scrum with style

Growing More Agile with LeSS

A short introduction to Large-Scale Scrum
April 2015

with Rowan Bunning, CST

CERTIFIED LeSS PRACTITIONER

This material was first presented on Monday April 20 at the Sydney Scrum User Group.

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Credit:

This slide deck includes diagrams that are © C. Larman and B. Vodde.

Thanks to Craig and Bas for sharing these and other diagrams at less.works

Rowan Bunning

Scrum WithStyle Pty Ltd

- Background in object oriented & web dev. with vendors, enterprise product development, start-ups & consultancies
- Introduced to Agile via eXtreme Programming in 2001 as: “the way good Smalltalkers develop software”
- Introduced Scrum organisation-wide in 2003-4
- Agile Coach / ScrumMaster at a leading agile consultancy in the U.K.
- Have trained approx. 3,000 people in Scrum & Agile
  - Certified ScrumMaster®
  - Certified Scrum Product Owner®
  - Effective User Stories
  - Agile Estimating and Planning etc.
- Agile Coach in Australia since late 2008
- Organiser of Regional Scrum Gatherings® in Australia

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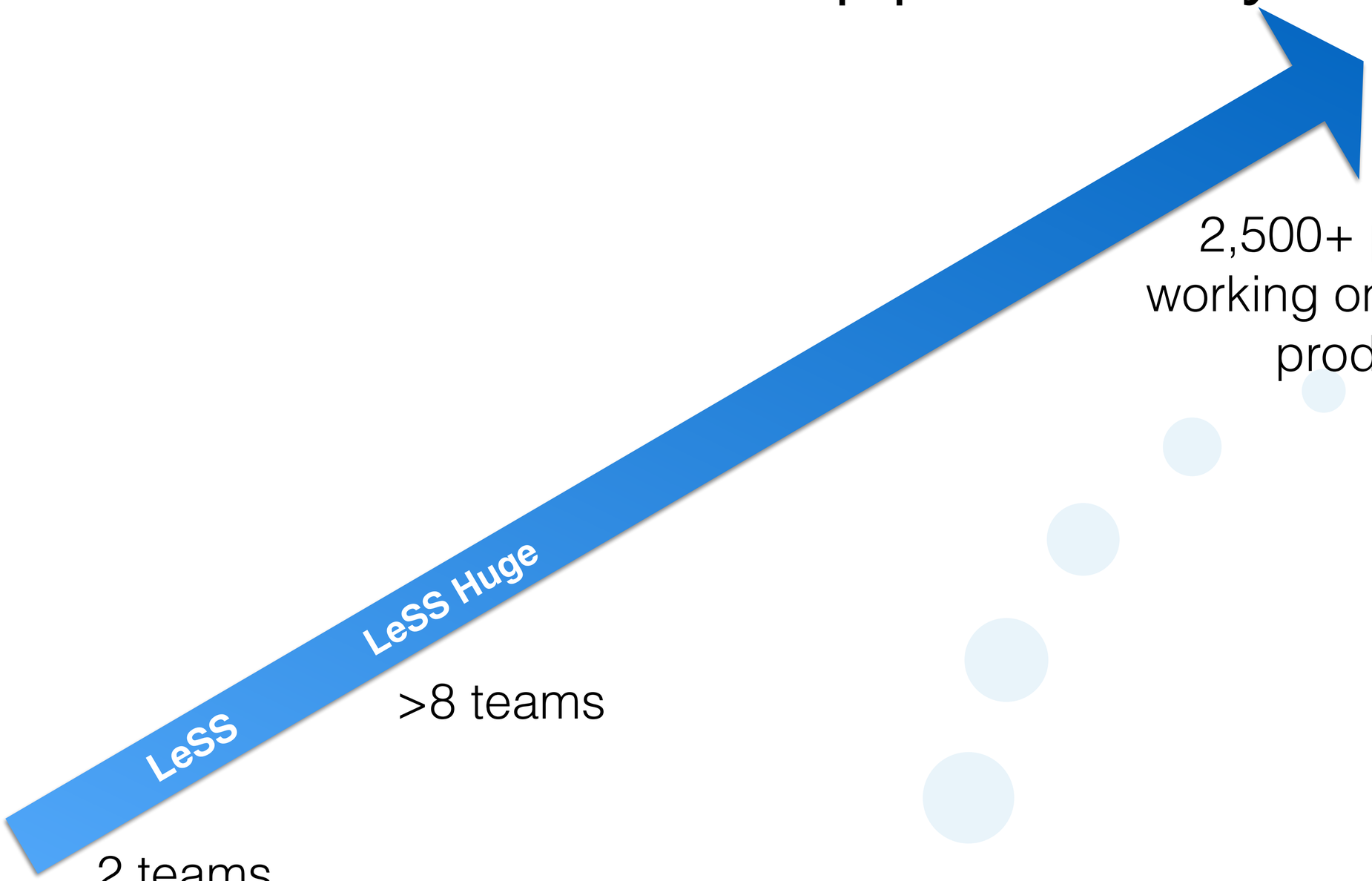
Who has 2 or more teams working on the same product / project / program?

LeSS has broad applicability



Session Outline

- A scaling story
- What is LeSS?
- LeSS in action
- LeSS structure
- Q&A

A scaling story…

London, England 2007-8

The challenge in 2007-8

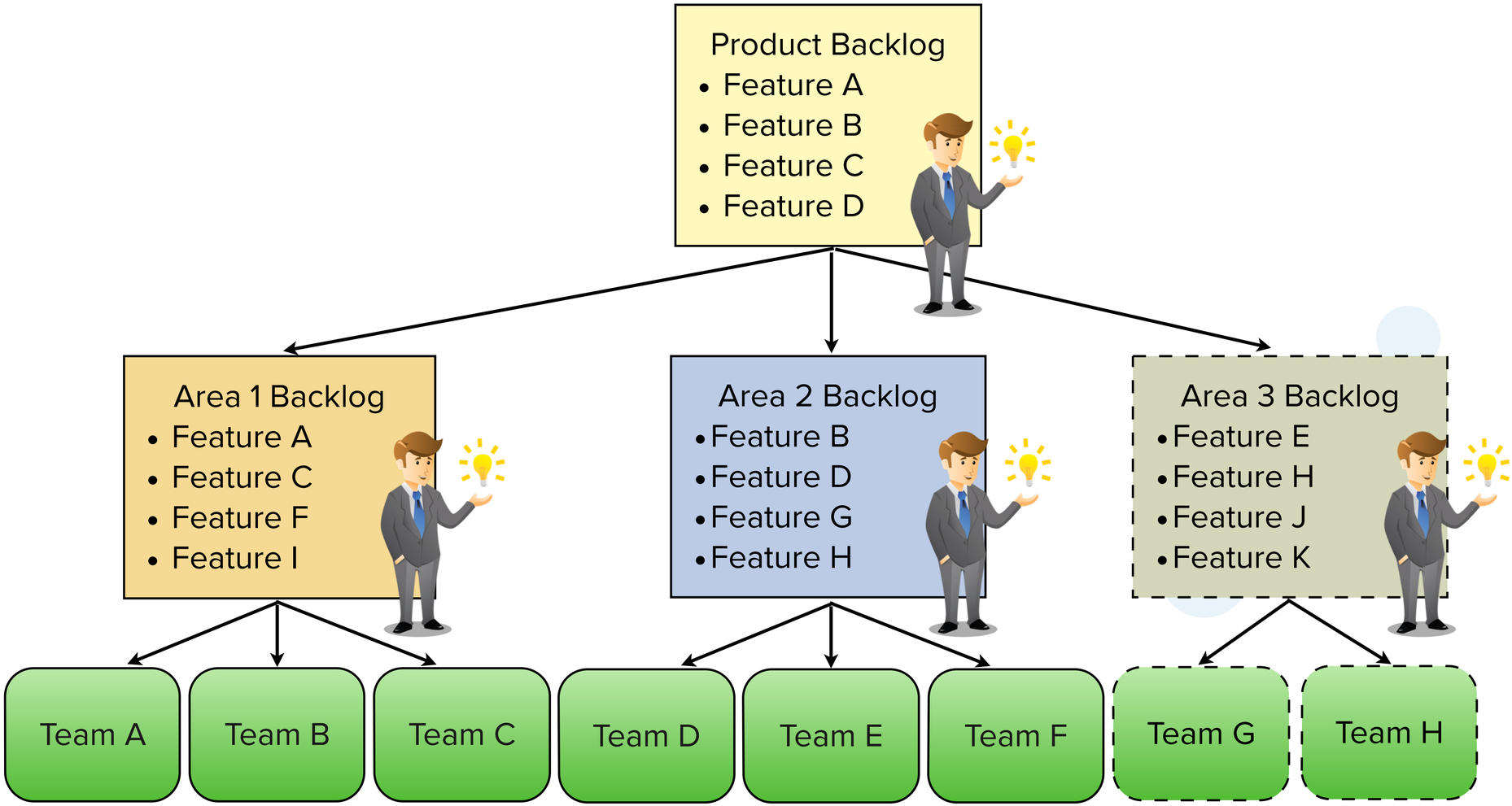
- Operating in 43 countries
- Require a globally unified CRM order management system with real time customer data
- Business Process Re-engineering heavy
- Siebel, Oracle Fusion, Mainframe, OLAP and Business objects

- Had spent several years and £_____ Million on failed attempts that delivered nothing of value using waterfall-style predictive processes

We succeeded using scaled-up Scrum

- 25,000 hours of development and test effort
- Added 1 new Scrum team per month to…
- 160 people in delivery
- 5 different locations (UK x2 , India x2 and Russia)
- 5 different vendors
- Production release cycle reduced to *7 weeks* (4 of these were in Sprint)
- £20m for two major functional releases and a new middleware layer infrastructure component
- *“the best relationship between a project and the business community I have ever seen”* - senior stakeholder

Scaled-up Scrum



Thanks to: Colin Bird.

Scaling patterns used in 2007-8

- Single overall Product Backlog
- Areas split down lines of least dependency
- Feature teams
- Single Sprint
- Simultaneous Backlog Refinement
- Big room Sprint Planning
- Common development standards
- Multi-team continuous integration
- Common Definition of Done
- Whole product Sprint Review
- Offshore-onshore rotation

Q: What makes scaling-up Agile difficult?

A: Organisational design flaws (in comparison to Agile and Lean principles)

The organisation was not designed with Agile and Lean principles in mind.

Traditional organisations become more complicated over time.

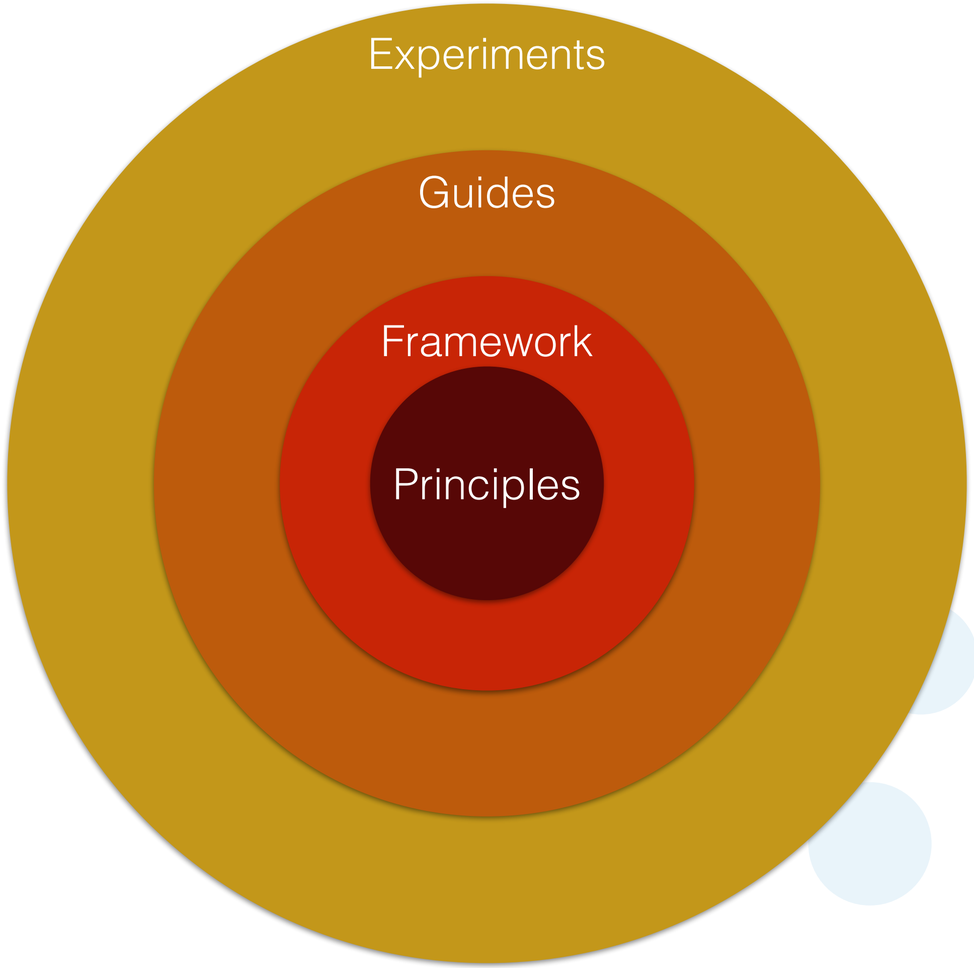
Large product development groups typically feature…

- Functional groups
- Big batches
- Sequential processes
- Weak feedback loops
- Lots of handoffs

What is LeSS?

Large-Scale Scrum

LeSS is based on 10+ years of real-world experiments



Nokia Siemens Networks

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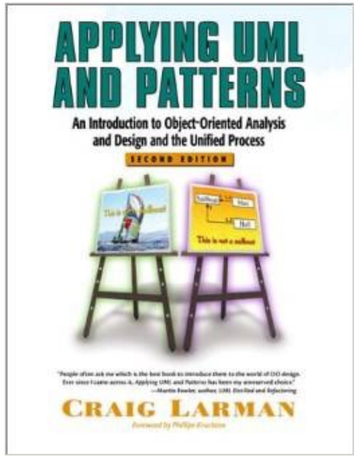
A shortcut to new playing fields.

JPMorganChase

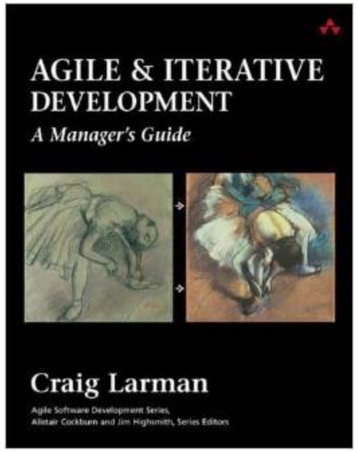
Bank of America
Merrill Lynch

UBS

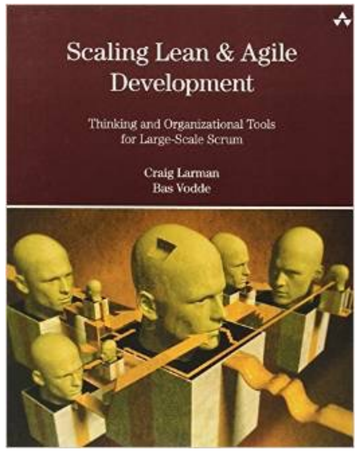
Books



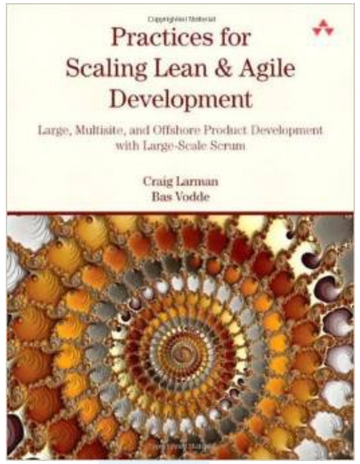
1995



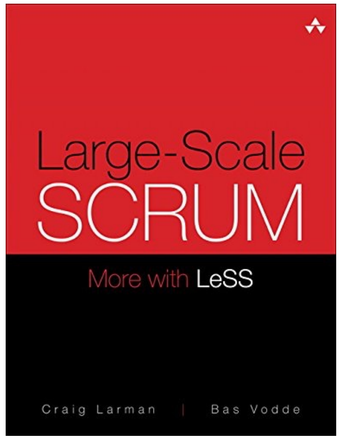
2003



2008



2010



Sept 2015

First LeSS course in Australia

Prescriptiveness

How detailed, complicated and fully-defined a framework is

- Not enough that is concrete to know what to do
- Easy to ‘fake-it’

- Not contextual enough
- Over-specification makes it difficult for org. learning
- In practice, leads to method bloat

Low

High

Example:
Learning Organisations
(Peter Senge, Chris Argyris etc.)

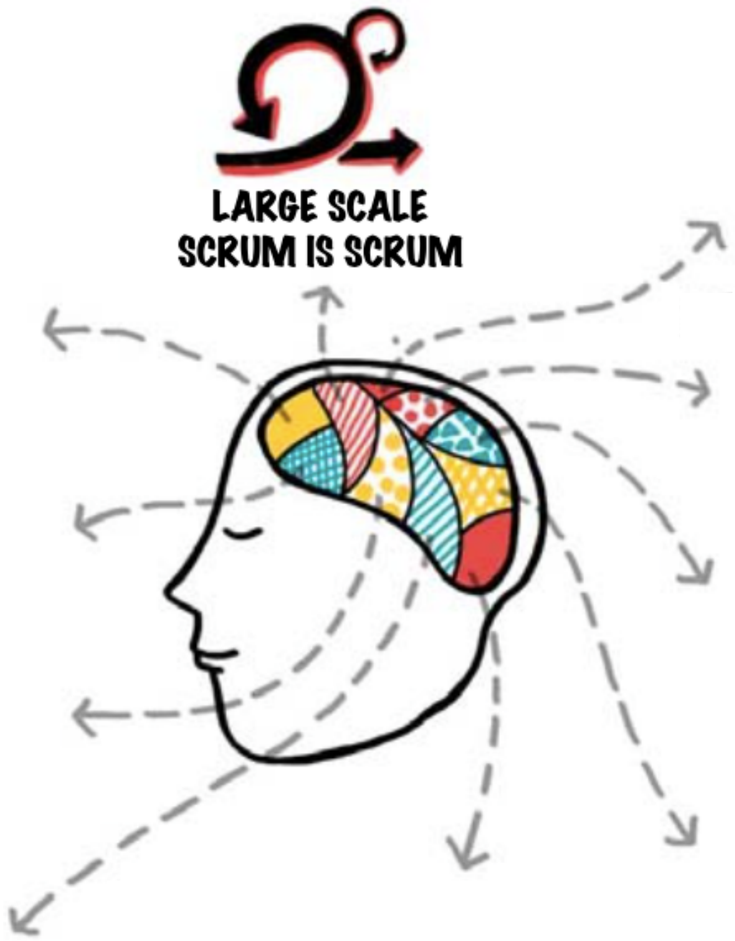
a few principles

Sweet-spot

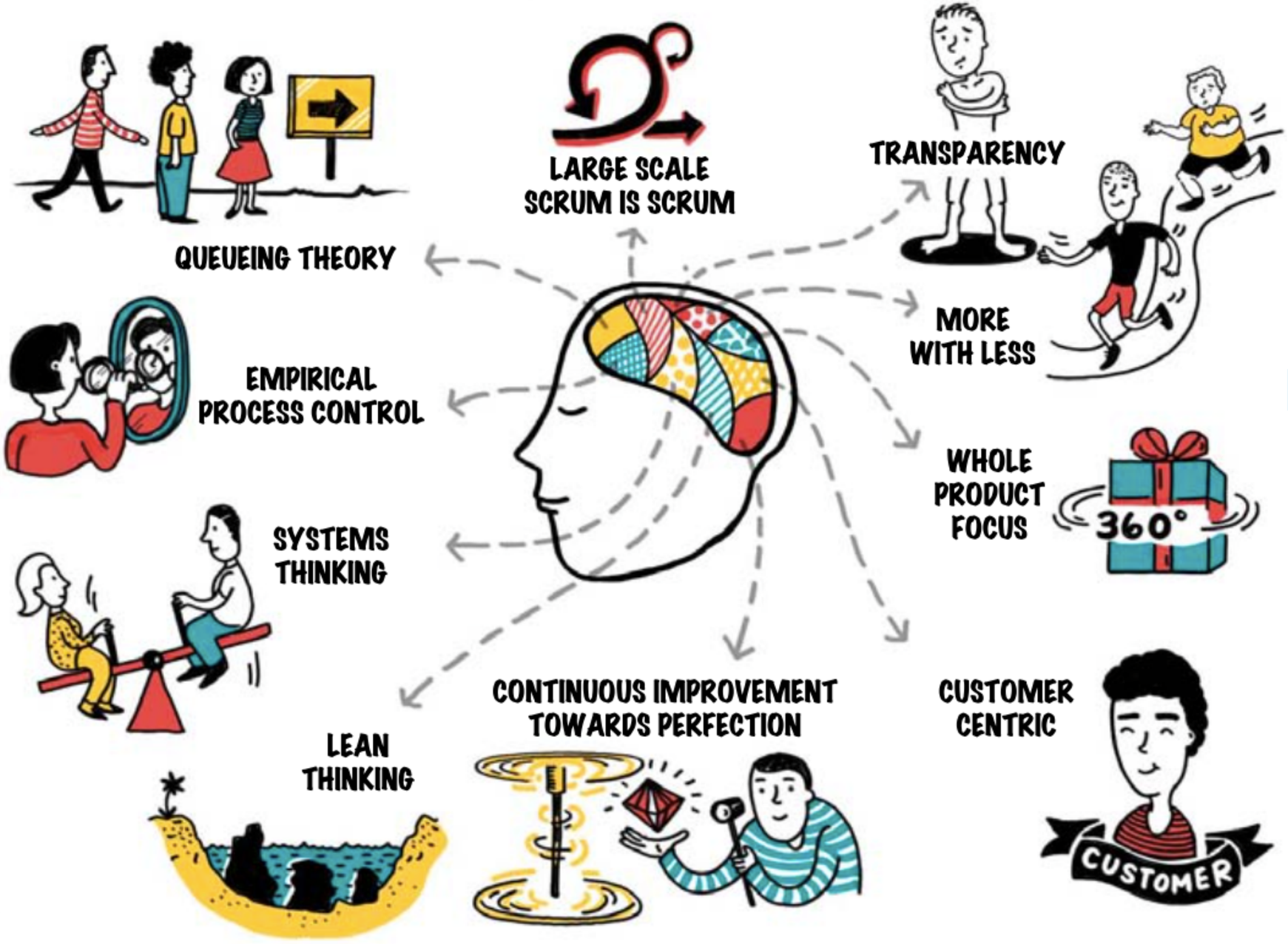
- Sufficient enabling structure
- Plenty of freedom for Empirical Process Control & learning

Example:
Rational Unified Process (RUP)

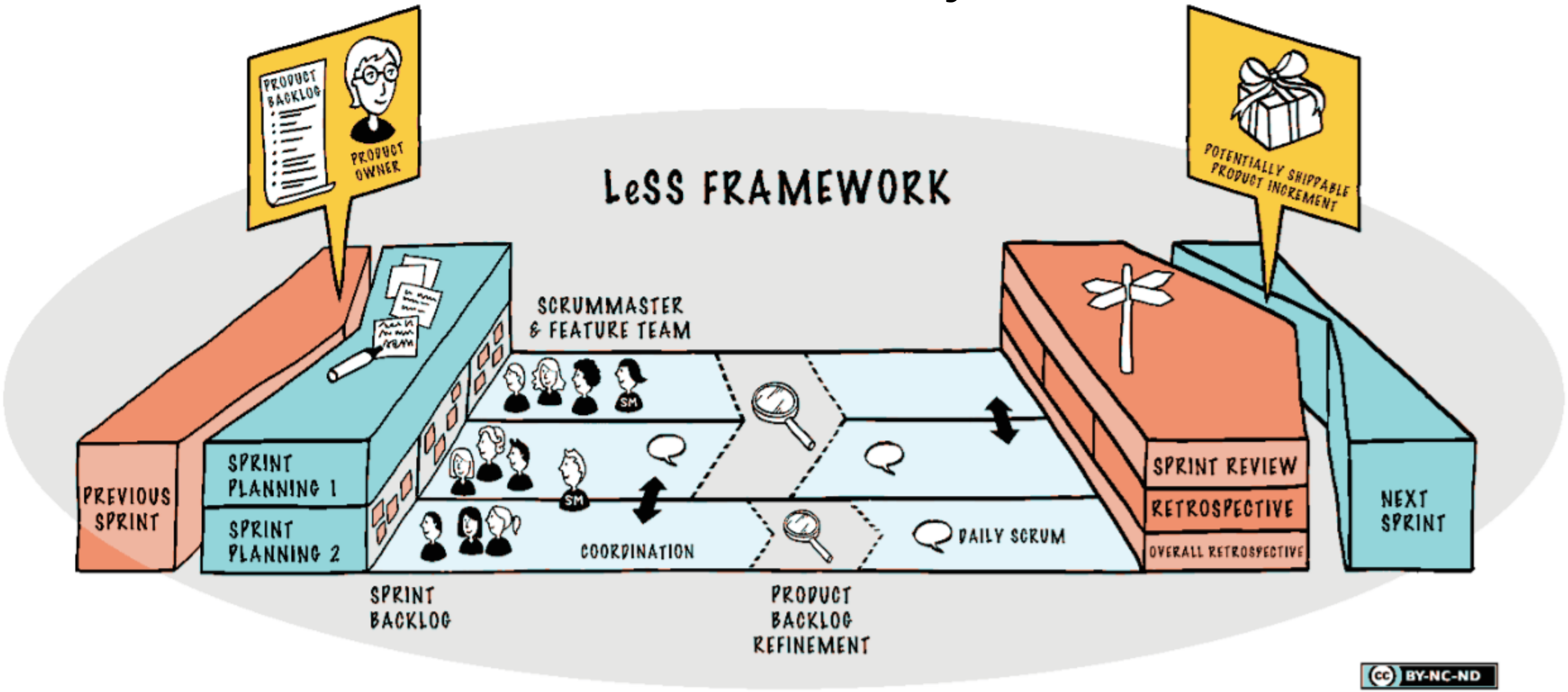
120+ roles, work products and tasks



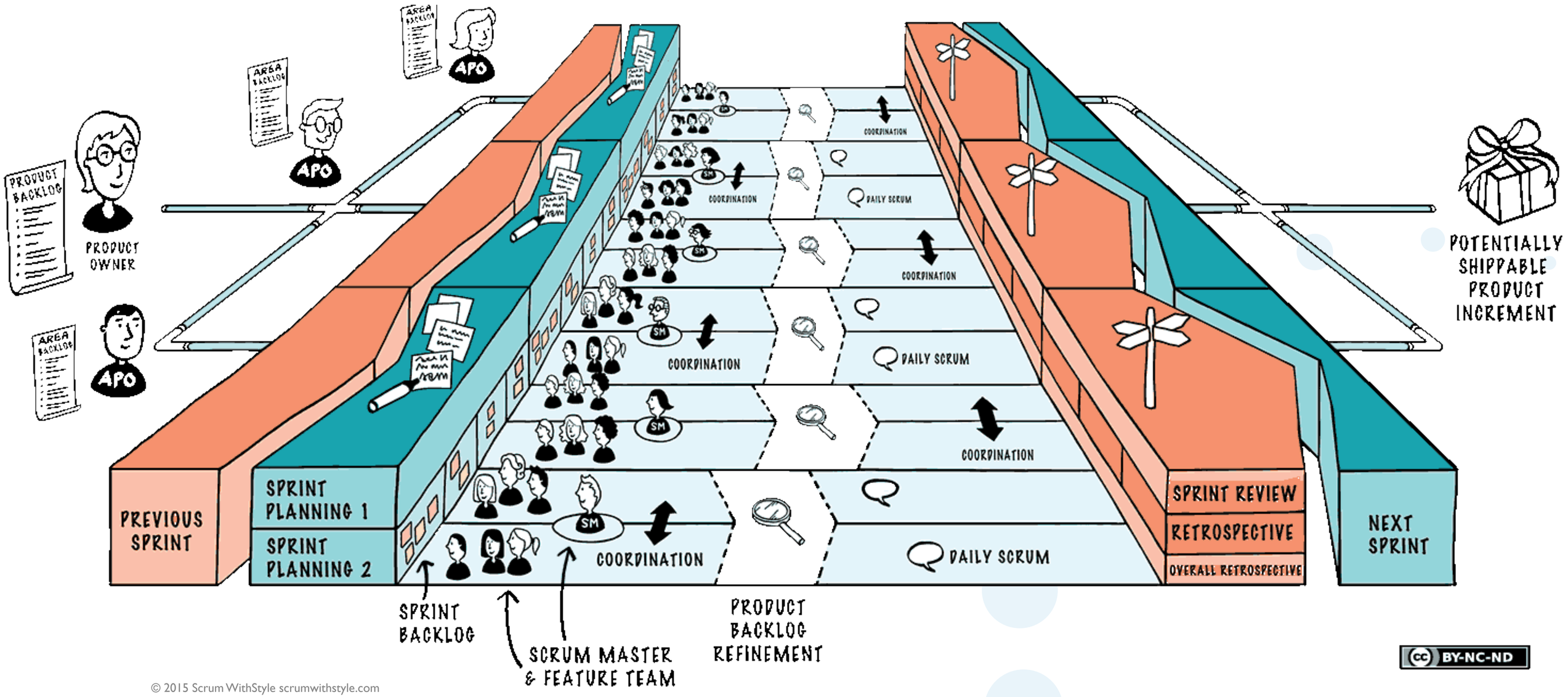
LeSS Principles and Themes



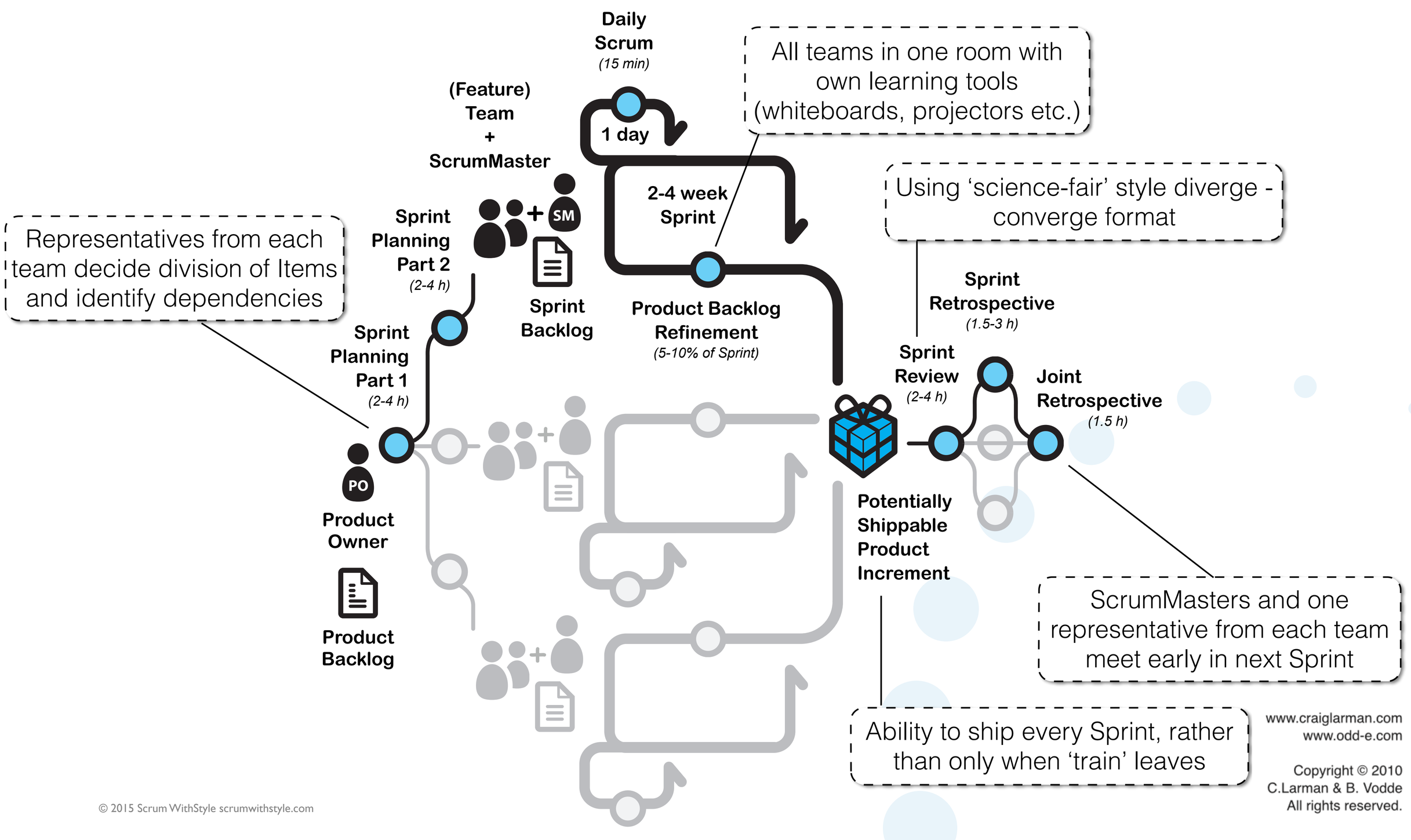
One Product, One Sprint, One ‘Done’, Many Teams



LeSS Huge



LeSS in Action


Daily Scrum
(15 min)
All teams in one room with own learning tools (whiteboards, projectors etc.)
(Feature) Team + ScrumMaster
1 day
2-4 week Sprint
Using 'science-fair' style diverge - converge format
Representatives from each team decide division of Items and identify dependencies
Sprint Planning Part 2
(2-4 h)
SM
Sprint Backlog
Product Backlog Refinement
(5-10% of Sprint)
Sprint Retrospective
(1.5-3 h)
Sprint Planning Part 1
(2-4 h)
Sprint Review
(2-4 h)
Joint Retrospective
(1.5 h)
PO
Product Owner
Potentially Shippable Product Increment
Product Backlog
ScrumMasters and one representative from each team meet early in next Sprint
Ability to ship every Sprint, rather than only when 'train' leaves
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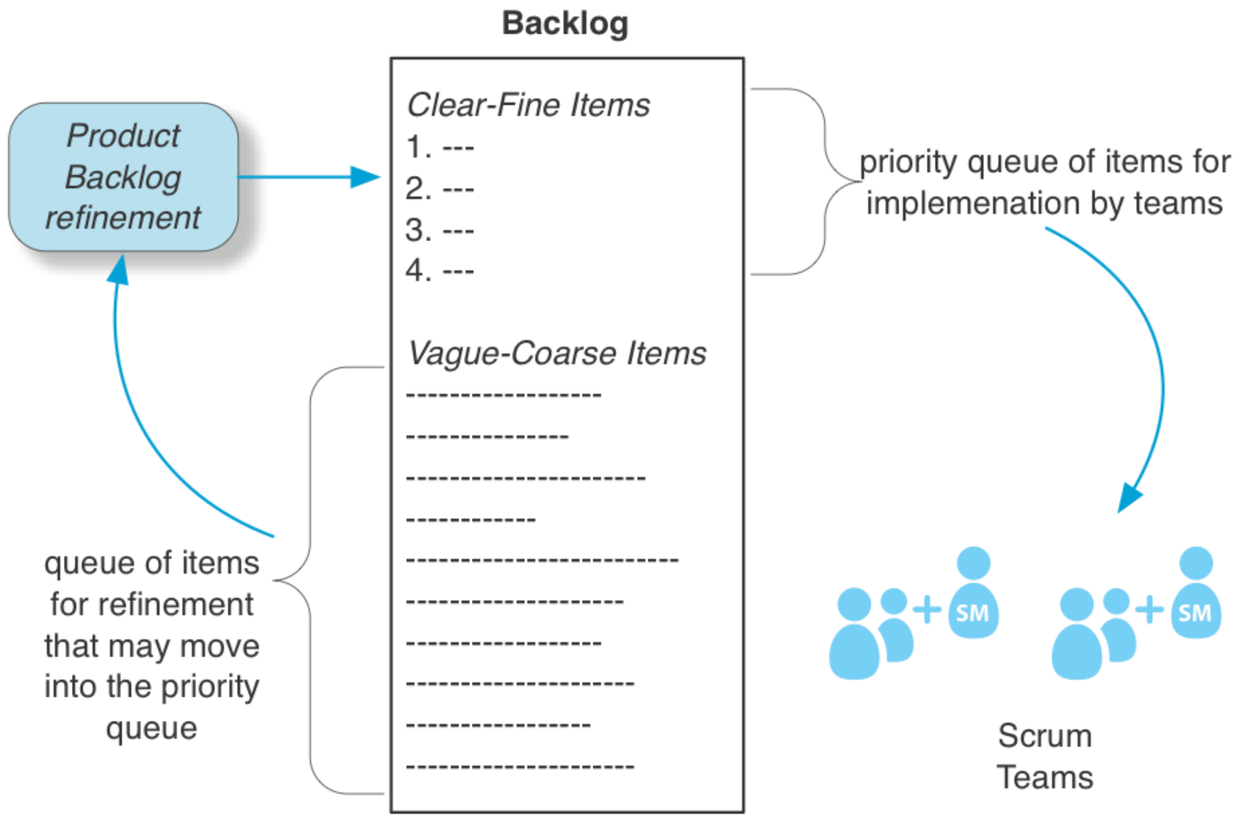
LeSS Structure

Real Teams, Feature Teams

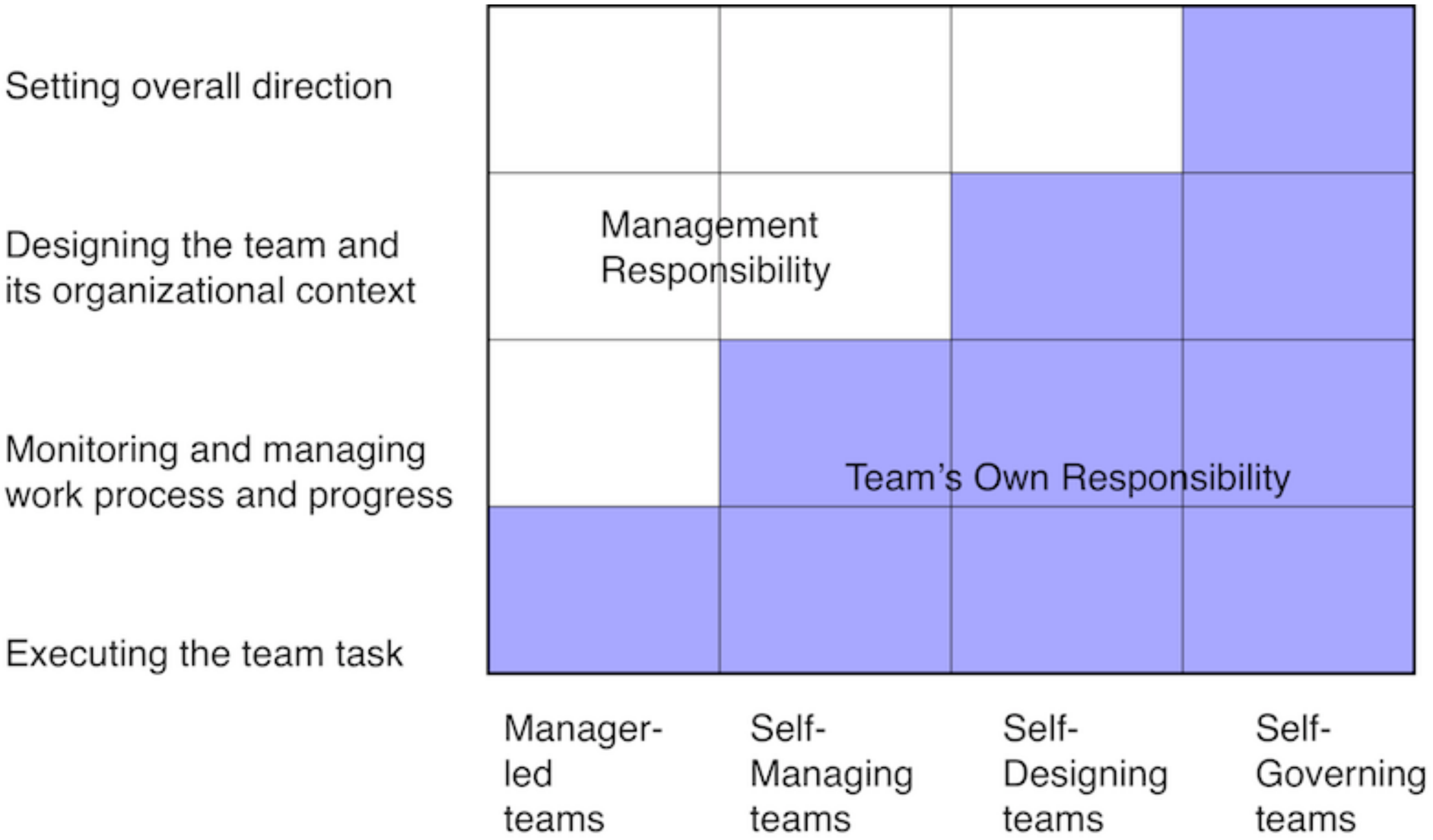
The 8 team tipping point

Why up to 8 teams?

$$\frac{\text{100 Ready Backlog Items}}{\text{4 per Sprint x 3 Sprints}} \approx \text{8 teams}$$



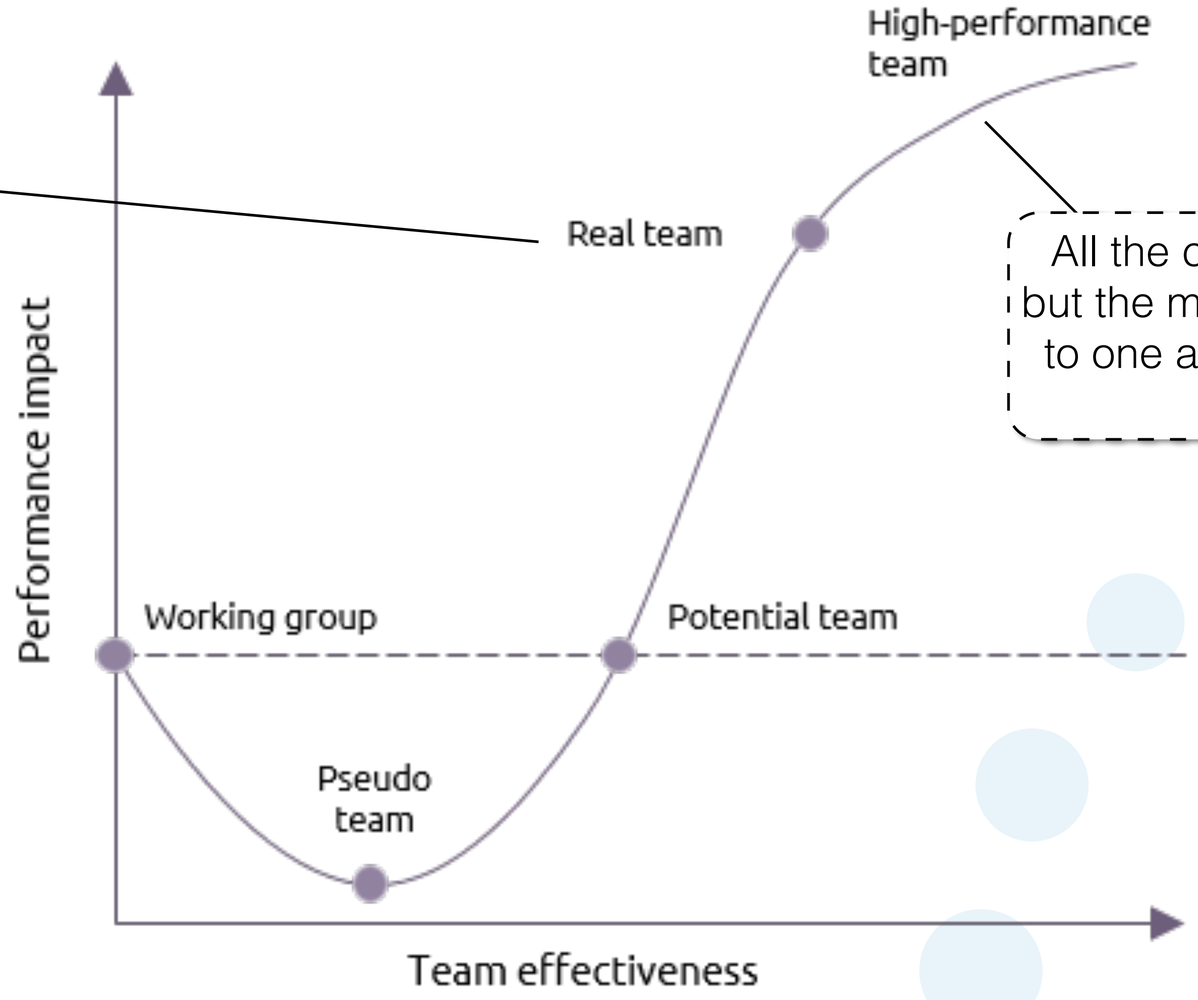
Types of teams



Reference: J. Richard Hackman (2002) *Leading Teams: Setting the Stage for Great Performances*

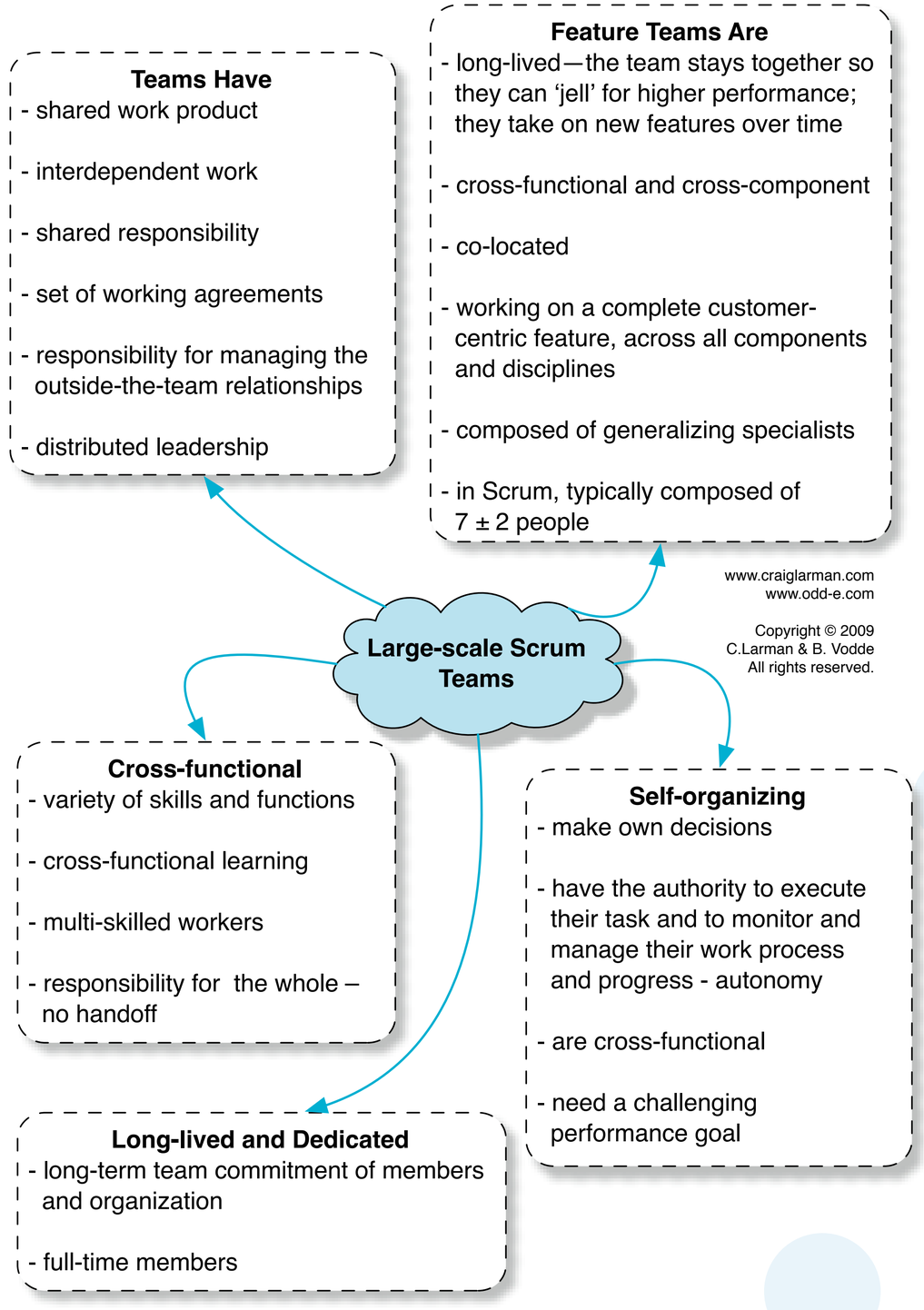
Real teams

Equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable.

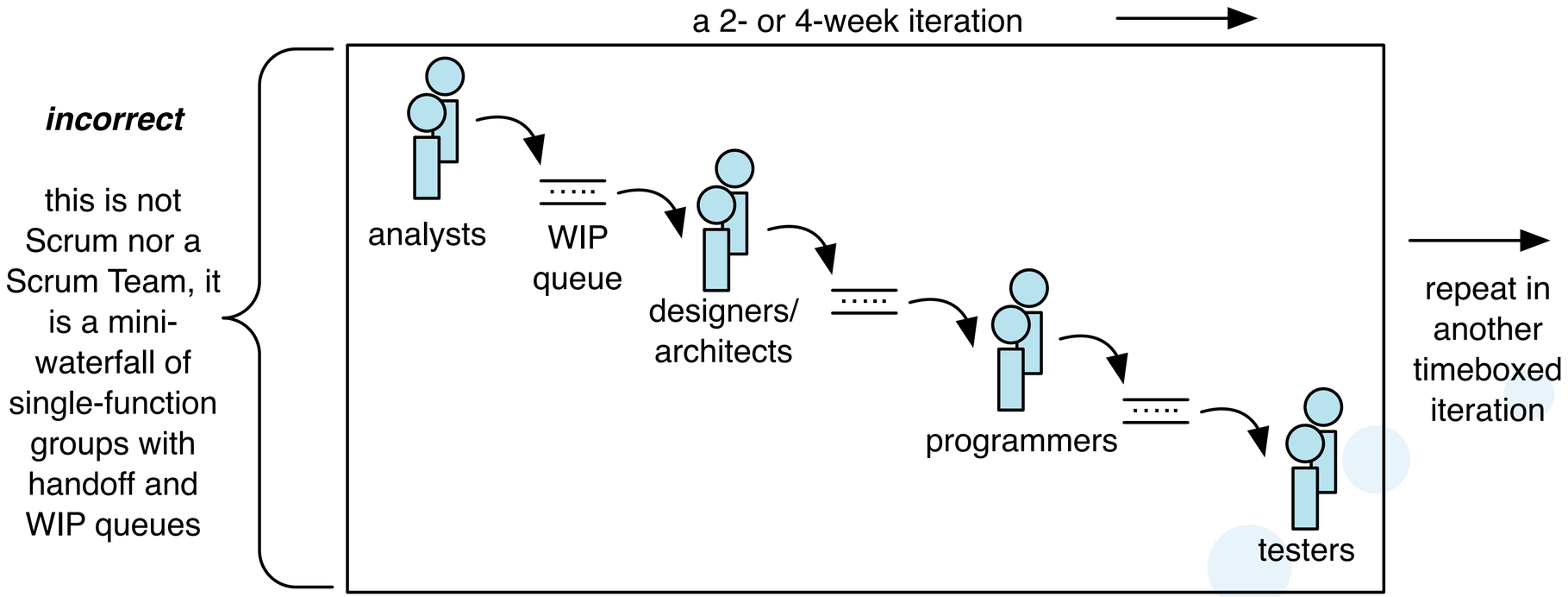


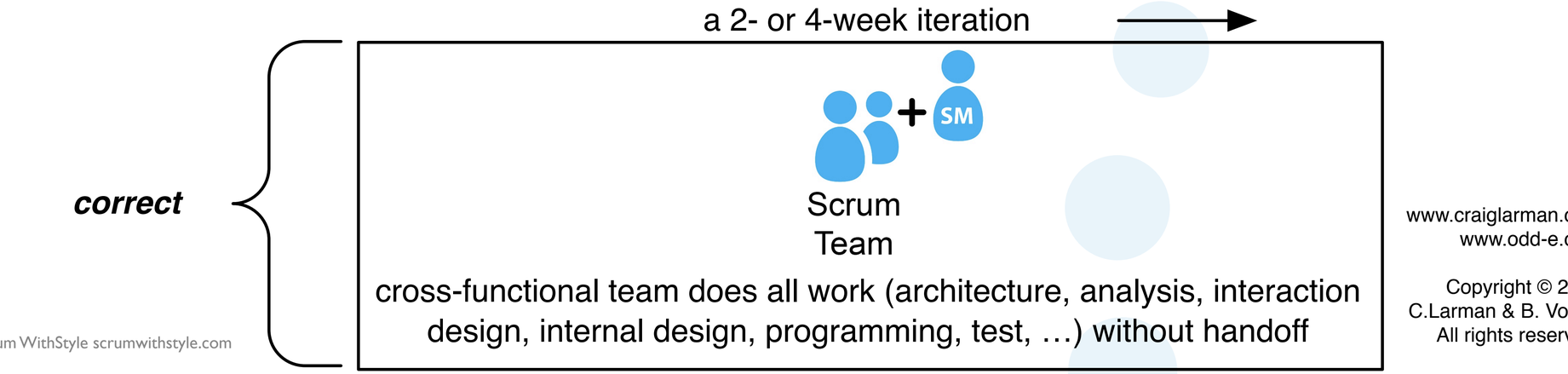
All the characteristics of a real team, but the members are deeply committed to one another's personal growth and development

Reference: Katzenbach, J. R. and Smith, D.K. (1993), *The Wisdom of Teams: Creating the High-performance Organisation,* Harvard Business School, Boston.

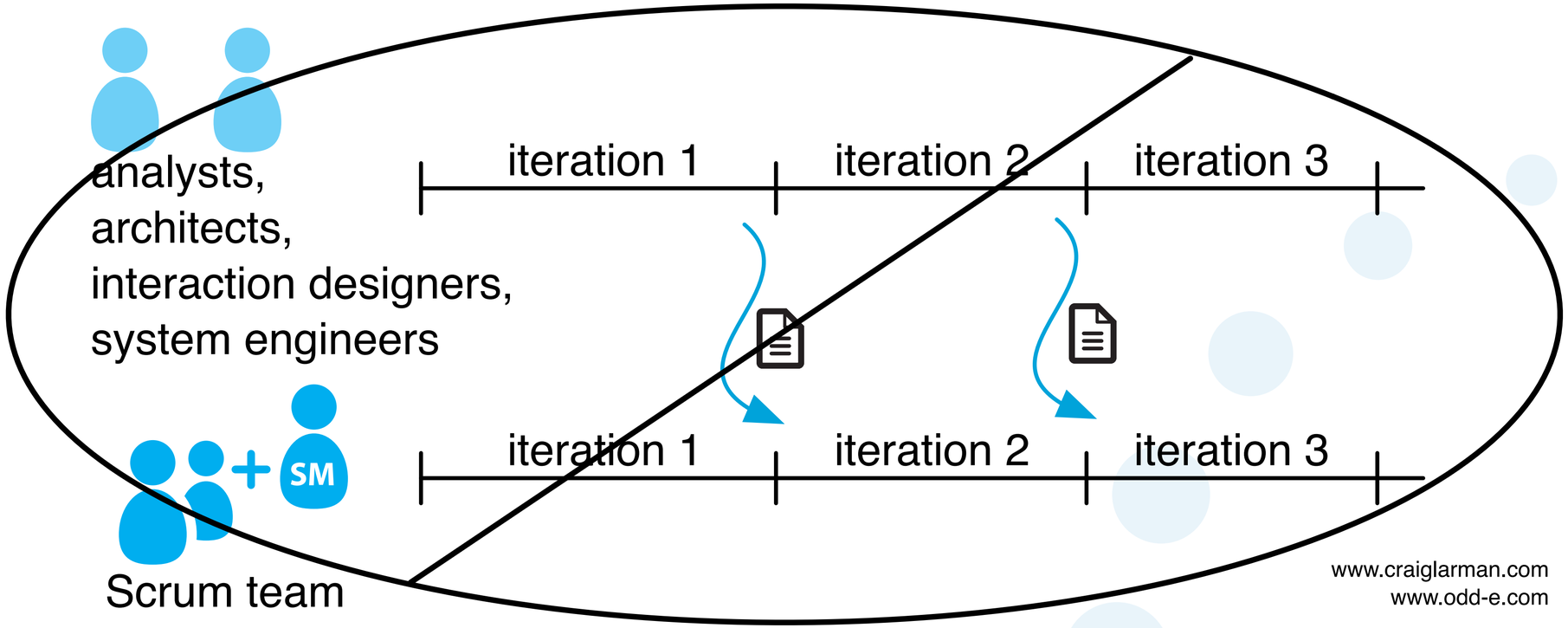


Avoid single-function groups





Avoid specifiers working separately ahead of the team



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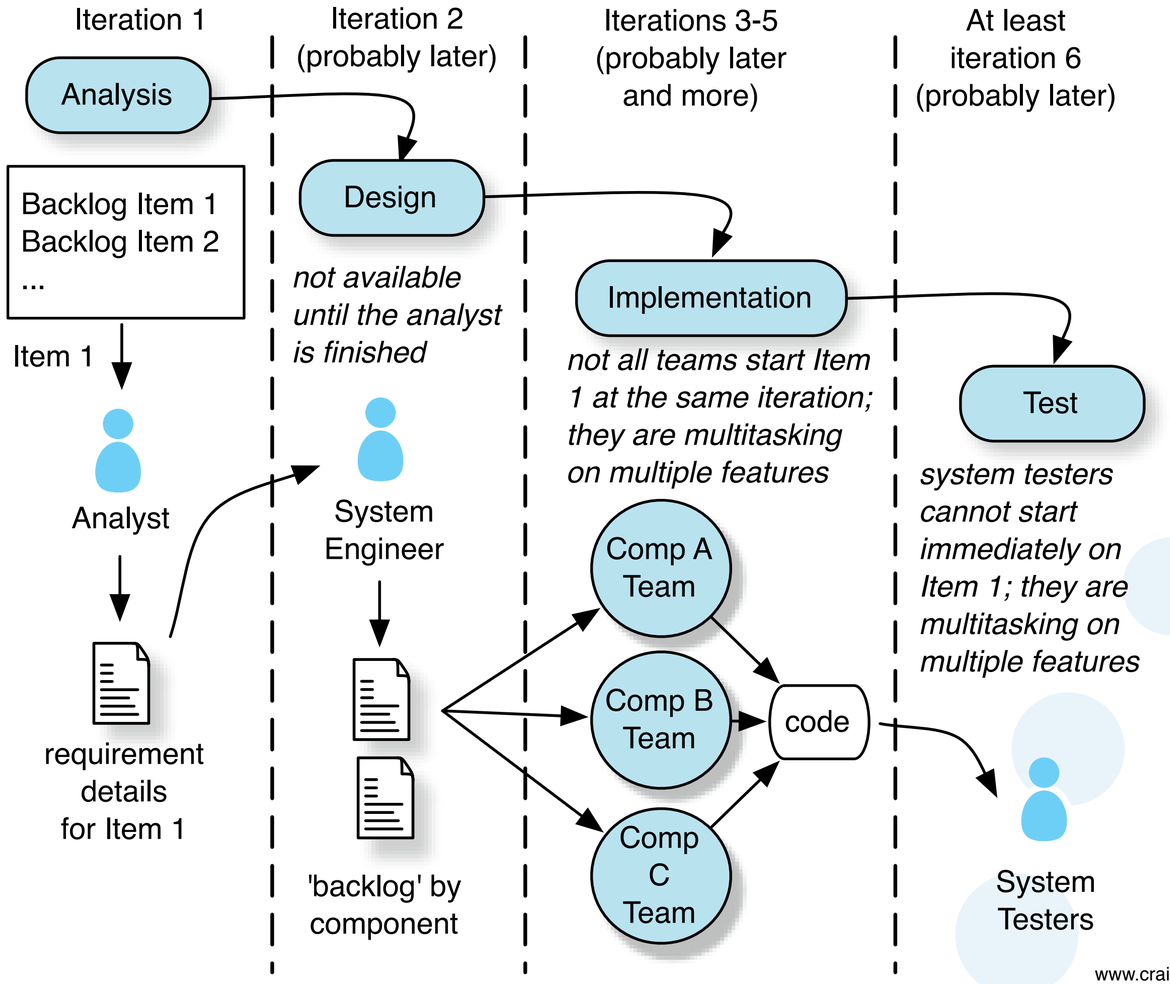
Component teams lead to waterfall



Component teams lead to a sequential life cycle with handoff, queues, and single-specialist groups and not true cross-functional teams without handoff.

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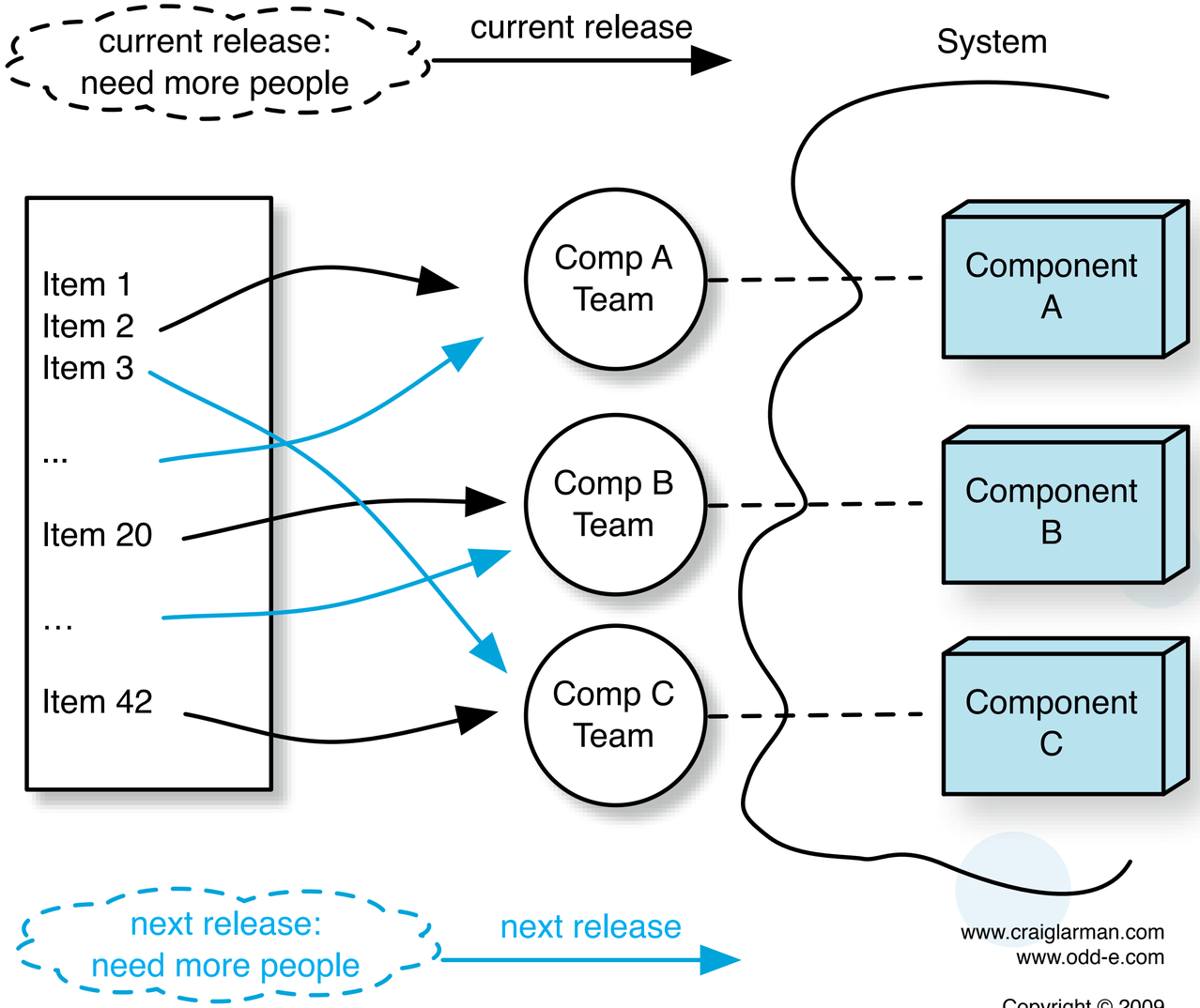
Component teams lead to planning complexity



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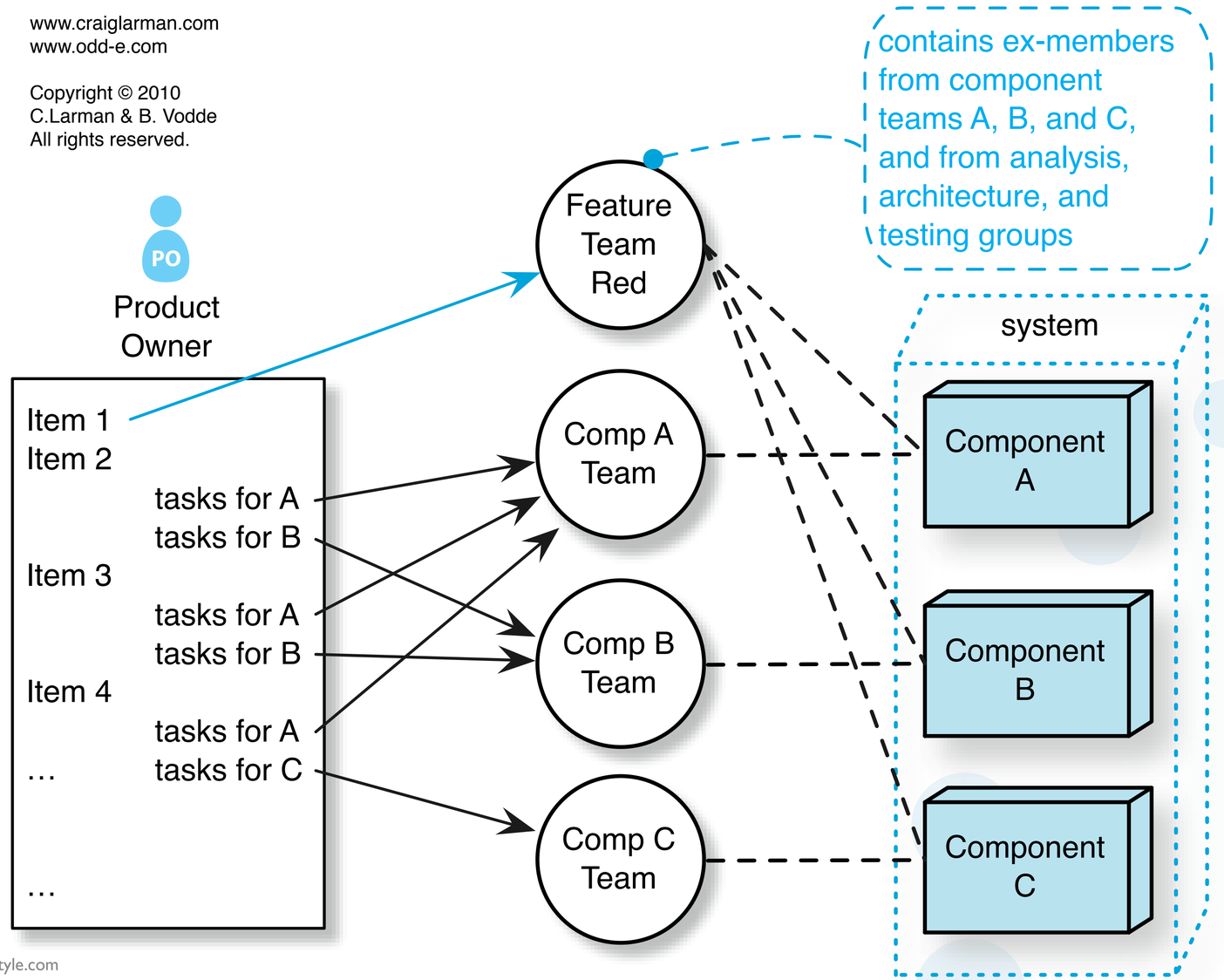
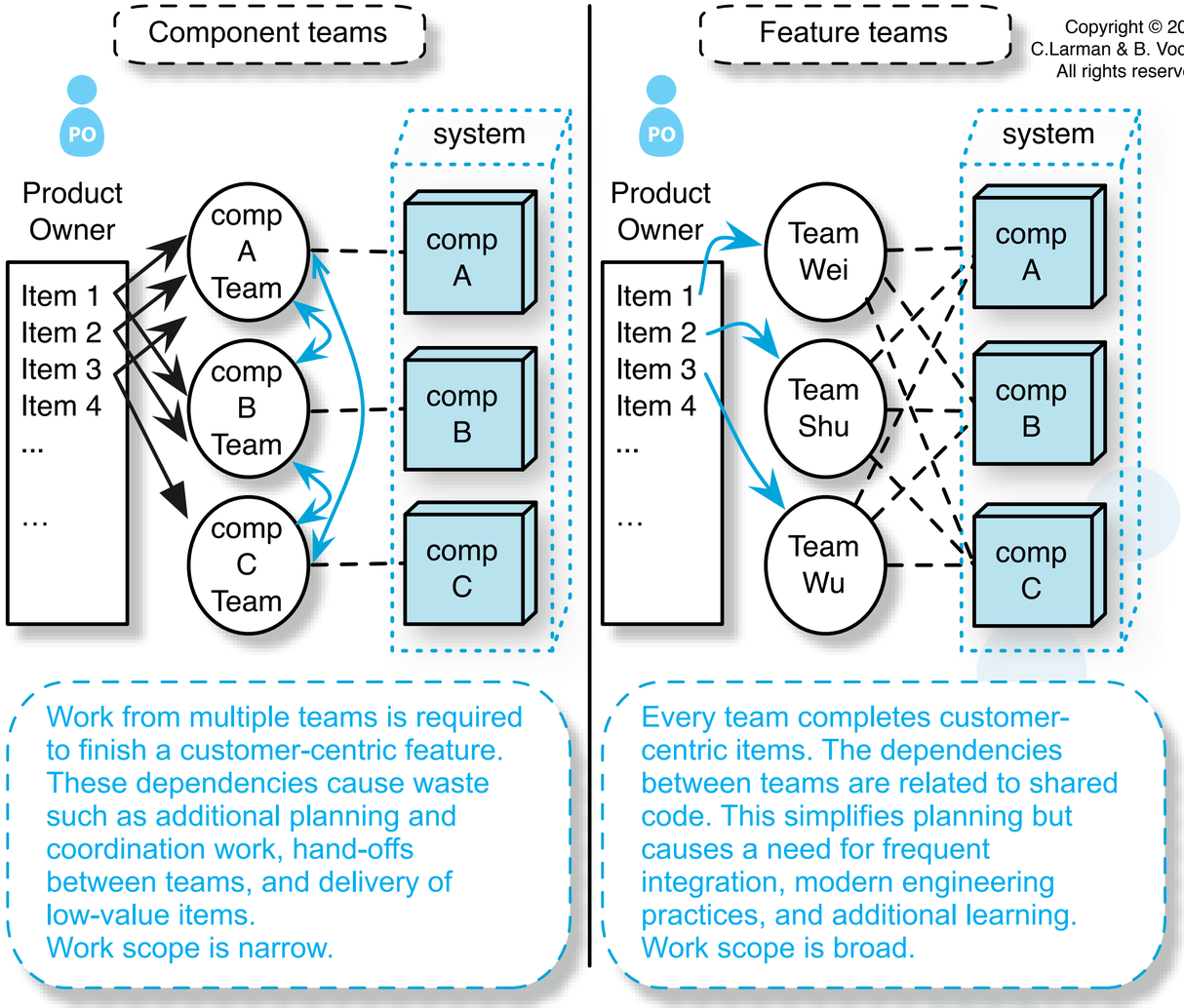
Feature-teams are multi-component

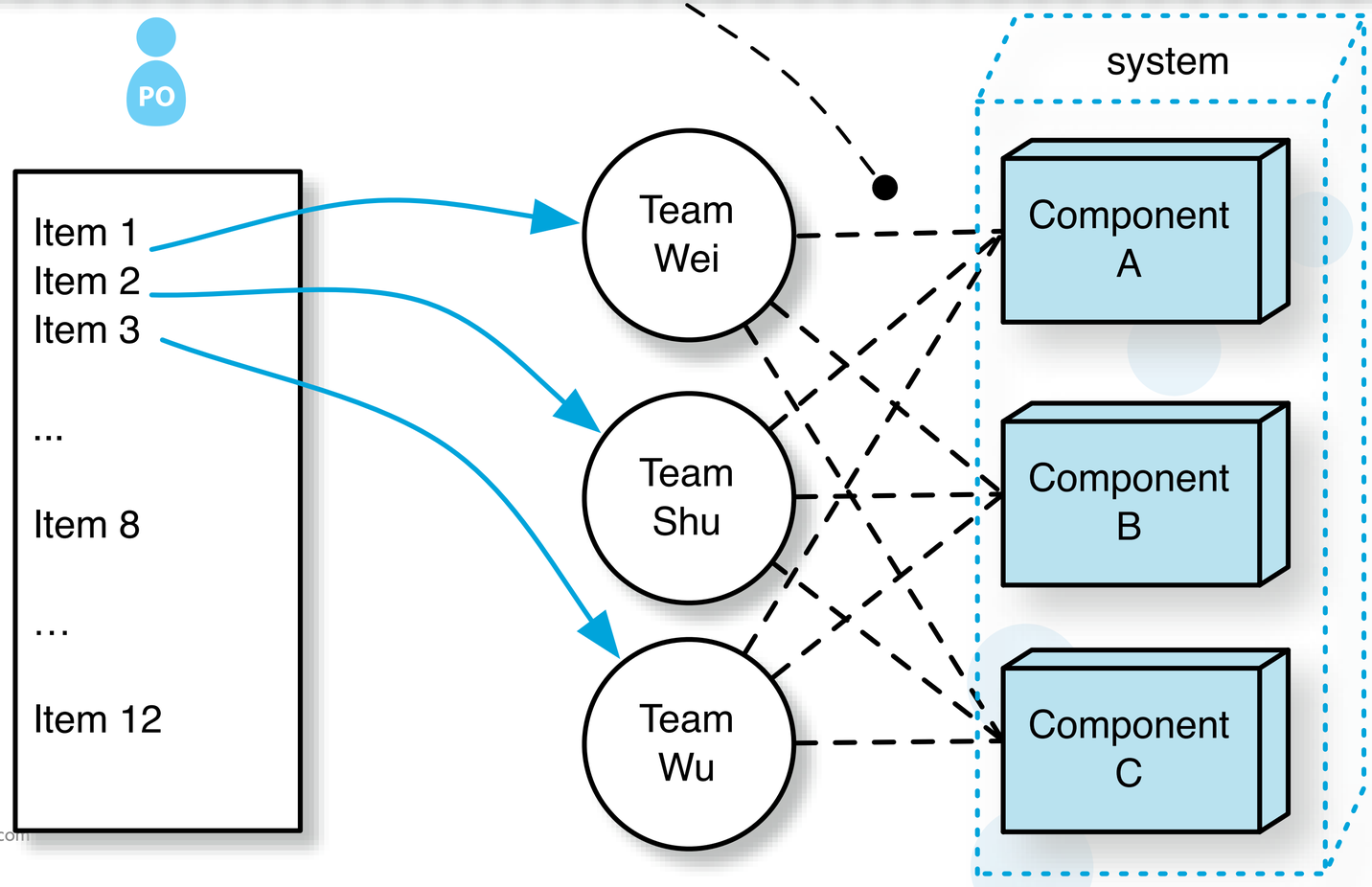


Dependencies are pushed from planning to integration

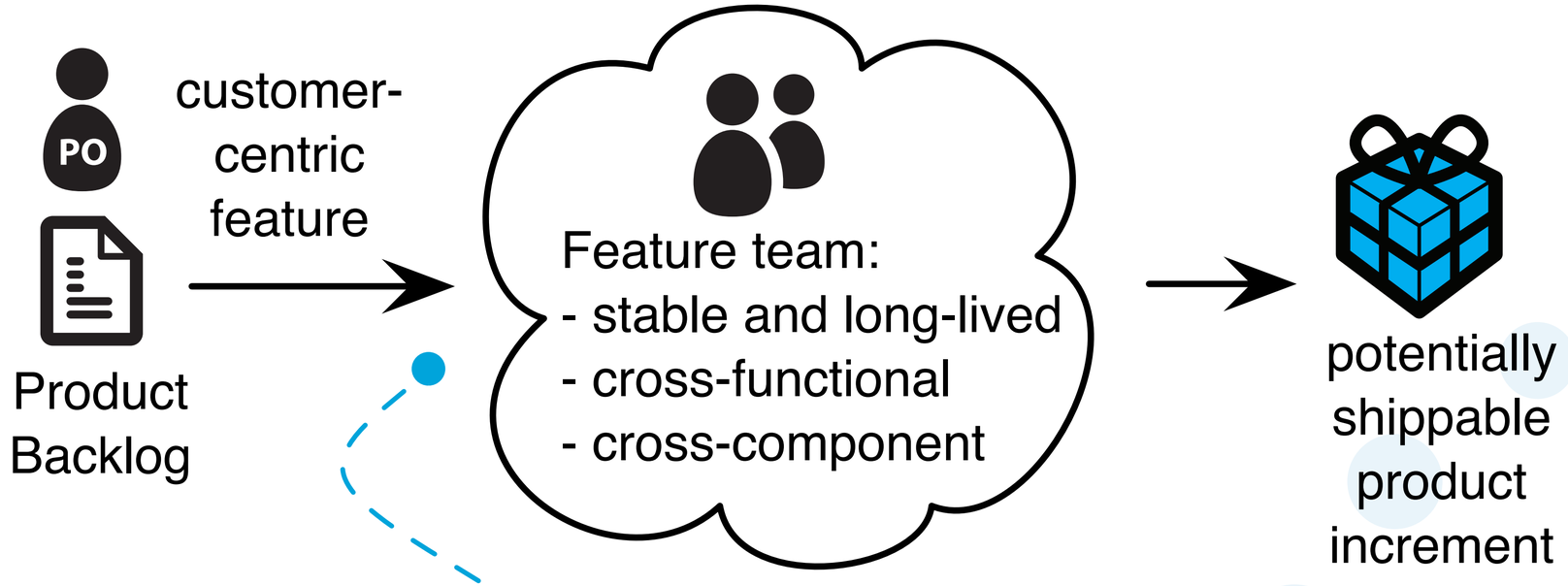


Co-ordination is in shared code

With feature teams, teams can always work on the highest-value features, there is less delay for delivering value, and coordination issues shift toward the shared code rather than coordination through upfront planning, delayed work, and handoff. In the 1960s and 70s this code coordination was awkward due to weak tools and practices. Modern open-source tools and practices such as TDD and continuous integration make this coordination relatively simple.



Feature teams are customer-centric



Team has the necessary knowledge and skills to complete an end-to-end customer-centric feature. If not, the team is expected to learn or acquire the needed knowledge and skill.

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What LeSS is not

- A heavy method that needs to be ‘tailored down’ to smaller groups
- Scrum being ‘contained’ within something else
- Requiring big batch Release Train planning and release
- Temporary Project and/or Program centric
- Disallowing developers and key stakeholders from collaborating at the same review
- Recommending part-time, temporary ScrumMasters
- Prioritisation by committee
- Product Owners from IT who are specifiers and are not empowered to make commercial decisions
- Many roles and intermediated communication up and down hierarchies

To learn more about LeSS…

See the less.works website