Inspire Agile Transformation from Bottom-Up

Sofia Pelzl

23 September 2022

Sofia Pelzl

Agile Consultant, Munich Germany

- Certified Scrum Master, CSPO, A-CSM & CSP SM candidate

- Certified Agile Leadership, CAL-O-T- E

- ICF-PCC Professional Certified Coach

- ICP-ACC Certified Agile Coach

- CLB-Certified LeSS Basic Trainer, & LeSS Trainer Candidate

Large Scale Agile Experience since 2017

Helped big and small companies improve agile mindset & practices (involved in Wolfi's Case Study in 2017-2018, LeSS adoption in a middle size telco company in 2019-2022).

Content

- Motivation

- Background Information

- Our way to LeSS:

  - Organizational perspective

  - Cultural perspektive

  - Workflow Perspektive

- Organizational Constrains

- Conclusion
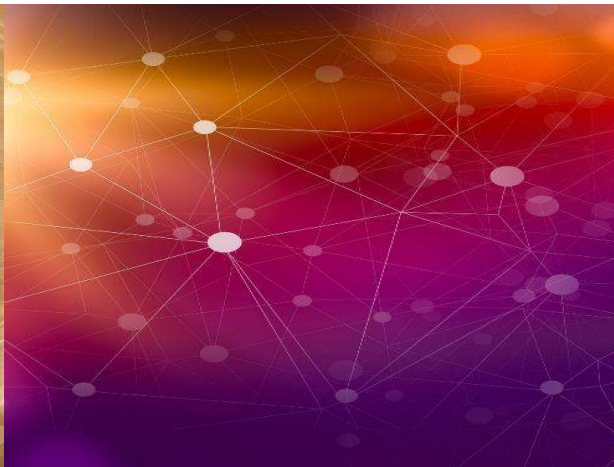
Motivation

A revolution,
started from the bottom…

Sharing experience

- "owning vs. renting" inspiring top-down from bottom-up

- Helpful LeSS Principles, Structures and Guides in non-LeSS environments

- Success factors, constrains and learnings

Some background information

- Writing still ongoing - therefore company name must not be published yet.

- Medium sized telecommunication infrastructure provider (ca. 1000 employees) in Germany

- Initial role – Scrum Master

- Initial steps started in May 2019 on a single project level (scrum introduction)

- Now three teams are working in the LeSS adoption
  PARALLEL: multiple further LeSS-like Scrum adoptions including Multiteam-Events

- The entire case study covers more than 3 years and still ongoing.

- Final role - Agile Coach and Management Coach

Our way to LeSS

Management sees:
Scrum as a project
management
methodology
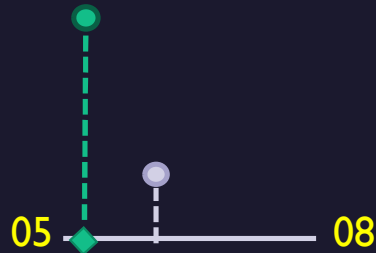
One Team Scrum
(LeSS branded):
- One Product Owner
- One Product Backlog
- One Feature Team

05   08

2019	2020	2021	2022

05   07

Scrum Events(LeSS branded)
- SP 1,
- Weekly PBRs,
- Sprint Review

Management understands:
Harmfulness of projects, and
advantages of scrum (products)

Organizational perspective

Workflow Perspektive

Cultural perspektive

Our way to LeSS

Management sees:
Scrum as a project management methodology

One Team Scrum (LeSS branded):
- One Product Owner
- One Product Backlog
- One Feature Team

Management supports product organization and organic growth (deep and narrow)

Additional Event
- **Weekly shared prioritization meeting**

05 ———————— 08 ———————————— **05**

| 2019 | 2020 | 2021 | 2022 |

05 ———— 07 **09** ———————————— **05**

Scrum Events(LeSS branded)
- SP I,
- Weekly PBRs,
- Sprint Review

Management understands:
Harmfulness of projects, and advantages of scrum (products)

Multiple stakeholders
- **Broader Product definition (Scope)**
- **Organic growth -new volunteers in the team**
- **One PO Team (constraint)**
- **But still one Product Backlog**

Organizational perspective

Cultural perspektive

Workflow Perspektive

Our way to LeSS

Management sees:
Scrum as a project
management
methodology

One Team Scrum
(LeSS branded):
• One Product Owner
• One Product Backlog
• One Feature Team

Management supports product
organization and organic growth
(deep and narrow)

Additional Events
• Weekly shared prioritization
meeting

**Management at IT and Business Units supports the LeSS approach within IT-organization
New scrum teams in different component areas in ÍT Division started, PO from Business**

05   **08**   **09**

2019	2020	2021	2022

05   **09**   **05**   **12**

Scrum Events(LeSS branded)
• SP I,
• Weekly PBRs,
• Sprint Review

Multiple stakeholders
• Broader Product definition (Scope)
• Organic growth -new volunteers in the team
• One new PO Team (constraint)
• But still one Product Backlog

Management understands:
Harmfulness of projects, and
advantages of scrum (products

First Scaling
• **2nd Feature Team**
• **Further Feature Teams**
  in the Organisation;
Communities
• **Technical excellence**
• **Test/TA**
• **SM**
• **PO**

Events
• **Shared SP I,**
• **Overall PBR,**
• **Sprint Review,**
• **Overall Retro**
• **Incl. Multiteam**

**IT Management WS
on organizational
transformation**

Organizational perspective

Cultural perspektive

Workflow Perspektive

Our way to LeSS

Management supports product organization and organic growth (deep and narrow)

One Team Scrum (LeSS branded):
- One Product Owner
- One Product Backlog
- One Feature Team

Additional Events
- Weekly shared prioritization meeting

Management sees: Scrum as a project management methodology

Management at IT and Business Units supports the LeSS approach within IT-organization
New scrum teams in different component areas in IT Division started, PO from Business

On-boarding 3rd team started

05   08   12   09

| 2019 | 2020 | 2021 | 2022 |

05   09   05   09

C-Level Management Workshop to agile transformation – Valuable insides

Scrum Events(LeSS branded)
- SP I,
- Weekly PBRs,
- Sprint Review

Multiple stakeholders
- Broader Product definition (Scope)
- Organic growth -new volunteers in the team
- One new PO Team (constraint)
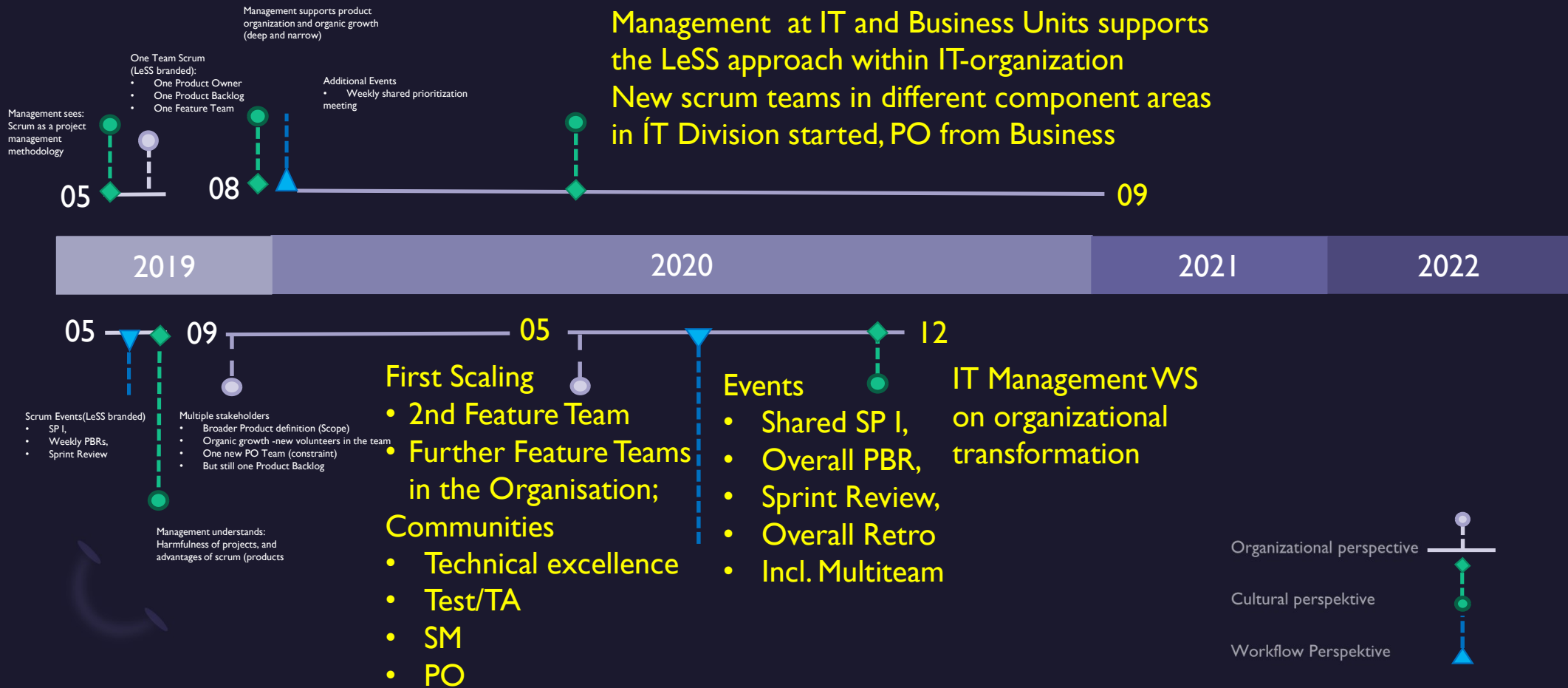- But still one Product Backlog

Events
- Shared SP I,
- Overall PBR,
- Sprint Review,
- Overall Retro
- Incl. Multiteam

IT Management WS on organizational transformation

First Scaling
- 2nd Feature Team
- Feature teams

Communities
- Technical excellence
- Test/TA
- SM
- PO

Management understands:
Harmfulness of projects, and advantages of scrum (products

Organizational perspective

Cultural perspektive
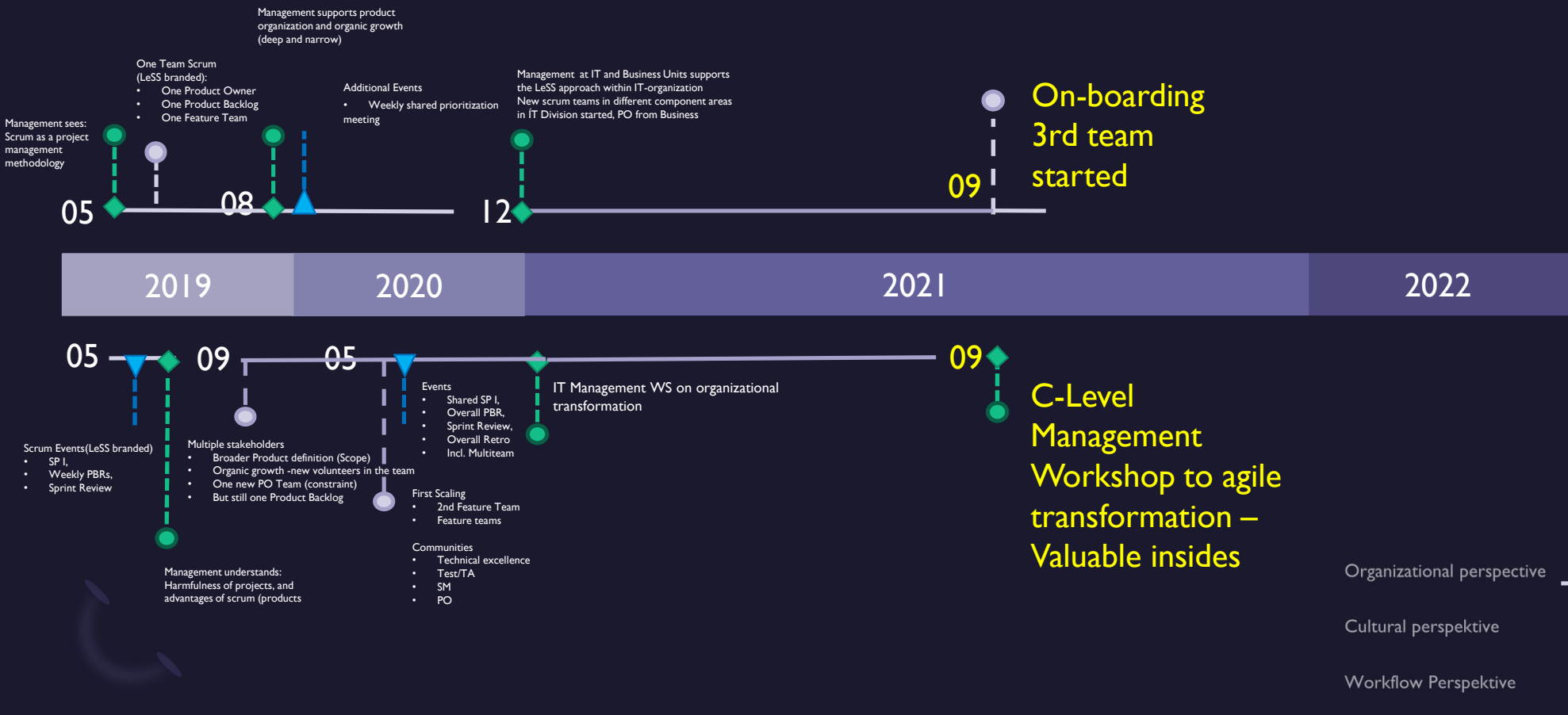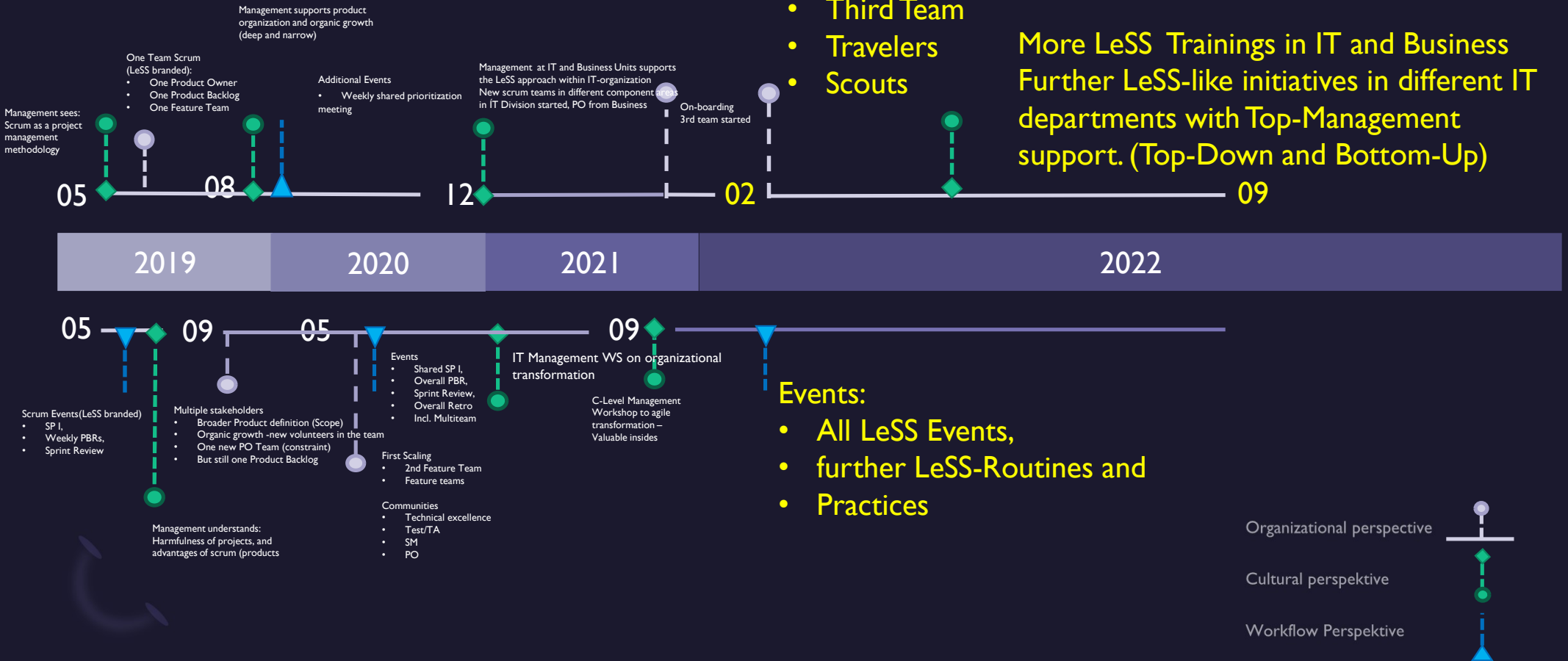
Workflow Perspektive

Our way to LeSS

Further Scaling:
- Self-Designing Team Workshop
- Third Team
- Travelers
- Scouts

More LeSS Trainings in IT and Business
Further LeSS-like initiatives in different IT departments with Top-Management support. (Top-Down and Bottom-Up)

Management supports product organization and organic growth (deep and narrow)

One Team Scrum (LeSS branded):
- One Product Owner
- One Product Backlog
- One Feature Team

Additional Events
- Weekly shared prioritization meeting

Management at IT and Business Units supports the LeSS approach within IT-organization New scrum teams in different component areas in IT Division started, PO from Business

On-boarding 3rd team started

Management sees: Scrum as a project management methodology

05   **08**   **12**   **02**   **09**

2019	2020	2021	2022

05   **09**   **05**   **09**

Scrum Events(LeSS branded)
- SP I,
- Weekly PBRs,
- Sprint Review

Multiple stakeholders
- Broader Product definition (Scope)
- Organic growth -new volunteers in the team
- One new PO Team (constraint)
- But still one Product Backlog

Events
- Shared SP I,
- Overall PBR,
- Sprint Review,
- Overall Retro Incl. Multiteam

First Scaling
- 2nd Feature Team
- Feature teams

Communities
- Technical excellence
- Test/TA
- SM
- PO

IT Management WS on organizational transformation

C-Level Management Workshop to agile transformation – Valuable insides

Events:
- All LeSS Events,
- further LeSS-Routines and
- Practices

Management understands: Harmfulness of projects, and advantages of scrum (products

Organizational perspective

Cultural perspektive

Workflow Perspektive

Organizational Constraints

From September 2019 till May 2022

Organizational Constraints

NO SINGLE PO

- There can be only one! Product Owner team" usually that means there is no actual Product Owner. "Practical Workaround: Weekly shared prioritization meeting, included all three PO's from the Business Units B2B (Companies & Housing associations, cooperatives, e.g.) and B2C (Business-to-Consumer).

EXTERNAL UX-SUPPORT

- Practical Workaround: Close collaboration in-between the feature team and UX-Designers. They were participated on the Product BL Refinements, to establish a real collaboration and reduce harmful effects.

KIND OF UNDONE DEPARTMENT

- "undone department" a tester component group, which integrated E2E-/Performance Tests. DoD for the teams was considering this constraint.

NON-SW-RELATED WORK DEPARTMENTS

- How to integrate the hardware? Civil works and LeSS…

- We could not answer those questions immediately, that s why we started with IT first in order to figure out the solutions later.

Up-coming Challenges

- Restructure the organization to be able to define a single PO with area POs

- Practices in IT: implement continuous integration practices

- Solve the integration problems with the civil work departments / projects

Conclusion

With patience, the LeSS principles and a good timing in the argumentation, it is possible to inspire also the higher management for LeSS and LeSS principles. This can inspire management to change from a pure bottom-up approach to a combined top-down and bottom-up approach. These are then very good prerequisites for introducing LeSS sustainably in the organization and learn more.

Thank you!

Please contact me:

Homepage: pelzl-consulting.com

Email: sofia.pelzl@pelzl-consulting.com

Homepage: holon-consulting.com

Email: sofia.pelzl.extern@holon-consulting.com