Leading SAFe®
Applying a Lean-Agile mindset with SAFe

SA
SAFe® 4

V4.5.0.1

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

SCALED AGILE®
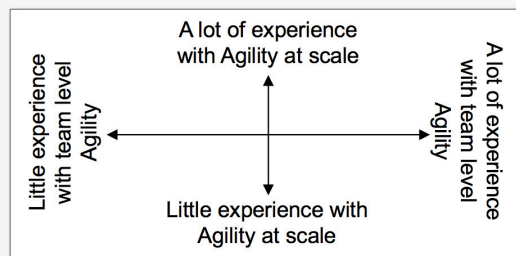

Introductions

Stand in a matrix with:

▸ The Y axis as experience with Agility at scale

▸ The X axis as experience with team level Agility

A lot of experience with Agility at scale

Little experience with team level Agility

A lot of experience with team level Agility

Little experience with Agility at scale

5 min

Introductions part 2

Introduce yourself to someone next to you and share something you know about SAFe and the role of Lean-Agile leaders

5 min

Learning goals review

▸ Find a new partner, introduce yourself, and share three things you would like to take away from this class

▸ Review the posted learning goals for the class

▸ Using three dots each, vote on the learning goals that are most meaningful to you

PREPARE **3 min** | SHARE **3 min**

To perform the role of a Lean-Agile Leader,
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
- Plan and successfully execute Program Increments
- Support DevOps and continuous value delivery
- Empower a Lean Portfolio
- Coordinate the development of large solutions
- Enhance your Lean-Agile leadership skills
- Support a Lean-Agile transformation in your enterprise

Logistics

- Class times
- Breaks
- Lunch
- Restrooms

Lesson 1
Introducing the Scaled Agile Framework

1. Introducing the Scaled Agile Framework

2. Embracing a Lean-Agile Mindset

3. Understanding SAFe Principles

4. Experiencing PI Planning

5. Exploring, Executing, and Releasing Value

6. Leading the Lean-Agile Enterprise

7. Empowering a Lean Portfolio

8. Building Large Solutions

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Lean-Agile Leader exam and related preparation materials.

Learning objectives

1.1 Recognize the problem to be solved

1.2 Know the basic constructs of SAFe

1.3 Apply the Implementation Roadmap

1.1 Recognize the problem to be solved

Exercise – identifying problems

▸ At your table review the following slide

▸ Mark the problems you recognize in your organization that you would like to solve

▸ Add others you have to the empty sticky notes
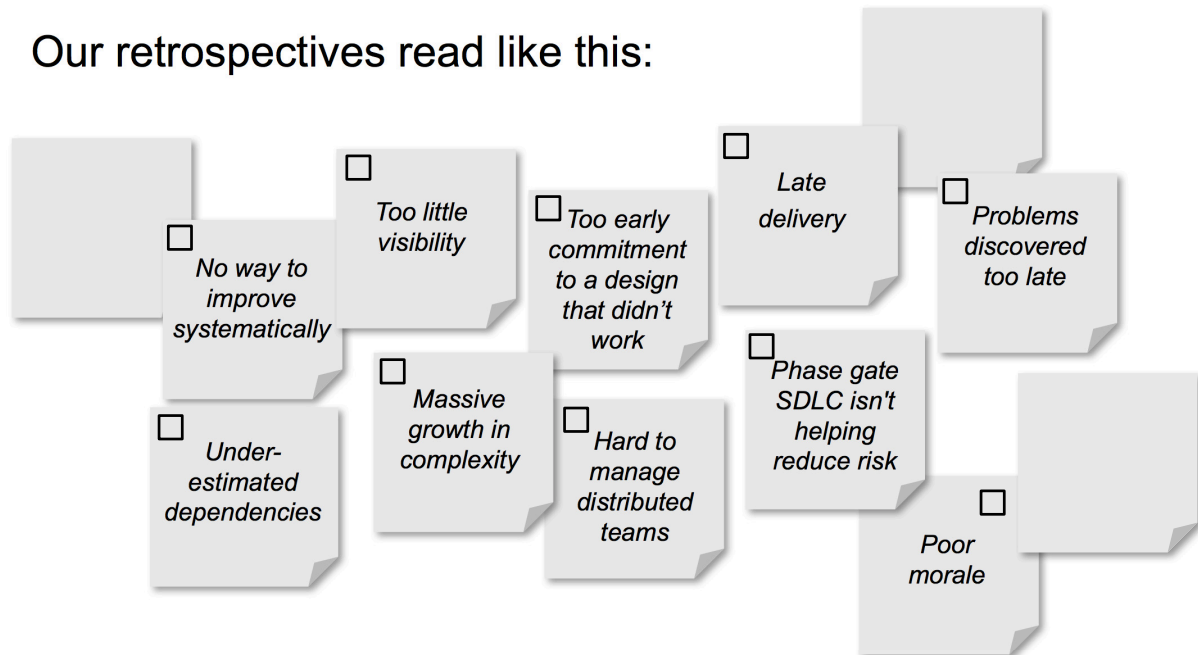
▸ Discuss common problems at your table

PREPARE | SHARE
5 min | 5 min

Our retrospectives read like this:

☐ *No way to improve systematically*

☐ *Too little visibility*

☐ *Too early commitment to a design that didn't work*

☐ *Late delivery*

☐ *Problems discovered too late*

☐ *Under-estimated dependencies*

☐ *Massive growth in complexity*

☐ *Hard to manage distributed teams*

☐ *Phase gate SDLC isn't helping reduce risk*

☐ *Poor morale*

Reasons for adopting Agile

Accelerate product delivery	**69**%
Enhance ability to manage changing priorities	**61**%
Increase productivity	**53**%
Improve project visibility	**43**%
Enhance software quality	**43**%
Improve business/IT alignment	**42**%
Reduce project risk	**37**%
Improve team morale	**31**%
Enhance delivery predictability	**30**%
Improve engineering discipline	**21**%
Better manage distributed teams	**20**%
Reduce project cost	**18**%
Increase software maintainability	**18**%

Source: VersionOne 11th Annual State of Agile Report

Respondents were able to make multiple selections.

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

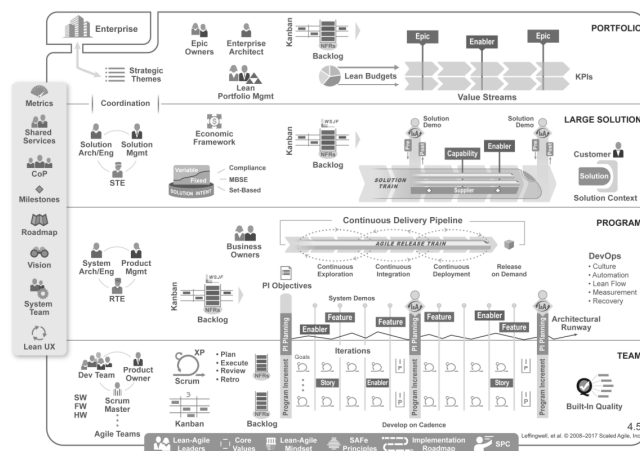*Knowledge for people building the world's most important systems*

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

Roots, past, present and future

Field experience at enterprise scale
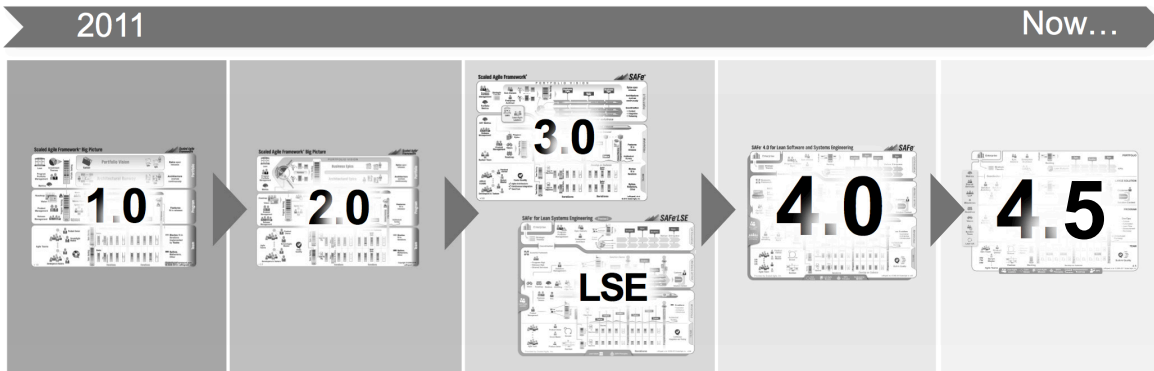
Agile development | Lean product development | Systems thinking

Essential SAFe provides the basis for success
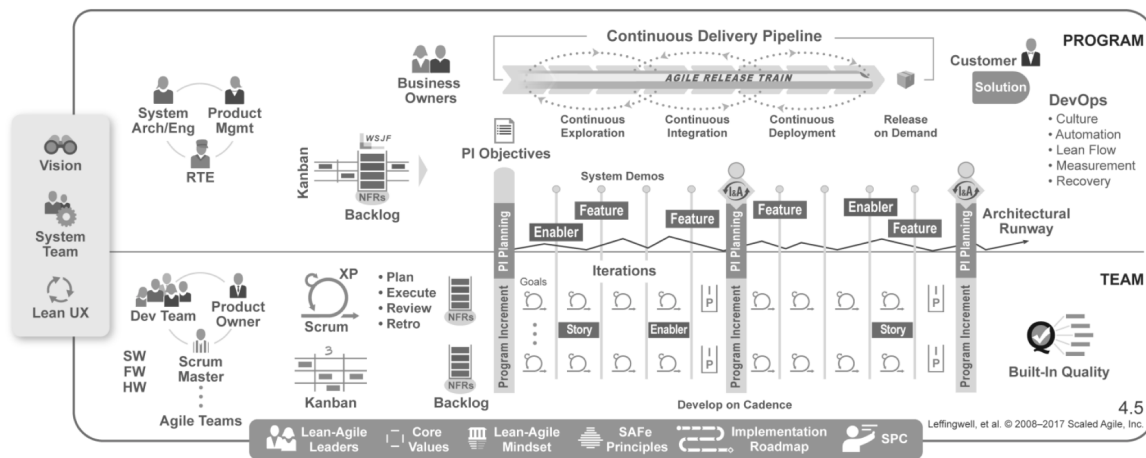
Nothing beats an Agile Team

▸ 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


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

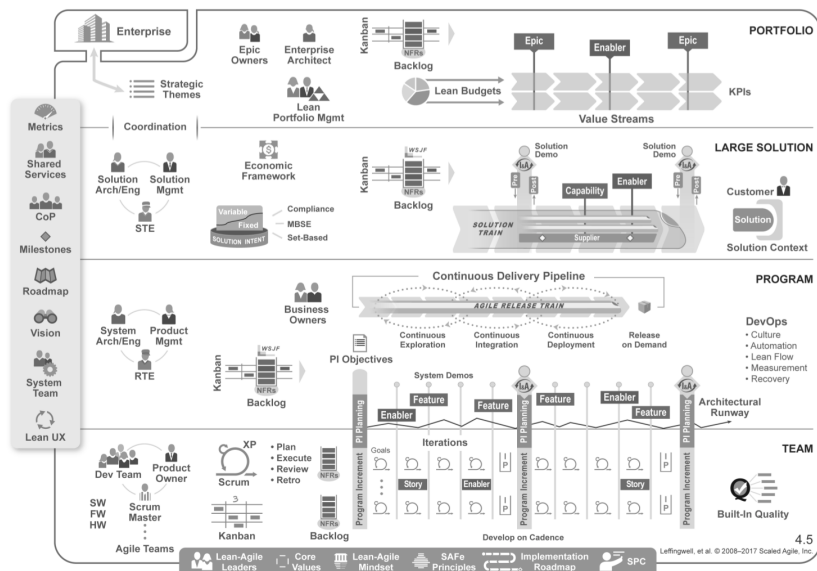▸ Face-to-face planning for collaboration, alignment, and adaptation

Portfolio SAFe aligns strategy and execution
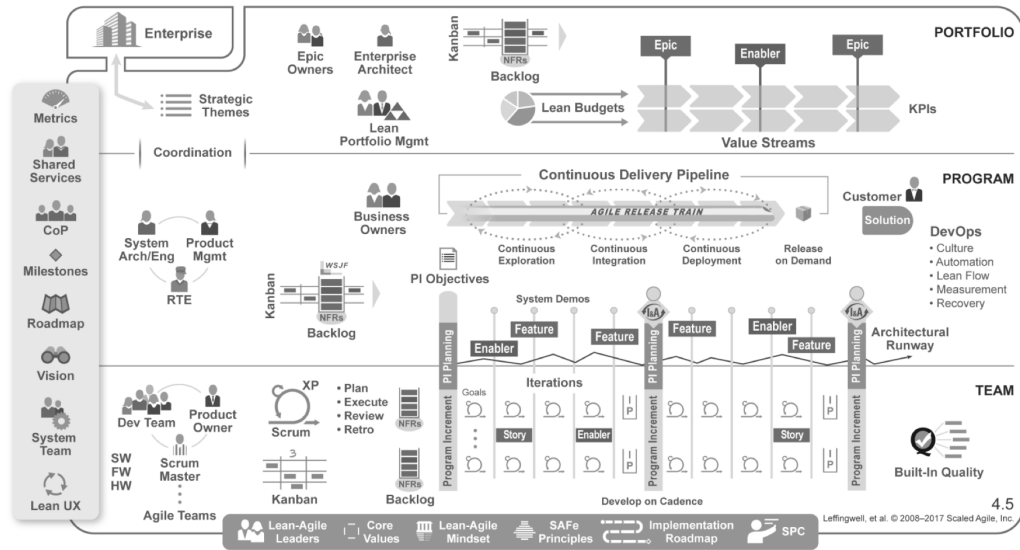
Large Solution SAFe coordinates ARTs with a Solution Train
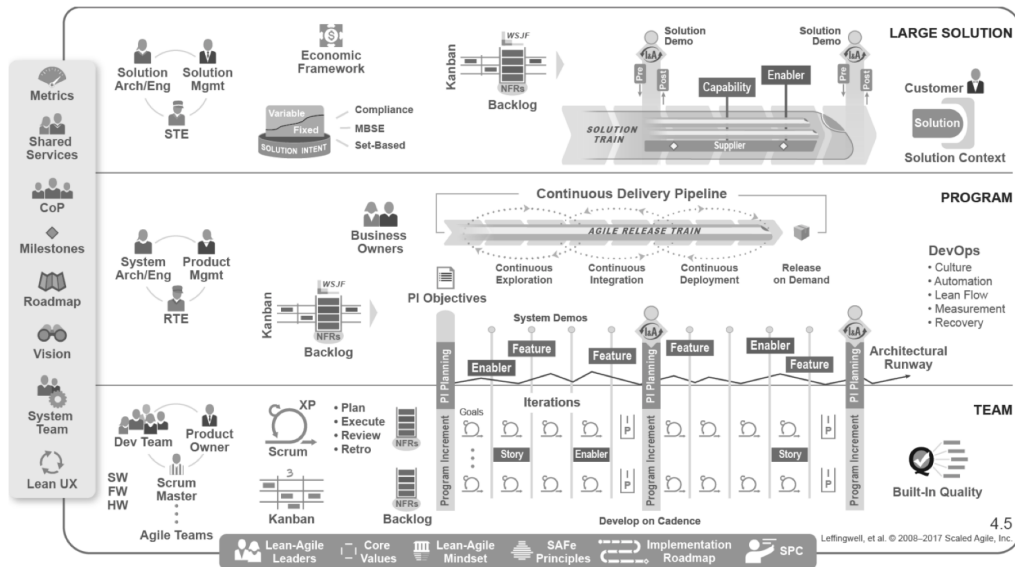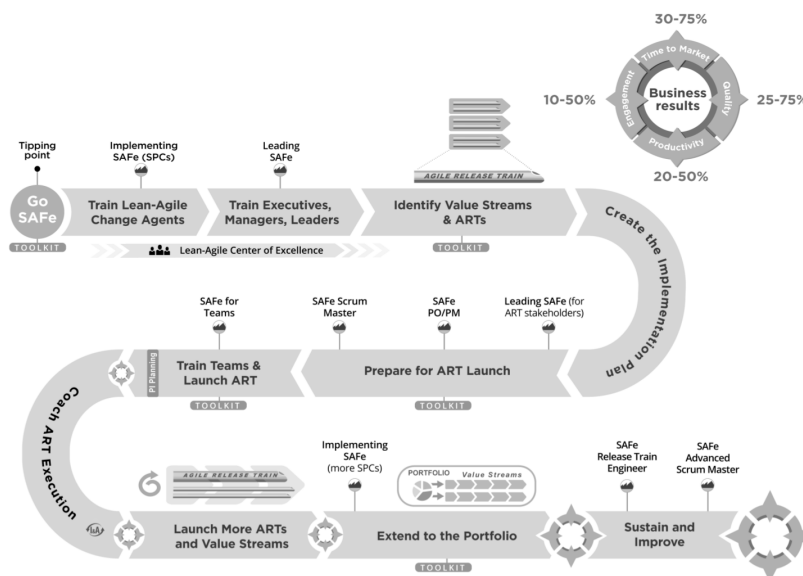
Some enterprises require Full SAFe

1.3 Apply the Implementation Roadmap

Train Everyone.
Launch Trains.

SCALED AGILE © Scaled Agile, Inc.

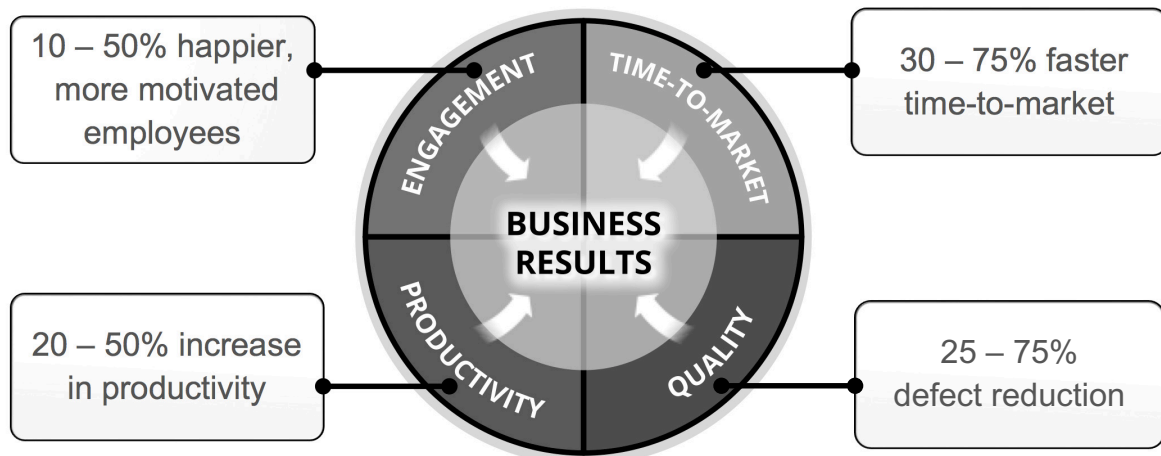## Use the Implementation Roadmap to navigate

SAFe role-based learning paths

Roles	Core		Advanced	
Agile Change Agents Consultants		*Relevant experience of agile and scaling agile*	Implementing SAFe® 4 days — **SPC** SAFe 4	*SAFe 4 Certified Program Consultant*
Executives Managers Stakeholders	Leading SAFe® 2 days — **SA** SAFe 4 — *SAFe 4 Certified Agilist*	*Lean-Agile Leaders*		
Release Train Engineers / Value Stream Engineers			SAFe® Release Train Engineer 3 days — **RTE** SAFe 4	*SAFe 4 Certified Release Train Engineer*
Product Managers / Product Owners	SAFe® PO/PM 2 days — **POPM** SAFe 4 — *SAFe 4 Certified Product Owner/Product Manager*			
Scrum Masters	SAFe® Scrum Master 2 days — **SSM** SAFe 4 — *SAFe 4 Certified Scrum Master*		**SSM** SAFe 4 OR CSM, PSM, other → SAFe® Advanced Scrum Master 2 days — **SASM** SAFe 4	*SAFe 4 Certified Advanced Scrum Master*
Teams	SAFe® for Teams 2 days — **SP** SAFe 4 — *SAFe 4 Certified Practitioner*	*Agile Teams*		

Achieve business results

10 – 50% happier, more motivated employees

30 – 75% faster time-to-market

20 – 50% increase in productivity

25 – 75% defect reduction

ENGAGEMENT · TIME-TO-MARKET · PRODUCTIVITY · QUALITY

BUSINESS RESULTS

See ScaledAgileFramework.com/**case-studies**

Fair warning: Change is hard

Beware the eight big mistakes
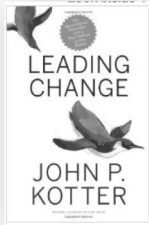
1. Allowing too much complacency

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

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The basics of SAFe

▸ Team with a person from another table you have not met

▸ Explain to your partner the four configurations of SAFe and when you would use each one

▸ Share where your organization is on the SAFe Implementation Roadmap

▸ Change roles after 5 minutes

10 min

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 SAFe configurations and implementation roadmap to start you thinking about how to apply the new approach
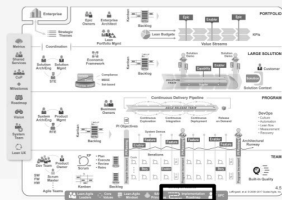
Suggested Scaled Agile Framework reading: "Implementation roadmap" article

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Personal interest

Dark releases

Program Board

Value streams

Horse's rear award

Gemba

PI planning

Agile Release Trains

Decentralize control

Innovation accounting

Continuous deployment

WSJF

Intrinsic motivation

Postcard from the future

Fixed vs. Variable

Release on Demand

Lean UX

U curve optimization

Program Kanban

Chaos monkey

Architectural runway

Confidence vote

Estimation Poker

5 min