

CASE STUDY

FROM STRATEGIC PRIORITY TO IMPLEMENTATION IN TWO WEEKS

HOW IRONLABS HELPED ING BANK ŚLĄSKI'S RISK DIVISION TURN ONE STRATEGIC WORKSHOP INTO A TWO-YEAR TRANSFORMATION PROGRAMME — USING ITS OWN PEOPLE.

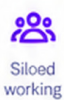
CLIENT | ING BANK ŚLĄSKI | RISK DIVISION | 2018 — 2020



01 THE CHALLENGE

MANY PRIORITIES. LIMITED EXECUTION.

ING Risk had a clear strategic mandate for 2020, but initiatives were spread across 17 departments, cross-functional collaboration was difficult, trust was low and teams were already operating at capacity. Previous attempts at transformation had struggled to deliver.



02 THE STARTING POINT

ONE STRATEGIC WORKSHOP. ONE SHARED PRIORITY.

Irka was engaged by the CRO to design and facilitate a strategic workshop with the directors of all 17 Risk departments. Initiatives across the division were consolidated into a single transformation architecture and one priority was selected for immediate execution.



“The challenge was not a lack of ideas. It was converting strategic priorities into coordinated execution.”

ING RISK LEADERSHIP

SAME PEOPLE. GREATER POSSIBILITIES.

03 THE TWO-WEEK EXPERIMENT

From strategy to an implementable solution — using existing people.



05 THE RESULT

AN IMPLEMENTABLE SOLUTION IN TWO WEEKS.

The organisation moved from a strategic priority to an implementable solution, developed by its own people. The experiment proved that ING already had the expertise — what was missing was the structure for execution.



“The first sprint demonstrated that a different model of execution could work inside a complex, highly regulated organisation.”

IRKA

NO NEW TRANSFORMATION TEAM
NO EXTERNAL IMPLEMENTATION TEAM
EXISTING PEOPLE, KNOWLEDGE AND RESOURCES

06 FROM TWO WEEKS TO TWO YEARS

The initial sprint was the beginning, not the end. The approach was scaled across the Risk organisation.

350+
employees

17
departments

100+
initiatives

3
Risk Innovation
League cycles

10
self-organising
Risk Communities

9
projects completed
in the first cycle

~30%
reported improvement
in organisational
efficiency

07 KEY OUTCOMES

- Operational improvements and automation
- Regulatory outsourcing and Risk Hub in Warsaw
- New tools, data and analytics capabilities
- 10 Risk Communities
- Lion's Den to attract and develop talent
- Internal capability to continue without external support

08 A SELF-SUSTAINING SYSTEM



09 DESIGNED FOR INDEPENDENCE

The programme was designed so that Irka would become less central over time. Internal coordination capability was developed, and responsibility transferred to ING employees.

The intended next stage was wider expansion of the Risk Innovation League beyond its existing reach. That expansion was interrupted by COVID-19. Other mechanisms, including Lion's Den, continued after Irka's departure.