Large Scale Scrum

More with

Elad Sofer - Practical Agile

What should we cover?

Write down the questions you have about Large Scale Scrum.

Each question - One sticky note

פקק
עד השלום
ZAROS
ZAROS

Konosuke Matsushita
[1979 WD management visit to Japan speech]

"We will win and you will lose. You cannot do anything about it because your failure is an internal disease.

Your companies are based on Taylor's principles.
Worse, your heads are Taylorized, too.

You firmly believe that sound management means executives on one side and workers on the other, on one side men who think and on the other side men who can only work.

For you, management is the art of smoothly transferring the executives' ideas to the workers' hands."

Frederick Winslow Taylor
(1856 - 1915)

There is **no question** that the cost of production is lowered

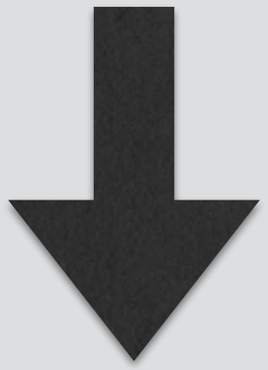
by **separating** the work of **planning** and the **brain work** as much as possible

from the **manual labor**

“We have passed the Taylor stage. We are aware that business has become terribly complex. Survival is very uncertain..

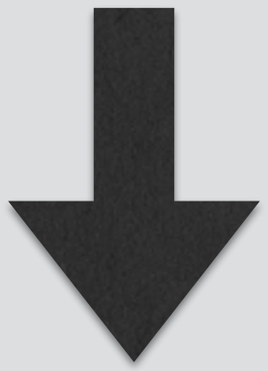
..We know that the intelligence of a few technocrats, even very bright ones, has become totally inadequate to face these challenges. Only the intellects of all employees can permit a company to live with the ups and downs and the requirements of its new environment. Yes, we will win and you will lose. For you are not able to rid your minds of the obsolete Taylorisms that we never had.”

Taylorizm **is not** a good idea.



Process prescription

is not a good idea



LeSS **is not** a good idea.

Except when…

Shu - Ha - Ri

Apprentice = Follow the rules and practice until you reach a good level

Journeyman = Start using the rules and use a sensei to explore improvement options

Master = Create new rules and become a sensei (teacher) for new apprentices

533 PCC

CHEVROLET

How did we get here?

Larman's Laws of Organizational Behavior

1. Organizations are implicitly optimized to avoid changing the status quo of middle- and first-level manager and "specialist" positions & power structures.
2. As a corollary to (1), any change initiative will be reduced to redefining or overloading 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", "revolutionary", "religion", and "needing pragmatic customization for local concerns" – which deflects from addressing weaknesses and manager/ specialist status quo.
4. Culture follows structure.

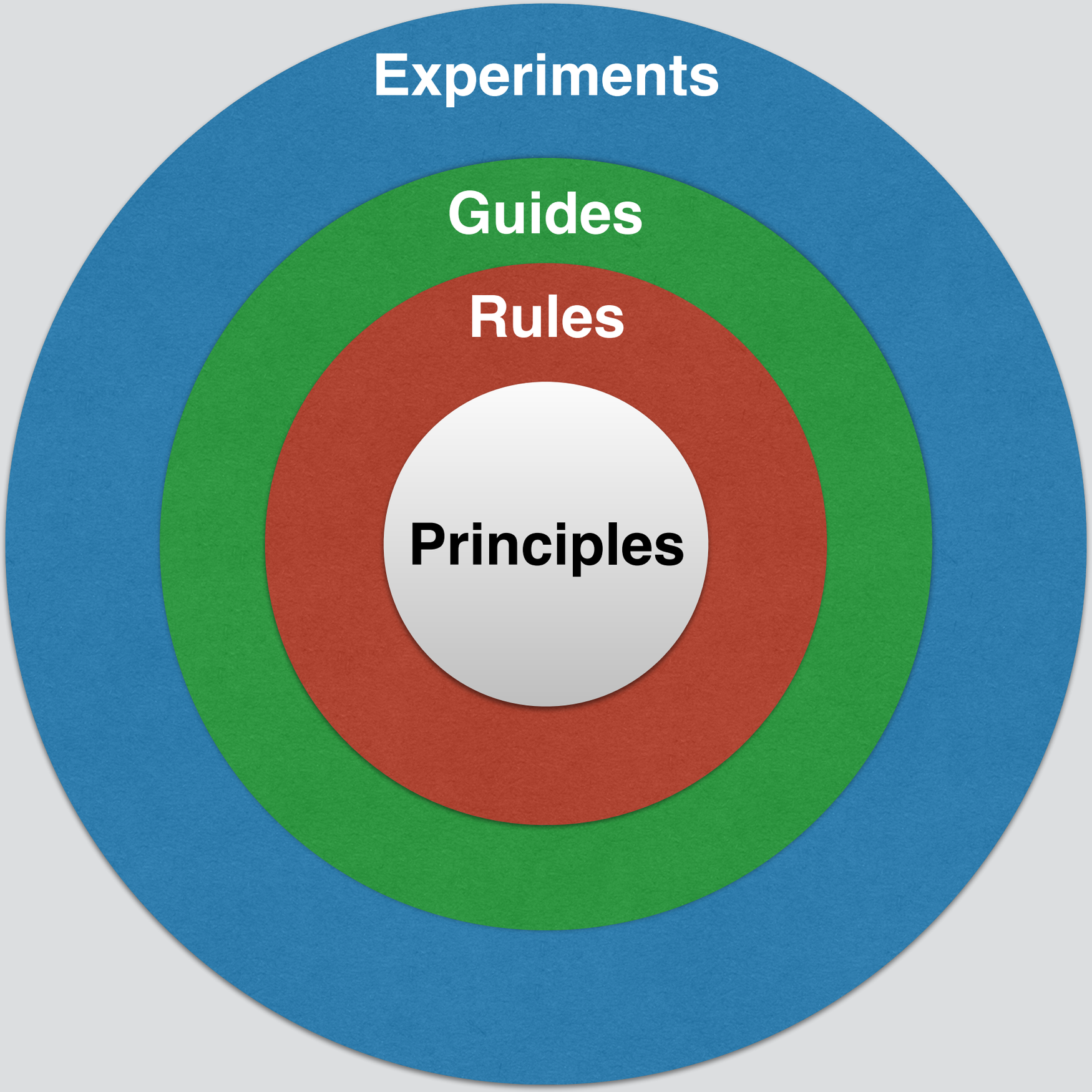
The basic LeSS assumptions

(just like scrum…)

For large groups, LeSS hits the sweet spot between defined concrete elements and empirical process control.

and…

There are no best practices.
Only good practices within a specific context


Experiments
Guides
Rules
Principles

QUEUEING THEORY

LARGE-SCALE
SCRUM IS SCRUM

TRANSPARENCY

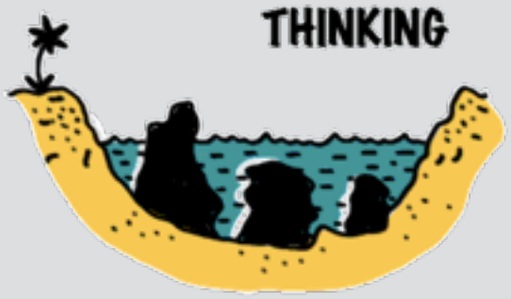
MORE
WITH LESS

EMPIRICAL
PROCESS CONTROL

WHOLE
PRODUCT
FOCUS

SYSTEMS
THINKING

LEAN
THINKING

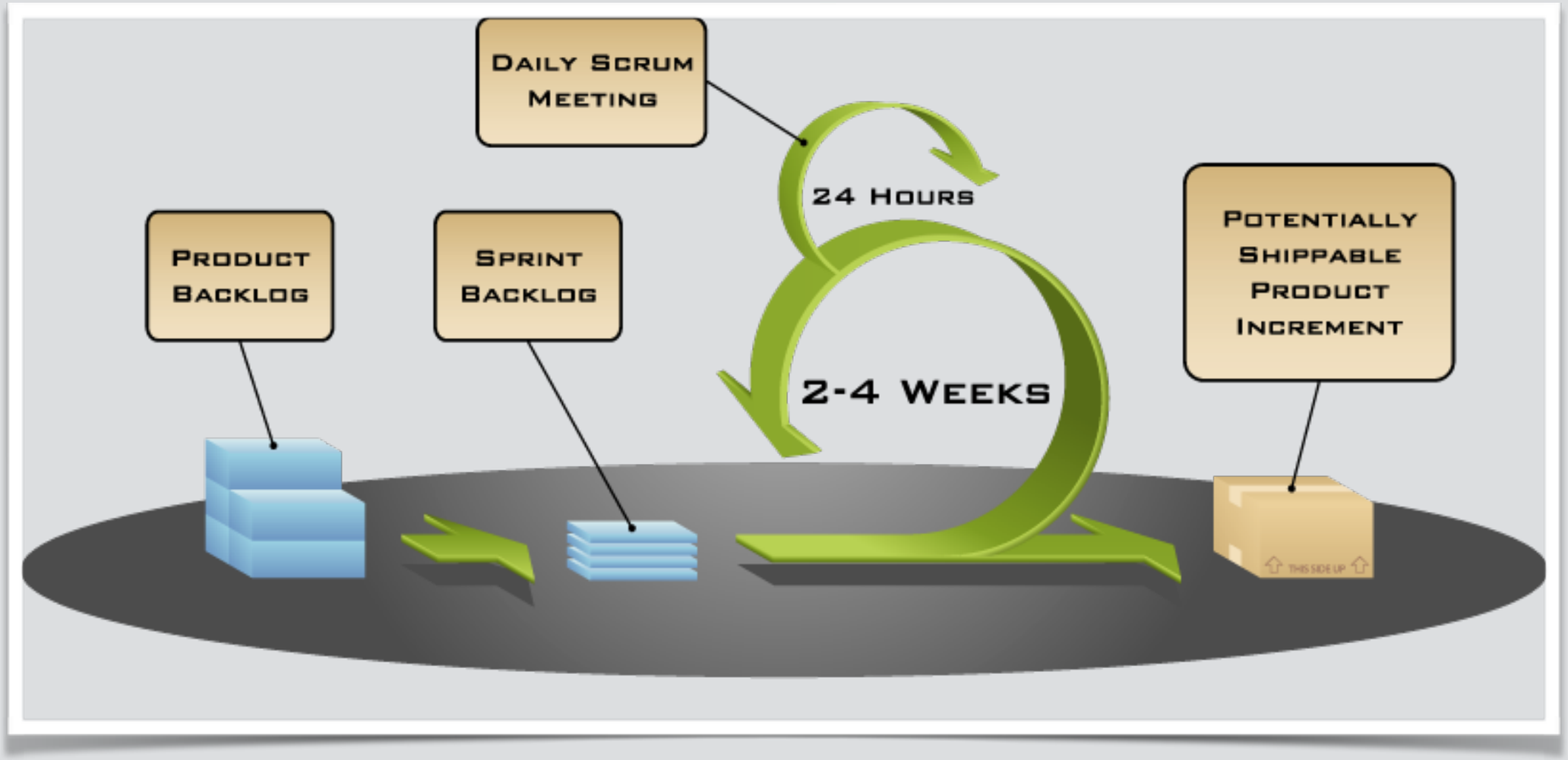


CONTINUOUS IMPROVEMENT
TOWARDS PERFECTION

CUSTOMER
CENTRIC

BY-NC-ND

Large scale Scrum is Scrum

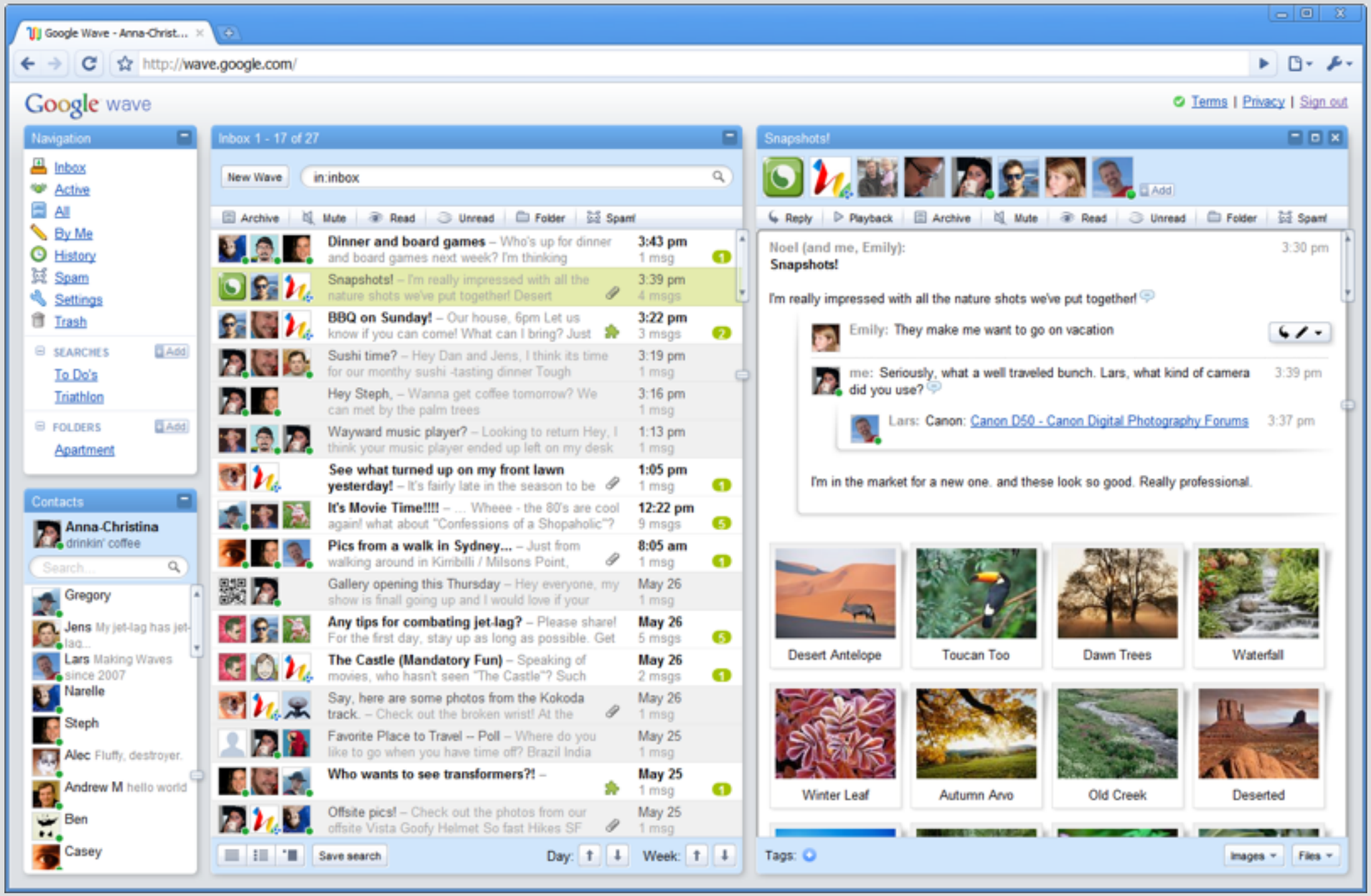


Transparency

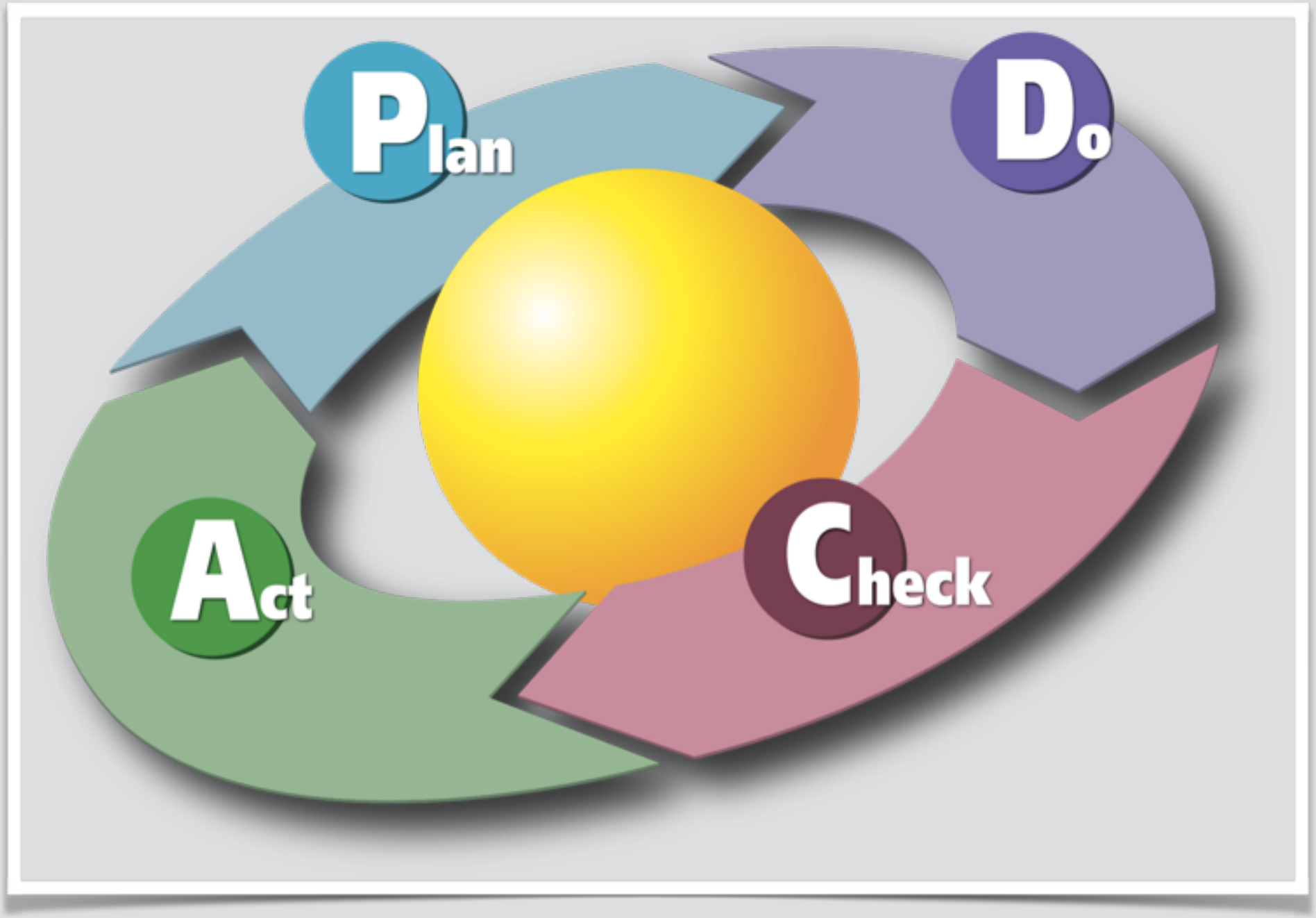
More with less

More	Less
Learning	Process
Agilty	Roles & Artfiacts
Outcome	Output
Employee satisfaction	Taylorism

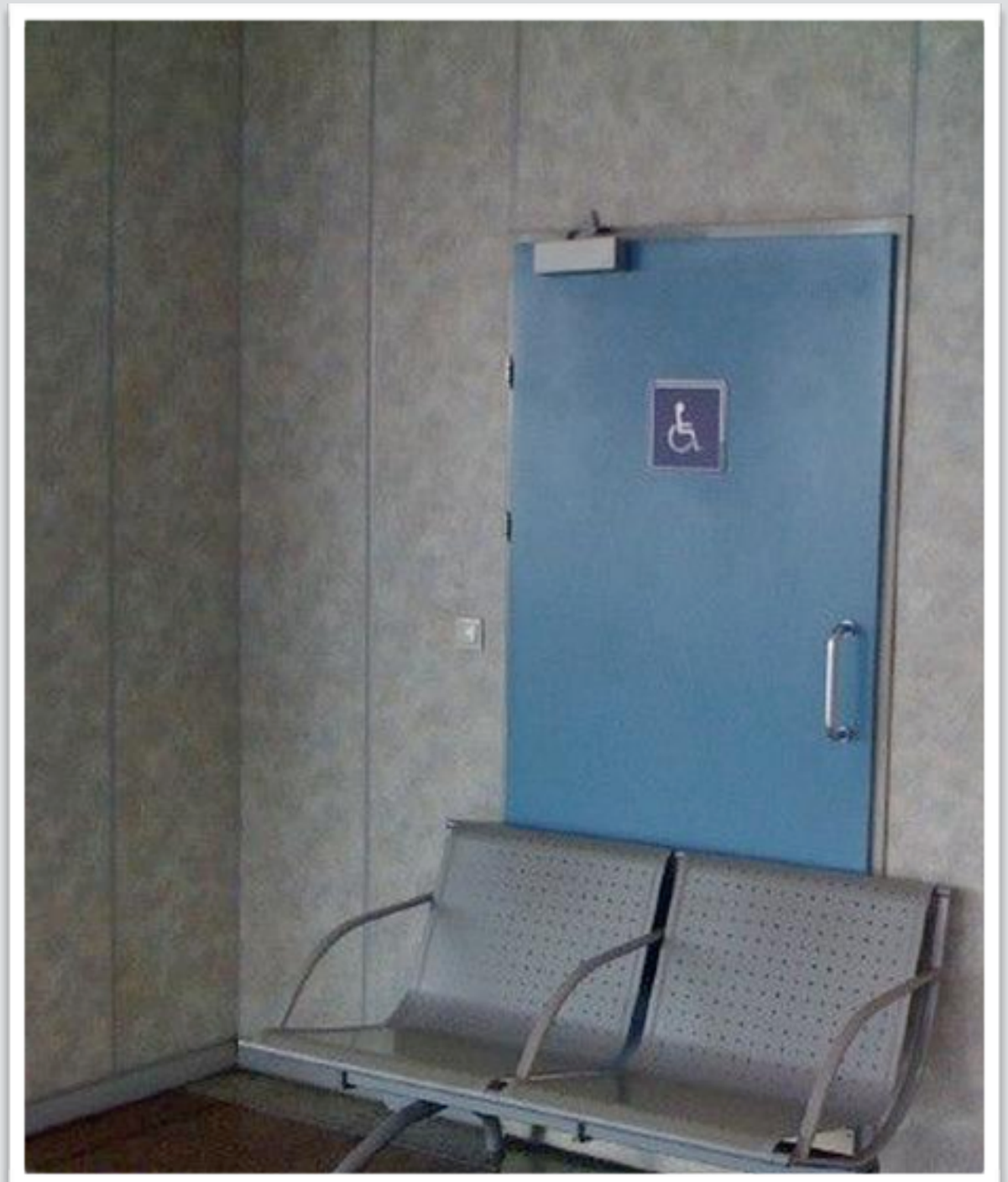
Whole product focus



Empirical process control

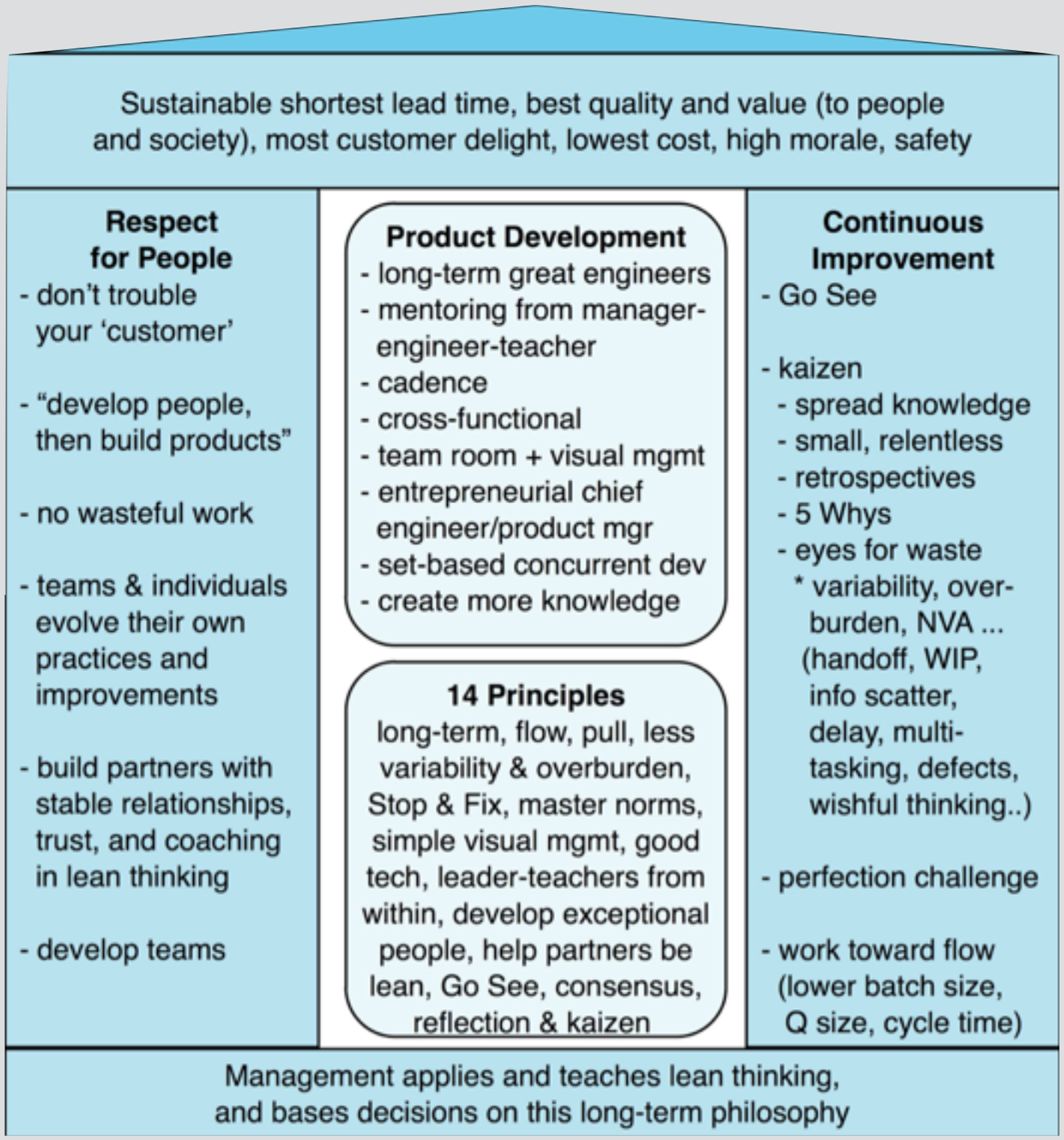


Customer centric



Queuing theory

Lean thinking



Lean thinking

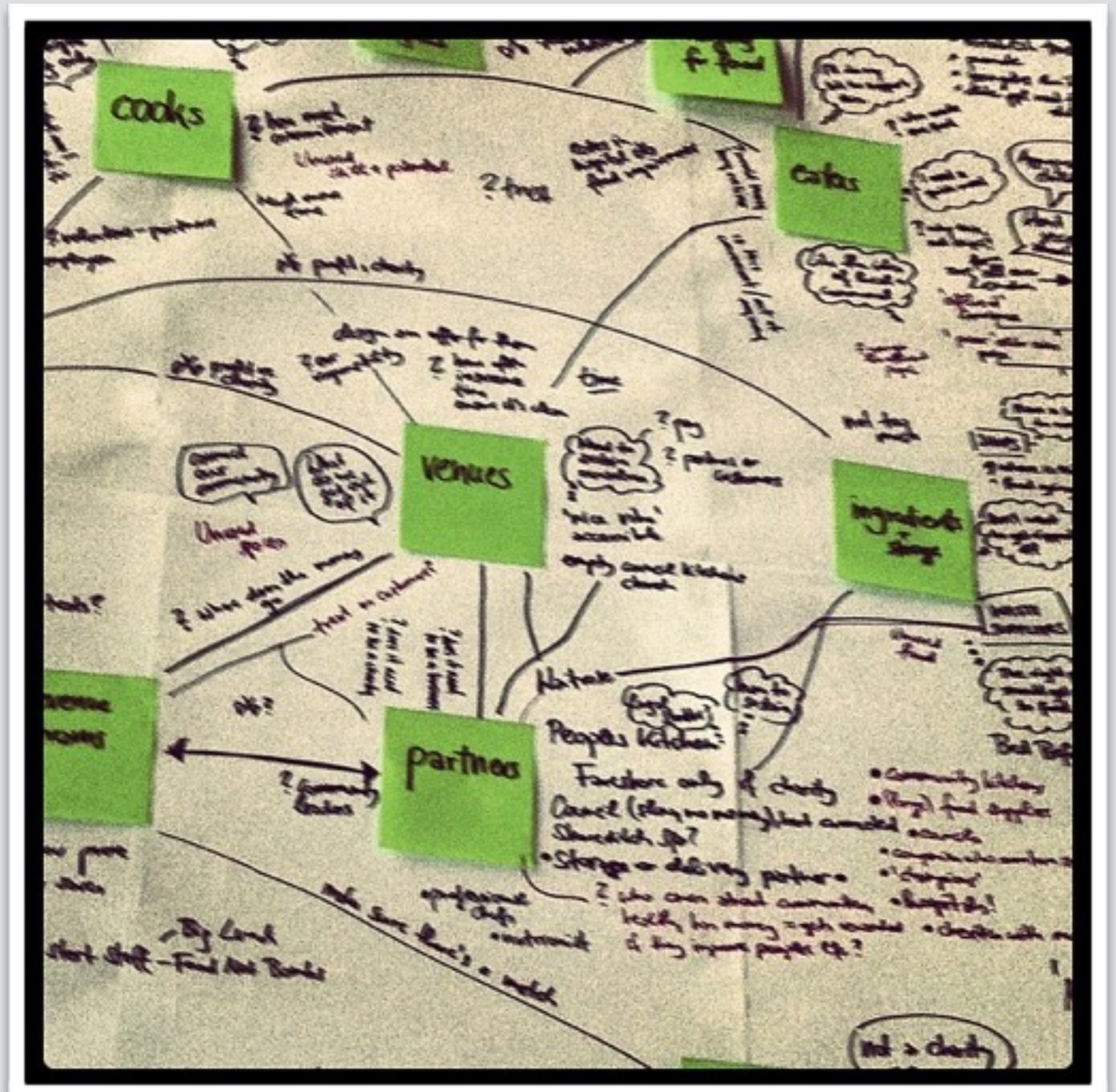
Opportunity for improvement

Traditional improvement

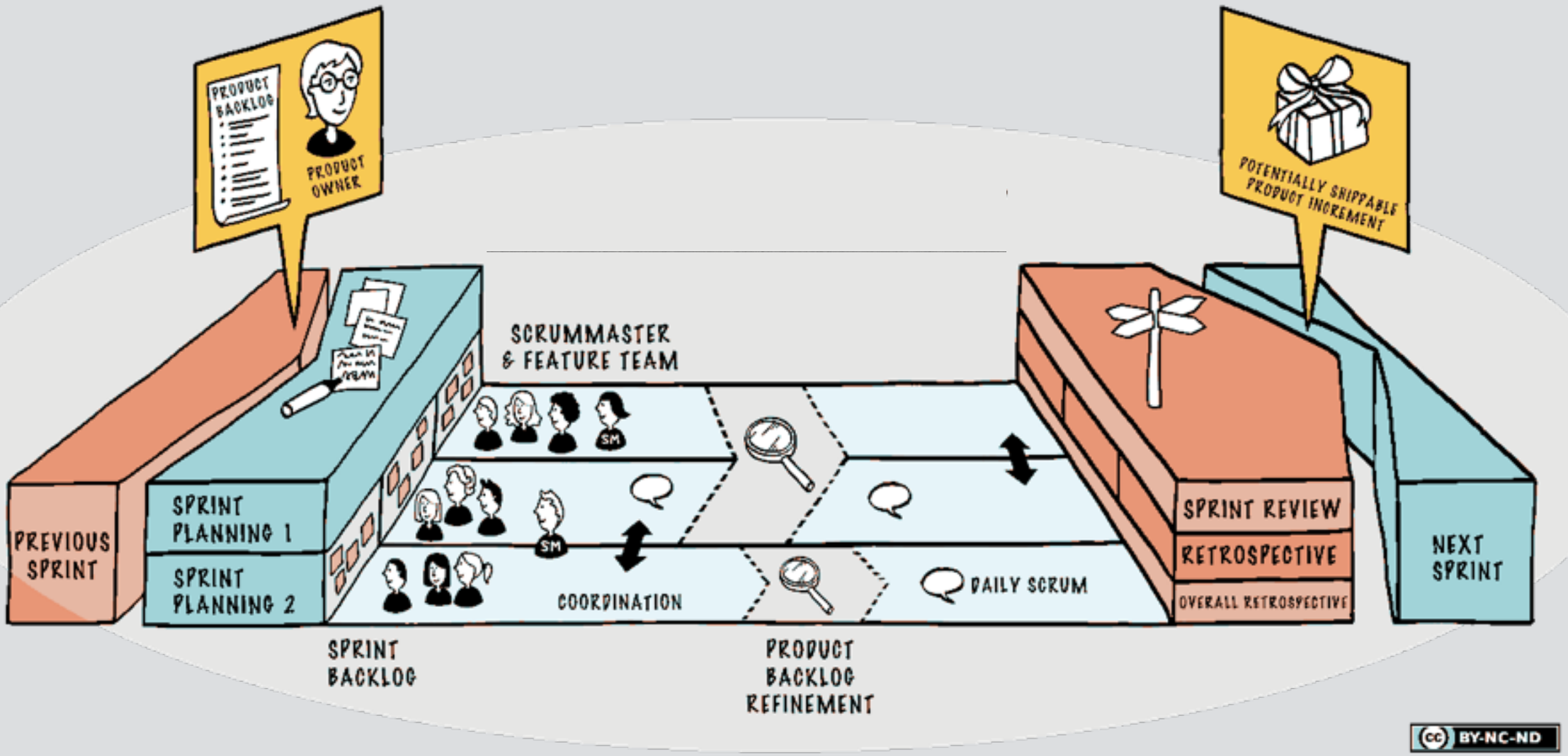
Detect and eliminate waste

1. Overproduction of features
2. Waiting, delay
3. Handoff
4. Extra process
5. Partially done work
6. Task Switching
7. Defects
8. Under-realizing people's potential
9. Knowledge scatter
10. Wishful thinking

System thinking



Continuous improvement towards perfection


PRODUCT BACKLOG
PRODUCT OWNER
SCRUMMASTER & FEATURE TEAM
POTENTIALLY SHIPPABLE PRODUCT INCREMENT
PREVIOUS SPRINT
SPRINT PLANNING 1
SPRINT PLANNING 2
SM
SM
COORDINATION
DAILY SCRUM
SPRINT REVIEW
RETROSPECTIVE
OVERALL RETROSPECTIVE
NEXT SPRINT
SPRINT BACKLOG
PRODUCT BACKLOG REFINEMENT

BY-NC-ND

Product

- One product, one backlog
- Needs to have a shared codebase.
- As broad as possible to minimize constraints.

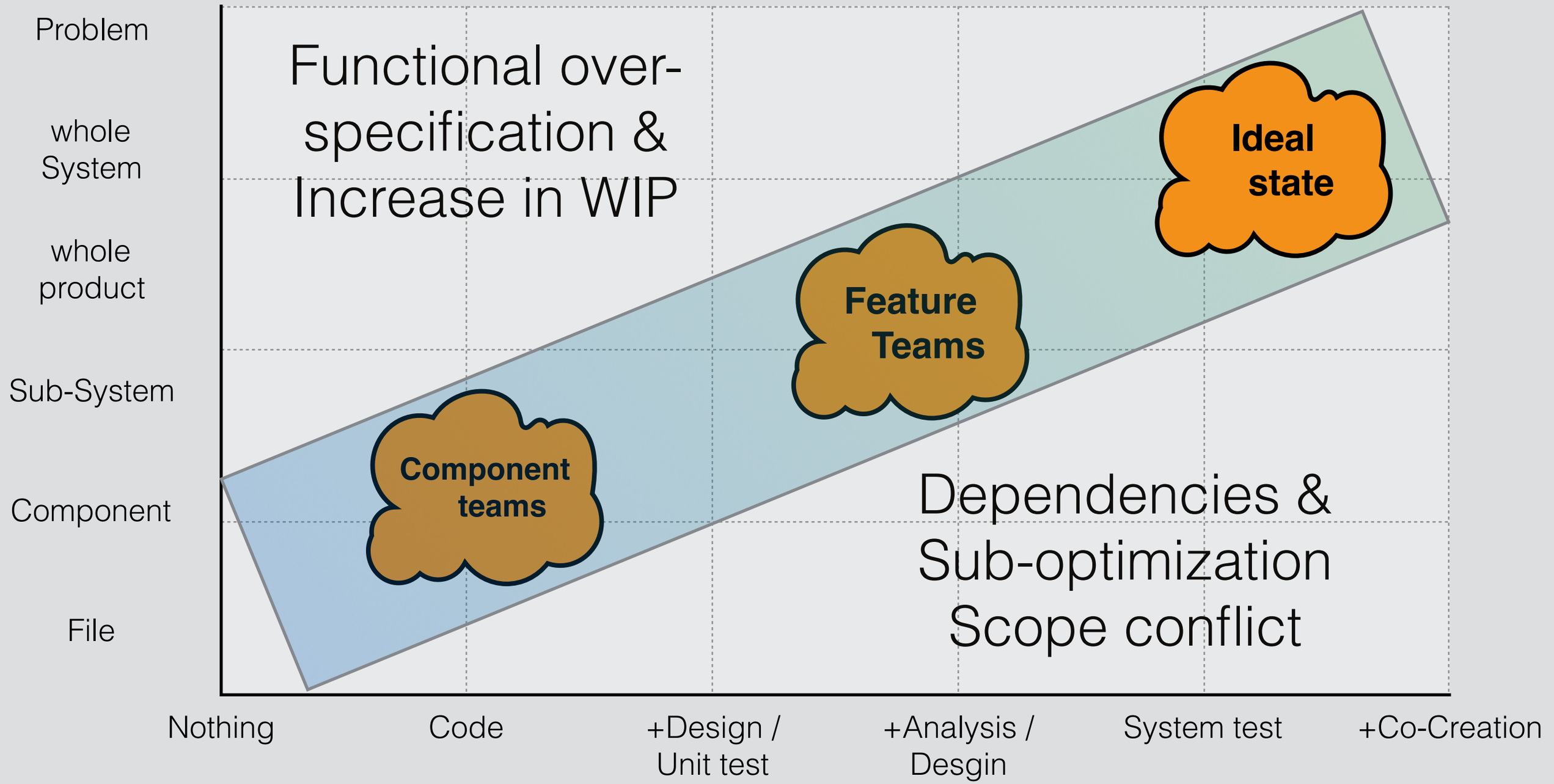
Product owner

- The person that owns the product.
- Accountable for results.
- Define the features based on business needs.
- Manages the product backlog.
- Focus on prioritization, Less on clarification.
- Not “Mr nice-guy”

The Team

- The minimal unit of resourcing
- Fixed (100% allocated people)
- Long-Lived
- Cross-functional feature teams
- Co-located.
- Self managing

Feature team adoption map



One sprint

- Fixed timebox for development.
- Interruptions and change of scope are forbidden.
- Starts with planning meeting.
- Sustainable pace
- Ends with a sprint review.

Cross team coordination

- Teams are responsible to decide how and when.
- Some options:
  - Just talk.
  - Communicate via code.
  - Continuous integration.
  - CoP
  - Travellers
  - Component Mentors.
  - SoS.

What does a Shippable product include?

On a flipchart - list the elements.
Be specific. one element per sticky.
avoid repetitions.

Definition of Done

- Teams and PO agree on the definition of Done.
- Done reflects the current minimal common denominator of technical skills in the teams.
- Teams can expand the DoD.
- Backlog Items that are not done are not reviewed.
- The DoD should expend over time.

Undone vs. Unfinished

Undone

Dealing with undone work

- Strategy 1: Undone department
  Awful idea!

- Strategy 2: Release sprint
  Bad idea!

- Strategy 2.5: Release sprint done by the team.
  average idea!

- Strategy 3: Expand team skills - no undone.
  Good idea!

Product Backlog refinement

- Done every sprint with representatives of all teams and the product owner.
- Split and clarify items into fine grained items.
- Estimate items.
- Identify need for cross-team coordination.
- Some techniques include: User Story mapping, Spec by example.

Avoid the contract game

Sprint review

- One sprint review meeting for all teams.
- Performed after every sprint.
- Inspect and adapt - not judgment.
- Avoid “slideware”
- Demonstrate only done items.

Sprint retrospective

- Not a post-morten! Nobody is dead…
- Done per team after the sprint review.
- Focus on learning and improving.
- “The art of the possible”
- Generate experiments for the next sprint(s).
- Important to keep the meeting safe.

Overall sprint retrospective

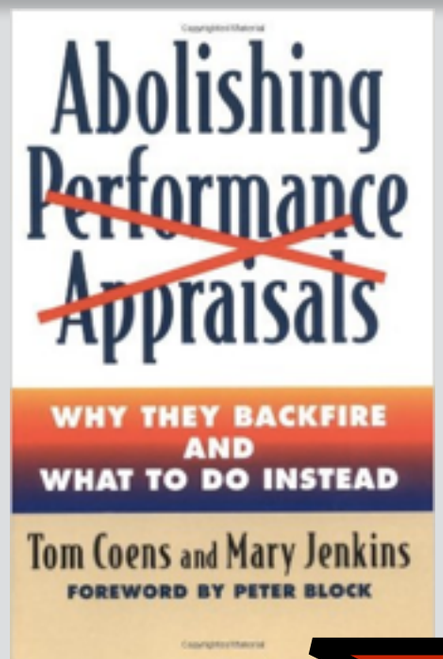
- Product owner, Representatives of all teams, Scrum masters.
- Usually performed at the beginning of the next sprint.
- Focus on system level and cross team learning.
  - Use system thinking tools such as causal loop diagrams.
- Generate system experiments for next sprint(s)

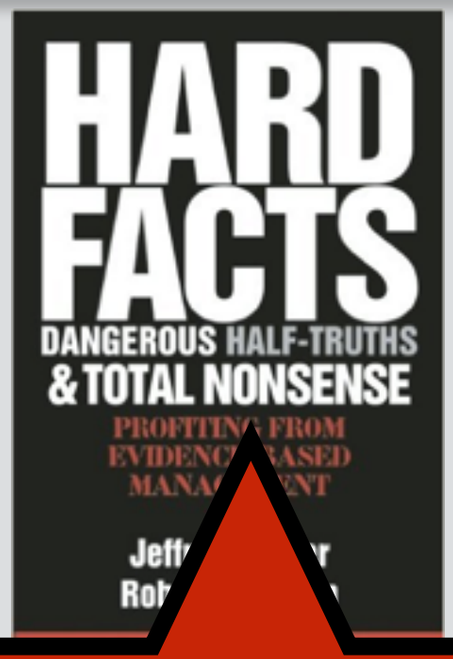
Management in LeSS

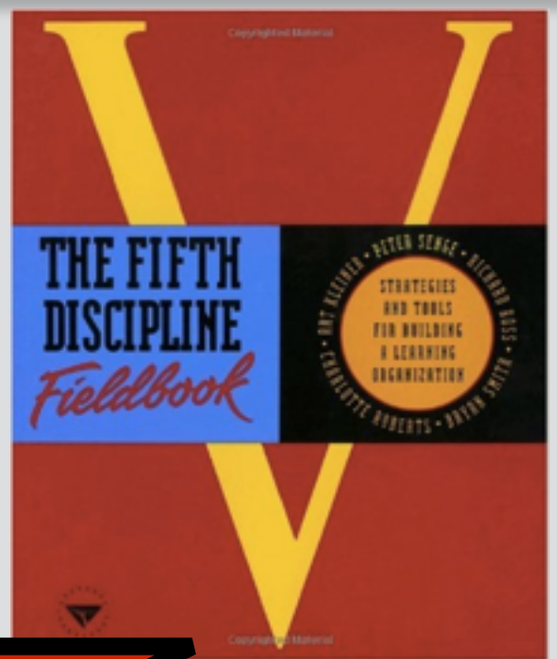
Supervision

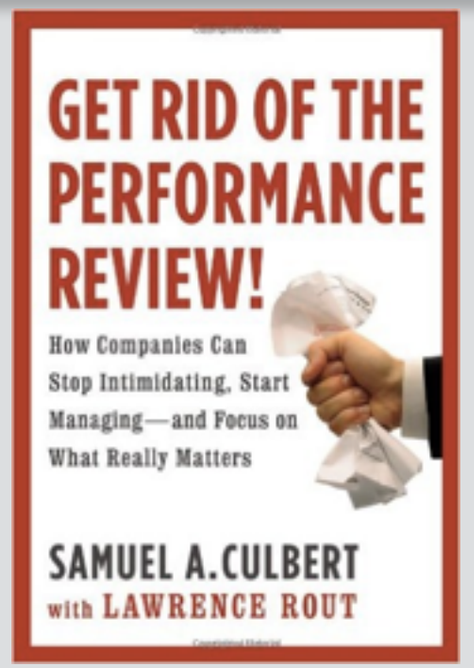
Delegated monitoring

Performance reviews









They stopped

Adobe

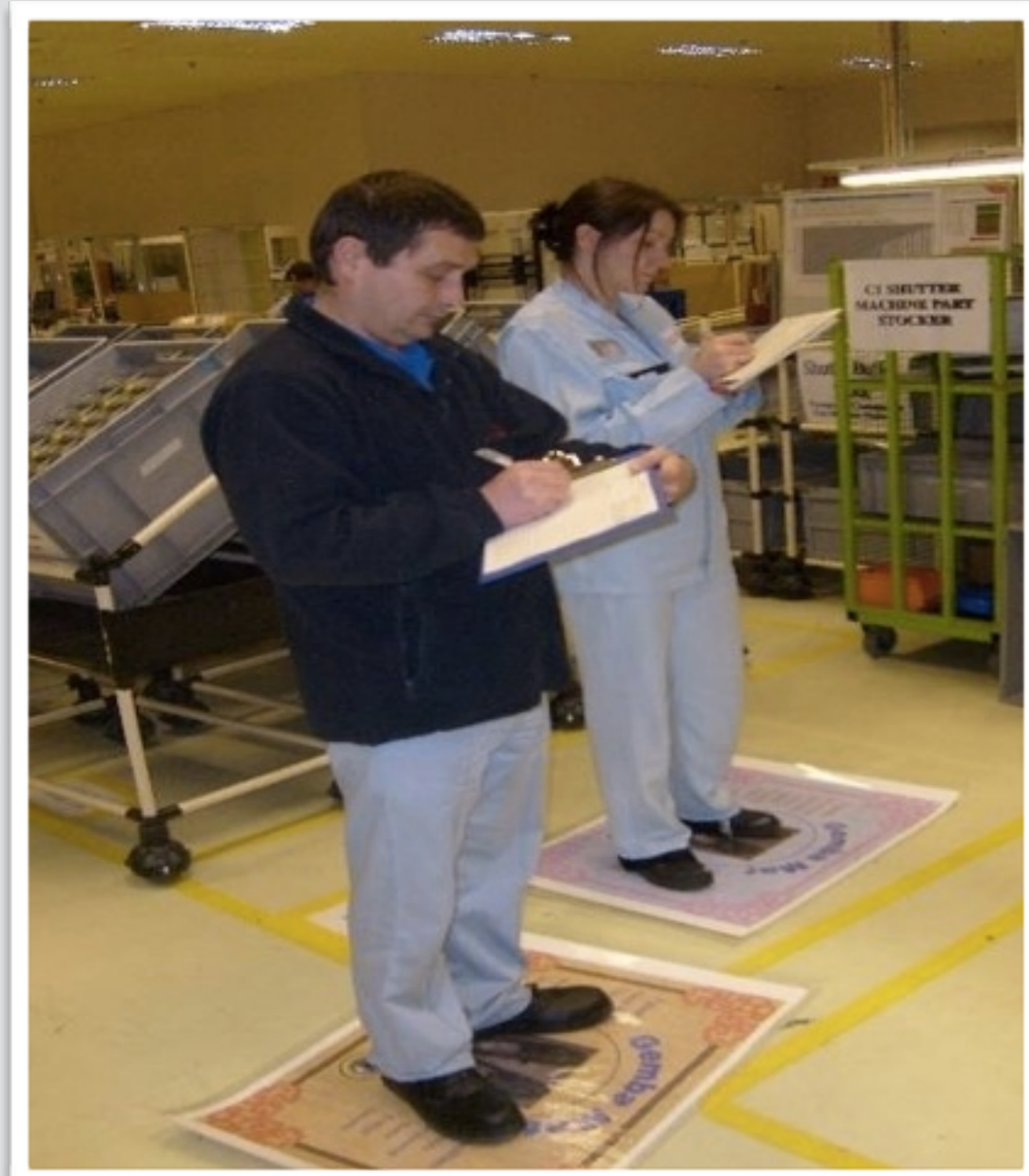
accenture

Microsoft

Managers are teachers

Go See at Gemba

- Gemba = Place where work is done.
- Focus on improvement
- Teach problem solving over solving problems.
- DO NOT MICRO-MANAGE!



Scrum master

- Dedicated role.
- May serve up 1-3 teams
- Process owner and team coach \ facilitator.
- Not a team leader.
- Not a manager.
- Not the team representative.

Scrum master - Questions

- How is my team doing?
  - Are they Collaborating?
  - Do they improve?

- How is my organization doing?
  - Is Inter-team coordination working?
  - Are there impediments to handle?

- How are our engineering practices?
  - Are they improving ?
  - How is the automation doing?
  - Is done being expanded?

- How is my product owner doing?
  - Is the product backlog in good shape?
  - Does he understand Scrum?

LeSS Adoption Guidelines

Principles

- deep and narrow over broad and shallow
- top-down and bottom-up
- use volunteering

Getting started

- educate everyone
- define ‘product’
- define ‘done’
- have appropriately-structured teams
- only the Product Owner gives work to the teams
- keep project managers away from the teams

Next steps

- Use coaching to develop the organization by experimenting
  - Coaching - both internal and external
- Repeat until you are perfect
  - continuous improvement.

KEEP CALM & FOLLOW THE RULES

Less rules - structure

- Structure the organization using real teams as the basic organizational building block.
- Each team is (1) self-managing, (2) cross-functional, (3) co-located, and (4) long-lived.
- The majority of the teams are customer-focused feature teams.
- ScrumMasters are responsible for a well-working LeSS adoption. Their focus is towards the Teams, Product Owner, organization, and development practices. A ScrumMaster does not focus on just one team but on the overall organizational system.
- A ScrumMaster is a dedicated full-time role.
- One ScrumMaster can serve 1-3 teams.

Less rules - structure

- In LeSS, managers are optional, but if managers do exist their role is likely to change. Their focus shifts from managing the day-to-day product work to improving the value-delivering capability of the product development system.
- Managers' role is to improve the product development system by practicing Go See, encouraging Stop & Fix, and "experiments over conformance".
- For the product group, establish the complete LeSS structure "at the start"; this is vital for a LeSS adoption.
- For the larger organization beyond the product group, adopt LeSS evolutionarily using Go and See to create an organization where experimentation and improvement is the norm.

Less rules - product

- There is one Product Owner and one Product Backlog for the complete shippable product.
- The Product Owner shouldn't work alone on Product Backlog refinement; he is supported by the multiple Teams working directly with customers/users and other stakeholders.
- All prioritization goes through the Product Owner, but clarification is as much as possible directly between the Teams and customer/users and other stakeholders.
- The definition of product should be as broad and end-user/customer centric as is practical. Over time, the definition of product might increase. Broader definitions are preferred.
- One shared Definition of Done for the whole product.
- Each team can have their own expanded Definition of Done.
- The perfection goal is to improve the Definition of Done so that it results in a shippable product each Sprint (or even more frequently).

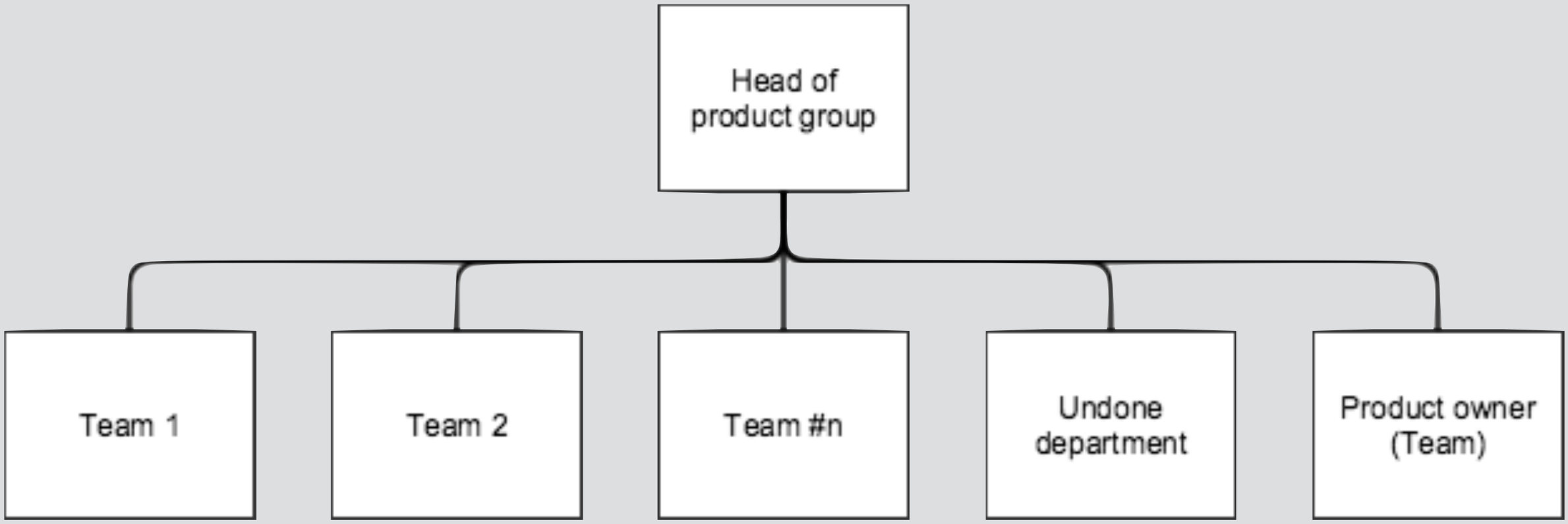
Less rules - sprint

- There is one product-level Sprint, not a different Sprint for each Team. Each Team starts and ends the Sprint at the same time. Each Sprint results in an integrated whole product.
- Sprint Planning consists of two parts: Sprint Planning One is common for all teams while Sprint Planning Two is usually done separately for each team. Do multi-team Sprint Planning Two in a shared space for closely related items.
- Sprint Planning One is attended by the Product Owner and Teams or Team representatives. They together tentatively select the items that each team will work on the that Sprint. The Teams identify opportunities to work together and final questions are clarified.
- Each Team has their own Sprint Backlog.
- Sprint Planning Two is for Teams to decide how they will do the selected items. This usually involves design and the creation of their Sprint Backlogs.
- Each Team has their own Daily Scrum.

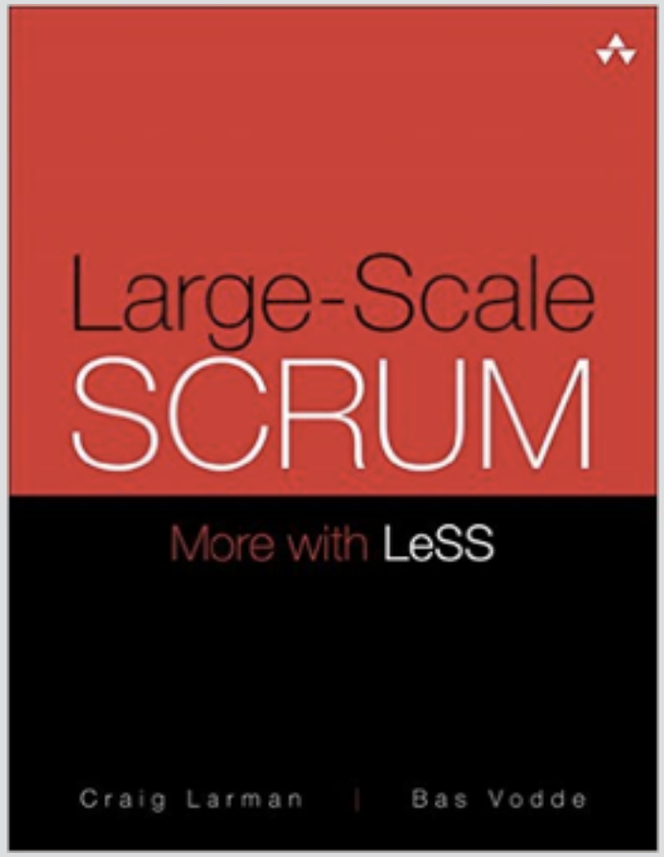
Less rules - sprint

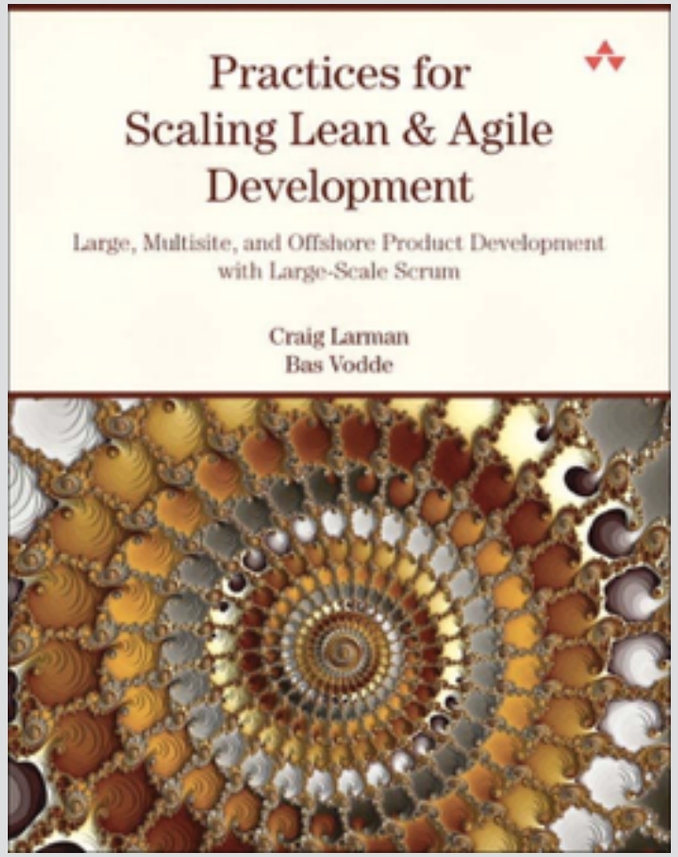
- Cross-team coordination is decided by the teams. Prefer decentralized and informal coordination over centralized coordination. Emphasize Just Talk and informal networks via communicate in code, cross-team meetings, component mentors, travelers, scouts, and open spaces.
- Product Backlog Refinement (PBR) is done per team for the items they are likely going to do in the future. Do multi-team and/or overall PBR to increase shared understanding and exploiting coordination opportunities when having closely related items or a need for broader input/learning
- There is one product Sprint Review; it is common for all teams. Ensure that suitable stakeholders join to contribute the information needed for effective inspection and adaptation.
- Each Team has their own Sprint Retrospective.
- An Overall Retrospective is held after the Team Retrospectives to discuss cross-team and system-wide issues, and create improvement experiments. This is attended by Product Owner, ScrumMasters, Team Representatives, and managers (if any).

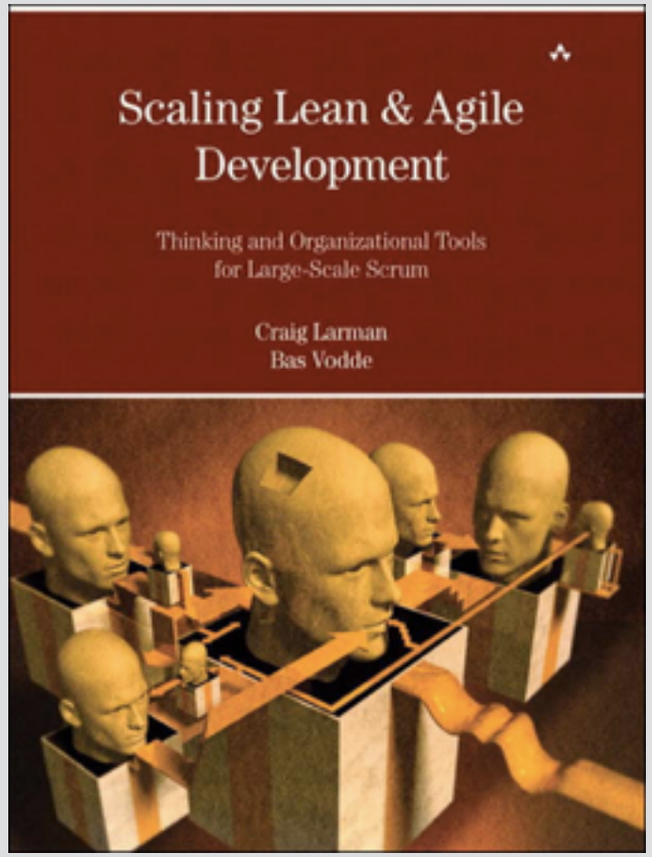
Less org-chart



More information on LeSS







http://less.works