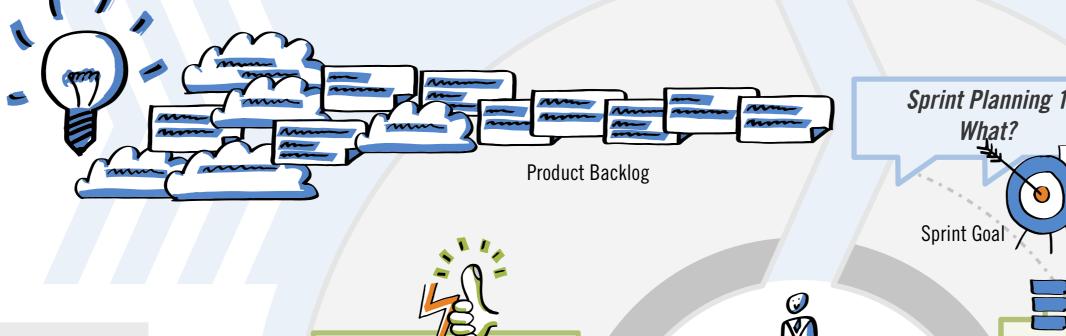
# Large Scale Scrum

### The LeSS Sprint

There is one product-level Sprint, not a different Sprint for each team. Each team starts and ends the Sprint at the same time. Each Sprint leads to one Integrated Potentially Shippable Product Increment.



**Overall Retrospective** 

Retrospective

(a)

Sprint Review

Produc

**Product** 

Group



### Sprint Planning

Sprint Planning consists of two parts: Sprint Planning One is common for all teams while Sprint Planning Two is usually done separately for each team.

### Part 1 - What:

Sprint Planning One is attended by the Product Owner and teams or team representatives. They together tentatively select the items that

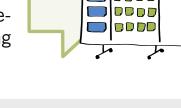
each team will work on in this Sprint. The teams identify opportunities to work together and final questions are

# Part 2 - How:

Sprint Planning Two is for teams to decide how they will do Two in a shared space for closely related items.



the selected items. This usually involves design and the creation of their Sprint Backlogs. Do multi-team Sprint Planning



### #2 More with Less

LeSS changes the organization by applying a fundamental structure people from them, before adding long-lasting rules beyond LeSS.



need to follow. This fosters new experiences which finally shift the existing rganizational culture towards Agile. On the other side the Framework provides enough space, so that the organization can improve continuously. The key is to avoid adding more overhead. Try experiments instead and learn



# **Product Backlog Refinement**

Product Backlog Refinement (PBR) is done per team for the items they are likely going to do in the future. Do multi-team and/or overall PBR to increase shared understanding and exploiting coordination opportunities when having closely related items or a need for broader input/

**Note:** Refinement of items is not done separately by the Product Owner or a dedicated business analysis group.



### **Overall Retrospective**

An Overall Retrospective is held after the Team Retrospectives to discuss crossteam and system-wide issues, and create improvement experiments. This is attended by Product Owner, ScrumMasters, team representatives, and managers (if



### **Team Retrospective**

At the end of the Sprint, all the teams have their individual Retrospectives. Note: The team should also brainstorm about overall obstacles that are impeding them and all the other teams. The team or its representative should bring improvement proposals to the overall retrospective.



### **Sprint Review**

There is one product Sprint Review; it is common for all teams. Ensure that suitable stakeholders join to contribute the information needed for effective inspection and adaptation.



Cross-team coordination is decided by the teams. Prefer decentralized and informal coordination over centralized coordination. Emphasize Just Talk and informai networks via communicate in code, cross-team meetings, component mentors, travelers, scouts, and

### #1 LeSS is Scrum

LeSS: Multiple teams work on a single product using Scrum. All Scrum principles and rules apply to LeSS. Before getting into Less, start with understanding and practicing one-team Scrum. More: DasScrumTeam.com/Scrum

The LeSS (Large Scale Scrum) framework is a way to scale the work of multiple teams doing Scrum. LeSS applies to products with 2 - 8 teams. For the product group, establish the complete LeSS structure "at the start"; this is vital for a LeSS adoption. For a larger organization use LeSS Huge. More: **LeSS.works** or DasScrumTeam.com/LeSS



### Manager

In LeSS, managers are optional, but if managers do exist, their role is likely to change. Their focus shifts from managing the day-today product work to improving the value-delivering capability of the product development system.

• Managers' role is to improve the product development system by practicing Go See, encouraging Stop & Fix, and "experiments over conformance".



Before you start with LeSS you should understand these undamental theories:

Queuing Theory Empirical Process Control Systems Thinking •Lean Thinking

The 6 guiding principles on this poster explain how LeSS works, and help you decide on further improvements using the framework.



### The Team

The goal of the team in LeSS is to add a couple of Product Backlog items into the Product during the Sprint. They work closely with customers/users on clarifying the definition of the items and with the Product

Owner on the prioritization. They coordinate and integrate their work with other teams so that at the end of the Sprint they will together have produced one whole product increment. The Team has the responsibility for managing his own relationships with external teams and people.

- Structure the organization using real teams as the basic organizational building block.
- Each team is (1) self-managing, (2) cross-functional, (3) co-located, and (4) long-lived.
- The majority of the teams are customer-focused feature teams.

# The ScrumMaster

A LeSS ScrumMaster will encounter complex large-scale problems and he'll need to resist resolving them with complex largescale solutions. Instead, he'll need to leverage the spirit of Scrum and find simple ways to empower people to resolve

large-scale, yet simple, solutions. ScrumMasters are responsible for a wellworking LeSS adoption. Their focus is towards the Teams, Product Owner, organization, and development practices. A Scrum-Master does not focus on just one team but

their impediments. This approach leads to

- on the overall organizational system. • A ScrumMaster is a dedicated full-time role.
- One ScrumMaster can serve 1-3 teams.

tomers/users.

### The Product Owner

The Product Owner maximizes the return on investment (ROI) of the product by maintaining one Product Backlog. He acts as a connector, bringing teams and

customers/users together so the teams become more customer focused. It is possible in LeSS to effectively scale the Product Owner role with just one person because most of the product backlog refinement is done by the teams together with the cus-

Sprint Planning 2

□ max ...8

Sprint Backlog

Daily

Scrum

- There is one Product Owner and one Product Backlog for the complete shippable product.
- The Product Owner shouldn't work alone on Product Backlog Refinement; he is supported by the multiple Teams working directly with customers/users and other stakeholders.
- All prioritization goes through the Product Owner, but clarification is as much as possible directly between the Teams and customer/users and other stakeholders.

### **Product Backlog**

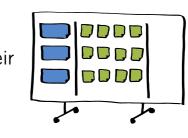


by items from a single Product Backlog. Product Backlog items are not pre-assigned to the teams.

• The definition of product should be as broad and end-user/customer centric as is practical. Over time, the definition of product might be expanded. Broader definitions are preferred.

# **Sprint Backlog**

• Each team has their own Sprint Backlog.



### Increment

The output of every Sprint is also called a Potentially Shippable Product Increment. The work of all the teams must be

integrated before the end of every Sprint. ,Potentially shippable' is a statement about the quality of the software and not about the value or the marketability of the software. Whether the product is truly shippable will depend on the current **Definition of Done.** • One Definition of Done for the whole product

common for all teams.

• Each team can have their own stronger Definition of Done by expanding the

•The perfection goal is to improve the Definition of Done so that it results in a shippable product each Sprint (or even more frequently).

## #3 Transparency

All Less and Scrum principles depend on transparency. At scale it becomes even more critical to create an unfiltered view on the status of product development, because the direct communication between the individuals is getting lost when more people are involved.

## **#4 Continuous Improvement Toward Perfection**

LeSS is a big change for many organizations. Be aware, that this change does not mean improvement in the first place. LeSS enables the organization to start getting better. Striving for perfection through continuous improvement remains a major factor.

### **#5 Whole Product Focus**

Teams tend to sub-optimize for their specific goals even stronger as individuals do. This is why the biggest challenge teams have is to integrate their work. The only way to help them is to make the purpose of the whole product as clear as possible, focus every individual on the whole product and empower the teams to define aligned subgoals by themselves, if necessary.

### **#6 Customer Centric**

Only teams directly interacting with the customer can maximize the value of a product. Organizations unfortunately tend to decouple the teams from the customer, as soon they grow larger. To mitigate that, ensure that teams are centered on the customers and their needs.