

Scaling Agile

Many people misunderstand what is meant by scaling agile, and often start by launching a bunch of scrum teams. Scaling agile is the expansion of the organizations agility, which requires the organization to have some agility as a starting point. It is much more about alignment of value delivery and adaptability, than the quantity of teams and increasing hierarchy of control. Here we will provide an overview and comparison of the most popular scaling frameworks.

INCREASING AGILITY



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Website:	www.scaledagileframework.com	www.scrumatscale.com	www.less.works
Philosophy:	Layered configurations that support multiple teams organized into value stream "Release Trains" to identify, prioritize, and coordinate value delivery for large enterprises.	Apply scrum to the organization using a Scrum-role based hierarchy focused on impediment removal, replacement of traditional bureaucracy, and reducing decision latency.	De-scale, simplify, and align the organizational structure to reduce complexity. Emphasis on a single Product Owner and fully empowered cross-functional self-organizing feature Teams.
Approach:	Multiple Scrum and/or Kanban teams (Release Trains) planning and coordinating to deliver a Program Increment every quarter.	Clusters of Scrum Teams coordinating every sprint to deliver value, supported by SM & PO cycles. (Scrum of Scrums)	Multi-team scrum where Scrum teams are continuously working together from one Product Backlog to deliver value. (Product Teams)
How is work prioritized:	Cascading responsibilities through several roles (LPM, Product Manager, Product Owner) and layers (solution, portfolio, release train, team).	Product Owner hierarchy (PO > Chief PO) with an executive steering committee.	Global prioritization by a single strategic-thinking Product Owner.
Cross-Team Coordination:	PI Planning and Agile Release Train, managed by Release Train Engineer.	Scrum of Scrums, Scrum of Scrums Master.	Teams own coordination and are responsible for it.
How simple is the framework:	Medium to Highly Complicated. Scrum & Kanban based framework with additional layers of roles and practices configured to match organizational complexity for large enterprises.	Medium. Scrum-based framework with additional hierarchy of roles, meetings, and backlogs.	Very simple. LeSS is Scrum with 1 additional role and 1 additional meeting.
Organizational Change Impact:	Medium Impact. Existing organizational structure stays intact with new roles identified to support it.	Medium Impact. Reorganization of Product management and people management responsibilities.	High Impact. Significant sustained effort and deep organizational change across many areas.
Lasting Benefits:	Strategic priorities cascaded to Teams organized into Release Trains operating on a quarterly cadence.	Executive-level engagement in strategic priorities and continuous improvement through transparency and cascading impediment removal.	Highly adaptable learning organization with cross-functional teams producing highest value continuously.