

A nighttime photograph of a city skyline, likely New York City, viewed from across a body of water. Several prominent skyscrapers are illuminated, including one with the HSBC logo and another with the Citigroup logo. The lights from the buildings and the water create a vibrant, colorful scene. A large, dark rectangular box is overlaid on the center of the image, containing the text "Too Big To Scale" in white, bold, sans-serif font.

# Too Big To Scale

Our ability to change direction can be impeded  
by our size



**We are heavily regulated and accountable to  
society**

**This creates fear and (restrictive) goals that are  
hard to balance with agility**

**We also have a diverse set of customers**



**This can lead to us pulling in different directions  
and only optimising for local concerns**



**When we try to 'scale' agile sometimes our organisation ends, well kind of similar**

**As the Status Quo is  
maintained, wastes  
can remain**

**Wishful thinking,  
Blame & Blaming**

# Waiting & Hand-offs

**Information Scatter,  
Extra Processing &  
Over Production**

**Simplicity--the art of maximizing the amount of  
work not done--is essential**

# Organisationally this can mean

Anything that is  
supporting the value  
creation effort but is not  
creating value itself

For instance...

Structures

# of processes

# of roles

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**Business people and developers must work together throughout the project, daily.**

**Build projects around motivated individuals.  
Provide the environment and support needed.  
Trust them to get the job done.**

**The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.**

**So when you buy an off the shelf framework with  
'integrated proven practices'**

**There is a chance of high  
similarity of full  
framework to status quo**

**When centralised it can  
create a fear or public or  
private dissent**

**It can decrease a feeling  
of ownership over  
            
processes and structure**

Which decreases any  
feelings of

empowerment to adapt  
processes and structures

**Growth of teams ability  
to adapt processes and  
structures can be slowed  
down or even stopped**

**Understand what your (real) customer sees as  
your product (aka what they are willing to pay  
for)**

Too narrow a  
definition loses  
customer focus and...

...creates the need for  
co-ordination and  
integration

**Create a shared vision of how people should  
behave in the new organisation**

**Start narrow and deep for each product**

**Strip as many roles, processes and structures as  
is feasible**

**Empower your teams to evolve a new  
organisational reality**

**Utilise Volunteering**

**Make use of communities**



# COMMUNITIES

**Groups of people who share a passion or interest about a topic who deepen their knowledge and expertise via ongoing interactions**

# Why are the beneficial?

~~Matrix Management~~

Spread knowledge laterally

Decentralised knowledge  
management

Creation of cross-team  
agreements

Problem solving and  
research

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**Make use of systems thinking**

**Introduce yourself  
to the person next  
to you...**

And share something you  
will be taking away from  
this talk or the  
conference overall.

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**Thankyou and  
Goodbye**

