

BBVA

Creating Opportunities

Showing the value of DesignOps by not having a DesignOps team

DesignOps summit

Oct 2020



Benjamin Real

Head of Design & UX

BBVA MX

BBVA

Comunidad OpenInnovadora

BBVA / Amazing team



Our Purpose

***“To bring the age
of opportunity to everyone”***

“To bring the age of opportunity to everyone”



**New standard in
Customer Experience**



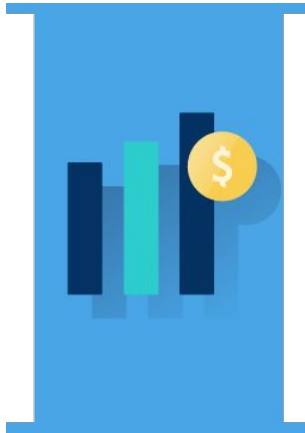
Digital Sales



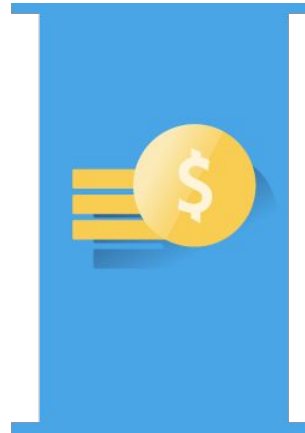
**New Business
models**



“To bring the age of opportunity to everyone”



**Optimal capital
allocation**



**Unrivaled
efficiency**

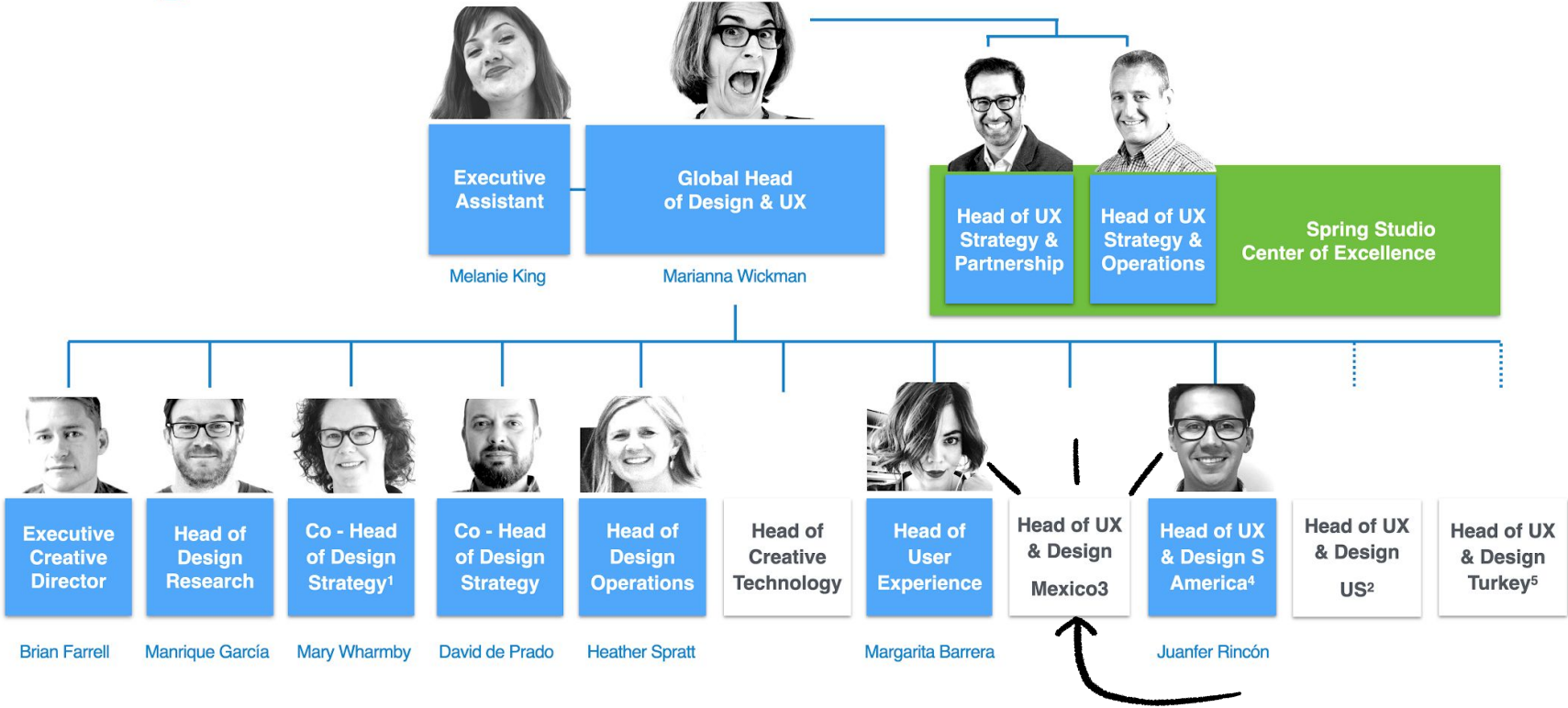


**A first-class
workforce**

Global design team May 2016

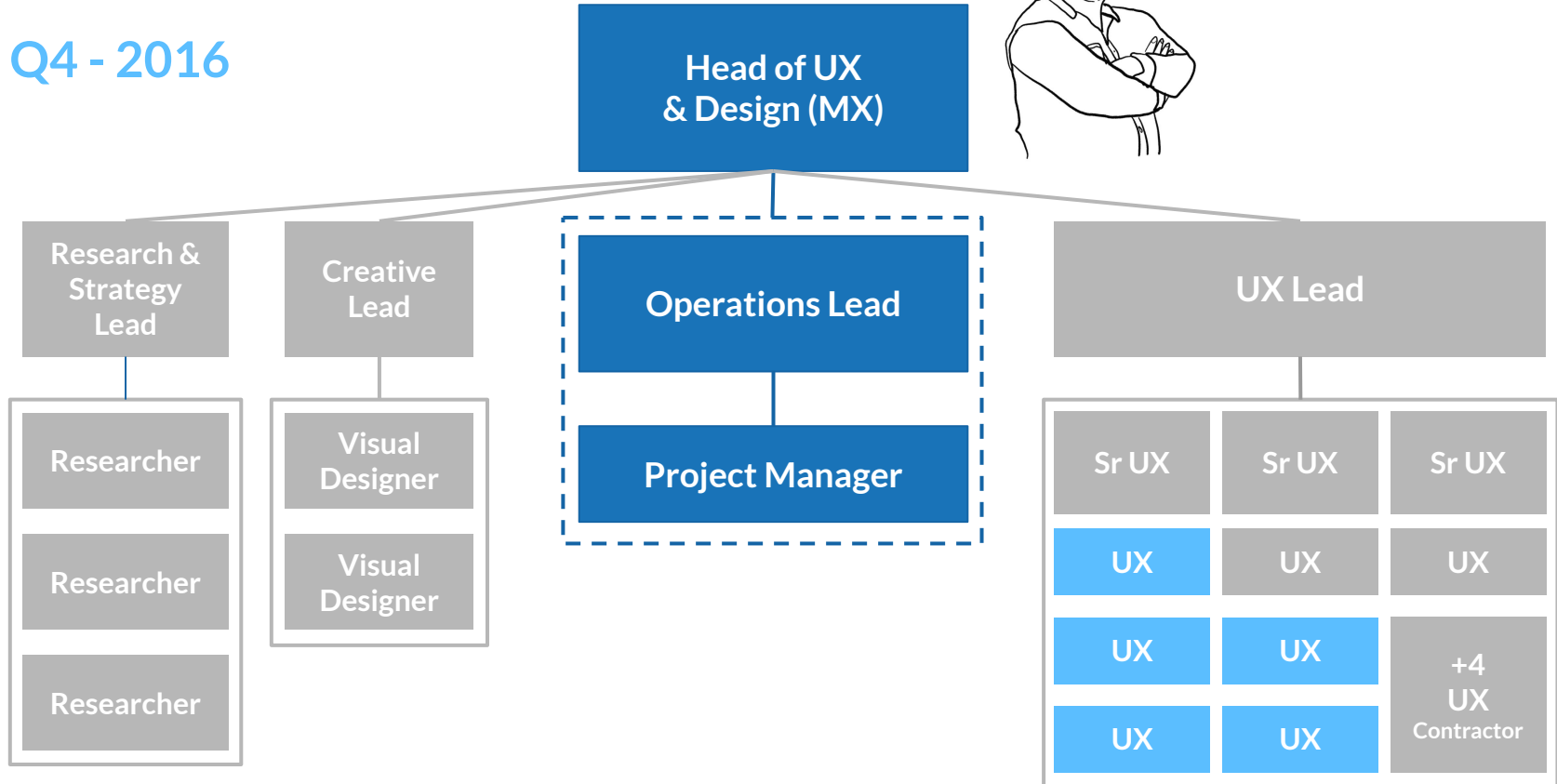


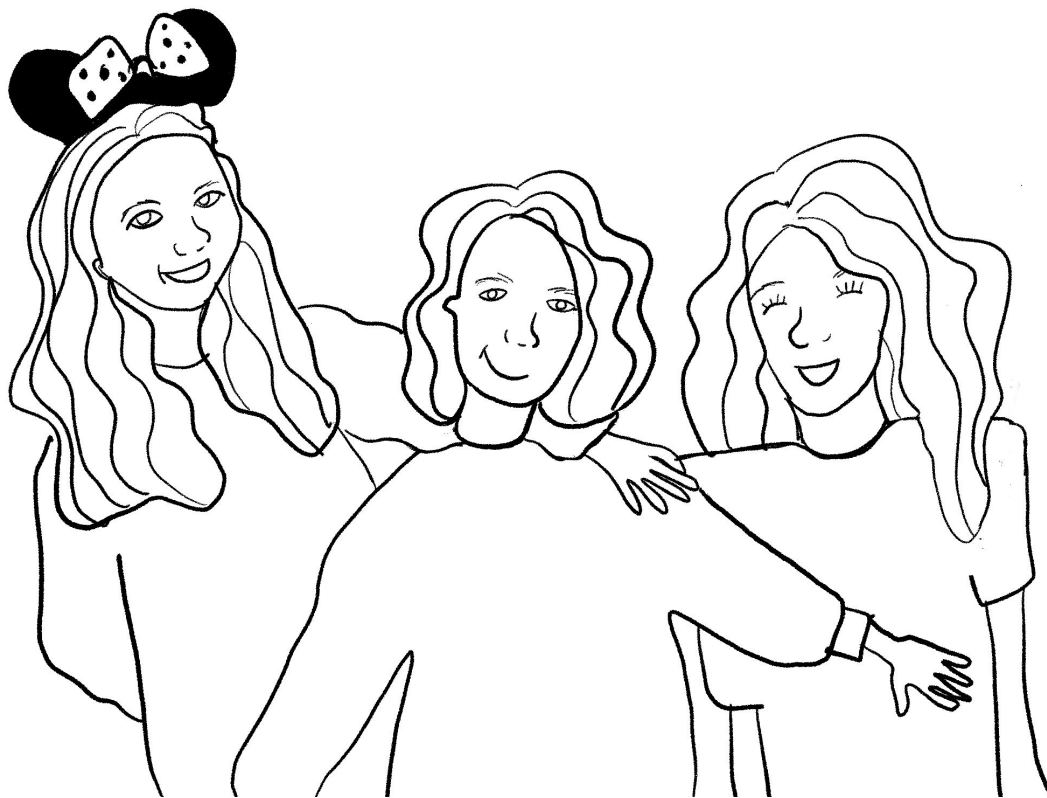
Design & UX



Team Structure

Q4 - 2016





Claudia Baltierra

Veronica Ortega

Janet Vera

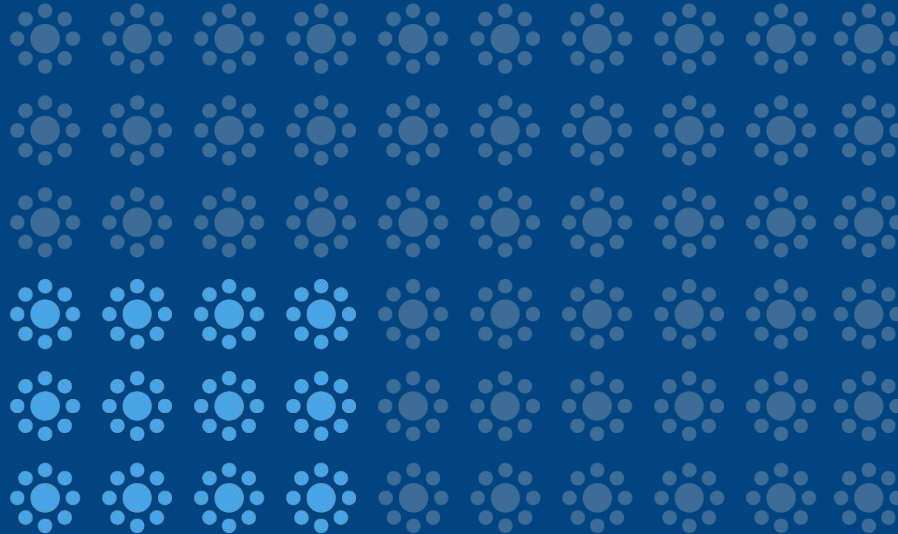
Design team growth

2016



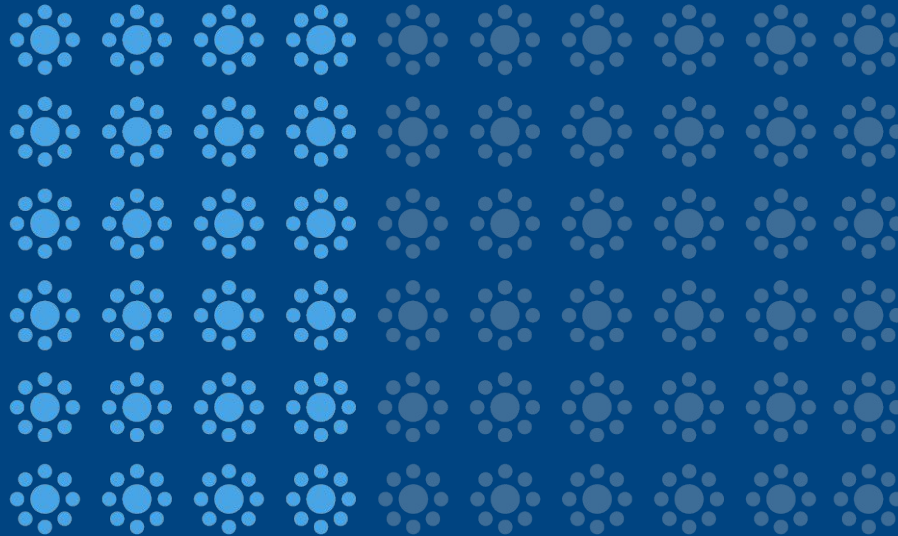
Design team growth

2017



Design team growth

2018





Lucia Pico

Veronica Ortega

Adriana Aragón

Claudia Baltierra

BBVA = Change



Since 2017

BBVA has been researching how to be more nimble and ready for change as an organization.



At the end of 2018

We started testing a new structure in the Talent & Culture teams, both in the holding and in some of the group's banks.

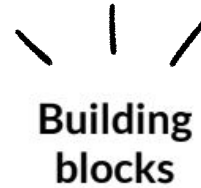
Front

Offer strategic advice and support to internal or external customers

Disciplines

Develop capabilities, policies and methodologies ensuring homogeneous knowledge connectivity of people in execution teams

Building blocks

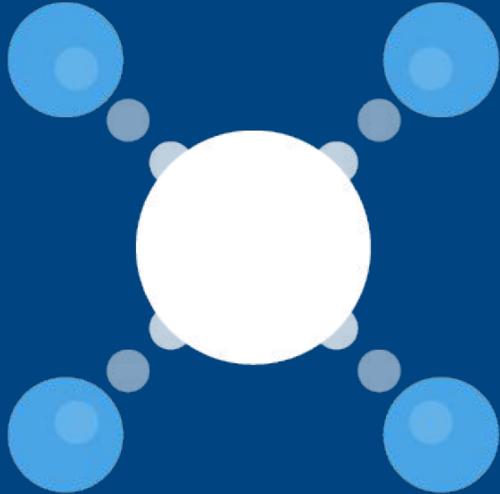


Development

Develop projects through lean-agile teams which are dynamically assigned to strategic priorities

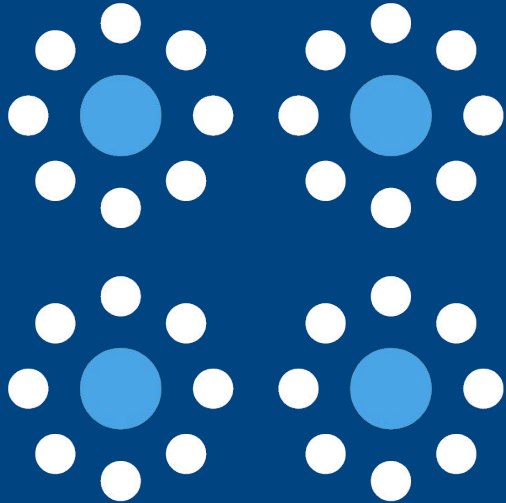
Operations

Execute processes and deliver value to internal or external customers



We went from a model where each area or team carried out these four activities **to one where we had teams exclusively dedicated to a single block.**

We were divided in:



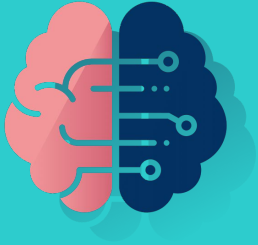
- The design discipline
- The design pool
- The CX design pool
- **The DesignOps team were dismantle and distributed to other areas**

What we could have done better?

In 3 Points 🙄



**We didn't understand
the agile model**



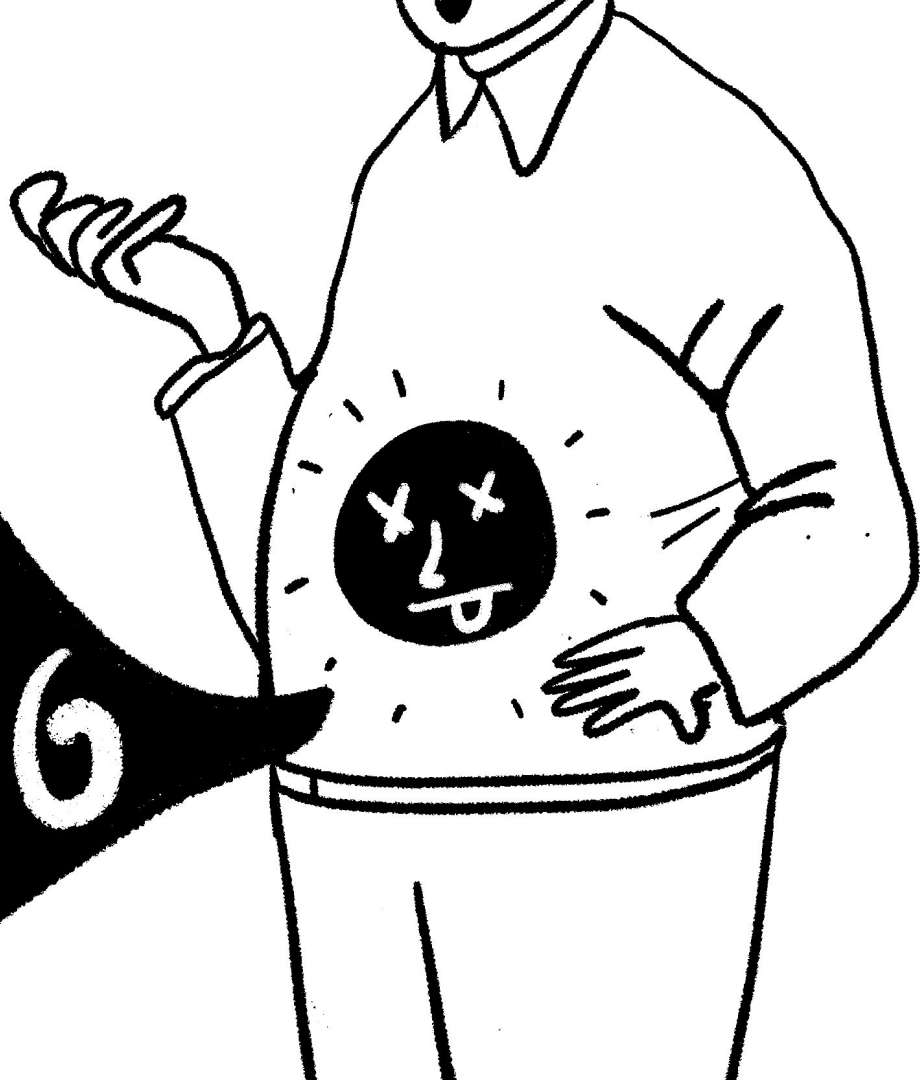
We couldn't answer why some of those activities could not be performed effectively by someone on a team outside Design



We didn't have the tools and maturity to specify the individual impacts the dismantling would have. We took the DesignOps team for granted

**What happened when
the DesignOps team
was dismantled?**

GUT
FEELING



“Despite asking the same thing over and over, you (the DesignOps team) always explain things to us and treat us well. Now we have to solve issues by ourselves and nobody takes the time to help us.”

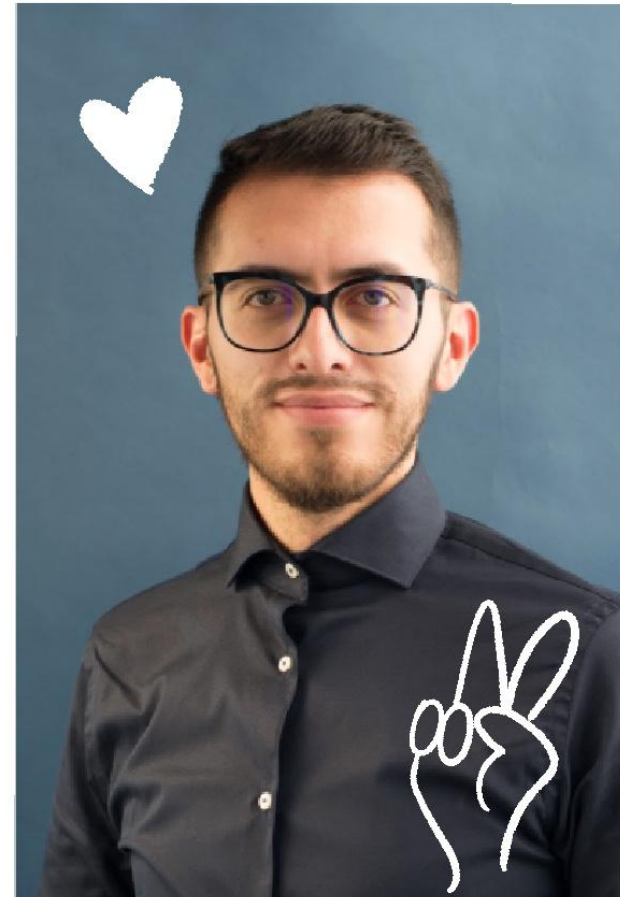
“At this moment that you’re not with the team, I realize that our life was easier because of you, you were always ensuring that we did not need anything .”

“They were like our office’s moms, we did not appreciate all the thing you did for us.”

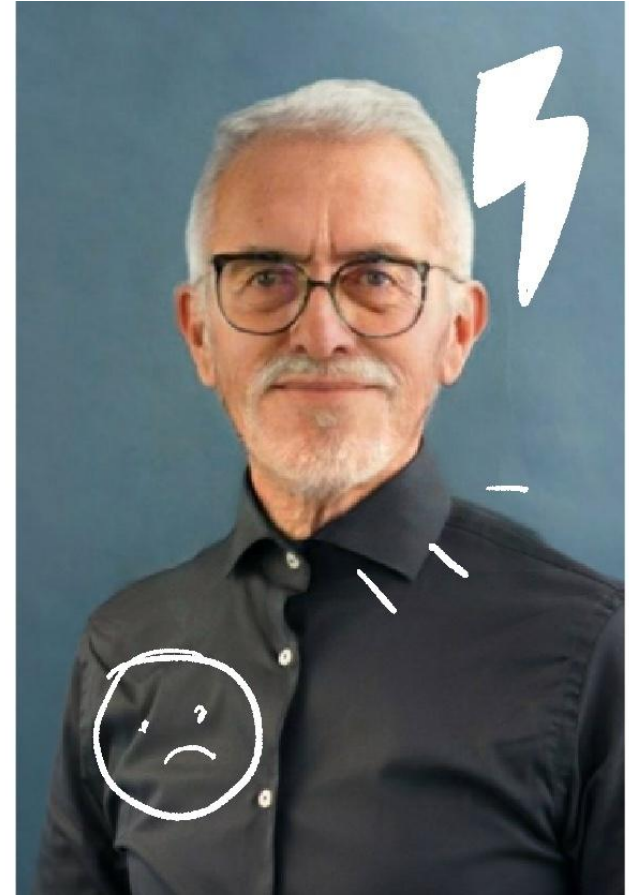
“Now I can see all the little things they did for us, things really necessary but often unnoticed or deem unimportant. Thanks for all your help, I’m sorry for not saying it before .”



with OPS team



without OPS team





BACKLOG

TMP / BMT

SDA

CCO - SRA
CUC
CUC

**Design leaders were so busy
that they could not find time
to actually be with the
designers**

**Missed
deadlines**

**Subpar work
delivered**

**Executives
noticing bad UX**

With all the design leaders doing designOps we lost coordination & standards

Recruitment
of designers

KPIs & Data
sets

Onboarding
of designers

Top design leaders without experience staffing all the projects

**Projects without
follow-up**

**Overstaffing of
projects**

**The activities that the
DesignOps did were
distributed to other teams
that didn't understand the job**

**i.e. agencies getting paid on
time and in full**

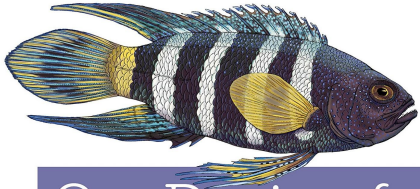


DESIGN
— DISCIPLINE?

AGILE?

ORG DESIGN?

O'REILLY™



Org Design for Design Orgs

BUILDING AND MANAGING IN-HOUSE TEAMS



Peter Merholz & Kristin Skinner

FREDERIC LALOUX
FOREWORD BY KEN WILBER



"Impressive! Brilliant!
This book is a
world changer!"
— JENNY WADE, Ph.D.
author of *Changes of Mind*

Reinventing organizations

A Guide to Creating Organizations
Inspired by the Next Stage of Human Consciousness

Agile Organization at BBVA

White paper - Internal Use Only

β Version

This is a WIP document that aims to establish in BBVA a common and unique understanding of what Agile is and how it has been deployed in our Organization

Madrid, January 2020

Work in progress

We noticed several things:



In terms of size,
we were at level 6 of Peter and
Kristin Skinner's design
organization model



The whole discipline block is
actually an extended support
group for designers



We needed to distribute
DesignOps responsibilities in
that core team



We needed DesignOps
program managers to work
alongside the design leader, in
addition to the discipline team.

Design discipline MX

Discipline managers (DesignOps extended)

Design Ops
(Program)

People

Research
Ops

Design
Process

Design Heads

CoP

Pool
DN

Pool
CX

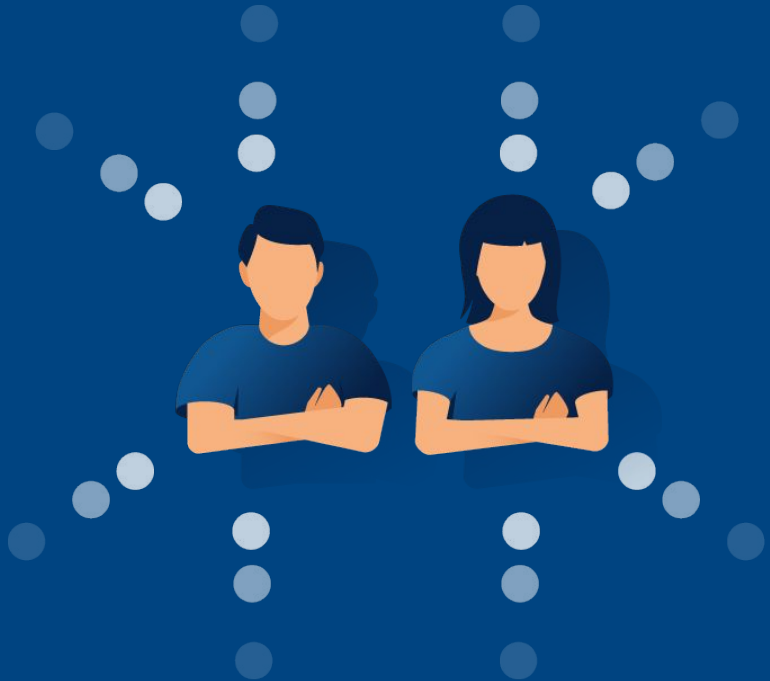
196
Designers

Design at scale

Design
Ambassador
Program

DaS
+ WSs





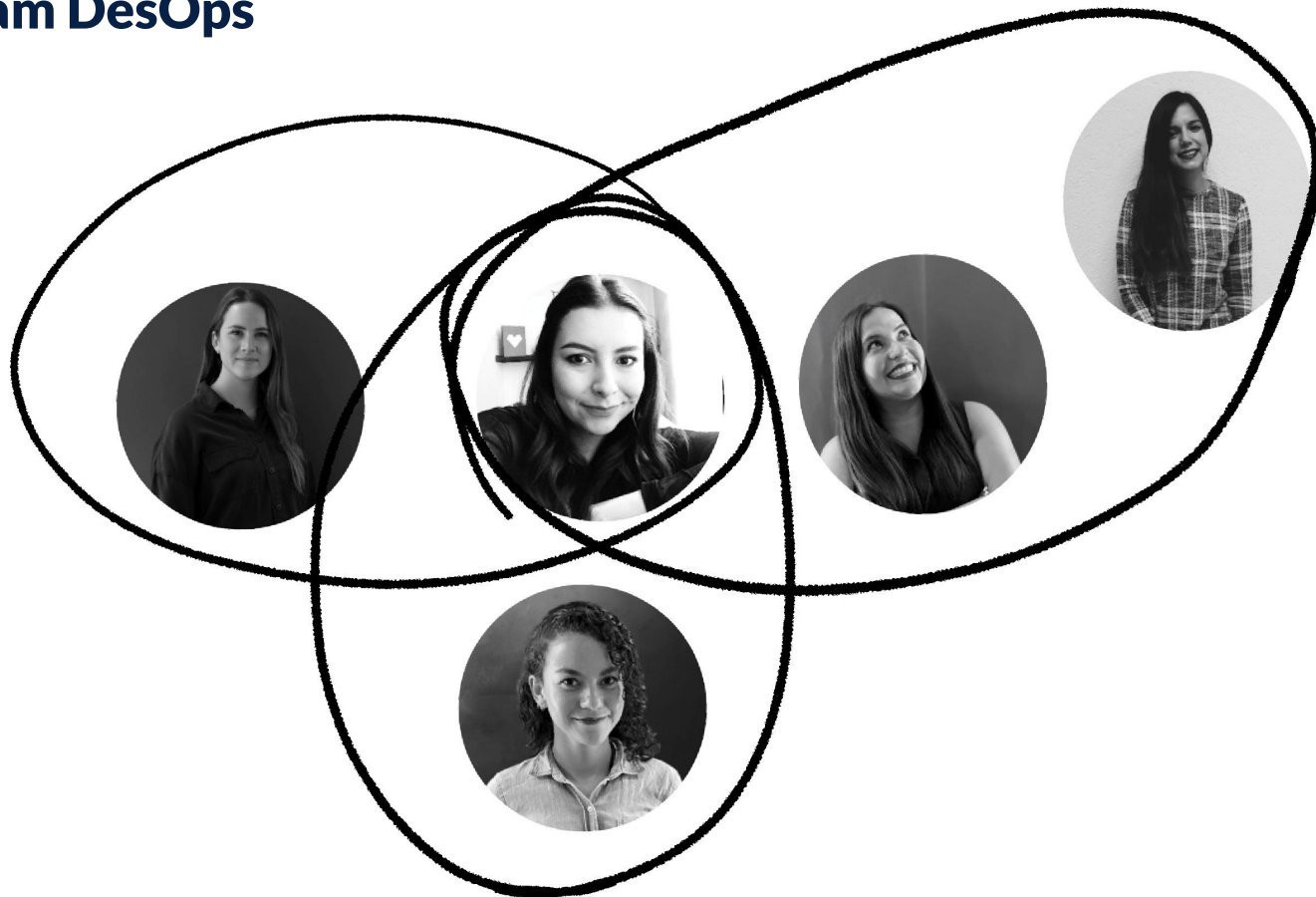
**Start with a plan for
distributing the
DesignOps activities
and responsibilities,**

and how to achieve the level of maturity in these practices we had before the agile organization.

Discipline DesOps



Program DesOps



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Thank you!