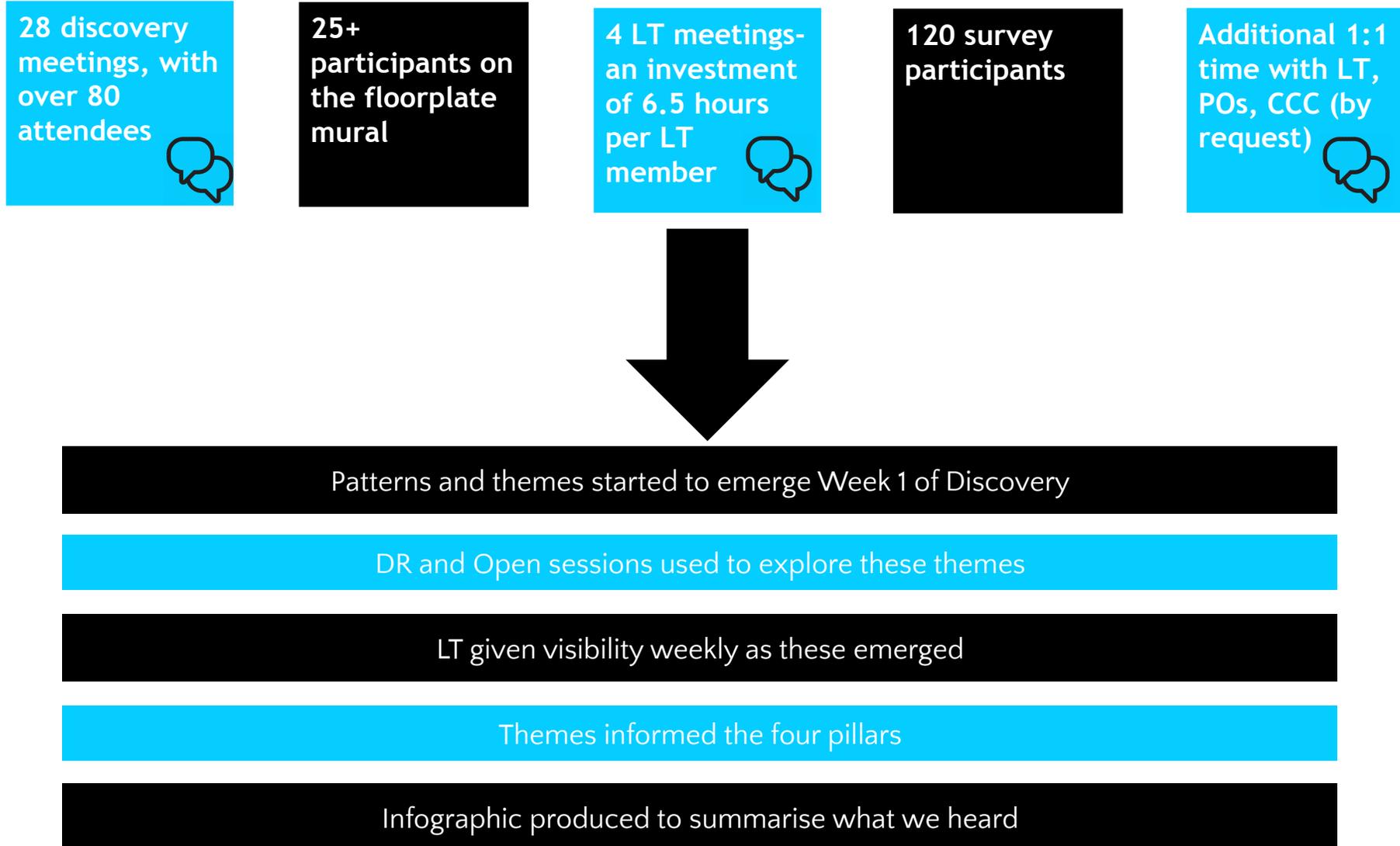


IAGL Strategic Ambitions and Growth

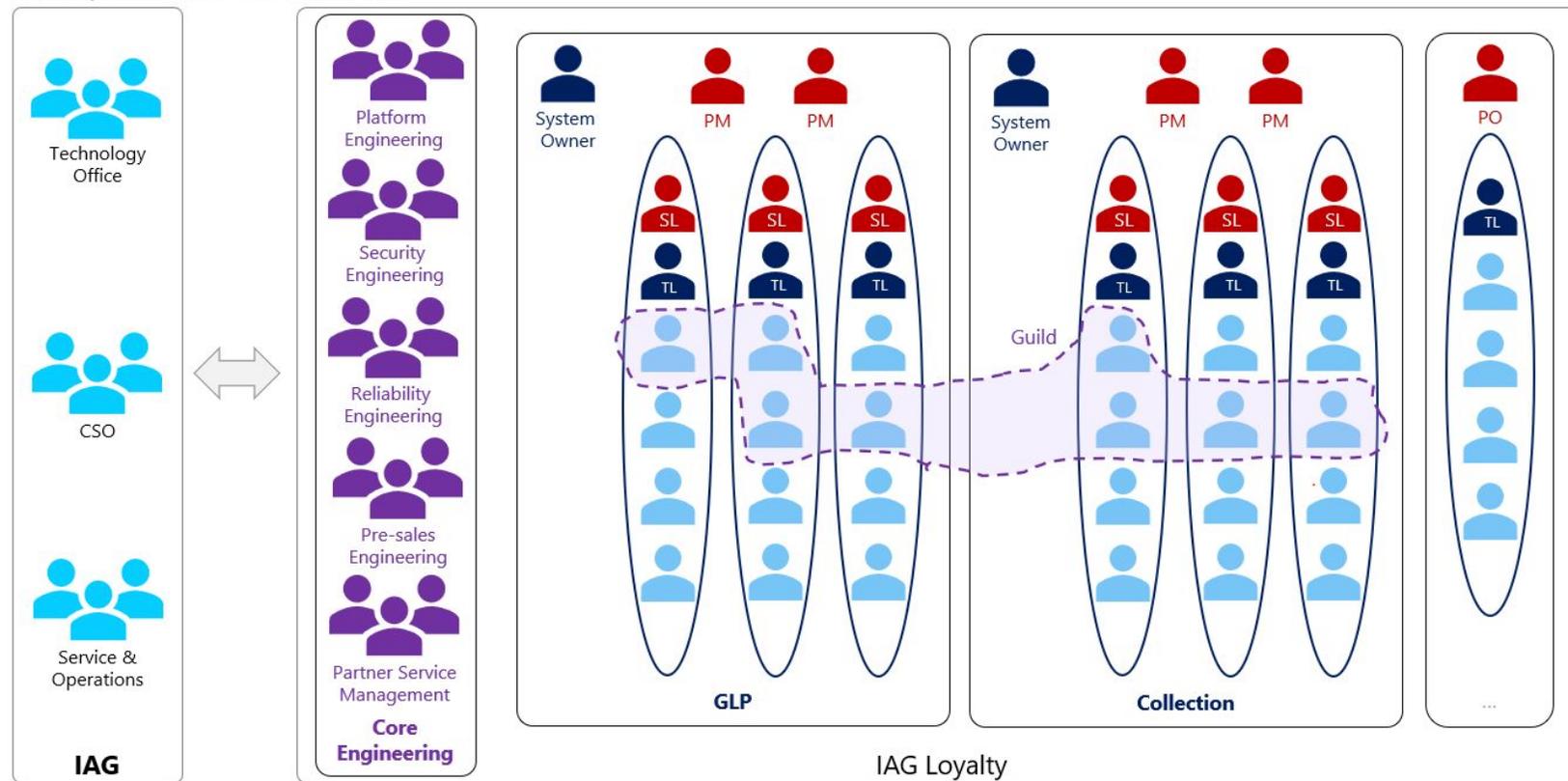
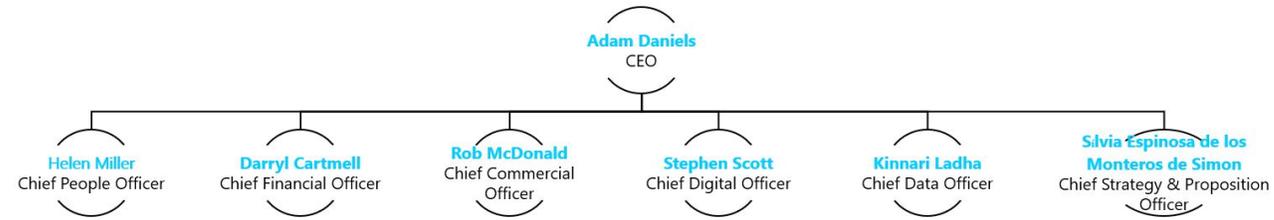




What happened during the first three weeks?



How IAGL Was Organised?



aligned to business objectives - autonomous - culture of automation - fast safe change Internal



By fully embracing and adopting Agile ways of working, we will power our growth and deliver greater value to our stakeholders, partners & customers.

Outcome 1
Our way of working

Our way of working is embedded in our culture. It shows up in how we do things and is a critical part of who we are. New hires and candidates understand what life is like at IAG Loyalty.

“I know what it means to be part of IAG Loyalty and how things are done around here.”

Outcome 2
Clear prioritisation

IAG Loyalty colleagues have a clear understanding of our strategic priorities and how they support the delivery of our strategy. Teams cross-collaborate to deliver the value.

“I am clear on our priorities and why they are the right focuses – it helps me decide where to invest my time.”

Outcome 3
Seamless workflow

Work is flowing through IAG Loyalty transparently and efficiently. We are able to respond swiftly to changes and can monitor our capacity to ensure we focus on the right priorities.

“We deliver work effectively, navigate obstacles and re-organise ourselves quickly to find solutions.”

Outcome 4
Skilled & engaged colleagues

Our colleagues are engaged and have developed the capabilities they need to embed Agile into our culture and ways of working.

“I have the skills I need to do my job and am clear on our progress.”

The Hard Work Begins



Agile Coaching Community Backlog

+ Add task

- ACC**
 - Help with how to manage the relationship with TCS teams developing GDP/ABI backlog
- ACC**
 - Define practice sessions
 - Agree and define how we will train and upskill our colleagues, e.g. buddy up on areas we are less confident in.
- ACC**
 - Training material repository
 - Create a repository of materials that the ACC can use when training other teams.
- ACC**
 - Create and Agree a Launch Plan
 - How are we going to launch our service to the wider community
- ACC**
 - Loop Practical Tooling Support Content - Mural
 - Run through of Loop with Vicki
 - Define hypotheses to test with content
 - Create Content
 - Add to a Loop campaign
 - Gather feedback
- ACC**
 - ACC access to tools
 - Team access to Jira
 - Team access to Mural
- ACC**
 - Identify ACC Team Strengths
 - Identify areas of confidence
 - Arrange Pairings to share strengths
 - Assign suitable work to pairs
- ACC**
 - Create Form and Process for Requesting ACC help
 - We need a process for someone to request help from the ACC. We propose that there is a form that they can add information to and we then create a backlog item rather than anyone adding straight to ACC backlog

Overall Backlog

+ Add task

- Pillar 4**
 - Prepare Meet up w/c 19th April
 - Victoria Jones
- Pillar 4**
 - Prep outcomes and engagement board for Vick/ Helen Pillar 4
 - On Mural, lay out the upcoming few weeks a
 - Session to ideate on engagement activities
- Pillar 4**
 - ACC Session 4 Prep
 - Ask John re Colin
 - Prep the Mural
- Pillar 4**
 - Prepare ACC the story so far
 - Create slide deck
 - Share deck with Ais
 - Schedule meetings with LT
 - Share deck with LT
- Finance Planning**
 - Finance Planning training
- Finance Planning**
 - Finance Planning outcomes defined
- Finance Planning**
 - Finance workshops to define personas/delete/work through constraints

Agreed Work

+ Add task

- Pillar 4**
 - Loop access
 - Check if Loop can be approved for inbox ra
 - Set up process for New Joiners to AE channel
- Pillar 2**
 - Meet with Sarah for next steps on pillar 2
 - John Barratt
- Pillar 2**
 - Meet With Rob about the sales pipeline board
 - John Barratt
- Pillar 2**
 - Catch up with Silvia on S&P
 - John Barratt
- Pillar 2**
 - Secure Jira Funding
 - Alison Calderwood
- Pillar 4** **Blocked**
 - BLOCKED Onboard Mural and raise PO
 - Victoria Jones

Doing

+ Add task

- Goals**
 - Goal: We are clear on how engaged colleagues are in the Agile Basics pathway and have understood their feedback (Loop)
- Goals**
 - Goal: The Agile Coaching Community understand how to visualize their work and plan based on outcomes
- Goals**
 - Goal: Start using the newly defined process for New Partner Experience by end of April
- Pillar 4**
 - Re-push out Loop Agile Basics content to users that have not yet completed pathway
 - Re activate campaign with filter (only those v
- Pillar 4**
 - Gather focus group for Loop Content
 - Set up meeting
 - Prepare questions/ mural
- Pillar 4**
 - Agree a framework for providing tactical support
 - Soft launch of Form

Done

+ Add task

- Pillar 4**
 - Meet with Jill & Louise to begin setting up a board for the ACC
- Pillar 4**
 - Share slides with Agile Overview participants
 - Victoria Jones
- Pillar 1**
 - Discuss narrative for pillar 1 from an Agile Evolution perspective with LT
 - Aisling Winter
- Pillar 4**
 - Plan ACC session 3
 - Victoria Jones
- Pillar 4**
 - Check ACC growth wheels are all there for ACC
 - Victoria Jones
- Pillar 4**
 - Update excell sheet w/ attendees for each 0.5 day session
 - Victoria Jones

Show completed 109

Completed Outcomes

+ Add task

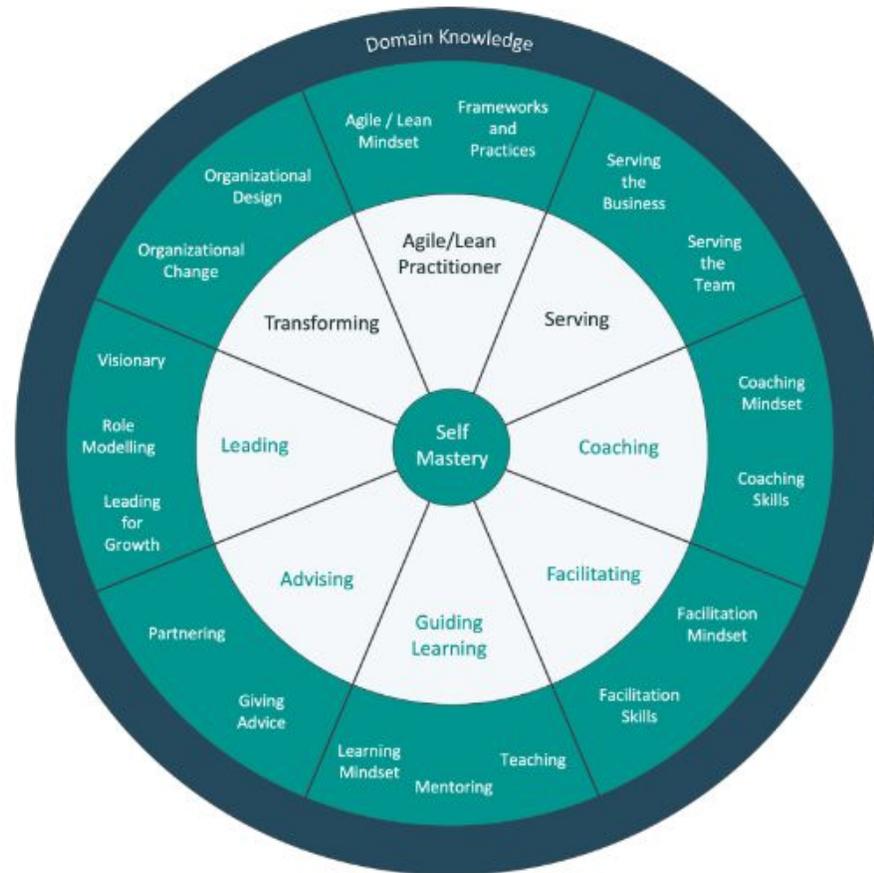
- Goals**
 - COMPLETED GOALS: The Agile Coaching Community members each understand the role they play in the team and are clear on their purpose
- Goals**
 - COMPLETED GOAL: IAGL Loyalty colleagues have accessed the Loop content and shared user testing feedback with us
- Pillar 1**
 - COMPLETED OUTCOME: Clearly communicate the strategy to all IAGL colleagues
- Goals**
 - COMPLETED GOAL: All IAGL colleagues have visibility and understand the strategy
- Goals**
 - COMPLETED GOAL: Agree shape of our approach for pillar 2 with the LT
- Goals**
 - COMPLETED GOAL: The ACC feel connected, confident and able to actively support each other
- Goals**
 - COMPLETED GOAL: Understanding the baseline of where the ACC are right now in terms of their knowledge and capabilities
- Goals**
 - COMPLETED GOAL: Agree internally 3 month outcomes for the agile evolution by 19th March
 - Pillar 1 - Strategy
 - Pillar 2 - Prioritised plan
 - Pillar 3 - Backlog of initiatives
 - Pillar 4 - Engagement and Skilling
 - New Partner Experience
- Goals**
 - COMPLETED GOAL: All IAGL Colleagues have visibility of the discovery outcomes, pillars and initiatives.

3 Month Outcomes

+ Add task

- Pillar 1**
 - LT have worked with their teams to agree the KPIs that feed into our measures of success
- Pillar 1**
 - Colleagues understand the strategy and how their role supports its delivery
- Pillar 1**
 - Colleagues are clear on how we are progressing with the delivery of our strategy
- Pillar 2**
 - We have a clear central view of initiatives that are organised which colleagues can align and prioritise their work
- Pillar 2**
 - A clear process for how initiatives are prioritised
- Pillar 3**
 - JIRA being used in agile initiative areas
- Pillar 3**
 - Initial Principles for IAGLs Flavour of agile agreed
- Pillar 3**
 - Learnings from the agile initiatives communicated to the wider organisation
- New Partner Experi...**
 - Clear accountability of each part of the process to avoid duplication
- New Partner Experi...**
 - Clear, concise documentation to build customer satisfaction
- New Partner Experi...**
 - Fewer single points of failure
- New Partner Experi...**
 - Complexity of onboarding is understood and shared to manage expectations of Partners and stakeholders

Agile Coaching over Agile Coaches



Agile Coaching Growth Wheel concept by Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; and Mark Summers is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.



OUR AGILE COACHING COMMUNITY

The Agile Coaching Community is a group of passionate, inspiring and eager to learn colleagues who are up for the challenge of supporting IAG Loyalty through our evolution.

Following their own super-skilling, they will guide and coach others using their agile expertise. They will help teams to adopt agile ways of working, grow their own capability and try out innovative new ideas.

WHAT THE AGILE COACHING COMMUNITY ARE HERE TO DO

- Challenge the way we do things, putting customer value and efficiency at the heart of everything we do
- Empower colleagues to form our unique flavour of agile together
- Build strong and trusting relationships with colleagues and leaders outside of your team to support them on our agile evolution
- Remove any remaining stigmas or discomfort associated with product/agile and shift to a culture that is confident about it

THE ROLE OF OUR AGILE COACHING COMMUNITY

To drive a shift in culture and mindset whereby, for example:

- ★ "MVP" isn't just an agile acronym or jargon, but it's something we aim to deliver
- ★ We are not afraid to fail if it means we're learning
- ★ Driving customer value is at the heart of what we do



WHAT ARE WE LOOKING FOR

We are looking for curious and brave individuals that are ready to extend their skillset beyond the realms of their day-to-day role. They must not be afraid to challenge the status quo, drive a culture of continuous feedback and coach other IAG Loyalty colleagues. They must be ready to take a leading role in driving our agile evolution.

ARE YOU...?

- ✓ Not necessarily an agile expert - but curious and willing to learn
- ✓ Open to a new way of working
- ✓ Able to work well as a team and build trusting relationships
- ✓ A brilliant listener
- ✓ Someone who can take learnings and apply them to different situations
- ✓ Someone who has a passion for improving customer experience
- ✓ Happy to coach others, no matter who they are
- ✓ A creative innovator

A DIVERSE TEAM THAT REPRESENTS US



Clear prioritisation, Seamless Workflow and Skilled & Engaged Colleagues

The Success of our Agile Coaching Community

The Agile Coaching Community is a group of enthusiastic individuals across IAG Loyalty whom have been upskilled in agile coaching, practices, facilitation & more.

The Agile Coaching Community have been core to the delivery of our Agile Outcomes.

Advocacy & Building Engagement

Workshops that make a Difference

1 to 1 Support to develop Agile Capabilities

Making the Strategic Priority Stream Rollout Stick

Agile Training for New & Existing Colleagues

Providing Tooling Expertise

Our vision

We're loyalty pioneers, creating the world's most rewarding experiences

Our values

We bring passion to work

We have the courage to reimagine

We focus on agility

We excel at delivery

We keep learning and stay curious

We take belonging seriously

Our strategy

Customer

Partners

Revenue streams

Enablers

Agile embedded

Measuring success

1

Core business

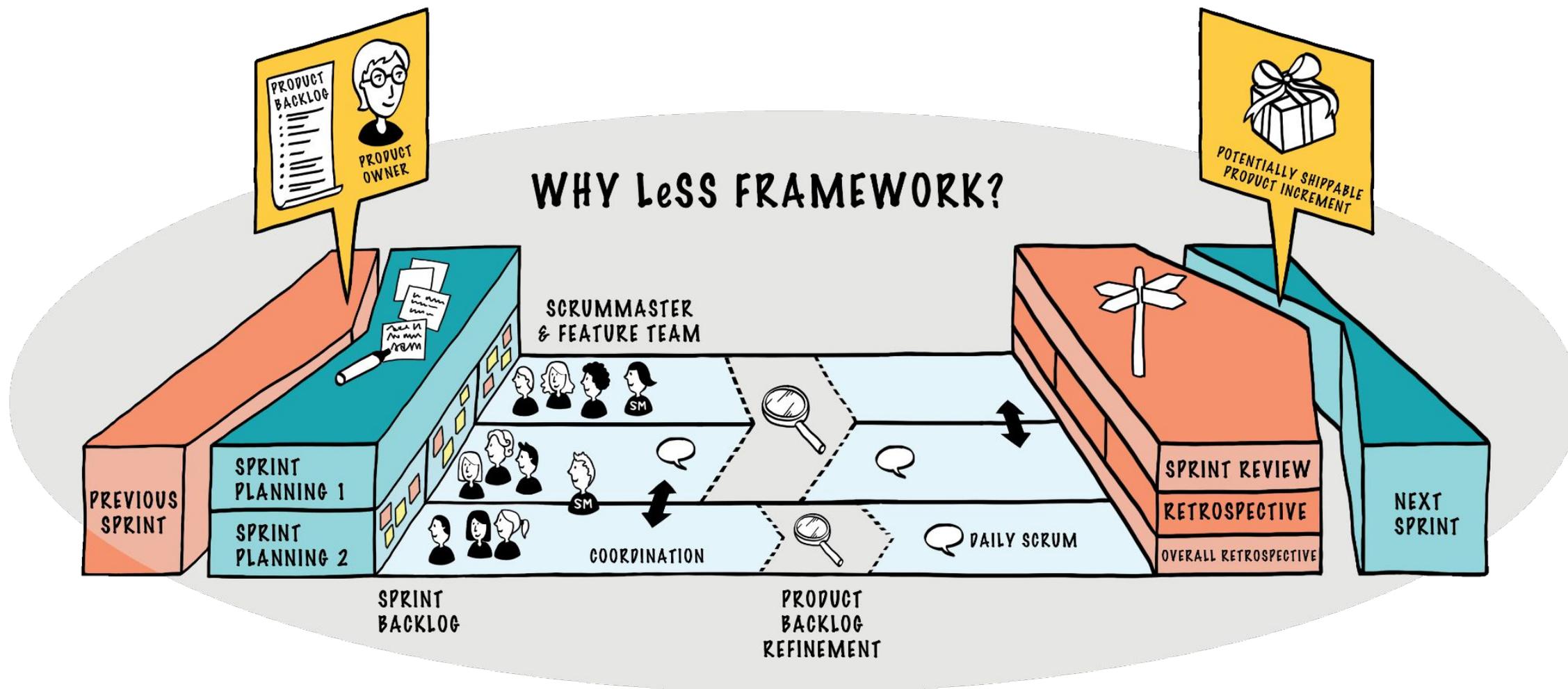
2

Sustainable success

3

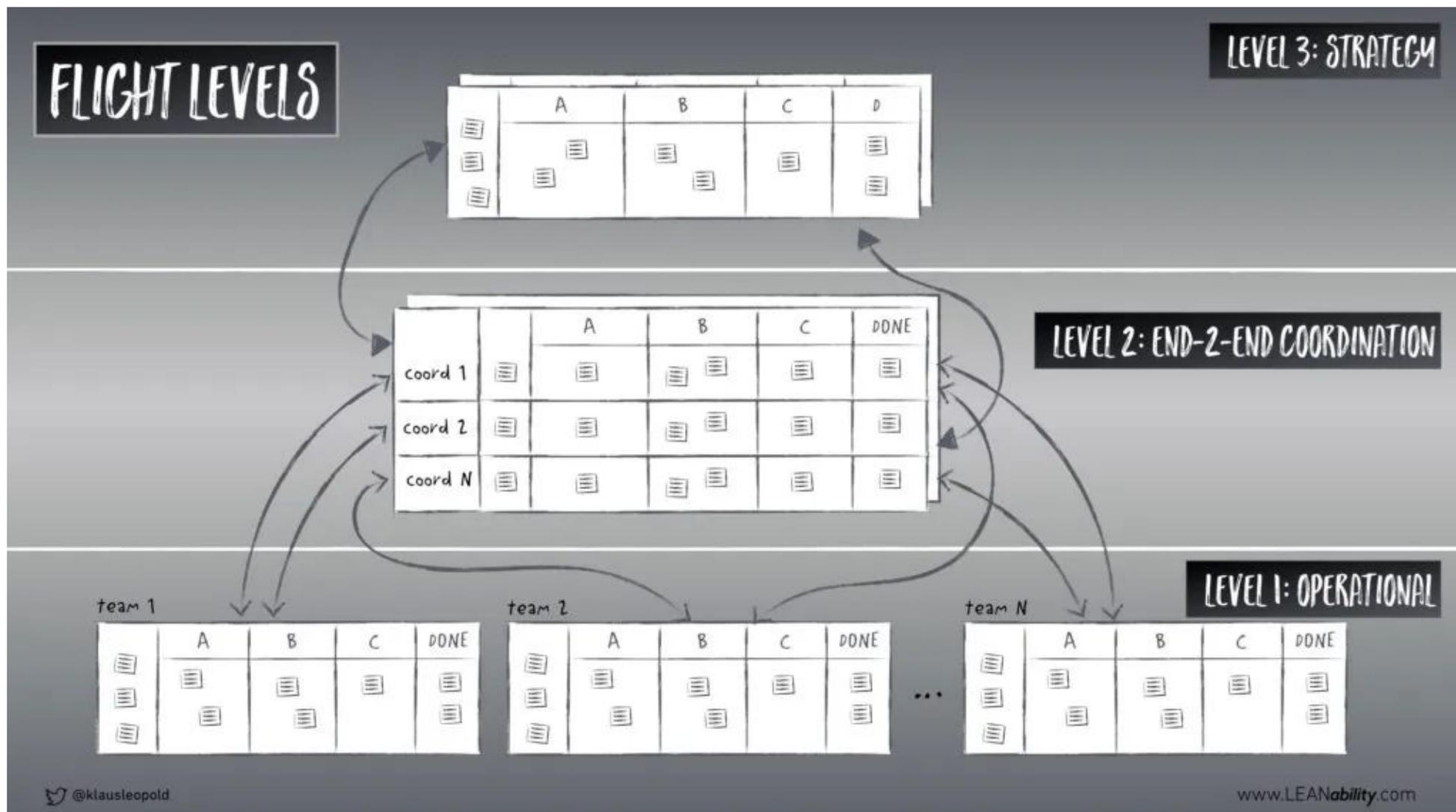
Long term success

What would I like them to Organise?





What we Decided





Strategy board

Filters instead of swimlanes

WIP limits (Red=Bad)

Linked to strategic priorities with clear outcomes

Red RAG Status Updated in the last 2 weeks BA IB EI VY GDP: Data Migration from ABI GDP: Old (Redshift) to New (Snow... GDP: New Capability Customers Partnerships New Revenue Streams Enablement Only My Issues

IDEA GENERATION 1 BACKLOG 8 DISCOVERY 11 Max 28 DELIVERY 17 Max 16 LIVE - 2022 11

Initiatives 44 issues

Reward Platform - Ancillaries (BA)

Enablement
30/Sep/22

None

IAGL-109

Reward Platform - Ancillaries (IB)

Enablement
28/Oct/22

None

IAGL-108

Reward Platform - Ancillaries (VY)

Enablement
None

None

IAGL-113

EI Corsia Ingleas Partnership

Partnerships
None

None

IAGL-154

VY Full Air Partner Integration

Partnerships
None

None

IAGL-133

IAGL Contact Centre - AWS Connect Reward App

None

None

IAGL-125

IAG Connect - Wifi Portal - PoA for Wifi

Enablement
26/Sep/22

None

IAGL-131

Spend Based Earn - BA

Customers
None

None

IAGL-114

CIAM (Customer Identity Access Mgt) - BA discovery

Enablement
None

None

IAGL-124

Single Integration for Qatar NAP

New Revenue Streams
01/Jun/22

None

IAGL-114

Avios to offset Carbon footprint - via Choose for BAEC

Customers
None

None

IAGL-105

Swift - Exchange (B)

None

None

IAGL-110

Swift - Pricing API Integration

Partnerships
30/Nov/22

None

IAGL-95

Chase and RBC Companion Voucher Drop 4

Partnerships
31/Mar/23

None

IAGL-118

IAGL External Audit (KPMG)

Enablement
31/Jul/22

None

IAGL-26

Amex Companion Voucher Drop 3

Partnerships
30/Nov/22

None

IAGL-102

Reward Platform - Ancillaries (EI)

Enablement
15/Sep/22

None

IAGL-21

Tumbler Partner Launch

New Revenue Streams
07/Oct/22

None

IAGL-128

IAG Connect - IFE - new software

Customers
01/Sep/22

None

IAGL-127

GDP: Loyalty Data Migration

Enablement
None

None

IAGL-119

GDP: Redemption NAP

30/Sep/22

None

IAGL-123

Duet card launch

Partnerships
28/Feb/22

None

IAGL-33

IB Royal Air Maroc Onboarding

Partnerships
20/Jun/22

None

IAGL-79

Swift - Exchange (BA)

Partnerships
22/Mar/22

None

IAGL-67

Reward Flight Availability API - BA SH/LH

Enablement
25/Jun/22

None

IAGL-69

Mastercard Standard Pre-Pay Public Launch

Partnerships
27/Apr/22

None

IAGL-24

Purchase IB

Enablement
10/May/22

None

IAGL-25

IAG Connect - IB FFP sign-on

Customers
01/Jun/22

None

IAGL-99

Policies 4 issues

Item has been assessed by the TAP team and next steps agreed

None

None

IAGL-48

Capacity for Discovery has been secured or criteria for Delivery has been met, and work can begin

None

None

IAGL-112

Funding approved, Requirements agreed, Capacity assessed and agreed, Security team engaged, Delivery is going to start

None

None

IAGL-49

Initiative is being used by customers or colleagues either in pilot or live depending on the ticket

None

None

IAGL-50

Explicit Policies



Driven by Data

Delivery Time

134 days or less

were required to complete

85%

of items

We expect this to increase before it decreases

WIP

14 items

are currently in progress

Monte Carlo: How Many

2 items or more

can be completed in

30 days

with a certainty of

85%

Stability

If we can decrease arrival rate so it is equal to throughput, we can deliver sustainably

Calculated averages for all data as of:

	Today	Last Week	Last Month
Arrival Rate	0.24	0.24	0.25
Throughput	0.19	0.18	0.18
WIP Age	163.50	155.50	151.38

Monte Carlo: Remaining

32 remaining items

can be completed in

222 days or less

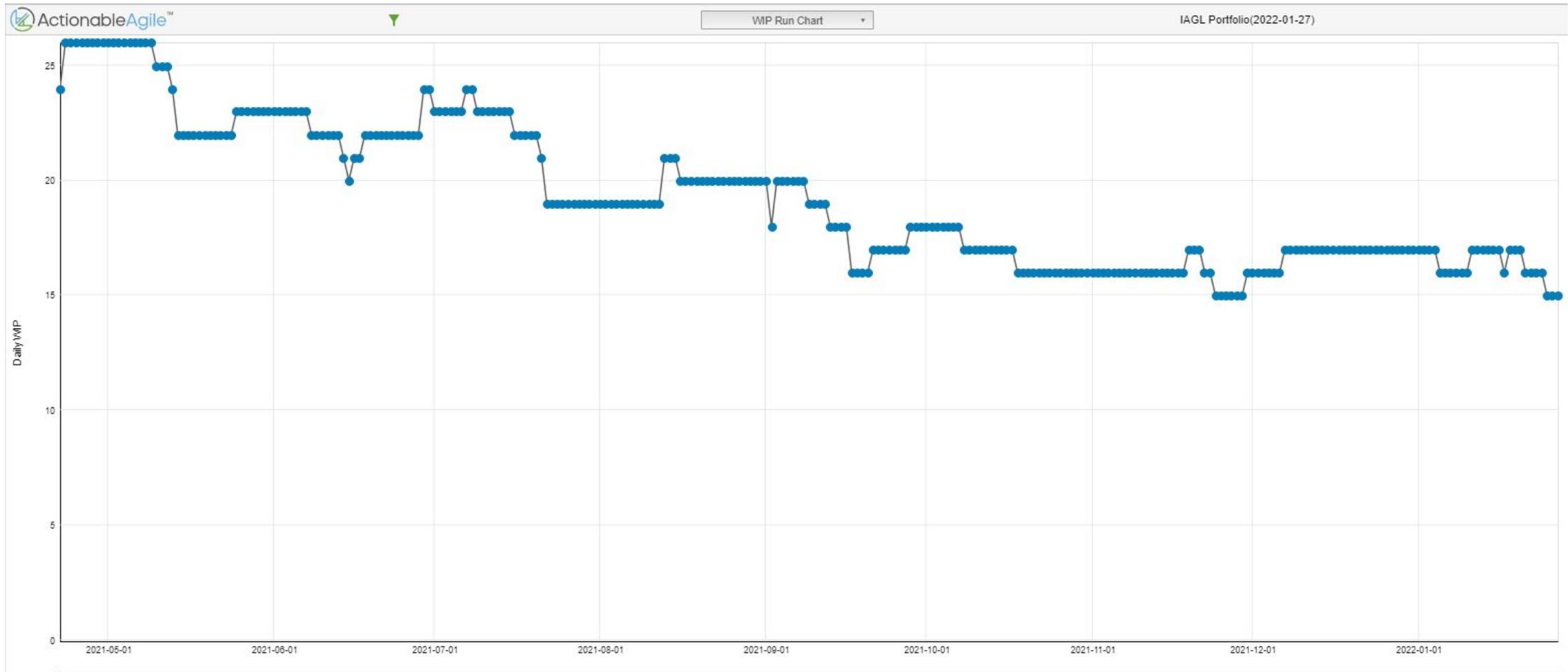
with a certainty of

85%

WIP – In Delivery

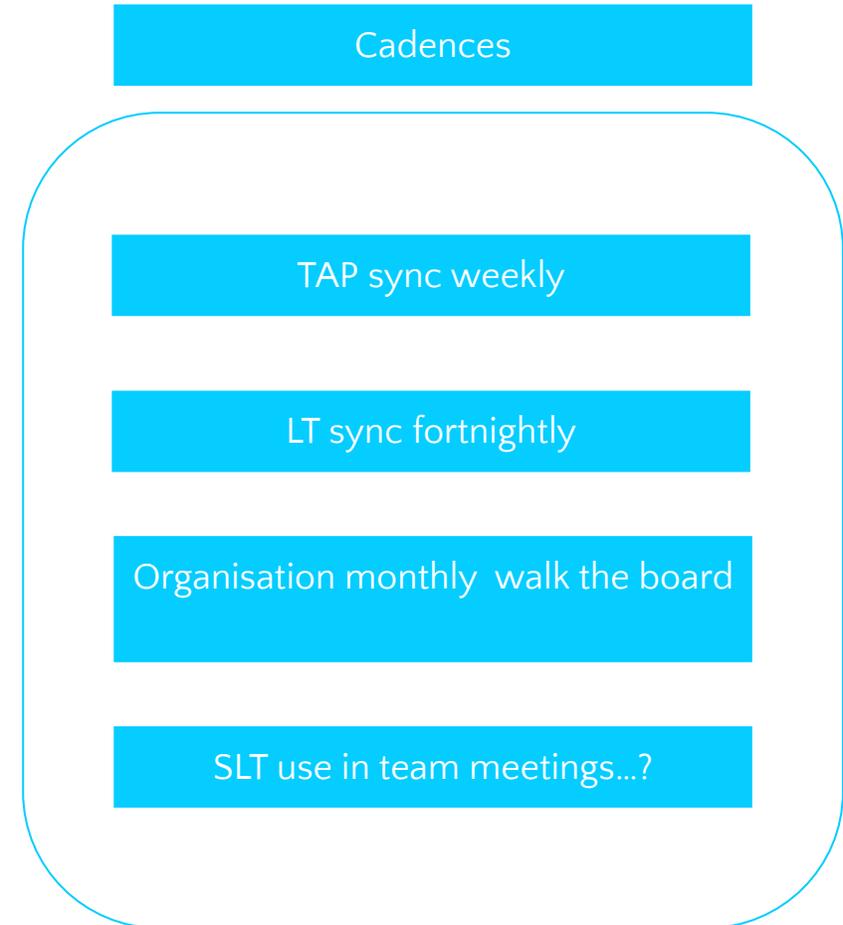
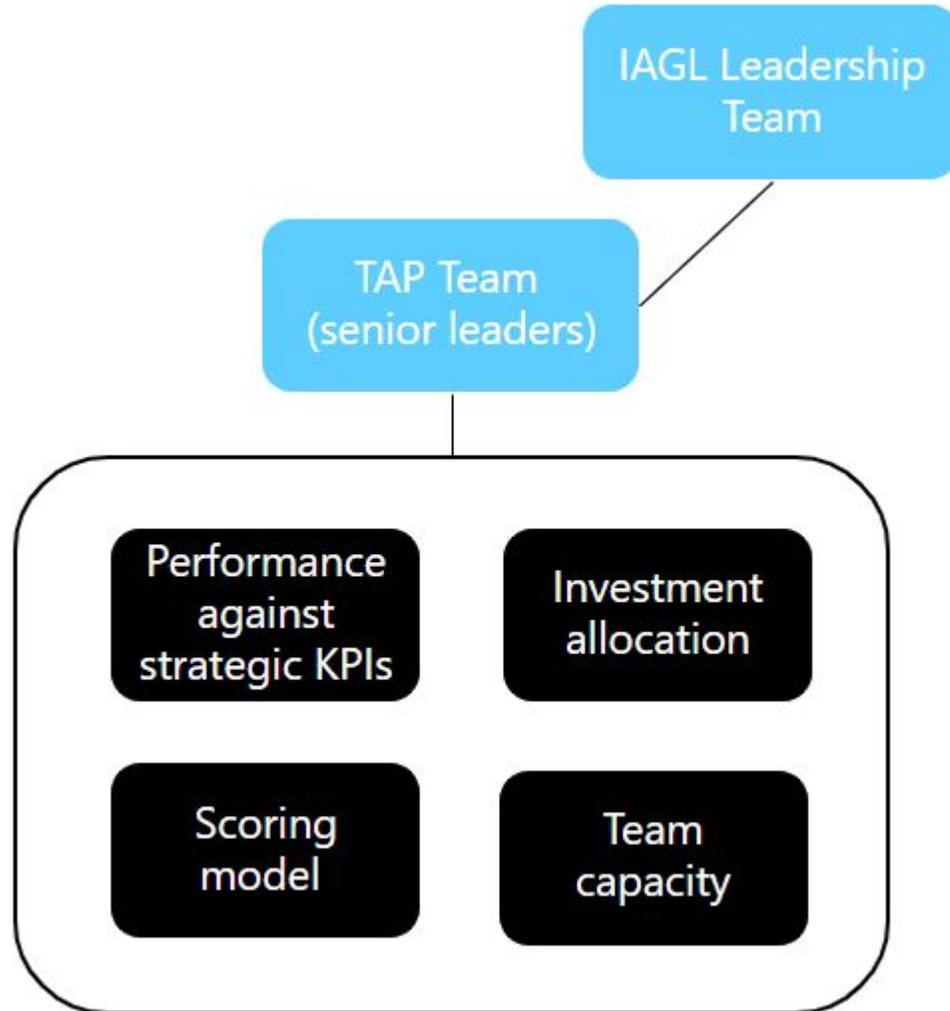
In the last 9 months our WIP has decreased from 25 items to 14 items key initiatives.

This shows us that the Strategy board is driving the right conversations and behaviours around prioritisation.





Strategy Board Cadences

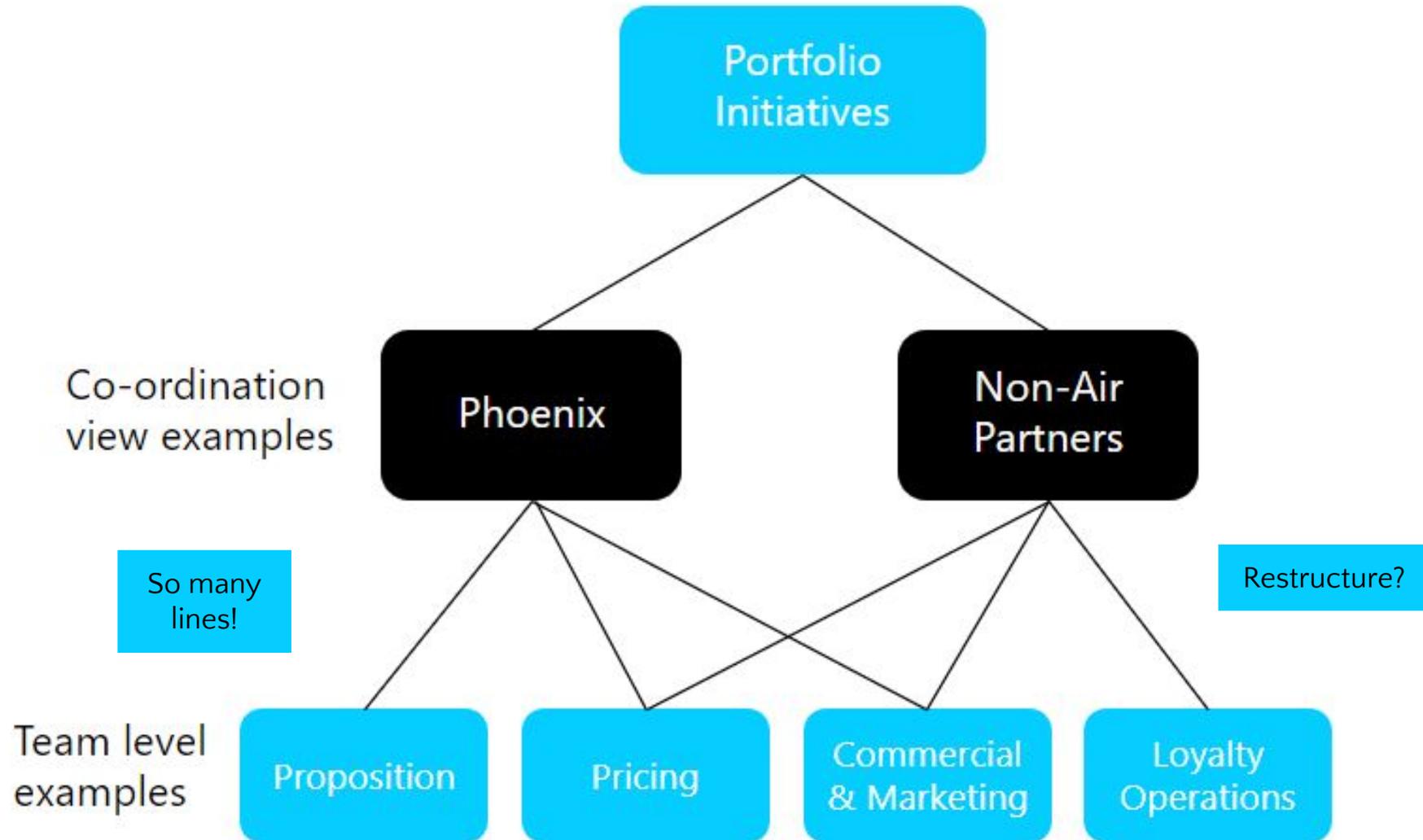




Level 2 – End to End Coordination

IDEA GENERATION 7	TRIAGE 0	FEASIBILITY 1	DISCUSSIONS 2	ENGAGEMENT 3	BACKLOG 2	PARTNERING & KICK-OFF 3	IMPLEMENTATION 12	READY FOR LAUNCH 2	PARTNER LIVE 0	DONE 0	
Blocked 2 issues											
			<p>Amex - Instant Account Optimisation Strategic Growth NAPS 104</p>				<p>El Corte Ingles Strategic New NAPS 106</p>				
Batch to API (WIP - 5) 7 issues											
<p>Diner Ecuador (PFM) needs to migrate into APIs as we'll soon stop supporting Partner Manager tool (B2BAPP) Non Strategic NAPS 152</p>							<p>Repsol - API migration Strategic Growth NAPS 84</p> <p>Amex MR 16 API migration needed across all markets in advance of 16 digit expansion Strategic Growth NAPS 105</p> <p>CLONE - IBC 8 - 14 digits migration to API NAPS 107</p> <p>AMEX MR India - API Strategic Growth NAPS 111</p> <p>Migrate Endesa from partner Manager to APIs Strategic Growth NAPS 120</p> <p>Iberia Cards migration to APIs Strategic NAPS 111</p>				
Backlog 28 issues											
<p>NAPS POLICIES NAPS 138</p> <p>MasterCard - Premium NAPS 5</p> <p>ABC PreA Strategic Growth NAPS 78</p> <p>Chase and REC Companion Voucher Drop 4 Strategic Growth</p>		<p>FBC Contract Renewal (Ca brand & Avlon) Strategic Growth NAPS 99</p>	<p>Amex Companion Voucher Drop 3 Strategic Growth NAPS 12</p> <p>Indian Cobrand - SA/OR Strategic New NAPS 154</p> <p>Santander Argentina Onboarding process Strategic New NAPS 151</p>	<p>Amex - New Retail partner in the ES airports Non Strategic New NAPS 102</p> <p>Subverty Non Strategic New NAPS 116</p>	<p>Uber - New partner launch Q3 2022 Strategic New NAPS 71</p> <p>Launch marketing for Uber Strategic New NAPS 111</p> <p>Marriott - Strategic review of the proposition, commitments and growth plan Strategic Growth NAPS 11</p>	<p>Tumbler Launch Strategic New NAPS 116</p> <p>Reward Gateway Partnership Strategic New NAPS 108</p> <p>Chase Batch File Clean Up (SA/US/IE) Strategic Growth NAPS 122</p> <p>BILT - New partner onboarding Non Strategic New NAPS 11</p>	<p>EVSC - Change in collection mechanic Strategic Growth NAPS 89</p> <p>HSBC - platform migration to Asovida Strategic Growth NAPS 108</p>	<p>MasterCard - Standard Pre-Pay Public Launch NAPS 6</p> <p>Mastercard - Campaign work to support Product development Strategic New NAPS 115</p> <p>Amex and Chase Companion Voucher Project Drop 2 release Strategic Growth NAPS 98</p>			

Restructure to Evolve



Level 1 (Teams) – Playbook

WAYS OF WORKING

Collaboration



Collaboration is key to ensuring all our products and channels are focused on delivering strategic goals in a unified way.

Prioritisation



Prioritisation is an important aspect of an agile organisation. Prioritisation in agile terms means delivering items in order to achieve the most customer value in the shortest time possible.

Measuring Team Health



Delivery measures are often needed when working within IAG as we often have contractual dates to hit or releases impact other business areas. We need to understand how we measure both the value of any release (outcomes) as well as when we are delivering the release (outputs)

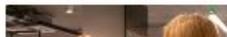
Technical Excellence



Core Engineering is a central technology function that looks after the platform, working with the product teams to oversee the quality, security and reliability of our products and services.

PROCESSES

Incident Management



Partner Onboarding



IAGL Flavour of Agile

Why we collaborate

Collaboration is key to ensuring all our products and channels are focused on delivering strategic goals in a unified way.

As a product organisation, we aim to minimise dependencies. Where interdependencies do exist however, we work together as a team to meet the needs of our customers.

We succeed or fail together.

Our Collaboration Principles

We bring people together



We engage people from different disciplines as we begin feature design, and we discuss requirements as they are presented to further refine and improve.

We ensure upfront clarity



We identify duplications and have clarity on dependencies to avoid unnecessary delay in delivery.

We are customer-focused



When making difficult decisions, we focus on the customer and, once a decision is made, we support it.

We are open and helpful



We are proactively open about our work, sharing information and feedback that may impact other products.

We keep learning and stay curious



We learn together, driven to continuously improve our collective knowledge and skills to deliver better products.

Our Collaboration Practices

Here is a list of practices you may find useful for your team.

Product Team Collaboration Practices

- Daily Syncs
- Sprint Planning

Cross-Team Collaboration Practices

- Monthly Roadmap Sessions
- Sprint Reviews with Stakeholders

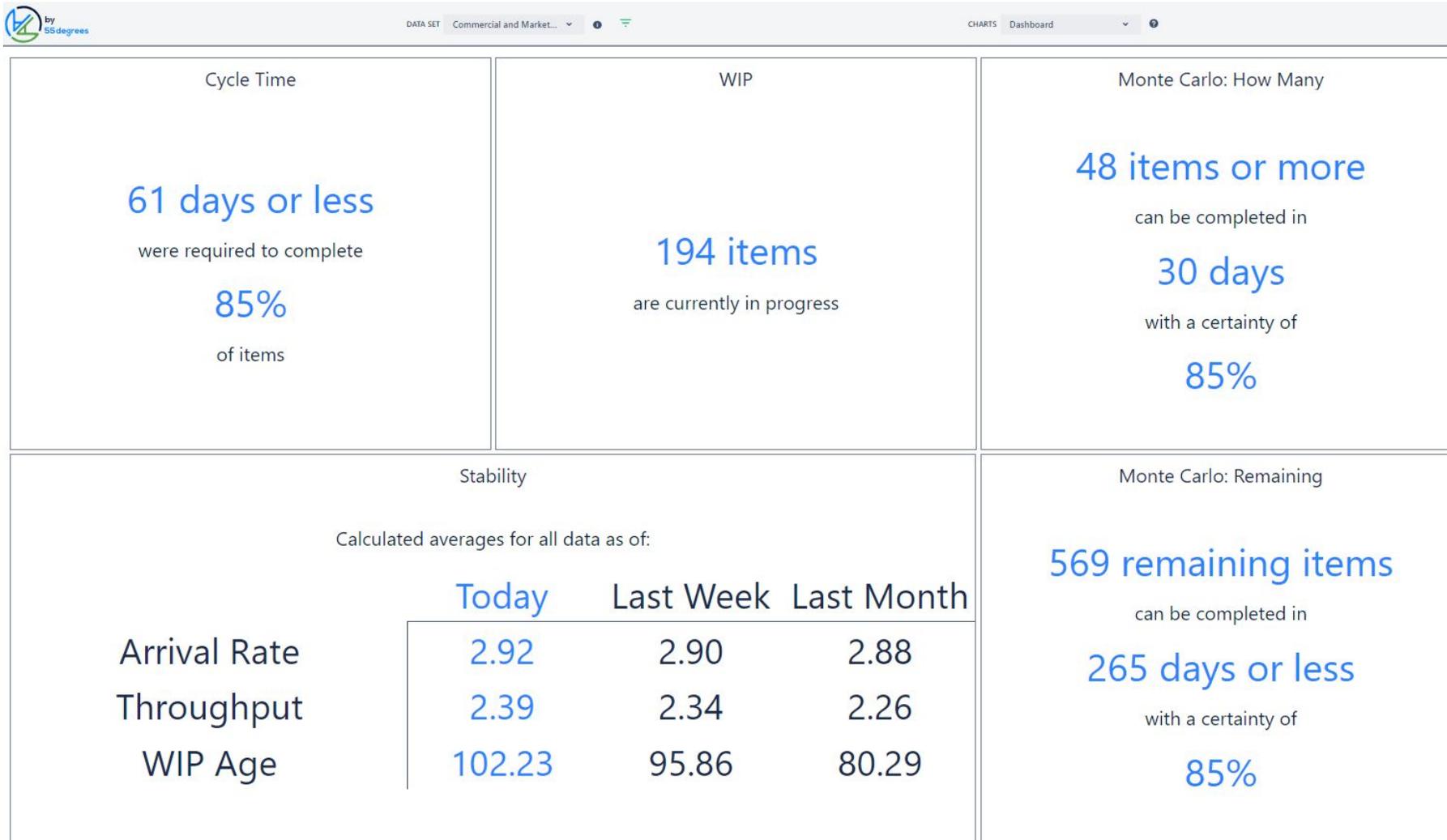
Team Examples

[Work in progress]

- [Demand Club](#)

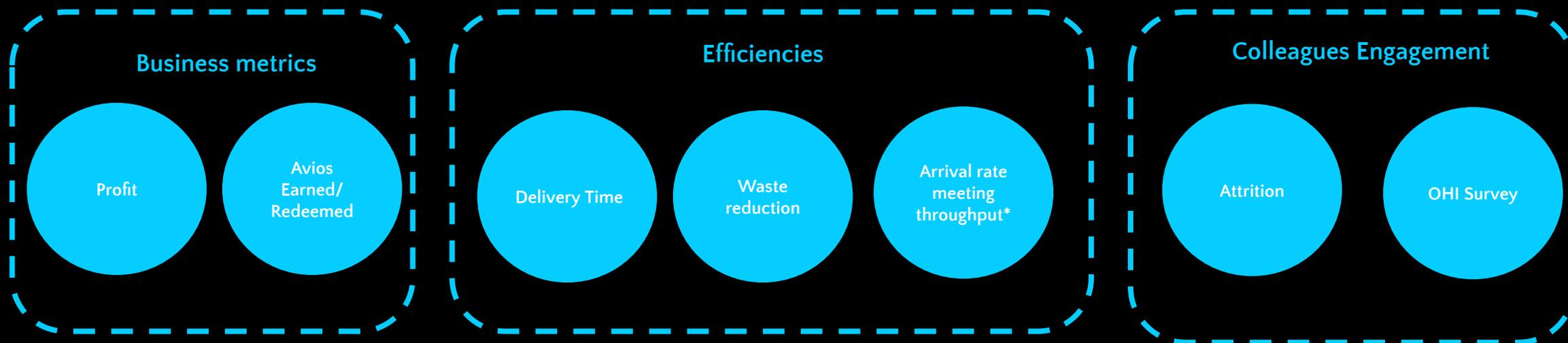


When it goes wrong





How do we know if we've been successful?



* Finishing as much work as we start

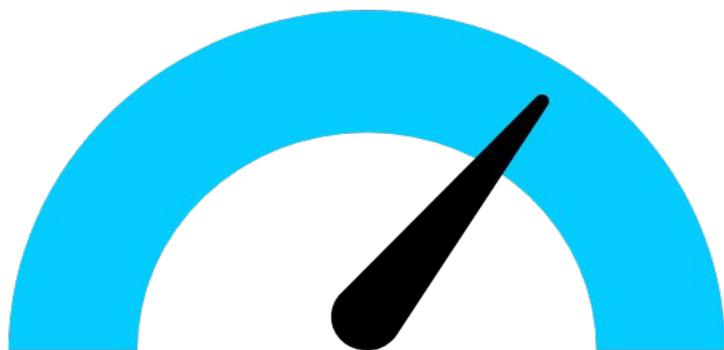
What difference has it made?

- - On Track
- - Some Risk
- - Significant Risk
- ✓ - Achieved ✗ - Missed

		Q1	Q2	H1	Q3	Q4	Full Year
		Actuals	Actuals	Total H1 Actuals	Actuals	Actuals	FY Targets
		Removed due to Confidentiality					Tracking vs FY Target or Trend
IAGL METRICS	Bonus metrics						●
							●
	Business metrics						●
							●
							●
							●

Colleague engagement survey results

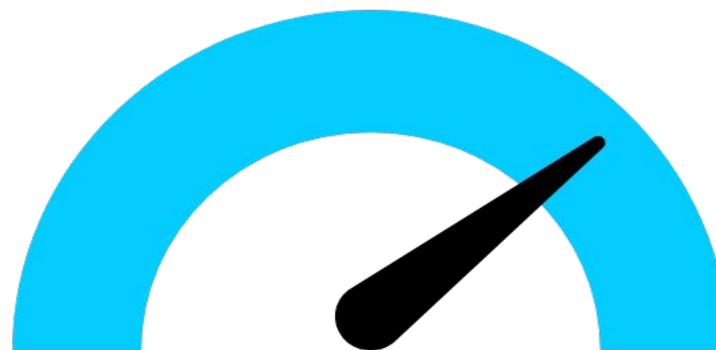
October 2021



89% response rate

May 2022

+7 points



89% response rate



Cycle time

Delivery Time

134 days or less

were required to complete

85%

of items

We expect this to increase before it decreases

WIP

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85%



A Colleague Perspective on the Last Year

Having the whole company on board has helped tremendously.

You are able to **learn off of other colleagues** and adapt new ways of working that they have tried and tested

The JIRA boards are great for **visibility of work and assigning priorities** within the team. The **transparency** of having a list of tasks visible to me and the wider team motivates/pressures me to work through tasks and **demonstrate delivery** to the business.

I love all of the Kanban Boards & Jira's including the portfolio boards, it makes my work life more **organised** and **transparent** with my line manager.

It doesn't feel like a 'phase', it feels like its here to stay!

Too much time was spent talking about what Agile was and it lacked tangible vision/application in day to day work.

Shorter more intense workshops with practical application would have engaged teams faster and with more enthusiasm.

Many areas of work are dependent on OpCo engagement and pace.

We should **share/brief our ways of working with OpCos** so they better understand what we are trying to achieve and support us in this journey.

...it's evident to see that agile application has much greater utility in project-based work than non project-based work/partner relations.

Our Big Learnings

The **Strategy Board** is driving the right conversations around **prioritisation & capacity**

By **engaging frequently with our SLT** we achieved higher levels of engagement and positively impact our teams

Evolving our own **IAG Loyalty flavour of agile** to meet the unique needs of our people and our business is non-negotiable

We lacked a baseline in Y1, which made value demonstration challenging.

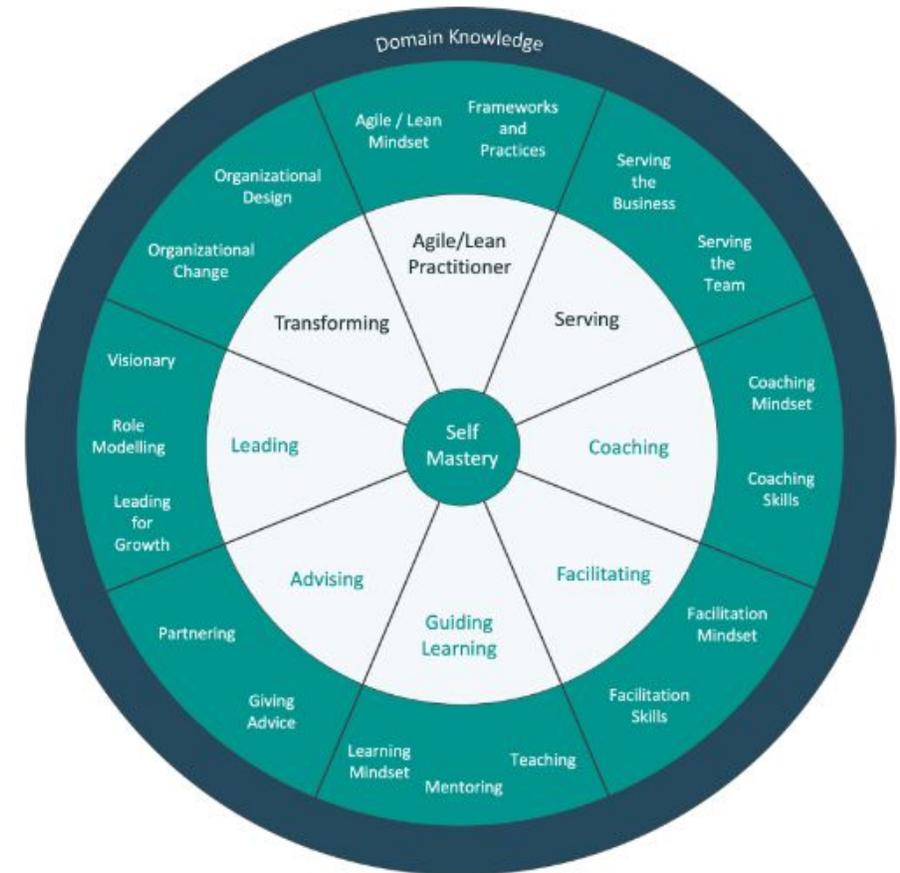
Our biggest challenge with achieving our Agile ambitions is our interface with partners and opcos who don't work in the same way

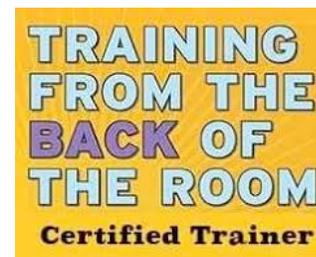
We could only take the Agile Evolution so far until we had the **right structure** in place, which was achieved through the People realignment

Consistent upskill and development is key – not just in the theory but in **practical application**

Do you need Agile Coaches?

We are
HIRING!





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