

Lesson 2

Embracing a Lean-Agile Mindset

Day 1

1. Introducing the Scaled Agile Framework
2. Embracing a Lean-Agile Mindset
- Break
3. Understanding SAFe Principles
- Lunch
4. Implementing an Agile Release Train
- Break
5. Experiencing PI Planning

Day 2

6. Executing and Releasing Value
- Break
7. Building an Agile Portfolio
- Lunch
8. Building Really Big Systems
- Break
9. Leading the Lean-Agile Enterprise

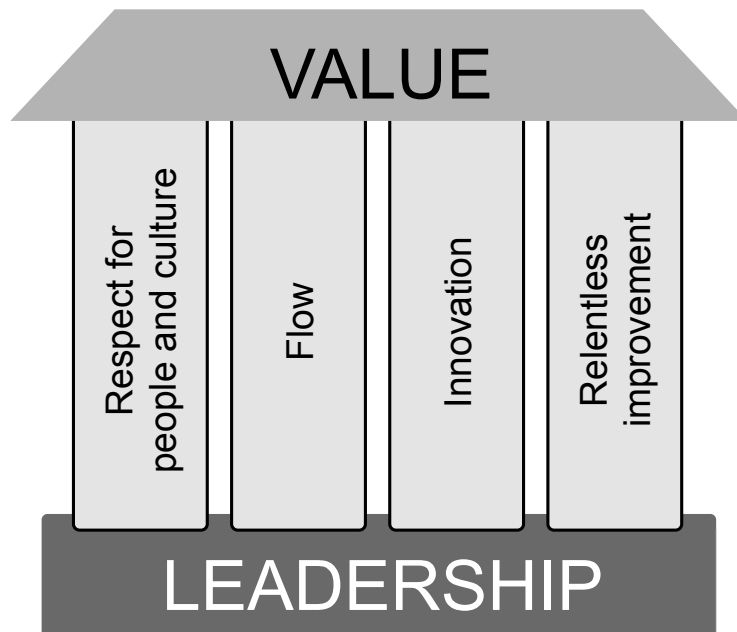
Learning objectives

2.1 Embrace the Lean mindset

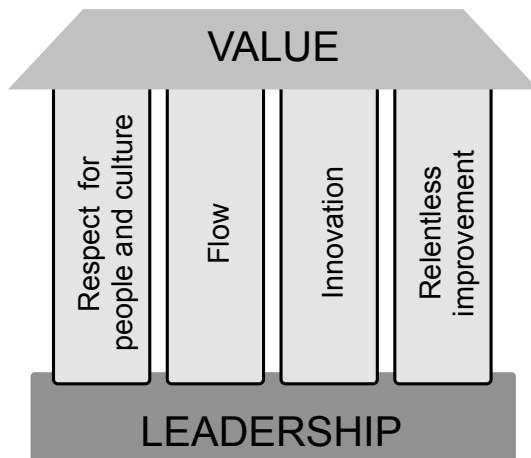
2.2 Support the Agile Manifesto

2.1 Embrace the Lean mindset

SAFe House of Lean



Purpose

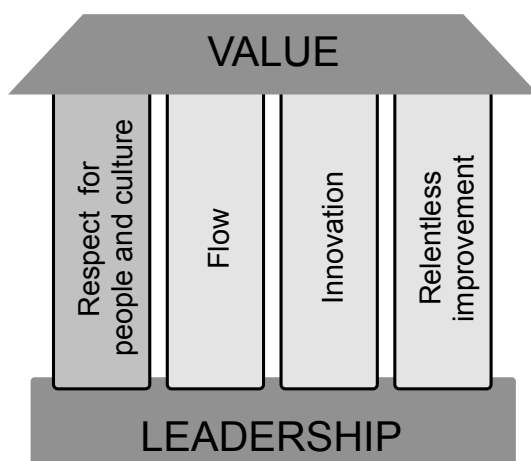


*There is only one boss. The customer.
And he can fire everybody in the company.*
—Sam Walton

Achieve the sustainably shortest lead time with:

- ▶ Best quality and value to people and society
- ▶ High morale, safety and customer delight

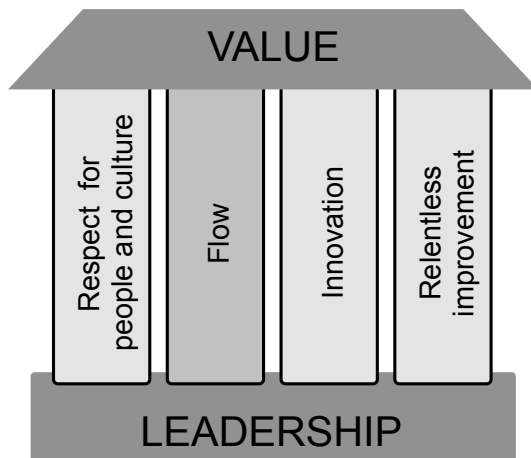
Respect for people and culture



Culture eats strategy for breakfast.
—Peter Drucker

- ▶ People do all the work
- ▶ Your customer is whoever consumes your work
 - ▶ Don't overload them
 - ▶ Don't make them wait
 - ▶ Don't force them to do wasteful work
 - ▶ Don't impose wishful thinking
- ▶ Build long-term partnerships based on trust
- ▶ Cultural change comes last, not first
- ▶ To change the culture, you have to change the organization

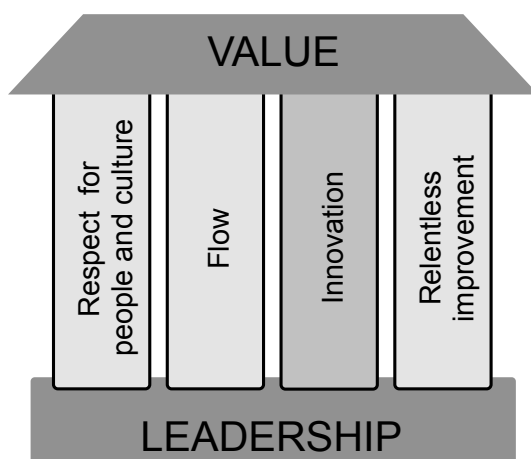
Flow



Operating a product development process near full utilization is an economic disaster.
—Don Reinertsen

- ▶ Optimize continuous and sustainable throughput of value
- ▶ Avoid start-stop-start project delays
- ▶ Build quality in; flow depends on it
- ▶ Understand, exploit and manage variability
- ▶ Integrate frequently
- ▶ Informed decision-making via fast feedback

Innovation

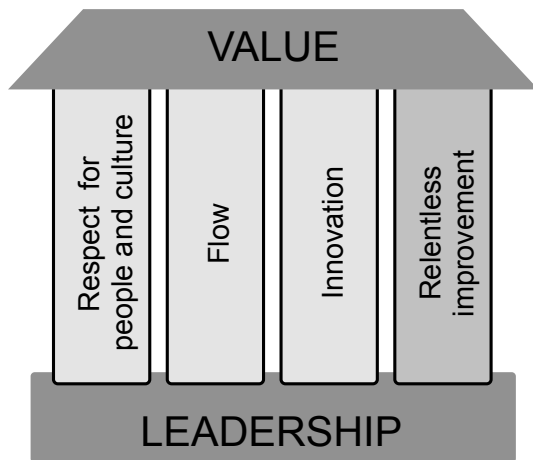


Innovation comes from the producer.
—W. Edwards Deming

- ▶ Producers innovate; customers validate
- ▶ Get out of the office (Gemba*)
- ▶ *No useful improvement was ever invented at a desk*
— Taiichi Ohno
- ▶ Provide time and space for creativity
- ▶ Apply innovation accounting
- ▶ Pivot without mercy or guilt

* Gemba: The “real place” where the work is actually done.

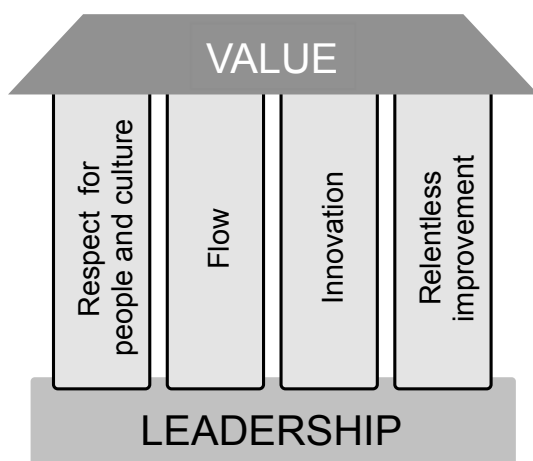
Relentless improvement



Those who adapt the fastest, win.

- ▶ A constant sense of danger
- ▶ Optimize the whole
- ▶ Consider facts carefully, then act quickly
- ▶ Apply lean tools to identify and address root causes
- ▶ Reflect at key milestones; identify and address shortcomings

Leadership



*People are already doing their best;
the problems are with the system.
Only management can change the system.
—W. Edwards Deming*

- ▶ Lead the change
- ▶ Know the way; emphasize life-long learning
- ▶ Develop people
- ▶ Inspire and align with mission; minimize constraints
- ▶ Decentralize decision-making
- ▶ Unlock the intrinsic motivation of knowledge workers



2.2 Support the Agile Manifesto

2.11

The Agile Manifesto

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.

 agilemanifesto.org

Agile Manifesto

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

 agilemanifesto.org/principles.html

Agile Manifesto

7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

 agilemanifesto.org/principles.html

Exercise: Agile principles at scale

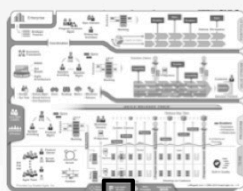
- ▶ Review the principles behind the manifesto
- ▶ Select one principle at each table
- ▶ Categorize as:
 - Works as-is
 - Requires rethinking for scale
- ▶ What conclusions can we reach?



Lesson summary

In this lesson, you:

- ▶ Explored the House of Lean as the foundation of a Lean-Agile mindset
- ▶ Reviewed how to apply and support the Values and Principles of the Agile Manifesto while building systems of scale



*Suggested Scaled Agile Framework reading:
"Lean-Agile Mindset" article*