LeSS is more

Strategies

Vision — Slogan, why

Strategy — Road map / Business model / how
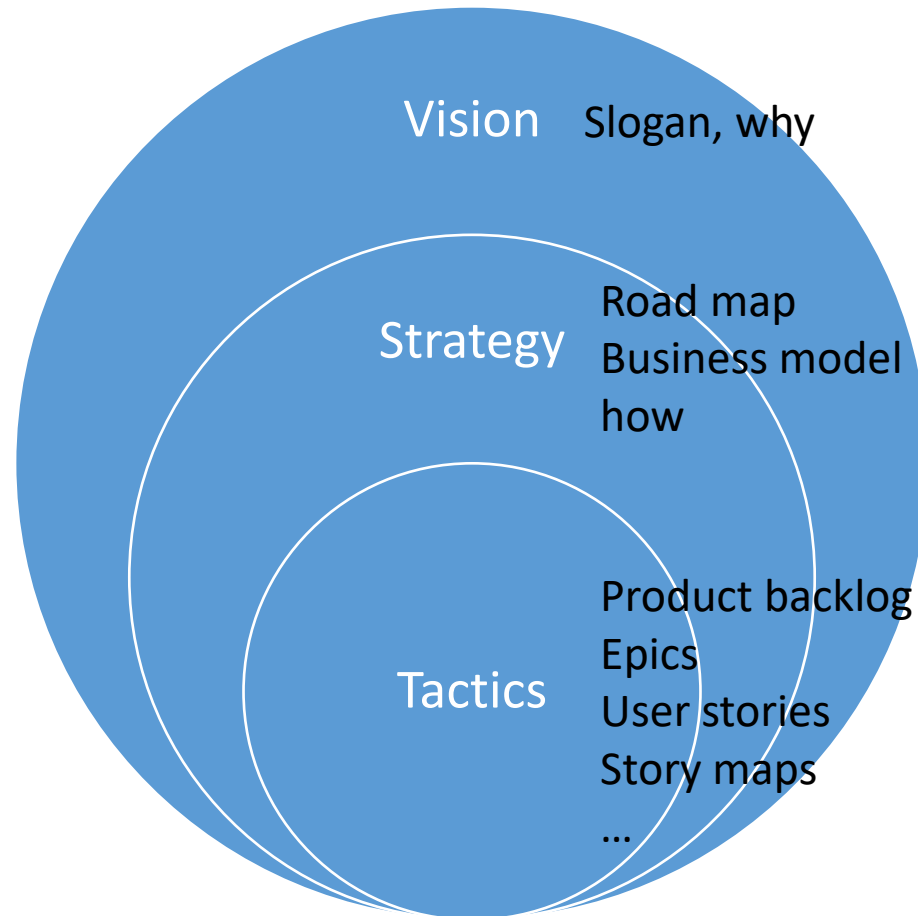
Tactics — Product backlog / Epics / User stories / Story maps / …

(Strategize, Roman Pichler, 2016)

Vision

Strategy

- 功能學派 (速度)
  - 企業能力
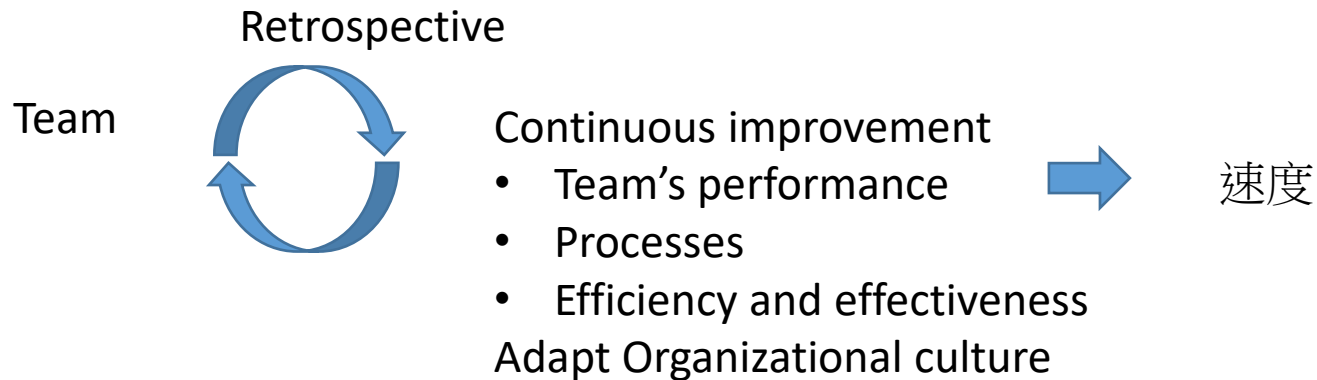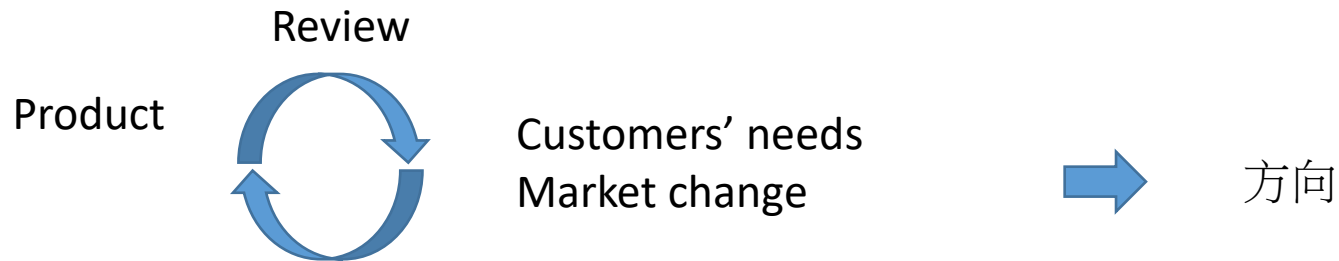- 定位學派 (方向)
  - 市場定位
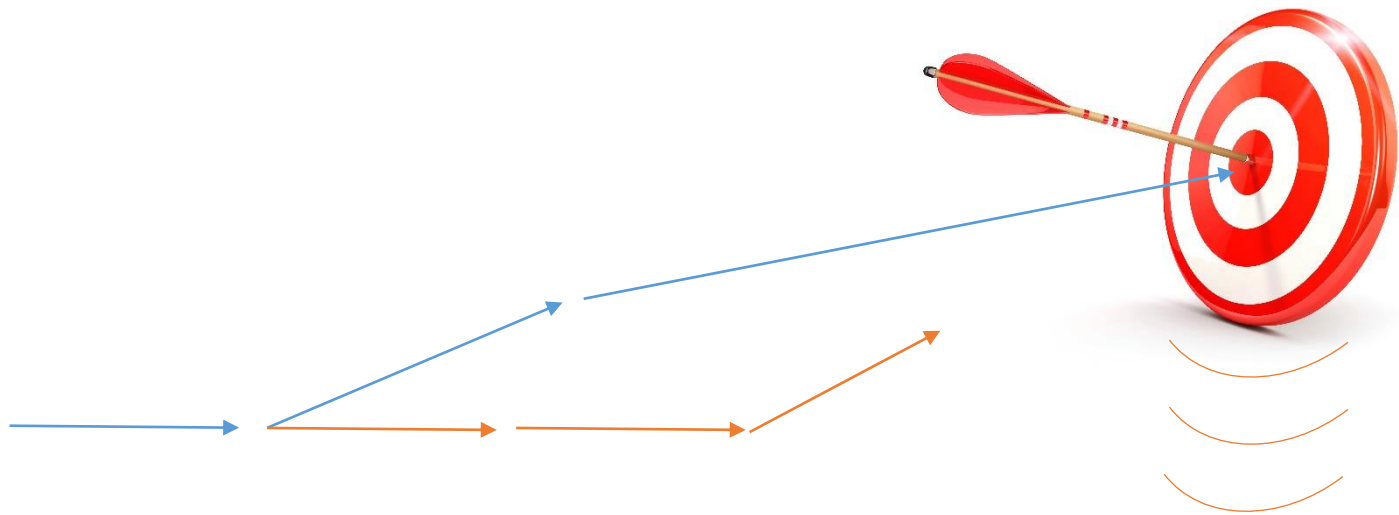
Agile

- 快速而協調的動作
  - 打破內外隔離、部門間隔離
    - silo 穀倉效應
    - bureaucracy 官僚組織
  - 協調
    - PO, business view
    - Cross-functional team
    - Self-organize
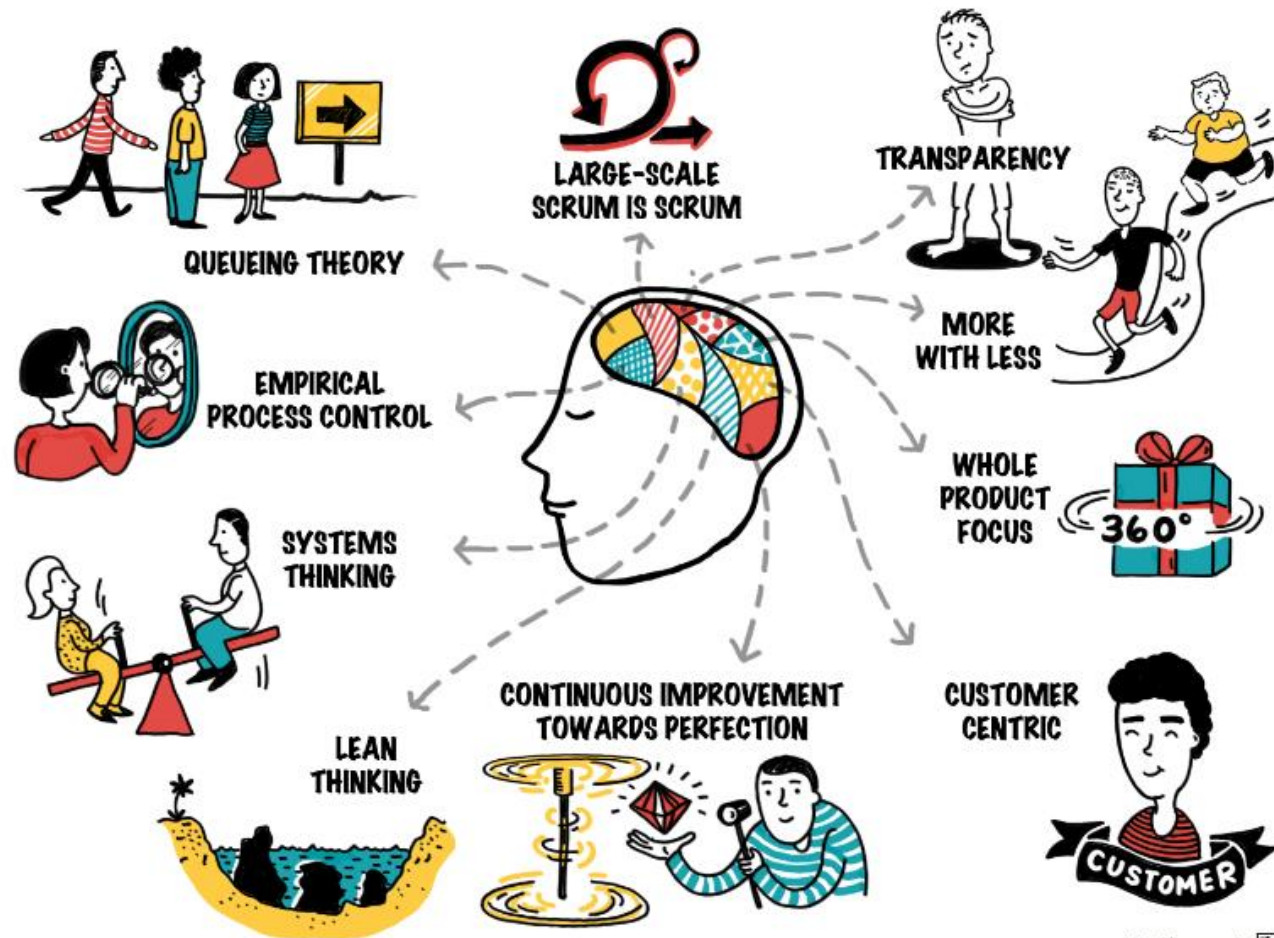
2 feedback loops → adaptation

Review

Product

Customers' needs
Market change

方向

Retrospective

Team

Continuous improvement
- Team's performance
- Processes
- Efficiency and effectiveness
Adapt Organizational culture

速度

更準、更快

Best kills better

- Fixed mindset

- Growth mindset

Principles

[Download PNG] [Download PDF]

More with less

- More roles -> less responsibility

- More artifacts -> greater distance

- More processes -> less learning and team ownership of process

Less is more

- Less roles -> More responsible teams

- less artifacts -> more customer-focused teams building useful products

- Less defined process -> more team ownership of process and more meaningful work
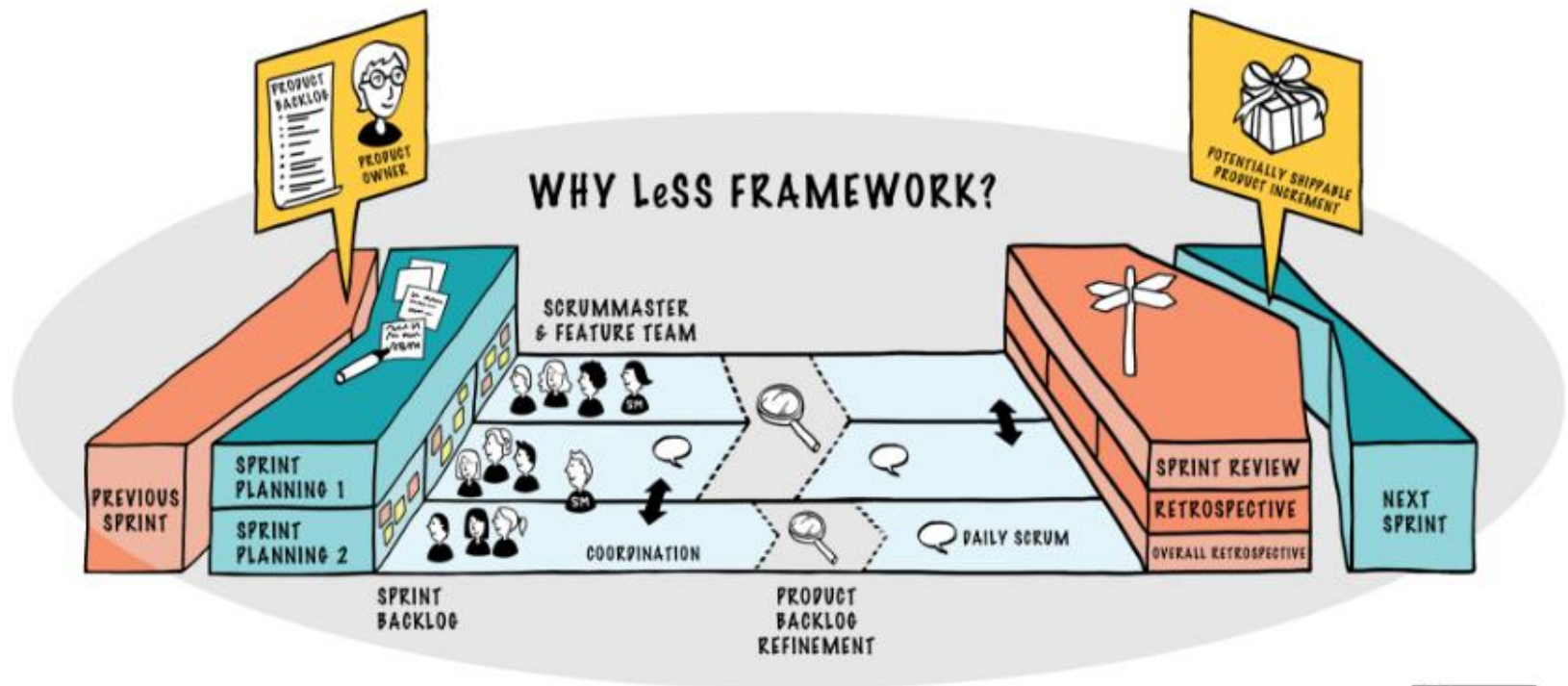
Transparency

- Tangible "done"
- Short cycles
- Working together
- Common definitions
- Driving out fear in the workplace
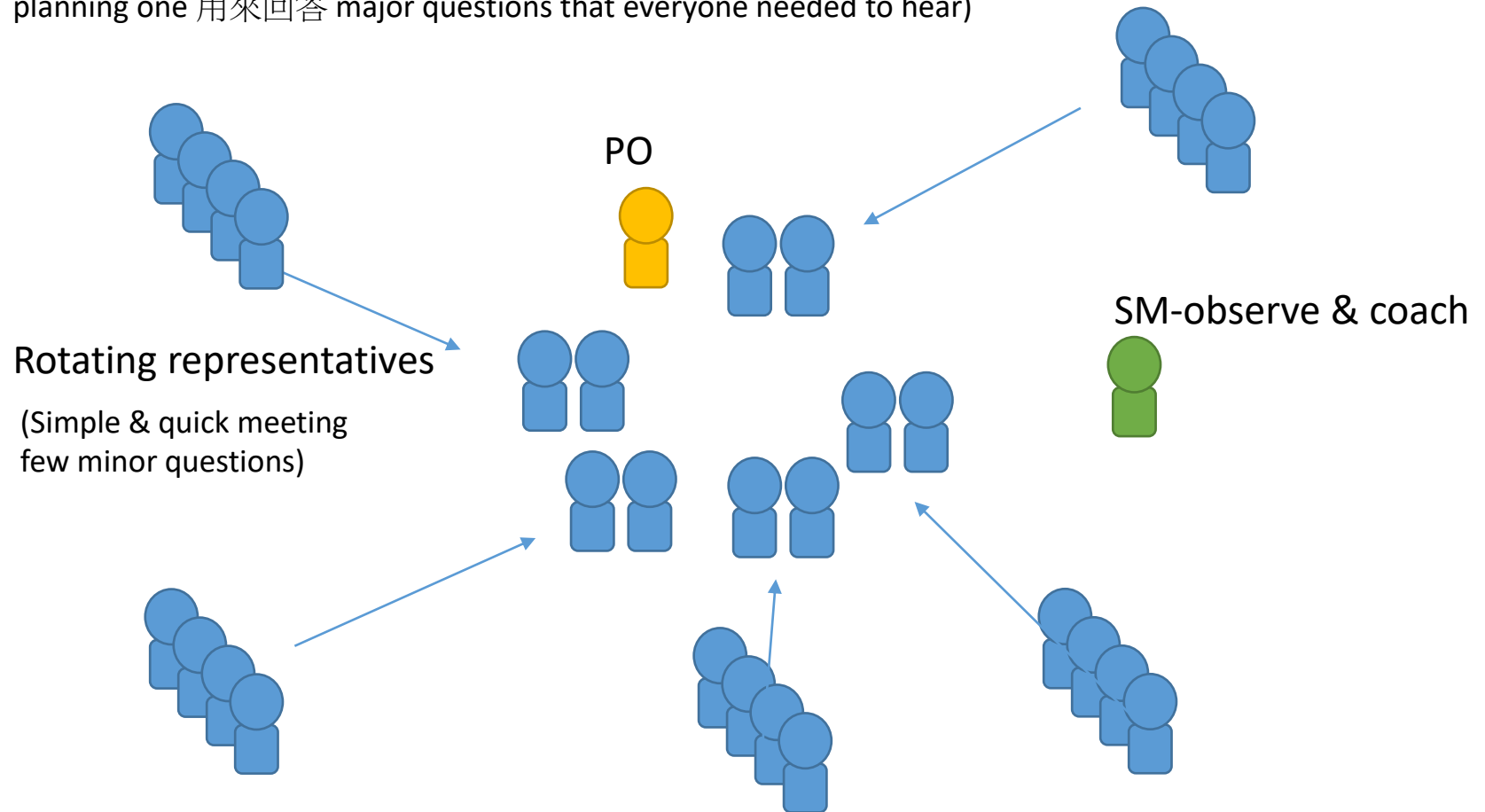
Whole-Product focus

- One Product Backlog
- One Product Owner

LeSS framework

Sprint Planning One

(早期對item不熟悉的時候可以全員參加，
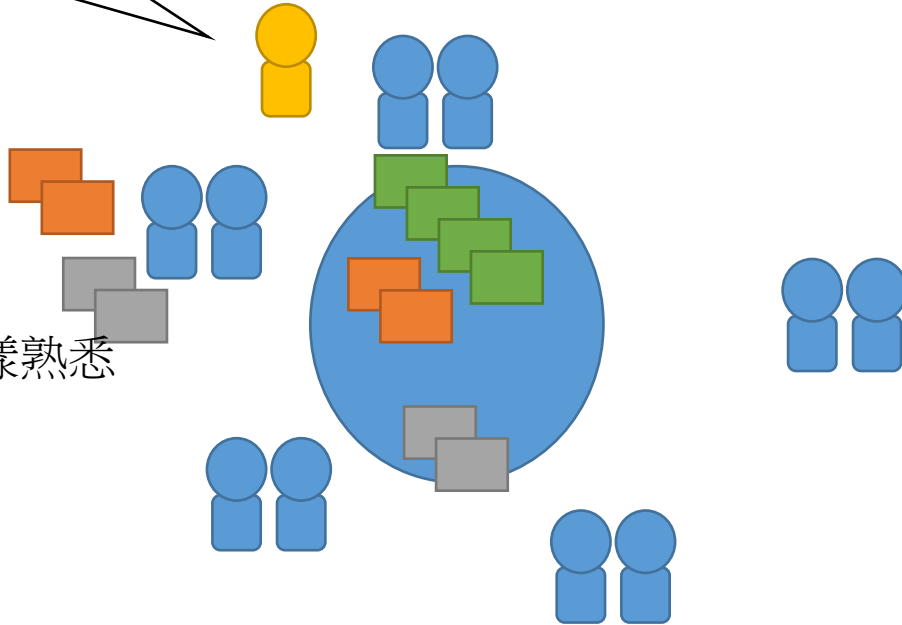planning one 用來回答 major questions that everyone needed to hear)

PO

SM-observe & coach

Rotating representatives

(Simple & quick meeting
few minor questions)

Team choose their items

Swap

PO

介意由我們來做 **xxx?** 我們上次做過類似的，我想我們能很快完成它。

- Interests
- Strengths
- focus
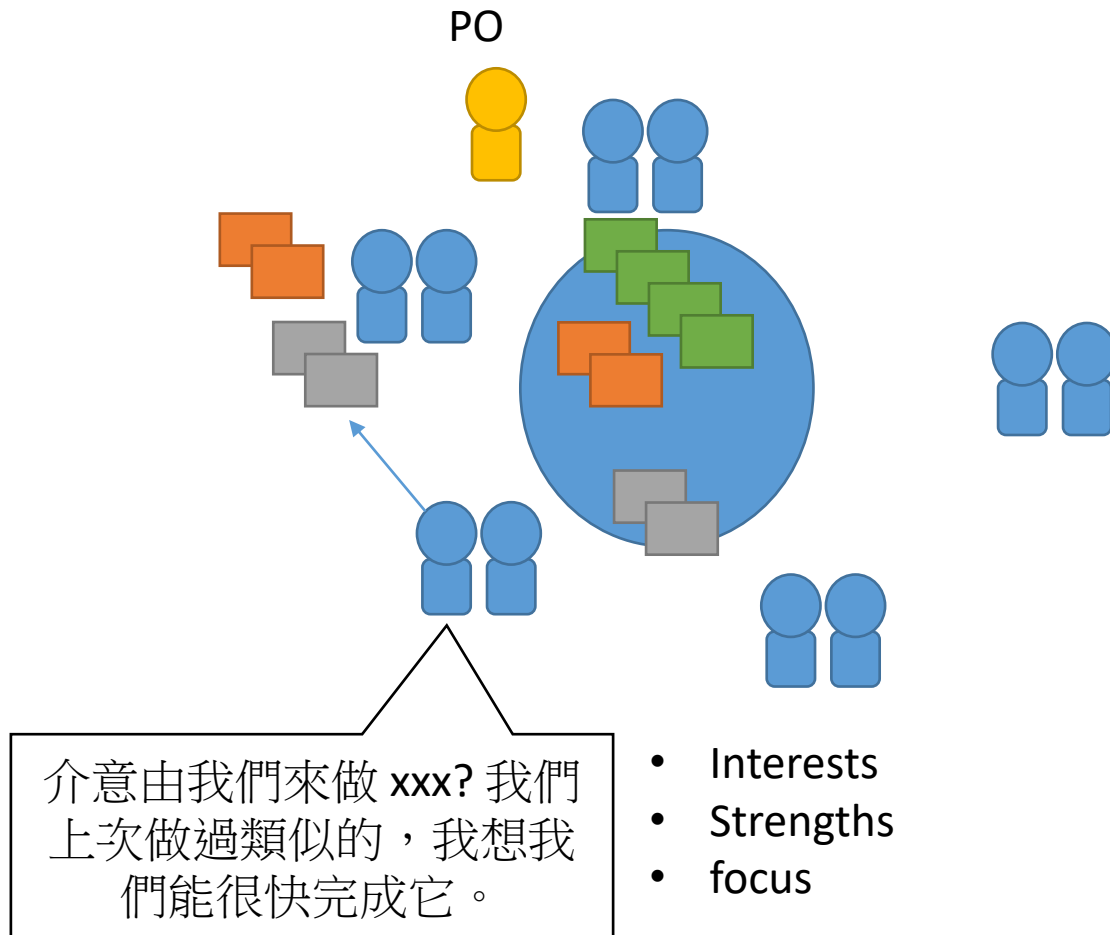
分散風險
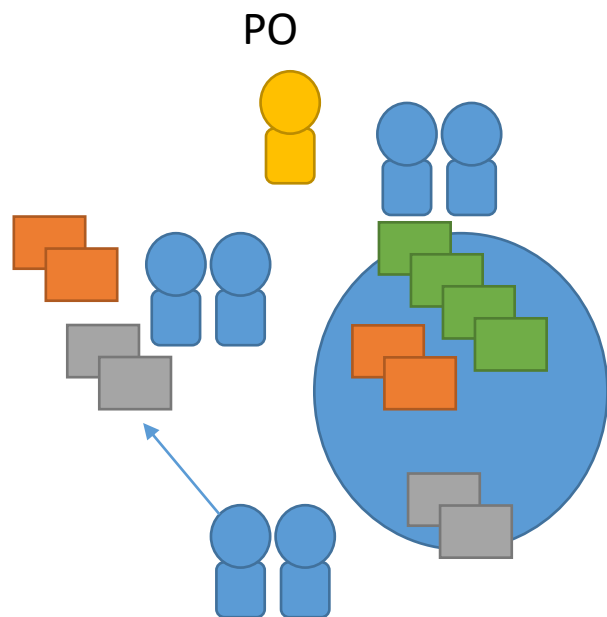
Negotiable
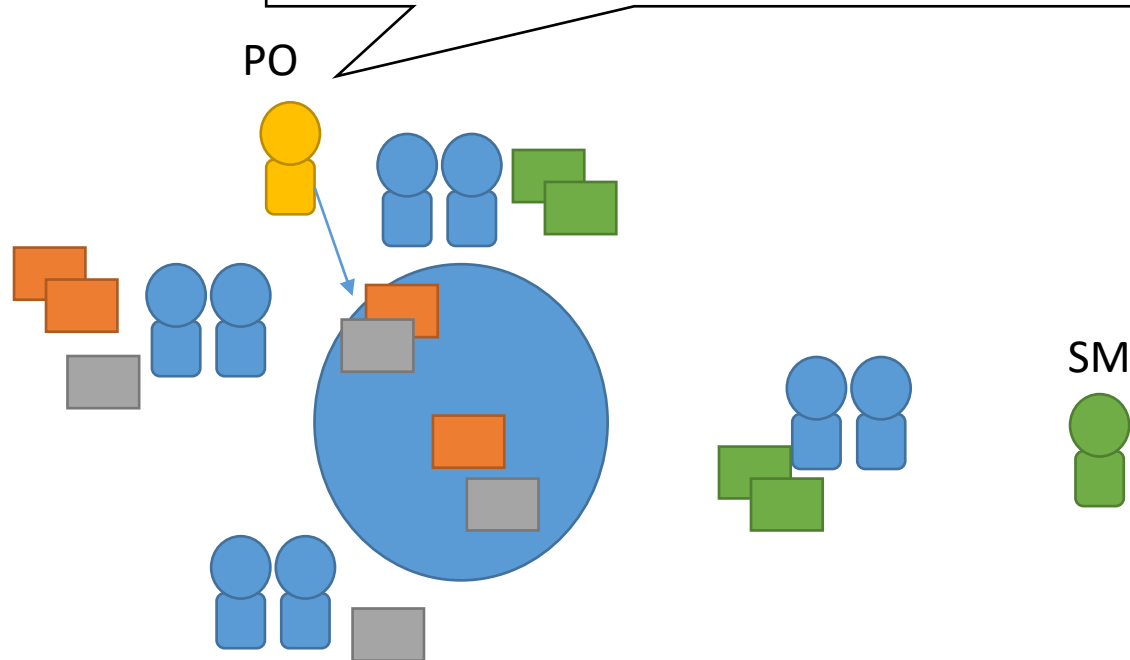
Diverge to clarify

- 每個team分別寫下小問題
- PO 漫遊、回答
- 每個人交流與貢獻

Sprint Planning 2

- Design and planning their work
- 若有緊密相關的 item，可以一起開會。
- Timeboxed
  - 30-min
  - Further->just talk (just scream)

Multi-team design workshop

- Timeboxed
- Common and consistent design for their work
- 大白板-視覺化

CI

- 不只是code 的持續整合，更是人的持續整合。

Overall Product Backlog Refinement

- Rotate representatives
- Engagement
  - Share current thinking on product direction
  - Learn form teams' thinking
- Lightweight clarification
- Estimate as a way to learn rather than to create estimates

Multi-team PBR

- 相關的放在一起
- 直接溝通
- 雖然priority 通過 PO，但是澄清盡可能多的直接透過
  - teams
  - user/customer
  - stakeholders

PO

特定領域的專家

Trader
lawyer
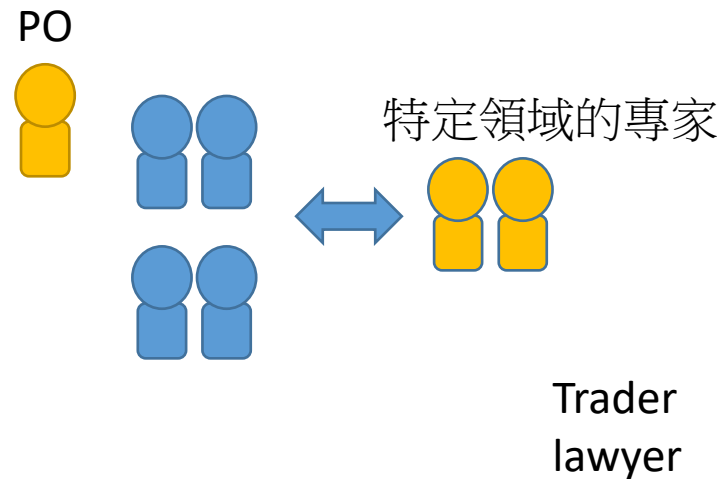
Use a wiki for item details

- Take photos
  - Whiteboard
  - Walls
- Update to wiki

Review

- Bazaar
  - Collect feedback
  - Timeboxed
    - 1 hr
- Merge
  - Discuss questions & feedback
- PO discuss future direction
  - Market
  - Competitors
  - His thoughts
  - Asks for advice.

Team retrospective

- Ex: 發現這次multi-team design workshop 在sprint planning 之後才開有點太晚，下次可能在PBR發現可能的關聯之後就開。

Overall Retrospective

- Find impediments beyond one team

- Empirical process control

- Whole-product focus and System thinking

Coordination & Integration

- Just Talk

  - More formal, less coordination happening

- Communities

  - Volunteers

  - Passion to deepen their knowledge

  - Learning

  - Cross-team agreements

Balancing

- 代表-與會人數

- 會議效率

- 知識共享 shared understanding