LeSS

More with LeSS

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less less LeSS

Craig Larman
craiglarman.com & less.works

v.49

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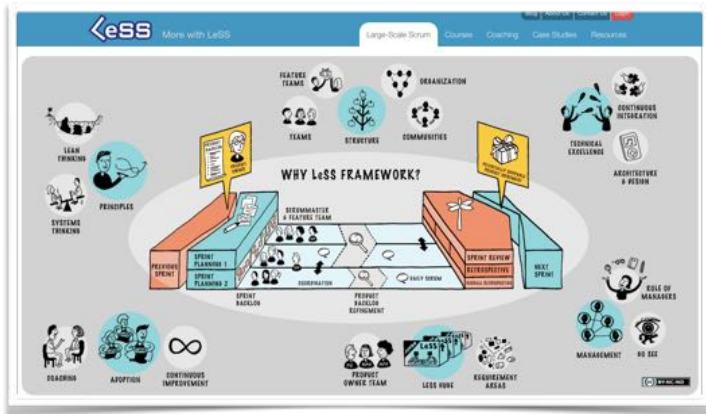
less.works

craig@less.works

#LeSSWorks
@less_works
@lesscraiglarman

Scaling?

first, a caution...

One of the directors of SAGE was discussing why the programming had gotten out of hand. He was then asked, **"If you had it to do all over again, what would you do differently?"** ...

His answer:
"Find the ten best people and write the entire thing themselves."

[Horowitz74]

after years working in
large
multisite
offshore
development,
our key advice? …

large - don't

multisite - don't

offshore - don't

but groups still 'scale',
for reasons…

compelling
("create LTE")

questionable
("low-cost sites")

so is LeSS for **scaling**?

Descaling & Simplifying

"How can we apply agile at scale in our big complex organization?"

is this the right question? ...

traditional large groups are complicated — though not because they need to be, but because **their organizational designs create an illusion of unnecessary complexity**

This is an Important Question…

"How can we **simplify** the unnecessarily big and complex organizational design, and **be agile** rather than **do agile**?"

LeSS **descales** organizational complexity, dissolving unnecessary complex organizational solutions, and solving in simpler ways.

LeSS

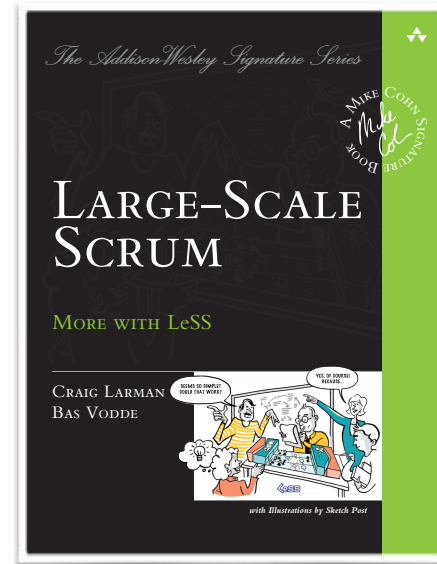More with LeSS

Learning Resources

Craig Larman

co-creator of LeSS (with Bas Vodde)

large + multisite + 'offshore'
large-scale embedded systems
large-scale financial systems
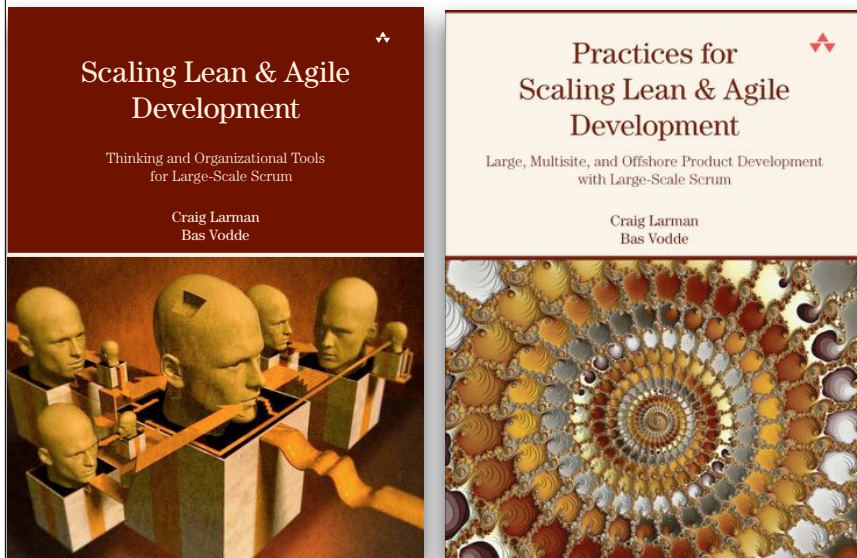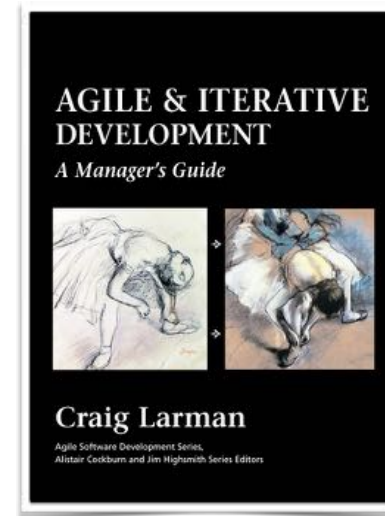large-scale telecom systems

3rd LeSS book...

The Addison-Wesley Signature Series

A MIKE COHN SIGNATURE BOOK

LARGE–SCALE SCRAM

MORE WITH LeSS

CRAIG LARMAN
BAS VODDE

with Illustrations by Sketch Post

First Two LeSS books...

Scaling Lean & Agile Development

Thinking and Organizational Tools
for Large-Scale Scrum

Craig Larman
Bas Vodde

Practices for
Scaling Lean & Agile
Development

Large, Multisite, and Offshore Product Development
with Large-Scale Scrum

Craig Larman
Bas Vodde

Early Agile Book

AGILE & ITERATIVE
DEVELOPMENT
A Manager's Guide

Craig Larman

Agile Software Development Series,
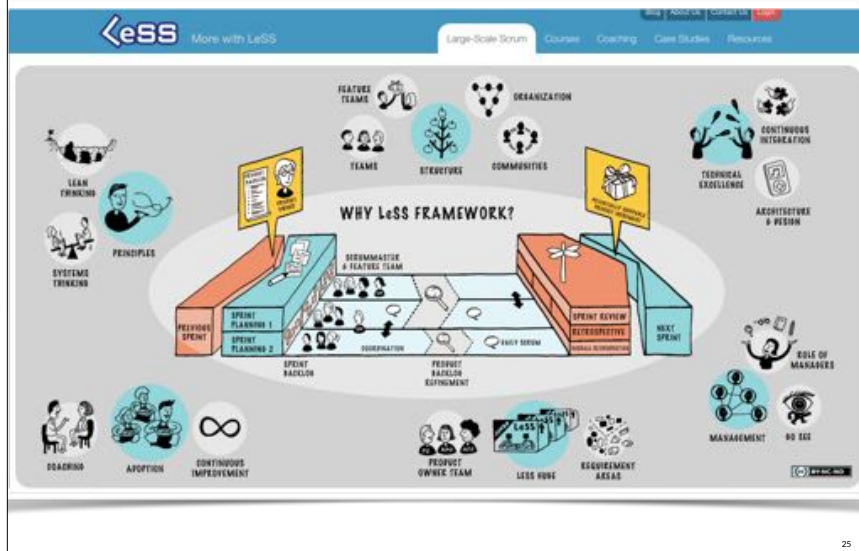Alistair Cockburn and Jim Highsmith Series Editors

Slide 25

less.works

Slide 26

Local
Optimization

Slide 27

in traditional large-scale organizational design, the *overarching & repeating* theme

local optimization

Slide 28

examples of
local optimization...

focus on moving the ball?
or on player job title?

focus on delivering dishes?
or on chopping onions?

System Optimization

using the analogies, how to advise system optimization?

Systems Optimization

"watch the **ball**,
not the players"

"deliver the **dish**,
not the onions"

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the **One True**

system optimizing goal?

♀ **BIG** Idea

leadership needs to
agree on the system
optimizing goal

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the **LeSS** System Goals

> company-level system
optimization for

  > **deliver highest customer
  value first**

  > **agility driven by learning**
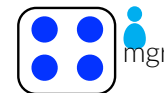 ("turn on a dime, for a dime")

Why LeSS?

Descaling with LeSS

replace
local optimizations of
single-specialist groups
with a *majority* of

feature teams

Organize by Customer Value: Feature Teams

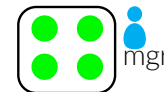analysts and/or UX/UI designers — mgr

DBAs — mgr

architects — mgr

component-1 programmers — mgr

component-2 programmers — mgr

test/QA group — mgr

a likely traditional large-scale organizational structure before adopting Scrum

Slide 41:

analysts and/or UX/UI designers

DBAs

architects

component-1 programmers

component-2 programmers

test/QA group

a cross-functional team in Scrum spans **all** functions

Slide 42:

analysts and/or UX/UI designers

DBAs

architects

component-1 programmers

component-2 programmers

test/QA group

single-specialist groups are dissolved

(and thus the functional & component manager roles are eliminated)

Slide 43:

"It is difficult to get a man to understand something when his job depends on not understanding it."

— Upton Sinclair

Slide 44:

Guide: Job Safety, but not Role Safety

Job safety
& salary safety
but not
role safety

Larman's Laws of Organizational Behavior

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why so much?...
Lean-but
Scrum-but
Kanban-but
DevOps-but
AnyChangeIdea-but

Larman's 4 Laws of Organizational Behavior

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 overloading or redefining 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", "religious", and "needing pragmatic customization for local concerns" — which deflects from addressing weaknesses and manager/specialist status quo.**

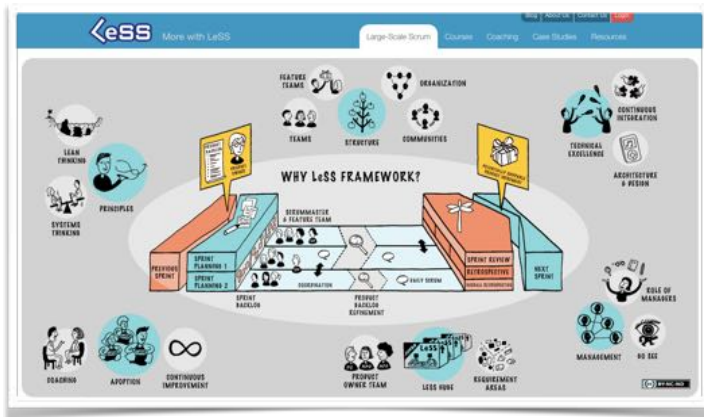4. **Culture follows structure (or behavior/mindset follows system)**

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larmanslaws.org

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