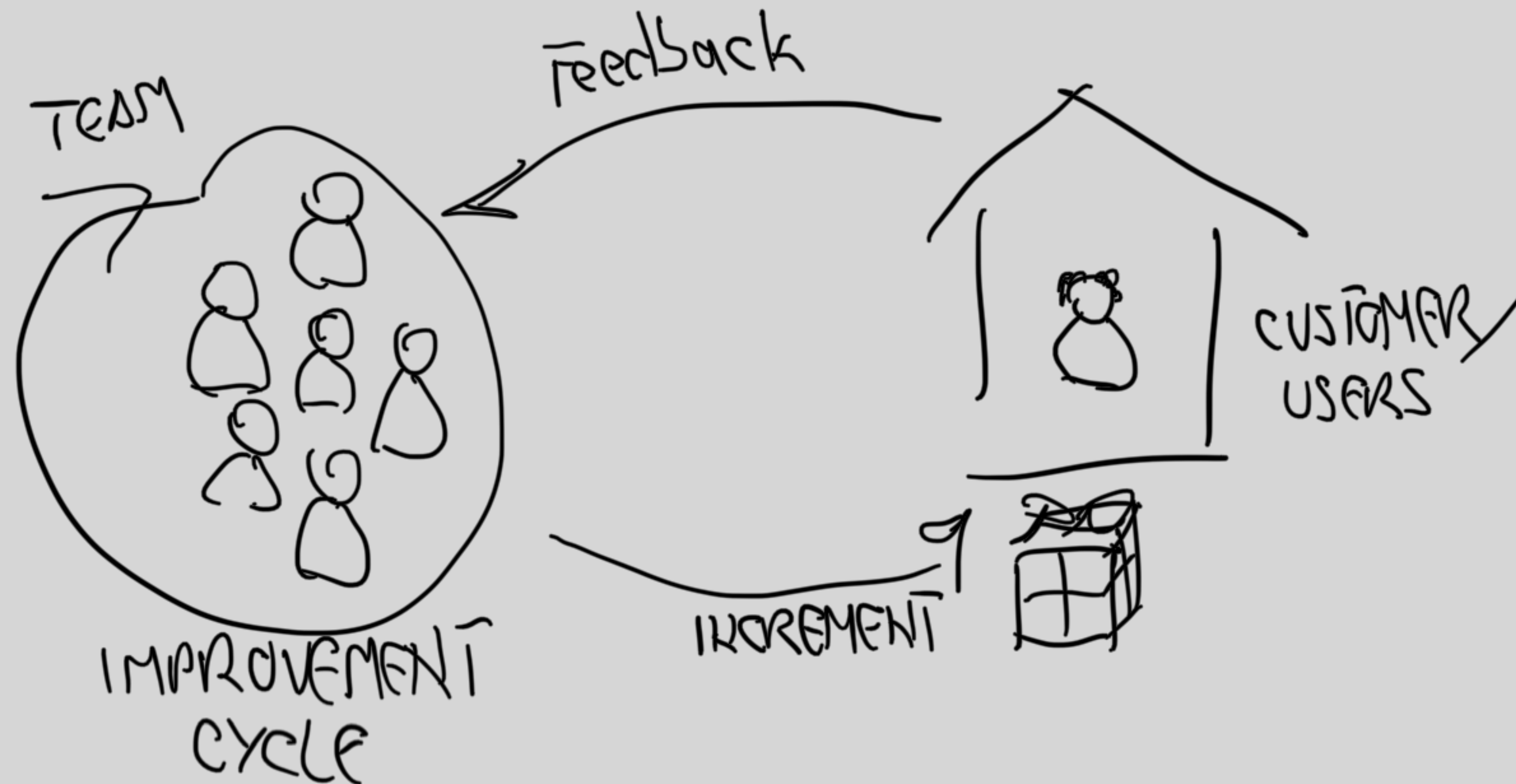


# Customer proximity in **Less**

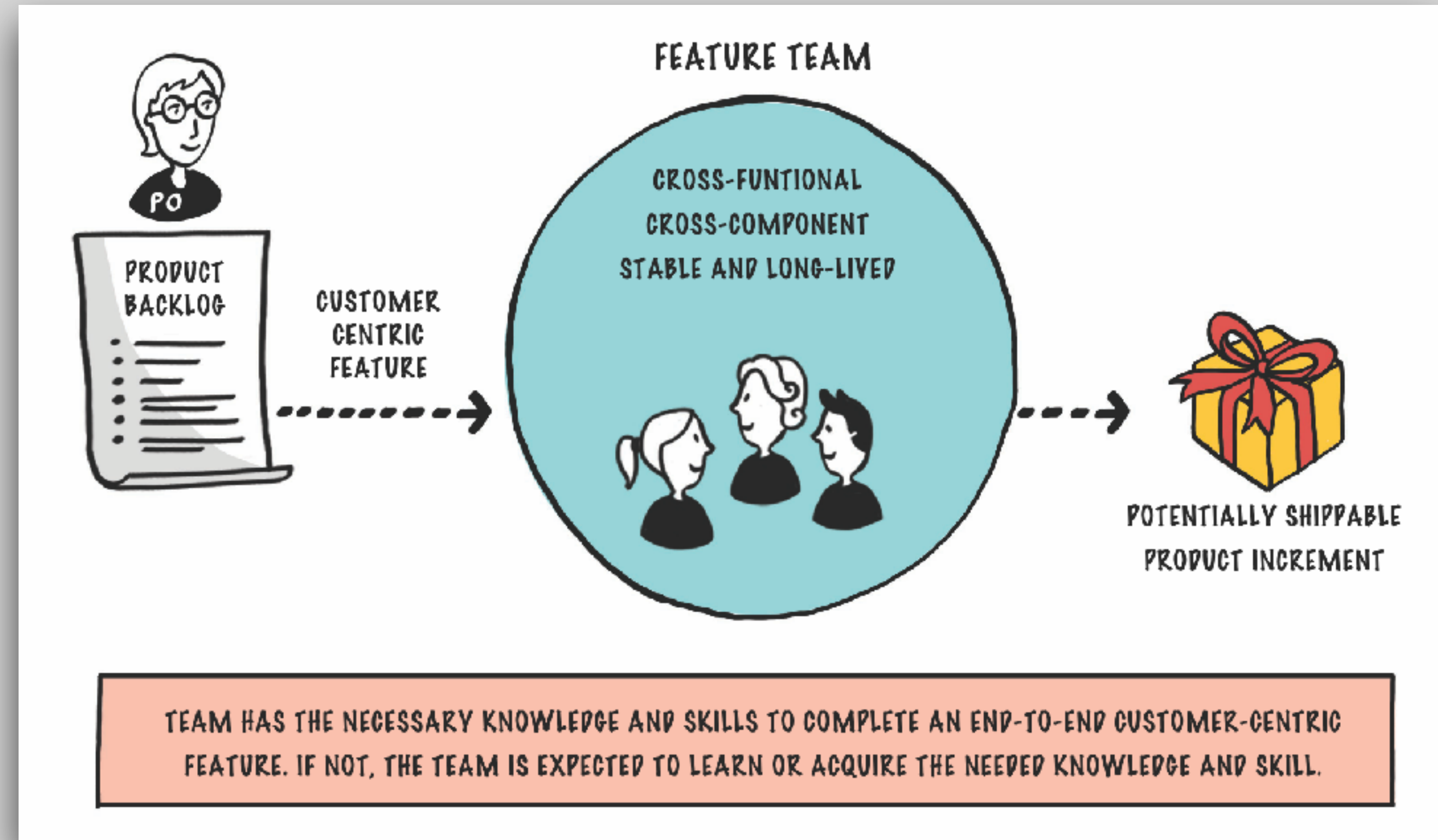


# Essence of Scrum



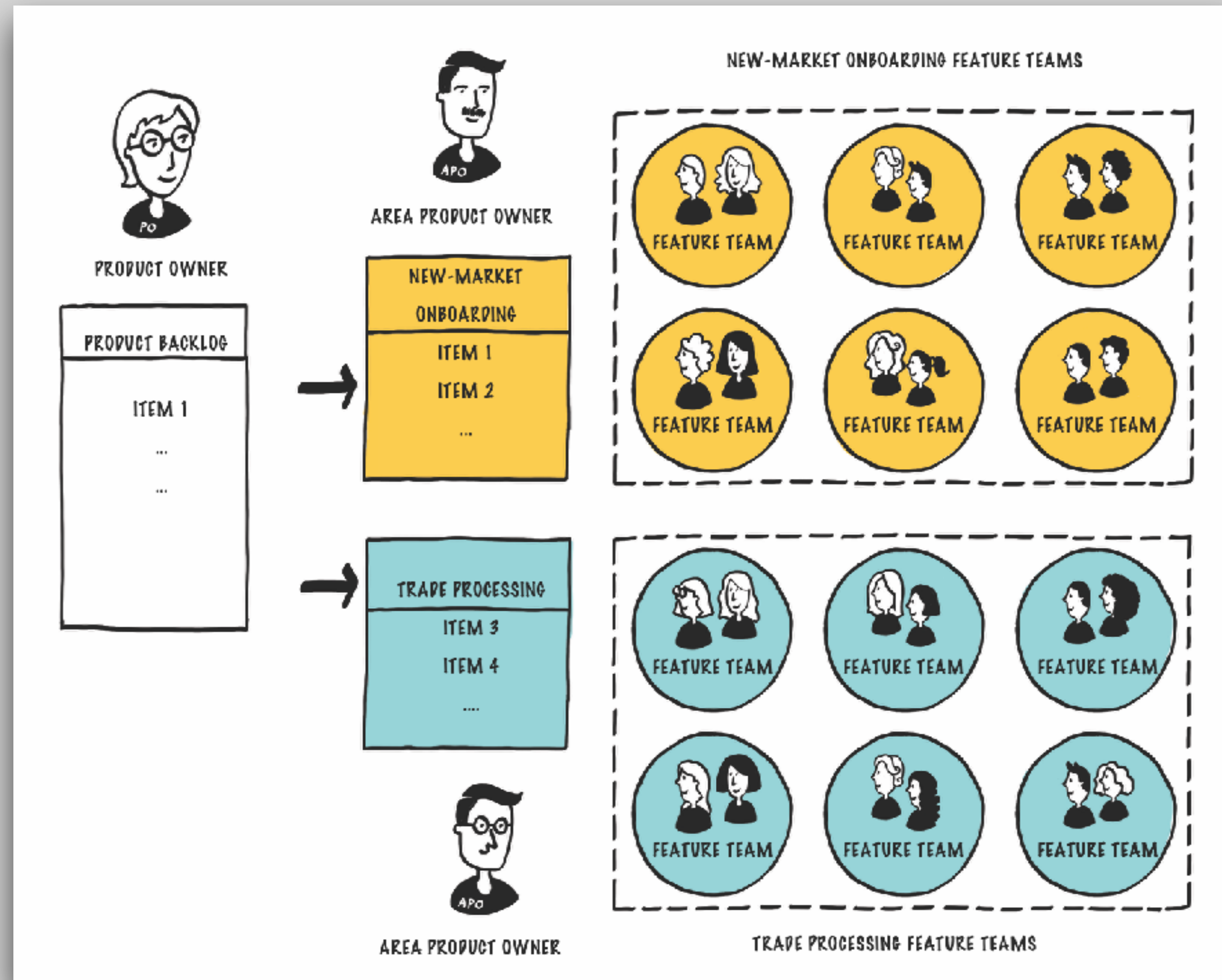


# LeSS basics



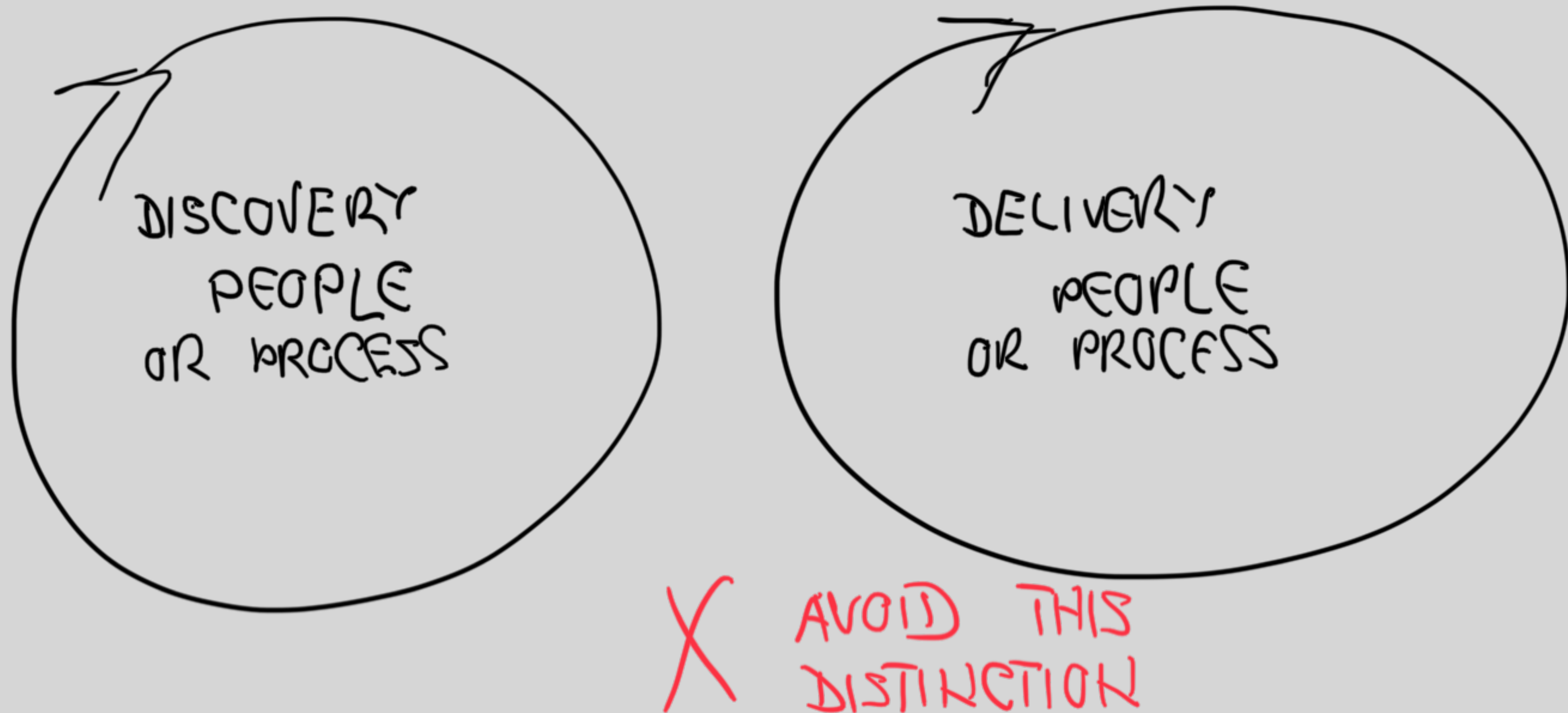
What about Product Teams (Marty Cagan definition) vs Feature Teams?

# LeSS Huge - Requirement Areas

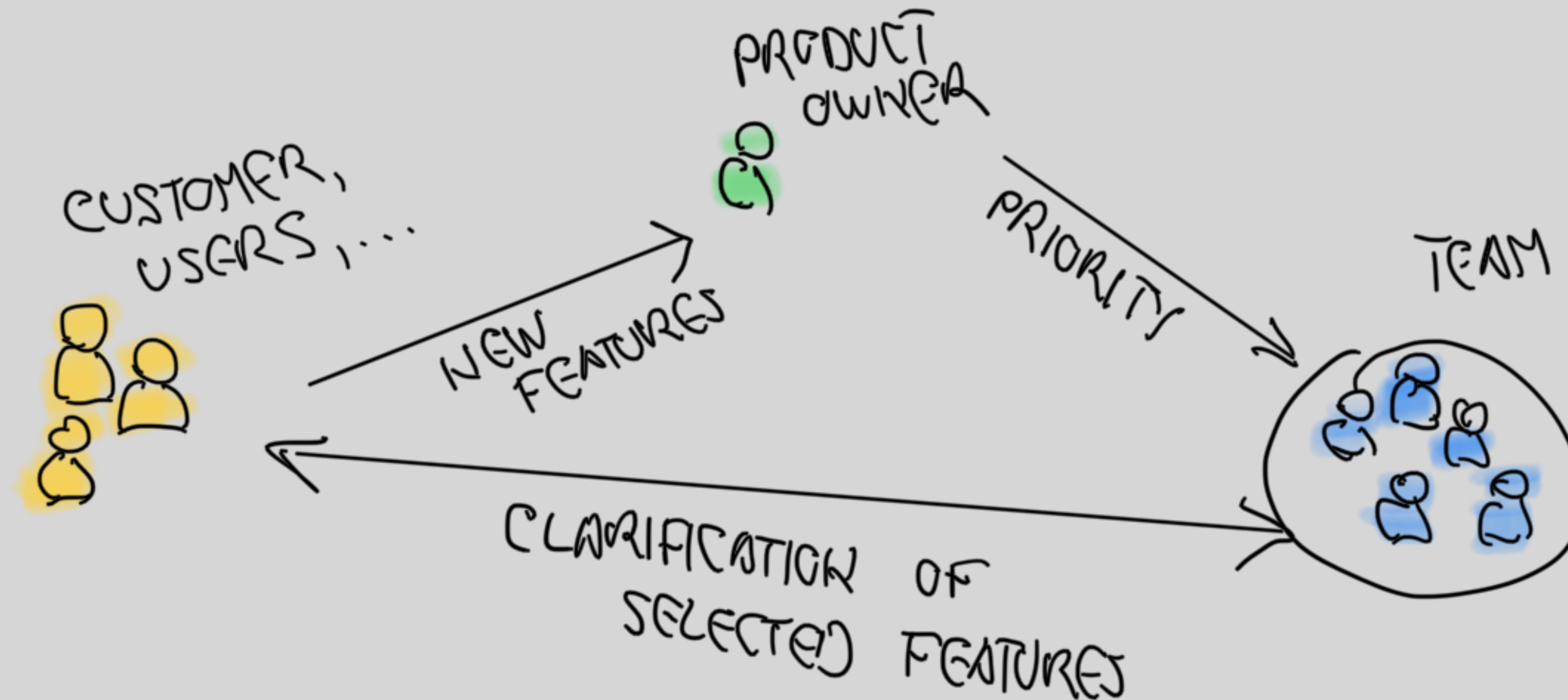




# What to deliver vs what is the problem



# Clarification vs Prioritization



# True source of requirements

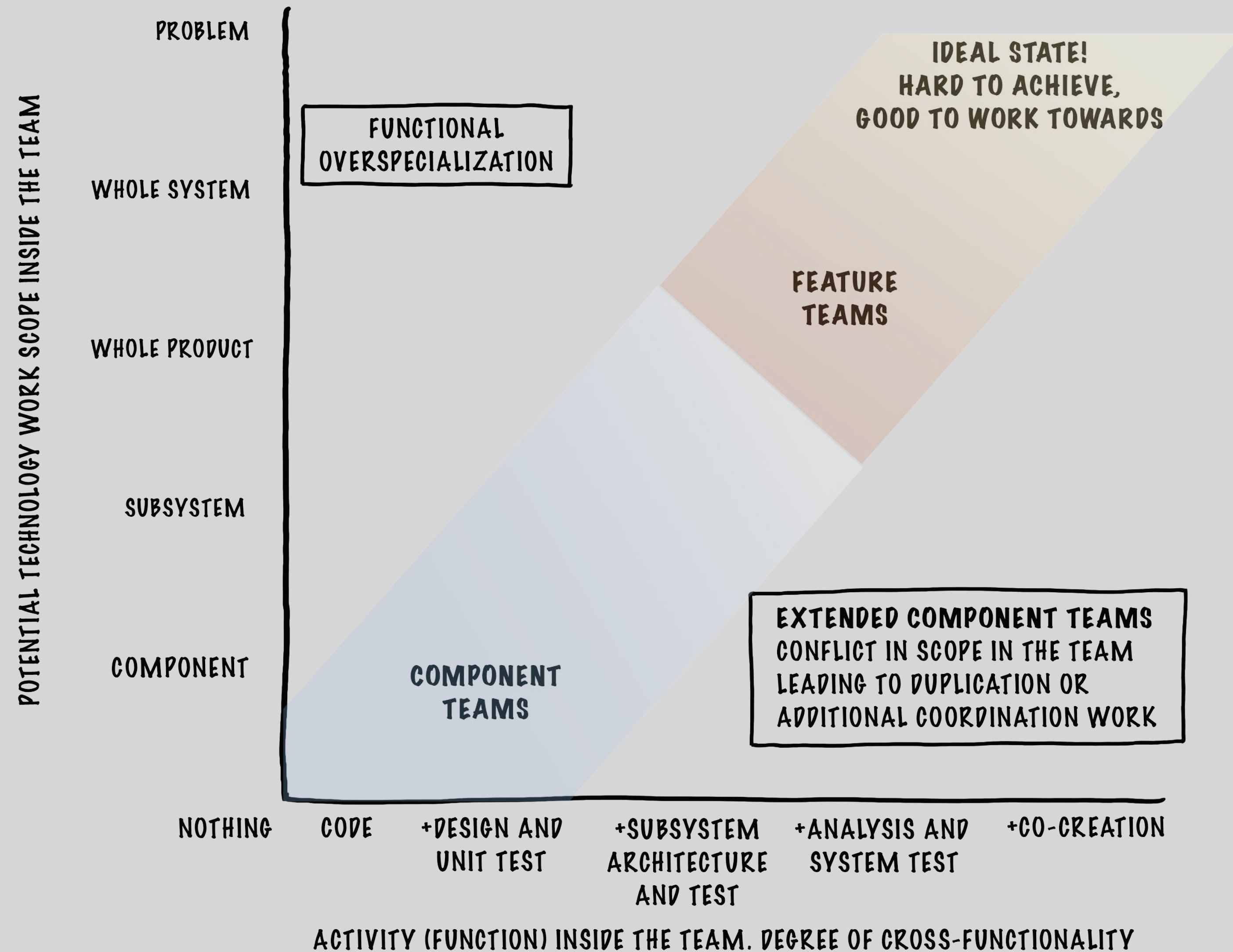
Type	Sub-type	Who is the source of requirements? <sup>a</sup>	Who validates & gives feedback?
Product development	Innovation-centric, and/or strongly influenced by new technologies and/or standards-driven.	No real users or even proxies provide requirements. Rather, requirements come internally from product managers (including the Product Owner), team members, etc.	<i>Pseudo-users</i> : candidate users, internal volunteers, and users of prior related products.
Product development	Driven by customer requirements, and it's a mass market.	User proxies such as product managers, marketers, team members, and other customer- or market-facing experts. Use focus groups of candidate or existing users.	source
Product development	Driven by customer requirements, and there are only, say, 50 customers.	Hands-on users at multiple customers.	source
Internal development	Regular.	Internal hands-on users.	source
Internal development	Special change initiative, e.g. regulatory.	The source of the special change, such as a policy maker or regulator.	source
Project development		Hands-on users at the one paying customer.	source

a. This is an illustrative *introduction*; not meant to be thorough or in-depth.

...and don't forget automated measurement



# Feature team adoption map







# Product Owner role in LeSS?

- Single PO is fewer people and roles standing between teams and customer
  - Practical solution to ensure single shared product vision and single priority
  - LeSS optimizes for fewer POs. Perfection would be no PO.
- 
- Be a connector between customer/users and teams
  - Share business activities with teams
  - Teach how to talk with customers
  - Integrate the intermediaries (place BAs, UX, change managers into feature teams)



# Resources

- LeSS Site: (<https://less.works/>)
- LeSS slack group: [less-works.slack.com](https://less-works.slack.com) (let me know your email and I will add you)
- LeSS Twitter: [@less\\_works](https://twitter.com/less_works)
- LeSS LinkedIn group: <https://www.linkedin.com/groups/6968022/>
- Feel free to contact me for further questions: [viktor@odd-e.com](mailto:viktor@odd-e.com)