Kepner-Tregoe

CLIENT SUCCESS STORY

From reactive response to proactive resilience: How one of the UK's largest financial institutions transformed Major Incident Reviews in two weeks

Turning one API incident into broader organizational resilience through structured Major Incident Reviews with KT Incident Mapping

1 API incident drove preventative actions across 250 APIs.

nationwide

Client:
Nationwide Building Society

Nationwide is the world's largest building society, with over 19 million members. Following its acquisition of Virgin Money UK PLC, Nationwide is connected with one in three people in the UK and is the second largest provider of mortgages and retail deposits. It is also a major provider of current accounts, credit cards, personal loans and business banking. Customers can choose to manage their finances in a branch, via mobile app, the internet, telephone, and post. Nationwide has around 25,000 employees and its head office is in Swindon, UK.

As a financial services provider owned by its members, not shareholders, Nationwide's purpose is: Banking - but fairer, more rewarding, and for the good of society.



Scorecard

Faster incident response	
Time to detect	66% faster
Time to triage	30% faster
Actual time to resolve	70% faster
Stonger prevention	
P1 incident volume	40% fewer
Control improvements	17 → 42
Controls per investigation	2.5 → 3.5

Reporting period: October 2024 to September 2025

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Challenge:

Only Resolving One Incident, Not Building Wider Resilience

Nationwide Building Society wanted its Major Incident Review process to deliver clearer learning and stronger prevention. Major Incident Reviews (also known as Post Incident Reviews or post-mortems) could take too long, and discussions could be shaped by assumptions rather than evidence. Actions could also focus on the immediate technical fix without fully addressing underlying causes, contributing factors or comparable risks elsewhere.

The aim was to strengthen Major Incident Management and Problem Management by making Root Cause Analysis more consistent, focused and useful, then turn the findings into practical improvements across the wider technology estate to increase IT stability and resilience.

Solution:

Implement KT Incident Mapping as the Standard for Major Incident Reviews

The solution emerged when Nationwide Building Society saw KT experts apply Incident Mapping live to one of Nationwide's own P1 incidents. This proof of concept demonstrated the clearer, deeper insight the approach could produce and gave leadership the confidence to approve the business case for adoption.

The implementation was tailored to the different roles involved:

Facilitators
received deeper development, followed by coaching and observation.

Regular contributors
learned how to participate effectively in the review.

Occasional attendees
received a short explainer, so they understood the process and their role before joining a review.

Focused Incident Mapping was kept distinct from the wider review meeting. This gave the analysis enough structure and discipline while making the output easier to use in subsequent decision-making and improvement activity.



Incident Mapping gave teams a visual method to clarify the cause-and-effect chains, capture the circumstances that influenced impact, identify failed or missing controls and connect actions directly to what the evidence showed. According to the internal programme framework, the approach became the new standard for Major Incident Reviews within two weeks of the initial workshop.

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Results:

A Structured, Repeatable Process Significantly Improving IT Resilience

The clearest example came from an incident involving a resource constraint affecting one API. A conventional response might have stopped at a corrective action for that API. Incident Mapping made the wider causal chain, circumstances and control gaps visible, leading to:

- capacity planning across approximately 250 APIs
- capacity monitoring across approximately 250 APIs
- timeout configuration reviews across key banking application customer journeys
- changes scheduled at times designed to reduce disruption if issues occurred

The value was not in the map itself, but in the broader insight and action it generated. Rather than correcting a single technical failure, Nationwide could identify underlying control gaps, recognise recurring themes and take preventative action across comparable services and future scenarios. This evidence-based approach gave teams greater confidence in identifying control issues, enabled faster and more effective collaboration across departments, and helped focus improvement activity where it would have the greatest impact.

Client Voice

> *Implementing Incident Mapping was really transformational. Within two weeks of first learning it, we had teams working together in a genuinely collaborative, evidence-based way to drive prevention across the wider organization – and the remarkable before-and-after metrics show the impact.*
>
> Ian Porter, Platform Manager,
> Nationwide Building Society

> *The successful introduction of Kepner-Tregoe Incident Mapping has resulted in a more structured incident review, as well as providing far more consumable executive-level insights into complex issues. The approach improved proactive action identification, reducing major incident impact and improving overall resilience, processes, and controls across the organisation. It is a great example of a backend process directly benefiting our customers and services."*
>
> Paul Walsh, Group Director of IT
> Infrastructure and Service Delivery,
> Nationwide Building Society

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At a Glance

Industry	Financial Services / Retail Banking
Organisation	**Nationwide Building Society** – 19 million members and the UK's largest branch network following the acquisition of Virgin Money UK
Challenge	Reviews resolved the incident in front of the team – but missed wider control gaps and opportunities to prevent similar failures
Solution	KT Incident Mapping proved live on a P1 incident, then implemented as an evidence-based, collaborative review process within two weeks
Result	66% faster detection, 30% faster triage, 70% faster resolution and 40% fewer P1 incidents – with one API incident driving preventative action across approximately 250 APIs

Could This Work for Your Organisation?

Major Incident Reviews are only one application. The same structured approach to root cause analysis and learning is used in:

- Problem Management and Proactive Problem Management
- CAPA (Corrective and Preventive Action) programmes in pharmaceuticals and life sciences
- Enhanced Root Cause Analysis in manufacturing and critical infrastructure

If your post-incident reviews feel like a formality rather than a driver of genuine improvement, it may be time to look at the process itself.

Turn major incident learning into stronger operational resilience

Talk to Kepner-Tregoe about strengthening Major Incident Reviews through structured Root Cause Analysis and Incident Mapping.

Next Steps

Book an individual consultation with a KT expert

Request a live demo of a Major Incident Review using Incident Mapping

Explore training options: Root Cause Analysis, Major Incident Management, Incident Mapping

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