

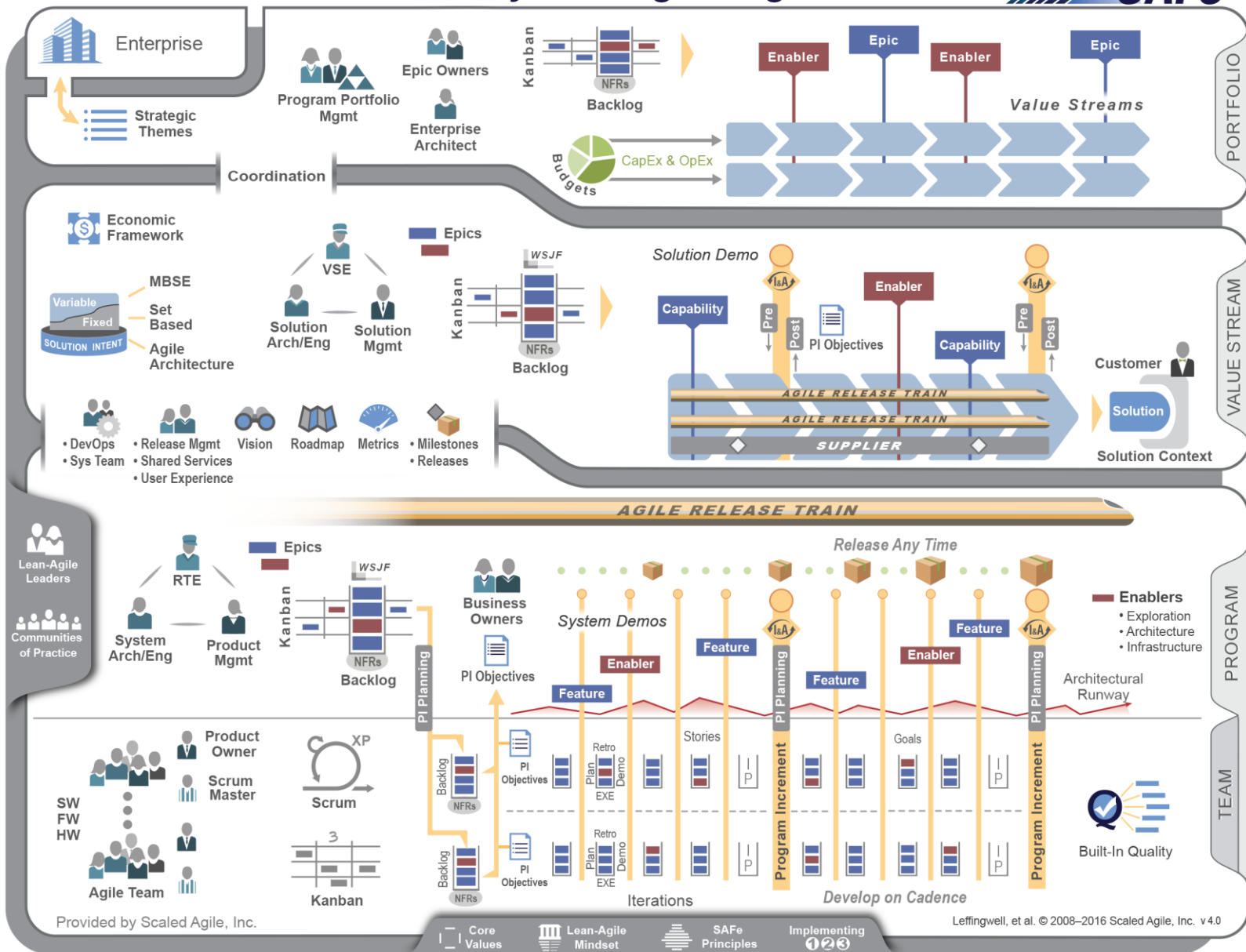


Essential SAFe®

A Walkthrough of the Essential Elements of Scaled Agile Framework®

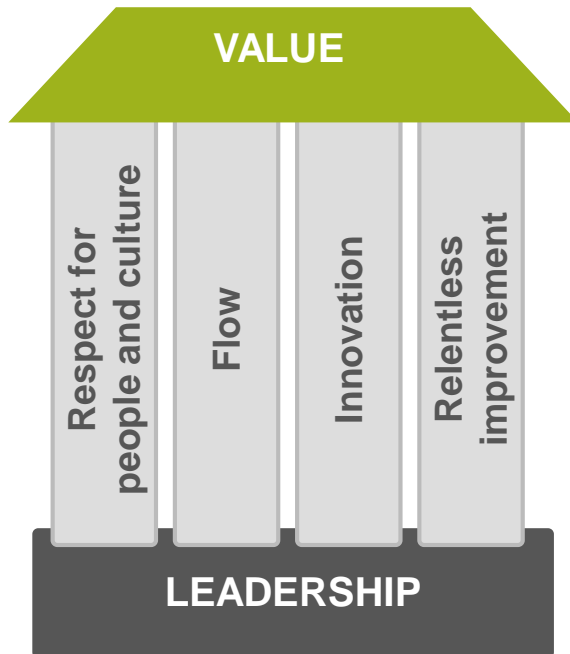
AIG Commercial Agile Transformation Team

SAFe® 4.0 for Lean Software and Systems Engineering



Embrace Lean-Agile values

House of Lean



Value in the sustainably
shortest lead time

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

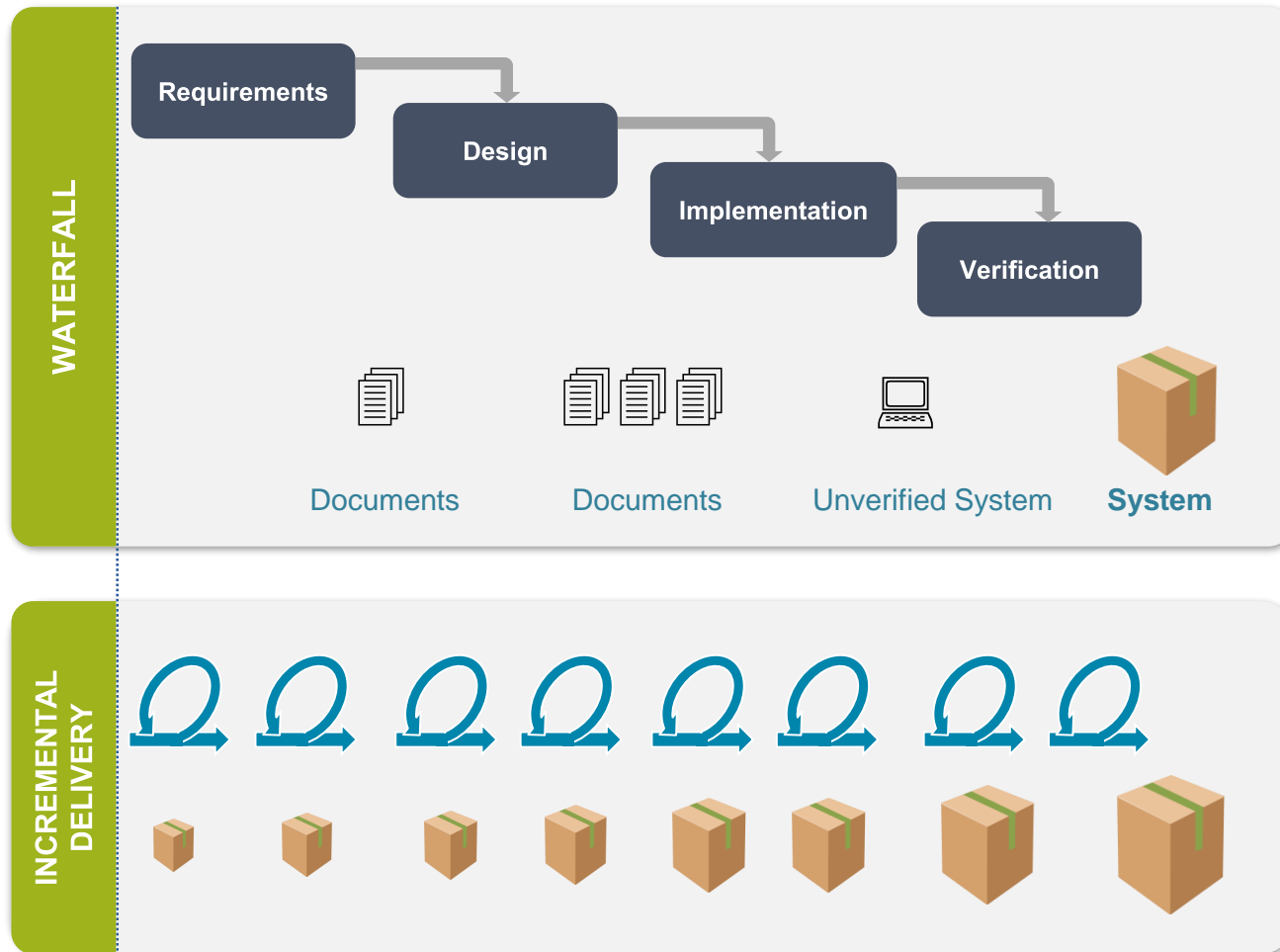
Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

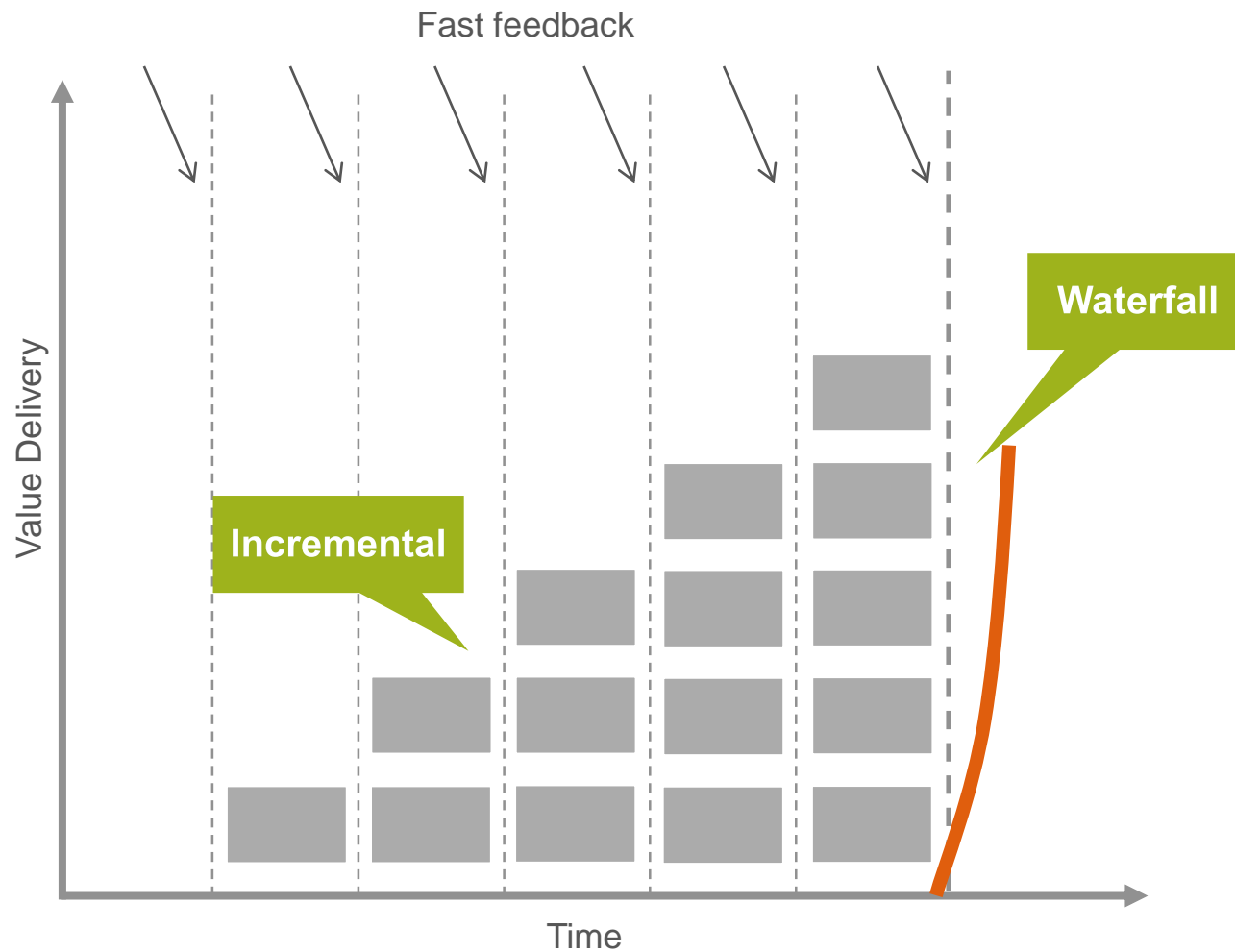
That is, while there is value in the items on the right, we value the items on the left more.

Building incrementally accelerates value delivery



And delivers better economics

Early delivery provides fast value with fast feedback



Essential SAFe®

The Ten Essential Elements

1. SAFe Lean-Agile Principles
2. Agile Teams and Release Trains
3. Cadence and Synchronization
4. Essential Team and Program Roles
5. PI Planning
6. System Demo
7. Inspect and Adapt
8. IP Iteration
9. Architectural Runway
10. Lean-Agile Leadership

1. SAFe Lean-Agile 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 - Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7 - Apply cadence, synchronize with cross-domain planning

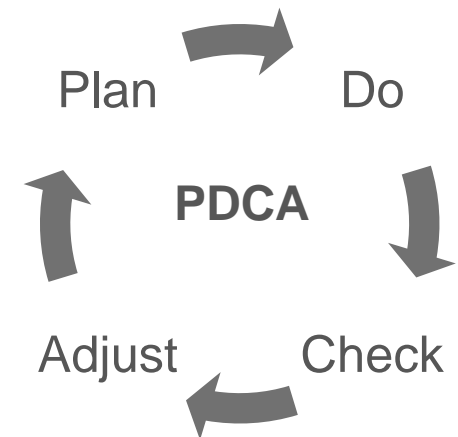
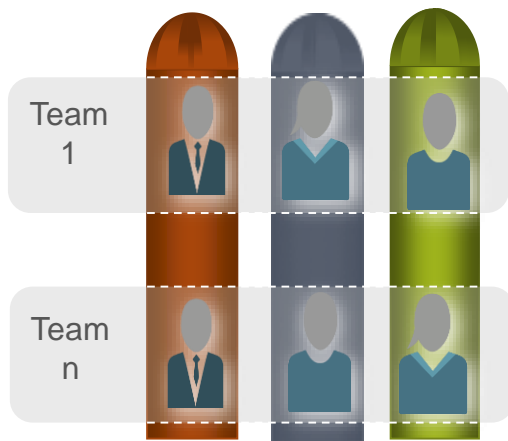
#8 - Unlock the intrinsic motivation of knowledge workers

#9 - Decentralize decision-making

2. Agile Teams and Release Trains

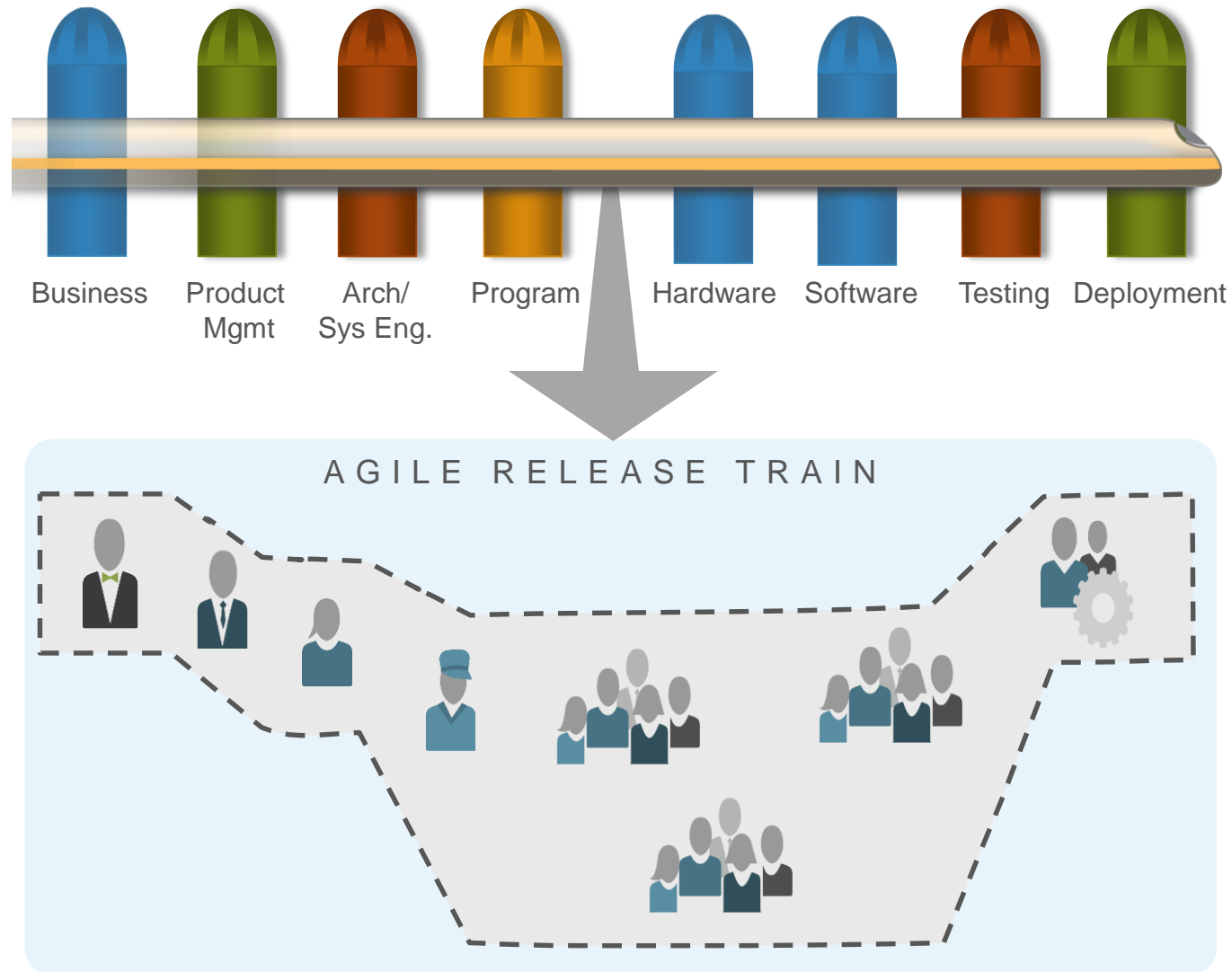
Nothing beats an Agile Team

- ▶ Cross-functional, self-organizing entities that can **define, build** and **test** a thing of value
- ▶ Applies basic scientific practice: Plan—Do—Check—Adjust
- ▶ Delivers value every two weeks



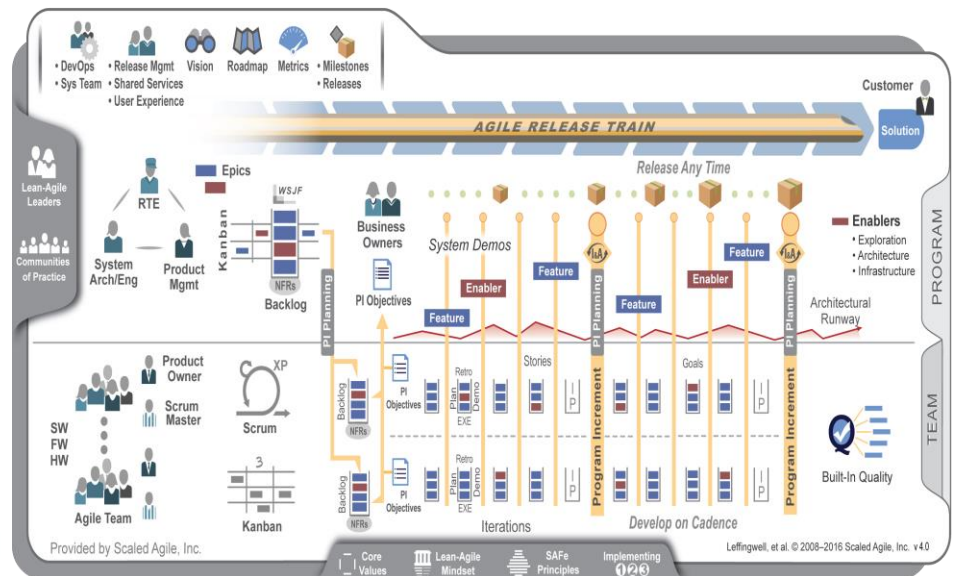
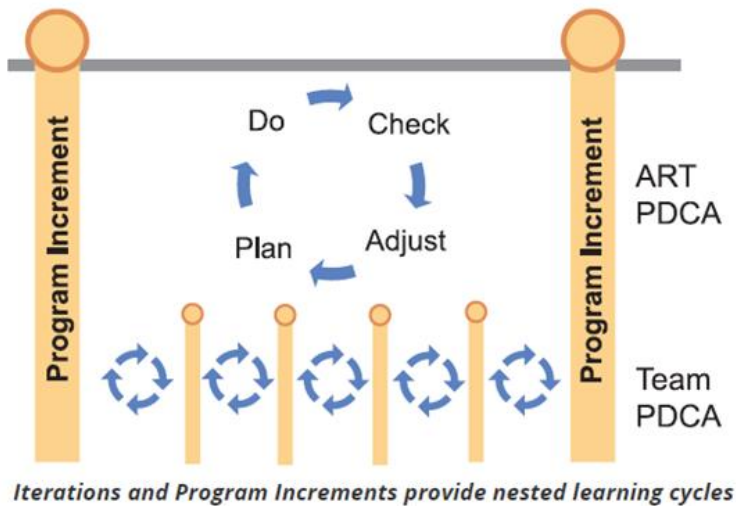
2. Agile Teams and Release Trains – contd.

The ART takes a systems view



3. Cadence and Synchronization

- ▶ Apply cadence and synchronization, Program Increments every 6-12 weeks
- ▶ Provide Vision, Roadmap, architectural guidance
- ▶ Expect a team of agile teams – align 50-125 practitioners to a common mission
- ▶ Develop on Cadence, but Release Any Time



4. Essential SAFe Roles

▶ Essential Team Roles

- Scrum Master
- Product Owner
- Development Team

▶ Essential Program Roles

- The Release Train Engineer (RTE)
- Product Management
- System Architect-Engineering
- Business Owners
- Customer

5. PI Planning

ART – Synchronizes with PI Planning

Future product development tasks can't be pre-determined. Distribute planning and control to those who can understand and react to the end results. — Michael Kennedy, Product Development for the Lean Enterprise

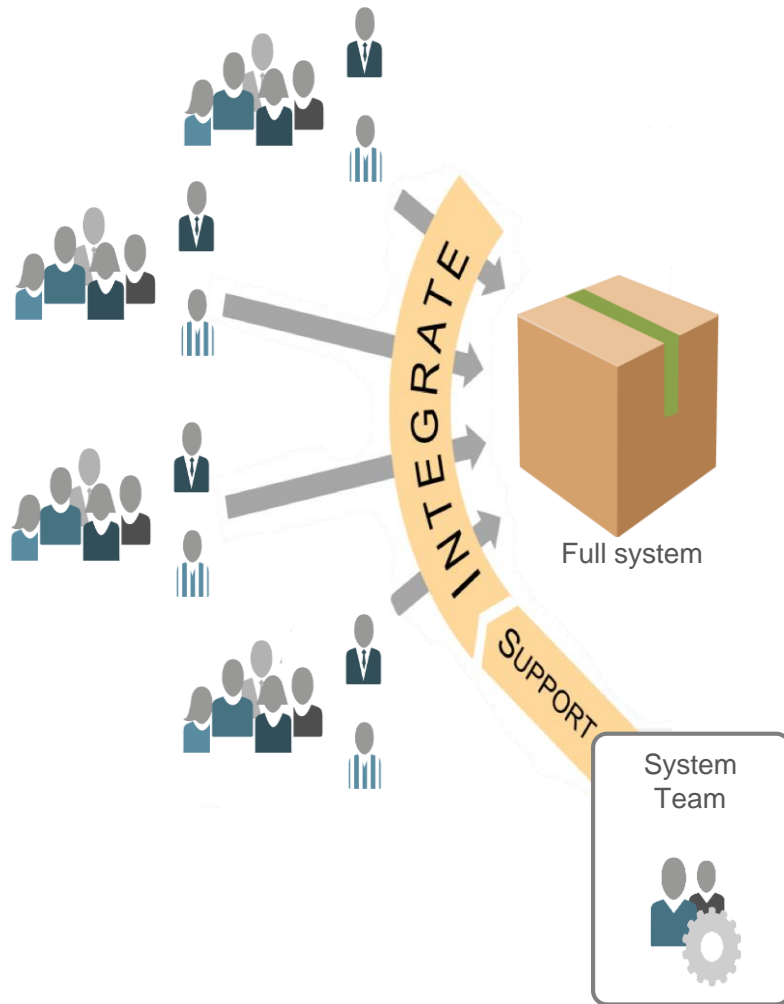
- ▶ All stakeholders face-to-face (but typically multiple locations)
- ▶ Management sets the mission, with minimum possible constraints
- ▶ Requirements and design emerge
- ▶ Important stakeholder decisions are accelerated
- ▶ Teams create—and take responsibility for—plans



For a short video PI planning example, see: <https://youtu.be/ZZAtI7nAB1M>

6. System Demo

Demonstrates the full system every two weeks



- ▶ An integrated solution demo
- ▶ Objective milestone
- ▶ Demo from the staging environment, or the nearest proxy



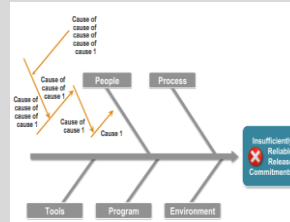
7. Inspects and Adapts every PI

Every PI, teams systematically address the larger impediments that are limiting velocity

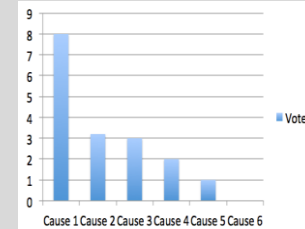
Agree on the problem to solve

Insufficiently
reliable release
commitments?

Apply root cause analysis (+ five whys)



Identify the biggest root cause using Pareto Analysis



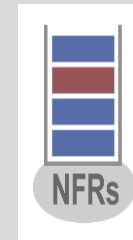
Restate the new problem for the biggest root cause

Insufficient architectural runway

Brainstorm solutions



Identify improvement Backlog items



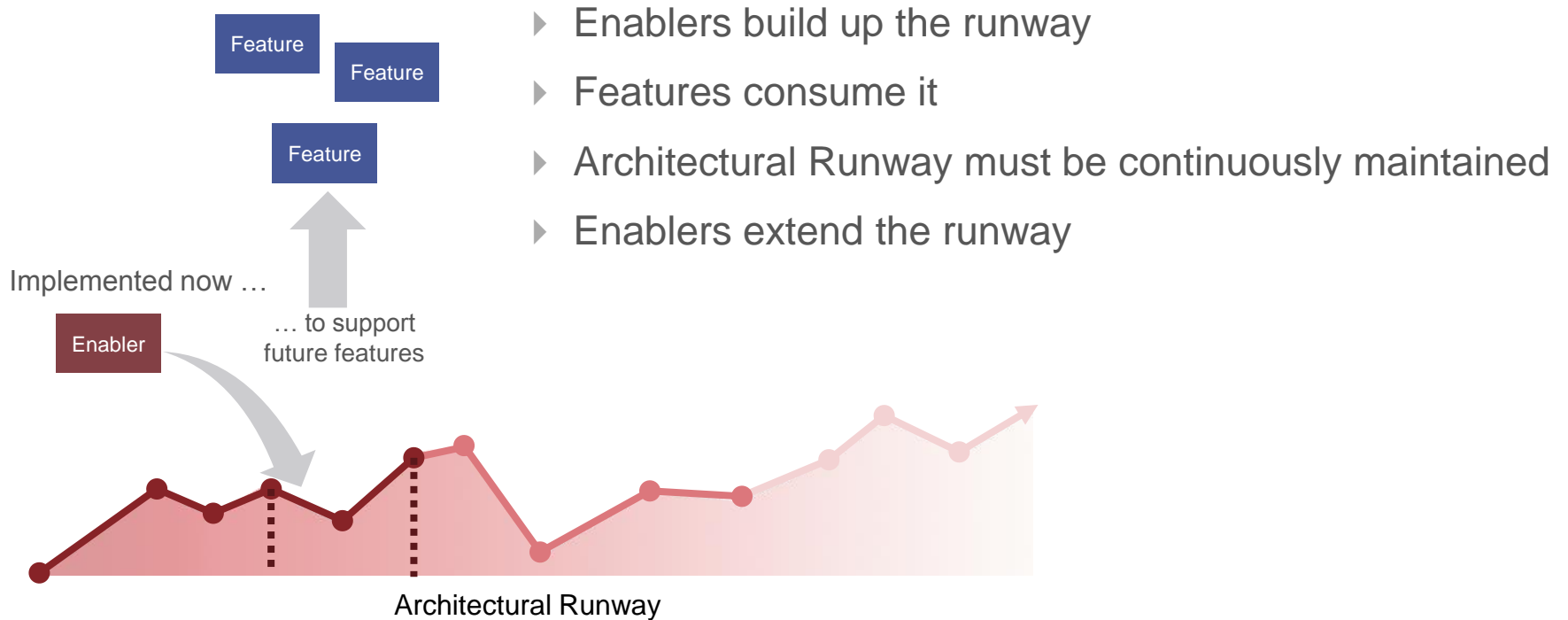
8. Innovation and Planning Iteration

Facilitate reliability, Program Increment readiness, planning, and innovation

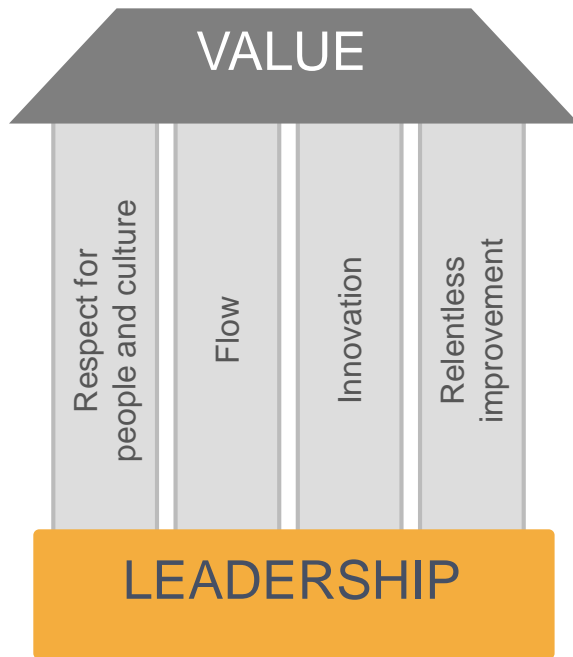
- Innovation: Opportunity for innovation spikes, hackathons, and infrastructure improvements
- Planning: Provides for cadence-based planning
- Estimating guard band for cadence-based delivery

9. With some Architectural Runway

Architectural Runway—existing code, hardware components, etc. that technically enable near-term business features



10. Lean Agile Leadership



People are already doing their best; the problems are with the system. Only management can change the system.

—W. Edwards Deming

- ▶ Enterprise's leaders and managers must take responsibility for Lean-Agile adoption and success.
- ▶ Executives must become leaders who are trained – and become trainers in – these leaner ways of thinking and operating
- ▶ Lean-Agile leadership mindset
 - Thinking Lean
 - Embracing Agility

10. Lean Agile Leadership – contd.

SAFe's Lean-Agile Leaders

#1 - Lead the change

#2 - Know the way; emphasize lifelong learning

#3 - Develop people

#4 - Inspire and align with mission

#5 - Decentralize decision-making

#6 - Unlock the intrinsic motivation of knowledge workers

The background of the slide features a faint, light-blue diagram of the SAFe (Scaled Agile Framework) model. This diagram illustrates the relationship between various components of the framework, including the Business, Product, and Solution domains, and the underlying organizational structure. Key elements visible in the background include 'Business', 'Product', 'Solution', 'Customer', 'Solution Context', 'Value Stream', 'Provider', and 'Value Stream Map'. The diagram is composed of interconnected boxes and lines, representing the flow and integration of these elements.

SAFe® Additional Resources

SAFe Additional Resources

<http://www.scaledagileframework.com/>

<http://www.scaledagileframework.com/videos-and-presentations/>

<http://www.scaledagileframework.com/guidance-essential-safe/>



The background features a faint, light-blue diagram on a dark blue gradient. The diagram is divided into two main horizontal sections. The upper section, labeled 'Value Stream' on the right, shows a sequence of steps: 'Customer', 'Provider', 'Value Stream', and 'Solution'. The lower section, labeled 'Solution Context' on the right, shows a sequence of steps: 'Customer', 'Provider', 'Solution', and 'Solution Context'. The diagram uses various shapes like rectangles, circles, and arrows to represent the flow and relationships between these elements.

Questions?