Innovation in an agile organisation

The assignment

Agile methodologies are known to work well at small scale and in an IT context. However, at ABN AMRO they’ve implemented it for over 1000 employees from both business and IT departments. They call this agile organisation the “Grid Landscape”. One area in which they’re struggling is managing innovation in a way that aligns with the flow of the tailored and scaled agile organisation. The objective was therefore:

To design solution that better aligns innovation processes with the flow of the tailored and scale agile landscape.

The challenge

Whilst challenges were discovered related to ABN AMRO’s innovation strategy, Horizon 2 (radical innovation), and their innovation environment, the main challenge found in the agile landscape was related to the lack of processes and governance in the front end of incremental innovation (Horizon 1). Combined with the lack of explorative skills and an unsupportive organisational structure, resulted in too little customer centric innovation.

The Solution

User Needs Integration Canvas

Bridging the gap between user needs and the agile grid landscape.

Immerse

Who is the customer? What is their goal?

The first phase is all about finding out who the customer is that’s using the product. Understanding what their needs are and in what context they are using the product. In order to better understand and segment the customers, empathy maps, persona profiles and user story templates and tools are offered.

Internalise

What are their pains in reaching their goal?

The second phase is all about understanding and mapping the current experience in achieving the goal the customer has. In order to achieve that goal, multiple pains can occur along that customer experience. Through customer journey maps and pain selection templates on of those pains is selected.

Inquire

Who is needed to solve their pains?

The third phase is about discovering which underlying systems and processes are either causing or are related to the pain. Based on those systems and processes, crucial stakeholders can be identified which are needed to solve the issue, and can subsequently be approached.

Committee

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