LeSS

More with LeSS

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less less LeSS

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v.49

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#LeSSWorks

Slide 5

Book Raffle?

LARGE-SCALE SCRUM
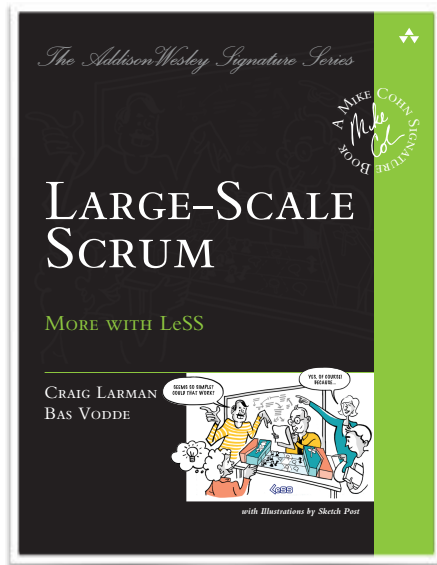
MORE WITH LeSS

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Slide 6

Scaling?

Slide 7

first, a caution...

Slide 8

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]

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

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large - **don't**

multisite - **don't**

offshore - **don't**

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but groups still 'scale',
for reasons...

compelling
("create self-driving car")

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 "necessary" complexity**

This is an Important Question…

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

BIG Idea

LeSS **descales** organizational complexity, (1) dissolving unnecessary complex org solutions (2) solving in simpler ways

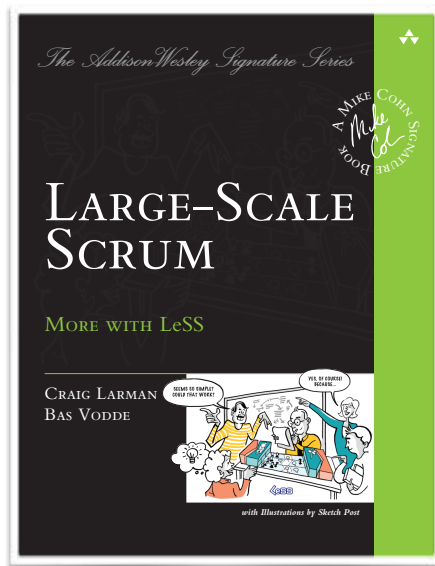LeSS

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
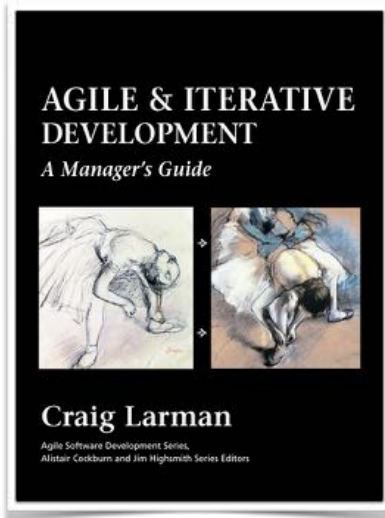large-scale telecom systems

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3rd LeSS book...

The Addison Wesley Signature Series

A Mike Cohn Signature Book

LARGE-SCALE SCRUM

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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
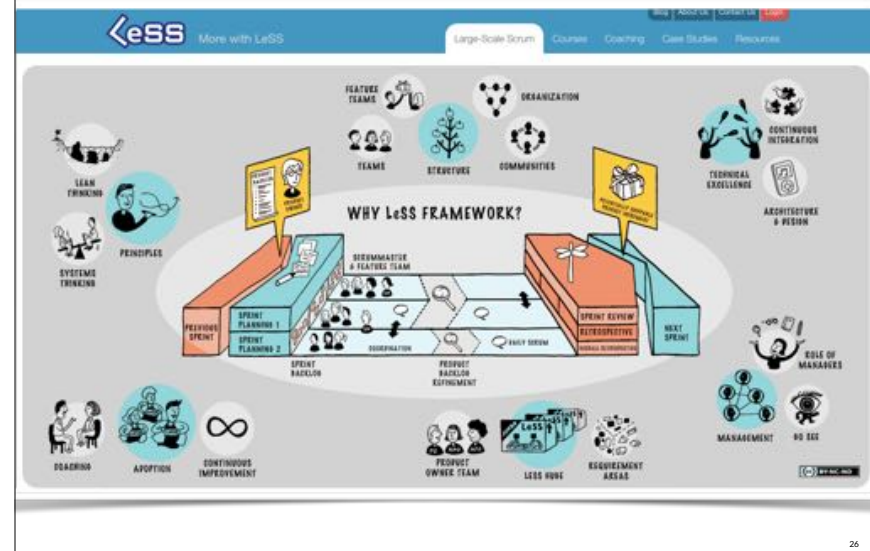
Craig Larman
Bas Vodde

Early Agile Book

less.works

Local Optimization

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

local optimization

examples of
local optimization…

focus on moving the ball?

or on player job title?

focus on delivering dishes?

or on chopping onions?

System
Optimization

Slide 33

using the analogies, how to advise system optimization?

Slide 34

Systems Optimization

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

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

Slide 35

the **One True**

system optimizing goal?

Slide 36

low E2E CT
Highest Value
Highest Agility/Adaptiveness
Busy-ness
Personal Secrecy
Ideation
Manager Prestige & Cash Transfer
...

BIG Idea

leadership needs to agree on the system optimizing goal

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")
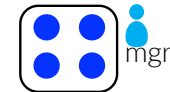
Why LeSS?

Organize by Customer Value: Feature Teams

Slide 41

Descaling with LeSS

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

feature teams

Slide 42

analysts and/or UX/UI designers · mgr

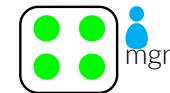DBAs · mgr

architects · mgr

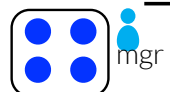component-1 programmers · mgr

component-2 programmers · mgr

test/QA group · mgr

a likely traditional large-scale organizational structure before adopting Scrum

Slide 43

analysts and/or UX/UI designers · mgr

DBAs · mgr

architects · mgr

component-1 programmers · mgr

component-2 programmers · mgr

test/QA group · mgr

a cross-functional team in Scrum spans **all** functions
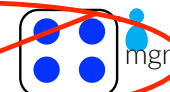
Slide 44

analysts and/or UX/UI designers · mgr
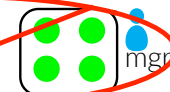
DBAs · mgr

architects · mgr
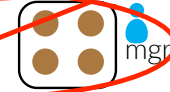
component-1 programmers · mgr

component-2 programmers · mgr

test/QA group · mgr

single-specialist groups are dissolved

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

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

— Upton Sinclair

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 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. **As a corollary to (1), if after *changing the change* some managers and single-specialists are still displaced, they become "coaches/trainers" for the change, frequently reinforcing (2) and (3).**

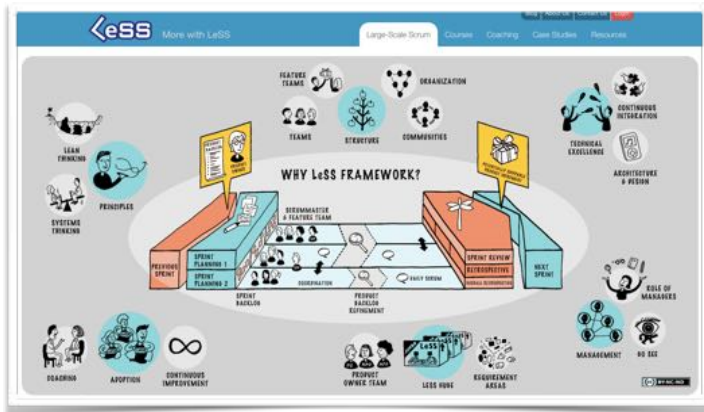5. **Culture follows structure (or behavior/mindset follows system)**

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