

# 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





# 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

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# 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

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# 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?**

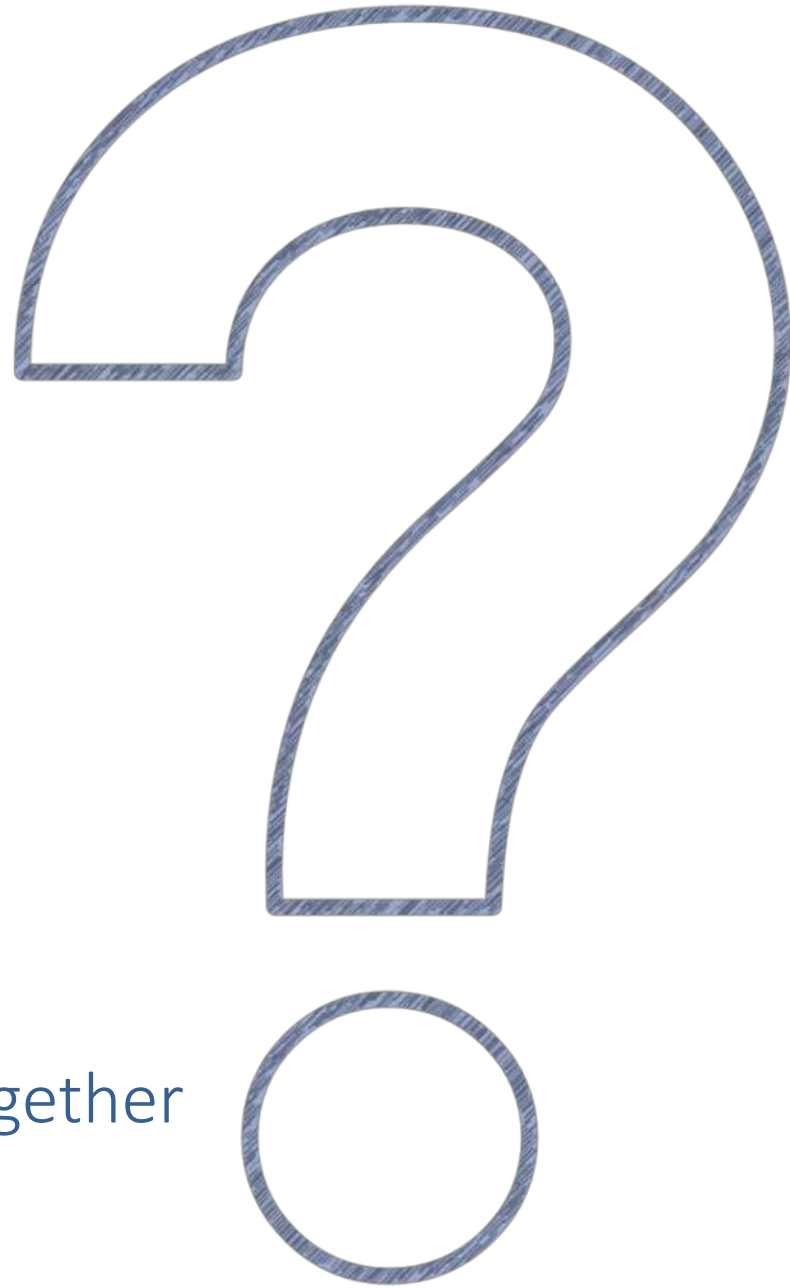
Working on too many things

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*



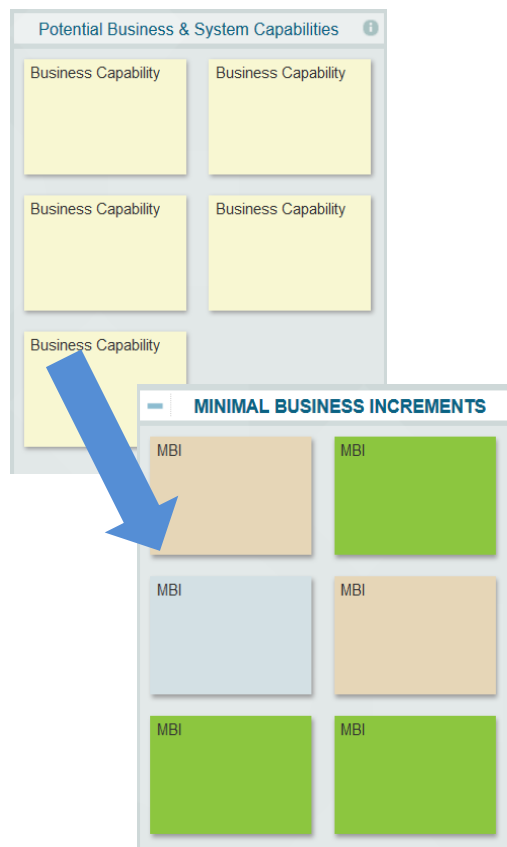
# Kanban/Scrum Boards Across the Enterprise



Start with a board of potential business capabilities.

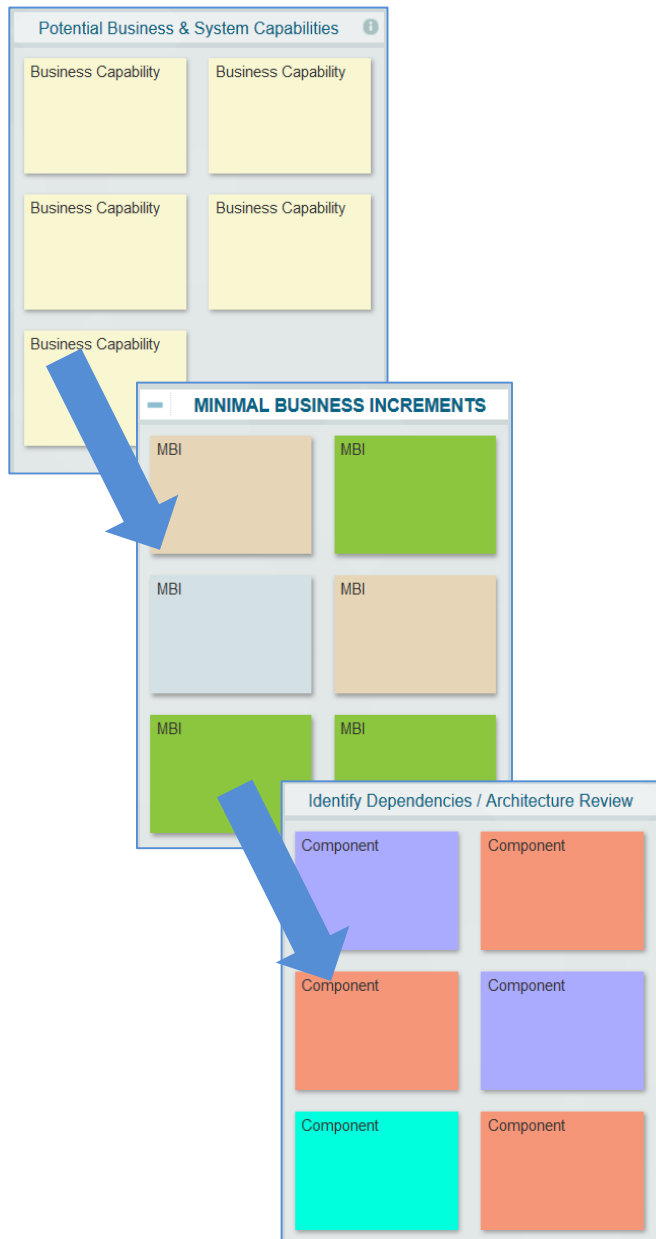
Best to limit the number of things that can go on there so it can be considered that this is a Kanban board.

# Kanban/Scrum Boards Across the Enterprise



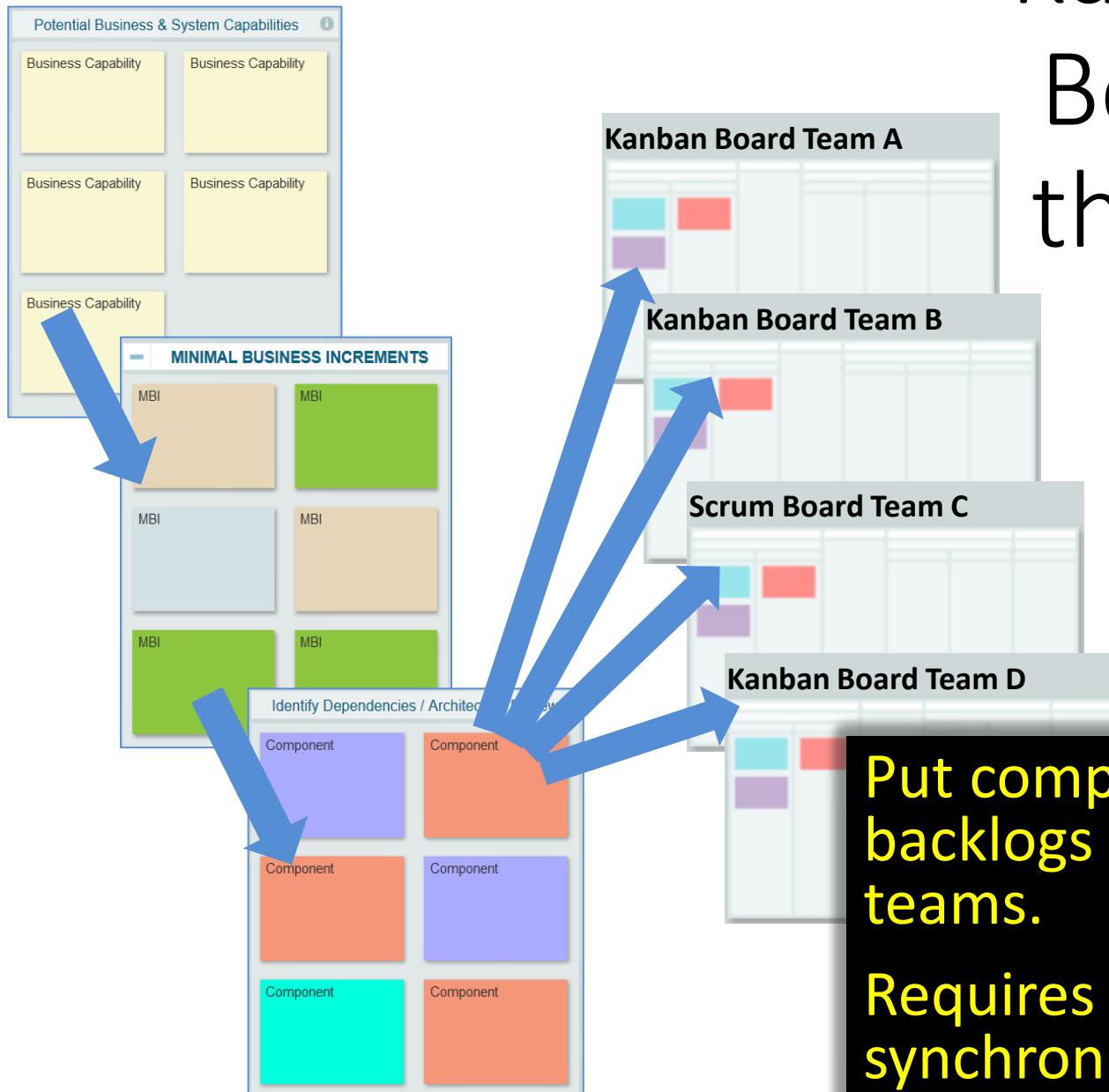
Create a release plan with MBIs.

# Kanban/Scrum Boards Across the Enterprise



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

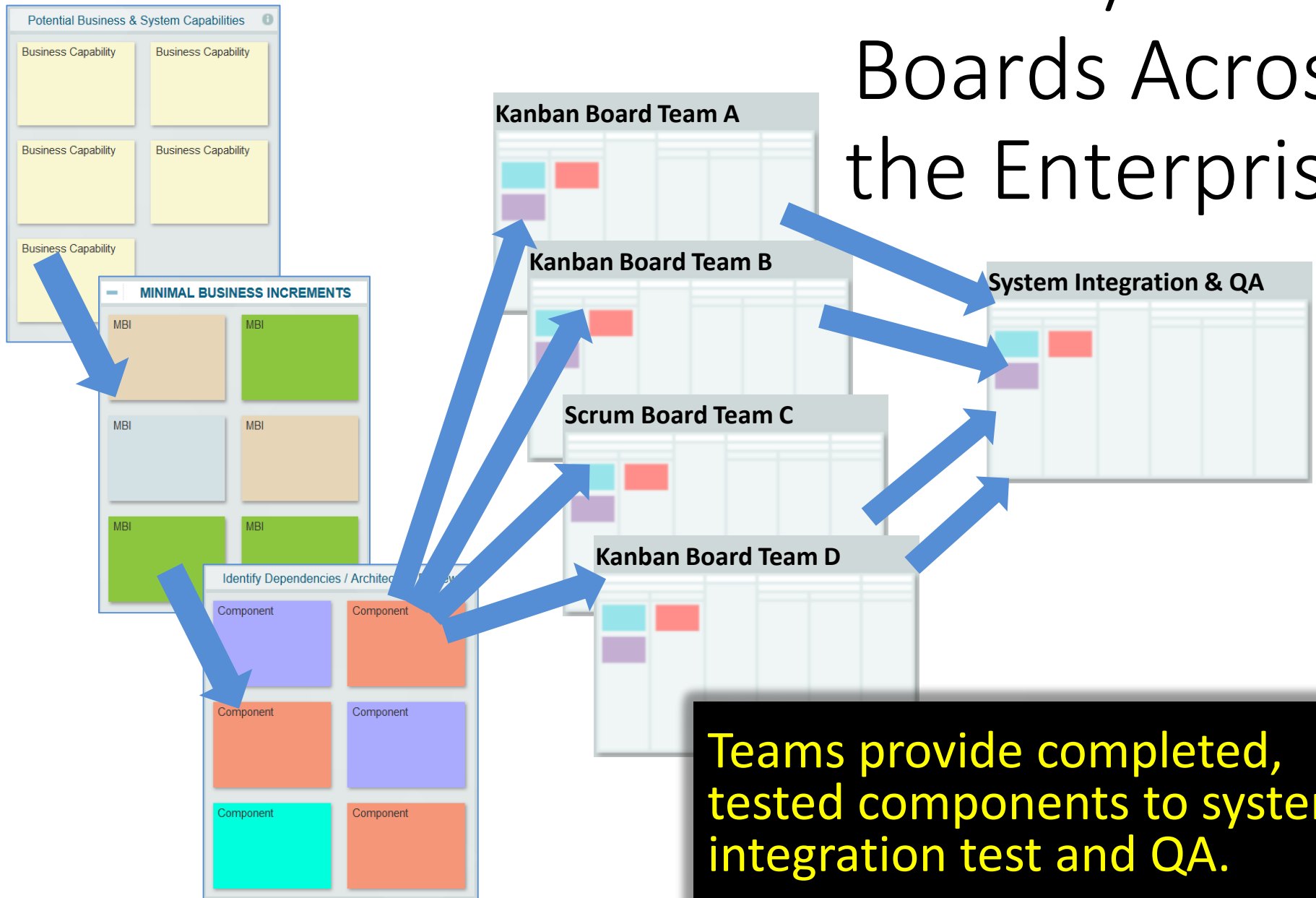
# Kanban/Scrum Boards Across the Enterprise



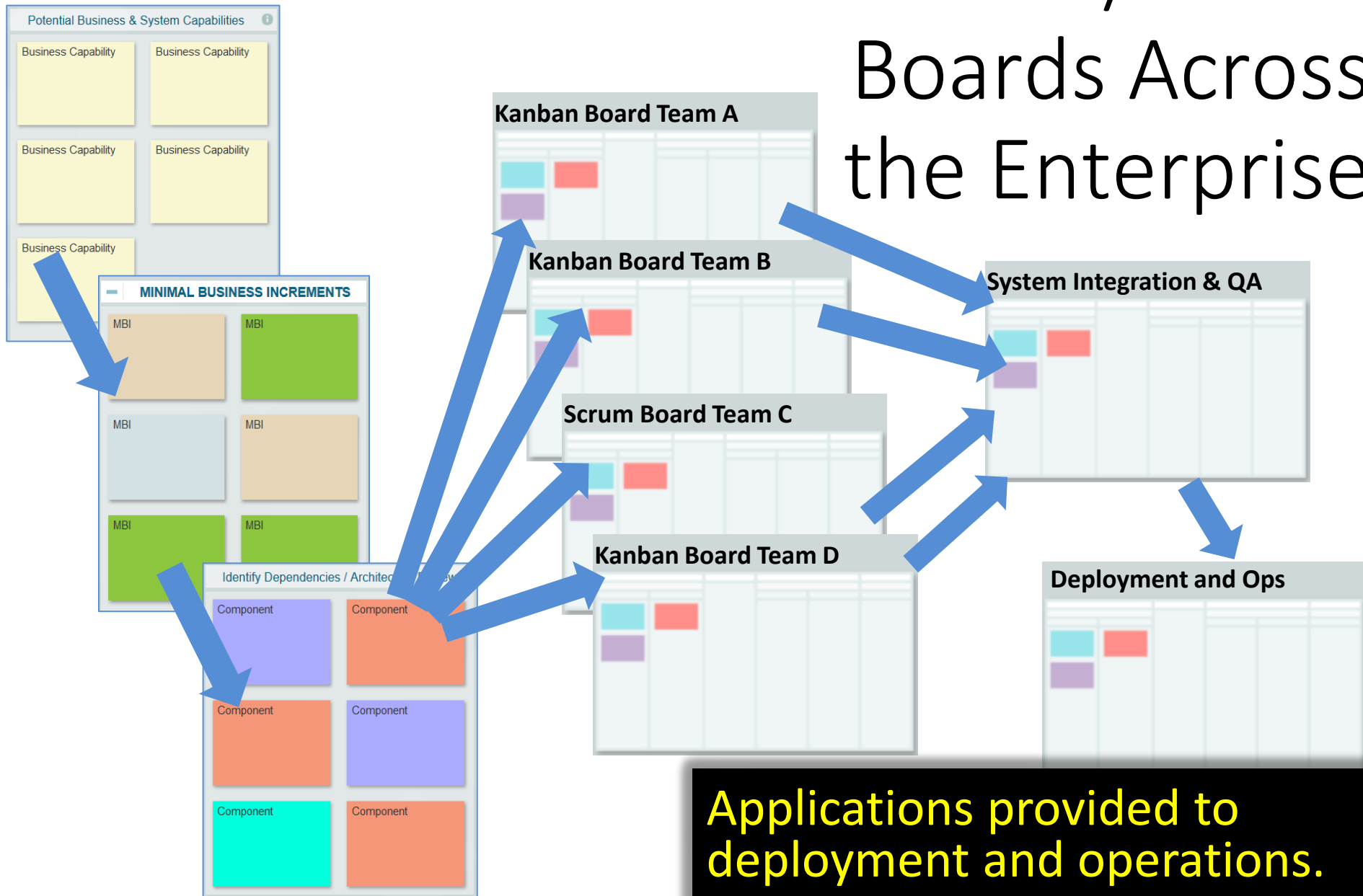
Put components on the backlogs of their associated teams.

Requires cadence and synchronization.

# Kanban/Scrum Boards Across the Enterprise



# Kanban/Scrum Boards Across the Enterprise

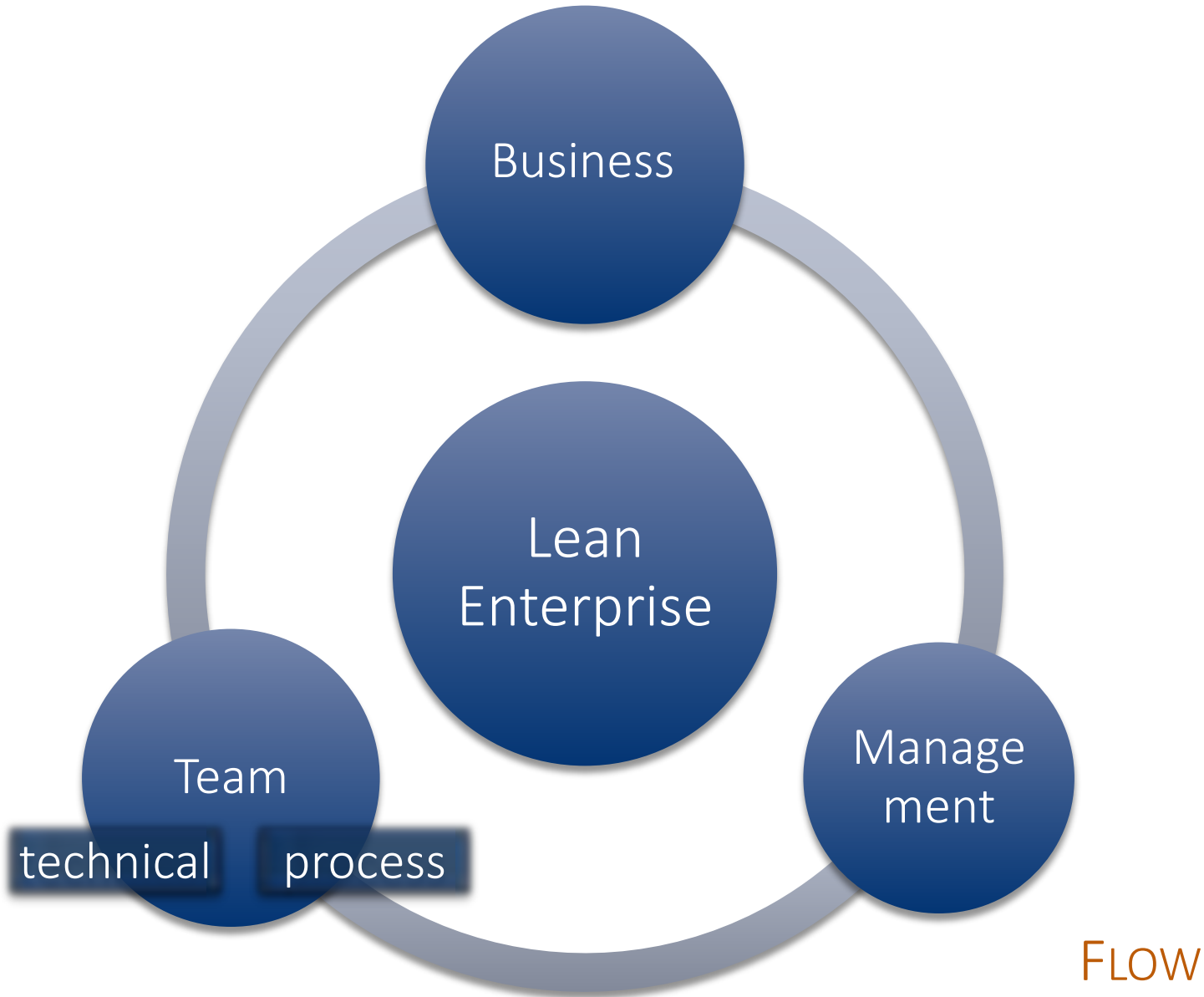


# AGILE AT SCALE

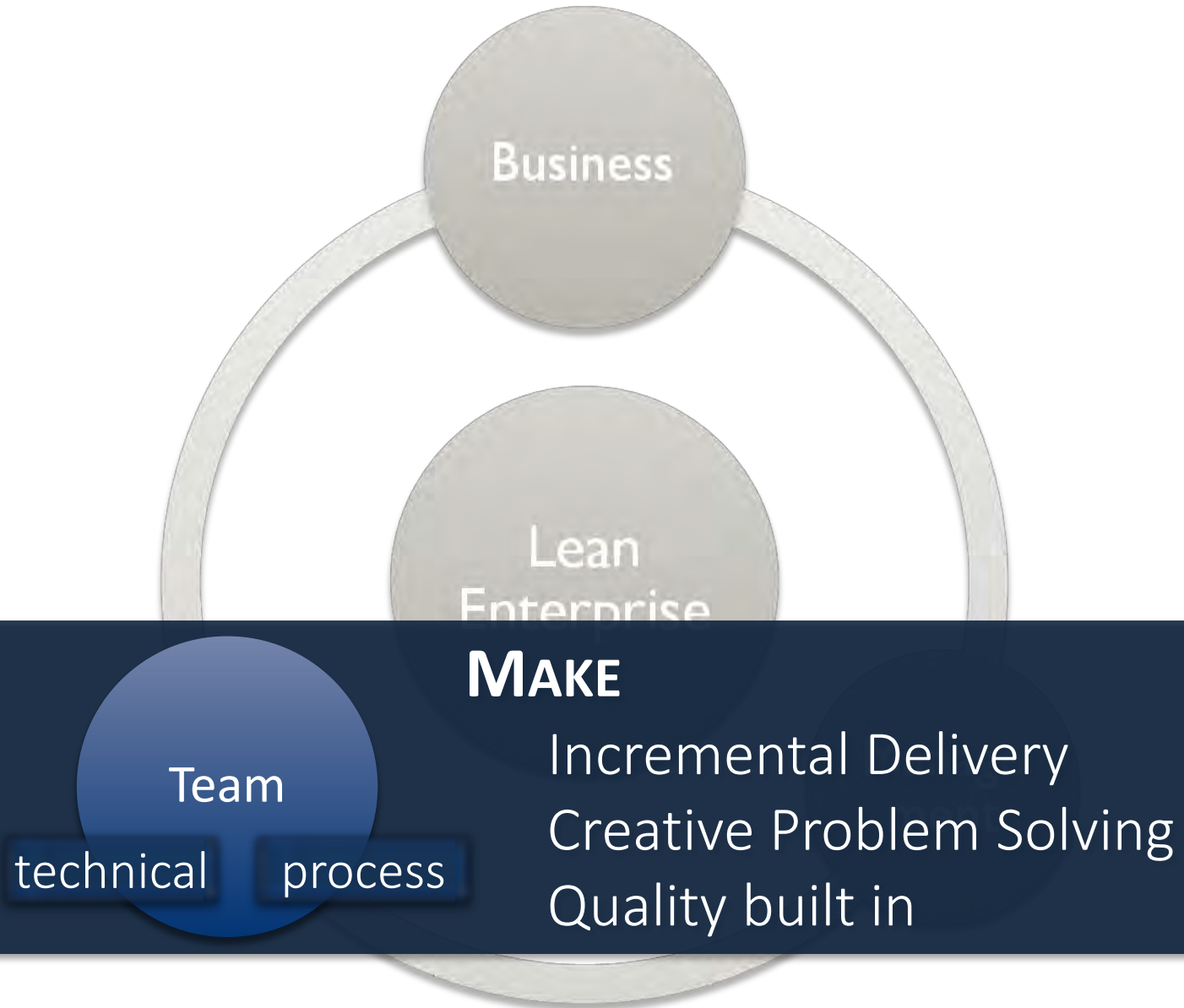
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VALUE







# VALUE

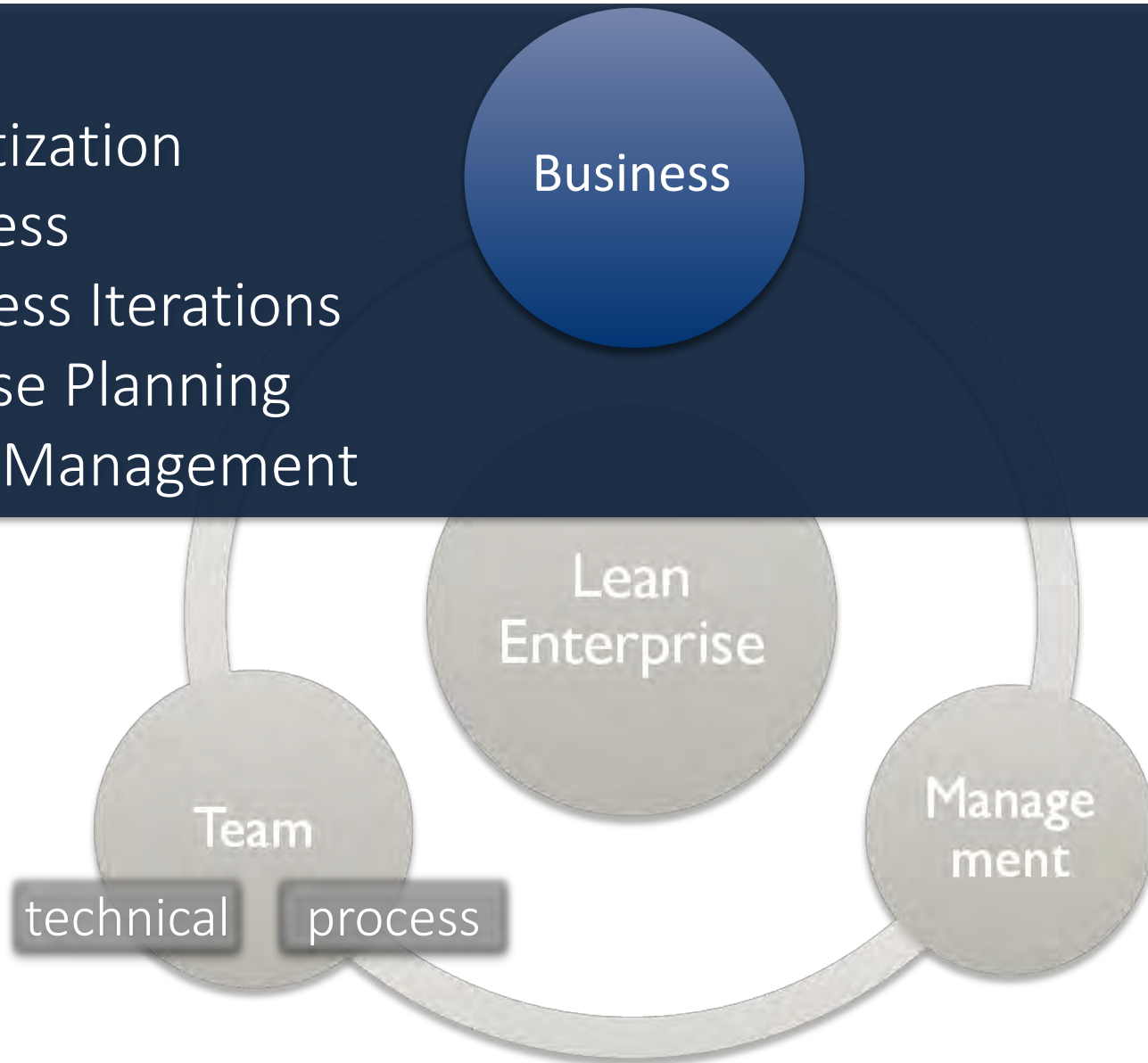
Prioritization

Progress

Business Iterations

Release Planning

Work Management





The diagram illustrates a Lean Enterprise structure. At the top is a light gray circle labeled "Business". Below it is a large, faint circle labeled "Lean Enterprise". To the right of the "Lean Enterprise" circle is a blue circle labeled "Management". A thick, light gray curved line connects the "Business" circle to the "Management" circle, passing behind the "Lean Enterprise" circle. The bottom half of the slide has a dark blue background with white text.

Business

## FLOW

Value Stream Visualization  
Impediment Impact  
Workflow as Process

## ACCOUNTABILITY

Manage (limit) queues  
Visual controls  
Manage flow (process)

Management

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agenda

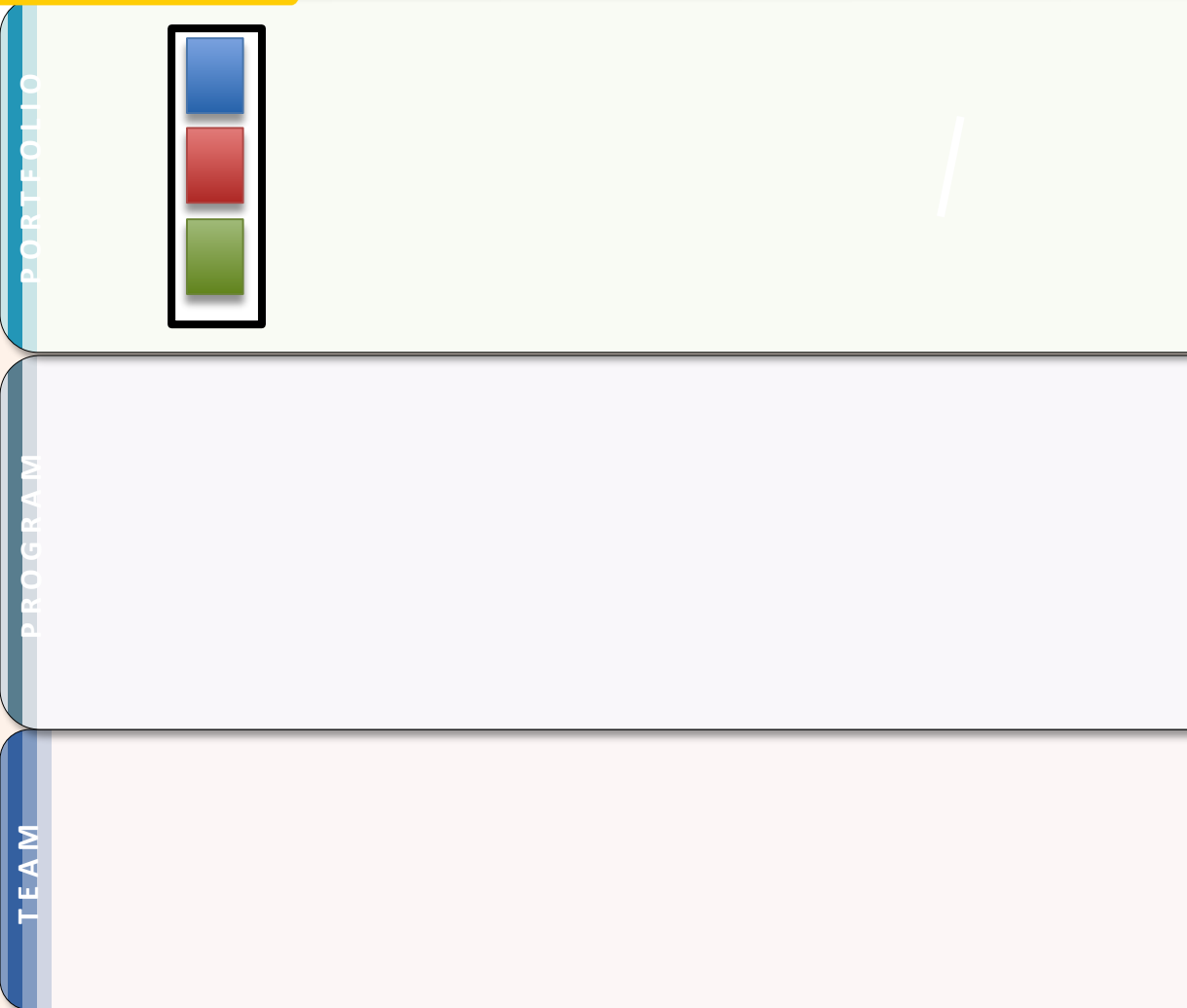
# DIFFERENT APPROACHES

## 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

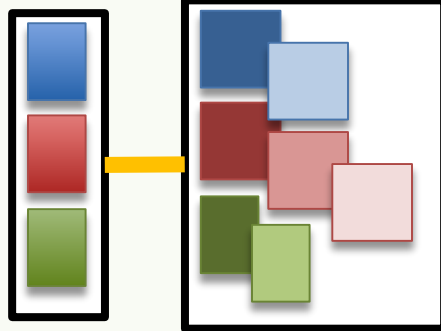


## Define Business capabilities

Create MBIs  
Prioritize MBIs  
Create Features  
Assign to Team  
Backlogs

VALUE STREAM OWNER, BUSINESS SPONSOR, TECHNOLOGY SPONSOR, STAKEHOLDERS

# Business Priority



Define Business capabilities

**Create MBIs**

Prioritize MBIs

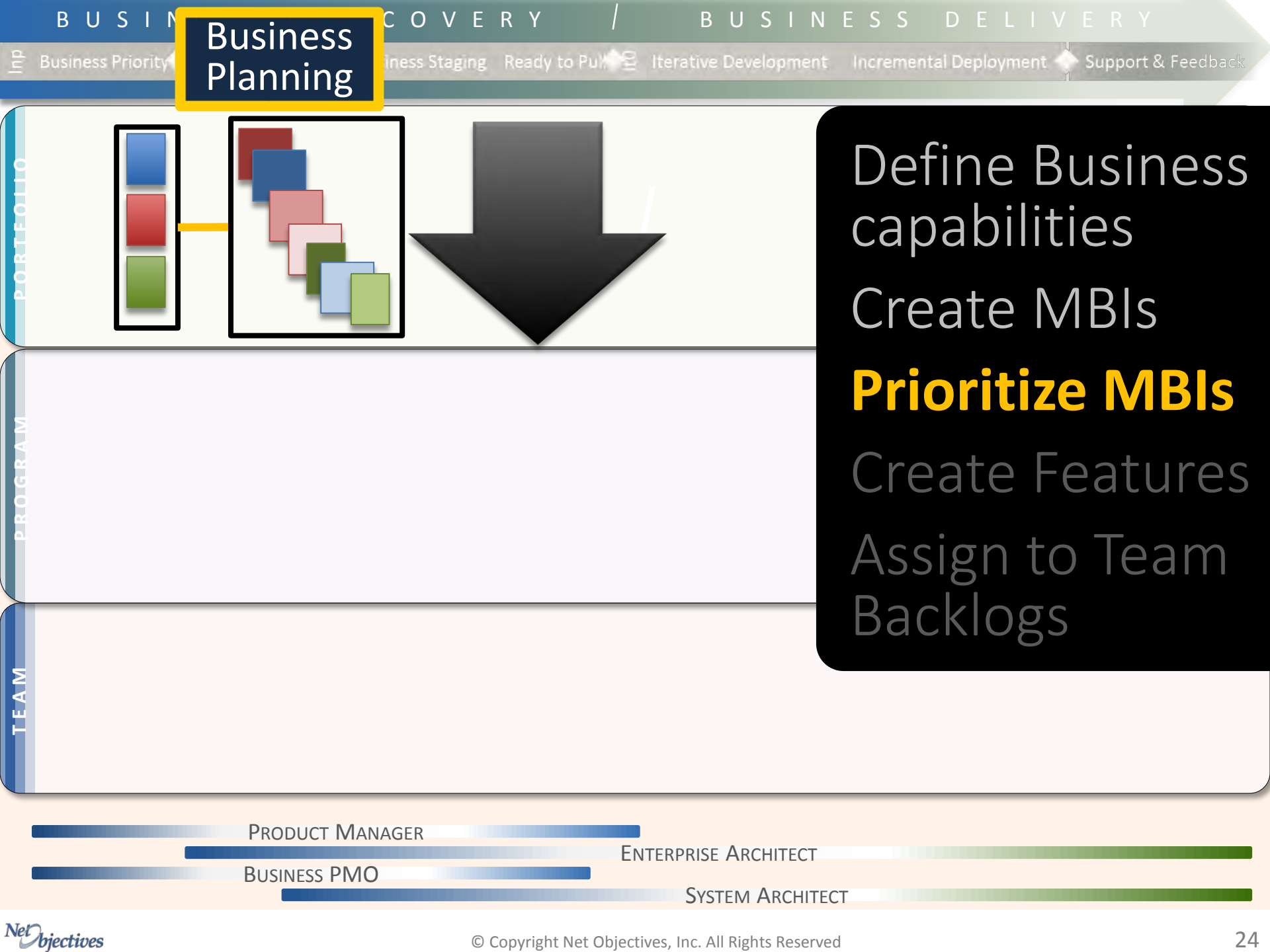
Create Features

Assign to Team Backlogs

VALUE STREAM OWNER, BUSINESS SPONSOR, TECHNOLOGY SPONSOR, STAKEHOLDERS

PRODUCT MANAGER

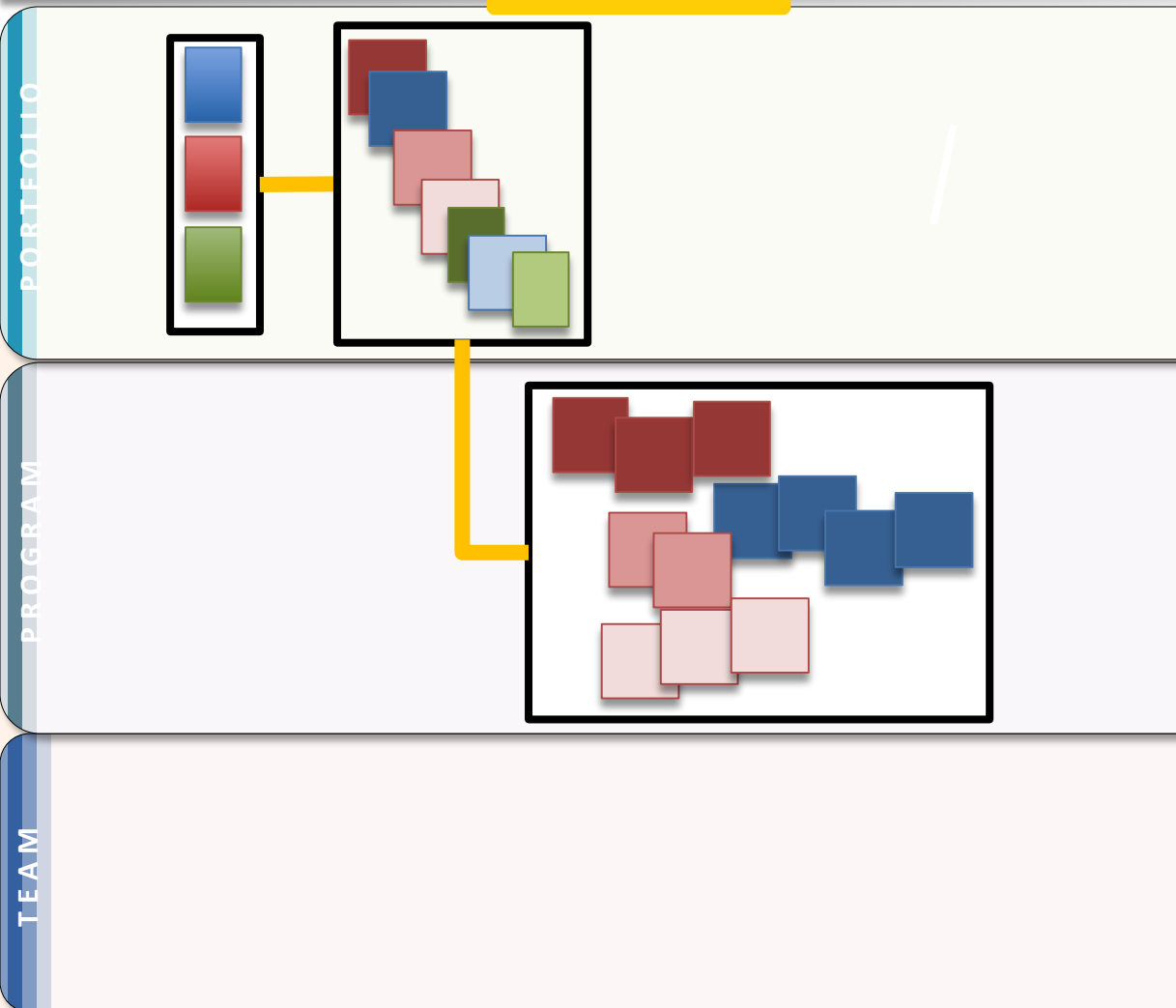
BUSINESS PMO





# Business Staging

Business Priority Business Planning y to Pull Iterative Development Incremental Deployment Support & Feedback



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

**Ready  
to Pull**

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

# DIFFERENT APPROACHES

1. Pure Flow

## 2. Other approaches

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

thinking  
points

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agenda



# Use a Lean-Mindset

Both Scrum and Kanban should use:

- Test-First Methods
- Continuous Integration

Scrum should add:

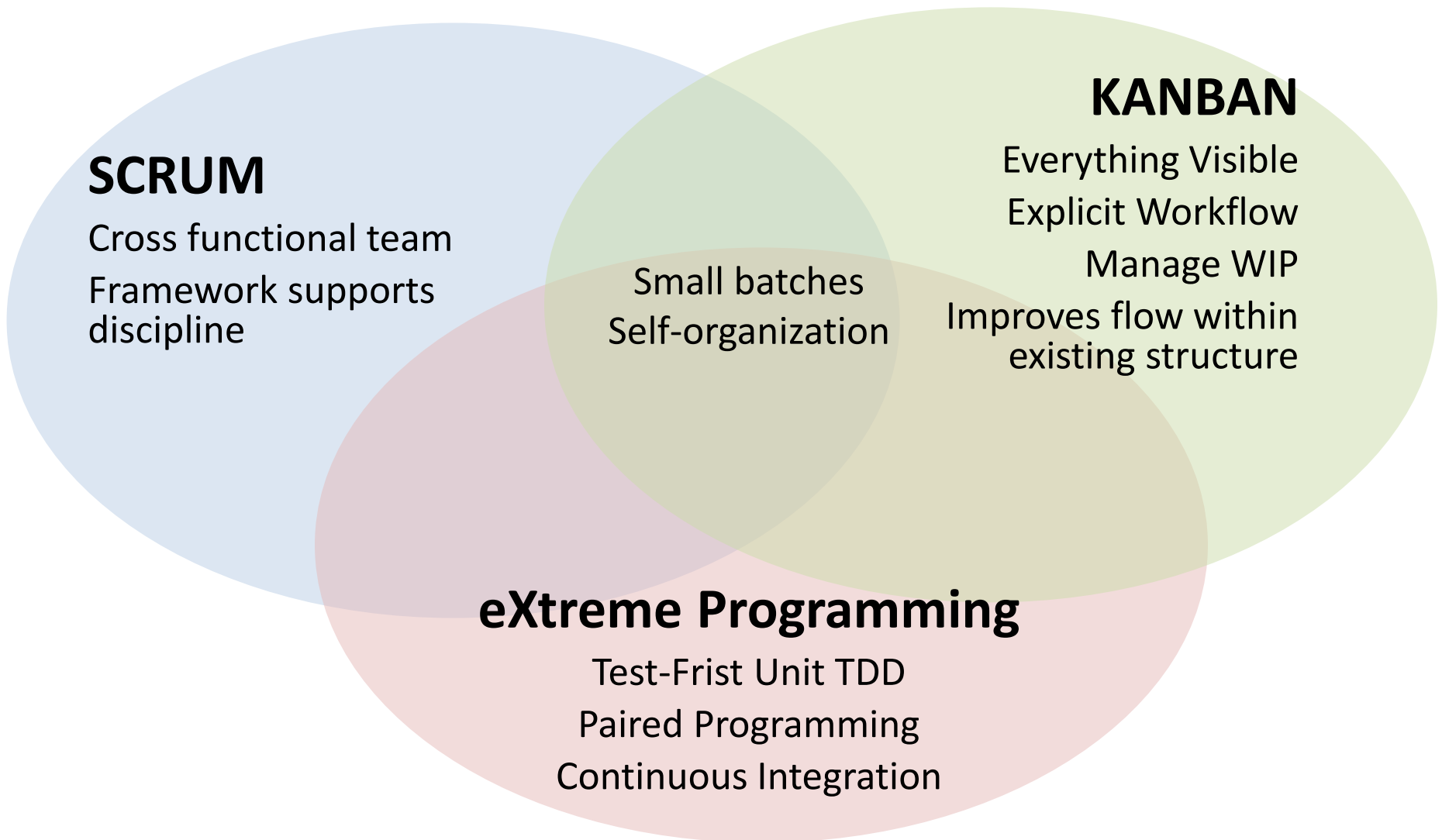
- WIP management
- Explicit policies

Kanban should add:

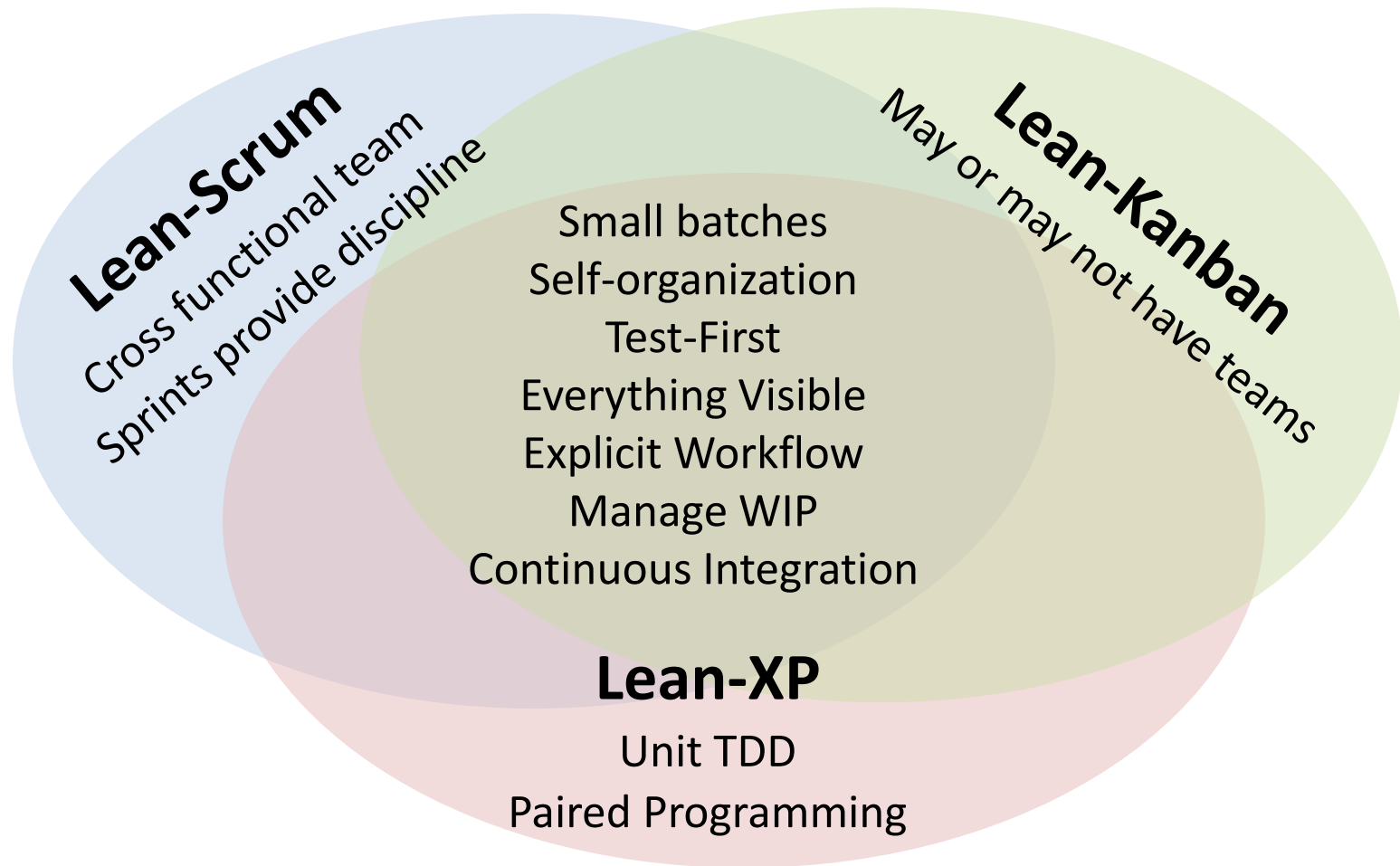
- Attending to teams
- Cadence, Estimation and Velocity

**at this point  
they are not  
that different**

# The Lean-Agile Space



# The Lean-Agile Space



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## **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*

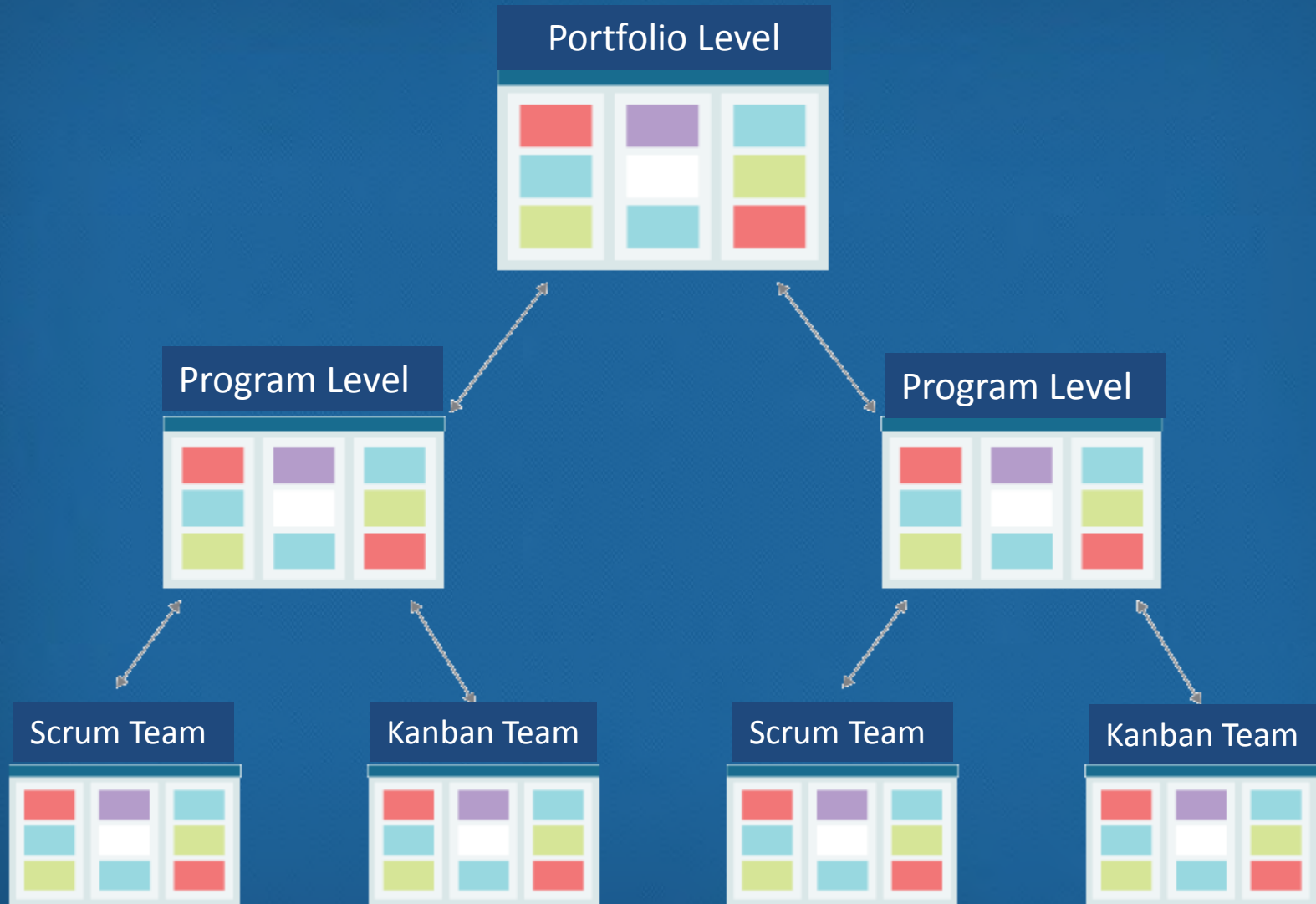
*Just in time*

*Attend to quality*

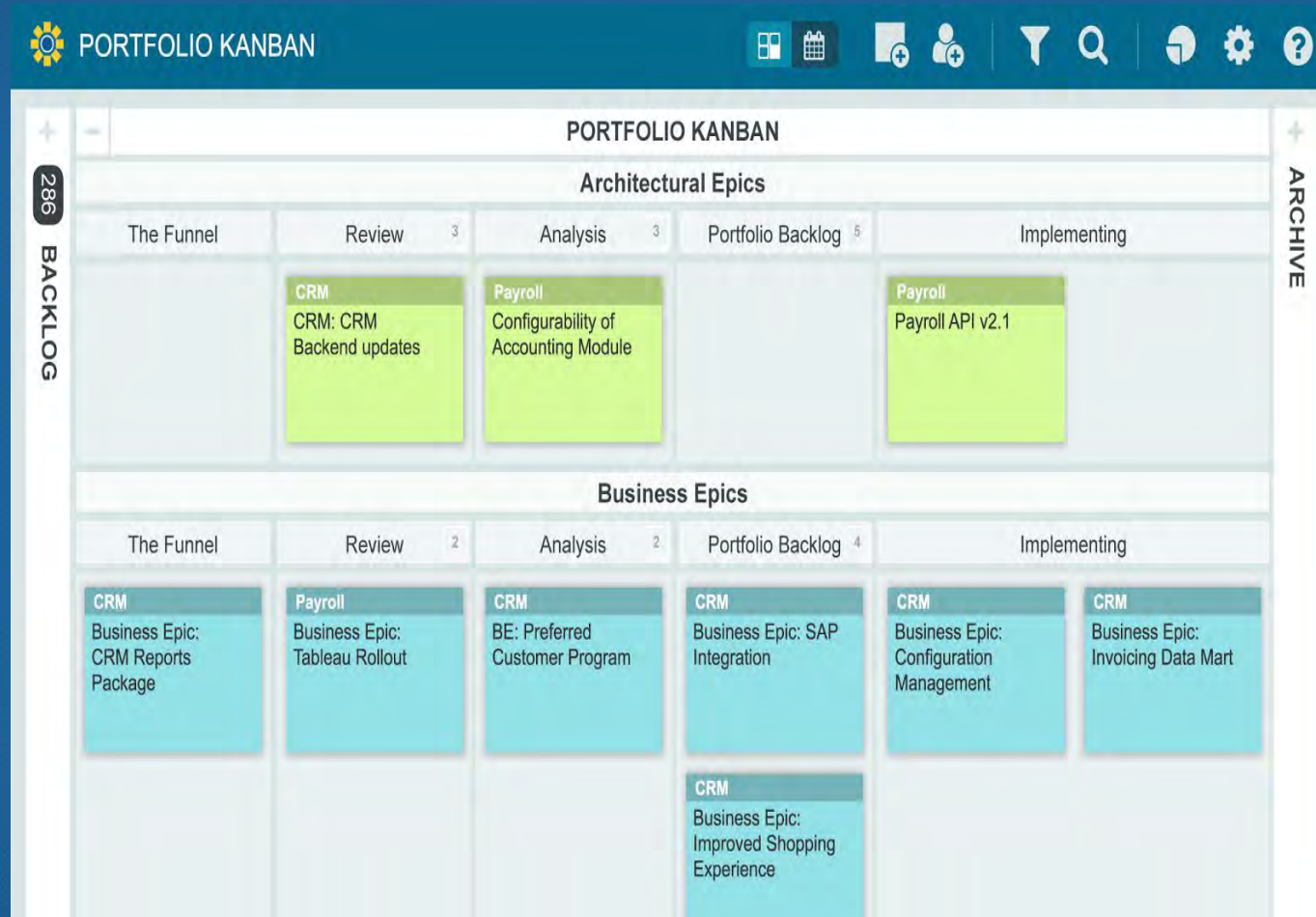
# Q&A

- 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



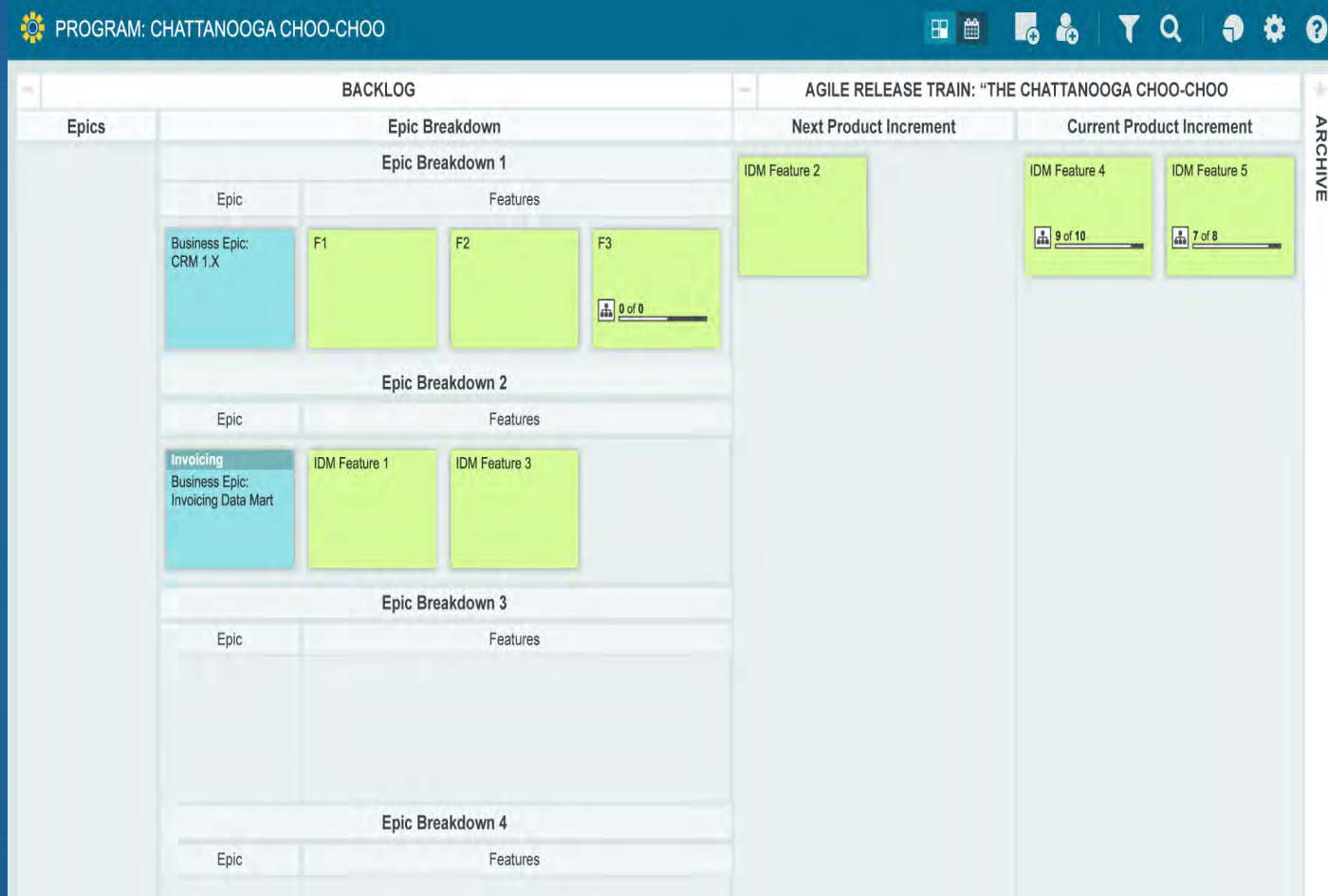
# Scaling Agile with SAFe



SAFe Portfolio Kanban Board



# SAFe Program Backlog and Release Planning Board



**ART: CHATTANOOGA CHOO-CHOO**

**TEAMS IN CHATTANOOGA CHOO-CHOO**

**Scrum Team: "The A-Team"** (12)

**Sprint Backlog**

- Make an example that uses a separate board for each team
- Try a Program Level Board for each Release Train

**In Process** (4)

- Development: Story S13 (2)
- Testing: (0)

**Accepted**

**PI Integration**

- Integrated** (2 of 2)
  - Story S2 (3)
  - Story S1 (2)
  - Story S4 (1)
  - Story S3 (5)
- Demo-ed**
  - Story S5 (2)
  - Story S6 (3)

**Scrum Team: "The Night's Watch"** (12)

**Sprint Backlog**

**In Process** (0)

- Development: Story S16 (3)
- Testing: (0)

**Accepted**

- Story S14 (4)

**Kanban Team: "The Inglorious Basterds"** (12)

**Ready Queue**

- Story S19 (2)
- Story S9 (3)

**Development** (0)

- In Process: Story S7 (5)
- Done: (0)

**Testing** (2)

- In Process: (0)
- Done: (2)

**Accepted**

- Story S8 (2)

**ARCHIVE**

# Learning Resources

- Lean-Agile Framework Webinar, Nov 3
  - Contact [alshall@netobjectives.com](mailto: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](http://www.netobjectives.com/kanban)
  - SAFe: [www.netobjectives.com/safe](http://www.netobjectives.com/safe)
  - Acceptance Test-Driven Development:  
[www.netobjectives.com/ATDD](http://www.netobjectives.com/ATDD)
- Scaling Agile with LeanKit's New SAFe Templates

Thank you!