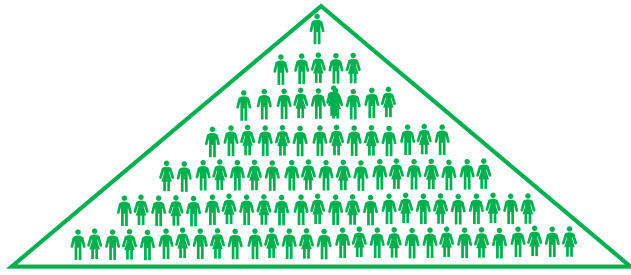


Scaling Organizational Adaptiveness (a.k.a. "Agility") with Large Scale Scrum (LeSS)

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)

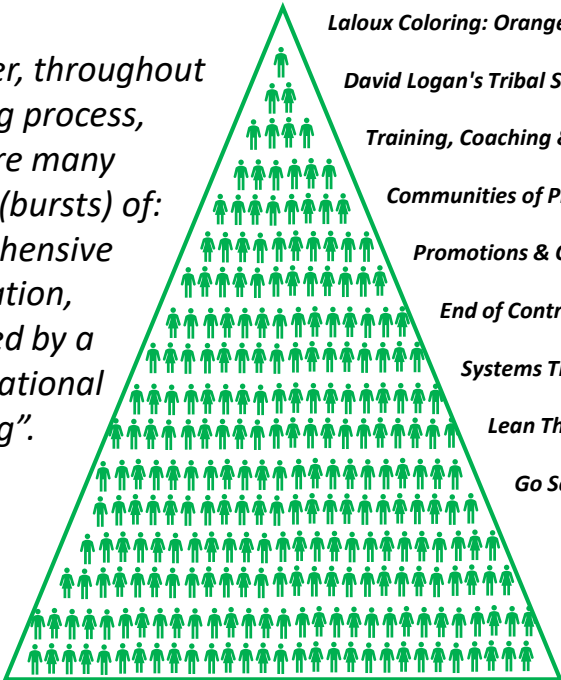


Diagram created by Gene Gendel

LeSS Huge

As in LeSS, + 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

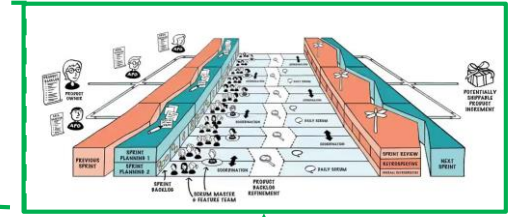
Simplified organizational design. System Optimization. Reduction of: silos, hand-overs, translation layers, bureaucracy and "muda". Scrum is implemented by coordinated, feature-centric teams (2-8), building the same, widely defined Product/serving the same PO. Cases of Local Optimization by single specialty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

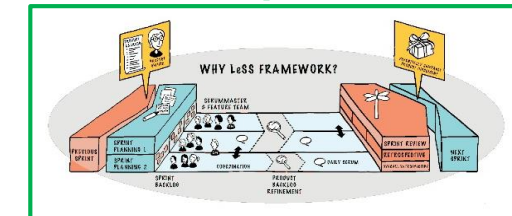
Copy-paste scaling (no conscious scaling strategy) of Scrum throughout an organization: many teams doing their 'own' Scrum. True product definition is weak. Cases of using **Scrum in component-centric development** are frequent (often, a result of trying to meet goals of agile transformation (% annually), 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

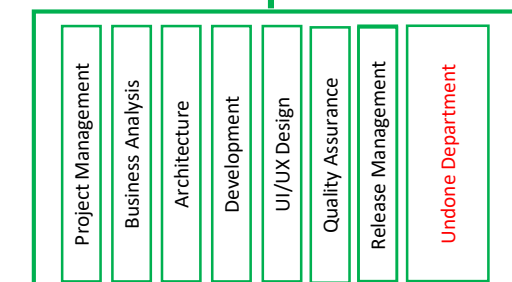
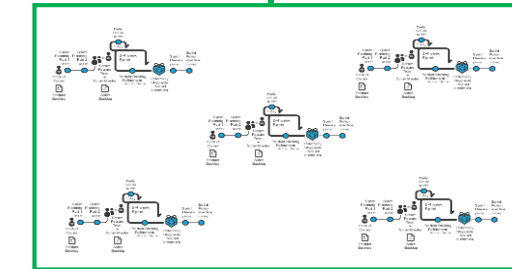
Complex organizational design. Domains of single-function expertise, ownership and control. Numerous silos, hand-offs and translational layers between Component Teams. **Internal contracts.** Long cycle "from concept to cash"). **Local optimization** by single-specialty workers/departments. Profound **organizational debt: Theory X management, individual performance appraisals and subjective bonuses.** Weak definition of product value from a stand-point of a paying customer. Manifestation of **Larman's Laws of Organizational Behavior.**



Transition from LeSS to LeSS Huge should not be the primary goal but only a necessary step, taken when a product has grown beyond what a single Product Owner and 2-8 LeSS teams can support



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



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

Scaling Scrum

Waterfall