







**The I in Team**



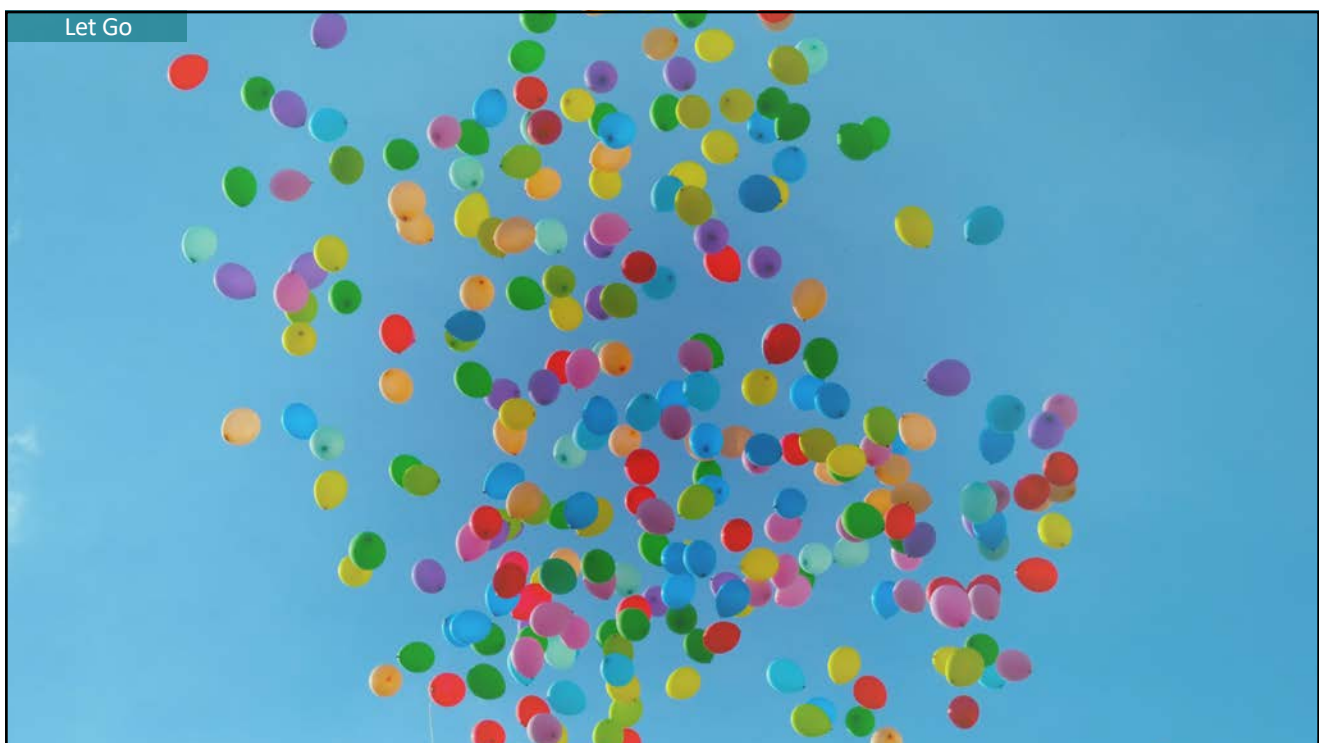
**Henriette** has a great vision and knows what needs to be done to get service to the next level  
-> leader must open doors and make sure that our stakeholders are onboard so she can focus on doing her job

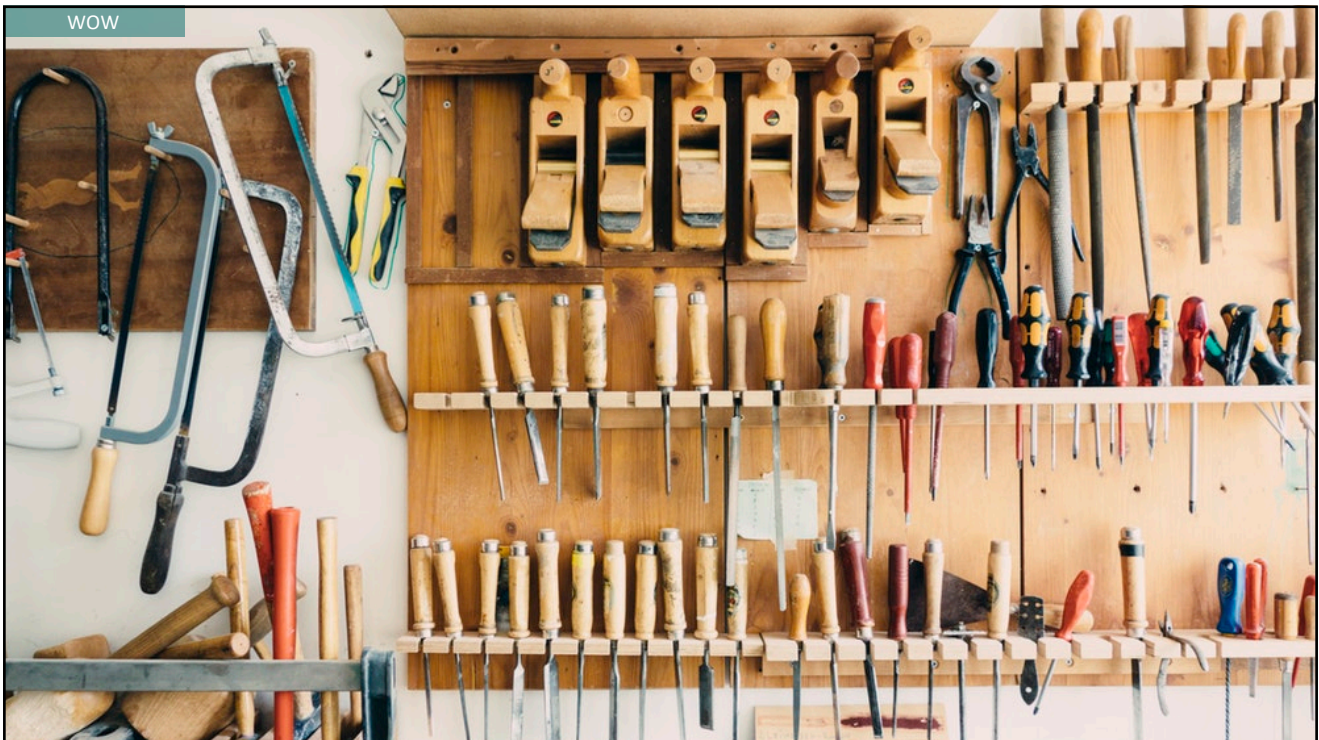
**Adhel** needs to be challenged, not told what to do  
-> leader must provide opportunities for continuous development and not ready-made solutions

**Catharina** is a multitasker who needs to keep busy; tight schedules and difficult challenges motivate her further: interested in leadership  
-> leader must give her chance to shadow the work and give opportunities to develop as a future leader

**Fredrik** has a great strategic overview and knows how to lift digital loan processes to new heights  
-> leader must be a sparring partner and give him freedom to do things in his own way while still making sure that his great vision turns into reality

**Arne** is very hands on and enjoys getting things done and seeing results of his work  
-> leader must give direction and clear goals for him to know what to focus on and how success is measured





## Operating Model: Fundamental questions

- 1) What's the most important for success?  
Goals and KPIs (OKRs) -> what you cannot measure, doesn't exist!
- 2) Based on the 1st;  
Which functions / tasks should be Group vs BU or Local vs Global?
- 3) HOW and WHO should make the decisions?
- 4) How should information flow and what are the processes for follow up? How should the work be organized?





Practice

16 - 20. september 2019

16	17	18	19	20
mandag	tirsdag	onsdag	torsdag	fredag
08:00				
09:00	Let's kick off the new week STANDUP; M&S; Paulsen, J	Standup DS; Stillerom M&S; Dille, Marte Jonsrud		Standup DS; Stillerom M&S; Dille, Marte Jonsrud
10:00	VS: Salgsmappe BM; Butikl	Bi weekly Sales Meeting M&S; Paulsen, Julia		1:1: M&S; Paulsen, Julia
11:00	Pt: Felles lunsj i Herheim, Henniette	Pt: Felles lunsj i Herheim, Henniette	Pt: Felles lunsj i Herheim, Henniette	1:1 Meeting: M&S; Paulsen, Julia
12:00	Placeholder TEAM MEETING M&S Vadisa (normally) Paulsen, Julia			1:1 Meeting: M&S; Paulsen, Julia
13:00	Ukentlig PM sync Stillerom 020 Nordstrom, Karl Oscar			1:1 Meeting: M&S; Paulsen, Julia
14:00				1:1 Meeting: M&S; Paulsen, Julia
15:00				1:1 Meeting: M&S; Paulsen, Julia
16:00				1:1 Meeting: M&S; Paulsen, Julia
			Team meeting Digital Service NO Oslo Bjørnska KM Kragens (10) Herheim, Henniette	1:1 Meeting: M&S; Paulsen, Julia
			Stillerom 020 Nordstrom	1:1 Meeting: M&S; Paulsen, Julia
			020 Nordstrom; Herheim, Henniette	1:1 Meeting: M&S; Paulsen, Julia

WOW

SPRINT

DALG board  
Backlog

QUICK FILTERS: blocked Flagged/Blocked Only My Issues Recently updated

Backlog 18

DALG Sprint 2 24 Issues ACTIVE 11/Oct/18 9:42 AM - 01/Nov/20 9:42 AM

Linked pages

↓ DALG-149 Hvis dette kunde da i brugelsesmanen  
↓ DALG-145 Ekte autorisering på elektroniske bilde i tryk av forskning  
↓ DALG-212 Ekte og tilsvarende loggen bilde - for å se brukers loggen  
↓ DALG-207 As a user, I should get information about ASK when I am buying funds and I don't have an ASK  
↓ DALG-110 As a user, I need to be able to move my equity and funds to my ASK without any limitations  
↓ DALG-470 As an American citizen with permanent residence in Norway, I want to establish an ASK account  
↓ DALG-140 Jeg ønsker å få pushmeldinger i appen om ASK  
↓ DALG-230 DMS needs to understand in which ASK forms and where specifically customers have difficulties. Generate statistics by first implementing a data layer on ASK webpages  
↓ DALG-61 Ved kjøp av fra mobil til DMS må jeg som kunde motta beskjeder om kommunikasjon  
↓ DALG-301 Som kunde bør jeg få tips om å fylle oppsettene med ASK for 50 kr (PM)  
↓ DALG-206 Som kunde ønsker jeg å se alle data om ASK  
↓ DALG-300 Som kunde ønsker jeg å få tips om hvordan jeg kan spare penger (PM)  
↓ DALG-302 Som kunde bør jeg kunne opprette ASK på ASK og se oppsettene ved kjøp (PM)  
↓ DALG-310 From 10:10 to 10:15, I as a user, should not be able to move anything into my ASK  
↓ DALG-57 I want to have a complete interface for implementing data layer on the 10 most important customer journeys on ASK  
↓ DALG-109 Jeg som kunde, skal kunne se ASK i DMS. Så jeg kan se informasjon på startside når jeg logger inn i nettbank  
↓ DALG-98 Som kunde mener jeg det er viktig at jeg har egen forskning, informasjon og app av skatteformidlingen  
↓ DALG-94 Som kunde skal jeg kunne se informasjon om ASK og ASK konto  
↓ DALG-70 Jeg som engasjert kunde må kunne se handlinger på ASK i mobilapp  
↓ DALG-264 As a customer, I want personalized and relevant banking solutions that make it easy for me to maintain an account over my lifetime  
↓ DALG-36 Gjennomsnittlig bilde

Practice

KANBAN

Jira Software Dashboards Projects Issues Boards Create Contact support

Activity Digital Sales and Service  
Kanban board

QUICK FILTERS: No subtasks Only My Issues Eksperiment Digital Service Digital Sales Lån, Eiendom til Bank, Eiendom Frontend Blocked issues

17 of 18 Todo 13 In Progress 3 of 7 Experiment 2 Test 0 Ready for deploy 0 IT Queue 0 Test in production 9 of 12 Done

DALG-49 IN PROGRESS 2 sub-tasks As a user, I should get information about ASK when I am buying funds and I don't have an ASK

DALG-86 EXP SPECIFICATION 3 sub-tasks As a user, I want to know that I have funds and equity that are eligible to move into ASK

DALG-48 TO DO 1 sub-task As a user, I need to be able to move my equity and funds to my ASK without any limitations

DALG-41 Lage landingsside  
None  
None

DALG-42 Lage web-skjema  
None  
None




DALG-148 Lage eksperimentsside  
Eksperiment  
None

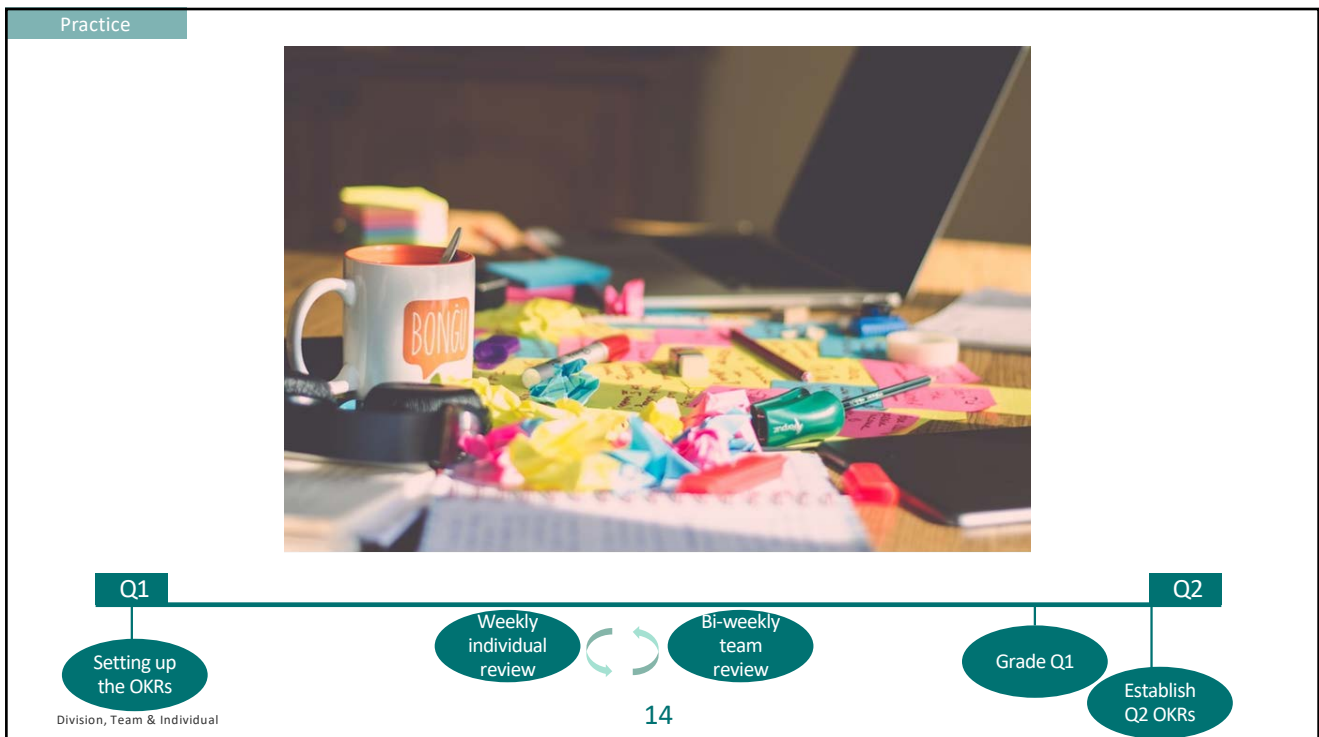
DALG-87 Write content for pop-up  
None  
None

DALG-88 Get list of funds eligible for ASK  
None  
None

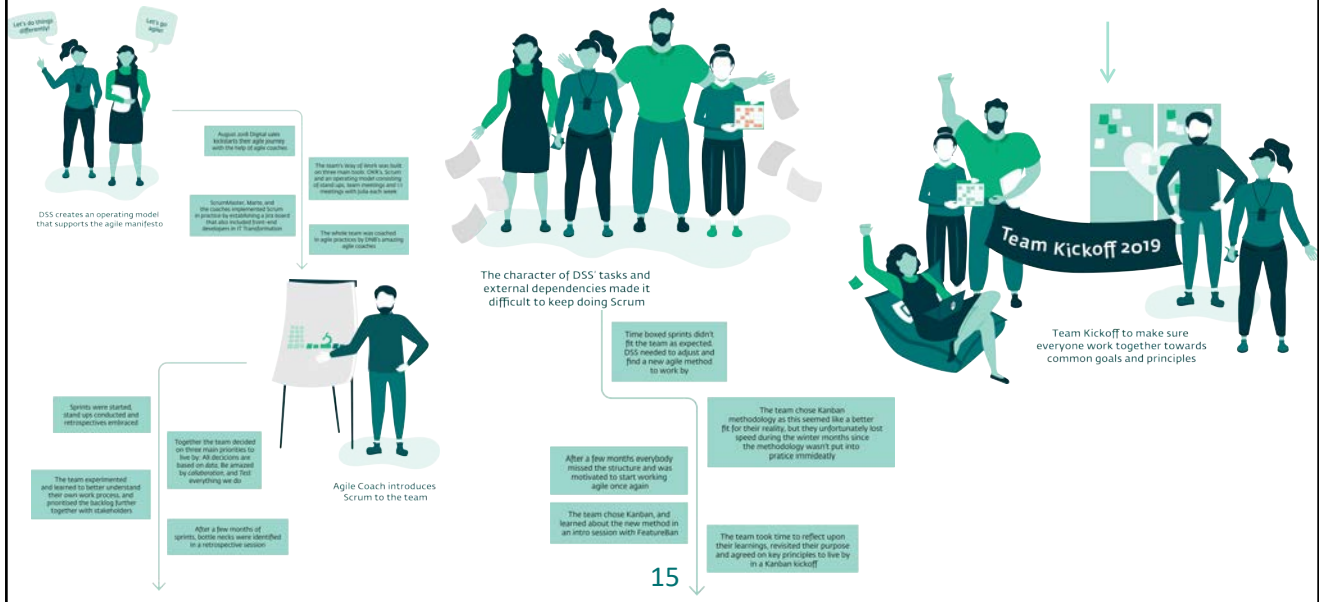
DALG-82 Check possibility of tracking in form  
None  
None

12

GOALS		
 <p><b>OBJECTIVE 1: ALL DECISIONS ARE BASED ON DATA</b></p> <p><b>KEY RESULTS</b></p> <p>Implement <b>datalayer</b> on most important customer journeys by Q2.</p> <p>Implement <b>dashboards</b> with new tool and learn and use <b>optimization tool</b> by Q2.</p> <p>We shall <b>always mention</b> what data and how we use the data in the presentation of efforts. All efforts should receive <b>1 comment and 40 likes</b>.</p> <p>Know the <b>conversion rate</b> on the customer journeys you «own».</p> <p>Level of achievement</p> <div> <div></div> <div></div> </div>	 <p><b>OBJECTIVE 2: BE AMAZING AT COLLABORATION</b></p> <p><b>KEY RESULTS</b></p> <p>All <b>stakeholders roles</b> should be clear by the end of Q2.</p> <p>We will <b>never leave</b> a meeting point without everyone having said something.</p> <p>We will <b>always be transparent</b> and share our backlog daily to our stakeholders until they themselves are participating.</p> <p>Level of achievement</p> <div> <div></div> <div></div> </div>	 <p><b>OBJECTIVE 3: TEST EVERYTHING WE DO</b></p> <p><b>KEY RESULTS</b></p> <p>We will <b>talk to all</b> stakeholders about testing by the end of Q2.</p> <p>By the end of Q2 we will test <b>30%</b> of all changes we perform.</p> <p>We are <b>always curious</b> about input, but without data we do not implement We <b>always say yes</b> to testing.</p> <p>Get better at experimenting and scaling tests by <b>implementing</b> a tool for experimenting.</p> <p>Level of achievement</p> <div> <div></div> <div></div> </div>



# Digital Sales and Service's Agile journey



## How to optimize Agile Leadership?

- Involve the team from the start in decision making process
- Nurture trust in the team in order to spark discussions and reward people for speaking out and challenging the status quo
- In order to have the overview of the end-to-end customer journey, establish cross-functional-teams

- Don't provide the ready-made solutions, but present the challenge and create environment for people to thrive and innovate together
- Regular stand ups and team meetings; information is power so share it, utilize the team synergies
- See people as individuals by giving them your time and attention; 1:1 to the rescue!
- Set up the tools and routines so the team actually can work agile



## Further reading...

