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An aerial view of a highly detailed LEGO city, likely a Star Wars-themed set like Death Star. The city features numerous domes, spires, and intricate architectural details, all constructed from LEGO bricks. The color palette is dominated by blues, greys, and browns, with some red and yellow accents. The lighting is soft, creating a hazy atmosphere.

GAME WITHOUT THRONES

AGILE ORGANIZATION BUILT FROM LEGO
(OR CONSTRUCTION PAPER)

 XSCALE

What's Descaling?

Autonomy & Alignment over Command & Control

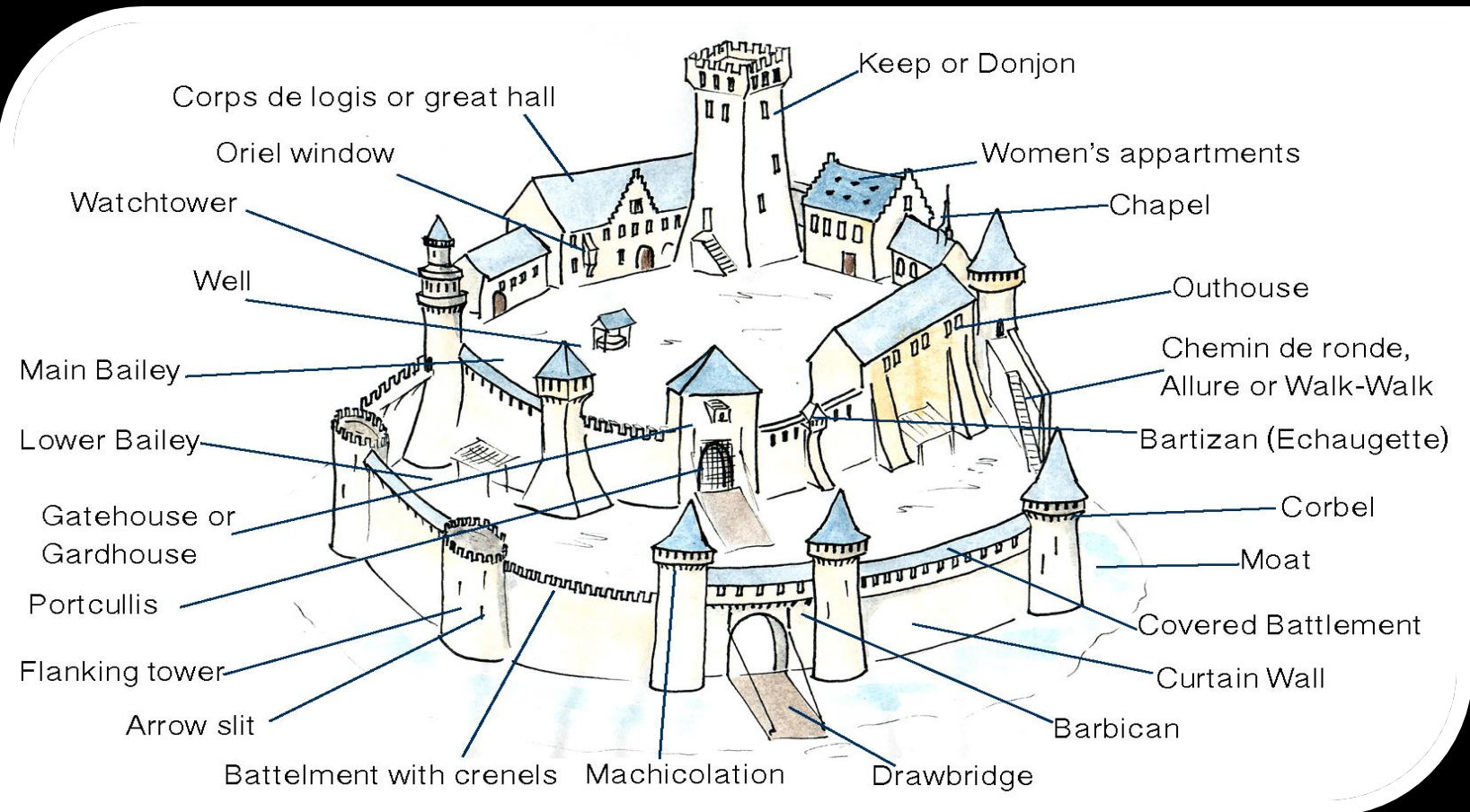
- › Managers, Owners & Masters = 0
- › Delegation/Collaboration ratio = 1
- › Maximum Meeting Size = 6
- › Minimum Feedback Frequency = 20 mins

Objective:

- › Wildlings build for noble houses to avoid invasion
- › Noble houses can't build; they're busy feuding
- › Wildlings align via chapters & councils, not hierarchy

Self-organize,
Self-manage &
Self-direct ...

To build a giant
Westeros Castle
uniting the houses



- › Wildlings form 3-6 person squads
- › Each member has a different chapter
- › Each chapter has a different metric

Squads



Chapters

> Chapters cross-link the squads



The Artist: metric is geometric and scale **symmetry**. Focuses breadth-first, never losing sight of the whole.



The Architect: metric is enclosed **volume**. Focuses on reusable practices, tools and building techniques



The Merchant: metric is # of different **rooms**. Focuses design on experiences of high-born lords and ladies



The Maester: metric is **sturdiness**. Integrity vs winter, wobbles and walkers. Focuses on root causes.



The Captain: metric is **military** preparation. Focus on defence via trebuchets, boiling oil, pit traps, etc.



The Speaker: metric is **throughput** – the multiple of all the other metrics. Focuses work on the current **bottleneck**.

Autonomy & Alignment

- › Form 3 Squads per Stream
- › Each Stream builds separately
- › Alignment via “Treaty Chains”
 - › Squad to Squad
 - › Stream to Stream

Streams named by customer

1

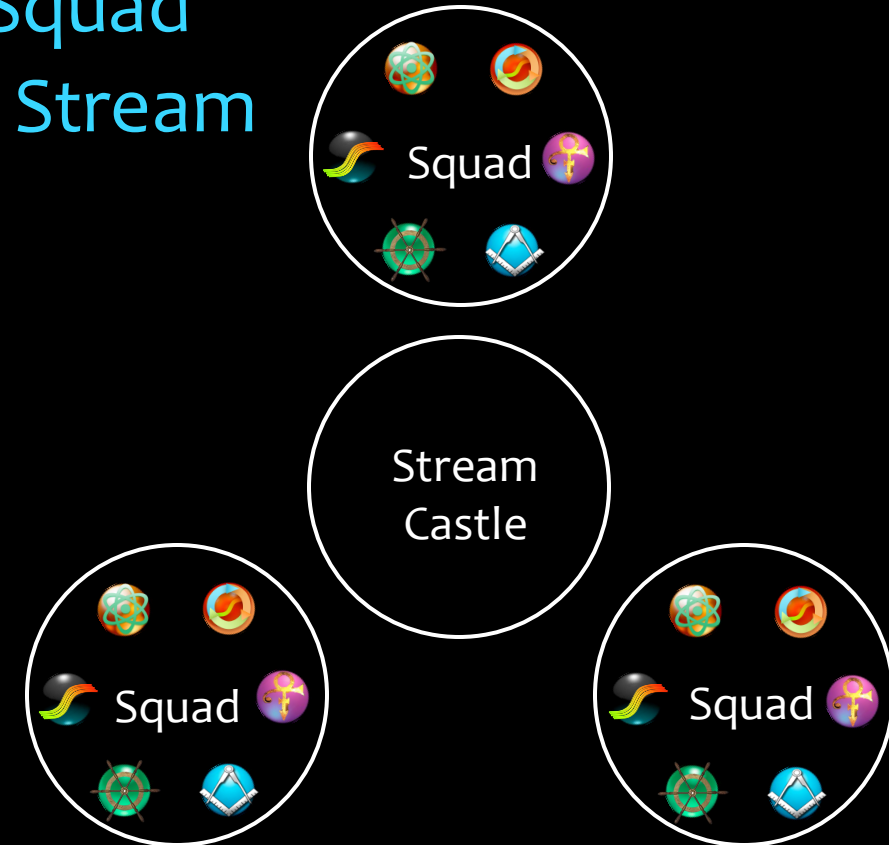
1. Baratheons
2. Boltons
3. Greyjoys

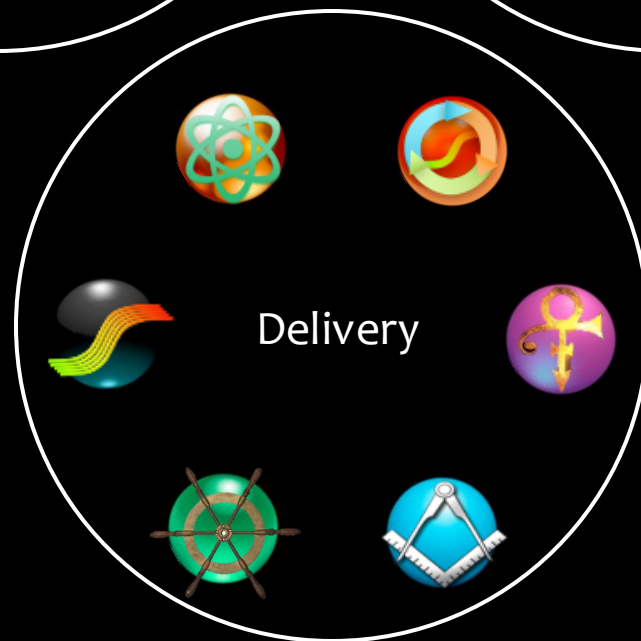
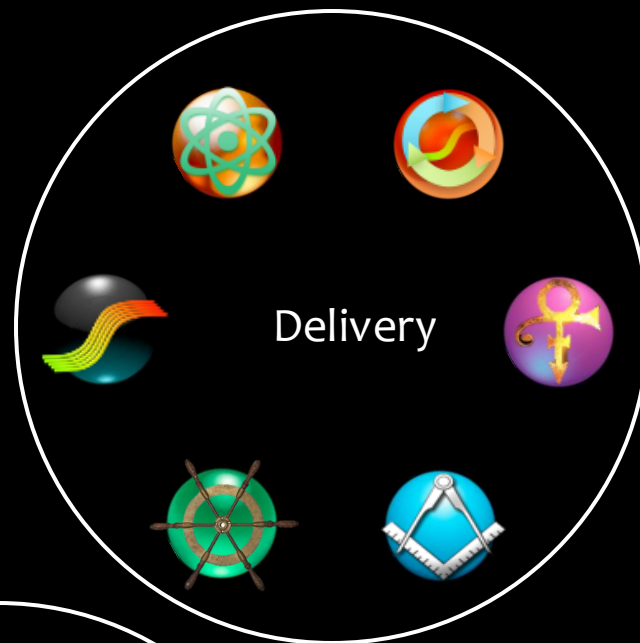
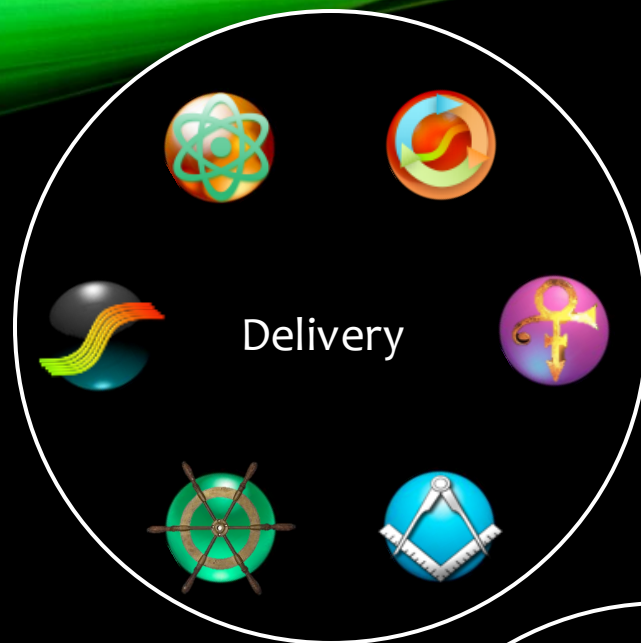
2

1. Lannisters
2. Martells
3. Mormonts

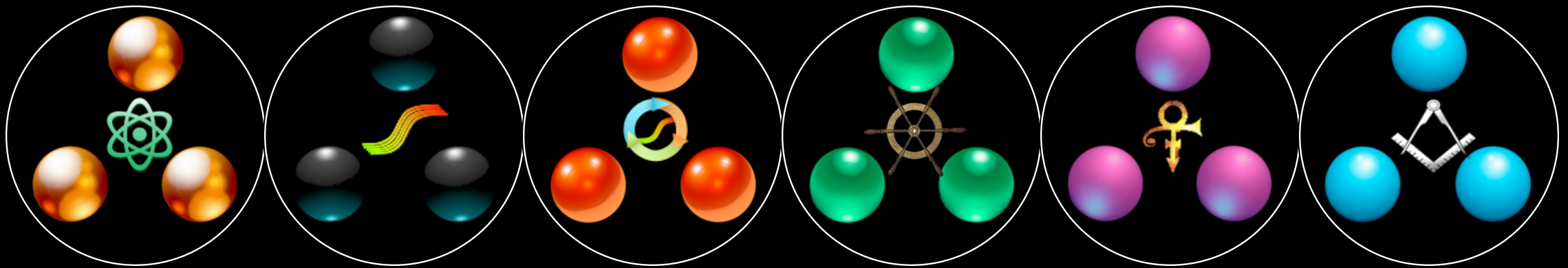
3

1. Starks
2. Tyrells
3. Targaryens

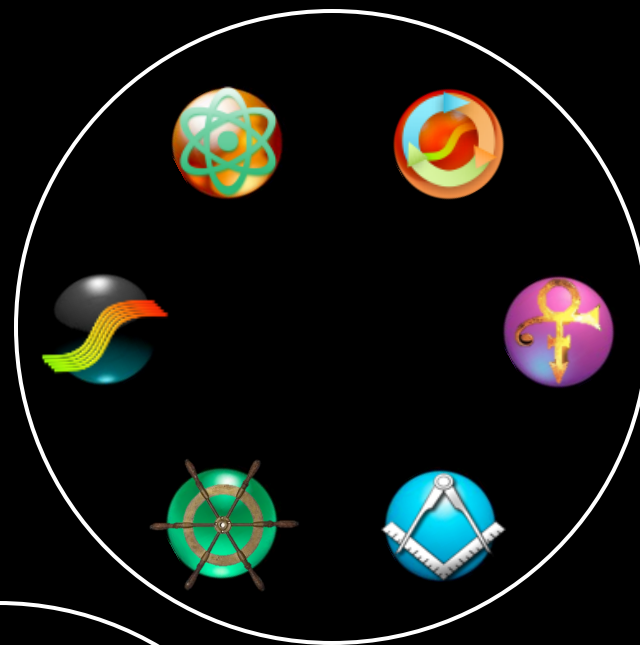


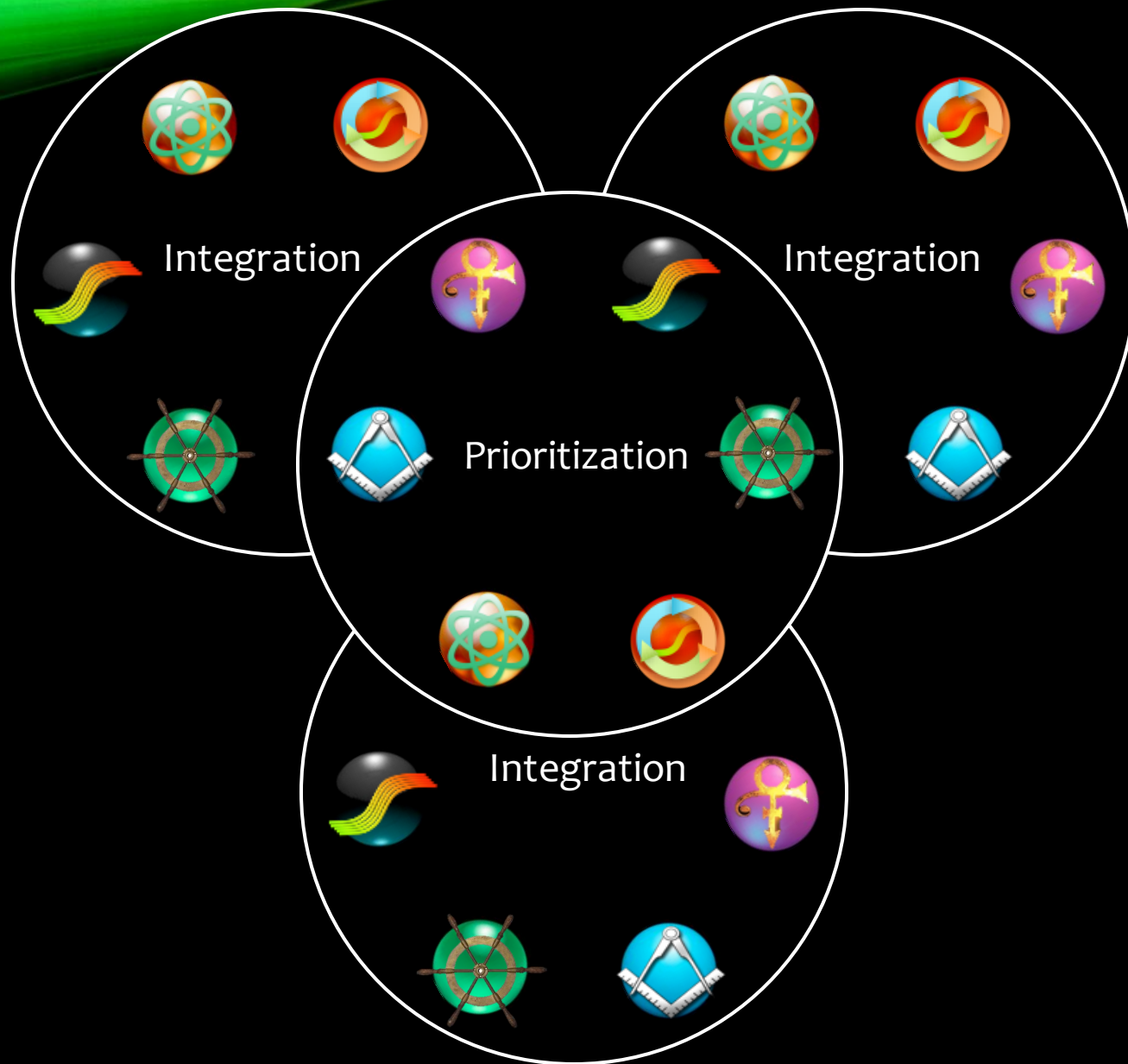


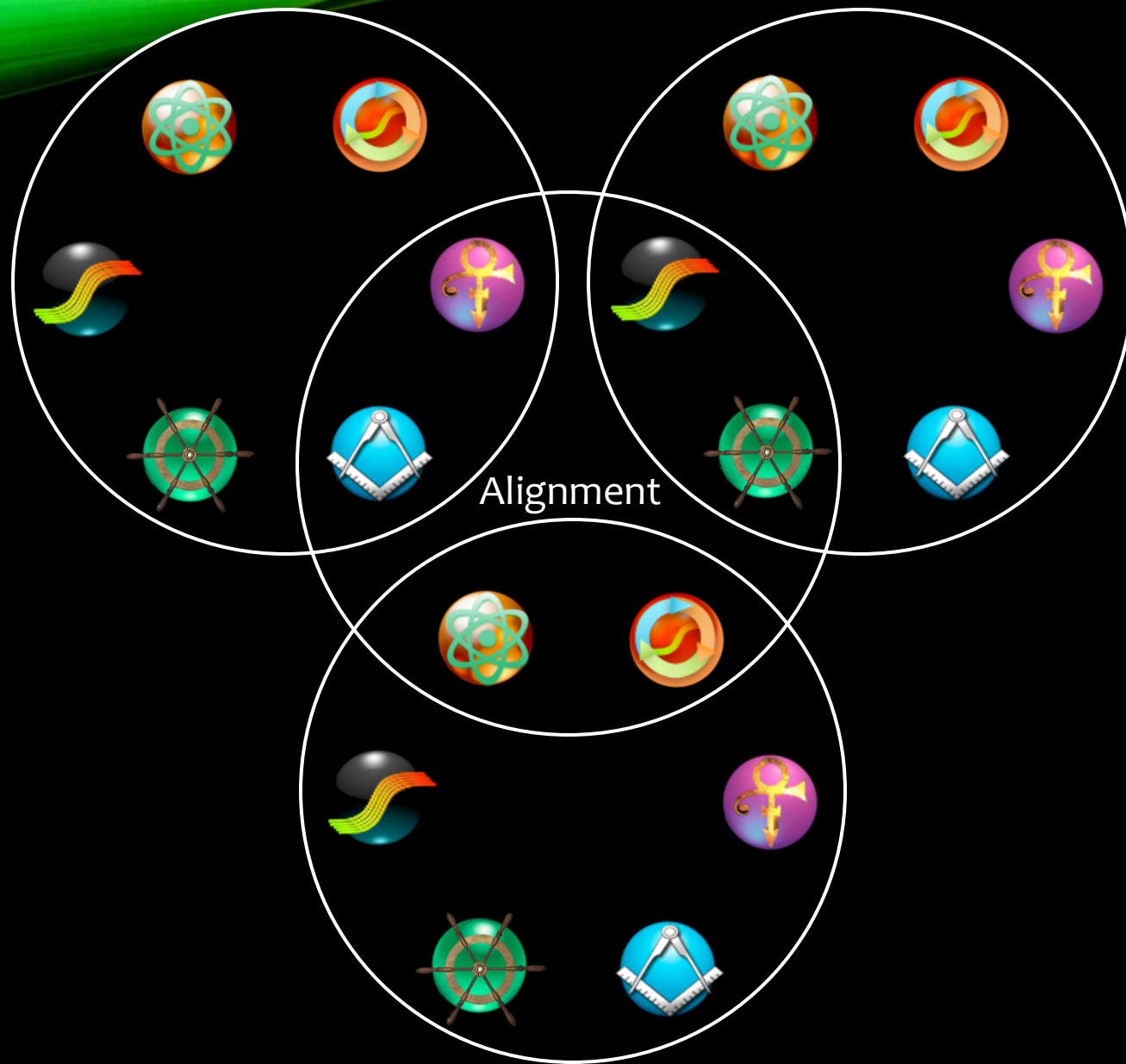
What's the game?

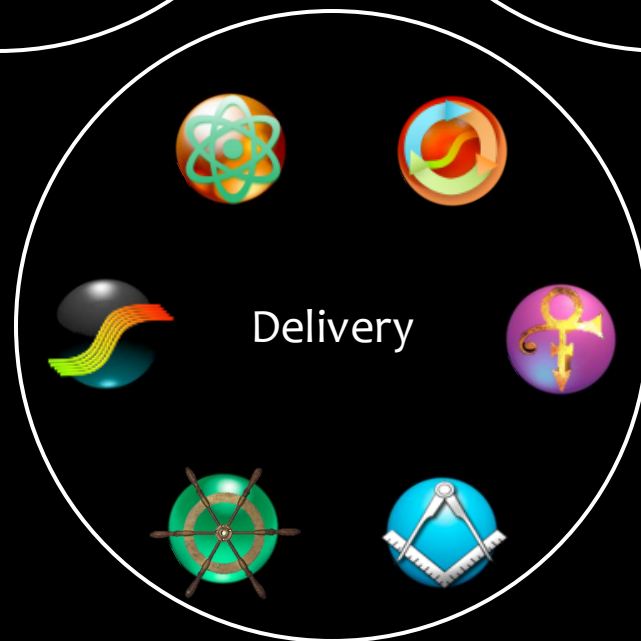
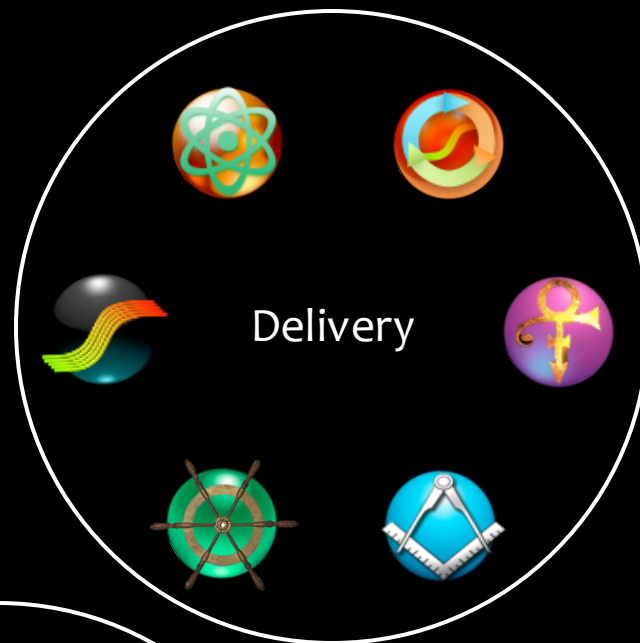
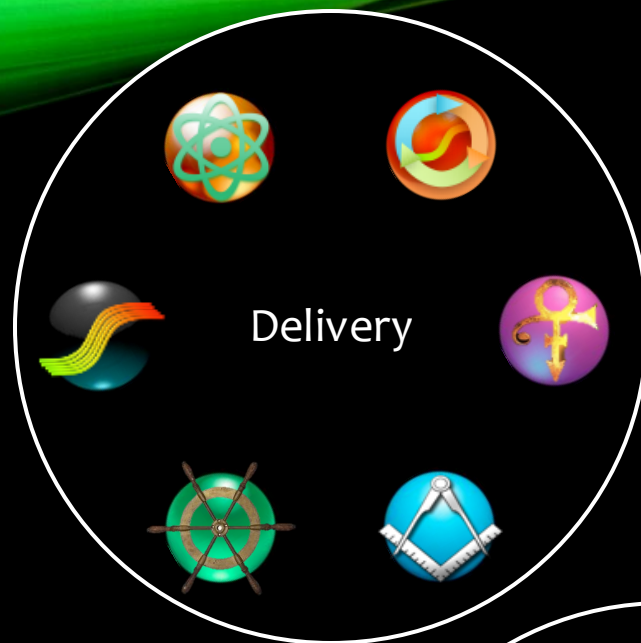


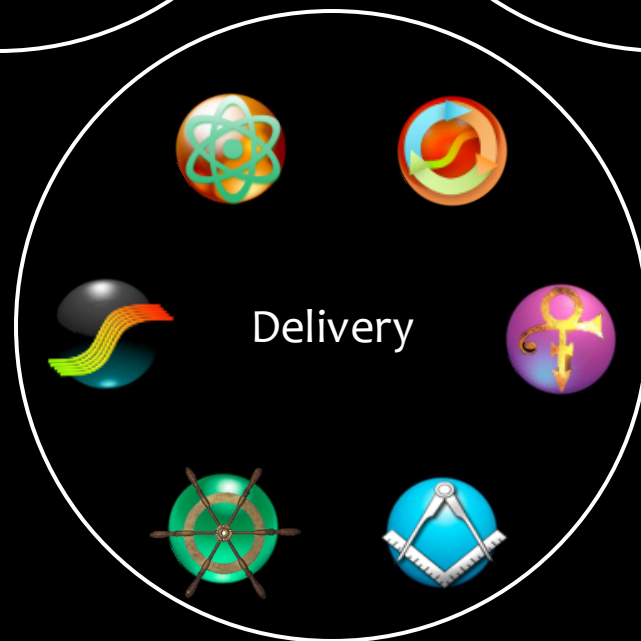
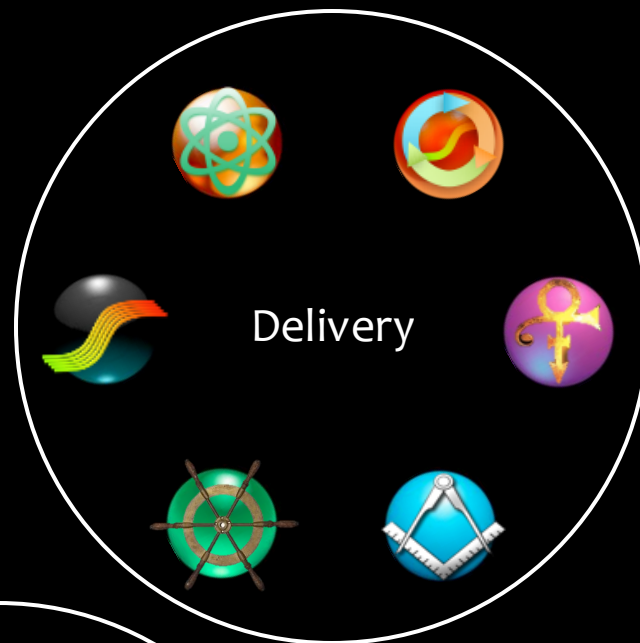
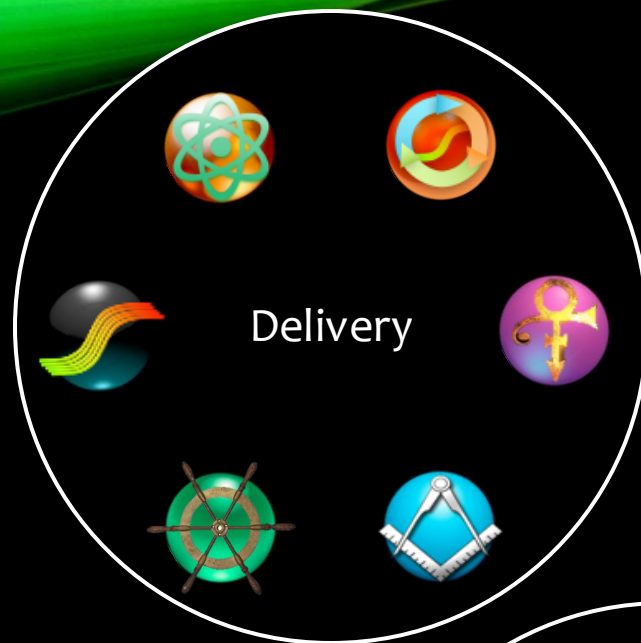
Chapters enable right-sized Squads to form self-managing Streams

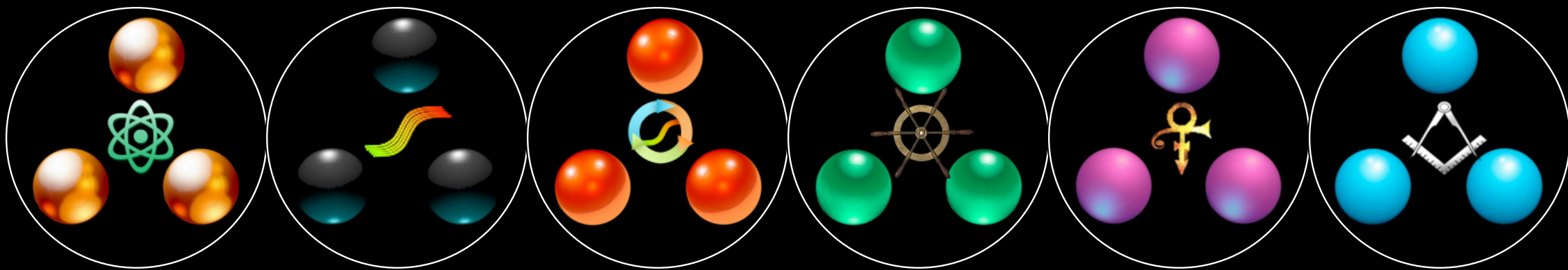




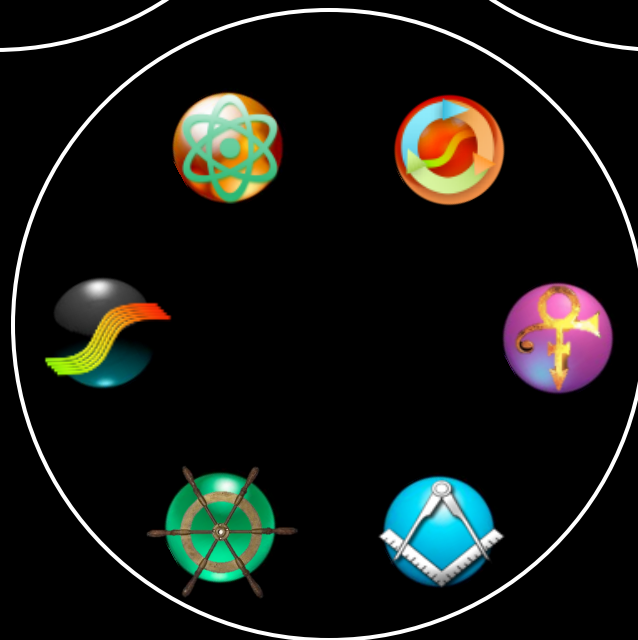
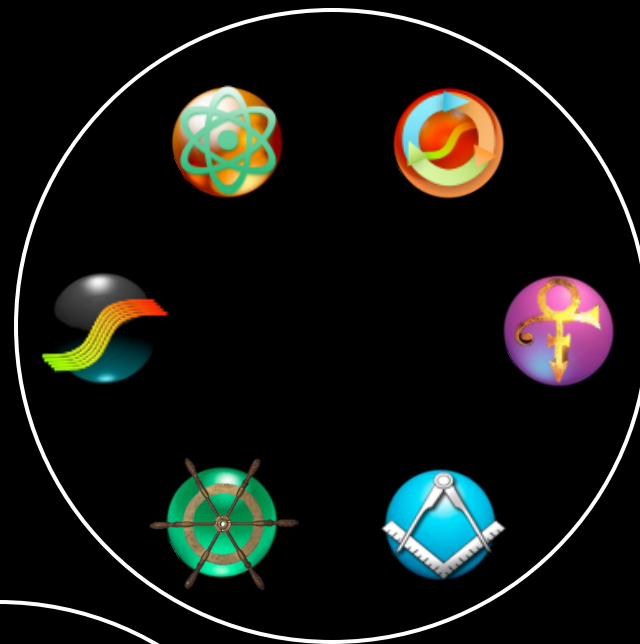


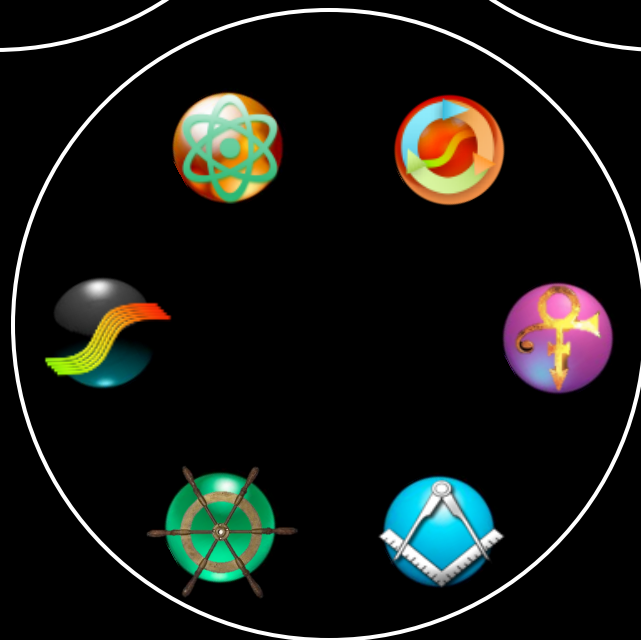
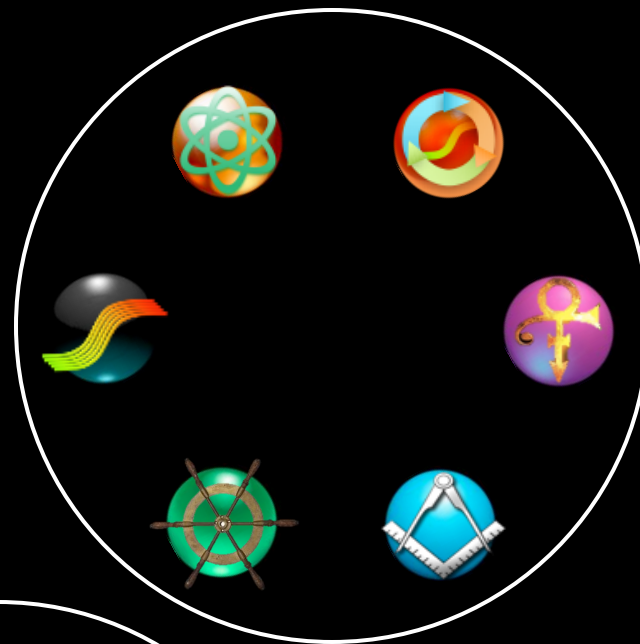
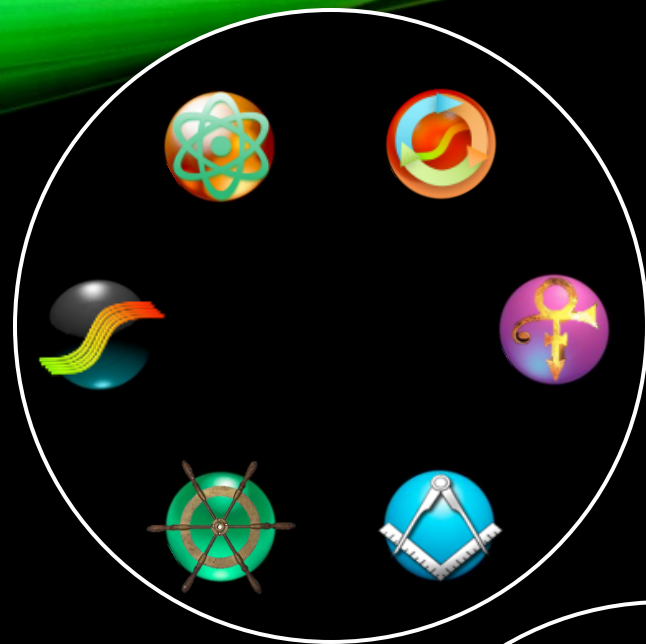


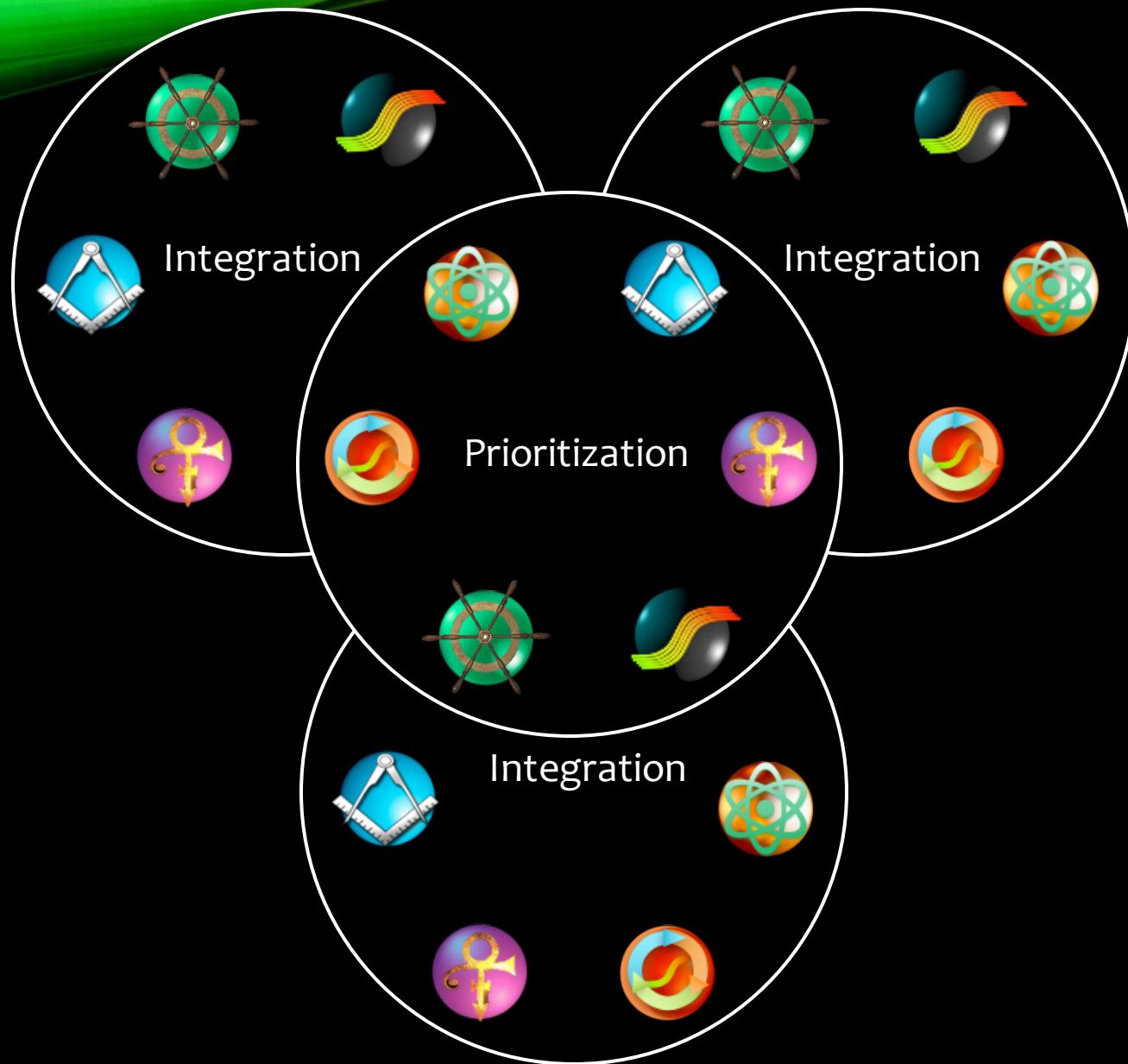


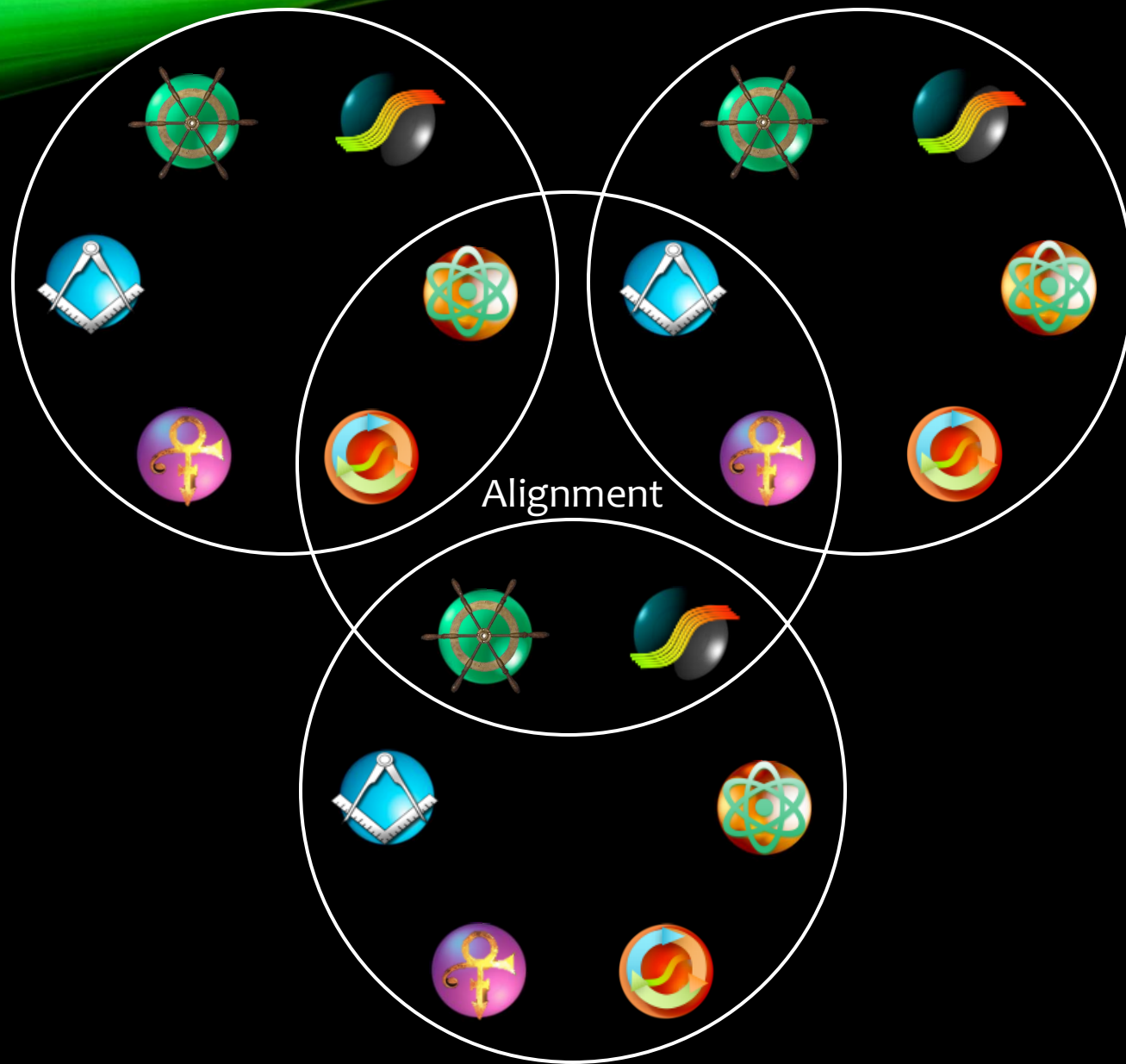


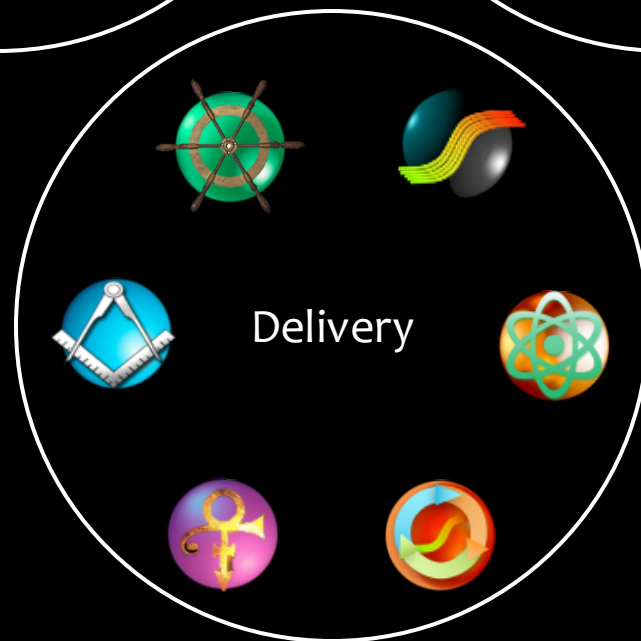
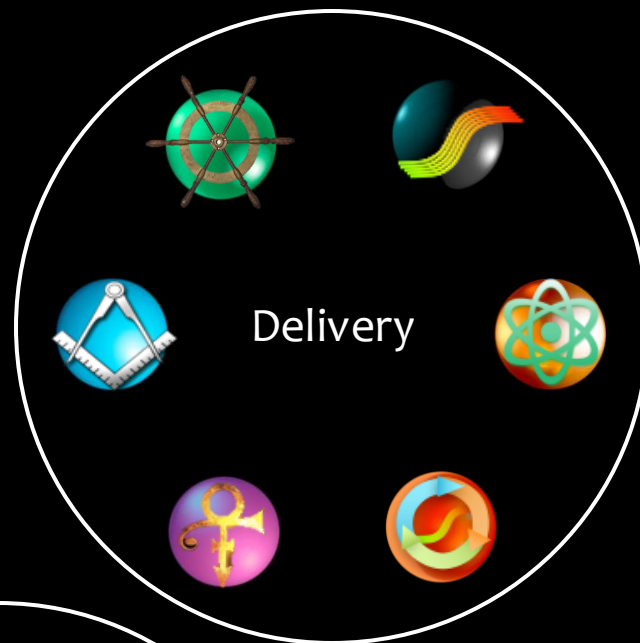
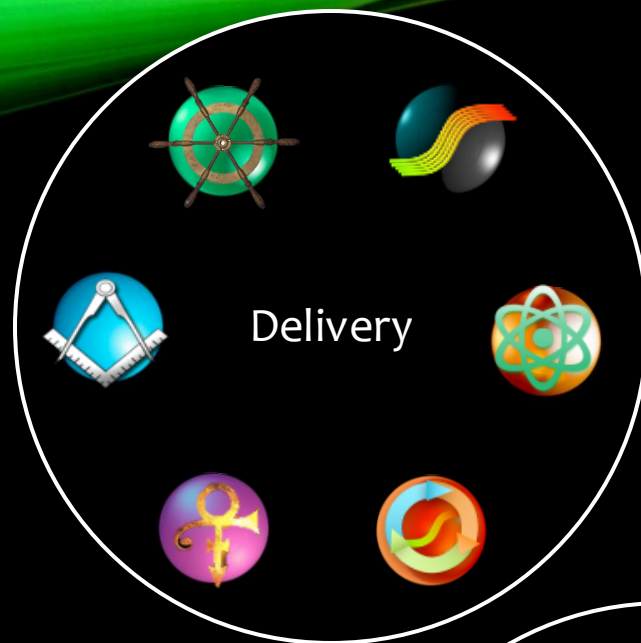
Chapter Meetings: Propose Treaties & Features

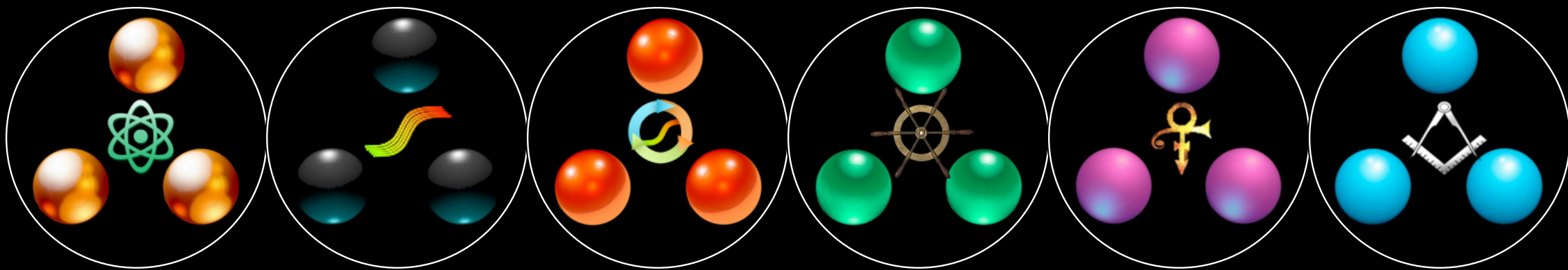






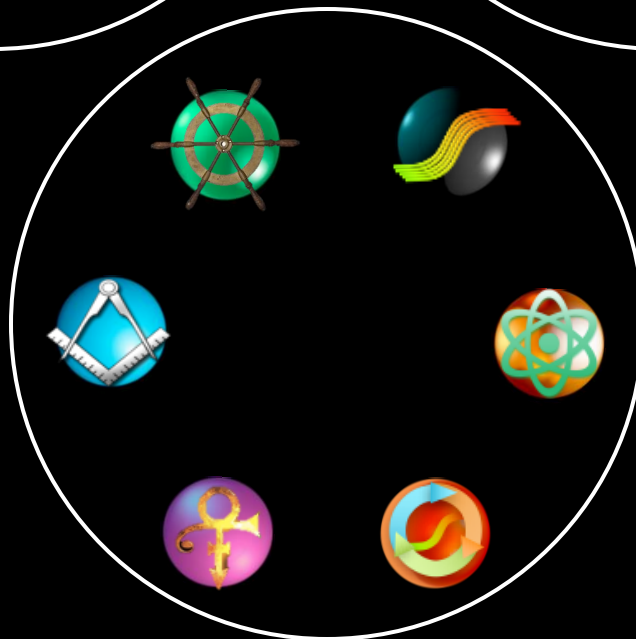


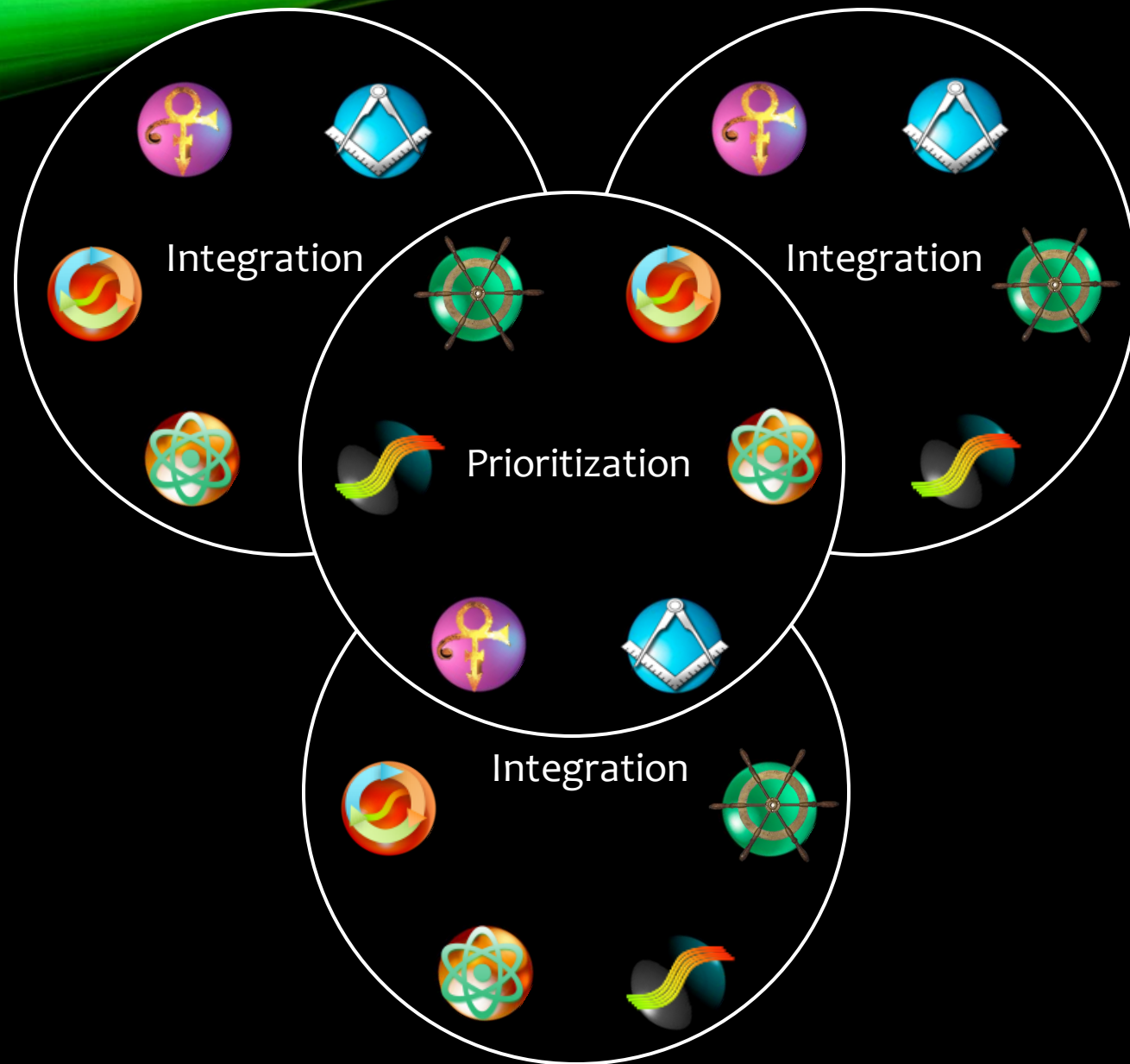


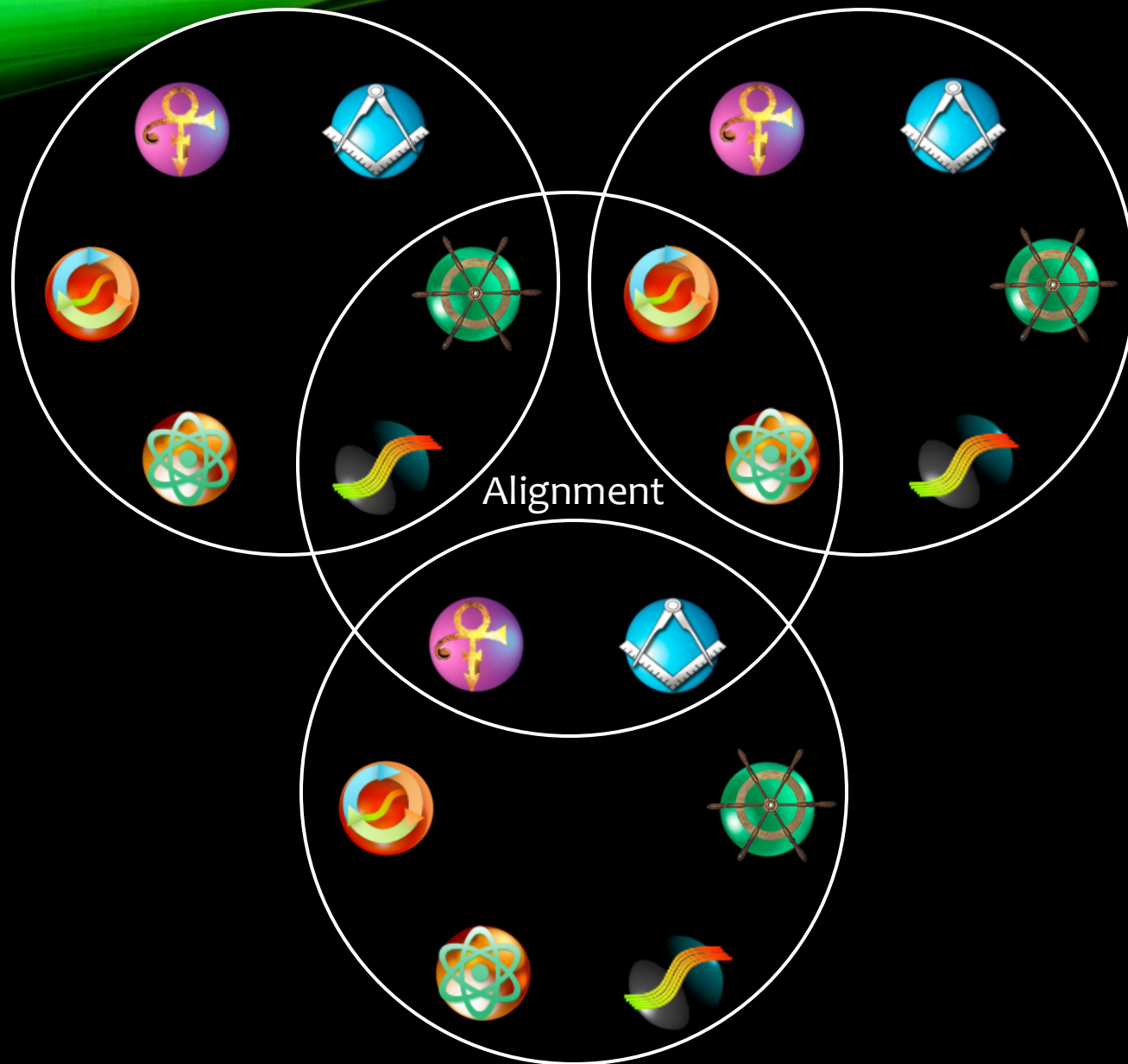


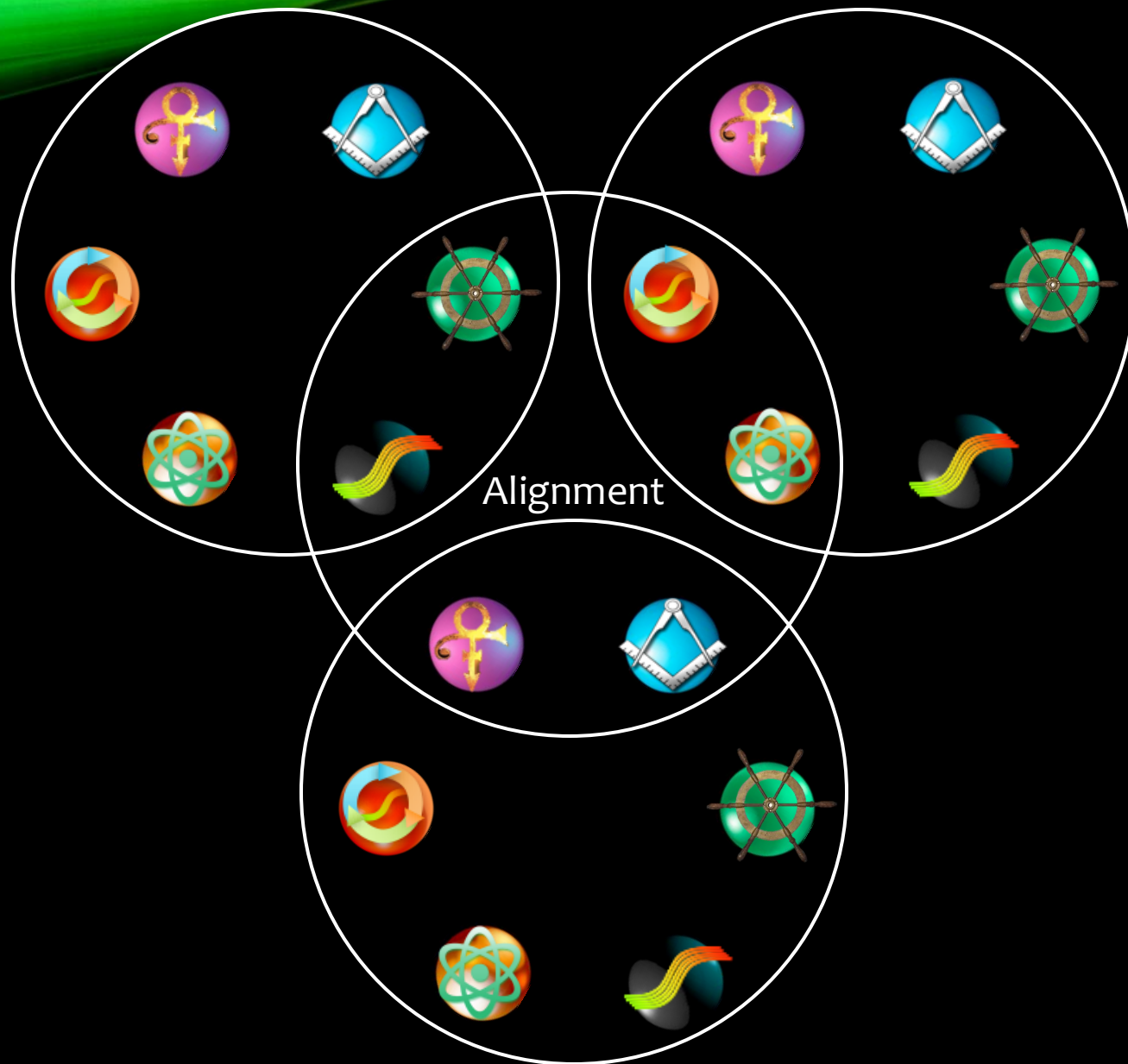
Chapter Meetings: Propose Treaties & Features

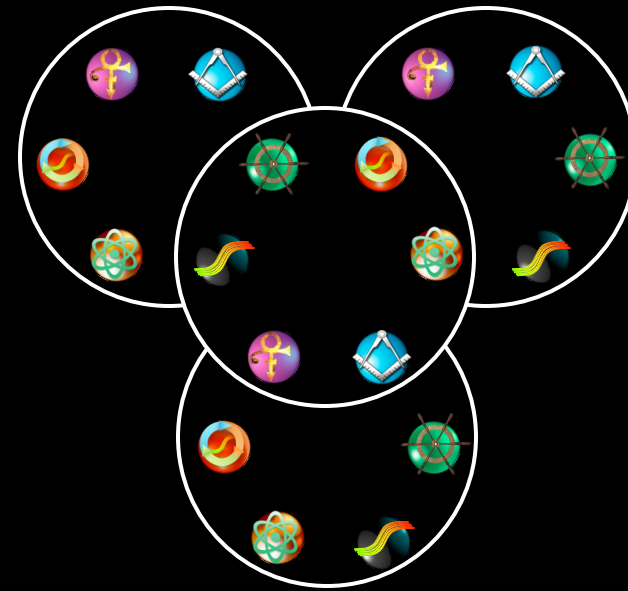
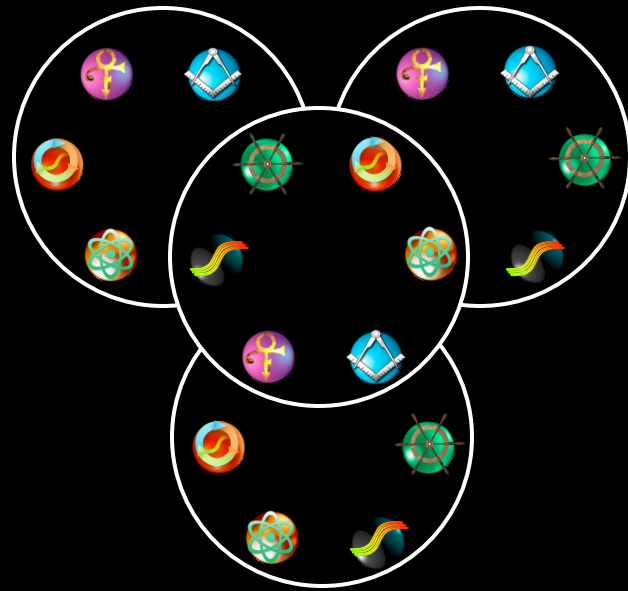
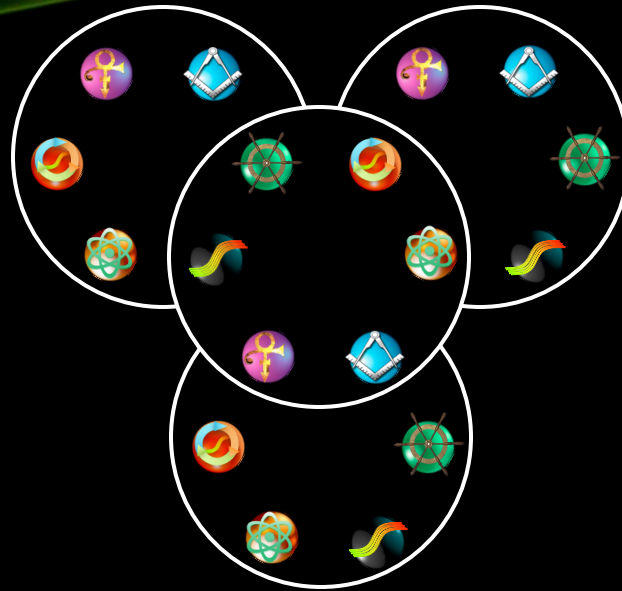


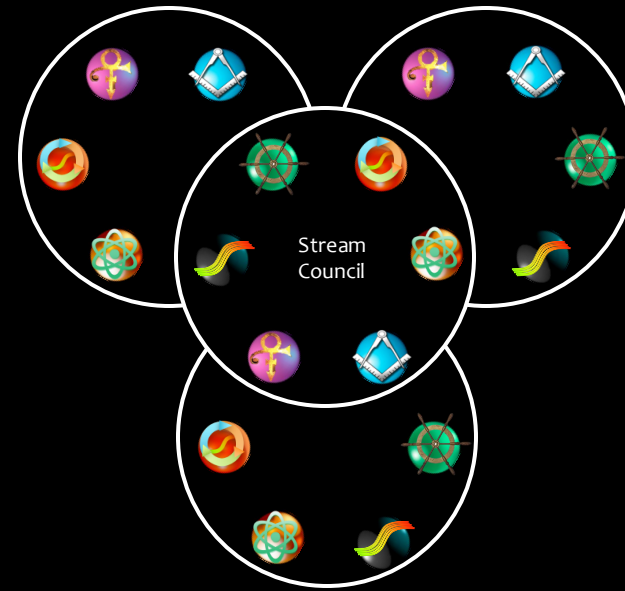
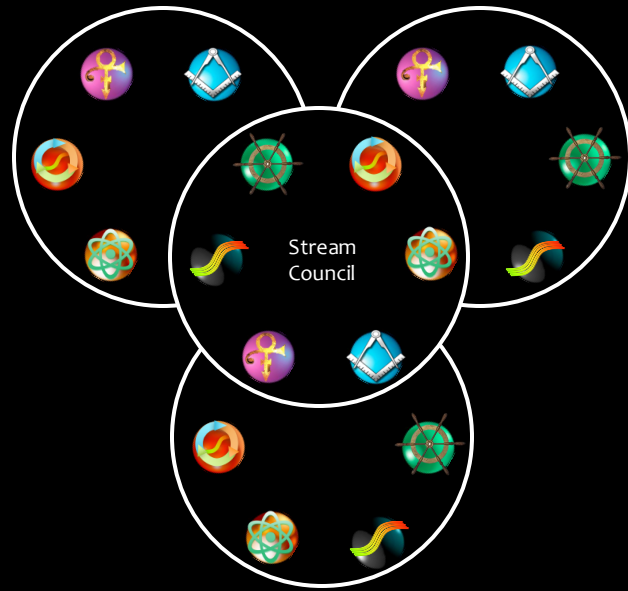
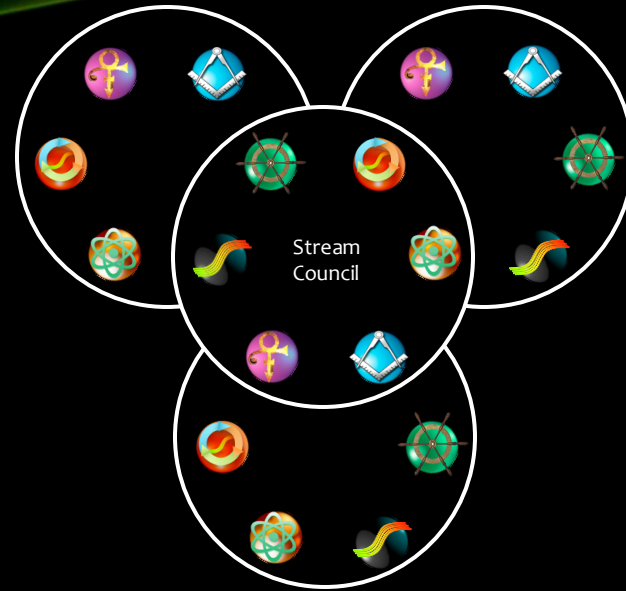


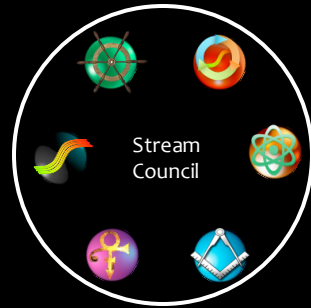


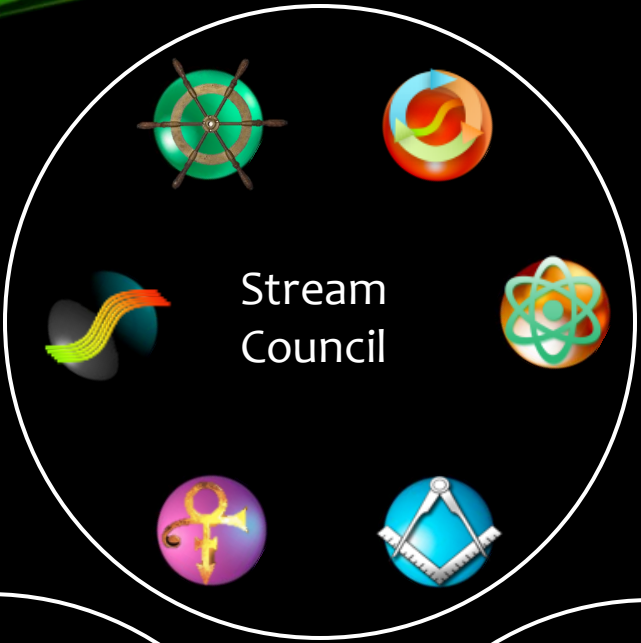


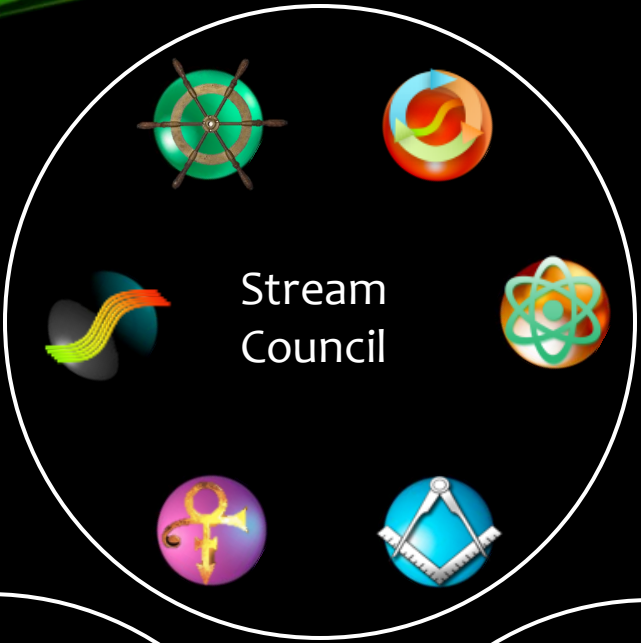


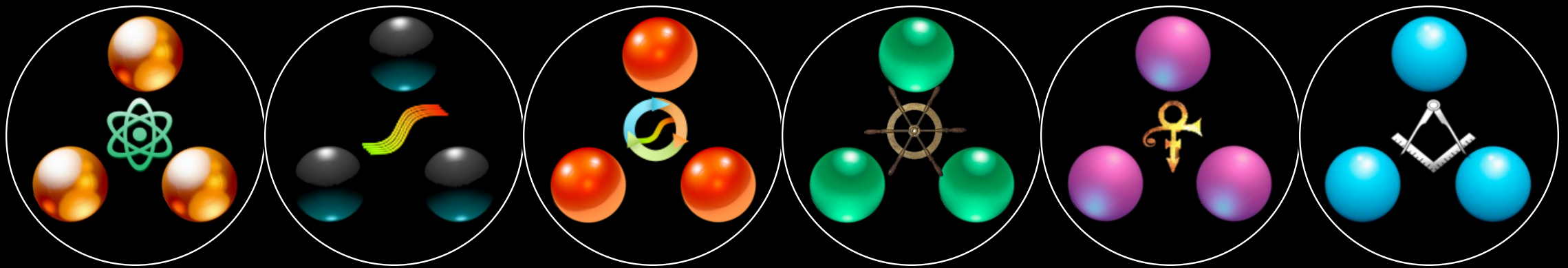






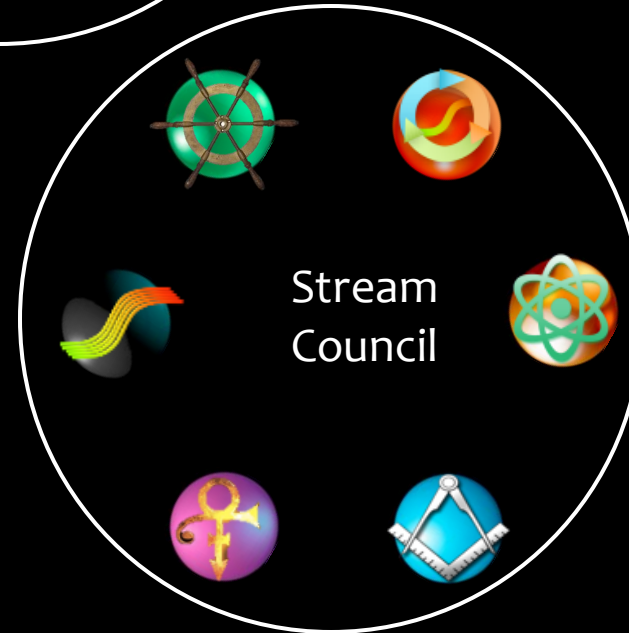
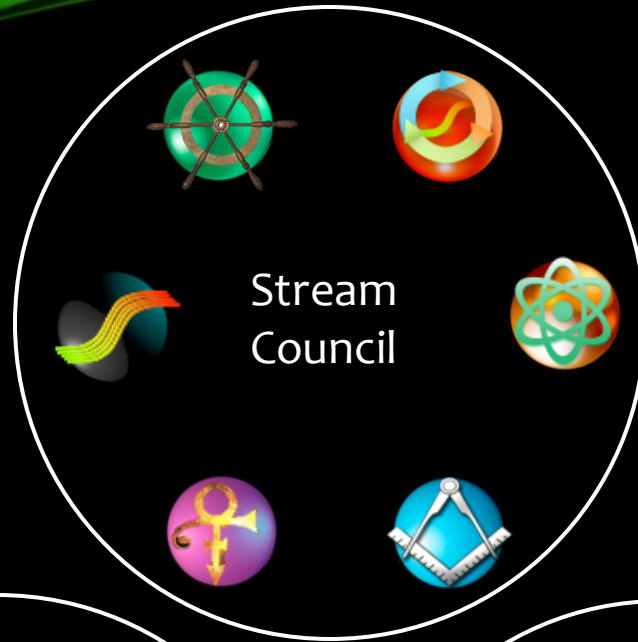


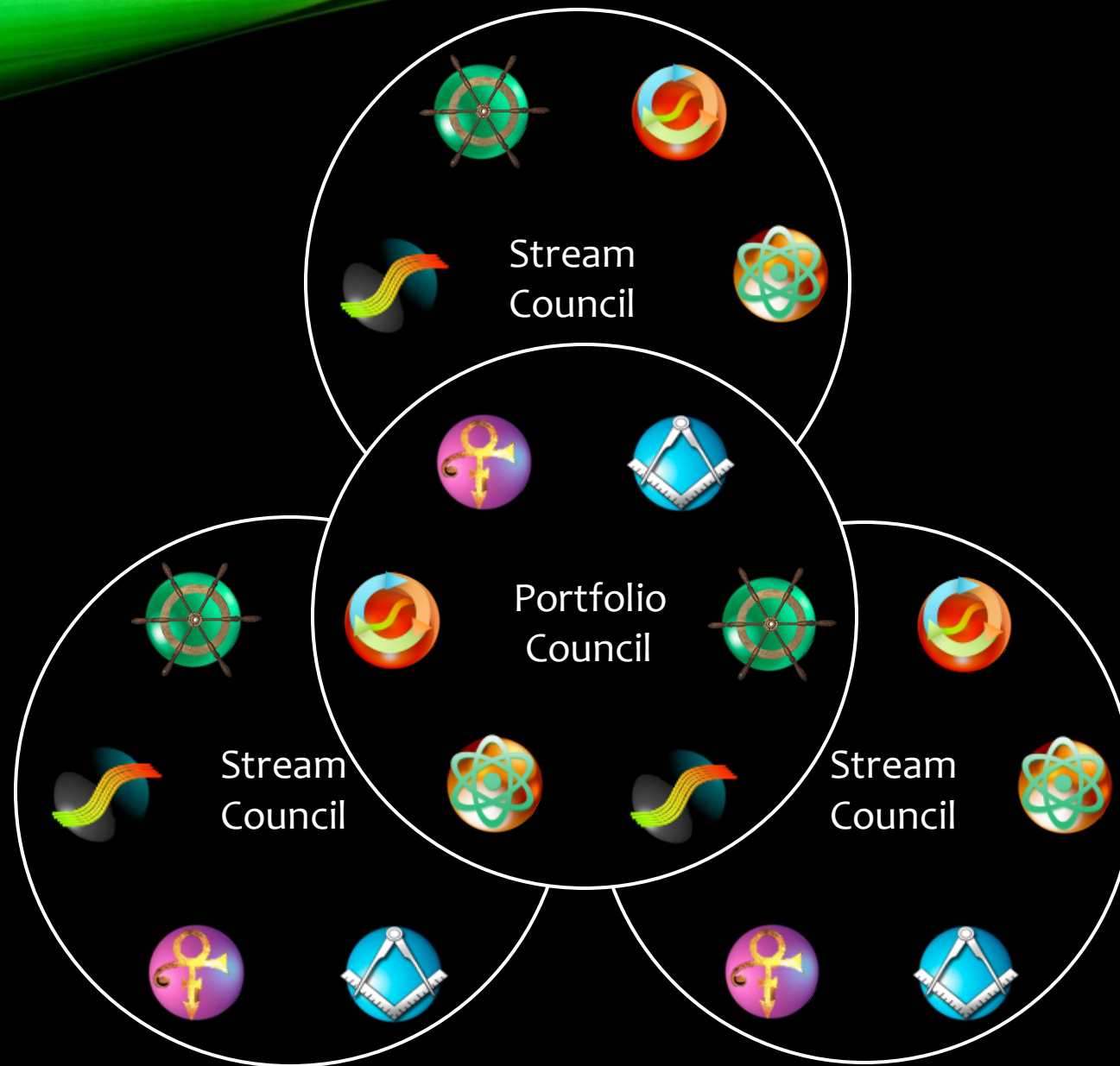




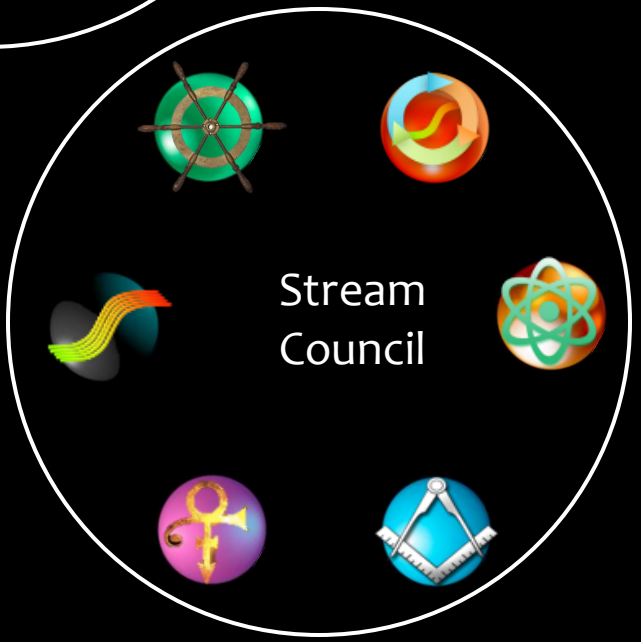
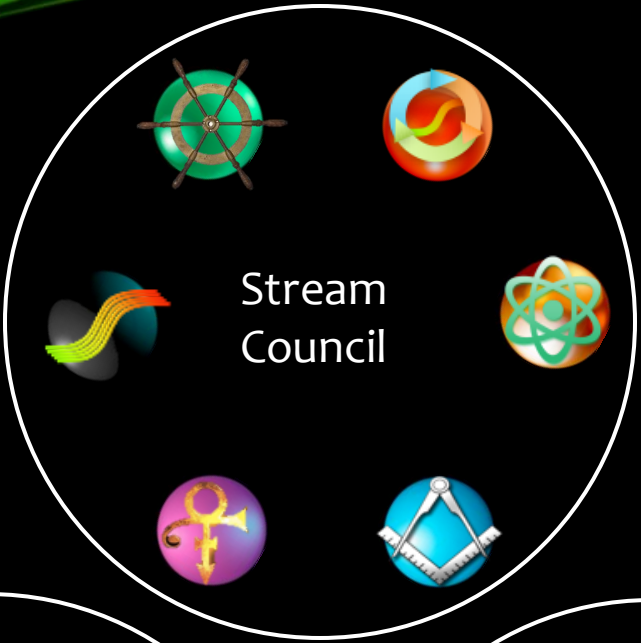
Stream Chapter Meetings:

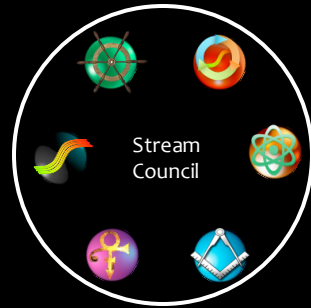
- Pick Portfolio Representatives
- Propose Portfolio Integration Treaties & Features



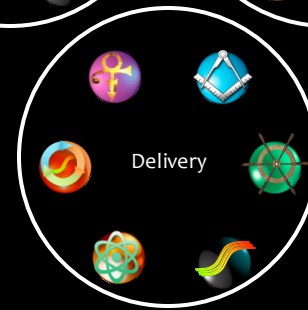
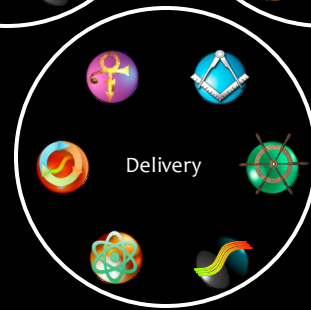
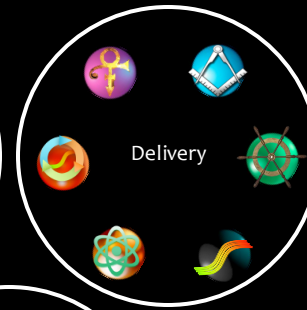
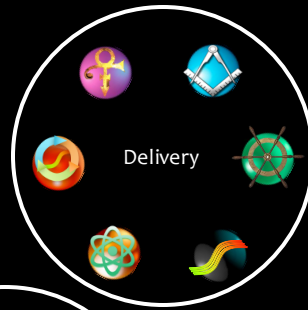
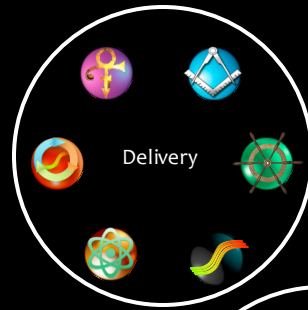
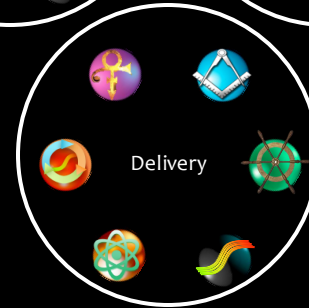
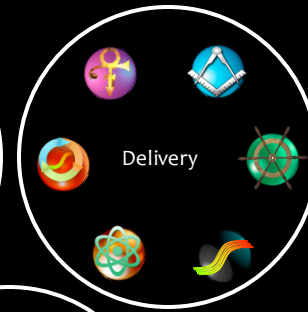
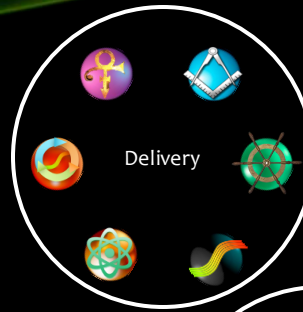












Brainstorm & Prototype Stream Castle Layout

Cycle One:

Delivery

- › Work only in your squad's area: **don't attempt** to integrate your work with any other squads yet.
- › **Autonomy**: focus on getting efficient Lego **workflow** in your squad during this initial activity
- › Breadth-first design – **experiment and adapt**. Sketchy and weird ideas are **welcome**!

Timing!

Three Cycles.

Five Activities
per cycle

Twenty minutes per Cycle

Five minutes per Activity (two in parallel)

1. Delivery: each squad builds castle Features!
 2. Chapter Meeting: propose new Features and Treaties
 3. Integration: refactor features into your Stream Castle
 - › Small Councils meet during Integration
 4. Alignment: Combine and ratify Treaties
- › Grand Finale: Integration across Streams & Portfolios

- › Squads make decisions by **unanimous consensus**
- › Unless the Speaker says that's **taking too long** – if so:
- › The Speaker picks **the role best suited** to the decision
- › The Speaker **never makes the decision** themselves

Leadership as a Service



- › One representative from each Chapter – rotating!
- › They form a Small Council per Cycle
- › Each Stream's Council decides its Feature priorities
- › The Speaker chapter rep. is Speaker for the Council

Small Council



Cycle One: Chapter Meetings:

Turn learnings and problems into **Treaties** and **Features**:



Cycle One: Chapter Meetings:

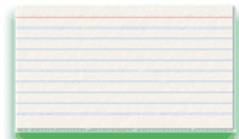
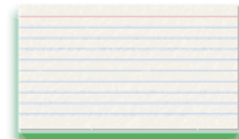
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Treaty: If Squad 1 will work on the inside features of the castle...
Then Squad 2&3 will build the parapets and towers on each side ...

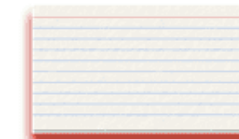
Feature: As a Dragon
In order to live under the castle
I want a basement cave & exit



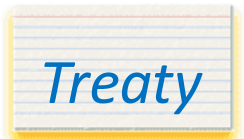
Learnings



Problems



Proposals

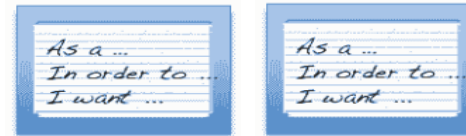


Cycle One: Integration & Stream Council

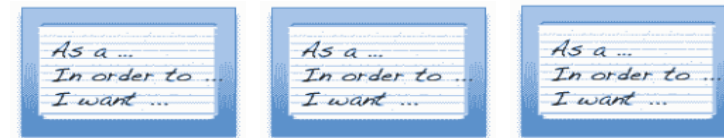
While the Council
prioritizes their chapters'
New Features ...

The rest of their squads
integrate finished work
into their Stream Castle

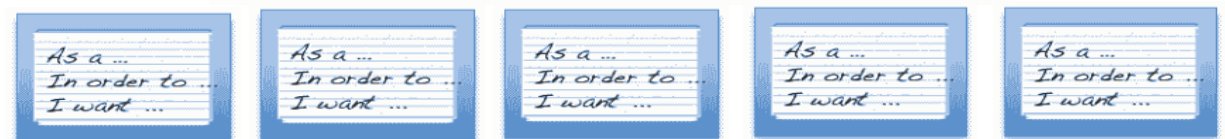
Priority One



Priority Two



Backlog



Cycle One: Alignment

Council members return to their squads.

Chapter members explain each proposed treaty to their squad

If a squad does not unanimously accept a treaty, use
Leadership as a Service

Council members help squads negotiate treaties.
No squad can overrule another.



Each squad picks the highest priority Feature
(finish one **before** picking another)

Cycle
Two:

Delivery

- › Build it in your own area: **Don't** attempt to integrate your work into your Stream Castle yet!
- › **Autonomy**: focus on improving your particular metric in your own squad during this activity
- › **Non-interference**: don't worry about what the other squads are doing yet!
- › **Don't add or take Lego from the Stream Castle!**

Cycle Two Chapter Meetings:

Turn learnings and problems
into **Treaties** and **Features**:

Treaty: If Squad 1 will work on
the inside features of the castle...
Then Squad 2&3 will build the parapets
and towers on each side ...

Feature: As a Dragon
In order to live under the castle
I want a basement cave & exit



Learnings



Problems



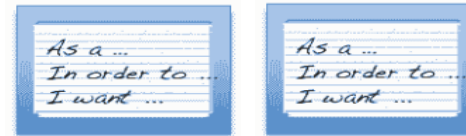
Proposals

Cycle Two Integration & Stream Council

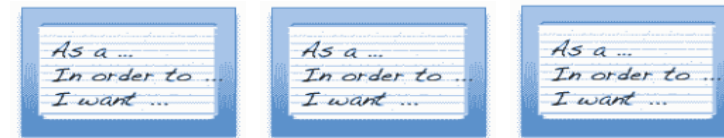
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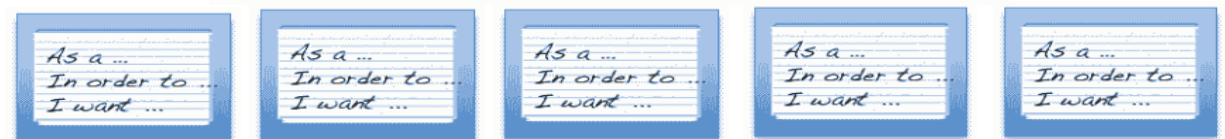
Priority One



Priority Two



Backlog



Cycle Two Alignment

Council members return to their squads.

Chapter members explain each proposed treaty to their squad

If a squad does not unanimously accept a treaty, use
Leadership as a Service

Council members help squads negotiate treaties.
No squad can overrule another.

Cycle Three: Delivery

Each squad picks the highest priority Feature
(finish one **before** picking another)

- › Build it in your own area: **Don't** attempt to integrate your work into your Stream Castle yet!
- › **Autonomy**: focus on improving your particular metric in your own squad during this activity
- › **Non-interference**: don't worry about what the other squads are doing yet!
- › **Don't add or take Lego from the Stream Castle!**

Cycle Three Chapter Meetings:

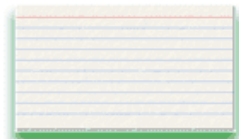
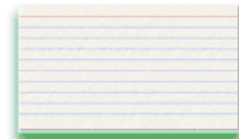
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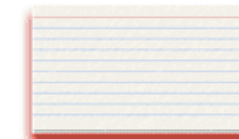
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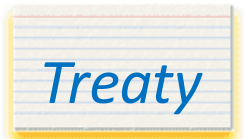
Learnings



Problems



Proposals

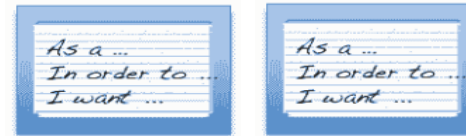


Cycle Three Integration & Stream Council

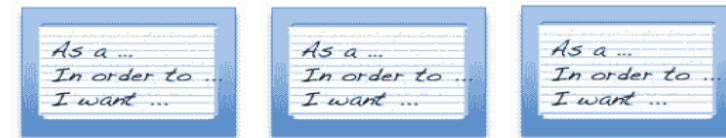
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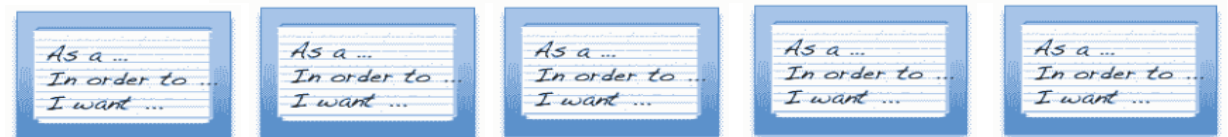
Priority One



Priority Two



Backlog





Cycle Three Alignment

Council members return to their squads.

Chapter members explain each proposed treaty to their squad

If a squad does not unanimously accept a treaty, use
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Council members help squads negotiate treaties.
No squad can overrule another.

Portfolio Integration

Stream Councils form **Stream Chapters** – each pick a **Representative**

These form a **Portfolio Council** to integrate **Three Stream Castles** into **One Portfolio Castle**

The remaining squads deliver **Satellite Features**

Beware of the Dragons!

An unretouched photo of what happens when we try to Integrate big chunks of Lego without being **very careful!**



Enterprise Integration

Portfolio Councils form Chapters –
each pick a Representative

These form a Council to refactor
Three Portfolio Castles into
One Enterprise Castle

The rest of us install our Satellite
Features and share photos ...
#Descaling #XSCALE #thrones ...

Beware of the #Dragons!

An unretouched photo of what happens when we try to
Integrate even bigger chunks of Lego without being **very careful!**





GAME without

Agile Organization built from Lego

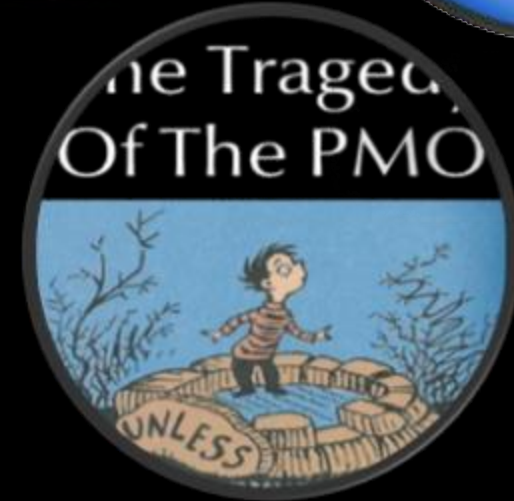


Pirate Canvas



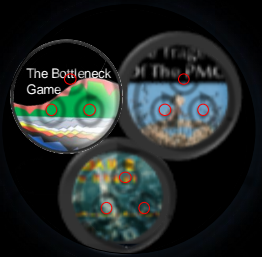
Release Refactoring

Business Bingo



<http://xscaalliance.org/xlots/>

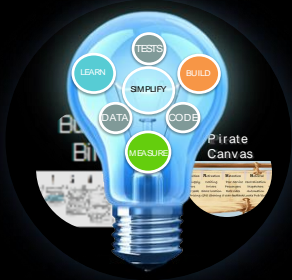
X S C A L E



B u s i n e s s
A g i l i t y

Self-directing portfolios of
Self-managing streams of
Self-organizing teams.

X S C A L E



P r o d u c t
M a n a g e m e n t

Align Business, Tech & Design to
Top-Line Throughput for
Maximum Market Impact.

<http://xscalealliance.org/xlots/>



- › eXponential growth
- › Simple design
- › Continuous throughput
- › Autonomous teams
- › Learning triple-loop
- › Ecosystems thinking

Recognized by ...



**Agile
Business**
Consortium Partner



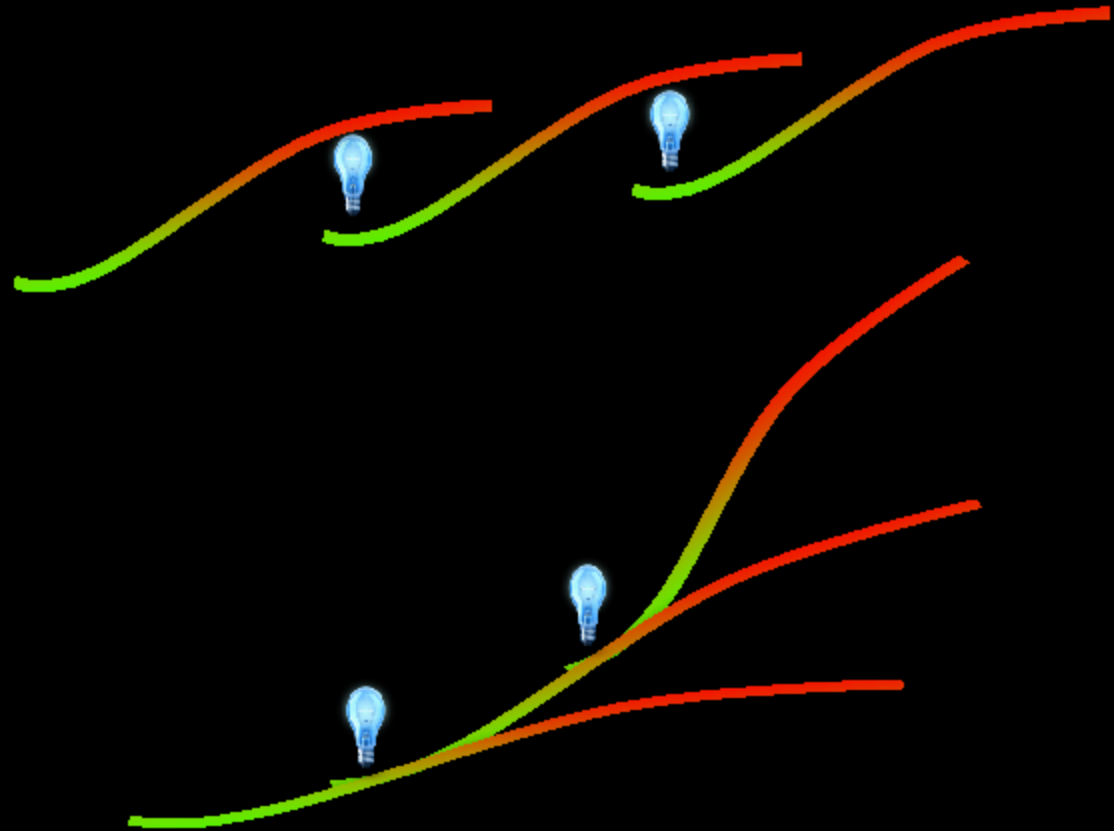
BUSINESS AGILITY
INSTITUTE
Institutional Member

Gartner®

Market Guide to Enterprise
Agile Frameworks 2016, 2017 & 2018

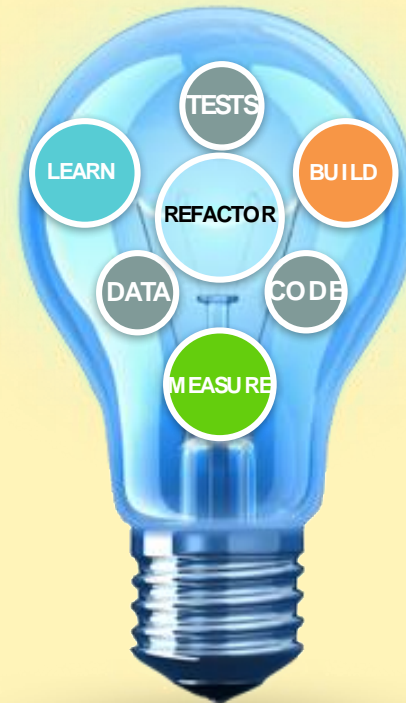
eXponential throughput

- › Throughput curves form sigmoids
- › Don't chain the curves; stack them
- › Linear growth is planning to fail



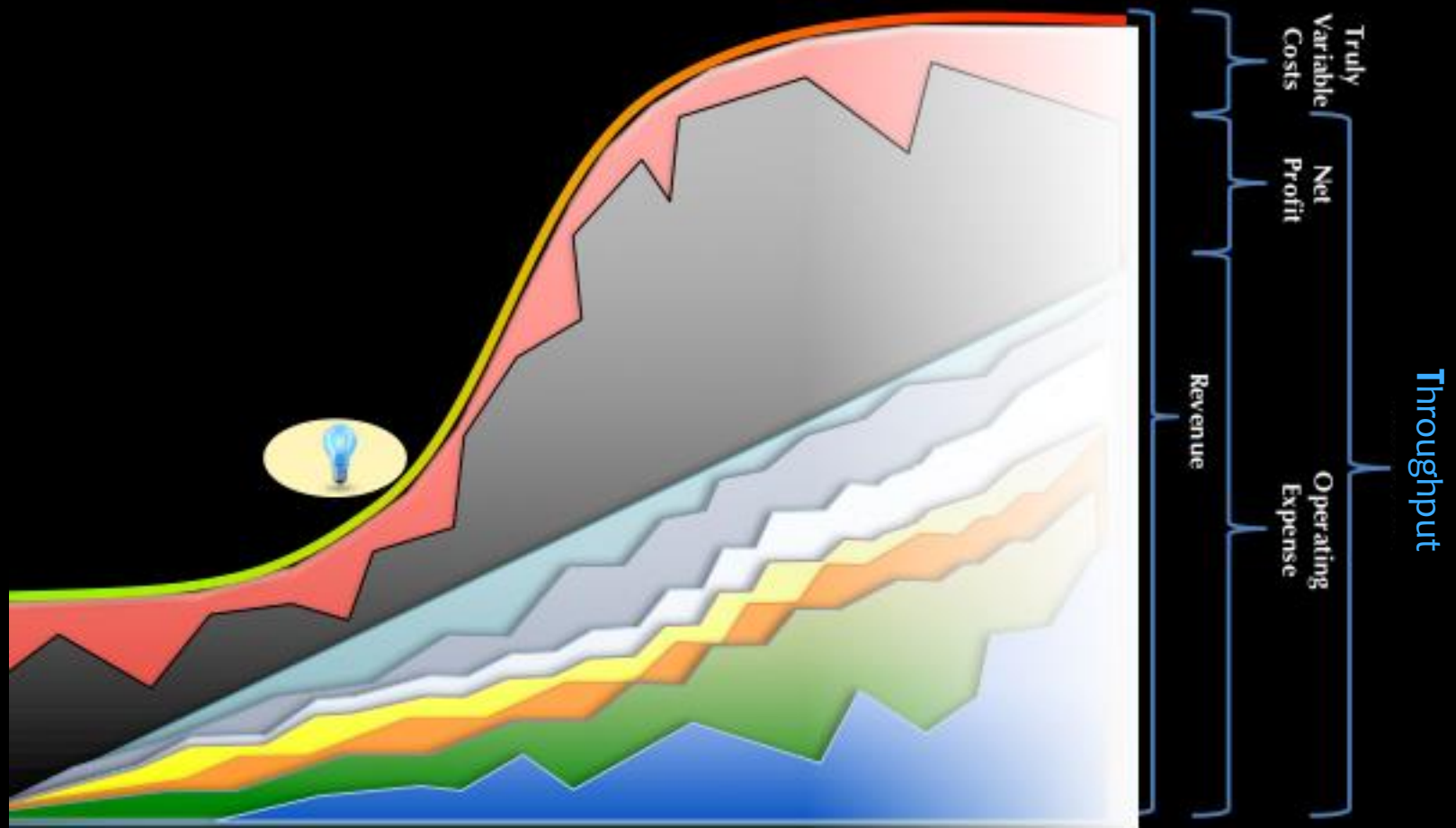
- › Designing for “the elegance of minimum”
- › Not look and feel; how the ecosystem works
- › Design, Delivery & DevOps hand-in-glove

Simple
design



- › At any time there's one bottleneck constraint
- › Work on other constraints is premature
- › Because it can't increase **Throughput**

Continuous
optimization



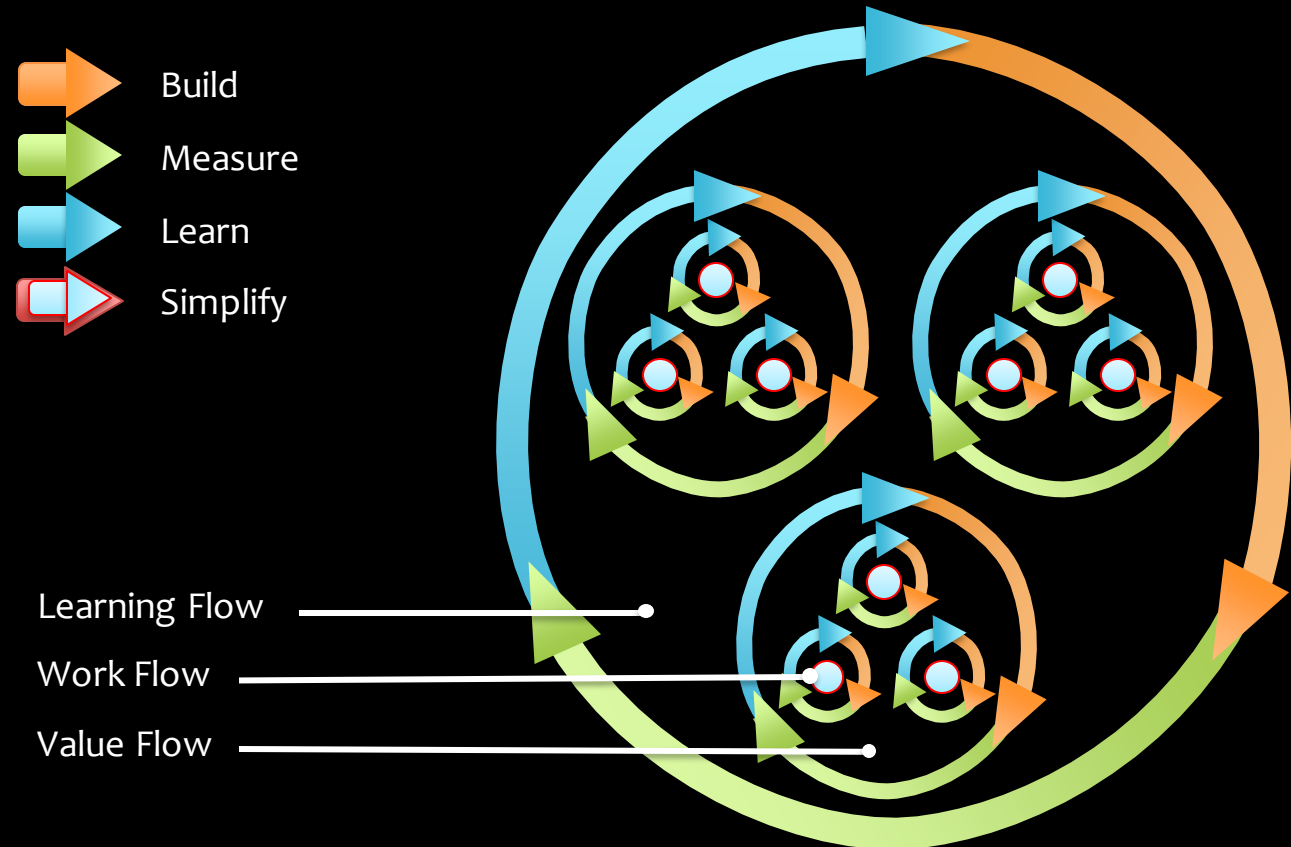
- › Self-organizing teams don't have masters
- › Self-managing streams don't have owners
- › Leadership as a Service + Chapter Meetings

Autonomous Teams



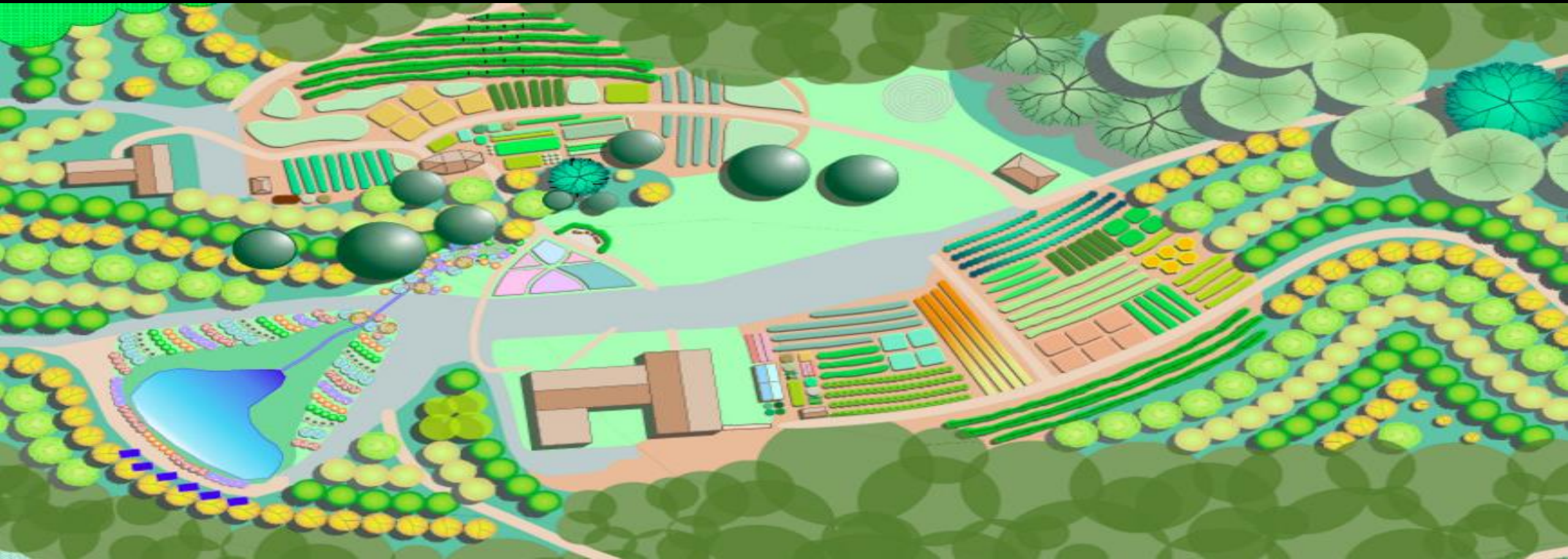
- › Learning What to deliver, and How, and Why
- › Self-Propagating Transformation: Seven Samurai
- › Continuous Delivery x Continuous Adaptation

Triple loop Learning

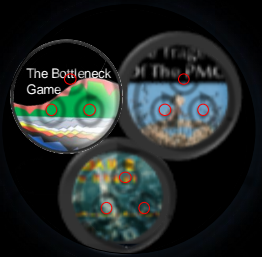


Ecosystems thinking

- › Ecosystems are “networks of mutual benefit”
- › Whole board: think globally, act locally
- › Avoiding hill-climbing: iterative and reductive



X S C A L E



B u s i n e s s
A g i l i t y

Self-directing portfolios of
Self-managing streams of
Self-organizing teams.

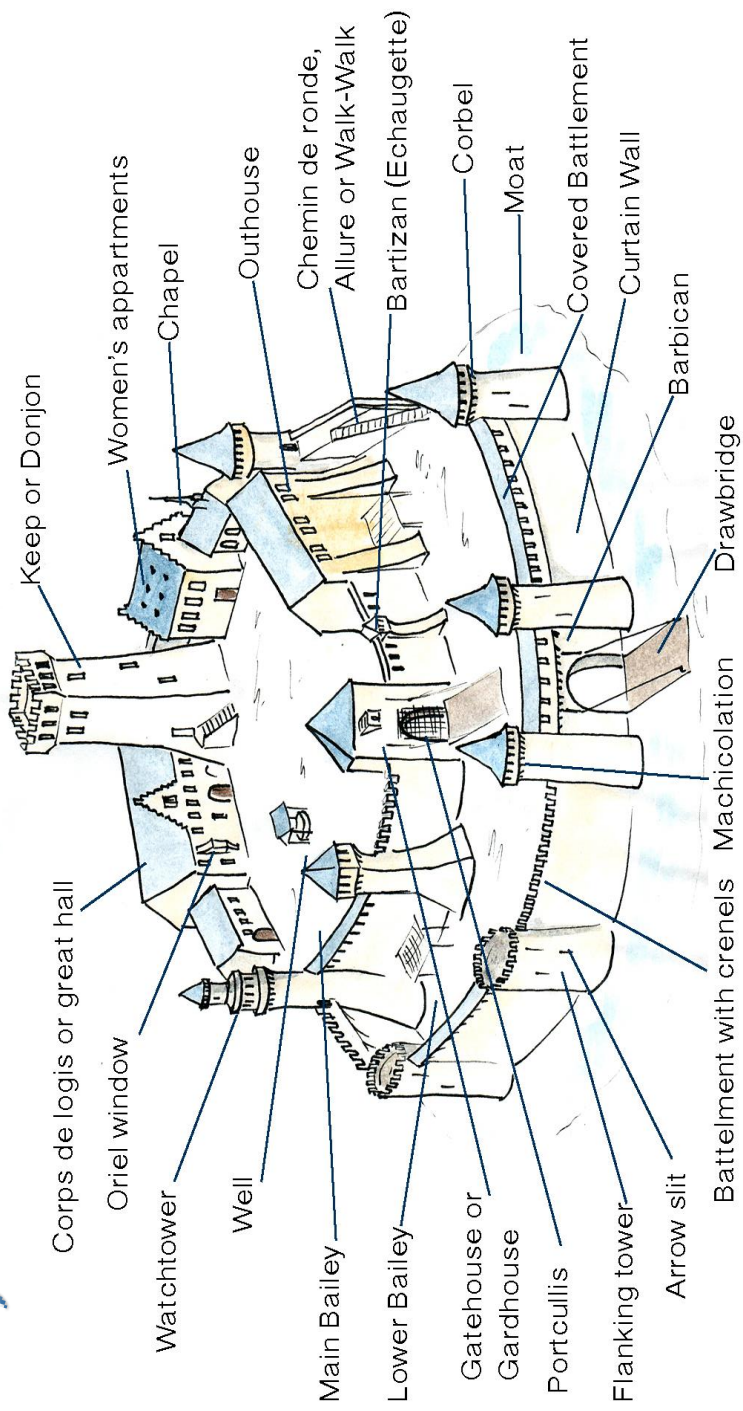
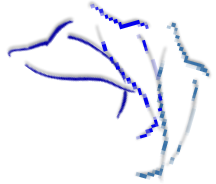
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GAM E without



The Artist: metric is geometric and scale symmetry.
Focuses breadth-first, never losing sight of the whole.



The Architect: metric is enclosed volume. Focuses on reusable practices, tools and building techniques



The Merchant: metric is # of different rooms. Focuses design on experiences of high-born lords and ladies



The Maester: metric is sturdiness. Integrity vs winter, wobbles and walkers. Focuses on root causes.



The Captain: metric is armaments. Trebuchets, boiling oil and pit traps. Focuses on military strategy.



The Speaker: metric is throughput – the multiple of the other metrics. Focuses work on the current bottleneck.