Gaining C-Suite Support for SAFe Enterprise Agility

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MetLife – Building a More Protected World

150+ year heritage

40+ Countries
Across the Americas, Asia, Europe, Middle East and Africa


Leading global provider of insurance, annuities, employee benefits programs and asset management

1 of 12 Fortune 500 companies to thrive over 150 years
Disrupting a 150 year old company by disrupting ourselves
What am I doing?
Let’s start at the beginning ...

First MetLife SPCs

2016
Launching ARTs ... this fun!

OMG! We’re global!

"Agile to run the shop"

OMG! Presenting to the CEO!

OMG! We’re a LACE

SAFe Agilists at MetLife

1st SPCs

1st ART

2nd ART

2016

2017
Years of work make the opportunity

SAFe Agilists at MetLife

- 1st SPCs
- 1st ART
- 2nd ART
- 3rd ART
- 1st Solution Train
- DevOps

OMG!
Presenting to the CEO!
Why?
Delivering Value | Evidence within 2 or 3 PIs

10 – 50% happier, more motivated employees

20 – 50% increase in productivity

30 – 75% faster time-to-market

25 – 75% defect reduction

See scaledagile.com/case-studies
Focus on the Big Picture - agility (little ‘a’)

Agile values, principles and behaviors across the company

- Organize around value
- Adapt to change
- Ability to learn and pivot
- Deliver at speed to thrive in a competitive market
Strong foundation of advocates

President & CEO

EVP, Global Technology & Operations

- Chief Architect & LATAM CIO
- EVP Global Customer Solutions
- SVP, Gov & Enterprise Prgm Mgmt
- SVP & CIO U.S. App Dev
- EVP, Global Operations
- SVP & CIO EMEA App Dev
- SVP, Investments IT
- Chief InfoSec Officer
- SVP, Global Tech Svcs
- Global CTO
- SVP, Global Corporate Systems
- EVP, Chief Digital Officer
- CIO Asia
Focus on the right things

- Plant seeds for the future
- Think globally, act locally. Learn locally, extend globally
- Achieve direct business impact

- Invest in people
- Remove crosscutting barriers
- Improve value streams

Instilling agility

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SAFe Today at MetLife

**Invest in people**
- 1,300 SAFe Agilists
- 90 SPCs
- 9 SAFe courses

**Remove crosscutting barriers**
- Eliminate big batch funding
- Retooling controls
- New talent practices

**Improve value streams**
- 50 Agile initiatives including Product, Channels & Distribution, Infrastructure, Big Data, Talent

**Instilling agility**

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Feedback from the field makes the case!

Times are changing. Agile is collaboration, partnership and output!

The team is in control of the outcome and the best way to get there … with faster outcomes and learning!

Working this way has literally changed my life

I am never going back!

Scrum Master

VP Application Engineering

VP Business Operations

RTE
Back to our story ...

SAFe Agilists at MetLife

OMG!

Presenting to the CEO!

2019
The Challenge!

Teach your c-suite leaders everything they need to know about Agile in 45 min!
Our Answer!

Apply proven SAFe® principles and practices to the challenge!
Activate Your Guiding Coalition
Pivot without Mercy or Guilt
Ignore Sunk Costs
Build in Quality
Research your audience - empathy interviews

• Based on what you’ve heard her/him say, what is the definition of Agile?

• What excitement have you heard your leader express around the concept of Agile?

• What fears have you heard your leader express around the concept of Agile?

• What is the single most important takeaway for your leader from this event?
Activate your guiding coalition

I have two asks of you:
• 10 min to get your input on content
• 1hr for you to participate in a “dress rehearsal”

For sure … [I] will make myself available … to help ensure this is a smashing success. Congrats! Big win for Agile.

Happy to do it, Cheryl…
Pivot without mercy or guilt
Sprinting daily to the idea that worked

Lego Build
Build in quality

Practice, practice and then practice more

We ran the simulation 10x with real participants

We retro-ed and adapted every time
Really Practice!
Deliver with poise and confidence

Know your levers to land key messages
Build a bridge to MetLife’s future in three 5-minute sprints
45 Minutes with impact

1. Welcome and Intro (2 min)
2. Think Differently (2 min)
3. What is Agile? (3 min)
4. Experience and Discover Agile (25 min)
5. Discussion (10 min)
6. Invitation and Retro (2 min)
Success!
Exit retro results!

After the MetLife CEO and his executive group immersive Agile learning session
Invitation to continue the conversation

Don’t stop with the end of your session
What we gained

✓ Subsequent executive sessions
✓ Full HR support
✓ Agile global communication campaign
✓ Support to tackle our impediments
✓ Top priority non-IT Agile initiatives
✓ Refreshed Agile training for 100 people!
✓ SVPs first Scrum team
Your Take-a-way | 30 Day Investment

**Build a Guiding Coalition**
- Make the opportunity
- Rally your support

**Pivot Without Mercy or Guilt**
- Build incrementally with fast learning cycles
- Research your audience

**Quality is a Core Value**
- Practice, practice and practice more
- Know your levers
You Need Your C-Suite
... Go Get ‘Em!