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

**Organizational de-scaling (flattening) takes months and years to complete and from a high perspective, looks like a gradual process.**

However, throughout this long process, there are many phases (bursts) of: comprehensive preparation, followed by an organizational “flipping”.

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**LeSS Huge**

As in LeSS, a Product definition becomes too wide to be supported by a single Product Owner. Area Product Owners (+ staff) are identified, to support independent Product Areas. Coordination between Area Product Owners and [Overall] Product Owner ensures good product strategy and long-term planning is balanced across Areas. Changes to organizational policies (e.g. location strategies, compensation) are made.

**LeSS**

Simplified organizational design. **System Optimization.** Reduction of: silos, handovers, translation layers, bureaucracy and “muda”. Scrum is implemented by coordinated, feature-centric teams (2-8), building the same, widely defined Product/serving the same PO. Cases of Local Optimization by single specialty roles are eradicated. Scrum is the main building block of IT org. structure. Teams are colocated.

Multi-site development is used for multiple locations. Strong reliance of technical Mentoring and Communities of Practice (as oppose to first-line management). No subsystem code ownership. Gradual reduction of “undone” work and “undone department”. Heavy focus on Customer values. Strong support of Senior Leadership. Intimate involvement of HR.

**Scrum**

**Copy-paste scaling** (no conscious scaling strategy) of Scrum throughout an organization: many teams doing their ‘own’ Scrum. True product definition is weak. Cases of using Scrum in component-centric development are frequent (often, a result of trying to meet goals of agile transformation (% annually), set at enterprise level. Importance of Scrum dynamics and roles is viewed as secondary, to existing organizational structures and blueprints. Too many single-specialty experts and very few T-shaped workers. No meaningful HR changes.

**Waterfall**