FAKE LESS ADOPTIONS …
… WITH IRONY

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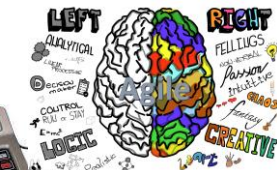Austria

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WOLFGANG RICHTER

- Father of two wonderful daughters

- PhD

- Agile Trainer and Coach of passion

- CLT and CST

- Interests: Cars, Comics, Music, Sports, Travelling, Technology, Psychology

JIPP.IT

TRAINING

SCALING

COACHING

Wolfgang Richter

Relation between Project Management, Organizational Structures, and Agile Software Development Methods for the Telecommunications Industry

Doctoral Thesis

for obtainment of the academic degree Doctor of Technical Sciences

in Informatics

THE
PRODUCT
OWNER
FROM HELL

AKA

POFH

Photo by   on

POFH to the team:

„In future the business analyst group
will do refinement for you,

so you do have more time
to produce code."

LEARNINGS FOR LESS

- Basically … a good idea 😳

- There is no business analyst group in a LeSS Product Development group … so lets fire all BAs
  - Hint: Bas Vodde is one of the creators of LeSS … ☺️

- Refinement is done by the teams …
  - multiple roles per person? 😰

- Lines of code is not the essential indicator for maximized value . . .
  - That would be More with More 🙃

POFH #11

POFH to somebody:

„Product Vision? What do you mean?"

LEARNINGS FOR LESS

- Who has visions should consult a doctor … 😳
  - Quote from an austrian politician.

- LeSS requires a clear understanding of the product vision to work 👍

- The Product Owner has to have it available in a second . . .
  - Lets stop the time how long it takes for the PO to explain the PV 🤬

- Value maximization and product vision are heavily connected
  - So, what comes first, the value defintion or the product vision 🤔

Manager to team:

„Look guys, you need to work in multiple
teams, because we need your
skills on different projects."

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LEARNINGS FOR LESS

- Cool, meeting hopping. Lets break the record … 🙄

- Team members belong to exactly one team
  - But we need to hire so many more people then … 😲

- No projects in LeSS
  - Yeah, sure … 😄

- Knowledge silos are considered an organizational flaw
  - and it needs to be resolved. Firing? 😬

Manager to employees:

„Mentoring is part of our company culture.
Once we have completed the client requests,
we will conduct a lessons learned session,
and write them down in a Wiki,
so you can avoid those mistakes in future."

Photo by   on

LEARNINGS FOR LESS

- We believe in Dirvana, digital nirvana. The religion is called Wikiism … 😬

- Mistakes are a chance to learn
  - Yeah, sure. That's what we learned in school …🤯

- Mentoring is an active, continuously ongoing activity
  - But we do not have the time for that … 😥

- Mentoring requires bi-directional interaction 😲

Manager to team members:

„We want you to self-organize.
The Scrum Master will take care of that.
Please follow her instructions.“

Photo by   on

LEARNINGS FOR LESS

- Power to the people, and I am the people …😎

- Every team is self-organized
  - Even with a team-lead? 🙁

- Self-management is a learning process, and needs support instead of „instructions" (aka commands)
  - But how should they know how to do it … 🙁

- Self-organization is more than a statement to the team. It is a statement to anyone in the organization, and often requires drastic changes in power structures. 🧐

MANAGEMENT BY SCREAMING

Who has the loudest voice will be served first.

LEARNINGS FOR LESS

- Voice training is the key to success … ☺️

- Frequently changing priorities require frequent re-planning
  - But … 😳

- Stakeholder management does exist in LeSS
  - No way … 😲

- A clear understanding of how to maximize value is essential 😱

AGILE PROJECT MANAGERS

A different animal?

LEARNINGS FOR LESS

- We need projects, because we need to bill the clients 🤑

- If there are no projects in LeSS, what does an Agile Project Manager do then?
  - … 🙄

- If there are projects in a LeSS organization, why?
  - … 🤑

- If product development needs to be managed, we already have the Product Owner, the team, and the Scrum Master for it. 😮

RELABELING

"The purest form of insanity is to leave everything the same and the same time hope that things will change."

Albert Einstein

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LEARNINGS FOR LESS

- That's cool, we actually to this for years already. Not much change … 😫

- If there is no significant change in the organizational structure, it is an indicator, everything stays the same. 😒

- Change requires … well … change. 🙄

- Larman's Laws of Organizational Behavior #1:
  Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and "specialist" positions & power structures. 🤕

POFH #14

POFH to the team:

„Since our Scrum Master was always too passive, I fired her.
Our CEO will jump in for her.“

LEARNINGS FOR LESS

- Continuing to the Scrum Master from Hell … 😈

- Scrum Mastery is very much about actively observing, listening, and reasoning.
  - So the more they stand around and do nothing, the better? 🤔

- Producing something requires much thinking.
  - … 🤓

- Scrum Master requires strength, but not hierarchical power. 💪

THANK YOU

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DISTRIBUTED TEAMS

"Coming together is a beginning, staying together is progress, and working together is success."

Henry Ford

LEARNINGS FOR LESS

- Collocation for teams is a prerequisite in LeSS.

- If a pandemic prevents teams from working collocated, invest in the next best solution.

- Increased virtual direct contact is required to remain a team.

POTENTIAL TEAM PERFORMANCE

„Performance of a team,
if available ressources
are used optimally."

SELF ORGANIZATION

Self-organization, also called (in the social sciences) spontaneous order, is a process where some form of overall order arises from local interactions between parts of an initially disordered system.

Spontaneous order, also named self-organization in the hard sciences, is the spontaneous emergence of order out of seeming chaos.

SELF MANAGEMENT

A self-managed team is a group of employees that's responsible and accountable for all or most aspects of producing a product or delivering a service.

https://smallbusiness.chron.com/selfmanaged-team-18236.html

LONESOME DAILY

Music: Like Ice in the Sunshine - Beagle Music Ltd.
Uploaded by @RosaRockabella

Lyrics: Wolfgang Richter

Refrain:

I'm doing a Daily,
a lonesome Daily,
all by myself,
without any help.

Nobody did join today, I'm standing here all alone,
I wonder what could I do or should I just go home?

What have I done today, what kind of help do I need,
this is the fastest Daily I have ever seen.

Am I able to reach the goal, when feeling so abandoned?
oh crap I simply just don't care, I will deliver an increment.

A Lonesome Daily

Find it here:

https://www.smule.com/recording/beagle-music-ltd-like-ice-in-the-sunshine-original/2301327135_344151238