

Date:
Nov 13-15 /2019

Certified LeSS Practitioner (CLP) with Craig Larman

Learn with **Craig Larman**—the co-creator of LeSS—in this **3-day** highly-participative course. Participants (senior managers, product developers) explore a deep understanding of LeSS, Large-Scale Scrum, for lean & agile development with many teams working together on one product. We explore adoption, new organizational design, systems thinking & optimization, the role of management, and concretely how to work together in a Sprint at scale in terms of coordination, architecture, planning, and more.



Critically, you will explore the Big Idea of More with LeSS: *simplifying & descaling* over "scaling", or... *scaling product development by descaling the organization*.

Perhaps most importantly and interestingly, this course runs mostly as a series of "at giant whiteboards" deep-thinking exercises involving systems modeling in small teams to explore *why*, so that people *can own* the ideas by discovering them for themselves, rather than "renting" the ideas. A focus on *why* and **owning not renting** are important elements of LeSS and how it's learned, and Craig emphasizes this in the course learning experience. Join Larman for a deep dive into *more with LeSS*, based on his long experience with LeSS adoptions.

What You Will Learn:

LeSS Overview

- Descaling and simplifying over scaling: more with LeSS
- LeSS principles, frameworks, guides, experiments
- Two LeSS frameworks: basic & LeSS Huge

Adoption

- pre-adoption: building interest
- the adoption guides
- 3 principles
- getting started
- scope of first adoption
- stories of LeSS adoptions

Local Optimization & System Optimization

- Local versus global systems optimization
- Local optimization in backlogs
- Local optimization in product definition
- Local optimization in planning
- Local optimization in analysis & design
- Local optimization in programming

LeSS Sprint

- Preparation before first Sprint
- Sprint Planning with many teams
- Coordination & integration: from communities to architecture
- Scaling Product Backlog Refinement
- Scaling the Sprint Review & Retrospective
- Multi-site development



Why LeSS?

- Shu-Ha-Ri and frameworks
- empirical control
- Why "More with LeSS"?
- Systems optimization
- Occupational psychology

More on LeSS Roles

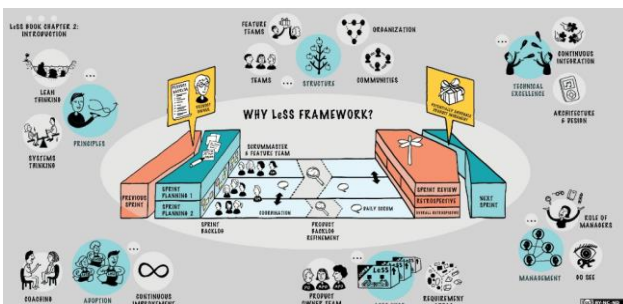
- Managers in a LeSS organization
- Scrum Masters at scale
- Product Owner in LeSS

LeSS Huge Framework

- Requirement Areas
- Area Product Owners
- Role of Overall Product Owner
- Area Backlogs
- Adoption

Product Definition

- Redefining the scope of product, and the impact on global optimization
- Portfolio management



To RSVP or inquire about details, please visit: <https://less.works/course-details/certified-less-practitioner-new-york-1059>

Date:
Upon Request

Certified LeSS Basics (CLB)

with Gene Gendel

Learn with **Gene Gendel** - Organizational Design Consultant, Agile/Lean Coach and Trainer, Certified Enterprise & Team Coach (CEC-CTC) and LeSS Friendly Scrum Trainer (LSFT), with many years of experience with LeSS adoptions and coaching.



Large-Scale Scrum (LeSS) is a framework for scaling agile development to multiple teams. [LeSS.works gives an overview](#). LeSS builds on top of the Scrum principles such as empiricism, cross-functional self-managing teams and provides a framework for applying that at scale. It provides simple structural rules and guidelines on how to adopt Scrum in large product development.

The Certified LeSS Basics course is a brief introduction into the LeSS Framework. It provides a 1-day overview of the framework and some of the essential concepts that it uses. It will help determining whether LeSS is for you but for LeSS adoptions, we'd recommend to follow it up with a [LeSS Practitioner](#) course.

The Certified LeSS basics course is for anyone who is involved in a LeSS effort. Basic Scrum knowledge is expected and can be achieved by attending a [Certified Scrum Master](#) or a [Professional Scrum Master](#) course, or thoroughly reading Scrum introduction material such as the [Scrum Primer](#) and practicing Scrum. The Certified LeSS Basics course is often combined with a Scrum course where this will be the last day of a longer Scrum-focused training.

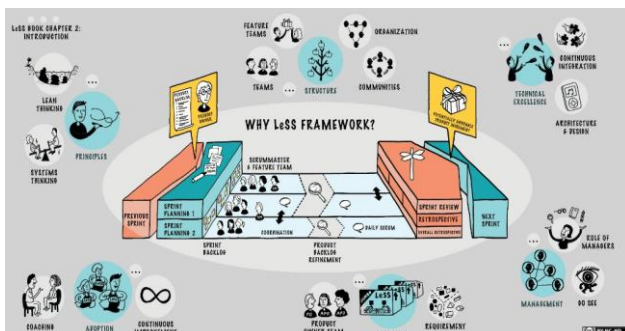
What You Will Learn:

This review will combine instructor-led structured learning of key principles of LeSS, introduction to System Modelling and Q&A that is based on experience of practical implementation and lessons learned by experienced LeSS coaches and trainers.

- Introduction to LeSS (Why LeSS?)
- Lean Thinking and System Thinking
- LeSS - as Scrum-based approach on scaling
- How does LeSS scale over ~8 teams?
- Dynamics of component teams vs. feature teams
- Roles, Events, Artifacts
- What is basic Scrum and what is specific to LeSS?
- Why there is only real PO and not so-called team POs?
- Why ScrumMaster in LeSS is a full-time role?
- Impact of LeSS on organizational design (structures, policies)
- Local Optimization vs. Global Optimization
- The 'Contract' Game
- The Product
- Product Development Types
- Product Portfolio Management (real portfolios vs. fake portfolios)
- Why are there so many attempts to modify LeSS, without trying it?
- LeSS vs. LeSS Huge



After the workshop, the participants will be able to understand that LeSS is multi-team Scrum, understand what is LeSS, what is not LeSS, and the principles behind LeSS, understand how the current organizational design comes in the way of the organization being Agile and evaluate what changes need to be made to help the organization adopt LeSS. Course participants will be also recognize 'fake' LeSS adoptions and articulate why the latter don't succeed.



To inquire or organize a private training session, please email to info@keystepstosuccess.com

