MORE WITH LeSS

Large-Scale Scrum

Certified LeSS Practitioner Training
Adoption Course Snippet

Valtech Germany
a LeSS coaching company

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- Certified LeSS Trainer -

Agenda (original)

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Introduction

Overview

Principles

Organize by Customer Value

Product

Definition of Done

Feature Team Adoption Map

Product Owner and Product Backlog

Sprint Planning, Review, Retrospective

Integration & Coordination

Management and Organization

Adoption

Agenda (adoption track)

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- Owning vs. Renting (systems modelling)
- The three LeSS Adoption principles
- Resistance to change
- Before you start
- Getting started
- Success & failure stories
  e.g. self-designing team workshop
- Q&A

Owning vs. Renting

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Owning vs. Renting

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

— Upton Sinclair

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Owning vs. Renting

Understand

Why!

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Owning vs. Renting

So, it is not just about introducing another framework or process.

It is about understanding systems in general!

Owning vs. Renting

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"There is no continuous improvement without owning"

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Systems Thinking Exercise

Sketch a systems model, given this:

> You are going to start your first large agile adoption and you would like to make sure that you are benefitting from a Framework.

start with these variables

- **#Framework (FW) benefits**
- **%well adopted FW Structures, rules**
- **%Employees identify themselves with the change**
- **%Management involves employees in decision making**
- **#FW Blanks (to be filled by the product group)**
- **%Employees understand why**
- **%likelihood employees fall back into old habits/structures when problem arise**
- **#Employees part of the adoption at start off**

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Remember

All models are wrong, but some are useful

Model for understanding, not truth

Model to have a conversation

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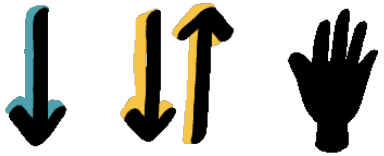
Owning vs. Renting

Understand

Why!

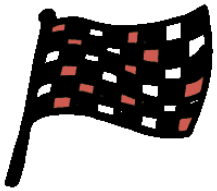


THREE PRINCIPLES

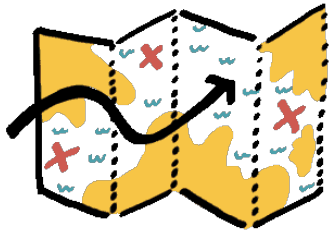
COACHING

ADOPTION

CONTINUOUS IMPROVEMENT



GETTING STARTED



FEATURE TEAM
ADOPTION MAP

BY-NC-ND

Deep And Narrow Over Broad And Shallow (1)

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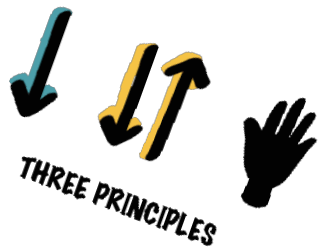

Don’t drown your organization, first learn to swim

No fun!

Real learning!

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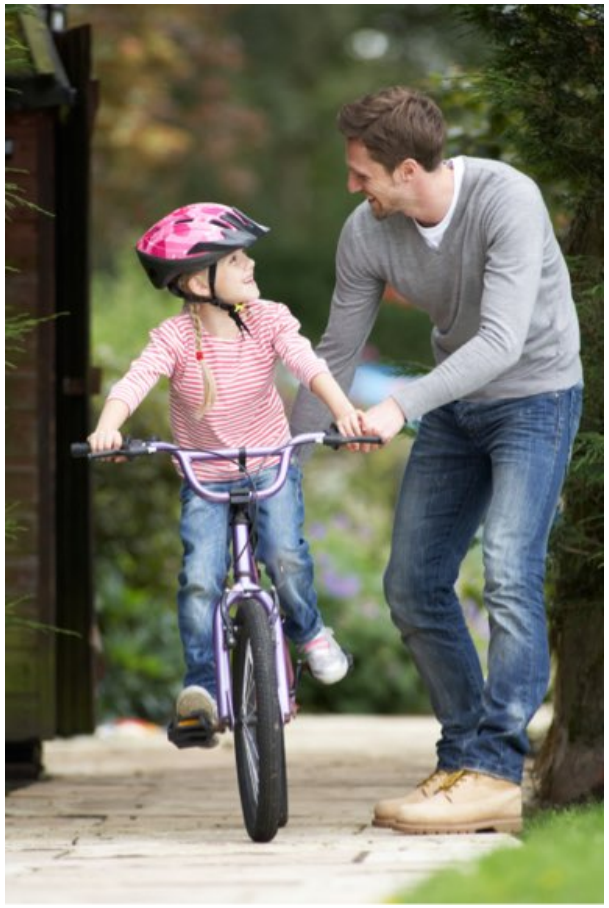
Bottom-up AND Top-Down (2)

Bottom-up:
Allow for volunteering



Top Down:
Provide needed support

Use Volunteering (3)

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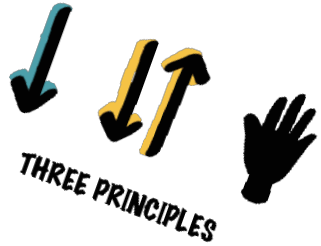

versus

Change Management: Prof. Dr. John Kotter

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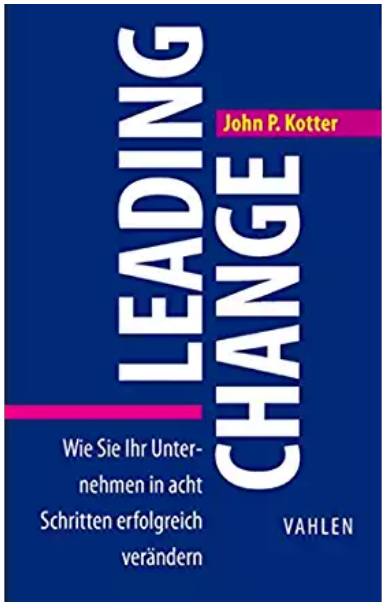

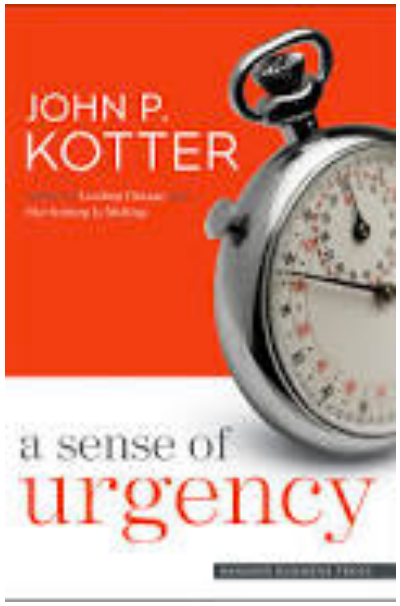

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Before You Start

0. Involve HR, Works Committee and Purchase Department
1. Educate all members of the Transition Team (Guiding Coalition)
2. Create Vision
3. Inform Employees Continuously from the Beginning and Share Vision
4. Involve Employees in decision making

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Getting Started

0. Educate Everyone
1. Define ‘product’
2. Define ‘done’
3. Have appropriately-structured teams
4. Only the Product Owner gives work to the teams
5. Keep project managers away from the teams

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From Component Teams To Feature Teams

SDTW can speed up the transition from CTs to FTs!

Consider:
History of organization (blame game?)
Do participants know or like each other?

do icebreaker sessions, meet & greet… before

Election of Scrum Master

free election are great - alternativ: priority lists and appointing SMs and teams can prevent disappointments and feelings of humiliations

SDTW structures FTs only

invest in team building workshops, social events… afterwards

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Practical Guide

- Motivated volunteers only!
- Max. four teams, better two
- Setup technical environment first (build system), enable transparency for business people of the system. DoD should be covered automatically as much as possible.
- Alternate between creating the build system and feature implementation start as early as possible, maybe with Fake Product Owner
- Shape the Product Backlog from the beginning

The first LeSS Adoption sprint needs to be awesome.
- nothing speaks louder than success -

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Practical Guide

- Start with a Self-Designing Team Workshop
- Initial Backlog Refinement with Product Owner, Stakeholder and all Teams
- Organize Current Architecture Workshops and Speculative Design Workshops
- Teams should practice pair and mob-programming the first six month
- Start reducing Undone-Work
- Keep existing interfaces to non-LeSS-Adoption groups alive!

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Larman’s 5 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”, “revolutionary”, "religion", 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.

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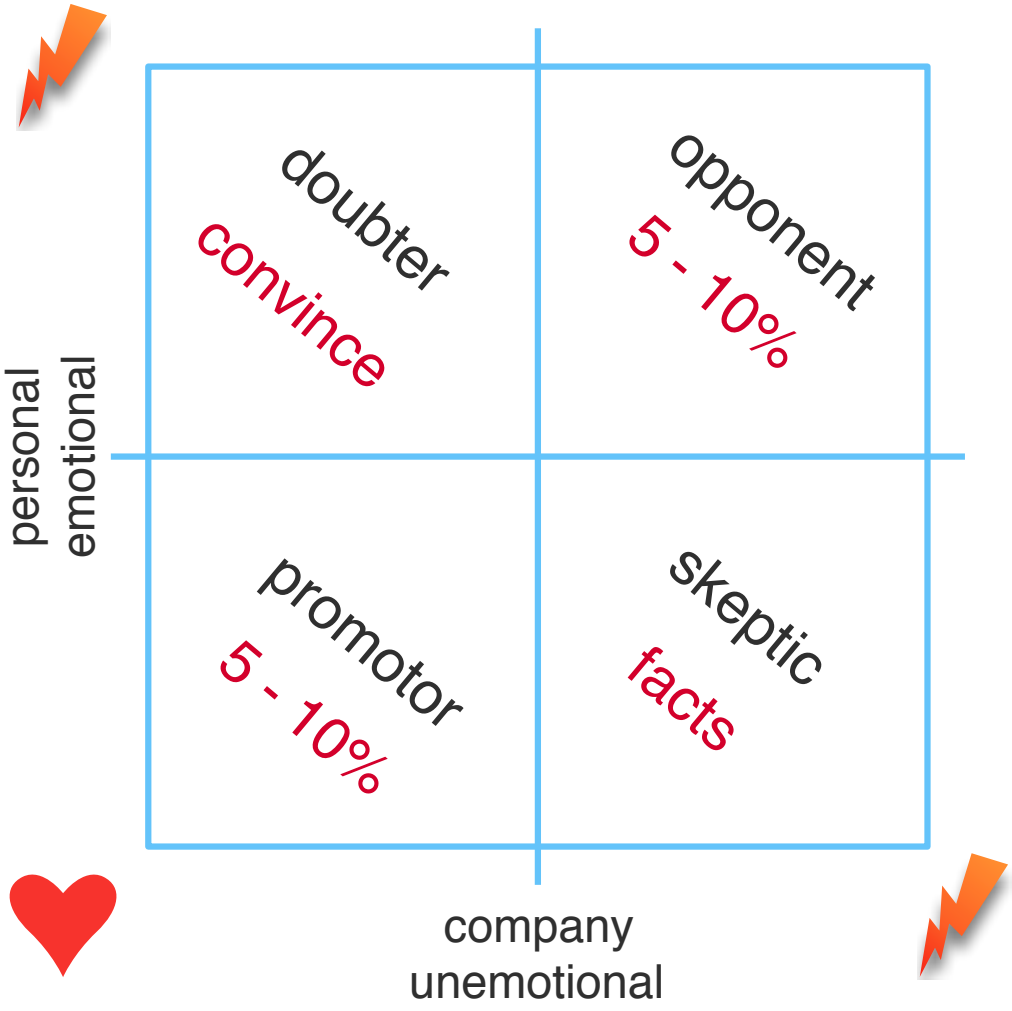
Change: management communication

Employees „doubter“ asks themselves:

- Is this manager credible?
- Is he/she addressing me?
- Is he/she acting in our interests or selfish?



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Organizational Roles

Scrum will be conflicting with lots of traditional organization roles and responsibilities:

- Project manager will disappear?
- Line manager will change.
  - Impediment backlog
- Other roles will change.

Always remember, this is a personal change in some persons future and career!

- It's difficult and sometimes painful.

Reduce fears

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Job safety

&

salary safety

but not role safety

Establish Clear Direction

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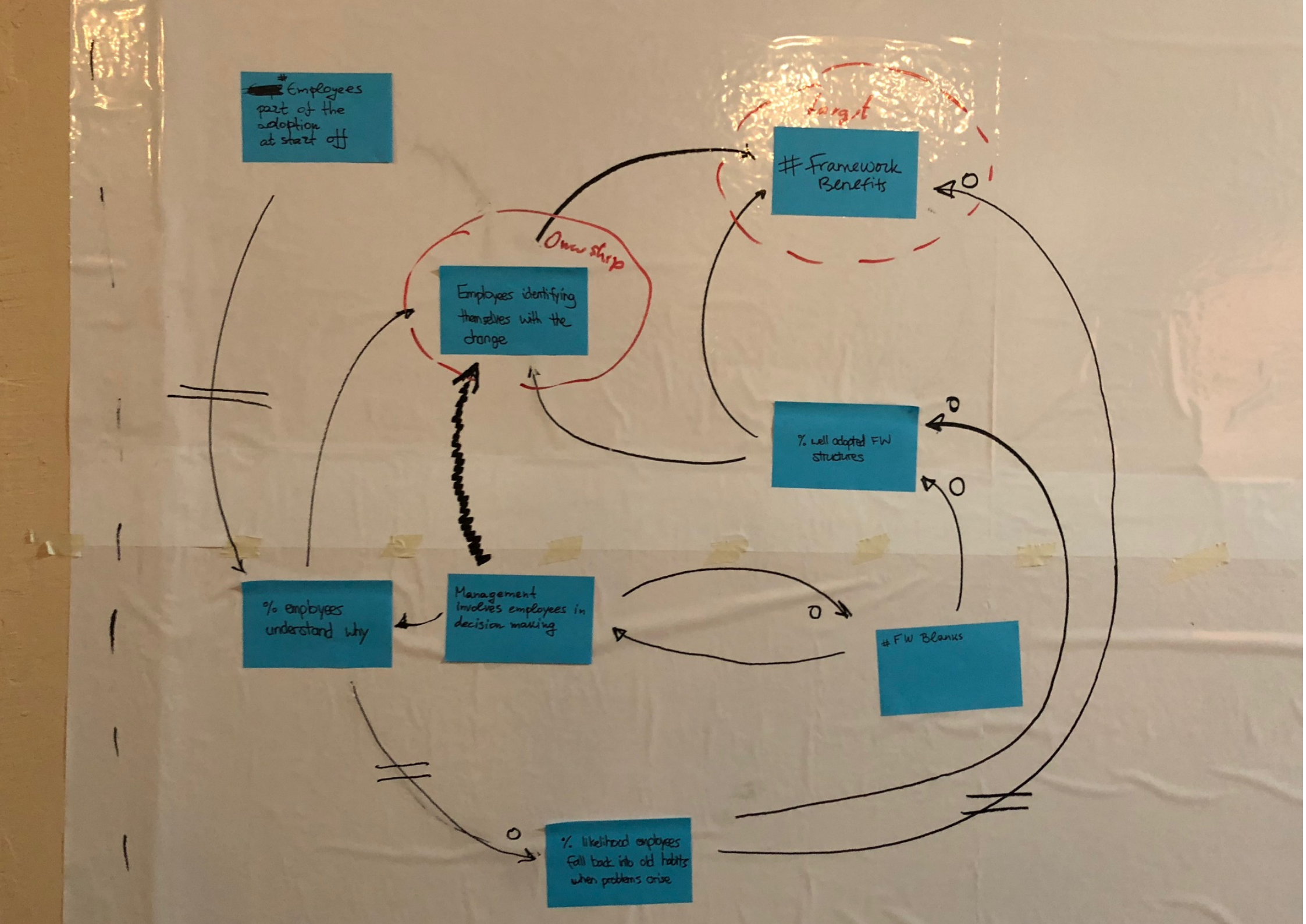
CONTINUOUS IMPROVEMENT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target
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