An Executive’s Guide to the Scaled Agile Framework

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**a day of SAFe**

**what to watch if interested in SAFe**

- Executive Overview
- Achieving Scale
- Architectural Runway
  - Kanban
  - Q&A

**what to watch if not interested in SAFe**

- Executive Overview
- Achieving Scale
- Architectural Runway
  - Kanban
Our Organizational Structure

Hierarchical Management

What they can manage

Their people
  • How busy they are
  • Their “productivity”

The quality of work of their people
the nature of our work

we manage this way...

...even though our value flows this way
Hierarchical vs. Lean Management

<table>
<thead>
<tr>
<th>What they can manage</th>
<th>What they need to manage</th>
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<td>Their people</td>
<td>Time-to-market</td>
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<td>• How busy they are</td>
<td>Effects of upstream groups on their teams</td>
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<td>• Their “productivity”</td>
<td>Effects of downstream groups on their teams</td>
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<tr>
<td>The quality of work of their people</td>
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who is managing the value?
time-to-market

how often does work wait?

What percent of the time is our work moving forward?
How much of the time is it waiting for something else to be done?
How would you know?
No one is managing this in most companies.
what happens when adding value is delayed?

between getting requirements and using them?
between writing a bug and it being detected?
between two groups getting out of sync?

the whole picture
1. Identify the actions taken in the value stream

2. What was the real time from start to finish of the action?
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3. What was the average time working on this vs working on other things?

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4. Identify time between actions
5. Identify any loop backs required

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**6. Calculate Process Cycle Efficiency:**
Legacy organization: matrix resources to projects

Let's create a pilot project

Experience has shown that if you create a cross-functional co-located team you will improve 3x without changing your process.
incrementally realizing business value

what risks do these approaches lower?

evolving the system

identifying MBIs by programs

1. Define projects
2. Break them up into smaller ones
3. Rearrange them by priority
define MVPs to be worked on

importance of projects

low

high

in queue

active

opportunity to re-assess

importance of projects

low

high

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opportunity to re-assess

Importance of projects

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Low

In queue    Active

what is “faster”?
Scaled Agile Framework

A proven, publicly-facing framework for applying Lean and Agile practices at enterprise scale.

lean thinking provides the tools we need

- Respect for People
- Product Development Flow
- Kaizen

The Goal: Value

Foundation: Leadership
Goal: Speed, Value, Quality

**THE GOAL**
- Sustainably shortest lead time
- Best quality and value to people and society
- Most customer delight, lowest cost, high morale, safety

**Minimize delays, handoffs and non-value added activities**

All we are doing is looking at the timeline, from where the customer gives us an order to where we collect the cash. And we are reducing the time line by reducing the non-value added wastes.

— Taichi Ohno

Agile is about delivering incremental business value, not team iterations

— Alan Chedalawada

Most software problems will exhibit themselves as a delay.

— Al Shalloway

**respect for people**

**PEOPLE**
- Develop individuals and teams; they build products
- Empower teams to continuously improve
- Build partnerships based on trust and mutual respect

**People do all the work**
- Your customer is whoever consumes your work
  - Don’t trouble them
  - Don’t overload them
  - Don’t make them wait
  - Don’t impose wishful thinking
- Don’t force people to do wasteful work
- Equip your teams with problem-solving tools
- Form long-term relationships based on trust
Provide quality systems within which people can work

Key Principles
Lean-Agile Software Development

Optimize the Whole

Optimize to realize business value... not just to improve development work.

Implement lean across
- an entire value stream
- the complete product
Key Principles
Lean-Agile Software Development

Eliminate Waste

Only work on things of value and that you know how to achieve.
Only start work that you know you can complete.

Most waste due to delays in either workflow or feedback
Root cause of waste is too much Work in Process (WIP)
Duplication of effort must be avoided with holistic view

product development flow

Principles
1. Take an economic view
2. Actively manage queues
3. Understand and exploit variability
4. Reduce batch sizes
5. Apply WIP constraints
6. Control flow under uncertainty: cadence and synchronization
7. Get feedback as fast as possible
8. Decentralize control

Reinhertsen, Don. Principles of Product Development Flow
kaizen

**BECOME RELENTLESS IN:**
- Reflection
- Continuous improvement as an enterprise value

**We can do better**
- A constant sense of danger
- Small steady, improvements
- Consider data carefully, implement change rapidly
- Reflect at milestones to identify and improve shortcomings
- Use tools like retrospectives, root cause analysis, and value stream mapping
- Protect the knowledge base by developing stable personnel and careful succession systems

**Scaled Agile Framework**

www.ScaledAgileFramework.com
Scaled Agile Framework

Synchronizes alignment, collaboration, and delivery
Well defined in books and now on the web
Scales successfully to large numbers of practitioners and teams

Core Values
1. Code Quality
2. Program Execution
3. Alignment
4. Transparency

Agility is about **Business Value Increments** not development cycles
a system of delivering business value

A system is a network of interdependent components that work together to try to accomplish the aim of the system.

A system must have an aim. Without an aim, there is no system.

W. Edwards Deming

drive from the portfolio

Portfolio Vision gives the system an aim
Centralized strategy, decentralized execution
Investment themes provide operating budgets for trains
Kanban systems provide portfolio visibility and WIP limits
Objective metrics support governance and kaizen
Value description via Business and Architectural epics
alignment

more value is created with overall alignment than with local excellence. – Don Reinertsen

Clear content authority
Face-to-face planning
Aligned Team, Program and Business Owner objectives
Cross-team and cross-program coordination
Architecture and UX guidance
Match demand to throughput

systems must be managed

A system must be managed. It will not manage itself. Left to themselves, components become selfish, competitive, independent profit centers, and thus destroy the system... The secret is cooperation between components toward the aim of the organization.

W. Edwards Deming
the program level drives the teams

Self-organizing, self-managing team-of-agile-teams
Continuous value delivery
Aligned to a common mission via a single backlog
Common sprint lengths and estimating
Face-to-face planning cadence for collaboration, alignment, synchronization, and assessment
Value description via Features and Benefits

alignment, synchronization, and cadence

Todays’ development processes typically deliver information asynchronously in large batches. Flow based processes deliver information in a regular cadence of small batches.

Don Reinertsen
Develop on Cadence, Deliver on Value

Development occurs on a fixed cadence. The business decides when value is released.

program execution

Agile Release Trains – self-organizing teams of agile teams – reliably and frequently deliver enterprise value

Driven by vision and roadmap
Lean, economic prioritization
Frequent, quality deliveries
Fast customer feedback
Fixed, reliable cadence
Regular inspect and adapt drives continuous improvement
nothing beats an agile team

- Empowered, self-organizing, self-managing cross-functional teams
- Valuable, fully-tested software increments every two weeks
- Scrum project management practices and XP-inspired technical practices
- Teams operate under program vision, system, architecture and user experience guidance
- Value description via User Stories

transparency

transparency builds confidence, alignment and trust

All backlogs and progress visible to all stakeholders
Objective reporting based on working, tested, evaluated code
Everyone understands backlog, capacity, velocity, WIP
Management leads and fosters open environment
leading knowledge workers

Workers are knowledge workers if they are more knowledgeable about the work they perform than their bosses.

Peter Drucker

Workers themselves are best placed to make decisions about how to perform their work and how to modify their processes.
To effectively lead, the workers must be heard and respected.
Knowledge workers have to manage themselves. They have to have autonomy.
Continuing innovation has to be part of their work, and their responsibility.
foundation: leadership

Lean Thinking Manager-Teachers

- Take responsibility for Lean-Agile success
- Understand and teach Lean-Agile behaviors
- Are trained in practices and tools of continuous improvement
- Teach problem solving and corrective action
- See with their own eyes. “No useful improvement was ever invented at a desk.”
- Managers develop people. People develop solutions.

Conclusion

The foundation of Lean is leadership
The foundation of SAFe is YOU
Next Steps

- Become a SAFe Lean Thinking Manager-Teacher
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Thank You

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Public Course
11 Dec Essence of Agile: From Team to Full Stream

SAFe Courses
14 Jan SAFe Program Consultant Certification (Seattle)
18 Feb SAFe Program Consultant Certification (Atlanta)