Lesson 5
Finishing the PI

1. Introducing Scrum in SAFe
2. Characterizing the role of the Scrum Master
3. Experiencing PI Planning
4. Facilitating Iteration Execution
5. Finishing the PI
6. Coaching the Agile Team

SAFe® Authorized Course: Attending this course gives learners access to the SAFe® Scrum Master exam and related preparation materials.

Learning objectives

5.1 Coach the IP Iteration

5.2 Facilitate the Inspect and Adapt Workshop

5.1 Coach the IP Iteration

Innovation and Planning Iteration

Innovation: Opportunity for innovation spikes, hackathons, and infrastructure improvements

Planning: Provides for cadence-based planning and is an estimating guard band for cadence-based delivery

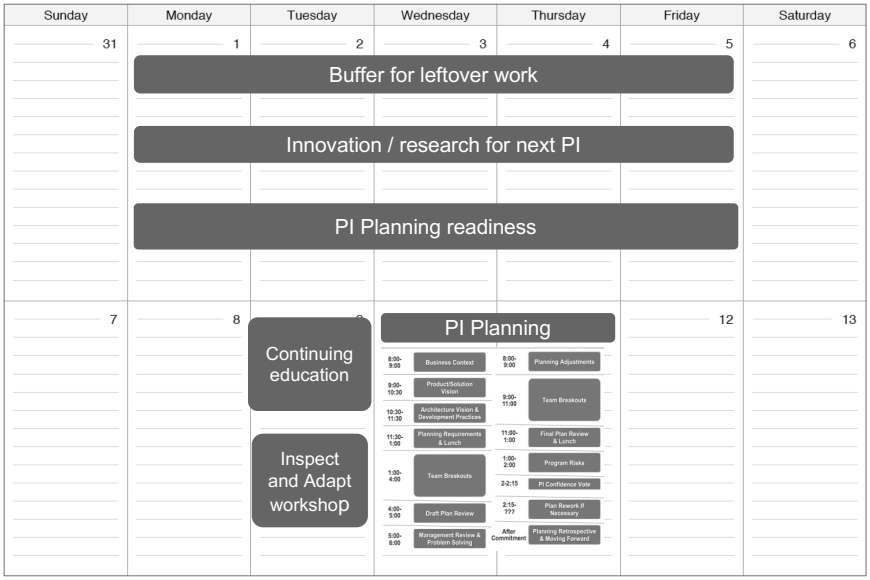
Common anti-patterns

- Planning work for the IP Iteration in PI Planning
- Leaving testing or bug fixing to the IP Iteration
- Leaving integration of the whole system to the IP Iteration

Provide sufficient capacity margin to enable cadence.

—Don Reinertsen, Principles of Product Development Flow

IP Iteration calendar



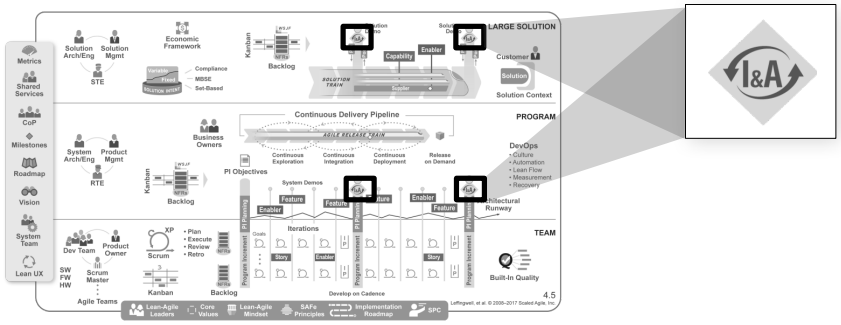
5.2 Facilitate the Inspect and Adapt Workshop

Inspect and Adapt

Three parts:

1. The PI System Demo
2. Quantitative measurement
3. The Problem-Solving Workshop

- Attendees: Teams and stakeholders
- Timebox: 3 – 4 hours per PI



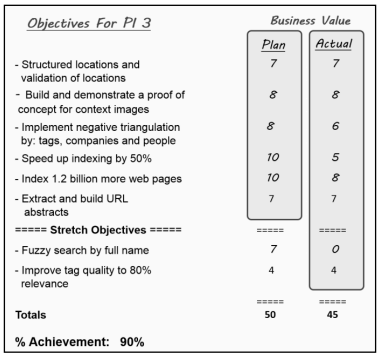
PI System Demo

At the end of the PI, teams demonstrate the current state of the Solution to the appropriate stakeholders.

- Often led by Product Management, Product Owners, and the System Team
- Attended by Business Owners, program stakeholders, Product Management, Release Train Engineer, Scrum Masters, and teams
- Business value is assigned to the team's PI Objectives during or following the PI System Demo

Team PI Performance Report

- Planned total does not include stretch objectives
- Actual total includes stretch objectives
- % achievement = Actual total/Planned total
- A team can achieve greater than 100% (as a result of stretch objectives achieved)
- Effort required for stretch objectives is included in the load (i.e., not extra work the team does on weekends)
- Individual team totals are rolled up into the Program Predictability Measure



Objectives For PI 3

	Business Value: Plan	Business Value: Actual
- Structured locations and validation of locations	7	7
- Build and demonstrate a proof of concept for context images	8	8
- Implement negative triangulation by: tags, companies and people	8	6
- Speed up indexing by 50%	10	5
- Index 1.2 billion more web pages	10	8
- Extract and build URL abstracts	7	7
===== **Stretch Objectives** =====	=====	=====
- Fuzzy search by full name	7	0
- Improve tag quality to 80% relevance	4	4
Totals	**50**	**45**

% Achievement: 90%

Program Performance Metrics

How did we do? Collect and discuss any other program metrics that the team has agreed to collect.

Functionality	PI 1	PI 2	PI 3
Program velocity			
Predictability measure			
# Features planned			
# Features accepted			
# Enablers planned			
# Enablers accepted			
# Stories planned			
# Stories accepted			
Quality			
Unit test coverage %			
Defects			
Total tests			
% automated			
# NFR tests			

Insert any context slides and stage the Metrics review using this agenda.

Suggested timebox during actual I&A: 45 – 60 minutes

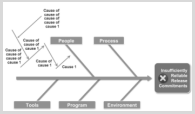
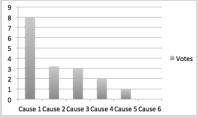
Exercise: Quantitative data

- Discuss in your group what kind of quantitative data the team can provide.
- How can you help gather the data?

PREPARE 7 min | SHARE 3 min

The Problem-Solving Workshop

The RTE facilitates the Problem-Solving Workshop after a short retrospective. The workshop is done in organic or ad-hoc teams.

Agree on the problem to solve	Apply root cause analysis (+ Five Whys)	Identify the biggest root cause using Pareto analysis
Insufficiently reliable release commitments?		
Restate the new problem for the biggest root cause	**Brainstorm solutions**	**Identify improvement backlog items**
Insufficient Architectural Runway		

The Scrum Master's role in Inspect and Adapt

- Facilitate the team preparation for the PI System Demo
- Provide data
- Facilitate one of the teams in the Problem-Solving Workshop
- Help the RTE make sure improvement items are included during the PI
- If using ad-hoc teams for the I&A, then Scrum Masters may be participants rather than facilitators

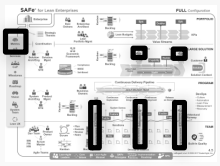
Common anti-patterns

- Only the PO presents in the PI System Demo
- No actionable improvement Features are created
- Improvement items don't enter the PI Planning process
- Improvement items are not demoed in the PI System Demo

Lesson summary

In this lesson, you:

- Understood how to coordinate, integrate, and demo as a train
- Explored how to help a team run the Inspect and Adapt workshop
- Reviewed the Scrum Master's daily activities beyond I&A



Suggested Scaled Agile Framework reading:

- *"Program Increment" article*
- *"System Demo" article*
- *"Inspect and Adapt" article*
- *"PI Planning" article*
- *"Metrics" article – Team Metrics section*

