



# “Inspire Agile Transformation from Bottom-Up”

My possible LeSS Case Study

Sofia Pelzl

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# Sofia Pelzl

## Agile Consultant

- Certified Scrum Master, A-CSM & CSP SM
- Certified Agile Leadership, CAL-O, -T, - E
- Certified Product Owner, CSPO
- ICF Professional Certified Coach (PCC)
- Certified LeSS Basic Trainer, CLB
- LeSS Trainer Candidate



## Large Scale Agile Experience since 2017

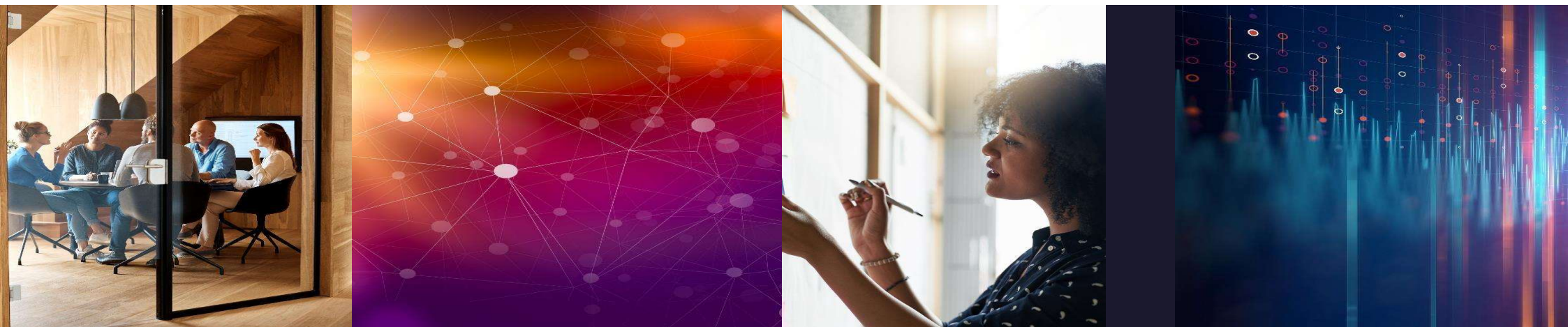
- Helped big and small companies improve agile mindset & practices (involved in Wolfi's Case Study in 2017)

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- Our way to LeSS:
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# Motivation

A revolution,  
started from the bottom...

## Sharing experience

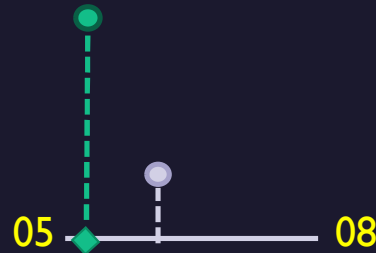
- “owning vs. renting” inspiring top-down from bottom-up
- Helpful LeSS Principles, Structures and Guides in non-LeSS environments
- Success factors, constrains and learnings

# Some background information

- Writing still ongoing - therefore company name must not be published yet.
- Medium sized telecommunication infrastructure provider (ca. 1000 employees) in Germany
- Initial role – Scrum Master
- Initial steps started in May 2019 on a single project level (scrum introduction)
- Now three teams are working in the LeSS adoption  
PARALLEL: multiple further LeSS-like Scrum adoptions including Multiteam-Events
- The entire case study covers more than 3 years and still ongoing.
- Final role - Agile Coach and Management Coach

# Our way to LeSS

Management sees:  
Scrum as a project  
management  
methodology



One Team Scrum  
(LeSS branded):

- One Product Owner
- One Product Backlog
- One Feature Team

2019

2020

2021

2022

Scrum Events(LeSS branded)

- SP I,
- Weekly PBRs,
- Sprint Review



Management understands:  
Harmfulness of projects, and  
advantages of scrum (products)

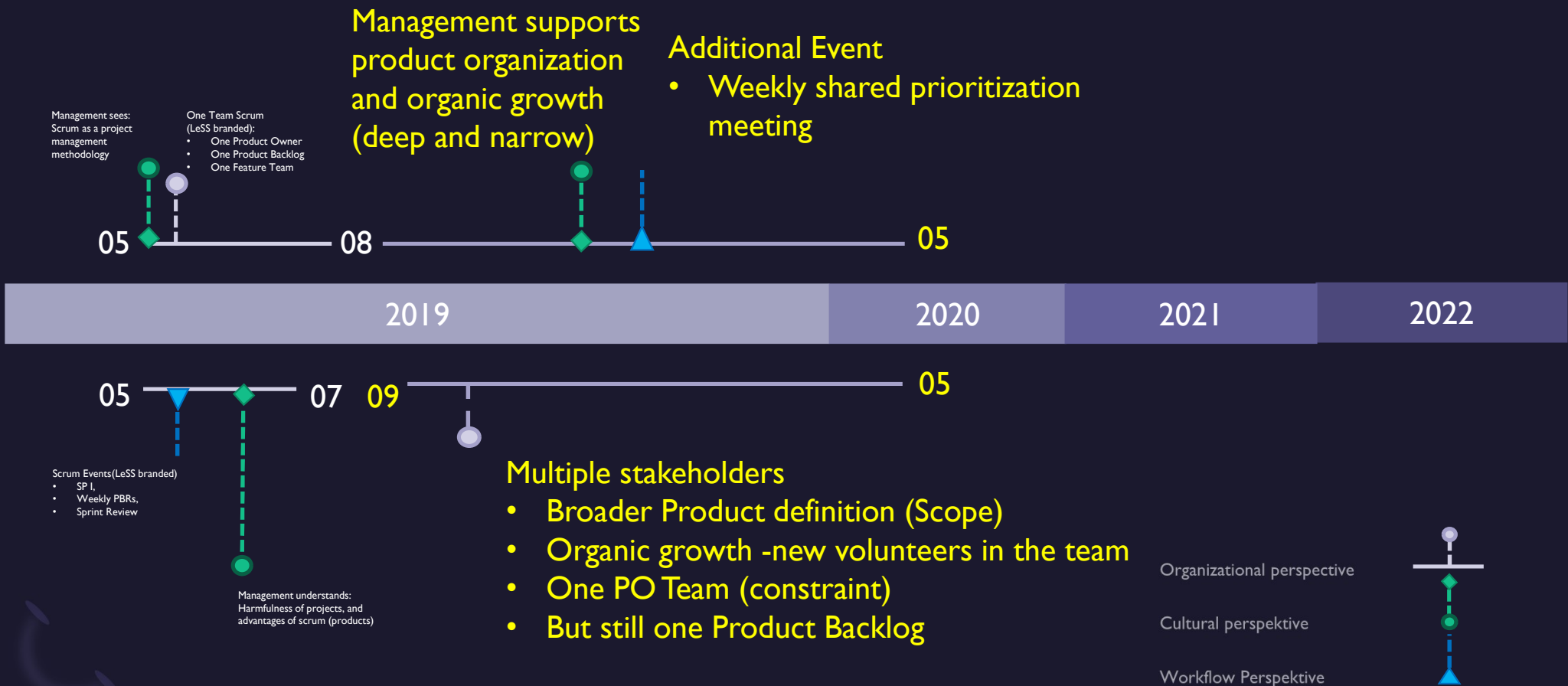
Organizational perspective

Workflow Perspective

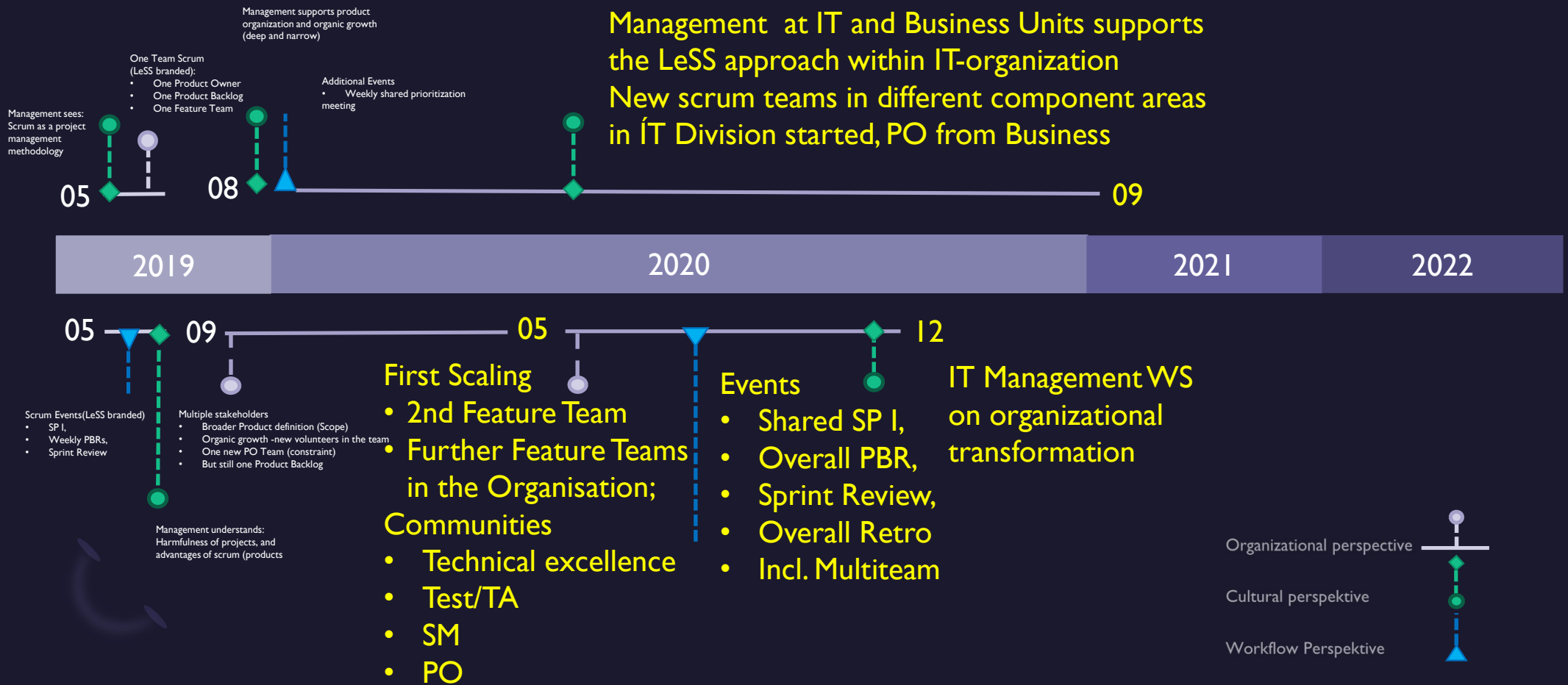
Cultural perspective



# Our way to LeSS

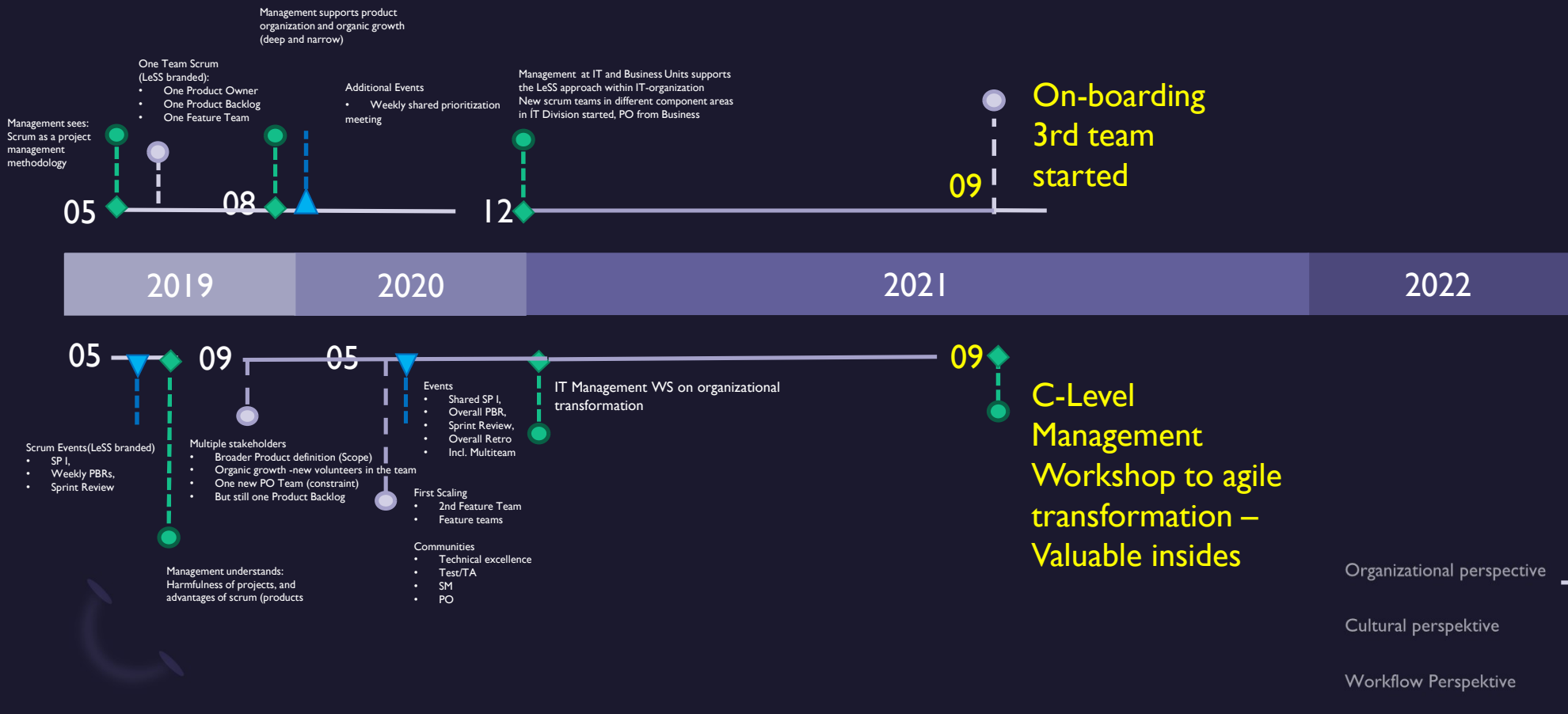


# Our way to LeSS





# Our way to LeSS

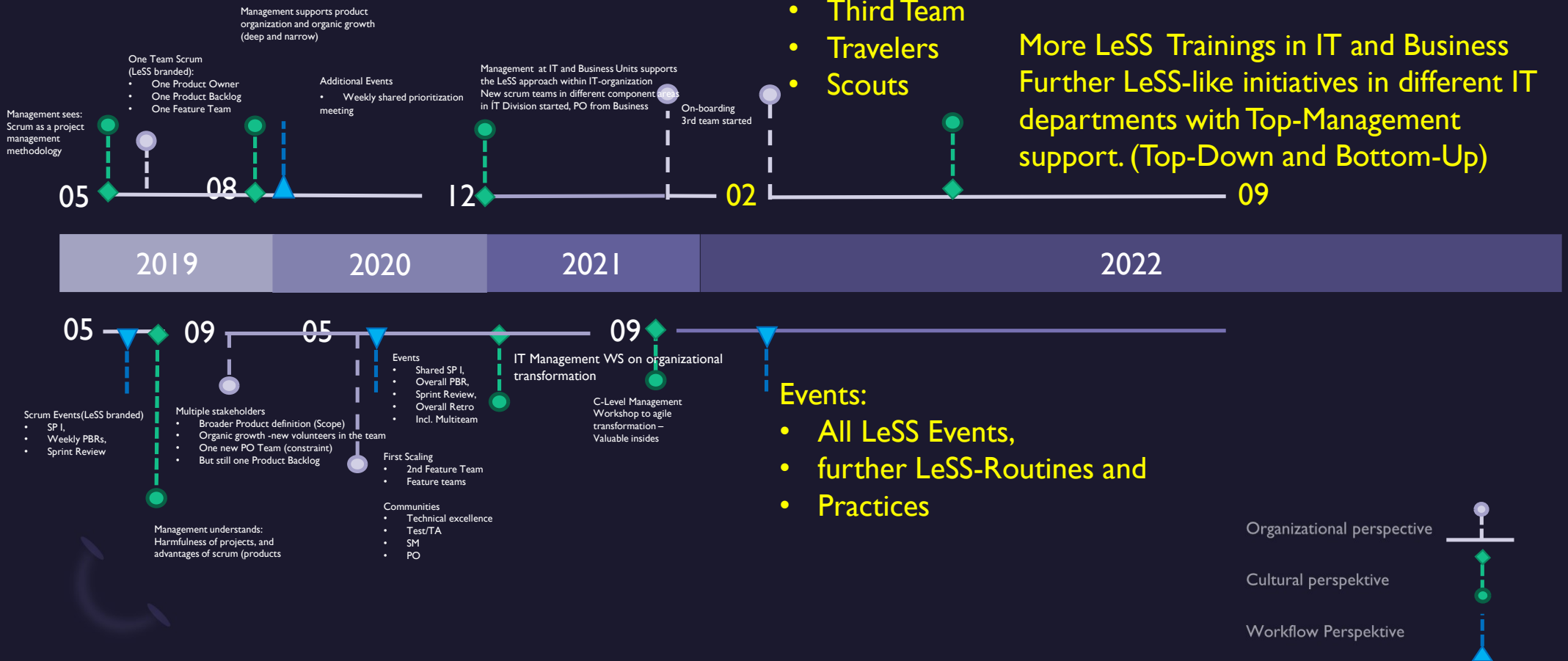


# Our way to LeSS

## Further Scaling:

- Self-Designing Team Workshop
- Third Team
- Travelers
- Scouts

More LeSS Trainings in IT and Business  
Further LeSS-like initiatives in different IT departments with Top-Management support. (Top-Down and Bottom-Up)



# Organizational Constraints

From September 2019 till May 2022



# Organizational Constraints



## NO SINGLE PO

- There can be only one! Product Owner team” usually that means there is no actual Product Owner. “Practical Workaround: Weekly shared prioritization meeting, included all three PO’s from the Business Units B2B (Companies & Housing associations, cooperatives, e.g.) and B2C (Business-to-Consumer).

## EXTERNAL UX-SUPPORT

- Practical Workaround: Close collaboration in-between the feature team and UX-Designers. They were participated on the Product BL Refinements, to establish a real collaboration and reduce harmful effects.

## KIND OF UNDONE DEPARTMENT

- “undone department“ a tester component group, which integrated E2E-/Performance Tests. DoD for the teams was considering this constraint.

## NON-SW-RELATED WORK DEPARTMENTS

- How to integrate the hardware? Civil works and LeSS...
- We could not answer those questions immediately, that s why we started with IT first in order to figure out the solutions later.



# Up-coming Challenges



- Restructure the organization to be able to define a single PO with area POs
- Practices in IT: implement continuous integration practices
- Solve the integration problems with the civil work departments / projects



# Conclusion

With patience, the LeSS principles and a good timing in the argumentation, it is possible to inspire also the higher management for LeSS and LeSS principles. This can inspire management to change from a pure bottom-up approach to a combined top-down and bottom-up approach. These are then very good prerequisites for introducing LeSS sustainably in the organization and learn more.

# Thank you!

Please contact me under:

Homepage: [pelzl-consulting.com](https://pelzl-consulting.com)

Email: [sofia.pelzl@pelzl-consulting.de](mailto:sofia.pelzl@pelzl-consulting.de)

