

Achieving Tangible Business Benefits with the Scaled Agile Framework®

Values, Principles, Practices, Implementation

AgileAUSTRALIA15

By Dean Leffingwell

V3.0.2

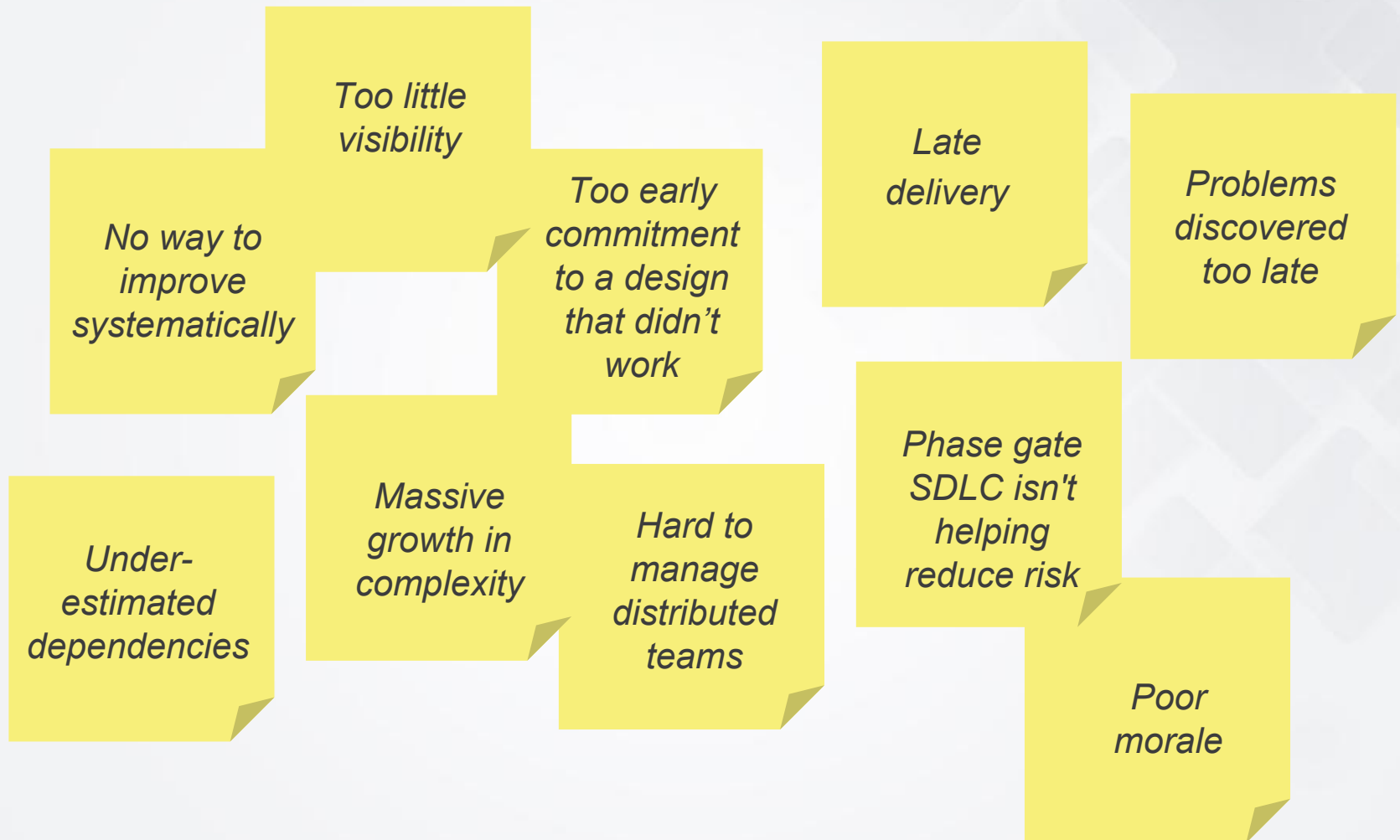
We thought we'd be programming like this:



But sometimes it feels like this:



And our retrospectives read like this:



*Too little
visibility*

*Late
delivery*

*Problems
discovered
too late*

*No way to
improve
systematically*

*Too early
commitment
to a design
that didn't
work*

*Phase gate
SDLC isn't
helping
reduce risk*

*Under-
estimated
dependencies*

*Massive
growth in
complexity*

*Hard to
manage
distributed
teams*

*Poor
morale*

The Management Challenge



It is not enough that management commit themselves to quality and productivity, they must know what it is they must do.

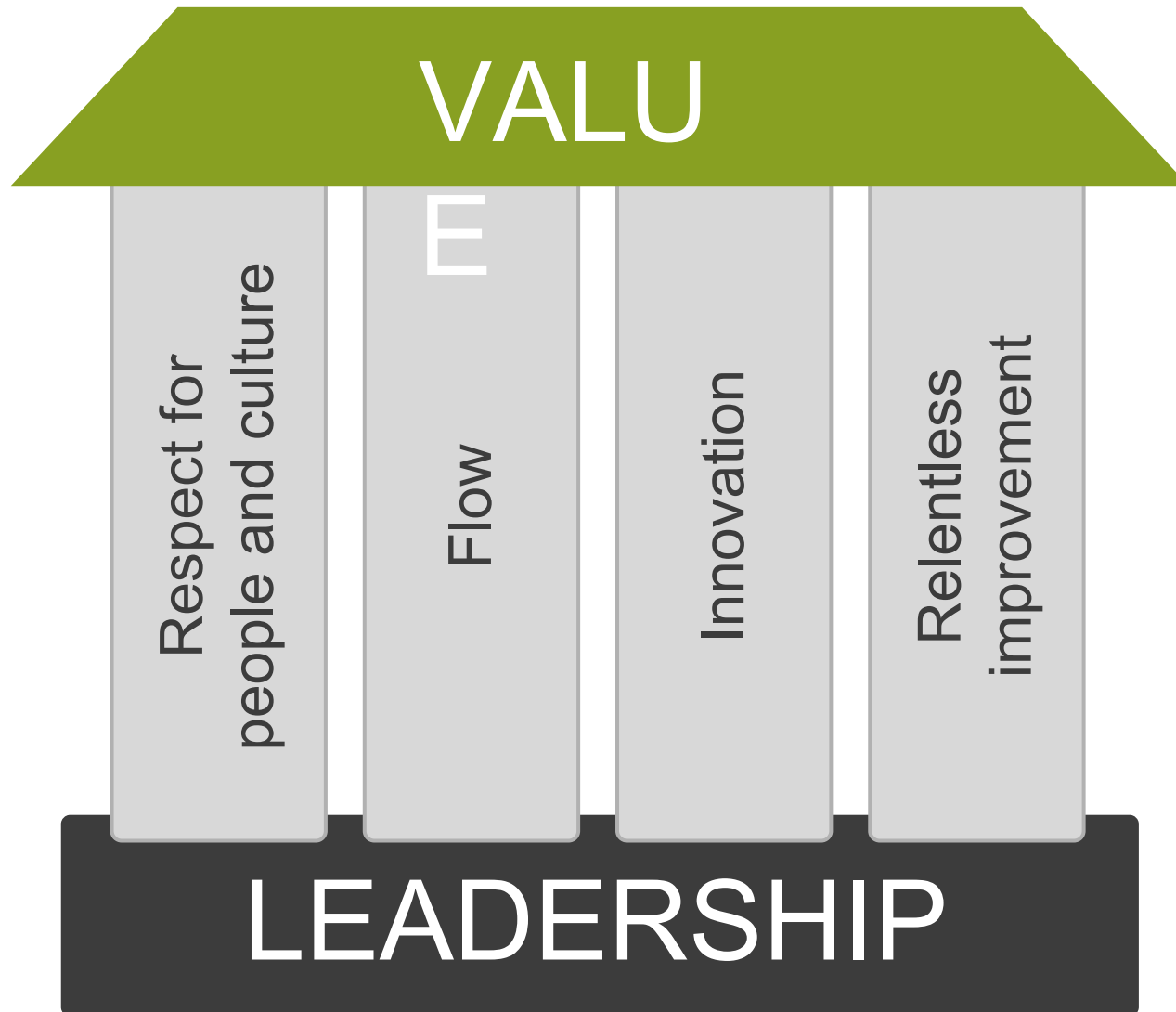
Such a responsibility cannot be delegated.

—W. Edwards Deming

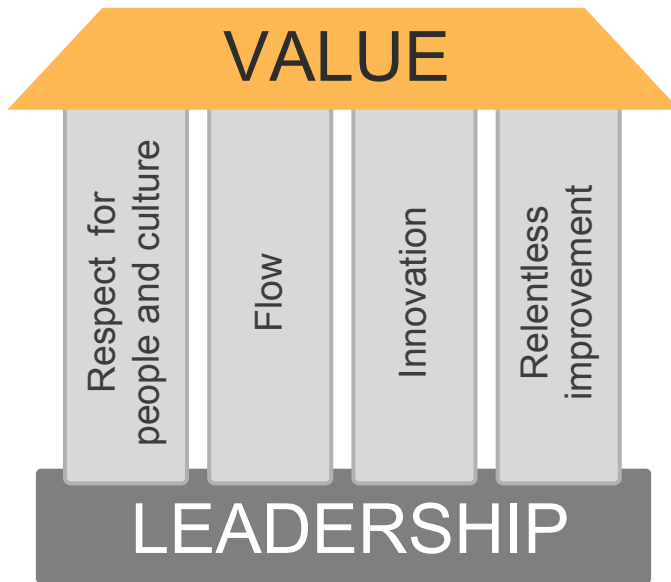
What it is they must do

- 4 Embrace Lean-Agile Values
- 4 Apply Lean-Agile Principles
- 4 Implement Lean-Agile Practices
- 4 Lead the Implementation

Embrace Lean-Agile Values



Value in the Shortest Sustainable Lead Time

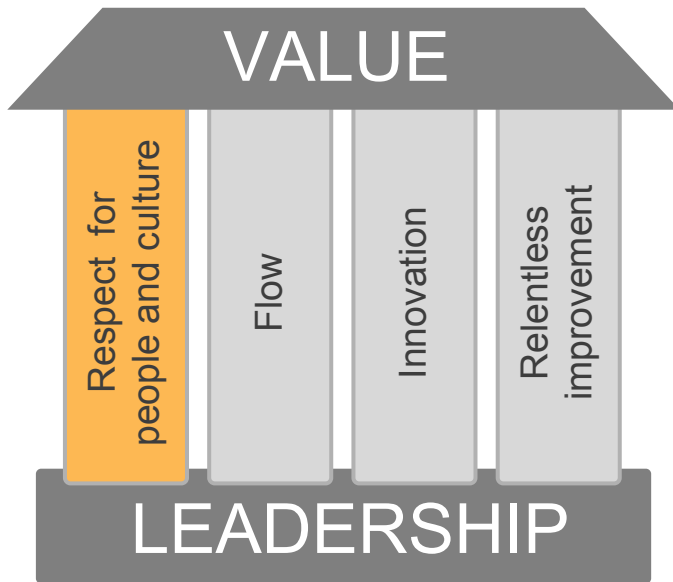


There is only one boss. The customer. And he can fire everybody in the company.

—Sam Walton

- ▶ Achieve the *sustainably shortest lead time* with
 - ▶ Best quality and value to people and society
 - ▶ High morale, safety, customer delight

Respect for People and Culture



*Culture eats strategy
for breakfast.*

—Peter Drucker

- ▶ People do all the work
- ▶ Your customer is whomever consumes your work
 - ▶ Don't overload them
 - ▶ Don't make them wait
 - ▶ Don't force them to do wasteful work
 - ▶ Don't impose wishful thinking
- ▶ Build long-term partnerships based on trust
- ▶ Cultural change comes last, not first
- ▶ To change the culture, you have to change the organization

Why Principles



The impression that “our problems are different” is a common disease that afflicts management the world over.

They are different, to be sure, but the principles that will help to improve the quality of product and service are universal in nature.

—W. Edwards Deming

Apply SAFe Lean-Agile Principles

#1-Take an economic view

#2-Apply systems thinking

#3-Assume variability; preserve options

#4-Build incrementally with fast, integrated learning cycles

#5-Base milestones on objective evaluation of working systems

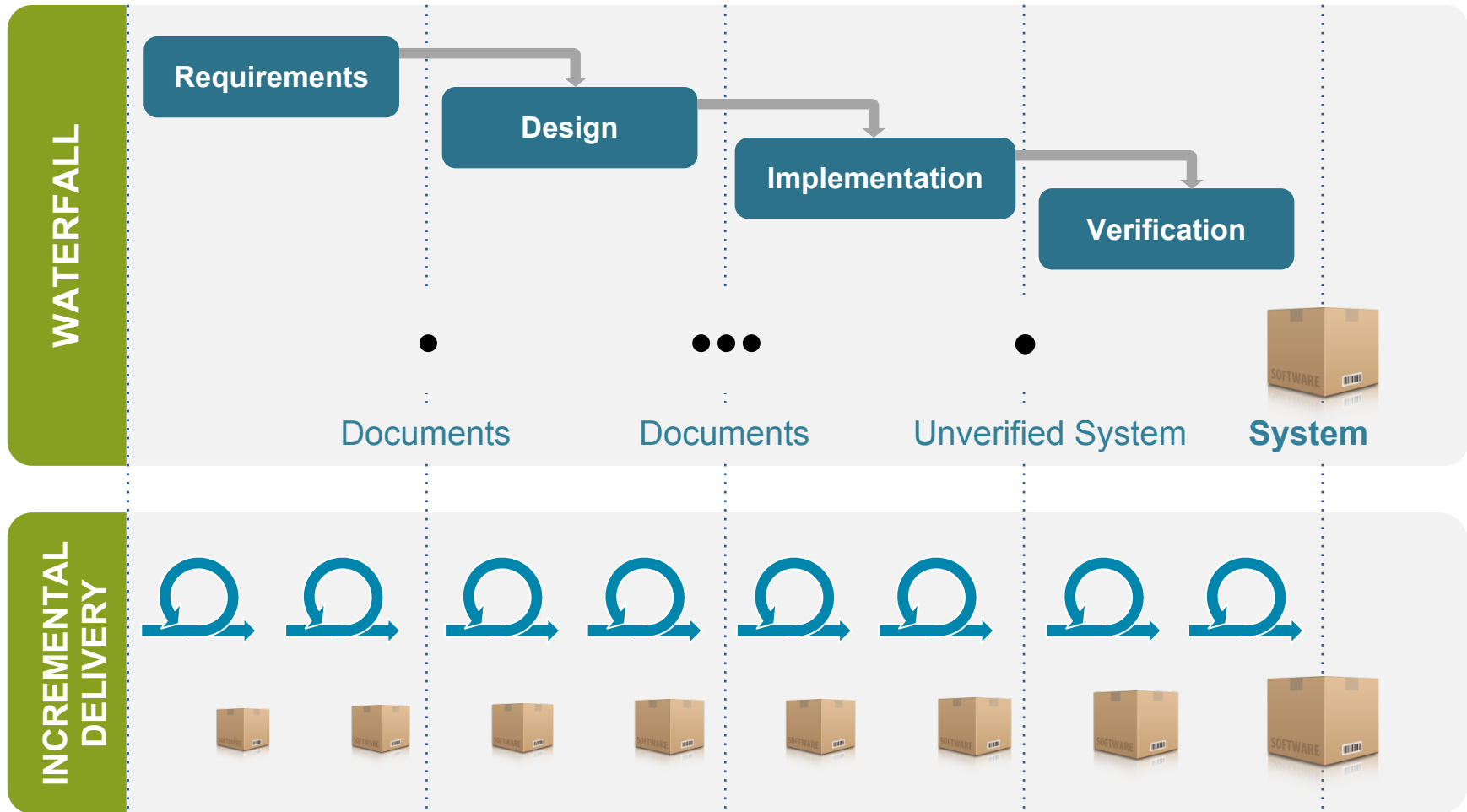
#6-Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7-Apply cadence, synchronize with cross-domain planning

#8-Unlock the intrinsic motivation of knowledge workers

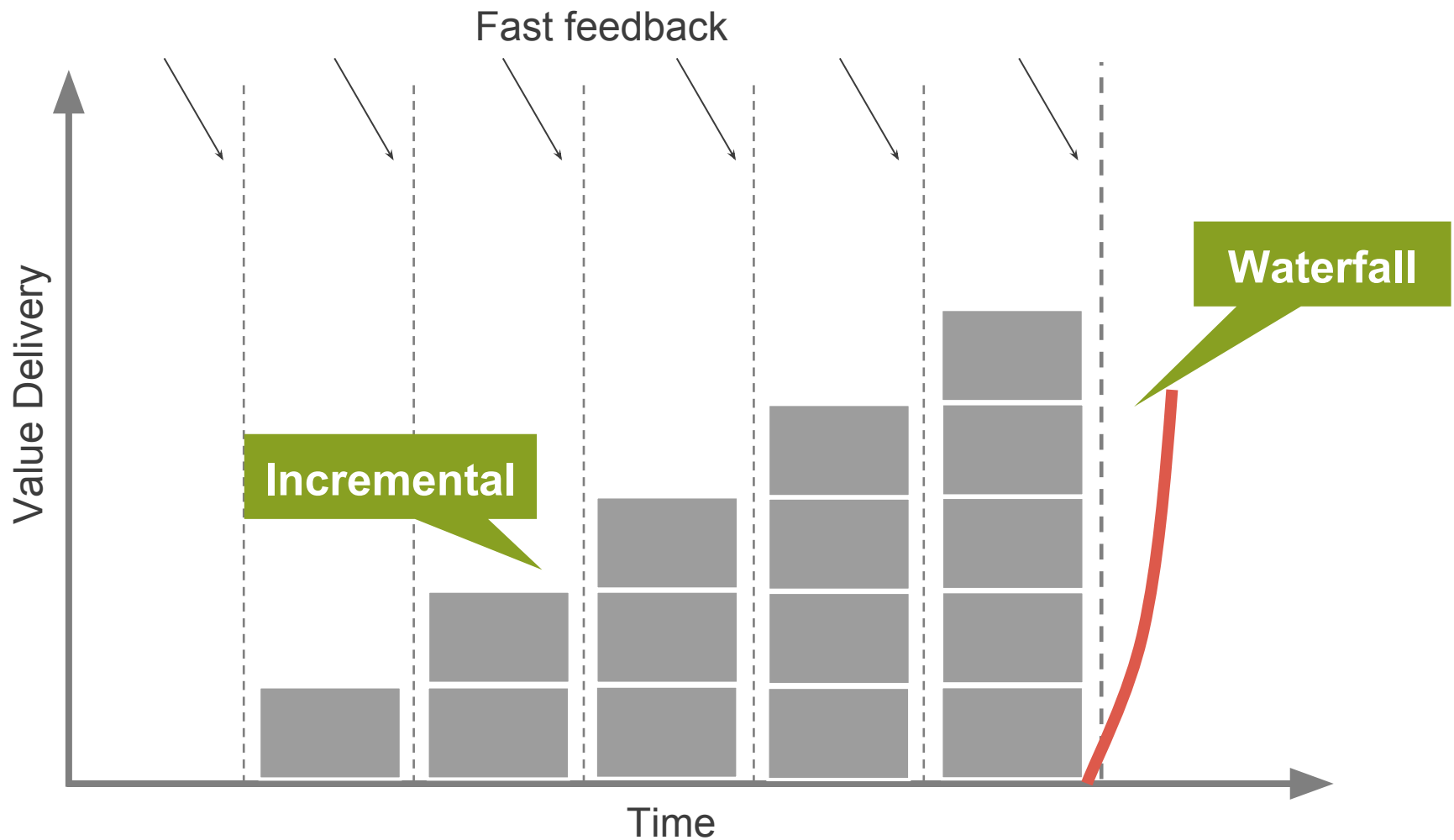
#9-Decentralize decision-making

Build Incrementally: Accelerate Value Delivery

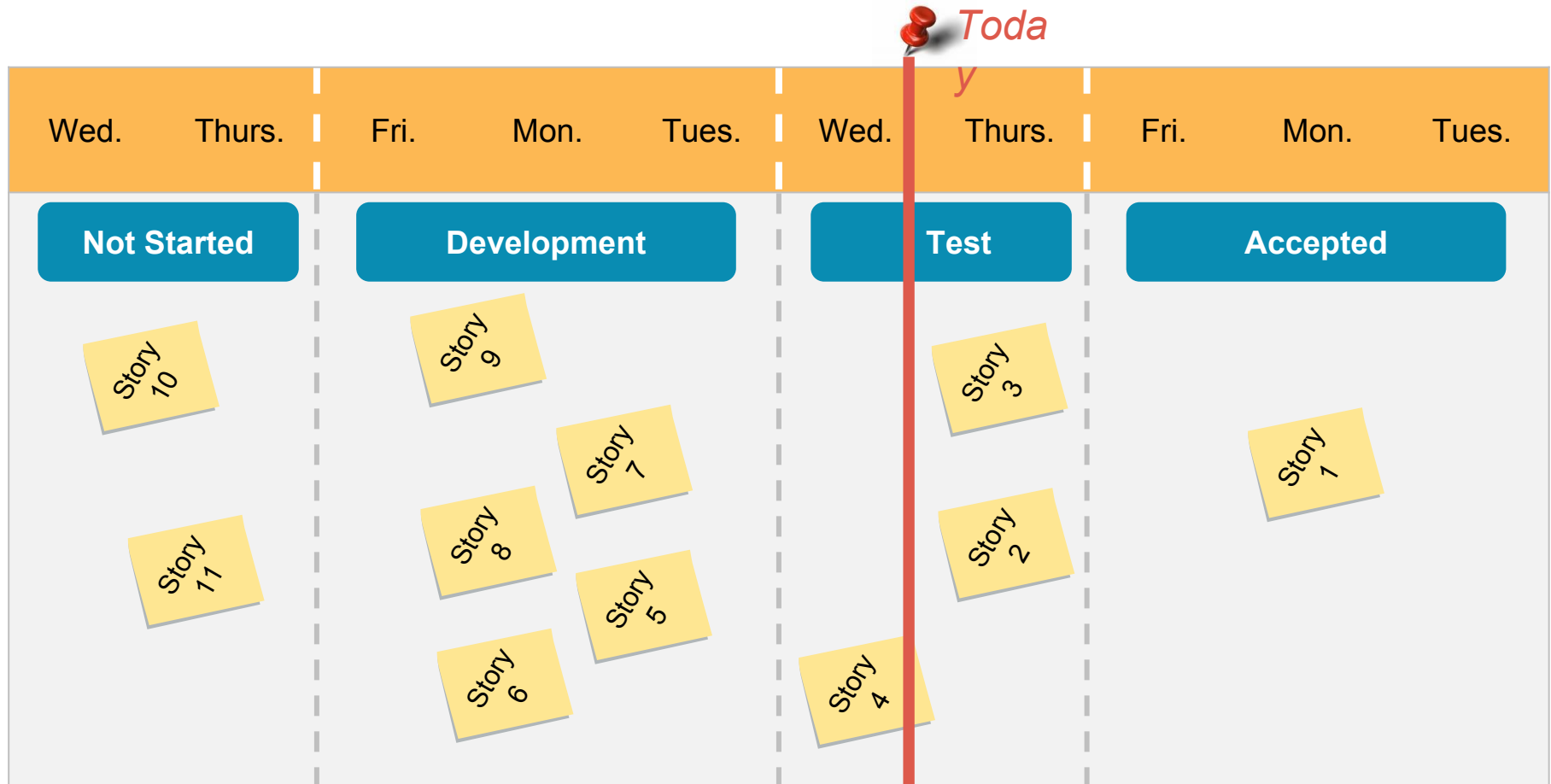


Take an Economic View: Increase Value

Early delivery provides fast value with fast feedback



Visualize and Limit WIP

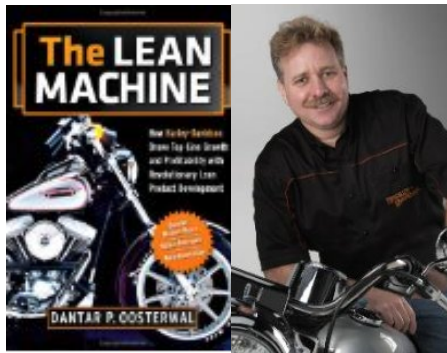


Question: How is this team doing? How do you know that?

What would be the effect of a 3 story WIP constraint on development and test

Base Milestones on Working Systems

There was in fact no correlation between exiting phase gates on time and project success...the data suggested the inverse might be true.



The Lean Machine:
—Dantar P. Oosterwal

The Problem of phase gates:

- 4 Force too early design decisions; encourages false positive feasibility
- 4 Assumes a “point” solution exists and can be built right the first time
- 4 Creates huge batches and long queues



Phase Gates are Evil —Dr. Allen C. Ward

Principles are great, but...

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

—Dan Pink

Implement Lean-Agile Practices

SAFe is an online, freely revealed
knowledge base of
proven success patterns
for implementing Lean-Agile development
at enterprise scale.

The SAFe® Journey

Field Experience at Enterprise Scale

Lean Thinking

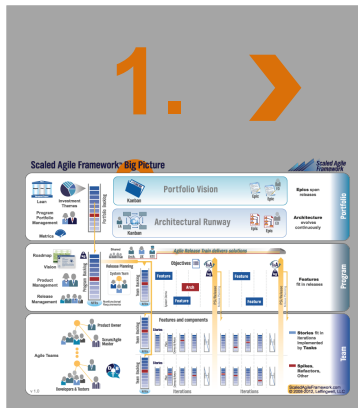
Lean Product Development

Systems Engineering

Agile

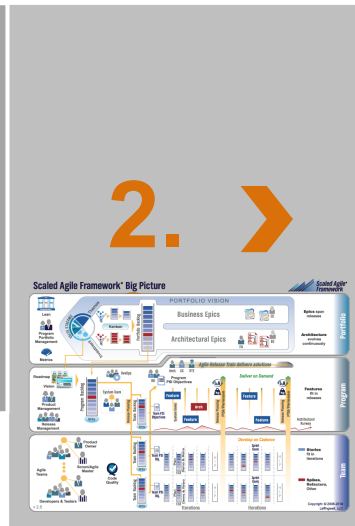
2012

1. ➤



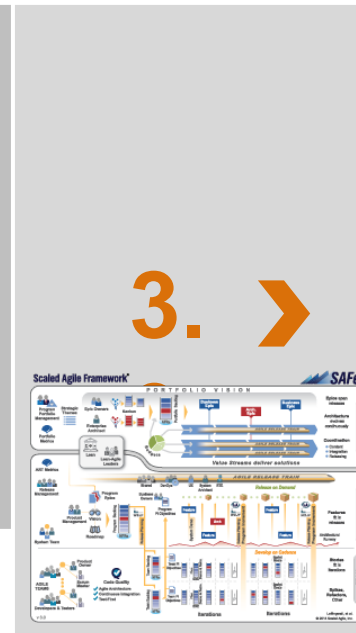
2013

2. ➤



2014

3. ➤



2015

4.



That Delivers Business Results



See ScaledAgileFramework.com/case-studies

Business Results

**Eight ARTs
in Two Months**

Download the
Case Study

Nordea

"To see a waterfall
Program Manager
embrace SAFe after
only two days
of participating in a
PI planning session
is remarkable."

SEI New ways.
New answers.®

**A Launch
in 2 Weeks**

Telstra™

**Adopting SAFe
The Theory &
Practice**

Big IT Shop

**Portfolio &
Program Kanban
at work**

bmcsoftware

Early Success
An Innovative
Scaled Agile
Transformation

TradeStation®

**Barron's 2012
Highest Technology
Rating**

★★★★★

★★★★★

★★★★★

★★★★★

**DISCOUNT
TIRE**

**SAFe meets
traditional IT**

Valpak

**Full-fledged,
full-bore Agile**

Download the
Case Study

mitchell

**Mitchell's
Big LEAP**

JOHN DEERE

**Agile Meets
Big Iron**

infogain

**SAFe in
Global
Outsourcing**

Dependencies
and risks
revealed far
in advance
with SAFe

Increased
efficiency with
aligned teams

20–25%
Increase
in client
satisfaction

95%
Decrease in
product
defects

Cost down
50%

20–50%
Productivity
increase

SAFe
adoption
leads to
Barron's
award

Dramatic
improvement
in quality

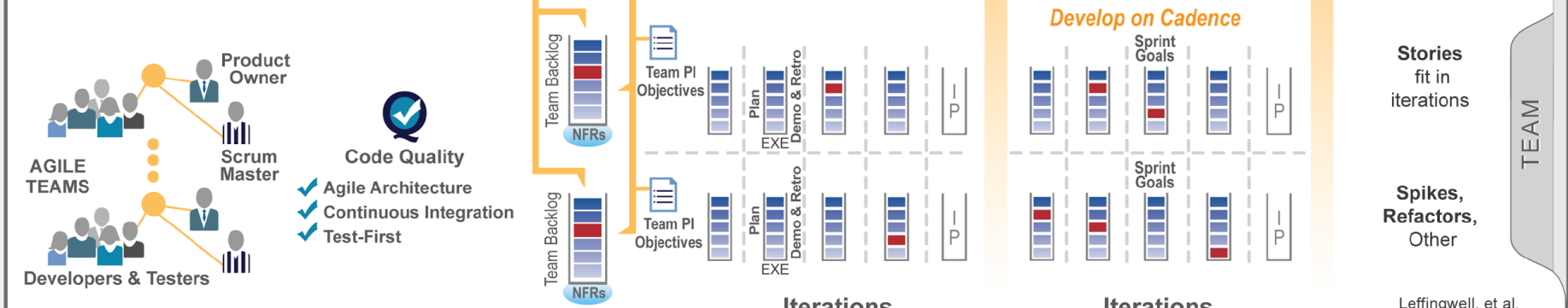
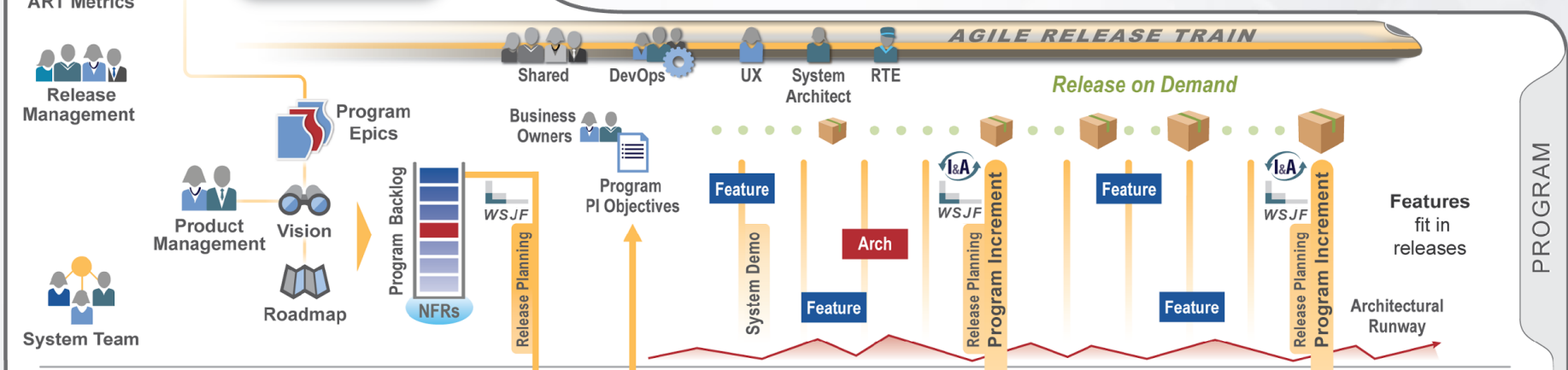
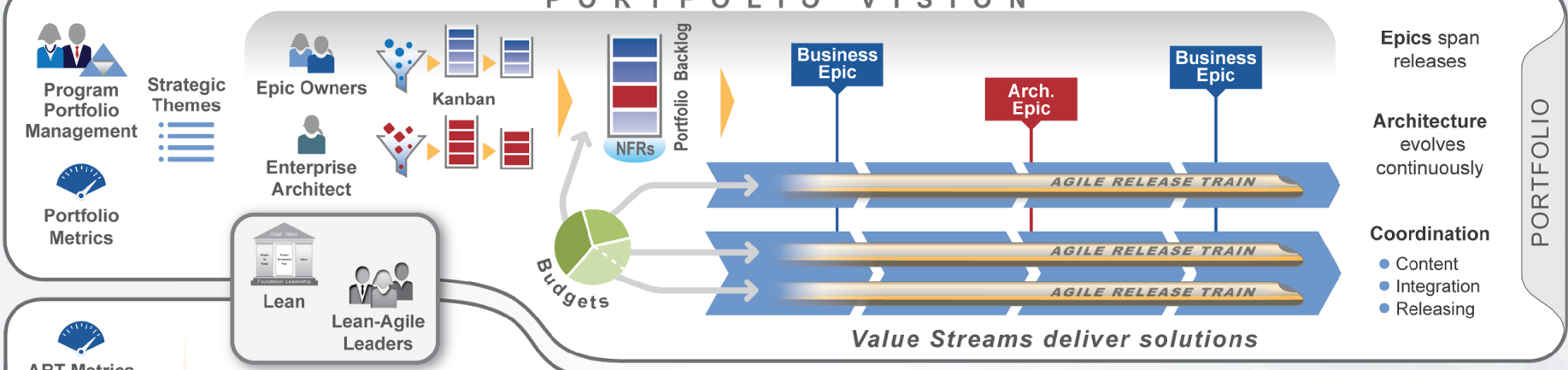
Better
business-IT
collaboration

76%
Decrease in
response
time to
customer
requests

50%
Warranty
expense
down

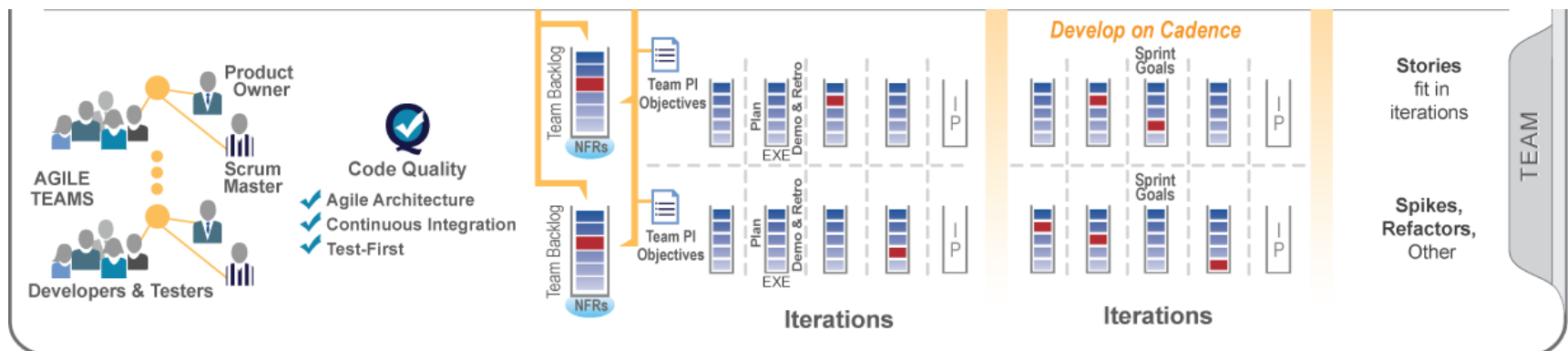
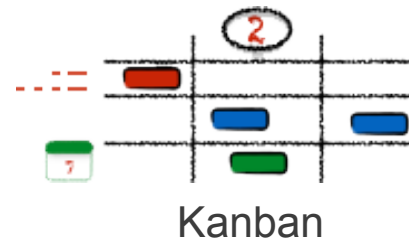
Better
alignment to
common
vision

PORTFOLIO VISION



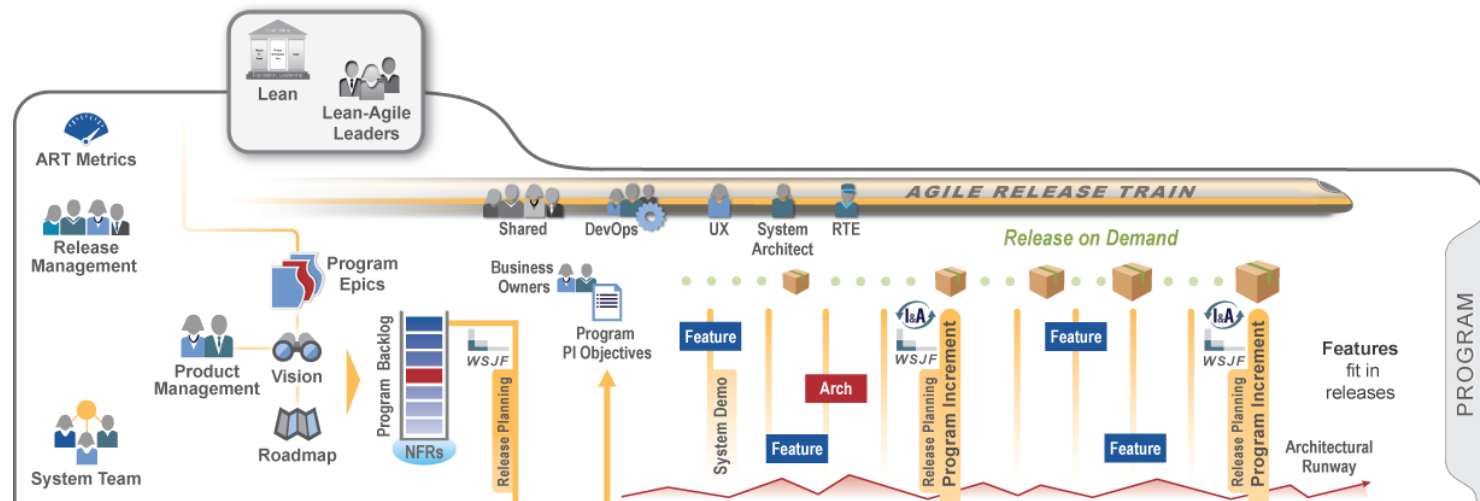
Nothing Beats an Agile Team

- ▶ Cross-functional Agile Teams deliver working software every two weeks
- ▶ Scrum roles and project management practices, XP-inspired technical practices; Kanban for flow



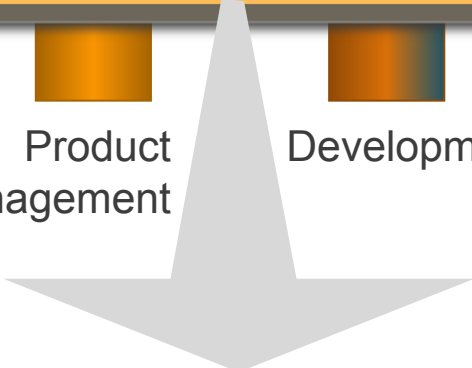
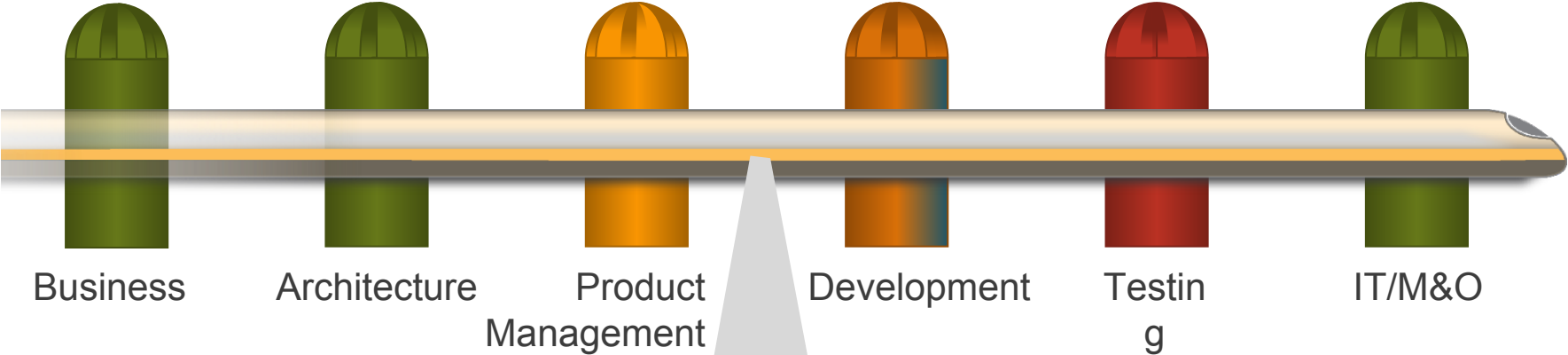
Except a Team of Agile Teams

- ▶ Teams-of-agile-teams deliver working *systems* every two weeks
- ▶ Release on demand



- ▶ Operate with common Vision, architecture and UX guidance
- ▶ Collaborate, align, and adapt with face-to-face planning and retrospectives

Working Across Silos to Deliver Value



AGILE RELEASE TRAIN



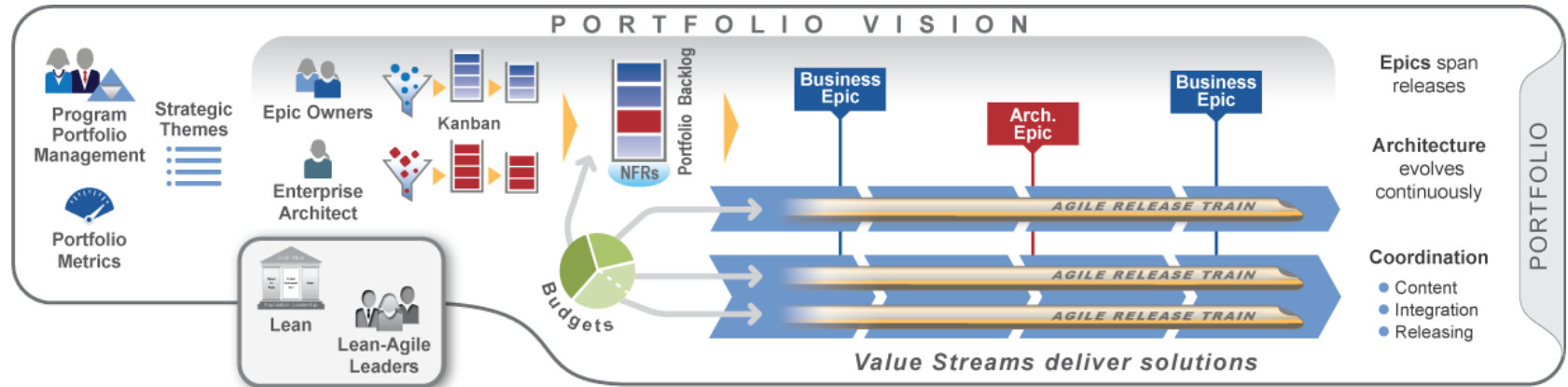
Synchronize with Cross-Domain Planning

Future product development tasks can't be pre-determined. Distribute planning and control to those who can understand and react to the end results.

— Michael Kennedy, Product Development for the Lean Enterprise



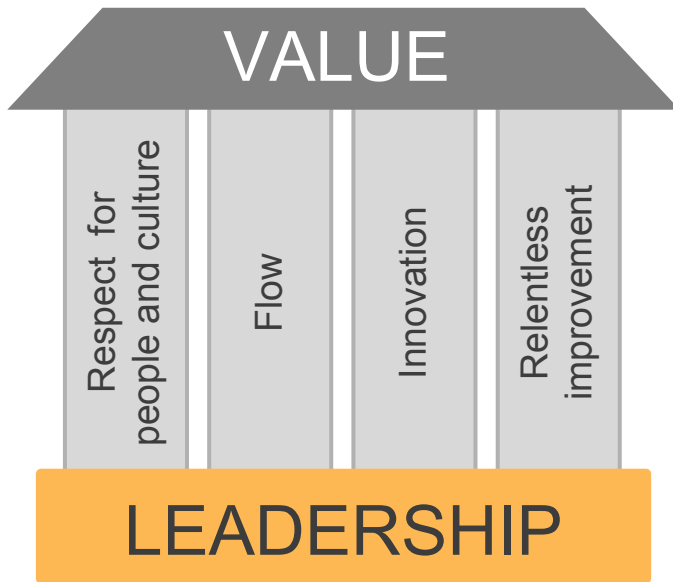
Executing Strategy in an Agile Portfolio



- ▶ Organize around Value Streams
- ▶ Empower decision makers with Lean-Agile budgeting
- ▶ Provide portfolio visibility and WIP limits
- ▶ Leverage objective metrics for governance and improvement

Lead the Implementation

Leading



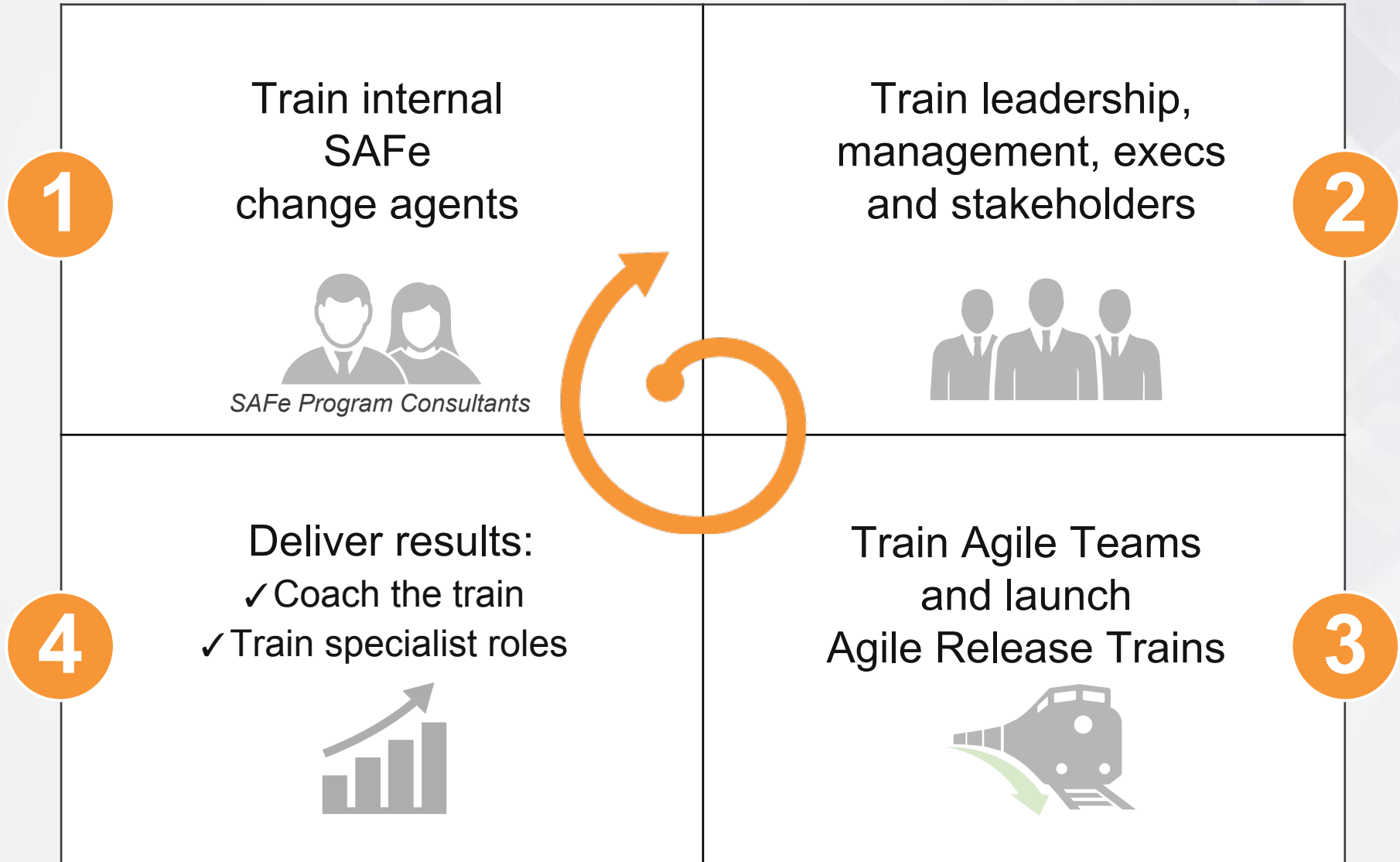
People are already doing their best; the problems are with the system.

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

Achieve Success One Train at a Time





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