

# From a Mess to LeSS

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# What is Scrum? - Scrum Guide

## The Scrum Guide™

~~The Definitive Guide to Scrum:~~  
The Rules of the Game

November 2017



*Jeff Sutherland*

*Ken Schwaber*

*Developed and sustained by Scrum creators: Ken Schwaber and Jeff Sutherland*

What does Scrum build?

## There is more to the rules?

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While the Scrum Guide provides the basic rules of Scrum, the patterns amplify the guide by showing teams how to solve problems in a specific context.

# What is a Scrum Pattern?

A collective experience into proven solutions called *patterns* that we have distilled from observing many Scrum Teams — both their successes and failures.

**A SCRUM**  
**BOOK** (DRAFT)  
BY THE SCRUM  
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# Structure of a Pattern

- Initial Context – When can this pattern be used?



- **Problem Statement** – What problem does it solve?
- Forces – Why does this problem occur?
- **Solution** – What is a solution to this problem?



- Resulting Context – New problems ... 😊



# Answers WHY Questions

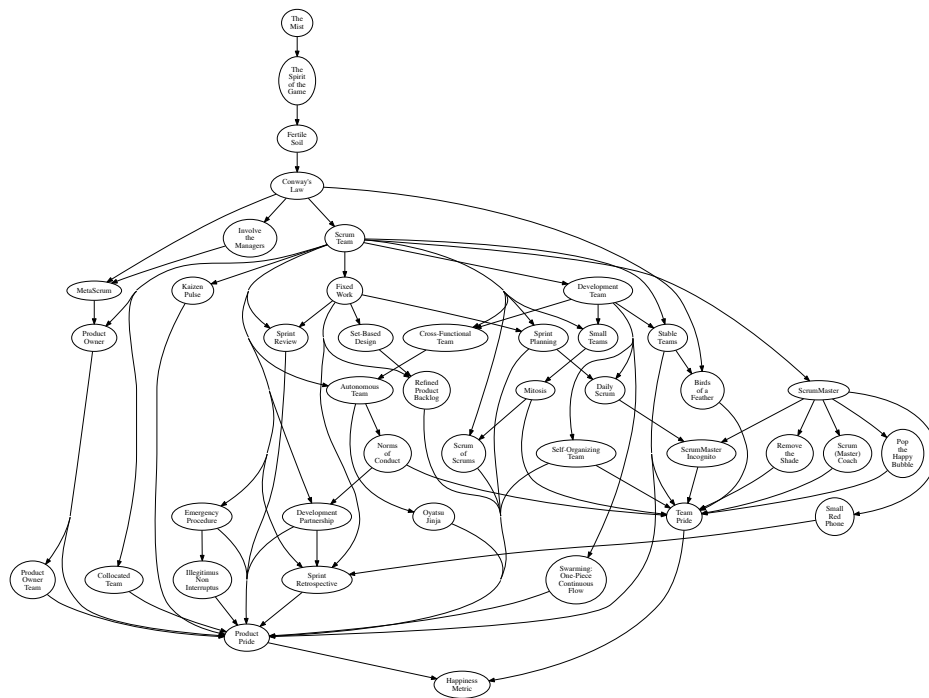
- Why is there a Daily Scrum?
- Why is there a ScrumMaster?
- Why are there Small Teams?
- Why is there a Product Backlog?

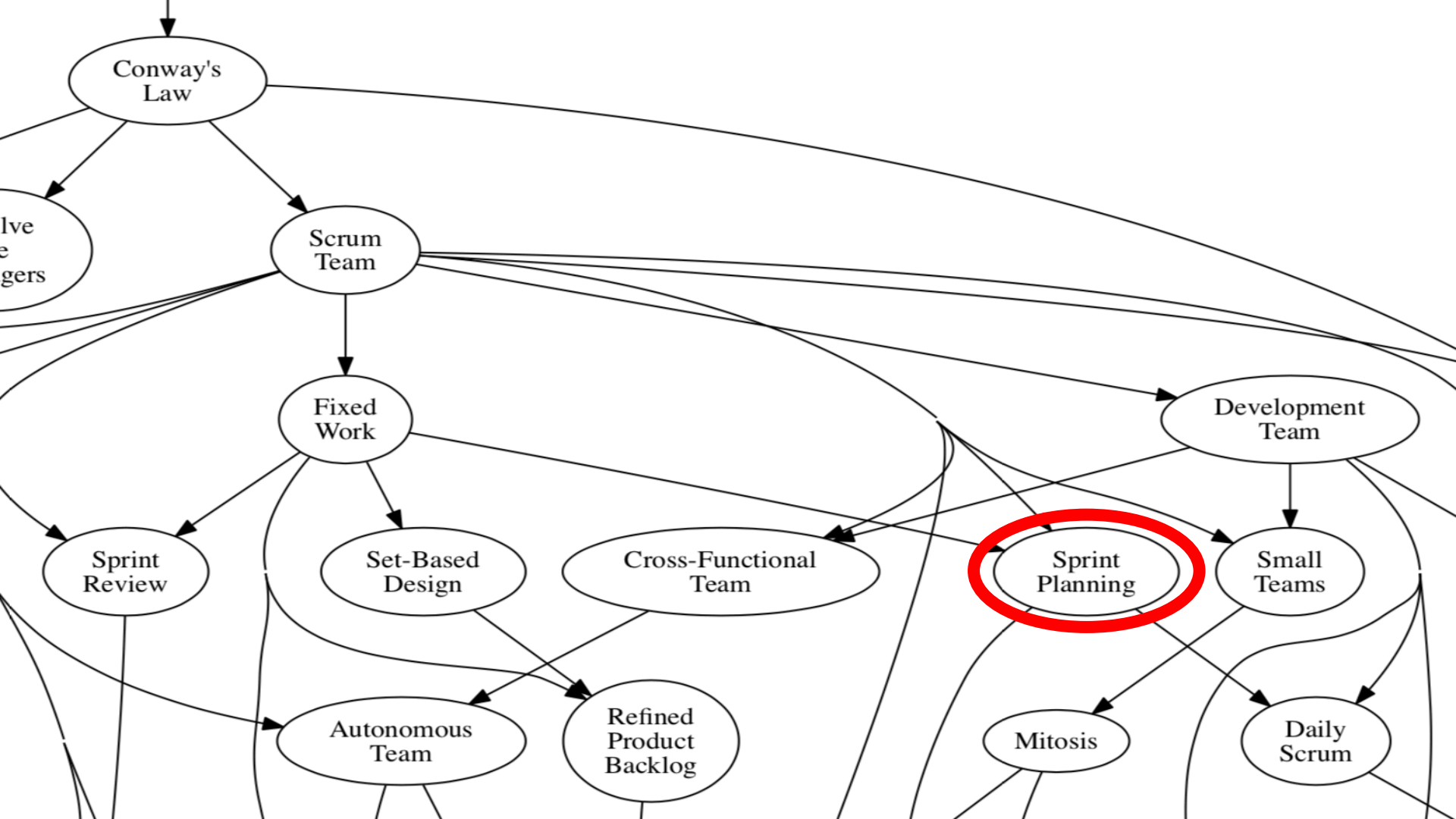
Understanding WHY supports you to tailor it to your specific context

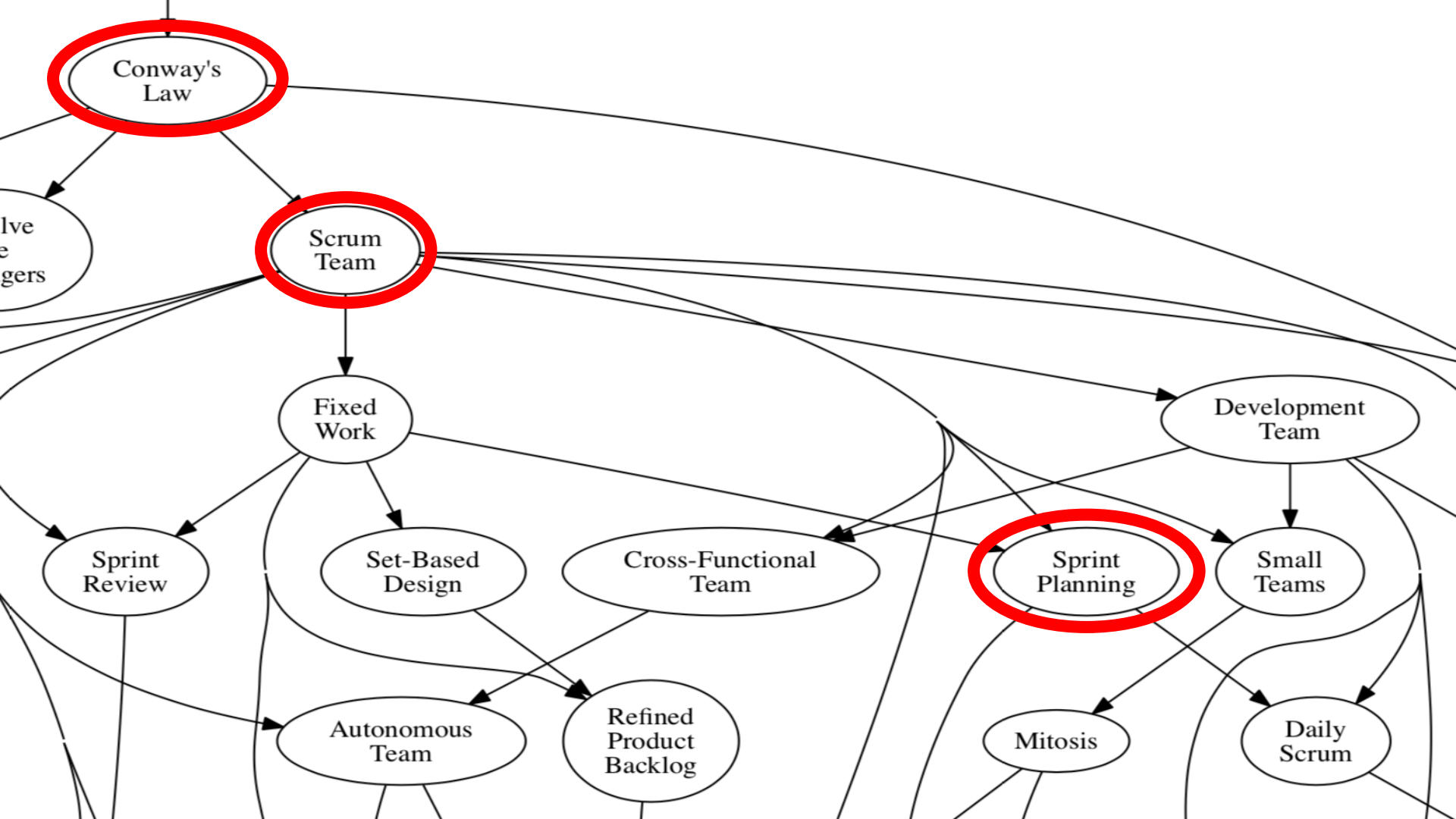
# What is a Scrum Pattern?

1. It's something that you build (and an instruction of how to build it)
2. Changes communication paths
3. Changes organizational structures
4. It solves a problem in a certain context
5. It is geometric, and composes with other patterns geometrically

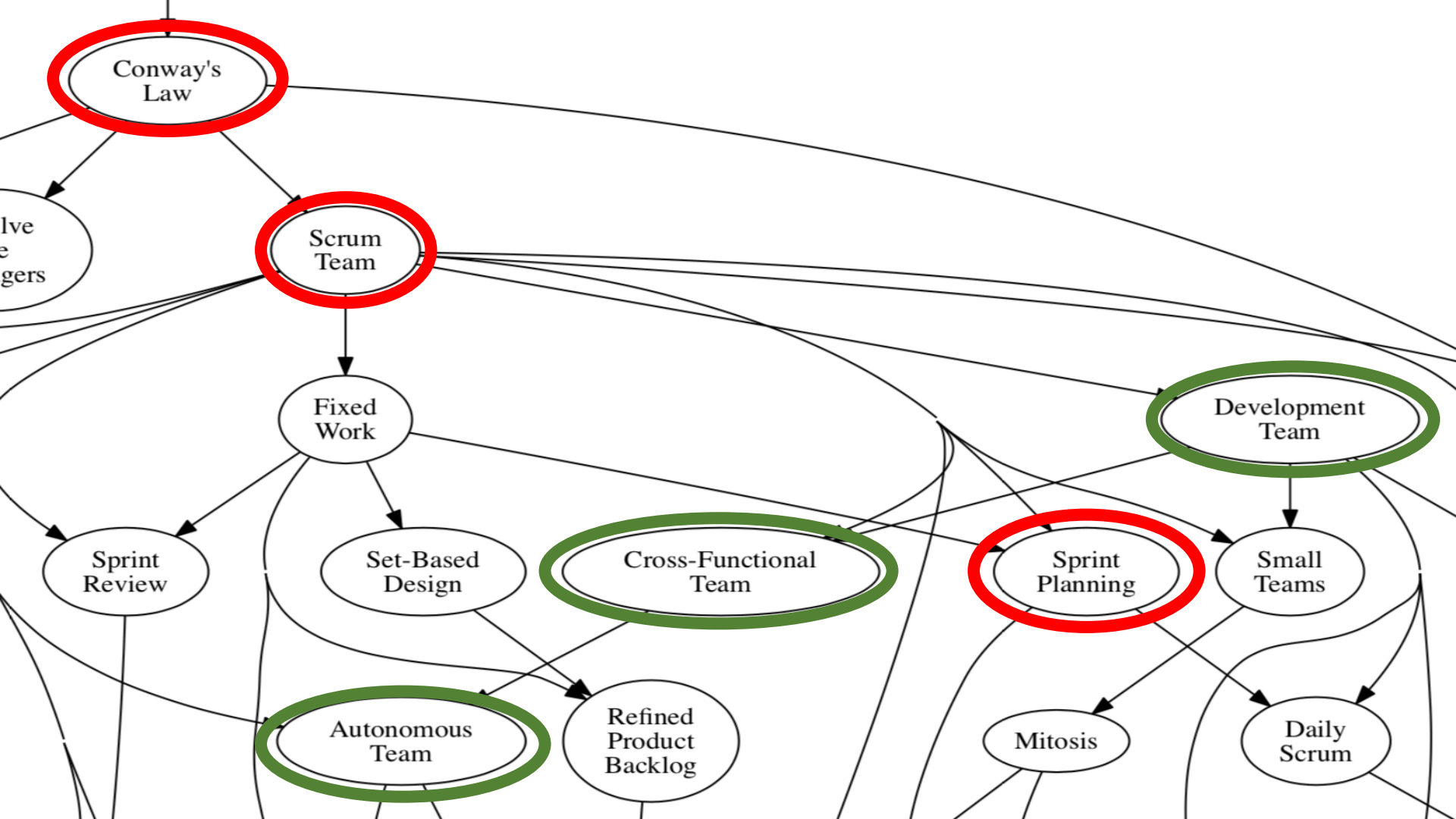
# Product Organization Language













# Pattern Dependencies

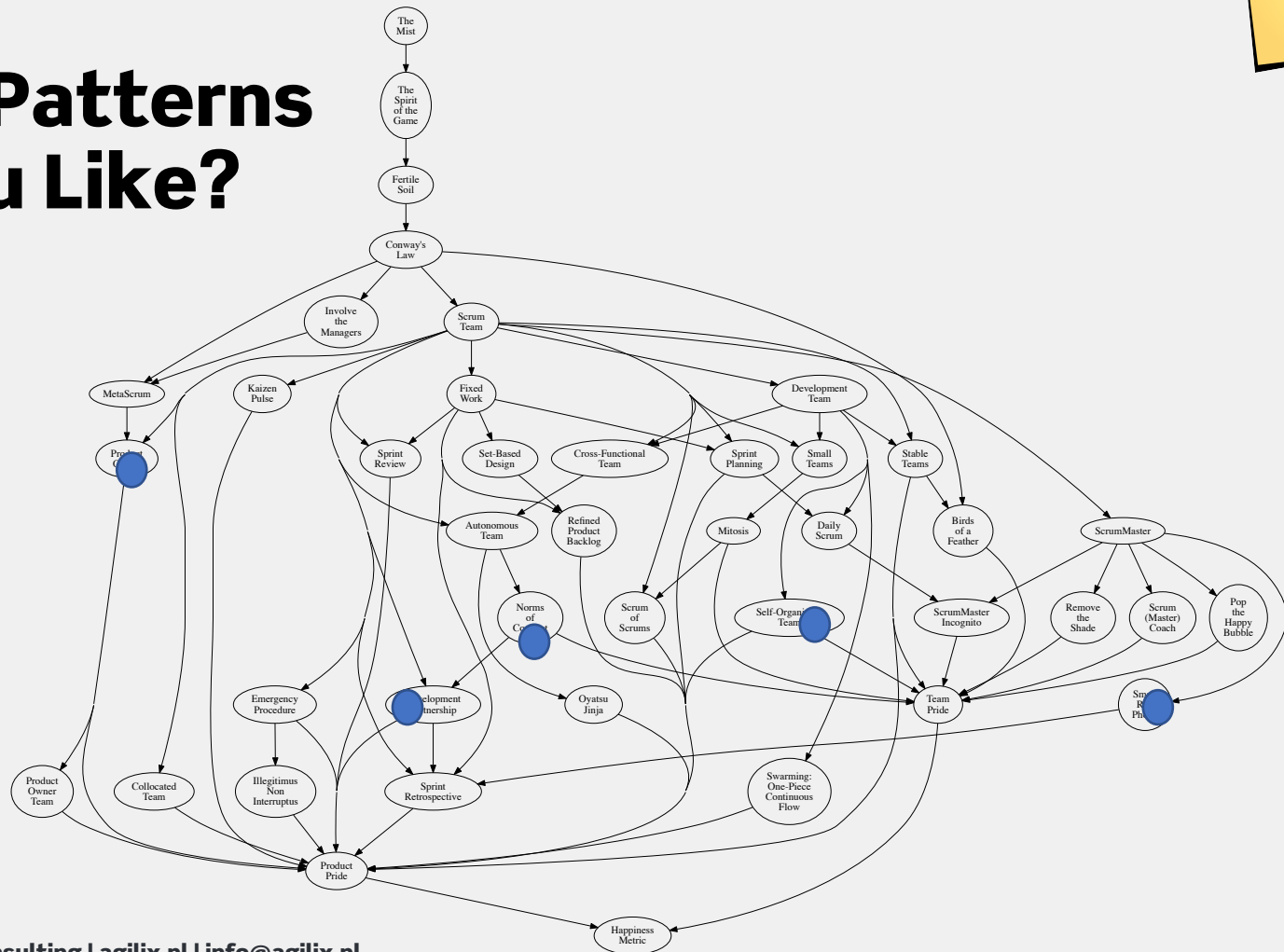
- No pattern stands alone — it's a system
- There are two relationships between patterns:
  - One pattern can be an alternative to another
  - One pattern refines another
- The refinement relationship defines a dependency between patterns
- Alternative patterns refine a common larger pattern

# How I use The Patterns?

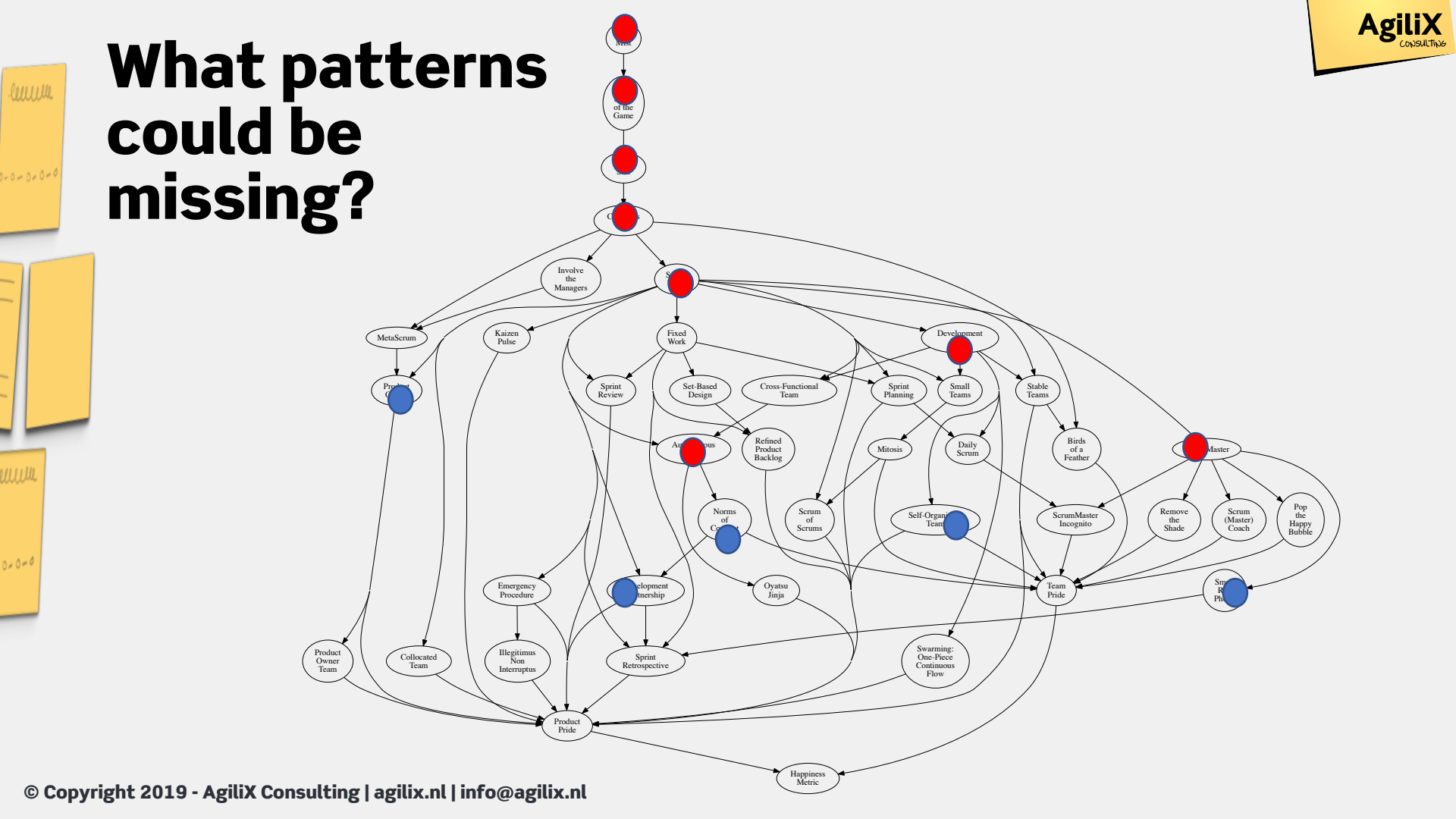
- Perform Go See and reflect back on the team/org for feedback.
- Pre-select some patterns that match context and problems.
- Let the team select patterns they find interesting.
- Is your sequence a 'correct' sequence? What other patterns could be needed to make it more Whole?
- Create your sequence.



# What Patterns Do you Like?



## A collection of yellow sticky notes. One note at the top has the word 'Lullaby' written in cursive, followed by a row of five small circles. Below it are two blank notes. At the bottom is another note with the word 'Lullaby' in cursive, followed by a row of five small circles.



# From MeSS to LeSS | The LeSS Pattern Card Game

6 October 2020

This is a description of the workshop I did at the LeSS Conference in Amsterdam.



You can use this workshop to have a thorough discussion about your new LeSS group or to repair an existing LeSS adoption.

For a general workshop, you can use the starting situation I wrote about in my Copy Paste Scaling articles that you can find [here](#) and another one [there](#). I now call it the MeSS, then your goal is to go from MeSS to LeSS.

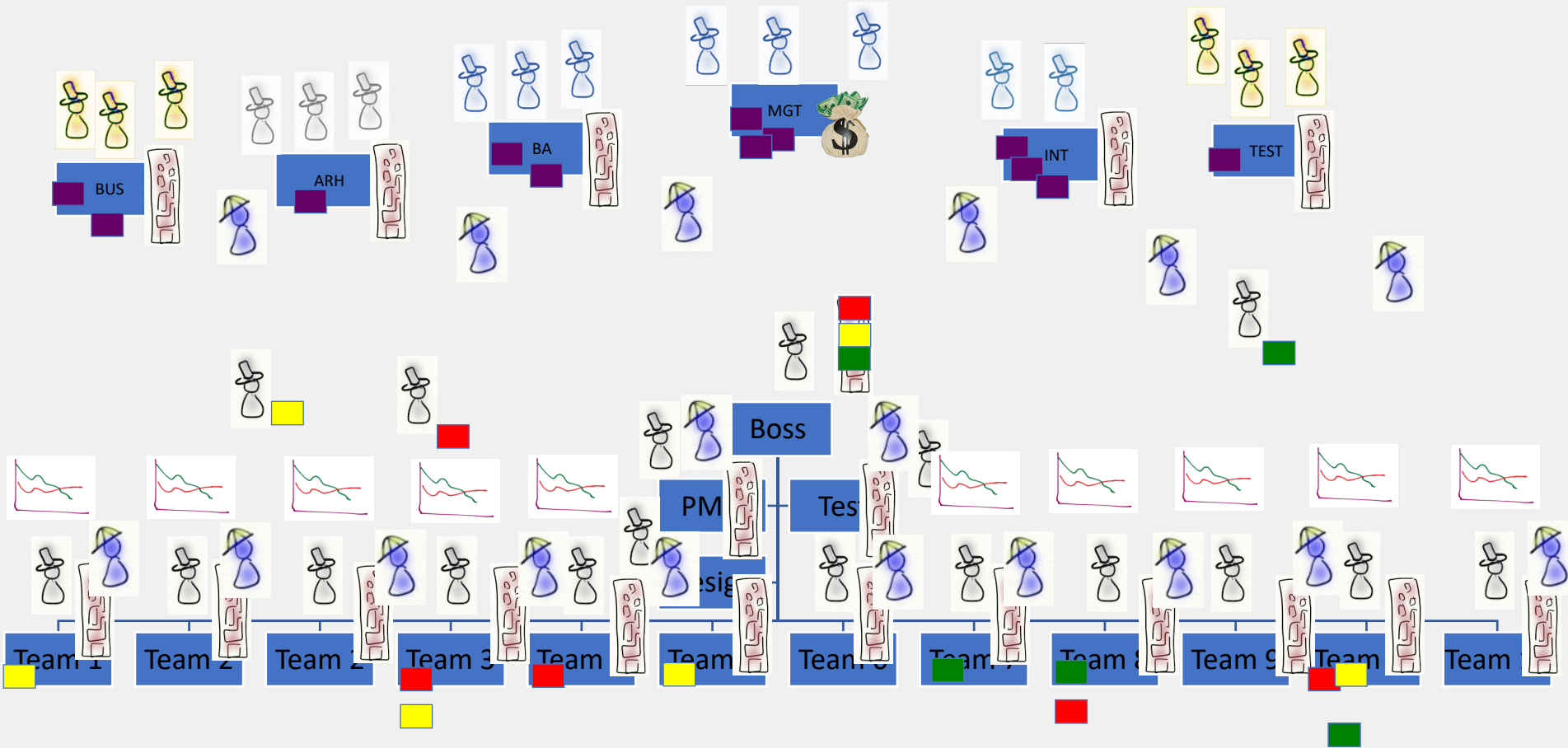
In the context of your organization, you start with your current situation.

<https://agilix.nl/blog-en/the-less-pattern-card-game/?lang=en>

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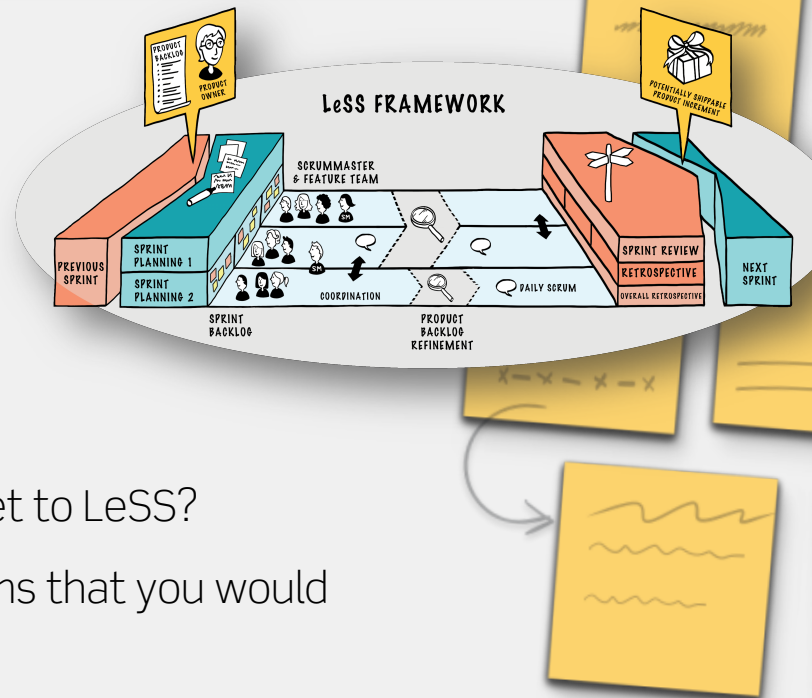
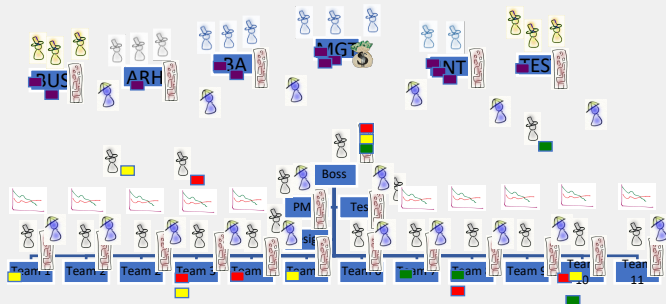
# Copy Paste Scaling a.k.a. The MeSS





8  
MIN

# From a Mess to LeSS



What should be removed from Copy Paste Scaling to get to LeSS?

At your table group come up with a list of a few problems that you would need to address in your organizations.

Write on Post-Its in the form: “How do you ...”



30  
MIN

# Identify possible 'patterns'

- Choose a problem to work on.
- Each person picks 4 LeSS cards from the deck.
- Each player selects a card(s) from his hand, if any, that describes the problem and plays that card on the table.
- The group then discusses the potential LeSS Patterns that could be useful in addressing that specific problem.
- When agreed, place the pattern cards under the matching problem. If you have multiple cards that solve the problem place the cards in a sequence.
- Each person refills their hand to 4 cards. If the new cards solve the current problem, you place the card, discuss and refill your hand again.
- Then repeat with the next problem





How do you deal with scare experts that have skills many teams might need?

### Traveler



**Problem:**  
Some feature teams have the scare experts as

### Component Mentor



**Problem:**  
Feature teams have to work in unfamiliar component areas of code during the Sprint.

**Therefore:**  
Help them with a component mentor who is a regular feature team member, but reserves mentoring time to teach others and grow a component community.

How do you handle the undone work that the teams cannot do yet?

### Undone Department



**Problem:**  
When the teams are not yet able to create a truly shippable increment every Sprint, this is reflected by their Definition Of Done not being perfect. Someone else still needs to do this Undone work.

**Therefore:**  
Introduce an Undone Department that temporarily handles this work. Then move the activities one by one to the teams. This department should exist only in LeSS Huge.

How do you handle cross cutting concerns such as UX or Architecture?

### Community



**Problem:**  
In a cross-functional team organisation the group still has to attend to cross-team concerns

other skills, signs to consistency.

### Community Coordinator

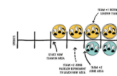


**Problem:**  
A flourishing community benefits from pro-active organisation and attention.

**Therefore:**  
Have a community coordinator with passion for the concern and desire to cultivate a strong community that cares; preferably someone who is an active hands-on-practitioner.

How do you handle a highly speculative giant requirement that needs researching?

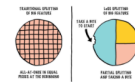
### Leading Team



**Problem:**  
During startup of a requirement that may change, a new Value Area work team slows you down, speeding you up.

**Therefore:**  
A leading team works on a gigantic item until they understand the development, and more incoming team work.

### Take A Bite



**Problem:**  
A giant requirement might take months to make it into the Product Backlog. Eagerly analysing, decomposing and speculating about it increases risk and delays learning.

**Therefore:**  
Have one team split the giant requirement into a few chunks and then take a bite from one and chew it down to implementation to learn from the market and adapt.

**Like Scrum,  
patterns provide  
no final answers.**



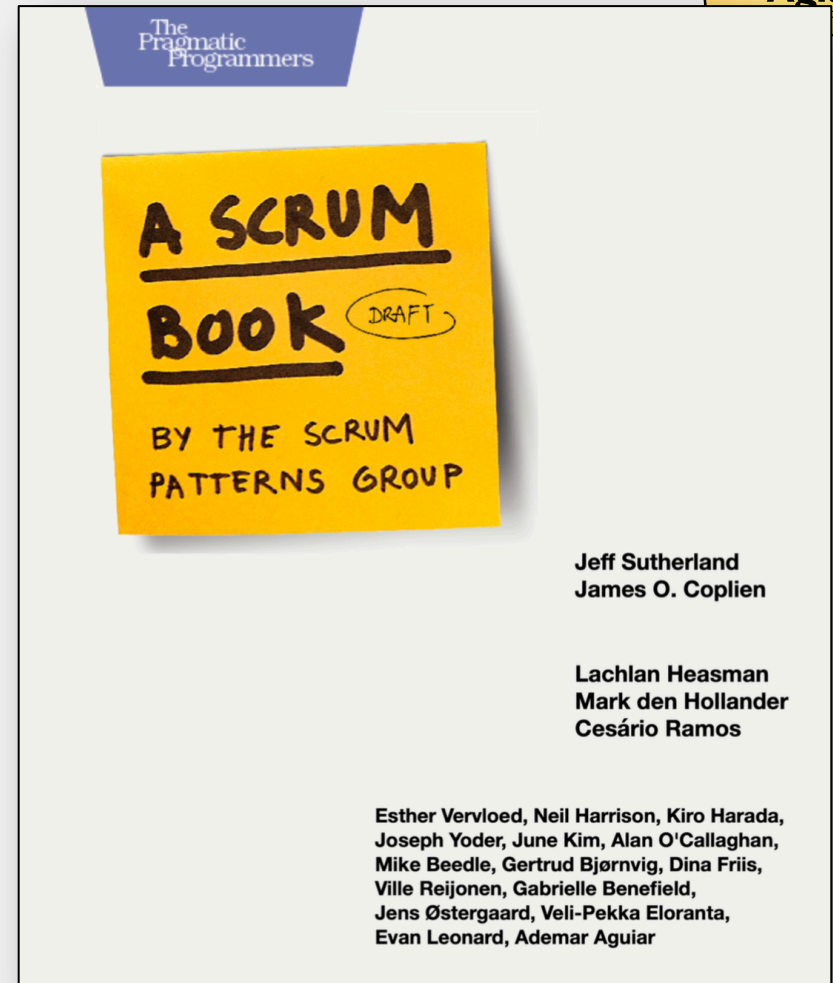


**All patterns are online and free to use:**

**[www.scrumbook.org](http://www.scrumbook.org)**

**A Scrum Book is also available on all channels**

**LeSS Patterns are in progress...**





# Thank You!



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**KEEP  
CALM  
AND  
SCRUM  
ON**