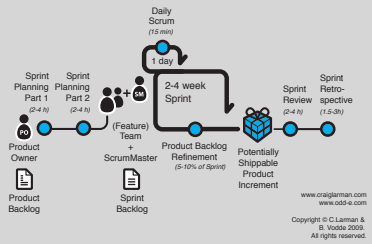
Certified LeSS Practitioner

San Francisco
14 Sep

London
27 Sep

Amsterdam
20 Dec

1



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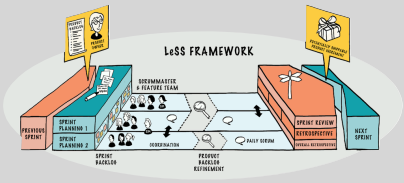

3 WHY?

Daily Scrum (15 min)
1 day
Sprint Planning Part 1 (2-4 h)
Sprint Planning Part 2 (2-4 h)
2-4 week Sprint
Sprint Review (2-4 h)
Sprint Retro-spective (1.5-3h)
Product Owner
(Feature) Team + ScrumMaster
Product Backlog Refinement (5-10% of Sprint)
Potentially Shippable Product Increment
Product Backlog
Sprint Backlog

www.craiglarman.com
www.odd-e.com

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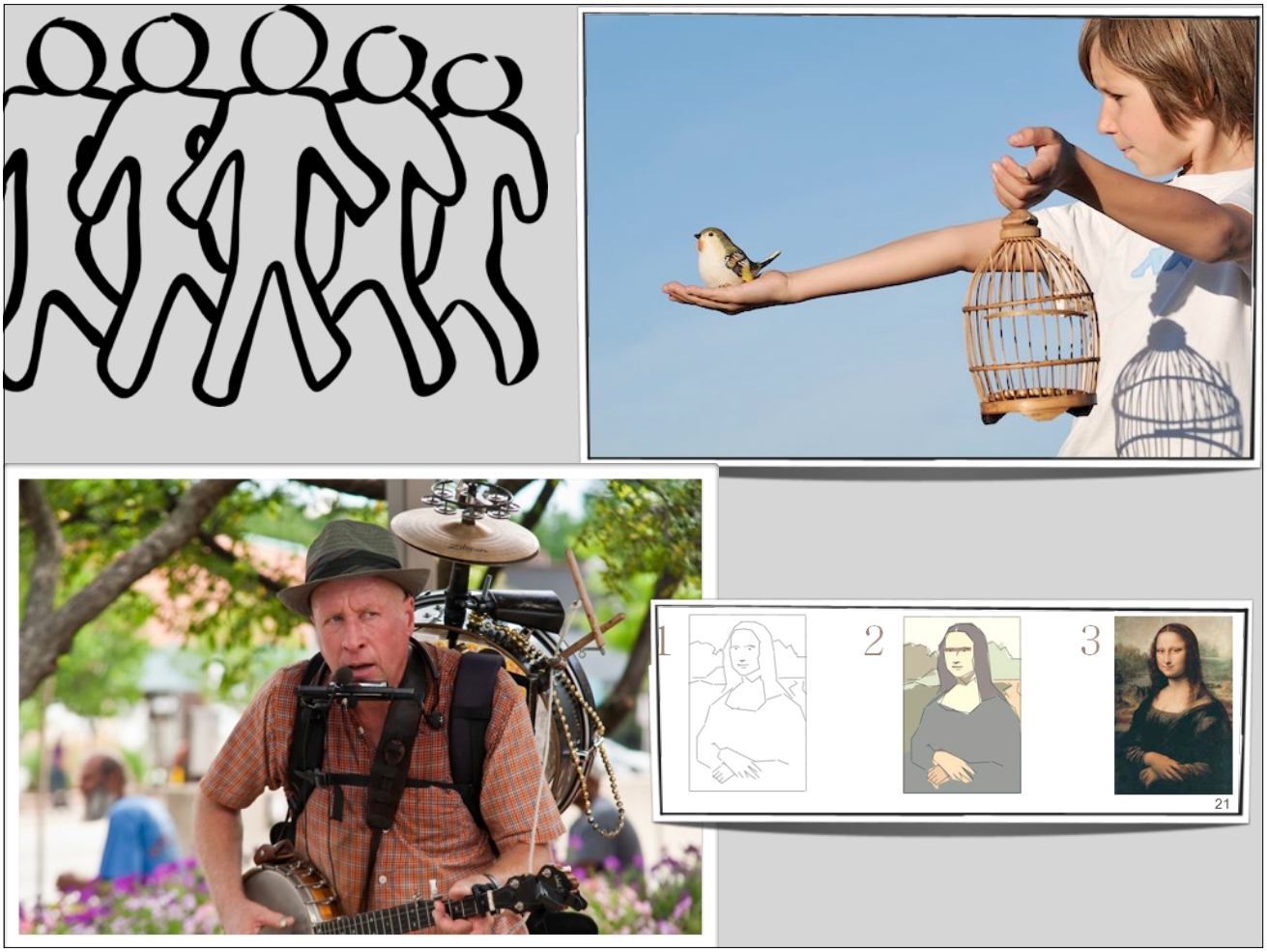
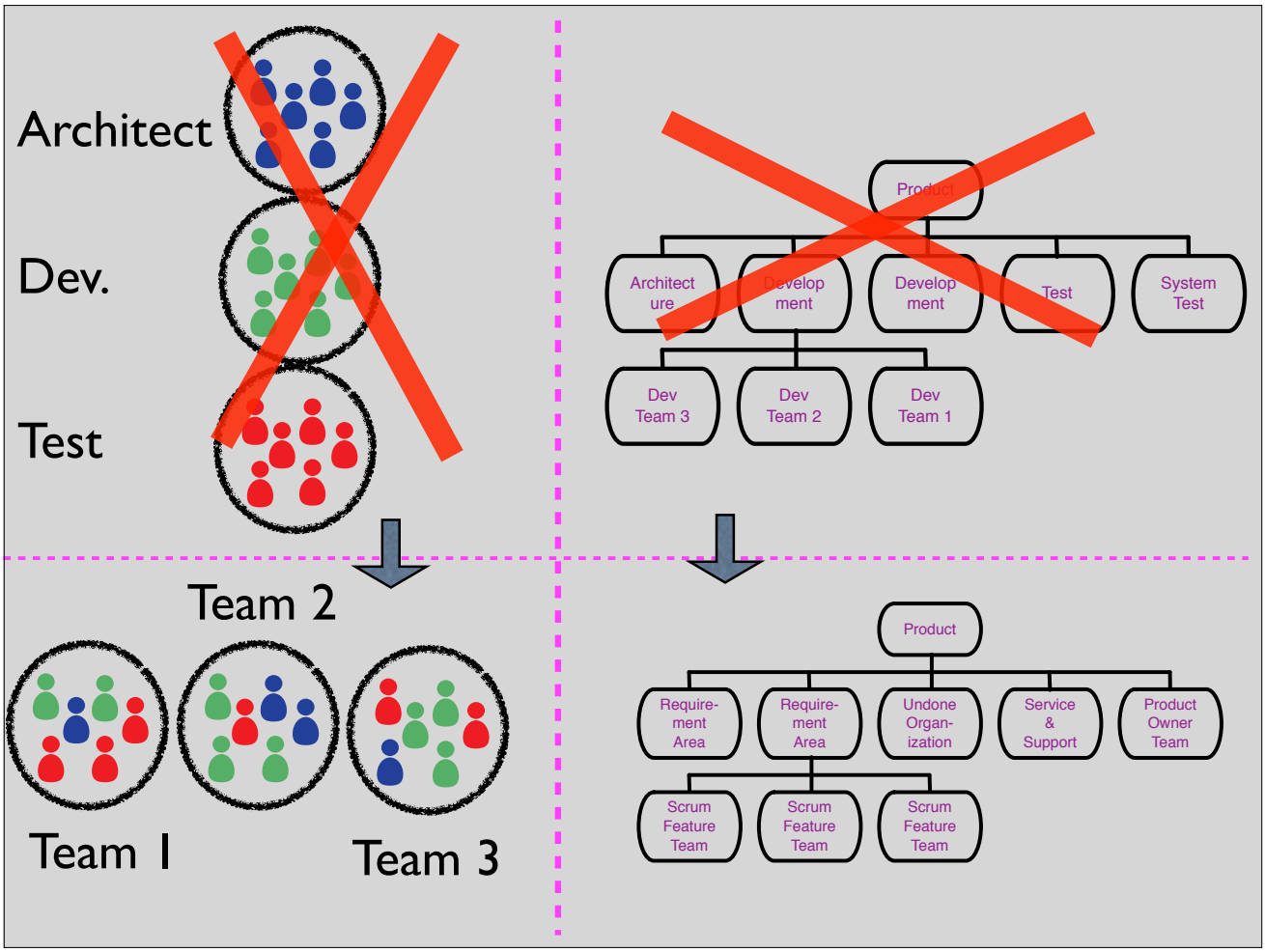
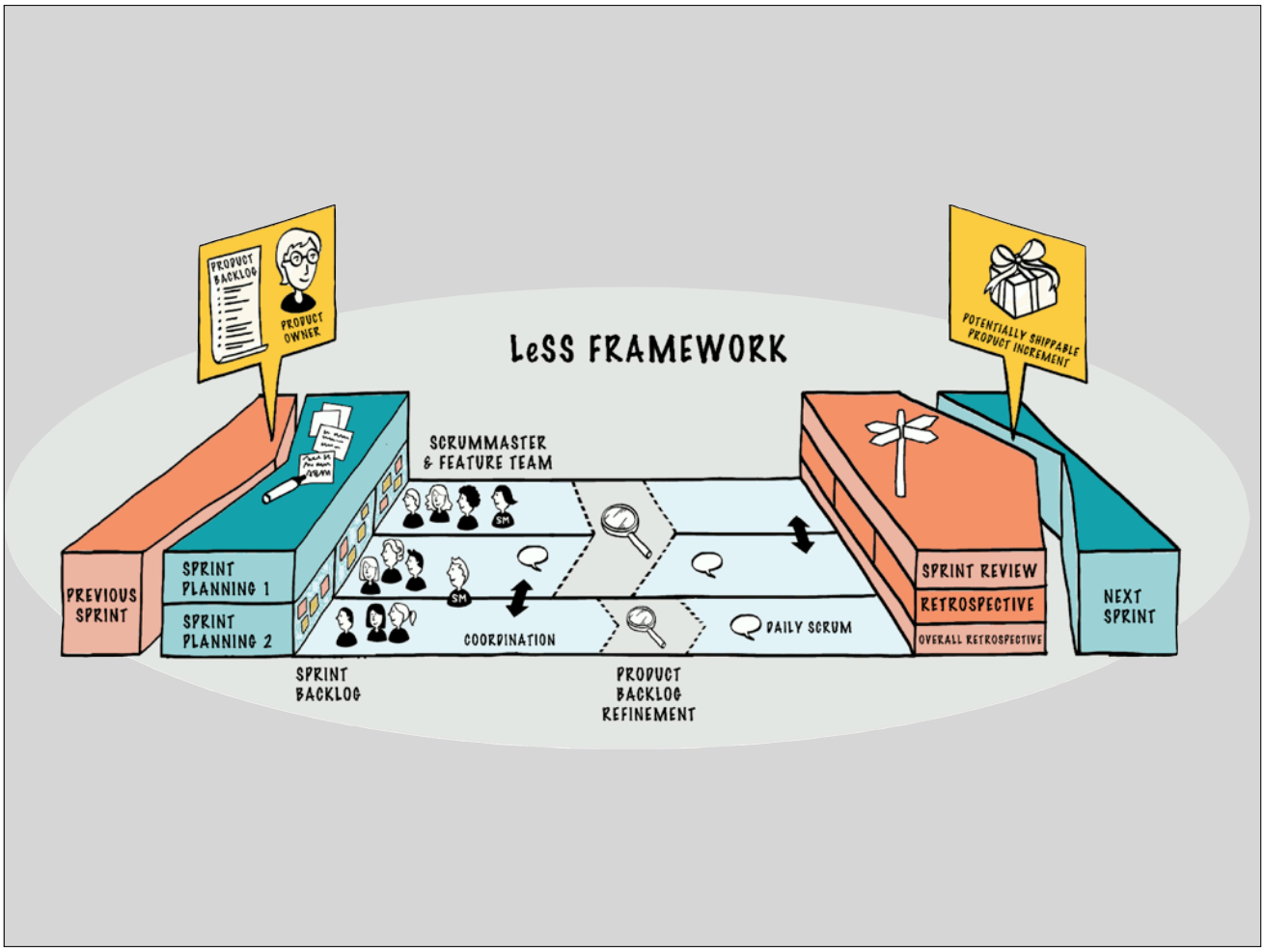
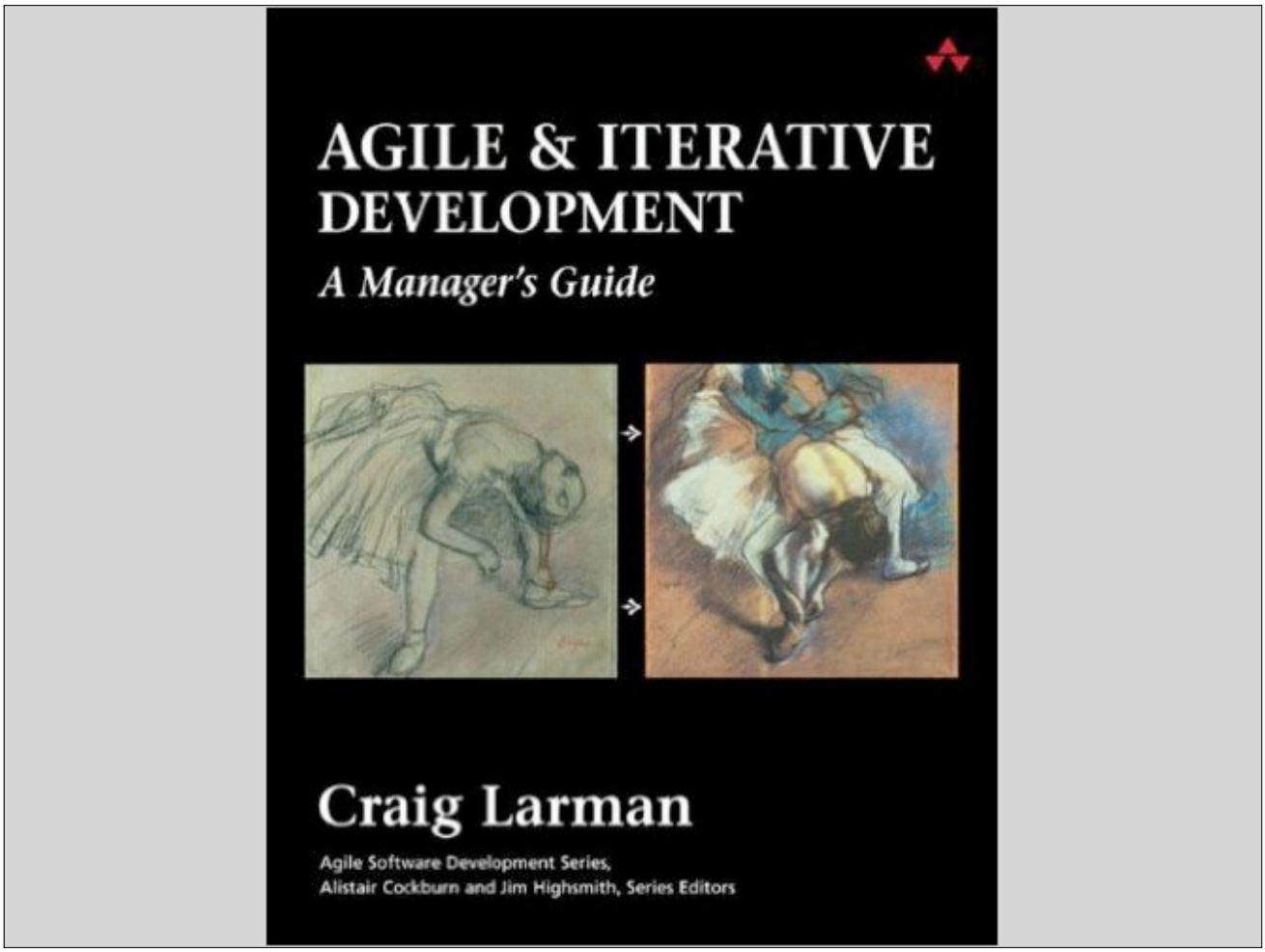
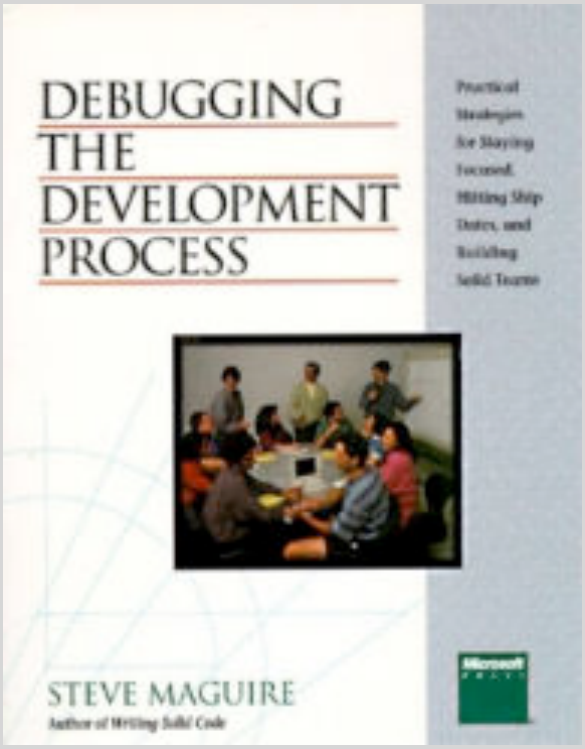

1
2
3
21

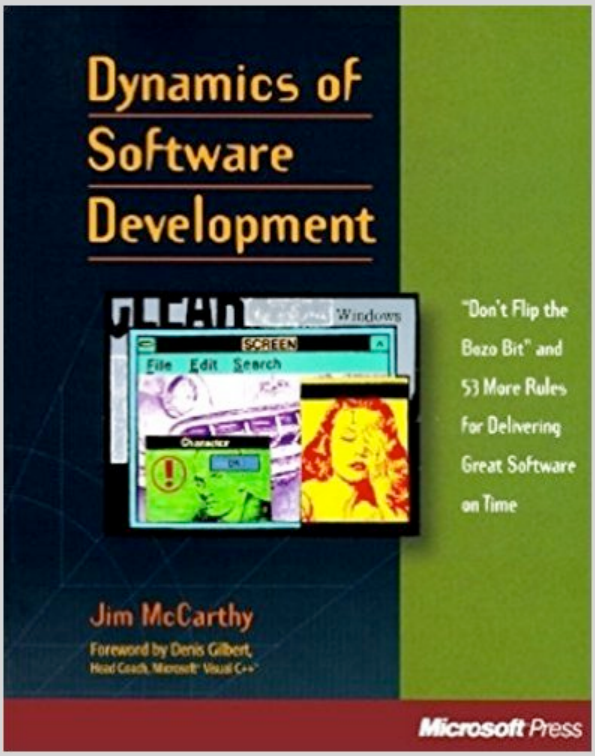

Architect
Dev.
Test
Team 2
Team 1
Team 3
Product
Architect ure
Develop ment
Develop ment
Test
System Test
Dev Team 3
Dev Team 2
Dev Team 1
Product
Require- ment Area
Require- ment Area
Undone Organ- ization
Service & Support
Product Owner Team
Scrum Feature Team
Scrum Feature Team
Scrum Feature Team


LeSS FRAMEWORK
PRODUCT BACKLOG
PRODUCT OWNER
POTENTIALLY SHIPPABLE PRODUCT INCREMENT
SCRUMMASTER & FEATURE TEAM
SM
SM
PREVIOUS SPRINT
SPRINT PLANNING 1
SPRINT PLANNING 2
COORDINATION
DAILY SCRUM
SPRINT REVIEW
RETROSPECTIVE
OVERALL RETROSPECTIVE
NEXT SPRINT
SPRINT BACKLOG
PRODUCT BACKLOG REFINEMENT

NOKIA
NOKIA


AGILE & ITERATIVE DEVELOPMENT
A Manager's Guide
Craig Larman
Agile Software Development Series,
Alistair Cockburn and Jim Highsmith, Series Editors



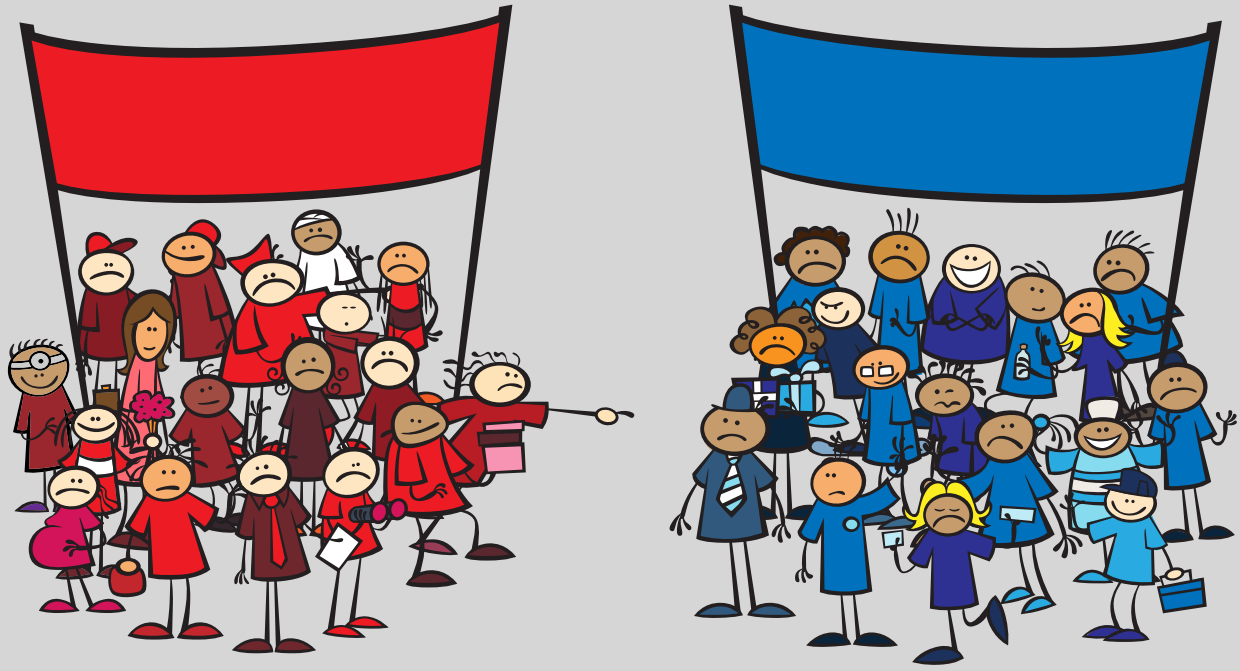


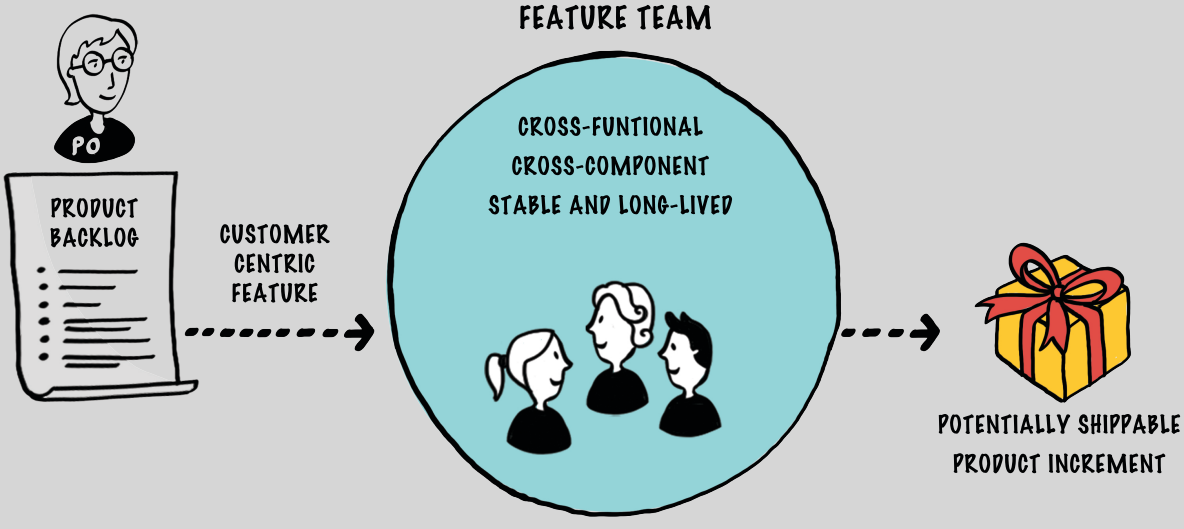
XP and Large Distributed Software Projects

—*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.

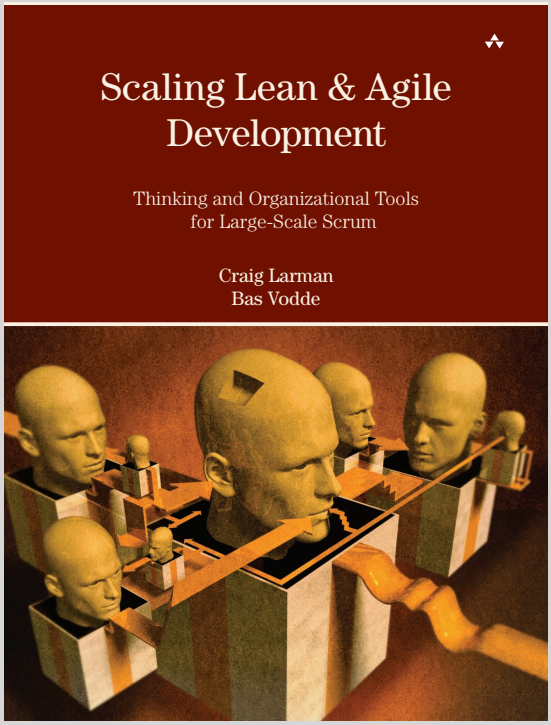
Component Teams

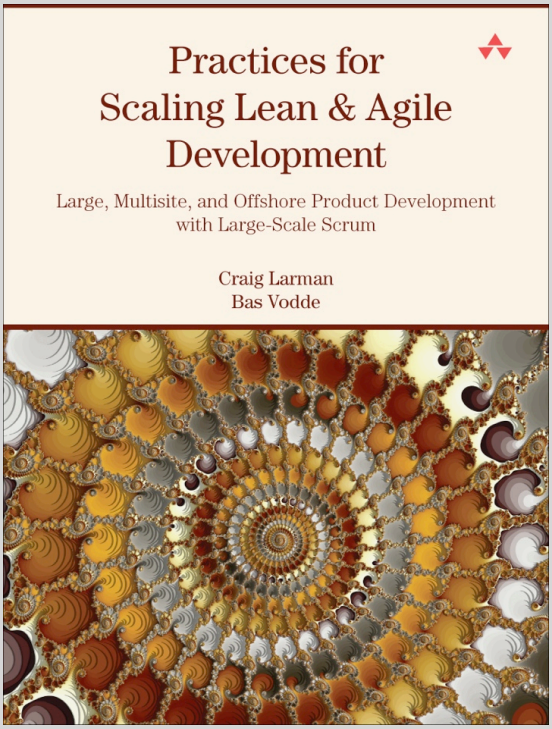


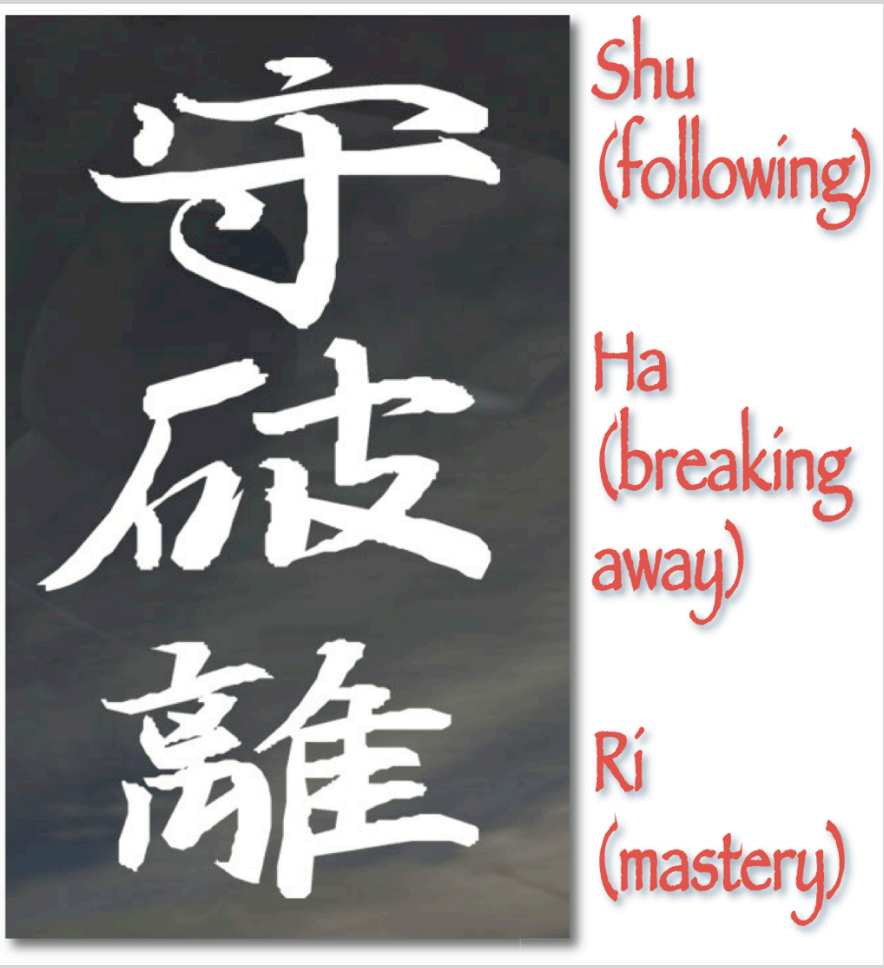


TEAM HAS THE NECESSARY KNOWLEDGE AND SKILLS TO COMPLETE AN END-TO-END CUSTOMER-CENTRIC FEATURE. IF NOT, THE TEAM IS EXPECTED TO LEARN OR ACQUIRE THE NEEDED KNOWLEDGE AND SKILL.

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



Prescription or Ownership?

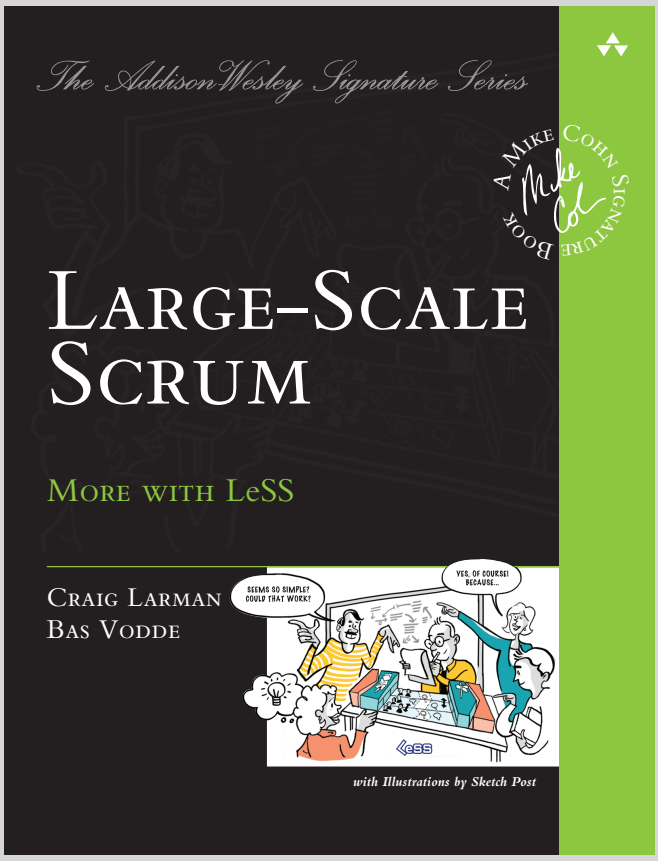
LeSS Rules (October 2015)

LeSS Framework Rules

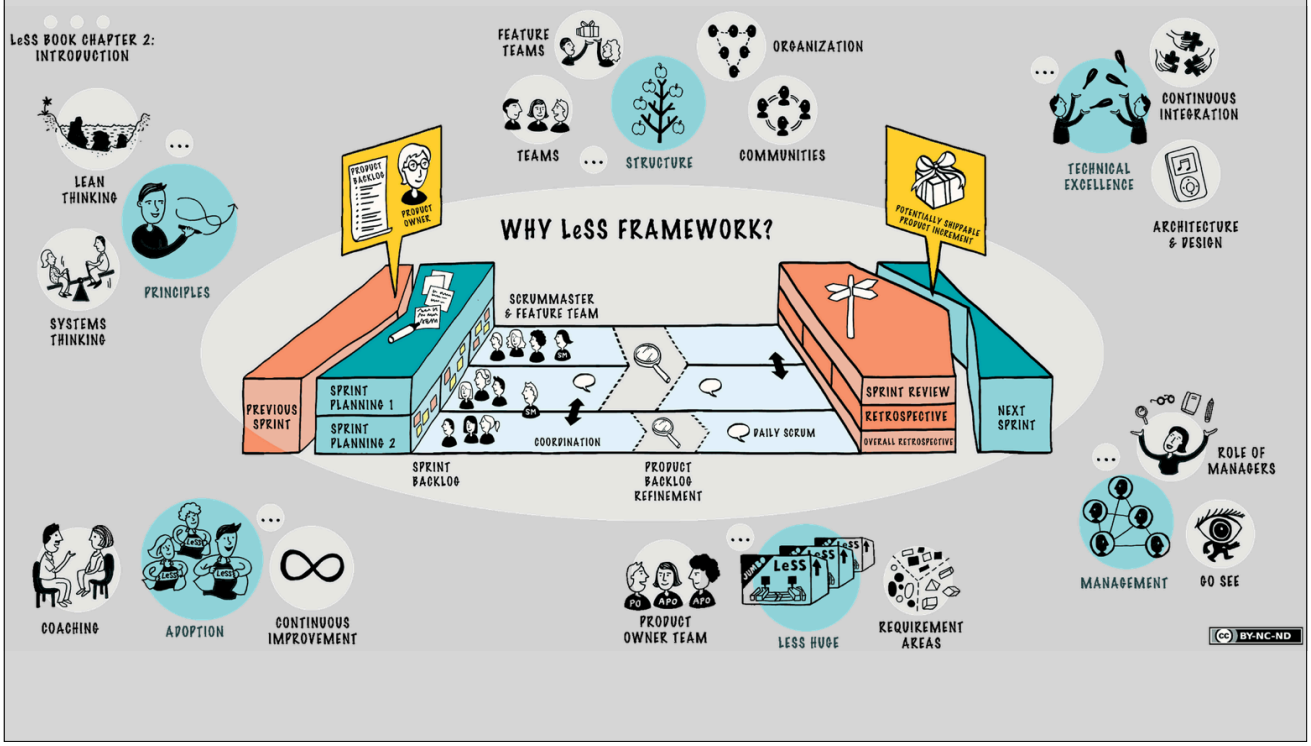
The LeSS framework applies to products with 2-"8" teams.

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
LEAN THINKING
PRINCIPLES
SYSTEMS THINKING
FEATURE TEAMS
TEAMS
STRUCTURE
ORGANIZATION
COMMUNITIES
CONTINUOUS INTEGRATION
TECHNICAL EXCELLENCE
ARCHITECTURE & DESIGN
WHY LeSS FRAMEWORK?
PRODUCT BACKLOG
PRODUCT OWNER
POTENTIALLY SHIPPABLE PRODUCT INCREMENT
SCRUMMASTER & FEATURE TEAM
PREVIOUS SPRINT
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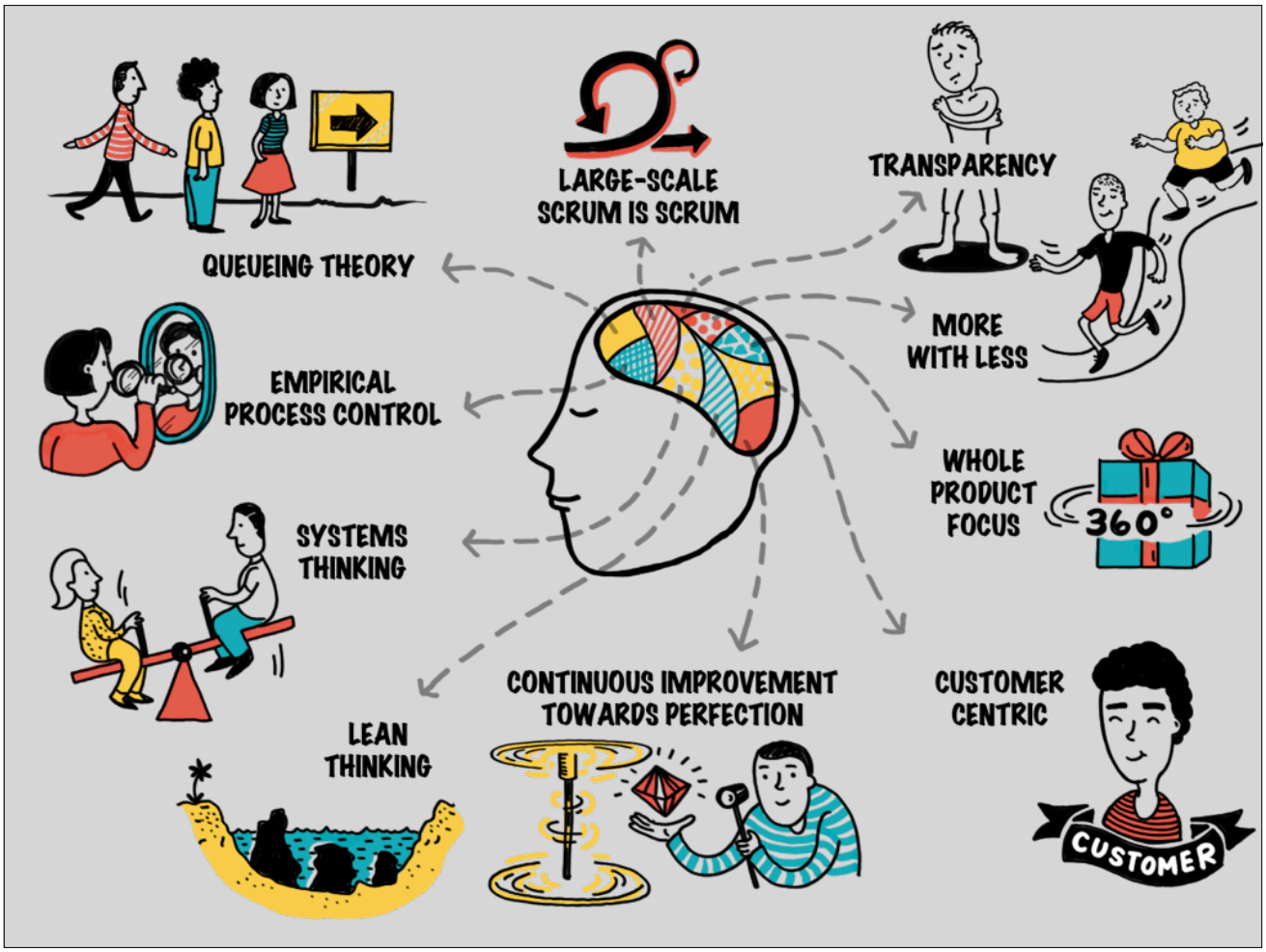
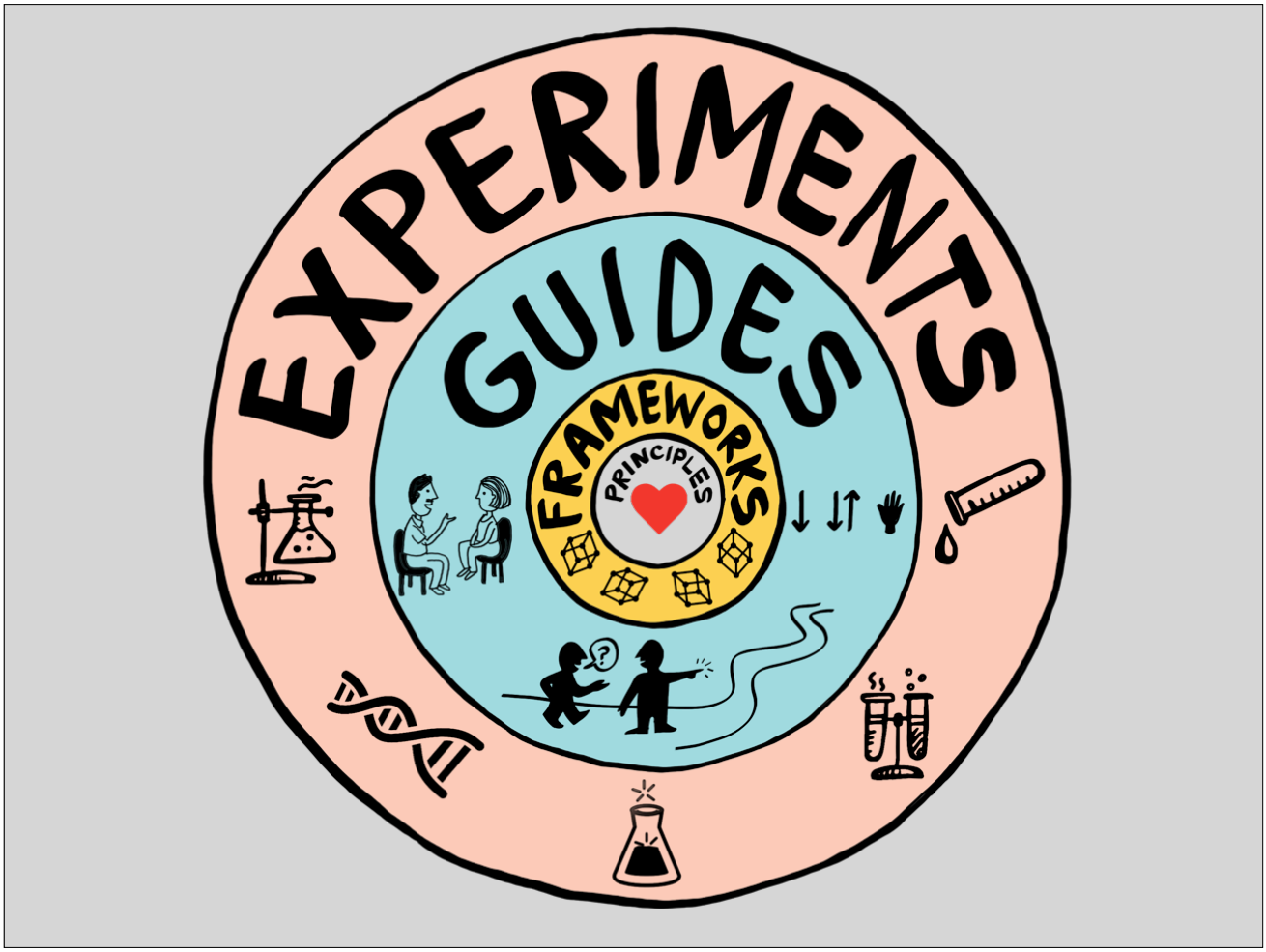
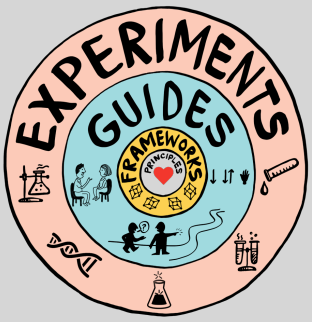
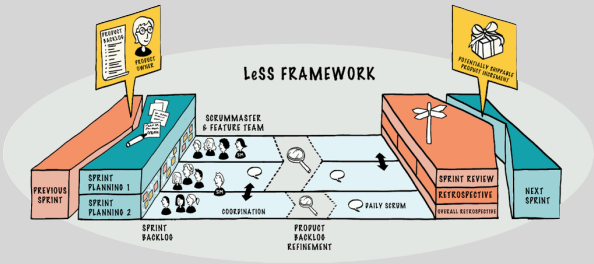
RETROSPECTIVE
OVERALL RETROSPECTIVE
NEXT SPRINT
ROLE OF MANAGERS
MANAGEMENT
GO SEE
COACHING
ADOPTION
CONTINUOUS IMPROVEMENT
PRODUCT OWNER TEAM
LESS HUGE
REQUIREMENT AREAS
BY-NC-ND

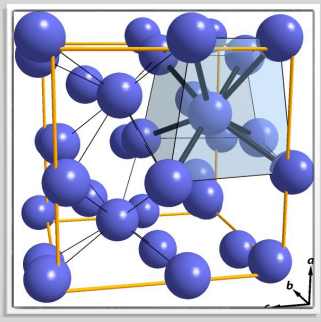

LARGE-SCALE SCRUM IS SCRUM
QUEUEING THEORY
TRANSPARENCY
EMPIRICAL PROCESS CONTROL
MORE WITH LESS
WHOLE PRODUCT FOCUS
360°
SYSTEMS THINKING
CONTINUOUS IMPROVEMENT TOWARDS PERFECTION
CUSTOMER CENTRIC
LEAN THINKING
CUSTOMER



LeSS is...

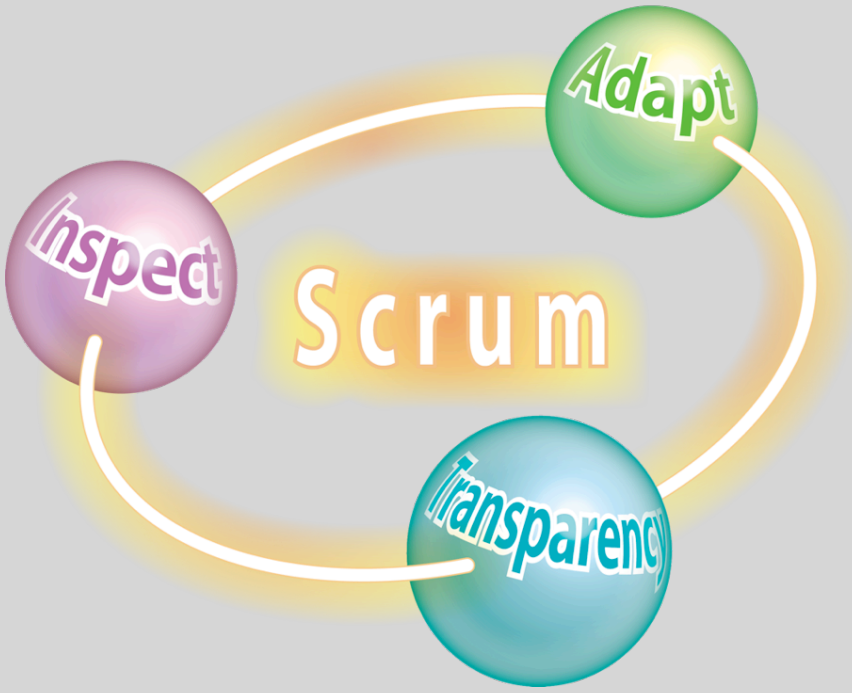






MORE *with* LESS.

Large Scale Scrum is Scrum



Odd-e

More with Less

Build Your Method Up -
Don't Tailor It Down

MORE
with
LESS.