Life Inside an Adaptive Organization

LeSS in the Age of AI

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Lean Sherpas

Robert Briese

Robert Briese



Certified expert in agile change as a consultant and coach in small and large organizations for over 20 years

LeSS Coach @ Stadtwerke München	2025
LeSS Coach @ BMW autonomous driving	2018
LeSS Adoption @ SAP IT - sapstore.com	2015
Introducing Agile @ Vaillant Group	2014
Continuous Delivery @ SAP IT	2011



AUDIENCE CHECK

Quick show of hands

LeSS
Who works with it?

AI
Who already uses it in product development?

The intersection is where the organizational questions begin.

What changes when AI becomes part of everyday product development?

LEARNING

COORDINATION

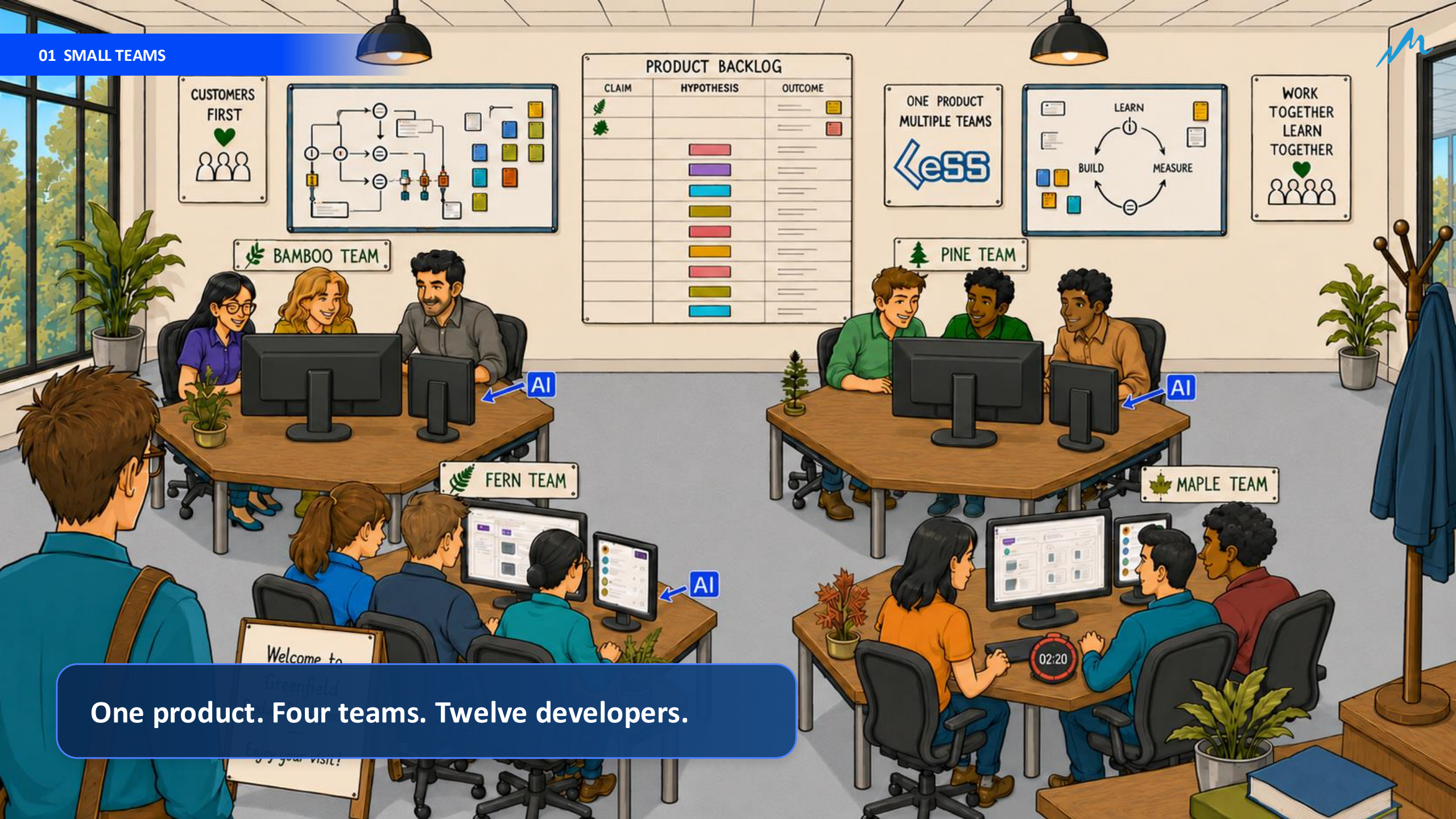
MANAGEMENT

A THOUGHT EXPERIMENT

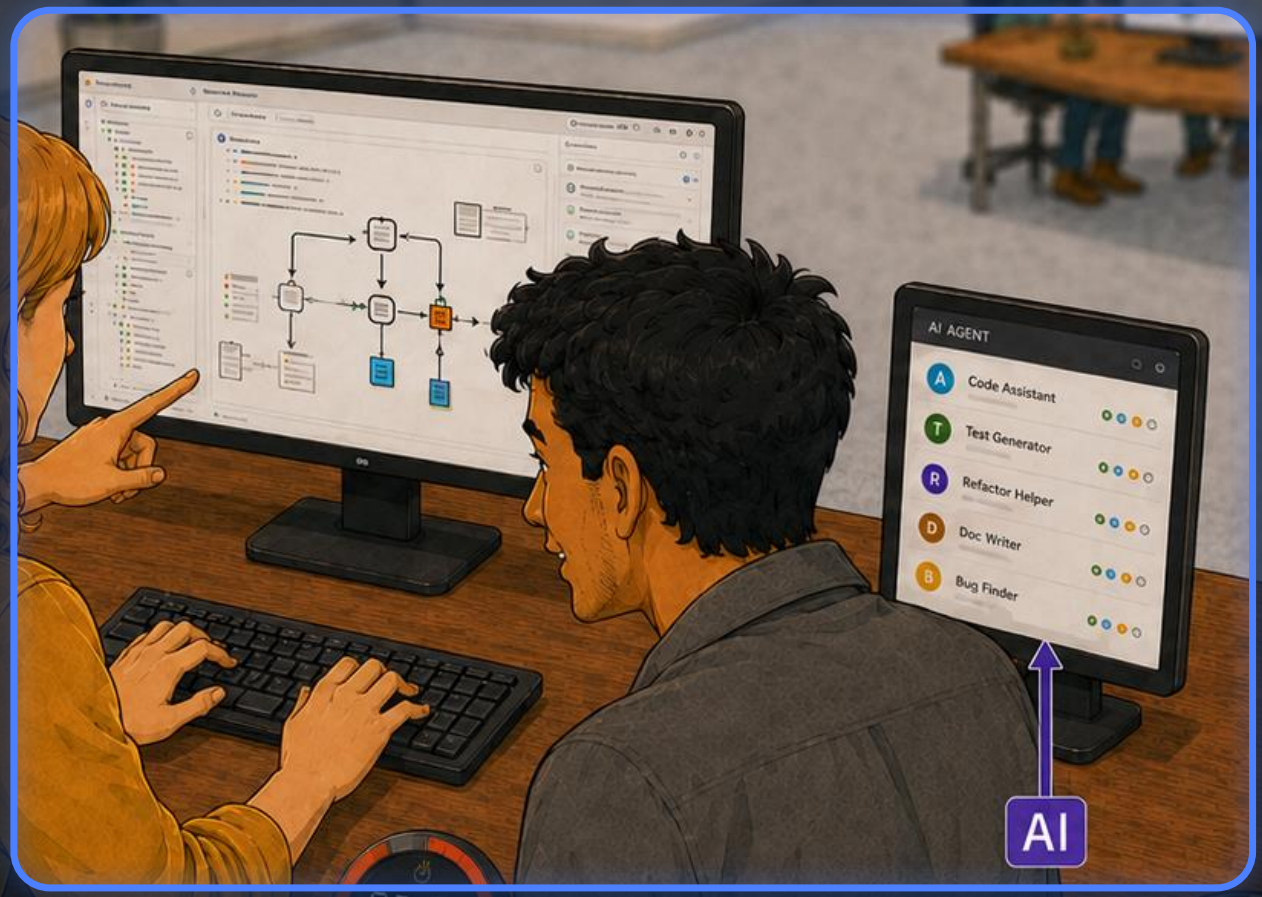
Welcome to Greenfield Product Development

Friday morning

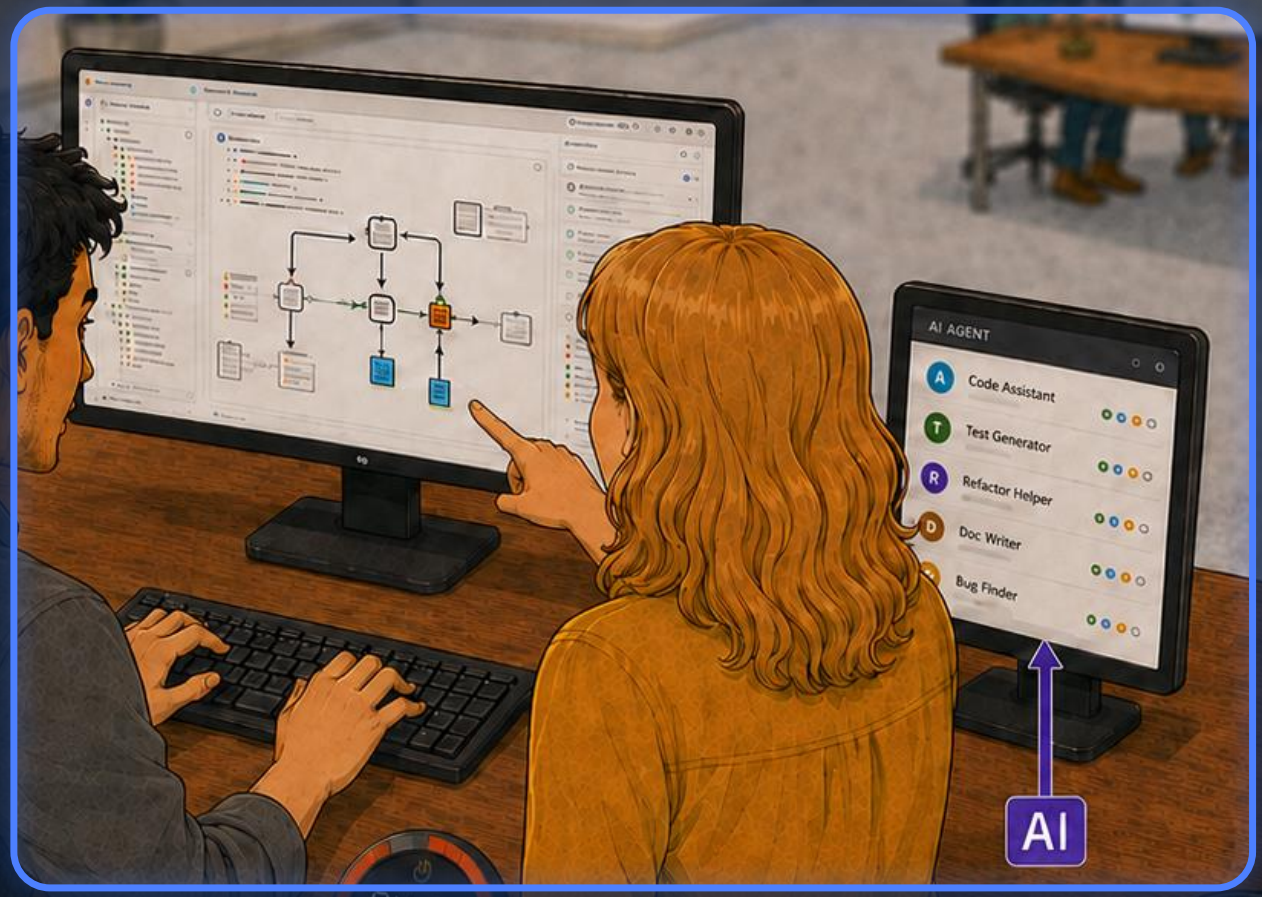




One product. Four teams. Twelve developers.



Three people. One shared screen.



Change the driver



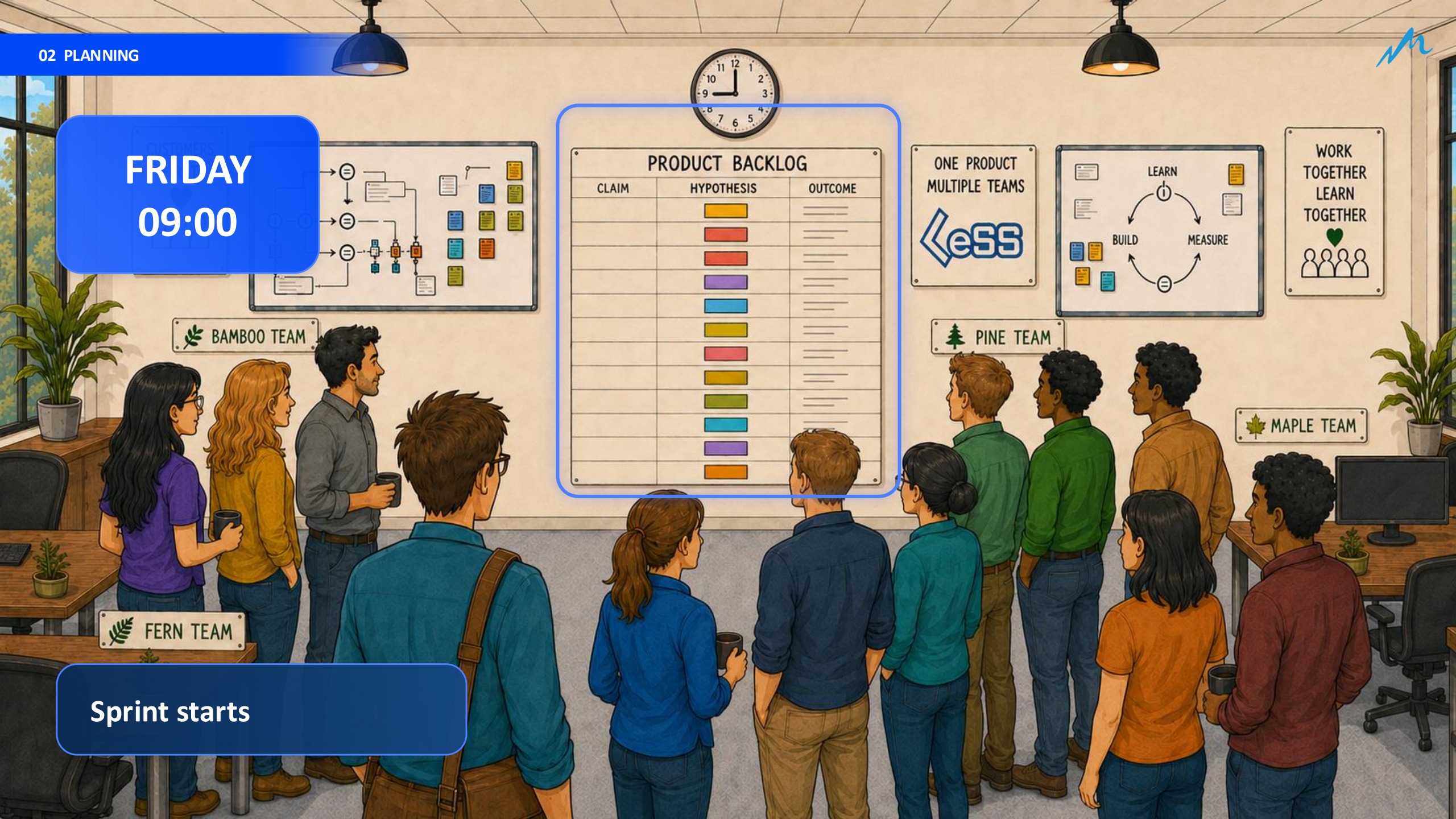
AI helps. The team learns.



AI lowers the cost of unfamiliar work

Deep competence still grows together

FRIDAY 09:00



Sprint starts

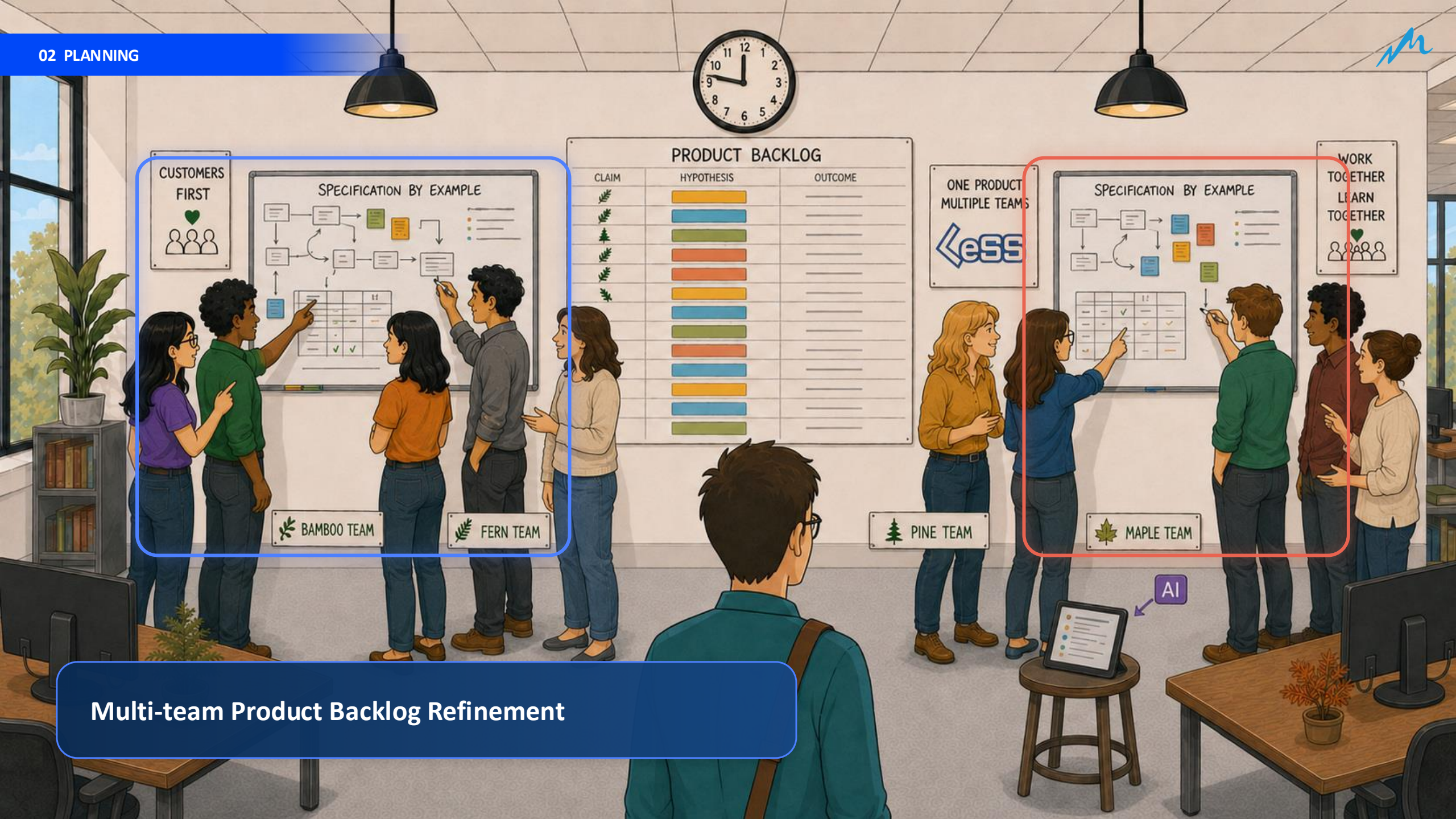
09:20



That was Sprint Planning One.



Planning continues through the work

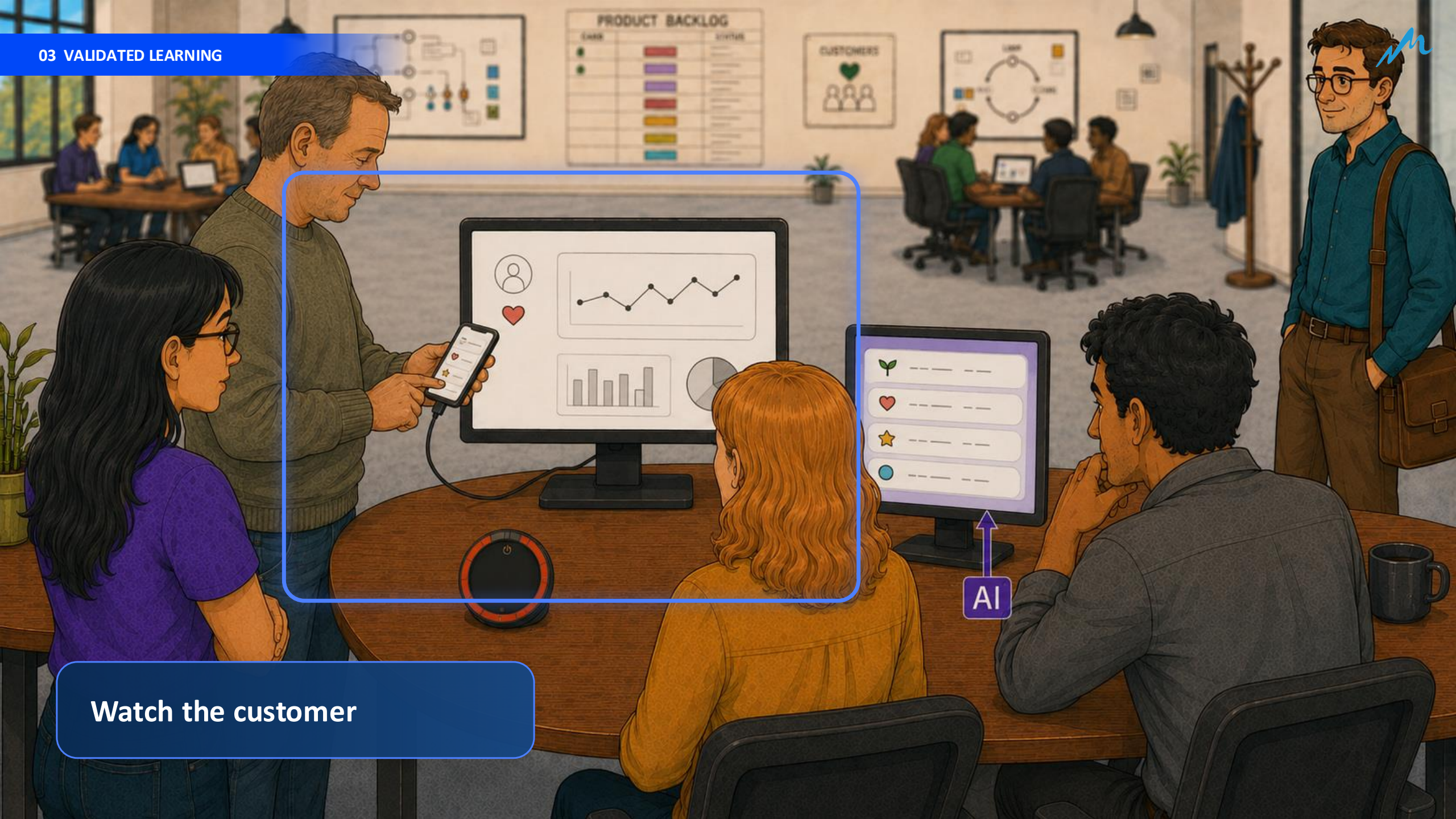


Multi-team Product Backlog Refinement



A customer problem. A hypothesis.

HYPOTHESIS
A simpler path will change customer behavior.



Watch the customer

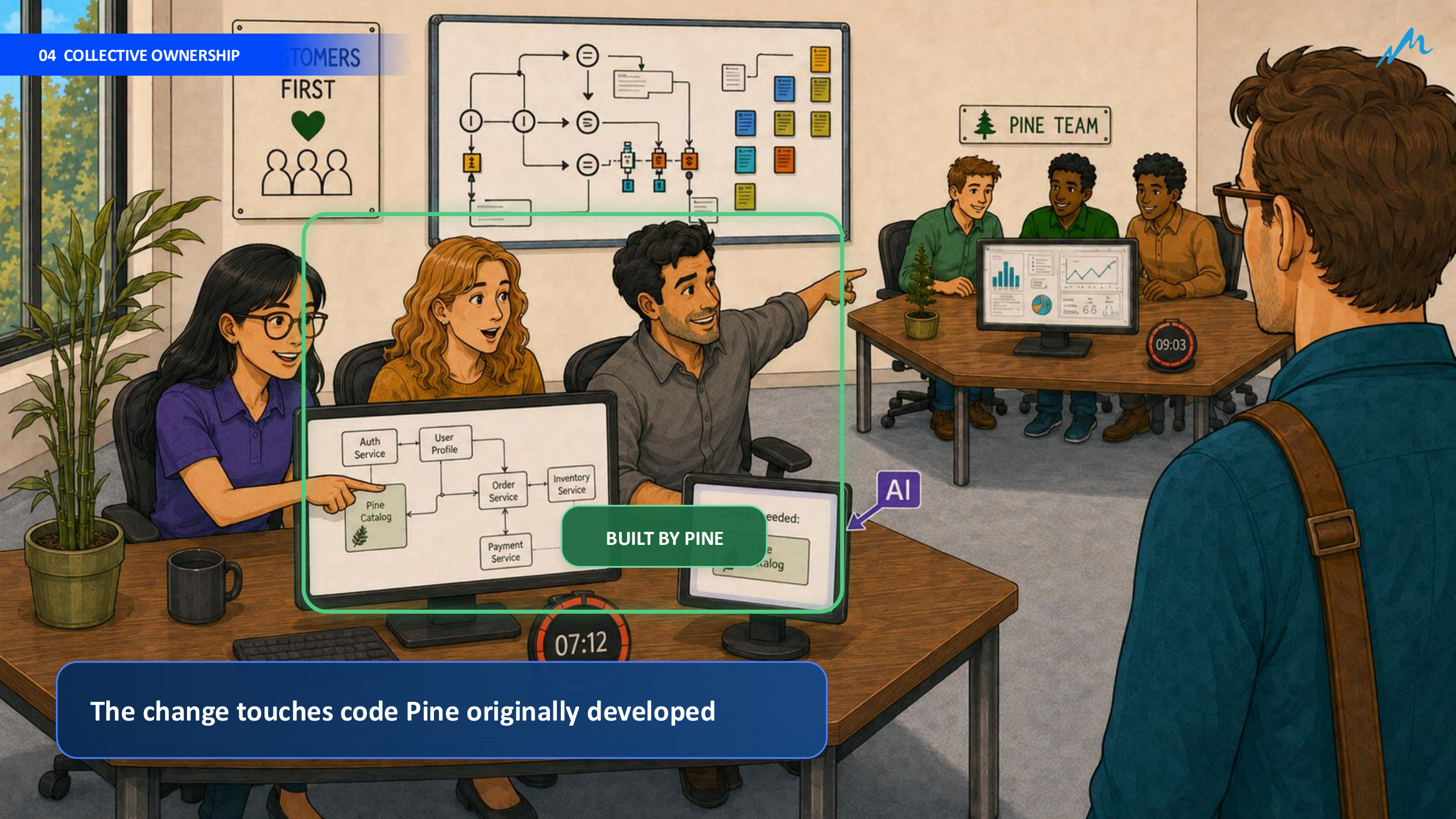

ACTUAL < EXPECTED
PRODUCT BACKLOG
CARD
STATUS
CUSTOMERS
Expected
Actual
Target not met
AI
Evidence does not support the hypothesis.
Observed impact is flat or below target.
Consider a different approach.
AI
The evidence says no



FEATURE REMOVED

LEARNING REMAINS

Delete the feature. Keep the learning.

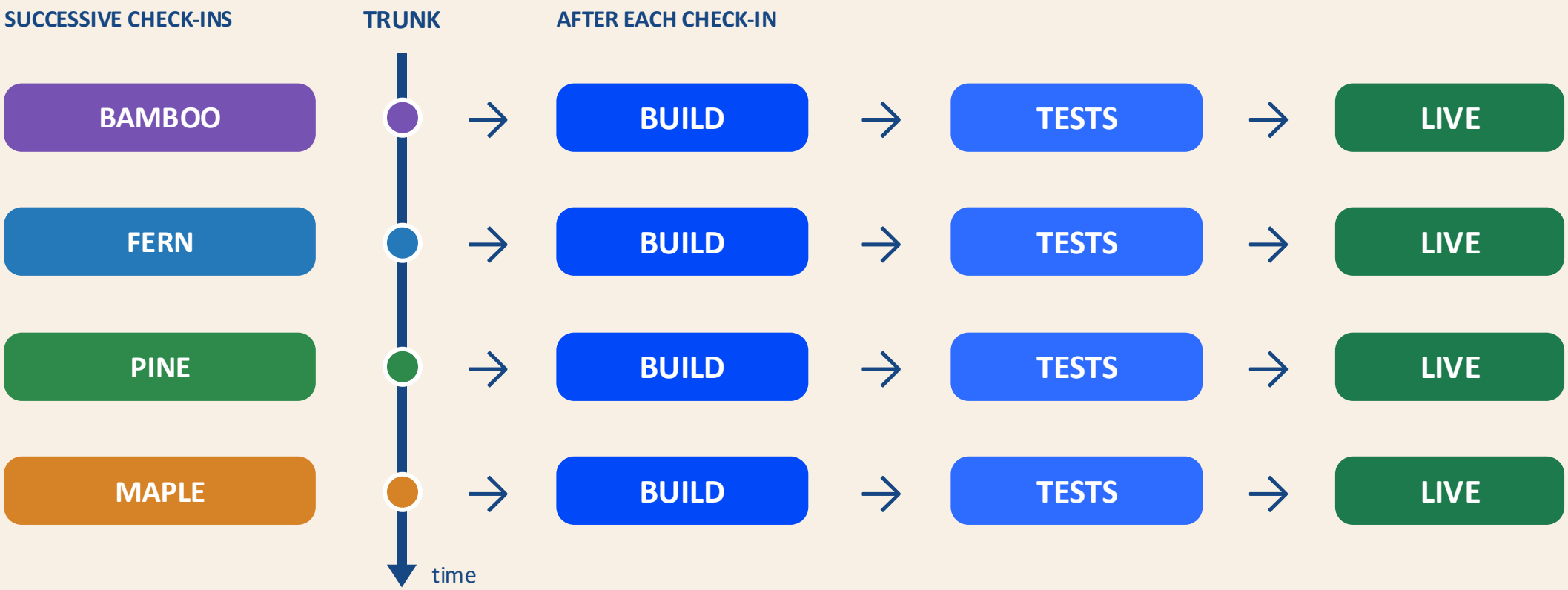


The change touches code Pine originally developed



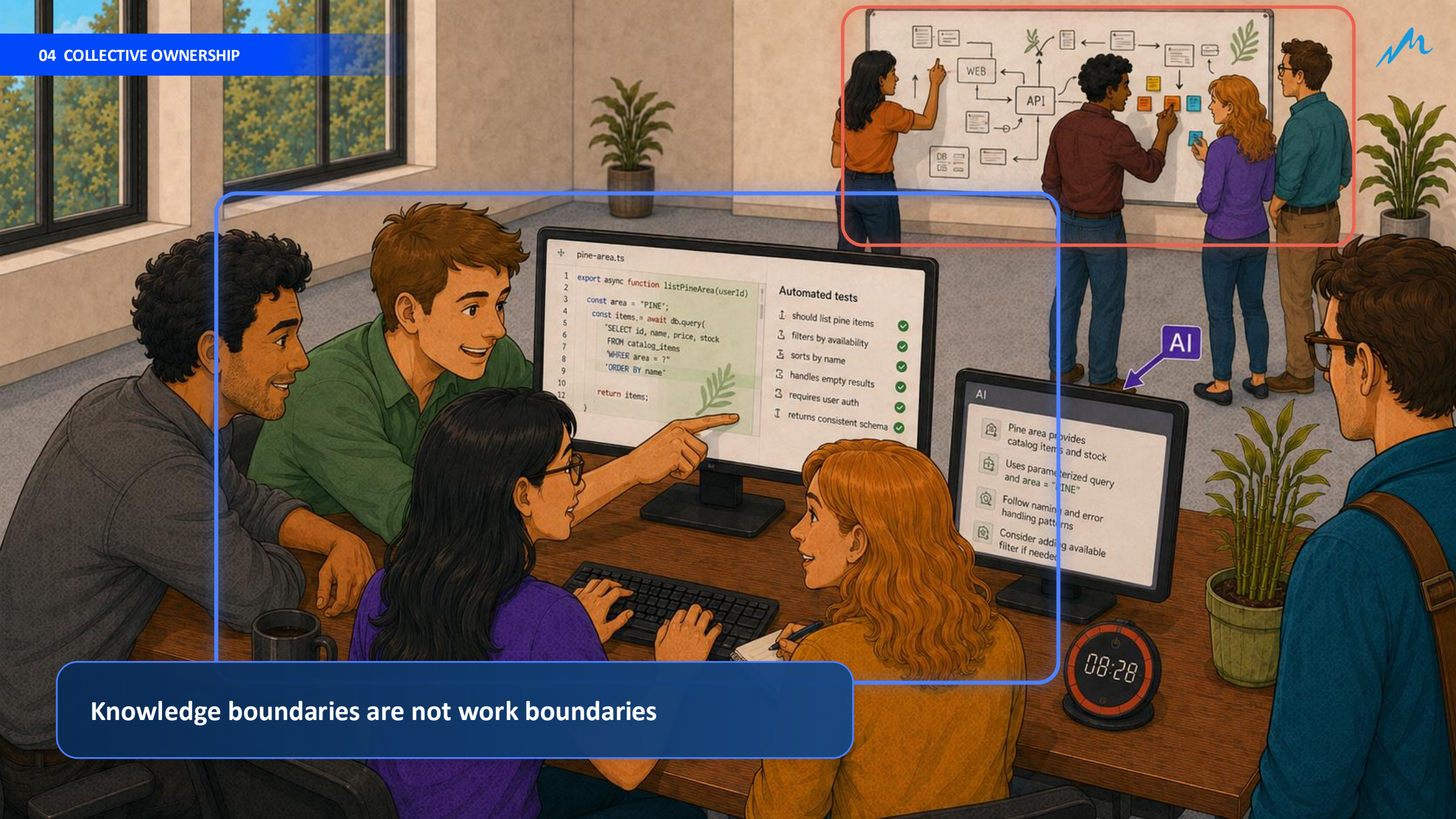
Bamboo changes it

Four teams. One trunk.

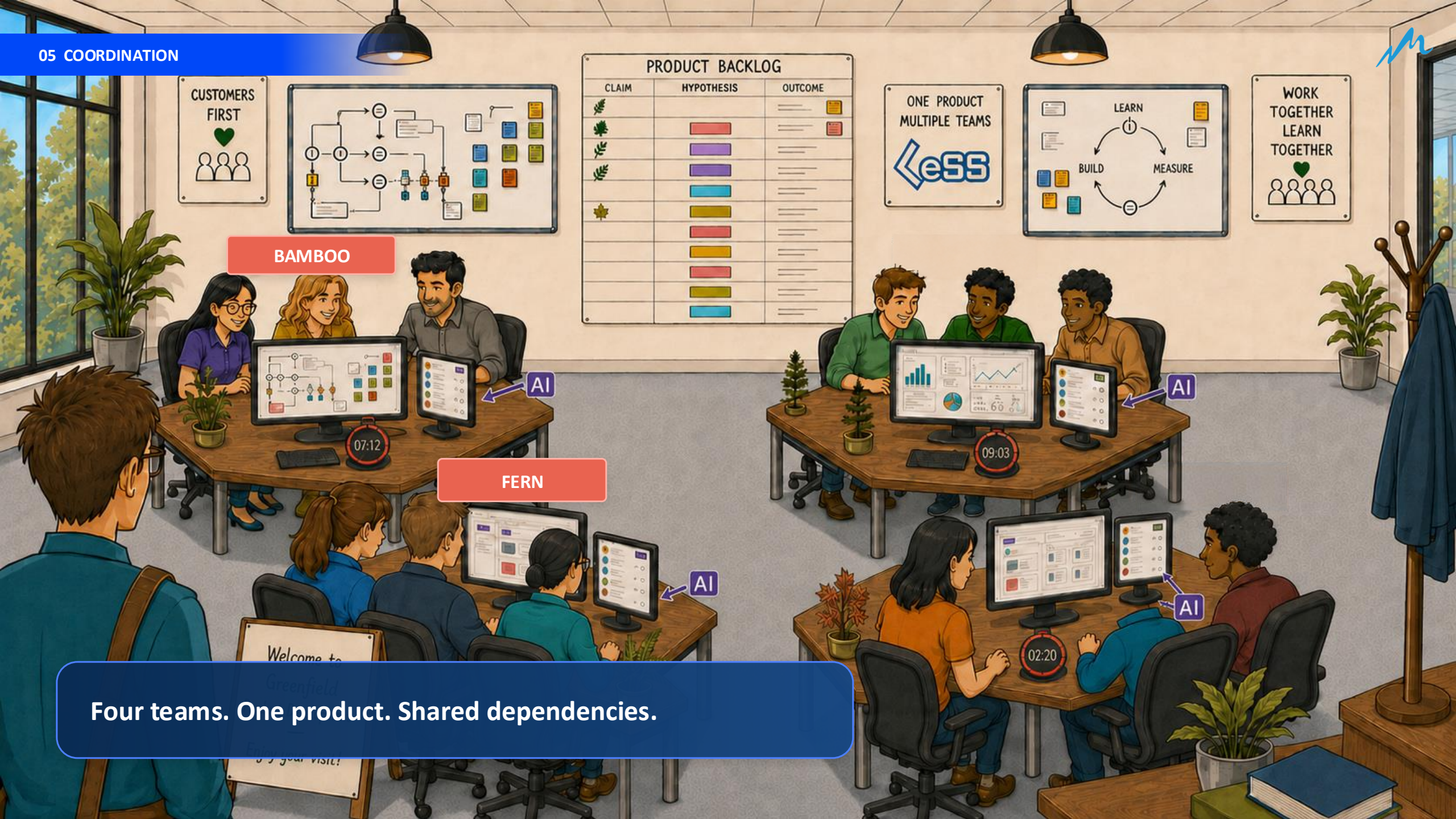


Every team. Many times a day.

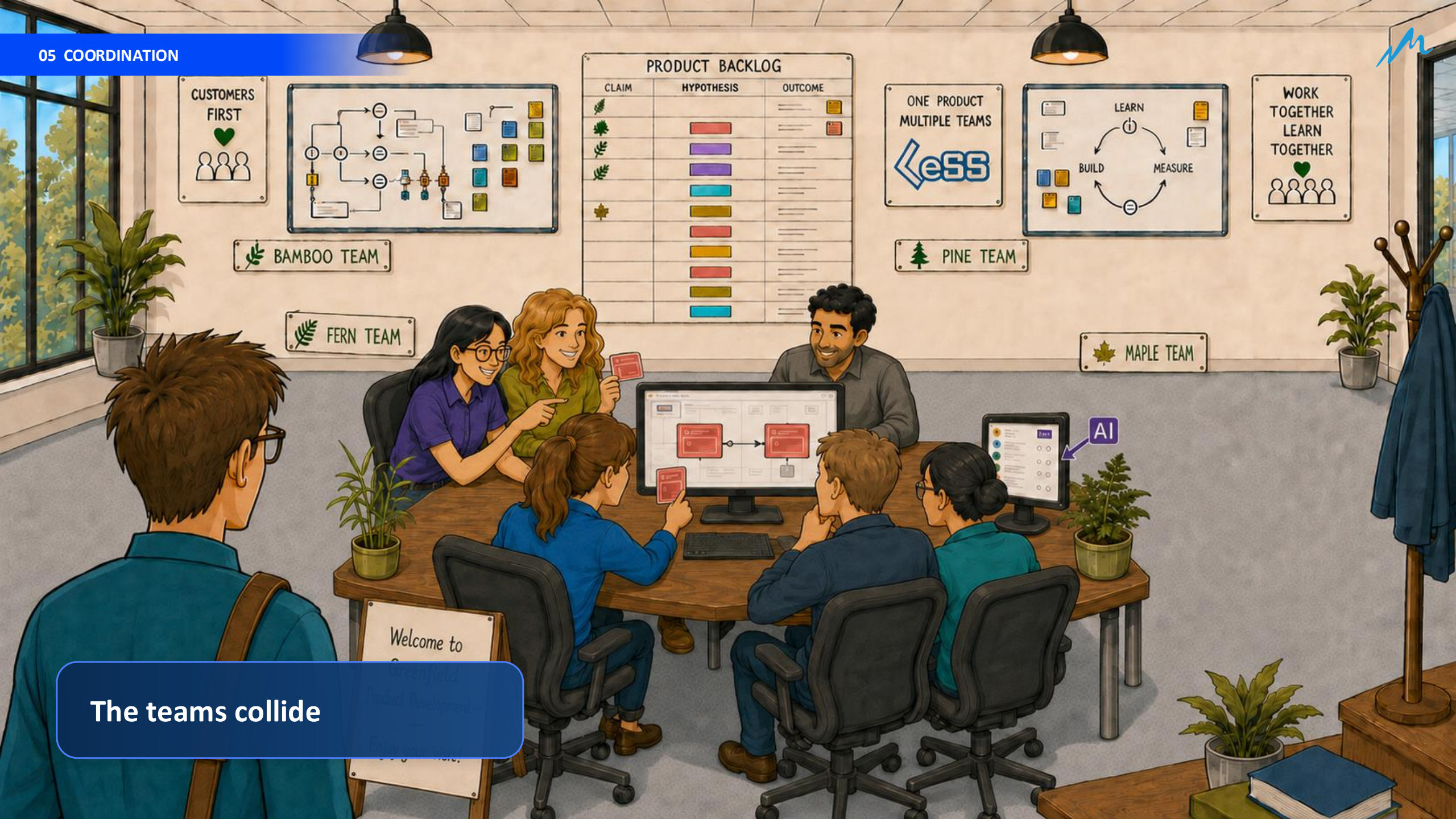
AI-assisted feedback



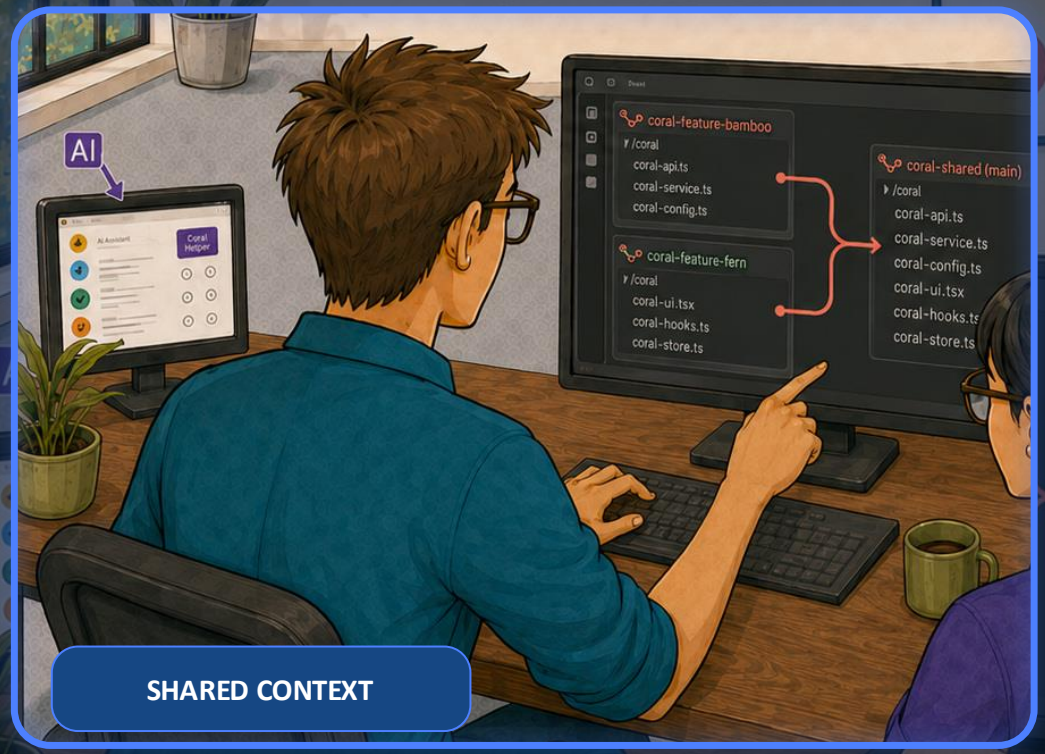
Knowledge boundaries are not work boundaries



Four teams. One product. Shared dependencies.



The teams collide



SHARED CONTEXT



INTEGRATED BEHAVIOR

Coordination happens in the work



The structure dissolves when the need ends



NO TASK ASSIGNMENT

NO TECH APPROVAL

NO MANAGER-LED COORDINATION

Where are the managers?



They changed what they work on


SHARED CODE
CUSTOMER ACCESS
TOOLS & ENVIRONMENTS
Managers remove constraints around the teams
DECISION FREEDOM
SKILLS & LEARNING

Leaving Greenfield



SMALL TEAMS



PLANNING



LEARNING



OWNERSHIP



COORDINATION



MANAGEMENT

Established practice — and deliberate hypotheses

LeSS RULES THAT STAY

One Product
One Product Backlog
Feature Teams
Shared cadence

DELIBERATE HYPOTHESES

Three-person feature teams
Lighter Sprint Planning
Shorter Sprints

Few LeSS rules change

The organization removed constraints.

AI amplified what became possible.



YOUR TURN

If you visited a company that fully embraced LeSS in the age of AI, what would surprise you?



Feel free to connect



https://www.linkedin.com/in/robriese/

Robert Briese
Lean Sherpas