



San Francisco, California

April 22-24, 2026

Certified LeSS Practitioner Workshop

Principles to Practices - 3 days



Overview

Large-Scale Scrum (LeSS) is a simple framework for product development with multiple teams.

When working at scale the first order factors affecting adaptability are structural; not mindset, values, practices or methods. Changing culture requires changing structure with clear and explicit optimization goals in mind.

This Certified LeSS Practitioner workshop takes a system modeling approach to help participants better understand the interactions of various organizational aspects and their impact on adaptability. The insights gained from the system modeling activities are completely agnostic of any particular framework.

The system modeling insights by themselves can be difficult to fully conceptually internalize without grounding them in at least one concrete approach to executing on them. LeSS is explicitly designed to achieve highest-level adaptiveness in the service of learning and delivering highest-level value. Alternating between abstract system modeling and a study of the concrete implementation guidance of LeSS helps to stimulate deeper insights and better retention than would otherwise be possible.

The course is being hosted in a hospitality suite at the Hyatt Regency San Francisco Airport hotel.

Contact Info

James Carpenter
Executive Agile Coach
Agile Carpentry
832-677-7247
james@agilecarpentry.com
<https://agilecarpentry.com>



To learn more or buy tickets use the QR code or the links below. Please consider sharing this with others who may wish to attend.

Course Content

The following topics will be covered in the course:

- Why LeSS?
- Systems Thinking, Organizational Design, and the Contract Game
- Systems Thinking: From Local to Global Optimization
- Culture Follows Structure
- Scrum, LeSS and LeSS Huge Overview
- LeSS Rules and Principles
- Organizing around Customer Value and Feature Teams
- What is your product?
- Definition of Done and its impacts.
- Product Owner and Product Backlog
- Role of Management
- Organizational impacts and typical LeSS organizational structure
- LeSS Product Backlog Refinement, Sprint Planning, Review and Retrospective
- Consideration on technical practices when scaling.
- Integration & Coordination
- Job Safety, but not Role Safety
- Adopting LeSS in your organization

Initial Cut-Off: April 13

For the course to run, all early-bird tickets must be sold by the initial cut-off date.



<https://agilecarpentry.com/clp/san-francisco-spring-2026/>

<https://less.works/course-details/certified-less-practitioner-san-francisco-4442>