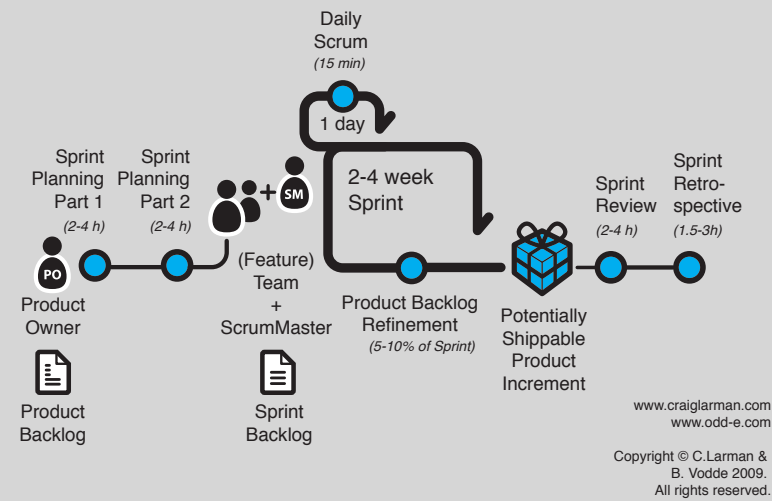
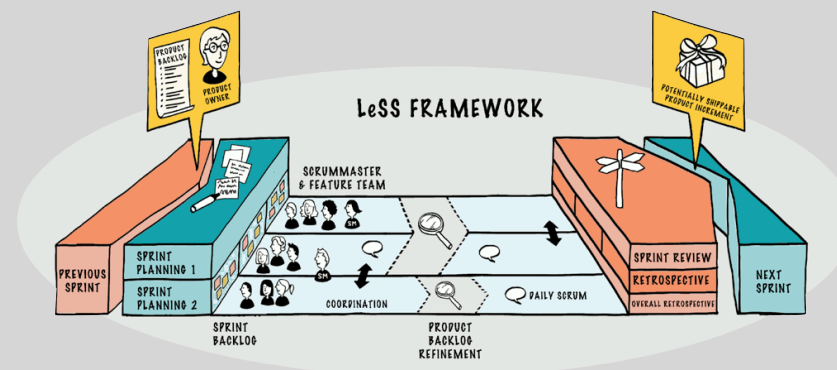


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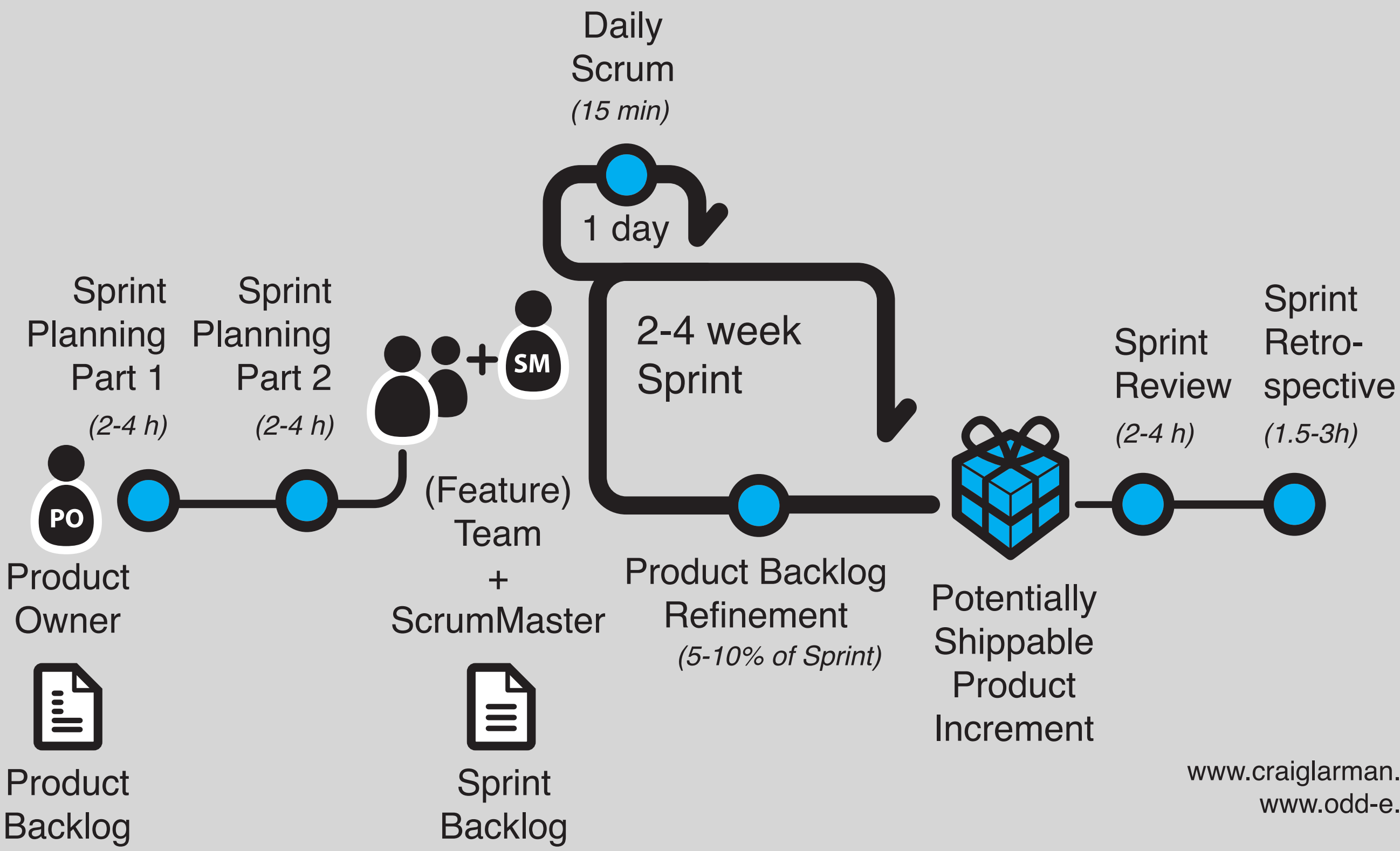


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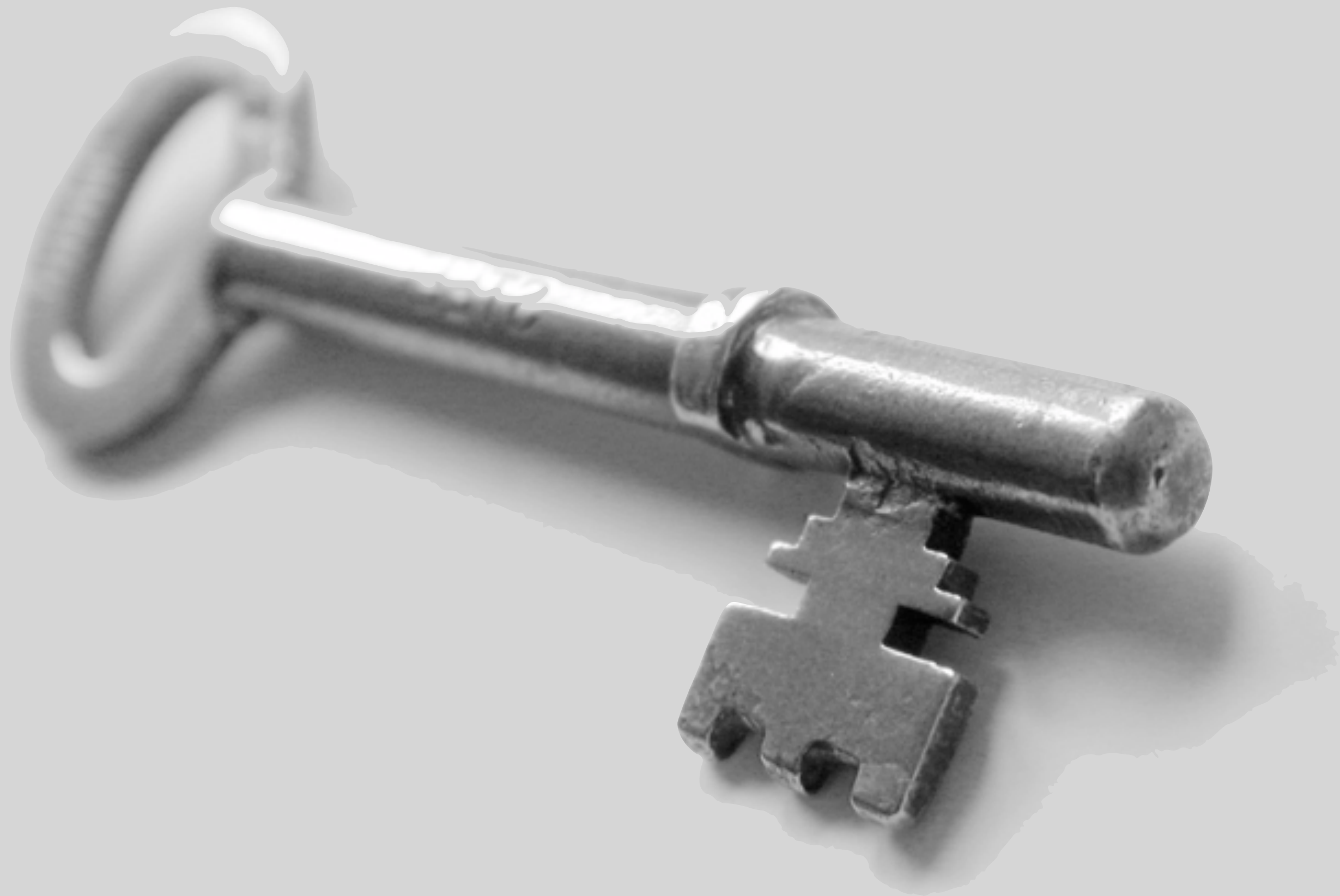
WHY?



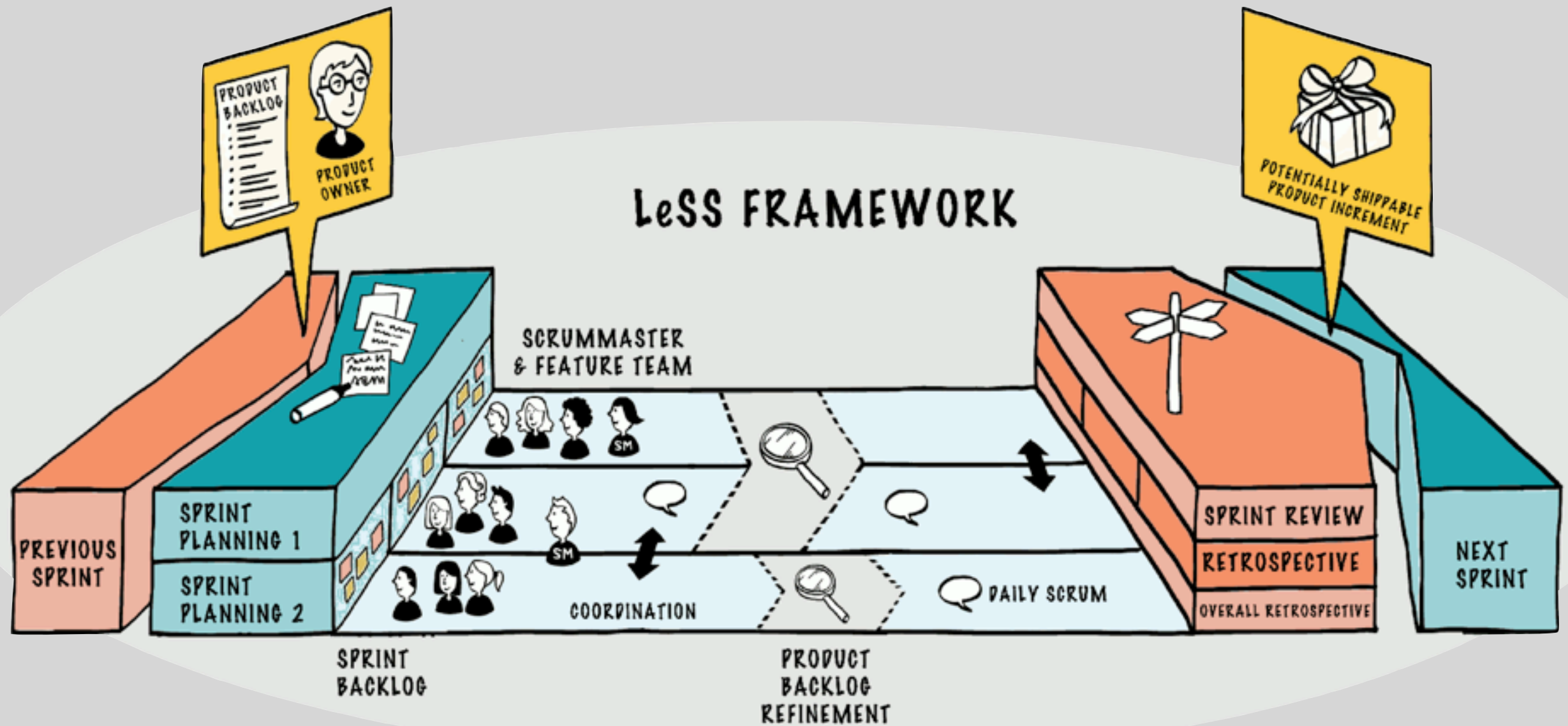
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www.odd-e.com

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LeSS FRAMEWORK







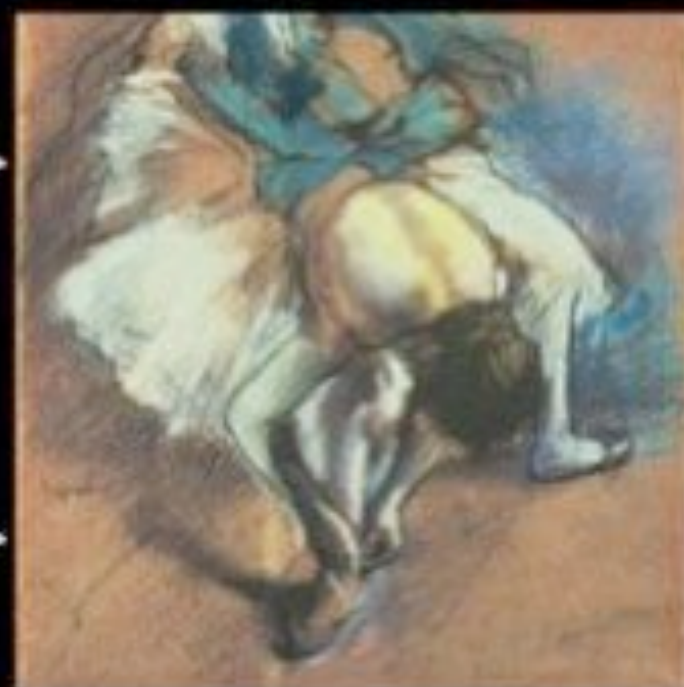






AGILE & ITERATIVE DEVELOPMENT

A Manager's Guide



Craig Larman

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



DEBUGGING THE DEVELOPMENT PROCESS

Practical
Strategies
for Staying
Focused,
Hitting Ship
Dates, and
Building
Solid Teams



STEVE MAGUIRE
Author of Writing Solid Code



Dynamics of Software Development

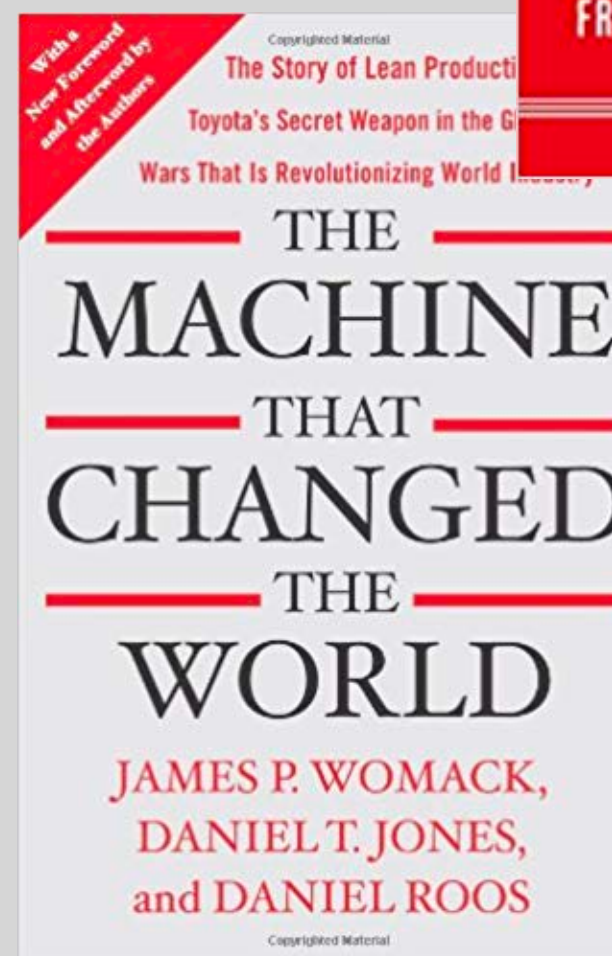
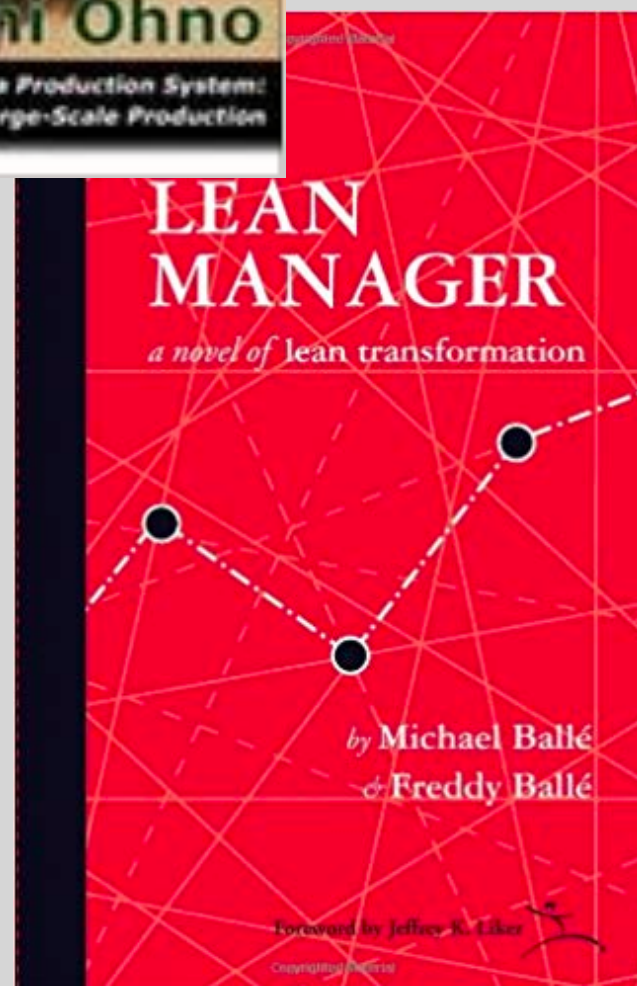
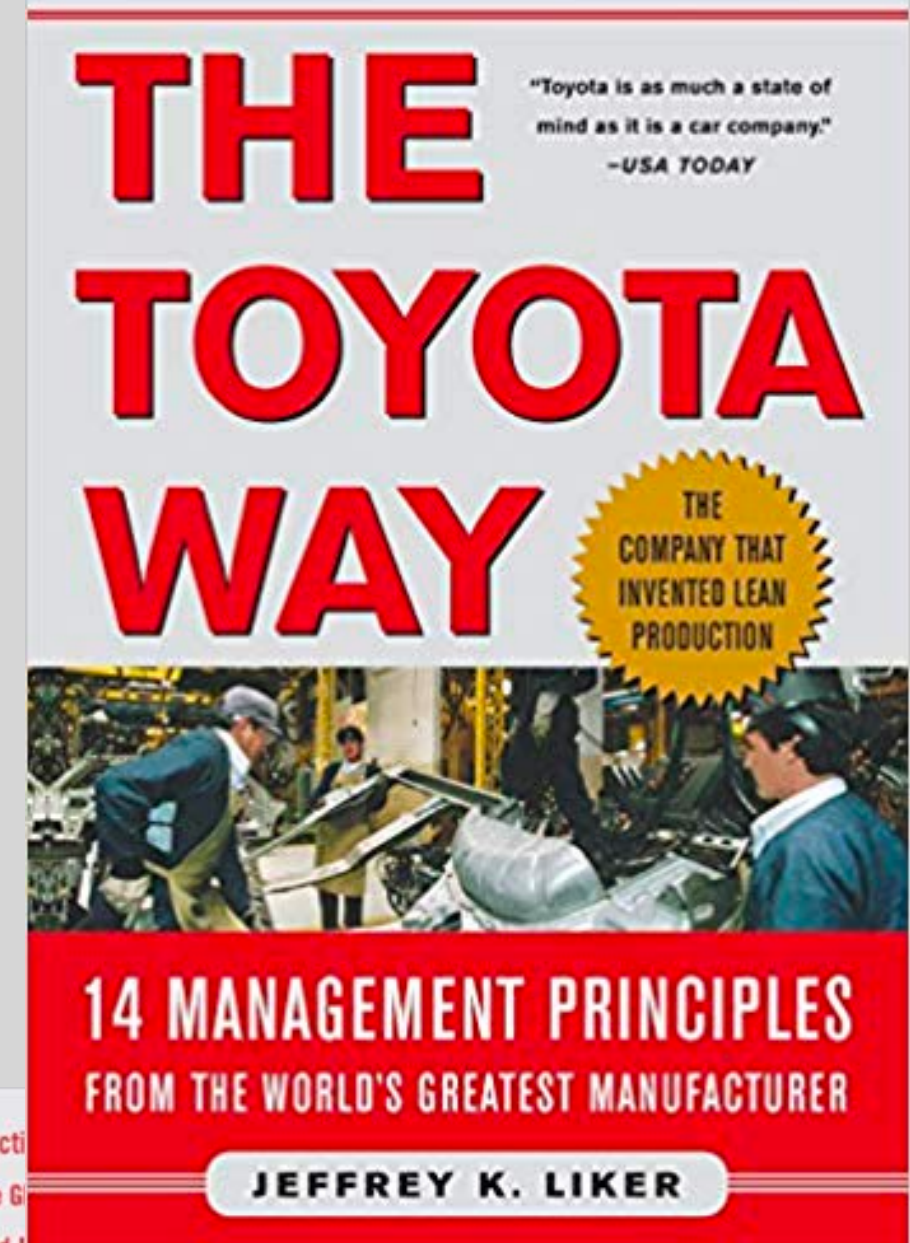
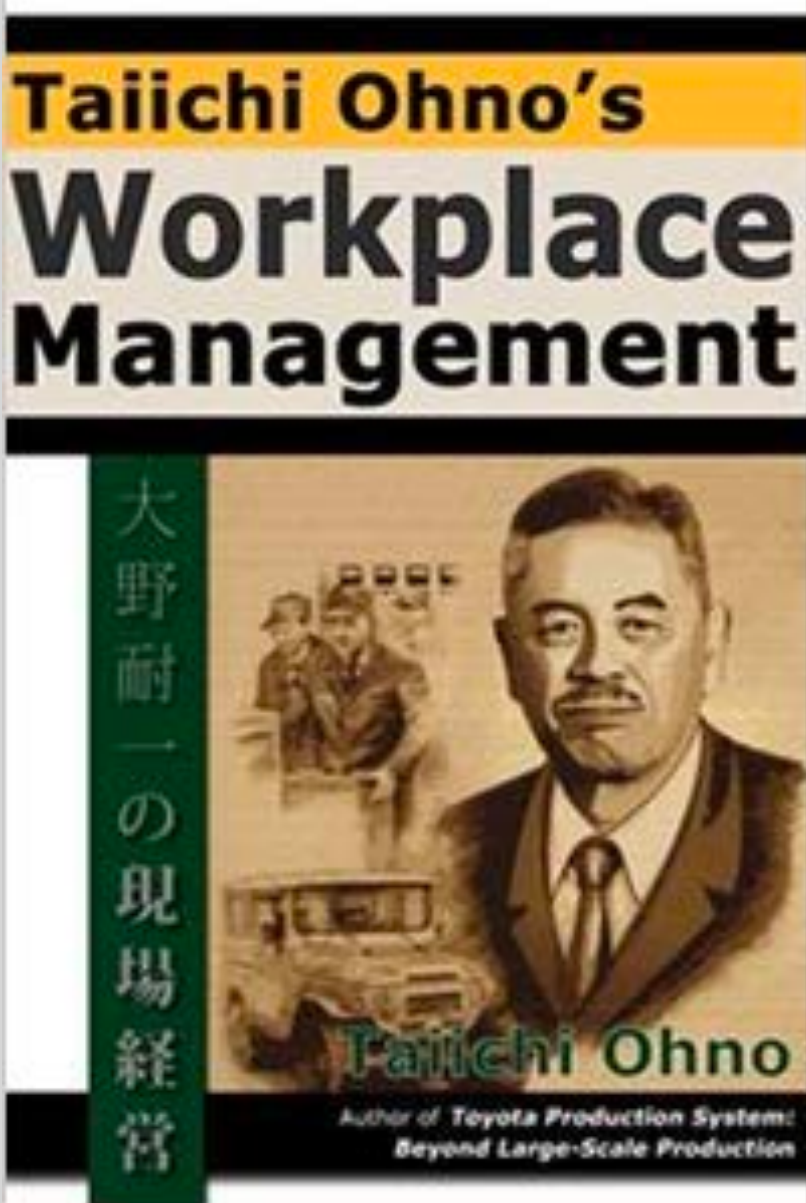


"Don't Flip the
Bozo Bit" and
53 More Rules
for Delivering
Great Software
on Time

Jim McCarthy

Foreword by Denis Gilbert,
Head Coach, Microsoft Visual C++

Microsoft Press



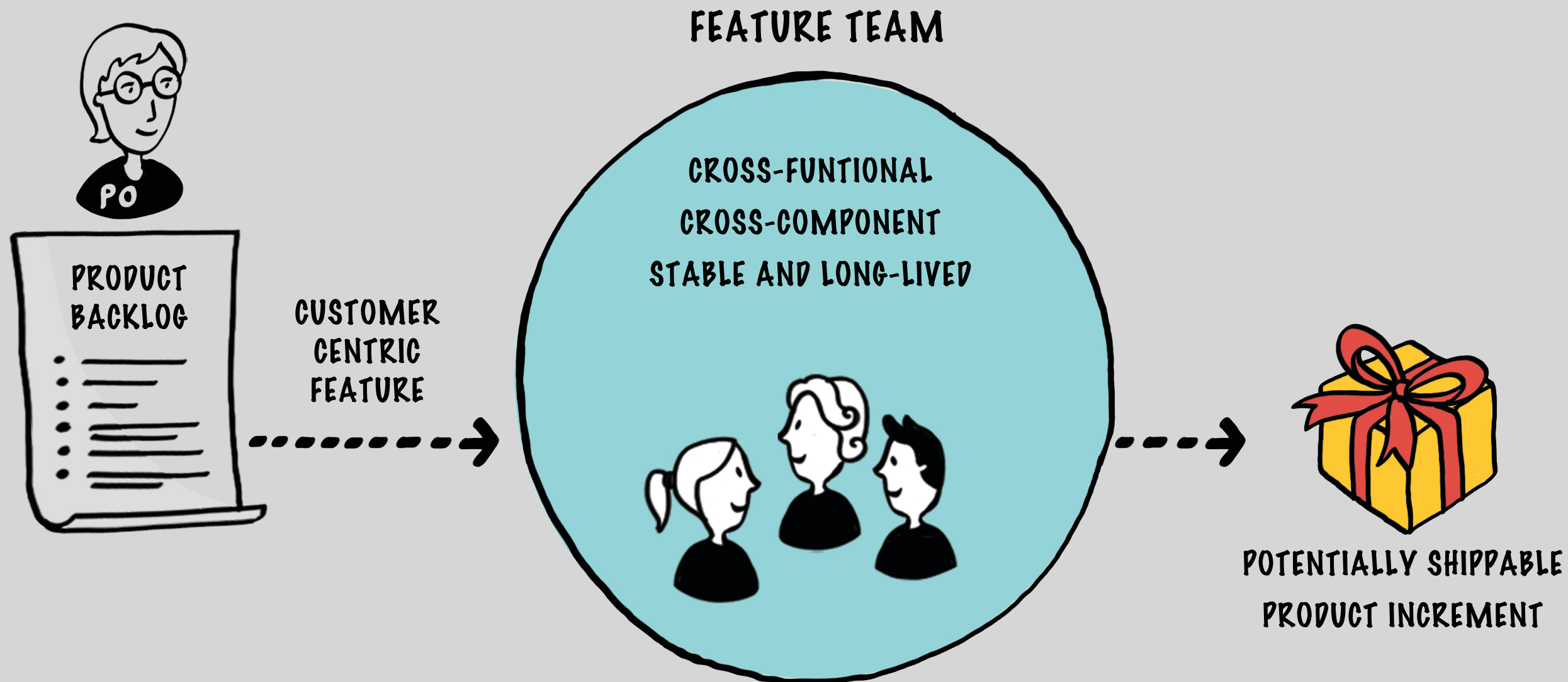
XP and Large Distributed Software Projects

—*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





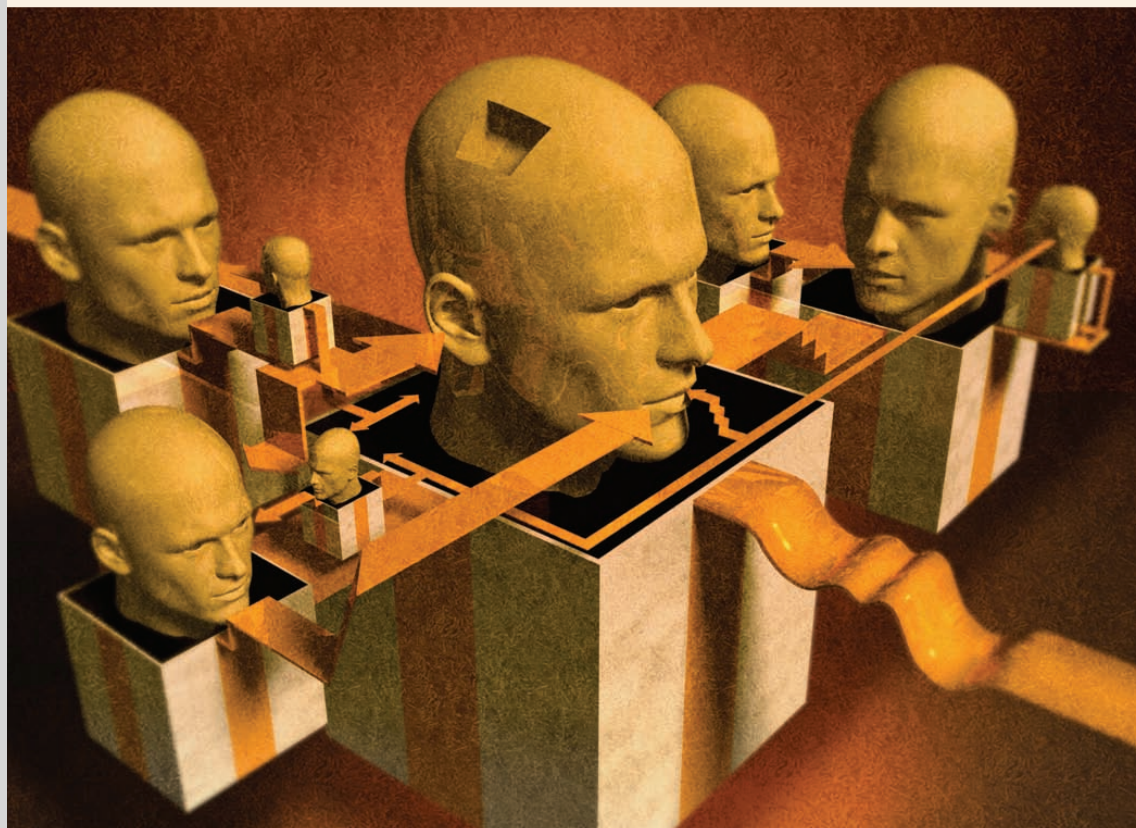
TEAM HAS THE NECESSARY KNOWLEDGE AND SKILLS TO COMPLETE AN END-TO-END CUSTOMER-CENTRIC FEATURE. IF NOT, THE TEAM IS EXPECTED TO LEARN OR ACQUIRE THE NEEDED KNOWLEDGE AND SKILL.

LeSS Books

Scaling Lean & Agile Development

Thinking and Organizational Tools
for Large-Scale Scrum

Craig Larman
Bas Vodde

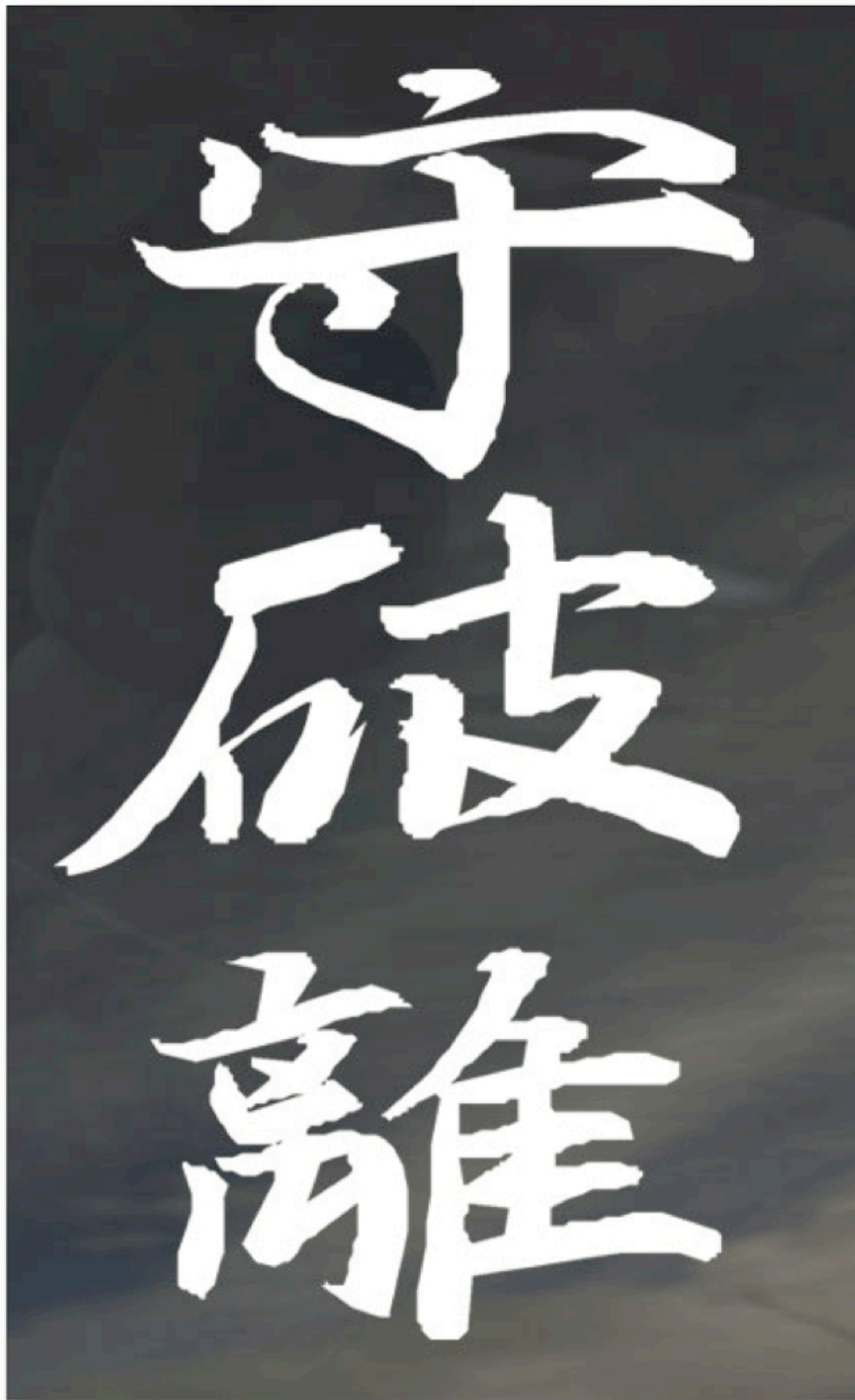


Practices for Scaling Lean & Agile Development

Large, Multisite, and Offshore Product Development
with Large-Scale Scrum

Craig Larman
Bas Vodde





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.

The Addison-Wesley Signature Series



A MIKE COHN
SIGNATURE
BOOK

LARGE-SCALE SCRUM

MORE WITH LeSS

CRAIG LARMAN
BAS VODDE



with Illustrations by Sketch Post



QUEUEING THEORY



**EMPIRICAL
PROCESS CONTROL**



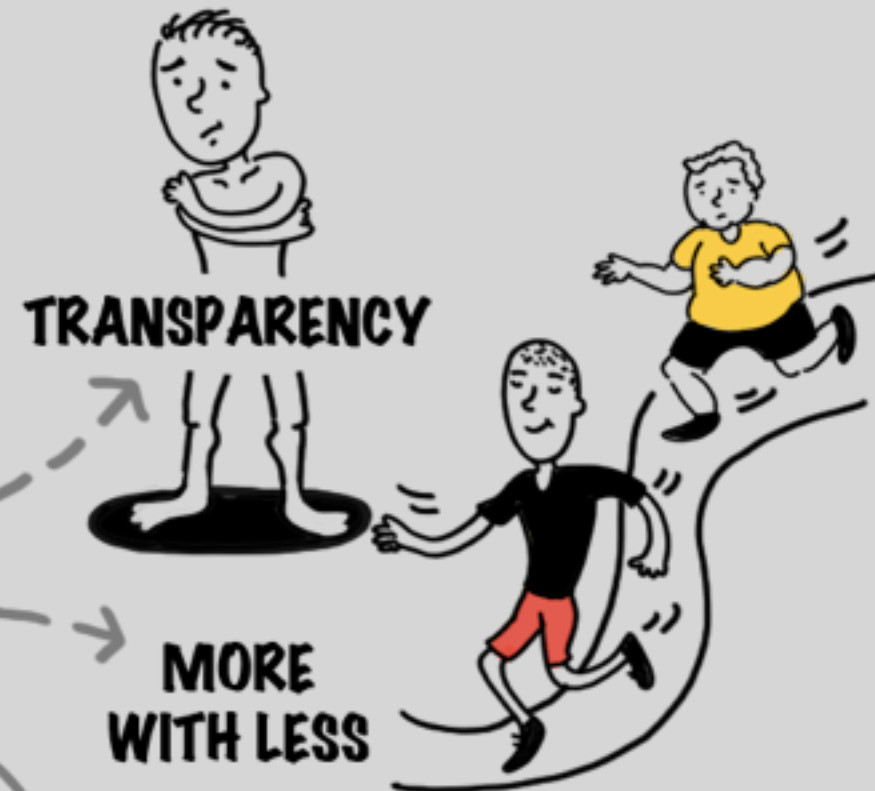
**SYSTEMS
THINKING**



**LEAN
THINKING**



**LARGE-SCALE
SCRUM IS SCRUM**



TRANSPARENCY

**MORE
WITH LESS**



**WHOLE
PRODUCT
FOCUS**

360°

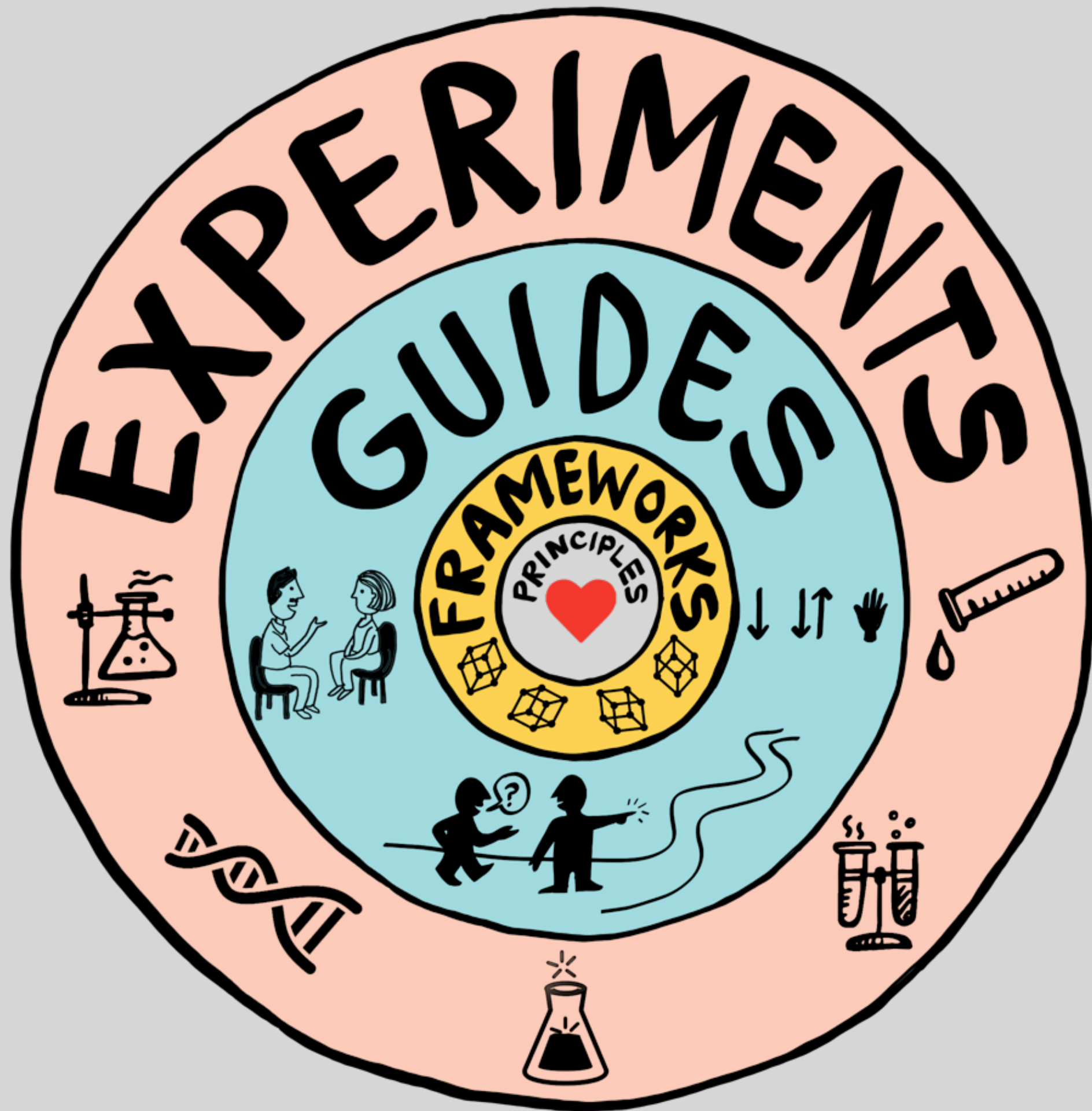
**CONTINUOUS IMPROVEMENT
TOWARDS PERFECTION**



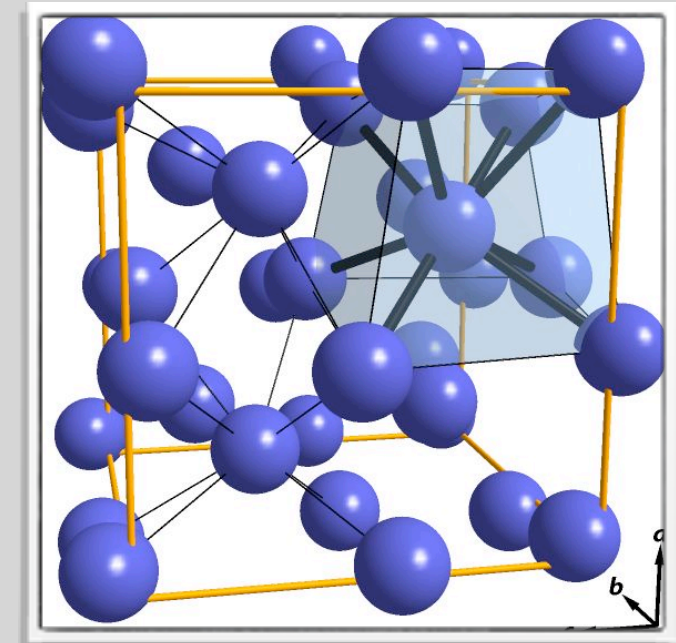
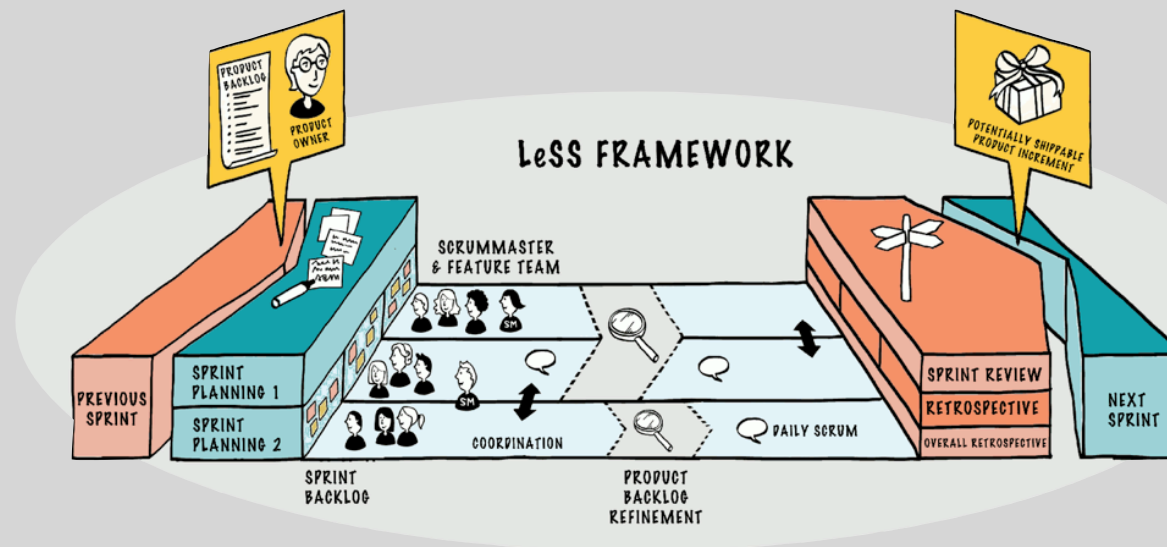
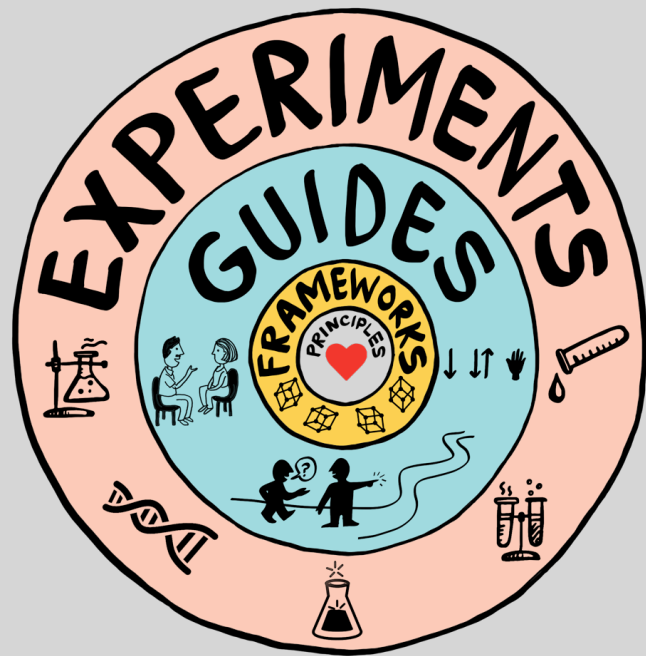
**CUSTOMER
CENTRIC**



CUSTOMER



LeSS is...



MORE with LESS.





More with Less

Build Your Method Up -
Don't Tailor It Down

MORE

with

LESS.