

Leading SAFe®

Thriving in the Digital Age with Business Agility

SAFe® Course – Attending this course gives learners access to the SAFe Agilist exam and related preparation materials.

5.1.1



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Welcome to the course!

Make the Most of Your Learning



Access the SAFe Community Platform

Manage your member profile, access videos and training resources, join Communities of Practice, and more.



Prepare Yourself

Access your learning plan featuring your digital workbook, study materials, and certification practice test



Become a Certified SAFe Professional

Get certified to validate your knowledge, expand your professional capabilities, and open the door to new career opportunities.



Access SAFe Content and Tools

Access professional development resources and toolkits.



Collaborate with Your Team

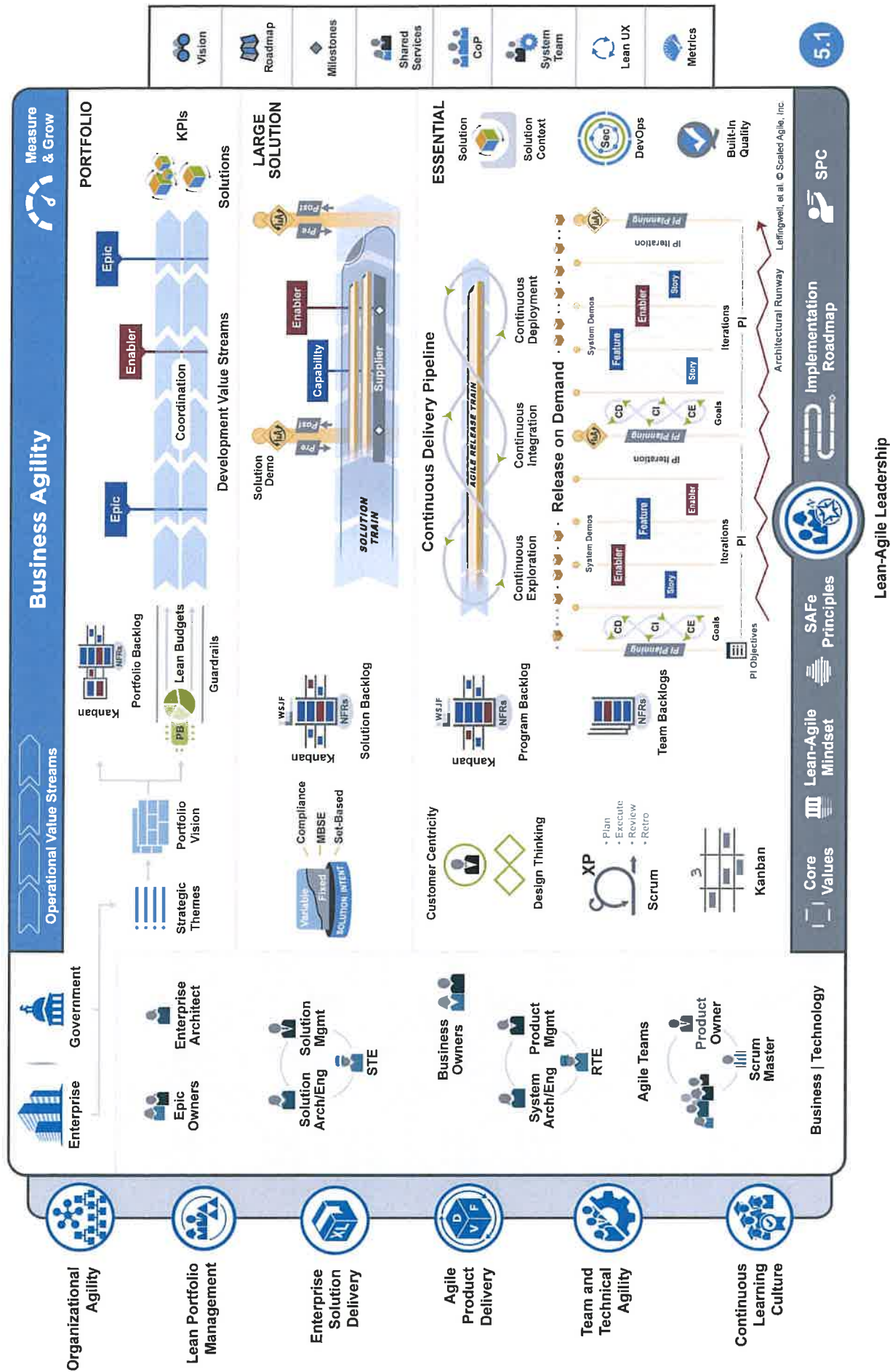
Choose from hundreds of collaboration templates to easily set up events like PI Planning and work in real time with your team and others—all with SAFe Collaborate.

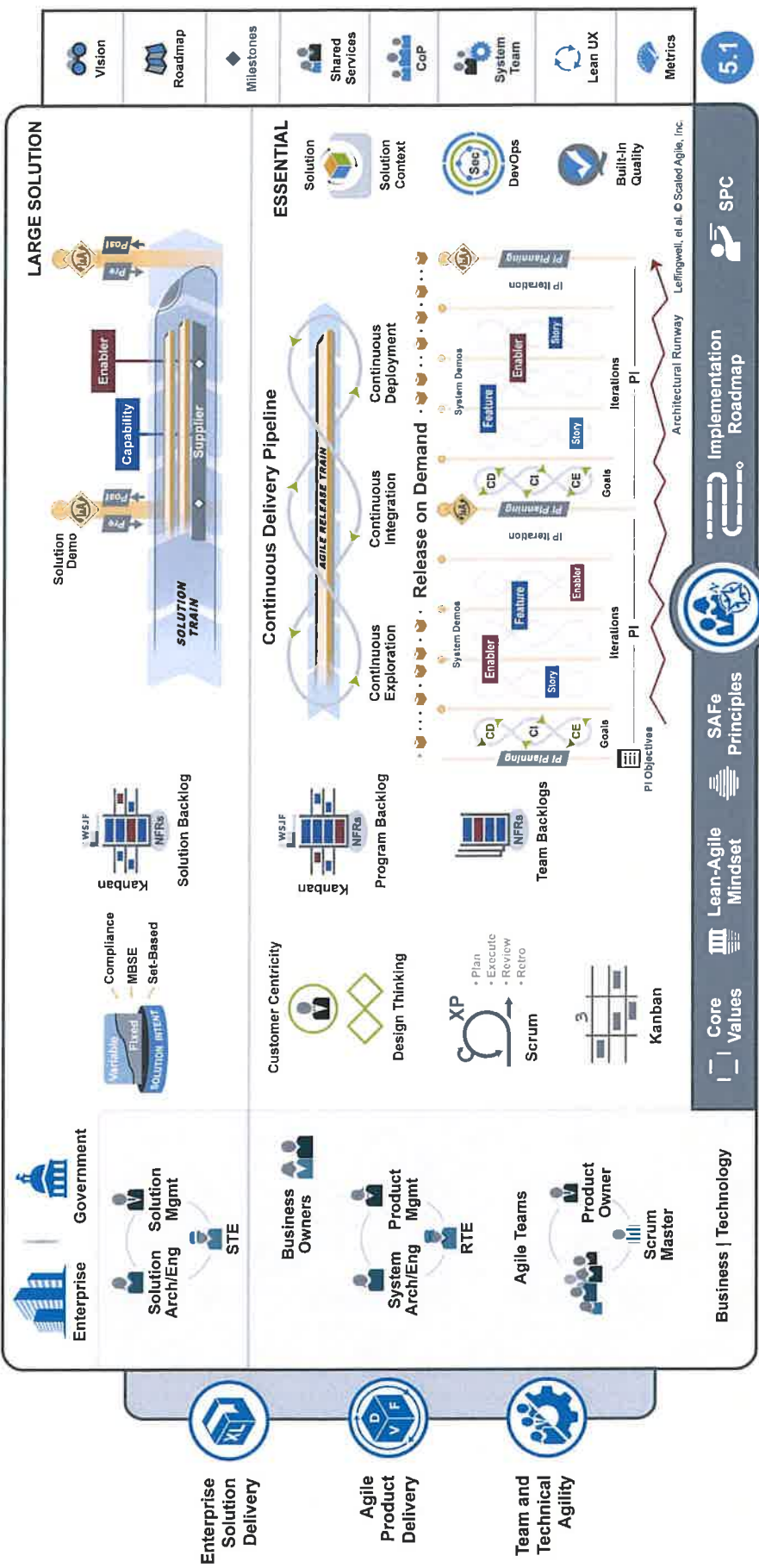


Showcase SAFe Credentials

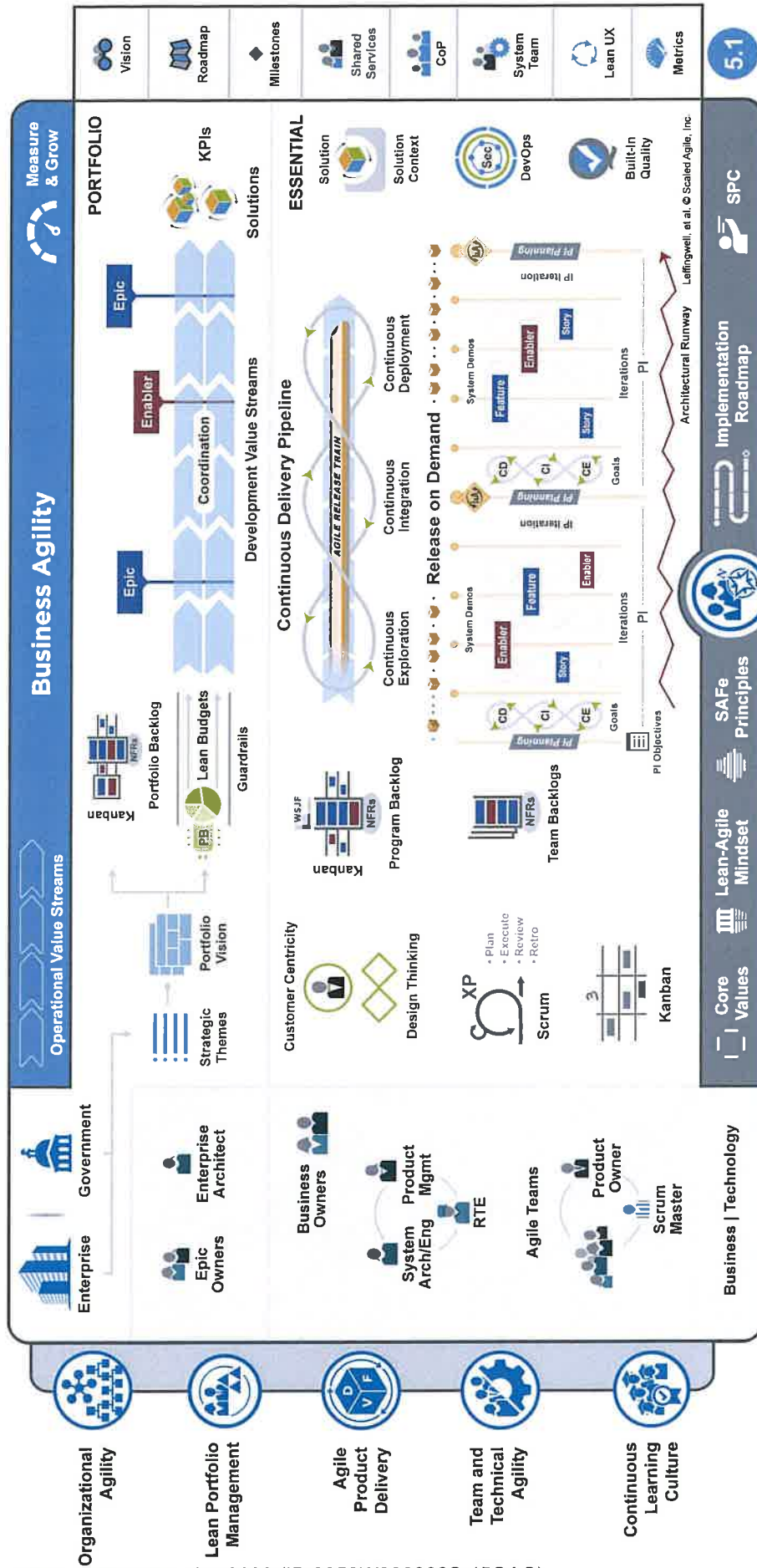
Display your digital badge to promote your SAFe capabilities and proficiencies throughout your career.

community.scaledagile.com

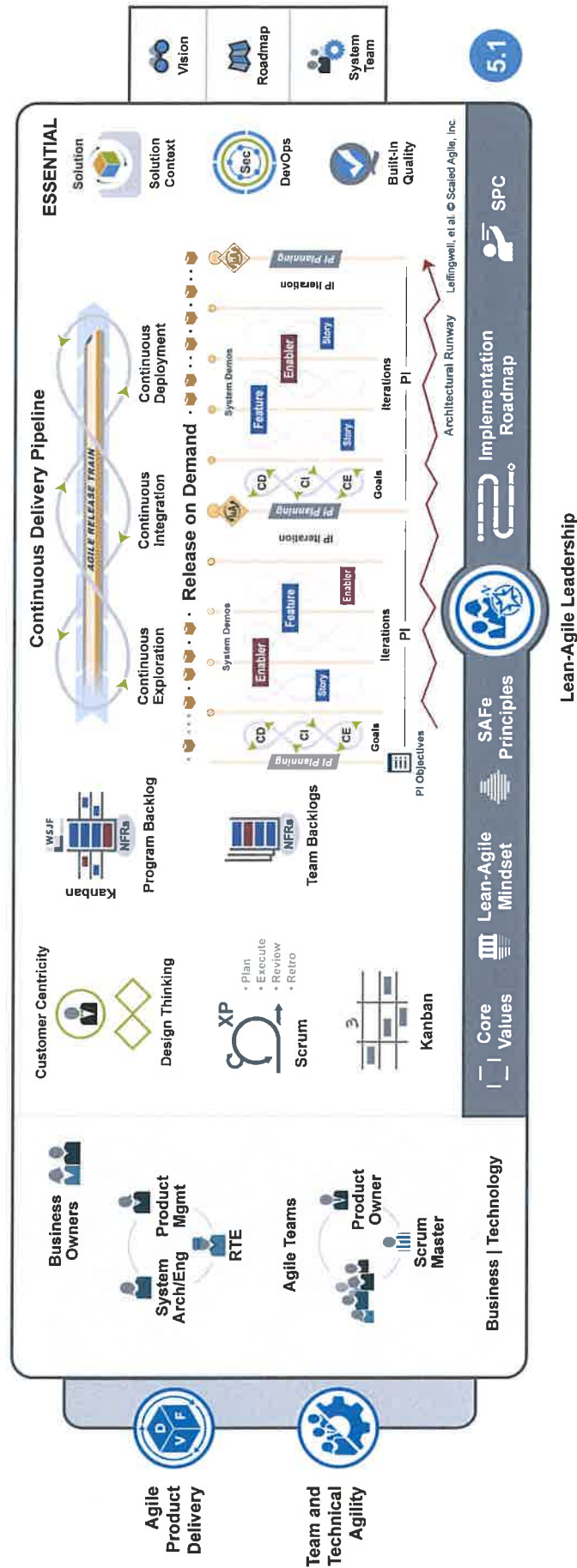




Lean-Agile Leadership



Lean-Agile Leadership



Enterprise Solution Delivery

- Apply Lean system engineering to build really big systems
- Coordinate and align the full supply chain
- Continually evolve live systems



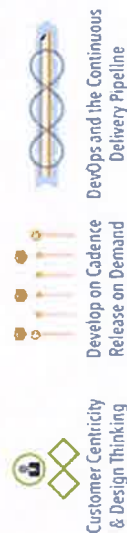
Lean Portfolio Management

- Align strategy, funding, and execution
- Optimize operations across the portfolio
- Lightweight governance empowers decentralized decision-making



Agile Product Delivery

- The customer is the center of your product strategy
- Develop on cadence and release on demand
- Continuously explore, integrate, deploy, and innovate



Organizational Agility

- Create an enterprise-wide, Lean-Agile mindset
- Lean out business operations
- Respond quickly to opportunities and threats



Team And Technical Agility

- High-performing, cross-functional, Agile teams
- Business and technical teams build business solutions
- Quality business solutions delight customers



Continuous Learning Culture

- Everyone in the organization learns and grows together
- Exploration and creativity are part of the organization's DNA
- Continuously improving solutions, services, and processes is everyone's responsibility

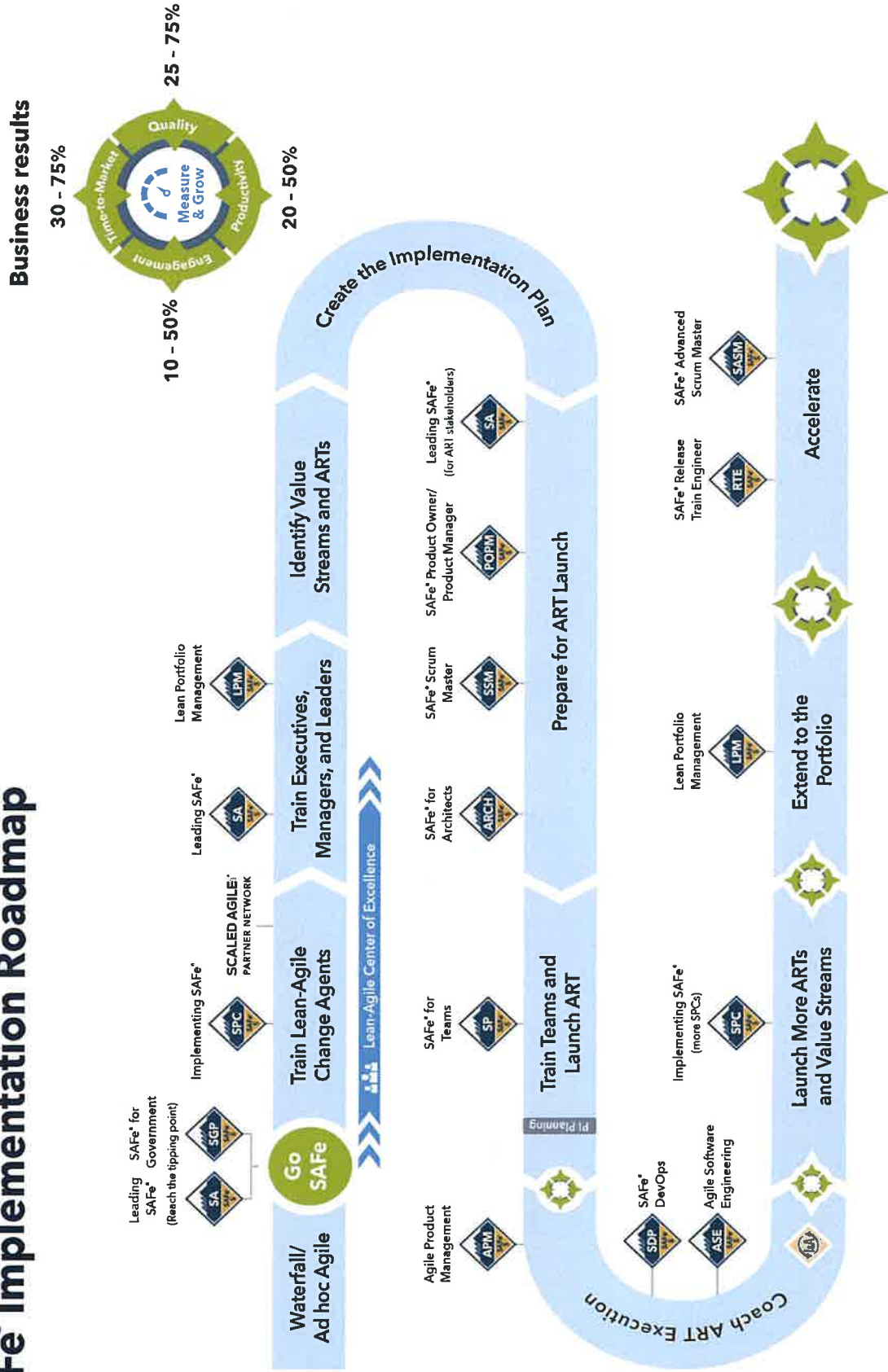


Lean-Agile Leadership

- Inspire others by modeling desired behaviors
- Align mindset, words, and actions to Lean-Agile values and principles
- Actively lead the change and guide others to the new way of working



SAFe® Implementation Roadmap



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SAFe® Courses and Certifications

Course	Description	Certification
Leading SAFe®	Thriving in the Digital Age with Business Agility	 with SAFe® 5 Agilist Certification
Implementing SAFe®	Achieving Business Agility with the Scaled Agile Framework	 with SAFe® 5 Program Consultant Certification
SAFe® for Government	Applying Lean-Agile Practices in the Public Sector with SAFe®	 with SAFe® 5 Government Practitioner Certification
Lean Portfolio Management	Aligning Strategy with Execution	 with SAFe® 5 Lean Portfolio Manager Certification
SAFe® Product Owner/Product Manager	Delivering Value through Effective Program Increment Execution	 with SAFe® 5 Product Owner/Product Manager Certification
Agile Product Management	Using Design Thinking to Create Valuable Products in the Lean Enterprise	 with SAFe® 5 Agile Product Manager Certification
SAFe® Scrum Master	Applying the Scrum Master Role within a SAFe® Enterprise	 with SAFe® 5 Scrum Master Certification
SAFe® Advanced Scrum Master	Advancing Scrum Master Servant Leadership with SAFe®	 with SAFe® 5 Advanced Scrum Master Certification
SAFe® Release Train Engineer	Facilitating Lean-Agile Program Execution	 with SAFe® 5 Release Train Engineer Certification
SAFe® for Architects	Architecting for Continuous Value Flow with SAFe®	 with SAFe® 5 Architect Certification
SAFe® DevOps	Optimizing Your Value Stream	 with SAFe® 5 DevOps Practitioner Certification
SAFe® for Teams	Establishing Team Agility for Agile Release Trains	 with SAFe® 5 Practitioner Certification
Agile Software Engineering	Enabling Technical Agility for the Lean Enterprise	 with SAFe® 5 Agile Software Engineer Certification

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Leading SAFe®

Thriving in the Digital Age with Business Agility

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Logistics

- ▶ Course meeting times
- ▶ Breaks
- ▶ Facilities
- ▶ Technology requirements
- ▶ Working agreements

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1-2



Discussion: Introductions

Duration



- ▶ **Step 1:** Introduce yourself to your group
- ▶ **Step 2:** Share something you know about SAFe and the role of the Lean-Agile leader



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1-3

Course outline

- ▶ Lesson 1: Thriving in the Digital Age with Business Agility
- ▶ Lesson 2: Becoming a Lean-Agile Leader
- ▶ Lesson 3: Establishing Team and Technical Agility
- ▶ Lesson 4: Building Solutions with Agile Product Delivery
- ▶ Lesson 5: Exploring Lean Portfolio Management
- ▶ Lesson 6: Leading the Change
- ▶ Lesson 7: Practicing SAFe

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1-4



Activity: Course outline overview

Duration



- **Step 1:** Review the course outline
- **Step 2:** Place a dot on the topics that are most relevant to you. You have three votes in total.

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1-5

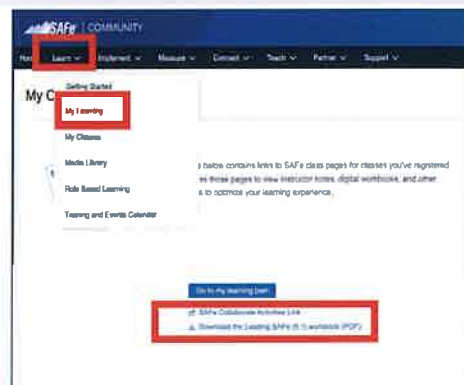


Activity: Access the Class Page

Duration



- **Step 1:** Navigate to the Class Page on the SAFe Community Platform
- **Step 2:** Select Learn, then My Classes, then Leading SAFe
- **Step 3:** Click on the link to Download the Leading SAFe Digital Workbook



SAFe®
Visit the Leading SAFe class page to
download the workbook.
<https://bit.ly/Community-MyClasses>

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1-6

Lesson 1

Thriving in the Digital Age with Business Agility

SAFe® Course - Attending this course gives students access to the SAFe® Agilist exam and related preparation materials.



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Lesson Topics

- 1.1** Thriving in the digital age
- 1.2** SAFe as an operating system for Business Agility
- 1.3** The Seven Core Competencies of Business Agility



Learning objectives

At the end of this lesson, you should be able to:

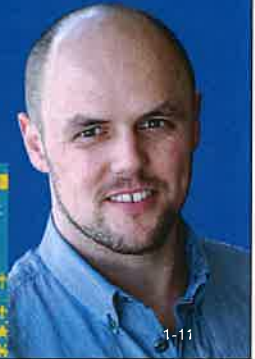
- ▶ Describe what is necessary to thrive in the digital age
- ▶ Recognize SAFe as an operating system for Business Agility
- ▶ Summarize the seven core competencies of Business Agility

1.1 Thriving in the digital age

1 AUG 10 2014

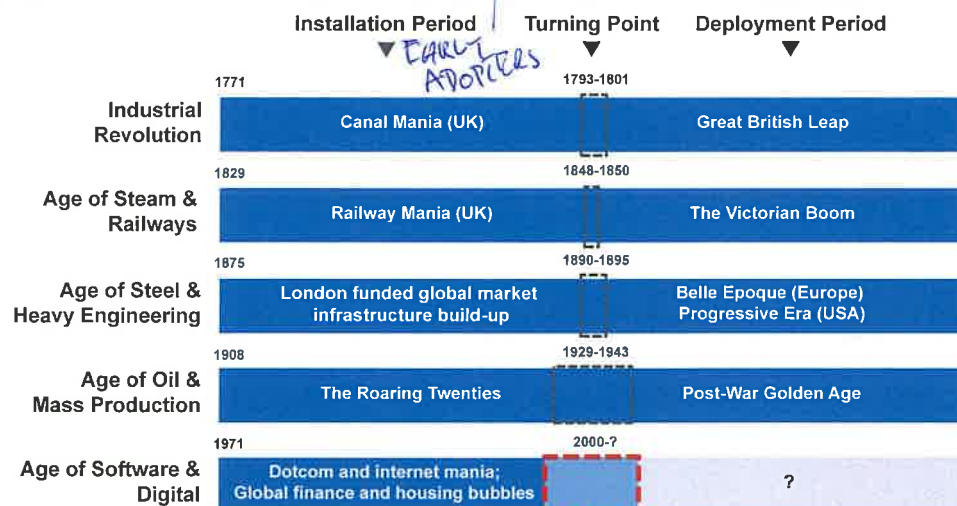
“ Those who master large-scale software delivery will define the economic landscape of the 21st century.

—Mik Kersten



BENEFIT

Five technological revolutions



Adapted from Technological Revolutions and Financial Capital, Carlota Perez

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1-12

TURNING POINT PRO DIGITIZATION BYL
2000 2000

Production capital follows financial capital

- **Installation Period** – New technology and financial capital combine to create a 'Cambrian explosion' of new market entrants, disrupting entire industries from the previous age
- **Turning Point** – Existing businesses either master the new technology or decline and become relics of the last age
- **Deployment Period** – Production capital of the new technological giants start to take over



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1-13

What stage are we in?

- "BMW Group's CEO expects that in their future more than half of its research and development staff will be software developers." (Mik Kersten, *Project to Product*)
- The market cap of Tesla (\$464B market cap, \$24B revenue) now exceeds the market cap of Ford (\$33B market cap, \$156B revenue) at a 14:1 value ratio (November 2020)
- Apple is now the biggest watchmaker in the world (Investopedia 2019)

2019 BYLT OZANMENT
APPLE WATCH



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Competing in the age of software



The problem is not with our organizations realizing that they need to transform; the problem is that organizations are using managerial frameworks and infrastructure models from past revolutions to manage their businesses in this one.

—Mik Kersten

1-15

Rethinking the organization



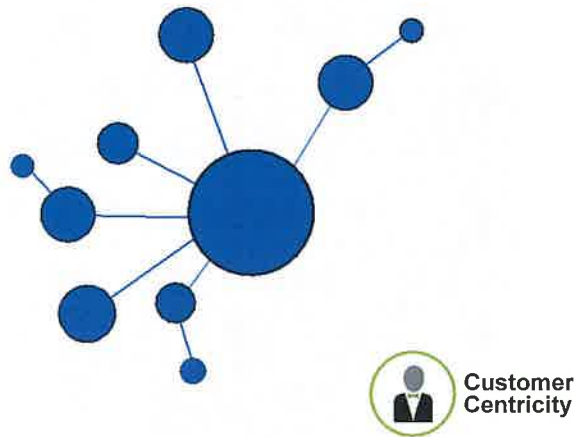
The world is now changing at a rate at which the basic systems, structures, and cultures built over the past century cannot keep up with the demands being placed on them.

—John P. Kotter



1-16

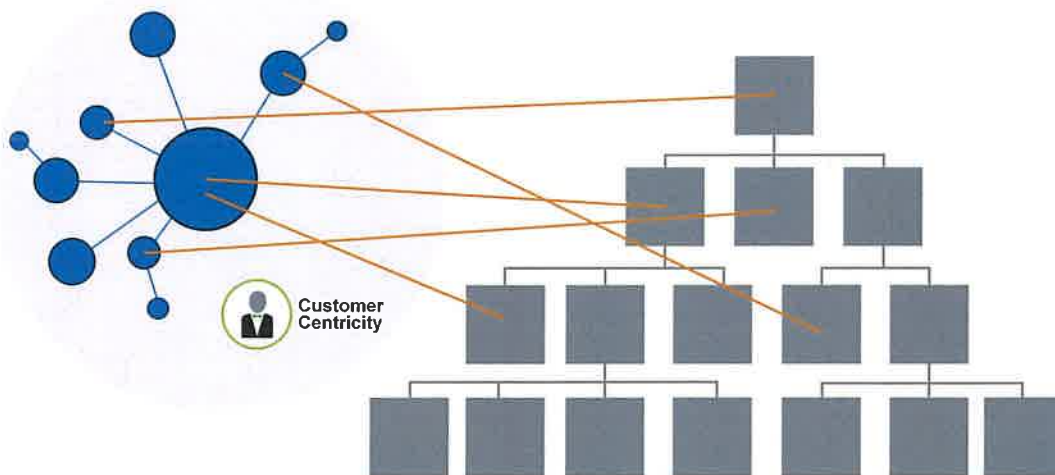
We started with a network



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1-17

We added hierarchy for stability and execution

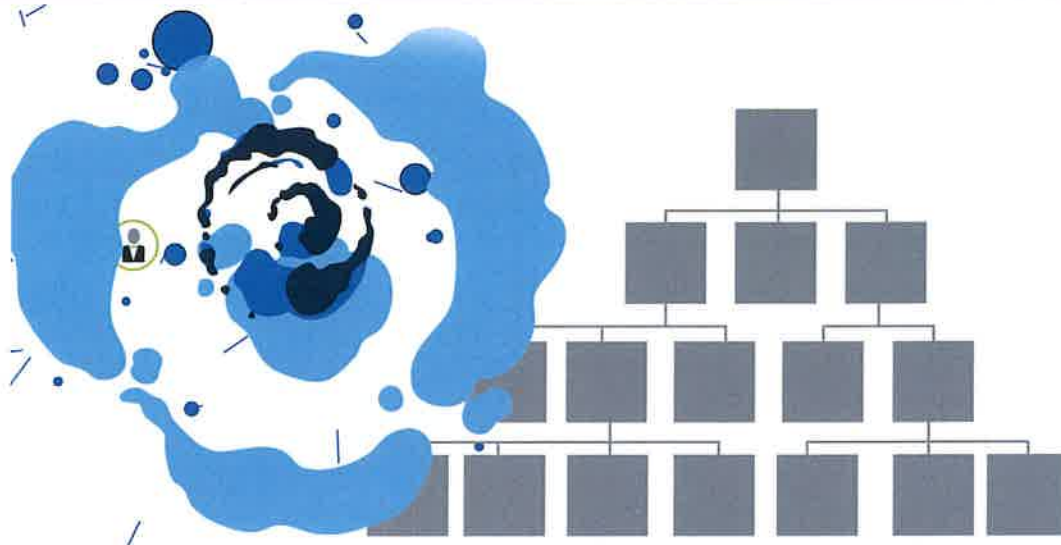


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1-18

BT' LECEPŠI' 2 COOSELS ... :)

Guess what happens?



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1-19

“

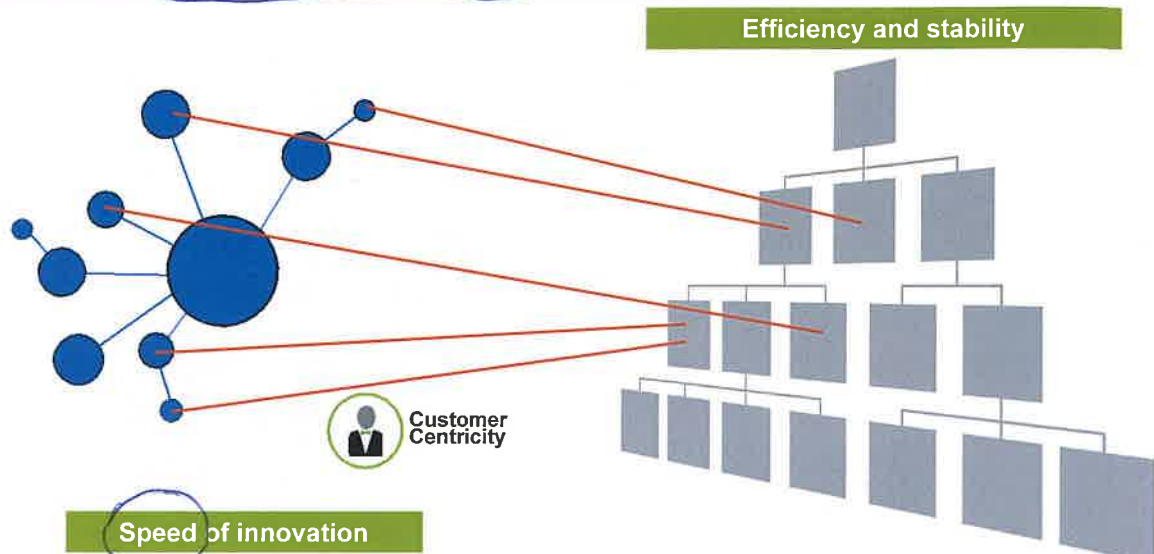
The solution is not to trash what we know and start over but instead to reintroduce a second system—one which would be familiar to most successful entrepreneurs.

—John P. Kotter

1-20

SAFE IS

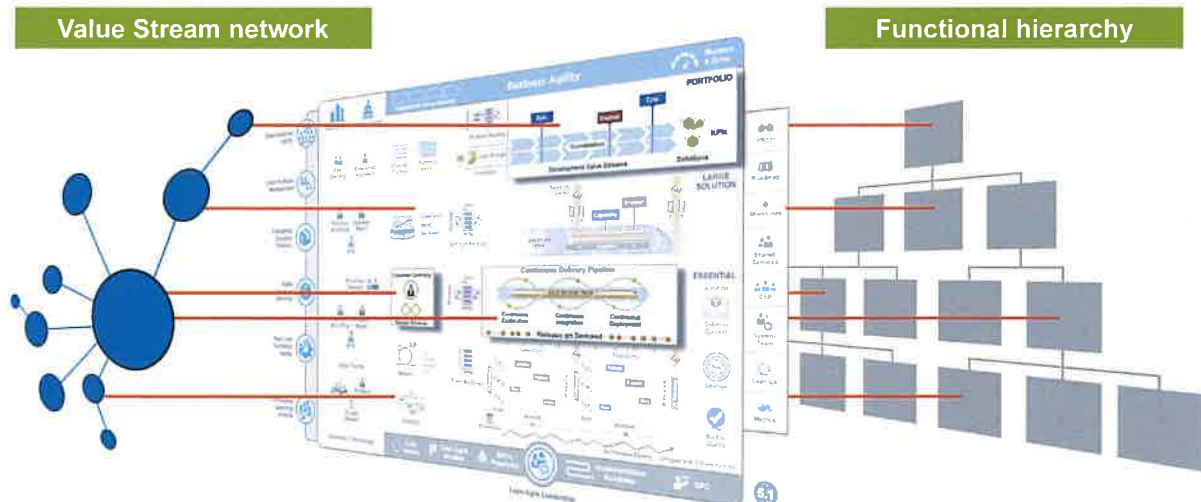
"We need a dual operating system for Business Agility"



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1-21

And we have just such an operating system at our fingertips



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1-22

SAFE ~~AND~~ DONUTS! LIDI KOMUNIKOVAT

1.2 SAFe as an operating system for Business Agility

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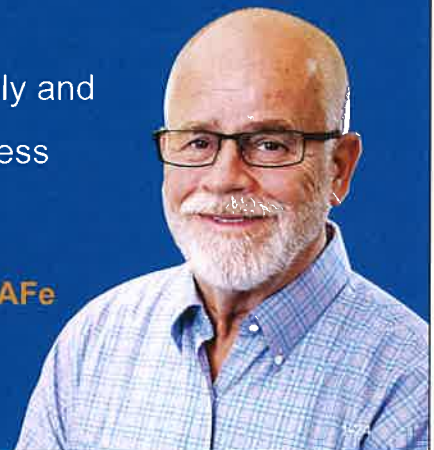
1-23

↓ 2400 JKA

“

Every business is a software business now.
Achieving a state of **Business Agility** means that the entire organization—*not just development*—is engaged in continually and proactively delivering innovative business solutions faster than the competition.

—**Dean Leffingwell, Creator of SAFe**



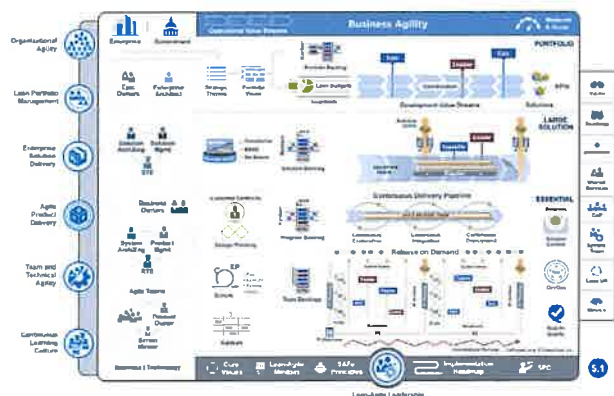
Business Agility requires technical agility **and** a business-level commitment to product and Value Stream thinking.

And it requires that **everyone involved in delivering business solutions** uses Lean and Agile practices.



1-25

SAFe® 5 for Lean Enterprises is a knowledge base of proven, integrated principles, practices, and competencies for achieving Business Agility by implementing Lean, Agile, and DevOps at scale.



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

1-26

Why SAFe?

SAFe's business benefits are derived directly from case studies written by SAFe customers.



Typical results from <https://scaledagile.com/insights-customer-stories/>

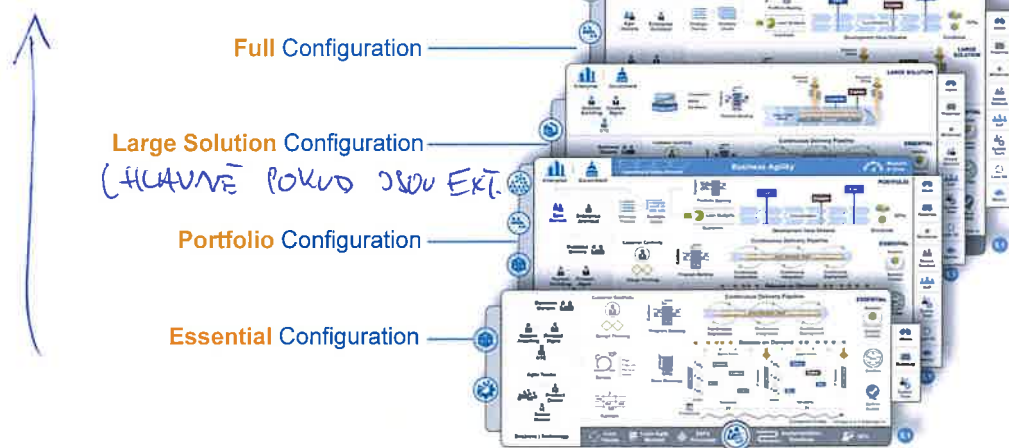
1-27

EXTREME PROGRAMMING PRO ŽIŽENÍ KVALITY

CORE COMPETENCE

SAFe configurations

Four configurations provide the right solution for each Enterprise.



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1-28

↑ POSTUP MUSÍ BÝT VIDĚT NA OVLIVNĚNÍ
NA VÝSLEDČEK

SAFe: Roots, past, present, and future

2011

Field experience at Enterprise scale

Now...



Lean product development | Agile development | DevOps | Systems thinking

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1-29

1.3 The Seven Core Competencies of Business Agility

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1-30

DEM VE FULL SCOPE CONFIGURATION

11 The Seven Core Competencies of Business Agility 11 ZKOVŠKA



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1-31

DEM 3 COMPETENCIES DOU VE SCOPE ESSENCIAL CONFIG.



Team and Technical Agility

- ▶ High-performing, cross-functional Agile Teams
- ▶ Teams of business and technical teams build Solutions
- ▶ Quality business Solutions delight Customers

} ZK

Agile Teams



Teams of Agile Teams



Built-In Quality



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1-32

DESIRABLE
FEASIBLE
VIABLE

SUSTAINABLE ↻



Agile Product Delivery

- ▶ The Customer is the center of your product strategy
- ▶ Decouple the release of value from the development cadence
- ▶ Continuously explore, integrate, deploy, and release

Customer Centricity and Design Thinking



Develop on cadence and release on demand



DevOps and the Continuous Delivery Pipeline



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3 SUBSECTE

1-33



Enterprise Solution Delivery

- ▶ Apply Lean system engineering practices to build really big systems
- ▶ Coordinate and align the full supply chain
- ▶ Continue to enhance value after release

Lean System and Solution Engineering



Coordinate Trains and Suppliers



Continually Evolve Live Systems



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1-34

vice ARTs + DARMATELE



Lean Portfolio Management

- ▶ Align strategy, funding, and execution
- ▶ Optimize operations across the portfolio
- ▶ Lightweight governance empowers decentralized decision-making



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1-35



Organizational Agility

- ▶ Create an enterprise-wide, Lean-Agile mindset
- ▶ Map and continuously improve business processes
- ▶ Respond quickly to opportunities and threats

Lean-thinking People and Agile Teams



Lean Business Operations



Strategy Agility



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1-36

JAK SE ORGANIZACE POUŽÍVÁ LEAN AGILE
VZHLÉDEM KE VEŘÍ (COUČKOVÁNÍ)



Continuous Learning Culture

- ▶ Everyone in the organization learns and grows together
- ▶ Exploration and creativity are part of the organization's DNA
- ▶ Continuously improving Solutions, services, and processes is everyone's responsibility

Learning Organization



Innovation Culture



Relentless Improvement



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1-37

THINK OUT OF THE BOX

INSPECT AND ADAPT



Lean-Agile Leadership

- ▶ Inspire others by modeling desired behaviors
- ▶ Align mindset, words, and actions to Lean-Agile values and principles
- ▶ Actively lead the change and guide others to the new way of working

Leading by Example



Mindset & Principles



Leading Change



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1-38

The management challenge



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"

—W. Edwards Deming, Vignette from *Out of the Crisis*

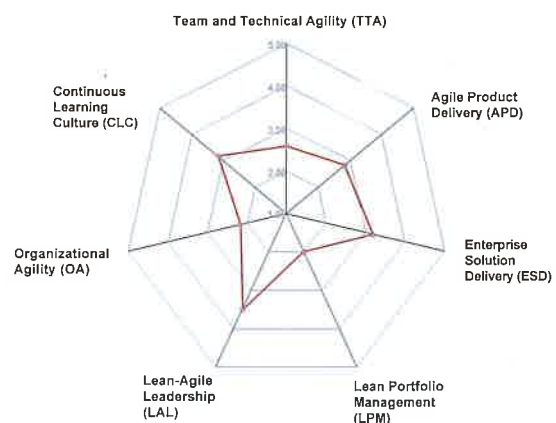
1-39

Measure and Grow toward Business Agility

Measure and Grow is the way each portfolio evaluates their progress toward Business Agility and determines their next improvement steps:

1. Create a high-level summary using the **Business Agility assessment**
2. Go deeper with the **Seven Core Competency assessments**
3. Analyze results and identify opportunities to improve

Business Agility Assessment



Access the Online Assessments: <https://bit.ly/Community-MeasureAndGrow>

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1-40

MEET 1 MATURITY OF 7 CORE COMPETENCIES

Lesson review

In this lesson you:

- ▶ Described what is necessary to thrive in the digital age
- ▶ Recognized SAFe as an operating system for Business Agility ^{DUAL}
- ▶ Explored the seven core competencies of Business Agility

Articles used in this lesson

Read these Framework articles to learn more about topics covered in this lesson

- ▶ “SAFe for Lean Enterprises”
<https://www.scaledagileframework.com/safe-for-lean-enterprises/>
- ▶ “Business Agility”
<https://www.scaledagileframework.com/business-agility/>
- ▶ “Measure and Grow”
<https://www.scaledagileframework.com/measure-and-grow/>



Continue your SAFe journey with the following resources

Watch this 18-minute video to hear *Why SAFe?* is the world's most widely used framework for Business Agility:
<https://bit.ly/Video-WhySAFe>

Watch this three-minute video to learn how to *Navigate the Big Picture*, exploring the various elements of SAFe:
<https://bit.ly/Video-NavigatingTheBigPicture>

Watch this five-minute video to review the Seven Core Competencies of the Lean Enterprise:
<https://bit.ly/Video-SAFEOverviewin5Minutes>

Run the SAFe Business Agility Assessment to create the urgency for change:
<https://bit.ly/Community-MeasureAndGrow>

Lesson notes

Enter your notes below. If using a digital workbook, save your PDF often so you don't lose any of your notes.

ABILITY HEALTH

→

SPIDER WEB

Lesson 2

Becoming a Lean-Agile Leader

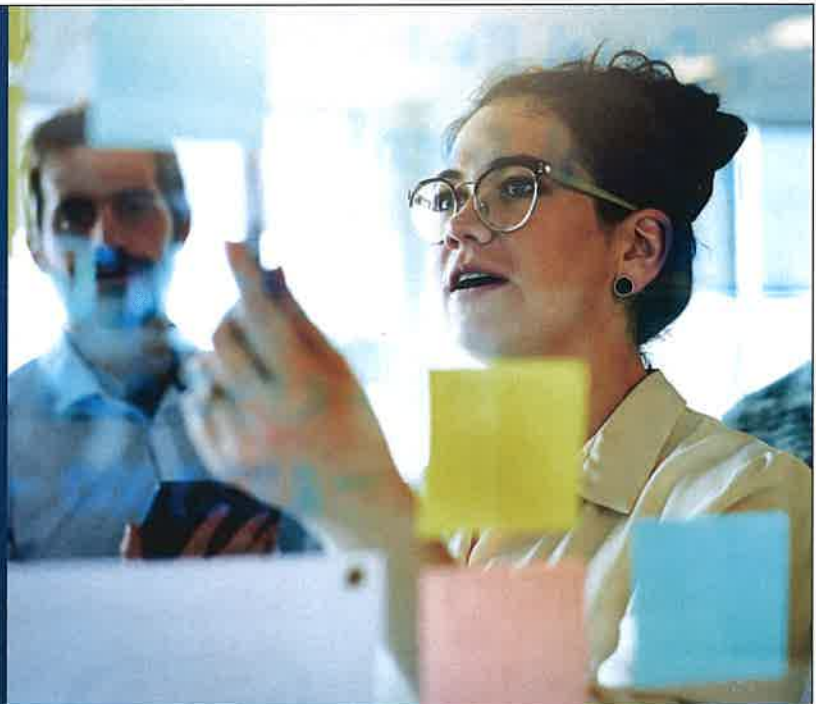
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Why Lean-Agile Leadership?

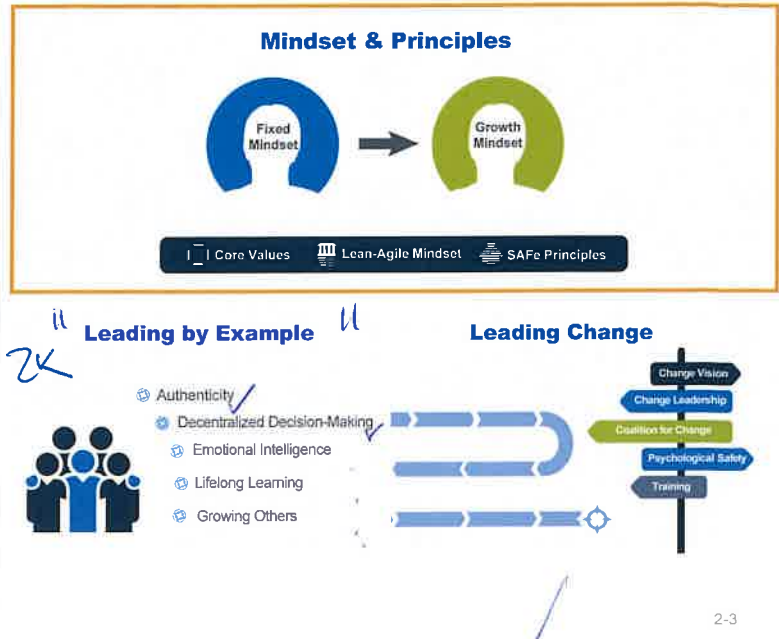
An organization's managers, executives, and other leaders are responsible for the adoption, success, and ongoing improvement of Lean-Agile development and the competencies that lead to Business Agility. Only they have the authority to change and continuously improve the systems that govern how work is performed.



Lesson Topics

2.1 The Lean-Agile Mindset

2.2 Lean and Agile at scale with the SAFe Principles



ROADMAP IMPL. SAFe

Learning objectives

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

- ▶ Embrace the Lean-Agile Mindset
- ▶ Apply the SAFe Lean-Agile Principles

2.1 The Lean-Agile Mindset

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2-6

Exemplifying SAFe core values

"4 CORE VALUES"

Alignment

- ▶ Communicate the mission, vision, and strategy
- ▶ Provide briefings and participate in PI Planning
- ▶ Participate in backlog review and preparation
- ▶ Organize around Value Streams
- ▶ Constantly check for understanding

Transparency

- ▶ Visualize all relevant work
- ▶ Take ownership and responsibility for errors
- ▶ Admit your own mistakes
- ▶ Support others who acknowledge and learn from their mistakes—never punish the messenger

Built-in Quality

- ▶ Refuse to accept low-quality work
- ▶ Support investments in technical debt reduction
- ▶ Ensure UX, architecture, operations, security, compliance, and others are part of the flow of work

Program Execution

- ▶ Participate as an active Business Owner
- ▶ Celebrate high quality and predictably delivered PIs
- ▶ Aggressively remove impediments and demotivators

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2-6

4 CORE VALUES

MAPA. XP EXTREME PROGRAMMING FRAMEWORK



Action Plan: Exemplifying SAFe's core values

Duration



- ▶ **Step 1:** Individually choose one of SAFe's four core values: Alignment, Transparency, Built-In Quality, or Program Execution
- ▶ **Step 2:** In your group, discuss how you can exemplify that core value in your organization
- ▶ **Step 3:** Write down one example in the Action Plan in your workbook

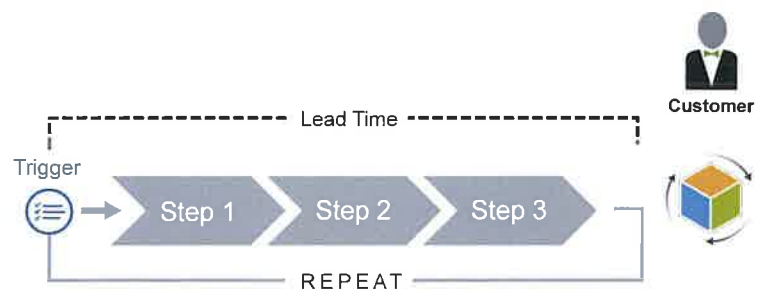


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2-7

Lean thinking

- ✓ Precisely specify value by product
- ✓ Identify the Value Stream for each product
- ✓ Make value flow without interruptions
- ✓ Let the Customer pull value from the producer
- ✓ Pursue perfection



Lean Thinking: Banish Waste and Create Wealth in your Corporation, James Womack and Daniel Jones

2-8



Action Plan

Exemplifying SAFe's core values

OPERATIONAL VALUE STREAM

DEVELOPMENT VALUE STREAM

VALUE STREAM MAPPING

SAFe House of Lean

The Lean thinking mindset is embodied in the SAFe House of Lean



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2-9

Value

Achieve the shortest sustainable lead time with:

- ▶ The best quality and value to people and society
- ▶ High morale, safety, and Customer delight



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

—Sam Walton

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2-10

Respect for people and culture

- ▶ Generative culture
- ▶ People do all the work
- ▶ Your Customer is whoever consumes your work
- ▶ Build long-term partnerships based on trust
- ▶ To change the culture, you have to change the organization



Culture eats strategy for breakfast.

—Peter Drucker

Flow

- ▶ Optimize sustainable value delivery
- ▶ Build in quality
- ▶ Understand, exploit, and manage variability
- ▶ Move from projects to products



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

—Don Reinertsen

Innovation

- ▶ Innovative people
- ▶ Provide time and space for innovation
- ▶ Go see
- ▶ Experimentation and feedback
- ▶ Innovation riptides
- ▶ Pivot without mercy or guilt



Innovation comes from the producer.

—W. Edwards Deming

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2-13

→ SIVAČE, KŮZ KADY NESTOŘEDMĚ ŠÍ! ABILNÍ TÍM
JE SCHOPEN ^{OVĚ} INFORMÁT INFORMÁT VEDENÍ OTOM, CO JE DŮLEŽITÉ.

Relentless improvement

- ▶ A constant sense of danger
- ▶ Optimize the whole
- ▶ Problem-solving culture
- ▶ Base improvements on facts
- ▶ Reflect at key Milestones



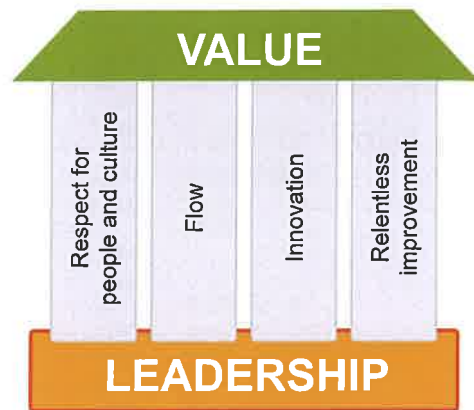
Those who adapt the fastest win.

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2-14

Leadership

- ▶ Lead by example
- ▶ Adopt a growth mindset
- ▶ Exemplify the values and principles of Lean-Agile and SAFe
- ▶ Develop people
- ▶ Lead the change
- ▶ Foster psychological safety



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

—W. Edwards Deming

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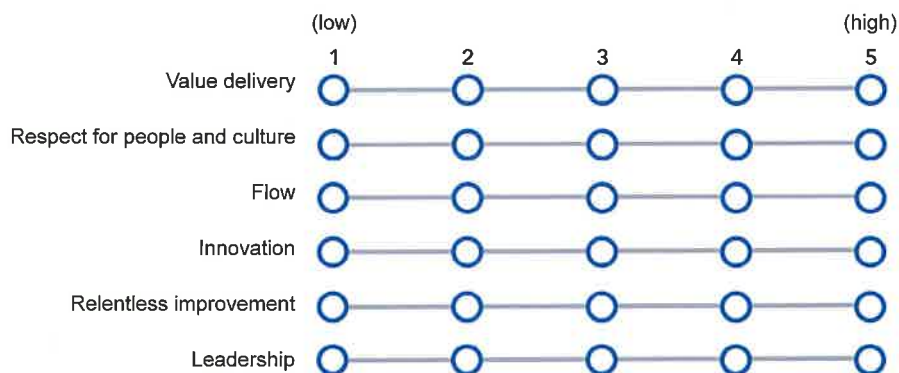
2-15



Activity: Assessing a Lean mindset



- ▶ **Step 1:** Assess where your organization stands in embracing a Lean mindset.
- ▶ **Step 2:** Discuss the results of the self-assessment. Do you have similar low or high scores?



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2-16

Assessing a Lean Mindset

	(low) 1	2	3	4	(high) 5
Value delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect for people and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relentless improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Notes



Action Plan: Improving the Lean-Agile mindset



- **Step 1:** Select one of the lowest scores in the assessment.
- **Step 2:** Brainstorm one to three actions you could take to improve this area.
- **Step 3:** Share your ideas with your group. Give and receive constructive suggestions on how the ideas offered can improve the mindset scores.
- **Step 4:** Write down one idea in your Action Plan and be prepared to share.



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.

<http://agilemanifesto.org/>



Action Plan

Improving the Lean-Agile mindset

The Agile Manifesto principles

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.

The Agile Manifesto principles

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.
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.

The Agile Manifesto principles

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.



Activity: Agile principles at scale



- ▶ **Step 1:** Review the principles behind the Agile Manifesto
- ▶ **Step 2:** Select one principle per group
- ▶ **Step 3:** Categorize as:
 - Works as is
 - Not applicable
 - Requires rethinking for scale
- ▶ **Step 4:** Share your findings with the class