Warsaw

Overcoming prerequisites for LeSS

Georgiy Zhytar (Y Soft)

Mark Uijen de Kleijn (Co-Learning)

In this interactive MeetUp we will dive into prerequisites to adopt Large Scale Scrum (LeSS) or any other multi-team single product organization. You will discuss these prerequisites, we will share our experiences with them with you. After identifying these prerequisites, we will dive deeper into overcoming them do be able to adopt LeSS. First interactive, then we will share some experiences with it. Outcome for participants should be to have learnings how to be able to move forward in your product organization and hopefully your first steps to adopt LeSS.

Preparation for participants (to speed up your learning)

If you haven't participated in a LeSS Certified Practitioner (CLP) yet, Please watch the video and read the content in this section. It will help to speed up your thinking and learning. If you have followed a CLP and/or read things, it still is good to watch/read again.

Introduction to LeSS:

- Blog 'The essence of Scrum'
- LeSS Framework
- LeSS Principles
- Blog 'Multi-functional learning is the heart of agility'

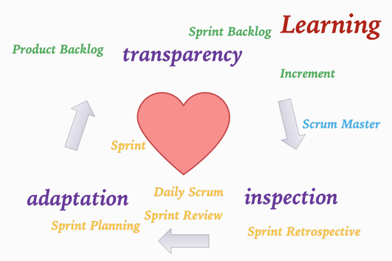
Who's here and where are you from?

Add your city and name and post-it in this area on geographical location

Aleksandra, Warsaw (Poland) | Marta, Warszawa-Szczecin | Tomek, Krakow | Yves from Bratislava | Agnieszka Gdańsk | Michal Donat, Most Czech republic | Georgiy, Brno, Czechia | Mark Uijen de Kleijn (Eindhoven, Netherlands) | Bartek. Gliwice | Kamil Krakow (Poland) | Jarek Warszawa | Natalia, Krakow | Krzysiek Szczecin | Grzesiek, Warsaw | Sabina, Krakow (Poland) | v | Marcin, Katowice (PL) | Krzysiek, Warsaw | Piotrek S. Warsaw | Michał, Warsaw, Poland | Agata Wrocław | Jacek, Wrocław | Michal Wawa | Kasia (Warsaw) | Sebastian, Warsaw | Krzysiek Warsaw | Pawel (Warsaw) | Dominika Warsaw | zeerniewice (Poland) | Artur, Warsaw, Poland

Introduction Scrum & LeSS

Goal of this part:
be aligned on the foundations for further discussions



=
descaling framework

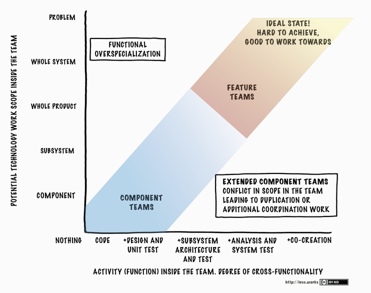
Prerequisites to move to LeSS

Goal of this part:
Discuss together in a group what the prerequisites are or could be to adopt LeSS

Assignment:
1. Join a breakout room and use the Mural space corresponding with your break-out room number
(10 min:)
2. Add sticky notes and discuss to answer the question below.
3. Cluster similar sticky notes and add a category name.
(5 min:)
4. Odd numbers move to the subsequent breakout session (1 > 2, 3 > 4 etc.)
5. Pitch the outcomes of your group to the other group and the other way around + 1 min for clarification questions

Central question:
Which prerequisites need to be met before adopting LeSS or changing to a multi-team single Product organization?
Note: focus on adoption, not on 'convincing' the organization to move to LeSS. E.g. 'product definition is clear'

Product definition



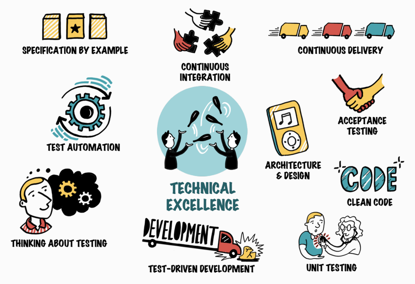
Understanding what's needed to learn and grow for the teams

Team makes decisions

Self-managing teams make their own decisions.

Decisions delegated to (team of) teams

Mindset for a supporting environment and organizational improvements



Foundation (to move to) Technical Excellence

Some LeSS Rules that are important:
- Structure of organization: teams as building block
- Cross-team coordination is decided by teams
- Establish the complete LeSS Structure 'from the start'

LeSS Adoption principles

Goal of this part:
Discuss the LeSS adoption principles in your group and subsequently which prerequisites would still be needed when respecting the adoption principles

Assignment:
1. Join your previous breakout room and use the Mural space corresponding with your break-out room number
(10 min:)
2. Discuss and divide the prerequisiites of your group according the queston below:
- cluster 'prerequisite still needed for adopting LeSS'
- cluster 'prerequisite not needed to start adopting LeSS'
(5 min:)
4. Odd numbers move to the subsequent breakout session (1 > 2, 3 > 4 etc.)
5. Pitch the outcomes of your group to the other group and the other way around + 1 min for clarification questions

Central question:
Which prerequisites need to be met before adopting LeSS considering the Adoption principles?
Clarification: if you choose one 'deep and narrow' area to start, having support for that area and people willing to volunteer to join the LeSS adoption, which prerequisites are still needed?

Three Principles

These principles are crucial to an organizational LeSS adoption:

- deep and narrow over broad and shallow
- top-down and bottom-up
- use volunteering

Team Area

Piotr

Use the area corresponding to your breakout session number for the exercises and discussions in your group

- deep and narrow over broad and shallow
- top-down and bottom-up
- use volunteering

1
Your names: Agata, Kasia, Natalia

Correctly implemented Scrum | Volonteers | Common goal | Management support and understanding | Common definition of change

2
Your names: Pawel P., Michał K, Krzysiek M, Tomek W

Find what is our Product as company → This will define # of Teams | As is assement | Technical excellence | CD/CI

Commitment and understanding from Board members | Educate Company | Area only | Common definitio… | Why we are doing that | Bravery

3
Your names: Krzysztof N., Artur, Dominika, Krzysiek, Tadek

Analyze complexity of our challenge (simple/ complicated/ complex) | Unify backlog | Retro on where we are now? Name problems/ challenges? | Recognize what resources | Set Up a Product Backlog | One backlog | Define common goal | Think where you want to be in one year | Have defined one "DoD" | Assign roles | Have a single PO for one product | Let people selforganize | Structure Teams | Synchronize timeline | Make sure we have people who can support the new work process | exper… master | scrum-masters (full-time) to serve teams | Synchronized cadence | Learn people LeSS | Explain Scrum to People | scrum is well known - by heart and brain | Educate everyone (have everyone aware of what is comming) ;-) | Learn people the values | and then narrow as practical | Have defined "Product" definition, as broad as possible

4
Your names: Marta, Grzesiek, Kamil, Georgiy

Crossfunctional teams (feature teams) | Good to have but not prerequisite | Continous integration | Pilot project (deep and narrow ?) | Define MVP (deep and narrow) | co-located teams | Clarify how are we going to work / train . build safety in teams | Business and dev work very close

5
Your names: Random, Sebastian, Warsaw, Agnieszka Gdańsk, Ernest Lublin, Michal, Most CZ, Yves (Bratislava)

MVP for LeSS adoption | Later on | special department with all the nessary functions | CI in place | clear product definition | Budget | Location for many teams ideally colocated | Agile mindset | Volunteers for another way of working | education about LeSS in product group | candidate product owner | buy-in from the team | Volunteers as change agents | education of stakeholders??? | Education about agile | Product vision & strategy

6
Your names: Jarek, Aleksandra, Real prerequisite

Education | Start with one team working in Scrum | 1 PO | Product description | Team in the same place | PO have one voice | Definition of Done

7
Your names: Pio… (tea…, More understanding SCRUM and Agile, …chal, Sabina

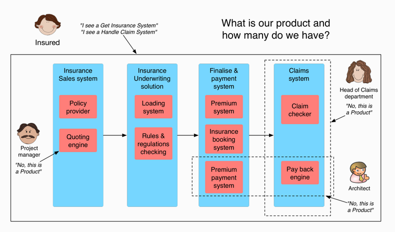
Mgt support | culture change management for LeSS teams and their boundaries | Components teams to features | hierarchy structure delete | One PO

8
Your names: Jacek, Piotr

Test automation, CI infrastructure | Organisational readiness | Piotr M | Co-located, empowered, cross-functional teams ready | Career development at least not a hinderance

How to use the LeSS Adoption principles

Goal of this part:
share experiences to overcome the prerequisites and how to use the LeSS Adoption principles in practice



Choose an area to work on deep & narrow

Support in environment & people

Keep improving, it will not be perfect right

Use the power of enthusiastic people

Lessons learned on LeSS at Y Soft

Goal of this part:
share learnings how Y Soft has overcome the prerequisites to adopt LeSS

- Use "shared pain" and "travelers" to support building a "learning mindset"
- Move from specialized roles outside of teams to Community of Practices and roles being part of teams
- Do experiments to overcome fear of failure and change
- Focus on Technical excellence (and be patient)

Questions & Answers

Please put your questions here in sticky notes

- Georgiy, do squad of teams were changing or from the begining were constans?
- Did these 6 "start" teams knowledge covered all product's components?
- How often do you restructure teams?
- did you have business people in teams?
- …ve more …pporting …usiness people in the teams?
- how did you handle multiteam refinements ?
- Why didn't you include Architects before the "Flip"?
- Did I understand correctly that you started LeSS without a CI / CD tool? And then teams created it?
- What was the organization structure that you had. Supporting LeSS.
- definition of product were clear or were defined during experiment?
- Do you think you will ever be able to pull the hardware part of your org. into your LESS? If so, how?
- Did you have any goals set up at the beginning of the transformation? Any measurements how successful it was?
- How did you faciliate , coach and educate the security team to join teams?

All, I've answered the rest of questions here in Mural (see comments on items). Feel free to add more questions and if this board stays opened I'll do my best to answer them tomorrow
-- Georgiy

Closing

Certified LeSS Practitioner September 9-11 Warsaw with Jürgen de Smet

What did you like about this session?

- Small group discussion enabling everyone to participate actively
- mural collaboration during sessions
- small group discussions + lessons learned combination
- Q&A session at the end was nice
- small groups, interesting discussions,
- everyone can share his/her thoughts
- great to work in small sub-groups

To make it perfect, I would ...

- there was too little time time to talk more about how to start ;)
- focus less on the introductory basics
- I would propose to check how the tool handle ~30 members at the same time and maybe a switch to another tool if needed (to Miro or similar)? Mural was sometimes totally blocked/not responsive
- I would extended the case study part
- +1