



# Why LeSS?

# Why **Less**?

**Greater  
Revenue**

**Greater  
Adaptiveness**

=>

**Greater  
Customer  
Value**

=>

**Greater  
Revenue**

# Why **LeSS**?

## Achieving Adaptiveness

LeSS is an organizational system for product development aimed at **maximizing an organization's adaptiveness**. With adaptiveness (or agility, the original intent of agile development) we mean optimizing towards:

- **Ability to change direction with relatively low cost**, primarily based on discovery through frequent delivery, for...
- **Maximizing value delivered** to customers and end-users.

LeSS is the result of two decades of Go See, systems thinking, and experimenting to achieve organizational adaptiveness.

# Why ?

## Systems Approach

Many companies are keen to adopt the latest 'agile' process as long as it doesn't result in much change. It must be safe. But typically minimal change brings minimal benefit.

**LeSS takes a systems approach to organizations.** An organization is at least the sum of the people, customers, structure, policies, processes, and practices, plus their interaction effects... and to achieve adaptiveness, cheap and easy change, these are all likely to be impacted, changed and aligned. Only focusing on adopting a mere process framework and likewise on just local team agility, will not achieve systemic organizational adaptiveness.

# Why **LeSS**?

## Simpler Structures

Some key barriers to adaptiveness are organizational complexity and too much *single* specialization. To achieve adaptiveness organizations cannot *simply* “add agility” to their existing processes and roles. They have to **rethink how the organization works in a simpler and more flexible way.**

The ***More with LeSS*** principle recognizes that innumerable roles (especially over-specialized roles), complex processes, and over-abundant artifacts will lead to inflexible and slow organizations... even when called ‘agile’. Some structure is of course needed but myriad formal processes, roles, and artifacts are costly and anti-adaptive and therefore to be avoided. This simplification can be achieved by following the seven organizational design principles that expand the *More with LeSS* principle.

# The Corporate **Less** Landscape: From Early Adoption to Current Trends

## Finance



## Finance



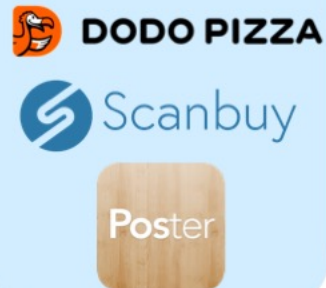
## Automotive



## Healthcare



## Retail



## Transportation



## Telecom



## Tech



## Industrial



## Entertainment



## People Service



## Insurance



## Defence/Security



## Enterprise



## Robotics/AI



## Government



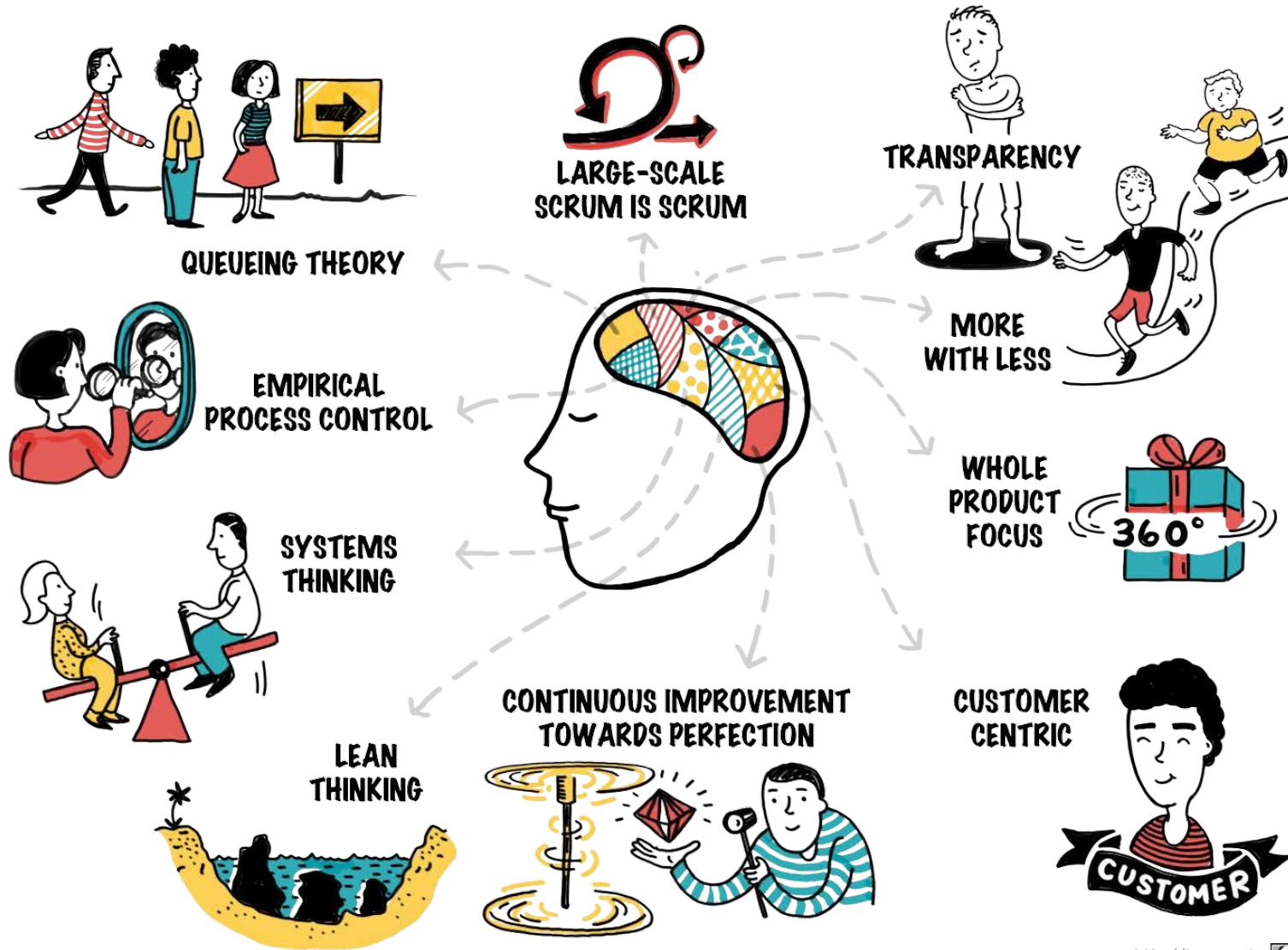
Why **Less** ?

Don't Be  
Left Behind



# Why **LeSS**?

## LeSS Principles





# Why Agile Carpentry?

# Why ?

## Superior Vetting

The mentorship program and vetting process for *LeSS* trainers is exceptionally rigorous. The *LeSS* case study authorship, editorial review, and mentorship process ensures every *LeSS* trainer has deep real-world experience creating meaningful organizational change. The process is analogous to a doctoral thesis process in the applied sciences.

- There are currently 28 *Certified LeSS Trainers* (CLTs) globally.
- James Carpenter is one of only 4 CLTs in the United States.

# Why ?

## Experience

In a little over a year at a large networking and server hardware company James Carpenter's leadership was responsible for the following:

- Mitigating the perpetual existential threat to one billion in annual revenue by adopting a LeSS-like structure within the BIOS firmware teams.
- Establishing a cross-functional, cross-component, self-managing team which quickly saved the organization hundreds of millions in reduced warranty costs.

Success in each case was achieved by addressing underlying structural issues hindering earlier efforts.

You can read about the above effort in his LeSS case study at:

<https://less.works/case-studies/large-server-hardware-company>

# Why



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## Written Recommendations



Working with James was a transformational experience for me, and for the team. He took us from “No Way Scrum Can Be Done Here” to “We Can’t Ever Go Back.”

– Dmitry Barsky



He is not only fluent in Agile methodologies but is extremely well versed in software development methodologies – which allows him to go toe to toe with some of the most technically astute developers and senior leaders in the organization.

– Trevor Gamba



If you are looking for an agile coach who will tell you what you need to hear, James is an excellent one to reach out to.

– David Stackleather



# Why ?

## Global Logistics



Agile Carpentry has the global logistical capability to alleviate the client burden required to host a systems modeling based LeSS course.

This is more unique than you might expect.

# Why Sponsor A Systems Modeling Based LeSS Course?



# Systems Modeling Based Workshop

Telling people why and how they should change doesn't usually work. Letting them figure it out for themselves often does.

Agile Carpentry's 3-Day ***Certified LeSS Practitioner*** course, and related ***Certified LeSS for Executives*** course is built around a systems modeling workshop. Participants spend much of their time in small groups at large whiteboards thoughtfully mapping out how various organizational design choices influence outcomes.

Between modeling sessions, participants map the new theoretical insights they are teaching themselves into the actionable approaches found in LeSS.

Throughout the experience, James provides guidance, facilitates discussions, shares his own expert insights, and provides brief lectures between exercises.



# Why



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## Systems Modeling Based Workshop



**Participants convince themselves of the  
need to change the organizational design.**



# LeSS Practitioner or LeSS for Exec.

The initial 3-days of systems modeling-based knowledge transfer is roughly the same in both the *Certified LeSS Practitioner* and the *Certified LeSS for Executives* workshop.

The primary change with a Certified LeSS for Executives is a more carefully curated attendee mix, along with additional facilitated discussion to achieve executive alignment on a path forward.

A successful Certified LeSS for Executives requires a careful mix of people with sufficient structural authority, and more senior individual contributors who can bring ground truth to the discussions.

You can learn more here: <https://agilecarpentry.com/cle/global/>

# Why ?

## Executive Buy-In Required

***“Every system is perfectly designed to get the results it gets.”***

— Dr. Edward Deming

Achieving greater adaptability and value delivery requires deep organizational change. You can't do this without executive buy-in.

Achieving executive buy-in requires executives to develop their own insights into how various organizational design decisions impact organizational adaptability.

Once there is a common shared understanding, it becomes possible to create a common shared vision of what changes should be undertaken. Agile Carpentry can help put those changes in place, but only if the executive buy-in to do so exists.

# Services Available

An in-person *Certified LeSS for Executives* or *Certified LeSS Practitioner* course is the best approach for establishing an initial relationship and on-going dialogue. This helps to establish trust, understanding, and alignment. The natural next step is to stand-up a few initial teams in a LeSS structure.

To help with this, the following services are available on a global basis:

- Stand-alone training
  - Certified LeSS Practitioner
  - Certified LeSS for Executives
- Training and launching teams
- Long-term coaching
  - Cadenced in-person trips every few Sprints
  - Remote advisory services

# Contact Details



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