Meetup:

Large Scale Scrum Berlin

25.01.2017

Workshop:

LeSS Product Definition

- More with LeSS -

-Mark Bregenzer-

Workshop Agenda

A Very Short LeSS Introduction

LeSS Principles
    Related to Product Definition

Adoption
    Or Why Is The Product Definition So Important?!

LeSS Product Definition (Four Guides)

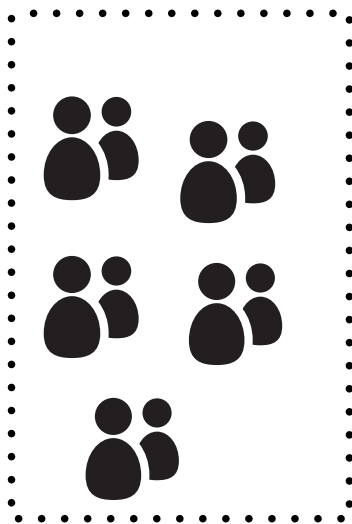**Share Your Product Definition And Experiences**

A Very Short LeSS Introduction

LeSS/LeSS Huge
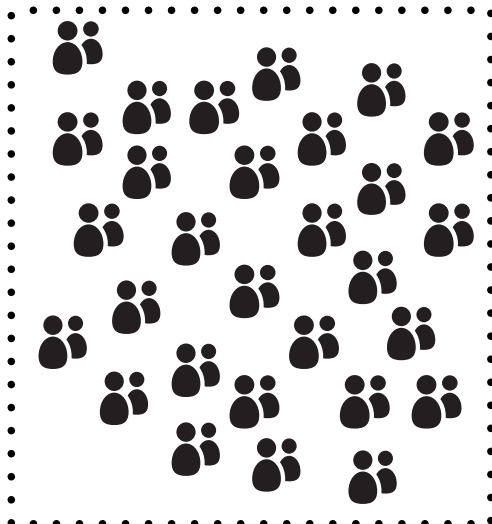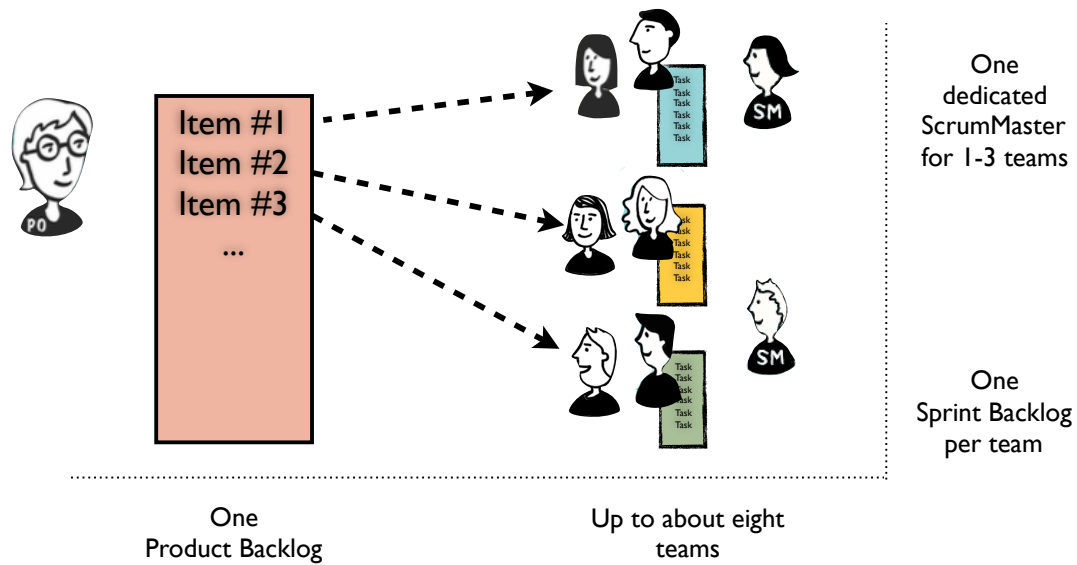
2-8 teams   vs   > 8 teams

Large Scale Scrum (LeSS)

One
dedicated
ScrumMaster
for 1-3 teams

One
Sprint Backlog
per team

One
Product Backlog

Up to about eight
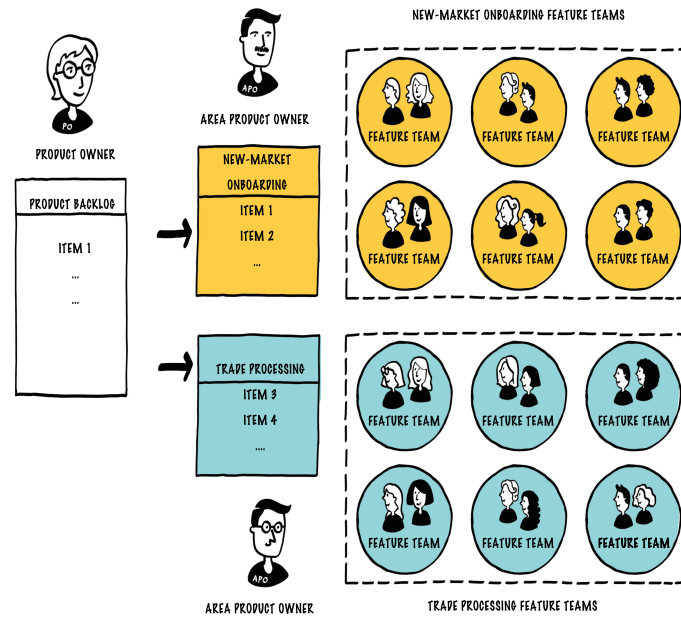teams

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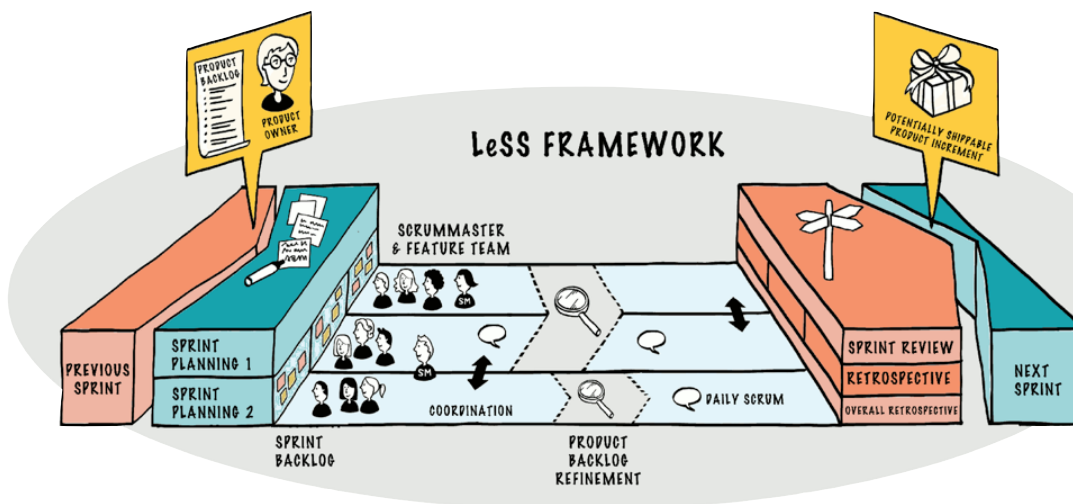
LeSS Structure

from 2 to 8 teams

LeSS Huge - Requirement Areas

LeSS Huge Structure
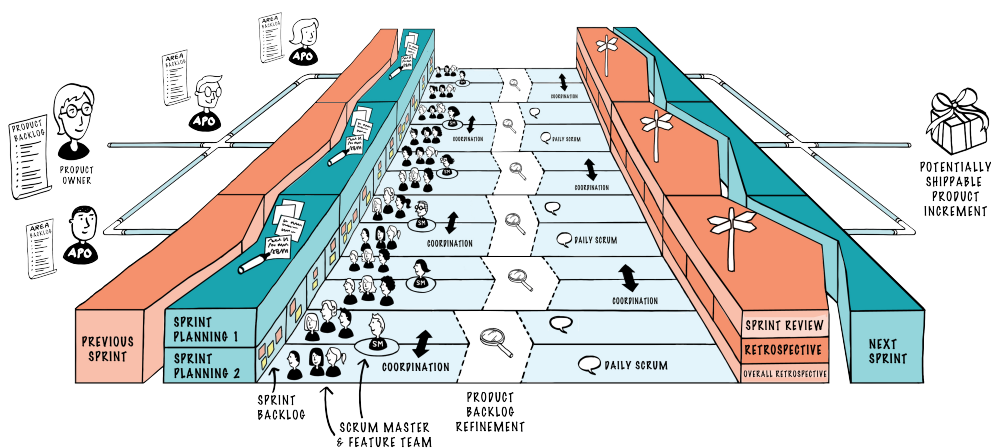
more than 8 teams

LeSS Principles

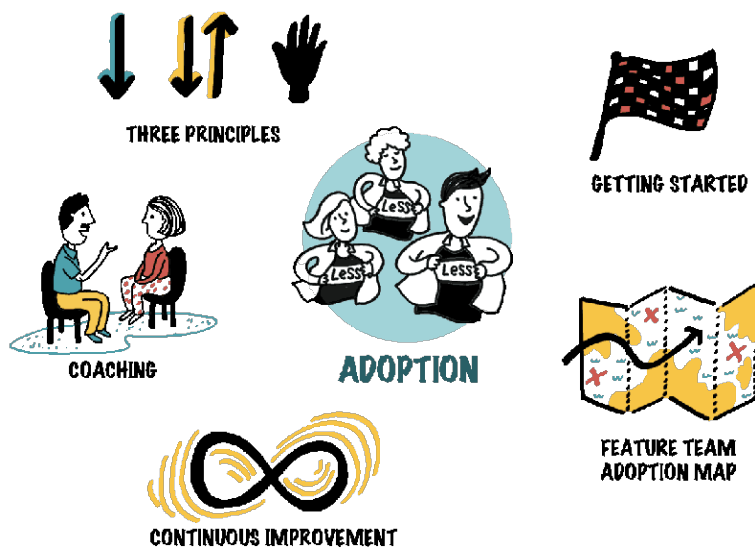# LeSS Principles
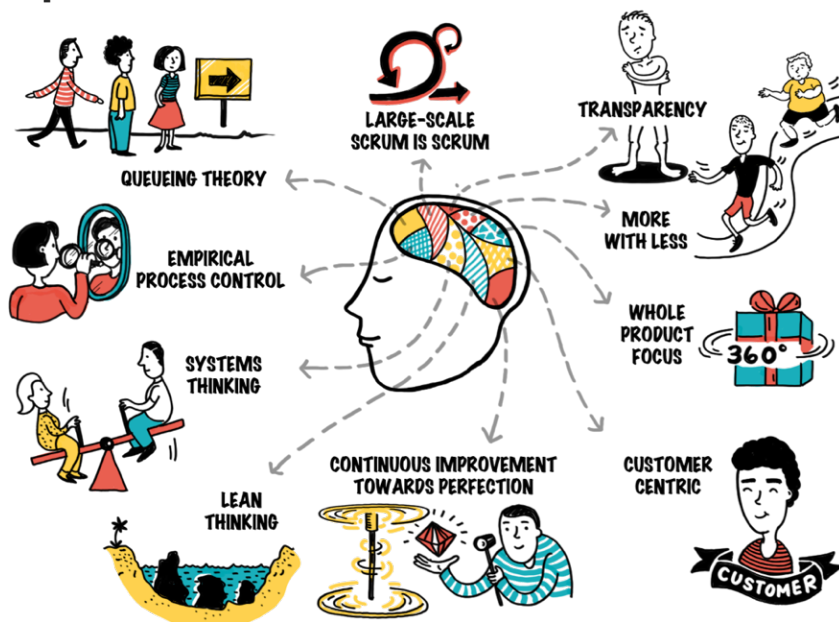
Adoption

Getting Started

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0. Educate Everyone

1. Define 'product'

2. Define 'done'

3. Have appropriately-structured teams

4. Only the Product Owner gives work to the teams

5. Keep project managers away from the teams

LeSS Product Definition

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Product Vs. Project Or Progam?

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Guide: Product Over Project Or Progam?

Managing products as projects has severe disadvantages.

Project / Program (drawbacks)

- decisions of long-term versus short-term trade-offs will be made based on the short-term
- requent fantastical budget processes
- overhead of starting and stopping projects
- temporary teams or even temporary employees

Product (advantages)

- proper perspective on short/long term trade-offs
- financing based on the future value of the product rather than specific features
- elimination of project and program structures and the associated overhead,
- stable long-term teams

Don't manage products using projects or programs!

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Ask Your Customer

One Codebase

Galaxy W   Galaxy Y   Galaxy M Pro   Galaxy Y Pro

One, Two Or Three Products?

Guide: What Is The Product?

or

or

or

Broader is preferred!

What is Practical?

Guide: What Is Your Product?

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Broader Product definitions lead to:

- more customer-centric and finer-grained prioritization—all in all, a better overview of the development and the product

- resolving dependencies using feature teams

- thinking together with the customer—more focus on the real problem and impact than on the requested 'requirements'

- avoiding duplicate functionality

- simpler organizations

LeSS Is A Descaling Framework

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LeSS de-scales organisational complexity by broader product definitions, dissolving unnecessary complex organisational solutions and solving them in a simpler ways.

Guide: What Is Your Product?

Retraining forces that narrow a Product Definition:

Commonality

The items in the backlog must have some common reason for belonging to the same product. There are three key commonalities that restrains the product definition:

- Vision
- Customer or markets
- Domain

Existing structures

Teams working on one backlog within the same Sprint, coordinate and integrate their work, and deliver one

integrated product increment. Existing structures that might prevent a broad product definition …for now, are:

Companies

- hired teams or outsourced development
- Customized components
- Generic components

Departments

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Guide: Define Your Product

Step 1: Expand Product Definition as Broad as Possible

What would the end customers answer if we ask them, "What is our product?"
Do we have shared components or same functionality across our current products?
Our product is part of? What problem does the product solve for end customers?

Step 2: Restrain the Product Definition as Practical

What is the product vision? Who are the customers? What is the product's customer domain?
What development is within our company? How much structural change is practical?

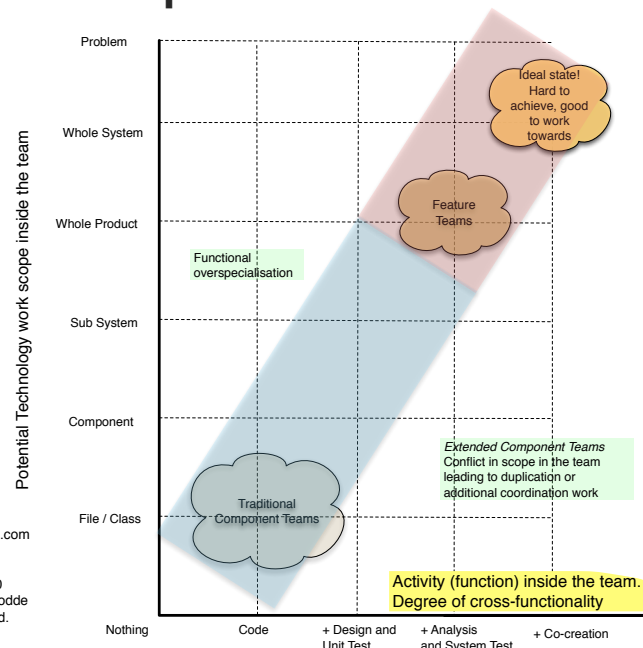## Step 3: Decide Initial Product Definition

Compare the broad product definition (outcome of step #1) with the practical product definition (outcome of step #2) and explore what is a good future product definition.
What changes are needed to achieve that?

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Feature Team Adoption Map

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Problem

Whole System

Whole Product

Sub System

Component

File / Class

Nothing

Potential Technology work scope inside the team

Ideal state! Hard to achieve, good to work towards

Feature Teams

Functional overspecialisation

Extended Component Teams
Conflict in scope in the team leading to duplication or additional coordination work

Traditional Component Teams

Activity (function) inside the team. Degree of cross-functionality

www.craiglarman.com
www.odd-e.com

Code | + Design and Unit Test | + Analysis and System Test | + Co-creation

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Share Your Product Definition and Experiences

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Guide: Expanding Product Definition

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Over time the Product definition might change

During the life of the product, the organization must constantly ask themselves, "What prevents us from expanding the product definition?" The answers provide actions for future organizational improvement.

In this sense, the product definition plays a similar role as the Definition of Done, except that the product definition tends to be harder to expand, as the organizational impact tends to be bigger, as it involves different departments with their own goals, P&L, and politics.

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Closing

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★

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thank you_

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