



Intro to LeSS

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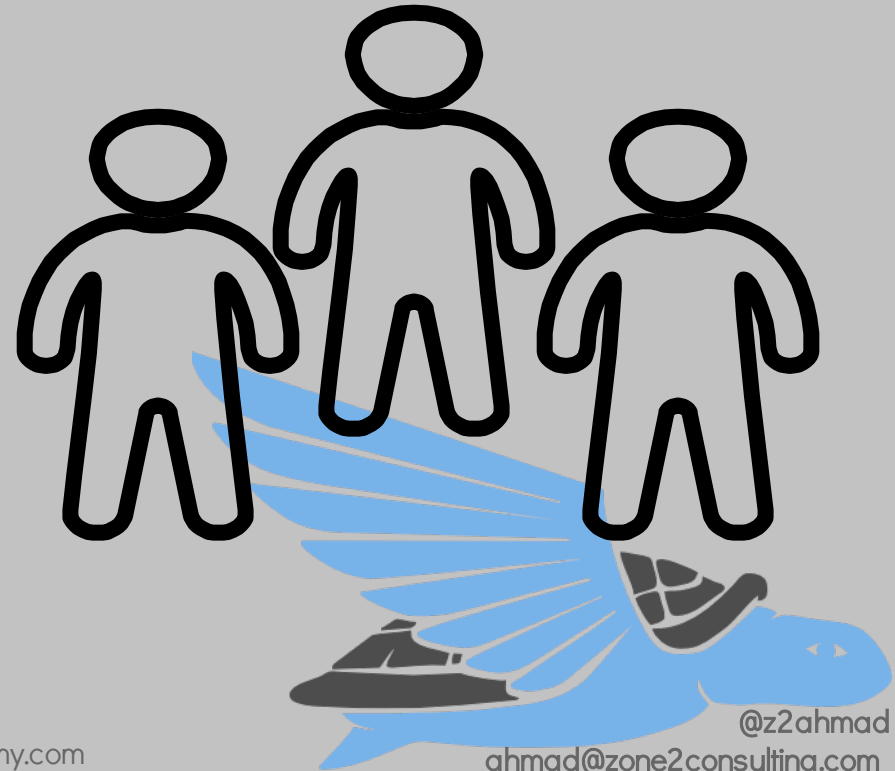
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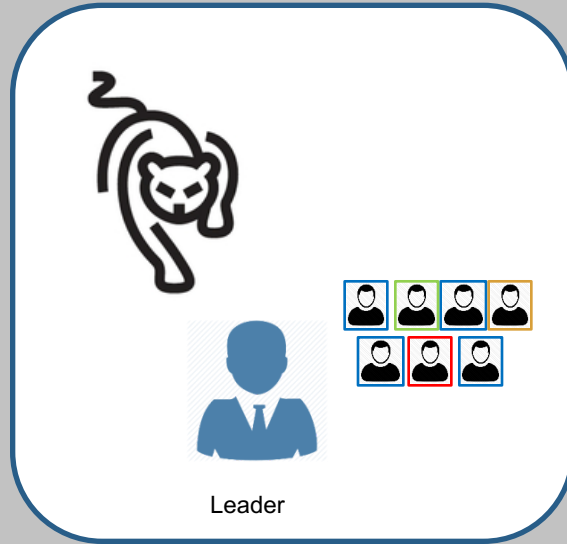
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The one thing...

- Look back at your career, visualize a successful project.
- Write down what was the single biggest factor in the success of that project.





In the Beginning...

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LeSS

@less_works



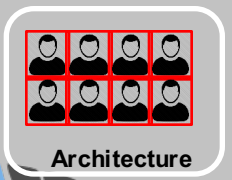
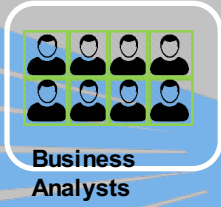
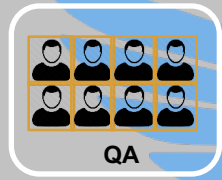
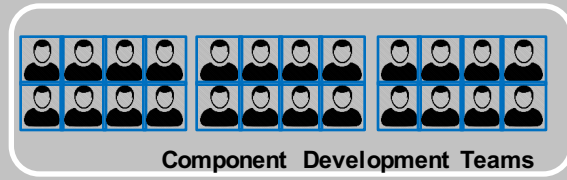
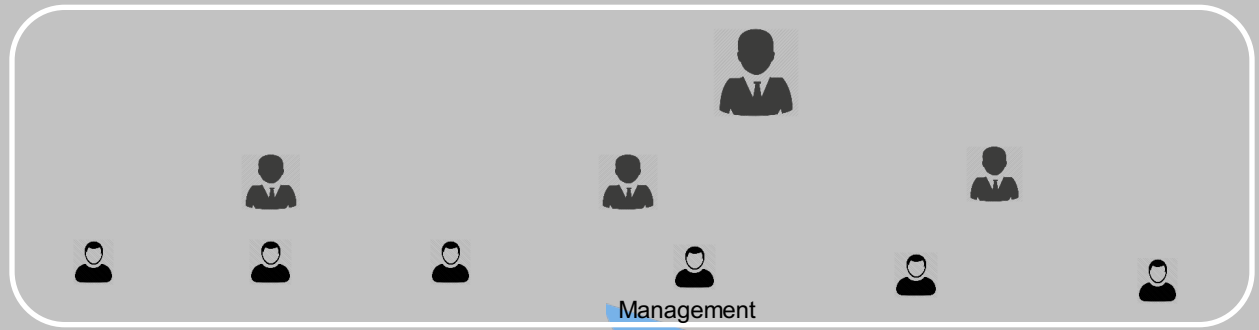
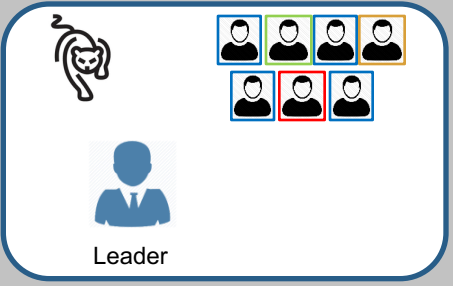
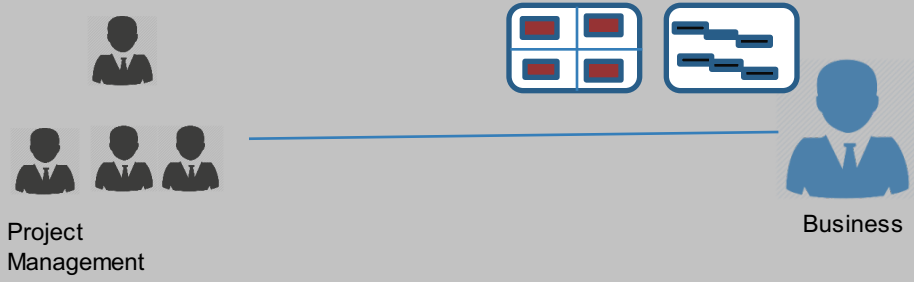


Purpose

Autonomy

Mastery

What it was like...



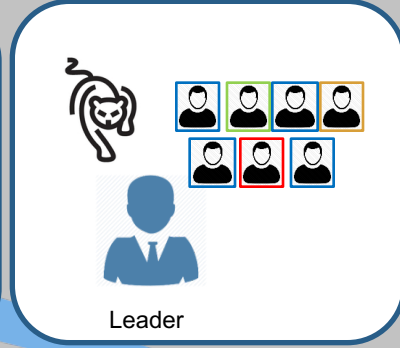
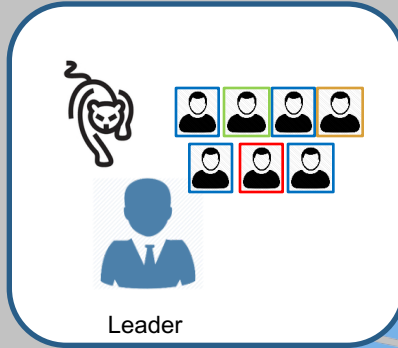
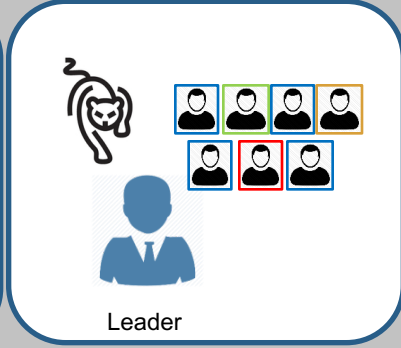
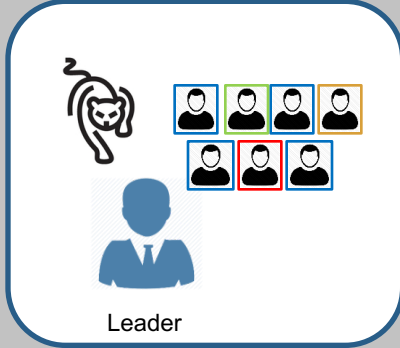
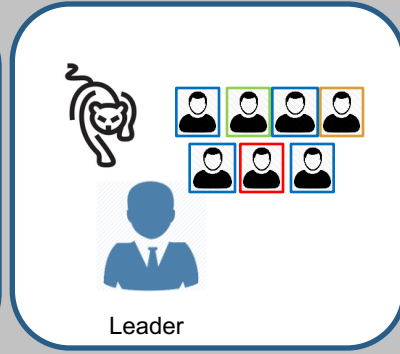
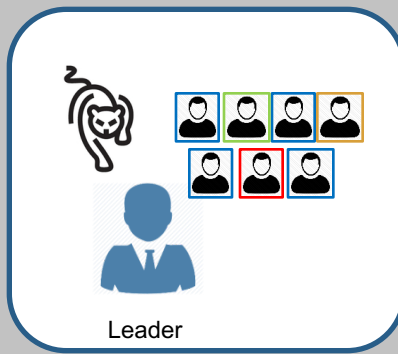
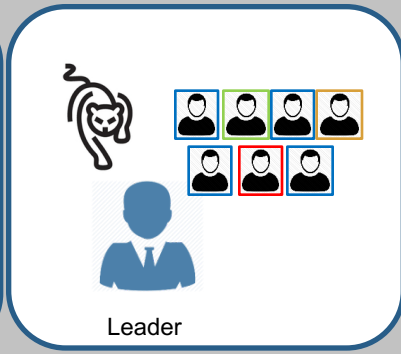
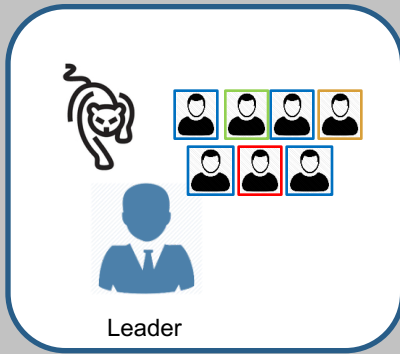
How we got here....

BB

Across all sized projects, agile projects are 350% more likely to be successful. This difference is minimal when running small projects - 32%. But at the huge project end of the spectrum, agile projects are 600% more likely to be successful.

-2015 Chaos Report





What are we trying to do?



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If you had it to do all over again, what would you do differently? “find the ten best people and write the entire thing themselves.”

-Sage Program Director



1

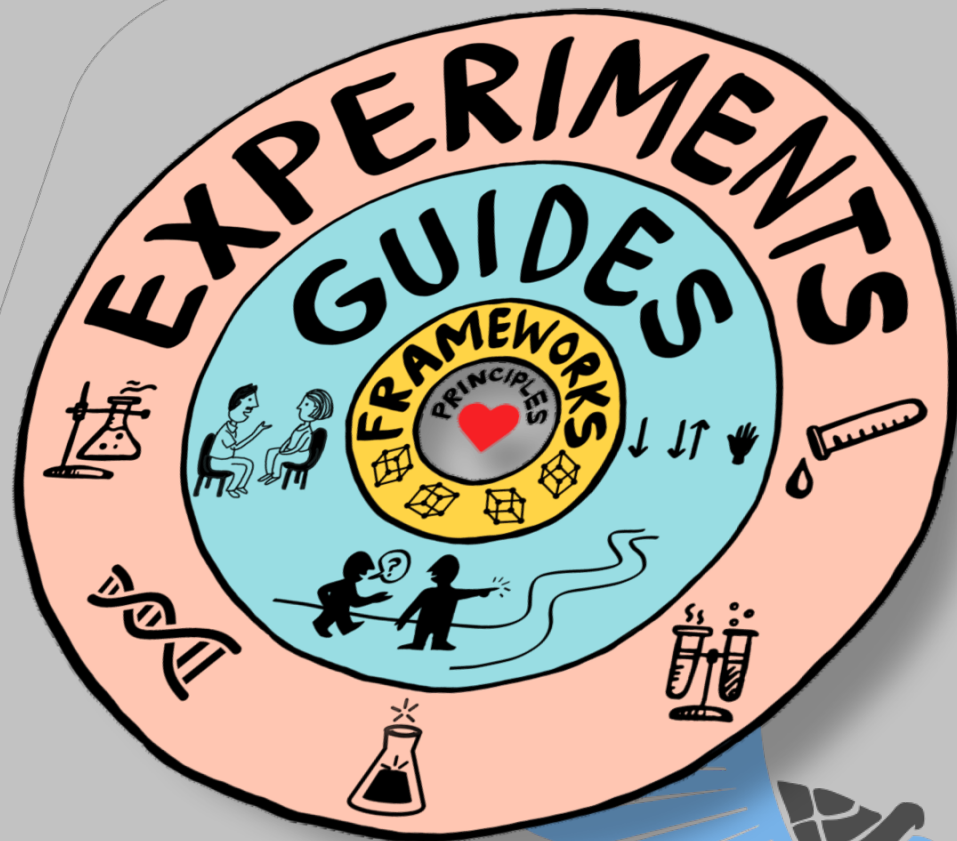
What is LeSS

Demystifying LeSS





A Picture of LeSS





LeSS hits the sweet spot between abstract principles and concrete practices.

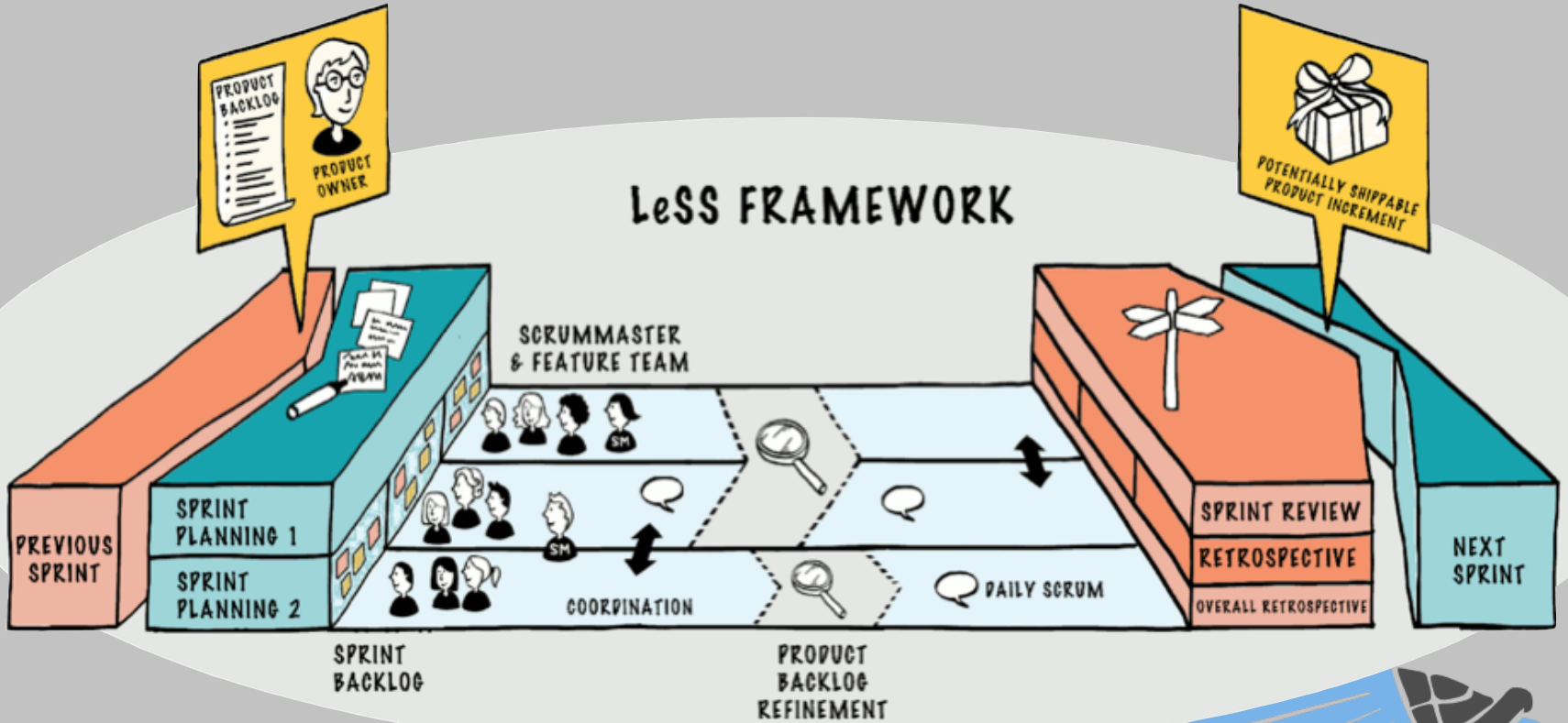
LeSS needs to be simple

LeSS is Scrum Scaled

Scaled up instead of tailored
down



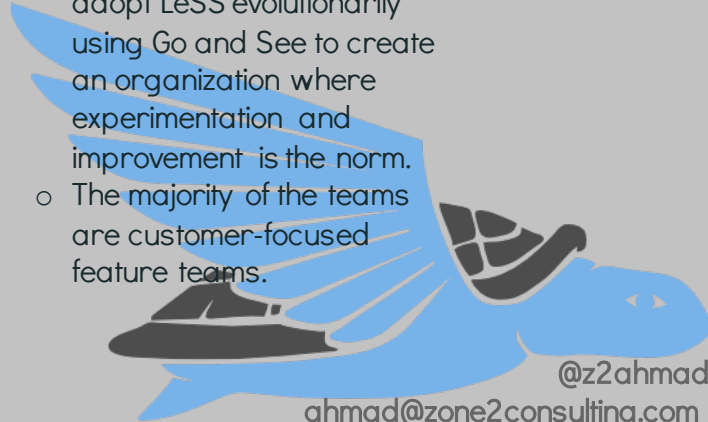
LeSS FRAMEWORK





LeSS Structure

- Each team is (1) self-managing, (2) cross-functional, (3) co-located, and (4) long-lived.
- A ScrumMaster is a dedicated full-time role.
- One ScrumMaster can serve 1-3 teams.
- Managers work to improving the value-delivering capability of the product development system.
- For the product group, establish the complete LeSS structure “at the start”; this is vital for a LeSS adoption.
- Teams are the building blocks of the organization
- ScrumMasters are responsible for a well-working LeSS adoption
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- For the larger organization beyond the product group, adopt LeSS evolutionarily using Go and See to create an organization where experimentation and improvement is the norm.
- The majority of the teams are customer-focused feature teams.



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LeSS

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LeSS Product

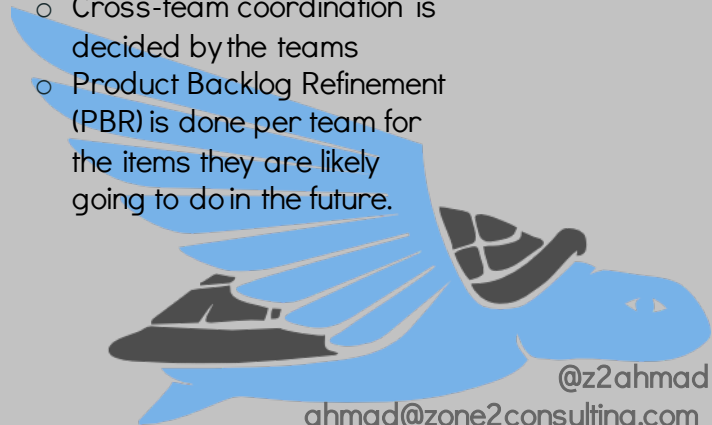
- There is one Product Owner and one Product Backlog for the complete shippable product
- All prioritization goes through the Product Owner,
- One shared Definition of Done for the whole product
- Each team can have their own expanded Definition of Done.
- The definition of product should be as broad and end-user/customer centric as is practical.
- The perfection goal is to improve the Definition of Done so that it results in a shippable product each Sprint (or even more frequently).
- The Product Owner shouldn't work alone on Product Backlog refinement;



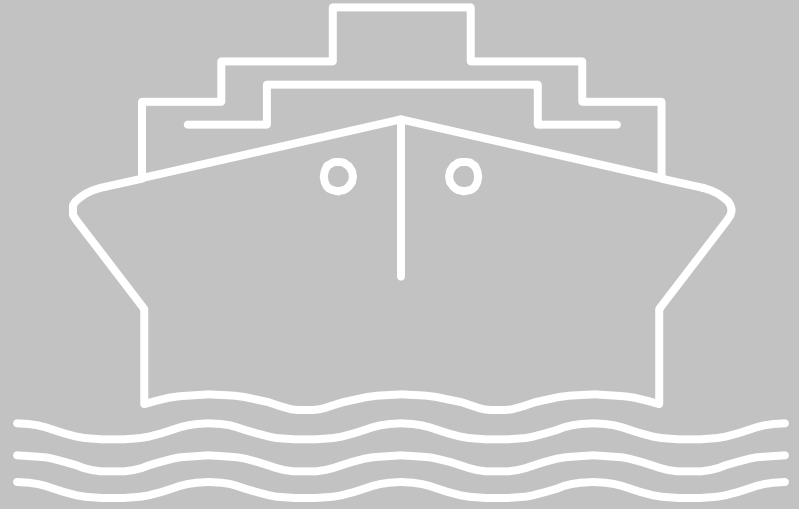


LeSS Sprint

- There is one product-level Sprint
- Sprint Planning consists of two parts
- Sprint Planning Part One is attended by the Product Owner and Teams or Team representatives.
- Each Team has their own Sprint Backlog.
- Sprint Planning Part Two is for Teams to decide how they will do the selected items.
- Each Team has their own Daily Scrum
- There is one product Sprint Review; it is common for all teams
- An Overall Retrospective is held after the Team Retrospectives to discuss cross-team and system-wide issues, and create improvement experiments.
- Each Team has their own Sprint Retrospective.
- Cross-team coordination is decided by the teams
- Product Backlog Refinement (PBR) is done per team for the items they are likely going to do in the future.



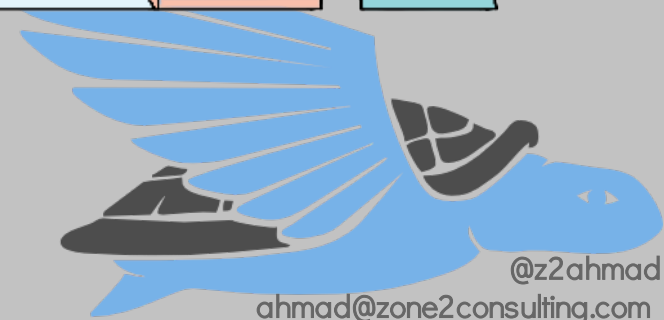
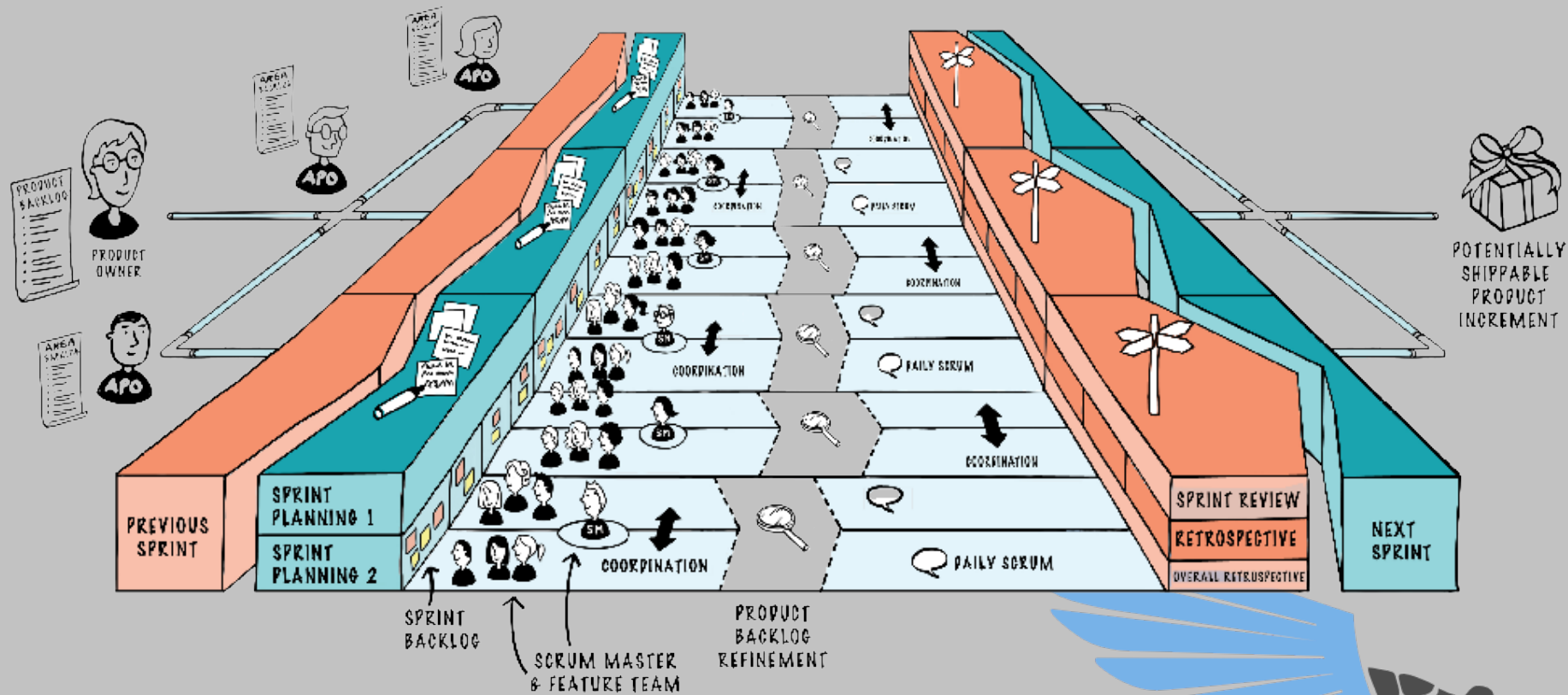
LeSS



HUGE

>8 Teams







LeSS (h) Structure

- Each Team specializes in one Requirement Area.
- Each Requirement Area has one Area Product Owner.
- Each Requirement Area has between “4-8” teams.
- Customer requirements that are strongly related from a customer perspective are grouped in Requirement Areas.
- LeSS Huge adoptions, including the structural changes, are done with an evolutionary incremental approach.
- Remember each day: LeSS Huge adoptions take months or years, infinite patience, and sense of humor.





LeSS (h) Product

- Each Requirement Area has one Area Product Owner.
- One (overall) Product Owner is responsible for product-wide prioritization
- Area Product Owners act as Product Owners towards their teams.
- There is one Product Backlog; every item in it belongs to exactly one Requirement Area.
- There is one Area Product Backlog per Requirement Area.





LeSS (h) Sprint

- **There is one product-level Sprint**
- All Sprint LeSS rules apply for each Requirement Area.
- The Product Owner and Area Product Owners synchronize frequently.
- A Sprint Review is held per Requirement Area.
- An Overall Retrospective is held per Requirement Area.



LeSS

Principles

LeSS

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The LeSS rules define the LeSS Framework. But the rules are minimalistic and do not give answers as to how best to apply LeSS in your specific context. The LeSS principles provide the basis for making those decisions.



QUEUEING THEORY

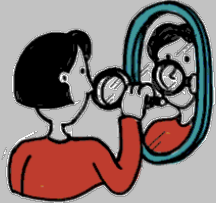


LARGE-SCALE
SCRUM IS SCRUM

TRANSPARENCY



MORE
WITH LESS



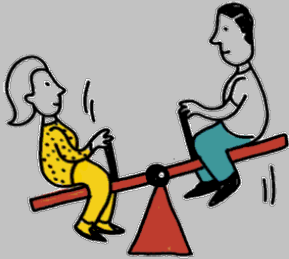
EMPIRICAL
PROCESS CONTROL



WHOLE
PRODUCT
FOCUS



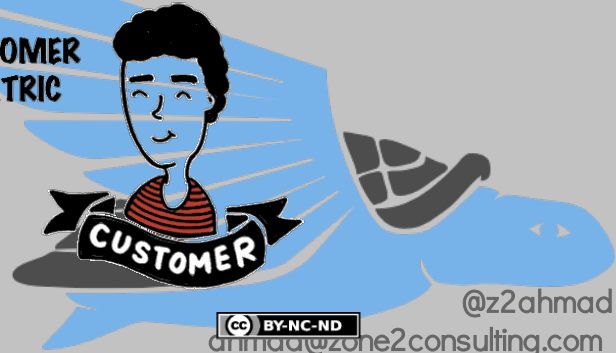
SYSTEMS
THINKING



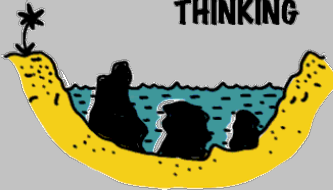
CONTINUOUS IMPROVEMENT
TOWARDS PERFECTION

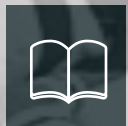


CUSTOMER
CENTRIC



LEAN
THINKING





LARGE SCALE SCRUM *IS* SCRUM



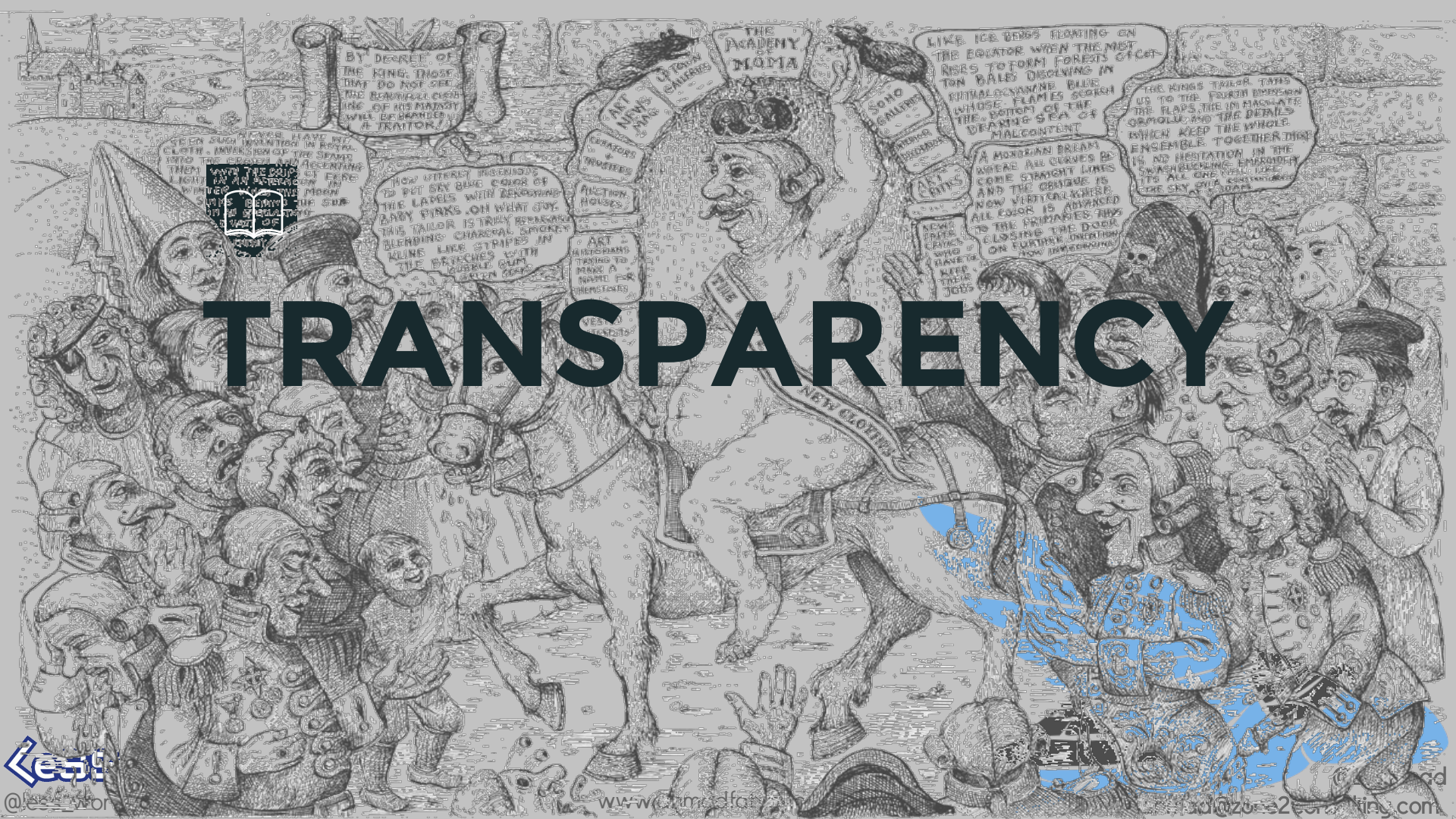


**How is it
different then?**





MORE WITH LeSS



BY DECREE OF THE KING, THOSE THAT DO NOT SEE THE BENEFIT OF HIS LINE OF HIS MAJESTY WILL BE BRANDED AS TRAITOR.

THE DENY NOMIA

LIKE ICE BERGS FLOATING ON THE EQUATOR WHEN THE MIST RISES TO FORM FORESTS OF TON BALS ORIGINATING IN RUTHLESSLY BURNING WHOSE FLAMES SEARCH THE BOTTOM OF THE DEANHO'S SEA OF MALCONTENT

THE KING'S TAILOR TAKES US TO THE FOURTH EMBROIDER THE FLAIRS THE IN FASCINATE GRAPPLING AND THE DETAILS WHICH KEEP THE WHOLE ENSEMBLE TOGETHER THERE IS NO HESITATION IN THE SWASTICKING EMBROIDERY TO ALL ONE SHALL SEE THE SRY AT

HOW INTERESTING IS TO PUT SRY BLUE COLOR OF THE LABELS WITH DENYING THE PINKS ON WHAT JOY ANY TAILOR IS TRULY RECKONING BLENDING CHARCOAL SPOKES IN TAILORING STRIPES IN TAILORING WITH THE GREEN

ART INTERESTING TO MAKE A TAILORING STRIPES

A HONORARY BREAK WEARE ALL CURVES BECOME STRAIGHT LINES AND THE CRABGRO IS NOW VERTICAL WHERE ALL COLOR IS AWAYED TO THE PRIMAVERA THIS CLOSING THE DOOR ON FURTHER OVERVIEW NOW DENYING

TRANSPARENCY





WHOLE PRODUCT FOCUS



ZSS WORKS

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Quality ←

Customer ←

Efficiency

CUSTOMER CENTRIC

Service

Reliability





**CONTINUOUS
IMPROVEMENT
TOWARDS
PERFECTION**



EMPIRICAL PROCESS CONTROLL



QUEUING THEORY



LEAN THINKING





SYSTEMS THINKING





Product Owner

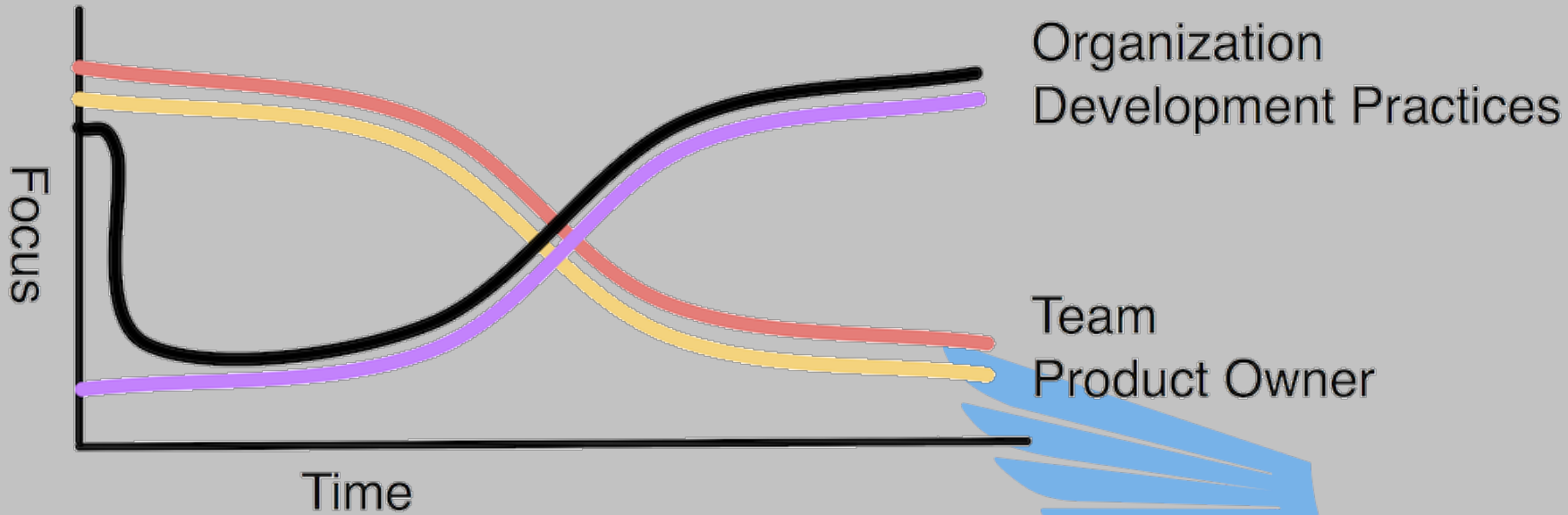


A black and white illustration of a historical scene. On the left, a man in a ruff collar and a feathered hat points towards a group of three women seated on a large, ornate chair. The women are dressed in elaborate, historical attire. The setting is a grand room with a checkered floor, a large rug, and a classical column in the background. The text 'SCRUM MASTER' is overlaid in large, bold, black letters across the center of the image.

SCRUM MASTER

~~ScrumMaster
represents
a team at
meetings (SoS, ...)~~





Time Focus over time



customer

real external paying
customers

or hands-on users





MANAGEMENT

BB

**“There is a no question that cost of production is lowered by separating the work of planning and the brain work as much as possible from manual labour”
- Fredrick Taylor**



"We will win and you will lose. You cannot do anything about it because your failure is an internal disease. Your companies are based on Taylor's principles. Worse, your heads are Taylorized, too. You firmly believe that sound management means executives on one side and workers on the other, on one side men who think and on the other side men who can only work. For you, management is the art of smoothly transferring the executives' ideas to the workers' hands."



Konosuke Matsushita (1)

“We have passed the Taylor stage. We are aware that business has become terribly complex. Survival is very uncertain. Therefore, a company must have the constant commitment of the minds of all of its employees to survive. For us, management is the entire workforce's intellectual commitment at the service of the company.

We know that the intelligence of a few technocrats—even very bright ones—has become totally inadequate to face these challenges. Only the intellects of all employees can permit a company to live with the ups and downs and the requirements of its new environment. Yes, we will win and you will lose. For you are not able to rid your minds of the obsolete Taylorisms that we never had.”

Konosuke Matsushita (2)

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Panasonic

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Theory X	Theory Y
Average humans dislike work and will try to avoid working.	People spend effort to work as natural as they do to play and rest.
Because of this, people will need to be coerced, controlled, directed and threatened so that the maximum amount of effort can be extracted out of them.	People will use self-direction and self-control for goals that he is committed to. Commitment comes most strongly from the intrinsic rewards related to the achievement itself. That is the challenge, the learning, and the sense of purpose.
People want to be directed as they have little ambition and avoid taking responsibility.	Provided the right environment, humans seek responsibility rather than avoiding it.

Theory X vs Theory Y

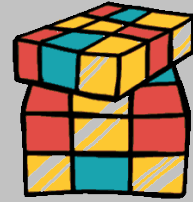




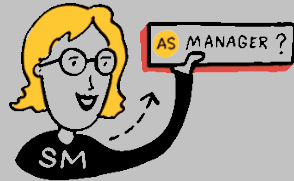
ROLE OF MANAGER



GO SEE



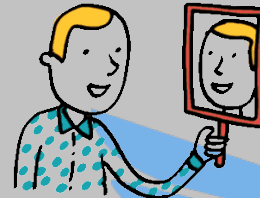
TEACHING PROBLEM SOLVING



MANAGER AS SCRUMMASTER?



MANAGEMENT



SELF-MANAGEMENT

IMPROVEMENT SERVICE



Management



manager-teacher



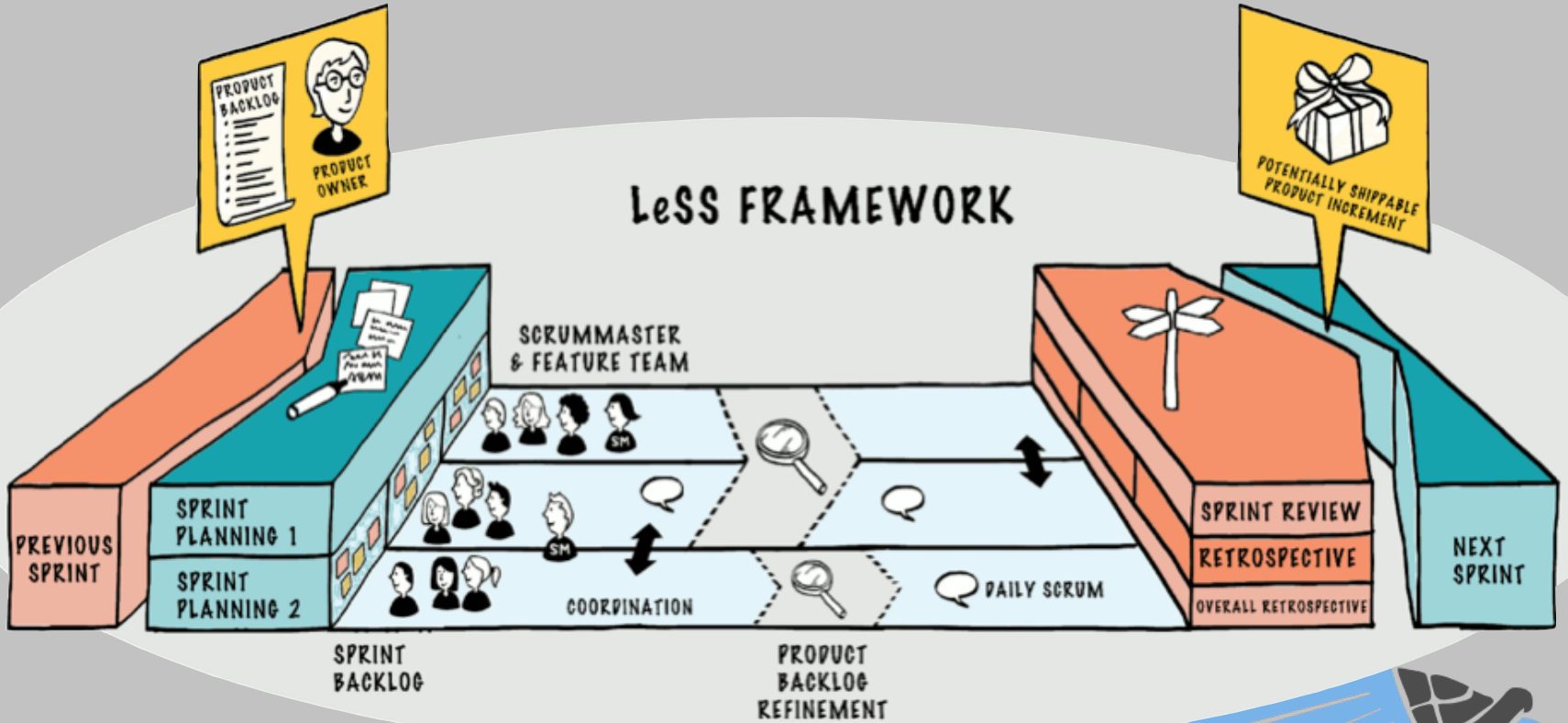
“my manager can do my
job better than me”
Toyota (Lean) saying

“One of the real problems
with American Business is
this notion that you can be
trained in management, in
some kind of generic form
of management, and that
then you can manage any
operation.

But that absolutely
doesn't work in a
technical situation.”

Robert Noyce -
Founder of Intel

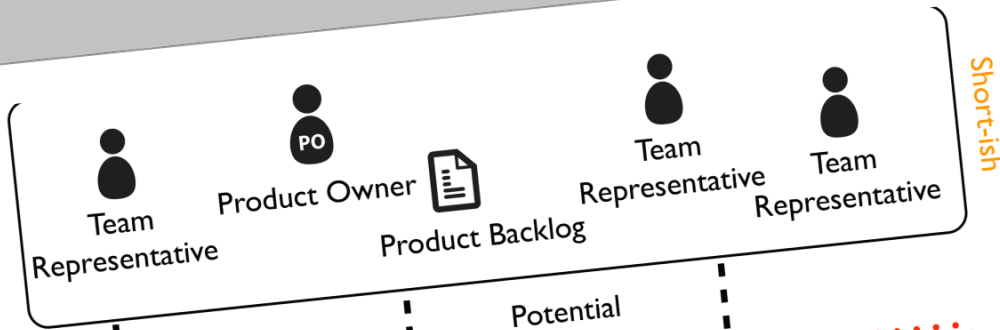
LeSS FRAMEWORK





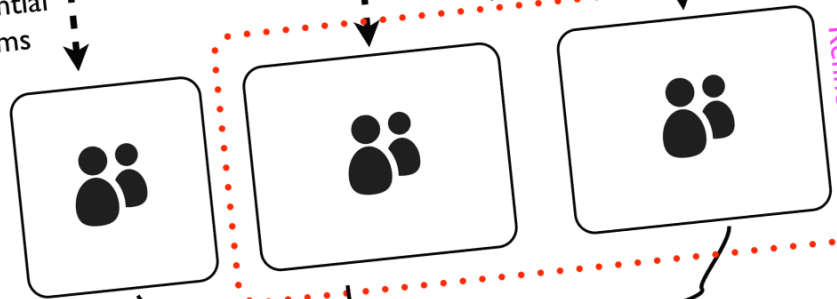
Initial Product Backlog refinement

Overall
Product
Backlog
Refinement



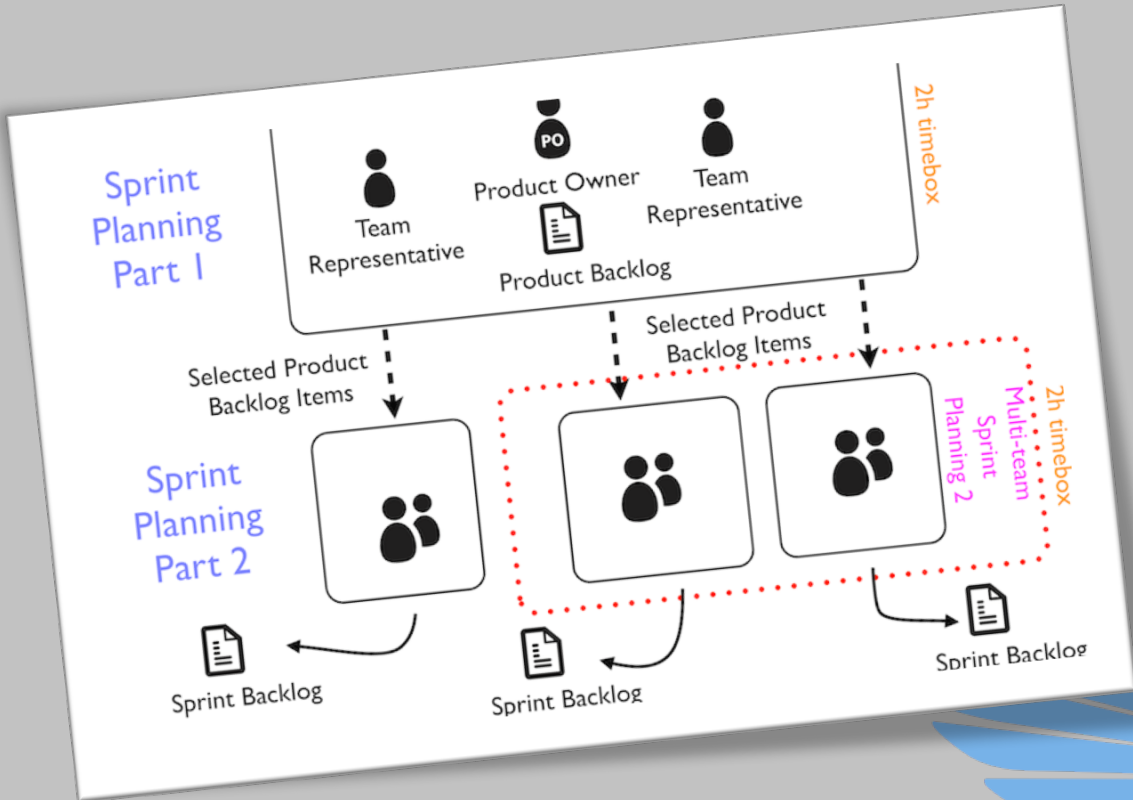
Short-ish

Product
Backlog
Refinement



5-10% Sprint
Multi-team
Backlog
Refinement

Product Backlog Refinement





Daily Scrum

1. Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and “specialist” positions & power structures.
2. As a corollary to (1), any change initiative will be reduced to overloading or redefining the new terminology to mean basically the same as status quo.
3. As a corollary to (1), any change initiative will be derided as “purist”, “theoretical”, and “needing pragmatic customization for local concerns” – which deflects from addressing weaknesses and manager/specialist status quo.
4. Culture follows structure (or culture follows system)

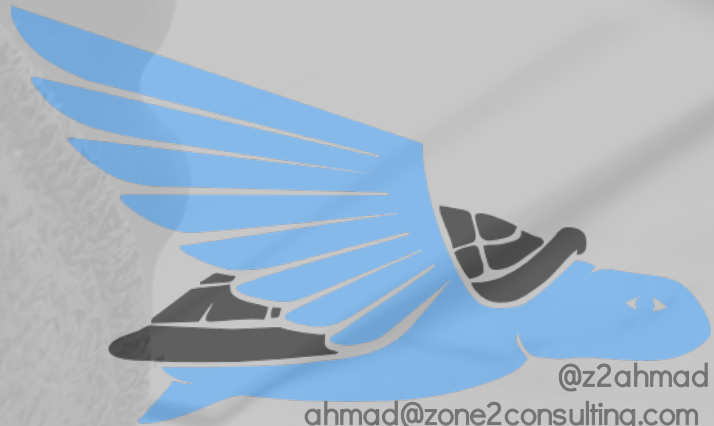


THANKS!

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