



## Webinar

# How to Scale Agile – and the Danish Potential for Scaling Agile

VILMA  
Consulting

Majken Vildrik Thougard, MSc, PhD

May 26, 2020





# Agenda

How to Scale Agile

The state of scaling agile in Denmark

How does Corona and scaling agile match

Questions



# Majken Vildrik Thouggaard

M.Sc., Ph.D.



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LinkedIn

[vilma-consulting.dk](http://vilma-consulting.dk)

nets TEMENOS  
The software specialist for banking and finance

FLSMIDTH SAXO BANK

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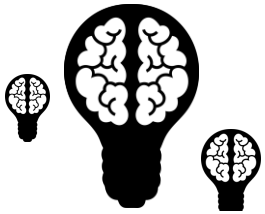
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# Agile at scale



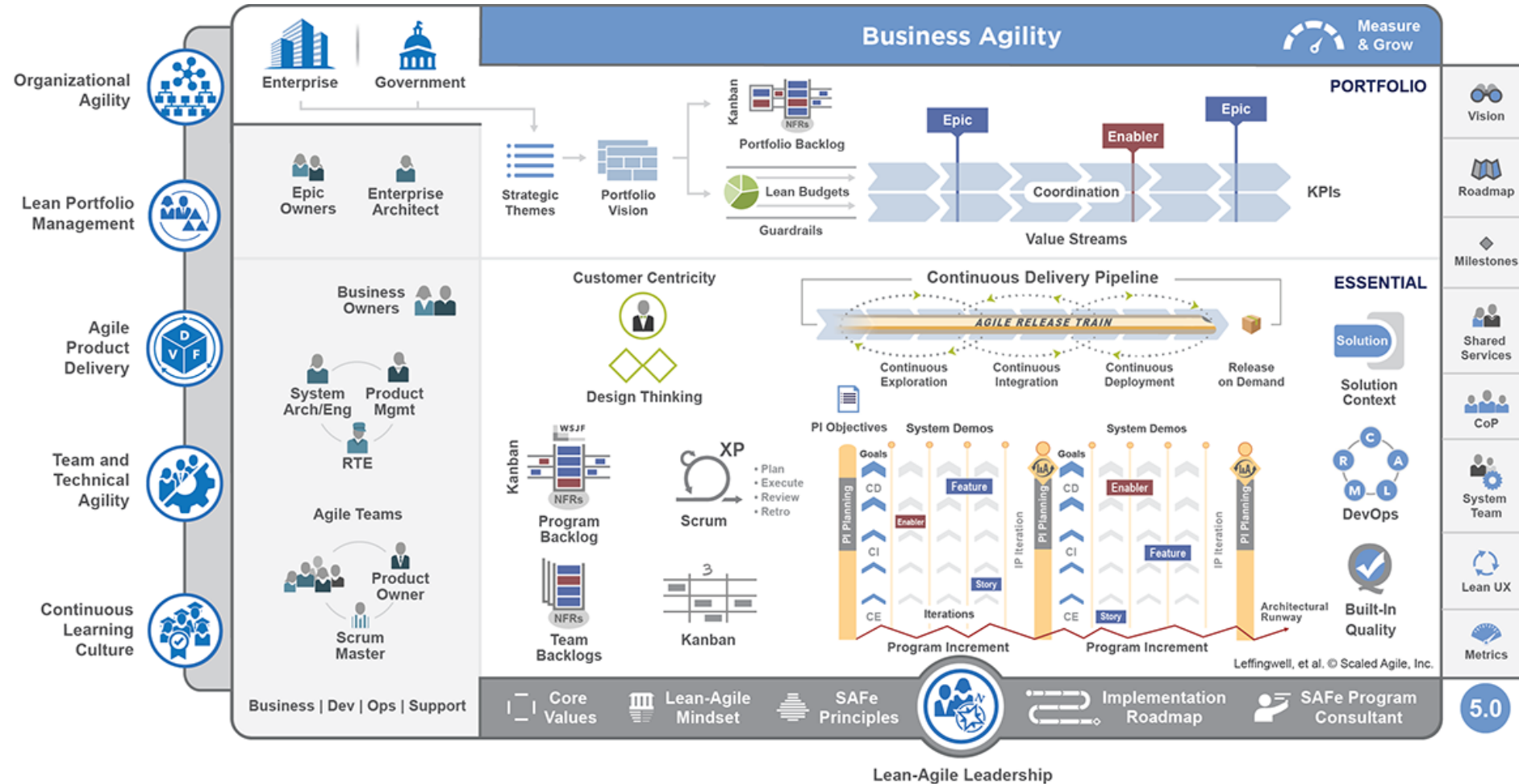
Learning

# Scaled agile frameworks



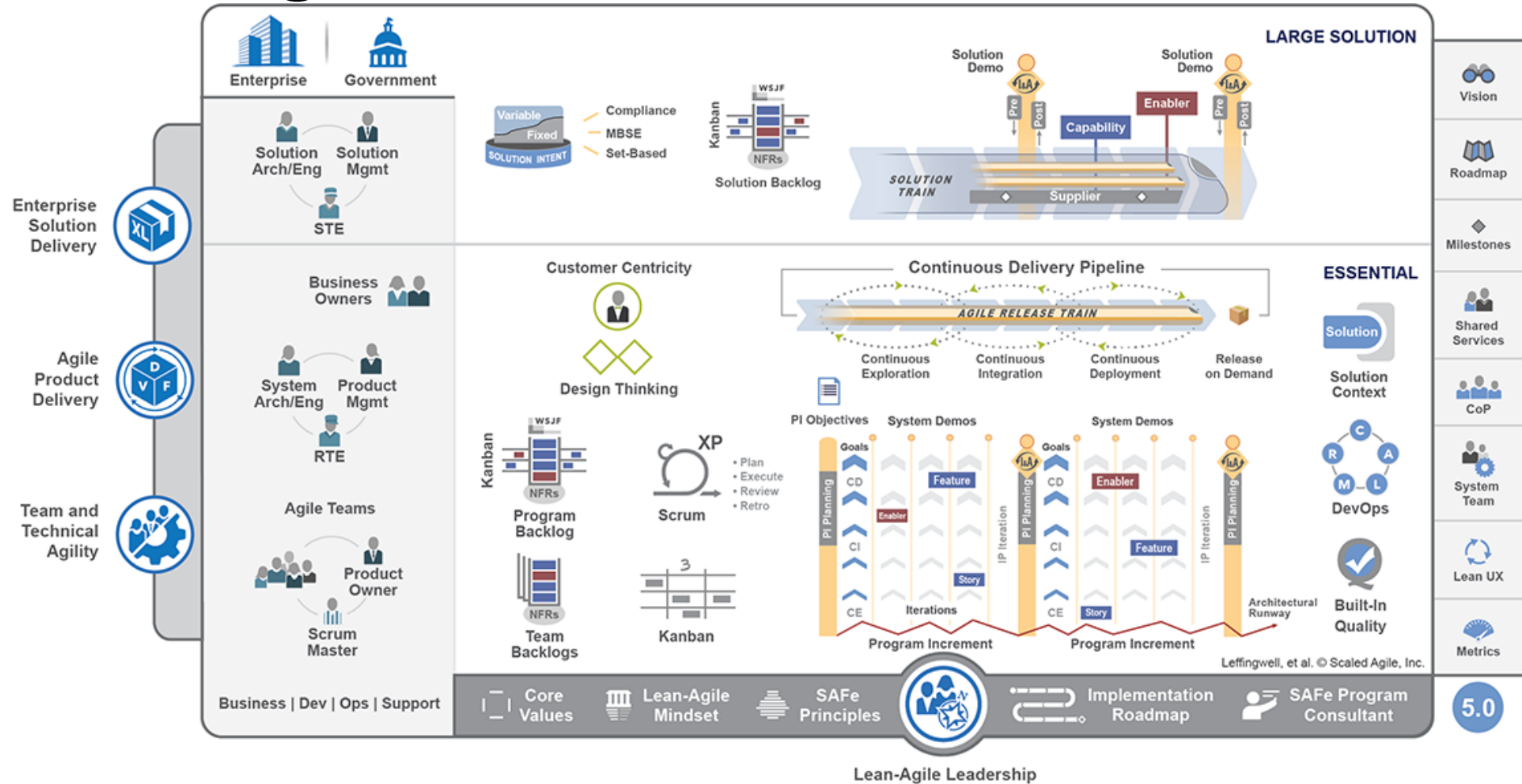
- DAD / DAD 2.0
- DSDM
- “Spotify”
- Stage-gate-agile
- Combination
- Home grown...

# SAFe – Essential

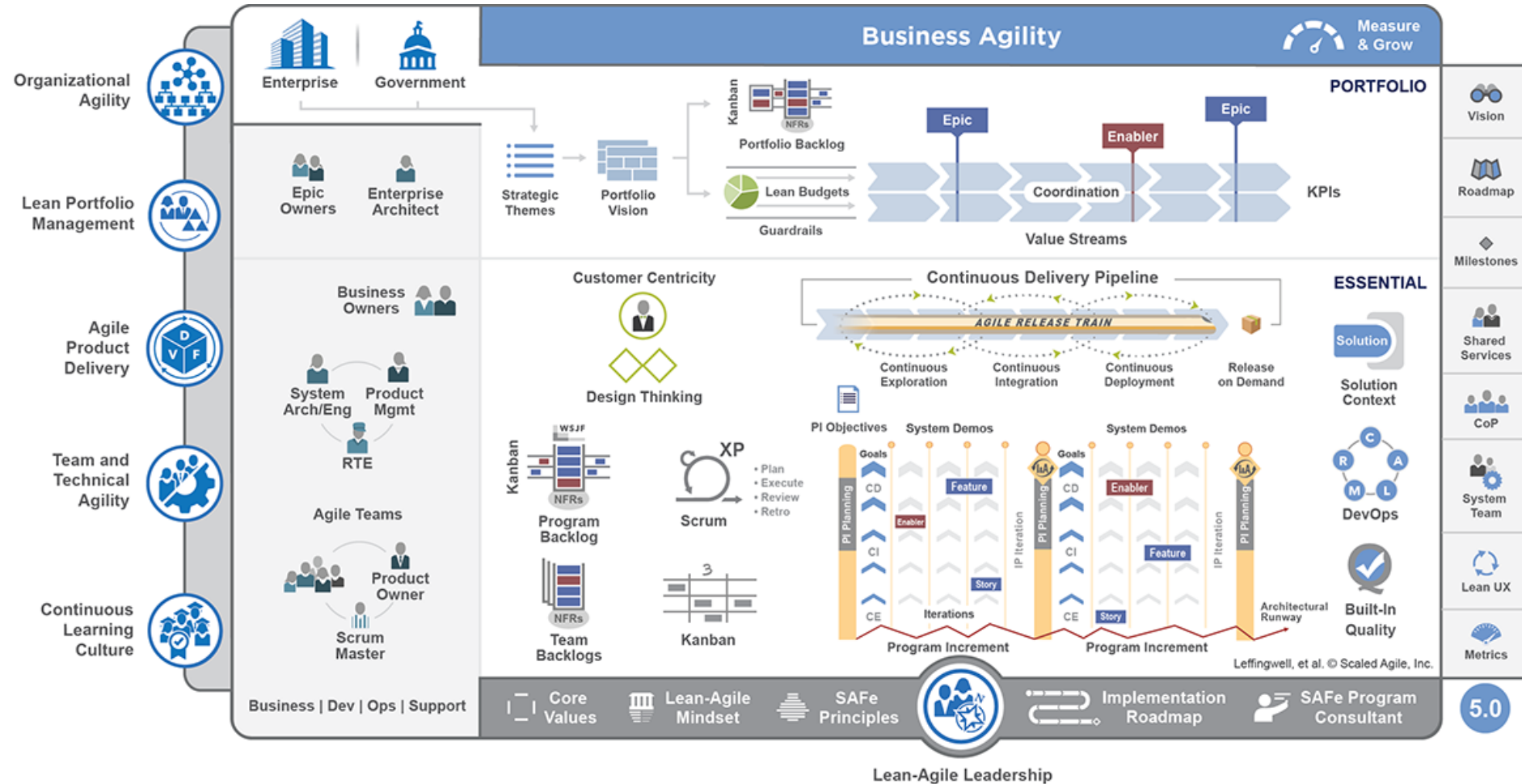




# SAFe – Large Solution

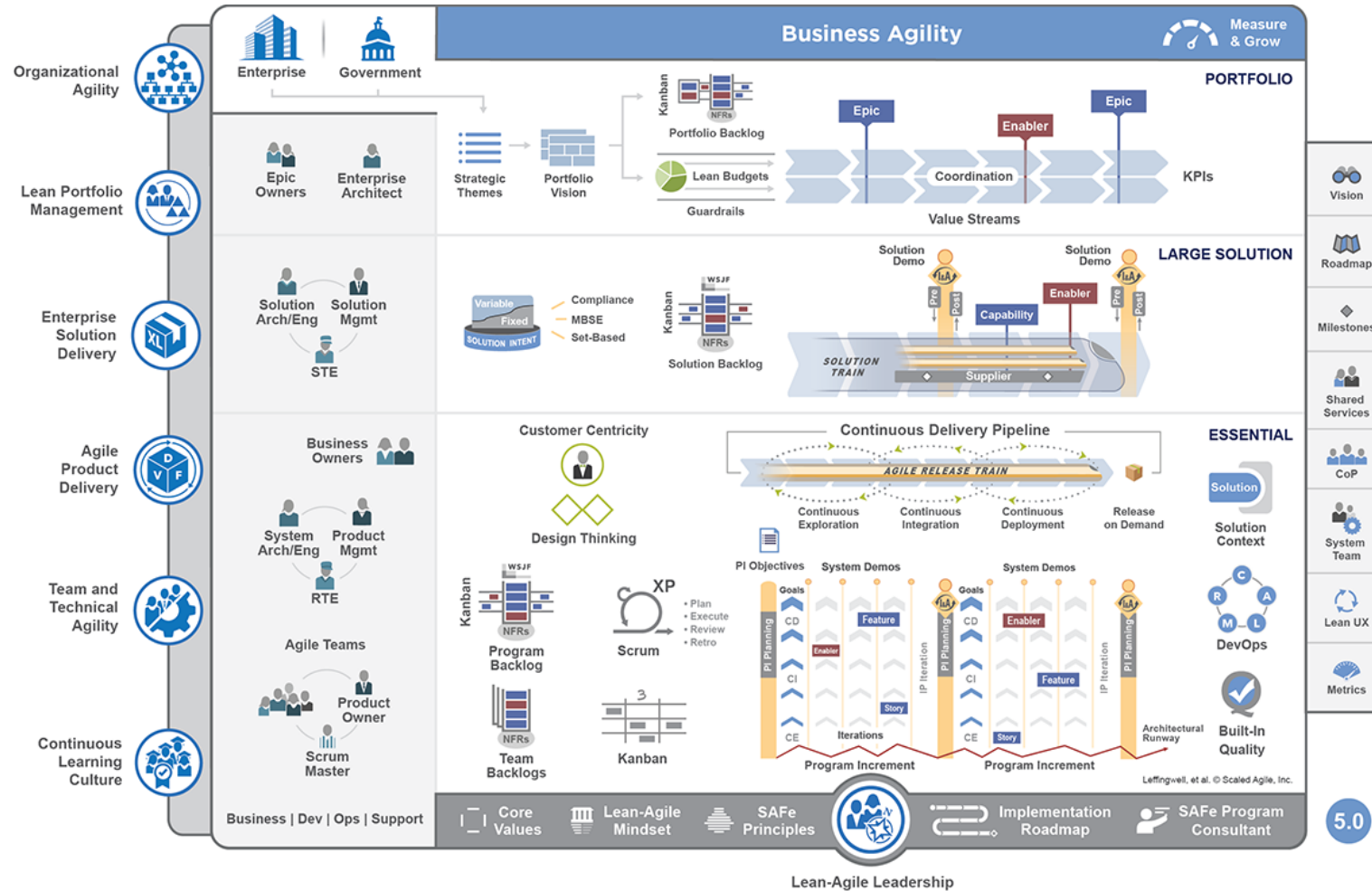


# SAFe – Portfolio





# SAFe – Full



# Why SAFe

Invented by Dean Leffingwell

Available from 2011, version 5.0 released 2020

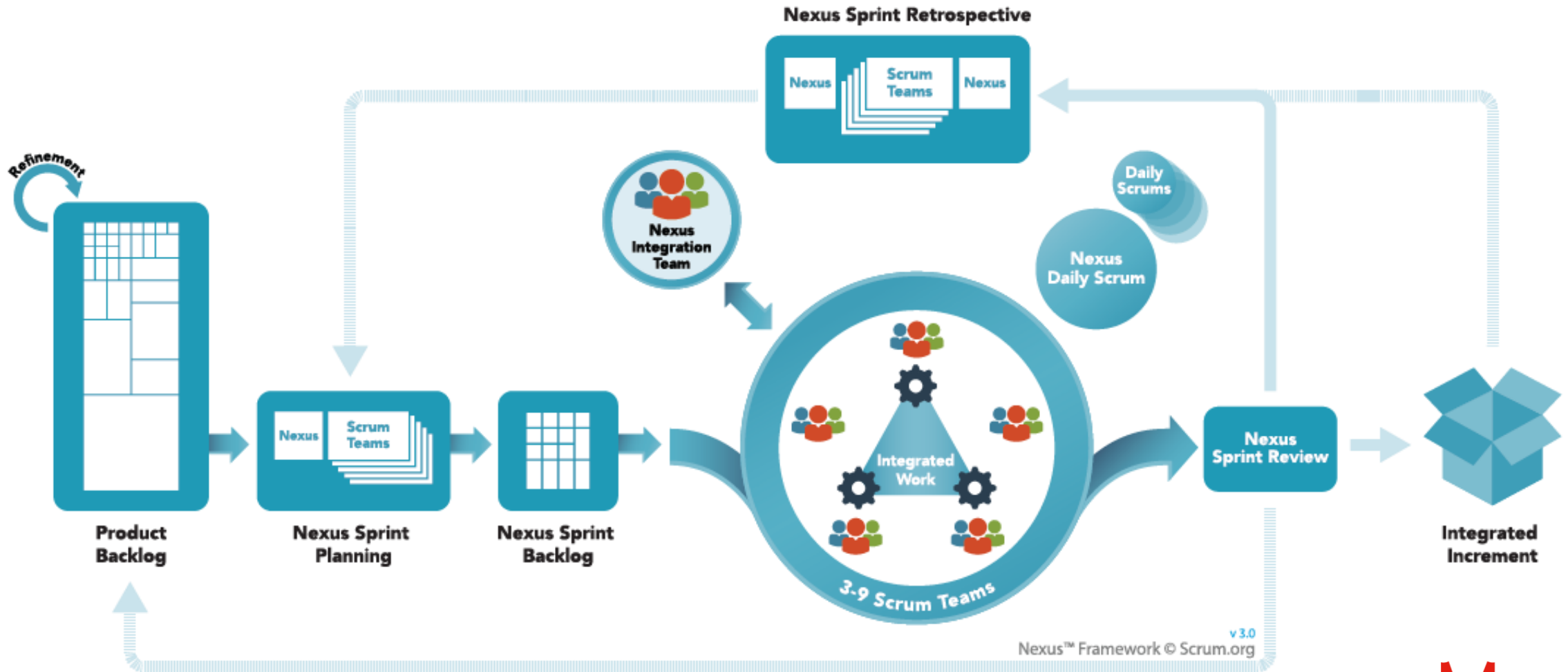
## Benefits

- Roles/ responsibilities/ implementation well described
- Role based training available
- Framework tested on numerous organisations and business domains

## Prerequisites

- None
- 75-125 people for an ART

# Nexus



# Why Nexus

Invented by Ken Schwaber (co-founder of Scrum)

Available from 2015, current version 3.0

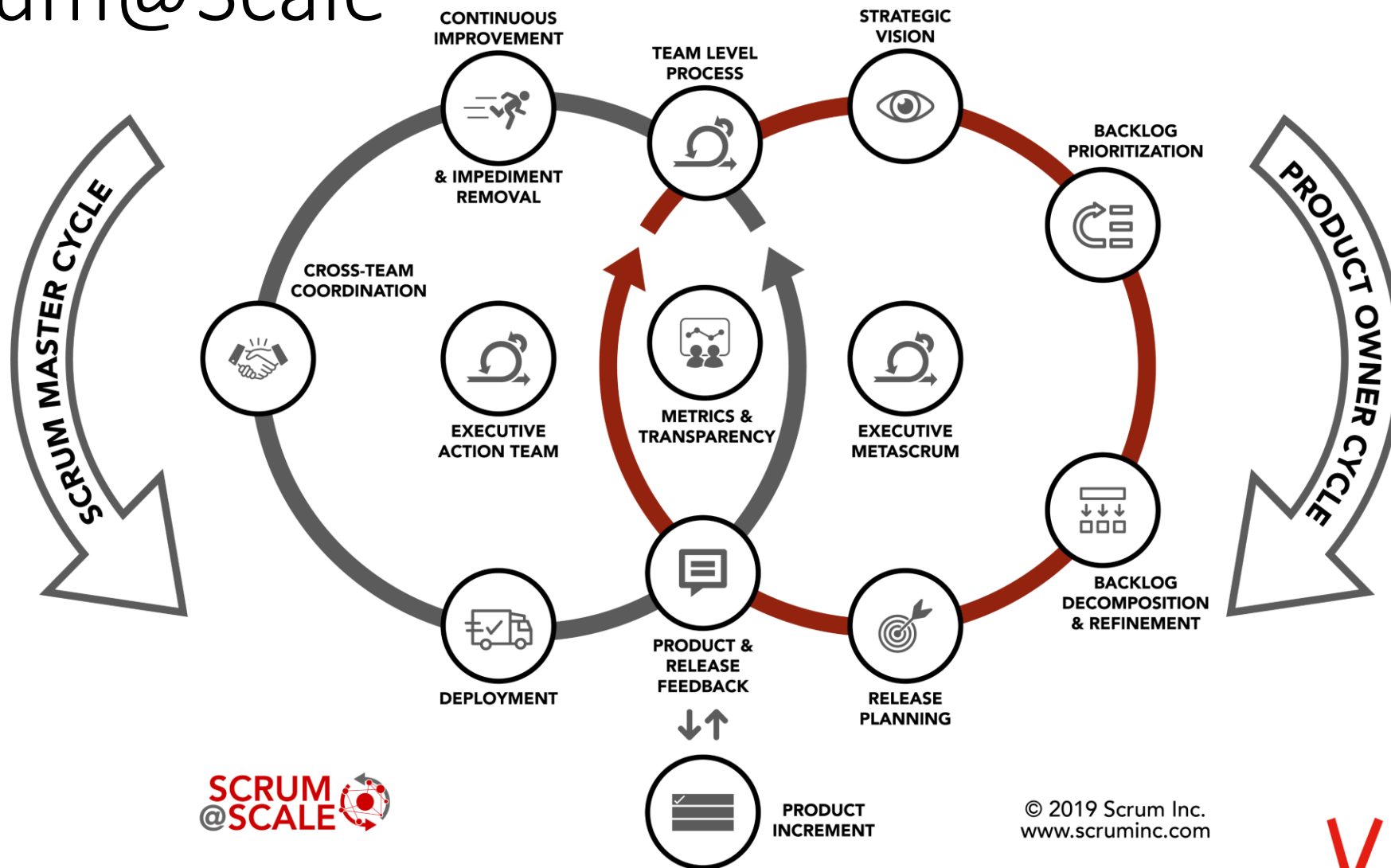
## Benefits

- Simple extension of Scrum
- Efficient for small/ medium scaled agile setups
- If you can do Scrum well, you can do Nexus well
- Nexus+

## Prerequisites

- Do Scrum well
- Buy-in/ active participation from the organisation
- Very strong PO

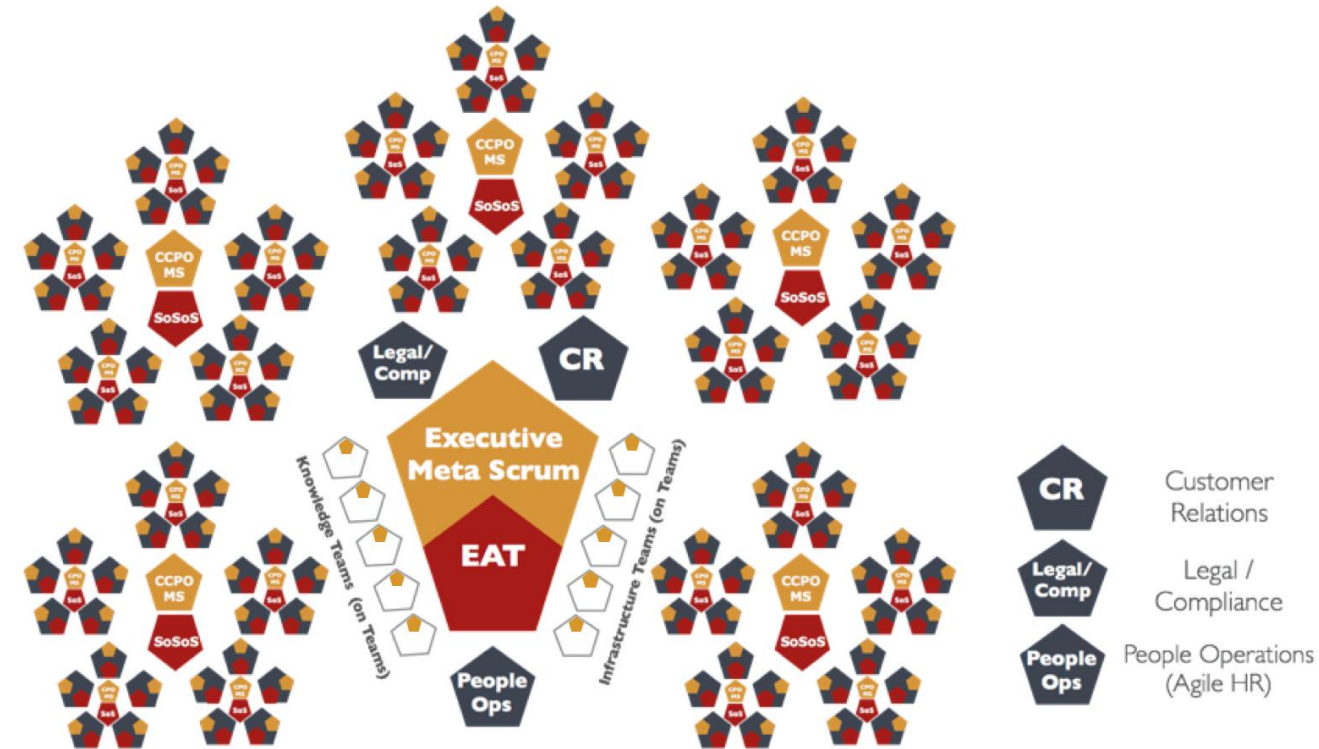
# Scrum@Scale



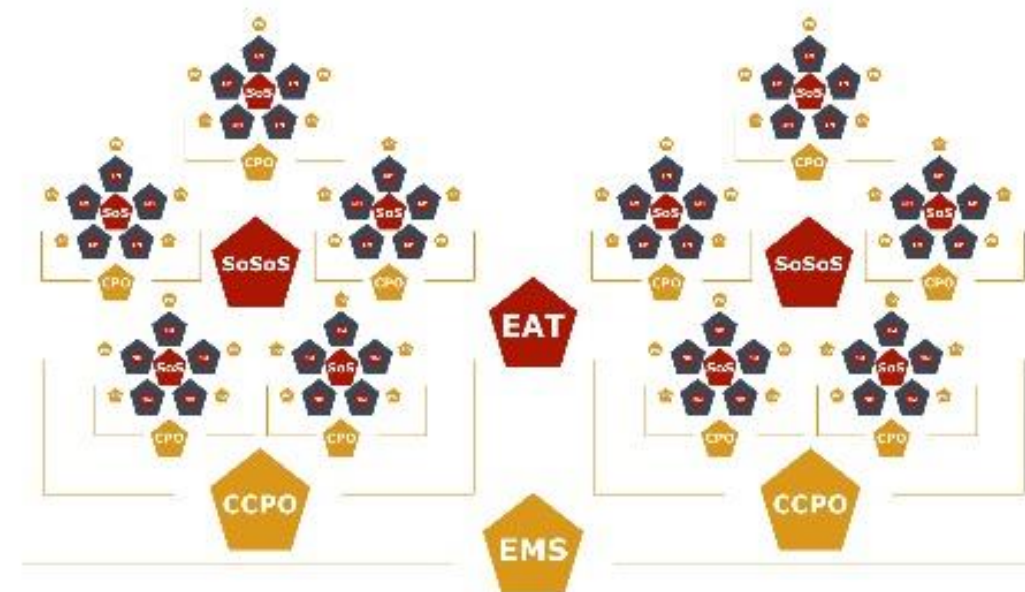
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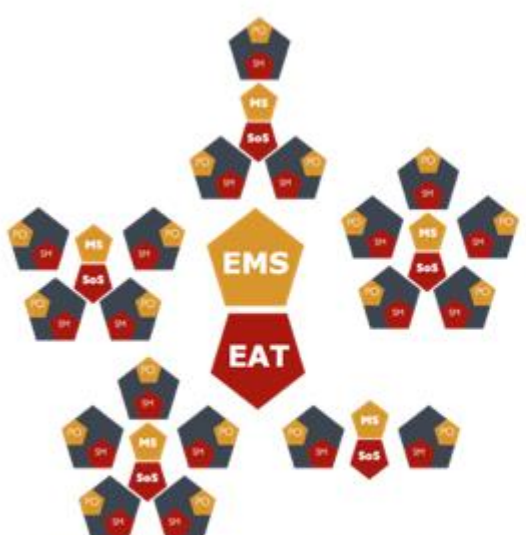




# Scaling 250 people



erland & Scrumline 1993 - 2018

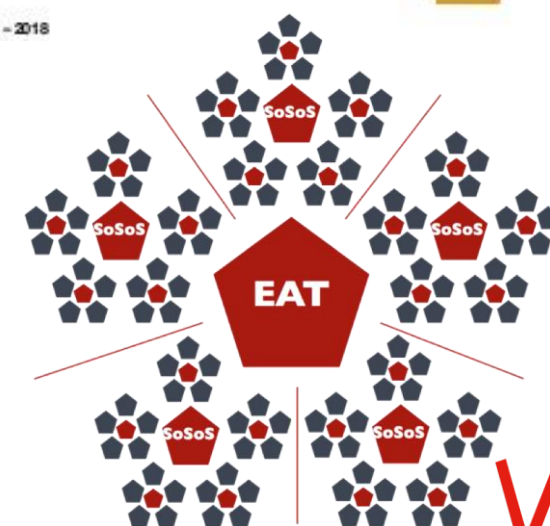


5 SoS's with 2, 3, 4, & 2x5 Teams



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

2019 - 2020





# Why Scrum@Scale

Invented by Jeff Sutherland (co-founder of Scrum)

Available from 2018

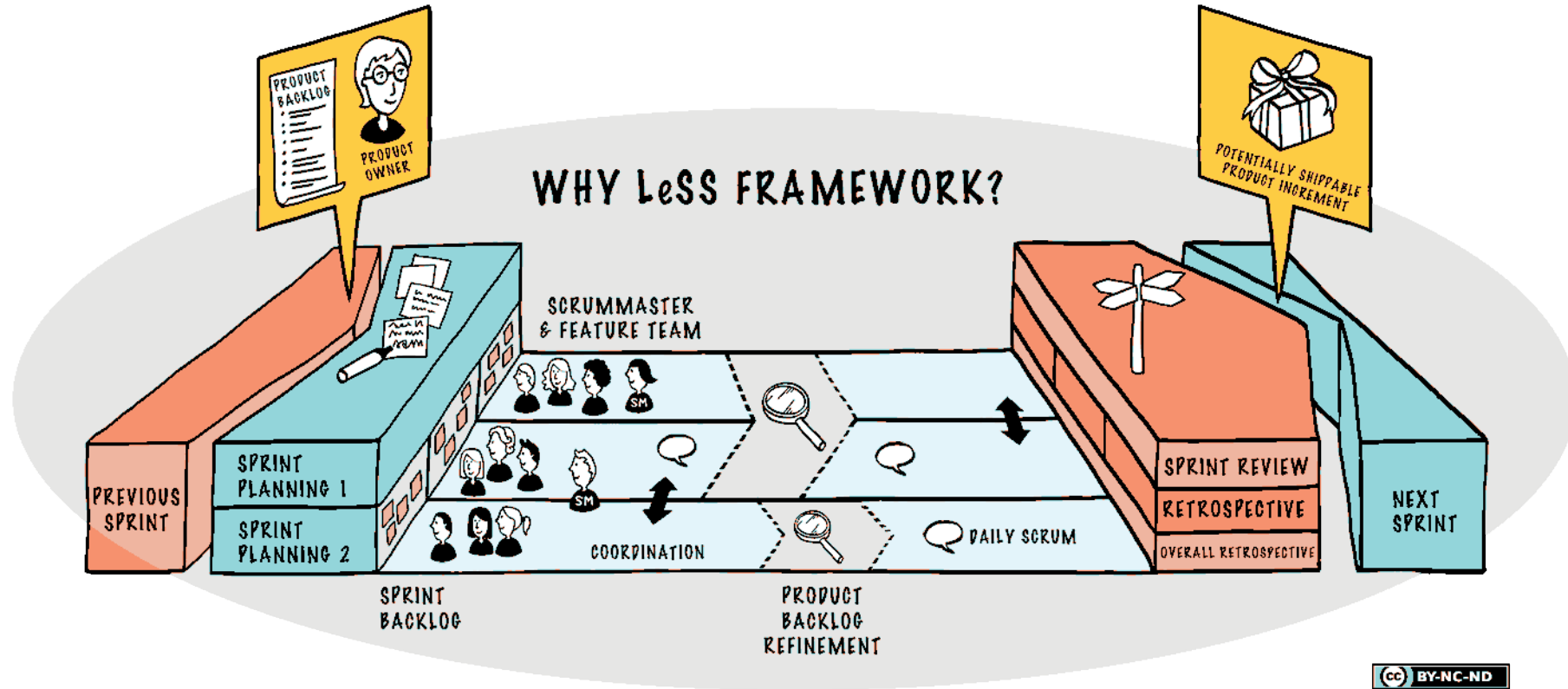
## Benefits

- Simple extension of Scrum
- Efficient from small to (even very) large scaled agile setups
- If you can do Scrum well, you can do Scrum@Scale well

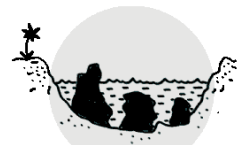
## Prerequisites

- Do Scrum well
- Active participation from the C-level
- Strong customer value focus

# LeSS



# LeSS



LEAN  
THINKING



SYSTEMS  
THINKING



PRINCIPLES



COACHING



ADOPTION



CONTINUOUS  
IMPROVEMENT

FEATURE  
TEAMS



TEAMS

...

STRUCTURE



ORGANIZATION



COMMUNITIES



CONTINUOUS  
INTEGRATION

TECHNICAL  
EXCELLENCE



ARCHITECTURE  
& DESIGN



ROLE OF  
MANAGERS



MANAGEMENT



GO SEE



PRODUCT  
OWNER TEAM



LESS HUGE



REQUIREMENT  
AREAS

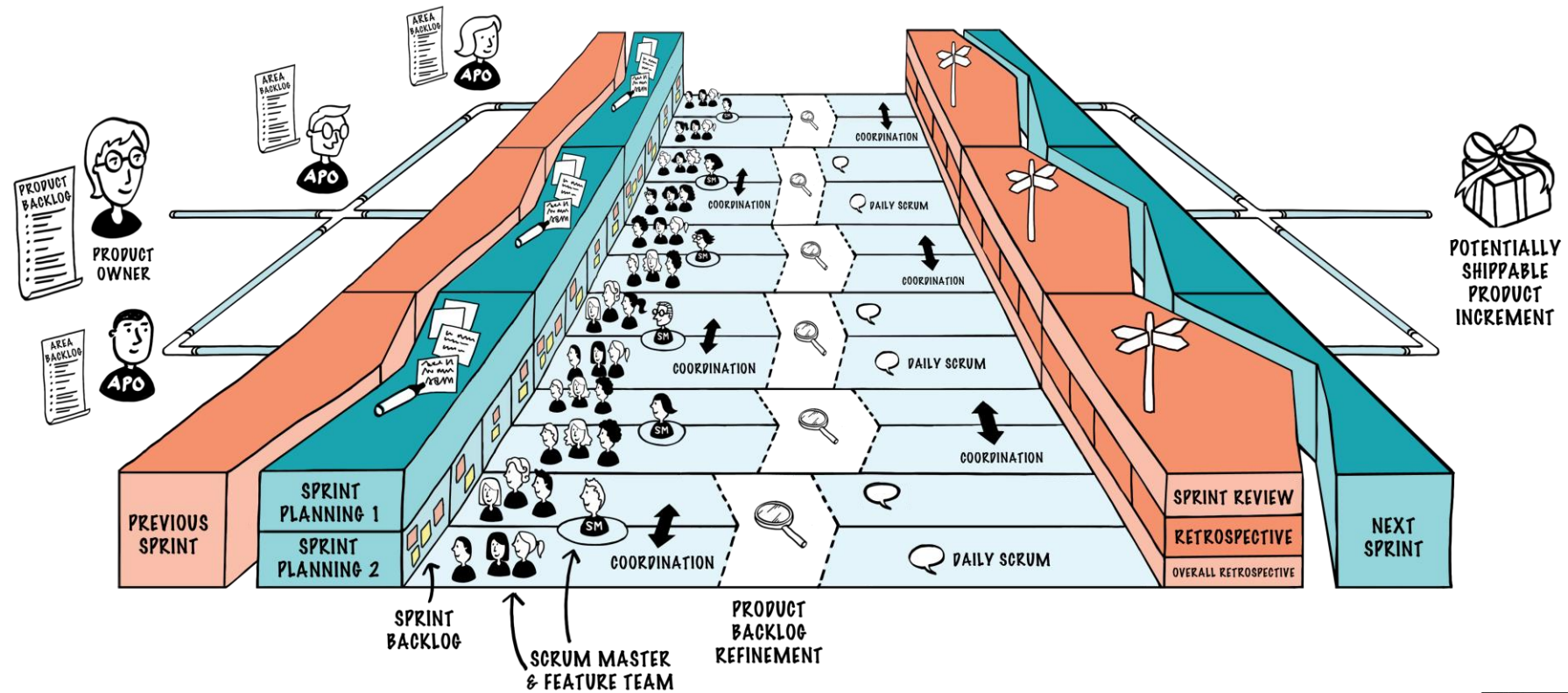
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# LeSS Huge



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

# Why LeSS

Invented by Craig Larman & Bas Wodde

Available from 2014

## Benefits

- Simple extension of agile
- Will optimise your organisation for your defined goal
- If you can do agile well, you can do LeSS well
- LeSS Huge

## Prerequisites

- Do agile well
- Willingness to invest in the transformation (product definition, organisation structure, skills)
- Job safety (not role safety)
- Very strong PO

# What does Danish organisations do?



Find the paper here:

<https://www.vilma-consulting.dk/papers/>

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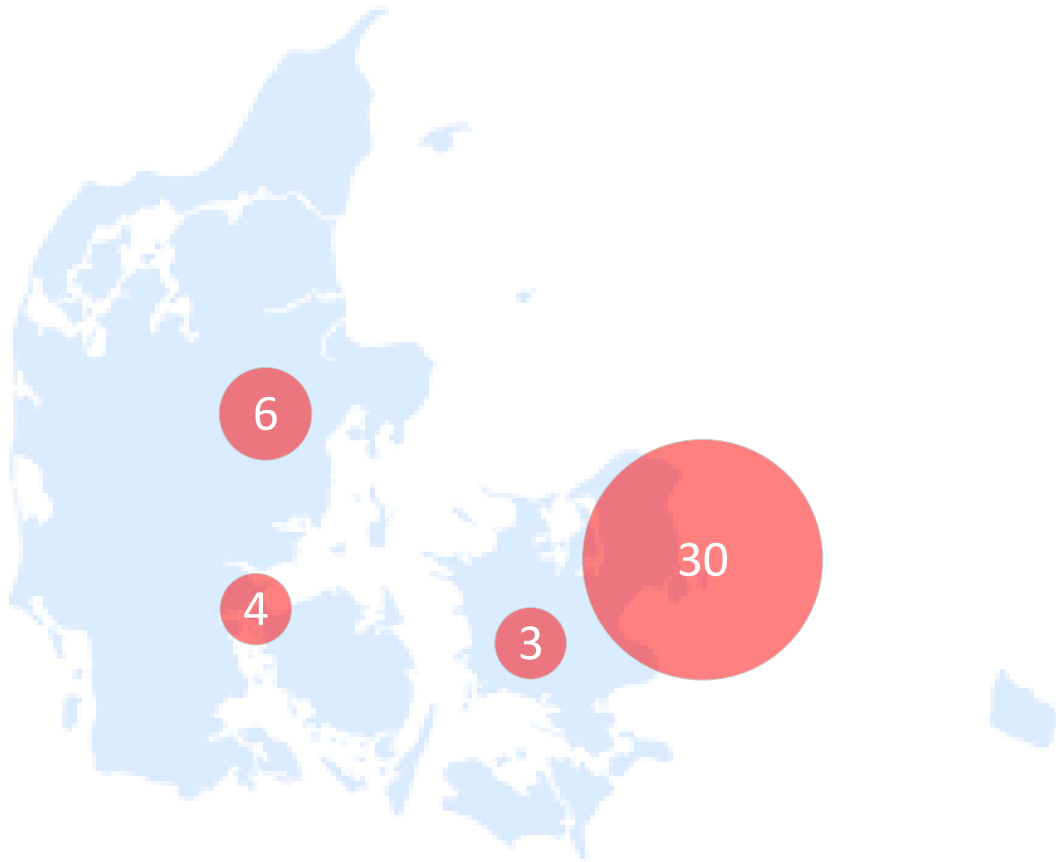
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# Data collection

- 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
  - 43 scale agile

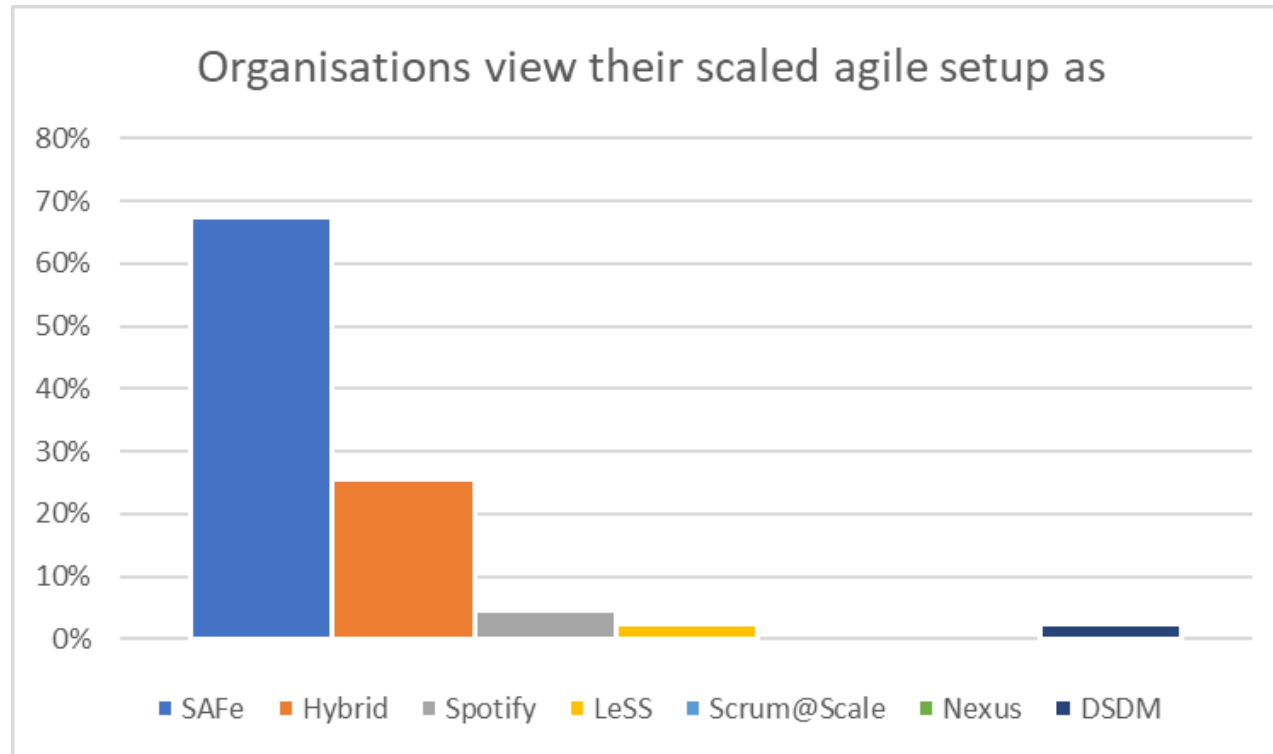
# Geography



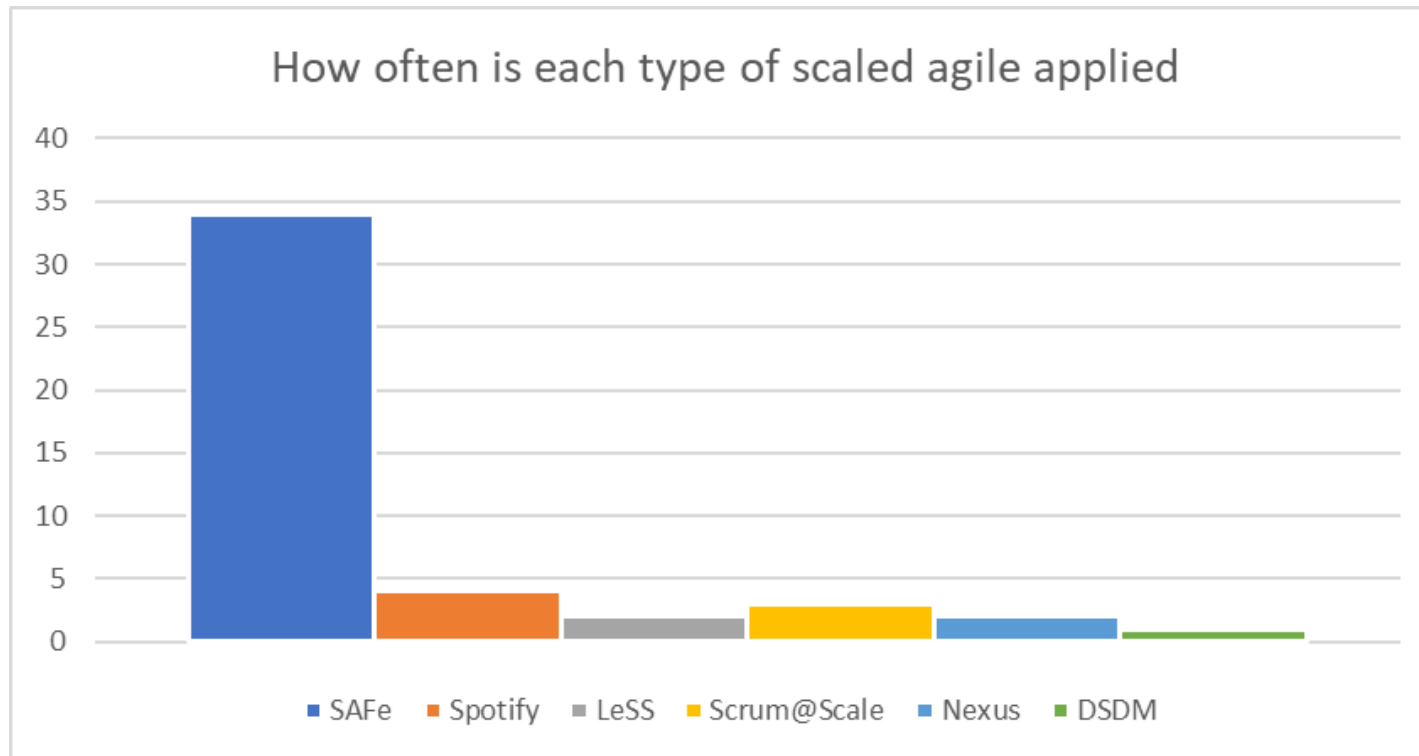
# Business domain

Domain	Organisations (number)
Financial	10
Insurance	6
IT	6
Public	4
Production	5
Healthcare	5
Energy	3
Transportation	2
Media	1
Tele	1
<b>Total</b>	<b>43</b>

# Organisations view of scaling agile



# Scaling frameworks applied



SAFe



atp=



BEC

Demant



ENERGINET



GN



Miljø- og  
Fødevareministeriet  
Landbrugsstyrelsen



Nykredit

oticon  
PEOPLE FIRST

PFA  
Mere til dig



SITECORE

skandia: SYSTEMATIC

Topdanmark  
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Velliv

Vestas®

Ørsted

# Hybrids



LeSS

DSDM

“Spotify”





# Nexus & Scrum@Scale

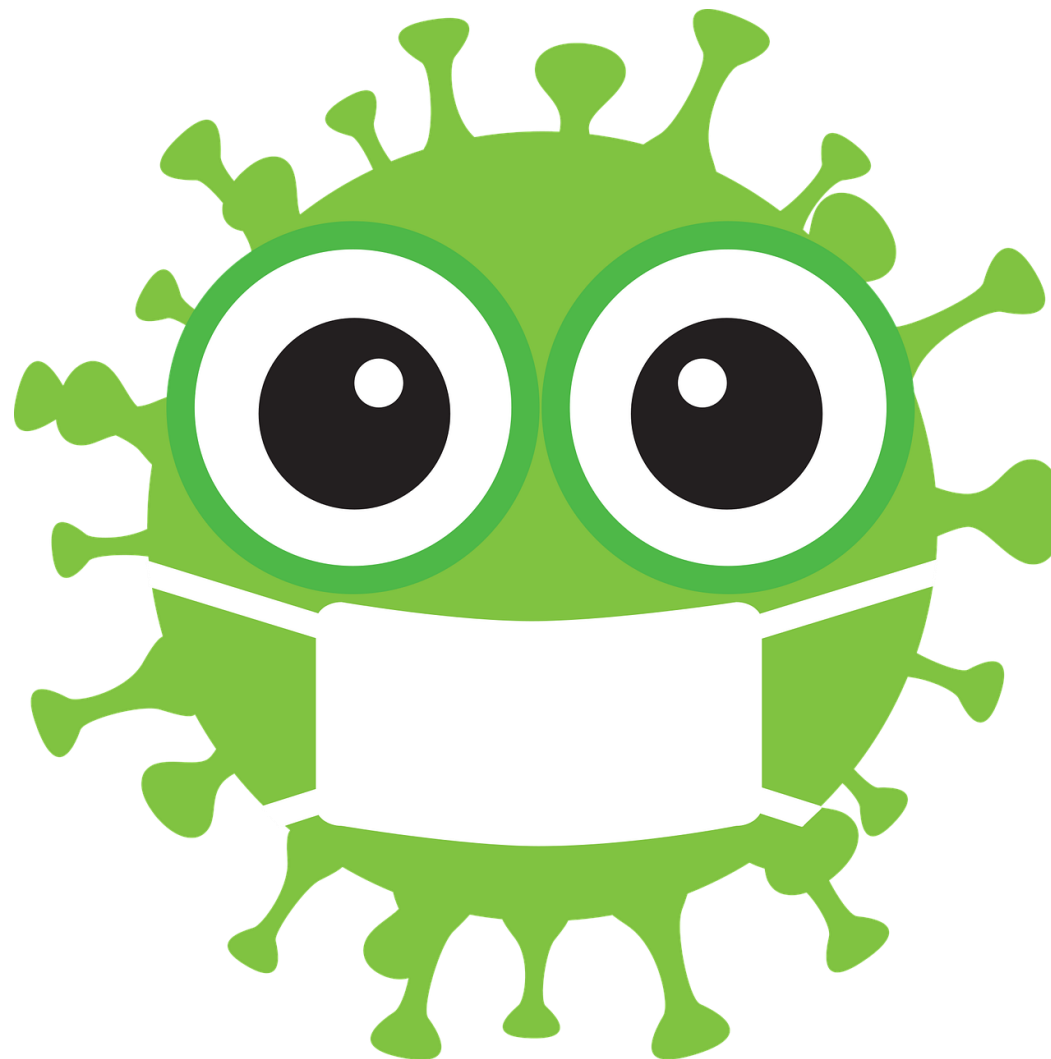


# Potential for scaled agile in Denmark

- If all regions scale like the Capital Region
  - 300+ scaled agile organisations in Denmark
  - 60,000 people working within a scaled agile setup
- Most organisations started scaling within past few years
  - impact of access to local learnings
- All scaling agile frameworks are used in Denmark

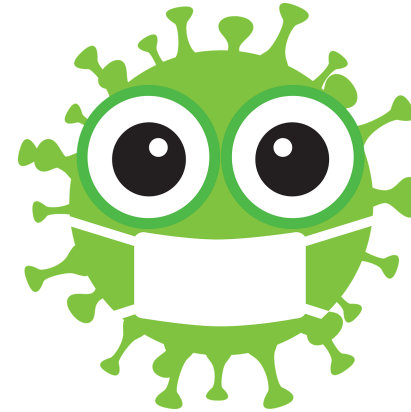








# Scaling agile and Corona



- Planning horizon
  - Sprint lengths
- Meetings
  - Daily standup, scrum of scrums etc
  - Review
  - Retrospectives
  - Planning, long term planning events (PI, Big room planning)
- Scaling agile Frameworks
- People
  - SM, PO, team members, stakeholders, others

Plan **sprint durations** around how long you can commit to keeping change out of the sprint

To deliver similar **quality** and velocity, keep the ratio of input and output similar

**Assumptions:** Agile WoW, CI, CD, sufficient remote access/ availability systems and people, availability of prioritised work

# Questions?







Find Majken here:

<https://www.linkedin.com/in/majkenvildrikthougaard/>

Find the paper here:

<https://www.vilma-consulting.dk/papers/>

Find more agile tips here:

<https://www.vilma-consulting.dk/ukblog/>

[#agilheltekort](#)

(on LinkedIn, in Danish)

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