

Rolle des Management in LeSS

System Thinking Workshop

Gruppenübung – Theorie X / Y

- Bildet Gruppen mit 5-6 Personen
- Unterteilt ein Flipchart in 2 Spalten, Theorie X und Theorie Y



ROLE OF MANAGER



GO SEE



TEACHING PROBLEM SOLVING



MANAGER AS SCRUMMASTER?



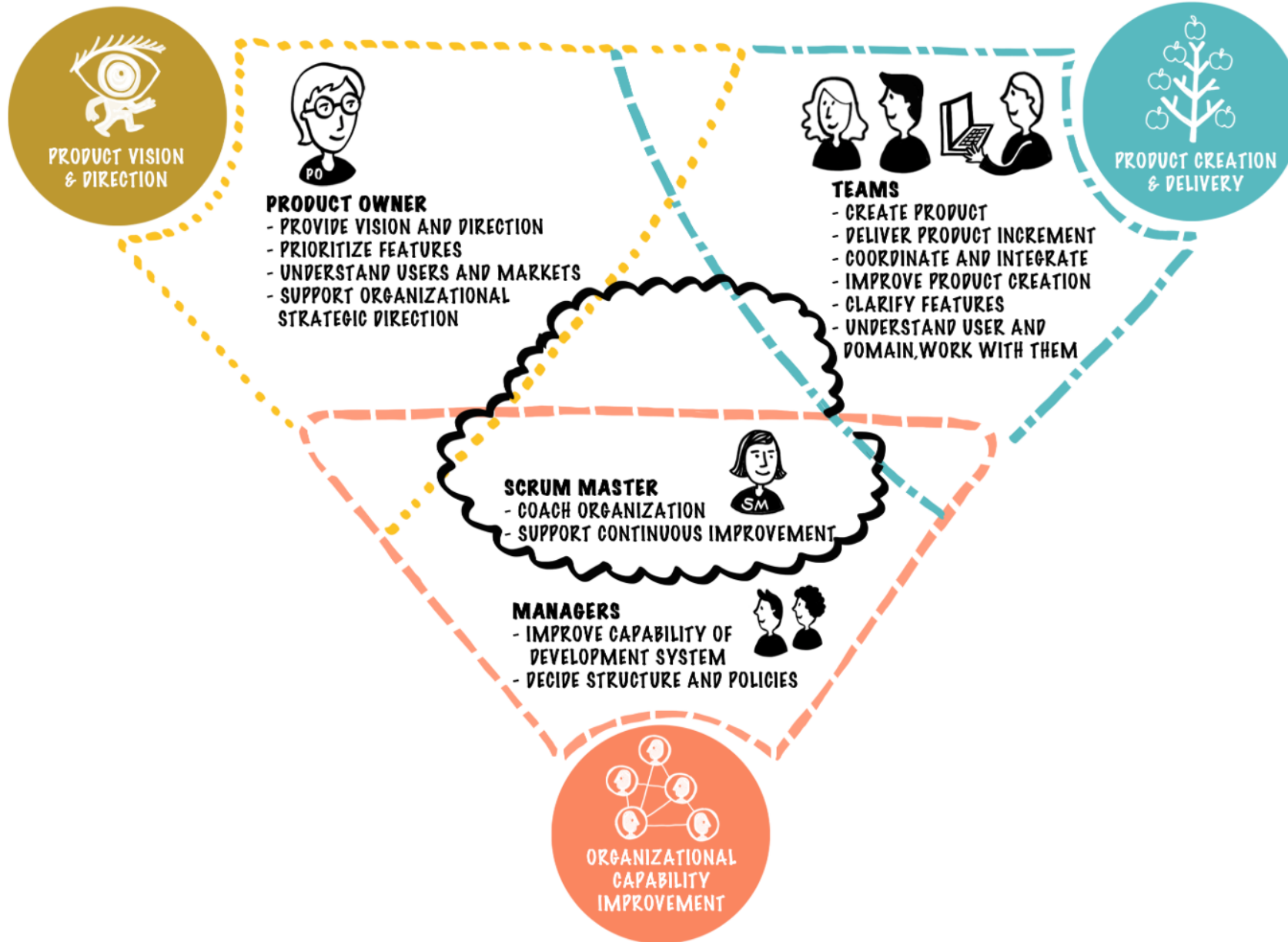
MANAGEMENT



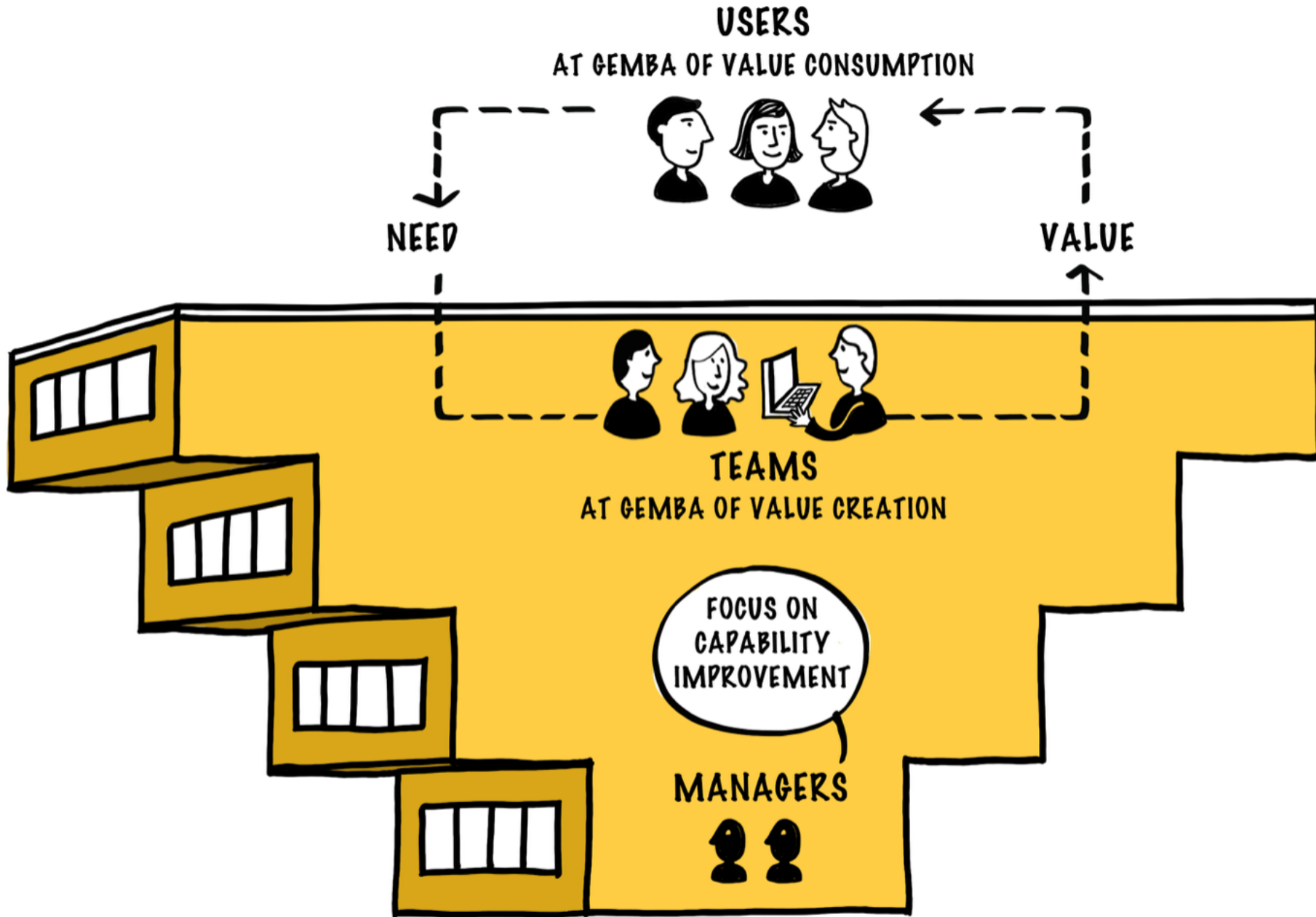
SELF-MANAGEMENT

IMPROVEMENT SERVICE



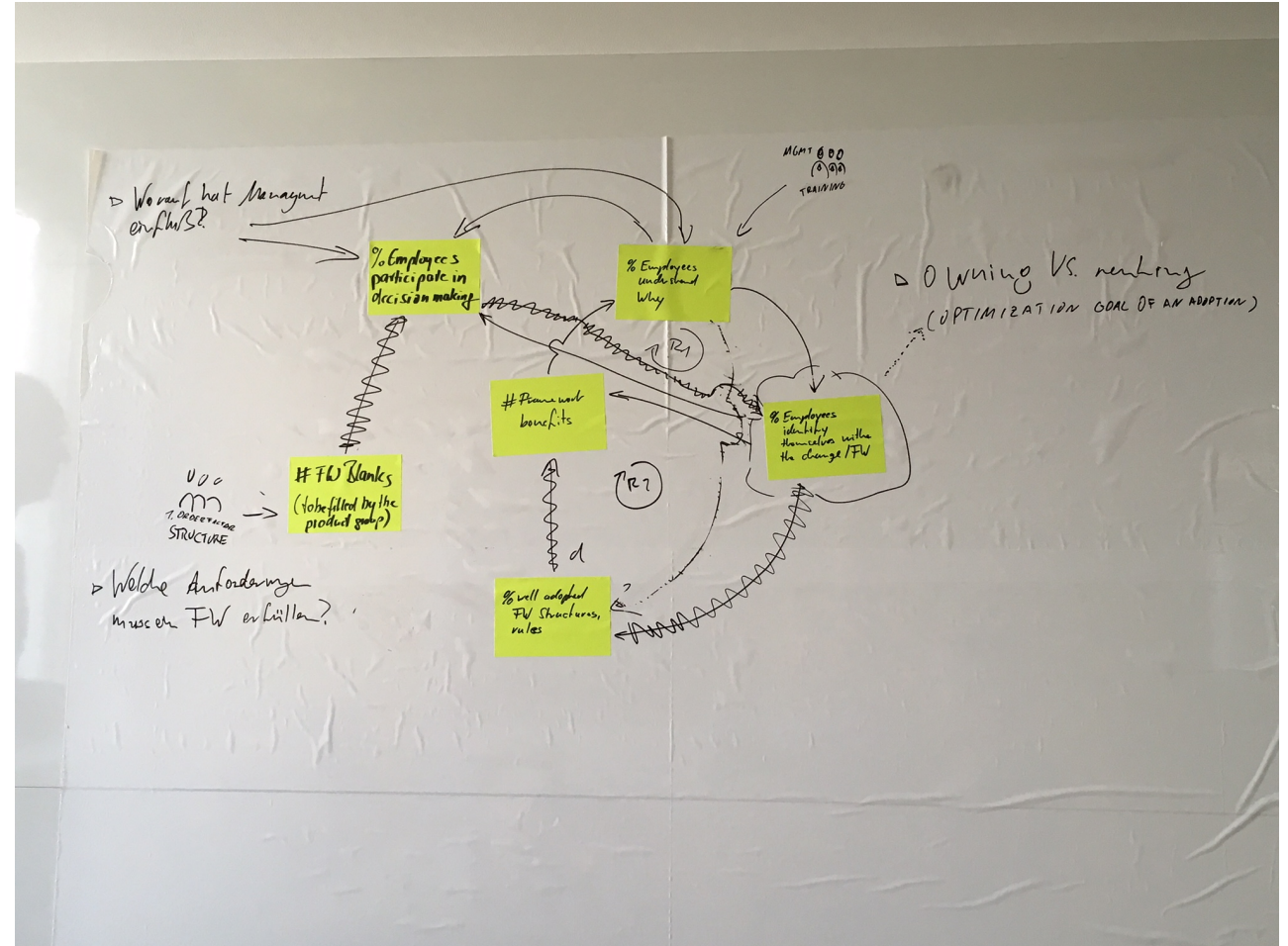


— ORGANIZATION



System Thinking – Workshop

- Gruppen bleiben bestehen
- Zunächst: Kurze Einführung in Causal Loop Diagramme
- Aufgabenstellung
- Workshop (29 Minuten)
- Gemeinsames Debriefing



„How to“ in Causal-Loop-Diagramme

<https://less.works/de/less/principles/systems-thinking.html#SeeingSystemDynamics:CausalLoopDiagrams>

(Vereinfachtes Beispiel)

- Variables („Feature Velocity“, „# Defects“)
- Causal Links
- Opposite Effects
- Balancing & Reinforcing Loops
- „Beliefs“ („# of Developers“)
- Delays
- Constraints („Budget“)

System Thinking - Workshop

Fragestellung: Wie können wir mit der Wahl unseres „Skalierungs“-Ansatzes / -Frameworks die meisten Vorteile und den größten Mehrwert erhalten?

(Implizite Frage: Wie kann Management das unterstützen? Wo und wie hat das Management Einfluss?)

How-to:

- Startet mit den ersten beiden Variablen
- Fügt dann immer eine Variable hinzu.

Systems Thinking Exercise

Sketch a systems model, given this:

- > You are going to start your first large agile adoption and you would like to make sure that you are benefitting from a Framework.

start with these variables

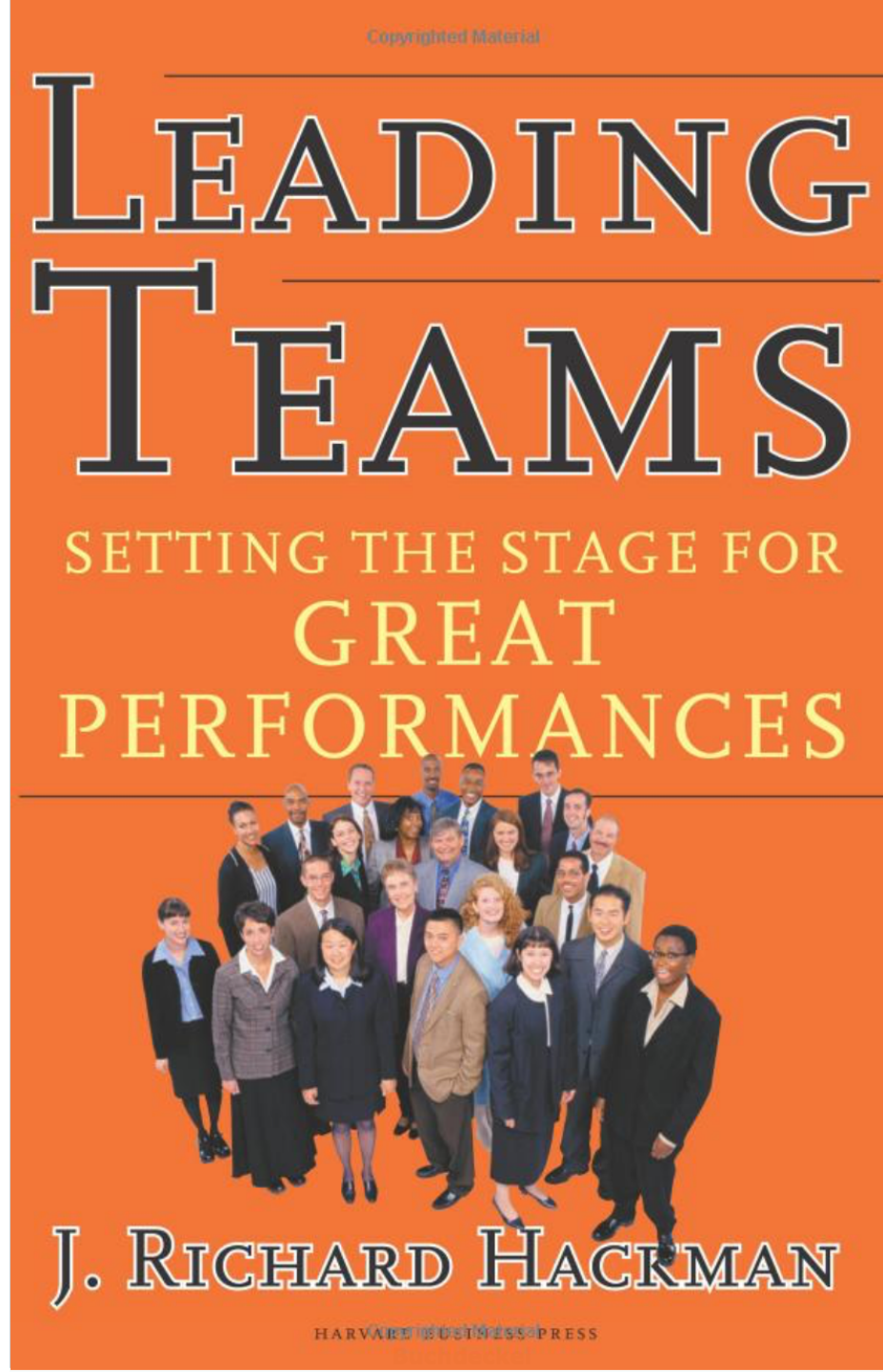
- > **#Framework (FW) benefits**
- > **%well adopted FW Structures, rules**
- > **%Employees identify themselves with the change**
- > **%Management involves employees in decision making**
- > **#FW Blanks (to be filled by the product group)**
- > **%Employees understand why**
- > **%likelihood employees fall back into old habits/structures when problem arise**
- > **#Employees part of the adoption at start off**

Role of the Team Leader (Hackman)

Hackman on Managing Teams:

https://www.youtube.com/watch?v=mLuDJV_mTBw

1. Get the enabling conditions in place, and keep them there
2. Coach at the margins to help the team take full advantage of its favorable performance circumstances.





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Scrum Einführung
Scrum Basics Training
LeSS Adoptions