

LeSS HUGE AT BMW GROUP.

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**BMW
GROUP**

THE NEXT
100 YEARS



Rolls-Royce
Motor Cars Limited

OVERVIEW. CONTENT SUMMARY.



CHARACTERS IN A CHANGE.



LONE NUT



FIRST FOLLOWER



MOVERS



MOVABLES



IMMOVABLES

PATH OF INFLUENCE

MOTIVATION

MOTIVATION.

MORE SAFETY

MORE COMFORT

MORE FLEXIBILITY

MORE QUALITY TIME

NEW MOBILITY CONCEPTS

CAR AS EXTENDED LIVING SPACE

LESS EMISSIONS

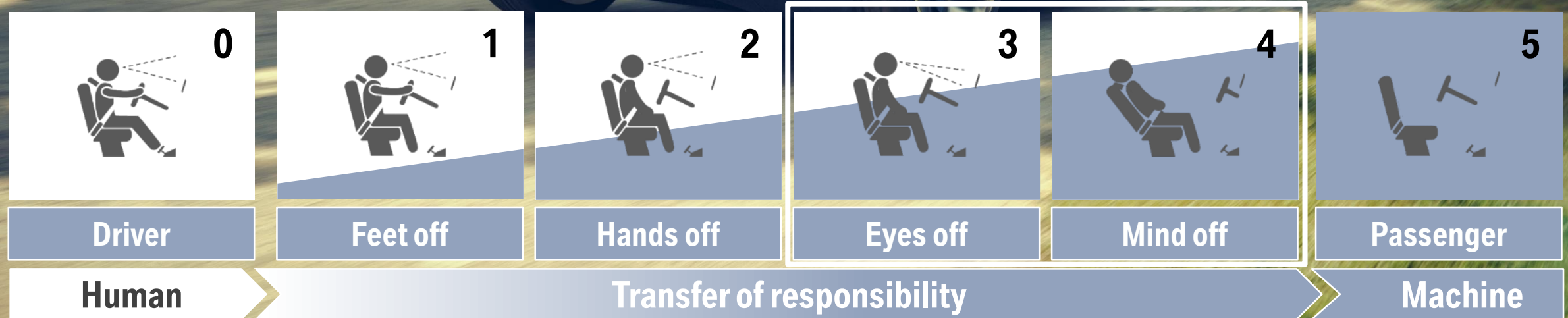
FEWER ACCIDENTS

LESS TRAFFIC



MOTIVATION.

BMW Vision iNEXT



MOTIVATION.



**AUTONOMOUS
DRIVING**

PARADIGM SHIFT

**A SOFTWARE
PROBLEM**

```
string sInput;  
int iLength, iN;  
double dblTemp;  
bool again = true;  
  
while (again) {  
    iN = -1;  
    again = false;  
    getline(cin, sInput);  
    system("cls");  
    stringstream(sInput) >> dblTemp;  
    iLength = sInput.length();  
    if (iLength < 4) {  
        again = true;  
        continue;  
    } else if (sInput[iLength - 3] != '.') {  
        again = true;  
        continue;  
    } while (++iN < iLength) {  
        if (isdigit(sInput[iN])) {  
            continue;  
        } else if (iN == (iLength - 3)) {  
            continue;  
        }  
    }  
}
```

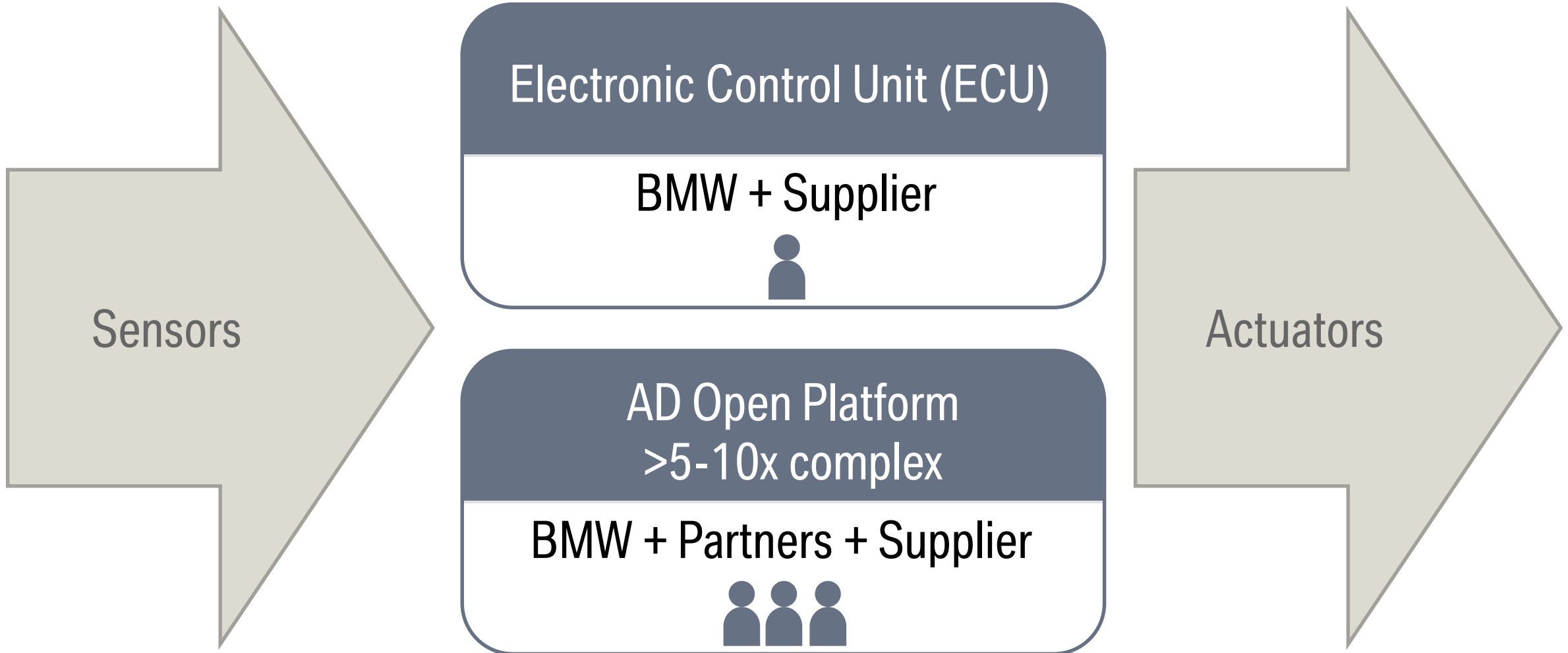
PRODUCT BASED ORGANIZATIONAL DESIGN.



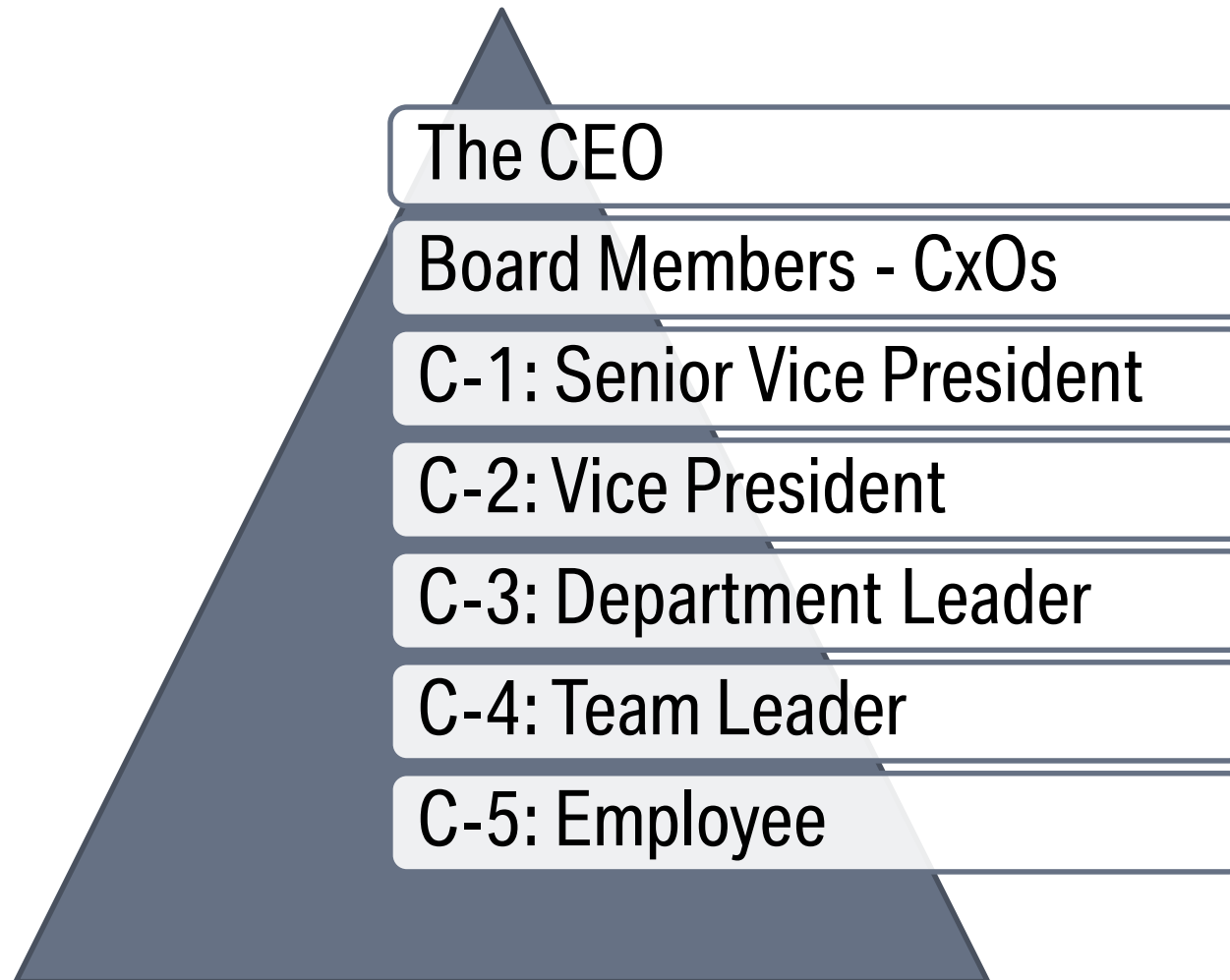
Huge Adoption

BACKGROUND

HOW IT ALL BEGAN.



HIERARCHY. BEFORE LeSS ADOPTION.



THINK & ACT LIKE A **POLITICIAN**,
NOT LIKE AN ENGINEER



TIMELINE.

2017

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

Migration Team &
Executive Team

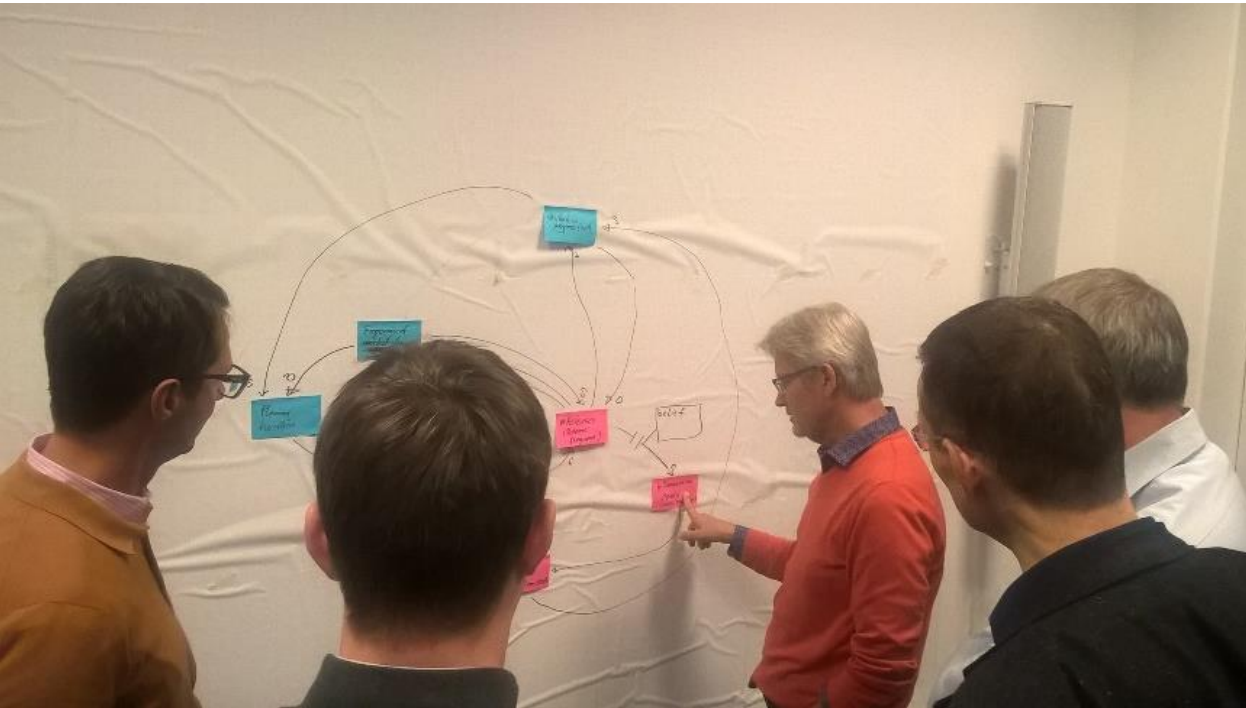
LeSS

LeSS Intro -
ADD Executives

ADD 2.0
Info days

CLEs
& CLPs

ORG. DESIGN FOR LARGE-SCALE AGILE DEVELOPMENT. INTRODUCTION WORKSHOP.

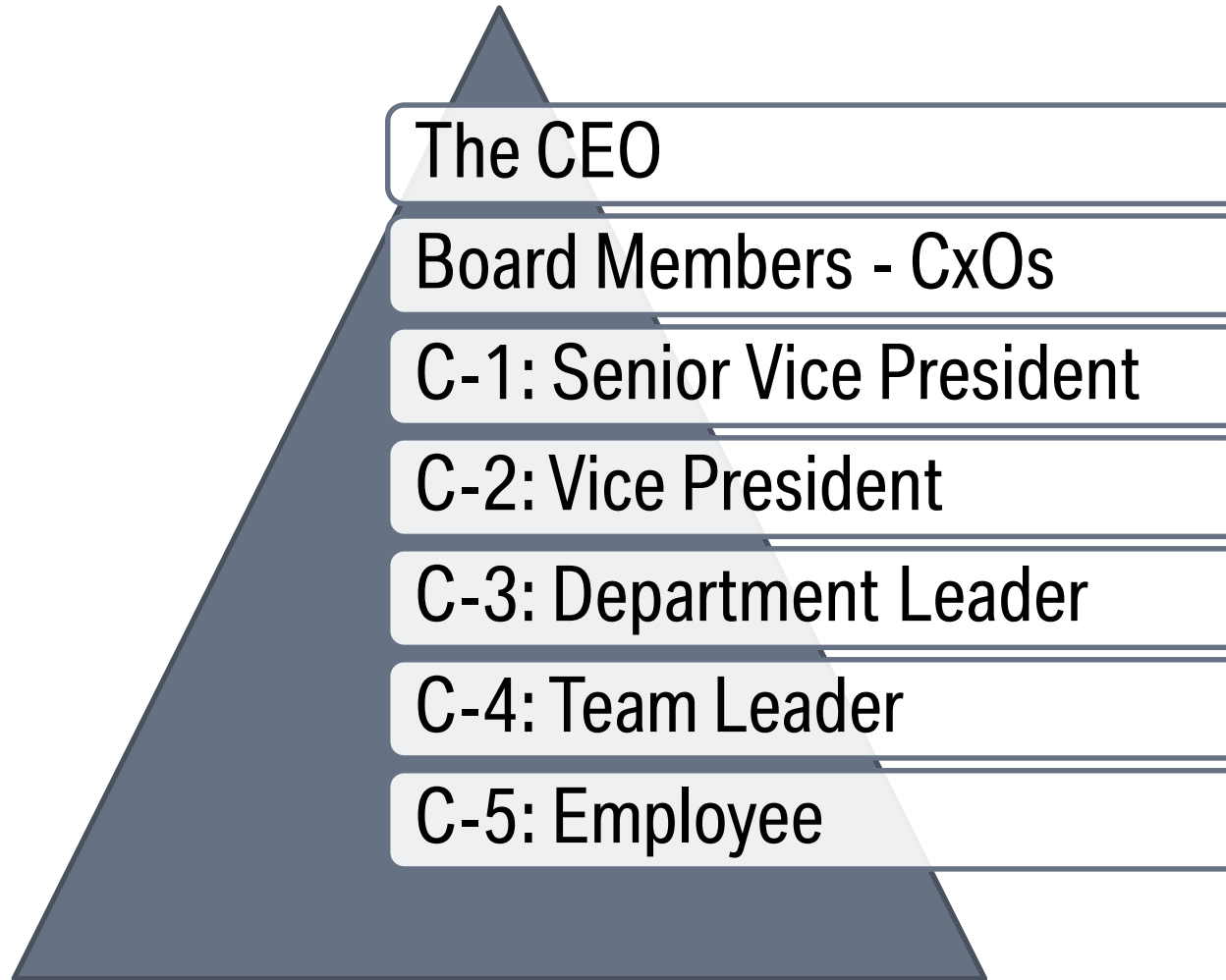


THE WAY TO THE FIRST REQUIREMENT AREA.

“LeSS adoption involves big organizations and many minds with **deeply rooted assumptions** about how organizations should work. Successful adoption requires **challenging these assumptions** and **simplifying the organizational structure**, with all the explosive politics and ‘loss of face’ that working across a big group entails. Adoption needs everyone to improve towards a shared goal.”

Craig Larman, Bas Vodde

BEFORE LeSS ADOPTION.



- >15 different roles
- Clearly defined interfaces

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LeSS

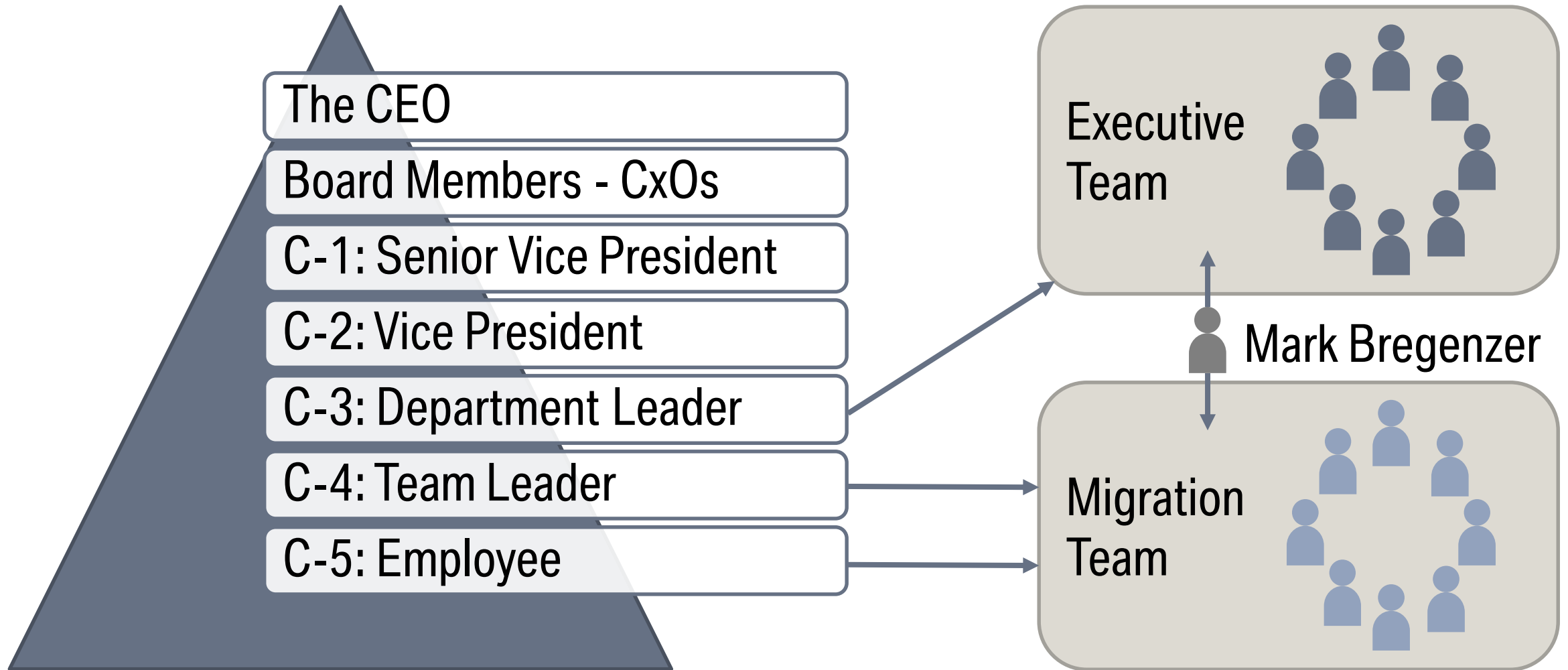


LeSS Intro -
ADD Executives

ADD 2.0
Info days

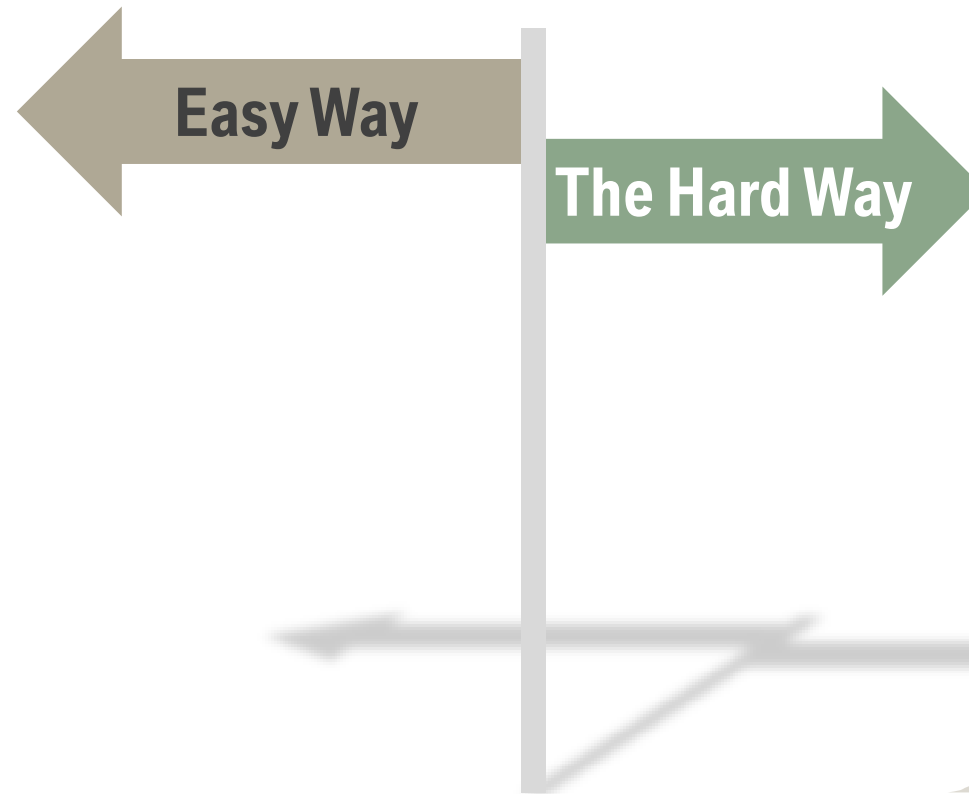
CLEs
& CLPs

MIGRATION & EXECUTIVE TEAM.



WHY LeSS?

Change:
only working model
➔ More of the same

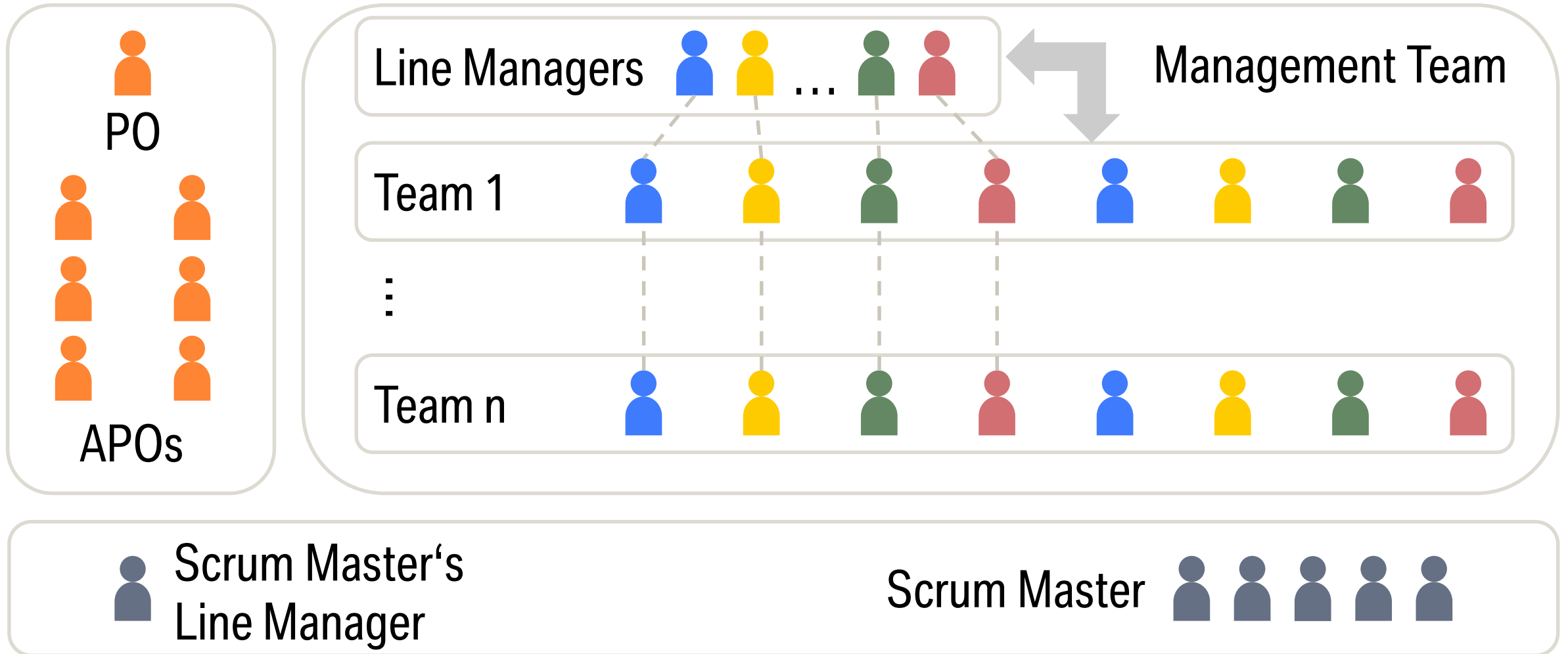


Change:
org. structure &
working model

ORGANIZATIONAL STRUCTURE.

We need to create an organizational structure that will foster a culture in which it becomes individually useful for people to cooperate.

ORGANIZATIONAL STRUCTURE.



TIMELINE.

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LeSS



LeSS Intro -
ADD Executives

ADD 2.0
Info days

CLEs
& CLPs

ADD 2.0 INFO DAYS. CLEAR COMMUNICATION ABOUT...

the intention to adopt
LeSS

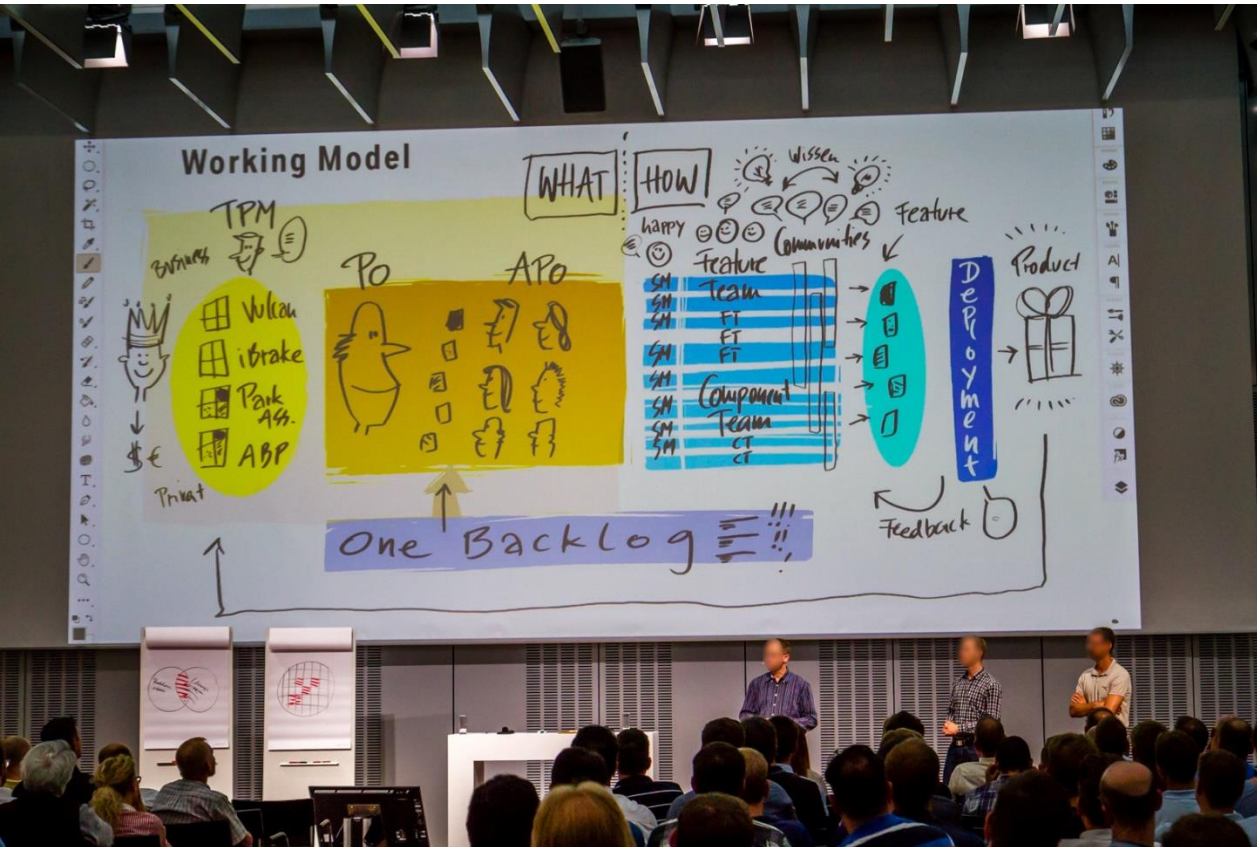
the promise to make
the necessary
structural changes

providing education
and coaching

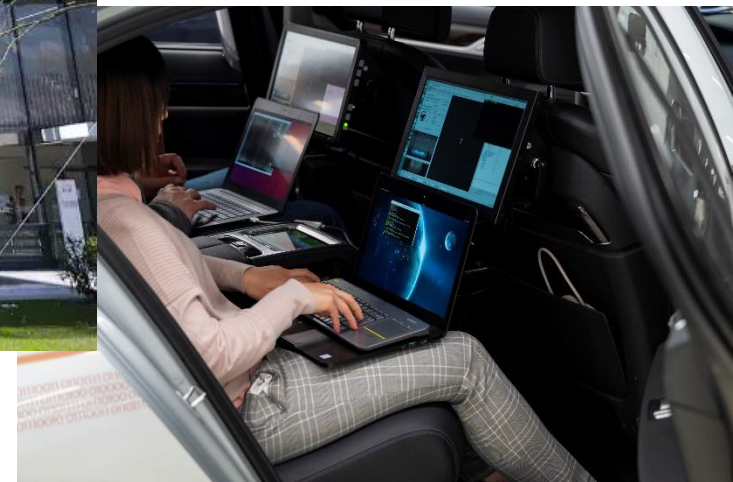
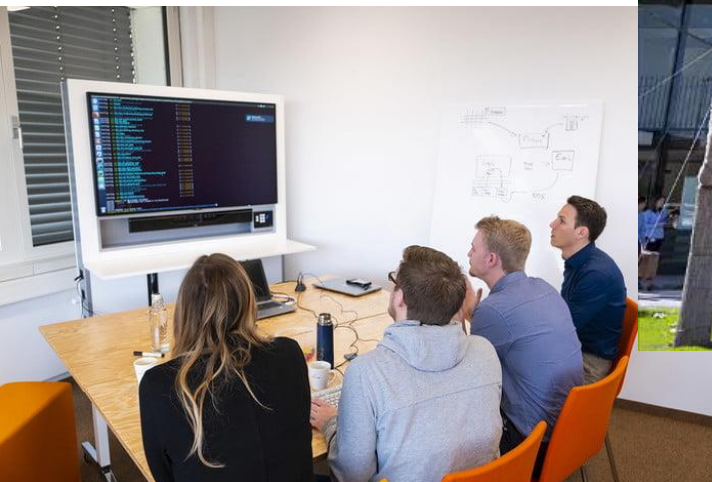
ADD 2.0 INFO DAYS.



ADD 2.0 INFO DAYS.



BMW AUTONOMOUS DRIVING CAMPUS.



START

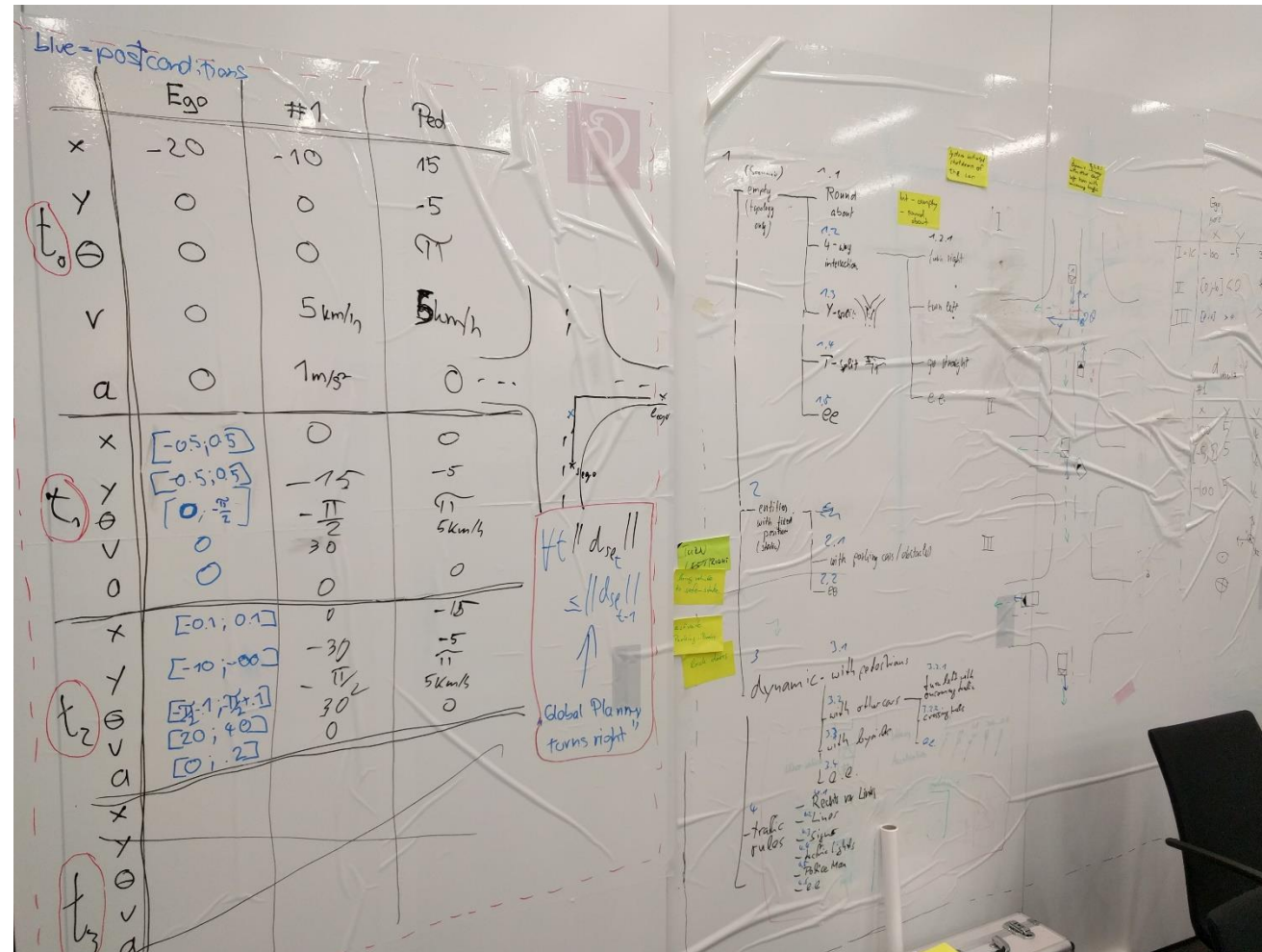
INFORMED CONSENT WORKSHOPS.



SELF-DESIGNING TEAM WORKSHOP.



INITIAL PRODUCT BACKLOG REFINEMENT.



REQUIREMENT AREA 1.



ONGOING

BENEFITS.

- Structure enables us to change direction quickly
- High degree of freedom and openness
- Higher degree of whole system understanding among all developers
- Higher acceptance and understanding of decisions on product level – the what

SUMMARY

HOW TO START.

- Think and act like a politician, not like an engineer
- Gain allies across different hierarchy levels and align your shared goal – true change is only possible as a group top-down and bottom-up
- Educate and train all senior executives and directors, especially the ones who have true decision-making powers

PREPARATION PHASE.

- Include all stake holders of the organizational system across all hierarchy levels
- Design your initial organizational structure in small teams; educate team before prep. phase
- Work full time on this topic

QUESTIONS?

THANK YOU!