

### The LeSS Sprint

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.

### Overall Retrospective

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).

### Retrospective

At the end of the Sprint, each Team has their own Sprint Retrospective.  
 Note: The team should also brainstorm about overall obstacles that are impeding them and all the other teams. The team or its representative should bring improvement proposals to the overall retrospective.

### Sprint Review

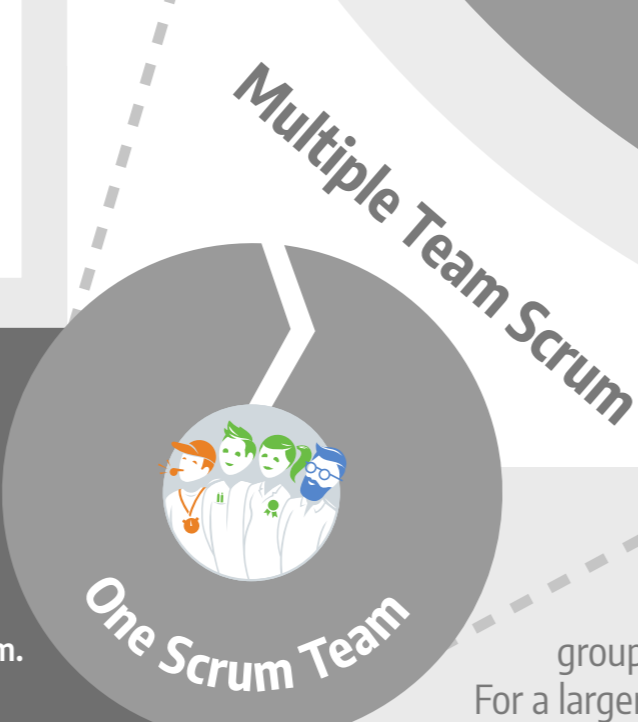
There is one product Sprint Review; it is common for all teams. Ensure that suitable stakeholders join to contribute the information needed for effective inspection and adaptation.

### Shared Work

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.

### LeSS is Scrum

LeSS: Multiple teams work on a single product using Scrum. All Scrum principles and most rules apply to LeSS. Before getting into LeSS, start with understanding and practicing one-team Scrum. More: [DasScrumTeam.com/Scrum](http://DasScrumTeam.com/Scrum)



The **LeSS (Large Scale Scrum) framework** is a way to scale the work of multiple teams doing Scrum. LeSS applies to products with 2 - 8 teams. For the product group, establish the complete LeSS structure "at the start"; this is vital for a LeSS adoption. For a larger organization use LeSS Huge. More: [LeSS.works](http://LeSS.works) or [DasScrumTeam.com/LeSS](http://DasScrumTeam.com/LeSS)

### Sprint Planning

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.

#### Part 1 - Why/What:

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.

#### Part 2 - How:

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.

### More with Less

LeSS changes the organization by applying a fundamental structure people need to follow. This fosters new experiences which finally shift the existing organizational culture towards Agile. On the other side the Framework provides enough space, so that the organization can improve continuously. The key is to avoid adding more overhead. Try experiments instead and learn from them, before adding long-lasting rules beyond LeSS.

### Daily Scrum

Each team has their own Daily Scrum.

### Product Backlog Refinement

Product Backlog Refinement (PBR) is preferably done with multiple teams to increase shared learning and to exploit coordination opportunities.  
 Note: Refinement of items is not done separately by the Product Owner or a dedicated business analysis group.



### Manager

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.

- Managers' role is to improve the product development system by practicing Go & See, encouraging Stop & Fix, and "experiments over conformance."



Before you start with LeSS you should understand these fundamental theories:

- Queuing Theory
- Empirical Process Control
- Systems Thinking
- Lean Thinking

The 6 guiding principles on this poster explain how LeSS works, and help you decide on further improvements using the framework.



### Team

The goal of the team in LeSS is to add a couple of Product Backlog items into the Product during the Sprint. They work closely with customers/users on clarifying the definition of the items and with the Product Owner on the prioritization. They coordinate and integrate their work with other teams so that at the end of the Sprint they will together have produced one whole product increment. The Team has the responsibility for managing his own relationships with external teams and people.

- Structure the organization using real teams as the basic organizational building block.
- Each team is (1) self-managing, (2) cross-functional, (3) co-located, and (4) long-lived.
- The majority of the teams are customer-focused feature teams.

### Transparency

All LeSS and Scrum principles depend on transparency. At scale it becomes even more critical to create an unfiltered view on the status of product development, because the direct communication between the individuals is getting lost when more people are involved.



### ScrumMaster

A LeSS ScrumMaster will encounter complex large-scale problems and he'll need to resist resolving them with complex large-scale solutions. Instead, he'll need to leverage the spirit of Scrum and find simple ways to empower people to resolve their impediments. This approach leads to large-scale, yet simple, solutions.

- 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.
- A Scrum Master is a dedicated full-time role.
- One Scrum Master can serve 1-3 teams.

### Continuous Improvement Toward Perfection

LeSS is a big change for many organizations. Be aware, that this change does not mean improvement in the first place. LeSS enables the organization to start getting better. Striving for perfection through continuous improvement remains a major factor.



### Product Owner

The Product Owner maximizes the return on investment (ROI) of the product by maintaining one Product Backlog. He acts as a connector, bringing teams and customers/users together so the teams become more customer focused. It is possible in LeSS to effectively scale the Product Owner role with just one person because most of the product backlog refinement is done by the teams together with the customers/users.

- There is one Product Owner and one Product Backlog for the complete shippable product.
- The Product Owner shouldn't work alone on Product Backlog refinement; she is supported by the multiple Teams working directly with customers/users and other stakeholders.
- All prioritization goes through the Product Owner, but clarification is as much as possible directly between the Teams and customer/users and other stakeholders.

### Whole Product Focus

Teams tend to sub-optimize for their specific goals even stronger as individuals do. This is why the biggest challenge teams have is to integrate their work. The only way to help them is to make the purpose of the whole product as clear as possible, focus every individual on the whole product and empower the teams to define aligned subgoals by themselves, if necessary.



### Product Backlog

Multiple teams build a single product guided by items from a single Product Backlog. Product Backlog items are not pre-assigned to the teams.

- 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.

### Sprint Backlog

Each team has their own Sprint Backlog.

### Increment

The output of every Sprint is also called a Potentially Shippable Product Increment. The work of all the teams must be integrated before the end of every Sprint. 'Potentially shippable' is a statement about the quality of the software and not about the value or the marketability of the software. Whether the product is truly shippable will depend on the current **Definition of Done**.

- One Definition of Done for the whole product, common for all teams.
- Each team can have their own stronger Definition of Done by expanding the common one.
- The perfection goal is to improve the Definition of Done so that it results in a shippable product each Sprint (or even more frequently).

### Customer Centric

Only teams directly interacting with the customer can maximize the value of a product. Organizations unfortunately tend to decouple the teams from the customer, as soon they grow larger. To mitigate that, ensure that teams are centered on the customers and their needs.