LeSS

Overview

Gene Gendel

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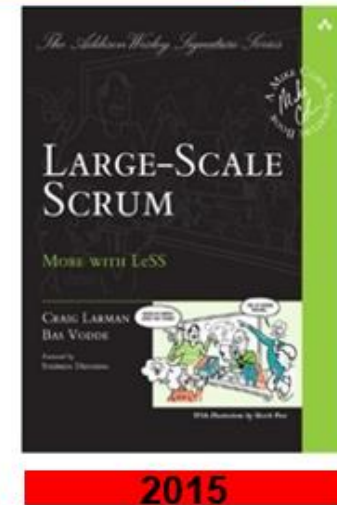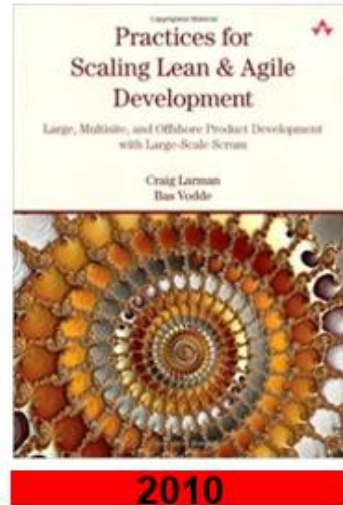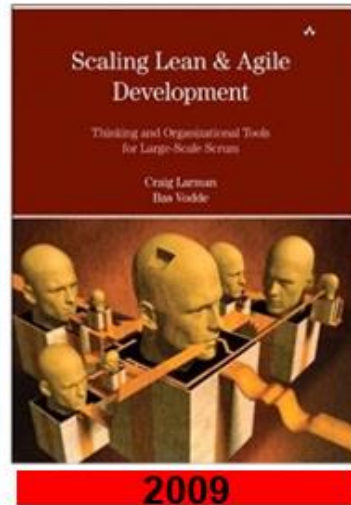
- **<u>Agile Coaching: Wisdom from Practitioners</u>** (free <u>pdf</u>).
- **Best Agile Articles of <u>2017</u> and <u>2018</u>**

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.

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History of LeSS

Large Scale Scrum (LeSS) - is Scrum. It is a DE-SCALING, organizational design framework for large-scale, multi-site agile product development. LeSS is based on close to 20 years of extensive research and deep learning. In LeSS, a team is an organizational building block. Understanding LeSS requires learning the whole system, not just some of its parts. LeSS adoptions are DEEP & NARROW.

2009 → 2010 → 2015

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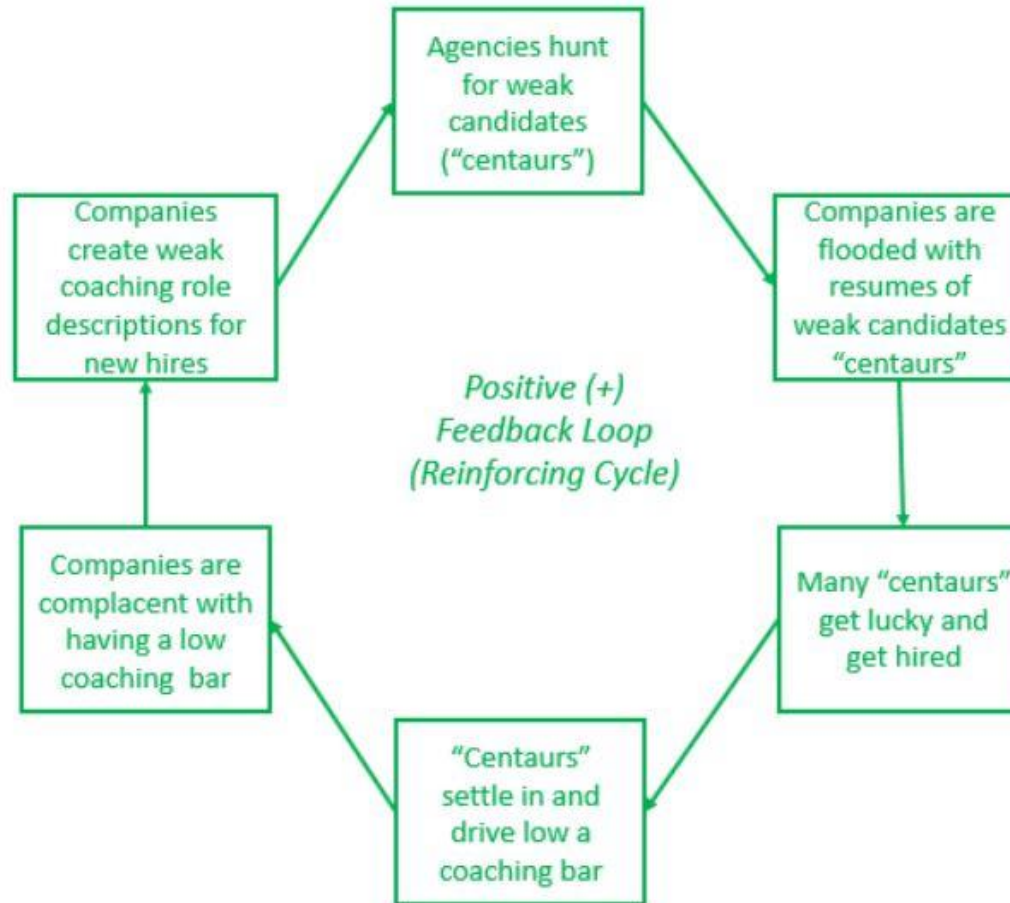# Your Question:

❖ "When I tell people I am an Agile coach, no one really understands."

❖ "What is the job description you would give for an Agile Coach?"

My Answer:

Most of 'Agile Coach' job descriptions, posted on job portals, are weakly defined.

Agencies hunt for weak candidates ("centaurs")

Companies are flooded with resumes of weak candidates "centaurs"

Companies create weak coaching role descriptions for new hires

Positive (+) Feedback Loop (Reinforcing Cycle)

Many "centaurs" get lucky and get hired

Companies are complacent with having a low coaching bar

"Centaurs" settle in and drive low a coaching bar

https://www.keystepstosuccess.com/2017/07/you-get-what-you-ask-for-agile-coaches-centaurs

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My Answer:

Bad SQL
(in HR Database)

It is amazing if your company, creates the following important titles (marked in red) in its HR database, to support agile roles and careers. However, it is a sign of a deep systemic dysfunction and 'agile masquerade', if the following SQL queries are ran, as a batch job, overnight...☹.

```
UPDATE table_employee
       SET table_employee.title = 'Senior Agile Coach'
WHERE table_employee.title = 'Senior Project Manager'
```

```
UPDATE table_employee
       SET table_employee.title = 'Scrum Master'
WHERE table_employee.title = 'Junior Project Manager'
```

```
UPDATE table_employee
       SET table_employee.title = 'Product Owner'
WHERE table_employee.title = 'Business Analyst'
```

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My Answer:

Larman's Laws of Organizational Behavior

(Spanish translation)(Russian translation) (Japanese translation)(Persian/Farsi translation)(Polish translation)(Portuguese translation)
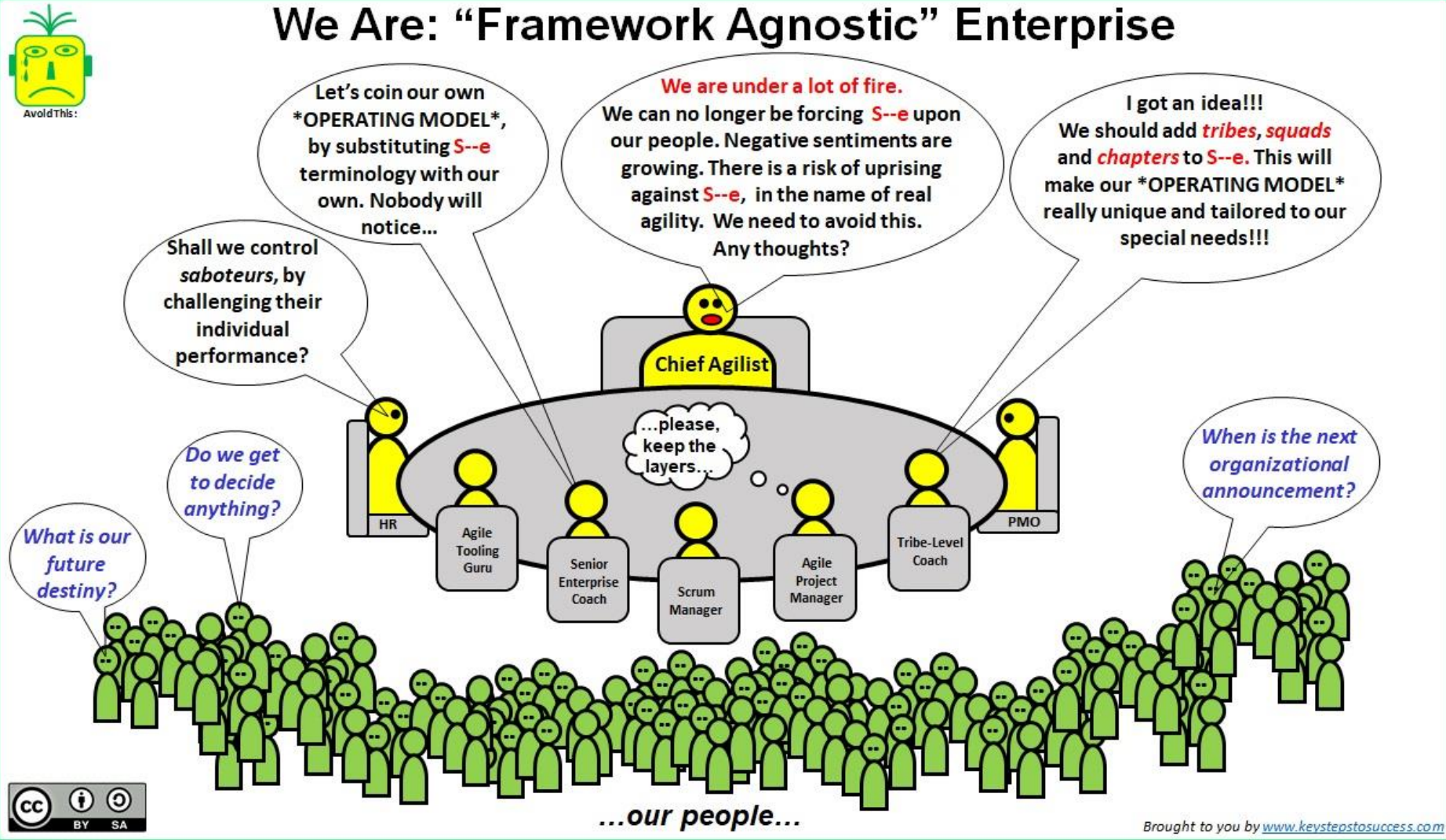
After decades of observation and organizational consulting, here are *Larman's Laws of Organizational Behavior*. These are observations rather than laws to follow ;)

1. Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and "specialist" positions & power structures.

2. As a corollary to (1), any change initiative will be reduced to redefining or overloading the new terminology to mean basically the same as status quo.

3. As a corollary to (1), any change initiative will be derided as "purist", "theoretical", "revolutionary", "religion", and "needing pragmatic customization for local concerns" — which deflects from addressing weaknesses and manager/specialist status quo.

4. As a corollary to (1), if after *changing the change* some managers and single-specialists are still displaced, they become "coaches/trainers" for the change, frequently reinforcing (2) and (3), and creating the false impression 'the change has been done', deluding senior management and future change attempts, after which they become industry consultants.

5. (in large established orgs) *Culture follows structure*. And in tiny young orgs, structure follows culture.

Elaboration:

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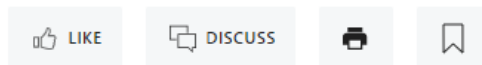
My Answer:

Extensive reference: https://www.keystepstosuccess.com/?s=agile+coach

My Answer:

please, read

Centralized vs. Decentralized Coaching

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MAY 20, 2018 • 14 MIN READ

by

Gene Gendel   FOLLOW

reviewed by

Shane Hastie   FOLLOW

Lead Editor, Culture and Methods, InfoQ
Culture Podcast Host

Write for InfoQ

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☰ Key Takeaways

- There is a frequently seen confusion with respect to the definition of agile coaching: coaching focus (e.g. enterprise vs. team) is confused with coaching alignment (centralized vs. decentralized) within an organization

- Centralized coaching departments run the risk of turning into a single-specialty organizational silos that are locally optimized for their own expansion and personal success; they are also removed from real action. The reasoning behind: standardization - has its weaknesses.

- Centralized coaching is often limited to being "responsible for introducing KPIs, documentation of script-style-one-size-fits-all best practices and cookie-cutting approaches". This leads to system gaming by other departments and organizational silos that must "meet numbers goals"

- Centralized Agile coaching makes sense only when it takes place within an organization that is small enough to be effectively managed front-to-back (including its all organizational layers) and is genuinely supportive of its own coaches, by providing them with "organizational immunity" and operational safety - to enable them perform their challenging duties

- The main advantage of decentralized coaching approach is that coaches are close to real action: deeply engaged with products/services, and are intimately engaged

https://www.infoq.com/articles/centralized-decentralized-coaching/

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My Answer:

Can Your "Coaching Envelope" Make Enough Impact?

Right Content – Does your "*coaching envelope*" include right information, geared towards improving organizational dynamics, norms and existing mental models?

Right Amount of "Postage" – Are you properly positioned organizationally, so that the "*coaching envelope*" you sent, has a chance to reach its intended recipients without delays?

FROM: Agile Coach

TO: ?????????????????
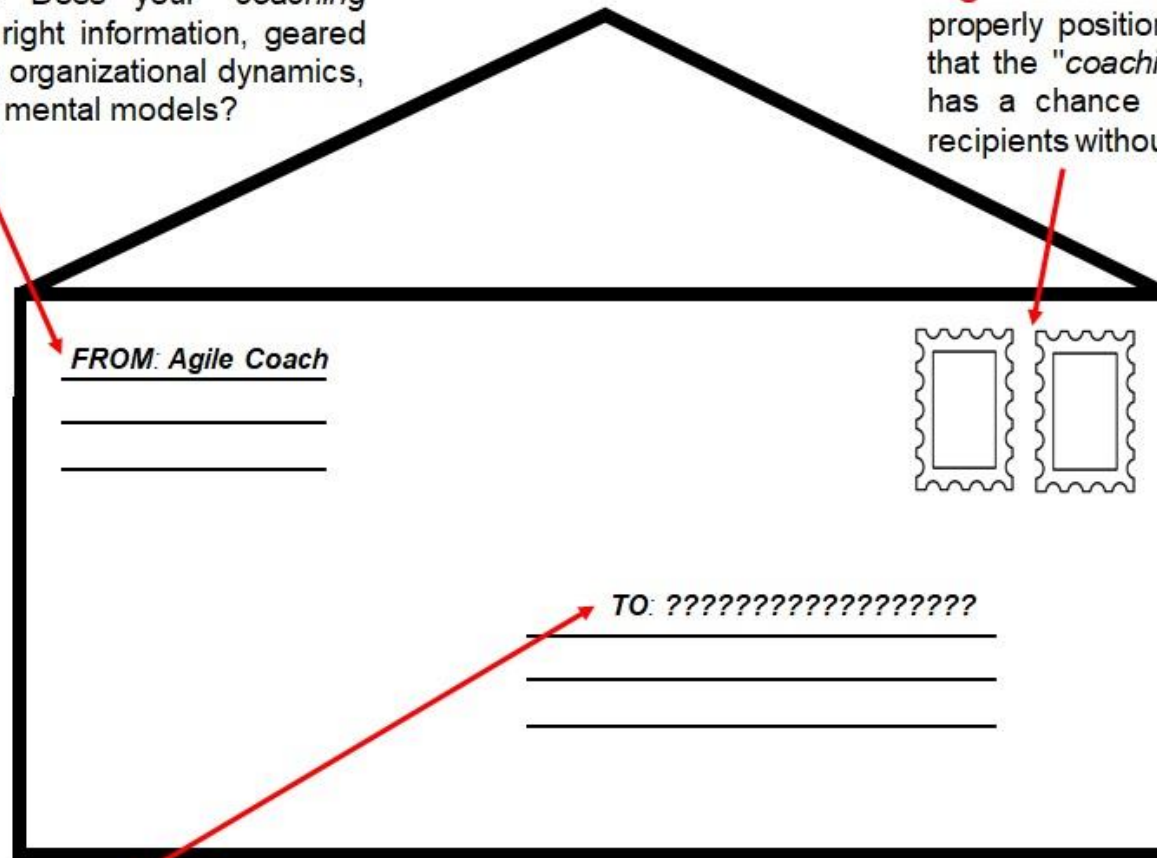
Right Recipient – Is your "*coaching envelope*" addressed to *right* people - empowered individuals that are <u>able</u> and <u>willing</u> to take action?

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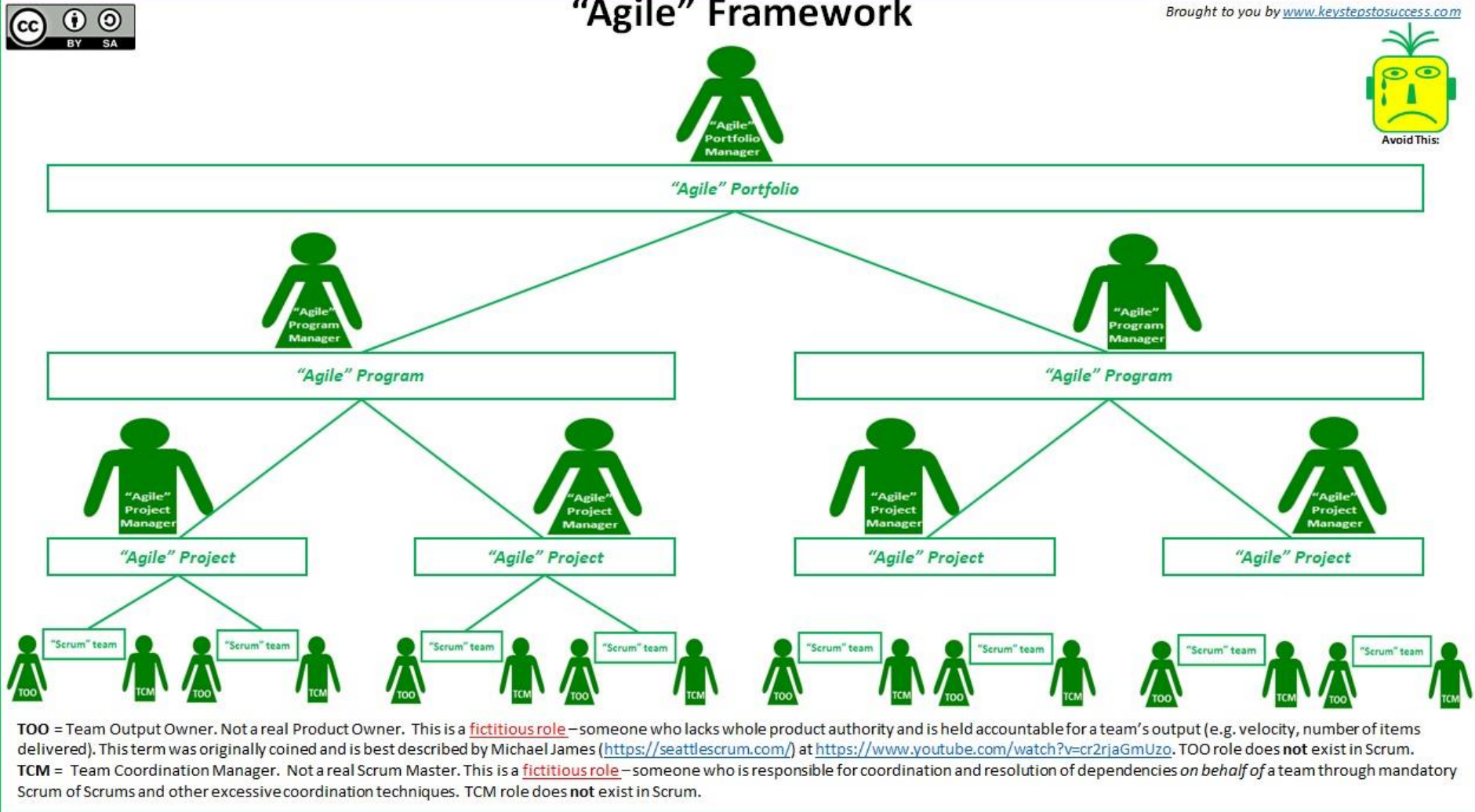# Your Question:

- ❖ "What are some of the biggest/most common pit falls you see organizations make when trying to apply a scaling operating model?
- ❖ And How do you avoid such pitfalls?"

My Answer:

Cosmetic (Broad & Shallow) Agile Transformation

Avoid This:

| PMO | OWNER | COE | renamed to | Agile PMO | Epic OWNER | Agile COE |

Portfolio Level → renamed to → Agile Portfolio Level

Program Level → renamed to → Agile Program Level

Project Level → renamed to → Agile Project Level

Team Level → renamed to → Agile Team Level

Train Station → renamed to → Agile Train Station

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My Answer:

"Agile" Framework

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Avoid This:

"Agile" Portfolio Manager

"Agile" Portfolio

"Agile" Program Manager

"Agile" Program

"Agile" Program Manager

"Agile" Program

"Agile" Project Manager

"Agile" Project

"Agile" Project Manager

"Agile" Project

"Agile" Project Manager

"Agile" Project

"Agile" Project Manager

"Agile" Project

"Scrum" team "Scrum" team "Scrum" team "Scrum" team "Scrum" team "Scrum" team "Scrum" team "Scrum" team

TOO TCM TOO TCM TOO TCM TOO TCM TOO TCM TOO TCM TOO TCM TOO TCM

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.

Source: https://www.keystepstosuccess.com/agile-anti-patterns-with-irony-and-satire/

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My Answer:

TRUE? or FALSE?

for any company

$$\left(\begin{array}{c} \text{Return} \\ \text{From} \\ \text{"Agile} \\ \text{Transformation"} \end{array} \right) \div \left(\begin{array}{c} \text{Investment} \\ \text{in} \\ \text{"Agile} \\ \text{Transformation"} \end{array} \right)$$
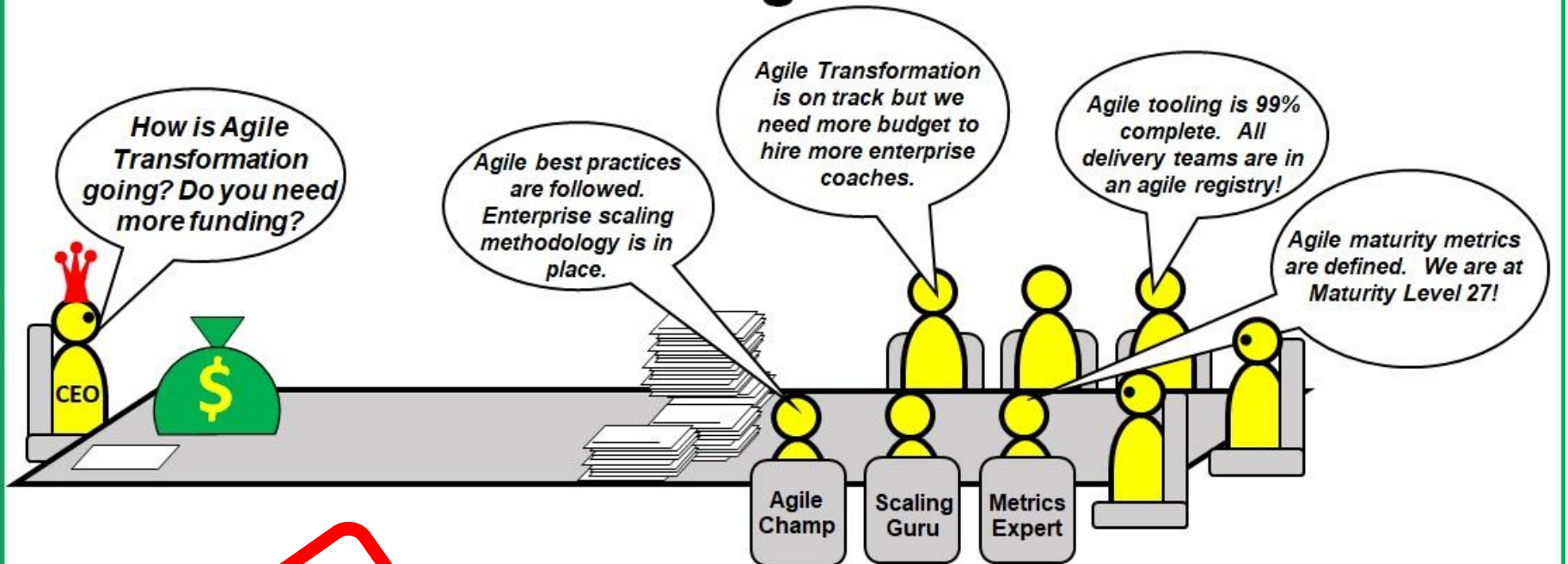
should be

>1

(otherwise, why bother?...)

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My Answer:

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My Answer:

"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"

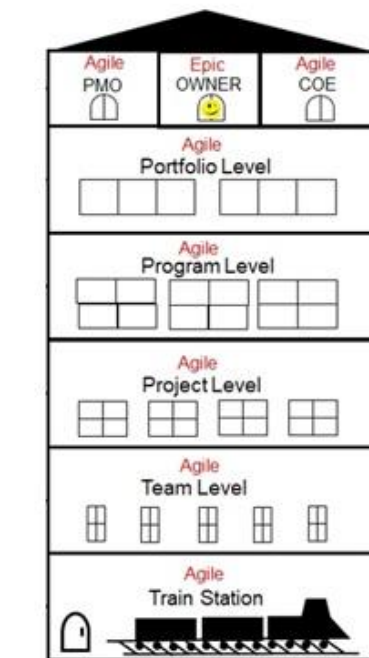Large,
Commercially
Successful "Big-
Bang Agile"
Frameworks"

Avoid This:

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My Answer:

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.**

...more......
......less......

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.**
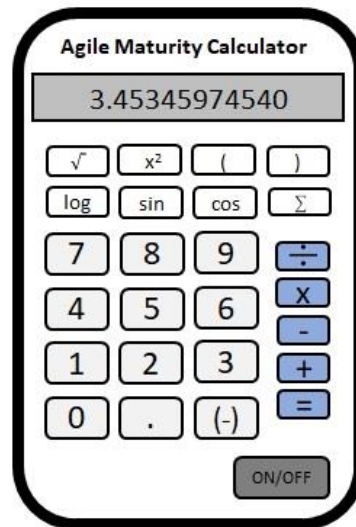
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My Answer:

When it comes to LeSS adoptions (right side: *deep & narrow*), what companies are focused on – matters a lot. Although focus may change over time, in LeSS adoptions, efforts are *top-down* and *bottom-up* – and they are complimentary.

By Gene Gendel. 2020

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

My Answer:

"Agile Maturity" Calculator

Avoid This:

$$\text{Agile Maturity (“Level”)} = \sum_{n=1}^{\infty} \left(\frac{\sum_{0}^{\infty}\left(a_n \cos \frac{(\text{\# teams per SM}) * (\text{\# backlogs per team})}{(\text{\# team coaches} + \text{\# enterprise coaches})} + 0.5_3 \cot \frac{\text{\# people using agile tool}}{(\text{\# best practives}) * (\text{\# teams in agile registry})} \right)}{\sum_{0}^{\infty}\left(a_n \sin \frac{(\text{\# products levels}) * (\text{\# sub-products})}{(\text{\# people per team}) * (\text{story points per developer})} \right) * \left(\frac{3\sqrt{(\text{average team velocity})^2 - 2(\text{\# sprints per release})}}{\% \, (used \, team \, capacity)} \right)} \right)$$

Agile Maturity Calculator

3.45345974540

√	x²	(	)
log	sin	cos	Σ
7	8	9	÷
4	5	6	X
1	2	3	-
0	.	(-)	+
			=

ON/OFF

AVOID

APPROVED

Enterprise Agile Center of Excellence

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Sourced from: https://www.keystepstosuccess.com/agile-anti-patterns-with-irony-and-satire/

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Your Question:

❖ "What have you learned over your lifetime that you would like to share with the next generation of Agilists?"

My Answer:

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 ;)

AVOID

AVOID

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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My Answer:

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My Answer:

Long "stairway" of Professional Coach

Catalytic Servant-Leadership
Seniority, built on wisdom, experience and reputation
Fair, Incentives-Free Compensation

Try This:

A long path that every **professional coach** must take, to achieve a high degree of maturity and proficiency. This journey takes years of hard work and requires a lot of dedication, peer support, structured learning, and self-study, while servicing various companies and communities.

Low-speed "escalator", to a promised promotion

$ Promotion

CEO
CTO
....
....
....
....
....
....
Old role – Level 3
Old role – Level 2
Old role – Level 1

High-speed "escalator", to get a promotion in "agile field"

$ Promotion

"Tribe-Level" Agile Coach

"Squad-Level" Agile Coach

Senior Scrum Master

Junior Scrum Master

Avoid This:

When an expected promotion does not come quickly enough, and/or when an organizational demand for certain roles diminishes, people look for short-cuts to accelerate and jump onto a fast-moving track, to get promoted quickly as "agile coaches" (**Larman's Law # 4**).

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Your Question:

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

AVOID

AVOID

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

+   **+**

Avoid This:

+   **+**

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

+   **+**

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

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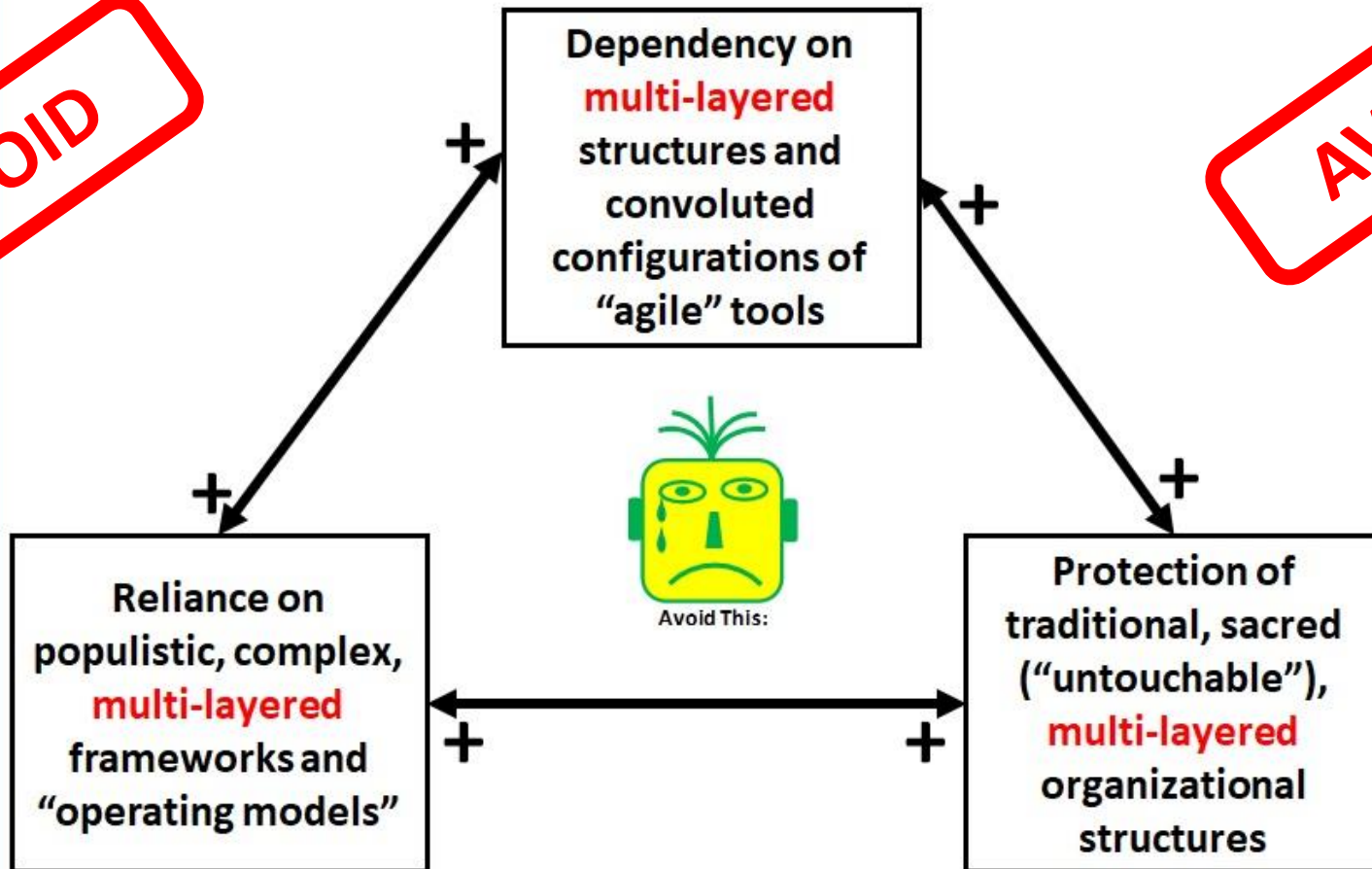
Your Question:

- ❖ "Is it possible to for a place like ours – as large and as complex as we are – to follow a framework like a checklist or Bible?"

- ❖ Is this true that a framework does not answer how to do everything and there's room/flexibility to mold its work in our environment?"

My Answer:

Agile Anecdote

...350 lb. patient comes to Obesity Clinic, with the following chief complaints: heart palpitations, shortness of breath, excessive perspiration, sleeplessness and dizziness, also accompanied by a wide array of secondary complains.

Initial medical examination (triage) reveals hypertension, high cholesterol, low HDL, increased WBC count, decreased RBC count, low hematocrit level and other abnormalities in standard blood work.

Patient: *"Doctor, I need your help. I would like to lose weight, improve my overall health condition and start feeling better. What can you do to help me?"*

Doctor: *"Great, I admire your aspirations. You should start with watching your diet, quit smoking, significantly cut down on alcohol intake, start exercising regularly and change your overall life style."*

Patient: *"Well Doctor, you are not being flexible. Your recommendations are two rigid, unrealistic and not pragmatic enough. They sound more like a theory and purism, than a practical advice. You should be more sensitive to my long-time habits and appreciate uniqueness of my case. Can you please recommend less radical methods?"*

Avoid This:

...the above, is an excerpt from a diary of unknown Agile Coach, whose preferred way of describing work experience was through medical analogy...

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My Answer:

Customized "AGILE OPERATING MODEL"

Your Unique Organization
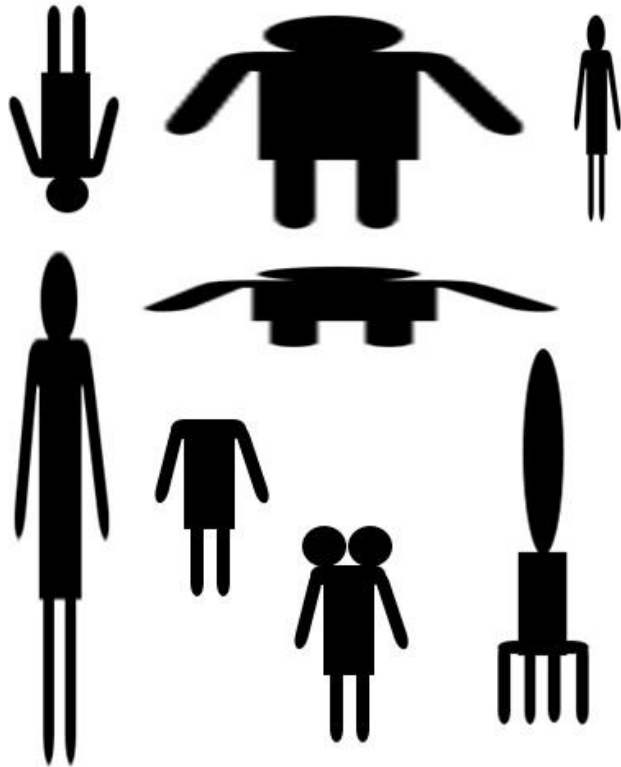
Agile Center of Excellence

Avoid This:
Unfortunately, you are NOT helping your organization by doing this! How will your organization improve, if your model is so "forgiving"?

"We are going to create a customized "AGILE OPERATING MODEL" that seamlessly fits your unique organization, so that you don't need to change, in order to adopt this model."

Coach, Coach, Coach, Team Coach, Enterprise Agile Coach, Coach of Agile Coaches, Enterprise Agile Coach, Team Coach

Brought to you by www.keystepstosuccess.com

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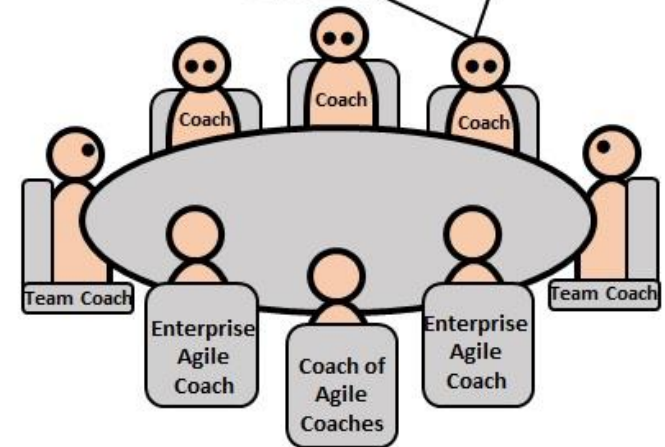
My Answer:

How many basic Scrum check boxes can you check off, as 'YES'?

📋 The Scrum Master Checklist

Welcome! This site is dedicated to Michael James' Example Scrum Master Checklist, an example list of things a Scrum Master should pay attention to in a typical organization.
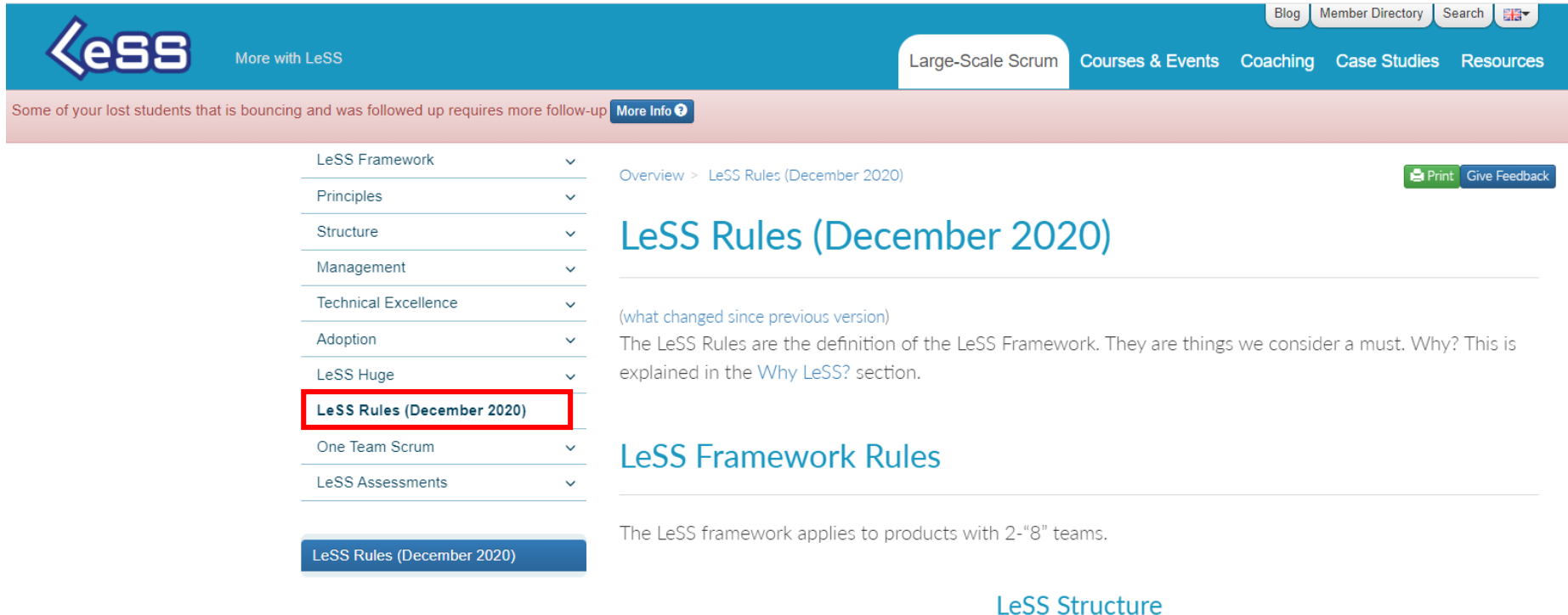
You can find the checklist at:

- Scrum Master Checklist in English (8 Feb 2022 version)
- Scrum Master Checklist in Spanish
- Scrum Master Checklist in Japanese
- Scrum Master Checklist in Chinese (简体中文版)
- Scrum Master Checklist in Chinese (繁體中文版)
- Scrum Master Checklist in German
- Scrum Master Checklist in Dutch (8 Feb 2022 versie)
- Scrum Master Checklist in Polish
- Scrum Master Checklist in French
- Scrum Master Checklist in Russian
- Scrum Master Checklist in Hebrew
- Scrum Master Checklist in Portuguese
- Scrum Master Checklist in Vietnamese
- Scrum Master Checklist in Turkish
- Scrum Master Checklist in Latvian
- Scrum Master Checklist in Korean
- Scrum Master Checklist in Thai
- Scrum Master Checklist in Bosnian Croation Serbian
- Fill it out online using Google Docs (English)

https://scrummasterchecklist.org/

My Answer:

How many <u>minimalistic</u> LeSS Rules can you check off, as 'YES'?

https://less.works/less/rules

My Answer:

**It is not about right or wrong...
It is about being consistent or inconsistent with...**

Each system is perfectly designed to give you exactly what you are getting today.

— W. Edwards Deming —

AZ QUOTES

Source from: https://www.azquotes.com/quote/1411417
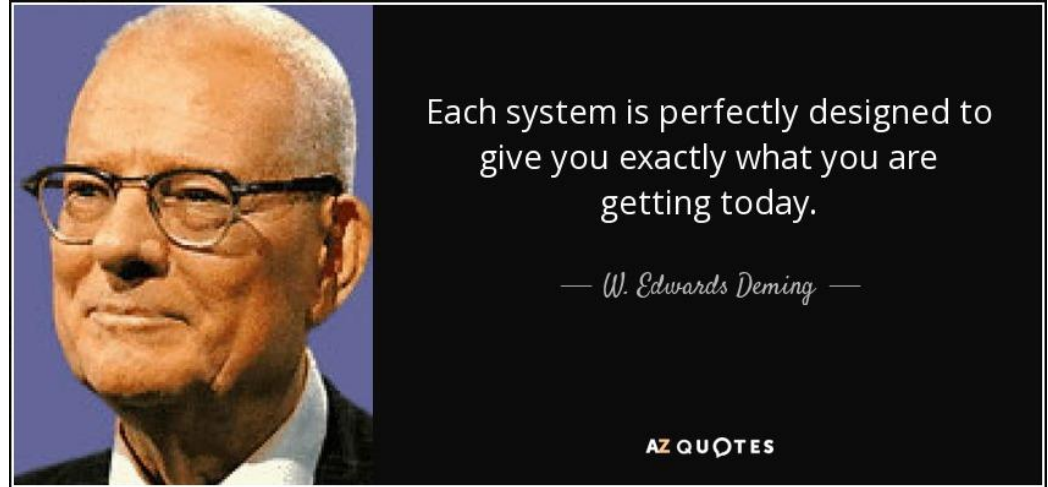
Traditional large groups are complicated — not because they must, but because **their organizational designs create an illusion of 'necessary' complexity**
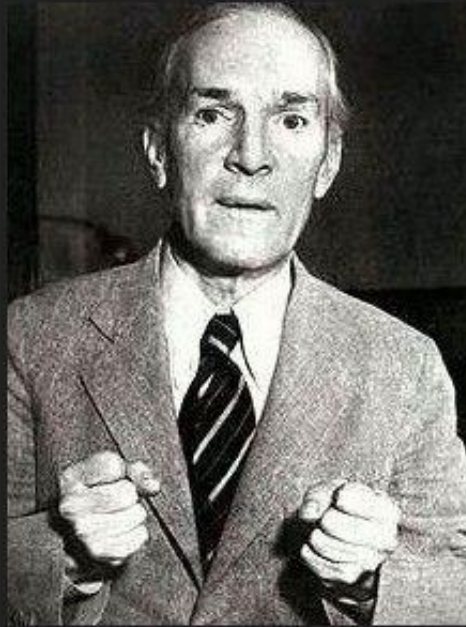
Craig Larman

Organizational Design elements should be consistent with the System Optimizing goals (...passing "consistency test"...)

Sourced from creative commons repository of Certified LeSS Trainers: https://less.works/courses/become-less-trainer

My Answer:

It is difficult to get a man to understand
something when his salary depends upon his
not understanding it.

(Upton Sinclair)

izquotes.com

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

❖ "Can you describe the role of Area Product Owner who sets priorities for **"Area Product"?"** 🥵

My Answer:

A PRODUCT OWNER WHO CANNOT MAKE A PRODUCT DECISION WITH OUT A COMMITTEE AGREEMENT ....

mematic & Tenor

BLOODYDIFFICULT tumblr

IS NOT A PRODUCT OWNER !!

Sourced from: https://www.linkedin.com/posts/activity-6775692099992997888-tDW3

My Answer:

https://www.youtube.com/watch?v=cr2rjaGmUzo&t=41s

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My Answer:

Product
Owner

Area
Product
Owner (APO)

Area
Product
Owner (APO)

Area
Product
Owner (APO)

[Product]
Requirement
Area

[Product]
Requirement
Area

[Product]
Requirement
Area

Scaling Scrum, by DE-SCALING organizational complexity

Product
Owner

Product
Owner

Product

Product

Product

Scrum
3-9 developers
1 team

Large Scale Scrum (LeSS)
~50 developers
2-8 teams

Huge Large Scale Scrum (LeSS Huge)
Hundreds and hundreds of developers
Beyond 8 teams
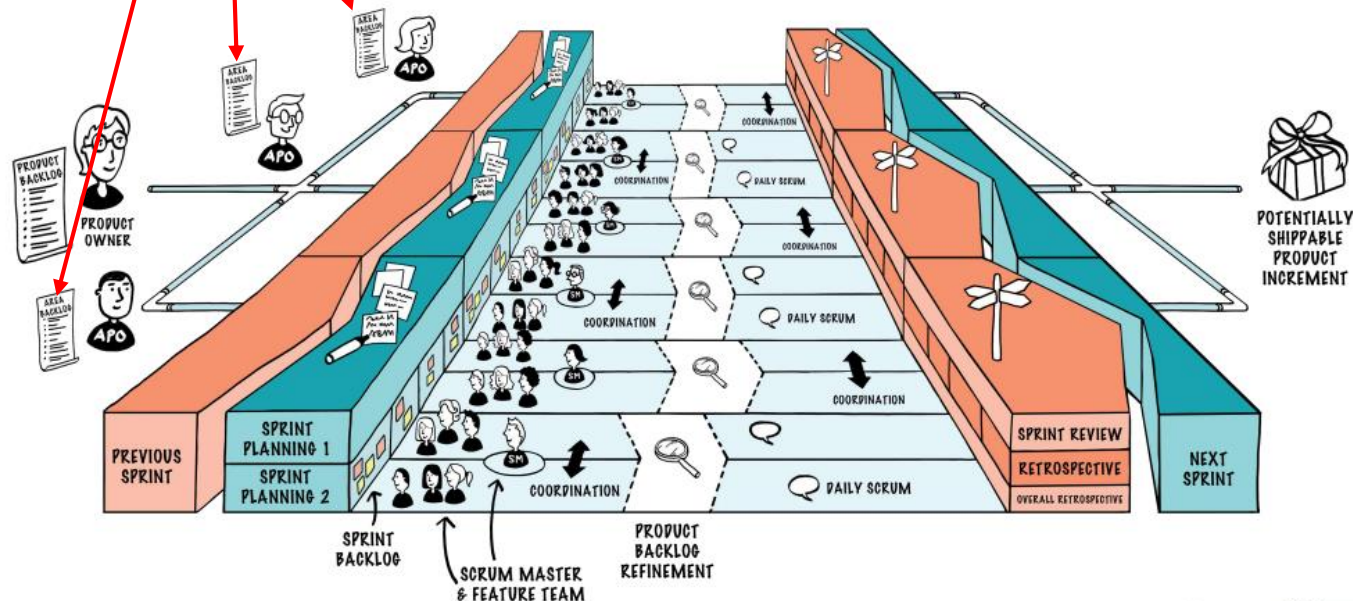
My Answer:

not

Requirement areas are scaled-up feature teams. Scaling up by structuring teams according to the product's architecture is called development areas. The table below summarizes the differences.

Requirement Area	Development Area
organized around customer-centric requirements	organized around product's architecture
collective subsystem code ownership	code ownership per subsystem
temporary in nature; should change over the lifetime of the product, but not at every iteration	tends to be more fixed over the lifetime of the product
focus on the customer, using customer language	focus on the architecture, using technology language

Development areas are *not* recommended and are only shown to show the contrast with Requirement Areas.

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

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My Answer:

Avoid tiny (fake) Requirement Areas, with less then 4 Teams (a.k.a. Feature, a.k.a. Product, a.k.a. Scrum) working in each.

Try collapsing tiny (fake) RAs, by expanding your product definition (from a user's / customer's perspective)

"Area Product Owner" "Area Product Owner" "Area Product Owner" "Area Product Owner" "Area Product Owner" "Area Product Owner" "Area Product Owner" "Area Product Owner"

| Req. Area | Req. Area | Req. Area | Req. Area | Req. Area | Req. Area | Req. Area | Req. Area |

1 component team *2 component teams* *1 component team* *1 component teams* *3 component team* *2 component teams* *3 component team* *2 component teams*

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

My Answer:

~~"Area Product"~~ – there is NO such term in LeSS
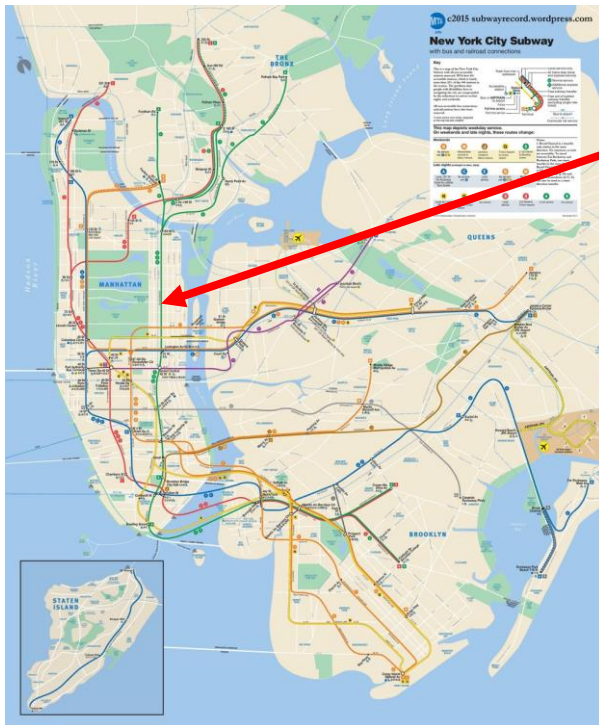
city ("requirement") area

area city

≠

Tri-State Area

city ("product")

area

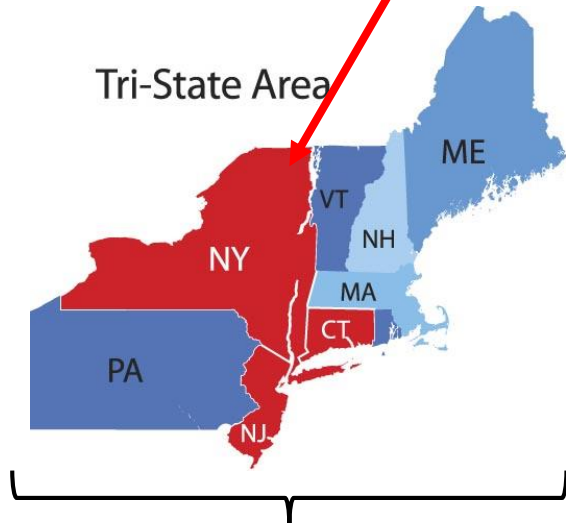❖"Can you outline the difference between a feature team, a component team, a delivery team etc."

My Answer:

Component teams

a.k.a.

Application teams

a.k.a.

Delivery teams

....

*These teams are all **optimized** for super-sonic speed of delivery/rate of OUTPUT (jargon – "velocity").*

*They are **not optimized** for product focus or customer centricity, or OUTCOME (business impact).*

platform team
core or shared services team
micro-service team
application team
subsystem team
library team
service team
API team
front-end (or back-end) team
DB team
module team
framework team
DDD bounded-context team

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

My Answer:

In LeSS and LeSS Huge,

*as we define products wider
and make them more inclusive,
we build teams that can work on a broad variety of
<u>features</u>, servicing a much wider/broader <u>product</u>
definition.*

*As such, a **feature team** and **product team**
**– are pretty synonymous terms and mean the same
thing**. As such, creating a distinction and **false
dichotomy** and reminds of Upton Sinclair's quote....*

My Answer:
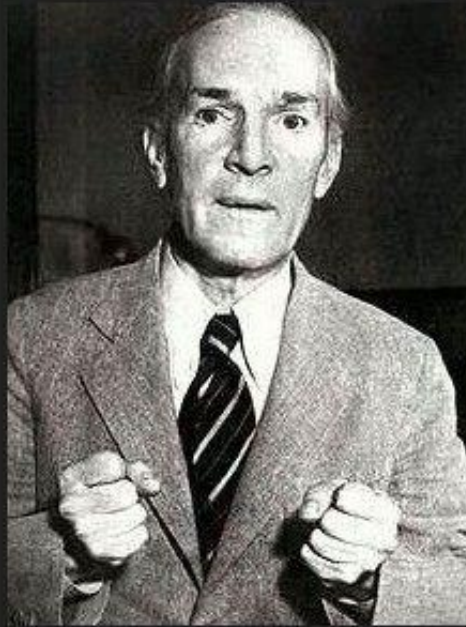
It is difficult to get a man to understand something when his salary depends upon his not understanding it.

(Upton Sinclair)

izquotes.com

Sourced from: https://www.reddit.com/r/anticapitalism/comments/eivy6c/it_is_difficult_to_get_a_man_to_understand/

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

Your Question:

On "Product Teams" and "Feature Teams"

👤 by Bas Vodde   🕐 5 September 2019

(by Bas Vodde and Craig Larman)

On "Product Teams" and "Feature Teams"

This post has its origins in a post by Marty Cagan at https://svpg.com/product-vs-feature-teams/ in which he compares what he calls "product teams" with what he calls "feature teams." We're not quite sure where Marty's definition of "feature team" originates from, as what he calls "product team" seems to be more like a feature team to us than his definition.

That said, the article is strong even when some of the reasoning is weak.

https://less.works/blog/2019/09/05/on-product-team-and-feature-team.html

My Answer:

please, read

logic weakness - Notice how the article's argument is framed: either (1) you have "product teams" that are empowered and focus on outcomes, or (2) you have "feature teams" that aren't. This is an example of the "false dichotomy" logic/argument fallacy, so widespread that we highlighted seeing this as a major thinking tool in the first LeSS book. And of course our suggestion is to consider more options beyond the false binary. For example, here's a radical idea: How about a team in a large product group that can either be empowered to focus on an outcome with their own innovative discoveries, or that can take on a presented feature request and implement it? Mind… blown!

https://less.works/blog/2019/09/05/on-product-team-and-feature-team.html

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My Answer:

Such false dichotomy thinking, will lead to:

- Trivializing Scrum and Feature Teams

- Trivializing Product Owner Role

- Relabeling All Ex-"P" Managers Into Product Managers

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

My Answer:

Coaching, Consulting, Training

Home ∨   Services ∨

please, read

Feature Teams vs. Product Teams? Organizational Implications of False Dichotomy.

April 27, 2022 by Gene

This post is an extension of an older discussion and therefore, briefly, about the history:
Back in 2019, the Founder and Partner of SVPG (Silicon Valley Product Group), Marty Kagan wrote the post "Product vs. Feature Teams", where he defined two types of teams: *product* and *feature*, and then compared-contrasted them. He also contrasted them with the third type of teams: *delivery* teams. His writing had a lot of great content. Later, the same year, the co-creators of Large Scale Scrum (LeSS) , Craig Larman and Bas Vodde wrote the post "On 'Product Teams' and 'Feature Teams' ", in response to Marty's original post, giving their own perspective (also, shared by many LeSS coaches and trainers) on the subject and pointed out some weaknesses in reasoning (logical and terminology) in Marty's original post (pointing out *false dichotomy/binary*), while still acknowledging that it was a strong post.

https://www.keystepstosuccess.com/2022/04/feature-teams-vs-product-teams-organizational-implications-of-false-dichotomy/

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

LeSS

My Answer:

LeSS is not:

- Many teams doing their own so-called "Scrum", and
- Working on different so-called "products"
- Delivering components that need further integration
- Working for many so-called "Product Owners" ("TOO")
- Maintaining private, silo-ed and dependent backlogs

Many people with different strategy, vision, mission. Competing with each other.

NOT LeSS

LeSS is:

- 2-8 teams, working together in real Scrum, and:
- Working on the same, widely defined product
- Delivering fully integrated, end-to-end features
- Working for only one REAL Product Owner
- Maintaining only one, shared backlog

Only one person with shared strategy, vision, mission. No internal competition.
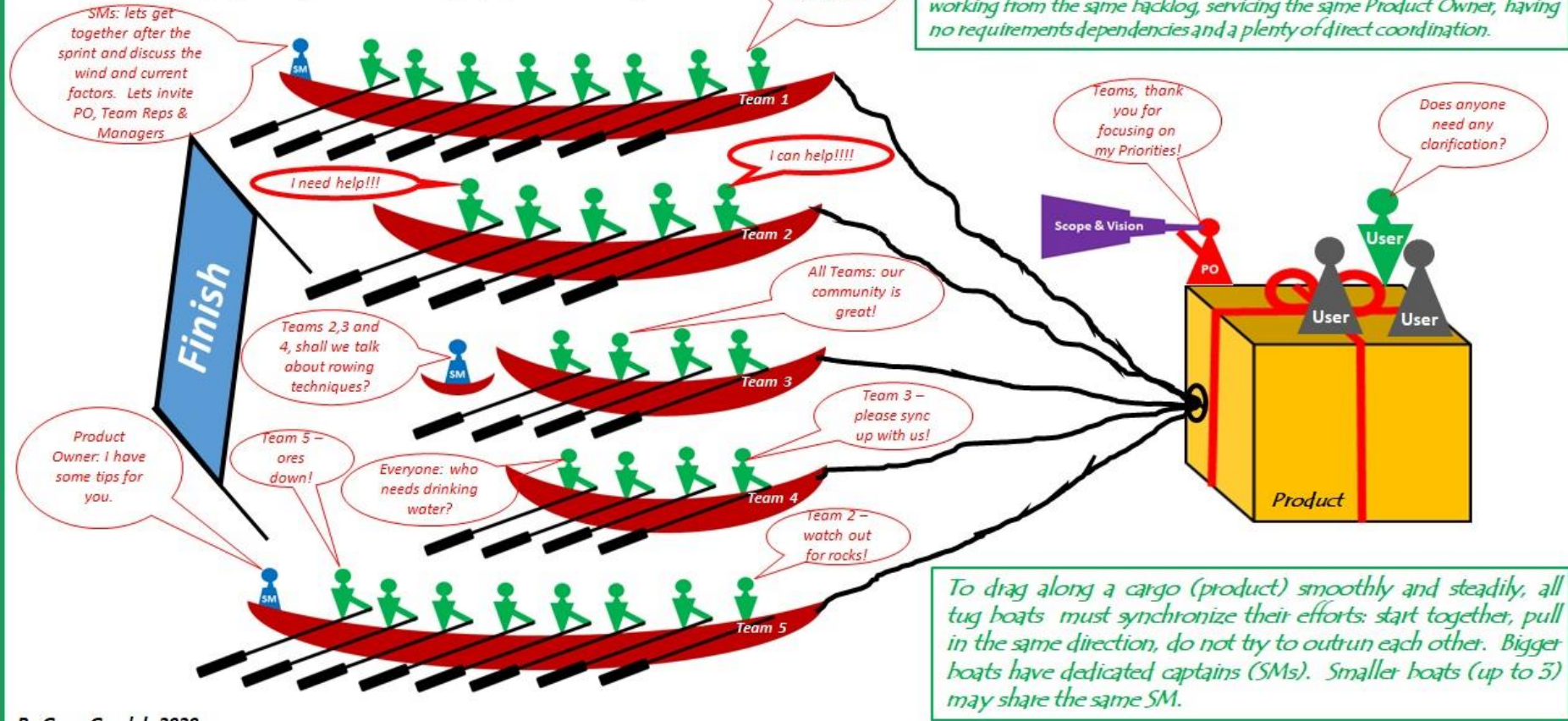
LeSS

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

My Answer:

My Answer:

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.

www.craiglarman.com
www.odd-e.com

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C.Larman & B. Vodde
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Feature Manager

system

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.

Item 1
Item 2
Item 3
Item 4
Item 5
Item 6
...
...

Comp A Team
Comp B Team
Comp C Team

Component A
Component B
Component C

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

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

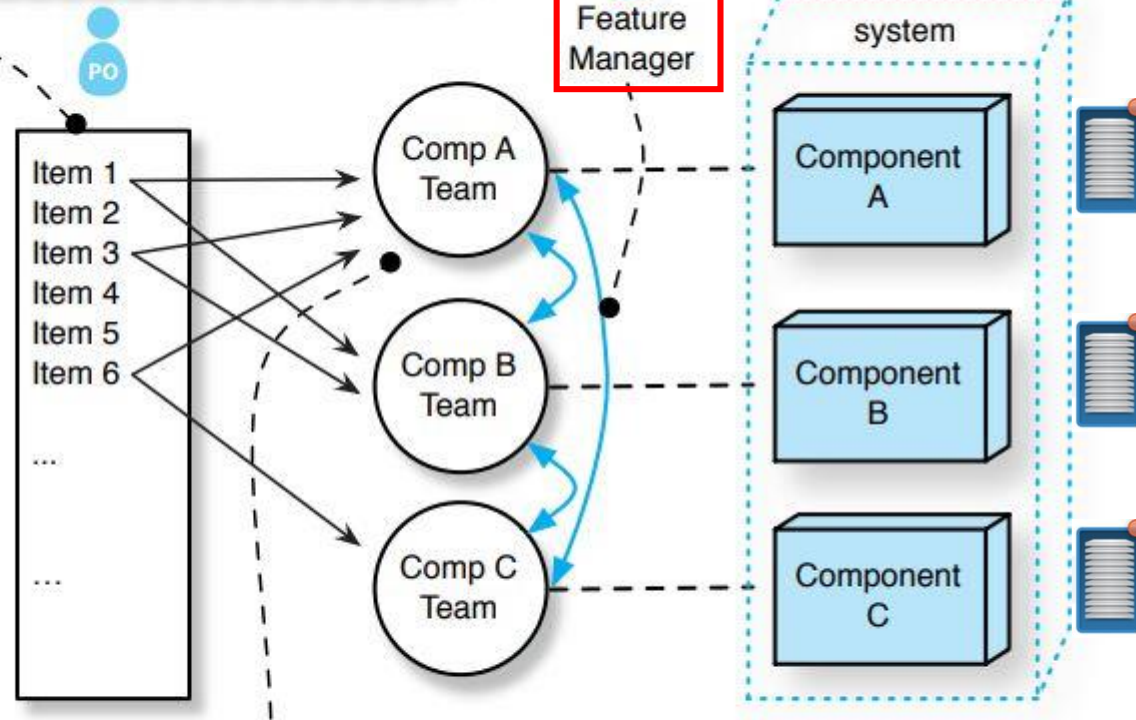# My Answer:
Component Teams

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.

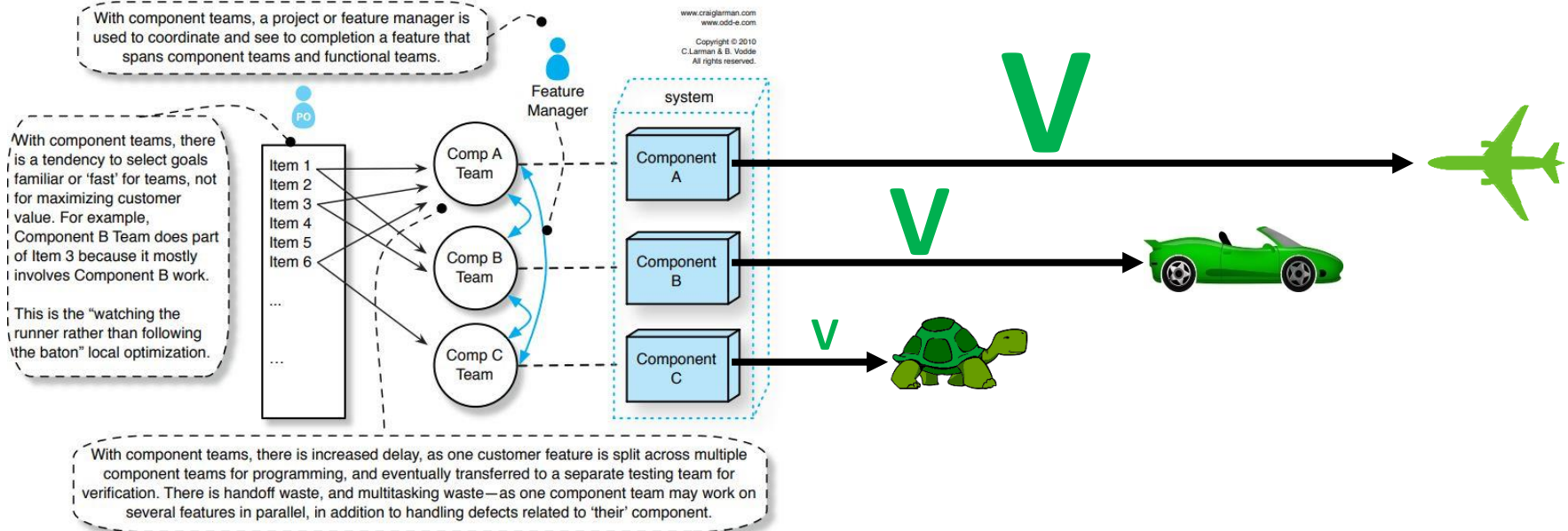This is the "watching the runner rather than following the baton" local optimization.

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

$$V > V > v = 🤔$$

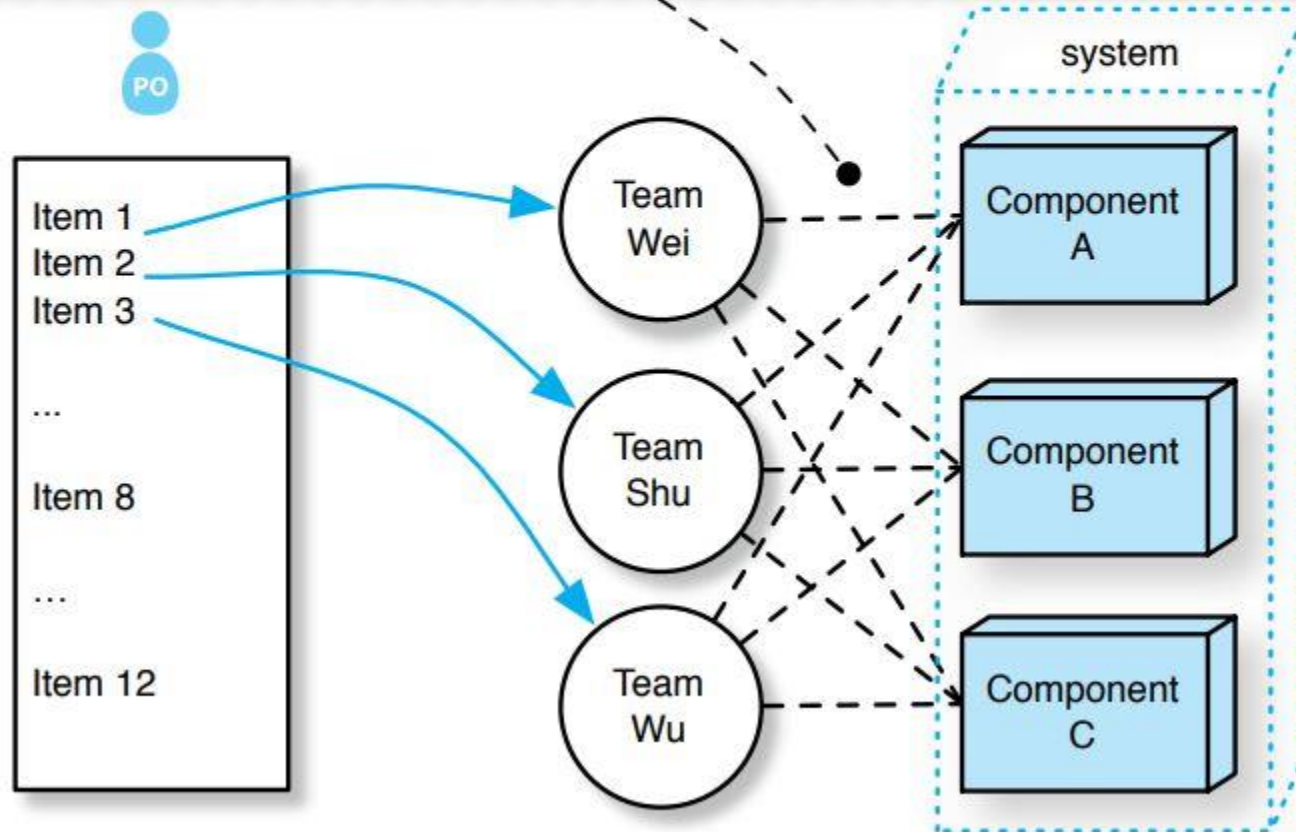**Big Mistake # 2**

$$V + V + v = 🤔$$

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

My Answer:

With feature teams, teams can always work on the highest-value features, there is less delay for delivering value, and coordination issues shift toward the shared code rather than coordination through upfront planning, delayed work, and handoff. In the 1960s and 70s this code coordination was awkward due to weak tools and practices. Modern open-source tools and practices such as TDD and continuous integration make this coordination relatively simple.
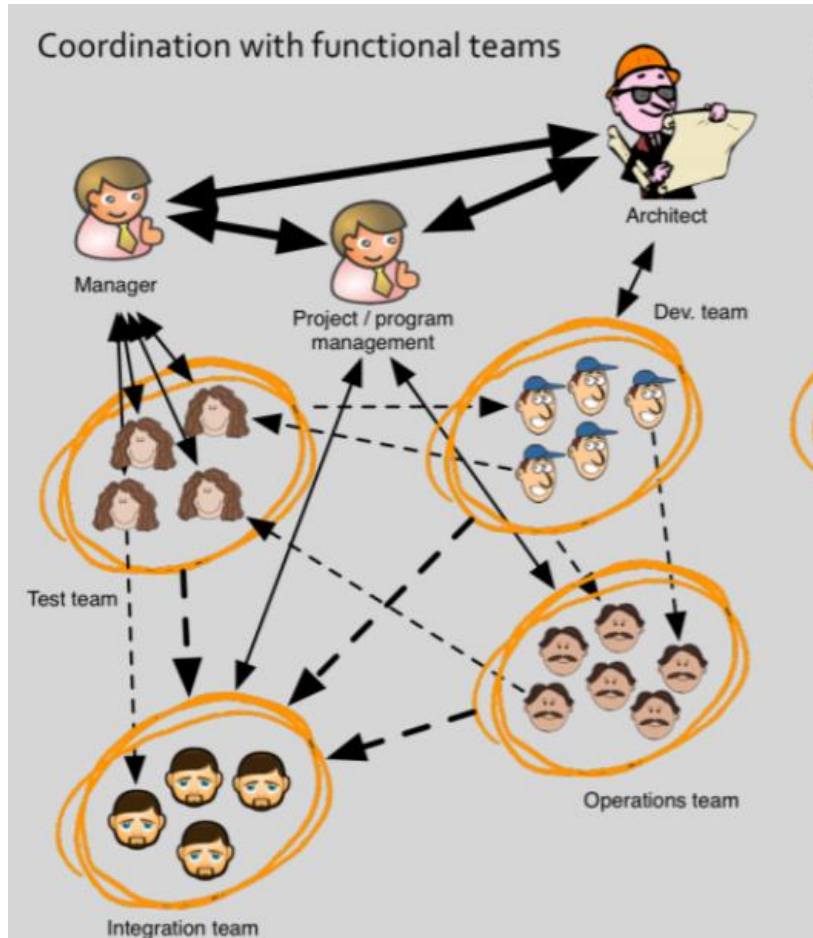

Sourced from: https://less.works/resources/graphics/index.html

My Answer:

Coordination with functional teams

Manager
Project / program management
Architect
Dev. team
Test team
Operations team
Integration team

platform team
core or shared services team
micro-service team
application team
subsystem team
library team
service team
API team
front-end (or back-end) team
DB team
module team
framework team
DDD bounded-context team

Sourced from creative commons repository of Certified LeSS Trainers: https://less.works/courses/become-less-trainer

LeSS Guides: *Organize by Customer Value*

Cross-functional/Self-Managed/Long-lived Feature Team

Cross-functional/Self-Managed/Long-lived Feature Team

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Cross-functional/Self-Managed/Long-lived Feature Team

Cross-functional/Self-Managed/Long-lived Feature Team

Cross-functional/Self-Managed/Long-lived Feature Team

Cross-functional/Self-Managed/Long-lived Feature Team

Cross-functional/Self-Managed/Long-lived Feature Team

Coordination with cross-functional feature teams

Decision making & coordination

Dependencies & hand-overs

Team members (no roles)

Team members (no roles)

Team members (no roles)

Sourced from creative commons repository of Certified LeSS Trainers: https://less.works/courses/become-less-trainer

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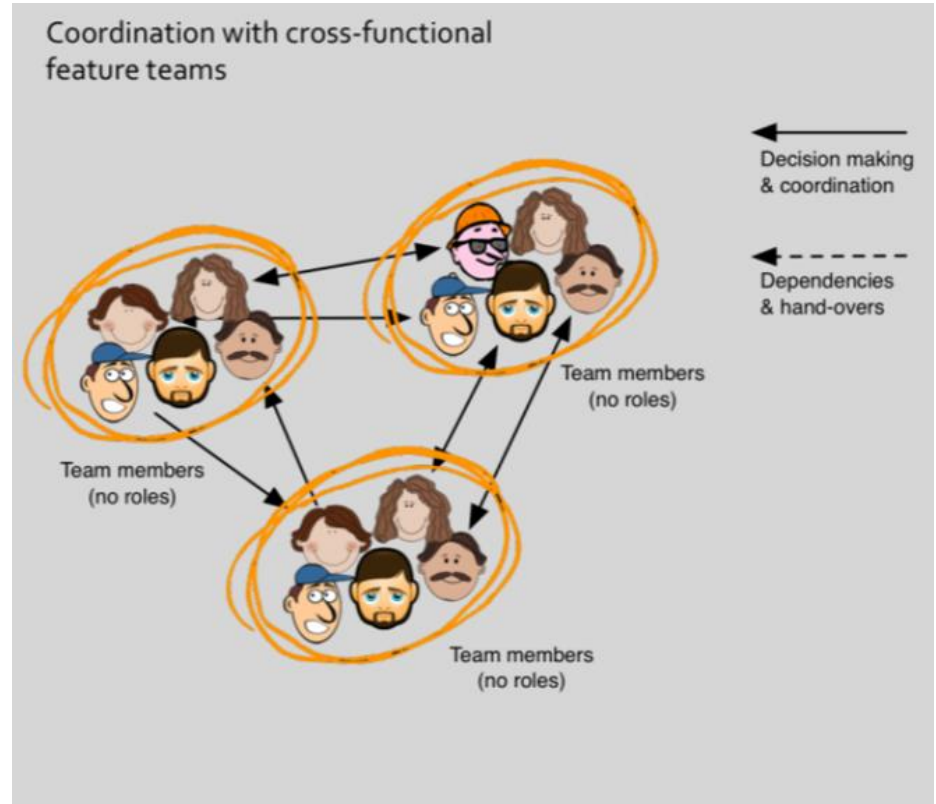
Your Question:

❖ "What suggestions do you have for early collaboration on annual roadmap planning when numerous lines of business have dependencies on the same enterprise Product team with limited development resources /capacity?"

My Answer:

Organizational <u>STRUCTURE</u> –
is the <u>1st Order Factor </u>(Variable) that
has impact on everything else in an
<u>ECOSYSTEM</u>: behaviors, norms,
values, principles, policies

Your Question:

❖ "Any advice you have for Product teams who customize internal enterprise tools which are owned by another Products and their scrum teams?"
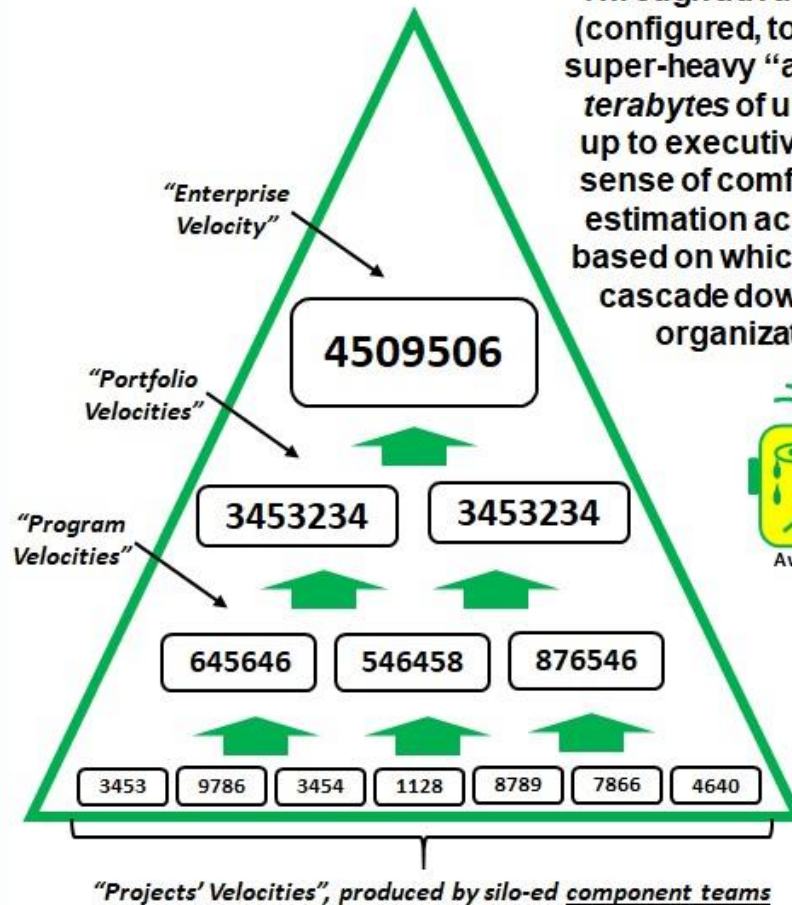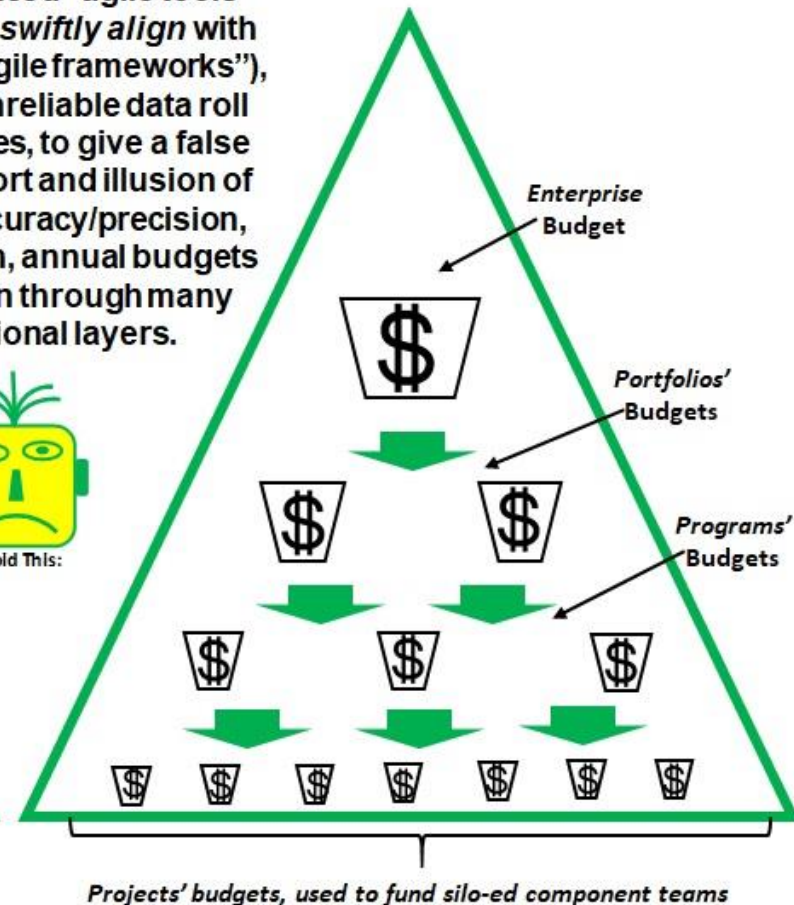
My Answer:

"Agile Tooling" Solution for Annual Budgeting

It is all about METRICS!!!

Through advanced "agile tools" (configured, to *swiftly align* with super-heavy "agile frameworks"), *terabytes* of unreliable data roll up to executives, to give a false sense of comfort and illusion of estimation accuracy/precision, based on which, annual budgets cascade down through many organizational layers.

Avoid This:

"Enterprise Velocity"

4509506

"Portfolio Velocities"

3453234   3453234

"Program Velocities"

645646   546458   876546

3453 9786 3454 1128 8789 7866 4640

"Projects' Velocities", produced by silo-ed *component teams*

Enterprise Budget

Portfolios' Budgets

Programs' Budgets

Projects' budgets, used to fund silo-ed *component teams*

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

Your Question:

❖"Please share some information about LeSS trainings"

My Answer:

Large Scale Scrum Learning (Training, Workshops & Webinars)

Training

If you are self-funding your education, please inquire about a personal discount. You may also request a **private class** for your company, instead of attending a public class. Please submit an inquiries through the form at the bottom of this page.

If you are willing to make a **100 USD donation for Ukraine**, please request a special deep (30%) discount code (Gene Gendel's classes), prior to registering.

You are 3 clicks away from the registration page – please forgive extra navigation steps.

Upcoming course: Certified LeSS for Executives: Principles, Organization, and Change@New York@November 15, 2022

Course	Date	Length	Location	Instructor/s
Certified LeSS for Executives: Principles, Organization, and Change	2022-11-15	3 days	New York, New York, United States	Craig Larman
Provisional Certified LeSS Practitioner: Principles to Practices	2022-11-28	VIRTUAL: 11/28 - 12/02 (05 sessions) | 10:00 - 3:00 PM EST | Max Class Size: 12 people	(Online) Rockville Centre, New York, United States	Gene Gendel

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