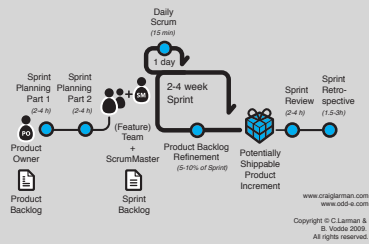
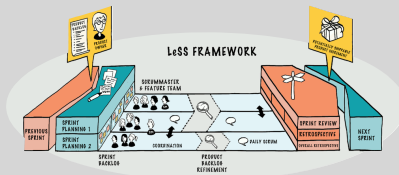


# LeSS

1

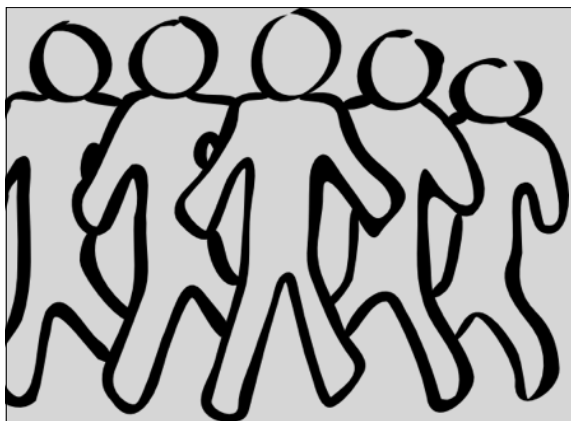
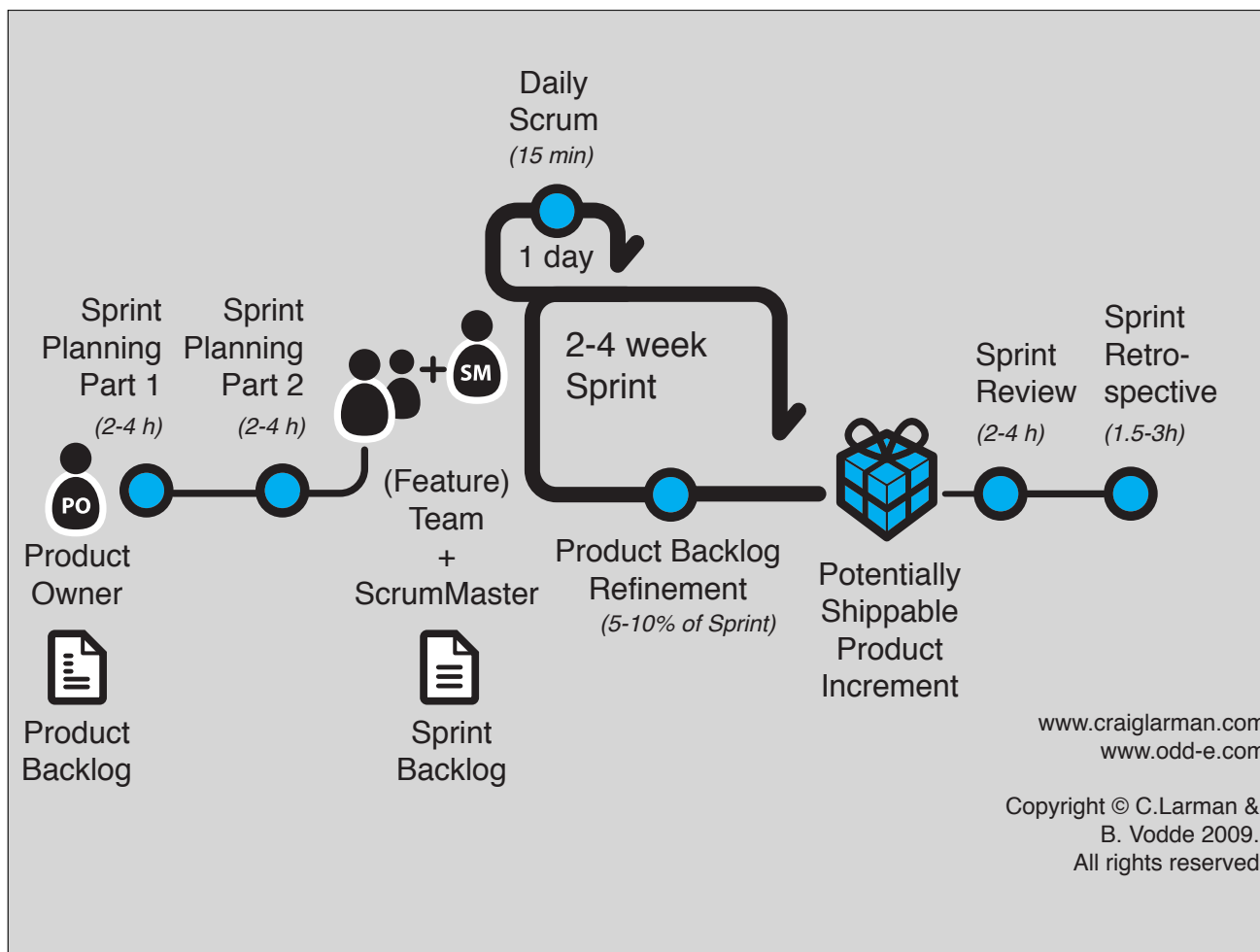


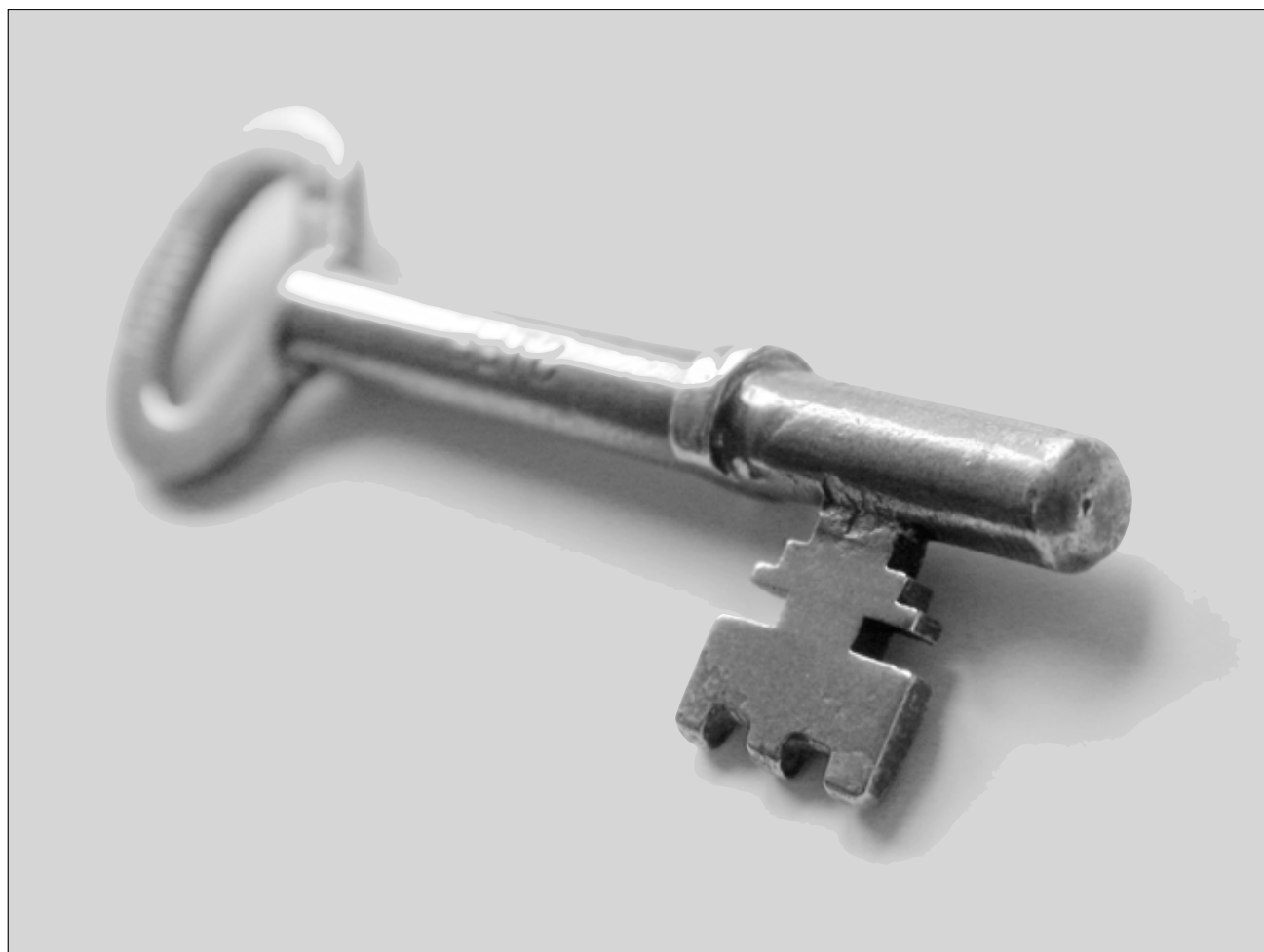
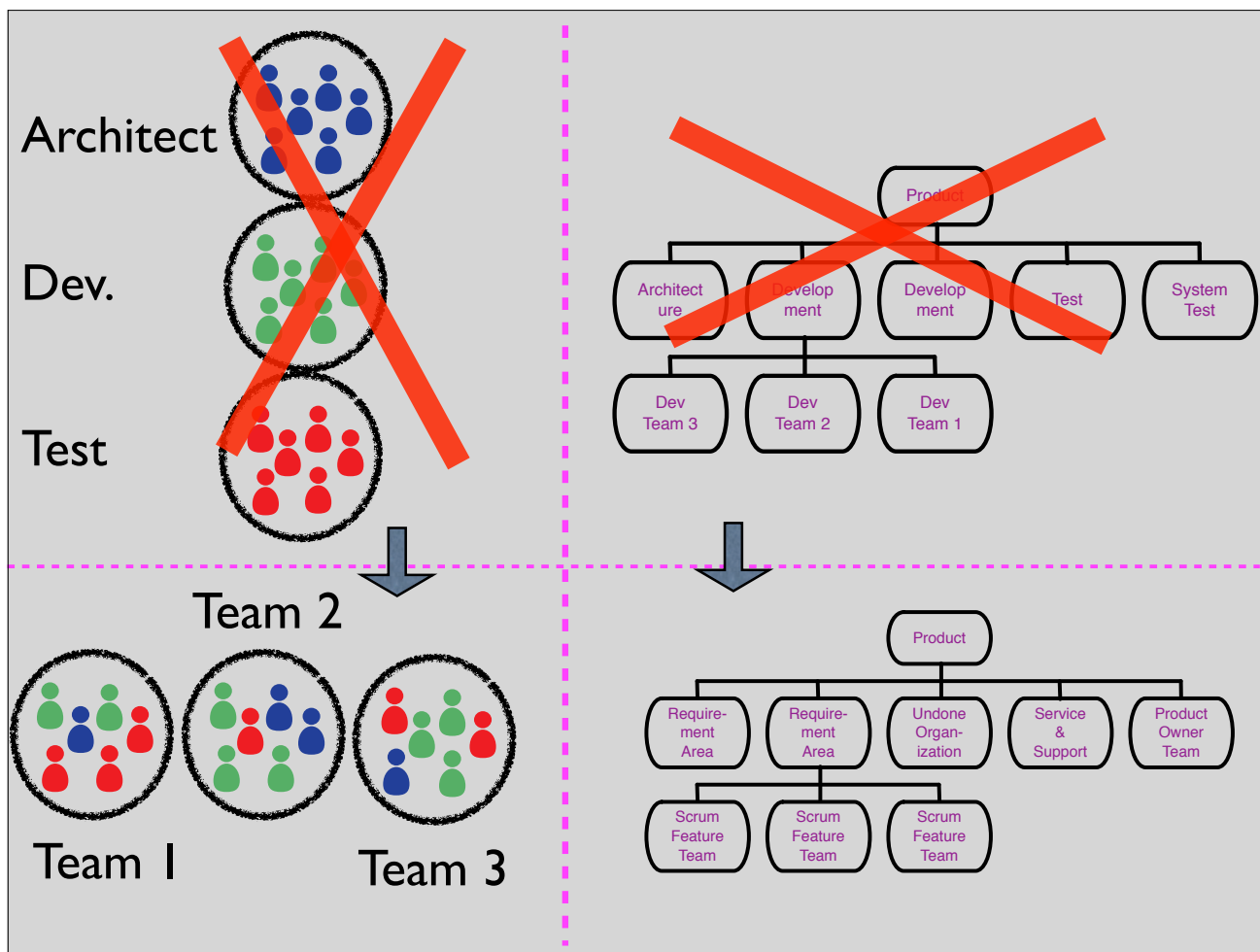
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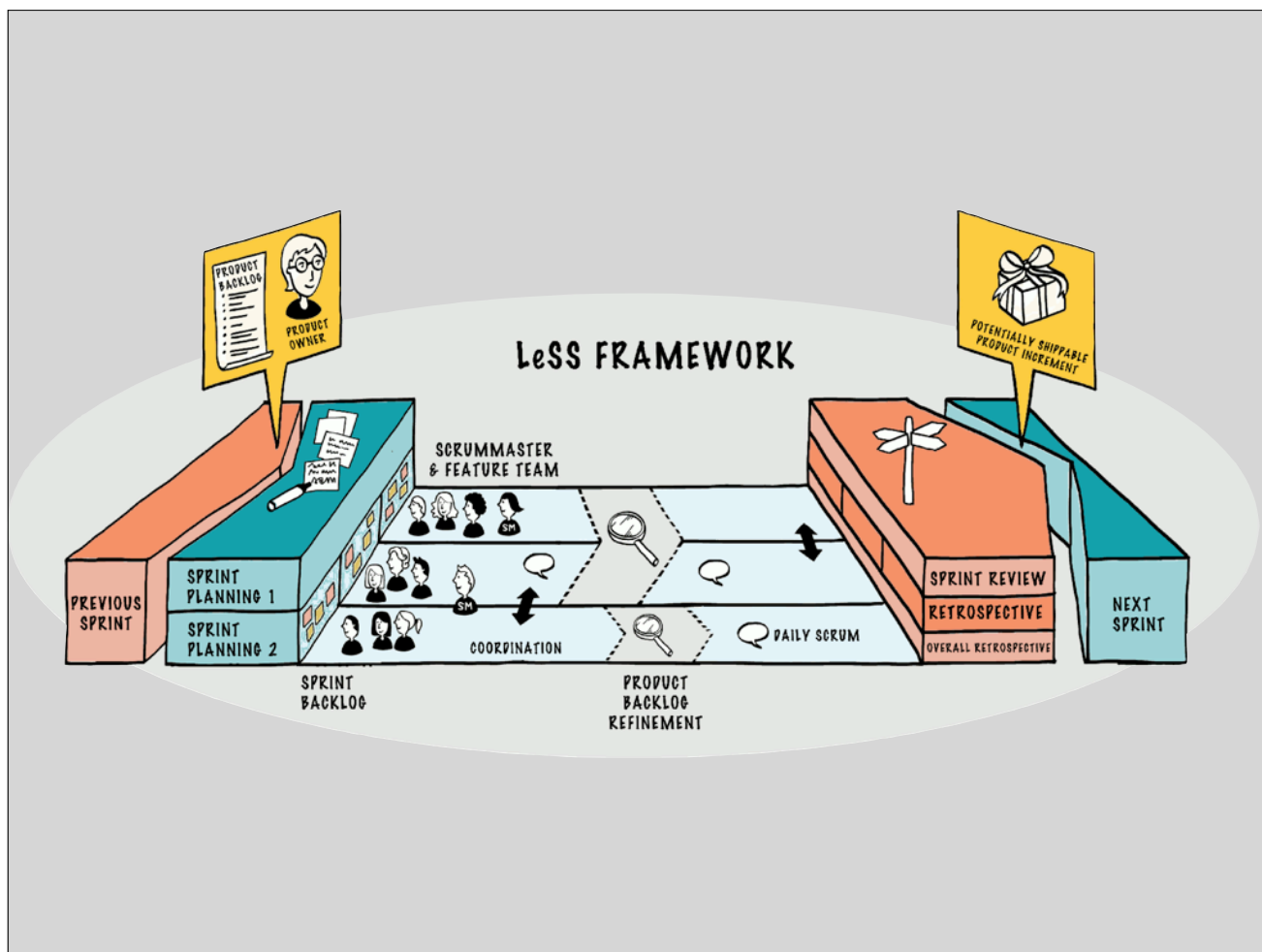
3

WHY?















# AGILE & ITERATIVE DEVELOPMENT

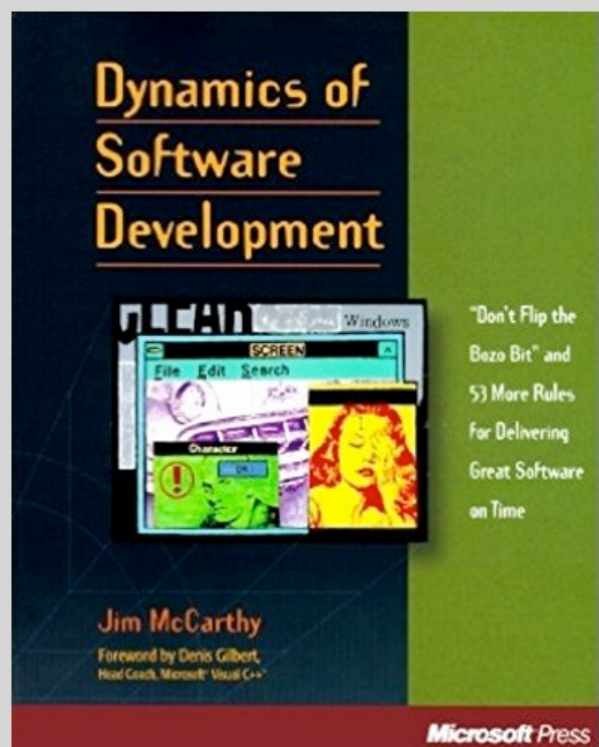
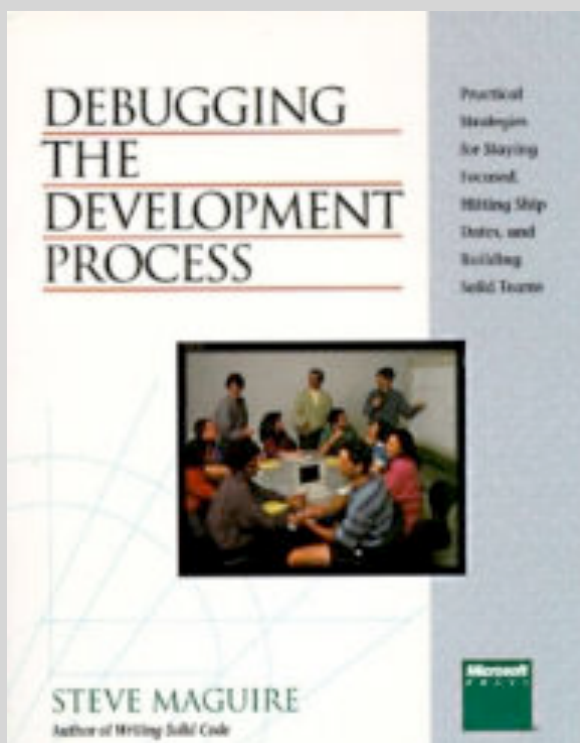
*A Manager's Guide*



**Craig Larman**

Agile Software Development Series,  
Alistair Cockburn and Jim Highsmith, Series Editors







# XP and Large Distributed Software Projects

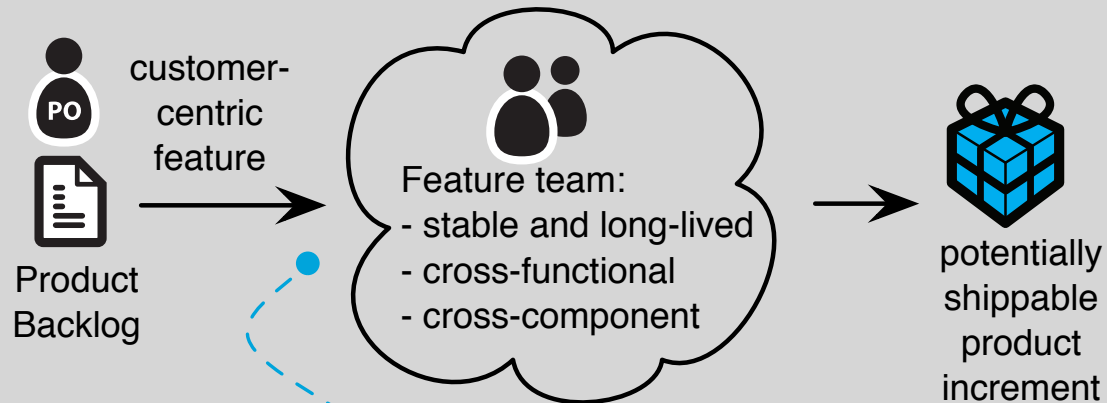
—Even-André Karlsson and Lars-Göran Andersson

*XP ideas have mainly been used in small colocated projects. Within Ericsson's GSM division, however, projects are both large and distributed. In this chapter we discuss some experience that we have had on applying ideas related to XP—such as daily builds, frequent iterations, planning increments based on customer value, and automatic testing—to this type of project. We discuss how our approach relates to the original XP ideas. Furthermore we suggest some additional practices that we have found useful in this context. We also discuss how the aspects of XP that we have not tried could be used, and what effect they would have.*

## Component Teams



# Feature teams



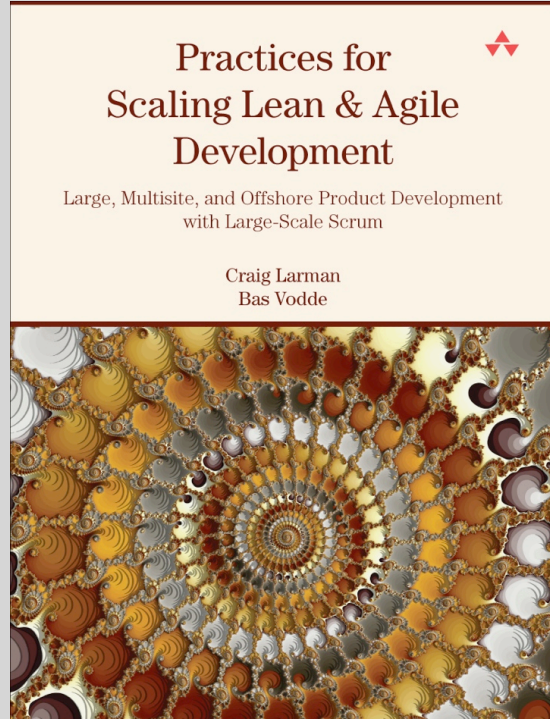
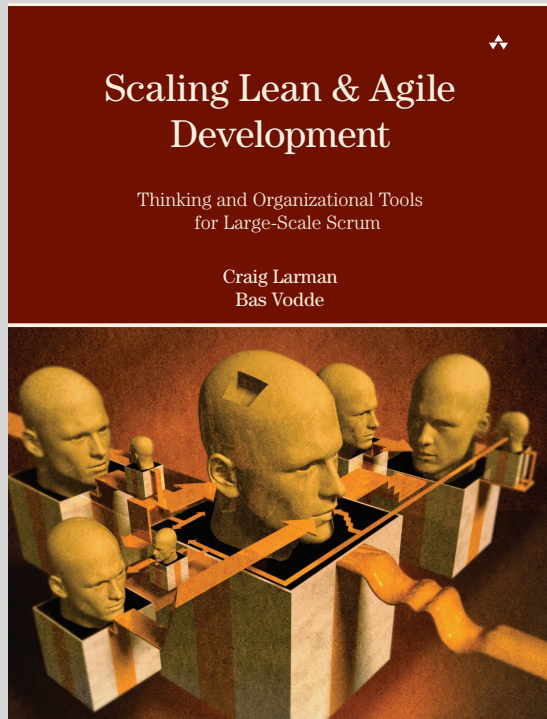
Team has the necessary knowledge and skills to complete an end-to-end customer-centric feature. If not, the team is expected to learn or acquire the needed knowledge and skill.

[www.craiglarman.com](http://www.craiglarman.com)  
[www.odd-e.com](http://www.odd-e.com)

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# LeSS Books



Shu  
(following)

Ha  
(breaking  
away)

Ri  
(mastery)



# Prescription or Ownership?



## LeSS Rules (October 2015)

### LeSS Framework Rules

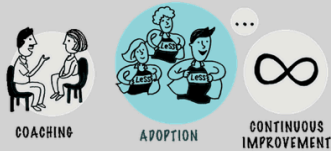
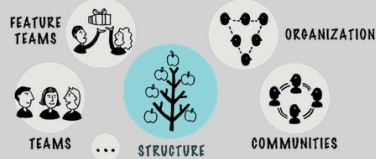
The LeSS framework applies to products with 2-“8” teams.

#### LeSS Structure

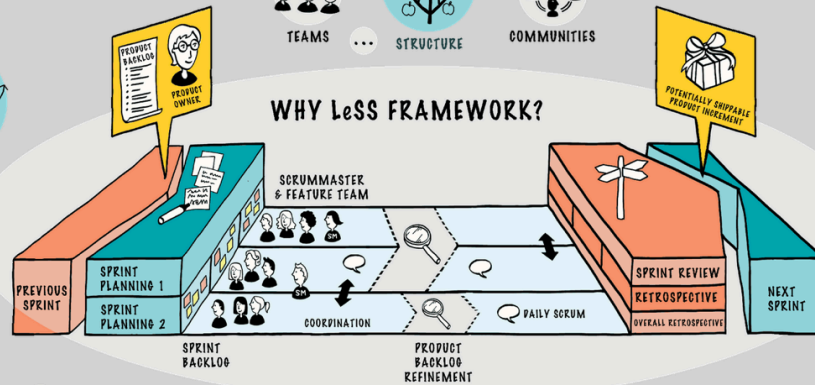
- Structure the organization using real teams as the basic organizational building block.
- Each team is (1) self-managing, (2) cross-functional, (3) co-located, and (4) long-lived.
- The majority of the teams are customer-focused feature teams.
- ScrumMasters are responsible for a well-working LeSS adoption. Their focus is towards the Teams, Product Owner, organization, and development practices. A ScrumMaster does not focus on just one team but on the overall organizational system.
- A ScrumMaster is a dedicated full-time role.
- One ScrumMaster can serve 1-3 teams.
- In LeSS, managers are optional, but if managers do exist their role is likely to change. Their focus is the value-delivering capability of the product development system rather than the specific scope of a product.

# LeSS Guides

LeSS BOOK CHAPTER 2:  
INTRODUCTION



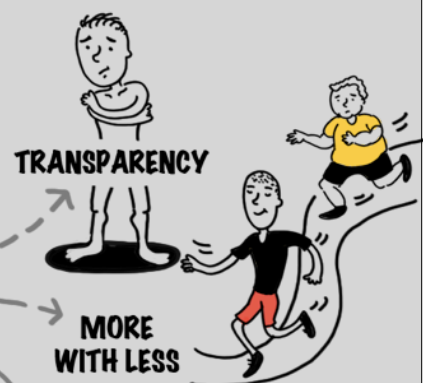
## WHY LeSS FRAMEWORK?



CC BY-NC-ND



CONTINUOUS IMPROVEMENT  
TOWARDS PERFECTION

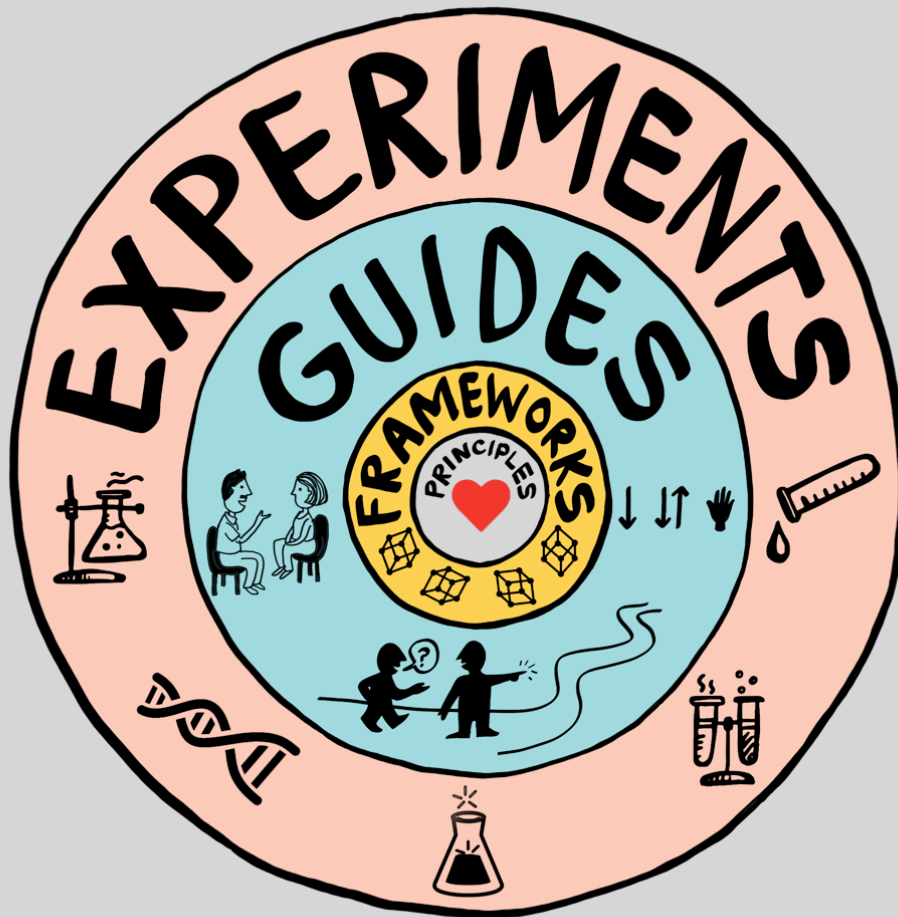


MORE WITH LESS

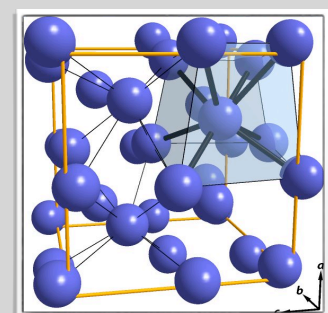
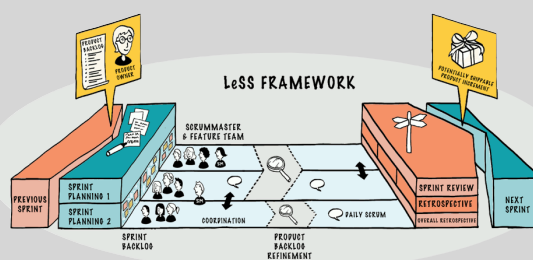
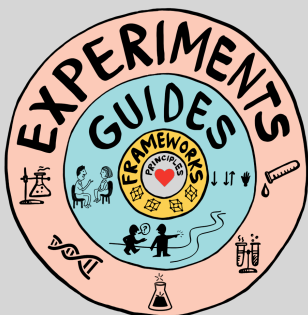


CUSTOMER CENTRIC





LeSS is...

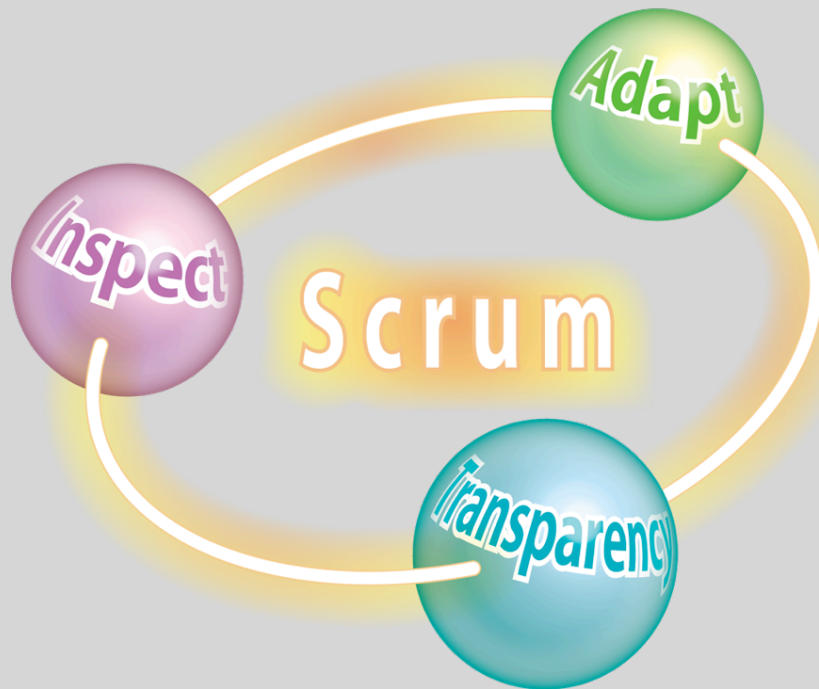


**MORE**  
*with*  
**LESS.**





# Large Scale Scrum is Scrum



**MORE**  
*with*  
**LESS.**



# More with Less

Build Your Method Up -  
Don't Tailor It Down



## Certified LeSS Practitioner

### Certified LeSS Practitioner: Principles to Practices

Date: February 23, 2016 (3 days) Country: Japan Start: 09:00

Trainer: Bas Vodde City: Tokyo End: 18:00

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#### Description :

Large-Scale Scrum (以下、LeSS)は複数チームでアジャイルな開発を行うためのフレームワークです。LeSSは、エンピシリズム（経験主義）、クロスファンクショナル、自律的なチーム、そしてソフトウェア開発の原則を定めたが、規模を拡大しおはねばならない場