



1

v.48

craig@less.works

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Scaling?

first, a caution...



One of the directors of SAGE was discussing why the programming had gotten out of hand. He was then asked, **“If you had it to do all over again, what would you do differently?” ...**

His answer:
“Find the ten best people and write the entire thing themselves.”

[Horowitz74]

after years working in
large
multisite
offshore
development,
our key advice? ...

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large - don't
multisite - don't
offshore - don't

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but groups still 'scale',
for reasons...

compelling
("create LTE")

questionable
("low-cost sites")

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so is LeSS for **scaling**?

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Descaling & Simplifying

“How can we apply agile at scale in our big complex organization?”

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is this the right
question? ...

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traditional large groups are complicated — though not because they need to be, but because **their organizational designs create an illusion of unnecessary complexity**

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This is an Important Question...

“How can we **simplify**
the unnecessarily big and
complex organizational
design, and **be agile**
rather than **do agile**?”

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LeSS **descales**
organizational complexity,
dissolving unnecessary
complex organizational
solutions, and solving in
simpler ways.

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The logo for LeSS, featuring a large red less-than sign followed by the letters 'eSS' in a red, handwritten-style font. Below the logo, the text 'More with LeSS' is written in a smaller, red, sans-serif font.

More with LeSS

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Learning
Resources

Craig Larman

co-creator of LeSS (with Bas Vodde)

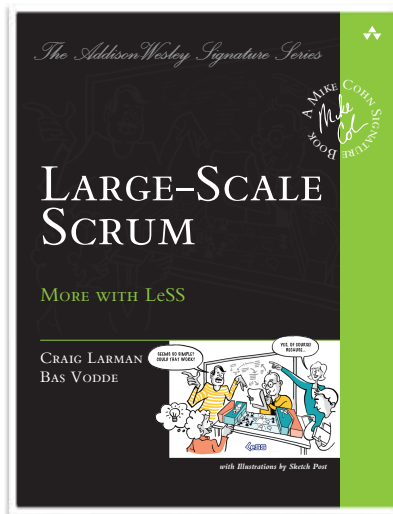
large + multisite + 'offshore'
large-scale embedded systems
large-scale financial systems
large-scale telecom systems

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First Two LeSS books...

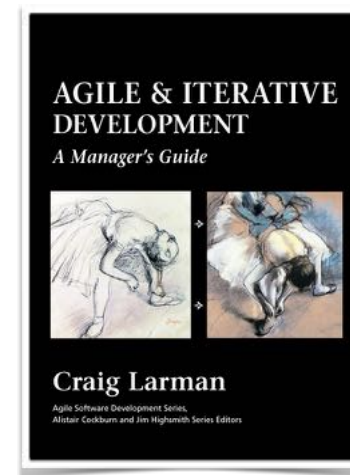


3rd LeSS book...



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One of the first agile books...



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Local Optimization

in traditional large-scale organizational design, the overarching and *repeating* theme is



local optimization

examples of
local optimization...



System Optimization

using the analogies, how to
advise system optimization?



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Systems Optimization

“watch the **ball**,
not the players”

“deliver the **dish**,
not the onions”

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the **One True**
system optimizing goal?

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leadership needs to
agree on the system
optimizing goal

35

the **LeSS** System Goals

- > company-level system optimization for
 - > **deliver highest customer value first**
 - > **agility driven by learning**
 (“turn on a dime, for a dime”)

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Organize by Customer Value: Feature Teams

Decoupling with LeSS

replace
local optimizations of
single-specialist groups
with a *majority* of

feature teams

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analysts and/or
UX/UI designers



DBAs



architects



component-1
programmers



component-2
programmers



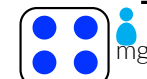
test/QA
group



a likely traditional
large-scale
organizational
structure before
adopting Scrum

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analysts and/or
UX/UI designers



DBAs



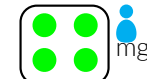
architects



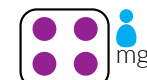
component-1
programmers



component-2
programmers

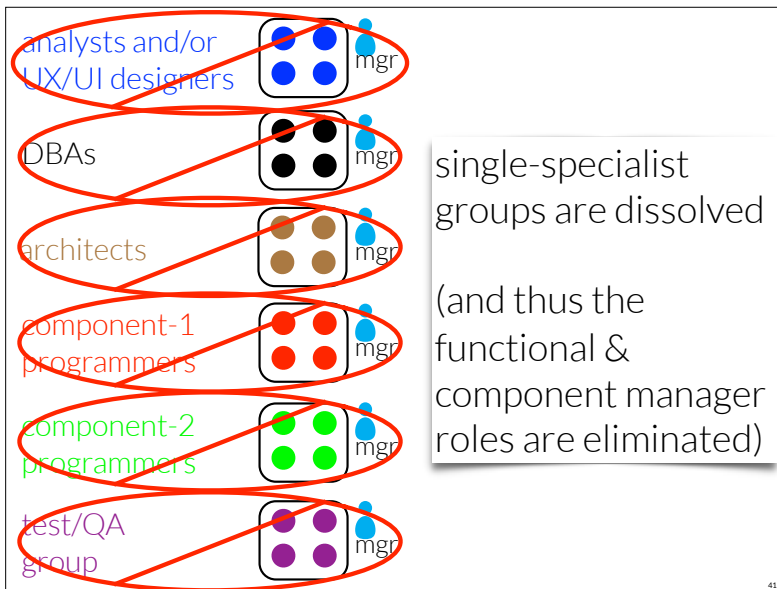


test/QA
group



a cross-functional
team in Scrum
spans **all** functions

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“It is difficult to get a man to understand something when his job depends on not understanding it.”

— Upton Sinclair

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Guide: Job Safety, but not Role Safety

Job safety
& **salary safety**
but not
role safety

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Larman's Laws of
Organizational
Behavior

why so much?...

Lean-but
Scrum-but
Kanban-but
DevOps-but
AnyChangeIdea-but

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Larman's 4 Laws of Organizational Behavior

1. Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and "specialist" positions & power structures.
2. As a corollary to (1), any change initiative will be reduced to overloading or redefining the new terminology to mean basically the same as status quo.
3. As a corollary to (1), any change initiative will be derided as "purist", "theoretical", "religious", and "needing pragmatic customization for local concerns" — which deflects from addressing weaknesses and manager/specialist status quo.
4. Culture follows structure
(or behavior/mindset follows system)

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