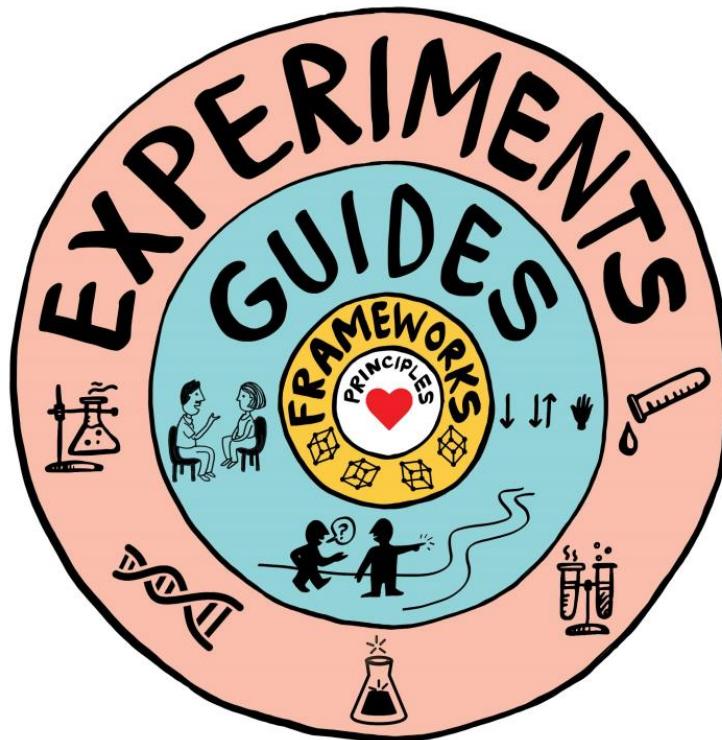




1- Day Review

Comprehensive Review of Large Scale Scrum



<https://www.youtube.com/watch?v=uvhhoLIhgeo>

Our Working Agreements



What is Today's Class?

Certified LeSS Basics - Overview of LeSS

Large-Scale Scrum (LeSS) is a framework for scaling agile development to multiple teams. [LeSS.works](#) gives an overview. LeSS builds on top of the Scrum principles such as empiricism, cross-functional self-managing teams and provides a framework for applying that at scale. It provides simple structural rules and guidelines on how to adopt Scrum in large product development.

The Certified LeSS Basics course is a brief introduction into the LeSS Framework. It provides a 1-day overview of the framework and some of the essential concepts that it uses. It will help determining whether LeSS is for you but for LeSS adoptions, we'd recommend to follow it up with a LeSS Practitioner course.

This course can be taught by a LeSS-Friendly Scrum Trainer, which is a Certified Scrum trainer with extensive LeSS knowledge.

The Certified LeSS basics course is for anyone who is involved in a LeSS effort. Basic Scrum knowledge is expected and can be achieved by attending a Certified Scrum Master or a Professional Scrum Master course, or thoroughly reading Scrum introduction material such as the [Scrum Primer](#) and practicing Scrum. The Certified LeSS Basics course is often combined with a Scrum course where this will be the last day of a longer Scrum-focused training.

Want to learn more about how companies have implemented LeSS? Please visit the [LeSS Case Studies](#) page.



Course content

The following topics will be covered in the Certified LeSS Basics course:

- Why LeSS?
- LeSS Overview and introduction to LeSS Huge
- LeSS Rules and Principles
- Feature Teams

<https://less.works/courses/less-basics.html>

Learning Objectives

(Trainer's Cheat Sheet)

- Articulate why LeSS
- Explain how LeSS is a Scrum-based approach on scaling
- Explain the LeSS Complete diagram, organizing LeSS information in terms of the [principles](#), [rules](#), guides, and experiments
- Summarize what impact this has on the org. design (structures, policies)
- Explain the dynamics of component teams vs. feature teams
- Explain all LeSS roles and their purposes
- Explain why there is one and only real PO and not so-called team POs
- Explain how LeSS scales over ~8 teams
- Understand why there are attempts to modify LeSS, without trying it

- Major learning resources at [less.works](#), including at least these sections:
[Why LeSS?](#)
- Introduction to LeSS (chapter 2 from book 3), [LESS rules](#), the online videos & books chapters. (this should be done with at least a “2” minute online tour of these elements, by the trainer)

Target Audience



- Senior Leaders that are empowered to make organizational changes
- HR folks – they gotta hear this!!!
- Experienced SMs; internal Agile/Scrum Coaches
- Technology Teams, Business Folks
- Anyone who wants to know if in-depth LeSS study/training is desirable
- Anyone who wonders if LeSS is suitable for their company

What is Assumed?

- Foundational understanding of Scrum
- Preferred: basic Scrum training/certification (e.g. CSM, CSPO, PSM)
- Preferred: hands-on experience with Scrum



All Questions are Good

When we say....

"This is B.S. Question" ☺

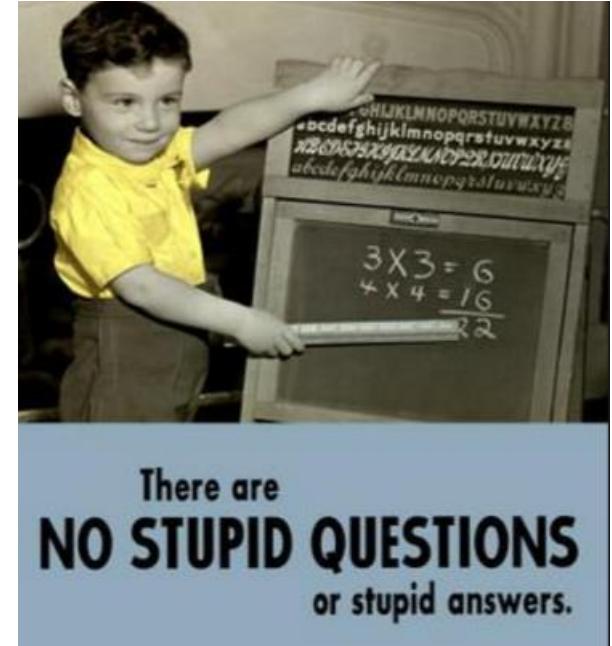
we mean

"This is Basic Scrum (1-team) Question"

and therefore,

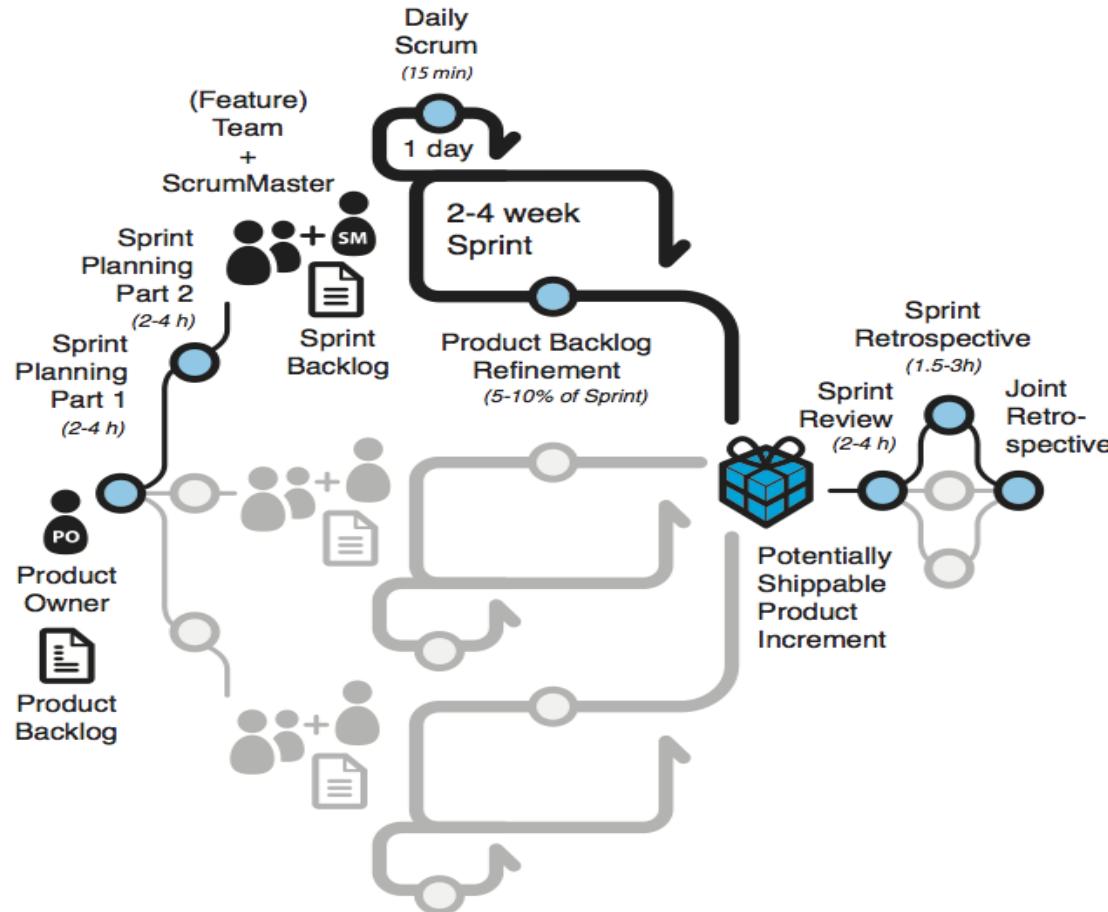
It is addressed in the SCRUM GUIDE...

....we do so, to delineate LeSS rules from Basic Scrum rules... and not to offend anyone...



10-min review of Basic Scrum

(do we really need to do this 😊 ?)



Some LeSS-Specific Terminology

- **Overall** = Whole-product Focus
- **Multi-team** = Several teams together
- **Team Representative** = Someone from a team (not the ScrumMaster)
- Overall Product Owner = Product Owner (as in not APO)
- **Team** = Development Team (in Scrum). *Scrum Team* = Not used in LeSS
- Self-managed Team = Self-organized Team (in Scrum)

Why LeSS?

[Learning Objective]

Why Most Agile Efforts Fail?

Secure | <https://www.google.com/#q=agile+transformations+fail&>

DGEL

agile transformations fail

All Images Videos News Shopping More Settings Tools

About 468,000 results (0.62 seconds)

Why Agile Fails in Large Enterprises - InfoQ

<https://www.infoq.com/articles/agile-fails-enterprise> ▾

Dec 1, 2015 - Possibly the biggest reason why agile projects fail in large enterprises ... One of the most misunderstood areas in Agile transformations is how ...

Why Enterprise Agile Transformations Usually Fail

www.footezzaconsulting.com/blog/failure/ ▾

Why Enterprise Agile Transformations Usually Fail. on November 21, 2014. Last week, I attended and presented at Agile Development Conference – East, and ...

Reasons Why Agile Transformations Fail :: UXmatters

www.uxmatters.com/mt/archives/2016/04/reasons-why-agile-transformations-fail.php ▾

Apr 25, 2016 - In this article, I'll look at some of the most common reasons behind the failure of agile transformations. My hope is that this information will help ...

[PDF] Why Agile Transformations Fail - pmiwdc

https://www.pmiwdc.org/.../PMIWDC_Symposium2015_Presentation_Huether.pdf ▾

Discuss why adopting agile isn't 'one size fits all'. • Explore the fundamentals of agile transformation. • How to craft an agile transformation roadmap ...

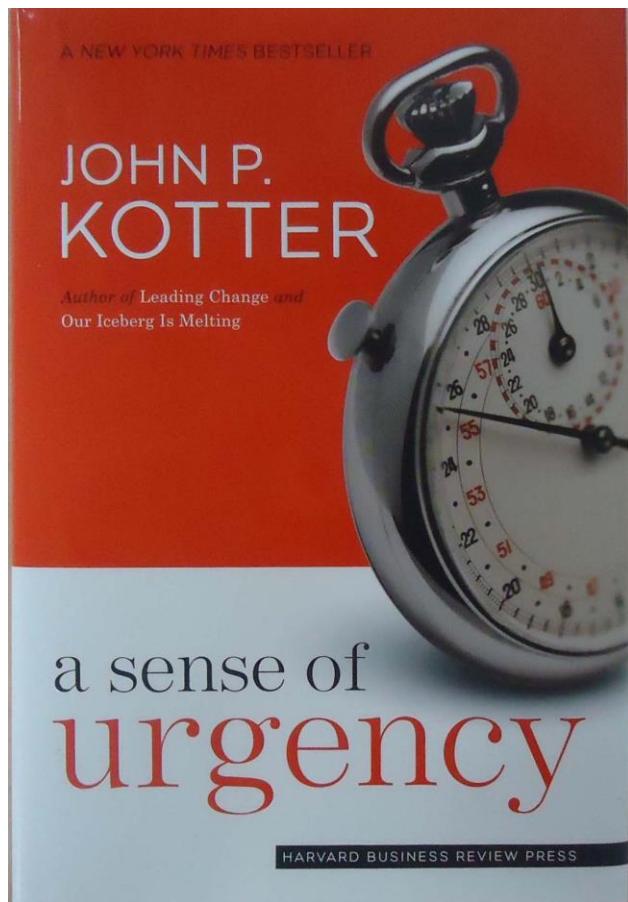
8 Reasons Why Agile Projects Fail | Agile Alliance

<https://www.agilealliance.org/8-reasons-why-agile-projects-fail/> ▾

Apr 30, 2015 - It's no secret agile projects can fail, but do you know the reasons they ... In a poorly planned agile transformation, it's not unusual for there to be ...



...The most 'Natural Cause' ...



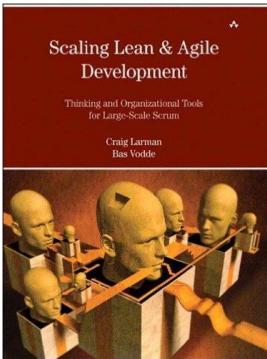
...is lack of...



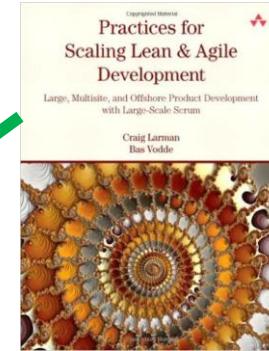
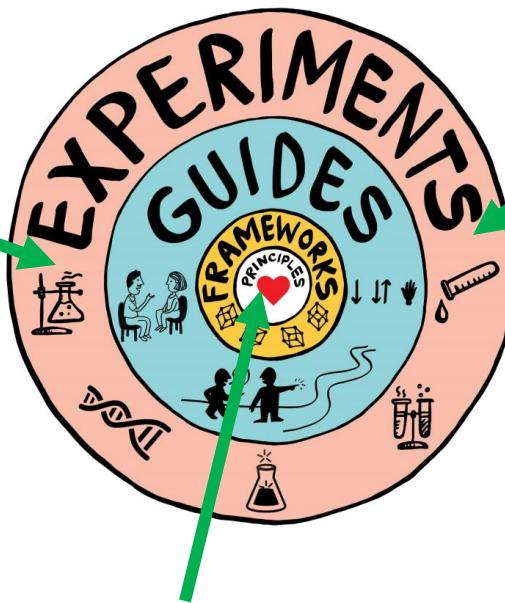
Senior Management Informed Consent



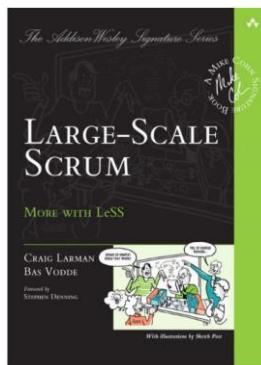
History of LeSS



2008



2010



2016

So, what so special about LeSS?

- Global System Optimization
- Highest Customer Value
- Agility (“turning on a dime for a dime”)
- Transparency
- Whole Product focus
- Empirical Process Control

It helps us fight Cognitive Bias!

System Modelling

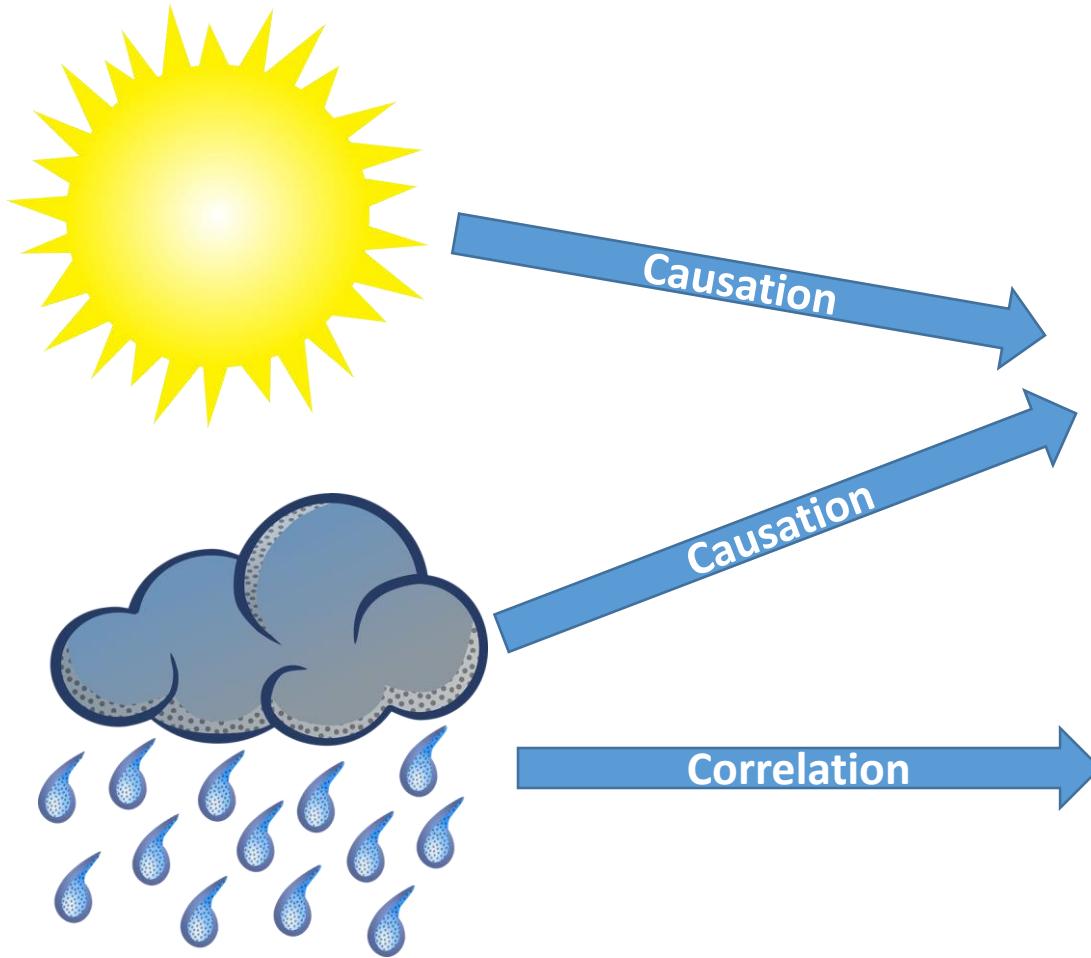
[LO-Supportive Theme]

Throughout This Review Session:

Continuous System Modelling

**With Causal Loop Diagrams
(CLDs)**

Causation vs. Correlation

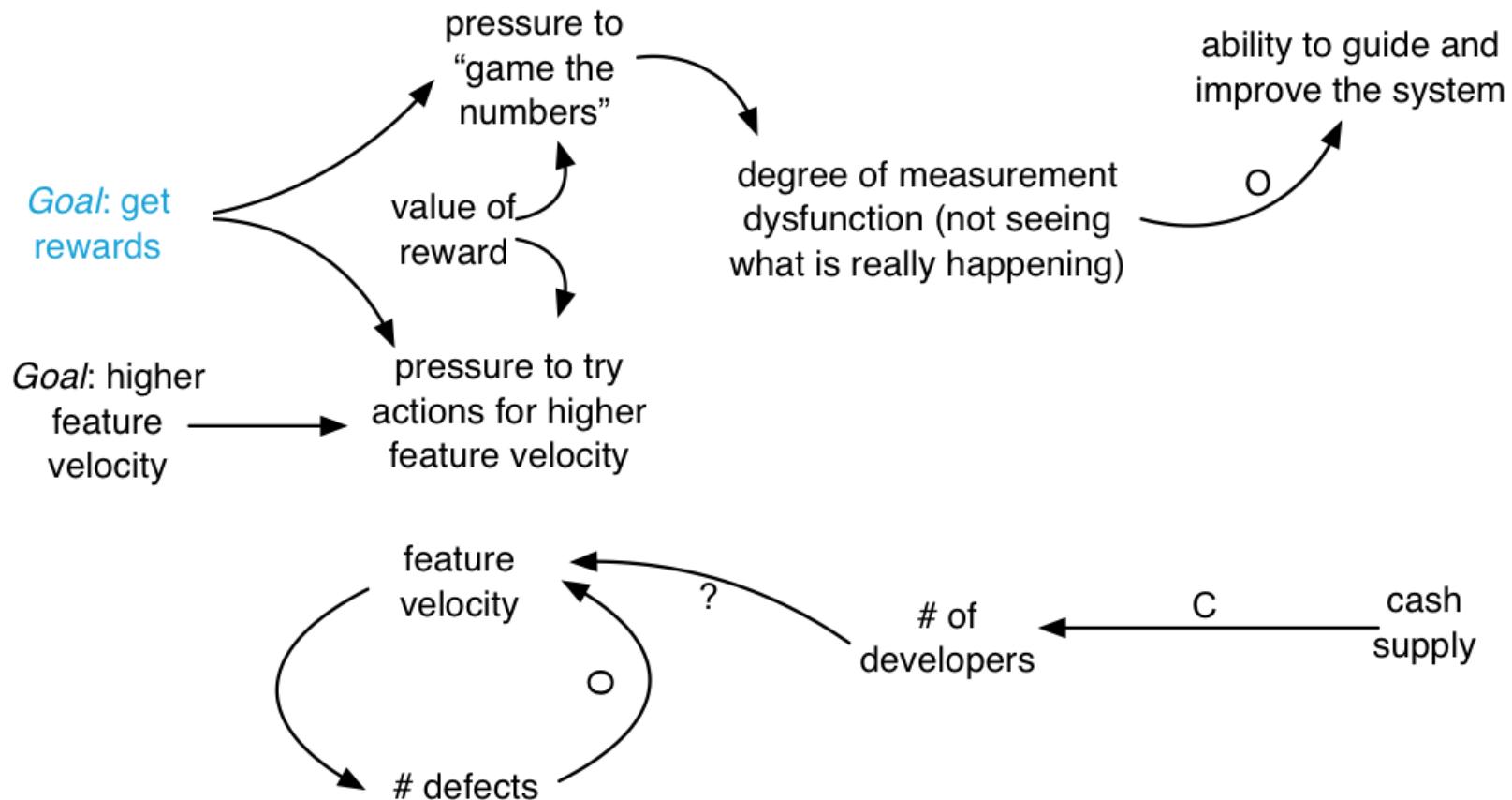


How to use Causal Loop Diagrams (CLDs): Annotations

Here are some elements of CLDs that I use in my graphics:

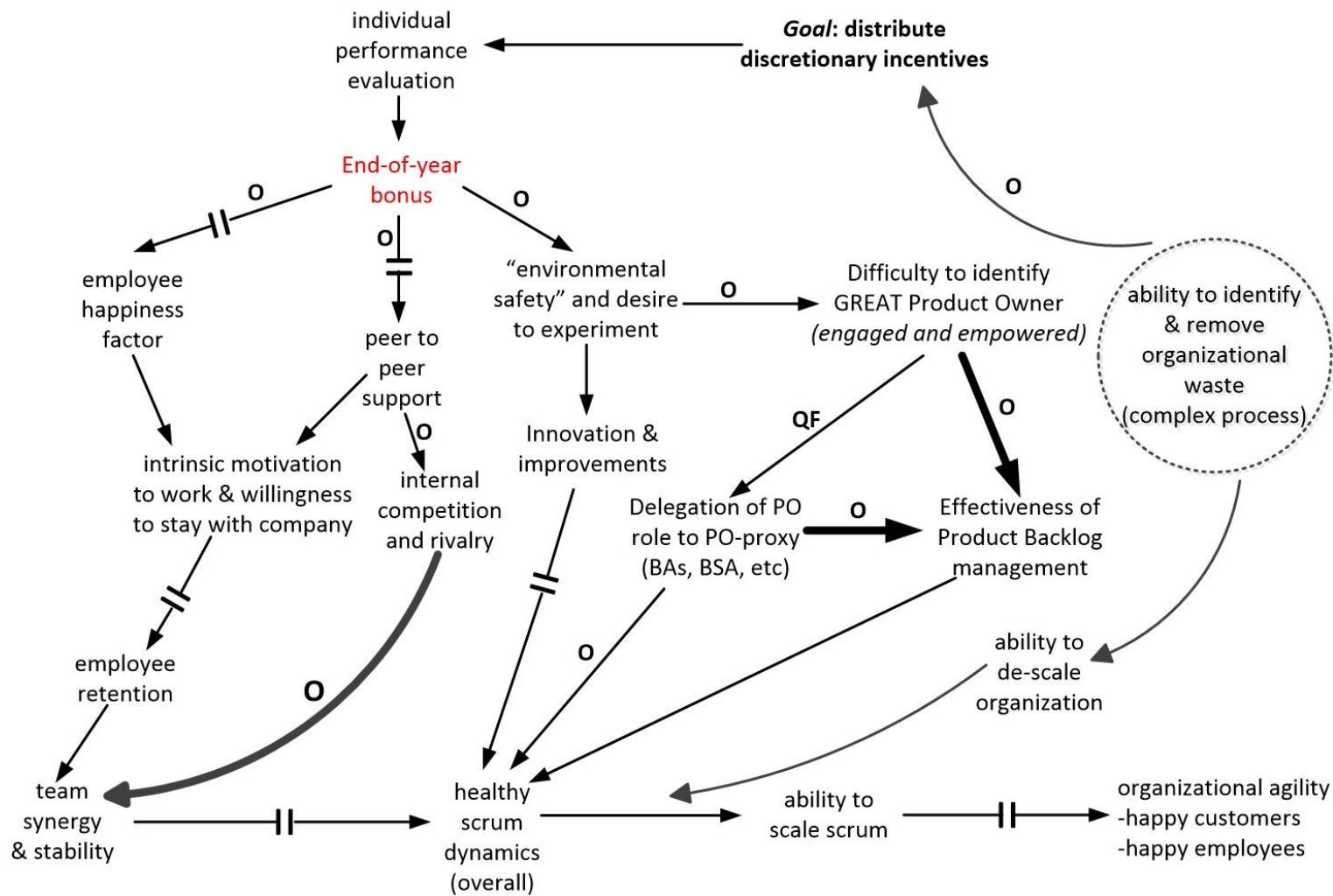
- Goals — A high, overarching/strategic goal that needs to be achieved
- Variables — System elements that have an effect or influence on other system elements (other variables)
- Causal links — Arrows that connect two related variables
- Opposite effects — “O” annotation near an arrow; suggests that the effect of one variable on another is the *opposite* of what could be expected
- Delayed effect — “||” annotation that disrupts a causal link (arrow); it implies that there is a delayed effect of one variable by another variable
- Extreme effects — One variable has an extreme (beyond normal) effect on another variable; it is represented by a thick arrow
- Constraints — “C” annotation near arrow; implies that there is a constraint on a variable
- Quick-fix reactions — “QF” annotation near an arrow; action that brings about short-term, lower-cost effect

System Modelling with CLD (example)



Source : http://less.works/less/principles/systems_thinking.html

System Modelling with CLD (example)



Source: <https://www.scrumalliance.org/community/articles/2016/july/from-the-less-toolbox-causal-loop-diagrams-to-visu>

...So What is LeSS?

[LO-Supportive Theme]

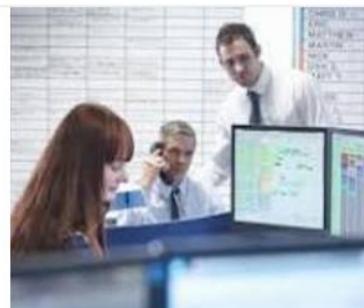
Less is More

When one of SAGE directors was asked why development went out of hand and what he would do if he could do everything over again: he said:

“Find the best 10 developers and write the entire thing themselves”

Brook's Law?....

Sourced from LeSS training materials of C. Larman and B. Vodde
Sage software is used to manage the various aspects of running a business. The **software** products offered by **Sage** are used by businesses of all sizes in various industries.



What is Sage software used for? | Reference.com
<https://www.reference.com/technology/sage-software-used-84249c5b70fcd93a>



Less is More



Brooks's Law: Adding manpower to a late software project makes it later.

(Fred Brooks)

izquotes.com

<http://izquotes.com/quotes-pictures/quote-brooks-s-law-adding-manpower-to-a-late-software-project-makes-it-later-fred-brooks-213576.jpg>

Less is More

CONWAY'S LAW

*"Any organization
that designs a
system will
inevitably produce a
design whose
structure is a copy of
the organization's
communication
structure."*

Melvin E. Conway



<https://image.slidesharecdn.com/spaimplicationsconwayslaw-140702034203-phpapp02/95/spa-conference-implications-of-conways-law-3-638.jpg?cb=1404272577>

Less is More



complexity

vs



simplicity

What would be easier to maintain and fix?

Genuine Advise by LeSS People *(working in large, multisite and offshore development):*

If you can, please avoid as much/long as you can:

- Making things **Large**
- Going to **Multi-site (there are nuances)**
- Outsourcing **Offshore**



How many
companies really
follow this advice
today?....

Less is More

De-Scaling with LeSS

LeSS is was actually “**mis-labeled**” 😊.... And this requires some explanation...

LeSS is about Scaling Scrum by means of **Organizational De-scaling**...
And....

When LeSS People say “**De-scaling**”, they mean:



this



not this

Real LeSS vs. Fake LeSS

Want MORE of	Want LESS of
Responsible Teams	Single-Function Roles
Focus on Customer	Documentation and “Contracts”
Teams that understand Requirements	Dedicated Analysts
Team ownership, inspection and adaptation	“Best practices” and prescriptive manuals
“Owning”	“Renting”
Well understood existing/simple roles and processes	Additional, vaguely defined roles and processes

Less is More

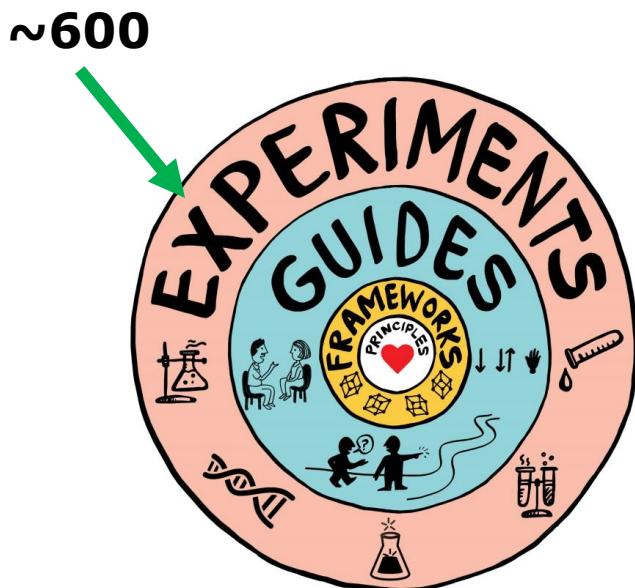
Are there reasons “NOT to de-Scale”?

- Embracing organizational complexity
- Protecting existing power structures
- Promoting Local Optimization
- Protecting Role Security (not to be confused with Job Security)
- Creating dependencies on big scaling solutions that are “in trend and style”



Attempts to “Change” LeSS

- Not understanding its purpose
- Hiding organizational problems and preventing change
- Trying to claim fake wins

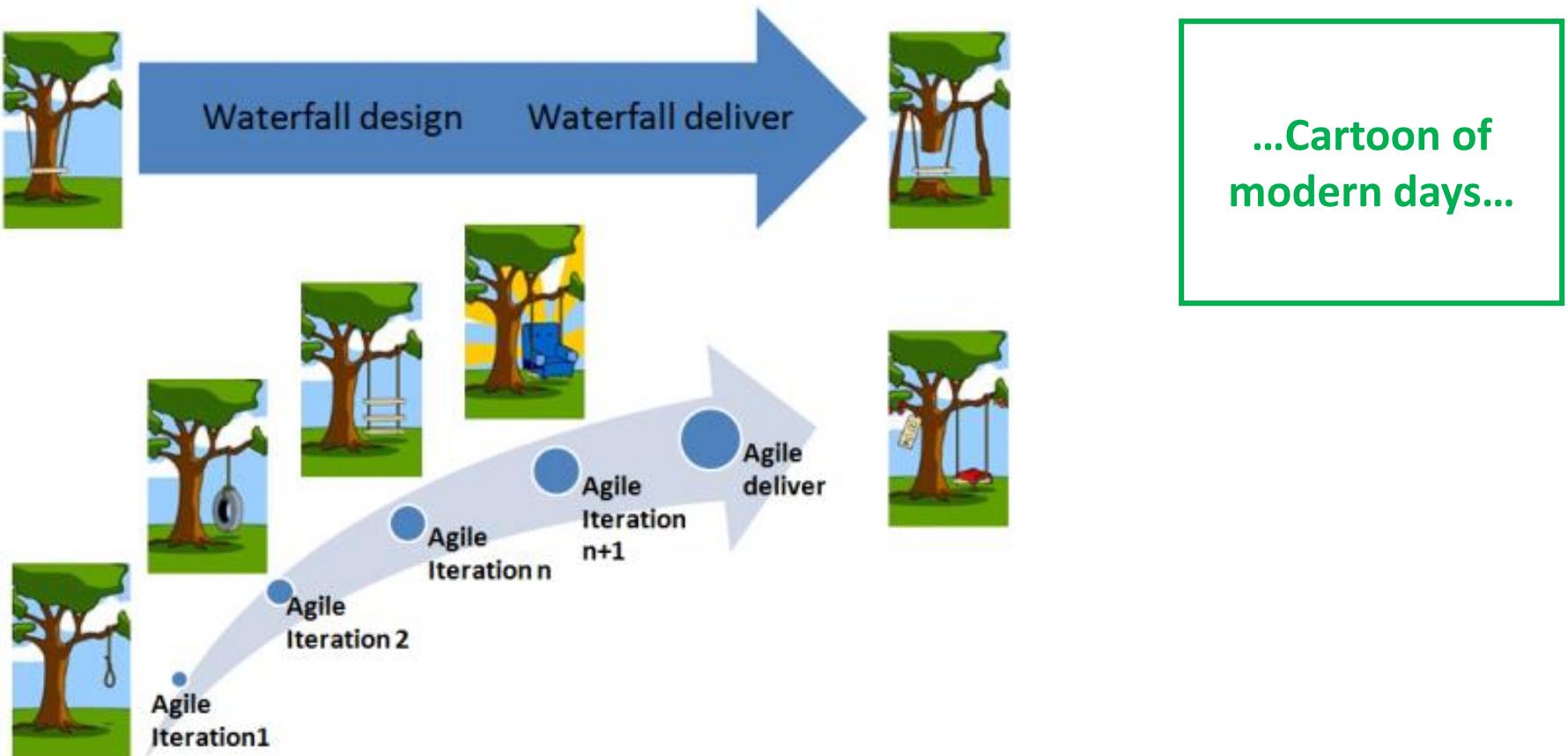


Awareness of Agile “Theater”



- “Doing” agile
- Terminology over-loading
- “Best Practices”
- Agile CoE (refurbished from other CoEs)
- Re-writing BoKs, Playbooks, Manuals, Internal Guides, etc
- ...other FADs....

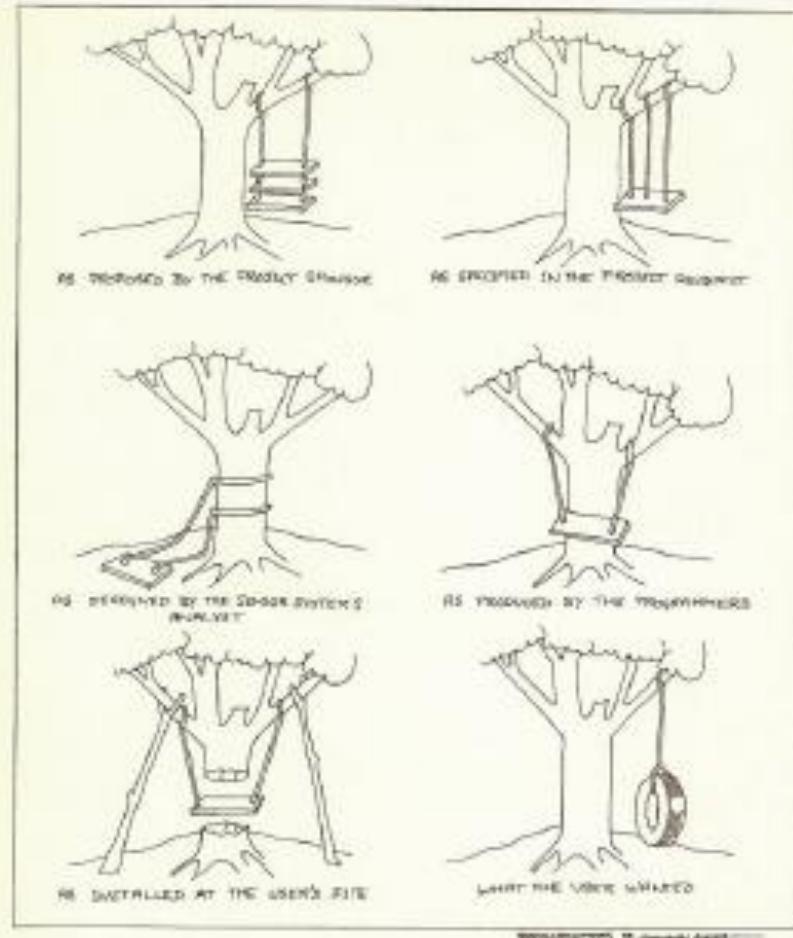
Historical Facts



Source: <https://umangsoftware.files.wordpress.com/2014/06/agile.png?w=540&h=406>

Historical Facts

...But we knew this **43 years ago** ☺



From the University of London Computer Centre Newsletter No. 53, March 1973

most of you have seen this cartoon

notice the date

what does this say about what was widely understood even by that time?

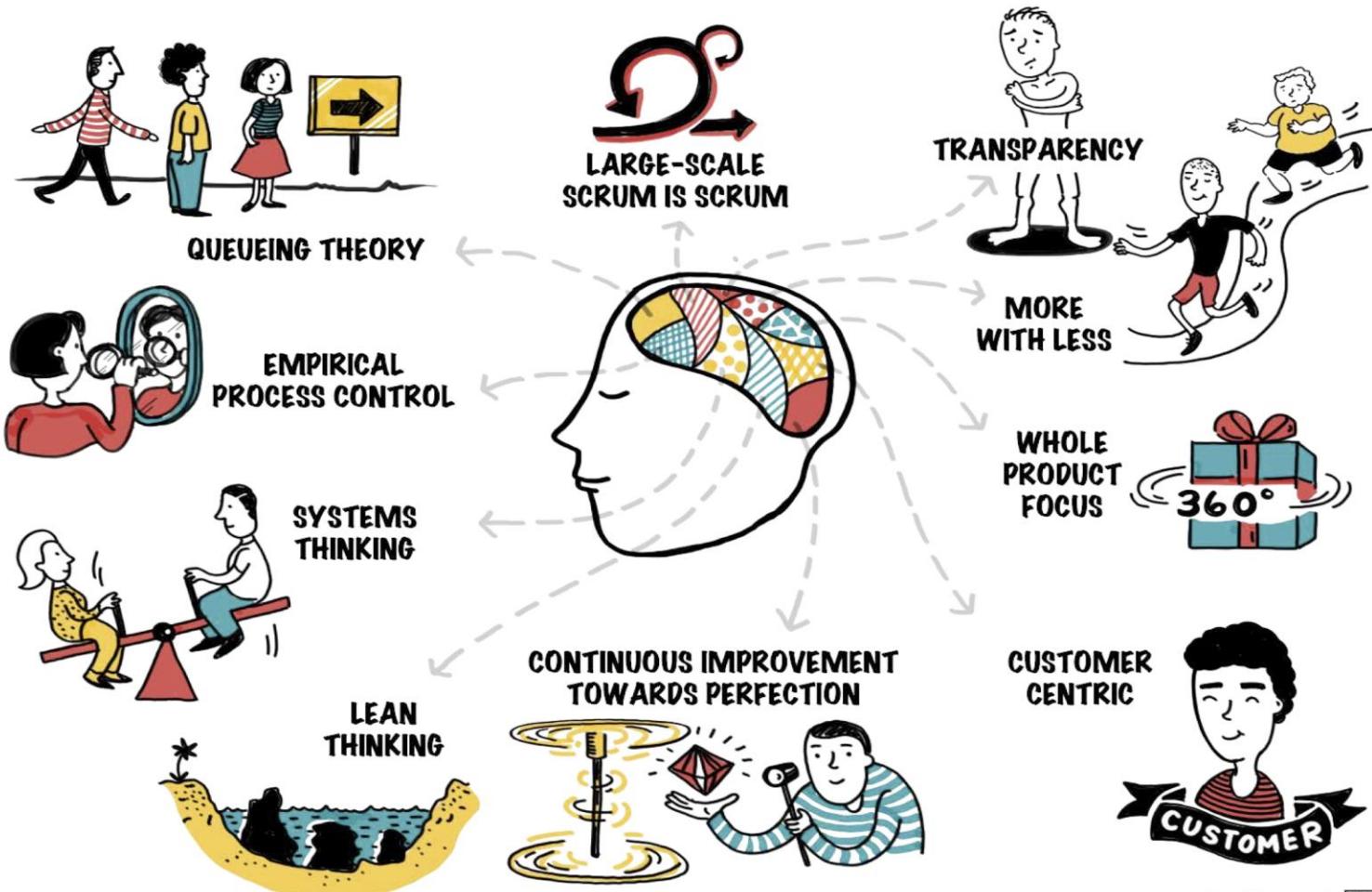
have you seen this mistake even today? why does it persist?

Are we learning?

Q: Why do you think this is still happening?

LeSS Principles

[Learning Objective]

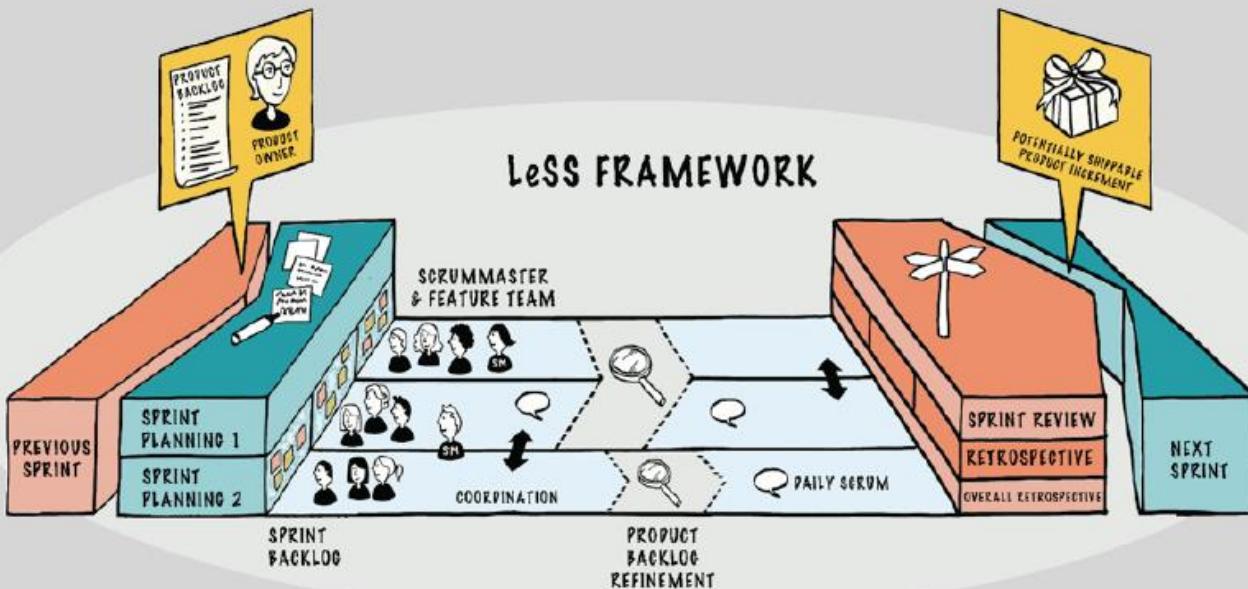


LeSS Complete Picture

[Learning Objective]

LeSS- High Level Review

Odd-e



2-8 teams

15

Q: What IF < 2 ?

What LeSS Is and What It Is NOT?

LeSS is not: Many teams doing their own Scrum

LeSS is: Many teams scrumming together (on same Product)



YES

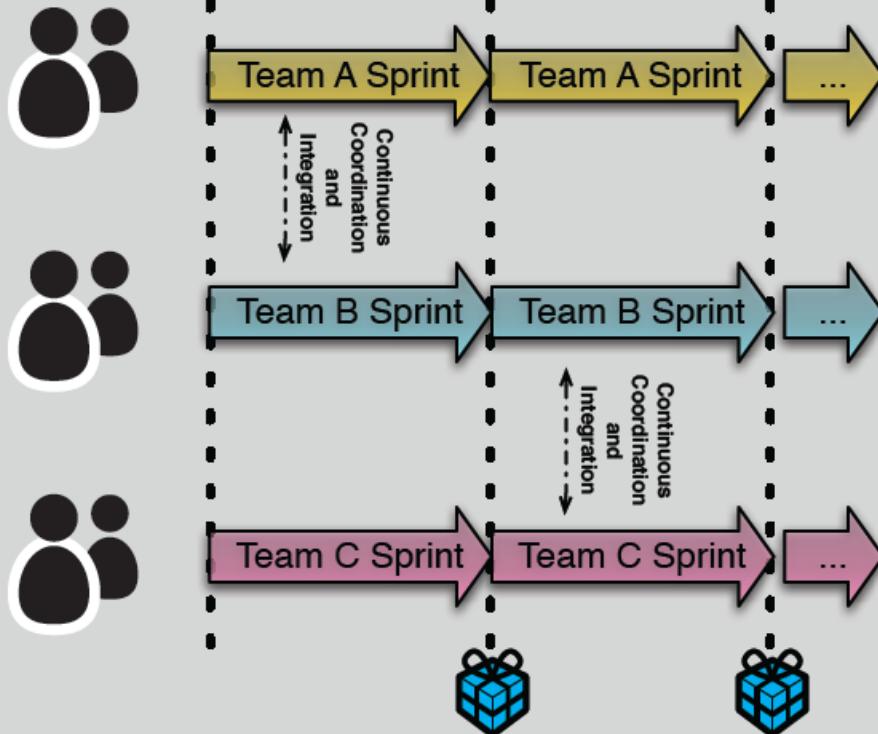


NO

Sprint Cadence in LeSS

Odd-e

LeSS One Sprint



16

Sprints are parallelized, not staggered

Q: What is advantage of parallel sprinting?

Sourced from LeSS training materials of C. Larman and B. Vodde

Size of LeSS Adoption

LeSS Adoption “Sample Size”

- LeSS adoptions are incremental, not “all-at-once”
- Not more than 50+/- a few, people: don’t try to bite more than you can swallow.
- Avoid Product Areas (to be mentioned later in LeSS HUGE)



LeSS- Gradual Growth/Expansion

Don't Tailor Down... rather... Build Up



*Q: Can you think of “Unwarp & Install” solutions?
Are you familiar with “Sunk Cost Fallacy” concept?*

LeSS Adoption, as a Sushi Roll

It is vital to appreciate that organizational agility cannot be achieved by a development team in isolation -- it is a system challenge for organizational redesign. Especially when you are interested in LeSS within an R&D department of thousands, where each product group may have 200 or 700 people distributed in two or five sites around the world. If an engineering team has the technical capacity to adapt or change quickly, but requirements management, legal practices, product management, HR policies, site strategies, and deployment processes all emphasize rigidity, conformance to original plans, conformance to the status quo, and slow practices, then how can there be real agility?



Source: <https://www.scrumalliance.org/community/spotlight/craig-larman/june-2015/less-agile-or-less-agile>

Local Optimization

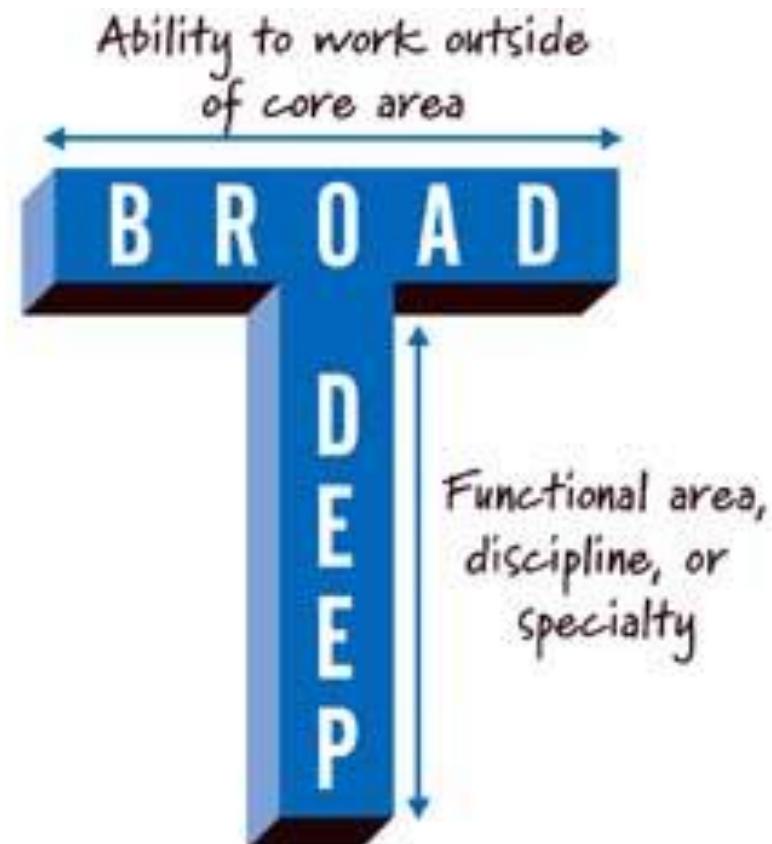
[Learning Objective]

“This Is Not My Job”



“What is My Job?”

Q: Is it more **efficient** and **productive** when one person/group does the same thing over and over again?



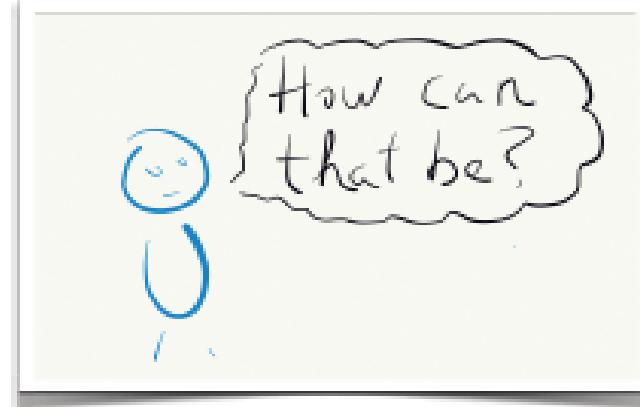
Copyright © 2012, Kenneth S. Rubin and Innolution, LLC. All Rights Reserved.

Zero Sum Effort

Local Optimization, Local Efficiency

Paradox....

“everyone is busy
and doing their
best on their task,
yet the system is
delivering slow
and not delighting
the user”



Sourced from LeSS training materials of C. Larman and B. Vodde

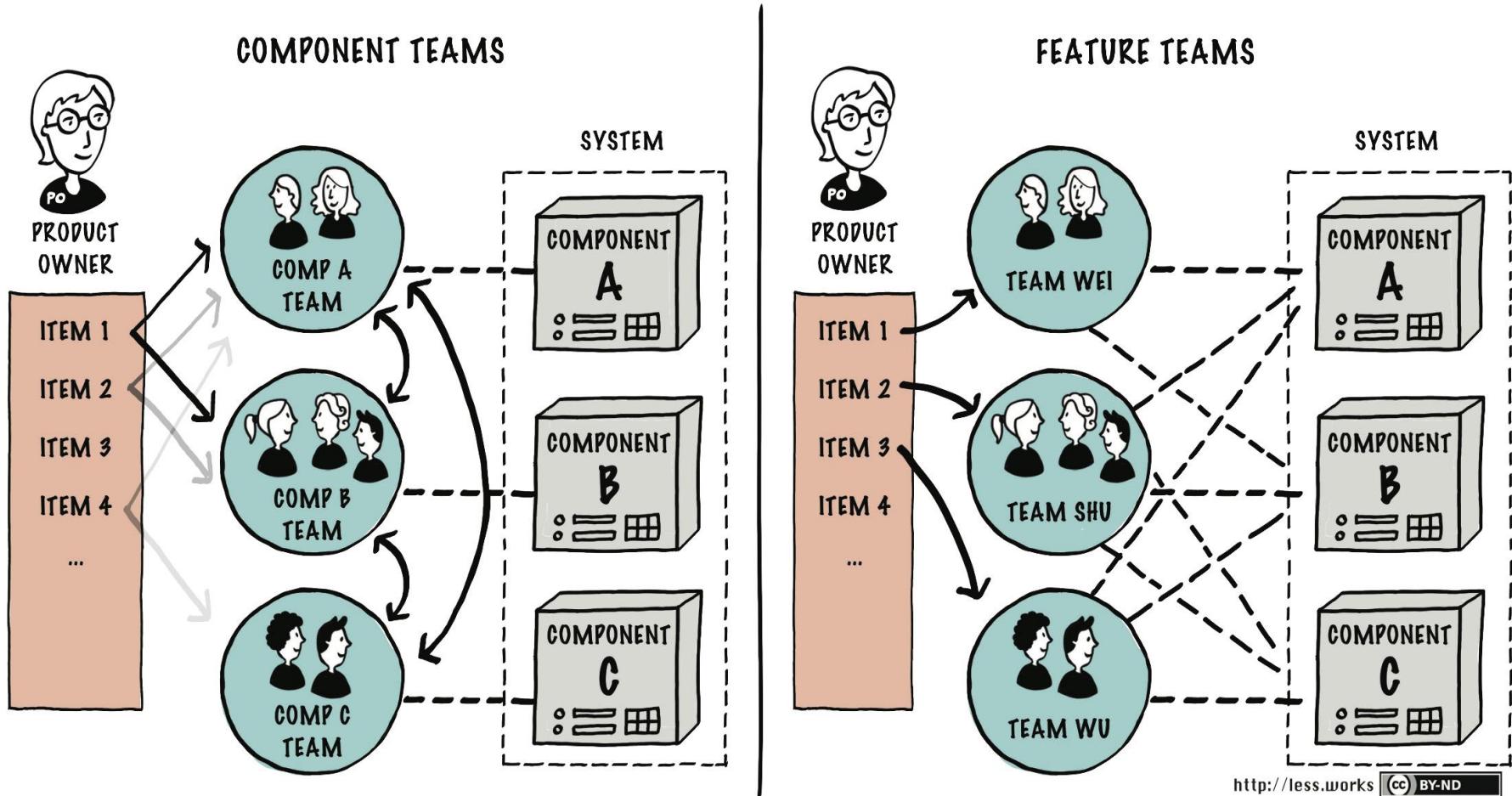
What is Local Optimization?

"Everyone is busy and working so hard. Yet, the system is delivering slow and Users are not happy"

How could that be?



Local Optimization In Backlogs and Team Structure



Local Optimization In Roles

Tonight's Play in Agile Theater

Title: "Rearranging Deck-Seats on Titanic"

Summary: ~~Intermediate Senior !!! Business Analysts~~ Product Owners (proxies) talk to Users and write ~~BRDs~~ User Stories for developers, and answer developers' questions



Now we are Agile!!!

And arguments we hear:

- Efficient
- Productive
- Best
- Good
- Optimized
- Ideal
- Cost-Effective



Local Optimization in Relationships

Local Optimization is related to:

- Management by Objectives
- Recourse Management
- Measurement & Metrics
- Performance Management & Appraisals



"You're a Super Performer ... so you get a lollipop."

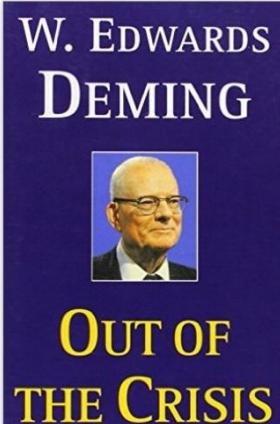
● And leads to:

- System gaming
- Lack of safety
- Internal competition and hostility

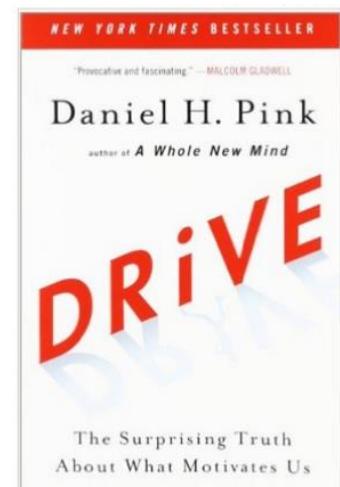
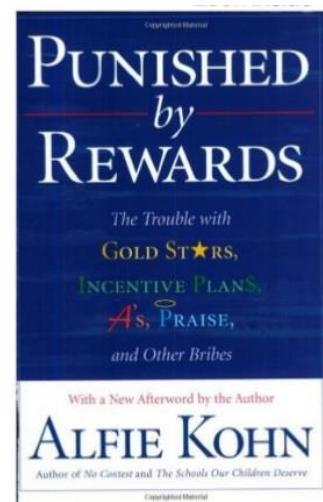
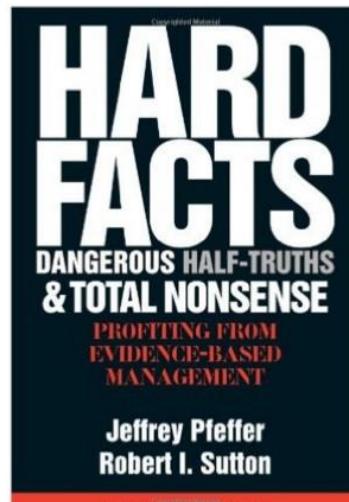
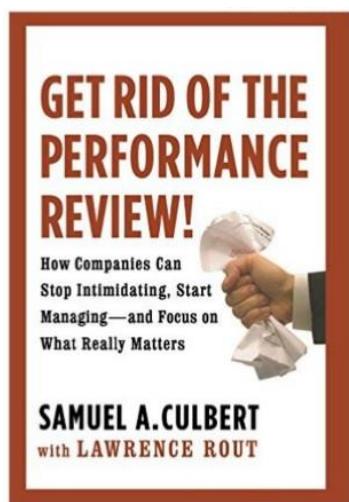
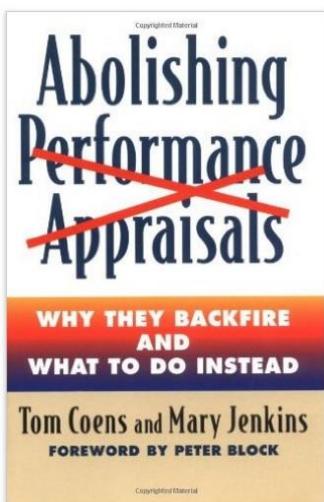


Local Optimization in Relationships

Gap Between Science and Business



“The idea of a merit rating is alluring. The sound of the words captivates the imagination: pay for what you get; get what you pay for; motivate people to do their best, for their own good. The effect is exactly the opposite of what the words promise.”



[**RSA ANIMATE: Drive: The surprising truth about what motivates us \(Daniel Pink\)**](#)

Local Optimization in Relationships – Cont.

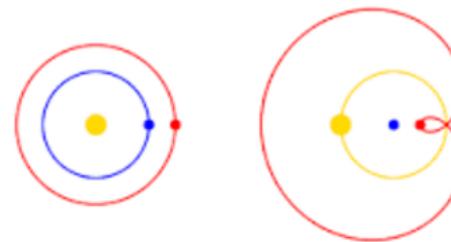
Gap Between Science and Business

- [How HR Can Save or Destroy Agile, by Frank Leong](#)
- [What HR Doesn't Know about Scrum, by Michael James](#)
- [Hitting the target but missing the point – myths about target setting, by Bjarte Bogsnes](#)
- [The "Sandwich Approach" Undermines Your Feedback, by Roger Schwarz](#)
- [Workers feel trapped by "rigid" workplaces, ILM finds, by Jo Faragher](#)
- [Agile Contracts, by Tom Arbogast, Craig Larman, and Bas Vodde](#)
- [Agile HR with SAFE, by Fabiola Eyholzer with Dean Leffingwell](#)
- [The impact of human resource and operational management practices on company productivity: A longitudinal study, on <https://www.researchgate.net>](#)
- [A big Dutch bank is replacing 5,800 people with machines, at a cost of \\$2 billion, by Eshe Nelson](#)
- [The Truth about Performance Reviews and Other Corporate Bullsh*t by Liz Ryan](#)
- [Why Your Best Employees Are Leaving For Your Competition, by Chad Halvorson](#)
- [You Could Lose Your Best Employees Because of These 7 HR Blunders, by Sujan Patel](#)
- [Performance Management for Agile People, by TechWell Contributor](#)
- [Rethinking the Review, by Julie Cook Ramirez](#)
- [Unjust Deserts?, by Mary Poppendieck](#)
- [Performance without Appraisal, by Esther Derby](#)
- [Unjust Deserts, by Mary Poppendieck](#)

Local Optimization in Relationships – Cont.

...Some folks say that this is Purism...but...

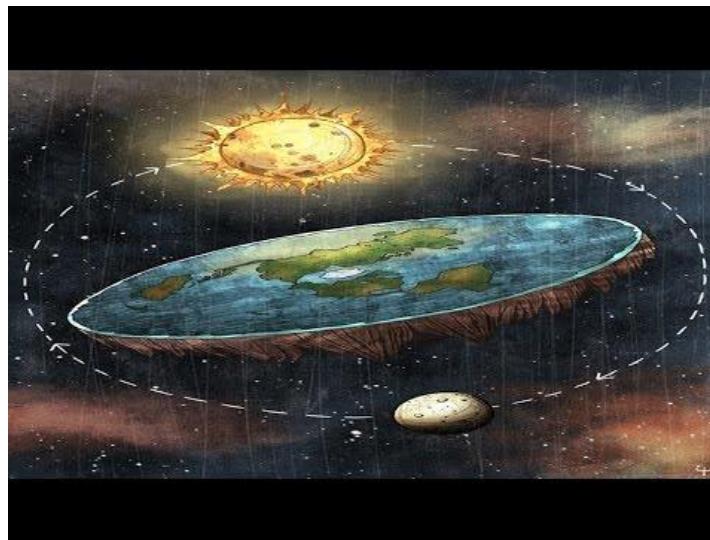
The **Copernican Revolution** was the paradigm shift from the Ptolemaic model of the heavens, which described the cosmos as having Earth stationary at the center of the universe, to the heliocentric model with the Sun at the center of the Solar System.



[Copernican Revolution - Wikipedia](#)

https://en.wikipedia.org/wiki/Copernican_Revolution

[About this result](#) • [Feedback](#)



Organizational Design

[Learning Objective]

Some people are misinformed....

This is what many unexperienced Agile Coaches fail to teach to Organizational Leaders

**Organizational STRUCTURE –
is the 1st Order Factor (Variable) that has
impact on everything else inside
ECOSYSTEM: behaviors, norms, values,
principles, policies**

Larman's Laws of Organizational Behavior

([Russian translation here](#))

After decades of observation and organizational consulting, here are *Larman's Laws of Organizational Behavior*. These are observations rather than laws to follow ;)

- 1. Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and “specialist” positions & power structures.**
- 2. As a corollary to (1), any change initiative will be reduced to redefining or overloading the new terminology to mean basically the same as status quo.**
- 3. As a corollary to (1), any change initiative will be derided as “purist”, “theoretical”, “revolutionary”, “religion”, and “needing pragmatic customization for local concerns” — which deflects from addressing weaknesses and manager/specialist status quo.**
- 4. As a corollary to (1), if after *changing the change* some managers and single-specialists are still displaced, they become “coaches/trainers” for the change, frequently reinforcing (2) and (3).**



5. Culture follows structure.

Or, *Culture/behavior/mindset follows system & organizational design*. i.e., If you want to really change culture, you have to start with changing structure, because culture does not really change otherwise. By the way, this is an observation in large-scale; in small start ups, it's the reverse: structure follows culture (org design follows mindset).

And "culture follows structure" (in large scale) is why deep systems of thought such as *organizational learning* are not very sticky or impactful by themselves in large scale, and why systems such as Scrum (that have a strong focus on structural change at the start) tend to more quickly impact culture — if the structural change implications of Scrum are actually realized.

I discovered that the well-known systems-thinker/advocate John Seddon also observed this: "*Attempting to change an organization's culture is a folly, it always fails. Peoples' behavior (the culture) is a product of the system; when you change the system peoples' behavior changes.*"

Please, Go After Things that really matter...

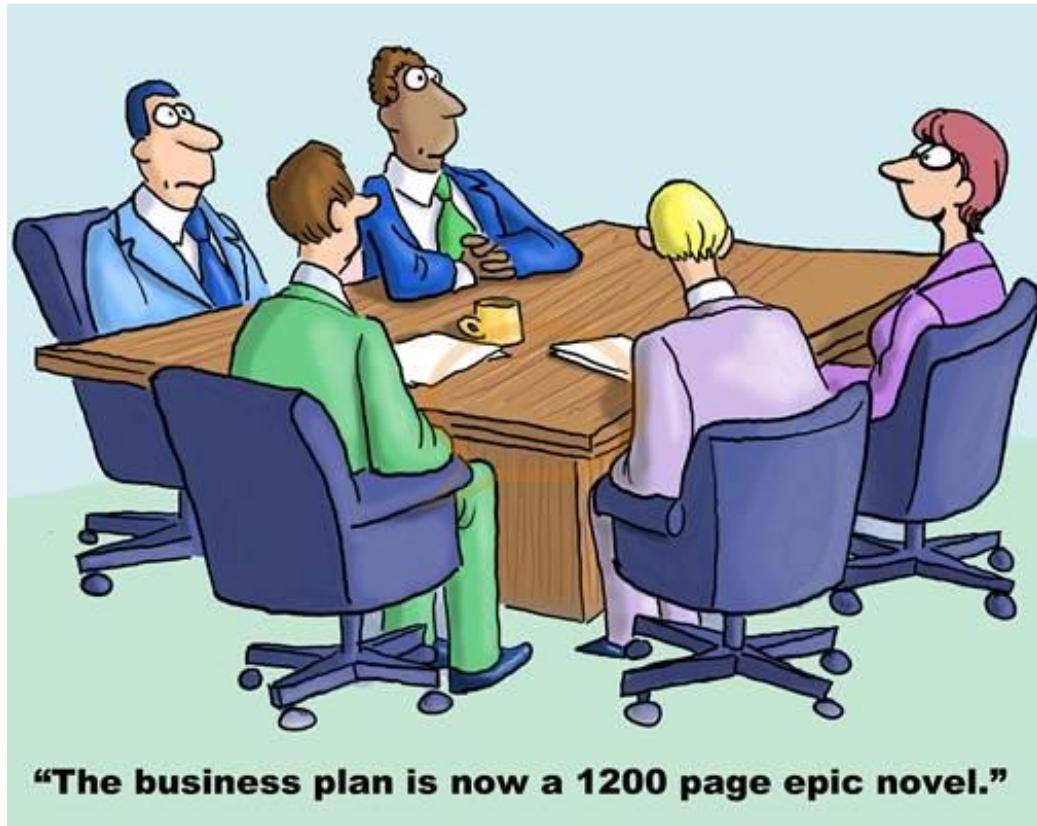


...makes no sense to do this....



...if you really need this....

Unwise “Doing Agile” Decisions



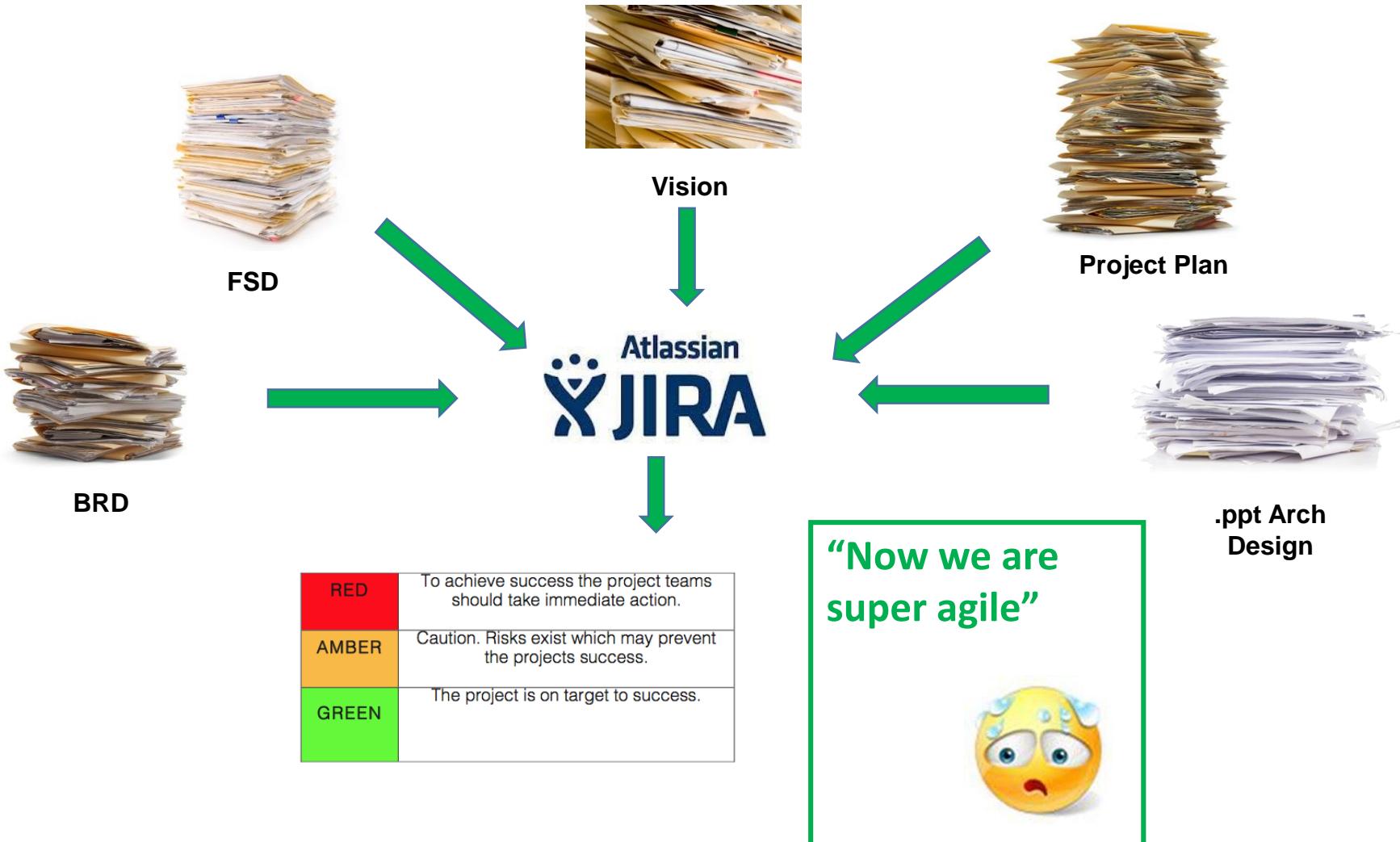
“Lets train our PMO and BAs to use JIRA/Rally/Version1 and manage our projects in there”



Go Agile. Go Rally.



Unwise “Doing Agile” Decisions



This is Why So Many Fake Adoptions

Agile BRD

Agile FSD

Agile Status Report

Agile RAG

Agile Project Plan

Agile Gantt Chart

FAKE

This is Why So Many Fake Adoptions

why so much?...

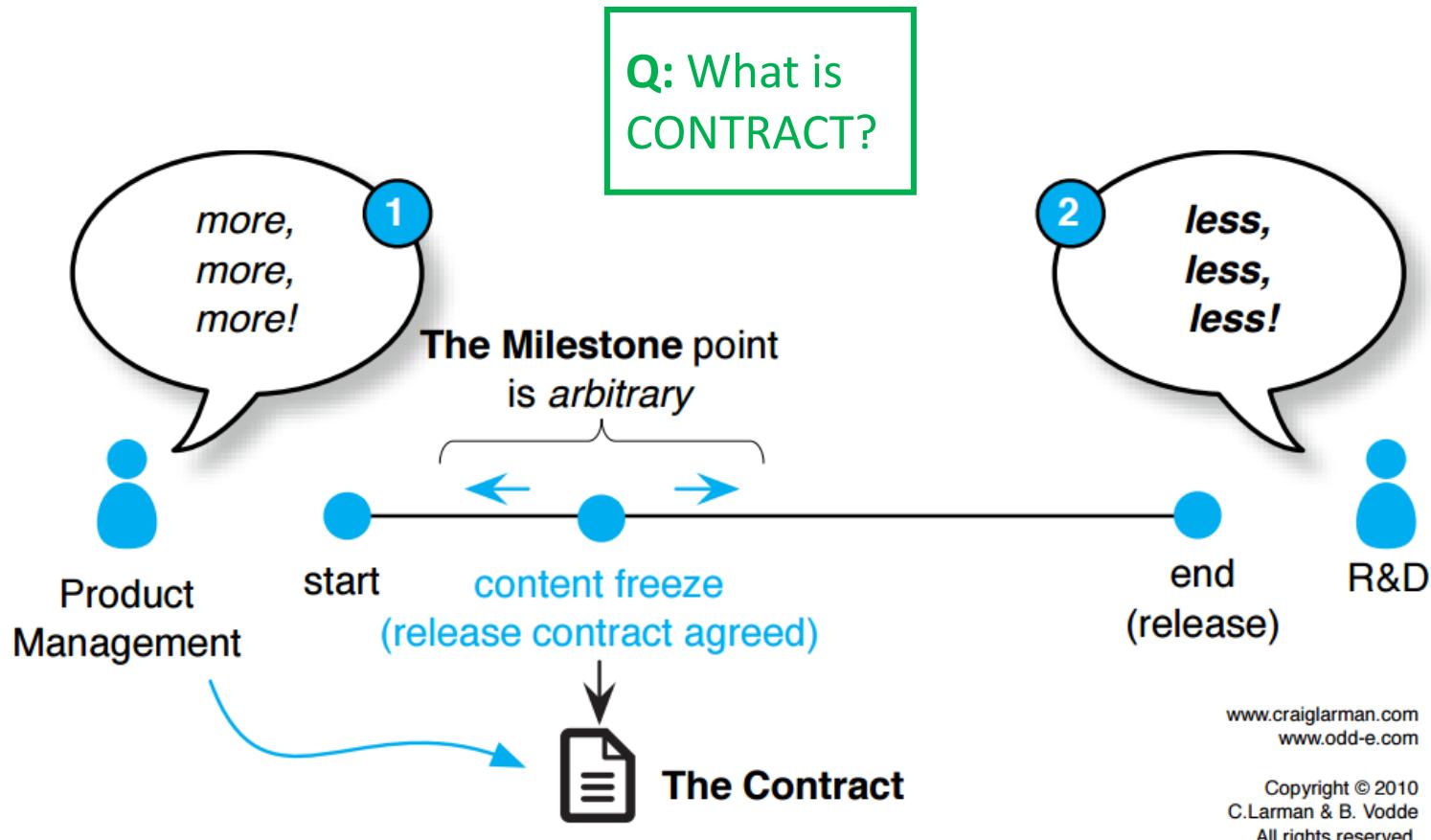
Lean-but
Scrum-but
Kanban-but
DevOps-but
AnyChangelinea-but

FAKE

Sourced from LeSS training materials of C. Larman and B. Vodde

The Contract Game

[LO-Supportive Theme]



[The “Contract Game” \(22-44min\), by Craig Larman](#)

Product Development

[LO-Supportive Theme]

What is Product?

Dictionary

 🔍

product

/'prädəkt/ 🔍

noun

1. an article or substance that is manufactured or refined for sale.
"marketing products and services"
2. **MATHEMATICS**
a quantity obtained by multiplying quantities together, or from an analogous algebraic operation.



Translations, word origin, and more definitions

Feedback



Wiki Loves Monuments: The world's largest photography competition is now open! Photograph a historic site, learn more about our history, and win prizes.



Product (business)

From Wikipedia, the free encyclopedia

In a marketing, a **product** is anything that can be offered to a market that might satisfy a want or need.^[1] In retailing, products are called *merchandise*. In manufacturing, products are bought as *raw materials* and sold as *finished goods*. A *service* is another common product type.

Magic Formula

F(TOLERANCE TO WASTE)

=

1/PROXIMITY TO REAL CUSTOMER

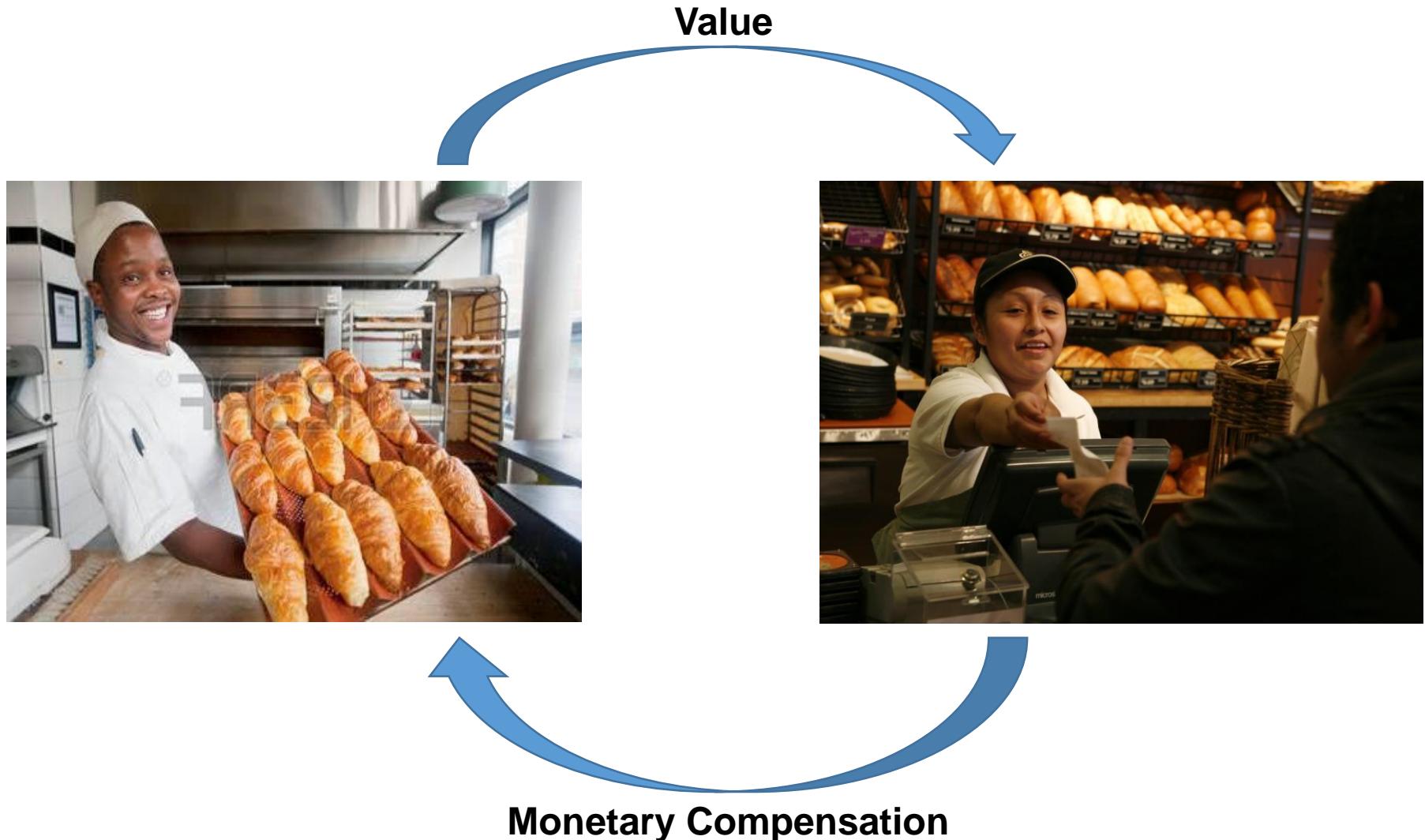


Tolerance to Waste is Low



Tolerance to Waste is High

[Producer $\leftarrow \rightarrow$ Consumer] Relationship



How to Monetize Business Value?



Making

*...And this is
possible even
if you don't
see a real
customer face
to face ☹...*



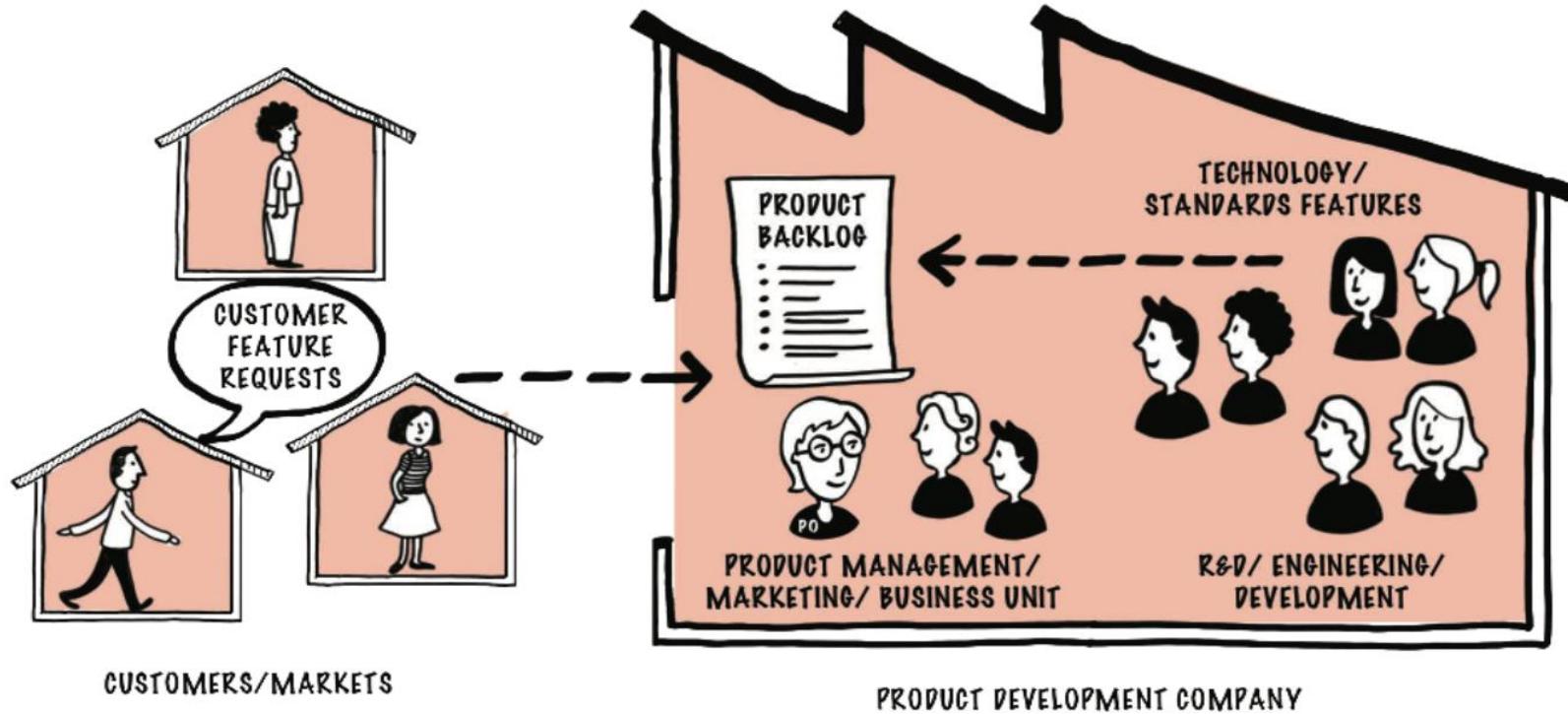
Saving



Avoiding

Types of Product Development

PRODUCT DEVELOPMENT

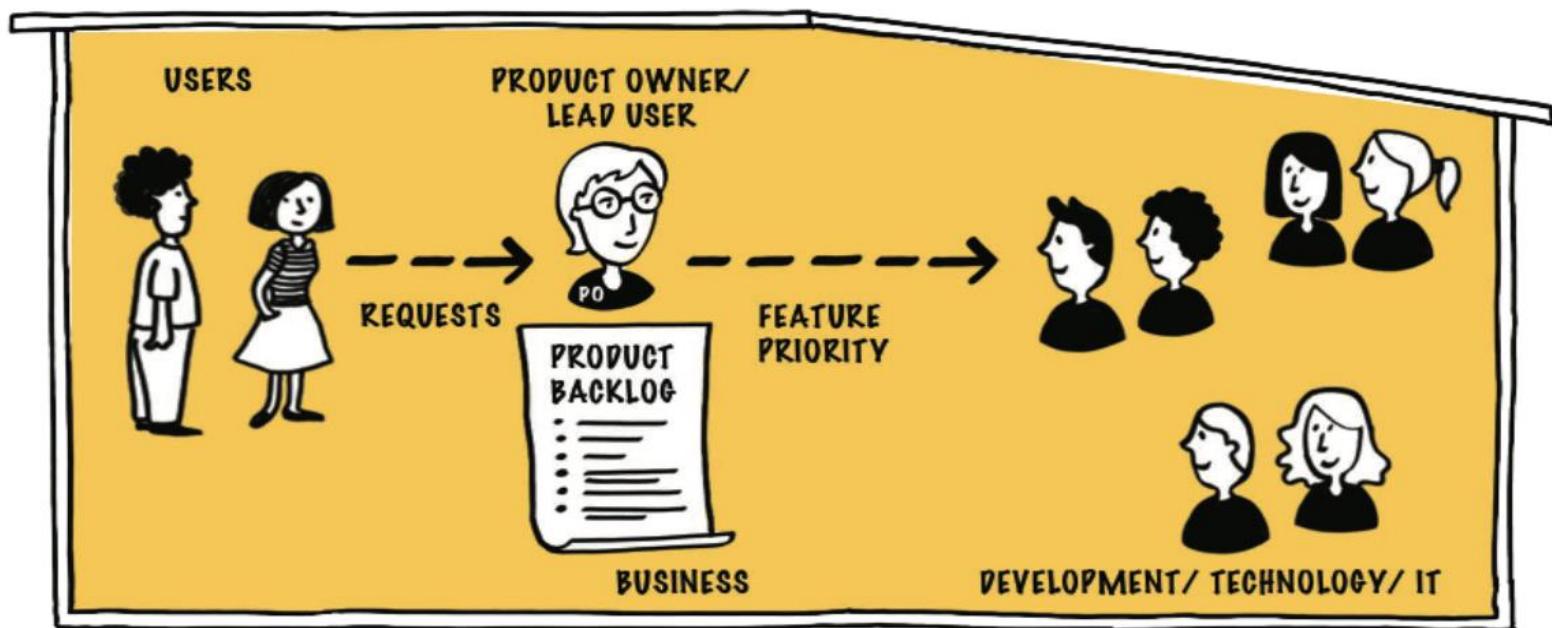


Hard cash is involved.
Lack of agility means
loss of business



Types of Product Development

INTERNAL (PRODUCT) DEVELOPMENT

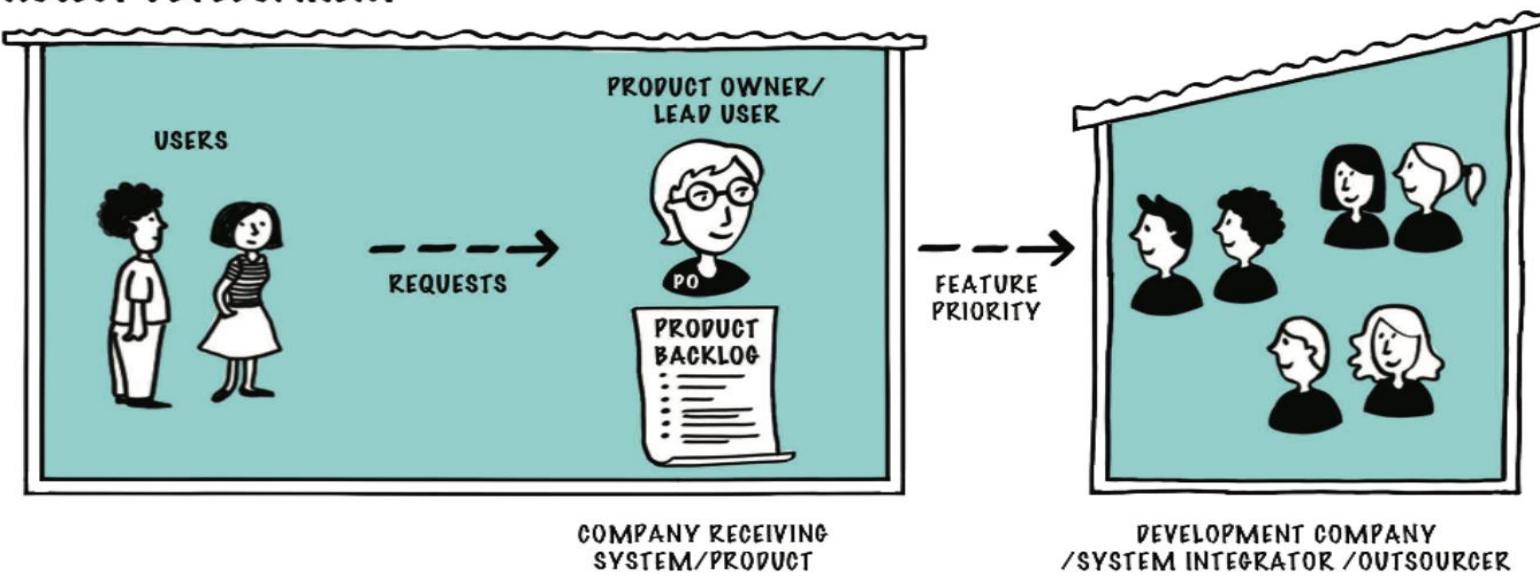


“Funny” Money is involved. Lack of agility can be tolerated. Harm will be “absorbed” (thanks to successful Revenue Centers 😊)



Types of Product Development

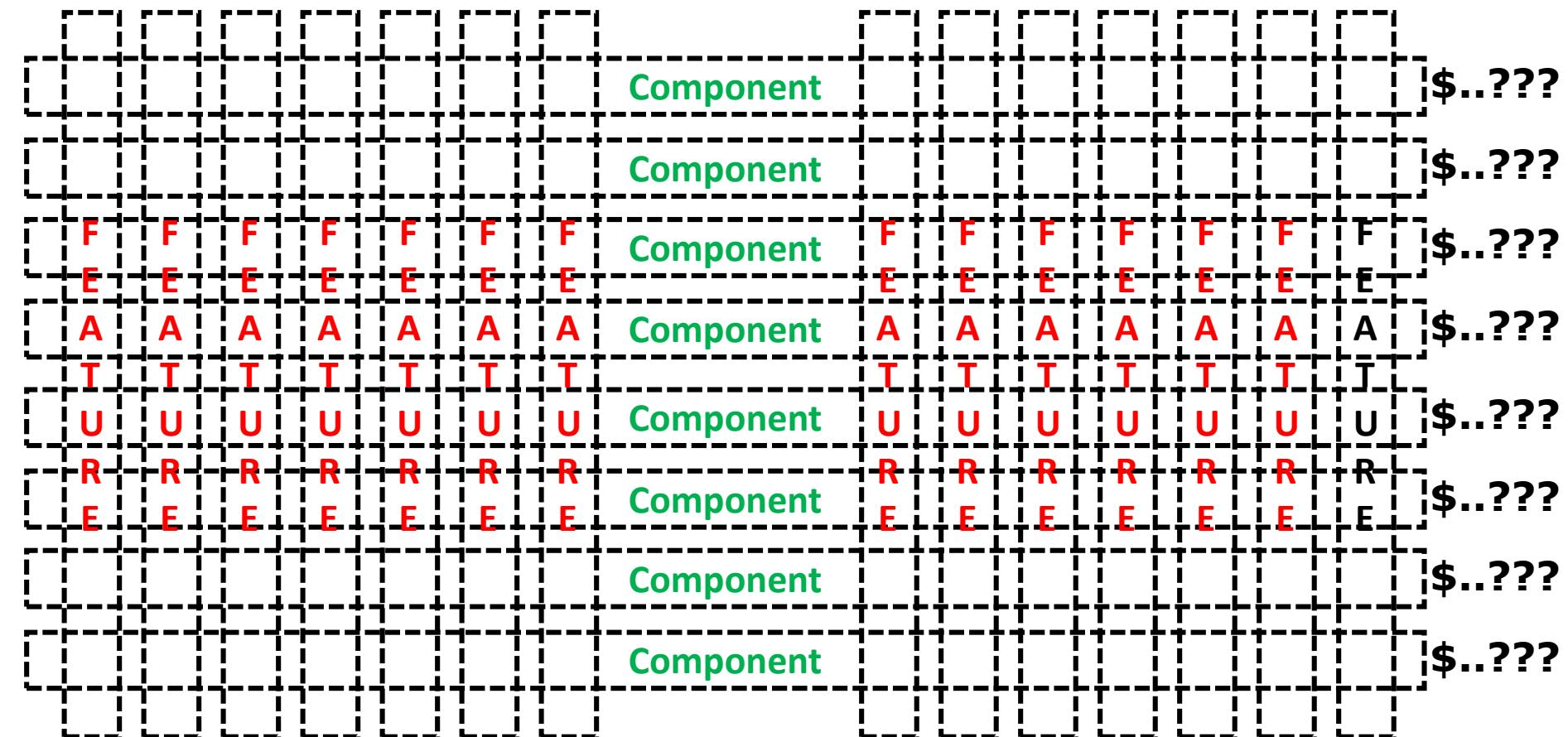
PROJECT DEVELOPMENT



Q: Does your Organization have “Preferred Vendor List”?
“Wagile” Vendors?



Which Product “Dimension” Holds Real Value?

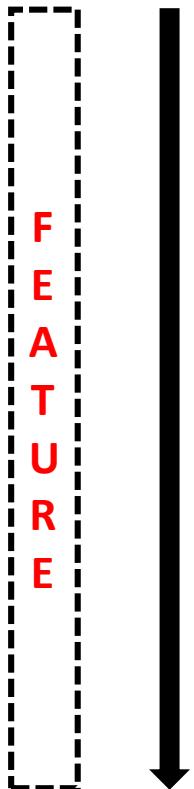


Who gets to say “What is Product”?



Same person, who gets to say: “What is PSPI”

Sprinting Along Features



Benefits

- ❖ Transparency
 - ❖ Predictability
 - ❖ Effective Workflow management
 - ❖ Shared Ownership
 - ❖ Healthy Dynamics
- +
- ❖ Delivering Business Value



Sprinting Along Components



Benefits

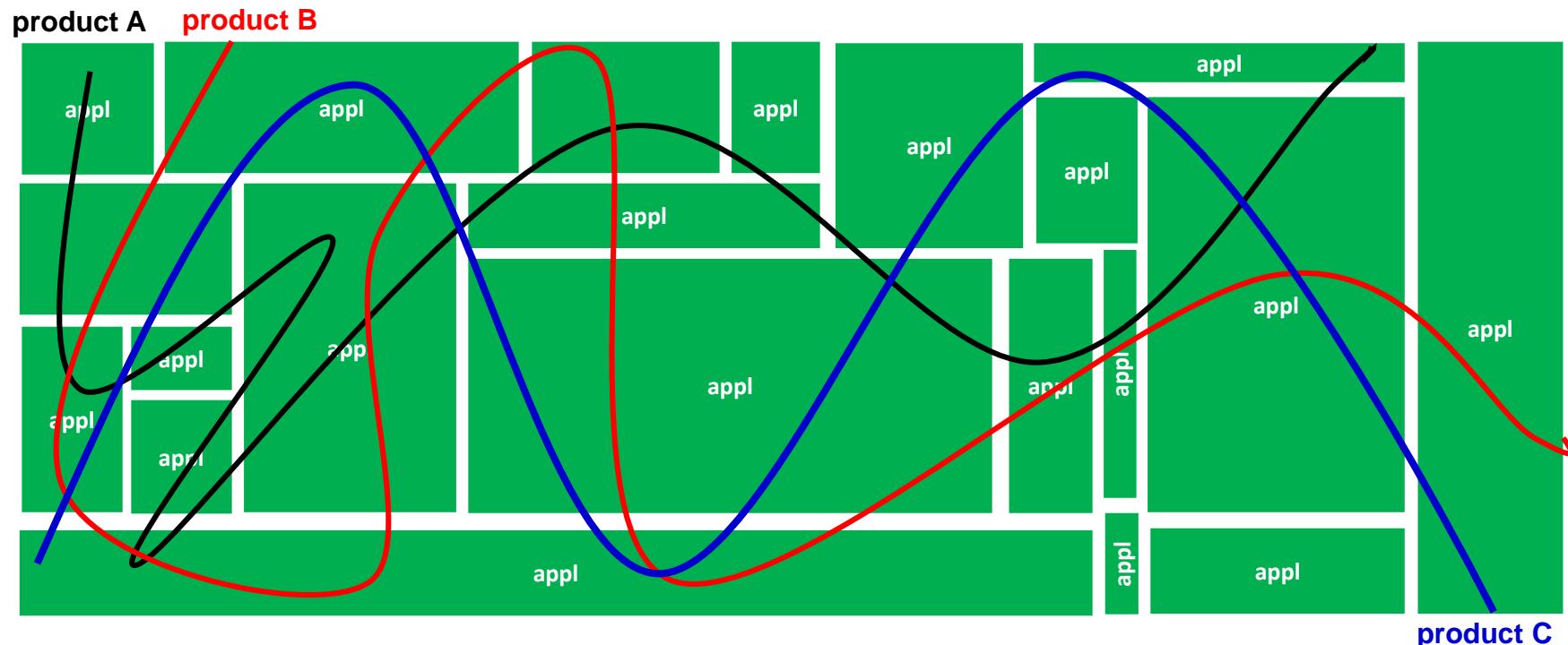
- ❖ Transparency
- ❖ Predictability
- ❖ Effective Workflow management
- ❖ Shared Ownership
- ❖ Healthy Dynamics

+

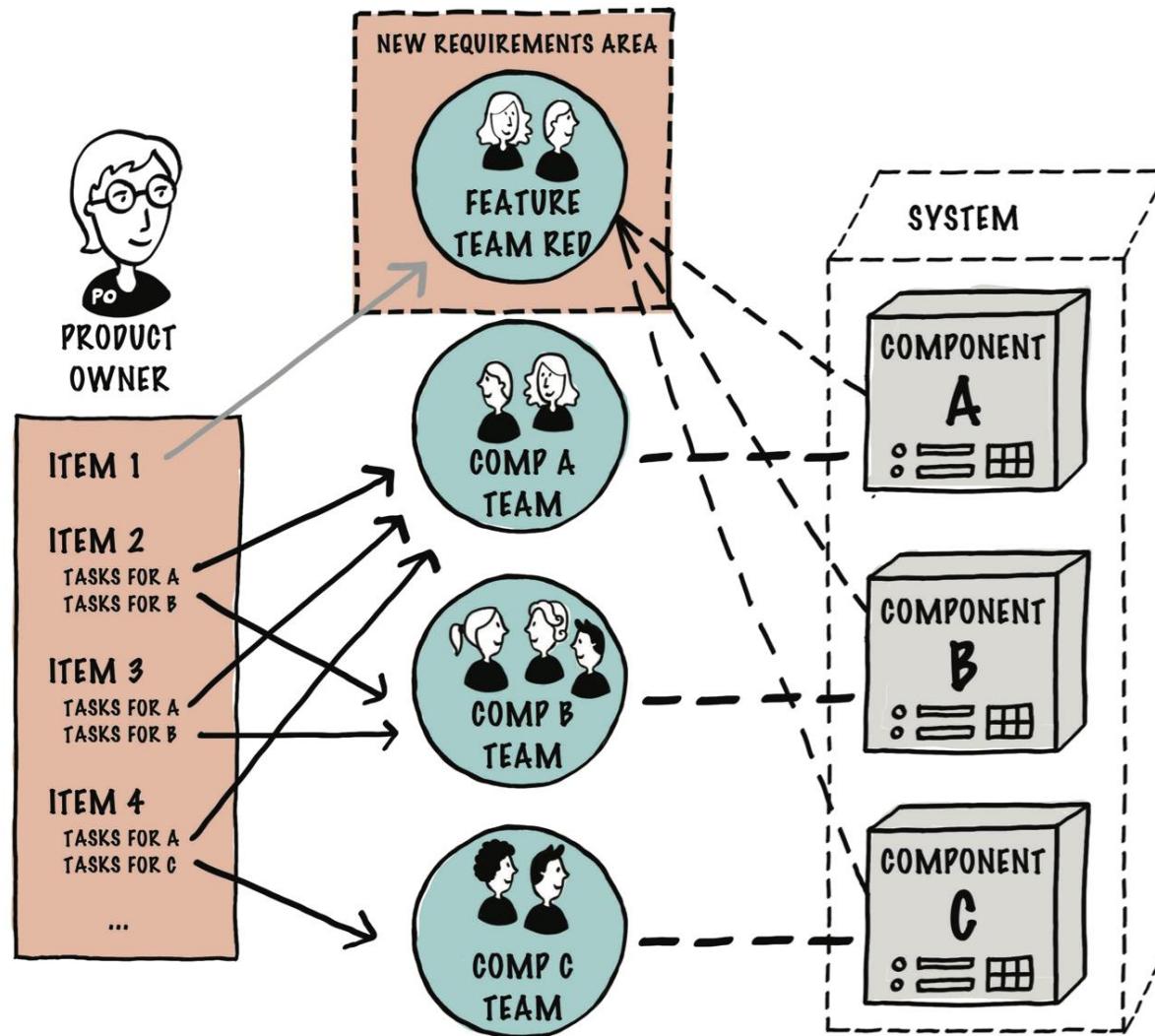
- ❖ ????????????????

How Do you Define Your Product?

- ❖ Is it really a product?
- ❖ Who really owns *it*?
- ❖ What would it take to cut across multiple “it”s?



Mind Shift: Gradual Transition



“Portfolio” Management

[LO-Supportive Theme]

Fake Product vs. Real Product



Fake products lead to fake Product Portfolios

Fake Product vs. Real Product

Epics Initiatives + - Contains text

Releases: All Teams: All Themes: All

Partner Integration framework

Experiments framework

Research and ...

MVP Integration with selected pa...

Search algorithm - proof of concept

Full-fledged integ...

New API Acc...

Integration points for travel attract...

Integrate accomodation providers

19/Oct/15 - Start

29/Nov/15 - Milestone 1 (M1)

27/Dec/15 - Milestone 2 (M2)

App Basics - iOS

Group booking experience

Team invitations

Trip management

19/Oct/15 - Start

13/Dec/15 - Milestone 1 (M1)

27/Dec/15 (Milestone 1 (M1))

Product Listings

Service Level Agreements

Online chat support

User Profile

Outbound SMS messages f...

Upgrade 34 payment gate...

Link to the portfolio item

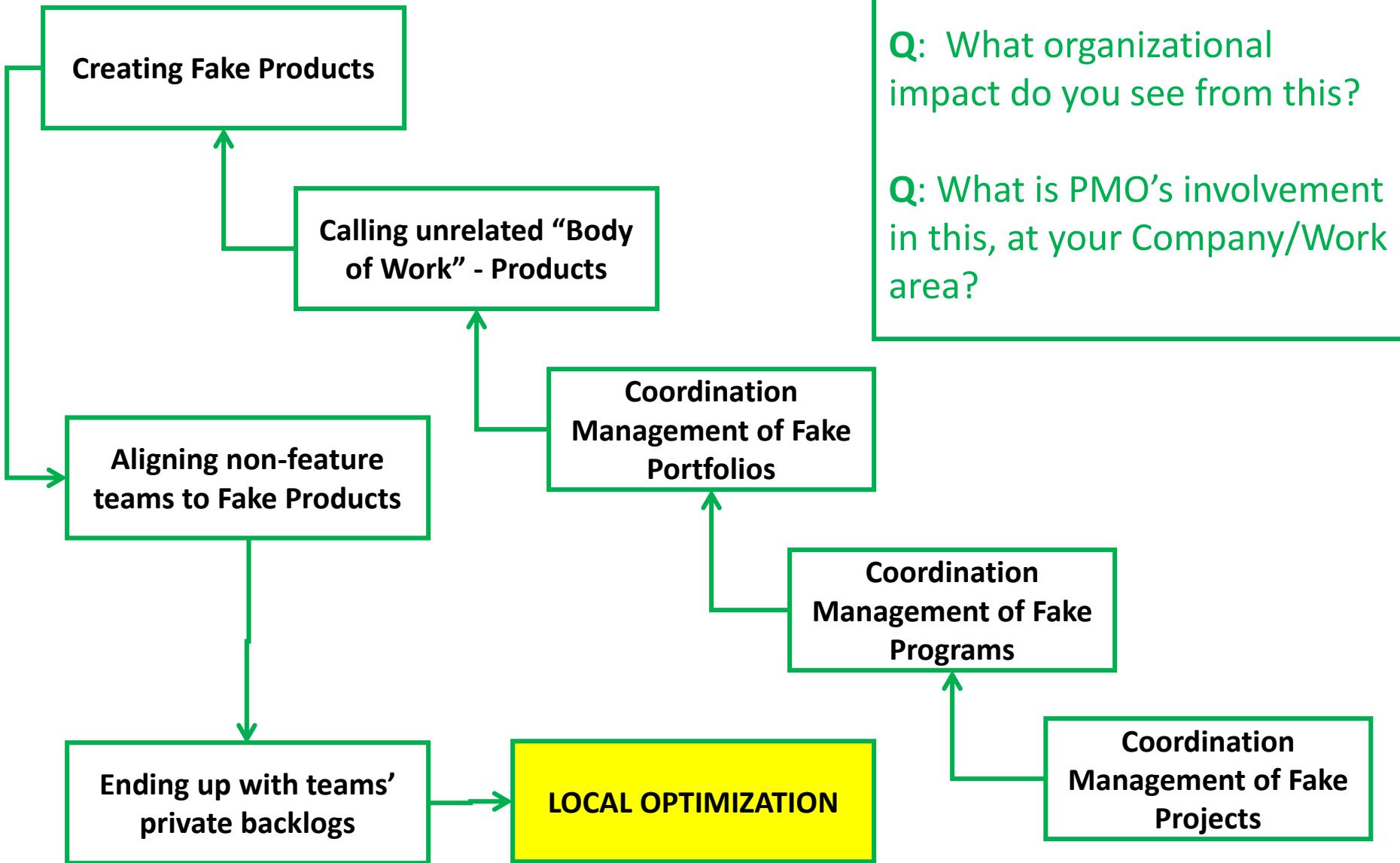
Today's date

Callout display

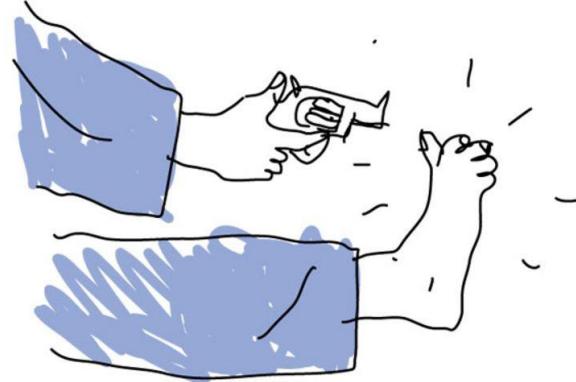
Legend: ■ Planned ■ Late ■ At Risk ■ On Track ■ Complete

Priority	Estimate (pts)	Project	Theme	Action
Medium	2.00	Release 1.0	Order Management	Edit
High	2.00	Release 1.0	Order Management	Edit
Medium	1.00	Release 1.0		Edit
High	5.00	Release 1.0	Order Management	Edit
Medium	5.00	Release 1.0	Reporting	Edit
High	2.00	Release 1.0		Edit
Medium	2.00	Release 1.0		Edit

Origins of Fake Portfolio Management?



Self-Inflicted Wound of Unnecessary Complexity



Requires complex management and reporting structure with multiple translation layers of management bureaucracy

"product portfolio"

"product portfolio"

"product"

"product"

"product"

"product"

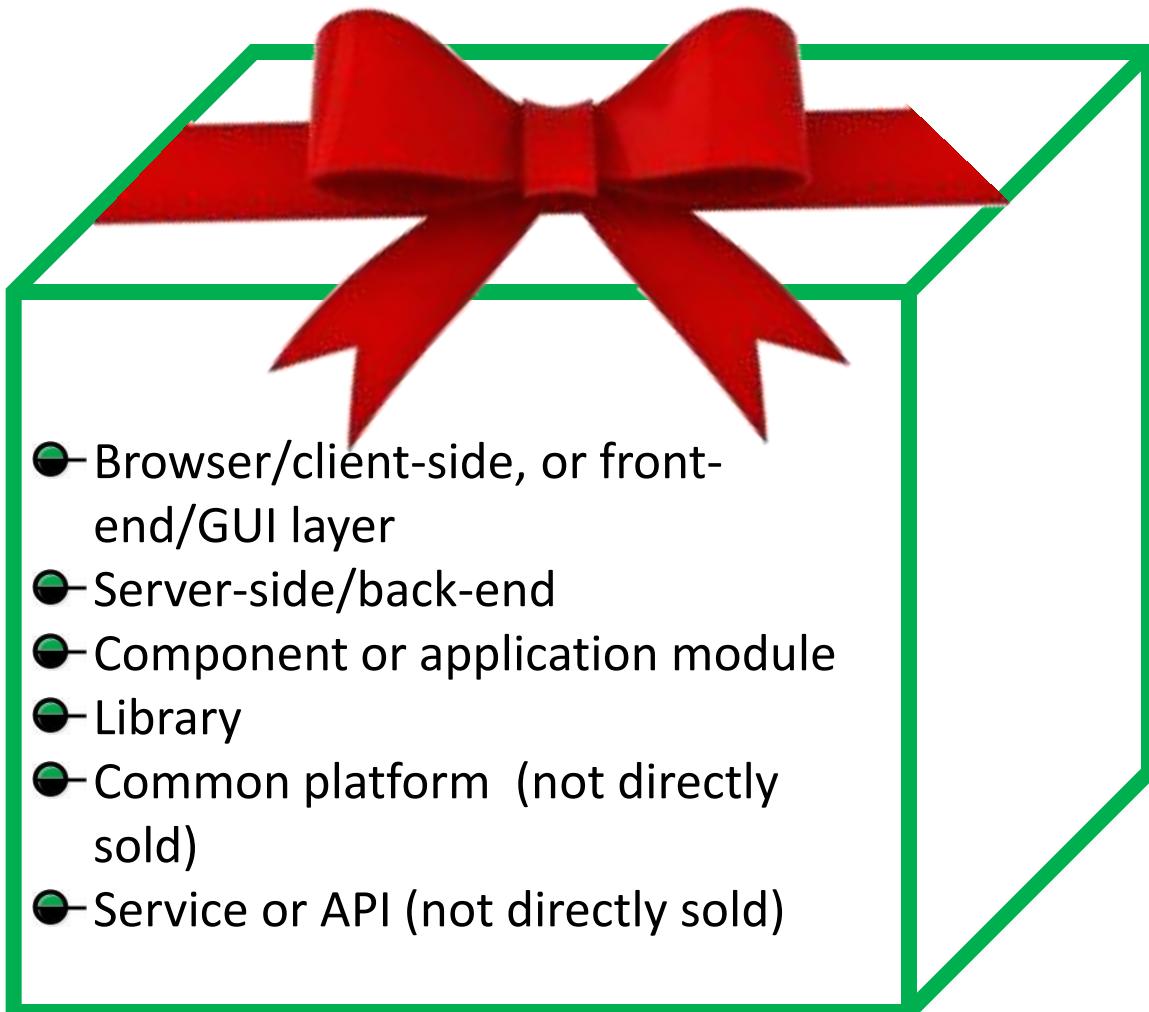
"product"

"product"

"product"

"product"

Moment of Self-Assessment 😊



- Browser/client-side, or front-end/GUI layer
- Server-side/back-end
- Component or application module
- Library
- Common platform (not directly sold)
- Service or API (not directly sold)

Q: Do you consider these as your 'products' or 'projects'?

What Is Real PSPI?



Reducing Product Portfolio Complexity in LeSS

- Broader Product Definitions
- Organizing by Customer Value
- Maintaining Single Product Backlog
- Breaking Product into distinct Areas only if it is necessary



PRODUCT

Warning!

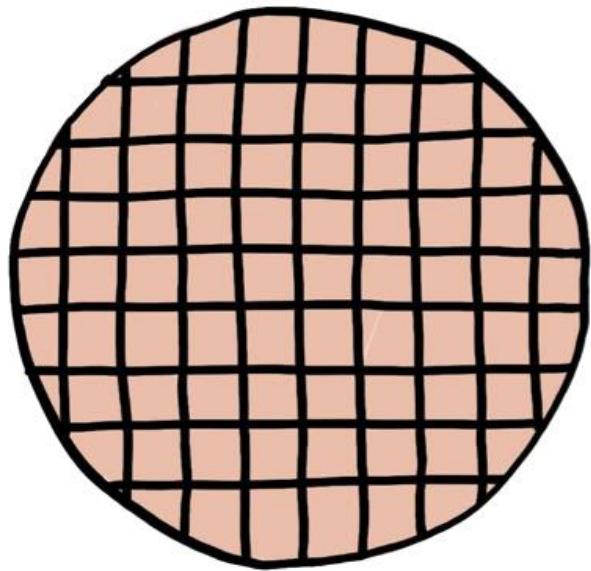
- Don't attempt LeSS adoptions without proper
 - Informed Consent by Senior Management
 - Significant preparation work
- Don't fall in to the trap of “Bigger is Better”
 - Don't “jump into LeSS Huge”
 - Don't leave HR and Finance behind ☺
- Don't attempt LeSS adoptions without proper guidance by experienced LeSS trainers and coaches

Splitting Work

[LO-Supportive Theme]

Never-ending dilemma: how to split work

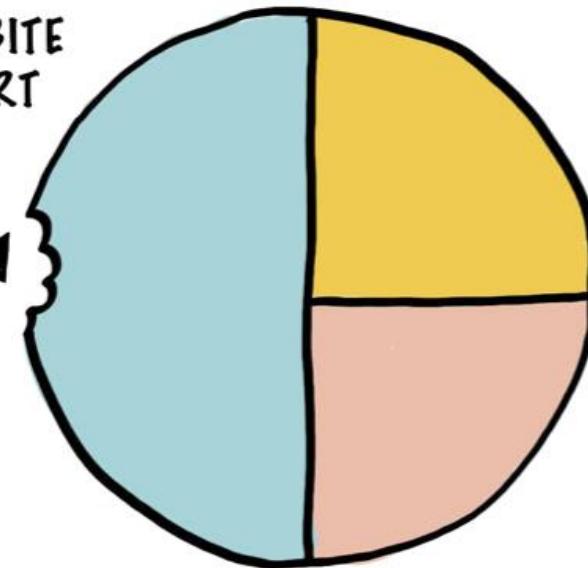
TRADITIONAL SPLITTING
OF BIG FEATURE



ALL-AT-ONCE IN EQUAL
PIECES AT THE BEGINNING

LeSS SPLITTING
OF BIG FEATURE

TAKE A BITE
TO START



PARTIAL SPLITTING
AND TAKING A BITE

Never-ending dilemma: how to split work

Iterative

1



2



3



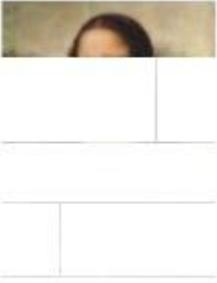
4



5



Incremental



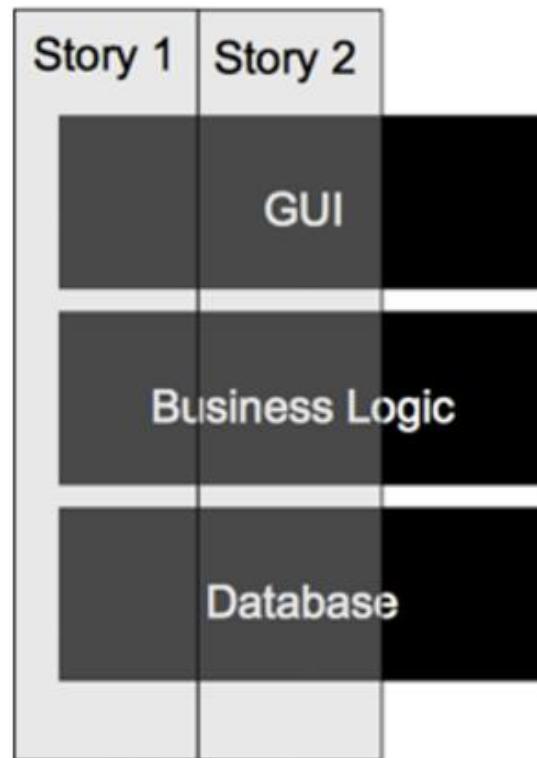
Credit: Jeff Patton

Never-ending dilemma: how to split work

Use cases	the major work flows or use cases	Configuration	varying configuration such as OS or browser
Scenario	a specific sequence of steps (acceptance tests)	I/O channel	different interfaces, such as GUI or command line
Data part	subset of the data elements	Data format	XML...
Type	Varying types of kinds of things	Role or persona	e.g novice or power user
Risk	a part is understood, a part requires learning	Non-functional	e.g. moderate vs high throughput
CRUD	create/retrieve/update/delete	Operation	system operation such as HTTP GET
Integration	integration between (non) existing elements	Stub	working with a fake first

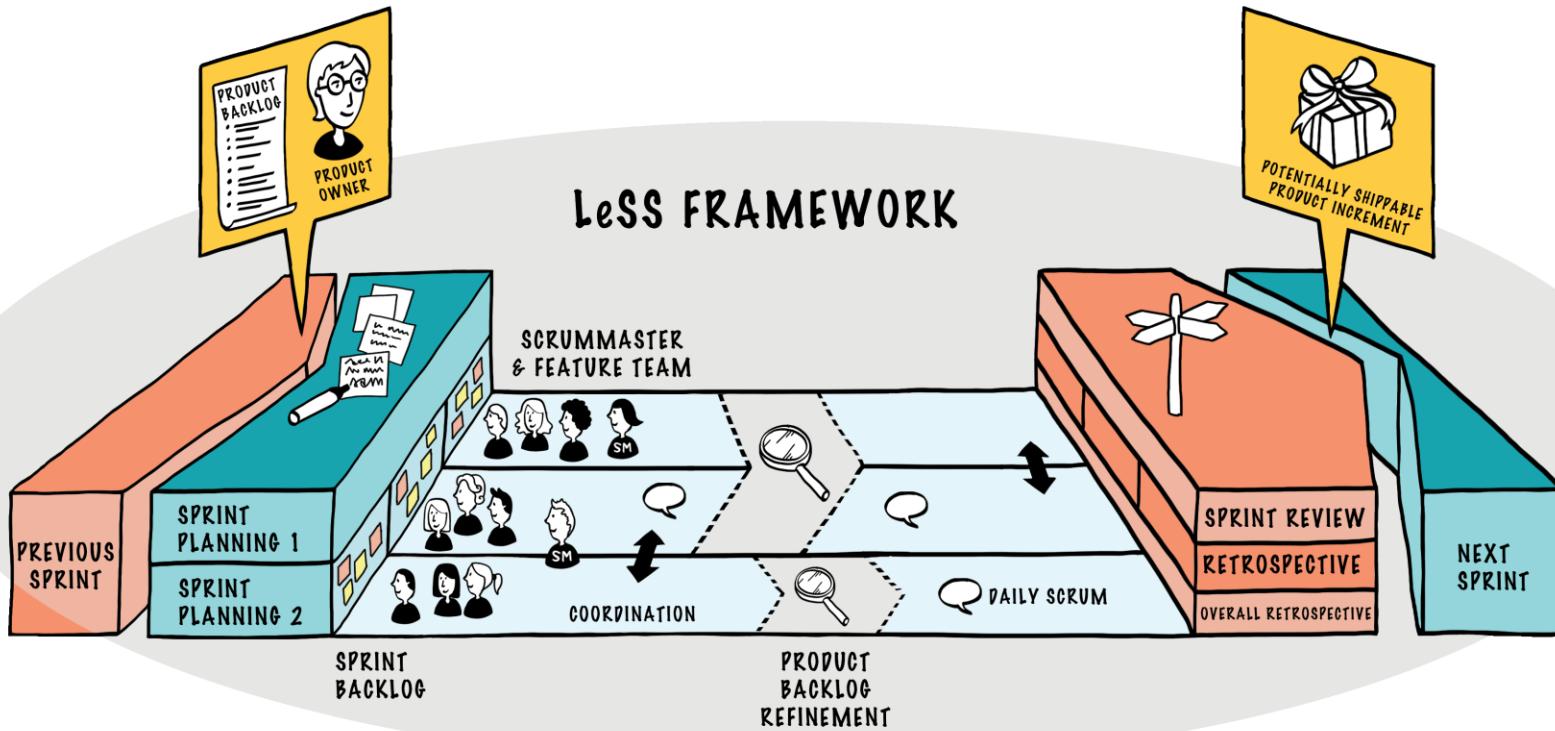
Sourced from LeSS training materials of C. Larman and B. Vodde

Build in Slices



LeSS Roles

[LO-Supportive Theme]



Product Owner

From Ken Schwaber,
co-author of Scrum Guide

The Product Owner

The Product Owner is the one and only person responsible for managing the Product Backlog and ensuring the value of the work the Team performs. This person maintains the Product Backlog and ensures that it is visible to everyone. Everyone knows what items have the highest priority, so everyone knows what will be worked on.

Tip

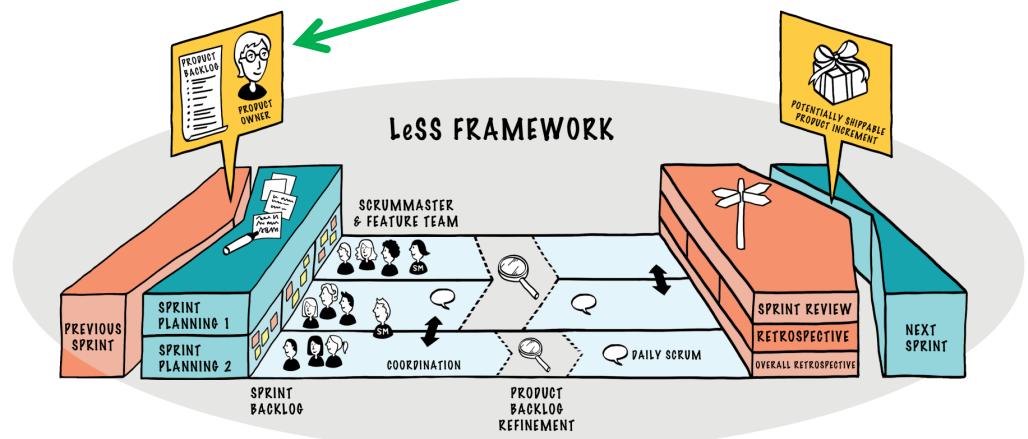
For commercial development, the Product Owner may be the product manager. For in-house development efforts, the Product Owner could be the manager of the business function that is being automated.

...This is not LeSS...
...This is just good-old simple Scrum...

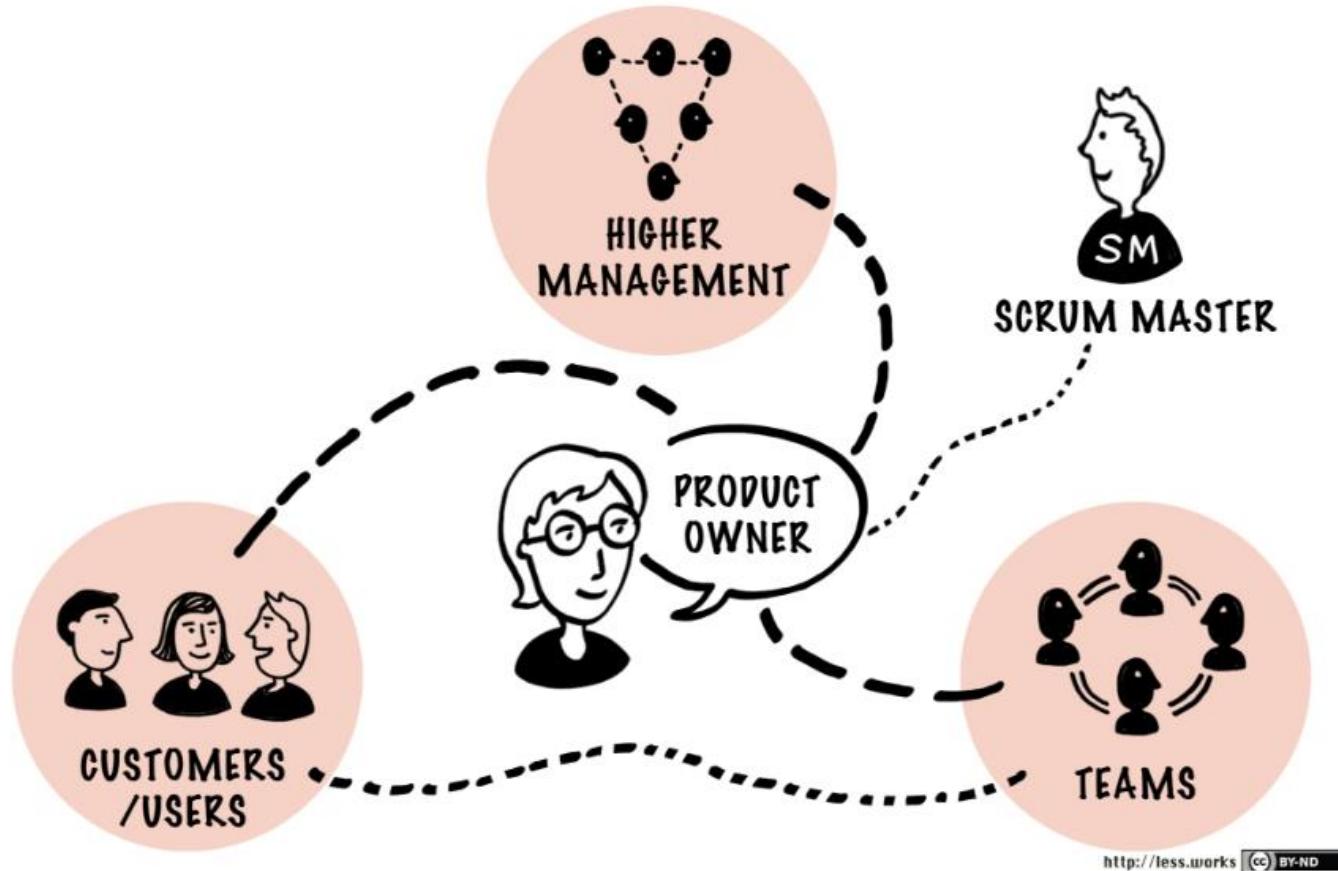
Product Owner

...still very true for LeSS:

- External: Product Manager
- Internal: Manager of Business Function



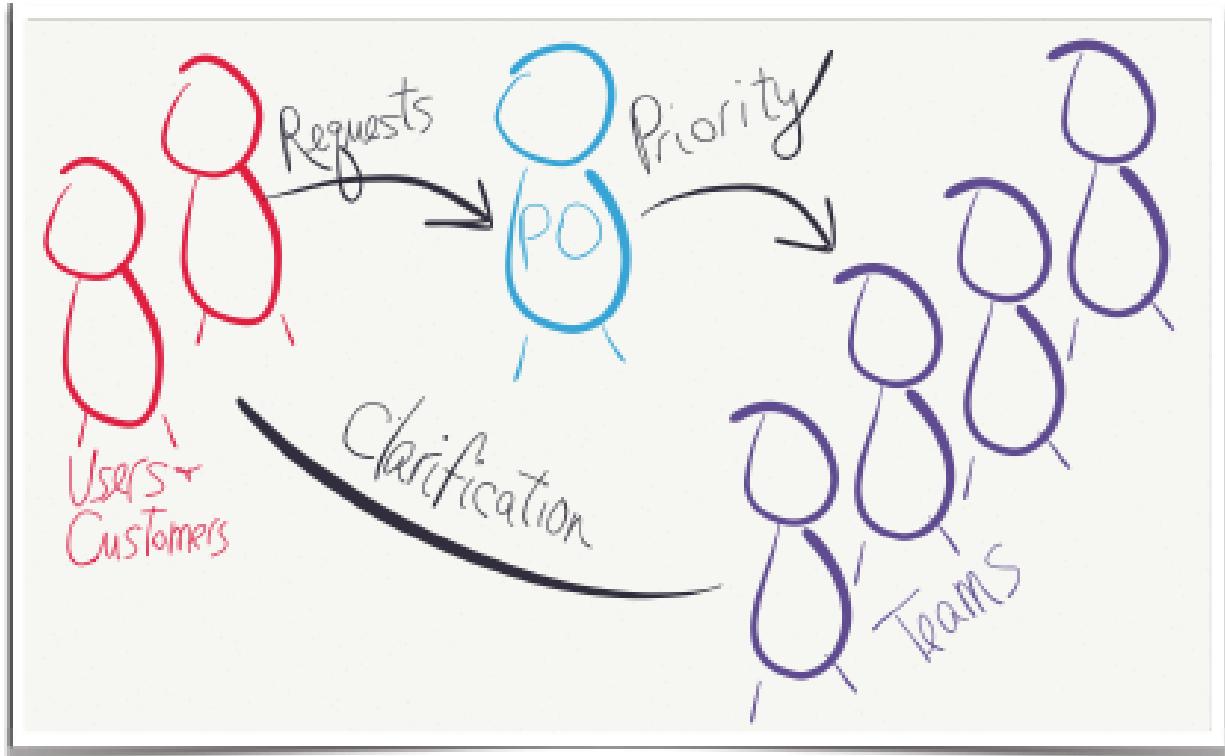
Product Owner



Sourced from LeSS training materials of C. Larman and B. Vodde

Product Owner

Clarification vs Prioritization



Key Communication Channels

**How to make life of
Product Owner
easier**

Sourced from LeSS training materials of C. Larman and B. Vodde

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Product Owner

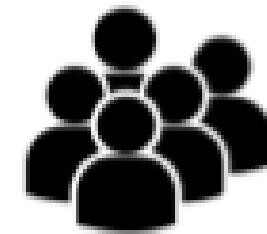
1990: What was this Role Called?



Users &
Customers



talks to users
clarifies needs
analyzes
specifies



Dev Team

...

2/11

Sourced from LeSS training materials of C. Larman and B. Vodde

Product Owner

1990: What was this Role Called?

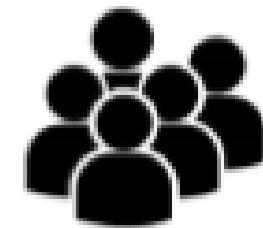


Users &
Customers



Business Analyst

talks to users
clarifies needs
analyzes
specifies



Dev Team

300

Sourced from LeSS training materials of C. Larman and B. Vodde

2017: what has changed in fake Scrum adoptions?

Product Owner



Please revisit your:

- Organizational Chart!
- HR Policies
- Career Path

ScrumMaster

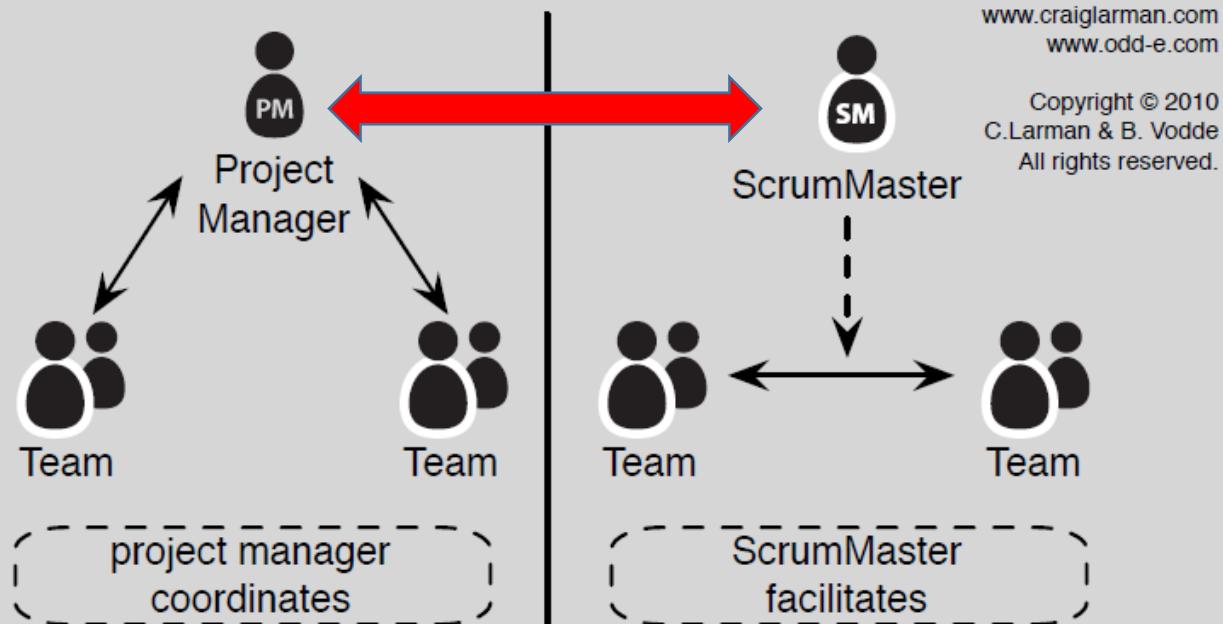


ScrumMaster



Team coordination

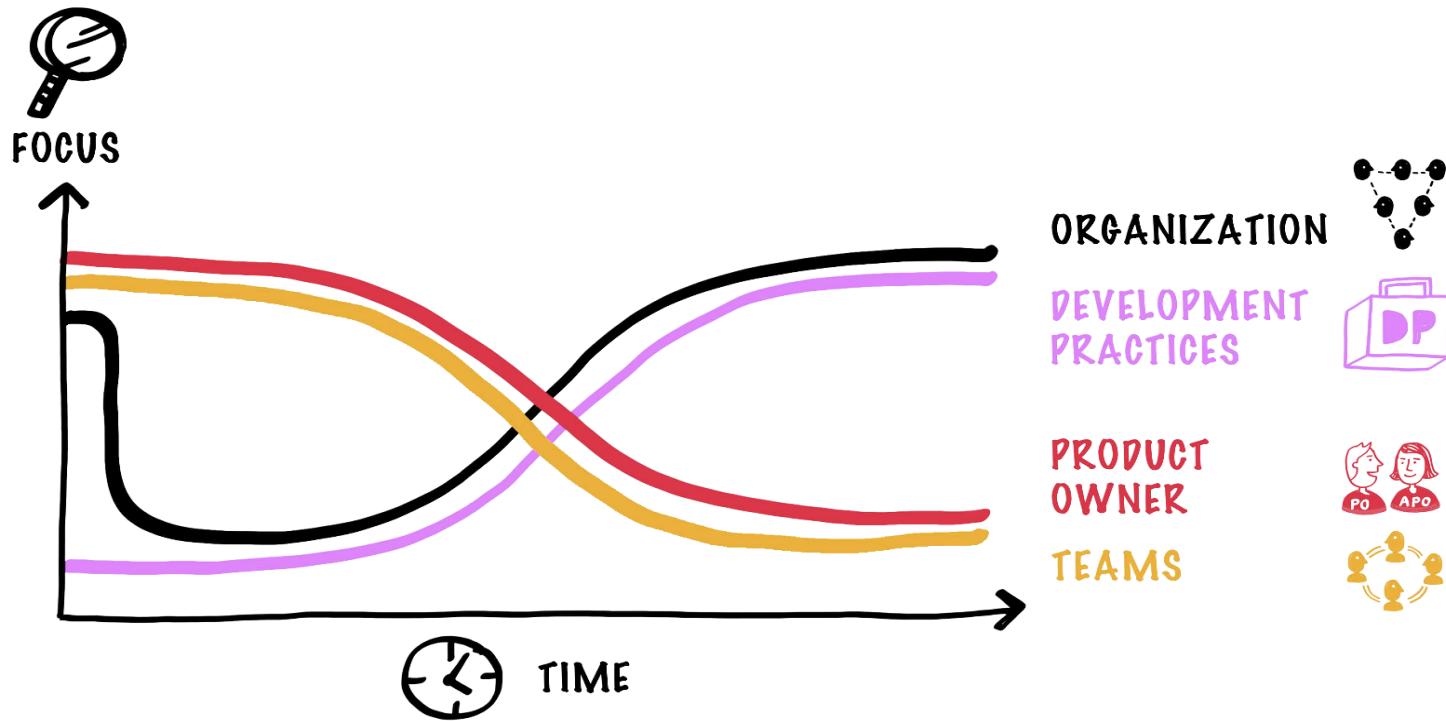
Q: What is the difference?



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Sourced from LeSS training materials of C. Larman and B. Vodde

ScrumMaster



<http://less.works>

ScrumMaster

Misunderstood

The ScrumMaster role is a new one and often not understood by teams and organizations who are adopting Scrum. A frequent response is to make the “leftover people” the ScrumMasters. They might be nice people but often lack the right skills, motivation, and Scrum knowledge to be effective ScrumMasters. They morph the role into something else which then becomes accepted within the organization as the way a ScrumMaster should be. After all, the ScrumMaster should know if they’re doing things correctly, right? Sometimes well-meaning ScrumMasters who are new to Scrum or not a good fit for the ScrumMaster role cause things to happen that are actually counter to Scrum and detrimental to Scrum adoption, thereby transforming them into anti-ScrumMasters.

Q: Is there Career Path for F/T Scrum Master? What could it be?

Dedicated full-time role

In LeSS, the ScrumMaster role is vital. We’ve seen many organizations try part-time ScrumMasters, which usually leads to no ScrumMasters at all. This then affects the LeSS adoption enormously. In LeSS the ScrumMaster is a dedicated, full-time role in the same way that being a Scrum Team member is a dedicated, full-time role. Having said that, it is possible for one full-time ScrumMaster fill the role for up to three teams, depending on any number of factors.

Sourced from less.works

ScrumMaster



Please revisit your:

- Organizational Chart!
- HR Policies
- Career Path

ScrumMaster

The Scrum Guide™

The Definitive Guide to Scrum:
The Rules of the Game



A handwritten signature of Jeff Sutherland, the other co-founder of Scrum.



Ken Schwaber

July 2013

Developed and sustained by Ken Schwaber and Jeff Sutherland



- can support up to 3 teams
- increased organizational focus
- looking for systemic problems
- facilitate cross-team organization

ScrumMaster References

- [The Scrum Guide, by Jeff Sutherland and Ken Schwaber](#)
- [Scrum Checklist by Henrik Kniberg](#)
- [The Scrum Master Checklist, by Michael James](#)

Inspection & Adaptation != changing Core Values & Principles

*Before trying to change something,
think "why" what has worked for others does not for you*

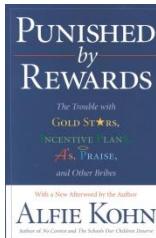
Team



Source: http://real-life-heroes-and-good-guys.wikia.com/wiki/Seal_Team_6

Team

feature team	feature group / project
stable team that stays together for years and works on many features	temporary group of people created for one feature or project
shared team responsibility for all the work	individual responsibility for 'their' part based on specialization
self-managing team	controlled by a project manager
results in a simple single-line organization (no matrix!)	results in a matrix organization with resource pools
team members are dedicated - 100% allocated - to the team	members are part-time on many projects because of specialization



<http://www.featureteamprimer.org>

Team

Component Teams

System Component

Single-specialty
Workers

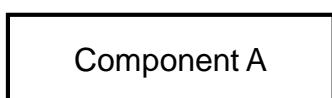
Component Manager



4 people



5 people



7 people



4 people



3 people

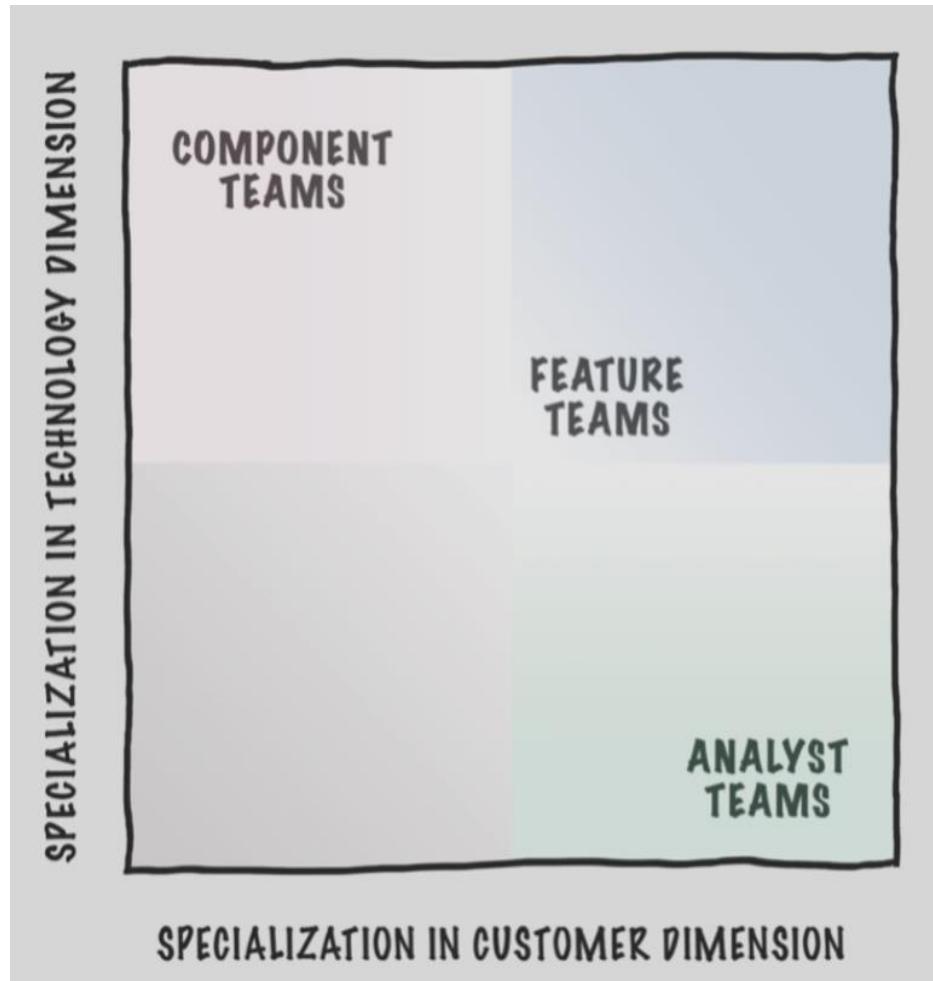


6 people



**Classic Example of
Local Optimization**

Team



Team

Types of teams

Setting overall direction

Designing the team and its organizational context

Monitoring and managing work process and progress

Executing the team task

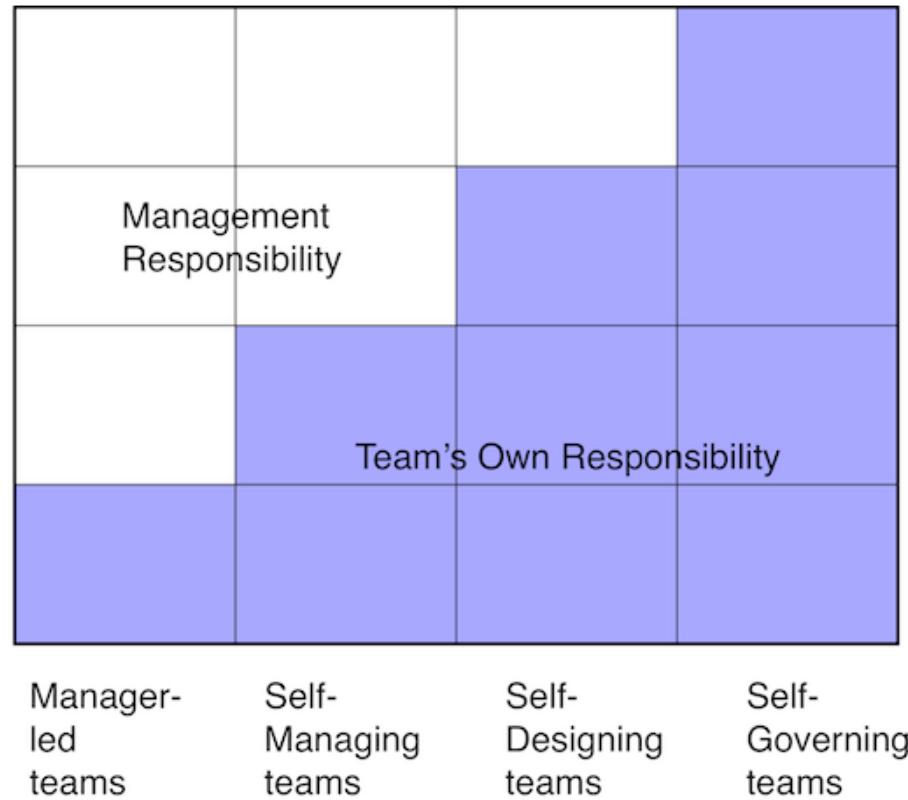
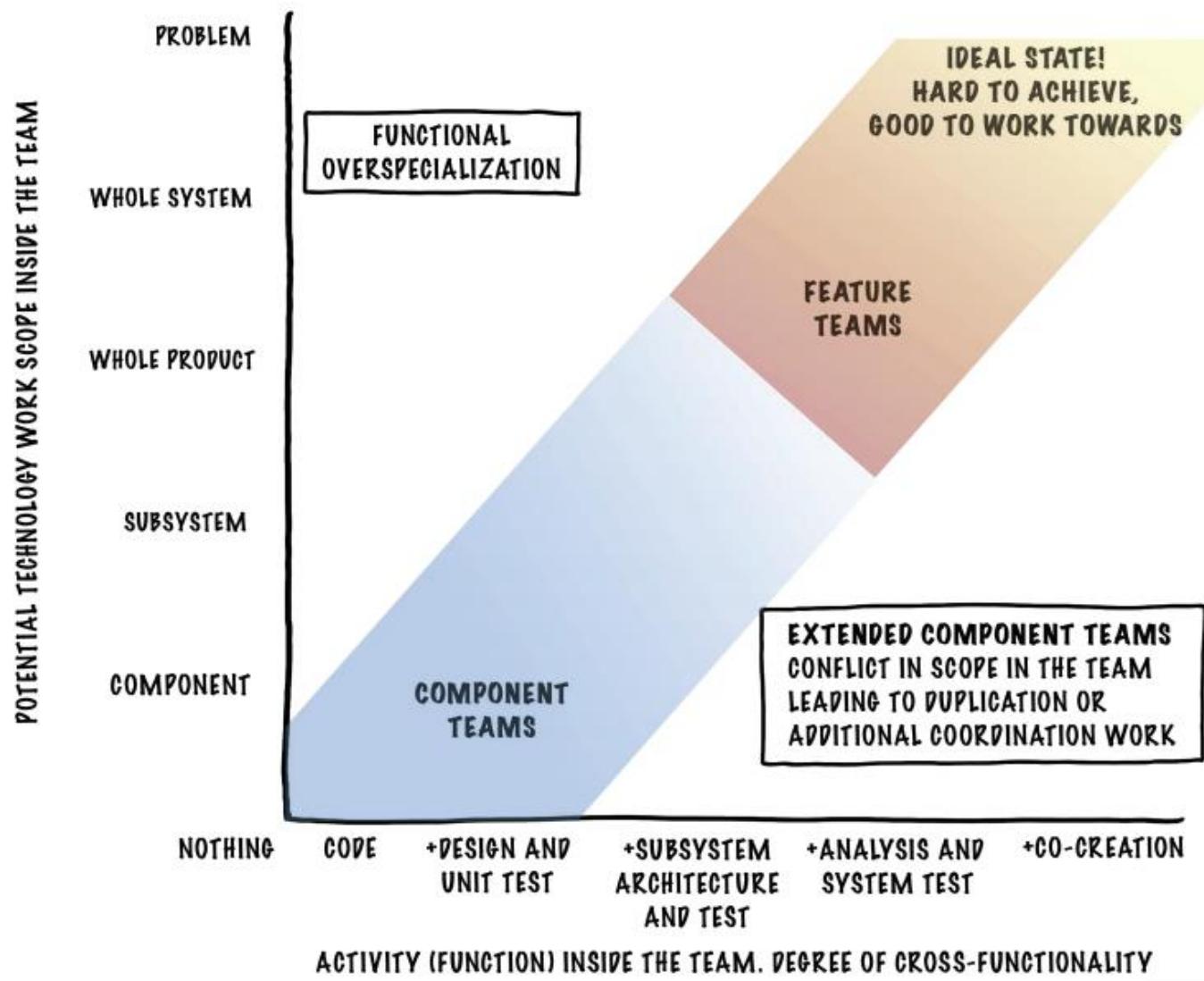
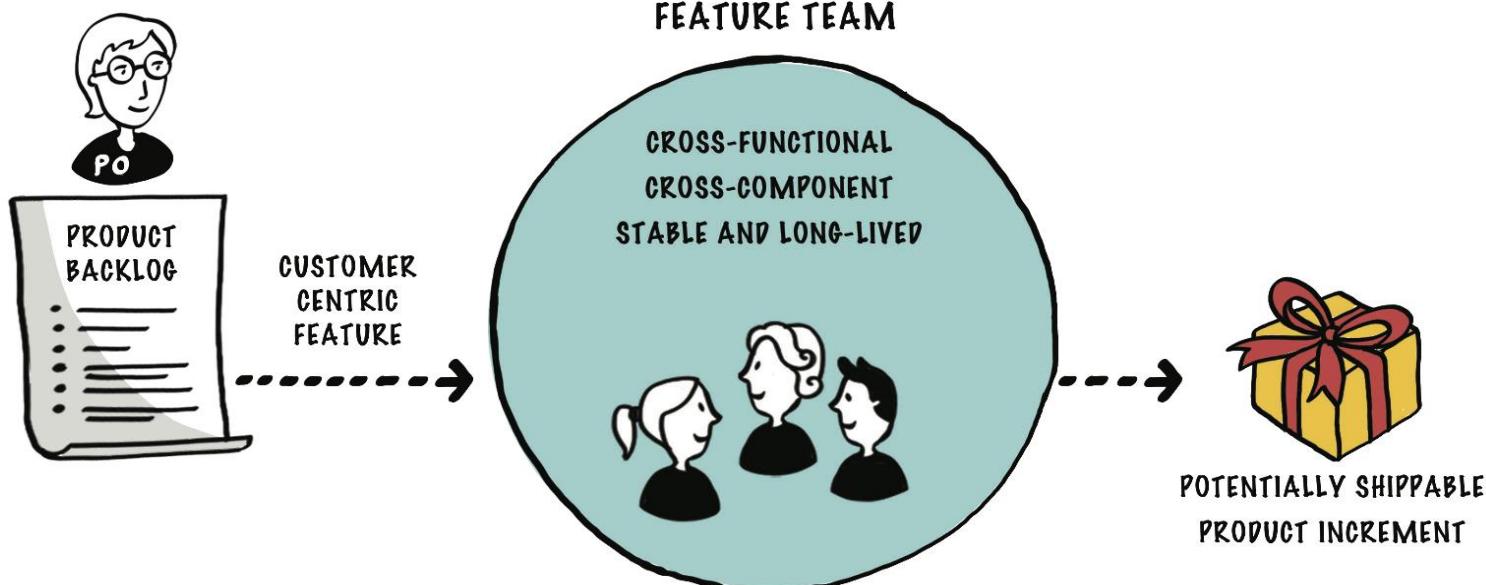


Figure 1. Types of Teams.

Team

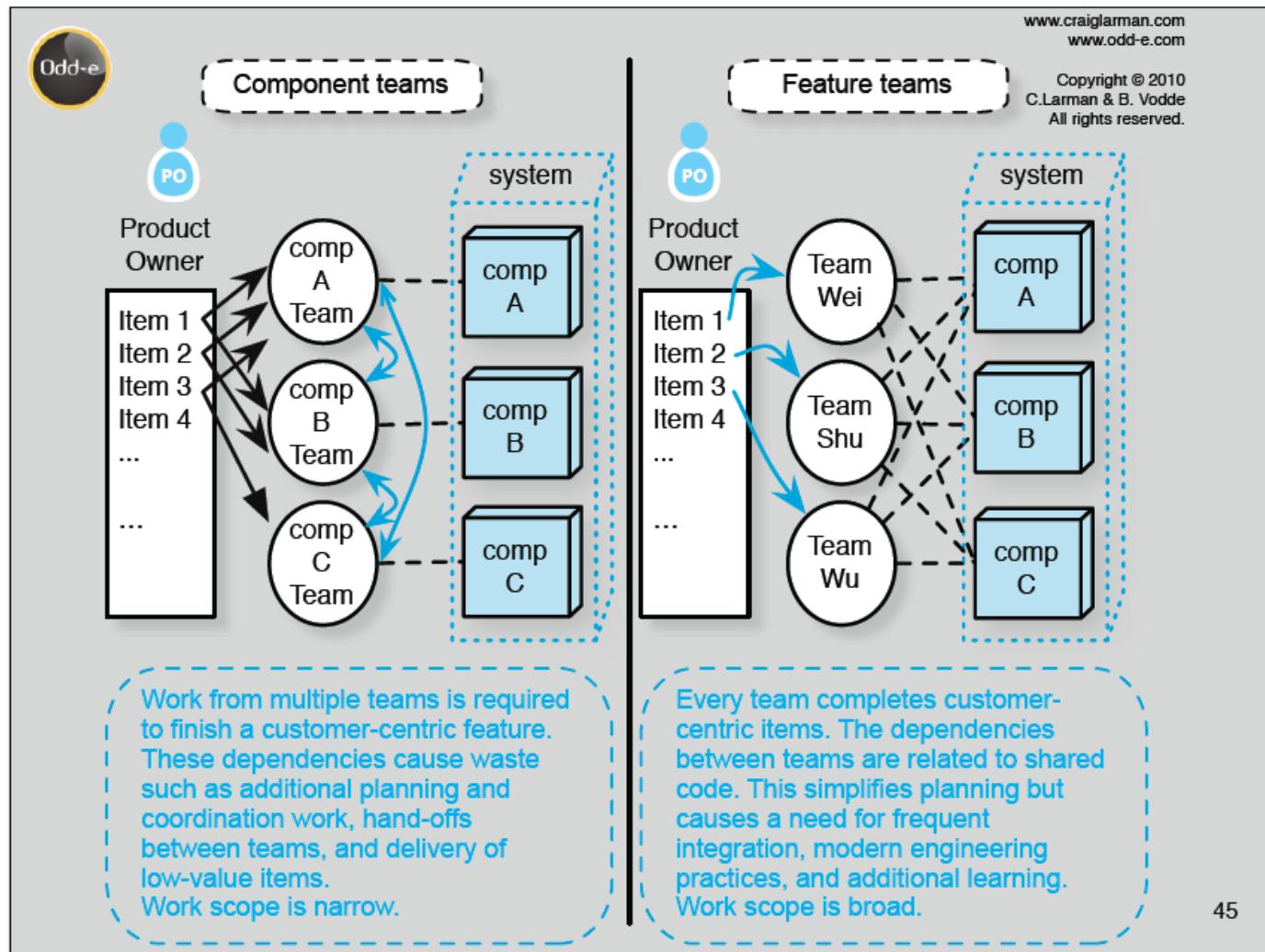


Team



TEAM HAS THE NECESSARY KNOWLEDGE AND SKILLS TO COMPLETE AN END-TO-END CUSTOMER-CENTRIC FEATURE. IF NOT, THE TEAM IS EXPECTED TO LEARN OR ACQUIRE THE NEEDED KNOWLEDGE AND SKILL.

Team

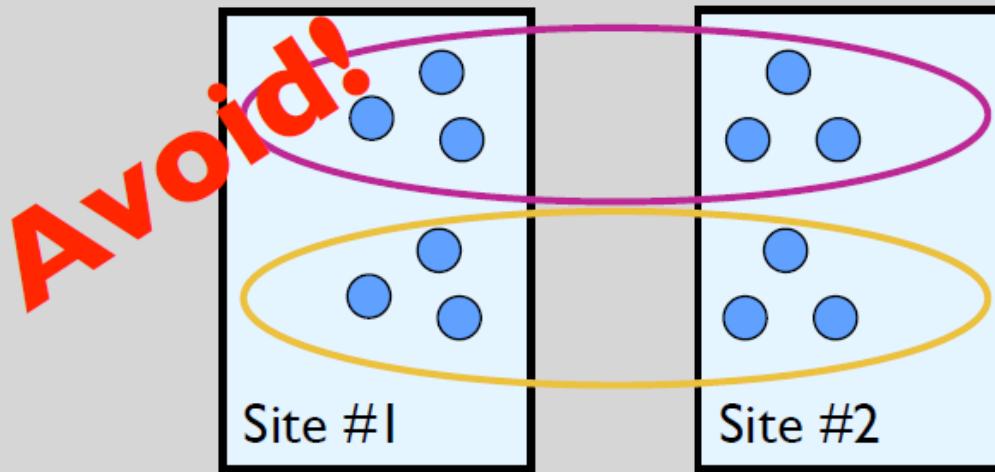


Sourced from LeSS training materials of C. Larman and B. Vodde

Team Location in LeSS

Odd-e

Distribution inside team



- Problems:
 - Trust and shared responsibility very difficult
 - Leads to ineffective ways of working - e.g. use of electronic tools
 - Exacerbates problems related to customer understanding

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"All good Java developers are in Boston"

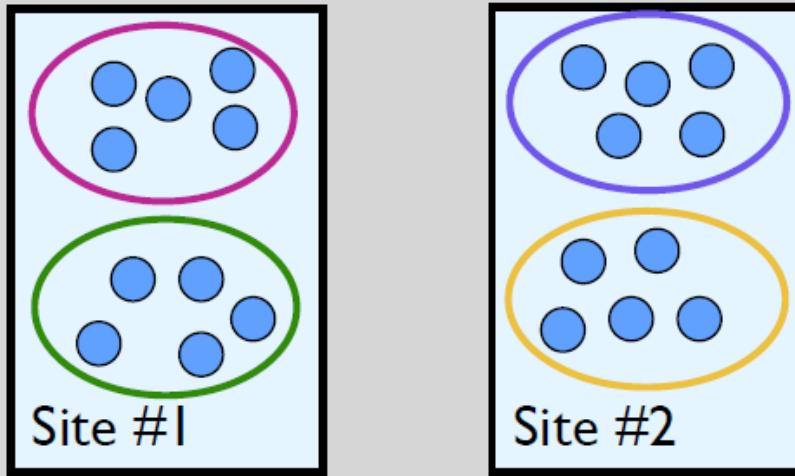
"The best SQL experts are in Bangalore"

Really? 😊

Team Location in LeSS

Odd-e

Teams on sites (LeSS)



- Preferred when having multiple sites
- Problems:
 - Team - Team communication still a problem, especially when not adopting feature teams

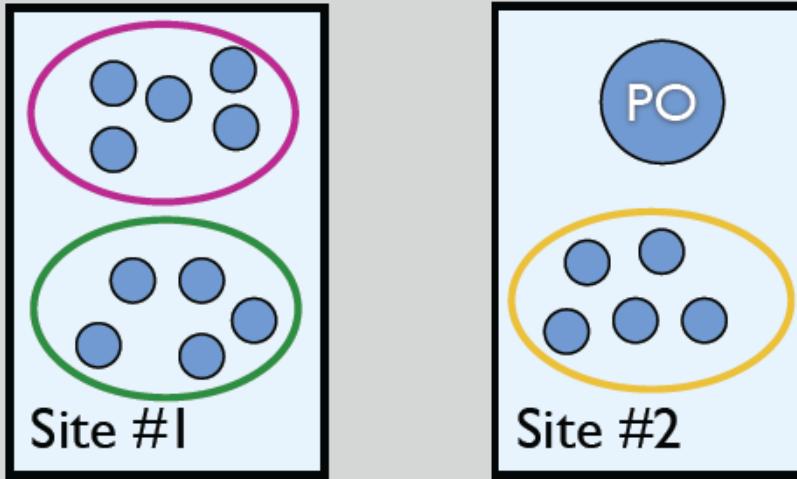
165

Sourced from LeSS training materials of C. Larman and B. Vodde

Team Location in LeSS

Odd-e

Distributed PO



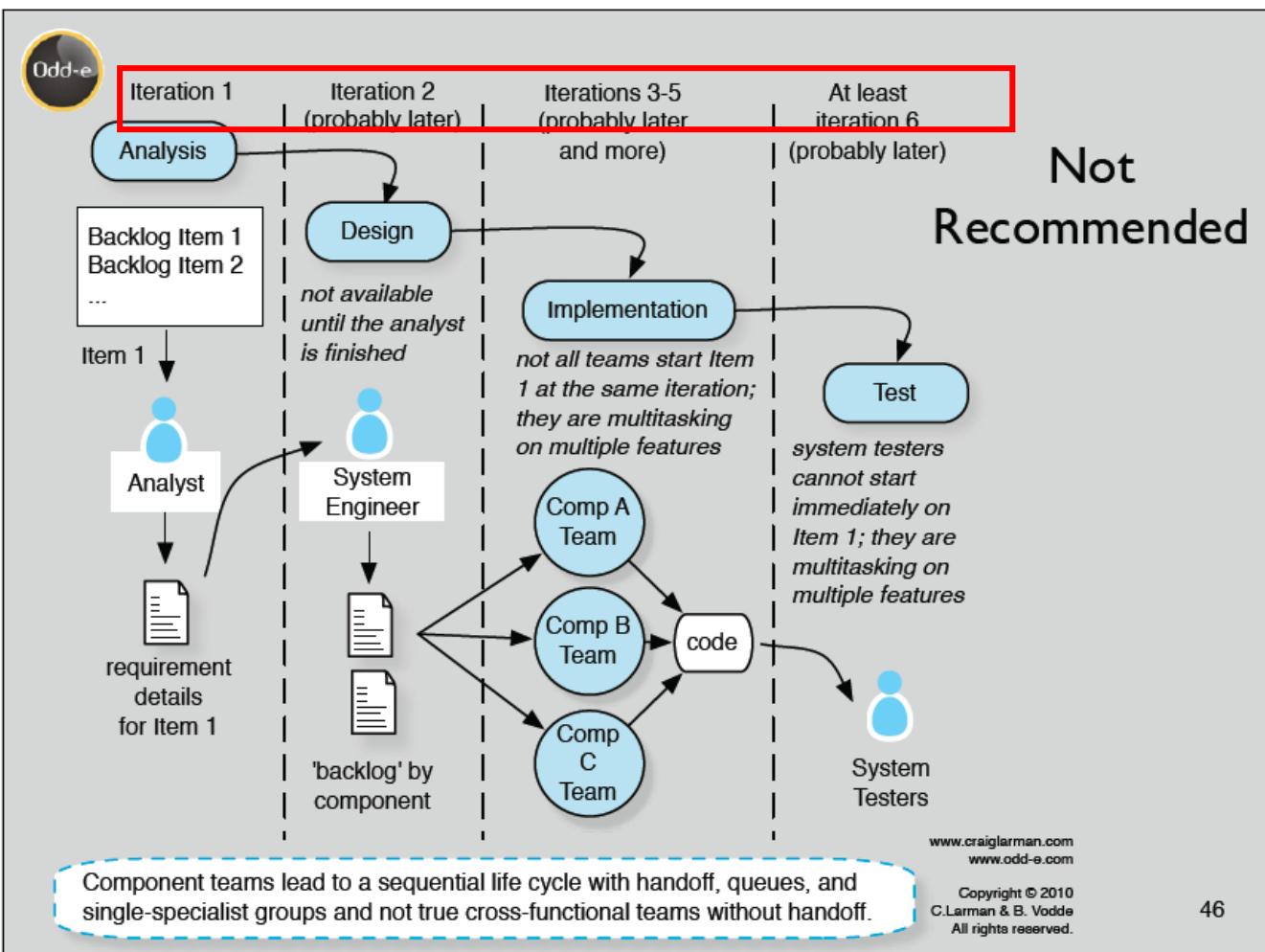
- Very common and workable
- Problems:
 - PO - Team communication a bottleneck (especially with timezones)

If you can,
Collocate Product
Owner, at least,
with some
teams.... You are
moving in a right
direction....

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Sourced from LeSS training materials of C. Larman and B. Vodde

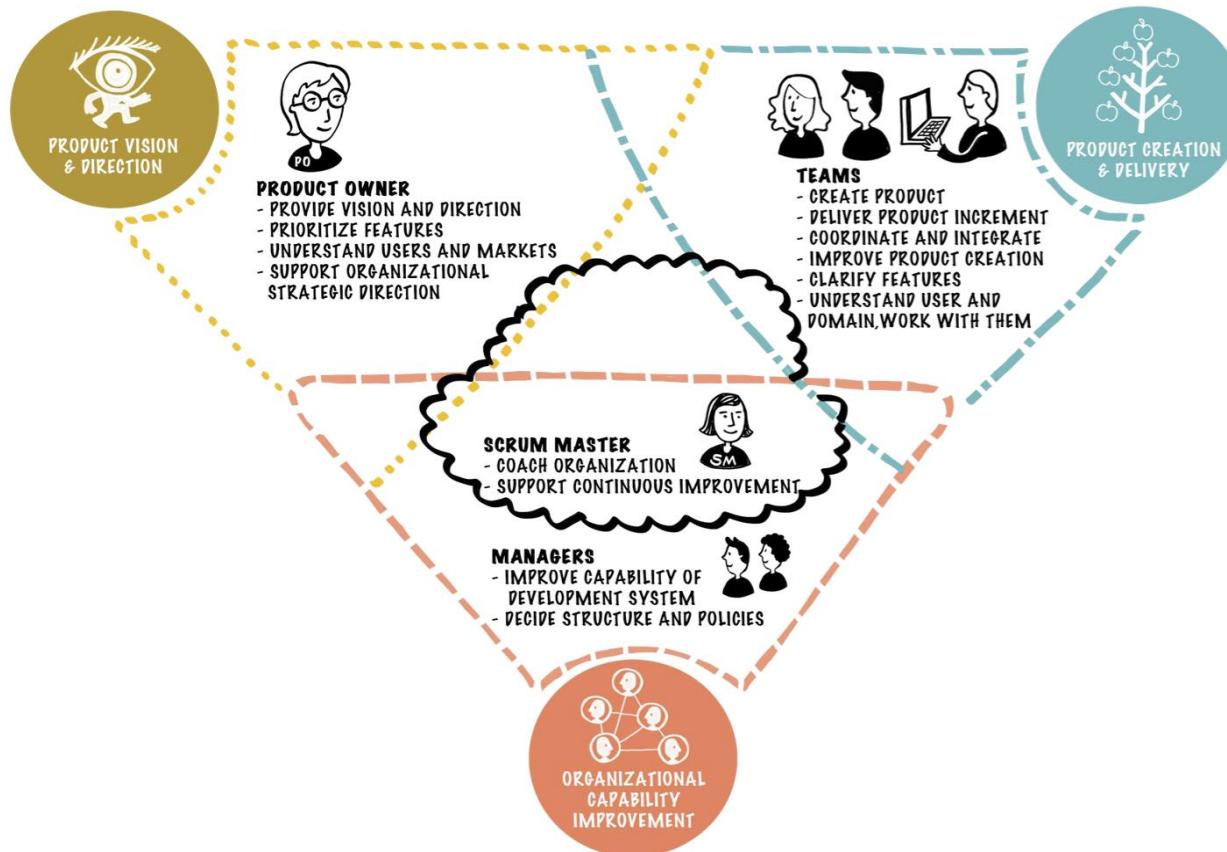
Avoiding Mini-Waterfall



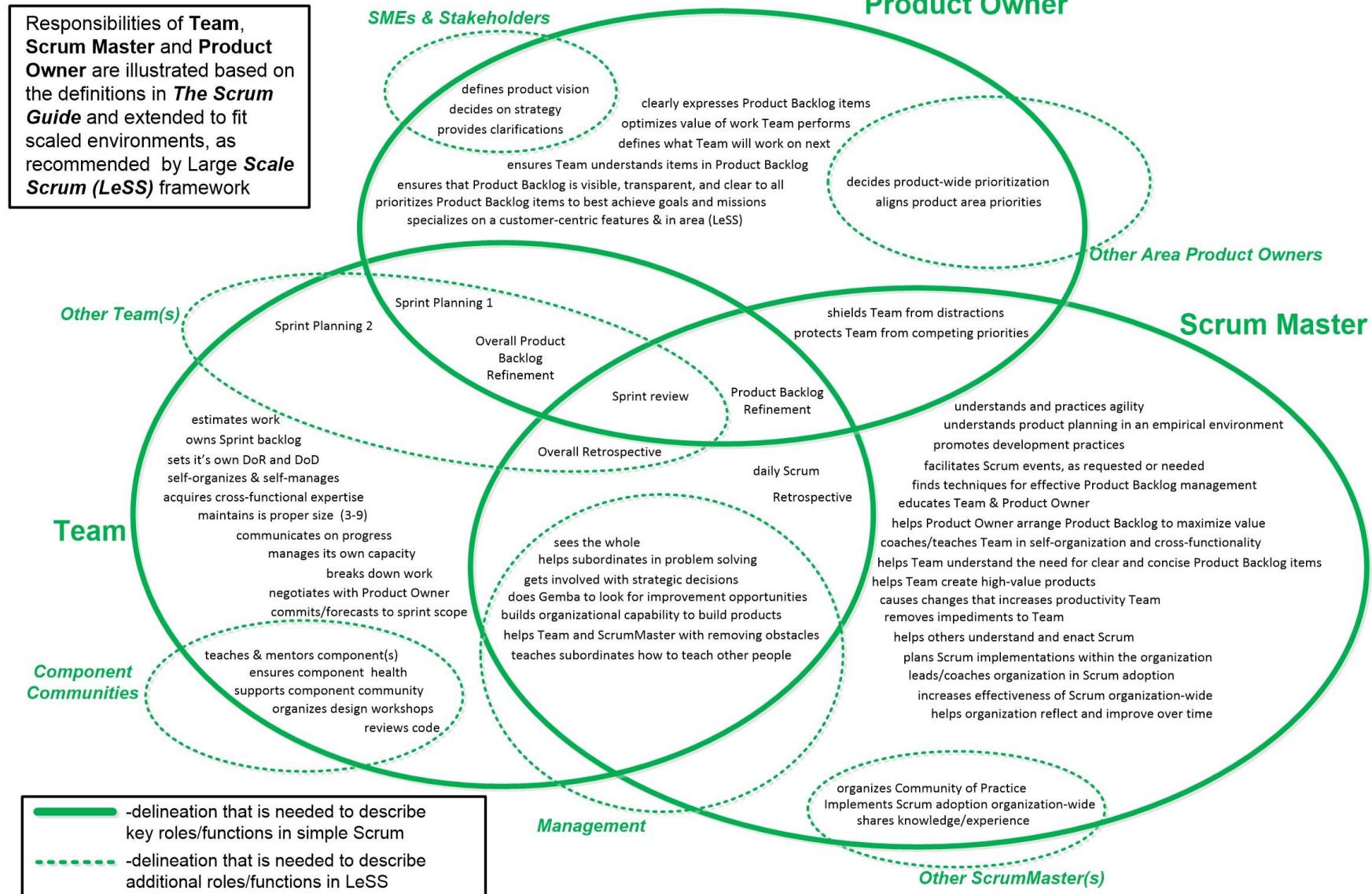
- **Fake Scrum**
- **“Wagile”**
- **Mini-waterfall**

Sourced from LeSS training materials of C. Larman and B. Vodde

Overlap of Responsibilities in LeSS (Venn)



Overlap of Responsibilities in LeSS (Venn)



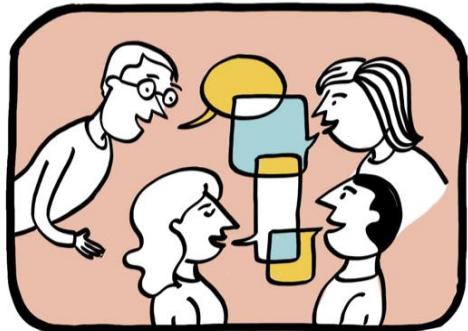
Relationships in LeSS

Component Mentors

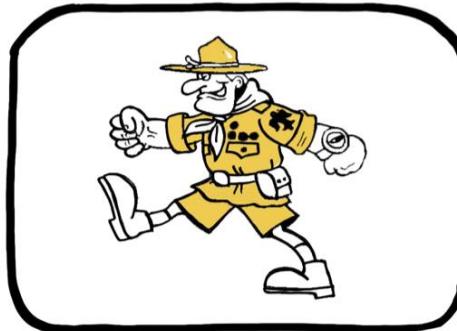


Not a quality gate but a mentor/teacher.

Relationships in LeSS



JUST TALK



SCOUT



OPEN SPACE



TRAVELER



COMMUNITIES

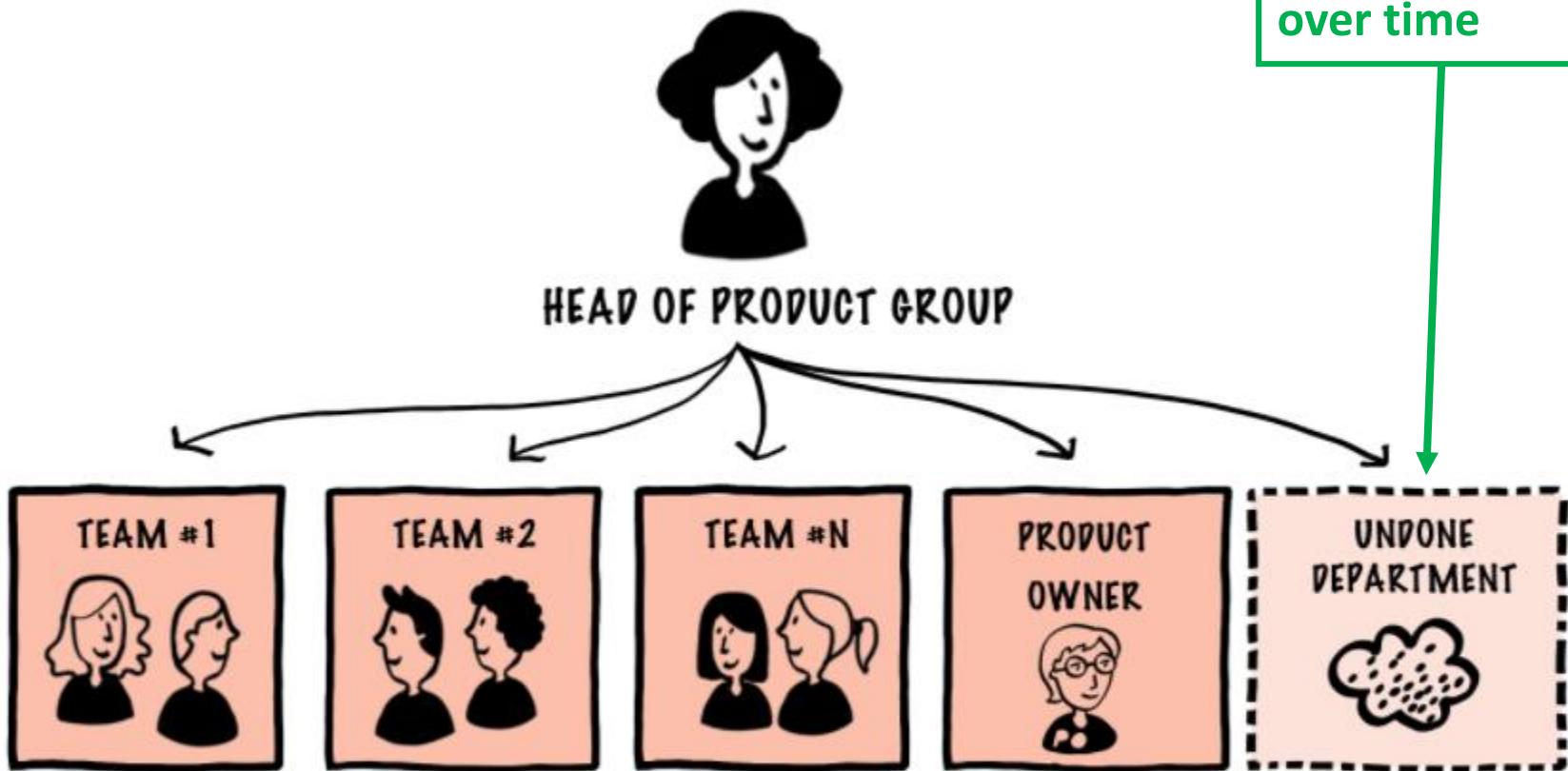


COMPONENT MENTOR

<http://less.works>



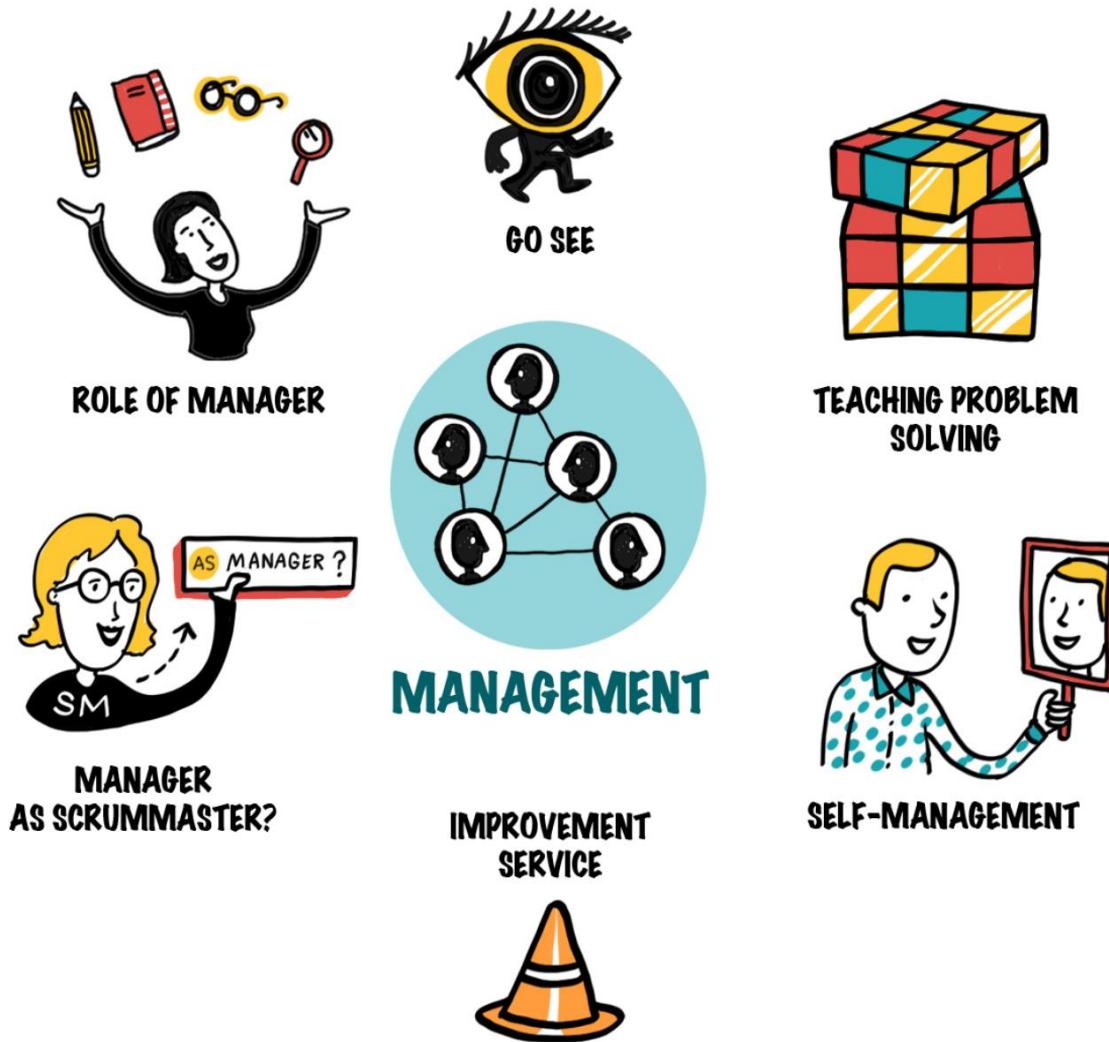
Relationships in LeSS



Managers In LeSS

[LO-Supportive Theme]

Management in LeSS

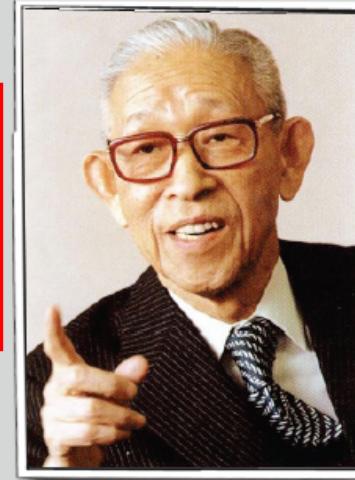


<http://less.works>



Konosuke Matsushita (1)

"We will win and you will lose. You cannot do anything about it because your failure is an internal disease. Your companies are based on Taylor's principles. Worse, your heads are Taylorized, too. You firmly believe that sound management means executives on one side and workers on the other, on one side men who think and on the other side men who can only work. For you, management is the art of smoothly transferring the executives' ideas to the workers' hands."



Panasonic Founder

What is
Taylorian
Management?



Sourced from LeSS training materials of C. Larman and B. Vodde

Management in LeSS

F W Taylor



PRINCIPLES
OF
SCIENTIFIC
MANAGEMENT

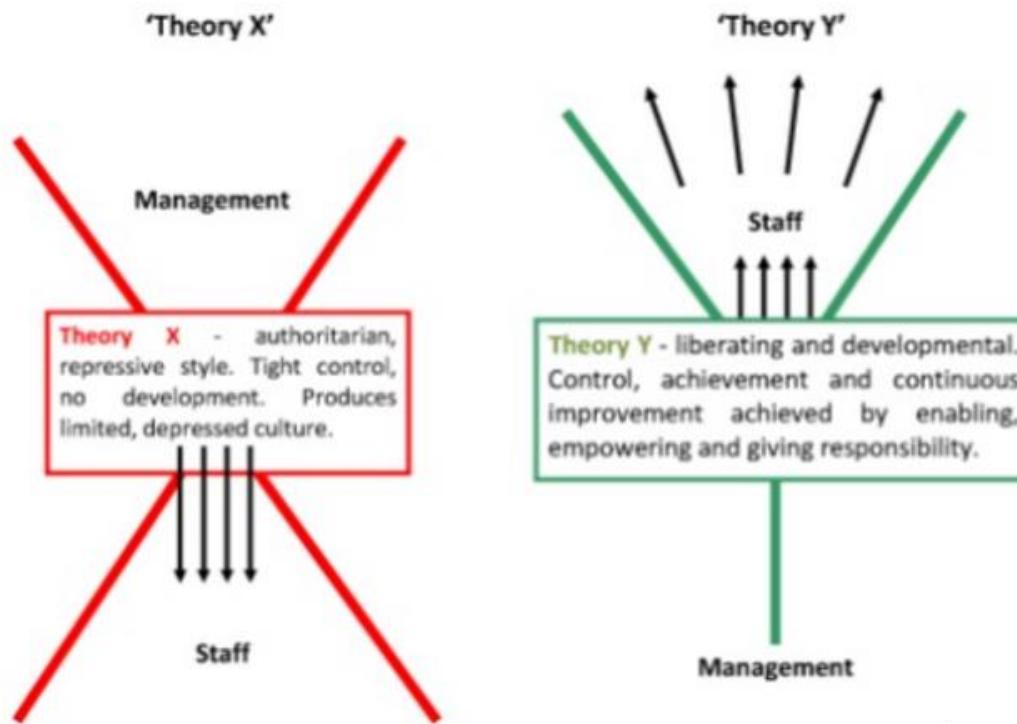
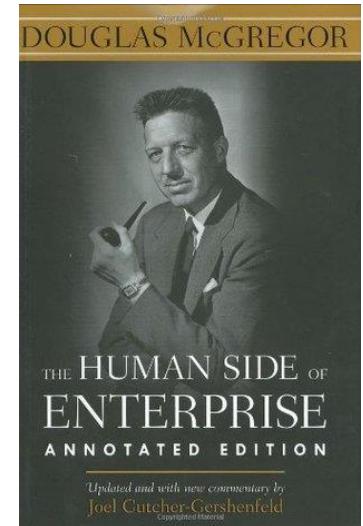
© Bettmann/CORBIS / © iStockphoto.com/Duncan Walker

Frederick W. Taylor



Frederick Taylor is known today as the father of scientific management. One of his many contributions to modern management is the common practice of giving employees rest breaks throughout the day.

Management in LeSS



Management in LeSS



Not by a “*blessing*”

Not by “*Support in Spirit*”

Not by delegating responsibilities

“...The leadership needs to become Agile. They need to support the teams, remove impediments, and coach the organizations to be agile. There are so few managers trained and good as this today that many companies will be driven out of business by their agile competitors...”

Jeff Sutherland

(Source: <http://www.versionone.com/pdf/2013-state-of-agile-survey.pdf>)

Management in LeSS

One of Key Lean Principles:

Job & Salary Safety

but not

Role Safety

Q: What is the difference?

Management in LeSS



#1 BESTSELLER

An A-Mazing Way to Deal with Change
in Your Work and in Your Life

Who Moved My Cheese?

Spencer Johnson, M.D.

Foreword by Kenneth Blanchard, Ph.D.

Co-Authors of *The One Minute Manager*

The World's Most Popular Management Method



Management in LeSS

“It is difficult to get a man to understand something when his job depends on not understanding it.”

— Upton Sinclair

....Also, remember
Larman's Law of Organizational Behavior?

Management in LeSS

Larman's Laws of Organizational Behavior

([Russian translation here](#))

After decades of observation and organizational consulting, here are *Larman's Laws of Organizational Behavior*. These are observations rather than laws to follow ;)

- 1. Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and “specialist” positions & power structures.**
- 2. As a corollary to (1), any change initiative will be reduced to redefining or overloading the new terminology to mean basically the same as status quo.**
- 3. As a corollary to (1), any change initiative will be derided as “purist”, “theoretical”, “revolutionary”, “religion”, and “needing pragmatic customization for local concerns” — which deflects from addressing weaknesses and manager/specialist status quo.**
- 4. As a corollary to (1), if after *changing the change* some managers and single-specialists are still displaced, they become “coaches/trainers” for the change, frequently reinforcing (2) and (3).**
- 5. Culture follows structure.**

Or, *Culture/behavior/mindset follows system & organizational design*. i.e., If you want to really change culture, you have to start with changing structure, because culture does not really change otherwise. By the way, this is an observation in large-scale; in small start ups, it's the reverse: structure follows culture (org design follows mindset).

And "culture follows structure" (in large scale) is why deep systems of thought such as *organizational learning* are not very sticky or impactful by themselves in large scale, and why systems such as Scrum (that have a strong focus on structural change at the start) tend to more quickly impact culture — if the structural change implications of Scrum are actually realized.

I discovered that the well-known systems-thinker/advocate John Seddon also observed this: "*Attempting to change an organization's culture is a folly, it always fails. Peoples' behavior (the culture) is a product of the system; when you change the system peoples' behavior changes.*"

Management in LeSS



Management in LeSS



NOT

Servant-Leaders



Commanders & Controllers

Management in LeSS

On a new order of things by Nicolo Machiavelli

Author
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[Nicolo Machiavelli](#) (1469 - 1527)
[Nicolo Machiavelli](#)
[Nicolo Machiavelli](#)
[The Prince](#)
Change
Italy
Quotations



“ It must be considered that there is nothing more difficult to carry out nor more doubtful of success nor more dangerous to handle than to initiate a new order of things; for the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order; this lukewarmness arising partly from the incredulity of mankind who does not truly believe in anything new until they actually have experience of it. ”

[Nicolo Machiavelli](#) (1469 - 1527)

Source: <http://www.gurteen.com/gurteen/gurteen.nsf/id/X0003D096/>

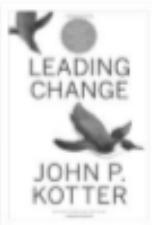
...in 1400s, in Italian, there was no concept of “Organizational Design” (they called it ‘Order of Things’)

Management in LeSS



HARVARD | BUSINESS | SCHOOL
FACULTY & RESEARCH
FACULTY RESEARCH FEATURES TOPICS ACADEMIC UNITS
John P. Kotter

Dr. J. Kotter on Resistance to Change



John Kotter

Professor



Dr. John Paul Kotter is the Konosuke Matsushita Professor of Leadership, Emeritus, at the Harvard Business School, a New York Times best-selling author, the founder of Kotter International, and a ... [Wikipedia](#)

Born: February 25, 1947 (age 69 years), San Diego, CA

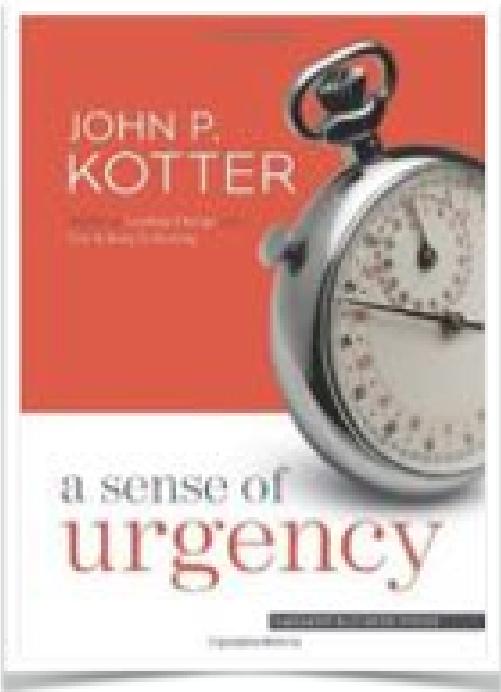
Nationality: American

Education: Harvard University, Harvard Business School, Massachusetts Institute of Technology

John Kotter - Resistance to Change

Management in LeSS

Dr. Kotter...



a sense of **urgency** or
existential crisis
needs to be felt by the
senior management, to
introduce meaningful
change, else it unlikely
to succeed

33

Sourced from LeSS training materials of C. Larman and B. Vodde

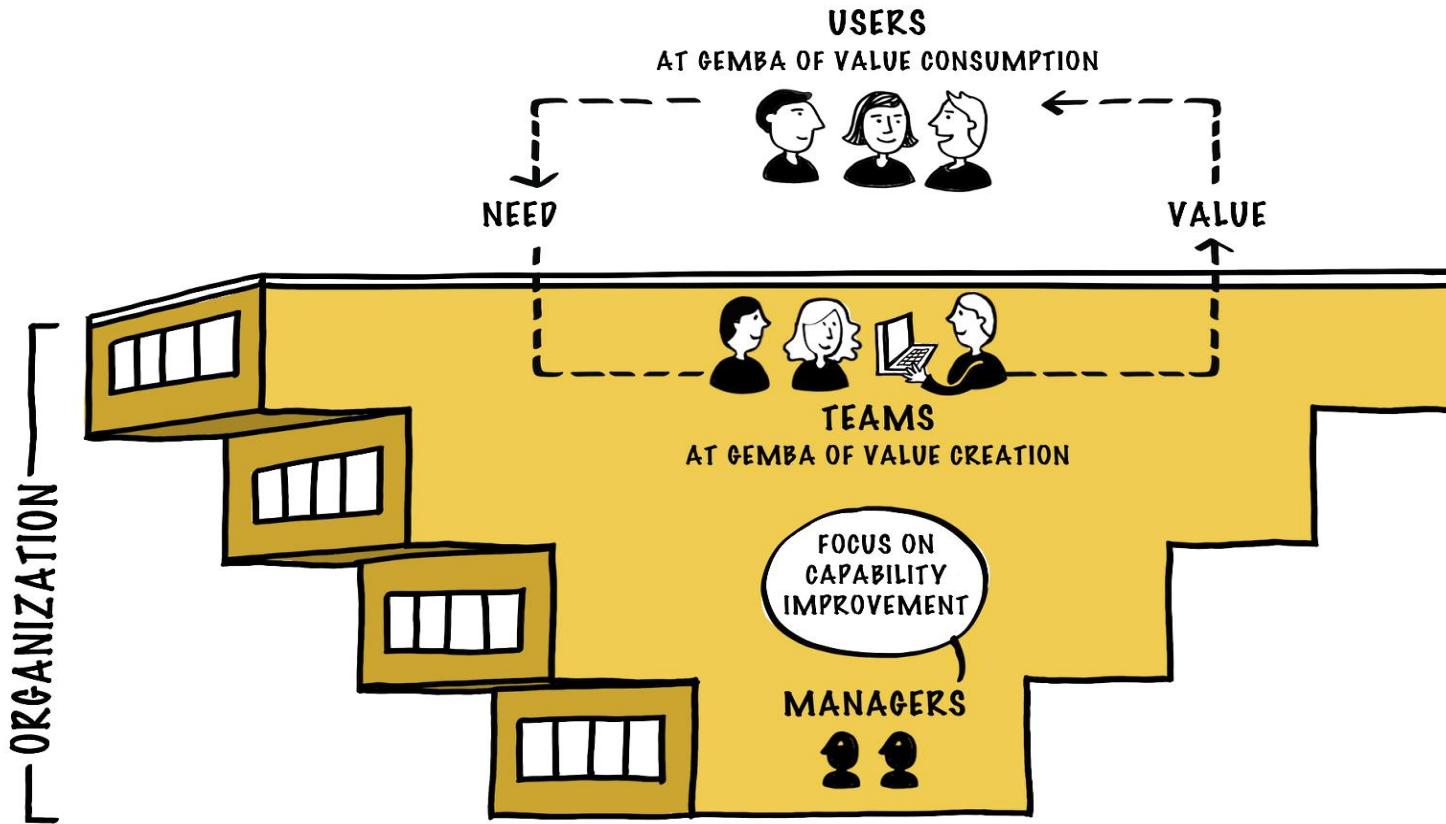
Management in LeSS

What To Do... What To Do...?

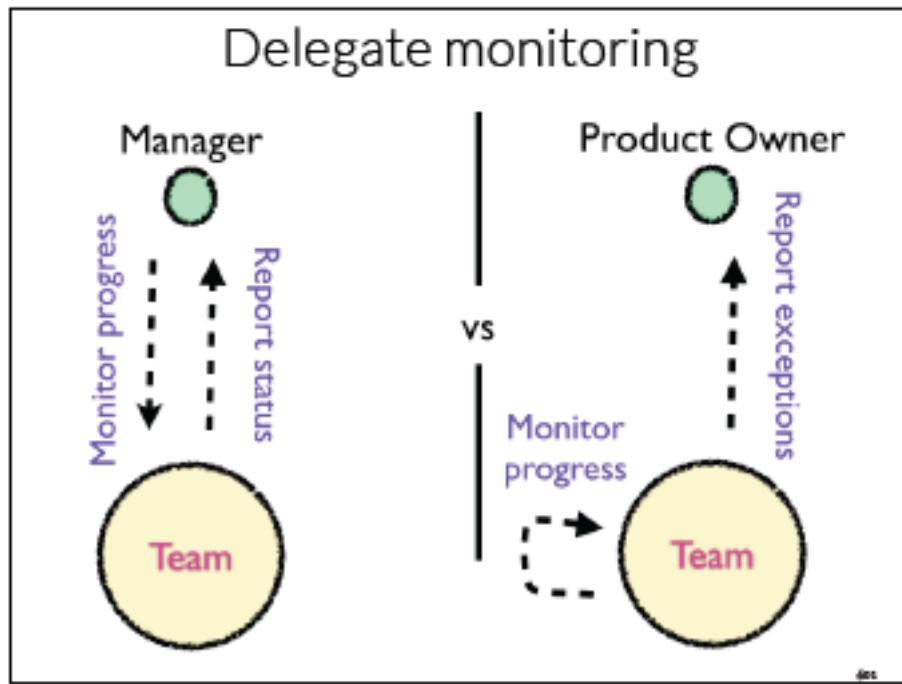


- Managers - to do 'Go See' (Gemba)
- Managers, as capability builders and enablers
- Less command & controlling; more empowerment
- Teachers and Mentors
- No more 'WHAT' or 'HOW'
 - WHAT → Product Owner
 - HOW → Teams
- More focus on:
 - Corporate admin tasks
 - Expanding feature teams
 - Encouraging Stop & Fix
 - Supporting Experiments over Conformance

Management in LeSS



Management in LeSS



Not just shifting responsibilities...
but ...
Changing approach (no more Monitoring)

Sourced from LeSS training materials of C. Larman and B. Vodde

Managers Teachers

manager-teacher



“my manager can do my job better than me”
Toyota (Lean) saying

“One of the real problems with American Business is this notion that you can be trained in management, in some kind of generic form of management, and that then you can manage any operation.

But that absolutely doesn't work in a technical situation.”

Robert Noyce -
Founder of Intel

“...if you are telling me **what** to do,
show me **how** to do it...”

Management in LeSS

Self-Managing & Authority Matrix

Setting overall direction

	Management Responsibility		
		Team's Own Responsibility	
Manager-led teams	Self-Managing teams	Self-Designing teams	Self-Governing teams



Gradual Maturity...

Do you see any mentioning of “Best Practices”?

Sourced from LeSS training materials of C. Larman and B. Vodde

LeSS Rule(s)

Prefer **decentralized** and **informal** coordination over centralized coordination.



Stanley A. McChrystal

Armed force officer

Stanley Allen McChrystal is a retired United States Army general best known for his command of Joint Special Operations Command in the mid-2000s. [Wikipedia](#)

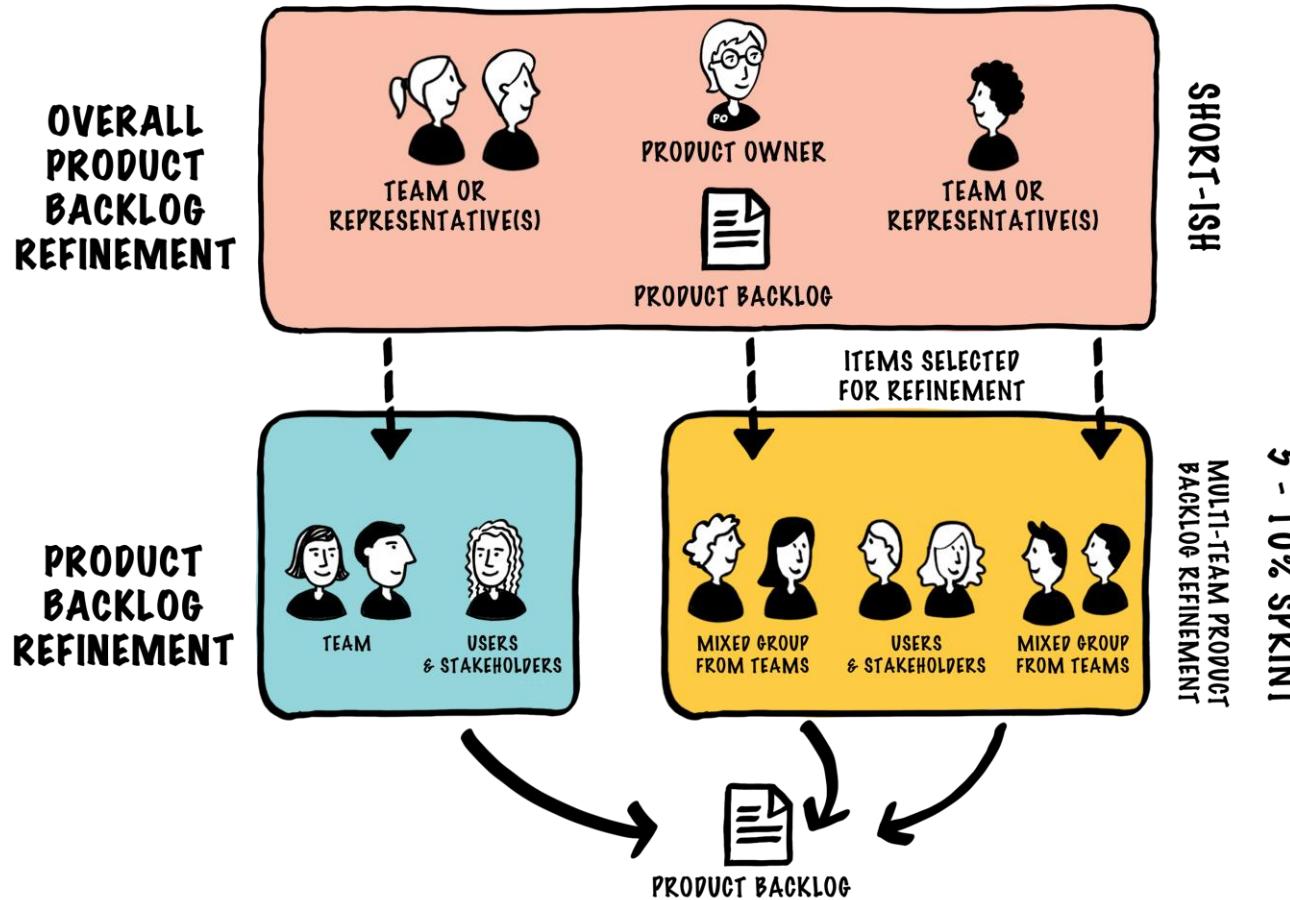
Sourced from LeSS training materials of C. Larman and B. Vodde

LeSS Events

[LO-Supportive Theme]

LeSS Events

LeSS PRODUCT BACKLOG REFINEMENT

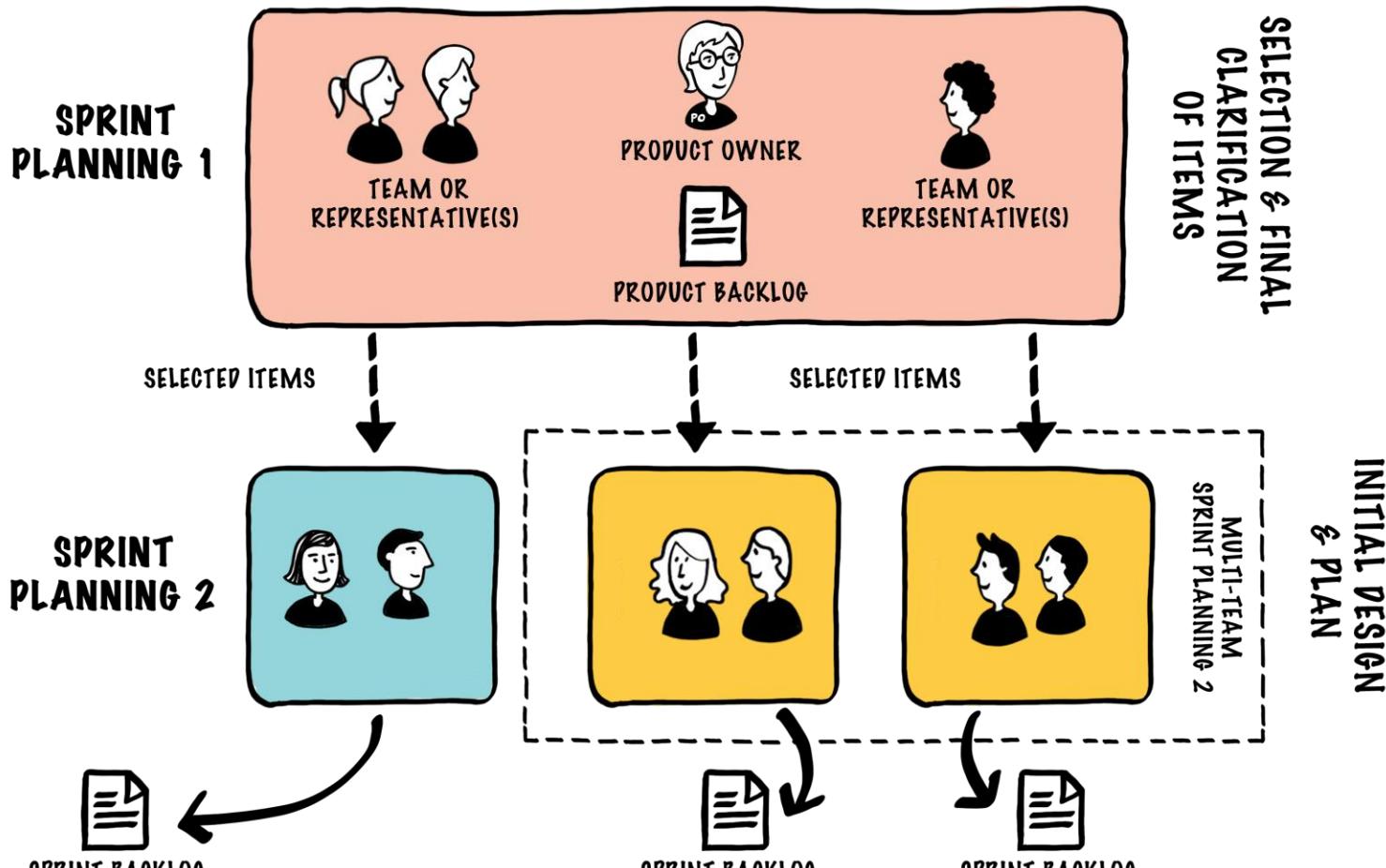


<http://less.works>

Sourced from <https://less.works/resources/graphics/less-graphics.html>

LeSS Events

LeSS SPRINT PLANNING



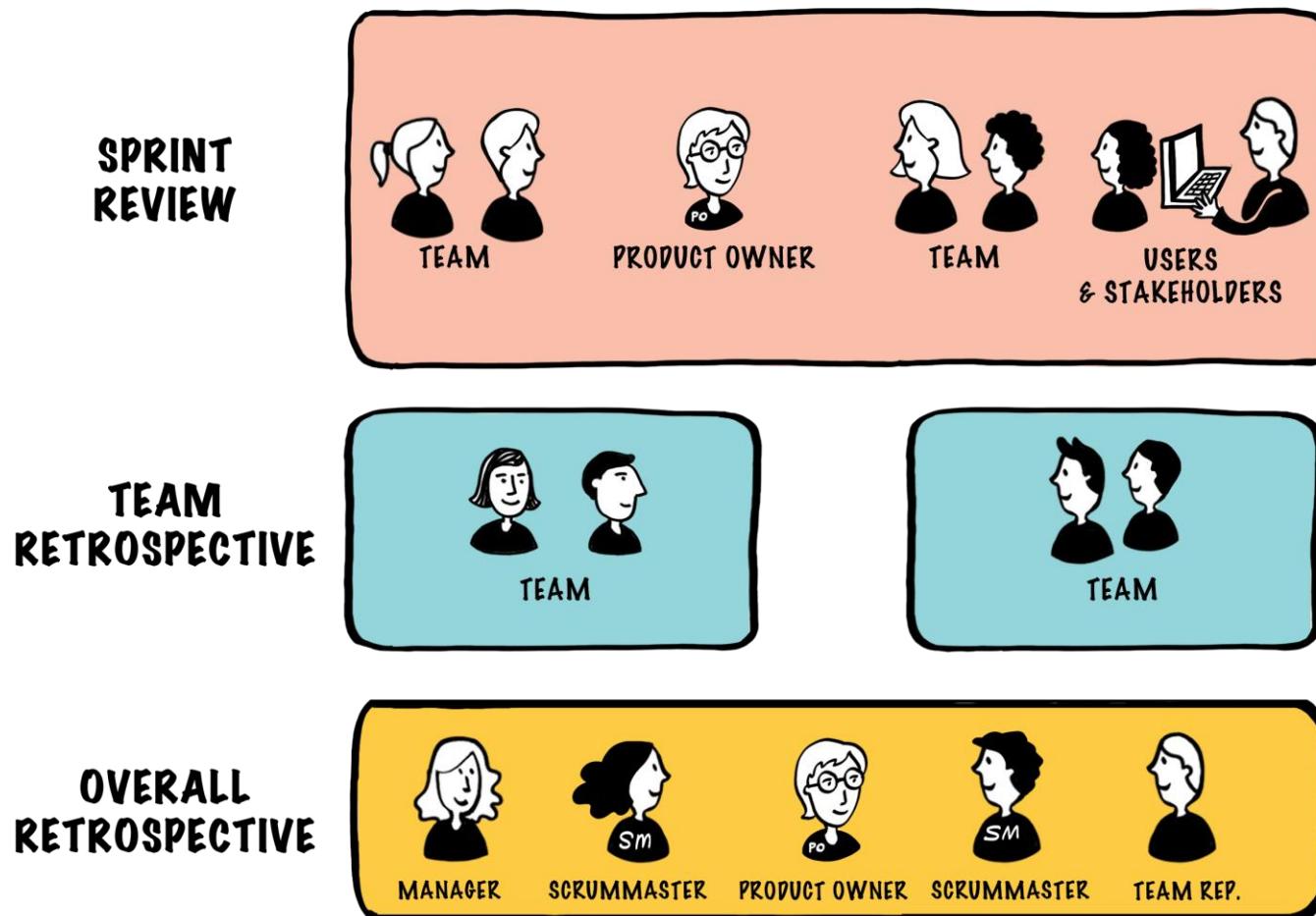
Q: Why SP2 does not require PO? Why multi-team SP2?

<http://less.works>

Sourced from <https://less.works/resources/graphics/less-graphics.html>

LeSS Events

LeSS SPRINT REVIEW & RETROSPECTIVE



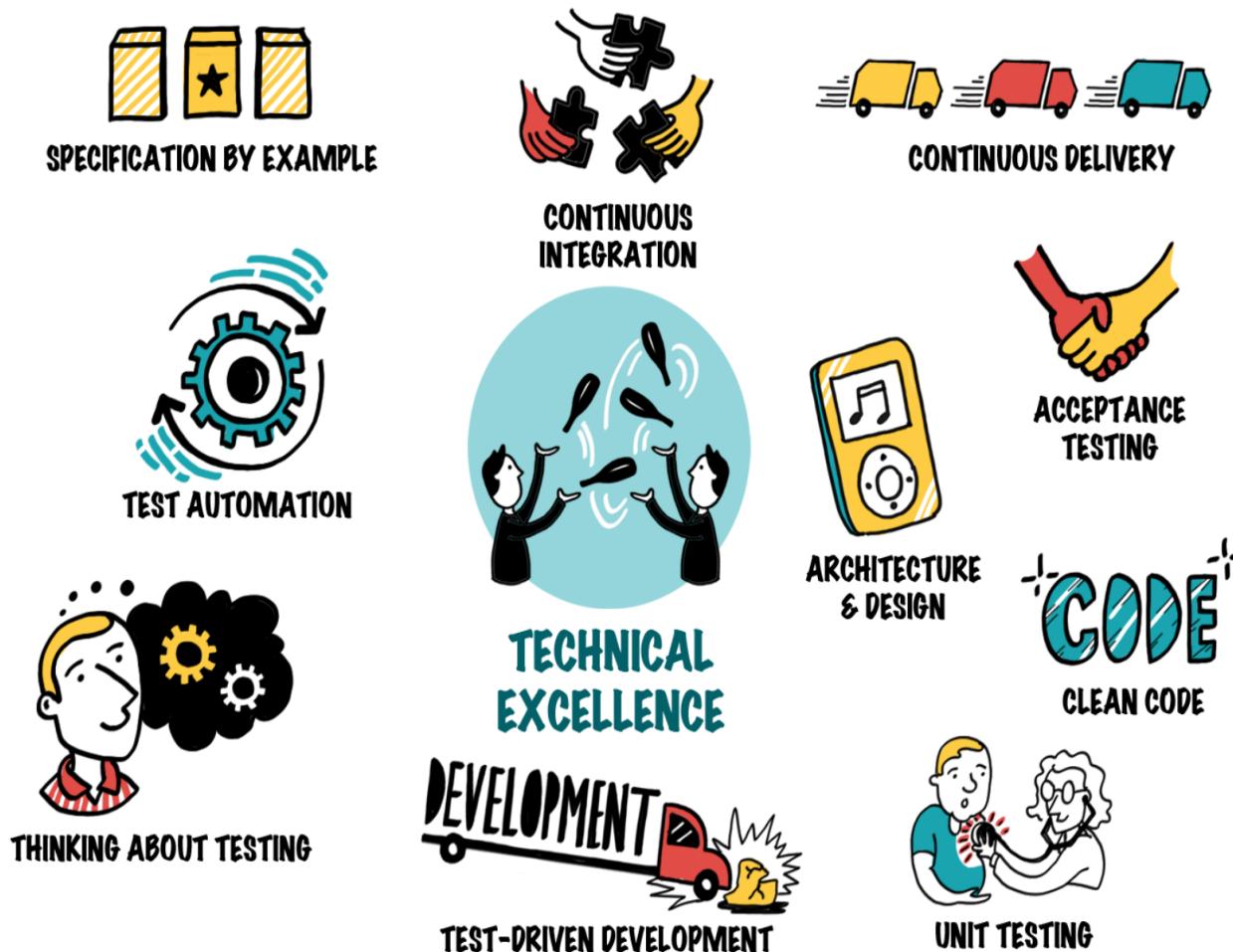
Sourced from <https://less.works/resources/graphics/less-graphics.html>

<http://less.works>

LeSS Engineering

[LO-Supportive Theme]

Technical Excellence



Technical Excellence

Sample Definition of Done (DoD)

Development / Coder

- Code is written with unit tests
- Unit tests have a minimum of 75% code coverage
- Code has been merged to Main
- Code compiles and unit tests pass when run as part of an automated build
- Database schema objects are under source control
- Database upgrade script is under control
- Code reviewed by someone other than the original author

Testing, Deployment, Ops

- Written QA test plan
- Tested with QA test plan by someone other than the original author
- Deployed and tested in Staging environment
- Automated UI tests are written and pass
- No Severity 1 or 2 bugs
- Reviewed by Product Owner
- Passes acceptance criteria for the PBI
- Known deployment & rollback plan
- Deployment plan reviewed by Ops
- Database changes reviewed by DBAs
- Load tested
- Deployed to Production

Source: <https://ramamotwani.files.wordpress.com/2015/09/dod1.png>

...This is not LeSS.....This is just good-old simple Scrum...

Technical Excellence

DOD in LeSS

Shared DoD, by all teams

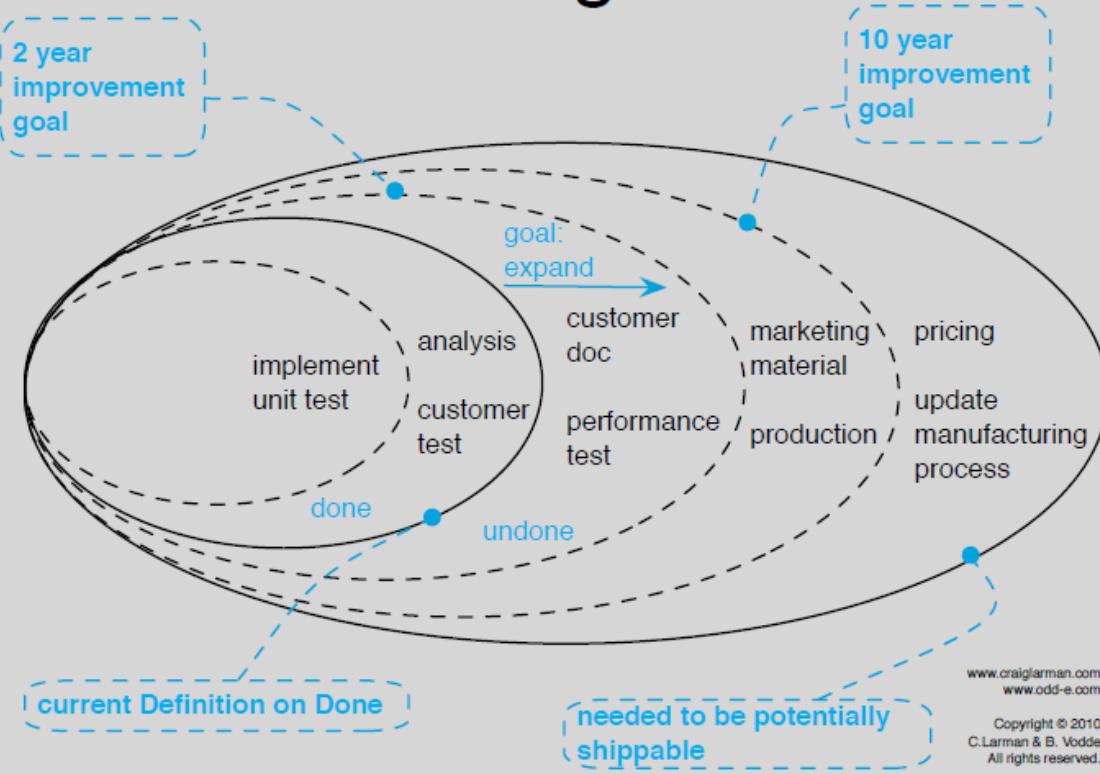


**Each Team's individual DoD
(could be more strict than a shared DoD)**

Technical Excellence

Odd-e

Extending “done”

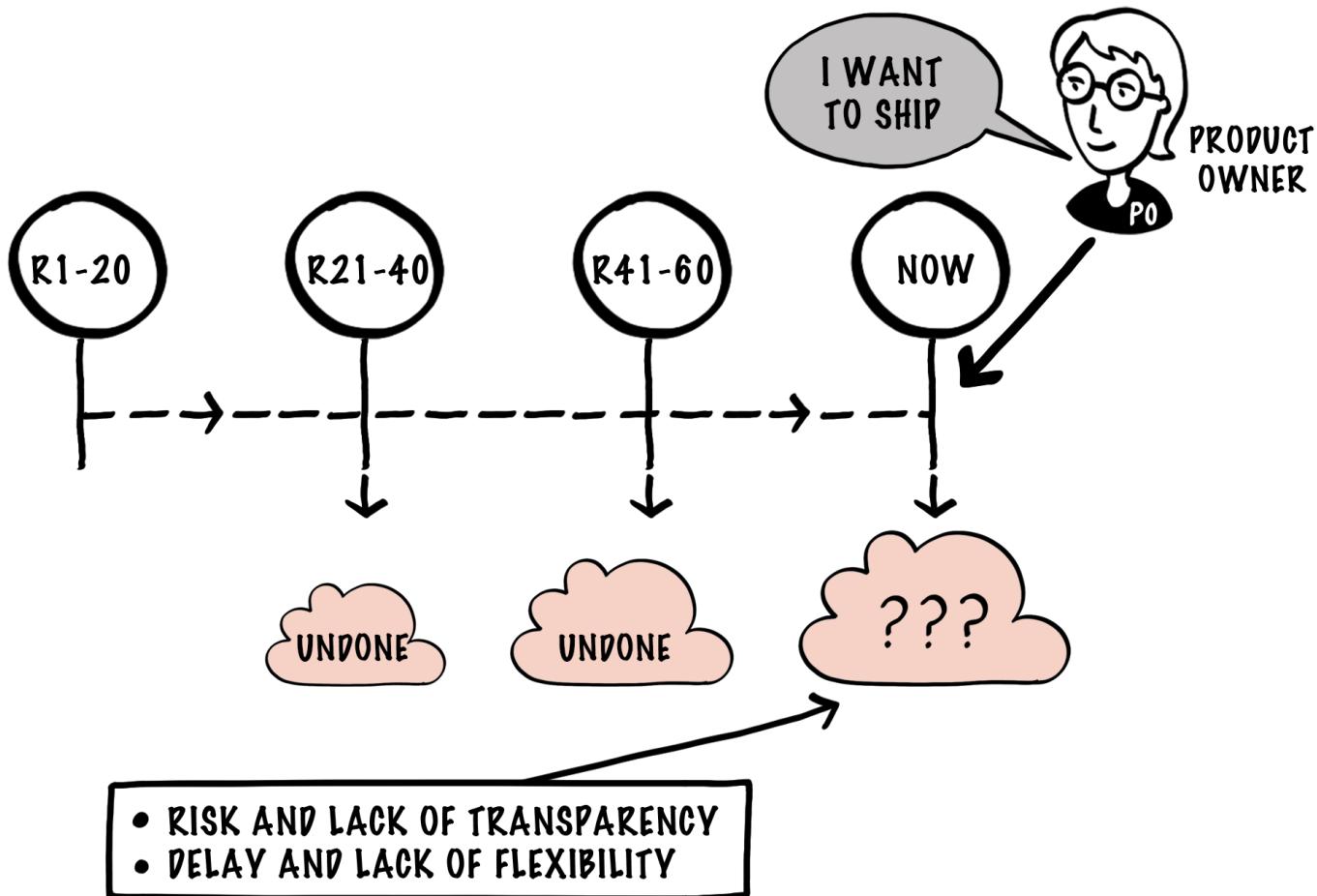


Gradual Maturity...

Do you see any mentioning of “Best Practices”?

Sourced from LeSS training materials of C. Larman and B. Vodde

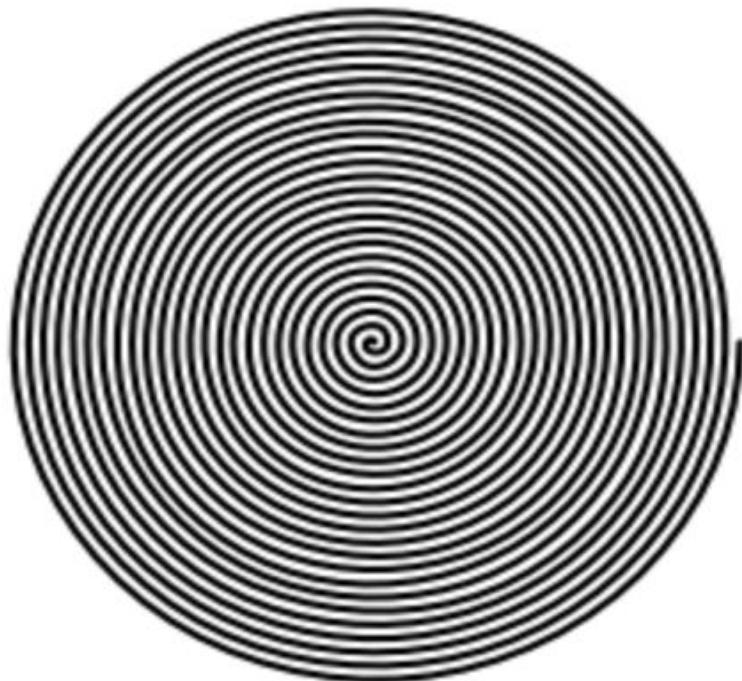
Technical Excellence



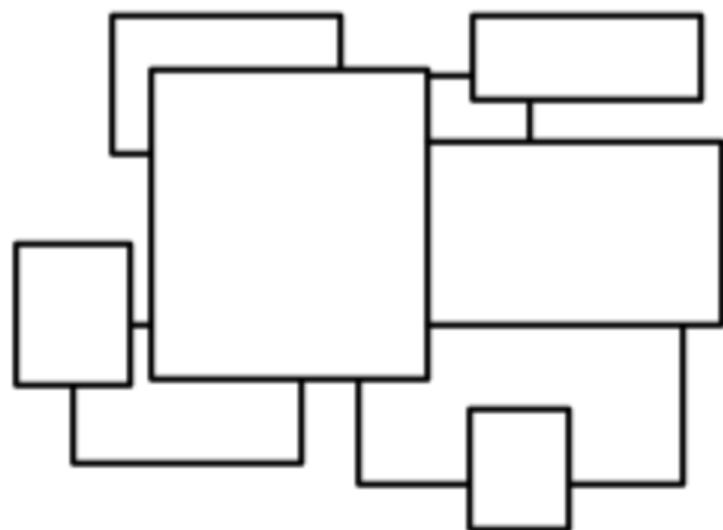
<http://less.works>

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Technical Excellence

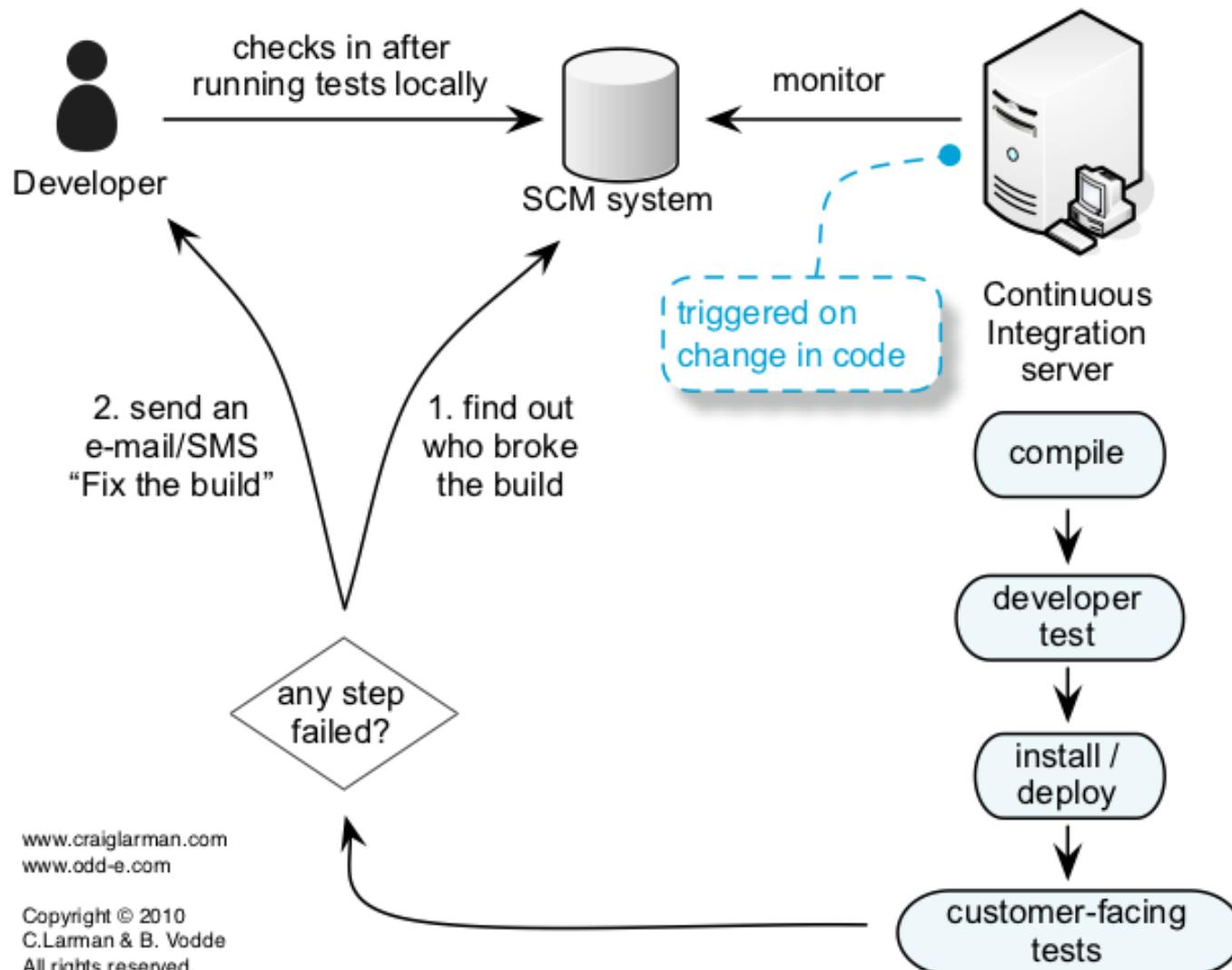


growing



building

Technical Excellence



www.craiglarman.com
www.odd-e.com

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Stop Fooling with Tooling

- Too much focus on tools, at expense of deep systemic problems
- Diverts focus from changing system behaviors, onto superficial stuff
- Too much emphasis on reporting features that reinforce traditional management
- Present 'facade/theater' of improvements without any meaningful changes



Why so many people focus on low degree system variables?

Stop Fooling with Tooling

More



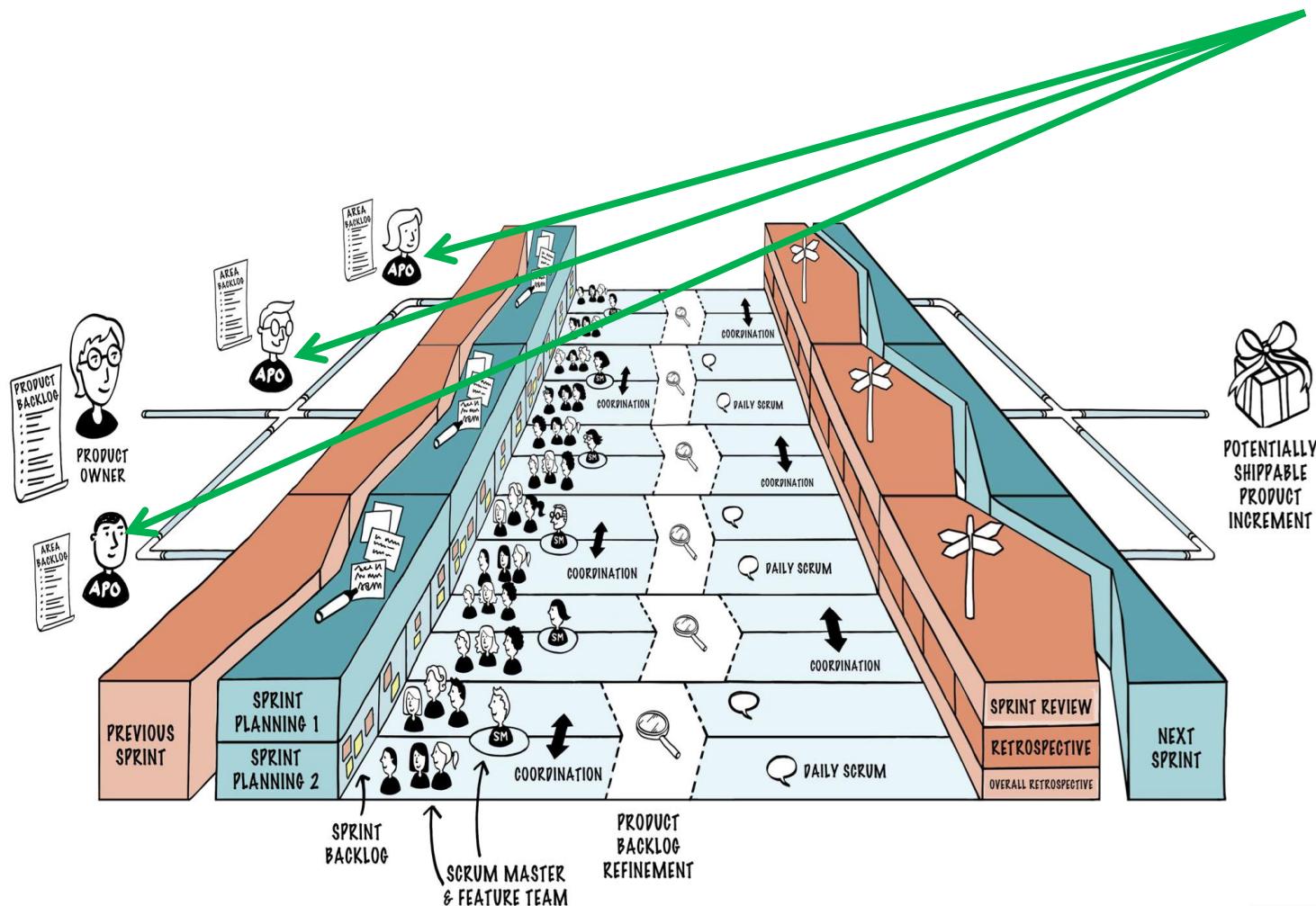
Jenkins

Less JIRA

-Chet Hendrickson

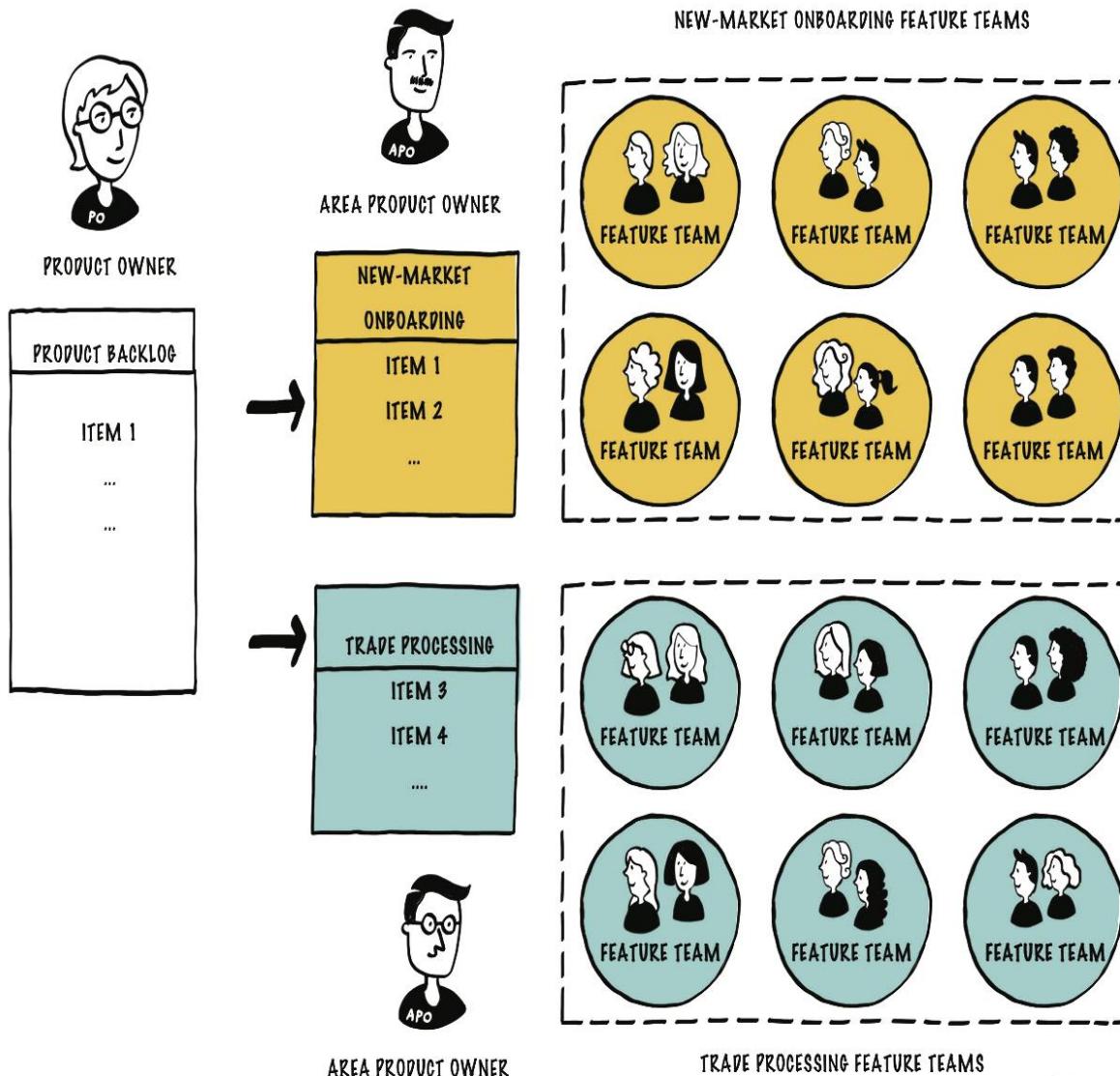
LeSS Huge

Q: Is this a good place for BA? 😊



<http://less.works>

Area Product Owner (LeSS Huge)



<http://less.works>

Area Product Backlogs

1 “overall” Product Owner

Item	Requirement Area
A	On-Line Trading
B	On-Line Trading
C	Market Data
D	Customer Profile
E	Customer Profile
F	On-Line Trading
G	On-Line Trading
H	Market Data
I	Market Data
J	Market Data
K	On-Line Trading
L	Customer Profile
M	Customer Profile

Area Product Owner

Item	Requirement Area
A	On-Line Trading
B	On-Line Trading
F	On-Line Trading
G	On-Line Trading

Area Product Owner

Item	Requirement Area
D	Customer Profile
E	Customer Profile
F	Customer Profile
G	Customer Profile

Area Product Owner

Item	Requirement Area
C	Market Data
H	Market Data
I	Market Data
J	Market Data

Product Areas (“views”)

CRITICAL: NOT a separate backlog!

Area Product Owner (LeSS Huge)

- Product Owner's role as per Scrum Guide

+

- Product Owner's role as per LeSS (simple version)

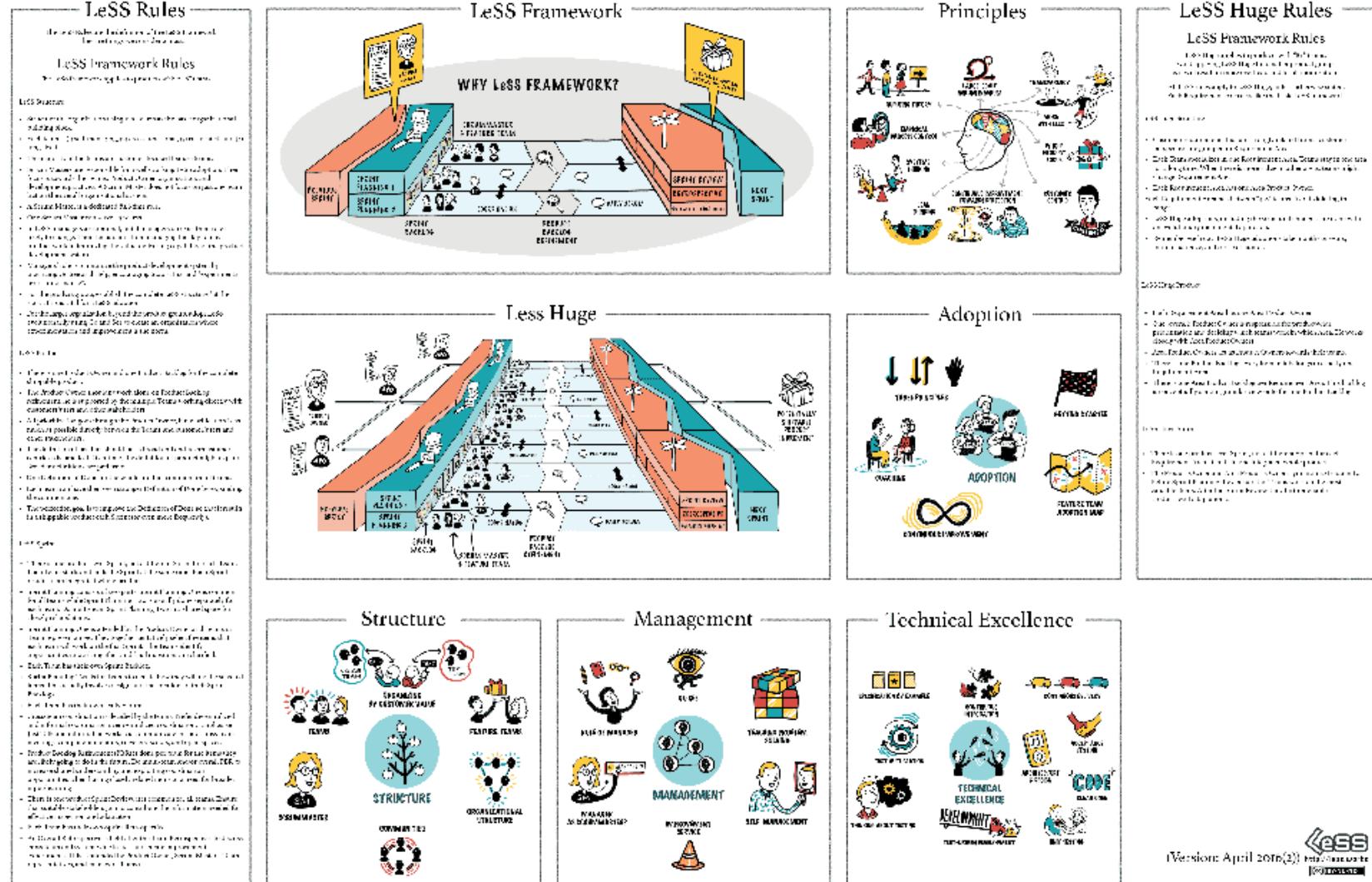
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- Recommendations:

- Avoid having multiple Requirement Areas for as long as possible
- Any one product backlog item belongs to one Product Area only

**What
Is
Next?**

Q & A



Scaling Organizational Adaptiveness (a.k.a. "Agility") with Large Scale Scrum (LeSS)

