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"How can you **be agile** rather than **do agile**?"

Watch the ball or the players?





Source: craig larman



What to do with the BAs?



What is a Business Analyst?

"a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals."

IIBA website

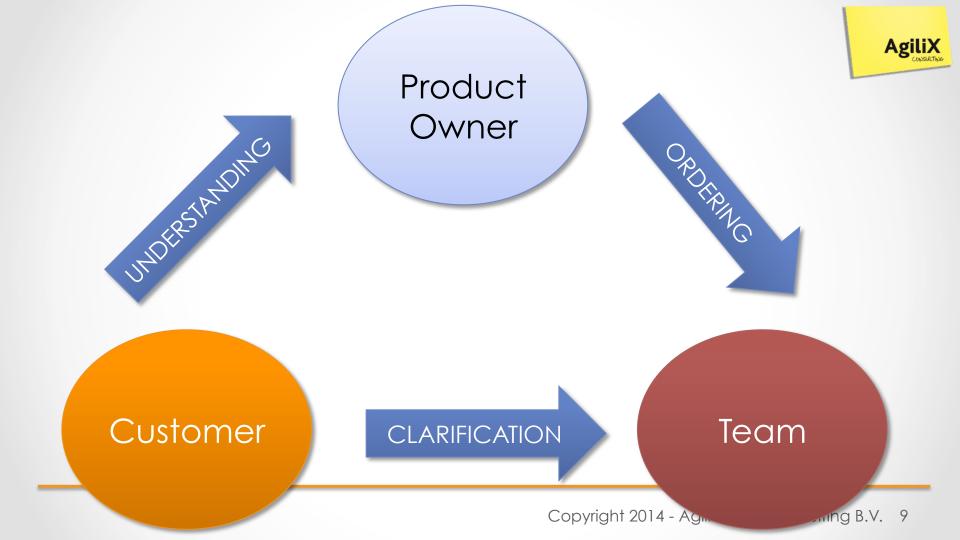


What is a Agile Business Analyst?

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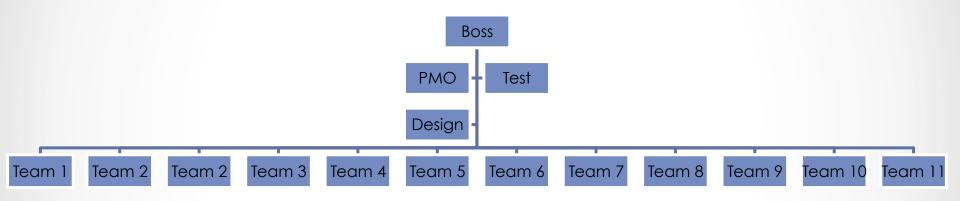
in traditional large-scale organizational design, the overarching and repeating theme is

local optimization

Source: craig larman

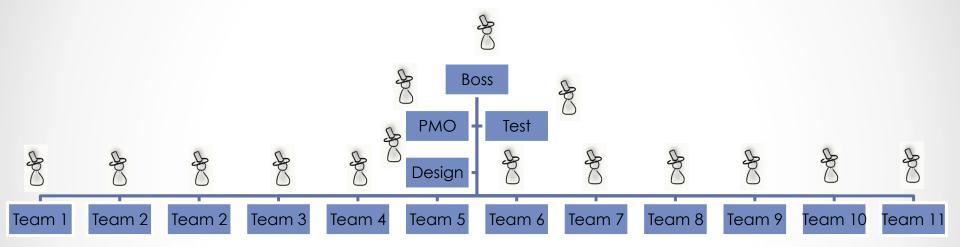
From 2 to 13 team in 8 months





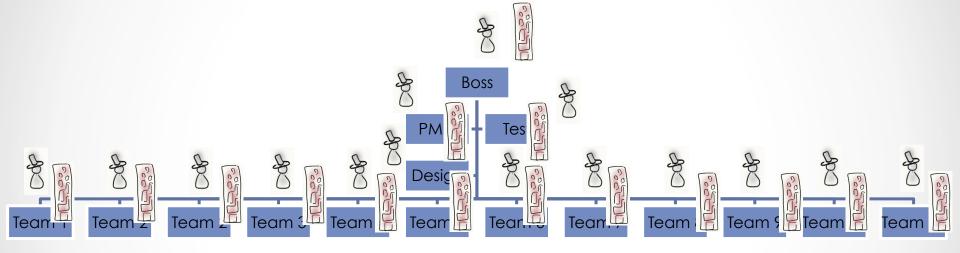
Copy Paste - whole lot of PO's





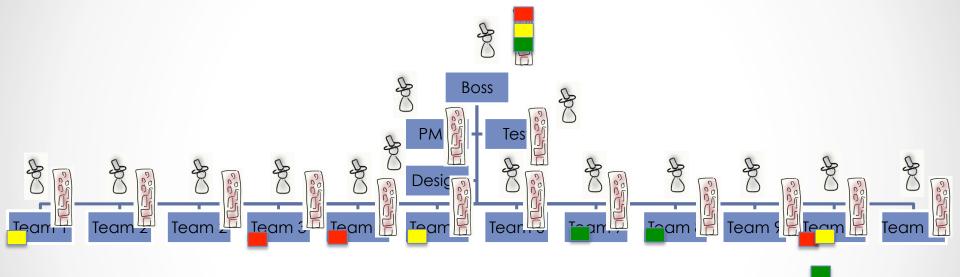
And lot's of 'product' backlogs





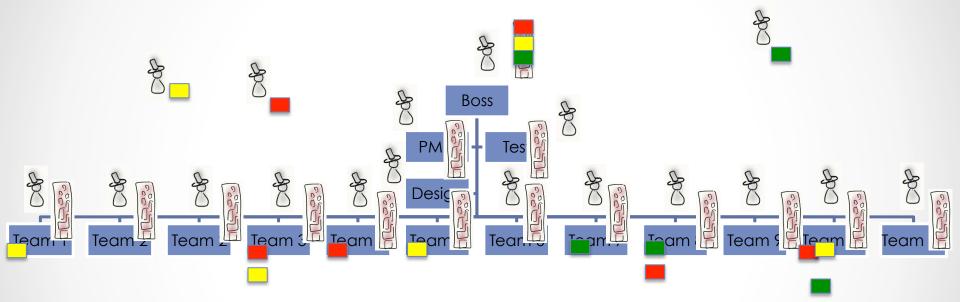
Results in working out of order...





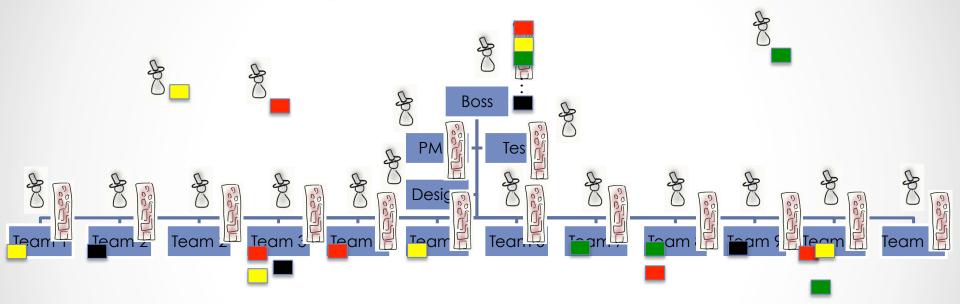
And special coordination roles





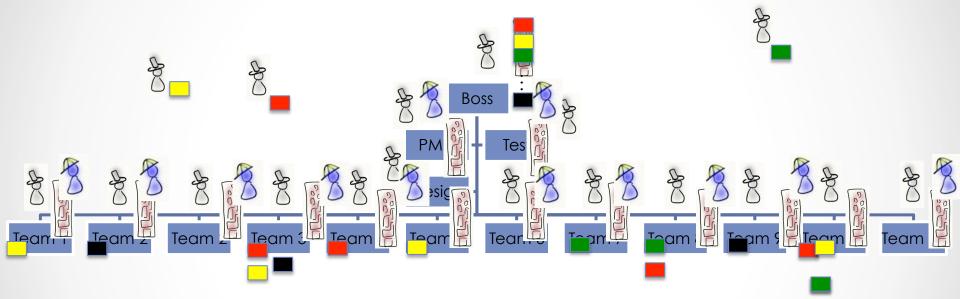
And working on low value items





And of-course 'Scrum Masters'







And now?

How do we measure progress?

Who will do the analysis?

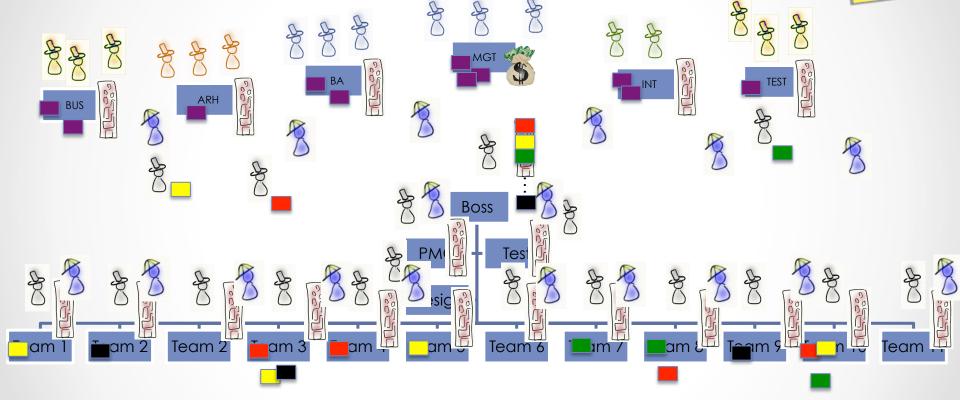
Who will do the architecture?

Who will do the testing?



Add layers to coordinate





What about the Agile Values?



"We build this six months ago and now other teams are going to use it..."

"Our tester is not in so we cannot test...."

"Why do I have 15 people in the PO meeting?..."

"I have been working here for a year and this is the first time that I talked to a user of the system..."













Scrum at Scale should be designed for perfect too.

What is LeSS?

An **Organisational Design** that Optimises for:

- 1. Shortest Lead Time for Customer Value.
 - 2. Flexibility and Responsiveness.
 - 3. Learning.

Large Scale Scrum is Scrum



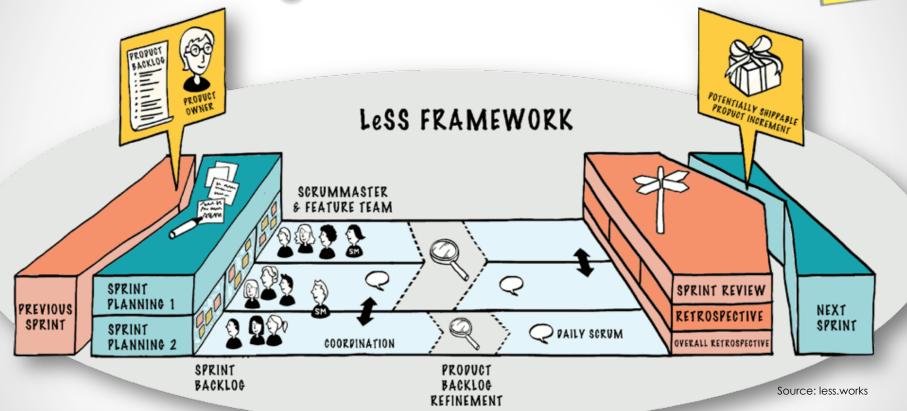
Ask for each Scrum element:

- ☐ Why is it there?
- ☐ How can we achieve the same purpose on larger scale?
- ☐ How can we keep it as simple as 1team Scrum?
- How can we keep customer focus?
- How can we keep focus on the whole product?



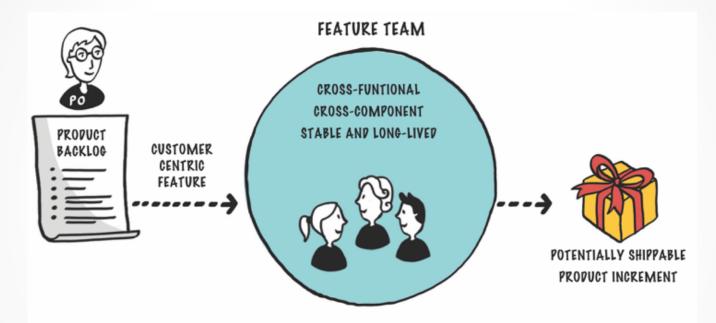
LeSS is Designed for Perfect.





Feature Teams - Learning





TEAM HAS THE NECESSARY KNOWLEDGE AND SKILLS TO COMPLETE AN END-TO-END CUSTOMER-CENTRIC FEATURE. IF NOT. THE TEAM IS EXPECTED TO LEARN OR ACQUIRE THE NEEDED KNOWLEDGE AND SKILL.

Source: less.works



Scale your <u>Product</u> NOT your <u>Scrum</u>

Pattern: Value Areas



Context

Your product is successful and the number of customer value domains of your product are increasing.

Problem

Too many customer value domains in your product and the necessary deep understanding of all those domains cannot be maintained in a single Scrum Team.

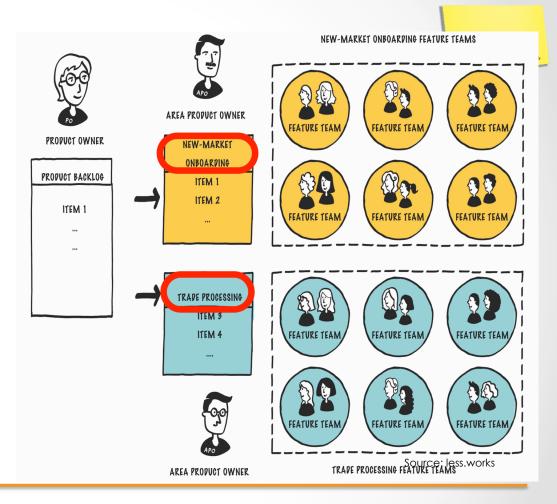
Solution

Organise your Scrum Teams into Value Areas as seen from the customer perspective so that each set of teams needs to understand only a subset of the domains.

Source: scrumplop.org - Cesario Ramos

Less Huge

Requirement Areas



If a system is **designed** against this **ideal**, it can continually **perfect** the way it works to deliver value to the end customer.

Proff. John Seddon

Less Principle





Build your method UP Do NOT tailor it Down

Source: less.works

Continuous Improvement



Create and deliver a product all the time, with no cost and no defects, that utterly delights customers, improves the environment, and makes lives better. Do humble and radical improvement experiments each Sprint towards that.



Source: less.works



DO NOT DO THE WRONG THING RIGHTER

Thank You!





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