

Leading SAFe® 4.0

with SA certification

Because better systems makes the world a better place

SCALED AGILE®

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V4.0.4.1

Leading SAFe

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

Logistics

- ▶ Class times
- ▶ Breaks
- ▶ Lunch
- ▶ Restrooms
- ▶ Other



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

- ▶ Apply SAFe to scale Lean and Agile development in your enterprise
- ▶ Recognize and apply a Lean-Agile Mindset and principles
- ▶ Implement an Agile Release Train
- ▶ Plan and execute successful Program Increments
- ▶ Build a Lean-Agile Portfolio
- ▶ Coordinate large Value Streams
- ▶ Enhance your Lean-Agile leadership skills
- ▶ Support a Lean-Agile transformation in your enterprise



Lesson 1

Introducing the Scaled Agile Framework

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Learning objectives

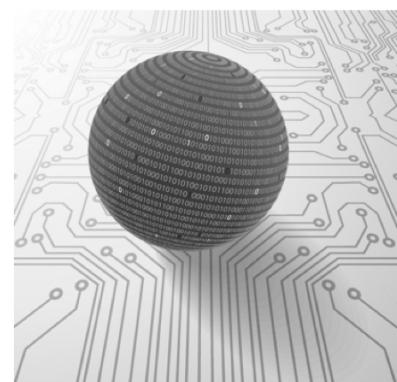
- 1.1 Recognize the problem to be solved
- 1.2 Know the basic constructs of SAFe
- 1.3 Apply the 1-2-3 implementation strategy

1.1 Recognize the problem to be solved

How do we keep pace?

Our development methods must keep pace with an increasingly complex world.

- ▶ We've had Moore's Law for hardware, and now software is eating the world
- ▶ Our development practices haven't kept pace; Agile shows the greatest promise, but was developed for small teams
- ▶ We need a new approach, one that harnesses the power of Agile and Lean, and applies to the needs of the enterprises who build the world's most important software and systems.



We thought we'd be developing like this.

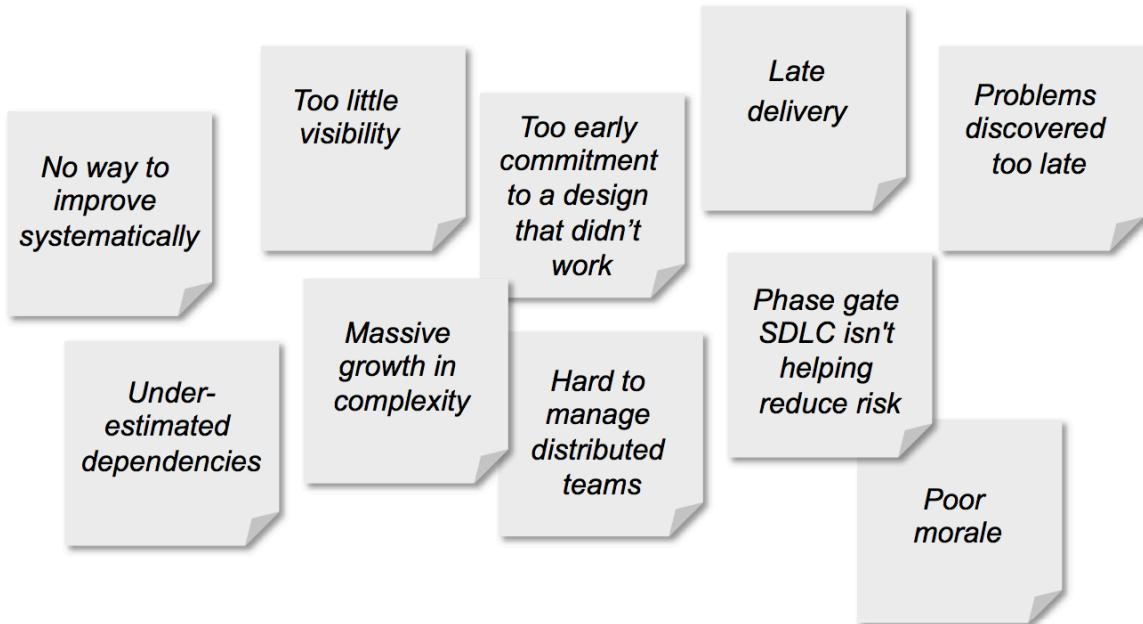


But sometimes it feels like this.



Library of Congress

And our retrospectives read like this:



The management challenge

Only management can change the system



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, W. Edwards Deming*

1.2 Know the basic constructs of SAFe

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Knowledge for people building the world's most important systems

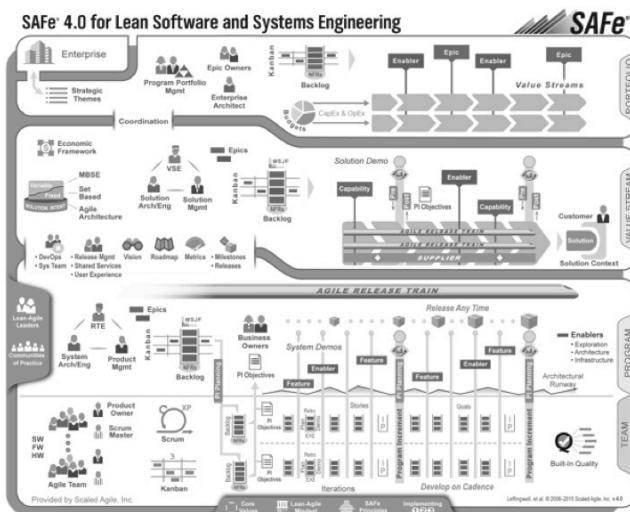
SAFe® is a freely revealed knowledge base of integrated, proven patterns for enterprise Lean-Agile development.



scaledagileframework.com

The Scaled Agile Framework® (SAFe®)

Synchronizes alignment, collaboration, and delivery for large numbers of teams.



Core Values

1. Built-In Quality
 2. Program execution
 3. Alignment
 4. Transparency

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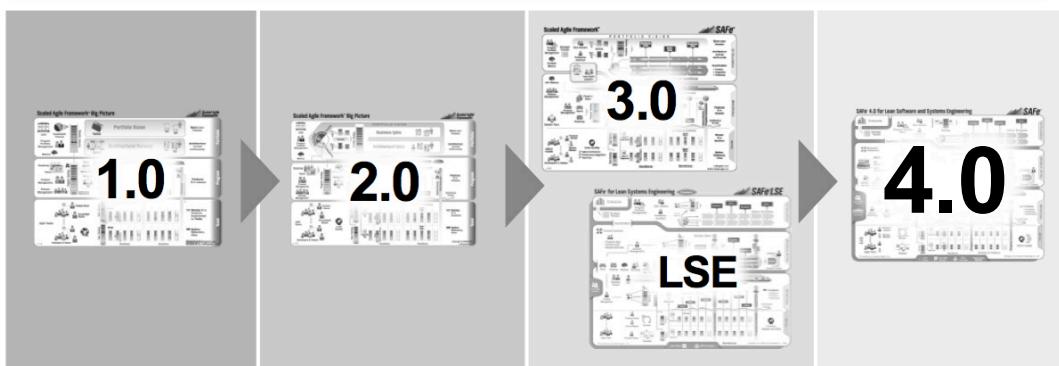
1.15

Roots, past, present and future

Field experience at enterprise scale

2011

Now...

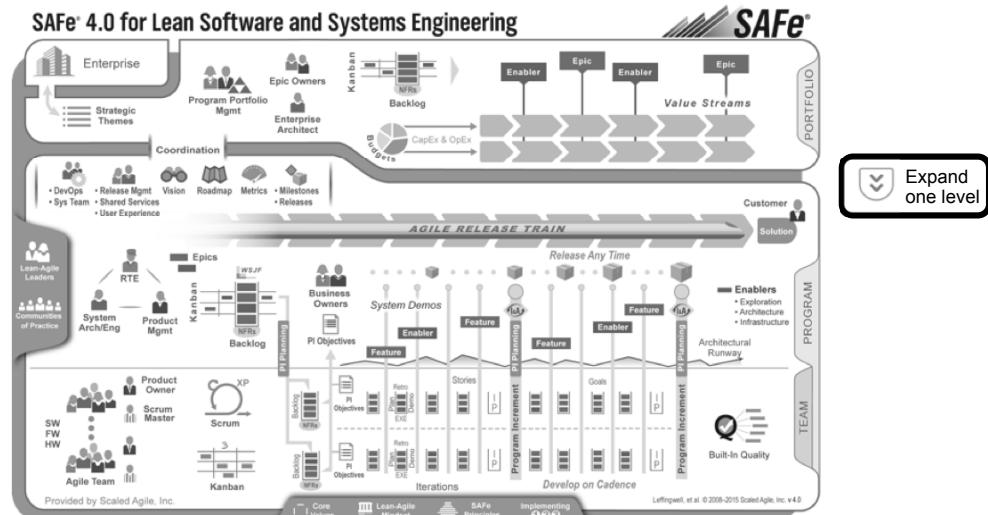


Agile development | Lean product development | Systems thinking

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1.16

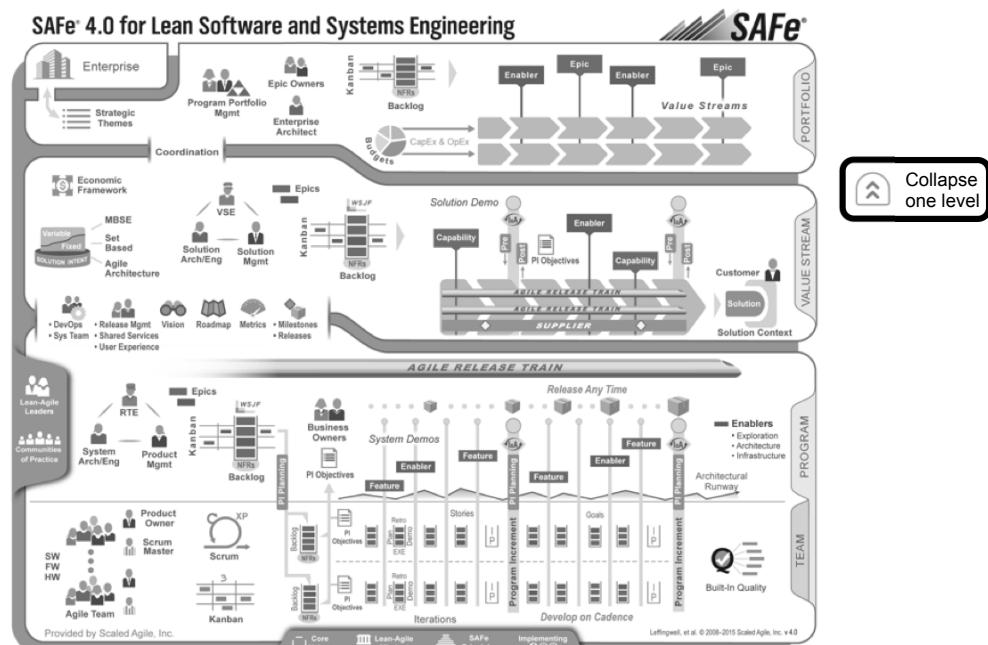
Start simple and lightweight...



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1.17

And expand to scale large Value Streams

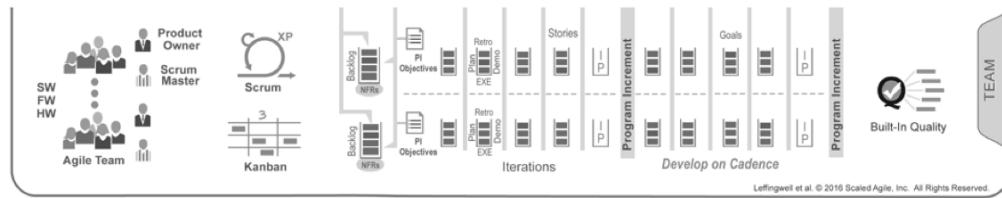


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1.18

Nothing beats an Agile Team

- ▶ Empowered, self-organizing, self-managing, cross-functional team
- ▶ Delivers valuable, tested, working system every two weeks
- ▶ Uses a team framework which combines the best of Scrum project management, XP-inspired technical practices and Kanban for flow
- ▶ Value delivery via User Stories

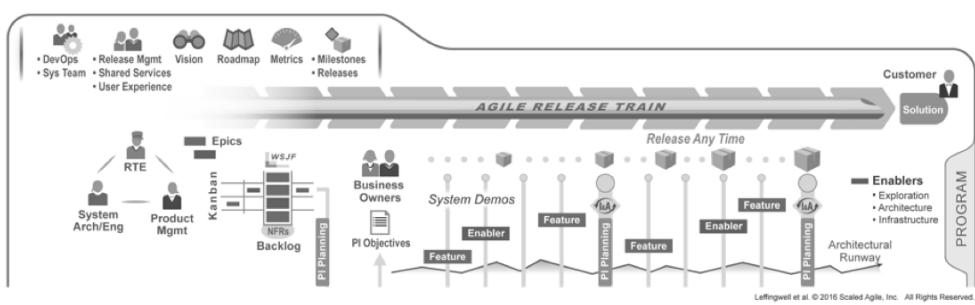


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1.19

Except a team of Agile Teams

- ▶ Self-organizing, self-managing team-of-agile-teams
- ▶ Delivers working, tested full system increments every two weeks
- ▶ Operates with Vision, architecture and UX guidance



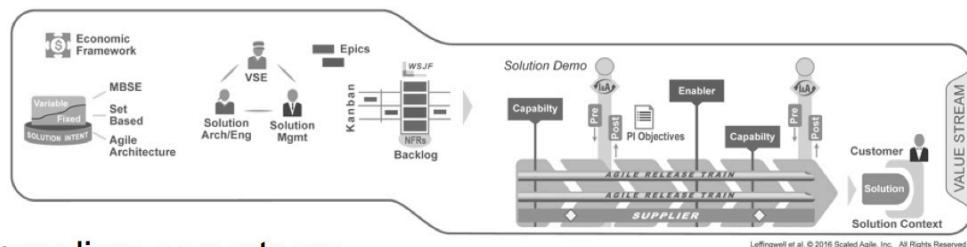
- ▶ Common iteration lengths and estimating
- ▶ Face-to-face planning for collaboration, alignment, and adaptation
- ▶ Value delivery via Features and benefits

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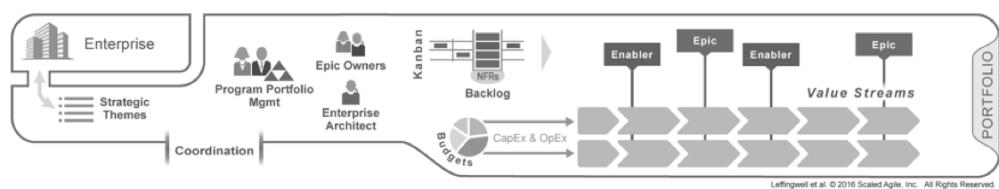
Coordinating large Value Streams

- ▶ Coordinates development of large Solutions
- ▶ Synchronizes multiple ART Value Streams
- ▶ Manages Solution Intent



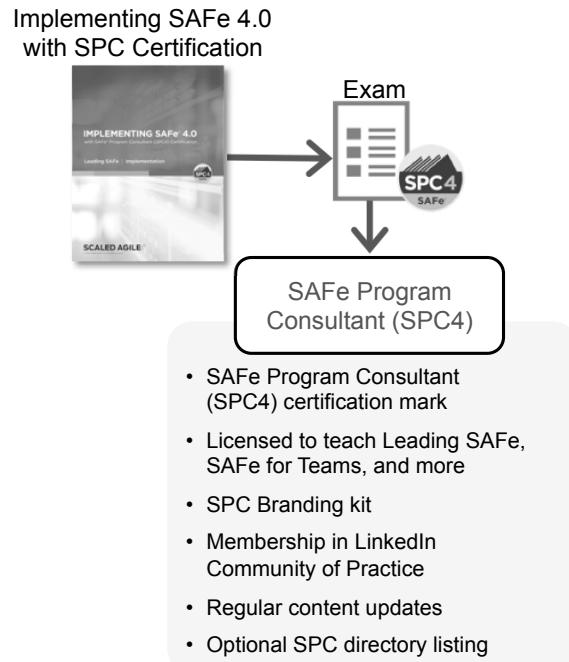
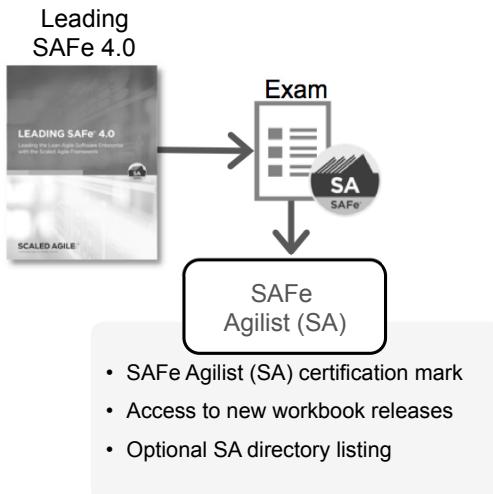
- ▶ Integrates suppliers as partners
- ▶ Value delivery via Capabilities

In an Agile Portfolio



- ▶ Organized around the flow of value
- ▶ Lean-Agile budgeting empowers decision makers
- ▶ Kanban system provides portfolio visibility and WIP limits
- ▶ Enterprise architecture guides larger technology decisions
- ▶ Objective metrics support governance and improvement
- ▶ Value delivery via Epics

Gain the knowledge



SAFe Role-Based Learning Paths

More info: ScaledAgile.com/which-course

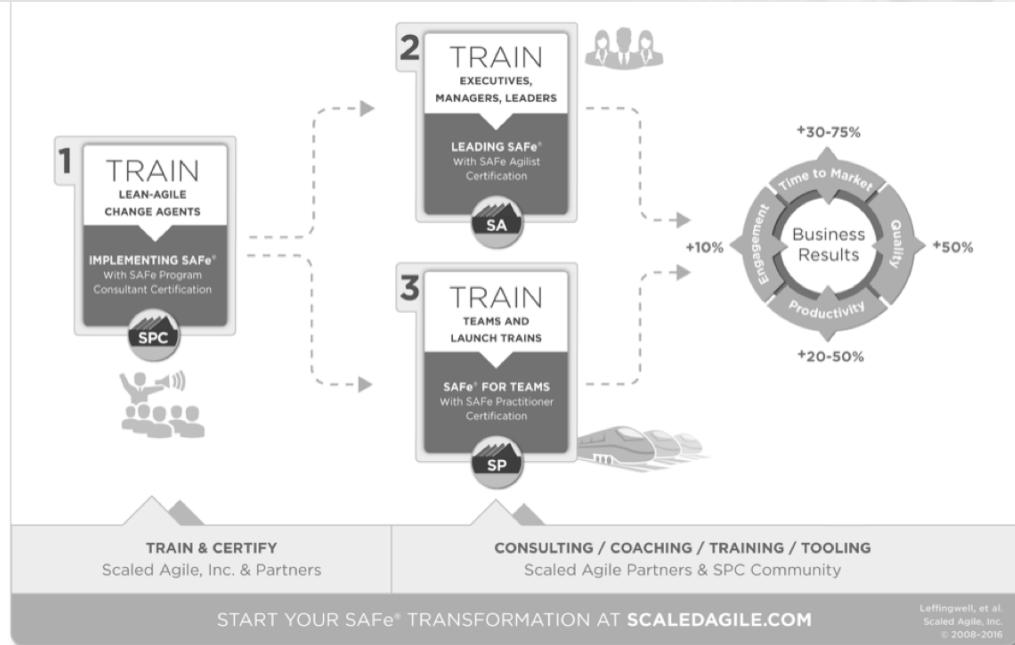
Roles	Core	Advanced
Agile Change Agents Consultants		<i>Relevant experience of agile and scaling agile</i> Implementing SAFe 4.0 4 days SAFe Program Consultant
Executives Managers Stakeholders	Leading SAFe 4.0 2 days SAFe Agilist	Lean-Agile Leaders
Product Owners Product Managers	SAFe 4.0 PM/PO 2 days SAFe Product Manager/ Product Owner	
Scrum Masters	SAFe 4.0 Scrum Master 2 days SAFe Scrum Master <small>*available Nov. 2016</small>	OR SAFe 4.0 Advanced Scrum Master 2 days CSM, PSM, other
Teams	SAFe 4.0 for Teams 2 days SAFe Practitioner	Agile Teams

1.3 Apply the 1-2-3 implementation strategy

1.25

Train Everyone.
Launch Trains.

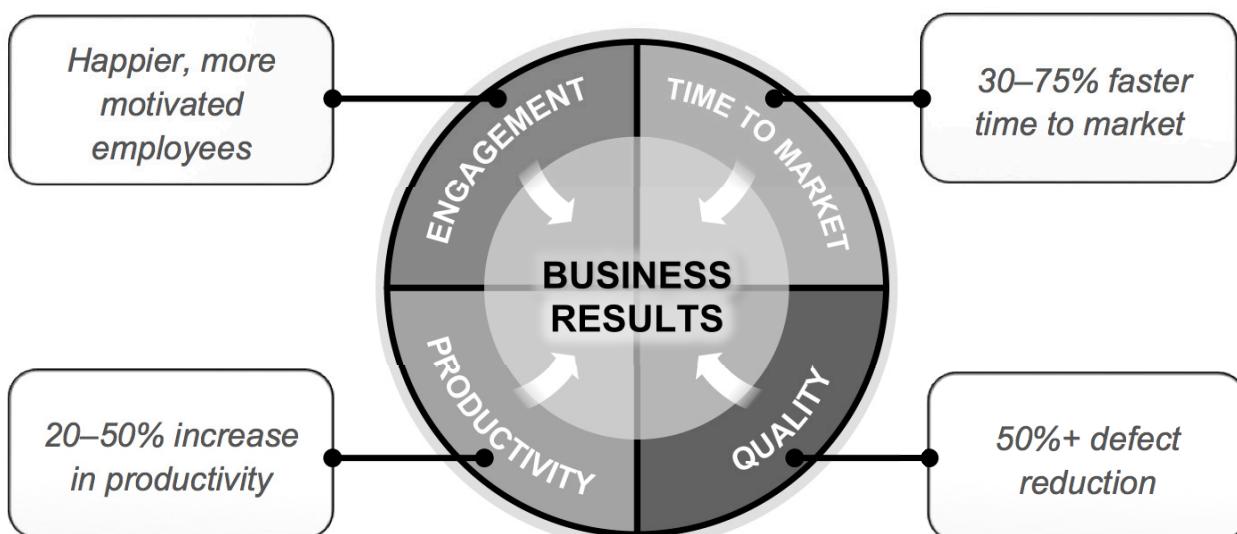
Implementing SAFe® 1-2-3



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1.27

Get business results



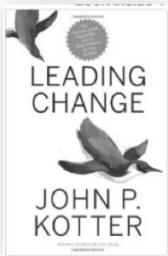
ScaledAgileFramework.com/case-studies

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1.28

Fair warning: Change is hard

Beware the eight big mistakes

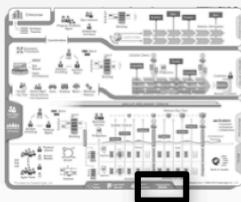


1. Allowing too much complacency
2. Failure to create a sufficiently powerful guiding coalition
3. Underestimating the power of vision
4. Under-communicating the power of vision by 10-100X
5. Permitting obstacles to block the new vision
6. Failure to create short term wins
7. Declaring victory too soon
8. Neglecting to anchor changes firmly in the corporate culture

Lesson summary

In this lesson, you:

- ▶ Recognized the problem to be solved, and the need for a new approach
- ▶ Examined the basic constructs of SAFe that form the basis of a new approach
- ▶ Explored the 1-2-3 implementation strategy to start you thinking about how to apply the new approach



*Suggested Scaled Agile Framework reading:
“Implementing 1-2-3” article*