

# LeSS @ RBS

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LeSS Trainer

Form pairs or triads with those sitting next to you and  
over the next 2 minutes....

Introduce yourselves and share one or two things  
you already know about RBS

Now in your pairs or triads spend another 2  
minutes...

Sharing at least two obstacles you think I faced with  
Large Scale Scrum at RBS?

Care to share?  
(Shout Out)



**RBS**

*The Royal Bank of Scotland*

Low Cost of Rapid Change  
And  
Increase % of High Value Features Delivered

## Hawthorne Effect

*“the confounding that occurs if experimenters fail to realize how the consequences of subjects' performance affect what subjects do”*

H. McIlvaine Parsons

## Larman's Laws of Organisational Behaviour No 1

*“Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and “specialist” positions & power structures”*



# Larman's Laws of Organisational Behaviour No 4

*“Culture follows structure”*

Why



?

# Org Structure

Head of  
Operations

Northern England

SMEs

Users

Project  
Manager

Southern England

BA  
Manager

Business  
Analysts

Dev  
Lead

Coders

Head of  
Engineering

Northern India

Tech  
Analyst  
Manager

Tech  
Analysts

Dev  
Manager

Coders

Test  
Manager

Testers

REM\*  
Manager

REM  
Engineers

REM = Release and Environments

Head of  
Operations

Northern England

SMEs

Users

Business  
Sponsor

Southern England

LeSS  
Coach

SMEs

Users

Scrum  
Team n

Head of  
Engineering

Northern India

Manager

Scrum  
Team n+1

Scrum  
Team n...

Head of  
Operations

Northern England

SMEs

Users

Business  
Sponsor

Southern England

Agile  
Coach

SMEs

Users

Head of  
Engineering

Northern India

Manager

Component  
Team Lead

ECT

Common-  
Components  
Group

ECT

ECT

ECT = Extended Component Team

Thinking Long Term

# Serving Customers



Working Together

Doing The Right Thing

# Guides



Culture follows Structure Job Safety, but not Role Safety Continuous Improvement

Evolutionary Incremental Adoption Community Work Five Relationships

Don't Manage Dependencies Creating the Definition of Done

Evolve the Definition of Done Overall PBR Multi-Team Design Workshop

Travelers

Component Mentors

Overall Retrospective



A photograph of a revolving door with a quote overlaid. The door is made of glass and metal, and the floor is carpeted. The quote is in white text and reads: "The easy way out usually leads back in".

*"The easy way out usually leads back in"*

Peter Senge

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*@BenWMaynard*