

Introduction to the Scaled Agile Framework® 4.0

An unimaginably brief overview

SCALED AGILE®

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V4.0.3

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.”

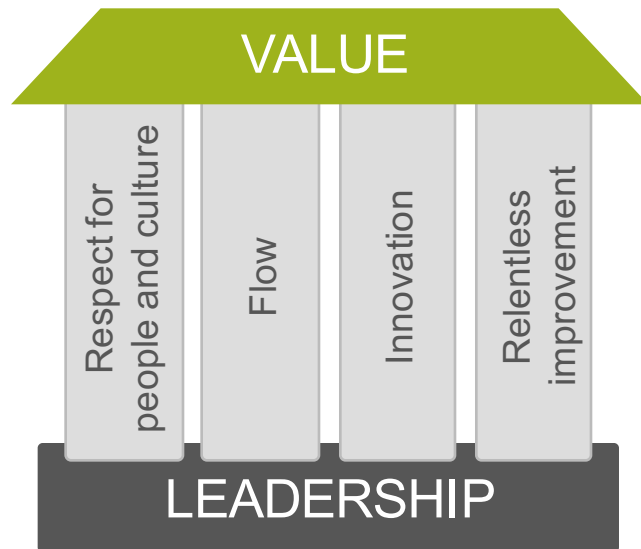
*—Vignette from *Out of the Crisis*, Deming, 1986*

*Knowledge for people building
the world's most important systems*

SAFe® is a freely revealed knowledge
base of integrated, proven patterns
for enterprise Lean-Agile development

Embrace Lean-Agile values

House of Lean



Agile Manifesto

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

SAFe is based on 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

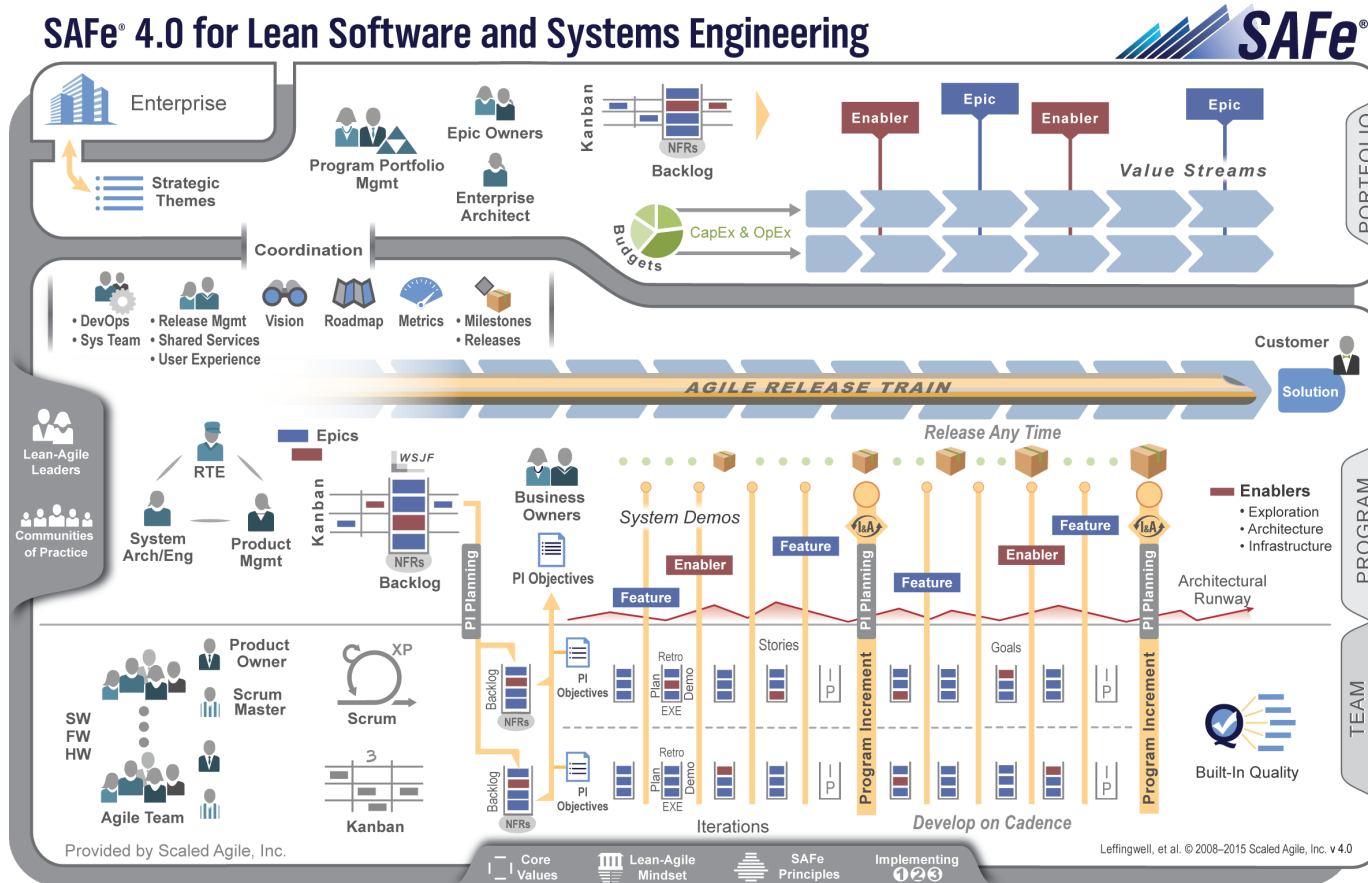
#6 - Visualize and limit WIP, reduce batch sizes, and manage queue lengths

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

#8 - Unlock the intrinsic motivation of knowledge workers

#9 - Decentralize decision-making

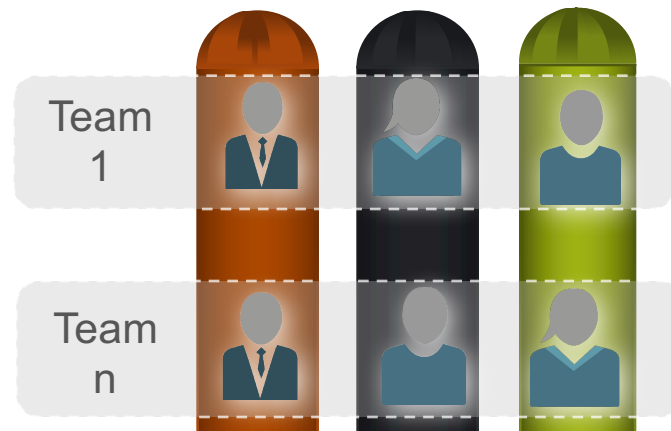
SAFe for midsize solutions



Expand one level

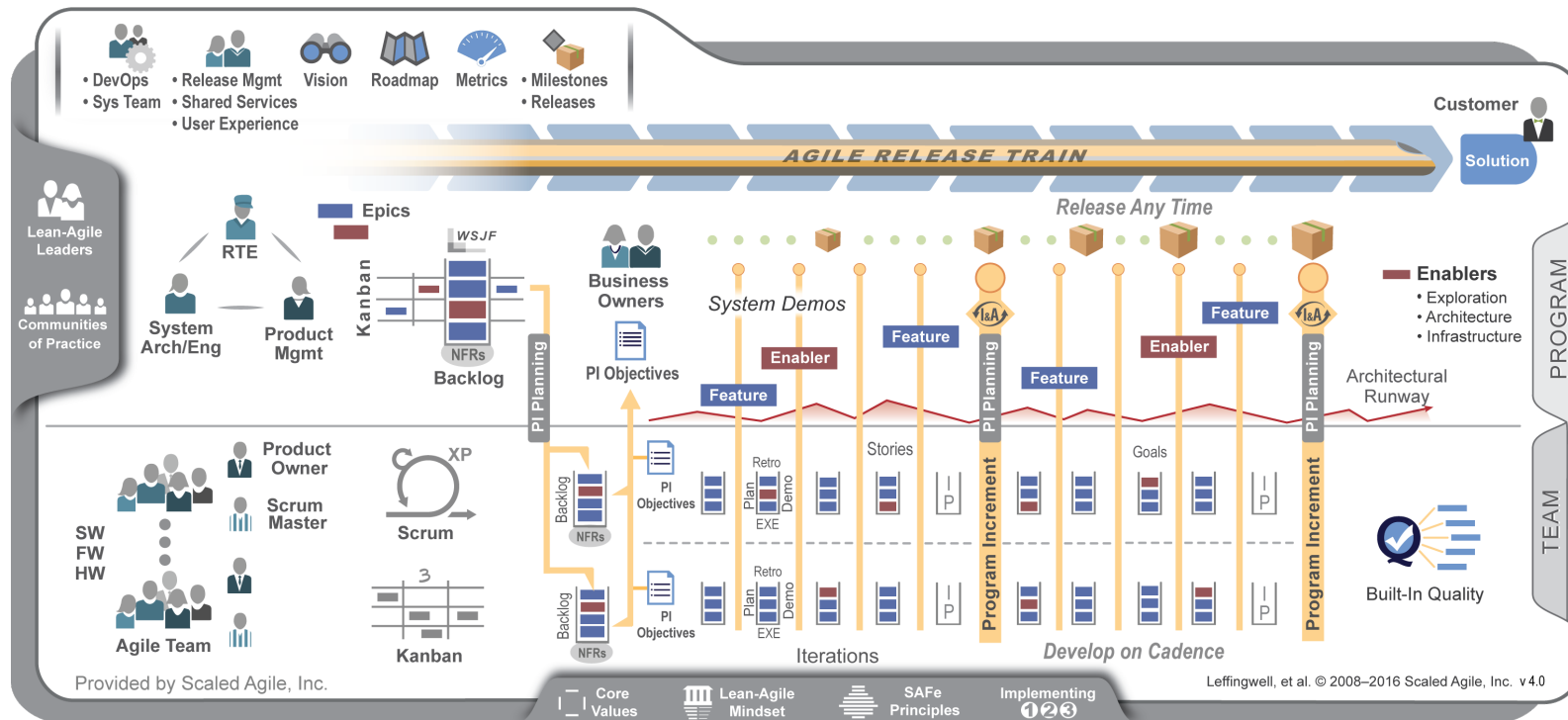
Nothing beats an Agile Team

- ▶ Cross-functional, self-organizing entities that can **define**, **build** and **test** a feature or component
- ▶ Optimized for communication and delivery of value
- ▶ Deliver value every two weeks

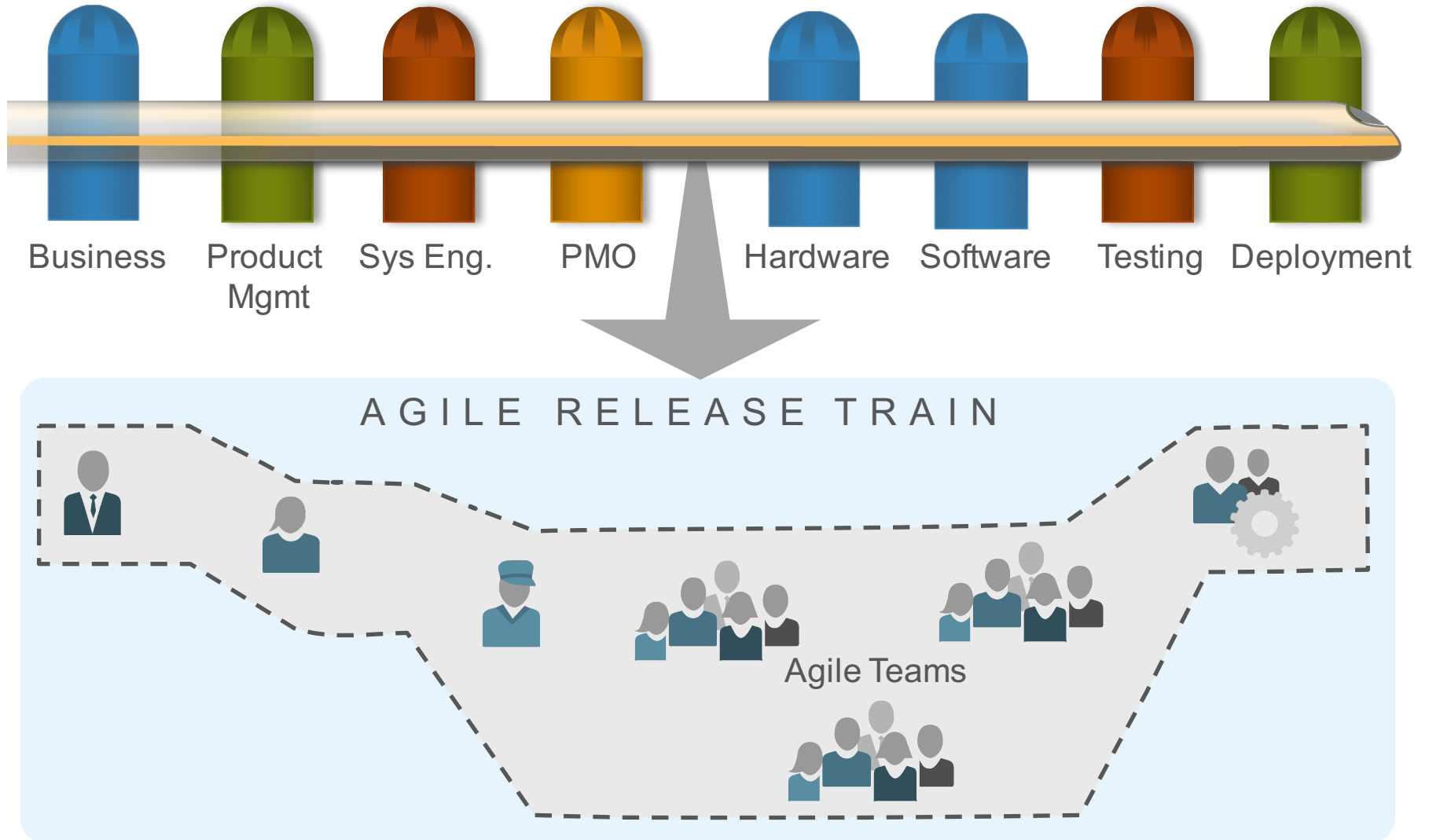


Except a Team of Agile Teams

- ▶ Align to a common mission
- ▶ Apply cadence and synchronization
- ▶ Communicate with Vision, Roadmap, architectural guidance
- ▶ Apply objective Milestones to measure progress



The ART “takes a systems view”



Synchronize with PI Planning

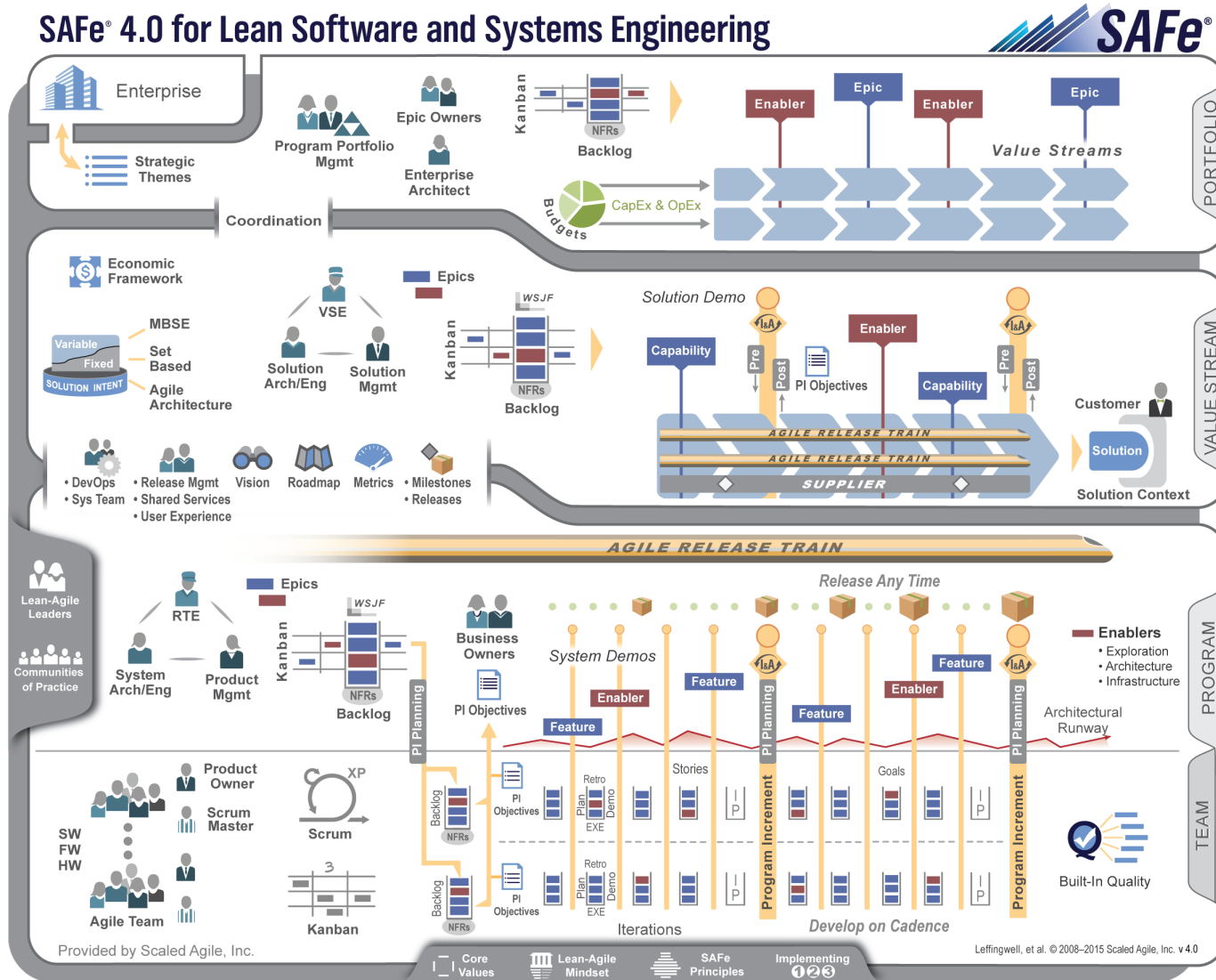
Future product development tasks can't be pre-determined. Distribute planning and control to those who can understand and react to the end results.

— Michael Kennedy, Product Development for the Lean Enterprise

- ▶ All stakeholders face-to-face (but typically multiple locations)
- ▶ Management sets the mission, with minimum possible constraints
- ▶ Requirements and design emerge
- ▶ Important stakeholder decisions are accelerated
- ▶ Teams create—and take responsibility for—plans

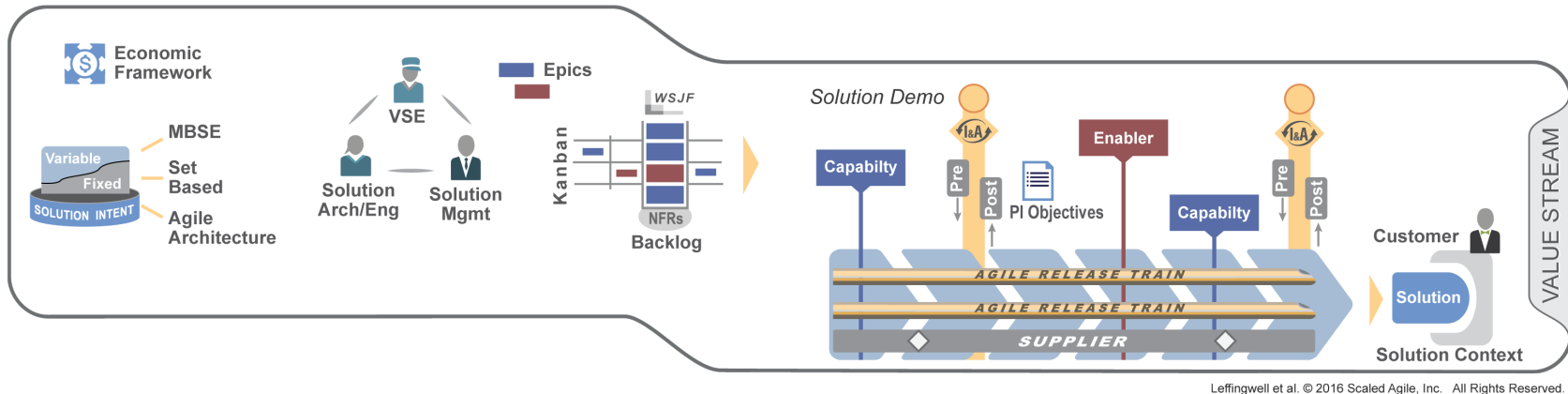


New in 4.0: SAFe for large solutions



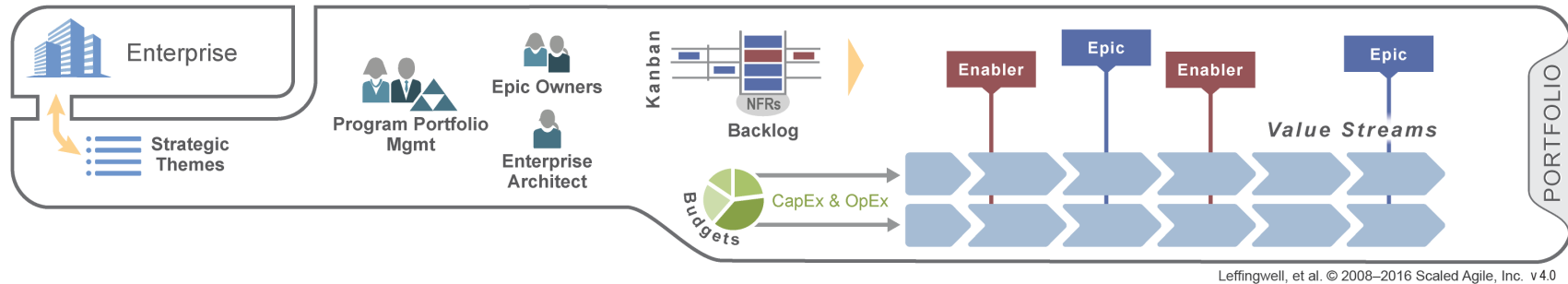
Collapse one level

That can build really big systems



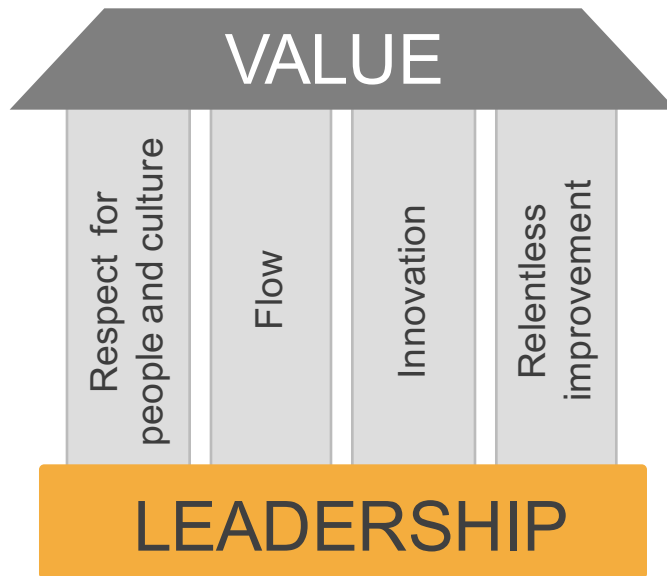
- ▶ Apply cadence and synchronization
- ▶ Establish governance with Value Stream roles and an Economic Framework
- ▶ Manage fixed and variable Solution Intent
- ▶ Manage the flow of Capabilities with the Value Stream Kanban
- ▶ Frequently integrate and validate Customer Solutions

In a Portfolio around organized around value



- ▶ Identify and organize around Value Streams
- ▶ Communicate enterprise strategy with Strategic Themes
- ▶ Empower decision makers with Lean-Agile Budgeting
- ▶ Provide visibility and governance to cross-cutting initiatives with Kanban

Leadership



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

Only management can change the system.

—W. Edwards Deming

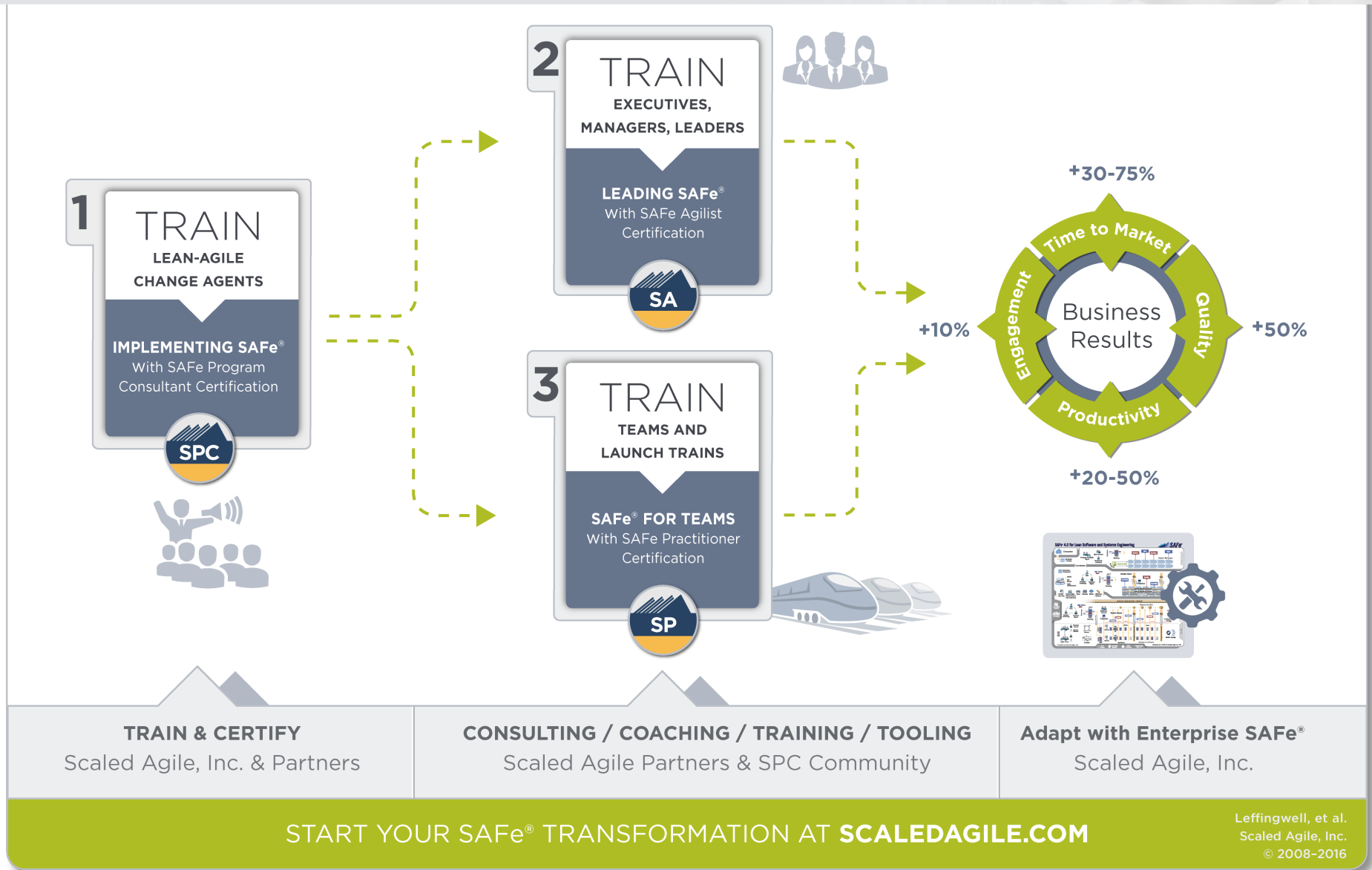
- ▶ Exhibit a Lean-Agile mindset
- ▶ Lead the change
- ▶ Know the way; emphasize life-long learning
- ▶ Unlock the intrinsic motivation of knowledge workers
- ▶ Decentralize decision-making

Measuring success

Lean Program Portfolio Metrics example

Benefit	Expected result	Metric used
Employee engagement	Improved employee satisfaction; lower turnover	Employee survey; HR statistics
Customer satisfaction	Improved Net Promoter Score	Net Promoter Score survey
Productivity	Reduced average feature cycle time	Feature cycle time
Agility	Continuous improvement in team and program measures	Team, program, and portfolio self-assessments; predictability measure
Time to market	More frequent releases	Number of releases per year
Quality	Reduced defect counts and support call volume	Defect data and support call volume
Partner health	Improving ecosystem relationships	Partner and vendor surveys

Implementing SAFe® 1-2-3



Business results: 22 published case studies



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

SEI New ways. New answers.
A Launch in 2 Weeks

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."

Gain the Knowledge

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