

DeScaling

Komplexität reduzieren statt managen



VOICE CIO-Erfahrungsaustausch

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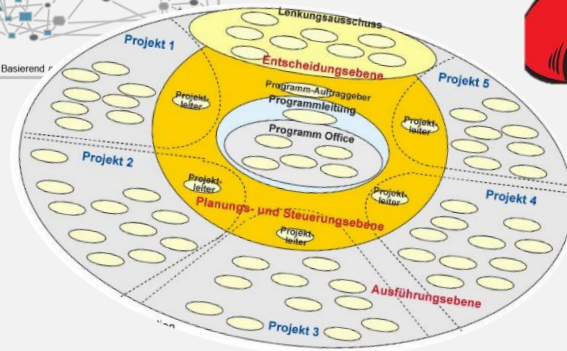
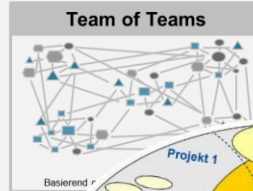
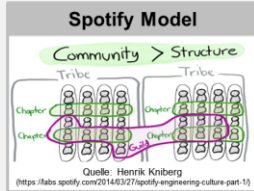
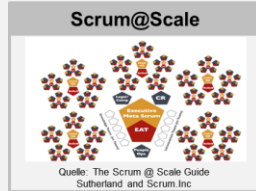
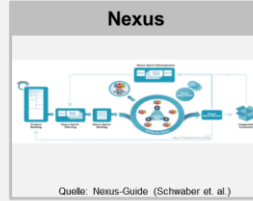
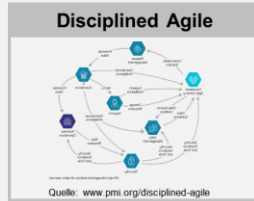
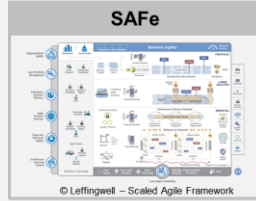


Process and Project

Wissen^{NS}_{ugget}

VOICE
CIO Bundesverband der
IT-Anwender e.V.

Königsdisciplin? Komplexe Wertschöpfungsnetzwerke managen



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Pavlik - <https://dieprojektmanager.com/>

LeSS - Descaling over Scaling

LeSS BOOK CHAPTER 2:
INTRODUCTION



LEAN
THINKING



SYSTEMS
THINKING



PRINCIPLES



COACHING



ADOPTION



CONTINUOUS
IMPROVEMENT

FEATURE
TEAMS

ORGANIZATION

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

WHY LeSS FRAMEWORK?

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



MANAGEMENT



GO SEE

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<https://less.works/en>

DeScaling Organizations with LeSS

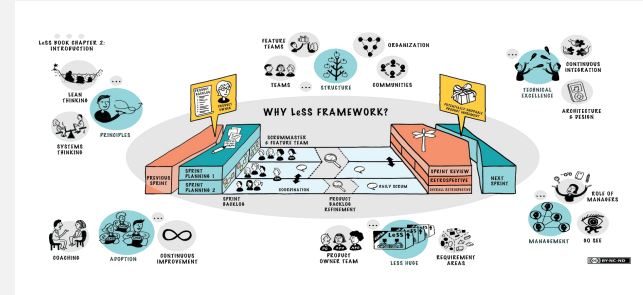
*“The first purpose [...] is actually **descaling** through organizational change. Descaling the **number of roles, organizational structures, dependencies, architectural complexity, management positions, sites, and number of people.** [...]”*

“A major purpose [...] is to expose the pain of being large, wasteful and slow.”

Viktor Grgić: Descaling, <https://less.works/blog/2015/05/08/less-scaling-descaling-organizations-with-less.html>, Hervorhebungen durch A. Komus

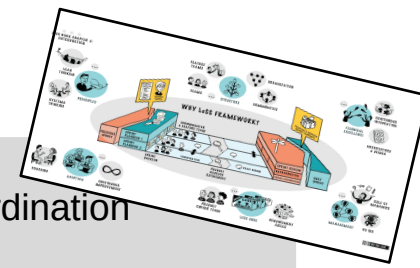
7 Design Principles to Descale Organizations

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**



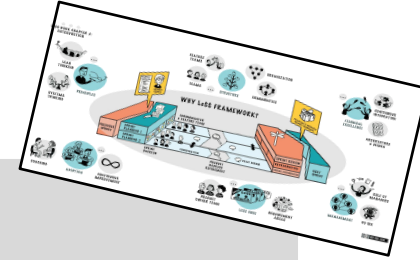
Bas Vodde and Craig Larman: More with LeSS - Simplifying Organizations with 7 Design Principles
<https://less.works/blog/2020/03/02/more-with-less-seven-tools-for-simplifying-organizations.html> , 3.3.2020, Hervorhebungen Ayelt Komus

7 Design Principles to Descale Organizations (1/2)



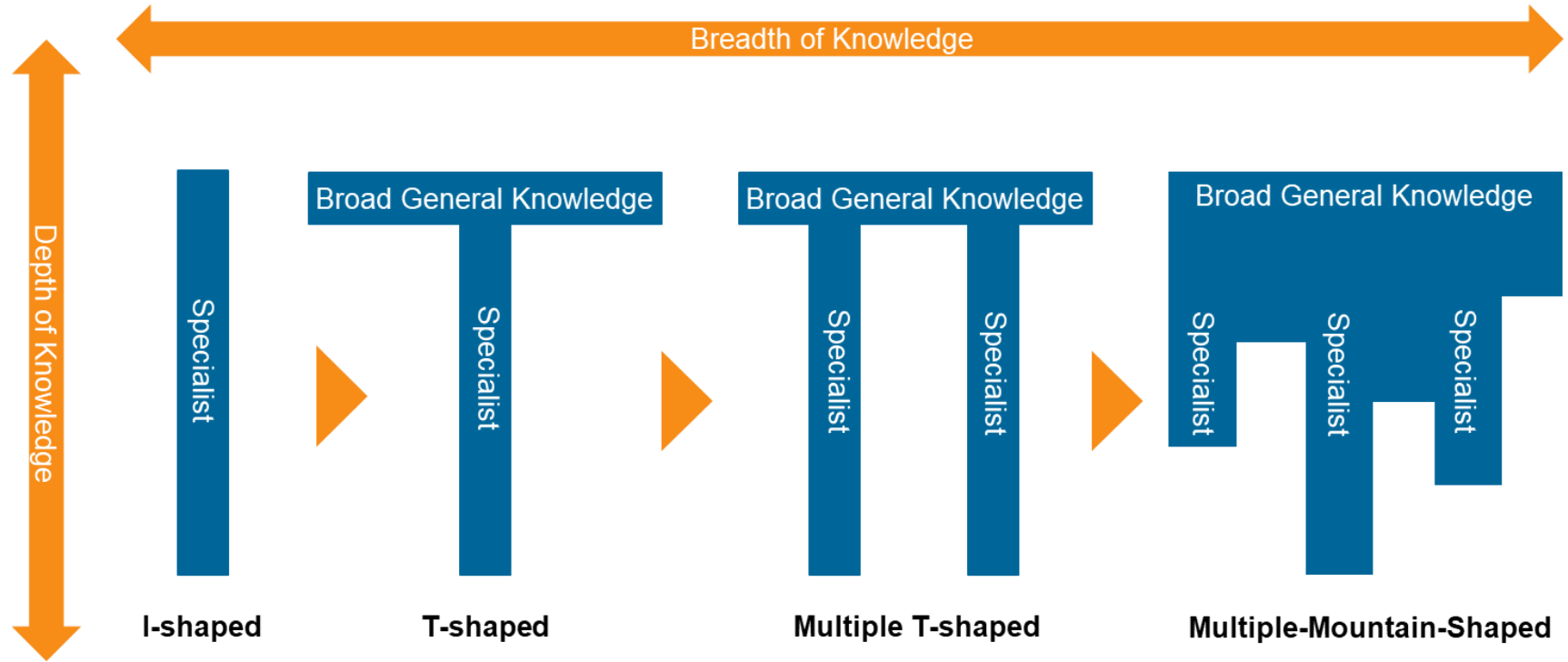
1	From Specialist Roles to Teams	Kontinuierliche Zusammenarbeit an Stelle von Koordination
2	From Resource-Thinking to People-Thinking	Kontinuierliche Entwicklung von Mitarbeitern reduziert formale Abstimmungsbedarfe
3	From organizing around Technology to Organizing around Customer Value	Tieferes Verständnis der Kundensituation, vermeidet unnötige Fragen und Missverständnisse. Fokus auf echten Mehrwert an Stelle von Abarbeitung von Spezifikationen
4	From Independent Teams to Continuous Cross-team Cooperation	Kontinuierliche Zusammenarbeit auf Team-Ebene an Stelle von Koordinations-Instrumentarien und -Gremien

7 Design Principles to Descale Organizations (2/2)



5	From Coordinate to Integrate to Coordination through Integration	Continuous Integration (Nightly Build), Testautomatisierung... auch außerhalb der SW-Entwicklung
6	From Projects to Products	Permanente Weiterentwicklung reduziert Projekt-Portfolio-Diskussionen
7	From Many Small Products to a Few Broad Products	Gemeinsames Backlog und Product Ownership reduziert Abstimmungsmeetings und Koordinationsaufwand

Schlüsselfaktor – Skill-Profil und Aufgabenverständnis



Handlungsfelder

*Build [Product-Organizations] around motivated people. [...] and trust them to get the job done.**

- Kunden- und Produktorientierter Teamschnitt
- Kontinuierliche Entwicklung und Integration
- Systematische Skill-Entwicklung und -Verbreiterung
- Von Stellenprofilen zu Capabilities und Rollen
- Von Spezifikations-Abarbeitung zu Kunden- und Produktperspektive
- Verdeutlichung des „Preises“ von Spezialisierung
- Veränderte Bewertungskriterien in Bezug auf Outsourcing (Know-how-Verlust? Geschwindigkeit? Koordinationsaufwand?)



* Agile Manifesto – Prinzip #5

Herausforderung und Nutzen

Herausforderungen

- Komplex wird es von allein
- Neues Verständnis von Mitarbeiterentwicklung (auf allen Seiten)
- Neues Verständnis von Produktentwicklungsorganisation



Nutzen

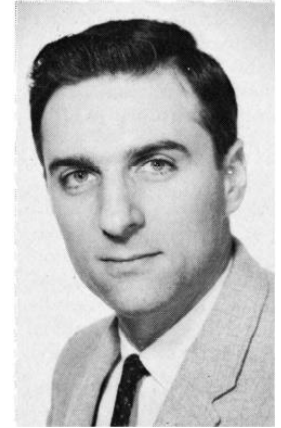
- Besseres Gesamtverständnis und verbesserter Kundenmehrwert
- Weniger Koordinationsaufwand, weniger Missverständnisse
- Verringerte Abhängigkeit von Spezialisten (Arbeitsmarkt ⚡)
- Erhöhte Motivation und tiefes Alignment
- Verbesserte Robustheit, Resilienz, VUCA-Fähigkeit



Schließlich gilt...

Conways Gesetz

*“Any organization that designs
a system [...]
will inevitably produce a design
whose structure is a **copy**
of the organization's **communication structure**.”**



Melvin Conway

* Melvin E. Conway in Datamation, April 1968
http://www.melconway.com/Home/Committees_Paper.html, abg. 5.2.2016

In a Nutshell: DeScaling

- Simplicity -
the art of maximizing the amount of work not done -
is essential*
- From Project zu Product
- Auswirkungen von Fremdvergabe reflektieren
- Systematische Weiterentwicklung, Führung und
gelebte Incentivierung von Anti-I-Shaped-Profilen
- De-Scaling muss aktiv erfolgen –
komplex wird die Organisation von allein



* Agile Manifesto – Prinzip #10

Let's connect!



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