



The Product Operating Model Meets LeSS

Unlocking Discovery and Delivery at Scale

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and large organizations for over 20 years

Lean Startup @ Yello Strom	2020
LeSS Coach @ BMW autonomous driving	2018
LeSS Adoption @ SAP IT - sapstore.com	2015
Introducing Agile @ Vaillant Group	2014
Continuous Delivery @ SAP IT	2011



More with LeSS



The Pain Point

Many organizations either stand out at discovery but throw results over the wall to 'agile teams,' or they do large delivery with no discovery at all. What if we could do both?



DISCOVERY
TEAMS

DELIVERY
TEAMS



Great at research
and ideation

Efficient at building
features

Struggle with
handoffs

Miss the "why"
behind work

Limited delivery
impact

Risk becoming
feature factories

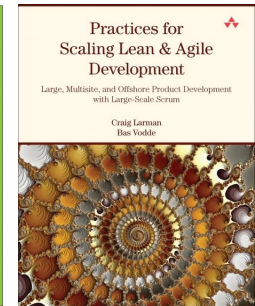
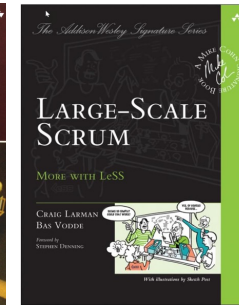
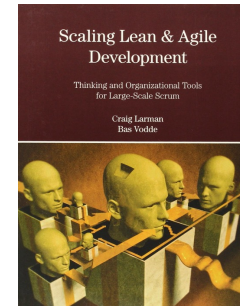
Quick Poll / Audience Connection



"Raise your hand if you
are familiar with..."



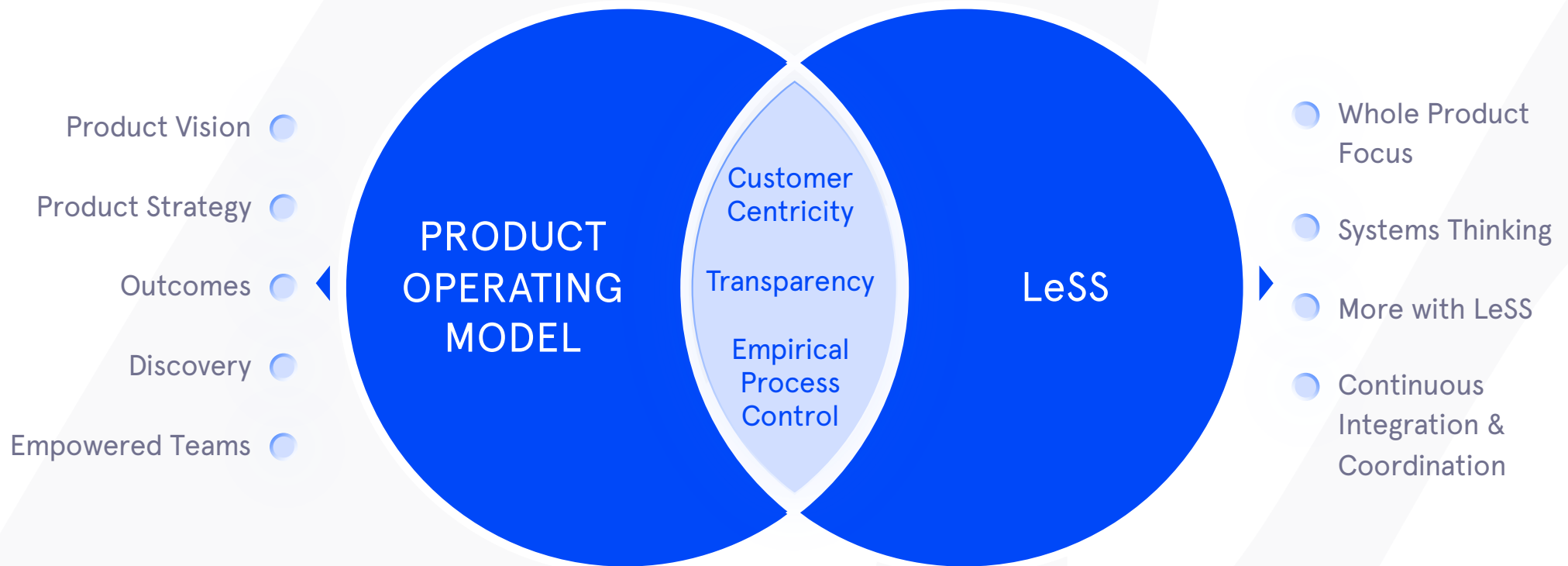
LeSS



The Product
Operating
Model

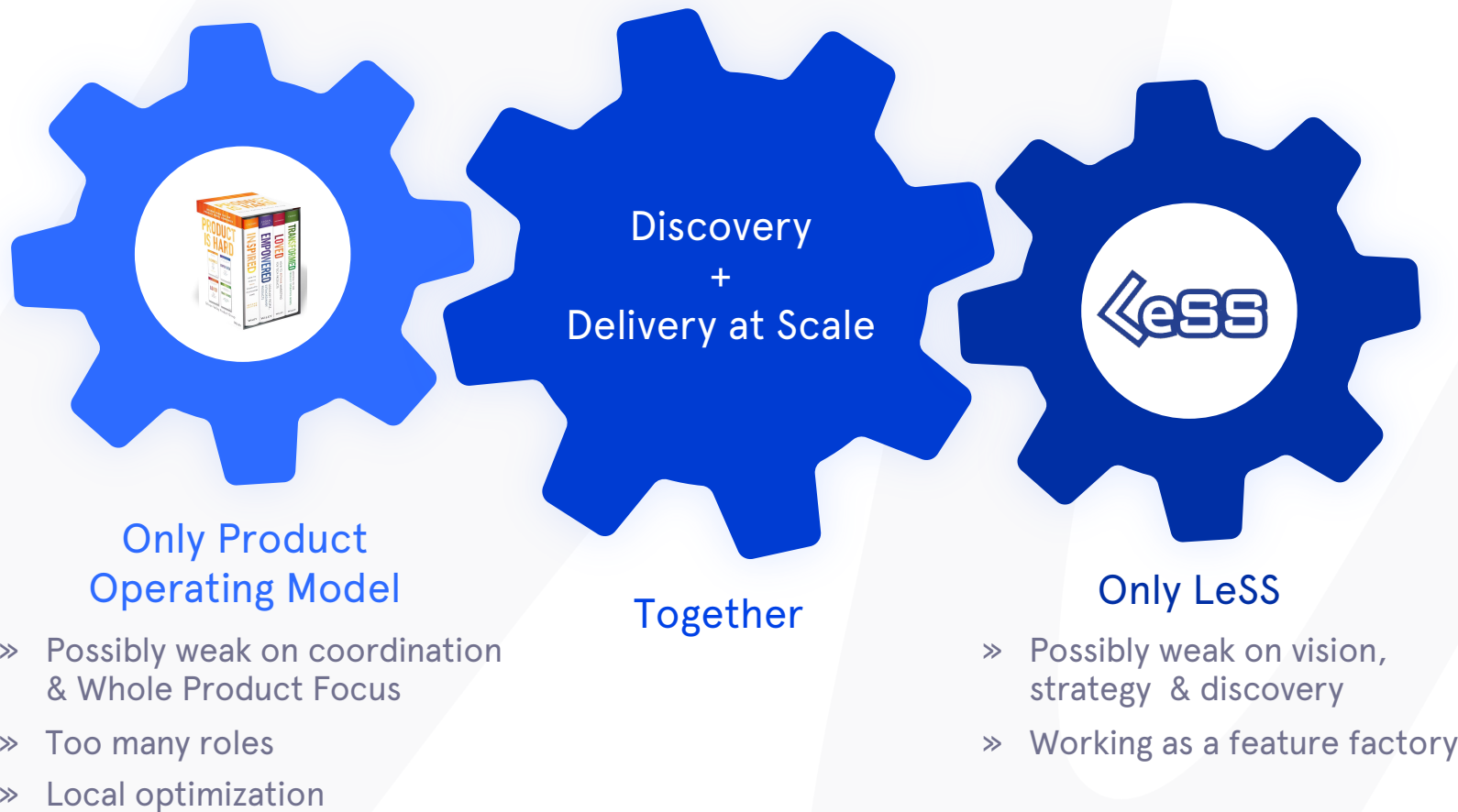


Two Worlds, Same Goal



Principle-driven approaches aim to maximize value delivered to customers

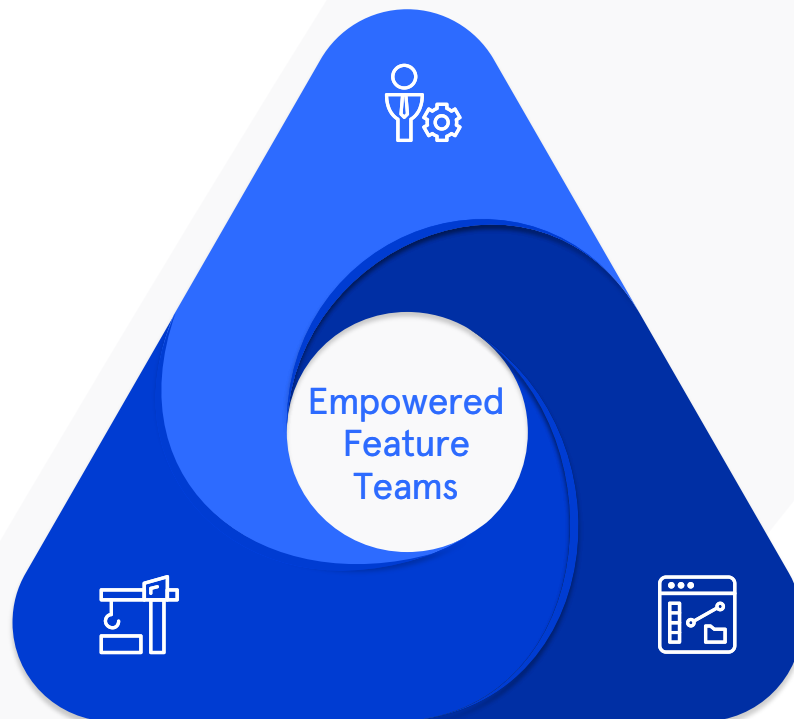
Why They Need Each Other



Empowered Feature Teams



Teams are given **problems to solve**, not features to build. They own both discovery and delivery, working together to achieve meaningful outcomes.



Product Manager

Owens outcomes and customer value



Designer

Ensures usability and experience



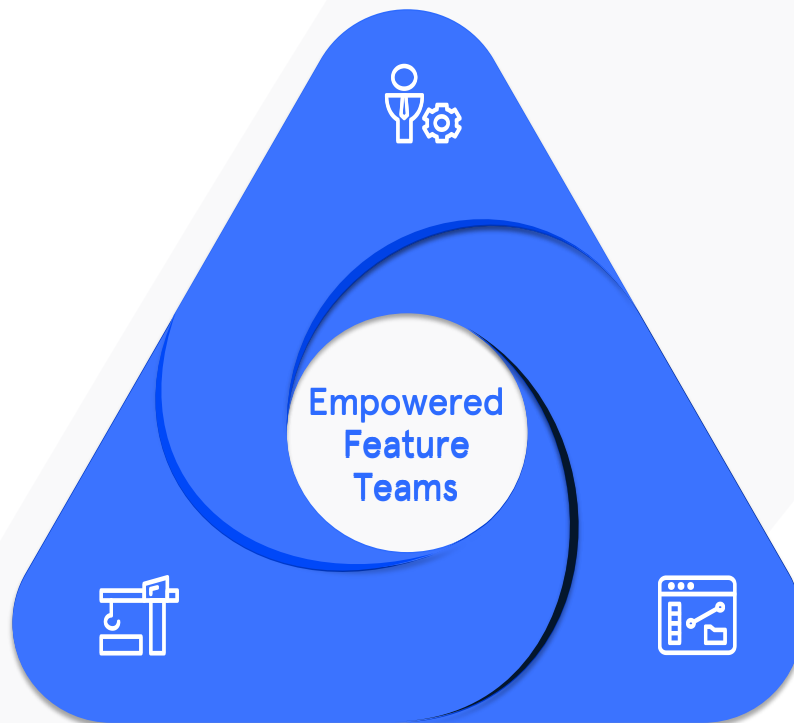
Engineers

Build and deliver solutions

Empowered Feature Teams



Teams are given **problems to solve**, not features to build. They own both discovery and delivery, working together to achieve meaningful outcomes.



Product Developer

with Product Management skills



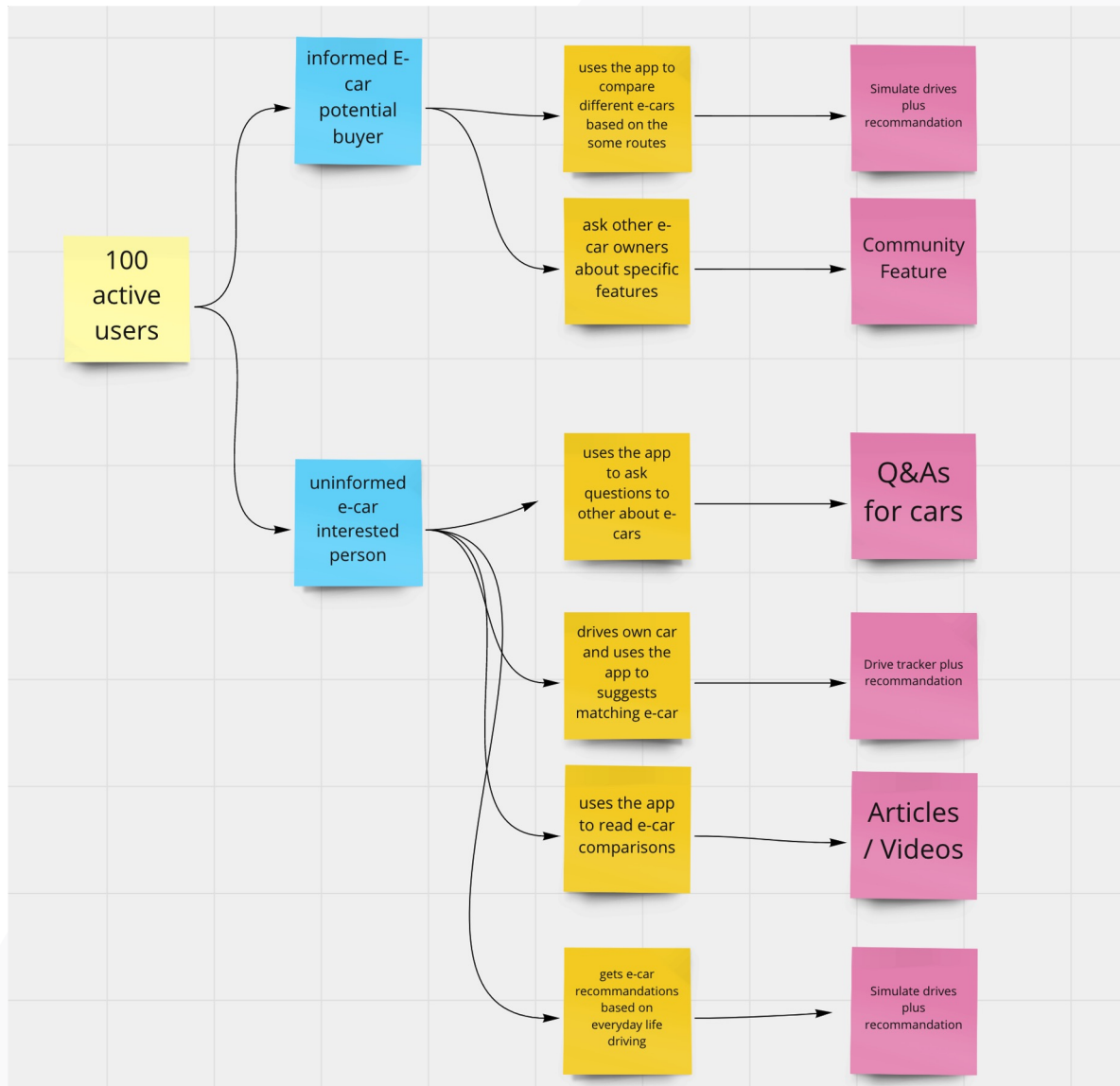
Product Developer

with Designer skills



Product Developer

with Engineering skills



Strategy Becomes the Backlog

Backlog =
Strategic goal + desired outcomes

Features are experiments to validate if outcomes can be achieved.

LeSS Events Drive Discovery & Delivery



Multi-Team Product Backlog Refinement

Discover experiments

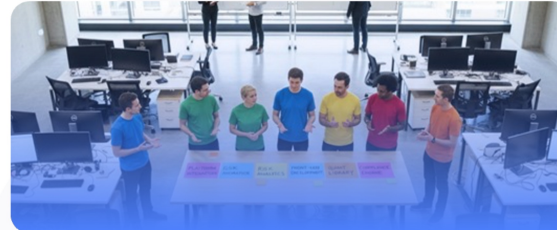


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Sprint Planning

Alignment on strategy and coordination



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Sprint Review

Customer feedback and learning



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Overall Retro

Systems thinking and organizational improvement



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Multi-Team Product Backlog Refinement

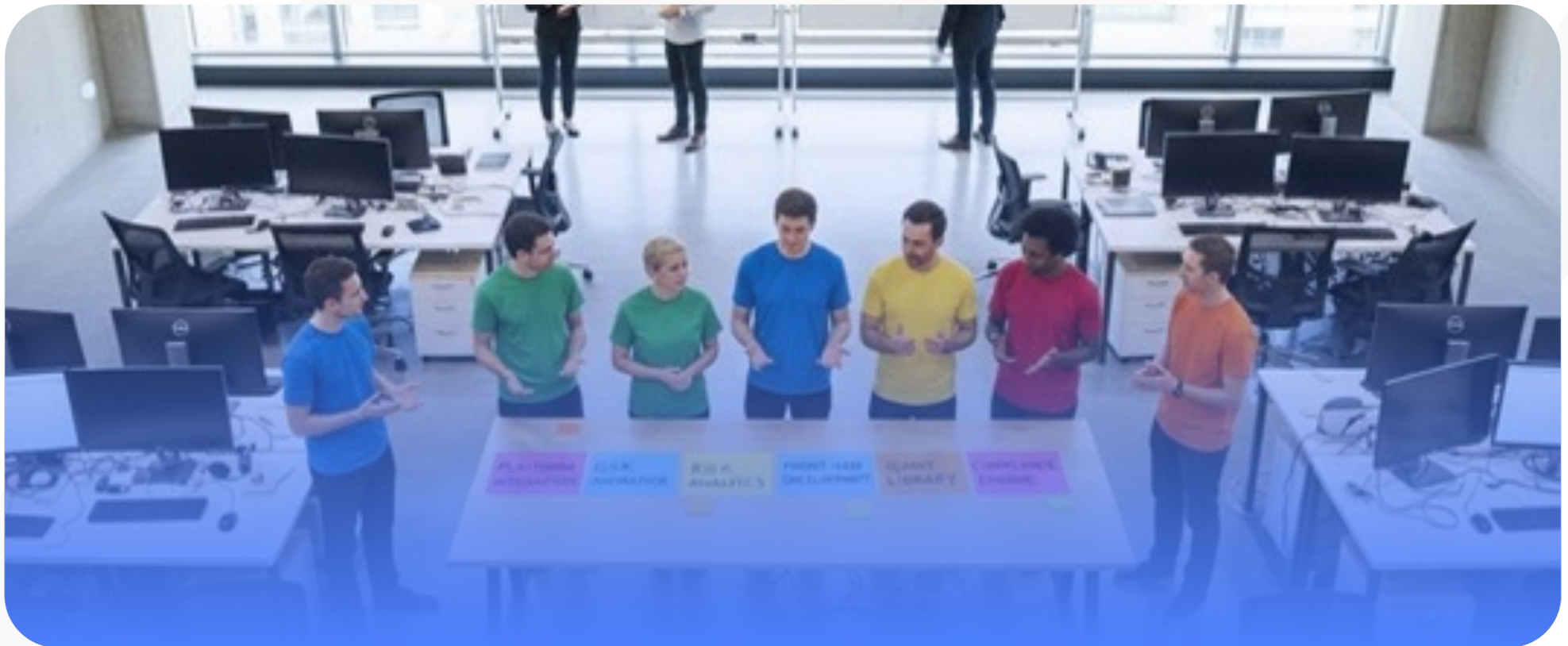


Discover experiments



Sprint Planning

Alignment on strategy and coordination



Sprint Review

Customer feedback and learning



Overall Retro

Systems thinking and organizational improvement

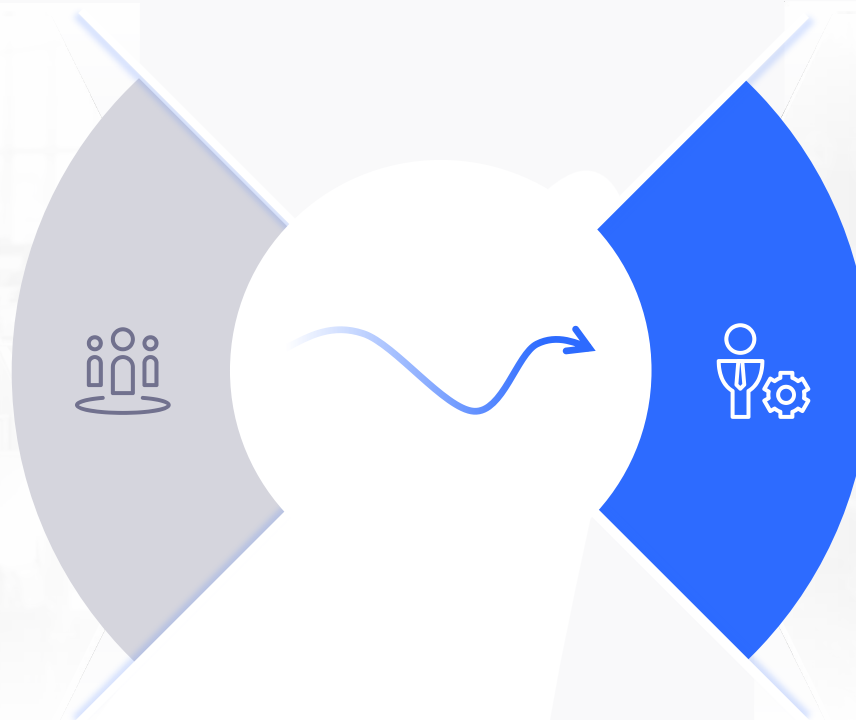


From Team POs to True Product Managers



Before: Team Product Owners

- » Managing outputs and backlogs
- » Limited customer interaction
- » Reactive to requirements
- » Focused on their team's work



After: Embedded Product Managers

- » Driving outcomes and strategy
- » Deep customer engagement
- » Perform product discovery/delivery work
- » Focused on whole product success

Discovery and Delivery Are One



Empowered feature teams work
on outcomes, not outputs

Everyone contributes to
discovery and delivery

No handovers or role bottlenecks

Prototypes and working software
blend seamlessly

Teams learn continuously through
experiments and feedback



Don't Choose – Combine



Shared Principles

Customer centricity, empirical process control, and transparency are at the heart of both approaches.

Product Operating Model

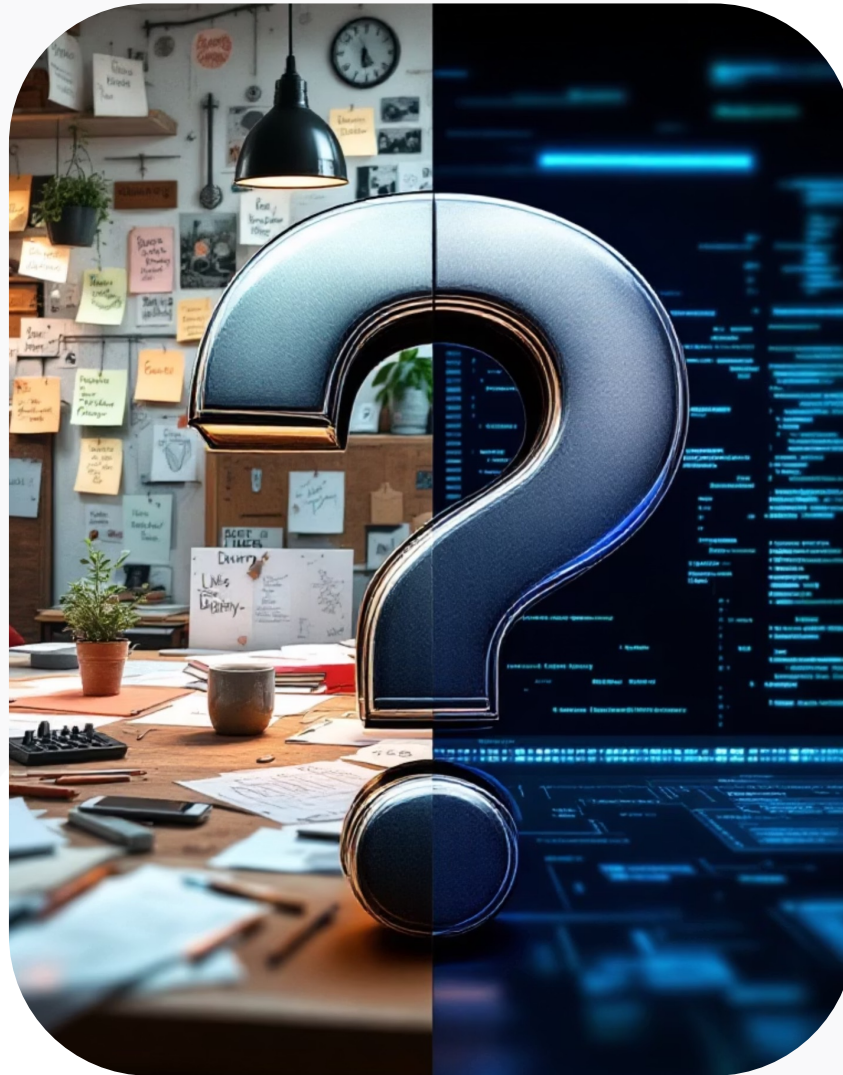
Strong focus on vision, strategy, outcomes, discovery practices, and empowered teams.

LeSS

Enables whole product focus, systems thinking, and coordination with less complexity at scale.

Your Next Step

“What could you do in your organization tomorrow to combine discovery and delivery more deeply?”





Thank you

Questions?

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