IVAR JACOBSON INTERNATIONAL

SAFe®
RTE
Principles
And
Core Values

Use the SAFe® Principle Cards

...to quickly understand the ten immutable Lean-Agile principles that SAFe is based on.

Play games with these cards to engage with the SAFe Principles for learning and assessment purposes.

Play the ranking game, the assessment game or even invent your own. Go to **ivarjacobson.com** for further instructions.

> "Show me and I forget.
> Teach me and I remember.
> Involve me and I learn..."
> BEN FRANKLIN

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#1 SAFe® Principle: Take an Economic View

...to sustain and grow your business.

All outstanding work (whether it has been started or not) should be sequenced to minimize the cost of delay. Sunk costs should be ignored to ensure the maximum business benefit is generated from the money about to be spent.

Stop Starting, Start Finishing

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#2 SAFe® Principle: Apply Systems Thinking

...to make informed choices.

To optimize the flow of value we must adopt a holistic approach that treats our solutions and our enterprises as systems generating value. Systems thinking allows us to understand the nature of why things are the way they are and how we can improve them.

> Stamping out fires is a lot of fun, but it is only putting things back the way they were." W. EDWARDS DEMING

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#3 SAFe® Principle: Assume Variability, Preserve Options

...to allow us to respond to change now, next year and beyond.

We live in an uncertain, ever changing world; a world in which nothing can be frozen by force of will alone. To handle uncertainty, and maximize benefit, we must be able to respond to change and keep our options open for as long as possible.

Just Enough, Just In-Time

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#4 SAFe® Principle: Build incrementally with fast, integrated learning cycles

...to reduce risk, gain knowledge, manage expectations and ensure you get the best result.

The best way to learn is by doing; and then getting fast feedback on what you've done. When building systems the feedback that counts is generated by the demonstration of a working system.

Minimum Viable Releases; Minimum Marketable Features

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#5 SAFe® Principle: Base milestones on objective evaluation of working systems

...to allow everyone to understand where they are and where they are going.

Organizations need leading indicators of success and failure - indicators that are based on real, not implied, progress; the primary measure of which is working systems

> "Our plans miscarry because they have no aim. When a man does not know what harbor he is making for, no wind is the right wind" SENECA AD64

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#6 SAFe® Principle: Make value flow without interruptions

...to delight your customers and out pace the competition.

Bottlenecks and impediments must be detected and eliminated as quickly as possible. Effective flow can only be achieved if all work is visible, hand-offs are minimized, and queues, batch sizes and the amount of work in progress (WIP) are kept under control.

Safely and sustainably reduce lead time to "Thank You"
Daniel Terhost-North

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#7 SAFe® Principle: Apply cadence, synchronize with cross-domain planning

...to encourage collaboration, gain commitment, reduce risk and eliminate waste.

There is more value in overall alignment than individual excellence. The best way to gain alignment, facilitate trade-offs, control variability, reduce dependencies and synchronize the teams' efforts is to get everyone to plan together (face-to-face) on a regular heartbeat.

Collaboration not dependency

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#1

SAFe® Principle:
Take an Economic View

🙂 We always consider economics (such as total cost of ownership) when making architectural trade-offs and ensure we minimize cost of delay by making timely decisions and creating just enough architectural runway to meet our business objectives.

☹️ We want architectural perfection at any cost... We get annoyed that Product Management repeatedly make technical decisions without our input. They say we are too slow...

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SAFe® Architect Principles And Core Values

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#4

SAFe® Principle:
Build incrementally with fast, integrated learning cycles

🙂 We work as an agile team - working from our story backlog to prototype and evaluate new ideas. We evaluate the impact of every Enabler & Feature – and adjust our Architectural Runway accordingly.

☹️ We don't build anything - we just publish blueprints, guidelines and standards. It is disappointing how many integration and release issues there are. Particularly given their completeness and the thoroughness of our review process. Stupid teams!

#3

SAFe® Principle:
Assume Variability, Preserve Options

🙂 Our Architectural Runway allows us to design just enough, just in time. We constantly tune the architecture to be more adaptable, testable, deployable, maintainable.

☹️ We love big up-front detailed designs. We hate the Business changing the requirements. One day someone will actually use the future-proofing ideas we built into the system...

#2

SAFe® Principle:
Apply Systems Thinking

🙂 Our architecture adapts to the needs of Customers, Partners, Business, Development, Test experts, Operations, Security and Compliance. We consider the full lifecycle of the solution.

☹️ We constantly hear Testers say it's impossible to validate the software; Ops always mess up releasing new versions. What's wrong with these teams?!

#7

SAFe® Principle:
Apply cadence, synchronize with cross-domain planning

🙂 We prepare Enabler Features and provide technical guidance for relevant Features in-time for each PI planning event. We plan our work, help teams and learn a lot at the planning events.

☹️ Good work takes time... so we are often not ready for the PI planning events. The teams complain we provide incomplete technical information–so why do they start without us?

#6

SAFe® Principle:
Make value flow without interruptions

🙂 A big information radiator displays all our work. We break large activities down into smaller deliverables. We work as a team on technical issues and design activities.

☹️ We run a big review every quarter as we are always overloaded by our huge architectural workload. Everyone complains that we don't know what we're doing and that we are too slow at making decisions.

#5

SAFe® Principle:
Base milestones on objective evaluation of working systems

🙂 We demo new Enabler Features and are always interested in how the system is evolving and performing at each System Demo.

☹️ We must sign off detailed architecture specs before any work proceeds. We add extra technical review gates to prevent complex design issues – which still occur late in development.

SAFe® Principle: #8 Unlock the intrinsic motivation of knowledge workers

…to realize the organization's full potential by enabling them to reach their full potential.

Systems development is knowledge work, where the people who do the work know more about how to do it than their managers. They arrive motivated to succeed. They will do their best and can be trusted to do things in the right way for both the product and the business.

Develop teams and people, they develop the products

SAFe® Principle: #9 Decentralize decision-making

…to create empowered teams and enable them to succeed without unnecessary delays or constraints

The most effective teams are those that are empowered to make their own decisions, and allowed to move quickly to address opportunities, issues and problems as and when they encounter them.

Centralize strategy, localize execution

SAFe® Principle: #10 Organize Around Value

…to deliver quickly and sustainably whilst seamlessly adapting to new opportunities.

Our goal is to deliver value with the shortest sustainable lead-time, whilst continuously sensing and responding to the changing needs of our customers. To do this we must organize around value and place the customer at the heart of everything we do.

"There is only one boss. The customer. And he can fire everybody in the company … by spending his money somewhere else." SAM WALTON

SAFe® Core Value: Alignment

"There is more value in overall alignment than individual excellence."

Don Reinertson

We know exactly why we are here and how we contribute to the program / business / product / solution vision.

We have no idea why we are here and our so-called 'mission' is completely unclear.

SAFe® Core Value: Transparency

"A lack of transparency results in distrust and deep sense of insecurity"

Dalai Lama

We are open and honest about everything we do and share the progress and health of our work in a way that is available for all to see.

We don't like to share what's really going on for fear of judgement and retribution of others; we feel we are measured on performance.

SAFe® Core Value: Respect for People

"First we build people, then we build cars"

Fujio Cho, former Chairman, Toyota

We treat our colleagues and stakeholders with respect and receive their respect in return.

We don't respect anybody inside or outside our team.

SAFe® Core Value: Relentless Improvement

"To improve is to change; to be perfect is to have changed often."

Winston Churchill

We persistently and unceasingly work to improve our way of working and the resulting products to ensure the best results.

We don't change anything unless we are made to. Things may be bad now, but they can always get worse.

#10 Organize Around Value

:) We adapt and evolve as the architecture evolves to meet the Business' and the team's needs. We continuously investigate technical innovations to improve and accelerate our Architectural Runway.

:(We organize around our technical specialisms and expect the teams to be organized in the same way. We are the technical experts and the business needs to adapt themselves to us."

#9 Decentralize decision-making

:) We trust the teams and we provide them with sufficient information to make informed technical decisions. We encourage emergent design.

:(We must make all technical decisions because we are the experts and no-one else is intelligent enough to understand the architecture or the repercussions of their proposals.

#8 Unlock the intrinsic motivation of knowledge workers

:) We love teams innovating & sharing their emergent designs. We work with teams to identify and clarify what is intentional architecture. We regularly share our technical vision with the organisation.

:(Our software developers are uninterested in the work they do so we have to spoon feed them with pseudocode to get the job done. Why don't they show any initiative?

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