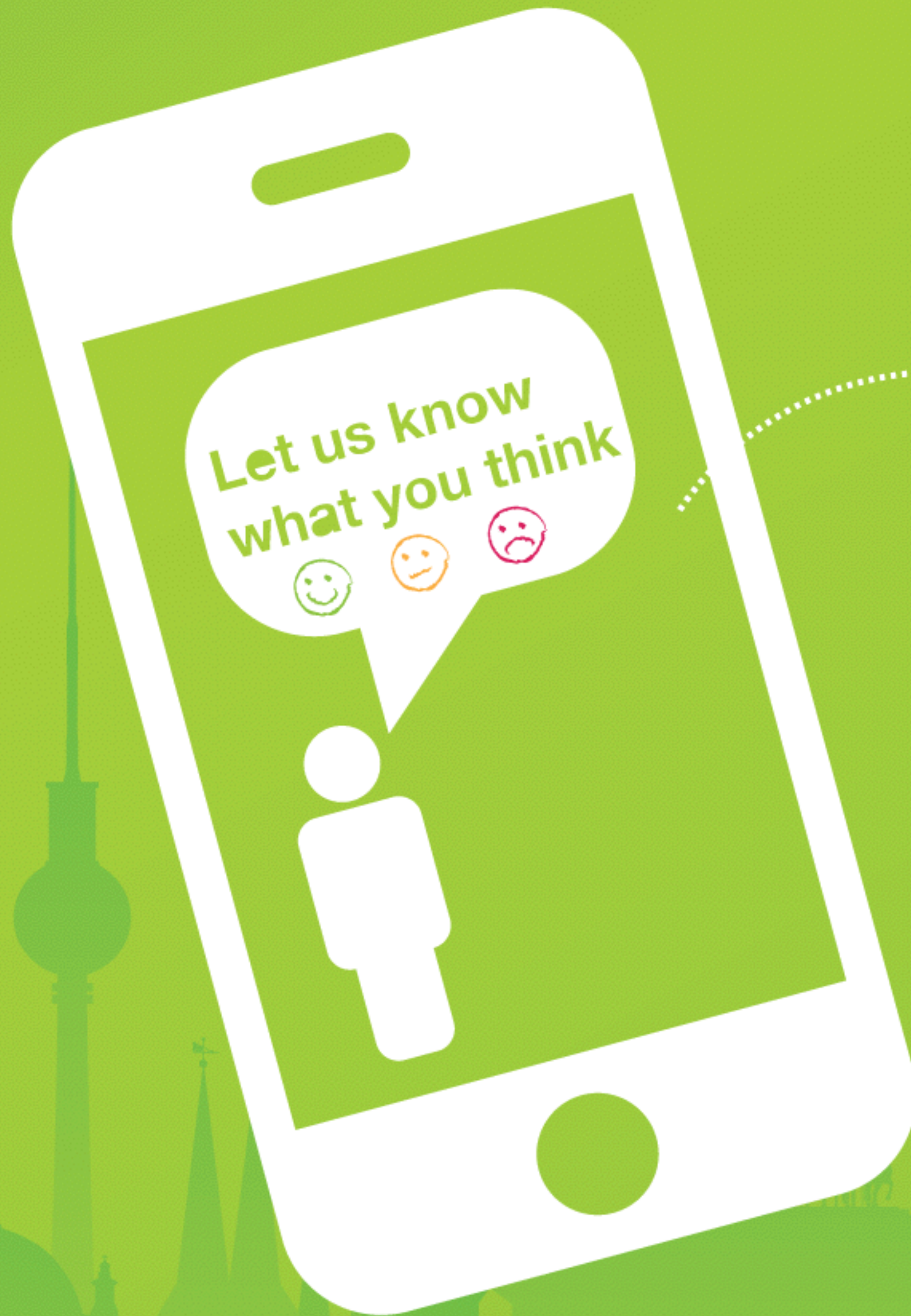


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Don't scale team-level approaches

Goto Berlin, 4 December 2015, Berlin, DE

Dr. Klaus Leopold

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LEANability
■■■



SW Development Project

- **SW development project, ~200 people**
 - project management
 - 1 PRM, 5 PMs
 - 1 product team
 - 8 business and marketing representatives
 - 5 business analysts, 3 architects
 - 10 dev teams, ~120 people
 - 4 web teams, 2 iPhone teams, 1 Android team, 1 shop team, 2 backend teams
 - 3 QA teams, ~35 people
 - 2 OPS teams, ~25 people
- **Main dissatisfactions:**
 - Bad coordination of the whole project



~~In an agile organization
all teams use
agile methods.~~

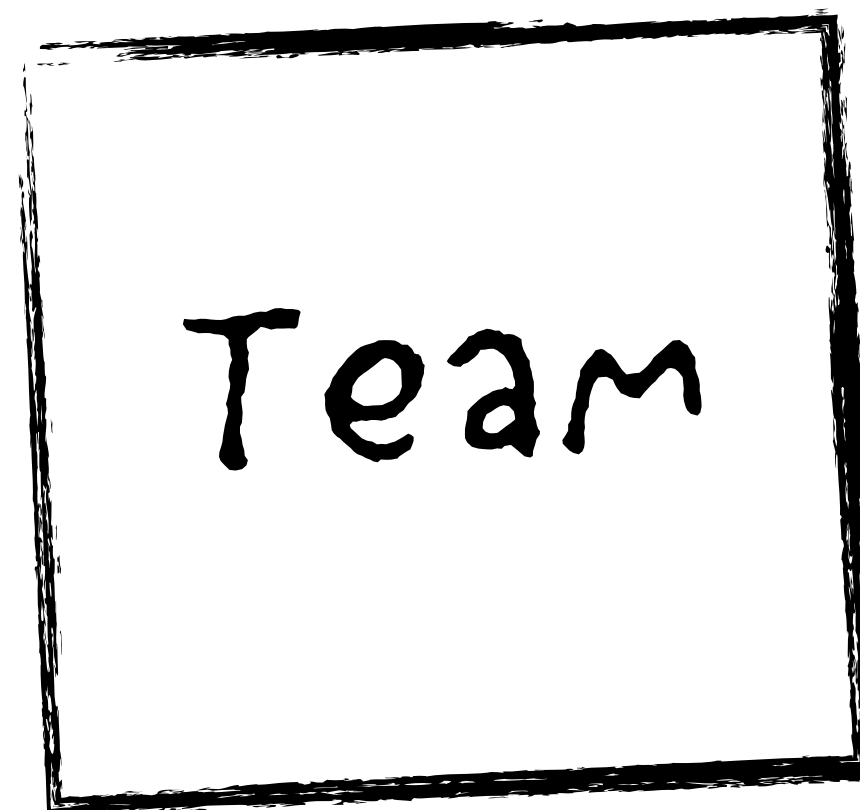
Kanban

Scrum

Extreme
Programming

Scrum-ban

Adaptive Software Development



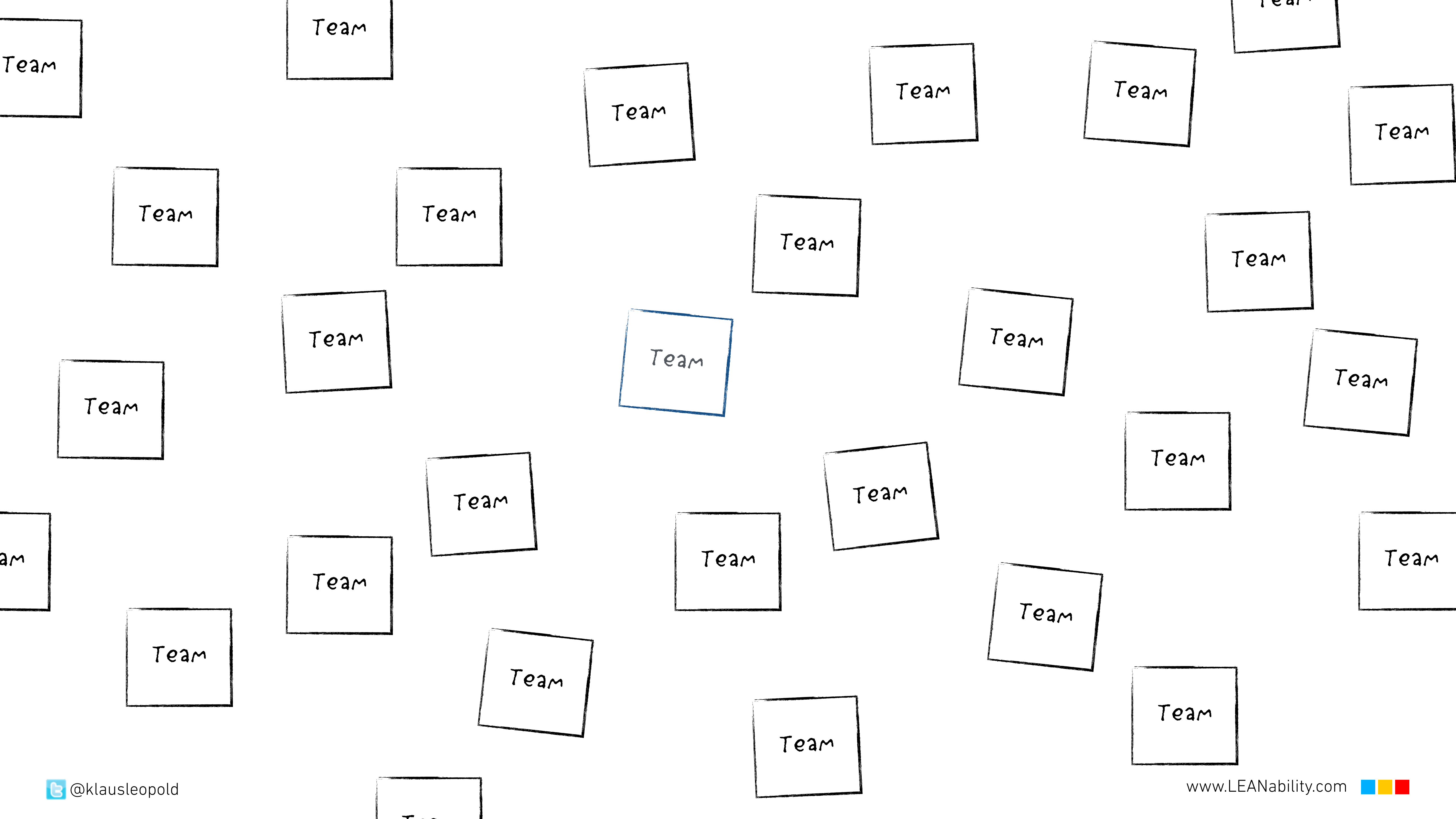
Lean Software
Development

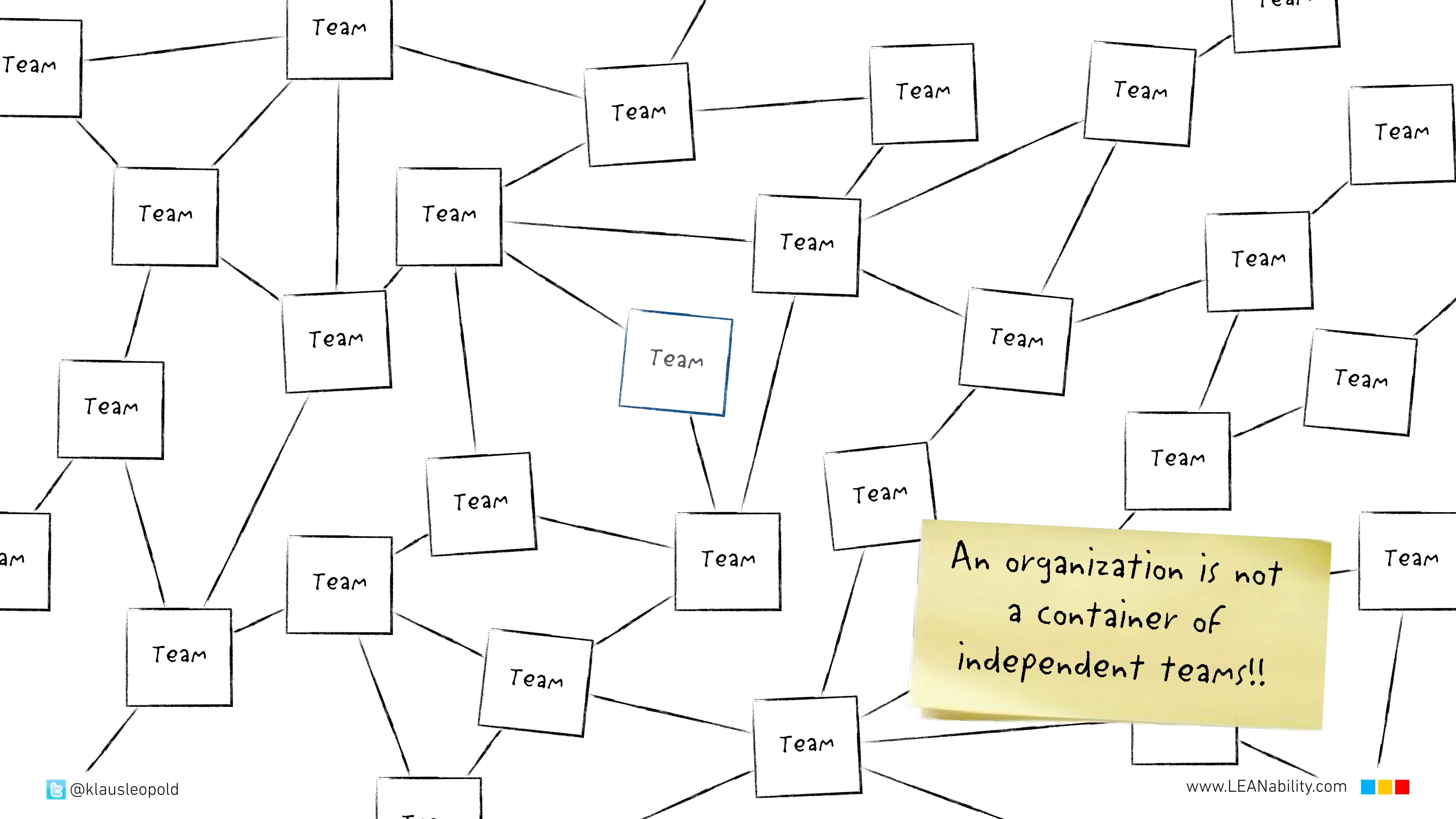
Crystal

Feature Driven
Development

Agile Unified Process

Dynamic Systems
Development Method





An organization is not
a container of
independent teams!!

customer wish: write a love letter

team 1 →

team 2 →

team 3 →

team 4 →



customer wish: write a love letter



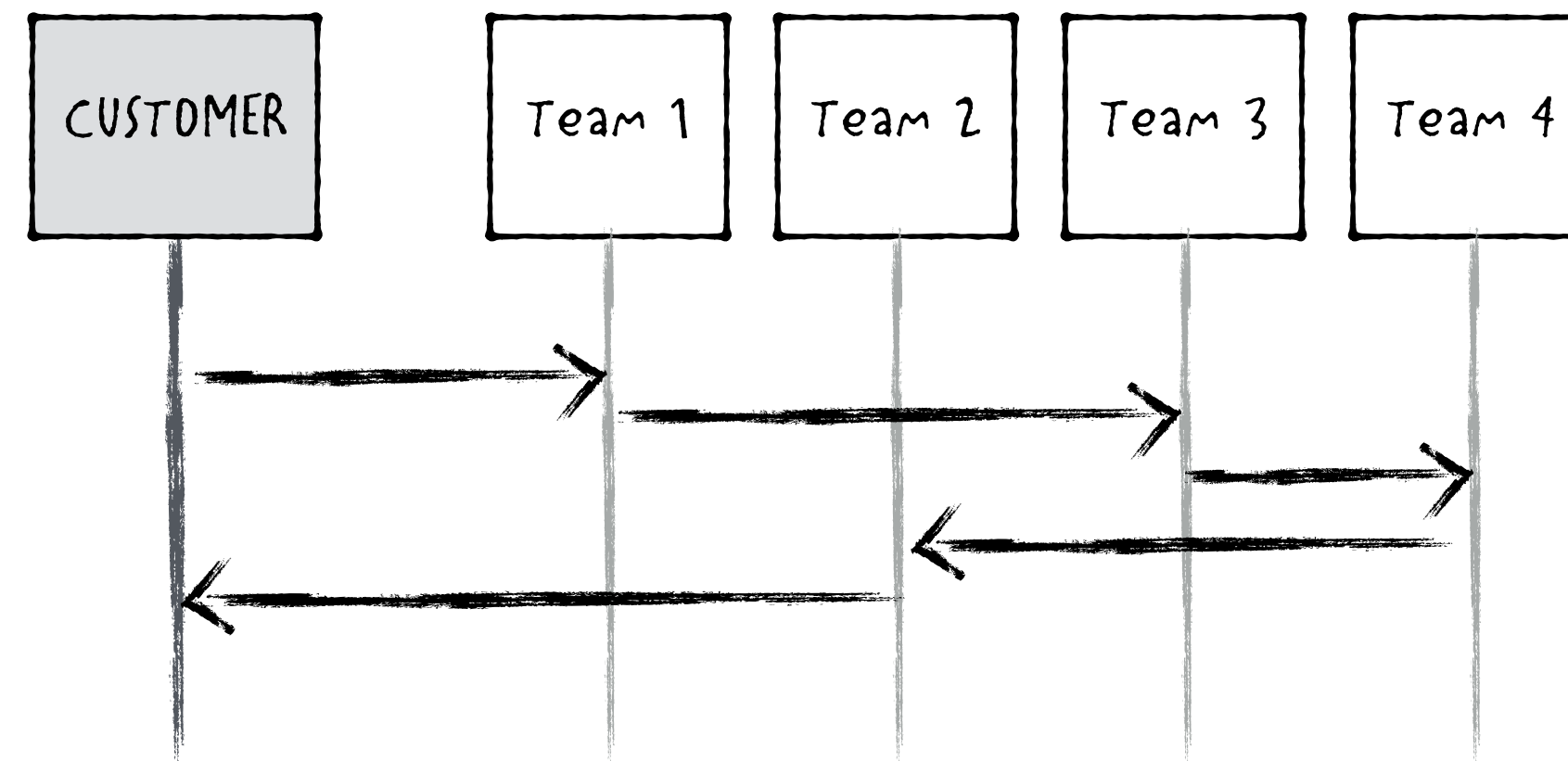
The performance of a system is not
the sum of its parts.

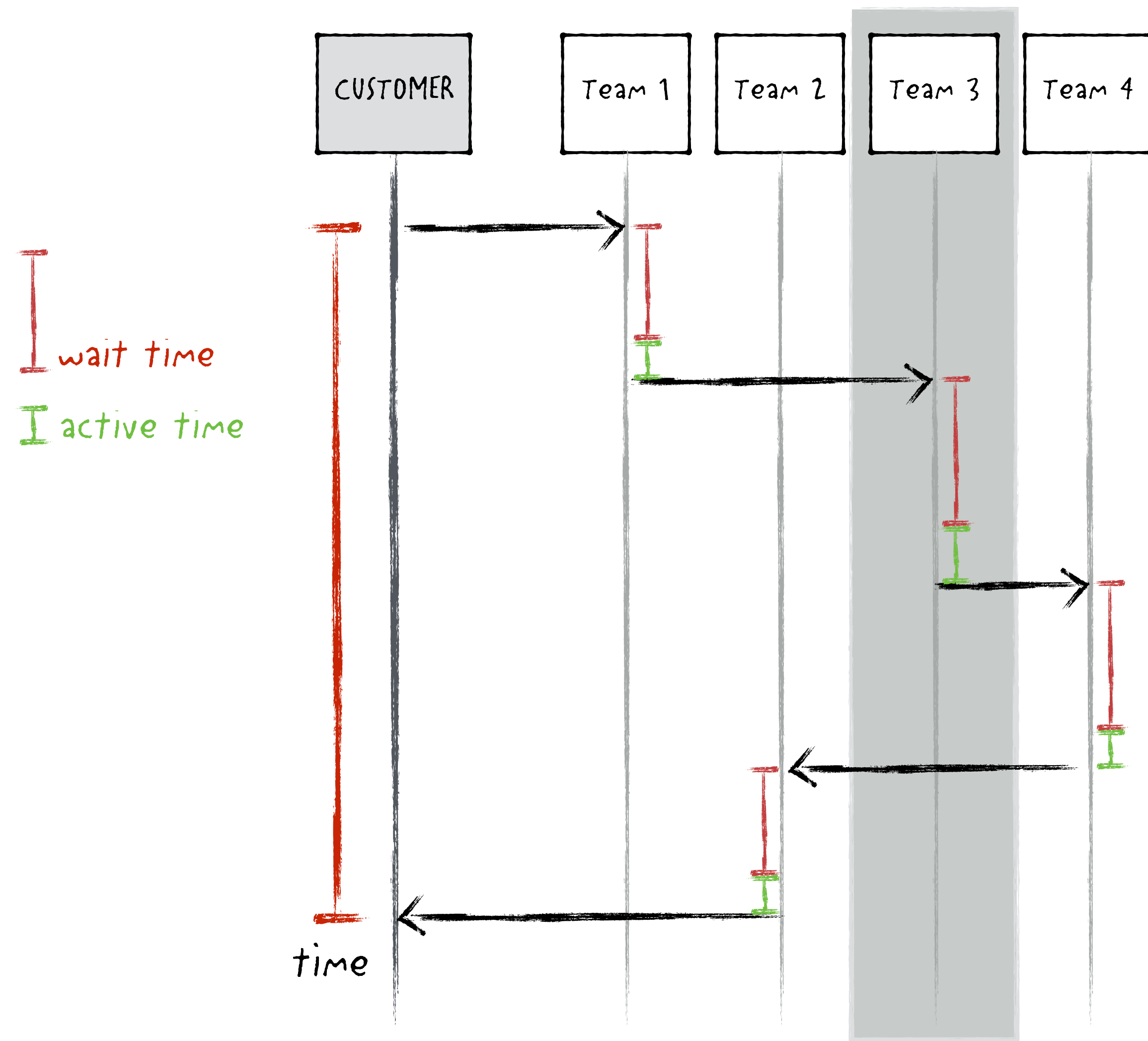
It's the **product** of its **interactions**.

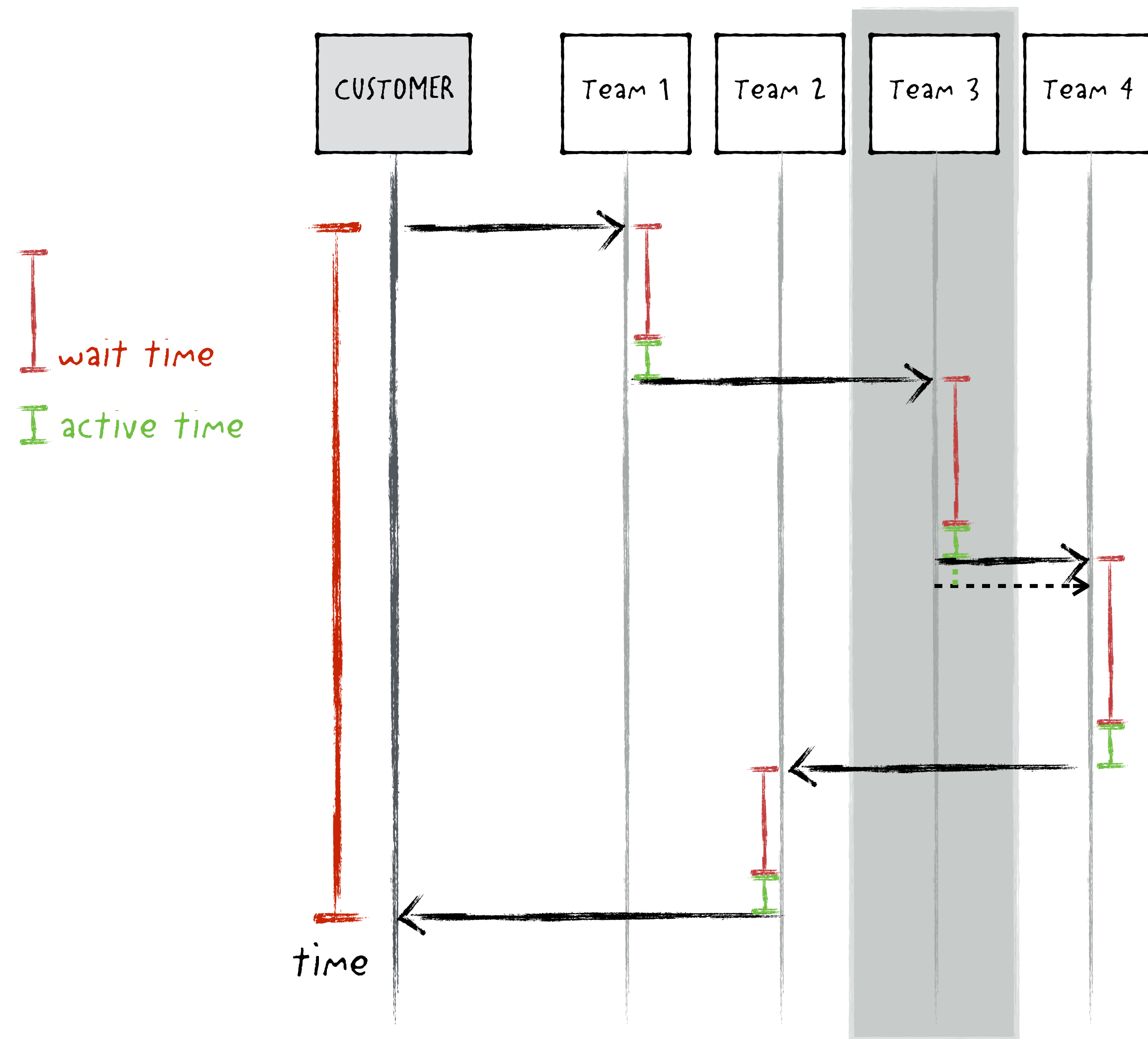
— Russell Ackoff

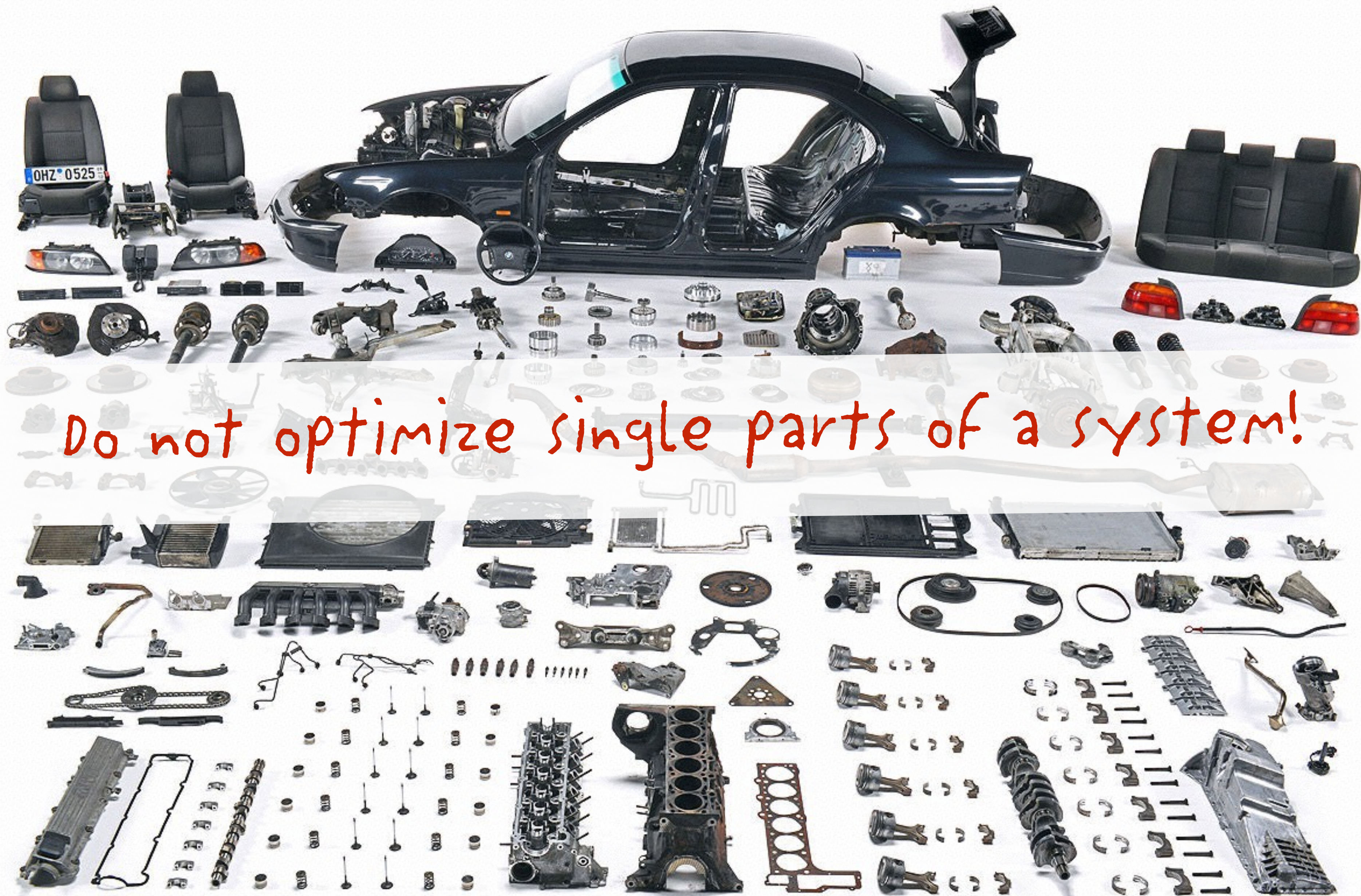
Agility of an organization is not
having a lot of agile teams.

It's having **agile interactions**
between teams.









Do not optimize single parts of a system!

photo by www.autobild.de

SW Development Project

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focus on optimizing
how to create value
and do not optimize
organizational structures!

AND HOW??

KANBAN!!

Practices of Kanban

1. Visualize
2. Limit Work In Progress
3. Manage Flow
4. Make Policies Explicit
5. Implement Feedback Loops
6. You're allowed to think!

Principles of Kanban

1. Start with what you do now
2. Agree to pursue improvement through evolutionary change
3. Encourage acts of leadership at every level in your organization

START AS BROAD AS YOU CAN

- > Use the leverage if you can!
- > whole PROJECT in this example

1. FOCUS ON VALUE CREATION

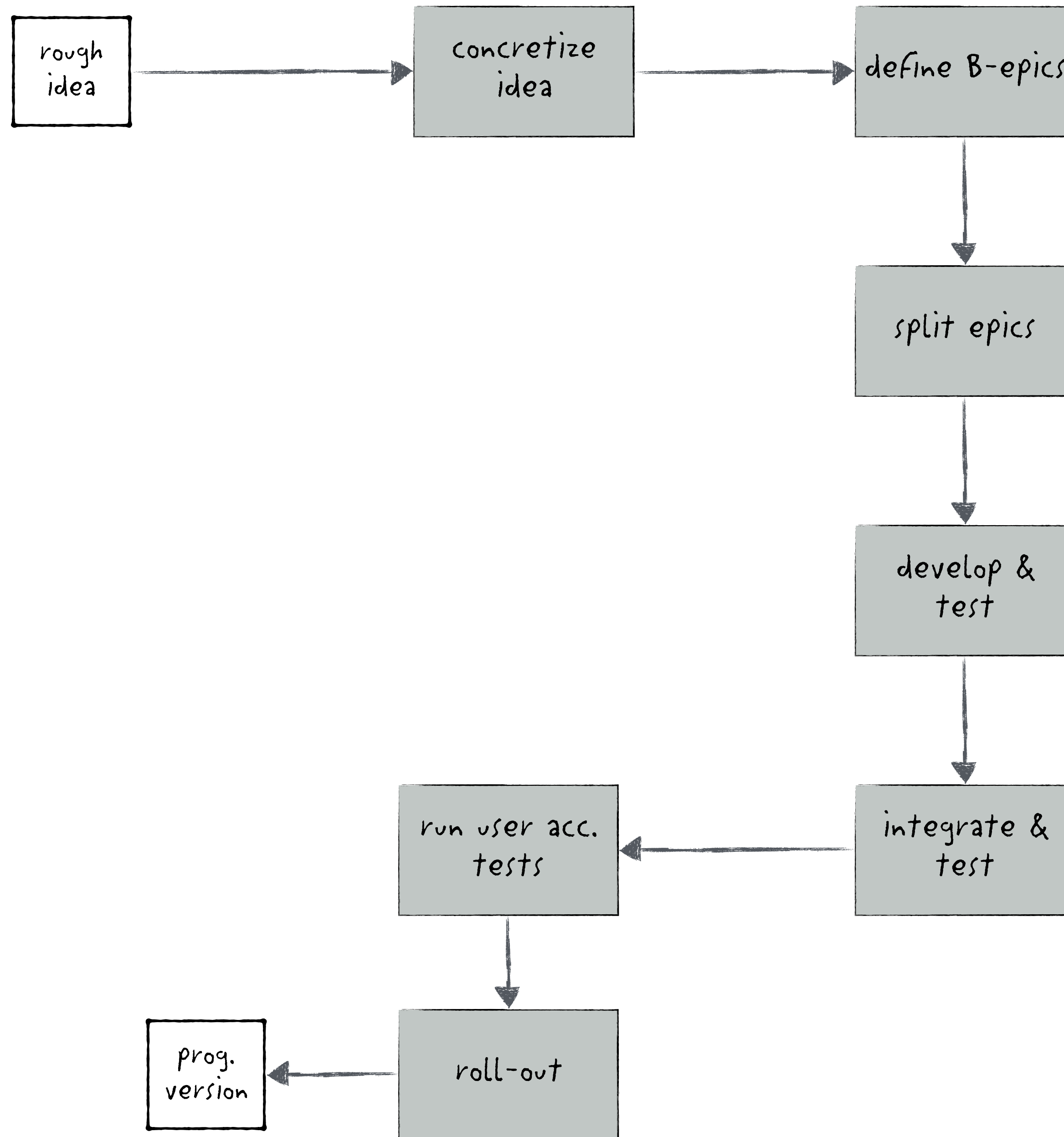
- > What are your services?
- > How are you creating value?

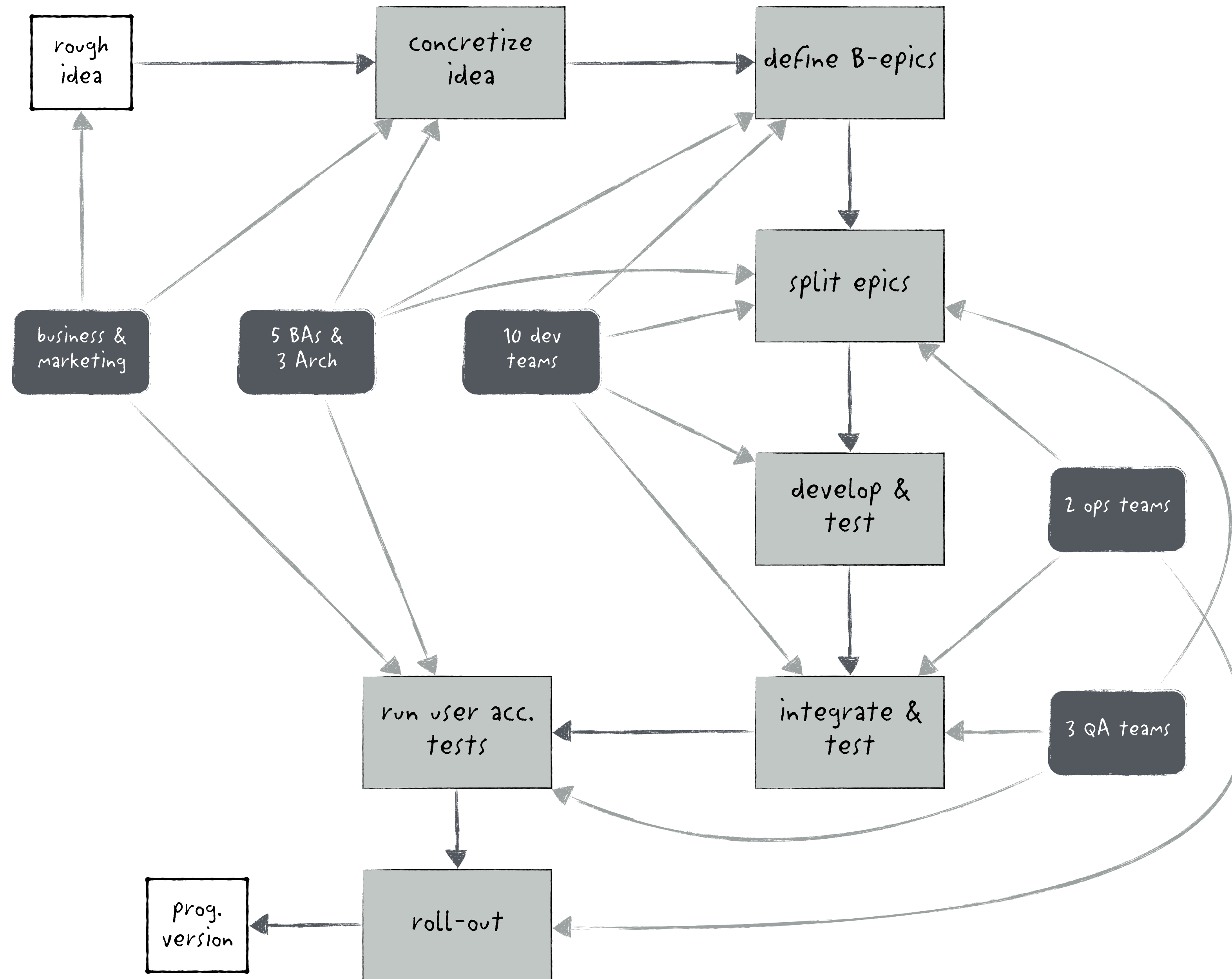
2. FIGURE OUT WHOM YOU NEED

- > teams, departments, etc.—
- > it's not about local optima

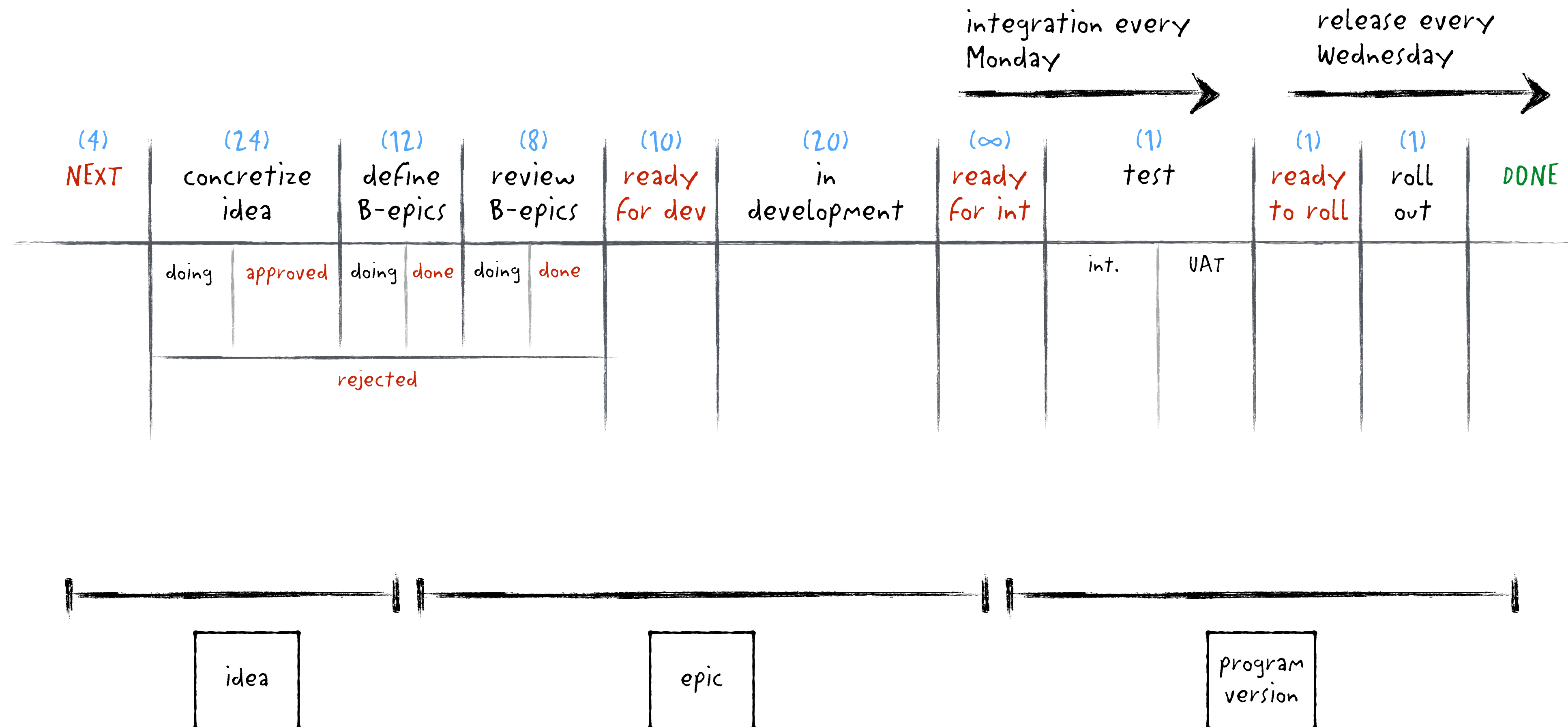
Build a *hierarchy-bridging* and
cross-functional change team.

program manager,
project manager(s),
team delegates
build a Kanban system
together





Kanban on project level



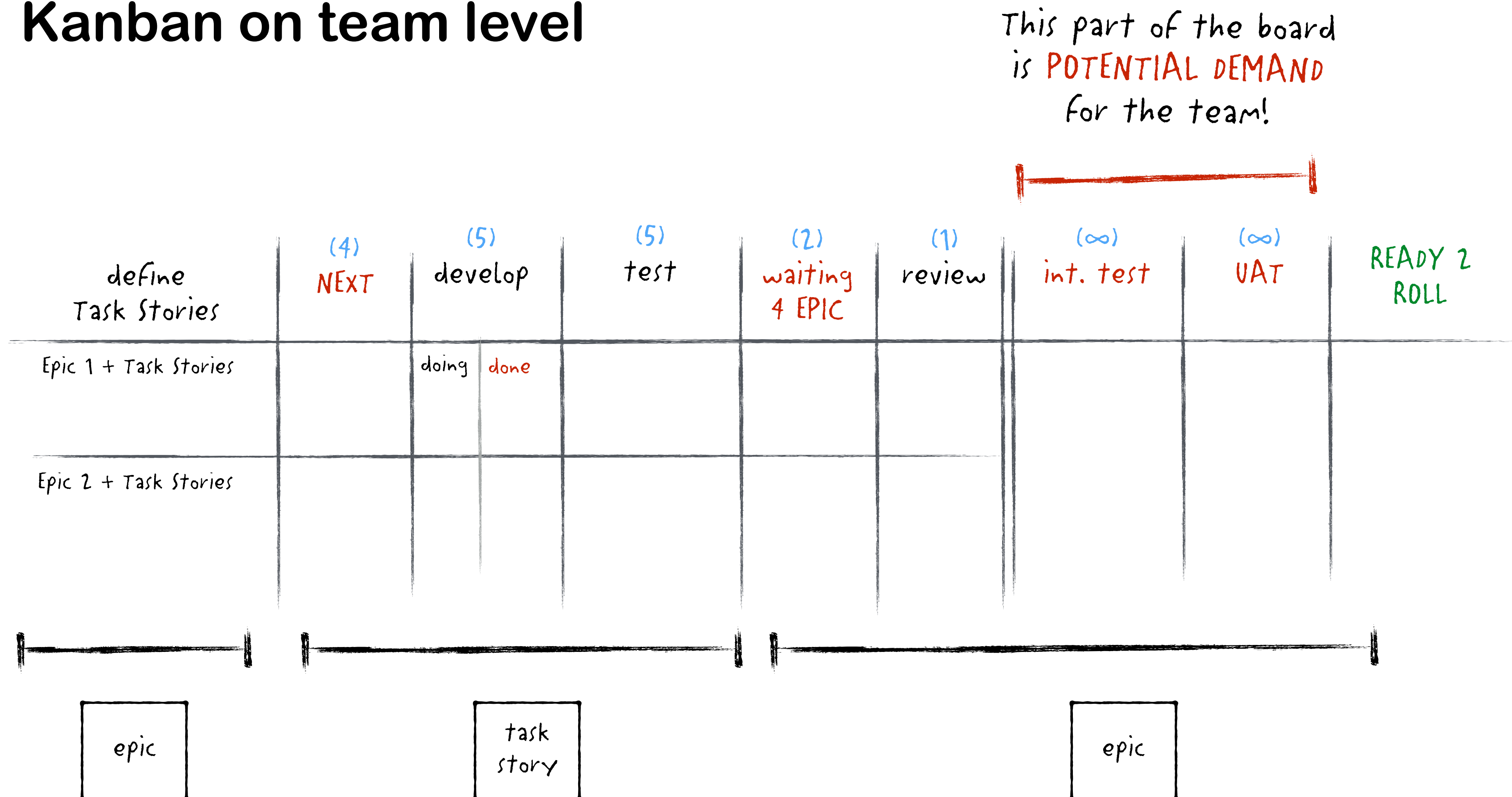
We only started
KANBAN on project level

It's not "mandatory" that
(all) teams do KANBAN!!

LET TEAMS **PULL**
CHANGE!

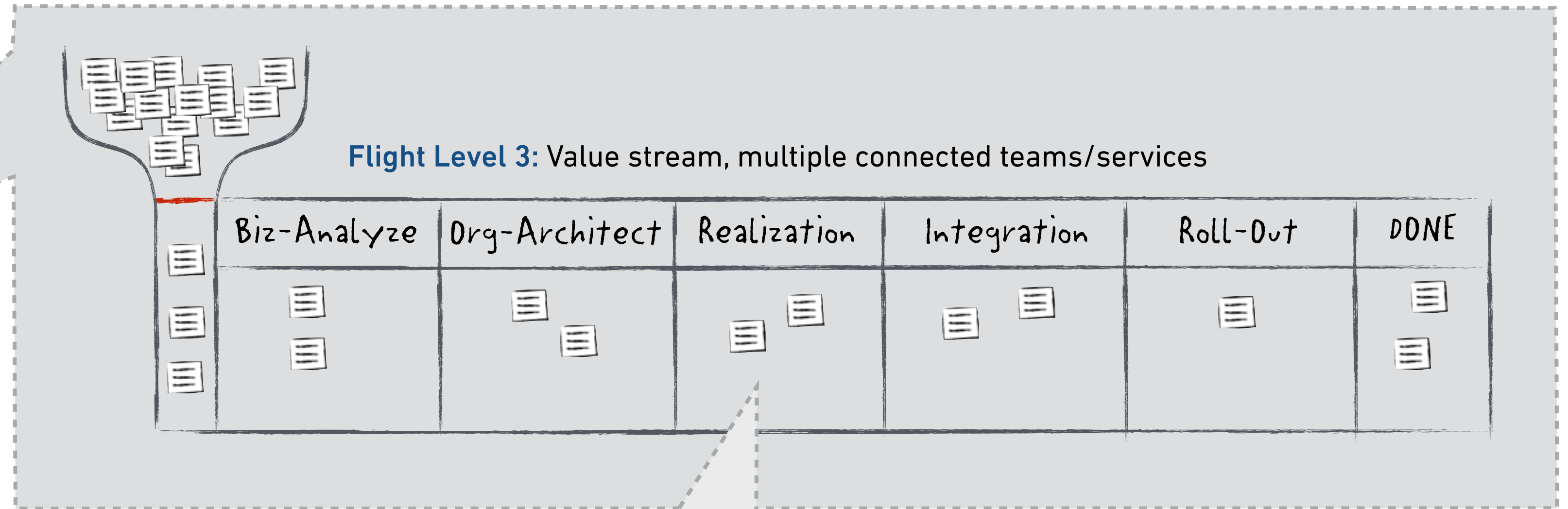
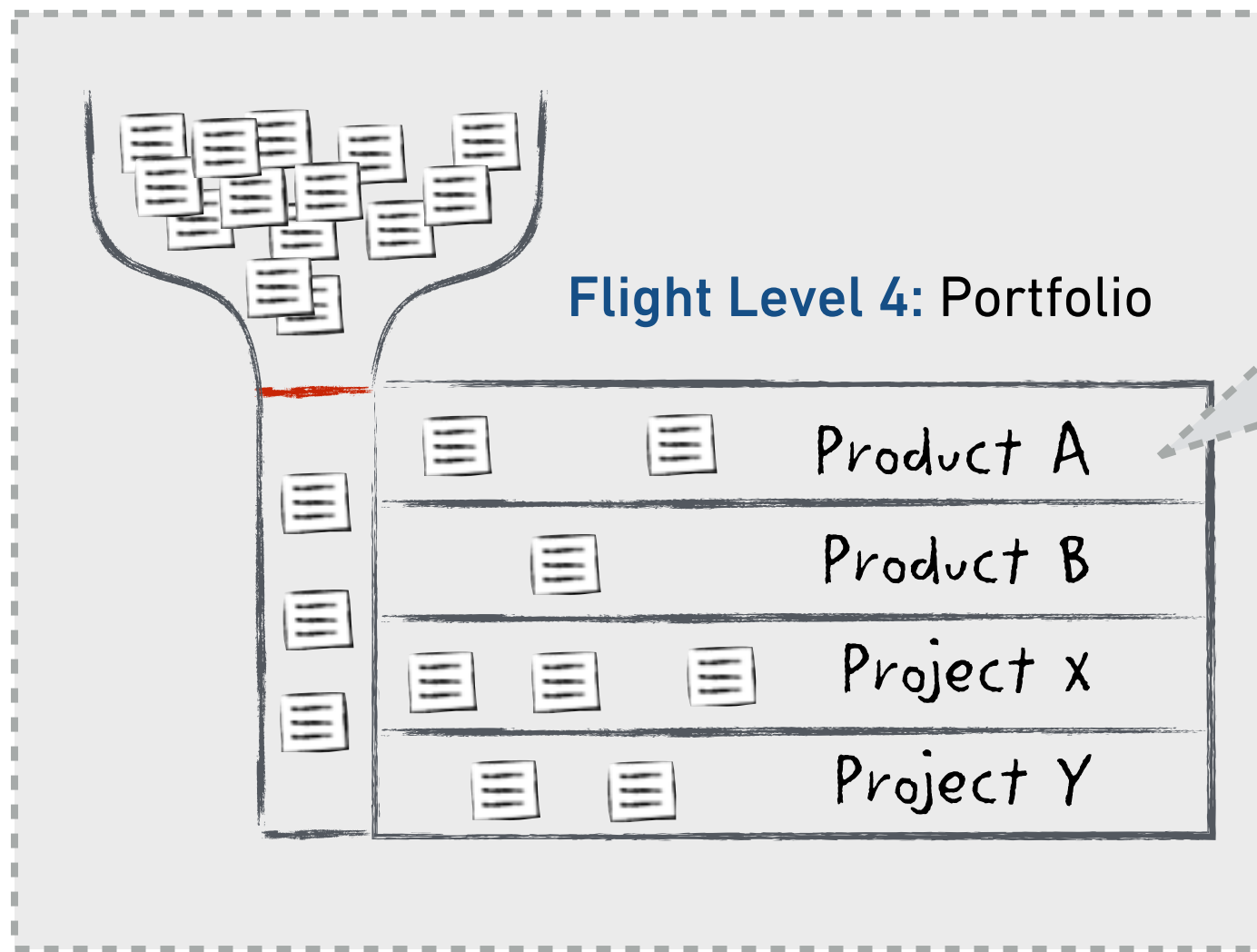
That's also a perfect way
to organize work for
multiple **SCRUM** teams

Kanban on team level

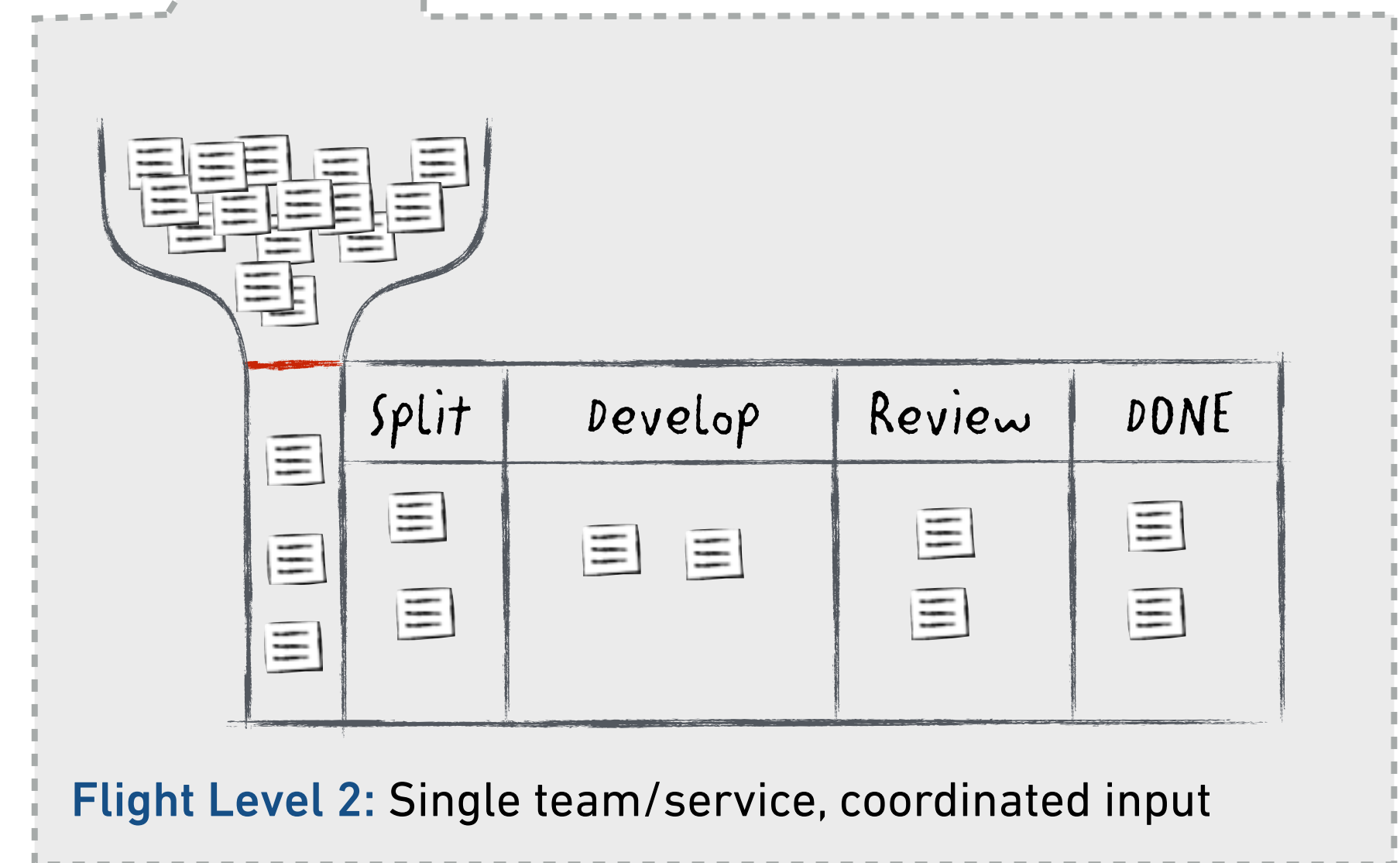
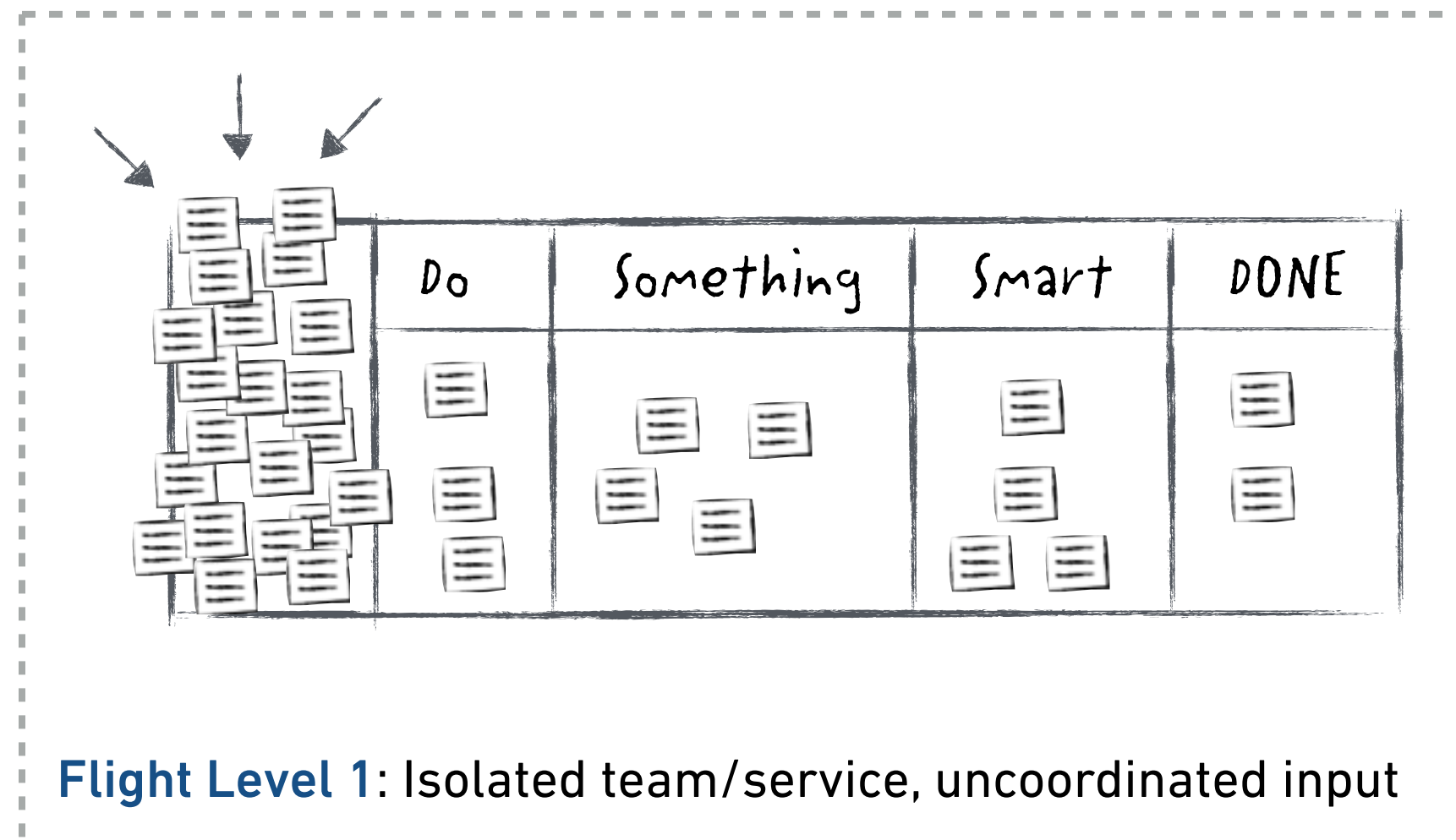


Coordination

- **Project stand-up, twice per week**
 - 2 program management delegates
 - 3 delegates from the solution team
 - 5 delegates from the dev teams
 - 3 delegates from the QA teams
 - 1 delegate from the OPS teams
- **Team stand-ups**
 - Dev teams, daily
 - QA teams, twice per week
 - OPS teams, twice per week
- **Improvement meetings**
 - each Dev, QA, and OPS team, 2-weekly to 4-weekly cadence
 - Program retro, monthly cadence



The Kanban Flight Levels



Scalability in Kanban simply
means doing **real Kanban** at any
scale in your organization!

I don't know how each and every
company on this planet works most
effectively!
But we can figure it out for **yours**!



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www.bit.ly/kanbaninit-v2



www.bit.ly/kcl-wiley

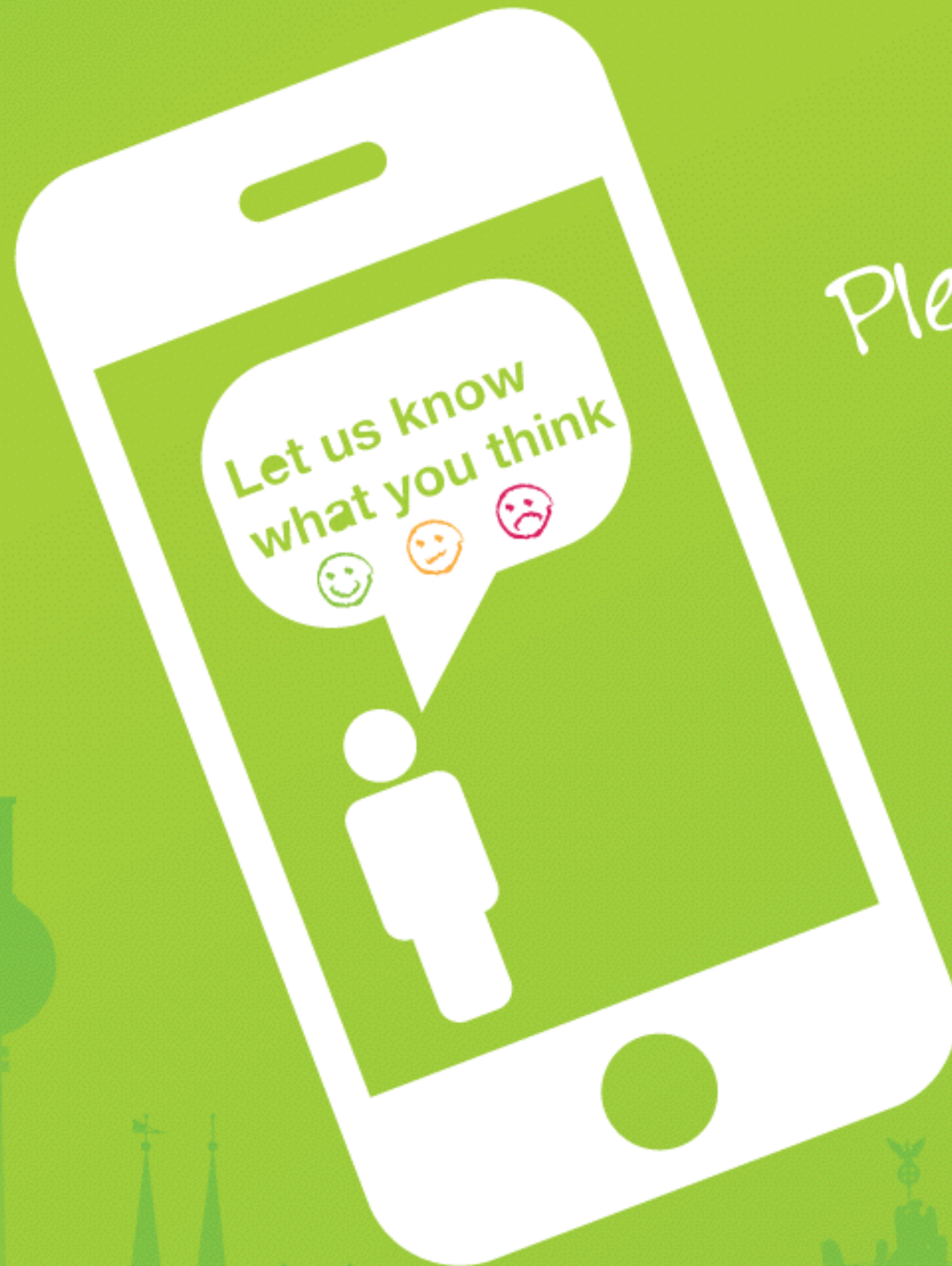


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