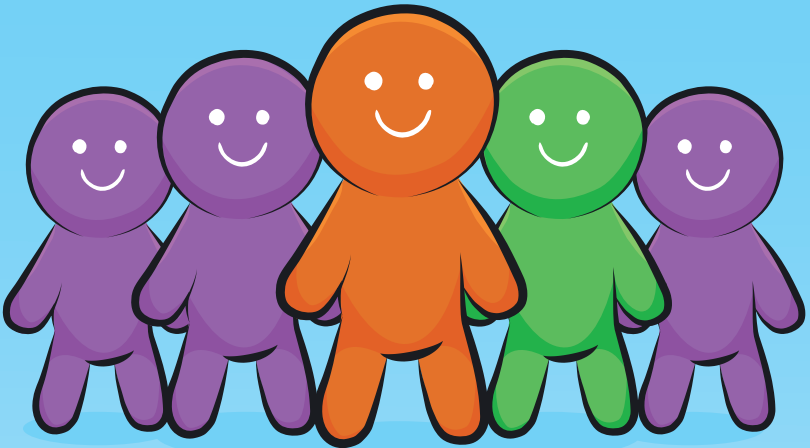


AMAZING SCRUM

Volume 1 Episode 1

# WHY "SCRUM" ISN'T MAKING YOUR COMPANY VERY AGILE

HOW MISCONCEPTIONS ABOUT THE PRODUCT OWNER ROLE  
HARM YOUR ORGANIZATION, AND WHAT TO DO ABOUT IT.



BY MJ

**This story first appeared as a video at  
<https://youtu.be/cr2rjaGmUzo>**

**以下のサイトにて、本ストーリーの日本語版ビデオおよび  
コミック版をご覧ください。**

**<http://seattlescrum.com/jp/>**

**MJ thanks Shinya Shibusa, Benjamin Leffler,  
Tommi Johnstone, and Yoko Hinoue  
for their help telling this story.**

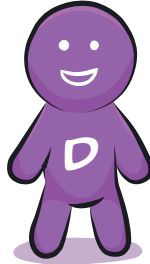
**Please send comments and corrections to  
[mj@seattlescrum.com](mailto:mj@seattlescrum.com)  
or tweet them to  
[@michaeldotjames](https://twitter.com/michaeldotjames)**

# CONTENTS

<b>SCENE 1</b>	<b>HOW IS THE PRODUCT OWNER ROLE SUPPOSED TO WORK?</b>	<b>1</b>
<b>SCENE 2</b>	<b>HOW DOES YOUR LARGE ORGANIZATION MISINTERPRET THE PRODUCT OWNER ROLE?</b>	<b>3</b>
<b>SCENE 3A</b>	<b>HOW DOES MISINTERPRETING THE PRODUCT OWNER ROLE DELAY CUSTOMER FEEDBACK?</b>	<b>7</b>
<b>SCENE 3B</b>	<b>HOW DOES MISINTERPRETING THE PRODUCT OWNER ROLE REDUCE DEVELOPER MOTIVATION AND EMPATHY FOR CUSTOMERS?</b>	<b>11</b>
<b>SCENE 4A</b>	<b>HOW DO REAL PRODUCT OWNERS DELIVER THE HIGHEST CUSTOMER VALUE?</b>	<b>12</b>
<b>SCENE 4B</b>	<b>HOW DOES MISINTERPRETING THE PRODUCT OWNER ROLE REDUCE VALUE DELIVERY?</b>	<b>15</b>
<b>SCENE 5</b>	<b>WHAT SUCKS ABOUT BEING A TEAM OUTPUT OWNER?</b>	<b>18</b>
<b>SCENE 6</b>	<b>HOW CAN WE HELP PEOPLE STUCK IN THIS ROLE WHILE INCREASING TEAM SELF ORGANIZATION AND CROSS FUNCTIONALITY?</b>	<b>20</b>
<b>SCENE 7</b>	<b>WHY IS IT UNNECESSARY TO CREATE NEW ROLES SUCH AS "CHIEF PRODUCT OWNER"?</b>	<b>23</b>

**SCENE 1:  
HOW IS THE PRODUCT OWNER ROLE  
SUPPOSED TO WORK?**

I FIRST DID SCRUM AS A  
PRODUCT DEVELOPER IN  
A VERY SMALL COMPANY.



**DEVELOPER**



**VISION  
AND  
PRIORITIES**

IT WAS EASY TO KNOW OUR  
**PRODUCT VISION** AS IT  
EVOLVED, AND OUR **PRIORITIES**  
AS THEY EMERGED.

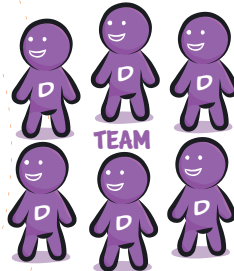
OUR **PRODUCT OWNER**, AN ENTREPRENEUR,

**PRODUCT OWNER**



WAS RIGHT THERE SHARING  
OUR BUSINESS OBJECTIVES.

**VISION  
AND  
PRIORITIES**



**TEAM**

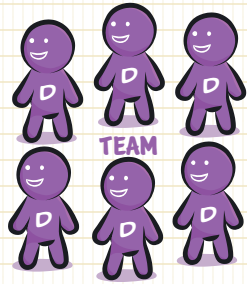


**SCRUM  
MASTER**

HE PRIORITIZED  
**ONE PRODUCT  
BACKLOG** AND WE  
REFINED IT  
TOGETHER.

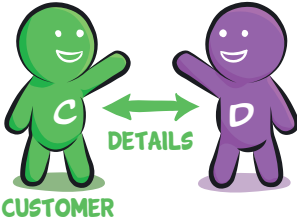


**PRODUCT  
BACKLOG**



**TEAM**

CUSTOMER INTERACTION  
HELPED US KNOW THE  
**DETAILS** OF WHAT TO DO.

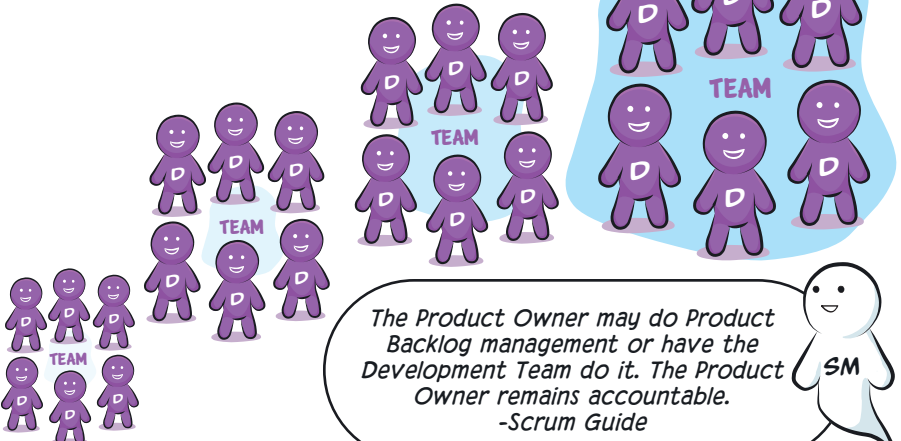


**CUSTOMER**

IT ALSO HELPED THAT WE WERE  
A **CROSS-FUNCTIONAL  
TEAM**,  
INCLUDING A UI DESIGN  
EXPERT.



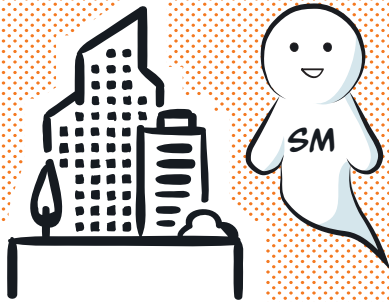
AS WE GREW INTO A **SELF-MANAGING  
TEAM**, OUR PRODUCT OWNER LEARNED  
TO DELEGATE MORE AND MORE TO US.



The Product Owner may do Product Backlog management or have the Development Team do it. The Product Owner remains accountable.  
-Scrum Guide

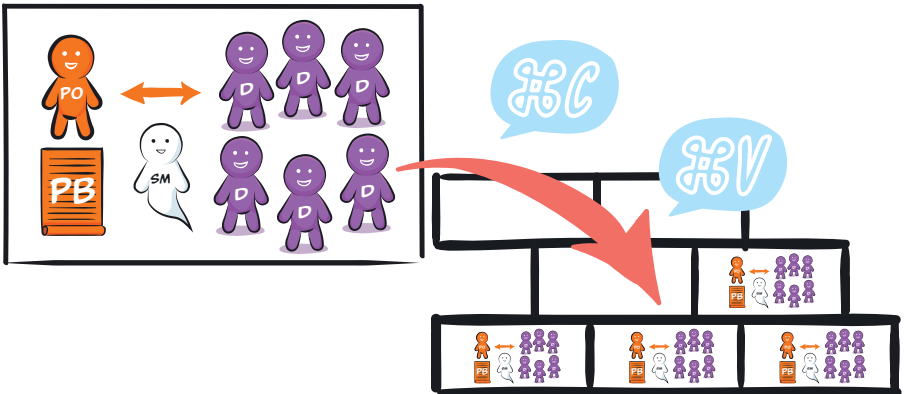
**SCENE 2:  
HOW DOES YOUR LARGE ORGANIZATION  
MISINTERPRET THE PRODUCT OWNER ROLE?**

WHEN I STARTED WORKING AS A SCRUM MASTER WITH **LARGER ORGANIZATIONS**, I MADE THE MISTAKE OF FOCUSING ON **TEAM PRODUCTIVITY**.



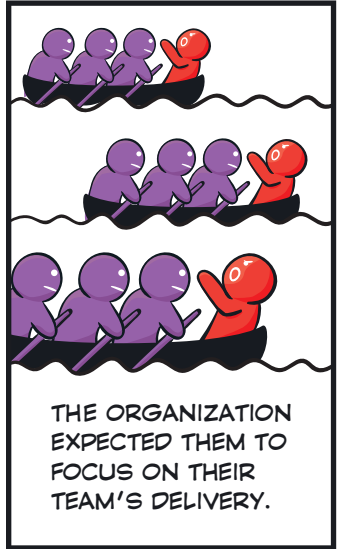
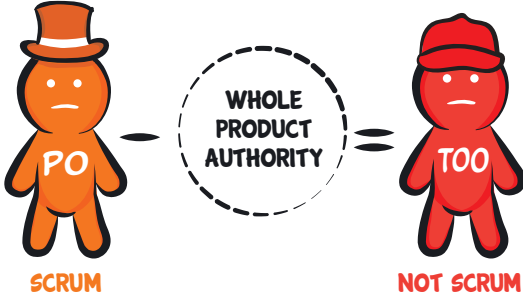
SCRUM WORKED SO WELL FOR ME IN A SMALL COMPANY,

WHY NOT JUST **COPY-PASTE** THE SAME PATTERN INTO A LARGE ORGANIZATION?

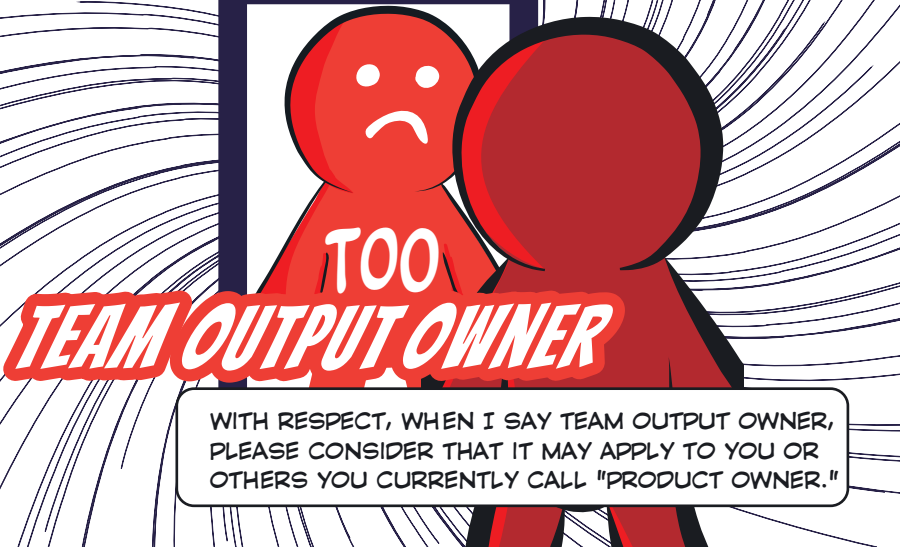


THINKING ONLY ABOUT TEAM PRODUCTIVITY, IN THOSE DAYS IT SEEMED TO MAKE SENSE FOR EACH TEAM TO HAVE ITS OWN PERSON TRYING TO ACT AS PRODUCT OWNER.

BUT UNLIKE MY PRODUCT OWNER FROM SCENE 1, THESE PEOPLE LACKED THE AUTHORITY TO MAKE MAJOR BUSINESS DECISIONS ABOUT THE WHOLE PRODUCT.



I'LL CALL THIS COMMON DEVIATION FROM SCRUM A **TEAM OUTPUT OWNER**, BECAUSE THAT'S WHAT THE ORGANIZATIONS I'VE SEEN ARE ACTUALLY EXPECTING FROM THEM.



PRODUCT  
BACKLOG



SCRUM

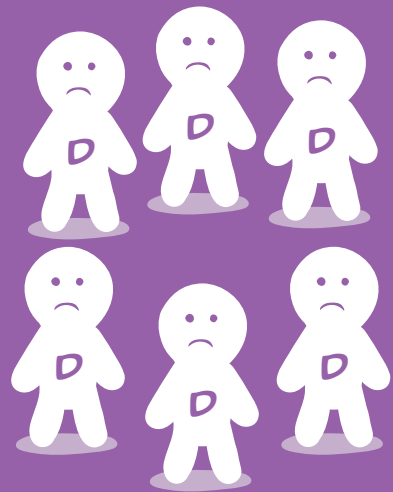
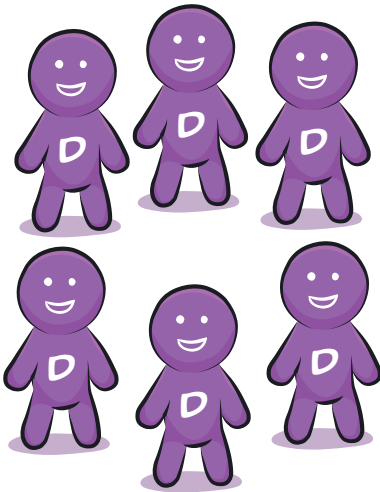


TEAM  
BACKLOG



NOT SCRUM

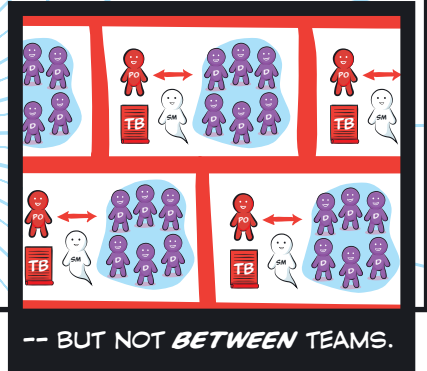
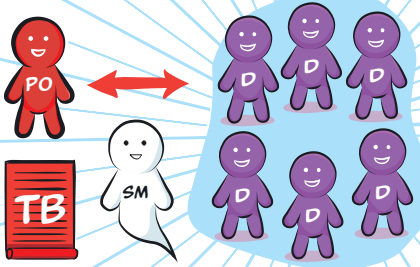
WITHOUT AUTHORITY TO PRIORITIZE THE WHOLE PRODUCT BACKLOG, EACH TEAM OUTPUT OWNER WAS IN CHARGE OF A **TEAM BACKLOG**. WE'LL SOON SEE WHY THIS IS NOT A SCRUM ARTIFACT.



THOSE TEAMS INITIALLY SEEMED **PRODUCTIVE** AT STUFF AND THERE WAS KIND OF AN ILLUSION OF IMPROVED AGILITY.

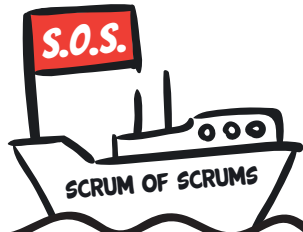


THEY IMPROVED THEIR INTERNAL COLLABORATION -- **WITHIN** TEAMS



-- BUT NOT **BETWEEN** TEAMS.

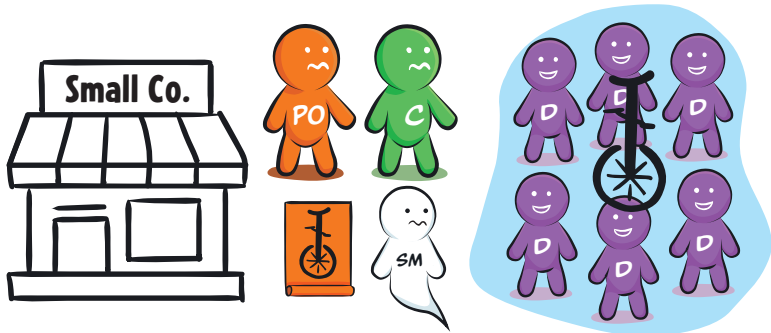
AS A NAIVE AGILE COACH I DIDN'T KNOW WHAT TO DO EXCEPT A PATTERN I'D HEARD OF CALLED "SCRUM OF SCRUMS."



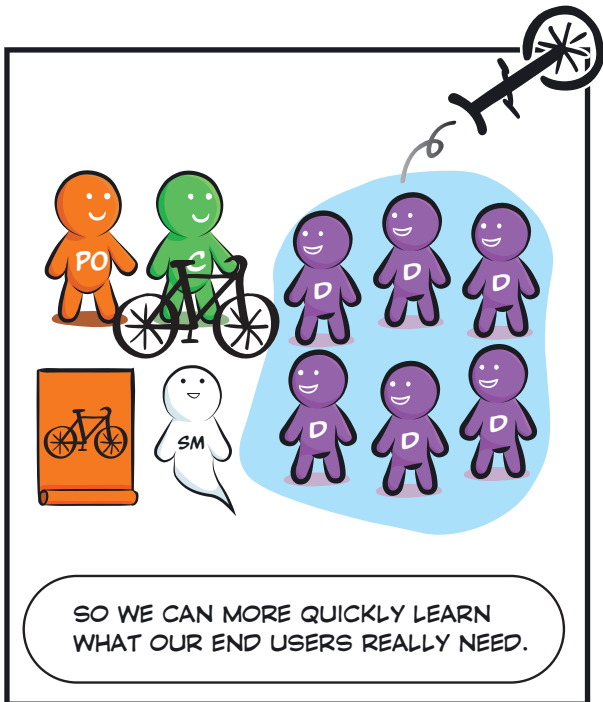
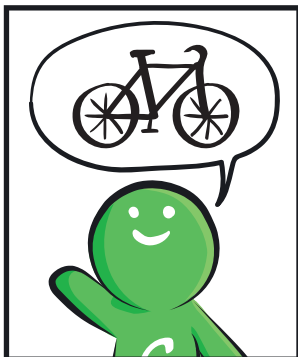
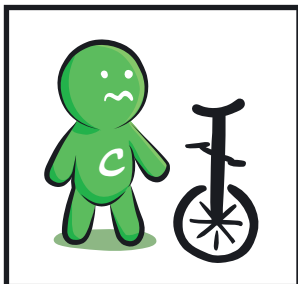
THAT OFTEN DEVOLVED INTO A TRADITIONAL PROJECT MANAGER STATUS MEETING.



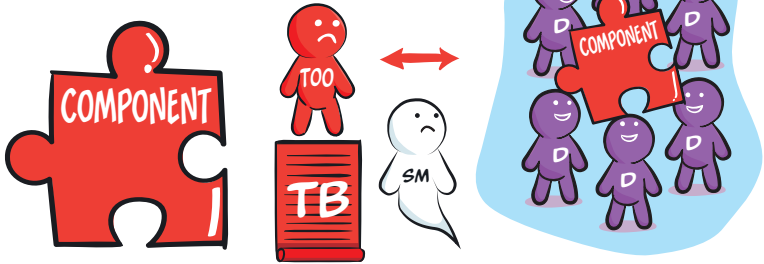
**SCENE 3A:  
HOW DOES MISINTERPRETING THE PRODUCT  
OWNER ROLE DELAY CUSTOMER FEEDBACK?**



**REAL SCRUM TEAMS TRY TO DEVELOP SHIPPABLE PRODUCTS  
EVERY SPRINT**

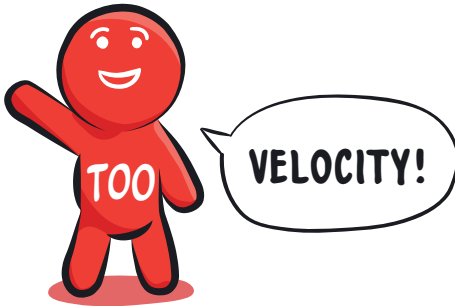


TEAMS IN LARGE ORGANIZATIONS SOMETIMES ONLY MAKE **COMPONENTS** THAT ARE NOT END-TO-END, CUSTOMER-CENTRIC FEATURES.



FOCUSING ON THE **INTERNAL OBJECTIVES** OF MIDDLE MANAGERS INSTEAD OF BROADER **BUSINESS OBJECTIVES** CAN CAUSE TEAMS TO TRY TO INCREASE OUTPUT,

SOMETIMES MEASURED AS "VELOCITY."



TEAM OUTPUT IS GOOD, RIGHT?



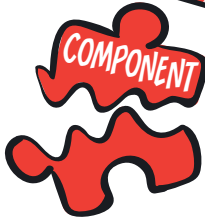
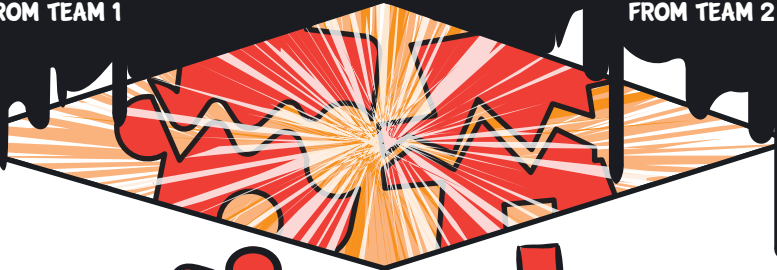
COMPONENT

WHAT WILL HAPPEN LATER  
WHEN COMPONENTS MADE BY  
BY DIFFERENT TEAMS  
DON'T FIT TOGETHER?

COMPONENT

FROM TEAM 1

FROM TEAM 2

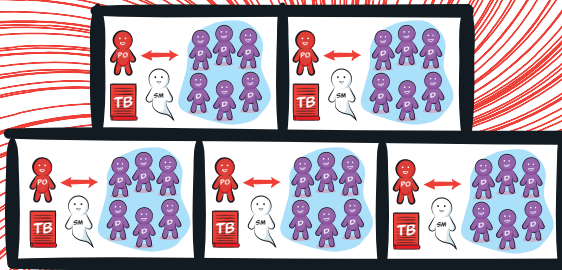


FROM TEAM 1



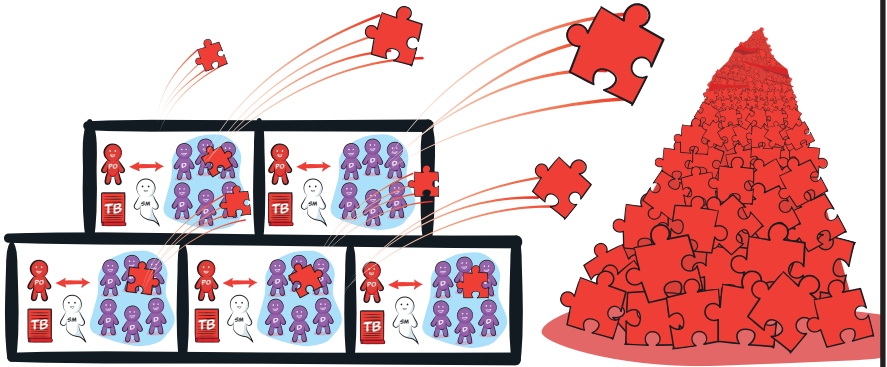
FROM TEAM 2

PEOPLE SOMETIMES THINK TEAMS SHOULD FOCUS ON INCREASING THEIR OUTPUT. IT'S EASY TO GET DISTRACTED BY MEASURABLE THINGS LIKE "VELOCITY."



BUT IN THE BIG PICTURE, FOCUSING ON THAT CAN INCREASE INTEGRATION PROBLEMS AND ACTUALLY DELAY OUR ABILITY TO GET A CUSTOMER RESPONSE!

IF OUR WORK HAS TO BE INTEGRATED WITH OTHER STUFF TO GET SHIPPABLE FEATURES, IT CAN TAKE LONGER TO GET A REAL CUSTOMER REACTION, LEARN FROM IT, AND ADJUST OUR DIRECTION.



MORE FOCUS ON INTERNAL OBJECTIVES FROM INTERNAL ORGANIZATIONAL LAYERS MEANS **LESS FOCUS ON BUSINESS OBJECTIVES.**



"HYPERPRODUCTIVITY"  
CAN HURT.



LONGER END-TO-END CYCLE TIMES WITH THE CUSTOMER  
**REDUCE AGILITY.**

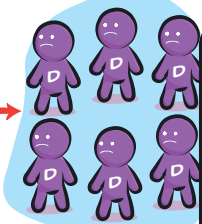
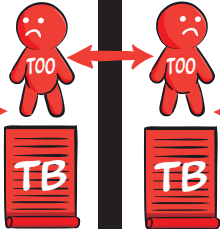
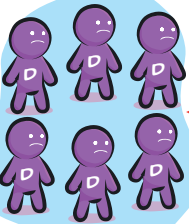
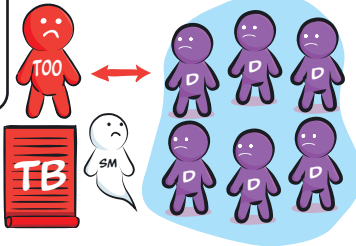
**SCENE 3B:**  
**HOW DOES MISINTERPRETING THE PRODUCT OWNER ROLE REDUCE DEVELOPER MOTIVATION AND EMPATHY FOR CUSTOMERS?**

ANOTHER **WEIRD** THING ABOUT LARGE ORGANIZATIONS ...



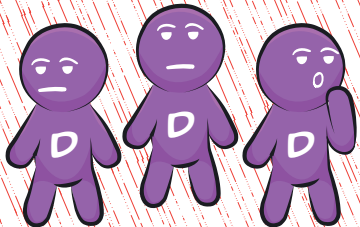
DEVELOPMENT TEAMS OFTEN **DON'T TALK TO CUSTOMERS AND END USERS!**

DEVELOPERS SEE GO-BETWEENS AS THEIR MAIN CONNECTION TO THE CUSTOMERS



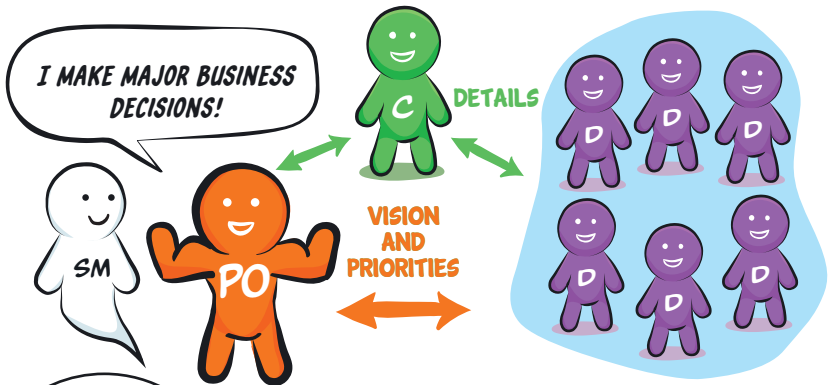
OR EVEN THE OTHER TEAMS.

TRYING TO SATISFY INTERNAL GO-BETWEENS ISN'T NEARLY AS FUN OR EFFECTIVE AS TALKING TO REAL CUSTOMERS USING OUR PRODUCT.



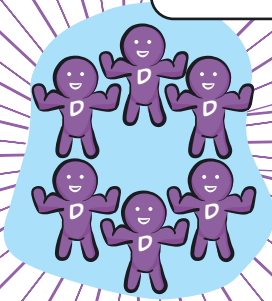
# SCENE 4A: HOW DO REAL PRODUCT OWNERS DELIVER THE HIGHEST CUSTOMER VALUE?

A REAL PRODUCT OWNER CAN MAKE MAJOR BUSINESS DECISIONS  
AND EVOLVE THE PRODUCT VISION AS WE LEARN MORE.



THE CUSTOMER-CENTRIC PRODUCT  
BACKLOG DESCRIBES PROBLEMS  
— NOT TASKS—

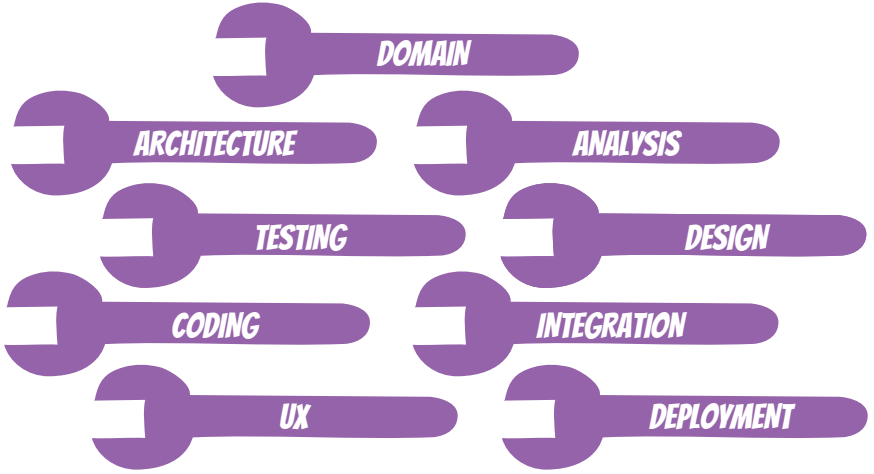
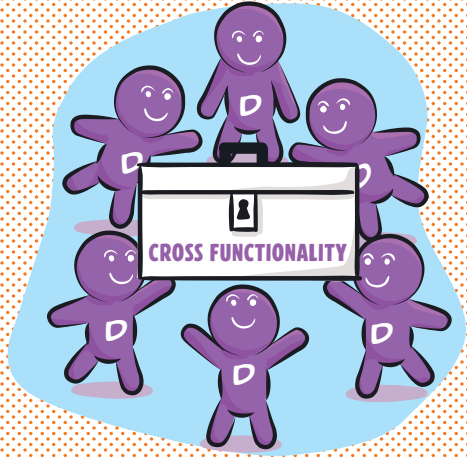
AND THE DEVELOPMENT TEAM CAN DO THE  
HIGH-ORDER WORK OF DEVISING SOLUTIONS.



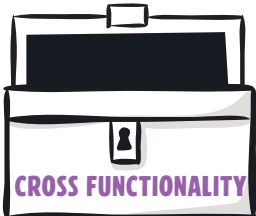
**WE DO HIGH ORDER WORK!  
WE ARE NOT JIRA TICKET TAKERS!**

THEY DON'T ONLY CODE TO SPECIFICATIONS.

*Development Teams are cross functional, with all the skills as a team necessary to create a product Increment.*  
- Scrum Guide



AS A CROSS-FUNCTIONAL TEAM, THEY SHOULD BRING OR LEARN ALL THE NECESSARY SKILLS TO DO HIGH-ORDER WORK.



SCRUM COMBINES CROSS FUNCTIONALITY WITH THE REMOVAL OF ROLE DISTINCTIONS.





ELIMINATING ROLES PUTS PROCESS OWNERSHIP  
IN THE **TEAM'S** HANDS!

SOME PEOPLE THINK SCRUM IS ABOUT **ADDING** STUFF LIKE  
BURNDOWN CHARTS, FIBONACCI NUMBERS, VELOCITY.



*Scrum recognizes no titles for  
Development Team members, regardless of  
the work being performed by the person.*  
- Scrum Guide

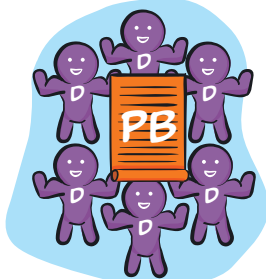
THOSE ADDED THINGS MIGHT SOMETIMES BE  
USEFUL, BUT THEY AREN'T PART OF SCRUM.

THE MAIN BENEFITS OF SCRUM ARE FROM  
**ELIMINATING** PROCESSES AND ROLES.



WHEN THE PRODUCT OWNER  
HAS MADE A MAJOR BUSINESS  
DECISION, HE OR SHE CAN  
CHANGE THE PRODUCT  
BACKLOG TO REFLECT THIS.

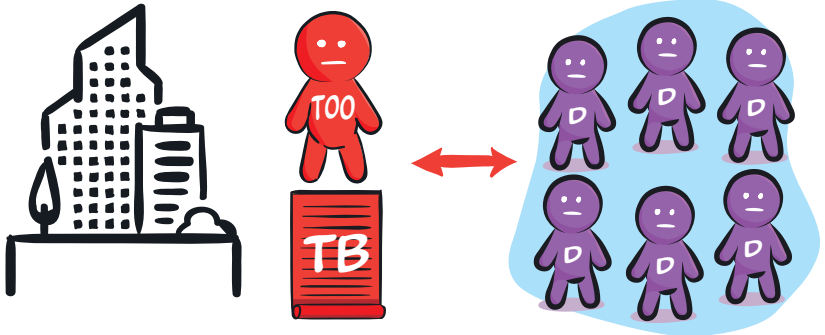
THERE'S NO STRUCTURAL CHANGE  
TO THE ORGANIZATION, AND THE  
TEAM IS ALREADY IN THE HABIT OF  
TAKING ON HIGH ORDER PROBLEMS  
AND LEARNING NEW THINGS.



SCENE 48:

HOW DOES MISINTERPRETING THE PRODUCT OWNER ROLE REDUCE VALUE DELIVERY?

A TEAM IN A LARGE ORGANIZATION RUNS THE RISK OF BECOMING *OVERSPECIALIZED* IN ONE AREA OF THE CODE.

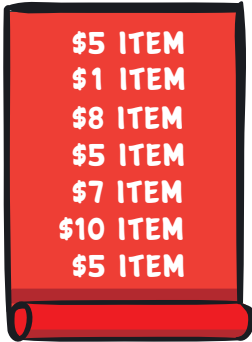


(OTHER TEAMS CAN'T UNDERSTAND THEIR CODE EITHER.)

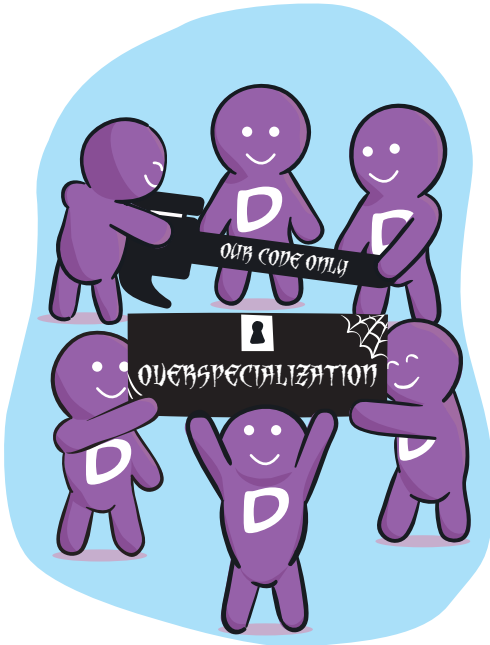


THEIR SKILLS WILL BE OUT OF DATE. THEY WON'T KNOW THAT THERE ARE OTHER USEFUL TECHNIQUES.

THE TEAM OUTPUT OWNER  
WILL TRY TO **ORDER** THE  
LOCAL BACKLOG TO DELIVER  
THE MOST VALUE.



WE'LL HAVE THE ILLUSION  
THAT SCRUM IS WORKING.



TEAMS ALSO FALL  
INTO THINKING THIS  
IS OPTIMAL,

MAYBE FROM BEING TOO  
FOCUSED ON OUTPUT. OR  
MAYBE TOO COMFORTABLE  
BEING TOLD EXACTLY  
WHAT TO DO.

SCRUM MASTERS,  
MANAGERS, COACHES,  
AND TRAINERS CAN ALL  
BE FOOLED BY **LOCAL  
OPTIMIZATION**.

BUT THE BENEFIT TO CUSTOMERS IS LESS THAN IT SHOULD BE.  
**THERE'S MORE IMPORTANT WORK HIDDEN IN OTHER BACKLOGS THAT OUR TEAM ISN'T LEARNING ABOUT!!**

\$8000 ITEM  
\$8000 ITEM  
\$7000 ITEM  
\$7000 ITEM  
\$7000 ITEM  
\$6000 ITEM  
\$6000 ITEM

OUR TEAM'S TOP ITEM IS **LESS IMPORTANT** THAN THE WORK OTHER TEAMS DON'T HAVE TIME TO START!

KEEPING SEPARATE TEAM BACKLOGS  
— SEPARATE LISTS — HIDES THIS PROBLEM.

ONLY A FEW TEAMS ARE DOING THE MOST VALUABLE WORK!

\*%\$@#!



OUR IMPACT ON THE CUSTOMERS WILL BE LIMITED.

AND **CHANGING DIRECTIONS** - THE WHOLE **#\$@\*£** POINT OF **AGILITY** - WILL BE DIFFICULT.

**SCENE 5:  
WHAT SUCKS ABOUT BEING A TEAM  
OUTPUT OWNER?**

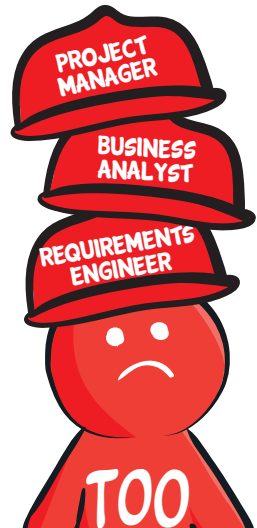


TEAM OUTPUT OWNERS  
ARE STUCK IN THE MIDDLE.

THEY ARE INTERMEDIARIES WITHOUT THE  
AUTHORITY TO MAKE MAJOR BUSINESS  
DECISIONS.



THEY ARE  
"ACCOUNTABLE" FOR  
THINGS THEY CAN'T  
CONTROL.



THEY RISK BECOMING  
REQUIREMENTS  
ENGINEERS, BUSINESS  
ANALYSTS, OR PROJECT  
MANAGERS.

THEY MIGHT TRY TO WRITE PERFECT "USER STORIES" AS DETAILED REQUIREMENTS, THEN CLARIFY THEM WHEN THEY AREN'T PERFECT.



THEY MIGHT COORDINATE THE TEAM'S WORK WITH THE WORK OF OTHER TEAMS, TRACK DEPENDENCIES, DO ADMINISTRATIVE WORK, STATUS REPORTING.

OR PUSH THE TEAM FOR MORE OUTPUT.

THE TEAM OUTPUT OWNER IS UNDER PRESSURE FROM ELSEWHERE, NOT ABLE TO BE AN ENTREPRENEUR.

*In no way did I envision the Product Owner becoming a business analyst that was responsible for requirements engineering.*  
-Ken Schwaber

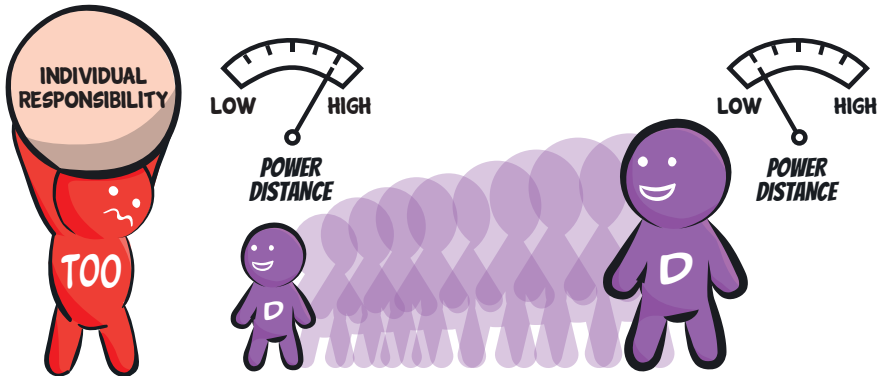
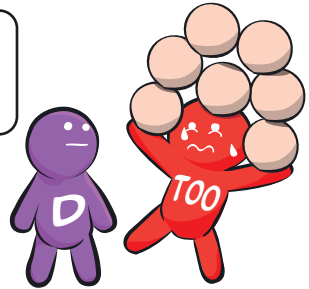


<https://kenschwaber.wordpress.com/2011/01/31/product-owners-not-proxies/>

**SCENE 6:  
HOW CAN WE HELP PEOPLE STUCK IN THIS  
ROLE WHILE INCREASING TEAM SELF  
ORGANIZATION AND CROSS FUNCTIONALITY?**

I RESPECT PRACTITIONERS WHO FEEL THAT ONE PERSON PER TEAM PLAYING THIS ROLE IS APPROPRIATE **FOR THEIR SITUATION.**

THEY GET A LOT DONE HAVING SOMEONE IN THE ROOM WHO CAN GIVE IMMEDIATE FEEDBACK. OF COURSE WE ALL WANT THAT.



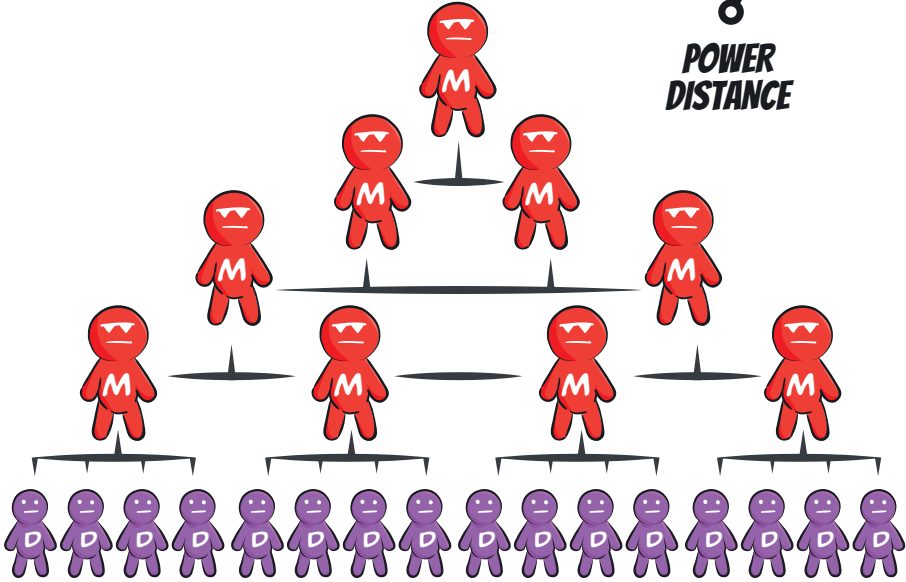
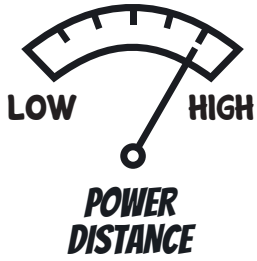
THE PLACES THIS WORKS ALREADY HAVE A SOCIAL ENVIRONMENT THAT MINIMIZES POWER DIFFERENCES AND PEOPLE SHARE RESPONSIBILITY NATURALLY, JUST AS A ROLE-FREE TEAM IS REQUIRED TO DO.



*Individual Development Team members may have specialized skills and areas of focus, but accountability belongs to the Development Team as a whole.*  
- Scrum Guide



BUT IN **TYPICAL** ORGANIZATIONS, PEOPLE ARE INFLUENCED BY LAYERS AND TITLES.



FOR THEM, **STATUS DIFFERENCES LINKED TO ROLES ARE VERY REAL ...**

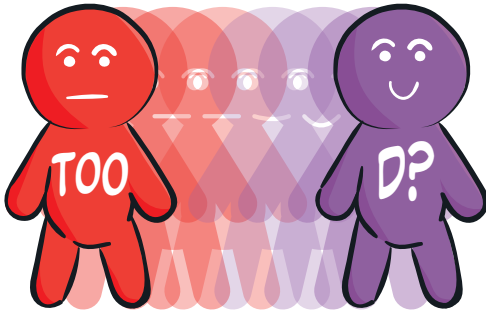
IS A TEAM **SELF ORGANIZING** IF WE GIVE ONE MEMBER A SPECIAL ROLE? DO WE SEE THE CONTRADICTION OF SAYING "ALL MEMBERS ARE EQUAL," BUT ONE MEMBER IS MORE "EQUAL" THAN OTHERS?



**WE LIMIT AGILITY BY PRETENDING THAT TEAM OUTPUT OWNERS ARE THE PRODUCT OWNER.**



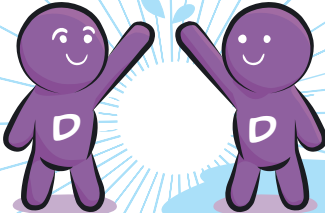
TO AVOID ADDING UNNECESSARY LAYERS,  
CONSIDER THE REASON SCRUM HAS ONLY THREE ROLES,  
AND THE POWER OF ROLE-FREE TEAM SELF ORGANIZATION



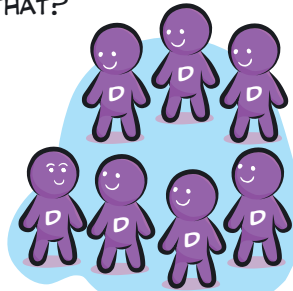
... WHEN THE SCRUM  
MASTER AND MANAGEMENT  
CREATE THE ENVIRONMENT  
THAT ALLOWS IT.

WHY BE AFRAID OF THIS  
PERSON JOINING WITHOUT  
ANY SPECIAL ROLE  
DESIGNATION SEPARATING  
THEM FROM THE OTHERS?

THEN THE TEAM COULD FIGURE  
OUT FOR THEMSELVES WHO  
WOULD DO WHAT IN EACH  
SITUATION INSTEAD OF BEING  
CONSTRAINED BY A PROCESS  
IMPOSED FROM OUTSIDE.



TEAM SELF ORGANIZATION  
HAPPENS WITHOUT ROLES.  
WHAT'S SCARY ABOUT  
THAT?



*They are self-organizing. No one  
(not even the Scrum Master) tells  
the Development Team how to turn  
Product Backlog into Increments of  
potentially releasable functionality.*

*- Scrum Guide*



PLEASE WRITE TO ME  
ABOUT WHAT BAD  
THING YOU IMAGINE  
WOULD HAPPEN AND  
I'LL MAKE FOLLOW-UP  
COMICS ABOUT  
THOSE CONCERNS.



SCENE 7:

WHY IS IT UNNECESSARY TO CREATE NEW ROLES SUCH AS "CHIEF PRODUCT OWNER"?

In the long run, the only sustainable advantage is your organization's ability to learn faster than your competition.  
- Peter Senge



IF I WERE TRYING TO DEVELOP A PRODUCT WITH MULTIPLE TEAMS, AND **IF OUR LONG-TERM SURVIVAL DEPENDED ON LEARNING TO FOCUS ON THE MOST IMPORTANT THINGS**, I'D KEEP THE MOST IMPORTANT PROBLEMS IN ONE REAL PRODUCT BACKLOG. I'D ASK THE TEAMS TO FOCUS ON OUR ONE REAL PRODUCT BACKLOG,

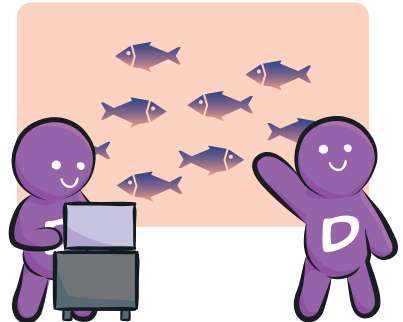
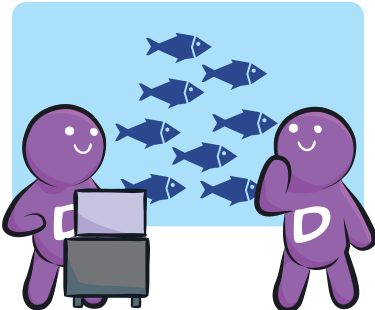


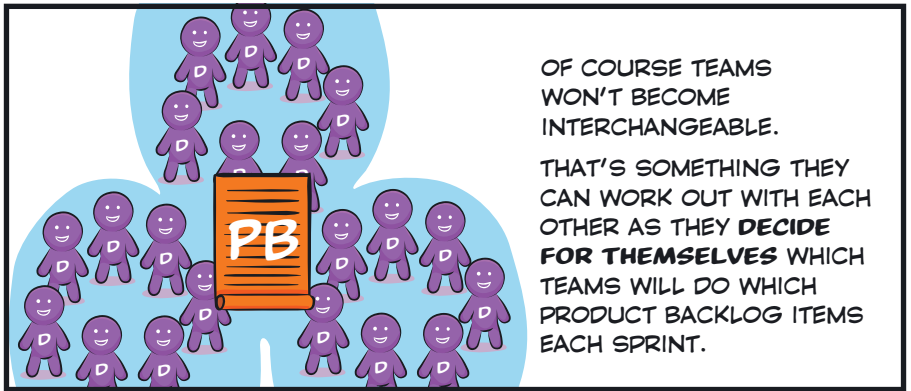
NOT WHAT WAS EASIEST FOR THEM IN THE PAST.

BUT THIS WEEK THE HIGHEST PRIORITY WORK FOR THE COMPANY IS TO PROGRAM THE FISH TO CHANGE COLORS WHEN THE WATER TEMPERATURE VARIES.

**OUR TEAM MUST LEARN NEW SKILLS TO HELP THE BUSINESS SUCCEED.**

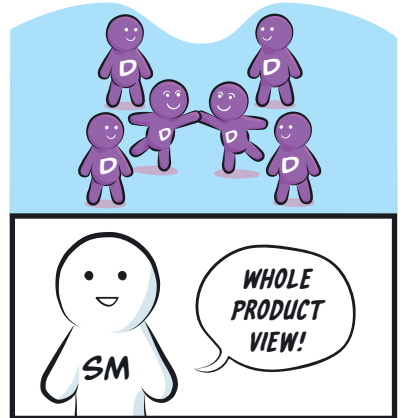
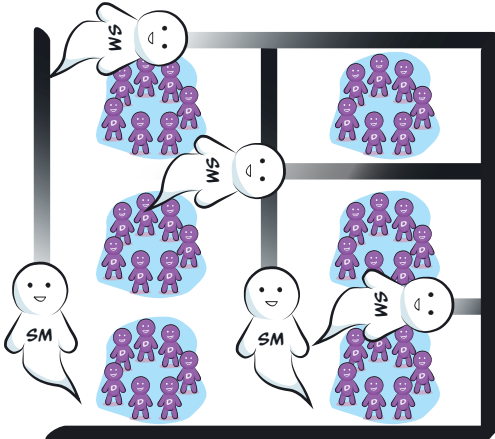
LET'S IMAGINE WE'RE ON A TEAM THAT USUALLY PROGRAMS ROBOT FISH TO STAY TOGETHER IN SCHOOLS.



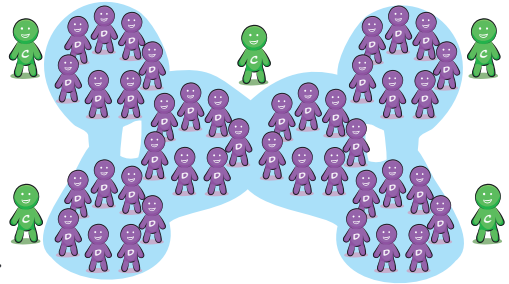


TO FOSTER A **WHOLE PRODUCT VIEW**, I WOULD ASK THE SCRUM MASTERS TO **REMOVE THE BARRIERS** BETWEEN TEAMS,

AND TO TEACH THE PRODUCT DEVELOPERS THAT COLLABORATING ACROSS TEAMS IS NOW A DEVELOPER RESPONSIBILITY.

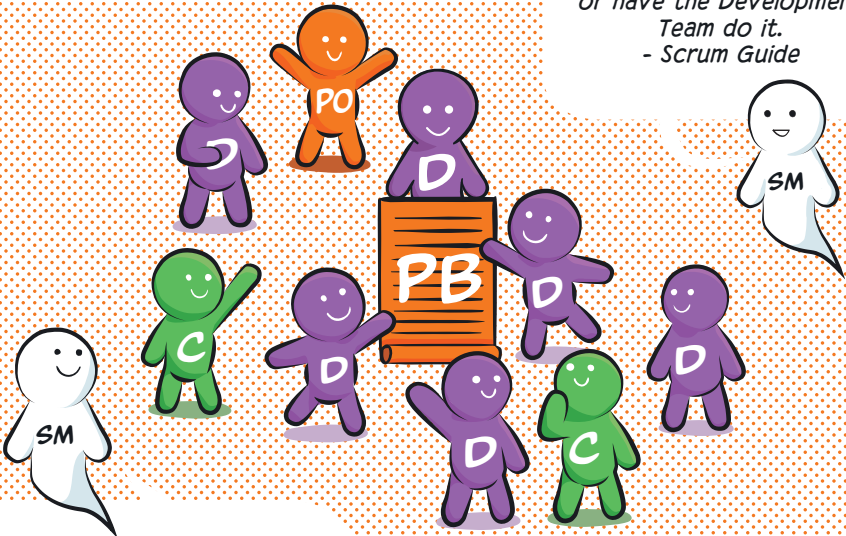


I'D ALSO WANT TO REMOVE BARRIERS PREVENTING DEVELOPERS FROM GETTING DETAILED CLARIFICATION FROM CUSTOMERS SO **WE DON'T NEED TO SPOON-FEED DEVELOPERS** ANYMORE.



NOW THE DEVELOPERS WILL HELP MANAGE THE PRODUCT BACKLOG.

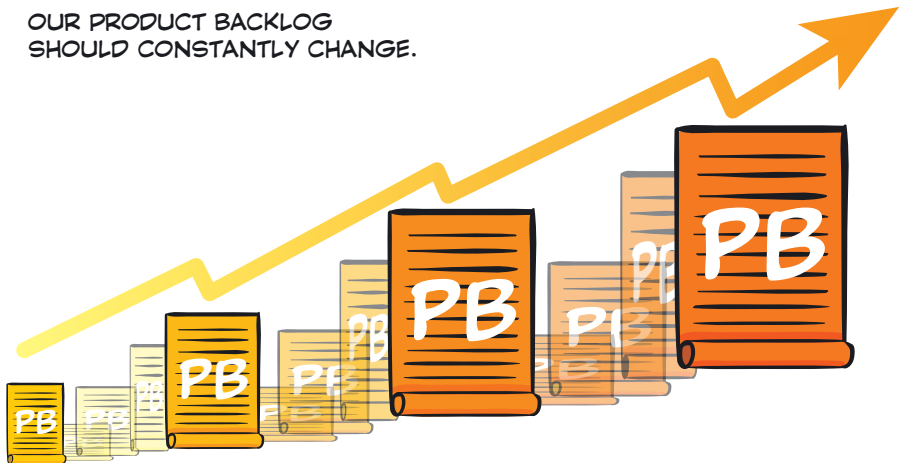
*The Product Owner may do Product Backlog management or have the Development Team do it.*  
- Scrum Guide



*Everyone must spend face time with customers and users to build empathy and insight.*  
- Jeff Patton

IT COULD TAKE **YEARS** BEFORE ALL THIS WORKS THE WAY I'M DESCRIBING, BUT IT HAS BEEN DONE BEFORE.

OUR PRODUCT BACKLOG SHOULD CONSTANTLY CHANGE.



WE'LL NEED SOMEONE WITH REAL **AUTHORITY** AND **VISION** TO MAXIMIZE THE VALUE OF OUR WORK.

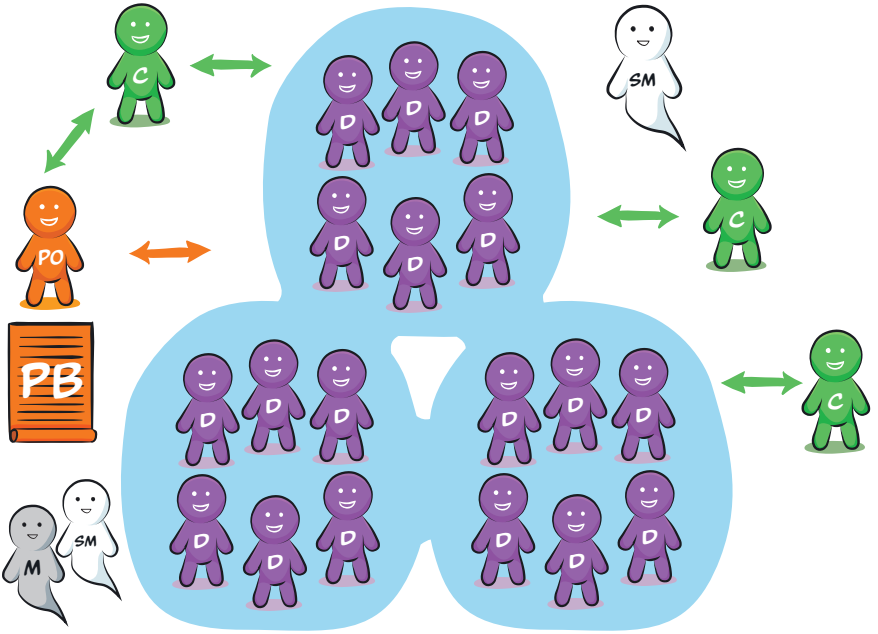
WE DON'T NEED TO INVENT A NEW NAME FOR OUR ULTIMATE SOURCE OF PRIORITIES, BECAUSE **IT'S NOT REALLY A NEW ROLE.**



LET'S CALL THIS PERSON **PRODUCT OWNER.**

**PRODUCT OWNER**





ONE PRODUCT OWNER AND ONE PRODUCT BACKLOG DESCRIBE THE **WHAT**.



CONVERSATIONS ABOUT DIRECTION, PRIORITIES, BUSINESS STRATEGY, AND VISION.



DEVELOPMENT TEAM MEMBER COULD ALSO BE A BUSINESS DOMAIN EXPERT, UI/LUX DESIGNER, FORMER TOO, ETC.



SCRUM MASTER AND MANAGEMENT ON A DIFFERENT PLANE, NO LONGER COORDINATING OTHERS' WORK. NOW THEY ABOLISH HARMFUL POLICIES AND TEACH SYSTEMS THINKING.



CUSTOMER CAN BE DIRECTLY CONSULTED BY DEVELOPERS, AVOIDING HANDOFFS.



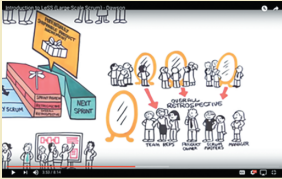
CONVERSATIONS ABOUT DETAILS OF USER NEEDS.



FLUID, ROLE-FREE COORDINATION SPANS TEAMS. TEAMS OWN THE **HOW**.

**IF YOU WANT TO LEARN MORE ABOUT HOW TO DEAL WITH THE PROBLEMS DESCRIBED IN THIS STORY,**

**WATCH**



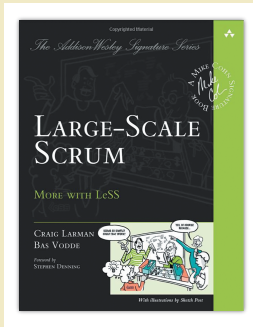
[https://youtu.be/1BZf\\_Oa7W94](https://youtu.be/1BZf_Oa7W94)  
(That's the letter O, not a zero.)

**VISIT**



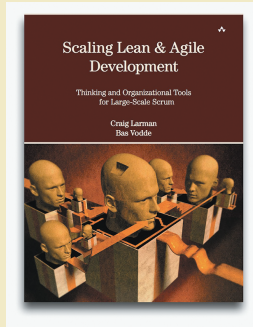
<https://less.works>

**FIRST READ**



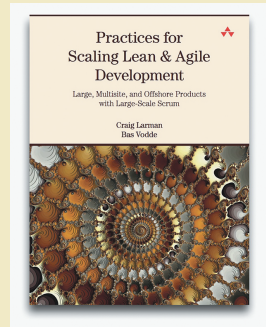
**Large Scale Scrum:  
More With LeSS,  
Larman/Vodde  
(2016)**

**THEN READ**



**Scaling Lean & Agile  
Development,  
Larman/Vodde  
(2008)**

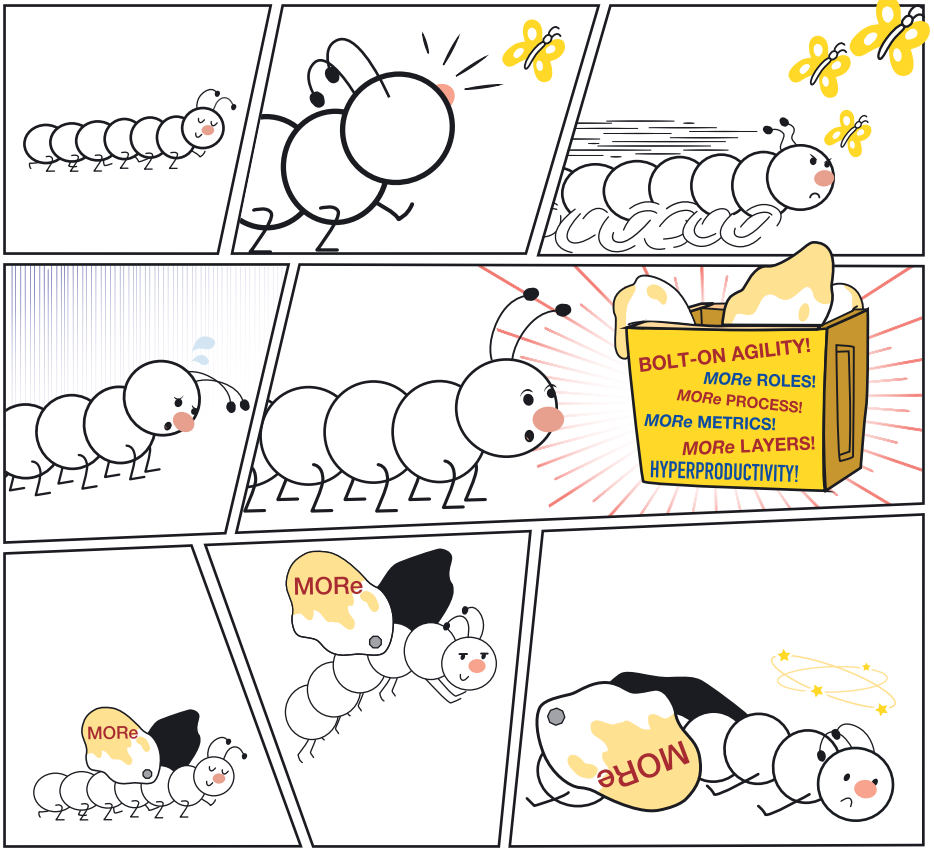
**THEN READ**



**Practices for Scaling  
Lean & Agile  
Development,  
Larman/Vodde  
(2010)**



**MJ (MICHAEL JAMES)**  
has written many things,  
including the Scrum Master Checklist at  
<http://ScrumMasterChecklist.org>  
Email him at [mj@seattlescrum.com](mailto:mj@seattlescrum.com)  
or tweet him at [@michaeldotjames](https://twitter.com/michaeldotjames)



When you get tired of MORe, try LeSS.