

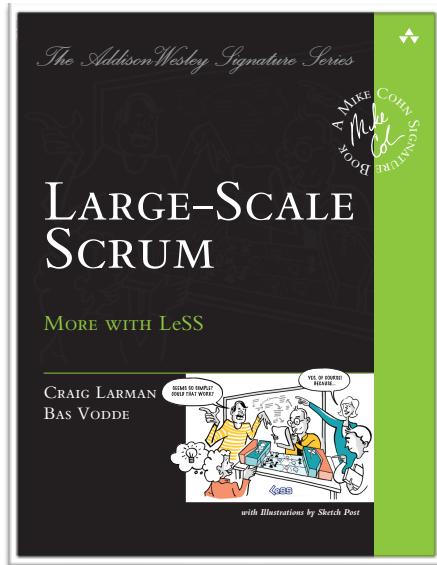


v.49

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## Book Raffle?



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## Scaling?

first, a caution...

7



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?" ...**

8

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

[Horowitz74]

9

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

10

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

11

but groups still ‘scale’,  
for reasons...

**compelling**  
 (“create self-driving car”)

questionable  
 (“low-cost sites”)

12

so is LeSS for **scaling**?

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# Descaling & Simplifying

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

15

is this the right  
question? ...

16

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

17

**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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## **BIG** Idea

LeSS **descales** organizational complexity,  
(1) dissolving unnecessary complex org solutions  
(2) solving in simpler ways

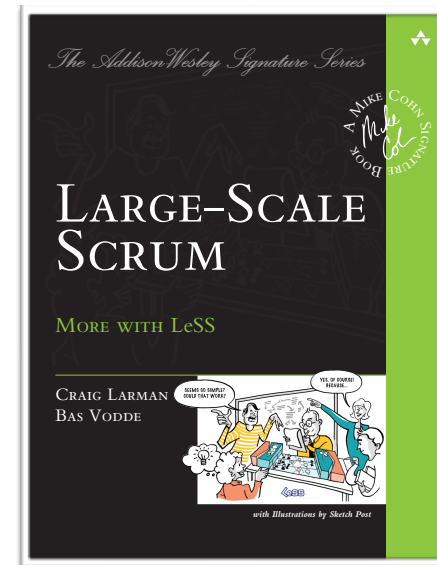
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LeSS  
More with LeSS

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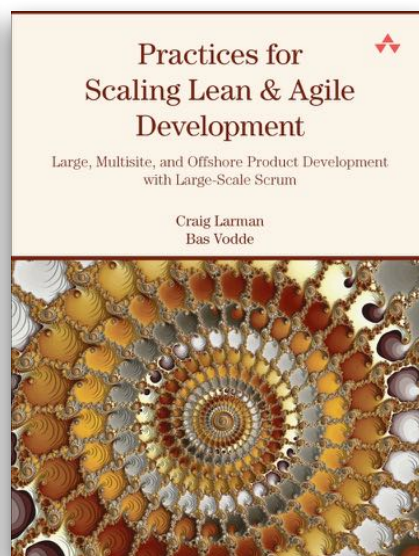
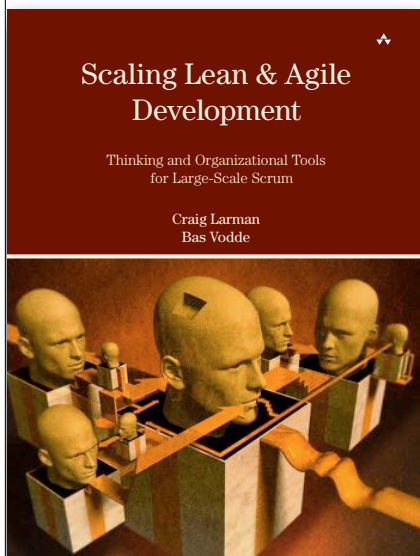
# Learning Resources

3rd LeSS book...

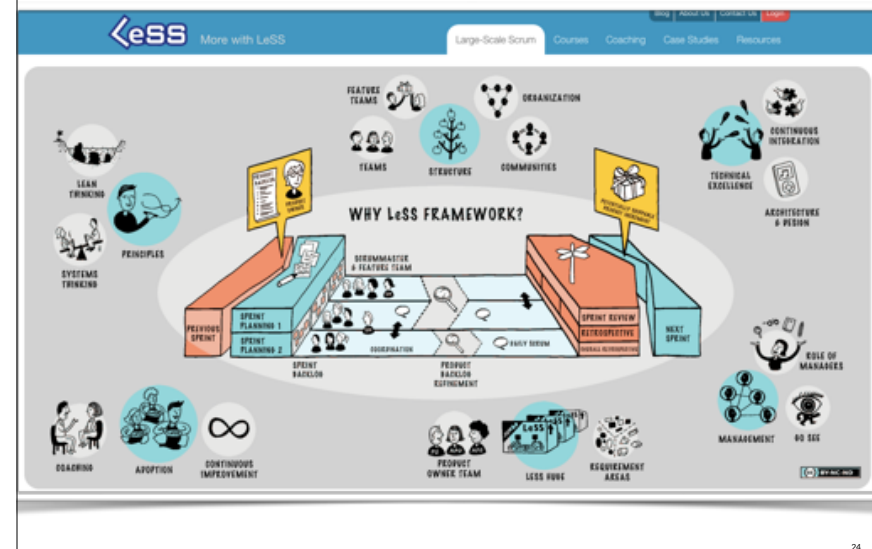


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First Two LeSS books...



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# System Optimization & Org Design

system  
optimizing  
goal?

26

organizational  
design consistent  
with the system  
optimizing goal?

27

# Larman's Laws of Organizational Behavior

why so much?...

**Lean-but**

**Scrum-but**

**Kanban-but**

**DevOps-but**

**AnyChangeIdea-but**

29

one reason...

30

**CIO**  
FROM 100

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## Cargo Cult Methodology: How Agile Can Go Terribly, Terribly Wrong



31

another...

32



“It is difficult to get a man  
to understand something,  
when his salary depends upon  
his **not** understanding it!”

— Upton Sinclair

33

and related...

34

## Larman's 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. As a corollary to (1), if after *changing the change* some managers and single-specialists are still displaced, they become “coaches/trainers” for the change, frequently reinforcing (2) and (3).
5. Culture follows structure (or behavior/mindset follows system)

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;) )

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# Local Optimization

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

**local optimization**

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examples of  
local optimization...

40

focus on moving the ball?



or on player job title?

focus on delivering dishes?



or on chopping onions?

# System Optimization



using the analogies, how to  
advise system optimization?



## Systems Optimization

“watch the **ball**,  
not the players”

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

45

the **One True**  
system optimizing goal?

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low E2E CT  
Highest Value  
Highest Agility/Adaptiveness  
Busy-ness  
Personal Secrecy  
Ideation  
Manager Prestige & Cash Transfer  
...

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## **BIG** Idea

leadership needs to  
agree on the system  
optimizing goal

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## 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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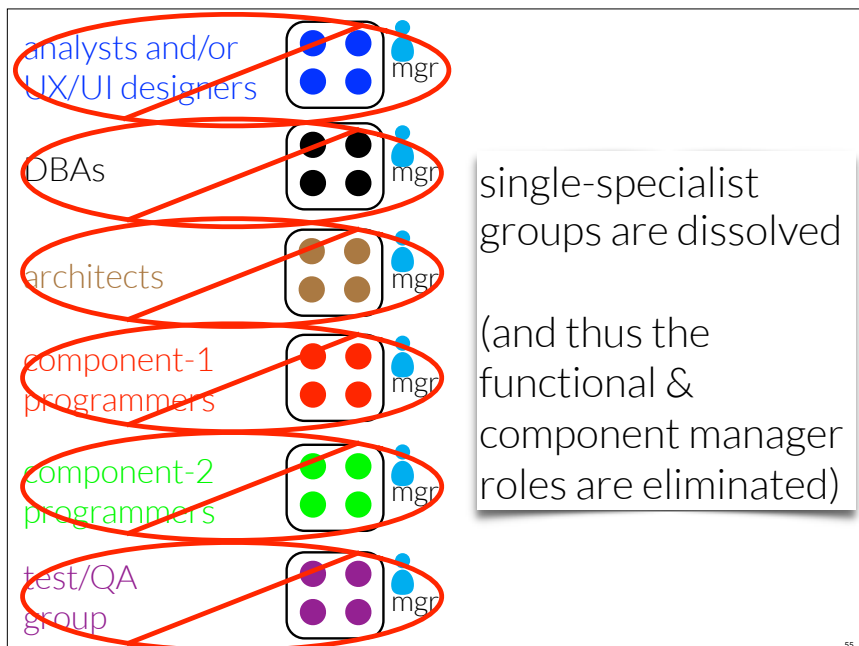
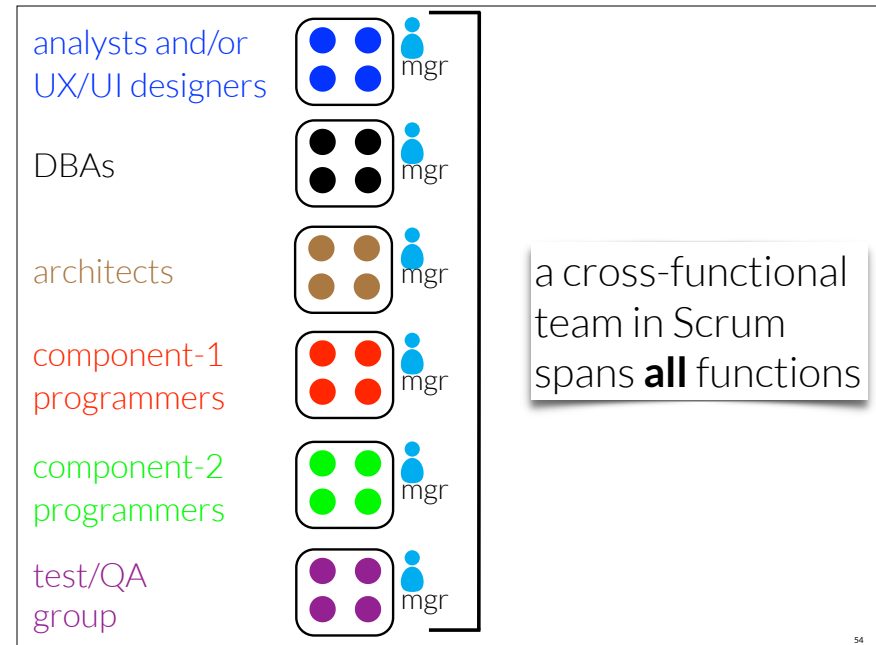
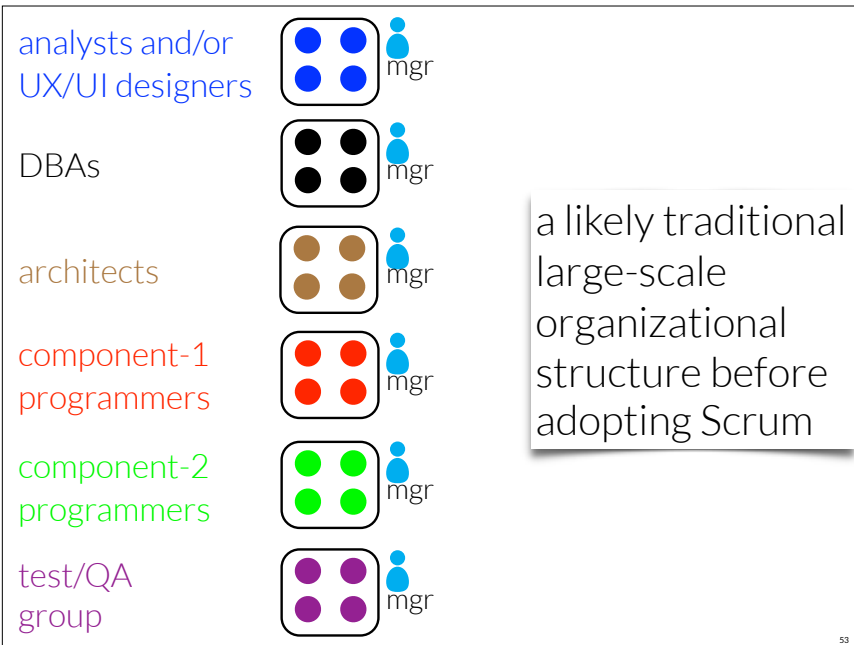
## Why LeSS?

Organize by  
Customer Value:  
Feature Teams

Decaloring with LeSS

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

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

— Upton Sinclair

**Guide:** Job Safety, but not Role Safety

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