



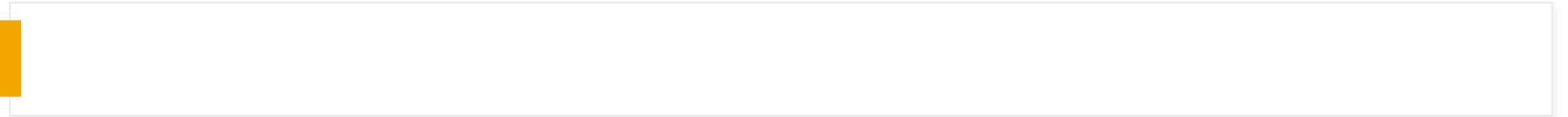
Agile Project Management

ISEN Master 1 - 2025

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Questions from last Module?



Introduction to SAFe, sprint execution, and retrospective

Module 3

Goals of Module 3

1

Understand the basics of the Scaled Agile Framework (SAFe) for managing large-scale projects.

2

Execute a sprint using the concepts of Scrum and Kanban.

3

Know how to run an effective retrospective.

Agenda - Theoretical Part

Introduction to SAFe (Scaled Agile Framework):

- Overview of SAFe and why large organizations are adopting it.
- SAFe levels
- Key roles
- SAFe events

Sprint Execution:

- The Daily Scrum: objectives and best practices.
- Manage the unexpected
- Integrating Kanban practices into the Scrum workflow.

Sprint Review and Retrospective:

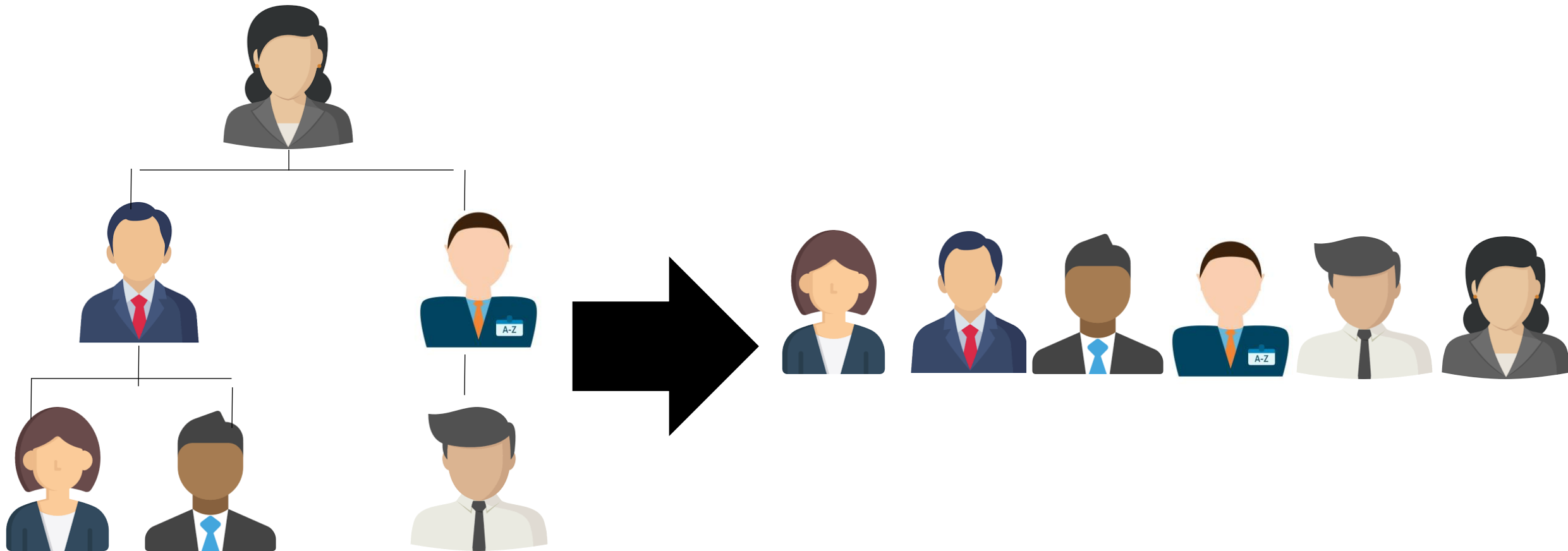
- Preparation and conduct of the sprint review.
- Techniques for a constructive retrospective
- Importance of stakeholder feedback and integration into the PI if in SAFe.

Reminder:

Agile Team & Personnas

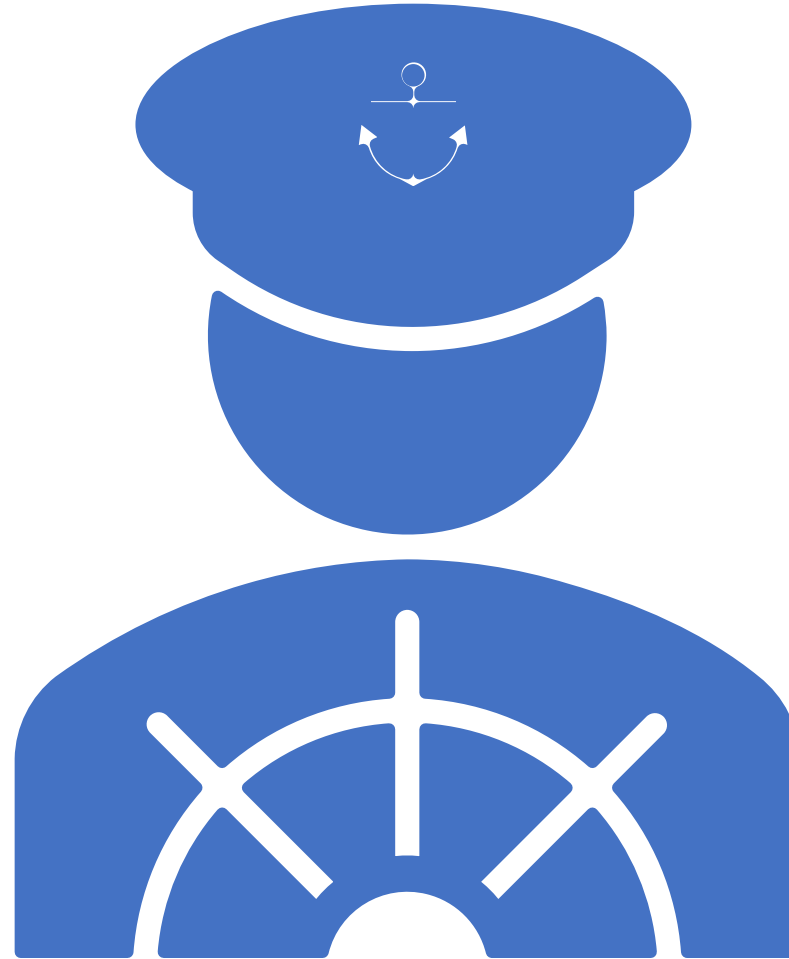
A decorative horizontal line consisting of a thick orange bar on the left and a thin grey line extending to the right.

Agile team

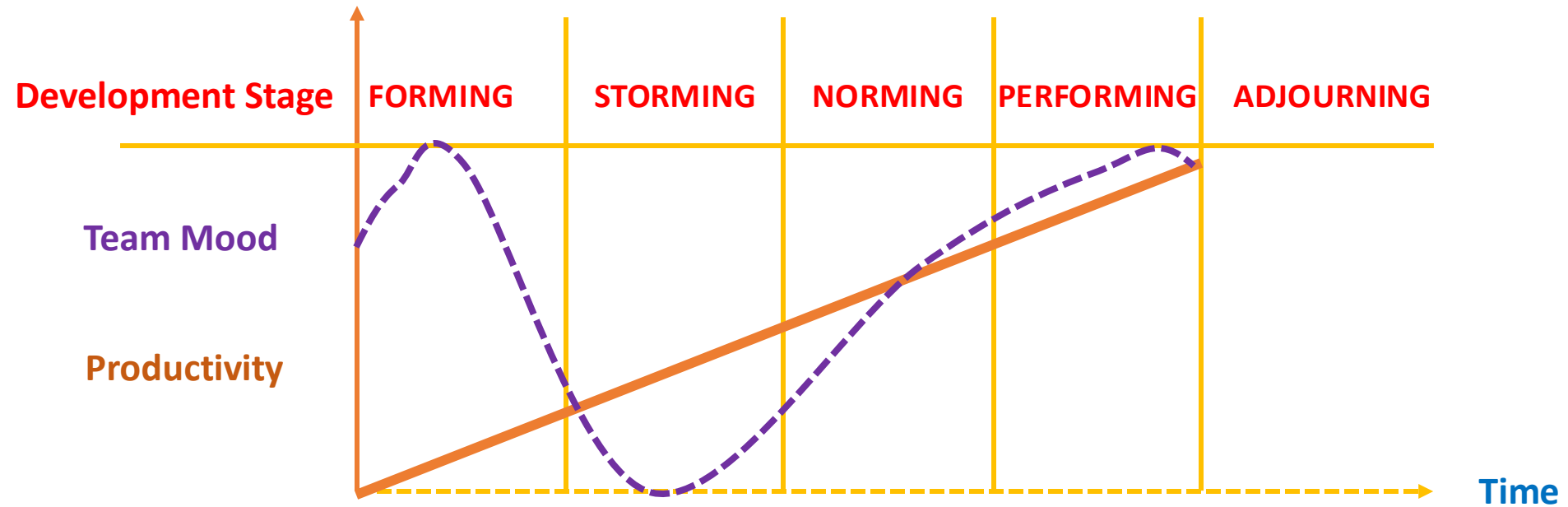


Tuckman Model

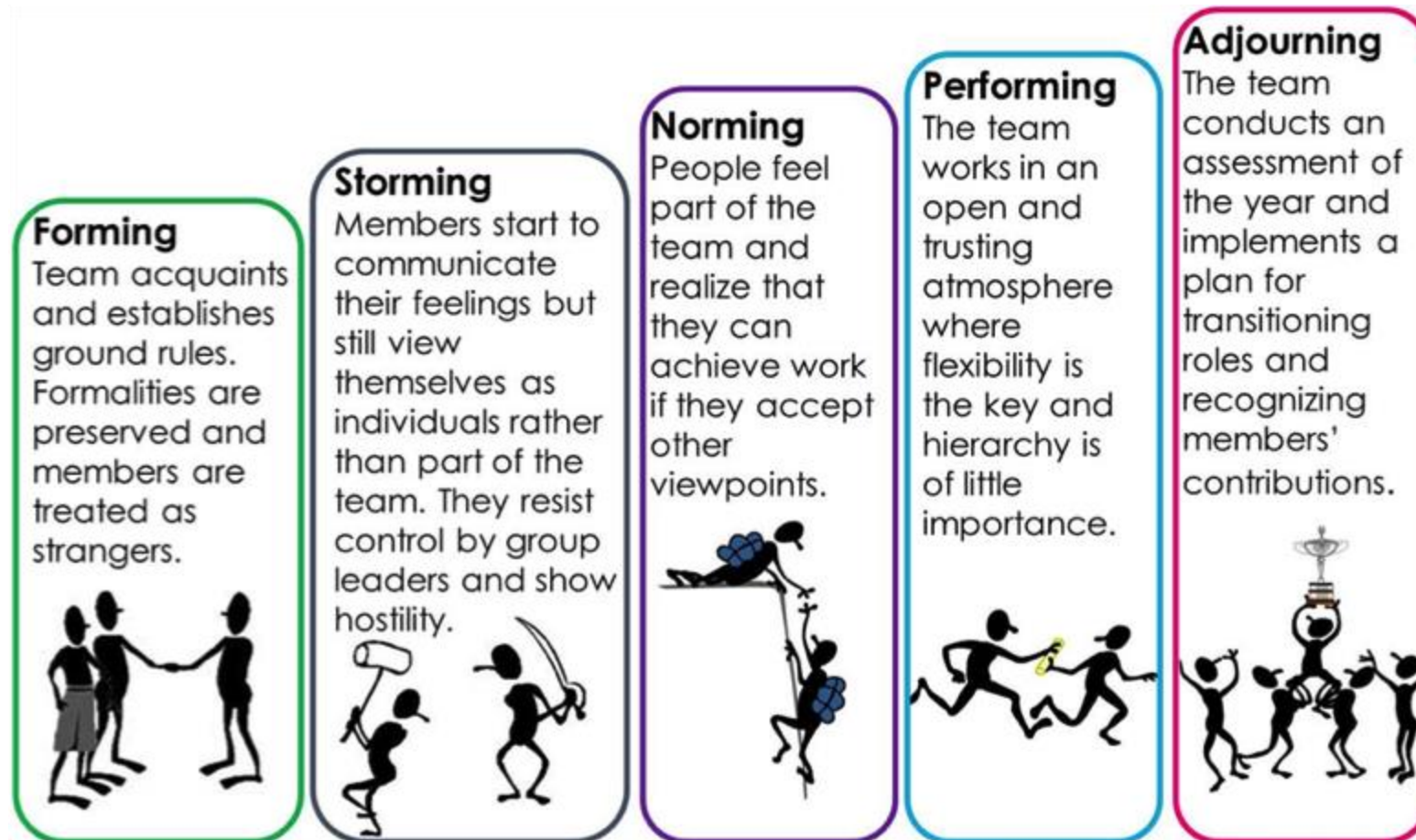
- 1965 Psychologist Bruce Tuckman
- Management of the team
- Understand how the team works
- From the creation to the end of the team
- Useful in agile as it is a self-organized team



Tuckman Model




























Tuckman Model



Forming

Tool: Niko-Niko

| | Monday | Tuesday | Wednesday | Thursday | Friday |
|--------|---|--|---|---|---|
| Tom |  |  |  |  |  |
| Anna |  |  |  |  |  |
| Matt |  |  |  |  |  |
| Jane |  |  |  |  |  |
| Lauren |  |  |  |  |  |

Storming

Tool: Time Boxing

- Pomodoro (technique defined by Francesco Cirillo)
 - Decide the task to work on
 - Set the Pomodoro on 25 minutes
 - Work on the task during the 25 minutes
 - Take a break
 - Each 4 pommodori, take a longer break.



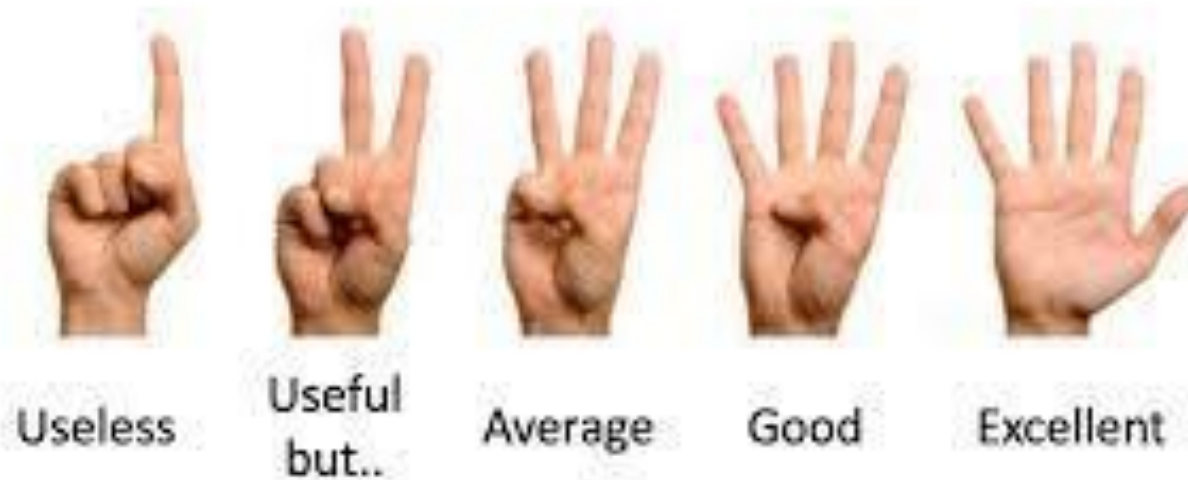
Pomodoro



Norming Tool: ROTI

- ROTI: Return on Time Invested
=> Measure the relevance

We have just had a 2 hours meeting.
What do you think of the added value of this meeting?



Perform

- Autonomous Team
- Visual Management



Personnas

- Define the different type of users/customers for your project
- Distinct personnas




Source: Com Explorer

Useful link to create persona: <https://www.hubspot.fr/make-my-persona>

How to create a persona?

- Type of user
 - age,
 - Gender
 - Profession
 - Socio-professional category
 - Hobbies
- Needs or objectives vis-à-vis the product or service;
- Criteria of choice and habits;
- Domain expertise.

User Persona Type



Trait 1Trait 2Trait 3Trait 4

"A quotation that captures this user's personality."

Age: 1-100
Work: Job title
Family: Married, kids, etc.
Location: City, state
Character: Type

Goals

- A task that needs to be completed.
- A life goal to be reached.
- Or an experience to be felt.

Frustrations

- The challenges this user would like to avoid.
- An obstacle that prevents this user from achieving their goals.
- Problems with the available solutions.

Bio

The bio should be a short paragraph to describe the user journey. It should include some of their history leading up to a current use case. It may be helpful to incorporate information listed across the template and add pertinent details that may have been left out. Highlight factors of the user's personal and of professional life that make this user an ideal customer of your product.

Remember - you may modify this template, remove any of the modules or add new ones for your own purpose.

Motivation

Incentive

Fear

Growth

Power

Social

Brands & Influencers

FAKE FAKE FAKE

Personality

Introvert Extrovert

Thinking Feeling

Sensing Intuition

Judging Perceiving

Preferred Channels

Traditional Ads

Online & Social Media

Referral

Guerrilla Efforts & PR

Introduction to SAFe (Scaled Agile Framework)



Part 1

Introduction to SAFe

Overview
of SAFe

SAFe
levels

Key roles

SAFe
events

Why SAFe?

- Need to coordinate several Agile teams within large organizations where methods like Scrum or Kanban alone were no longer enough.

Origins

Problematics solved

- Lack of consistency between teams.
- Difficulty aligning strategic priorities with development teams.
- Large-scale product delivery issues (multiple teams, departments, products).



3 Main objectives for SAFe

Agility at scale

- SAFe makes it possible to extend agile practices across the entire organization, maintaining coordination between hundreds or even thousands of people.

Strategic Alignment

- SAFe helps align technical teams with long-term business goals through centralized planning.

Continuous Delivery

- With SAFe, the business can continue to deliver value quickly and consistently, despite organizational complexity.

Team

Standard agile methodology

Sprint : 2 weeks
Increment

Scrum Master
Product Owner

Programme

Agile Release Train
(ART): 5 - 12 teams
with common
objectives

Product Increment
(PI) Planning: 8- 12
weeks

Release Train
Engineer (RTE)
to facilitate coordination

Large Solution

Solution Trains:
several ART

Solution Architect
and Solution
Manager: R
esponsible for technical and
business alignment on
complex solutions.

Portfolio

Manage enterprise-
wide strategy, aligning
the organization's strategic
goals with agile teams.

Epics
large initiatives, often multi-
program, that are aligned with
the long-term goals of the
company.

Lean Portfolio
Management (LPM):
A group of managers who
oversee budget management,
governance and strategic
alignment.

Key Roles



Release Train Engineer (RTE):

- Equivalent to a Scrum Master but on a larger scale.
- Responsible for coordinating and facilitating the Agile Release Train.
- Ensures that the teams are aligned and that the delivery train is progressing correctly.



Product Manager (at program level):

- Ensures the prioritization of features for the entire delivery train.
- Responsible for defining and managing the product vision and roadmap.



System Architect/Engineering:

- Responsible for the design and technical architecture at the ART or Solution Train level.
- Ensures that architectural decisions and technical choices are aligned with the company's objectives



Epic Owner (at portfolio level):

- Responsible for managing Epics, which are large-scale strategic initiatives.
- Ensures that Epics are properly broken down into smaller pieces, aligned with the organization's strategy.

PI Planning (Program Increment Planning)

PI Planning

- Is the **central event of SAFe**
- Takes place at the start of each Program Increment (PI), a period of 8 to 12 weeks (often 4 - 5 sprints).

All the teams in an Agile Release Train (ART) come together to plan together the work to be carried out during the PI.

Objectives of the PI Planning

1

Align all ART teams with the objectives of the PI.

2

Prioritize and **plan** key features to be delivered during the PI.

3

Identify and **resolve dependencies** between teams.

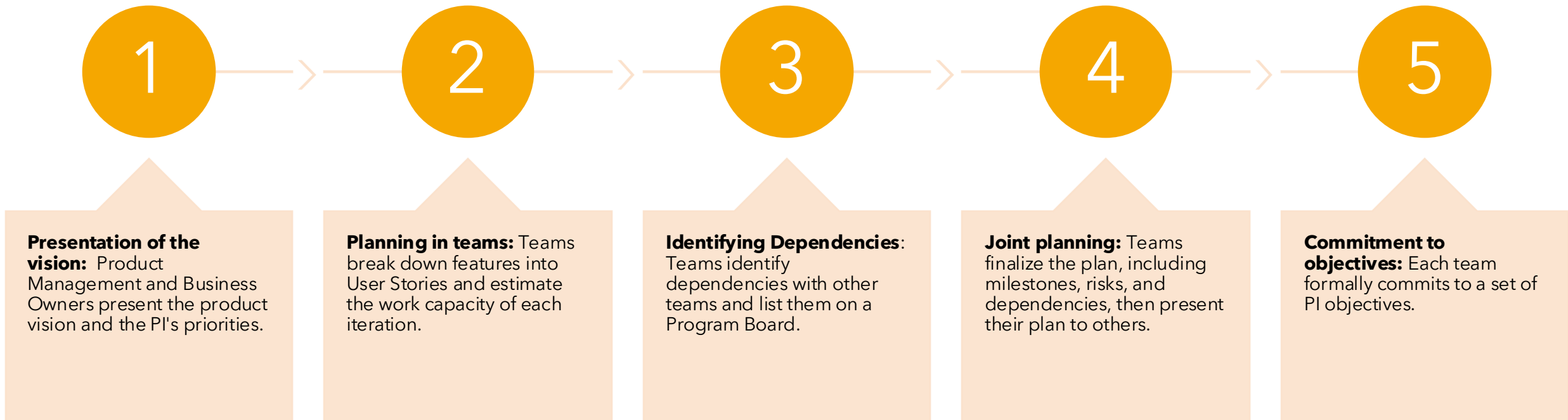
4

Establish PI objectives: Each team formulates its PI objectives based on capabilities and priorities.

5

Create a common schedule to visualize the overall plan, milestones, and expected deliveries.

Stages of the PI Planning



Scrum of Scrums (SoS)

Synchronization event between the Agile teams of an ART. (often once or twice a week)

- **Helps synchronize work** and ensure that teams remain aligned with the PI's objectives.
- **Resolve obstacles:** Scrum Masters share blockages and obstacles that impact multiple teams, and seek solutions together.
- **Manage dependencies:** Ensure that cross-team dependencies are well managed and that all teams have the necessary information.
- **Improve communication:** Facilitate communication between teams to ensure progress and risks are well understood at all levels.

Scrum of Scrums (SoS)

Who?

- Scrum Master
- Release Train Engineer (RTE) => Facilitator

How? -> Based on Daily stand-up meeting

- What is my team doing right now?
- What are the critical dependencies with other teams?
- Are there any risks or obstacles we need to overcome?

Output

- Alignment of teams on priorities and dependencies.
- Resolve cross-team issues to ensure smooth delivery.

Inspect & Adapt (I&A)

- The Inspect & Adapt (I&A) event
 - Is a key moment for continuous improvement in SAFe.
 - Takes place at the end of each Program Increment (PI).
- The objective is to
 - inspect the work accomplished during the PI,
 - evaluate performance,
 - identify major problems, and
 - define corrective actions to improve the next PI.



Sprint Execution



Part 2

Sprint Execution

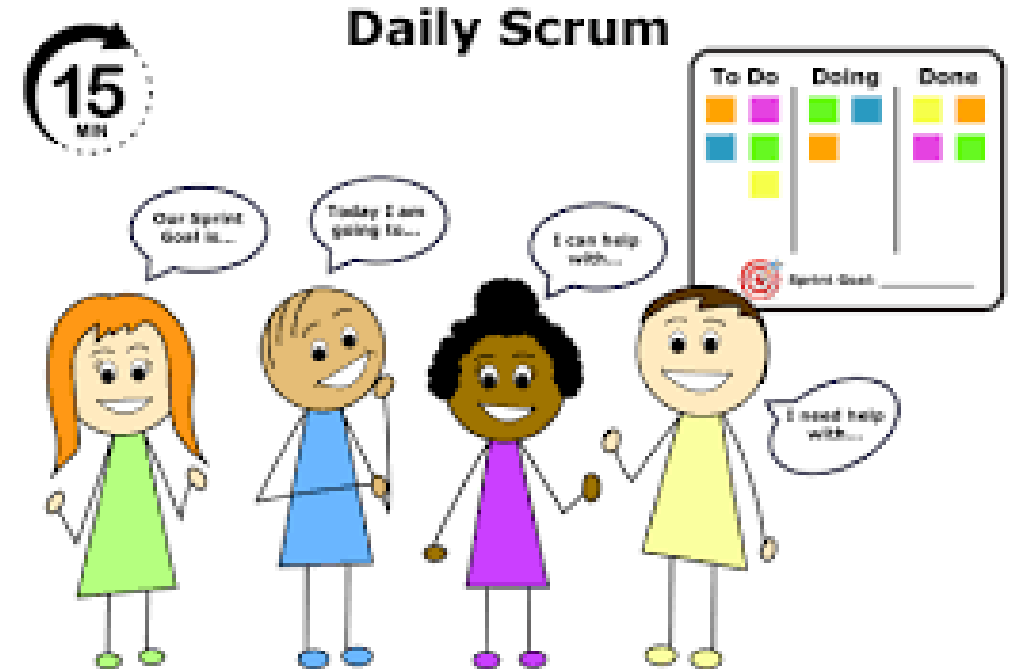
The Daily Scrum:
objectives and
best practices.

Manage the
unexpected

Integrating
Kanban practices
into the Scrum
workflow.

Daily Scrum Objectives

- Daily **synchronization**:
 - The Daily Scrum is a 15-minute meeting that allows the development team to **synchronize** on the progress of the sprint. Each team member shares what they did the day before, what they plan to do today, and mentions any obstacles.
- **Transparency**:
 - It allows everyone to know where the project is and to quickly **identify blocking points** or necessary adjustments.
- **Coordination**:
 - It ensures that everyone **understands the priorities** and knows how to contribute to the success of the sprint objectives.



Best Practices of the Daily Scrum Meeting



- **Stay focused on the goal:** The meeting should be focused on progress toward the sprint goal, not on detailed or technical discussions.
- **Fixed cadence:** Organize the Daily Scrum at the same time each day and limit the duration to 15 minutes to maintain an effective pace.
- **Collective Responsibility:** Everyone on the team is responsible for following the sprint goals and helping resolve obstacles. The Scrum Master helps facilitate, but the team remains self-organized.
- **Visual tools:** Use boards (physical or digital, like Jira or Trello) to make task status visible and track progress.

How to react to changes during the sprint?

- **Minor Change Management:**

- If the change does not significantly affect the team's ability to achieve the sprint goal, it can be integrated into the sprint backlog without major impact.

- **Reassessment of priorities:**

- If the change is more significant (new request, change of objective), the Product Owner must reassess the priorities with the team. He can decide to replace an existing user story with the new task, ensuring that the team's capacity remains realistic.

- **Stop & Replan:**

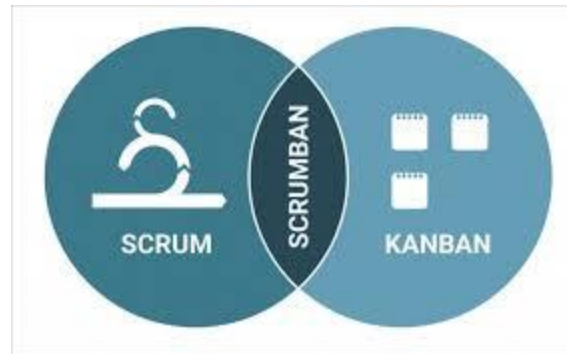
- If a large-scale change occurs (such as a strategy pivot), the team can decide to stop the current sprint, with the agreement of the Product Owner, to replan a new sprint with adjusted objectives.

- **Constant communication:**

- When unforeseen circumstances arise, open communication with all stakeholders is essential to ensure everyone is aligned on the changes and their impacts.



Kanban & Scrum



Kanban and Scrum are complementary and can be combined to optimize workflow, especially in environments that require more flexibility during the sprint.

-> 5 tips

Limit Work in Progress (WIP)

Limiting the number of tasks being completed helps reduce work overload and promote continuous delivery.

**WORK IN
PROGRESS**

Workflow Visualization



- The Kanban board (with columns like "To Do", "In Progress", "Done") helps visualize the progress of tasks.
- In a Scrum framework, this table can be used to refine the monitoring of current User Stories in the sprint backlog.

Flow management

Rather than working in fixed sprints, some Scrum-Kanban teams focus on a continuous flow of tasks (often called Scrumban), where User Stories are pulled into the workflow as they are ready.



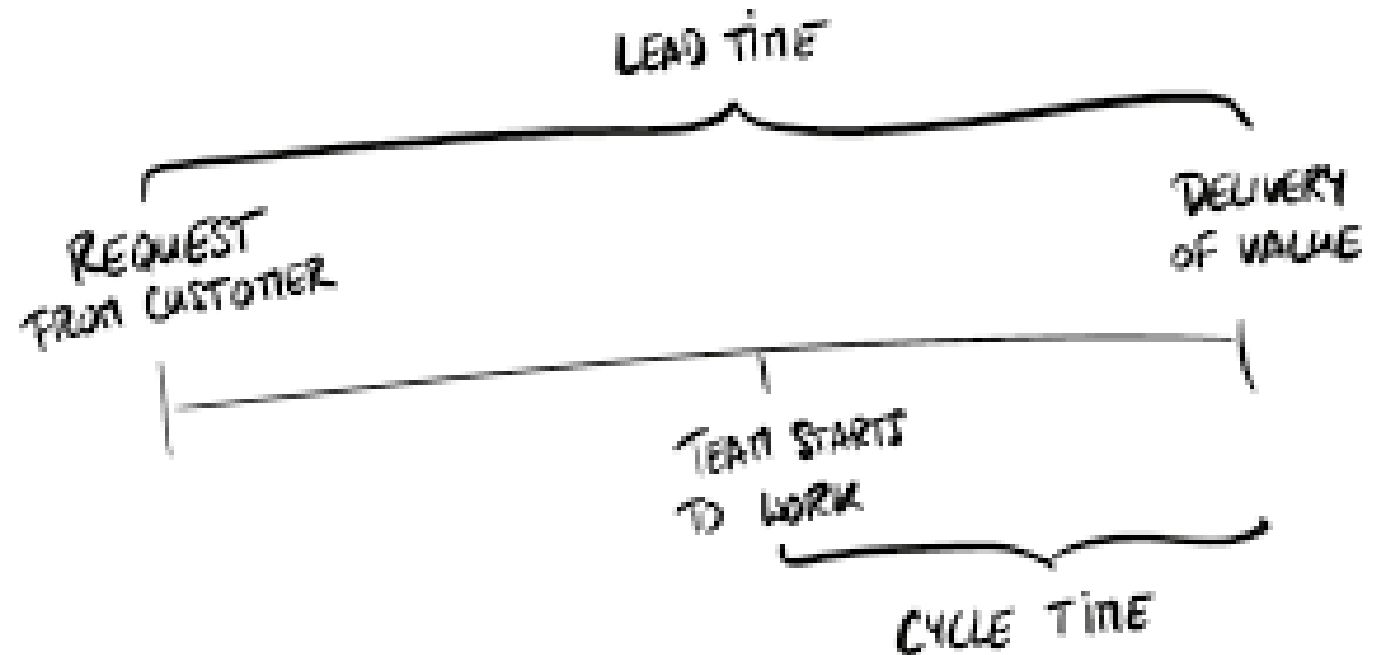
Focus on delivery



By integrating Kanban, the team can focus on more frequent deliveries, each time a feature is completed, rather than waiting until the end of the sprint.

Cycle Time and Lead Time

These two metrics from Kanban can be used to measure how quickly User Stories are completed, providing better visibility into workflow efficiency.



Sprint Review and Retrospective



Part 3

Sprint Review and Retrospective

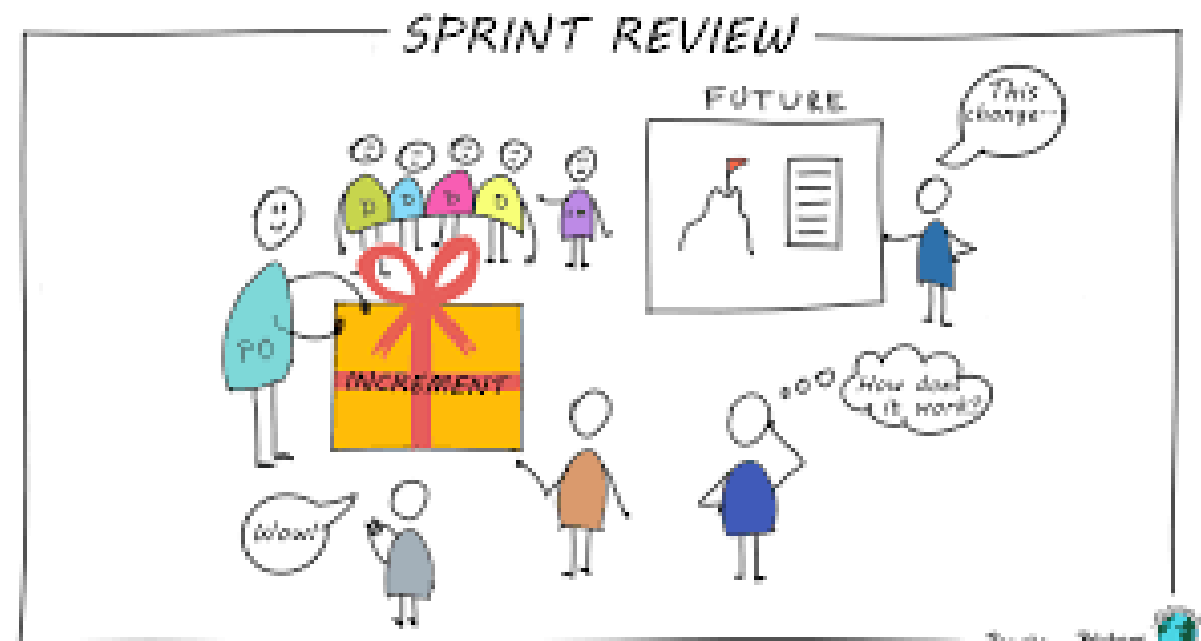
Preparation and conduct of the sprint review.

Techniques for a constructive retrospective

Importance of stakeholder feedback and integration into the PI if in SAFe.

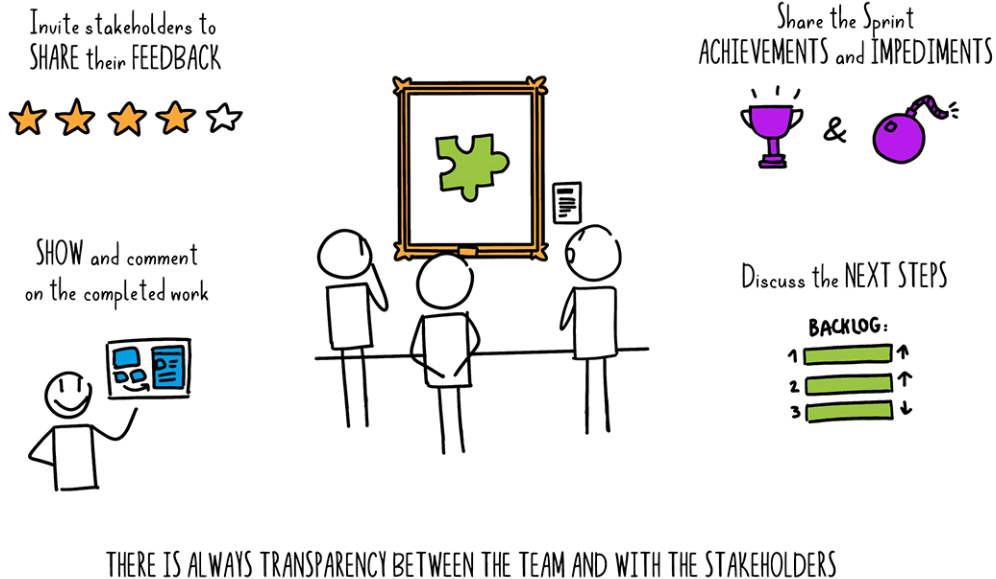
Sprint Review: How to prepare?

- Planning the demonstration:
 - The team must prepare **to demonstrate the features** or increments completed during the sprint. This includes technical aspects (production, tests) and functional aspects (validation by users or the Product Owner).
- Invitation of stakeholders:
 - The Product Owner invites **key stakeholders** (customers, end users, management) to the review in order to collect direct feedback on the deliverables
- Prioritizing feedback:
 - The team must **be ready to answer questions** from stakeholders and **integrate their feedback** into the backlog to improve future sprints.



Sprint Review Schedule

HOW DO WE DO IT?

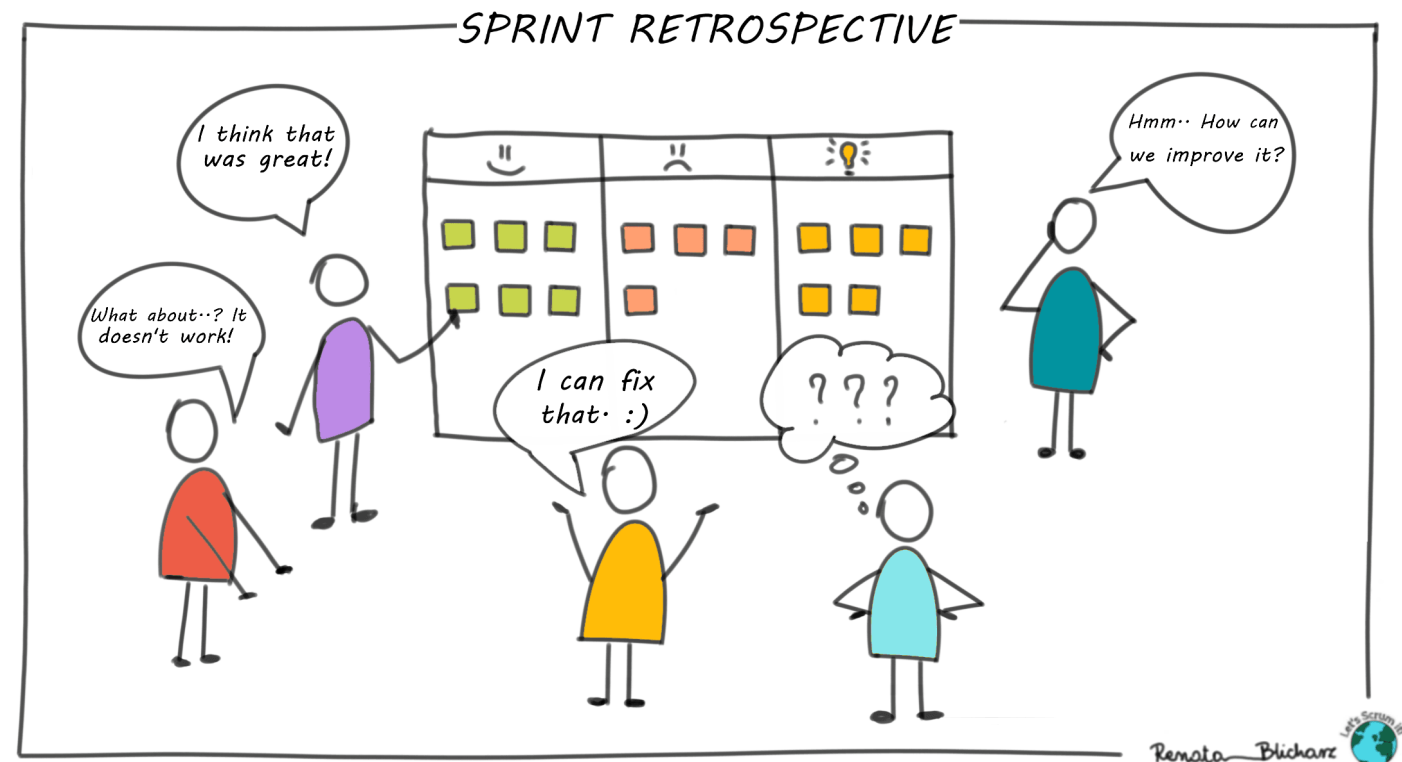


- Presentation of the sprint objectives:
 - The Product Owner recalls **the objectives defined at the start of the sprint** and the User Stories produced.
- Feature demonstration:
 - The development team **concretely** shows what has been delivered, with **a live demonstration** of the product or new features.
- Collection of feedback:
 - Stakeholders can give their opinion on the functionalities, suggest improvements, or express new needs which will feed the backlog.

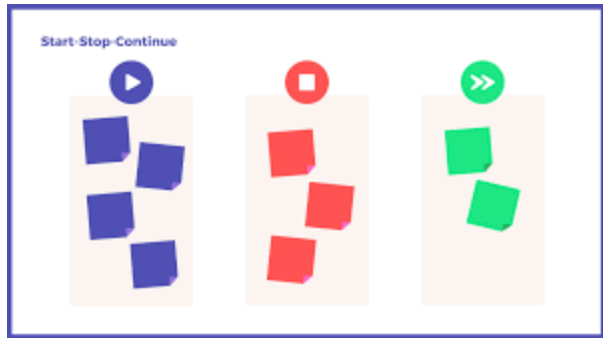
Sprint Retrospective

The retrospective is a key event for **continuous improvement**.

It allows the team to analyze the progress of the sprint and propose adjustments for the next ones.

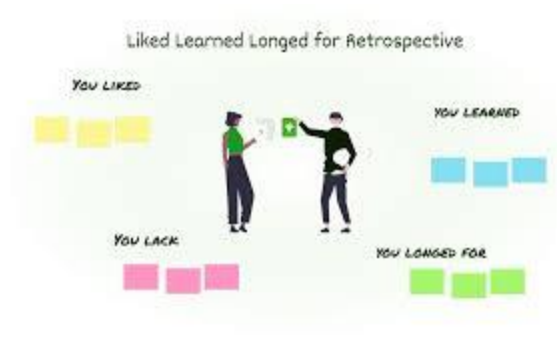


How to animate Sprint Retrospective?



Start, Stop, Continue:

The team discusses what they should start doing (new processes, tools), stop doing (ineffective practices), and continue doing (best practices)



4Ls (Liked, Learned, Lacked, Longed for):

Each team member reflects on what they liked, learned, felt missing, or what they would have liked to do during the sprint.



Mad, Sad, Glad:

Members share moments when they felt frustrated (Mad), sad (Sad), or satisfied (Glad), allowing for a better understanding of the emotions behind sprint events and improved collaboration .

Why is it important to take feedback and to integrate it in the PI?



- **Prioritize the backlog:**
 - If adjustments or new requests are made during the review, the Product Owner must evaluate them and reintegrate the tasks into the backlog based on their business value.
- **Alignment with the PI:**
 - In a SAFe context, this feedback can also influence the planning of the upcoming Program Increment (PI).
 - For example, if a delivered feature does not meet stakeholder expectations, it can be reworked or improved in future iterations of the PI.
- **Strengthening collaboration:**
 - Continuous feedback from stakeholders strengthens the link between the development teams and the business, ensuring that the features delivered really provide value.



Quizz Final

<https://forms.office.com/e/bXRVskeCae>

