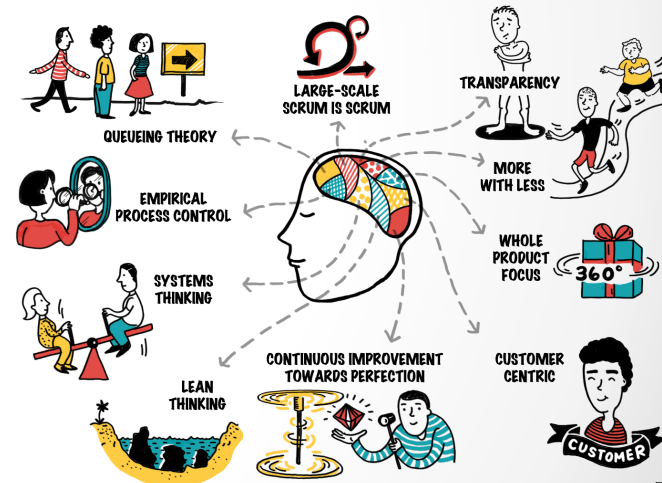


LeSS

LeSS Adoption in MTS Kassa

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Pavlichenko Ilya



1983 😊

Scrum Master/Agile Coach

Professional Scrum Trainer (PST) at Scrum.org

LeSS-friendly Trainer

First LeSS Adoption in Russia



Scrum Russia (FB)
Large-Scale Scrum (meetup)
Inspired By Agile (meetup)



Questions? 😊

Muzykantov Sergei



1981 😊

Co-founder,
Product Owner & CTO
LiteBox (MTS Kassa) Russia

First LeSS Adoption in Russia



Questions? 😊

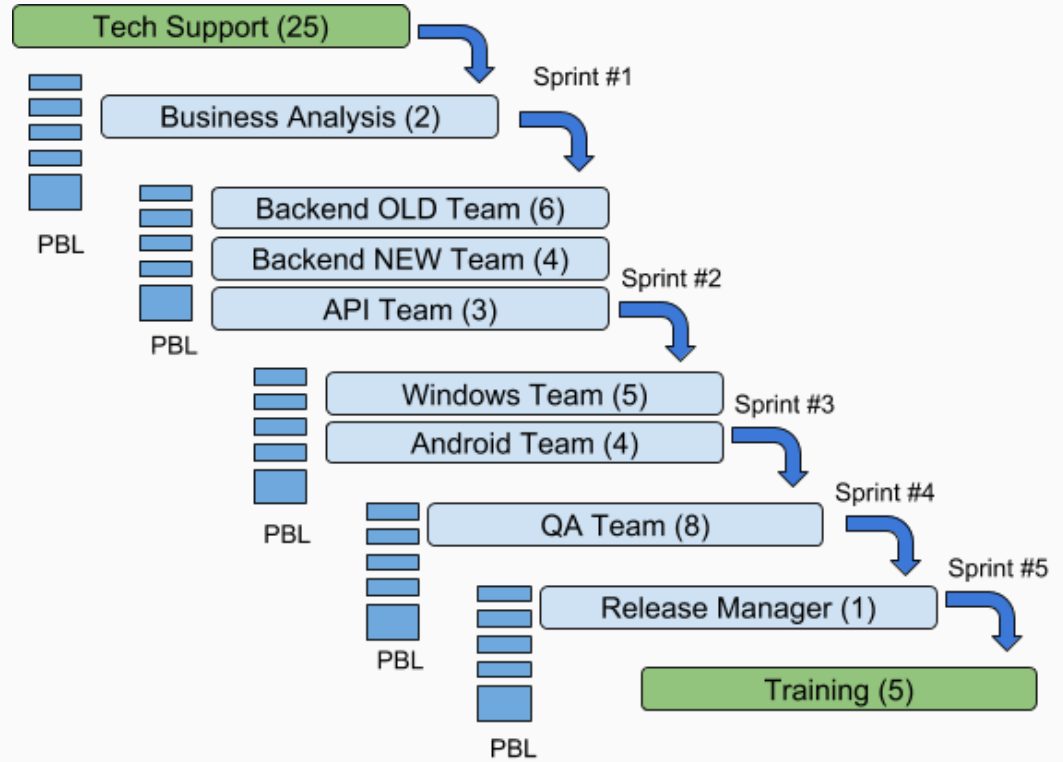
About StartUp

LiteBox (MTS Kassa) - is a modern retail software that combines a cash register terminal and a system of accounting for movement of goods and money with the ability to monitor and manage your business from anywhere in the world online.



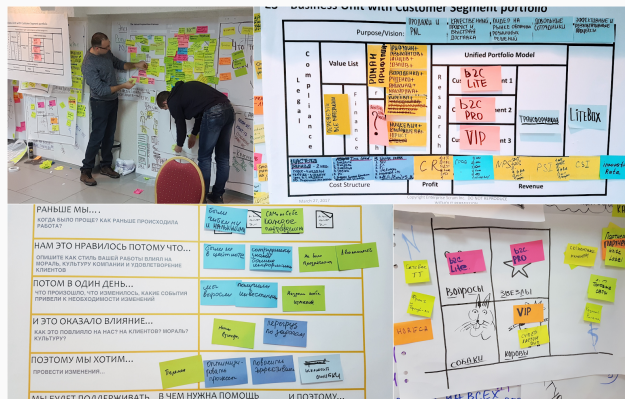
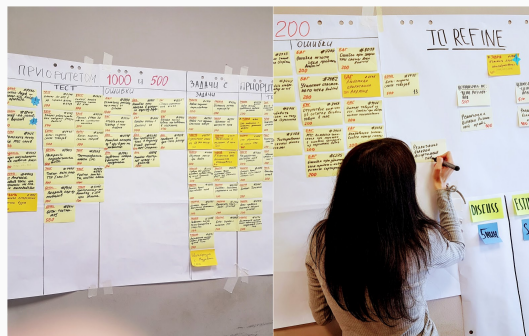
Organizational design

- Multiple dependencies
- Handoffs
- Single function specialists (BA, QA, Java Dev etc.)
- Queues between the components
- Reduced transparency









Activities before the "flip"

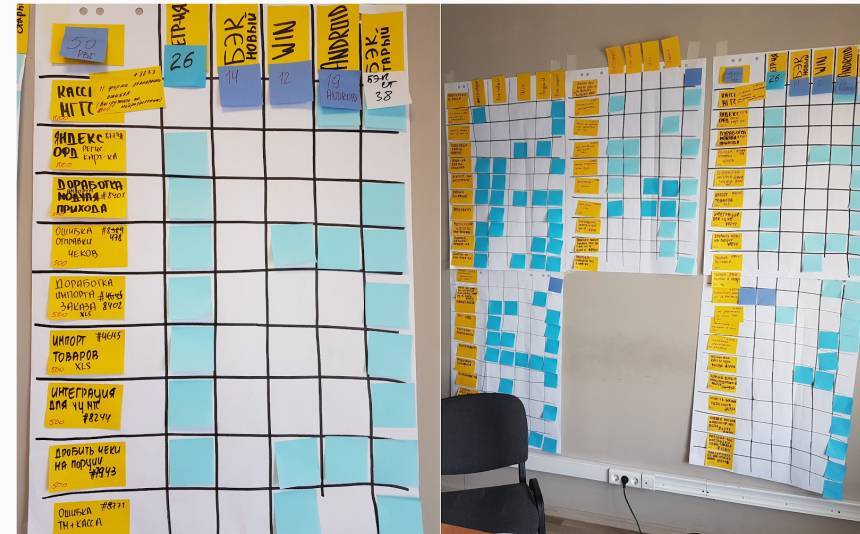
- Pilot Feature Team (Alfa)
- Training (Scrum, LeSS)
- Management alignment
- Product Backlog creation
- Hit Map
- Perfection Vision
- Definition of Done (DoD)
- Team self-design workshop
- Selecting Scrum Masters
- Starting Communities
- Initial PBR



Hit Map for Feature Team creation

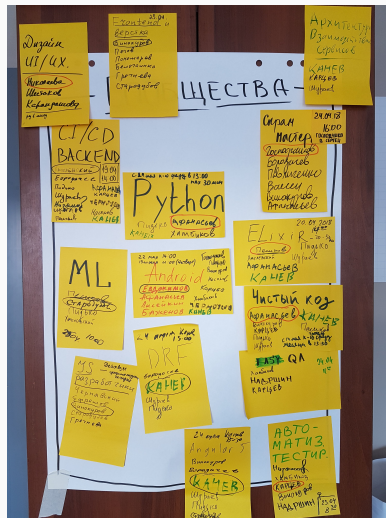
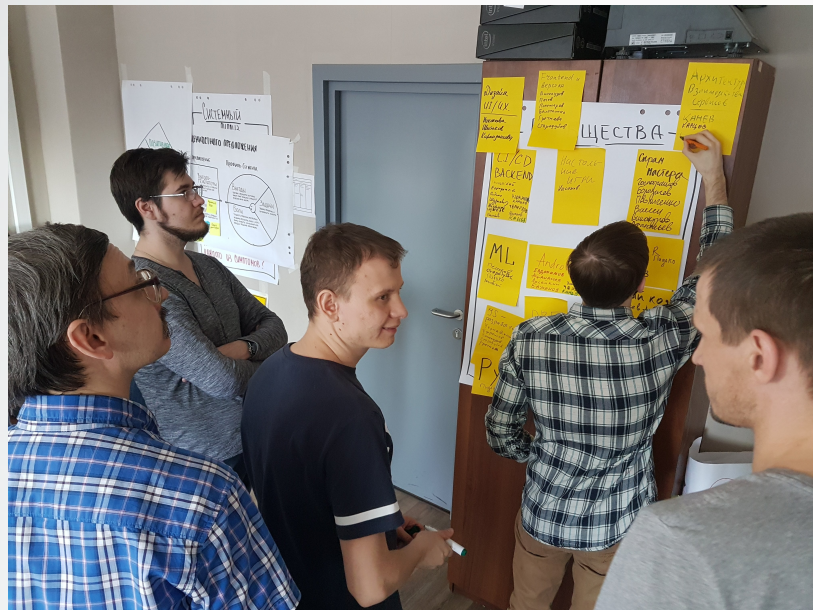
- Visualize your Product Backlog (PBL)
- Highlight the components each PBI "hits"
- Organize Feature Teams around Pareto principle (80/20)

	COMP_1	COMP_2	COMP_3	COMP_4	COMP_5
PRODUCT BACKLOG ITEM _1					
PRODUCT BACKLOG ITEM _2					
PRODUCT BACKLOG ITEM _3					
...					

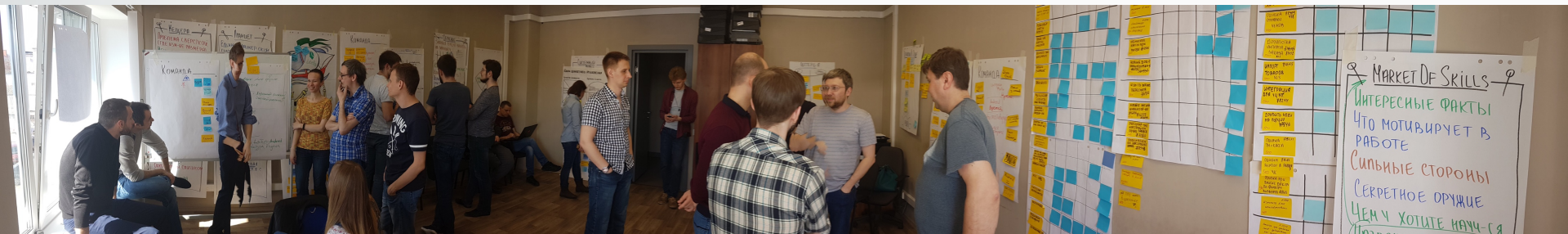


Starting Communities

10 Communities died... 2 merged, 5 are still alive



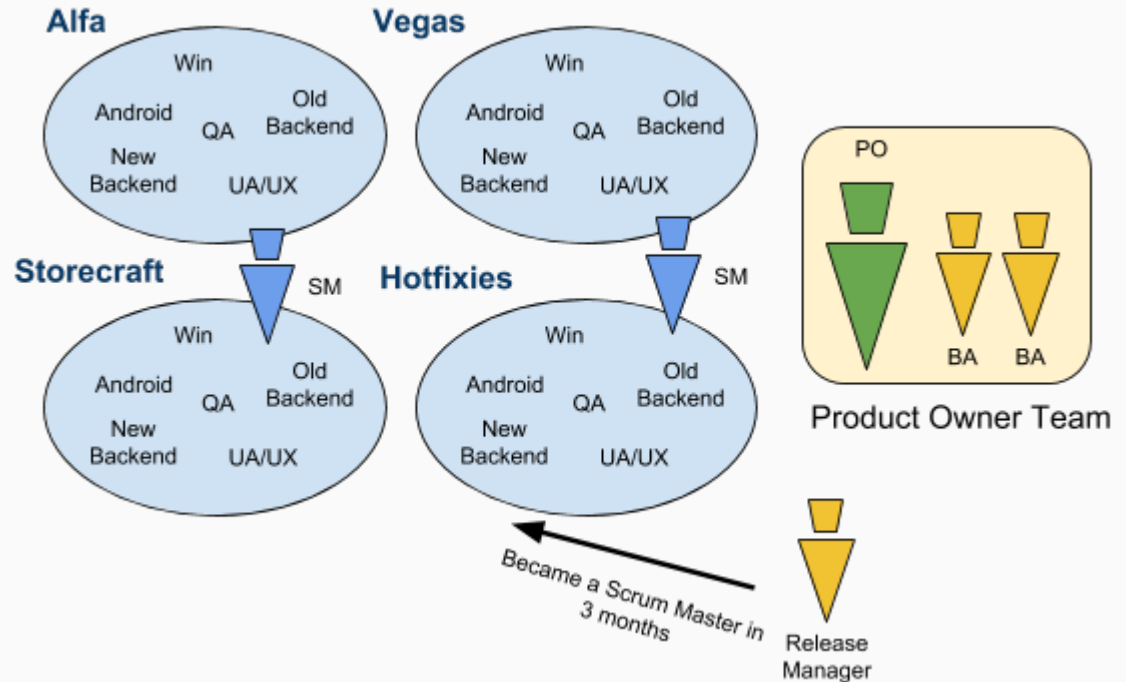
Team self-design workshop



DoD

LeSS organizational design

- Four Feature Teams
- BA refused to join Team
- Release Manager role still exists



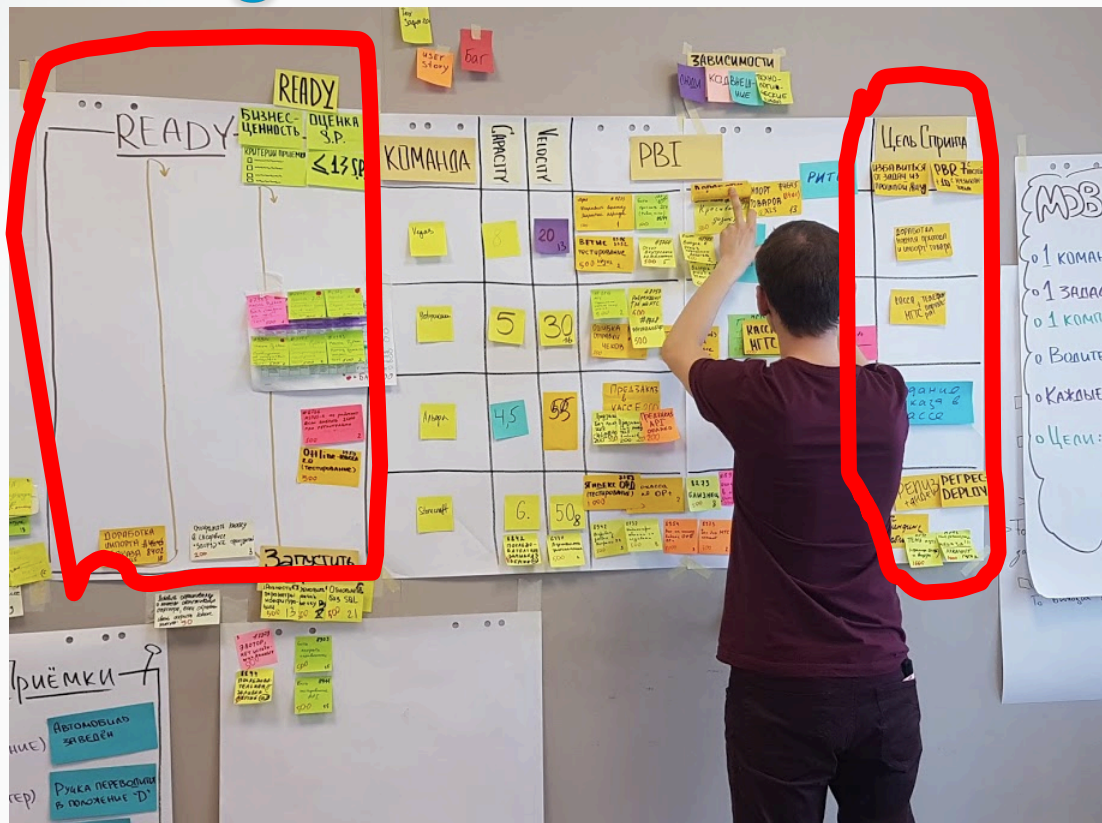
«**WARNING**: *never start LeSS Adoption
without Cl*»

Visual Management



Value Stream from idea to Sprint

Ready PBI



Sprint Goals

Sprint Planning I



Pulling PBIs from Product Backlog

Last PBI clarifications, defining Sprint Goal(s)

Sprint Planning II



Crafting a Sprint Backlog



Sprint Backlog with WIP-limits

Remove dependencies



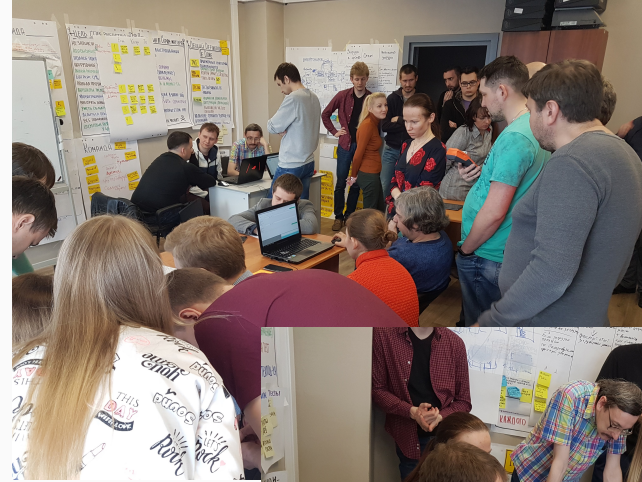
- No fancy strings, no fancy arrows.
- Don't manage dependencies... instead remove them.
- Don't manage the queues, better eradicate them.



Sprint Review - Bazaar



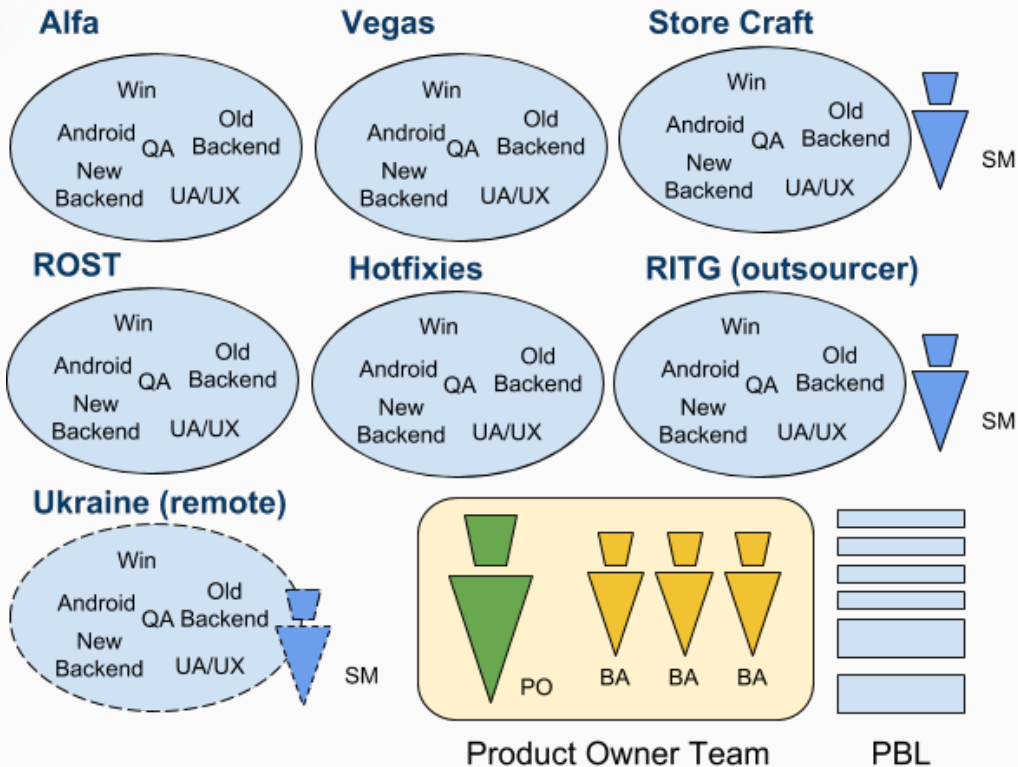
PO opens Sprint Review



Stations



More Teams, new design

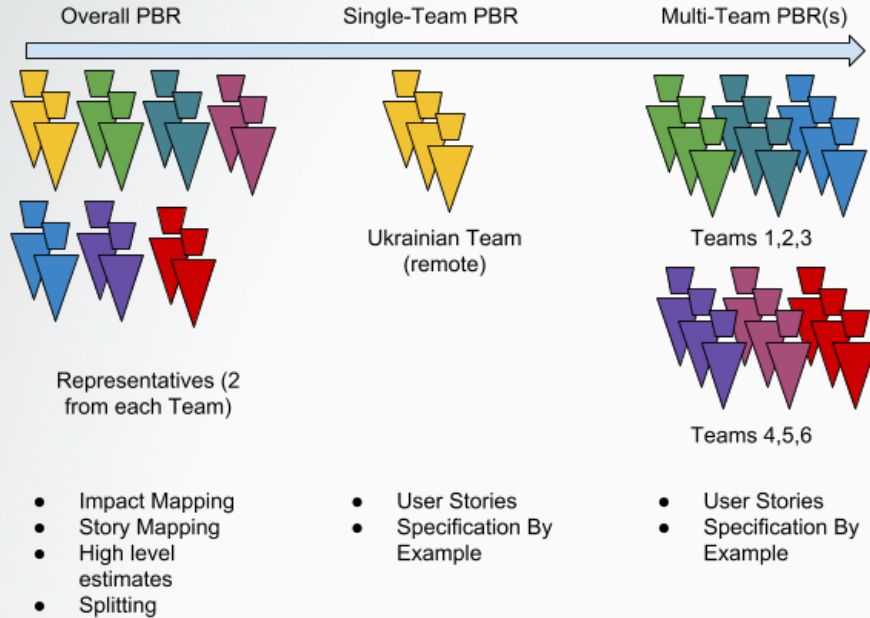


7 Teams... still no dependencies



ЦЕНКА S.P.	PBR Ready КОМАНДА	Capacity	Velocity	PBI	ЗАВИСИМОСТИ	Цель Спринта
САНДИ 32 units СЕНТИ 32 units 500 35	Vegas	8.	23	САНДИ 32 units СЕНТИ 32 units 500 35	ВЫПУСК ПОДГОТОВКИ ПОДПИСКИ	ВЫПУСК ПОДГОТОВКИ ПОДПИСКИ
САНДИ 32 units СЕНТИ 32 units 500 35	НДТ ФИЗИКИ	6.2	36	САНДИ 32 units СЕНТИ 32 units 500 35	ПОДГОТОВКА C/C/D Android	ПОДГОТОВКА C/C/D Android
САНДИ 32 units СЕНТИ 32 units 500 35	Альра	6	43	САНДИ 32 units СЕНТИ 32 units 500 35	Чек разроз.	Чек разроз.
САНДИ 32 units СЕНТИ 32 units 500 35	STORE CRAFT	8	5	САНДИ 32 units СЕНТИ 32 units 500 35	Релизы	Релизы
САНДИ 32 units СЕНТИ 32 units 500 35	РИТГ	6	28	САНДИ 32 units СЕНТИ 32 units 500 35	Каскад в Кассе	Каскад в Кассе
САНДИ 32 units СЕНТИ 32 units 500 35	Донецк			САНДИ 32 units СЕНТИ 32 units 500 35		
САНДИ 32 units СЕНТИ 32 units 500 35	Київ	7	71	САНДИ 32 units СЕНТИ 32 units 500 35	СТУДИЯ ПРОБЛЕМ ОКИТА ЕТАП	СТУДИЯ ПРОБЛЕМ ОКИТА ЕТАП
САНДИ 32 units СЕНТИ 32 units 500 35	Рост	3.2	2	САНДИ 32 units СЕНТИ 32 units 500 35	Новый БУММИГ	Новый БУММИГ

Reduce variability: refinement flow



What we solved

- Getting rid of waterfall
- Scaling from 30 to 60 developers
- Reduce Time2Market 7→5
- Self-managing Teams
- Single Product Backlog

What we are still solving

- Technical excellence
- Eradicate Undone
- Speed of development
- Stakeholders management
- Find a new PO 😊

Plans for further LeSS implementation

- Developer spends at least 100
- Improve Sprint Review
- LeSS Huge

