

CHANGE REQUIRES INSIGHT

2016-
10-22

Knowit

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1. Knowit

- 2. Why go Agile – why scale?
- 3. Scaling Agile Frameworks
- 4. LeSS Framework
- 5. SAFe Framework
- 6. Comparisons
- 7. Discussions / Reflections

AGENDA

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Agile Enterprise Coach
Systems Architect

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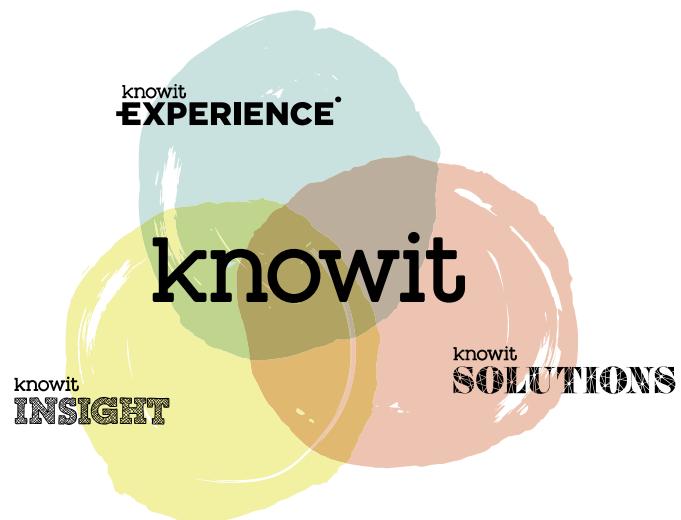
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WE ARE HERE!



Knowit shortly

- Nordic consultant company
- 2000 experts
 - 1200 specialists developing IT solutions
 - 500 consultants in the largest digital agency in the Nordics
 - 230 management consultants



1. Knowit

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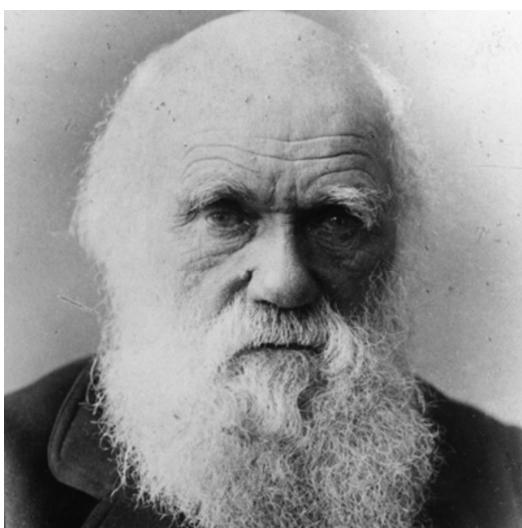
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SURVIVAL OF THE FITTEST

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It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.

Average Lifetime of S&P 500 Companies

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This company will be going strong one hundred and even five hundred years from now.

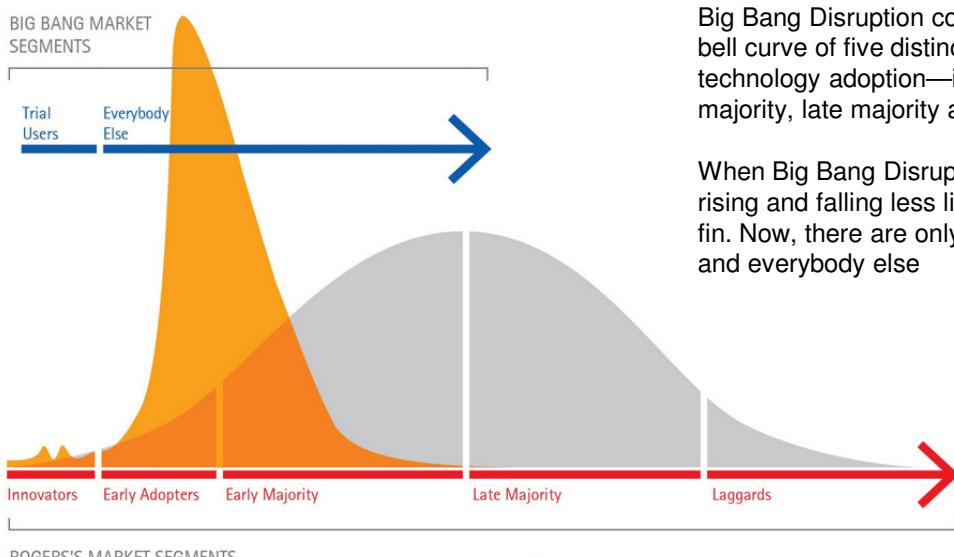
C. JAY PARKINSON, PRESIDENT OF ANACONDA MINES
statement made three years in advance of Anaconda's bankruptcy

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THE ERA OF BIG BANG DISRUPTION

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Big Bang Market Adoption

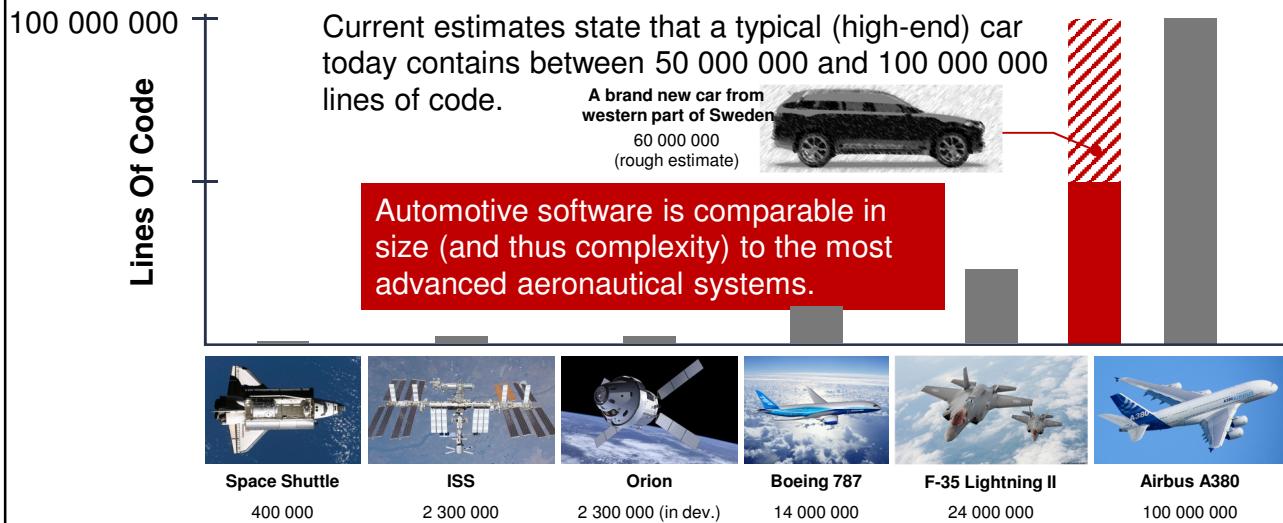


Big Bang Disruption collapses Everett Rogers's classic bell curve of five distinct customer segments for technology adoption—innovators, early adopters, early majority, late majority and laggards.

When Big Bang Disruptors take off, they do so quickly, rising and falling less like a curve and more like a shark's fin. Now, there are only two market segments: trial users and everybody else

SOFTWARE INTENSIVE SYSTEMS

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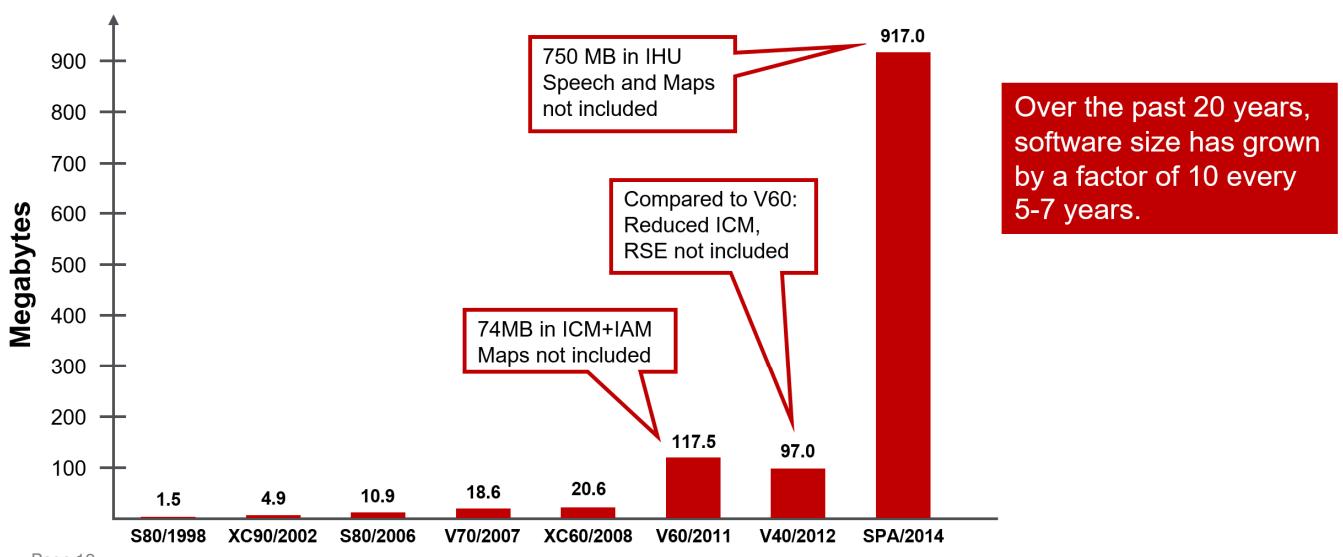


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Source: Martin Hiller, Volvo

SOFTWARE SIZE EVOLUTION AT A BIG CAR COMPANY

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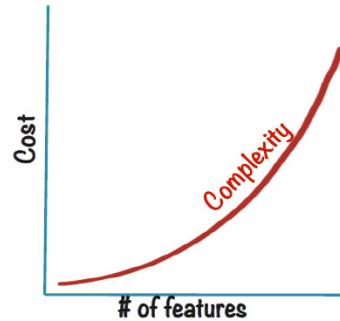
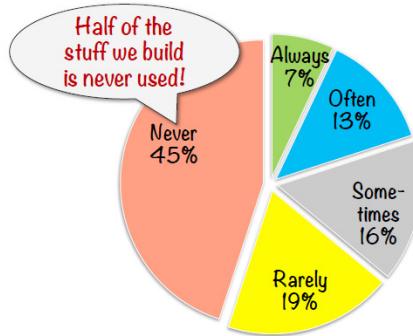


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Source: Martin Hiller, Volvo

We tend to build the wrong thing

Features and functions used in a typical system



Sources:
Standish group study reported at XP2002 by Jim Johnson, Chairman

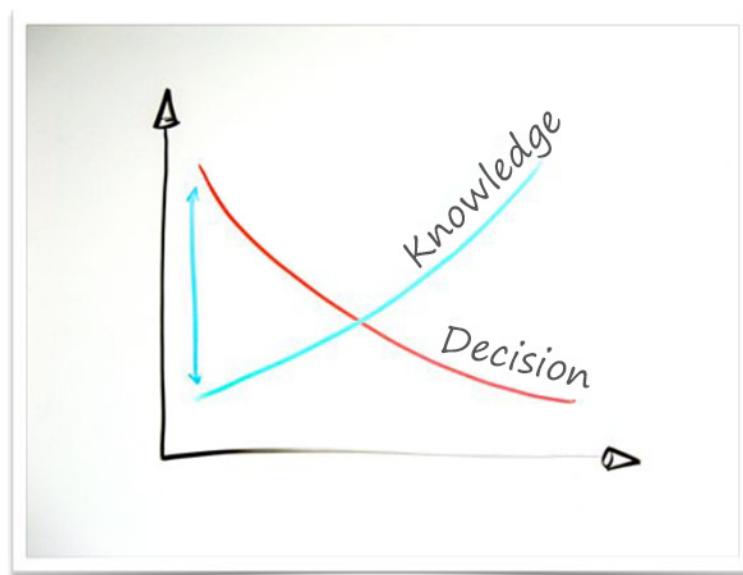
The right-hand graph is courtesy of Mary Poppendieck

Henrik Kniberg

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THE PROJECT PARADOX

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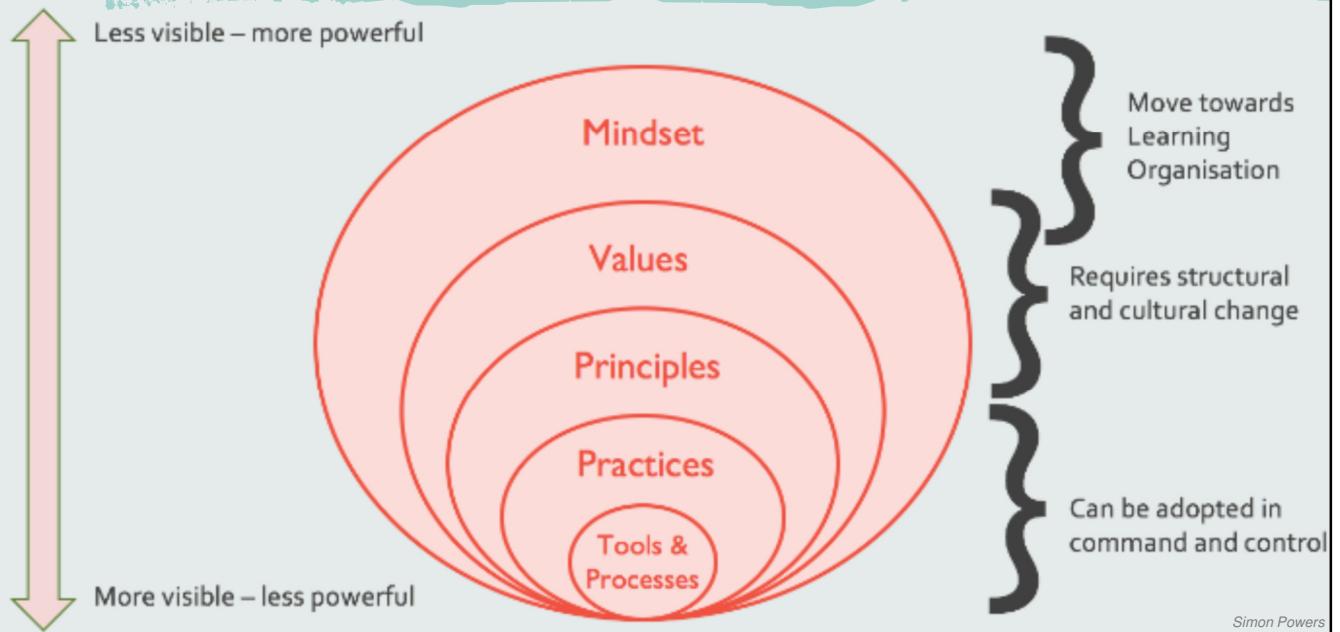


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Tobias Fors, Citerus AB

WHAT IS AGILE?

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2. Why go Agile – why scale?

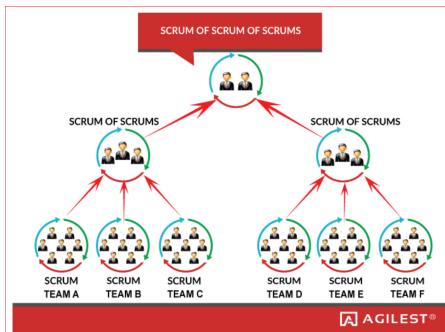
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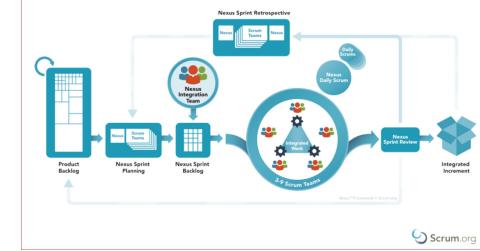
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FRAMEWORKS



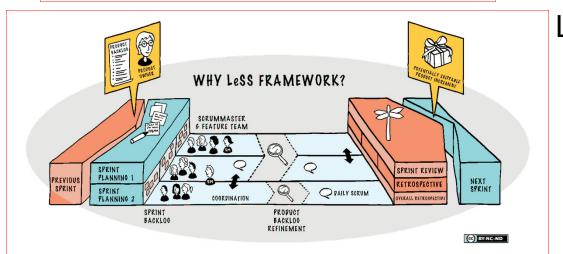
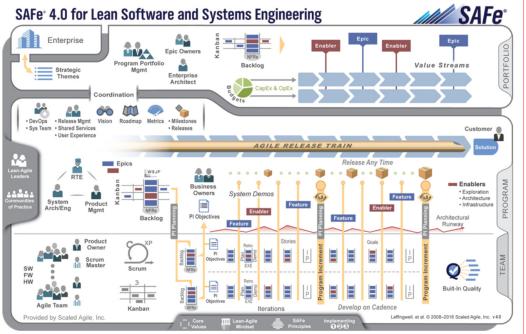
Scrum of Scrums

Nexus Framework



Scrum.org

SAFe



LeSS

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SCALING AGILE WITH LeSS ''



"LeSS IS SCRUM APPLIED TO MANY TEAMS WORKING TOGETHER ON ONE PRODUCT"

LeSS is Scrum

- How can we apply the principles, purpose, elements, and elegance of Scrum in a large-scale context, as simply as possible.

... applied to
many teams

- Cross-functional, cross-component, — to create done items and a shippable product.

... working
together

- Towards a common goal to deliver one common shippable product at the end of a common Sprint.

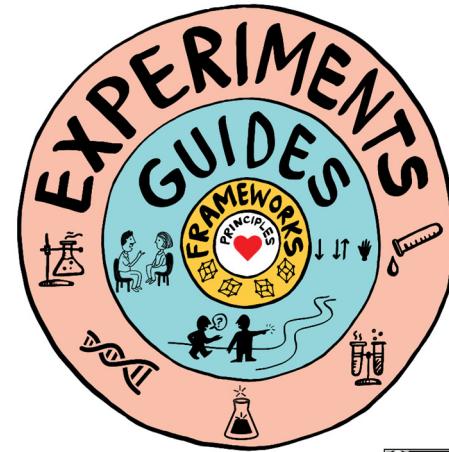
... on one product

- A broad complete end-to-end customer-centric solution that real customers use.

THREE DESIGN PRINCIPLES FOR LeSS

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1. Simple and barely sufficient
2. Build up instead of tailor down
3. Descaling over scaling

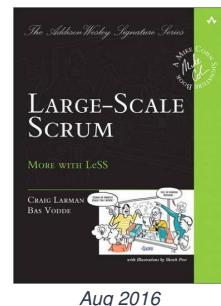
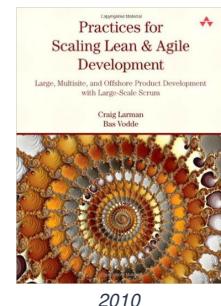
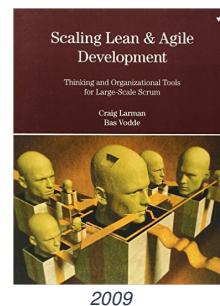


BY-NC-ND

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BACKGROUND

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Bas Vodde and Craig Larman

- large + multisite + 'offshore'
- large-scale embedded systems
- large-scale financial systems
- large-scale telecom systems

A screenshot of the Less.works website, featuring a navigation bar, search bar, and a central area with various diagrams and links related to LeSS (Large-Scale Scrum).

[Less.works](#)

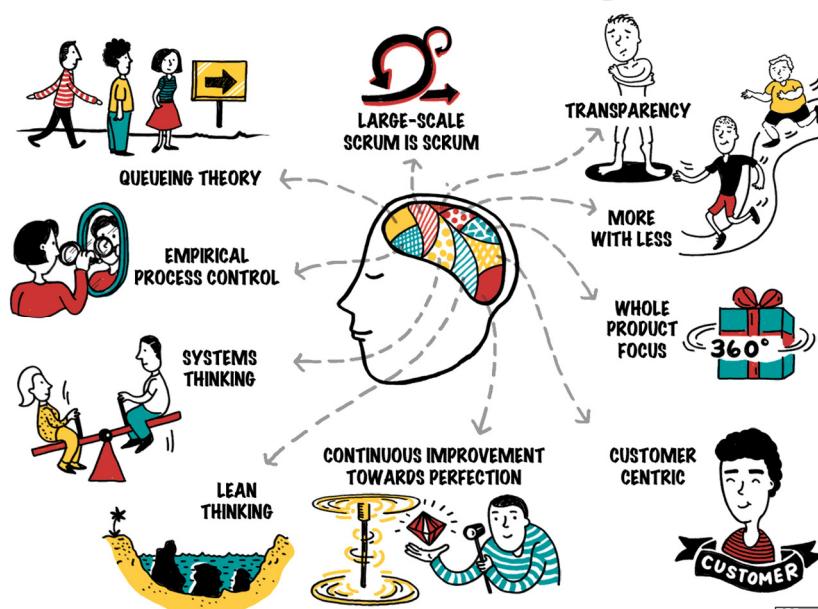
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LeSS PRiNCiPLES



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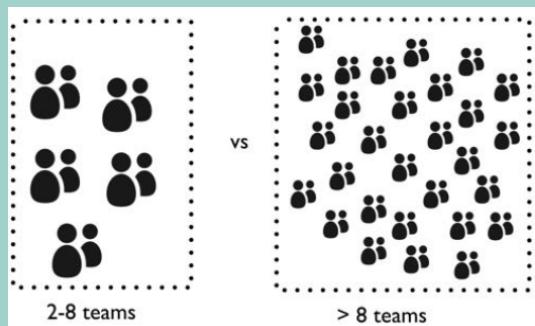
LeSS PRiNCiPLES



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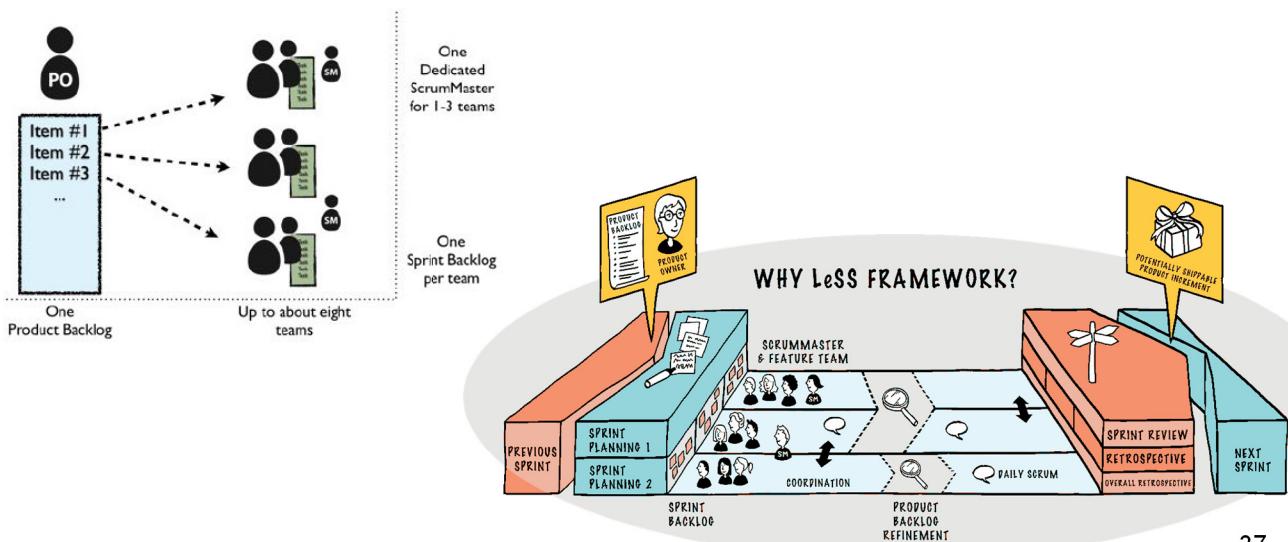
TWO FRAMEWORKS

- LeSS and LeSS Huge



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LeSS

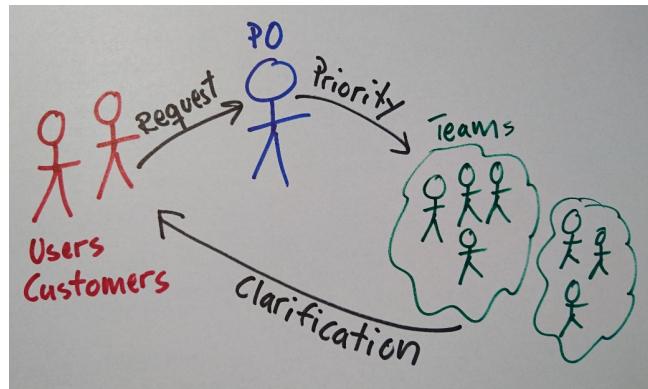


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PRODUCT OWNER

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- The Product Owner need to proactively ensure the old structures are replaced, and act as a connector of developers and users.
- Prioritization over Clarification

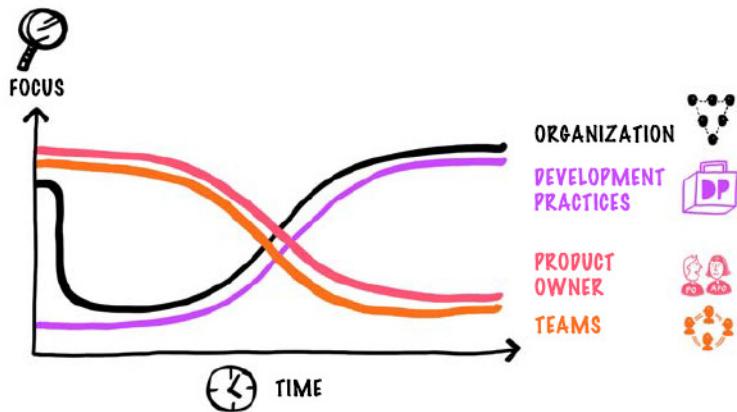


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SCRUM MASTER

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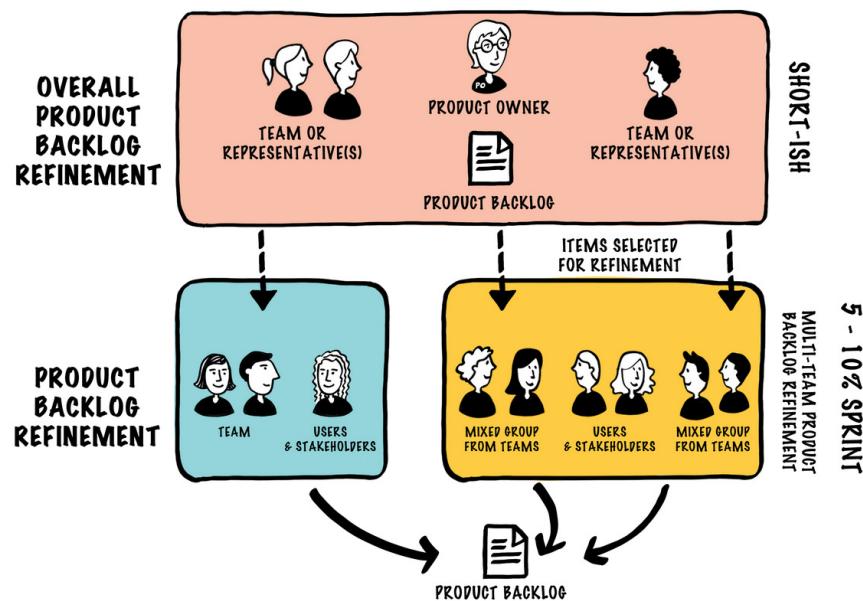
- A Scrum Master is not part-time team member, team representative or “team lead”
- Role often misunderstood by organizations new to agile



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PRODUCT BACKLOG REFINEMENT

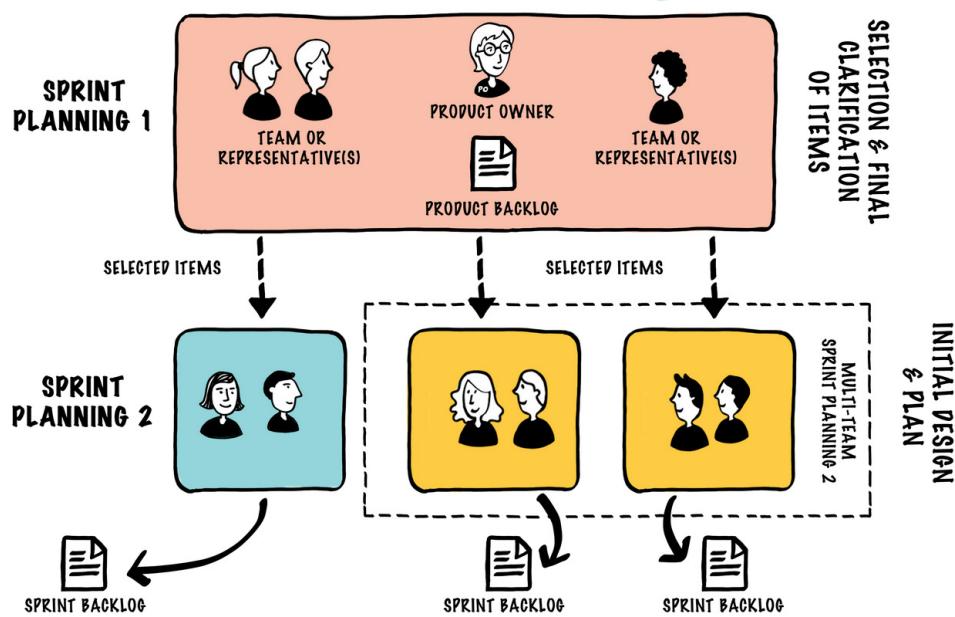
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SPRINT PLANNING

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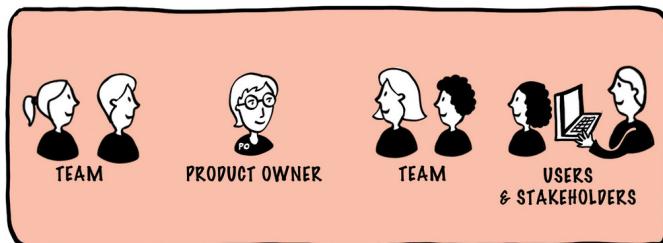


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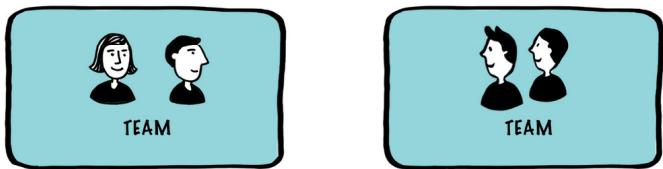
SPRINT REVIEW AND RETROSPECTIVE

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SPRINT REVIEW



TEAM RETROSPECTIVE



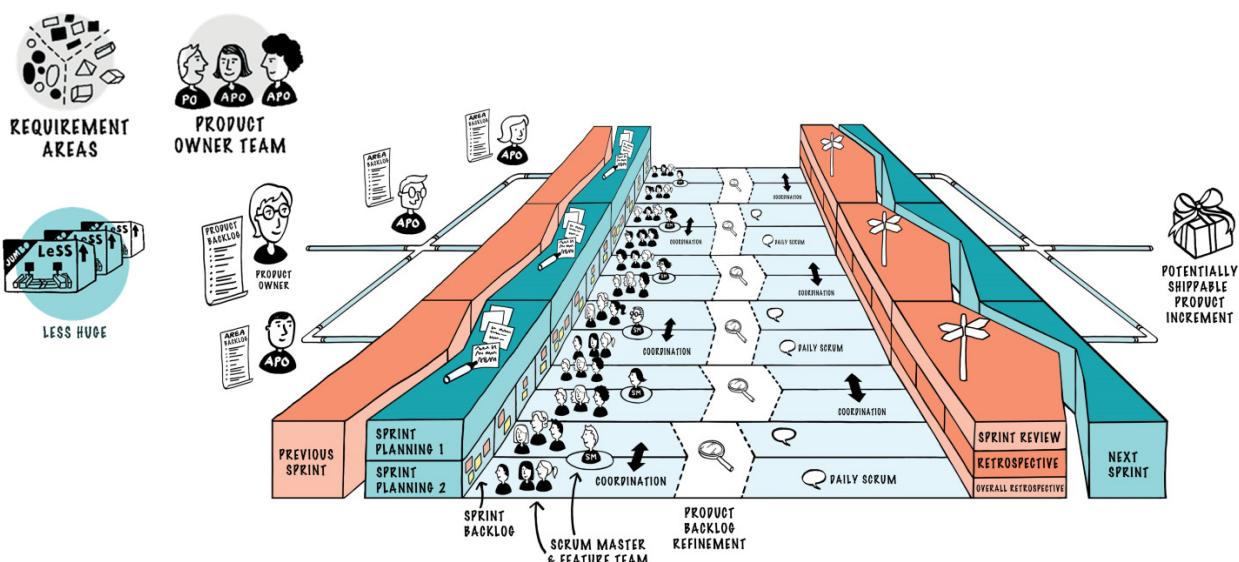
OVERALL RETROSPECTIVE



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LeSS HUGE – STACKS OF LeSS

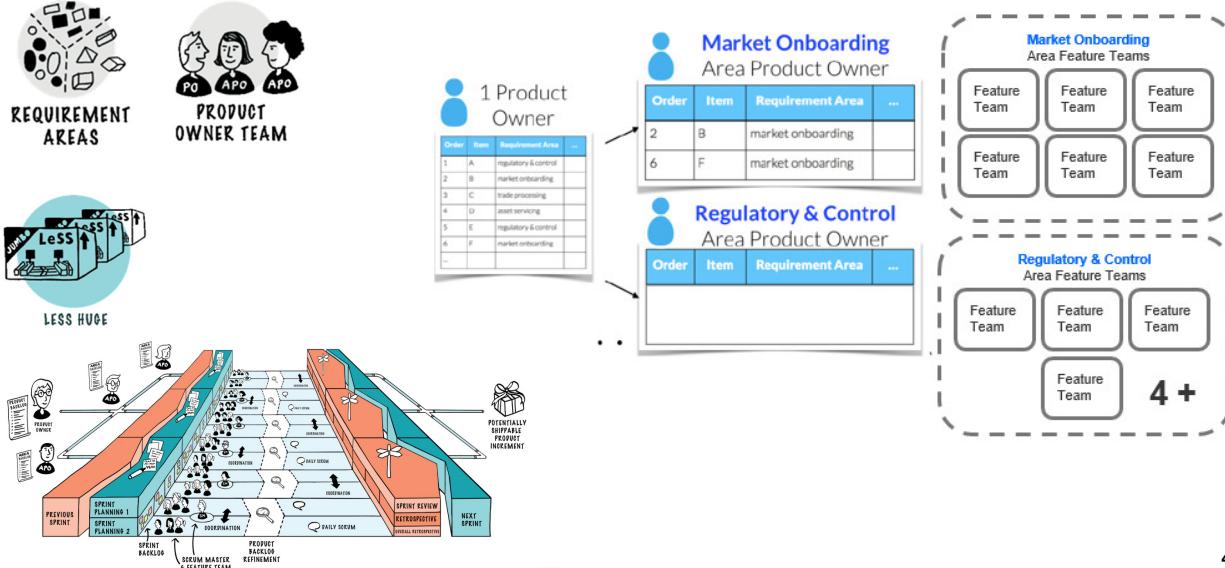
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LeSS
http://less.huge.org

LeSS HUGE – REQUIREMENT AREAS

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MANAGERS

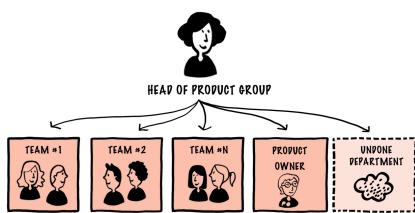


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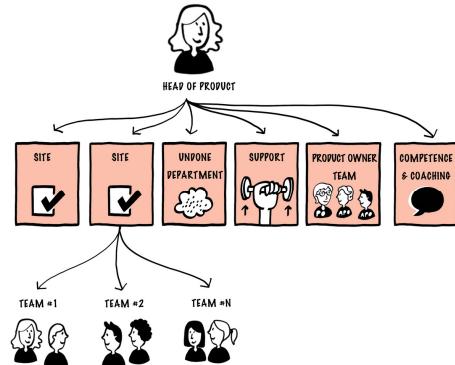
ORGANIZATIONAL STRUCTURE

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LeSS



LeSS Huge



- Surprisingly simple structure
- LeSS Huge may add
 - Support, such as CM & CI
 - Undone Departments, such as Architecture, QA & Test
 - Competence & Coaching

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SUMMARY - More with LeSS

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Do more

- System optimization
- Empirical process control
- “Barely sufficient methodology”
- Descaling with simplicity & freedom
- Teams own & evolve their processes
- Value
- Experimenting & learning & improving
- Theory Y
- Build up from “why”

Do less

- Local optimization
- Defined & prescriptive processes
- Big methodology
- Scaling with complexity & control
- Defined processes pushed on to teams
- Waste, roles, artifacts, processes (*delete, don't add*)
- Conforming to “best practices”
- Theory X
- Tailoring down

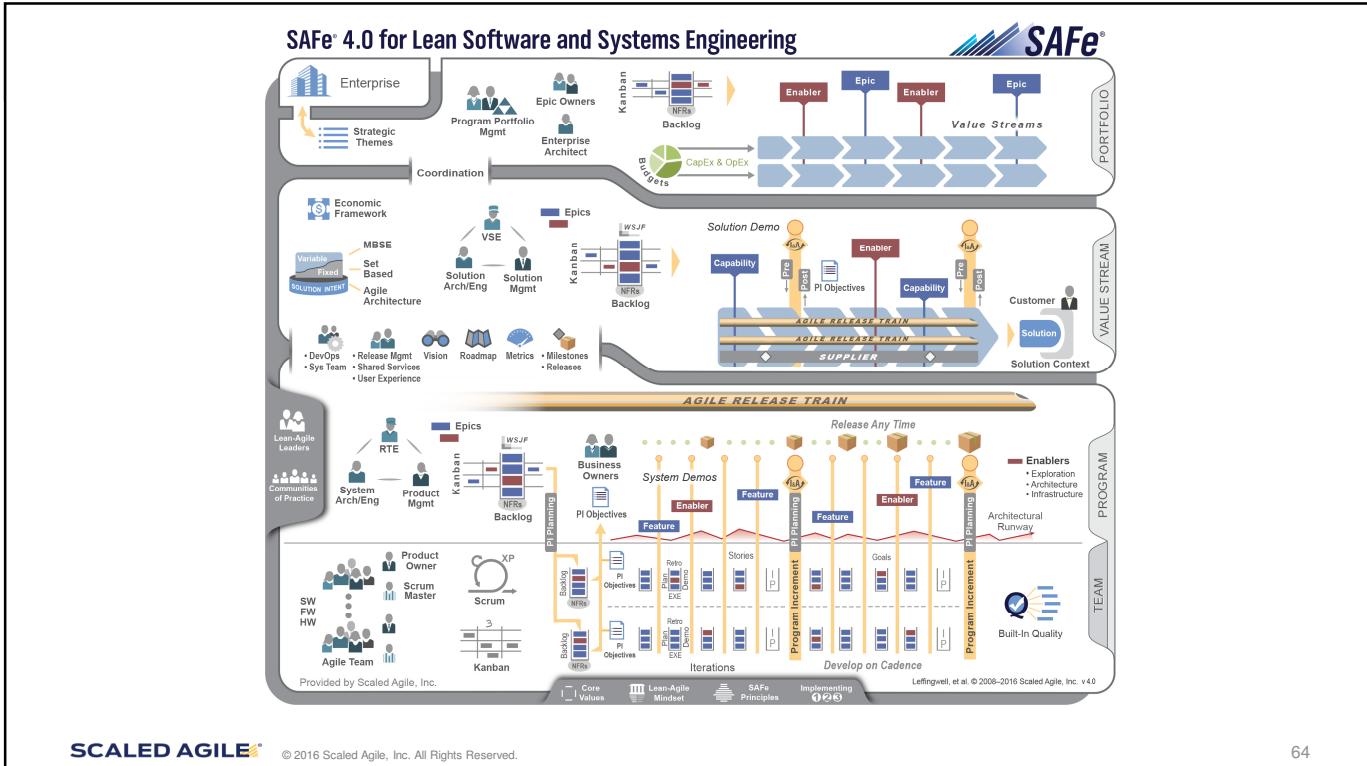
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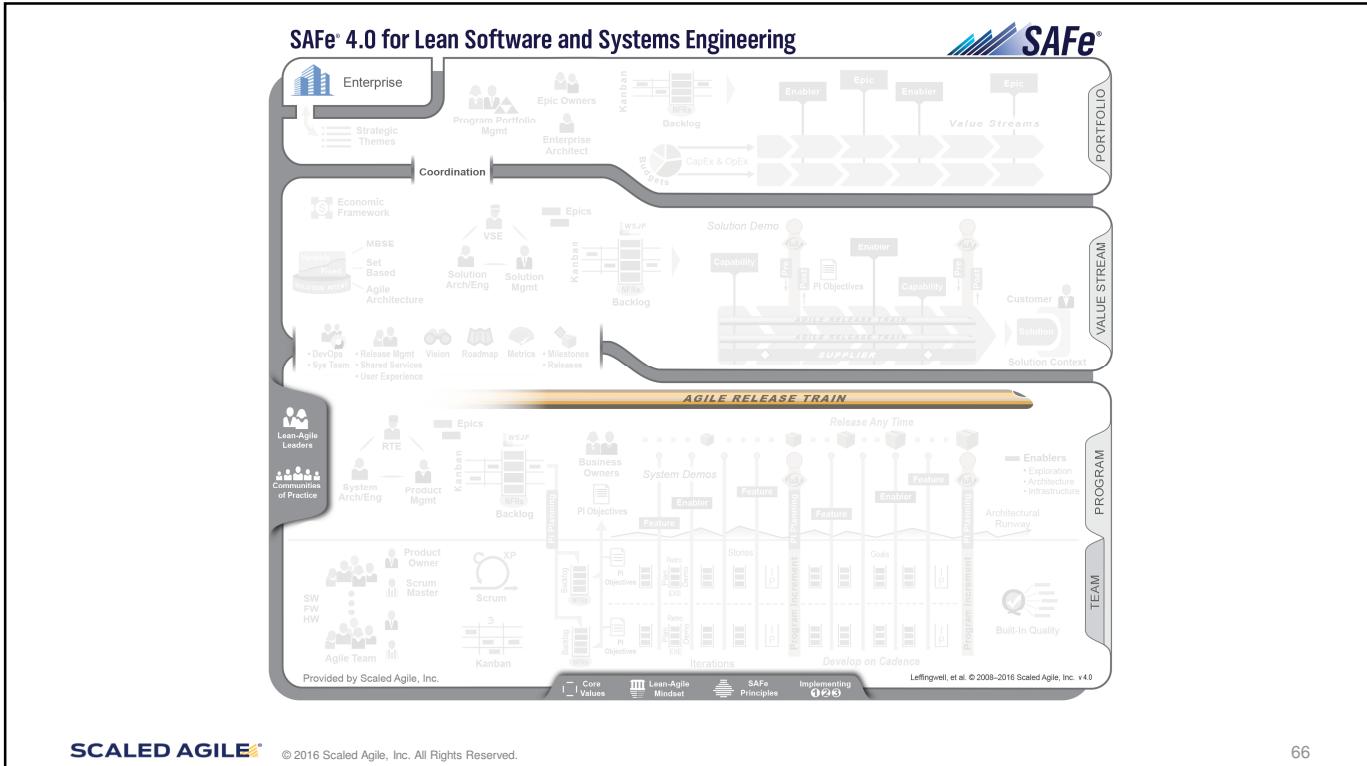
Proven



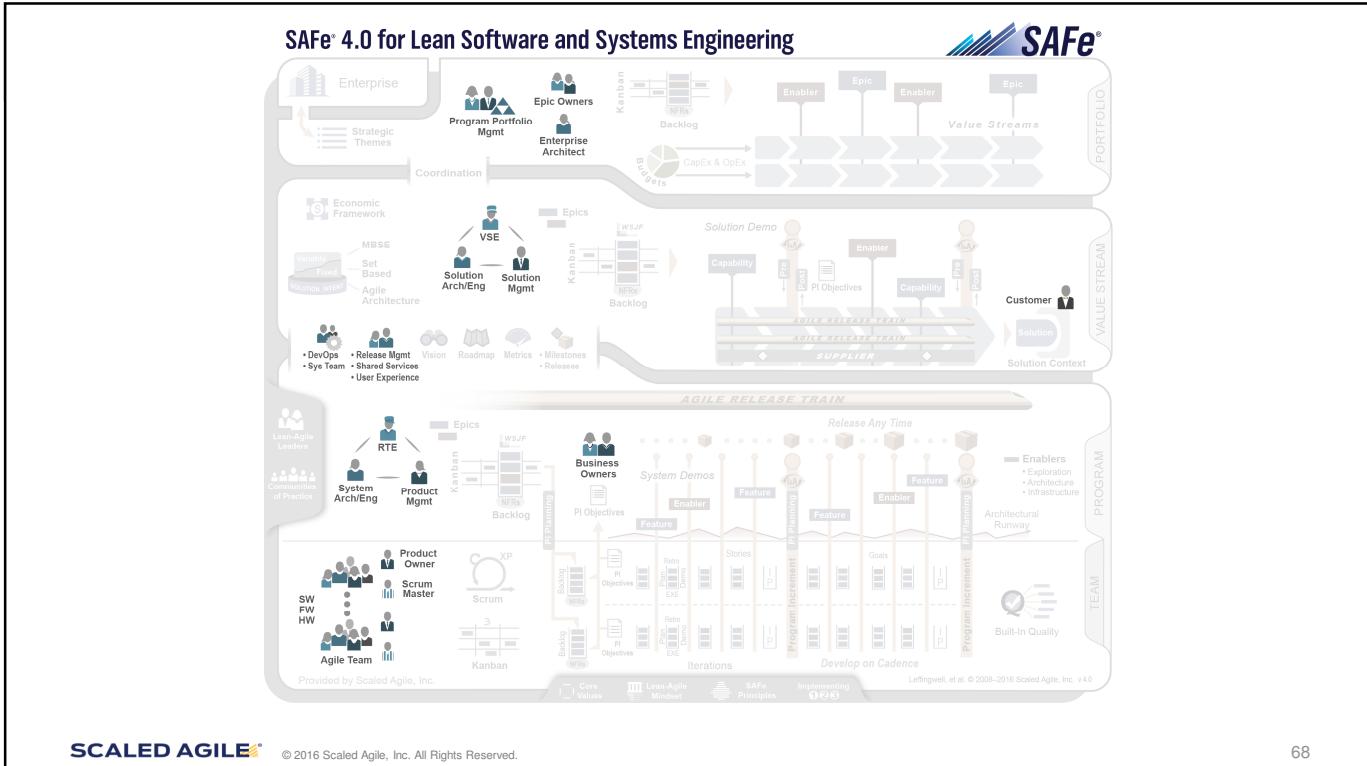
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The Levels

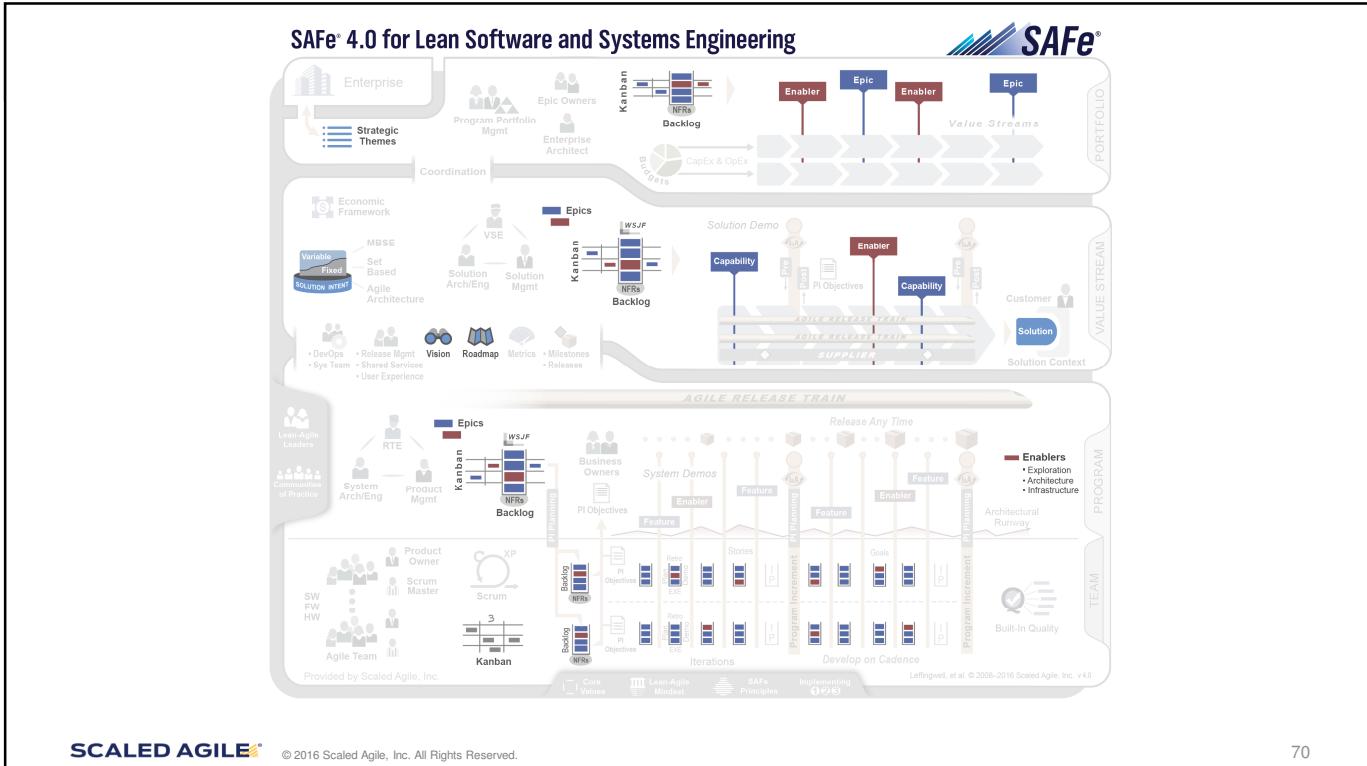
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The People



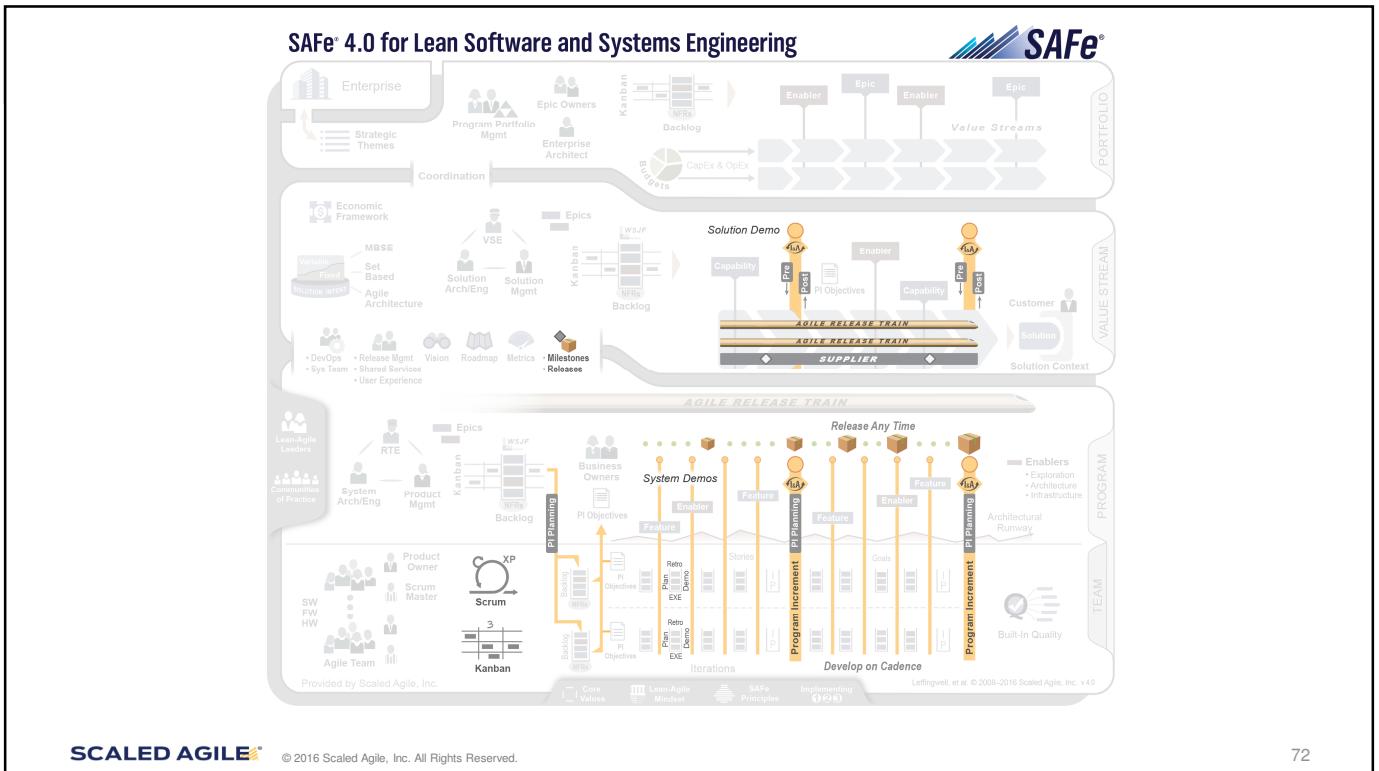
The Backlogs



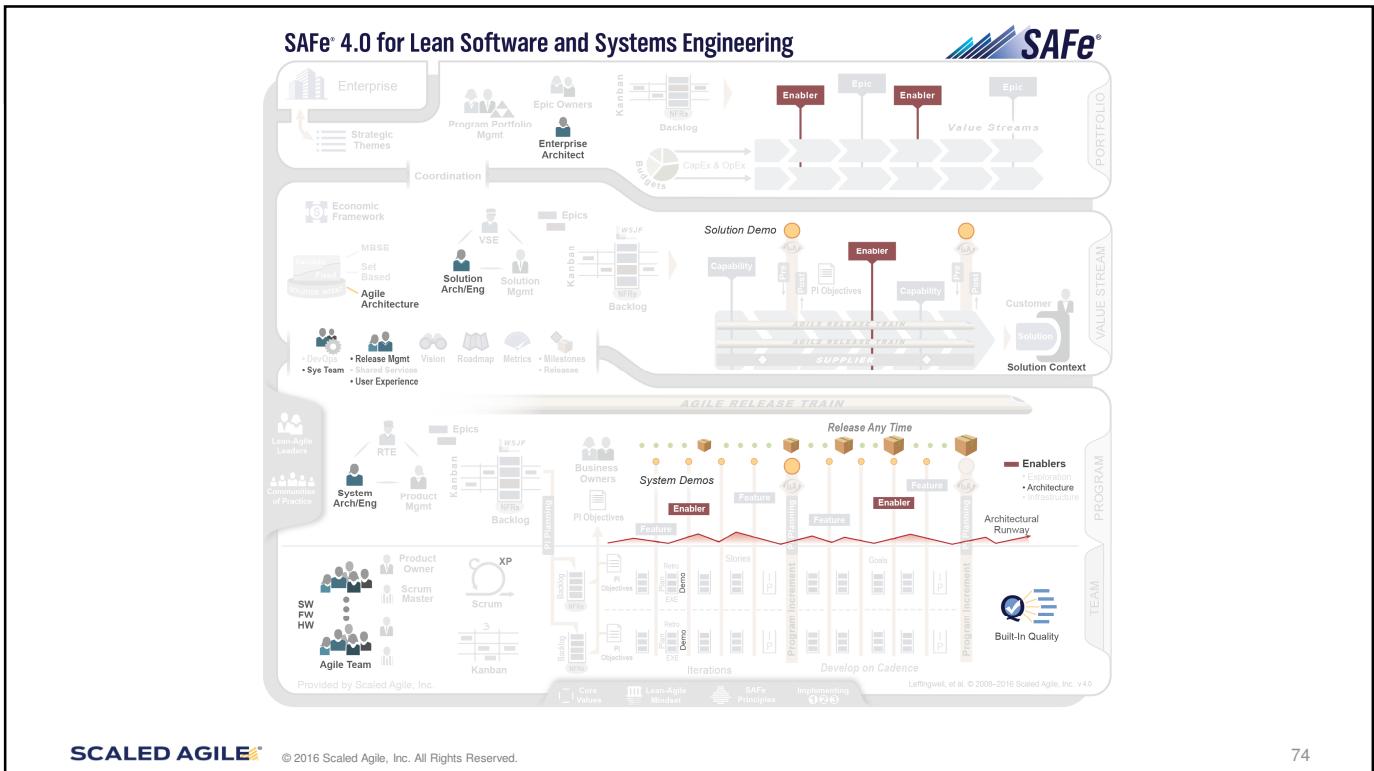
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The Cadence

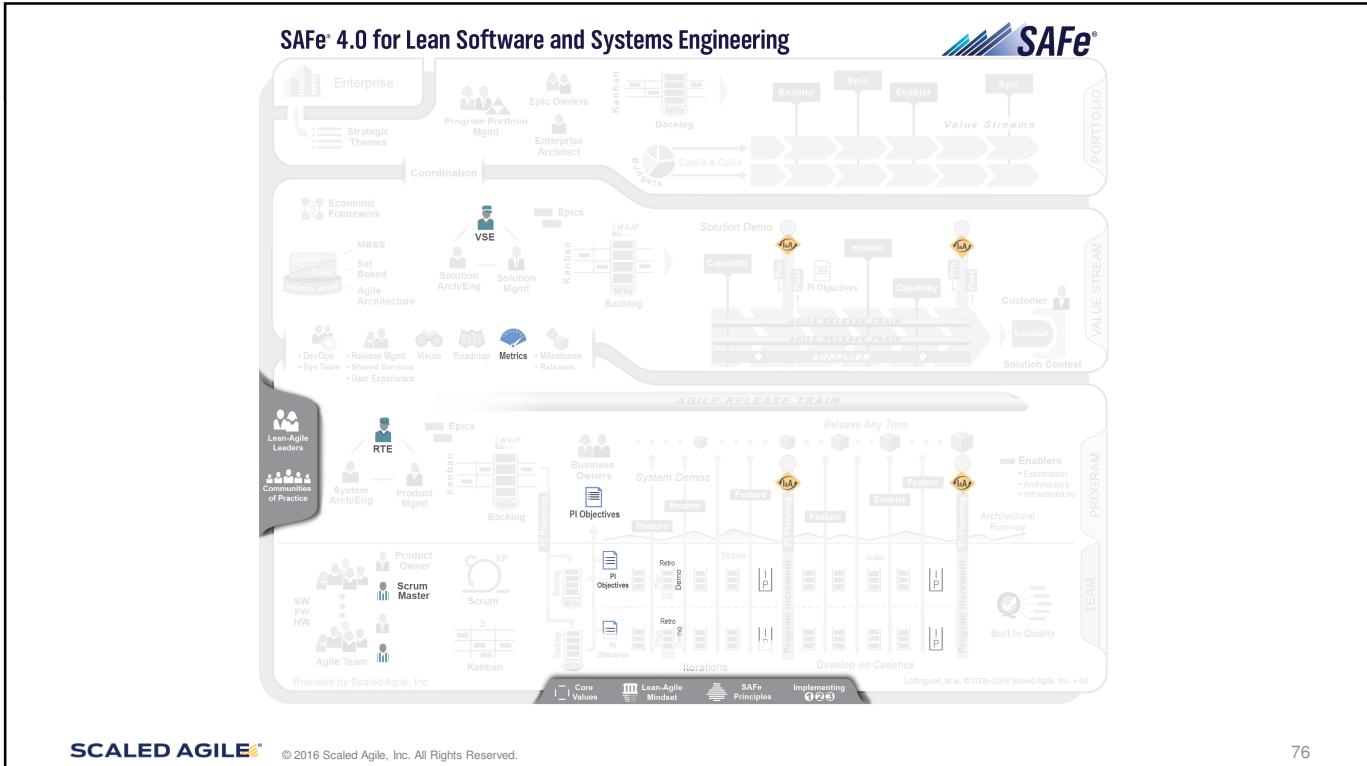
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Quality



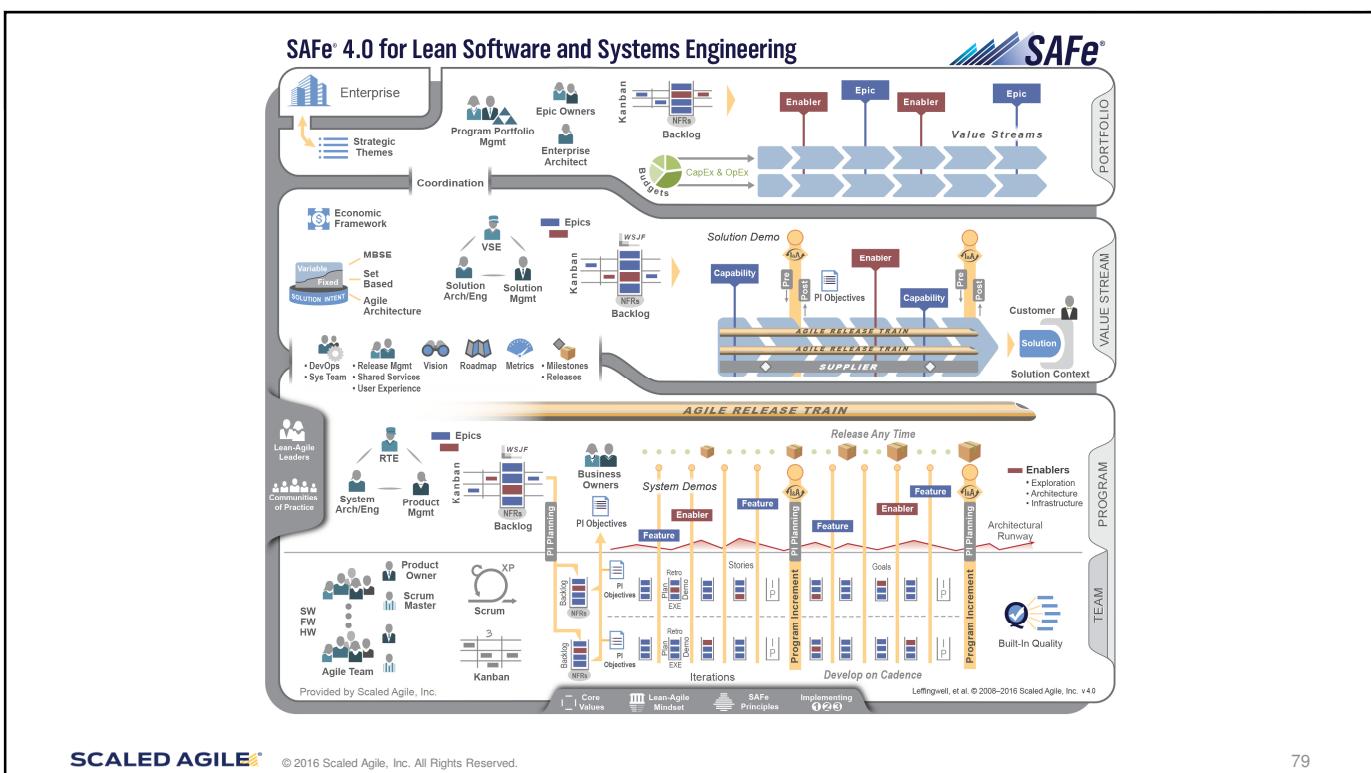
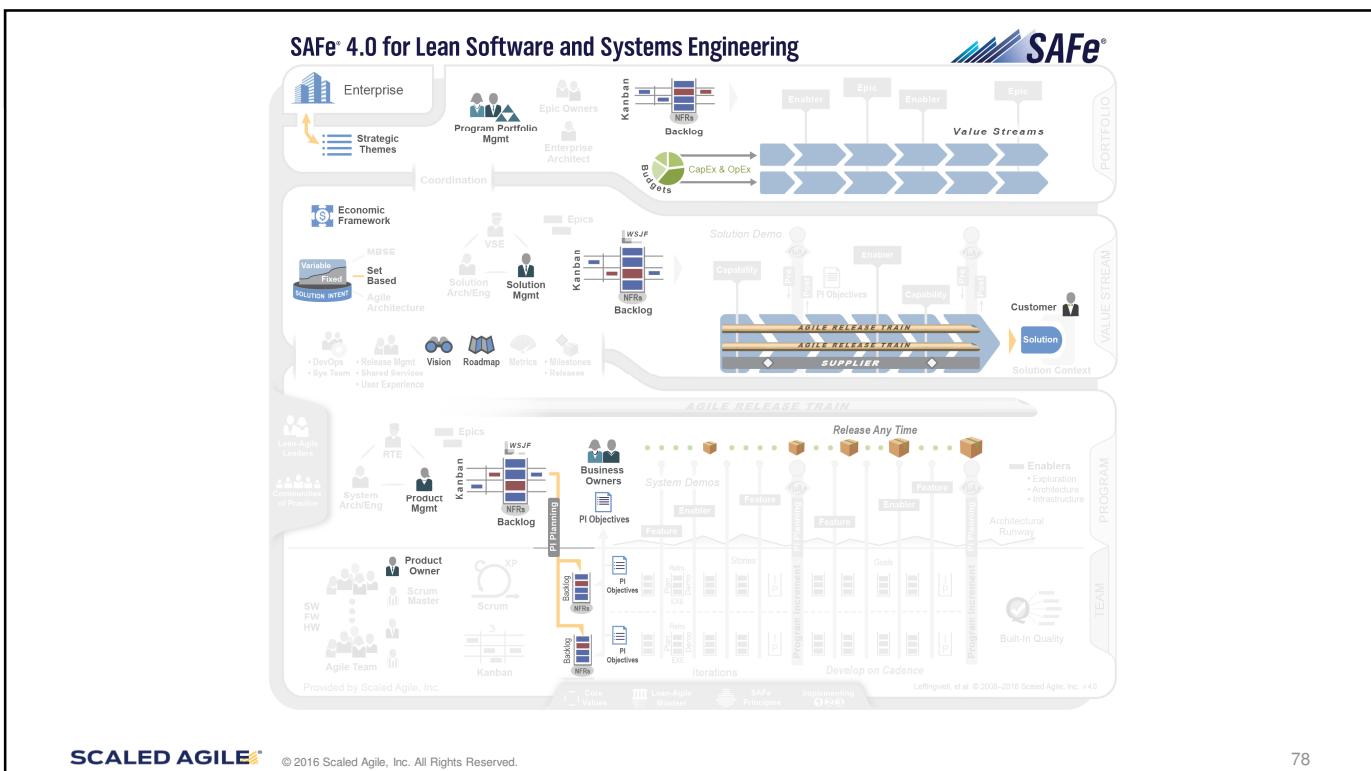
Relentless Improvement



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Value Delivery

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AGENDA

6.2 Prioritize the Program Backlog

PROGRAM
6.99

- Enablers
 - Exploration
 - Architecture
 - Infrastructure

Architectural Runway

