

# Agile Scaling Frameworks and Organizational Cultural Models

-Dr. Charles (Chuck) Suscheck (chuck@suscheck.com)

“Our highest priority is to satisfy the **customer**  
through early and continuous delivery of **valuable software.**”

OR

“Our highest priority is to maximize **shareholder value**  
as reflected in **stock prices.**”

## TYPICAL BARRIERS TO AGILE SCALING

- ✓ CULTURE
- ✓ ACTIVITY BASED SCALING
- ✓ PROJECT THINKING
- ✓ SILO'D TEAMS
- ✓ TEAM PERSISTENCE
- ✓ REACTIVE INTERACTIONS
- ✓ LOCAL OPTIMIZATION
- ✓ ENVIRONMENTS
- ✓ TOOLS
- ✓ POLICIES

Source: Smoothapps.com

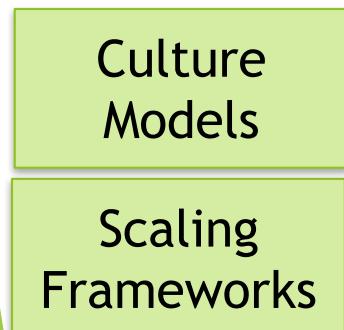
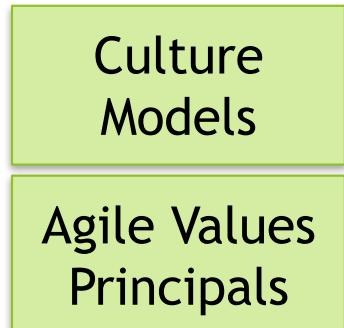
# Premise

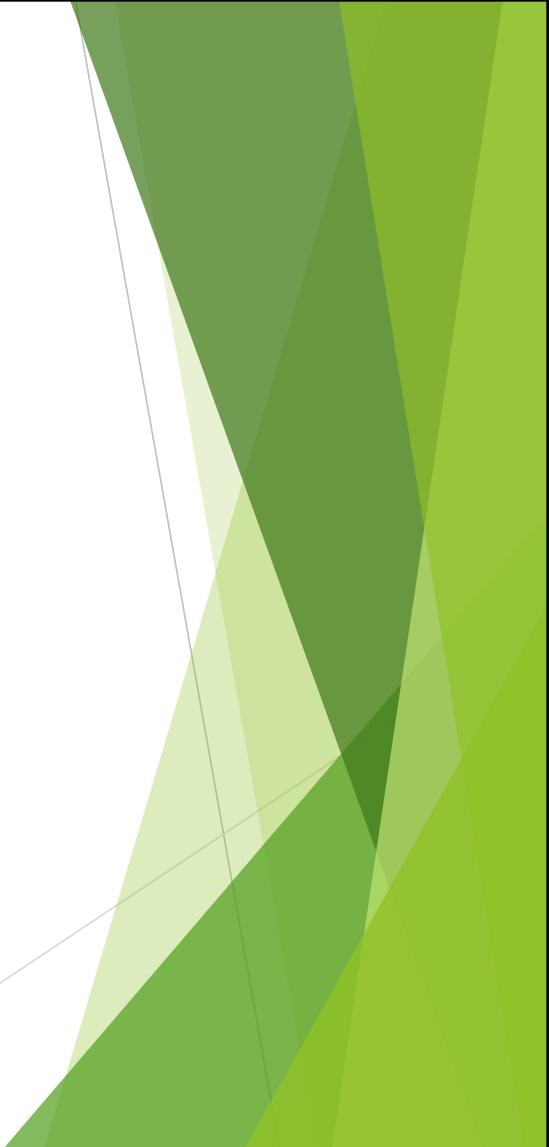
Agile scaling frameworks appeal to different organizational cultures which may diverge from agile values

because of this

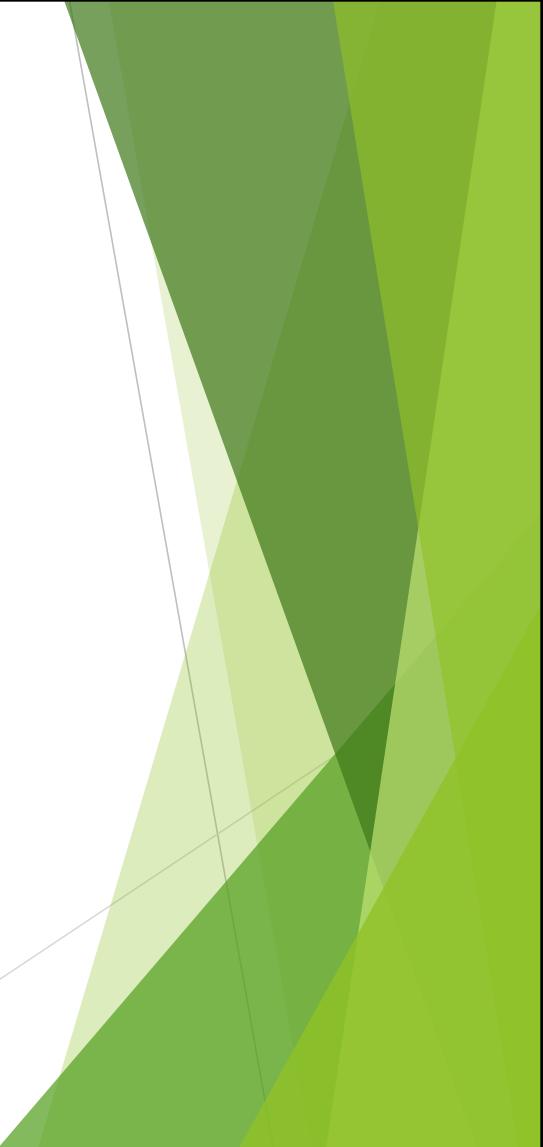
Pursuing an agile framework may lead to business as usual and ineffective agile adoption

## Process





Let's understand  
organizations



One cultural model  
is  
insufficient

# Culture model one: McGregor

Attitude toward people

# McGregor's Theory X and Y

Theory X

People dislike work

People avoid effort

People do not want responsibility

Theory Y

People self motivate

People thrive on responsibility

# Have you said:

“Why is Terra working on ABC, she should be working on DEF”

“Work is assigned to resources based on skill”

“Do whatever it takes to get it out the door”

“Resources are now leveled”

“We need better estimates, that seems too high”

A large, abstract graphic in the background is composed of several overlapping, semi-transparent green triangles of varying shades. These triangles are oriented at different angles, creating a dynamic, layered effect that covers the right side of the slide.

Disengagement  
is the enemy  
of innovation

A large, abstract graphic in the background is composed of several overlapping, semi-transparent green triangles of varying shades. These triangles are oriented at different angles, creating a dynamic, layered effect that suggests depth and movement.

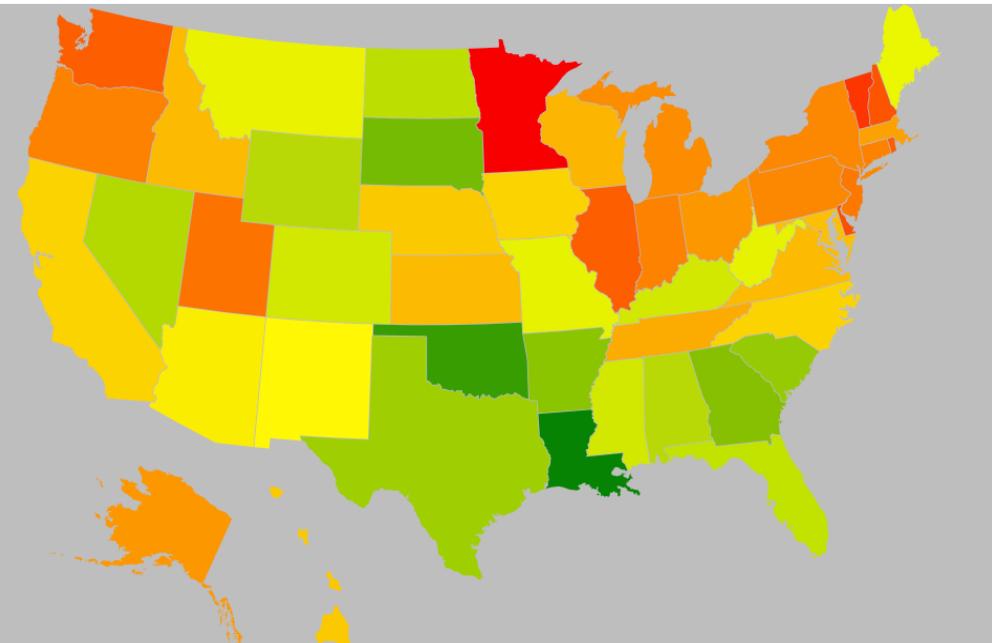
Innovative agile  
is more effective  
with engaged people

Professionals: 30% engaged, 15% disengaged

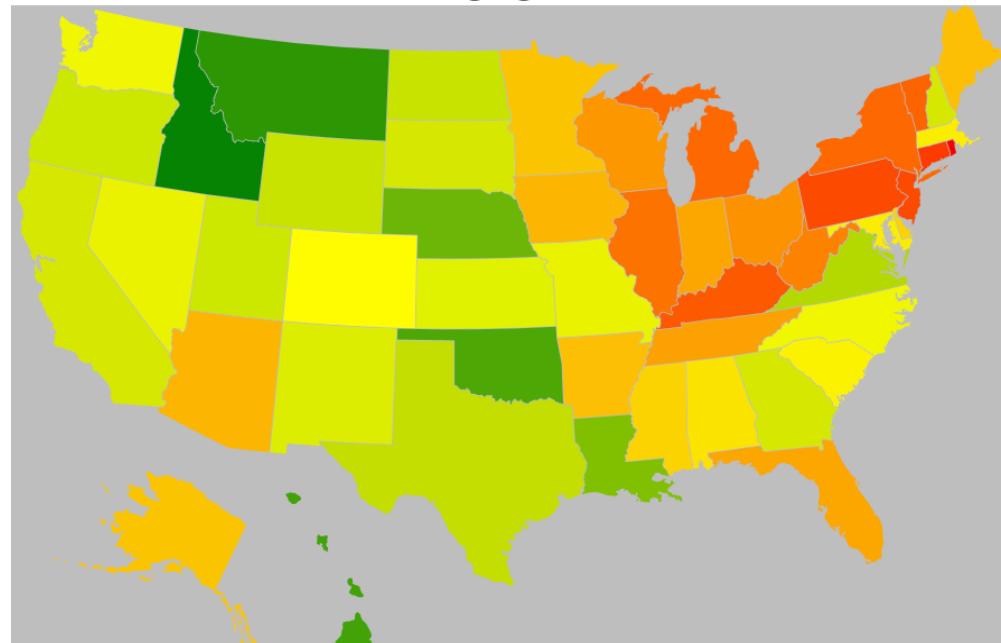
Managers: 36% engaged. 13% disengaged

Aggregate: 30% engaged. 18% disengaged

Engagement



Disengagement



Most Engaged

Least Disengaged

# Application

Theory X

Concentrate on  
keeping unengaged  
people productive

Theory Y

Concentrate on  
making unengaged  
people engaged

# Culture model two: Schneider

What is valued

# Schneider

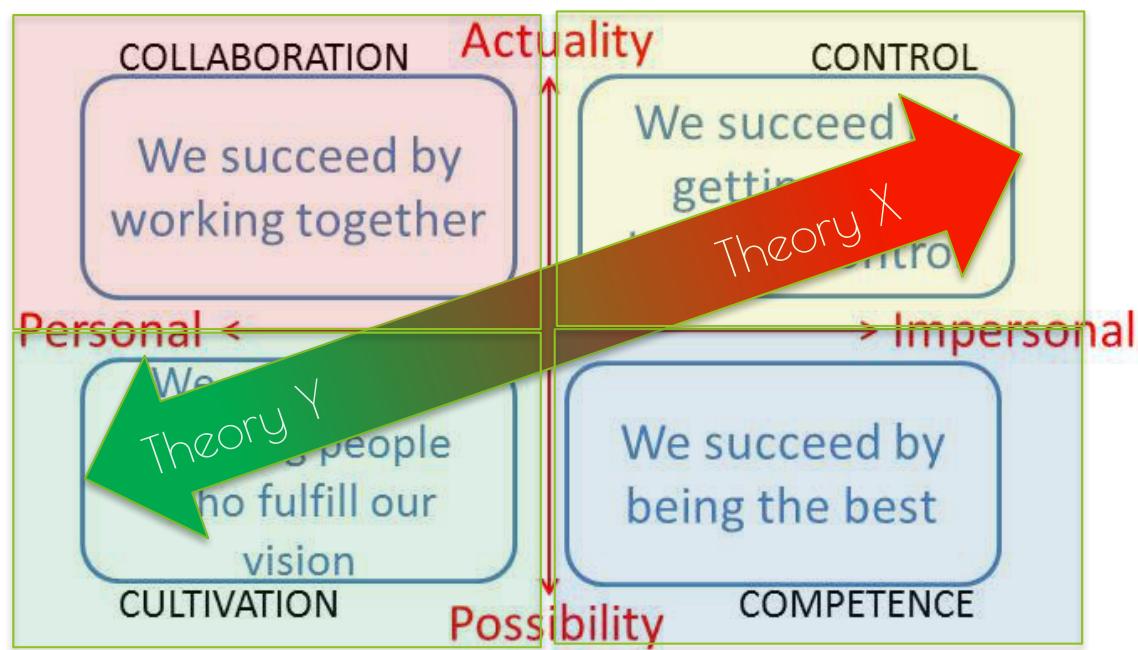
Works in complex environment



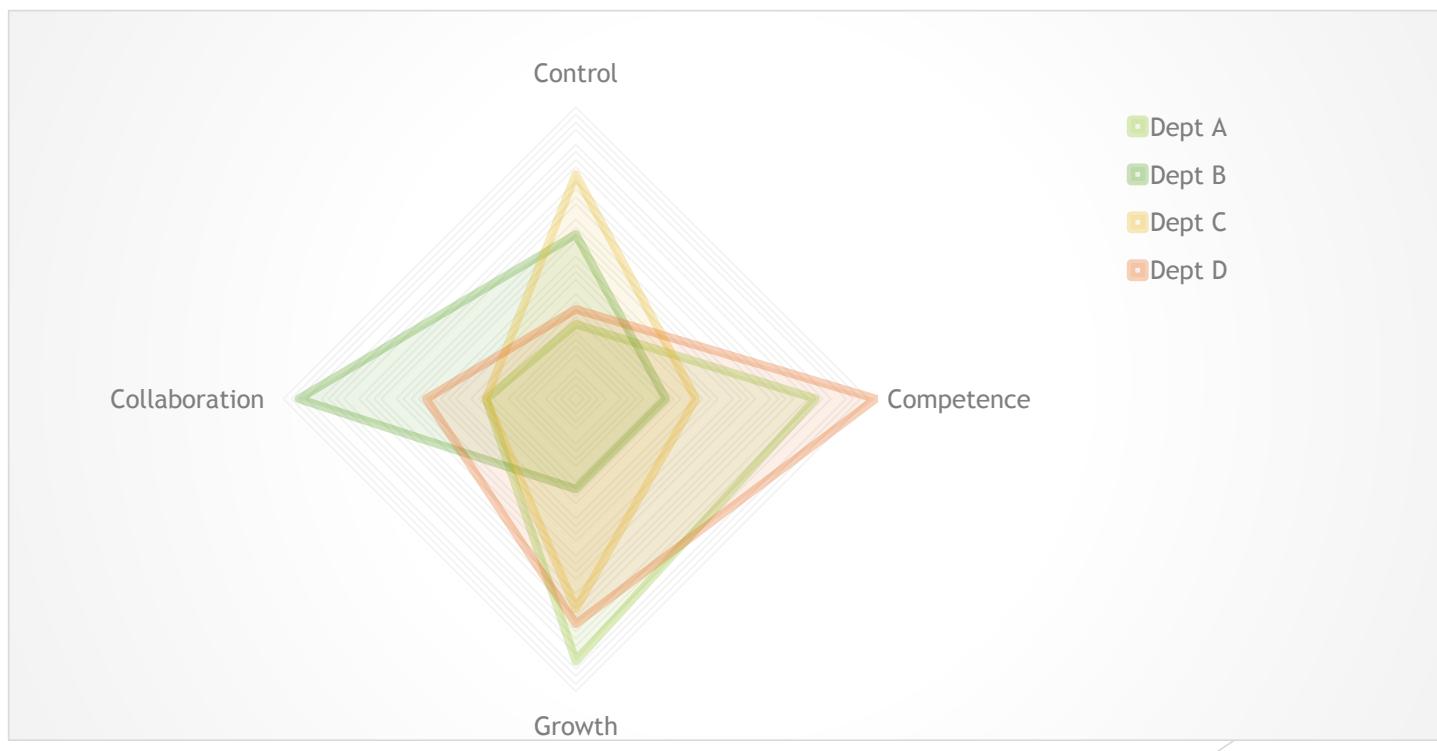
Works in simple environment

Works in complicated environment

# Schneider



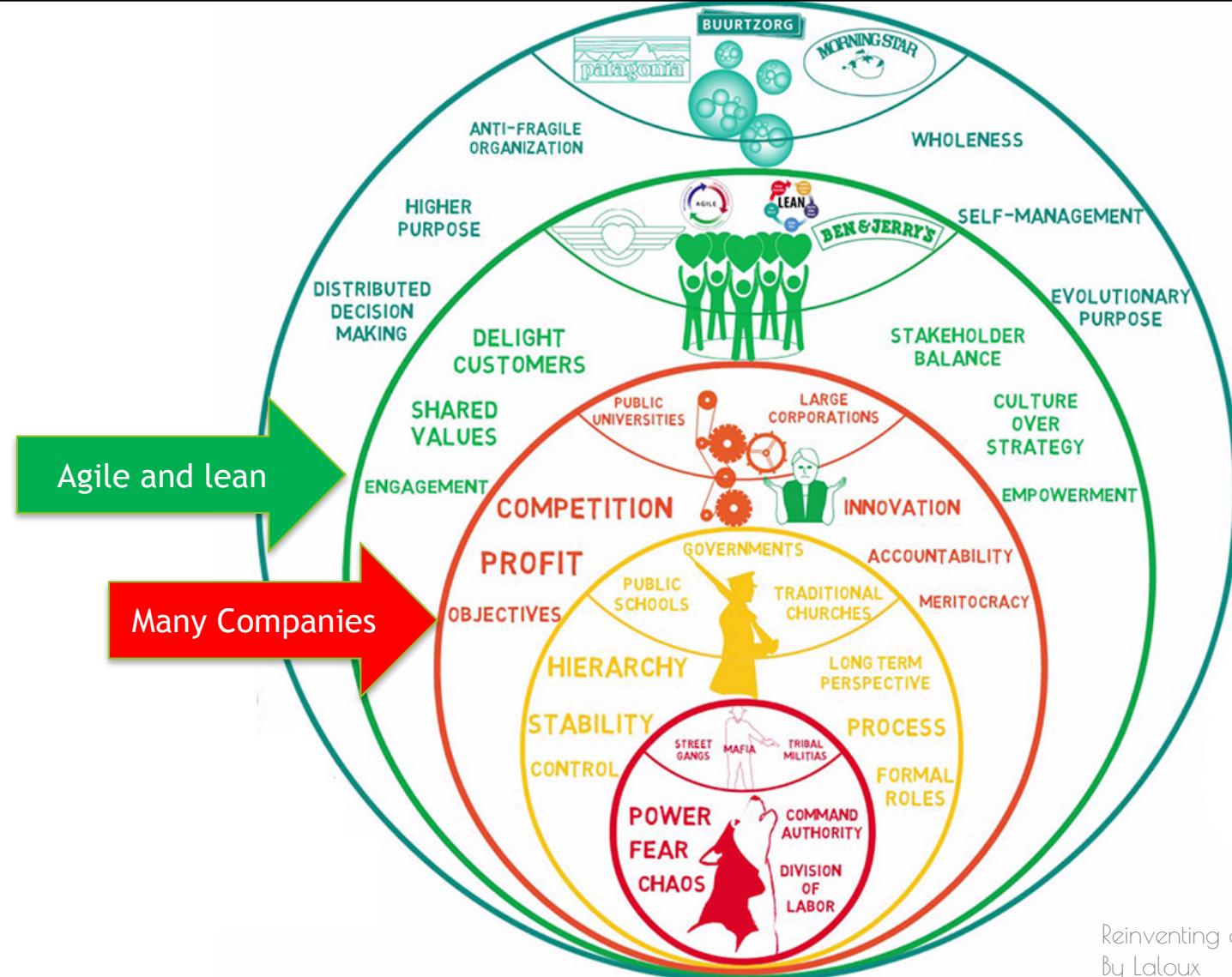
# Application



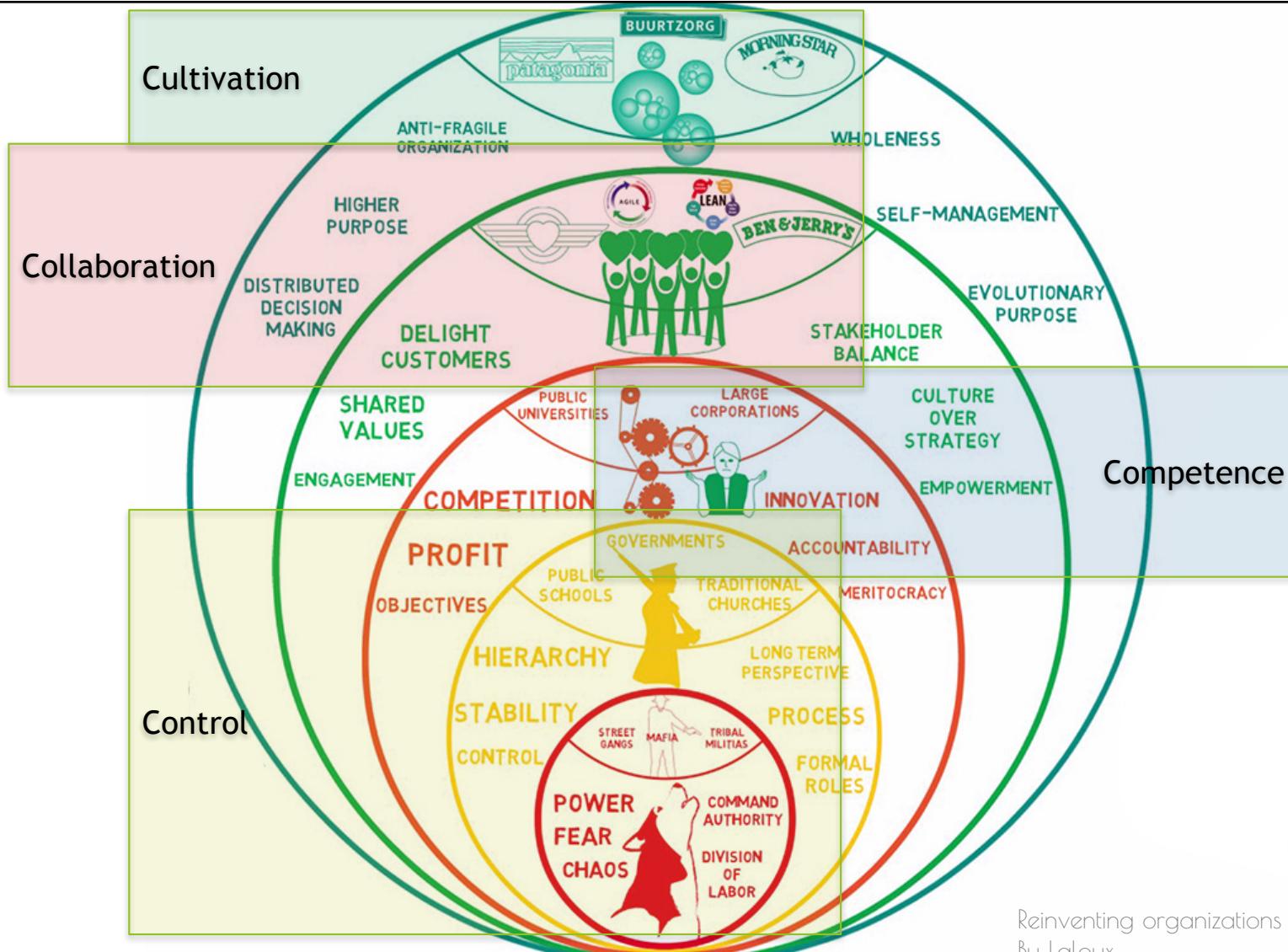
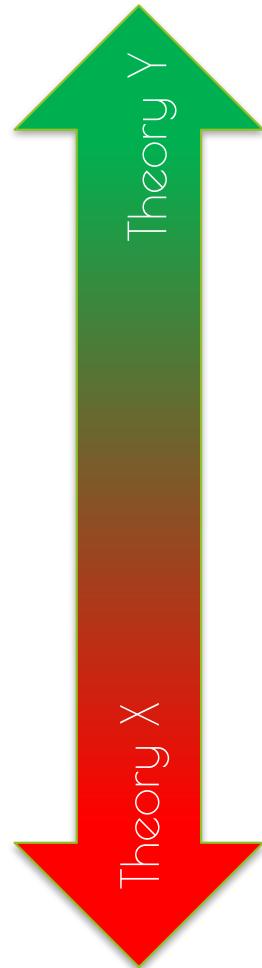
# Culture model three: Laloux

Aspiration to Innovation

# Laloux Model



Only top leadership  
can move  
to new level



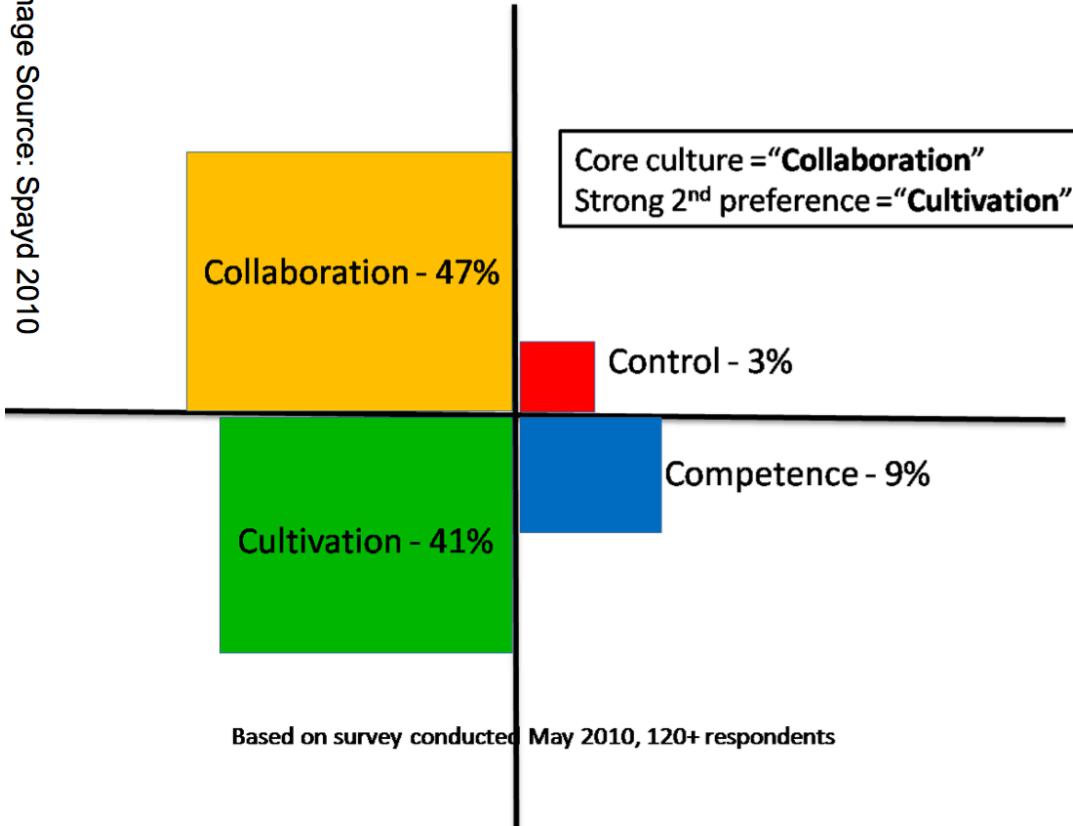
**Order is not a problem  
to innovation but  
excessive constraints are**

Relax constraints –  
innovation emerges

# Models and the agile manifesto

# Survey of cultural fit for Scrum, XP Lean-Kanban practitioners

Image Source: Spayd 2010

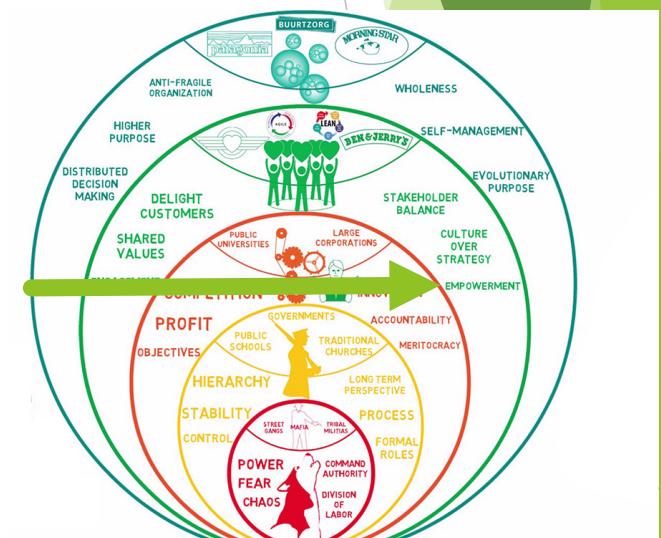
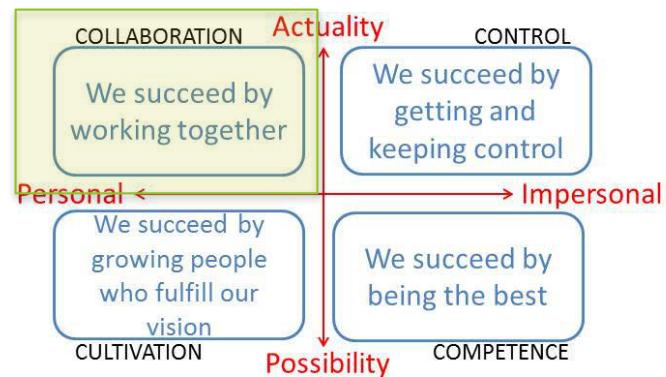


The reengineering alternative  
By Schneider

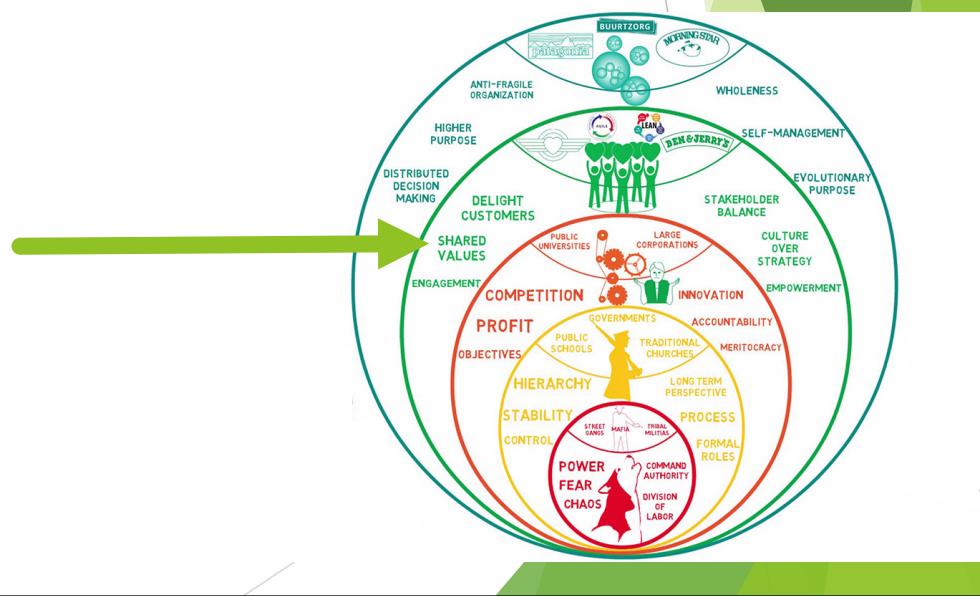
# Agility Effectiveness



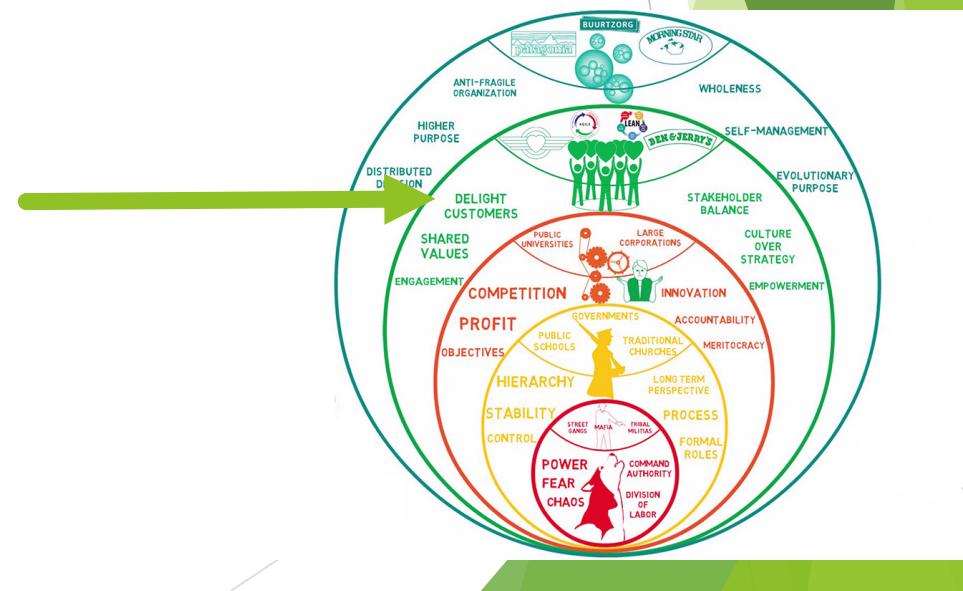
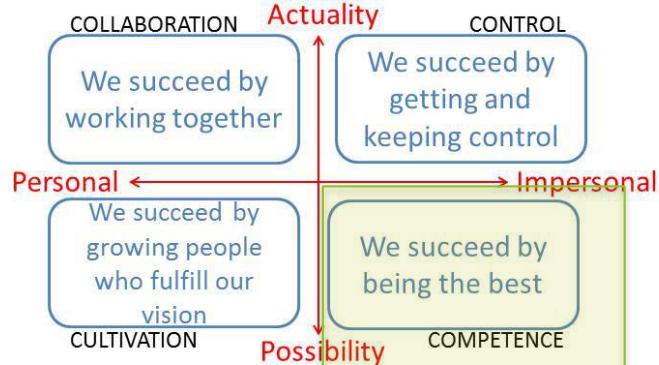
# Individuals and interactions over processes and tools



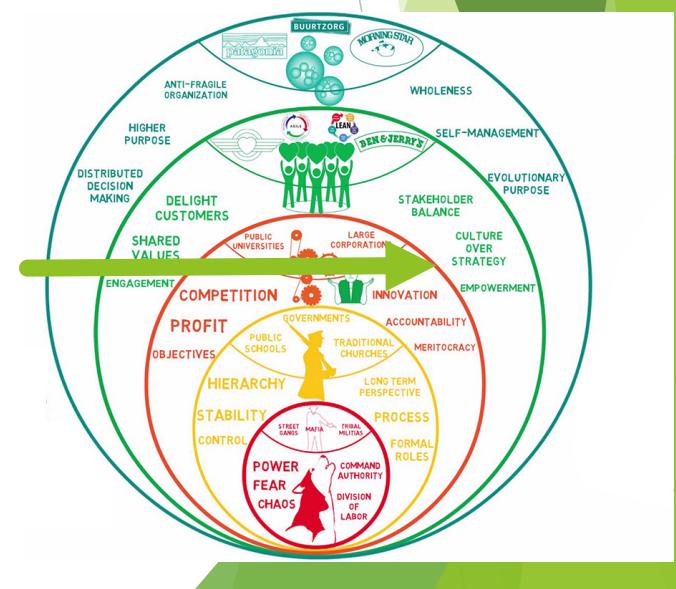
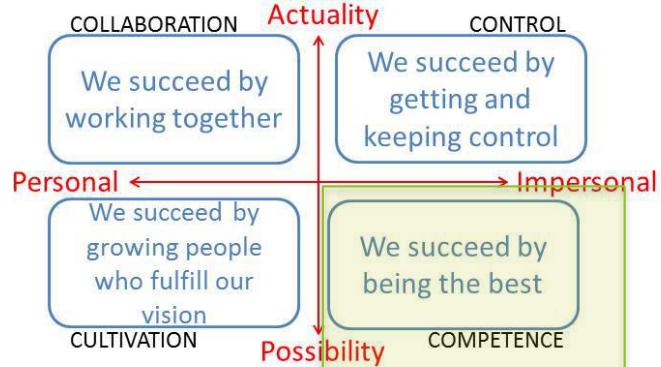
# Customer Collaboration over contract negotiation



# Working software over comprehensive documentation



# Responding to change over following a plan



# Principles from Agile Manifesto

Cultivation

Collaboration

Competence

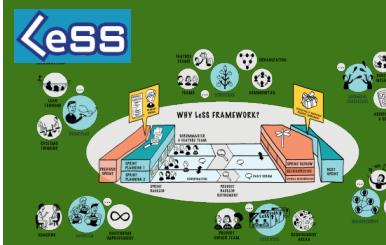
Control

- Highest priority is to satisfy the customer.
- Changing requirements are a competitive advantage
- Deliver working software frequently
- Business people and developers must work together.
- Build projects around motivated individuals.
- Convey information face-to-face.
- Working software is the primary measure of progress.
- Promote a sustainable pace.
- Pay attention to technical excellence.
- Simplicity is essential.
- Self-organizing teams make the best software.
- Regularly reflect on how to become more effective.

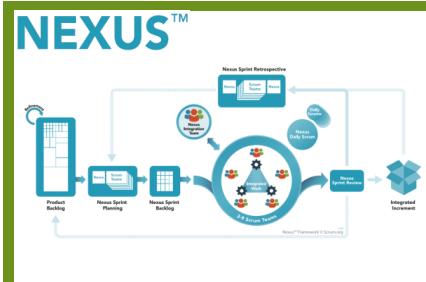
# Scaling Frameworks

Less  
Nexus  
Essential SAFe

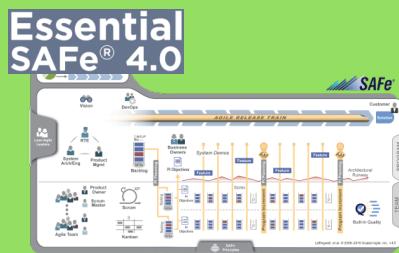
# FRAMEWORK CANDIDATES



LeSS is Scrum applied to many teams working together on one product. The LeSS Rules are the definition of the LeSS Framework. They are things we consider a must.



Nexus is a framework consisting of roles, events, artifacts, and techniques that bind and weave together the work of approximately three to nine Scrum Teams working on a single Product Backlog to build an Integrated Increment that meets a goal.



Essential SAFe is a subset of SAFe 4.0 that describes the minimal elements necessary to be successful.

If you incorporate these ten essential elements for each release train in your portfolio, you're well on your way to realizing the full benefits of SAFe.

Source:  
[SmoothHans.com](http://SmoothHans.com)

# Scaling Reasons

Multiple Backlogs

Context Switching Concerns

Single Backlog

Basic Scrum

Single Team

Portfolio Concerns

Integration Concerns

Multiple Teams

# Framework considerations

	LeSS	Nexus	Essential SAFe
Problem Addressed	Integration	Product integration	Top to bottom visibility
Approach	Using scrum for scale	Multi Team per product	Program and portfolio definition with scum team support
Work effort organization	Product emphasis	Product, not project	Project emphasis
Process/Framework Theory	Grow process as needed	Minimal viable process, tailor up to your organization	Library of practices, prune what you don't need
Framework Definition	“LeSS Rules” (~28 rules, ~2 pages)	Nexus Guide (~11 pages)	The Big Picture (SAFe web site)
Complementary Practices	400+ at 3 Levels	~40 at 1 Level	Website. Eveything is complimentary.

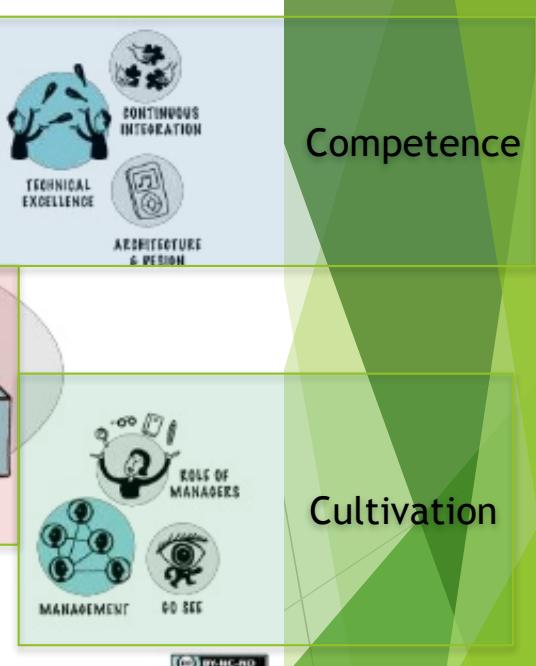
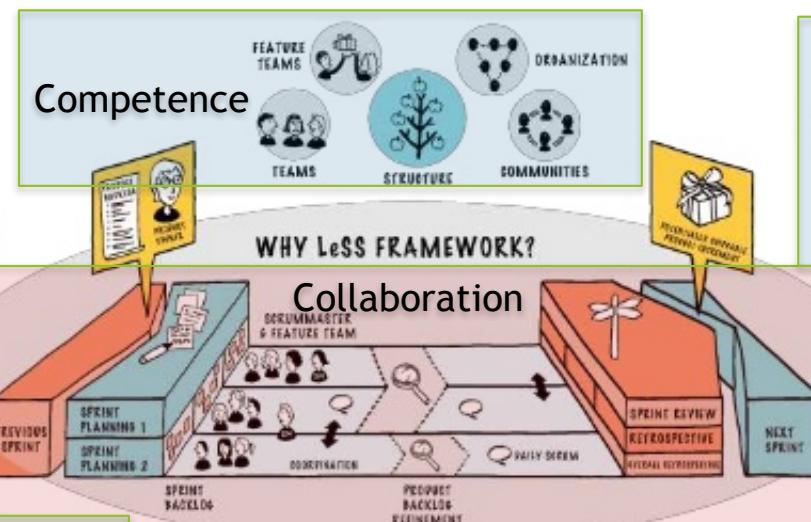
Source: ScrumCrazy.com

# Leadership considerations

	LeSS	Nexus	Essential SAFe
Scrum Master role in cross team coordination	Avoid having SM coordinate cross team. SM coaches LeSS at org level	NIT coordinates, not SM	SM coordinates and reports status to mgmt
“Uber Scrum Master” role	None, all Scrum Masters are basically equal.	NIT Scrum Master coaches all on “Nexus” integration	Release Train Engineer
Product Managers	No official role, support PO	Silent on the topic	SAFe role, with Team PO’s reporting to them, similar to Chief/Uber PO concept
Portfolio Management: Framework	Zero new roles	2 new roles (NIT SM + NIT Member)	~17 Specific roles for Program Level and Portfolio Level, including funding guidance

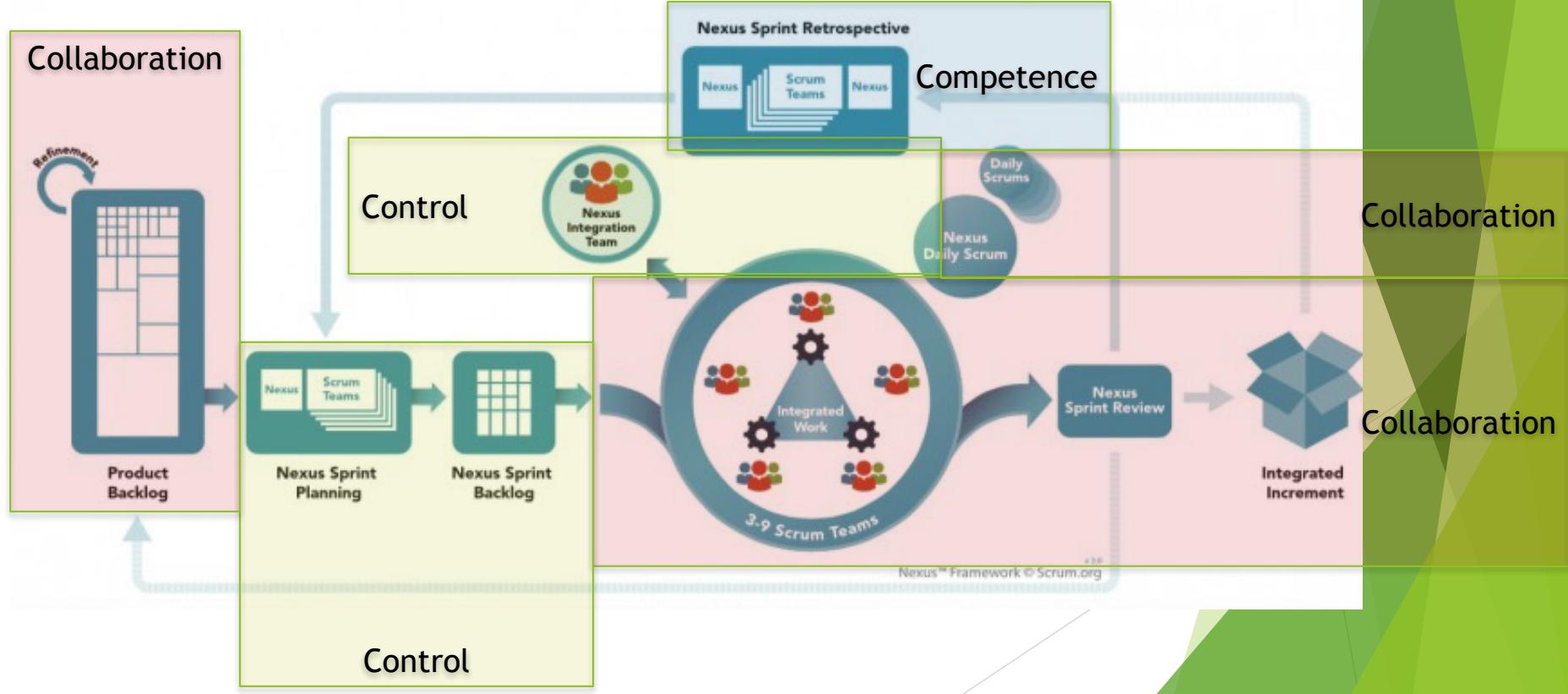
Source: ScrumCrazy.com

# Large Scale Scrum (LeSS)

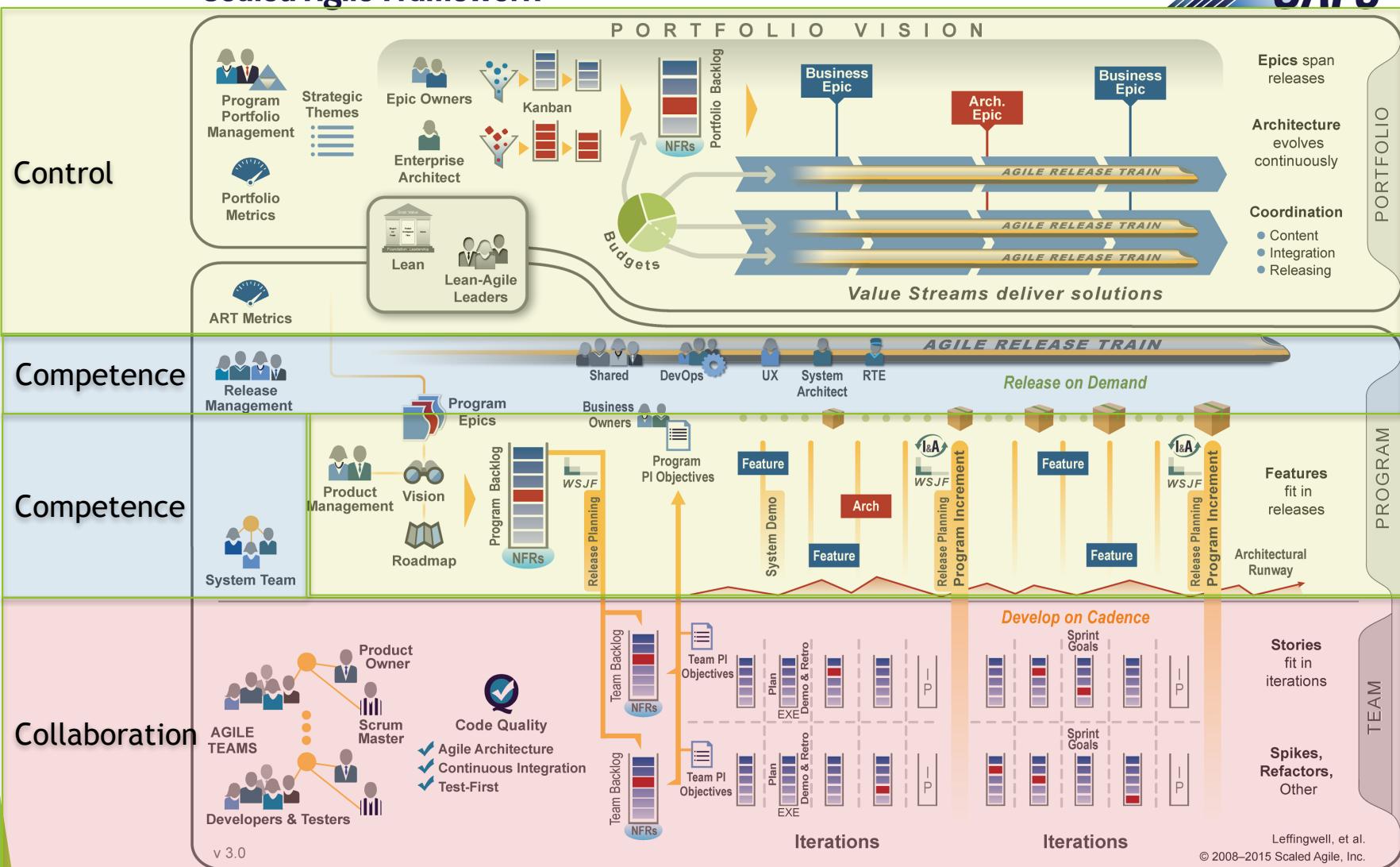


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# NEXUS™ FRAMEWORK



# Scaled Agile Framework®



# Cultural attractiveness

	LeSS	Nexus	SAFe
Cultivation			
Competence			
Control			
Collaboration			

# Premise

Agile scaling frameworks appeal  
to different organizational cultures

because of this

Pursing an agile framework may  
lead to business as usual and  
ineffective agile adoption

Remember  
Culture  
eats strategy  
for breakfast

# Thanks

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