Introduction to LeSS

descaling organizations to turn on a dime for a dime

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Evolve Agility - Trainings

❃ Learning by doing

❃ Power-point free

❃ Advanced Level - Scrum Master, Product Owner, Leadership trainings, and Systems Thinking

Evolve Agility - Coaching

❃ Executive and Team level

❃ Organization design

❃ Developing internal coaching team capabilities.

Evolve Agility - Agile Transformation

� Organization Assessments

✿ Agile Evolution Journey

✿ Experiment based, data-driven

Introduction to LeSS

descaling organizations to turn on a dime for a dime

What is Large Scale Scrum (LeSS)?

Organizational Design Approach to De-Scale Organizations

it's about figuring out how to apply the principles, purpose, elements, and elegance of Scrum in a large-scale context, as simply as possible.

What is scaling?

System Optimizing Goal

From here to there, quickly & safely.
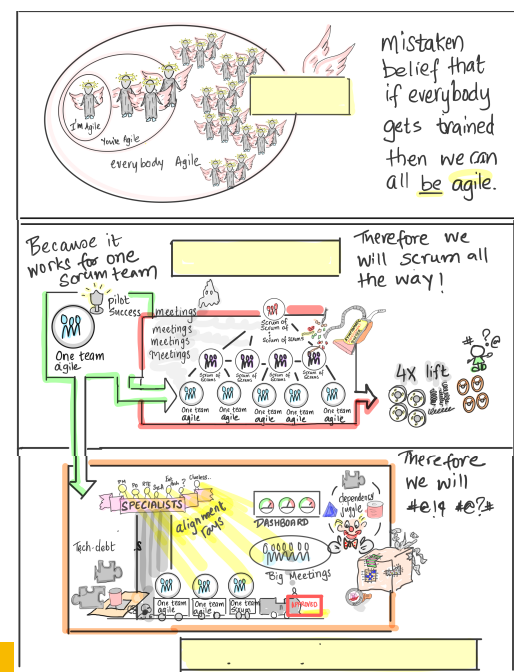
- Optimize for some outcome, without violating some constraints

- Every organization system optimizes for some goal. (Implicit or Explicit)

Paved for speed

Safety guardrails
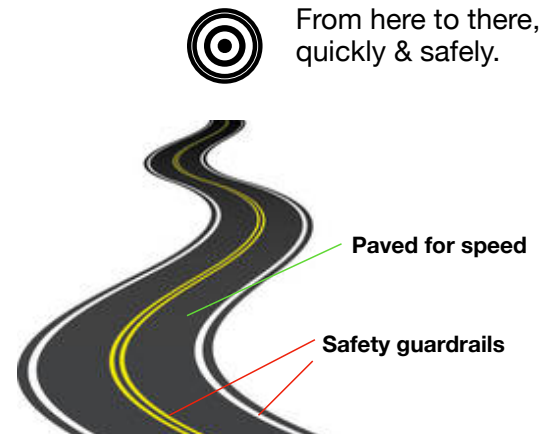
LeSS Optimizing Goal

Turn on a dime for a dime

- Value delivery..therefore..decrease transaction cost

- Adaptability..therefore..decrease cost of change

Cycle Time

CASH

CONCEPT

feedback
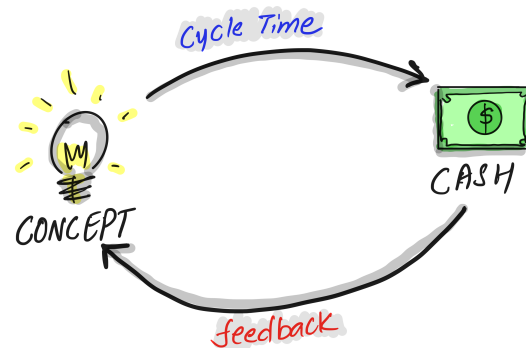
Impact on Transaction Cost

❋ increase in # of Proxy roles ⬆

❋ increase in # of Hand offs ⬆

❋ increase in # of Multi-Site development teams ⬆

❋ decrease in # of Dependencies ⬇

❋ increase in # of Coordinator roles ⬆

Impact on Cost of Change

❋ Increase in Product Owner authority over backlog ⬇

❋ Increase in Size of requirements batch (scope) ⬆

❋ Improvement in quality of Automated tests ⬇

❋ Increase in degree of team understanding of customer needs ⬇

❋ Increase in degree of architectural coupling ⬆

LeSS descales organizational complexity

* Dissolving unnecessary complex organization solutions

* Solving in simpler ways

Descaling

Simplifying

LeSS is for learning organization with adaptability NOT for local efficiency.
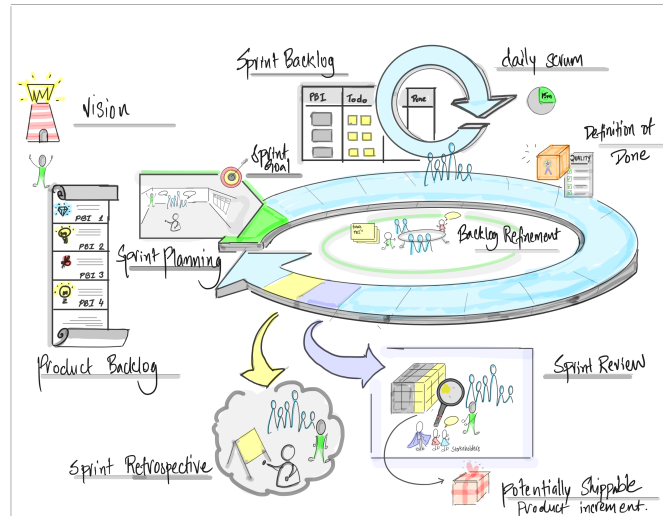
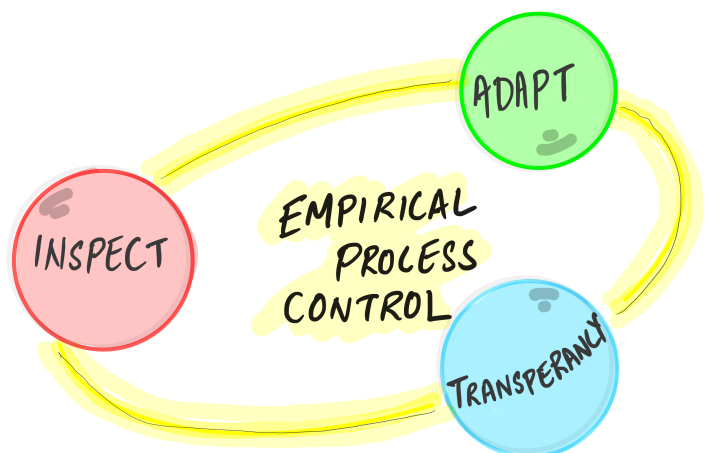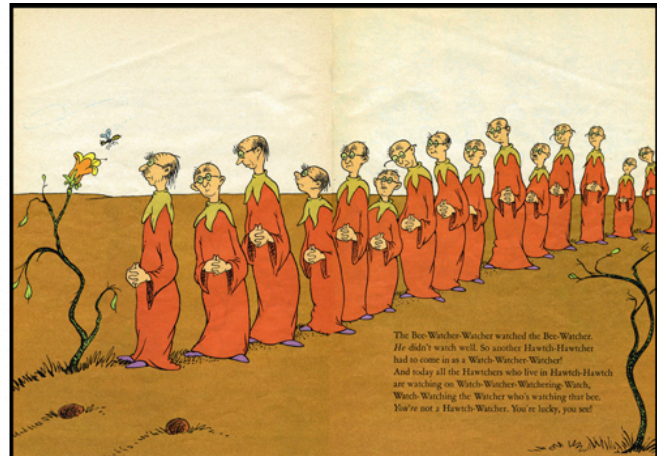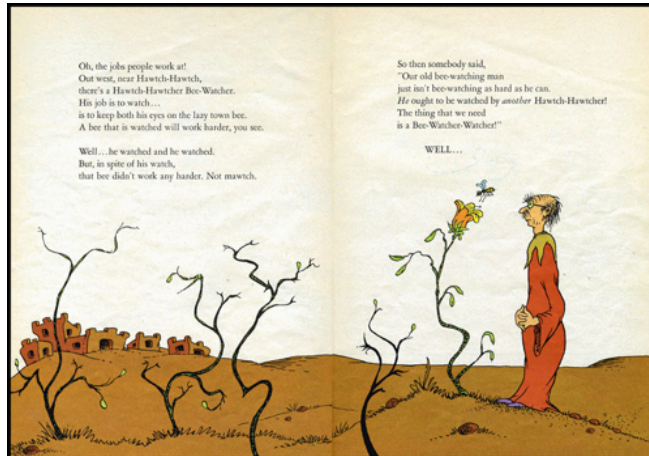# Large Scale Scrum (LeSS) is Scrum

Mechanics of Scrum

Roles

Events

Artifacts

Scaling the essence of Scrum

WHOLE PRODUCT FOCUS 360°

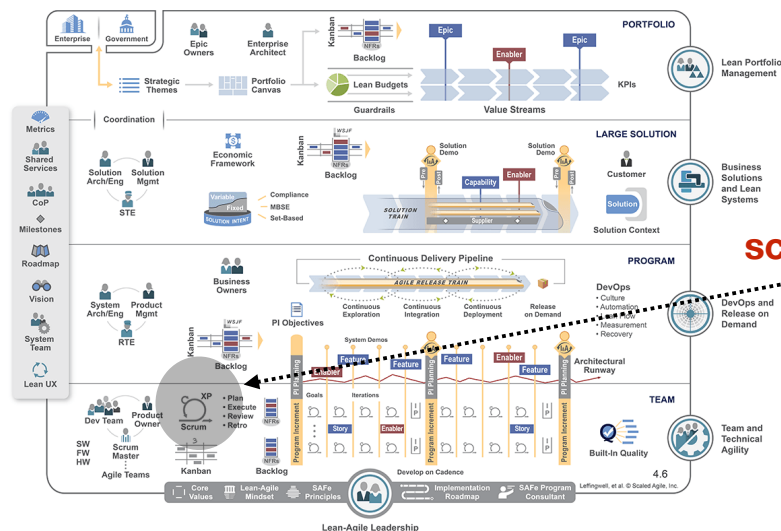INSPECT

ADAPT

EMPIRICAL PROCESS CONTROL

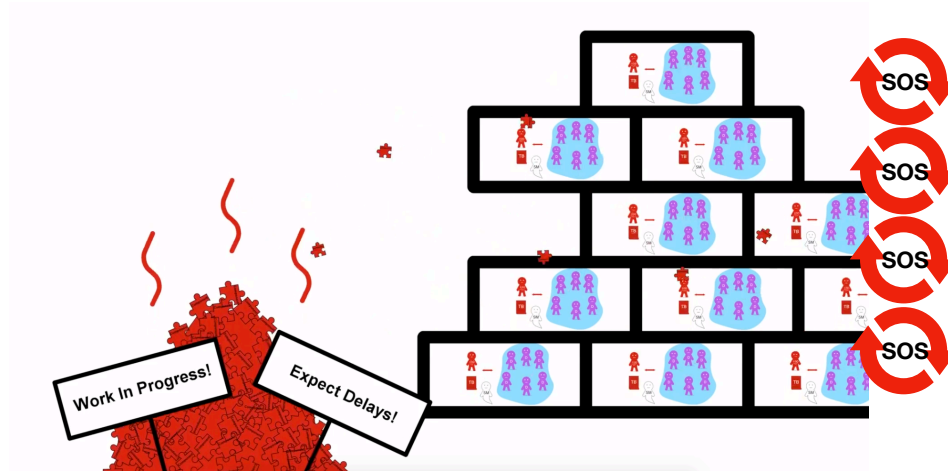TRANSPERANCY

Conventional Management

Source: https://blog.odd-e.com/yilv/2018/08/seeing-system-dynamics-in-organizational-change-4-the-best-time-to-de-scale.html

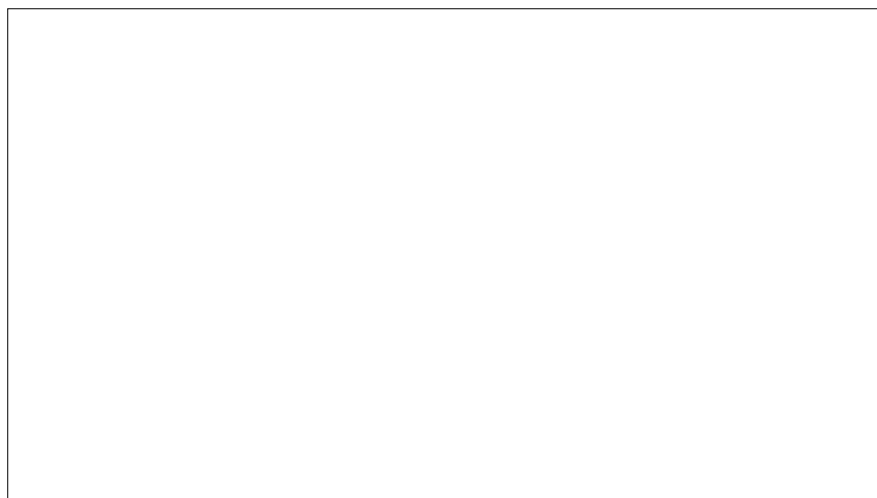# Burying scrum under conventional management is not scaling scrum

scrum here

Copy Paste Scrum is not Scaling Scrum

Credit: Michael James - How misconceptions about PO role harm - https://www.youtube.com/watch?v=cr2rjaGmUzo

Large Scale Scrum (LeSS)

Source: https://www.youtube.com/watch?v=1BZf_Oa7W94

Do more with less ..

❋ Hand-offs	❋ Meetings	❋ Fear
❋ Dependencies	❋ Reporting	❋ Offshore
❋ Specialization	**WASTE**	❋ Multiple sites
❋ Coordinators	❋ "deliverables"	❋ Extra Processes
❋ Proxies	❋ Tools	❋ Work-in-progress

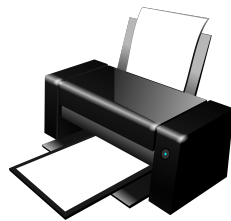
Bad News

Existing skills is #1 constraint
in your organization

Functionality of a resource
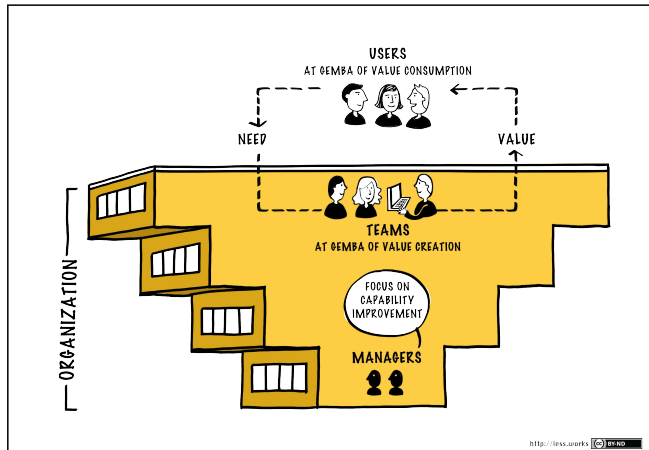never improves on its own.

Good News

People have capability to
learn new skills

Create learning wherever it is
constrained

LeSS Organization

- ✳ More responsible teams with fewer role distinctions

- ✳ More customer focus, more collaboration with fewer artifacts

- ✳ More learning, more ownership, more meaningful work, more fun with less process
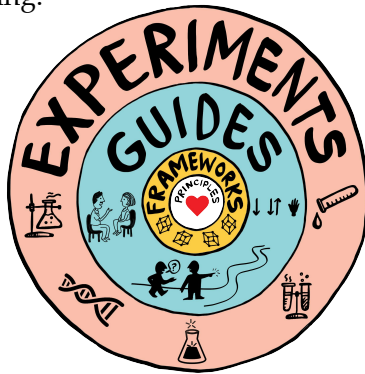

Build up, don't ..

Mail order from outside consultants

Pick and choose as if it were a buffet of best practices

LeSS Complete Picture

Like scrum, LeSS is deliberately incomplete; it leaves space for vast situational learning.

LeSS is more than a set of principles and experiments. It also provides a framework with rules. The LeSS Rules define what is LeSS (and what isn't) and they provide a concrete framework for applying LeSS.

Within the LeSS Framework, product groups can apply the experiments and discover what works best for them at a certain moment.

Change the change

Any attempt at real change will be derided as "purist", "impractical", "un-necessary"

Larman's Laws of Organizational Behavior

(Spanish translation)(Russian translation) (Japanese translation)(Persian/Farsi translation)(Polish translation)(Portuguese translation)

After decades of observation and organizational consulting, here are *Larman's Laws of Organizational Behavior*. These are observations rather than laws to follow ;)

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 redefining or overloading 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", "revolutionary", "religion", 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.

Elaboration on law 5: A longer form is, *In big established groups, culture/behavior/mindset follows changes in the organizational system and design*. That is, if you want to really change culture, you have to start with changing the organizational system (groups, teams, roles and responsibilities, hierarchies, career paths, policies, measurement and reward mechanisms, etc), because culture does not really change otherwise. Said another way, the organizational system is strongly influential on mindset and behavior.
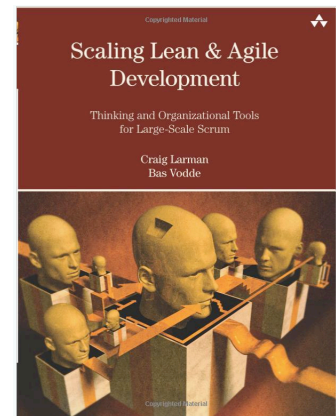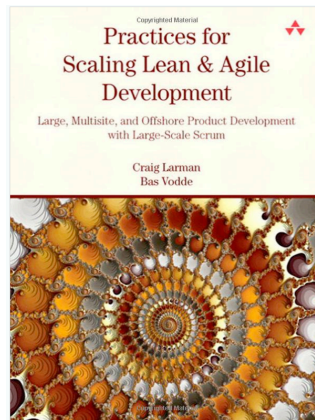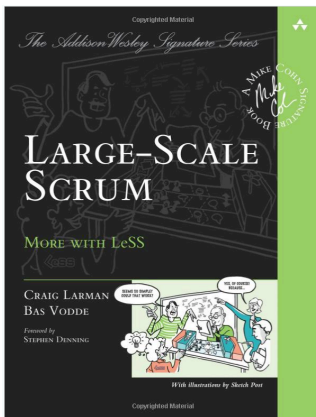
LeSS Principles
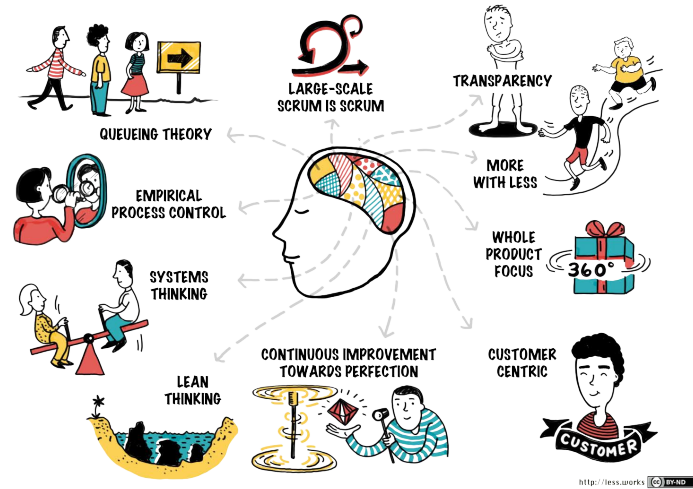
LeSS Framework

Learn More

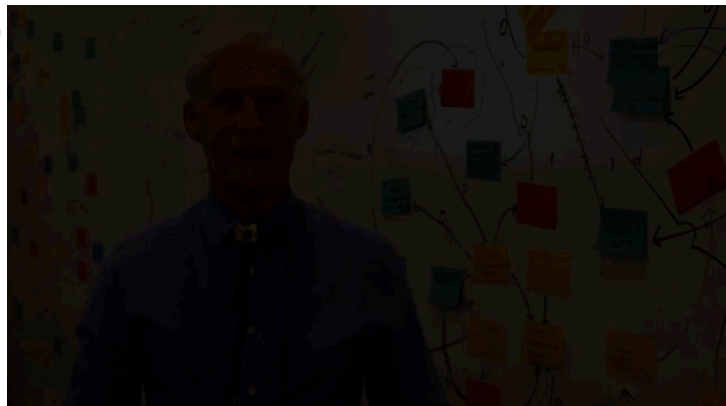**https://less.works**
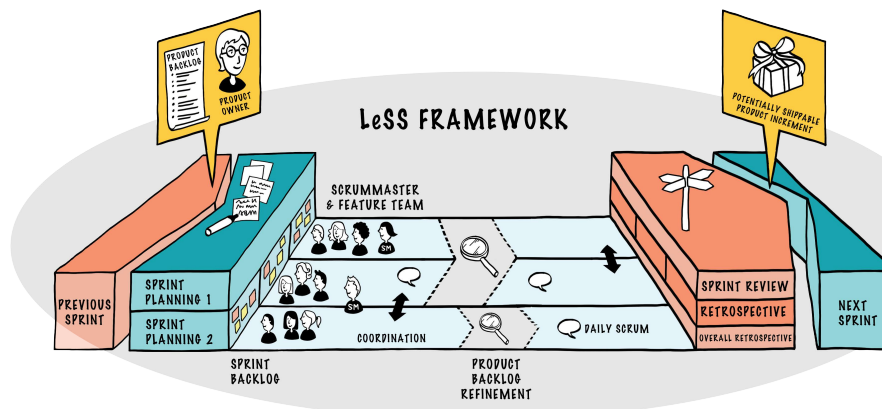
Certified LeSS Practitioner Course

Mar 9-11, Austin, TX - brought to you by Evolve Agility:

https://evolveagility.com/event/certified-less-practitioner-principles-to-practices-by-evolve-agility-austin-mar2020/
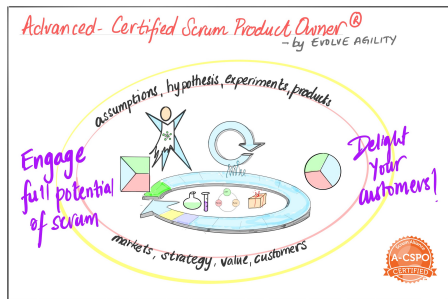
Discount Code: AGILEAUSTIN10

**Craig Larman
Co-creator of LeSS**

Learn More

Feb 27-28, Austin, TX.

April 03-04, College Station, TX

https://evolveagility.com/event/advanced-certified-scrum-product-owner-a-cspo-austin-tx/

https://www.eventbrite.com/e/lone-star-agile-coaches-camp-2020-college-station-tx-tickets-84755797873

Q&A