

2023 LeSS Conference Berlin

Program ^

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Track: Experience

Track: Workshop

Track: Experiment

Track: LeSS basics

Track: Game

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2023 LeSS Conference Berlin

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LeSS adoption at Poster: ouches, gotchas and yoohoos!

Track: [Experience](#) Room: 2nd Room

Date: September 27, 2023 Start Time: 11:00

Length: 45 minutes

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Abstract:

In 2021 a Ukrainian based SaaS product development company Poster POS Inc. has turned itself around going from a team-level scrum-like process with component teams into a deep change inspired by LeSS.

This talk, as the title describes, is full of lessons learned: from preparing for LeSS Flip to observing the first 20 LeSS sprints with six features teams.

Description:



[Alexey Krivitsky](#)

Certified LeSS Coach, Certified
Scrum Trainer, Creator of Org
Topologies™



📍 München, Germany

🏢 Coaching Company:

[Adaptivity, Inc](#)

🌐 Web Site:

<https://www.adaptivity.inc/>

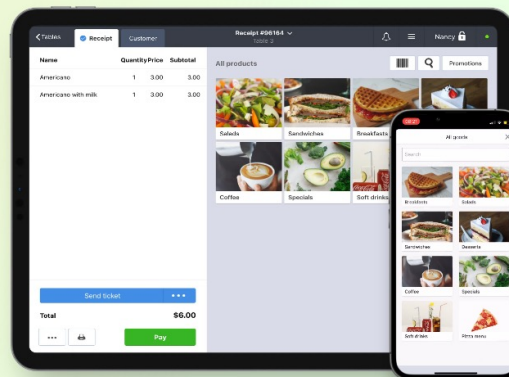
Poster POS makes running food service and retail businesses simple

Handle sales and manage your inventory, finances and analytics with Poster's feature-rich Android and iPad POS system.

- Set up in 15 minutes
- Available on tablet, phone and browser
- Prices from €24 per month

Try it for free

Watch the video



Four reasons to fall in love with Poster POS

Real time reporting

Poster POS is a cloud-based system that gives you online access to your inventory, finances and analytics from anywhere in the

Easy to use

At Poster, we believe in simplicity and convenience. That's why we've designed a system that doesn't require any special

Fully functional offline

With Poster, you will continue taking orders, printing receipts, and sending tickets to the kitchen even when the Internet goes down.

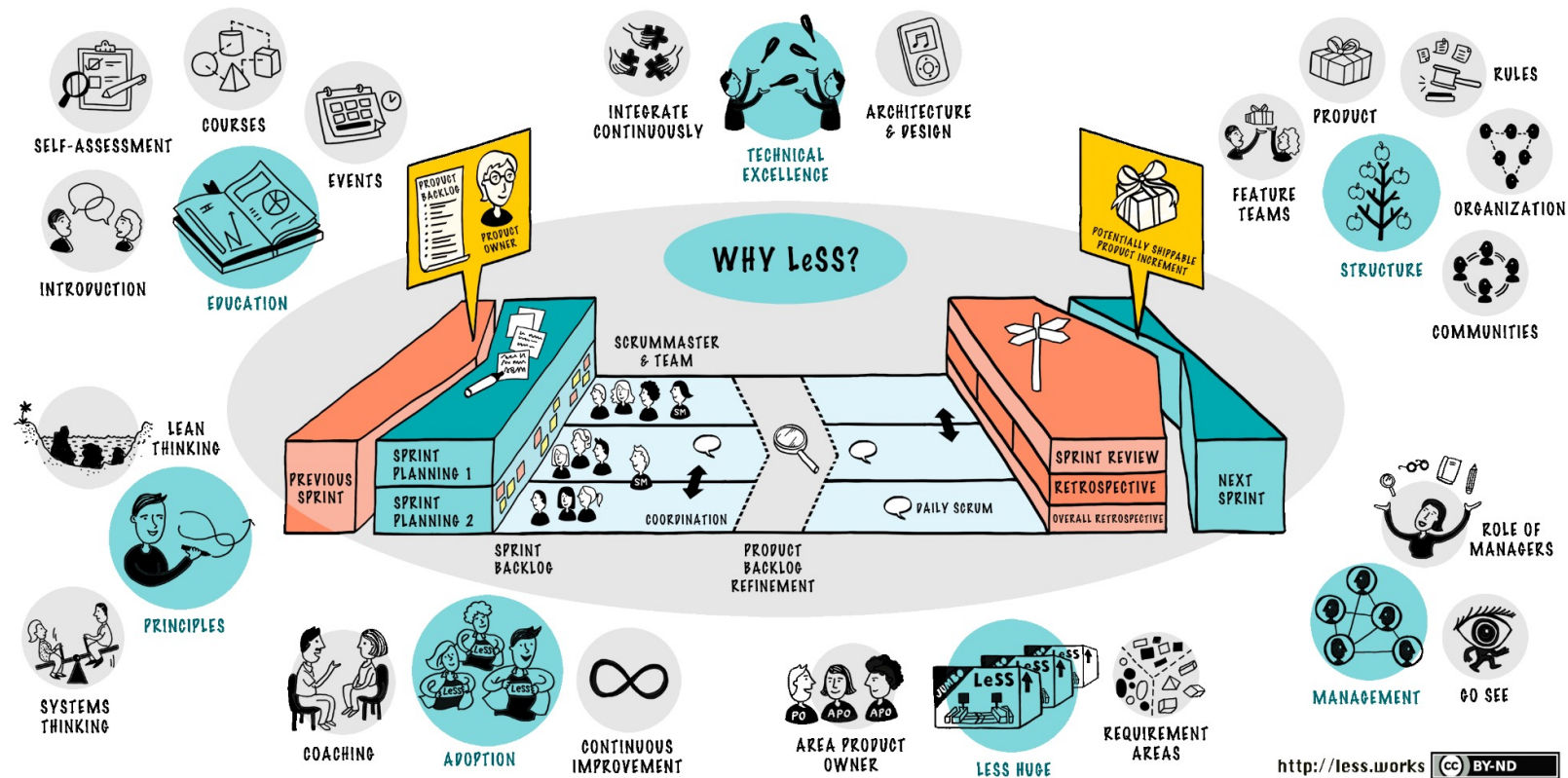
Powerful inventory management

Manage your inventory with ingredient-level granularity. You will always order on time.



POS = Point of Service

Essentially, we just did this ...



CEO (aka PO):

"It is the first time in the company's history more than several teams can work together on what's really important for the business."

(somewhere during 2-3 LeSS Sprints)

Preamble (by Candlelight)

December 2022 in Dnipro, Ukraine. The employees of [Poster POS Inc](#) are gathered to celebrate the company's 9th anniversary of "simplifying business management" - that's how they call their mission. The event is held by candlelight because due to recent (and often) shelling by the Russian forces, the blackouts have intensified.

Among many other things, Poster's CEO, [Rodion Yeroshek](#), is sharing some data insights. And it is unbelievable. Only during the first week of November during the wartimes Poster managed to [onboard 100 new restaurants](#) in Ukraine.

That's what true resilience is. Everyone is proud and sure of the victory on both fronts: the business and the rear one.



Adaptivity provides the ability of a business to stay relevant for the benefit of its customers and stakeholders by discovering and delivering upon new market needs.

Bas says LeSS Huge adoptions are "easier"



"Use Volunteering"

Deep Change is in the Parallel Org



"Build a parallel organization"

With 50 people, you need to
look into each pair of eyes.

"Educate everyone"

Poster POS Inc.

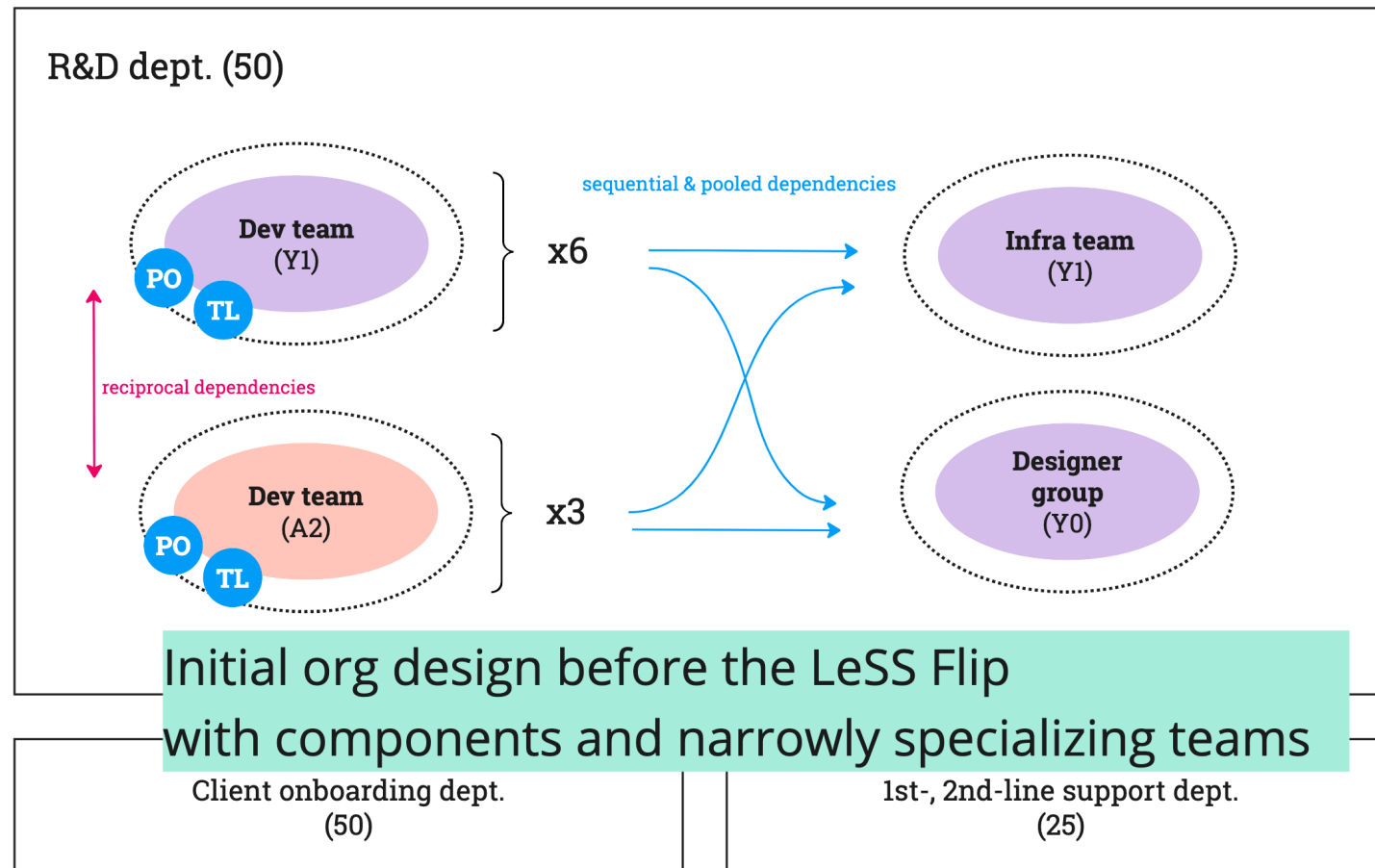
Before LeSS Adoption

ORG Topologies
orgtopologies.com

Created by
Alexey Krivitsky and Roland Flemm



v.0423



Poster POS Inc.

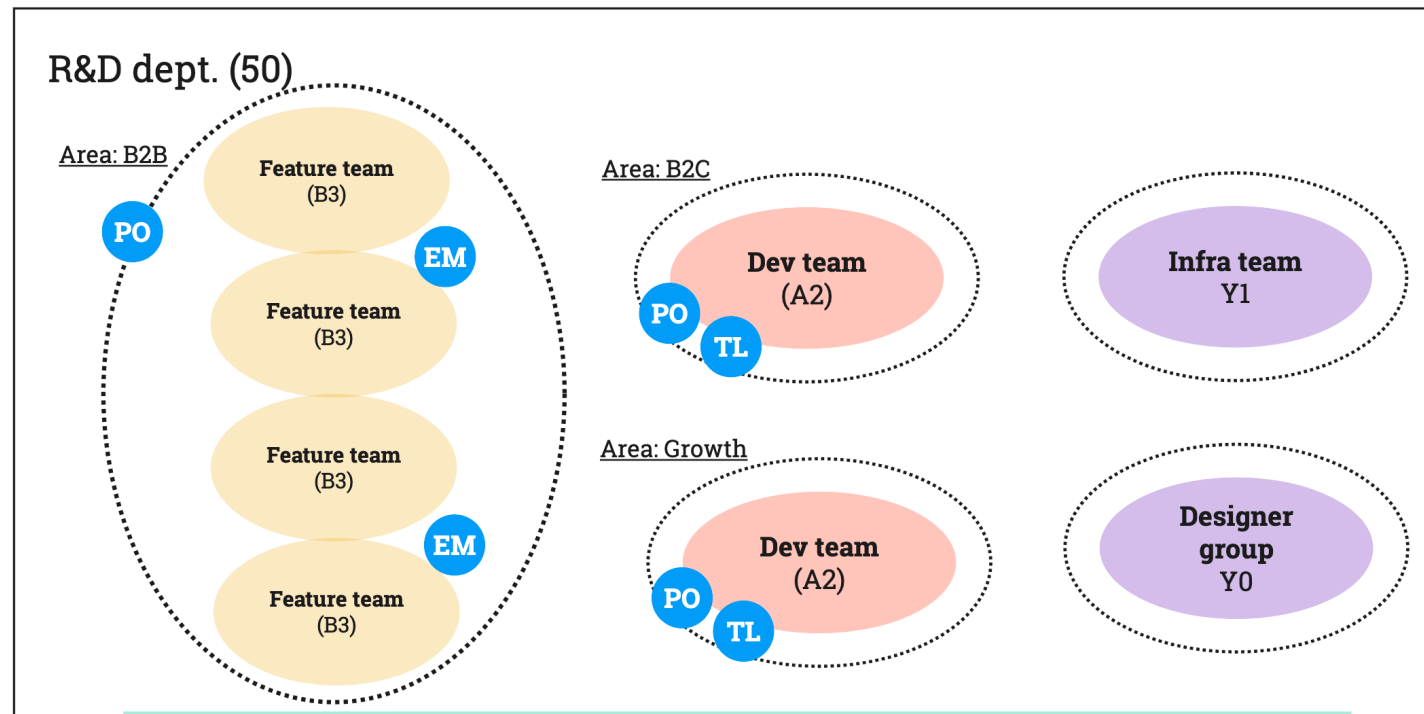
Intermediate org blueprint

ORG Topologies
orgtopologies.com

Created by
Alexey Krivitsky and Roland Flemm



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An improved org design with three "areas" where two of them have only 1 team each (inconsistent with the optimizing goals, not ideal)

Poster POS Inc.

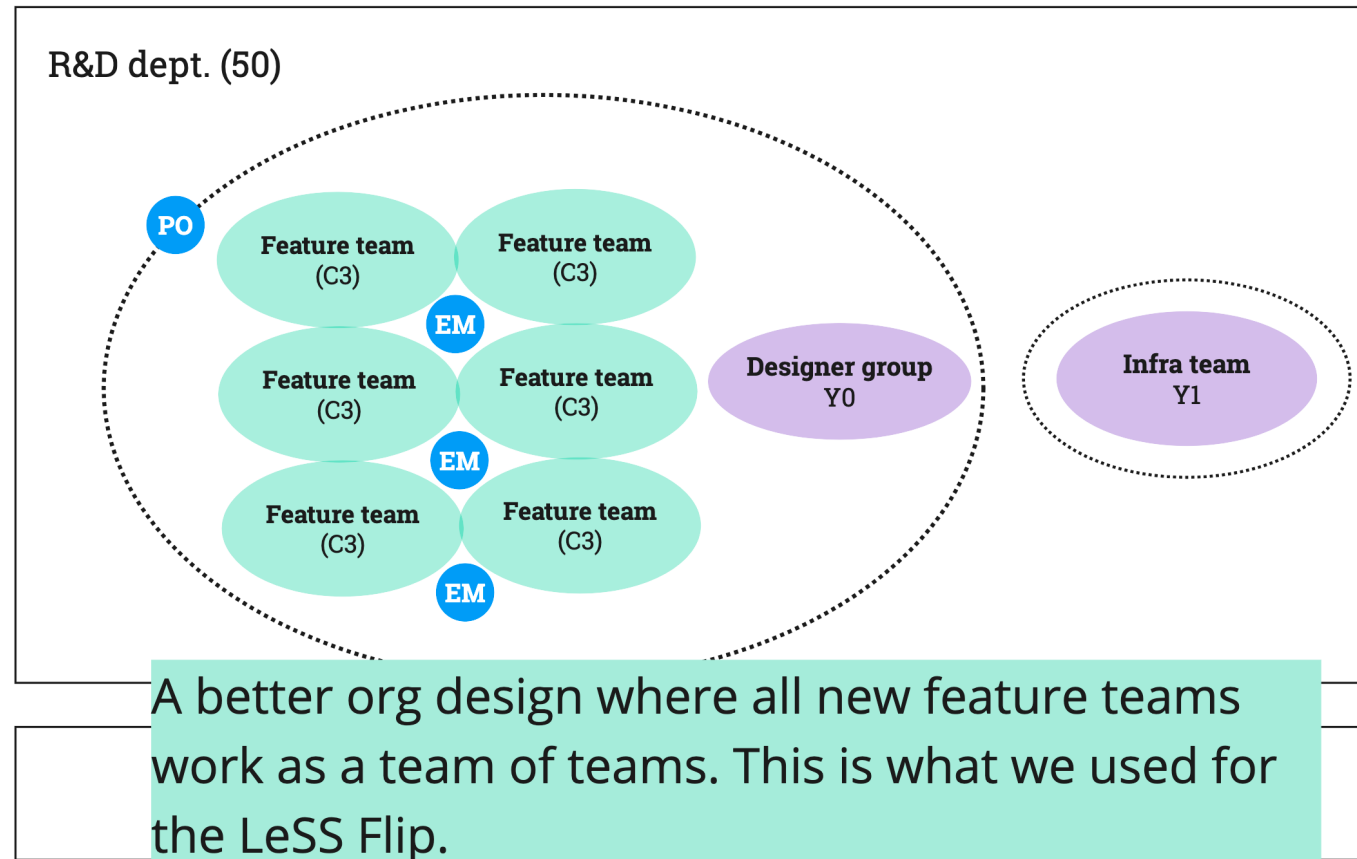
Post LeSS-Flip state

ORG Topologies
orgtopologies.com

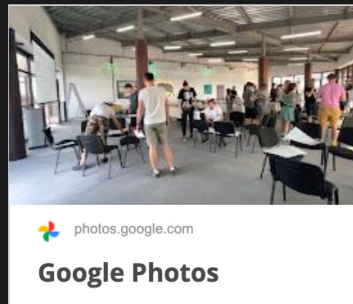
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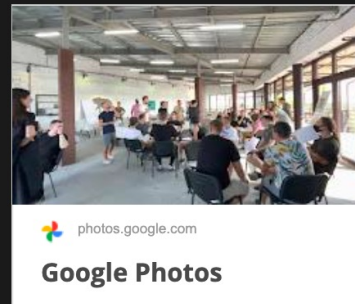
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A team self-design workshop



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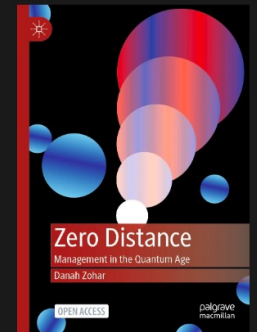


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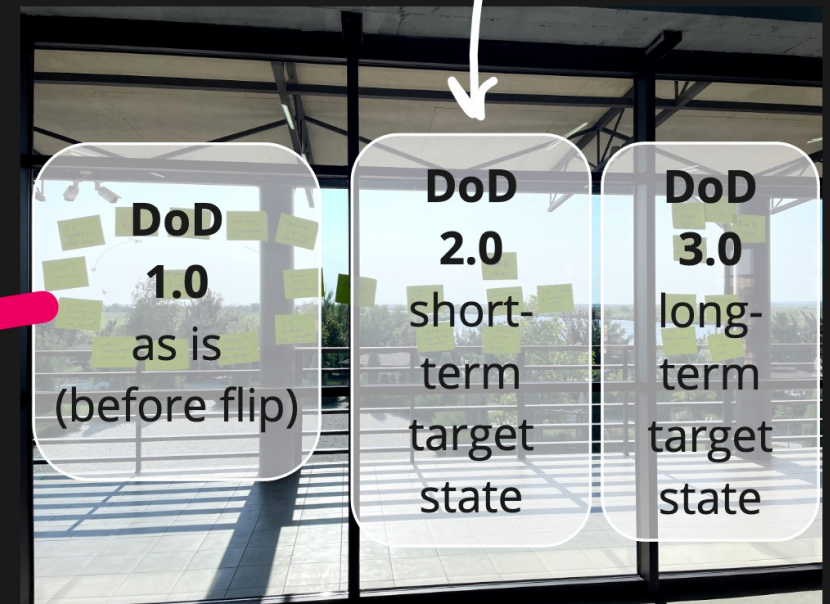


A story of a manager believing the self-formed team is a "bad" team

DoD workshop a part of the Flip Event



Client/Feature Onboarding

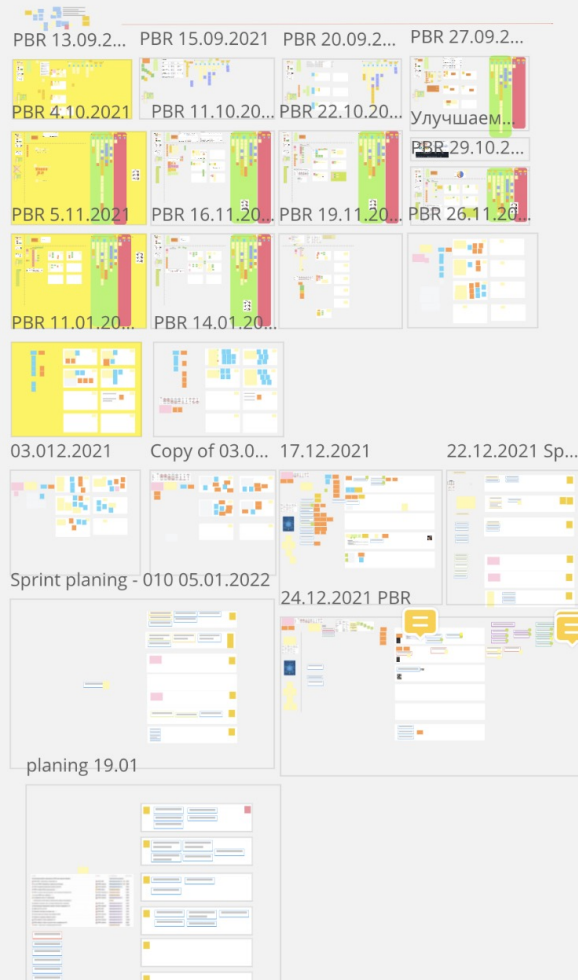


Worked well to split DoD into versions



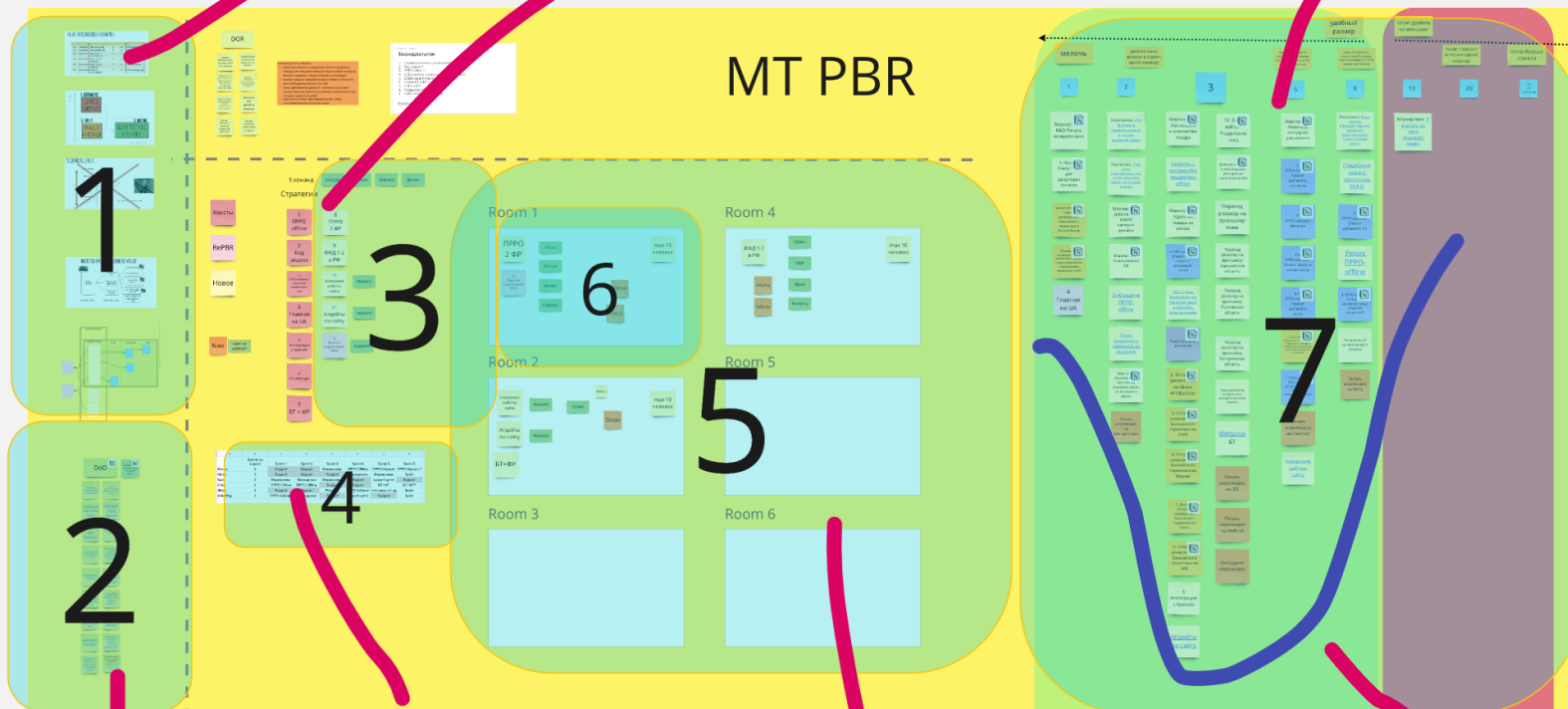
You'll be surprised how little team members individually know about the product. But how much together!

A single huge Miro board for all events

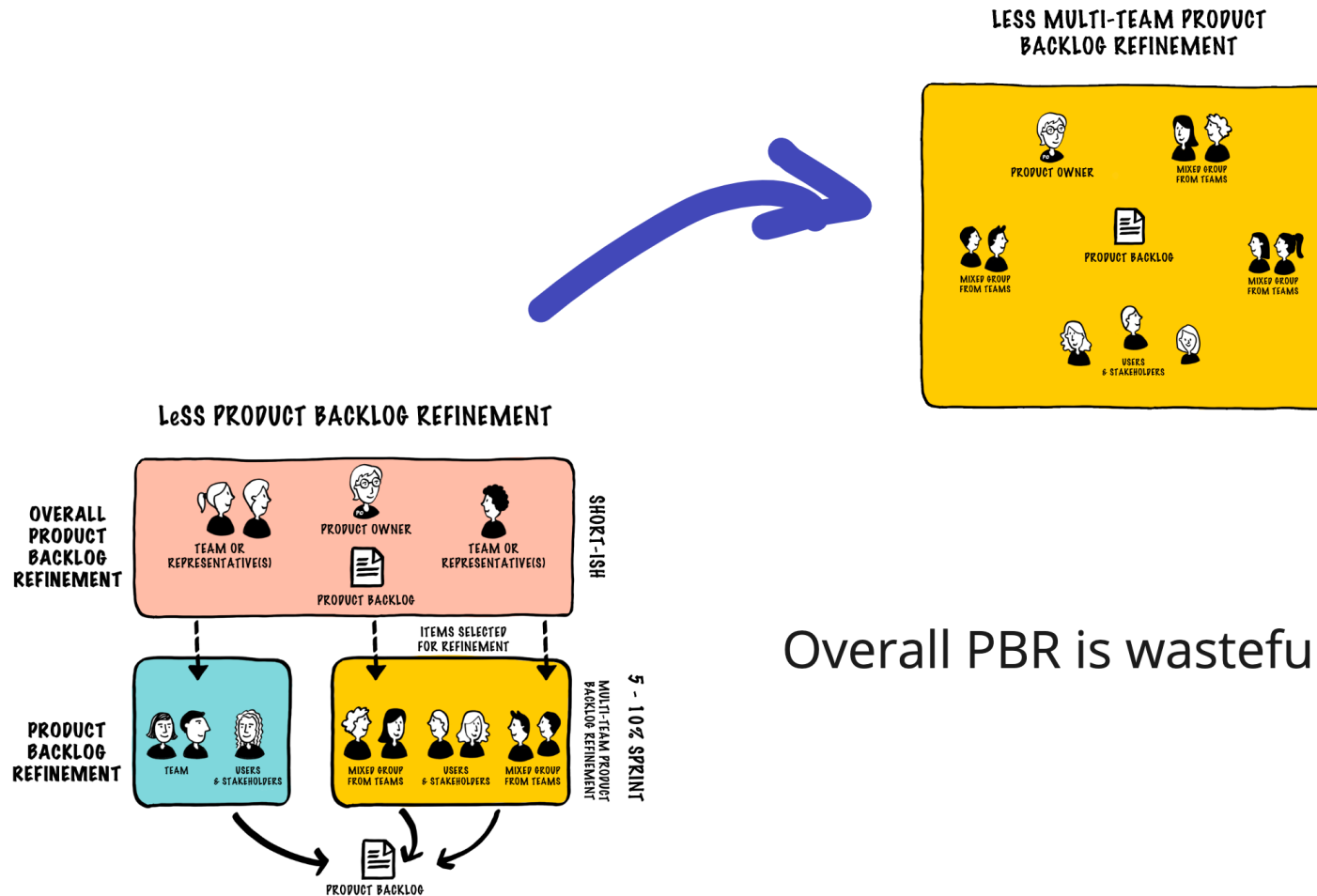


reminder to split
Product Backlog

Estimation/triangulation board



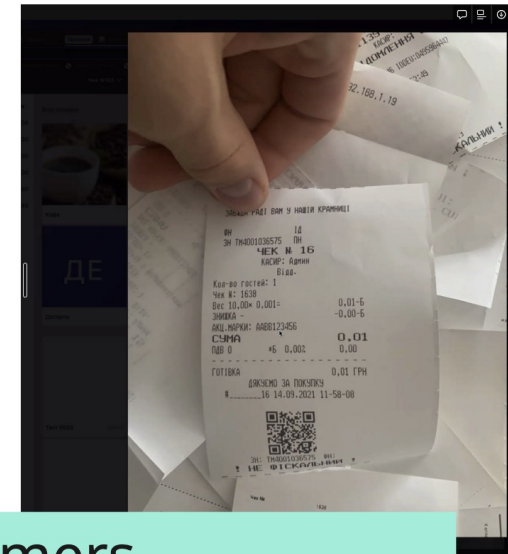
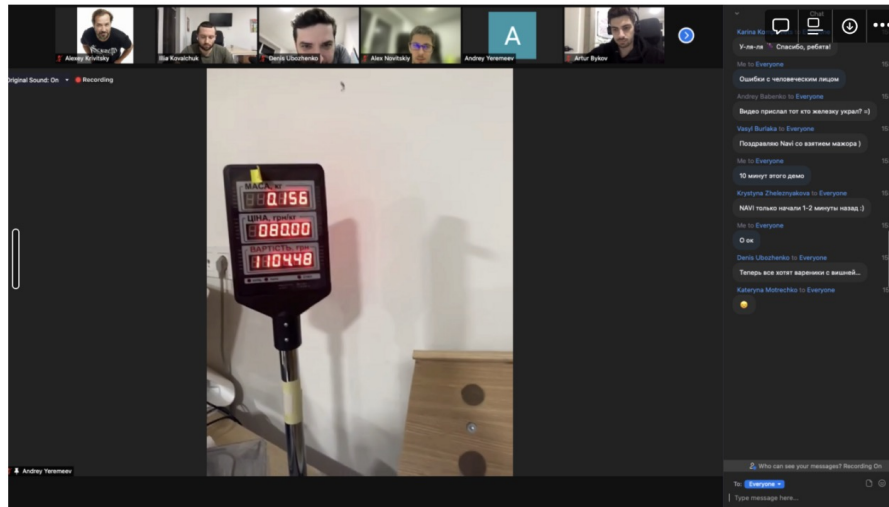
Took us 6 months to stop doing overall PBR



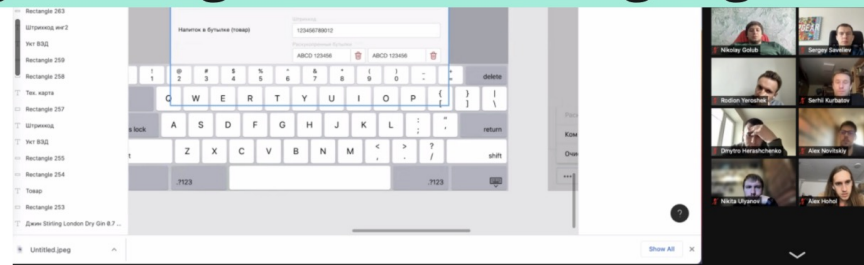
Overall PBR is wasteful.

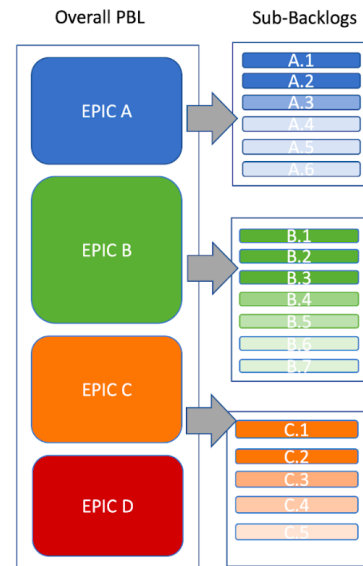
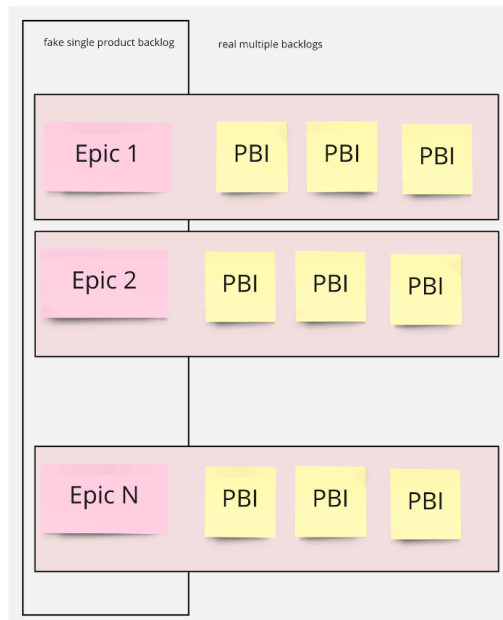
<http://less.works> BY-ND

<http://less.works> BY-ND

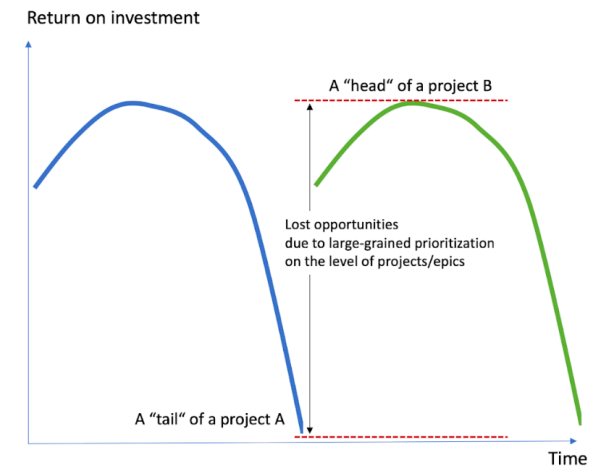


Took us 1 year to start inviting customers to PBRs and Sprint Reviews (impediment was using engineering vs domain language)





The law of diminishing returns in play with large-grained prioritization on the level of projects/epics.



There are always more backlogs than you think.

Условные обозначения:

в Наблюдении персонажи как минимумы 10%

Это чёрные дыры
уникалы из них не
вернуться...!

ментальн. путь
только не
по дороге старости

перемещение
вверх, но не
ниже дна

делание
порывов

делание
сдвиганий

в Р/Р/Р/Р

голова

100% 90% 80% 70% 60% 50% 40% 30% 20% 10% 0%

What happened to the "POs"?

team-
level PO

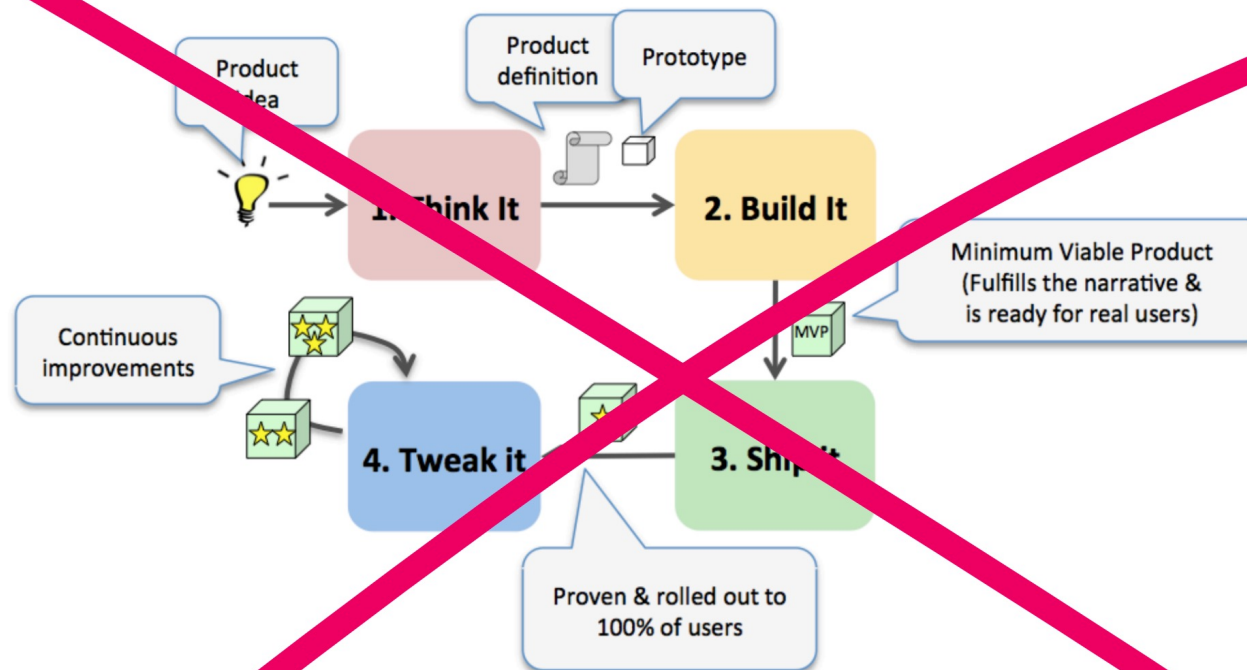


team
member

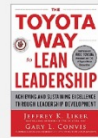
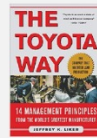
One joined a team as a
developer (yooohoo!)

product
manager

Other five became known as
PMs being now separated from
the work itself (as well as the
feature teams)



- **Think It** = figure out what type of product we are building and why.
- **Build It** = create a minimum viable product that is ready for real users.
- **Ship It** = gradually roll out to 100% of all users, while measuring and improving.
- **Tweak It** = Continuously improve the product. This is really an end state; the product stays in Tweak It until it is shut down or reimagined (= back to Think It).



value adding activities

non-value adding activities

FLOW of VALUE

<---- cycle time ---->

unhappy customer

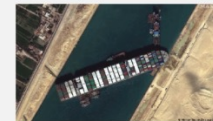
upstream

hand-off

big batch

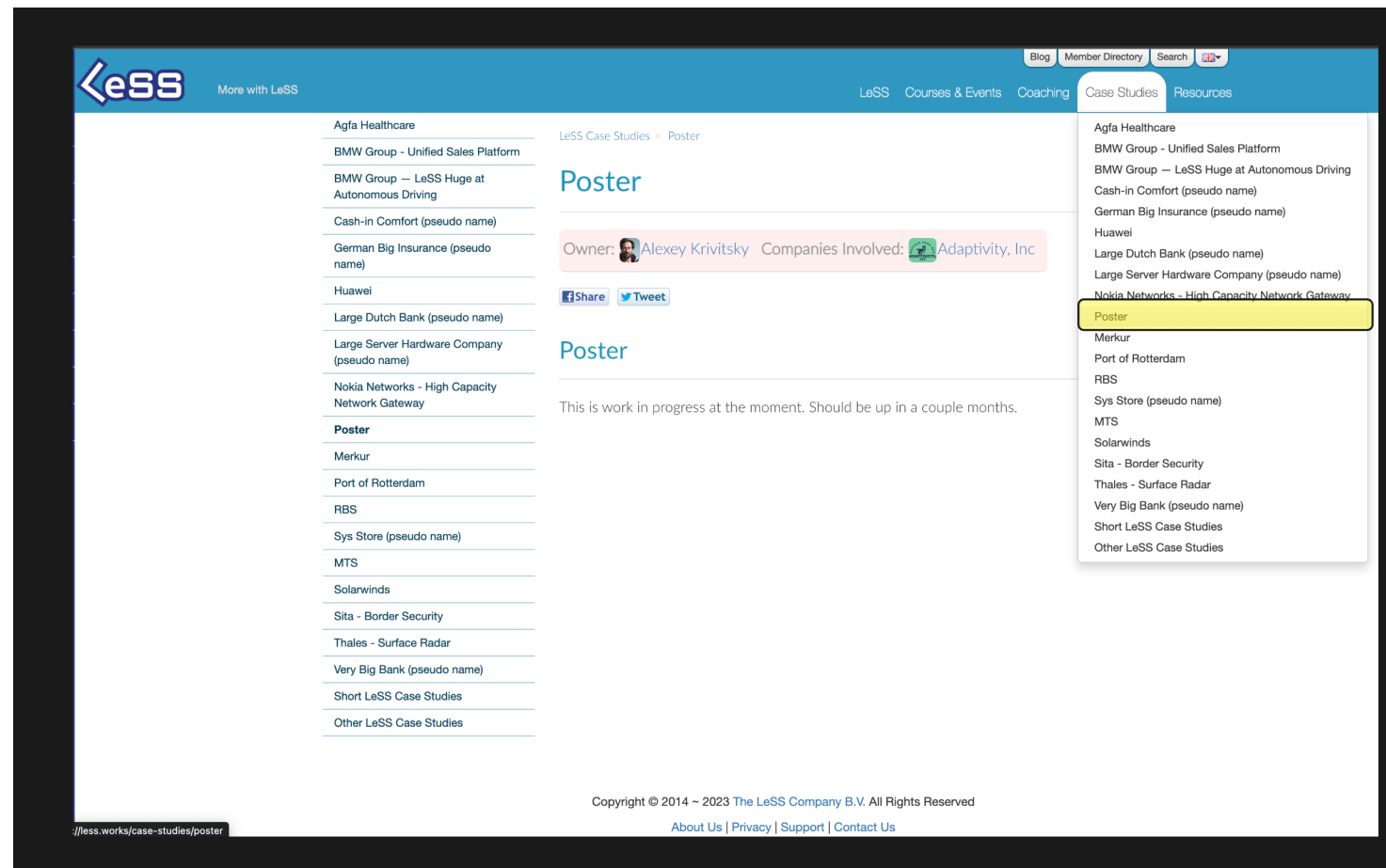
downstream

happy customer



There are way more to say...

Stat tuned for a full LeSS Adoption case-study to get published.



The screenshot shows the LeSS website interface. The top navigation bar includes links for Blog, Member Directory, Search, and a language selector. The main navigation bar lists LeSS, Courses & Events, Coaching, Case Studies, and Resources. The left sidebar contains a list of case studies, with 'Poster' highlighted. The main content area displays the 'Poster' case study, including the owner (Alexey Krivitsky) and companies involved (Adaptivity, Inc). The right sidebar also lists case studies, with 'Poster' highlighted. The footer contains copyright information and links for About Us, Privacy, Support, and Contact Us.



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LeSS Case Studies - Poster

Poster

Owner:  Alexey Krivitsky Companies Involved:  Adaptivity, Inc

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Poster

This is work in progress at the moment. Should be up in a couple months.

Agfa Healthcare
BMW Group - Unified Sales Platform
BMW Group - LeSS Huge at Autonomous Driving
Cash-in Comfort (pseudo name)
German Big Insurance (pseudo name)
Huawei
Large Dutch Bank (pseudo name)
Large Server Hardware Company (pseudo name)
Nokia Networks - High Capacity Network Gateway
Poster
Merkur
Port of Rotterdam
RBS
Sys Store (pseudo name)
MTS
Solarwinds
Sita - Border Security
Thales - Surface Radar
Very Big Bank (pseudo name)
Short LeSS Case Studies
Other LeSS Case Studies

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German Big Insurance (pseudo name)
Huawei
Large Dutch Bank (pseudo name)
Large Server Hardware Company (pseudo name)
Nokia Networks - High Capacity Network Gateway
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