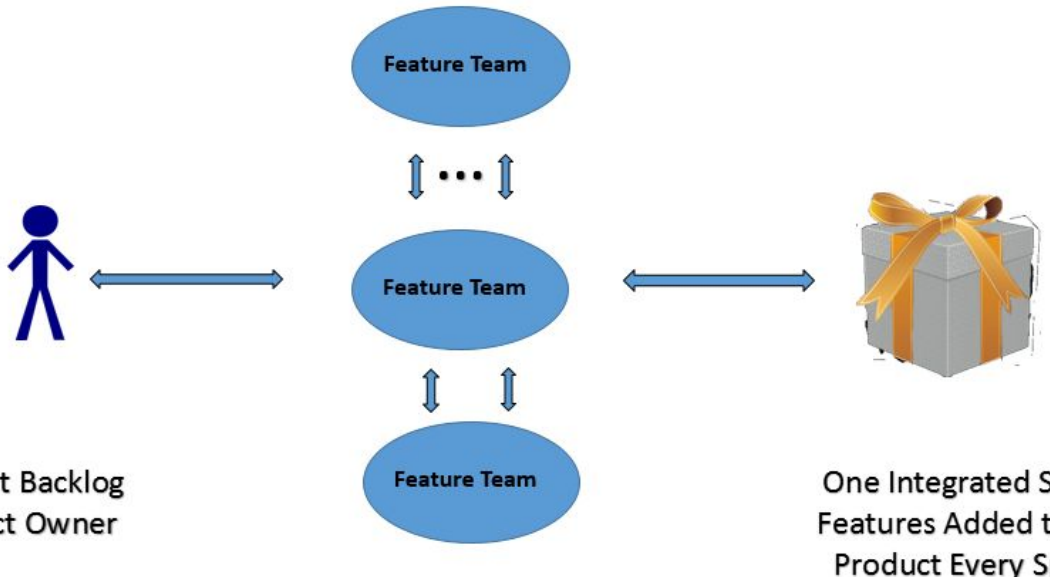


The following slides illustrate the 10 LeSS “principles” shown in the above standard LeSS graphic

LeSS is Scrum

Item	Done
1	
2	
3	
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13	
14	
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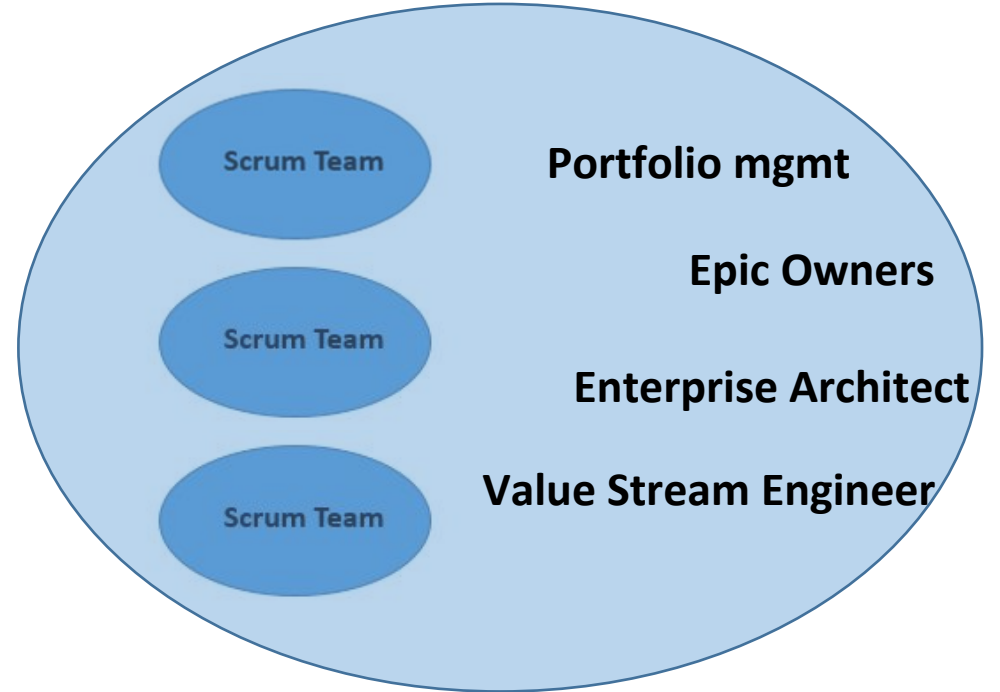
One Product Backlog
One Product Owner

Multiple Interacting Feature Teams

One Integrated Set of
Features Added to the
Product Every Sprint

LeSS is Multiple Team Scrum

NOT



Multiple Scrum Teams plus stuff



Transparency



Microsoft Project

With traditional project management
It is almost impossible to see the real status



Sprint Review

With LeSS It is almost impossible to hide the
real status. The team either has created a
shippable, done increment or not



More with LeSS



Policies, procedures, rules
paperwork, managers

More bureaucracy slows value production



Lean LeSS Machine

LeSS bureaucracy speeds value production

Whole Product Focus



Traditional development creates pieces that often aren't integrated until the end of development

Today I designed a set of tables in third normal form



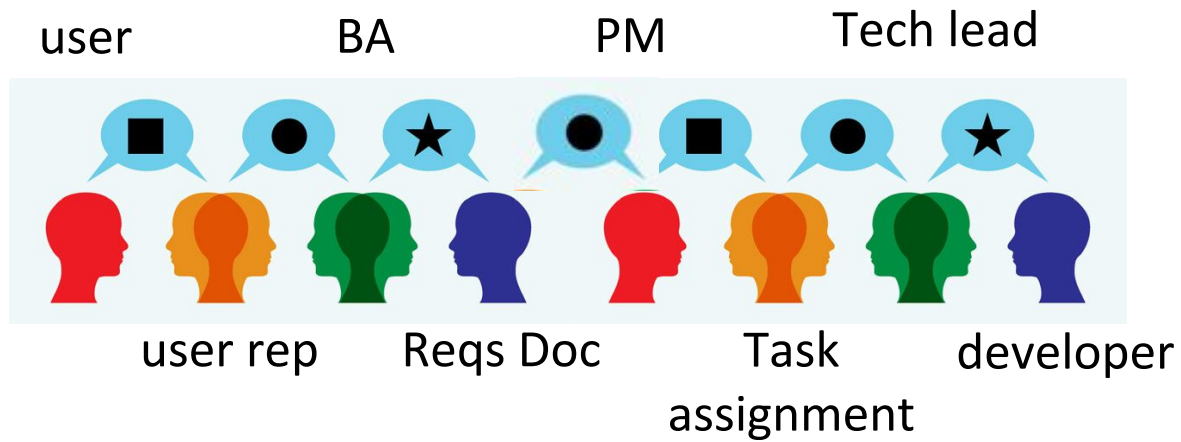
Every Sprint, every LeSS team integrates their customer centric features into the whole product

Today our teams added four financial reports to the accounting system



Customer Centric

Did you ever play Chinese whisper?

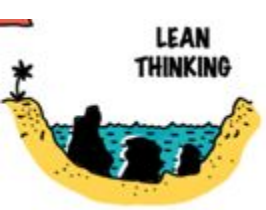


Traditional developers are often so far removed from real users that understanding requirements is like playing Chinese whisper



LeSS teams meet directly with users to

- learn their real needs
- reduce handoff and information scatter wastes
- increase empathy and intrinsic motivation



Lean Thinking



Traditional Corporate thinking

**Control, monitor, inspect,
dictate, report**



Lean Thinking

**Respect the team and trust them to
find ways to continuously improve**



Systems Thinking



Purchasing Department

Traditional Local Optimization

Manager is rewarded for saving \$200 on a \$1000 memory purchase



Blocked Team

Systems Thinking

Realize that the local optimization within purchasing has the systems effect of causing the team to operating at 20% efficiency for 8 weeks while waiting for purchasing



Empirical Process Control



Traditional Corporate Thinking

The focus is on adherence to plan, and
plan versus actuals



In LeSS we inspect and adapt

At the end of every sprint, In light of the business objectives and product vision, and given the current:

state of the product, team velocity, business climate, available funding, current product backlog, etc.

the Scrum team and all the stakeholders, led by the PO, reevaluate everything based on changes or new knowledge since the last sprint review.



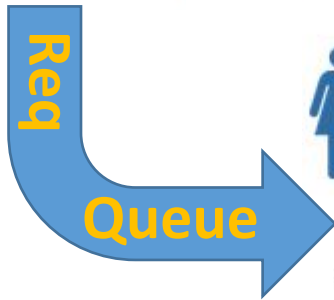
Queuing Theory



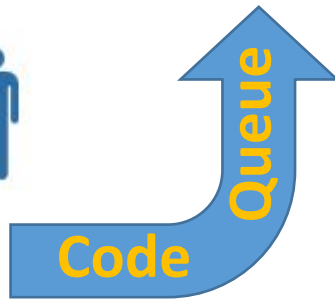
System analysts



Testers



Developers



Traditional sequential, silo development explicitly creates queues with big uneven batches



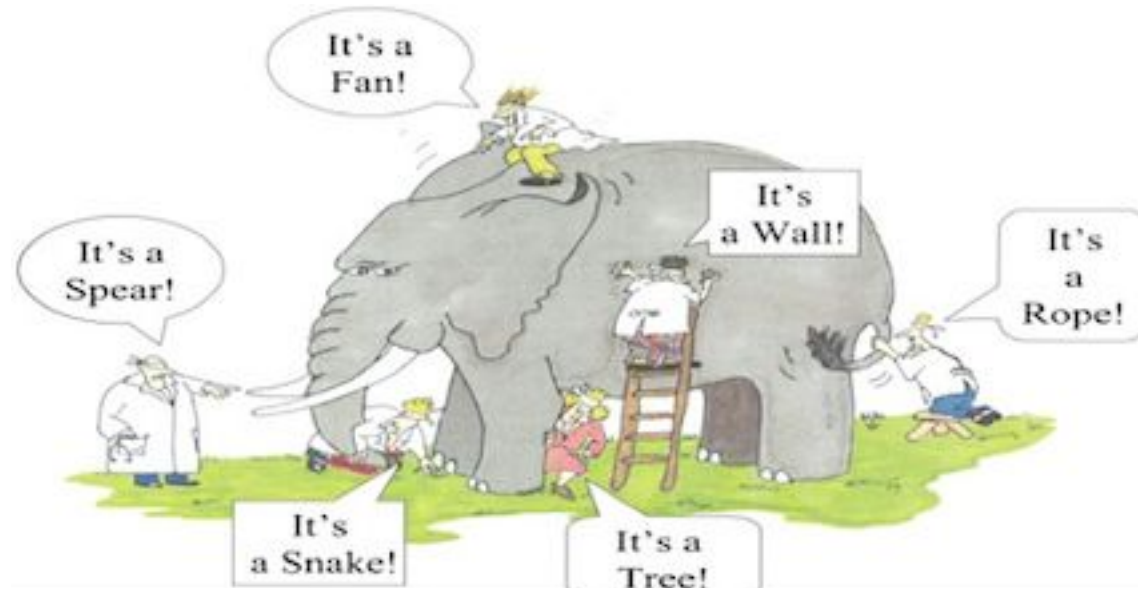
Cross functional feature teams working in short sprints on small PBIs

LeSS is designed to eliminate queues

Now Some Other Stuff about LeSS

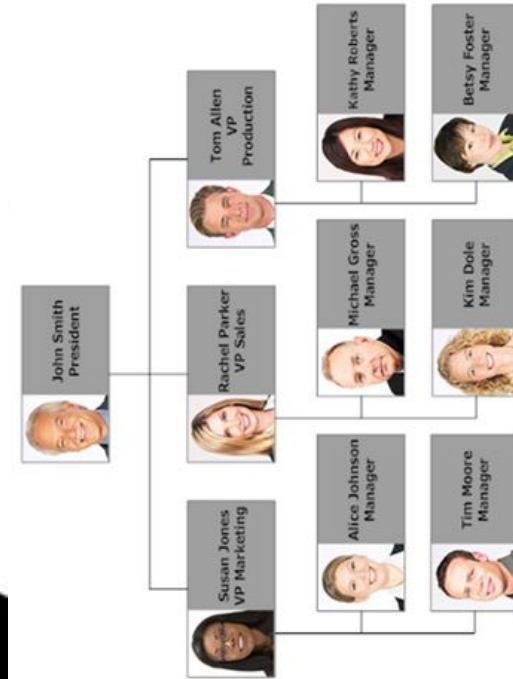


LeSS is like an Elephant



What you see depends on your point of view

From the Org Chart's point of view



LeSS is like a bulldozer
It flattens it

From the Development Framework Point of View



LeSS is like the Sweet Spot
In a tennis racket

From the Organizational Design Point of View



Tester



Programmer



BA

...



UX

+



Organizational re-design



LeSS team
Blended but lumpy

LeSS is like a blizzard maker

(not a milkshake blender)

From a LeSS Consultant's Point of View

You can count on Grandma's stew to always taste good because it always has the same stock base, the same secret spices, and some always present core vegetables, but the stew is always a little different depending on what happens to be in grandma's refrigerator



You can count on a LeSS implementation to provide the right core organizational design because it always follows the same core LeSS rules, but every LeSS implementation will be a little different depending on the organizational context

LeSS is like Grandma's Special Stew

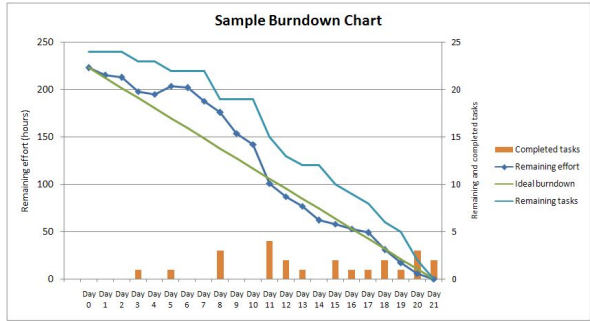
From the Team's Point of View



LeSS sets them free

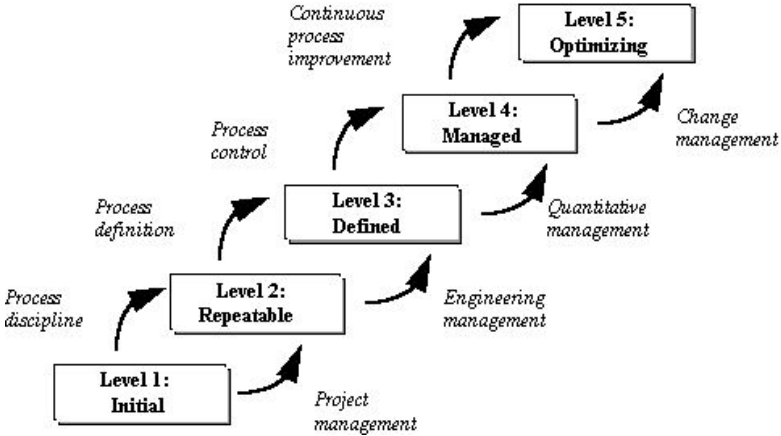
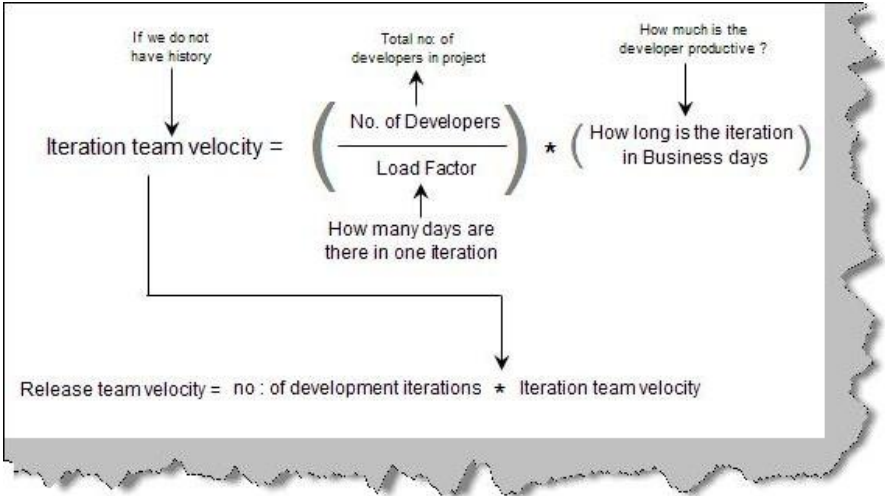
From the PMO's Point of View

LeSS is a new way to control teams¹



992 pages of process to enforce

Artifacts to require



Metrics to collect and analyze

A new way to measure the maturity of each team

¹ Which is why we eliminate the PMO



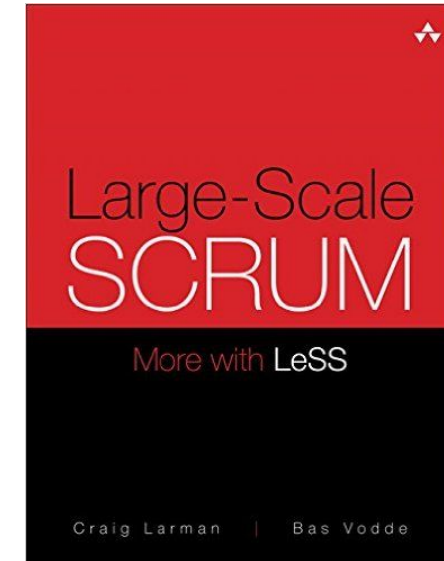
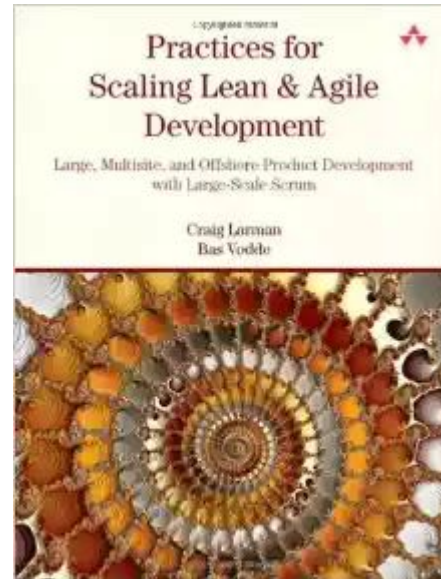
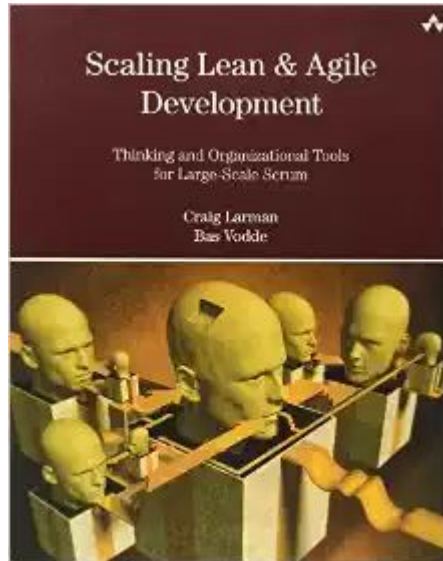
From the LeSS Adopter's Point of View



LeSS is a Foundation on which we build just what we need, not a rambling structure with rooms we don't want or need and can't afford to maintain



From Bas and Craig's Point of View



LeSS is a lot of blood sweat and tears
I thank them for their efforts