Foundations of the Scaled Agile Framework®

A Leadership Guide to Building the Lean|Agile Enterprise

Presented by:

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Scaled Agile® Framework

V6.2

About Felix Rüssel

Felix Rüssel is a certified SAFe Program Consultant and trainer

Felix Rüssel, SPC

- SAFe SPC
- Certified Scrum Professional CSP
- Agile Project Manager
- Agile Program Manager
- Agile Consultant/Coach
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Services

- *Leading SAFe* training

  SAFe Agilist (SA) certification

- *SAFe ScrumXP* training

  SAFe Practitioner (SP) certification

- Agile Release Train Quickstarts

- Facilitating

  Inspect & Adapt WS

  Release Planning Sessions

- Coaching and mentoring Scrum Masters, Product Owners and System Teams

- **Angepasste „Standard SAFe Einführung"**

- **Grundlegendes Verständnis Agile / Scrum wird vorausgesetzt.**
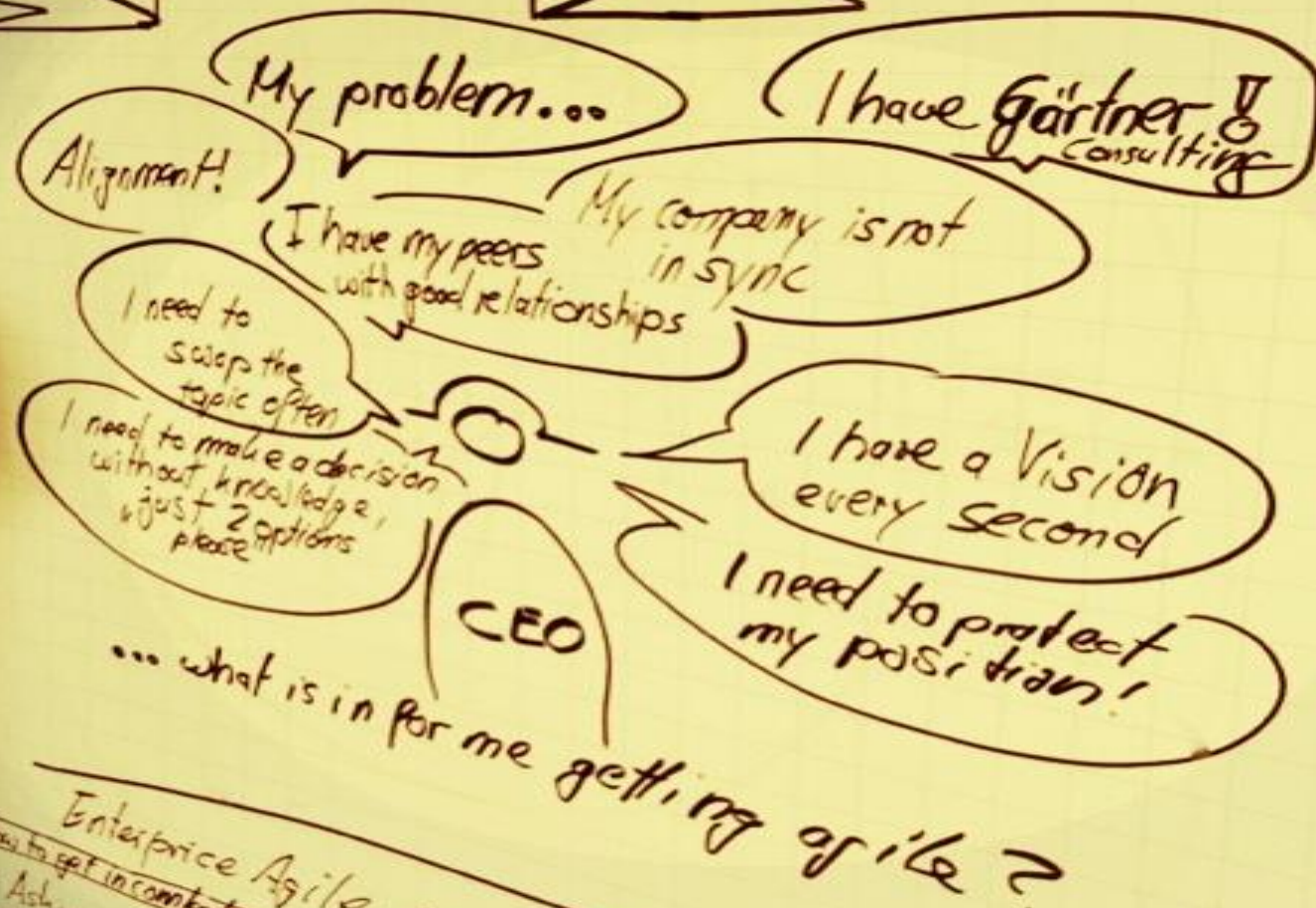
Lean|Agile and Business Benefits

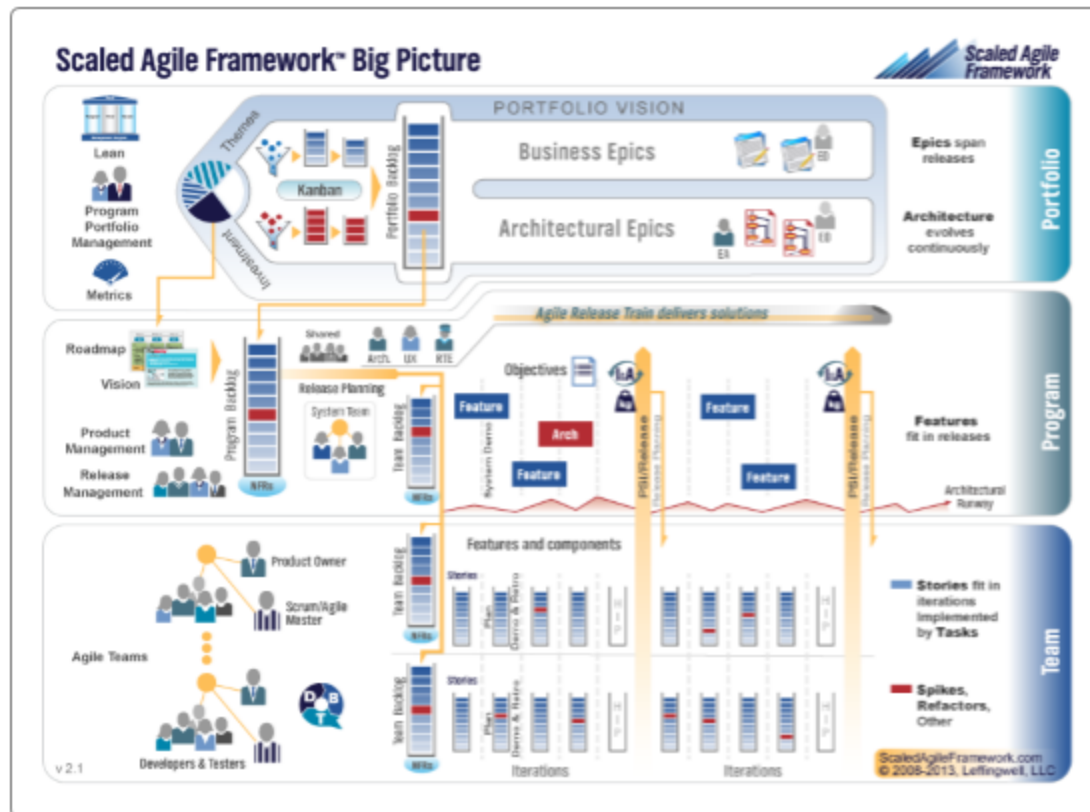Viele Gründe sprechen für eine agile Vorgehensweise ..

Verstehen wir „große Unternehmen"?

- **(Sehr) große Vorhaben agil durchführen**
  - 10, 20, 100 Teams?
  - Jeder PO ein kleiner CEO?
  - Fokus auf Team-Ebene reicht nicht aus, Konzepte müssen skaliert werden
- **Große IT Vorhaben sind Multi-Team, Multi-System, Multi-Standort**
  - Vgl. Agile Scaling Model (ASM)
- **Governance in agilen Organisationseinheiten?**
  - PMO, Funding, Enterprise-Architektur, UX, QS
  - Alignment vs Entropy
- **Optimierung: Lokal oder Global?**
  - Wie gesamte Wertschöpfungskette berücksichtigen?
- **Zusammenspiel Agil <-> nicht-Agil?**
  - Nicht immer gibt es eine strategische Change Alternative
  - Zusammenspiel statt Abgrenzung?

Herausforderungen denen wir uns stellen müssen ....

The Scaled Agile Framework® (SAFe)

The Scaled Agile Framework is a proven, publicly-facing framework for applying Lean and Agile practices at enterprise scale
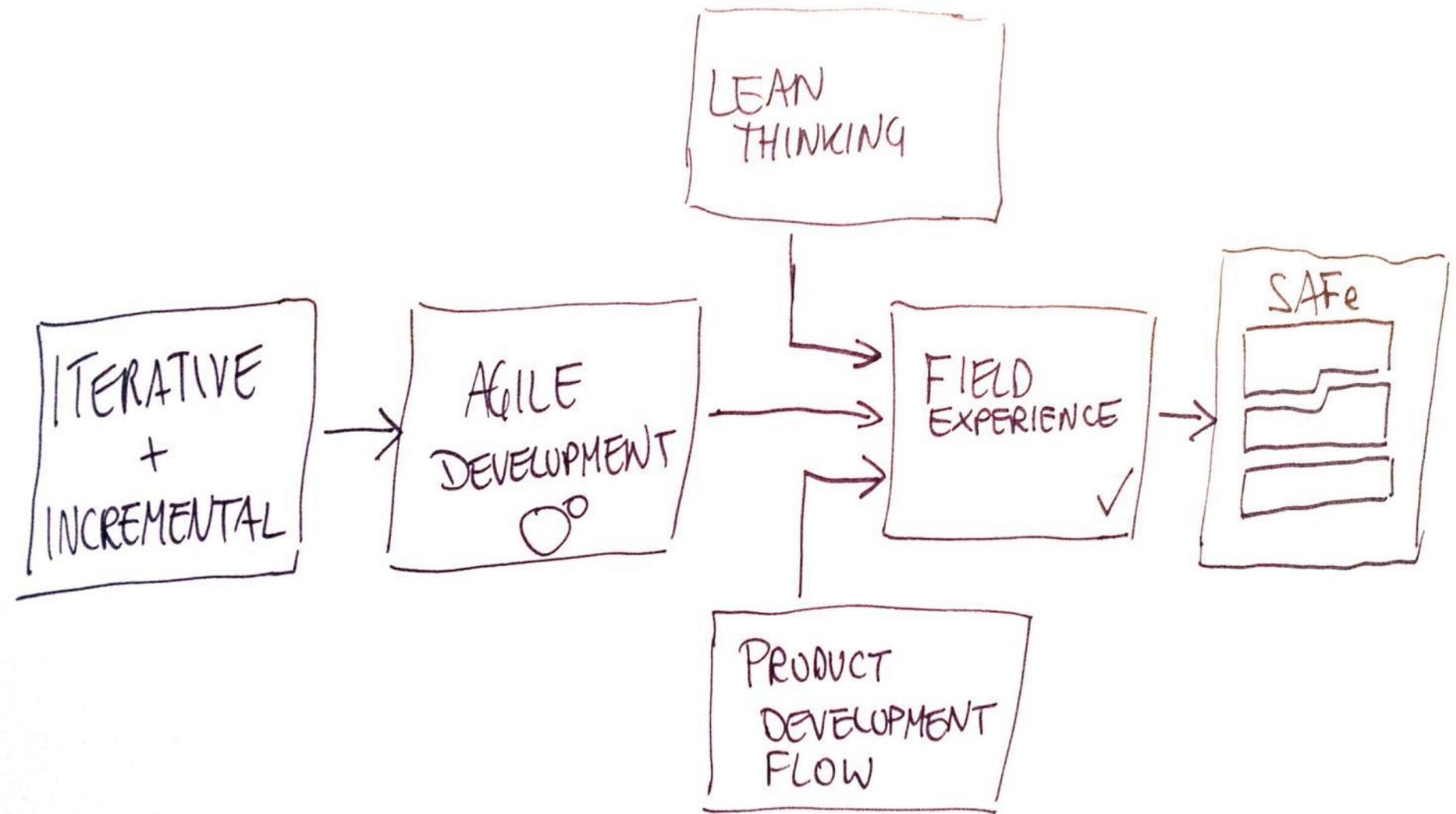

- Synchronizes alignment, collaboration and delivery
- Well defined in books and now on the web
- Scales successfully to large numbers of practitioners and teams

Core values:

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

http://ScaledAgileFramework.com

Origins of the Scaled Agile Framework
– note the explicitly stated **Field Experience**!

Framework Creator: Dean Leffingwell

Author

MANAGING SOFTWARE REQUIREMENTS
A UNIFIED APPROACH
DEAN LEFFINGWELL
DON WIDRIG

Scaling Software Agility
Best Practices for Large Enterprises
Dean Leffingwell

Agile Software Requirements
Lean Requirements Practices for Teams, Programs, and the Enterprise
Dean Leffingwell

Coach

▸ **Creator: Scaled** Agile framework

▸ **Agile Enterprise Coach**
To some of the world's largest enterprises

▸ **Agile Executive Mentor**
BMC, John Deere

▸ **Chief Methodologist**
Rally Software

▸ **Cofounder/Advisor**
Ping Identity, Roving Planet, Silver Creek Systems, Rally Software

Executive

▸ **Founder and CEO**
ProQuo, Inc., Internet identity

▸ **Senior VP**
Rational Software
Responsible for Rational Unified Process (RUP) & Promulgation of UML

▸ **Founder/CEO**
Requisite, Inc.
Makers of RequisitePro

▸ **Founder/CEO**
RELA, Inc.
Colorado MEDtech

Contributors

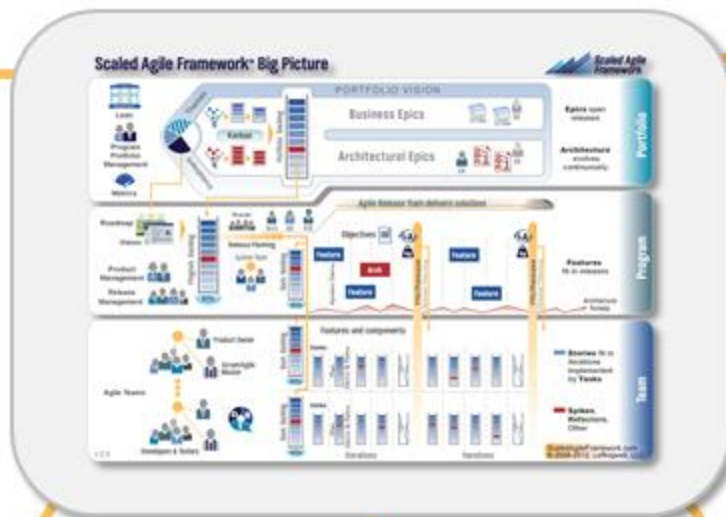**Associate Methodologist**

Alex Yakyma

Principal Contributors

Drew Jemilo   Colin O'Neill

Alan Shalloway

Acknowledgements

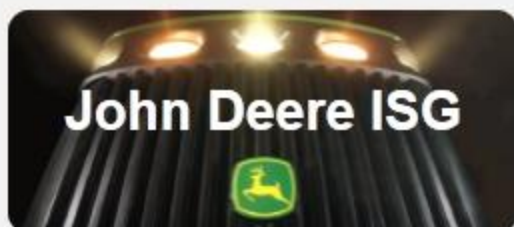**Agile Software Requirements**

Dean Leffingwell

Enterprise Adopters

Community

Business Results

John Deere ISG

- Field issue resolution time: down 42%
- Warranty Expense: down 50%
- Time to production: down 20%
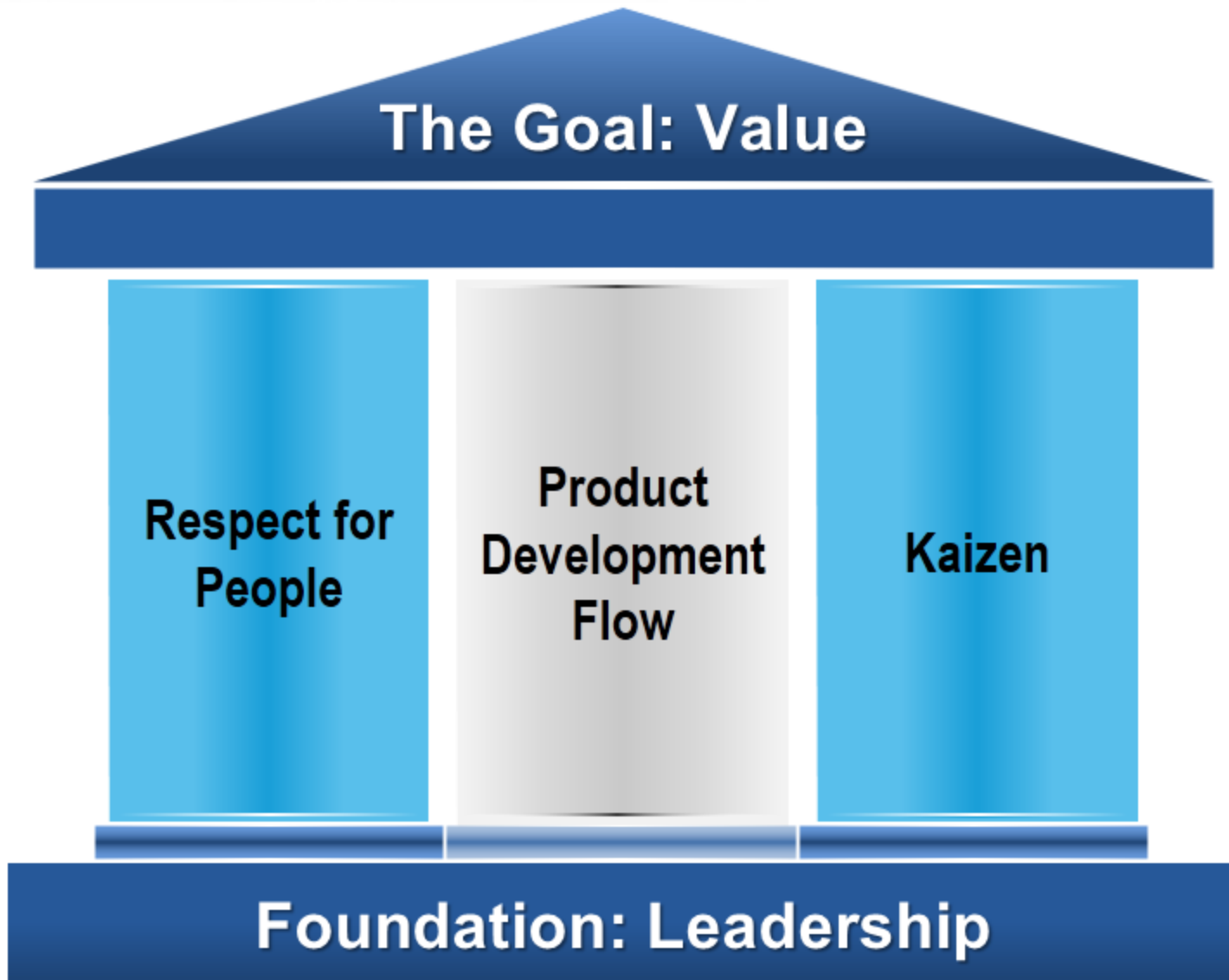- Time to market: 20% faster
- Employee engagement: Up 9.8%

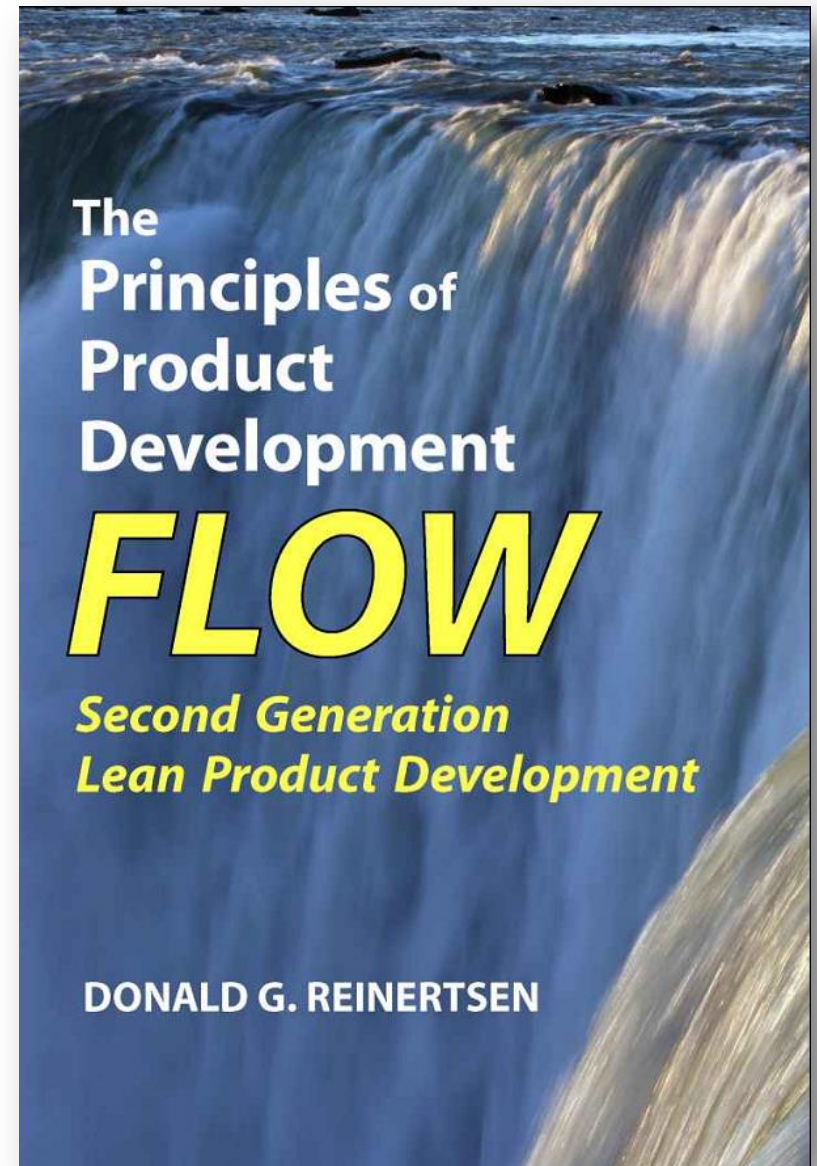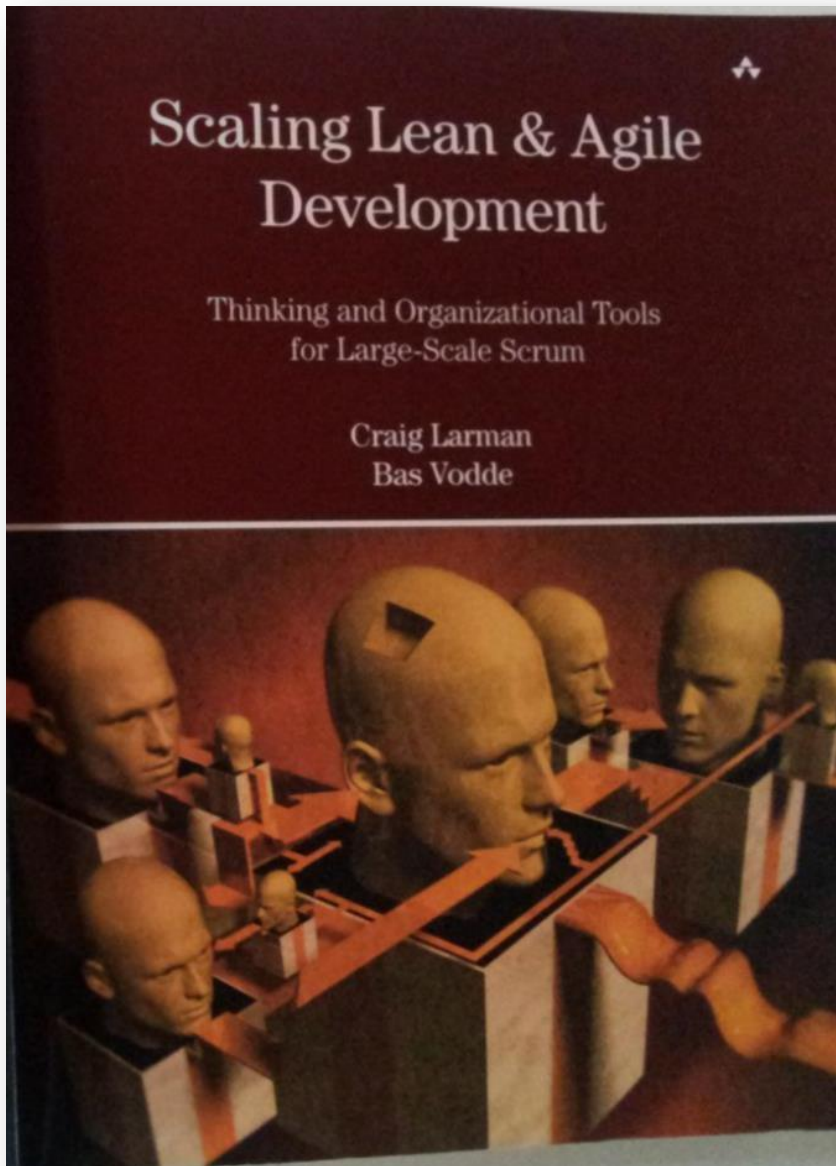*Source: Chad Holdorf, John Deere, Intelligent Systems Group. Dallas, Texas Presentation, Dec 2011*

bmcsoftware

- More responsive to market changes and customer demands
- Development teams more engaged, empowered
- Productivity up 20-50%
- Significantly improved Product Management-Development teamwork
- Higher returns, reduced investments in unfinished or unshipped work

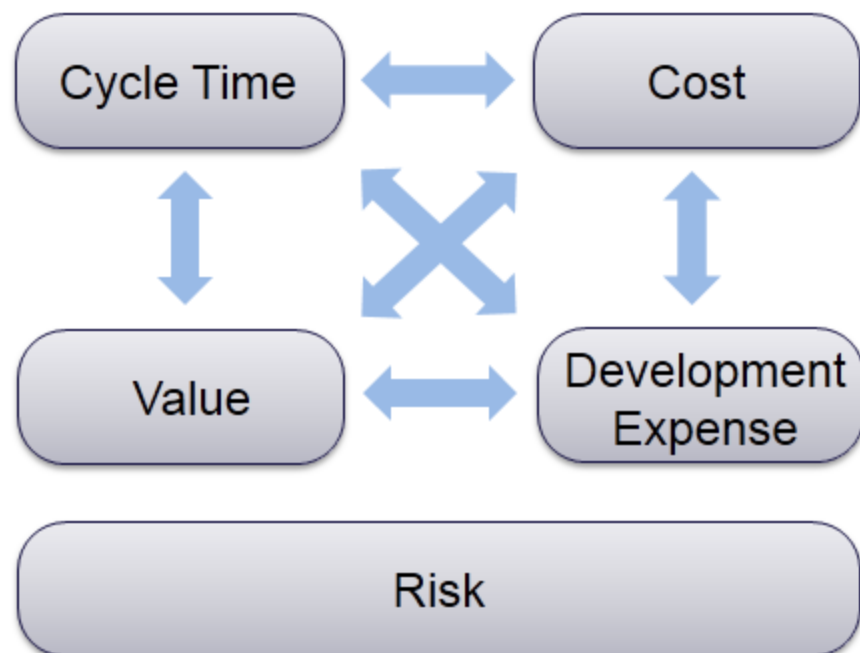*Source: QSM Associates Press Release, Sep, 2007*

Scaled Agile Framework

Lean Thinking Provides the Tools We Need

The Goal: Value

Respect for People

Product Development Flow

Kaizen

Foundation: Leadership

Scaling Lean & Agile Development — Thinking and Organizational Tools for Large-Scale Scrum — Craig Larman, Bas Vodde

The Principles of Product Development FLOW — Second Generation Lean Product Development — DONALD G. REINERTSEN

Quellen für das SAFe Lean Thinking House …

Take an Economic View

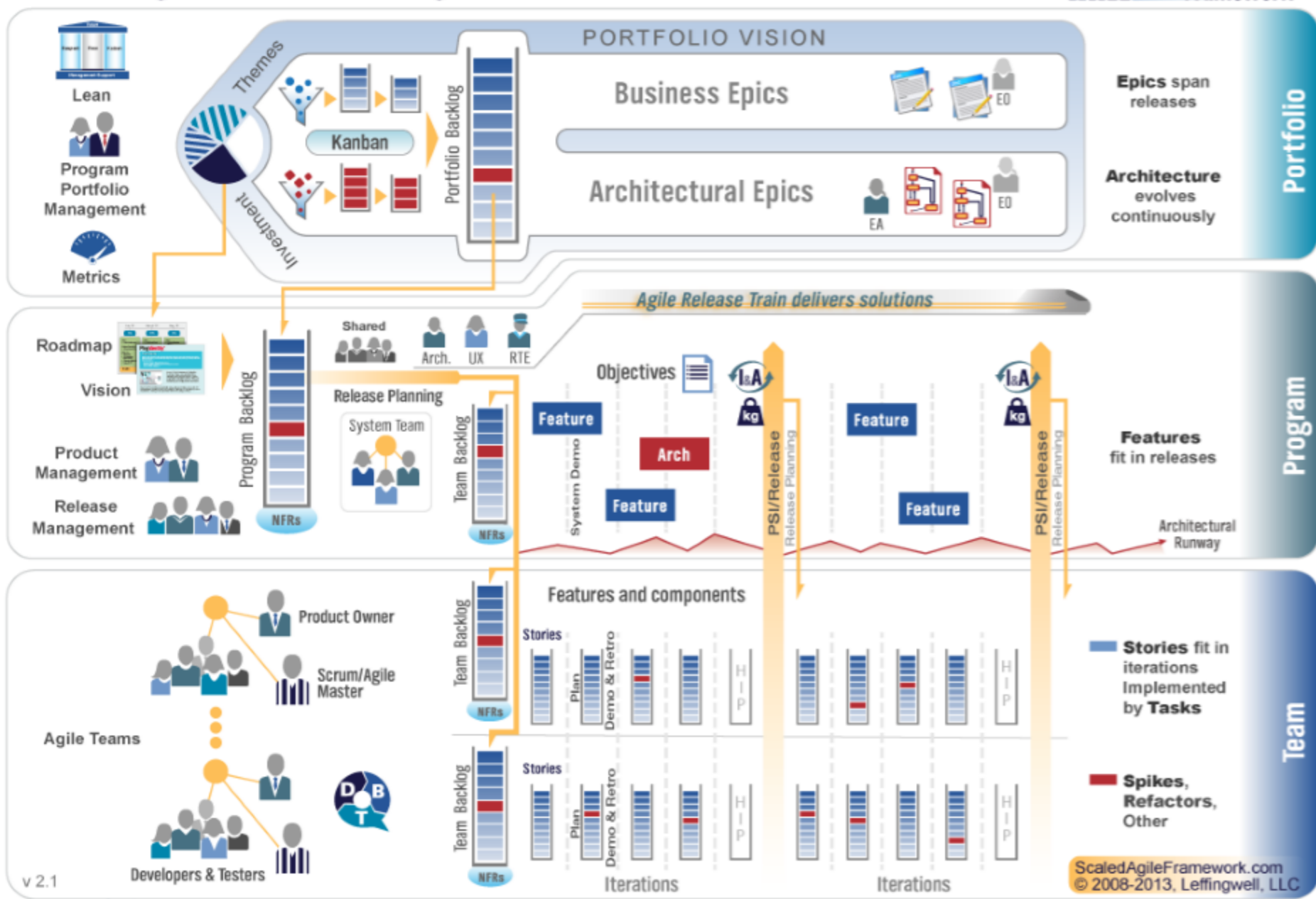|		
Cycle Time	⟷	Cost
Value	⟷	Development Expense
Risk		

Decisions simultaneously affect multiple variables. Understanding these interdependencies and constraints is vital.

Adapted from: Reinertsen, Don. *Principles of Product Development Flow*

▸ Develop an economic framework for decision making

▸ Empower local decision making

▸ Do not consider money already spent

▸ Understand the full value chain

▸ Sequence jobs for maximum benefit

SAFe Core Values
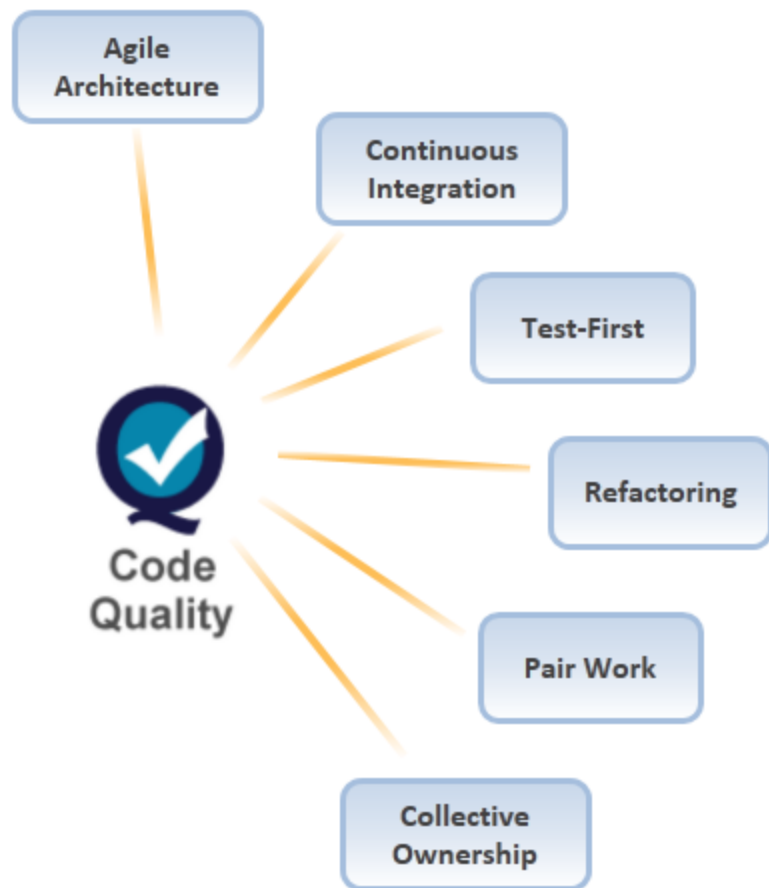
Scaled Agile Framework™ Big Picture

Agile Teams

▸ Empowered, self-organizing, self-managing teams with developers, testers, and content authority

▸ Teams deliver valuable, fully-tested software increments every two weeks

▸ Teams apply Scrum project management practices and XP technical practices

▸ Teams operate under program vision, system, architecture and user experience guidance

▸ Value description via *User Stories*

Code Quality

Agile Architecture

Continuous Integration

Test-First

Refactoring

Code Quality

Pair Work

Collective Ownership
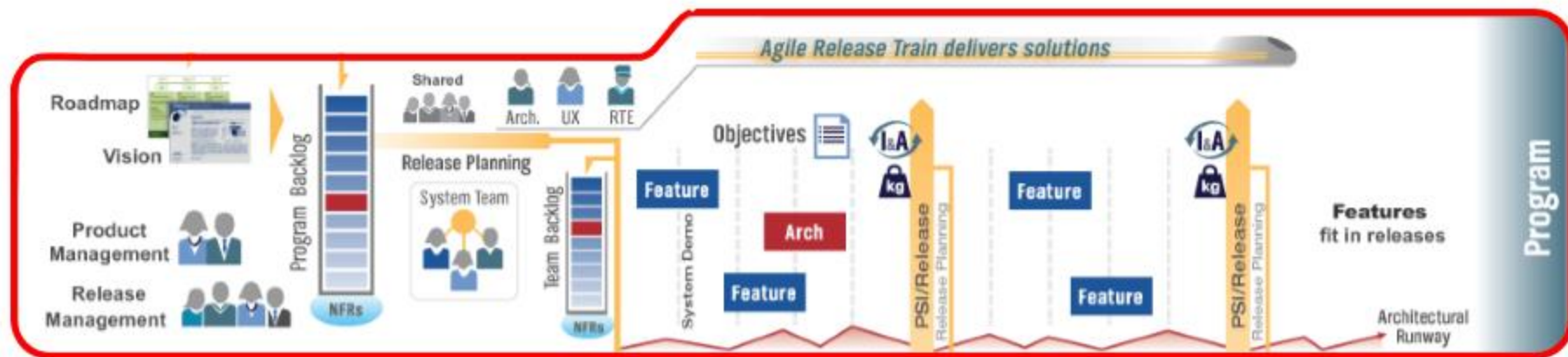
Code Quality Provides:

▸ Higher quality products and services, customer satisfaction

▸ Predictability and integrity of software development

▸ Development scalability

▸ Higher development velocity, system performance and business agility
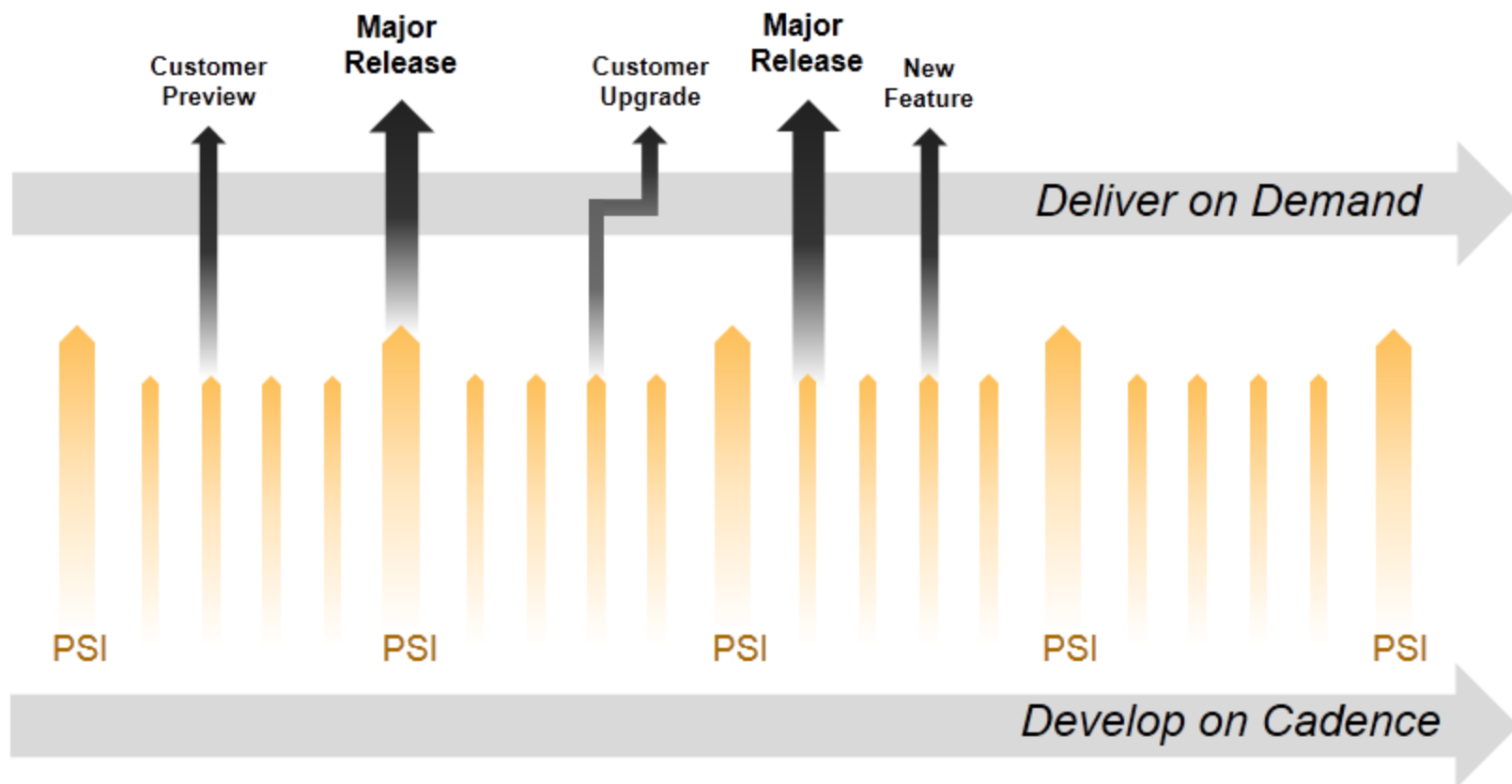
▸ Ability to innovate

Scale to the Program Level

▶ Self-organizing, self-managing team-of-agile-teams committed to continuous value delivery

▶ Continuously aligned to a common mission around enterprise value streams

▶ Deliver fully tested, system-level solutions every 8-12 weeks.

▶ Common sprint lengths and normalized estimating

▶ Face-to-face planning cadence provides development collaboration, alignment, synchronization, and assessment

▶ Value description via *Features* and *Benefits*

Develop on Cadence. Deliver on Demand.

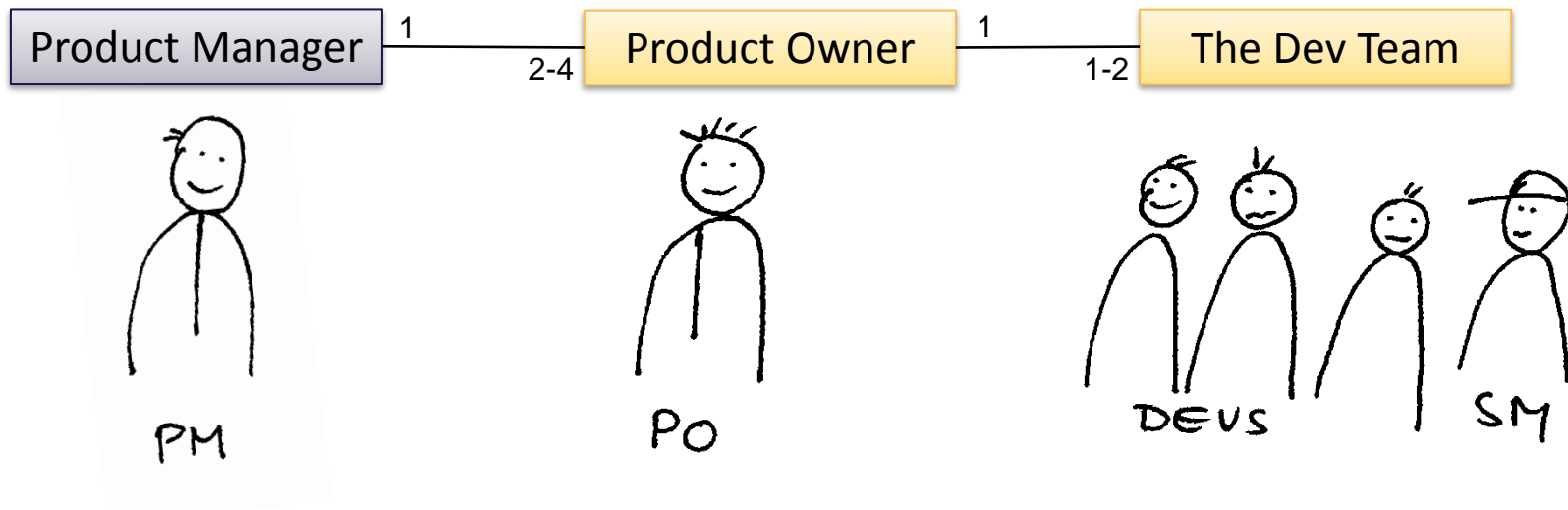**Development occurs on a fixed cadence. The business decides when value is released.**

Program Execution

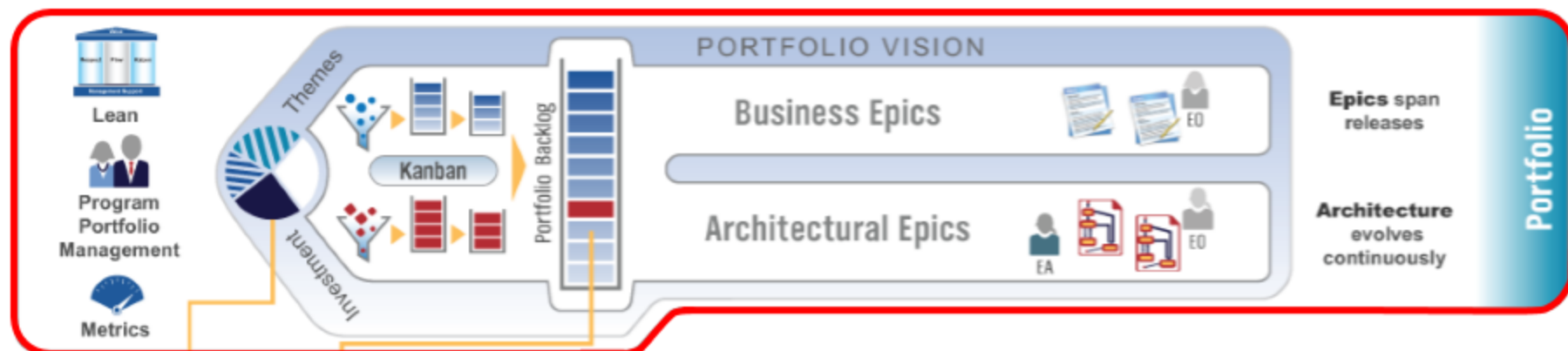- Driven by Vision and Roadmap

- Lean, economic prioritization

- Frequent, quality deliveries

- Fast customer feedback

- Fixed, reliable cadence

- Regular Inspect and Adapt drives continuous improvement

Product Manager		Product Owner		The Dev Team
	1		1	
	2-4		1-2	

PM

PO

DEVS   SM

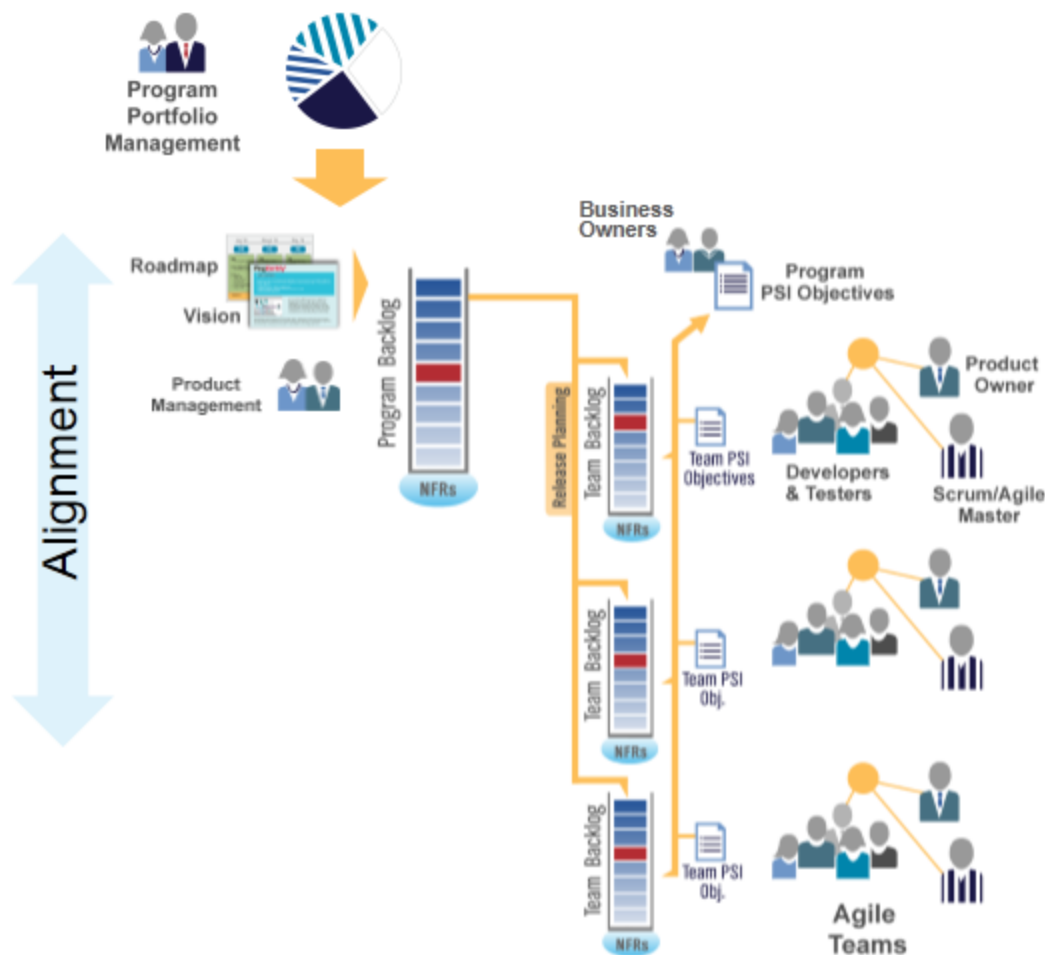|		
■ Vision	■ Sprint Objectives	■ Implements Value
■ Epics	■ Feature Breakdown	■ Story Breakdown
■ Features	■ Stories	■ Tasks
■ Business Value, $$	■ Story Priorities	■ Task Planning
■ Plans PSIs (value delivery)	■ Plans Sprints	■ Self organizing
■ Product Strategy & ROI	■ Development Strategy	■ Implementation Strategy

Roles: PM – PO – Team

Scale to the Portfolio

- ▸ Centralized strategy, decentralized execution

- ▸ Investment themes provide operating budgets for release trains

- ▸ Business and architectural epic kanban systems provide visibility and work-in-process limits for product development flow

- ▸ Enterprise architecture is a first class citizen

- ▸ Objective metrics support governance and kaizen

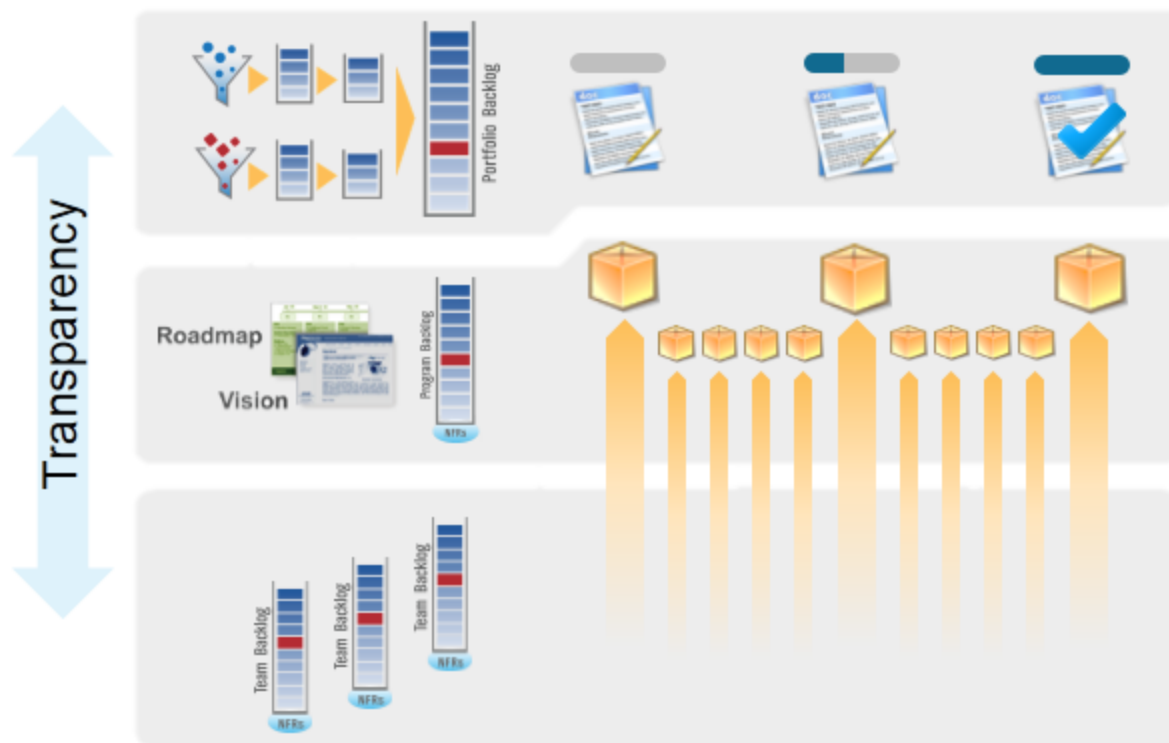- ▸ Value description via *Business and Architectural Epics*

Alignment

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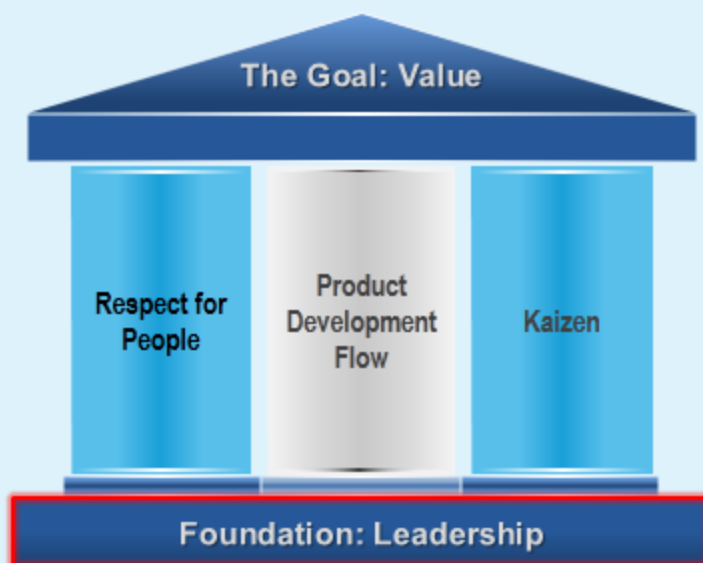- Match demand to throughput

Transparency

- 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

Leadership

Foundation: Leadership

Lean Thinking Manager-Teachers

- **Management is trained in lean thinking**
- **Bases decisions on this long term philosophy**

Leadership is the foundation

- Management understands and teaches lean and agile behaviors

- Management is trained in practices and tools of continuous improvement

- Management takes responsibility for Lean|Agile success

- Management teaches employees problem solving and corrective action

- Managers are expected to see with their own eyes

- Managers develop people. People develop solutions.

RESOURCES

Browse the **Scaled Agile Framework**

ScaledAgileFramework.com

Read **Agile Software Requirements:**
Lean Requirements Practices for Teams, Programs, and the Enterprise

DeanLeffingwell.com/book-agile-software-requirements/

Get **Training, Certification and Courseware**
from Scaled Agile Academy

ScaledAgileAcademy.com

Get help on **implementation strategy,** and customizable Scaled Agile Process and Scaled Agile Framework

ScaledAgile.com

Learn how to **launch Agile Release Trains** with the Agile Release Train Quickstart

ScaledAgile.com/launch-agile-release-train

Get **help from the experts** and the extensive service delivery partner community at Scaled Agile Partners

ScaledAgilePartners.com

Join the Scaled Agile Framework **community**

Community.ScaledAgileAcademy.com

■ **Blog „Agile Rescue"**

  http://www.agilerescue.de

■ **Kurze Einführung zum Scaled Agile Framework**

  http://www.agilerescue.de/vorstellung-scaled-agile-framework-safe/

■ **Xing Gruppe „Scaled Agile Framework"**

  https://www.xing.com/net/pri6fbecax/saf/

■ **G+ Community „SAFe DACH"**

  https://plus.google.com/u/0/communities/102594827271924887702

Deutschsprachige Quellen zu SAFe …

- Web: www.agile-rescue.com
- Blog: www.agilerescue.de
- Twitter: @agilerescue
- Mail: felix.ruessel@agile-rescue.com

Fragen? Fragen!