

Scaling Agile @ Lego

Our journey so far

keynote, Lean Tribe Gathering
Stockholm, Oct 13

Consultant


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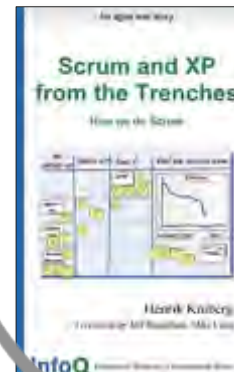
Father



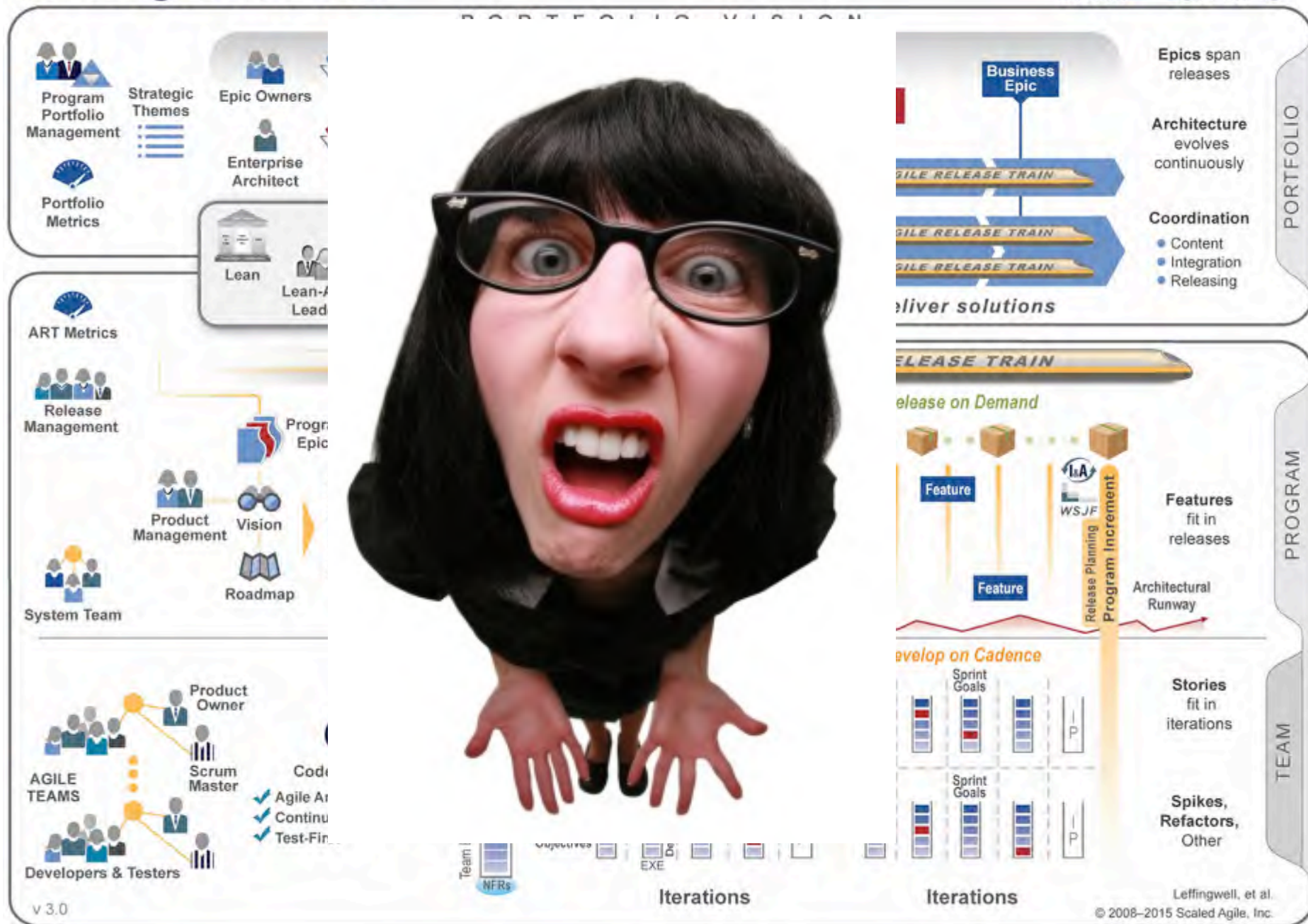
Agile & Lean coach

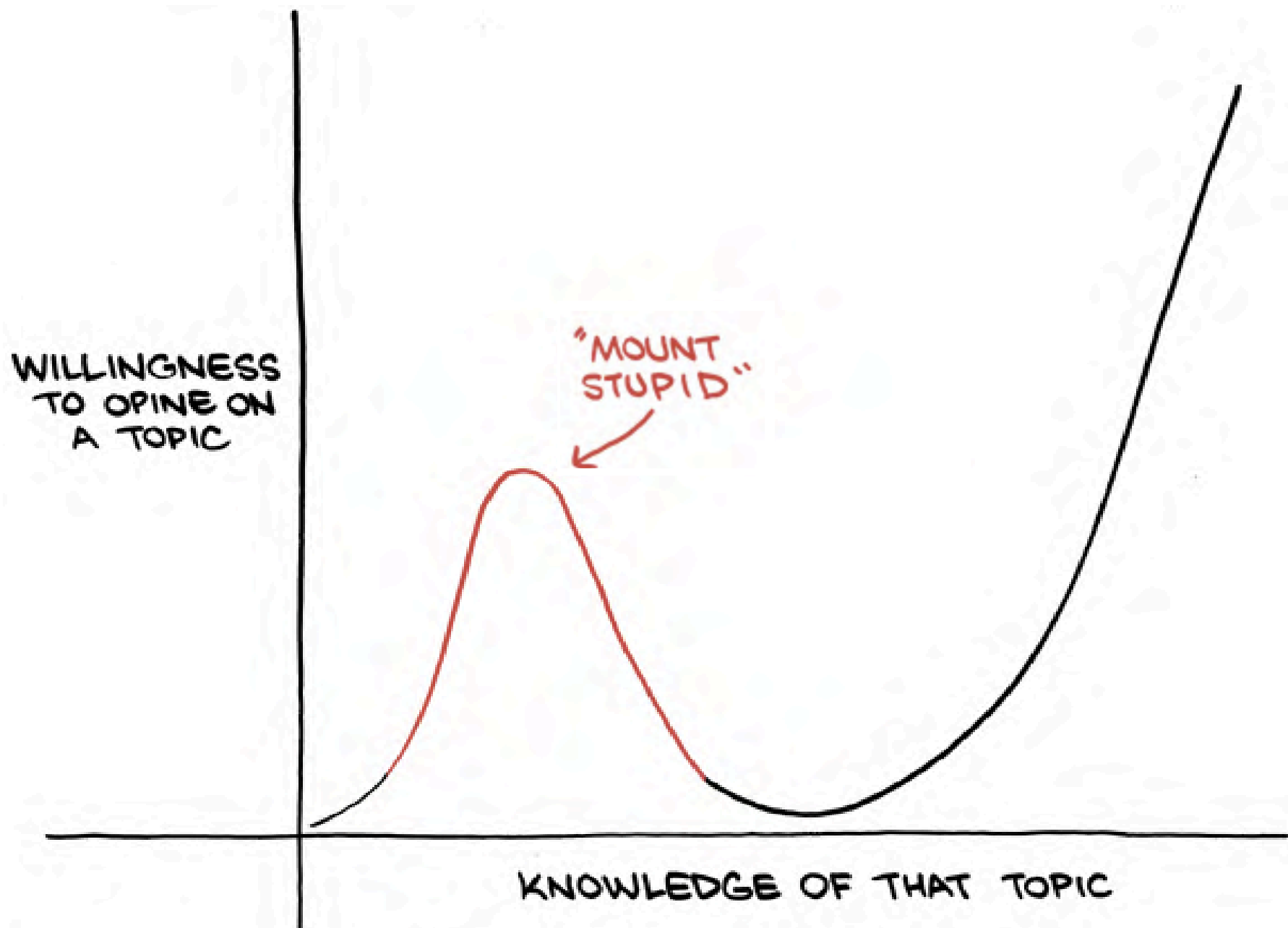


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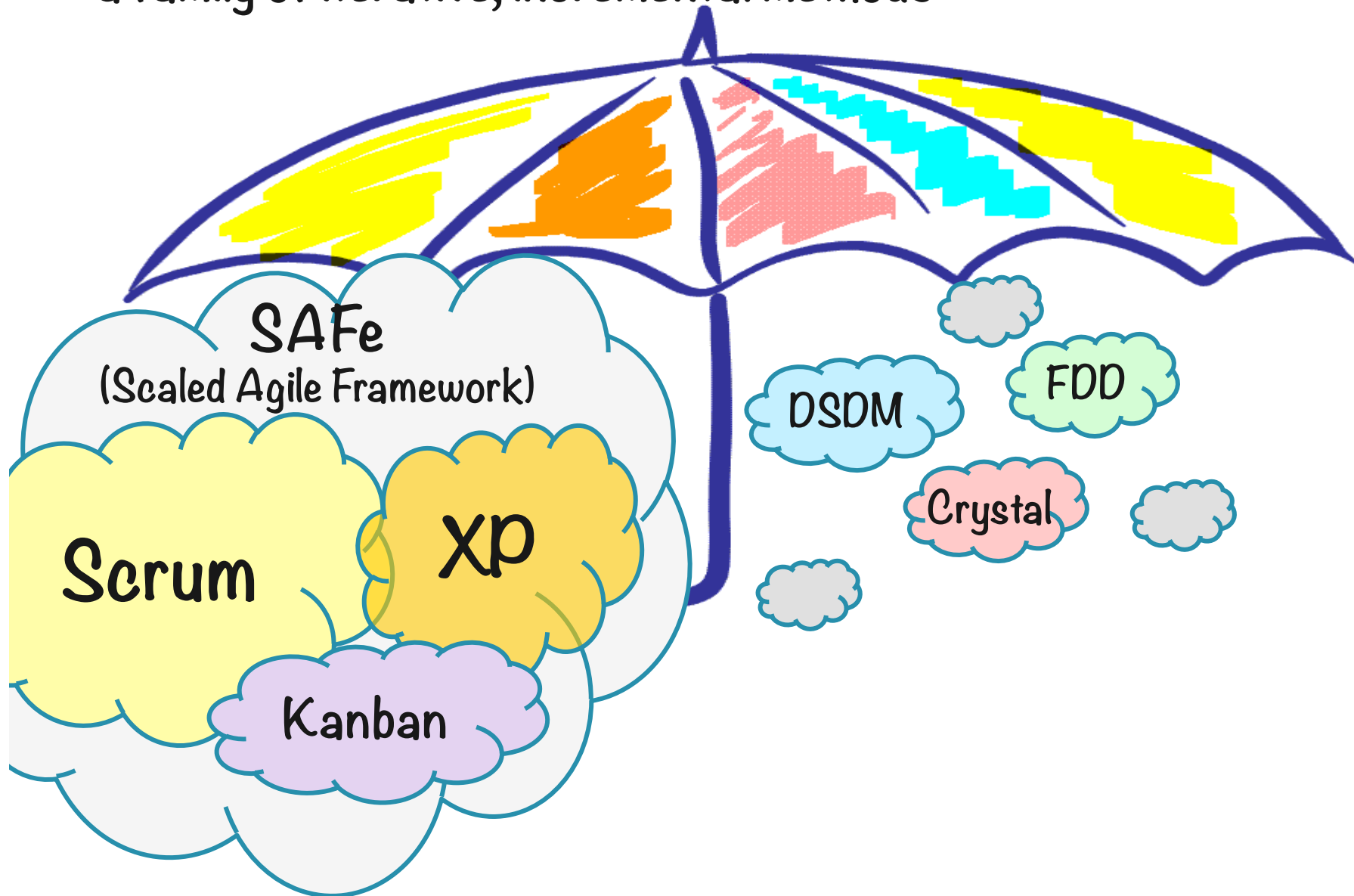
Scaled Agile Framework®



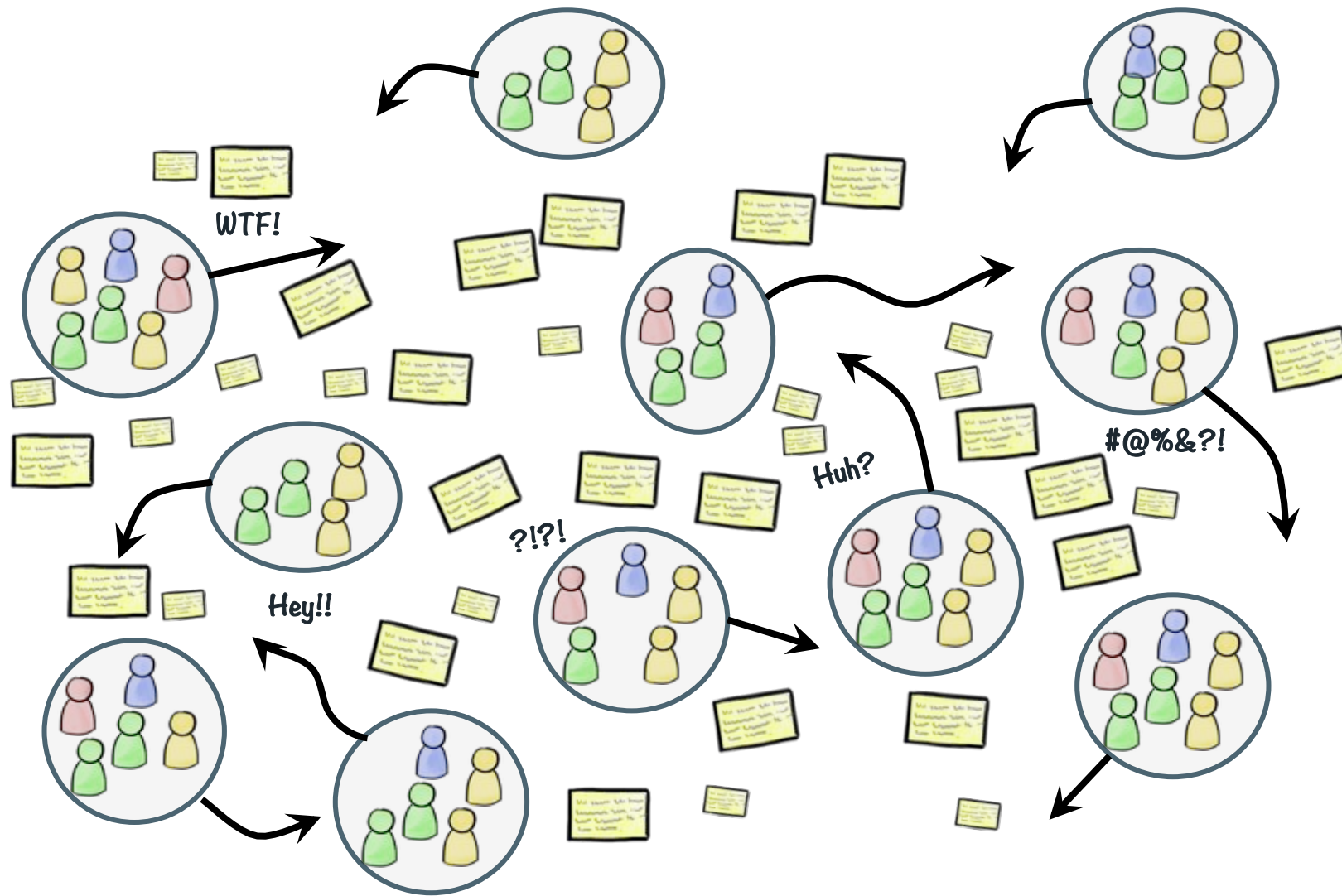


Source: <http://www.smbc-comics.com/?id=2475>

Agile "umbrella" – a family of iterative, incremental methods



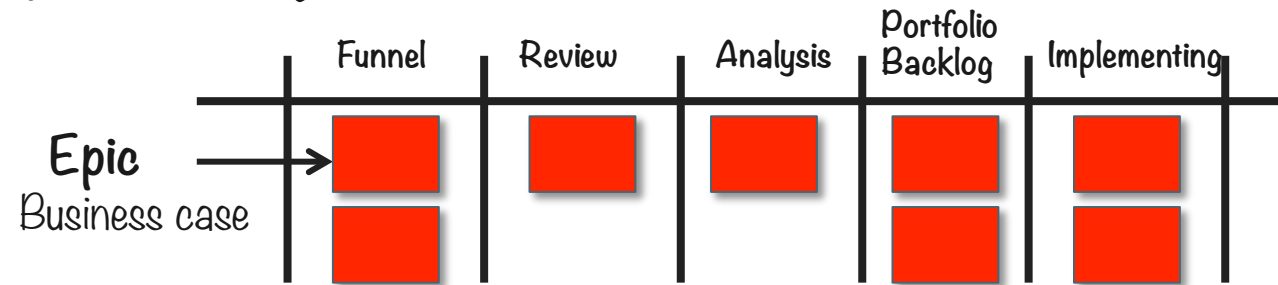
This doesn't scale



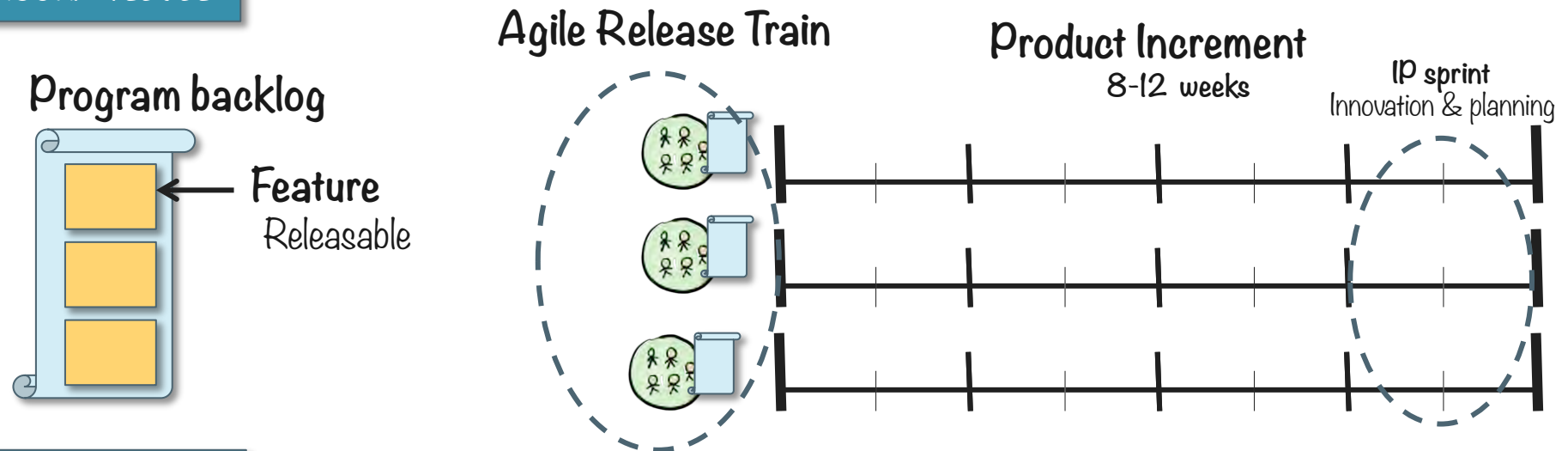
Scaled Agile Framework

Portfolio Kanban System

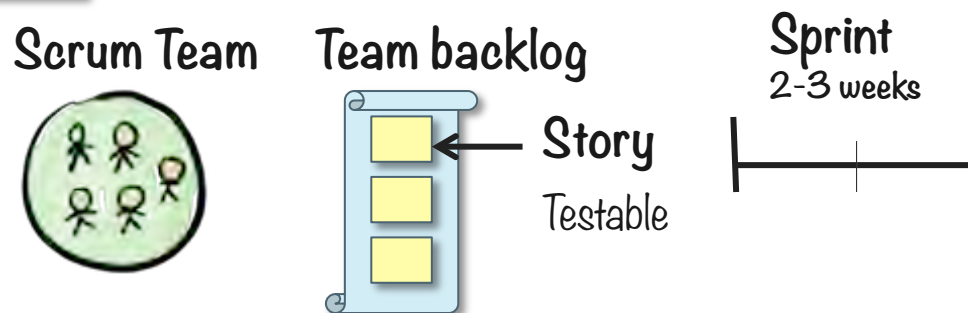
PORTFOLIO LEVEL



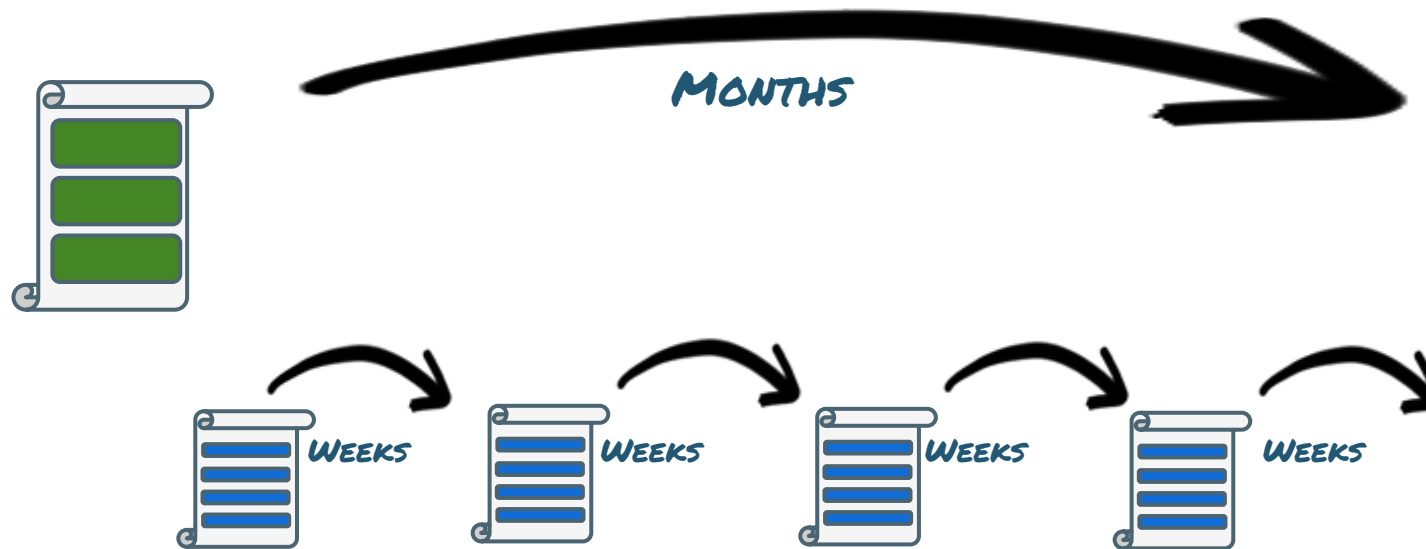
PROGRAM LEVEL



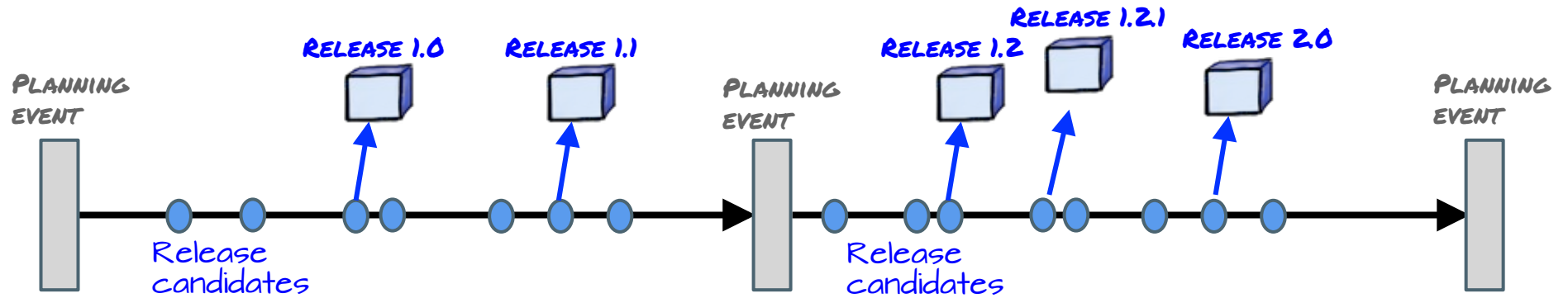
TEAM LEVEL



Pattern: 2-tier planning



Pattern: Plan on a cadence, release on demand



Example: PI-planning @ Lego



2 days, 19 teams, 150 people
Purpose: Alignment!
Side effect: Lots of collaboration in general



PI4 demo video – what did we accomplish?

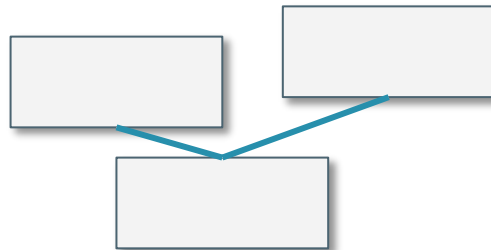


Lightning talks

High level priorities:

1. ...
- 2....
- 3.....

Architecture vision / priorities / constraints



Feedback & Data

Out of what we planned for PI4,
how much was delivered? **80% (+/- 10%)**

26% (+/- 20%) How much unplanned stuff got into PI4?

How much did we plan for PI4,
but decided to take out again during the PI? **19% (+/- ...a lot)**

Mission	Inspire and develop the builders of tomorrow	
Aspiration	Globalize and innovate the LEGO system-in-play	
Promises	Play Promise Joy of building. Pride of creation	Partner Promise Mutual value creation
	Planet Promise Positive Impact	People Promise Succeed together
Spirit	Only the best is good enough	
Values	Imagination - Creativity - Fun - Learning - Caring - Quality	



Digital Child Safety



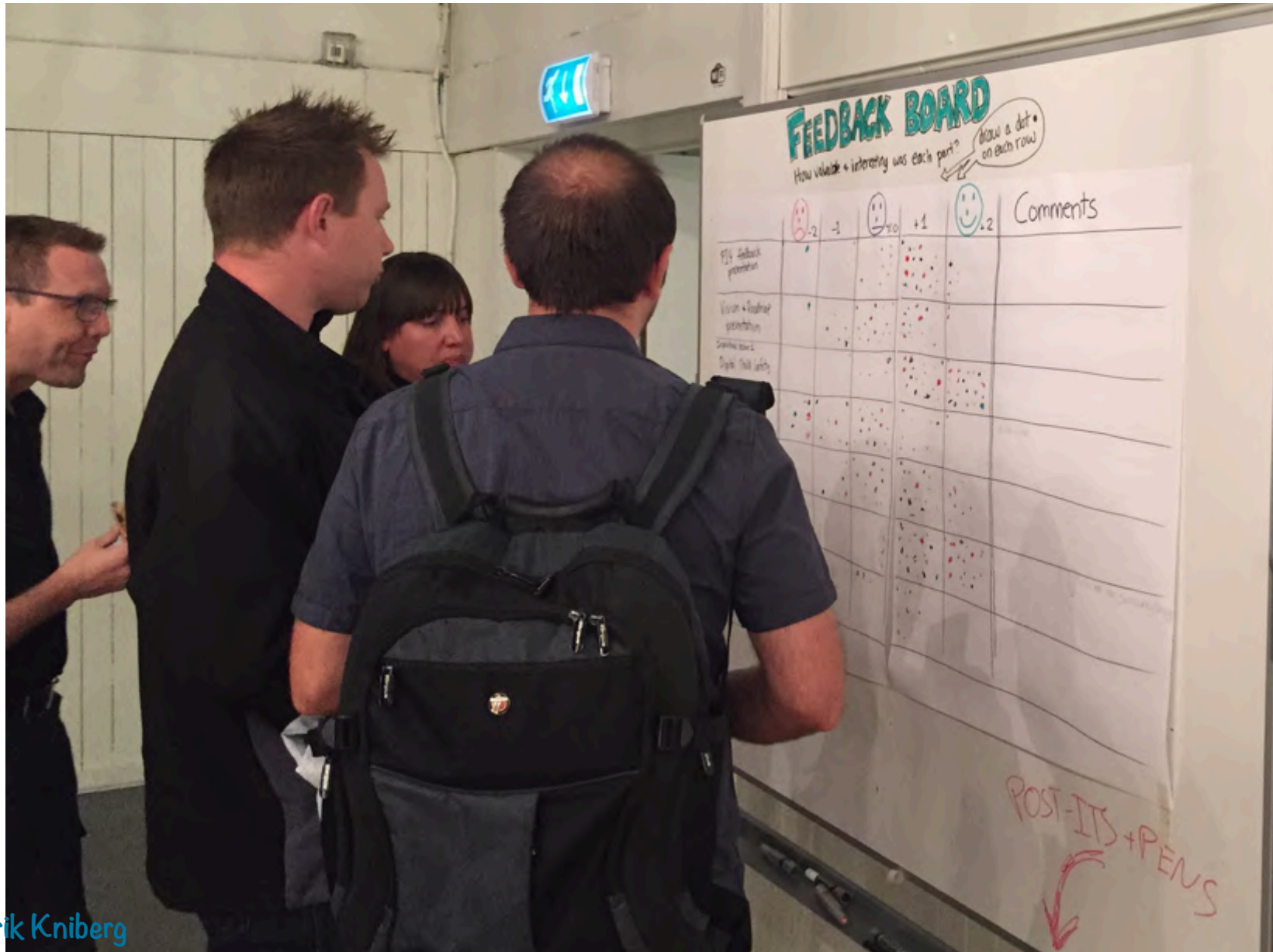
Global Insights



Data Privacy Law

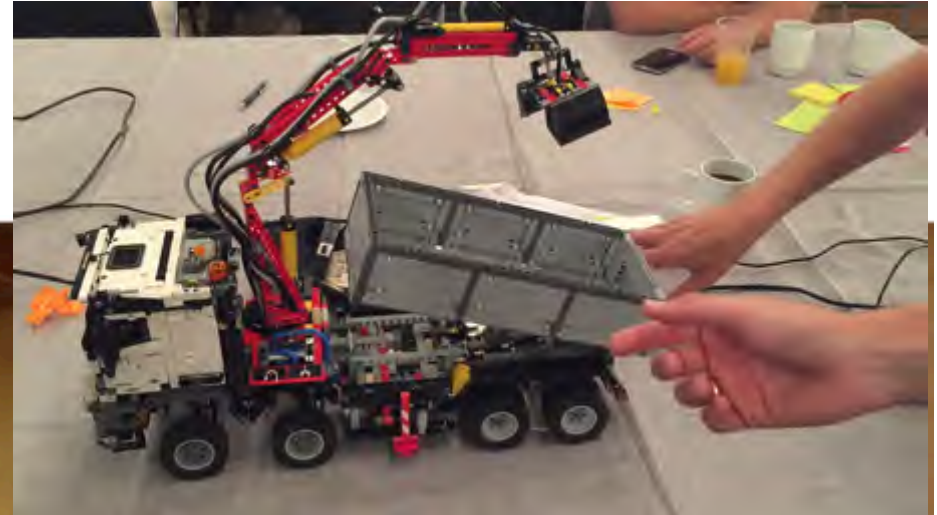


Fast feedback



Team breakouts feels like an open space

Law of 2 feet....



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Team breakout: Pulling from the program backlog



Henrik Kniberg

Team breakout: Pulling from the program backlog (digital version)

The image shows a group of people, mostly wearing purple t-shirts with 'TAKUMI' and 'a bit perfect' printed on the back, gathered around a large screen. The screen displays the Rally Digital Experience Platform interface. The interface includes a top navigation bar with 'PLAN', 'TRACK', 'QUALITY', 'PORTFOLIO', and 'REPORTS'. The main content area is divided into two sections: 'PORTFOLIO ITEMS' and 'GROUP ALLOCATIONS'.

PORTFOLIO ITEMS Table:

ID	NAME	ESTIMATE
F2014	Handling of ...	10
F3781	[SRCH] STAT...	2
F2805	[AKAMA] VL...	5
F2803	[AKAMA] VL...	15
F2878	[LEGO ID] P...	15
F2524	[SEC] Spike...	5
F3733	[Bomae] Co...	15
F2816	[AKAMA] Ev...	5
F3923	[MyLEGO] ...	30
F3939	[MyLEGO] V...	5
F3190	[MLE] STOR...	25
F3653	[MLE] AWAT...	25
F2882	[Insights, M...	60
F3938	[MLE] COM...	45
F3937	[MLE] POLL...	25

GROUP ALLOCATIONS Table:

GROUP	CAPACITY	Usage	Percentage
SYSTEM ...	40	125%	125% >
TEAM OV...	75	81%	81% >
TEAM SP...	120	108%	108% >
TAG TEAM	55	118%	118% >
TEAM TA...	26	69%	69% >
TEAM KE...	43	133%	133% >
TEAM DA...	85	100%	100% >

The bottom of the screen shows the Rally Software logo and links for 'About', 'Support', and 'Legal'.

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Team board

TEAM TAKUMi

PI 5 VELOCITY 26 LOAD

PI OBJECTIVES

STRETCH OBJECTIVES

RISK

SPRINT 1 VEL.: 10
LOAD:

SPRINT 2 VEL.: 10
LOAD:

SPRINT 3 VEL.: 4
LOAD:

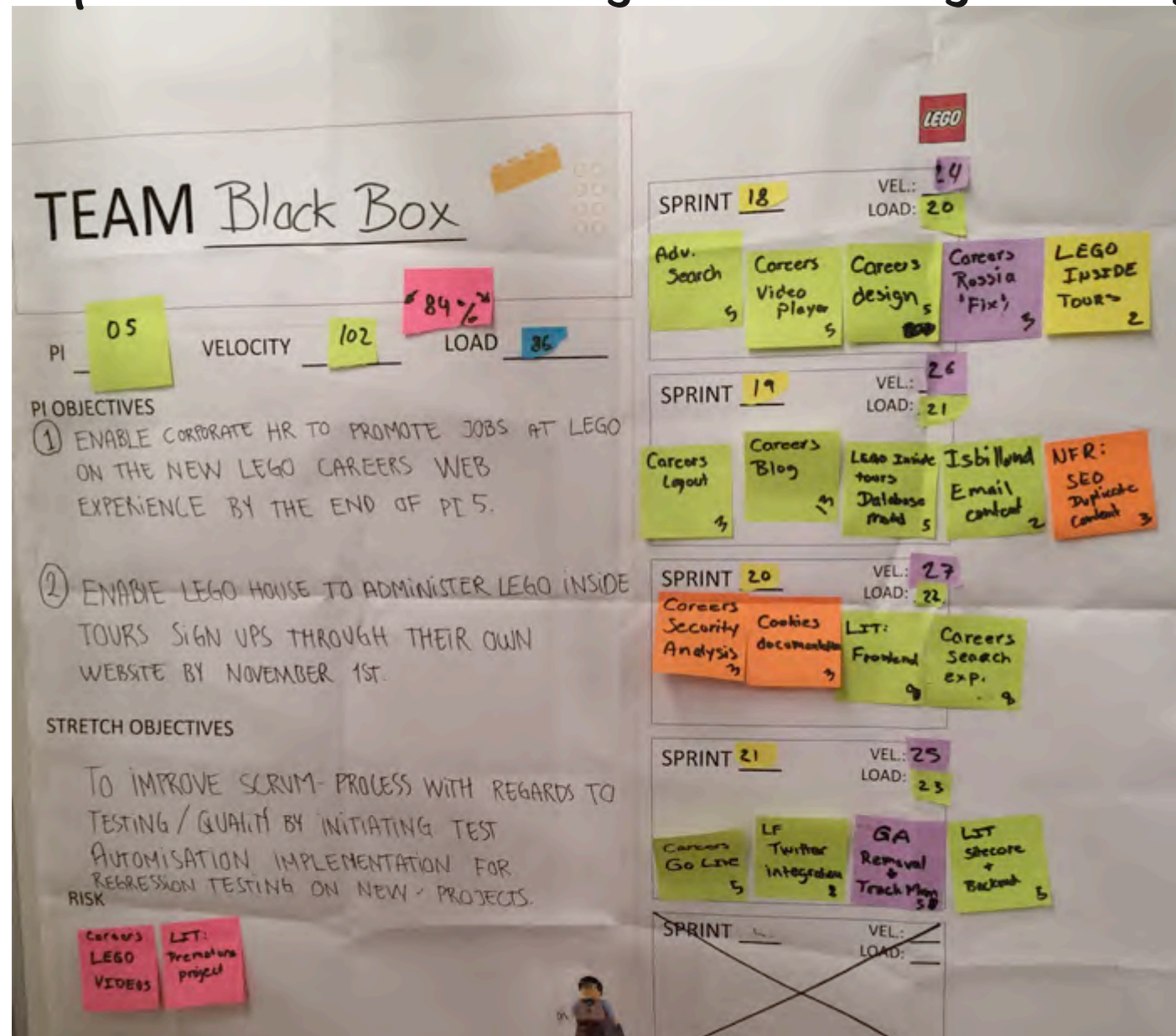
SPRINT 10 VEL.: 0
LOAD:

~~SPRINT ? VEL.:
LOAD:~~



Team board

an alignment "poster" that is iteratively created during the 2 days



A commitment is only valid if made voluntarily!

(pull, not push!)

- “Based on what we know right now, we honestly believe that we can fulfill this.”.
- “We have spare capacity to deal with uncertainties”
 - How much spare capacity is needed? Depends on:
 - How uncertain are we about the amount of work involved?
 - How uncertain are we about our environment (changing priors, etc)
 - How important is this commitment?
- “We will do our best to achieve the commitment, but we can’t be 100% sure.”
- “If we at any time stop believing that we can fulfill this, we will let stakeholders know ASAP”.

Draft plan "fair"

4 presentation rounds: 10 min + 10 min + 5 min + 5 min

Visit the teams that interest you.

Nobody wants to know all team's plans.

But most people want to know a few team's plans.



Program Board (a.k.a Dependency Board)

Who needs what from whom, and when?



A centralized view to enable decentralized behaviour

A centralized view to enable decentralized behaviour



Scrum of Scrums



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Risk board

(per project/epic)



Management review / problem solving

Managers sync up and take ownership of escalated risks



Day 2

Management feedback & commitment to help



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Day 2

Presenting the “final” plan

Booooring!
TODO: Change to the “fair” model



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Day 2

Confidence voting

Meh.
TODO: Skip or change



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Mini-retro: Improving the PI planning



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What improved most?

Most people like the event

Average: 3.58 (last P1: 3.54)
(last-last P1: 3.64)

Change one thing?

Some don't. But they have concrete proposals for how to improve it.

Benefits observed so far

Improved Transparency



More flexible
budget process



Awareness of
change



Better interface with other
departments



Teams handle their own
“resource allocation”



Priorities
more clear!

I add more
value

Momentum



Main challenge: Release train getting too big



And many more challenges of course....
but all in all the approach seems to be working.

The journey has just begun...



Early wins are causing Agile to spread to other parts of Lego



Photo by Yoryo García

Henrik Kniberg & Lars Roost

LEGO astronaut flying in space. Photo taken inside the ISS.

Thanks for listening!

Credits: ESA/NASA