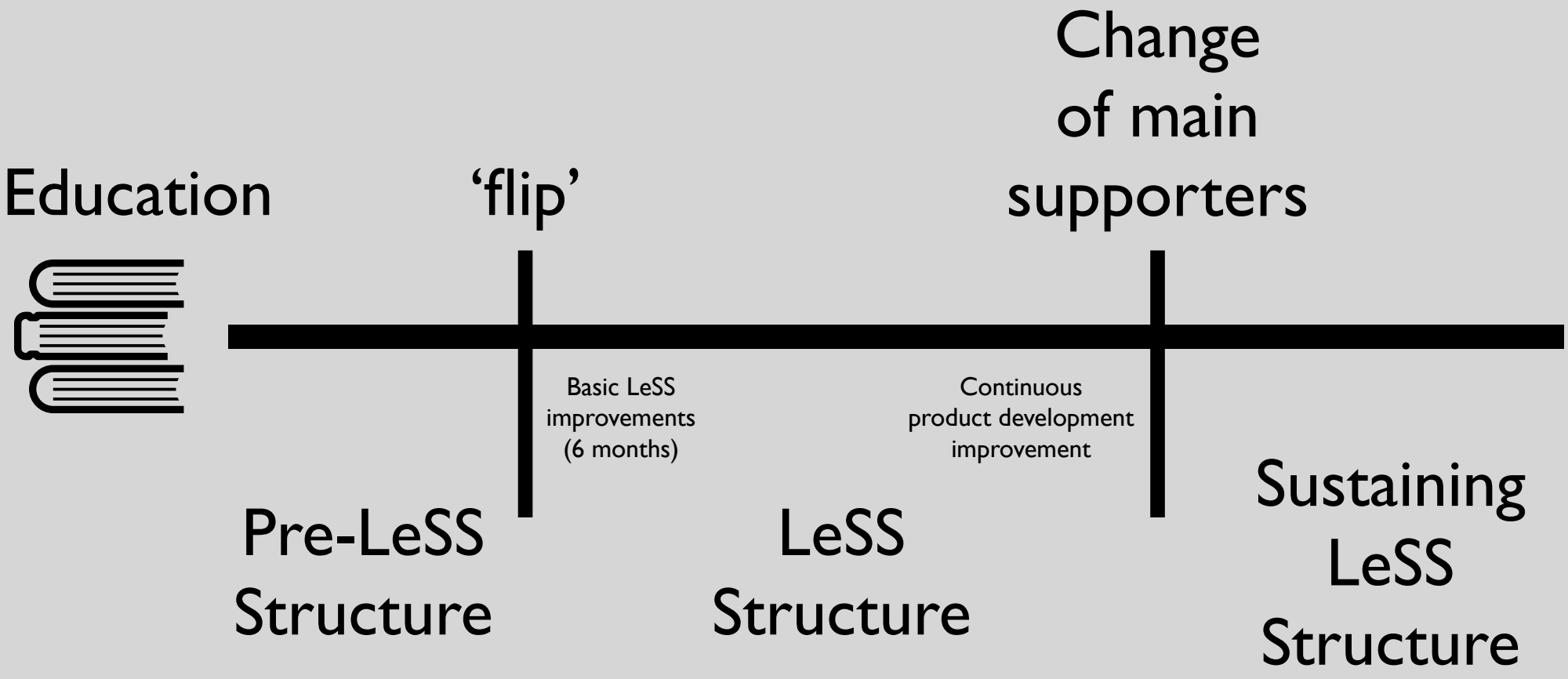
Less

26 August 2024 - Amsterdam

How to do a LeSS adoption?

Phases of LeSS Adoption



Rule: "For the product group, establish the complete LeSS structure "at the start"; this is vital for a LeSS adoption."

LeSS Rules (March 2024)

(what changed since previous version)
The LeSS Rules are the definition of the LeSS Framework. They are things we consider a must. Why? This is explained in the Why LeSS? section.

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 teams are customer-focused feature teams.
- Scrum Masters are responsible for a well-working LeSS adoption. Their focus is towards the Teams, Product Owner, organization, and development practices. A Scrum Master does not focus on just one team but on the overall organizational system.
- A Scrum Master is a dedicated full-time role.
- One Scrum Master can serve 1-3 teams.
- In LeSS, managers are optional, but if managers do exist their role is likely to change. Their focus shifts from managing the day-to-day product work to improving the value-delivering capability of the product development system.

https://less.works/less/rules

First, educate

Pre-LeSS Structure

Decisions to make

What is the product definition?

Rule: The definition of product should be as broad and end-user/ customer centric as is practical. Over time, the definition of product might expand. Broader definitions are preferred.

Who is the Product Owner?

Rule: There is one Product Owner and one Product Backlog for the complete shippable product.

What to do with the team Product Owners?

How will the new organizational structure look like?

Rule: Structure the organization using real teams as the basic organizational building block.
Rule: The teams are customer-focused feature teams.
Rule: One Definition of Done for the whole product, common for all teams.

Determine location and vendor strategy

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Rule: The teams are customer-focused feature teams.

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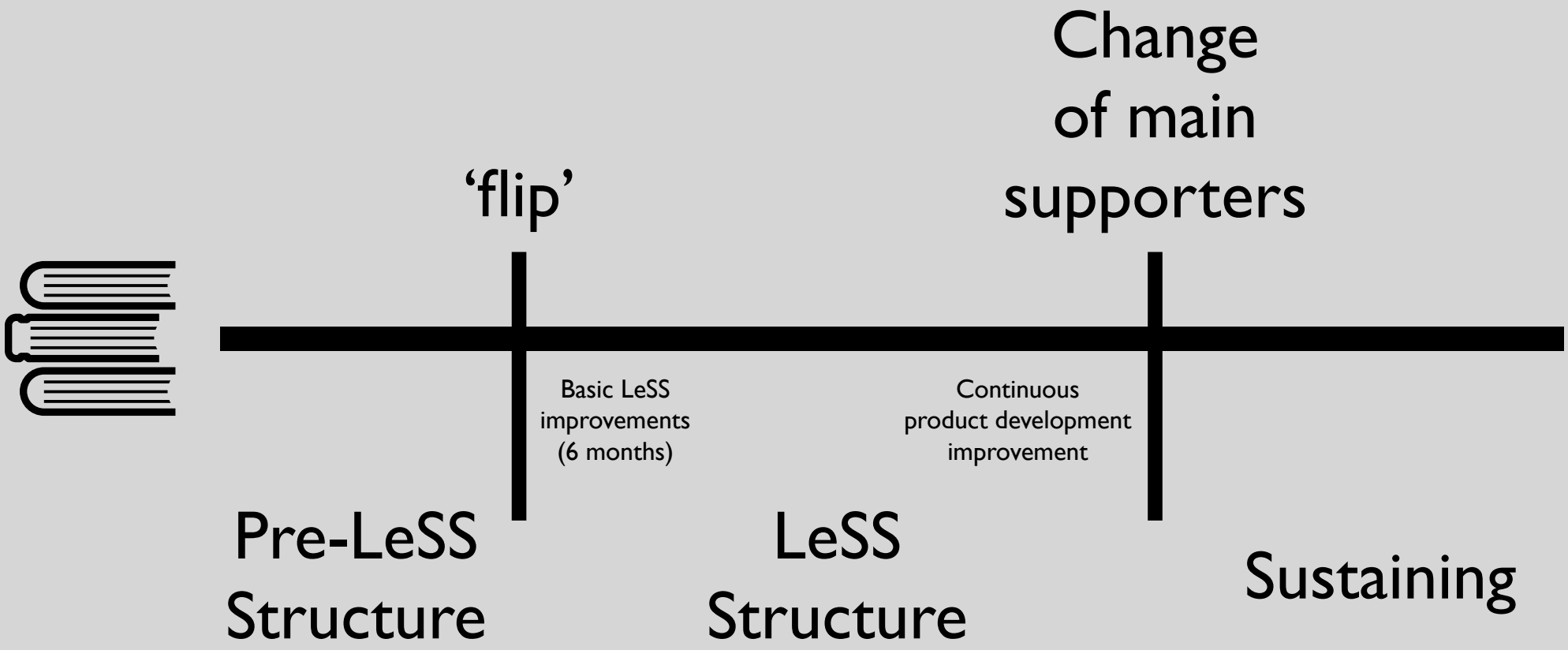

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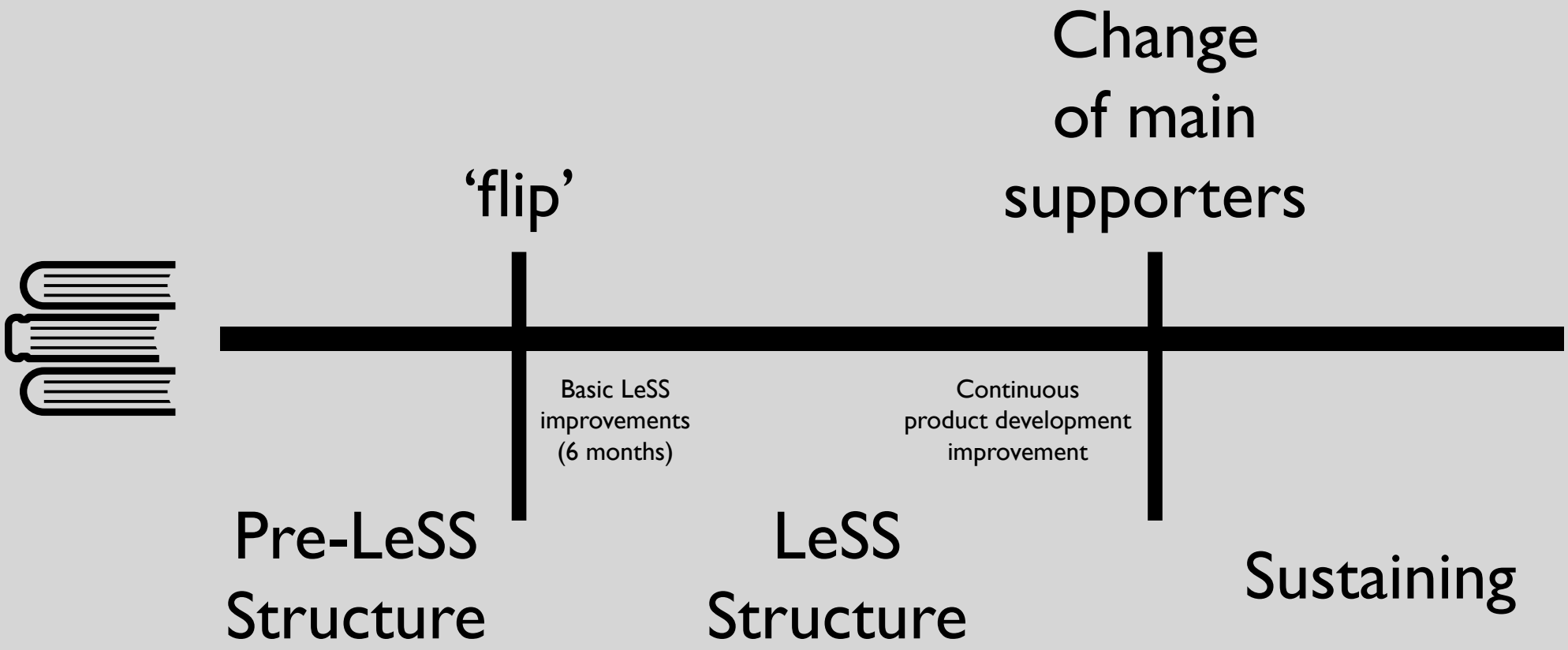
‘flip’

Activities

One-week flip

- Education
- Product visioning
- Creating initial Product Backlog
- Restructuring the teams (self-designing team workshop)
- Initial working agreements
- Initial Product Backlog Refinement
- Sprint Planning

Phases of LeSS Adoption



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LeSS Structure Improvement focus

Basic LeSS improvements

- Product Backlog Refinement
- Sprint Planning One
- Co-location and good office use
- Emerging engineering standards and dealing with team conflicts
- Overall Retrospective

Continuous product development improvement

- Delayed role removal
- Extending Definition of Done
- Parallelising work
- Ownership and continuous improvement driven by teams
- Improvement in automation and standardisation
- Improvement in continuous integration and delivery
- Improvement in customer-centricity
- Broaden product definition

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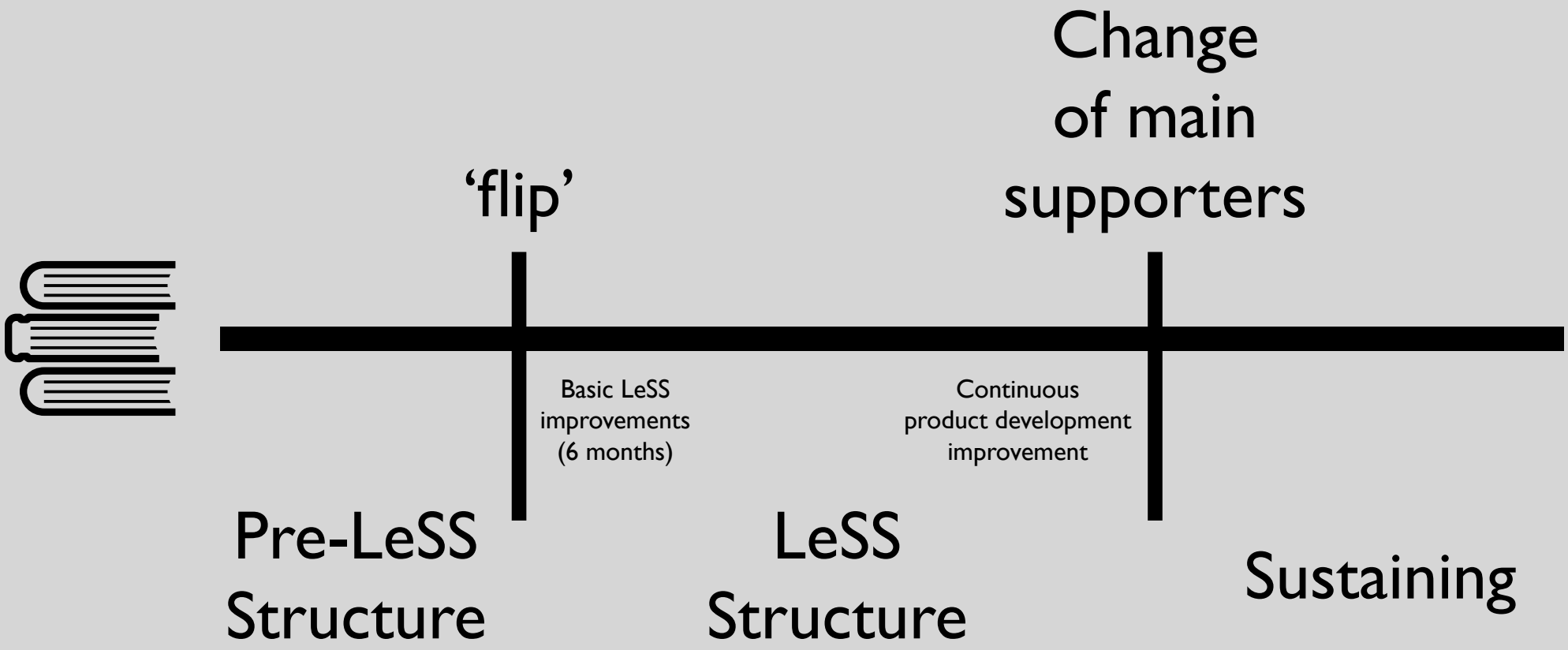

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Large-Scale Scrum Conference

ELEVATE YOUR LeSS EXPERTISE

Madrid | 26-27 September 2024

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