



# The Vicious Effects of Managing for Utilization

A decorative network diagram in the top-left corner, featuring a complex web of interconnected nodes. Some nodes are represented by solid black dots, while others are larger circles with concentric outlines. The connections are thin, light-colored lines.

# Introduction

A decorative network diagram in the bottom-right corner, similar to the one in the top-left. It shows a cluster of nodes, including solid black dots and larger concentric circles, connected by a web of thin lines.

# Hello!

## I am Konstantin Ribel

- ◎ Born in Russia
- ◎ Live in Germany
- ◎ Husband & Father
- ◎ Enjoy outdoor activities

[konstantin@leansherpas.com](mailto:konstantin@leansherpas.com) |  
[leansherpas.com](https://leansherpas.com)



## My Background



## Experience in Organisational Design for Large-Scale Adaptive Development:

- © 2021: Certified LeSS Trainer
- © 2019: LeSS-friendly Scrum Trainer
- © 2016: Certified LeSS Practitioner

## Software Development Experience:

Since 2005 as developer, SW architect, project manager, Scrum Master, ~~Agile Coach~~

## Industries:

Automotive, telecommunication, healthcare, industrial technology



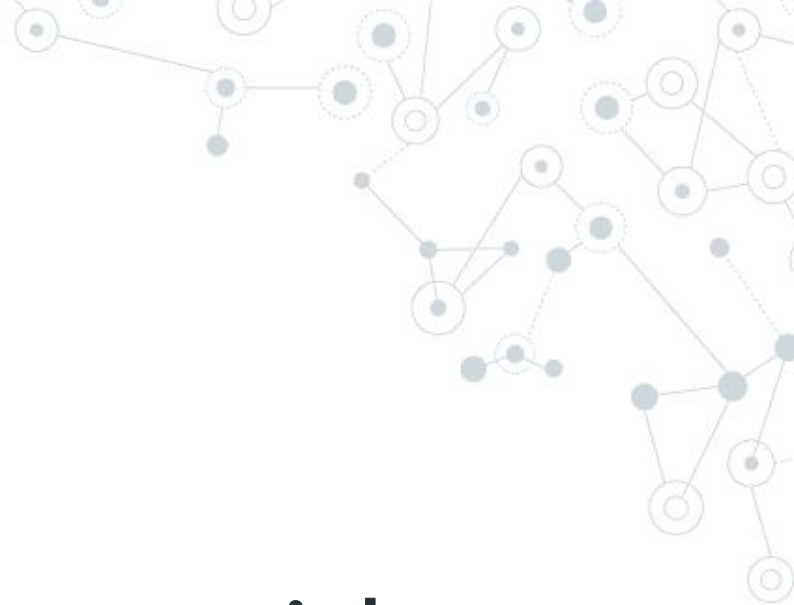
Connect & Share



[www.linkedin.com/in/konstantin-ribel](https://www.linkedin.com/in/konstantin-ribel)



**#LeSSworks**



How much experience do you have with  
LeSS?







# Opening Topics



## Disclaimer

All presented opinions are my personal opinions and do not express the views or opinions of my employers/clients.



Clarifications questions: ask right away

Other Questions: [slido.com](https://slido.com) #063500





## Questions

- ◎ Ask anytime, anything you want
- ◎ Understand the “why?”
- ◎ Always say if something is not clear enough

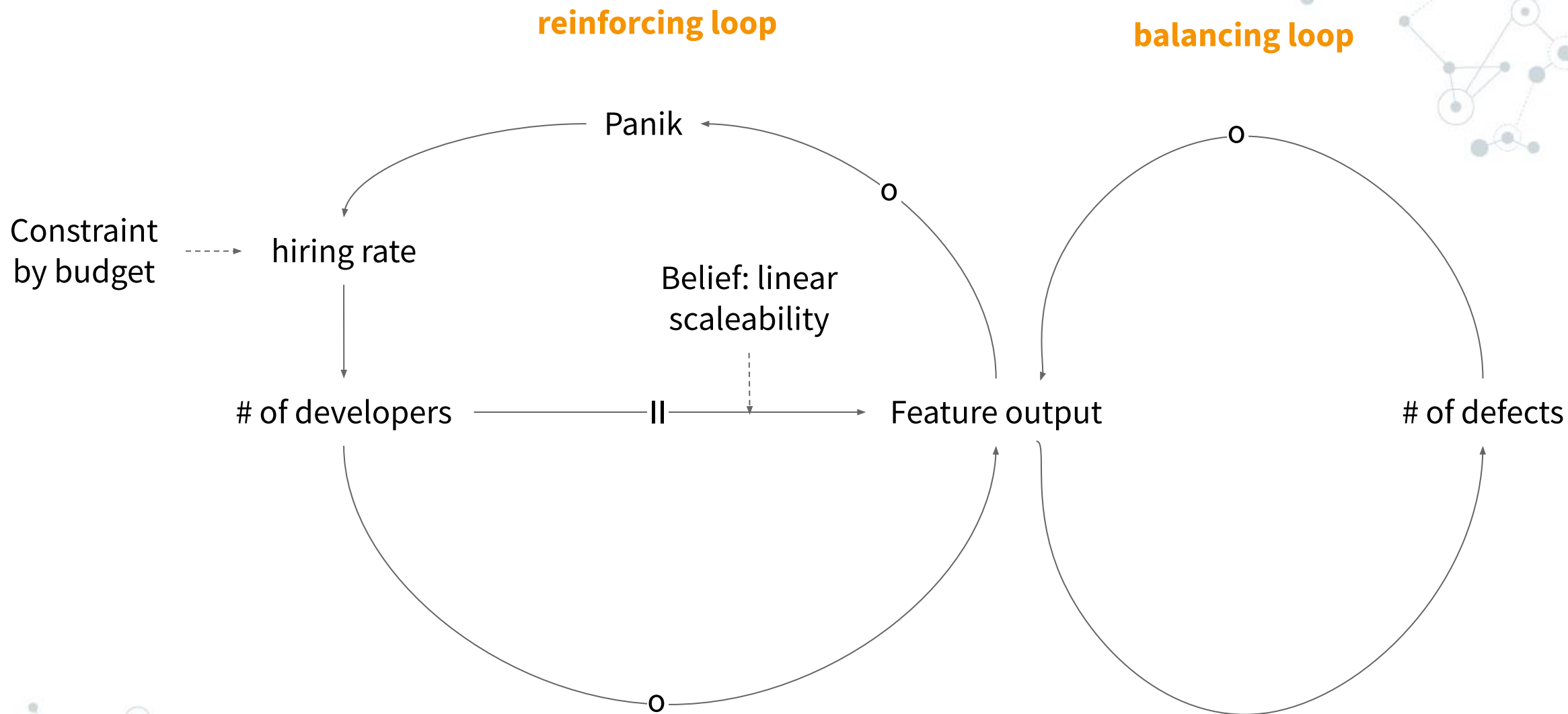
A decorative network diagram in the top-left corner of the slide. It features a complex web of interconnected nodes and edges. The nodes are represented by small black dots and larger circles with concentric rings. The edges are thin black lines connecting these nodes. The overall structure is dense and irregular, resembling a molecular or biological network.

# Brooks' Law

A decorative network diagram in the bottom-right corner of the slide. It features a complex web of interconnected nodes and edges. The nodes are represented by small black dots and larger circles with concentric rings. The edges are thin black lines connecting these nodes. The overall structure is dense and irregular, resembling a molecular or biological network.



# Refresh knowledge: Brooks's Law

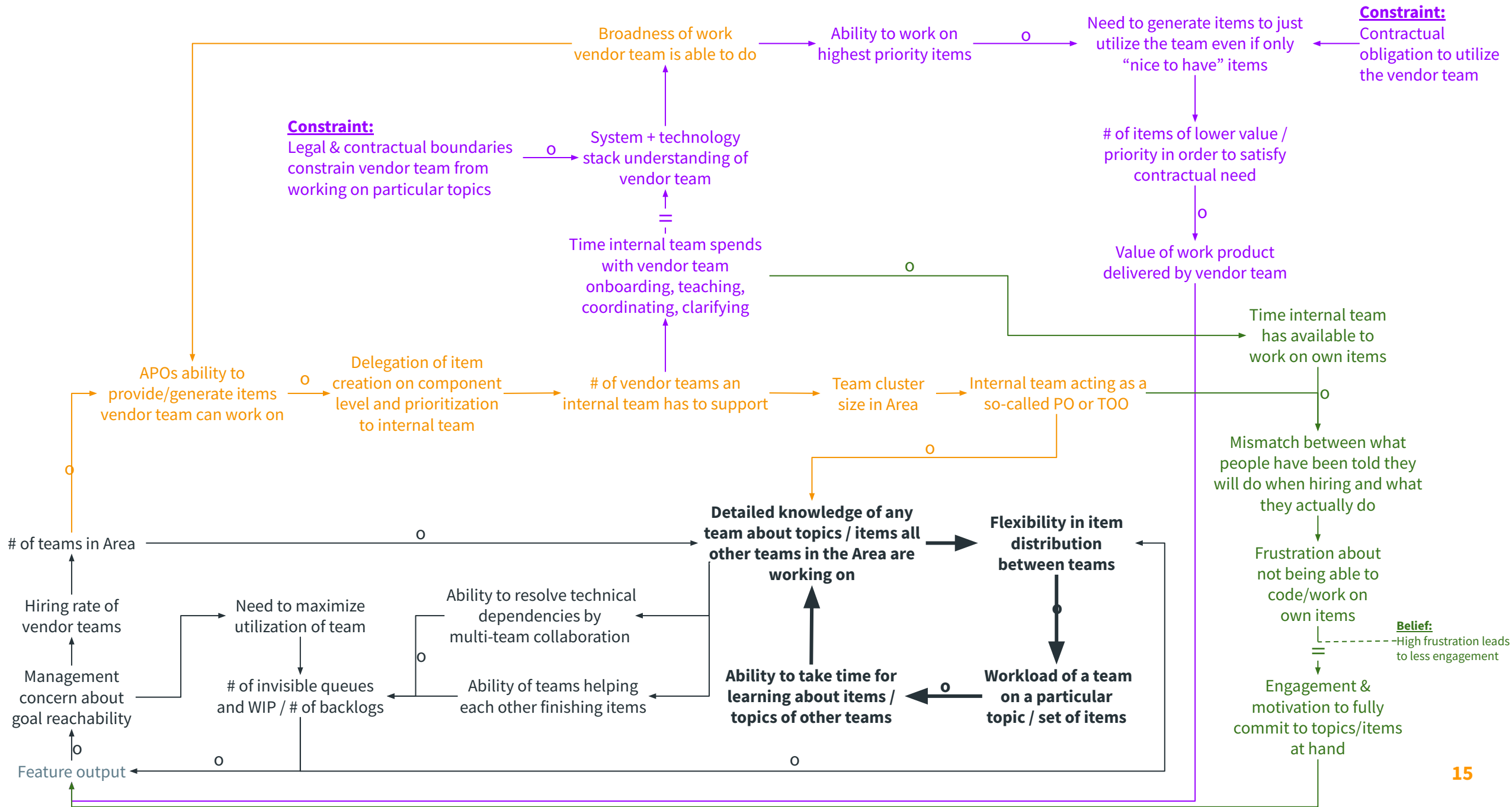


A decorative network diagram in the top-left corner, featuring a cluster of interconnected nodes. Some nodes are represented by solid black dots, while others are larger circles with concentric rings. These nodes are connected by thin, light-colored lines, creating a web-like structure.

# **The Vicious Effects of Managing for Utilization**

A decorative network diagram in the bottom-right corner, similar to the one in the top-left. It shows a cluster of interconnected nodes, including solid black dots and larger concentric circles, linked by thin lines.







# Questions & Answers

# Feedback

