

Prefilled Root Cause* Analysis Map – pain points for agile at scale**

Problem: Our organisation is too slow, too expensive, delivers the wrong, costly, low-quality products and makes our people unhealthy

Symptom: We have the wrong values, mindset and culture

Symptom: Too low Resource Efficiency

Symptom: We processify more because we need more control, and then we start to measure to get more control, and we are not proactive enough neither to opportunities nor problems (almost all root causes == we do not understand our own system)

Symptom: Too low Flow Efficiency

Symptom: Risk/Overhead/Too much coordinating work/tasks between the chairs

Symptom: Too much activity re-starting

Symptom: Too much variability

Symptom: Too much activity re-scheduling

Symptom: Over-use of underutilisation

Symptom: Too frequent retrospectives

Symptom: Too frequent start-up and close-down of time-boxes

Symptom: Hidden faults/low quality are discovered too late

Symptom: Contradictory/late requirement changes/no systems design

Symptom: We get slower and slower for every feature we are adding

Symptom: We deliver customer value too slow

Too much Proj. Adm. Waste

Symptom: Organisational Clogging

Too much Activities in Queues waste

Symptom: The cadence for teams that work in parallel, increases the cycle time for the teams that do not need the "spare time", which according to Little's Law will increase throughput time; meaning a lower Flow Efficiency.

Symptom: Too small time-boxes (trying to reduce uncertainties)

Symptom: The customer need, not fully understood

Symptom: The customer does not know what to require

Symptom: Too many stakeholders that cannot agree

Symptom: We have a crappy systemisation

Symptom: The delivery packages are too big

Symptom: The project phases are in sequence

Symptom: Chinese whispers effect

Symptom: People are part of too many chains of interactions

Symptom: No one in the line feels responsible for the activity

Symptom: Too many people in queues to solve activities

Symptom: Time-boxed (planned) activities, are queued to specialists [1] (bottle necks) / People juggle with too many activities

Symptom: Too long chains of interdependencies

Symptom: The uncertainty of the product is underestimated

Symptom: Too slow feedback

Symptom: Too big time-boxes

Symptom: The system product is not built on a modular platform

Root cause: We do not do any organisational problem-solving or continually improvements, or we do not understand their differences.

Root cause: We do not respect our people

Root cause: We do not have the right I-competence for our business

Root cause: We do not nourish short chains of interactions

Root cause: Our teams are neither working full-time in a flat hierarchy, nor following the numbers 5, 15 and 150

Root cause: Too few people are T-shaped [2]

Root cause: The short-term (i.e. sprint activities, activities until next IE(s)) and the long-term planning with interdependencies, critical line, etc. for the total deliveries are not properly taken care of [3]

Root cause: The Integration Events [4] are not timely, complexity left

Root cause: We do not have an organisational structure and control and responsibility over the system product's architecture with respect to Conway's law

Root cause: There is no setup for incremental build of SW MVPs / HW/SW platforms with modules

Root cause: There is no setup for parallel work

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A non-adaptive organisation cannot compete

*root causes are context free **any human problem-solving [1] within the team, another team or an expert (SME), or no one available [2] multi-I-shaped in production [3] do not forget margins for variability [4] and Aggregation Points in production