



When LeSS needs more

Saloni Seth-Watkins, LeSS conference, 2021

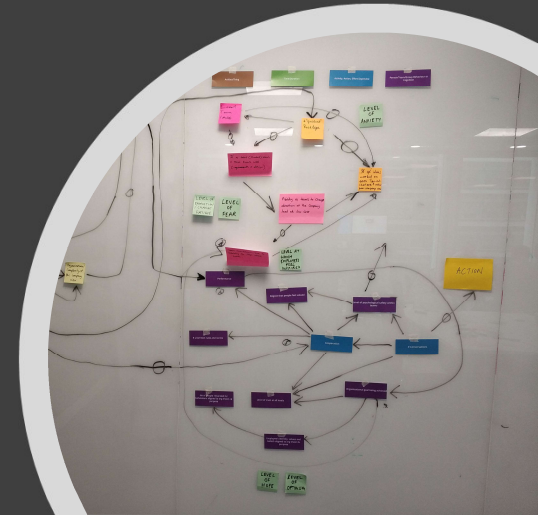


Thank you!!

Geoff Shaw – COO
Chris Barker – CIO
Ben Maynard & Dinesh Sharma – LeSS trainers

Awesome LeSS Practitioners:
Jack Lawlor-Anderson, Andrew Sweet,
Neil Liddicott, Andreea Lucachi.

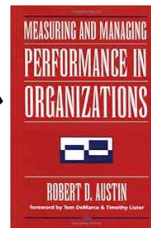
In dedication to: Priya Gaikwad



Who am I?



Deutsche Bank



DB, Director – Treasury Technology - Performance Management,
DB, Director – Cloud and Platform Technology: Head of Talent, Design of the Operating Model

A row of five wooden doors set into a wall. The doors are a warm, light brown color with a simple panel design and small, round, dark-colored knobs. The fourth door from the left is slightly ajar, revealing a bright, warm yellow light source behind it, which casts a glow on the surrounding wall and floor. The floor appears to be a light-colored wood or laminate.

Disclaimers!

A word cloud on a dark gray background. The words are arranged in a roughly circular shape, with 'FASTER' at the top, 'CHEAPER' in the center, and 'UNIFORMITY' at the bottom. The words are in various colors: green, yellow, and pink. The font sizes vary, with 'FASTER', 'CHEAPER', and 'UNIFORMITY' being the largest. Other words include 'DEVOPS', 'Transparency', 'flexible', 'ROI', 'Quality', 'Efficiency', 'PREDICTABILITY', 'BENEFITS', 'ADAPTABILITY', 'FailFast', 'growth_mindset', 'change_management', 'attracting_talent', 'Organisational_simplification', 'Marketable_skills', 'values', 'happiness', 'Morale', 'PROMOTION', 'COMPLIANCE', 'retention', 'iteration', 'learning', 'Relevance', 'courage', 'continuous_improvement', 'Delivery-focused', 'Self-Organisation', 'principles', 'Customers', 'COST-REDUCTION', 'TRANSFORMATION', 'Product', and 'Marketable_skills'.

FASTER

CHEAPER

UNIFORMITY

DEVOPS

Transparency

flexible

ROI

Quality

Efficiency

PREDICTABILITY

BENEFITS

ADAPTABILITY

FailFast

growth_mindset

change_management

attracting_talent

Organisational_simplification

Marketable_skills

values

happiness

Morale

PROMOTION

COMPLIANCE

retention

iteration

learning

Relevance

courage

continuous_improvement

Delivery-focused

Self-Organisation

principles

Customers

COST-REDUCTION

TRANSFORMATION

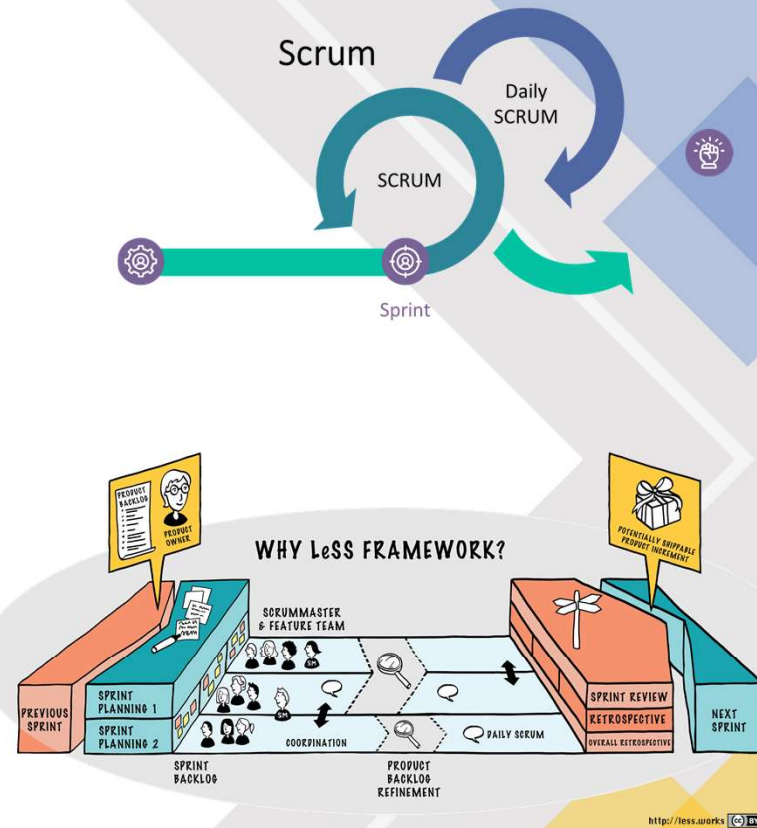
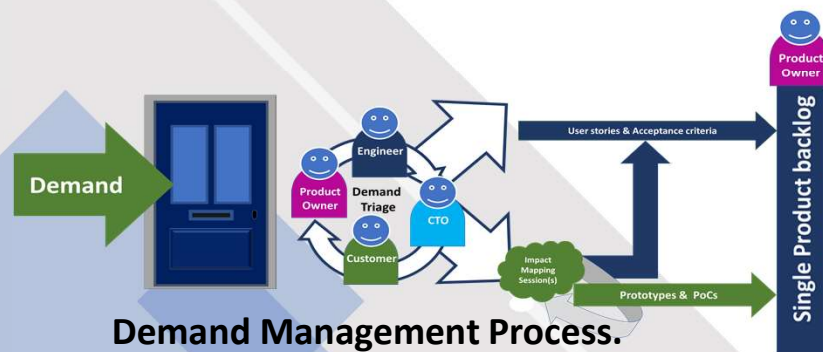
Product



What is a TOM?

Target Operating Model

Process

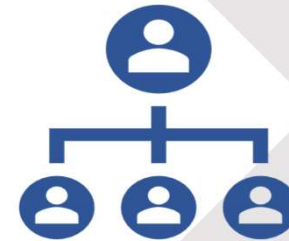


Process

Structure & Governance



Few, large, Customer centric products



Product aligned structures



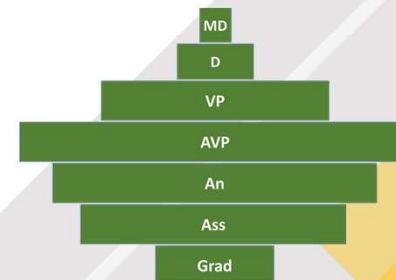
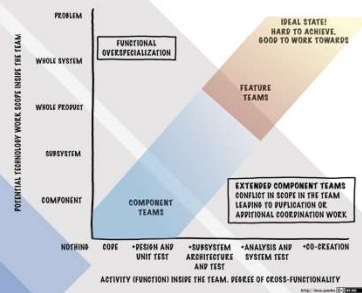
Fits into the wider organisation

Structure & Governance

Process

Sourcing &
Location

Technology



Supports the establishment and growth of sustainable feature teams



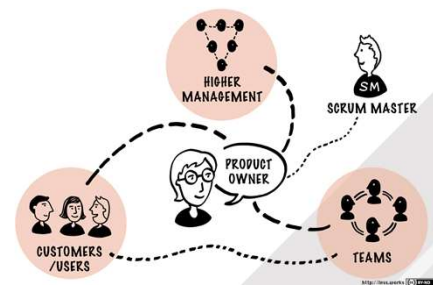
People & Talent



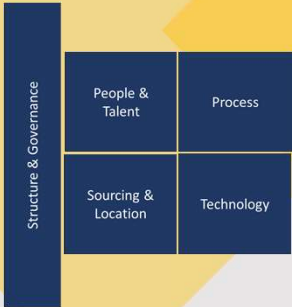
Ethos



Talent Strategy



Expectation setting



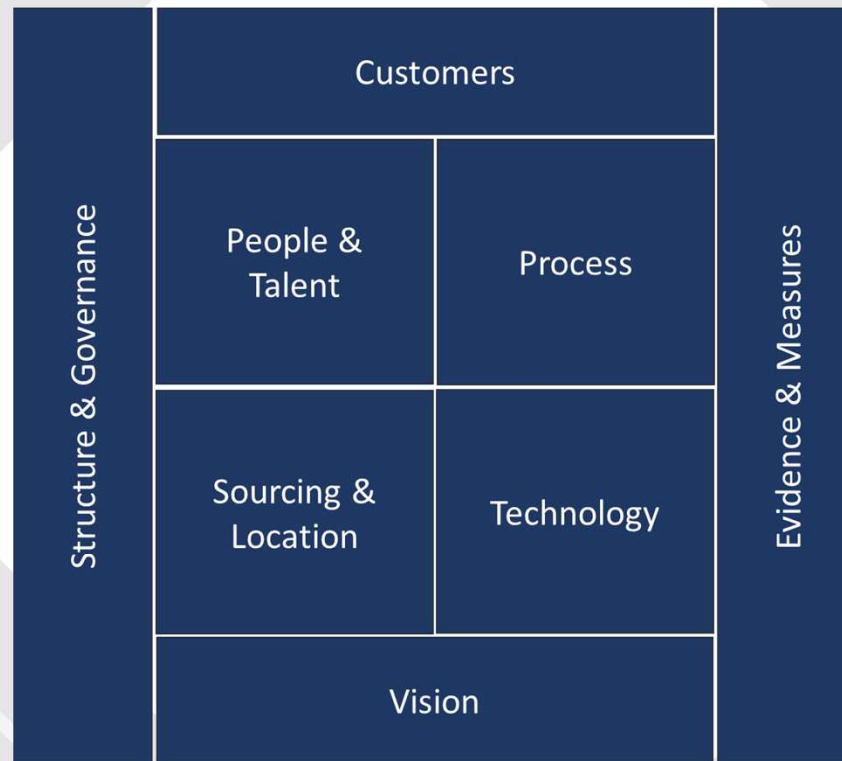
Evidence & Measures

Types of evidence & measures			
Activity/KPI	Survey	Goals/OKRs	Go See
✓ Targets ✓ Numerical ✓ Non-Emotive	✓ Staff Engagement ✓ Customer Satisfaction ✓ Building trust	✓ Strategic Vision ✓ Growth of Identity ✓ Motivational	✓ Reduction of waste ✓ Observe real contexts ✓ Validate

Suite of indicators



Aligned outcomes

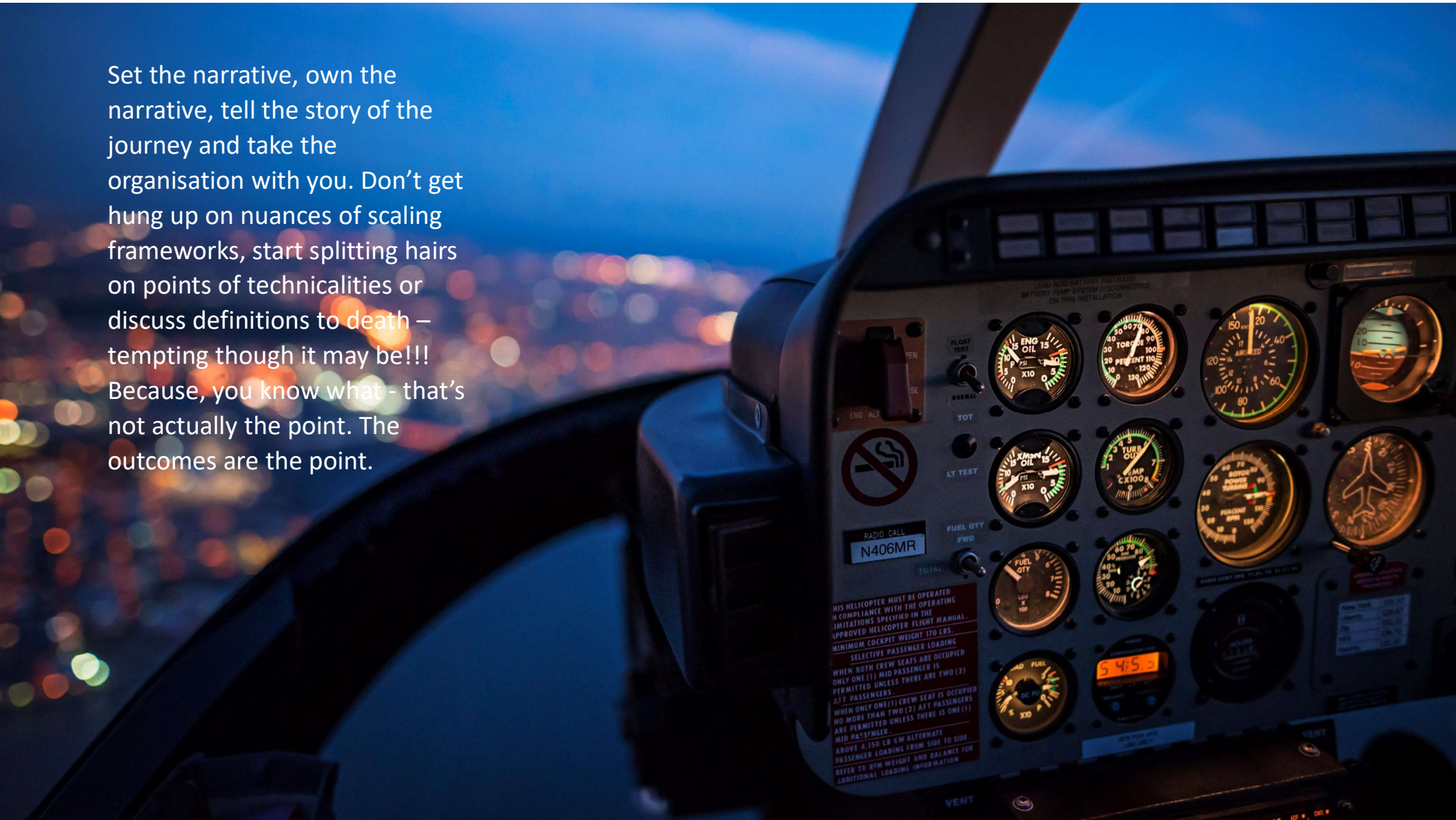


Visualisation credit: Geoff Shaw



Narrative, Structure & People

Set the narrative, own the narrative, tell the story of the journey and take the organisation with you. Don't get hung up on nuances of scaling frameworks, start splitting hairs on points of technicalities or discuss definitions to death – tempting though it may be!!! Because, you know what - that's not actually the point. The outcomes are the point.



Structure – do not underestimate the importance and value of setting out a clear vision of the structure from the offset.
Culture follows structure.





**“With great power comes
great responsibility”**

The Peter Parker Principle



Thank you!