The LeSS Sprint

The LeSS Sprint is one product-level Sprint, not a different Sprint for each team. Each team starts and ends the Sprint at the same time. Each Sprint leads to one integrated Potentially Shippable Product Increment.

Overall Retrospective

An Overall Retrospective is held after the Team Retrospectives to discuss cross-team and system-wide issues, and create improvement experiments. This is attended by Product Owner, ScrumMasters, team representatives, and managers (if any).

Team Retrospective

At the end of the Sprint, all the teams have their individual Retrospectives.

Sprint Review

There is one product Sprint Review; it is common for all teams. Ensure that suitable stakeholders join to contribute the information needed for effective inspection and adaptation.

Product Backlog

Product Backlog items are not pre-assigned by items from a single Product Backlog. Multiple teams build a single product guided by items from a single Product Backlog. The Product Owner maximizes the return on investment (ROI) of the product by maintaining one Product Backlog. He acts as a connector, bringing teams and customers/usere together so the teams become more customer-focused. It is possible in LeSS to effectively scale the Product Owner role with just one person because most of the product backlog refinement is done by the teams together with the customers/users.

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

The Product Owner should work alone on Product Backlog refinement, he is supported by the multiple Teams working directly with customers/usere and other stakeholders.

All prioritization goes through the Product Owner, but clarification is as much as possible directly between the Teams and customers/usere and other stakeholders.

Increment

The content of every Sprint is also called a Potentially Shippable Product Increment. The work of all the teams must be integrated before the end of every Sprint. Potentially shippable is a statement about the quality of the software and not about the value or the marketability of the software. Whether the product is truly shippable will depend on the correct Definition of Done.

One Definition of Done for the whole product common for all teams.

Each team can have their own stronger Definition of Done by expanding the common one.

The perfection goal is to improve the Product Definition of Done so that it results in a shippable product each Sprint (or even more frequently).

Manager

In LeSS, managers are optional, but if managers 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.

ScrumMaster

A ScrumMaster will ensure complex large-scale problems and he’ll need to renew redefining the definition of the items and with the Product Owner on the prioritization. They coordinate and integrate their work with other teams so that at the end of the Sprint they will together have produced one whole product increment. The Team has the responsibility for managing his own relationships with external teams and people.

The Team

The goal of the team in LeSS is to add a couple of Product Backlog items into the Product during the Sprint. They work closely with customers/usere on clarifying the definition of the items and with the Product Owner on the prioritization. They coordinate and integrate their work with other teams so that at the end of the Sprint they will together have produced one whole product increment. The Team has the responsibility for managing his own relationships with external teams and people.

Product Backlog Refinement

Product Backlog Refinement (PBR) is done per team for the items they are likely going to do in the future. Do multi-team and/or overall PBR to increase shared understanding and exploitation opportunities when having closely related items or a need for broader input.

Note: Refinement of items is done separately by the Product Owner or a dedicated business analysis group.

Shared Work

Cross-team coordination is decided by the teams. Prefer decentralized and informal coordination over centralized coordination. Emphasize Just Talk and inconsistency in cross-team meetings, component mentors, travelers, scouts, and open spaces.

#1 LeSS is Scrum

LeSS applies Scrum. All product increments and ceremonies are in LeSS. Before getting into LeSS, start with understanding and practicing one Lean Team. More about Rammelt.com/Scrum

#2 More with Less

LeSS changes the organization by applying a fundamental structure people need to follow. This fosters new experiences which finally shift the existing organizational culture one age. Besides that, it has the following values enough space, that the organization can improve continuously. The key is to add meaningful, real experiences instead of learning from few, before adding long-running ones beyond LeSS.

#3 Transparency

All LeSS and Scrum principles depend on transparency. At scale it becomes even more critical to create an unfiltered view of the status of product development. Because the direct communication between the individuals is getting lost when more people are involved.

#4 Continuous Improvement Toward Perfection

Teams learn to adapt their specific goals even stronger as individuals do. This is why the biggest challenge teams have is to integrate their work. The only way to help them is to make the whole organization work at the best possible. Teams should not be isolated but enable them to defined aligned gadgets by themselves, if necessary.

#5 Whole Product Focus

Teams need to adapt their specific goals even stronger as individuals do. This is why the biggest challenge teams have is to integrate their work. The only way to help them is to make the whole organization work at the best possible. Teams should not be isolated but enable them to define aligned gadgets by themselves, if necessary.

#6 Customer Centric

More teams than ever before are working with the customer and can maintain the value of the product. Organizations unfortunately tend to degrade the teams from the organization to a service to add to the product as an afterthought. The only way to integrate, that ensures that teams are centered on the customers and their needs.