

## Lesson 9

# Leading as an Architect during a Lean-Agile Transformation

**SAFe® Course** - Attending this course gives learners access to the SAFe Architect exam and related preparation materials.



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## Lesson topics

- 9.1** Lean-Agile Leadership
- 9.2** Leading the Agile architecture transformation
- 9.3** Creating an action plan



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## Learning objectives

At the end of this lesson you should be able to:

- ▶ Identify how Architects perform as Lean-Agile leaders
- ▶ Explain how to lead the transition to Agile architecture during a transformation
- ▶ Prepare an action plan to support your organization's transformation

## 9.1 Lean-Agile Leadership



## Activity: Motivating knowledge workers



- **Step 1:** As leaders, Architects influence the morale and productivity of knowledge workers. Thinking back to SAFe Lean-Agile Principle #8, identify some actions Architects can take to enable or inhibit the intrinsic motivation of knowledge workers.

- **Step 2:** Be prepared to share with the class.

#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

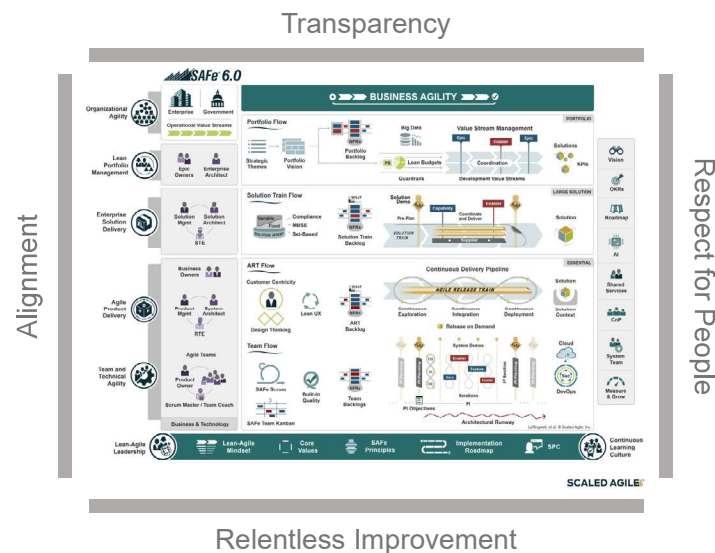
#10 Organize around value

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## SAFe Core Values

The Core Values guide Lean-Agile leaders.



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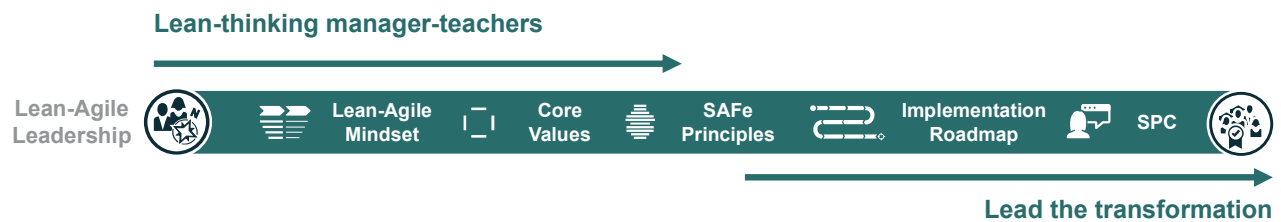
# Motivating knowledge workers

**Instructions:** Brainstorm some actions that architects can take that influence knowledge workers' morale and productivity. Fill in the boxes below with specific examples that might enable or inhibit intrinsic drives.

What are some actions that Architects can do that enable knowledge workers' intrinsic drives?	What are some actions that Architects can do that inhibit knowledge workers' intrinsic drives?

## Lean-Agile Leadership

- ▶ Lean-Agile Leadership anchors the foundation of SAFe
- ▶ Lean-Agile leaders shape the culture and environment by:
  - Acting as Lean-thinking manager-teachers
  - Reinforcing the Core Values and SAFe Principles
  - Adopting and exhibiting a Lean-Agile Mindset



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## Support a Continuous Learning Culture

As technical leaders, Architects have a significant impact on the growth and learning culture of an organization.



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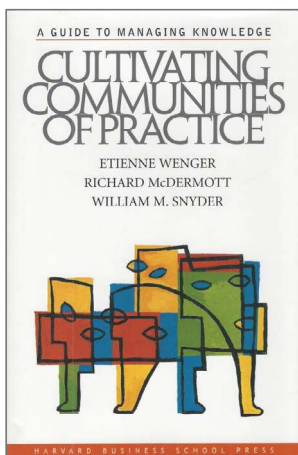
## Discussion: A Continuous Learning Culture

Duration

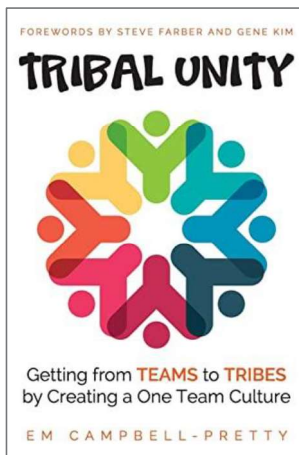


- **Step 1:** As a class, provide examples on how you support a Continuous Learning Culture in your organization today.
  - How have you helped teams and individuals gain personal mastery?
  - How have you fostered innovation within teams and individuals?
  - What have you done to grow technical competency within your organization?

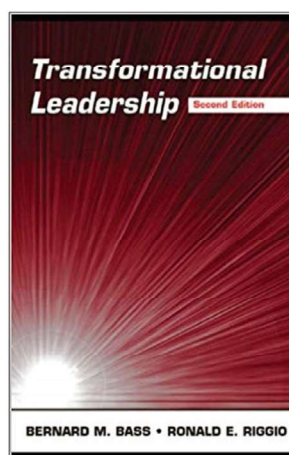
## Continually improve leadership and transformation skills



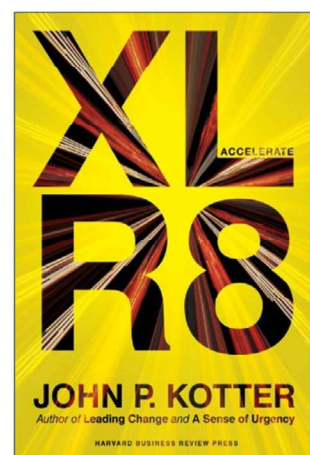
*Cultivating Communities of Practice* by Etienne Wenger, Richard McDermott, and William Snyder.



*Tribal Unity* by Em Campbell-Pretty.



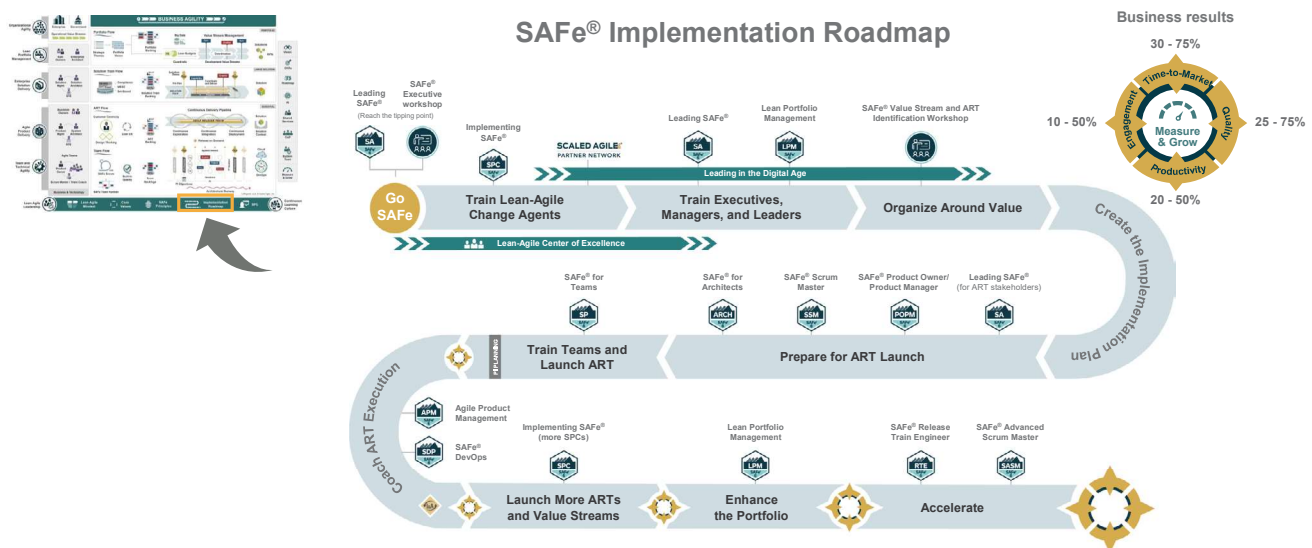
*Transformational Leadership* by Bernard M. Bass and Ronald E. Riggio.



*Accelerate* by John P. Kotter.

## 9.2 Leading the Agile architecture transformation

### Use the Implementation Roadmap to guide the transformation





## Keys to leading successful change

### Change Accelerators



"The 8-Step Process for Leading Change" by Kotter, Inc.

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### Change Principles

The key to successfully navigating complex change is embodied in four critical principles that unlock the full power of the eight-accelerator methodology.

- 1 Management + Leadership**  
In order to capitalize on windows of opportunity, leadership must be paramount—and not just from one executive. It's about vision, action, innovation, and celebration, as well as essential managerial processes.
- 2 "Have to" + "Want to"**  
Those who feel included in a meaningful opportunity will help create change in addition to their normal responsibilities. Existing team members can provide the energy—if you invite them.
- 3 Head + Heart**  
Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger case. If you can give greater meaning and purpose to your effort, extraordinary results are possible.
- 4 Select Few + Diverse Many**  
More people need to be able to make change happen—not just carry out someone else's directives. Done right, this uncovers leaders at all levels of an organization; ones you never knew you had.

<https://www.kotterinc.com/8-step-process-for-leading-change/>

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## Collaborate with the Lean-Agile Center of Excellence

- ▶ Lean-Agile transformations are typically led by a team that is committed to delivering improvements
- ▶ Transformation teams should include executive participants
- ▶ Architects should provide technical guidance to and collaborate with the Lean-Agile Center of Excellence (LACE)

"A guiding coalition that operates as an effective team can process more information, more quickly. It can also speed the implementation of new approaches because powerful people are truly informed and committed to key decisions."

—John Kotter, *Leading Change*

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## Discussion: Architects' roles in transformation

Duration



► **Step 1:** As a class, answer the following questions:

- How can Architects participate in a LACE? Give specific examples based on experience.
- What advice would you give Architects in organizations just beginning to implement SAFe and/or execute a Lean-Agile transformation?

## 9.3 Creating an action plan



## Discussion: Overcoming barriers to Agile architecture

Duration



- ▶ **Step 1:** Review the list of challenges you are facing in transitioning to Agile architecture in your organization (created in Lesson 1).
- ▶ **Step 2:** Discuss as a class if there are any challenges on the list we have not addressed in the course.
- ▶ **Step 3:** Choose a challenge from the list that you can help lead your organization through. You will be able to record your thoughts on how you will lead your organization through this challenge during the Action Plan activity on the last slide of this course.

## Lesson review

In this lesson, you:

- ▶ Identified how Architects perform as Lean-Agile leaders
- ▶ Explained how to lead the transition to Agile architecture during a transformation
- ▶ Prepared an action plan to support your organization's transformation



## Action Plan: Leading as an Architect during a Lean-Agile transformation

Duration



- **Step 1:** On the Action Plan page in your workbook, answer the following questions:
  - How can you engage your organization to facilitate a Lean-Agile transformation?
  - What are some of the challenges you identified on slide 18 of this lesson that might hinder the transformation, and how can you help lead your organization through them?
  - What are the top three things you learned in this course that you want to bring into your work immediately?

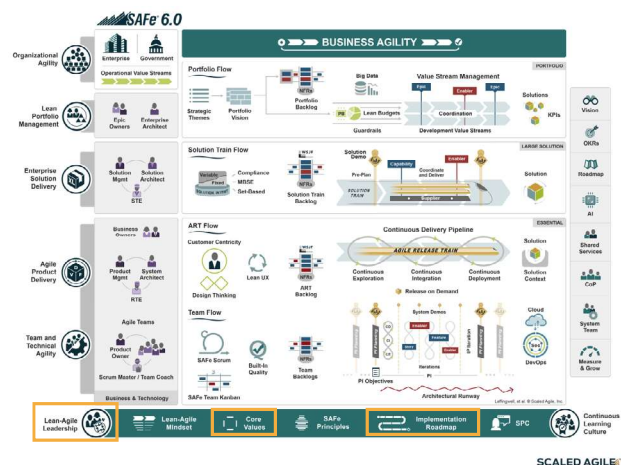
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## Articles used in this lesson

Read these Framework articles to learn more about topics covered in this lesson.

- “Core Values”  
<https://www.scaledagileframework.com/safe-core-values/>
- “SAFe 6.0”  
<https://scaledagileframework.com/safe/>
- “Lean-Agile Leadership”  
<https://www.scaledagileframework.com/lean-agile-leadership/>
- “Create a Lean-Agile Center of Excellence”  
<https://www.scaledagileframework.com/lace/>



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## Action Plan

Leading as an Architect  
during a Lean-Agile  
transformation

## Continue your SAFe journey with the following resources:

Download the *SAFe Lean-Agile Architecture Toolkit* to access a half-day workshop that will help Architects understand their roles and responsibilities in a Lean-Agile organizational transformation:

<https://bit.ly/Community-ToolkitsandTemplates>

Watch the 19-minute video, *Summit Snapshot: Developing Lean-Agile Leadership Skills*, to listen to Dean Leffingwell relay his journey towards Lean-Agile leadership and the skills he's learned along the way:

<https://bit.ly/Video-LeanAgileLeadershipSkills>

Listen to the 17-minute podcast, "Leading with Intention," to explore the concept of thoughtful leadership, and why Core Values are so important:

<https://bit.ly/Podcast-LeadingWithIntention>

Download the *SAFe LACE Toolkit* to discover practical guidance on the purpose of a LACE and how to start one:

<https://bit.ly/Community-ToolkitsandTemplates>

## References

Bass, Bernard M. and Ronald E. Riggio. *Transformational Leadership*. 2nd ed. Mahwah: Lawrence Erlbaum Associates, Inc., 2006.

Campbell-Pretty, Em. *Tribal Unity: Getting from Teams to Tribes by Creating a One Team Culture*. Richmond: Pretty Agile Pty Ltd, 2016.

Kotter, John. "The 8-Step Process for Leading Change." Kotter, Inc., November 24, 2021. <https://www.kotterinc.com/8-step-process-for-leading-change/>.

Kotter, John P. *Accelerate: Building Strategic Agility for a Faster-Moving World*. Boston: Harvard Business Review Press, 2014.

Kotter, John P. *Leading Change*. Boston: Harvard Business Review Press, 2012. Kindle Edition.

Wegner, Etienne, Richard McDermot, and William M. Snyder. *Cultivating Communities of Practice: A Guide to Managing Knowledge*. Boston: Harvard Business School Publishing, 2002.

## Lesson notes

Enter your notes below. If using a digital workbook, save your PDF often so you don't lose any of your notes.

## Lesson 10

### Practicing SAFe

**SAFe® Course** - Attending this course gives learners access to the SAFe for Architects exam and related preparation materials.



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Video: SAFe Certification Benefits

Duration



<https://bit.ly/Video-SAFecertificationBenefits>

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## A path towards certification



Access exam study guides and practice tests



Download your certificate of course completion



Take the certification **exam**



Showcase your digital badge and get recognized as a Certified SAFe Professional

Becoming a  
Certified  
SAFe  
Professional



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### Video: Welcome to SAFe Studio

Duration



Welcome to  
**SAFe Studio**

**SAFe**  
PROVIDED BY SCALED AGILE



<https://bit.ly/Video-WelcomeSAFeCommunityPlatform>

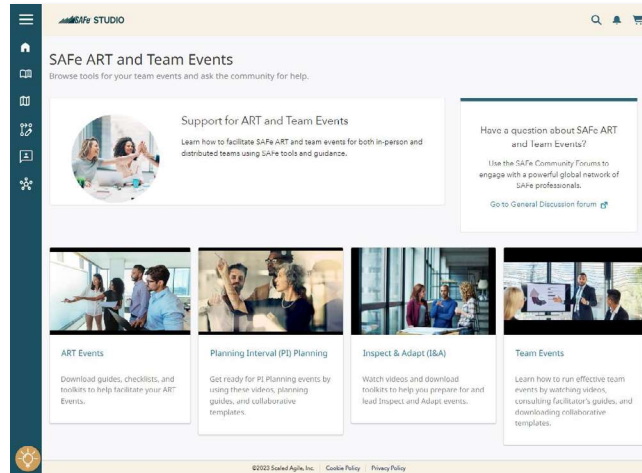
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## SAFe ART and team events



Use checklists, templates, videos, agendas, toolkits, and more to support your ART and team events.



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## SAFe toolkits



Explore ready-to-use templates and job resources to help execute SAFe events and workshops more effectively.



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## Online learning resources



Discover and develop skills through self-paced, interactive online learning modules to achieve your personal and professional goals

### Getting Started with SAFe and Agile

**Agile Basics**  
Online Learning  
Learn what Agile is, why it continues to be used and needed, and how it supports teams and organizations to deliver more value.  
60 Minutes

**What is SAFe?**  
Online Learning  
Complete this online learning module to become more familiar with the goals and methods of SAFe to achieve Business Agility.  
15-30 Minutes

**SAFe Core Values**  
Online Learning  
Build your understanding of the core values of SAFe and how they are applied in practice.  
15-30 Minutes

**SAFe Lean-Agile Principles**  
Online Learning  
Learn how Lean-Agile Principles are used in SAFe.  
30-45 Minutes

### Quick links

**Getting started**  
Go to Getting Started

**Training Calendar**  
Go to the Training Calendar

**Online Learning**  
Go to Online Learning

**Blog**  
Go to the SAFe Blog

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## Community video hub



Access videos to support your learning and grow your skills.

**Introduction to PI Planning: A Quick Overview**

**Lean-Agile Mindset**

**An Overview of WSJF**

**What is DevOps?**

**Continuous Delivery Pipeline**

**Value Stream Mapping**

**The Lost Art of the Demo**  
SAFe® Tips From The Field For Running Your Most Important Meeting with Gez Smith

**Summit Talk Snapshot**  
Conquering the Market with Demand Release on Demand with Marc Rix

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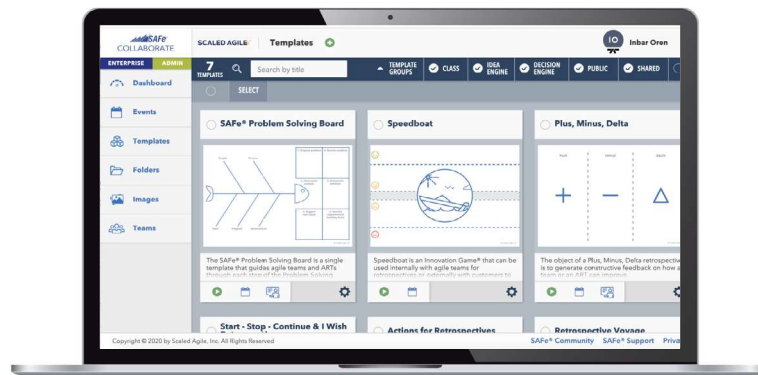
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## My SAFe Events



### Organize and run virtual SAFe events in real time.

This tool is a visual, cloud-based workspace where organizations can orchestrate virtual SAFe activities easily and effectively with predesigned and customizable templates.



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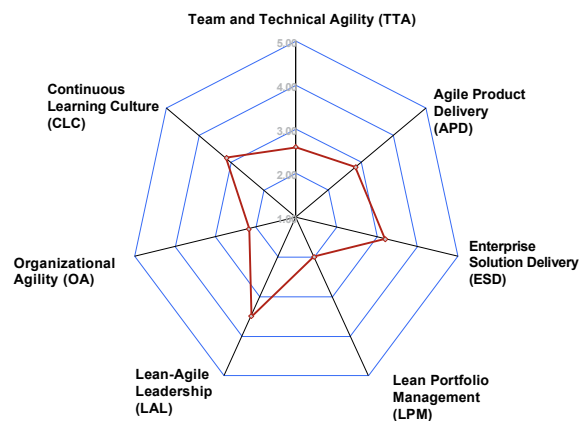
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## SAFe assessments



### Evaluate progress towards Business Agility with the SAFe assessments, Measure and Grow workshop, and our assessment partners

#### Business Agility Assessment



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## Team and Technical Agility assessment



### Competency-based self-assessments

Each core competency has a downloadable assessment, along with three growth recommendations, available in SAFe Collaborate. To access these assets directly, visit the SAFe Studio website:

<https://bit.ly/Community-MeasureAndGrow>



Organizational Agility



**Team and Technical Agility**



Lean Portfolio Management



Continuous Learning Culture



Enterprise Solution Delivery



Lean-Agile Leadership



Agile Product Delivery



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## SAFe forums



Join the **SAFe Architect Community Forum** to connect with a community of Architects.



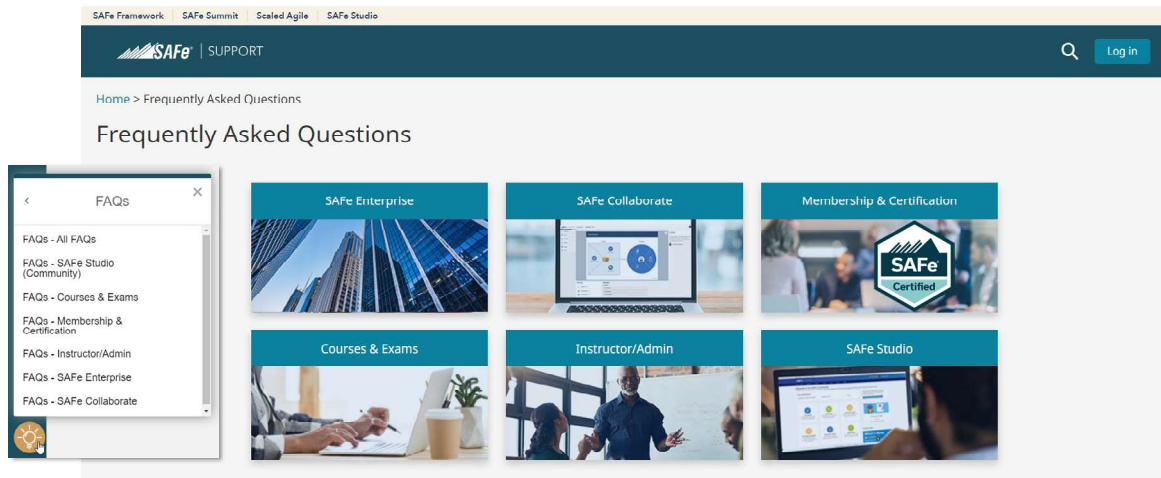
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## SAFe FAQs



When you need support, check the FAQ page for your question or contact SAI support directly.



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Good luck on your  
SAFe practice with

**SAFe Studio!**

<https://community.scaledagile.com/>

 **SAFe STUDIO™**

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## Lesson notes

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# SAFe Glossary



## SAFe Glossary:

Visit the Scaled Agile Framework site ([www.scaledagileframework.com/glossary/](http://www.scaledagileframework.com/glossary/)) to download glossaries translated into other languages.