



Fostering Growth and Self-Managing Team at Bank Jago

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Bank Jago

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About

Bank Jago



Over 3.5 years, Jago has grown to meaningful scale

Jago has established an ecosystem of partners..

Secured partnership with 20+ partners, creating opportunities to acquire customers, cross-sell and build new tailored propositions



... delivered ~14 Mn customers...

14.1 Mn

Customers acquired (both funding and lending) at attractive acquisition costs

3.2%

Cost of funds

58%

CASA

16.4 Tn

Outstanding loans

Digital bank + partnership lending

launched together from start to ensure monetization

6 months to break even (Q2 2021 - Q4 2021)

... and simultaneously built institutional capabilities

Reinforcing our banking, engineering, and product development capabilities

900+

talents recruited¹
(Jago and DK)

 **DKATALIS**

~400 tech talent in 3 tech hubs (Jakarta, Singapore, virtual)

Jago has been the fastest to reach profitability in this space

1. Number of headcount as of August 2024

2

Our Aspiration

Enhancing the growth of millions
of Indonesians



Core Values

Life-Centricity

Putting people at the heart of everything we do.

Empowered Agility

Enabling teams to move fast and adapt without rigid structures.

Fearless Creativity

Fostering a culture where innovation is limitless.

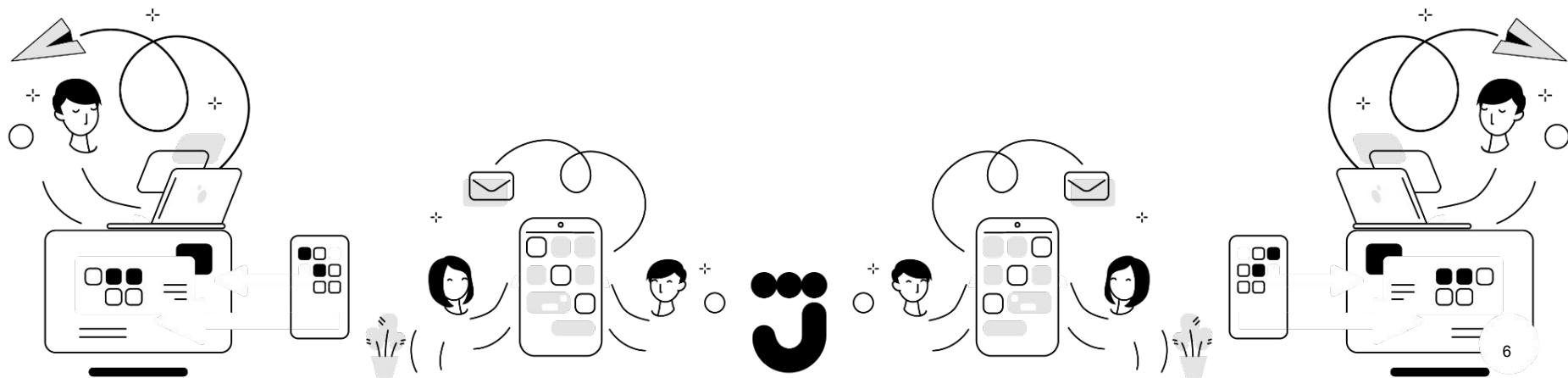
Purposeful Growth

Ensuring that growth is aligned with meaningful outcomes.



Jago Purpose

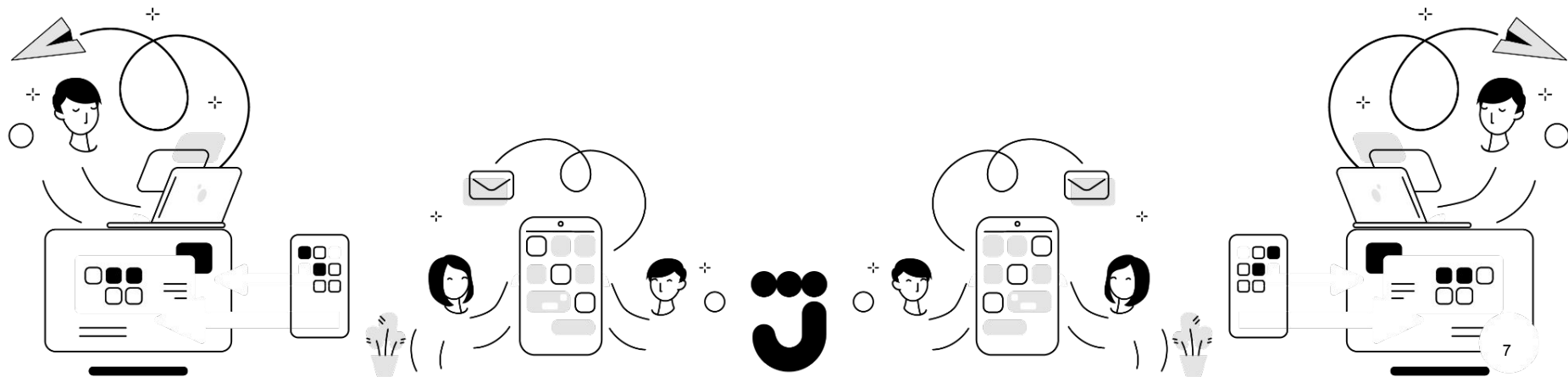
To be more Jago in . . .



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To be more Jago in . . .

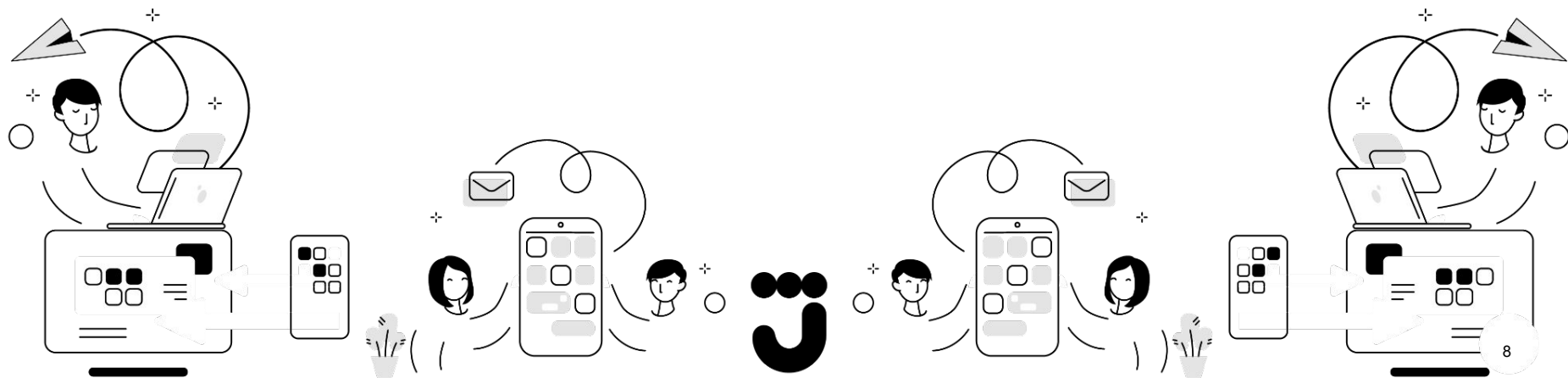
helping the life of our customers, industry,
and market, with **tangible contributions.**



2

To be more Jago in . . .

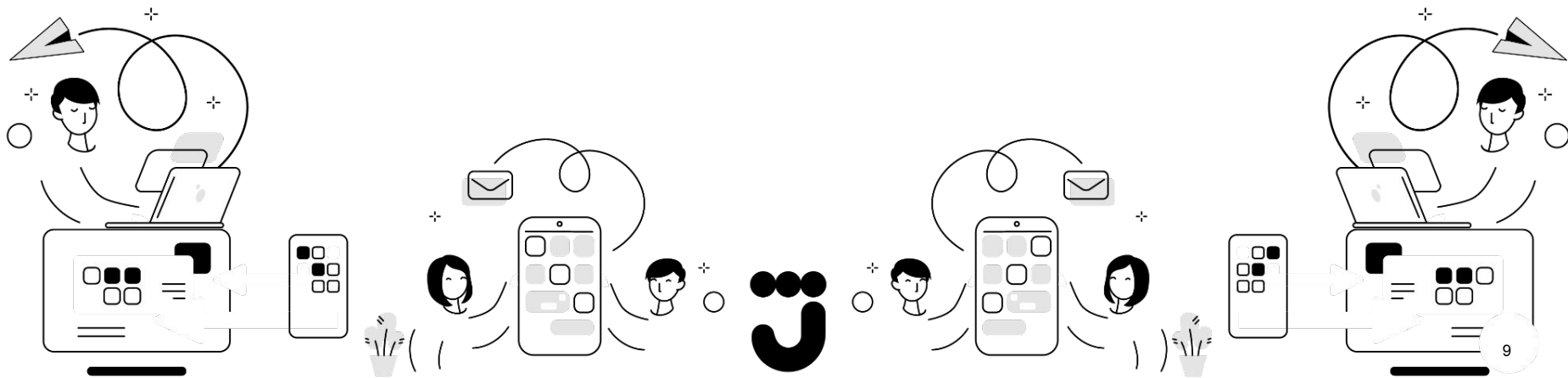
innovating through **breaking boundaries.**



3

To be more Jago in . . .

building the **environment for growth** for our
people, and **all stakeholders.**





3

... and then growth happens ...

Grow the People, Grow the Bank

Organization Design

Based on the previous experience we thought we knew what kind of organisation to build

1

The only way is to be **nimble**, to **react and adapt** quickly and effectively to changing market conditions.

2

Adopting agile is not about adopting something cool and new, **it's a strategy to survive**.

3

DKatalis, our product engineering group has been established in a **cross-functional** mode; since inception.

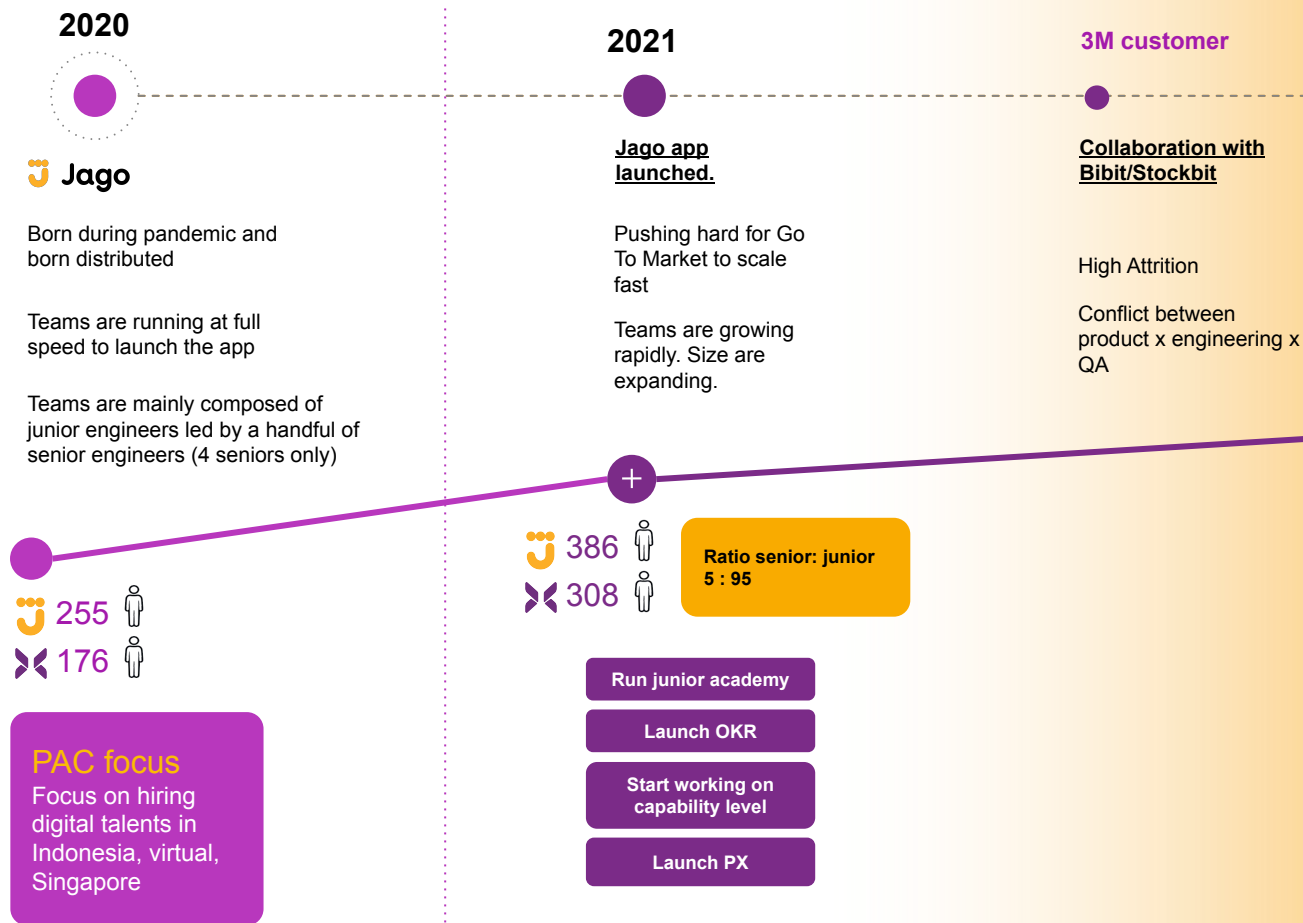
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At the time we **mistakenly** believed that being a cross-functional team means having “all” roles to deliver an item of value, while as described in Scrum(1), it is about having all functions or expertise to deliver a customer product.

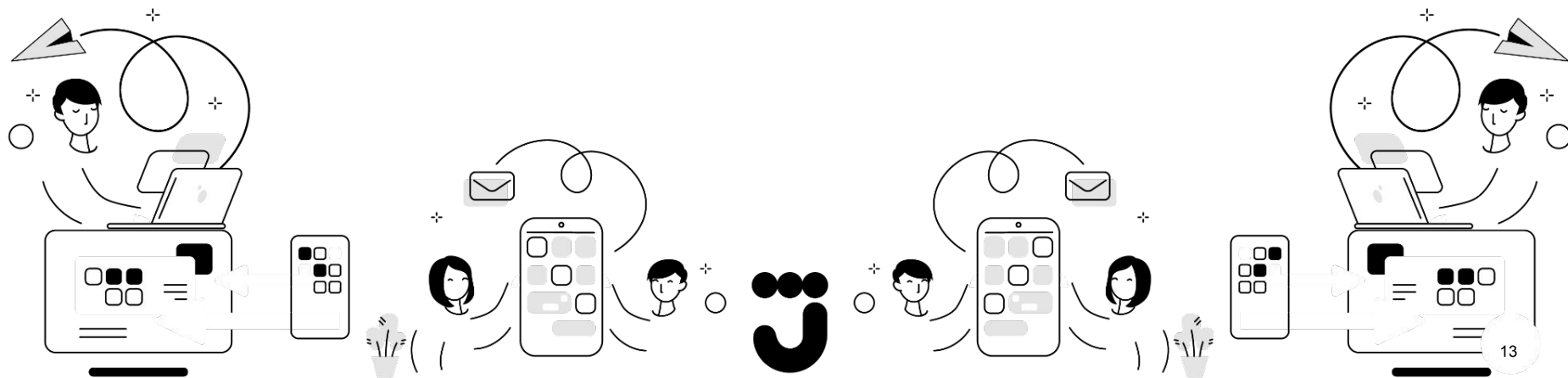
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We scale up very fast led by a handful of seniors with the hope that **strong leadership will put a structured approach** so that our junior heavy team will follow.

Jago first 2 years journey in team development

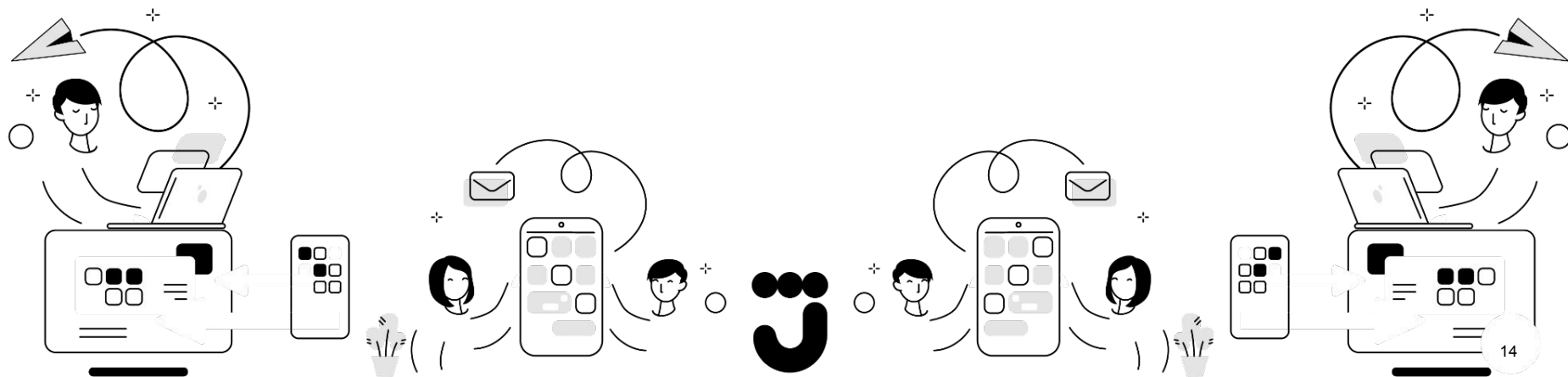


The outcome was..



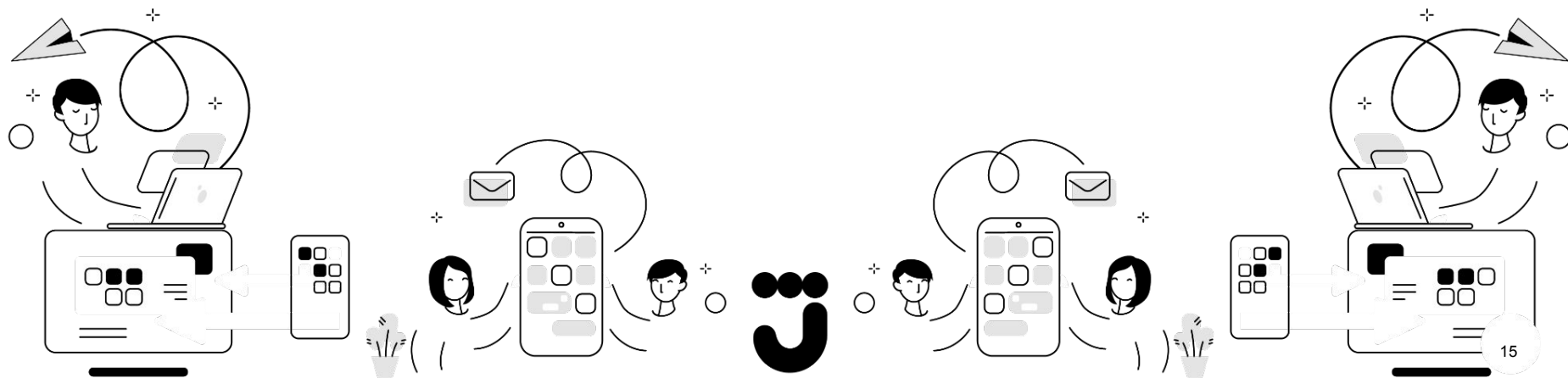
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Burn out for leaders and team.



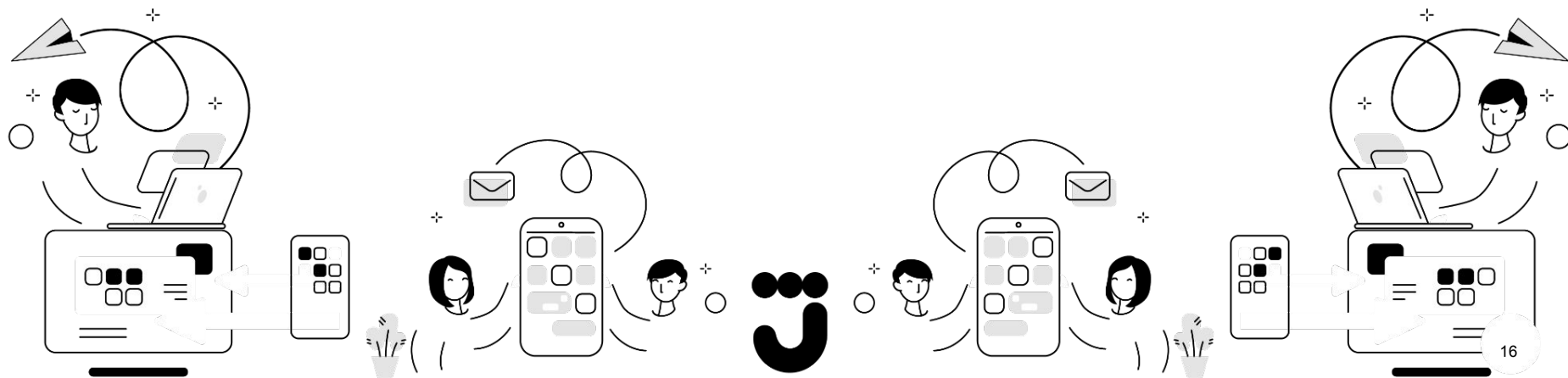
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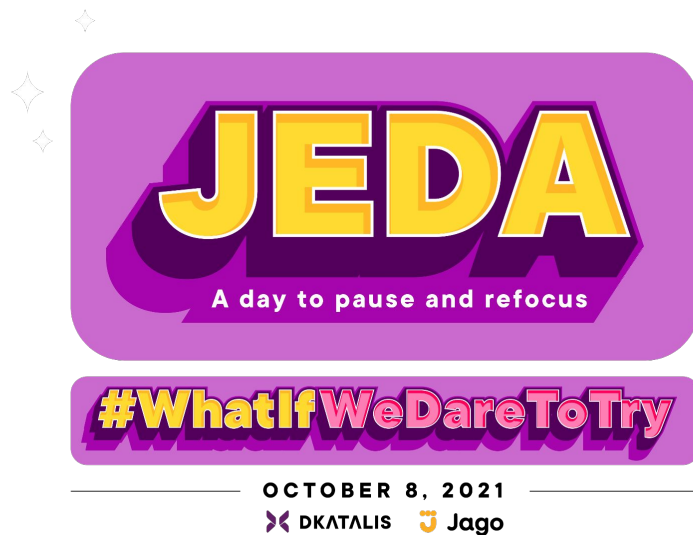
Hidden ineffectiveness and inefficiency.



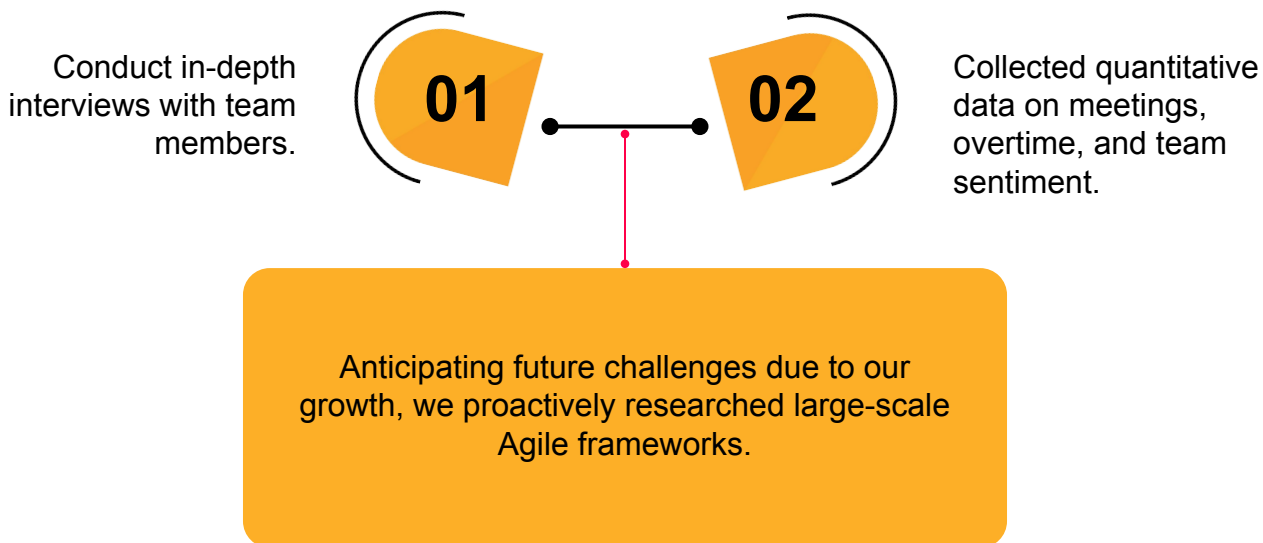
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High attrition, low engagement, unhappy team.



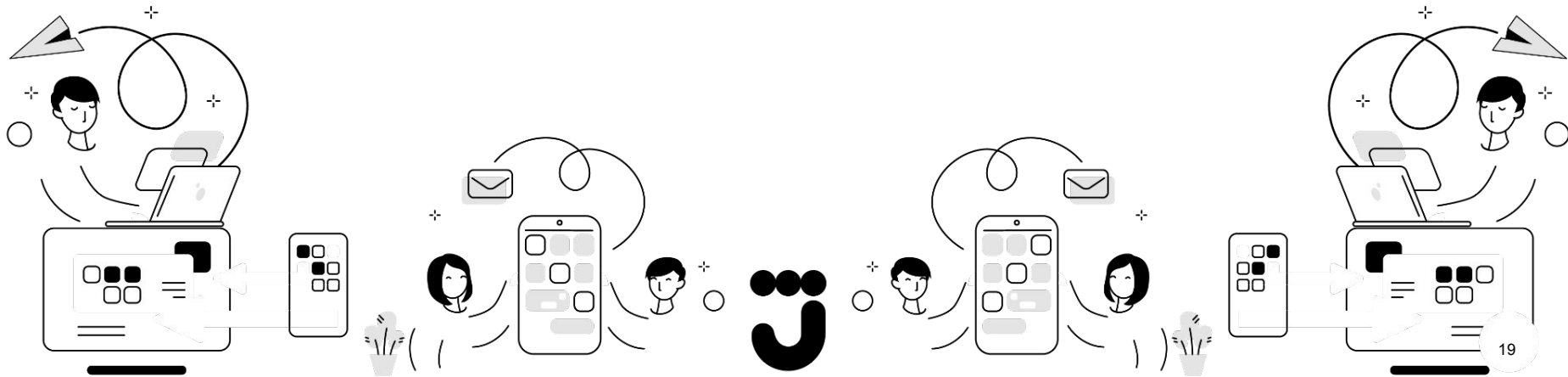


We recognized a serious issue with **team burnout**. To address it, we paused operations to identify and resolve the underlying problems.



Problem #1:

How to grow the team so that we can **scale sustainably**?



Realising the need for help

- Very early we recognised that external support is needed as the existing model does work anymore.
- We need solution that enables agility and scalability without killing the team and that means an approach that can help team to achieve autonomy.
- We found that Large Scale Scrum (LeSS) framework was most suitable for our situation.
- We started shifting our organization design and way of working according to LeSS framework and launched it in October 2021.



It happens to fit our core values

Our core values

LeSS



- **Life centricity** ensures that everyone from customer to team members, is at the core of decision making.
- **Fearless Creativity**, this value encourage teams to innovate and adapt independently.
- **Empowered Agility**, this value drives the need for lightweight, flexible structures that allow teams to make quick independent decision without top heavy oversight.
- **Purposeful Growth**, teams are motivated by impact, enhancing both performance and alignment with organisation mission.
- In LeSS decision and improvements are continuously adjusted based on **direct customer feedback and team insights**.
- LeSS encourages **experimentation and learning** where teams work iteratively, making small improvements and learning from failures.
- LeSS emphasize **self-organisation and team autonomy**.
- In LeSS **purpose guides action**. Team focus on achieving meaningful outcomes over merely completing task.

4

Taking a leap of faith

To Trusting & Empowering Teams



Implementation Challenges

It fundamentally fits (in spirit) but in reality? culturally?

Our implementation

- Smaller cross functional teams
- Removal of key roles in the team: Tech Lead, PO, QA
- Self everything, team design, decision making,
- Creation of Agile Coach

Challenges from the team



- Capabilities are not deep enough.
- Teams are “forced” to be independent, self sufficient. Many are not prepared as it was safer to rely on managers.
- Low confidence level, need help on setting standard, navigation.
- Not many available talents in the market who performs the role as we required.

Challenges from the top

The idea of self managing teams sounds so counterintuitive.

1

Concerns over Team's Accountability and discipline - Trust issue

"How to measure productivity? We need report"

"Why do they refused deadlines?"

"Shared accountability will lead to lack of ownership with no single person accountable for failures or delays".

"Without individual accountability performance could suffer and result can be inconsistent".

2

How to scale without adding layers?

"As we grow we need structure and process to maintain order, removing layers will lead to chaos"

"How will we ensure alignment across teams? It will be hard to coordinate"

3

Concerns over quality of decision making.

"They are so young, so junior, don't they need to be led, managed"

"how do i ensure alignment with the Bank's goals?"

"Do they understand banking product? The process?"

4

Reduced Oversight in Innovation and Experimentation

I am responsible for ensuring results so I need oversight on new ideas and experiments to avoid potential failures.

Experimentation without my input feels risky. How about quality control and resource waste.

If you have a choice to trust
or not to trust.

We chose to **trust**

And that is the **first** step.



5

Enabling Transformation



A. Critical Core Team



B. Providing Purpose and Meaning



5

Enabling Transformation



A. Critical Core Team

B. Providing Purpose and Meaning

Movement can come from anywhere

Core Team drives change. In Jago experience change was originated from product engineering, we are flipping the organisation, one team at a time.

Core Team

Fully Aligned
Principal Engineers + Group Product Managers +
Agile Coaches
Supported by Leaders + PAC



The power of a core team

1

Importance of identifying critical change agents within the team

2

Role of the core team in driving cultural and operational shifts.

3

How the core team spearheaded growth and transformation at Bank Jago.



5

Enabling Transformation

A. Critical Core Team



B. Providing Purpose and Meaning



Jago

INNOVATION WEEK



Check out how we innovated and collaborated to become more Jago during **Innovation Week 2024** highlights

Jago

COLLABORATION WORKSHOP



All team were prepared for the Innovation Week

Jago

Brainstorming bright ideas together at the workshop for 2 days



Jago

AMAZING RACE

Get ready for our amazing race



The team listened to our customer pain points, racing, solving challenges and unlocking new ideas during this session. This session proved to be **more than just a race!**





Jago

IDEATION DAY

All participants contributed ideas and explored new opportunities



This session featured interaction with our valued customers and leaders from all levels to create a **better customer journey in Bank Jago** features.

Jago

It's a wrap for Collaboration & Innovation Week 2024!

Stay tuned for more updates on our innovation journey!

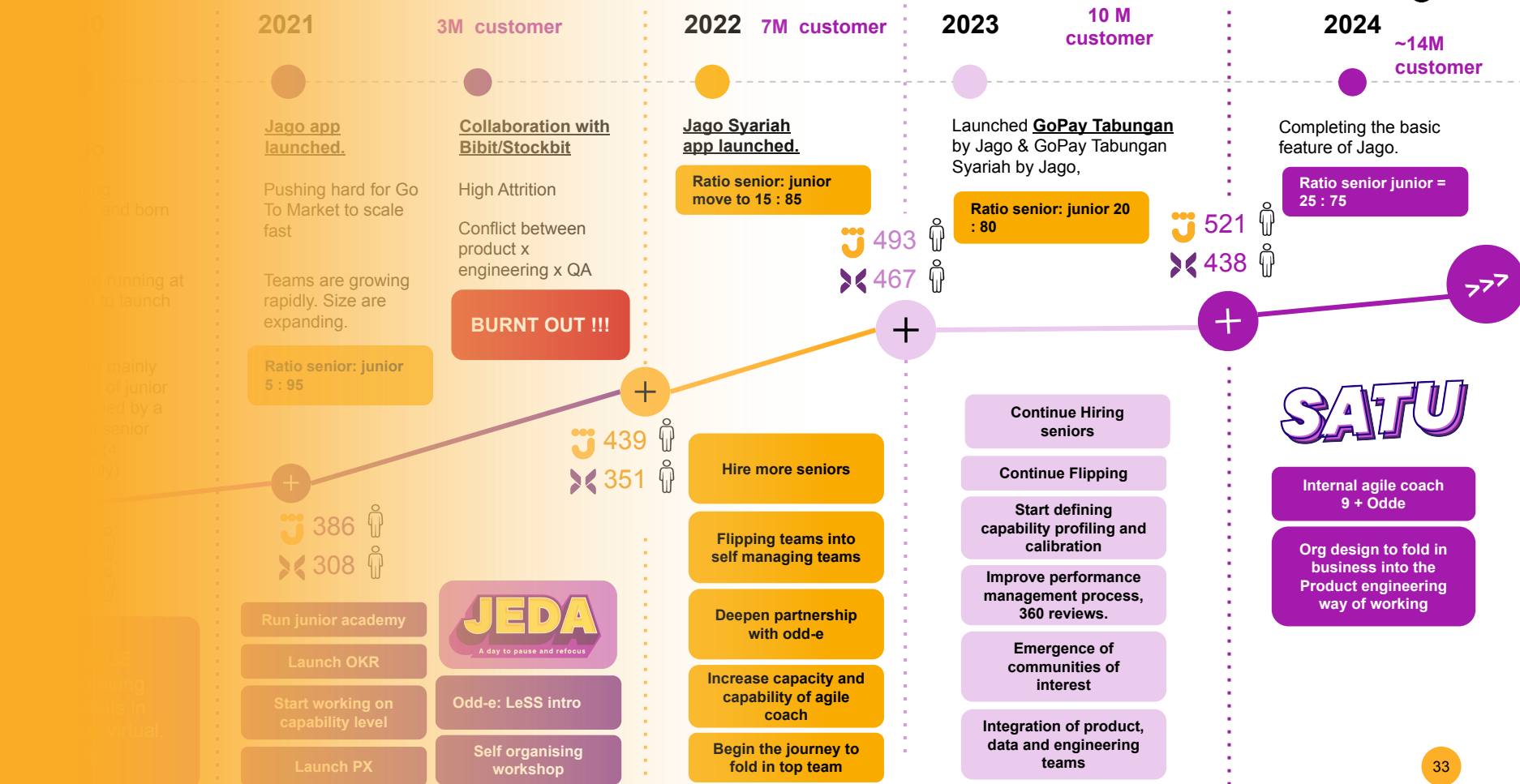



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Team Jago at year 4



Jago 3.5 years journey in team development



The state of team today ...

We have



**Delivering
product engineering capabilities &
Banking capabilities**

Working on single backlog, facilitating prioritisation process, making team changes (merging, splitting, flipping), making people decisions.

Some examples of bottom up Innovation: **family banking, compliobots, contact center bots, knowledge management systems.**

Impacts of Self Managing Team

Responsibility

Empower the team! By removing a traditional leader role, we can break down silos, encourage mentorship, and streamline decision-making.

E.g.

TLs can now shift their focus from just delivering on time to mentoring and developing their team members.

Team Structure, Single Backlog & Shared Code Ownership

Smaller teams, fewer barriers. Our single-backlog approach allows for greater transparency, flexibility, and cross-functional collaboration.

E.g.

Formation of LP, merger of Money Storage to AA & MM.

Growth

Continuous improvement and shared responsibility. As we evolve, our definition of "done" will adapt, fostering a culture of learning and collaboration.

E.g.

Contract testing and canary deployment is now norm in DOD.

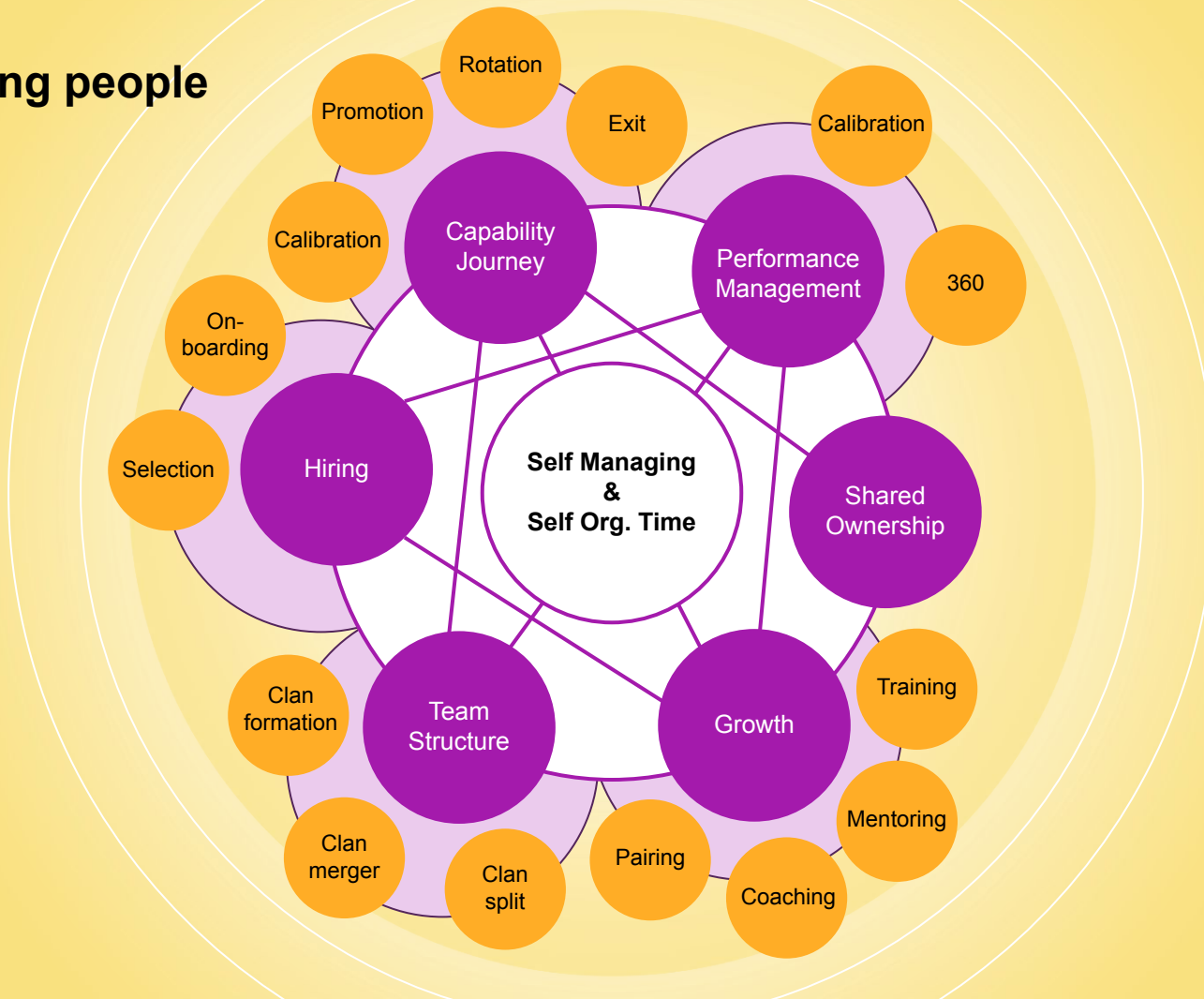
Innovation

Empowering the community to innovate. We're removing barriers to creativity, collaboration, and value creation.

E.g.

Mobile chapter, Mobile Testing community, MongoDB community, etc.

Team owning people decisions



Looking back: our transformation felt rather serendipitous

But behind it ... it actually happened by design

2021

Step 1

Hiring core team (like minded senior teams) to drive change.

Improve ratio
senior : junior

2023

Step 2

Integration of Core Team:
product, engineering and
data team.

Further foster team to be
self managing

2024

Step 3

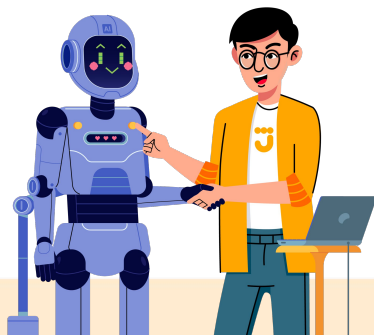
Bringing business,
product and engineering
closer to customers.

Further integration of
product engineering with
consumer business

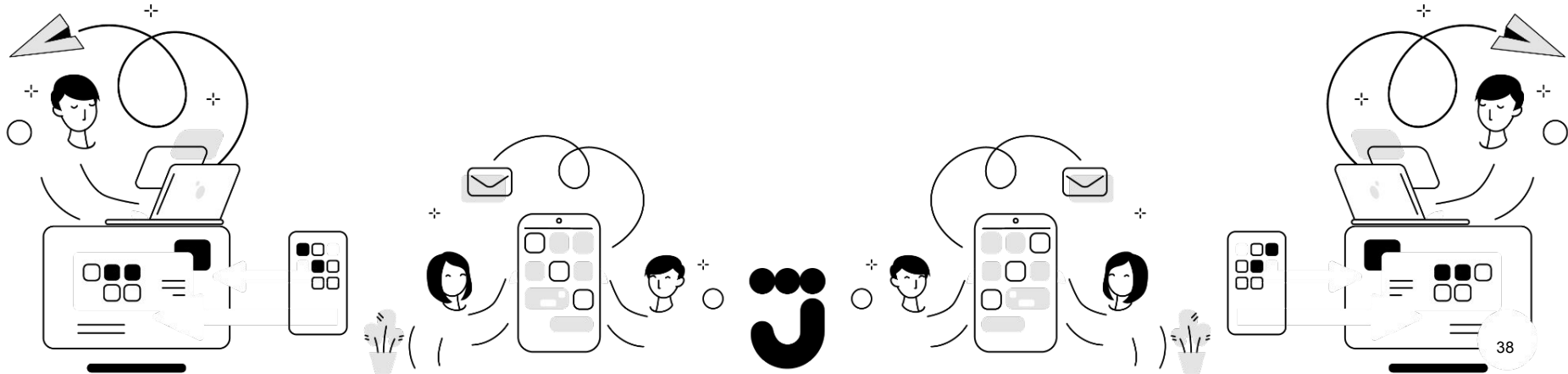
Reflections:

These steps are not “project managed”, but it happens organically.

People and team will grow at their own pace.



“our focus is no longer delivering product but
building **team capabilities**”



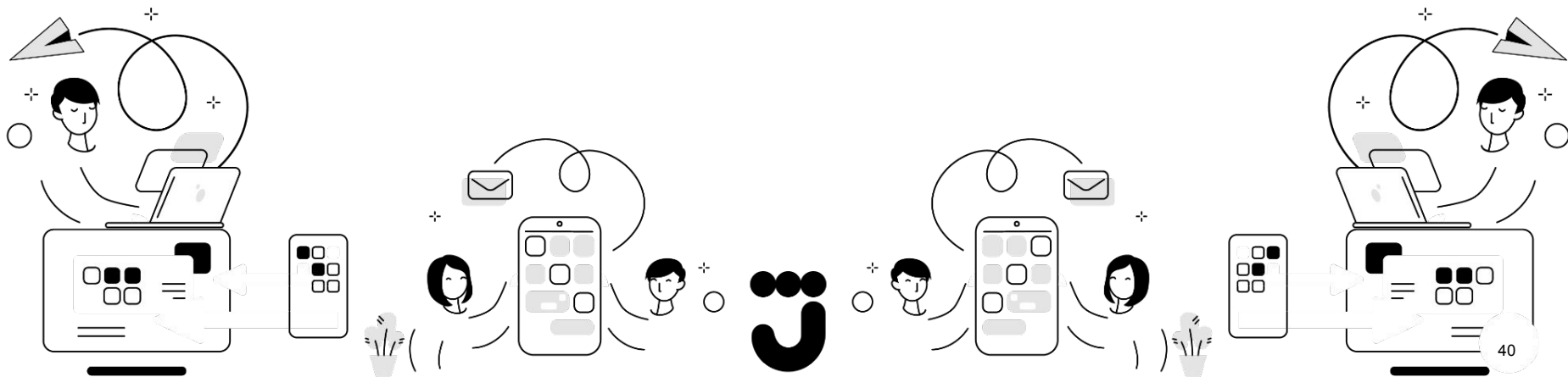
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Working on next challenge

Coherence

Problem #2:

How to **build coherent larger team** of
business and product engineering?



Movement can come from anywhere

We started with product engineering horizontal.

And now we are going to start with 1 business vertical, we are flipping the organisation, one team at a time.

Core Team

Fully Aligned
Business Head +
Principal Engineers + Group Product Managers +
Agile Coaches
Supported by Leaders + PAC



The Journey Continues

Cautiously folding in the rest of the bank
into the mix

Thank you.

