

Scaling Approach Checklist

Four Questions Before Adopting Any Scaling Approach

A companion resource from Agile Meets AI, Chapter 4

Before adopting any scaling mechanism, framework, or coordination approach, use these four questions to evaluate whether it will help or hinder your agility.

The Four Essential Questions

1. Does this enable teams or constrain them?

Good scaling removes blockers. Bad scaling creates approval layers.

Your assessment:

Enables teams Constrains teams Unclear

Notes: _____

2. Does this distribute decision-making or centralize it?

Agile scaling pushes decisions down to the most informed level.

Your assessment:

Distributes decisions Centralizes decisions Unclear

Notes: _____

3. Does it increase customer focus or internal focus?

Effective coordination keeps teams oriented toward customer value.

Your assessment:

Customer focus Internal focus Unclear

Notes: _____

4. Does it support learning or standardization?

Learning-focused scaling enables local adaptation. Standardization-focused scaling creates excessive rigidity.

Your assessment:

Supports learning Enforces standardization Unclear

Notes: _____

Decision Guide

 **Proceed with confidence:** All four questions answered positively (enables, distributes, customer focus, learning)

 **Proceed with caution:** Mixed answers or "unclear" responses — pilot first, evaluate quickly

 **Reconsider:** Multiple negative answers — this approach likely harms agility

The Scaling Paradox

"We need more coordination" doesn't mean "we need more coordinators."

Agility scales through principles and culture, not additional hierarchy and control.