



GOSEI

Patterns Using LeSS from 2005 to 2018

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Beyond Agile 2019 Israel

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GOSEI

Agile adoptions in large and small organisations

Customers in Automotive, Telecom, Medical, Game, Heavy metal, Financial, Sales&Marketing and Public sector

LeSS coaching company

www.gosei.fi



Scaling Scrum Teams 2005

Browsing Gateway in 2004

Working with incremental sequential development

- 3 months increments
- Weekly manual build (no CI)
- Individual component responsibilities
- Testing and development separated in different wings of building
- No automated e2e testing
- Manual testing using scripts

-> Releases constantly late with quality problems

Introducing Scrum in 2005



Management buy-in

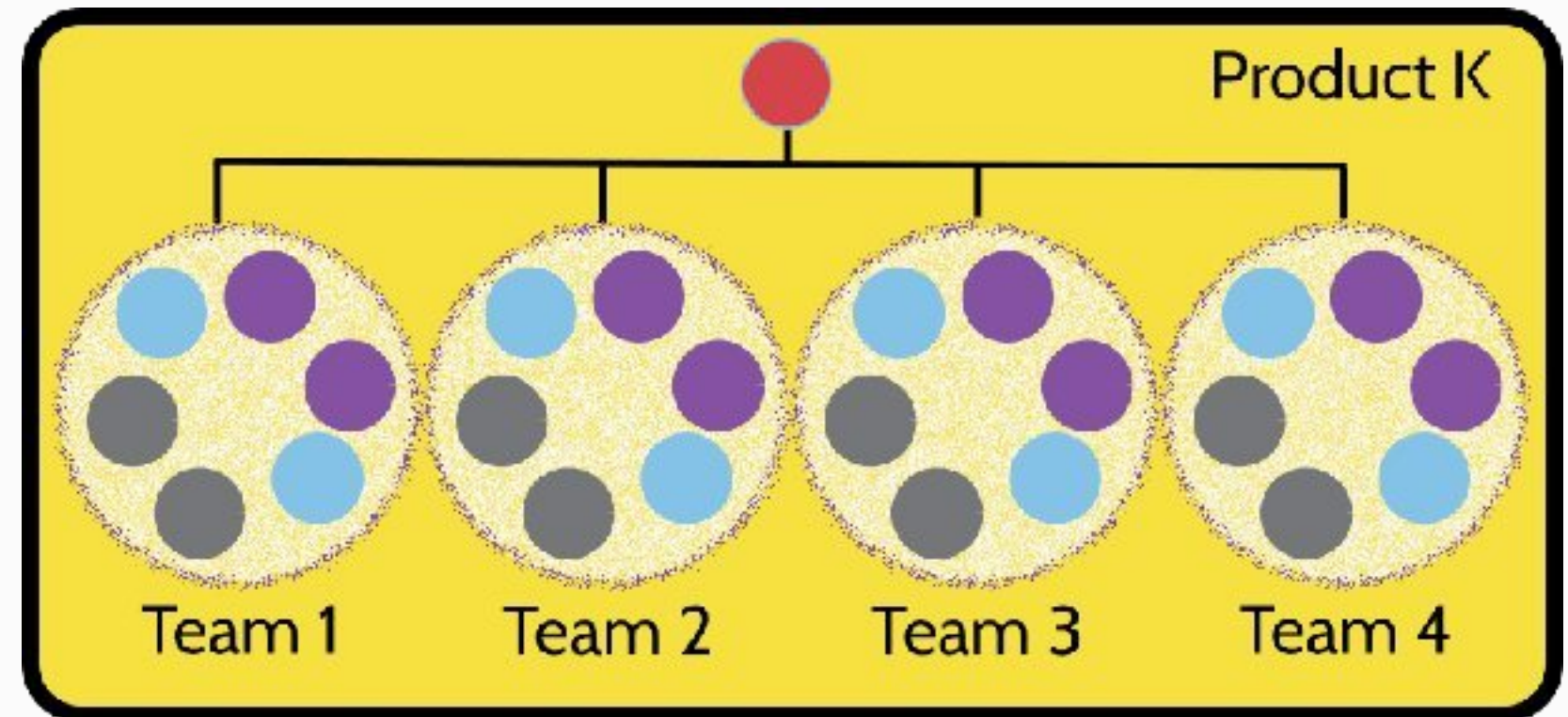
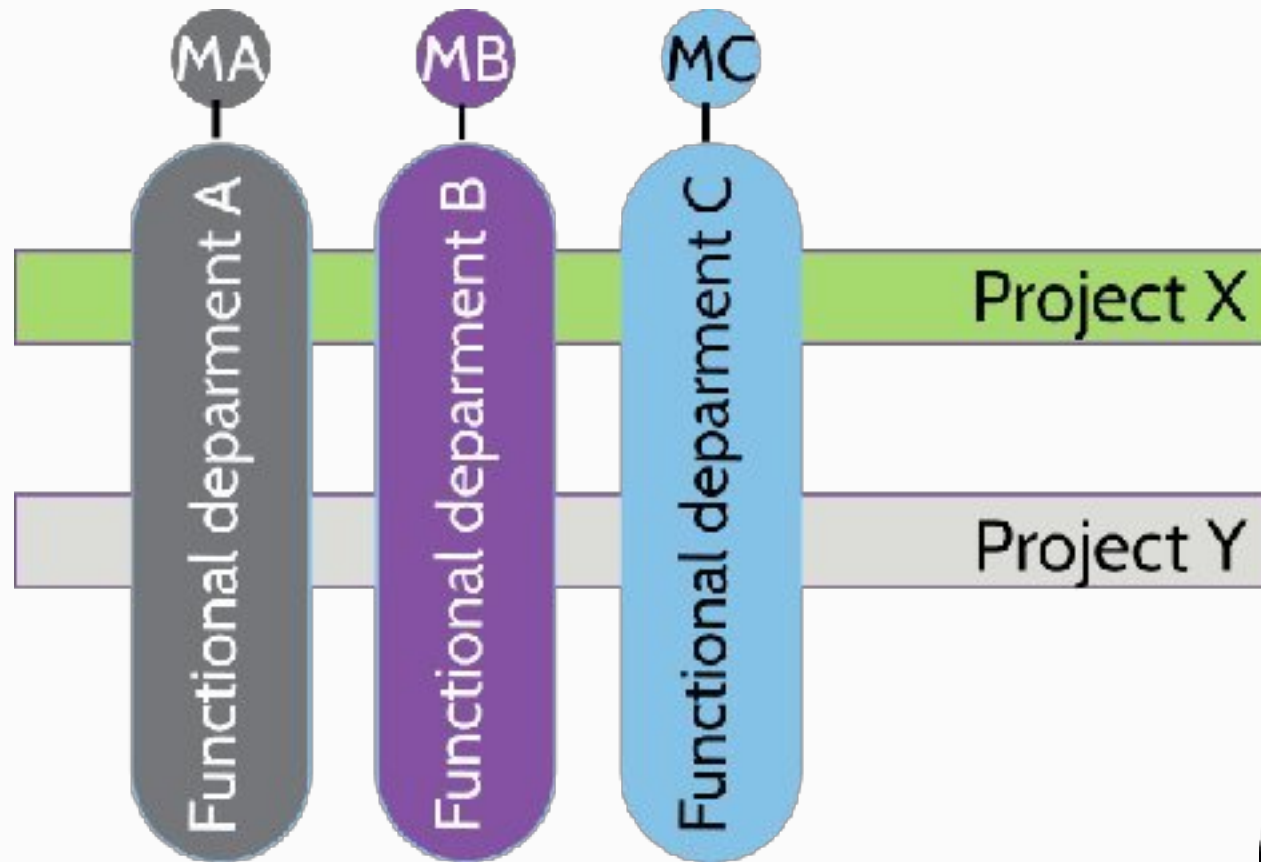
Targeted trainings to key influencers

Basic Agile and Scrum training for whole organization

Creating feature teams

Start working with teams in next release

Focus from Internal Structure to Customer



From Physical Silos to Collaboration



CI Will Help You

No other way of keeping SW in shape

Branching does not work

Do not use ClearCase



Manual Testing was not an Option

Getting rid of manual tests

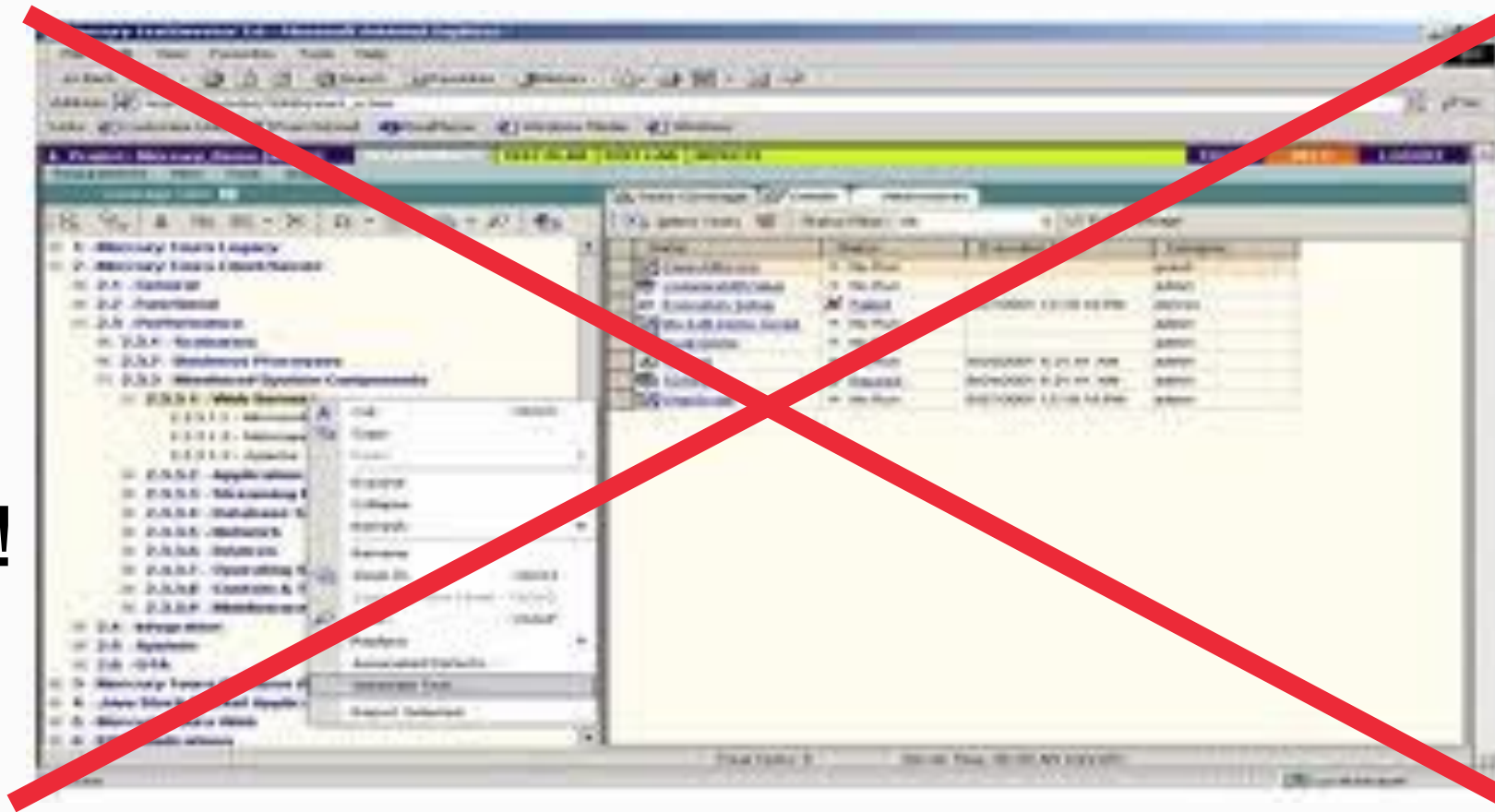
- -> Automate them
- But do not offshore automation!
- But do not create your own framework!

Performance testing?

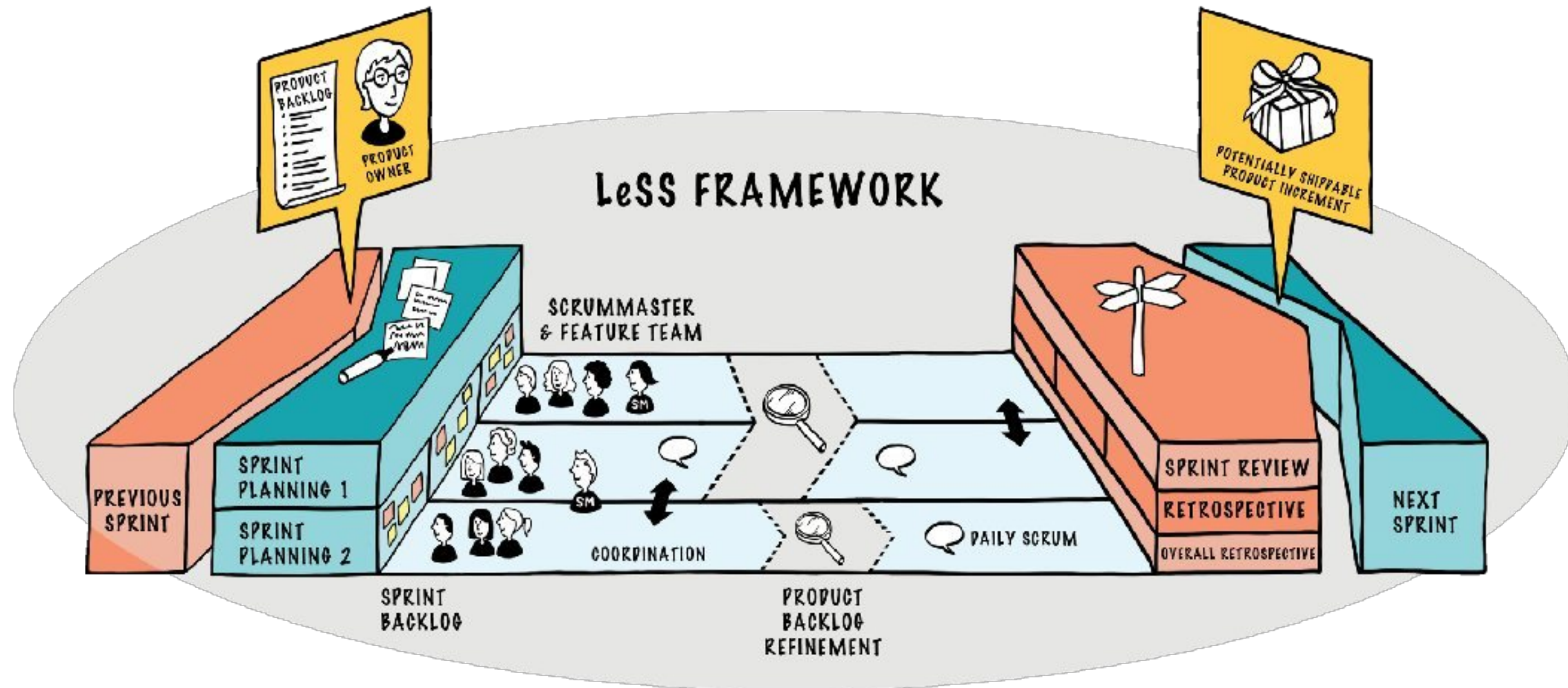
- We ran it constantly

Stability testing?

- We ran it constantly



Setup at 2007



Patterns

Try:

- top down and bottom up adoption
- remove functional organisation
- create complete LeSS structure at start
- cross functional feature teams

- keep project managers away from teams
- continuous integration

Avoid:

- outsourcing automating manual tests
- building your own test automation framework

**Growing LeSS to Huge 2007 while
building new product**



Starting Development

Starting Phase

Management support

- From R&D Head and BL Head

Two teams instead of one

No legacy code

- How often can you start from scratch?

First steps

- Create Product Backlog
- Build initial architecture
- Decide tooling and development practices

Starting Phase

Management support

- From R&D Head and BL Head

Two teams instead of one

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- How often can you start from scratch?

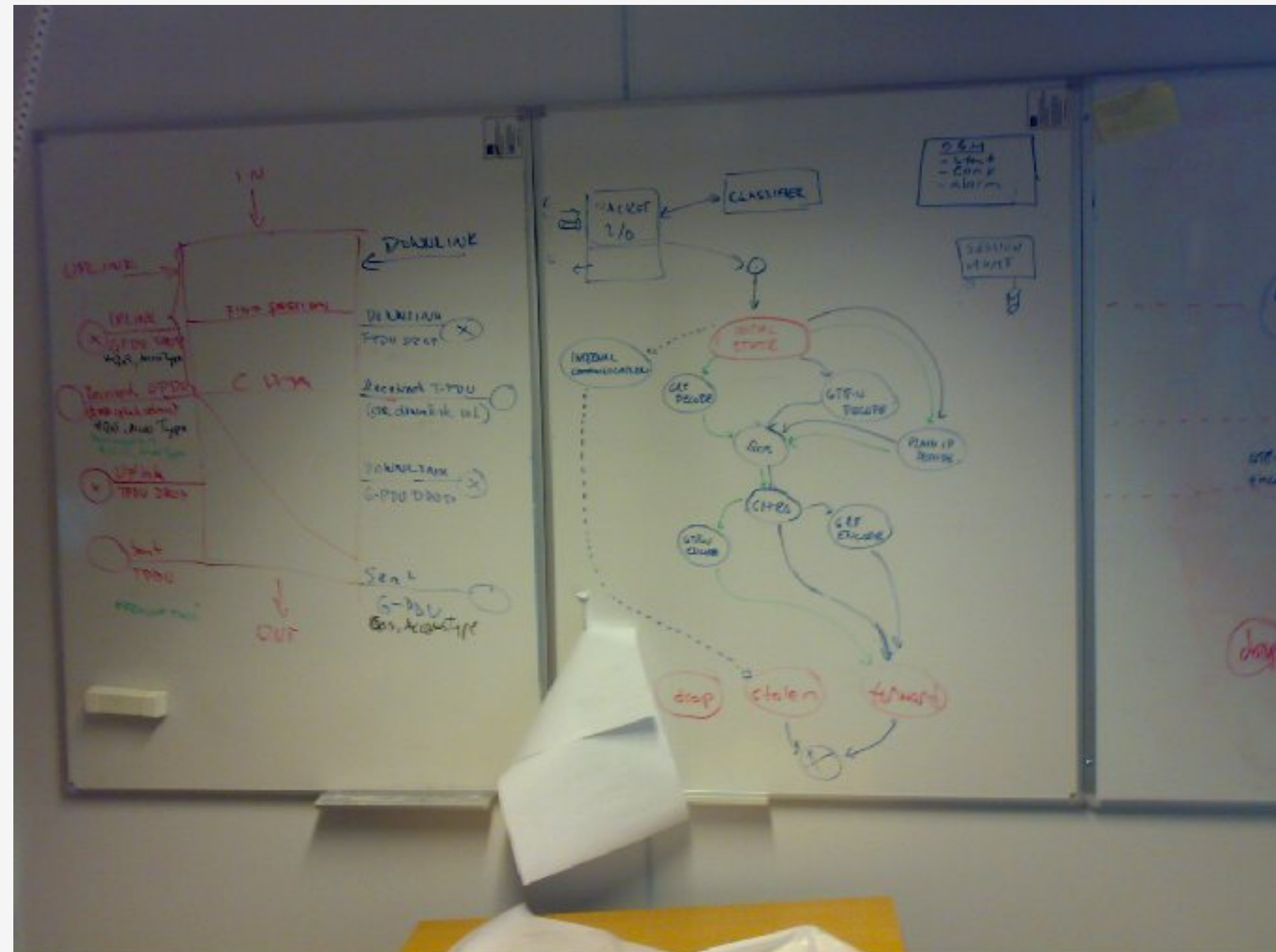
First steps

- Create Product Backlog
- Build initial architecture
- Decide tooling and development practices

Initial Product Backlog Creation



Initial Architecture



Deciding Development Practices

Programming Language

Continuous Integration

Automated Acceptance Testing

- Tools Robotframework.org with Catapult

Unit testing

Fast feedback!

- Even with prototype Hardware is essential

Setting up Teams

Getting buy-in from teams

- Feature teams of component teams?

Where to get ScrumMasters?

What do with managers?

Mixing teams a good approach?

Initial LeSS with 2-8 Teams

LeSS with 2-8 Teams

Joint Sprint Planning 1 & 2

Coordination during Sprint

- Scrum of Scrum
- Just go and talk

Joint Sprint Review

Team Retrospectives

Overall Sprint Retrospective

Joint Sprint Planning 1 and 2



Initial Team Room



Better Team Rooms





Introduction of Bug Tracking System

Joint Sprint Review



Overall Sprint Retrospective



Remarks

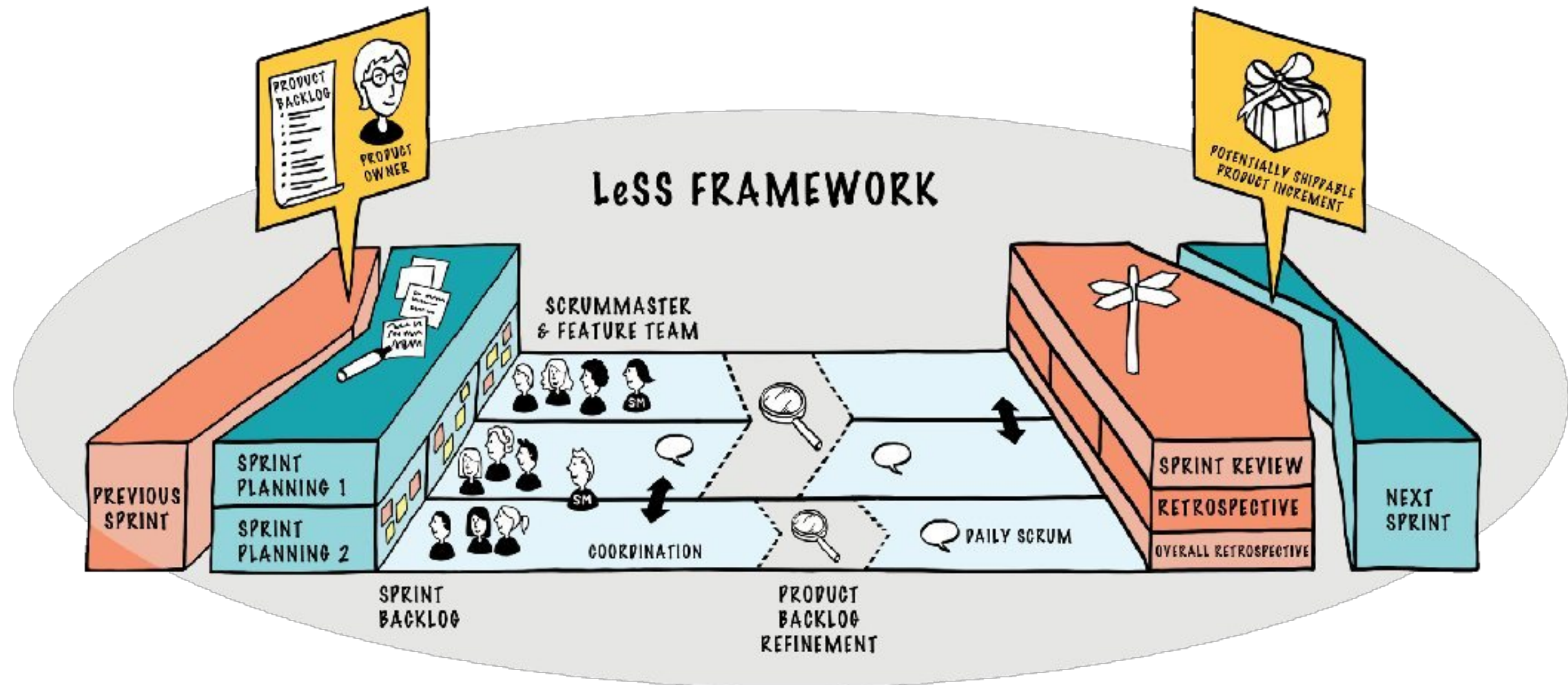
Growing from 2 to 8 teams was easy

- No significant changes needed
- Just bigger meeting rooms

Coaching helps for new teams

Do not underestimate resistance

Setup at 2008



Patterns

Try:

- external coaching
- learn your self
- internal coaching

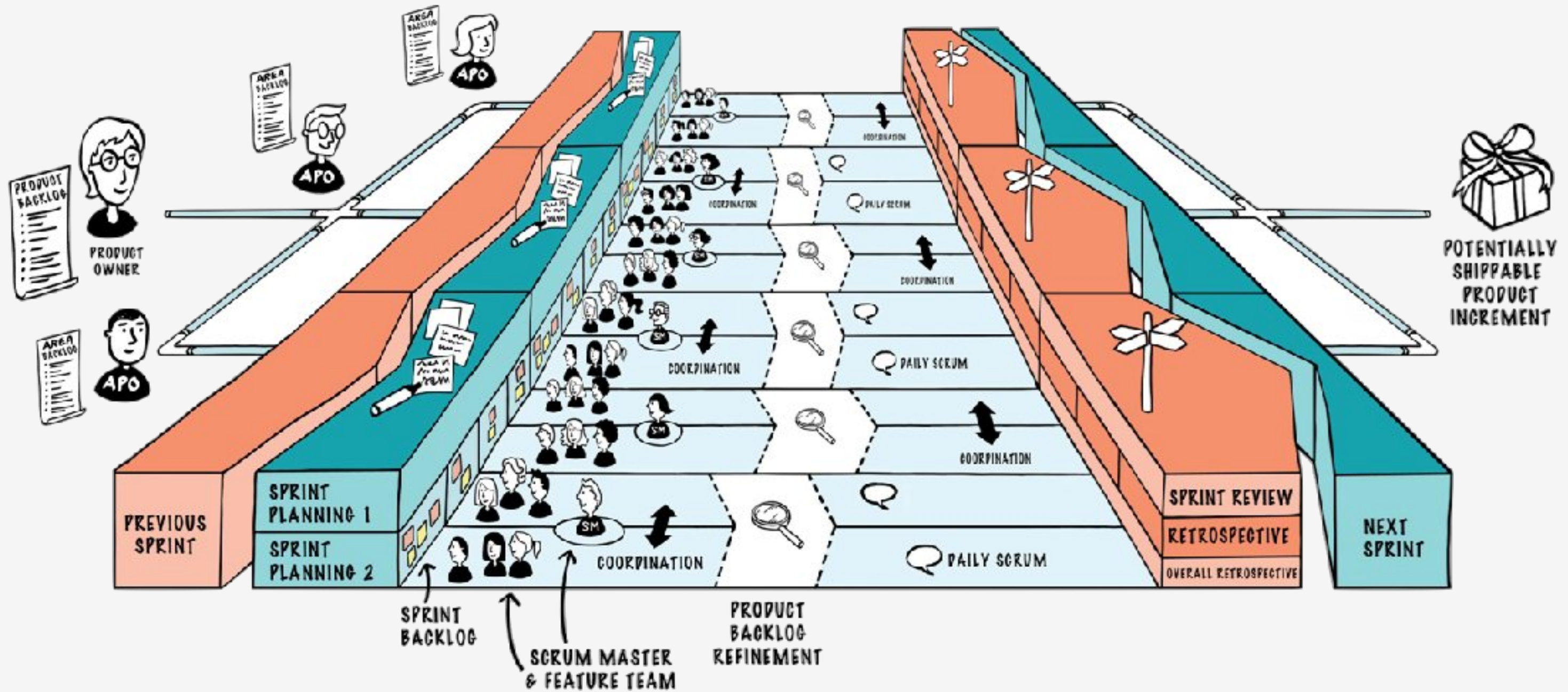
Avoid:

- breaking existing high performing teams
- managers as Scrum Masters

Growing Phase 2

From LeSS to LeSS Huge

LeSS Huge



LeSS Huge

Introduced Requirement Areas (RA)

- Few Teams per RA -> Many small RAs

Where to find Area Product Owners?

- From Product Management
- Clarification with them but
- Prioritisation and feedback from PO
- -> Domain experts not real Area POs

LeSS Huge in Action

Common cadence to all teams

Product Backlog refinement per Requirement Area

Sprint Review to Sequential

- PO + Feature Experts visiting each team

Analysis

Overall Retrospective

- How to get improvements done and keep people motivated
- Maybe Improvement service

Training

Real Area Product Owners needed for

- Inspect and adapt
- Feedback and motivation for teams

Employee Feedback

We would have not succeeded without LeSS

This is the only way of building products. We do not want to go back to sequential development.

- More collaboration, freedom, discussions, impact on product
- Seeing the results with fast feedback

Challenges

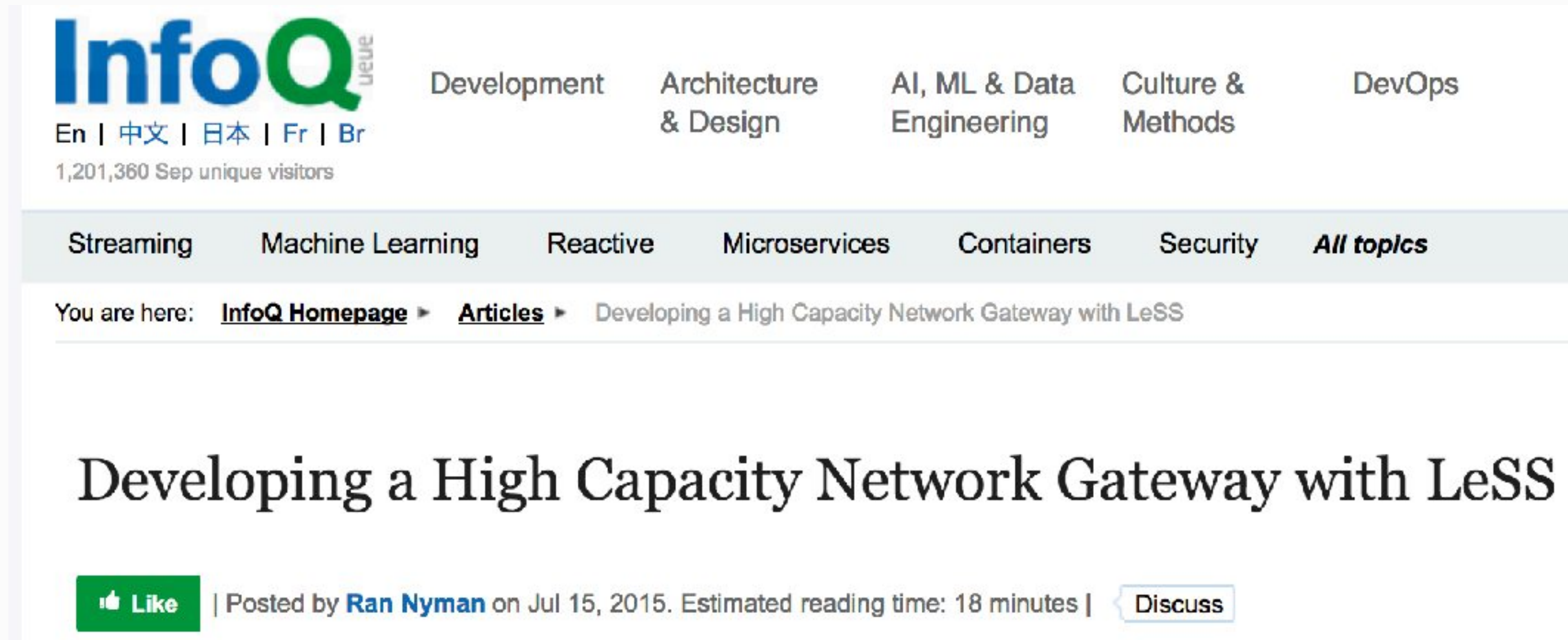
- How to keep architecture in good shape
- Seeing the whole difficult

Management Feedback

“As a result of our Agility in developing products, we have been able to demonstrate the product capabilities at an early stage of the development cycle itself, helping us to win new customers cases.”

Head of Business-line

Read The Whole Story



The screenshot shows the InfoQ website header with the logo and navigation links for Development, Architecture & Design, AI, ML & Data Engineering, Culture & Methods, and DevOps. Below the header is a secondary navigation bar with links for Streaming, Machine Learning, Reactive, Microservices, Containers, Security, and All topics. A breadcrumb trail indicates the current location: You are here: InfoQ Homepage > Articles > Developing a High Capacity Network Gateway with LeSS. The article title 'Developing a High Capacity Network Gateway with LeSS' is prominently displayed. Below the title, there is a green 'Like' button, the author information 'Posted by Ran Nyman on Jul 15, 2015. Estimated reading time: 18 minutes |', and a 'Discuss' button.


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<https://www.infoq.com/articles/network-gateway-less>

Patterns

Try:

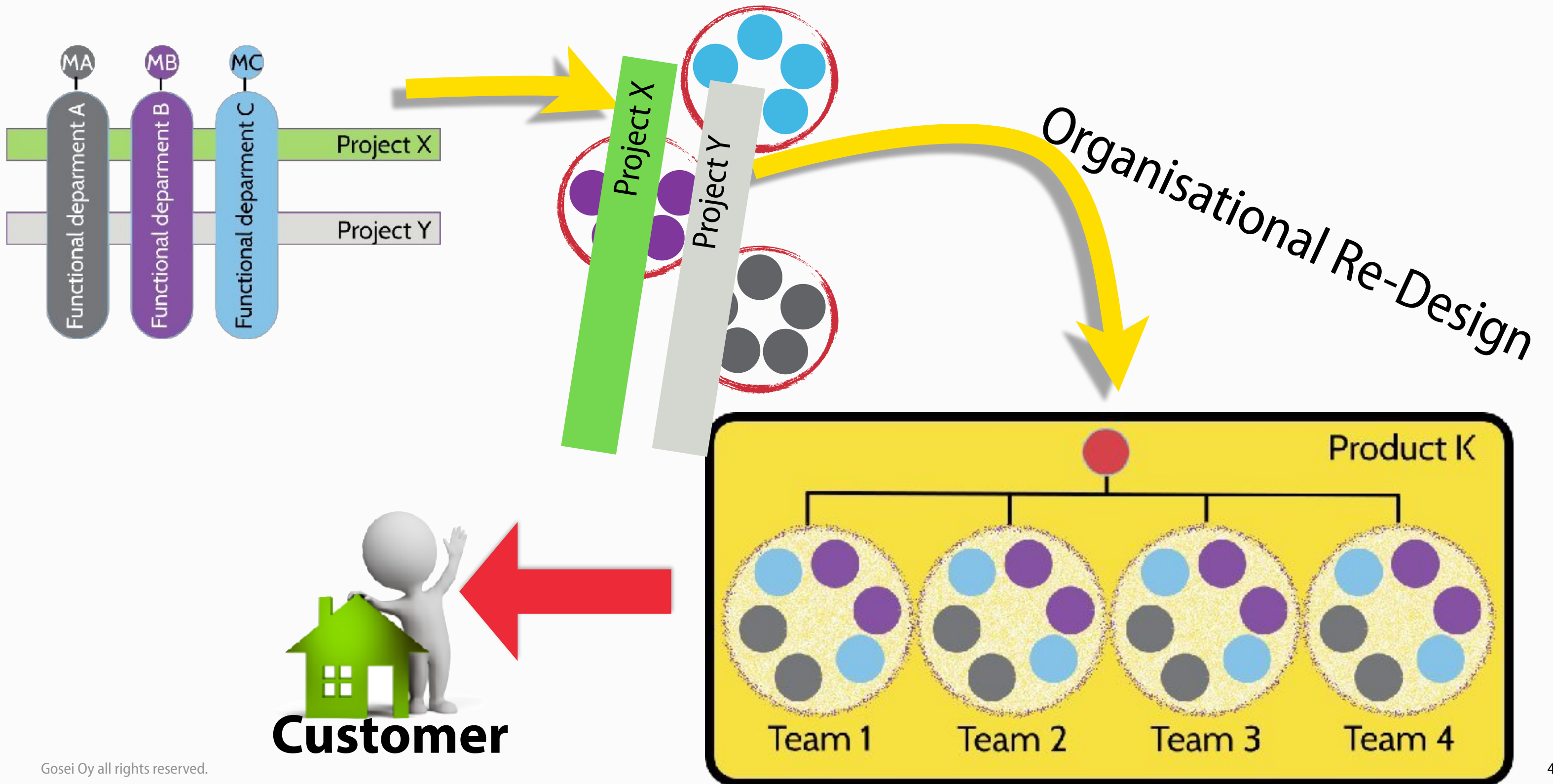
- development team consisting solely of managers
- managers as Scrum Masters

Avoid:

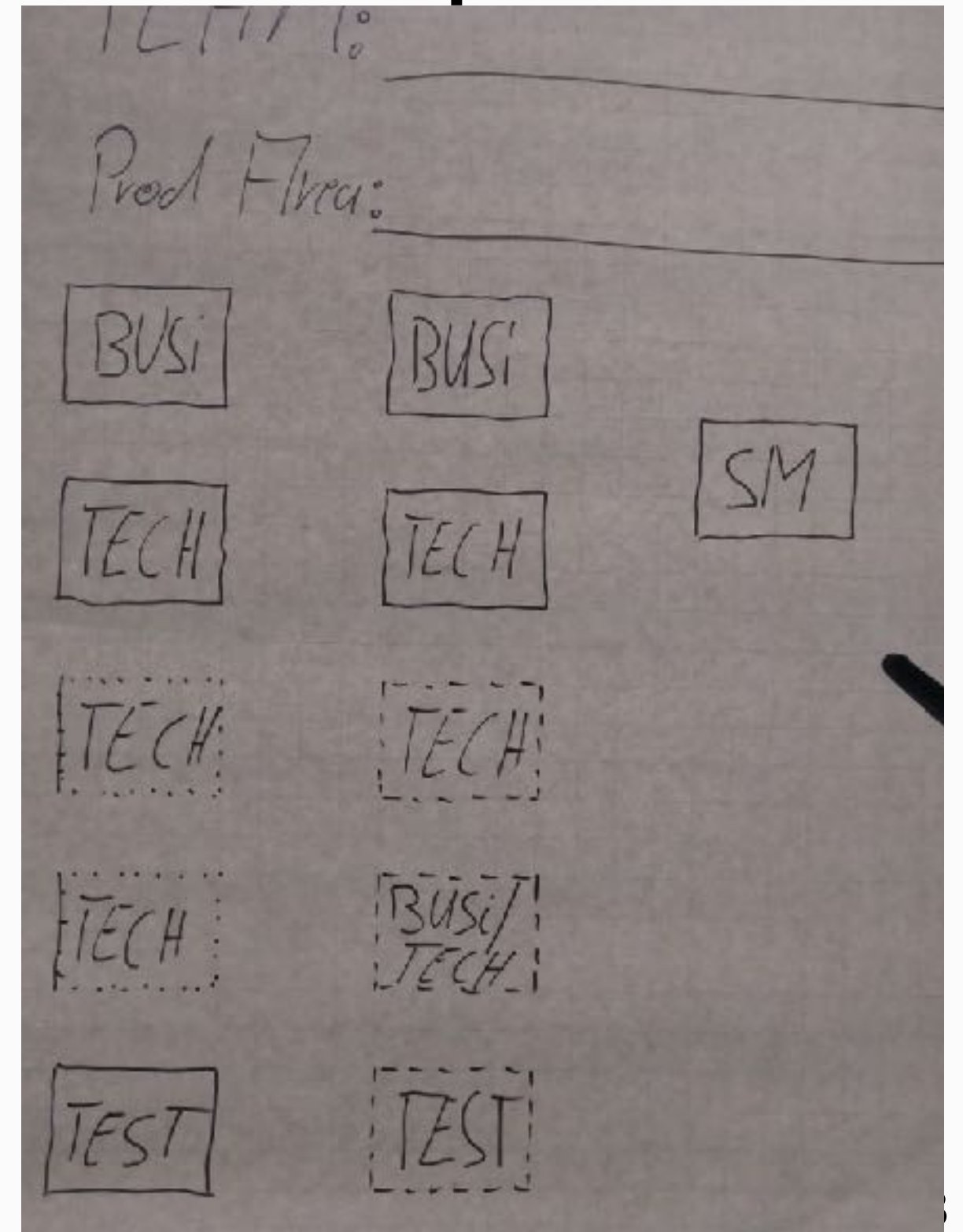
- breaking existing high performing teams

LeSS Huge in Insurance 2017

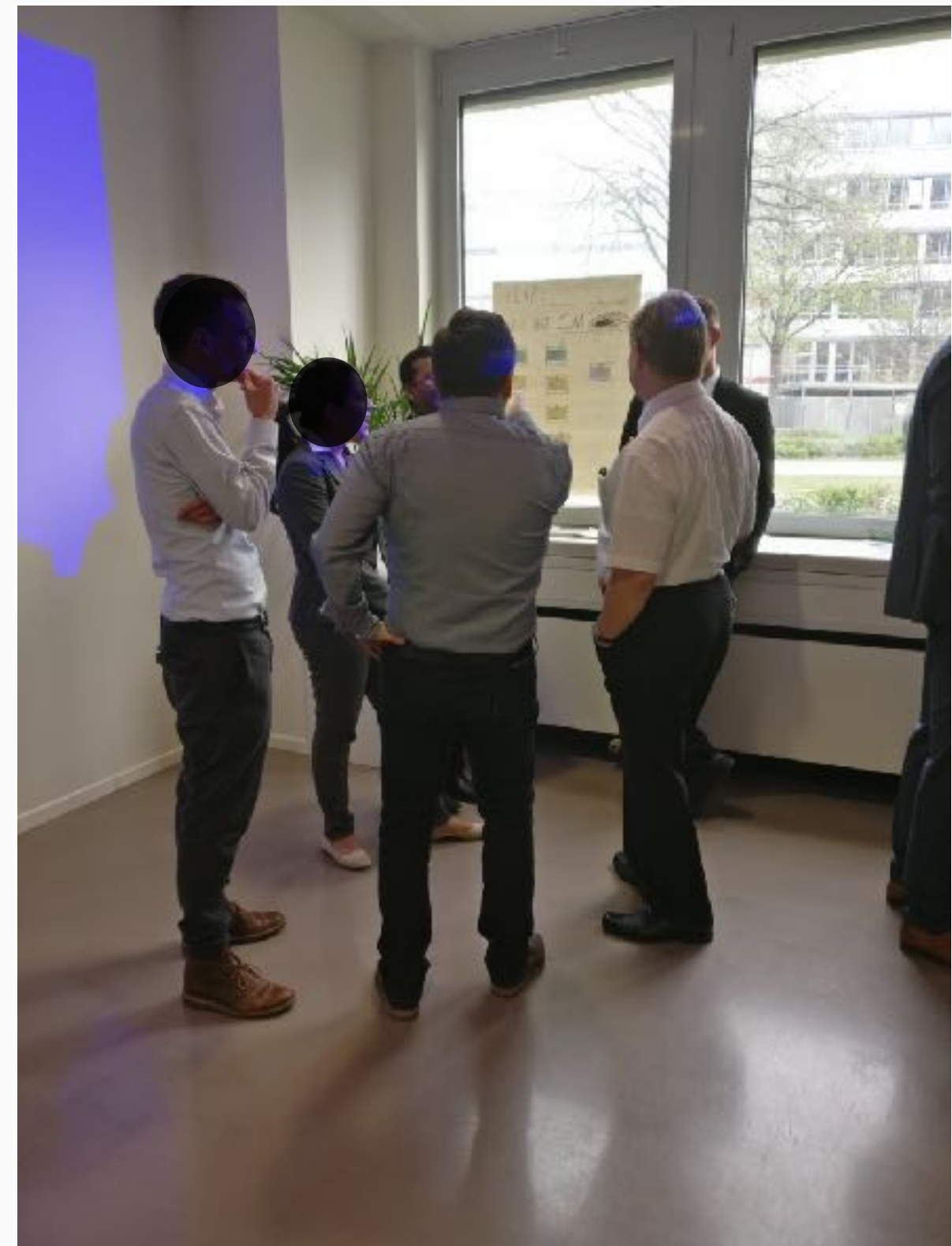
Focus from Internal Structure to Customer



Self-Designing Teams Workshop



Self-Designing Team WS



Initial PBR All Teams



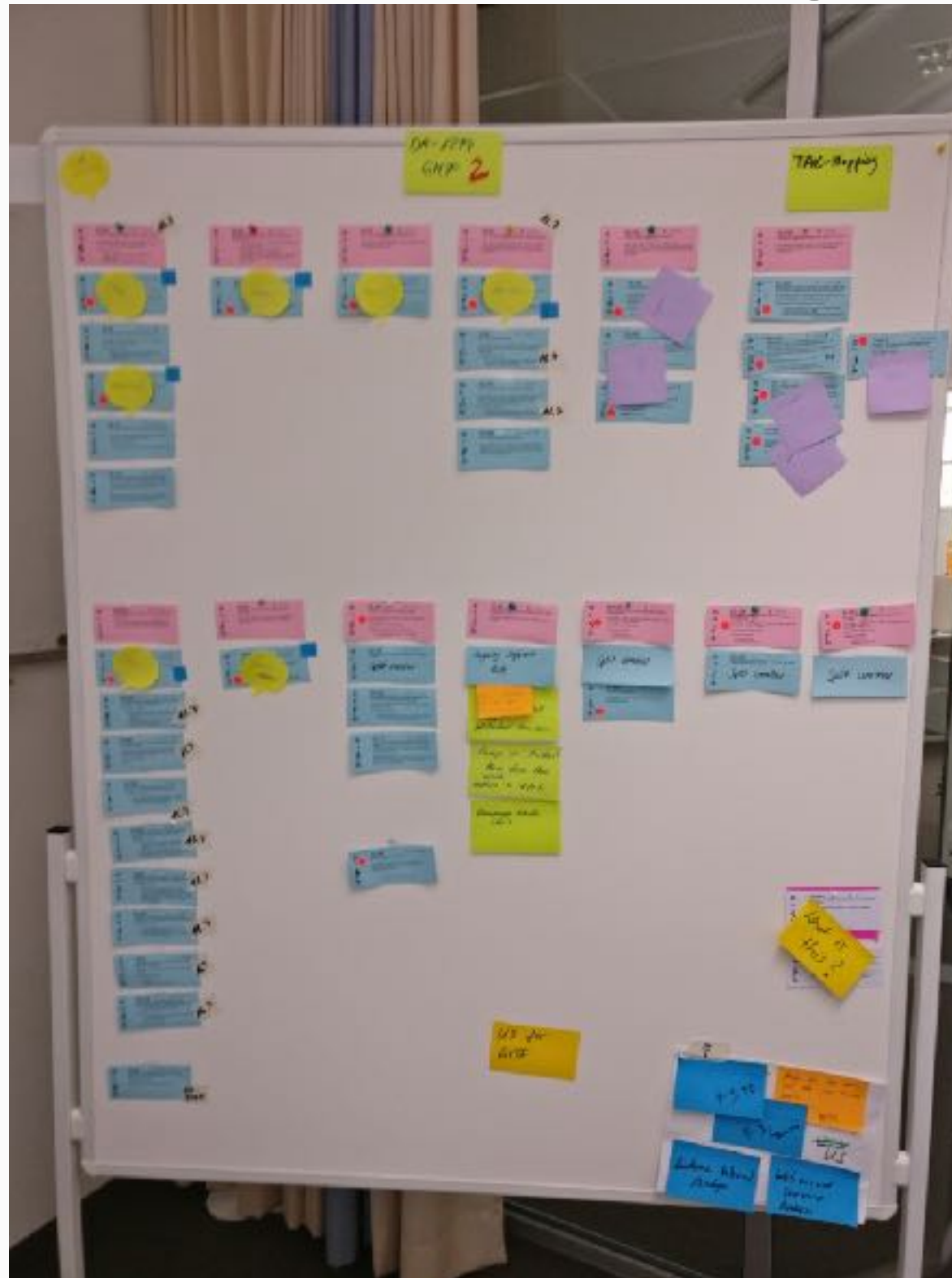
Initial PBR Teams



Initial Release Planning



Product Backlog



Case Study not Published Yet Will Be Available at

LeSS Case Studies

The first LeSS adoptions were probably around 2006 and the first publicly published LeSS description was the *Scaling Agile and Lean Development* book in 2008. Since then, LeSS has been applied in many products and in many industries.

<https://less.works/case-studies/index.html>

Patterns

Try:

- mixing teams when you start
- start Sprints as soon as possible
- distract resisting people any way possible
- self-management in forming teams

Avoid:

- LeSS Huge adoptions with one go
- Scrum Masters that resist the adoption

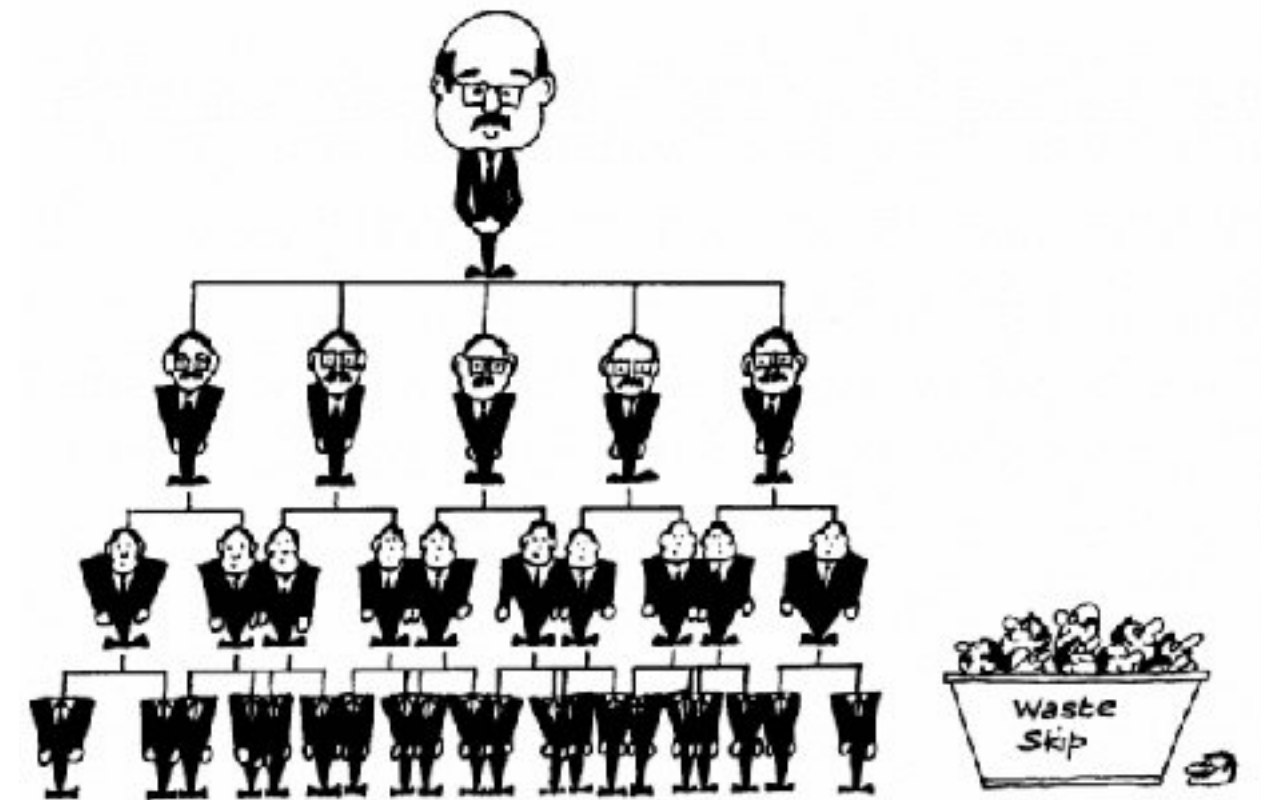
There is nothing hard in LeSS

**But it does not work in your
current organisation since it is
built to resist change!**

Culture Follows Structure

Peoples' behaviour (the culture) is a product of the system; when you change the system peoples' behaviour changes."

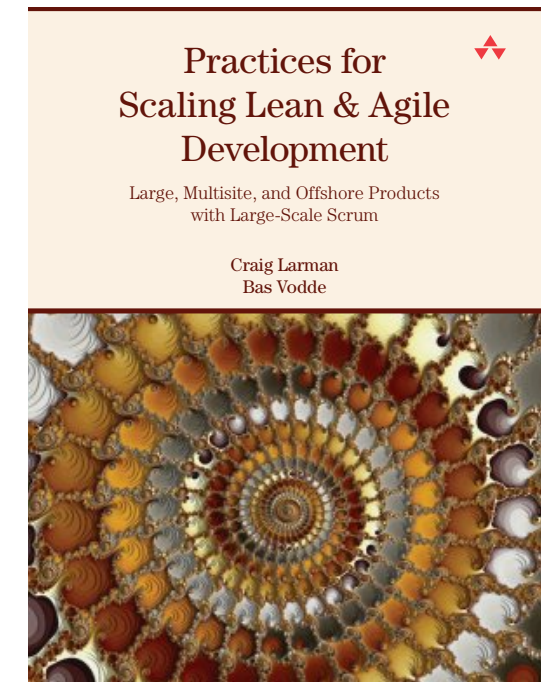
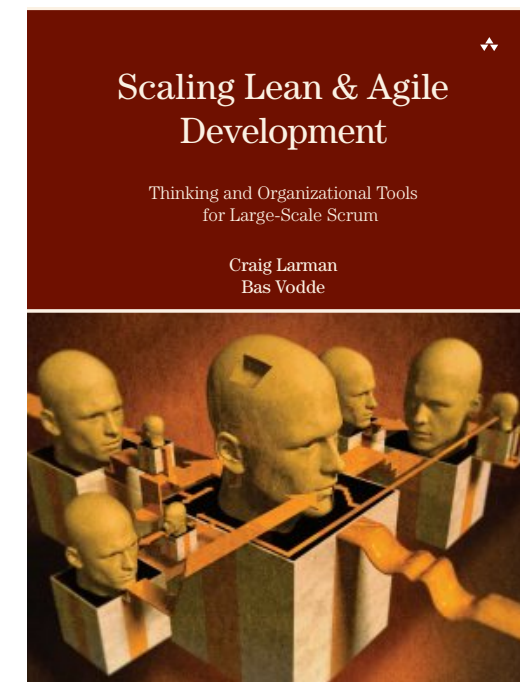
■ Culture Change is Free: This article by John Seddon was first published by Quality World in 2009



Learn More About LeSS

Self study: <http://less.works>

Books:



Courses:

<https://less.works/courses/less-courses.html>

- Next one in Israel 2019-02-12 by Elad Sofer

**Beyond Agile
2019**

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