



EA Forum

February 2017

Standard Bank Moving Forward™

The South African EA Forum

The EA forum is a social network event sponsored by the Open Group in South Africa. The EA forum started in 2005 and occurs every second month or so in the major centres with one event each in Durban, Johannesburg and Cape Town. At the EA forum, industry leaders share their experiences and knowledge of architecture and related topics. Real-world case studies highlight how business problems are solved using the discipline and practice of architecture. The event is obviously also an opportunity for peers, colleagues and industry players to network and collaborate.

For more information or to submit your topics please contact Stuart Macgregor:
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Leading the development of open, vendor-neutral IT standards and certifications

The screenshot displays the main website for The Open Group. At the top, the logo "THE Open GROUP" is visible, along with navigation links for Home, Login, Sitemap, and a search bar. A secondary navigation bar includes categories like Subject Areas, Get Involved, Standards, Certifications, Events, Services, Software, Publications, and About Us. The main content area features a large announcement for the "TOGAF® User Group Meeting January 30, 2017 San Francisco, CA Free Event!". Below this, there are news items, including an updated ArchiSurance case study. The page is organized into several columns: "GET CERTIFIED" with a checkmark icon, "BECOME A MEMBER" with a group photo, "THE OPEN GROUP OFFICES" with a globe of flags, and "OUR STANDARDS PROCESS" with a flowchart. A "JOIN THE OPEN GROUP" section highlights global collaboration. At the bottom, logos for platinum members like Capgemini, Fujitsu, Hewlett Packard Enterprise, Huawei, IBM, Oracle, and Philips are listed. The footer contains contact information, a privacy policy link, and copyright notices for 1995-2017.

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Latest Titles

The following are the 20 most recent publications.

- ✕ The Open Group Healthcare Forum (21 Feb 2017) [Information Sheets]
- ✕ TOGAF® 9.1 and ArchiMate® 3.0 Harmonization Realization (16 Feb 2017) [Webinars]
- ✕ The Open Group Architecture Tool Certification: ArchiMate® 3 Conformance Requirements (13 Feb 2017) [Certification Program Documentation]
- ✕ Future Airborne Capability Environment (FACE™): Data Architecture (09 Feb 2017) [Snapshots]
- ✕ Capability-Based Planning: The Link between Strategy and Enterprise Architecture (08 Feb 2017) [Webinars]
- ✕ Value Streams (31 Jan 2017) [Guides]
- ✕ IT4IT™ Reference Architecture, Version 2.1 Reference Cards (30 Jan 2017) [Study Materials]
- ✕ The Open Group IT4IT™ Reference Architecture, Version 2.1 (30 Jan 2017) [Standards]
- ✕ The Open Group IT4IT™ Reference Architecture, Version 2.1 (90-Day Evaluation License) (30 Jan 2017)

Titles by Type

- ✕ Blogs
- ✕ Business Scenarios
- ✕ Case Studies
- ✕ Certification Product Standards
- ✕ Certification Program Documentation
- ✕ Consortium Specifications
- ✕ Corrigenda
- ✕ Document Set
- ✕ Guides
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- ✕ Technical Studies
- ✕ Webinars
- ✕ White Papers

Titles by Subject

Titles by Subject

- ✕ ArchiMate
- ✕ Architecture
- ✕ Boundaryless Information Flow
- ✕ Business
- ✕ Certification for People
- ✕ Certification Program
- ✕ Cloud Computing
- ✕ Conferences & Events
- ✕ Data Management
- ✕ DCE
- ✕ CDE-Motif
- ✕ Digital Business
- ✕ DirecNet
- ✕ Directory
- ✕ EMMM
- ✕ Enterprise Management
- ✕ FACE
- ✕ Healthcare
- ✕ Identity Management
- ✕ Interconnect Software Consortium
- ✕ Internet of Things (IoT)
- ✕ Interworking
- ✕ IT4IT
- ✕ LDAP
- ✕ Lifecycle Management
- ✕ NAC (Network Applications Consortium)
- ✕ Open CA
- ✕ Open CITS
- ✕ Open FAIR
- ✕ Open Platform 3.0
- ✕ Operating System Services
- ✕ Real-Time and Embedded Systems
- ✕ Security
- ✕ Open FAIR
- ✕ Open Platform 3.0
- ✕ Operating System Services
- ✕ Real-Time and Embedded Systems
- ✕ Security
- ✕ Semantic Interoperability
- ✕ Single UNIX Specification
- ✕ SOA
- ✕ Testing
- ✕ TOGAF
- ✕ Transaction Processing
- ✕ Trusted Technology

Challenge some of your enduring beliefs...

Josef Langerman

The way we work is rapidly changing. The world is moving faster and traditional methods are not working anymore. At this month's EA Forum, Josef Langerman will present an overview of these management techniques and how they can enable organisations to move forward. He will also provide an update on the progress of the larger financial institutions in their transformations into a new Digital World. Enterprise Architecture has a crucial role to play, and we will discuss this contribution.

Josef Langerman is the Executive Group Head for Engineering Transformation at Standard Bank. In this role, he is responsible for the transformation of Standard Bank Group IT into a high velocity, customer-centric organisation. This entails changing the ways of working to Lean, DevOps and Agile methodologies, as well as establishing the culture and industry communities that will enable this large scale transformation. He holds a PhD in Computer Science, is a Visiting Associate Professor at the University of Johannesburg, and teaches Honours and Masters courses at various institutions.

WE CONTINUE TO TRANSFORM THE ORGANISATION WITH AN AMBITIOUS THREE YEAR ROLLOUT PLAN



	2016	2017	2018
Design	<p>Designed agile organisation bottom-up with ~2000 FTEs</p>	<p>Implemented the new design</p>	<p>Streamline engineering, infrastructure, UX and design uniformity across all teams</p>
Teams	<p>60% of teams transferred to Feature Teams</p>	<p>90% of teams transferred to Feature Teams</p>	<p>100% conversion to Feature Teams</p>
Capabilities	<p>Used basic DevOps and Agile collaboration tools</p>	<p>Modularised architecture and automated deployment</p>	<p>Next Generation Infrastructure across all Feature Teams</p>
Business integration	<p>Appointed Business employees into Feature Team roles (PO¹)</p>	<p>Assignment of POs from business for most teams</p>	<p>Full PO assignment, DevOps and Agile practices adopted</p>

¹ Product Owner

FOUR KEY ELEMENTS ARE DRIVING SIGNIFICANTLY THE CHANGE WITHIN OUR IT ORGANISATION



1

Aligning on a **common vision** for the future



2

Driving **excitement** and **cultural change**



3

Developing a **clear learning and development path**



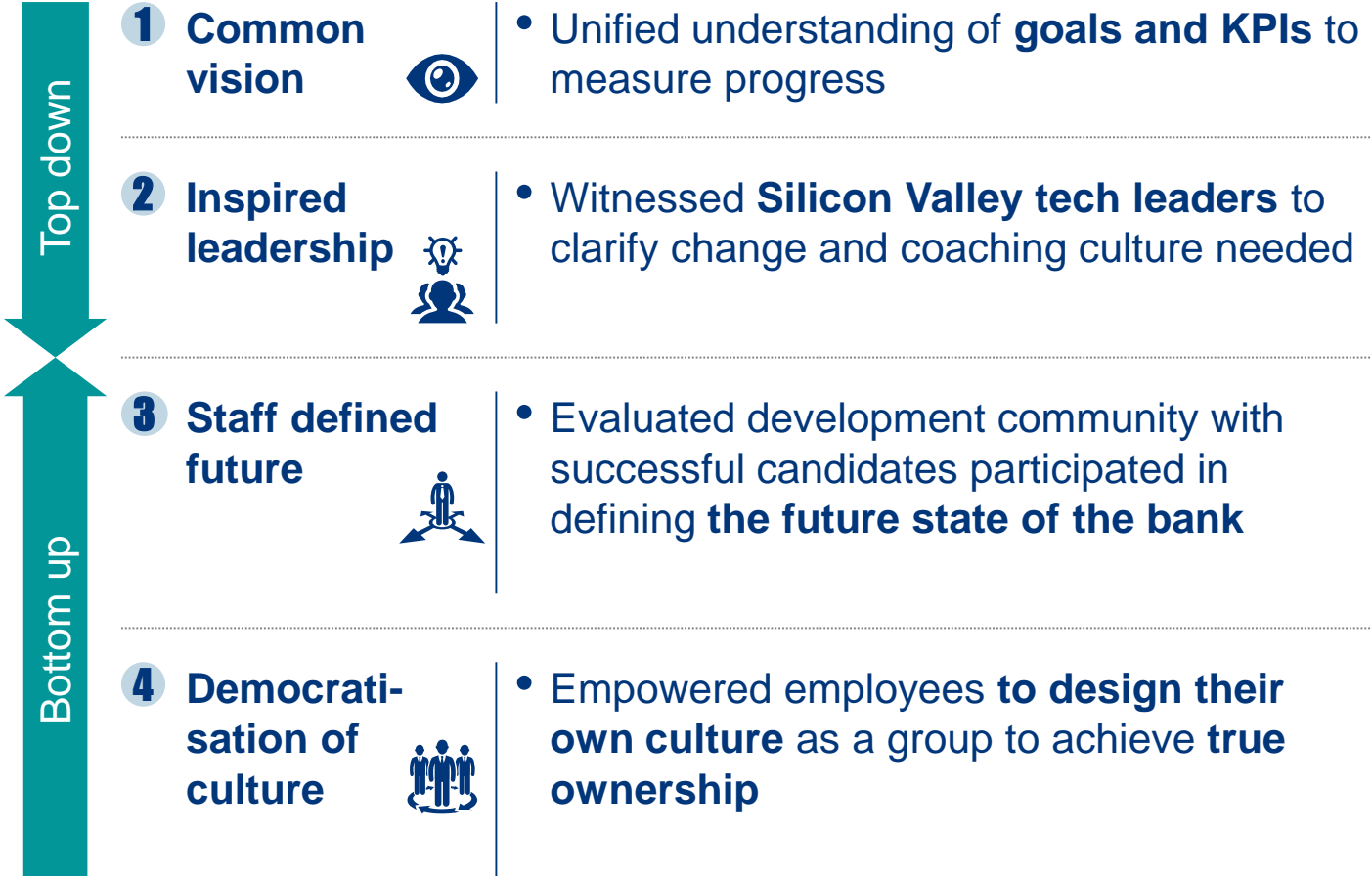
4

Infusing the **engineering capabilities**

WE CREATED A CLEAR ALIGNMENT ON A VISION FOR THE FUTURE OF OUR IT ORGANISATION



Driving interest both top down and bottom up



Teams aligned to achieve the same Epic



Four pillars to achieve the Epic:

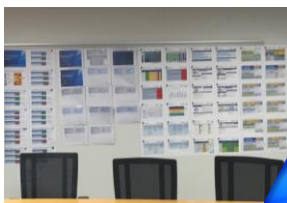
- 1) Value to customer
- 2) Continuous delivery
- 3) Engineering talent
- 4) Local sourcing



WE FOSTERED EXCITEMENT AND CULTURAL CHANGE FOR BOTH LEADERSHIP AND DEVELOPMENT TEAM



Leadership and management



- Centrally managed transformation by introducing the concept of **Obeya rooms**



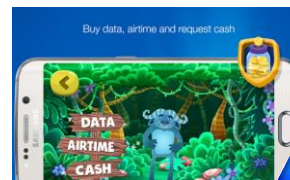
- Established **Turbo Charged Leadership** to drive aspiration, **Servant Leadership Programme** to train Scrum Masters and **SAFe framework** training for IT and business



- Defined new ways of **attracting talent** by partnering with NGOs and participating at university IT Advisory Boards



Culture and motivation



- Hosted innovation hack-jam to develop a first-of-its kind **Kidz Banking app**



- Held code-jam “**IT bugs us let’s fix it**” to address internal IT issues with five finalists going through to a Dragons Den



- Hosted biweekly townhalls to **celebrate engineering achievements** and hosted external experts from tech companies

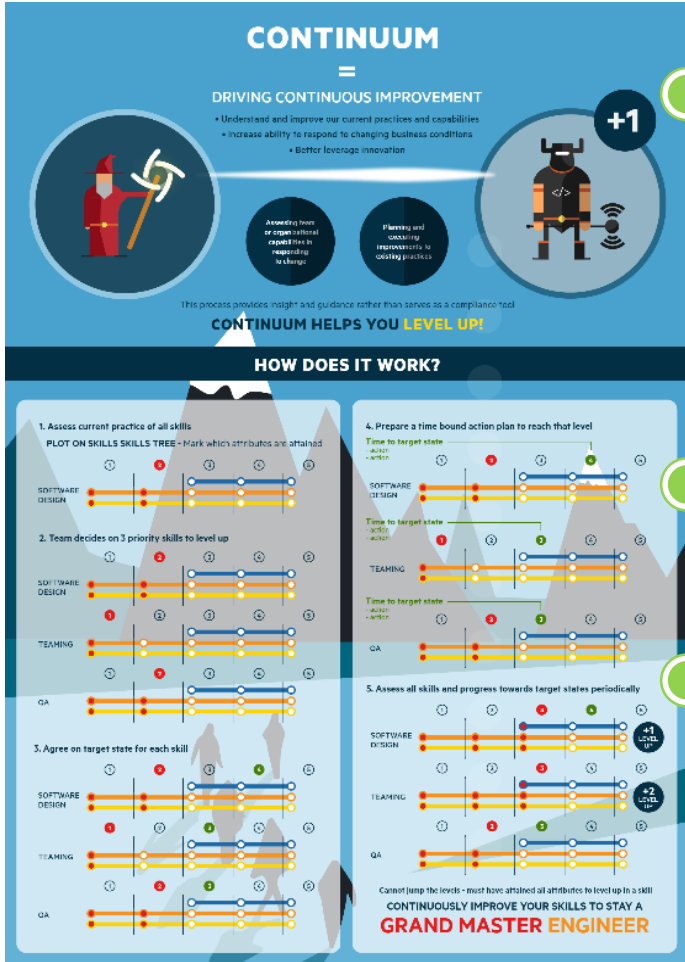


- Drove internal and external visibility by presenting at **prominent regional and international agile conferences**



WE ESTABLISHED A CAPABILITY MODEL TO DEVELOP AN EXCITING SKILLS DEVELOPMENT JOURNEY FOR TEAMS

Continuum capability model



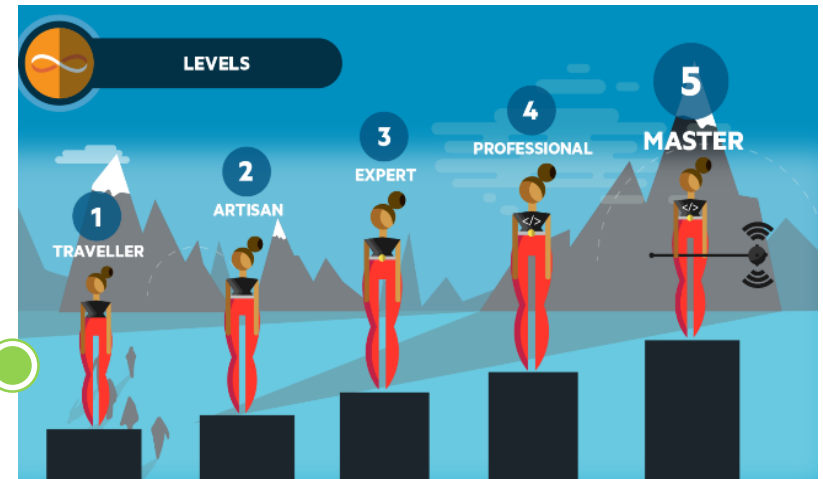
Gamification of skills journey with team competition

Virtual characters to make process more exciting

Capabilities ranked on 5 maturity levels¹

Ownership via individual team learning paths

Teams motivated to become Master in their skills areas





WE PUT A STRONG FOCUS ON DEVELOPING ENGINEERING TALENT WITHIN THE ORGANISATION SUCH AS AUTOMATION

Six core focus engineering practices

	Automation	Create a fully automated self-provisioning environment with scripting
	Continuous delivery/ integration	Plan to add an additional 20 new continuous delivery pipelines in 2017
	Blue-green deployment	Blue-green deployments available in the internet banking environment in 2017
	Infrastructure as code	Scripted deployments used in our internet and mobile channels
	Micro services	Expanding with growth of DevOps and NGI ¹
	APIs	API platform established and currently in use with first FinTech i.e., Snapscan ²

Automation challenge used to drive interest in skills

- **Cross-functional automation challenge** with tech vendors
- **Themed office** for the day
- Winning teams **interned at tech leaders** for two weeks



Subsequent automation pilots yielded significant tangible results

20
mins

To deploy application server stack end-to-end

30
secs

To release new code to customers

0%

Deployment impact to customers

KEY LEARNINGS FROM OUR JOURNEY SO FAR



Culture change is driven by both a burning platform and aspirations for change



Culture transformation must be driven from within



Automation created the most excitement around the transformation



Become an industry leader by developing talent internally and in your market



Building the foundation is a great start, but scaling requires a holistic view

STAY IN TOUCH



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