
Scaling: A patterns approach

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 - 20+ years in senior level consulting to well-known firms in New York, London and Charlotte
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 - Was Senior Manager in Big 6 consulting
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The key ideas

1. Scaling means many things (we discuss the terms)
2. Not scaling may be an option
3. Scaling varies a lot (be flexible)
4. Scaling needs to have somewhat more complexity (but how much)
5. Each scaling situation is different (be flexible)

Key ideas - 2

6. Do not make scaling heavier than it needs to be (patterns)
7. Scaling is hard to implement (iterative and incremental)
8. Not every good idea will work for you (patterns)
9. No one has a monopoly on good ideas (patterns)

Basic Terms

- ❖ Agile in the large (Agile at scale)
- ❖ Scaling (***)
- ❖ Broader Agile Adoption
- ❖ Agile Transformation
- ❖ Cultural Change
- ❖ Distributed Agile or Scrum

ScrumPLOP

- ❖ The Patterns movement —>
Christopher Alexander, Architect
- ❖ Patterns are ideas that some people have found to work, and might work for you. YMMV
- ❖ They are not necessarily ‘best practices’, because we do not know from a distance that they will be ‘best’ in your situation.

ScrumPLOP.org - 1

- ❖ Jim Coplien and Jeff Sutherland are the two main drivers.
- ❖ A work in process. Some others involved.
- ❖ Some patterns there are directly related to scaling.

ScrumPLOP - Sample Patterns 1

- ❖ Create Knowledge - optimization teams
- ❖ Chief Product Owner
- ❖ Oyatsu Jijna (Snack Shrine) - sharing ideas across teams
- ❖ Swarming: One piece continuous flow (Simpler version: Each team has only one 'project'.)
- ❖ Organizational Sprint Pulse

ScrumPLOP - Sample Patterns2

- ❖ Scrum of Scrums (and Scrum-of-Scrums-Master)
- ❖ Single Mediator (optimize channel between customers and team)
- ❖ Involve the Managers (“Little League baseball is a very good thing because it keeps the parents off the streets.” Yogi Berra)
- ❖ Visible Status (we: the scaled group needs a full sprint burndown chart)

Jeff Sutherland

- ❖ Product Owner Team (CPO + PO's)
- ❖ Note: "Product Owner Team" at ScrumPLOP is a somewhat different, or broader idea. More 'some group' supporting the PO. Maybe in scaling, a group supporting the CPO.

Ken Schwaber

- ❖ Scrum of Scrums
- ❖ SoS Master
- ❖ Continuous Integration!
- ❖ The overhead of communication in scaling!

The 'do not scale' option

- ❖ Get your 7 superstars in one 'band'
- ❖ Get everyone else 'out of the way'
- ❖ Let the thoroughbreds RUN!

LeSS

- ❖ LeSS stands for “Large Scale Scrum”
- ❖ See: Scaling Lean and Agile Development by Craig Larman and Bas Vodde.
- ❖ Many CSTs like it. (Larman and Vodde are CSTs.)

LeSS patterns 1

- ❖ Start with single Team scrum & understand
- ❖ Scaling is largely repeating the single Team pattern
- ❖ Feature teams (versus component teams)
- ❖ Let the Teams self-organize (self-create)
- ❖ Minimize 'big release' concepts, roles, functions

LeSS Patterns2

- ❖ No standard (forced) process
- ❖ Minimal 'external' management
- ❖ Science Fair or Bazaar (for Demos)
- ❖ Add a Group part to Sprint Planning Meeting
- ❖ Team and Joint Retrospective
- ❖ Continuous Integration!

Catherine Louis

❖ Science Fair

KISS

- ❖ Scrum is hard.
- ❖ Scaling is hard (not matter how you do it).
- ❖ Why Scale with Scrum? (Lots of energy lost.)
- ❖ So....if we have to, but KISS.

Why KISS?

- ❖ Avoids over-weight process
- ❖ More likely to be 'appropriate to situation'
- ❖ Easier to diagnose any mis-matches
- ❖ Easier to implement
- ❖ Easier to learn (and all participants must learn what your scaling scheme is, to do it effectively)

Implement...

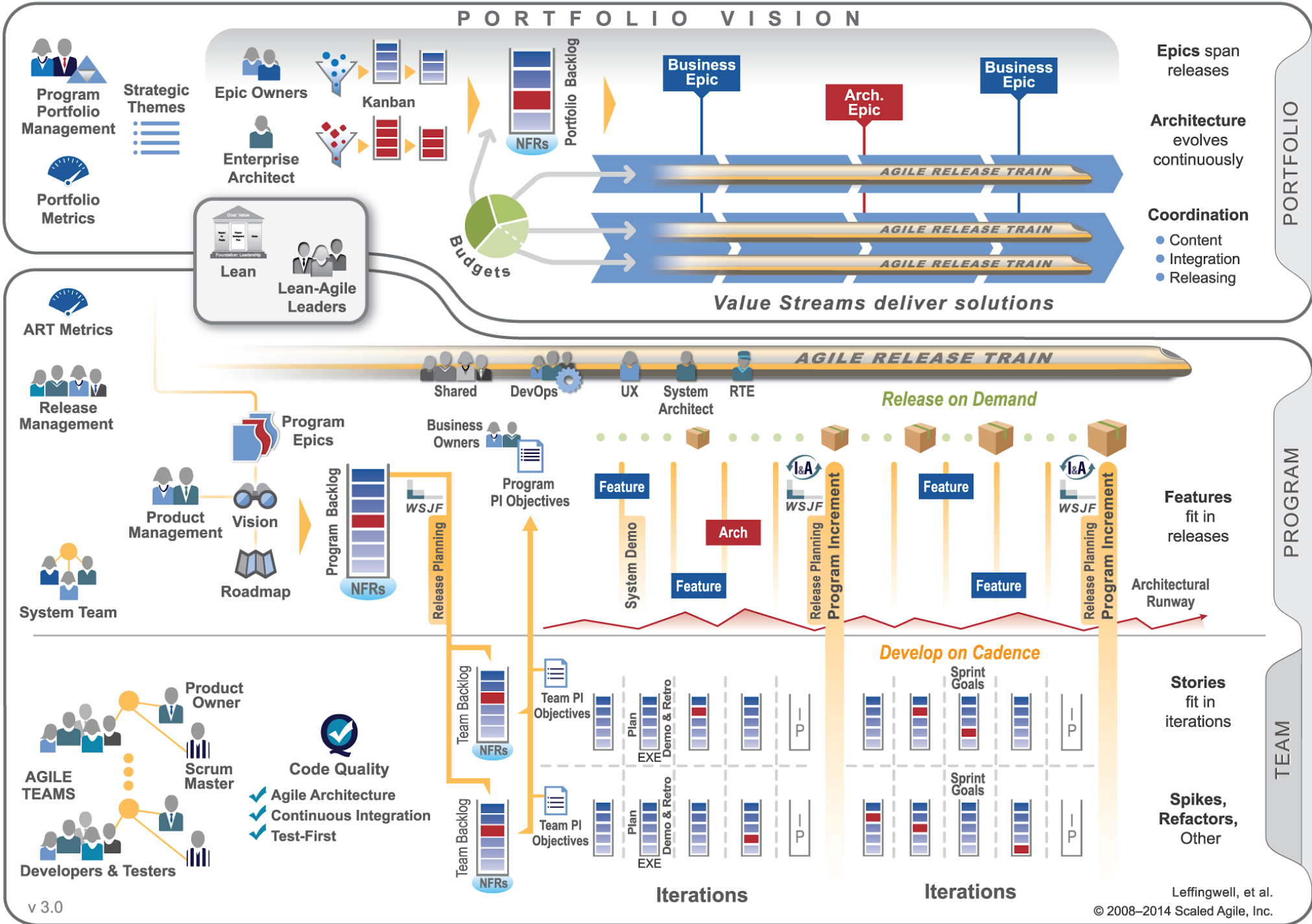
- ❖ Iteratively and incrementally
- ❖ Via patterns
- ❖ Minimize resistance

Use patterns

- ❖ Always think: YMMV
- ❖ Experiment...
- ❖ Iterative and incremental, one problem at a time.

Scaled Agile Framework (SAFe)

- ❖ Dean Leffingwell & Co
- ❖ ScaledAgileFramework.com
- ❖ The Big Picture
- ❖ The SAFe people do talk some about patterns and implementing iteratively and incrementally.
- ❖ In my opinion, not enough.



Comments

- ❖ Wow. A BIG picture.
- ❖ Lots of wonderful ideas and patterns.
- ❖ It needs a glossary.
- ❖ Do you need all of this stuff?
- ❖ Are you ready for all of this stuff?
- ❖ Say 'yes' to both: How would you implement all of this stuff?

Summary

- ❖ Some of you need to scale
- ❖ It is hard, but important (I have sympathy)
- ❖ Every situation is different
- ❖ I think patterns, done iteratively and incrementally, is the right approach.

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 - ❖ We do workshops on Scaling, where we design changes with you.
 - ❖ Happy to discuss Scaling later...