AGILE AT SCALE

1. THE CHALLENGE – HIERARCHY VS. WORKFLOW
2. **VALUE STREAM IMPEDANCE**
3. ALLOCATE PEOPLE TO MOST VALUABLE WORK
4. MANAGING FLOW ACROSS ENTIRE VALUE STREAM
5. THE ROLES OF BUSINESS, MANAGEMENT, TEAMS
6. DIFFERENT APPROACHES
7. SCRUMBAN / KANBAN
8. SUMMATION & QUESTIONS

agenda

Value Stream Impedance

Resistance created by eco-system

Impedance causes delays and waste
– bug fixing, thrashing during integration

Caused by:
- Too much work
- Too many projects
- People not properly organized or being geographically distributed
- Not using test-first methods and test automation
- Long feedback cycles

AGILE AT SCALE

1. THE CHALLENGE – HIERARCHY VS. WORKFLOW
2. VALUE STREAM IMPEDANCE
3. **ALLOCATE PEOPLE TO MOST VALUABLE WORK**
4. MANAGING FLOW ACROSS ENTIRE VALUE STREAM
5. THE ROLES OF BUSINESS, MANAGEMENT, TEAMS
6. DIFFERENT APPROACHES
7. SCRUMBAN / KANBAN
8. SUMMATION & QUESTIONS

agenda

Allocation of People

Work on most important items

Work in efficient manner

Be fully utilized

Requires high level view to allow for:

- Working on items in proper order

- Alignment of work

- Removing delays in workflow / feedback

AGILE AT SCALE

1. THE CHALLENGE – HIERARCHY VS. WORKFLOW
2. VALUE STREAM IMPEDANCE
3. ALLOCATE PEOPLE TO MOST VALUABLE WORK
4. **MANAGING FLOW ACROSS ENTIRE VALUE STREAM**
5. THE ROLES OF BUSINESS, MANAGEMENT, TEAMS
6. DIFFERENT APPROACHES
7. SCRUMBAN / KANBAN
8. SUMMATION & QUESTIONS

agenda

Managing work
across the value stream
means

If you can't see it, you can't manage it

Maintain clear vision of where headed

Be more strategic, less re-active

Use pull system: planning doesn't work

Predictability comes from stable systems

Delay (workflow & feedback) **is the cause of most waste.**
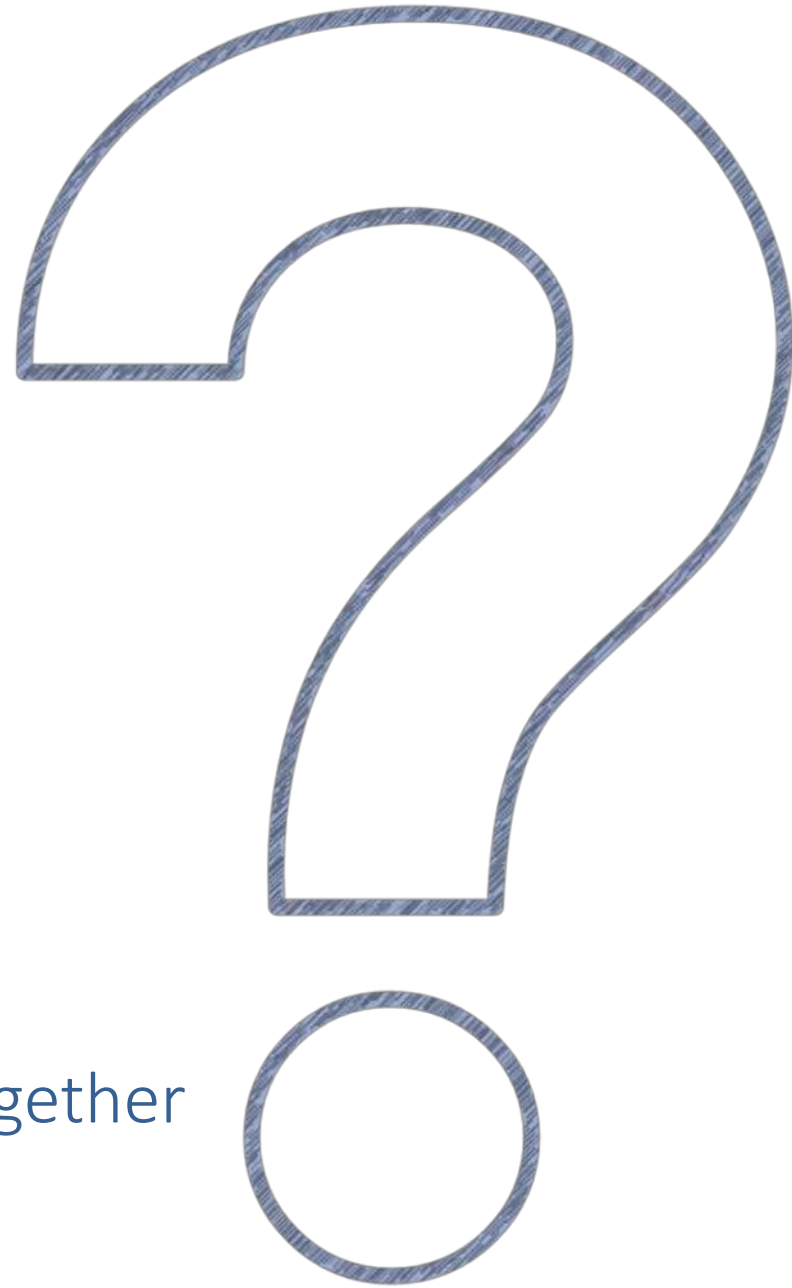**What causes delay?**

Working on too many things

Working on too large things

Working on less valuable things

Not working as a unit

Teams not working effectively together

Kanban Alone is Insufficient Must Look at the Eco-System

What work is entering the value stream

What are the team structures

What is the workflow

Then implement a pull system

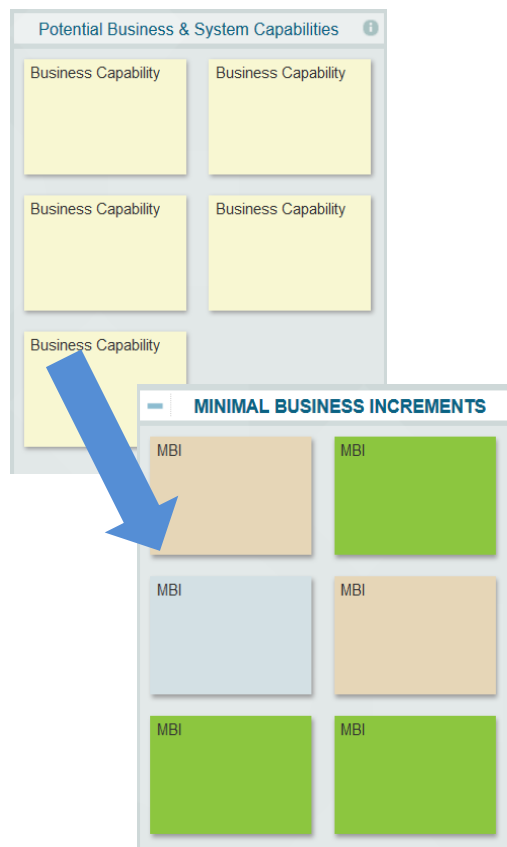Taiichi Ohno, *Toyota Production System*

Kanban/Scrum Boards Across the Enterprise

Potential Business & System Capabilities ⓘ

Business Capability

Business Capability

Business Capability

Business Capability

Business Capability

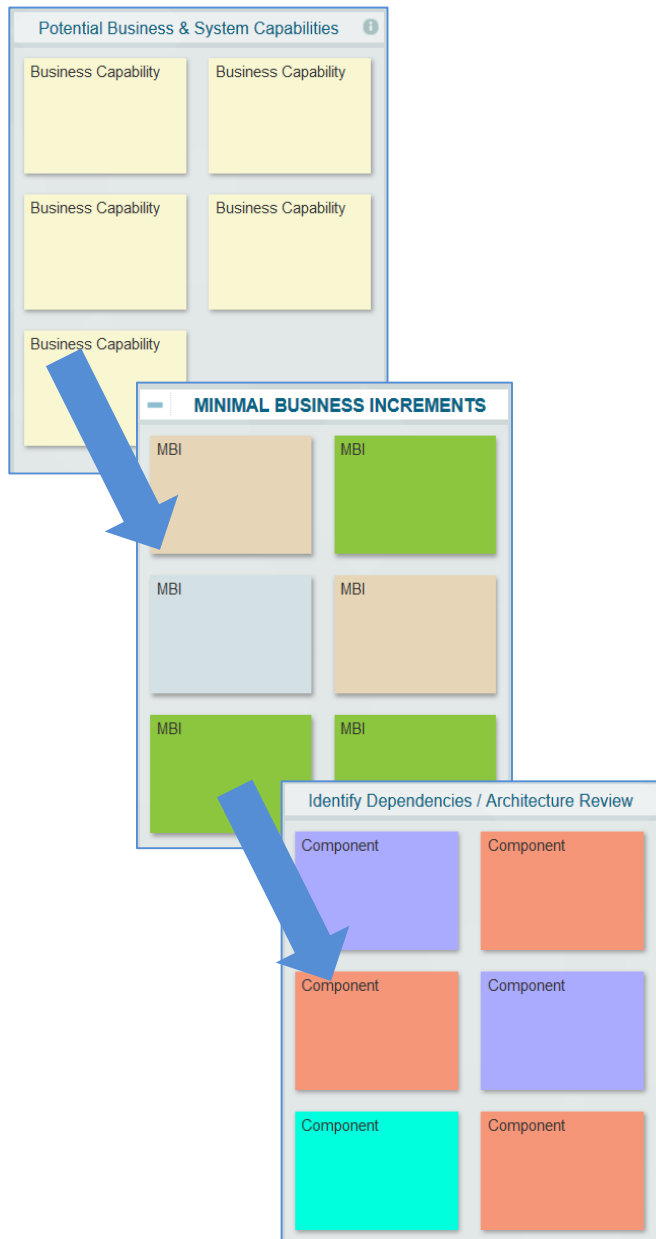Start with a board of potential business capabilities.

Best to limit the number of things that can go on there so it can be considered that this is a Kanban board.
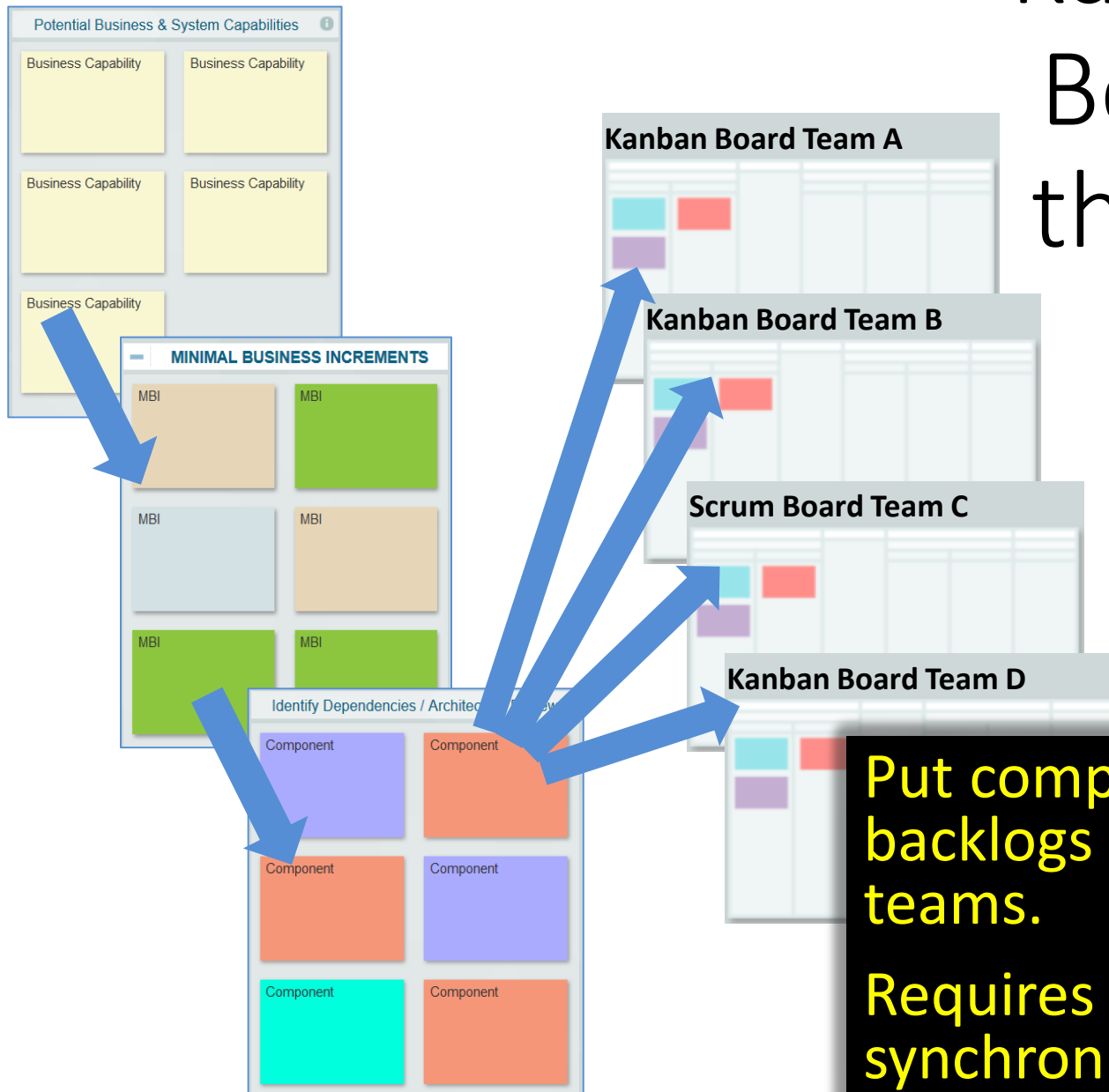
Kanban/Scrum Boards Across the Enterprise

Create a release plan with MBIs.

Kanban/Scrum Boards Across the Enterprise

Potential Business & System Capabilities ⓘ

Business Capability
Business Capability
Business Capability
Business Capability
Business Capability

MINIMAL BUSINESS INCREMENTS

MBI
MBI
MBI
MBI
MBI
MBI

Identify Dependencies / Architecture Review

Component
Component
Component
Component
Component
Component

Break MBIs down into components and review the architectural issues of the release.

Kanban/Scrum Boards Across the Enterprise

Potential Business & System Capabilities

Business Capability
Business Capability
Business Capability
Business Capability
Business Capability

MINIMAL BUSINESS INCREMENTS

MBI MBI MBI MBI MBI MBI

Identify Dependencies / Architecture

Component Component Component Component Component Component

Kanban Board Team A
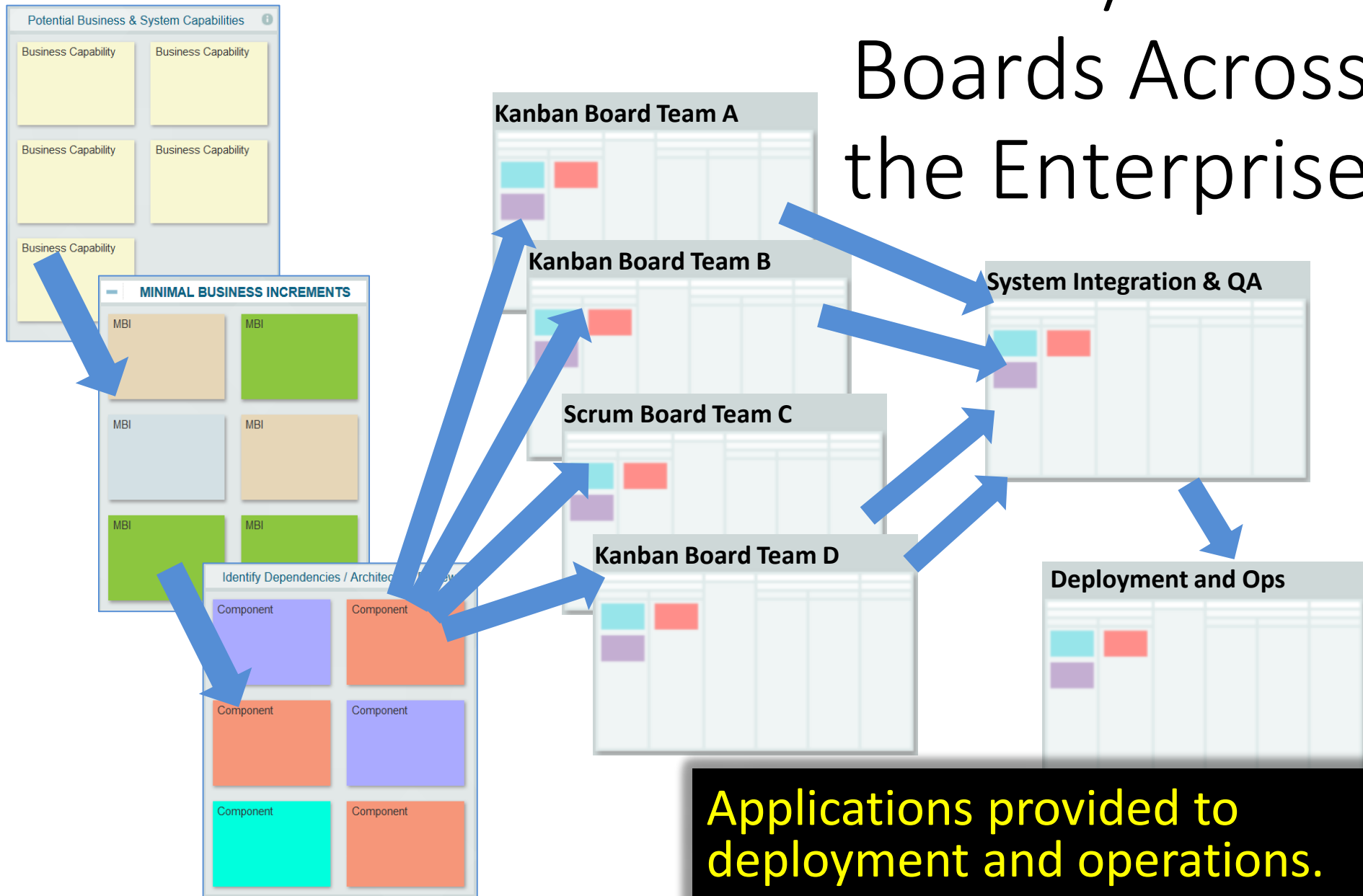
Kanban Board Team B

Scrum Board Team C

Kanban Board Team D

Put components on the backlogs of their associated teams.

Requires cadence and synchronization.

Net Objectives

Kanban/Scrum Boards Across the Enterprise

Potential Business & System Capabilities

Business Capability
Business Capability
Business Capability
Business Capability
Business Capability

MINIMAL BUSINESS INCREMENTS

MBI
MBI
MBI
MBI
MBI
MBI

Identify Dependencies / Architecture

Component
Component
Component
Component
Component
Component

Kanban Board Team A

Kanban Board Team B

Scrum Board Team C

Kanban Board Team D

System Integration & QA

Teams provide completed, tested components to system integration test and QA.

Net Objectives

Kanban/Scrum Boards Across the Enterprise

Potential Business & System Capabilities

- Business Capability
- Business Capability
- Business Capability
- Business Capability
- Business Capability

MINIMAL BUSINESS INCREMENTS

- MBI
- MBI
- MBI
- MBI
- MBI
- MBI

Identify Dependencies / Architecture

- Component
- Component
- Component
- Component
- Component
- Component

Kanban Board Team A

Kanban Board Team B

Scrum Board Team C

Kanban Board Team D

System Integration & QA

Deployment and Ops

Applications provided to deployment and operations.

Net Objectives

Agile at Scale

1. The Challenge – Hierarchy vs. Workflow
2. Value Stream Impedance
3. Allocate People to Most Valuable Work
4. Managing Flow Across Entire Value Stream
5. **The Roles of Business, Management, Teams**
6. Different Approaches
7. Scrumban / Kanban
8. Summation & Questions

agenda

MAKE

Incremental Delivery
Creative Problem Solving
Quality built in
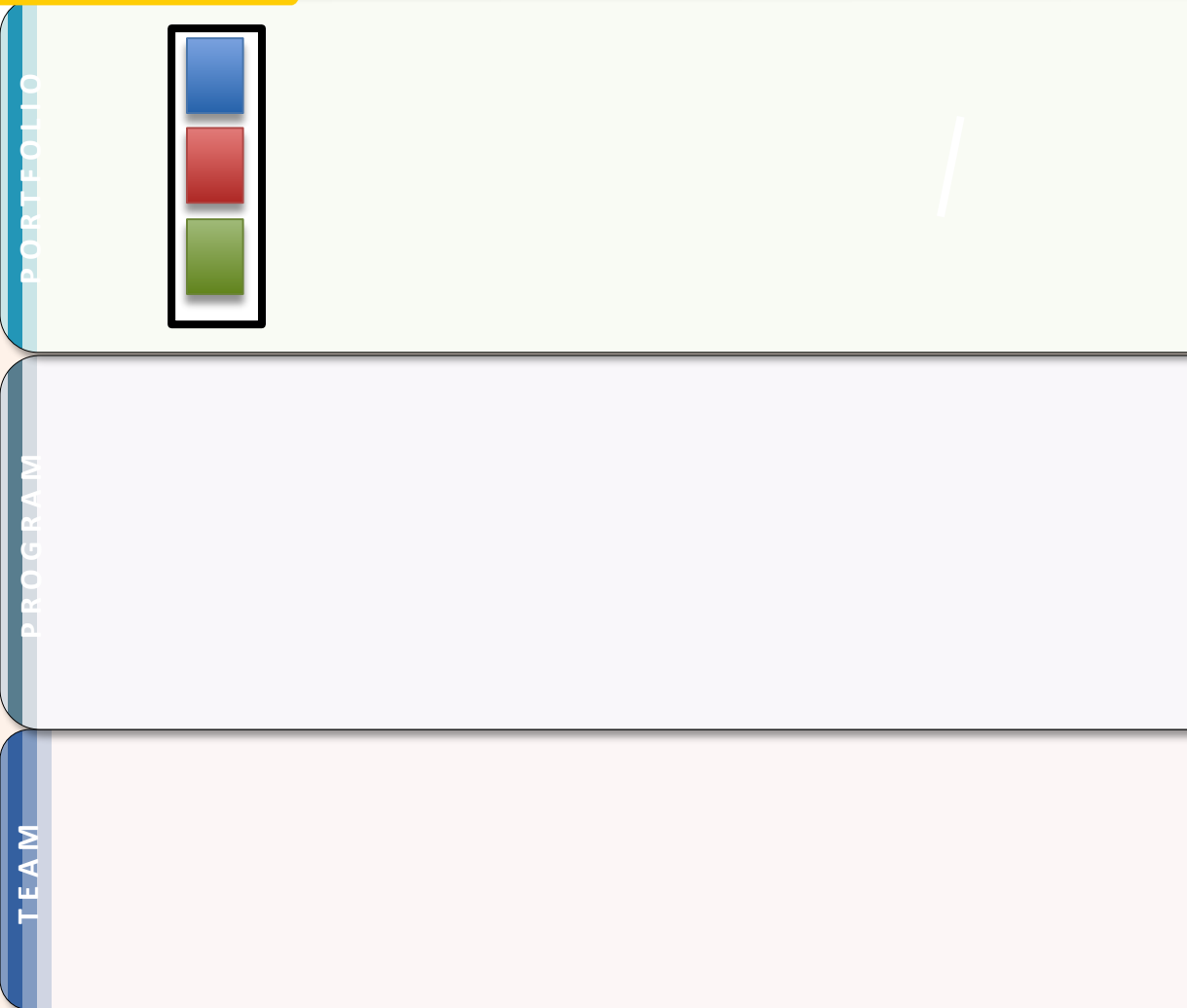
Business

Lean Enterprise

Team

technical   process
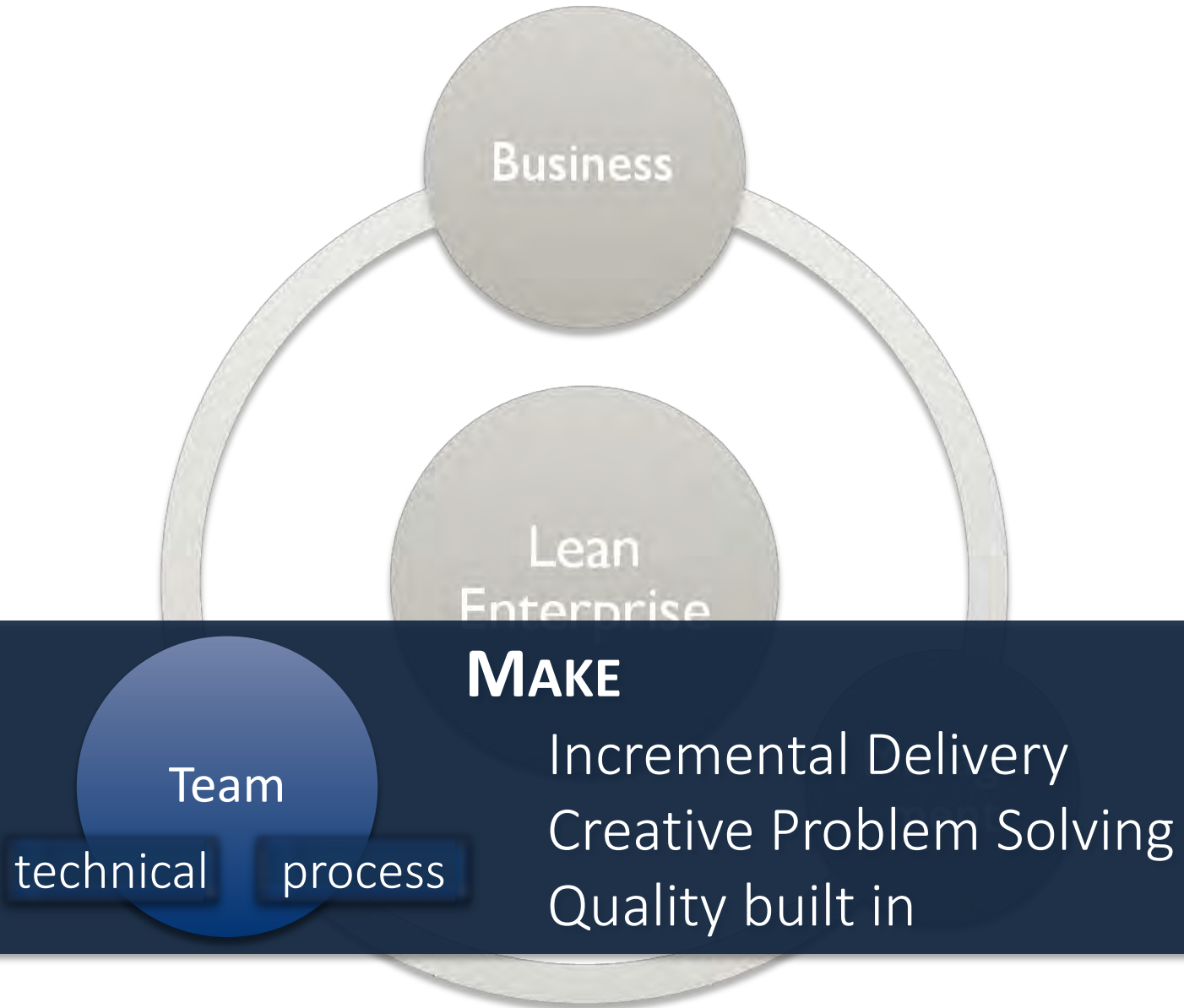
VALUE

Prioritization
Progress
Business Iterations
Release Planning
Work Management
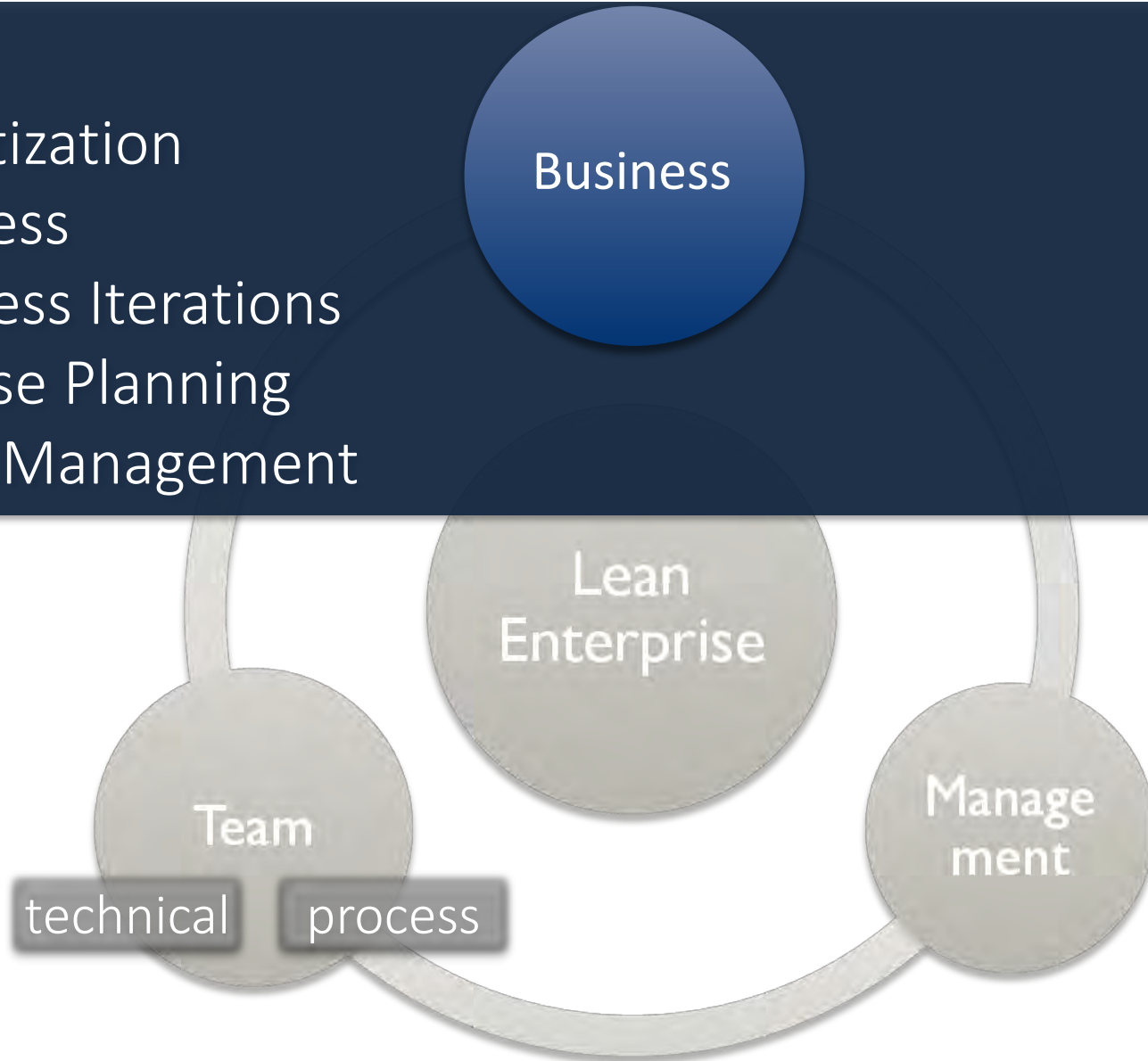
Business

Lean
Enterprise

Team

Manage
ment

technical   process

FLOW

Value Stream Visualization

Impediment Impact

Workflow as Process

ACCOUNTABILITY

Manage (limit) queues

Visual controls

Manage flow (process)

Agile at Scale

1. The Challenge – Hierarchy vs. Workflow
2. Value Stream Impedance
3. Allocate People to Most Valuable Work
4. Managing Flow Across Entire Value Stream
5. The Roles of Business, Management, Teams
6. **Different Approaches**
7. Scrumban / Kanban
8. Summation & Questions

agenda

Different Approaches

1. Pure Flow

2. Other approaches

- Load work in a coordinated fashion across teams
- Adjust eco-system with small changes
- A good approximation, but works everywhere

thinking points

Input

. . .usiness Planning ◆ Business Staging   Ready to Pull ⏘ Iterative Development   Incremental Deployment ◆ Support & Feedback

PORTFOLIO

PROGRAM

TEAM

Define Business capabilities

Create MBIs

Prioritize MBIs

Create Features

Assign to Team Backlogs

V A L U E   S T R E A M   O W N E R ,   B U S I N E S S   S P O N S O R ,   T E C H N O L O G Y   S P O N S O R ,   S T A K E H O L D E R S

Net Objectives

Business Priority

PORTFOLIO

PROGRAM
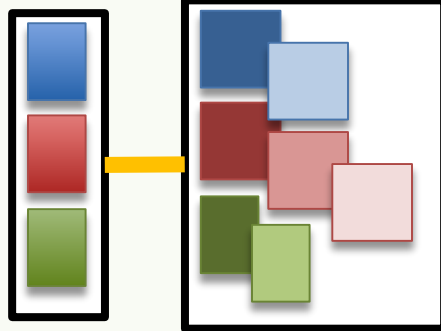
TEAM

Define Business capabilities

Create MBIs

Prioritize MBIs

Create Features

Assign to Team Backlogs

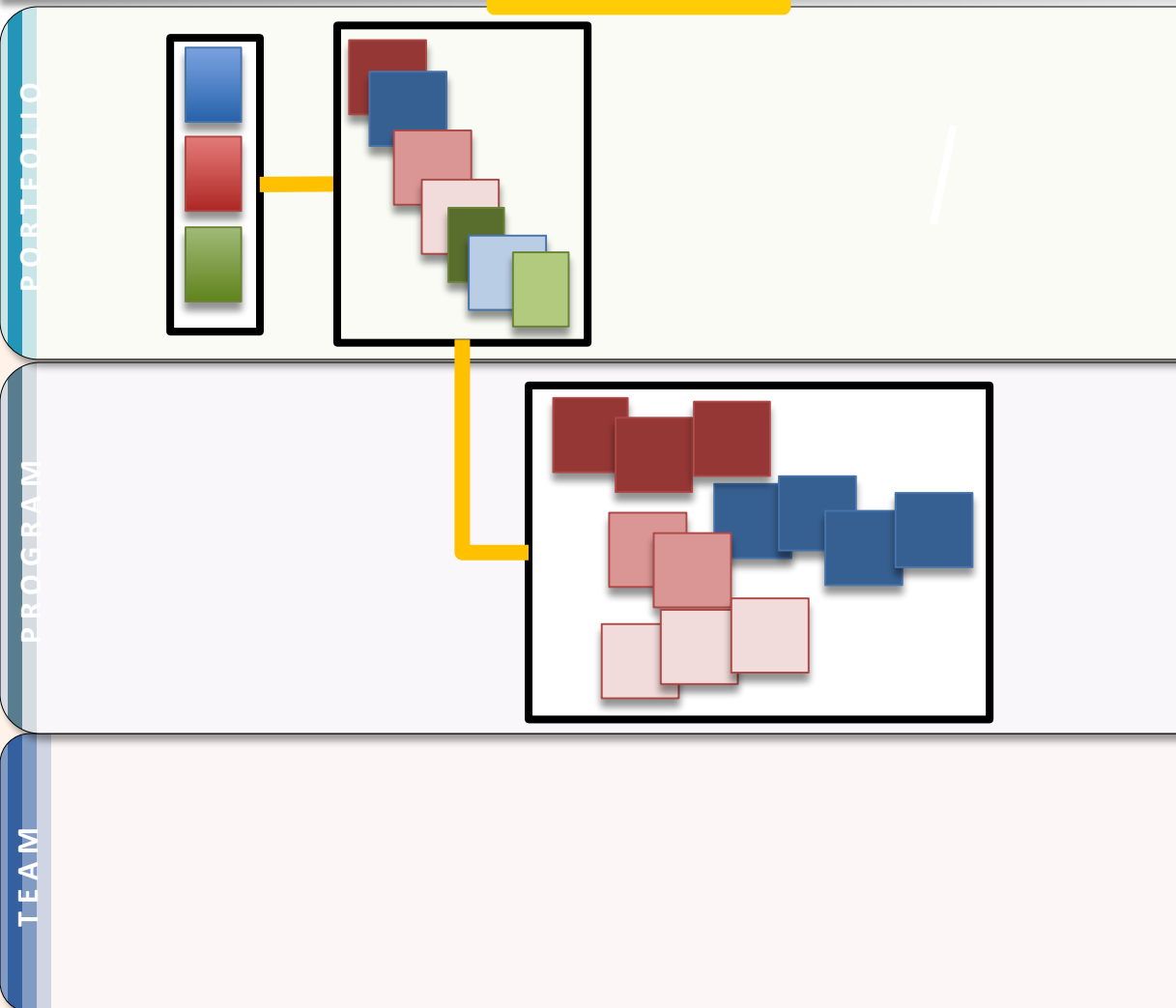VALUE STREAM OWNER, BUSINESS SPONSOR, TECHNOLOGY SPONSOR, STAKEHOLDERS

PRODUCT MANAGER

BUSINESS PMO

Net Objectives
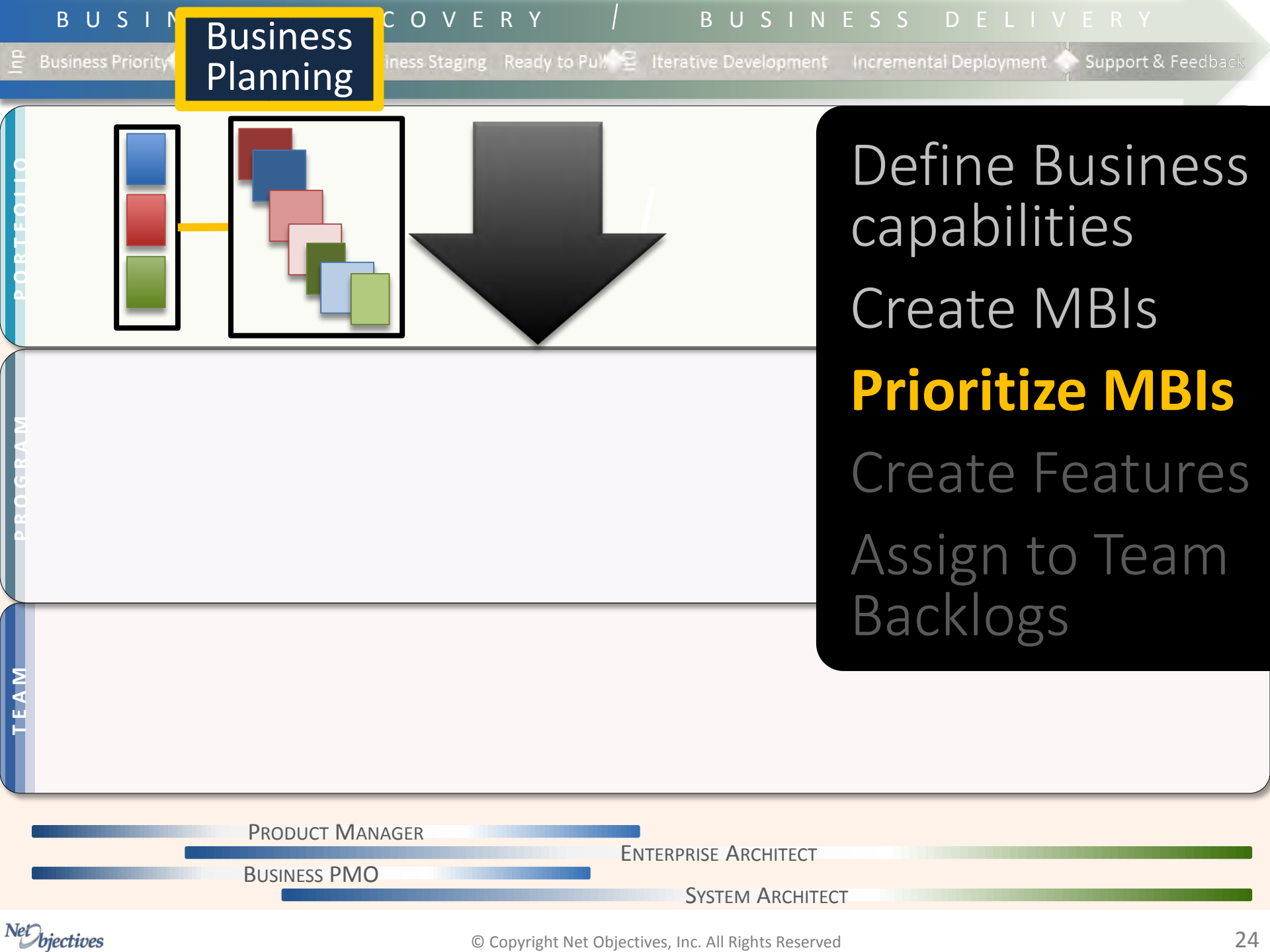
Business Planning

Inp | Business Priority | Business Staging | Ready to Pull | Iterative Development | Incremental Deployment | Support & Feedback

PORTFOLIO

PROGRAM

TEAM

Define Business capabilities

Create MBIs

Prioritize MBIs

Create Features

Assign to Team Backlogs

PRODUCT MANAGER

ENTERPRISE ARCHITECT

BUSINESS PMO

SYSTEM ARCHITECT

Net Objectives

Business Staging

PORTFOLIO

PROGRAM

TEAM

Define Business capabilities

Create MBIs

Prioritize MBIs

Create Features

Assign to Team Backlogs

PRODUCT MANAGER

ENTERPRISE ARCHITECT

BUSINESS PMO

RELEASE TRAIN ENGINEER

SYSTEM ARCHITECT

TEAM LEAD

Net Objectives

DIFFERENT APPROACHES

1. Pure Flow

2. Other approaches

- Use shared backlogs and adjust plan based on velocity
- SAFe
- Dynamic Feature Teams

thinking points

Agile at Scale

agenda

Use a Lean-Mindset

Both Scrum and Kanban should use:
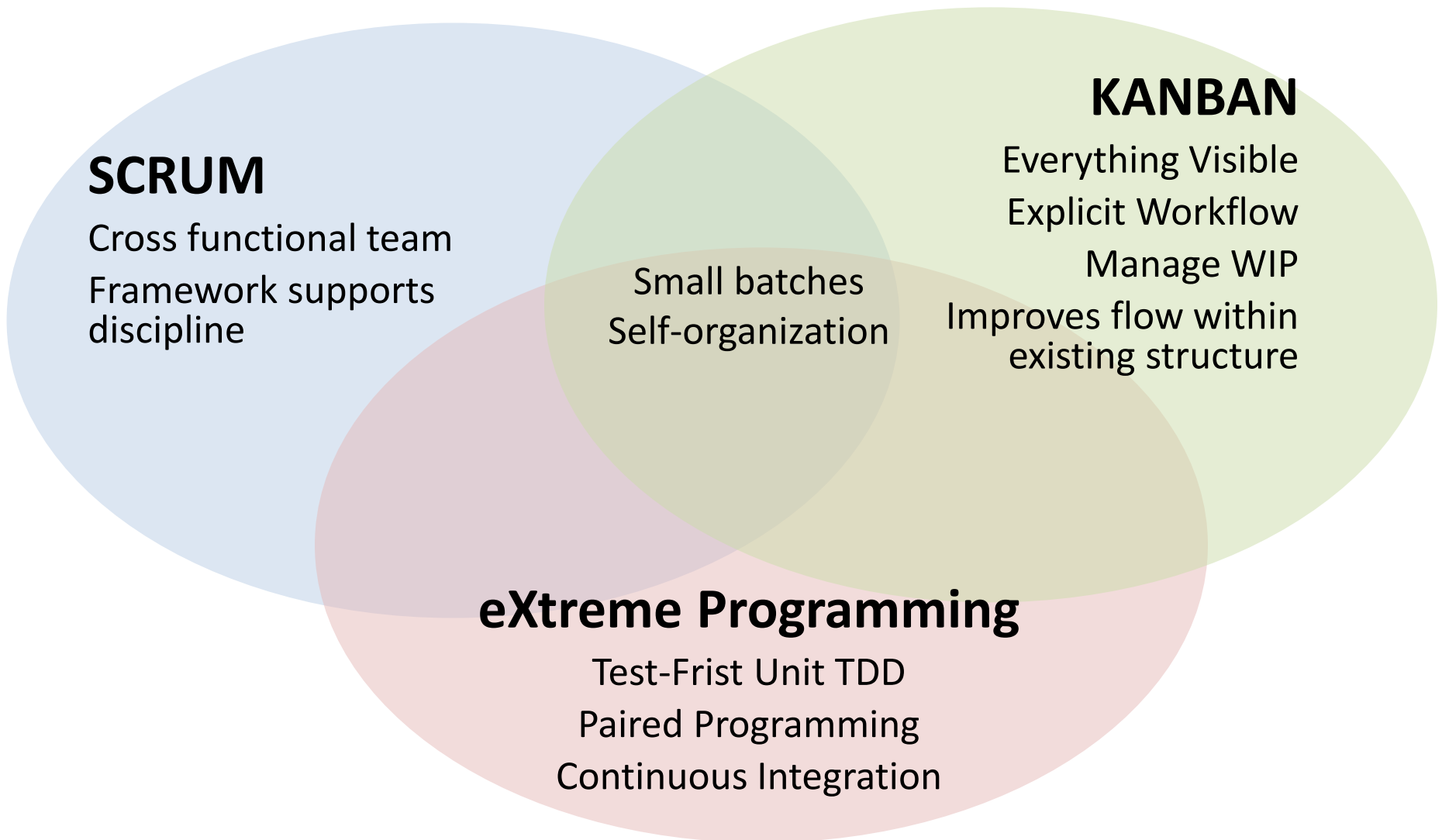- Test-First Methods
- Continuous Integration

Scrum should add:
- WIP management
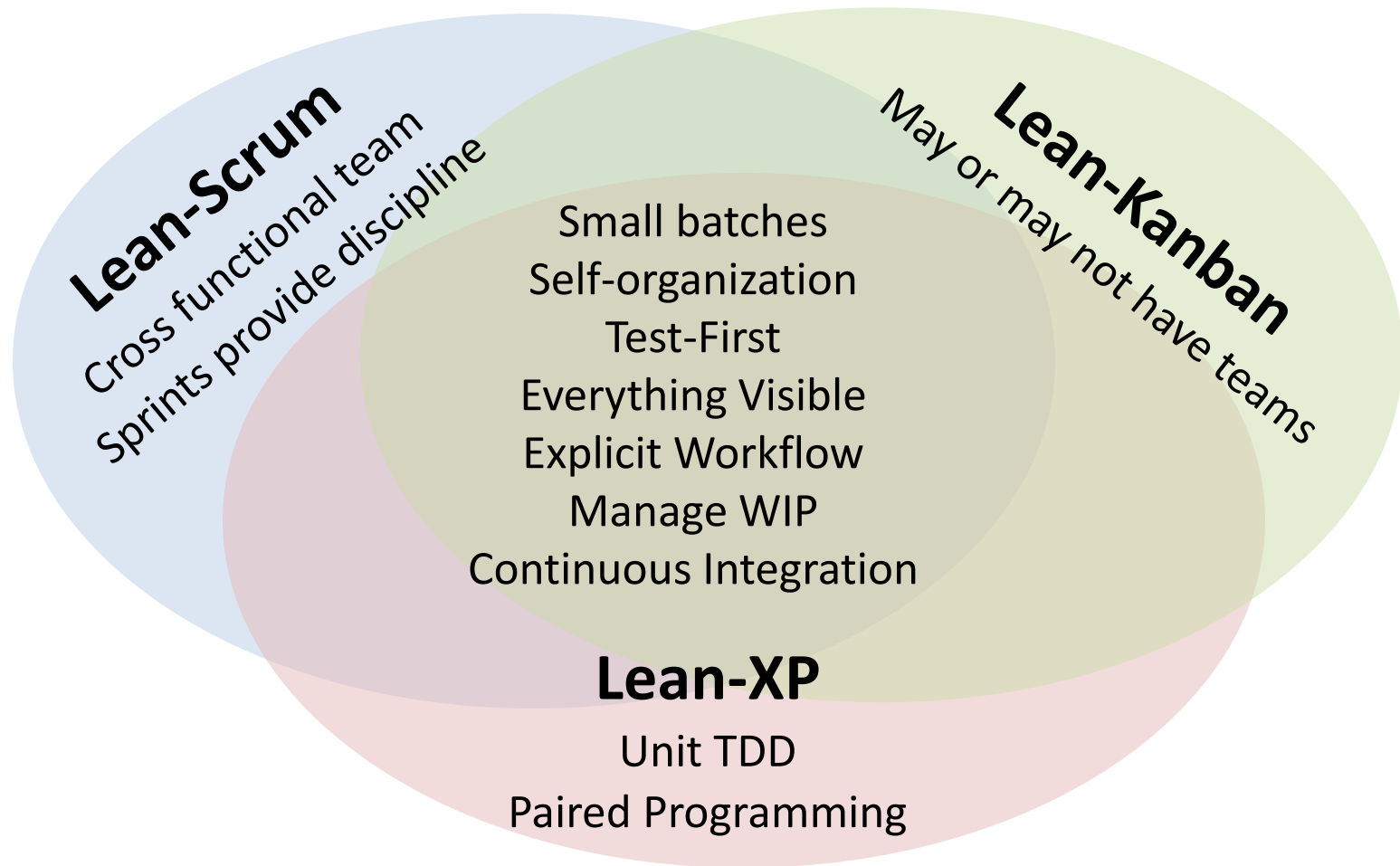- Explicit policies

Kanban should add:
- Attending to teams
- Cadence, Estimation and Velocity

at this point they are not that different

The Lean-Agile Space

SCRUM

Cross functional team

Framework supports discipline

KANBAN

Everything Visible

Explicit Workflow

Manage WIP

Improves flow within existing structure

Small batches
Self-organization

eXtreme Programming

Test-Frist Unit TDD

Paired Programming

Continuous Integration

The Lean-Agile Space

Lean-Scrum
Cross functional team
Sprints provide discipline

Lean-Kanban
May or may not have teams

Small batches
Self-organization
Test-First
Everything Visible
Explicit Workflow
Manage WIP
Continuous Integration

Lean-XP
Unit TDD
Paired Programming

Agile at Scale

1. The Challenge – Hierarchy vs. Workflow
2. Value Stream Impedance
3. Allocate People to Most Valuable Work
4. Managing Flow Across Entire Value Stream
5. The Roles of Business, Management, Teams
6. Different Approaches
7. Scrumban / Kanban
8. **Summation & Questions**

Lean-Agile Systems Thinking

Improve the eco-system

Use Kanban to manage the flow within it

Always adjust to your situation

Systems thinking

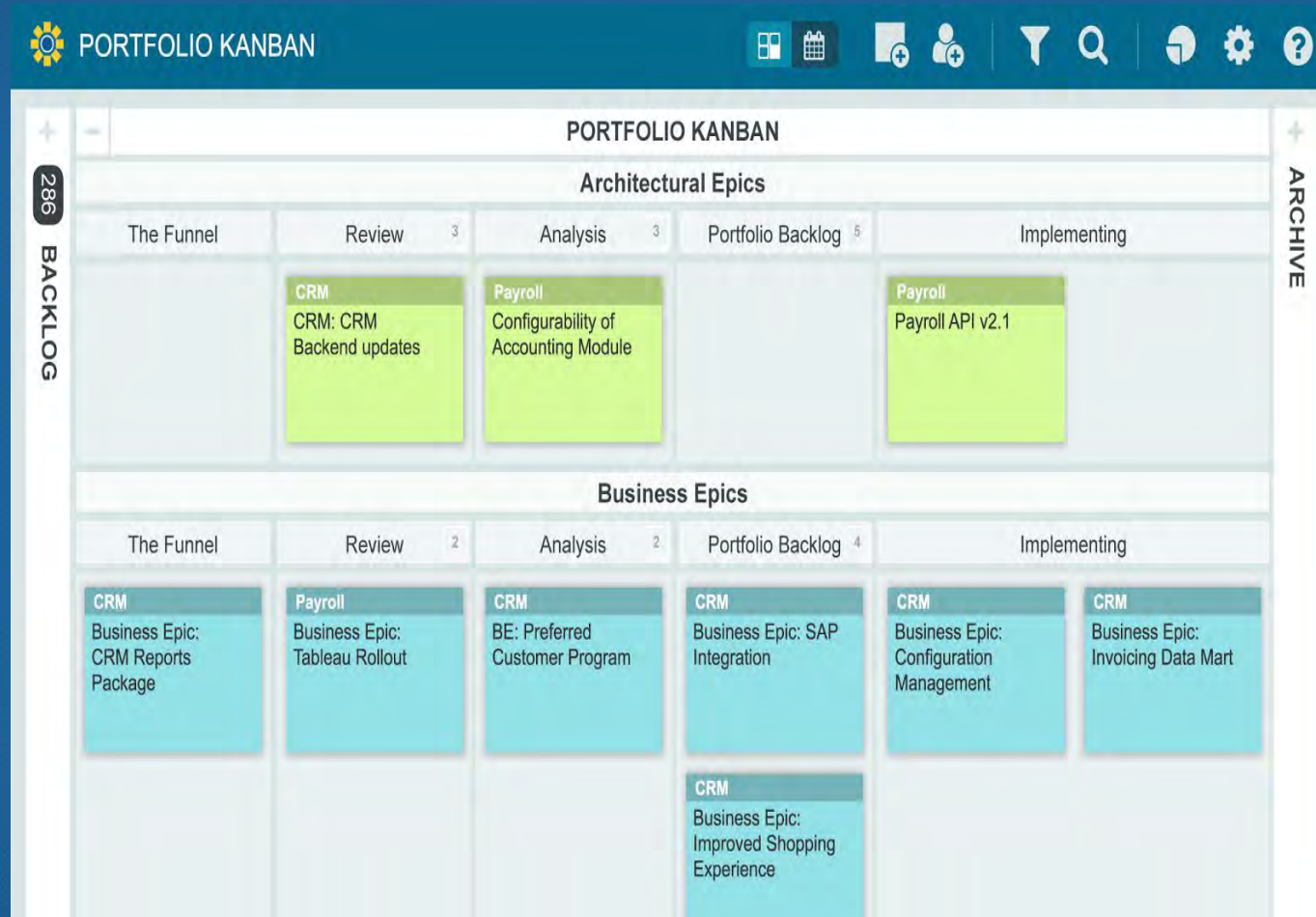*Just in time*

Attend to quality

Q&A

- How does Kanban at scale help identify and solve scaling challenges compared to Scrum-of-Scrums or SAFe?

- What are your thoughts on moving from Scrum to Kanban?

- How does LeanKit support Kanban at scale?

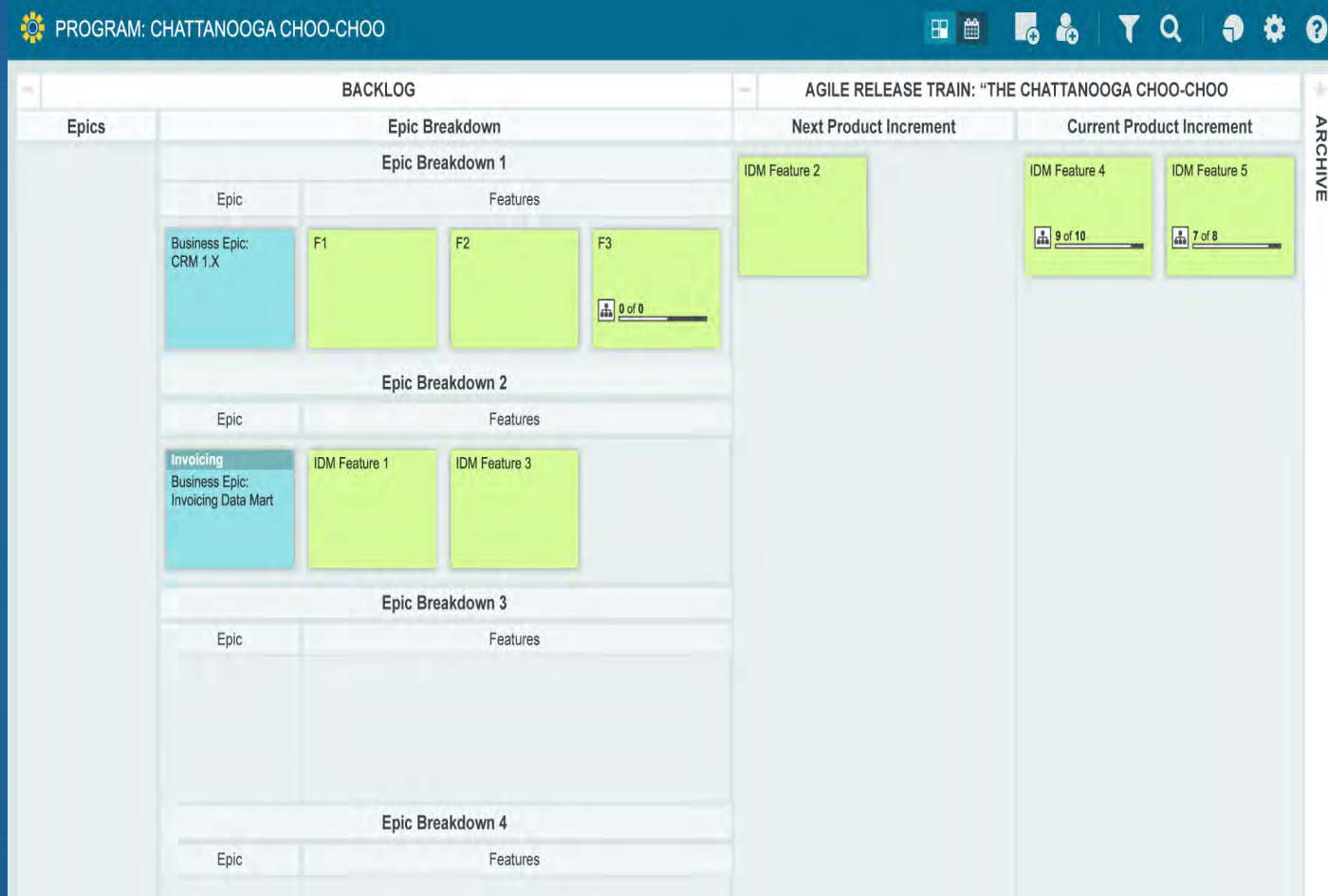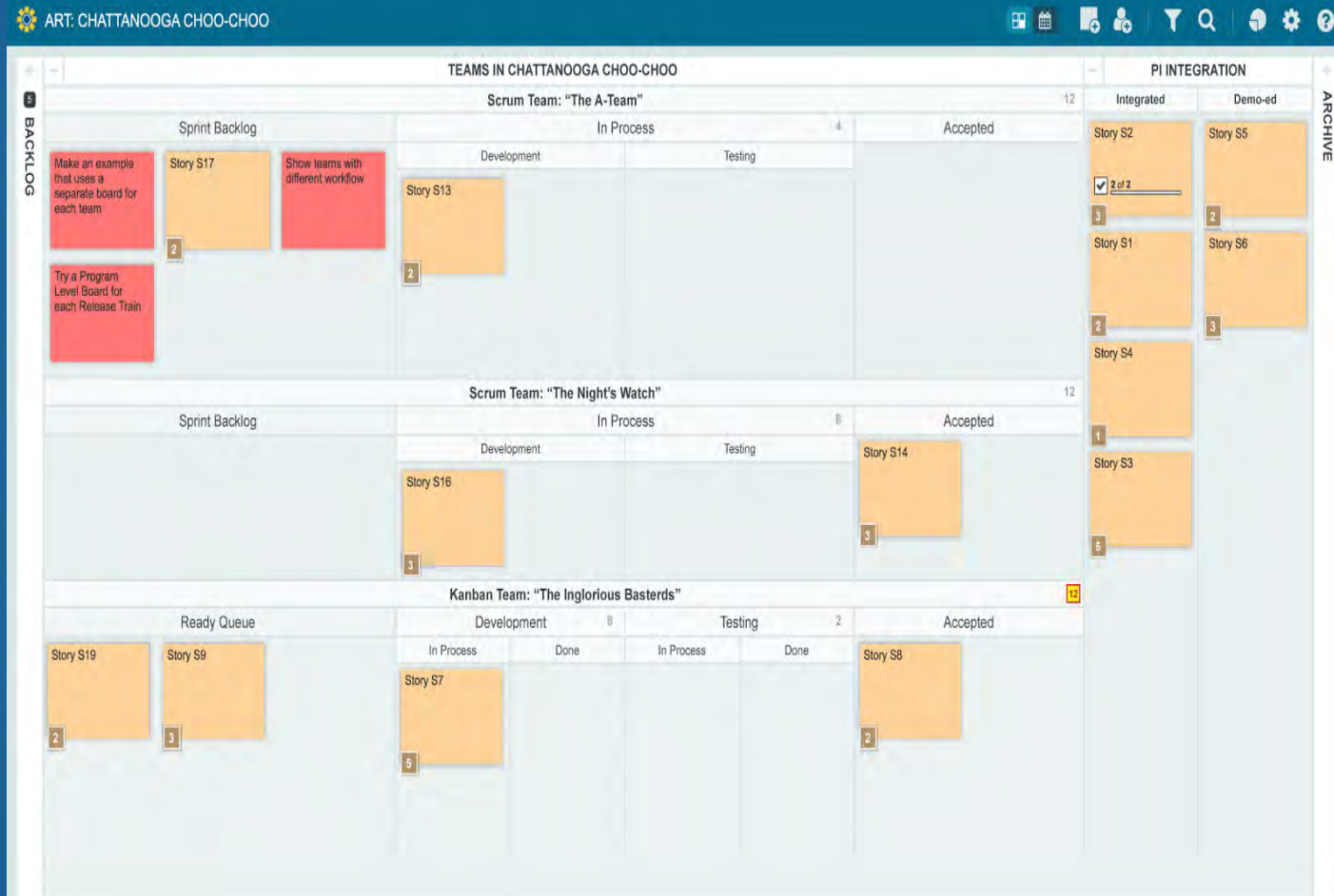# How LeanKit Supports Lean-Kanban at Scale

Scaling Agile with SAFe

SAFe Portfolio Kanban Board

SAFe Program Backlog and Release Planning Board

SAFe Agile Release Train Board

Learning Resources

- Lean-Agile Framework Webinar, Nov 3
  - Contact alshall@netobjectives.com for info
- Lean Systems Society Reactor Conference
  - Sep 30-Oct 2, Nashville
  - LeanKit Title Sponsor
- Net Objectives Resources:
  - Kanban: www.netobjectives.com/kanban
  - SAFe: www.netobjectives.com/safe
  - Acceptance Test-Driven Development: www.netobjectives.com/ATDD
- Scaling Agile with LeanKit's New SAFe Templates