

LeSS Rules: *LeSS Structure*

1. Structure the organization using **real teams** as the basic organizational building block.
2. Each team is (1) **self-managing**, (2) **cross-functional**, (3) *co-located*, and (4) **long-lived**.
3. The majority of the teams are **customer-focused feature teams**.
4. Scrum Masters are responsible for a **well-working LeSS adoption**. Their focus is towards the Teams, Product Owner, organization, and development practices. A Scrum Master does not focus on just one team but on the **overall organizational system**.
5. A Scrum Master is a dedicated **full-time role**.
6. One Scrum Master can serve **1-3 teams**.
7. In LeSS, **managers are optional**, but if managers do 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.
8. Managers' role is to improve the product development system by practicing **Go See**, encouraging Stop & Fix, and "experiments over conformance".
9. For the product group, establish the **complete LeSS structure "at the start"**; this is vital for a LeSS adoption.
10. 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.

Sourced from: <https://less.works/less/rules/index>

LeSS Rules: *LeSS Product*

1. There is **one Product Owner** and **one Product Backlog** for the complete shippable product.
2. The Product Owner shouldn't work alone on Product Backlog refinement; he is supported by the **multiple Teams** working directly with customers/users and other stakeholders.
3. All **prioritization** goes through the Product Owner, but **clarification** is as much as possible directly between the Teams and customer/users and other stakeholders.
4. The definition of product should be as **broad and end-user/customer centric as is practical**. Over time, the definition of product might expand. Broader definitions are preferred.
5. One **Definition of Done** for the whole product common for all teams.
6. Each **team can have their own stronger** Definition of Done by expanding the common one.
7. The perfection goal is to **improve the Definition of Done** so that it results in a shippable product each Sprint (or even more frequently).

Sourced from: <https://less.works/less/rules/index>

LeSS Rules: *LeSS Sprint*

1. There 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 results in an **integrated whole product**.
2. Sprint Planning consists of **two parts**: Sprint Planning One is common for all teams while Sprint Planning Two is usually done separately for each team. Do multi-team Sprint Planning Two in a shared space for closely related items.
3. Sprint Planning **One** is attended by the Product Owner and Teams or Team representatives. They together tentatively select the items that each team will work on that Sprint. The Teams identify opportunities to work together and final questions are clarified.
4. Each Team has their own **Sprint Backlog**.
5. Sprint Planning **Two** is for Teams to decide **how** they will do the selected items. This usually involves design and the creation of their Sprint Backlogs.
6. Each Team has their **own Daily Scrum**.
7. Cross-team coordination is decided by the teams. **Prefer decentralized and informal coordination over centralized coordination**. Emphasize **Just Talk** and informal networks via communicate in code, cross-team meetings, component mentors, travelers, scouts, and open spaces.
8. Product Backlog Refinement (**PBR**) is preferably done with multiple teams to increase shared learning and to exploit coordination opportunities.
9. 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.
10. Each Team has their **own Sprint Retrospective**.
11. 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, Scrum Masters, Team representatives, and managers (if any).

Sourced from: <https://less.works/less/rules/index>

Class Activity

Class:

- Work in teams. Discuss: what LeSS Rules are **the same as** in **Scrum** and **what are not** (e.g. either different or not applicable at all)
- For the ones that are **the same**, plot on the scale, from 1 to 10: to what degree, at your respective organizations, these rules are being followed.

Instructor: Catalyze. Reflect.

Duration: 15 min



LeSS Rules

LeSS Structure

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|--|---|
| Real Teams (not groups and not by reporting lines) | 1 |
| Each Team -self-managing -cross-functional -co-located -long-lived | 2 |
| customer-focused feature teams | 3 |
| Scrum Master: Full-time role 1-3 teams | 4 |
| Scrum Master: -Responsible for LeSS Adoption -Focus on: PO, Teams, Organization, Dev practices | 5 |

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|---|---|
| Managers: -Are OPTIONAL -Must be @ Gemba (GO SEE) | 6 |
| LeSS product group (2-8 teams): complete LeSS structure “at the start” | 7 |
| Beyond LeSS product group (e.g. LeSS Huge) – evolutionarily adoption | 8 |

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| One Product Owner | 9 |
| One Backlog | 10 |
| Prioritization – comes from Product Owner ONLY | 11 |
| Multiple teams working directly with customers/users and stakeholders | 12 |
| Clarification – comes from users /stakeholders | 13 |

LeSS Product


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|--|----|
| Product definition - broad and end-user/customer centric as is practical | 14 |
| DoD - shared by all teams | 15 |
| Team DoD can be stronger than shared DoD | 16 |
| Big goal: improve DoD, with each sprint | 17 |

LeSS Sprint

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| One product-level Sprint, to deliver integrated whole product | 18 |
| Sprint Planning – two parts: Part 1 and Part 2 | 19 |
| SP Part 1 – by team reps & PO (“WHAT”) | 20 |
| Each team – their own SPRINT backlog | 21 |
| SP Part 2 –whole teams & Users (“HOW”) | 22 |
| De-centralized and informal coordination. Just talk | 23 |
| PBR – by multiple teams. | 24 |
| Sprint Review: common for all teams + PO + stakeholders/users | 25 |
| Sprint (Team) Retrospective – individual for each team | 26 |
| Overall Retrospective – individual for each team | 27 |
| Each team – their own Daily Scrum | 28 |

Relevance To Scrum:

 - Same as in Scrum

 - Different or Not Applicable

LeSS Rules

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| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 |

