

LeSS

Consulting & Training



**James
Carpenter**



Why LeSS?

Traditional large groups are **complicated** — not because they must, but because their **organizational designs**, based on local optimization, **create an illusion of ‘necessary’ complexity.**

Help Is Available

*Agile Carpentry helps companies use **LeSS** to shape organizations that are **simpler**, more **adaptive** and focus **delivery** on maximising **value**, while **enriching** the **human** experience at work.*



The Corporate **LESS** Landscape: From Early Adoption to Current Trends





LEARNING ABOUT LESS

<https://agilecarpentry.com/blog/learning-about-less/>

Stand-Alone Training

- **Certified LeSS for Executives**
- **Certified LeSS Practitioner**
- **Informed Consent Workshop**



Consulting Services

- **Training and Launching Teams**
- **Coaching Through First Sprint**
- **Long-Term Coaching**
 - Remote Advisor
 - Cadenced In-Person Trips
- **Translation of LeSS books**

<https://agilecarpentry.com/services/>

Seeking To Help

Agile Carpentry is seeking to help executives of large and mid-sized product development organizations who have the courage to consider redesigning their organizations to achieve greater value delivery.



Best vetted agile trainers and coaches in the world.

LeSS marketing umbrella, certified courses, books, knowledge base, and related support infrastructure.

Depth of bench within the community.

Backup Slides

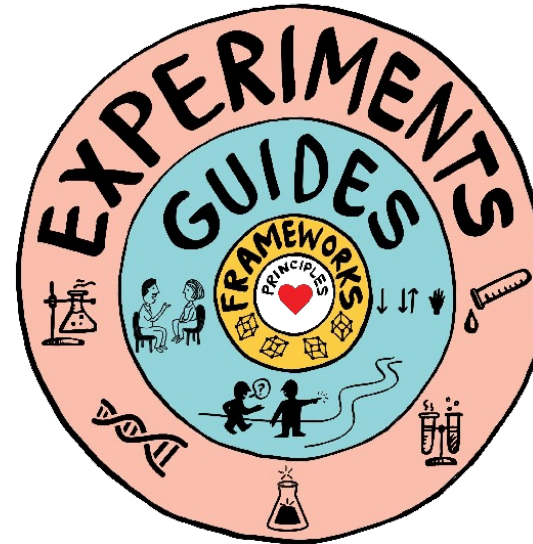
CLP Instructional Design Pattern



[Thinking Gorilla](#)
© Joshua J. Cotten,
Unsplash

System Modeling

Agnostic of any specific framework, just the “physics” of the work.



LeSS Specifics

More concrete potential implementation specifics to help ground abstract theory.

highest-level **adaptiveness** in the service of learning & delivering highest-level “value”



**In-Person
Anywhere!**

Take the survey

**My LinkedIn is
here too**



<https://agilecarpentry.com/clp/global/>

Training Services

- **Certified LeSS Practitioner**
- **Certified LeSS for Executives**
+ Informed Consent Workshop



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Consulting Services

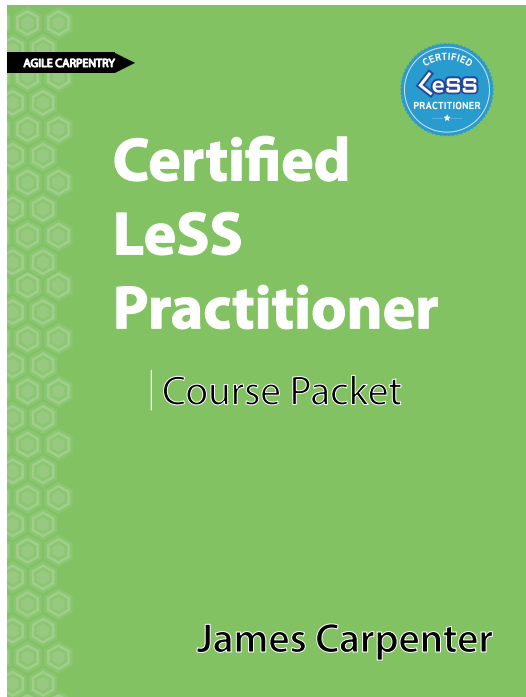
- **Facilitating Executive Off-Site**
- **Training and Launching Teams**
- **Coaching Through First Sprint**
- **Long-Term Coaching**
 - **Remote Advisor**
 - **Cadenced In-Person Trips**



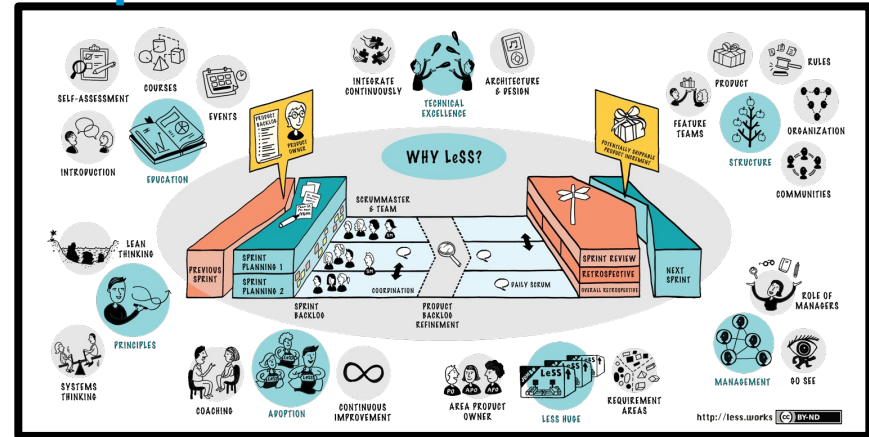
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LeSS In Arabic* via Agile Carpentry

\$Just Add Funding\$



<https://less.works>



Written Content

- Course Pack
- Slide Deck
- System Variables
- Case Study

Other

- Live Captions
- Arabic Table Discussions

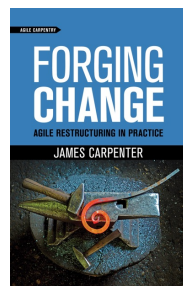
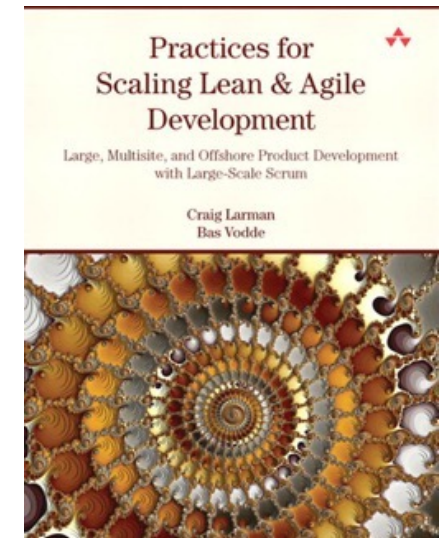
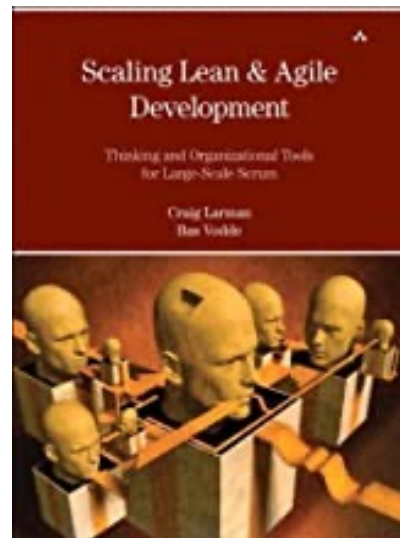
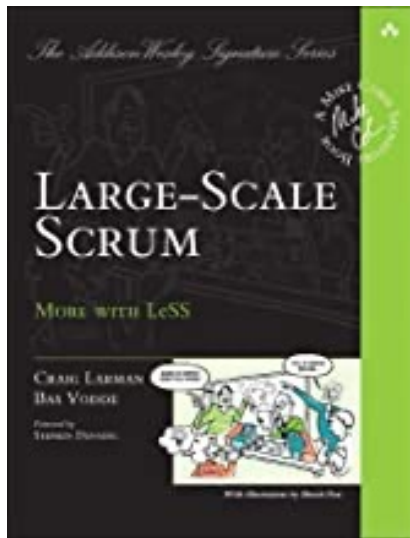
Key Relationships

- Chairperson of translation at Notre Dame University in Beirut, Lebanon
- All required LeSS Company relationships
- Many others

* Or any other language

LeSS Books In Arabic* via Agile Carpentry

- Addison-Wesley Conversations In-Flight
- Funding Needed



Key Elements

- Chairperson of translation at Notre Dame University in Beirut, Lebanon
- Past publishing experience
- Agile Carpentry publishing imprint



Addison-Wesley has determined Agile Carpentry has the depth of publishing experience required to be entrusted with translation rights.

* Or any other language

Example Internal Pitch Deck

What follows is a heavily redacted pitch deck used by an internal advocate at one potential client. Your own needs may vary, yet this may still provide useful seed content.

I have not worried much about formatting since you will likely need to apply your own in-house template anyway.

Most importantly, please reach out so I can help you influence whomever you need to influence.

Sincerely,

James Carpenter

Certified LeSS Trainer

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ACME Product R&D Agile Transformation Proposal

Agenda

- Vision
- Obstacles to the Vision
- Strategy
- Milestones
- Budget
- Role Change & Initial Investment

Vision

We desire to have a **learning organization** that delivers the **highest value** to our customers through a cohesive offering instead of individual products or components, as well as the ability to **quickly adapt** to our customers needs in a **sustainable** manner with **improved forecast accuracy**.

Obstacles to the Vision

- Right people aren't available
- Functional silos
- Time zone challenges
- Component focus vs. customer-value focus
- Multiple backlogs within a product
- Lack of transparency
- Unpredictable delivery

Strategy To Achieve The Vision

Start Small, But Not Too Small

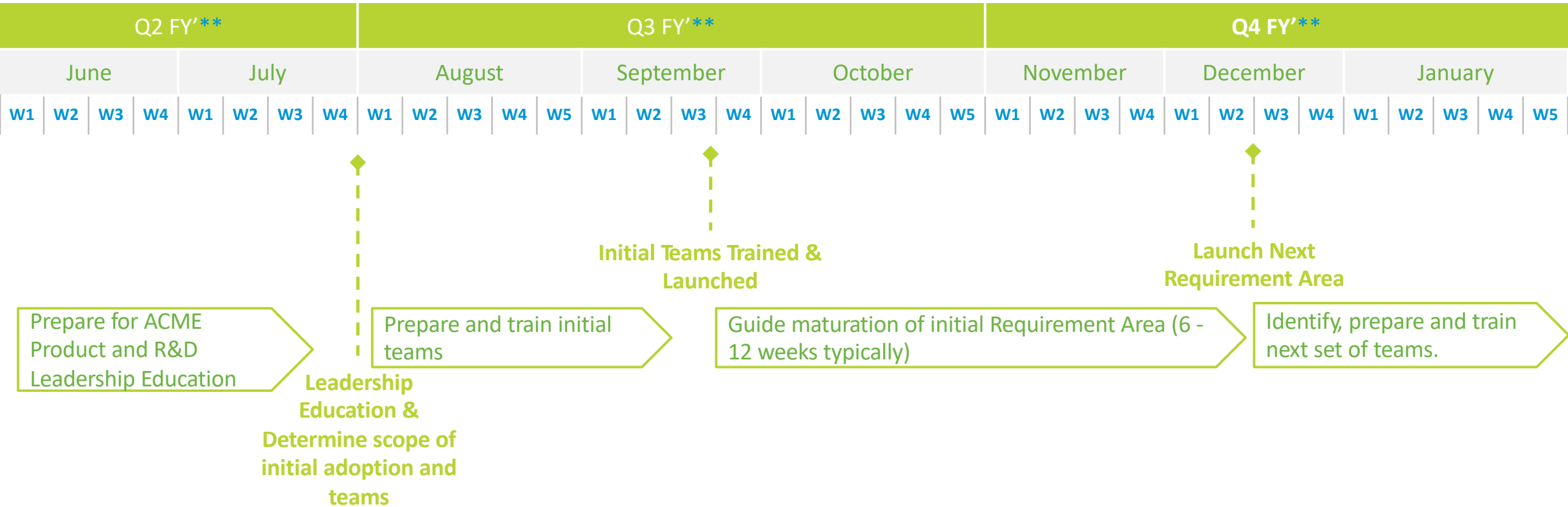
- Adopt a new way of working
- Cross-functional teams organized around customer value that have the right people to make decisions
- Change the mindset - start with leadership by providing leadership education which includes some key staff involved in the day-to-day
- Determine initial set of teams organized around a whole-product, customer-value focus
- Provide training and ongoing coaching for initial teams to put into practice
- Expand to other teams when initial group is mature enough

Key Initial Milestones

- ACME Product and R&D Leadership Education
- Determine Scope of Initial Adoption and Teams
- Initial Teams Have Been Trained
- Initial Teams Have Been Launched
- First Requirement Area is operating well enough to focus on launching next Requirement Area

Key Milestones

Initial Estimated Timeline



Milestones

Leadership Education – Learning Objectives

1. Principles & Management Implications

- Empirical Process Control for the Entire Organization
- Lean Thinking
- Systems Thinking: From Local to Global Optimization
- Whole-Product Focus: Group and Role Impacts
- Customer Centric: Process and Group Impacts

2. Adoption

- Adoption Principles
- Getting Started
- Growing Your Adoption
- Culture Follows Structure
- Job Safety, but not Role Safety
- From Smallish to Huge
- Multisite Adoption

3. Structure & Roles

- What is your product?
- Organizing around Customer Value and Feature Teams
- Role of Managers
- The Business-Driven Product Owner
- Typical Organizational Structures and Patterns
- Multisite Implications

Key Milestones

Determine scope of initial adoption and teams

- Do the last day during the week of training
- Clarifying product definition
- Determining the product scope involved in the initial adoption
- Determining the people involved in the initial adoption
- Ensure team rules are understood and accounted for

Key Milestones

Initial teams have been trained

- Preparation for training for identified initial teams
- Conduct the training for initial teams

Key Milestones

Teams Have Been Launched

- Teams have been formed
- Teams have conducted 3 - 6 iterations (assume 2 week iterations)

Key Milestones

First Requirement Area is operating well enough to focus on launching next Requirement Area

- Teams are focusing on Quality not Quantity (following DoD)
- Teams are focusing on a shippable increment at the end of each iteration
- Teams are acting as teams not individuals
- Retrospectives are healthy and results are being acted on
- Teams are self-managing and own delivering customer value
- Iteration reviews and multi-team review refinement (healthy team to customer interactions)
- Single product backlog is transparent and respected
- Craftsmanship deficiencies are being actively addressed