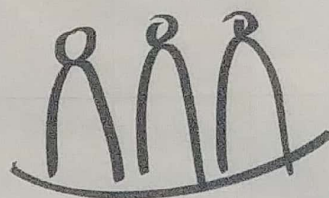


Welcome



Large-Scale Scrum

Hel sinki: (Less)

How many POs
and PBs are
needed in
Multi-team
Scrum?



Thinking Fast & Slow

David Kahneman

System 1

System 2

Fast
Intuitive
Decision

Uses
heuristics
&
models

Can be
amazingly
Fast and
WRONG or Right

Picks fast
one interpre-
tation and
discards others

Falls easily to
BIASES

⇒ Wikipedia
List of cognitive
biases

Rational
Deduction

Considers
alternatives

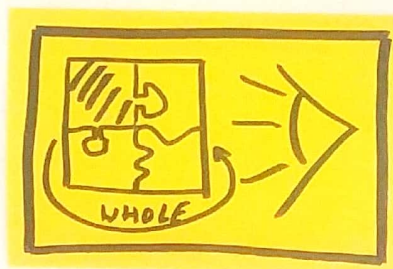
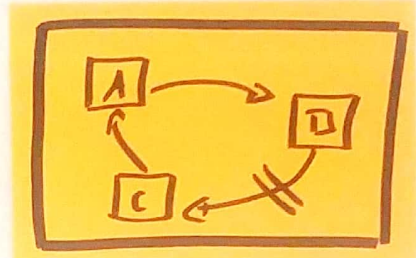
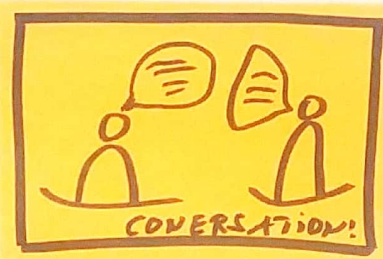
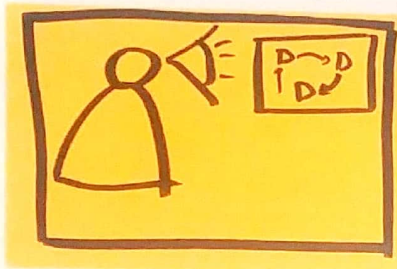
Creates new
models and
heuristics for
System 1

Takes
ENERGY
+
TIME

People are
"energy savers"
⇒ satisfied
with System 1
interpretations

Systems Thinking

✓ Organizations are
COMPLEX systems



✓ All models are WRONG
Some are USEFUL

✓ There is no BLAME

Resources: → less works

→ The fifth discipline P. Senge

Causal Loop Diagram

Level of thirst

Cash Reserve

Beer intake

Alcohol level at blood

Positive

Salty Snack

Happy mood

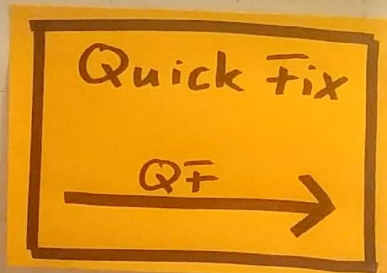
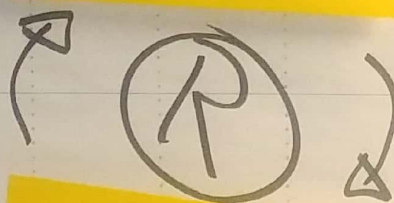
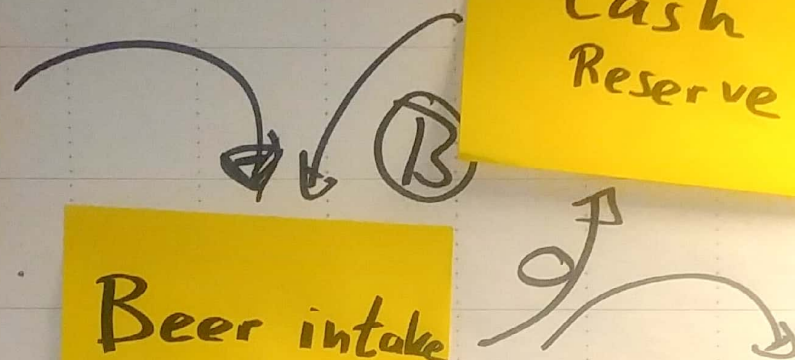
Delay

Inverted

Quick Fix

Coma

Thought
Mental
Models



Highest Value

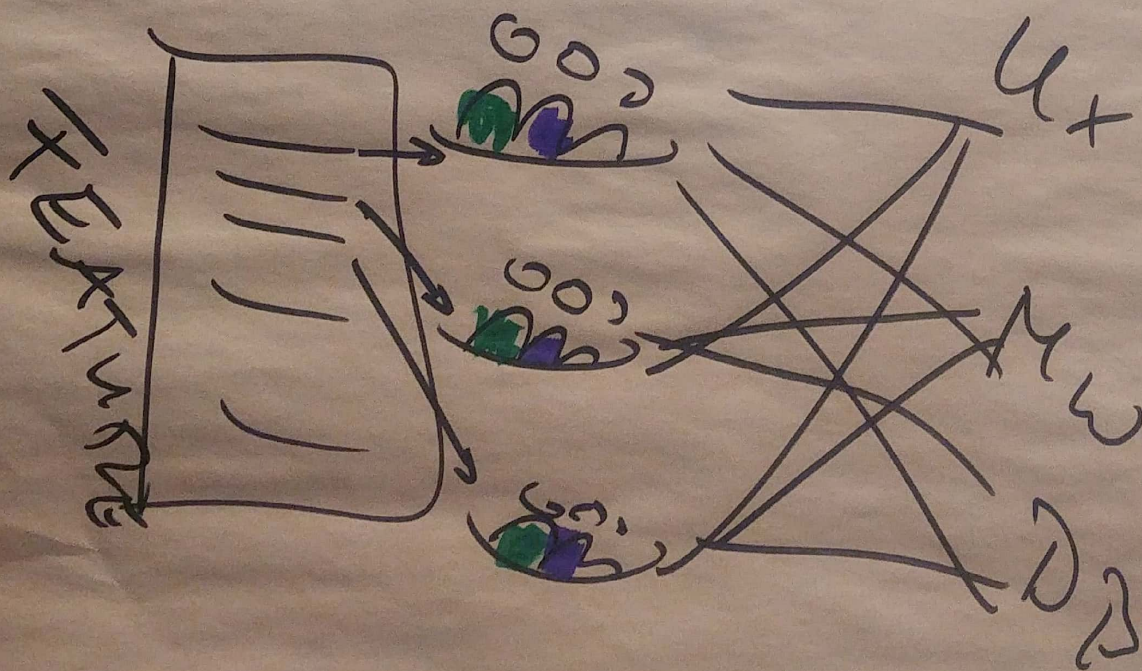
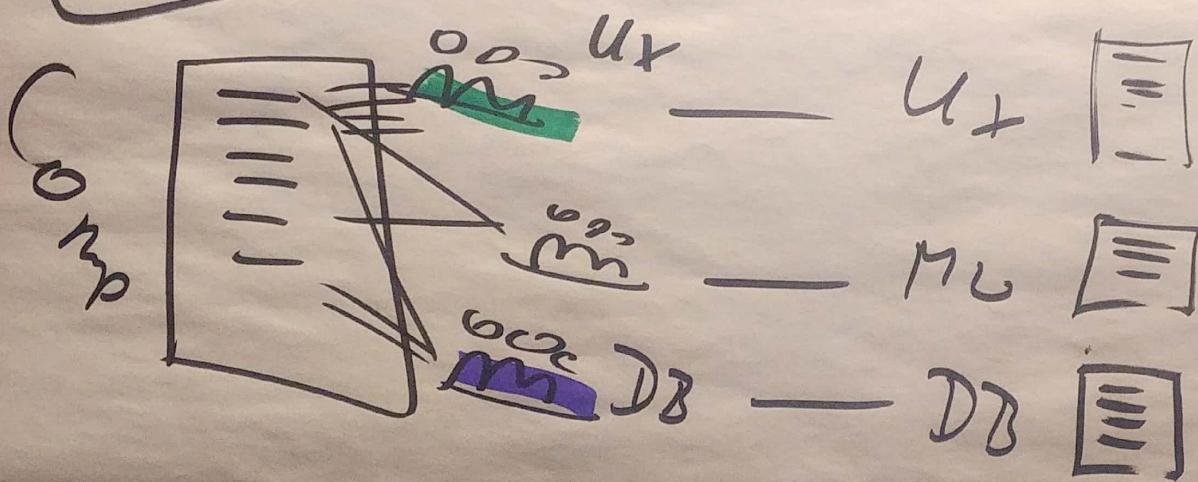
TEAM
B1

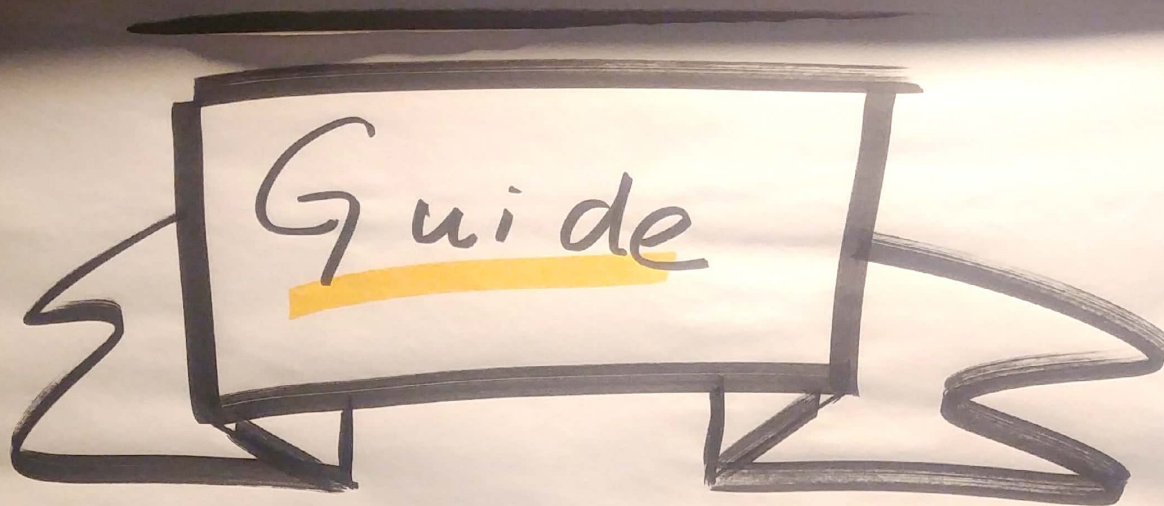
TEAM1	
€ 8000	
€ 7000	
€ 6000	
€ 5000	

Team 2	
€ 9	
€ 0	
22	
16	

Not
highest
value

Component vs. Feature teams

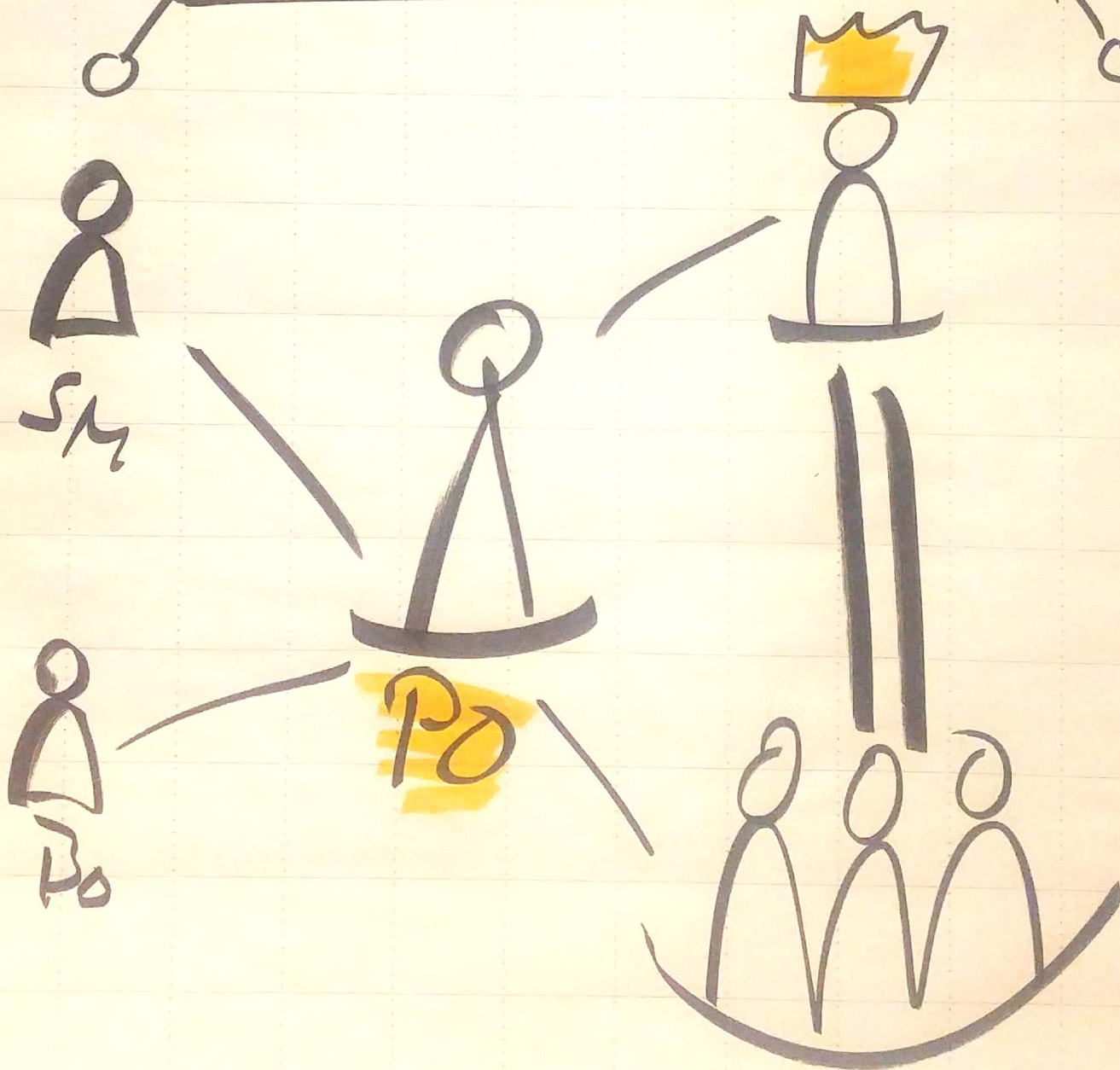




Own
vs.
Rent



5 Interfaces of a PO



Less

FUN AT
BAR

% of total (product)
items a team knows
well (requirements &
design)

LIKELIHOOD SO-CALLED
"PO'S ARE DOING
LOTS OF ANALYSIS
& TALKING TO USERS
OR OTHER "PO'S"

LOCAL TEAM
IDENTITY

Backlogs/lists

ADAPTIVENESS OF
TEAMS TO CHANGE
DIRECTION AT THE
COMPANY LEVEL

degree that so-
called "PO's" are
a bottleneck

SO-CALLED "PO'S"
helping provide
product management

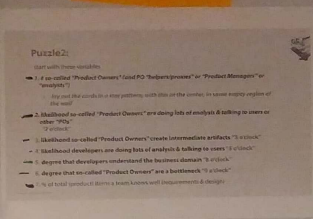
likelihood so-called
"PO's" create internal
artifacts

LIKELIHOOD THAT A SINGLE
TEAM WILL SEE THEY
MAY BE WORKING ON
LOW-VALUE ITEMS
FROM A COMPANY VIEW

degree that developers
understand the
business domain

likelihood developers
are doing lots of
analysis & talking
to users

% OF ITEMS
WORKED ON EACH
SPRINT THAT ARE
HIGHEST VALUE FROM
A COMPANY POINT OF VIEW





Large-Scale Scrum
Meetup Helsinki
←
Friday, 24th May
10:00 AM - 12:00 PM

No go zone...
To see the bulk carrier
unloading coal ☹️,
ask a host

OgS