

What's New in SAFe® 4.0?

An amazingly brief overview

SCALED AGILE™

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Management's 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

“... and if you can't come, send no one.”

*—Vignette from *Out of the Crisis*, Deming, 1986*

Knowledge for people building the world's most important systems

SAFe® is a freely revealed
knowledge base of
proven success patterns
for implementing Lean-Agile development
at enterprise scale

The evolution continues


Field experience at enterprise scale

2011

Now...



Agile development | Lean product development | Systems thinking

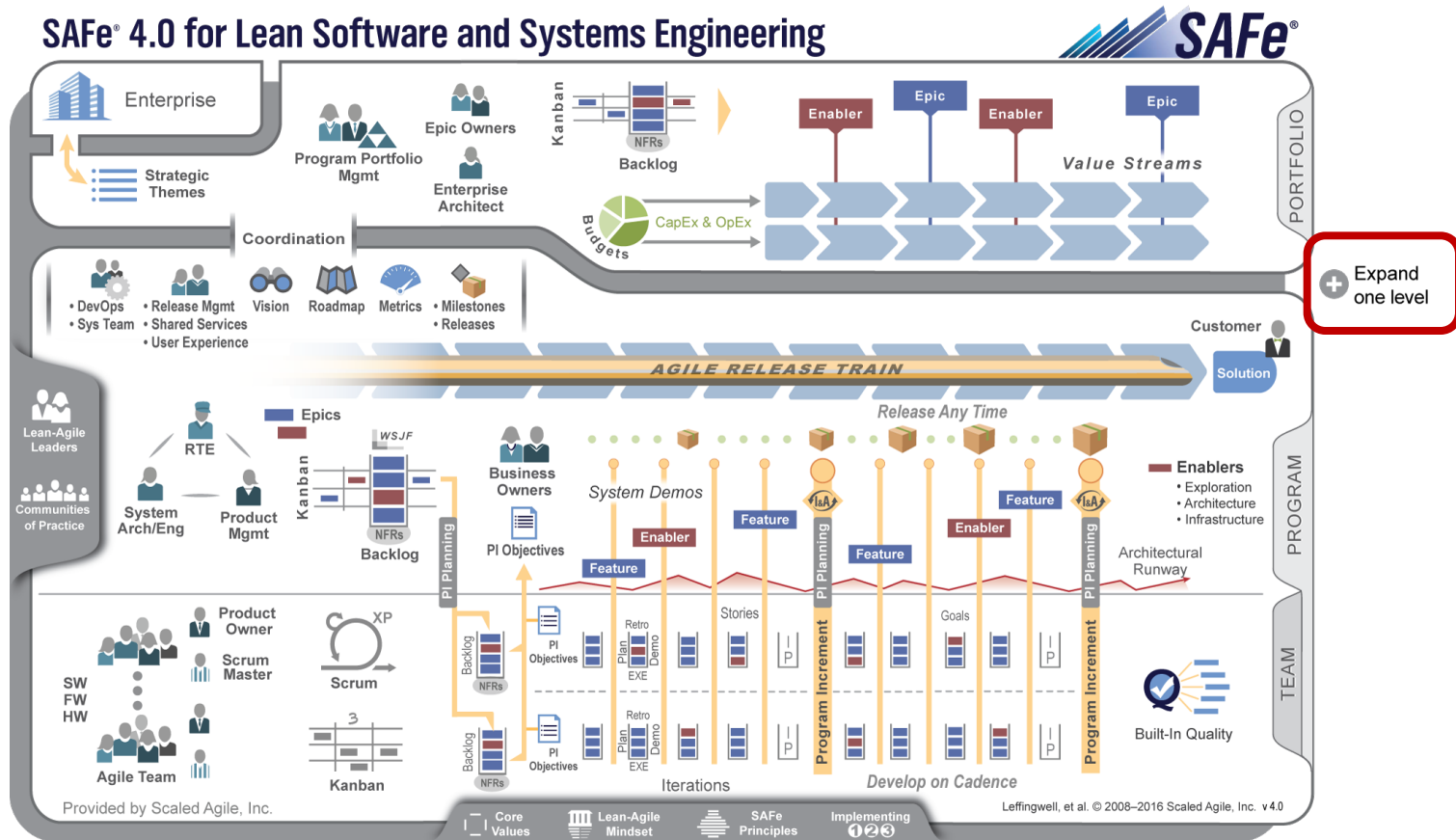


The background features a complex diagram of the SAFe 4.0 framework. It includes various roles such as Architect, VSE, Solution Arch/Eng, Solution Mgmt, RTE, Product Mgmt, Business Owners, Product Owner, and Scrum Master. Processes like WSJF, Kanban, Backlog, PI Planning, and Scrum are depicted. Artifacts such as Epics, NFRs, PI Objectives, Features, Enablers, and System Demos are shown. Financial elements like Budgets, CapEx & OpEx, and Release Any Time are also present. The diagram is overlaid with a grid and various icons representing different components of the framework.

PRESENTING

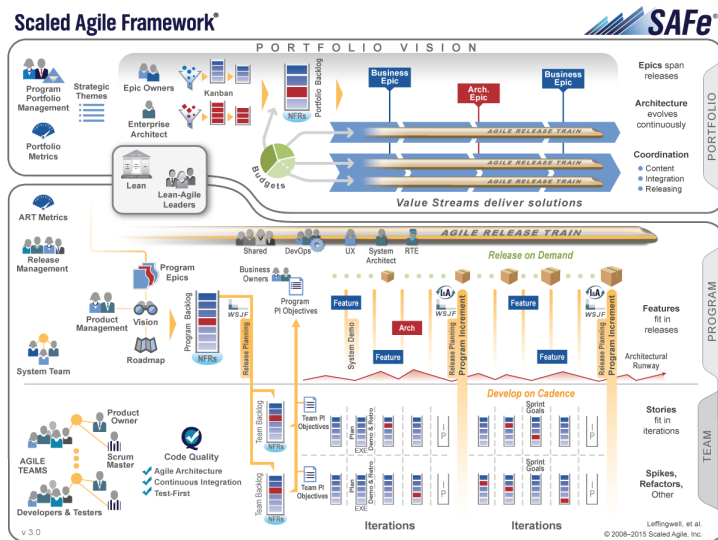
SAFe® 4.0 for Lean Software and Systems Engineering

Three-level SAFe®

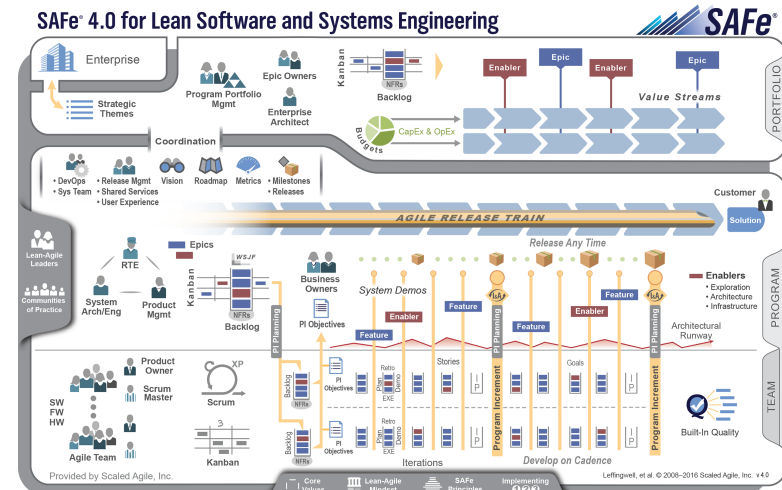


Three-level SAFe® 4.0 is backwards compatible with V3

SAFe 3.0



Three-level SAFe 4.0



- ▶ 4.0 is a superset: all the features of SAFe 3.0 are in 3-level SAFe 4.0
- ▶ Well suited for small to medium-sized, independent programs
- ▶ Migrate existing SAFe implementations to 4.0 as, and when, needed

Note: SAFe 3.0 website and courseware will be fully supported through 2016.

New foundation layer

Easy access to the Values, Mindset, Principles, Practices, and Implementation guidance



Lean-Agile
Leaders



Communities
of Practice

- ▶ Lean-Agile Leaders
- ▶ Communities of Practice
- ▶ Core Values, Lean-Agile Mindset, and SAFe® Principles
- ▶ Implementing 1,2,3

Core
Values



Lean-Agile
Mindset



SAFe
Principles

Implementing
1 2 3

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Integral SAFe® 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

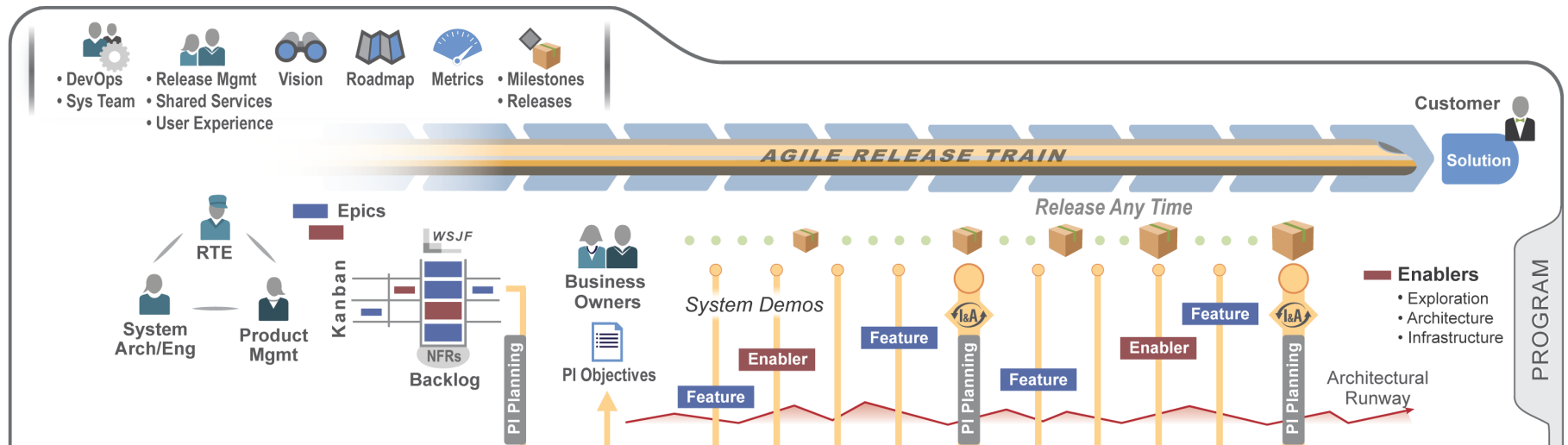
#8-Unlock the intrinsic motivation of knowledge workers

#9-Decentralize decision-making



Program and Team Level changes

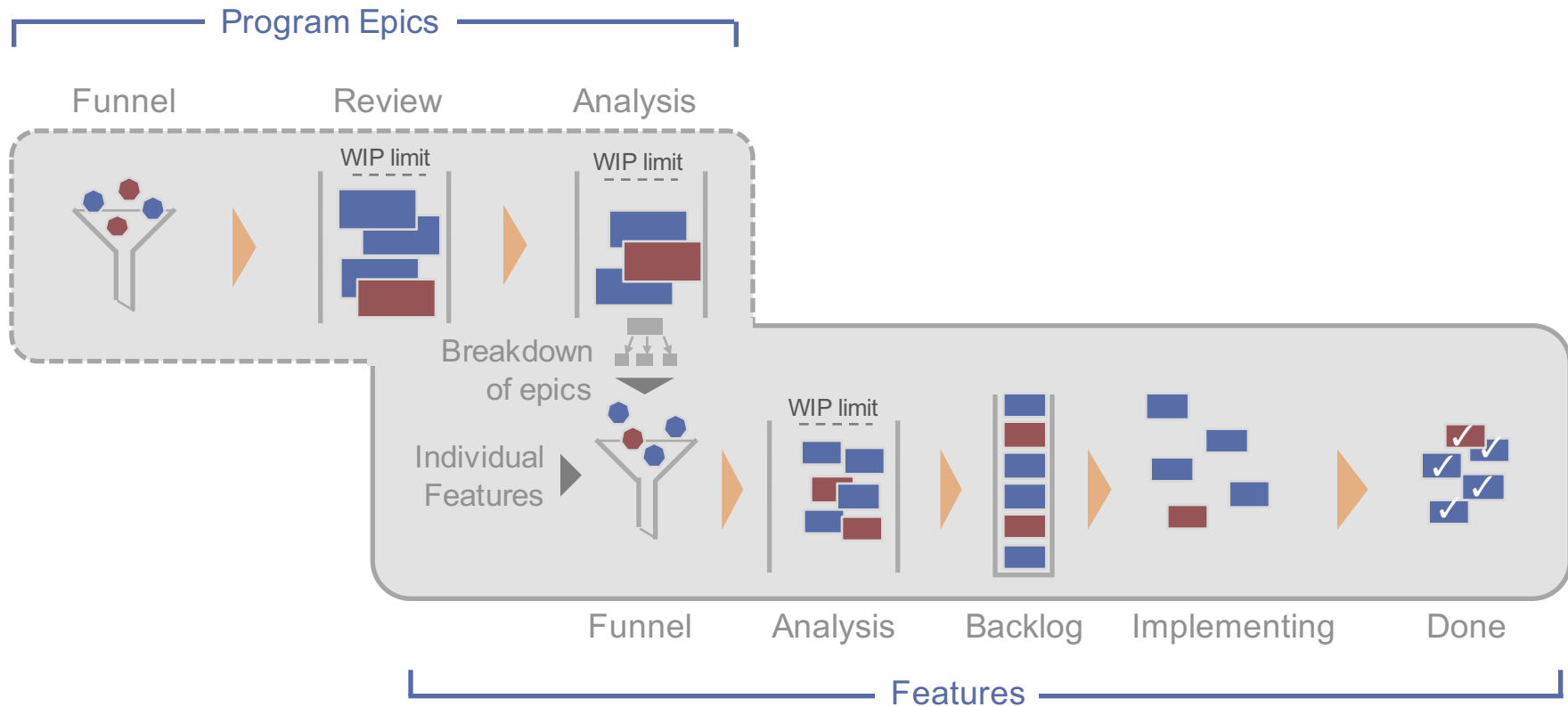
New Program Level



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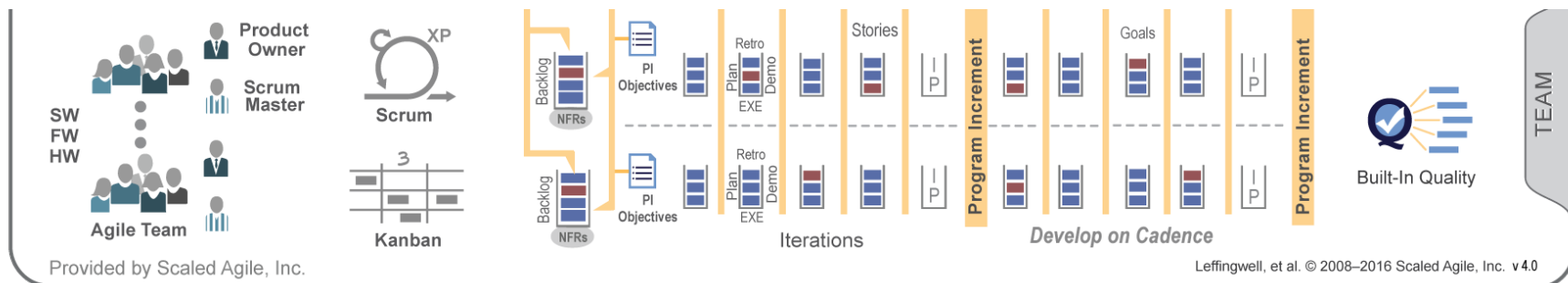
- ▶ Manage the flow of work through the Program Kanban system
- ▶ Apply objective Milestones to plan, manage, and measure progress
- ▶ Have enhanced guidance for program execution
- ▶ Have enhanced communication with new Vision and Roadmap updates
- ▶ Customize to your context with Value Stream Level constructs

Program Kanban for flow and Feature readiness



Enhanced Team Level

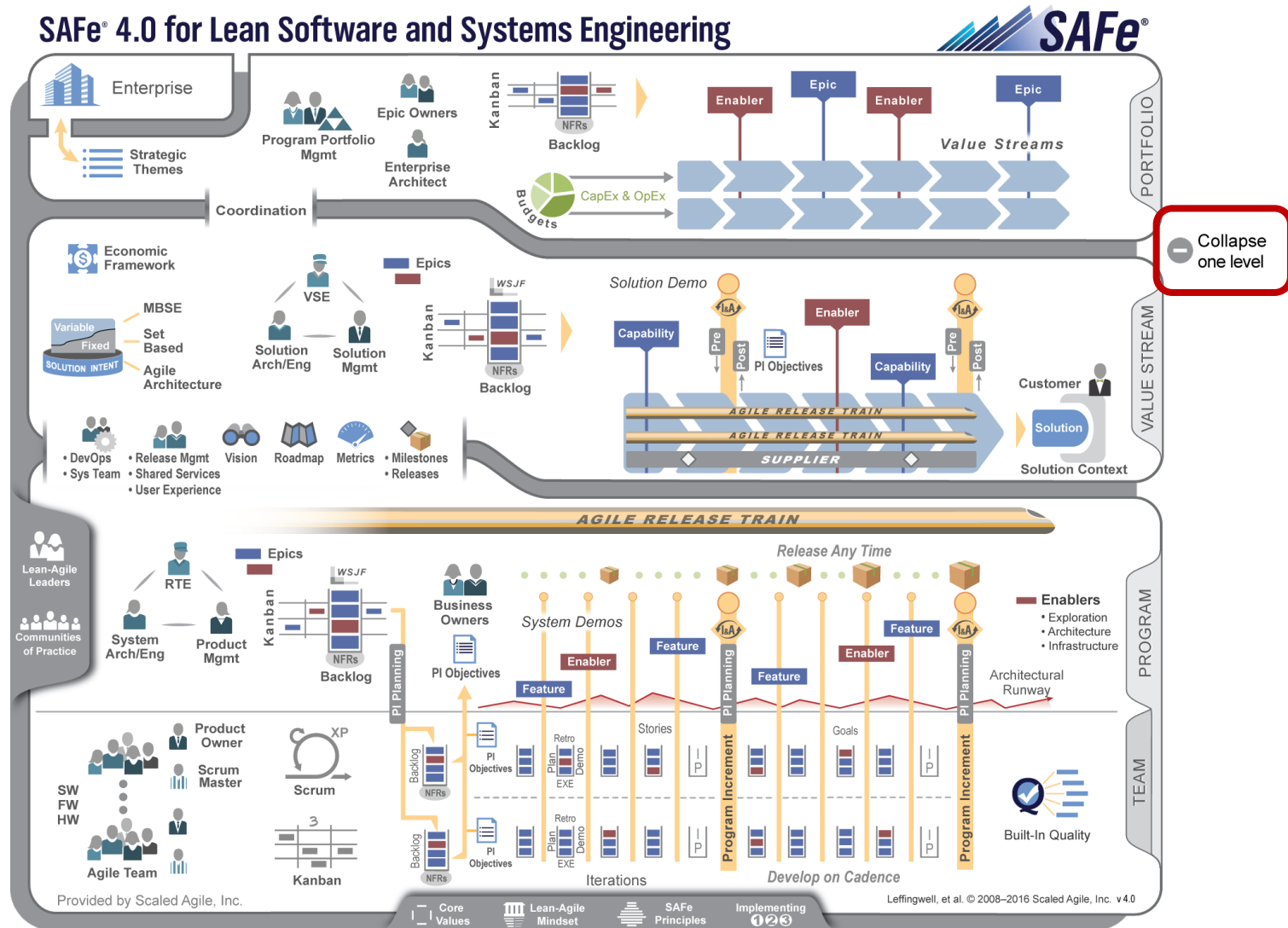
- ▶ Support Agile Teams with software, firmware, hardware
- ▶ Apply Kanban for flow
- ▶ Built-In Quality covers software and hardware
- ▶ XP software guidance



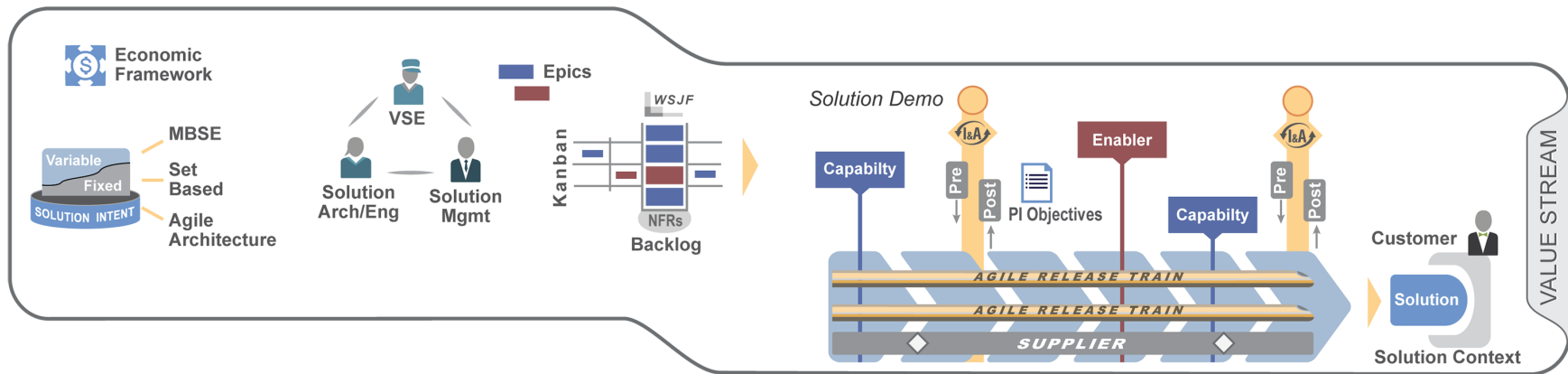


Building really big systems?

Expand SAFe® for large Value Streams



New Value Stream Level



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For people building the world's largest and most critical systems:

- ▶ Establish governance with an Economic Framework and Value Stream roles
- ▶ Build integrated Solutions for Customers
- ▶ Manage fixed and variable Solution Intent
- ▶ Manage the flow of Capabilities with the Value Stream Kanban
- ▶ Apply cadence and synchronization

Solution and Solution Context

- ▶ A **Solution** is uniquely associated with one Value Stream. It is defined by Solution Intent.
- ▶ The **Solution Context** defines the environment in which the solution operates:
 - System of systems (e.g., avionics system as part of the aircraft), product suite (word processor as part of an office suite)
 - Production infrastructure (e.g., cloud environment where solution is deployed)
 - Other applications or systems the target solution is integrated with



Customers have Agile responsibilities

Engaging the Customer in the Agile process—depends on type of Solution and Customer impact

General solutions

Example: End-user purchaser of a CRM system



Impact on solution

- Solution builder content authorities proxy the Customer
- Solution Intent reflects facts and hypotheses
- Frequently validates product assumptions
- Scope, schedule, and budget at solution builders' discretion

Custom built-solutions

Example: Government purchaser of a defense system



- Customer represents self
- Defines fixed/variable solution intent
- Directly validates product assumptions; attends planning and Solution Demos
- Collaborative scope and schedule management; managed investment funding model

Suppliers may or may not be Agile



- ▶ Suppliers often play a key role in Solution development. The overall Value Stream's agility is dependent on Suppliers' agility.
- ▶ Lean-Agile Suppliers are treated as another Agile Release Train, participating in all value stream ceremonies.
- ▶ Suppliers working in traditional methodologies work against Milestones but are expected to attend Pre- and Post-PI Planning, Solution Demo, and Value Stream Inspect and Adapt.
- ▶ SAFe® Enterprises help Suppliers improve their processes and become more Lean and Agile, to the economic benefit of both organizations.



The top banner features a faded, orange-tinted diagram of the SAFe framework. It shows a grid of work items (Epic, Enabler, Feature) and a 'Value Streams' label. A vertical label 'TEAM' is visible on the right side of the diagram.

Implementing SAFe

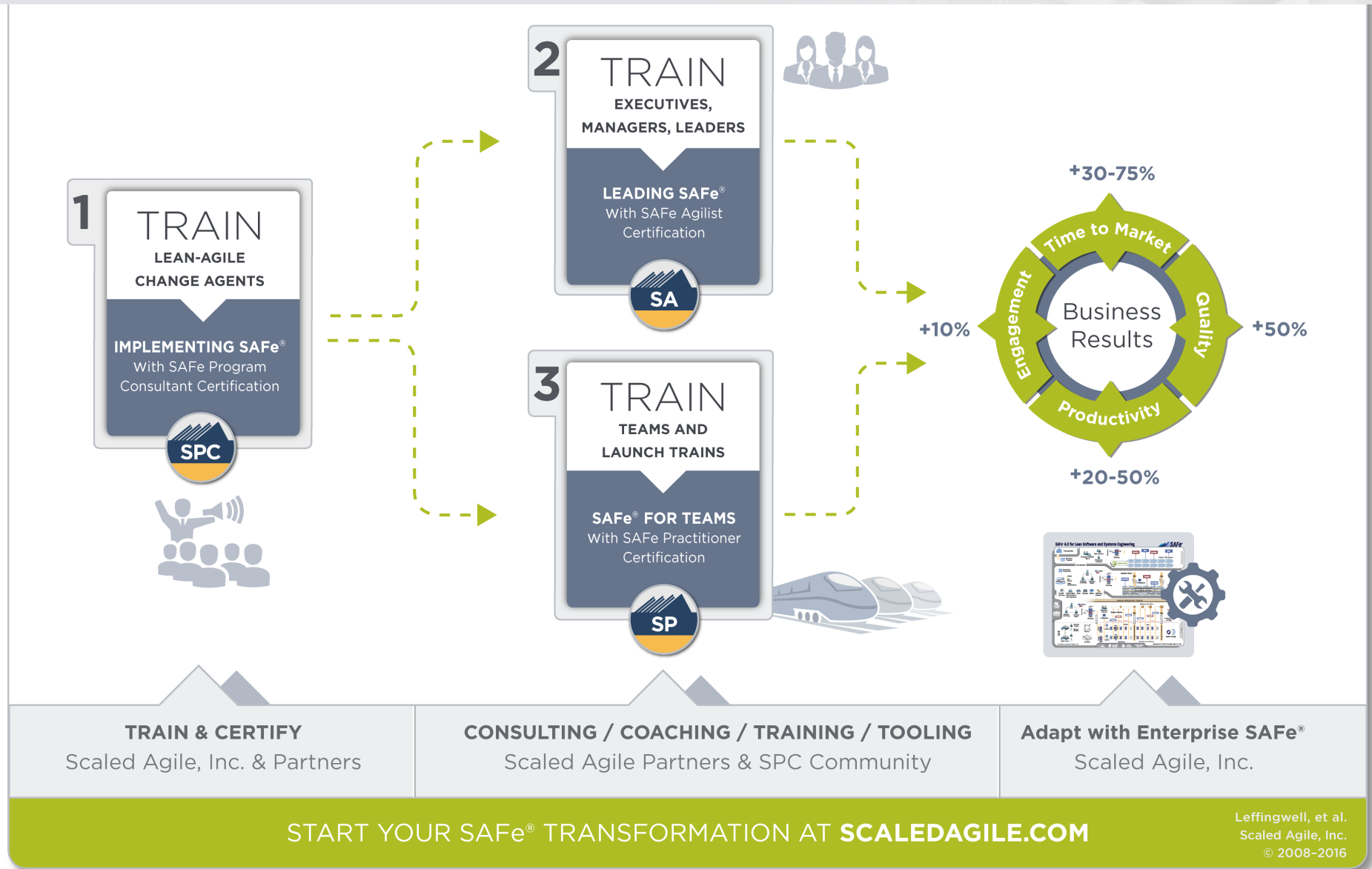


The bottom banner features a faded, orange-tinted diagram of the SAFe framework. It shows a grid of work items (Epic, Enabler, Feature) and a 'Value Streams' label. A vertical label 'PROGRAM' is visible on the right side of the diagram. A legend for 'Enablers' is present, listing 'Exploration', 'Architecture', and 'Infrastructure'. Below the legend, the text 'Architectural Runway' is visible.



Train Everyone.
Launch Trains.

Implementing SAFe® 1-2-3



Achieve business results



See ScaledAgileFramework.com/case-studies

- All
- Manufacturing
- Software
- Medical Technology
- Financial Services
- Retail & Distribution
- COTS Software
- Customer Care & Billing
- Telecom
- Media
- Outsourcing

intel Look Inside.
Eight ARTs in Two Months
 Download the Case Study

LEGO
LEGO Digital Solutions unleashes their "systematic creativity" in adapting SAFe to their context

SK hynix memory solutions
 SAFe addresses complexity issues with firmware development for world's 2nd largest memory chip maker

Telstra
Adopting SAFe The Theory & Practice

bmcsoftware
Early Success
 An Innovative Scaled Agile Transformation

JOHN DEERE
Agile Meets Big Iron

DISCOUNT TIRE
SAFe meets traditional IT

Valpak
Full-fledged, full-bore Agile
 Download the Case Study

RMIT UNIVERSITY
Going Agile at Royal Melbourne Institute of Technology

TP Travis Perkins
Eliminating Wasted Work & Accelerating ROI

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

accenture technology
"SAFe is critical to the alignment of delivery timelines."

All Manufacturing Software Medical Technology Financial Services Retail & Distribution COTS Software

Customer Care & Billing Telecom Media Outsourcing

Dependencies and risks revealed far in advance

Better able to manage expectations

50% Improved delivery predictability

95% Decrease in product defects

20 – 50% Productivity increase

50% Warranty expense down

Higher productivity, higher quality

Better business-IT collaboration

Dramatic improvement in Net Promoter Score

Better focus on the most business value

Increased efficiency with aligned teams

90% Improvement in build and deployment

Gain the knowledge

Find SAFe® training
worldwide at:
ScaledAgile.com



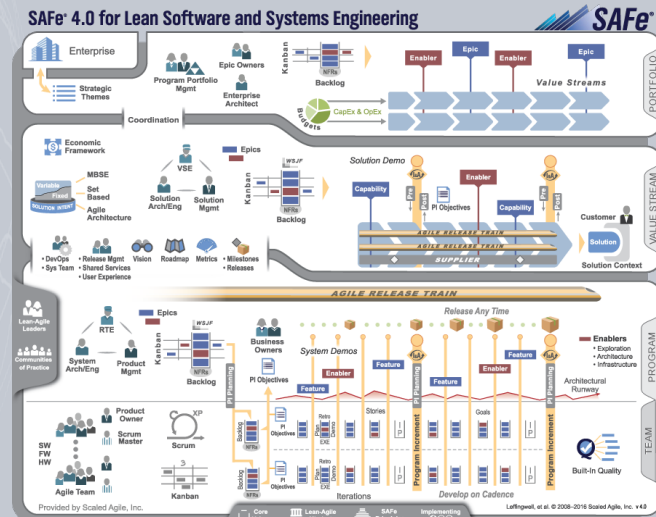
Leading SAFe®
with SA Certification



Implementing SAFe®
with SPC4 Certification

Explore the SAFe®
knowledge base and
find free resources at:

ScaledAgileFramework.com



Applying SAFe® Version 4.0

Brian Tucker
Ian Spence



Is SAFe a fit for my organisation?

The SAFe Sweet Spot

Nordea 

*

- Typical SAFe Adoption
- 1 Value Stream - 1 Train – 8 Agile Teams
- Wanted to get teams collaborating together
- Success breeds; more trains are being started internally and suppliers are being asked to adopt.

*And many others.

SAFe Scales Up

ERICSSON



Nordea 

- 1 Value Stream - 14 Trains
– 72 Agile Teams
- Pre-SAFe v4.0
- Adopted management patterns and practices very similar to the new Value Stream Layer:
 - Pre and Post PI Planning meetings
 - Single program backlog
 - Layered Product Management

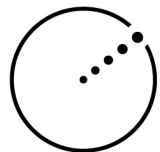
Wish the guidance had been there.

SAFe Scales Down

ERICSSON



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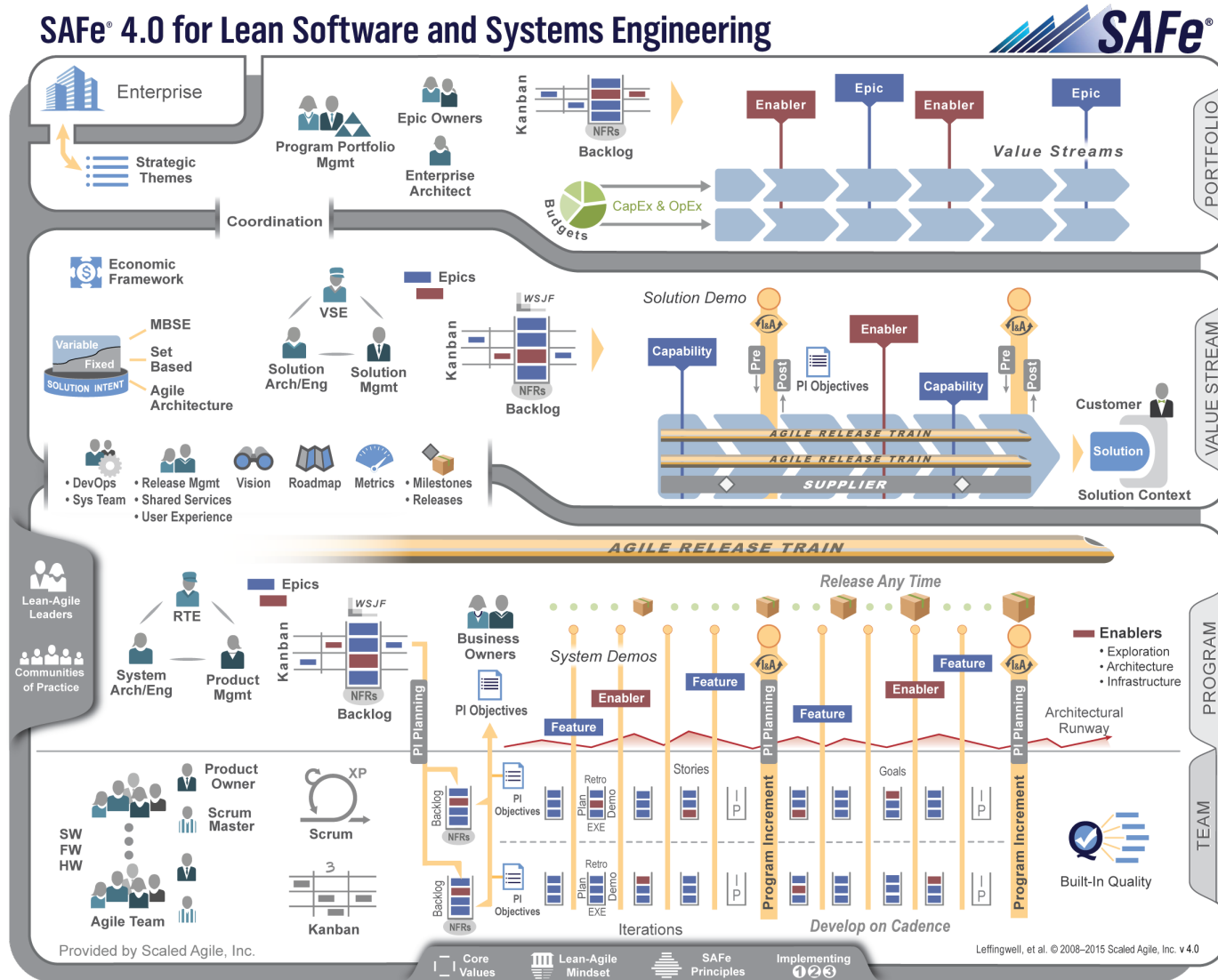


ELEKTA

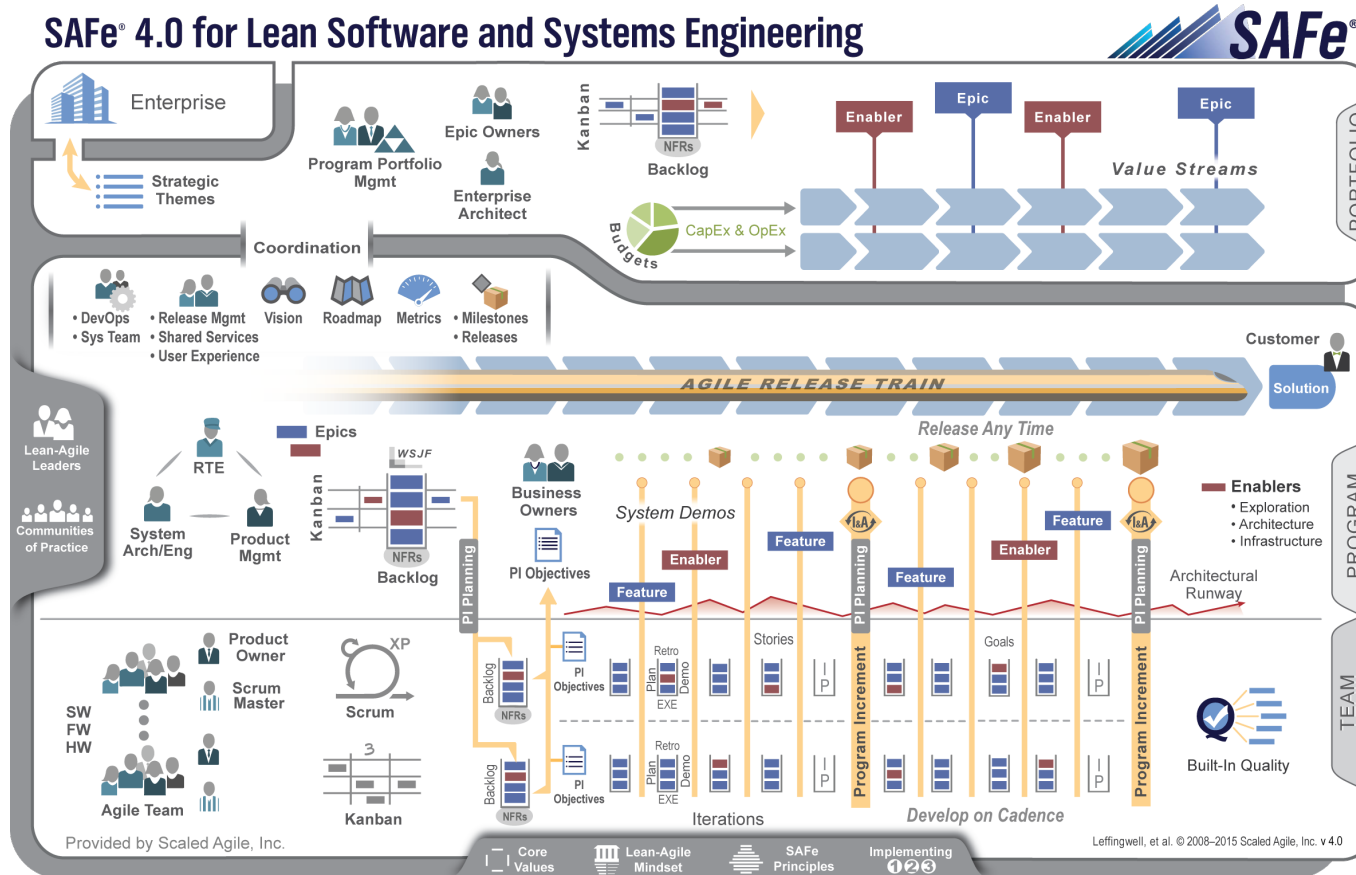
- Only two Scrum teams
- Highly safety critical medical devices
- Wanted the additional discipline, alignment and visibility provided by SAFe
- They, and many others, are now benefiting from the light-weight adoption of the Portfolio, Value Stream and Program level practices even without having large numbers of teams.

SAFe Tailoring

Remember it's a Framework



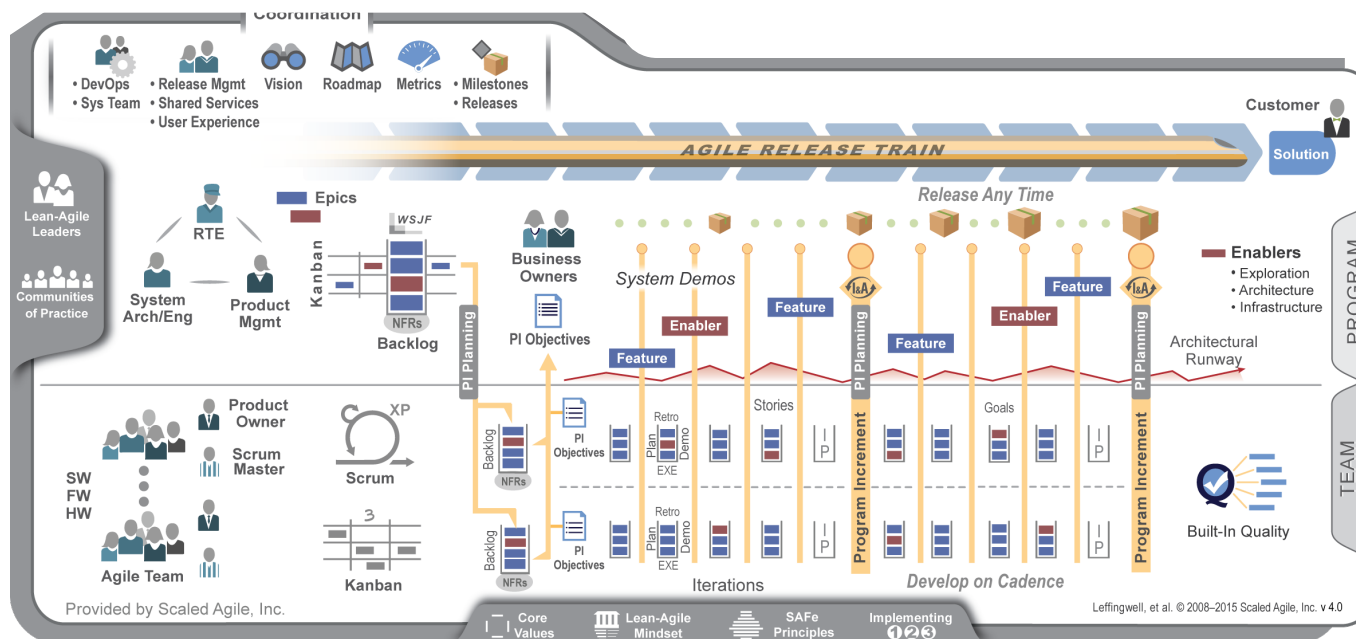
Remember it's a Framework



YOU DON'T NEED TO USE ALL OF IT!

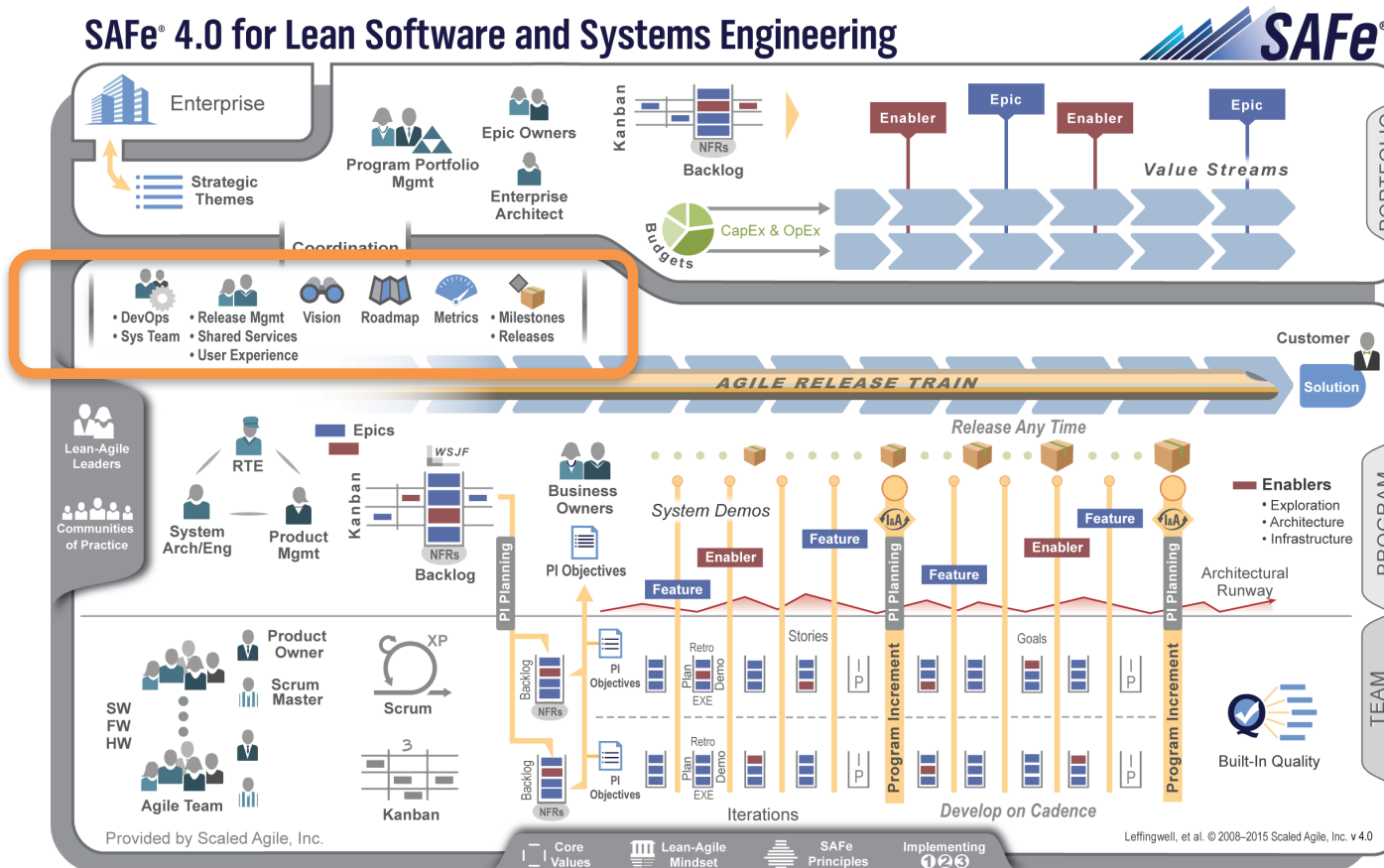
Remember it's a Framework

SAFe® 4.0 for Lean Software and Systems Engineering



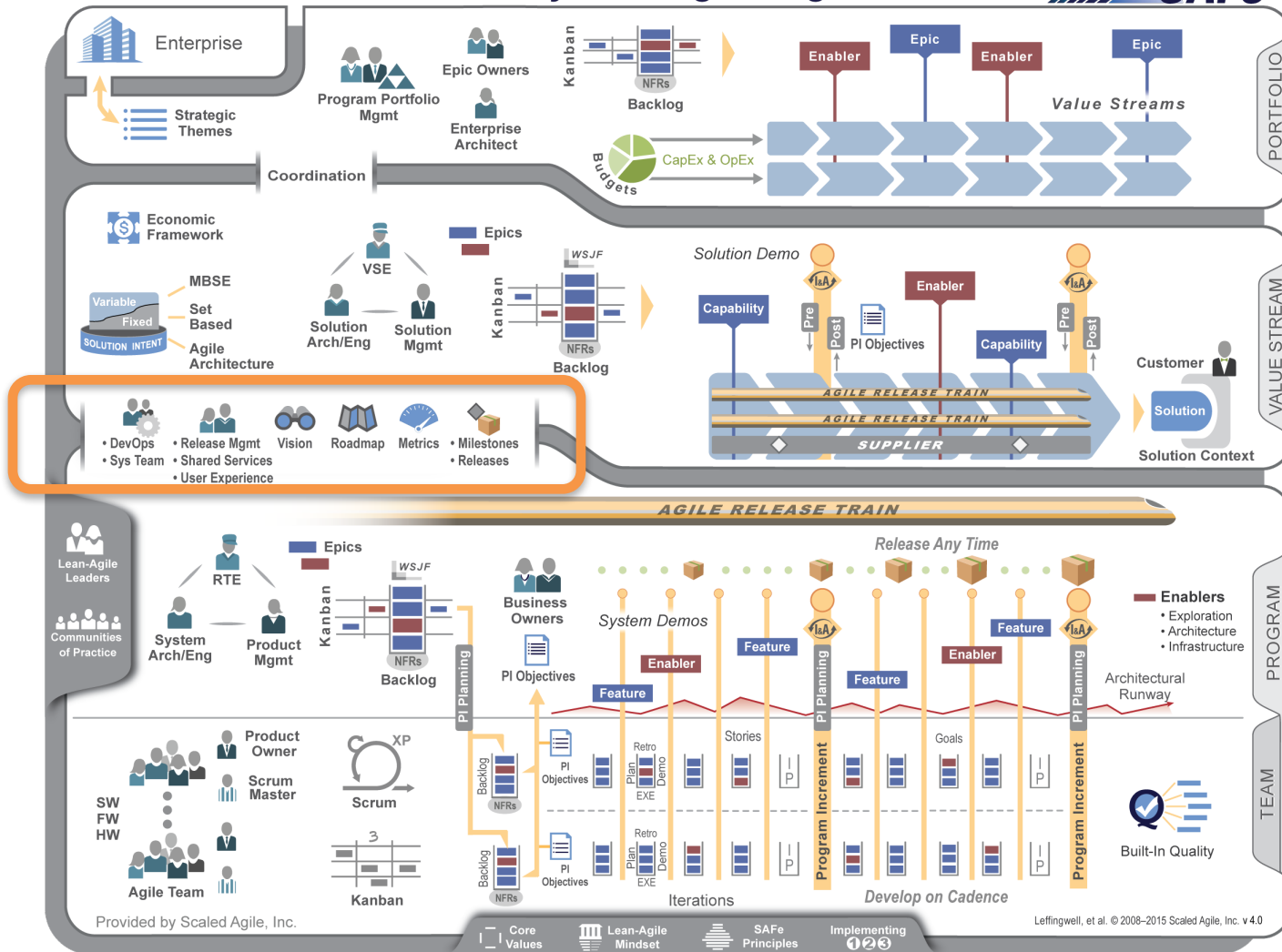
YOU DON'T NEED TO USE ALL OF IT!

Use the Spanning Pallet



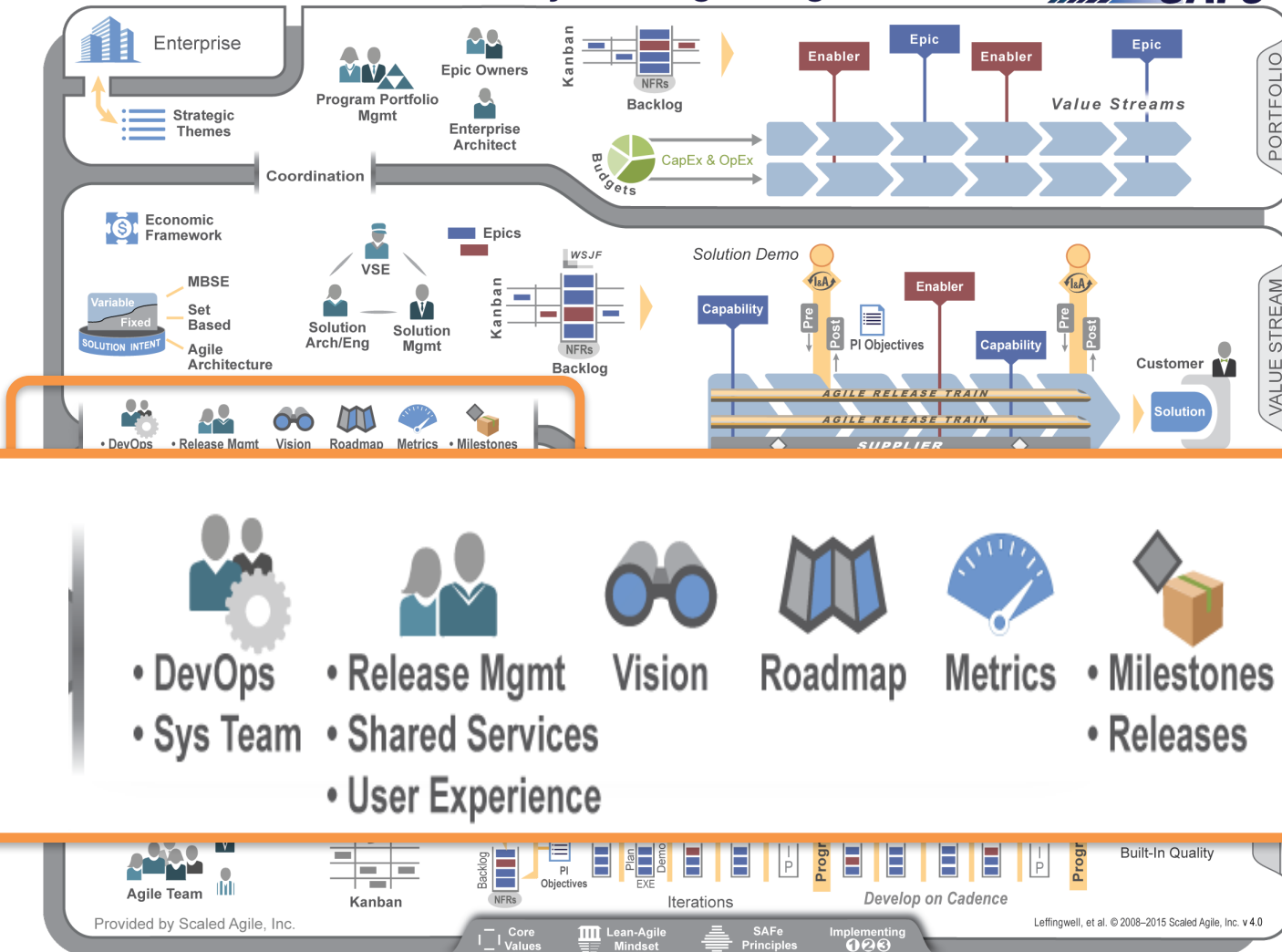
Use the Spanning Palette

SAFe® 4.0 for Lean Software and Systems Engineering

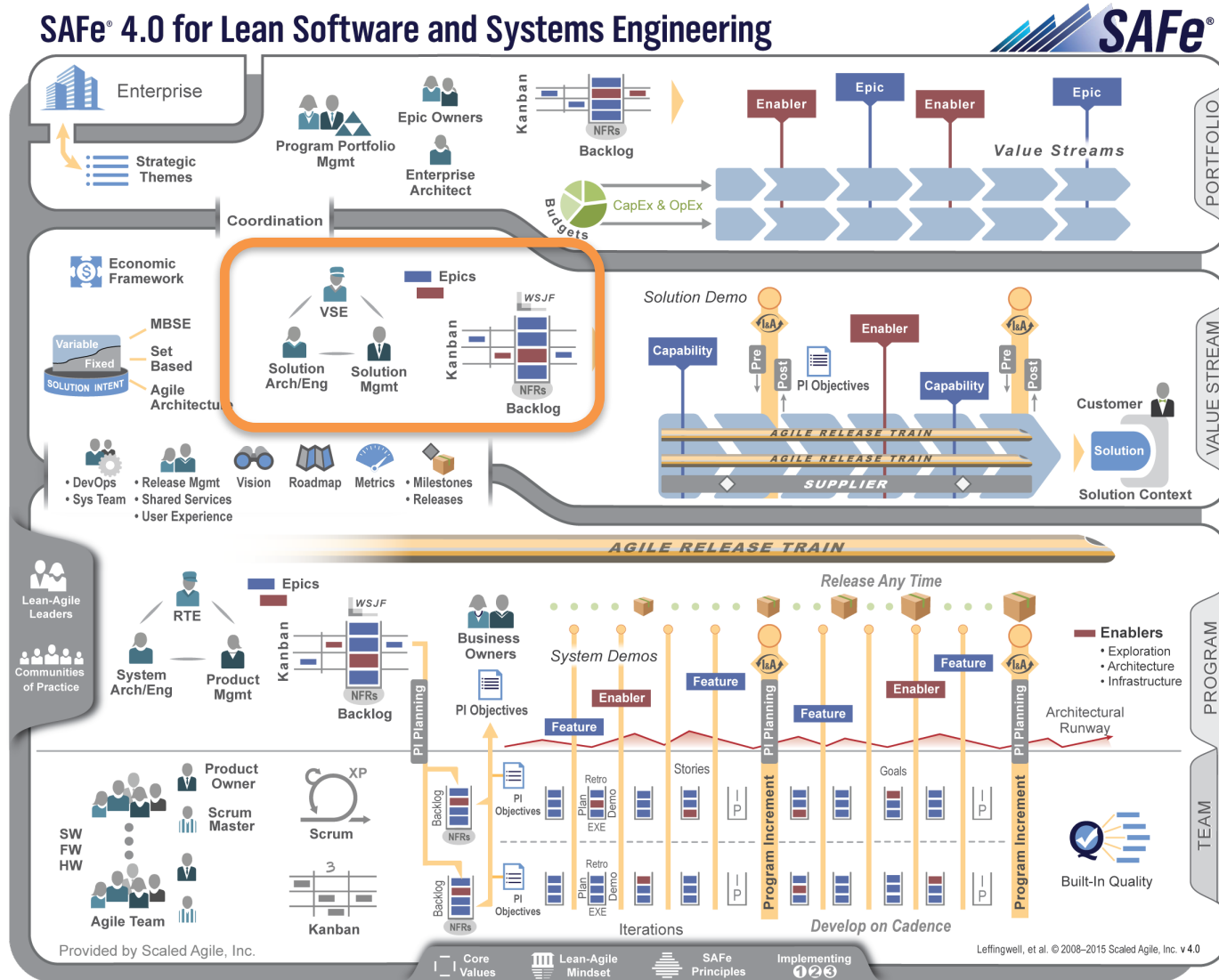


Use the Spanning Palette

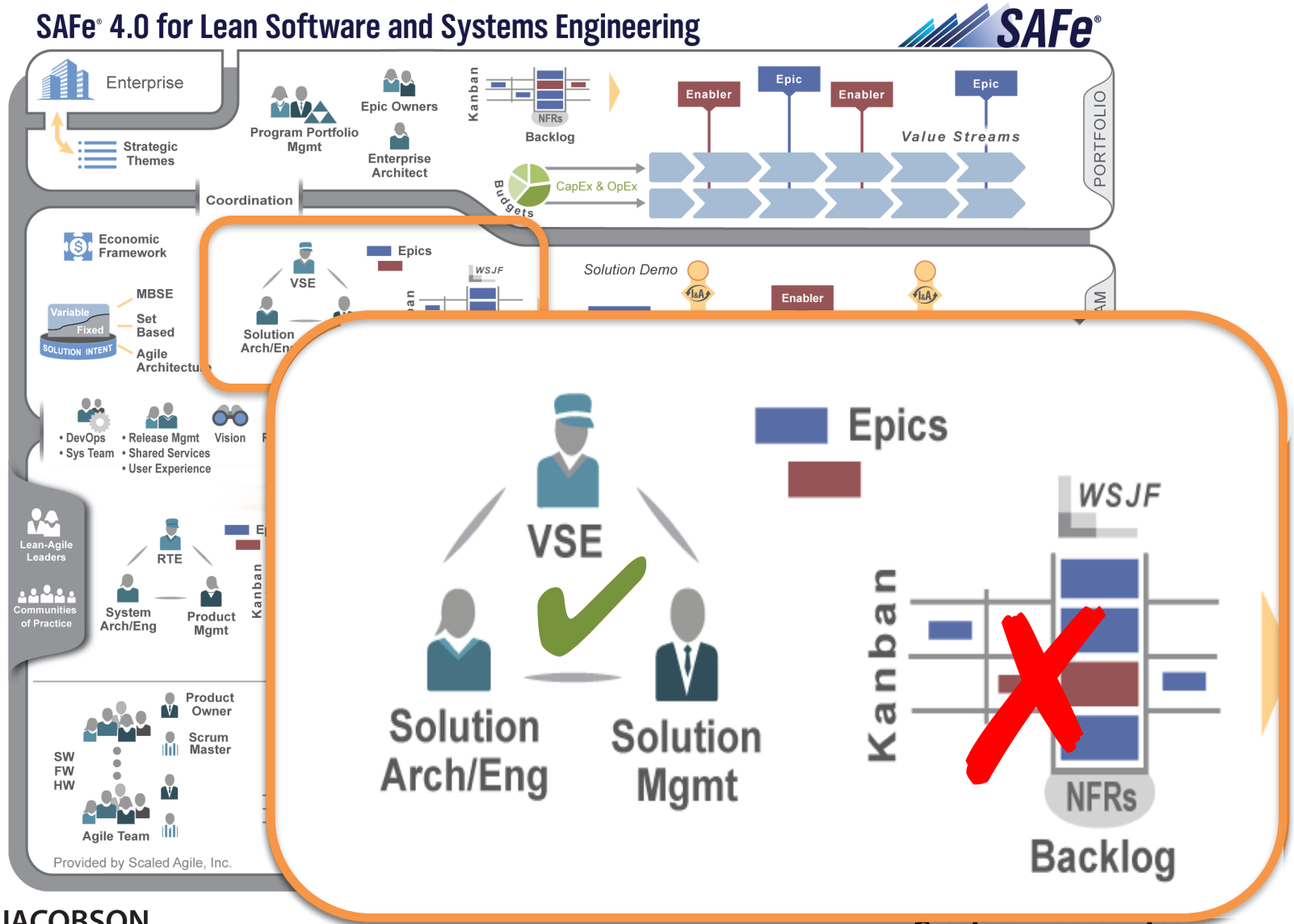
SAFe® 4.0 for Lean Software and Systems Engineering



Draw on the Value Stream Layer



Example – 3 Trains



Understand the Underlying Practices: Program

Roles	
UX	●
System Team	●
System Architect	●
Release Train engineer	●
Release Management	●
Product Manager	●
Product Management Team	●
Dev Ops	●
Business Owner	●

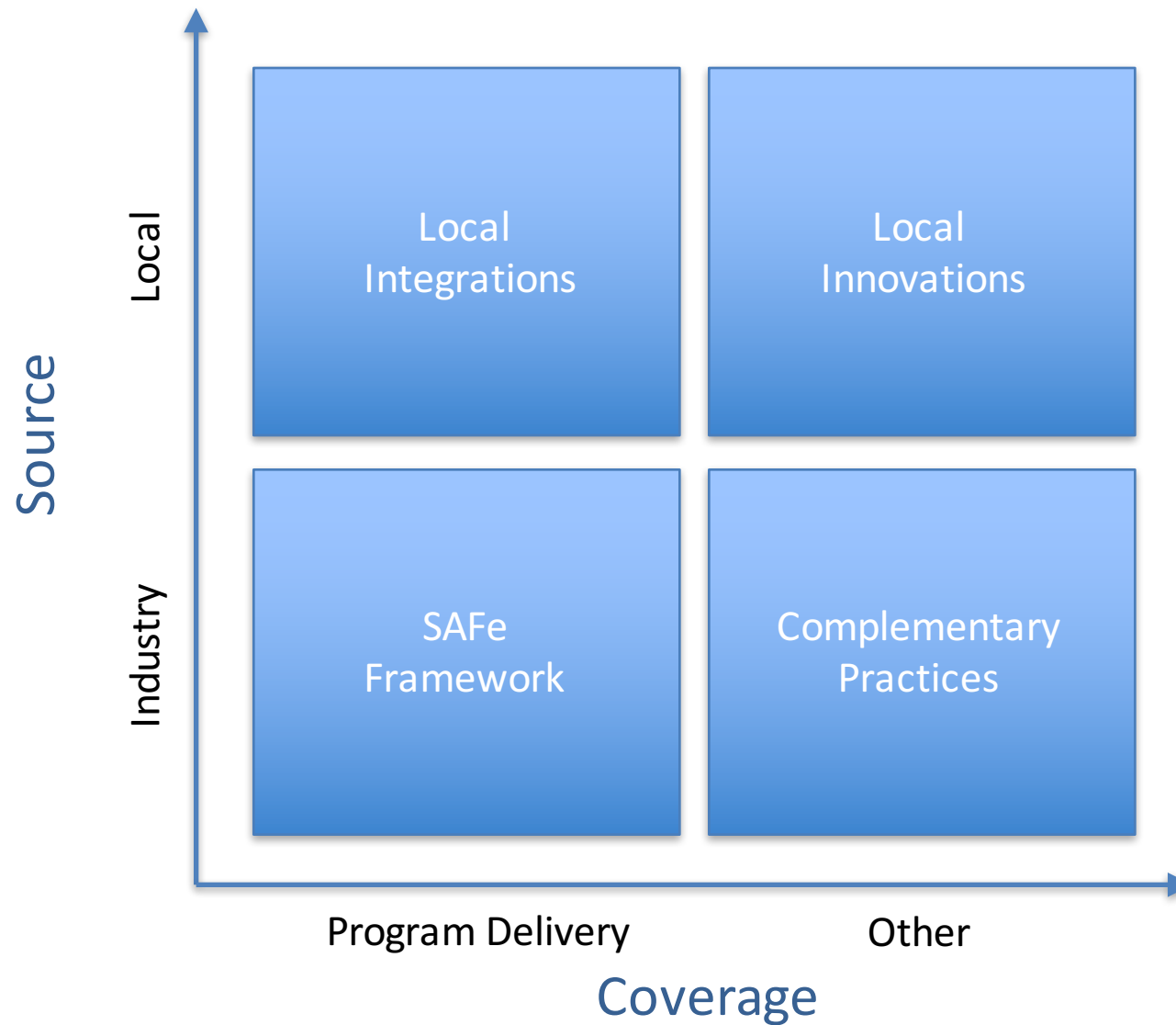
Practices	
Program Backlog	●
Business Features	●
Architecture Features	●
Economic Prioritization (WSJF)	●
System Demo Every 2 Weeks	●
Separate Content /Design Authority	●
Scrum of Scrums	●
Program Vision	●
Program Inspect and Adapt	●
Program Increment	●
Program Board	●
IP Sprint	●
Intentional Agile Architecture / UX	●
Feature / Release DoD	●
Face-to-Face Big room Planning	●

Understand the Underlying Practices: Team

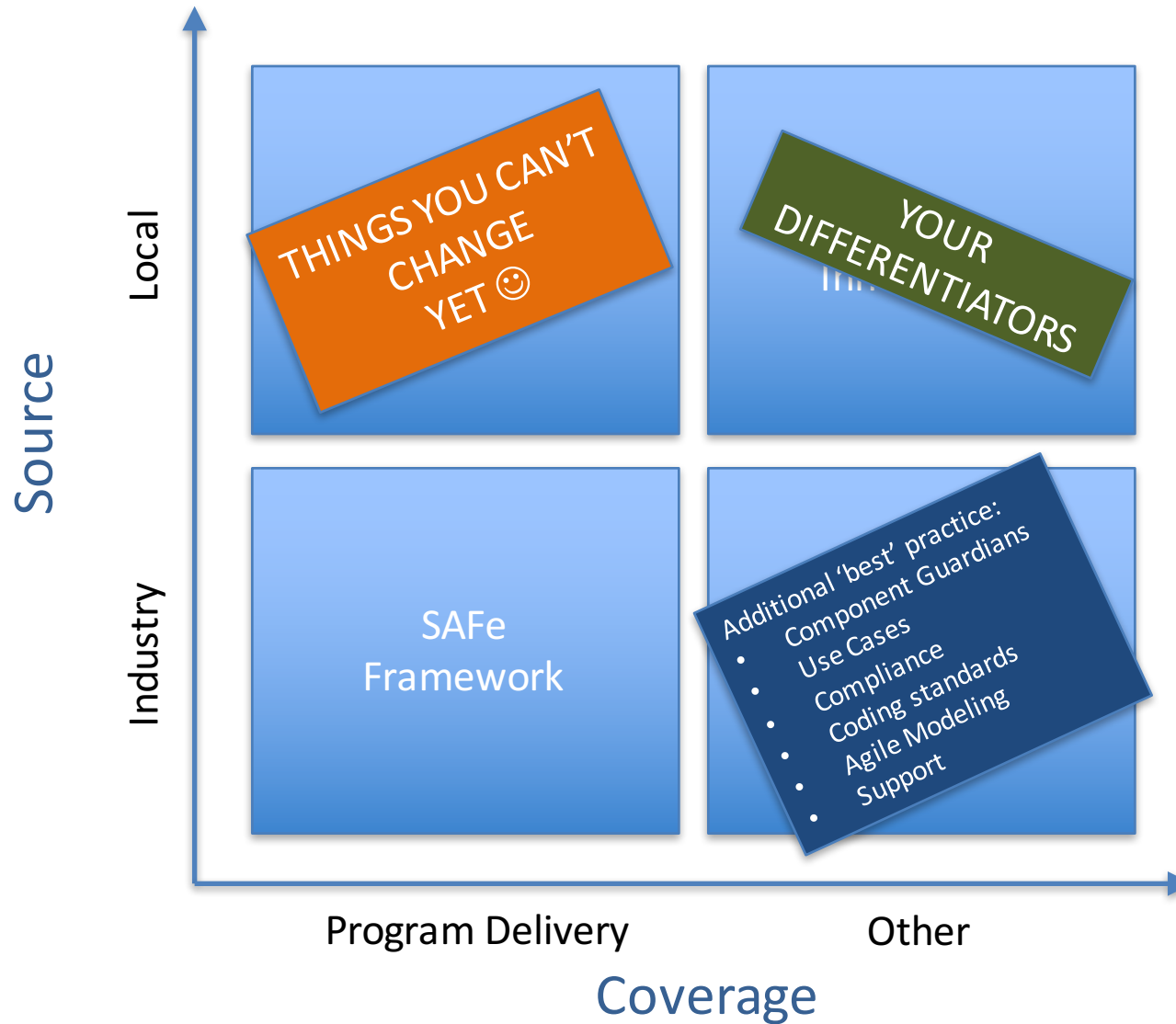
Roles	
XFT	
Scrum Master	
Product Owner	

Practices	
2 Week Sprints	
Team Backlog	
Story	
Spike	
XP Technical Practices	
Test First	
Team Story Points	
Story DoD w 0 Bugs	
Scrum	
Re-factoring	
Pair Work	
Continuous Integration	
Collective Ownership	

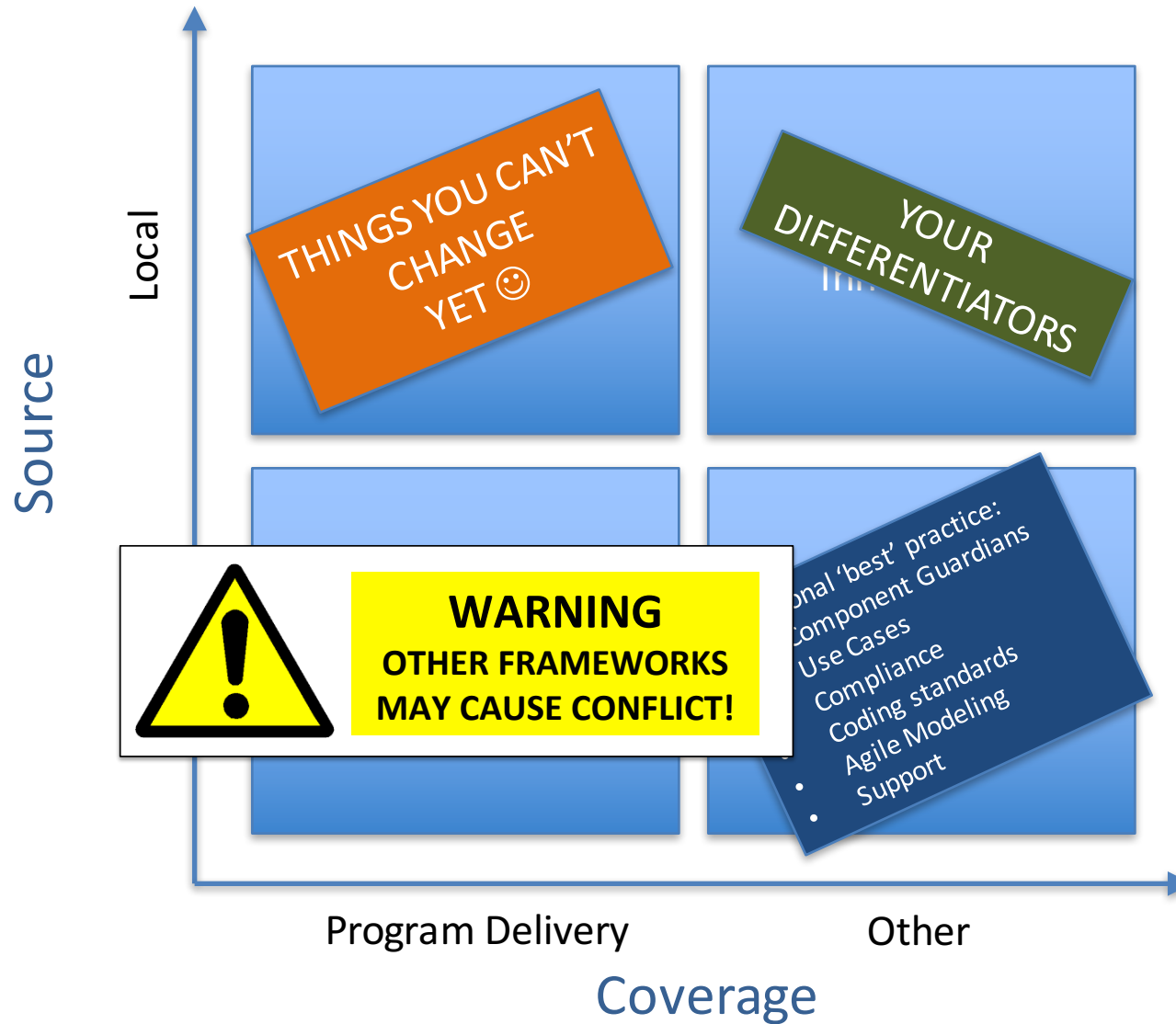
Why Tailor?



Why Tailor?



Why Tailor?



Best Practice

Don't Tailor; Don't Obsess

Start

Close the loop; Improve

Clear Roles & Responsibilities

The Agile Manifesto - 2001

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

- Individuals and interactions over *processes and tools*
- Working software over *comprehensive documentation*
- Customer collaboration over *contract negotiation*
 - Responding to change over *following a plan*

That is, while there is value in the items on the right, we value the items on the left more.



Source:
<http://agilemanifesto.org/>

Get Help

Train everyone
Just Enough, Just-In-Time
Over Time



How Can We Help?

Agile Value On Target With IJI & SAFe®

