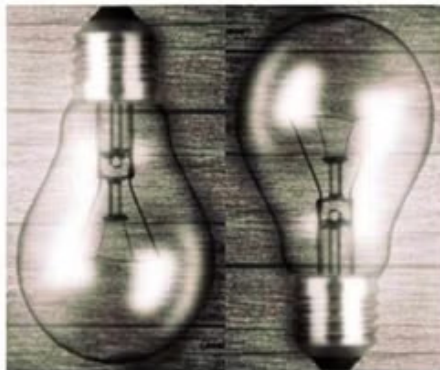


# Career Paths on Fire:

How Tweaking HR Practices Supercharged Our Scaling Efforts



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An HR, a Manager, and a Product Owner walk into a trendy LeSS bar in downtown Manhattan. The LeSS bartender —leans over and says, "We have a rule. Single table, single drink. What would you like to get?"

The Manager retorts, "Efficiency—just make it fast and cheap."

The HR Business Partner smiles warmly, adding, "Employee happiness—something smooth and delightful."

The Product Owner interrupts "Value! Something that feels as iconic as the Empire State Building!"

The bartender then replies, "You know, optimizing for everything at once is like catching a cab in Times Square during rush hour—you're all waving in different directions, but going nowhere fast."



# What's the main optimization goal of LeSS organizations?

15 responses

A word cloud visualization of 15 responses. The words are arranged in a light blue, wavy shape. The most prominent word is 'efficiency' in a large, bold, dark blue font. Other words include 'value delivery', 'customer value', 'adaptability', 'fast delivery', 'value for customer', 'adaptiveness', 'able to change direction', 'comprehensive solutions', 'adaptive value', 'agility', 'flexibility', 'speed', and 'value'. The colors of the words range from dark blue to green.

value delivery  
customer value  
adaptability  
fast delivery  
efficiency  
value for customer  
adaptiveness  
able to change direction  
comprehensive solutions  
adaptive value  
agility  
flexibility  
speed

# Adaptability

Learn more from [Craig Larman: More with LeSS: A Decade of Descaling with LeSS](#)

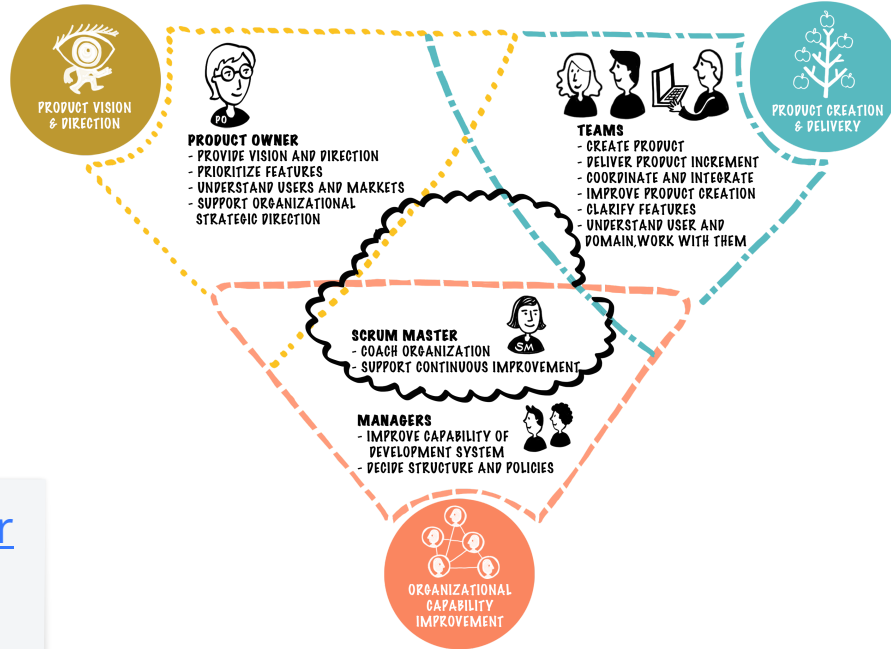
organization's ability to respond to change quickly and efficiently

SO

organizations are able to "discover and deliver the highest value to end users in a world where we don't know everything, and everything's changing"

- The ability to "turn on a dime, for dime" - changing **direction cheaply** and **quickly**
- Having the necessary **information** to make those changes effectively
- Maintaining **low transaction** and **switching costs** to enable rapid adaptation

# The role of management



Role of Manager  
- Large Scale  
Scrum (LeSS)

# Two case studies from Y Soft exploring how we deal with:

- career paths & promotions
- setting and follow-through expectations from cross-functional teams

**so it systematically improves adaptiveness by supporting capabilities like:**

- self-management & autonomy (e.g. by clear focus and "rules of the game")
- radical transparency & continuous improvement (e.g. via information radiation, psychological safety and frequent feedback loops)
- ability to scale (e.g. via simplification - more with LeSS)



## OUR MISSION

By simplifying and automating everyday work, Y Soft clears the path for businesses to focus on what matters.

## Y SOFT AT A GLANCE



**190+**  
**COUNTRIES**



**350+**  
**COLLEAGUES**



**30,900+**  
**CUSTOMERS**



### SAFEQ

Printing and scanning platform



### HARDWARE

Card readers, edge devices, and manufacturing



### CLERBO

Employee experience platform



### AIVA

Automation and continuous integration



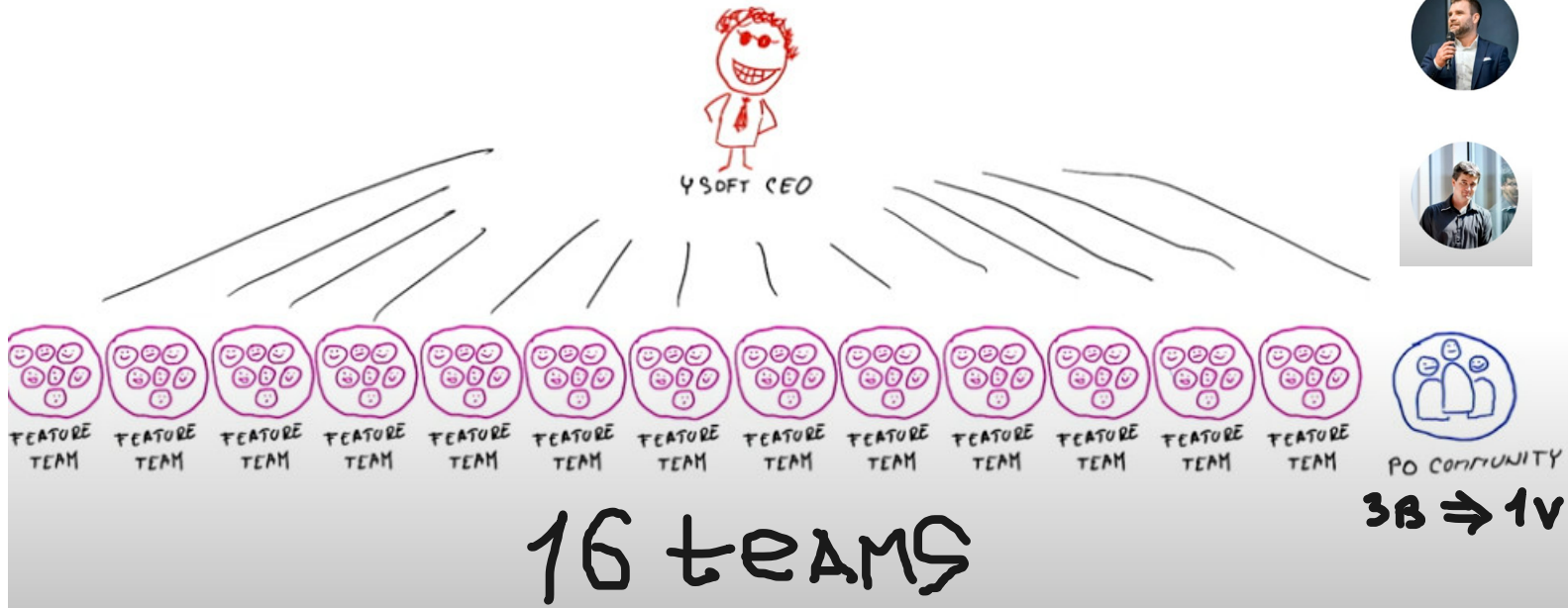
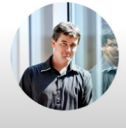
### BE3D

3D printing solution



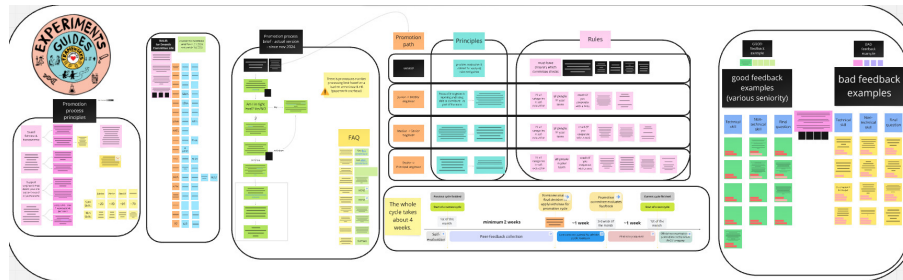
# Current LeSS adoption design (RnD)

Learn more about us and how we do planning, value delivery coordination at scale, reviews, etc  
[Y Soft case study: huge LeSS, without LeSS, huge - Zdenek Soukup & Petr Kozuch](#)



# How-to: handle career paths & promotions (support for individual development)

- "One Role to Rule Them All" (with flexible competences)
- role of self- and peer-assessment
- role of promotion committee & rotating members
- continuous process improvements



## **Take time and reflect on how it systematically improves adaptiveness by supporting capabilities like:**

- self-management & autonomy (e.g. by clear focus and "rules of the game")
- radical transparency & continuous improvement (e.g. via information radiation, psychological safety and frequent feedback loops)
- ability to scale (e.g. via simplification - more with LeSS)

# How-to: set expectations and follow-through (support for team's development)

- Team Growth Models v1
  - harsh start - lots of pain, will there be a gain? (defining expectations is surprisingly hard - **cooperate and iterate**)
  - role of self- and peer-assessment
- lessons learnt and the next generation ("TGM v2")
  - more focus and simplicity
  - better & more often feedback - integration into regular routines

## **Take time and reflect on how it systematically improves adaptiveness by supporting capabilities like:**

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# Does it all work?

- **Adaptability** is highly praised by CEO, POs and the business - absorbed significant shifts in a company strategy
- LeSS part is the happiest place in the whole company by far (measured by NPS)
- Retention is incredibly high (few precents turnover for last 2 years)

# Q&A (part 1)

Q: Are salary increases tied to promotions only? Do you have a way to give cost of living increases independent of the feedback process?

A: Salary increases outside of promotion or inflation-adjustment are rather an exception still possible. It follows the similar process: self- and peer-evaluation collected and then HR and budget owner have a discussion about evaluation.

Q: Can you please elaborate on the criteria for promotions that committee compares the feedback to during the meeting?

A: **Engineer.** Scope of the role: comparing to junior focus expands to effective cooperation on bigger product parts which several team are working on (via refinements, sprint work, etc). Drive, soft skills, ability to effectively cooperate are getting more important as well as business awareness and whole product focus (so CSS, sales, etc). Feedback collected from: everyone in own's team.

**Senior engineer.** Scope of the role: Senior's focus is shifting towards growing ppl inside and outside team as well as influencing the whole product (e.g. through CoPs). Feedback collected from: everyone in own's team, at least 1 other team (1 or more ppl) you worked with and spent at least 5-10% of sprint time working closely. At least 1 should be a Senior or higher.

**Principal engineer.** Scope of the role: Principal focus is shifting even more towards growing ppl inside and outside team as well as influencing the whole product (e.g. through CoPs). Eventually expanding even outside of the company (external meetups, conferences, community events). Feedback collected from: everyone in own's team, at least 3 other teams (1 or more ppl) you worked with and spent at least 5-10% of sprint time working closely. At least 3 should be a Principal or higher. At least 3 people outside of RnD teams to evaluate your cooperation (e.g. PO, CSS, GSS, Marketing, Sales). Evaluation should confirm high business understanding competence.

**Criteria for the quality of the feedback:** Be specific. bring examples. avoid judgmental statements. Examples of what do you see

# Q&A (part 2)

Q: Would you share the list of the 9 team expectations? I wonder if the ours are similar :)

A: Of course expectations vary from company to company and I highly recommend NOT to copy anything from us ;)

Here are our top 7 (it's 7, not 9. I made a mistake during the presentation):

- POs expect each team to **own and manage the complete process of delivering** "problems to be solved" from the top of the backlog to the production environment.
- POs expect each team to **validate the value** that our product is supposed to bring customers.

**Additional explanation:** RnD is responsible for product fulfilling SLA (see [covered experiences](#)).

**Additional explanation:** teams refine and implement [SLOs \(service level objective\)](#) as part of epic delivery (e.g. on refinements, reviews, post-mortems, etc) SO they are able to **prove** any moment in time if our service is delivering required SLA or not

**Additional explanation:** Teams use the knowledge of customers' habits and key product use cases to validate and improve customer and user experience and maximize the value delivered.

- POs expect each team to **act proactively when quality needs to be improved** in order to deliver necessary customer experience
- POs expect teams to keep **predictable and continuous pace of their delivery**
- POs expect teams to **own and improve our way of working** (as an RnD, as a team), system-wide agreements and processes,
- Y Soft expects that **all teams are macro processes compliant** (macro-process is a way how we describe policies via Principles, Rules, Guides and Experiments. Example of macro-process (MP): MP for Hiring, MP for Team Growth, MP for Team disband, MP for promotions and increases, MP for personal issues and offboarding. We have around 6-7 actively used MPs.
- Teams expect that **agreements are respected and fulfilled**