DNA - "About Bad Scaling"

@ Dublin North Agile

Gene Gendel, Certified Enterprise & Team Coach (CEC-CTC), Certified LeSS Trainer (CLT)

About Gene

Gene Gendel is an organizational design specialist, agile/lean coach and trainer, consultant and adviser to senior leadership. Almost 15 of 20+ years of his professional experience – Gene dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and and becoming a better place to work. Gene engages at <u>all</u> organizational levels: senior- and mid-level management, teams and individuals. In his work, Gene uses various methods, tools and techniques to amplify learning by others and to ensure that people gain autonomy after Gene "coaches himself out of the job".

Gene is Certified Agile Coach (CAC), by Scrum Alliance – small elite community of <u>Scrum Alliance Certified Enterprise Coaches (CEC)</u>. Today, he is the only CEC who resides in NY State. Gene is also one of the co-creators of <u>Team Level Coaching Certifications (CTC)</u> program for Scrum Alliance.

Gene is also one of very few **<u>Certified LeSS Trainers (CLT)</u>** that are based in the United States.

He is also well-recognized blogger and publisher. He is the author of **Adaptive Ecosystems: Collection of Independent Essays About Agility** and co-author of:

- **<u>Agile Coaching: Wisdom from Practitioners</u>** (free <u>pdf</u>).
- **Best Agile Articles of <u>2017</u> and <u>2018</u>**

Gene significantly contributes to global and local agile communities, where he influences people by running workshops, webinars, seminars, panel discussions, lunch & learn, coaching retreats, professional gatherings and other events. While teaching and coaching Large Scale Scrum (LeSS) to organizations, Gene has built the biggest in world (today) <u>LeSS meetup community</u> that is used as a free educational hub about LeSS available to many people.

Community Building

Coaching, Consulting, Training   Home ⌄   Services ⌄

Community Support

KSTS Consulting proactively supports many global communities. Below, are some of the communities that we most actively support, organize and sponsor. Please, join them, for learning and networking.

LeSS meetup NYC	Big Apple Business Agility (a.k.a. "BABA") NYC	NYC Product Management	Meetup Scrum Com Kanban Brasil	Scaling Agile N♥YC
~ 4500 people	**~ 500 people**	**~ 900 people**	**~2000 people**	**~ 800 people**

https://www.keystepstosuccess.com/community-support/

Simplifying Overloaded Jargon

Top-3 Abused Words

1) Agile
2) Enterprise
3) Scaling

Avoid This:

When put together, in the same phrase, they become "Enterprise Agile Scaling" – what seems to be the most popular and frequently used phrase, nowadays.

Instead of using this phrase obsessively (titles, job descriptions, etc.), please consider the following:
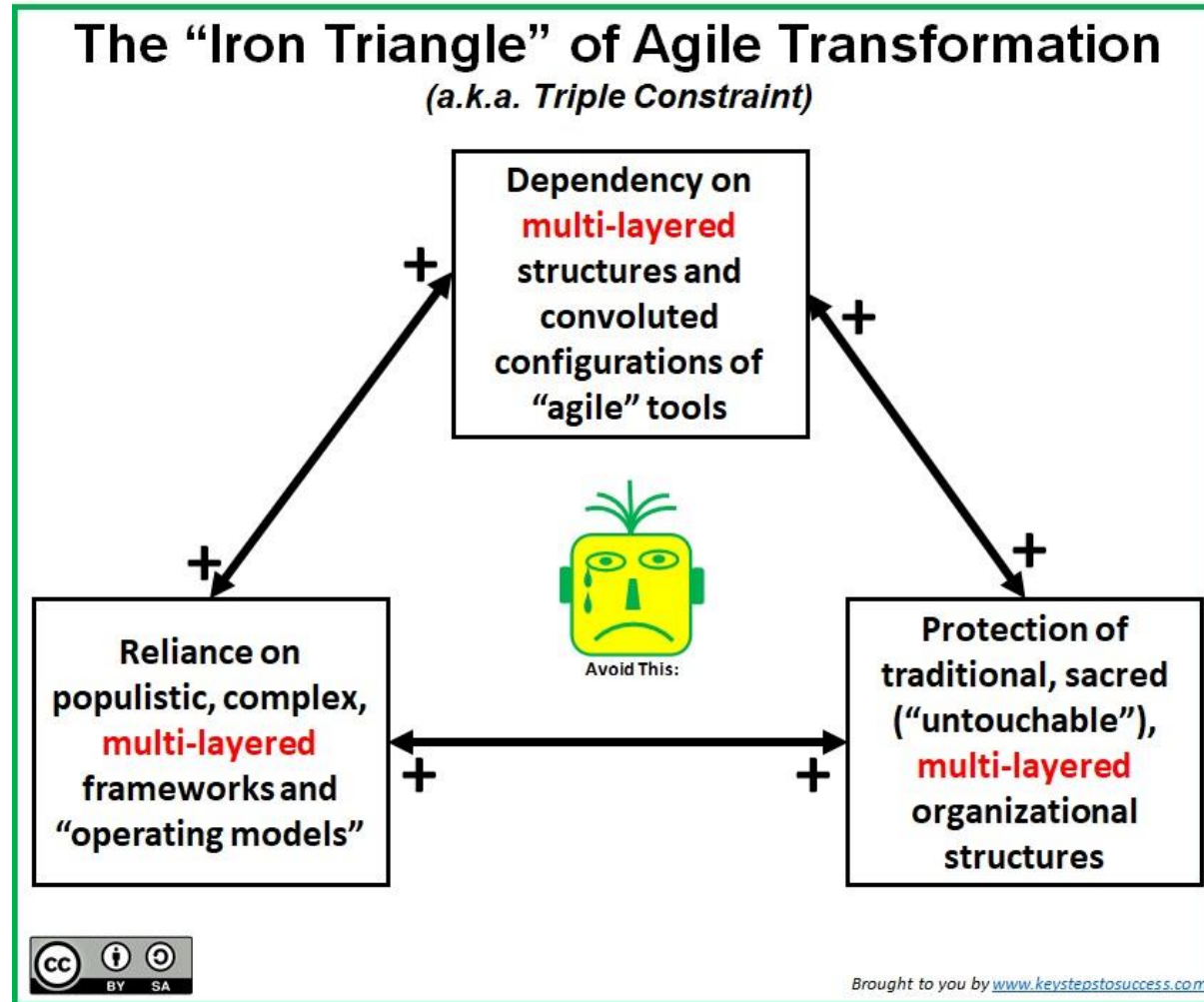
❖ If "Agile" != "Adaptive", the word is probably misused

❖ "Enterprise" – does not always mean "huge". A 50-person company (HR, Finance, Legal, Vendor Management, Business, Operations, IT) – is an enterprise. A 500-person IT Department alone – is NOT an enterprise.

❖ In order to SCALE goodness, you may need to DE-SCALE (remove) badness. Therefore, by obsessively focusing on scaling, you might be increasing (scaling up) levels of badness in the system (organization) ☹

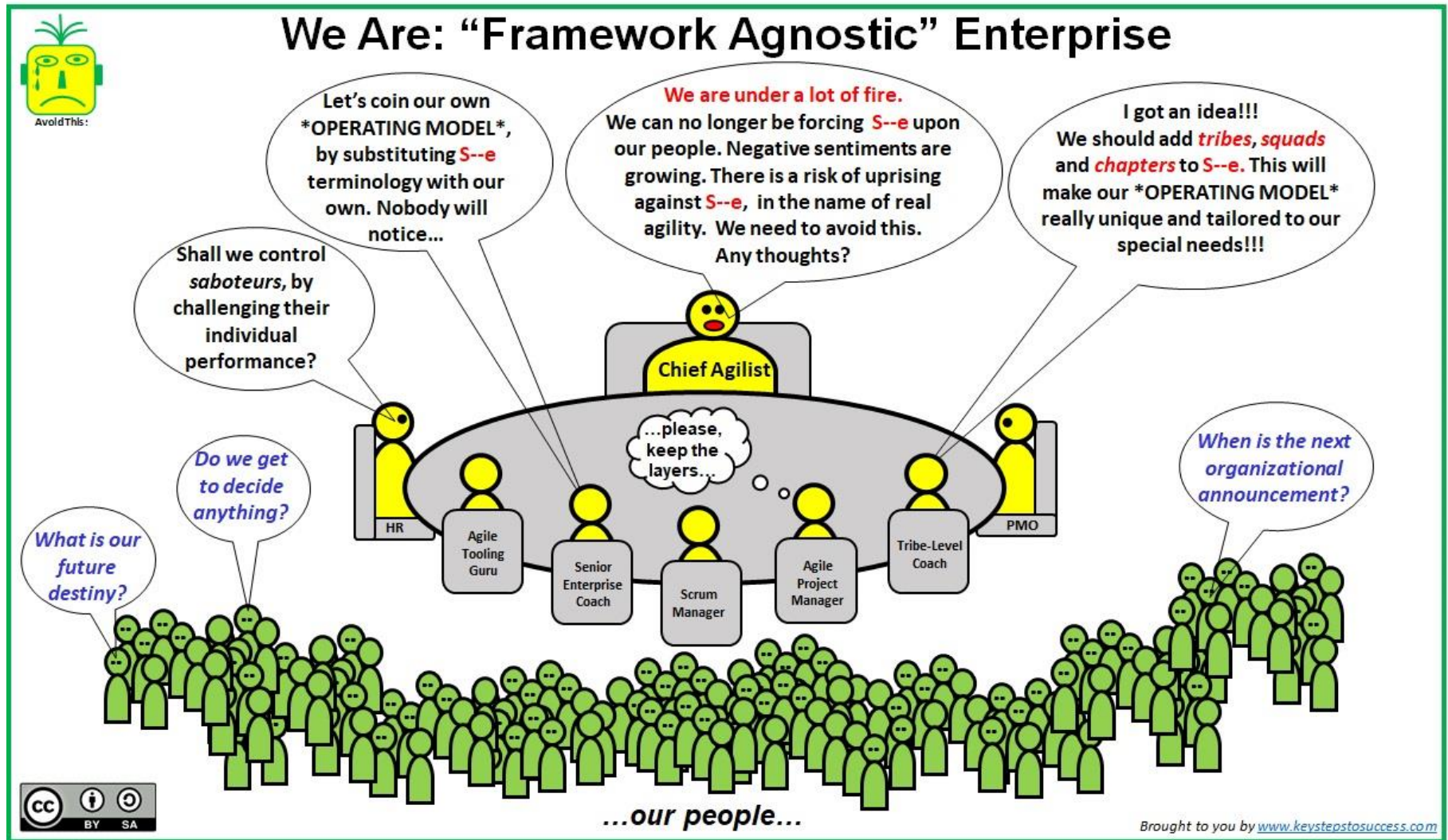Brought to you by www.keystepstosuccess.com

https://www.keystepstosuccess.com/agile-humor/

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"Lets Scale Everything"

The "Iron Triangle" of Agile Transformation
(a.k.a. Triple Constraint)

Dependency on **multi-layered** structures and convoluted configurations of "agile" tools

Reliance on populistic, complex, **multi-layered** frameworks and "operating models"

Protection of traditional, sacred ("untouchable"), **multi-layered** organizational structures

Avoid This:

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The Decision Makers

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The Most Popular "Agile" Efforts

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Avoid
(Tool – Driven Transformations)
TDT
Success of agile transformations is __inversely__ proportional to reliance on "agile" tooling solutions (in partnership with heavy "scaling" frameworks) and __directly__ proportional willingness to de-scale and simplify;)

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Avoid
(Deck – Driven Transformations)
DDT
Knowledge retention and quality of learning are inversely proportional to thickness of a power point 'agile transformation' deck and directly proportional to font size used in a deck ;)
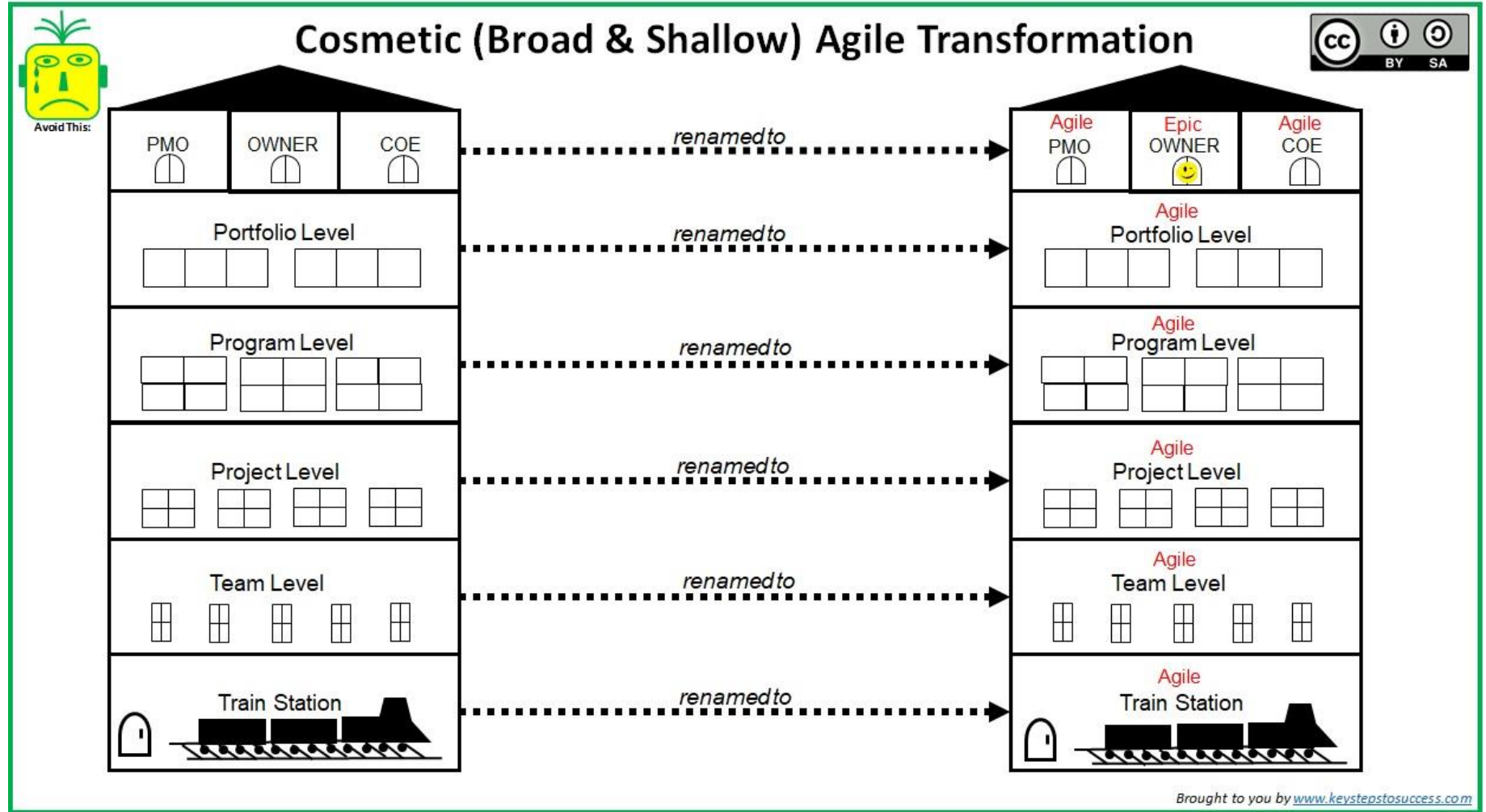
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To Scale Goodness, We Must Have Goodness

Tip:

Try keeping things simple. Avoid unnecessary complexity. Don't attempt to scale, unless it is absolutely necessary and you are confident that you are scaling goodness.
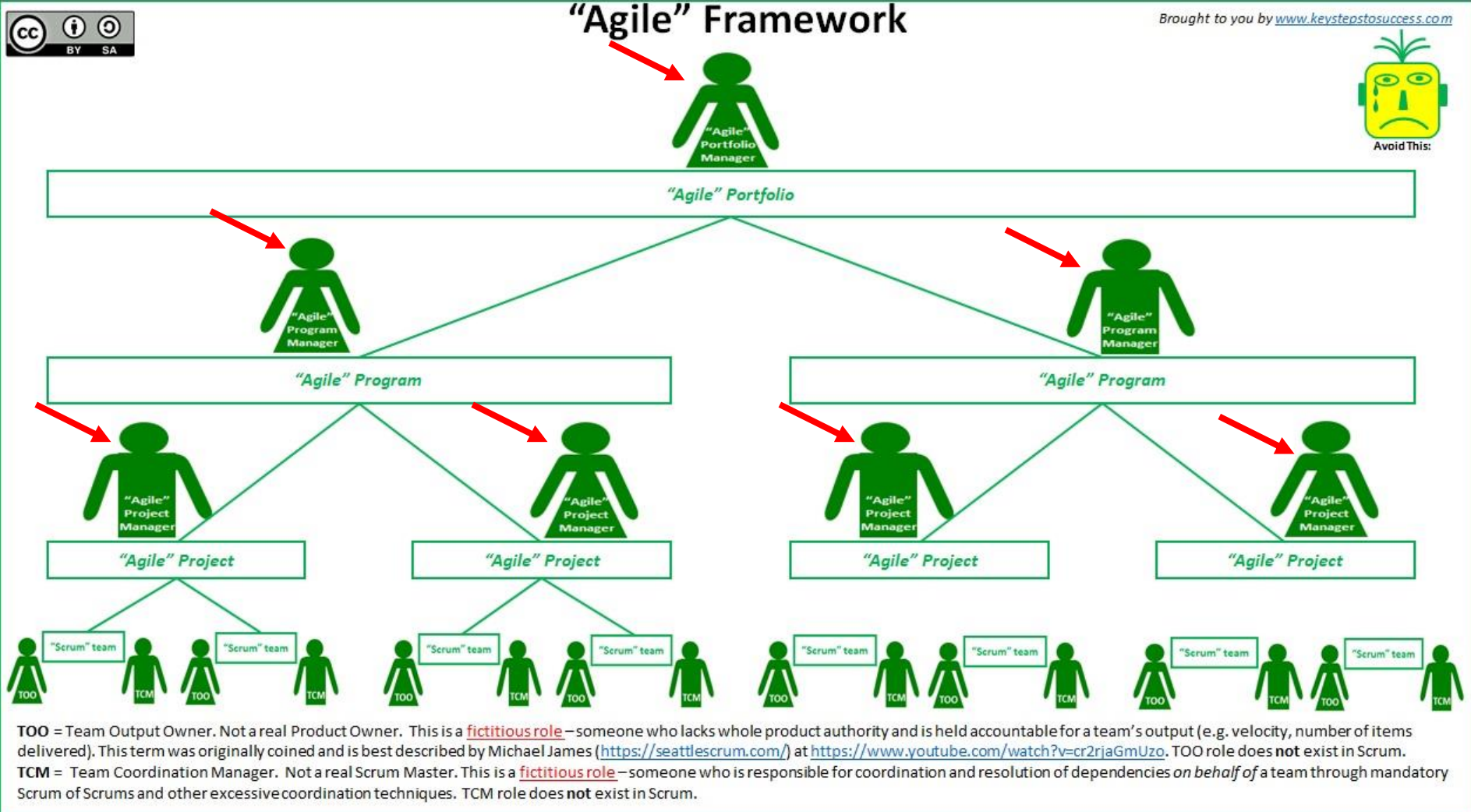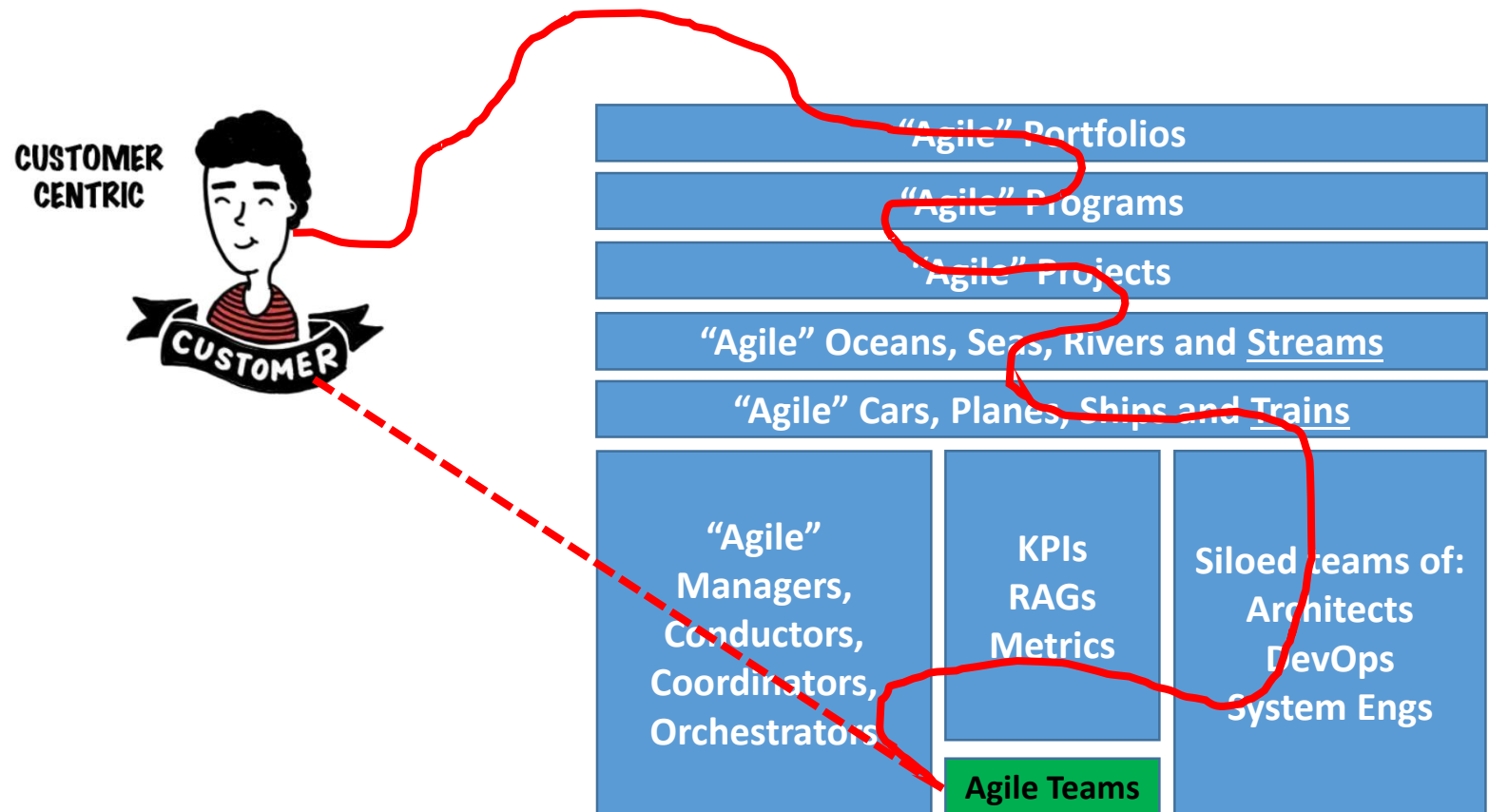
Merciless Relabeling

Cosmetic (Broad & Shallow) Agile Transformation

PMO → Agile PMO
OWNER → Epic OWNER
COE → Agile COE
Portfolio Level → Agile Portfolio Level
Program Level → Agile Program Level
Project Level → Agile Project Level
Team Level → Agile Team Level
Train Station → Agile Train Station

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Merciless Relabeling

TOO = Team Output Owner. Not a real Product Owner. This is a fictitious role – someone who lacks whole product authority and is held accountable for a team's output (e.g. velocity, number of items delivered). This term was originally coined and is best described by Michael James (https://seattlescrum.com/) at https://www.youtube.com/watch?v=cr2rjaGmUzo. TOO role does **not** exist in Scrum.

TCM = Team Coordination Manager. Not a real Scrum Master. This is a fictitious role – someone who is responsible for coordination and resolution of dependencies *on behalf of* a team through mandatory Scrum of Scrums and other excessive coordination techniques. TCM role does **not** exist in Scrum.

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Putting Scrum Teams in The Basement

CUSTOMER CENTRIC

CUSTOMER

| "Agile" Portfolios |
| "Agile" Programs |
| "Agile" Projects |
| "Agile" Oceans, Seas, Rivers and Streams |
| "Agile" Cars, Planes, Ships and Trains |

| "Agile" Managers, Conductors, Coordinators, Orchestrators | KPIs RAGs Metrics | Siloed teams of: Architects DevOps System Engs |

Agile Teams

Version 348.54

- ➢ Where is customer – centricity?
- ➢ How **loooooong** is a feedback loop between customers and developers?
- ➢ How adaptive (agile, fast-reacting) can teams really be, to Customer's requests?
- ➢ What has changed from what you saw prior to "installation"?

Defining Our Own Scaling Model

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Fake Scaling by Component Teams

Scrum Anti-Patterns

In Scrum, in every Sprint, a team delivers Potentially Shippable Product Increment (PSPI). **This is fundamental for Scrum.** In order for this to happen, each team must possess all necessary attributes (skills, knowledge, domain expertize) required to get work fully DONE (potentially shippable). This is what makes Scrum - real Scrum. Many teams that lack the required Scrum attributes still attempt to sprint, however, effectiveness of such "sprint-like activities" is significantly reduced. **Not all anti-patterns of Scrum are equally obvious.**

-separate, phase-specific backlogs or single backlog with phase-specific items
-local optimization by single-skill specialists (e.g.. PM, BA, QA, Architect, Developer)
-hand-overs, toll-gates, "internal contracts"
-long periods of down-time by specialists, when it is *not "their phase" to work*
-"water-scrum" / "scrum-fall"
-Very weak Definition of Ready & Done
-PSPI – takes many sprints to produce

Avoid This:
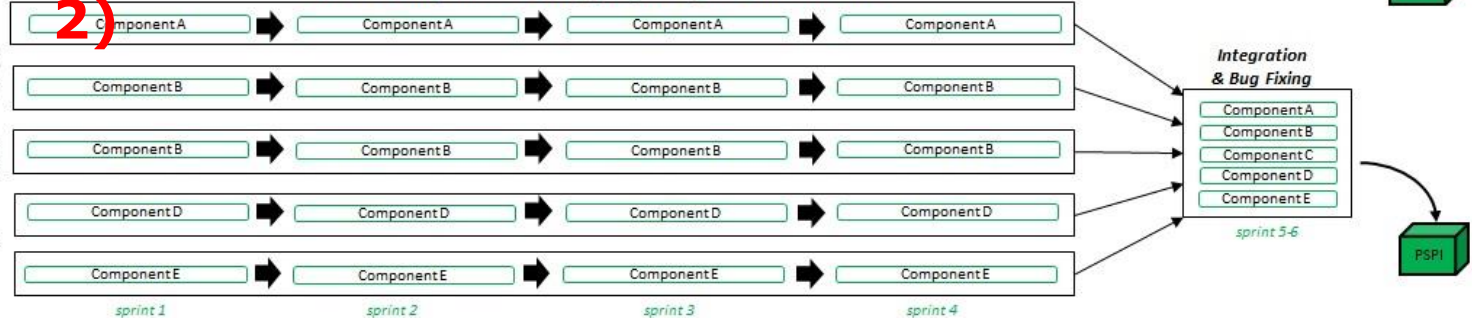
More obvious anti-pattern

Less obvious anti-pattern

-separate, component-specific backlogs or single backlog with component-specific items
-local optimization by component specialists (e.g. UI/UX, middle-tier, back-end, web service, architecture)
-hand-overs, toll-gates, "internal contracts"
-multiple non-development sprints needed to integrate all components and fix bugs
-Weak Definition of Ready & Done
-PSPI – takes many sprints to produce

When Waterfall / Sequential Project Phase Team(s) "sprint", it looks like this:

1) Analysis (sprint 1) → Design (sprint 2) → Development...... / Development...... / Development...... (sprint 3-5) → Testing (sprint 6) → PSPI

When Component Team(s) "sprint", it looks like this:

2) Component A → Component A → Component A → Component A
Component B → Component B → Component B → Component B
Component B → Component B → Component B → Component B
Component D → Component D → Component D → Component D
Component E → Component E → Component E → Component E
(sprint 1 / sprint 2 / sprint 3 / sprint 4)

Integration & Bug Fixing
Component A / Component B / Component C / Component D / Component E
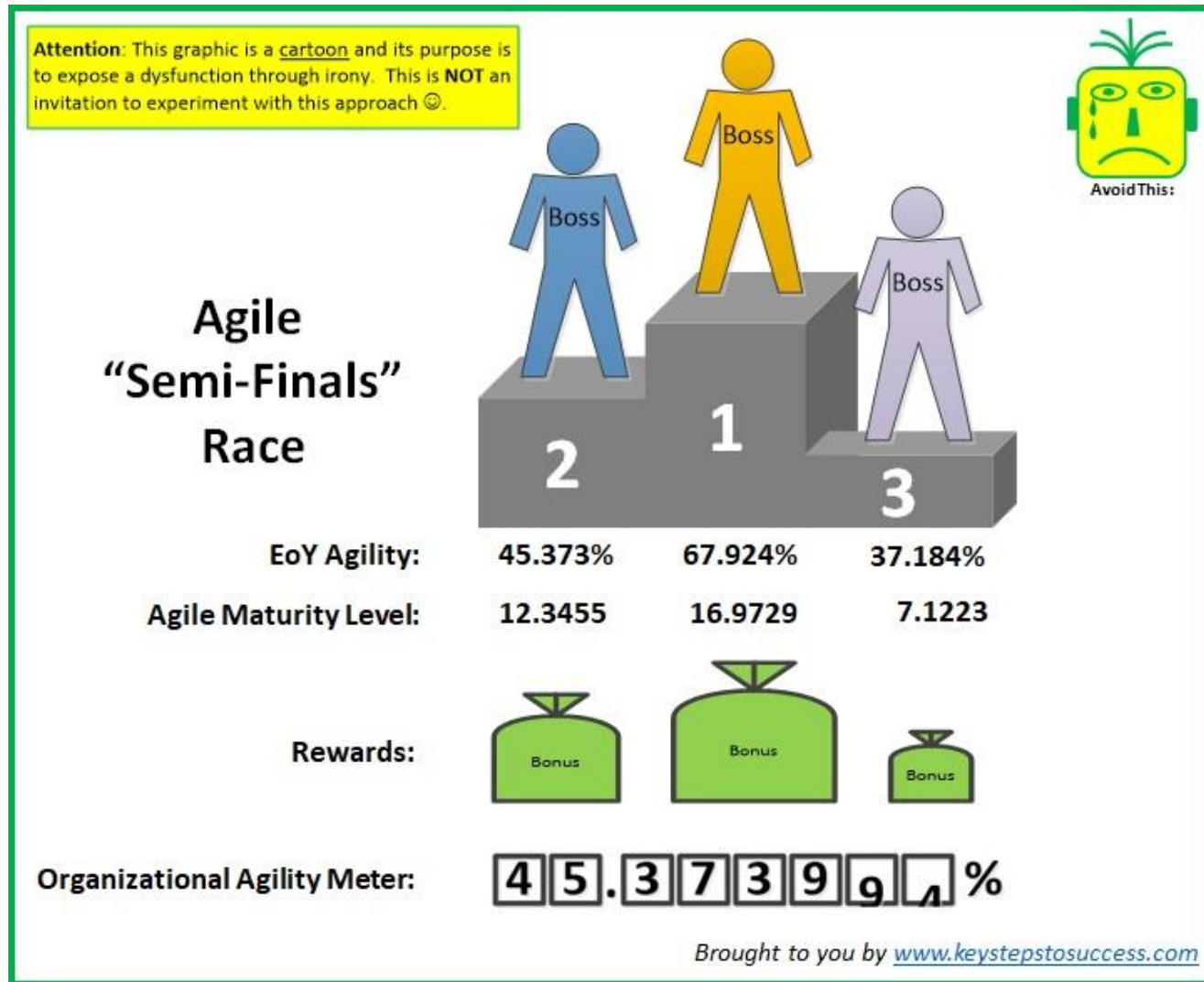sprint 5-6 → PSPI

Typical Associated Problems

➢ Product definition is weak. Applications and components that don't have strong customer alignment are treated as products
➢ "Doing Scrum" efforts are often a result of trying to meet goals of agile transformation (some annual % goals must be met), set at enterprise level
➢ "Territorial" code ownership
➢ Top-down, "command & control" governance, with little autonomy and self-management at team level
➢ Importance of Scrum dynamics and its roles are viewed as secondary to existing organizational structure blueprints
➢ Too many single-specialty experts and very few T-shaped workers
➢ No meaningful HR changes to support Scrum team design

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"My Agile Is More Agile Than Your Agile"

This problem grows exponentially with bad "scaling"

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Economic Impact of Bad Decisions

You Pay. They Get Paid.

"Triple Taxation" on Client Companies

Big Consultancies (supported by recruiting agencies), advising of "Tool + Framework" Big-Bang Agile Transformations

"Agile" Tools, supportive of Big Bang "Agile Frameworks"

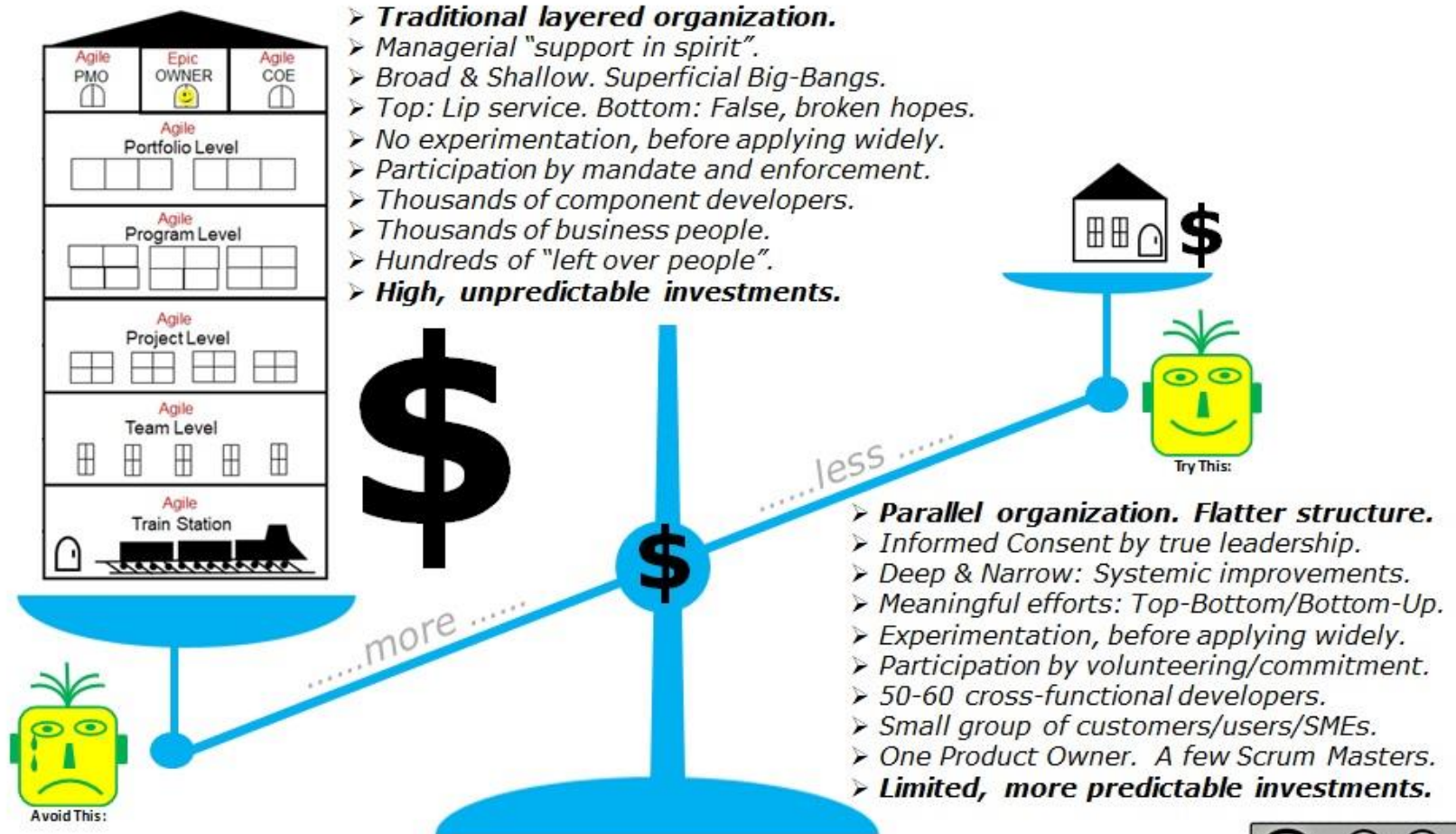Large, Commercially Successful "Big-Bang Agile" Frameworks"

Avoid This:

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The Big Picture of Economics

Economic$ Of Agile Transformation

Agile PMO
Epic OWNER
Agile COE
Agile Portfolio Level
Agile Program Level
Agile Project Level
Agile Team Level
Agile Train Station

> **Traditional layered organization.**
> Managerial "support in spirit".
> Broad & Shallow. Superficial Big-Bangs.
> Top: Lip service. Bottom: False, broken hopes.
> No experimentation, before applying widely.
> Participation by mandate and enforcement.
> Thousands of component developers.
> Thousands of business people.
> Hundreds of "left over people".
> **High, unpredictable investments.**

...... less ......

...... more ......

Try This:

Avoid This:

> **Parallel organization. Flatter structure.**
> Informed Consent by true leadership.
> Deep & Narrow: Systemic improvements.
> Meaningful efforts: Top-Bottom/Bottom-Up.
> Experimentation, before applying widely.
> Participation by volunteering/commitment.
> 50-60 cross-functional developers.
> Small group of customers/users/SMEs.
> One Product Owner. A few Scrum Masters.
> **Limited, more predictable investments.**

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Who Gets Paid?

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Industrial Model: Making A Profit From Agile

05/05 – LESS TALKS: DAVE SNOWDEN: ANSWERING TOUGH QUESTIONS (Q&A)

🕐 MAY 5, 2020   👤 GENE   💬 LEAVE A COMMENT   ✏️ EDIT

A great talk today (this is round 2), with **Dave Snowden** (round 1 was on 04/20), who took on some provocative and pretty powerful questions. All points that Dave made were strong.

Here is one that resonated really strong (the quote in blue below is semi-transcribed/paraphrased, starting from about 4 min 20 sec in the video recording below):

"…SAFe is perfect for big consultancy firms…

With big consultancies, when the ratio between a principal and a doer (partner and consultant) is up to about from 1:5 to 1:10 – apprentice model.

With ratio of above 1:15 – it becomes an industrial model (you have to "feed" a lot of people), when you get more structured processes and recipes.

This is why big consultancies want high utilization and long-term projects, [using] Six Sigma, BPR, SAP…etc.
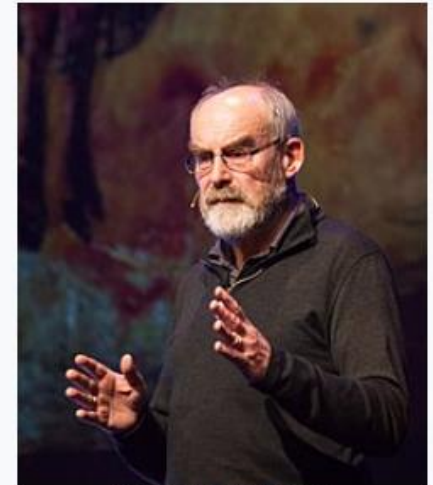
What they like is a massive roll out, with lots of people, over a long period of time.

What they DONT like, are small improvements in the present.

…So you [if you are a client company] are better off working with small consultancies, not big consultancies….".

http://www.keystepstosuccess.com/2020/05/05-05-less-talks-dave-snowden-answering-tough-questions-qa/

David J. Snowden

Dave Snowden, 2016

Born	David John Snowden 1954
Nationality	Welsh
Education	BA (philosophy), University of Lancaster, 1975 MBA, Middlesex Polytechnic, 1985
Occupation	Management consultant
Employer	Cognitive Edge Pte Ltd, Singapore
Known for	Cynefin framework
Website	www.cognitive-edge.com

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Relation Between Estimation and Funding

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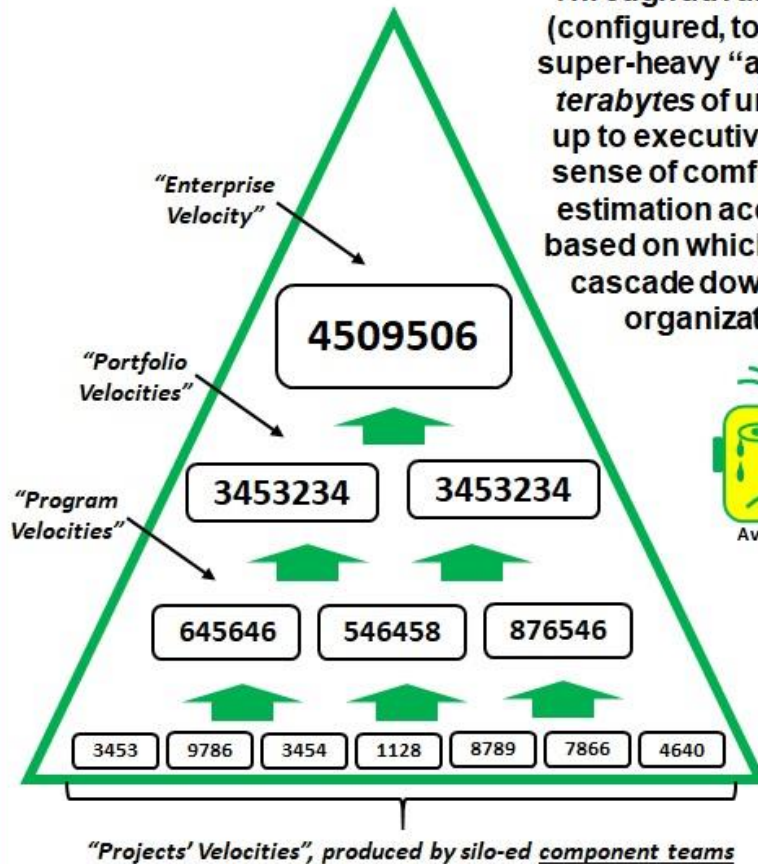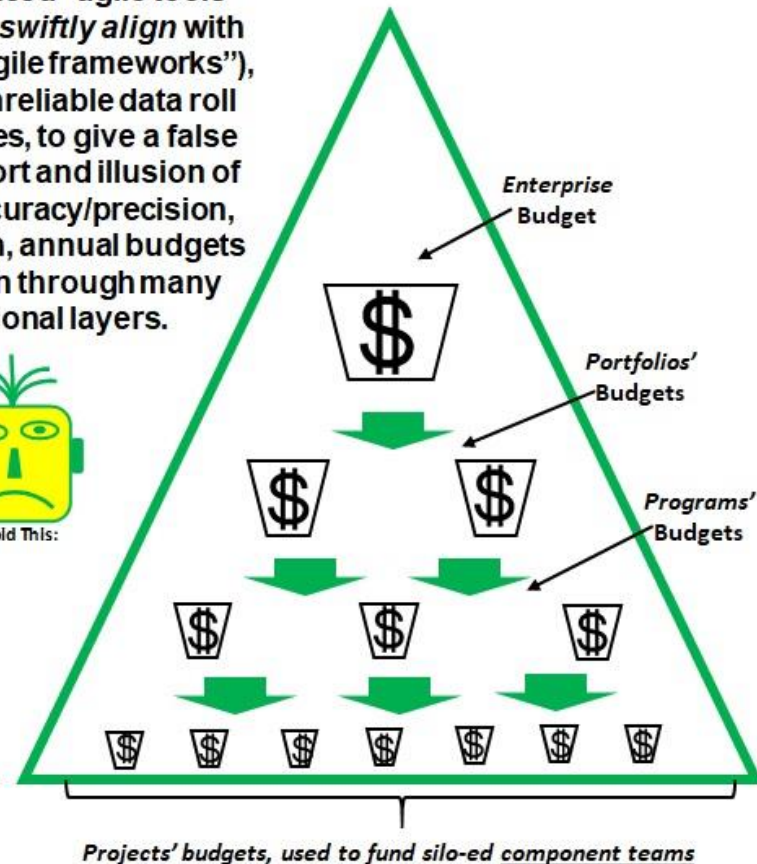
Velocities Saga
Component Teams

With component teams, a project or feature manager is used to coordinate and see to completion a feature that spans component teams and functional teams.

With component teams, there is a tendency to select goals familiar or 'fast' for teams, not for maximizing customer value. For example, Component B Team does part of Item 3 because it mostly involves Component B work.

This is the "watching the runner rather than following the baton" local optimization.

With component teams, there is increased delay, as one customer feature is split across multiple component teams for programming, and eventually transferred to a separate testing team for verification. There is handoff waste, and multitasking waste—as one component team may work on several features in parallel, in addition to handling defects related to 'their' component.

Sourced from:
https://less.works/resources/graphics/index.html

Big Mistake # 1

$$V > V > v = 🤔$$

Big Mistake # 2

$$V + V + v = 🤔$$

Can these velocities be used to <u>reliably</u> estimate <u>volume</u> and <u>complexity</u> of delivered features?
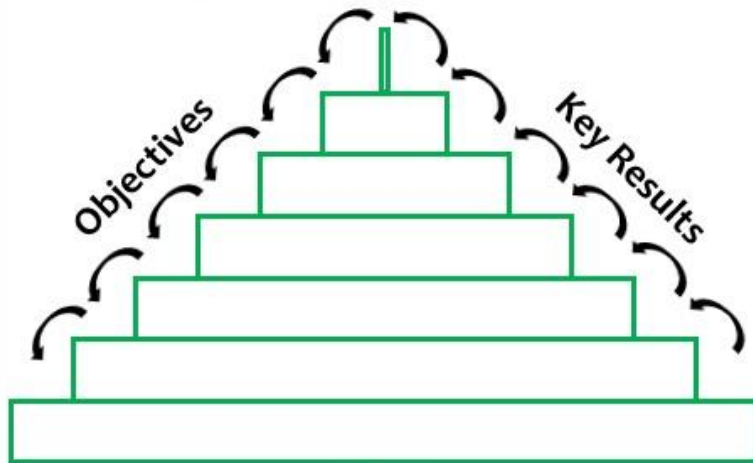
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Organizational Layering And OKRs

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Their Opinions Should Matter

- [Ken Scwaber: unS**e at any speed](#)
- [Ron Jeffries: Issues with S**e](#)
- [Martin Fowler: "S**e = sh**y Agile for Enterprises"](#)
- [Mike Beedle: Truth about the S**e](#)
- [Mike Cohn: L.A.F.A.B.L.E (Large Agile Framework Appropriate for Big, Lumbering Enterprises)](#)

The Big Question:
- **Is NOT: Is our own scaling Right or Wrong?**
- **It IS: Are our scaling approaches consistent with the _fundamental_ principles of Agile & Scrum?**

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck · James Grenning · Robert C. Martin
Mike Beedle · Jim Highsmith · Steve Mellor
Arie van Bennekum · Andrew Hunt · Ken Schwaber
Alistair Cockburn · Ron Jeffries · Jeff Sutherland
Ward Cunningham · Jon Kern · Dave Thomas
Martin Fowler · Brian Marick

Ken Schwaber

Agile Manifesto Co-Author

Scrum & Nexus Co-Creator

Ron Jeffries

Agile Manifesto Co-Author

XP Co-Founder

Martin Fowler

Agile Manifesto Co-Author

Experienced Software Developer

Mike Beedle

Agile Manifesto Co-Author

Co-Founder of Enterprise Agility

Mike Cohn

Early contributor to Scrum

Co-Founder of Scrum Alliance

Experienced Software Developer

References

- 05/05 – LESS TALKS: Dave Snowden: Answering Tough Questions
- Ken Scwaber: unSAFe at any speed
- Mike Cohn: L.A.F.A.B.L.E (Large Agile Framework Appropriate for Big, Lumbering Enterprises), by Mike Cohn
- S_Fe is not Agile. S_Fe is not even Scrum, by Mike Beedle
- Issues with SAFe, by Ron Jeffries
- "SAFe = shitty Agile for Enterprises", by Martin Fowler
- SAFe: Market Share Increase. Rapid Growth. What Is The Recipe?, by Gene Gendel
- Dan Snowden: SAFe: the infantilism of management
- Does SAFe agree with the Agile Manifesto?, by Peter Merel
- SAFE ≠ AGILE, by Tom Mellor
- Dependencies, Scrum of Scrums, and SAFe, by Ron Jeffries
- https://ronjeffries.com/categories/safe/, by Ron Jeffries
- GOTO 2015: Agile is Dead, by Dave Thomas
- Why do so many companies seem to jump straight to SAFe when starting Agile?, by Mark Levison
- U.S. Air Force Questions about Agile /SAFe Memo? -highly discouraging from using rigid, prescriptive frameworks such as SAFe | (Slide 12 screenshot)
- CSO Memo on Agile – and SAFe, by Nicolas M. Chaillan (US Air Force Chief Software Officer)
- "It's just a toolbox" – essentials and accidents in scaling agile, by Dr. Agilefant
- Scaling Agility or Bureaucracy, by Ari Tikka and Ran Nyman
- LeSS SAFe comparison, by Ari Tikka and Ran Nyman
- The Horror Of The Scaled Agile Framework, by Neil Killick
- You Don't Need a Complicated Story Hierarchy, by Mike Cohn
- Let's Acknowledge SAFe for What It Is….And Move On, by Mike Cottmeyer
- Revenge of the PMO, by Marty Cagan
- Why SAFe Is Not The Scaled Agile Approach You Need, by Renee Thoughton
- Remove References To Scrum From SAFe!, by Den Sunny
- Beware SAFe (the Scaled Agile Framework for Enterprise), an Unholy Incarnation of Darkness, by Sean Dexter
- 10 Common Mistakes when Implementing SAFe, by Michael Küsters
- Steal "Agile": Despicable Mission, Jacques Morali, Victor Willis, Henri Belolo
- How is SAFe different from Scrum/Agile project management?, by Peter Stevens

- Failed #SquadGoals, by Jeremiah Lee
- Case Study : When emulating Scaling Agile at Spotify went awry at Refinery29, by Andy Park
- The Spotify "Model": Don't Simply Copy-Paste, by Evan Campbell
- Spotify didn't implement the Spotify model by copying Spotify…by Kent Beck
- "Spotify Model" – 10 lessons in transplantology, by Kate Hobler (Terlecka)
- Scaling Agile @ Spotify, with Tribes, Squads, Chapters & Guilds, by Henrik Kniberg & Anders Ivarsson
- Don't Copy the Spotify Model, by Ben Linders
- Over-engineered "Agile Operating Model" by Gene Gendel
- Accelerated career path by "!@#$%^ Coach", by Gene Gendel

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Please, Rethink Your Intentions

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ALTERNATIVES???

Please, UNDERSTAND…

Organizational <u>STRUCTURE</u> –

is the <u>1st Order Factor</u> (Variable) that has impact on everything else inside <u>ECOSYSTEM</u>.

Everything else just follows: culture, mindset, behaviors, norms, values, processes, policies

e.g. metrics, velocities, OKRs, KPIs, RAGs, maturity levels – much less relevant

Please, UNDERSTAND…

It is vital to appreciate that organizational agility cannot be achieved by a development team in isolation -- it is a system challenge for organizational redesign. Especially when you are interested in LeSS within an R&D department of thousands, where each product group may have 200 or 700 people distributed in two or five sites around the world. If an engineering team has the technical capacity to adapt or change quickly, but requirements management, legal practices, product management, HR policies, site strategies, and deployment processes all emphasize rigidity, conformance to original plans, conformance to the status quo, and slow practices, then how can there be real agility?

Source: https://www.scrumalliance.org/community/spotlight/craig-larman/june-2015/less-agile-or-less-agile

http://www.keystepstosuccess.com/2017/08/agile-organization-as-a-sushi-roll/

Scaling: Deep & Narrow vs. Broad & Shallow
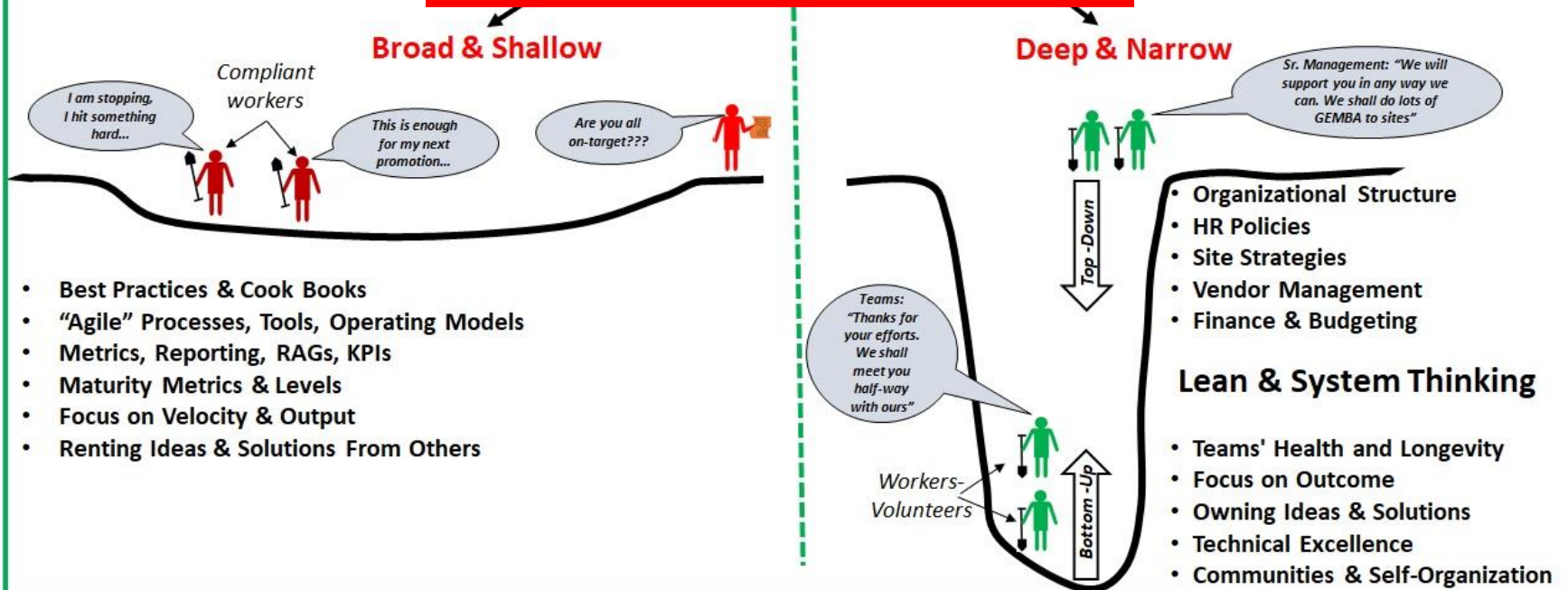
https://www.keystepstosuccess.com/agile-humor/

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Try: "Deep & Narrow". Parallel Organization.

➢ No more than 50-60ppl: don't try to bite more than you can swallow
➢ 2-8 Teams
➢ **One Product. One Product Owner. One Backlog**
➢ Months of preparation and then a 'FLIP'.

Scale beyond this ONLY, if it is ABSOLUTELY necessary and when you are READY.

From Component Teams to Feature Teams

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Q & A

APPENDIX

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Leaving "Scraps" for Scrum

This problem grows exponentially with bad "scaling"

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Blindly Copying Someone Else's Experiment

Heavily Over-Engineered, Internal "Agile" Framework
(Is it really any better than an expensive commercially available @#&e framework?)

Avoid This:

Chapters – used-to-be *vertical* organizational structures, flipped 90 degrees, on their side, to create an *illusion* of *learning* communities. They primarily protect historical spheres of organizational influence and control.

Tribes of Tribes - something broader than a single tribe. Its existence is justified by the need of "wider strategic alignment".

Tribes – historically, complex congregations of people, supportive of existing organizational spheres of control and ways of classifying /grouping work, mostly, for reporting convenience (e.g. projects. programs, portfolios).

Power Tower of "agile evangelists", responsible for re-creating organizational complexity in the new spirit of "agile". Evangelists are now deployed into various, locally optimized, organizational structures, to support *adoption* of a framework.

Over-crowded "squads" of single-function specialists, reporting to the same 1-st line manager – they are *not* able to work on whole features. This mostly leads to fake Scrum.

Understaffed "squads" of "core people" (hands-off leads and managers only) – they are *not* able to work on whole features. Mostly, responsible for giving guidance to others on how to work.

Chapters of Chapters – broader (than Chapter) extension of historical organizational influence and control.

...Once upon a time, there was a great experiment, performed by small, lean company, to improve ITS OWN internal dynamics...

AND IT WORKED!!!

...But then, the "blueprint" became a commodity and everyone started copying it, blindly... ...And something went wrong for copy cats...

Guilds – structures, whose purpose is not clear. Considered as important, since they were introduced in the initial "S" model, where they had a very specific (and different) meaning.

Armies of off-shore vendors- workers that are excluded from "squads", because they are not a part of a client-organization (they are not "core people")

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Opportunities For Coordination In LeSS

LeSS PRODUCT BACKLOG REFINEMENT

OVERALL PRODUCT BACKLOG REFINEMENT

TEAM OR REPRESENTATIVE(S)
PRODUCT OWNER
TEAM OR REPRESENTATIVE(S)
PRODUCT BACKLOG

SHORT-ISH

ITEMS SELECTED FOR REFINEMENT

PRODUCT BACKLOG REFINEMENT

TEAM
USERS & STAKEHOLDERS

MIXED GROUP FROM TEAMS
USERS & STAKEHOLDERS
MIXED GROUP FROM TEAMS

5 - 10% SPRINT

MULTI-TEAM PRODUCT BACKLOG REFINEMENT

PRODUCT BACKLOG

http://less.works (cc) BY-ND

Opportunities For Coordination In LeSS

Multi-team Product Backlog Refinement

- *Open space (physical or virtual)*
- *"Promiscuous" collaboration*
- *Directly, with users and customers*

Multi-site estimation with Planning Poker

- *By "doers" (team members)*
- *Everyone is involved*
- *The main goal: CCC (Card, Conversation, Confirmation)*
- *No need to be too conservative (pad) or aggressive, while estimating*
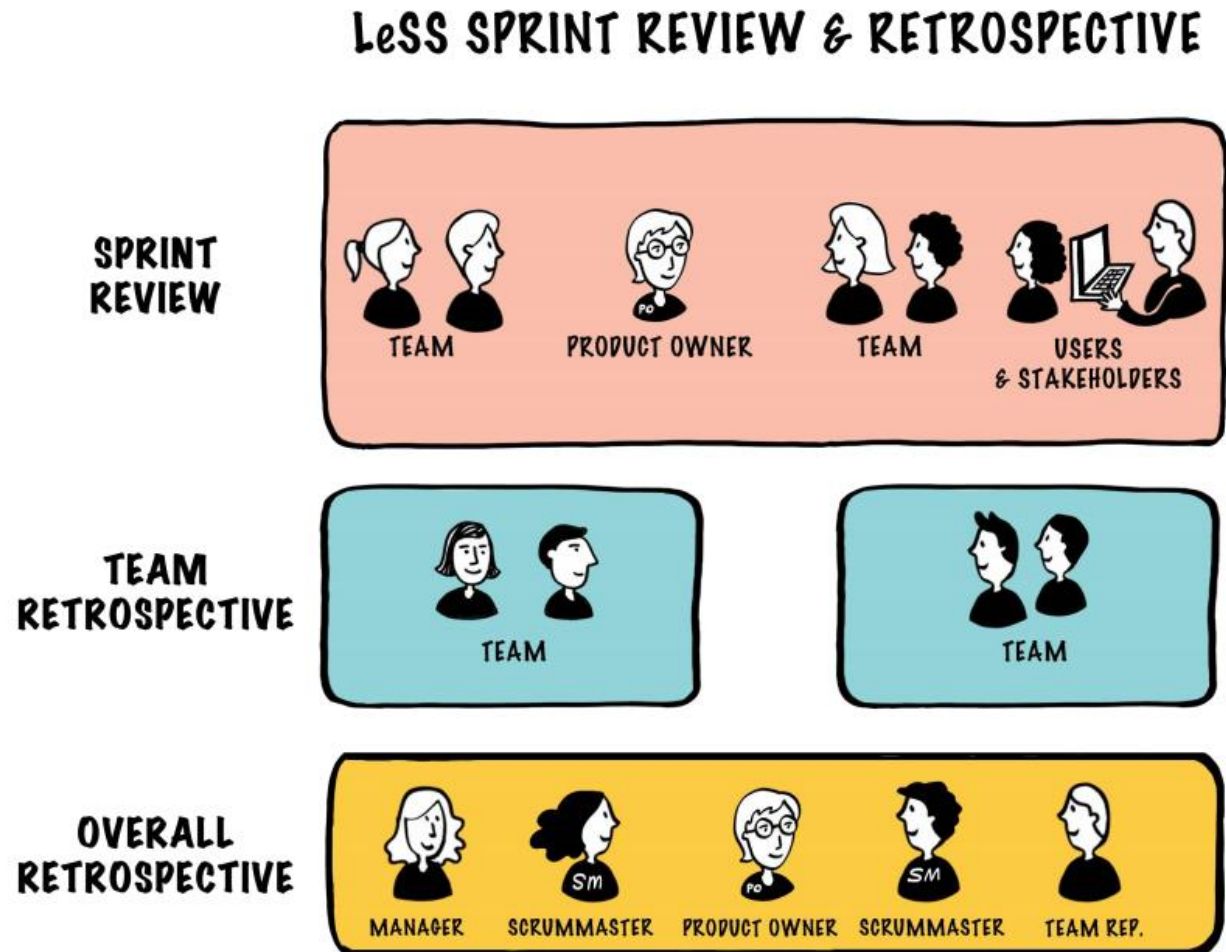
Gene Gendel, Certified Enterprise & Team Coach (CEC-CTC), Certified LeSS Trainer (CLT)

Opportunities For Coordination In LeSS

LeSS SPRINT PLANNING

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Opportunities For Coordination In LeSS

LeSS SPRINT REVIEW & RETROSPECTIVE

SPRINT REVIEW: TEAM, PRODUCT OWNER, TEAM, USERS & STAKEHOLDERS

TEAM RETROSPECTIVE: TEAM, TEAM

OVERALL RETROSPECTIVE: MANAGER, SCRUMMASTER, PRODUCT OWNER, SCRUMMASTER, TEAM REP.

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Less is More

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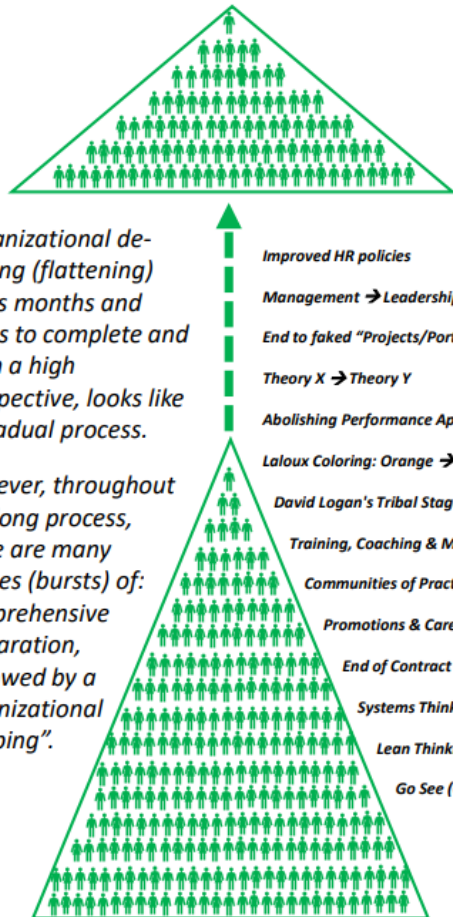
- Improved HR policies
- Management → Leadership
- End to faked "Projects/Portfolios"
- Theory X → Theory Y
- Abolishing Performance Appraisals
- Laloux Coloring: Orange → Green
- David Logan's Tribal Stage: 3 → 4
- Training, Coaching & Mentoring
- Communities of Practice
- Promotions & Career Paths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

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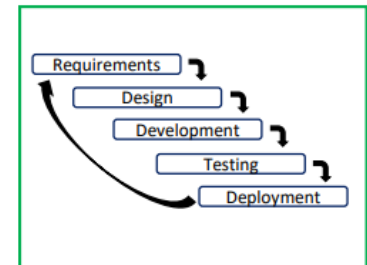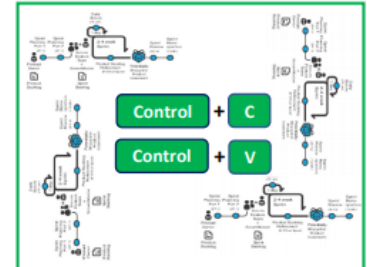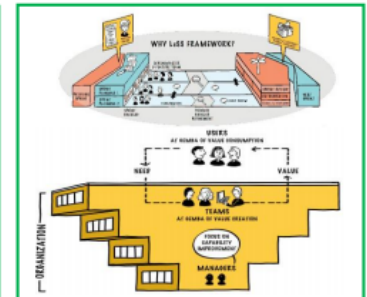
Transition from independent basic Scrum, performed by multiple teams to LeSS, is a desirable approach, when a product is widely defined and real Product Owner is identified

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.

Scaling Scrum / **Waterfall**

Diagram created by Gene Gendel

Graphics are courtesy of https://less.works

Source: http://www.keystepstosuccess.com/wp-content/uploads/2018/02/scrum_scaling_org_descaling-1.pdf

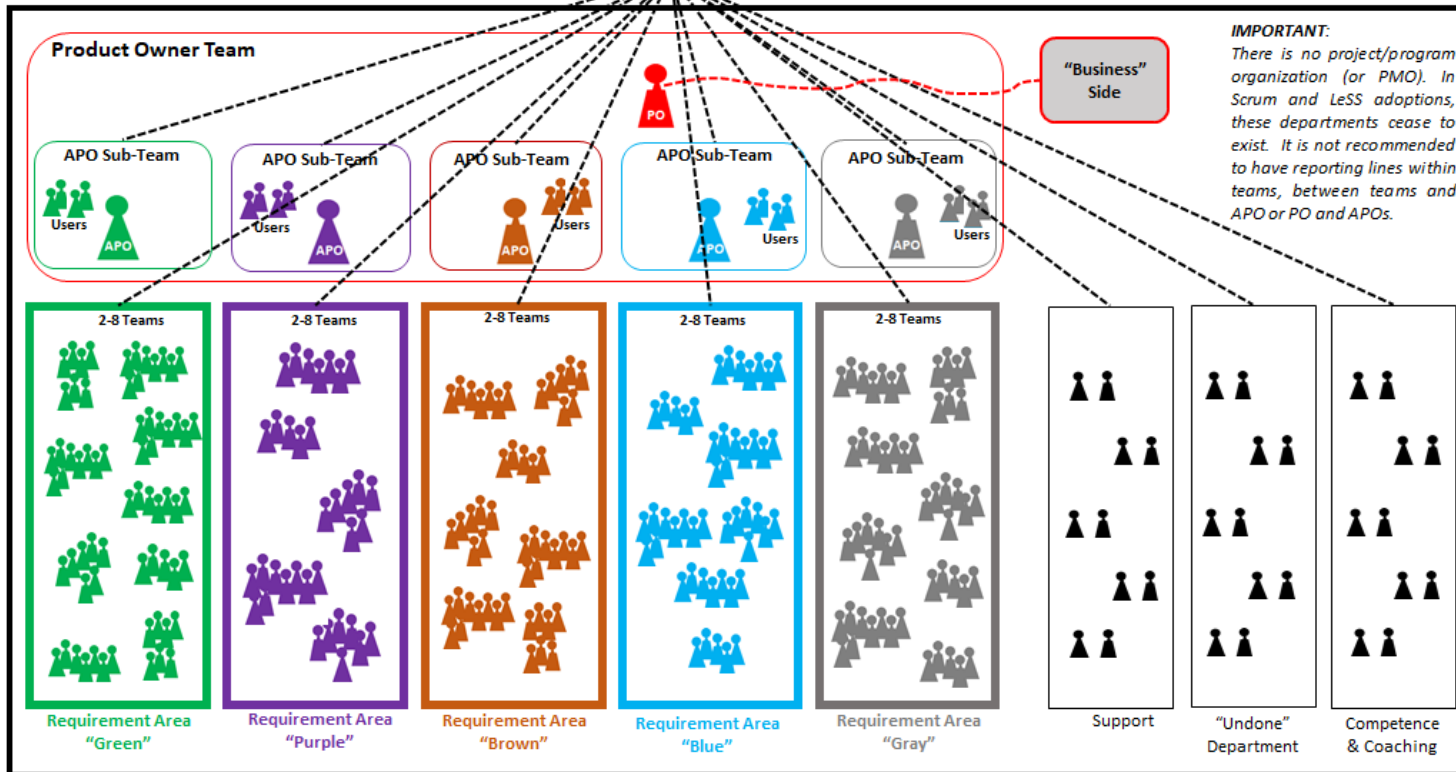*Gene Gendel, Certified Enterprise & Team Coach (CEC-CTC), Certified LeSS Trainer (CLT)*

Relationships in LeSS

Guide: TRY…. Keeping LeSS Huge Organizational Reporting Structure As Flat and Simple As Possible

Product Owner Team— Product Owner plus all Area Product Owners. Conceptually, the same as in a LeSS structure. In huge LeSS Huge, there are also APO Sub-Teams that are, essentially, what is Product Owner team is in LeSS. Each APO Sub-Team consists of Area Product Owner and customers/users that can help APO with clarification and other daily work (**NOT** departments of analysts, specification writers, UI/UX designers, or architects).

Head of Product Group - most likely, a traditional "head of product group". Whereas the whole group supports teams by Go See and help them remove obstacles and improve, Head of Product Group plays the *role of the line manager* of all the teams, whatever that is called in your organization. Product Owner Team members (including APO Sub-Teams) and all developers from teams in requirement areas, as well as people in other supportive organizational structures (e.g. support, 'undone' department, competence & coaching) -all report to Head of Product Group. **Note**: Since LeSS organizations don't have matrix structures, there are no dotted-line managers.

Head of Product

Product Owner Team

APO Sub-Team — Users — APO
APO Sub-Team — Users — APO
APO Sub-Team — APO — Users
APO Sub-Team — APO — Users
APO Sub-Team — APO — Users

PO

"Business" Side

IMPORTANT:
There is no project/program organization (or PMO). In Scrum and LeSS adoptions, these departments cease to exist. It is not recommended to have reporting lines within teams, between teams and APO or PO and APOs.

Undone department - e.g. test, QA, architecture, or business analysts - they should not exist in the smaller LeSS framework groups; rather, they should be integrated into the teams. Undone department is still frequently seen, in some LeSS adoptions, as they often cross organizational boundaries. A goal in every LeSS adoption should be to remove an undone department.

2-8 Teams (×5)

Requirement Area "Green"
Requirement Area "Purple"
Requirement Area "Brown"
Requirement Area "Blue"
Requirement Area "Gray"

Support
"Undone" Department
Competence & Coaching

Support - In a LeSS Huge organization, it typically centralizes some support because of the massive volume of work. Still, this department should be as small as possible with the attitude *"How can we help?"* rather than *"Take it this way!"* This department is less likely to exist in smaller LeSS organizations, where teams support each other without the need for a separate, centralized group.

Competence and Coaching (technical, organizational) - group consists of skillful practitioner-experts who actively Go See and observe how people work. They pair up and work with people to discover their training and coaching needs.

By Gene Gendel. 2020

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