BNY MELLON

Agile Organizational Improvement

How lean and agile principles underpin improvement success

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Head of Performance & Value Management

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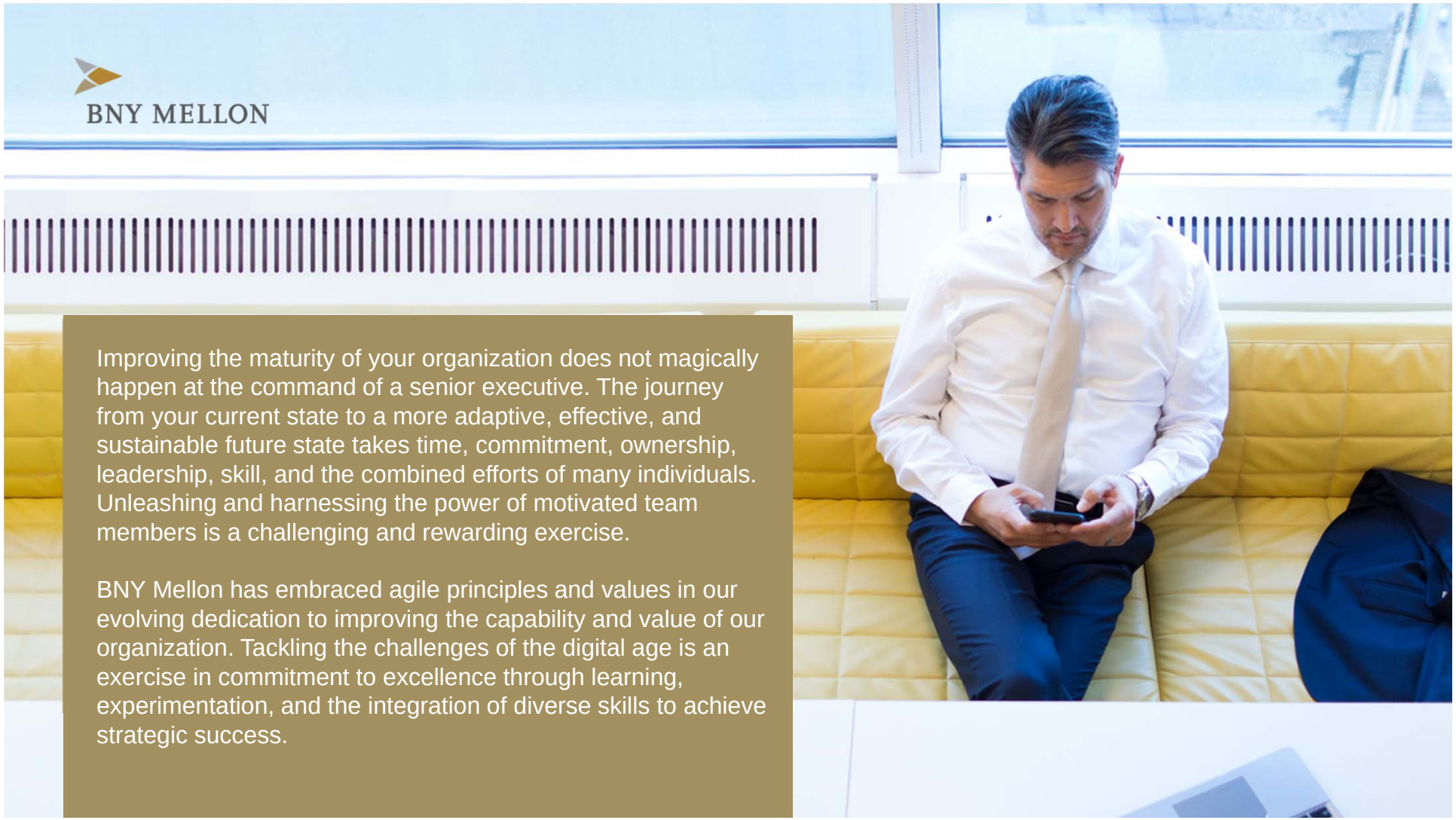

Improving the maturity of your organization does not magically happen at the command of a senior executive. The journey from your current state to a more adaptive, effective, and sustainable future state takes time, commitment, ownership, leadership, skill, and the combined efforts of many individuals. Unleashing and harnessing the power of motivated team members is a challenging and rewarding exercise.

BNY Mellon has embraced agile principles and values in our evolving dedication to improving the capability and value of our organization. Tackling the challenges of the digital age is an exercise in commitment to excellence through learning, experimentation, and the integration of diverse skills to achieve strategic success.

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The Investments Company for the World

VISION

Improving lives through investing

MISSION

Invested in helping institutions and individuals achieve their full potential through our expertise in managing and servicing financial assets

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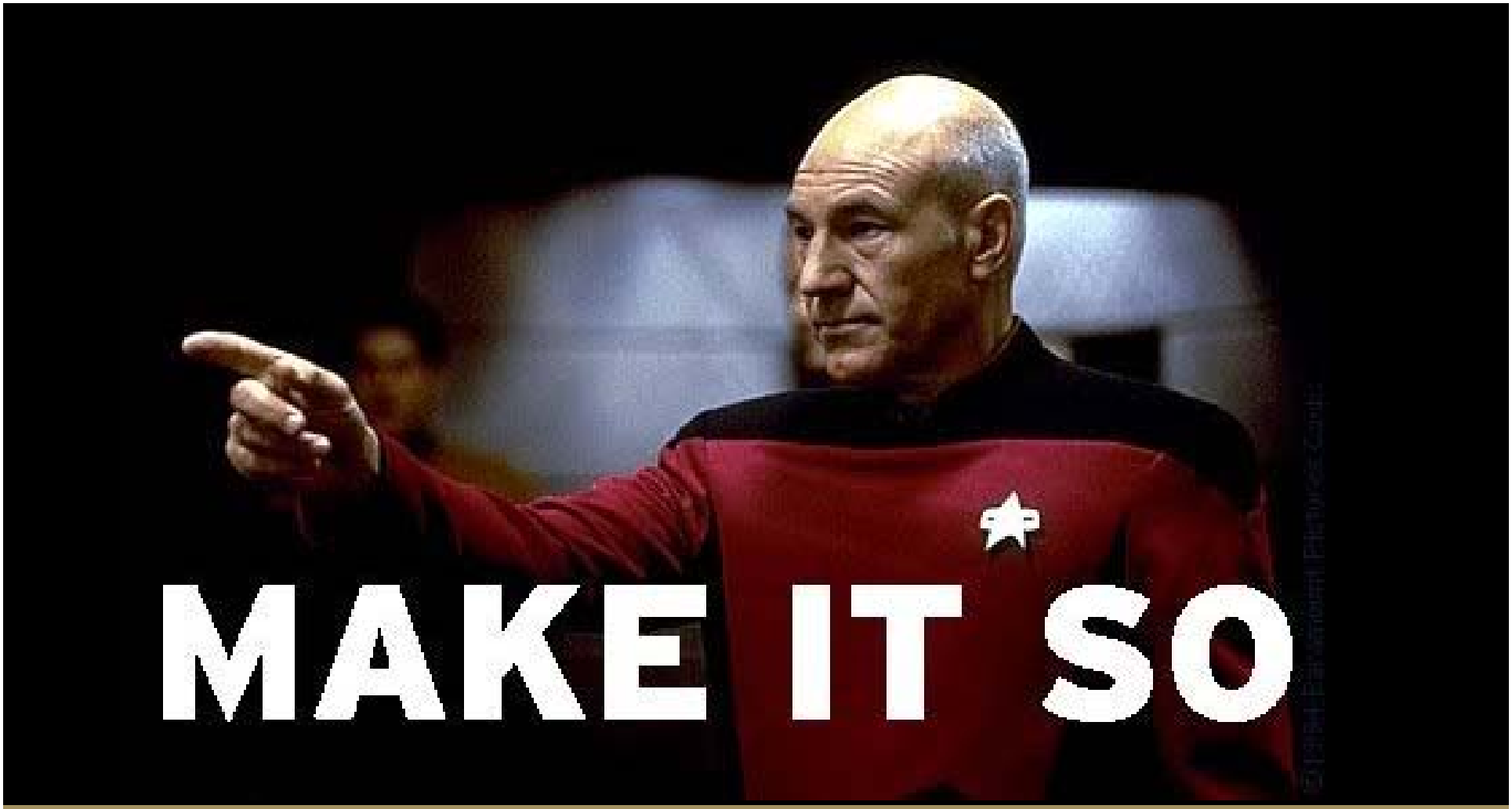
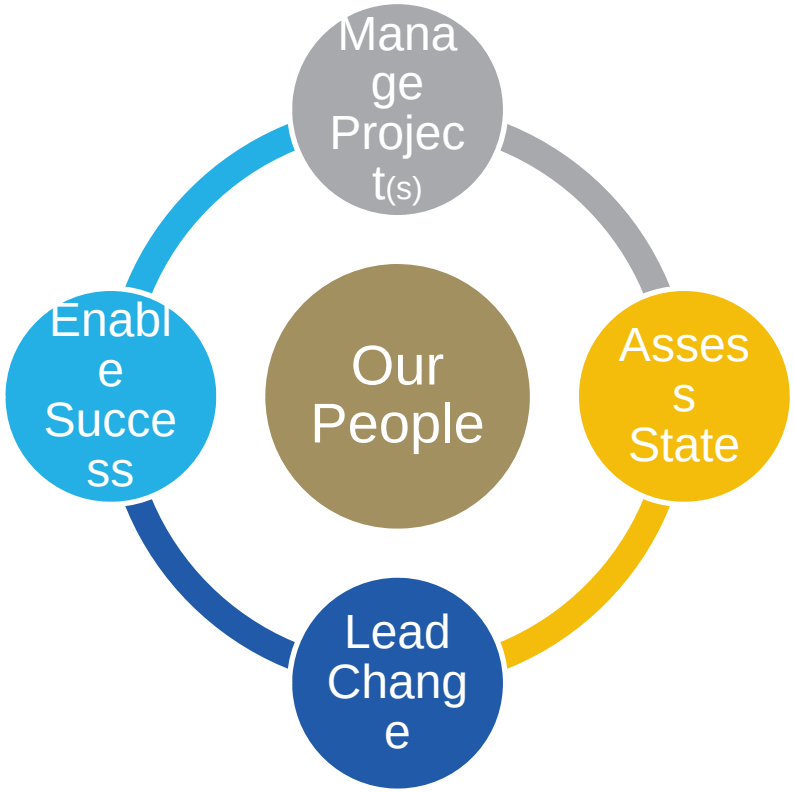
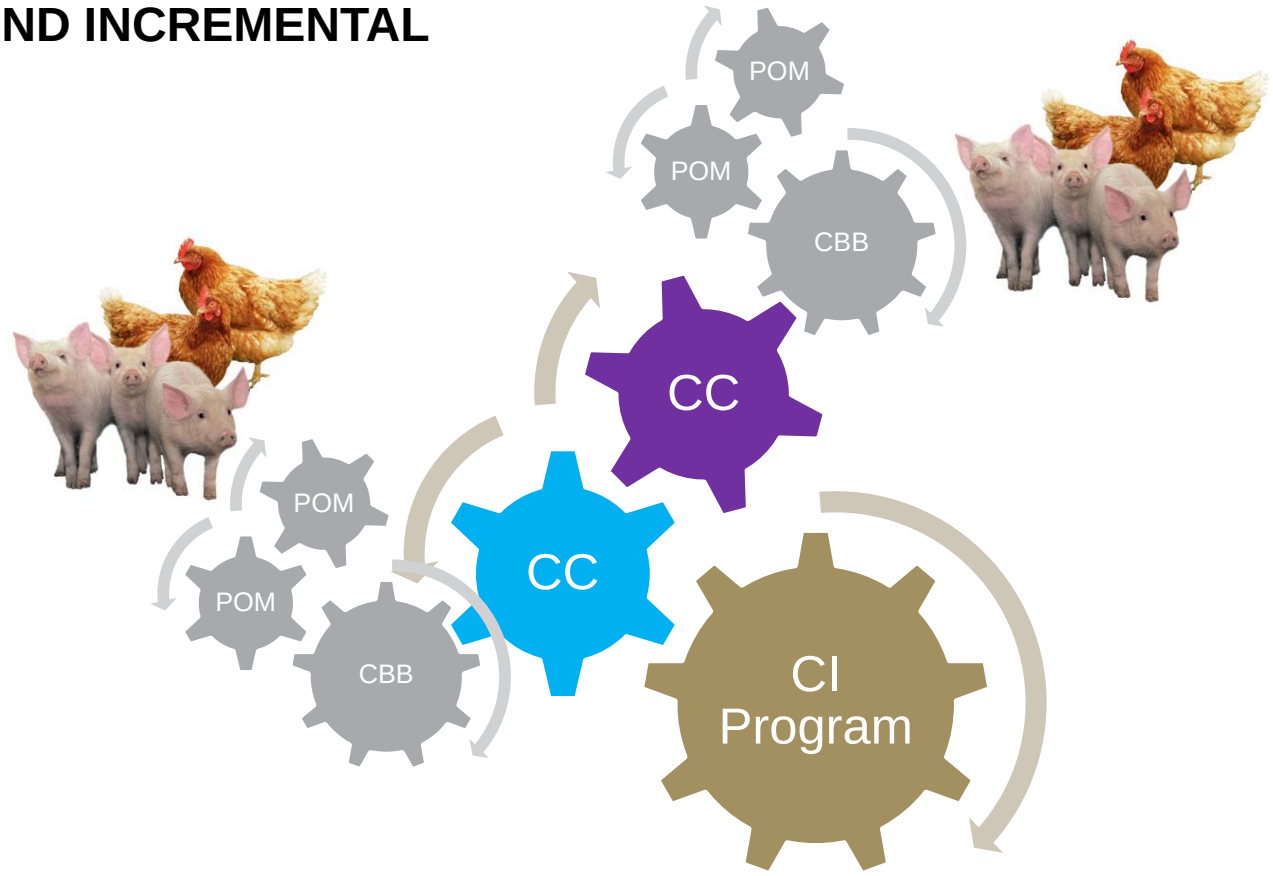

MAKE IT SO

CAPABILITY IMPROVEMENT TOOLKIT (FEB 2013)

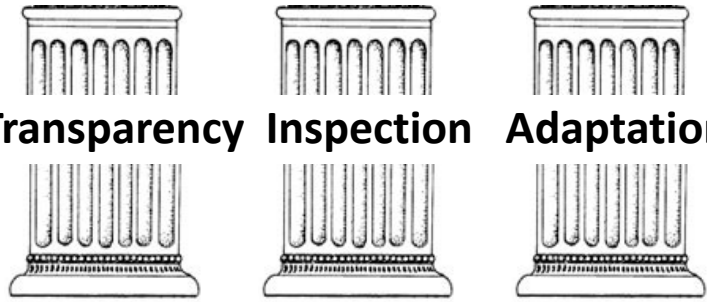


ITERATIVE AND INCREMENTAL



Scrum Values and Pillars

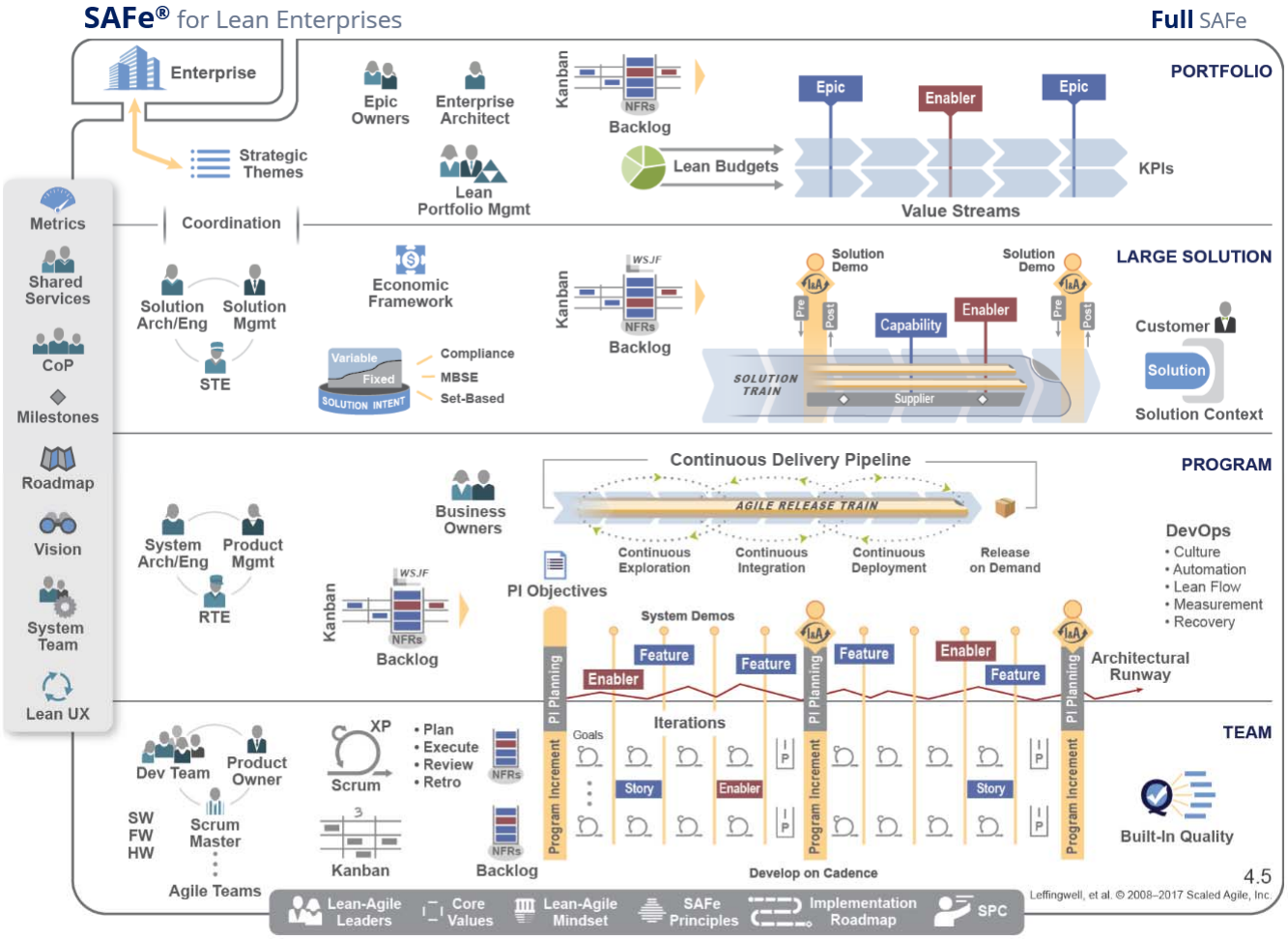
Scrum Pillars



Scrum Values

focus, openness, commitment, courage, and respect

http://www.scrum.org



http://www.scaledagileframework.com/

Apply Agile Methodology To Stimulate Improvement Cadence

Every Team – Release Opportunity* Every Three Months

BNY Mellon – Improvement Every Month

Continual Improvement
CAM BPM RDE IM UTM

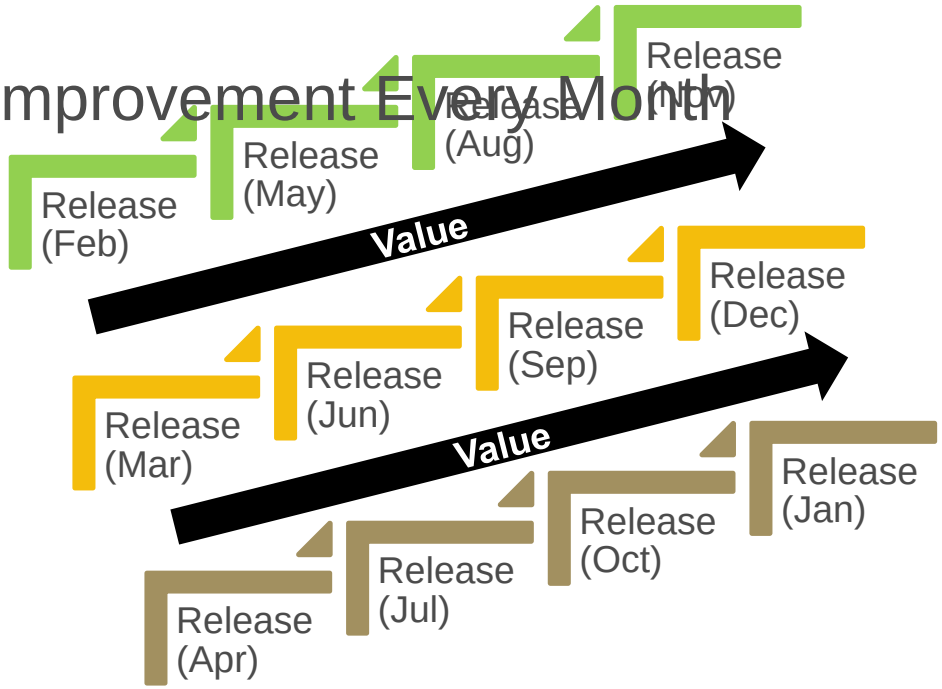
Enabling Capabilities
PAM KAM EIM EAM RM ISM

Strategic Execution
BP PPP PM CFP SRC ODP PPM UED SD

Financial Management
TCO BGM FF AA BOP

Value Leadership
SP BAR ITG RAM

Excellent Service
SRP TIM SUM DSM SICT SAI



* NOTE: Improved practices should be published for use as soon as they are ready for use. Release events (second Tuesday of each month) provide cadence, consistent coordination, and communication.

Summary of BNY Mellon Capability Maturity Results 2012 to 2016

- Most significant improvement in Total Cost of Ownership (TCO) and Accounting & Allocation (AA) – as a result of significant corporate focus supported by dedicated teams to drive institutional change

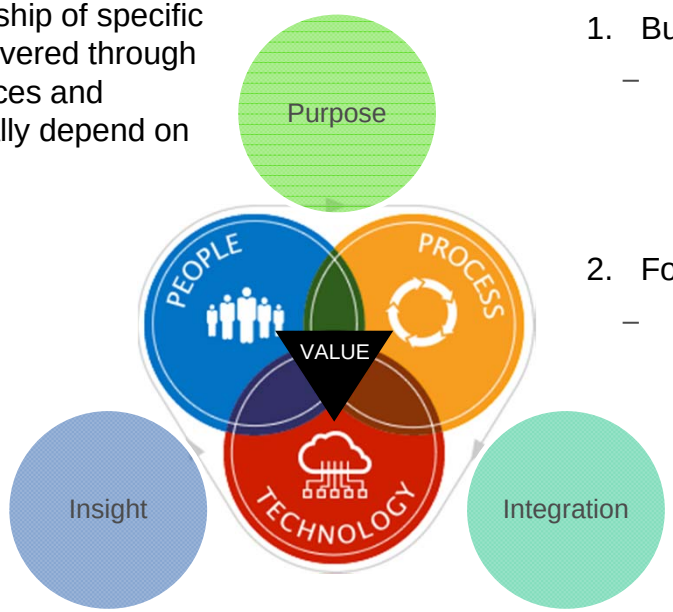
- Improvement of 0.8 to 0.9 pts in 5 capabilities as a result of leadership, resource dedication, executive support, and organizational commitment to improvement

- Improvement across all 36 capabilities averages 0.58 point

Defining Services and Capabilities

What is a Service?

A service is a means of delivering **value** to customers by facilitating **outcomes** customers want to achieve without the ownership of specific costs or risks. Service value is delivered through the managed integration of resources and capabilities, and capabilities typically depend on people, process and technology.



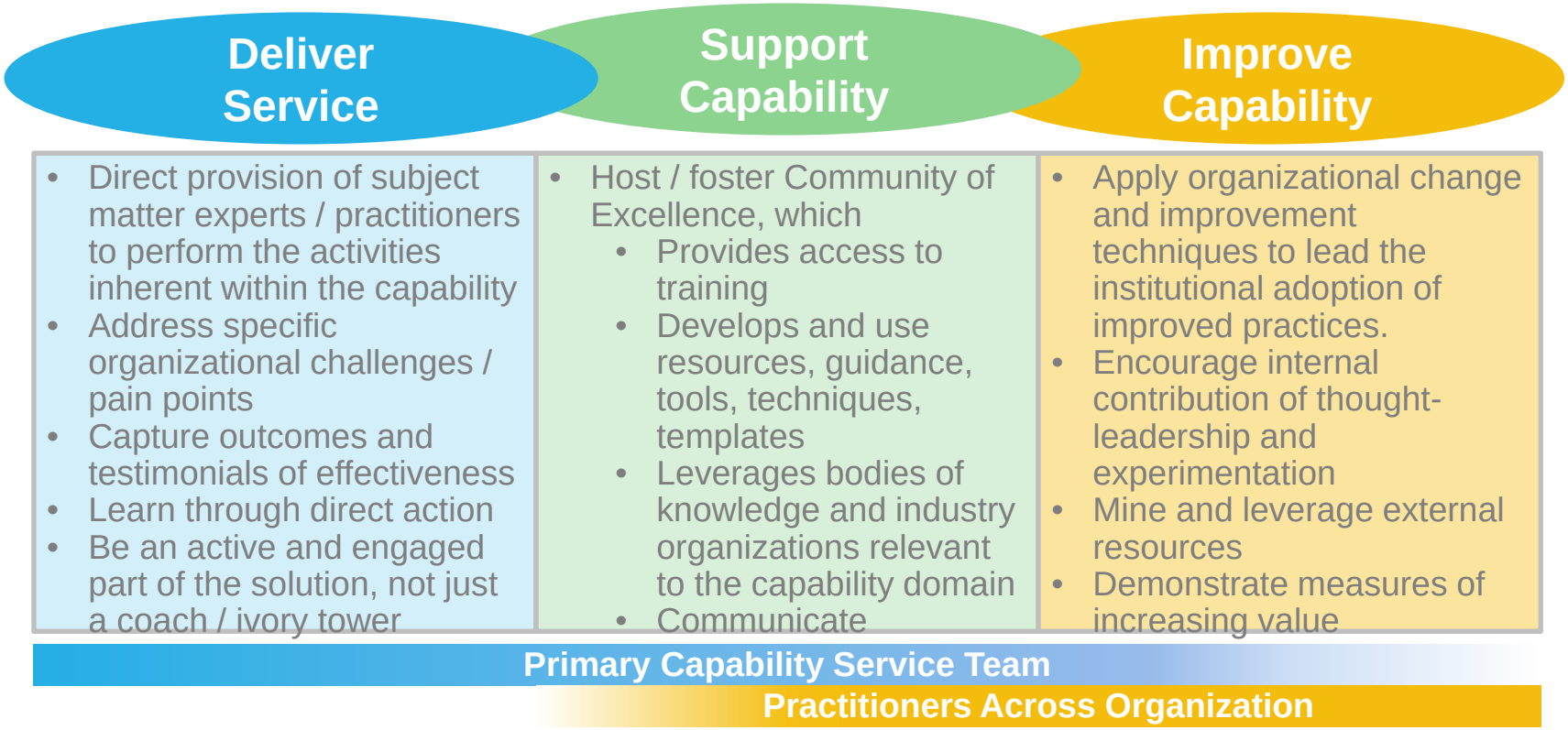
What is a Capability?

At BNY Mellon, we seek to improve two levels of capability context

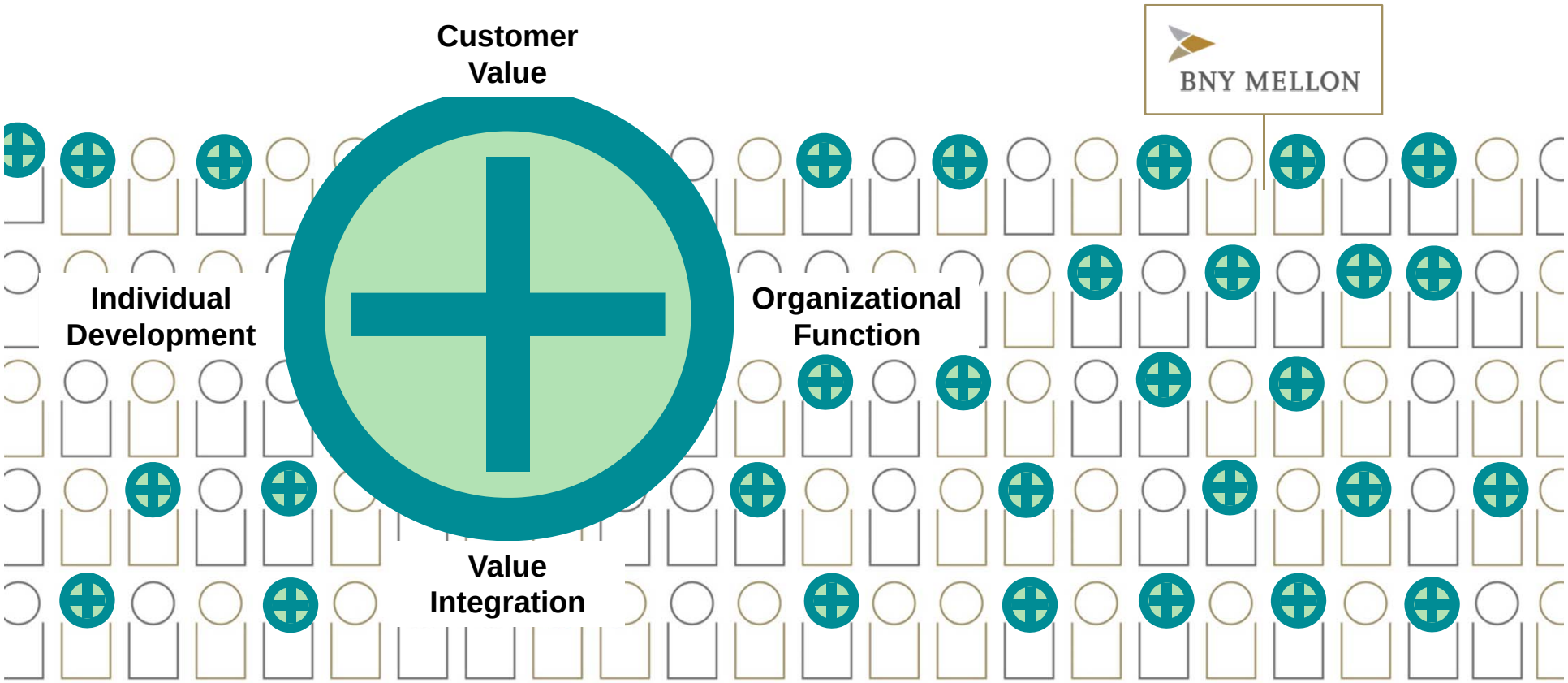
1. Business Capabilities
   - A business capability defines “what” a business does at its core. This differs from “how” things are done or where they are done.

2. Foundational / Shared / Functional Capabilities
   - The organizational ability to systematically and repeatedly mobilize functional areas to achieve specific outcomes

Capability Improvement Service – Primary Value Creation Activities



Developing Positive Influencers



Internal Business Survey Provides Additional Feedback

Voice of the Customer – a Balanced Response

Systemic **Local**

Summary

Agile capability improvement

Develop and unleash talent

- Agile approaches encourage learning, experimentation, and the application of the diverse skills of your professionals
- Agile values, principles, and techniques are inherently supportive of continual improvement

Commit to Change

- Overcome natural resistance and friction
- Invest in change leadership and the skilled adoption of capability improvement techniques
- Leverage and apply insights and practices from proven frameworks such as the IT-CMF

Voice of Customer and Employee

- Develop active, passive, and open approaches to understand your customers and your employees
- Ensure communication is multi-way across stakeholders. Communicators also act as solutions developers.

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