Leading the Lean-Agile Enterprise

An Overview of the Scaled Agile Framework® (SAFe®)
Agenda

- Facing the Problem
- Understanding SAFe Values and Principles
- Applying SAFe Practices
- Leadership’s Role: Implementing SAFe 1-2-3
Facing the Problem
We thought we’d be designing systems like this:
But sometimes it feels more like this:
How Do We Keep Pace?

Our development methods are not keeping pace

- Increasing system complexity; worldwide competition, distributed teams
- Software is eating our world. Agile shows great promise, but was developed for small teams
- Lean hardware and product development shows promise too, but it’s mostly ethereal principles, not practices
- We need a new approach—one that harnesses the power of Lean and Agile and applies to the needs of those building complex applications and systems
It is not enough that management commit themselves to quality and productivity, they must know what it is they must do.

Such a responsibility cannot be delegated.

—W. Edwards Deming
Why the Focus on Principles?

SAFe is based on nine immutable Lean-Agile Principles

- A Lean-Agile transformation will deliver substantial benefits
- But it is a significant change and every implementation is different
- Leaders should understand why the practices deliver the results they do; it's part of "knowing what it is they must do"
- If a practice needs to change, leaning on the principles will assure the change moves the enterprise forward, not backward
## SAFe Lean-Agile Principles

<table>
<thead>
<tr>
<th>Principle</th>
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<tbody>
<tr>
<td>Take an economic view</td>
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<tr>
<td>Apply systems thinking</td>
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<td>Assume variability; preserve options</td>
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<td>Build incrementally with fast, integrated learning cycles</td>
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<td>Base milestones on objective evaluation of working systems</td>
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<td>Visualize and limit WIP, reduce batch sizes, and manage queue lengths</td>
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<td>Apply cadence, synchronize with cross-domain planning</td>
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<td>Unlock the intrinsic motivation of knowledge workers</td>
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<td>Decentralize decision-making</td>
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Principles are great, but…

Clarity on how to think, without clarity on how to act, leaves people unmoved.

—Dan Pink

Unless principles are embodied in practices, people won’t necessarily know what to do
Applying SAFe® Practices
SAFe is an online, freely revealed knowledge base of proven and integrated success patterns for implementing Lean-Agile development at enterprise scale.
Emphasis

1. Quality
2. Program execution
3. Alignment
4. Transparency

Scaled Agile Framework® (SAFe®)

ScaledAgileFramework.com
SAFe House of Lean Value System

VALUE

Respect for people and culture
Flow
Innovation
Relentless improvement

LEADERSHIP
Nothing Beats an Agile Team

▸ Empowered, self-organizing, self-managing, cross-functional team
▸ Delivers valuable, tested, working software every two weeks
▸ Scrum project management and XP-inspired technical practices; Kanban too
▸ Value delivery via User Stories
Agile Release Trains Deliver Value

- Self-organizing, self-managing team-of-Agile-teams
- Delivers working, tested *full system increments* every two weeks
- Operates with Vision, architecture and UX guidance

- Common sprint lengths and estimating
- Face-to-face release planning for collaboration, alignment, and adaptation
- Value delivery via Features and Benefits
Build an Agile Portfolio

- Organize around Value Streams
- Centralized strategy, decentralized execution
- Lean-Agile budgeting empowers decision makers
- Kanban systems provide portfolio visibility and WIP limits
- Enterprise architecture guides the larger technology decisions
- Objective metrics support governance and improvement
Leaders’ Role:
Implementing SAFe® 1-2-3
Leadership

People are already doing their best; the problems are with the system.

Only management can change the system.

—W. Edwards Deming

› Lead the change
  › Know the way; emphasize life-long learning
  › Develop people
  › Inspire and align with mission; minimize constraints
  › Decentralize decision-making
  › Unlock the intrinsic motivation of knowledge workers
Change is Hard

No one else can do it for you.
Beware the Eight Big Mistakes.

1. Allowing too much complacency
2. Failure to create a sufficiently powerful guiding coalition
3. Underestimating the power of vision
4. Under-communicating the power of vision by 10-100 X
5. Permitting obstacles to block the new vision
6. Failure to create short term wins
7. Declaring victory too soon
8. Neglecting to anchor changes firmly in the corporate culture
Train Lean-Agile Change Agents

Build a sufficiently powerful coalition for change
Train Executives, Managers, and Leaders

Build a sufficiently powerful coalition for change
3

Train Teams and Launch Agile Release Trains

Create short term wins
Accelerate Change: A One Week Launch

When you find a Value Stream, go *All In* and *All at Once* for each Train. The one week launch is a proven adoption model.

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<th>Wed</th>
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<tbody>
<tr>
<td>Training: SAFe ScrumXP</td>
<td>SAFe Release Planning</td>
<td>SAFe Scrum Master</td>
<td>Tool training</td>
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- ✓ Train everyone at the same time
- ✓ Same instructor, same method
- ✓ Most cost effective
- ✓ Align all teams to common objectives
- ✓ Commitment
- ✓ Continue training during planning
- ✓ Orientation for specialty roles
- ✓ Open spaces
- ✓ Tool training for teams

GO. AGILE. NOW.
SAI Partners: Over 35 Countries and 350 Cities

January 2015

- 15 Gold Partners
- 8 Silver Partners
- 24 Bronze Partners
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<thead>
<tr>
<th>Company</th>
<th>Benefit</th>
<th>Example</th>
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<tbody>
<tr>
<td>Intel</td>
<td>Decreased time to market</td>
<td>Decreased time to market by 27 weeks</td>
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<td>SEI</td>
<td>20–25% Increase in client satisfaction</td>
<td>SEI New ways. New answers. A Launch to client satisfaction</td>
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<td>Telstra</td>
<td>95% Decrease in product defects</td>
<td>Telstra Adopting SAFe</td>
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<td>Big IT Shop</td>
<td>Cost down 50%</td>
<td>Big IT Shop Portfolio &amp; Program Management: Cost down 50%</td>
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<tr>
<td>BMC Software</td>
<td>20–50% Productivity increase</td>
<td>BMC Software: 20–50% Productivity increase</td>
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<td>TradeStation</td>
<td>SAFe adoption leads to Barron’s award</td>
<td>TradeStation: SAFe adoption leads to Barron’s award</td>
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<td>Discount Tire</td>
<td>Dramatic improvement in quality</td>
<td>Discount Tire: Dramatic improvement in quality</td>
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<td>Valpak</td>
<td>Better business-IT collaboration</td>
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<td>Torello</td>
<td>76% Decrease in response time to customer requests</td>
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<td>John Deere</td>
<td>50% Warranty expense down</td>
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<td>Infogain</td>
<td>Better alignment to common vision</td>
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Questions?