

# Optimize your organizational structure for agility

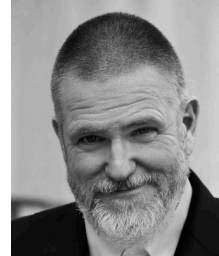
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Full experience report: <https://www.kaikaku.fi/optimize-your-organizational-structure-for-agility/>

## Wolfgang Steffens



**JK**  
**kai kaku**



## What is Agile?

**Ability to move &  
change direction,  
quickly and with ease.**

- Alistair Cockburn

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## The Scrum Pilot

**“Successful”  
Scrum Pilot  
with one team**



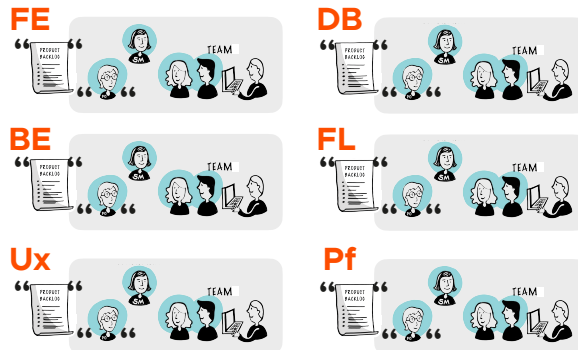
**Let's all go  
“agile”**

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## Multi Scrum-team approach ("scaling Scrum")



One real  
Product  
**Online Shop**



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## Product Definition / Product Group



The product definition determines what organizational elements (people, components, processes, and systems) are needed to develop and run the product e.g., insurance, banking, web-shop.

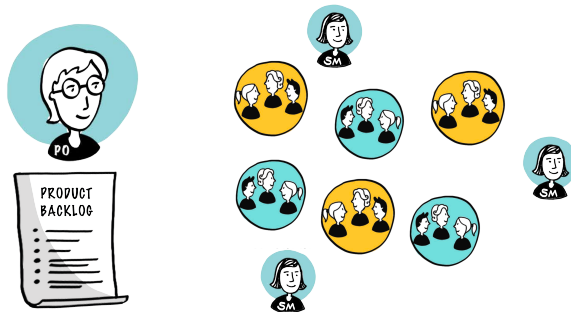
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**Optimized  
for agility**



One real  
Product

## Multi-team Scrum

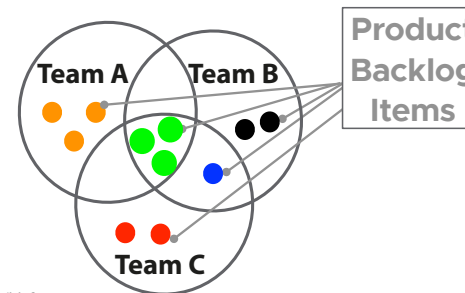


Cross-functional, cross-component, stable, and long-lived teams (3-9 people) who are capable to get end-to-end customer centric items done

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## Product Backlog - reality check

What PBIs a team can take in reality (due to limited skills, competencies)?

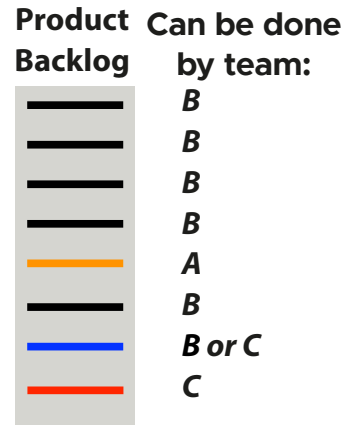
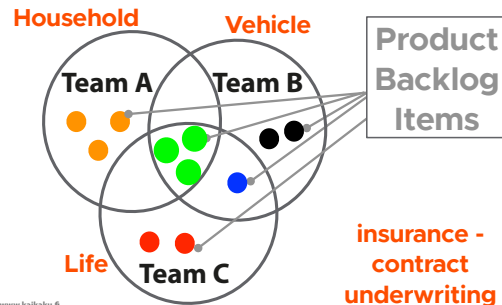


Product Backlog	Can be done by team:
	A
	A or B or C
	C
	B or C
	A
	B
	B or C
	A or B or C

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## Case example - how it looked alike...

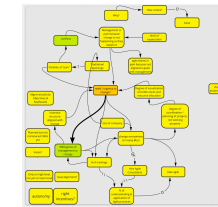
What PBIs a team can take in reality (due to other limitations)?



## Why is it so difficult?



Organizations are complex systems



Systems Thinking?

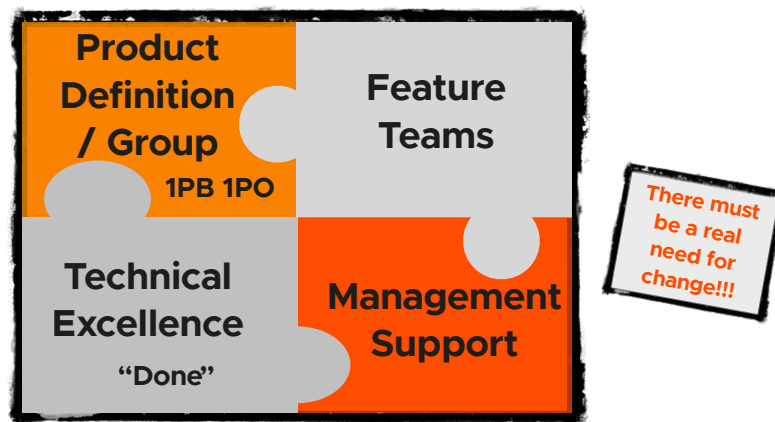


System Optimization goal?

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## The four key elements of a LeSS adoption



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## My personal take aways



As a coach, **learn to let go** - you cannot save the world alone.

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