



3 Products, 30 teams, One
Opportunity - LeSS adoption
as a team sport in Deutsche
Bank

A close-up photograph of two Cedar Waxwings perched on a thin, horizontal tree branch. The bird on the left is facing right, holding a small insect in its beak. The bird on the right is facing left, with its beak open as if to receive the food. Both birds have a distinctive crest of long, pointed feathers on their heads. Their plumage is primarily a warm, brownish-tan color on the upper body, with a lighter, yellowish-tan on the underparts. The background is a soft, out-of-focus green, suggesting foliage. The text "Pair Share" is overlaid in the center in a large, white, sans-serif font.

Pair Share

If LeSS Huge Adoptions were a game or sport what would it be?

1 minute max to think
1 minute person

Shout Outs



Our LeSS Huge Adoption Analogy
Our learnings along the way
Adoption Principles. What failed, what succeeded
and we learnt

The background of the image features two Muppet characters, a man and a woman, both with large, expressive eyes and slightly furrowed brows, giving them a serious or concerned appearance. They are positioned side-by-side, with the woman on the left and the man on the right. The lighting is somewhat dim, focusing on their faces.

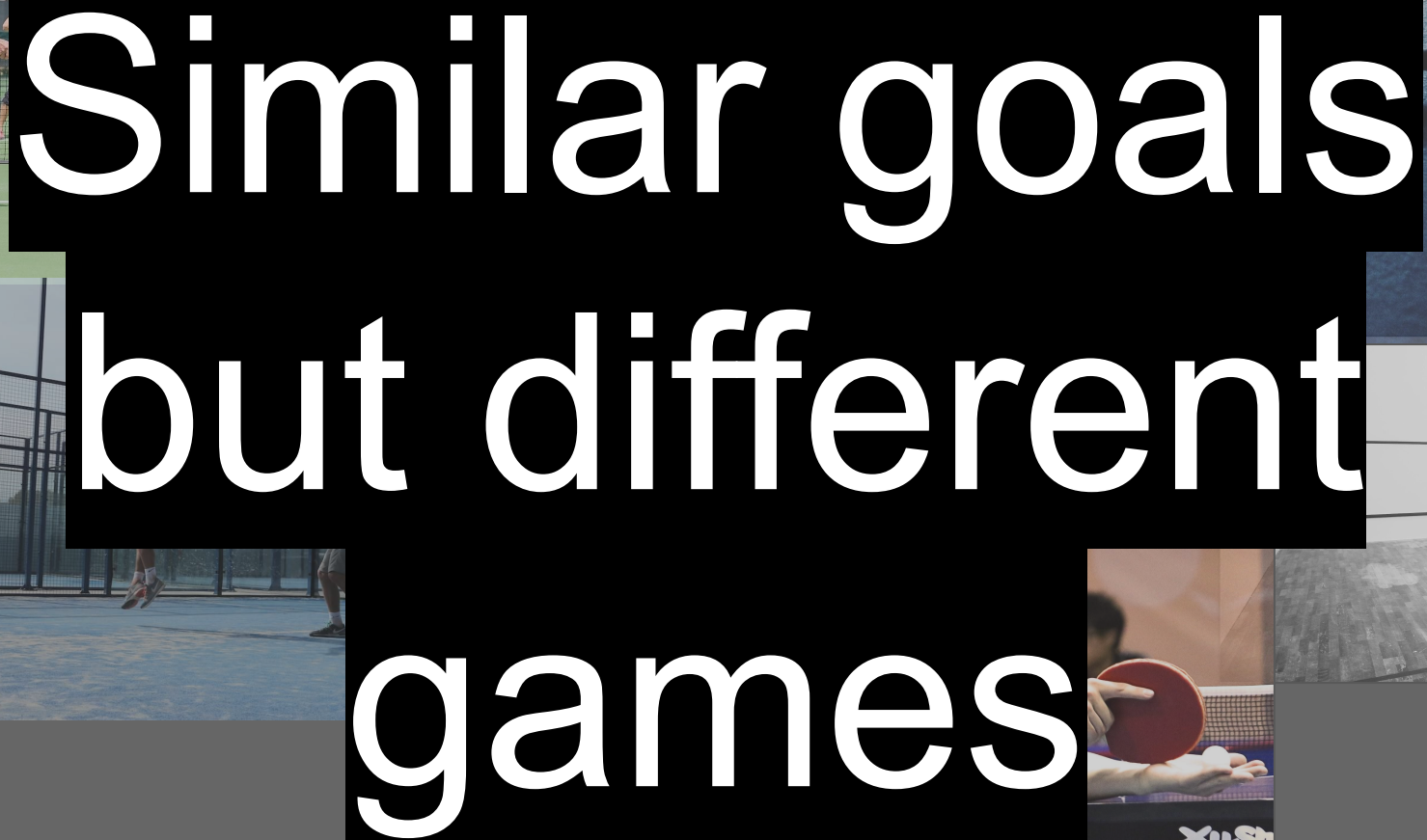
We are not here to tell you the same story

**We want you to hear the opinions of two friends
that are completely aligned on the same outcome**

**We disagree, we have conflict, we may contradict
and that's our story**



A Lightbulb a day..



Similar goals
but different
games



LeSS creates
transparency ...



Ding!

It was Scrum, but not as
we knew it





This LeSS Huge Adoption: Mixed doubles tennis tournaments

An aerial photograph of a large tennis stadium, likely Wimbledon, showing multiple green grass courts arranged in a grid. The courts are surrounded by large, tiered stands filled with spectators. The stadium is situated in a lush green area with trees and a city skyline visible in the background under a clear sky.

In this reality LeSS Huge Adoptions are like many simultaneous games of Mixed Doubles Tennis - Up to 30 at once.

The tweak, they are to keep the volleys going, not break the rhythm

Played out over multiple tournaments, these are our 3 Products



Fans = Customers or
Communities?

Chair Umpire = Scrum,
showing you your
relative effectiveness
OR Us?





Ding!
Don't always preach the
book, being an umpire
for Scrum can backfire

Players = Development Teams



COURT 11

Melzer/Strycova	1	•
Kyrgios/Keys	2	AD



Ball People = Operations





The grass, line, nets = The LeSS Rules & Framework



Ding!

You have to meet people where they are whilst understanding how you evolve to a more LeSS like organisation

What role would a
change manager, group
play in this game?

So do we...

Hire in the wimbledon academy (aka change /transformation team)

Or a couple of cute looking Directors like us?

For a group where for a long time everything was a project this seems like the “best” and “obvious” thing to do.



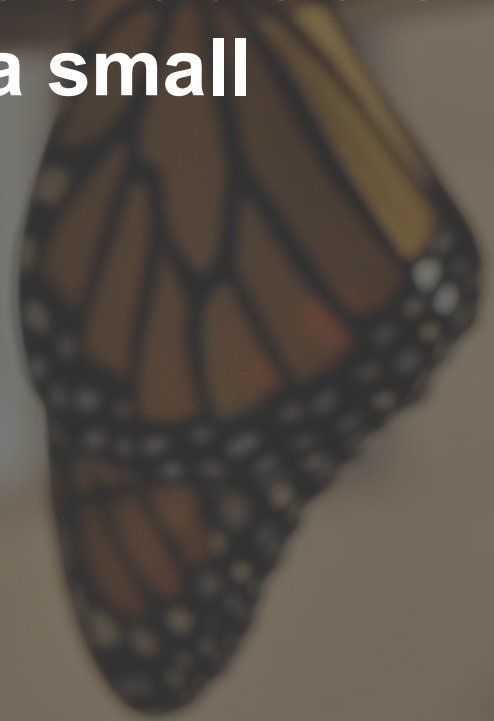
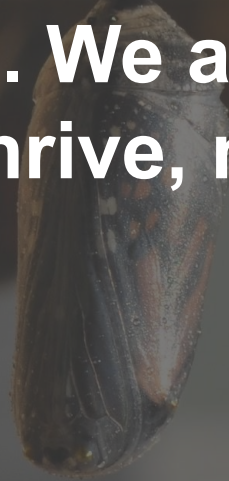
**Our collective opinion
was that there is no
room for that role**

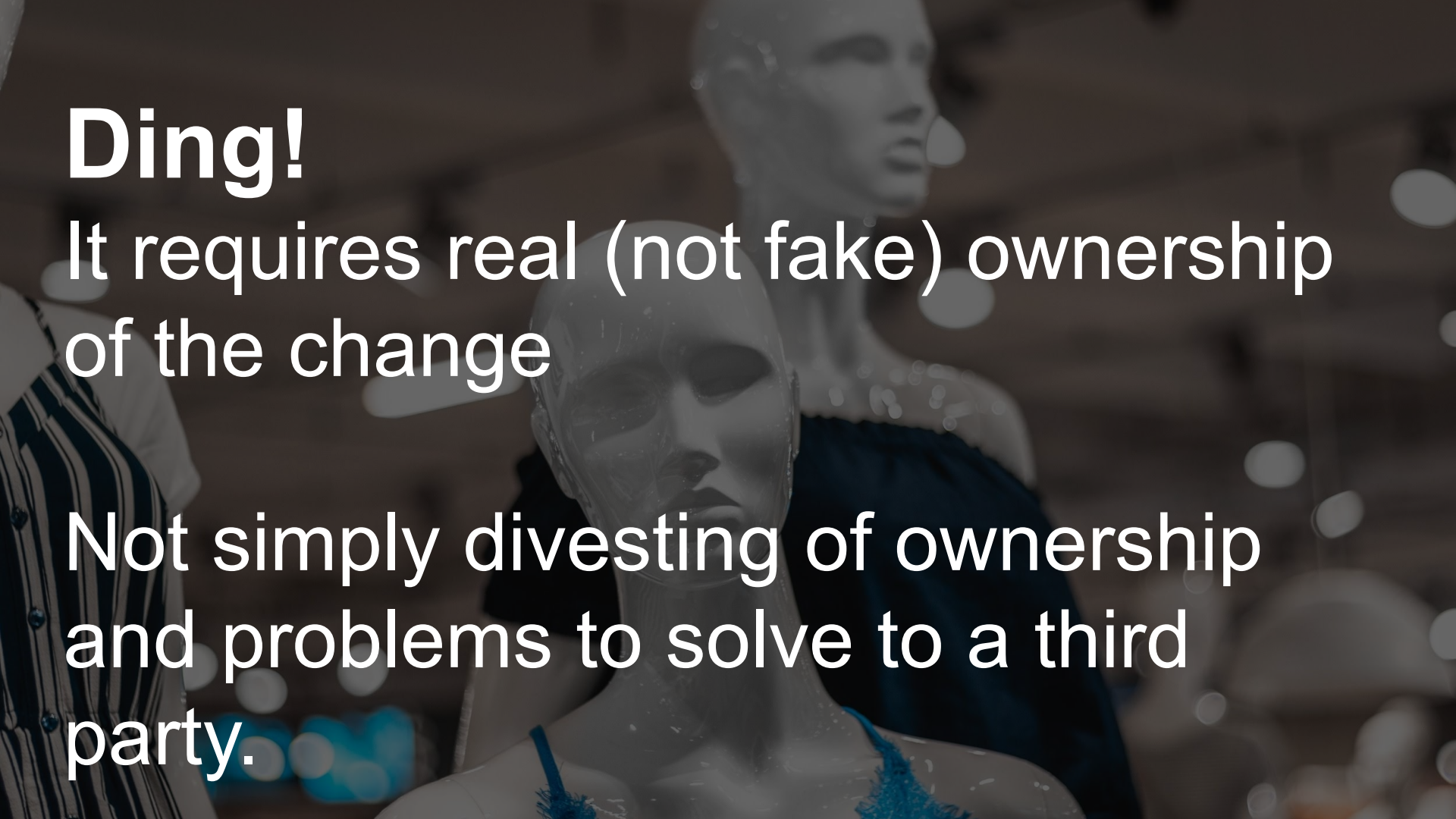
A black and white photograph of a rowing team in a scull, viewed from behind, on a body of water. The team consists of five rowers, with the coxswain at the stern. The water is dark and textured with small waves. The rowers are in a synchronized rowing motion, with their oars dipping into the water. The text is overlaid in white, sans-serif font.

Makes it seem like something
that gets done to people

In team everyone plays their
part, it's not down to a key
person or seperate group

Not something that should be piloted and seem as an option. We are in it to enable the whole system to thrive, not just a small experiment



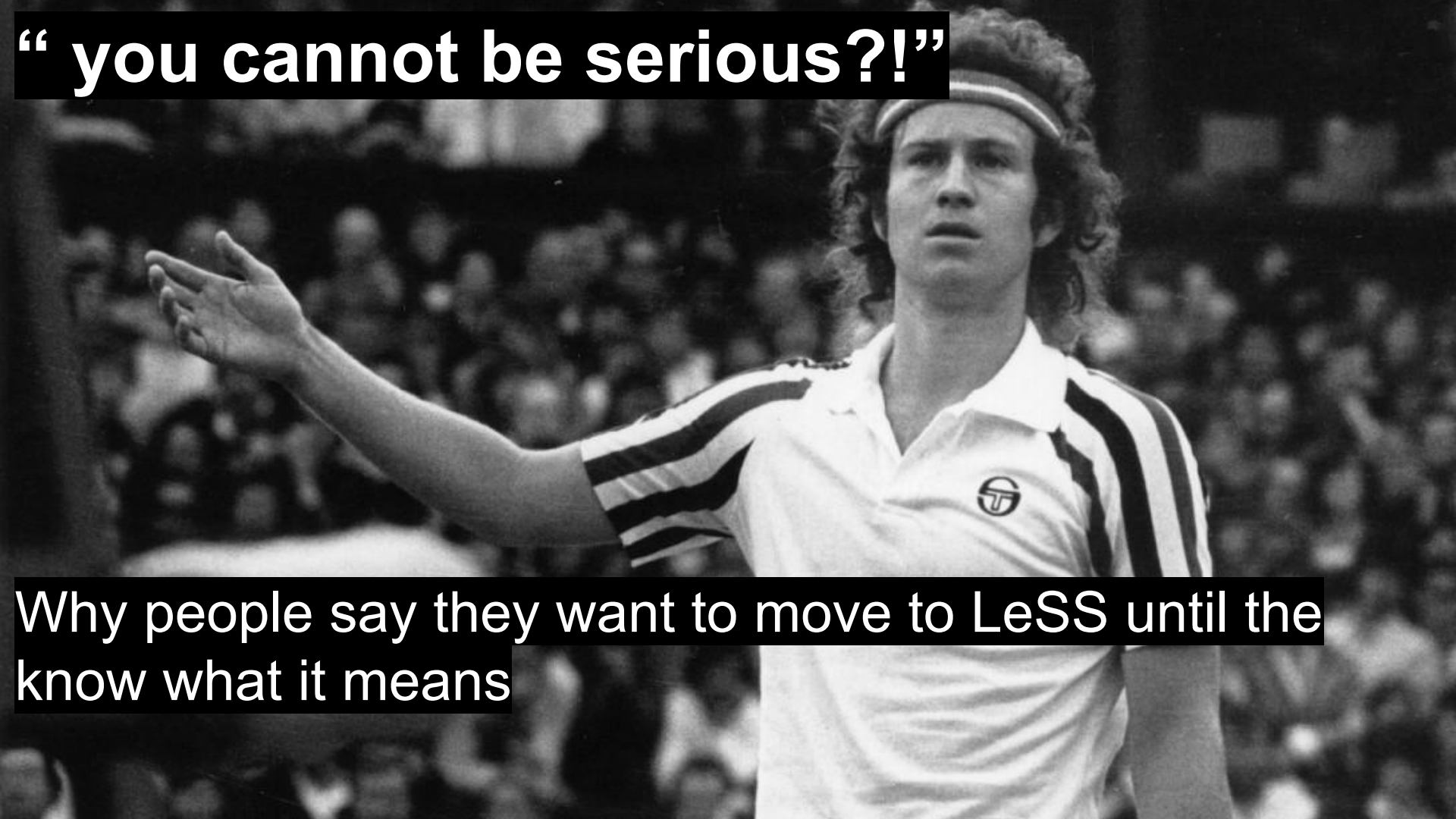


Ding!

It requires real (not fake) ownership
of the change

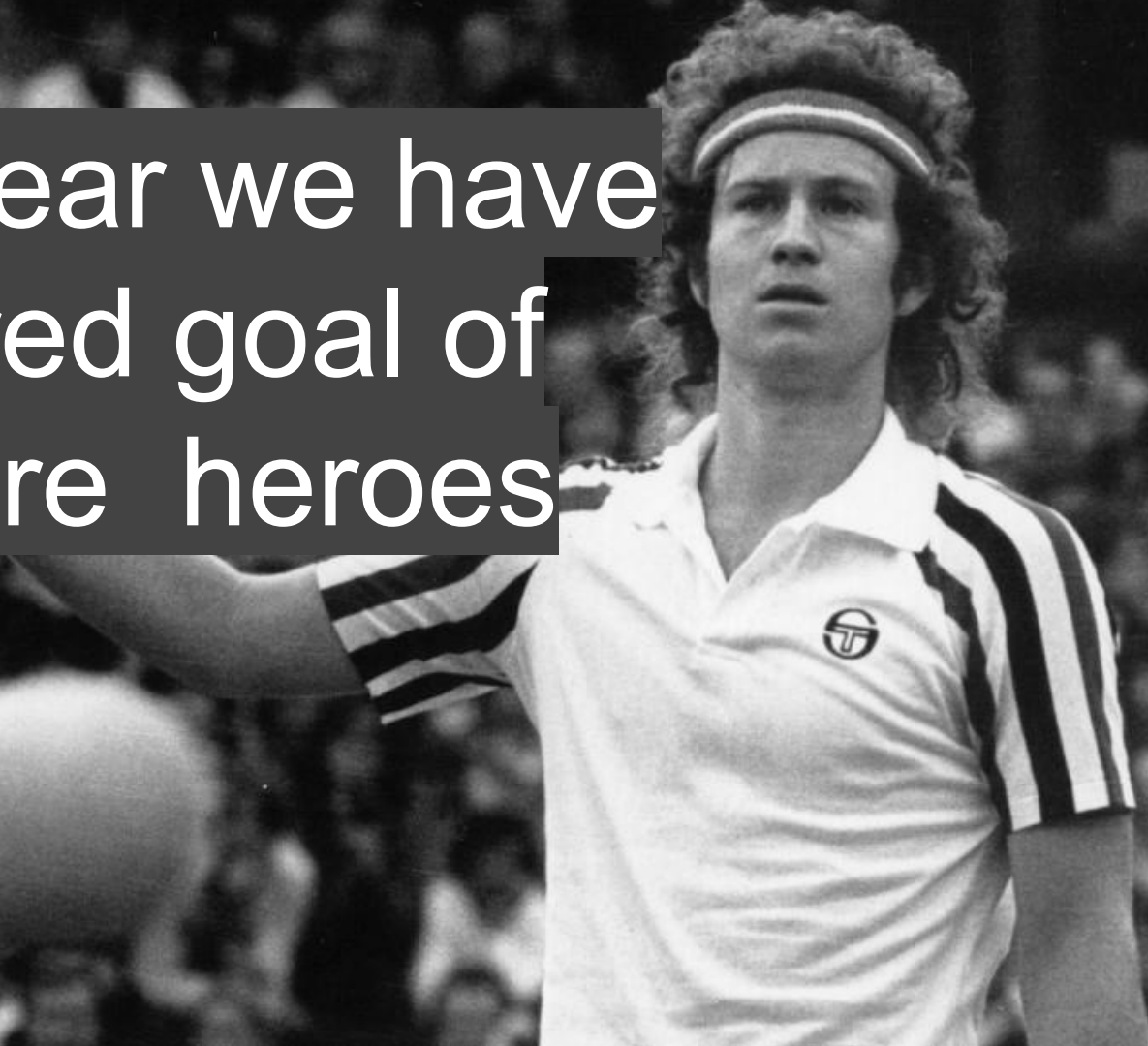
Not simply divesting of ownership
and problems to solve to a third
party.

“ you cannot be serious?!”



**Why people say they want to move to LeSS until the
know what it means**

This year we have
a shared goal of
no more heroes



Learning 1 = It's really hard

What saved us was a very strongly articulated
Operating Model

The customer also wanted to see this game

A sense of humour

Experience

Credibility

Education (180 people)

The sooner we started playing the game the easier it
was. Too long to get going. perfect is the enemy of

LeSS Adoption Principles (in the order we approached them)

Our Learning





**Top down and bottom
up**

We are two directors within our organisation



We got in our own way and
were too keen to help

The background of the image shows the silhouettes of a crowd of people. Several hands are raised in the air, suggesting a gathering, rally, or a moment of collective expression. The lighting is warm and orange, creating a hazy, atmospheric effect. The text is overlaid on this background.

Volunteering

Our most problematic principle

Found it hard to make it a success



We lacked things for
the available people
to swarm around



Ding!



Making sure volunteers are usefully occupied

Deep and Narrow





Ding!

Define your product with
energy, commitment and
bravery then make the
necessary organisational
changes

Small batches of people

Why good?

Why hard?

Earning vs learning

Expectations too high

2 Mode Organisation

Other hurdles we overcame

Losing key people



No change manager!



Conclusions

Be nice, open & humble conversations

Politely demand facts

Be brave and admit your mistakes

Be Stubborn when you need to be

Experiment with adapting the LeSS Guidance

Have a close friend at work

Questions, but not for us...

SEGA
Master System II™

/ CARTRIDGE INPUT

SEGA
MASTER SYSTEM II
POWER BASE

What part could the Scrum Master play?

What part could Management play?



What roles do we play in the game?



Thankyou and see you soon

Saloni Seth-Watkins

Ben Maynard

Feel free to connect with us on social media