

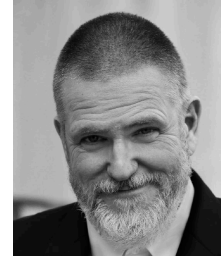
# Optimize your organizational structure for agility

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Full experience report: <https://www.kaikaku.fi/optimize-your-organizational-structure-for-agility/>



## Wolfgang Steffens

**JK**  
kai kaku



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## What is Agile?

**Ability to move & change direction, quickly and with ease.**

- Alistair Cockburn

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## The Scrum Pilot

“Successful”  
Scrum Pilot  
with one team



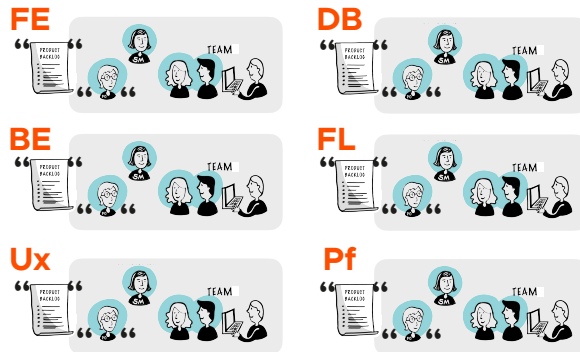
Let's all go  
“agile”

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## Multi Scrum-team approach ("scaling Scrum")



One real Product  
Online Shop



Copy / Paste

## Product Definition / Product Group



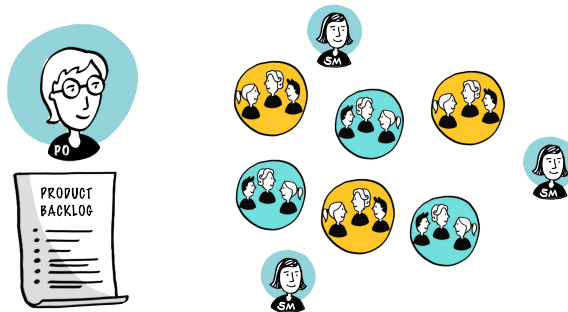
The product definition determines what organizational elements (people, components, processes, and systems) are needed to develop and run the product e.g., insurance, banking, web-shop.

Optimized for agility



One real Product

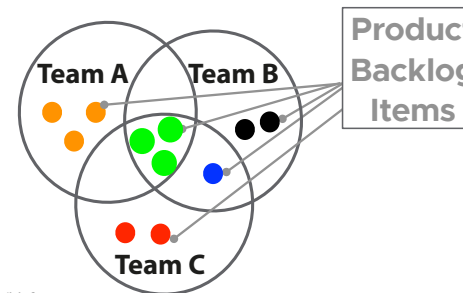
## Multi-team Scrum



Cross-functional, cross-component, stable, and long-lived teams (3-9 people) who are capable to get end-to-end customer centric items done

## Product Backlog - reality check

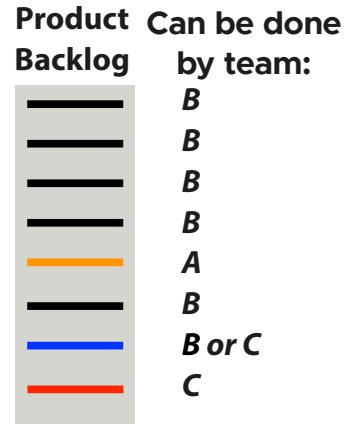
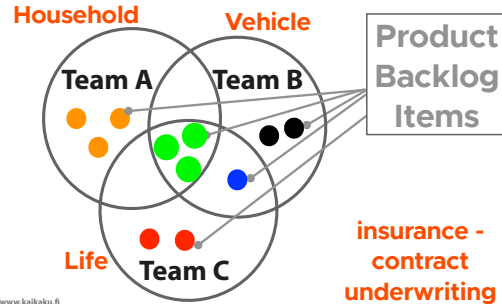
What PBIs a team can take in reality (due to limited skills, competencies)?



Product Backlog	Can be done by team:
	A
	A or B or C
	C
	B or C
	A
	B
	B or C
	A or B or C

## Case example - how it looked alike...

What PBIs a team can take in reality (due to other limitations)?



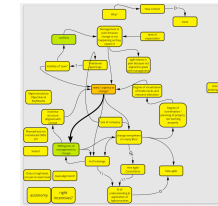
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## Why is it so difficult?



Organizations are complex systems

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Systems Thinking?



System Optimization goal?

**When we look the whole system the important first order factor that create system behaviour are structural**

## Those structural elements are...



There must be a real need for change!!!

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## My personal take aways



As a coach, **learn to let go** - you cannot save the world alone.

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## Wanting more ?

Location	When	Type
Munich (EN)	12.-14.6.23	Certified LeSS Practitioner
Hamburg (DE)	4.-6.7.23	Certified LeSS Practitioner
Online (EN)	16.-20.10.23	Provisional Certified LeSS Practitioner
Online (DE)	6.-10.11.23	Provisional Certified LeSS Practitioner
Nürnberg (DE)	22.-24.11.23	Certified LeSS Practitioner
Düsseldorf (DE)	12.-14.12.23	Certified LeSS Practitioner
Frankfurt (EN)	18.-20.12.23	Certified LeSS Practitioner

**Check here for latest updates:**  
<https://www.kaikaku.fi/registration/>

## Large-Scale Scrum Conference

EMBRACE AGILITY



Berlin | 27-28 September 2023

[less2023.works](https://www.less2023.works)

## Beyond Budgeting – Business agility in practice Workshop

**Berlin, Germany  
29.9.2023**



with Bjarte Bogsnes



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## Reading material



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Thank  
you!



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