GOSEI

Descaling Organisations with LeSS Management

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LeSS Conference, NYC, 2018

Ran Nyman

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Worked with LeSS since 2005

MSc in Computer Science 1999

Since 1995 in professional SW development

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GOSEI

Leadership

GOSEI

Scientific Management

Frederic Winslow Taylor

The Principles of Scientific Management

BY

FREDERICK WINSLOW TAYLOR, M.E., Sc.D.

PAST PRESIDENT OF THE AMERICAN SOCIETY OF MECHANICAL ENGINEERS

HARPER & BROTHERS PUBLISHERS

NEW YORK AND LONDON

1919

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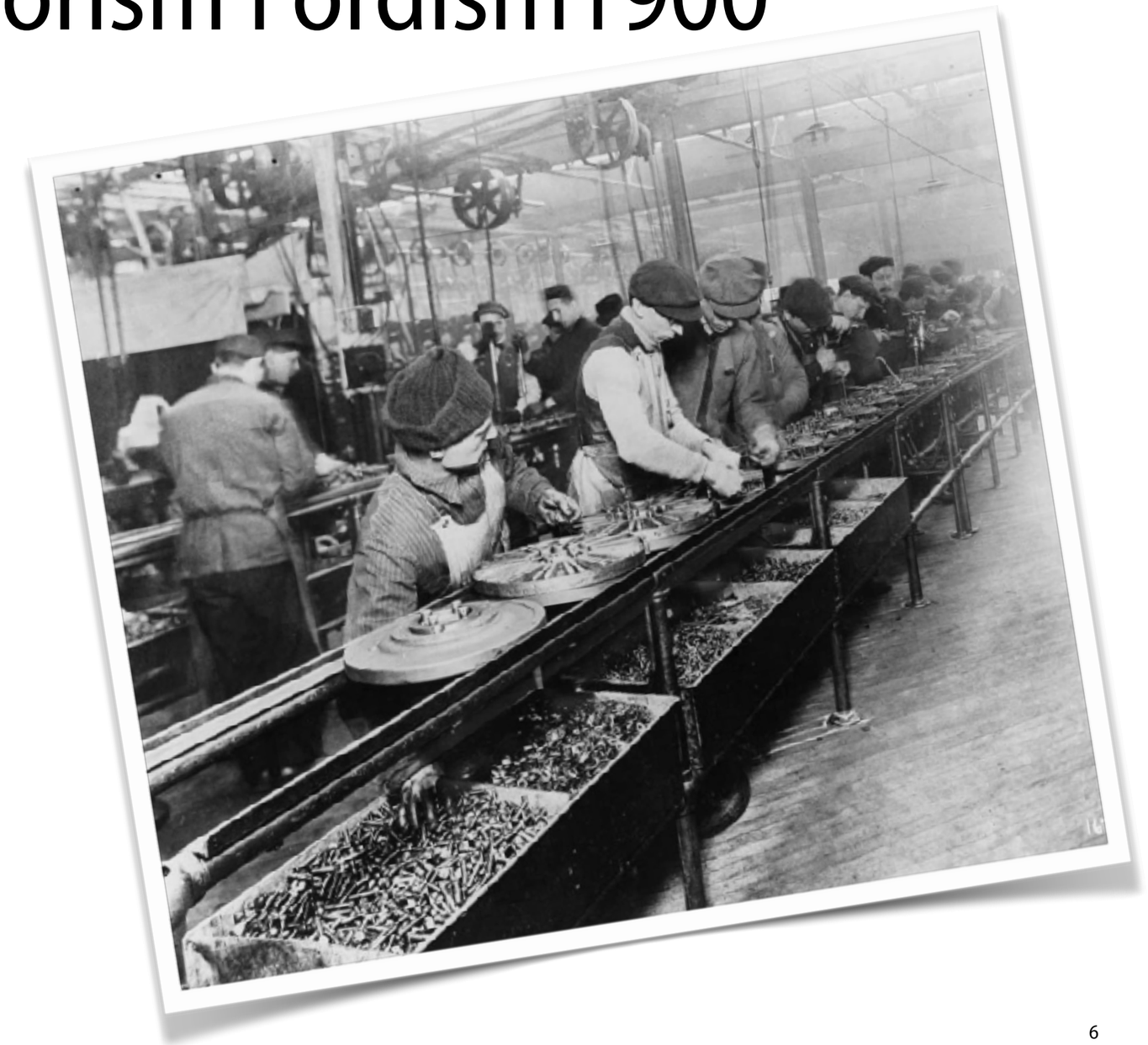
Extreme Taylorism Fordism1900

Context

- Huge market and demand
- Winning product
- Lack of skilled workforce

Solution

- Manual Automation
- Detailed standardization
- Proper wages



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Modern Taylorism

Split responsibilities

- Others promise, others deliver
- Others plan, others execute
- Others decide, others follow
- Others know, others decide
- Others implement, others test

Tas cialization

- n managers
- Resource manager
- Quality manager

- y Manager
- Specifier
- Architect
- UI designer
- ality manager
- manager
- owner
- Owner Team
- Release Manager

- Systen
- rtfolio manager
- mer Experience
- er
- development
- nager
- Int
- E ect
- Chief specialist
- Security manager

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Split of Responsibilities and Specialisation is Needed

To serve the “holy trinity”

- Clarity
- Accountability
- Measurements

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Everyday experience

“Pressure with Fear”

“Must Should”

“No time for real change”

“Power and wisdom are always elsewhere.”

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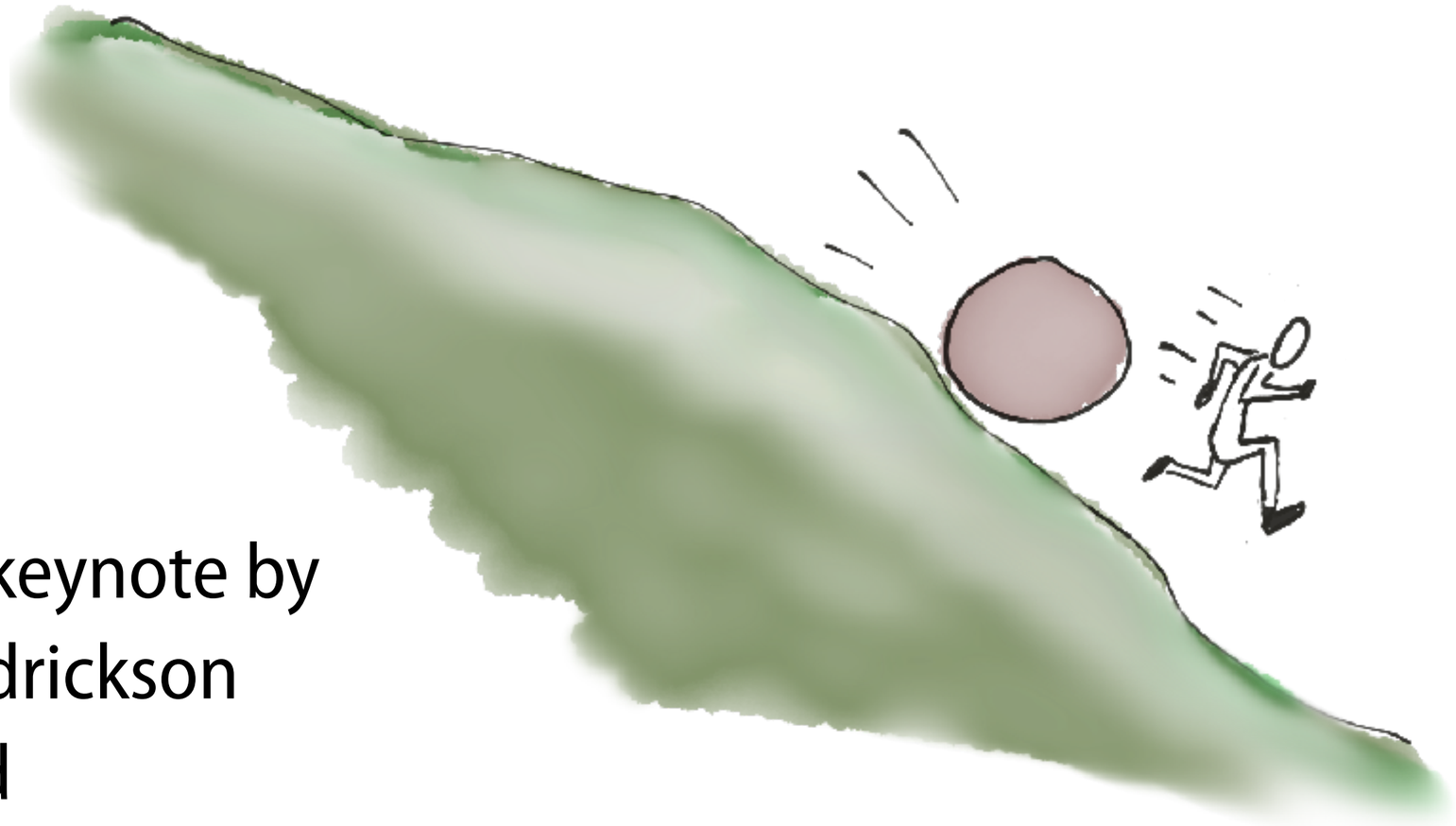
Actionable Fearless Leadership Instead of Scientific Management

Without Intervention, Work Rolls Down Hill



From XP2016 keynote by
Elisabeth Hendrickson
@testobsessed

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Fearless Leaders

How much time, cash and owners' trust do we have?

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Fear

- Individual
  - Exclusion from the tribe
  - Personal conflict
- Collective
  - Death of the tribe
  - Loss of cohesion
  - External conflict
- Avoid conflict

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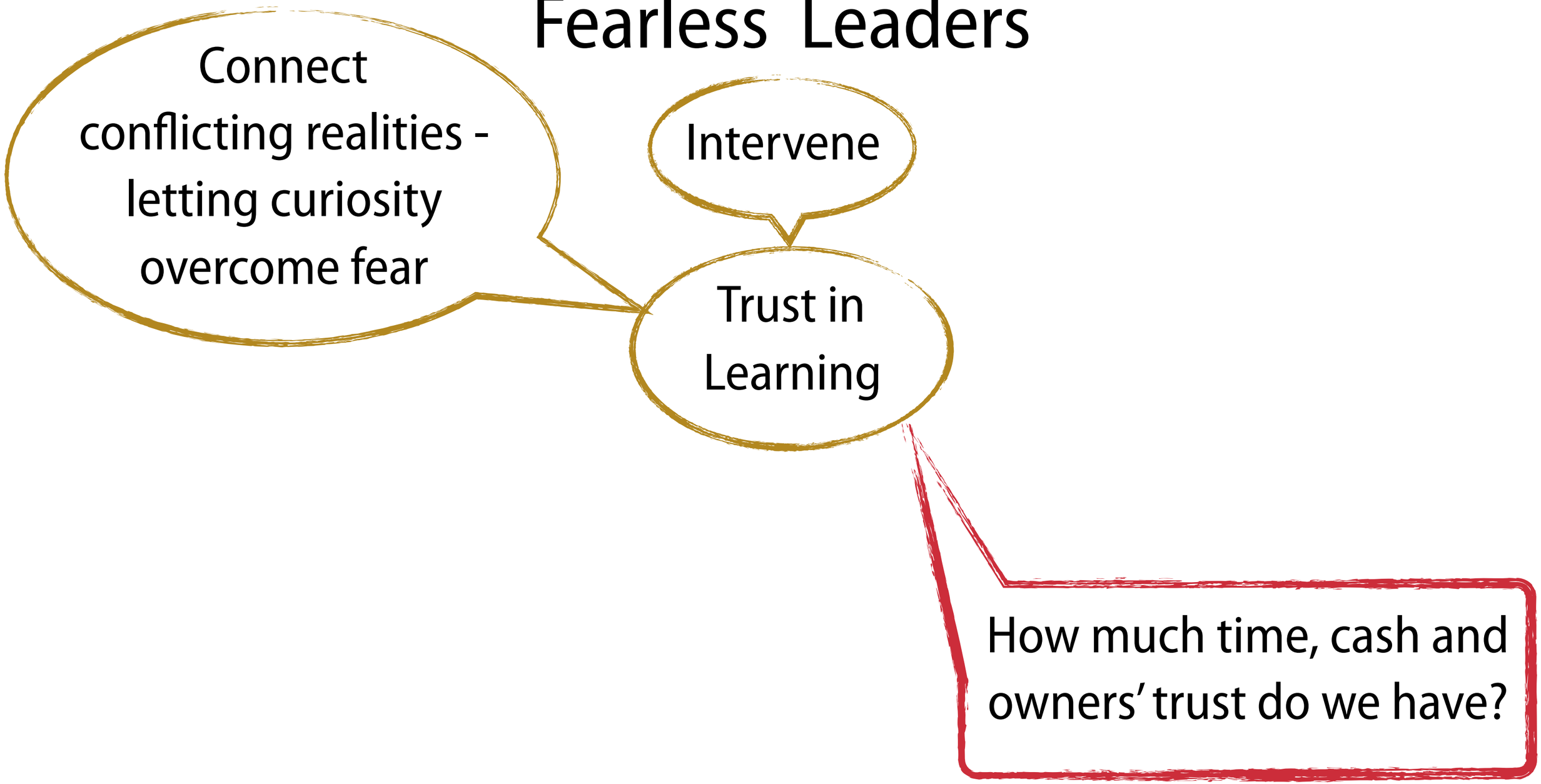
From
Conflict Avoidance
To
??????????

From
Conflict Avoidance
To
Greed to Learn

From
Conflict Avoidance
To
Radical Curiosity

Fearless Leaders



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Fearless Leaders

Connect conflicting realities - letting curiosity overcome fear

Intervene

Trust in Learning

Understand the system

- Coordination Chaos
- Tayloristic leadership
- Feature Teams
- SW Dev. reality

How much time, cash and owners' trust do we have?

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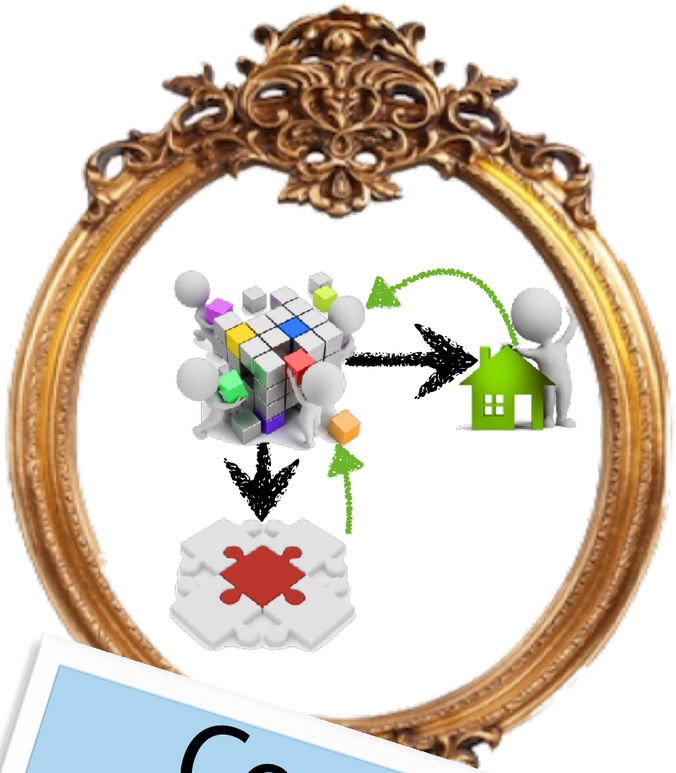
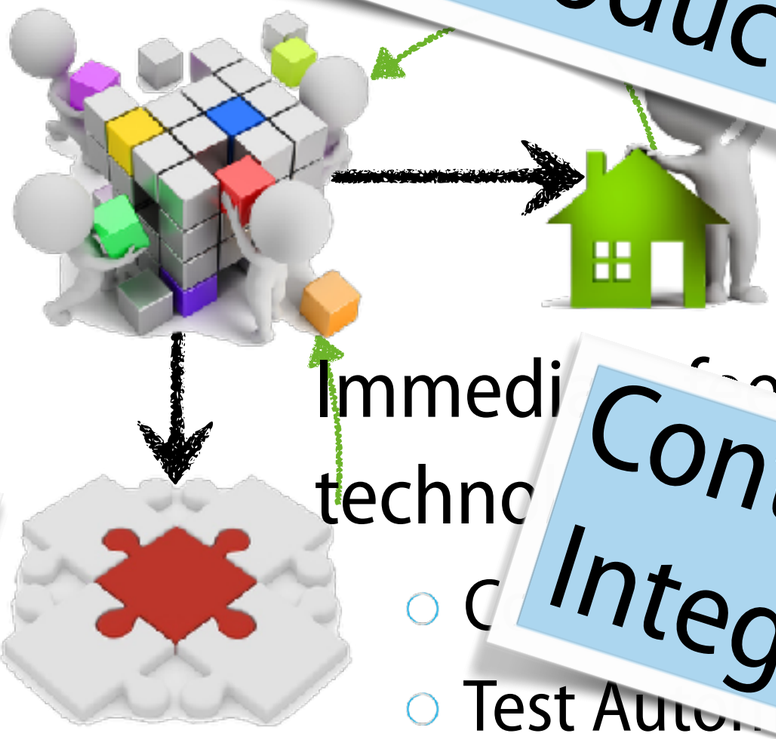
Build System with Feedback Reality



Organise … riented learning

- Stab … building product
- Fea … stomers
- E2E …



Feature Teams Working with Full Product

Continuous Experimentation

Immedi … edback from techno …

- C …
- Test Auto …

Continuous Integration

- Systems …

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Fearless Leaders

Connect conflicting realities - letting curiosity overcome fear

Intervene

Build feedback mechanism from Work, Customer and System

Trust in Learning

Understand the system

- Coordination Chaos
- Tayloristic leadership
- Feature Teams
- Factory floor reality…

How much time, cash and owners' trust do we have?

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Psychological Safety

Employees who feel psychologically safe:

- Stay with the company
- Embrace new ideas from their colleagues
- Generate more revenue
- Rated as ‘effective’ twice as often by their managers.

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Fearless Leaders

Connect conflicting realities - letting curiosity overcome fear

Intervene

Build feedback mechanism from Work, Customer and System

Trust in Learning

Create safety by demonstrating Secure Base

Understand the system

- Coordination Chaos
- Tayloristic leadership
- Feature Teams
- Factory floor reality…

How much time, cash and owners' trust do we have?

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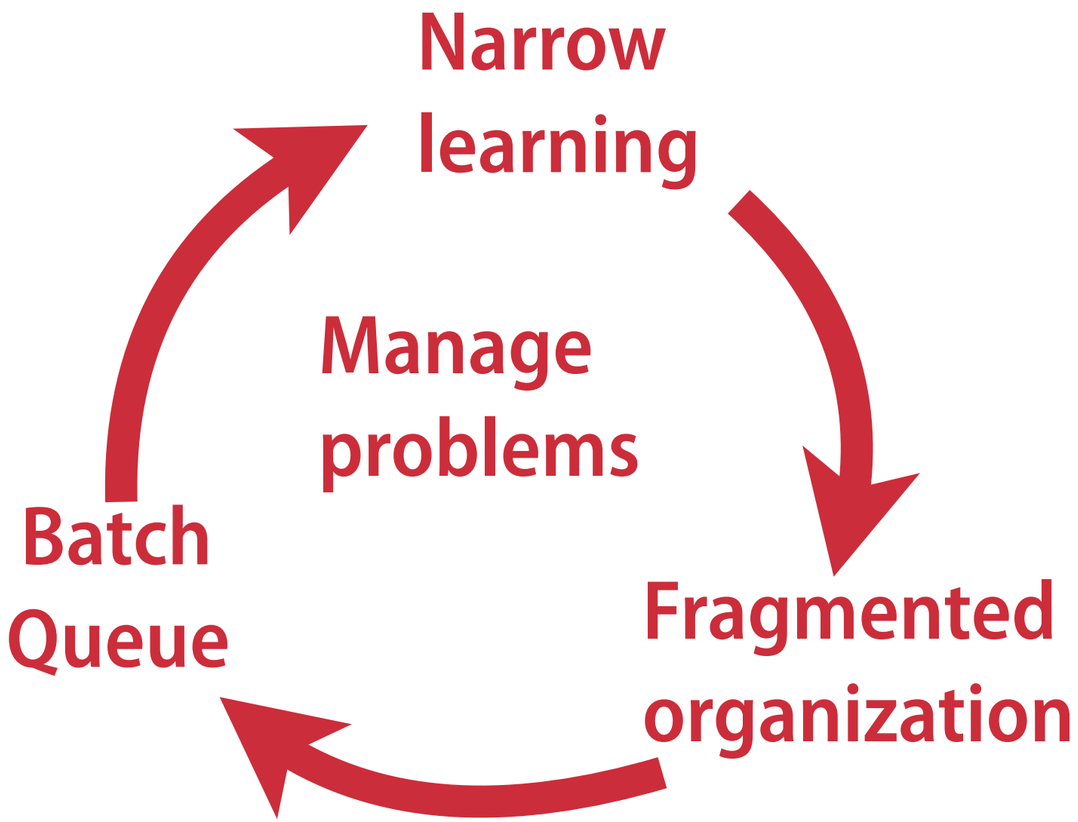
Everyday experience



“Pressure. Must. Should.”

“No time for real change.”

“Power and wisdom are always elsewhere.”

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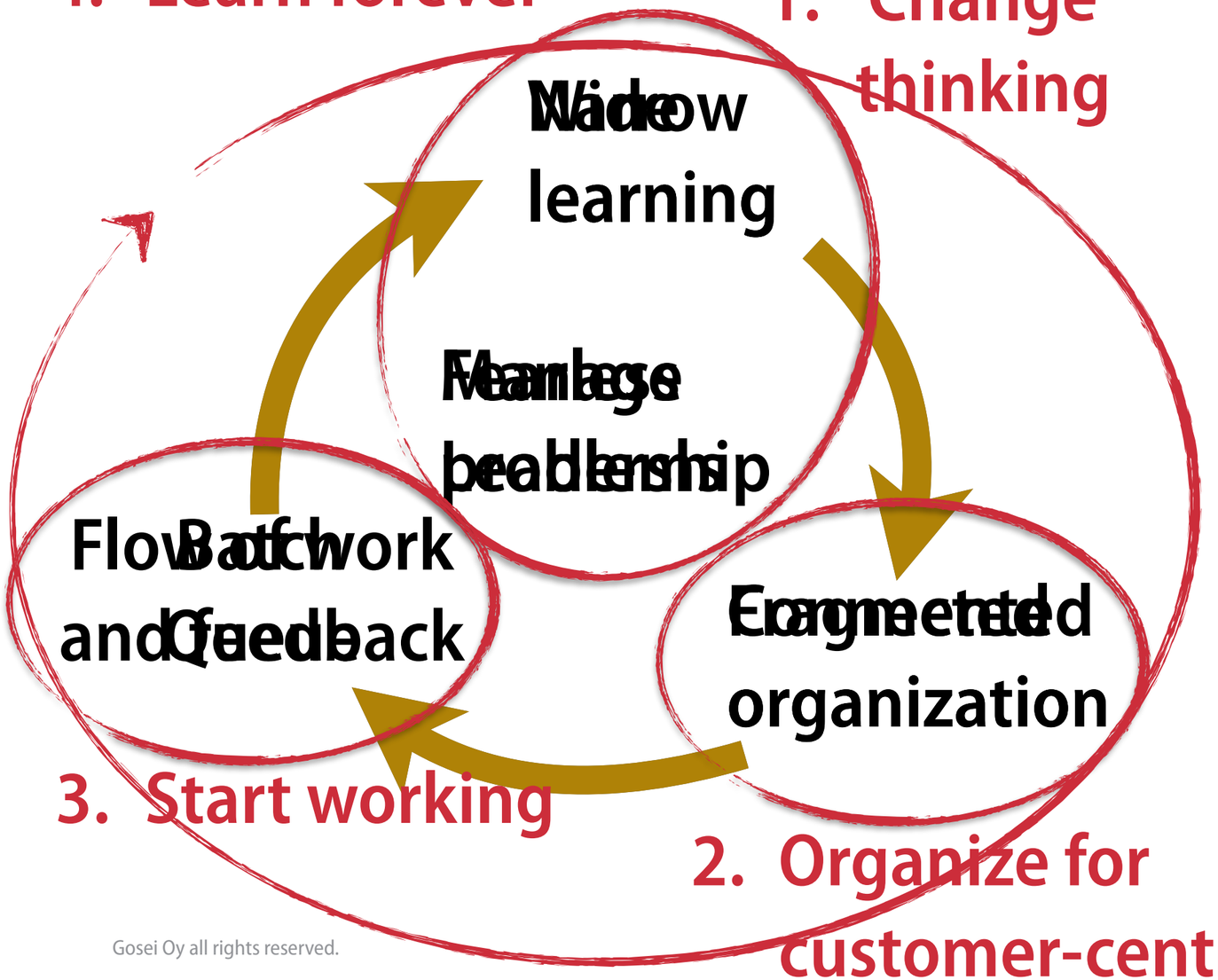
Adoption path

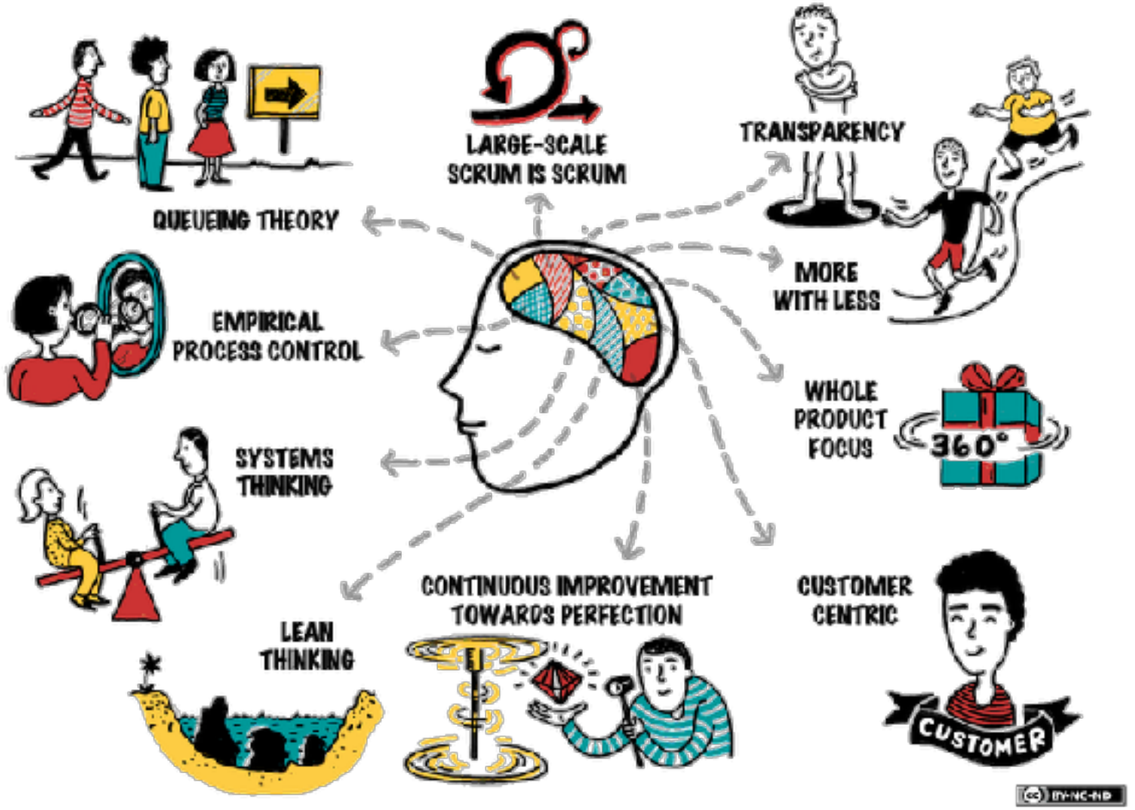
4. Learn forever

1. Change thinking



3. Start working

2. Organize for customer-centric learning



http://LeSS.works/principles

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Fearless Leaders
Change the system by changing the way you think
-> There is no leap of faith!

Fearless Leaders

Connect conflicting realities - letting curiosity overcome fear

Intervene

Build feedback mechanism from Work, Customer and System

Trust in Learning

Create safety by demonstrating Secure Base

Understand the system

- Coordination Chaos
- Tayloristic leadership
- Feature Teams
- Factory floor reality…

Drive change skilfully

How much time, cash and owners' trust do we have?

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