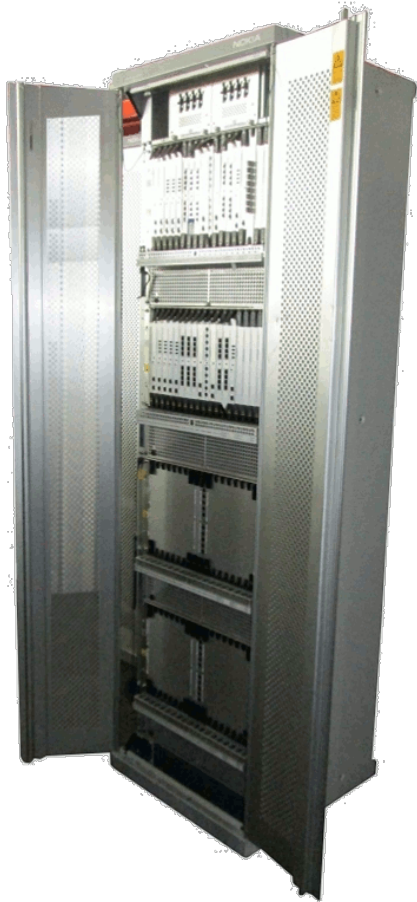


Your Second LeSS Huge Adoption Won't be Any Easier

Jacek Bochenek, Janne Kohvakka

IPA2800 Platform and 4G eNB

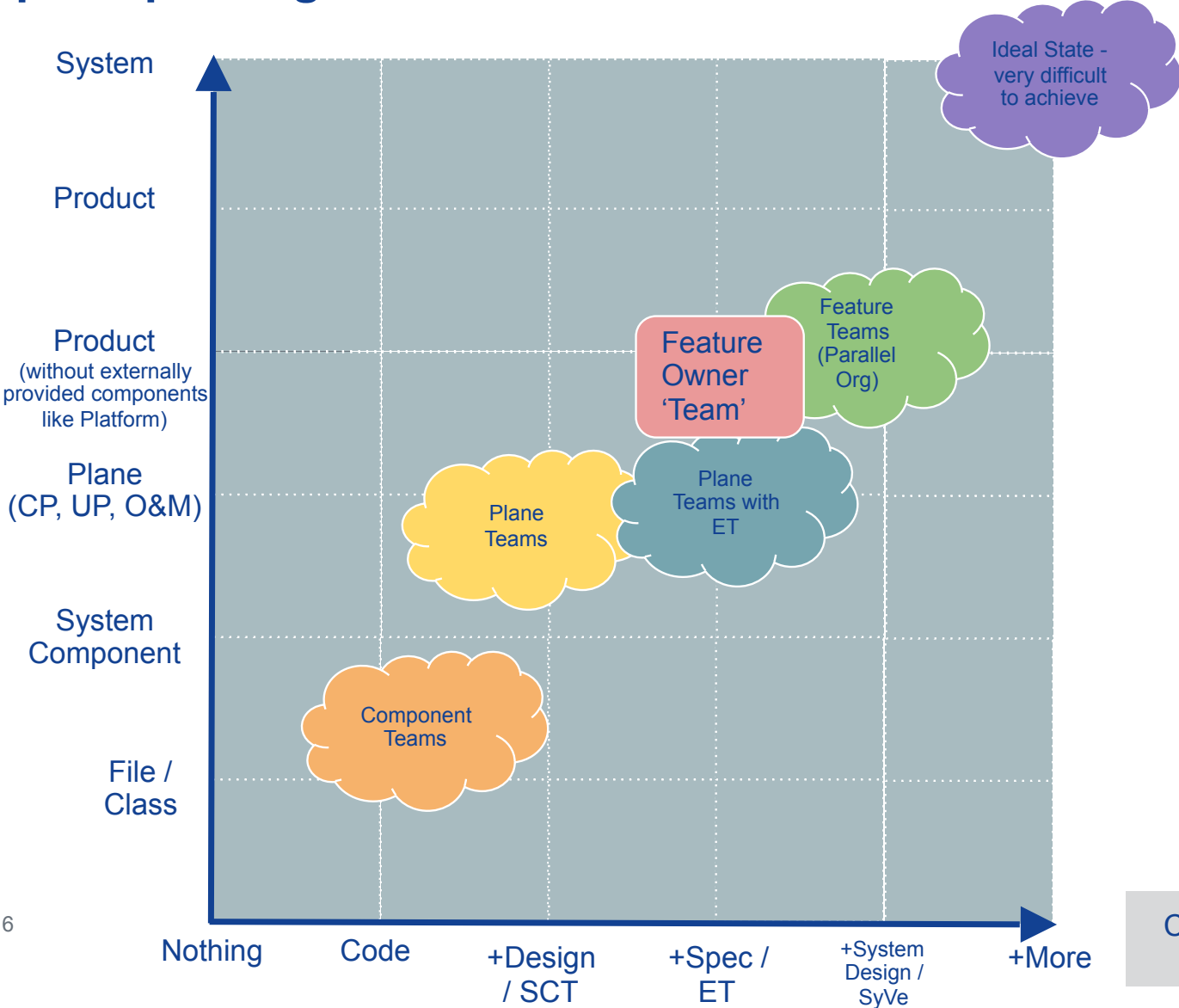


Adoption Strategy

- Big Bang
- Improving DoD
- Parallel Organization

Adoption Map - Improving DoD

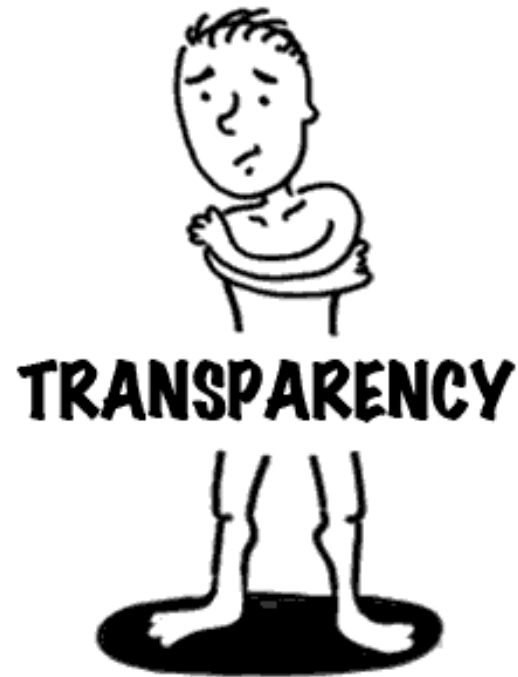
Technology work scope of a team



Cross-functionality of a team

Transparency

- What does transparency mean?
- Problems created vs pre-existing problems that were discovered
- What makes us lose transparency



Whole product focus

- Scale shock
 - Focusing on parts of the product lowers transparency
- To keep whole product focus
 - Leadership Team focus on whole product, no divide and conquer
 - Get rid of component ownership and targets
 - Detach management from commitment rituals
 - Coaching in all levels of organization



Unifying Culture



Resistance to change

- Risk analysis of deep changes
- Two sorts of change resistance in suborganisations: local optimisation and constant firefighting
- Small changes are easy to reduce to relabelling (Larman's Law)

- Deep and narrow over broad and shallow
- Small scale success
- Involve some of the resisting people

Summary

- Copying the practices from one organization to another is impossible
- Each adoption means new learning with new people
- You need to consider both contexts and build the know-how each time
- Adopting LeSS Huge takes time, persistence and requires good sense of humor

