

Agile Coffee Break #3

Team agil – und nun?



Online, 12. Mai 2020

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www.process-and-project.net

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www.praxisforum.net

www.swissict.ch/event/agile-coffee-break-wunderwaffe-agil-webinar/



Agile Coffee Breaks

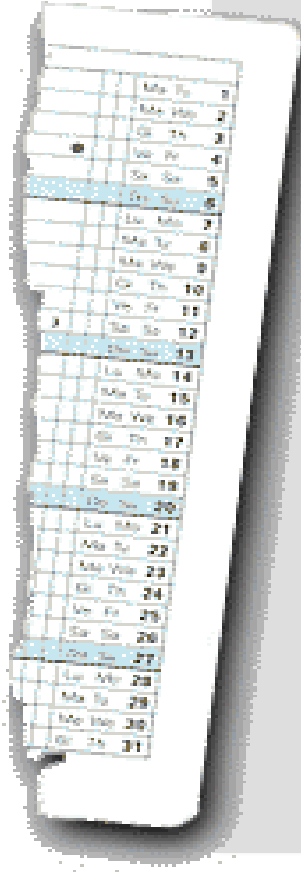
#1 Wunderwaffe agil?

#2 Erfolgreich als Team

#3 Team agil und nun?
Agil als Organisation



Inhalte



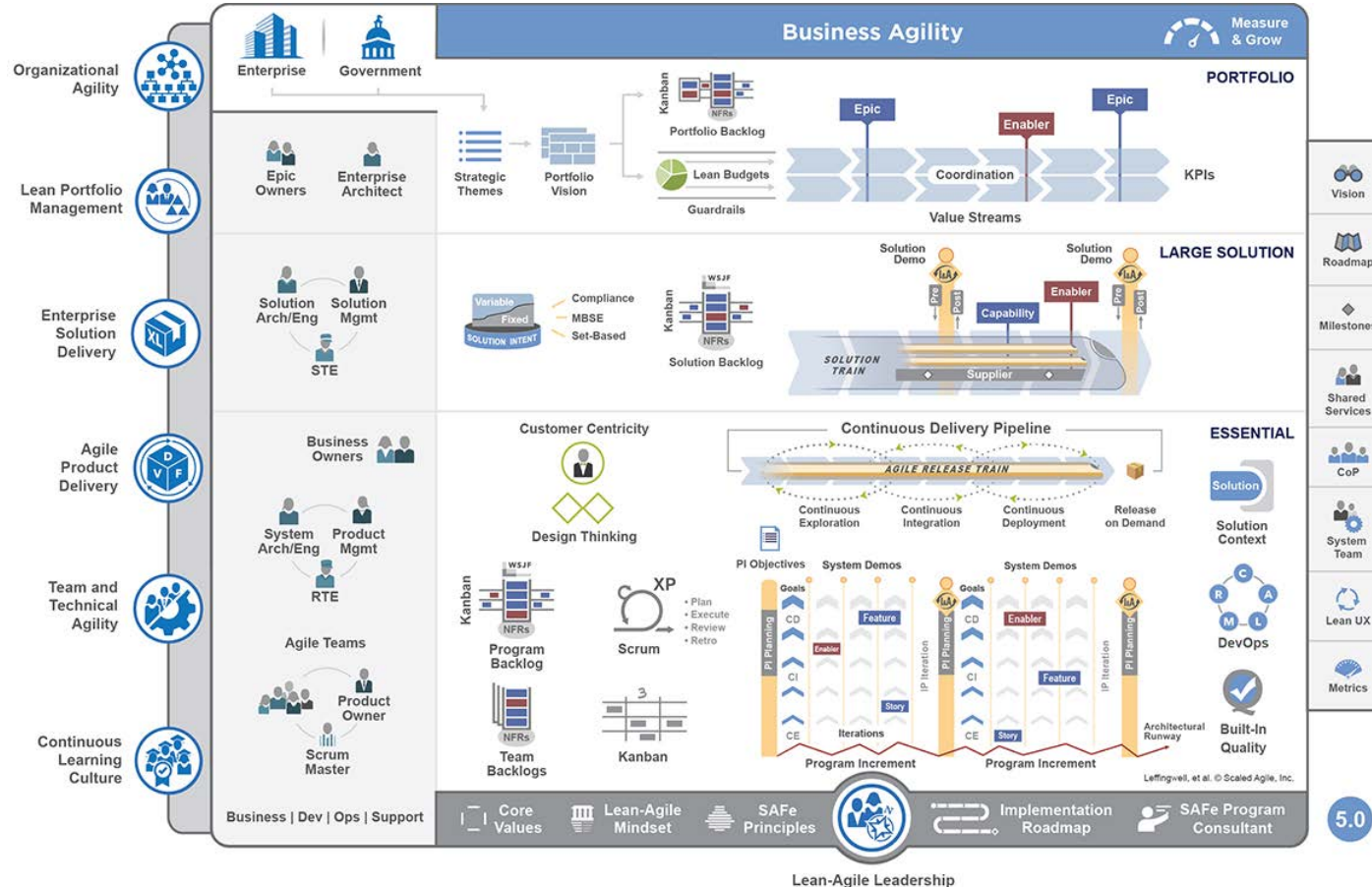
- ☐ Agil als Organisation – Agile Skalierung
- ☐ Verbreitung, Zufriedenheit, Genutzte Ansätze
- ☐ 4 Prinzipien

Agil auf Team-Ebene: Kinderteller



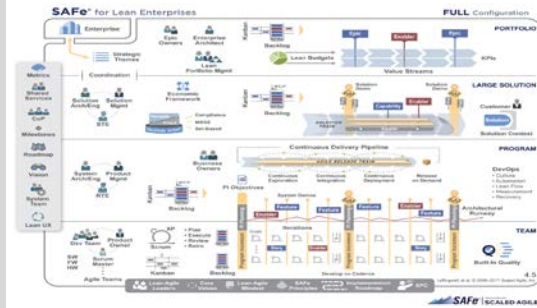
© M-image via Fotolia

Beispiel: SAFe – Scaled Agile Framework



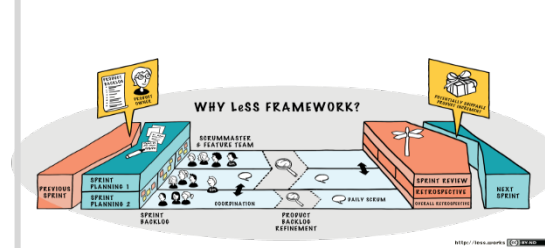
Agile Skalierungsansätze

SAFe



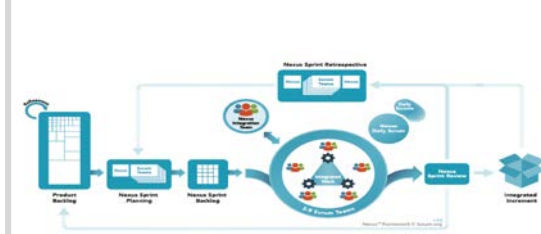
© Leffingwell – Scaled Agile Framework

LeSS



Quelle: <http://less.works>

Nexus



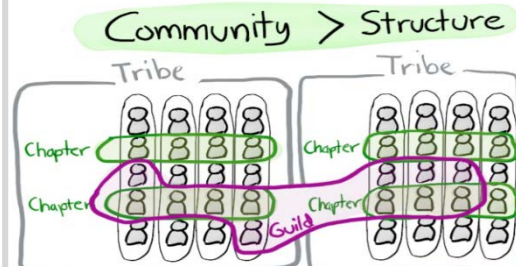
Quelle: Nexus-Guide (Schwaber et. al.)

Scrum@Scale



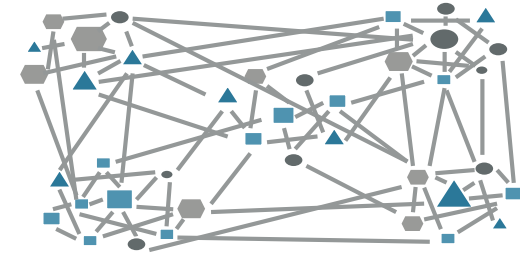
Quelle: The Scrum @ Scale Guide
Sutherland and Scrum.Inc

Spotify Model



Quelle: Henrik Kniberg
(<https://labs.spotify.com/2014/03/27/spotify-engineering-culture-part-1/>)

Team of Teams

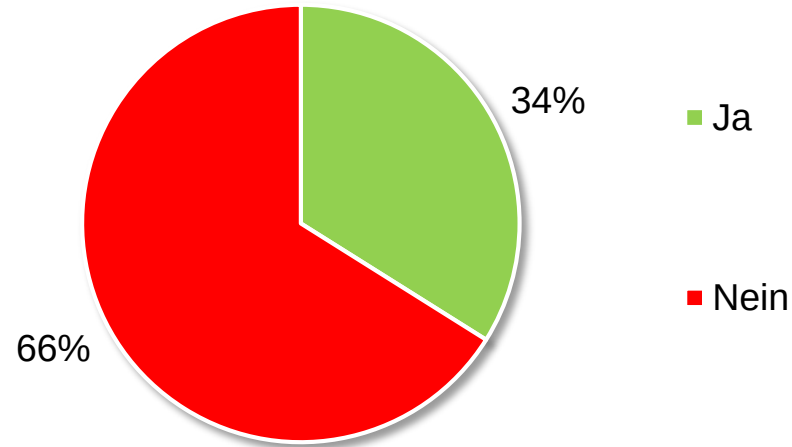


Basierend auf: S. McChrystal: Team of Teams

***Verbreitung, Zufriedenheit,
Genutzte Ansätze***

Verbreitung von Scaling Frameworks

Haben Sie ein Scaling Framework im Gebrauch?



Single Choice, n = 454

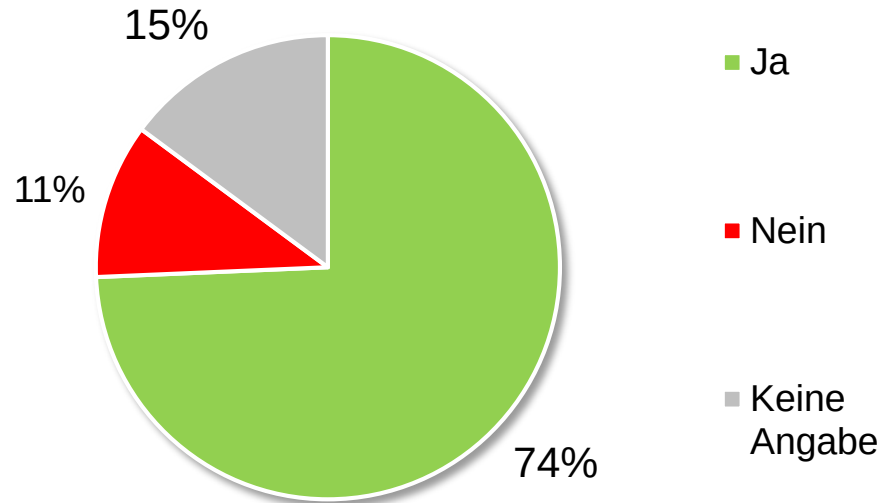
Antworten aus den Gruppen „Durchgängig agil“, „Hybrid“ und „Selektiv“

Quelle: Status Quo (Scaled) Agile, 2020

www.status-quo-agile.de

Verbesserungen durch Scaling

Sind durch die Anwendung von skaliert agilen Ansätzen Verbesserungen bei Ergebnissen und Effizienz realisiert worden?



Single Choice, n = 148

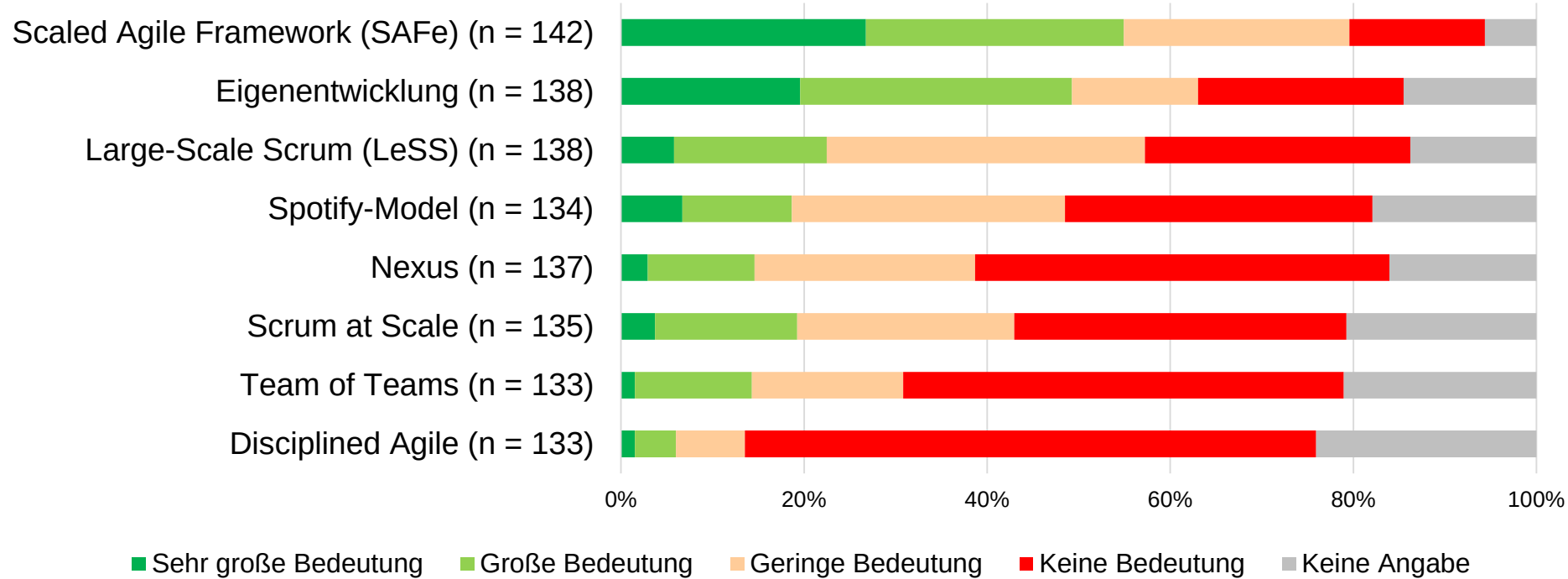
Antworten aus der Gruppe „Ja“ bei Scaling Framework im Gebrauch

Quelle: Status Quo (Scaled) Agile, 2020

www.status-quo-agile.de

Genutzte Frameworks

Welche Bedeutung haben die folgenden Scaling Frameworks für Ihren Tätigkeitsbereich?

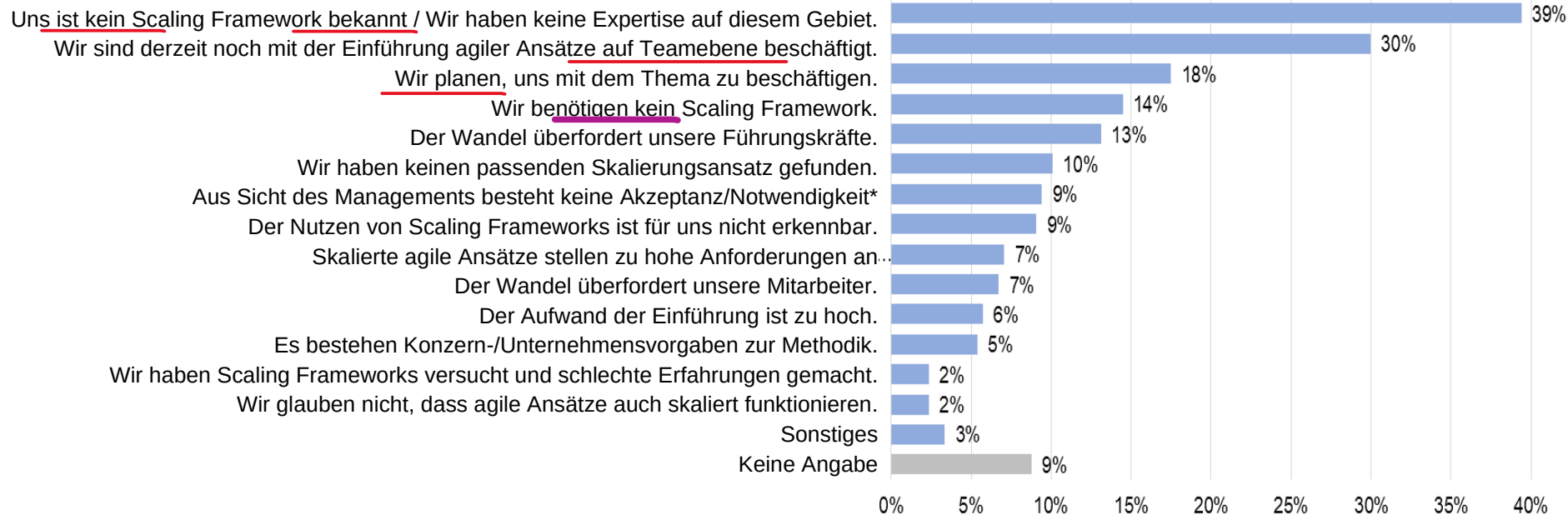


Quelle: Status Quo (Scaled) Agile, 2020

www.status-quo-agile.de

Gründe gegen ein Scaling Framework

Warum haben Sie kein Scaling Framework im Gebrauch?



Quelle: Status Quo (Scaled) Agile, 2020

Multiple Choice, n = 297
TN, die kein Scaling Framework nutzen

www.status-quo-agile.de

4 Prinzipien für gutes agiles Skalieren

Prinzipien für (agiles) Portfoliomanagement

1. PPM als Prozess → Lean als Nordstern
2. „Don't Scale at all“ → Einfache Architekturen
3. Steal it shamelessly → Von SAFe und Co lernen
4. „By the time you read this“ → Continuous Change

PPM als Prozess
→ Lean als Nordstern

Lean-Prinzipien – Basis der übergreifenden agilen Wertschöpfung



Wert aus Kundensicht



Wertstrom verstehen



Flow



Pull



Perfektion

Kundenwert-Orientierung im PPM

Wert aus Kundensicht

- Schnitten so klein wie möglich (Lernen, gelebtes Kunden-Feed-back)
- Kundensicht: vorab, während, danach
- Arbeiten mit Personen
- Zukunftsorientierung - Digitalisierung



Icon made by Becris - Flaticon
Icon made by Freepik - Flaticon

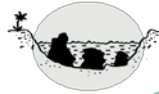


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*„Don't Scale at all“
→ Einfache Architekturen*

Don't Scale at all! → „Descalé“

LESS BOOK CHAPTER 2:
INTRODUCTION



LEAN
THINKING



PRINCIPLES

SYSTEMS
THINKING



COACHING



ADOPTION



CONTINUOUS
IMPROVEMENT

What is Large Scale Scrum?

~~How can I implement agile methods
in my large, complex organization?~~

How can we simplify unnecessarily large and
complex structures in the organization?
- "be agile" instead of "act agile" -

LARGE SCALE – Don't!
MULTISITE – Don't!
OFFSHORE – Don't!



CONTINUOUS
INTEGRATION



ARCHITECTURE
& DESIGN



ROLE OF
MANAGERS



GO SEE

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<https://less.works/en>

7 Design Principles to Descale Organizations*

1. From *Specialist Roles* to *Teams*
2. From *Resource-Thinking* to *People-Thinking*
3. From *Organizing around Technology*
to *Organizing around Customer Value*
4. From *Independent Teams* to *Continuous Cross-team Cooperation*
5. From *Coordinate* to *Integrate* to *Coordination through Integration*
6. From *Projects* to *Products*
7. From *Many Small Products* to *a Few Broad Products*

* LeSS – Design Principle by Craig Larman and Bas Vodde

<https://less.works/blog/2020/03/02/more-with-less-seven-tools-for-simplifying-organizations.html> , 3.3.2020

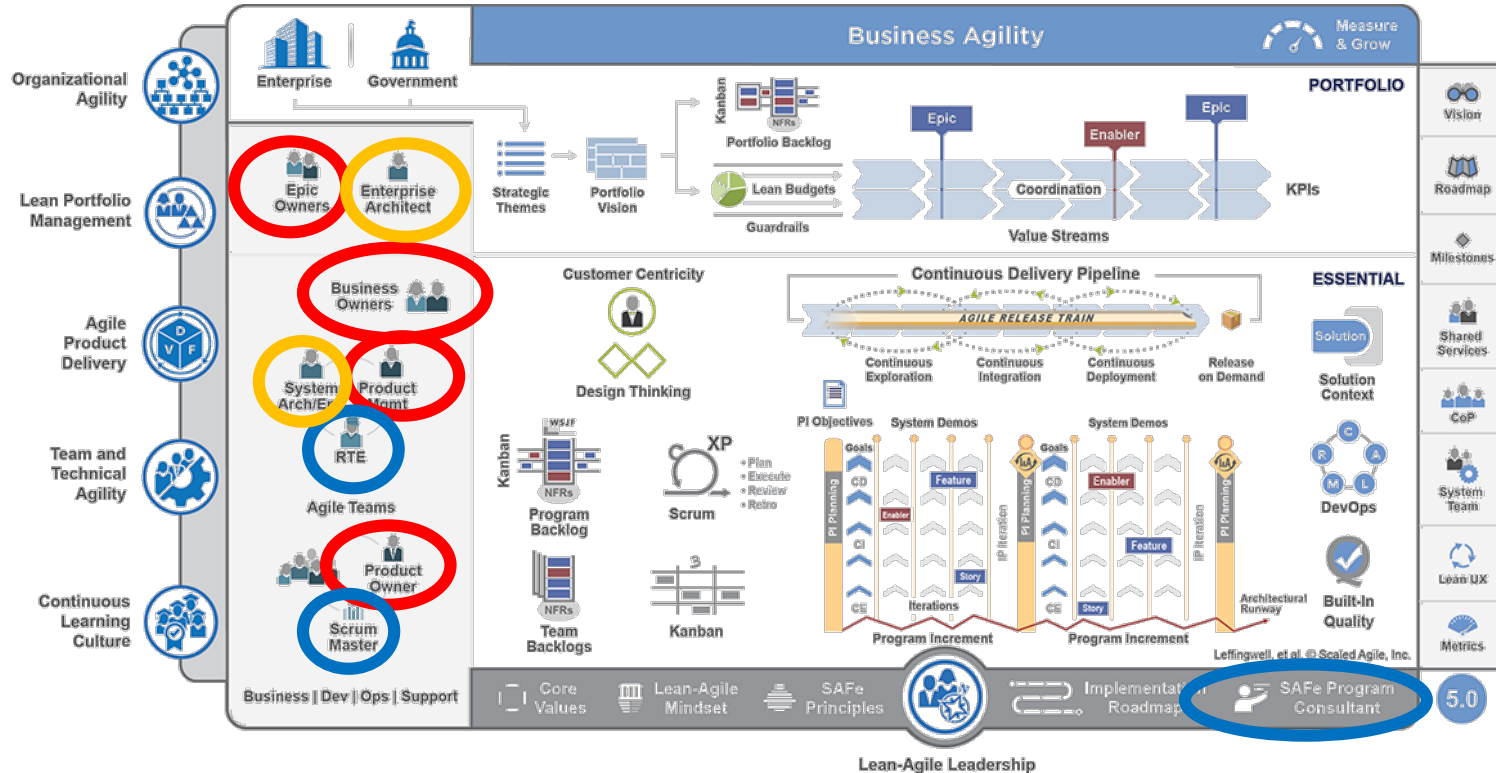
Steal it shamelessly
→ *Von SAFe und Co lernen*

Klare Rollen auf allen Ebenen

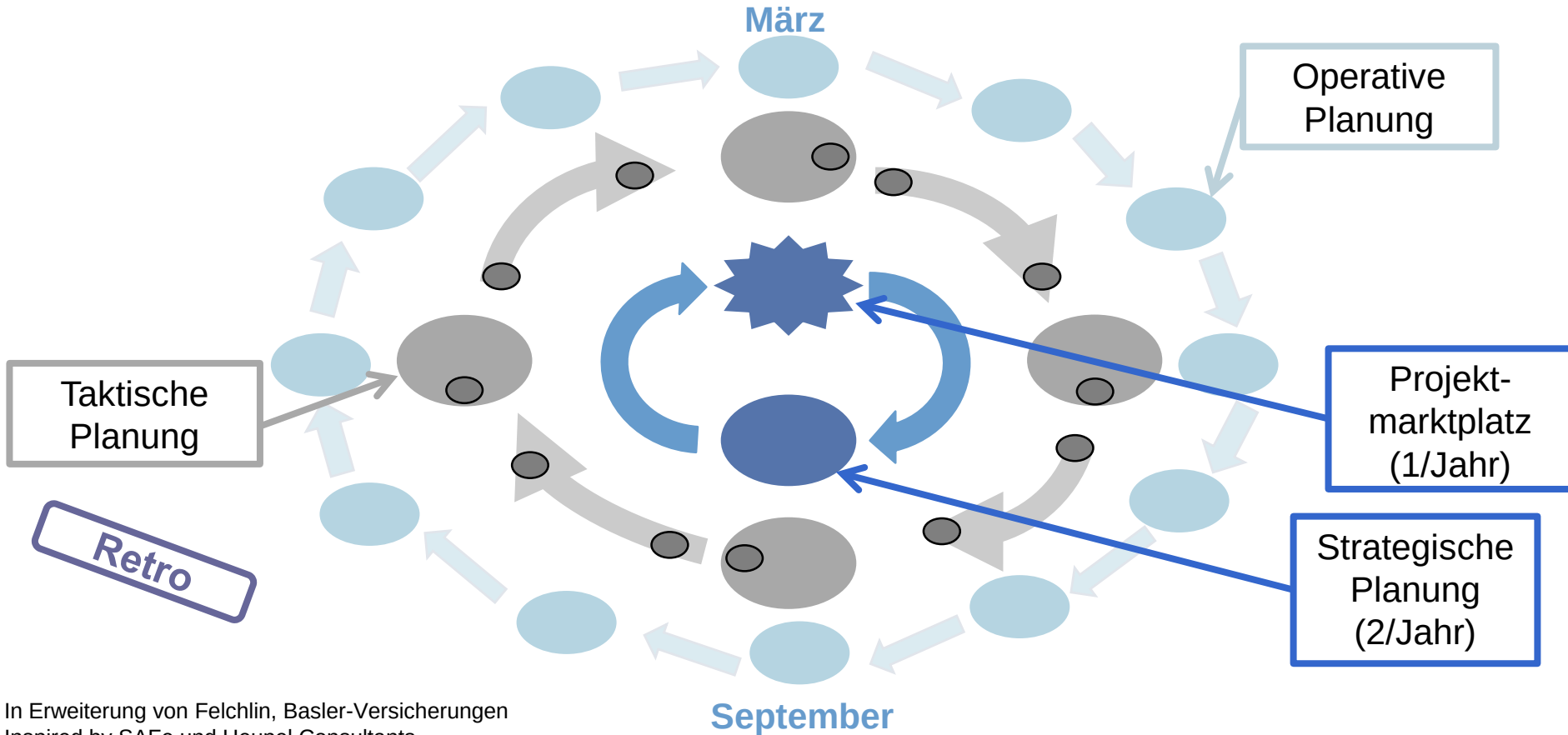
Methode und Moderation

Product Ownership

Architektur



Portfoliosteuerung – „Heartbeat“ als zentrales Element



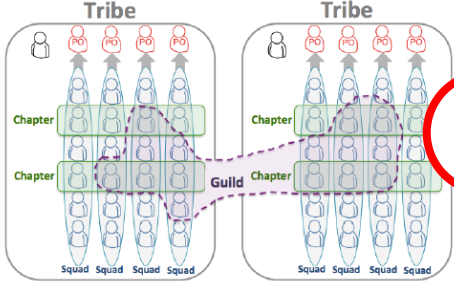
In Erweiterung von Felchlin, Basler-Versicherungen
Inspired by SAFe und Heupel Consultants

*„By the time you read this“
→ Continuous Change*

Spotify - By the time you read this, things have already changed

Scaling Agile @ Spotify
with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012



The diagram illustrates Spotify's organizational structure. It shows two identical 'Tribe' units side-by-side. Each Tribe contains four vertical 'Squad' columns, each represented by a stick figure icon. Within each Tribe, horizontal groupings are labeled 'Chapter' (two per Tribe). A dashed purple line labeled 'Guild' connects a stick figure from the first Tribe to a stick figure in the second Tribe, representing cross-tribe collaboration.

Dealing with multiple teams in a product development organization is always a challenge!

One of the most impressive examples we've seen so far is Spotify, which has kept an agile mindset despite having scaled to over 30 teams across 3 cities.

Spotify is a fascinating company that is transforming the music industry. The company has only existed 6 years and already has over 15 million active users and over 4 million paying. The product itself can be likened to "a magical music player in which you can instantly find and play every song in the world".

Alistair Cockburn (one of the founding fathers of agile software development) visited Spotify and said "Nice - I've been looking for someone to implement this matrix format since 1992 :)" so it is really welcome to see."

So how is this managed?

We have both presented at conferences and been caught in engaging discussions around how we work at Spotify and how the company handles agile with hundreds of developers. Many people are fascinated by this, so we decided to write an article about it.

Disclaimer: We didn't invent this model. Spotify is (like any good agile company) evolving fast. This article is only a snapshot of our current way of working - a journey in progress, not a journey completed. By the time you read this, things have already changed.

1/14

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**Egal, ob Sie denken,
Sie können es
oder Sie denken,
Sie können es nicht –
*Sie werden recht behalten!***

Zugeschrieben Henry Ford

Let's connect!



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LinkedIn:

<http://de.linkedin.com/in/komus>



Twitter: @Ayelt Komus

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www.praxisforum.net

HomeOffice-Edition

Praxisforum
am 26. Mai 2020

Planänderungen erlaubt: Projektmanagement Digitalisierung - Praxisbeispiel „Digitalisierungs- Leuchtturm in der Endmontage“	Aufgrund von Corona in Rekordzeit ins Homeoffice S/4 Greenfield-Einführung in Zeiten der Unsicherheit
Erfolgreich managen in der Corona-Krise	Zwanghaft oder zwangsläufig agil – aktuelle Erfahrungen aus der Gesundheitsbranche
Warum wir keine Führungskräfte mehr brauchen - Erfahrungen, Herausforderungen, Erfolge eines Mittelständlers in Zeiten von Corona	Prozessmanagement und Digitale Innovation in Zeiten von Corona Multiprojektmanagement in Zeiten von Corona - Ergebnisse einer empirischen Studie

Anmeldung und Agenda unter www.praxisforum.net