

Adoption Journey/Roadmap

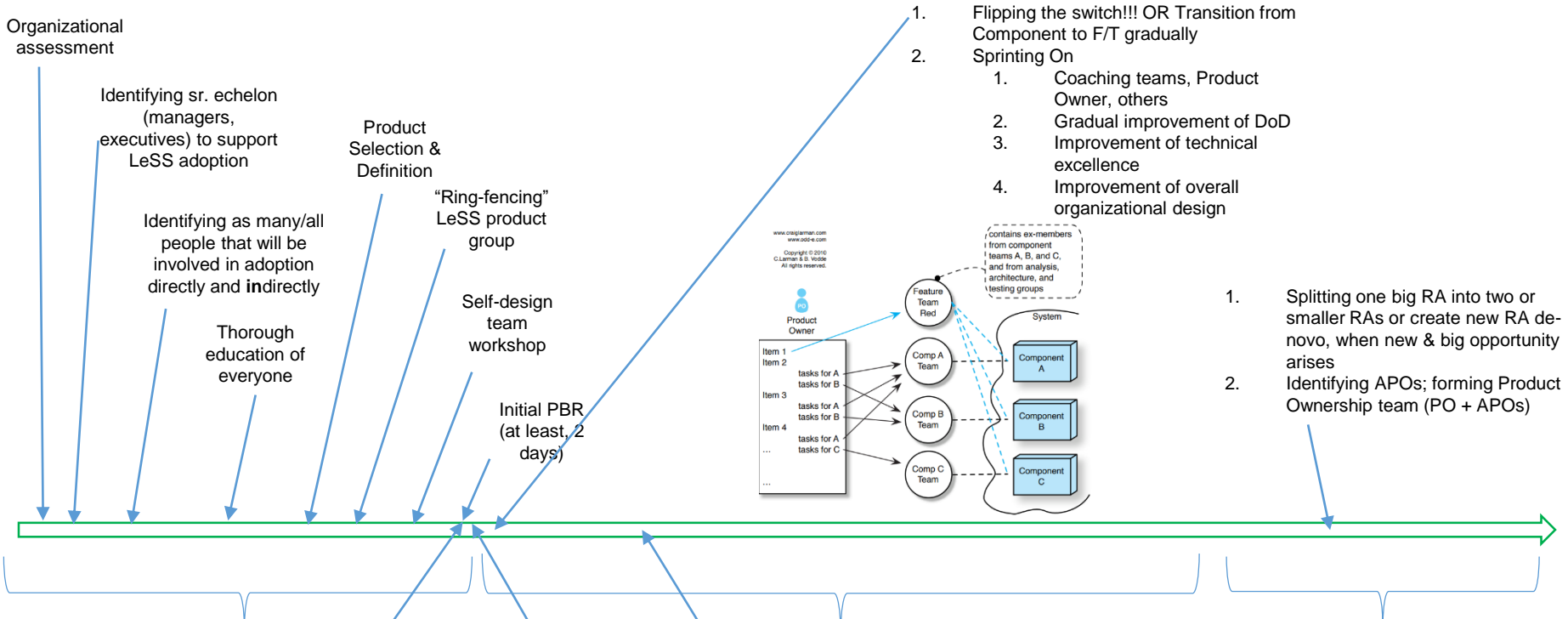


Benefits of LeSS Adoption to Organization

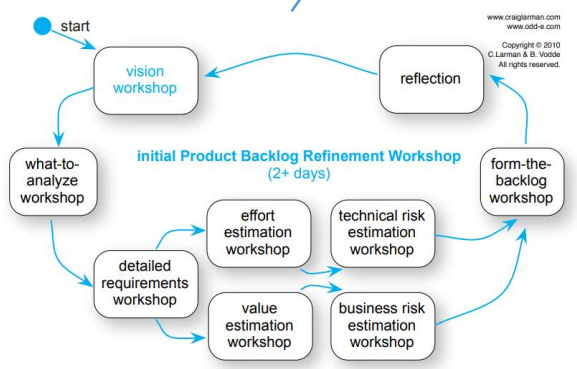
- Because of simplified/flatter organizational design:
 - Shorter cycle time between a request (client) and response (teams)
 - Faster time-to-market = being more competitive
 - Better execution on strategic mission, by having multiple teams working out of the same backlog, for the same Product Owner, on the same product
- Because of fewer roles with more responsibilities:
 - More accountability and ownership, less hand-overs and bureaucracy:
 - Fewer managers, administrators, supervisors but more doers
 - Fewer single-specialists and more generalists but multi-skilled workers
 - Less system gaming and local optimization by single specialists
- Because of improved organizational design → improved culture, and therefore:
 - Improved HR norms, policies, values
 - Delineation between job security vs. role security
 - Promotion/compensation vs. “more people under management”
 - Less internal competition, rivalry, antagonism and “us vs. them”
 - Increased human happiness factor and employee retention

Steps in LeSS Adoption

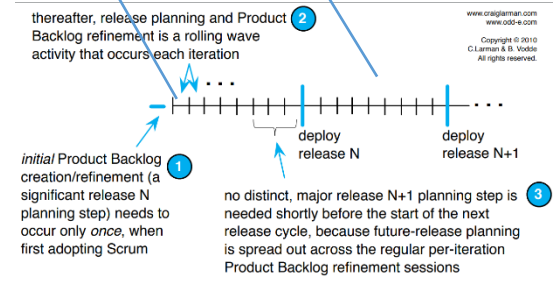
- 1. Preparation phase (~2 months) (Guidance & support by experienced LeSS coaches is strongly recommended)**
 - Organizational assessment
 - Identifying sr. echelon (managers, executives) to support LeSS adoption
 - Workshop/Comprehensive Q&A
 - Receiving an informed consent from senior management/executives (parallel organization concept, Org structure, HR related matters, e.g. reporting, compensation, career path)
 - Identifying as many/all people that will be involved in adoption directly:
 - Identifying Product Owner
 - Identifying users/stakeholders (internal) or customers (external)
 - Identifying technical (domain, skillset) people required to deliver a product
 - Identifying people involved in adoption indirectly: HR, finance/budgeting, vendor management, site strategies
 - Thorough education of Everyone 1 & 2
 - “un-teaching” flawed understanding
 - Scrum, LeSS, other supplementary learning
 - Product Selection & Definition
 - Building a product backlog
 - Identifying all components (systems, sub-systems, applications) that constitute a product
 - Defining ‘Done’ (DoD)
 - “Ring-fencing” LeSS product group → **Parallel Organization**
 - Team “blueprint”
 - Product Owner/Users/SMEs team “blueprint”
 - Self-design team workshop, based on 7.1
 - Initial PBR (at least, 2 days)
 - Initial (first) release planning
- 2. Adoption phase (~ months-years)**
 - Flipping the switch!!! OR Transition from Component to F/T gradually
 - Sprinting On
 - Coaching teams, Product Owner, others
 - Gradual improvement of DoD
 - Improvement of technical excellence
 - Improvement of overall organizational design
- 3. Expansion (potentially) to LeSS Huge (~ years; if required)**
 - Splitting one big RA into two or smaller RAs or create new RA de-novo, when new & big opportunity arises
 - Identifying APOs; forming Product Ownership team (PO + APOs)



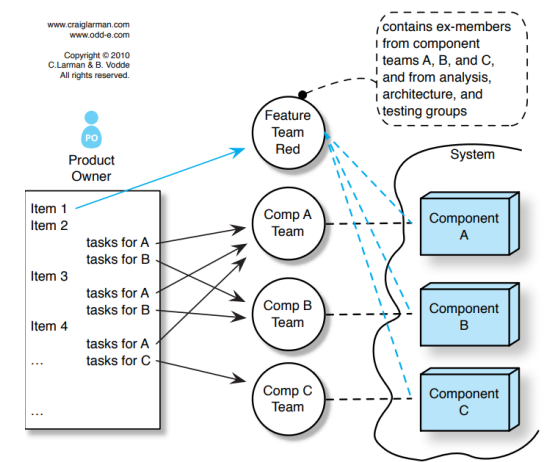
Preparation phase
(a few weeks ~few months)
(Guidance & support by experienced LeSS coaches is strongly recommended)



Adoption phase
(~ months-years)



Expansion (potentially) to LeSS Huge
(~ years; if required)



Getting Started

The three adoption principles include that it's best to start with one product adoption. How can you increase the likelihood of its success?

1. educate everyone
2. define 'product'
3. define 'done'
4. have appropriately-structured teams
5. only the Product Owner gives work to the teams
6. keep project managers away from the teams

<https://less.works/less/adoption/getting-started>

“Quantifiable Aspects” of LeSS

1. How many/long is LeSS history? Books? Experiments?
2. How many teams are in LeSS?
3. How many people are in LeSS?
4. How many people on each team, in LeSS Product Group?
5. How many products does LeSS Product Group work on?
6. How many main communication channels exist in LeSS between PO, teams and users/stakeholders? What are they?
7. How many products are in LeSS?
8. How many Product Owners are in LeSS?
9. How many Scrum Masters are involved in LeSS?
10. How many team can one Scrum Master support?
11. How long does LeSS need Scrum Master support?
12. How many/what events are in LeSS, beyond what is present in Scrum?
13. How long is each LeSS event?
14. How many people/who attend each LeSS event?
15. How long is LeSS sprint?
16. How frequently should teams intergrade in LeSS?
17. How frequently should teams release in LeSS?
18. How many PSPI does LeSS product group have at the end of each sprint?
19. How long, on average, does LeSS adoption take?
20. How long, on average, is LeSS preparation phase (before a *flip*)?
21. How many components each feature team should be able to work with in LeSS?
22. How many levels of work-breakdown decomposition is recommended in LeSS?
23. How many people are involved in LeSS Huge?
24. How many teams are involved in LeSS Huge?
25. How many Requirement Areas in LeSS Huge?
26. How many teams are in each Requirement Area, in LeSS Huge?
27. How much time does a *leading* team in LeSS Huge spend, while refining a backlog
28. How many Areas Product Owners are in LeSS Huge?
29. How many layers between [Overall] PO an Areas POs?
30. How long, on average, does LeSS Huge adoption take?