

“From Push to Pull” vid implementering av RUP



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Who are we...?



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The Journey

2005

- 3 projects use the “Nordea RUP”
- Project Managers are our worst enemies
- Weak management support



2007

- 29 projects experience the “Nordea RUP”
- Project Managers are our advocates
- Ever increasing management support

Agenda

- **Introduction**
- **From Push**
- **To Pull**
- **The Result**
- **Summary**



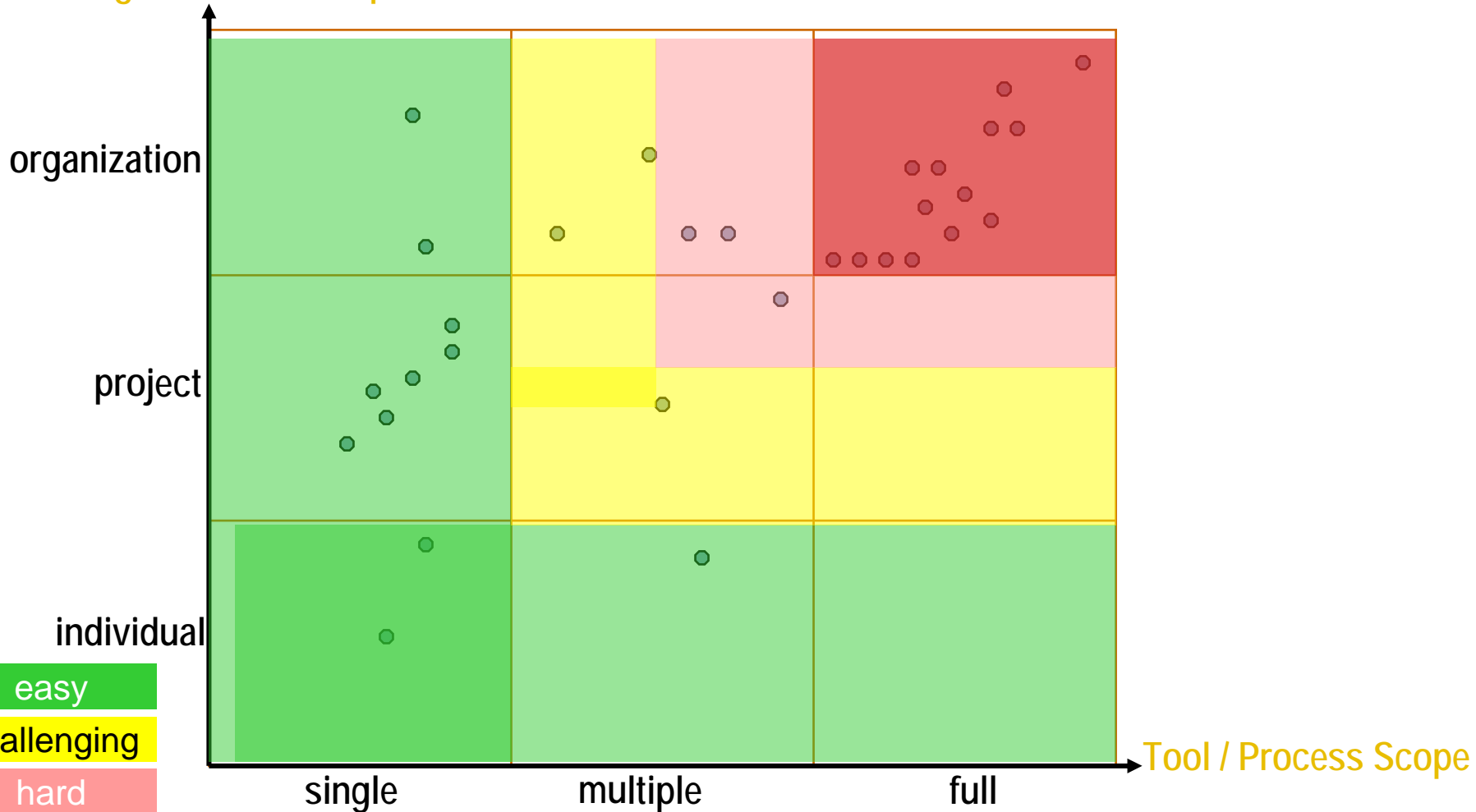
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Different scales of implementing RUP

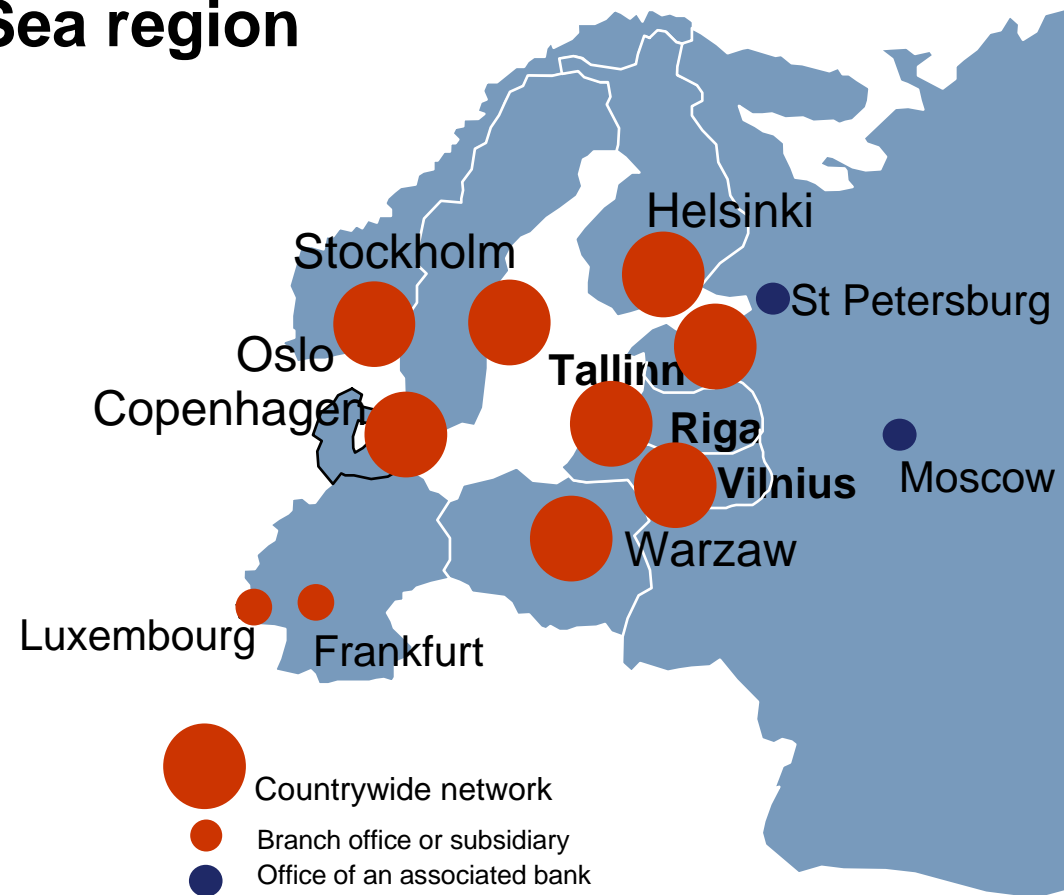
Organizational Scope



- easy
- challenging
- hard
- damn hard

Nordea - the largest financial institution in the Nordic and Baltic Sea region

- ~ 30 000 employees
- ~ 2000 IT development staff
- ~ 200 projects/year
- ~ 120 project managers

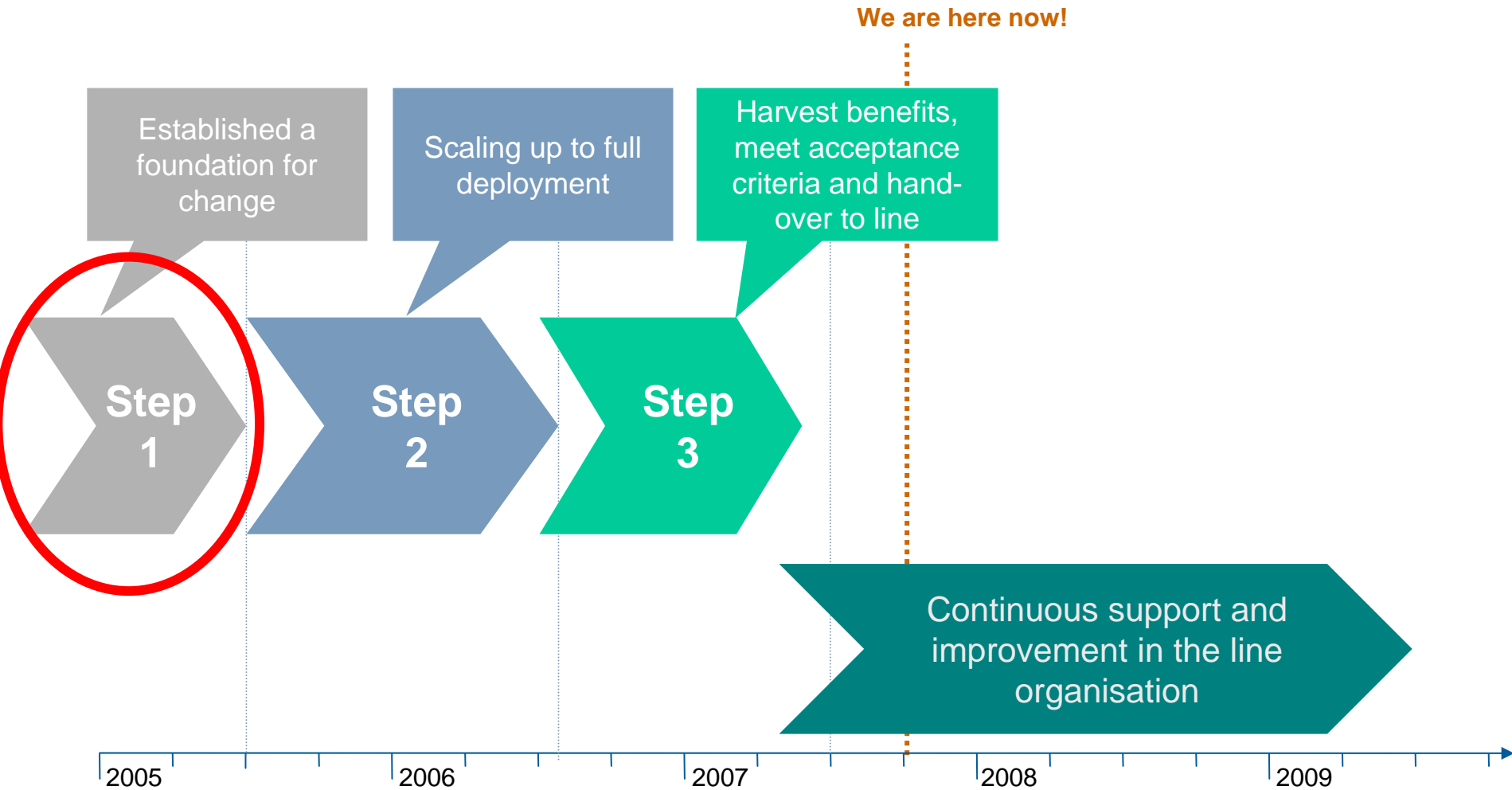


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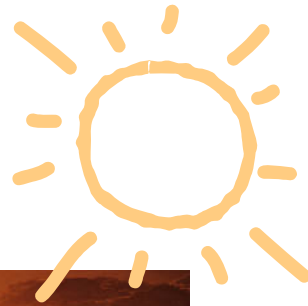
The RUP Implementation strategy



The Vision

Strategy

*"One Way
of Working!"*



Vision

*"Nordea's capability
to Develop, Deliver
and Maintain IT
solutions is market
leading and
matches business'
need for change".*

*"Increase Delivery Capability"
15% in 2008*

The Business Case

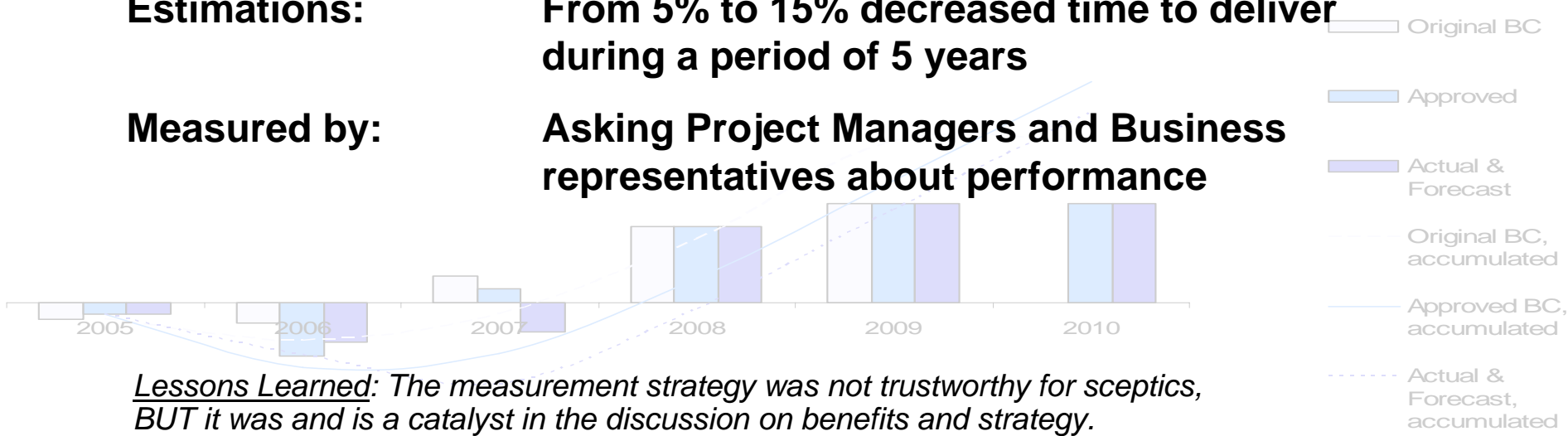
Does it **Pay Off** to introduce common working methods?

What is a **Successful Project**?

Business focus: Time to Market

Estimations: From 5% to 15% decreased time to deliver during a period of 5 years

Measured by: Asking Project Managers and Business representatives about performance



The mission to make a change



Our 3 most important things for foundation

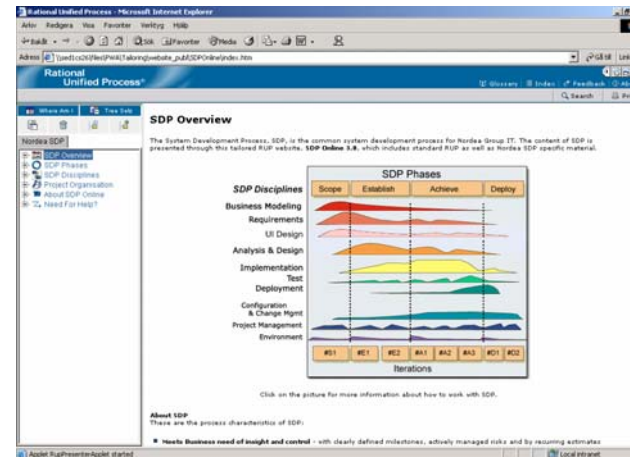
1. The Concept

- **Guide people in practice, through high-performing practitioners**

2. A Success story

- **Our first coached project**

3. SDP On-line with examples

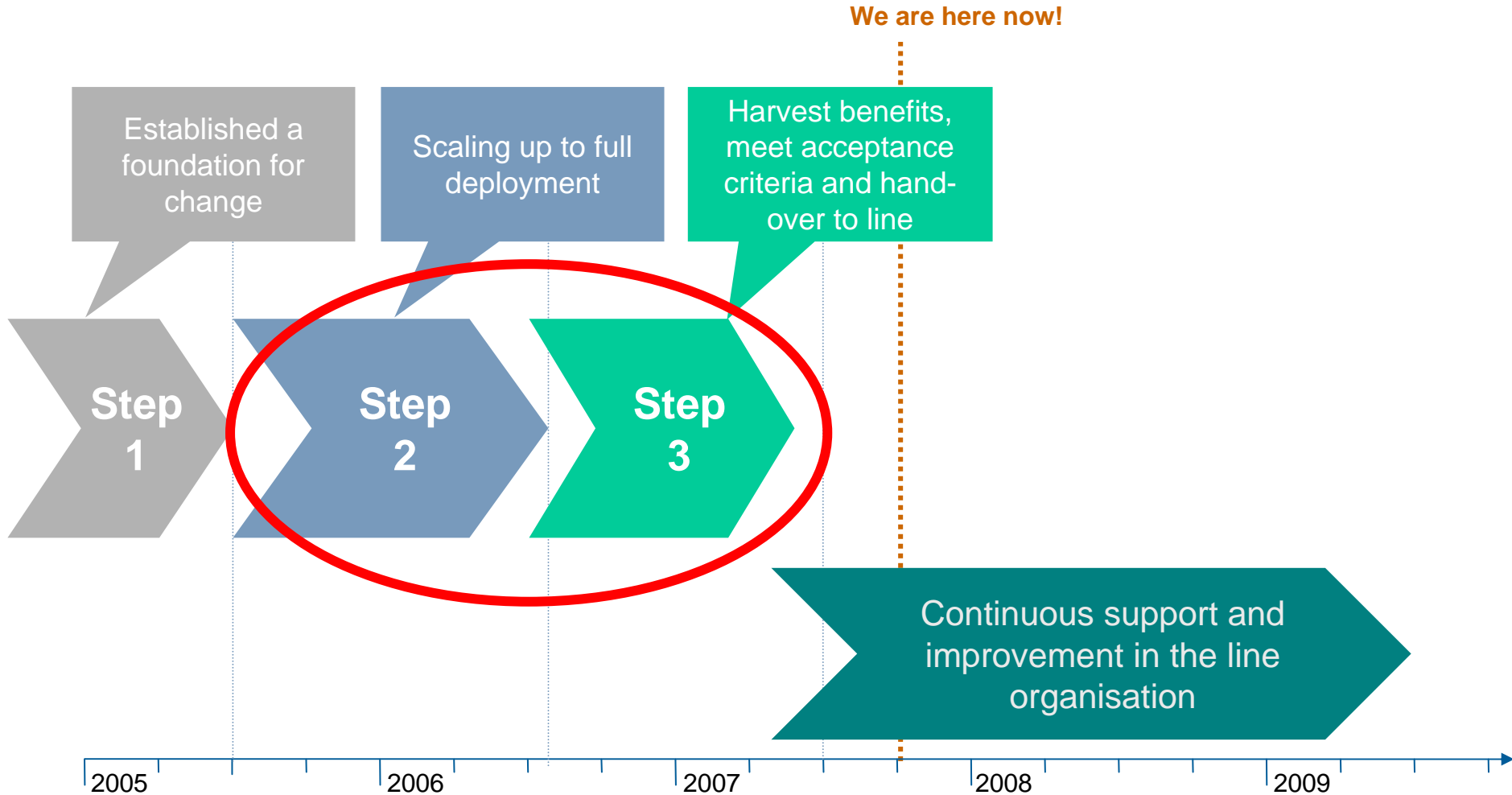


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The RUP Implementation strategy



The Service Mind-set

Our #1 priority is to help
make your project successful

The goal is actually not to use RUP - using RUP is just a key factor to become successful

We help you configure RUP to suit project needs and help you achieve your project objectives



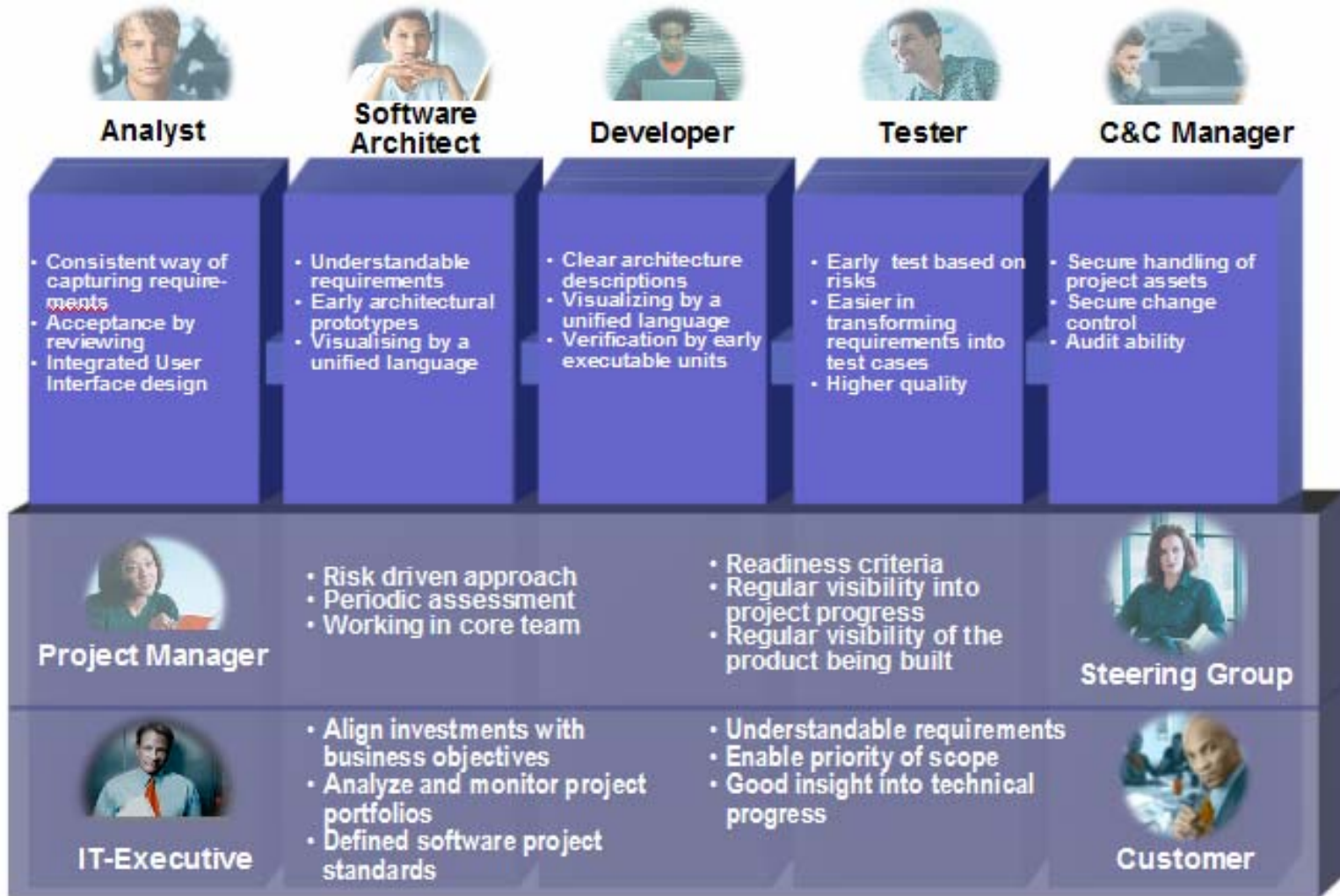
The Service Mind-set

A Ripple Effect is the **knowledge transfer**

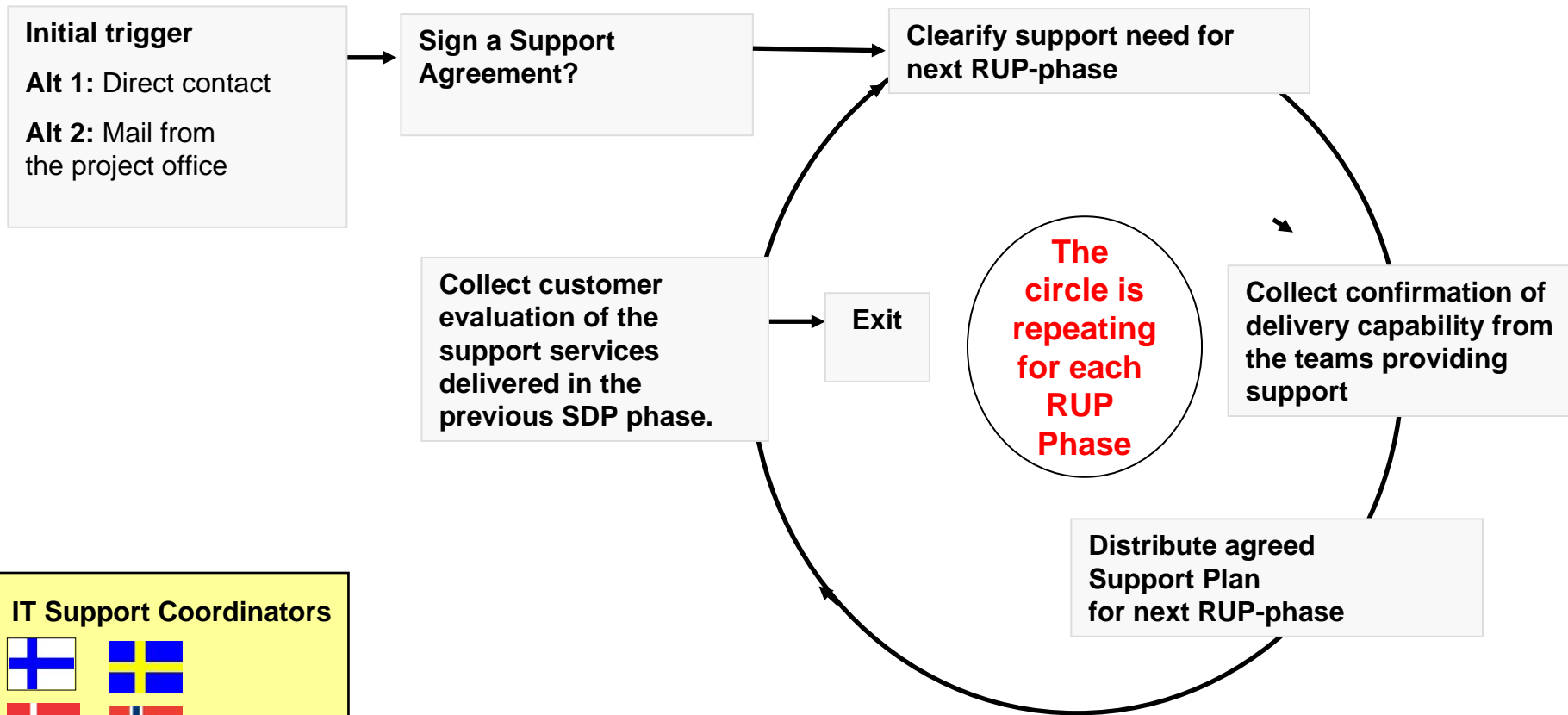
This makes the project teams become skilled practitioners by themselves...



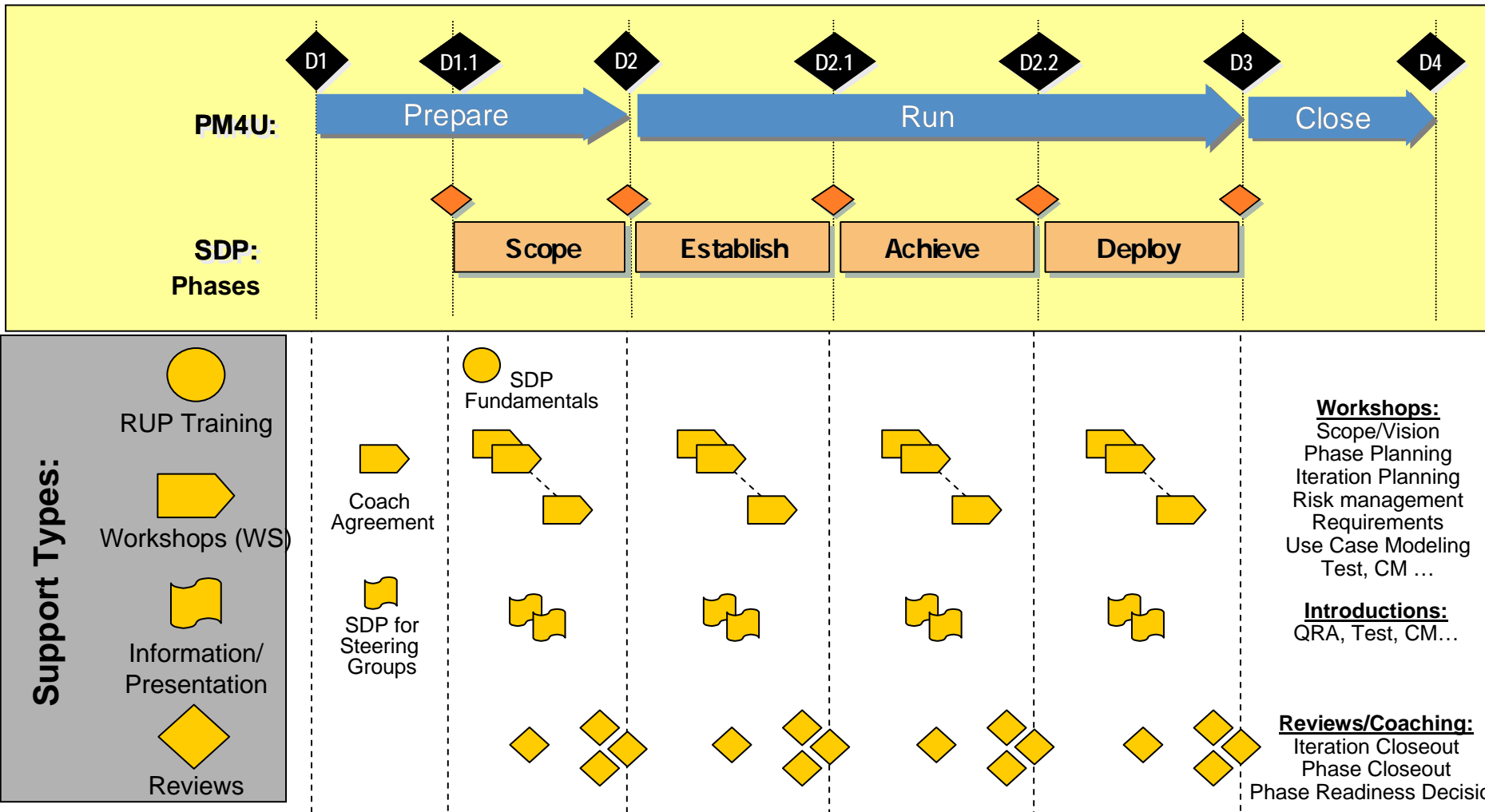
What do they want?



Our support process



The RUP support



Our 3 most important things for scaling up

1. Focus on project success



2. Knowledge transfer through the ripple effect



3. Role based support

- *What do our users need?*

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The RUP Implementation strategy



The result today - hard facts

- 29 projects experience the *Nordea RUP for projects*
 - 8 finalized as coached
 - 16 currently coached
 - 5 assisted
- 10 maintenance units are using *Nordea RUP for Improvements*
- 910 employees have attended *Nordea RUP basic training* (SDP Fundamentals)
- 60 Software Architects are trained in the *Nordea Software Architect programme*
- 160 employees (15% impact) have real experience from using SDP
 - 13 acting coaches
- A Support Process is operational to meet the needs in all phases of RUP.



The result today - other benefits

"We can see a considerable improvement in project management and steering group reporting, for those projects running under the SDS coach programme"

BCIO

"This fits in to the art of being professional"

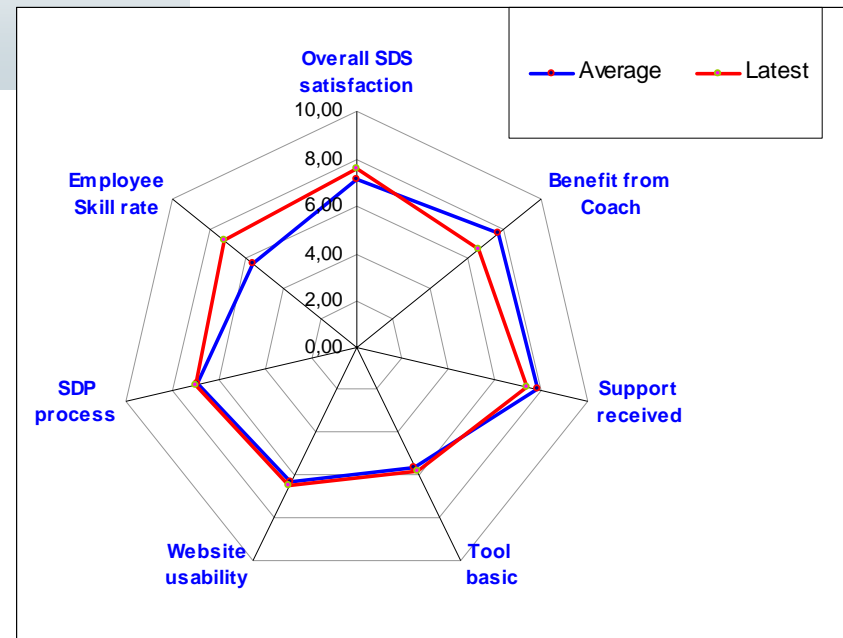
BCIO

"I'll give an 8 on the scale 1-10 - Mainly because you managed to link theory to daily life in a very good way. All are very positive of getting one common structure for how to make IT development in the future."

Department manager after an SDP Fundamentals for his team in Copenhagen

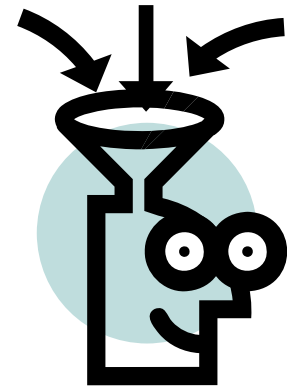
"The workshop form made us sit together and cover several important things. Without the workshop we would not have taken the time for this."

Responsible Business Partner after a Vision Workshop and Non Functional Req. Workshop

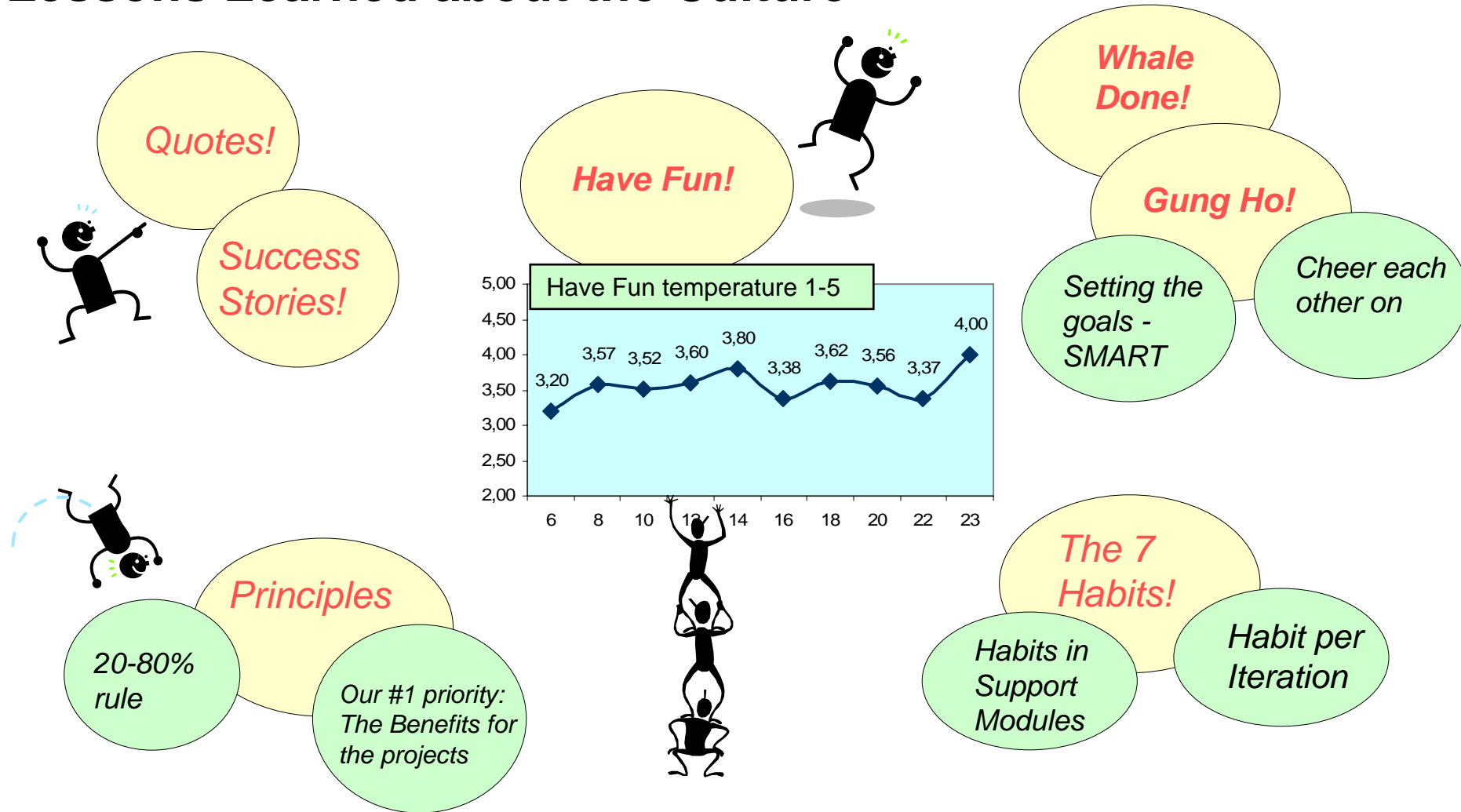


Lessons Learned

- ✓ **Sponsorship**
- ✓ **Drive change through existing structures**
- ✓ **Focus on business benefits**
- ✓ **Competence and Attitude**
- ✓ **Understand and prove success**



Lessons Learned about the Culture



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Summary - 3 P's

Professional
team

Proactive
driver



Patience...

Thank you!



Making it possible

Back-up slides

