

Building Business Resilience for Changing Times

11-12 September | Singapore



PLANNED:

16:10	 Building Business Resilience for Changing Times Alexey Krivitsky
17:10	 Reflections Alexey Krivitsky
17:40	Closing

CHANGED:

16:10	 Building Business Resilience for Changing Times Alexey Krivitsky
17:00	 Fishbowl - "Resilience . OD . AI" Alexey Krivitsky
17:40	Closing



Program	
Main Program Open Space	
Tracks: Overall Keynote Experiments LetSS Adjacent LetSS Learning Open Space	
11 November 2023	
08:30	Refreshments
09:00	Welcome and Opening Stanly Lau and Salman Mohd Sultan
09:10	Navigating how AI will reshape resilient organisations Rowan Bunning
10:10	Learning Groups & Break Salman Mohd Sultan and Francis Lateman
10:50	Designing Your Dream Organisation: A multidisciplinary approach to organisational effectiveness and health Khal Seng Hong
11:50	The AI Paradox in Agile Development: Lessons for Building Resilient Engineering Teams Henry Suryawirawan
12:50	Lunch
13:50	Scaling in government: The Open Government Products experiment Usafat Daswani
14:50	Group Reflections & Break Salman Mohd Sultan and Francis Lateman
15:30	Debugging Talent: How We Engineered Our Engineering Career Journey Wira Siwananda and Farikh Nurdan
16:30	How company and regional culture prevents Agile adoption Viktor Grgic
17:30	Closing
12 November 2023	
08:30	Refreshments
09:00	Opening Stanly Lau and Salman Mohd Sultan
09:10	Business Demystified: How to achieve goals when everything changes? Tomasz Wykowski
10:10	Break
10:30	From local efficiency to global value by leveraging both organisational design and AI Yi Lv
11:30	Modern Product Engineering: Design, Data, DevOps, and Beyond Joel Dickson
12:30	Lunch
13:30	Open Space Michaela Broeckx and Salman Mohd Sultan
14:30	Group Reflections & Break Salman Mohd Sultan and Michaela Broeckx
15:10	Unlocking Momentum: ACT! Your Way Out of Inertia Leah Stockley
16:10	Building Business Resilience for Changing Times Alexey Krivitsky
17:00	Fishbowl - "Resilience - OD, AI" Alexey Krivitsky
17:40	Closing

Which dynamics do you think this created?

→ that's my talk down here



> Imposter?



Alexey Krivitsky  • You

Org Design Coach for Product R&D | Creator of Org Topologies | CEO at ...

[Visit my website](#)

54m • Edited • 



I think I've developed a case of **Exposter Syndrome**.

Unlike imposter syndrome, where you doubt your abilities even when you're competent, this one makes me feel competent in areas I actually know very little about.

It pushes me to experiment, learn fast, and try new things without regrets or fear.





Alexey Krivitsky • You

Org Design Coach for Product R&D | Creator of Org Topologies | CEO at ...

[Visit my website](#)

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I think I've developed a case of Exposter Syndrome.

Unlike imposter syndrome, where you doubt your abilities even when you're



1 comment

Reactions



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Alexey Krivitsky **Author**

now ...

Org Design Coach for Product R&D | Creator of Org Topologies | CEO ...

to prove this, I've just liked my own post

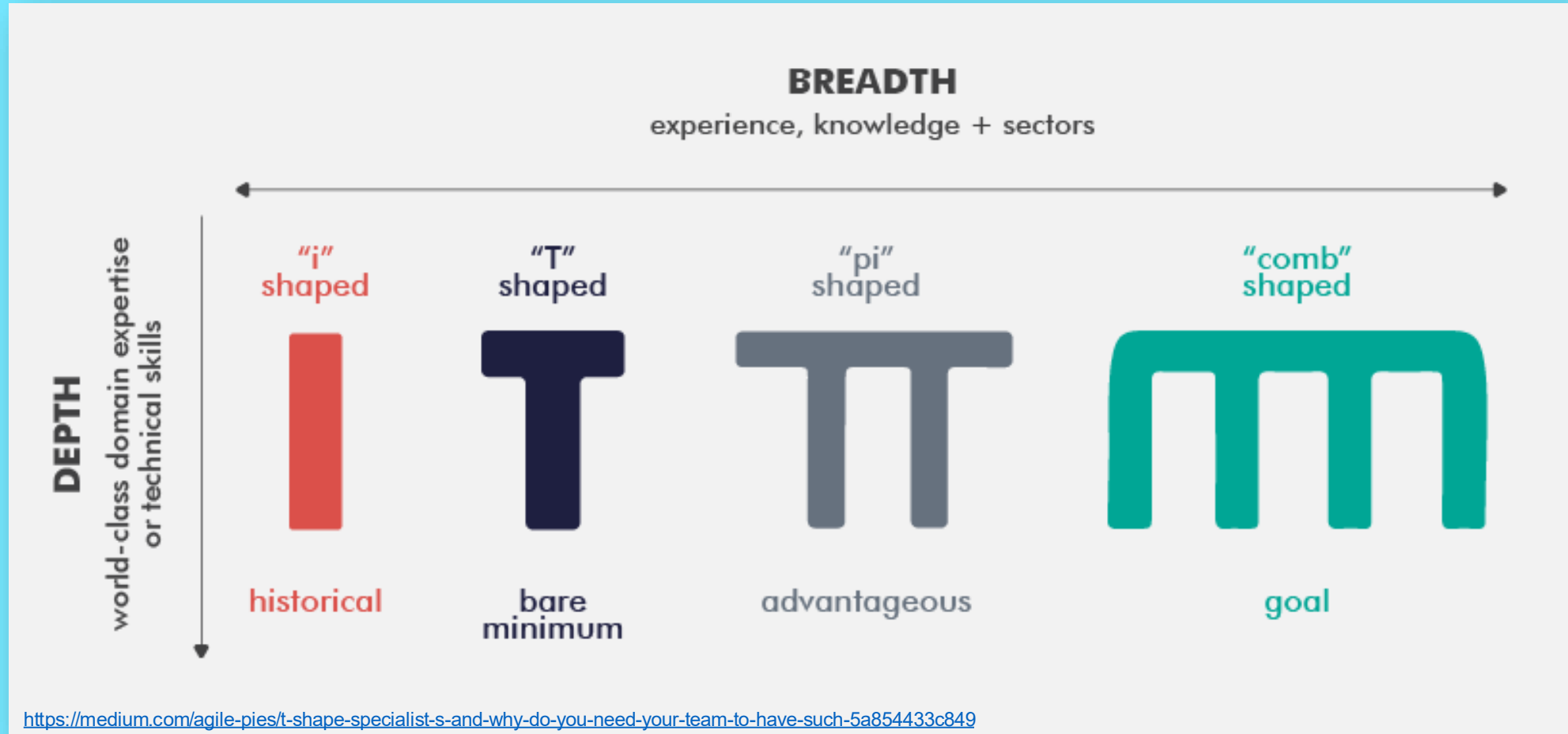


> I am an ***exposter***.

- Software engineer, XPer, agilist.
- Became the first Scrum Master in Ukraine
- Formed the Agile Ukraine community
- First Agile conference in Eastern Europe
- Brought Scrum Alliance into Ukraine
- Get ScrumMaster certification
- Invented Lego4Scrum, wrote a book
- Became the first Certified Scrum Trainer
- Became the first Certified LeSS Trainer
- Invented Org Topologies
- Stopped being a Certified Scrum Trainer
- Starting to teach classes on Org Topologies



M-Shaping: Strategy for Resilience



> The more legs my I grew, the easier it was for me to risk and try growing new ones.

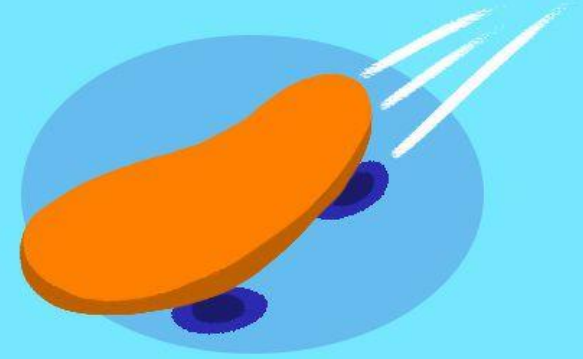




Forgetfulness



Carelessness



Risky behavior



Difficulties sitting

ADHD

(Attention Deficit Hyperactivity Disorder)



getting along

YOU SHOULD GET ONE TOO!



Daydreaming



Excessive talking



Disorganization

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**I didn't know much about
Business Resilience,
which is why I decided to
give a talk on it!**



> But! I know a guy who knows
a guy who knows ... a company
that knows *all about it*.



Poster POS Inc.



> I am an ex-Poster

[Agfa Healthcare](#)[BMW Group - Unified Sales Platform](#)[BMW Group — LeSS Huge at Autonomous Driving](#)[Cash-in Comfort \(pseudo name\)](#)[German Big Insurance \(pseudo name\)](#)[Huawei](#)[Large Dutch Bank \(pseudo name\)](#)[Large Server Hardware Company \(pseudo name\)](#)[Nokia Networks - High Capacity Network Gateway](#)[Merkur](#)[Port of Rotterdam](#)[RBS](#)[Sys Store \(pseudo name\)](#)[MTS](#)[Solarwinds](#)[Sita - Border Security](#)[Thales - Surface Radar](#)[Very Big Bank \(pseudo name\)](#)[Y Soft](#)[> Short LeSS Case Studies](#)[> Other LeSS Case Studies](#)[LeSS Case Studies / Poster](#)[Print](#)[Give Feedback](#)

Poster

Owner:  [Alexey Krivitsky](#)[f Share](#)[t Tweet](#)

LeSS Adoption at Poster POS Inc. in Times of COVID-19 and War

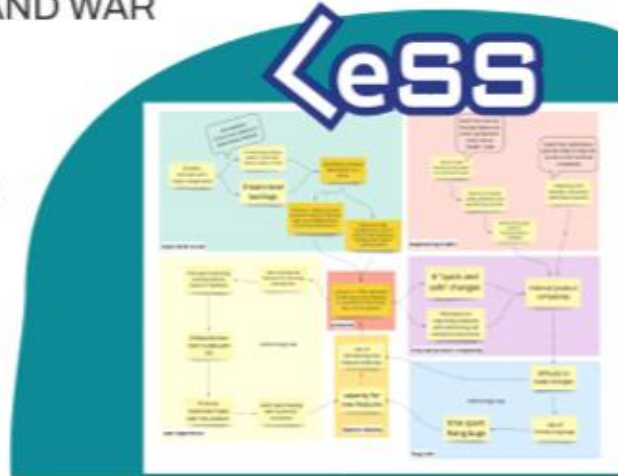
Author: [Alexey Krivitsky](#)Mentor: [Viktor Grgic](#)

LESS ADOPTION AT POSTER POS INC.

IN TIMES OF COVID-19 AND WAR

PART 1 ORG BEFORE CHANGE

BY ALEXEY KRIVITSKY



LESS ADOPTION AT POSTER POS INC.

IN TIMES OF COVID-19 AND WAR

PART 2 DESIGNING NEW ORG

BY ALEXEY KRIVITSKY



LESS ADOPTION AT POSTER POS INC.

IN TIMES OF COVID-19 AND WAR

PART 3 FLIPPING THE ORG

BY ALEXEY KRIVITSKY

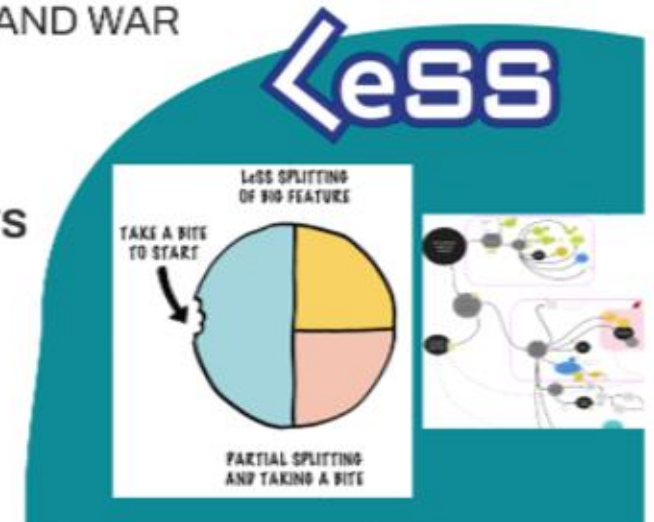


LESS ADOPTION AT POSTER POS INC.

IN TIMES OF COVID-19 AND WAR

PART 4 TWENTY LESS SPRINTS

BY ALEXEY KRIVITSKY



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Large Server Hardware Company (pseudo name)

Nokia Networks - High Capacity Network Gateway

Merkur

Port of Rotterdam

RBS

Sys Store (pseudo name)

MTS

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Owner: Alexey Krivitsky

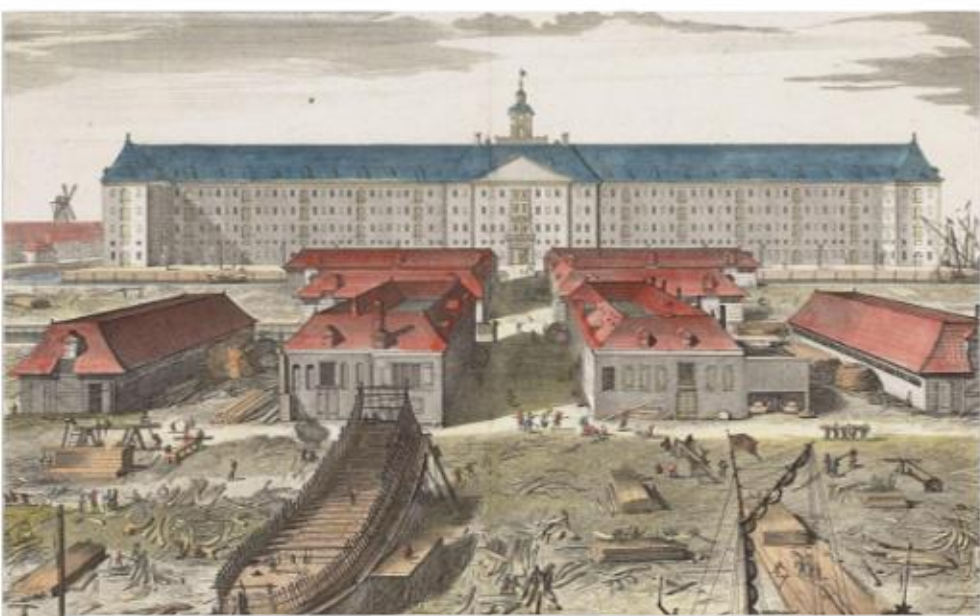
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LeSS Adoption at Poster POS Inc. in Times of COVID-19 and War



Author: Alexey Krivitsky
Mentor: Viktor Grgic





The VOC existed for 197 years.



Jan Pieterszoon Coen

Naval officer and former Governor-General of the Dutch East Indies :

Hulton Archive/Getty Images



H Historiek

Jan Pieterszoon Coen - Beruchte stichter van Batavia - Historiek

Een van de bekendste medewerkers van de VOC is Jan Pieterszoon Coen (1587-...

3 weeks ago



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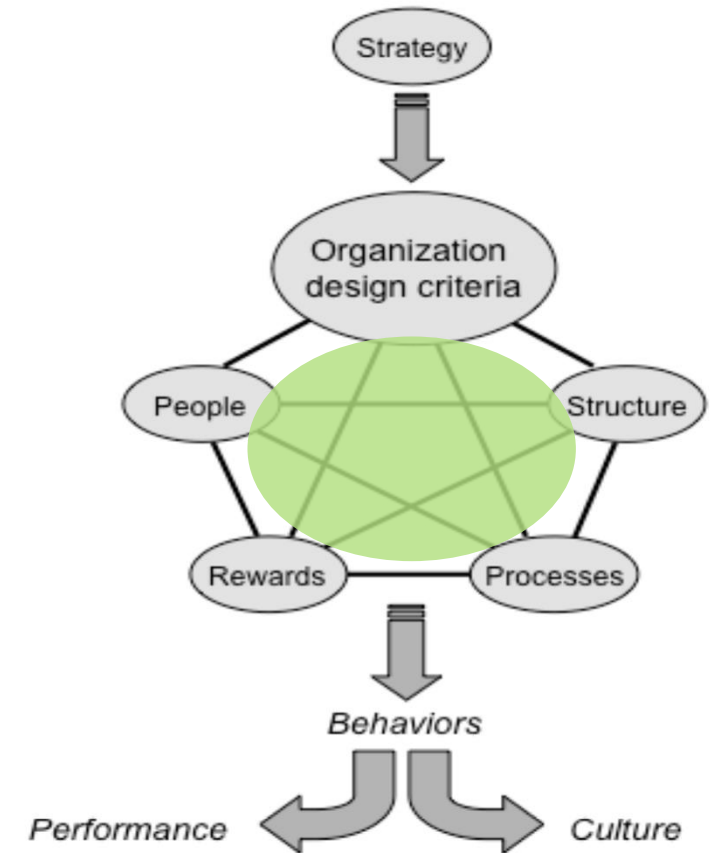
It was designed to be resilient:



1. The first joint-stock company with freely tradeable shares
2. State-backed monopoly power
3. Decentralized governance that allowed resilience in volatile, faraway markets



> We can intentionally design for resilience.



Galbraith's "Star Model"

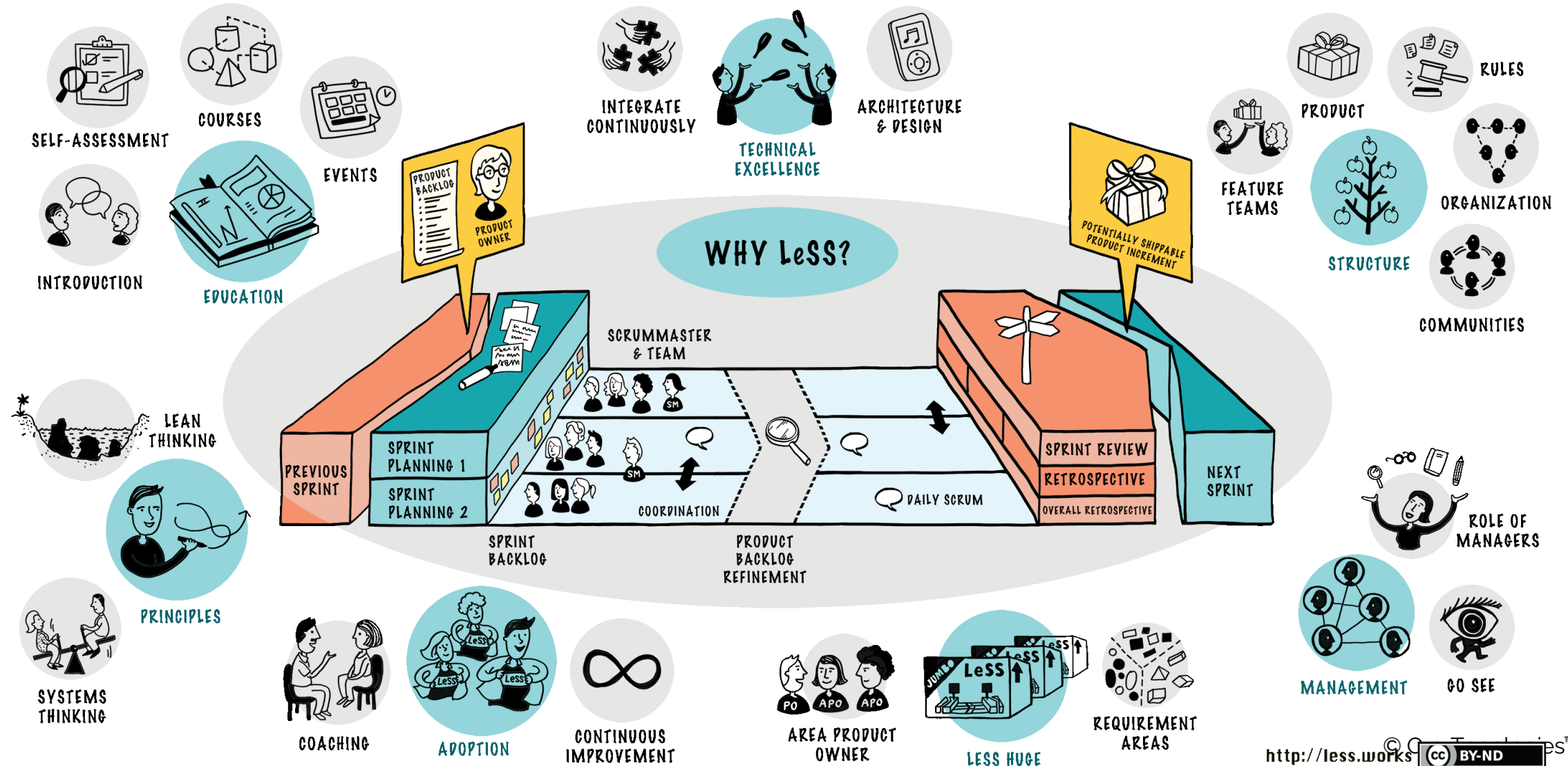


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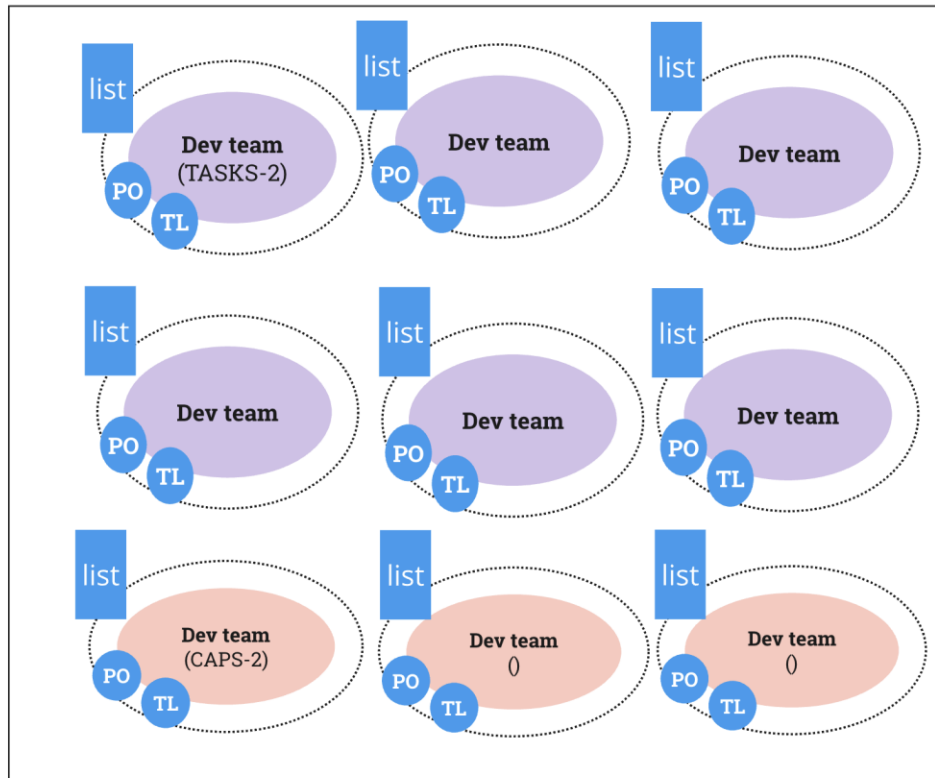
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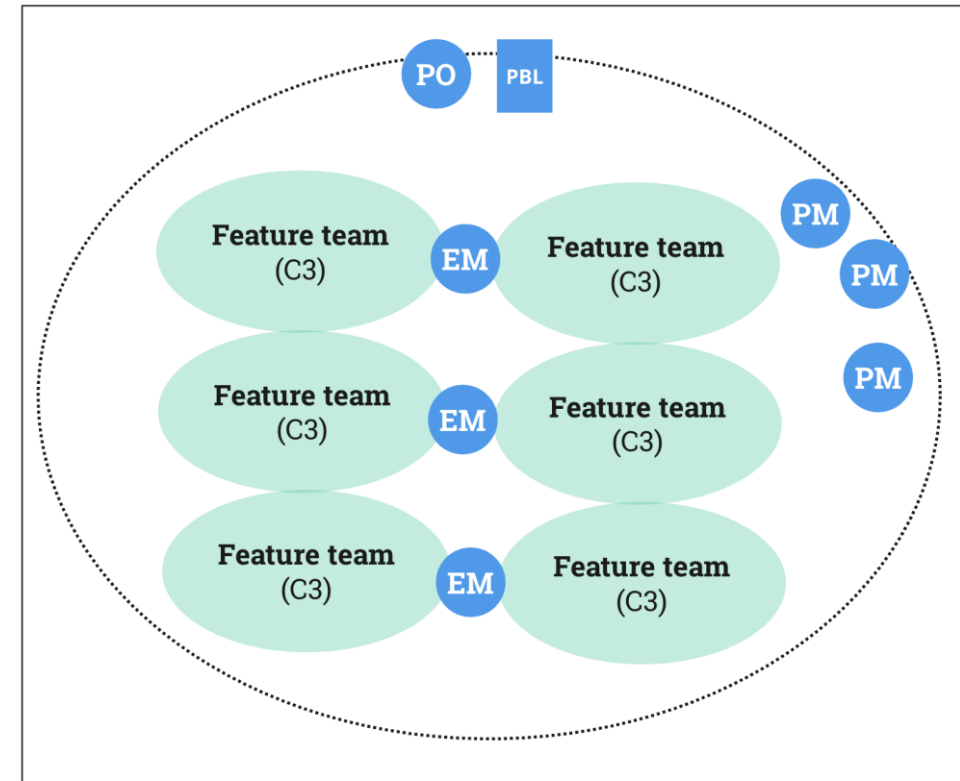
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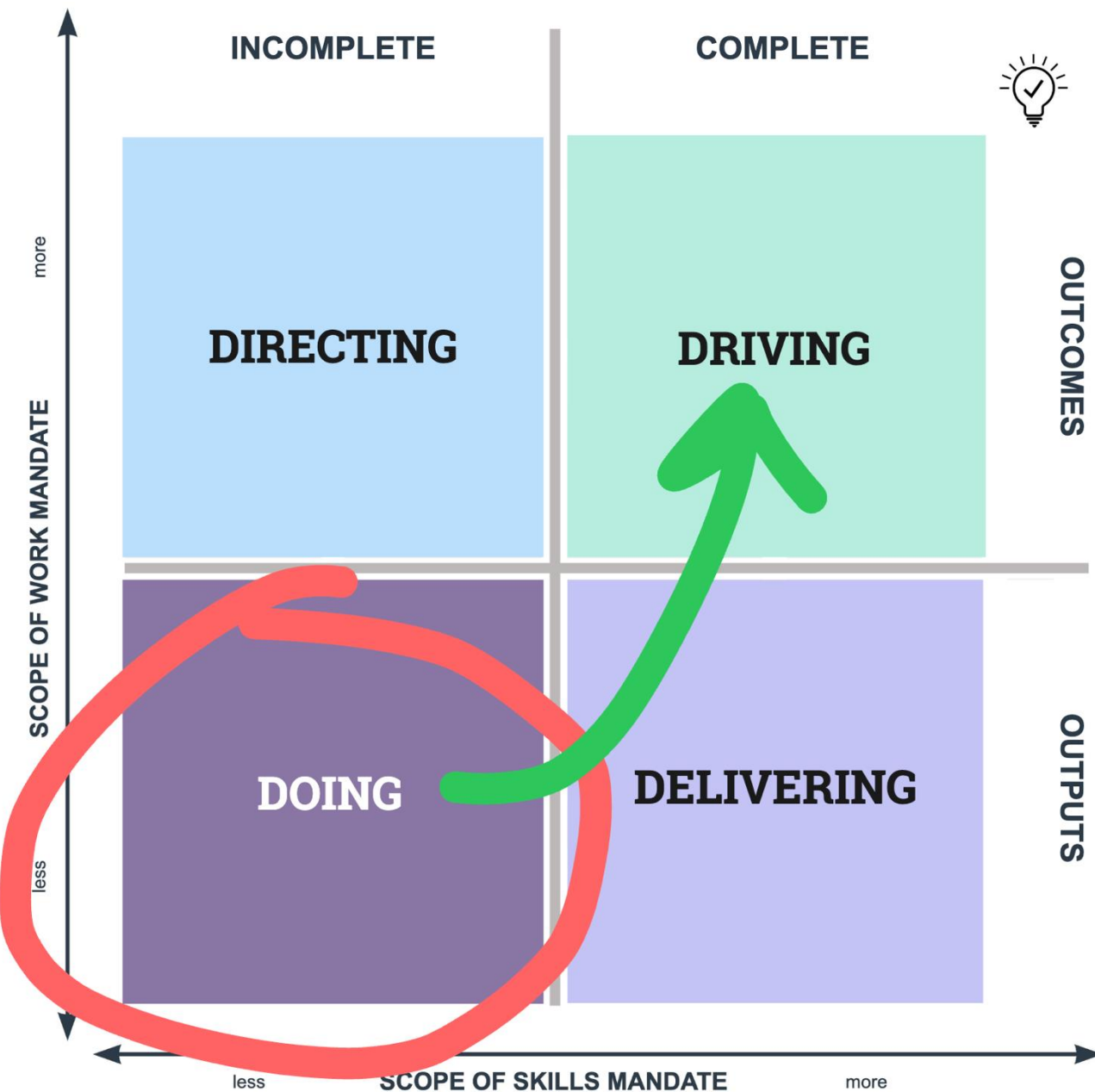
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Before LeSS Adoption



After LeSS Adoption



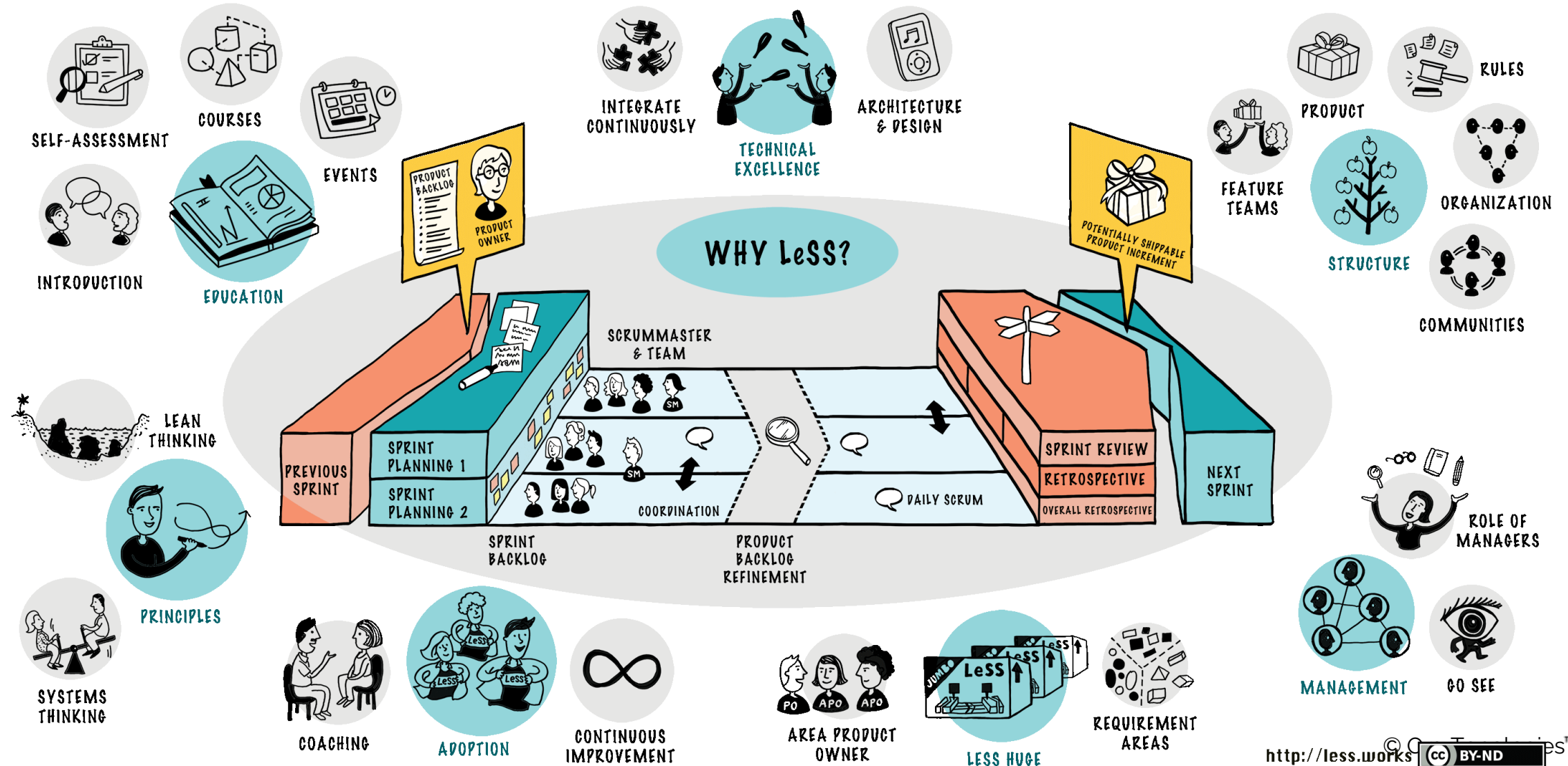


Elevating Katas applied in Poster LeSS Adoption:

- Educated everyone in systems thinking
- Extracted team leads from teams
- Extracted product owners from teams
- Removed team-level backlogs
- Formed outcome-oriented Product Backlog
- Transitioned to feature teams (OT:WHOLE-4)
- Shared code
- Shared cadence
- Held all-team Multi-Team PBRs
- Held product-level Sprint Reviews
- Held whole-company Retrospectives
- ...

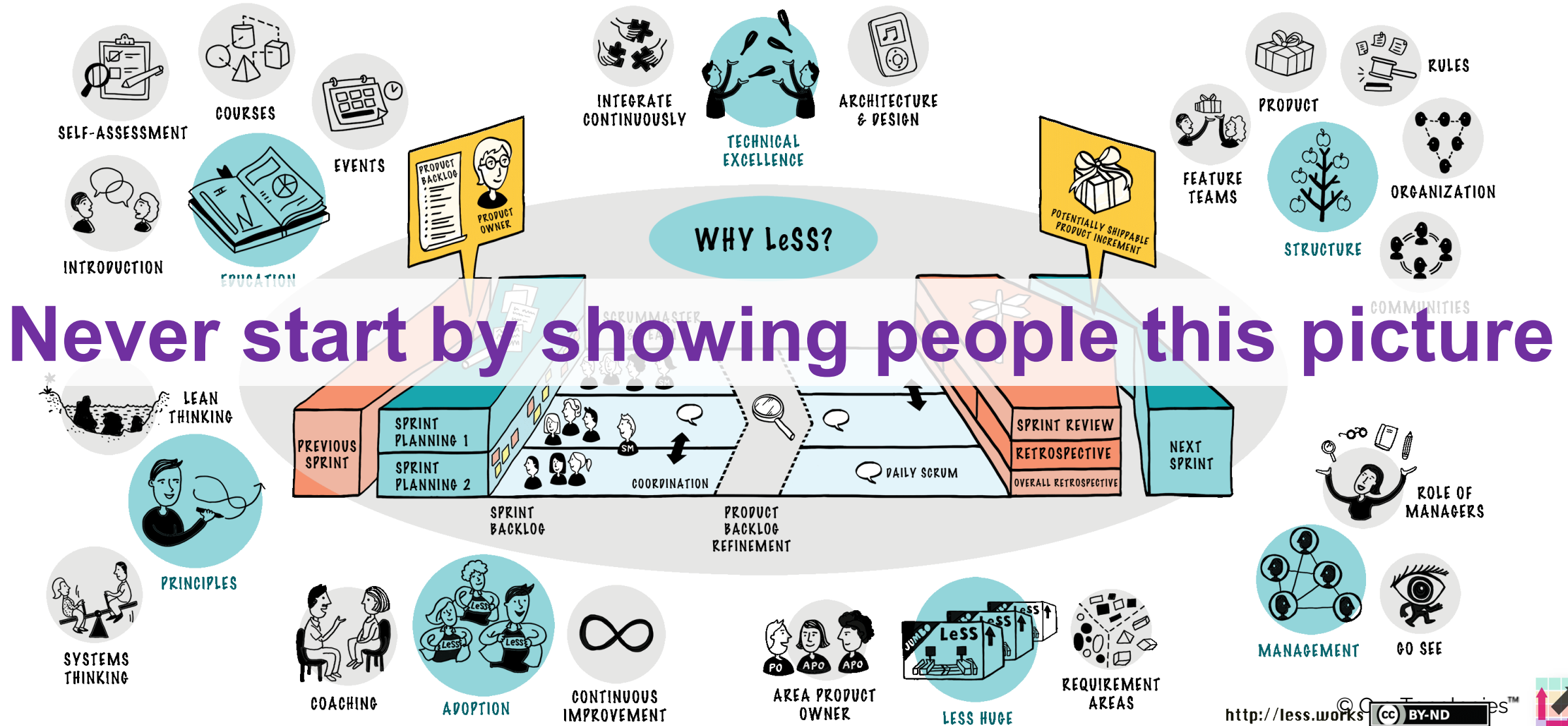


Building Business Resilience for Changing Times



You> **Alexey, we all know LeSS.
What's your point?**

Building Business Resilience for Changing Times



> Understanding org dynamics and helping others with that can be a strong trigger for change.



Some interesting org dynamics...

> What Business Resilience IS NOT?

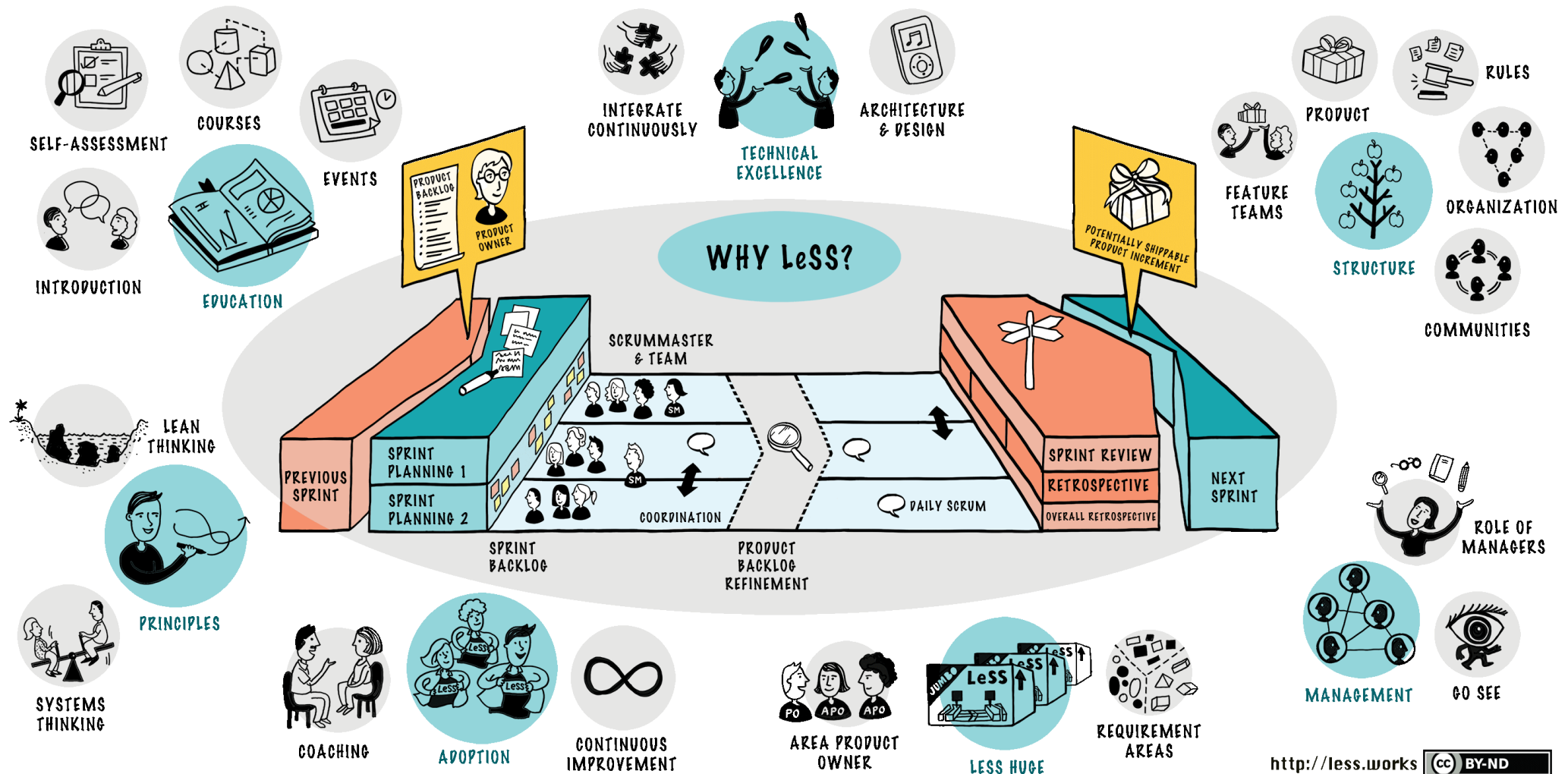


> What Business Resilience IS NOT?

1. Living with bad blocking async dependencies.



“There are *no dependencies* in LeSS”



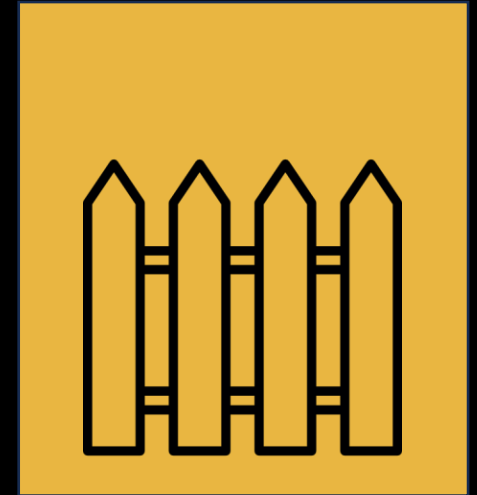
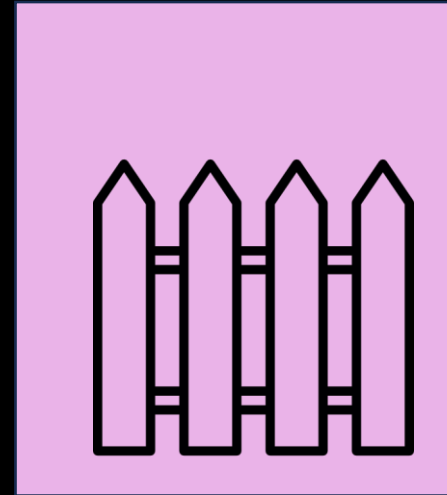
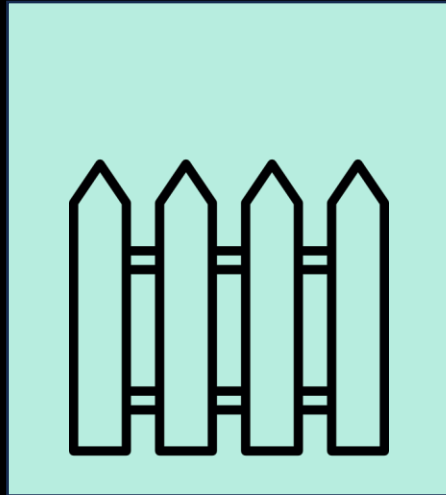
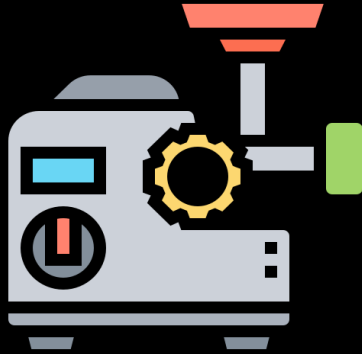
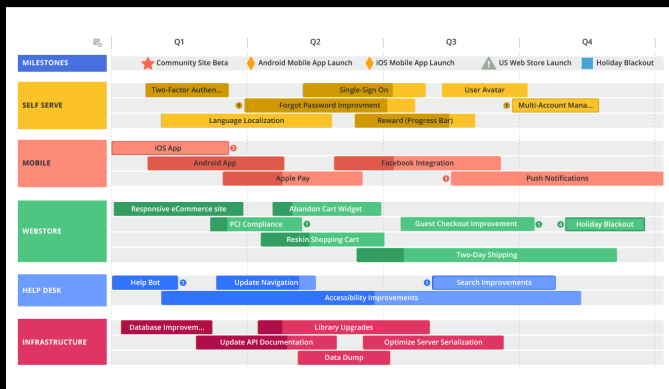
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> What Business Resilience IS NOT?

2. Fixating your teams on current, known roadmaps, and optimizing for local efficiency.



Google

cat



AI Mode All Images Videos Short videos News

Cat

Animal



Source: The Guardian



National Parks Board (NParks)

Cat Licensing - National Parks Board (NParks)

You can apply for a new cat licence online via the Pet Animal Licensing System...

26 Nov 2024

Lifespan

13 – 20
years

Domestic

Gestation
period

65 days

YouTube • Cuddle Buddies



3:14

1 week ago

Breeds



Siamese cat



British
Shorthair



Maine Coon



Persian cat



cat



cat



People also ask

What is the 3-3-3 rule for cats?

About

The cat, also referred to as the domestic cat or house cat, is a small domesticated carnivorous mammal. It is the only domesticated species of the family Felidae. Advances in archaeology and genetics have shown that the domestication of the cat occurred in the Near East around 7500 BC. [Wikipedia](#)

Lifespan: 13 – 20 years (Domestic)

Gestation period: 65 days

Daily sleep: 12 – 16 hours

Collective noun: clowder, cluster, clutter, glaring, pounce



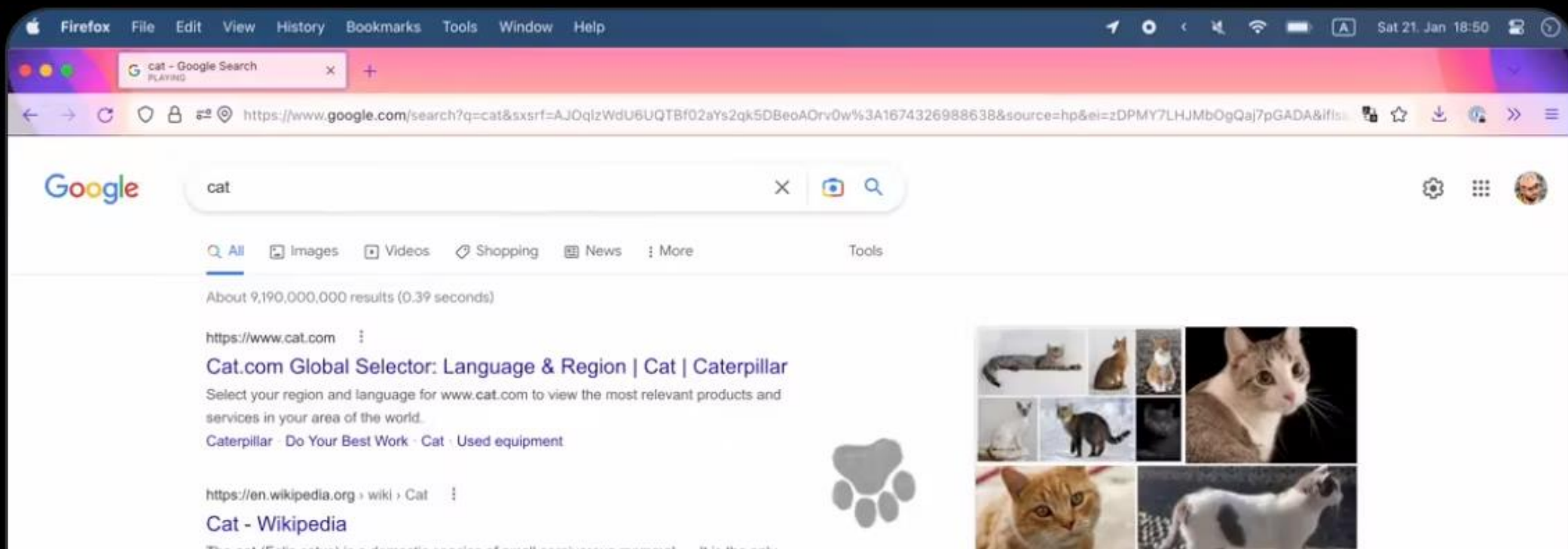


@nikitonsky@mastodon.online

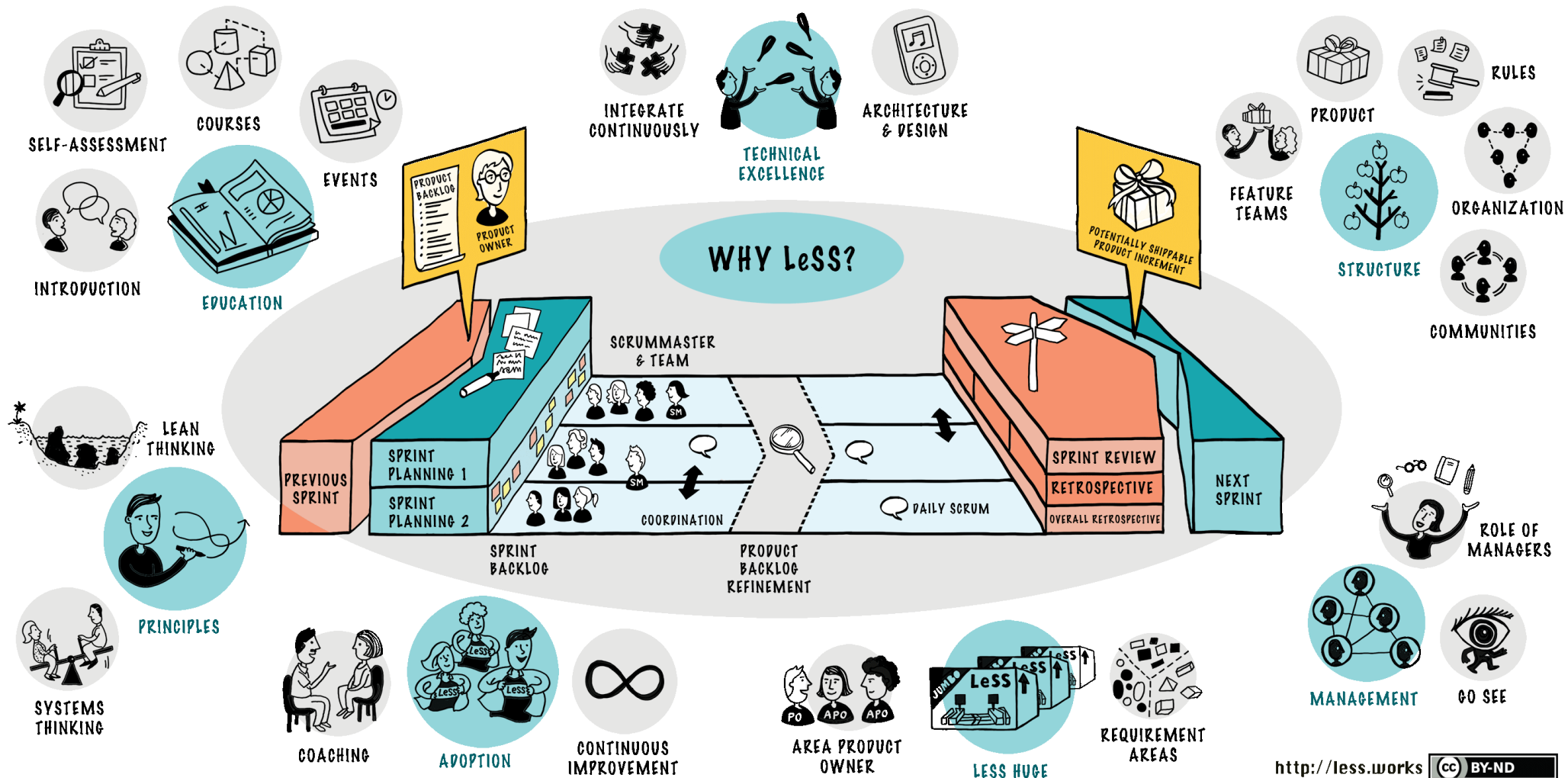
@nikitonsky



Google laid me off today. If you know of any open positions for project managers or senior software engineers, especially with relevant experience, let me know. I was the PM in charge of the cat paw button:



“Teams in LeSS work on the whole product”



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SUMMARY:

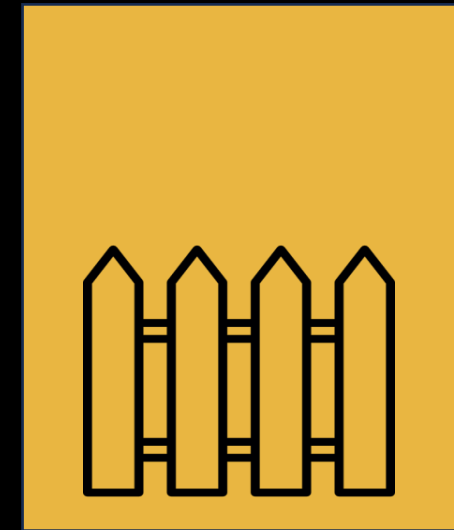
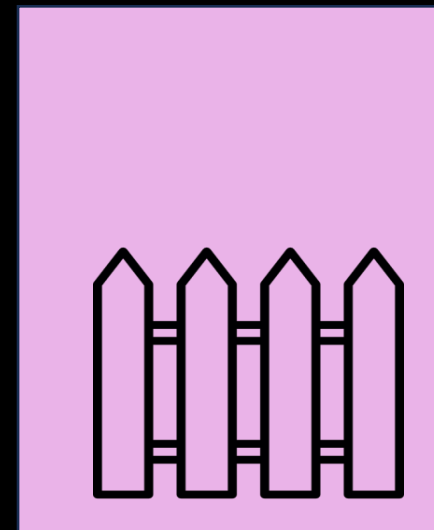
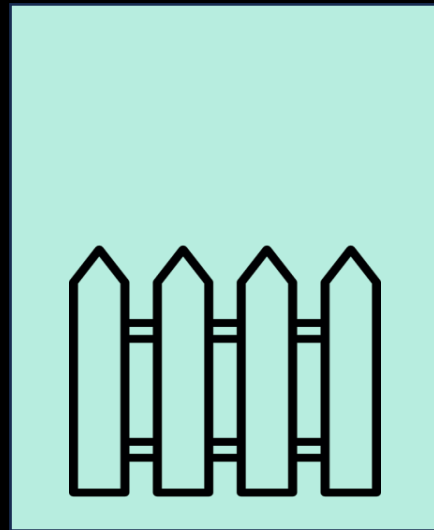
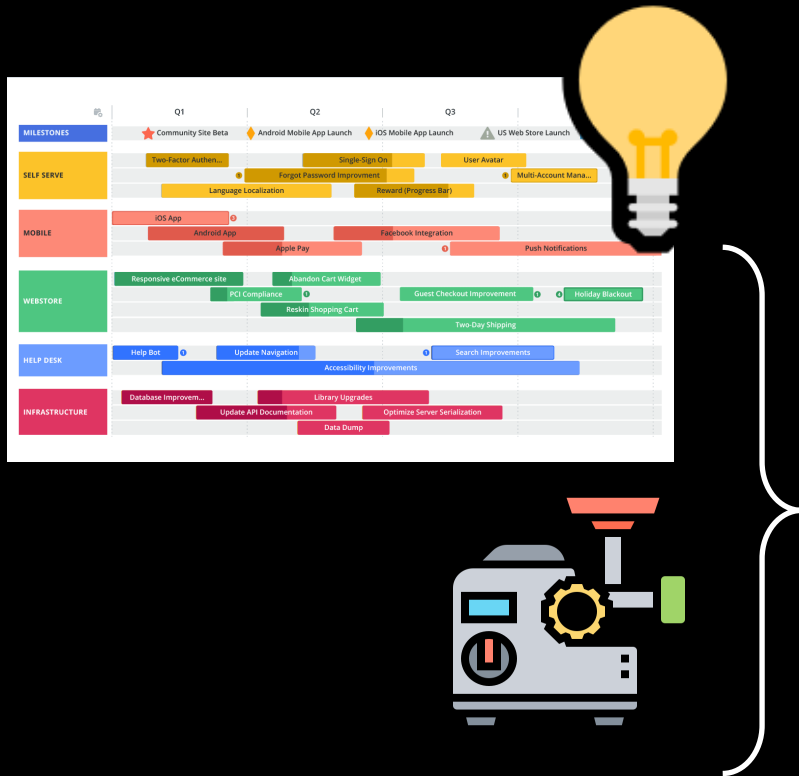
What Business Resilience IS NOT?

1. Leaving with bad blocking async dependencies.
2. Fixating your teams on current, known roadmaps, and optimizing for local efficiency.
- 3.

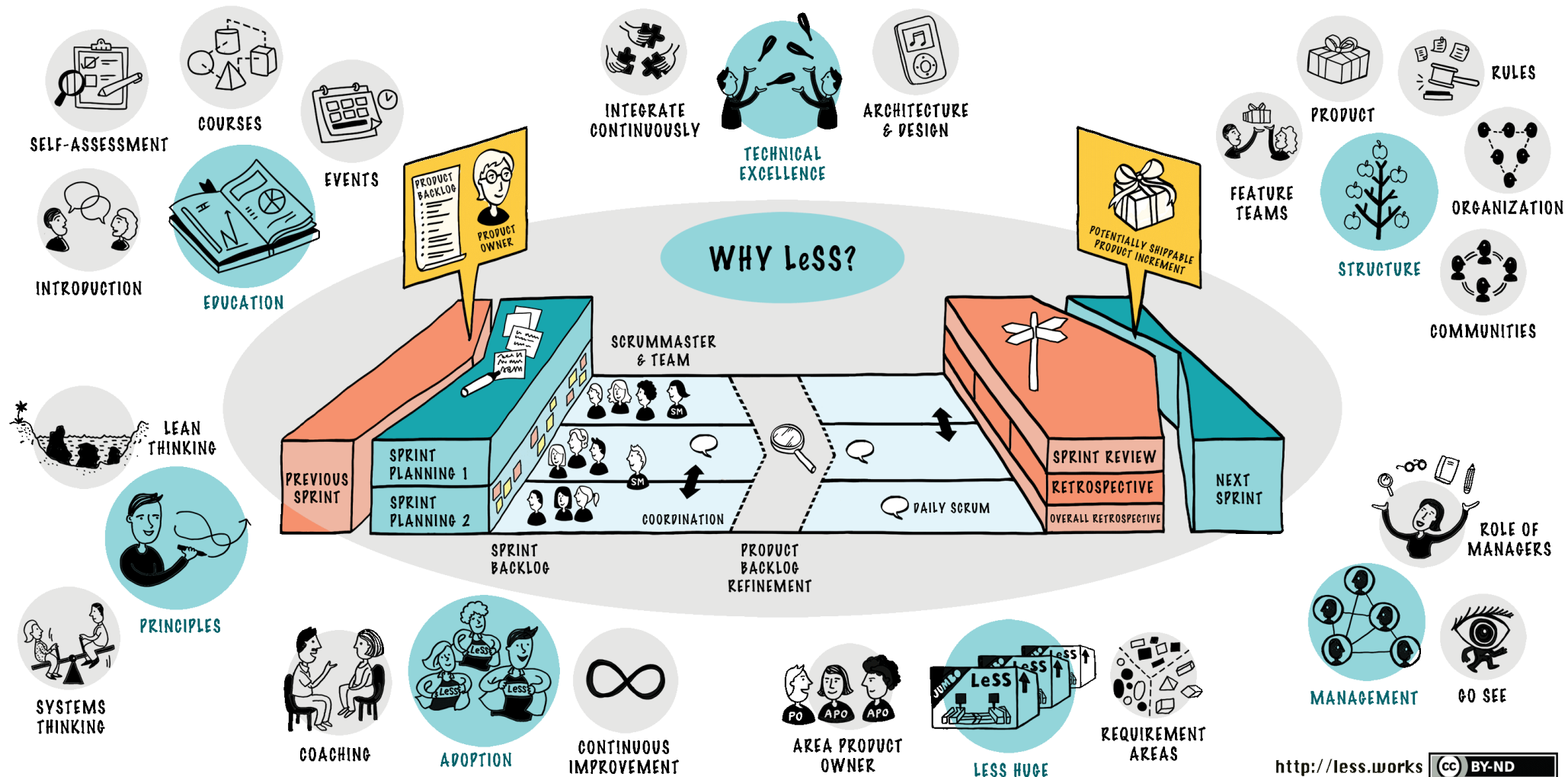


> What Business Resilience IS NOT?

3. Blocking yourself from experimenting and learning easily.



“LeSS allows teams to contribute to high value”



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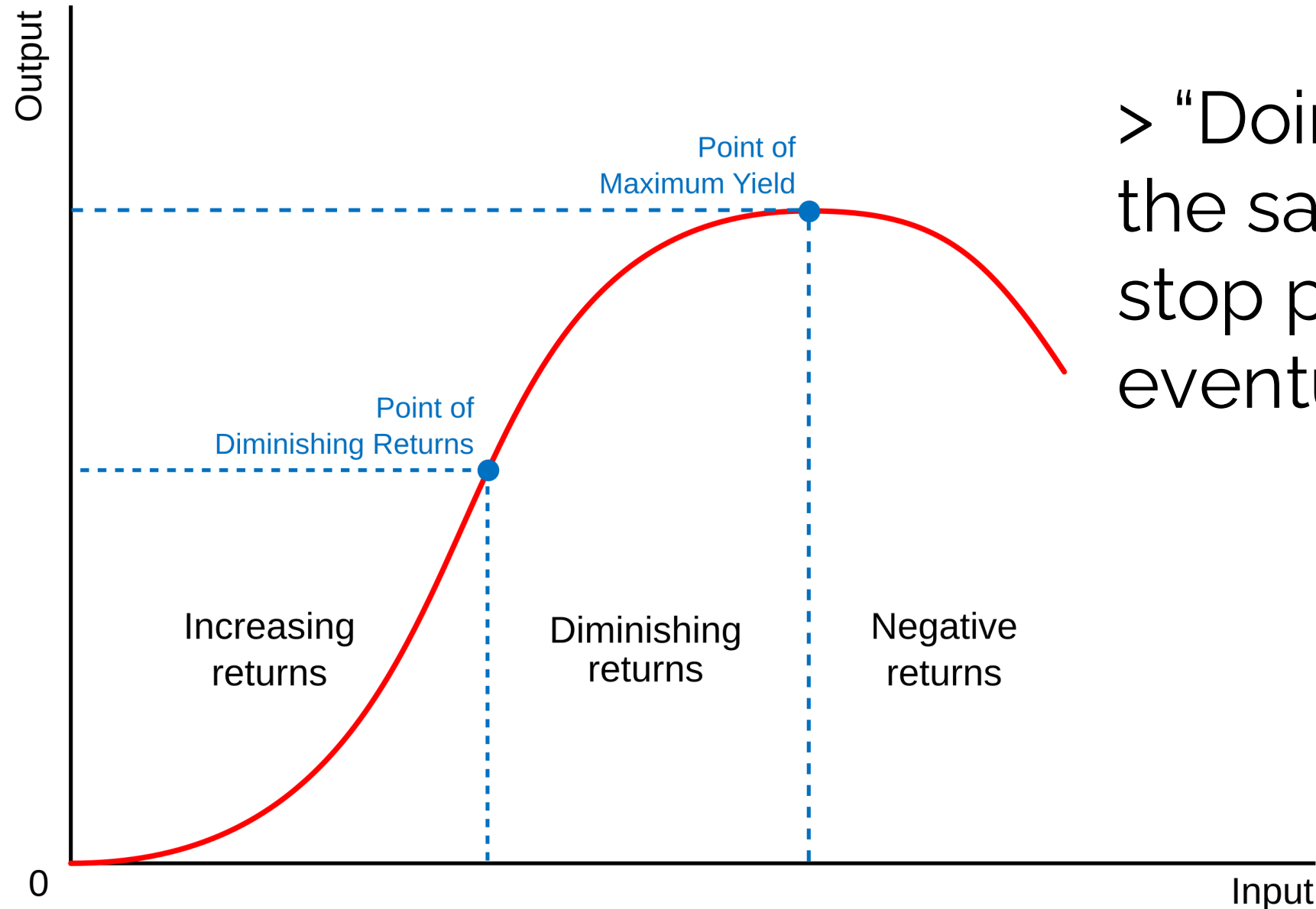
I once asked Craig:

> What is resilience?

Craig:

> Enough cash 😊

The Law of Diminishing Returns

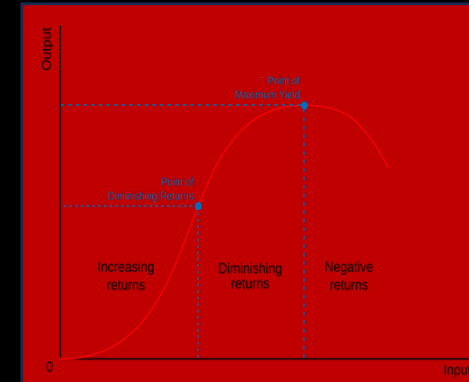
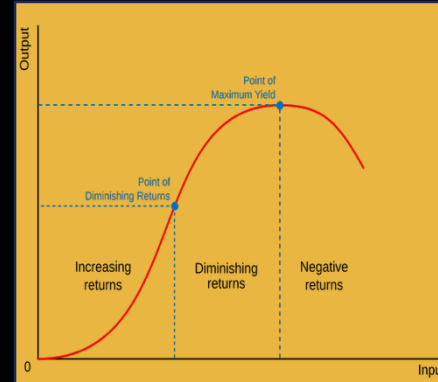
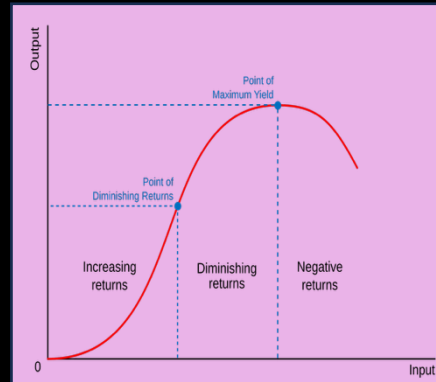
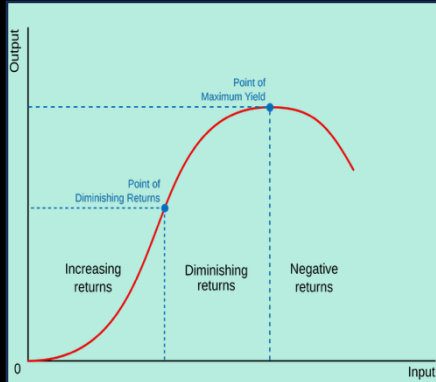


> “Doing more of the same will stop paying off, eventually.”



> What Business Resilience IS NOT?

4. Pretending economical health do not matter.

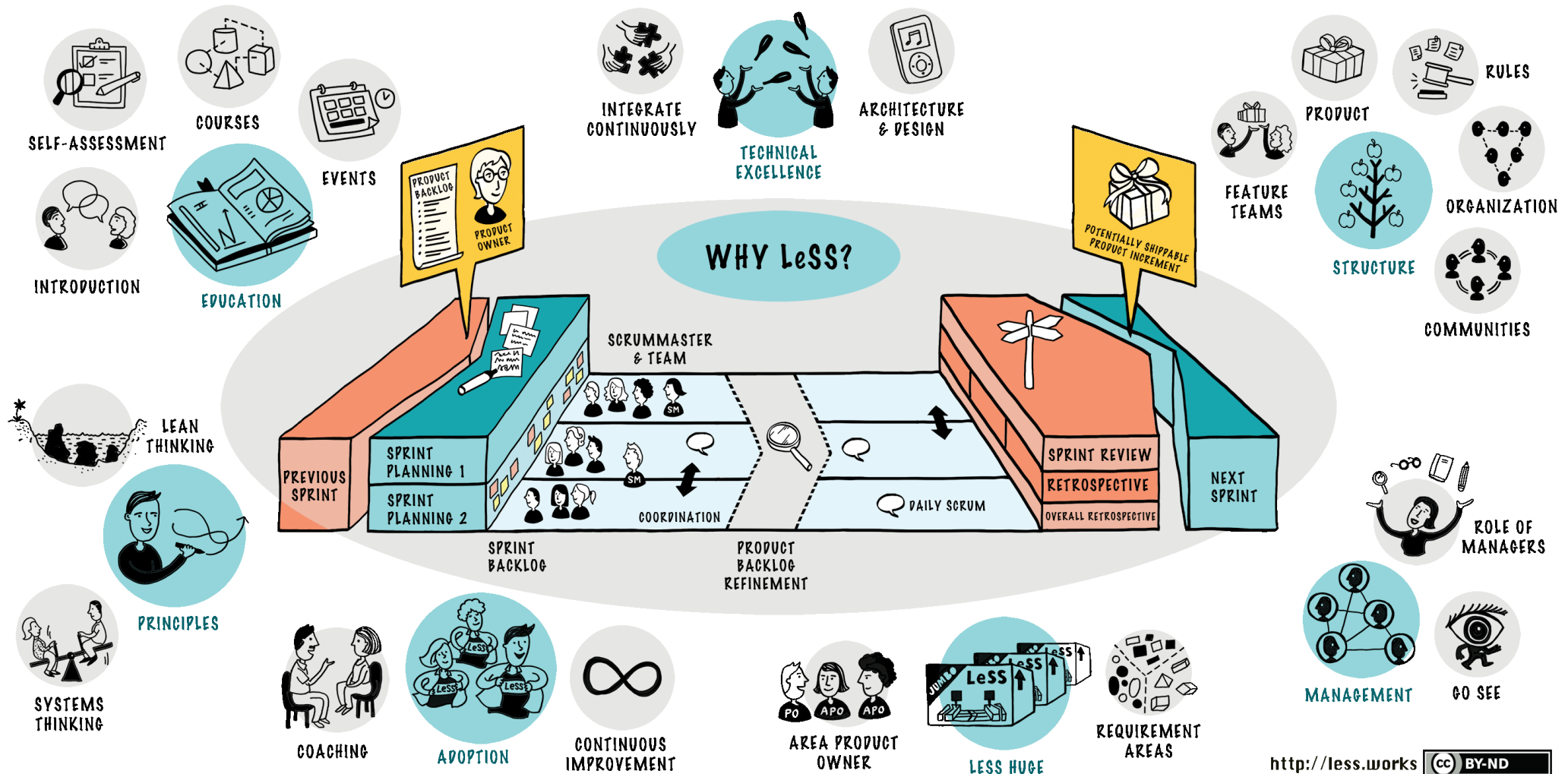


$$\text{ROI} \downarrow = \frac{\text{VALUE} \downarrow}{\text{COSTS} \uparrow}$$

> Will you invest?



“LeSS allows to focus on optimizing ROI continuously”



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Spoke last year here...

The Enterprise Agile Transformation Services Market is expected to reach **USD 31 billion in 2024** and is projected to grow at a CAGR of 17%.

It is comparable to the 2023 **GDPs** of countries like **Iceland** and **Malta**.

In short, that places Agile transformation **on par with established, globally recognised industries.**

<https://www.giiresearch.com/>

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3:26 / 41:15

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Spoke last year here...

The last agile transformation?

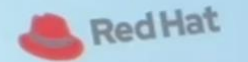


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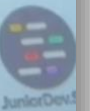
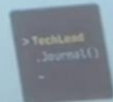
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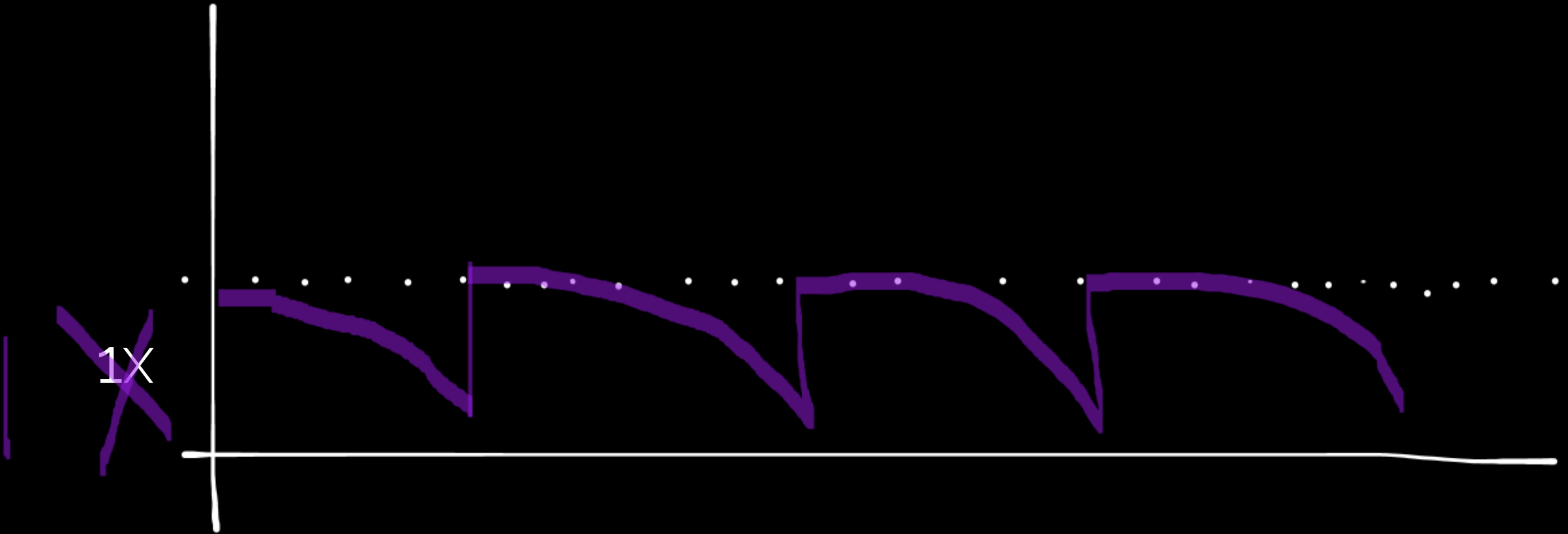
<https://www.youtube.com/watch?v=EmHI1fPPLTs>

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> What Business Resilience IS NOT?

5. Never learning and staying in the same paradigm.



We are writing a book



Alexey Krivitsky

Craig Larman

Roland Flemm

A MANAGER'S GUIDE TO ELEVATING
ORGANIZATIONAL PERFORMANCE
WITH PEOPLE AND AI

10X ORG

POWERED BY ORG TOPOLOGIES™

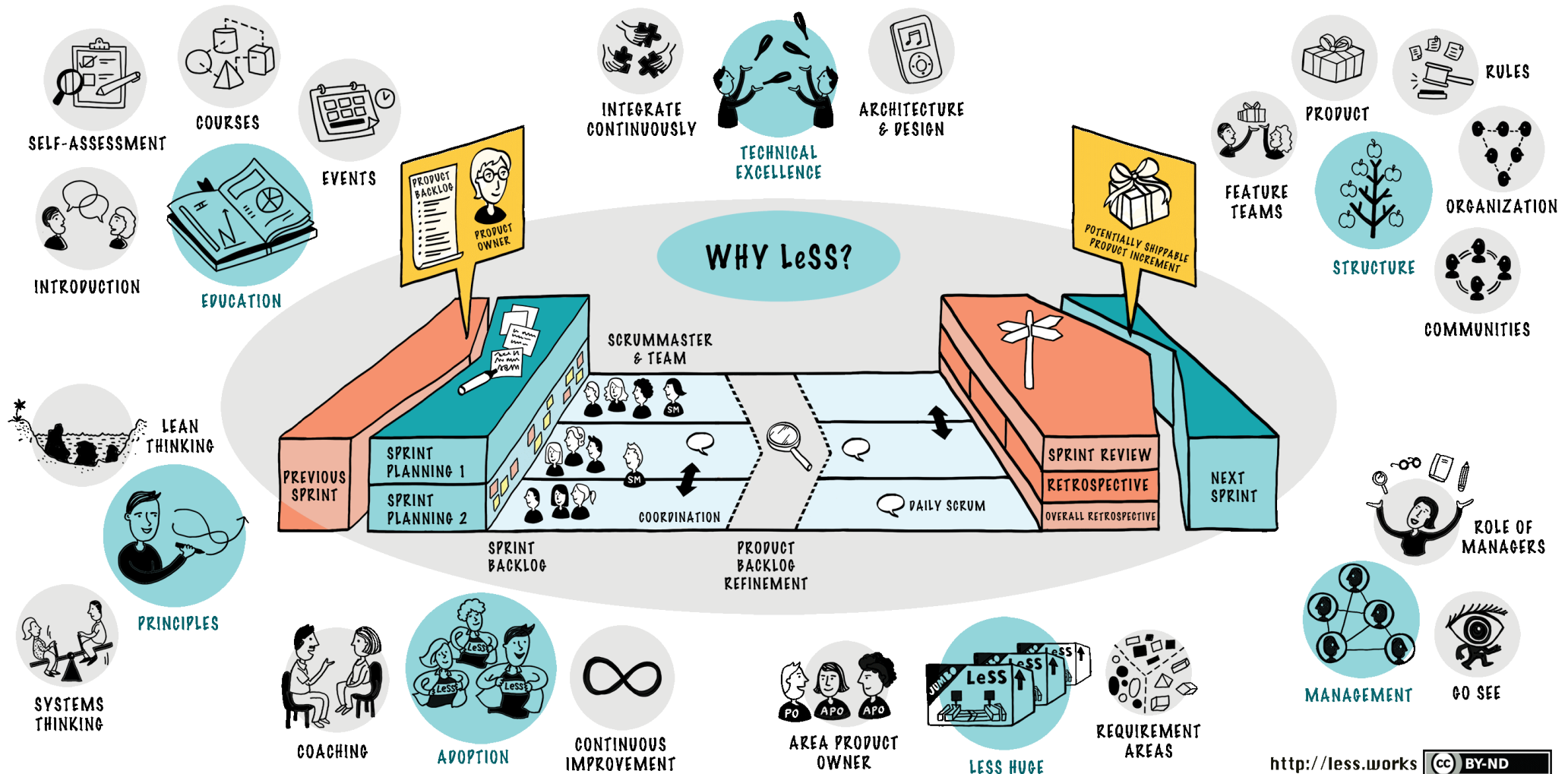


ALEXEY KRIVITSKY
CRAIG LARMAN
ROLAND FLEMM

“How can an organization learn, adapt, and perform
fast enough to stay 10X relevant
–not just 10X efficient?”

2025

“LeSS adoption can be your last & *lasting* reorg”



<http://less.works>

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SUMMARY:

What Business Resilience IS NOT?

1. Leaving with bad blocking async dependencies.
2. Fixating your teams on current, known roadmaps, and optimizing for local efficiency.
3. Blocking yourself from experimenting and learning easily.
4. Pretending economical health do not matter.
5. Never learning and staying in the same paradigm.



“There are no dependencies in LeSS”

“Teams in LeSS work on the whole product”

“LeSS allows teams to contribute to high value”

“LeSS allows to focus on optimizing ROI continuously”

“LeSS adoption can be your last & lasting reorg”



Changing Times



> But your orgs will resist becoming resilient.



> Reasons?



Ignorance.

Fear.

Playing it safe.



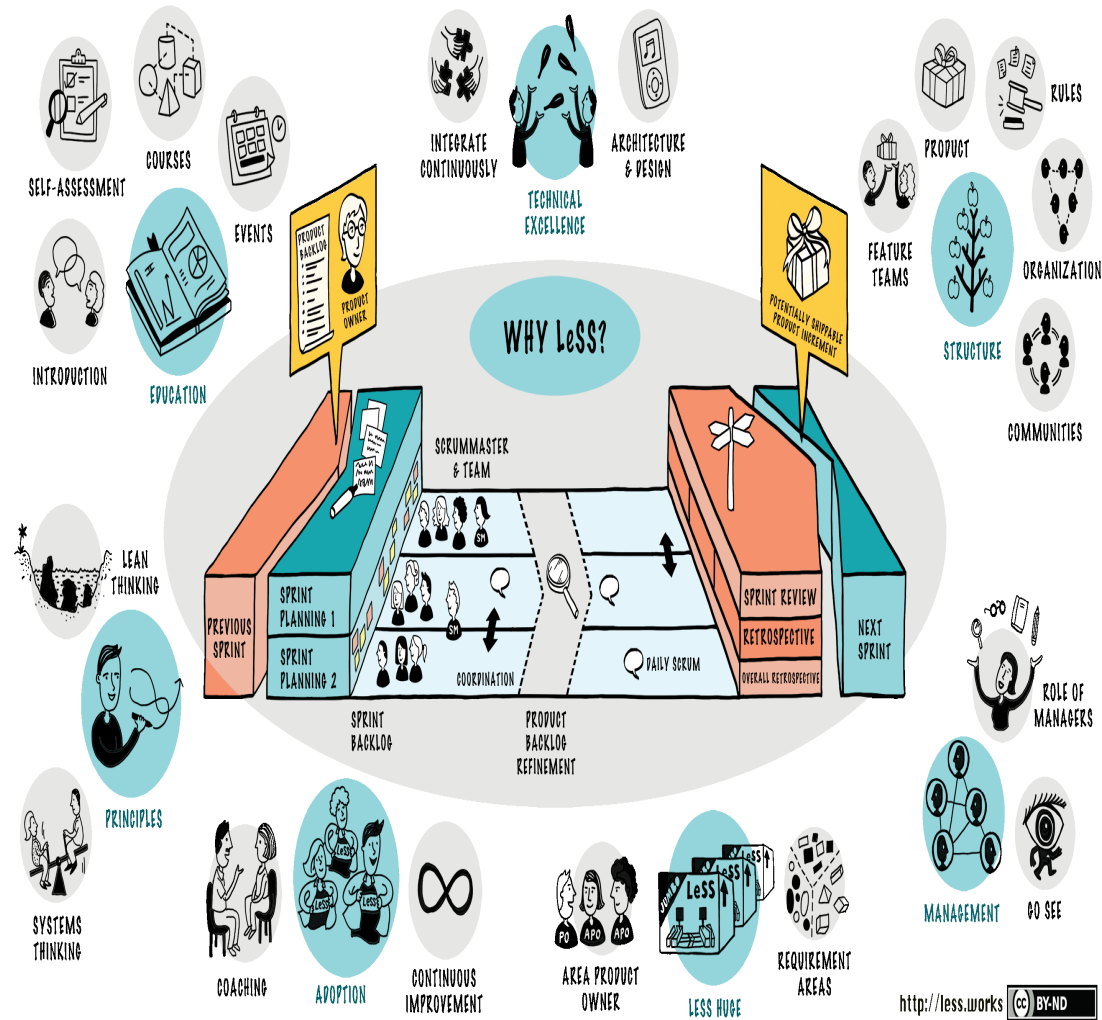
Ignorance.

Fear.

Playing it SAFe.



YOU:



BOB:

1. Cognitive load will hit teams hard.
2. Code quality will go down.
3. You cannot know everything.
4. Operational excellence cannot be guaranteed.
5. ...

YOU:

- **Do not denigrate**
Do not see Bob as your enemy who resists change.
- **Appreciate the concern.**
“Thank you, Bob, for caring about X”
- **Remind of the goal.**
“Resilience must be our top priority.”
- **Generate options.**
“How can we get more resilient AND not suboptimize in XYZ?”

BOB:

1. Cognitive load will hit teams hard.
2. Code quality will go down.
3. You cannot know everything.
4. Operational excellence cannot be guaranteed.
5. ...

On a final note...

More with LeSS: Simplifying Org with 7 Design Principles

1. From *Specialist Roles* to *Teams*
2. From *Resource-Thinking* to *People-Thinking*
3. From *Organizing around Technology* to *Organizing around Customer Value*
4. From *Independent Teams* to *Continuous Cross-team Cooperation*
5. From *Coordinate to Integrate* to *Coordination through Integration*
6. From *Projects* to *Products*
7. From *Many Small Products* to *a Few Broad Products*

less.works/blog/2020/03/02/more-with-less-seven-tools-for-simplifying-organizations



Building Business Resilience for Changing Times



Time for the Fishbowl: **"Resilience. OD. AI"**

17:00

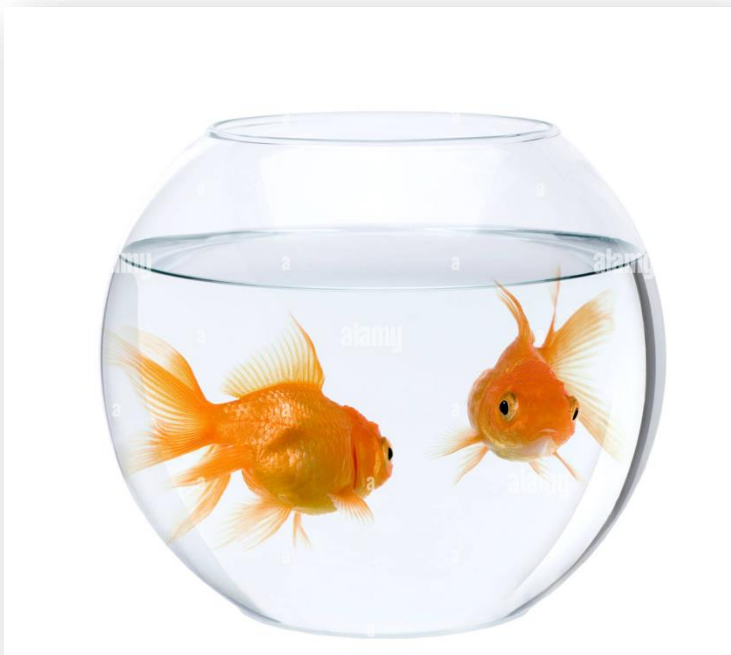


Fishbowl - "Resilience . OD . AI"

Alexey Krivitsky

17:40

Closing





Audience Q&A

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