

“Soft is hard – Hard is Soft”

Ein Strukturmodell zum Cherry Picking bei den Scaled Agile Frameworks



In-Between 2021

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Process and Project



www.process-and-project.net

www.heupel-consultants.com

www.praxisforum.net



Vorstellung



Prof. Dr. Ayelt Komus

Professor Hochschule Koblenz,
Mitinitiator Modellfabrik Koblenz

Wissenschaftlicher Beirat
Heupel Consultants,

Mitinitiator Process and Project

Expertise Agile Methoden: Hybrid, Non-IT, Scaled, Change

80+ Fachpublikationen,

150+ Keynotes/Vorträge,

150+ Interviews/Medienberichte

Studien wie 4. Studie „Status Quo (Scaled) Agile“ mit GPM

XING [xing.to/Ayelt_Komus](https://www.xing.to/Ayelt_Komus)

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[hs-koblenz.de](https://www.hs-koblenz.de)
[heupel-consultants.com](https://www.heupel-consultants.com)
[process-and-project.net](https://www.process-and-project.net)
[praxisforum.net](https://www.praxisforum.net)



Sonja Schmidt

Unternehmensberaterin
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Lehrbeauftragte Hochschule Koblenz

M.Sc. Operations Management
(Hochschule Koblenz)

Expertin für (skalierte) agile Methoden, hybrides
Projektmanagement, Digitalisierung, VUCA &
strategisches IT-Management, Transformation

Co-Autorin und Methodenverantwortliche von Studien wie
„Status Quo (Scaled) Agile 2020“, „Mein Digital Profil“

Certified Scrum Master

XING [xing.com/profile/Sonja_Schmidt127/cv](https://www.xing.com/profile/Sonja_Schmidt127/cv)

in [linkedin.com/in/sonja-schmidt](https://www.linkedin.com/in/sonja-schmidt)

 s.schmidt@heupel-consultants.com

**Als Organisation
agil und VUCA-robust werden!
Aber wie?**

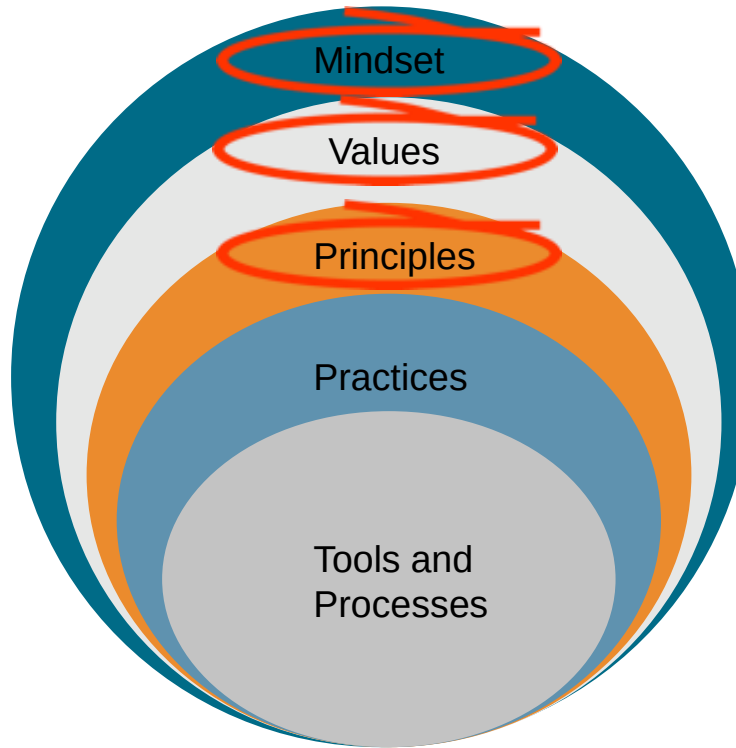
Agil auf Team-Ebene: Kinderteller



© M-image via Fotolia

Agil ist mehr als nur agile Strukturen

Less visible
- more powerful



More towards
learning organisation

Requires structural
and cultural change

Can be adopted
in command and
control

Agile Onion by AWA, Simon Powers



Lutz Ehrlich

@bumzack

Folge ich



Appelle an den richtigen „agilen Mindset“ sind wie 8 Mal am Tag Zähneputzen bei Lungenentzündung. Kann man machen; gibt frischen Atem. Bringt halt nix.



RETWEET

Soft is Hard

Hard is Soft

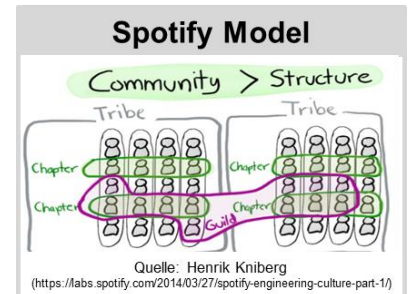
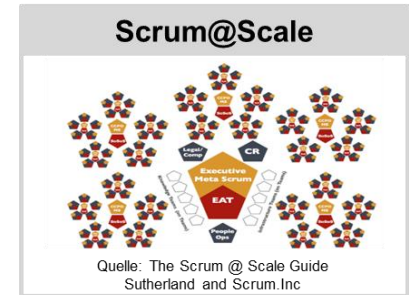
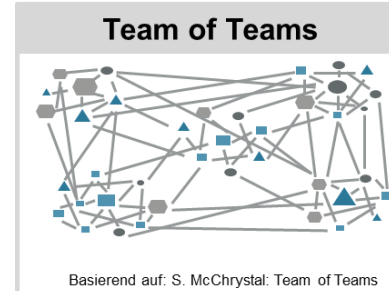
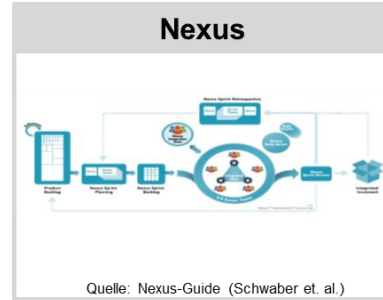
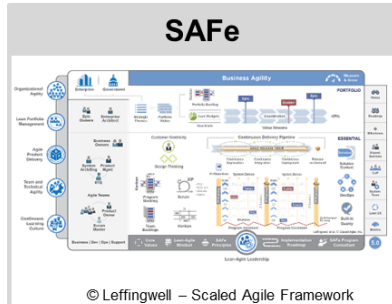
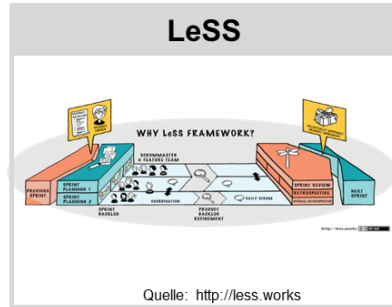


Tom Peters
In Search of Excellence

By Allison Shirreffs - <http://tompeters.com/>, Public Domain,
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**Welches sind die
grundlegenden Weichenstellungen
der agilen Zusammenarbeit?**

Agile Skalierungsansätze bieten Reichtum an Ideen und Ansätzen



Was muss Programm-/Portfoliomanagement liefern?

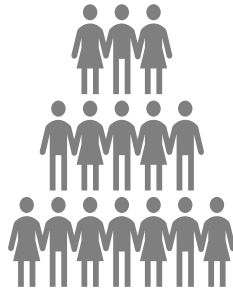


Vision, Strategie und Priorisierung

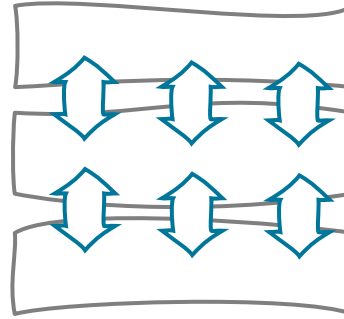
Gesamtheitliche
Produkt- bzw.
Lösungsarchitektur



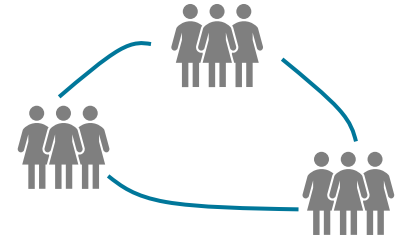
Rollen- und
Organisationskonzept



Planungsebenen, Taktung
& Synchronisation



Team- & Produktions-
Alignment



u.a. Koordination, Abhängigkeiten
managen, Konfigurationsmgmt.



Prinzipien & Strukturen der Prozessgestaltung und –weiterentwicklung

Was muss Programm-/Portfoliomanagement liefern?

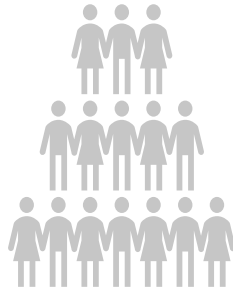


Vision, Strategie und Priorisierung

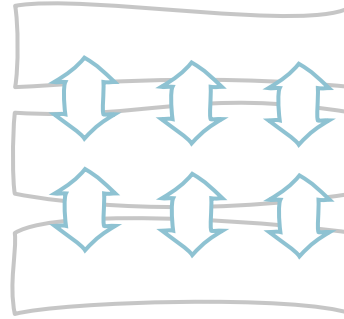
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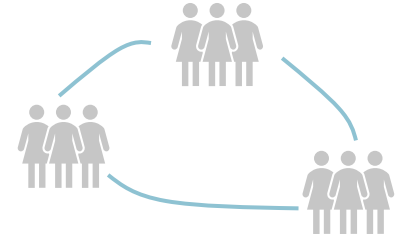
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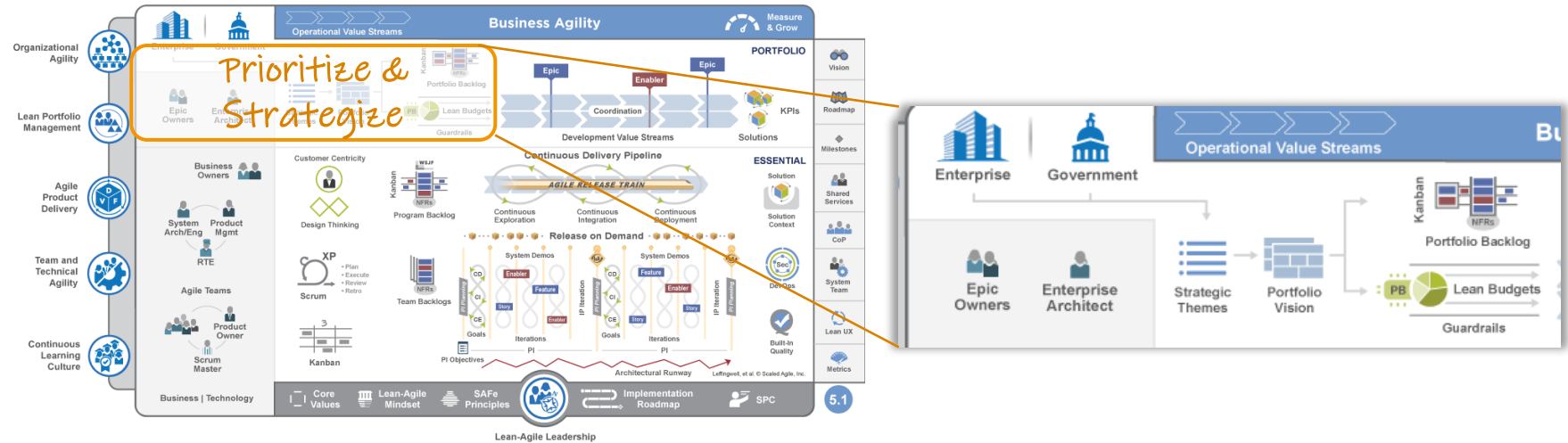
u.a. Koordination, Abhängigkeiten
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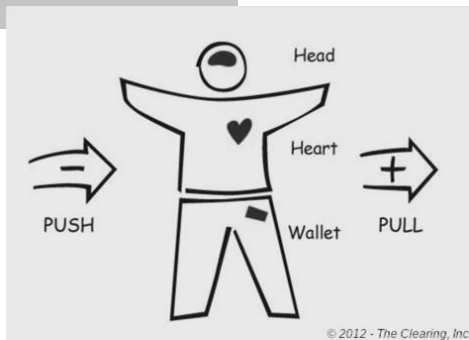
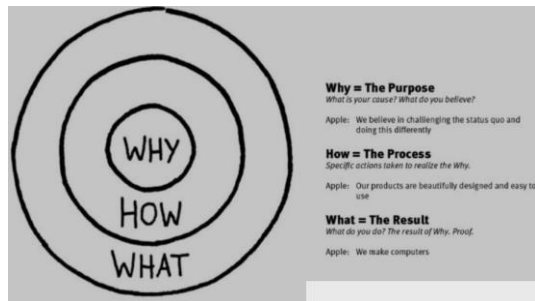
Prinzipien & Strukturen der Prozessgestaltung und –weiterentwicklung

Strategieprozess insbesondere bei SAFe umfassend ausgestaltet

- Jede Programm-Planung setzt einen Strategieentscheidung voraus
- Insbesondere bei SAFe ist der strategische Bereich explizit ausgeprägt



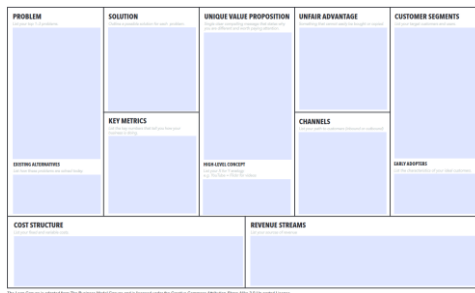
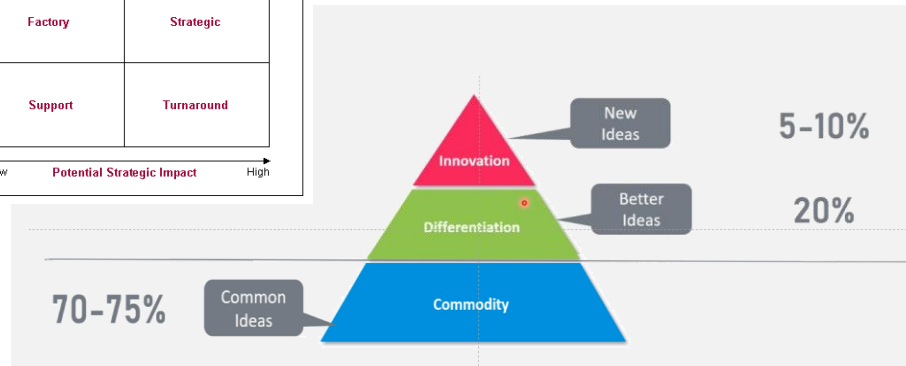
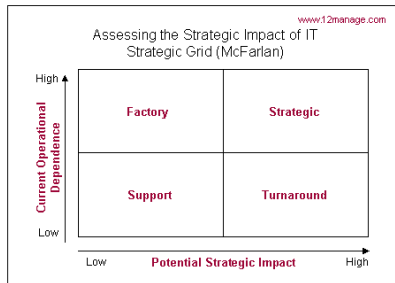
Werkzeuge, Elemente der Strategiediskussion



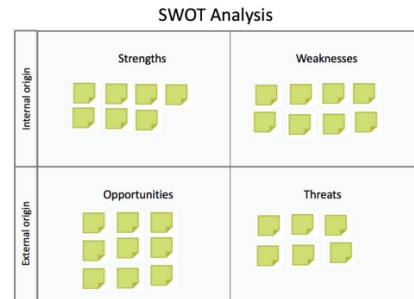
Objective	Key Results
Increase customer engagement in our community platform	Reduce membership churn from 20% to 5%
	Increase Net Promoter Score from 35 to 60
	Improve average weekly visits per active user from 5,000 to 20,000
	Increase non-paid (organic) traffic to from 1,500 to 5,000
	Improve engagement from 30% to 60%

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Figure 4. Applying OKRs to define strategic themes



The Lean Canvas is adapted from The Business Model Canvas and is licensed under the Creative Commons Attribution-ShareAlike 3.0 license.



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Figure 4. SWOT analysis

Was muss Programm-/Portfoliomanagement liefern?

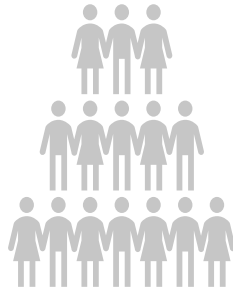


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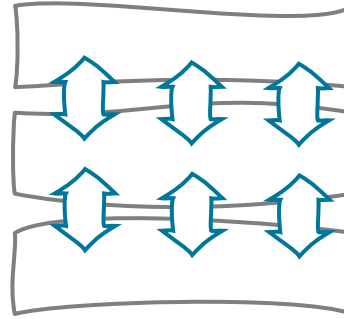
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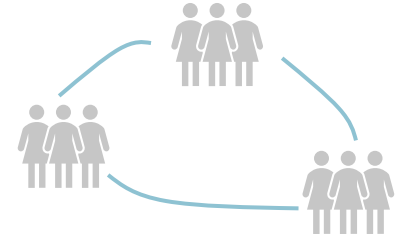
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Organisationskonzept



Planungsebenen, Taktung
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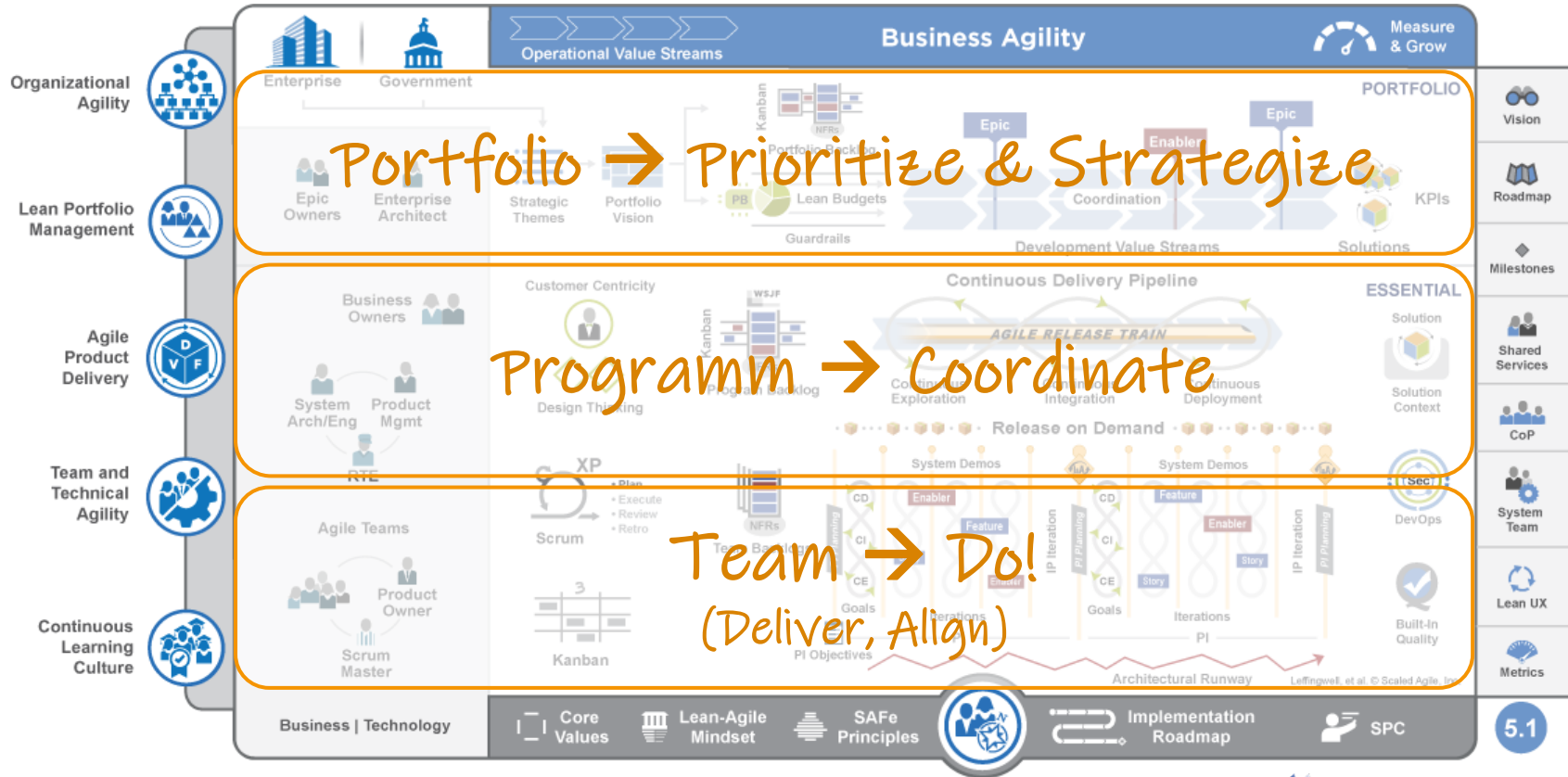


u.a. Koordination, Abhängigkeiten
managen, Konfigurationsmgmt.

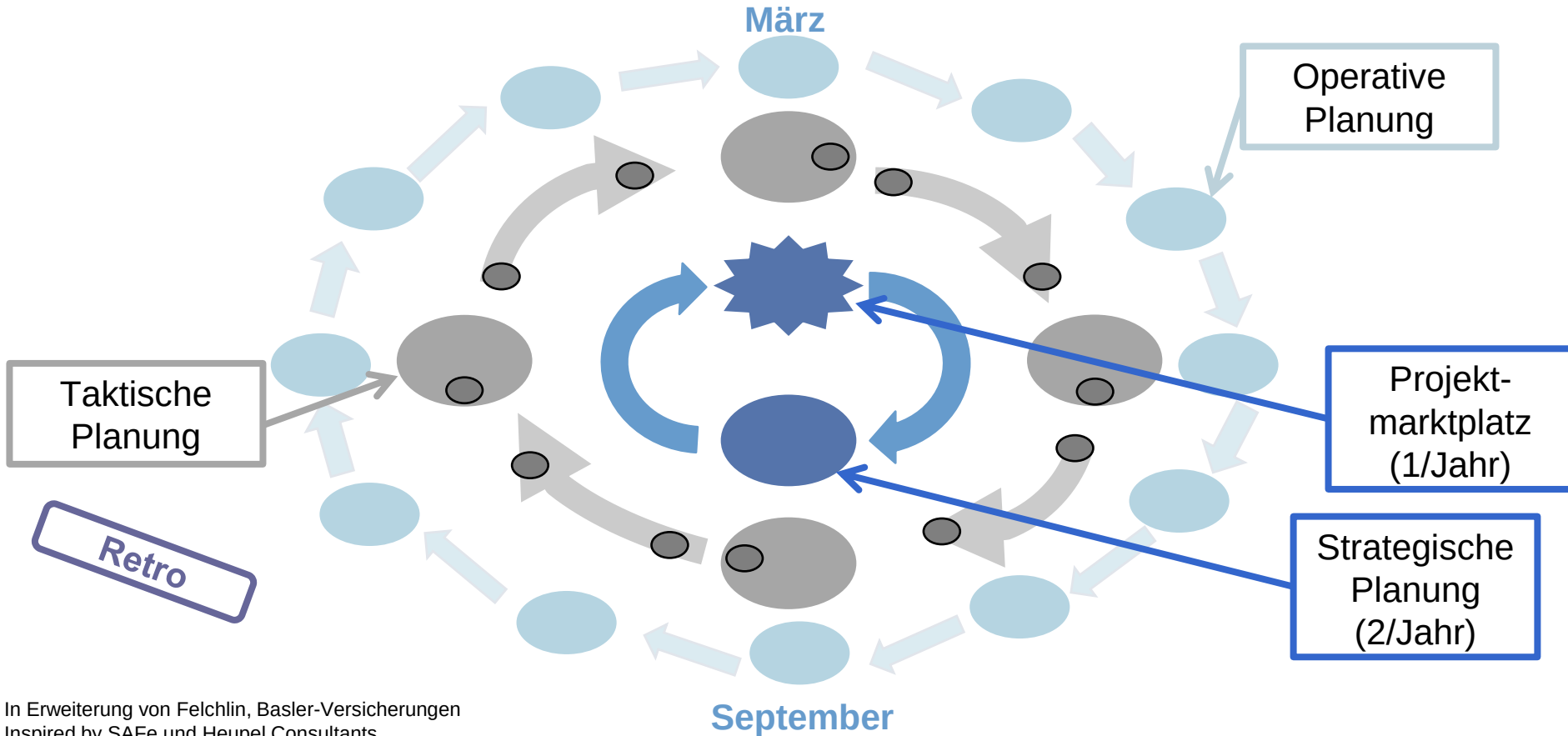


Prinzipien & Strukturen der Prozessgestaltung und –weiterentwicklung

Beispiel SAFe – Ebenenkonzept der Planung

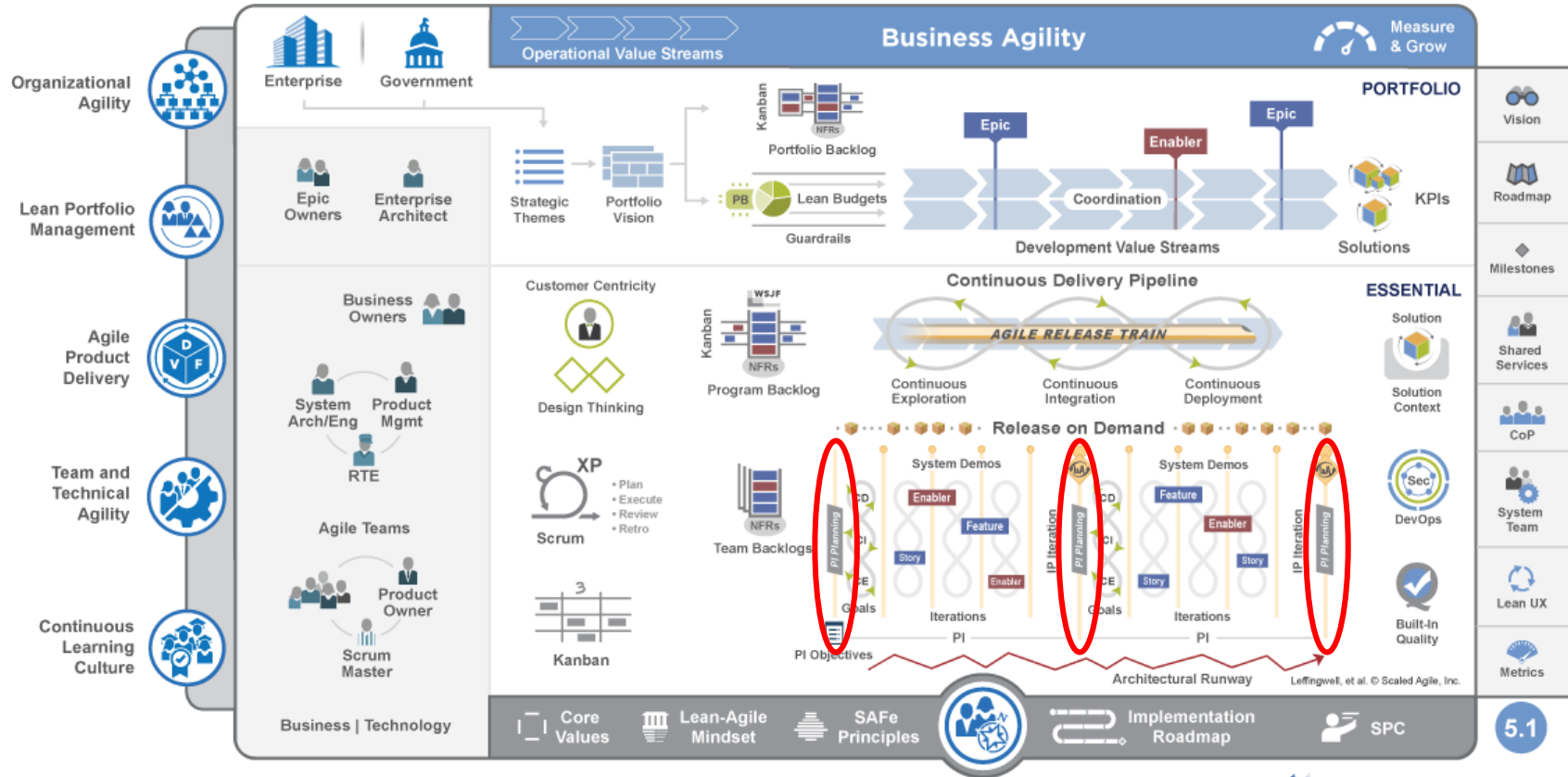


Portfoliosteuerung – „Heartbeat“ als zentrales Element

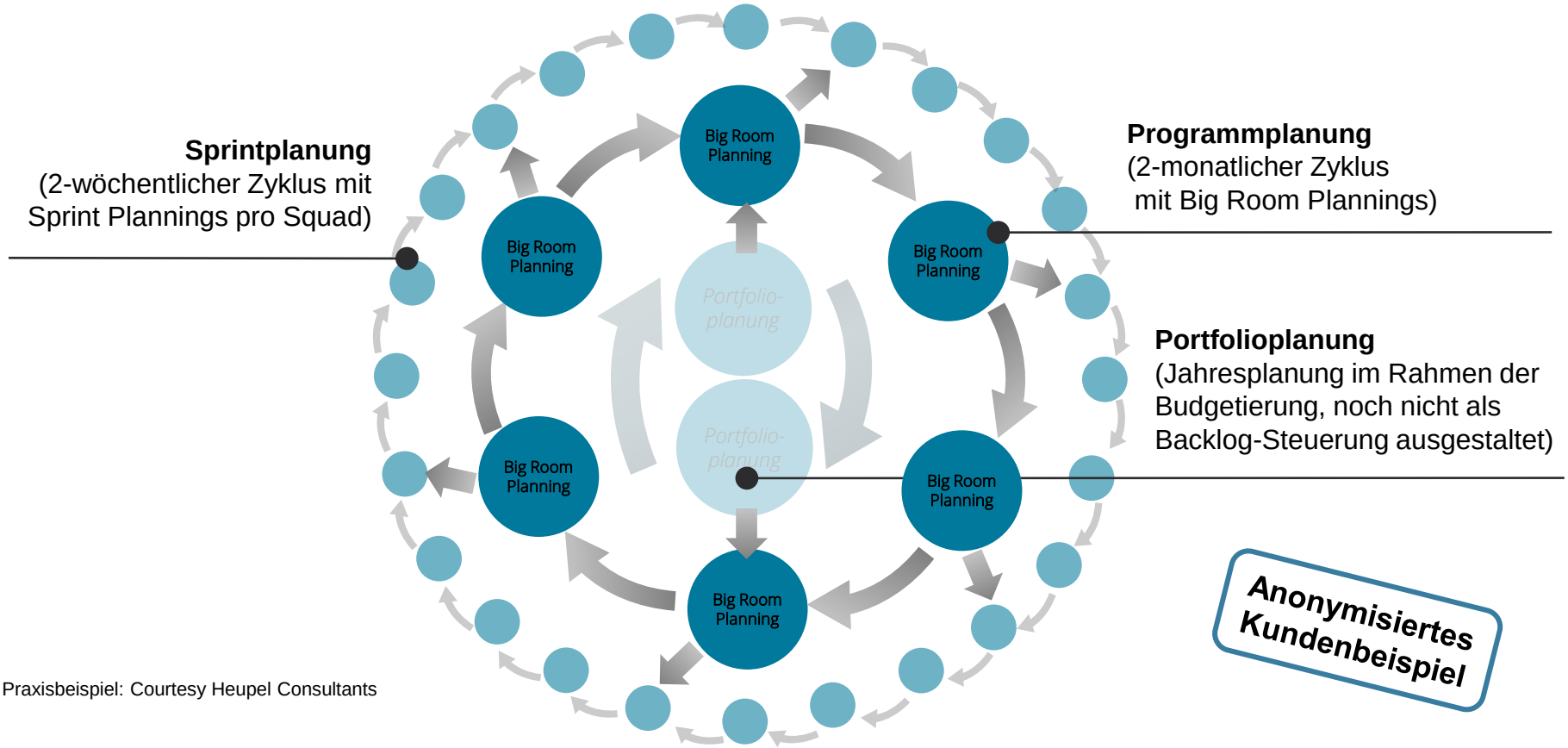


In Erweiterung von Felchlin, Basler-Versicherungen
Inspired by SAFe und Heupel Consultants

SAFe – Heartbeat (Programm Increment)



Praxisbeispiel High Tech Industry: Steuerungsebenen



Praxisbeispiel: Courtesy Heupel Consultants

Was muss Programm-/Portfoliomanagement liefern?

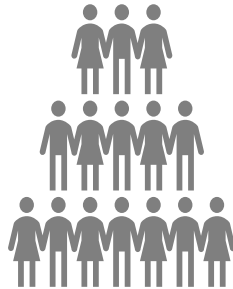


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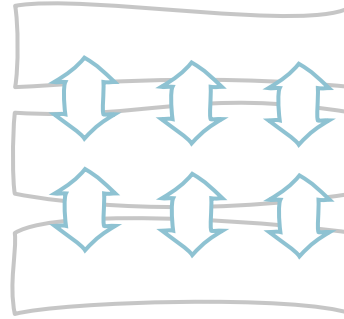
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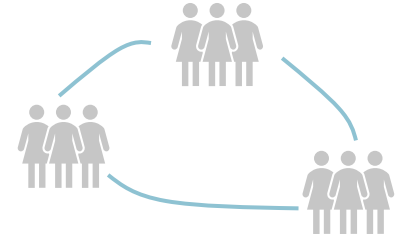
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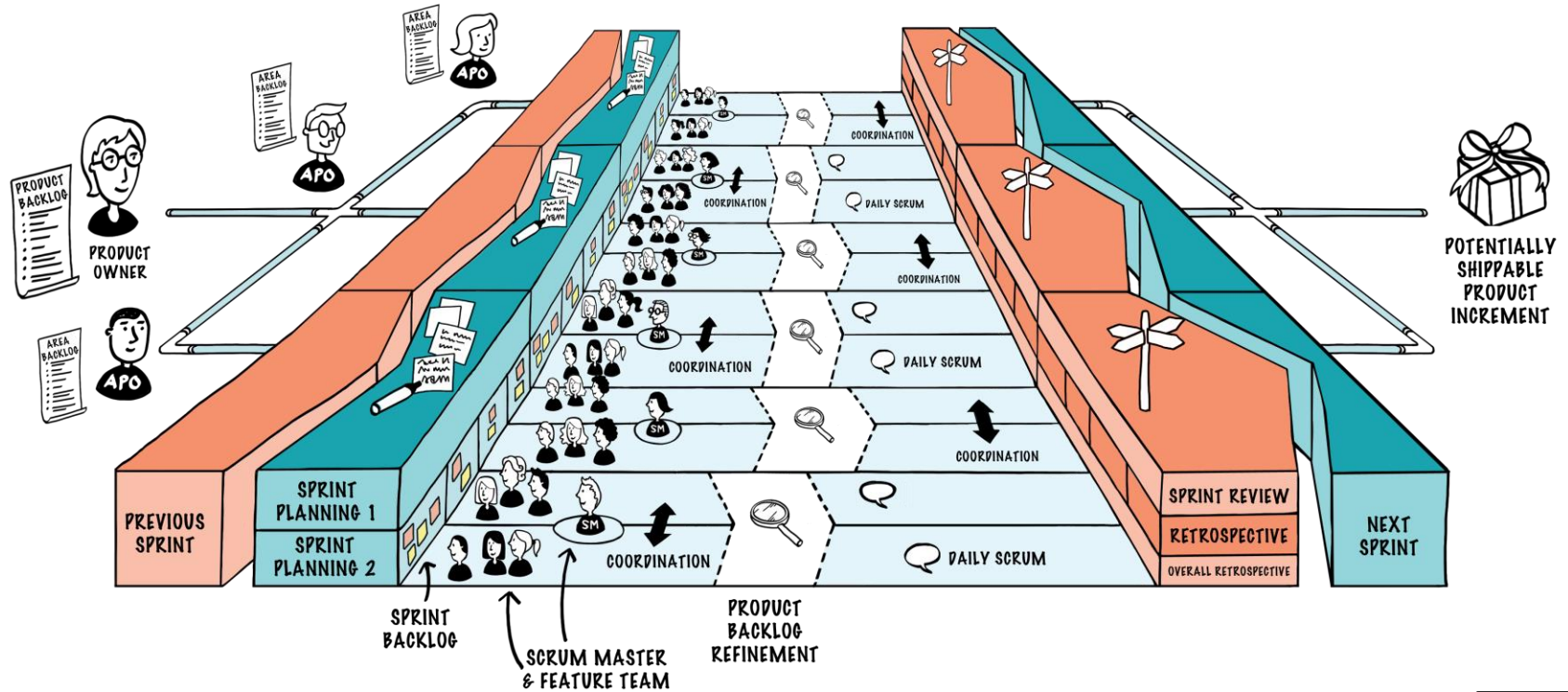


u.a. Koordination, Abhängigkeiten
managen, Konfigurationsmgmt.



Prinzipien & Strukturen der Prozessgestaltung und –weiterentwicklung

Struktur und Prinzipien „LeSS Huge“ (>8 Teams)



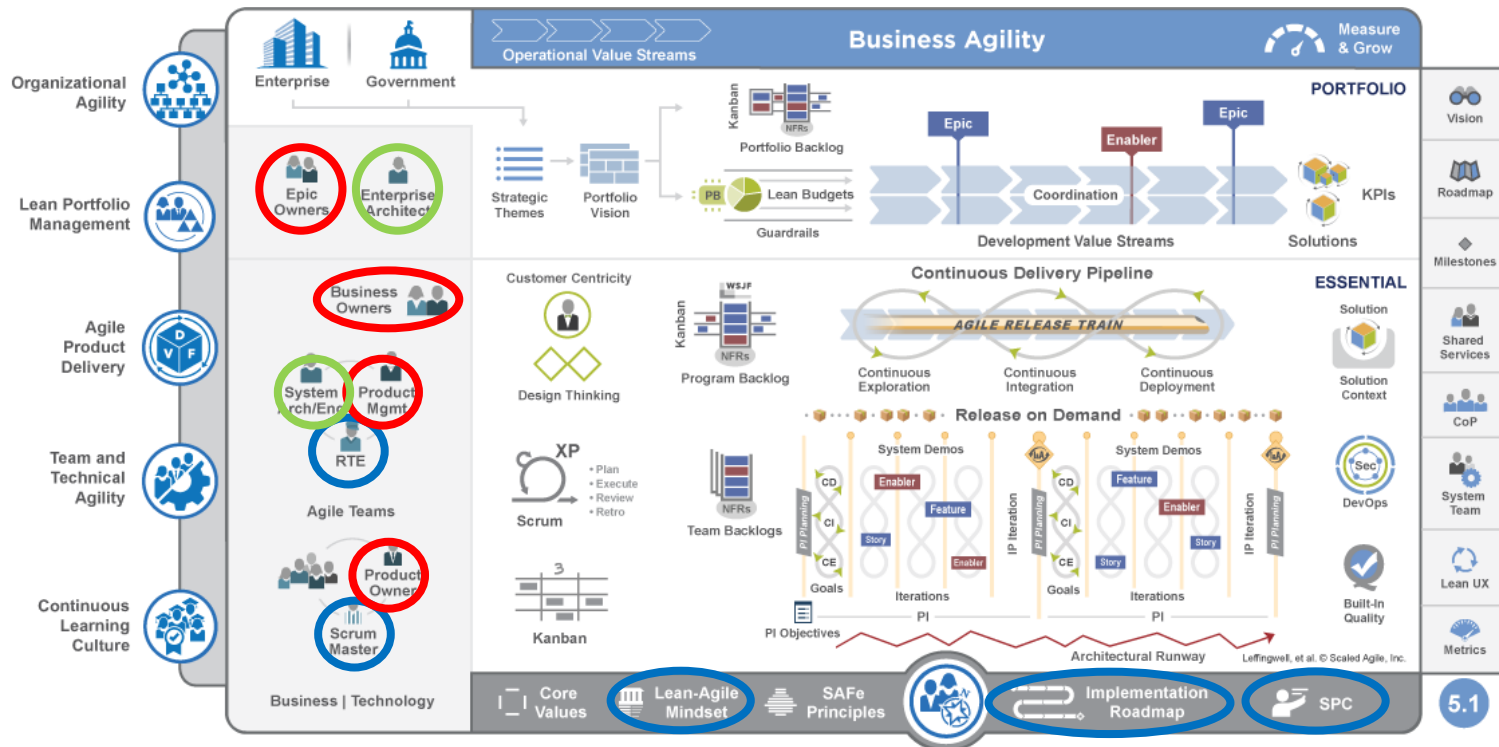
<http://less.works> CC BY-ND

Beispiel SAFe – Erweitertes Rollenset

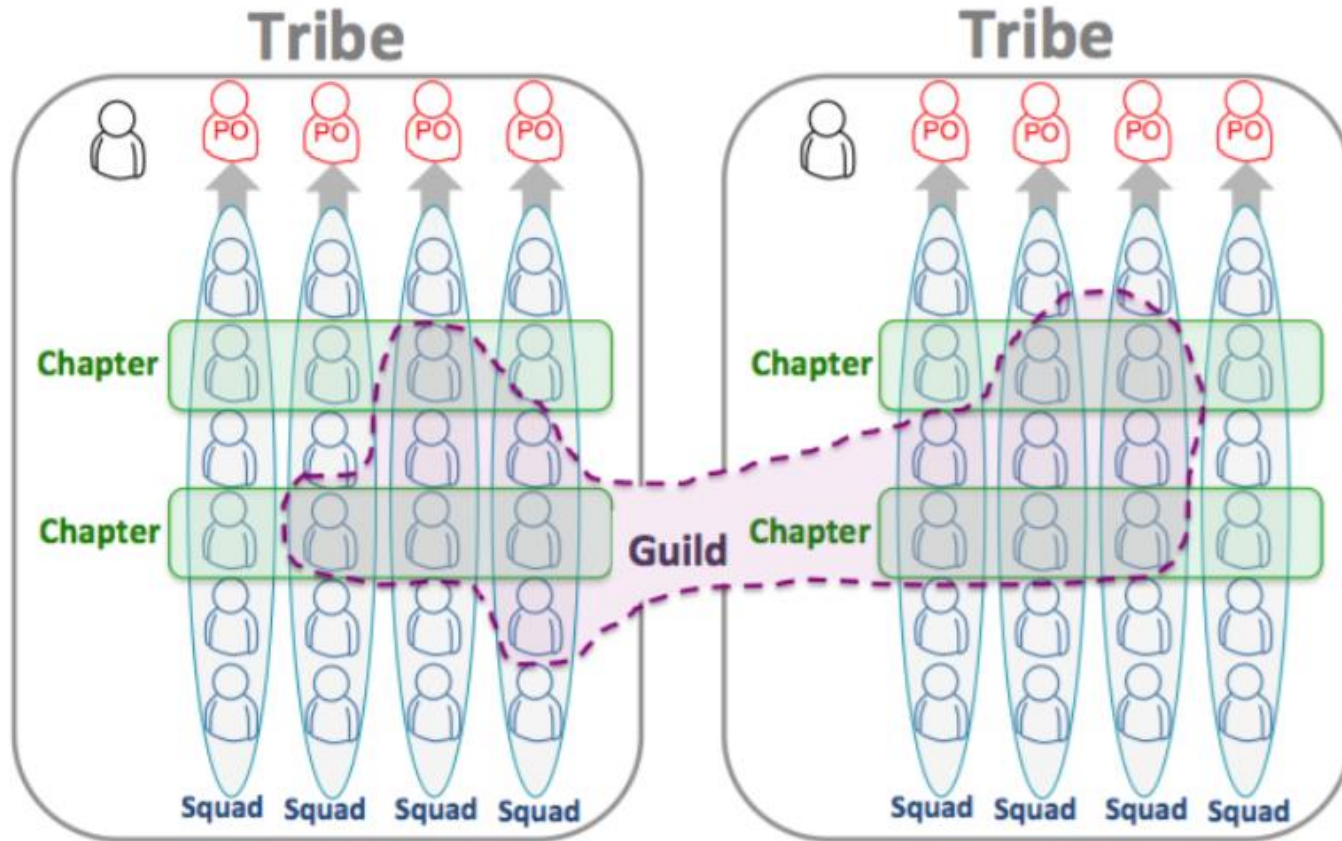
Methode und Moderation

Product Ownership

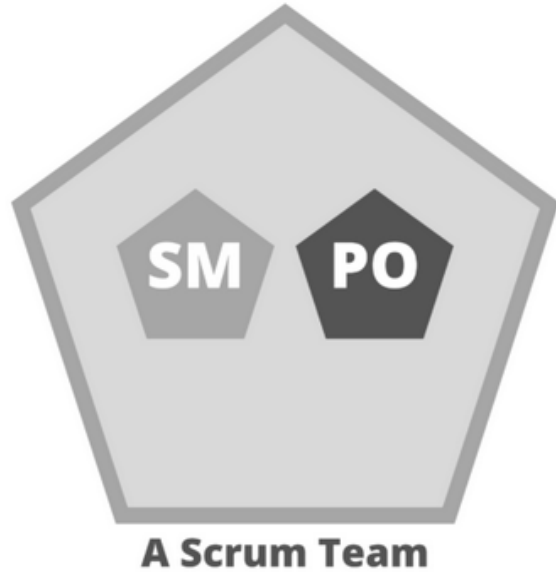
Architektur



Spotify Model – Gilden und Chapter



Scrum of Scrums (SoS) – Org-Struktur

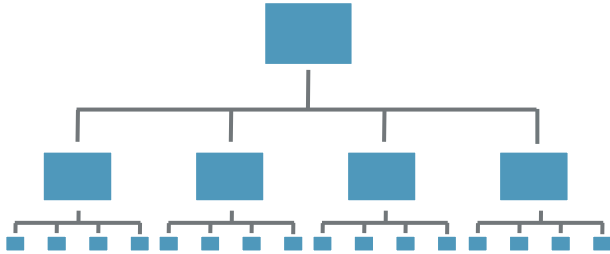


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www.scrumatscale.com
education.scruminc.com

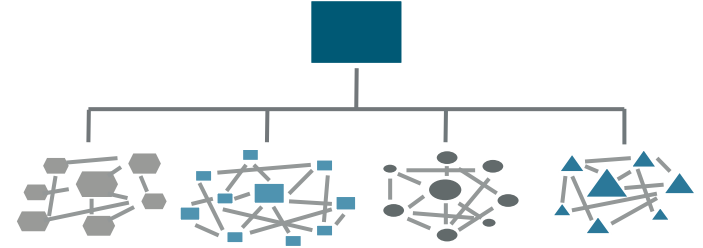
www.scrumatscale.com

Command, Command of Teams, Team of Teams

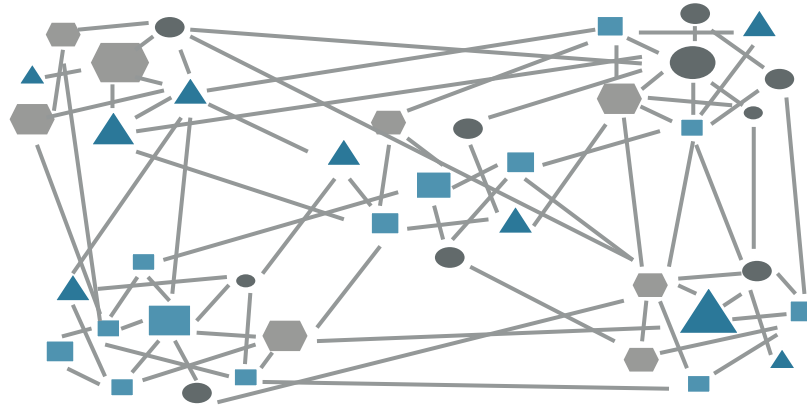
Command



Command of Teams



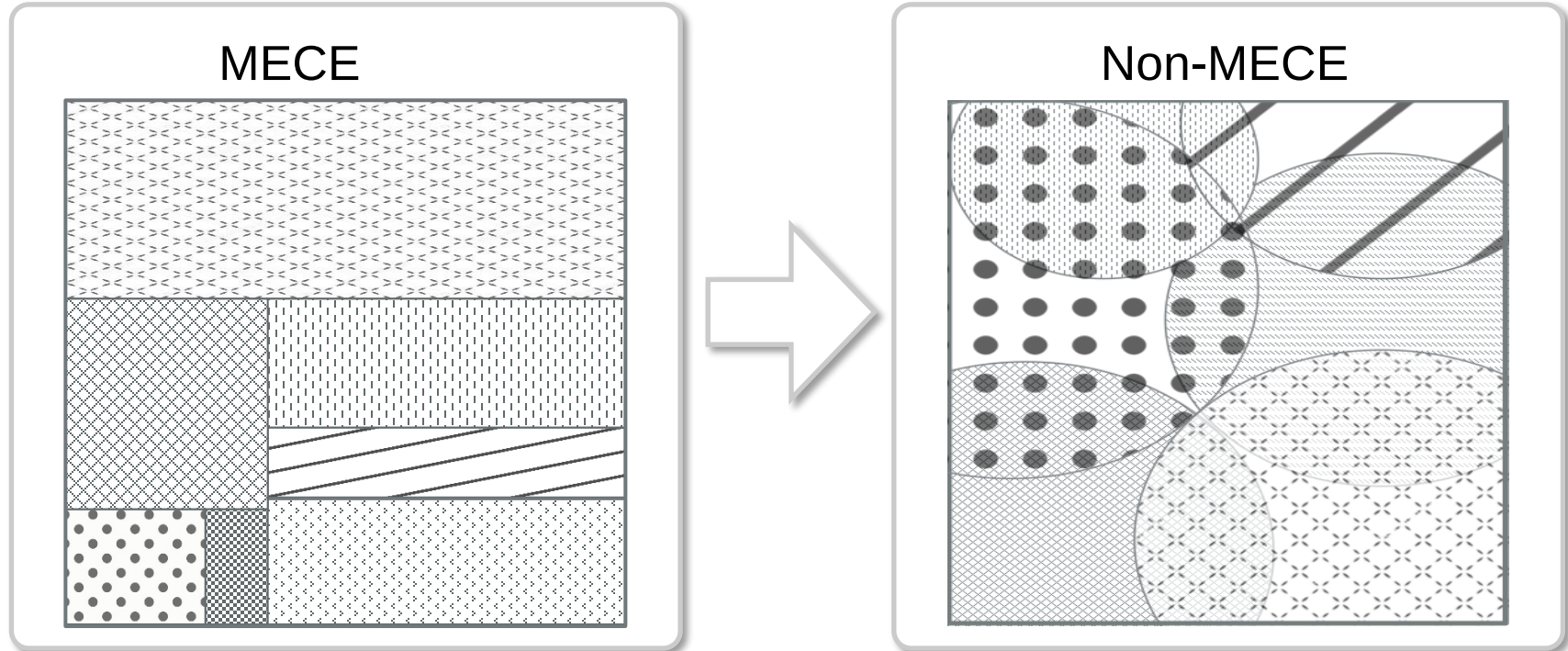
Team of Teams



Source/based on: S. McChrystal: Team of Teams

Gestaltungsprinzipien: Von MECE zu Non-MECE

Organisationsprinzip MECE: **M**utually **E**xclusive and **C**ollectively **E**xhaustive
~ überschneidungsfrei (disjunkt) und vollständig



Source/based on: S. McChrystal: Team of Teams

Beispiel LeSS – Descaling over Scaling

LeSS BOOK CHAPTER 2:
INTRODUCTION



LEAN
THINKING



SYSTEMS
THINKING



PRINCIPLES



COACHING



ADOPTION



CONTINUOUS
IMPROVEMENT

Was ist Large Scale Scrum?

~~Wie kann ich agile Methoden in meiner großen,
komplexen Organisation implementieren?~~

Wie können wir unnötig große und komplexe Strukturen
in der Organisation vereinfachen ?
- „agil sein“ statt „agil tun“ -

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



CONTINUOUS
INTEGRATION



TECHNICAL
EXCELLENCE



ARCHITECTURE
& DESIGN



ROLE OF
MANAGERS



MANAGEMENT



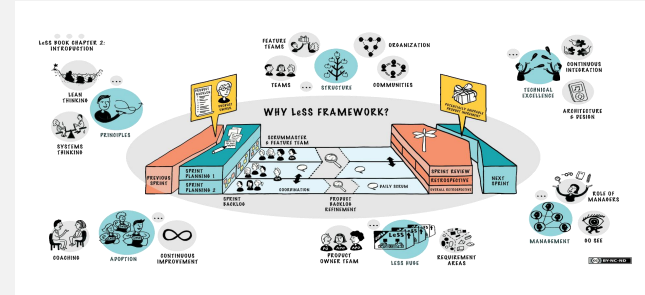
GO SEE

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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

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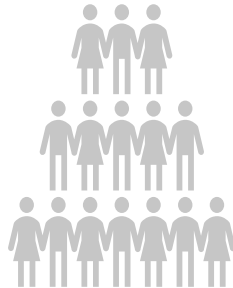


Vision, Strategie und Priorisierung

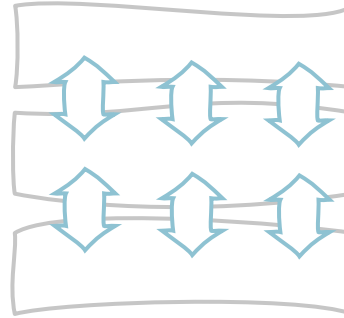
Gesamtheitliche
Produkt- bzw.
Lösungsarchitektur



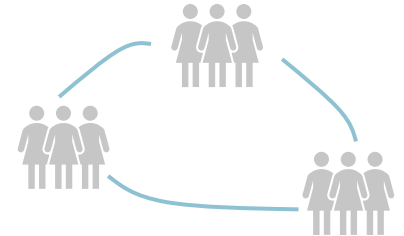
Rollen- und
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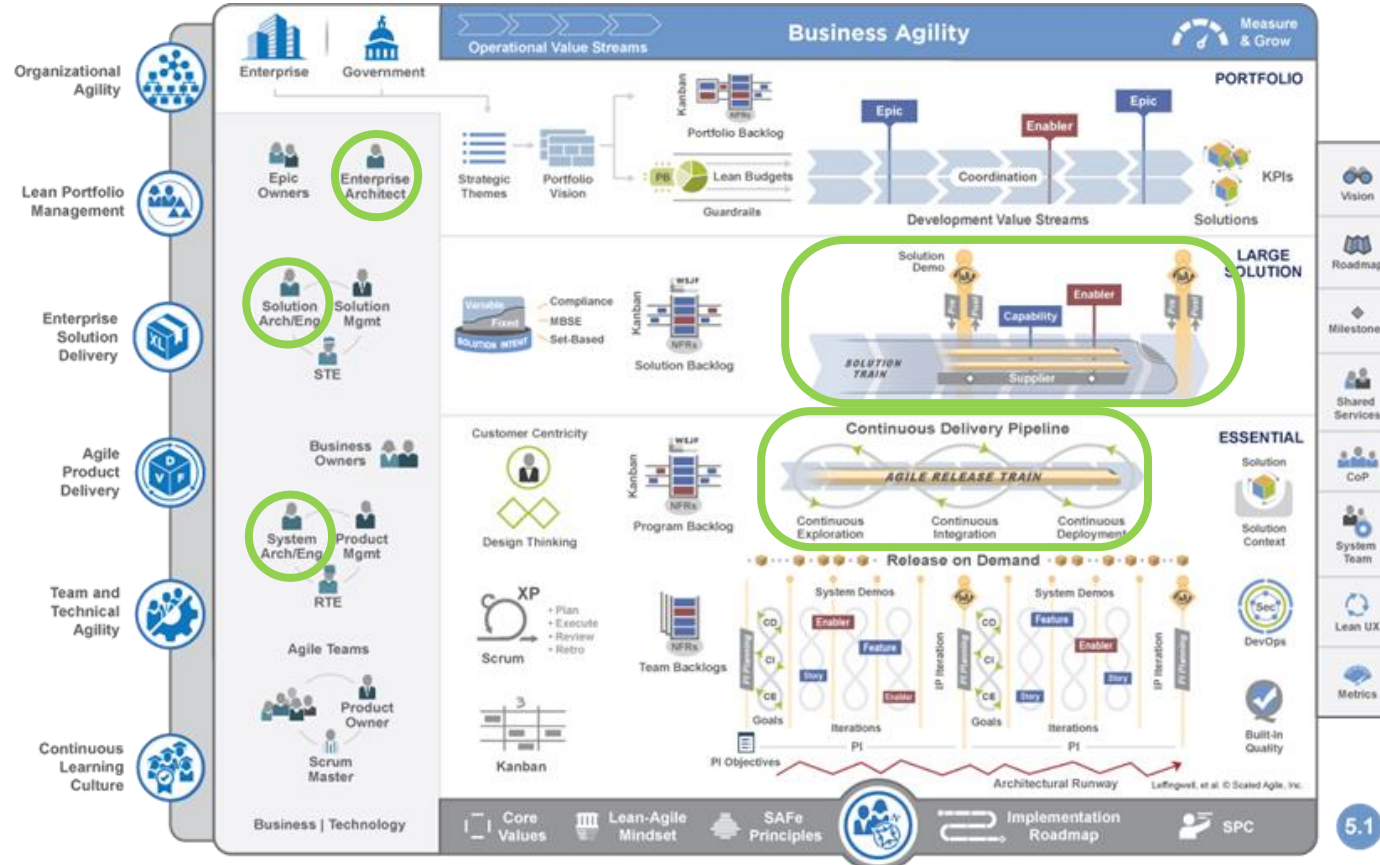


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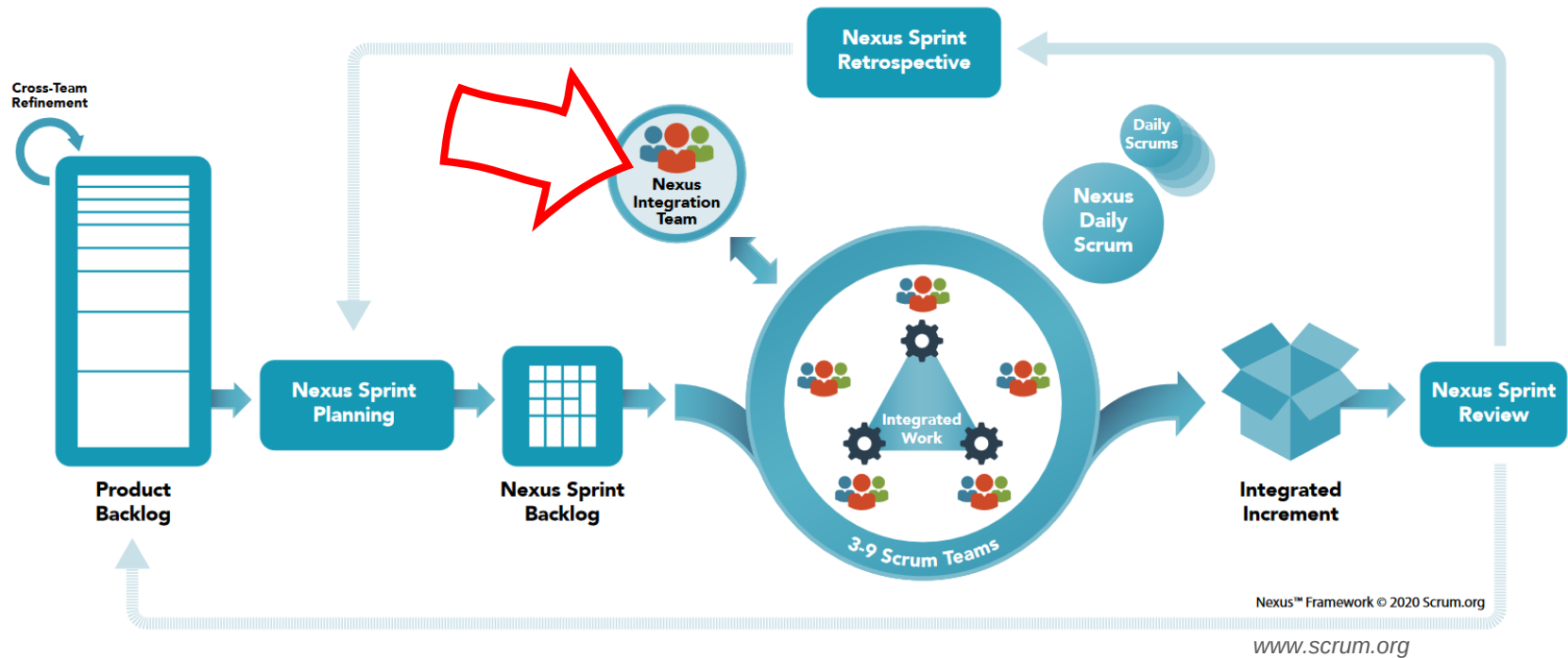


Prinzipien & Strukturen der Prozessgestaltung und –weiterentwicklung

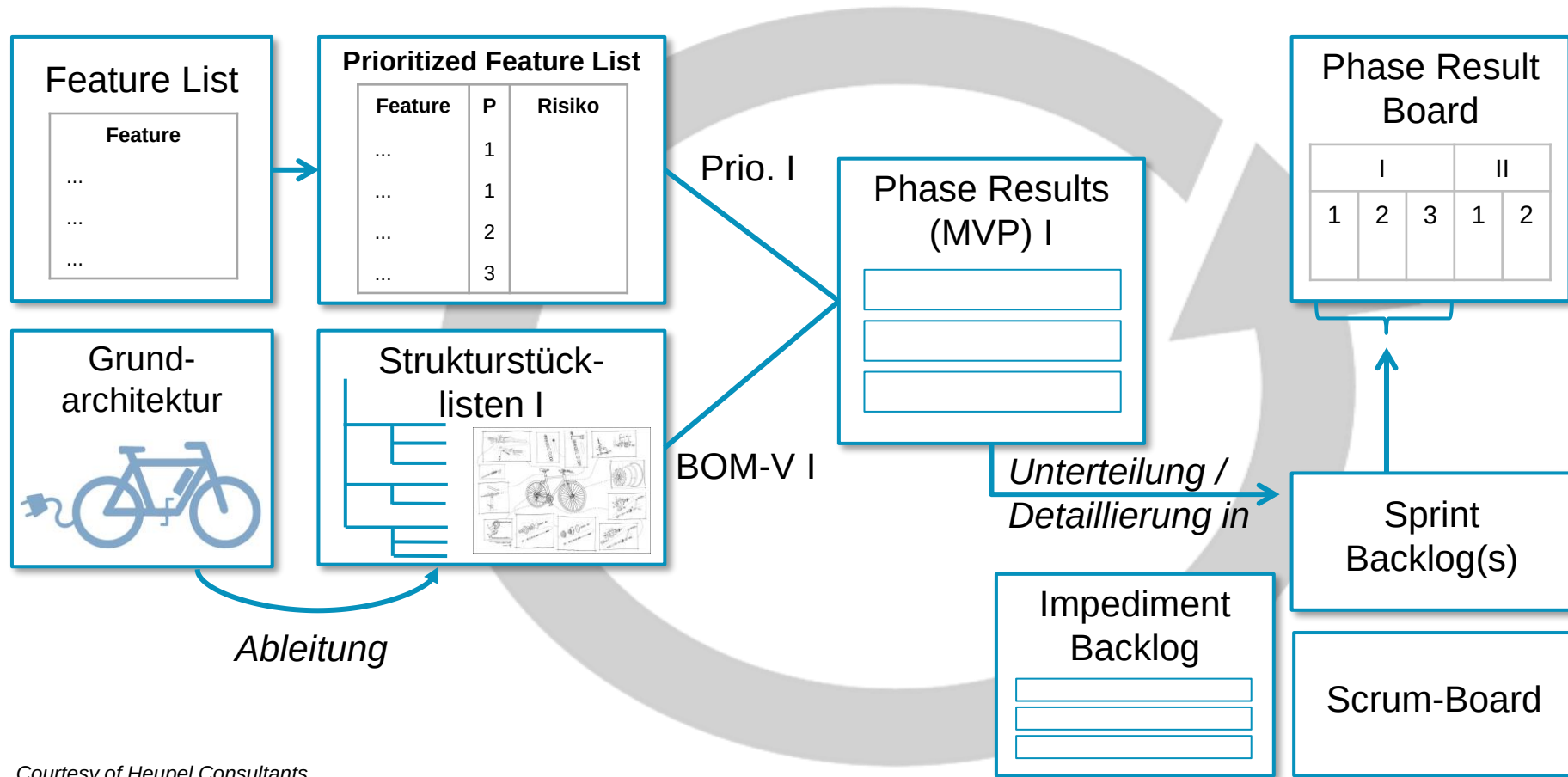
Beispiel SAFe – Architekten-Rolle und Artefakte



Nexus



Artefakte



Courtesy of Heupel Consultants

Was muss Programm-/Portfoliomanagement liefern?

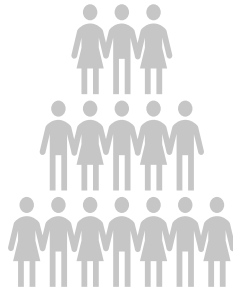


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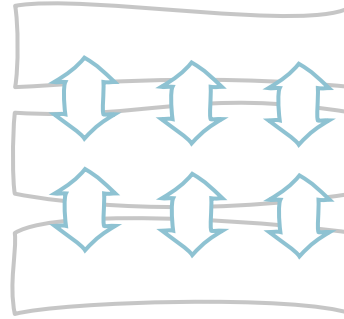
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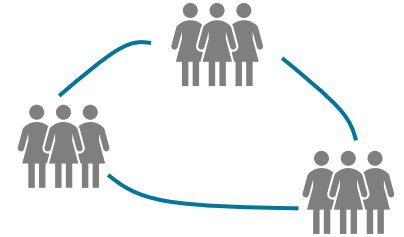
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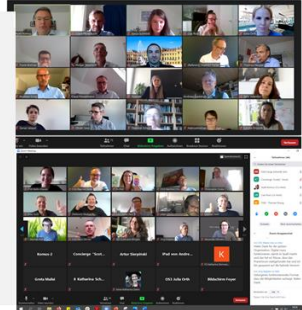
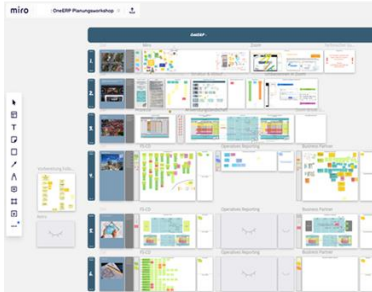
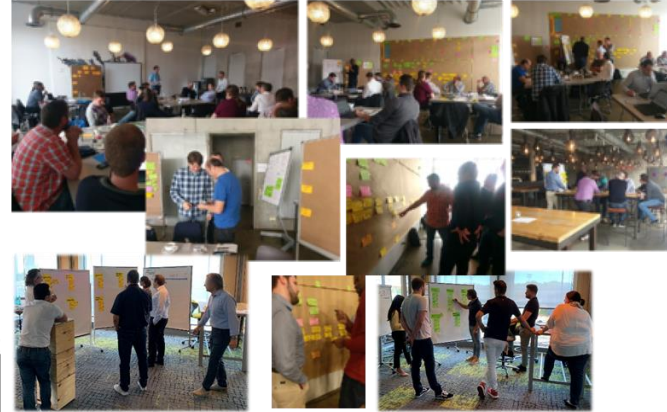
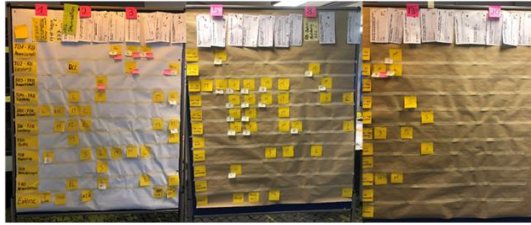


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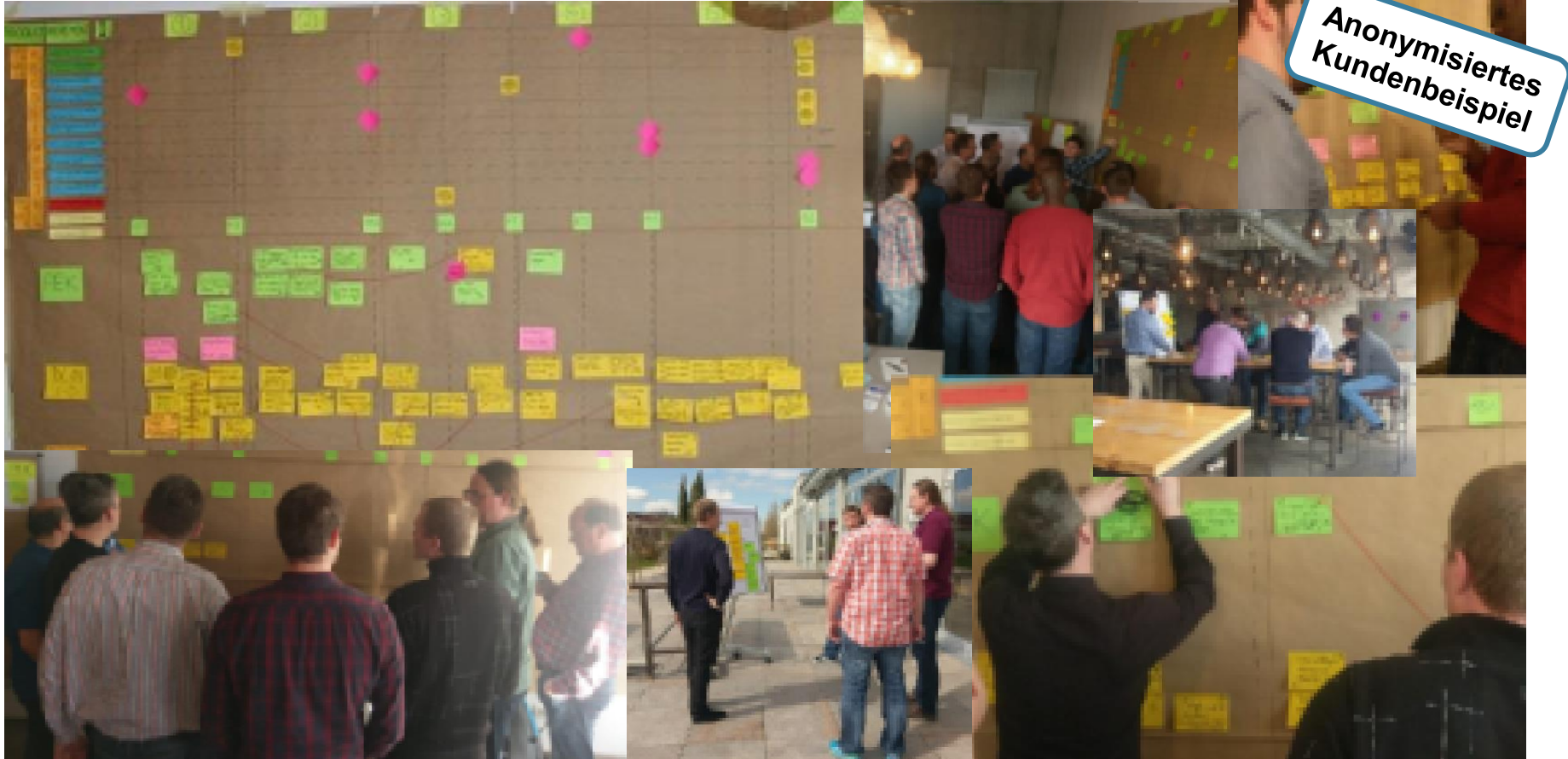
Prinzipien & Strukturen der Prozessgestaltung und –weiterentwicklung

Big Room Planning - Impressionen

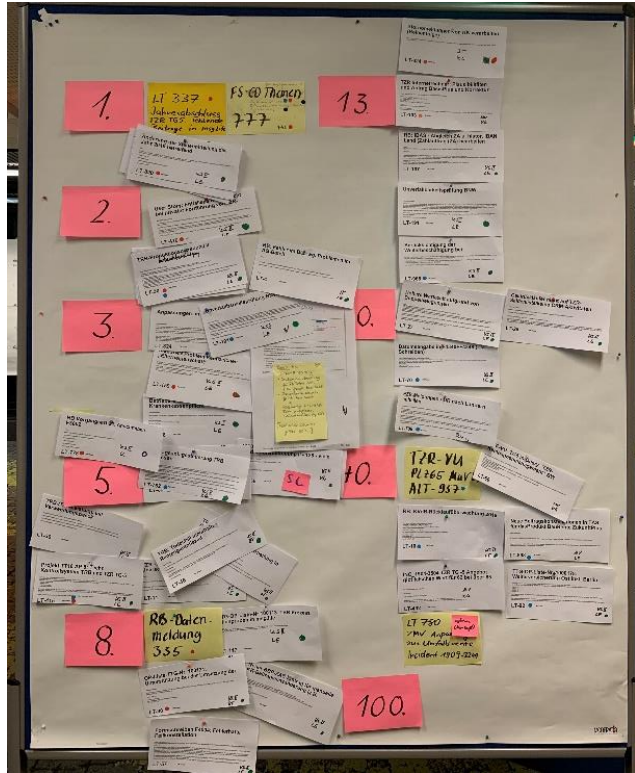


Alle Bilder: Heupel Consultants

Beispiel Big Room Planning - Dependency Board

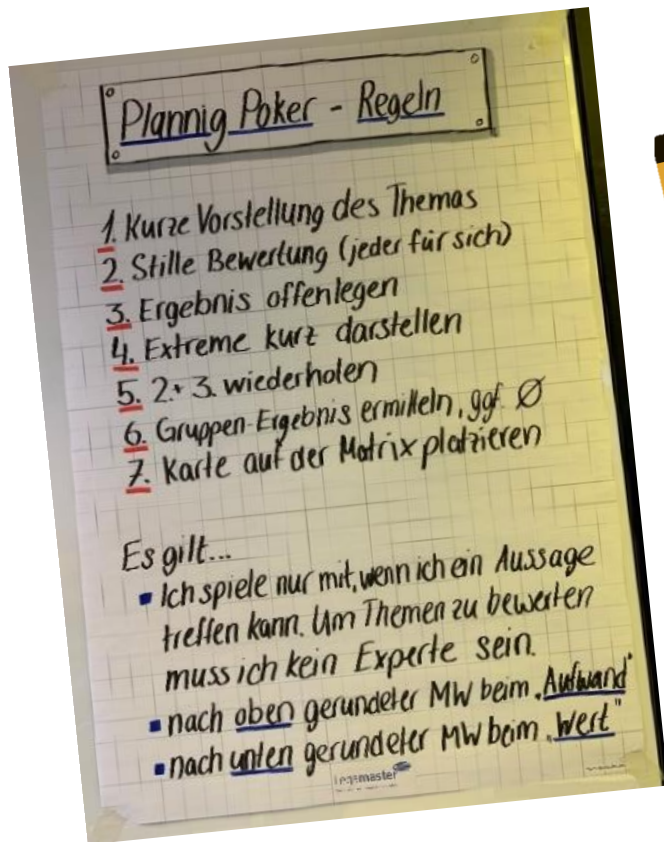


Beispiel Big Room Planning - Kapazitäten und Prioritäten



Courtesy of Heupel Consultants

Relatives Schätzen mit Planning Poker als zentrales Element



Big Room Planning im Online Format mit Zoom und Miro

miro | OneERP Planungsworkshop ☆ ↗

ONEERP PLANUNGSWORKSHOP: TAG 1 UND TAG 2

Ziel | **Miro** | **Zoom** | **Technischer Su...**

1. Ziel | Workshop... | Struktur & Ablauf... | Umbenennen in Zoom

2. Ziel | Prozesse | Anwendungslandschaft | Zoom Break-O...

3. Ziel | FS-CD | Operatives Reporting | Business Partner

4. Ziel | FS-CD | Operatives Reporting | Business Partner

5. Ziel | FS-CD | Operatives Reporting | Business Partner

6. Ziel | FS-CD | Operatives Reporting | Business Partner

Vorbereitung Folio...

Retro

Anonymisiertes Kundenbeispiel

Was muss Programm-/Portfoliomanagement liefern?

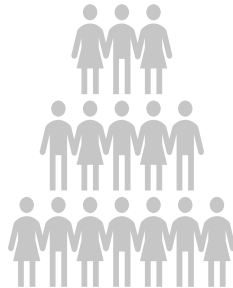


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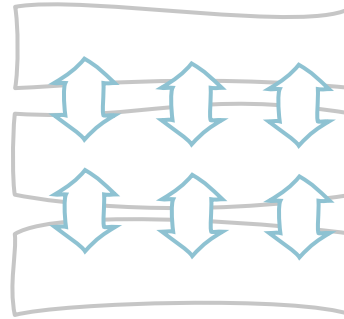
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Produkt- bzw.
Lösungsarchitektur



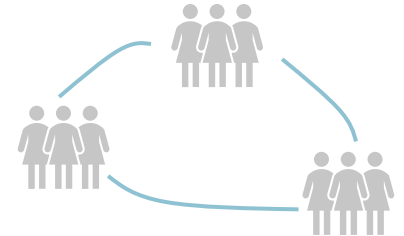
Rollen- und
Organisationskonzept



Planungsebenen, Taktung
& Synchronisation



Team- & Produktions-
Alignment



u.a. Koordination, Abhängigkeiten
managen, Konfigurationsmgmt.



Prinzipien & Strukturen der Prozessgestaltung und -weiterentwicklung

Lean-Prinzipien als Basis



Wert aus Kundensicht



Wertstrom verstehen



Flow



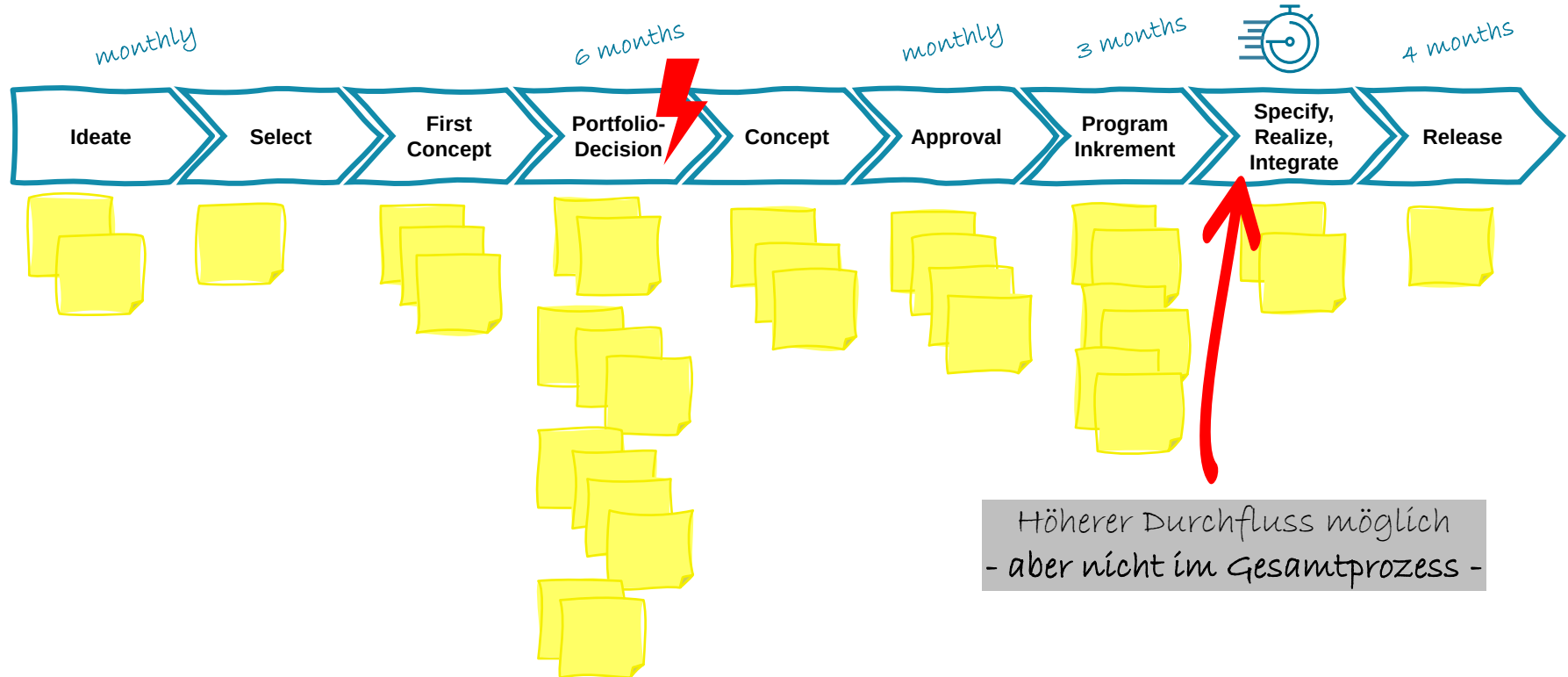
Pull



Perfektion

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

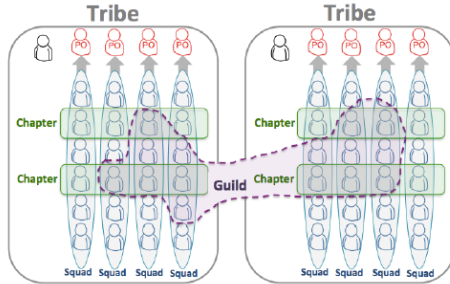
Theory of Constraints



Beispiel Spotify – Kontinuierliche Weiterentwicklung

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

Henrik Kniberg & Anders Ivarsson
Oct 2012



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. It has been around for 10 years and already has over 15 million active users and is often likened to "a magical music player in which you can find anything you want to listen to."

Alistair Cockburn (one of the founding fathers of agile) has been looking for someone to implement this model.

So how is this managed?

We have both presented at conferences and been caught up in the hype of Spotify and how the company handles agile with hundreds of developers. 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.

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Lernen: Retrospektive als ein Schlüsselelement

Projektbeispiel
anonymisiert

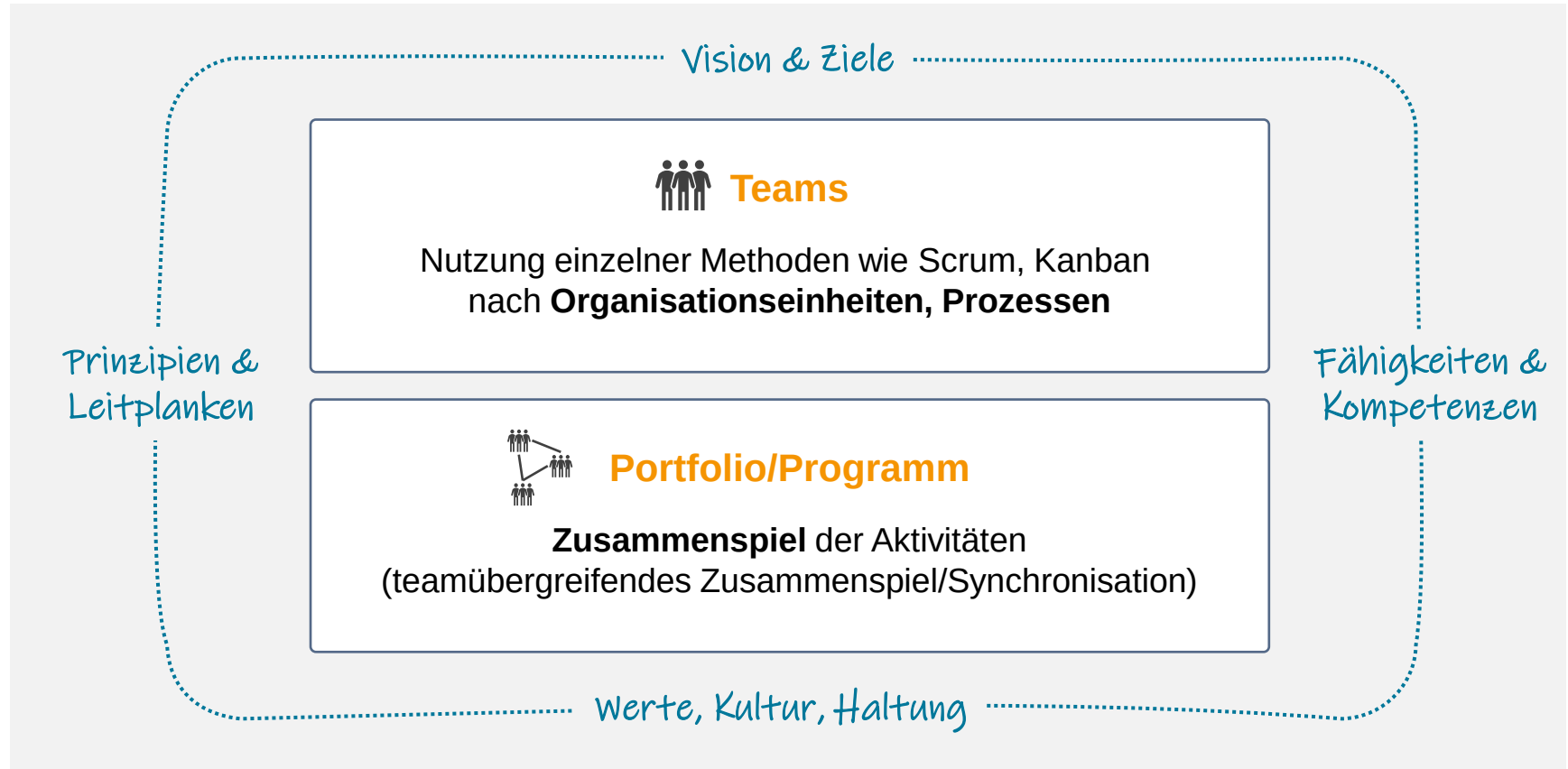
"Wenn Du alles weglassen kannst,
die Retro nicht!"



<https://t2informatik.de/wissen-kompakt/scrum-retrospektive/>

Zusammenspiel von Team, Organisation, Kultur

Handlungsdimensionen der Nutzung agiler Methoden



Let's connect!



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