



Introducing the Scaled Agile Framework® 6.0

Work Differently. Build the Future.



Good companies fail
through disruption

“Those who master
large-scale software
delivery will define
the economic
landscape of the
21st century.”

—**Dr. Mik Kersten**
Project to Product



“To thrive in the digital age you need business agility.

This new way of working requires a new mindset, values, principles, and practices.”

—**Dean Leffingwell**, Creator of SAFe

SAFe Lean-Agile Mindset

Lean Thinking



Principles

- 1 Precisely specify value by product
- 2 Identify the Value Stream for each product
- 3 Make value flow without interruptions
- 4 Let the Customer pull value from the producer
- 5 Pursue perfection

Agile Values

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.

SAFE Core Values

Alignment



Transparency



Respect for People



Relentless Improvement





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 Make value flow without interruptions

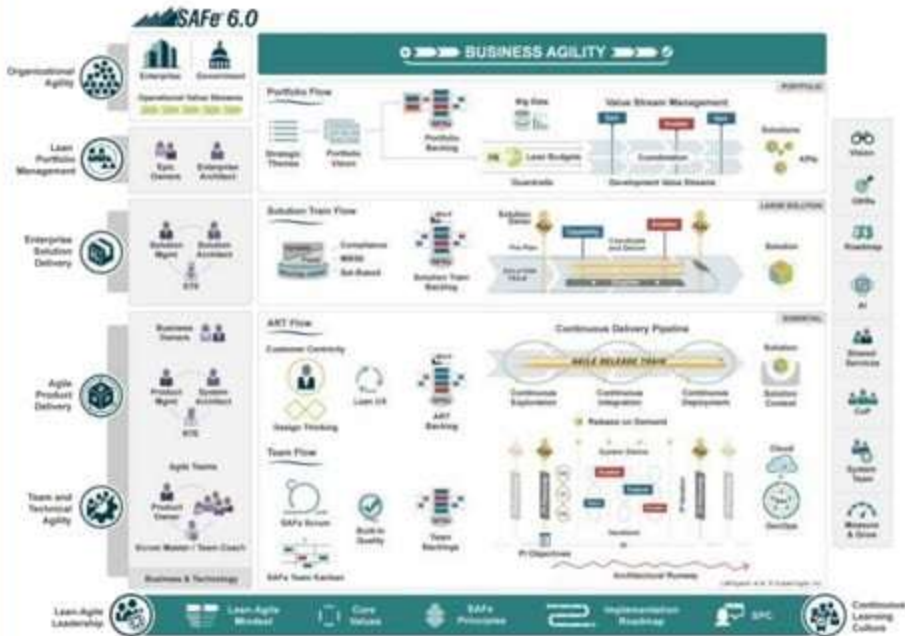
#7 Apply cadence, synchronize with cross-domain planning

#8 Unlock the intrinsic motivation of knowledge workers

#9 Decentralize decision-making

#10 Organize around value

New practices form new ways of working





People power SAFe

A photograph of a diverse group of people in a meeting. An older man with grey hair and glasses, wearing a grey sweater, is pointing with a pen at a whiteboard. He is looking towards the group. Behind him, a man with dark hair and a beard in a blue and white checkered shirt is looking on. To the right, a woman with curly blonde hair in a patterned top is looking at the whiteboard. In the foreground, a woman with dark hair in a striped shirt is looking up at the man. On the far right, a woman with dark skin in a yellow top is partially visible, also looking towards the whiteboard. The background is a bright, modern office space with large windows and a potted plant.

Nothing beats Agile teams ...



... that plan together, commit together, and work together.





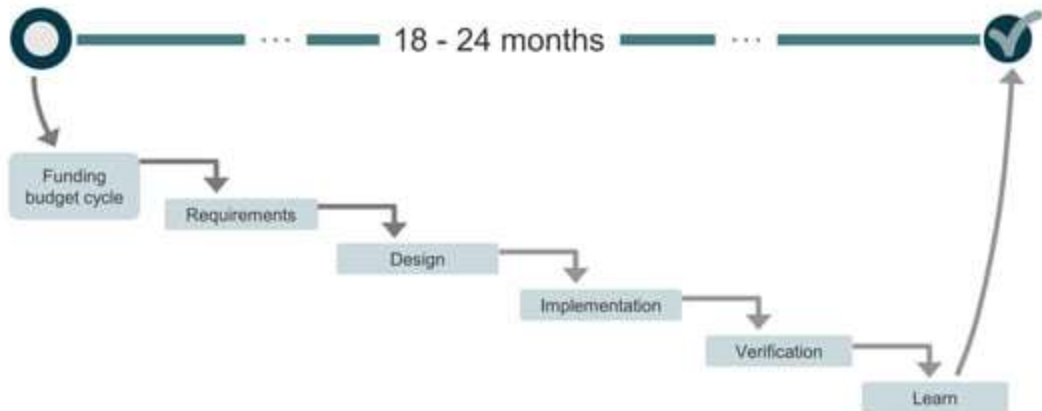
SAFe in Motion:

**Accelerate Time-to-Market with
The Business Agility Value Stream**

The traditional approach won't get you there

Business opportunity
emerges

Business opportunity
leveraged (or too late?)



Introducing the Business Agility Value Stream

Business opportunity
emerges

Business opportunity
leveraged



2 – 6 months to Minimum Viable Product

**Apply SAFe's
seven core
competencies to
achieve
business agility**



Sense opportunity

Foster market-sensing activities

- Market research
- Analysis of quantitative and qualitative data
- Direct and indirect customer feedback
- Direct observation of the customers in the marketplace



Take a Gemba Walk

Spend time where your customers perform work and return with current, relevant, and specific information about the realities of their products and services. This will help you identify opportunities for innovative new solutions.



Fund MVP

Quickly respond to opportunities with nimble funding

- Develop the **Lean Portfolio Management** competency and use Lean Budgeting to quickly allocate funds to build a Minimum Viable Product (MVP)—an early version of the solution used to evaluate the primary business hypothesis.



Organize Around Value

Organize around value to address opportunity and optimize value delivery

- Build technology portfolios of development value streams
- Realize value streams with product-focused Agile Release Trains (ARTs)
- Form Agile teams that can directly deliver value



Build an MVP with existing Agile Teams or Agile Release Trains (ARTs).

In some cases, creating an MVP may involve modifying existing teams and ARTs or entirely new development value stream may need to be formed.



Connect to Customer

Create positive experiences for the customer throughout the entire customer journey

- A **Customer Centricity** mindset assures a direct connection to the customer
- **Design Thinking** help teams achieve positive experiences by empathizing with the user to design the right solution.



Deliver MVP

Deliver the MVP iteratively and incrementally, following Lean-Agile practices

There are differences in how teams work on an MVP compared to evolving functionality in a mature solution.

- There is more risk and uncertainty. Unknowns may manifest in critical areas, including technology choices, implementation strategy, organizational expertise, deployment, operations, customer acceptance, and business benefits.
- More experimentation and even faster feedback are required. **And that is exactly what SAFe is optimized for.**



Pivot or Persevere

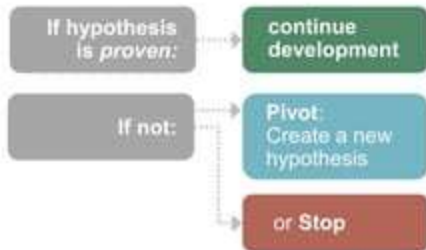
This decision point is a crucial investment milestone

The result of the MVP is a set of facts that support a decision regarding whether to proceed with further development.

- If the hypothesis is disproven, the organization accepts the sunk cost and moves on to other opportunities.
- If the hypothesis proves beneficial, additional funding follows to enable further development.



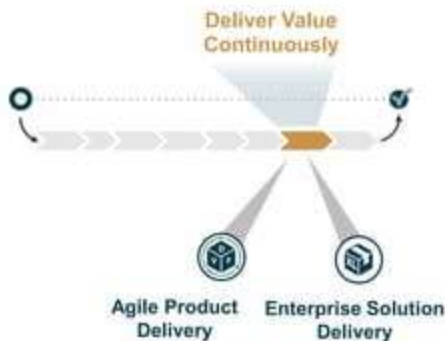
The MVP outcome is not always a simple yes or no. The experiment may yield vital insights that reveal new alternative solutions.



Deliver Value Continuously

A successful MVP opens the gates to deliver additional solution features

- This process relies on **Agile Product Delivery** that fosters iterative and incremental development powered by the ART.
- Building on DevOps, these practices include optimizing a **Continuous Delivery Pipeline** that ensures a steady flow of value and the ability to release on-demand to meet the needs of customers.
- For some organizations, these solutions represent large and complex applications and cyber-physical systems that require thousands of developers and many suppliers to coordinate their efforts within a **Solution Train**.



Learn and Adapt

Measure organizational competency, product development flow, and business outcomes



Lean-Agile Leadership

None of this can happen without Lean-Agile Leadership, the foundation of SAFe and the BAVS



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Lean-Agile Leadership

“It is not enough that top management commit themselves for life to quality and productivity. They must know what it is that they must do.

These obligations can not be delegated.”

—W. Edwards Deming, *Out of the Crisis*

Portrait of W. Edwards Deming.
Photo courtesy of The W. Edwards Deming Institute®



That's fast.

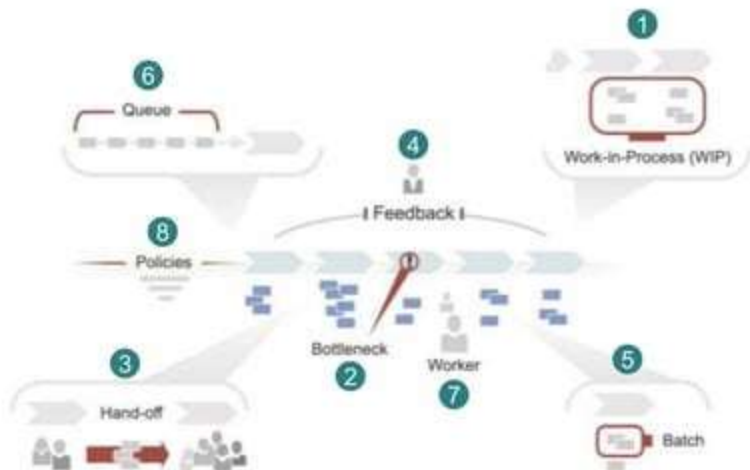
**But we can go even
faster with SAFe 6.0.**

“To enable fast and predictable lead times in any value stream, there is usually a relentless focus on creating a smooth and even flow of work.”

—**Gene Kim** et al., *The DevOps Handbook*



Eight properties of a flow-based system



- Flow occurs when there is a smooth, linear, and fast movement of work product through the steps in a value stream
- Flow properties describe the elements that always exist in a flow system

Eight flow accelerators

1. Visualize and Limit WIP
2. Address Bottlenecks
3. Minimize Handoffs and Dependencies
4. Get Faster Feedback
5. Work in Smaller Batches
6. Reduce Queue Length
7. Optimize Time 'In the Zone'
8. Remediate Legacy Policies and Practices

- Every accelerator offers an opportunity to optimize each flow property
- This is the topic of SAFe Principle #6: "Make value flow without interruptions"

Accelerators apply differently to each SAFe level

- Four new articles describe applying the eight flow accelerators:
 - Team Flow
 - ART Flow
 - Solution Train Flow
 - Portfolio Flow
- Each article offers techniques for addressing, optimizing, and debugging issues with achieving continuous value flow at that specific level



"With our ability to measure flow, suddenly we have a new and quantitative basis to understand what's happening, how things are working, and what we can do to improve.

This may be the greatest breakthrough in SAFe, and our industries' understanding of how to measure and improve what was formerly intangible and immeasurable."

—**Andrew Sales**
Chief Methodologist, Scaled Agile, Inc.



How do we know we are going faster? Measure flow.



FLOW METRICS

Flow Load

Total work-in-progress



Flow Distribution

Proportion of each item type

Flow Predictability

Planned vs. actual value



Flow Efficiency

Active vs. waiting



Flow Time

Time from entry to delivery



Flow Velocity


Items done in a given period



Putting SAFe to Work in Your Enterprise

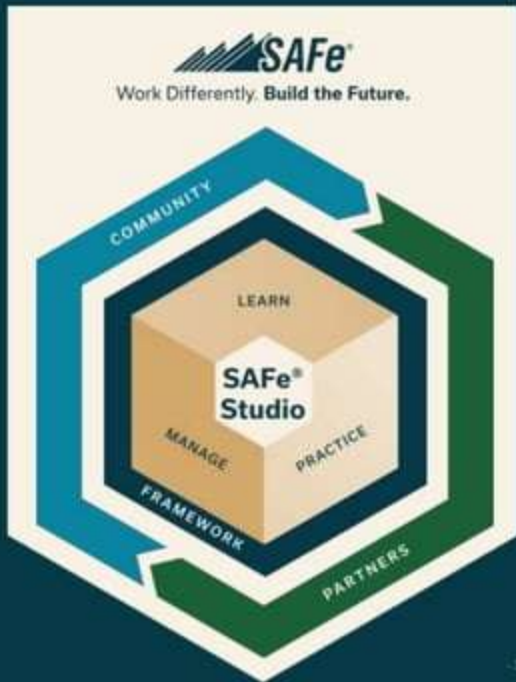
Follow a proven path





**The SAFe system
empowers everyone
in the enterprise to
succeed with SAFe**

The world's
most trusted
system for
business agility



Scaled Agile Framework®

The essential
knowledge component
of the SAFe system



SAFe® Studio

Learn, practice, and manage with SAFe Studio, a platform for teams to succeed with SAFe



SAFe Community

Global events, networking, forums, and Communities of Practice to help SAFe participants succeed in their role



Scaled Agile Global Partner Network

More than 500 Transformation and Platform Partners ensure success for teams and the enterprise



500 Partners Worldwide



Scaled Agile Partners Guide Customer Success

- Strategic Advisory Services
- SAFe implementation and ART execution
- Client Delivery Services
- Training and coaching for all SAFe roles
- Technology platforms for SAFe collaboration, automation, visibility, flow

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56
Countries



500
Partners



30+
Languages
Spoken

SCALED AGILE®
PARTNER NETWORK



SAFe® Enterprise Subscription

Enable sustainable change at scale

LEARN

- Unlimited access to trainer-led courses with certification
- Specialty courses
- Online learning series

PRACTICE

- Practice resources
- Collaboration tools
- Assessment tools

MANAGE

- Enterprise capabilities
- Subscription benefits
- Customer Success Manager

Value of SAFe Professional Certification



- Comprehensive learning path to prepare and establish a firm understanding of SAFe
- Validation of knowledge and recognition of accomplishment
- Increased confidence to support enterprise goals
- Better prepared for SAFe roles in the enterprise



SAFe Certifications Validate Skills and Open Doors for Career Advancement

Core



Certified
SAFe®
Agilist (SA)

Team Practices



Certified
SAFe®
Practitioner (SP)



Certified SAFe®
DevOps Practitioner
(SDP)

Specialist Roles



Certified SAFe®
Scrum Master
(SSM)



Certified SAFe®
Advanced Scrum
Master (SASM)



Certified SAFe®
Release Train
Engineer (RTE)



Certified SAFe®
Architect
(ARCH)



Certified SAFe®
Product
Owner/Product
Manager (POPM)



Certified SAFe®
Agile Product
Manager (APM)

Advanced



Certified
SAFe® Practice
Consultant (SPC)



Certified
SAFe® Practice
Consultant-T
(SPCT)



Certified SAFe®
Lean Portfolio Manager
(LPM)

A series of thin, light-colored wavy lines that flow from the top left towards the top right of the slide.

How is SAFe Performing for Customers?



https://go.scaledagile.com/75-2021-04-Gartner-Gated-Download-Gartner-2021.html?_ga=2.4633075.1956042467.1618848367.1625737613.1609497181

“Our research tells us that implementing SAFe can deliver significant, measurable business value in complex initiatives, by coordinating the work of multiple teams.”

—Gartner Research: 10 Essential Practices for Success When Implementing SAFe

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Trusted by the World's Leading Brands

Aerospace



Automotive



Energy



Financial Services



Telecom



Government



Technology



Healthcare



→ **10%** Improvement in Productivity

→ **15%** Improvement in Touchless Transactions

"We are getting a extensive response from the market. Seeing 95% of orders go touchless, it means a huge difference to our customers."

—**Maninder Bedi**

VP, Global Quote-to-Order Strategy & Operation

ORACLE



"We decided to go to SAFe, because this has, of course, some really good advantages for us, because we have **one language for all people**. So everybody understands right now what we are talking about."



—Dr. Oliver Seifert

VP R&D Electric/Electronics
Dr.Ing.hc.F., Porsche AG





"We wanted to experiment and demonstrate Agile principles and practices across domains. By empowering each business domain, acknowledging specific contexts in domains, fostering sharing, and 'try and learn,' SAFe has helped us get on the right track to success."

—**Claire Charbit**

Program Management NWOW

#agile Adoption, Air France-KLM

SAFe teams release
20% more effectively
than waterfall teams

SAFe teams released 17
times in live environment in
seven months compared to
every six months previously

Company gained 20%
market share in small
and medium logistics
market alone

With SAFe, Chevron estimates they migrated applications **66% – 80%** sooner than they would have in waterfall



"A year ago, we had not moved a single application to the cloud. Today, our internal customers are using key patterns and paths to migrate the application portfolio. With SAFe, we have the structure to continue to enhance these patterns and provide support to migration teams."

— **Konstantin Popov**
Project Manager, Chevron



"We, we had an immediate increase in flow. Our throughput of the very first PI increased some **50%.**"

"When customer centricity was added to SAFe, we became more customer centric, even though it was always there. But when you call that out explicitly, it really changes the way you do things."

—Oden Hughes

Oden Hughes, Director, Enterprise Agility Success



A man with glasses and a blue shirt is on the left, looking at a tablet held by a woman with curly hair and glasses, wearing a red shirt. They are in a modern office setting with blurred background elements like shelves and equipment. A dark blue semi-transparent box is overlaid on the right side of the image, containing white text. On the far left, there is a vertical decorative pattern of small white rectangles.

Work Differently.
Build the Future.