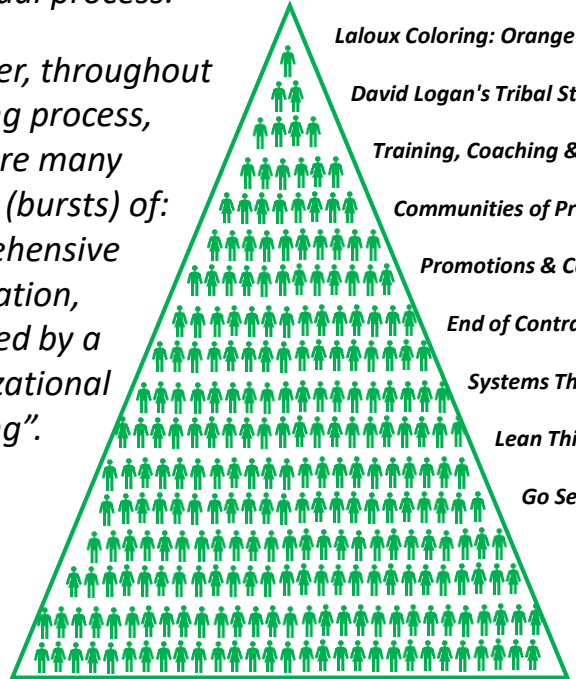
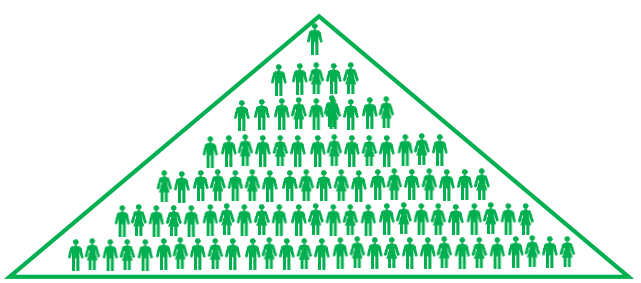


Scaling Organizational Adaptiveness (a.k.a. "Agility") with Large Scale Scrum (LeSS)

Organizational De-Scaling / Flattening

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".



- Improved HR policies
- Management → Leadership
- End to faked "Projects/Portfolios"
- Theory X → Theory Y
- Abolishing Performance Appraisals
- Laloux Coloring: Orange → Green
- David Logan's Tribal Stage: 3 → 4
- Training, Coaching & Mentoring
- Communities of Practice
- Promotions & Career Paths
- End of Contract Game
- Systems Thinking
- Lean Thinking
- Go See (Gemba)

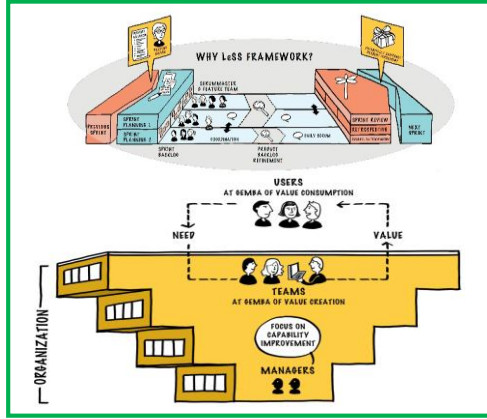
Diagram created by Gene Gendel

LeSS

Simplified (flatter) and **inverted** (senior leadership is in supportive function) **organizational design**. **System Optimization**. Reduction of: silos, hand-overs. Scrum is implemented by coordinated, feature-centric teams (2-8), building the same, widely defined Product/serving the same Product Owner. Scrum is the main building block of IT org. structure. Teams are collocated. Teams strive to 'own' their decisions, not 'rent' from others. Adoption of LeSS is "deep & narrow", not "broad and shallow"; no Big Bang transformation attempts.

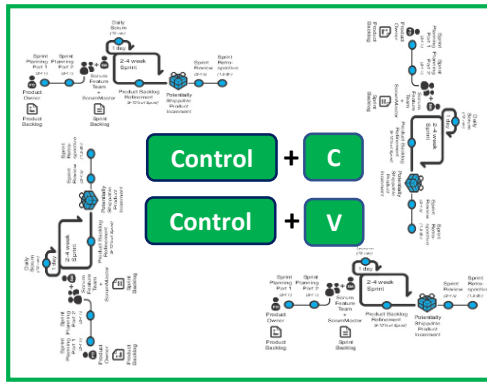
Multi-site development - used for multiple locations. Reliance of technical **Mentoring** and **Communities**. No subsystem code ownership. Reduction of 'undone' work. Focus on **Customer value**. Support of Senior Leadership. **Involvement of HR**, supporting the concept of **job security, not role security**.

Transition from independent basic Scrum, performed by multiple teams to LeSS, is a desirable approach, when a product is widely defined and real Product Owner is identified



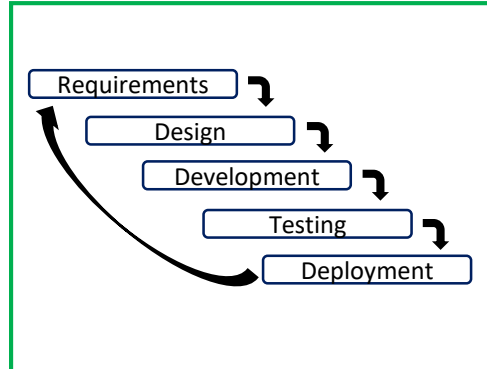
Scrum

Copy-paste scaling (no conscious scaling strategy) of Scrum throughout an organization: many teams doing their 'own' Scrum. Frequently manifested, when there is an internal competition between departments or company areas, on e.g. "who is going to have more scrum teams by e.g. end-of-year". True product definition is weak. Cases of using **Scrum for component-centric development** are frequent (often, the result of trying to meet goals of agile transformation (% annually), set at enterprise level. This results in massive integration problems that need to be resolved by adding "integration/stabilization" sprints. 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

Complex organizational design. Domains of single-function expertise, ownership and control. Numerous silos, hand-offs and translational layers between component teams, single-function specialty groups, and technology and business, overall. **Internal contracts and blame-shifting** strongly prevail. Long cycle "from concept to cash". **Local optimization** by single-specialty workers/departments. **Theory X management** – is the primary way to manage/treat individuals. **HR** – putting a lot of emphasis on performance appraisals and individual ownership; manipulating workers with **subjective bonuses**; fostering an environment of **internal competition** and "I am the best and you are not" attitude. Weak definition of product value, from a stand-point of a paying customer. Manifestation of **Larman's Laws of Organizational Behavior**.



Graphics are courtesy of <https://less.works>

Scaling Scrum

Waterfall