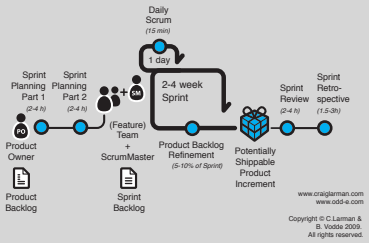
LeSS

1


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
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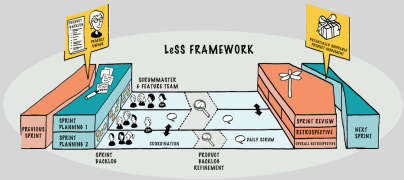
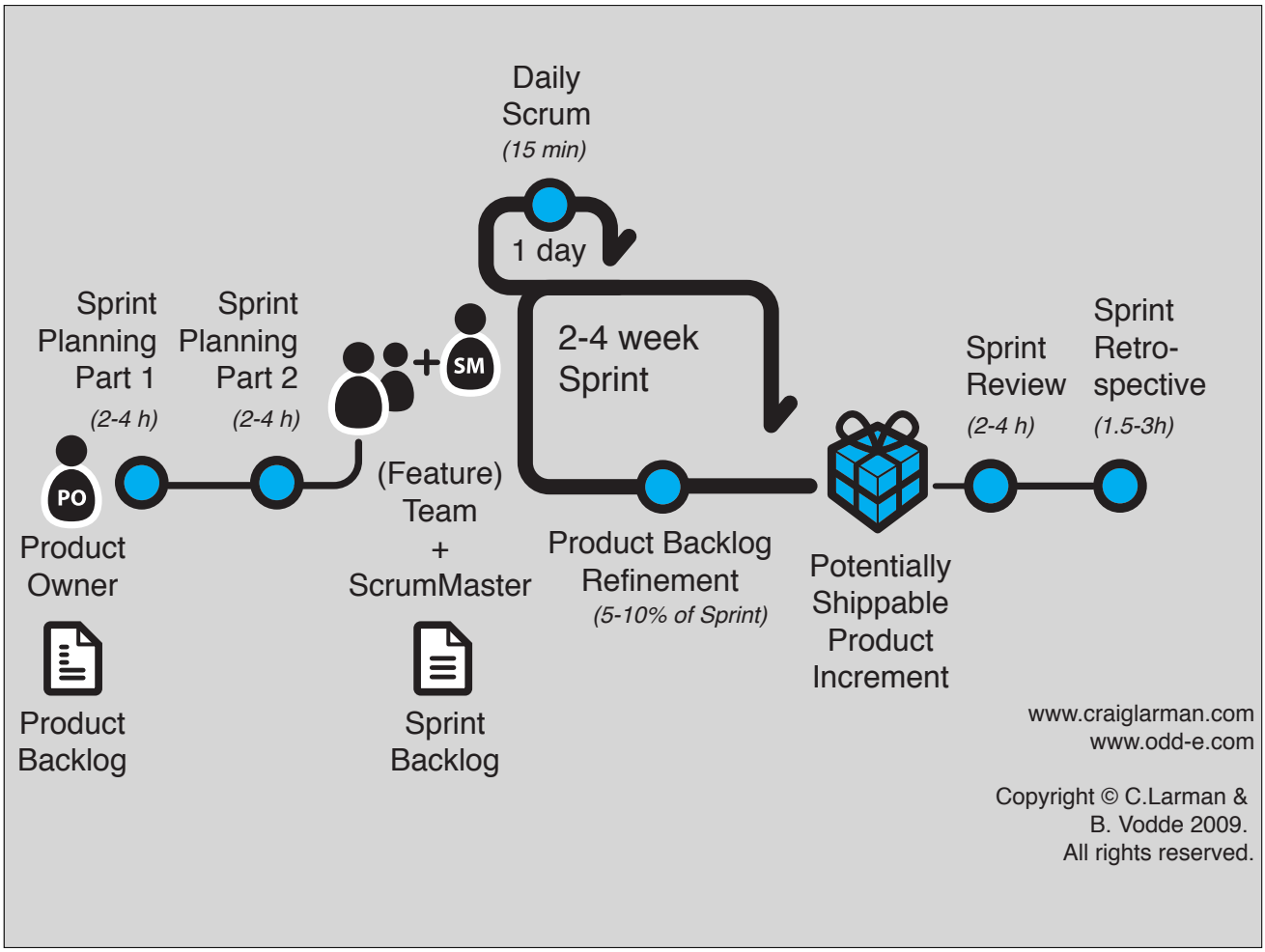
2


LeSS FRAMEWORK
SPRINT PLANNING 1
SPRINT PLANNING 2
SPRINT REVIEW
RETROSPECTIVE
DAILY SCRUM
SPRINT BACKLOG
PRODUCT BACKLOG REFINEMENT

3 WHY?


Daily
Scrum
(15 min)
1 day
2-4 week
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Planning
Part 1
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Part 2
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(Feature)
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Potentially
Shippable
Product
Increment
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Backlog
Sprint
Backlog
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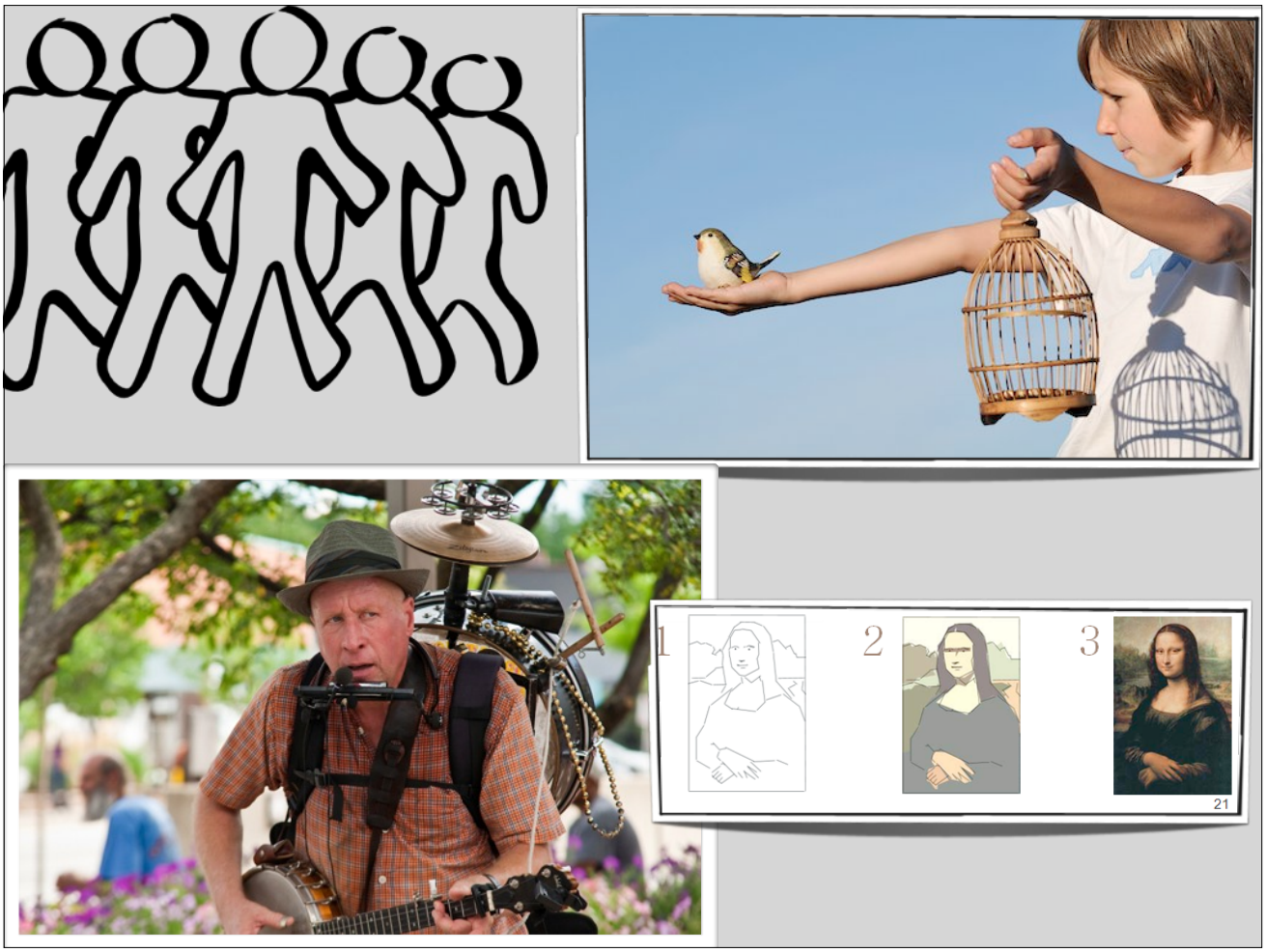
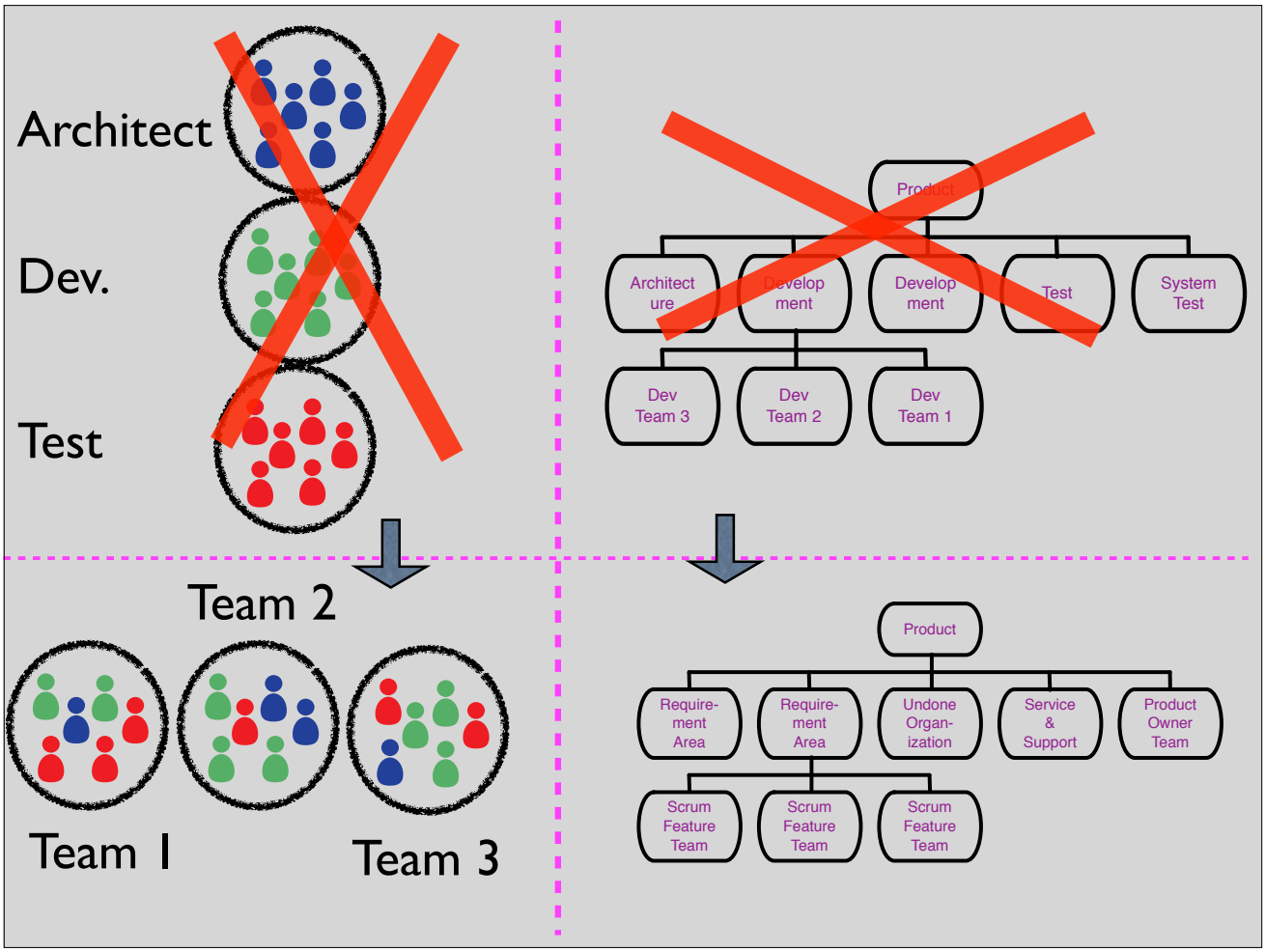
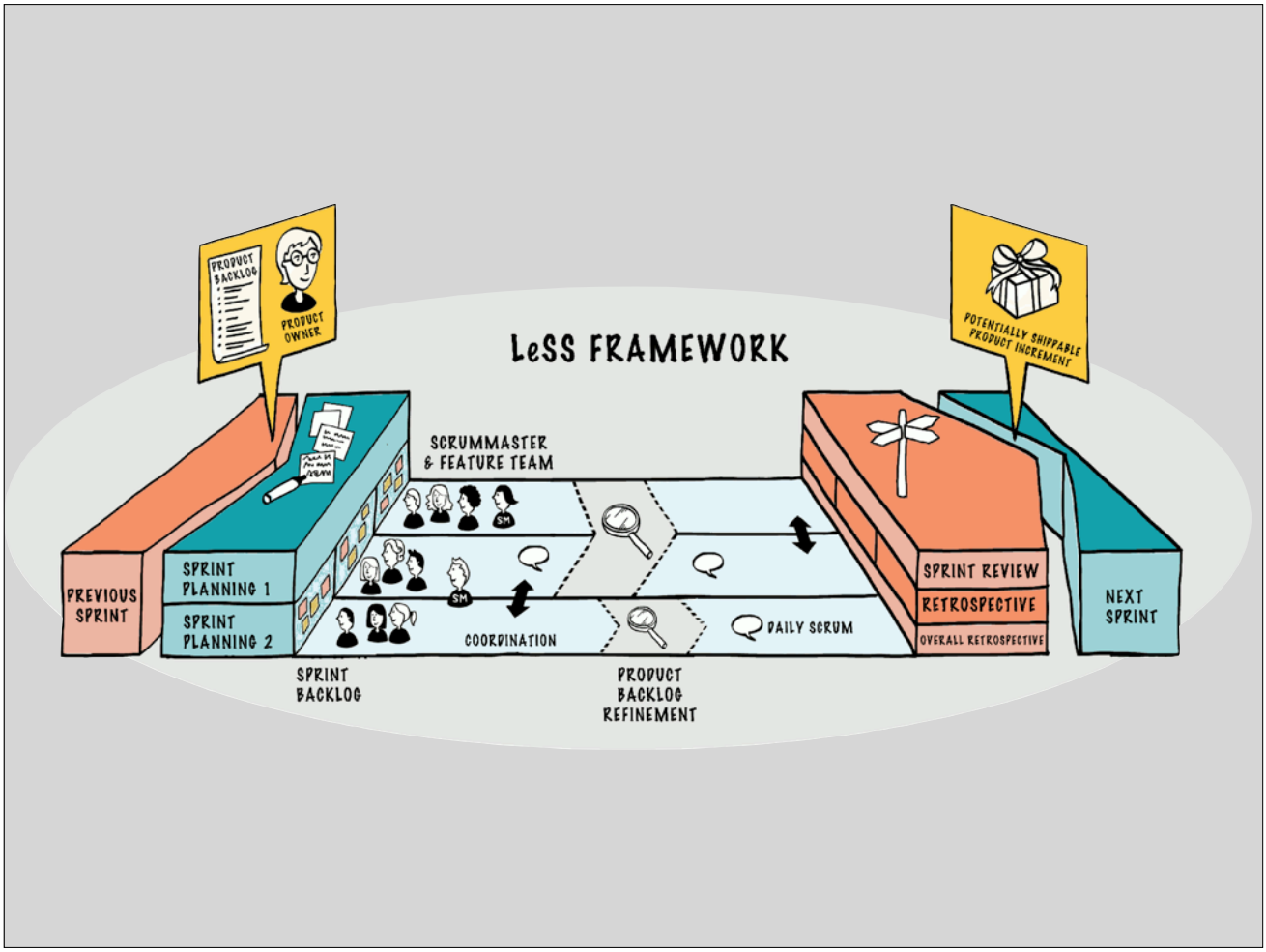

1
2
3
21


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
PREVIOUS SPRINT
SPRINT PLANNING 1
SPRINT PLANNING 2
SM
SM
COORDINATION
DAILY SCRUM
SPRINT REVIEW
RETROSPECTIVE
OVERALL RETROSPECTIVE
NEXT SPRINT
SPRINT BACKLOG
PRODUCT BACKLOG REFINEMENT

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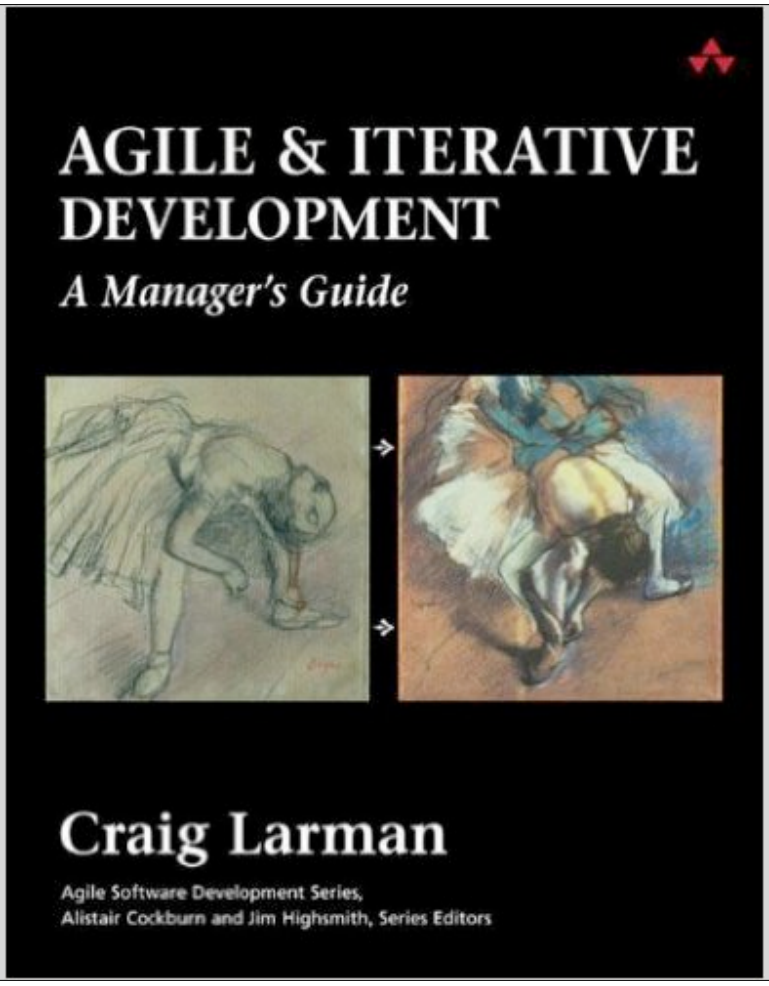
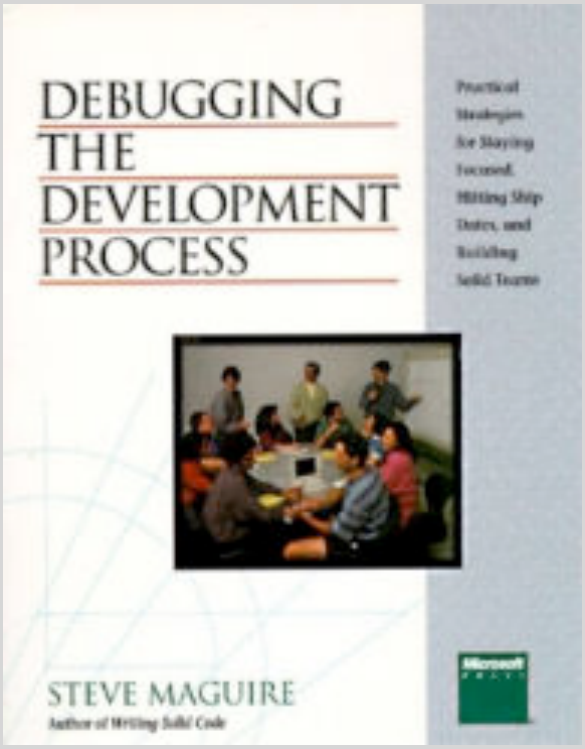
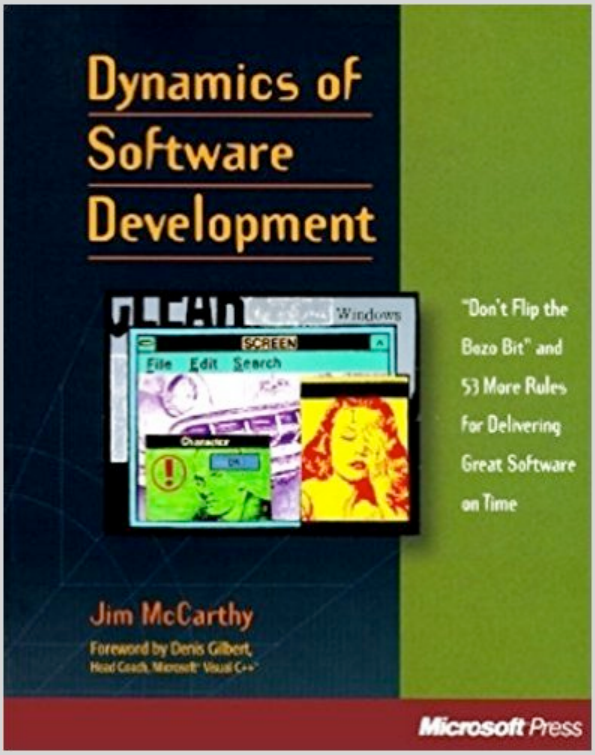

AGILE & ITERATIVE DEVELOPMENT
A Manager's Guide
Craig Larman
Agile Software Development Series,
Alistair Cockburn and Jim Highsmith, Series Editors


DEBUGGING
THE
DEVELOPMENT
PROCESS
STEVE MAGUIRE

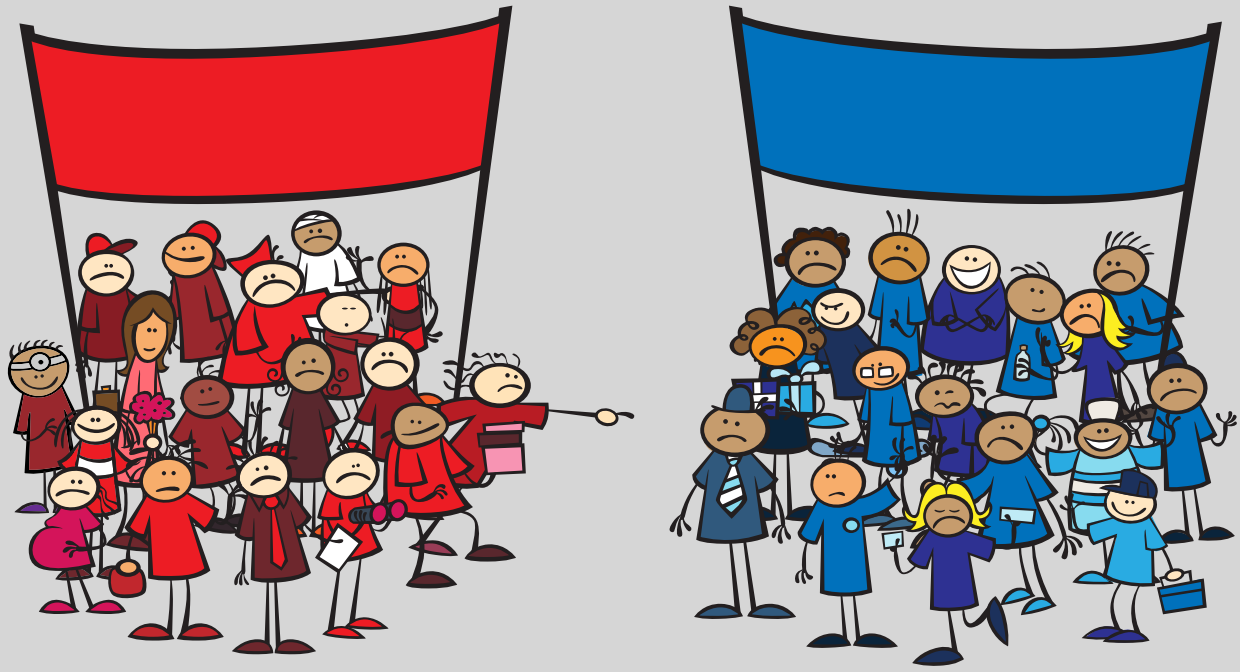

Dynamics of
Software
Development
"Don't Flip the
Bozo Bit" and
53 More Rules
for Delivering
Great Software
on Time
Jim McCarthy
Foreword by Denis Gilbert,
Head Coach, Microsoft Visual C++
Microsoft Press

XP and Large Distributed Software Projects

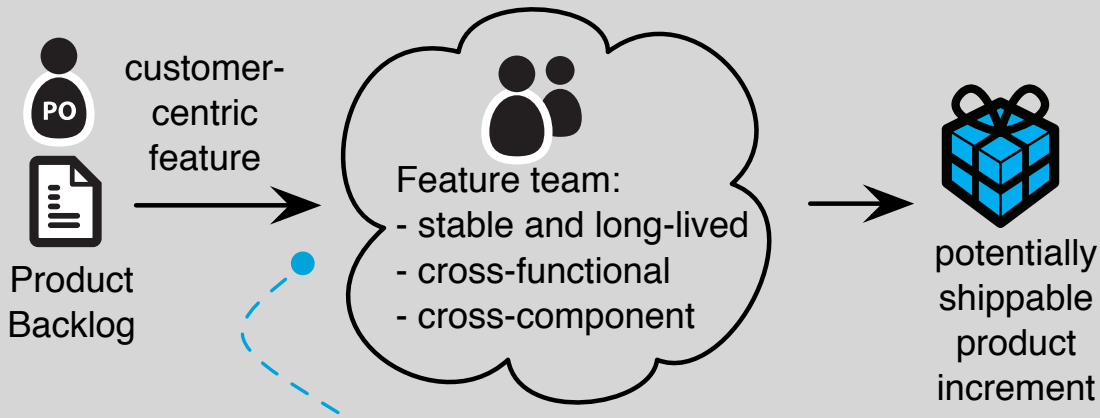
—*Even-André Karlsson and Lars-Göran Andersson*

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



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.

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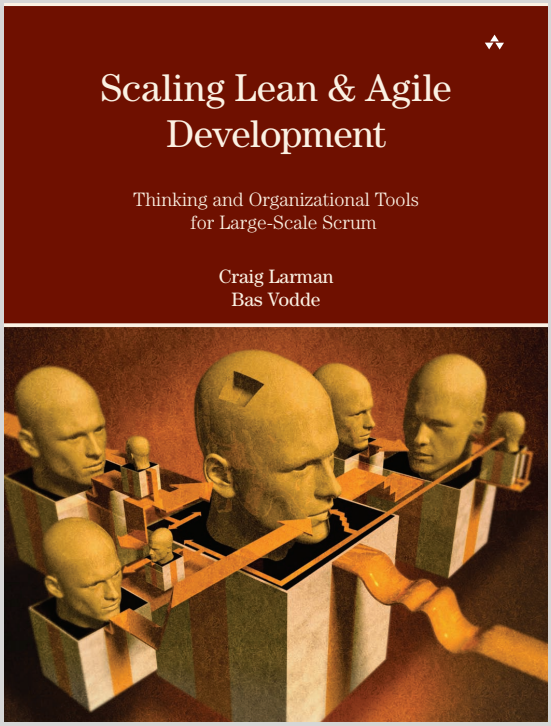
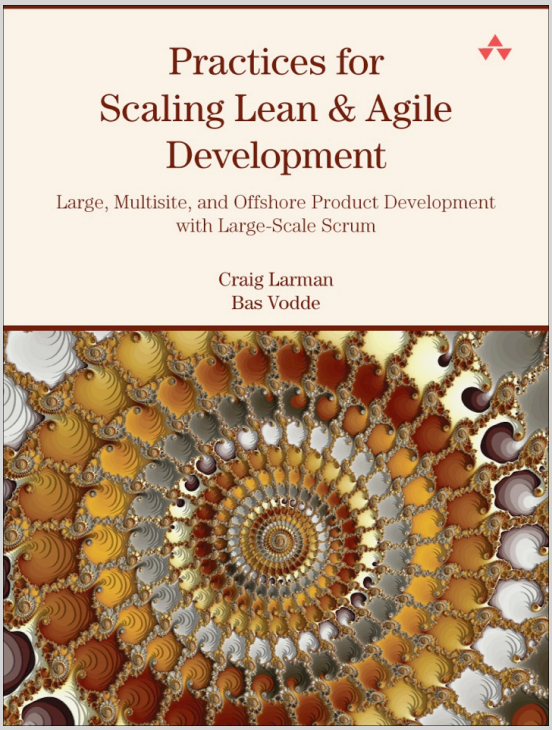
LeSS Books


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

守破離
Shu (following)
Ha (breaking away)
Ri (mastery)

Prescription or Ownership?

LeSS Rules (October 2015)

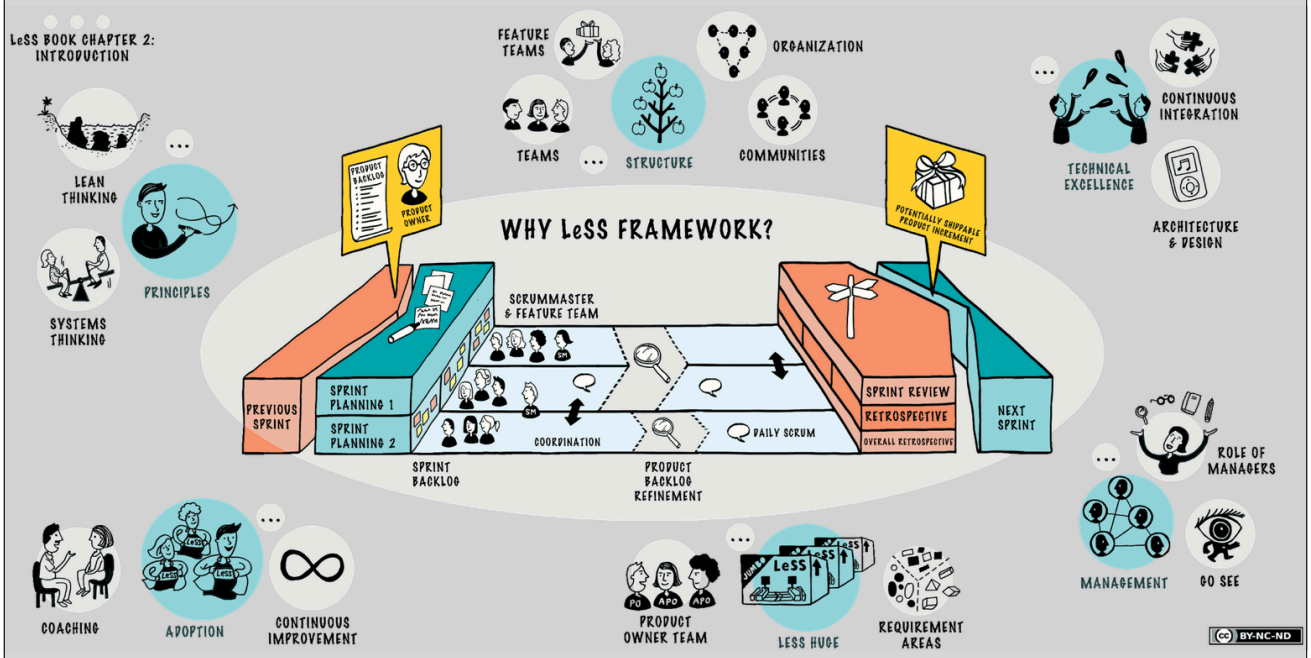
LeSS Framework Rules

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
LEAN THINKING
SYSTEMS THINKING
PRINCIPLES
FEATURE TEAMS
TEAMS
STRUCTURE
ORGANIZATION
COMMUNITIES
CONTINUOUS INTEGRATION
TECHNICAL EXCELLENCE
ARCHITECTURE & DESIGN
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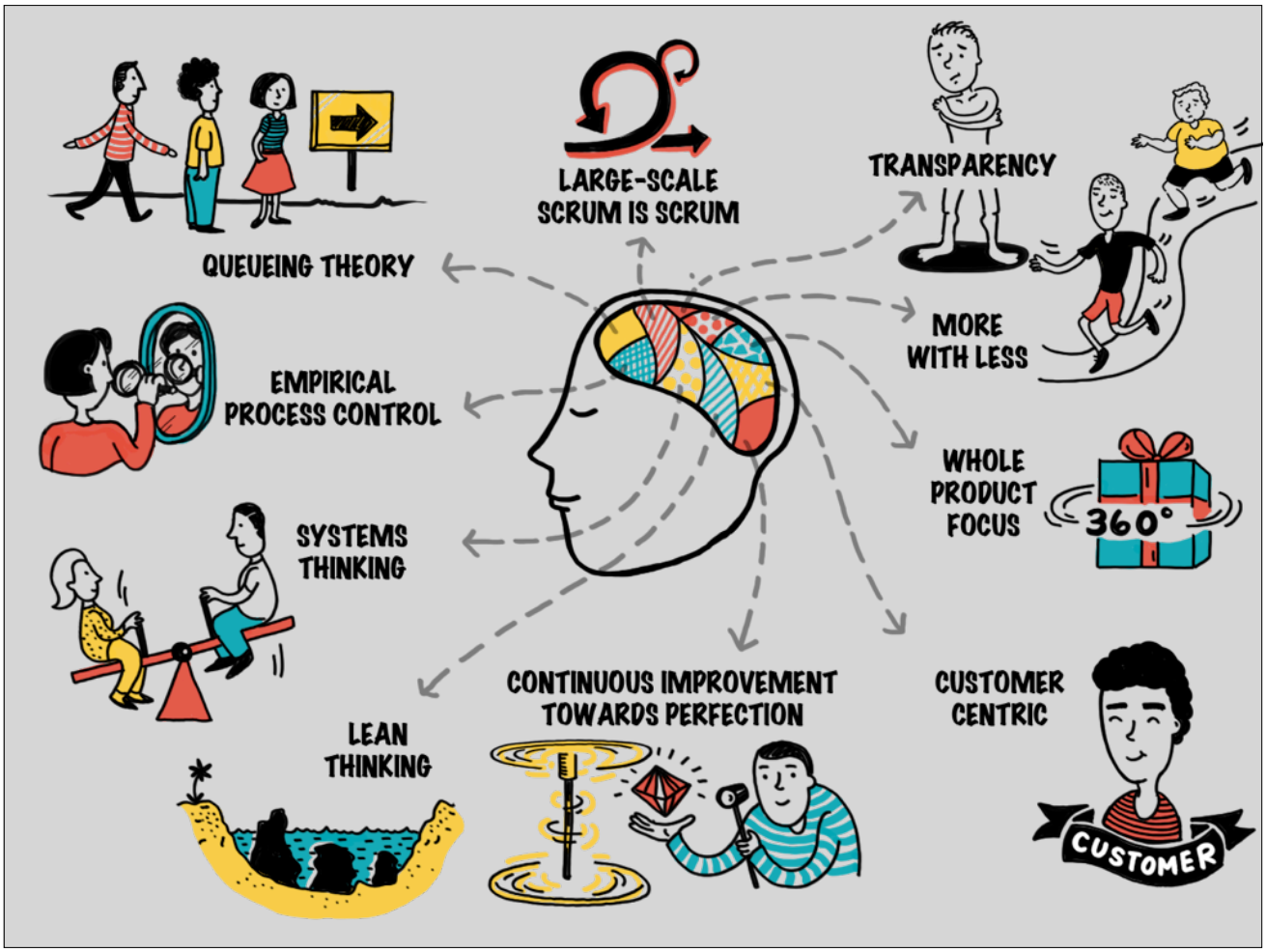
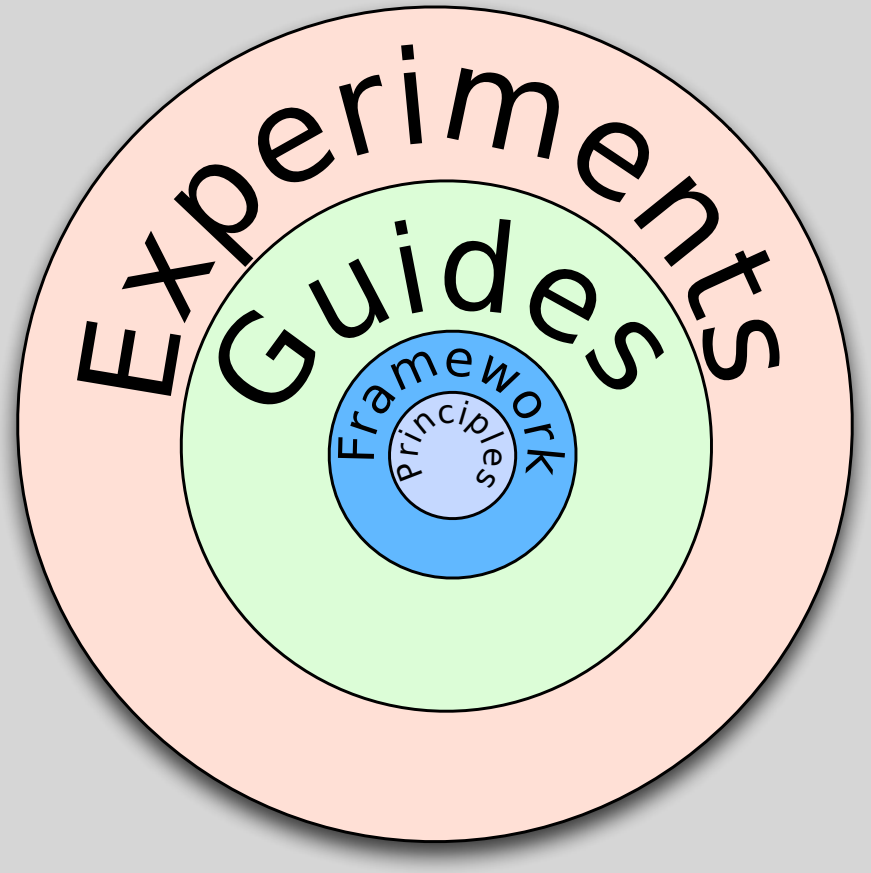
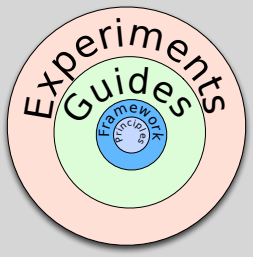
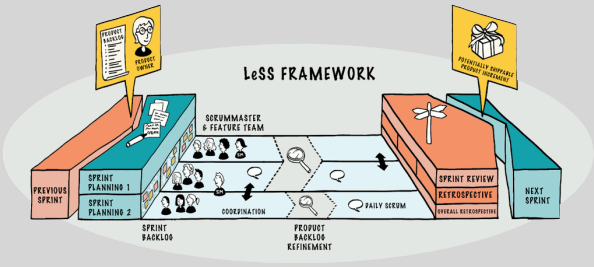
NEXT SPRINT
SPRINT BACKLOG
PRODUCT BACKLOG REFINEMENT
ROLE OF MANAGERS
MANAGEMENT
GO SEE
COACHING
ADOPTION
CONTINUOUS IMPROVEMENT
PRODUCT OWNER TEAM
LESS HUGE
REQUIREMENT AREAS
BY-NC-ND

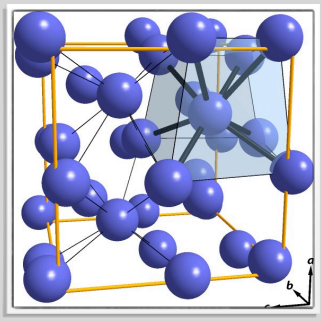

LARGE-SCALE SCRUM IS SCRUM
QUEUEING THEORY
TRANSPARENCY
EMPIRICAL PROCESS CONTROL
MORE WITH LESS
WHOLE PRODUCT FOCUS
360°
SYSTEMS THINKING
CONTINUOUS IMPROVEMENT TOWARDS PERFECTION
CUSTOMER CENTRIC
LEAN THINKING
CUSTOMER



LeSS is...

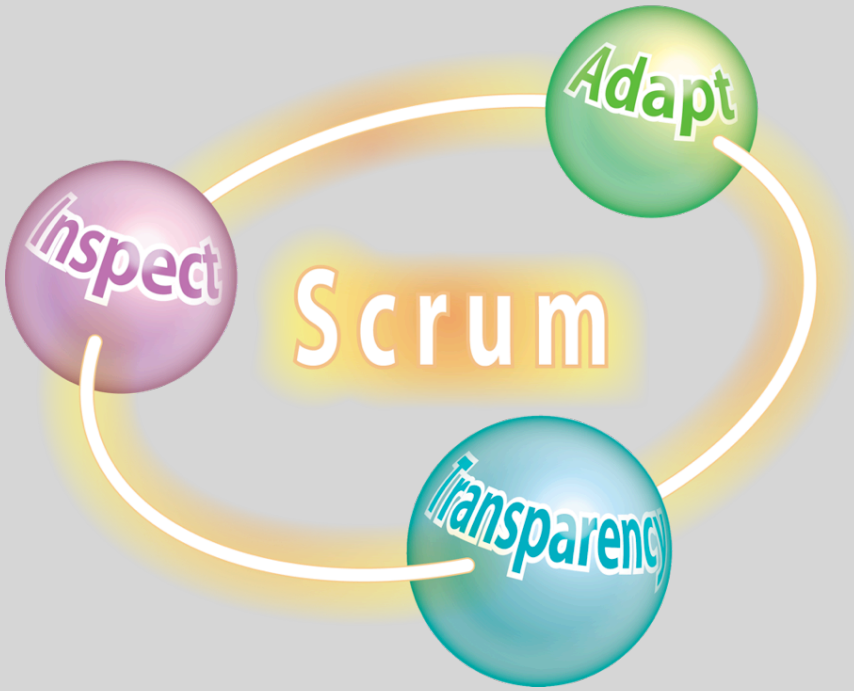






MORE with LESS.

Large Scale Scrum is Scrum



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: March 21, 2016 (3 days) **Country:** Singapore **Start:** 09:00

Trainer: Bas Vodde **City:** Singapore **End:** 18:00

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Description :

Large-Scale Scrum (LeSS) is a framework for scaling agile development to multiple teams. LeSS builds on top of the Scrum principles such as empiricism, cross-functional self-managing teams and provides a framework for applying that at scale. It provides simple structural rules and guidelines on how to adopt Scrum in large product development.