Scaled Agile Organisations in Denmark

#AgillityLab + Maersk

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What is agile

Merriam-Webster

agile adjective

ag·ile | \ ˈa-jəl , -ˌjī(-ə)l \

Definition of *agile*

1 : marked by ready ability to move with quick easy grace
// an agile dancer

2 : having a quick resourceful and adaptable character
// an agile mind

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What is scaling

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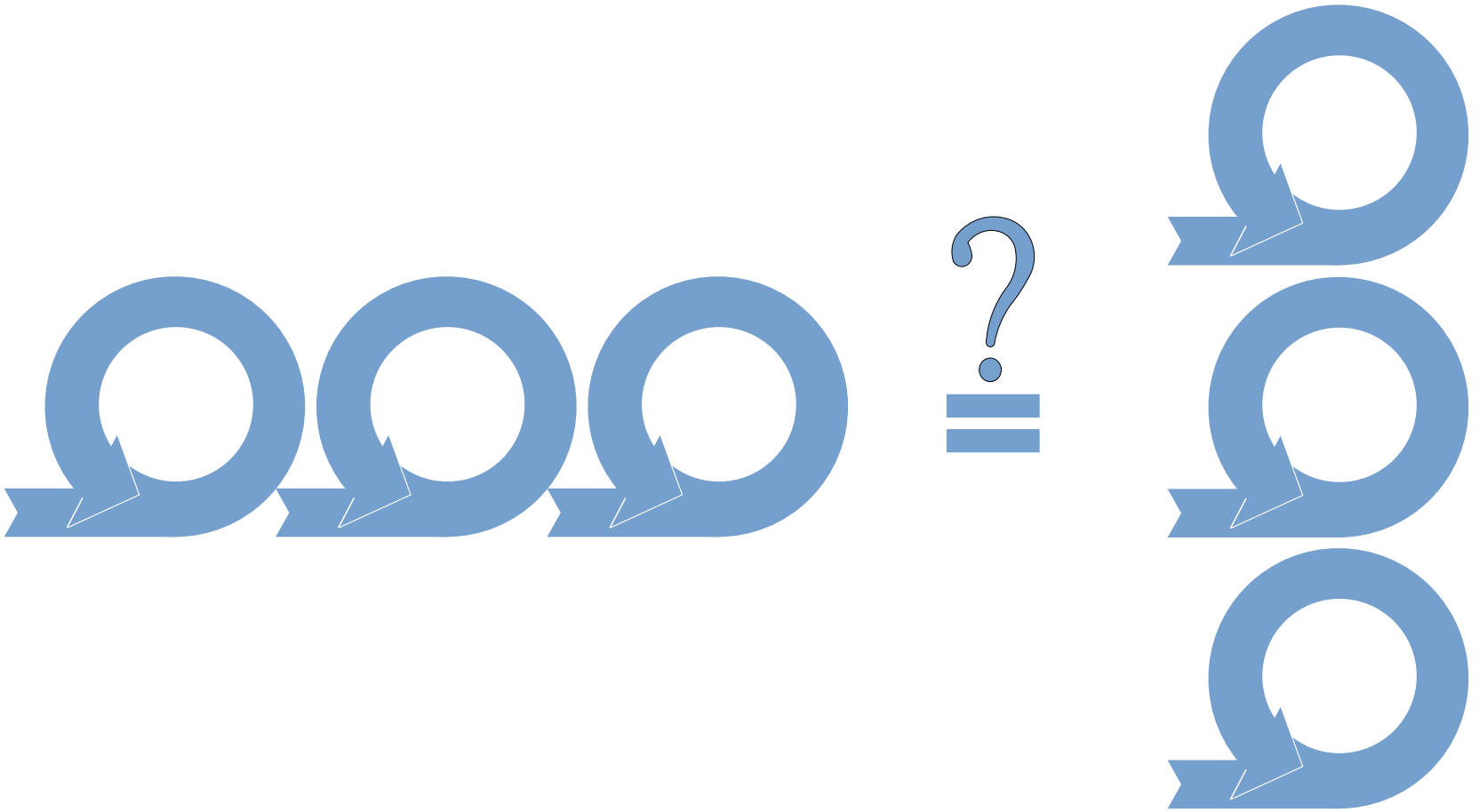
Agile at scale



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Scaled agile frameworks

- DAD / DAD 2.0
- DSDM
- Spotify
- Stage-gate-agile
- Combination
- Home grown…

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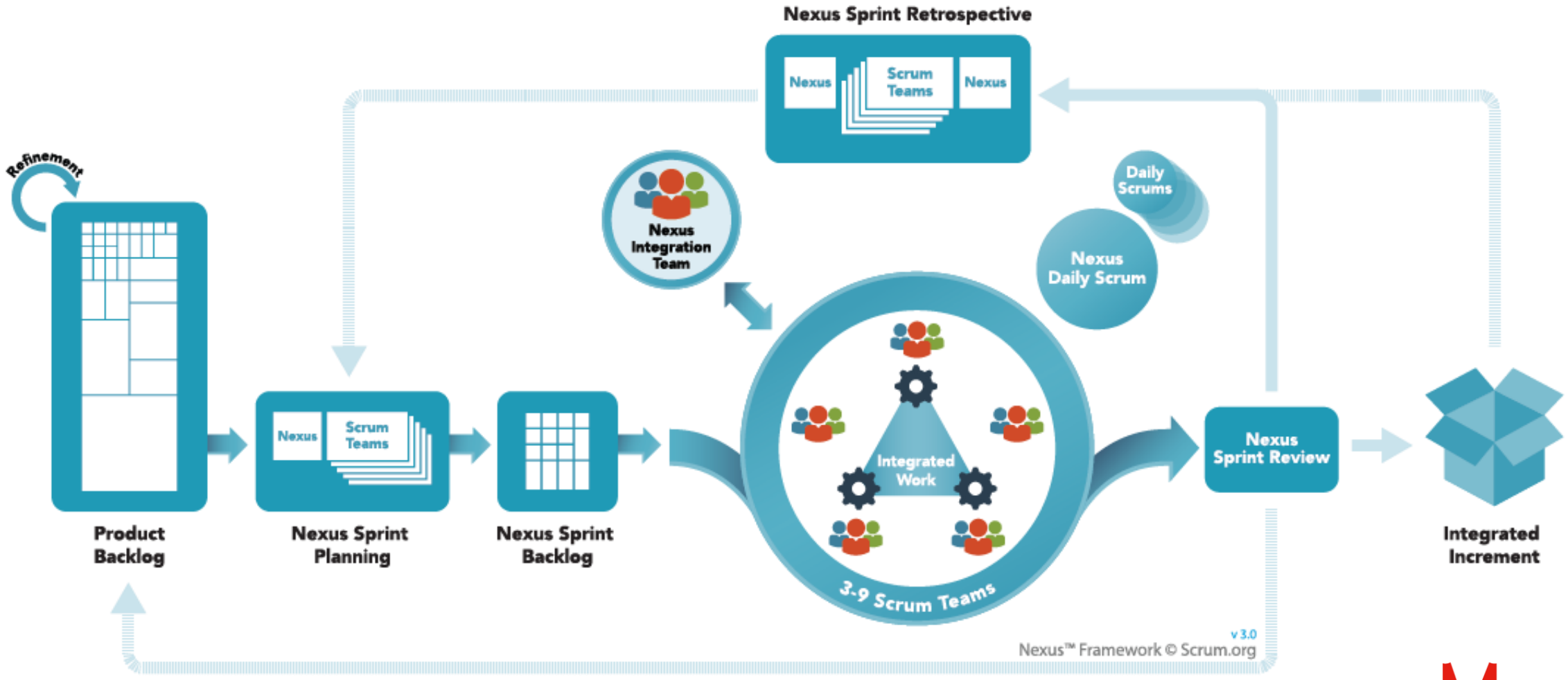
Nexus



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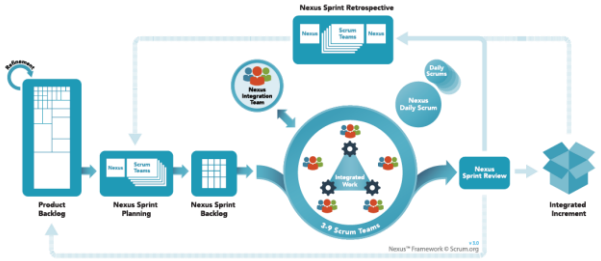
Nexus – in brief



- Pragmatic collection of experience from Scrum and scaled agile
- 3-9 Scrum teams
- Integration team (PO, SM + some team members)
- Nexus+ combines more Nexus into one bigger system

- Simple structure – simple to get started
- Nicely captures the essence of team autonomy and accountability
- Postpone some of the structural challenges to later
  - product definitions
  - ideal value stream
  - possible synergies
  - organisational design

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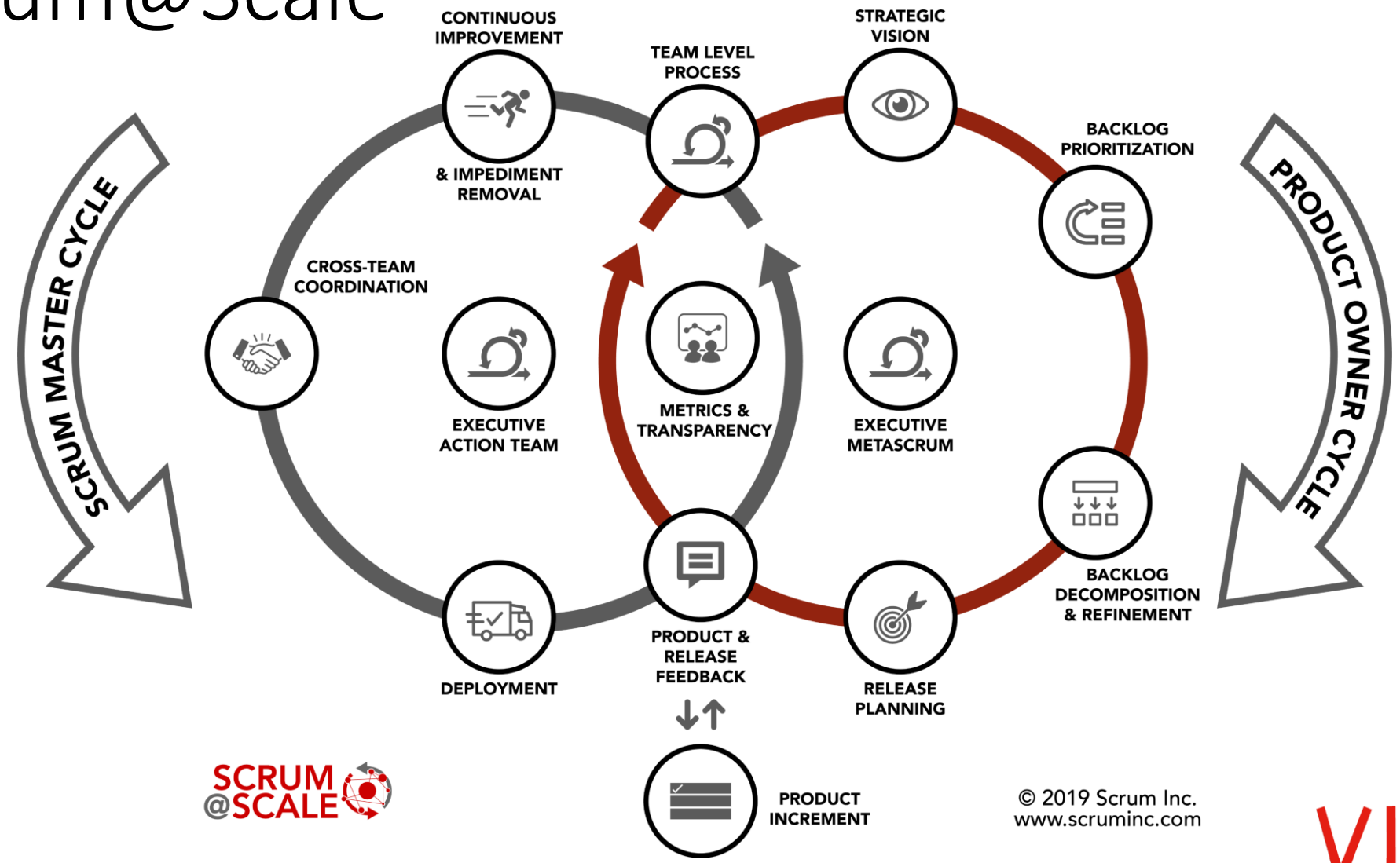
Scrum@Scale



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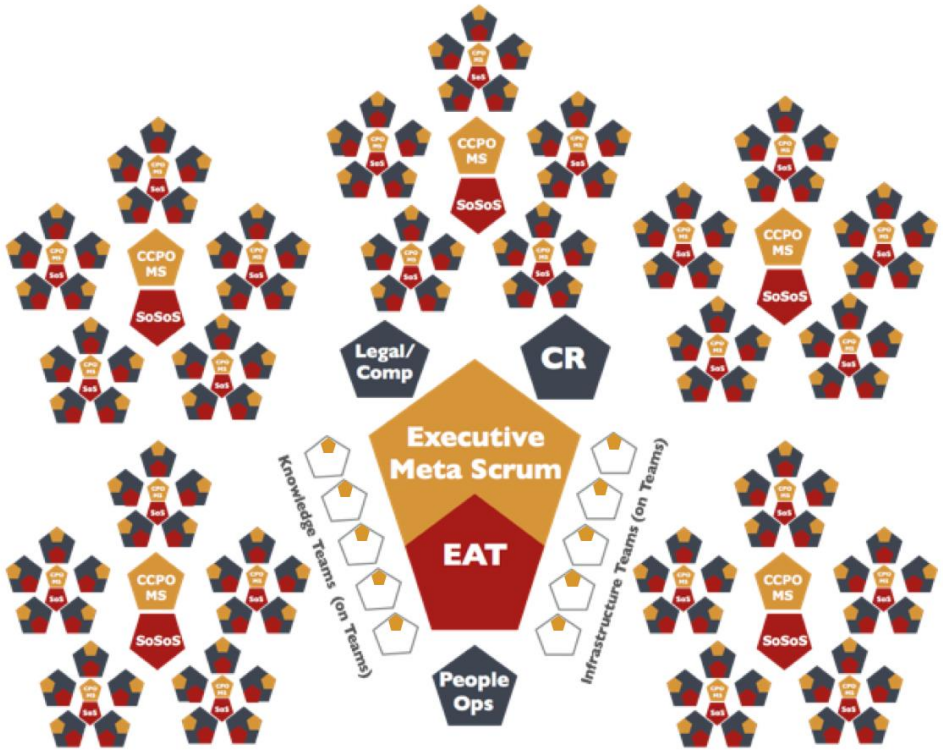
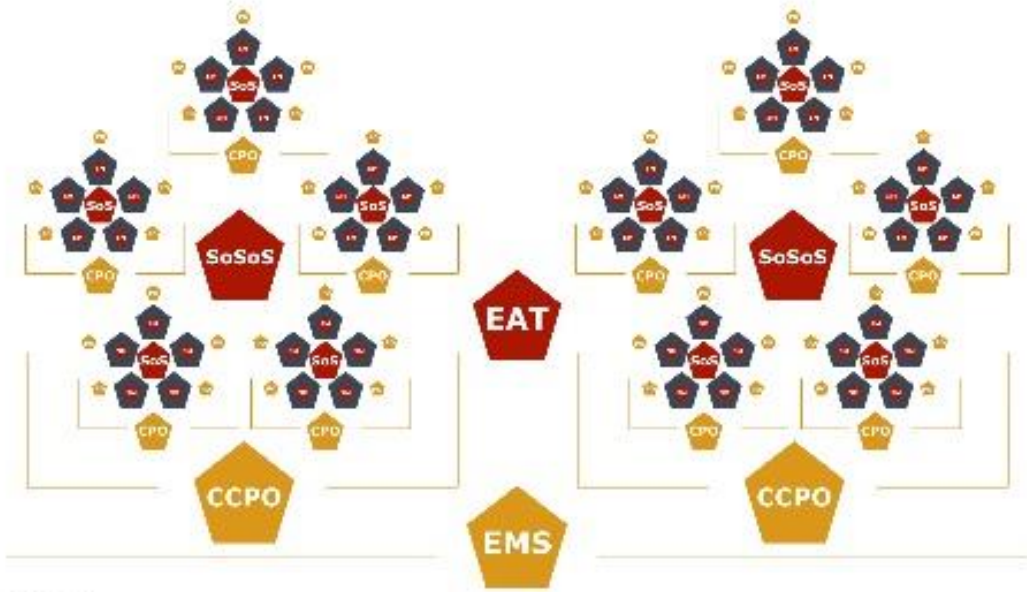
Scaling 250 people



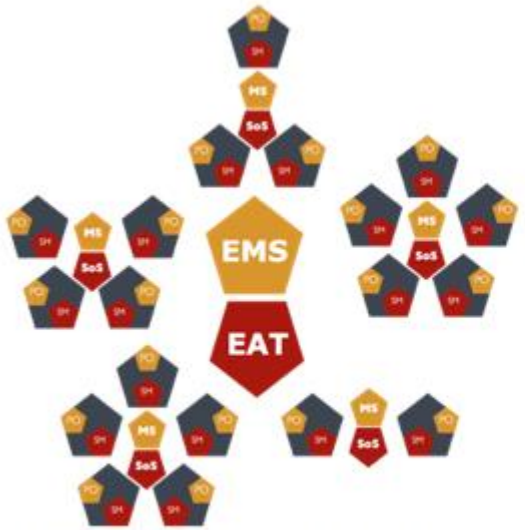
CR — Customer Relations

Legal/Comp — Legal / Compliance

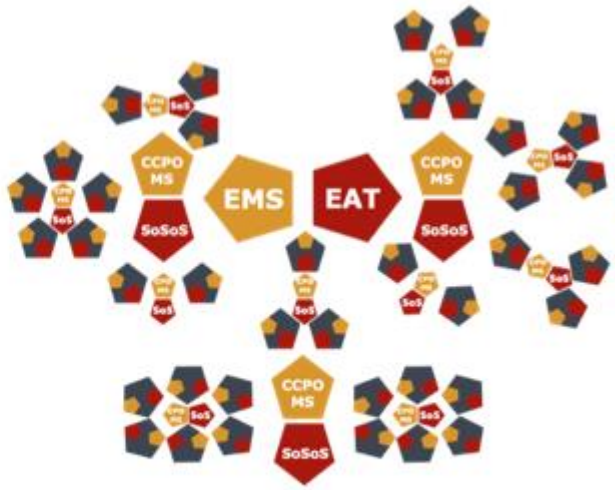
People Ops — People Operations (Agile HR)



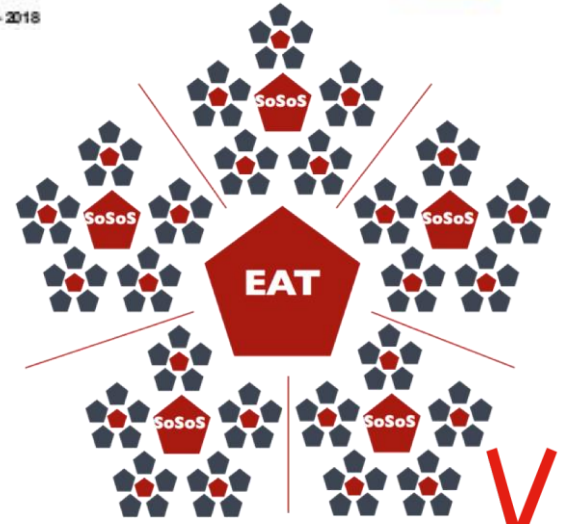
erland & Scrum Inc 1993 - 2018



5 SoS's with 2, 3, 4, & 2x5 Teams



3 SoSoS's with 10, 13, & 15 teams



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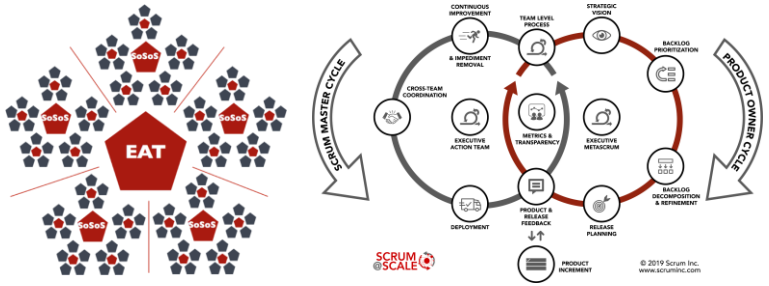
Scrum@Scale – in brief



- Pragmatic collection of experience from Scrum and scaled agile
- 2+ layers of Scrum teams
- EAT – for enabling more efficient value delivery
- EMS – for a sufficient and consistent product backlog covering all teams
- The scaling structure is a repetition of the team structure, only emphasising the Product Owner's value add

- Scale with known patterns (low risk)
- Focus of transparency, quality, accountability and continuous improvement
- Emphasises the importance of the Product Backlog (Doing the Right things)
- Requires diligence of the Scrum process (sloppy somewhere, and get sloppy output)'
- 'Promise' to deliver double the work in half the time.

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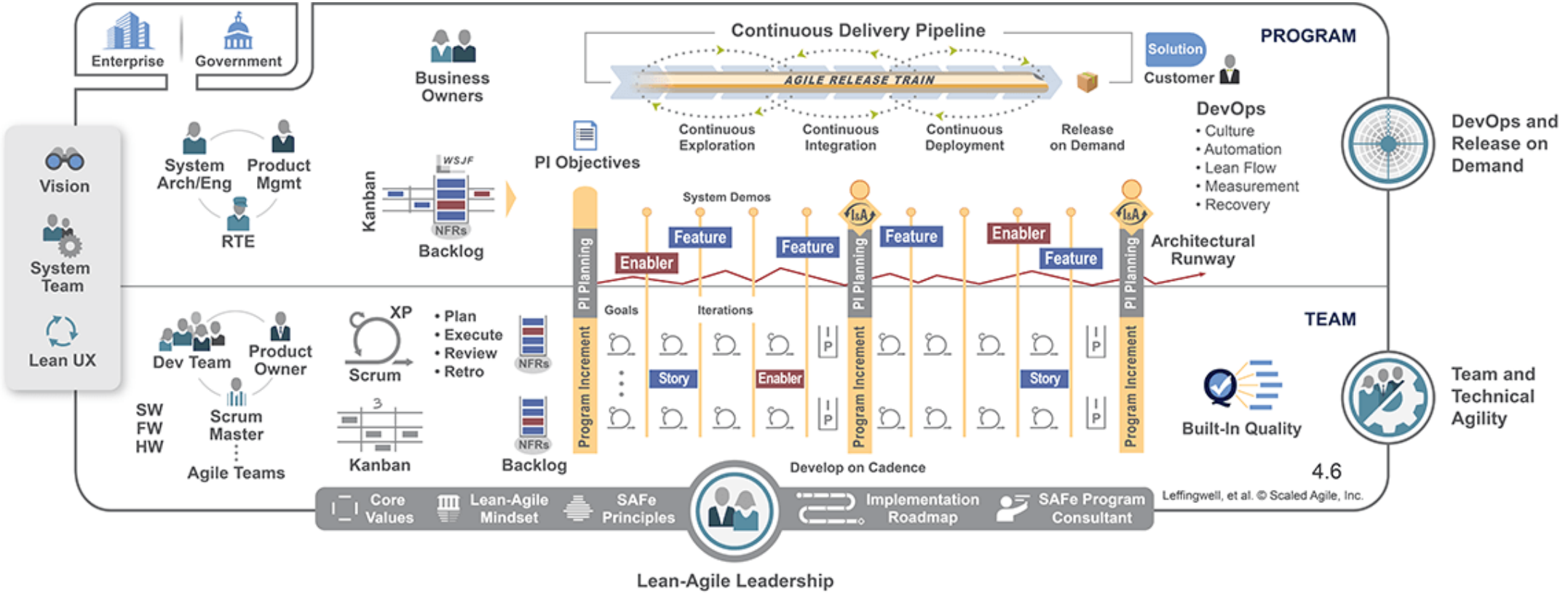
SAFe – Essential



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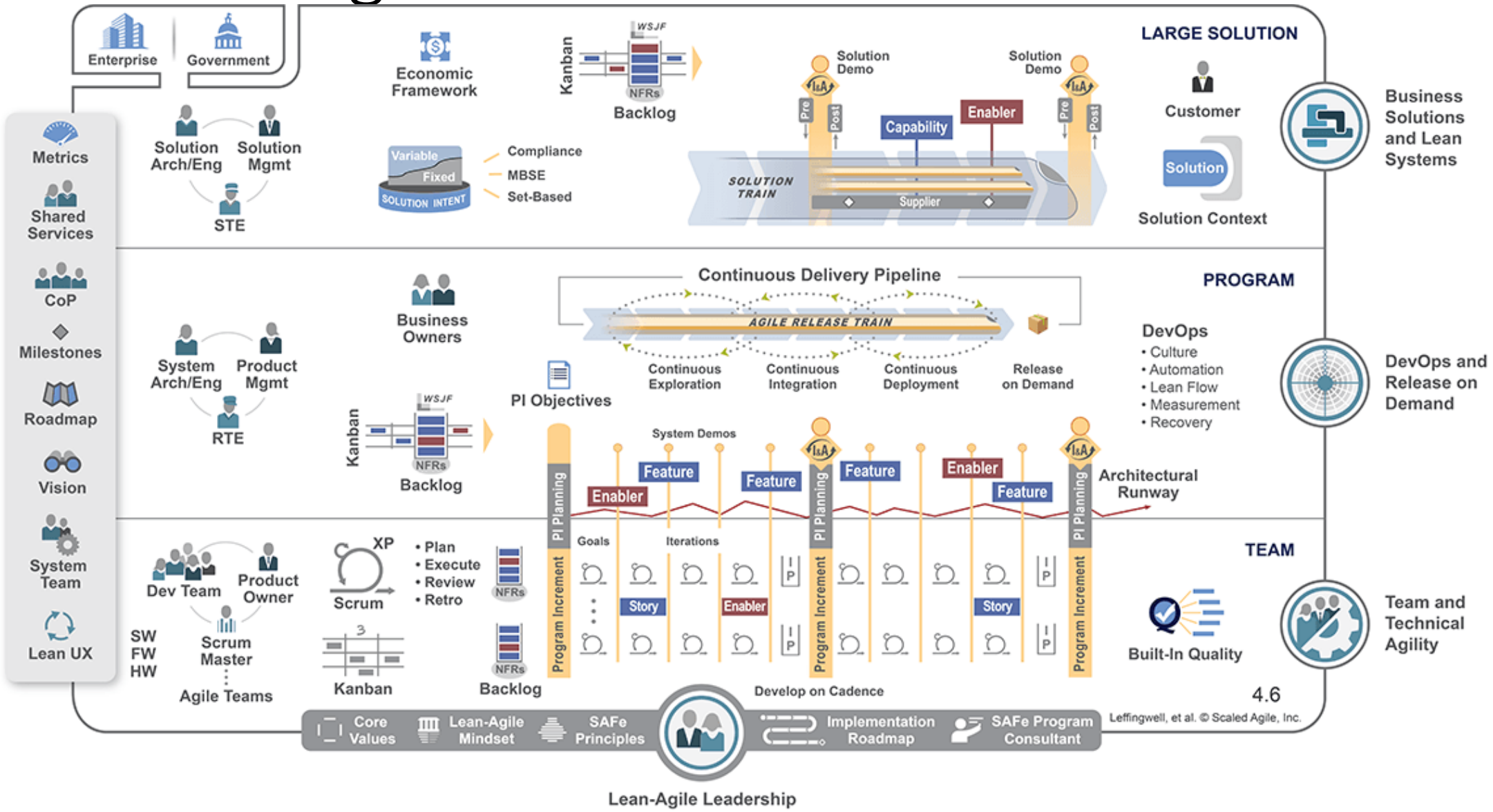
SAFe – Large Solution



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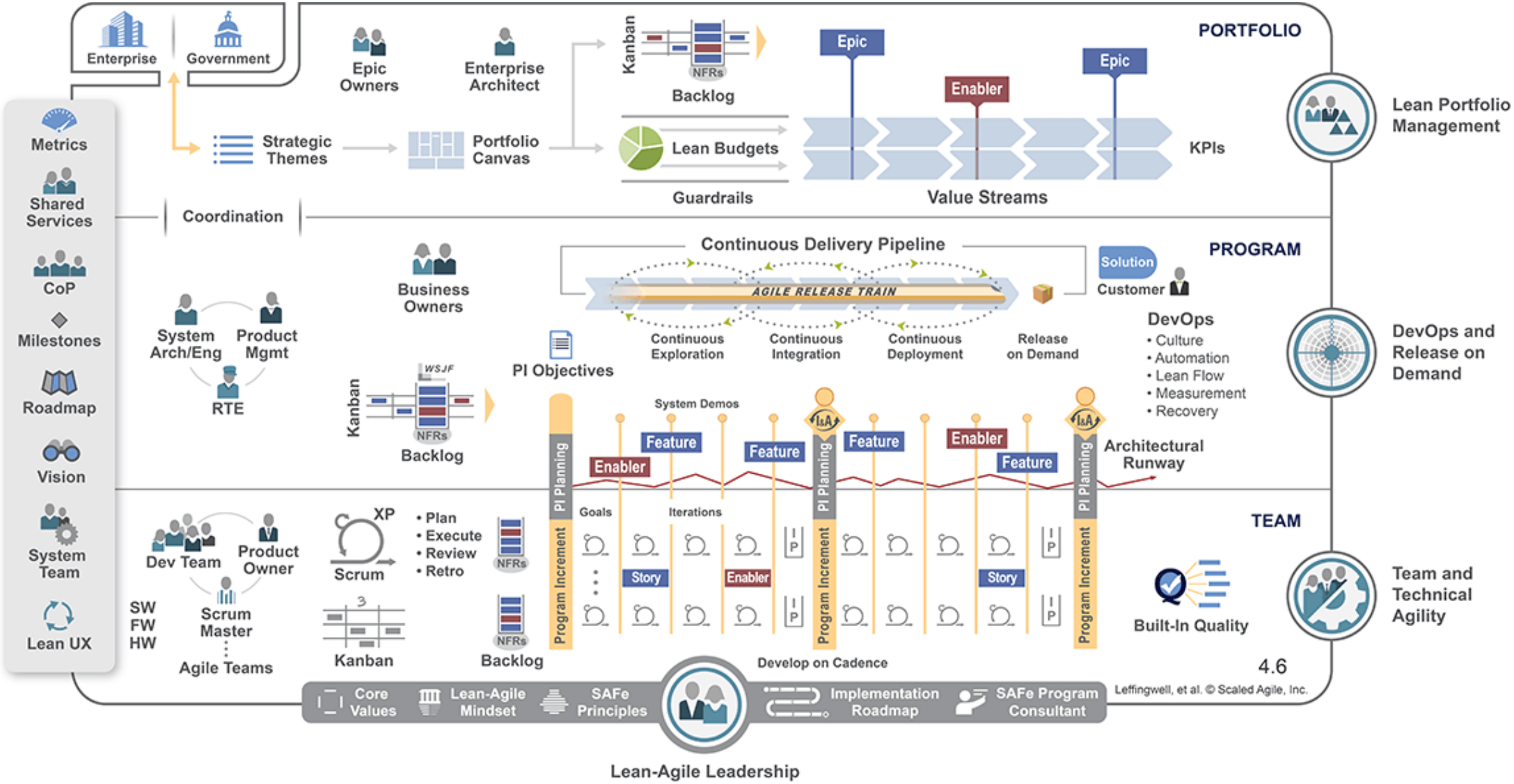
SAFe – Portfolio



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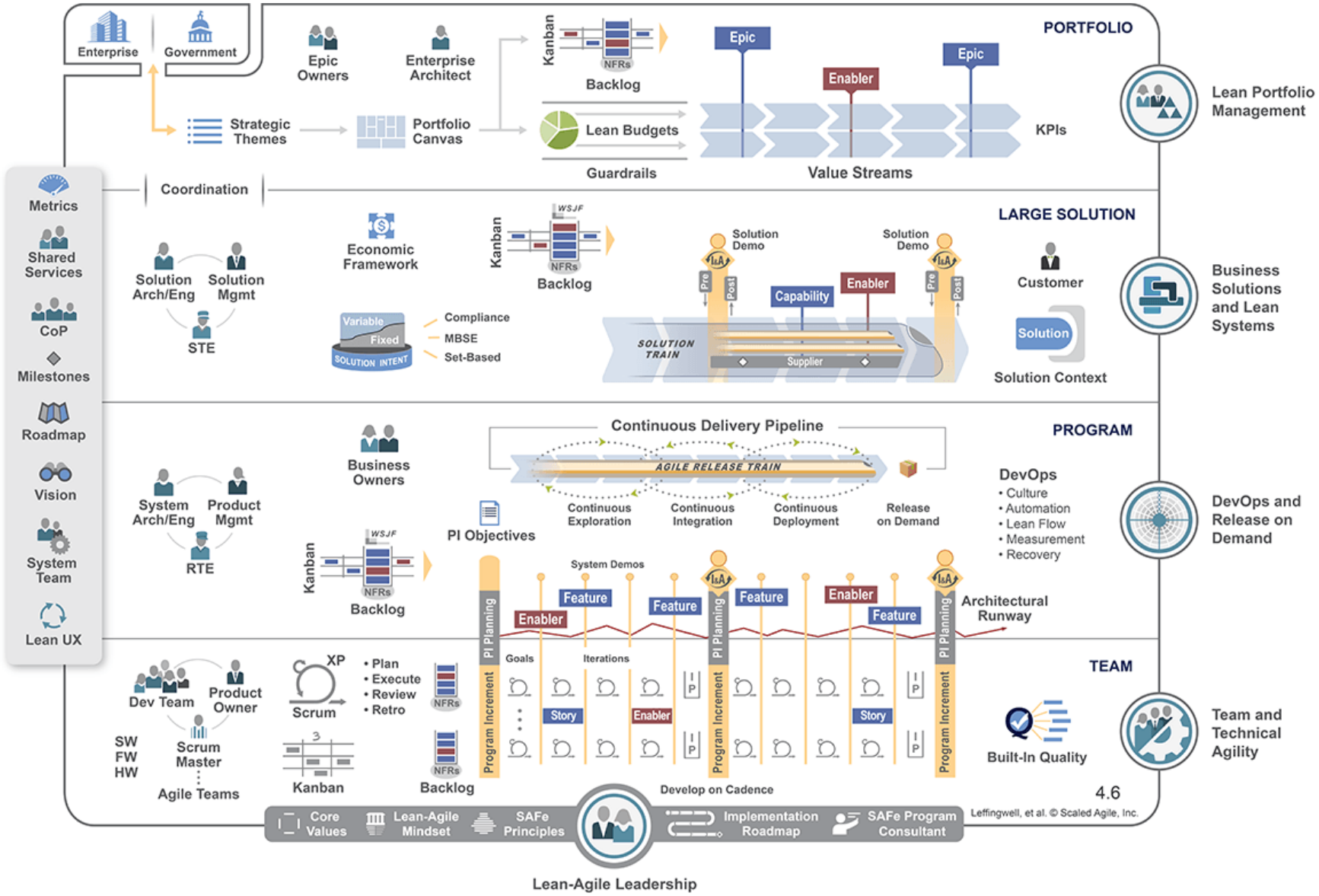
SAFe – Full



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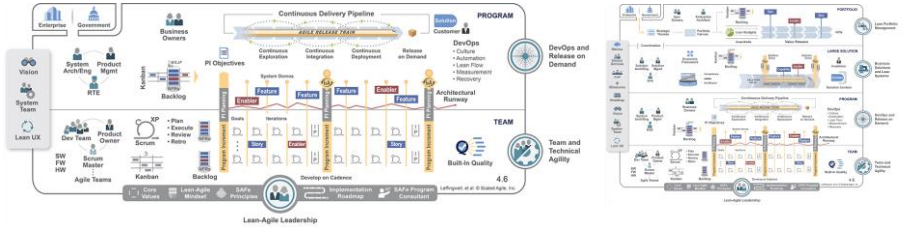
SAFe – in brief



- Build on Lean, agile, portfolio management experiences
- Structures business value for prioritisation e.g. WSJF, WIP limits
- Central governance of direction and architecture (e.g. System team)
- Detailed implementation map
- SAFe Essential (2 levels)
  SAFe Large (3 levels)
  SAFe Portfolio (3 levels)
  SAFe Full (4 levels)

- Shared cadence top to bottom
- No one-size-fits-all at team level
- Assumes variability therefore ‘only’ forecasting a PI ahead
- Delivery into Product Backlogs is nursed
- Highly structured refinement including all

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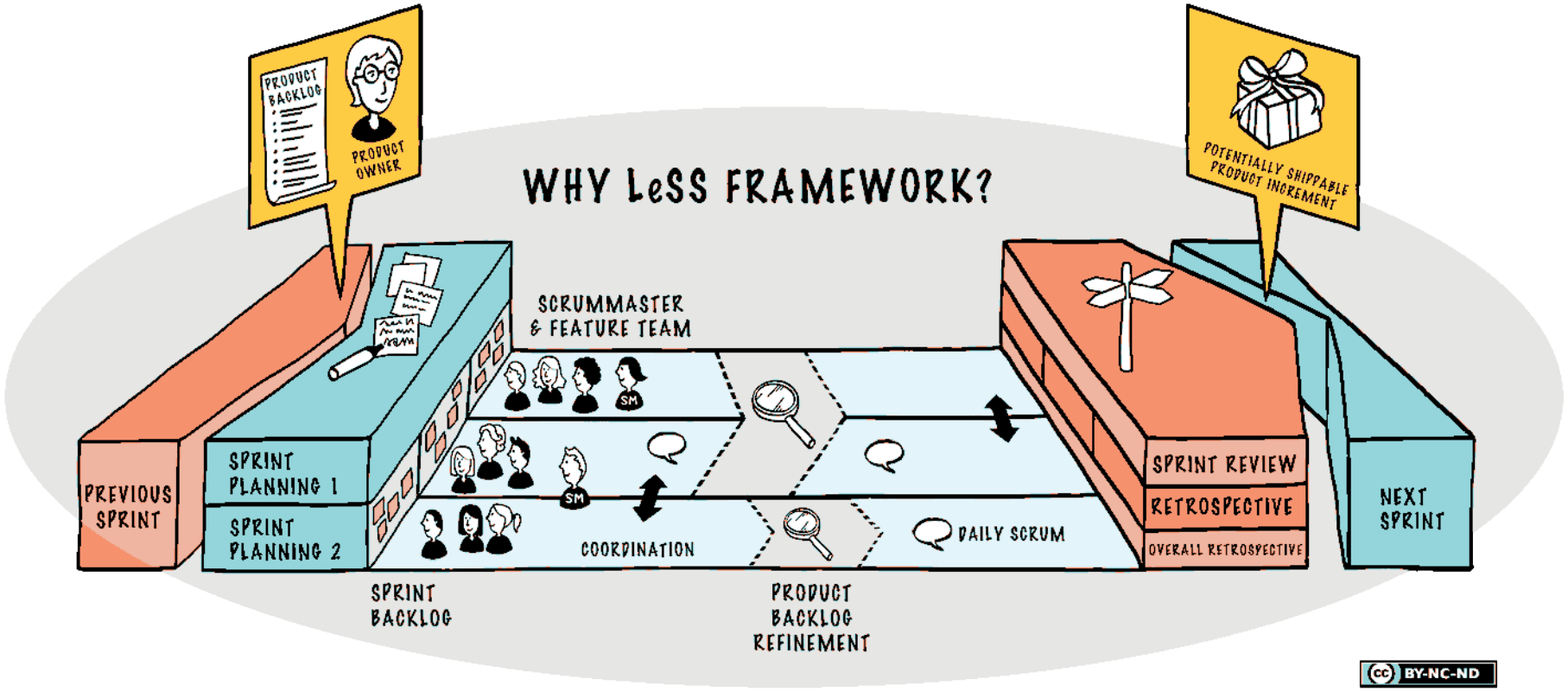
LeSS



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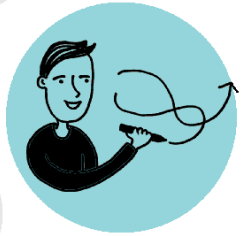
LeSS BOOK CHAPTER 2 INTRODUCTION

LeSS

LEAN THINKING



PRINCIPLES

SYSTEMS THINKING

FEATURE TEAMS

TEAMS

STRUCTURE

ORGANIZATION

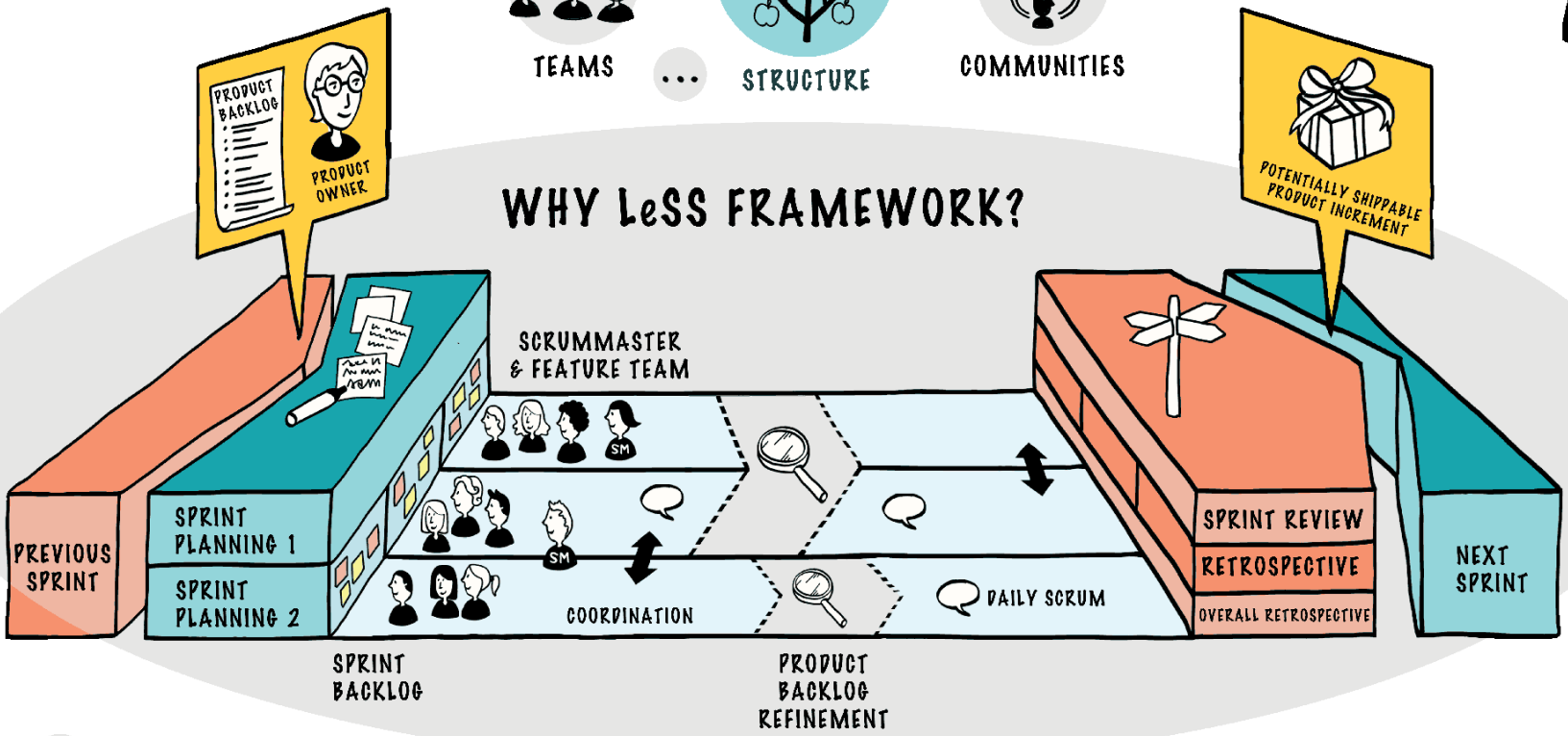
COMMUNITIES

CONTINUOUS INTEGRATION

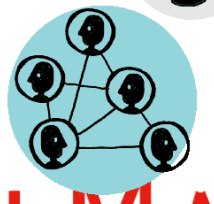
TECHNICAL EXCELLENCE

ARCHITECTURE & DESIGN

WHY LeSS FRAMEWORK?



ROLE OF MANAGERS



MANAGEMENT

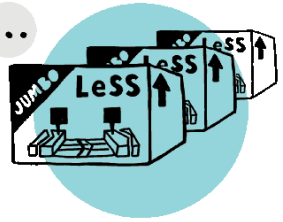
GO SEE

COACHING

ADOPTION

CONTINUOUS IMPROVEMENT

PRODUCT OWNER TEAM



LESS HUGE

REQUIREMENT AREAS

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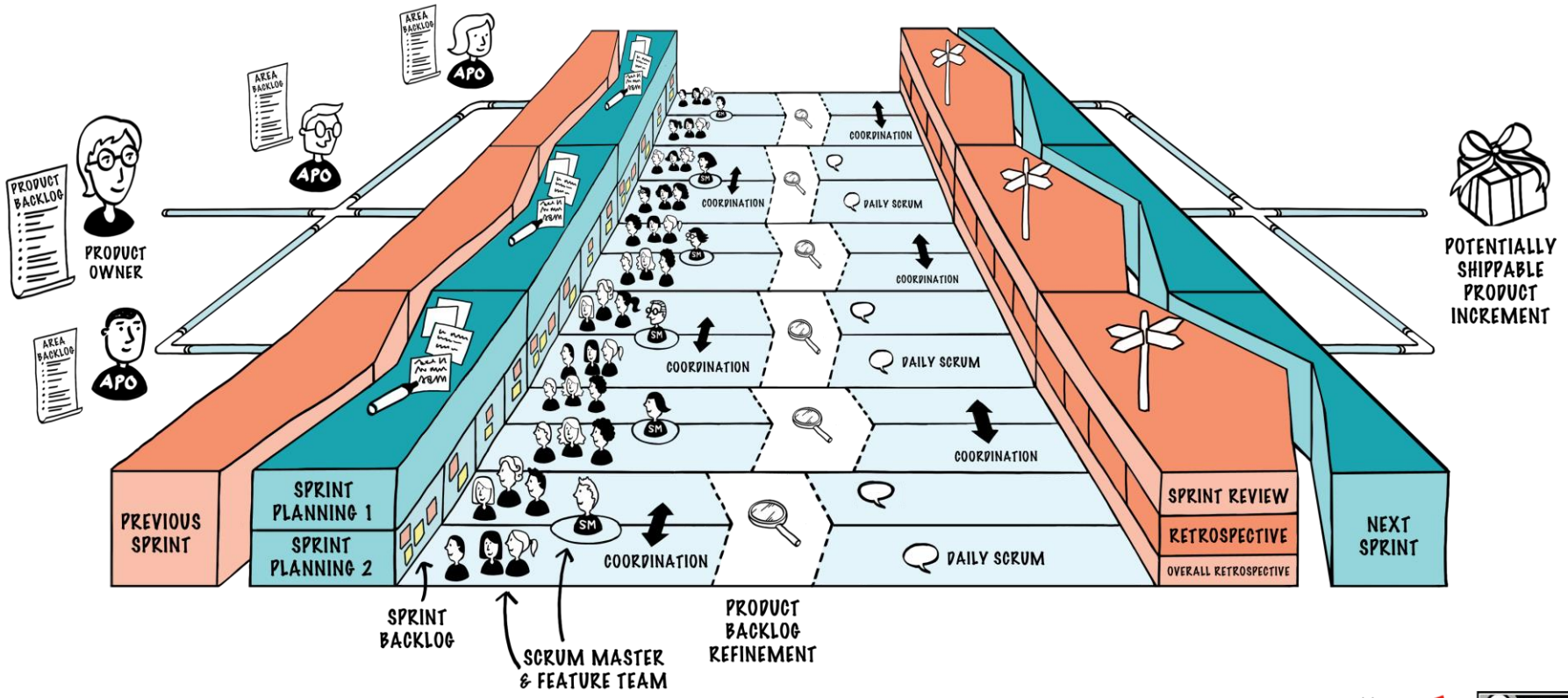
LeSS Huge



http://less.works CC BY-ND

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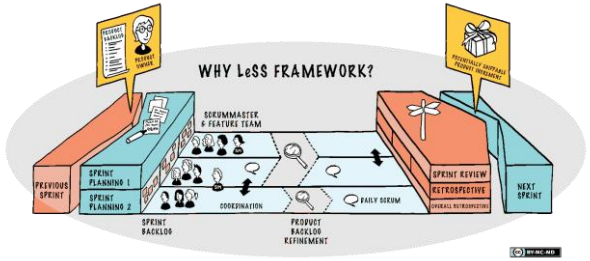
LeSS – in brief



- Scaling agile – by descaling organisation
  Then forming new structure
- Foundation is agile manifesto and Scrum.
- Broad product definition
- One Product Owner for one product
- Pragmatic collection of experience from Scrum and scaled agile
- LeSS Huge combines product areas

- Simple structure – simple to get overview
- Build on team autonomy and accountability
- Require upfront
  - product definitions
  - C-level support and priority
  - steep learning curve
  - job safety (not role safety)

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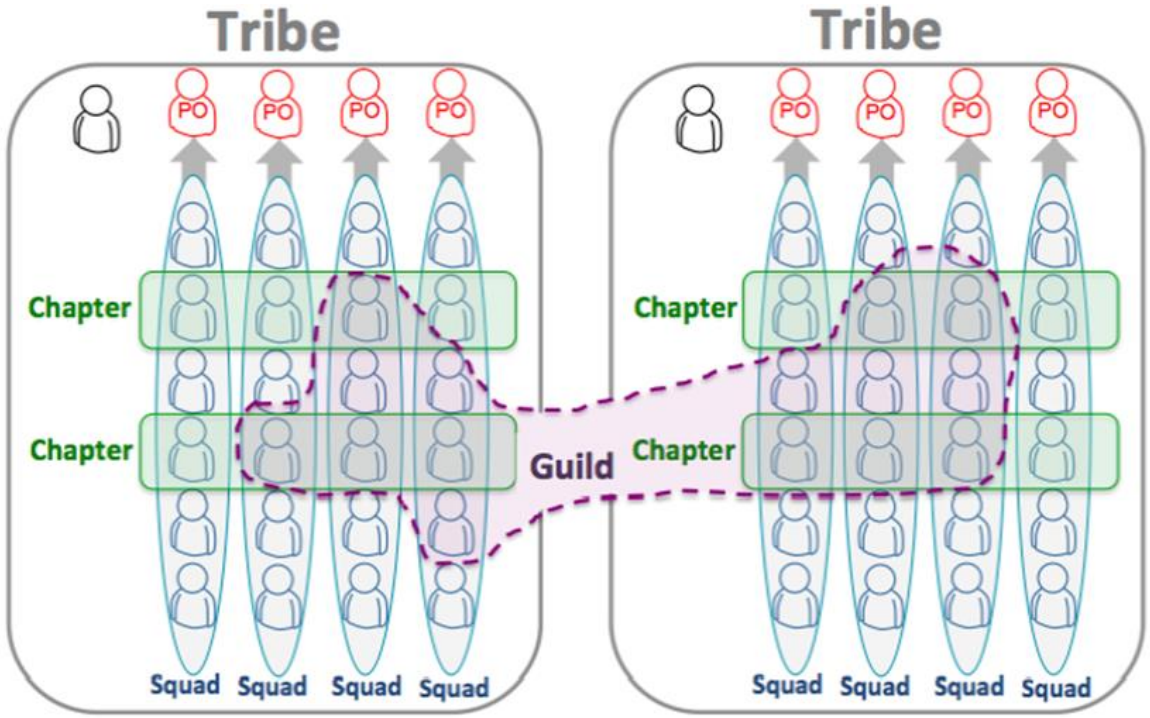
“Spotify”



- Minimum Viable Bureaucracy
  Customer value driven
  Autonomous teams
- Wasn’t intended to be a framework model at all
- Squad ~ team
  Tribe ~ solution area, co-located
  Chapter ~ CoP (skill)
  Guild ~ CoP (interest)

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Across SAFe, Scrum@Scale, Nexus, LeSS

	Team level	# levels	Finance/ budget	# Roles	Backlogs	Coordination
SAFe	Any	2,3,4	Portfolio / ART funded	9-15	Portfolio Large Solution Program Team	System Team RTE STE
SCRUM @SCALE	Scrum	2+	Fixed (teams funded)	5-9	Enterprise Team EAT	EAT EMS
NEXUS™ Scrum.org The Home of Scrum	Scrum	2,3	Fixed (teams funded)	4	Product Nexus Sprint	Nexus Integration Team
LeSS	Agile	2,3	Fixed (teams funded)	3-4	Product	-

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What does Danish organisations do?

Find the paper here:
https://www.vilma-consulting.dk/papers/

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Data collection

- Feedback from 100+ organisations
  - Name of organisation
  - Which variant of scaling framework (or combo) is used
  - Size of the scaling, that is number of people, teams, trains, tribes/ guilds that currently work in the scaled agile setup

- Of these
  - 38 scale agile + 2 starting H2 2019

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Business domain

Domain	Organisations
Financial	9
Insurance	6
IT	4
Medical	1
Media	1
Public	4
Production	10
Tele	1
Transportation	2
Total	38

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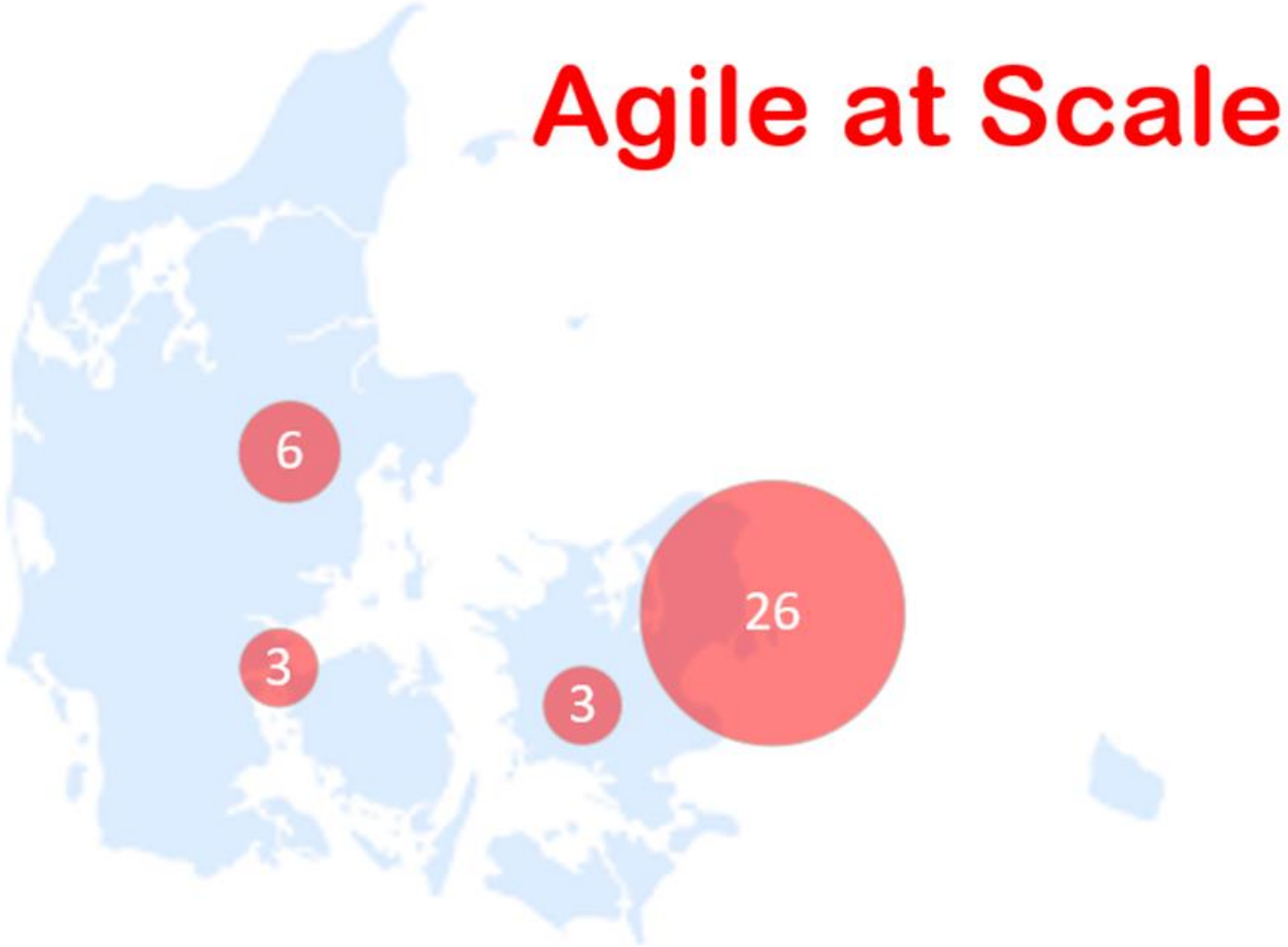
Geography



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Geography

Organisations Region	50-249 employees	250+ employees	Organisations 50+ employees	Scaling agile	% of 50+ organisations	% of 250+ organisations
Denmark	3,512	818	4,330	38	0.9%	4.6%
Capital	1,324	432	1,756	26	1.5%	6.0%
Zealand	320	60	380	3	0.8%	5.0%
Southern Denmark	730	136	866	3	0.3%	2.2%
Central Jutland	785	142	927	6	0.6%	4.2%
Northern Jutland	353	48	401	0	0.0%	0.0%

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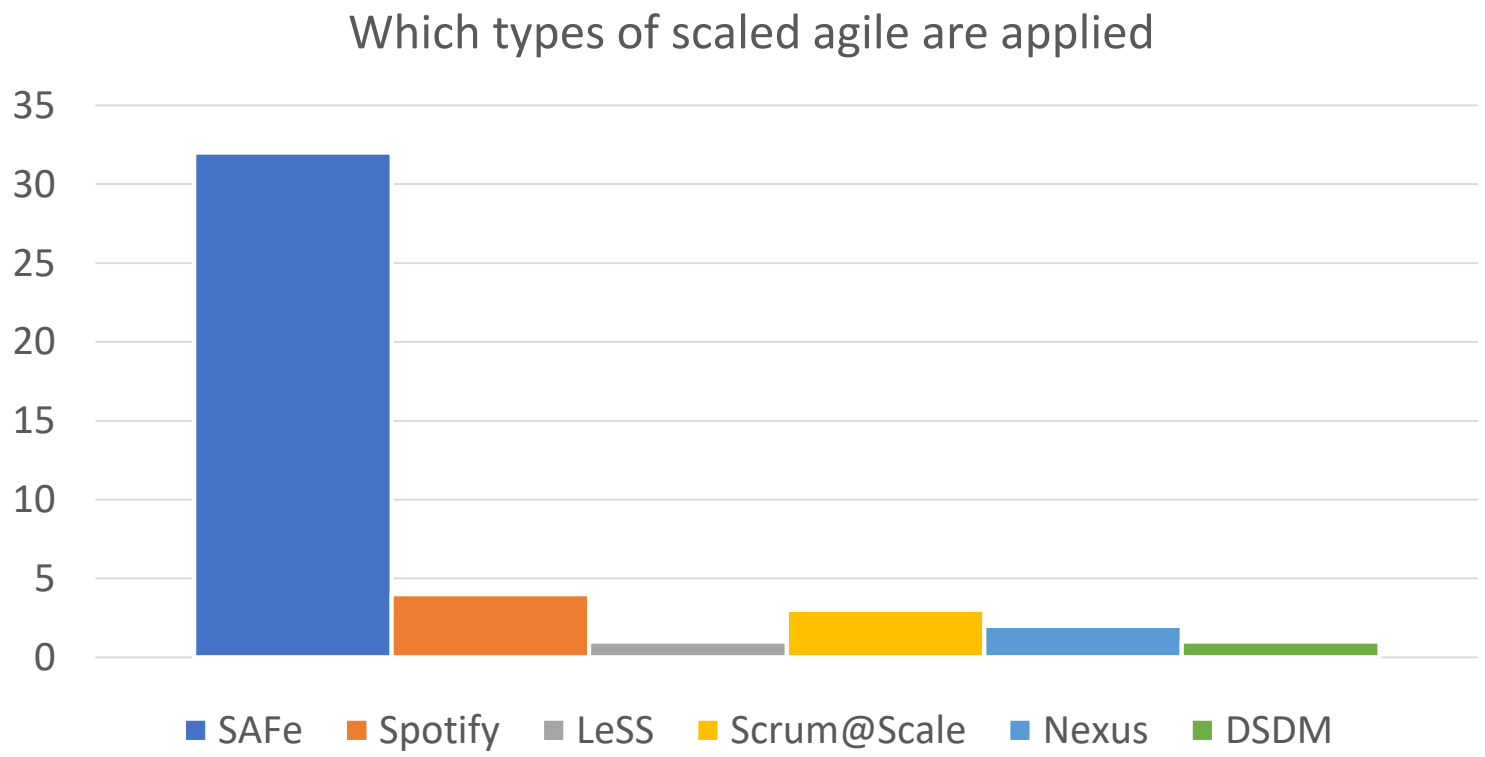
Scaling frameworks applied



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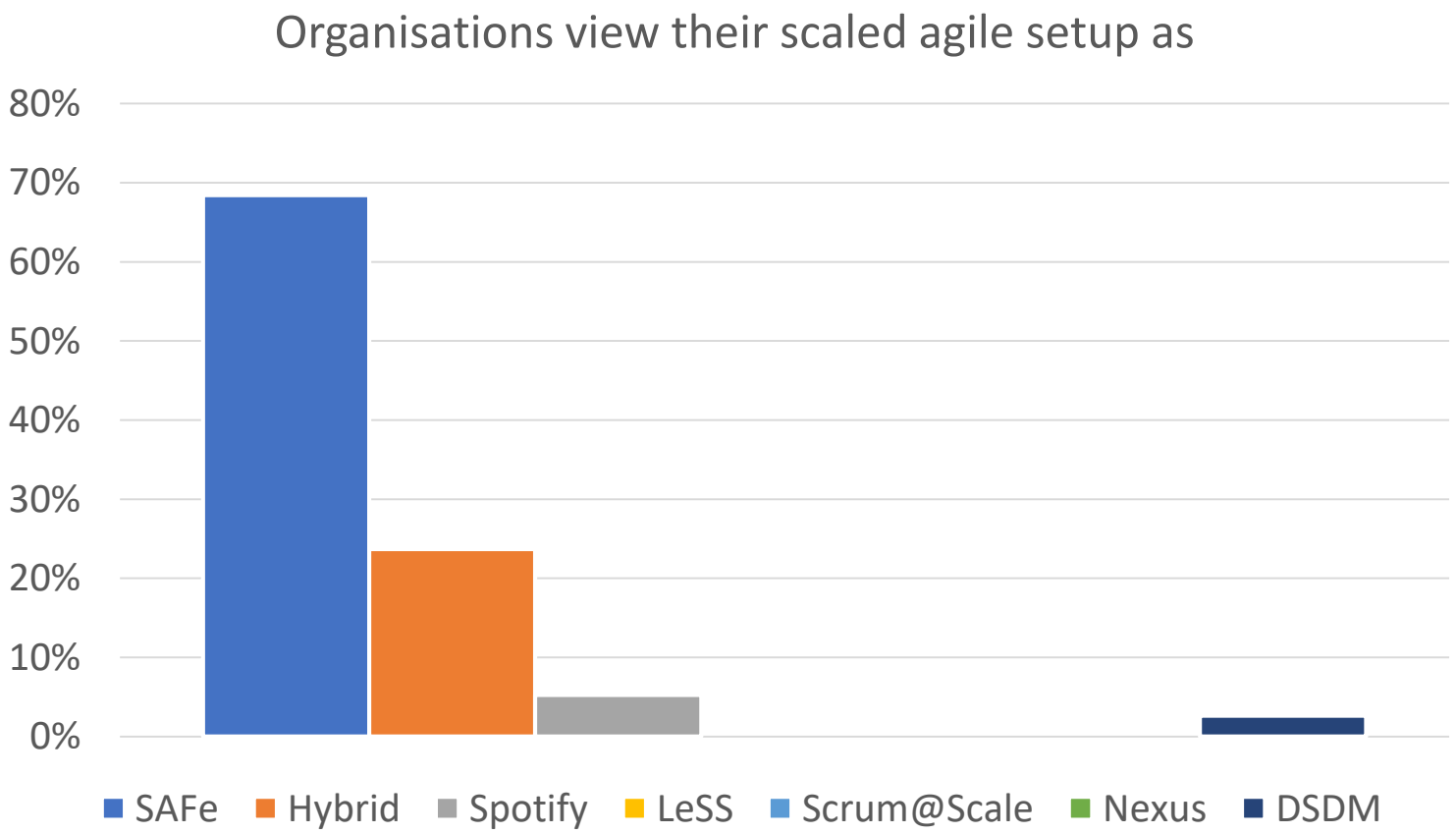
Organisations view of scaling agile



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Hybrids

“Spotify”

DSDM

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Less, Nexus, Scrum@Scale

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Current state

Learn from others' experiences…

8.700+ persons with *scaled* agile experience

xx.xxx persons with agile experience

Danish communities (Meetup: #AgilityLab + 8)

SAFe conference 2020

Danish speaking trainers

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Potential for scaled agile in Denmark

- If all regions scale like the Capital Region
  → 260 scaled agile organisations in Denmark
  → 60,000 people working with scaled agile

- Most organisations started scaling within past few years
  → impact of access to local learnings

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Questions?

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