Introduction to LeSS

descaling organizations to turn on a dime for a dime

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What is Large Scale Scrum (LeSS)?

Organizational Design Approach to De-Scale Organizations

it's about figuring out how to apply the principles, purpose, elements, and elegance of Scrum in a large-scale context, as simply as possible.

Evolve Agility

What is scaling?

Evolve Agility

System Optimizing Goal

From here to there, quickly & safely.
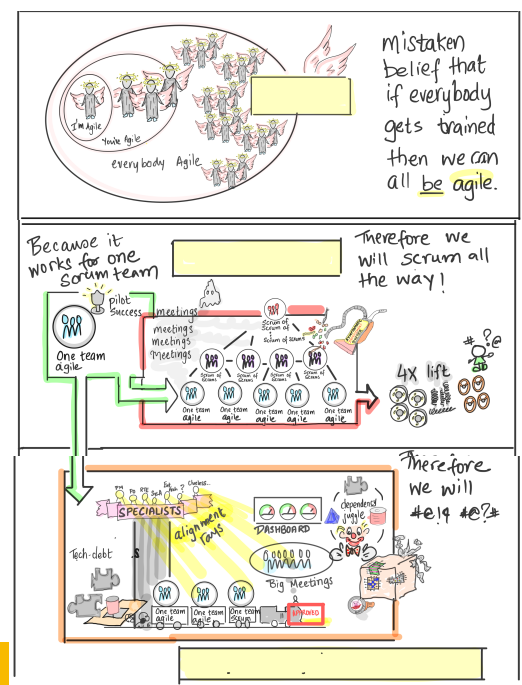
- Optimize for some outcome, without violating some constraints

- Every organization system optimizes for some goal. (Implicit or Explicit)

Paved for speed

Safety guardrails
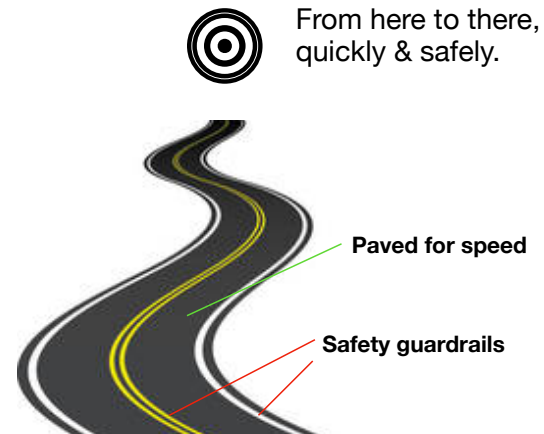
LeSS Optimizing Goal

Turn on a dime for a dime

- Value delivery..therefore..decrease transaction cost

- Adaptability..therefore..decrease cost of change

Cycle Time

CASH

CONCEPT

feedback
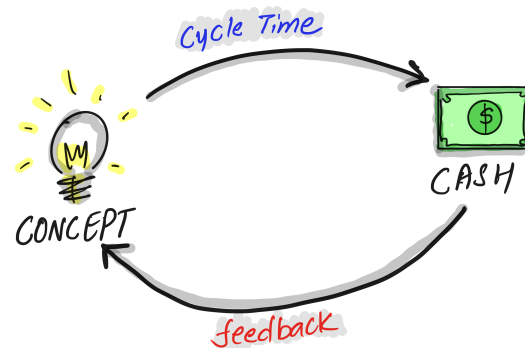
Impact on Transaction Cost

❋ increase in # of Proxy roles ⬆️

❋ increase in # of Hand offs ⬆️

❋ increase in # of Multi-Site development teams ⬆️

❋ decrease in # of Dependencies ⬇️

❋ increase in # of Coordinator roles ⬆️

Impact on Cost of Change

❋ Increase in Product Owner authority over backlog ⬇️

❋ Increase in Size of requirements batch (scope) ⬆️

❋ Improvement in quality of Automated tests ⬇️

❋ Increase in degree of team understanding of customer needs ⬇️

❋ Increase in degree of architectural coupling ⬆️

LeSS descales organizational complexity

✳ Dissolving unnecessary complex organization solutions

✳ Solving in simpler ways

Descaling

Simplifying

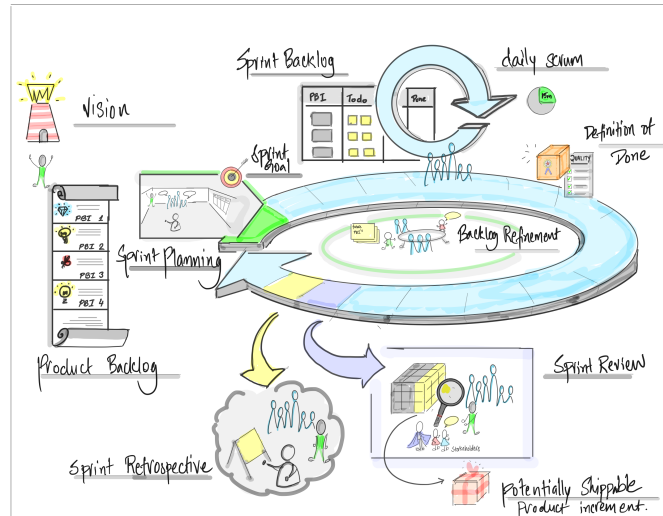LeSS is for learning organization with adaptability NOT for local efficiency.

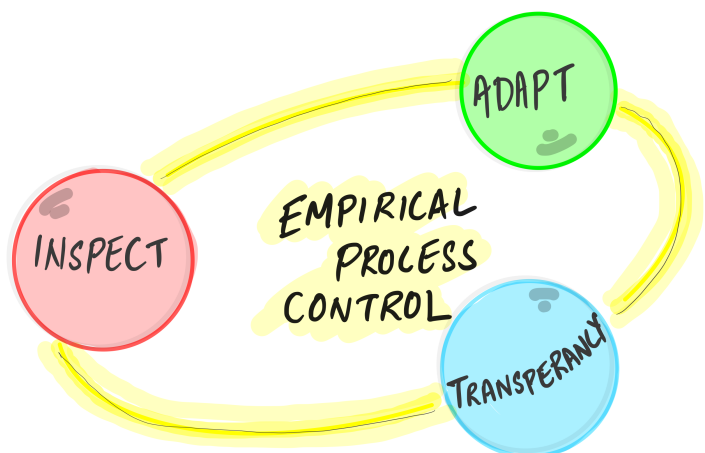
Large Scale Scrum (Less) is Scrum
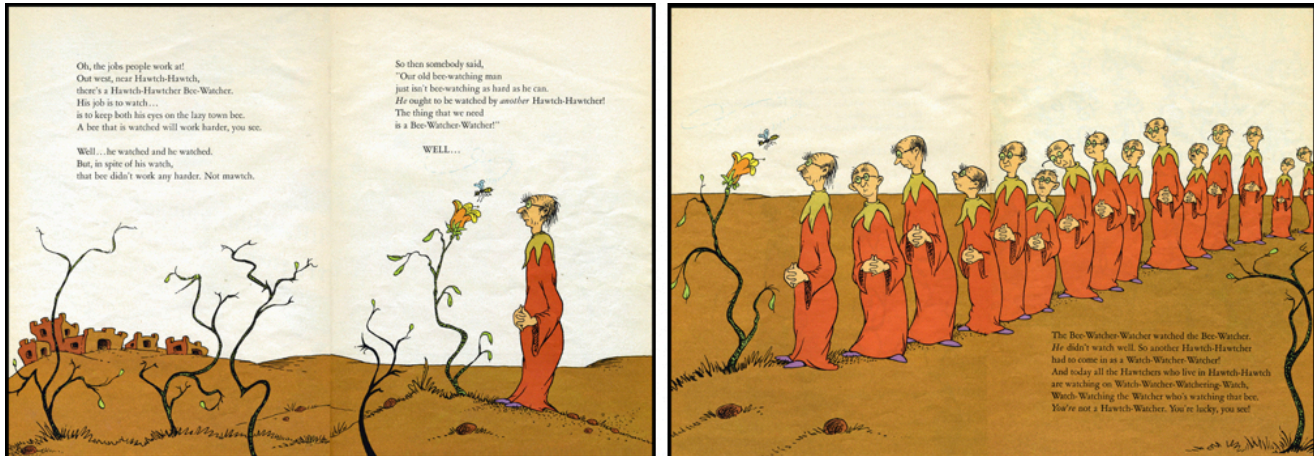
Mechanics of Scrum

Roles

Events

Artifacts

Scaling the essence of Scrum

WHOLE PRODUCT FOCUS 360°

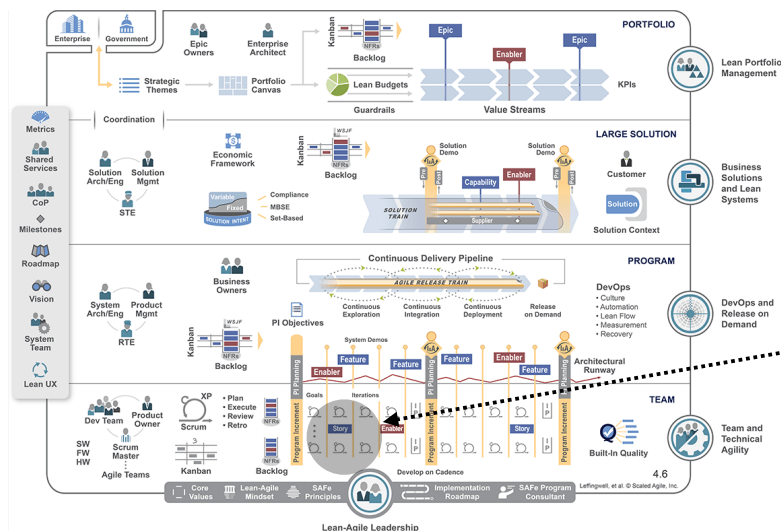ADAPT

INSPECT

EMPIRICAL PROCESS CONTROL
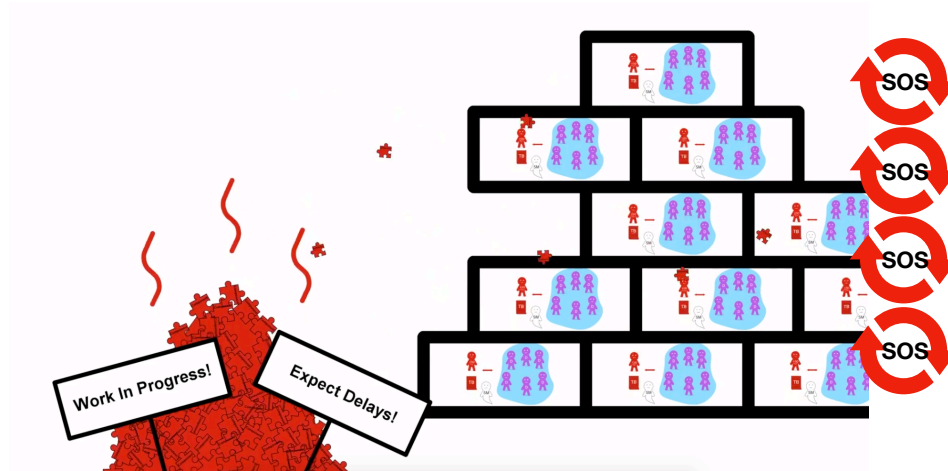
TRANSPERANCY

Conventional Management

Source: https://blog.odd-e.com/yilv/2018/08/seeing-system-dynamics-in-organizational-change-4-the-best-time-to-de-scale.html

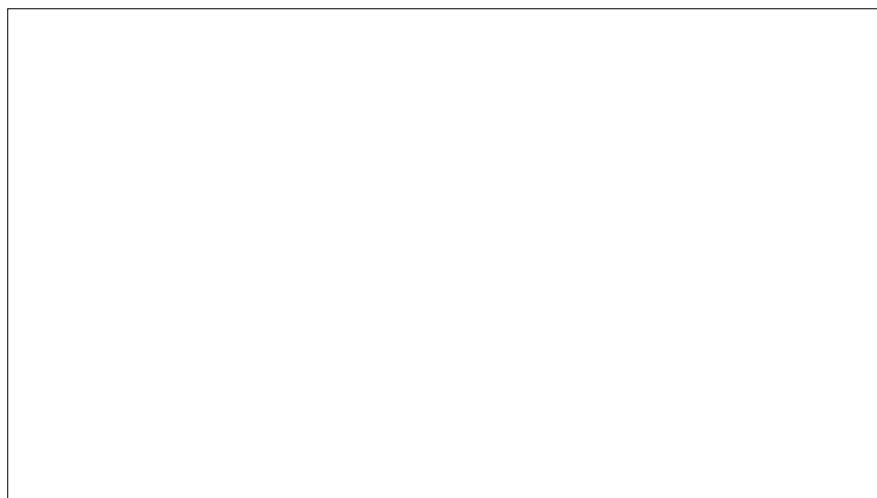# Burying scrum under conventional management is not scaling scrum

scrum here

Copy Paste Scrum is not Scaling Scrum

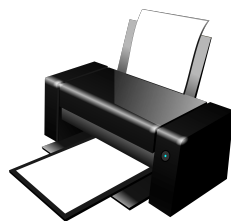*Credit: Michael James - How misconceptions about PO role harm - https://www.youtube.com/watch?v=cr2rjaGmUzo*

Large Scale Scrum (LeSS)

Source: https://www.youtube.com/watch?v=1BZf_Oa7W94

Do more with less ..

❀ Hand-offs	❀ Meetings	❀ Fear
❀ Dependencies	❀ Reporting	❀ Offshore
❀ Specialization	WASTE	❀ Multiple sites
❀ Coordinators	❀ "deliverables"	❀ Extra Processes
❀ Proxies	❀ Tools	❀ Work-in-progress

Bad News   Good News

Existing skills is #1 constraint
in your organization

People have capability to
learn new skills

Functionality of a resource
never improves on its own.

Create learning wherever it is
constrained

LeSS Organization
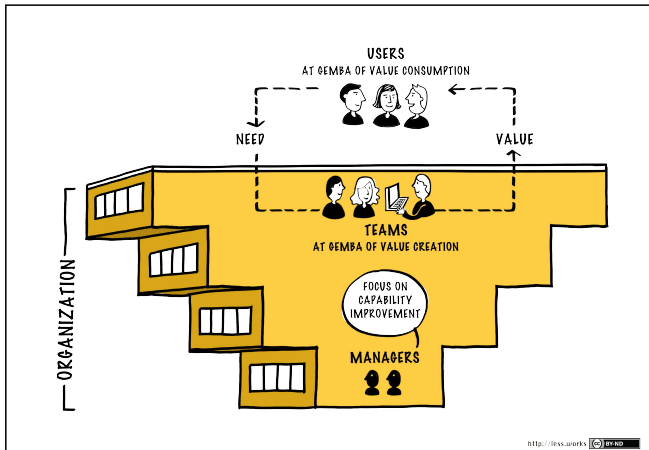
❋ More responsible teams with fewer role distinctions

❋ More customer focus, more collaboration with fewer artifacts

❋ More learning, more ownership, more meaningful work, more fun with less process
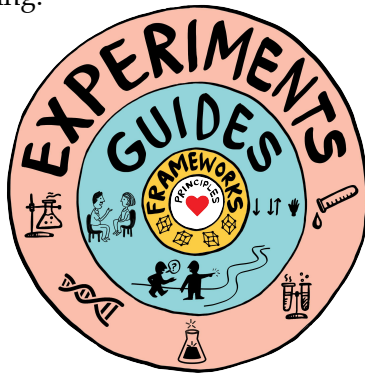
Build up, don't ..

Mail order from outside consultants

**Pick and choose as if it were a buffet of best practices**

LeSS Complete Picture

Like scrum, LeSS is deliberately incomplete; it leaves space for vast situational learning.

LeSS is more than a set of principles and experiments. It also provides a framework with rules. The LeSS Rules define what is LeSS (and what isn't) and they provide a concrete framework for applying LeSS.
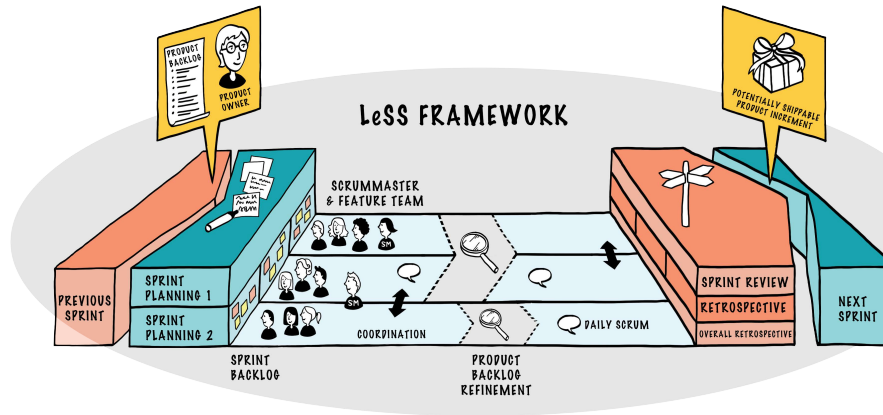
Within the LeSS Framework, product groups can apply the experiments and discover what works best for them at a certain moment.
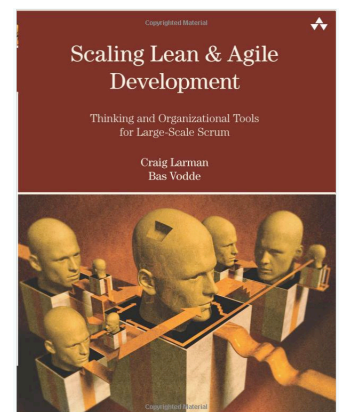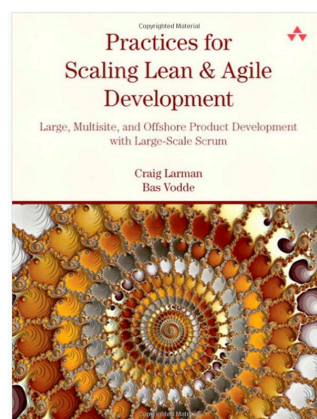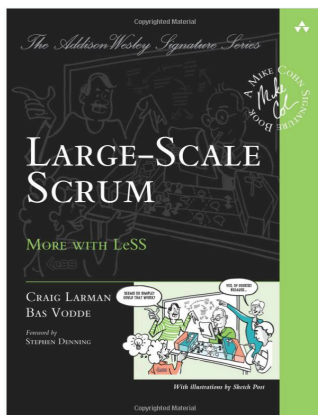
LeSS Principles
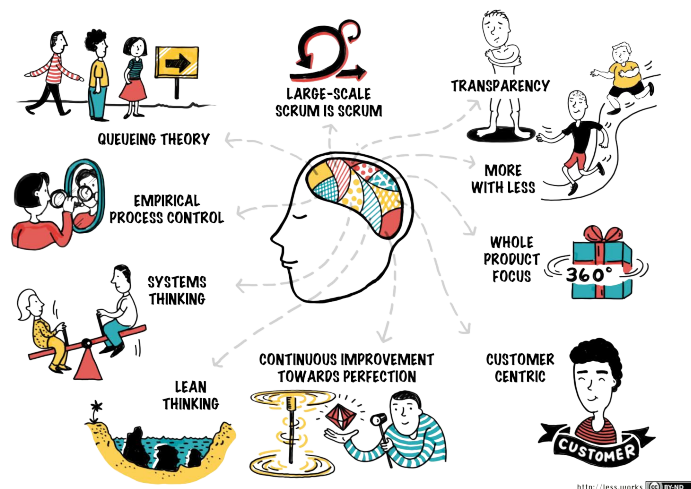
LeSS Framework
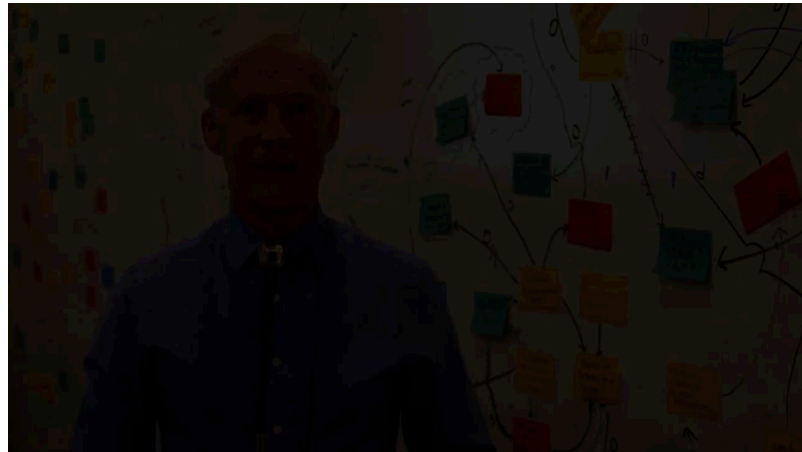
Learn More

https://less.works

Certified LeSS Practitioner Course

July 29-31, Houston, TX - brought to you by Evolve Agility

Craig Larman
Co-creator of LeSS

Learn More

LeSS Friendly Certified Scrum Master® Courses

✻ January 30-31, The Woodlands, TX

✻ February 21-22, Houston, TX

✻ March 27-28, Houston, TX

One day Certified LeSS Basics Course.

Contact office@evolveagility.com

We will schedule one as soon as there is sufficient interest in Houston area.

Q&A